

2016 SCORECARD

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COMPANY HIGHLIGHTS*

NUMBER OF
EMPLOYEES

4,595

FISCAL YEAR
NET SALES

\$4.0B

DEPLETIONS
WORLDWIDE

40.5M

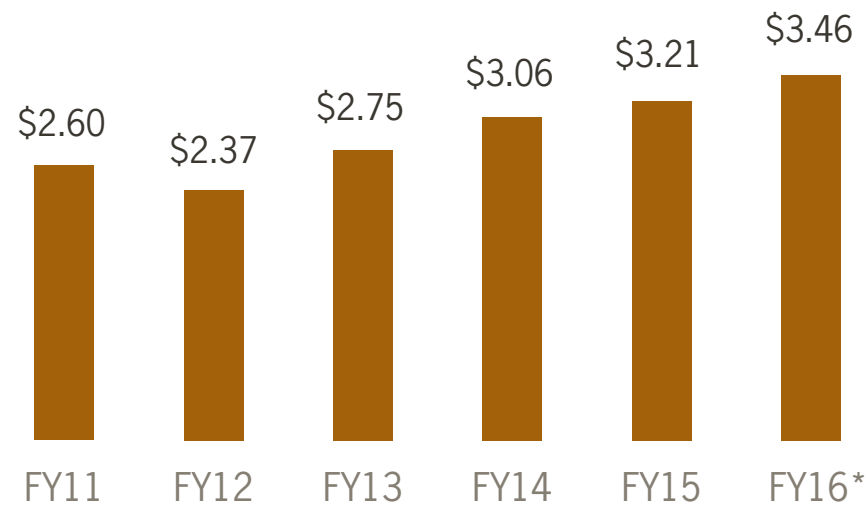
9-liter cases

TOP 5 EMPLOYEE LOCATIONS

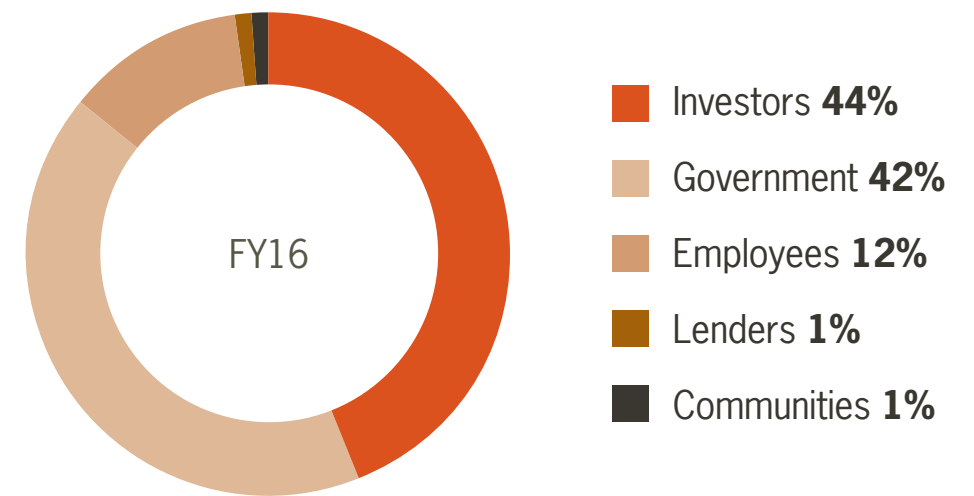


* Unless otherwise noted, data are for our fiscal year 2016, which ended April 30, 2016. Financial data is shown in U.S. dollars.

