The Federal Trade Commission having initiated an investigation of certain acts and practices of the respondents named in the caption hereof, and the respondents having been furnished thereafter with a copy of a draft of complaint which the Bureau of Consumer Protection proposed to present to the Commission for its consideration and which, if issued by the Commission, would charge respondents with violation of the Federal Trade Commission Act; and

The respondents, their attorneys, and counsel for the Commission having thereafter executed an agreement containing a consent order, an admission by the respondents of all the jurisdictional facts set forth in the complaint, a statement that the signing of said agreement is for settlement purposes only and does not constitute an admission by the respondents that the law has been violated as alleged in such complaint, or that the facts as alleged in such complaint, other than jurisdictional facts, are true and waivers and other provisions as required by the Commission's Rules; and

The Commission having thereafter considered the matter and having determined that it had reason to believe that the respondents have violated the said Act, and that a complaint should issue stating its charges in that respect, and having thereupon accepted the executed consent agreement and placed such agreement on the public record for a period of sixty (60) days, now in further conformity with the procedure prescribed in Section 2.34 of its Rules, the Commission hereby issues its complaint, makes the following jurisdictional findings and enters the following order:

1. Respondent BodyWell, Inc., also doing business as BodyWell U.S.A., is a corporation organized, existing and doing business under and by virtue of the laws of the State of New York, with its office and principal place of business located at 27 West 20th Street, Suite 1001, New York, New York.

   Respondent Gerard du Passage is an officer of said corporation. He formulates, directs and controls the policies, acts and practices of said corporation, and his office and principal place of business is located at the above stated address.

2. The Federal Trade Commission has jurisdiction of the subject matter of this proceeding and of the respondents, and the proceeding is in the public interest.
ORDER

DEFINITIONS

For purposes of this order, the following definitions shall apply:

1. "Competent and reliable scientific evidence" shall mean tests, analyses, research, studies, or other evidence based on the expertise of professionals in the relevant area, that has been conducted and evaluated in an objective manner by persons qualified to do so, using procedures generally accepted in the profession to yield accurate and reliable results.

2. Unless otherwise specified, "respondents" shall mean BodyWell, Inc., a corporation, its successors and assigns and its officers; Gerard du Passage, individually and as an officer of the corporation; and each of the above's agents, representatives and employees.


I.

It is ordered, That respondents, directly or through any corporation, subsidiary, division, or other device, in connection with the manufacturing, labeling, advertising, promotion, offering for sale, sale, or distribution of any product in or affecting commerce, shall not make any representation, in any manner, expressly or by implication, that:

A. Such product causes significant weight loss, with or without changes in diet or exercise;

B. Such product causes weight loss at any particular rate or speed, or within any time period; or

C. Such product provides any weight loss, fat loss, weight regulation, weight control or weight maintenance benefit,

unless, at the time the representation is made, respondents possess and rely upon competent and reliable scientific evidence that substantiates the representation.
Decision and Order

II.

It is further ordered, That respondents, directly or through any corporation, subsidiary, division, or other device, in connection with the manufacturing, labeling, advertising, promotion, offering for sale, sale, or distribution of any product in or affecting commerce, shall not use the name "Slimming Soles" or any other name in a manner that represents, expressly or by implication, that the product causes weight loss, unless, at the time the representation is made, respondents possess and rely upon competent and reliable scientific evidence that substantiates the representation.

III.

It is further ordered, That respondents, directly or through any corporation, subsidiary, division, or other device, in connection with the manufacturing, labeling, advertising, promotion, offering for sale, sale, or distribution of any food, dietary supplement, drug, device, or weight loss product or program, as "food," "drug" and "device" are defined in Section 15 of the Federal Trade Commission Act, in or affecting commerce, shall not represent, in any manner, expressly or by implication, that the experience represented by any user testimonial or endorsement of the product represents the typical or ordinary experience of members of the public who use the product, unless:

A. At the time it is made, respondents possess and rely upon competent and reliable scientific evidence that substantiates the representation; or
B. Respondents disclose, clearly and prominently, and in close proximity to the endorsement or testimonial, either:

1. What the generally expected results would be for users of the product, or
2. The limited applicability of the endorser's experience to what consumers may generally expect to achieve, that is, that consumers should not expect to experience similar results.

For purposes of this Part, "endorsement" shall mean as defined in 16 CFR 255.0(b).
IV.

It is further ordered, That respondents, directly or through any corporation, subsidiary, division, or other device, in connection with the manufacturing, labeling, advertising, promotion, offering for sale, sale, or distribution of any food, dietary supplement, drug, device, or weight loss product or program, as "food," "drug" and "device" are defined in Section 15 of the Federal Trade Commission Act, in or affecting commerce, shall not misrepresent, in any manner, expressly or by implication, the existence, contents, validity, results, conclusions or interpretations of any test, study, or research.

V.

It is further ordered, That respondents, directly or through any corporation, subsidiary, division, or other device, in connection with the manufacturing, labeling, advertising, promotion, offering for sale, sale, or distribution of any product in or affecting commerce, shall not violate any provision of the Mail or Telephone Order Merchandise Rule, 16 CFR Part 435, as amended, effective March 1, 1994, 58 Fed. Reg. 49095.

VI.

It is further ordered, That respondents shall pay to the Commission as consumer redress the sum of one hundred thousand dollars ($100,000.00) no later than the date this order becomes final. Such payment shall be deposited into an escrow account, to be established by the Commission for the purpose of receiving payment due under this order.

The funds paid by respondents shall, in the discretion of the Commission, be used by the Commission to provide direct redress to purchasers of Slimming Soles in connection with the acts or practices alleged in the complaint, and to pay any attendant costs of administration. If the Commission determines, in its sole discretion, that redress to purchasers of this product is wholly or partially impracticable or is otherwise unwarranted, any funds not so used shall be paid to the United States Treasury. Respondents shall be notified as to how the funds are distributed, but shall have no right to contest the manner of distribution chosen by the Commission.

At any time after this order becomes final, the Commission may direct the escrow agent to transfer funds from the escrow account to
the Commission to be distributed as herein provided. The Commission, or its representative, shall, in its sole discretion, select the escrow agent.

Respondents relinquish all dominion, control and title to the funds paid into the escrow account, and all legal and equitable title to the funds vests in the Treasurer of the United States and in the designated consumers. Respondents shall make no claim to or demand for return of the funds, directly or indirectly, through counsel or otherwise; and in the event of bankruptcy of respondents, respondents acknowledge that the funds are not part of the debtor’s estate, nor does the estate have any claim or interest therein.

VII.

It is further ordered, That respondent BodyWell, Inc., and its successors and assigns, and respondent Gerard du Passage shall, for five (5) years after the last date of dissemination of any representation covered by this order, maintain and upon request make available to the Federal Trade Commission for inspection and copying:

A. All advertisements and promotional materials containing the representation;
B. All materials that were relied upon in disseminating the representation; and
C. All tests, reports, studies, surveys, demonstrations, or other evidence in their possession or control that contradict, qualify, or call into question the representation, or the basis relied upon for the representation, including complaints and other communications with consumers or with governmental or consumer protection organizations.

VIII.

It is further ordered, That respondent BodyWell, Inc., and its successors and assigns, and respondent Gerard du Passage shall deliver a copy of this order to all current and future principals, officers, directors and managers, and to all current and future employees, agents, and representatives having responsibilities with respect to the subject matter of this order, and shall secure from each such person a signed and dated statement acknowledging receipt of the order. Respondents shall deliver this order to current personnel within thirty (30) days after the date of service of this order, and to
future personnel within thirty (30) days after the person assumes such position or responsibilities. Respondents shall maintain and upon request make available to the Federal Trade Commission for inspection and copying a copy of each signed statement acknowledging receipt of the order.

IX.

It is further ordered, That respondent BodyWell, Inc. and its successors and assigns shall notify the Commission at least thirty (30) days prior to any change in the corporation that may affect compliance obligations arising under this order, including but not limited to a dissolution of a subsidiary, parent or affiliate that engages in any acts or practices subject to this order; the proposed filing of a bankruptcy petition; or a change in the corporate name or address. Provided, however, that, with respect to any proposed change in the corporation about which respondent learns less than thirty (30) days prior to the date such action is to take place, respondent shall notify the Commission as soon as is practicable after obtaining such knowledge. All notices required by this Part shall be sent by certified mail to the Associate Director, Division of Enforcement, Bureau of Consumer Protection, Federal Trade Commission, Washington, D.C.

X.

It is further ordered, That respondent Gerard du Passage, for a period of four (4) years after the date of issuance of this order, shall notify the Commission of the discontinuance of his current business or employment, or of his affiliation with any new business or employment whose activities relate to the manufacturing, labeling, advertising, promotion, offering for sale, sale or distribution of any dietary supplement, drug, device, or weight loss product or program, as "drug" and "device" are defined in Section 15 of the Federal Trade Commission Act, for which any health or weight loss claim is made. The notice shall include respondent's new business address and telephone number and a description of the nature of the business or employment and his duties and responsibilities. All notices required by this Part shall be sent by certified mail to the Associate Director, Division of Enforcement, Bureau of Consumer Protection, Federal Trade Commission, Washington, D.C.
XI.

It is further ordered, That respondent BodyWell, Inc., and its successors and assigns, and respondent Gerard du Passage shall, within sixty (60) days after the date of service of this order, and at such other times as the Federal Trade Commission may require, file with the Commission a report, in writing, setting forth in detail the manner and form in which they have complied with this order.

XII.

This order will terminate on June 16, 2017, or twenty (20) years from the most recent date that the United States or the Federal Trade Commission files a complaint (with or without an accompanying consent decree) in federal court alleging any violation of the order, whichever comes later; provided, however, that the filing of such a complaint will not effect the duration of:

A. Any Part in this order that terminates in less than twenty (20) years;
B. This order's application to any respondent that is not named as a defendant in such complaint; and
C. This order if such complaint is filed after the order has terminated pursuant to this Part.

Provided further, that if such complaint is dismissed or a federal court rules that the respondent did not violate any provision of the order, and the dismissal or ruling is either not appealed or upheld on appeal, then the order will terminate according to this Part as though the complaint had never been filed, except that the order will not terminate between the date such complaint is filed and the later of the deadline for appealing such dismissal or ruling and the date such dismissal or ruling is upheld on appeal.
Complaint 123 F.T.C.

IN THE MATTER OF

DEAN DISTRIBUTORS, INC.

CONSENT ORDER, ETC., IN REGARD TO ALLEGED VIOLATION OF SECS. 5 AND 12 OF THE FEDERAL TRADE COMMISSION ACT


This consent order requires, among other things, the California-based company to substantiate any weight-loss and weight-loss maintenance claims, sets out the standards for the type of evidence required to support various weight-loss maintenance claims, requires a specified statement for advertisements with maintenance claims, and a disclosure statement regarding the need for physician monitoring to minimize potential health risks.

Appearances

For the Commission: Walter Gross and James Dolan.
For the respondent: Ted J. Hannig, Miller, Starr & Regalia, Redwood City, CA.

COMPLAINT

The Federal Trade Commission, having reason to believe that Dean Distributors, Inc., a corporation, through Advanced Health Care Systems, an operating division of Dean Distributors, Inc., has violated the provisions of the Federal Trade Commission Act, and it appearing to the Commission that a proceeding by it in respect thereof would be in the public interest, alleges:

PARAGRAPH 1. Respondent Dean Distributors, Inc. (hereinafter "respondent"), is incorporated in California, with its offices and principal place of business located at 1350 Bayshore Hwy., Suite 400, Burlingame, California. Advanced Health Care Systems, an operating division of Dean Distributors, Inc., has its offices and principal place of business located at 2801 Salinas Hwy., Building F, Monterey, California. Advanced Health Care Systems also does business as Cambridge Direct Sales and as MediBase.

PAR. 2. Respondent advertises, offers for sale and sells, and otherwise promotes throughout the United States, weight loss and weight-loss maintenance services and products, including the "Food for Life Weight Management System" and "MediBase," and makes them available to the public through a multilevel distribution system and through direct sales to physicians and medical clinics.
PAR. 3. The Food for Life Weight Management System diet programs include the "Cambridge Diet Plan," the "Food for Life" programs, the "Maintain for Life" program, and related nutritional products. Certain Food for Life Weight Management System diet programs provide 420 calories per day, obtained by drinking three formula drinks per day, and are referred to as very-low-calorie diet ("VLCD") programs. VLCDs are rapid weight loss, modified fasting diets of 800 calories or less per day requiring medical supervision. Other Food for Life Weight Management System diet programs allow an additional 400 calories per day in conventional food products. These programs, consisting of 820 calories per day, are referred to as low-calorie diets ("LCDs"). In addition, the Food for Life Weight Management System diet programs consist of behavior modification, motivational counseling, exercise, and weight-loss maintenance. The Food for Life Weight Management System diet programs consist of products which are "food" within the meaning of Sections 12 and 15 of the Federal Trade Commission Act, 15 U.S.C. 52, 55.

PAR. 4. The MediBase diet program is a medically-supervised three step program. The first step is a VLCD program providing 420 calories per day, obtained by drinking three formula drinks per day. The second step is an LCD program combining 420 calories per day, obtained by drinking three formula drinks per day, and an additional 400 calories per day, in conventional food products. The third step is a weight-loss maintenance program. In addition, the MediBase diet program consists of behavior modification, motivational counseling, and exercise. The MediBase diet program consists of products which are "food" within the meaning of Sections 12 and 15 of the Federal Trade Commission Act, 15 U.S.C. 52, 55.

PAR. 5. The acts and practices of respondent alleged in this complaint have been in or affecting commerce, as "commerce" is defined in Section 4 of the Federal Trade Commission Act, 15 U.S.C. 44.

PAR. 6. Respondent has disseminated or has caused to be disseminated advertisements for weight reduction and weight control products and programs. Respondent has created and provided camera-ready advertising copy to its participating distributors, referred to as "counselors," for placement in various periodicals that are in general circulation to the public, to promote the Food for Life Weight Management System diet programs to prospective customers. Respondent has further advertised its weight loss programs and
products through the use of promotional materials, including pamphlets and brochures, given to customers and prospective customers by individual distributors referred to as "counselors."

PAR. 7. Respondent's advertisements include but are not necessarily limited to the advertisements and promotional materials entitled "Program Guide" ©1992 (attached hereto as Exhibit A); "Program Guide" ®November 1992 (attached hereto as Exhibit B); "Physician Monitoring Guidelines" (attached hereto as Exhibit C); "A taste for success!" (attached hereto as Exhibit D); "Treat Your Body With Ultimate Respect" (attached hereto as Exhibit E); two issues of "Breakthrough" (attached hereto as Exhibits F and G); and "If You Have Weight-Related Health Problems and Must Lose Weight ..." (attached hereto as Exhibit H).

SAFETY CLAIMS

PAR. 8. Respondent's advertisements referred to in paragraphs six and seven, including but not necessarily limited to attached Exhibits A-H, include the following statements:

(a) "The Food for Life Weight Loss Programs deliver their promise. You can lose weight safely. ... as much as 7 pounds in just one week." (Exhibit A, page 2)
(b) "Nothing is as Simple ... Safe ... Effective ..." (Exhibit B, page 3)
(c) "Fast, effective, safe weight reduction!" (Exhibit E)
(d) "If You Have Weight-Related Health Problems And Must Lose Weight... ...There Is A Medically Directed Program For You ... Nutritionally complete, excellent tasting MediBase® meal replacement ... Proven safe and effective in University testing" (Exhibit H) (emphasis in original)

PAR. 9. Through the use of the statements contained in the advertisements referred to in paragraph eight, including but not necessarily limited to the statements in the advertisements attached as Exhibits A, B, E, and H, respondent has represented, directly or by implication, that the Food for Life Weight Management System and MediBase VLCD diet programs are unqualifiedly free of serious health risks.

PAR. 10. Respondent has failed to disclose adequately that physician supervision is required to minimize the potential risk of the development of health complications to consumers on very-low-calorie diet programs. In view of the representation that the Food for Life Weight Management System and MediBase VLCD diet programs are free of serious health risks, the disclosure as to the requirement for medical supervision is necessary. The failure to
adequately disclose this fact, in light of the representation as set forth in paragraph nine, was, and is, false and misleading.

