

ROTHMAN, SCHNEIDER, SOLOWAY & STERN, LLP

Attorneys at Law  
100 Lafayette Street, Suite 501  
New York, NY 10013

Franklin A. Rothman  
Jeremy Schneider  
Robert A. Soloway  
David Stern  
Rachel Perillo

Tel: (212) 571 5500  
Fax: (212) 571 5507

August 30, 2021

BY ECF

Hon. Nicholas G. Garaufis  
United States District Court  
225 Cadman Plaza  
Brooklyn, New York 11201

Re: United States v. Nancy Salzman  
18 Cr. 204 (NGG)

Dear Judge Garaufis:

Nancy Salzman is a 66 year old woman who for most of the past twenty years has been fooled, controlled, humiliated, and ultimately led to engage in criminal conduct by an egotistical, self-important, sex fiend who told all who would listen about his (fake) solution for mankind's problems. That is not to say that Nancy did not have agency or free will, or that she lacks responsibility for her conduct. Indeed, she lives every day bearing and appreciating the full weight of her wrongdoing while she served as Keith Raniere's collaborator and enabler within the Nxivm community.

It bears underscoring nevertheless that a depraved but influential Raniere exploited her (along with scores of others) to serve his interests by pretending to be someone he never was -- namely, a seeker for universal good, gifting the world his "new ethical understanding" that would allow "humanity to rise to its noble possibility." (PSR at ¶ 6)<sup>1</sup> But as the trial of this matter revealed, the only goal Raniere ever really pursued was what was best for him.

How such a path could be taken by an intelligent, talented woman who, until meeting Raniere, had led a scrupulously law-abiding and productive life, is mystifying. But her particular weaknesses combined with Raniere's undeniable powers of control over the human will of certain people and uncanny ability to neutralize the judgment of these individuals, took Ms. Salzman on a terrible decades-long journey which even today she struggles to fully understand. Given all of her current circumstances and characteristics, including her serious health problems, the indispensable role she plays in the care of her elderly and very ill mother, her full, complete, and early guilty plea

---

<sup>1</sup> The self-described philosophy of Nxivm as stated on its official website.

and acceptance of responsibility (which broke a defense logjam and paved the way for all but the lead defendant to enter guilty pleas), we respectfully urge this Court to impose a sentence of principally two years home confinement, a sentence it is submitted which will satisfy all the goals of federal sentencing.

## INTRODUCTION

Robert A. Soloway and I represent Ms. Salzman, who will come before you for sentence on September 8, 2021. Other than as specifically stated herein, we have no objection to the factual recitations or Sentencing Guidelines calculations contained in the Probation Report of Probation Officer Jennifer Fisher (the "PSR").

### **I. Nancy Salzman's Personal History and Characteristics, and Nxivm's Formation**

#### ***A. Letters in Support of Nancy Salzman***

Annexed hereto as Exhibits A, B, and C, respectively, are letters written to the Court in support of Ms. Salzman separated into three categories. Exhibit A contains seven family letters written respectively by her father (now deceased) and mother; her two daughters, Lauren and Michelle; by Michelle's husband, Ben Myers; and by her first cousin, Renee Krul, and Renee's husband, Geddy. Exhibit B contains nine letters from a group of Nancy's close friends who have written to tell their personal stories of Nancy's kindness and compassion, and how those traits have positively impacted, and in some cases, profoundly altered the course of their lives for the better. Many in this group express thanks to Nancy for being there when they needed her special brand of help, and while each story is different, they share the common thread of demonstrating that there is far more that defines Nancy Salzman than the criminal activity of which she stands convicted. Exhibit C is comprised of 23 letters from members of the Nxivm community who have encountered Nancy in her role as a teacher and counselor. They sing Nancy's praises as a communicator, a facilitator of positive change in troubled lives, and an extraordinarily compassionate and effective life coach. Collectively, these letters leave no doubt that for decades, Nancy was for most who met her an exemplary, honorable, and rare person, recognized widely for her commitment to helping others.

Taken together, the attached letters reflect the positive ways in which Nancy has impacted scores of people throughout her life through counseling, parenting, teaching, coaching, and the expenditure of her concern, her time, and her presence. Despite the crimes of which she is guilty -- committed after she catastrophically became involved with Ranieri -- the letters stand as a testament to how she has consistently touched and inspired scores of ordinary people for decades, and how in return, they have not forgotten or abandoned her.

Nancy's father, Milton Loshin, informs this Court in his letter of the extreme lengths to which his daughter has gone to make both of her parent's comfortable as their health has failed, and how she would essentially stop at nothing to allow them to realize their mutual wish of living out their lives together and in their home:

My daughter Nancy has been helping my wife and myself for the last 2 years,

living with us more than in her own home. I have been on hospice at home for the last 12 months after a 10 day hospitalization suffering a major heart attack and pneumonia ... She personally provided 24 hour a day care for months, coordinating my hospice, private doctors and my veteran's administration nurse practitioner, and eventually added private nurses and aides, offering oversight and creating a plan of care for me ... I am so grateful for all she has done and it is my request your honor, that you allow her to continue to be at home with us, caring for us and loving us. My daughter is a constant source of hope and joy for me. She never complains or acts like we are a burden. She is a kind and loving daughter and I am proud to be her father.

A copy of Mr. Loshin's letter is annexed as part of collective Exhibit A. Clearly, the challenges to Nancy's mother remain before Nancy, and while Ms. Loshin has survived her husband, a reading of her letter shows that Nancy's removal from her life will likely end any hope she has of remaining in her home and out of a nursing facility. These facts are corroborated by the letter of Jeane A. Leone regarding the current unavailability of home health care aides, a copy of which is annexed as Exhibit D.

But Nancy's caring touch, as noted, was never limited to those close to her by consanguinity. Instead, the attached letters abound with praise for Nancy from many demographics and even far flung corners of the globe.

Kim Constable, professional bodybuilder and CEO of a successful fitness company, has known Nancy almost 20 years. She credits Nancy with saving her marriage through counseling, with acting as a role model, and being "the kind of person whom I aspired to be like." After reciting the specifics of Nancy's help for her and her own family, the many people she witnessed who have benefitted from Nancy's gifts and caring hard work, and her personal regret for not seeing how Nancy was being victimized by Ranieri's cruelty, and failing to help her, she concludes:

I have no wish to paint a picture of Nancy as a victim or a martyr as she is quite simply one of the most phenomenal human beings I've ever met. Her crime, I believe, was that she was too trusting and that she was blindsided by her desire to make the world a better place for all humans. She believed that Keith Ranieri wanted the same things as she did, which was to help humans be happier, kinder and more joyful towards themselves and others. Her crime was that her own vision for the world was so pure, it blinded her to any wrongdoing as she simply could not hypothesize an alternative, malicious viewpoint. If you take nothing else away from this account of Nancy Salzman's character, please know this. You will never find a more noble human with a more pure intent than Nancy. I know her soul. And I can tell you that there is nothing there but kindness and good intent. The world would be a far worse place without Nancy in it.

Ms. Constable's letter is annexed as part of collective Exhibit B.

Nancy's son-in-law, Ben Myers, now the father of Nancy's newborn grandson, writes a letter

praising Nancy's generosity in helping him with his deficits, but generalizes too about the significant positive effect he has witnessed Nancy have on so many of those around him.

I can say without hesitation that the quality of my life is better than it ever would have been had I not met [Nancy]. As a direct result of her help and the time and effort she put into my life over the past 15 years I have a better relationship with both of my parents (with whom I've had a difficult relationship most of my life), I have a much better relationship with my sister, and I feel better about myself than I ever did before I met her ... People in her life benefit greatly from the time and effort she puts into helping people, and those people go out positively and affect the people around them, and I think that is a hugely important thing in the world today. Nancy is absolutely one of the most caring and hard-working people I've ever met.

Mr. Myer's letter is annexed as part of collective Exhibit A.

Those to whom Mr. Myer's refers have provided the Court an enormous variety of individual positive outcomes for which Nancy is credited. These individuals have no motive to fabricate, but every motive to seek to assist someone who has given so much of herself to assist them. That is why they have written this Court in such numbers.

Marc Elliot, a Tourette's sufferer, writes of Nancy that nobody and nothing could help him with his condition until he met Nancy:

Through the education that she help [sic] create and her personal dedication to helping me, I can finally say I no longer live with Tourette's syndrome. Literally, for 20 years I tried almost everything to get rid of it, including but not limited to medication, biofeedback, hypnosis, habit reversal, and botox injections. With Nancy's relentless dedication to her craft of understanding the human psychodynamic and her desire to help others, she helped me in a way that no doctor could for 20 years. I can say for almost certain, that if I had not met Nancy Salzman I would still be living with Tourettes today.

Mr. Elliott's letter is annexed hereto as part of collective Exhibit B.

Finally, I refer to the letter of Renee Krul, Nancy's first cousin, two years Nancy's junior. Ms. Krul writes that she and her own sister, and Nancy and her sister, all grew up like four siblings because they were together so often as children. Like her cousin, Ms. Krul became a nurse, and did so because she wanted to follow in Nancy's footsteps. She explains that she suffered as a child from stuttering, and writes that, "Nancy always treated me with such patience and kindness," and also showed a level of "compassion and tenderness" which exceeded "even my own sibling." She also "spent time with [her] to do relaxation exercises and to try to help [her] have greater self-understanding that would facilitate [her] recovery as a person who stuttered." Ms. Krul writes that although there have been "gaps" in the closeness of their relationship as the years have passed, Nancy remains a centrally important person in her life:

At this point of my life at age 63 and having lost my mother very recently, I turn to Nancy as I always have for her wisdom, trustworthiness, compassion and her genuine loving nature that I have never known to this extent from another family member or true friend. She has blossomed into a more mature and seasoned version of the same strong, endlessly giving and emotionally intelligent woman that I have always known and loved deeply. People turn to her for help and compassion and she is eminently talented in providing truly professional and empathic guidance. It is who she is at her essence to continue to benefit others in this way. Throughout all of her recent legal struggles and personal heartbreaks, Nancy remains true to her nature. I am ever grateful for Nancy Salzman.

Ms. Krul's letter is annexed as part of collective Exhibit A.

These excerpts are truly the tip of an iceberg. Additional letters expressing similar sentiments as to Nancy's generosity and her ability and drive to help others are attached.

### ***B. Nancy's Background and Career***

For years before her involvement with Raniere, Nancy worked hard to build a solid professional reputation and thriving career. She has always contributed dutifully to raising and supporting her two daughters, and been economically independent through her own labor.<sup>2</sup> At the moment in life that she met Raniere, Nancy was in the midst of a full life, at the apex of her self-made successful career. In contrast, she suffers now from serious health problems, and bears the onus of caring for her surviving parent.

Nancy graduated from New Jersey's Muhlenberg Hospital School of Nursing in 1975. Thereafter, she accepted a nursing position at St. Mary's Hospital in Waterbury, Connecticut before giving birth to her daughter, Lauren, one year later. After the birth, she developed an interest in exploring non-traditional approaches to controlling pain. She did course-work in the fields of bio-feedback and neuro-linguistic programming. (PSR at ¶ 205) Throughout the 1990's, she owned a private center for the treatment of those suffering from chronic pain referred to her by doctors and dentists. (PSR at ¶ 204, and letter of Dr. Steven Messing, annexed as part of collective Exhibit B). She was good at her work and she worked tirelessly. Her practice grew, in both raw numbers of clients, and in scope. Because of her background in both nursing and disciplines focused on human performance and potential, she began to receive offers to train staff from large organizations in the upstate New York area in which she lived and worked. She did such work for, among other entities, Children's Hospital at Albany Medical Center, the New York State Department of Criminal Justice, American Express, Saint Cabrini Nursing Home, and the New York State Department of Health. (PSR at ¶ 203)

---

2

The family was intact until 1991 at which point Nancy separated from her first husband, Michael, a physician. (PSR ¶ 186) At that time, her daughters were 14 and 11, respectively.

In 1997, Ms. Salzman received a particularly lucrative and challenging contract to provide staff training to the energy giant, Consolidated Edison, which was looking for ways to maximize the productivity of its workforce in several of its facilities and departments, including the Indian Point 2 nuclear power plant. Although she was flourishing professionally beyond all of her expectations, the opposite was true of her personal life. After five years of marriage, Nancy separated in 1997 from her second husband, Edward Pike, and was later divorced. (PSR ¶ 188) After this second failed marriage, she began to doubt her ability to have a successful relationship. When her self-esteem was at one of the lowest ebbs of her life, she had the misfortune of being introduced to Ranieri by her ex-husband's wife, Sandy Padilla. She introduced him to Nancy as a "uniquely intelligent" entrepreneur interested in making her acquaintance. (See Ms. Padilla's letter attached as part of collective Exhibit B)<sup>3</sup>

### *C. Nancy Meets Ranieri and a Business Relationship is Formed and Grows*

Ranieri was young, clearly interested in Nancy, and keenly interested in hearing about her work and methods. At the meeting, he offered to help her find solutions to some of the complex problems which she had been hired to solve, including some questions that confronted her in her Con Edison project. Almost immediately they began an intimate physical relationship (initiated by him) and he used that relationship to begin working her into his plans. Only now that the depths of his severely hurtful depravity and abusiveness have been revealed to the light of day has Nancy realized that what he saw in her was a worker, able to do things he could not, and for which she would allow him to receive credit. Thus began a twenty year relationship characterized by intimidation and abuse.

Shortly after they met, Ranieri began explaining his "revolutionary" theories for changing the world and, because she felt desperate for love and respect, she went along. Ranieri was a facile speaker who belittled those who disagreed with him in ways that, for some peculiar reason, made the masses who worshiped him both love and fear him. Nancy was no exception. Ranieri perceived everyone who opposed him as a schemer and traitor trying to destroy him because of fear of his great genius. Everything that went against him in life (including his own prior criminal behavior, and

---

3

In hindsight Ms. Padilla introduced them to her great regret. Noting that "Keith is exceptionally smart and knows how to indoctrinate and manipulate people," she continues as to Nancy in particular:

Ranieri had many victims but one of his first victims was Nancy. He used Nancy's belief in his goodness to ride on the tailcoats of her hard work, dedication and skills for 20 years. He used her to promote himself and kept her working all the time to keep the company and community together. He kept her occupied all the time and hid from her what he was doing while she was hard at work.

Sandy Padilla's letter is annexed as part of collective Exhibit B.

forays into financial markets with other people's money that ended disastrously to the tune of tens of millions of dollars) he interpreted as the consequence of conspiracies by his enemies to discredit him. He created rules of behavior and a nomenclature for what would become Nxivm and convinced his followers that everything he told them was true, and indeed the only correct path. If they did not understand the rules or failed to follow them, it was their "ethical breach," and for their own good. Raniere corrected his followers through shunning, humiliation, and other punishments. He also enlisted the whole community in his punishments. As just one example, after Lauren became a Nxivm member, she would often be tasked with confronting her mother about her breaches, and to encourage her to acknowledge Raniere's near infallibility.

With Nancy, correction also often took the form of gratuitous abuse and public humiliation. Like many others, she was forced to diet to meet his ideal of a perfect woman and, no matter how thin she became, she was never thin enough. In the beginning, after meeting all of Raniere's demands, she was told without explanation that he would not continue a physical relationship with her. That, however, was not enough for him. Although he refused her a physical relationship, he did not want her to have intimate relationships with others, claiming that doing so "was not in her best interest." (PSR at ¶ 189) He directed her to report to him anyone with whom she considered having a relationship and each of these people were rejected by him for their supposed shortcomings. His dictates in such matters were supported by his acolytes, who carried out his every command. Nancy's devotion to Raniere was such that she accepted his orders and has had no romantic relationship for the past twenty years.