REPORTED EARNINGS PER SHARE, DILUTED



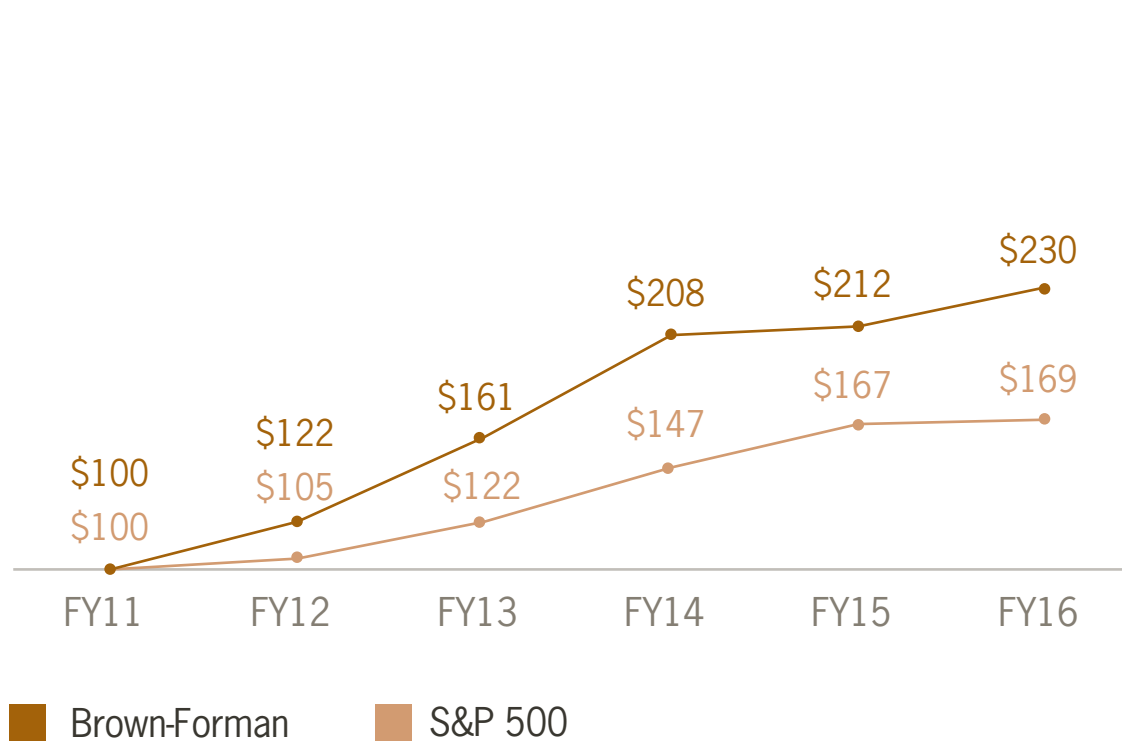
CASH DISTRIBUTED TO STAKEHOLDERS**



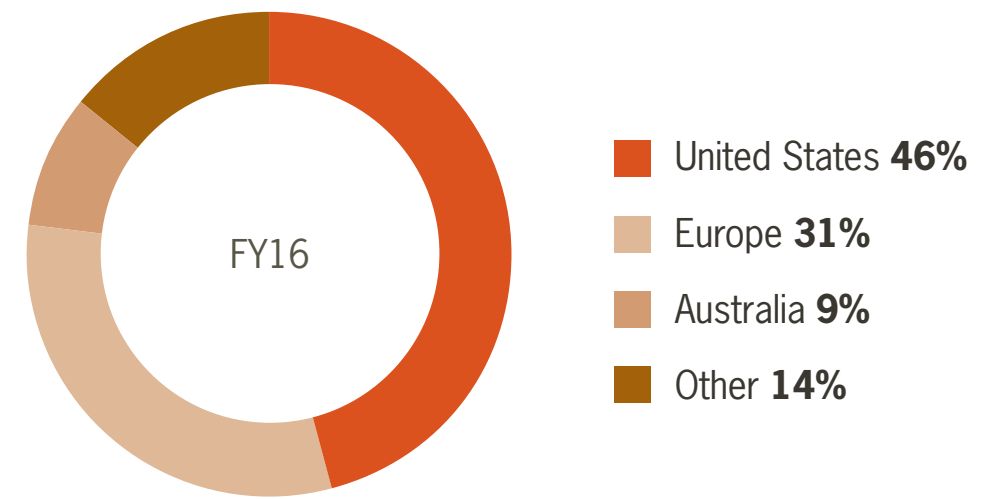
* Excludes the impact from Acquisitions & Divestitures.

