2019 SCORECARD

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COMPANY HIGHLIGHTS

NUMBER OF EMPLOYEES*

4,700

FISCAL YEAR NET SALES**

$3.3B

DEPLETIONS WORLDWIDE

43.4M

9-LITER CASES

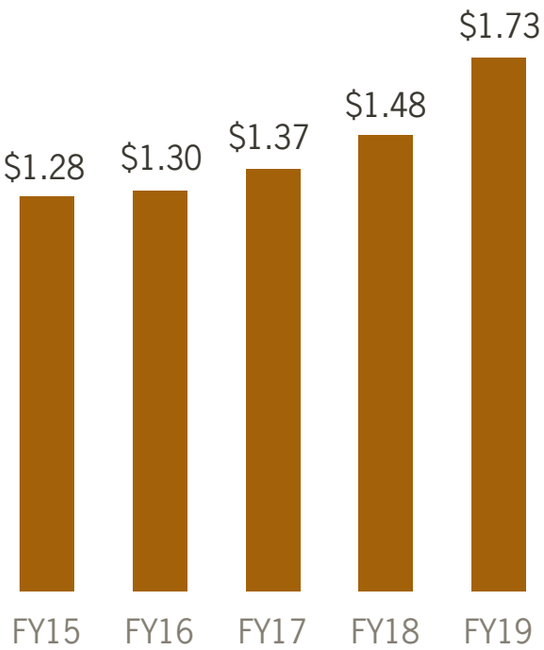
TOP 5 EMPLOYEE LOCATIONS

* We employed approximately 4,700 people, excluding those employed on a part-time or temporary basis.

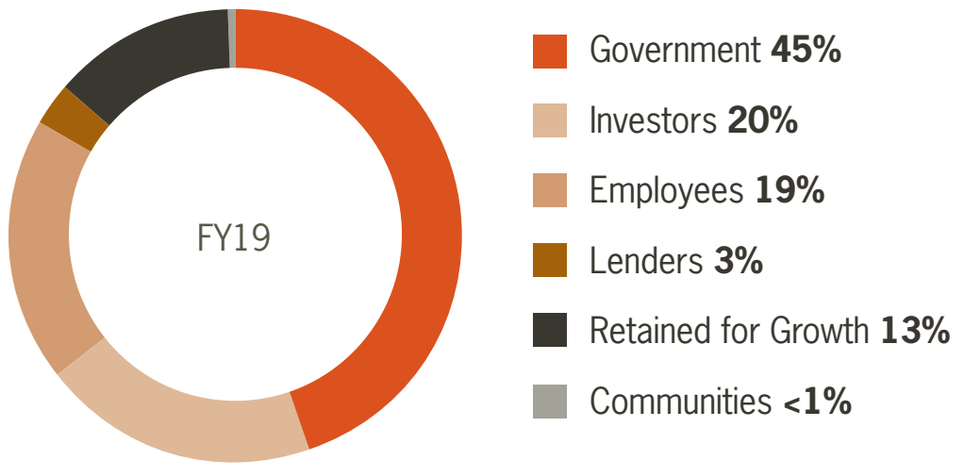
** In Fiscal 2017, we changed our presentation of excise taxes from the gross method (included in sales and costs) to the net method (excluded from sales). As a result, the amounts presented as “net sales” now exclude excise taxes. We believe the change in presentation to the net method is preferable because it is more representative of the internal financial information reviewed by management in assessing our performance and more consistent with the presentation used by our major competitors in their external financial statements.

