



BROWN-FORMAN

LIVING OUR VALUES

THE BROWN-FORMAN CODE OF CONDUCT

LIVING OUR VALUES – INTEGRITY TRUST RESPECT TEAMWORK EXCELLENCE



- **ALCOHOL RESPONSIBILITY**
Reputational Risk / Alcohol Abuse
- **ANTI-CORRUPTION AND GLOBAL TRADE**
Books and Records / Third-Party Due Diligence /
Facilitating Payments / Gifts / Imports, Exports
and Trade Sanctions / Customs
- **ANTI-HARASSMENT AND ANTI-DISCRIMINATION**
Diversity / Fair Employment Practices / Abusive Conduct
- **COMMUNICATING ON BEHALF OF B-F**
Media Inquiries / Social Media
- **COMMUNITY RELATIONS**
Building Goodwill / Professional Development
- **COMPETITION AND ANTITRUST**
Fair Dealing / Improper Agreements /
Competitive Intelligence
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Phishing / Network Access / Secure Passwords
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Sustainability / Pollution Prevention
- **FINANCIAL INTEGRITY**
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Anti-Money Laundering
- **HEALTH, SAFETY AND SECURITY**
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- **POLITICAL ACTIVITIES**
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Responsible Collection, Use, Management
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- **PRODUCT QUALITY**
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- **PROTECTING ASSETS**
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Physical Property / Records Management
- **RESPONSIBLE ADVERTISING
AND MARKETING**
Transparency / Marketing Guidelines
- **WORKING WITH SUPPLIERS AND
BUSINESS PARTNERS**
Due Diligence / Conflicts of Interest /
Human Rights / Gifts

DIRECTORY OF RESOURCES

LIVING OUR VALUES

I BELIEVE THAT OUR VALUES ARE WHAT WILL ENABLE US TO THRIVE AND ENDURE FOR GENERATIONS TO COME.

“Nothing Better in the Market.” We say this a lot, but what did George Garvin Brown mean when he put it on the label of the first bottled bourbon, and why do we continue to say it today?



“Nothing Better” starts and ends with us, the people who make up Brown-Forman. It is the expectation for not only how we build our brands, but also how we treat each other, how we build relationships with our business partners, and how we support the communities we call home. We must live our core values to ensure there is Nothing Better in the Market -- now and for generations to come.

When we live our core values each and every day, our commitments shine through in everything we do. And when our values are challenged, we must raise and share these situations in order to learn and grow from them. If you notice someone who does not seem to be living our values, I trust that you will share your concerns.

Live our values and uphold our Code of Conduct. If we can do these two things, there will continue to be “Nothing Better in the Market” than Brown-Forman.

Lawson Whiting
Chief Executive Officer



LIVING OUR VALUES (CONT.)

THIS CODE IS THE FRAMEWORK FOR CONNECTING OUR VALUES TO THE JOB YOU DO EACH AND EVERY DAY.

At Brown-Forman, our values define who we are and what we aspire to be as a company. Our values guide our behavior and help us to make the right choices, and we expect everyone at Brown-Forman to live our values every day.

Our Code of Conduct is the commitment we make as employees to live our values of Integrity, Trust, Respect, Teamwork and Excellence. The Code is made up of our policies, which establish our obligations to Brown-Forman and apply to all employees globally. Everyone is expected to know and comply with company policy.

We realize that real-life application of our policies can be complex. When faced with a difficult situation, have the courage to consult with colleagues to determine what course of action would be most consistent with our values.

Finally, if you become aware of a potential violation of the law, our Code or policy, or are concerned that you may violate one of these, please escalate the concern to me, HR, or any senior leader. You may also report concerns anonymously via [Ethicspoint](#). Anyone who is proven to violate our Code, our policies or the law (or fails to report a violation) will face disciplinary action, which may include termination. We prohibit retaliation against anyone who makes a good faith report or assists in an investigation into alleged misconduct. Regardless of whom you contact, know that you're doing the right thing.

Thank you for living our values.



Jerry Kral

Chief Ethics, Compliance
and Risk Officer

Jerry_Kral@b-f.com





ALCOHOL RESPONSIBILITY

WHICH STATEMENT REFLECTS OUR VALUES?

“I know alcohol responsibility is important to Brown-Forman. However, it’s not clear to me what I am expected to do, so I just focus on my work.”

“Although I’ve made a private and personal decision not to drink, I feel respected by my colleagues and business partners. At every Brown-Forman event, there is an array of alcohol-free drink options to choose from and no one ever asks why I’m not drinking alcohol.”