** 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 2016. Numbers may not add to 100% due to rounding.

TOTAL SHAREHOLDER RETURN VS. INDEX*



TOTAL REVENUE BY REGION

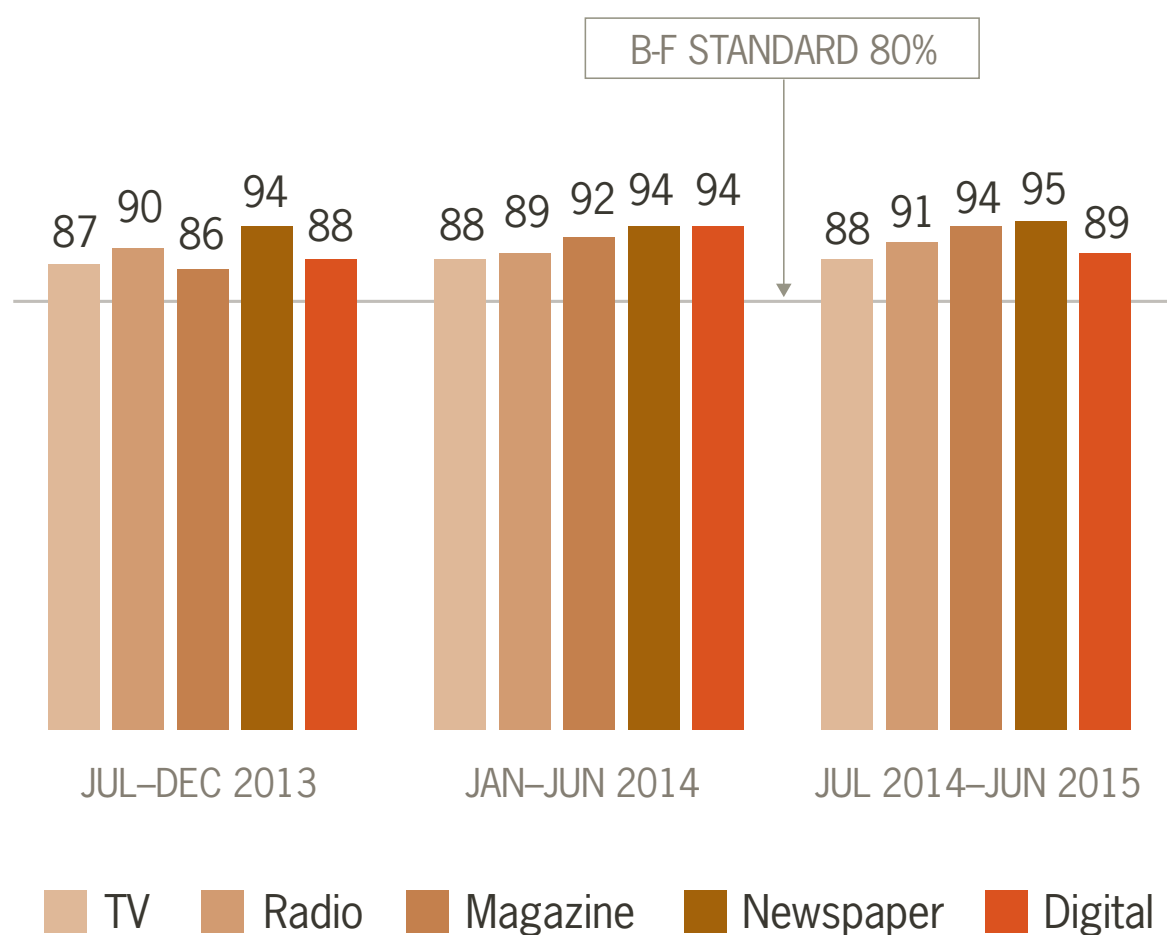


Read more about our company highlights [here](#) >

* \$100 invested on 4/30/11 in stock or index, including reinvestment of dividends.

ALCOHOL RESPONSIBILITY

MEDIA IMPRESSIONS LDA AND ABOVE, U.S.*



GLOBAL ADVERTISING COMPLAINTS COMPLAINTS UPHELD

2015 - 2016

	Complaints	Result
Australia**		
May 2015	1	partially upheld
January 2016	1	corrected

Read more about our commitment to alcohol responsibility [here](#) >

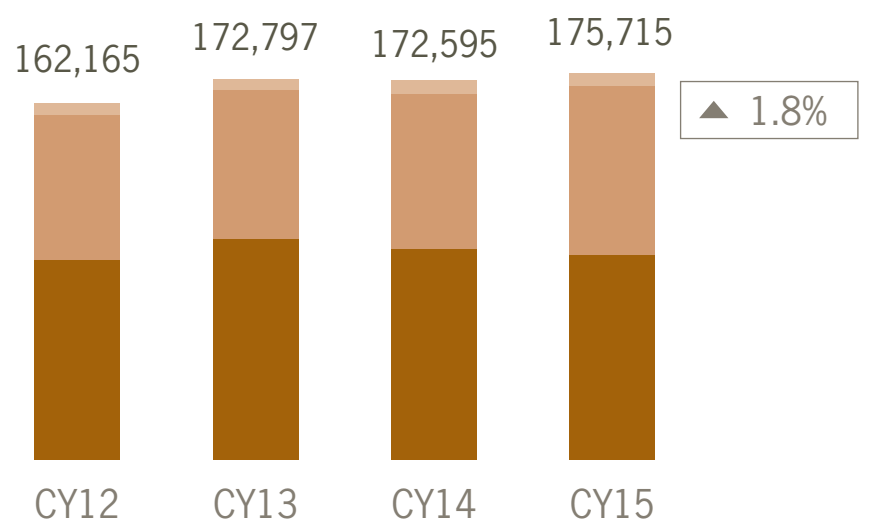
*The agency tracking media impressions changed in July 2014. Impression data from July 2014 forward will be reported in annual increments, rather than biannual.