In addition, although Nancy did exceptional work to ensure that Nxivm's teachings would be well received and successful, she was never anything more than a tool for Raniere. She was discouraged from taking credit for her work and when she had the temerity to offer an opinion or speak, she was publicly shamed.

However, Raniere knew that there were limits to what Nancy would tolerate. Thus, when his depraved plan reached its crescendo in the creation of DOS, all of the members, including her daughter Lauren, were ordered to keep it secret from Nancy, and they did. DOS was at the heart of the government's case, and it is conceded by the government that Nancy played no role in it, and that she was not aware of its existence until it was publicly revealed to the Nxivm community.

## **II. Ms. Salzman Fully Accepts Responsibility for her Offense Conduct**

The crimes to which Nancy pled guilty are indeed serious, and she fully accepts responsibility for her guilt. At the same time, her role in those crimes, and the treatment of others involved in them, should be considered by this Court in fashioning her sentence.

Nancy pled guilty to participation in a racketeering conspiracy and admitted to both of the specific racketeering acts alleged against her: To conspiring to commit identity theft (Racketeering Act 2A) and to conspiring to alter court records in a federal civil proceeding (Racketeering Act 3).

(PSR at ¶¶ 112-115) It bears noting that at the time of these acts, which occurred well over a decade ago, she was deeply under Raniere's influence, and wrongly believed that whatever she did on his behalf was for the greater good. These facts are neither a defense nor a legal excuse for her wrongdoing, but are pertinent to the severity of the sentence merited.

Further, beyond her personal involvement in these offenses, Nancy accepts responsibility for enabling the horrific crimes Raniere committed, even where she lacked any knowledge of their commission or nature. Indeed, she herself feels the weight of responsibility for not making herself more aware of the enormity of what "Vanguard" Raniere was doing at the helm of Nxivm, an entity that she had co-founded with him, and that was her life's work.

As to identity theft, while she herself lacked the technical ability to invade the on-line accounts of others, Nancy agreed between 2006 and 2008 that other Nxivm actors would invade the privacy of perceived critics of the company to try to stop them from continuing their criticisms of the company, or to gain unfair advantage over them in ongoing litigations. For this wrongful conduct, she accepts responsibility.<sup>4</sup>

Among Raniere's unscrupulous business tactics was the utilization of the great wealth of some of his followers to hire lawyers to misuse the court system, and thereby intimidate those he considered to be his enemies. As to conspiring to alter records, Nancy accepts responsibility for allowing others to alter videotapes that were turned over in civil discovery practice without revealing the edits to anyone outside the company. States the PSR as to this offense, including the roles of others:

In June, 2008, Raniere tasked Mark Vicente, a high level Nxivm member, among others, to alter videotapes and to remove certain segments from them without having the videotapes appear altered. [Clare] Bronfman together with another co-conspirator helped Vicente with altering the videotapes to remove content, including segments in which Nancy Salzman made unsubstantiated health claims about Nxivm's curriculum. These videotapes were then produced in discovery by Nxivm's attorneys with the false claim that they were provided in "unedited fashion."

---

4

There is a limitation here however, as the government has painted Nancy's guilt of this offense with too broad a brush by including her in the retention of the Canadian investigation company, Canaprobe. (*See*, the August 18, 2021 letter of AUSA Tanya Hajjar, which states, "Nancy Salzman helped Nxivm retain private firms, including Interfor and Canaprobe, in order to investigate perceived enemies of Nxivm and Raniere.") In fact, while Nancy was privy to and involved in the work done by Interfor, and knew the nature of the services that firm rendered, Nancy was never aware of Canaprobe's retention by Nxivm, and neither played any role in its retention or direction, and had no knowledge of any services they rendered, despite the fact that records, about which she was ignorant, were recovered in her home at the time of her arrest.

(PSR at ¶ 115). Mark Vicente has never faced prosecution for his leadership and the employment of his technical expertise in the commission of this offense.<sup>5</sup>

### **III. Important Post-Arrest Facts Weigh in Favor of a Non-Custodial Sentence**

#### ***A. The Decision to Plead Guilty, Compliance with Supervision and Assistance to the Government***

Since her arrest, Nancy has suffered both physically and emotionally. First, it was necessary for her to internalize the rejection of a belief system she had lived by for twenty years. Though her conscientious belief in some features of Nxivm's catechism waned with Ranieri's accelerating mistreatment, entirely repudiating that system which she played a central role in formulating, memorializing, and teaching, still required not only jettisoning a philosophical framework she had believed in, but repudiating beliefs still held by many of her closest friends. Through study and psychic rigor, she found the strength to repudiate it all. She thus became the first defendant in the case to accept that many of the things she had been taught by Ranieri were false, and that the man she had thought and had taught others was "infallible," was actually deeply flawed, and vicious to the core.

---

5

We do not aver that Nancy did not engage in actions which were hurtful to some who participated in Nxivm. Indeed, the government has delivered nine victim impact letters excoriating Nancy for conduct which she finds truly jarring. And while we have no wish to denigrate the sentiments expressed in the victims' letters, we note that many of those who wrote left the organization over a decade ago, and were likely unaware of the level of abuse and manipulation Nancy endured from Ranieri. But two of the letters in particular merit comment. First, as to Joseph O'Hara, a detailed refutation need not be undertaken. Suffice it to say that O'Hara, who rendered legal services to Nxivm over 17 years ago for slightly more than one year, was convicted in 2013 of public corruption for bribing an administrator in El Paso, Texas to secure school district business, and sentenced to three years in federal prison. His word is worthy of little weight. Second, as to Ivy Nevares, while we acknowledge that her letter is written in good faith and fairly expresses her pain, some of the serious allegations she directs toward Nancy are simply false. First, she claims that Nancy enlisted one, Michel C., to contact her and endeavor to persuade her not to submit a victim impact letter. If true, which it is not, this conduct would be a bail violation. This writer has spoken to Michel C. He has submitted a letter to this Court, to set the record straight, annexed as Exhibit G. The letter describes his phone contact with Ms. Nevares. He agrees that he urged her not to write a victim statement with respect to Nancy's sentence. He states, however, that he made the call entirely without Nancy's involvement simply because he is Nancy's friend, and does not wish her harm. Nancy did not even know, according to Michel C., that the request was being made of Nevares, and learned about it only upon reading Ms. Nevares' letter. Also, Ms. Nevares' claim that Nancy is "making six figures coaching high-profile clients Sara Bronfman has procured for her" is false. Nancy's last contact with Ms. Bronfman occurred three years ago and the latter has not referred anyone to her for coaching. It is also worth noting that approximately 17,000 people have received classes of some sort at Nxivm and many of them found the training to be extremely helpful, including those who have written glowing endorsements of Nancy's work, and are collected for the Court's reference as collective Exhibit C.

Thus, Nancy brought the same zeal and incisive thinking she employed in her life's work to her examination of the discovery in the case. And while seeing in black and white what Nxivm had become was humiliating and frightening for her, she forced herself to be clear-eyed about the facts.

The consequence of these steps led her to plead guilty, notwithstanding the pressure and opprobrium directed at her by many former friends, including, of course, Raniere himself. Her decision and genuine remorse for her wrongful conduct had ancillary benefit for the Court and justice system at large, because, following that guilty plea, others, most notably her daughter, Lauren, realized it was indeed possible to renounce Raniere, despite the many who still steadfastly remained faithful to him.

After pleading guilty, but before Raniere's trial, Ms. Salzman made the decision to try to cooperate with the government. Although the prosecutors felt that they did not have sufficient time to prepare her for trial, as reflected in the government's sealed letter, Nancy assisted where she could and provided valuable information that helped the government to prepare. In addition, and perhaps more importantly, she encouraged Lauren to plead guilty and to assist the government. While Lauren, of course, made this very important decision herself with the assistance of counsel, Nancy's active encouragement played an important role in her decision. (See, Lauren's letter, annexed hereto as part of collective Exhibit A).

Nancy was arrested on July 24, 2018. (PSR at p. 1) During the three years since, she has been subject to strict conditions of pre-trial release which have curtailed her freedom. Electronic monitoring has been applied throughout her supervision. For the first year of supervision, she was on home confinement, and for the two years since, she has been subject to curfew. Throughout this time, Nancy has always been compliant with all conditions of release. (PSR at ¶ 4)

*B. Nancy's Health Struggles have Accelerated Since Her Arrest*

[REDACTED]

See the letter of Nancy's [REDACTED] detailing Nancy's current projected surgery and recovery schedule, annexed as Exhibit F.

In concert with debilitating physical pain she endures at times, such insults pale beside the emotional anguish Nancy has endured since her arrest. First and foremost, she has struggled with the guilt of exposing Lauren to Raniere's sadistic attentions. While Nancy had led a full life prior

to meeting Ranieri, Lauren had not. She joined Nxivm at her mother's urging, straight out of college. As a result, she has never had a normal relationship, a family of her own, or an adult social life. She knew only the twisted relationships and underlying belief systems as they relate to interaction between the sexes, of Ranieri. She is responsible for the conditions under which Lauren has lived from the age of 21 to 41, and bears much responsibility for what her daughter was exposed to during that time, as well for her daughter's arrest and felony convictions. Her guilt was greatly compounded by Lauren's severe depression following her arrest. Nancy deeply believes that the pain to which her daughter has been exposed is entirely her fault and regrets her role in that debacle every day of her life.

In addition, during the pendency of her case, the health of Nancy's parents has failed, and her father recently passed away. As evidenced by the letters written by both of them, attached hereto as part of collective Exhibit A, Nancy has dedicated herself to their care and to the mission of allowing them both the dream of dying in the home they have resided in for over 70 years, instead of in an institution. That goal was achieved with respect to her father, and his letter memorializes the eternal gratitude he felt toward his daughter shortly before his death. Nancy was at his side until and the very end.

Now Nancy cares for her mother, whose mental health has failed precipitously recently (her letter was written in late 2020 when she was still able to comprehend and to express herself in a way that would not be possible today). Nancy's mother is alone. She is frail and confused and looks to Nancy for her every need. Ms. Loshin is extremely anxious when she does not see her daughter and would be gravely impacted by her incarceration.

## CONCLUSION

It is respectfully submitted that no legitimate sentencing goal will be served by imposing a prison sentence upon Nancy Salzman. Regarding general deterrence, those who learn of her sentence will know that one who fully admits guilt, pleads guilty early in the case, and tries to help the government, will receive credit for doing so. Regarding individual deterrence, Nancy is a 66 year old woman with serious health problems and pressing obligations to her ill and elderly parent and family. Given her level of early acceptance, remorse, and success on supervision, she has shown she poses no danger to any individual or to the community at large. She has facilitated the guilty pleas of others, and is trying to plan for the life which lies ahead of her. She has herself assisted the government (though not "substantially" as a term of art) and encouraged her daughter to do so as well, and the latter became one of the government's most powerful witnesses. And she has shown great remorse for having participated in the indicted crimes.

Based on all of the above, we respectfully request of this Honorable Court that she be sentenced principally to no term of incarceration, but instead to a period of home confinement, to be followed by further period of supervised release.

Respectfully Submitted,

*David Stern*

---

David Stern / Robert A. Soloway

RAS:sc  
encl

# Exhibit A

August 29, 2021

Dear Judge Garaufis,

Respectfully, I write to support my mother, Nancy Salzman, because I occupy a unique position as both her daughter and codefendant. Also, I feel my prior relationship with Keith Raniere and NXIVM provides me with relevant information.

It is appropriate to be angry at people who commit crimes and hurt others. Sometimes people involved with and victimized by criminal organizations are satisfied with simple explanations for what went wrong. They want more than anything to exorcise their outrage, to move on and try to heal. However, often the actual events that took place don't support the dominant narrative. For someone involved with NXIVM (like me), it is excruciatingly painful (and humbling) to spend time unraveling how we could have participated in the criminal events, and to achieve an accurate understanding of our personal responsibilities.

In the complex system of abuse in which my mother and I participated, what happened is not cut and dry. How it happened is complicated, as were many of the people involved. Less complicated, however, is to step forward and accept the truth, saying, "I did this and that wrong deed, and I accept responsibility." The number of people who have taken this step, in relation to the universe of culpable actors, is relatively few. But Nancy is not among them.

My mother stood up shortly after our arrests, and upon learning the fast-emerging truths of what had happened, she spoke the truth to her co-defendants. She acted decisively on her belief in what was being revealed, instead of spending time, as had been our practice, demonizing our critics and weaving complex defensive narratives. She pleaded guilty, and in so doing, changed the course of the case, by forging a path for others to do the same.

The truth is that many hundreds of people actively promoted Keith and his initiatives for years and reaped significant financial and other benefits. Many were fervent supporters championing his rise to power from which perch he did significant damage to many more people than would have been possible had he not enjoyed broad support. Although the group that conceived and carried out illegal activities was smaller, very few have owned up to their participation as perpetrators as readily as they don the victim's cloak. Some of us have rightly been held to task for our conduct, both in public and in a court of law; but I think it is easiest to view the six of us charged as the full complement of "bad guys" now brought to justice, which is hardly the complete picture, and fails to serve the interests of relating the whole truth.

My mom has taken responsibility. When she appreciated the enormity of what she had participated in, she was quick to decide what was right, and do it. She not only pled guilty, but she offered to help the prosecutors. She urged me to do the same, knowing full well that some of the information I would share would implicate her in criminal activity. She urged this upon me anyway because she believed it was the right thing to do and because she felt responsibility

and shame. So, I made my own personal decision to follow her advice and cooperate with the government as best I could.

Some people think we pled guilty for the sole purpose of getting ourselves off the hook, but there is no off the hook in our situation. We struggle every day with personal issues relating to the abuse we suffered at Keith's hands, someone we trusted implicitly and idolized. More so we carry guilt and sadness for helping support his corrupt agenda, and know that we, in positions of authority at NXIVM hurt people who trusted us. There are former members who with good reason aggressively scorn us. But many others have simply managed conveniently to forget their own complicity and their own commission of crimes in Keith's service. We case defendants faced public shaming and continue to be shunned and scorned. I believe these consequences of the case will never completely go away. We've lost our whole community. We have lost respect. We have lost our belief in ourselves, and in people we trusted and revered. There is no off the hook. I question whether I will ever have the ability to fully recover, and as my mother and I have talked about it, I know she feels similarly.

Many will rightly say that we brought all of this upon ourselves and that we deserve whatever pain and punishment is visited on us. But for my mother, from very shortly after her arrest (and not to get off any hook), she posed the question, "What must we do to make it right; and what may I do to make it right?"

My mom is a good person. That cannot also be said of Keith. As co-founder, titled Prefect, and NXIVM President, it is understandable she is cast as Keith's right-hand woman, and, as such, presumed to have been completely on board with his many criminal schemes. But while she and Keith were the co-founders of the entity that would become NXIVM, she did not systematically lie, mislead, and take advantage of people in pursuit of demented pleasures, as has been revealed to be the chief focus of Keith's life.