Our mission is to empower mindful choices around beverage alcohol. We strive to create a responsible drinking culture both inside and outside of Brown-Forman, and we’re proactive to ensure everyone feels welcome and has a positive experience with Brown-Forman and our brands. We model responsible behaviors, abide by legal requirements and take action to prevent alcohol-related harm. We do this by engaging in initiatives such as the Pause Campaign, safe ride programs, brand programs, the SPIRIT ERG, education tools and partnerships with organizations working on alcohol responsibility.

As a Brown-Forman employee, you are a champion of responsibility. When our values are put into action, it helps ensure the long-term sustainability of Brown-Forman. If you choose to consume or serve alcohol in any setting, whether personal or business, you are expected to act responsibly. If you choose not to drink, we respect your choice. We encourage everyone to explore their unique relationship with alcohol and to take advantage of the educational tools and support provided through the SPIRIT ERG and other programs available through our Employee Assistance Program (EAP).



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ANTI-CORRUPTION AND GLOBAL TRADE

WHICH STATEMENT REFLECTS OUR VALUES?

“My supervisor suggested offering an additional payment to help expedite the customs clearance process.”

“When a container is stuck at the border, we work with the authorities to understand the issue and address their concerns, even if it means product is delayed and incurs storage fees.”

Our success is based on the quality of our products and the hard work of our people. We do not exchange bribes or kickbacks, or engage in other corrupt behavior to advance our business. We follow the laws of the countries where we operate, including import, export and customs laws, and if a local law or practice conflicts with our Code or our policies, we always follow the stricter standard.

Don't offer or accept anything of value in exchange for a business favor. Remember, a bribe can be something other than cash – a gift, free product, meals or entertainment; even a trip could be considered a bribe if it's offered in exchange for favorable treatment. If you're not sure whether an offer is OK, check our policies or ask for guidance before you make or accept it.

We are responsible for the actions of those who represent us, so make sure our business partners and suppliers don't offer or accept bribes either. Follow our due diligence procedures, and accurately record all payments and expenses. Take care to avoid even the appearance of impropriety, and speak up if you see or suspect bribery or corruption, in any form.



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ANTI-HARASSMENT AND ANTI-DISCRIMINATION

WHICH STATEMENT REFLECTS OUR VALUES?

“My coworker was assigned to a special project because he is single – my supervisor assumed he could better handle the travel involved.”

“My supervisor invited me to work on a new project team based on my past performance.”

We believe that diversity and inclusion make better, stronger, more successful teams. We value and celebrate the unique contribution that every person brings to Brown-Forman, and we promote an open and inclusive culture where people – all people – are treated with fairness, dignity and respect.

Give everyone an equal chance to succeed. Maintain zero-tolerance for any form of abuse or harassment. And speak up about any breach of respect or any work-related decisions that are inconsistent with our values.



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COMMUNICATING ON BEHALF OF B-F

WHICH STATEMENT REFLECTS OUR VALUES?

“If I see bad information posted on social media about Brown-Forman, I always correct it. People should hear from someone who works here.”

“Whenever I speak about Brown-Forman on social media, I make it clear that my views are my own.”

We’re proud of the stellar reputation that generations of Brown-Forman employees have built, and we work hard to preserve it. One inadvertent comment to the press, one sarcastic blog post, one impulsive comment directed at a consumer – all can have serious repercussions for Brown-Forman and the reputation we’ve worked so hard to earn. That’s why we have designated individuals to serve as official Brown-Forman spokespersons.

Unless you are authorized to do so, don’t make any public statements on behalf of Brown-Forman. Forward inquiries to Corporate Communications to ensure that accurate and complete information is conveyed to the public, to regulatory authorities and others.

Be responsible in your use of social media. Make sure that any opinions you express are identified as your own, and not those of Brown-Forman. And don’t post anything that would violate our policies, such as confidential information or the logos of Brown-Forman or its affiliates.



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COMMUNITY RELATIONS

WHICH STATEMENT REFLECTS OUR VALUES?

“I have important work projects that are due, but they will have to wait as my volunteer commitments come first.”

“I’m personally committed to nonprofits that align with my interests, and I balance my community service with my work priorities.”

A vibrant and thriving community is core to Brown-Forman’s purpose of enriching the experience of life. We believe it is vital that we invest in the communities and locations where our employees live and work around the world by thoughtfully deploying our time, talent and resources. This approach to community relations reinforces Brown-Forman’s culture of caring, builds goodwill and engages consumers with our brands and even provides professional development for our employees to help us attract, retain and engage exceptional talent.