**Australia: Complaints filed through the Alcohol Beverage Advertising Code (ABAC). May 2015 complaint partially upheld on one of three grounds. Ad was withdrawn from rotation. January 2016 complaint was an error in placement, not content, and was immediately corrected by agency.

ENVIRONMENTAL SUSTAINABILITY

GREENHOUSE GAS EMISSIONS*

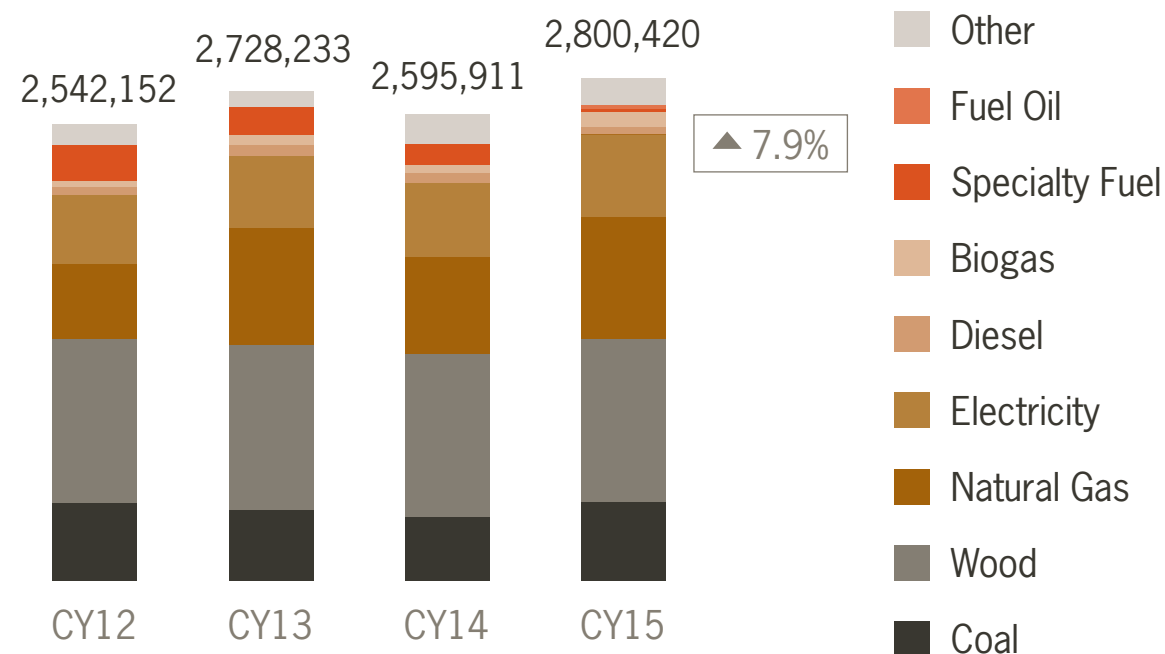
Metric tons CO₂e by Scope 1, Scope 2, and Scope 3



■ Direct (Scope 1) ■ Indirect (Scope 2) ■ Optional (Scope 3)

ENERGY**

Total usage, MMBTUs



- Other
- Fuel Oil
- Specialty Fuel
- Biogas
- Diesel
- Electricity
- Natural Gas
- Wood
- Coal

[Read more about our environmental sustainability here >](#)

* More details of Brown-Forman's verified greenhouse gas inventories, from 2005-2014, are available at The Climate Registry's public reports website at <https://www.cris4.org/> and are verified Climate Registered by the organization. At the time of publishing this report, the calendar year 2015 greenhouse gas (GHG) emissions are 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 CY14 to CY15. While facilities continued to implement emissions reduction projects, GHG emissions increased due to significant production increases. Although total emissions increased slightly, of note were projects such as efficiency improvements of natural gas boilers and increased use of our biomass boiler which led to emissions reductions.



** 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 or verification of the inventory. Other includes propane, gasoline and kerosene. While facilities continued to implement energy efficiency projects and process improvements, significant production increases across facilities resulted in increased energy use. Percent change is from CY14 to CY15.