Company Highlights Scorecard

DILUTED EARNINGS PER SHARE*



CASH DISTRIBUTED TO STAKEHOLDERS**

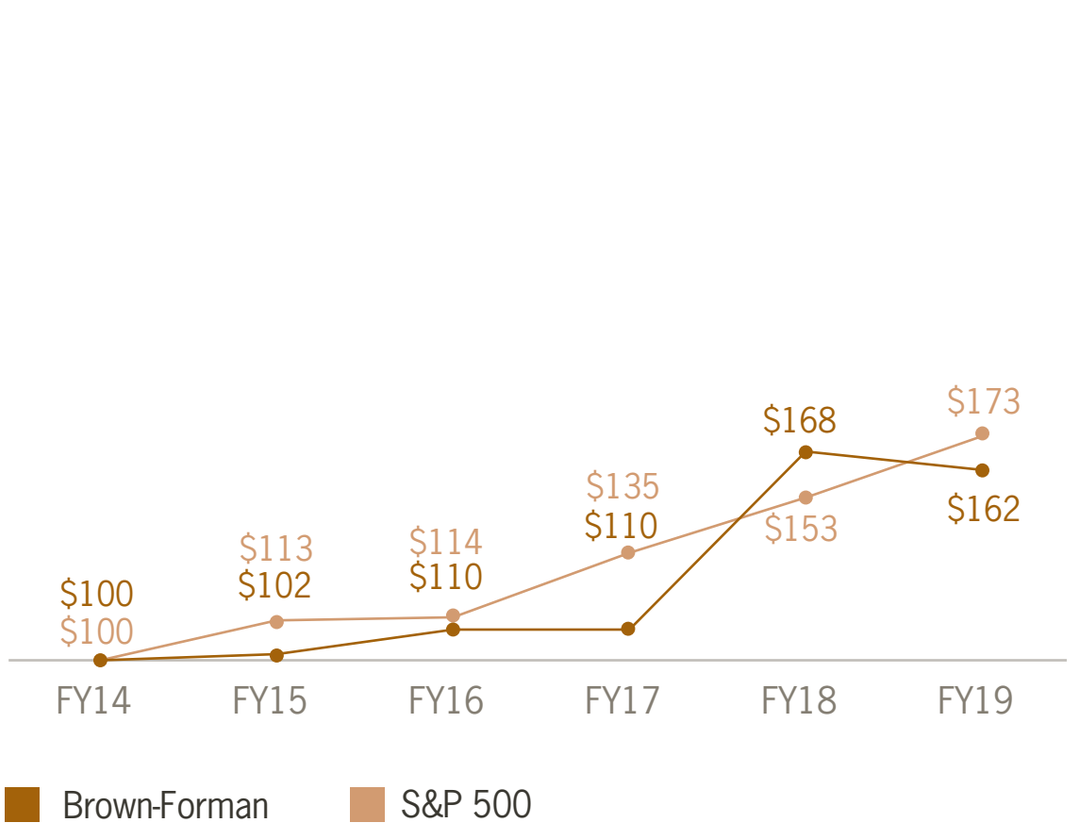


* Earnings per share have been adjusted for the 2-for-1 stock split in August 2016 and exclude the impact from Acquisitions & Divestitures.

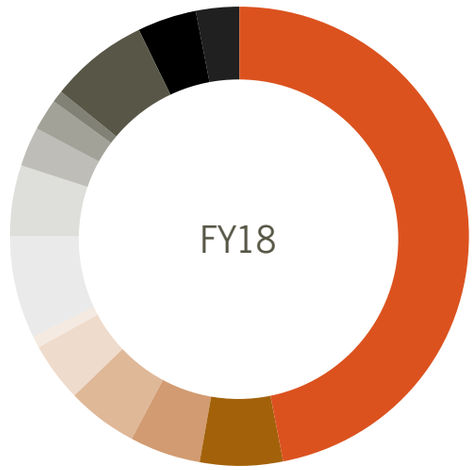
** We create economic value for stakeholders, including shareholders and employees around the world. We also donate funds and time to the communities where we live, work, and do business, and generate revenue for our lenders and for governments through taxes. This chart illustrates the estimated percent of total cash distributed by stakeholder group in fiscal 2019. Numbers may not add to 100% due to rounding.

Company Highlights Scorecard

TOTAL SHAREHOLDER RETURN VS. INDEX*



TOTAL REVENUE BY REGION**



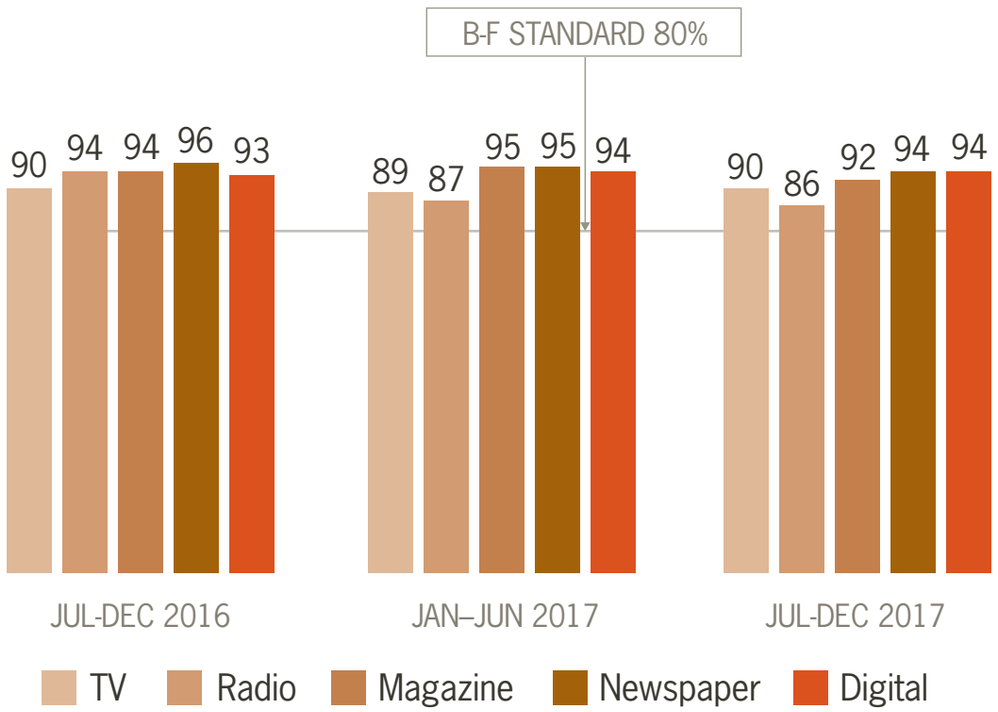
- United States **47%**
- United Kingdom **6%**
- Australia **5%**
- Germany **5%**
- France **4%**
- Japan **1%**
- Rest of Developed International **7%**
- Mexico **5%**
- Poland **3%**
- Russia **2%**
- Brazil **1%**
- Rest of Emerging **7%**
- Travel Retail **4%**
- Non-branded and bulk **3%**