So, while it's easy to over-simplify and to cast Nancy as Keith's right-hand woman, on board and his partner in every crime, Keith was too clever to let Nancy know anything at all about his most depraved project, DOS, and she did not know. Moreover, Nancy was abused by Keith just as he abused everyone within his orbit. He came into her life at a vulnerable moment for her and convinced her that what he could offer her was far more valuable than anything she had done in the past or could do on her own in the future. He scammed her into leveraging her life savings and the good will she had built over her long self-made career to support a notion that he, the "smartest and most ethical man in the world," had what was needed to help humanity rise to its greatest potential.

Honestly, Keith's stated objectives for a more noble human existence was a beautiful vision, so compelling that almost 20,000 people embraced it. And he, the master craftsman that painted this picture, was so good at what he did that before 2017 only a handful of people were able to divine that he was not who he purported to be. Unfortunately, individuals who rightly became disaffected with Keith before his arrest were attacked viciously and written off as scorned lovers, disaffected ex-employees, controlling parents of the more privileged and sheltered

NXIVM members, some of whom had themselves engaged in highly questionable, if not overtly criminal conduct, so it was difficult to discern that, at bottom, they were telling the truth versus being vindictive, as was fed to us loyalists.

When there were defections of ranking members and demands by them for money in return for services rendered, it was characterized as extortion and an attack on the organization. They were branded enemies to be shunned, and we were the good guys.

Behind the scenes Keith fired most of the executive board blaming us for not handling things better and we believed not only that we had destroyed his organization because of our shortcomings but that we owed it to him to fix it. He installed a new "business building" board with Clare at the helm and closed my mom out of all NXIVM operations. From then on, even though we had board meetings in her house he refused to let her attend. Later, he moved the location of the board meetings to Clare's house and would scold me if I even let my mom know about them. When asked why, he was quick to anger and pointed to limitations he perceived my mom to have that he insisted were bad examples for the organization.

In the instances that she was allowed to attend meetings, he refused to look at her and if she spoke he would discipline her for interrupting him or requiring him to expend additional effort on her behalf. He constantly humiliated her in front of others and made her feel that she was stupid. My mother was often exhausted because of how hard she worked, but Keith insisted that her need for rest was out of weakness or an indulgence. Additionally, he required that she stay up late at night to work with him and wake up early to cook him breakfast each morning before he went to sleep for the day. At times, her fatigue was so pervasive that she would fall asleep anytime she sat down. He would then discipline her and point out to others how "disintegrated" she was that she couldn't even stay awake while he was speaking. He even went so far as to write into the curriculum how my mom's coffee drinking was a dependency and demonstrated a lack of personal evolution. Not surprisingly he failed to include the multitude of other caffeinated and energy enhancing drinks that he consumed daily.

When DOS went public, he forbade us from telling Nancy anything outside of the cover-up story he had crafted. She did a lot to try to find out what was going on, but he, both to her privately, and then in a public forum for high ranking NXIVM members, denied all knowledge of DOS and its creation. He subsequently advocated for the benefits of what he explained away as some kind of "edgy" and "character building" group and published a public statement to that effect online. Then, since Allison and I were the only members of DOS that were mentioned publicly, he let us take the full public hit for DOS, both inside and outside of the organization. As a result, my mother believed that through my impulsiveness and lack of critical thinking, I put her entire company and reputation at risk. This almost destroyed our relationship.

When Keith went to Mexico in November of 2017, he cut communication leaving us alone to navigate the media explosion and the unfolding investigation that would become this case. It was only then that I finally told my mother that DOS was started by Keith, but she didn't truly learn the DOS story until the trial.

Having said this, very quickly after we were indicted and became privy to the case discovery, my mom began to see who Keith really is. She saw it before I did and was instrumental in helping me come to grips with reality. She pushed me to plead guilty and supported me in my cooperation agreement. We both felt strongly that the right thing to do was to take responsibility, tell the truth about what happened and try to help resolve the case. I know we both still stand by that decision.

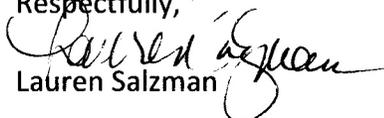
Since my decision to plead guilty and change careers, my mom has been nothing but supportive. She has helped me emotionally and financially to restart my life. She has assisted me in pursuing meaningful counseling and ongoing education in my new field of work. She has made sure I have had a place to live. She has spent the greater part of the last 3 years facing her own major health issues, while managing the medical care needs for both her parents who have steadily declined in health throughout this case. My grandfather passed away recently, but up until the end, taking care of him was an enormous job. He was completely bed ridden for the last year of his life and my mom served as his nurse and care manager. Without her, he would have certainly died after a heart attack he suffered last summer. Because of her care, we were able to have an extra year with him, and he was able, as he deeply wanted, to spend his final year in his home with his wife.

My grandma is in the midst of declining mental health. She has lit fires in her home several times. She has fallen and cut her head open twice. She requires round the clock care and can't be left unsupervised. She now often forgets who we are and how we're related to her. Even though care aides help, my mother is my grandma's main caregiver. Without her, my grandma, who just lost her husband of 72 years, would be in a nursing home unable to receive any visitors due to covid.

I believe that if you look at how my mom has spent her time on home detention, you will see her true nurturing and supportive nature. This is the core of who she is and has always been. Yes, some angry voices have risen against her, and it is true she made some poor – even morally deficient and criminal -- choices, but the majority of them were grounded in her belief in Keith's essential goodness, and her wrong-headed view that his ideas would promote greater happiness and decency for humanity. Also, she is truly repentant, and trying to be the strong one for our entire family. Given her personal regret, her fear of being separated from her loved ones, including her newborn grandson and failing mother, and worrying over her own serious health challenges, she still pushes forward. She works, maintains family connections, and tries to integrate into her life the tragic truth of what NXIVM turned into, and to deal with it responsibly. That is the kind of person she is.

Thank you for your time and consideration of my perspective.

Respectfully,

  
Lauren Salzman

Dear Judge Garrafas,

My mom is the definition of care and love. She is gentle, kind, and generous to a fault. She loves people. She loves helping people and has built her whole life around it. She would say, when describing herself to others that she is just a Jewish girl from New Jersey who became a nurse. This was her start, though she has developed into a person devoted to bettering others. She has searched for the best ways to do this my entire life. Whether it was nursing, psycho-analysis, NLP, Kundalini yoga, or even guardian angel workshops, the underlying theme is her devotion to finding the best tools to help others. She has been a teacher mostly ever since I can remember- always looking to better herself so she can better others. She was constantly traveling and seeking teachers and education. It takes a person with true kindness, and true grace to dedicate their life to bettering others.

For my whole life my mom has been my touchstone. She has been the person I have looked to for all the answers to my questions. She has helped me look for options when I saw none. No matter how busy she was helping others, she always made time for my sister and I. She would give up everything she had for us.

When I was in elementary school I brought my friends to her to help them with their questions and troubles because to me, she is and always will be the light. These friends always told me I was the luckiest to have a mom like her, that they were jealous of our relationship, but it was natural for me. I was always proud they loved her too. She has dedicated her whole life to helping people.

This has been without question, most difficult time in her life. I believe when she met Keith Ranieri, he took advantage of her belief in him. She was going through a divorce with my stepfather and was at a low part in her life. I think Keith sold himself as her answer and used her kindness, her dedication to others, and her tireless work ethic to further his own agenda. She saw him as a teacher, a friend and a guide. Over the last 20 years and the start of ESP, she has reached thousands of people for the better. I think so many people gravitated towards her because they saw her as a friend and helper, someone that wanted to help them improve. It would be a tragedy if she wasn't able to continue to work with people. To take away her life's work would be a very sad thing for the world. Thank you for your consideration.

Sincerely,

Michelle Salzman

A handwritten signature in black ink, appearing to read "Michelle Salzman", written over a light blue horizontal line.

June 6, 2021

The Honorable Judge Nicholas Garaufis  
Federal District Court Judge  
United States Courthouse  
225 Cadman Plaza East  
Brooklyn, NY 11201

Re: Nancy Salzman Federal Sentencing

To the Honorable Judge Garaufis,

My name is Renee Krul. I have been a registered nurse for over 40 years, having worked in multiple acute care and outpatient settings. I was the recipient of several national awards for my case management work with people with long term disabilities and individuals with the birth defect, Spina Bifida. I am also a Health Information Management Professional and a certified clinical coder. Several years back, I started a business that performs clinical reviews for hospital providers and managed care organizations to verify the accuracy of diagnosis and procedural coding related to acute care hospital stays. The purpose of our efforts is to assure compliance with Medicare/ CMS regulations for revenue integrity within the purview of fraud, waste and abuse prevention. I perform volunteer and charitable functions as well by being on the Executive Board of a non-profit organization, The Oscar and Ella Wilf Campus for Senior Living in Somerset, New Jersey. I also serve as the President of the Board of their hospice organization, The Martin and Edith Stein Hospice.

In a professional capacity as an experienced nurse case manager, I have guided and assisted Nancy Salzman in the planning and coordinating of her parents' complex care needs. At times when Nancy was without any assistance with her constant caregiving responsibilities, I have also stepped in to help her. Nancy has taken on an extremely challenging situation and has approached it proactively and consistently with great care and compassion. She single-handedly assumed this entire responsibility and has never wavered in her devotion to it despite the tiring and unpredictable challenges that inevitably arise. Although Nancy has an older sibling, she has clearly expressed her inability to assist Nancy with this.

I am writing today primarily as Nancy Salzman's first cousin. I am one of few people who can say that I have known Nancy my entire life and most of hers. She is two years older than I am. Our mothers were sisters and we grew up essentially as 4 sisters together with our own sisters, respectively. We were together a minimum of once a week for an entire day at our grandparents' house and usually more often than that. We shared all life events and we even shared clothes.

Nancy always treated me with such patience and kindness. I was the youngest of the "4 girl cousins" and as such was sometimes the likely underdog in our child's play activities. I was a child who stuttered severely at times, which was something that caused me great anguish most of my earlier life until my own persistent self-help efforts led me to essentially overcome it in my fifties. Nancy always showed such compassion and tenderness towards me, much more so than even my own sibling did. She often spent time with me to do relaxation exercises and to try to help me have greater self-understanding that would facilitate my recovery as a person who stuttered. She has a special interest in helping those who stutter even to this day.

We both chose to become nurses and I followed her to nursing school for the comfort of being near her. She welcomed me and made sure I was introduced immediately to the support resources at the school. When Nancy graduated, I left the school and transferred elsewhere to be closer to my own sister who was still in college pursuing a graduate degree. But no one would ever be like Nancy for me.

We were in each other's wedding parties and we came to each other to help and share the joy each time one of us had a new child. Nancy was my anchor and a role model for maintaining a positive attitude and striving for self-reliance, regardless of the presenting challenges.

She was and is a constant in my life in the same positive and unconditionally loving way as she always has been. We have held onto her closeness. Even with some natural gaps of contact that can occur during active careers and child rearing, we always re-connected seamlessly. At this point of my life at age 63 and having lost my mother very recently, I turn to Nancy as I always have for her wisdom, trustworthiness, compassion and her genuine loving nature that I have never known to this extent from another family member or true friend. She has blossomed into a more mature and seasoned version of the same strong, endlessly giving and emotionally intelligent woman that I have always known and loved deeply. People turn to her for help and compassion and she is eminently talented in providing truly professional and empathic guidance. It is who she is at her essence to continue to benefit others in this way. Throughout all of her recent legal struggles and personal heartbreaks, Nancy remains true to her nature. I am ever grateful for Nancy Salzman.

Thank you for taking the time to read my letter.

Respectfully yours,

A handwritten signature in cursive script that reads "Renee Krul". The signature is written in black ink and is positioned above the typed name and address.

Renee Krul  
35 Pine Lane  
Springfield, New Jersey 07081

Milton Loshin  
51 Stratford Terrace  
Cranford, NJ 07016

July 4, 2021

The Honorable Judge Nicholas Garaufis  
Federal District Court Judge  
United States Courthouse  
225 Cadman Plaza East  
Brooklyn, NY 11201

Re: Nancy Salzman Federal Sentencing

To the Honorable Judge Garaufis,

My name is Milton Loshin, I am Nancy Salzman's father. I am 93 years old, I have end stage heart disease, pulmonary insufficiency, renal failure and I suffered 3 major fractures and surgery in the past making it difficult if not impossible for me to ambulate. My daughter Nancy has been helping my wife and myself for the last 2 years, living with us more than in her own home. I have been on hospice at home for the last 12 months after a 10 day hospitalization suffering a major heart attack and pneumonia. I wanted to go home more than anything, I would have rather died than to go into a facility. With a 72-hour prognosis, my daughter Nancy took me home from the hospital and immediately made herself totally available to me arranging every aspect of care available. She personally provided 24 hour a day care for months, coordinating my hospice, private doctors and my veteran's administration nurse practitioner, and eventually added private nurses and aides, offering oversight and creating a plan of care for me. Nancy shopped and cooked our meals, did our laundry and administrated my medications, treatments and handled my business matters.

There is no possible way I could have been provided better care. I have had no complications of bed rest and my condition stabilized against all predictions. Whenever there were difficulties presented Nancy managed

them before there were complications. None of my doctors or healthcare providers predicted that I would still be alive today or anywhere near this amount of time.

As my wife's needs have increased due to increasing forgetfulness, Nancy was here to notice and has made sure we are never alone. There is no other family member who has the ability or the willingness to maintain us in this safe and comfortable situation. It is my greatest hope to live out my days in my own home with my family by my side. But for Nancy, I could not. I am so grateful for all she has done and it is my request your honor, that you allow her to continue to be at home with us, caring for us and loving us. My daughter is a constant source of hope and joy for me. She never complains or acts like we are a burden. She is a kind and loving daughter and I am proud to be her father.

Thank you in advance for any consideration you may give to my comments.

Sincerely yours,

Milton L. Loshin

Milton Loshin

Lorraine Loshin  
51 Stratford Terrace  
Cranford, NJ 07016  
July 4, 2021

The Honorable Judge Nicholas Garaufis  
Federal District Court Judge<sup>[SEP]</sup>  
United States Courthouse<sup>[SEP]</sup>  
225 Cadman Plaza East  
Brooklyn, NY 11201<sup>[SEP]</sup>  
Re: Nancy Salzman Federal Sentencing

To the Honorable Judge Garaufis,

My name is Lorraine Loshin, I am Nancy Salzman's mother. I am 92 years old. I would like to share some things about my daughter that I hope you will consider in your evaluation of her. From the time Nancy was a little girl she was a caring person who always wanted to help those around her. She started caring for me when she was 6 years old and I was bedridden for 3 weeks. She got up each morning and emptied my bedpan and brought me food. It was no surprise that she chose to go to nursing school.

In the last 3 years, as we began to age and things started to slip around the house, Nancy noticed and stepped in. She began shopping with me and cooking for us, taking both of us to our doctor's appointments helping with medical decisions and doing our book keeping.

As my husband's health began to fail, Nancy spent more and more time with us, taking him to his doctor's appointments and administering his medications. In June of 2020 when my husband had pneumonia, Nancy was here in those critical moments and she called an ambulance. He was having a heart attack in the ambulance on the way to the hospital. This decision actually saved his life. They admitted him to the cardiac lab and performed a procedure where they inserted 2 stents.

Nancy has been with us almost continuously for the last 18 months.

When my husband feels anxious he calls for her, she has a calming effect on him. She takes care of all of our needs, shopping, cooking, giving my husband nursing care and she provides all the information that we wouldn't know how to do. She solves all of our problems. We wouldn't have been about to stay in our home of 70 years if not for Nancy and all she has done. This was our wish, to stay in our own home and not go to a facility. I love my daughter very much and would ask for you to give her any consideration you can so that she can stay with us and continue to provide a loving environment. I do not believe we can survive without her help at this juncture of our lives.