We collaborate with a variety of mission-driven organizations focused on enhancing intellectual and cultural living, ensuring essential living standards and empowering responsible and sustainable living. You are encouraged – but not required – to participate in Brown-Forman community relations initiatives that are the most meaningful for you. Take care to ensure that your participation doesn’t negatively affect the time, energy, passion and delivery of results you bring to your job.



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COMPETITION AND ANTITRUST

WHICH STATEMENT REFLECTS OUR VALUES?

“When interviewing candidates who work for competitors, I try to get as much information about pricing and costs as possible.”

“A candidate I was interviewing tried to share a competitor’s pricing strategies. I told her it was proprietary and changed topics.”

We put our brands to the test in the marketplace and let our superior products – not unethical practices – drive our success. We follow competition and antitrust laws and compete fairly, knowing that any conduct that limits (or even appears to limit) competition can violate not only these laws, but our sense of what’s right.

Don’t let a casual conversation with other industry players turn into something improper or unlawful. Avoid any agreements with competitors that could restrict competition. Make sure we bid fairly in any competitive bidding situation. And, in gathering information about our competitors, use only lawful and ethical methods and publicly available sources.



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CYBERSECURITY

WHICH STATEMENT REFLECTS OUR VALUES?

“The vendor I’m working with is on vacation and suggested I send some confidential contracts to him using WhatsApp. Since I need them reviewed immediately, I’ll prioritize speed over security and do as he suggests.”

“I got an email from my friend asking me to check out a cool video. I clicked on it and it showed me nothing. I realized that I fell for a phish! I contacted the IT Service Desk immediately and they were able to contain the malware.”

We are good stewards of data and conscientious about data security, ensuring our information and systems are protected from unauthorized access, modification or loss. The internet is filled with threats, from phishing emails to malicious websites. Careless activities online can put Brown-Forman at risk, so we err on the side of caution and contact IT Security if we become aware of any suspicious activity.

Observe good cybersecurity practices. Keep your password updated and secure. Never open emails from unknown senders or emails that are inconsistent in tone or subject matter, even if you believe the source. Don’t install unauthorized software, applications, hardware or storage devices on your Brown-Forman-issued device(s), and don’t conduct business over unauthorized applications or devices. Immediately report to IT Security any situation in which systems or data security may have been compromised.



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ENVIRONMENT

WHICH STATEMENT REFLECTS OUR VALUES?

“While visiting a supplier, I saw some employees dumping waste into the sewer. Since they are our low-cost supplier, I decided not to say anything to my manager.”

“I had an idea that would reduce waste at our office so I told my manager about it and volunteered to help implement it. It’s a small improvement, but I wanted to do my part.”

We rely on the natural world for the high-quality ingredients we use to create our premium brands, including grains, grapes, agave, clean water and white oak. Being good stewards of the environment is part of who we are, and a critical part of Building Forever. We work diligently in all we do – from package design to office design, to transporting our products around the globe, and from waste reduction to reuse and recycling – to sustain the natural world that serves us so well.

Do your part to help us protect and conserve the natural resources we rely on. Comply with internal policies and procedures as well as local environmental laws and regulations. Cooperate with officials charged with enforcing regulations designed to protect and sustain our natural resources and environment.



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FINANCIAL INTEGRITY

WHICH STATEMENT REFLECTS OUR VALUES?

“My manager knows me well and is OK if my expense report is missing a few details or receipts.”

“When I create my expense report, I verify that the entries are accurate and the required receipts are attached.”

We manage our finances responsibly and rely on every employee – not just those in Accounting and Finance – to create and maintain records that are accurate and complete. Financial integrity ensures we meet our financial commitments and establishes confidence in our systems and reporting. It empowers us to make good business decisions that impact each one of us and drive Brown-Forman’s long-term success.

Be honest. Be transparent. Provide supporting documentation and obtain all necessary approvals. Whether you’re filling out a sales order or an expense report, or filing a financial statement or any other “record,” follow our internal controls and processes. Be alert for any suspicious financial transaction to guard against crimes like fraud, embezzlement and money laundering. And check our Records Management Policies to make sure you’re storing, managing and disposing of information properly.



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HEALTH, SAFETY AND SECURITY

WHICH STATEMENT REFLECTS OUR VALUES?

“I hosted a team building event that incorporated go-cart racing. One of our team members had an accident and went to the ER with a broken wrist. The team member was too embarrassed to report the accident.”