TOTAL WATER USE*

Gallons used, millions

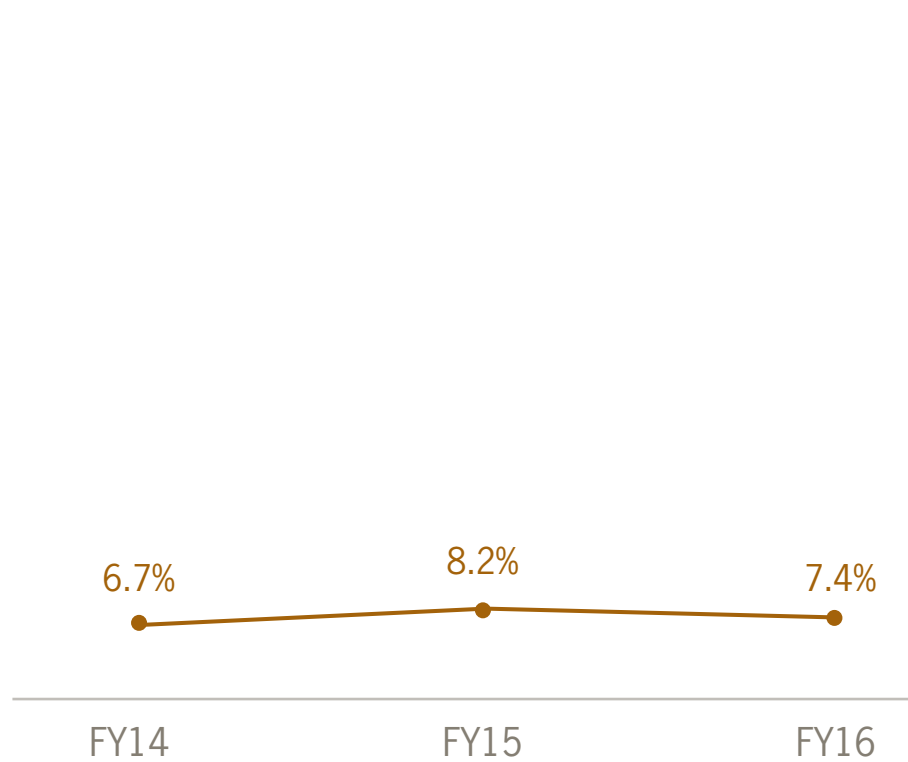


Read more about our water use [here](#) >

*Water use includes production use in the U.S., Canada, and International owned production operations. Data excludes field offices and vineyard irrigation use. In CY2015 we continued to report decreases in absolute water use, as well as improvements in efficiency of water usage in gallons of water used per 9L case. These improvements were driven primarily by process changes that reduced water use, and the increased use of recycled water. Percent change is from CY2014 to CY2015.