Thank you in advance for your consideration. I believe my Nancy is one in a million.

Sincerely,

Lorraine Loshin

From: **Ben Myers** benxmy@gmail.com   
Subject: Letter for Your Lawyers  
Date: August 15, 2021 at 4:23 PM  
To: Nancy Salzman nsalzman5@gmail.com

BM

August 15, 2021

Benjamin Myers  
7 Grant Hill Road  
Clifton Park, NY 12065

Dear Judge Garrafas:

My name is Ben Myers and I'm currently the senior director of product for a music technology company. I'm married to Michelle, Nancy Salzman's daughter, and I've known Nancy for almost 20 years now. Nancy is one of the most caring, positive, and tireless people I've ever met. I've always experienced her to be concerned with helping those she can help. She believes in the good in people and she cares about making peoples' lives better.

I can say without hesitation that the quality of my life is better than it ever would have been had I not met her. As a direct result of her help and the time and effort she put into my life over the past 15 years I have a better relationship with both of my parents (with whom I've had a difficult relationship for most of my life), I have a much better relationship with my sister, and I feel better about myself than I ever did before I met her. On a more specific level, she directly helped me overcome a self-destructive, obsessive pattern which alone is beyond describable value to me in my life. I believe I'm a better partner to my wife because of her, a better father and uncle, a better son and brother, a better peer and coworker, and a better member of the communities I am a part of because of the time and energy she put into my life.

Over the past two years, Nancy has spent the vast majority of her time as the primary, live-in caregiver for her parents, who have become physically and mentally incapacitated and require full-time care. She has spent very little time at home with her children and new grandchild so that she can provide her parents with the best possible quality of life at this stage in their lives. With her nursing background, she was the only person in her family who could provide the level of care necessary for her parents to be able to stay safely and comfortably in their home over the last two years. It has been an extremely exhausting challenge for her, both physically and emotionally, and there was certainly no one else in the family equipped to handle both the physical situation as a caregiver and the management of the other nurses and doctors her parents have required. Her commitment to their care is far beyond what anyone could ask or expect of someone, yet she does it tirelessly and with full commitment and a deep resolve.

I provide these examples from a position of a unique relationship with Nancy as her son-in-law, but I believe they are simply representative of how she has influenced many, many people in the same way -- people who are not part of her family, towards whom she has no obligation, and from whom she will get no direct value in return. People in her life benefit greatly from the time, thoughtfulness, and effort she puts into them, and those people in turn positively affect the people around them, and I think that is a hugely important thing in the world today. My life is better because of her and I believe she brings an incredible amount of positive value to the world. I hope she can continue to do so far into the future.

Sincerely,

Ben Myers

July 11, 2020

The Honorable Judge Nicholas Garaufis  
Federal District Court Judge  
United States Courthouse  
225 Cadman Plaza East  
Brooklyn, NY 11201

Re: Nancy Salzman Federal Sentencing

To the Honorable Judge Garaufis,

I have known Nancy Salzman for over 42 years. We are cousins by marriage; my wife Renee is her first cousin.

Over the past several months I have had the opportunity to spend time with her locally in her parents' home on a number of occasions. Nancy had stepped up to the role of primary caregiver and care coordinator for her aging and ailing parents and as such she has been in New Jersey on a regular basis.

Most recently her father became critically ill and needed 24 hour care while her mother required constant supervision and assistance to ensure safety. Despite those challenges, their greatest wish was to remain together in their home of 70 years. The sheer complexity of ensuring such arrangements would have made that an unachievable goal for almost anyone, even those with medical training. Nancy has mastered these challenges beyond expectations.

I had the opportunity to overhear frequent and ongoing conversations between Nancy and my wife, who is a very experienced nurse care manager. The challenges of coordinating multiple services and equipment needs, communication and proactive care measures were more suited for an entire health care team typically available in a residential facility.

Nancy's devotion and skill is truly something to behold. The comfort, safety and contentment of her parents are an attestation to her devotion, patience and skill. Her dad has improved beyond all expectations and her mom's fears of being displaced from their home have been allayed by Nancy's presence and the sense of security she has brought to them.

There truly is no one else in the family who had the ability to do this, let alone with such skill and wonderful results. I was moved to see the quality time they were all able to have with each other and with visitors in the place that meant the most to them, their home.

Nancy sacrificed so much time and exhaustive efforts to do this, all the while remaining focused, calm and caring. I have heard her describe it as an honor to do this for her parents. As a physician, I know how rare of a gift this is. My wife has known Nancy closely for her entire life and tells me that this is "who Nancy is" and always has been.

Thank you in advance for your time in reading my letter.

Respectfully,

A handwritten signature in black ink, appearing to read "Geddy J Krul MD". The signature is written in a cursive, flowing style with some loops and flourishes.

Geddy J Krul MD  
381 Chestnut Street  
Union, NJ  
908-688-8007

# Exhibit B

June 8, 2019

The Honorable Judge Nicholas Garaufis  
Federal District Court Judge<sup>{SEP}</sup>  
United States Courthouse<sup>{SEP}</sup>  
225 Cadman Plaza East  
Brooklyn, NY 11201<sup>{SEP}</sup>  
Re: Nancy Salzman Federal Sentencing

To the Honorable Judge Garaufis,

My name is David J Ashen and I reside at 54 South St, in the village of Rhinebeck, NY. I am the president of an interior design firm in NYC called dash design, inc. I am writing this letter in Support of Nancy Salzman.

I have known Nancy Salzman since the late fall/winter of 2001, and since that time Nancy has been a client, mentor, teacher and has become one of my closest and most trusted friends. I first met Nancy when she hired me to do some design and branding work for her company. At the time I was a principal in one of the largest independent branding agencies in the US. I was also suffering from anxiety and depression and on a cocktail of medications. Nancy took me on and became my mentor helping me develop certain key personal and business skills which allowed me to open up my own design agency in 2003. No matter how busy she was, she always found time to meet with me, work with me and guide me. I soon discovered that she wasn't paying special attention to just me, but that this was (and is) Nancy's nature...she has an unstoppable drive to help people. In the eighteen years that I have known her I have never seen this change, even when she has been under extreme adversity.

In 2013 a dear friend of ours (Barbara Jeske) was diagnosed with glioblastoma, a devastating cancer of the brain with a very low survival rate. Nancy took it upon herself to partner with Barbara and help her navigate a complex medical system and made sure that she got the best of care. I was part of a small group of friends that had the privilege to be with Barbara during this time (at Barbara's request), and I watched with amazement how Nancy was with Barbara every single day of her last year of life; flew with her to multiple appointments at Duke University (one of the best medical facilities for this disease); slept in her hospital room after surgery(s); made sure she got her treatments and her medicine every single day; and at the end, made sure Barbara could remain at home and die with dignity. The folks from hospice told us they had never seen someone taken care of so well. Nancy did this while still maintaining her responsibilities with her company, teaching classes, and coaching the folks she worked with. Again, this is an example of Nancy's empathy for others and her commitment to the people in her life. This is only one of many stories.

I truly believe I would not be the success that I am today without the support and guidance of Nancy Salzman. Because of her work with me I have grown my business to a very successful global design firm with projects from Shanghai to LA, I am widely published, and I am a sought-

after speaker at hotel design conferences. I am also on the board of directors of two national foundations, for which I am proud of. Furthermore, I would also like to say that I have been off all anxiety medication for sixteen years, and have been in a successful personal relationship for almost twenty years. I am a much better person because of Nancy Salzman and how selflessly she supported me, and want to it make clear that this was often done outside of the NXIVM coursework and with no financial compensation for Nancy. She always was there for me and for the many people who were around her.

There is no-one who I have encountered in my 52 years that has more compassion for humans and a drive to help people with such selflessness than Nancy Salzman.

Please feel free to contact me if you would like to have any more information on my experience of Nancy.

Regards,  
David J Ashen



Mexico City, July 9<sup>th</sup>, 2021

Your Honor,

I met Nancy Salzman in 2008 when I attended, first in Albany, NY, and after in Mexico City, some of the executive courses that NXIVM provided.

I became very interested in this kind of education, because of its positive impact in solving, in a few days, psycho-emotional issues that I had struggled with for years. Therefore I became an active member of the organization for almost three years. Until my professional obligations demanded more time and commitment and I decided to stop dedicating time to NXIVM.

Needless to say, I became very angry, disgusted and disappointed with the events that unraveled almost a decade later. I never imagined that Keith Raniere, and seemingly a few others, people who seemed to care for a better world, would reveal themselves as abusers of others and immoral beings, damaging irreversibly a whole organization of well intended women and men. This has been a very hard blow, personally speaking.

But I want to dedicate a few lines to set Nancy Salzman apart from that group of wrongdoers. I went to law school and am aware of the different kinds of proof in judicial procedures. In this case, I will rely solely in my written testimony, which bears the absolute truth from a personal judgment of character, based on direct experience, human being to human being.

My first contact with Mrs. Salzman was through the videos that the courses I refer to used as part of their pedagogic methodology. She seemed a highly energetic and positive kind of person in those videos, very engaging, a good presenter and teacher, very articulate and with a clear mind.

And then I met her in person.



I will never forget the first time I met her face to face. She was the most warm and friendly person I had ever met. The difference from the screen to the flesh and bone was shocking in a good way. I'm a 47-year-old media producer and communication strategist (*Komunika Veritatis* is the name of my company), so I meet lots of people, of all kinds, and conduct in depth interviews for shows and documentaries, so I can say without a doubt that in my experience, the way Nancy Salzman conducts herself is very peculiar, unique. To put it in one sentence, I would say: a transparent and ethical soul. I know that external impressions can be deceiving, but the way I'm trying to describe her is based on many experiences, direct and indirect, that have provided me with enough evidence of a consistent behavior in terms of thought, word and action.

From 2008 until 2010, I may have had at the most 10 deep and personal talks with Nancy, as I call her. She was always super busy. But I participated in many events where she addressed groups of participants in courses or special events. Sometimes, I would also watch her from a distance to observe her behavior. And in every one and each of these moments, whether a one-on-one talk or a public event, Nancy was simply Nancy, always approaching people with a smile in her face and also in her heart. Always caring. Caring may be the word that best describes her. She cares deeply for people, and people respond in kind. That's what I witnessed about her whenever I was in the same room.

It doesn't matter if it's a brief interaction of only a few minutes, or a longer private encounter, or a group session, her mission is always there, in thought and action: to use all her knowledge, energy and professional abilities to make people happy. That's how I would summarize her life mission. And that's all the evidence I've ever had from her behavior, directly or indirectly through the reference of third parties.

When I stopped attending courses, I remained working on and off from Mexico with filmmaker Mark Vicente (an active member of NXIVM), for a documentary about the violence in Mexico and how to put an end to it. In those days he kept me informed about Nancy, from time to time I would drop a line or two to her just to say hello. I knew she was always working 24/7, almost no sleep. I knew she was well respected inside the organization and I only heard good things about her, also from friends and colleagues who know her and have worked with her.

Your Honor, I've known Nancy Salzman since 2008, I lost direct contact for many years as I've explained, but have remained a long distance friend of hers; yes, I proudly consider myself her friend.



We never spoke directly after 2010, as I recall, until the last quarter of 2020 when I reached out to her to see how she was doing with all the legal problems and personal difficulties that a process like the one she is experiencing brings with it.

After a first phone call we had a second one, and very soon she was relating me her personal vision of the struggle she is experiencing in a high and positive spirit, a struggle she is trying to learn from, to grow from and to live it even with tenderness and self compassion, because on top of everything she is now taking care of both her parents, who are in their 90s and have health problems, specially her father, who I met briefly through a video call someday in October 2020; a sweet and kind man who by the way shares birthday with me, in January 19<sup>th</sup>, funny coincidence.

Nancy and me have been talking on the phone after that first call I made last year. I'm just impressed that someone who may have lost so much in terms of her lifework, her company, her reputation, and even her health (a battle with cancer), still maintains intact her smile and principles and devotion to helping others; as anyone can witness in her commitment to her parents, and even to me, as she keeps asking about my life and my personal issues to see if there is a way she can help me or advise me.

And she did it! Once again, as she did back in the years when I met her. In the middle of the struggle she is facing, she helped me a lot at the end of 2020 and beginning of 2021 with a complicated personal situation, and thanks to her advice and skills I solved an emotional struggle I was not being able to overcome, and now my life is again full and rich in love and harmony.

So now, in this crucial moment for her, when her sentencing is about to be dictated, I feel deep in my Mexican heart the moral obligation to do anything I can to help Nancy Salzman receive a favorable consideration from you part, Your Honor, regarding the judicial process she is facing.

I cannot say anything about the process because I'm ignorant of the details, but without a doubt I can tell you that this woman is a force for good in our world and she should be allowed to continue helping people live in joy, as she has so many times done in the past.



I'm nobody important, I don't have money or political power. But I'm daring to appeal to your humanity and wisdom Your Honor, through these words from a simple man that vouch for a person that I consider as valuable as the sunlight.

I hope, Your Honor, that my testimony is taken into consideration, and that Justice is served.

Best regards,

A handwritten signature in blue ink, appearing to be 'Antonio Cervantes', written in a cursive style.

**Antonio Cervantes**  
*Komunika Veritatis*  
M. +52 55 1249 1656

August 13, 2021

**Under Seal for Addressee**

**Dear Honorable Judge Garaufis:**

I hope this letter finds you well. My intent in writing this letter is to give you my honest perception and experience of Nancy Salzman.

I met Nancy in 2007 in my first ESP classes. I was fortunate enough to have spent time with her as a personal friend and as a professional coach/mentor. Before I continue, I want to say that *how* she was with me as she helped me, was in the most caring and sweet way. I believe this trait along with her empathy and her ability to try people on, is what makes her such an effective professional in her field, and also a good human being.

I will start by saying that I believe that I have a better relationship with myself today than at any other point in my life. This is the effect of many things that I've worked on throughout my life, but almost all key issues I was able to overcome thanks to Nancy. From issues like financial dependency, anger with my parents, self-forgiveness, marriage and many other personal struggles.

Thanks to the work I've done with Nancy, not only do I have more self-awareness, but I've been able to help others overcome their own struggles and become a better friend, son, brother and husband. The summarized story that I describe in this letter is not unique, I'm sure you will receive many other stories of people who have been fortunate enough to have received her help and mentorship. I always felt I left the sessions with more options, a broader view of life and feeling better about myself and others. Everyone that I saw her work with, or that they shared their experience with me, expressed something similar.

I have a deep respect for Nancy's drive to help others and I have always seen her as a force for good. I never had an experience with her where her intent was questionable, on the contrary, the more I came to know her the more I was inspired to learn, better myself and be more helpful.

Nancy's deep knowledge of human psychodynamics and experience with multiple human performance and psychological techniques, led her to achieve remarkable results with people with complex issues like Tourette's Syndrome. She's helped and inspired hundreds of people. I truly believe the World is a better place with Nancy, I can certainly say mine is.

For all of this I will always be grateful to my friend Nancy Salzman. Your honor, I humbly ask for leniency in her sentencing.