“In the early stages of planning our team building event, we ran several ideas by Risk Management to find one that met company guidelines and allowed our team to participate safely.”

We recognize that our most important asset is our people. We have policies and procedures in place designed to keep Brown-Forman injury-free, but a healthy and safe work environment requires a team effort.

Observe safe work practices. Follow our policies and the law to reduce risk and to keep Brown-Forman in compliance with health and safety regulations. Speak up about any potential hazards, near misses or injuries. If you should experience a work-related injury, please contact HR, Risk Management or the Health and Safety Team for guidance as soon as possible. If you are unsure if something is risky, please contact Risk Management.

Keep our workplace violence-free, too, by being alert to what is going on around you and speaking up about any threats, intimidation, behaviors of concern or property damage. Follow all security policies for your location, especially those that relate to wearing your badge and escorting visitors.



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INSIDER TRADING

WHICH STATEMENT REFLECTS OUR VALUES?

“I heard we’re about to launch a new Jack Daniel’s flavor. It’s a good time for me to buy shares of Brown-Forman.”

“If I have inside information about Brown-Forman, I keep it confidential and never buy or sell stock based on it.”

We recognize that we’re often insiders and possess material nonpublic (“inside”) information about Brown-Forman or companies with which we do business; we never take advantage of that. We’re in a position of trust when it comes to this information, so we never buy or sell Brown-Forman stock based on it or “tip” off others so they may trade. Insider trading is not only unfair and a violation of our Code, it’s illegal.

Make sure you know the kind of information considered inside information and protect it. It can include news or information about a merger or acquisition, significant new products, business performance, earnings guidance or other events that may impact Brown-Forman’s stock price.

If you’re not sure if information is considered inside information, ask before trading. If you’re not sure if information has been released to the public, treat it as though it is still confidential. And if you are subject to a trading window or blackout period, don’t trade until the restriction has been lifted.



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POLITICAL ACTIVITIES

WHICH STATEMENT REFLECTS OUR VALUES?

“While at work, I am asking my colleagues to donate money to candidates from the political party I support.”

“At a recent school board meeting, the mayor asked me about Brown-Forman’s position on a controversial local tax proposal. I told her that I was unable to speak on behalf of the company and referred her to Brown-Forman’s Public Affairs office.”

Brown-Forman recognizes that employees have personal views and that there are sure to be differing political perspectives between employees. In the spirit of living our core value of “respect,” the best advice is for personal discussion on political topics to occur outside the work environment, and on your personal time.

We encourage employee involvement in their communities. We believe our employees’ politics are their own choice and must remain separate from the work they do for Brown-Forman. Brown-Forman’s political activity is managed by Public Affairs, and only Public Affairs is authorized to engage in any type of political activity on behalf of Brown-Forman. In any of your civic or political activities, ensure that you’re not giving the impression that your actions or opinions represent Brown-Forman.

If you decide to become a candidate for public office, talk to your manager to ensure that your political activities will not impact your ability to do your job, and inform the Public Affairs office. Brown-Forman cannot fund your political activity, either directly or indirectly, so Brown-Forman will not reimburse you for expenses or contributions to candidates. Additionally, using Brown-Forman’s resources, such as email, copiers, postage or phones for political campaigning, regardless of the candidate or issues involved, is prohibited by law. Laws governing political activities are complex, please reach out to Brown-Forman’s Public Affairs office for assistance.



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PRIVACY

WHICH STATEMENT REFLECTS OUR VALUES?

“When reaching out to our promotional contractors, I send group emails. I put transparency and efficiency over concerns for privacy.”

“My sister is starting up a new business and asked for names and email addresses of attendees at a recent promotion. I told her I couldn’t provide that information.”

We respect the privacy of our consumers, coworkers, business partners and suppliers and handle their personal information with care and in accordance with applicable laws. We recognize the sensitivity of this information and the critical responsibility we have to collect, store, use, share and dispose of their personal data in a way that won’t put it at risk.

Know the kind of information that’s considered “personal information.” Use it in the way it’s supposed to be used, follow our data handling policies when handling it, and don’t share it with anyone – inside or outside of Brown-Forman – who doesn’t have a legitimate business need for it. Be proactive. Report any suspected data breaches to the Privacy Compliance Officer.



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PRODUCT QUALITY

WHICH STATEMENT REFLECTS OUR VALUES?

“I have so many deadlines to make, even if it puts quality at risk, I’ve got to take this shortcut just to get it all done.”

“There may be an issue with one of the bottling processes at my facility. I’ll let my supervisor know right now, so it can be looked into.”