Read more about our company highlights here >

*$100 invested on 4/30/14 in stock or index, including reinvestment of dividends

ALCOHOL RESPONSIBILITY

MEDIA IMPRESSIONS LDA AND ABOVE, U.S.



GLOBAL ADVERTISING COMPLAINTS COMPLAINTS UPHELD

2016 - 2018

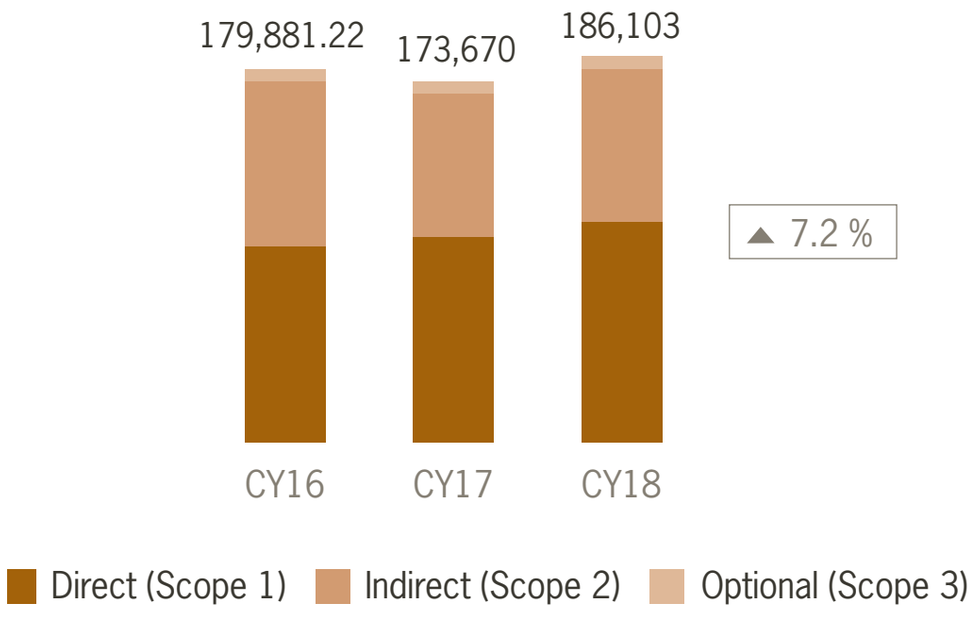
Complaints	Result
0	N/A

Read more about our commitment to alcohol responsibility here >

ENVIRONMENTAL SUSTAINABILITY

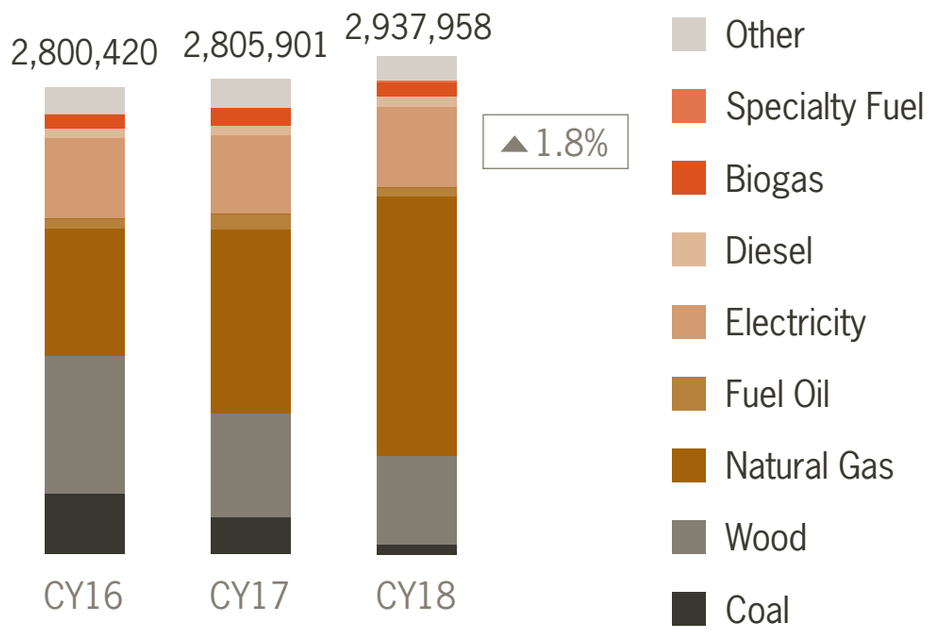
GREENHOUSE GAS EMISSIONS*

Metric tons CO_2e by Scope 1, Scope 2, and Scope 3



ENERGY**

Total usage, MMBTUs



Read more about our environmental sustainability here >

* More details of Brown-Forman's verified greenhouse gas inventories, from 2005- 2017, are available at The Climate Registry's public reports website at https://www.cris4.org/ and are verified Climate Registered by the organization. Data for CY18 is undergoing verification.
Direct emissions include use of fuel for stationary and mobile uses, including coal, natural gas, and gasoline. Indirect emissions include use of electricity. Optional emissions are emissions associated with business travel. Percent change shown is from CY17 to CY18. For direct emissions from use of fuels, we continue to invest in projects aimed at lowering our greenhouse gas footprint such as fuel switching and energy efficiency; however our total emissions in this category increased due to significant production increases. These changes, in conjunction with an increase in emissions from business travel resulted in an overall increase in total greenhouse gas emissions.

** Energy usage is determined from either direct metering or utility invoices. Numbers may differ slightly from previous reports due to refining of data management systems. Other includes propane, gasoline, and kerosene. Percent change is from CY2017 to CY2018.

