

Frequently Asked Questions (FAQs) Regarding Arbonne's Emergence

1. *What has Arbonne's financial restructuring accomplished?*

Arbonne's financial restructuring was an important and necessary step to strengthen our balance sheet. As a result of this process, we have successfully reduced our debt by 80 percent. Accordingly, our interest payment obligations now are significantly lower, giving us the financial flexibility to continue investing in our business and developing new and innovative products for our Independent Consultants and their Clients.

Now, as Arbonne prepares for its National Training Celebration (NTC) 2010 in Las Vegas—the road ahead of us is clear. Our potential for future success will know no bounds as we work together with our Independent Consultants to expand the Arbonne opportunity around the world.

2. *Does this officially end the Chapter 11 and financial restructuring process for Arbonne?*

Yes, our "pre-packaged" Plan of Reorganization was confirmed by the U.S. Bankruptcy Court in Wilmington, Delaware, on February 22, 2010, and became effective on March 5, 2010, bringing the process to a close.

3. *What is a typical amount of time for companies to be in Chapter 11?*

When we filed for Chapter 11 to implement our "pre-packaged" debt restructuring plan on January 27, we estimated it would likely take 45 to 60 days to complete the process. We have done it in little more than a month.

It is very rare for companies to move through the Chapter 11 process as quickly as Arbonne has. Because we entered this process with a "pre-packaged" plan approved with overwhelming support from our lenders, who are now our owners, we were able to accomplish our court-supervised restructuring swiftly. Their support is a strong vote of confidence in Arbonne—our people, our products and our growth potential.

4. *Who are our new owners?*

Our new owners include a number of corporate financial institutions, private investment firms and banks. No one owner has a controlling ownership stake and the makeup of this diversified ownership base may change over the course of time.

5. *Who is on the new board of directors?*

A new board of directors has been appointed in connection with our emergence from the Chapter 11 process. Kay Napier will continue to sit on the board of directors, along with two members appointed by the new owners and two additional outside directors.