George Garvin Brown raised the bar in our industry when he introduced the first bottled whiskey in 1870. That passion to innovate and the drive to assure quality are at the core of who we are as a company, and in the 150 years that followed, quality, craftsmanship and authenticity have guided everything we do.

As Jack Daniel said, “Every day we make it, we make it the best we can.” Do your part to make sure our brands meet or exceed our internal standards as well as the standards set by laws, regulations and our industry. Be sure to monitor quality across our entire supply chain, too. If you become aware of anyone or anything compromising the integrity of our product, share your concerns immediately with your manager.



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PROTECTING ASSETS

WHICH STATEMENT REFLECTS OUR VALUES?

“My cousin wants to use a modified version of the Jack Daniel’s label as the logo of his new landscaping business. I told him that would be a great way to show support for the brand.”

“My friend asked me for a jpeg of the Old Forester label so she can sell personalized labels online. I know our logos and labels are Brown-Forman’s (or our affiliate’s) intellectual property so I told her I could not provide it.”

We passionately protect all of the things that make us Brown-Forman. From intellectual property (like trademarks, trade secrets and business methods) and information assets (like marketing plans, product costs and pricing plans) to technology and tools (like our networks and data) and physical assets (like your Brown-Forman-issued smartphone), we believe all serve to give us a competitive advantage in the marketplace.

Remember that one breach, one misstep, one unfortunate choice – even if unintentional – can provide our competitors with an advantage, harm our reputation and erode the trust of our stakeholders and consumers. Be a good steward, do not share confidential information with anyone outside of Brown-Forman and only share with those inside Brown-Forman who need to know. Use our assets in the way they’re meant to be used. And protect all of our assets from misuse, mishandling, fraud and theft.

Disposing of assets is just as important as keeping them safe. Check our Records Management Policies to make sure you’re storing, managing and disposing of information properly.



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RESPONSIBLE ADVERTISING AND MARKETING

WHICH STATEMENT REFLECTS OUR VALUES?

“We’re sending an email newsletter to consumers and we’d like to include a few photographs. I’m assuming everyone depicted is of legal drinking age, but I can’t really be sure.”

“Before I send out any type of communication, whether it’s for employees or consumers, I make sure anyone depicted in photographs is of legal drinking age.”

We are committed to selling our products to adults of legal drinking age in a manner that is both responsible and appropriate. To meet this commitment, we are fair, truthful and transparent in our marketing and advertising, and we comply with laws as well as industry guidelines and standards in all countries where we do business when it comes to brand advertising, consumer communications, promotional events, packaging, labels, and distribution and sales materials.

If your job responsibility includes marketing or advertising our brands, follow both the letter and the spirit of our policies and all applicable guidelines. Be sure to seek help anytime you’re unsure about what’s required.



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WORKING WITH SUPPLIERS AND BUSINESS PARTNERS

WHICH STATEMENT REFLECTS OUR VALUES?

“Once I conduct my due diligence in selecting a supplier or business partner, I rest assured and never bother checking to see if anything may have changed.”

“I do my best to choose suppliers and business partners that share our values. Then I monitor them to ensure they live up to their reputation.”

We recognize that ethical partnerships – ones built on trust, transparency and mutual respect – are a key part of our success. So we choose business partners and suppliers who meet their contractual obligations, honor our values and maintain high business standards. Brown-Forman can be held responsible for the actions of its business partners and suppliers, so it’s critical to know who we are engaging with and for what purpose.

Source responsibly. Make decisions based on objective factors like quality, price and reliability, and do so in a transparent manner.

Be especially alert to potential conflicts of interest, human rights abuses and acts of bribery and corruption – any conduct that reflects poorly on our partners, reflects poorly on us. Report all potential conflicts immediately.



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CONTACTS

Anti-Corruption Compliance Officer

Antitrust Compliance Officer

Chief Accounting Officer

Chief Ethics, Compliance and
Risk Officer

Director of Environmental Health
and Safety

Director of External Communications

Director of Global Community Relations

Director of Global Security

Equal Employment Opportunity
Compliance Officer

Global Alcohol Responsibility Manager

Global Director of Corporate Health,
Safety and Crisis Management

Global Director of IT Security

Global Director of Quality Assurance

Global Public Affairs Director

Human Resources

Intellectual Property Compliance Officer

Privacy Compliance Officer

Securities Law Compliance Officer

Trade Regulations and Marketing Practices
Compliance Officer



Brown-Forman prohibits retaliation against employees who report acts inconsistent with our core values and Code of Conduct.