Climate Registered™

TOTAL WATER USE*

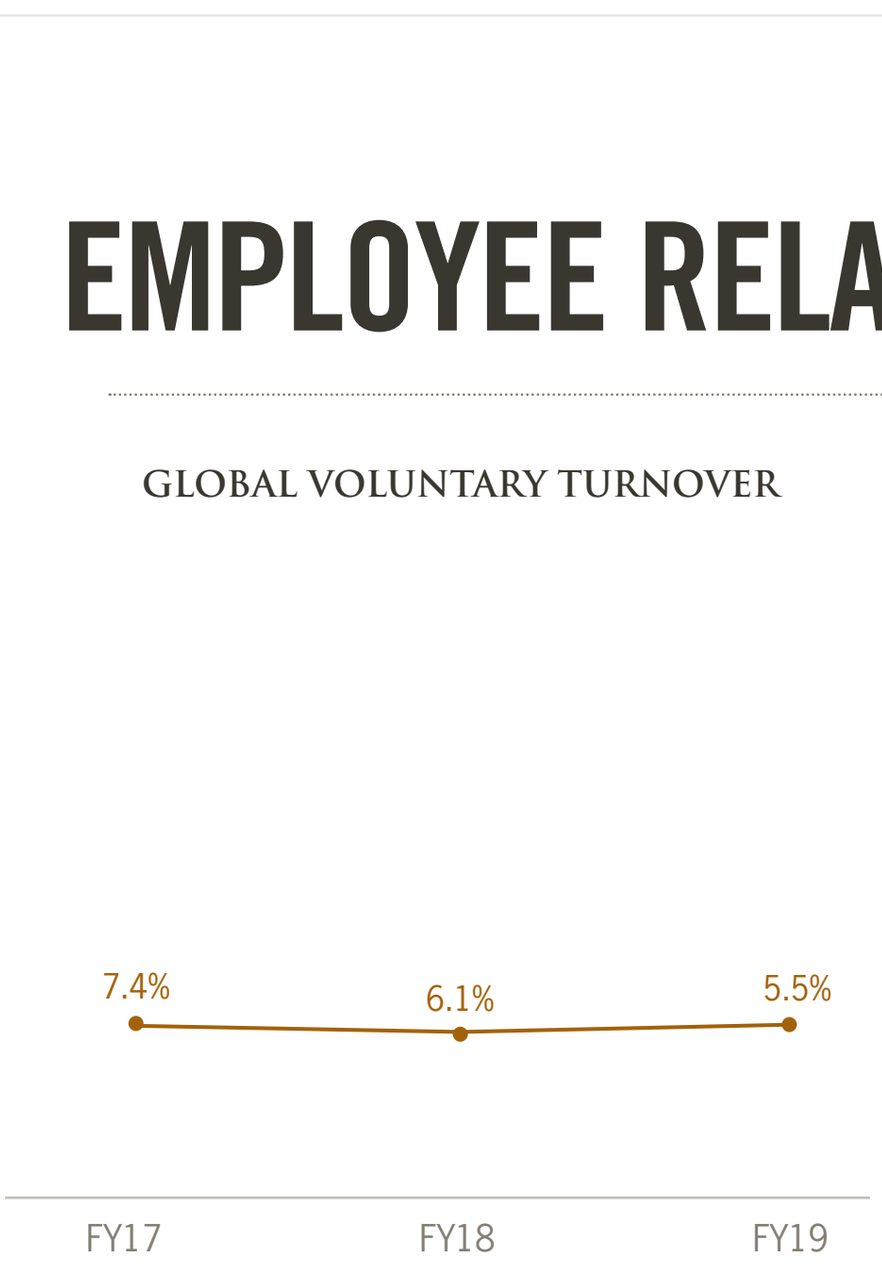
Gallons used, millions

Read more about our water use here >

*Water use includes production use in the US, Canada, and International owned production operations. Data excludes field offices and vineyard irrigation use. In CY2018 we continued to invest in water efficiency projects, however our absolute water use increased due to growth in production and accompanying increased water use in some distillery and bottling operations.