EMPLOYEE RELATIONS AND DIVERSITY

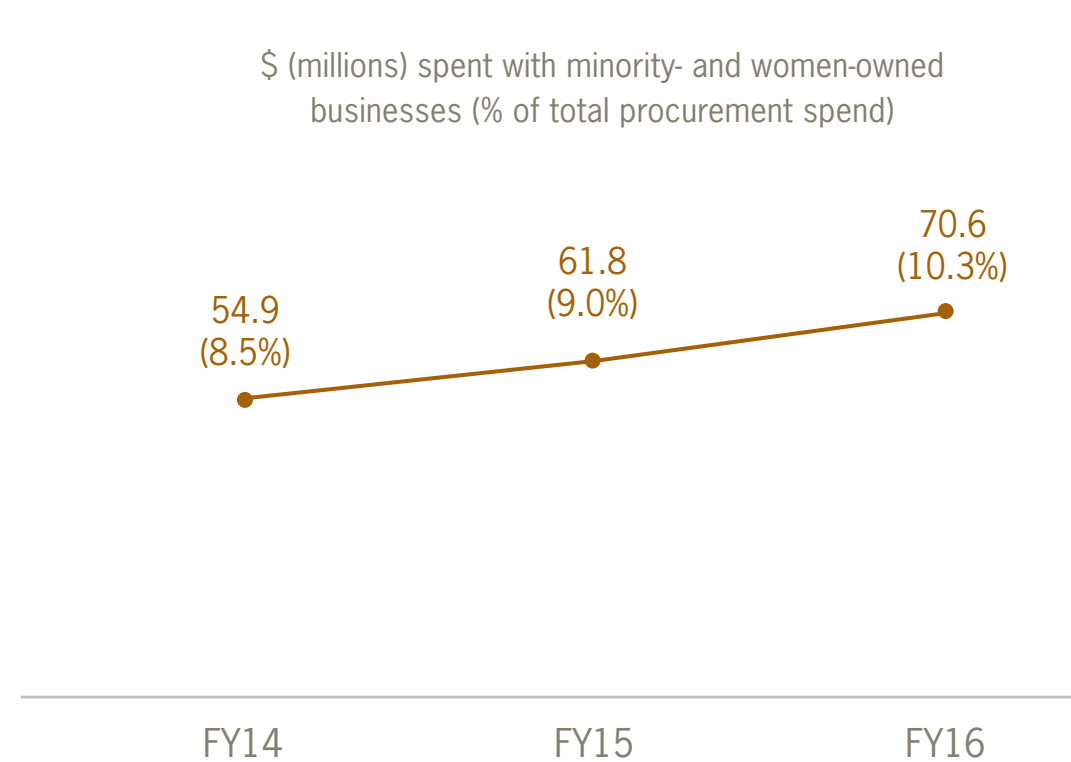
GLOBAL VOLUNTARY TURNOVER



Read more about employee engagement [here](#) >

SUPPLIER DIVERSITY, U.S.*

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

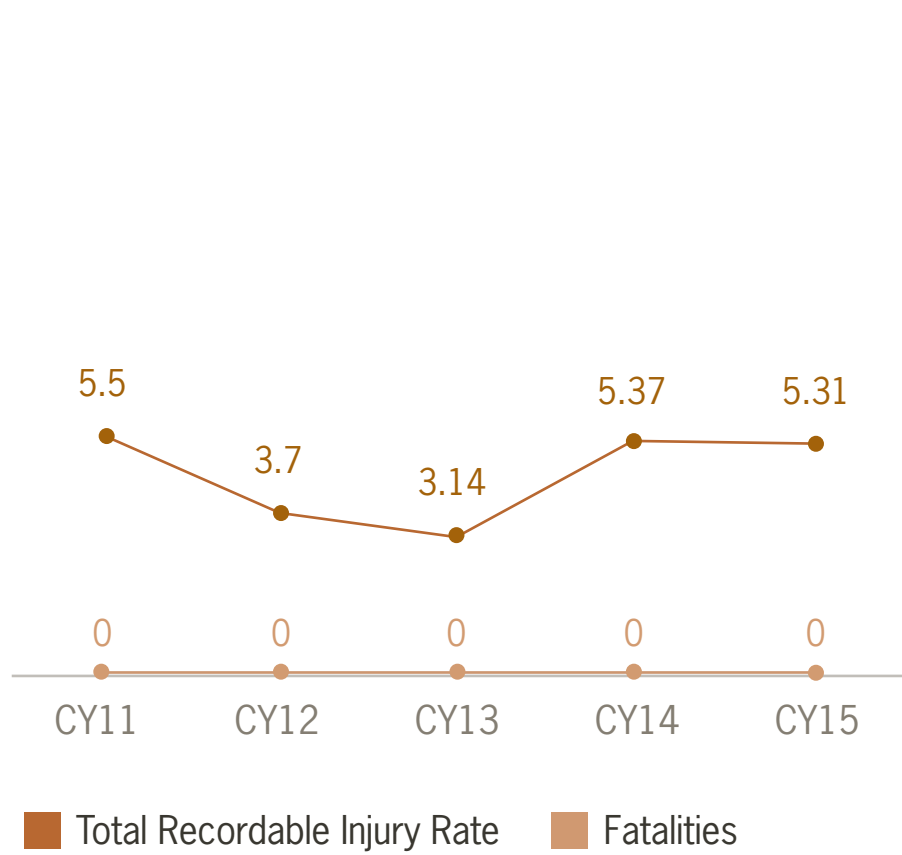


Read more about supplier diversity [here](#) >

* Previous years' data has been restated due to improved data management systems. Our goal is to source 16% of all our procurement from minority- and women-owned businesses by 2020.