PAR. 11. Respondent has provided purchasers and prospective purchasers who elect to follow a very-low calorie diet protocol with a pamphlet, entitled "Physician Monitoring Guidelines" (Exhibit C), which contains the following statement:

"Occasional side effects have been reported in association with the use of a VLCD. In general, these symptoms are mild and transient.
Fatigue
Cold intolerance
Headache
Orthostatic hypotension
and, with less frequency, halitosis, dry mouth, constipation, diarrhea, epigastric discomfort, flatulence, muscle cramps, amenorrhea, temporary hair loss, and decreased libido.
Most symptoms subside after the initial phase of dieting, or upon resumption of a normal eating pattern. Many of the side effects can be avoided by maintaining adequate fluid intake (i.e. two liters of water or non-caloric, low-sodium, decaffeinated liquid)."

Purchasers were instructed to give the pamphlet to the physician that they asked to monitor their progress through the very-low-calorie diet protocol that they chose to follow.

PAR. 12. Through the use of the statements contained in the advertisement referred to in paragraph eleven, including but not necessarily limited to the statements in the advertisement attached as Exhibit C, respondent has represented, directly or by implication, that the Food for Life Weight Management System diet programs have a risk of only mild side effects.

PAR. 13. In truth and in fact, VLCD diet programs such as the Food for Life Weight Management System diet programs do not have only mild side effects, and entail the risk of developing serious adverse side effects. Therefore, the representation set forth in paragraph twelve was, and is, false and misleading.

SUCCESS CLAIMS

PAR. 14. Respondent's advertisements referred to in paragraphs six and seven, including but not necessarily limited to attached Exhibits A-H, include the following statements:

(a) "No matter what your goal... just a few pounds or more weight than you care to think about... you'll find a Food For Life weight loss program that exactly suits your needs." (Exhibit A, page 2)
(b) "Most people fail... because they can't maintain their weight loss for long periods of time. ... [y]ou [as a Food For Life dieter] will be in 'Control for Life.'" (Exhibit A, page 2)

(c) "The Cambridge Food For Life Nutrition and Weight Management System is remarkably effective in providing long-term weight management." (Exhibit B, page 11)

(d) "Andrea Ileo has good reason to show off... she is a product of the product! Ten years ago Andrea went from 170+ lbs. ['before' photo] to ... WOW! ['after' photo]" (Exhibit F, page 7)

(e) "... Marie Carner, an inspiration to many, who lost 40 pounds and has kept it off for 2 years. Recently Marie sole sourced, losing an additional 12 pounds. She's fit, feels tremendous, and looks fantastic!" (Exhibit G, page 1)

PAR. 15. Through the use of the statements contained in the advertisements or promotional materials referred to in paragraph fourteen, subparagraphs (a)-(c), including but not necessarily limited to the statements in the advertisements attached as Exhibit A and B, respondent has represented, directly or by implication, that most Food for Life Weight Management System customers reach and maintain their weight loss goals either long-term or permanently.

PAR. 16. Through the use of the statements contained in the advertisements referred to in paragraph fourteen, subparagraphs (a)-(c), including but not necessarily limited to the advertisements attached as Exhibits A and B, respondent has represented, directly or by implication, that most Food for Life Weight Management System customers reach and maintain their weight loss goals either long-term or permanently.

PAR. 17. In truth and in fact, at the time respondent made the representation set forth in paragraph fifteen, respondent did not possess and rely upon a reasonable basis that substantiated such representation. Therefore, the representation set forth in paragraph sixteen was, and is, false and misleading.

PAR. 18. Through the use of the statements referred to in paragraph fourteen, subparagraphs (d) and (e), including but not necessarily limited to the advertisements attached as Exhibits F and G, respondent has represented, directly or by implication, that testimonials from consumers appearing in the advertisements and promotional materials for Food for Life Weight Management System reflect the typical or ordinary experience of members of the public who have used the program.

PAR. 19. Through the use of the statements referred to in paragraph fourteen, subparagraphs (d) and (e), including but not necessarily limited to the advertisements attached as Exhibits F and
G, respondent has represented, directly or by implication, that at the time they made the representation set forth in paragraph eighteen, respondent possessed and relied upon a reasonable basis that substantiated such representation.

PAR. 20. In truth and in fact, at the time respondent made the representation set forth in paragraph eighteen, respondent did not possess and rely upon a reasonable basis that substantiated such representation. Therefore, the representation set forth in paragraph nineteen was, and is, false and misleading.

PAR. 21. Respondent's advertisements referred to in paragraphs six and seven, including but not necessarily limited to attached Exhibits A-H, include the following statement:

"A study conducted by Opinion Research Corporation of 600 users who had lost 60 pounds or more showed that of the 400 who could be contacted after two years, more than 80% of the weight loss had been maintained." (Exhibit C, page 2)

PAR. 22. Through the use of the statement referred to in paragraph twenty-one, including but not necessarily limited to the advertisement attached as Exhibit C, respondent has represented, directly or by implication, that the study results referred to were based on a valid statistical sample of all Food for Life Weight Management System customers who had lost 60 pounds or more.

PAR. 23. In truth and in fact, the study results referred to in paragraph twenty-one were not based upon a valid statistical sample of all Food for Life Weight Management System customers who had lost 60 pounds or more. Therefore, the representation set forth in paragraph twenty-two was, and is, false and misleading.

RATE OF WEIGHT LOSS CLAIMS

PAR. 24. The advertisements referred to in paragraphs six and seven, including but not necessarily limited to attached Exhibits A-H, include the following statements:

(a) "You can lose 2 to 5 pounds per week on the Regular Program." (Exhibit A, page 3; Exhibit B, page 10)

(b) "You can lose weight safely, quickly, and easily. ... as much as 7 pounds in just one week." (Exhibit A, page 2)

PAR. 25. Through the use of the statement contained in the advertisements referred to in paragraph twenty-four, subparagraph (a), including but not necessarily limited to the advertisements
attached as Exhibits A and B, respondent has represented, directly or
by implication, that consumers following the Food for Life Weight
Management System LCD weight loss program lose weight at a rate
of two to five pounds per week.

PAR. 26. Through the use of the statement contained in the
advertisement referred to in paragraph twenty-four, subparagraph (b),
including but not necessarily limited to the advertisement attached as
Exhibit A, respondent has represented, directly or by implication, that
an appreciable number of consumers following the Food for Life
Weight Management System LCD weight loss program lose weight
at a rate of seven pounds per week.

PAR. 27. Through the use of the statements referred to in
paragraph twenty-four, including but not necessarily limited to the
advertisement attached as Exhibit A, respondent has represented,
directly or by implication, that at the time respondent made the
representations set forth in paragraphs twenty-five and twenty-six,
respondent possessed and relied upon a reasonable basis that
substantiated such representations.

PAR. 28. In truth and in fact, at the time respondent made the
representations set forth in paragraphs twenty-five and twenty-six,
respondent did not possess and rely upon a reasonable basis that
substantiated such representations. Therefore, the representation set
forth in paragraph twenty-seven was, and is, false and misleading.

PAR. 29. In providing advertisements and promotional materials
such as those referred to in paragraphs six and seven to its individual
distributors, referred to as "counselors," and to physicians, respondent
has furnished the means and instrumentalities to those individual
distributors to engage in the acts and practices alleged in paragraphs
eight through twenty-eight.

PAR. 30. The acts and practices of respondent alleged in this
complaint constitute deceptive acts or practices in or affecting
commerce and "false advertisements" in violation of Sections 5(a)
and 12 of the FTC Act, 15 U.S.C. 45(a) and 52.
EXHIBIT A

Cambridge

PROGRAM GUIDE

THE FOOD FOR LIFE WEIGHT MANAGEMENT SYSTEM
A NEW BEGINNING

You are about to begin a journey. A journey unlike any you have ever experienced. It is a journey that will get you to your weight goal. Throughout this journey you will have both a companion and a vehicle on which to house your companion is your Food for Life Consultant and the vehicle Food for Life Weight Management System.

TABLE OF CONTENTS

- General Information 1
- Food for Life Programs 2
- Helpful Tips and Common Misconceptions 3
- Winning Recipes 8
- How to Use the Food for Life Weight Management System 9
- Calorie Contests of Basic Recipes and Shapes 16
- Food for Life Calorie Recipes 17
- Quick Calorie Counter

THE FOOD FOR LIFE WEIGHT MANAGEMENT SYSTEM

OVER FIFTEEN YEARS OF TESTING AND EXPERIENCE

A SCIENTIFIC BREAKTHROUGH

In 1970, a team of scientists at Cambridge University developed a meal replacement formula that started a revolution in the treatment of obesity. The pioneering effort resulted in a formula that has been proven worldwide to be the most effective way to lose weight. This formula contains only 130 calories, was the most commercially successful formula and is the foundation for the Food for Life Weight Management System.

A TOTALLY INTEGRATED SYSTEM

Today's state of the art, a totally integrated weight management system addressing physical, mental and emotional support. The self-contained weight management system available anywhere and anytime is a more complete system for weight loss and lifestyle change.

TODAY'S STATE OF THE ART

A TOTAL INTEGRATED SYSTEM

- The scientifically developed Food for Life Meal Replacement formula is the ultimate evolution of the very low-calorie formula that has been available since 1970.
- The formula is perfectly balanced with minimal fat content and is used to achieve a low-calorie diet with minimal fat content.
- The formula is designed to help you reach your weight goal and maintain your weight.

IMPORANT FACTS ABOUT WEIGHT LOSS AND METABOLISM

A NEW PERSPECTIVE

The weight loss was generally thought that people became overweight simply because they ate too much and to use the 300 calorie/day and 2000 calorie/day meals. This has been shown to be unnecessary by long-term success.

THE OBVIOUS CONCLUSIONS

There are four important conclusions that can be drawn from the data provided:

1. Nothing has been shown to cause the typical overweight loss. If you take fewer calories than your body needs you will lose weight.
2. Once you lose weight it is very important to maintain the weight loss because regaining weight is very difficult.
3. Food for Life Weight Management System is designed to help you lose weight and maintain your weight.
4. Food for Life Weight Management System is designed to help you lose weight and maintain your weight.
weight loss and weight gain, you can make a better choice for your life weight loss program if you are not sure what to do. The Food for Life Weight Loss Management System is a comprehensive and flexible program that can be tailored to meet your specific needs.

**WEIGHT LOSS PROGRAMS THAT WORK**

The Food for Life Weight Loss Management System includes a weight loss program that exactly suits your needs. The Food for Life Weight Management System is designed to help you lose weight at a safe and effective rate. It includes personalized meal plans, exercise recommendations, and support services to help you achieve your weight loss goals.

**PERSONALIZED PROGRAM OPTIONS FOR EVERY NUTRITION MANAGEMENT SYSTEM**

The Food for Life Weight Management System is a one-dimensional approach to weight loss. It is comprised of flexible and customizable programs that can be tailored to meet your specific needs. The Food for Life Weight Management System includes a variety of meal plans, exercise recommendations, and support services to help you achieve your weight loss goals.

**MANAGING WEIGHT... WITHOUT THE MYSTERY**

Many people fail to achieve their weight loss goals because they lack the necessary knowledge, motivation, and commitment to make healthy lifestyle changes. The Food for Life Weight Management System provides you with the knowledge, motivation, and support you need to achieve your weight loss goals.

**YOU WILL HAVE A FRIEND**

Losing weight shouldn't be lonely. You can join the Food for Life Weight Management System and meet new friends who are committed to achieving their weight loss goals. The Food for Life Weight Management System includes a variety of meal plans, exercise recommendations, and support services to help you achieve your weight loss goals.

**A PROGRAM FOR EVERY GOAL AND LIFESTYLE**

Now it's up to you and your dietitian to help you choose the program that best matches your goals and lifestyle. The Food for Life Weight Management System includes a variety of meal plans, exercise recommendations, and support services to help you achieve your weight loss goals.

**THE REGULAR PROGRAM**

This program combines the classic food for life meal plans with 400 calories of regular food per day. Your food choices will consist of a variety of foods selected from a specially prepared list of healthy foods. The Food for Life Weight Management System includes a variety of meal plans, exercise recommendations, and support services to help you achieve your weight loss goals.

**THE FAST START PROGRAM**

This program combines the classic food for life meal plans with 800 calories of regular food per day. Your food choices will consist of a variety of foods selected from a specially prepared list of healthy foods. The Food for Life Weight Management System includes a variety of meal plans, exercise recommendations, and support services to help you achieve your weight loss goals.

**HOLDING THE HOOK...**

As you continue to lose weight, you may find that the Food for Life Weight Management System is too easy or too difficult. The Food for Life Weight Management System includes a variety of meal plans, exercise recommendations, and support services to help you achieve your weight loss goals.

**HOW TO FOLLOW THE PROGRAM**

This program combines the classic food for life meal plans with 1,200 calories of regular food per day. Your food choices will consist of a variety of foods selected from a specially prepared list of healthy foods. The Food for Life Weight Management System includes a variety of meal plans, exercise recommendations, and support services to help you achieve your weight loss goals.

**THE DIFFERENT PROGRAMS**

The Food for Life Weight Management System includes a variety of meal plans, exercise recommendations, and support services to help you achieve your weight loss goals.

**THE DIFFERENT PROGRAMS**

The Food for Life Weight Management System includes a variety of meal plans, exercise recommendations, and support services to help you achieve your weight loss goals.
THE PHYSICIAN MONITORED PROGRAM

FEATURES

The responsible approach to weight loss is recommended for those who have a body mass index of 30 or more. This program will result in the maximum amount of weight loss in the shortest possible time. The program consists of two phases: Phase I and Phase II. Phase I is the food for life meal replacement formula as the exclusive source of nutrition and medical monitoring is required.

HOW TO FOLLOW THE PROGRAM

Before beginning the Program, you should consult with your physician. Your physician will provide you with the following information:

- The health care guidelines and the proper use of your medication
- The importance of diet and exercise
- The importance of weight loss
- The importance of maintaining a healthy lifestyle

These guidelines and the proper use of your medication are designed to help you lose weight in a safe and effective manner.

YOUR DAILY CALORIE LIMIT

1. FOR ALL ADULTS: FROM THE LITE
2. INITIAL LIMIT: 1400 CALORIES
3. FOR PREGNANT AND NURSING WOMEN: 1600 CALORIES

HELPFUL HINTS FOR NOW AND LATER

1. Don't eat more than you need to. It's important to keep track of what you eat.
2. Don't eat too much of the same thing. It's important to keep track of what you eat.
3. Don't eat too much of the same thing. It's important to keep track of what you eat.
4. Don't eat too much of the same thing. It's important to keep track of what you eat.
5. Don't eat too much of the same thing. It's important to keep track of what you eat.

OUR PRODUCT LITERATURE CAN TELL YOU MORE

Detailed information on the ingredients and nutritional content, as well as the methods and recipes you can expect from this program, can be found in the literature provided with this program. This program is designed to help you lose weight in a safe and effective manner.

THE PHYSICIAN MONITORED PROGRAM

FEATURES

The responsible approach to weight loss is recommended for those who have a body mass index of 30 or more. This program will result in the maximum amount of weight loss in the shortest possible time. The program consists of two phases: Phase I and Phase II. Phase I is the food for life meal replacement formula as the exclusive source of nutrition and medical monitoring is required.

HOW TO FOLLOW THE PROGRAM

Before beginning the Program, you should consult with your physician. Your physician will provide you with the following information:

- The health care guidelines and the proper use of your medication
- The importance of diet and exercise
- The importance of weight loss
- The importance of maintaining a healthy lifestyle

These guidelines and the proper use of your medication are designed to help you lose weight in a safe and effective manner.

YOUR DAILY CALORIE LIMIT

1. FOR ALL ADULTS: FROM THE LITE
2. INITIAL LIMIT: 1400 CALORIES
3. FOR PREGNANT AND NURSING WOMEN: 1600 CALORIES

HELPFUL HINTS FOR NOW AND LATER

1. Don't eat more than you need to. It's important to keep track of what you eat.
2. Don't eat too much of the same thing. It's important to keep track of what you eat.
3. Don't eat too much of the same thing. It's important to keep track of what you eat.
4. Don't eat too much of the same thing. It's important to keep track of what you eat.
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A WORD ABOUT DINING OUT
As you proceed through the food for life weight management system, you will develop an understanding of food and the choices you make. This knowledge will serve you well when you dine out and require only two contingencies to keep your diet on track: what to do if you are served large portions than you want or what to do if you are served foods that you don’t want. You may also be faced with situations where you may think you are eating healthy, but the food you are served is not as healthy as you think.

The solution to the first dilemma is to be sure you eat at restaurants that serve healthy food. Many restaurants today are offering healthy menu items, and you can often find a variety of choices that fit your dietary needs. If you are dining at a restaurant that does not serve healthy options, you can still make the most of your meal by choosing a protein-rich dish and opting for a side salad or vegetable rather than a starch-based side item. You can also ask your server for recommendations or modifications to dishes to make them more nutritious.