EMPLOYEE RELATIONS AND DIVERSITY

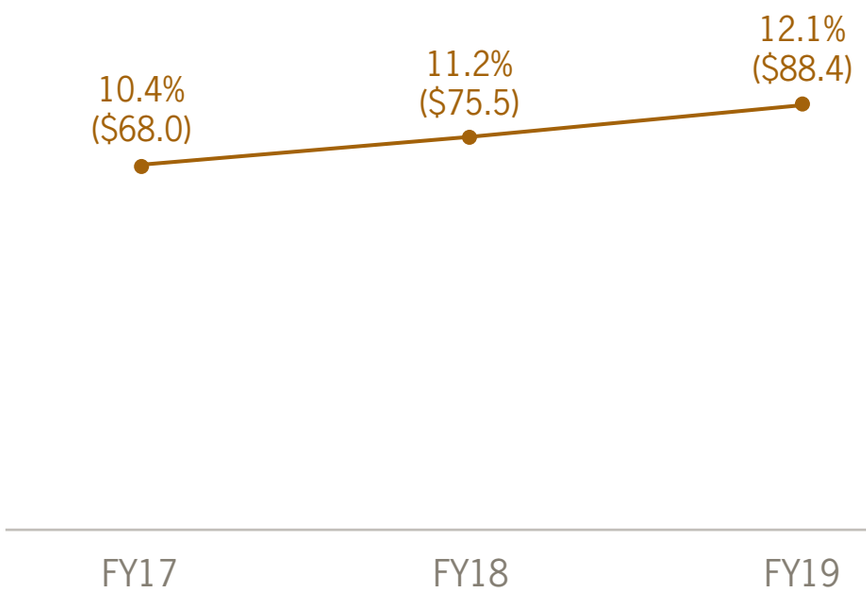
GLOBAL VOLUNTARY TURNOVER



Read more about employee engagement here >

SUPPLIER DIVERSITY, U.S.*

% of total procurement spend with minority- and women-owned businesses ($ millions)

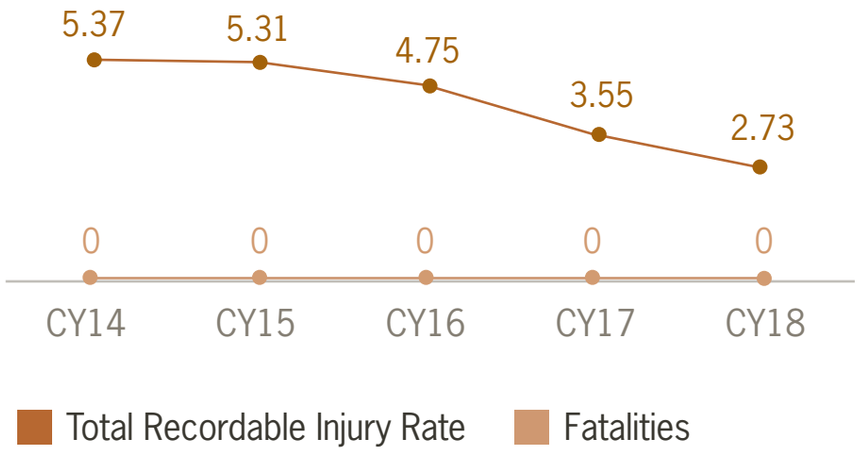


Read more about supplier diversity here >

*Our goal is to source 16% of all our procurement from minority- and women-owned businesses by 2020. Previous years' data may have changed due to refinement in data management systems.