SAFETY*

Total incident rate per 100 full-time employees



[Read more about health and safety here >](#)

GLOBAL WORKFORCE**

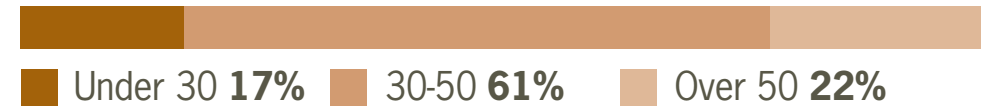
Job Type



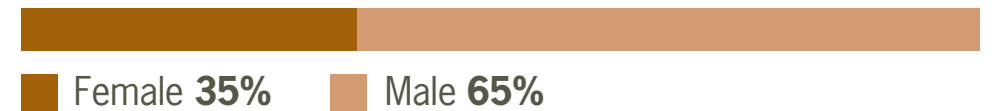
Location



Age



Gender



[Read more about diversity and inclusion here >](#)

* 2012-2015 rate indicates any work-related accident involving global production and Louisville Corporate Personnel. Prior years included only U.S. production and Louisville Corporate Personnel. Data indicates any work-related fatalities globally.
 ** Numbers may not add to 100% due to rounding.

Employee Relations and Diversity Scorecard

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

Percentage of total employees

	MALE	FEMALE	WHITE	BLACK	HISPANIC	ASIAN	OTHER
Board	83	17	91.7	8.3	0.0	0.0	0.0
Executive Officers	70	30	90.0	0.0	10.0	0.0	0.0
Senior Managers/Directors	72	28	87.7	7.2	3.6	1.4	0.0
Managers/Directors	62	38	85.9	5.9	6.1	2.0	0.2
Lead/Sr. Professionals	51	49	81.7	5.1	7.7	4.3	1.3
Professionals	47	53	83.3	8.3	5.6	1.4	1.4
Entry-Level/Sr. Administrative	21	79	81.8	10.4	3.9	2.6	1.3
Administrative (Non-exempt)	7	93	82.1	10.7	3.6	0.0	3.6
Non-exempt	16	84	84.0	12.0	4.0	0.0	0.0
Hourly Production	84	16	82.1	11.7	5.7	0.1	0.5
Temporary/Seasonal	33	67	74.3	12.3	11.7	1.1	0.6

Read more about diversity and inclusion [here](#) >

* Board diversity data is per Proxy Statement, June 28, 2016. All other diversity data is as of April 30, 2016. Numbers may not add to 100% due to rounding.

Employee Relations and Diversity Scorecard

DIVERSITY BY JOB CATEGORY*

Percentage of total employees

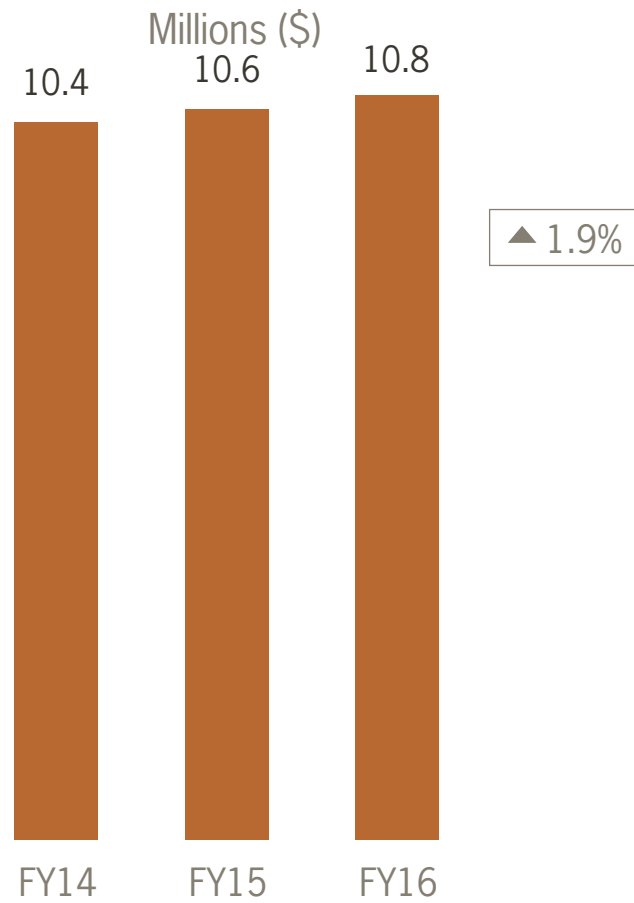
	MALE	FEMALE	WHITE	BLACK	HISPANIC	ASIAN	OTHER
Corporate, Sales & Marketing	52	48	81.8	7.4	5.6	2.6	2.6
Production/Hourly	76	24	82.9	10.4	5.6	0.3	0.8
Temporary/Seasonal	33	67	74.3	12.3	11.7	1.1	0.6
Total Company	65	35	82.0	9.5	6.0	1.1	1.4