Kind regards,



**Michel Chernitzky**

CONFIDENTIAL

August 20, 2021

The Honorable Judge Nicholas Garaufis  
Federal District Court Judge  
United States Courthouse  
225 Cadman Plaza East  
Brooklyn, NY 11201

**Re: Nancy Salzman Federal Sentencing**

To the Honorable Judge Garaufis,

My name is Kim Constable and I am writing this letter as a testament to the character of Nancy Salzman. I am a professional bodybuilder, mum of 4 and CEO of a multi-million dollar fitness company. I am hoping that by telling you my experience of Nancy in this letter, that you might have a deeper insight into her character.

I first met Nancy 17 years ago when I flew to Albany to take a course with Executive Success Programs. From the minute I met her, I knew she was the kind of person whom I aspired to be like. I had never met anyone so thoughtful and kind, who seemingly had boundless energy to help and support people. Even though there were hundreds of people clamouring for her attention every time she came into the centre, she always had a smile, a moment, and a kind word for everyone.

I didn't have the opportunity to get to know Nancy well in the first couple of years of our acquaintance, simply because I lived in Belfast and she in Albany. However, even though she had no reason to do so, she helped me through some pretty tough times when I was struggling in my marriage and with my young children. I remember one particular day when I was having a very hard time with my husband, I went to her upset! But rather than tell me she didn't have time, she squeezed me into her incredibly busy schedule, so she could help me through our issues. She managed to help me to find a way forward in my marriage, which I believe, ultimately saved it. Over the years and to the present day, Nancy has continued to support Ryan and I in our marriage, acting as a marriage counselor on many

occasions. I honestly believe that without her, we may not still be together, let alone have the strongest marriage I know. She is one of the kindest people I have ever met.

However, as I got to know Nancy better, I could tell that she was nervous around Keith Raniere. It struck me as odd. Everyone in the company looked up to Nancy as the co-founder. But yet it never seemed to me that Keith treated her with the respect that she was due. To me, an outsider looking in, it seemed that Keith got all the credit in the company, but Nancy did all the work. She worked like a dog around the clock, day and night, coaching, mentoring and running the company while Keith swanned about being driven around by his various women friends, and playing volleyball at odd hours of the night. Nancy was treated more like his high level PA than his business partner.

When Keith was in the room Nancy turned from a strong and comforting presence, to a nervous, jittery woman trying her hardest to please him. She would bring him food, tend to him and make him comfortable. If a smoothie or drink was brought to him with the incorrect ingredients it would be sent back. He never seemed particularly grateful, only that he was getting exactly what he was due. This kind of servitude just didn't sit well with me. I take care of my husband because he, in return, takes care of and protects me and our children. I never ever saw Keith Raniere take care of Nancy. In fact, I would go as far as to say he did the opposite of care for and protect her.

He didn't seem to mind that she survived on as little as 4 hours sleep most nights and drank copious amounts of coffee just to stay awake and function. He seemed to want her in a slightly stressed, overworked mode of operation. Many times I saw her verging on delirium through lack of sleep. Nancy never, it seemed, had time to sit and think. Time to reflect. Certainly no time for herself and her own pursuits. Every single minute of her time was taken up writing curriculum that Keith gave to her on a post it note, 30 minutes before she was due to present it, and running the company, coaching the members and keeping things afloat. Not only did it not seem fair, it did not seem humane.

I will be completely honest and say that as a strong independent woman, and a mother of 4 who looked up to Nancy as a role model, I couldn't honestly understand this behaviour. Of course, I never thought too deeply into it at the time. But Nancy wasn't married to Keith, so she had no need to be catering to him and taking care of him as a wife would. However, he

seemed to expect this of her, and she seemed to nervously fulfill this role. As I said, the arrangement always struck me as odd. However, knowing now how Keith manipulates women, it makes perfect sense that Nancy should've been his first victim. She wanted nothing more than to help people and create a better world. And I think she truly thought that Keith had the same mission. So she was willing to do whatever it took to make that happen.

Nancy's private house didn't seem so much like her home, as a central meeting place for every person involved in ESP. As a mother and homemaker, I often wondered how she managed with so little privacy. No one seemed to treat Nancy's home as her personal dwelling, but it was more like a recreational drop-in centre. If it bothered Nancy, she hid it well!

I remember arriving one morning for a training program taking place in her house, and finding Keith Raniere in her kitchen. He had been there for a meeting and she was trying to get him to leave before all the participants arrived. But he struck up a conversation with me and remained exactly where he was. I could tell that Nancy was getting increasingly upset as people arrived and crowded around him, and it always struck me as odd. Keith was made out to be almost God-like in the community, and I wondered why Nancy didn't seem comfortable in his presence. She was nervous and jittery that day. It was clear that she wanted Keith to go. I asked her later why she was upset and apologised if I had kept Keith from important work, by chatting to him. She brushed off my apology and said it wasn't my fault at all and there was nothing to worry about. But I got a sense from the conversation that if there was blame to be distributed, it usually landed on Nancy.

Yet, it wasn't until I witnessed him publicly discrediting and shaming her as a "joke" that I began to understand why she was nervous. This man, who was supposed to be her business partner, protector and friend, treated her more like an estranged wife who he was angry with. He would make her the butt of jokes, and have everyone laughing at her. It made me uncomfortable, but she seemed to take it in good grace, so I laughed along with everyone else. But I thanked God I was not in Nancy's position because there's no way I would've wanted that to happen to me. I simply surmised that she must be a much stronger woman than me to be able to laugh at herself so much. The jokes were cruel, hurtful and

unnecessary. But he seemed to enjoy shaming people who he wanted to teach a lesson to. Nancy, most of all.

Nancy's life, it seemed, was a never ending rollercoaster of work, coaching, travel and people. She literally never stopped. She slept only three or four hours a night, and was kept on the brink of exhaustion at all times. I truly thought she was superhuman. I remember hearing an account of how Keith would create a new training program, expect Nancy to teach it, and then only deliver the material to her about 30 minutes before the training was due to start. He claimed this was to "work her issue" but to me, it seemed unnecessary and cruel. The woman worked harder than anyone I had ever met to be the best human being she could possibly be. How could adding more stress to her already sleep deprived, stressful life make her better?

I wish I had voiced my thoughts to Nancy all these years ago, but I didn't. I guess I trusted Keith, just like everyone else did. I trusted that he truly did have Nancy's best interests at heart, and his cruel and weird ways of helping her to "grow" were all part of the noble plan. As a business woman, wife and mother, I now see clearly how naive this was. I thought that his intentions for the world were noble and pure. I thought that he wanted only the best for humans. But it wasn't true. This was what Nancy wanted, not Keith. She was the one who worked tirelessly to make the world a better place. And to this day, that has not changed. I have gotten to know Nancy very well over the years and I can truthfully say that I have never before witnessed a capacity to care for others that I've seen in Nancy. She gives tirelessly of herself to others.

For the past 2 years she has given up her life to care for her elderly parents, fulfilling their wish to live out their last years in their own home. This has come at a great personal cost both physically and emotionally. But yet even though she was often at breaking point, enduring a huge amount of physical pain due to her illnesses and operations, she never once considered putting them in assisted living. Her word means too much to her.

This stubborn determination she has, is both a blessing and a curse. A blessing because her refusal to put her own comfort above that of her parents has been one of the most noble acts I've ever witnessed. A curse because I believe that Keith Raniere immediately saw this

trait in Nancy, and exploited it for his own gain. He played on Nancy's deep sense of loyalty and responsibility, and put her in an impossible situation. She would never have saved herself and sacrificed the people in the company who trusted her, and he knew it. So he kept his wrongdoings from her, and kept her busy and blind by working her into the ground and sleep deprived. (I've since found out that sleep deprivation is used both as a form of torture and control). He treated her like a slave, worked her like a dog and treated her like dirt. And even though she could not have thought it right, she probably knew that to go against him, could ultimately hurt those that she had dedicated her life to.

I have no wish to paint a picture of Nancy as a victim or a martyr as she is quite simply one of the most phenomenal human beings I've ever met. Her crime, I believe, was that she was too trusting and that she was blindsided by her desire to make the world a better place for all humans. She believed that Keith Raniere wanted the same things as she did, which was to help humans be happier, kinder and more joyful towards themselves and others. Her crime was that her own vision for the world was so pure, it blinded her to any wrongdoing as she simply could not hypothesise an alternative, malicious viewpoint.

If you take nothing else away from this account of Nancy Salzman's character, please know this. You will never find a more noble human with a more pure intent than Nancy. I know her soul. And I can tell you that there is nothing there but kindness and good intent. The world would be a far worse place without Nancy in it.

Thank you for taking the time to read this letter.

Kind Regards

Kim Constable

Dear Your Honor,

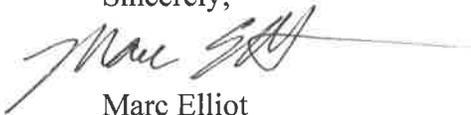
I struggled with a severe case of Tourette's syndrome for 20 years of my life. As you've most likely seen in media, I suffered from the kind in which I blurted racial slurs and other profanity out loud with little to no control. Despite the difficulty, I turned it into a positive situation and became an inspirational speaker across the nation about tolerance. By the age of 24, I knew I would be living with Tourettes for the rest of my life.

That is of course until I met Nancy Salzman. I met her personally through the courses, Executive Success Programs (ESP). Through the education that she help create and her personal dedication to helping me, I can finally say I no longer live with Tourette's syndrome. Literally, for 20 years I tried almost everything to get rid of it, including but not limited too medication, biofeedback, hypnosis, habit reversal, and botox injections. With Nancy's relentless dedication to her craft of understanding the human psychodynamic and her desire to help others, she helped me in a way that no doctor could for 20 years. I can say for almost certain, that if I had not met Nancy Salzman I would still be living with Tourettes today.

After the results I achieved, I then had the privilege to personally team up with her to help other people beat their Tourettes. Over a span of four years, Nancy and I were able to help 10 other people overcome their Tourettes with only using mind over body. In the medical community this is an unprecedented feat. For me, once I met Nancy it took about a year and a half to get my Tourettes down 90%. After we began working together, I personally witnessed Nancy help someone achieve the same results with just conversations in a matter of 4 hours. I believe whole-heartedly that no one in the world can do what Nancy can do right now.

It's imperative that she has the opportunity to continue to work and help people with such debilitating disorders. Sadly, for severe cases of Tourettes some people's last resort is to get brain surgery where electrodes are placed in the individual's brain. There are so many people in a lot of pain that I know Nancy has the ability to help. I have no doubt the work that she is doing with Tourettes will eventually impact the lives of millions and millions of people with not only Tourettes but also OCD and other impulse disorders.

Sincerely,

A handwritten signature in black ink, appearing to read 'Marc Elliot', with a long horizontal line extending to the right.

Marc Elliot

Natalia Gaviria  
Carrera 23-10B#88  
Medellin, Colombia

August 12<sup>th</sup>, 2021

Honorable Nicholas G. Garaufis  
United States District Court  
Eastern District of New York  
225 Cadman Plaza East  
Brooklyn, NY 11201

Dear Judge Garaufis:

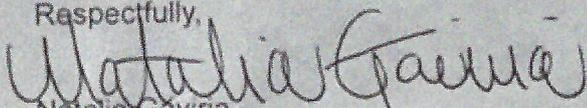
My name is Natalia Gaviria, I was born and raised in Medellin, Colombia and moved to the United States when I was 15 years old with my family, precisely to Boca Raton, FL. I graduated from high school from St. Andrew's School, went to Ringling School of Art and Design in Sarasota, FL., and lived till 2002 in Florida working as an Interior Designer at an international award winning firm: The Pavlik Design Team. After getting a masters degree in Milan, Italy, I moved back to the US, precisely to New York City. I graduated as a health supportive chef in 2008 from The Natural Gourmet Institute and continued working as a chef in the city. I became a proud Citizen of The United States in January 2018. I am happily married to a wonderful man and we have 4 year old twin girls. We are currently residing in Medellin, Colombia where I continue working on projects that combine food and health.

In the year 2008 I was amidst a career change, unsure of myself, and very anxious about my professional future as well as my personal life. In this year I attended a NXIVM/ESP program that gave me many answers and the tools I needed to approach my new career path and personal issues. I became a coach in ESP and continued to attend some of their programs. While being a coach in ESP I met people that to this day I call best friends and family.

Nancy Salzman is one of these people. To us (me, my husband, and daughters) Nancy is our "American Grandmother". Nancy is one of the first people that I call (if not the first) whenever I am going through a difficult time and need advise, help, or a friend to listen. Through our 12 year friendship Nancy has always gone out of her way to help me in various ways. The time that stands out the most for me is when I was having difficulty getting pregnant and I was in my early 40's. One day Nancy called me and said: "How come you are not pregnant? What is going on? Come over to my house and let's talk". Nancy was very busy back then, but she took the time to help me figure out what was stopping me from getting pregnant and working through those fears. She didn't stop working with me until she was sure I was ready. And today my husband and I thank her every day because she was one of the key people that helped us get pregnant. As her close friend, I see her willingness and dedication to taking care of people that are in need. She deeply cares and wants to see people around her thriving and living their best lives. One of the best mothers and daughters I know, caring, loving, and present for her family in good and in bad times. She is funny, smart, knowledgeable and wise. To us Nancy is family.

Thank you very much for taking the time to read this letter.

Respectfully,

  
Natalia Gaviria

Steven Messing DMD, FAAOP, FABOP  
Past President, AAOP  
18 Belmont Lane  
Clifton Park, NY 12065

August 2, 2021

To the Honorable Judge Nicholas Garaufis  
Federal District Court Judge  
United States Courthouse  
225 Cadman Plaza East  
Brooklyn, NY 11201

Re: The sentencing of Ms. Nancy Salzman

Dear Honorable Judge Garaufis,

I am writing this letter in support of my colleague and friend Ms. Nancy Salzman.

I am a dental specialist in oral and facial pain management, and I practiced in Albany, NY for almost 40 years. In my treatment of pain patients, I found that patient stress and stress related habits often played a large contributing role. I met Ms. Salzman in the early 80's when I began referring patients to her for help in stress management. I found that the combination of our respective therapies was very successful for many of these patients. For many years I watched her gentle and caring counseling help many, many patients.

In addition we became friends, and our families were close while our children were growing up. During these many years I have found Ms. Salzman to be kind, considerate, nurturing, and always trying to do good for others.

When Nancy met and began interacting with Mr. Ranieri we didn't see each other for a number of years. She was busy building her business. Looking back, I think he purposely separated her from her closest friends. About ten years ago, when we reconnected, I had concerns about the way she related with Ranieri, which I voiced from time to time. He seemed to control all of Nancy's time, and it was as though she needed to ask his permission even to have coffee with a friend. She was nervous in his presence and not herself. It was my impression she was afraid of him.

Nancy was so committed to doing the best she could for her community, that she didn't have time for anything else. She worked 12-18-hour days,

7 days per week. She declined invitations for events, even for a dinner.

As you might expect, I have found the events of the past years quite upsetting as I have never, ever, seen Ms. Salzman do anything that would be harmful to others. In fact, quite the contrary as she consistently demonstrated kindness and emotional support to everyone with whom she had contact. I have seen her, while quite ill herself, caring for others who were suffering from life threatening illnesses.

Your honor, I have known Nancy Salzman for more than 35 years. The words that best describes her are consistently caring. I respectfully request that you take these facts into consideration when you pass judgment in this highly emotional case.

Respectfully submitted,

Steven G. Messing

Sandy Padilla  
13 Ryan Court  
Clifton Park, NY 12065  
August 22, 2021

Honorable Judge Nicholas G. Garaufis  
United States District Judge  
Eastern District of New York  
225 Cadman Plaza  
Brooklyn, NY 11201

Honorable Judge Garaufis;

I am writing this letter in support of Nancy Salzman who is coming before you for sentencing this September. I write this as someone who has known Nancy for almost 40 years and also as the stepmother to Lauren Salzman, Nancy's daughter..