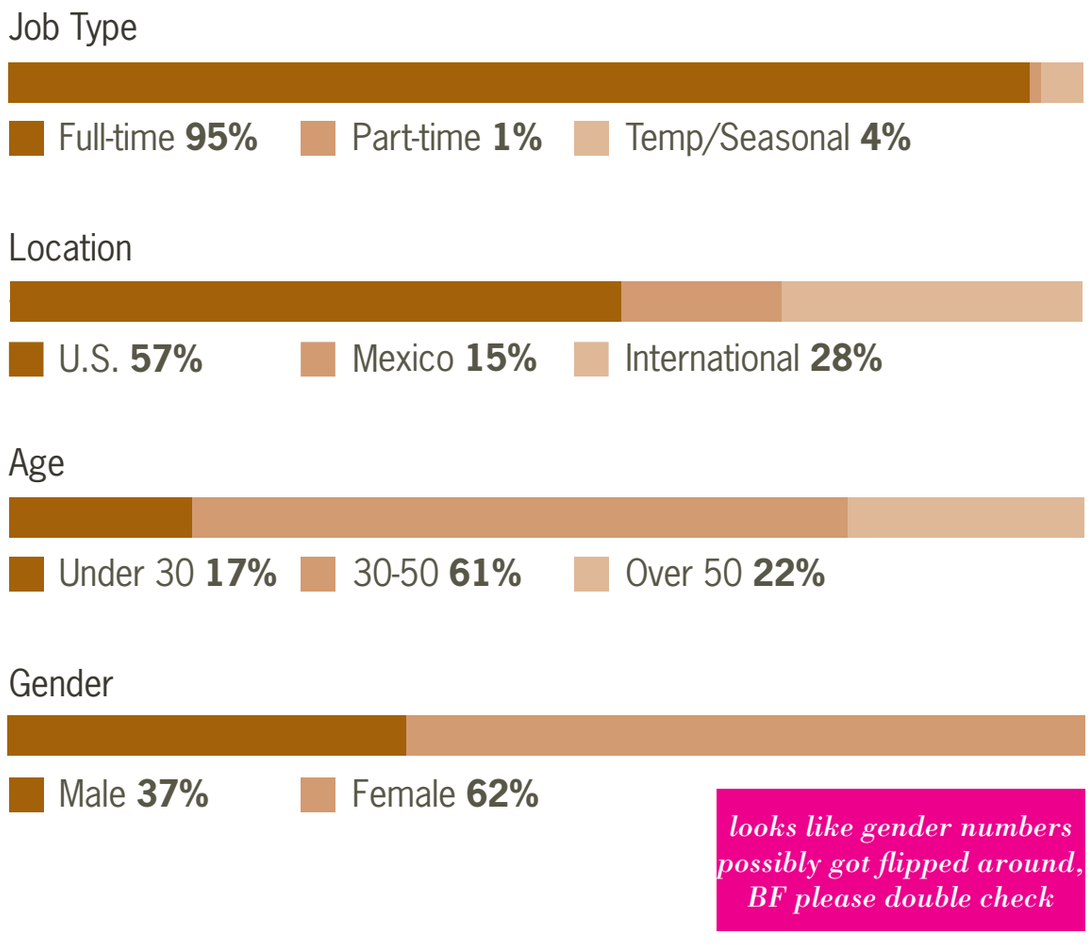
SAFETY*

Total incident rate per 100 full-time employees



Read more about health and safety here >

GLOBAL WORKFORCE**



looks like gender numbers possibly got flipped around, BF please double check

Read more about diversity and inclusion here >

*Indicates any work-related accident involving global production and Louisville Corporate Personnel. Data indicates any work-related fatalities globally.
**Numbers may not add to 100% due to rounding.