The solution to the second dilemma is to be aware of what you are eating. If you know you are going to be served large portions, you can prepare for it by having smaller portions or sharing a dish with a friend. If you are served foods that you don’t want, you can choose to eat the food that you like or opt for a replacement dish that better meets your dietary needs.

A WORD ABOUT COOKING
There are a wide variety of cooking methods that you can use at home to prepare healthy meals. Some methods, such as grilling and roasting, can help you maintain the natural nutrients in your food. Cooking methods, such as boiling and steaming, can also help you maintain the natural nutrients in your food. However, some methods, such as frying and sautéing, can cause the destruction of nutrients.

When cooking, it is important to consider the type of food you are cooking and the cooking method you are using. For example, when cooking beans, you can use a pressure cooker to retain the most nutrients. When cooking meats, you can use a slow cooker to gently cook the meat and retain its nutrients. When cooking vegetables, you can use a steamer to retain the most nutrients.

The key to cooking healthy meals is to be aware of the cooking method you are using and to consider the type of food you are cooking. By choosing the right cooking method and considering the type of food you are cooking, you can prepare healthy meals that are both delicious and nutritious.
### WINNING FOODS LIST

<table>
<thead>
<tr>
<th>Food</th>
<th>Calories</th>
</tr>
</thead>
<tbody>
<tr>
<td>Item 1</td>
<td>100</td>
</tr>
<tr>
<td>Item 2</td>
<td>200</td>
</tr>
<tr>
<td>Item 3</td>
<td>300</td>
</tr>
<tr>
<td>Item 4</td>
<td>400</td>
</tr>
<tr>
<td>Item 5</td>
<td>500</td>
</tr>
</tbody>
</table>

### EASY TO PREPARE MEALS

1. Mix 100g of Item 1 with 200g of Item 2.
2. Bake for 30 minutes at 200°C.
3. Serve with 100g of Item 3.

### SOURCES

- Source A
- Source B
- Source C

**Additional Notes:**
- Item 1 is best when used fresh.
- Item 2 should be stored in a cool place.
- Item 3 can be kept for up to 7 days.
- Items 4 and 5 are best when used within 2 days.

**Nutritional Information:**
- Item 1: 100g contains 150 calories.
- Item 2: 200g contains 250 calories.
- Item 3: 100g contains 100 calories.

**Preparation Tips:**
- Use Item 1 in salads for a healthy boost.
- Item 2 is perfect for shakes and smoothies.
- Item 3 is a great addition to soups and stews.

**Storage Instructions:**
- Store items in airtight containers.
- Keep refrigerated or frozen as specified in the table.

**Environmental Impact:**
- Choosing Items 1-5 reduces carbon footprint by 20%.
- Item 1 is sourced from sustainable farms.
- Item 2 is produced using renewable energy.

**Questions:**
- What are the benefits of including Item 1 in my diet?
- How should I prepare Item 2 for maximum nutrients?
- What are the environmental benefits of choosing Items 1-5?

**Conclusion:**
- Incorporating Items 1-5 into your meals can significantly improve health and well-being.
- Consider these items when planning your weekly grocery list for a healthier and more sustainable lifestyle.

---

**Complaint:**
- Federal Trade Commission (FTC)
- 1608
Remove chicken from refrigerator and rice from freezer. Arrange rice on a heated serving platter. Combine the chicken broth, rice, and chicken, and set aside.

Cover the platter with a clean towel and allow it to cool to room temperature.

To make the sauce, heat the oil in a medium saucepan. Add the onion, garlic, and ginger, and sauté until softened, about 5 minutes. Stir in the curry powder, cumin, and coriander, and cook for 1 minute longer.

Stir in the coconut milk and chicken broth, bring to a simmer, and cook until the rice is tender, about 15 minutes. Remove from heat and let cool to room temperature.

To serve, place the rice on a heated serving platter. Garnish with fresh cilantro and serve immediately.
Pico, 4 servings
Cut onion into thin slices. Arrange onion slices on a platter. Place in microwave or conventional oven and brown. Set aside. Pico serves 4 servings.

Iced Tea, 4 servings
Place ice in large bowl. Add water. Stir. Set aside. Iced tea serves 4 servings.

CALORIFIC CONTENT OF BASIC ENTRIES OR STAPLES

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<th>Calories</th>
</tr>
</thead>
<tbody>
<tr>
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<td>1 cup</td>
<td>120</td>
</tr>
<tr>
<td>Beef</td>
<td>1 cup</td>
<td>120</td>
</tr>
<tr>
<td>Pork</td>
<td>1 cup</td>
<td>120</td>
</tr>
<tr>
<td>Sausage</td>
<td>1 cup</td>
<td>120</td>
</tr>
<tr>
<td>Ham</td>
<td>1 cup</td>
<td>120</td>
</tr>
<tr>
<td>Hamburger</td>
<td>1 cup</td>
<td>120</td>
</tr>
<tr>
<td>Hambone</td>
<td>1 cup</td>
<td>120</td>
</tr>
<tr>
<td>Chicken, Turkey, Ground Ham (without skin)</td>
<td>1 cup</td>
<td>120</td>
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<td>120</td>
</tr>
<tr>
<td>Hambone</td>
<td>1 cup</td>
<td>120</td>
</tr>
</tbody>
</table>

NOTE: 3 or more grams of fiber per serving

123 F.T.C.
THE FOOD FOR LIFE FAVORITE RECIPES

GENERAL HINTS FOR ADDING VARIETY AND INTEREST TO YOUR FAVORITE FLAVORS

As a rule, all of our weight-loss products are intended to be mixed with water; however, they can be mixed with 2 varieties of milk to add interest and variety. For example, milk, ice cream, or some frequently added with delicious results.

1. For a richer drink, use 1/2 cup of water or ice cream, and blend it for a few seconds before adding your food for the best results.
2. For a thinner drink, use 1 cup of water and blend it for a few minutes before adding your food for the best results.
3. If you have a blender, you can add 1/2 cup of water and blend it for a few minutes before adding your food for the best results.
4. For a sweeter drink, add 1/2 cup of water and blend it for a few minutes before adding your food for the best results.
5. For a creamier drink, add 1/2 cup of water and blend it for a few minutes before adding your food for the best results.
6. For a thicker drink, add 1/2 cup of water and blend it for a few minutes before adding your food for the best results.

MIXES

FOR DRINKS

1. For a thicker drink, use 1/2 cup of water and blend it for a few minutes before adding your food for the best results.
2. For a thinner drink, use 1 cup of water and blend it for a few minutes before adding your food for the best results.
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11. For a thicker drink, add 1/2 cup of water and blend it for a few minutes before adding your food for the best results.

FOR DESSERTS

1. For a thicker drink, use 1/2 cup of water and blend it for a few minutes before adding your food for the best results.
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FOOD FOR LIFE
PROGRAM GUIDE

Cambridge
You are about to begin one of the most gratifying experiences of your life!

Regardless of your goals — achieving an ongoing plan for lifetime nutrition, maintaining your ideal weight, or reducing your weight — we have a plan for you. Whatever your lifestyle, our fully integrated system of nutrition, peer support, behavior modification, and physical activity can address your needs and help you move toward a healthier, happier future.

Cambridge was founded on a spectacular breakthrough product and a philosophy of caring and sharing — at Cambridge we care about you and we are here to help you begin your own program for success.

Yours in Health and Well-Being!

Linda Hevern
Executive Vice President

WELCOME
CONGRATULATIONS!

You've made the right choice in joining over 8 million others who have used the Cambridge products and programs for weight management and lifetime nutrition.

This Program Guide presents flexible program options that can be easily adapted to nearly any goal or lifestyle. Your Cambridge Consultant can help you choose the option that is right for you. Every program provides all of the elements for success and the nutrition you need to feel your best and be your best.

Products and Programs — an ongoing program for every body — for life!
- Fast Start Program
- Physician Monitored Program
- Regular Program
- Maintenance Program
- Lifetime Nutrition Program

Support — friendly support from your Cambridge Consultant, and through meetings and Retreats

Behavior Modification — get Control For Life® and Cambridge Cares™

Physical Activity — set Fit For Life® to become fit for life!

...TO THE CAMBRIDGE FOOD FOR LIFE NUTRITION AND WEIGHT MANAGEMENT SYSTEM!
In 1970, Alan Howard, Ph.D., an acknowledged authority on obesity and coronary heart disease from a nutritional point of view, and a team of scientists at Cambridge University in England developed a weight control formula that started a revolution in the treatment of obesity. This pioneering effort resulted in a 330-calorie concentrated nutritional formula, so unique it has been patented worldwide. In 1979 it became known as The Cambridge Diet.

During the 1980's Robert O. Nesheim, Ph.D., one of the most widely respected authorities on nutrition in the United States, further advanced this formula based on additional research, growing scientific knowledge and new technological developments. Under his direction, a totally integrated system of nutrition and weight management products and programs was created that successfully addressed lifestyle issues.

He worked with Nan E. Brenzel, Ed.D., trained as a clinical behaviorist with a professional concentration in weight management and motivation, who created a behavior modification component and peer support programs for those engaging in long-term lifestyle changes. Dr. Nesheim continued to refine the Cambridge Food For Life Products and Programs until his retirement in 1991.

CAMBRIDGE RESEARCH AND DEVELOPMENT: A SCIENTIFIC PROGRESSION
The Food For Life Weight Management System is a comprehensive and responsive weight management system offering programs designed for safe and effective long-term weight loss.

Your patient would like to begin one of our weight-loss programs.

We believe and strongly recommend that any person embarking on a weight-loss program should consult with their physician before doing so. Specifically, we have requested that he or she consult with a physician because:

- Other medical history indicates patients are under a physician's care or currently taking medications.
- They have selected a modified fasting program which requires medical monitoring.

We would appreciate your reviewing the program your patient has selected and would like you to make any recommendations that you feel are necessary.

Program Selected:
- [ ] Regular Program
- [ ] Physician Monitored Program

This pamphlet contains a description of these programs as well as suggestions for medical monitoring. To clarify any points provided within or for additional information, we invite you to contact us directly using our toll-free number:

Robert O. Neshem, Ph.D.
Department of Science and Technology

Avadyne, Incorporated
2801 Salinas Highway
Monterey, CA 93940
1-800-443-2584
For your convenience, we offer the following:

Products:

Drinks:
Food For Life Vanilla
Food For Life Chocolate
Food For Life Strawberry

Original Cambridge Diet Vanilla
Original Cambridge Diet Chocolate
Original Cambridge Diet Strawberry
Original Cambridge Rich Vanilla Shake
Original Cambridge Wild Strawberry Shake

Maintain For Life Vanilla

Soup:
Food For Life Chicken
Food For Life Tomato
Food For Life Potato

Cere:
Food For Life Super Oats

Dress:
Food For Life Super Chocolate

Nutritive Bars:
Plantation Peanut
Banana Chocolate
Tropical Coconut
Alpine Raisin Oat

Behavior Modification
Control For Life Learning Program
Cambridge Care

Physical Activity
Set For Life Body Shaper
Set For Life Walking Program
Paragon Fast Recovery

For more information, call your Cambridge Consultant

or call 1-800-4-HEALTH
CAMBRIDGE FOOD FOR LIFE
NUTRITION PRODUCTS AND PROGRAMS

Whether your goal is to lose weight, maintain your ideal weight, or provide yourself with optimal nutrition, Cambridge Food For Life Nutrition products and programs give you the ability to control your calories while giving you the benefits of complete nutritional assurance.

Feeling is as simple... Low calories plus balanced nutrition — with Cambridge Food For Life Nutrition and Weight Management products and programs there are no complicated menus to follow or weighing of food. There are just delicious, quick-to-mix formulas plus some flexible meal choices.

Safe... All Cambridge Food For Life Nutrition products are manufactured under the highest standards of quality control and purity; none contain drugs, exotic chemicals or preservatives.

Efficacy... Quick and safe weight loss, plus the assurance of getting everything your body needs for vitality, well-being, and optimal health.

The Formula. The Foundation... Cambridge Food For Life Nutrition products are manufactured using the latest technology and quality assurance guidelines.

The Cambridge Food For Life Nutrition formula is a nutritious, wholesome food with the advantage of special features: low lactose, added fiber, and remarkable taste. Most diets of less than 1200 calories from conventional foods alone do not provide recommended amounts of many essential nutrients. But Cambridge Food For Life Nutrition does — so you can use it as a delicious foundation for weight loss and lifetime nutrition.

1. 3 servings a day of Cambridge Food For Life Nutrition cereal, soups, pudding and drinks provide:

   • 420 calories
   • 45 grams high-quality protein
   • 54 grams carbohydrate
   • 3 grams fat
   • 4-21 grams dietary fiber

   • 100% USRDA for vitamins, minerals, and protein
   • Trace elements and electrolytes at levels recommended by the National Academy of Sciences.
IMPORTANT NUTRITIONAL INFORMATION
ABOUT CAMBRIDGE FOOD FOR LIFE
NUTRITION PRODUCTS

<table>
<thead>
<tr>
<th>NUTRITION INFORMATION</th>
<th>Amount</th>
<th>Daily Value</th>
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<tbody>
<tr>
<td>Calories</td>
<td>420</td>
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<tr>
<td>Protein</td>
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<td>Pantothenic Acid</td>
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<td>100%</td>
</tr>
<tr>
<td>Vitamin K</td>
<td>6 mcg</td>
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<tr>
<td>Niacinamide</td>
<td>40 mg</td>
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</tr>
<tr>
<td>Chloride</td>
<td>1000 mcg</td>
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<tr>
<td>Chromium</td>
<td>40 mcg</td>
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<tr>
<td>Selenium</td>
<td>40 mcg</td>
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<tr>
<td>Molybdnum</td>
<td>250 mcg</td>
<td>100%</td>
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</tbody>
</table>

*Daily Values established at 2000 calorie level.
*No Daily Values have been established for Cholesterol.

Water: Water is an essential element in sustaining human life. Not only are our bodies comprised of large amounts of water, but vital bodily functions are dependent on adequate supplies of water. Water transports nutrients, removes waste from the body, regulates body temperature, and is an important catalyst to losing weight. When on a weight loss program, it is absolutely essential to drink 6 to 8 glasses of water daily. There are many benefits to drinking plenty of water.

**Water can:** 1) help suppress your appetite; 2) relieve diet-related headaches; 3) prevent dehydration; 4) prevent or relieve constipation; 5) relieve fluid retention; and 6) help promote fat mobilization, so you can lose weight even faster.

Fat and Cholesterol: The Cambridge Food For Life Nutrition products can help you reduce your fat and cholesterol levels. The Food For Life Nutrition formula is very low in fat — only 3 grams of fat per day (3 servings/420 calories). Cholesterol is found only in trace amounts from the worst meats or whey protein concentrate ingredients used in the formulation. By selecting low-fat and low-cholesterol foods to use with the Food For Life Nutrition products, a healthy diet is easy.

Sodium: Although sodium is a necessary mineral in your diet, most people eat too much of it. The Cambridge Food For Life Nutrition formula provides 1300 milligrams of sodium in 3 servings per day. This amount falls within the range recommended by the National Academy of Sciences (500 to 2400 milligrams/day). You should check the amount of sodium in your additional conventional food choices.

Calcium: Calcium is a very important mineral to maintain strong bones, especially for women. The Cambridge Food For Life Nutrition formula gives you 100% of the USRDA for calcium (1000 milligrams) in 3 servings, so you can be sure you are getting enough while losing weight and eating for lifetime nutrition.

Fiber: A variety of fiber sources are important for a healthy diet. Cambridge Food For Life Nutritional cereal, soups, puddings, and drinks provide 4 grams of dietary fiber in 3 servings per day — with beans from oats, corn, and soy. And, Cambridge Food For Life Super Oats cereal provides 7 full grams of dietary fiber in each serving — 21 grams per day! Additional dietary fiber can easily be added to your diet with healthy fruit, vegetable and whole grain choices.
Choose the program that's right for you...

Let's get started!
The Food For Life Nutrition and Weight Management System is not rigid and structured. It is comprised of flexible program options that can be easily adapted to nearly any goal or lifestyle. It's up to you!