I have been a professional who worked for the Federal Government, with security clearance, and led many investigations and hearings and also chaired the task force for the U.S. Department of Justice investigation/Consent Decree against the Dade County Firefighters Discrimination in Florida. I raise this only to establish my credibility before you.

In or about 1998, I met Keith Ranieri at the National Health Center in Clifton Park NY, a business he owned and ran with his then girlfriend, Toni Natalie. The store sold high-quality supplements and vitamins...When Keith learned that I had been a Deputy Commissioner for the State of NY and I had worked for the Governor's office, he spent time with me and even called me at home wanting to know who I knew that might be a person of influence, who would be able to reduce the financial claims against him. Toni Natalie, an avid promoter of his at the time told me of his "gift" and that he could help people. Ranieri specifically asked me if I knew Nancy Salzman who he had been trying to meet for years through other people without success. He asked me if I could arrange a meeting... I could and I did.

At the time Nancy was in a vulnerable state following her second divorce. I had concern for her well-being and thought her meeting with Ranieri might help her.. Shortly thereafter I accompanied Nancy to National Health to meet Ranieri. I sat with her as they spoke at length. I remember specifically that he spoke of a technology that he wanted to share with her but told her she had to promise not to use it personally, or in her work. Nancy asked him not to share it with her but he insisted.

I later learned that Ranieri locked her into a promise that she would work with him forever or give up her 25 years in a successful career if she chose to leave his program. He made her believe that this would be the only way she could be ethical.

Nancy ended up working with Keith, but it was so important to Keith that he got the credit that he created a class called "Tribute" where he taught that not crediting others for their accomplishments was a lack of tribute and stemmed from "suppressive" impulses. He required that participants were constantly reminded that he was one of the smartest and ethical men in

the world and that he was a triple major at Rensselaer Polytechnic Institute. I later learned that he did not complete or get a degree, a detail that he and all his devotees failed to disclose. In the early days of the Ethos (Executive Success Program), which Nancy ran, people came and loved the program. This included professionals, accountants, lawyers, and successful business owners. Even the former US Surgeon General Dr. Antonia Novello was supportive of Nancy. Nancy consistently gave "tribute" to Keith as the creator of the model she was now working with and the one responsible for her successful work. Unfortunately, she lacked the appropriate self-esteem to recognize the results she had been achieving through her work all along.

Keith is exceptionally smart and knows how to indoctrinate and manipulate people. He was often dishonest, keeping his lies compartmentalized. He made sure that those who supported him and his initiatives did not have access to information that would be helpful in their learning the truth and making their own decisions. He also retaliated against significant persons who he felt crossed him and tried to leave his organizations. So, it is not surprising that Nancy believed she was irrevocably tied to him through her work.

Raniere had many victims but one of his first victims was Nancy. He used Nancy's belief in his goodness to ride on the tailcoats of her hard work, dedication and skills for 20 years. He used her to promote himself and kept her working all the time to keep the company and community together. He kept her occupied all the time and hid from her what he was doing while she was hard at work.

I believe he targeted Nancy to be his "front" because he knew that she was successful, had a following, ran empowerment workshops, had an impeccable reputation for helping people, and was ethical in everything she did.

At Lauren's sentencing you mentioned that you were surprised that State and Local officials in the Northern district did not act against NXIVM. I believe this was no accident and part of Raniere's plan. He had dozens of people believing in him and working successfully on his behalf to make sure that he was not implicated by law enforcement. He specifically targeted people to do his bidding and told them exactly what to do. He made people believe that what they were doing for him was for the greater good. All of them believed they were doing the right thing, while his destructive behavior was done in private and behind the scenes.

Keith Raniere was a masterful and skillful victimizer. He chose his victims carefully and he especially did so with Nancy. I believe Nancy is a good person who bought into his lies and unfortunately enabled him, but did so unintentionally and with the belief that she was doing what was good and right.

Thank you for the opportunity to provide you, my thoughts.

Respectfully,

*Sandy Padilla*

Sandy Padilla,

March 30, 2019

Brandon B. Porter, M.D., Ph.D.  
PO BOX 4789  
Halfmoon, NY 12065

The Honorable Nicholas G. Garaufis United States District Judge  
United States District Court  
225 Cadman Plaza East  
Brooklyn, New York 11201

Dear Judge Garaufis,

I am writing concerning my friend and mentor, Nancy Salzman. I have known Nancy since January, 2001. I met her at an Executive Success Programs training she facilitated in Des Moines, Iowa. I found the Executive Success Programs tools, tools she helped codify, helped me be able to be more of the person I wanted to be and experience the benefits for being the person I already built.

Over my eighteen years of knowing Nancy Salzman, I have experienced her to be wholly dedicated to helping people and building a better, more humanitarian world. The curriculum she helped codify was designed to help people bring their highest philosophical ideals into their lives. I can think of no better human pursuit because if this is realized, everyone's life is improved.

I had the opportunity to watch Nancy compassionately help hundreds of people through their ethical and emotional struggles. It is my impression that Nancy was not in this endeavor for wealth and fame. She received a relatively small salary for her duties as a CEO of the company and she worked with most people for free. It was exquisitely important to her to help each person see more options in their lives and for the person she was helping to see that the options are for them to choose based upon their own morality. I personally saw her help eleven people with Tourette Syndrome improve their symptoms magnificently. She was able to help them where they felt help was not available. Nancy has helped me in my goals to be a better physician, husband and father on multiple occasions over the years of our friendship. In my experience, she helps almost anyone who crosses her path in similar ways.

Important to Nancy's current situation, in my eighteen years of knowing her, I have seen her acknowledge and fix many of her own mistakes. I know Nancy to be wise and I expect her wisdom to deepen as a consequence of her previous decisions and this experience in her life. In my opinion, it would be a serious harm to humanity for someone of her capacity and character to be confined to prison. We need more people like Nancy Salzman, who support and help people engender the values of personal responsibility and non-violence.

I ask you to please consider my observations and experience of Nancy Salzman as a person of high moral character and her high capacity and willingness to help others when you consider the consequences to her admission of guilt in the charges against her.

Sincerely,

A handwritten signature in black ink, appearing to read "Brandon B. Porter". The signature is fluid and cursive, with a large initial "B" and "P".

Brandon B. Porter, M.D., Ph.D.

# Exhibit C

Mexico City, August 12, 2021

Dear Sirs,

I hope this letter finds you well. It is my honor to write this letter on behalf of Ms. Nancy Salzman. I met Ms. Salzman on August of 2008, in a retreat in Lake George, NY. She immediately stood out to me for her incredible energy, joyfulness, and her uncanny ability to teach very complex and abstract concepts in a clear and simple way. I had been in Academia most of my professional life, either as a student or professor in Universities in Mexico and the United States, and I never had experienced teaching with such an amount of empathy, rapport and caring, both in small and very large groups.

Since then, I've had many opportunities in the years that followed to take more courses and the privilege of working with her directly to solve issues that were hindering my experience of myself, my capacity for joy and my ability to realize my objectives in life. I had found that her techniques were great at helping me through such blockages, but the ability Nancy has built to help people is, in my experience, unmatched in the world. In brief sessions with her, I was better able to understand what it was that was bothering me (sometimes, I thought it was something, but she helped me see deeper, or more complex, or discover what was underneath what I thought was my problem), clarify it, and come up with a solution either an immediate disappearance of the problem, or a plan to build what was needed to overcome it.

I came to understand me better, more deeply, with greater compassion and acceptance, and because of these changes in my perception, I was able to relate better with family, friends, coworkers, clients, even romantic relationships. I was able to perform better in my professional career and to make big decisions that eventually helped me strengthen my vision and build the inner strength to do what was necessary to reach my goals. All of this while having a much more joyful experience of my life.

It is an extremely rare combination of factors, that have come together to build abilities to obtain such extraordinary results with people. I believe people should benefit from her capacity to help them grow in such a compassionate way.

Sincerely,

A handwritten signature in black ink, appearing to read 'Emc' in a stylized, cursive font.

Enrique Martin-Moreno

c.c.p. Archivo

March 30, 2019

David Stern  
100 Lafayette Street  
Suite 501  
New York, NY 10013

To Whom It May Concern:

I first met Nancy Salzman in 2001 in New York. I went there as part of an ESP training program. From the beginning, I felt a kinship with Nancy. Although I am older, she has a motherly quality that you just can't miss. It always felt like she was someone I could rely on and trust. And, of course, she was well-versed in the ESP curriculum, which would become so important to me.

I'm 69 now, but at the time I had just turned 50 and was working as a Senior Software Engineer for Visa, International. I had a rough childhood and problems that followed me into adulthood. I was pretty reactive and got emotional over any imagined slight. These were things that interfered sometimes with my job and my relationships. A friend had told me about ESP and once I started taking their trainings, I was sold. Nancy was often the leader in the training sessions, and she was remarkable. She had an uncanny ability to know how to work with people and to help them sort through their confusions. My relationships and job performance all improved after working with Nancy. I continued to be actively involved with ESP, and Nancy, for the next 17 years. Every training I attended was remarkable; I always left with an increased knowledge of myself and a greater sense of purpose and peace.

I think it is important for all of us who have built a relationship with Nancy to be able to have her in our lives again. Whether or not we are ever able to do the same trainings we were doing with ESP, she is an invaluable resource for support, guidance and friendship. Right now, we cannot even enjoy her company, or have dinner (she's a great cook!) at her house, or even chat with her on the phone. This feels like a huge loss to me, for one. She has been my friend and supporter for a long time, and now I don't have that. Nancy is the type of person who is always there for others. I'm having a lot of health issues now, and I live alone. Being able to give her a call and chat would be such a blessing. I don't know what Nancy would do precisely once this trial is over, but I know that whatever she did she would make a huge difference to her friends and family, and in that way, the world.

Thank you for your time.

Respectfully,



Virginia McIntosh

253-389-1949  
gingermcintosh@hotmail.com

Wednesday August 18th, 2021.

Honorable Nicholas G. Garaufis  
United States District Court  
Eastern District of New York  
225 Cadman Plaza East  
Brooklyn, NY 11201

Dear Judge Garaufis,

My name is Carolina Mora. I come from a small Central American country called Costa Rica. I also come from a family that has significantly improved its well being through education. My dad was part of the first generation of professionals in the country that was able to study their master's degree abroad. I grew up with the mentality of hard work, effort, discipline and study to create my own well-being. I studied two careers in the university Psychology and Business Administration. I have worked for 20 years for multinational companies in the financial system and in the food and beverage industry. I have also worked for non- profit organizations.

I met Nancy Salzman in July 2015 in a class that she facilitated in Albany. After that occasion I shared with her in several formal and informal ESP activities. My experience of her is that of a very passionate and loving person. You could see her joy while she was teaching or leading activities. I think she was very fond about the work she did. I also experienced that she was a diligent, disciplined and committed person, during the times I shared with her, she was constantly working, following up on tasks, in meetings, getting things done. My perspective is that Nancy gave life to all the ideas that where taught and worked very hard to implement everything that was needed in the school. I do believe that she was doing everything she did to improve the lives of other people, to help them grow and see more options.

I have come to believe that this community that Nancy nourished helped me save my marriage and build healthy and deep relationships with my two daughters and my husband. I also improved significantly my relationship with myself. I now experience myself as a joyful and calm person. That was what I was seeking when I signed up to the different courses that Nancy facilitated, and I received that and a lot more.

I hope you can consider in this very relevant decision the experience that many of us had from Nancy as a well-intended and hard-working woman that was able to have a very positive impact in so many people and families.

Respectfully,

  
Carolina Mora Castrillo

March 22, 2019

Dear Judge Garaufis,

I am pleased to write this character reference for Nancy Salzman. I believe my experiences with her can speak to her abilities as a mentor and facilitator.

My first exposure to Nancy was in 2010 when she facilitated a weekend workshop for women where I was a participant (this was a *Jness* course). I distinctly remember taking note of her confidence and competence at leading a group of more than 60 women through an enjoyable and insightful workshop. In the years that followed, I began taking courses with Executive Success Programs and later became a coach with the company, which meant I sometimes received training directly from Nancy to develop and improve my coaching and facilitating skills.

I had met Nancy while I was in graduate school, working on my MS degree and by then, I already had a few years of facilitating experience from appointments at Simon Fraser University (Burnaby, Canada) and the University of British Columbia (Vancouver, Canada). I think I was a good facilitator, but my skills improved significantly and permanently thanks to Nancy's training. For instance, I use my voice more effectively, I am more conscious and purposeful with my body language, and I listen to students more carefully. In hours of training with her, Nancy helped me through facilitation practices with patience, humor, honesty, and encouragement. I always felt respected but not coddled, pushed but not rushed. I have no doubt that I am a better facilitator because of Nancy's training than I could ever have achieved on my own.

Since my work with Nancy, I have turned my facilitation skills into a career where I deliver professional development workshops on behalf of local organizations. In my most recent 8-week workshop, which ended on March 15 of this year, out of 63 questions about my facilitation skills, I received 59 ratings of "5/5," or "excellent." This is not uncommon for me. I do not believe I would be so highly rated if it were not for the example Nancy set and the quality of the training she gave me.

In my opinion, Nancy is not only an expert at facilitating, but she is also an expert at helping others learn to effectively facilitate. I have been empowered by the training I received from her and I am very grateful to have had her as a mentor. I would want Nancy to be available to others like me, who work with students/mentees/clients, and I would recommend her to anyone who wanted to learn how to take their facilitation skills to the next level.

Best Regards,



Leah E. L. Mottishaw



**Re: Letter of Character Reference for Nancy Salzman**

**To whom it may concern,**

I've worked with Nancy as a Macinhome client, helping her with her Apple technology for 30-40 hours in her home and while abroad. I've been a student and coach in over twenty ESP intensives taught by or coached by Nancy. I have observed her interacting with hundreds of people either one on one, in groups, or outside of the ESP classroom. She has helped me personally with several life and business challenges, including helping me repair some of my conflicts with mutual friends and coaching colleagues. I've worked with her in various capacities since my first ESP intensive in July 2009.

I have only ever experienced Nancy Salzman to be kind, honest, and deeply committed to helping people grow into the best possible version of themselves. She is gentle and kind, and cares deeply about the success and goals of everyone she interacts with. I respect her and her opinion tremendously.

She's helped me have a more loving and honest relationship with my girlfriend of 7 years. She's helped me grow my business and profitability by 40%. Most importantly to me, she's taught me the skills and tools I need to have productive and harmonious relationships with all of my consultants and clients, with a solid foundation of trust and integrity. I am a more successful and joyful person as a direct result of her efforts.

I sincerely hope she can continue teaching self-improvement and personal growth with cutting edge tools and curriculum. Speaking selfishly, it would be a massive loss if I can no longer ask her for help with my goals. I know that thousands of others will feel the same way.

Yours truly,

Date: *Tuesday March 19 2019*

**Lucas Roberts, CEO**  
Macinhome Consulting Inc.  
Cell phone: **604-786-9779**

Apt 2706 - 1199 Seymour St.  
Vancouver, BC, Canada, V6B 1K3

solutions@macinhome.com  
+1 877 707 macs

2706 - 1199 seymour street  
vancouver, bc, canada V6B 1K3

[macinhome.com](http://macinhome.com)

August 18, 2021

Dear Judge Garaufis:

My intent on this letter is to express my experience and the gratitude i feel for Nancy Salzman.