GENDER AND RACIAL DIVERSITY BY LEVEL, U.S.*

Percentage of total employees

	FEMALE	MALE	WHITE	BLACK	HISPANIC	ASIAN	OTHER
Board	27	73	93.3	6.7	—	—	—
Executive	26	74	83.5	4.4	3.3	—	8.8
Business Leader	36	64	78.6	6.3	3.6	4.5	7.1
Leader	46	54	82.6	6.7	6.7	2.5	1.4
Professional	63	37	81.2	9.0	5.5	1.9	2.4
Production	26	74	80.2	12.4	5.8	0.3	1.4
Temporary/Seasonal	65	35	77.7	14.9	6.8	—	0.7

Read more about diversity and inclusion here >

* Diversity data is as of April 30, 2019. Numbers may not add to 100% due to rounding. Other includes 2+ races (non hispanic/latino), Native American or Alaskan Indian, or categories left blank.

DIVERSITY BY JOB CATEGORY*

Percentage of total employees

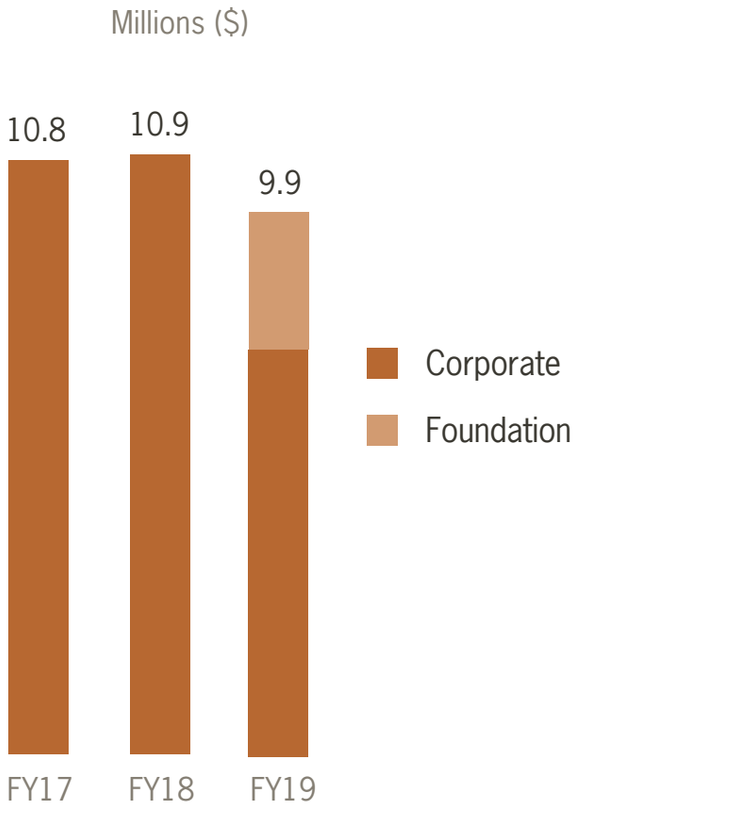
	MALE	FEMALE	WHITE	BLACK	HISPANIC	ASIAN	OTHER
Corporate, Sales & Marketing	48	52	81.3	7.3	5.2	2.7	3.5
Production	74	26	80.2	12.4	5.8	0.3	1.4
Temporary/Seasonal	35	65	77.7	14.9	6.8	—	0.7
Total Company	63	37	80.4	10.8	5.6	1.1	2.1

Read more about diversity and inclusion here >

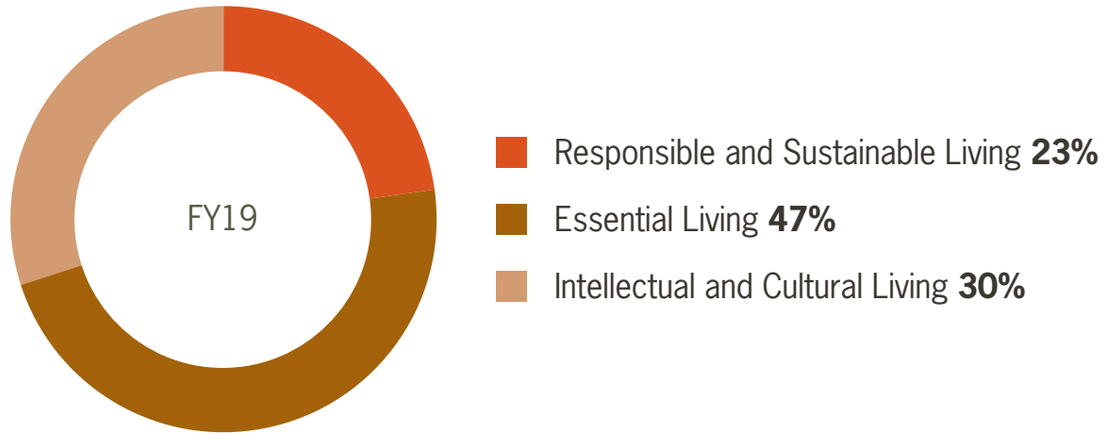
* Numbers may not add to 100% due to rounding. Unless otherwise noted, all data are for our fiscal year 2019, which ended April 30, 2019.