- Fast Start Program
- Physician Monitored Program
- Regular Program
- Maintenance Program
- Lifetime Nutrition Program

Choose the one that's right for you today. And, if your lifestyle changes tomorrow or next week, the Cambridge Food For Life Nutrition programs are flexible with you! There is no need to abandon the program...simply review the programs again and decide which is the best for you.
... A Program for Every Goal and Lifestyle

To be effective, a program has to match your goals and lifestyle. The more closely a weight loss program fits your individual needs, the more successful you will be in meeting your goals. The Cambridge Food For Life Nutrition and Weight Management System gives you flexibility, yet guidance. Answering the following questions on the Personal Success Profile will help you select the best weight loss program option for you.

PERSONAL SUCCESS PROFILE

Weight Loss Goal:
1. Approximately how much weight do you want to lose?
   - 15 lbs. or less
   - 16 to 30 lbs.
   - more than 30 lbs.

Medical History:
2. Are you currently under a physician’s care for any of the following conditions?
   - heart disease
   - hypoglycemia
   - kidney disease
   - stroke
   - pregnancy
   - gout
   - diabetes
   - cardiovascular disease
   - chronic infection
   - nursing mother
   - other:

3. Are you currently taking diuretics or other medications?
   - yes
   - no

   If you answered “yes” to question #2 or #3, you must consult your physician before starting this or any other weight loss program. Your physician can help you decide if the Physician Monitored Program is the right one for you.

Personal History:
4. My motivation and commitment are high right now and I would like to lose weight as quickly and safely as possible.
   - yes
   - no

   If yes, how long do you feel you can go without conventional foods?
   - few days
   - 1 week
   - 2 weeks
   - 3+ weeks

5. My motivation and commitment are stable but I would rather have more food choices and lose weight more gradually.
   - yes
   - no
Support Needs Assessment:

Like the values below to rank your personal tendency in response to the following statements:

6. Behavior Modification
   a. I feel totally in control around food
   b. I find it easy to keep commitments
   c. I cope well in stressful situations
   d. I can resist pressure from others
   Total

Interpretation Guide: to help you choose the program that’s right for you.

The Fast Start Program
The Fast Start Program is your best choice if you:
1. Have 15 pounds or less to lose (Question #1)
2. Are willing to go without conventional food for up to 2 weeks (Question #4)

The Fast Start Program can be combined with the Regular Program for any number of days (up to two weeks) in the following ways:
1. For initial rapid weight loss at the beginning of the Regular Program
2. To help overcome weight loss plateaus
3. To help bring weight loss back in line if you have "overshot" for a few days

The Fast Start Success Plan kit provides basic items you need to help you get started on your Fast Start Program.

Scoring
Questions #6, #7, and #8 help to evaluate your personal need for support from your Cambridge Consultant and the "Control For Life" and "Set For Life" Body Shaper/Exerciser and Walking programs which have been developed to help you succeed with your weight loss goals.

Total your score for each section:
4 - 8 Support required for success
9 - 12 Support strongly recommended
13 - 16 Support can be helpful

To help you be successful in your weight loss program, please turn to page 21 and review and complete Setting My Goal, a tool to help you get started in making a commitment to your program and to identify those people who will support you in your program.
**Fast Start Program**

The Cambridge Food For Life Fast Start Program is a unique program for people who wish to lose weight as rapidly, yet safely, as possible. The Fast Start Program is a sole source of nutrition and allows you to lose weight quickly because all you need is 3 servings of Cambridge Food For Life Nutrition daily during this program. Through the balanced nutrition of the Cambridge Food For Life Nutrition formulas, your body will get the critical nutrients it needs to maintain good health in only 420 calories a day.

**Features:**

- Maximum weight loss in the shortest possible time
- Recommended for people with 10 - 15 pounds or less to lose
- Lose 10 pounds in two weeks (may be partly from loss of excess fluids)
- May be used as a “fast start” to the Regular Program for greater initial weight loss
- May be used periodically along with the Regular Program to accelerate your weight loss during plateaus or to compensate for periods of overeating

This program is followed for a maximum of two consecutive weeks. If you have more weight to lose, follow the Regular Program, using the Fast Start Program whenever you feel the need to give your weight loss progress a little “boost.” The Fast Start Program should not be used for more than two consecutive weeks unless under the supervision of a physician (see Physician Monitored Program).

**How to follow the program:**

1. Simply enjoy 3 servings of the the Cambridge Food For Life Nutrition formula (cereal, soup, pudding, or drinks) each day at or near your normal mealtimes. Do not skip any servings.

2. Drink a minimum of eight 8-ounce glasses or two Cambridge mug mugs of water each day (tea or decaf coffee or other non-caloric beverages are allowed in addition to, but not substituting for, the water).

**How your body loses weight on a very-low-calorie diet**

While on the Fast Start Program, your body will be going through some adjustments to a very-low-calorie diet. After a few days, it will convert to using stored fat as its primary source of fuel usually creating a state of mild ketosis in the body. This can actually benefit you by creating a mild feeling of euphoria, extra energy, and some suppression of hunger.

If, at any time on the Fast Start Program, you experience prolonged headache, nausea, vomiting, or any other symptoms, return to the Regular Program and contact your physician.
Physician Monitored Program

This is the responsible approach to weight loss for those who have large amounts of weight to lose (30 pounds or more) or for those under a physician's care for other medical conditions. In clinical trials, the average weight loss was 16 to 20 pounds per month. Because the program uses the Cambridge Food For Life Nutrition formula as the sole source of nutrition (420 calories/day) for a longer period of time, physician supervision is required.

Features:
- Maximum weight loss in the shortest possible time
- Recommended for people who have large amounts of weight to lose (30 pounds or more)
- Physician supervision ("Physician Monitoring Guidelines" available)
- Less expensive and less regimented than hospital programs using very-low-calorie diets

How to follow the program:
1. Consult your physician. A copy of the "Physician Monitoring Guidelines" is available from a Cambridge Consultant if your physician would like one.
2. Enjoy 3 servings of the Cambridge Food For Life Nutrition formula (cereal, soups, pudding, or drinks) each day, or as directed by your physician at or near your normal mealtimes. Do not skip any servings.
3. Drink a minimum of eight 8-ounce glasses or two Cambridge drug mugs of water each day (tea, decaf coffee or other non-caloric beverages are allowed in addition to, but not substituting for, the water).
4. When you are 10 to 15 pounds from your goal weight, we recommend you switch to the Regular Program until you reach your goal weight.

The Physician Monitored Program is a very-low-calorie diet and results in rapid weight loss. Because a low caloric level and large amounts of rapid weight reduction can place unusual strain on the body, monitoring by your physician is essential.
The Regular Program is the most flexible plan. It's suitable for any weight loss goal and can be adapted to any lifestyle. You can lose 2 to 5 pounds per week on the Regular Program.

On this program, you will combine 3 servings of the Cambridge Food For Life Nutrition formula (cereal, soups, pudding, or drinks) with 400 calories of conventional food (one calorie controlled, nutritionally balanced meal).

Features:
* Flexible program to fit any goal or lifestyle
* Combines the Cambridge Food For Life Nutrition formula as a nutritional foundation with healthy conventional food selections
* 820 calories a day for effective weight loss

How to follow the program:
1. Enjoy 3 servings (420 calories) of the Cambridge Food For Life Nutrition formula (cereal, soups, pudding, or drinks) each day at or near your normal mealtimes. Do not skip any servings. Add 400 calories from a variety of healthy conventional foods in the form of snacks or meals for a daily total of 820 calories.
2. Drink a minimum of eight 8-ounce glasses or two Cambridge chug mugs of water each day (tea, coffee, and other non-caloric beverages are allowed in addition to, but not substituting for, the water).
3. Continue on your program until you reach your weight loss goal.

There is no right or wrong time to take your Cambridge Food For Life Nutrition servings as long as you have three each day. Most commonly, Cambridge servings are taken at regular mealtimes. Those who are on the Regular Program and consume their conventional meal at dinnertime may have their last Cambridge serving during the evening, to overcome late night snacking.
**Weight Maintenance Program**

It is important to monitor your weight gain at two or three pounds so you can take action quickly. Remember, our programs are designed to put you in control — and keep you there!

The Cambridge Food For Life Nutrition and Weight Management System is remarkably effective in providing long-term weight management. This success is mostly due to the ease and simplicity of the Cambridge Weight Maintenance Program. It consists of simply continuing to use the Cambridge Food For Life Nutrition formula as a nutritional foundation while you determine what caloric level you need to maintain your individual body weight. In this way, you can easily control your total calories without jeopardizing good nutrition.

Begin by gradually adding conventional foods to your Cambridge Food For Life Nutrition and Weight Management Program until you reach the number of calories that support your desired body weight and activity level. That’s your maintenance point.

Weigh yourself weekly at the same time each morning with the same amount of clothing (preferably before you have had anything to eat or drink). If you find a pound or two creeping back, you have 3 options. You can:

1. Lower the calories in your maintenance program.
2. Increase your exercise.
3. Switch back to one of the weight loss programs.
### Lifetime Nutrition Program

Good health and well-being are built on a foundation of complete and balanced nutrition. The Cambridge Food For Life Nutrition products offer you a lifetime of nutritional assurance — simply continue to take them every day as your nutritional foundation.

#### Planning healthy meals for life the Cambridge way

There are any number of ways to fit these nutritional and satisfying products into your own unique lifestyle and meal patterns — as a meal replacement, instant breakfast, healthy snack, or alternative lunch or dinner. Regardless of how hectic your schedule is or how little time you have to dedicate to meal planning, shopping and dining — your nutritional requirements are assured with Cambridge.

Cambridge Maintain For Life®

Cambridge Maintain For Life is a simple, efficient, affordable supplement to ensure you are getting good nutrition every day — for life! This convenient once-a-day formula provides

- 100% of the USRDA for all vitamins and minerals
- 12 grams (25% USRDA) high quality protein
- 28 grams carbohydrates
- only 2 grams of fat
- 3 grams dietary fiber
- only 160 calories

Cambridge Maintain For Life provides a sound nutritional base for all your other food choices. It's easy to combine Cambridge Maintain For Life with select portions of traditional foods to create quick, delicious, and healthy meals for lifetime nutrition.

Some people prefer the range of choices available through the Cambridge Food For Life products and use it up to three times a day as a nutritional foundation, or as a meal replacement for one or two meals, or as a healthy snack. For example, use the cereal for a hot breakfast, or eat a bar with or for lunch, or enjoy a shake or pudding with your evening meal for dessert — or do all three!

#### Making healthy food choices

In addition to your once-a-day Cambridge Maintain For Life serving selecting simple, basic foods unadorned by sauces and gravies are your best and easiest choices for healthy eating. What could be easier than small portions of meat, seafood, or poultry enhanced only by light seasonings and broiled or baked to tenderness? Add to that steamed or microwaved vegetables with fragrant herbs and you have quickly arrived in a healthy gourmet heaven. You can even add a little pasta, rice, potatoes, or bread if you like. Or, you can select portion-controlled prepared entrees and add your own fresh salad, vegetable, or fruit for an easy,balanced meal.

With our advanced technology, low-fat, low calorie, and low sodium meals require a minimum of decision-making and culinary effort. With our busy lifestyles and the trend toward eating-on-the-go as opposed to the traditional family meal, using the Cambridge Maintain For Life and the Cambridge Food For Life products in conjunction with healthy food choices assures you healthy eating — for life!

Note: Cambridge Maintain For Life is designed specifically as a once-a-day supplement for lifetime nutrition. It must not be used as an exclusive source of nutrition.
EXHIBIT C

Products and Programs

Original Cambridge Diet

3 servings daily provide:
- 100% of the USRDA for all vitamins and minerals
- 33 grams (75% USRDA) high quality protein
- 42 grams carbohydrate
- 3 grams fat
- 3-4 grams dietary fiber
- Trace elements and electrolytes
- 330 calories

The Original Cambridge Diet, taken one to three times per day, continues to be the product of choice for many who use it as a supplement while on the Regular Weight Loss Program, Weight Maintenance Program, or as a foundation for lifetime nutrition. It may be used as the exclusive source of nutrition while on a weight loss program only when taken four times a day. Taken four times daily, The Original Cambridge Diet provides the required protein (100% USRDA) in 440 calories.
EXHIBIT C

THE CAMBRIDGE INTEGRATED SYSTEM: A FOUNDATION FOR GOOD HEALTH AND WELL-BEING

Products & Programs

Peer Support

Physical Activity

Behavior Modification
PEER SUPPORT

Peer support is integral to your being successful in your commitment to a lifetime of health and well-being. Surrounding yourself with positive people and sharing your goals with them provides the reinforcement and encouragement that will help you reach your goals.

The Cambridge Food For Life Nutrition and Weight Management System is built on a foundation of positive peer support. Your Cambridge Consultant has personally experienced the products and programs and is eager to share them with you.

Weight Loss

Peer support is important for everyone but critical for those on a weight loss program. Your Consultant can provide support for your success by

• helping you set your personal goals
• assisting you in setting up your personal support group (refer to the “My Friendship List” on page 21 of this Program Guide)
• maintaining records of your progress, and
• providing helpful information and support during your initial use of the products and programs.

Also, ask your Cambridge Consultant about support group meetings.

Retreats

Unique to the Cambridge Food For Life Nutrition and Weight Management System are retreats. Held periodically throughout the country, these weekend retreats provide an opportunity for you to experience personal success in a supportive environment. Through friendship and encouragement, they can help you regain your commitment to lifetime health and well-being whether through a program of weight loss, weight management, or a program of lifetime nutrition.
SUCCEEDING WITH PLANNED CHANGE

"All change requires a modification of current behavior even if it is as simple as setting up a new routine and following through."
— Linda Haven

The Cambridge Food For Life Nutrition and Weight Management System includes the vital component of behavior modification to help you achieve a healthier lifestyle.

Everyone who embarks on a Cambridge program is dealing with change — even people who have healthy support systems and habits in place may need help in designing and implementing a plan to make sure their lifetime nutritional needs are assured on an ongoing basis. Your Cambridge Consultant can help you with this.

Because we recognize that it is never easy to make changes, and because the changes needed to be made to succeed in a weight loss program can be particularly difficult, we designed the Control For Life Program to help you identify and change specific undesirable behavior patterns and replace them with positive behaviors.

This unique, self-instruction program is a tool that can be used by yourself or with others to create self-awareness, behavior change, and self-control — all essential elements in helping you stay on track as you build commitment toward long term behavior changes. The step-by-step guide helps you overcome obstacles to your success such as poor food choices, destructive eating behaviors, and inactive lifestyle.

Ask your Consultant for more information about The Control For Life Learning Program, as well as Cambridge Group Support Modules and a Cambridge Care line of bath and body products available exclusively to our Cambridge customers.

BEHAVIOR MODIFICATION
PHYSICAL ACTIVITY

Physical activity is important to be fit for life, yet in our modern world, it is no longer an automatic part of everyday work life. To achieve and maintain a healthy lifestyle, it is important to include a program of physical activity. The most sensible physical activity program is an integrated system of aerobics, stretching, muscle building, and weight training to build endurance, flexibility, and strength. Other benefits of physical activity are in promoting benefits such as conditioning of the heart and lungs as well as the psyche, or benefits of stress reduction, and a sense of well-being. Some physical activities accomplish more of this than others, but the best activity is the one you like doing, because you’ll do it.

For individuals who have not been exercising regularly, or for those who are overweight, walking is one of the best ways to get started in a physical activity program. It does not require special facilities or equipment other than good, comfortable shoes. Walking briskly for 30-60 minutes, three times a week, will provide the same benefits as other aerobic activities. For more information about beginning a walking and exercise program, please ask your Consultant about our Set For Life Walking Guide and the Set For Life Body Shaper Program.

To maximize the benefits of your physical activity program, the Set For Life Body Shaper was designed to provide you with an integrated physical activity system which will shape, tone and firm while you increase flexibility and build strength in both the upper and lower body. When used properly and regularly, working with the exerciser will bring immeasurable rewards in terms of improved looks, health, and confidence — all with minimum effort.

Regular physical activity can offset the diet-related decrease in metabolism. Activity raises our metabolism which, in turn, increases weight loss up to 10% over dieting alone. Not only do you burn more calories while exercising but you continue to burn calories at the accelerated rate even while resting following the exercise.

Note: Because your body undergoes some physiological adjustments during the first few days while on a low-calorie weight loss program, you should not overexert yourself. It is advisable to consult your physician when beginning an exercise program.

GET FIT FOR LIFE WITH EXERCISE
DELICIOUS CEREAL, SOUPS, DESSERT, AND DRINKS

Easy Mixing Instructions

Unless otherwise noted in individual recipes, for best results use an electric blender (an electric blender will give you the smoothest, creamiest drink). Pour into a glass or dish, and serve.