I met Nancy 5 years ago in Mexico City during an Intensive. Since then my experience of her has always been of a woman that really has an honest desire of helping others with a deep understating on human psico dinamics. I studied Psychology in College, I have taking a lot of courses and deferents types of coaching and therapy, and I have never seen a teacher with more wisdom, skills and success on helping others as Nancy.

I feel very grateful to have met her. She has helped me grow in the areas I have struggle for years. Specifically with a health condition that I was suffering that was causing me to enter hospitals very often. After working with Nancy on this condition, I found that it was very realted to emocional struggles. Thanks to her skills and help four years has gone by with no symptoms at all.

After a specific session with her in 2017 I was able to understand why I was keeping myself dependent on others, in bad romantic relationships, and scared all the time, to a point were in the past I was giving myself panic attacks.

Today I am a healthy relationship with my husband, I am able to feel compassion and love for myself and overall be stable in my emocional life.

Nancy has brought to my life so much love, happiness and growth. I will always be grateful and I will always love her.

I hope you find this helpful.

Kind regards,

Jacqueline Ronay

A handwritten signature in black ink, consisting of a large, stylized 'J' followed by a series of loops and a trailing line that ends in a small dot.

April 1, 2019

To whom it may concern:

Nancy Salzman in my experience the person with the most ability to give feedback that I know.

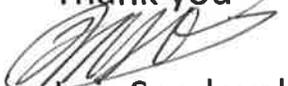
She is extremely intelligent, and she has given me the best advice so that I could live to my fullest potential and enjoy more the relationship with my wife, my two sons, my parents and siblings.

Nancy is extremely disciplined and persistent. I find her tireless, she could sleep only a couple of hours and is always extremely energetic. She always was willing to help me and others, she really cared about everyone having a more joyful life.

Nancy has helped many entrepreneurs including myself, I have always worked in my family company and she was fundamental to have a stronger, deeper connection with my siblings so that we could stay together as business partners and she helped me immensely so that my business could grow in sales 20% every year since 2011. Nancy also helped me overcome several fears of failure while running my business and basically helped me be present myself in a more confident way when presenting to several potential customers and vendors.

I believe that Nancy could help many more entrepreneurs as she did with me and I believe people would live a more joyful life by having her as a coach.

Thank you



Luis Sandoval

March 17, 2019

Sean M. Sweeney  
1400 Crescent Vischer Ferry Rd.  
Apt. 409  
Halfmoon, NY 12065  
(518) 986-4384

Dear Your Honor,

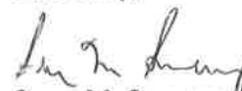
I've known Nancy Salzman since 2010, after I took a Five-Day Executive Success Program (ESP) training. I've interacted with her during various ESP trainings and social events. I've never been a coach in ESP, only a student.

During the time I've known her, I've perceived Nancy as being very caring and wanting to help people. She has made a career out of putting in effort to help others. I've been particularly impressed with the results of the work she's done to help people who have Tourette Syndrome to reduce or eliminate their ticks, as can be seen in the trailer for the "My Tourette's" movie (see "My Tourette's Trailer – Cinequest 2018" on YouTube). I've never perceived any malicious intent in any of her interactions with myself or others. Nancy is a person who I firmly believe wants to do good in the world.

Nancy has helped me personally with relationship issues. I don't believe I would have nearly as good a romantic relationship as I currently have without her help both personally and through the ESP trainings she helped create. My relationships with family and friends have also been improved, withstanding the various tests that arise in life.

I believe that Nancy would better serve the community by being allowed to continue helping people rather than serving time in prison. Thank you for your time and consideration of this letter.

Sincerely,



Sean M. Sweeney



917-767-1721. [mariana@marianavelasquez.com](mailto:mariana@marianavelasquez.com) 320 Roebling street, suite 416 Brooklyn NY 11211  
[www.marianavelasquez.com](http://www.marianavelasquez.com)

August 29, 2021

Honorable Nicholas G. Garaufis  
United States District Court  
Eastern District of New York  
225 Cadman Plaza East  
Brooklyn, NY 11201

Dear Judge Garaufis:

My name is Mariana Velásquez, I am originally from Bogota, Colombia. I arrived in the US 22 years ago in search of my dream to become a chef. All these years later, after having gone to cooking school at the New England Culinary Institute in Montpelier, VT and now as a US resident living in New York City, I have accomplished a successful business in the Food Design and Styling world. Working as a stylist and culinary producer for clients such as Williams Sonoma, NY Times Cooking, Starbucks, Panera and haagen dazs among many others. Most recently I published my own cookbook with Harper Collins called *Colombiana, A Rediscovery of Recipes and Rituals from the Soul of Colombia* (HC 2021).

My work has taken me to many places in the world and the challenges of striving for a career in a highly competitive field took an emotional toll on me. Not only proving to my family that I my dreams in the culinary world were worthy but proving myself that I could make it here. In the recent years I have faced complications with an eating disorder. In spite of being 40 years old and happily married I went through a very difficult period of my life. I sought professional help and after two years of treatment I felt complete stuck and going in circles without real improvement in my disorder. Then my friend suggested I reach out to Nancy Salzman. I had briefly meet Nancy on a ESP intensive I attended back in 2011, where I learned so many practical tools and found it to be a very enriching course.

I deem paramount to emphasize that Nancy's compassion, empathy and trust helped me turn my life around and truly heal my condition. Nancy's generous spirit, friendship, belief in the power of persistence, self love and dedication helped me recover. I have witnessed how Nancy has devoted all her time and energy to care for her aging parents with so much generosity and love. Nancy's kind, joyful spirit, brilliance and dedication are a huge inspiration for me.

Thank you in advance for taking the time to read my letter. I hope that my words show your Honor that Nancy Salzman is a wonderful woman with so much to contribute to our community in this country.

Respectfully,

A handwritten signature in black ink, appearing to read 'Mariana Velásquez', written in a cursive style.

Mariana Velásquez

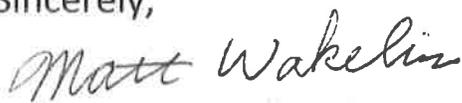
To whom it may concern

I have known Nancy Salzman for over 18 years. My experience of her is a hard- working woman that spends most of her awake hours helping others. She is kind, caring, empathetic and fully devoted to her work. Many people I know including myself look up to her as a leader, a motivator and an inspirational woman that is committed to her purpose of growing, changing and maximizing their potential and her own.

After a life time of searching for a personal growth program that would help me with my problems of being shy introverted depressed and worse of all being sick much of the time. I was fortunate to find my way to an Executive Success Program 16 day intensive in December of 2000. Nancy was the head trainer and on day 8 I volunteered to be her Demo for her in front of the class to receive an EM or exploration of meaning. In less than an hour I had a perceptual shift and had a self- awareness of how I was making myself sick. I went on to a very significant improvement in my health and became aware of how my shyness and anti-social behavior related to me being sick all the time. Over the last 18 years I have witnessed many people improve their experience of living dramatically! I have known several people with full blown life-long Tourette syndrome get completely better.

If Nancy was able to continue her work, she would be able to show the world through results, experience and scientific proof the value of the work she has done. In my opinion she is a representation of the farthest man kind has progressed in the field of human potential.

Sincerely,



Matt Wakelin

March 31, 2019

To: Honorable Nicholas G. Garaufis  
Re: Character reference for Nancy Salzman

Dear Judge Garaufis,

I have known and worked with Nancy for the past 15 years. We had similar backgrounds in education in nursing and shared in common the desire to help others. The focus of her career through out her professional life has been to find ways to help others experience their lives in more positive ways. In my experience of her, I saw her work tirelessly to help others resolve personal issues causing stress in their lives using the skills she had developed over a lifetime of learning various methodologies to create positive results. In her work with individuals and in group settings, her actions to me always expressed good intent. Therefore, it is most sad, in my opinion, that some of the private decisions she apparently made have resulted in her current situation.

In both my one on one sessions with Nancy, and the overall curriculum of Executive Success Programs, I have had only positive experiences. I believe I have grown personally in positive ways, and experience that growth in improvement in my personal relationships, and how I experience myself. I have witnessed the same positive experiences in many others, as they came through the programs. Nancy has been an integral part of that process.

One of the most profound and impactful work that Nancy has done is her work with individuals with Tourette's Syndrome, a disease that is considered incurable. I was witness to the progression of change that occurred with the first individual to come through the program, and experience the eventual total cessation of his tics. To confirm it was not some kind of unique occurrence, Nancy continued her work with nine more individuals, which demonstrated change was possible. Nancy has not had a chance teach others her process to be able to continue to help others with this disease. It will be a profound loss, if she is not able to do this in the near future, to help so many others whose lives are profoundly impacted by this disease.

Nancy has much to offer society in her skills and abilities to help others in significant ways. The details that have emerged as a result of the FBI investigation, I'm sure, has had a profound effect on her, and has given her the opportunity to review and evaluate how she became involved in the process. It's my belief her personal insight and ability to evaluate will serve her well in overcoming this personal failure, and make the changes necessary to move forward in her life, and return to helping others in some meaningful way. I hope you will take my experience of Nancy, as an expression of her character, and witness of her work into consideration, as you determine her sentencing.

Sincerely,



Dolores Wilson

Character Letter regarding Nancy Salzman

3/17/2019

To whom it may concern,

My name is Robert Younis. I am a computer programmer, Voice Over Talent and a student of human behavior, emotional and thought dynamics, and compassion.

I have spend time with Nancy Salzman as a student in Ethos, Jness and V-Week curriculum, as a fellow student in The Source as with both took it at the same time, and socially for a little more than the last four years.

I have found Nancy to be a person who loves to help people with their struggles as a human being. Not only does she like to help but she's good at it. She has the wisdom that comes from years of dedication to understanding the human emotional and psychological dynamics.

I have gone to her on a number of occasions when I was struggling with fear, anger, low self-esteem, confusion understanding how women relate, confusion understanding how men relate, and confusion understanding how to relate to myself in an accepting way. She has been kind with me, knowledgeable, direct at times, but through line has always felt like genuine concern and authentic attempts to help me otherwise I would not have trusted her to go to her with these struggles. The advice and guidance she has given has helped me to address what I was struggling with, build understanding and compassion within myself, and more potently work on solutions where I'm struggling. And she's quite fun to hang out with socially too.

The results are that I've used her advice to build better relationships with my family, friends, in business, even with people I felt had wronged me in the past, and with myself. My experience of myself and the world has more humanity and compassion in it. Which is what I value and want to see more of in the world. I think it is a good thing that she has that skill and think the world could benefit from it.

That said, she is human, she has her off days and makes mistakes and bad judgment calls as we all do. But my experience of what I'd call her essence is that of a person that has joy in helping people live emotionally healthier and more mature lives and is really good at it.

Thank you for your time.

Sincerely,



Robert Younis

5 Longwood Dr, Clifton Park, NY 12065

August.18.2021

Dear Honorable Judge Garaufis,

I first met Nancy Salzman in 2009 through ESP. Having had Nancy as a teacher helped me work toward my goals more effectively, deepen my personal relationships, be more in touch with my emotions and become a better and more authentic version of myself.

I am witness that many people, including myself, have greatly benefited from her teachings and her work.

I'm grateful for the opportunity to have learned from her and believe she adds great value to our world.

Considering this your honor, I ask you humbly for leniency in her sentencing.

Best regards,

Jorge Waisburd Chayet

A handwritten signature in cursive script that reads "Jorge Waisburd". The signature is written in black ink and is positioned below the typed name.

March 28<sup>th</sup>, 2019

Dear Judge Garaufis,

I met Nancy Salzman through my husband. He always spoke highly of her. The first time I interacted with her was in an Executive Success Program intensive. I was impressed by her presence, her energy and ability to communicate with the students. Her ability to structure her ideas and transmit knowledge is superior to any other course I have experienced. She has the unique ability to help each person in the room understand themselves better.

Nancy is deeply caring, compassionate, energetic, and driven. I have always known her to work tirelessly. She is genuinely interested in helping and connecting with people. When I'm around her I always feel cared for and uplifted. Nancy has become more than a dear friend, she's like family.

The curriculum she created and teaches has been nothing less than life changing. I have a new capacity to relate to others and myself with more understanding and kindness, and to feel happier and more fulfilled. Through my personal work with Nancy she helped me deepened personal relationships with people I care about the most and taught me many tools that helped me be kinder and patient. Every time I came to her struggling she offered unconditional help. I believe this points to her character.

The skill she has built can make paramount changes in people's lives in less than an hour by just having a conversation with her. It is my heartfelt belief that Nancy needs to be in the world working with and helping people because she's an expert at what she does and she does it because it moves her heart. Nancy Salzman truly wants to make this world a better place.

Most Sincerely,

A handwritten signature in cursive script that reads "Veronica Collignon". The signature is written in dark ink and is positioned above the printed name.

Veronica Collignon

August 16<sup>th</sup>, 2021

Honorable judge Garaufis,

I met Nancy Salzman in 2013, after I took one of her seminars.

Since the moment I met her she opened the doors of her house and family to me, she would cook for us and host us and, no matter what was going on in her life, she was always cheerful and uplifting

She never complains, always sees the good side of people and bright side of things. Whenever I would complain about someone in my life she would ask me to put myself in their shoes and see things their way, so It would come easier to forgive them, she is extremely compassionate and empathetic.

Every time I trusted her with my issues she would find a way to help me make them feel less painful and she would give me advice in a caring, loving way.

She has done nothing but help me become more joyful and improving my relationship with myself and others.

I am forever grateful and I wish someday I'll be as caring, loving and empathetic as she is.

I hope that by reading these lines you have a sense of Nancy's big heart and eagerness to help people

Thank you so much for your time.

Sincerely,

A handwritten signature in black ink, appearing to read 'Mariana Collignon'. The signature is fluid and cursive, with a large initial 'M' and a trailing flourish.

Mariana Collignon

April 4, 2019

Dear Judge Garaufis,

I have known Nancy for over 13 years when I was hired to do her hair and makeup for her 50th birthday. Since then Nancy has been my client and referred additional clients to me time and time again. Over the years, I have done her personal hair and makeup, commercial hair and makeup and eyebrow shaping both in my salons and in her home. Never, ever once did I see, witness, or experience anything illegal, or any wrongdoing by Nancy or anyone in her organization. Actually quite the opposite. I've only ever seen compassion and understanding and a great desire to help people who are hurting emotionally and physically.

I remember the day she offered my husband and I the use of her timeshare for my husband's 50th birthday after he had a fall and needed stitches and surgery on his leg. Another instance that I remember so clearly, was the day I was struggling with my relationship with my mother. Nancy looked at me and said, "just because you disagree with someone doesn't mean that it has to be an argument." Your honor, before that moment I didn't know that!