COMMUNITY INVOLVEMENT

TOTAL CASH CONTRIBUTIONS*



CHARITABLE CONTRIBUTIONS BY TYPE**



Read more about community involvement here >

*F19 corporate charitable contributions includes company-led employee campaigns.
**The charitable contributions by type are for the corporate cash contributions only; excludes B-F Foundation. Numbers may not add to 100% due to rounding.

This document contains statements, estimates, and projections that are "forward-looking statements" as defined under U.S. federal securities laws. Words such as "aim," "anticipate," "aspire," "believe," "can," "continue," "could," "envision," "estimate," "expect," "expectation," "intend," "may," "might," "plan," "potential," "project," "pursue," "see," "seek," "should," "will," "would," and similar words indicate forward-looking statements, which speak only as of the date we make them. Except as required by law, we do not intend to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise. By their nature, forward-looking statements involve risks, uncertainties, and other factors (many beyond our control) that could cause our actual results to differ materially from our historical experience or from our current expectations or projections. These risks and uncertainties include, but are not limited to:

- Unfavorable global or regional economic conditions and related low consumer confidence, high unemployment, weak credit or capital markets, budget deficits, burdensome government debt, austerity measures, higher interest rates, higher taxes, political instability, higher inflation, deflation, lower returns on pension assets, or lower discount rates for pension obligations
- Risks associated with being a U.S.-based company with global operations, including commercial, political, and financial risks; local labor policies and conditions; protectionist trade policies, or economic or trade sanctions, including potential retaliatory tariffs on American spirits and the effectiveness of our actions to mitigate the potential negative impact on our sales and distributors; compliance with local trade practices and other regulations, including anti-corruption laws; terrorism; and health pandemics
- Fluctuations in foreign currency exchange rates, particularly a stronger U.S. dollar
- Changes in laws, regulations, or policies – especially those that affect the production, importation, marketing, labeling, pricing, distribution, sale, or consumption of our beverage alcohol products
- Tax rate changes (including excise, sales, VAT, tariffs, duties, corporate, individual income, dividends, or capital gains) or changes in related reserves, changes in tax rules or accounting standards, and the unpredictability and suddenness with which they can occur
- The impact of the recently enacted U.S. tax reform legislation, including as a result of future regulations and guidance interpreting the statute
- Dependence upon the continued growth of the Jack Daniel's family of brands
- Changes in consumer preferences, consumption, or purchase patterns – particularly away from larger producers in favor of small distilleries or local producers, or away from brown spirits, our premium products, or spirits generally, and our ability to anticipate or react to them; legalization of marijuana use on a more widespread basis; shifts in consumer purchase practices from traditional to e-commerce retailers; bar, restaurant, travel, or other on-premise declines; shifts in demographic or health and wellness trends; or unfavorable consumer reaction to new products, line extensions, package changes, product reformulations, or other product innovation
- Decline in the social acceptability of beverage alcohol in significant markets
- Production facility, aging warehouse, or supply chain disruption
- Imprecision in supply/demand forecasting
- Higher costs, lower quality, or unavailability of energy, water, raw materials, product ingredients, labor, or finished goods
- Route-to-consumer changes that affect the timing of our sales, temporarily disrupt the marketing or sale of our products, or result in higher fixed costs
- Inventory fluctuations in our products by distributors, wholesalers, or retailers
- Competitors' and retailers' consolidation or other competitive activities, such as pricing actions (including price reductions, promotions, discounting, couponing, or free goods), marketing, category expansion, product introductions, or entry or expansion in our geographic markets or distribution networks
- Risks associated with acquisitions, dispositions, business partnerships, or investments – such as acquisition integration, termination difficulties or costs, or impairment in recorded value Inadequate protection of our intellectual property rights
- Product recalls or other product liability claims, or product counterfeiting, tampering, contamination, or quality issues
- Significant legal disputes and proceedings, or government investigations
- Failure or breach of key information technology systems
- Negative publicity related to our company, brands, marketing, personnel, operations, business performance, or prospects
- Failure to attract or retain key executive or employee talent
- Our status as a family "controlled company" under New York Stock Exchange rules, and our dual class share structure

For further information on these and other risks, please refer to the "Risk Factors" section of our annual report on Form 10-K and quarterly reports on Form 10-Q filed with the Securities and Exchange Commission.