Electric blender:
For cold drinks
1. Pour 8 oz. of cold water into blender. Add ice to make 10 oz.*
2. Add 2 level scoops Cambridge Food For Life Nutrition formula.
   *For a thicker, shake-like consistency, place 1/3 cup of crushed ice or 4 average-size ice cubes in blender; then, add water to the 8-ounce level. Add Cambridge Food For Life Nutrition formula and blend 30 to 60 seconds.

For hot drinks and soups
1. Pour 8 oz. hot water into blender.
2. Add 2 level scoops Cambridge Food For Life Nutrition formula.
3. Blend 15 - 20 seconds. (Note: When making hot drinks, blenders should have a pressure release valve or hold the lid slightly ajar to allow steam to escape.)

Shaker:
If an electric blender is not available
1. Pour 8 oz. of cold water into a shaker.
   (Cambridge chug mug or any hand shaker)
2. Add 2 level scoops of Cambridge Food For Life Nutrition formula.
3. Shake vigorously for 30 seconds or until completely mixed. Hold lid securely. Do not use this method for hot drinks.

Microwave (Cereal/Oats):
1. Place 2 rounded scoops Cambridge Food For Life Nutrition Super Oats formula into a cereal bowl or other container suitable for your microwave oven.
2. Add 2/3 cup water (unless otherwise specified in recipe) and stir.
3. Microwave on medium power, 4-5 minutes, stirring at least once during cooking, and once again before serving.

Stove Top (Cereal/Oats):
1. Place 2 rounded scoops Cambridge Food For Life Nutrition Super Oats formula into a cooking utensil.
2. Add 2/3 cup boiling water (unless otherwise specified in recipe) and stir until mixed.
3. Cook for 2 minutes, remove from heat, and let stand until desired consistency.

Added variety:
There are many palate-pleasing variations to these basic instructions. Experiment to come up with your own favorites!
* If you prefer a sweeter taste, add a non-caloric sweetener.
* For greater flavor variety, add 1/2 teaspoon of any Cambridge Food For Life Nutrition Flavorings to your formula prior to mixing.
* Your favorite seasonings and spices will add aroma and flavor to the Cambridge Food For Life Nutrition soup formulas.

Your Cambridge Consultant can teach you various additional recipes and if, for any reason, you cannot produce the same great drinks you tasted with your Cambridge Consultant, call and ask your Consultant for help.
Over the past 20 years, many people have been encouraged to eat more food. Here are some favorite recipes for life-long nutrition.

FAVORITE RECIPES

Follow the mixing instructions in the opposite column using the ingredients listed below.

The Original Cambridge Diet (330 Calorie Formula) may be used with The Favorite Recipes. When mixing the 330 Calorie formula, use only one instead of two levels.

1. Salsa - 1/4 tsp. flavoring, 1/2 tsp. vanilla
2. Daiquiri - 1/4 tsp. rum flavoring
3. Almond - 1/4 tsp. almond flavoring
4. Decaf - 1/2 tsp. instant decaf coffee
5. Almond Joy - 1/3 cup ground almonds, 1/2 tsp. vanilla flavoring
6. Survival Soup - 1 tsp. instant decaf coffee, 1/4 tsp. almond flavoring

When on the Fast Start or Physician-Monitored programs, do not use the recipes that contain added foods.
Don't forget to drink a minimum of eight 8-ounce glasses (2 Cambridge mug mugs) of water every day in addition to your Cambridge Food For Life Nutrition products. Coffee, tea, or diet soda are permitted, although not as a substitute for water. As you decrease the quantity of food in your diet, you also reduce the fluid intake from these foods. Since the body composition is approximately 60% water, it is very important to replenish these fluids. So, drink up!

Those servings of the Cambridge Food For Life Nutrition products each day assure you that you are getting the vital nutrition needed for good health. Do not skip any servings while on your weight loss program. You will not lose weight any faster, but you will sacrifice essential nutrition.

The Cambridge Food For Life Nutrition drinks, soups, cereal, and pudding are especially formulated for great taste! If your tap water has a strong taste, we suggest that you try filtered or bottled water so as not to distort the flavor.

Use Cambridge Care, “nutrients for the skin,” to overcome dry skin, a common side effect of dieting.

Weigh weekly. For a long-term commitment, weighing daily can be detrimental to your program. The weight of the liquids you consume daily can add two or more pounds to your weight.

The first few days of your weight loss program will probably be the most challenging, so plan to keep busy. If you feel hungry, chew sugar-free gum, have a drink of water, or get involved in some other activity to distract your attention away from food.

Become very conscious of any and all food that goes into your mouth. “Nibbles” and in-between-meal snacks that are not part of your meal pattern are easily forgotten, but the calories they add are not! If you must snack, choose a small portion of a low-fat, low-calorie food and include these calories in your daily total. A half-serving of a Cambridge Food For Life Nutrition drink, soup, Super Oats, or bar is a good selection. Awareness of what you eat is the key to good weight control.

Get to know yourself — learn your eating habits, strengths and weaknesses. There are ways to control them. Be honest — no one else has to know! Ask your Cambridge Consultant about the “Control for Life” learning program for help. You can learn to say “no” to food and learn when to say “yes” without feeling guilty.

Think of new rewards for yourself. There is life beyond food! Enjoy a new dress, a good book, a movie. Or, nurture yourself with Cambridge Care bath and body products.

Commitment is key. Follow your program with sincerity and regularity, and you will succeed!

HELPFUL HINTS
FOR NOW AND LATER

20
SETTING MY GOAL

MY GOAL
My goal is to weigh ______ pounds and/or size ______.

MY PROGRAM
I have selected the following program which I will follow to my goal.

- Fast Start Program
- Physician Monitored Program
- Regular Program
- Combination

MY COMMITMENT
I understand that to reach and maintain my goal I am making a determined commitment to adhere faithfully to my program. I know that with my program and my determined commitment I will overcome any obstacle. I am starting now.

Signature __________________________ Date ____________

MY FRIENDSHIP LIST
I understand that peer support is an important part of the weight management programs. I know that to reach my goal I will need to surround myself with positive people. The following are those that I want on my support team. I will share my goal with them and ask them to follow these rules.

1. Don’t feed me
2. Do not be critical if I have a “bad day”
3. Provide positive feedback when progress is noticeable

1. __________________________ 5. __________________________
2. __________________________ 6. __________________________
3. __________________________ 7. __________________________
4. __________________________ 8. __________________________
For best success, it's important to have a goal or target weight for your weight loss program. It helps you keep moving in the right direction and lets you know when you've made it.

**PERSONAL PROGRESS CHART**

This is your Personal Progress Chart to help you watch your weight loss program. The first week you may want to weigh yourself daily to see how you are doing. Then, weigh yourself once a week and record the date, your new weight, and the number of pounds that you lost (or gained). It's best to weigh in the morning, before you eat or dress.

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<td></td>
</tr>
<tr>
<td>Day 21</td>
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</tr>
</tbody>
</table>

Keeping a record of your Cambridge meals and other foods you eat during the first week and especially the first three days of your weight loss is critical — it will help keep you aware of the amount of food and calories you are consuming. Keeping track of your activities will help you develop substitution skills that can be effective in helping you attain your goals.
Sometimes your progress will be more significant in your body measurements or dress size — waistlines become smaller, hips and thighs become trimmer and abdomens flatter. If you are complying with your program, you will succeed!

**MEASUREMENT CHART**

<table>
<thead>
<tr>
<th>Clothing Size Code</th>
<th>Date Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date</td>
<td>Waist</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Here are some non-food activities that many people find are pleasurable and effective substitutions that take you away from an environment that encourages eating.

- **Calorie Burning Activities**
  - Brisk walking or jogging
  - Bicycling
  - Swimming
  - Dancing
  - Gardening

- **Nutrition Activities**
  - Mineral Bath
  - Jacuzzi
  - Sauna
  - Message
  - Manicure

- **Exercise Activities**
  - Sewing
  - Knitting
  - Crafts
  - Painting
  - Pottery
  - Woodworking

*The Cambridge Set For Life Body Shaper and Exerciser and Set For Life Walking program are convenient and ideal exercise tools.

**The Cambridge Care line includes Mineral Bath with Dead Sea salts, known for their nurturing and relaxing properties, as well as other products for bath, body and facial care.
QUESTIONS AND ANSWERS

Can the Cambridge Nutrition products be used as a nutritional supplement?

Absolutely! The Cambridge Nutrition formulas are an excellent nutritional addition to the everyday diet. Because many of us have full days with busy schedules, there is often little time left for adequate meal planning. Skipping meals or “eating on the run” has become a way of life. The Cambridge Nutrition cereal, soups, pudding, drinks, or bars provide the nutritional assurance to every day and a healthy alternative to missing meals.

Is there a role for Cambridge products with athletics?

Cambridge products have been used in both individual and team sports including the U.S. Olympic Swim Team and Mt. Everest climbers. It provides a strong nutritional foundation for athletes whose performance is largely dependent on their bodies receiving the precise balance of nutrients which Cambridge provides.

Cambridge offers great versatility to the athlete — as a high energy food source, nutritional weight reduction program, when necessary; and as a comprehensive balance of macronutrients and micronutrients to supplement and enhance the body’s utilization of conventional foods to maintain or add weight.

Can children use Cambridge Food For Life Nutrition products for nutritional value?

Children can use the Food For Life Nutrition products as supplements to regular eating patterns with notable results — a trend in decreased consumption of “empty-calorie” snacks and movement toward better eating and nutritional habits. To ensure sufficient calories for energy and adequate protein for growth and development, any weight-reduction program for children should be under the advice and supervision of a physician.

Can everyone lose weight with the Cambridge Food For Life Nutrition and Weight Management System?

Everyone has the opportunity and the tools to make it happen. The Cambridge Food For Life Nutrition and Weight Management System offers weight control products and programs for everyone.

Some products are designed to be used as a nutritional base with conventional food, others as a total meal replacement, or in a mix-and-match system with other Cambridge Nutrition products. All can be used in personalized programs to control your present weight, or to assure safe, effective, sensible weight loss.

No matter which products and plans you select, remember that successful weight control depends upon an honest commitment to stay with the program you choose.

Is there a reason for “plateausing” while on the program?

Some people experience a plateau effect with their weight reduction progress at various points during dieting.

One reason this may occur is due to temporary periods of water retention by the body. The body’s metabolic rate also varies periodically which may alter the rate of weight reduction.

Some people have also noticed a period during which there was no noticeable weight reduction, however, there was an apparent reduction in inches. Check your measurements!
EXHIBIT C

Q: Can I have an unlimited amount of diet soft drinks while on the Cambridge Food For Life Nutrition and Weight Management System for weight loss?
A: Diet soft drinks are permitted, but many soft drinks contain sodium which, if consumed in excess, may cause the body to retain water and slow the weight loss process.
Some diet soft drinks also contain caffeine which may have a stimulant or irritant effect on the body.

Q: Is it all right to drink coffee while on the Cambridge Food For Life Nutrition and Weight Management System for weight loss?
A: Coffee is permitted; however, consumption of large quantities is not recommended. Caffeine acts as a stimulant to body systems and sometimes provides an irritant effect. Some herbal teas may offer a pleasant beverage alternative. If you feel you must drink coffee, decaffeinated is preferred.

Q: Is it allowable to drink alcohol while taking Cambridge Food For Life products as a sole source of nutrition?
A: People who take Cambridge Food For Life as a sole source of nutrition should not drink alcoholic beverages. Alcohol contains seven calories per gram and provides no other significant nutritional value. Alcohol can impair the body's ability to utilize other nutrients.

Why is it sometimes so difficult during the first few days of dieting?
During the first few days of dieting your body makes metabolic adjustments which occasionally can cause transient side effects such as headache, diarrhea, frequent urination, or dizziness. As you consume less bulk and fewer calories than your body requires for energy, it must adjust to using your stored fat as a source of energy. These symptoms usually pass within a few days; however, if they persist, consult your physician.

Q: What causes temporary diarrhea for some people when beginning the diet?
A: Diarrhea may initially be caused from the concentration of nutrients provided in Food For Life Nutrition products as well as the mild diarrhea (loss of body fluids) which accompanies low-calorie, low-carbohydrate diets. Most bodies regulate themselves within a few days. Be sure to consume plenty of fluids. However, if diarrhea persists, consult your physician.

Q: What is recommended for those who experience some constipation while dieting?
A: Some changes in bowel habits may be expected as your body adjusts to different dietary patterns. Bowel movements may not necessarily be as often. There are seven grams of fiber in each serving of Cambridge Food For Life Super Oats to aid in digestion and elimination. Adequate fluid intake is important. Mild exercise sometimes assists bowel movements. Mild laxatives used temporarily, such as those containing psyllium, may be helpful. If constipation persists, check with your physician.

Q: Can people with high blood pressure use the Food For Life Nutrition and Weight Management System for weight loss?
A: Many people with high blood pressure have experienced extremely positive results using the Food For Life Nutrition and Weight Management System for weight loss with monitoring and supervision by their physician. It is very important that these people take their physician's advice when selecting the program best suited to their needs, especially if they are on medication.

Q: Can people with diabetes use the Cambridge Food For Life Nutrition products?
A: Many diabetics who have taken Cambridge have had remarkable weight reduction with
EXHIBIT C

no adverse effects. As a result of weight reduction and positive nutrition with Cambridge, many diabetics have been able to reduce their medication and minimize many of the other health risks associated with diabetes. Medical supervision is mandatory because a reduction in medication is often warranted as the body achieves weight reduction and better health.

- What are electrolytes and what is their function in the body?

Electrolytes are elements carried in the fluids in our bodies which carry positive (cations) and negative (anions) impulses. They include sodium, calcium, potassium, magnesium, chloride, bicarbonate, phosphate, and sulfate. Cambridge provides scientifically calibrated amounts of all these essential nutrients.

- Is there any similarity between Cambridge and the liquid protein diet?

The liquid protein diet is quite dissimilar to the Cambridge formula. The liquid protein diet was recommended to the American public with virtually no price testing. Cambridge experimented 8-1/2 years of research and clinical testing before being introduced to our customers. We support continued ongoing research. The sources of protein are quite different. The liquid protein product is composed of a by-product of boiled cowhide. Cambridge uses high quality protein from casein, nonfat dry milk and soy products as the primary sources of protein. The liquid protein diet provided no balance of other valuable nutrients. Cambridge offers a very specific balance of proteins, carbohydrates and fat, along with the other vitamins, minerals, electrolytes and trace elements necessary for proper body function.

Cambridge is a scientifically engineered complete food.

- I’ve heard that a small percentage of nutrients in Cambridge products are not “natural.” Why?

The Cambridge products have been developed under the most rigid standards of quality to provide the very best products. These standards are upheld in the selection of vitamins, minerals, and other nutrients contained in all Cambridge products.

While some nutrients in Food For Life Nutrition products are from synthetic sources, when the body absorbs nutrients it does not discriminate between those from natural sources and those synthetic. It is most important to have the proper combination of nutrients in proper quantities.

- How should Cambridge Nutrition products be stored?

Cambridge Nutrition products should be stored in a manner that will preserve their nutritional quality. The following storage conditions are recommended:

Food For Life formulas — 70°F (21°C) maximum

Diet and Nutrition bars — 66°F (19°C) maximum

Note: The nutrients in the Diet and Nutrition bars are very heat sensitive. Do not allow the bars to be exposed to heat (for example in the trunk of the car in the sun) for even a few hours. Before being shipped, Diet and Nutrition bars are stored under controlled temperature conditions.

Does a customer stop taking Cambridge when she/he reaches her/his goal weight?

Cambridge is a complete nutritional foundation that works for weight loss as well as lifetime nutrition. The Cambridge Nutrition and Weight Management System is designed to offer continued nutritional benefits with three meals a day supplemented by a balanced diet of conventional foods to supply adequate energy (calories) to maintain desired weight.
EXHIBIT C


Published studies relating to the development of the Cambridge Diet by Dr. Alan N. Howard and co-workers at the Department of Medicine, University of Cambridge in England, are available upon request.

REFERENCES
CAMBRIDGE:
AN HISTORICAL EVOLUTION

THE CAMBRIDGE DIET
In 1970, Alan Howard, Ph.D. and a distinguished team of research nutritionists and medical doctors at Cambridge University in England, wrestled with the problem of obesity. Dr. Howard had an idea that it would be possible to discover the exact combination of nutritional building blocks that were needed by the body and that it would be possible to develop a formula which supplied all of these nutrients in a minimal number of calories.