Read more about diversity and inclusion [here](#) >

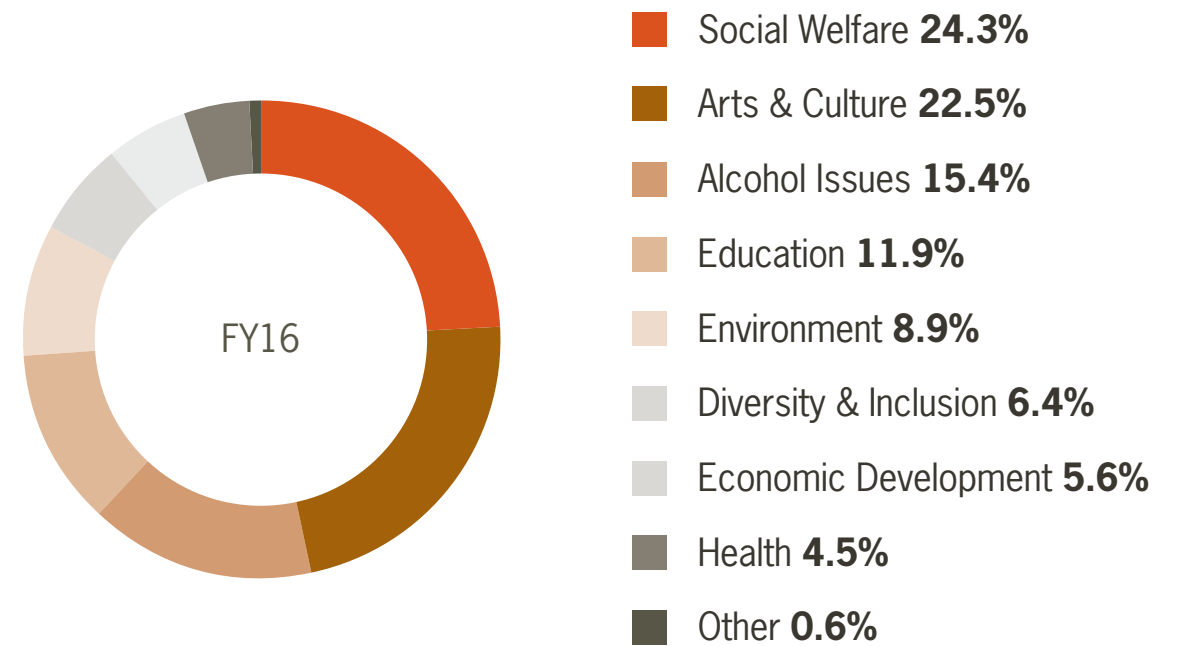
* Numbers may not add to 100% due to rounding. Unless otherwise noted, all data are for our fiscal year 2016, which ended April 30, 2016.

COMMUNITY INVOLVEMENT

TOTAL CASH CONTRIBUTIONS*



CHARITABLE CONTRIBUTIONS BY TYPE**



[Read more about community involvement here >](#)

*Includes company-led employee campaigns. Previous years' data may differ due to refining of data management systems.
 **Numbers may not add to 100% due to rounding.

This report contains statements, estimates, or projections that are “forward-looking statements” as defined under U.S. federal securities laws. Words such as “aim,” “anticipate,” “aspire,” “believe,” “continue,” “could,” “envision,” “estimate,” “expect,” “expectation,” “intend,” “may,” “plan,” “potential,” “project,” “pursue,” “see,” “seek,” “should,” “will,” and similar words identify 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 other factors 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; 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, capital gains) or changes in related reserves, changes in tax rules (for example, LIFO, foreign income deferral, U.S. manufacturing and other deductions) or accounting standards, and the unpredictability and suddenness with which they can occur.
- 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 smaller distilleries or local producers, or away from brown spirits, our premium products, or spirits generally, and our ability to anticipate or react to them; bar, restaurant, travel, or other on-premise declines; shifts in demographic trends; unfavorable consumer reaction to new products, line extensions, package changes, product reformulations, or other product innovation.
- Decline in the social acceptability of beverage alcohol products 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 implementation-related or fixed costs.

- Inventory fluctuations in our products by distributors, wholesalers, or retailers.
- Competitors’ 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, or termination difficulties or costs, or impairment in recorded value.
- Inadequate protection of our intellectual property rights.
- Product recalls or other product liability claims; product counterfeiting, tampering, contamination, or product quality issues.
- Significant legal disputes and proceedings; government investigations (particularly of industry or company business, trade or marketing practices).
- 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.

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 SEC.