Soon after that, anytime something was bothering me she would take the time to talk to me. She would pay me for services and help me without any compensation to her at the same time. In 2011, at the age of 11 my youngest daughter was diagnosed with Crohn's Disease. For 8 years my family and I struggled to help her have a normal life that was pain free. Nancy knew how much emotional pain and struggle I was experiencing by watching my child in physical pain nearly everyday. After having much success with patients with Touretts, she offered to work with my daughter, again for free. The few months that she spent one on one with her and offering her free intensive trainings has changed our lives. We did not realize that whenever our daughter felt sick she thought she was going to die. Nancy helped her understand the dynamic in our home was actually making her disease worse, and gave her tools to deal with it. Nancy helped her uncover these fears, take charge of her life and look at her pain and emotions in a different way. Our daughter now understands that we were all trying to help her in the best way we knew how and also how to take charge of her disease and her own health. She is a different person and is back in school with a 4.0 after having to drop out of school several times. My daughter has expressed that she wishes that more people her age could experience and have an understanding of themselves through the classes that she was able to take that Nancy created. Our daughter is living an almost normal life rather than living life in a lump, curled up on the couch in pain day after day, pumped full of chemotherapy medications and prednisone. I no longer fear that she will be on disability living off "the system," but know she will be working and living a meaningful life taking charge of it every step of the way.

I myself have learned how to have more compassion and understanding with my husband. Without Nancy's guidance I don't think we would have celebrated our 25th year anniversary this year. In addition, I was able to grow my business in a small town to a million dollars in sales in 2017. I learned to approach every relationship in my life with more compassion, understanding and to talk instead of yell or get fearful or angry in difficult discussions. Anytime, I would ask for time to talk, Nancy would always say yes and I know for sure that I was not the only one she was helping without hesitation.

Your Honor, I ask you to please show pardon on Nancy and allow her to do the work that she is so passionate about and to be able to help families like she has helped mine.

Sincerely,



Alayne G. Curtiss

August 14th, 2021

The Honorable Judge Nicholas Garaufis  
Federal District Court Judge  
Brooklyn, New York  
Re: Nancy Salzman Federal Sentencing

Dear Judge Garaufis,

My name is Gabriel Delgado and I am from Guatemala, a small country in Central America. I am a businessman and entrepreneur, father of 4 wonderful children whom I love very dearly, and someone who has worked hard for the improvement of my country and region. I've always wanted to achieve my full potential as a person and have been attracted to different courses and theories around human potential.

In 2009, a person very dear to me, whose intelligence and honorability I respect very much, advised me that there was a course that was quite transformational and that I should look into it. After thinking it through I thought it was worth the investment, which was not insignificant at the time.

A few months later I enrolled in what became the first of many courses in what was known as ESP. I briefly met Nancy Salzman at that event and was left with a positive impression of her, and her funny, joyful, and caring manner of relating with those of us taking her courses. Over time, as I got to share more time with Nancy, we became friends and she was always open and eager to help me with issues that came up in my life. She was someone who supported me through very difficult times without asking for anything in return.

I disagreed structurally with the business model and other ideas that were part of the program, both as the sceptic that I am and as an entrepreneur by training. I brought these up in conversations with Nancy and others at the organization, sometimes uncomfortably to those involved, and yet I continued to participate in courses and the program both because I made friends there and because I continued to see a positive impact in my life.

I never lived in Albany, so I wasn't privy to much of the going on's of the community or what happened that turned into this very unfortunate event. However, Nancy, even from afar, continued to be interested and concerned about my and my family's wellbeing. In the 8 years I knew her before the vents around which this case are wrapped, I have found her to be caring and emphatic beyond most of the people I know. She would help people even at the expense of her rest and recovery, she was always warm and caring, not only to me and my family, but I could observe to others.

In the 53 years I have lived, I have found people to be consistent in their character throughout their lives. Nancy, in all the time I have known her, was always this joyful, engaged, caring, empathetic person. I do not hesitate to write this character reference letter.

Respectfully,



Gabriel Delgado  
Guatemala

Dear Your Honor,

My name is Brett Diamond. I am 34 years old, a businessman and resident of Clifton Park, NY. I'm writing this letter on behalf of Nancy Salzman. I met Nancy in February 2016 as a student in Executive Success Programs. The day I met Nancy was an unforgettable one. I was visiting Clifton Park from NYC to participate in an ESP educational training. I had the opportunity to work with Nancy at the training and it was a life changing experience. From the moment I met Nancy, she was enthusiastic about life, kind, curious and excited to learn more about me. We did two exercises together at that training both of which had and continue to have a positive impact on my life. I included a picture at the bottom of this letter with Nancy, me and the notes from one of those exercises. One of the exercises was helping me in my relationship with my dad. While I have great parents, I had challenges with my parents that put a strain on our relationship. Working with Nancy helped me better understand my challenges and I left our conversational exercise with a deeper appreciation and love for my dad. Nancy was brilliant in helping me as she was relatable and she helped me connect with the positive aspects of my relationship with my dad. The exercise we did together led to an experience where I took my dad to an improv class for a birthday gift and we had a joyful and meaningful time together. I don't know if I would have taken a step like that in building on the positive relationship with my dad if it were not for the work I did with Nancy.

Another time that Nancy helped me was the day after I had a serious allergic reaction to peanuts at a another educational trailing. I have a peanut allergy and while I survived the allergic reaction, when Nancy got word about it, she tirelessly made time for me to have a private conversation with her despite the fact she was teaching the all day training. I walked away from that conversation with Nancy with the wisdom to be more proactive about checking for peanuts in food and haven't experienced an allergy attack since that conversation. Nancy was tremendously caring and compassionate to help me and instead of punishing me for making that kind of mistake (something I've experienced from other professionals), Nancy listened unlike most people are able or willing to and she had the expertise to truly make a difference.

This is who Nancy is for me! A unique individual who truly wants to better the world and has the care and expertise to do so. When I moved to Clifton park from NYC, Nancy went out of her way to make me feel welcome. She would take the time to talk with me and invite me to meaningful events like the Chanukah dinner and celebration at her house. She is relentless in her pursuit to help and make a difference for others. I hope this letter sheds some light on this. The impact that Nancy has had in my life has been profound. If you're interested, I am willing to share more. Feel free to request that and thank you for taking the opportunity and time to read my letter.

Sincerely,  
Brett



August 27, 2021

The Honorable Judge Nicholas Garaufis  
Federal District Court Judge  
United States Courthouse  
225 Cadman Plaza East  
Brooklyn, NY 11201

Re: Nancy Salzman Federal Sentencing

To the Honorable Judge Garaufis,

My name is Christopher Fulton, I'm an Emmy award winning hairdresser, I've been in the film business for 15 years. I once heard Nancy Salzman speak. I was never a member of ESP. I contacted her through a close friend, because though successful, I have struggled for years with alcohol and drug addiction. I've been to rehabs and seen countless therapists but none of them were able to really help me. Finally at the end of my rope and suicidal, I reached out to Nancy and took a chance that she might be able to help.

Nancy immediately jumped in and began working with me, spending hours of her time. Her joy, compassion and skill truly changed my life, in fact I would say saved it. I was in a terrible financial place at the time, in between jobs and worried about finances. When I explained this to Nancy, she was kind enough to do this without payment.

I can't begin to tell you how grateful I am for Nancy and the work that she has done with me. Her kindness, gentleness and patience are one of a kind. My hope is Your Honor will take this into consideration.

Sincerely,  
Christopher Fulton

March 19th 2019

Judge Nicholas G. Garaufis  
United States Courthouse  
Room 1426 S  
225 Cadman Plaza East  
Brooklyn, NY 11201

David Garza Perez  
Mar Amarillo 1242, Country Club  
Guadalajara Jalisco Mexico

Dear Judge Garaufis,

I have known Nancy Salzman for more than 12 years and I have only good things to say about her.

In 12 years I am grateful with Nancy for being in my life. It is very different now than the day I met her. I have noticed how Nancy relates to other people too and one of the things I can say about her that she is always looking to help other people to get over their limitations so they can experience more joy and have a better life. She is a Professional in all sense of the word.

Personally she has helped me to overcome different issues in my personal life. Her help was crucial in an issue I was struggling with in my relationship with my girlfriend. When everything was falling into pieces in my relationship with my girlfriend at that time, (I was living in Monterrey, Nuevo Leon Mexico) She called me to see how I was doing with my situation and offered to help me personally. She helped me to overcome that situation; my girlfriend and I that issue positively.

Also, if it wasn't for her, I wouldn't have started my entrepreneurship with different businesses, so another thing that I can thank her for is for helping me to get rid of the fears that I had, to build different career options so I would not depend on a company or a Person to grow financially. I am deeply grateful for that.

The thing that I admire the most of her, is not only that she helped me, but the way that she did it. I felt no judgment on my person, no punishment and felt very cared for. She has a very nurturing and caring way of guiding me to overcome any issue I was struggling with.

I sincerely hope this helps you to know a little bit more about the kind of person that Nancy is and what she means to me.

Sincerely

DAVID G. GARZA PEREZ

Not For publication

Eastern District of New York

August 7, 2021

Your Honor:

My name is Wende Irick. I have owned a business in Alaska for fifty years, experiencing the ups and downs of entrepreneurship over the decades. My business is image consulting and home interior design. I have spent my career working intimately with individuals and their private spaces. I believe that I have a finely honed sense of character. I do not suffer fools.

I met Nancy Salzman in 2001 in the second training for Executive Success Programs. It was a particularly low point in my life: my son had committed suicide, I was in the middle of a divorce and I learned that one of my long time employees had been embezzling from me. I learned about the school from a student from the first training who suggested that it would be helpful to me.

Over the sixteen days in the program I regained my sense of self and self confidence, and a more clear understanding of my life as it was at the time. Nancy Salzman was responsible for that. She reached out to me and put me back together again. At the end of the course as I was leaving back to Alaska, Nancy gave me her cell phone number and said to call her when I needed to. She said to me : "I'm worried about you." Within ten days of my return to Alaska Nancy called and invited me to stay with her in San Diego. I did not know it at the time, but she had given a free five day training to reinforce what I had already learned.

Over the nearly twenty years since my first training I have had a front row seat to Executive Success and Nxivm as it evolved. My second husband and I moved to Clifton Park in 2009. Keith (my husband) was the CEO of a large company in Alaska. He took a training in New York and was excited about the program and its benefits. In 2009, believing that he would work for Nxivm and Keith Ranieri as CEO of Nxivm, we sold our home here in Anchorage, bought a home in New York and moved. When we arrived, it became evident that Keith Ranieri had other plans. My husband ended up working for Claire Bronfman as her assistant in real estate in upstate New York. I commuted back and forth to Alaska. While initially disappointed, it turns out that we were lucky: we avoided the criminal aspects of Keith Ranieri's enterprise.

During the four years we spent on the contract with Claire Bronfman I had a fly on the wall view of Nxivm and its members. Throughout this entire period Nancy Salzman proceeded with trainings and programs to further human growth and potential and remained a good friend to me and my husband, who was frustrated with the fact that Claire had become head of the company and Nancy had no power. I did image consulting with many of the people who you no doubt have

seen on the tv shows about Nxivm. At no time did I get any indication that there was a secret sorority of women sex slaves to Keith Raniere. I know all of the women involved as well as some of their parents.

To our great dismay, we watched as Nancy's position was superceded by Claire Bronfman and Keith Raniere. Nancy was asked to leave the board of Nxivm in about 2008. When we arrived in 2009 Nancy was off the board and in the view of the company was an employee of Claire's. My husband was unable to achieve the goals and expectations he had when he accepted the job. Instead of turning Nxivm into a real company with strong leadership, he was relegated to property manager for Claire Bronfman. He worked from a home office. There was nothing Nancy Salzman could do to change this situation. She did her best to help us through the four years of the contract, and of course remained our friend and counselor.

I am deeply shaken by the revelations about Keith Raniere's separate enterprises involving women. During the time we lived in New York I saw him about once a week. I got him ready for the camera or when "important people" came to town. It became clear then that Raniere was making unpaid busy work for a lot of people, and that Nancy had no authority or power to change the dynamic. But there was never an indication from Raniere or from his "slaves" that there was the sordid "sorority" going on. It was indeed a secret society.

In closing, whatever skepticism one might have about Nancy Salzman's knowledge of criminal enterprise by Keith Raniere, should be set aside. Nancy has been nothing but a concerned, enthusiastic teacher, mentor and friend to hundreds of people who seek self improvement. I appreciate your time in reading this, and appreciate the consideration you will give to this sentencing.

Respectfully,  
Wende S. Irick

March 13th 2014

Judge Nicholas G. Garaufis  
United States Courthouse  
Room 1426 S  
225 Cadman Plaza East  
Brooklyn, NY 11201

Jack Levy  
3138 manuel acuña  
Guadalajara Jalisco Mexico

Dear Judge Garaufis,

I decided to write this letter to try to share my experience of Nancy Salzman, I have known her for more then 10 years and have seen and personally experience the type of person that she is.

In my opinion there are not many people that decide to dedicate their lives to help others and to sincerely work on bettering themselves, in my experience she is someone that has invested her life in helping

Others, I can honestly say that she is one of the people that has help me the most in times where a needed a friend and when I needed a honest and compassionate perspective, she has always been kind

And generous with me and with many people that I am close to. I don't understand how someone like her can be in the situation that she is now, I hope this letter communicates a little of the type of person that she is.

She helped me to build a better and more loving relationship with my mom, and this is something that is very dear to me, being able to feel more loving towards my mom and building a more caring relationship

With my mom, is something that I have in many ways Nancy to thank.

Sincerely

Jack Levy Hasson



*Not For Publication*

To whom it May concern,

Through this, I want to share my experience regarding my relationship with Nancy Salmanz, I have known her for 8 years, for me she is one of the most congruent people I know in my life, since I met her the only thing she has shown is to be willing to help me and help others to have a better life experience.

For me Nancy is an example of love, compassion and humanity, I admire her kindness and the love she has to help others, it is a privilege to know her and because thanks to her I was able to build a more loving relationship with myself and my family.

Nancy has dedicated a lot of time in her life to helping others and for me it is a pity that she is going through this situation since all she has done is help and improve the lives of many people.

I hope that my words help to convey what Nancy means in my life and how it has positively impacted the lives of thousands of people.

A handwritten signature in black ink, appearing to read 'Elizabeth Leon Madrid', with a stylized, flowing script.

**Elizabeth Leon Madrid**

Not For Publication

# Exhibit D

(Redacted)

# Exhibit E

(Redacted)

# Exhibit F

(Redacted)

# Exhibit G

Under Seal for Addressee

August 25, 2021

Dear Honorable Judge Garaufis:

I hope this letter finds you well.

It has come to my attention that there is a claim made by Ivy Nevares stating that I was directed by Nancy Salzman to dissuade Ivy from writing a victim impact statement and that this communication was in violation of Nancy Salsman's parole conditions. I want to state that there are false assumptions in what Ivy is stating.

What happened was the following: Prior to Mr. Raniere's conviction I had read several victim impact statements including the one written by Ivy. After that, someone mentioned to me that Ivy was planning on writing a victim impact statement both for Nancy and Lauren. In November 2020, I did contact Ivy Nevares and asked her to consider not to write an impact statement or maybe to lessen the severity of the letter, but I did this out of my own volition and without Nancy's petition, consent or even her knowing about it. In truth, I did as Nancy's friend. When I spoke to Ivy about this, I preempted my communication by saying that what I was about to ask had in no way an intent to offend her or cause her pain, and that it came from a place of a worried friend. Contrary to what Ivy states, I was not the one who got defensive or angry, it was her.

I did in fact ask her to keep our conversation confidential. I asked this because I did not want my personal opinion taken out of context and written about in blogs, as it had occurred to many people before, including myself.

I write this letter with the intent of putting facts at your disposal, to make clear that Nancy did not ask me to communicate with Ivy, and to clear my name in that - in no way - did I aid Nancy to break parole conditions.

Respectfully,



Michel Chernitzky