What they developed after nearly a decade of research was an amazing nutritional "breakthrough," a meal replacement that supplied all the known nutrients the body needed in a very-low-calorie formula.

Dr. Dennis Jones, a nutritionist and specialist in food chemistry, began collaboration with the team in 1973. He converted the research concept into a commercially viable formulation. He designed and implemented a development plan including formal clinical studies to full drug-testing standards. His goal was to turn Dr. Howard's original breakthrough research into an actual product that would be accessible to the public and not just remain in medical research.

The result of this work was a concentrated yet balanced nutritional formula so unique it was patented worldwide. The commercial rights to the formula were acquired by Cambridge Plan International in the United States, and here the flavor of the formula was dramatically improved for palatability and in 1979, it emerged as The Cambridge Diet.

THE FOOD FOR LIFE SYSTEM
The second "breakthrough" occurred during the 1980's. A totally integrated system for nutrition and weight management was created under the direction of Robert O. Nesheim, Ph.D., one of the most widely respected authorities in the field of nutrition.

As Director of Research and Development at Cambridge Plan International, Dr. Nesheim built on the extensive research behind the Original Cambridge Diet formula and drew on additional scientific information and new technological developments to greatly enhance and broaden the base of the Cambridge products. The new expanded line of products were developed with added fiber, added protein to supply 100% of the U.S. RDA, additional calories, and improved taste and variety.
The second breakthrough was achieved by successfully addressing the wider range of lifestyle influences that come to bear on making nutrition and weight management programs successful. Dr. Nesheim's team created a powerful synergy through the integration of nutrition and weight management products and programs with the added elements of peer support, activity, and behavior modification for a totally integrated nutrition and weight management system.

He worked with Dr. Nan E. Brenzel, who has a personal commitment to nutrition and weight management. Drawing on her professional experience in the clinical and research field of weight management and motivation, she designed the Behavioral Modification components of the system: the Cambridge Retreats and Control For Life, a self-study program to replace undesirable eating behaviors with good effective behaviors for long-term weight management. Dr. Nesheim continued to improve and refine the elements of the Cambridge Food For Life System until his retirement in 1991.

THE 1990S AND BEYOND

Today, we at Cambridge are building on and carrying forward our significant heritage. We continue the tradition of caring and sharing, with emphasis on the value of good nutrition through the development and expansion of Cambridge products and programs. We are dedicated to the continuing development of significant and beneficial breakthrough products and programs that support our corporate mission to promote optimal health and well-being — for life!

As a part of the Cambridge "Good Corporate Citizen Plan," a portion of the company's revenues are contributed to solving the problems of world hunger and disease through good nutrition.
### The Food For Life
#### Weight Management System

The Food For Life Weight Management System is an integrated multi-dimensional system built around the Food For Life Meal Replacement Formula, which encompasses a variety of programs for caloric reduction, a self-study behavior modification program, a program to gradually increase activity levels, and a comprehensive peer support program. The system has been shown to be remarkably effective in both initial reduction of weight and in the long-term retention of that weight loss. A study conducted by Opinion Research Corporation of 1000 users who lost 60 pounds or more showed that of the 400 who could be contacted after two years, more than 80% of the weight loss was maintained.

### The Food For Life
#### Meal Replacement Formula

The Food For Life Meal Replacement Formula was developed in 1984 under the direction of Dr. Robert D. Neshem. He began with an existing very-low-calorie diet formula developed by a team of scientists at Cambridge University and used for 8 years in clinical research. Dr. Neshem improved the formula by following accepted standards for adequate levels of all the essential nutrients and realizing the importance of palatability. He drew on his vast expertise in food technology to produce a formula that was as good tasting as it was nutritionally complete. The resulting Food For Life Formula comes in a wide variety of delicious drinks, soups, and desserts and supplies 100 percent of the U.S. RDA for protein, vitamins, and minerals, plus the required amounts of all other minerals and trace elements as recommended by the National Academy of Sciences in its three servings. The formula contains 140 calories per serving for a total of just 420 calories. It is made from the highest quality food ingredients, contains no drugs or preservatives, and is manufactured under a quality assurance program based on the infant formula guidelines.

#### NUTRITION INFORMATION

<table>
<thead>
<tr>
<th>SERVING SIZE</th>
<th>2 1/2 CUPS, 540 CALORIES</th>
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</thead>
<tbody>
<tr>
<td>CALORIES</td>
<td>540</td>
</tr>
<tr>
<td>PROTEIN</td>
<td>18 Grams</td>
</tr>
<tr>
<td>CARBOHYDRATES</td>
<td>13 Grams</td>
</tr>
<tr>
<td>FAT</td>
<td>1 Gram</td>
</tr>
<tr>
<td>SODIUM</td>
<td>170 mg</td>
</tr>
<tr>
<td>SUGAR</td>
<td>50 mg</td>
</tr>
</tbody>
</table>

**DETAILED FIBER:** 13 Grams

**PERCENTAGE OF U.S. RECOMMENDED DAILY ALLOWANCES (U.S. RDA):**

<table>
<thead>
<tr>
<th>NUTRIENT</th>
<th>PER SERVING</th>
<th>U.S. RDA</th>
</tr>
</thead>
<tbody>
<tr>
<td>PROTEIN</td>
<td>35 g</td>
<td>50 g</td>
</tr>
<tr>
<td>VITAMIN A</td>
<td>3500 IU</td>
<td>5000 IU</td>
</tr>
<tr>
<td>VITAMIN C</td>
<td>60 mg</td>
<td>60 mg</td>
</tr>
<tr>
<td>THIAMINE</td>
<td>35 mg</td>
<td>110 mg</td>
</tr>
<tr>
<td>RIBOFLAVIN</td>
<td>35 mg</td>
<td>1.3 mg</td>
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<td>NACRO</td>
<td>35 mg</td>
<td>145 mg</td>
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<tr>
<td>CALCIUM</td>
<td>350 mg</td>
<td>1000 mg</td>
</tr>
<tr>
<td>IRON</td>
<td>35 mg</td>
<td>18 mg</td>
</tr>
<tr>
<td>VITAMIN B6</td>
<td>4 mg</td>
<td>9 mg</td>
</tr>
<tr>
<td>PHOSPHORBDS</td>
<td>2500 mg</td>
<td>1000 mg</td>
</tr>
<tr>
<td>IODINE</td>
<td>35 g</td>
<td>150 g</td>
</tr>
<tr>
<td>MAGNESIUM</td>
<td>35 mg</td>
<td>310 mg</td>
</tr>
<tr>
<td>ZINC</td>
<td>15 mg</td>
<td>8 mg</td>
</tr>
<tr>
<td>COPPER</td>
<td>31 mg</td>
<td>9 mg</td>
</tr>
<tr>
<td>BIOTIN</td>
<td>35 mg</td>
<td>35 mg</td>
</tr>
<tr>
<td>PANTOTHENIC ACID</td>
<td>35 mg</td>
<td>50 mg</td>
</tr>
<tr>
<td>VITAMIN K1</td>
<td>2.23 mg</td>
<td>1.13 mg</td>
</tr>
<tr>
<td>POTASSIUM</td>
<td>670 mg</td>
<td>1000 mg</td>
</tr>
<tr>
<td>MANGANESE</td>
<td>1.3 mg</td>
<td>1.3 mg</td>
</tr>
<tr>
<td>CHLORIDE</td>
<td>660 mg</td>
<td>500-2000 mg</td>
</tr>
<tr>
<td>CHROMIUM</td>
<td>20 mcg</td>
<td>200 mcg</td>
</tr>
<tr>
<td>SELENIUM</td>
<td>20 mcg</td>
<td>5 mcg</td>
</tr>
<tr>
<td>MOLYBDENUM</td>
<td>50 mcg</td>
<td>7 mcg</td>
</tr>
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</table>

*U.S. RDA has not been established.*

The Food and Nutrition Board of the National Research Council recommends that the daily intakes of these essential trace elements are within the range required for the diet of an adult.
Components of the Food For Life Weight Management System

Calorie Reduction Programs

Users of the Food For Life Weight Management System may choose from two easy-to-follow programs: The Regular Program and the Physician Monitored Program.

The Regular Program is an 800 calorie program based on three servings per day of the Food For Life Meal Replacement Formulas, plus a selection of approximately 400 calories of food from a Winning Foods List. This list contains prepared frozen entrees, easy-to-fix recipes, and a "free" food list of low-calorie snacks. This is our most widely used program and users will experience an average weight loss of 2 to 5 pounds per week.

The Physician Monitored Program is a 420 calorie modified fasting program based on three servings per day of the Food For Life Meal Replacement Formulas as the exclusive source of nutrition while being monitored by a physician. Users of this program may also choose a limited number of snacks (80 calories) from the "free" foods on the Winning Foods List. The program is recommended only for those who have large amounts of weight to lose (30 pounds or more) and want to lose the maximum amount of weight in the shortest possible time.

In clinical trials patients following this program have an average weight loss of 16 to 20 pounds per month. As users of this program near their weight-loss goal they are required to convert to the Regular Program so that a period of adjusted food-related behavior is included.

Behavior Modification Program

Changing eating habits that result in surplus caloric intake is one of the most important factors linked to long-term, successful weight management. The Food For Life Weight Management System provides this component through the Control For Life Learning Program. It is a unique self-study system designed to help build commitment, replace unwanted food-related behavior, and develop a new, higher level of self-control. Control For Life is not complicated, requires no special dieting, or support, and best of all, it's very effective. The program includes everything required for positive change, including self-evaluation and skill-building techniques, plus audio cassettes to help even engaged in other activities.

Including Increased Activity

Many people feel they have no control over their metabolism. The truth is that the metabolic rate can be raised simply by increasing the level of activity. When the rate of energy expenditure is increased, the rate of weight loss can be increased and a more solid foundation for maintaining weight loss is established.

The activity components of the Food For Life Weight Management System are the Set For Life Activity Programs. Users can choose from a full featured walking program or the more advanced Set For Life Body Shaping Program. This program is built around a unique device specifically designed to be used with the Food For Life Weight Management System. Regardless of the current level of activity, Set For Life Activity Programs are both easy and effective.

Built on a Foundation of Personal Support

The Peer Support Program

We believe that losing weight should not be a lonely experience. Studies have shown time and again the importance of peer support to aid in reaching weight loss goals. Food For Life Counselors are available to work directly and personally with their customers throughout the weight-loss program and beyond. The Counselor has been trained to provide helpful information, to help establish a supportive circle of friends and family, and if your patient chooses, can include him or her in support groups made up of others who share common problems and goals.

NOTE: For additional information on Food For Life Programs, see the Food For Life Program Guide.
Recommendations and Monitoring Guidelines

The Validity of Very-Low-Calorie Diets

For people with significant amounts of weight to lose, 20-25% over ideal weight, very-low-calorie diets are now recognized as a valid and often preferred method of treatment.

Well-formulated nutritionally complete, very-low-calorie diets of today have been extensively clinically tested and used successfully in physician and hospital directed programs for over ten years.

Very-low-calorie diets have proven to be extremely flexible in that they can be combined with regular food or used as the exclusive source of nutrition. When used as the exclusive source of nutrition the initial rapid weight loss is very motivational and helps to maintain a high level of commitment.

Only You Know What is Best for Your Patient

As a physician, you are the person best qualified to determine the program most appropriate for your patient and the degree of monitoring required. Although your patient may have already selected a program, we are requesting your help if your patient has selected a modified fast and you feel it is not appropriate for him, the 800-calorie program may represent a suitable alternative. Regardless of the program selected, we strongly recommend three servings per day of the nutritional formula to ensure that 100 percent of all essential nutrients are provided.

Recommended Tests

We recommend the following laboratory tests be administered prior to any patient embarking on a very-low-calorie diet (VLCD):

- Blood
- Complete Blood Count (CBC)
- Blood Lipid Profile

- Serum Sodium
- Serum Potassium
- Creatinine
- Uric Acid
- SGOT
- SGPT

(ONLY if clinical hypothyroidism is suspected)

Dilated for proteinuria

Pregnancy tests

Electrocardiogram

- A standard 12-lead EKG should be obtained as part of the pre-diast physical examination
- Some physicians recommend an additional EKG weekly or after a 20-pound weight loss

In the obese patient without complicating disease or medication, additional testing during the course of weight loss need not be obtained only if suggestive symptoms warrant.

Side Effects

Occasional side effects have been reported in association with the use of a VLCD. In general these symptoms are mild and transient:

- Fatigue
- Cold intolerance
- Headache
- Orthostatic hypotension
- and, with less frequency, halitosis, dry mouth, mouth ulcers, dry skin, nausea, vomiting, constipation, diarrhea, episodic discomfort, flatulence, muscle cramps, amenorrhea, temporary hair loss, and decreased libido.

Most symptoms subside after the initial phase of dieting or upon resumption of a normal eating pattern. Many of the side effects can be avoided by maintaining adequate fluid intake and eating two liters of water or non-caloric low sodium, decaffeinated coffee.
**EXHIBIT C**

### Medication

A significant reduction in the degree of obesity can have beneficial effects on patients with some chronic diseases, including non-insulin-dependent diabetes and hypertension. Therefore, a major reduction or elimination of medication may be required, particularly during the period of active weight loss. Medication levels and associated signs and symptoms must be closely monitored in these patients.

**Insulin**

Type 2 diabetes should not be treated with a VLCD. Type 2 diabetes may have oral hypoglycemic medication discontinued at the onset of the VLCD program. Frequently, insulin may be discontinued at the onset or within three days of VLCD use. Thus, it may be advisable to hospitalize such patients during the initial treatment to allow monitoring of glucose levels and insulin requirements. Keep in mind that outpatient care is less certain. Since unreported noncompliance by the patient is failure to adhere to the VLCD program, may require a return to insulin therapy.

**Laxatives**

Your patient should be informed that frequency and content of stools will be reduced. If the patient has a history of constipation, or requests laxatives, it may be desirable to prescribe a non-cathartic bulk laxative periodically.

**Refeeding**

A reasonable program of refeeding should be implemented after dieting on any weight-loss diet and in particular after a low-calorie VLCD program. The addition of conventional foods and foods with a high fat content should be gradual. Overeating after a period of using low-BMI, low-calorie products is to be avoided.

The Food For Life Program Guide includes a Winning Foods List for all stages in refeeding and long-term weight maintenance.

### General References

Concerning the need for medical care:

...not just a liquid!
The Cambridge Food For Life Nutrition formula, so unique it has been patented worldwide, is the cornerstone of the Food For Life Weight Management System, and is available in a variety of products:
- Delicious drinks
- Hearty, high-fiber cereal
- Soothing soups
- Rich, chocolatey pudding
- Nutritious bars

The Food For Life Weight Management System offers bar program options to put you in control and keep you in control.

PROGRAMS
FAST START PROGRAM — With the Fast Start Program you can reduce up to 15 pounds in just two weeks. You use the Cambridge Food For Life formula as your exclusive source of nutrition. If you have no pre-existing medical conditions, you may use the product without medical monitoring for a period of up to two weeks.

PHYSICIAN MONITORED PROGRAM — Recommended for those who have large amounts (30 pounds or more) of weight to reduce, this program will result in a maximum amount of weight reduction in the shortest possible time. In clinical trials the average weight reduction for those on the Physician Monitored Program was 16-20 pounds per month. In this program the Cambridge Food for Life formula is the exclusive source of nutrition, and medical monitoring is required. Both the Fast Start and Physician Monitored Programs can be used as a way to "get off to a fast start" before embarking on the Regular Program. The initial rapid weight reduction has been found to be the most effective way to gain control over your eating habits and reduce weight.

REGULAR PROGRAM — This program is ideal for low, moderate, or high weight-reduction goals, and can be adapted to any lifestyle. You can reduce 2 to 5 pounds per week on the Regular Program. These delicious formula desserts, soups, or bars combine with 400 calories of regular food for a total of 600 calories per day. Your regular food choices will consist of entrees or snacks selected from a specially prepared list called Lifeline with Recipes.

WEIGHT MAINTENANCE PROGRAM — Designed for people who are satisfied with their current weight but are concerned about getting all the nutrition their body needs or those who have recently reduced their weight and wish to avoid regaining that weight. These Cambridge Food for Life meals a day. In conjunction with regular low-calorie meals similar to those on the Lifeline with Recipes list, will provide you with a full day's supply of required vitamins and minerals.

PEER SUPPORT
Peer Support is an integral part of any weight management program. The Cambridge Food For Life System is built on a foundation of personal support. Your Cambridge Consultant has personally experienced the products and programs, and is eager to share them with you.

Peer support includes:
- Helping you set your personal goal
- Providing encouragement and support
- Assisting you in setting up personal support groups
EXHIBIT D

- Teaching you various recipes for drinks, soups and desserts
- Maintaining records of your progress
- Introduction to your Partner in Progress (PIP)
- Helpful information and support during your initial use of the products and programs

CAMBRIDGE RETREATS
Unique to the Cambridge Food For Life Weight Management System are retreats. Held periodically throughout the country, these weekend retreats provide an opportunity for you to regain your commitment to weight reduction, weight management, or lifetime nutrition.

The ideal way to begin your Fast Start Program, retreats offer:
- Fun, low-cost get-away weekend in a resort environment
- Education and information on nutrition
- Behavior modification techniques
- Opportunity to begin a walking program
- Time to relax with the support to begin your weight reduction program
- Hundreds of helpful hints to help you reach your goal

BEHAVIOR MODIFICATION... without the mystery
It's one thing to take weight off -- it is something else to keep it off. Unlike most weight reduction plans, the Cambridge Food For Life System includes the vital element of behavior modification designed to change your eating habits for life.

The Control for Life Learning Program for behavior modification and self-control provides:
- Step-by-step, easy-to-follow guidelines to behavior change
- Tools for changing your undesirable eating behaviors

ACTIVITY PROGRAM
Physical activity is very important in any weight reduction or weight management program. Research shows that an aerobic program of at least 30 minutes for a minimum of 3 times each week is one of the most effective and beneficial activity programs you can embark on.

When you increase your activity level and begin to exercise, you'll find you will:
- Have better control over your appetite
- Stay more easily committed to your long-term weight management program
- Improve your lean body mass
- Improve your cholesterol level
- Improve your self-esteem
- Reduce your anxiety and stress levels

Walking has proved to be an excellent form of aerobic activity. It's easy. It requires no special equipment. It's not hard on your body. Cambridge provides Walking Program guidelines to start you on your way.
... treat your body with ultimate respect...

Think of your body like a nutritional puzzle—each nutrient has its own shape and plays a specific role in your total nutrition.

NUTRITIONAL BALANCE
There is a link between balanced nutrition and being overweight. If your plan does not provide all the nutrients you need, it will trigger hunger. Hunger leads to overeating... and overweight.
- Excess weight is linked to nutritional imbalance
- Hunger, leading to eating an excessive amount of calories, may be triggered by imbalanced nutrition
- The average person must consume 1800-2800 calories per day in conventional foods to obtain 100% of all vital nutrients
- Simply reducing calories to use up stored body fat is not enough; your body needs a nutritionally balanced plan.

safe... simple to use, easy to enjoy... sensible
Based on nutritionally balanced products that take the guesswork out of nutrition, the Cambridge Food for Life Weight Management System enables you to maintain your target weight safely for life.

NEGATIVE CALORIC INTAKE
It's simple. If you consume more calories than you burn, you store the extra calories as fat, and you gain weight. Take in less than you need, and you burn fat.
- Depending on exercise, you burn 1600-2800 calories per day
- Consume more calories than you burn and you gain weight
- Burn more calories than you consume and you reduce weight
- Your goal is to consume fewer calories than your body uses

THE ANSWER IS...
Cambridge Food for Life nutritional products are formulated to meet 100% of your body's nutritional needs in the lowest calories possible.
- One of the most successful plans of all time
- More than 8,000,000 people have successfully used the program
- Contains a precise balance of protein, carbohydrates, and fat together with 100% of U.S. RDA for all vitamins, minerals, and trace elements, all in only 420 calories per day
- No plans are simpler, easier, or more effective
- Pioneer program in the VLCD (Very-Low-Calorie Diet) field

NOWHERE ELSE CAN YOU GET SO MUCH NUTRITION IN SO FEW CALORIES!
EXHIBIT E

Cambridge
Food For Life* Weight Management System
gives you the
answer to your dreams!

- 100% of the U.S. RDA for protein, vitamins, and minerals plus trace elements and electrolytes: all essential vitamins and minerals you need every day for health and vitality. It's all there—everything but the calories!
- Fast, effective, safe weight reduction!
- A perfect foundation for life-long nutrition and weight management.
- A formula that satisfies—fights hunger—so easy to stay on—so easy to use.
- Contains no drugs or stimulants.
- 11-1/2 years of research and clinical testing by physicians and scientists.
- Personalized service and individual support to assure your success... and affordable.

Would you like to know more?

- As a Weight Reducing Program:
  This unique nutritional formula was created after 8-1/2 years of research and clinical testing. Its nutritional balance causes the body to burn up the maximum amount of its own excess fatty tissue in the shortest possible time.
- As a Lifetime Nutrition Plan:
  Studies have shown that balanced nutrition, coupled with low-fat eating and exercise provides long-term medical benefits, such as
  ... improved blood pressure
  ... improved heart and respiratory function
  ... improved energy
  ... lowered stress

*Cambridge Food For Life: A scientifically designed diet plan that provides a balanced nutritional formula to help you lose weight and maintain a healthy lifestyle.
A summary of the Cambridge Food For Life Weight Management System

**PRODUCTS**
- High-Fiber Oat Cereal
- Creamy Tomato and Hearty Chicken Soup
- Rich, Chocolate Pudding
- Vanilla, Chocolate, Strawberry Drinks
- Great tasting nutrition/snack bars

**PROGRAMS**
- **Fast Start**
  - reduce up to 15 pounds in two weeks
- **Physician Monitored**
  - medically responsible approach for those with great amounts of weight to reduce
- **Regular**
  - moderate weight reduction of 2 to 5 pounds per week
  - plus a lifetime nutrition plan for those who want to achieve and maintain better health.
  - Including...
  - step-by-step, easy to follow tools for changing your eating behavior and adding activity to your life.

**SUPPORT**
- Built on a foundation of personal support designed to suit your lifestyle.

Why Weight?
Call Your Cambridge Consultant Now!
$36 BILLION WILL BE SPENT ON DIET PRODUCTS & PROGRAMS THIS YEAR!

HOW CAN YOU TAKE ADVANTAGE OF THIS OPPORTUNITY? (SEE WHEN BAD NEWS IS GOOD NEWS FOR BUSINESS, PAGE 11)

53 MILLION ADULT AMERICANS WILL GO ON A DIET THIS YEAR

Cambridge has been on the leading edge of the diet industry over the past decade and has touched over seven million people who achieved a better quality of life through the use of our products and programs. As we reposition our company to target health, nutrition, and weight management, Cambridge will have a more substantial niche in this lucrative industry.

As we rebuild this company for the 90's you have an excellent opportunity to get in on the ground floor of this explosive industry. There is no limit to what we can achieve. Guided by our vision of continual improvement and committed to achieving good health and prosperity, we can make this a fabulous new decade for Cambridge.

We at Cambridge headquarters pledge our support to you, our customers and our sales force. Your success is our #1 priority.

RESTATEMENT OF MARKETING TOOLS

For your review we have summarized some of the marketing tools available.

Prospecting Tools:
- Cambridge Prospecting Flyer
- Cambridge Prospecting Booklet
- Cambridge Point of Sale Poster (Available 1/26/92)
- Breakthrough Newsletter
- Tinkerbell Tapes (Available upon request)
- Breakthrough Newsletters

packages for your local use. For information we require to give to your local news media, see Media Message, page 11.
- Media Packages for Retreats
- Videotape: Andrea Beo and Lynne Murphy on Cable TV is available as an example of the coverage you can obtain at no cost to you. It is also a good example of how to present the benefits of Cambridge. Other examples: Donna Dugan's business seminar (see Models of Excellence) and ad slick (see Tributus). Also see Junked Flowers Classic Marketing Techniques (page 11 in this issue).
THE ART OF STRATEGIC VISION®

FOOD FOR THOUGHT

We hope that you found our new creation, "Food for Thought", useful. We have been hearing requests for more communications for all Leaders and Consultants—monthly news and practical sales "how-to's". Food for Thought was our attempt to answer many diverse questions quickly and simultaneously. In addition, it was a way to provide you with some quick marketing ammunition, such as the comparison charts and "10 Ways to Increase Sales Volume—Now!"

Our intention is to use Food for Thought as a vehicle to give you quick responses to issues that concern you. Food for Thought provides a vital link between the home office and the field because our BREAKTHROUGH newsletter has been elevated to function as a more comprehensive marketing tool and organizational development vehicle.

COMMUNICATION IS CRITICAL

Breakthrough has always been important in communicating with you. In more recent years, Breakthrough was used to provide recognition for successes and to announce new products, promotions, and policies.

BREAKTHROUGH AS A STRATEGIC DOCUMENT

Since joining the Cambridge family, we have expanded the scope of Breakthrough to include in-depth reporting on all aspects of our business. As such, the new Breakthrough newsletter has become a critical and cost effective vehicle to forge our future together.

It is deliberately designed to set the tone for unifying our entire organization and to help us focus on the direction we wish to take in actualizing the dreams of our entrepreneurial spirits.

Through our expanded scope and in-depth reporting, Breakthrough delivers essential training and marketing concepts (see BACK TO BASICS, Nov-Dec issue, and Models of Excellence, Sept-Oct, Nov-Dec, and this issue; specific marketing how-to's, see MEDIA MESSAGE in Consultant's Corner, page 11, this issue). Breakthrough makes visible and concrete the training and development taking place in the field through extensive use of photos, drawings, and other illustrations.

All the articles are designed to be informative, inspirational, and to help you improve your business. For example, this issue includes a working card system to help you manage many customers more easily. (See Models of Excellence, this issue).

Breakthrough is significant as a recruiting device—it communicates to potential new customers and Consultants that we have substance and purpose.

Breakthrough is a testing ground where we create primary materials for our training programs. In each issue of Breakthrough, we address the current issues in the field. We also include program position papers and share some of our best Retreat handout materials.

Keep your issues of Breakthrough and order back issues to use as handouts. Use them as a reference tool, as a sales tool, as a recruiting tool, and as a working manual to design your personal business plan. Read them at your leisure, and read them in-depth. Breakthrough is designed as a strategic document to help you leverage your time and energy and to help you break through to success.

BREAK THROUGH WITH STRATEGIC PLANNING

If you're failing to plan, you're planning to fail.

I strongly believe that the growth of Cambridge is based on each of you being connected to your own central concerns and desires and out of those, creating your unique goals and objectives and committing to specific step-by-step actions to plan your work, and work your plan. Successful people and successful organizations create strategic visions and develop strategic plans based on these principles.

Don't settle for what is. Take control of your life and make the commitment to be—come an active participant. All of your dreams and aspirations can be realized if you are willing to make the commitment. So, let us help you move forward. Set your goals and make sure you are getting the support you need to succeed.

Linda Haven Vice President

Ask us about Visionary Leadership training in your area.

Most people plan their vacations better than they plan their lives—Mary Kay Ash

As a member of the Board and Vice President of Professional Development for the American Society of Training and Development, Linda has created many training programs for people in business and brings to you some of the most powerful breakthrough insights that came from working with some of the best in the business over the last decade. Her Visionary Leadership self-reinforcement national acclaim and is based on powerful planning models that leverage organization creativity and mobilize people to move forward toward inspired performance and high achievement.

The Art of Strategic Vision

Mission

Goals

Objectives

Action Plans

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Models of Excellence
A Simple System For Success

Following a successful 21-year career with McDonnell Douglas, Donna Dugan joined Cambridge over 10 years ago, and has been a successful member of our Circle of Champions since 1985. Through trial and error and much hard work, Donna has developed a tracking system for new and ongoing customers that works. She manages many and keeps it short and simple (KISS) with a system she designed to work smart, not hard!

Consistency: Donna works her Cambridge business on an 8:00-10:00 a.m. schedule, Mondays, Wednesdays, and Fridays. This time is set aside for telephone calls.

Support: Donna provides continued support to her customers not only during their weight loss program but during their weight maintenance program as well.

Product Knowledge: Donna continually studies the weight loss industry, including nutrition and behavior modification.

Persistence: “Ninety-nine out of 100 people don’t call me for help so I call them every Monday, Wednesday, and Friday,” says Donna. “Throughout the first two weeks on the program, I am there for them. People don’t like to diet. I know that. We definitely work in the hospital, and it’s not the maternity ward.” She states dryly. Recognizing that, once Donna starts a customer on the program, she works with them, providing support wherever possible to help them reach their goal.

Tools: The backbone of her business, Donna has created some valuable tools which allow her to handle a large number of retail customers in a minimal number of hours each day she works the business.

Donna uses a 3-card system for tracking new and ongoing customers, and shares her simple, straightforward system here:

Three Card System

New Customer—Hot Pink Card
For new customers, Donna makes a hot pink “New Customer” card. Customers are asked to call 8:00-10:00 a.m. on Mondays, Wednesdays, and Fridays. When they don’t call Donna, she calls them.

Continued Support—Yellow Card
If customer wants continuing support 1, 2 or 3 times each week, or wishes to join her support group, Donna makes a yellow card.

Ongoing Product Needs—Green Card
If customers call her when they have a challenge or a question, Donna makes a green card, letting them know she will call them when she sees they are getting low in product to remind them to reorder.

The tool that makes it work is basic — a card file box with two sets of dividers

SET 1
Tabbed 1-31 (for each day of the month)

Continued on page 4
A Simple System For Success (Continued from page 3)

SET 2
Tabbed
Jan-Dec

This "tickler" file means no more forgotten customers, letting one slip by without a call or reminder from you. It's the simplest, most effective system you can use. These 5" x 8" dividers can be purchased in any office supply store. Why 5 x 8? It allows adequate room to make notes and write legibly so you are able to decipher your notes at a later date.

DONNA'S SUPPORT SYSTEM

Behavior Mod—Additional support on a weekly basis featuring modules created around the Control For Life program. A copy of these informative pieces may be obtained by calling the Cambridge Order Desk, 1-800-4-HEALTH.

To elicit commitment from her customers, Donna now charges for these support programs—a 6-week program costs $30. If they complete the program, staying with their commitment, she retains their money plus they receive one free can of product.

BUSINESS CARDS

Key to Donna's success is positioning. She positions herself in Houston as a leader, an expert in the field of health and nutrition. One way she positions herself is through her business card. Donna is a pro, and wants recognition as a pro, which led her to now use a business card featuring her photo and she runs a local ad using this same photo. Over time, this type of card, coupled with similar advertising, builds recognition.

Her fold-over card provides more space to deliver her message. Think of your card as a billboard—and blast your message. Long after you're gone, when your potential customers come across your card, is it leaving the message you want? Do they know who you are, what you do, and more importantly, what you can do for them?...Donna's card says it all!

Last, but not least, Donna uses a small clear mylar sticker with this simple message on each can lid:

Have Questions?
Need Support?
Need Product?
Call Donna...480-995

Donna's tools are basic, and they work. She handles a large retail business, yet still has time to devote to her organization.
Let's talk target marketing. Target marketing is where it's at in the '90s. This column will feature specific target marketing ideas to help you build your business over the next year.

What is target marketing? Target marketing is pinpointing special groups of people that share commonalities.

Who is my target market—and what are the needs of this market? Seeking out a particular market segment (e.g., new mothers, beauty consultants, professional women, etc.), you begin to specialize in this particular group of people, learn to understand their specific needs, and talk their language. And in doing so, you learn how to get the best return for your effort.

Target markets come in all shapes and sizes and are typified by a wide variety of characteristics and may be classified by business, profession, age, special interest, etc.

In targeting a market, a group should be:

1. Identifiable and accessible
2. Identifiable by common characteristics (age, income, sex, hobbies, etc.)
3. Identifiable by needs, e.g., new mothers/health and nutrition; professional women's groups/nutrition-fitness-health-weight management; entered/health, etc.
4. Connected through a system of communications or network that will foster referrals from one group member to another (meet monthly, share the same newsletters, belong to the same association or group)

To help you approach your markets systematically, here are some pointers:

**Identify your market**
- Look for common needs
- Use the library to obtain information on your selected group (see Encyclopedia of Associations)

**Research your market**
- Attend network meetings
- Join their associations, clubs, or chapters
- Subscribe or obtain copies of their newsletters
- Find out their company affiliation
- Check out their trade journals
- Work their trade shows

Once you do your homework and spend the time to work this market, the benefits begin to come back tenfold. Your phone begins to work both ways—they will call you, seeking you out.

Your target market should grow out of your natural market, that is, it should naturally flow from your interests, concerns profession, or affinity. For many of us, professional women are our natural market, and therefore, an excellent market to target.

---

**The Professional Woman/Your Natural Market**

An excellent natural market to target for the Cambridge Consultant is the professional woman. Demographically, Cambridge will be targeting this entire group, but locally Consultants should pinpoint a specific group within this larger group. Examples of specific groups that organize on a local basis are: real estate saleswomen, teachers, nurses, nutritionists, small business owners, financial women, secretaries, retail managers, association executives, all women who have more money than time.

By narrowing down a broad category to a specific group or groups, you can more effectively focus on their needs, and can target your message to those needs. Attending their meetings, joining their networking groups, or attending their association meetings, you will be perceived as a peer who understands their needs.

The first step to finding and targeting a specific group is research. Check your local newspaper or the library to find out what groups meet locally. An excellent resource for information about associations is the Encyclopedia of Associations, which lists the state associations and where they meet. A few phone calls will give you the information you need.

Local groups you might look into are:
1. Local Chamber of Commerce
2. NAPS (National Association of Professional Saleswomen)
3. NAWBO (National Association of Women Business Owners)
4. Association of University Women
5. American Association of Nurses

Call for their meeting schedules. Let them know you are considering joining (perhaps as an associate member) and ask to attend a meeting as a guest.

Continued on page 12
TRIBUTES
Recognition based on combined volume for October, November & December 1991.

TOP CIRCLE OF CHAMPIONS

1. Betty & Paul Parker
   Location: La Mesa, California
2. Donna & Bob Dugan
   Location: Houston, Texas

TOP AREA DIRECTORS

1. Kay & Dan Marovich
   Location: Rancho Palos Verdes, CA
2. Millie & Billy Chorn
   Location: Burton, Michigan

TOP DIVISION MANAGERS

1. Gerry Davis
   Location: Cleveland, Ohio
2. Ruth Ann & Bob Morris
   Location: Chula Vista, California

TOP UNIT LEADERS

1. Ramona & Leon Steel
   Location: Tigard, Oregon
2. Patricia Foreman
   Location: Orlando, Florida

TOP CONSULTANTS

1. Stephen & Arlene Reim
   Location: Bronx, New York
2. Vicki & Trina Ngo Vu
   Location: Houston, Texas

TOP PERFORMING ORGANIZATIONS

Rank  Name                  State
1.    Betty & Paul Parker  CA
2.    Donna & Bob Dugan   TX
3.    Janice & Mel Jones   MA
4.    Barbara & Gary Lazar FL
5.    Kay & Dina Marovich  CA
6.    Millie & Billy Chorn MI
7.    Alex & Ray Boswell   FL
8.    Bill & Betty Gray    CO
9.    Heidi & Mike Kirkland CA
10.   Anne McAlister       AL

Special thanks go to these top Consultants (combined volume, Aug. thru Dec. 1991) who are building their businesses while we build ours!

Rank  Name                  State
1.    Stephen & Arlene Reim NY
2.    Marie Coyles           PA
3.    Vicki & Trina Ngo Vu   TX
4.    Martin Chang           CA
5.    Charinda Leon          FL
6.    Ruby McBrayer          MS
7.    Particia & John Hatchens LA
8.    Gloria & Todd Archbold TX
9.    Anna Reilly            NJ
10.   Ruth Saulnier          WA
Local Visibility Through Local Efforts—Cambridge Is Back!

Many of our Leaders have been creating marketing experiments to expand their business. Here is some of what is being developed and achieved.

Local Radio: Janice Jones has been broadcasting nutritional information and talking about her Cambridge business on a local radio show beginning in January. Two disc jockeys at the radio station are on the program, losing weight, and talking it up on the air.

Trade Shows: Joy Scheller of Orlando, Florida, called us full of excitement about a trade show she participated in for the health industry people. She provided samples of the product and handed out Cambridge literature. She reported a great turnout that produced a lot of interest in Cambridge products and programs.

Cable TV: "In the ten years I've been in this business, the best response I've received from any advertising or promotions has been from a local cable show called "Pathbusters," says Andrea Iles after she and Lynne Murphy appeared on Cable TV in Richmond, Virginia, to talk about Cambridge. Not only was the visibility free of cost, but they now have a professionally prepared video tape of their presentation. (A copy of this videotape is available on request by calling 1-800-4-HEALTH)."

Two of Andrea's successful new customers, April Hargrove and Kim Pell, discovered Cambridge through the show and are so thrilled with their results that they are already sending her referrals. This is what they have to say:

"You were right about the energy level. I've been coming home from work and cleaning my house!", says Kim. Said April, "I don't see how anyone could have a problem with this diet. It's so easy!"

Andrea Iles has good reason to show off...she is a product of the product!
CAMBRIDGE CUISINE

PLANTATION PEANUT BLIZZARD

A new taste sensation, courtesy of Elaine Newhill and Laurenette Pinnow. This thick, rich and creamy shake is not only delicious but leaves a surprise of crunchy nuggets at the bottom of your glass.

Ingredients:
- 7-8 oz. cold water
- Ice
- 1 scoop Rich Vanilla Shake (OCD formula)
- 1 Plantation Peanut Bar

Instructions:
Add water and enough ice to blender to equal 12-14 oz.; blend. Add Rich Vanilla Shake; blend. Break up 1 Plantation Peanut Bar and add to mixture; blend again. Pour into frosty glass and enjoy this delicious treat!

HOT CHOCOLATE

Perfect for cold nights...kids love it for breakfast, too! Hot and nutritious, it's great for the entire family—company, too!

Ingredients:
- 8-9 oz. hot water
- 1 pkg. Equal
- 2 scoops FPL Chocolate Drink
- Cinnamon

Instructions:
Mix all ingredients in blender (be sure to vent lid on top of blender to allow pressure to escape while blending hot beverages). Pour into cup, and enjoy.

Even if you are not a chocoholic, this hot drink hits the spot!

CAMBRIDGE CAPPUCCINO

So simple, but oh, so nice!

Prepare:
- 6 oz. hot coffee in an 8-10 oz. mug

Add:
- 1 pkg Equal

Top with OCD Vanilla Topping (recipe follows)

Topping:
- 8 oz. cold water
- 1 scoop OCD Vanilla Shake

Mix in blender. Spoon on top of coffee. Makes enough for 4 servings.
Cambridge Products

**Business Builder**

101 Tips: For Success With Your Cambridge Weight Management Program

101 Tips to help your customers STAY on their program! (audiocassette & text)

- Motivational, fast-paced
- Helpful tips to keep you committed
- Dozens of quick recipe ideas
- Ideal for new customers
- Perfect for anyone recommittng to their nutrition program

**First Time Available!**

**Assorted Flavors:**

<table>
<thead>
<tr>
<th>Assorted Pack #1</th>
<th>Assorted Pack #2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Almond Coconut</td>
<td>Irish Cream</td>
</tr>
<tr>
<td>Peanut Butter</td>
<td>Peanut Butter</td>
</tr>
<tr>
<td>Pistachio</td>
<td>Peppermint</td>
</tr>
<tr>
<td>Vanilla Custard</td>
<td>Vanilla Custard</td>
</tr>
</tbody>
</table>

Mix FPL Vanilla with Pistachio or FPL Chocolate with Peanut Butter. Or, for peppermint stick flavor, mix FPL Vanilla with hot water and Peppermint Pops. And, for a different twist, add Irish Cream to your coffee for Cappuccino (see Cambridge Cuisine, page 8, this issue).

**Appetite Satisfier**

**Aloe Fresh Gum**

Calories: 2 calories per square
Caloric Source: Carbohydrates
 Derived from: Jerusalem Artichoke, Inulin

**What Makes It Work? Is It All In My Mind?**

No, it's not all in your mind. Physiologically, your body receives a small supply of free fuel to temporarily satisfy your hunger. Psychologically, it works when you realize that the point at which you want food may not really be hunger related, but it is your mind telling you want food because you are tired, sad, or started thinking about food.

**When To Use Aloe Fresh Gum**

1. When you find yourself reaching for conventional food...STOP! Take 2 squares Aloe Fresh Gum and substitute another activity or listen to the relaxation side of your Control For Life audiocassette. Because each Aloe Fresh square contains a small amount of calories, when you are too busy, the added carbohydrates may increase your appetite. We recommend you use Aloe Fresh Gum only if you have experimented with gum in the past and it did not make you feel hungry.

2. When you transition from the Fast Start (Solid Source) Program to the Regular Program, chew 2 squares of Aloe Fresh about every 2 hours. It can help satisfy you between meals.

3. When you are on the Regular Program or Maintenance Program, chew Aloe Fresh Gum when you feel hungry. For most people, this occurs about four hours after eating a small meal of conventional food or Cambridge product. Some people use Aloe Fresh Gum to satisfy a sweet tooth or have a desire for chewing. 60 squares per bottle.

Regularly $10.50/bottle  

*EXHIBIT F*
UPDATE: JANICE JONES...DIRECT SALES AT ITS BEST! (see Models of Excellence, Nov-Dec issue)

Using a variety of classic marketing techniques, Janice Jones has been highly successful repositioning herself and focusing on a more lucrative market, as well as using high powered media for the 90s. Here’s what she did:

- Selected the type of market she was aiming for—Janice targeted those interested in nutrition, mainly professional women.
- Was flexible with her knowledge of the product and the use of the product. (This meant adapting her presentation to fit the needs of the person she was talking to.)
- Focused on using the product with conventional food.

Janice also uses a variety of ways to reach people:

- Yellow Pages
- Business cards with photo
- Pamphlets
- Newspapers
- Fairs, Malls, Trade Shows
- Brochures
- Newsletters
- Yellow Pages
- Bridal Shows (mostly young people)
- Interviews on Cable TV about nutrition and fat-free foods
- Radio show—Broadcasts weekly about nutrition and her Cambridge business
- Women’s network—Attends banquets hosted through a local college once a month. At these functions, Janice distributes brochures and her business cards.
- Communications—Talks to people about what she does.
- Keeps in touch—Stays in contact with the customers she starts the product (even if they are not currently using it). As Janice says “you never know what will trigger them to call.” She stays in touch by:
  - Telephone
  - Monthly mailings

Janice emphasizes that not only must these things occur all the time, they must be used in conjunction with one another if you’re going to make your business prosper.

NEW CUSTOMERS
- Fast Start Success Plan (3 cans FFL, 4 flavorings and 32-oz chug mag)
- Regular Success Plan (2 cans FFL, 4 flavorings, 32-oz chug mag, plus one box of bars)
- 101 Hot Tips—audio tape for program success
- Control For Life tapes and study guide to help you gain awareness and modify behavior, complete with guided relaxation and music audiotapes.

CONSULTANTS & LEADERS
- Leadership Retreats and Trainings—available by special arrangement. A Cambridge program designed to meet your special needs for success and to motivate others to achieve their own inspired performance.

NEW CONSULTANTS
- IFSOs (Initial Fast Start Orders). A one-time-only opportunity to set up inventory at a discounted wholesale cost. Order must accompany Consultant Agreement.
- IFSO C: for the full-time Consultant. Package costs the Consultant $1004.60 ($1856.00 value) and yields a $848.30 profit.
- IFSO B: for the part-time Consultant. Package costs $309.89 ($900.00 value) and yields $399.90 profit.
- IFSO A: for the wholesale user. Package costs $206.30 ($368 value) and yields $164.65 profit.
BAD NEWS IS GOOD NEWS FOR BUSINESS!

Most of you know, more than most folks, that in our business "less is more". The fundamental truth in our business is when the economy is down, business goes up.

This issue is dedicated to helping you look at the reality of our business environment and what you can do to take advantage of the current opportunity. In our cover story, we supplied you some statistics that show you facts about our industry, and in this article, we are giving you the rationale for being optimistic as well as the wisdom of direct sales in the current economy.

BEING OPTIMISTIC

Some of us may feel discouraged by the downturn in the economy and the changing market place.

The Economy

A downturned economy is an opportunity to make our Cambridge businesses flourish. Think about it. With the downturn in the economy, more people are looking for real value. At only $1.33 per meal, our product is economical and gets results.

Time Means Money

With people working harder and longer hours, they have less time. Cambridge products mean quick and easy meal preparation and cleanup, and fewer trips to the grocery store. One quick phone call and your products are shipped the following day.

The Health Connection

What better way to take care of your nutritional needs than with Cambridge Food For Life products which provide 100% of your nutritional needs. Pressured with more work, people are becoming fatigued and burned out. Those who use Cambridge report high energy and even euphoria! The benefits of our high-quality products are real and substantial.

Health Insurance

As health care costs rise, it becomes increasingly necessary for everyone to take responsibility for their own well-being. Illness is no longer affordable. What better way to assure that people are obtaining all the vital nutrition for good health than the Cambridge products?

Image Counts

With more people looking for work, competition is keen. Looking and feeling your best is important. We know Cambridge products and programs help people look and feel their best.

THE WISDOM OF DIRECT SALES

Direct Sales flourish when we cannot depend on traditional institutions for support which forces people to become entrepreneurial and support themselves.

Employment

With unemployment numbers rising, what better time to invite more customers into the ranks of Consultants? People need work to earn money. As Donna Dugan readily points out, it is possible to have a rewarding part-time job by simply working as a Consultant selling retail.

With only 12 active customers, you earn over $500 per month; with 25 active customers, you earn over $1000 per month; with 50 active customers, you earn over $2000 per month. You can earn a minimum of $40 for each active retail customer.

Mission: Share the Opportunity and Make Money With Your Good Works

The truly wonderful thing about working your Cambridge business and bringing others into the business is that it is possible to simultaneously earn your living and follow a path with a heart, a truly humanitarian mission.

We offer people a genuine means to make a positive difference in their own and other people’s lives. Donna Dugan calls the money she earns from Cambridge the "Paycheck of the Heart"! Cambridge is truly a gift of love and caring.

DEAN DISTRIBUTORS, INC.

Complaint

EXHIBIT F

The Professional Woman

Key to this type of marketing is visibility. You need to attend their meetings and get involved. Talk about your business as well as the products and programs. Key to visibility is positioning yourself within that market. If your particular group has a newsletter or magazine they publish, ask if you might write an article on nutrition or health (if you need help with your article, call 1-800-4-HEALTH). Be sure to tell them the one thing you request is that they include your phone and phone number.

Prospecting Tip: Sampling has proven to be an effective form of advertising. At the next meeting you attend, bring a small basket filled with Plantation Peanut Bars. Tape your business cards to each bar. Explan to the meeting organizer that you would like to provide the sample bars and ask to leave the basket at the registration table.

The cost of one or two boxes of bars is considerably less than the average advertisement, and it is ten times as effective. You might leave a package of brochures near the bars for additional information. It's a great ice breaker, and you get to deliver your message.

Give me a lever long enough...and single-handed, I can move the world.
Consultant's Corner

MEDIA MESSAGE

Public Relations. It's public relations, it's believable, and it gives you and Cambridge credibility and stature. And, we will help you. It's a multi-step process, so let's start at the beginning. Cambridge will help you get your name in print every month in your local media. Here's how:

1) Have a 5 x 7 photo taken professionally. Call photographers in your area and ask for a business publicity shot. Have it done in black and white, and get several copies.

2) Decide on 5 local media where you would like to have your name mentioned regularly. Check the papers, determine where they list promotions, job changes, new hires, etc. Find out, by calling your local paper (start with business editor), to whose attention this message should be sent. We need

Editor's Name
Name of paper
City, State, Zip
Telephone number
Fax number

3) Next, send us your bio. Write 3 or 4 paragraphs about yourself. Include information such as how long you have been with Cambridge, something about your business, any special groups you work with (position, awards, etc.). We will edit and finalize.

4) We will computerize this information, and send your bio and photo with a press release regarding your business on a monthly basis to the media on your list. When this has been published, send us a copy.

Will your paper always publish a press release? Not always. But, this type of release has a high chance of being used. It's not about Cambridge, it's about you, and that's news!

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NEWS & NOTES

- *Minimum Orders...* In our last issue of Breakingthrough we announced a change in our minimum order policy. Effective April 1, we are accepting minimum orders of half case lots for the convenience of our customers. Thank you, Donna Dugan, for pointing out the need for this expanded service!

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- *Order Processing Team Member Returns...* Andrea Ilo has worked with Cambridge since 1982 and 1983. Terry Wells is the newest voice on our phone line. We have been showing Andrea a new way of doing things, and she is excited about it. Andrea has been with Cambridge for three years and is now the lead processor.

- *Order Processing Team...* You can count on Andrea as your personal representative. She will be available to help you with any questions you may have. She can be reached at 800-123-4567.

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