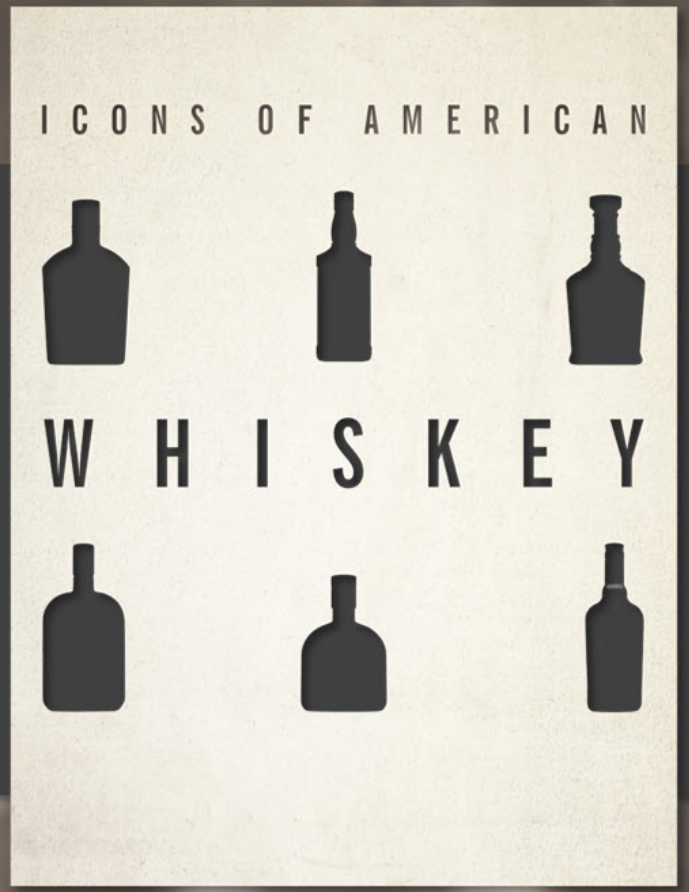


BROWN-FORMAN

FY19 Results & FY20 Outlook

June 5, 2019

Forward-Looking Statements

This presentation 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 additional retaliatory tariffs on American spirits and the effectiveness of our actions to mitigate the 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 U.S. tax reform legislation, including as a result of future clarifications 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, 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 & 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.

FY19 Highlights & FY20 Outlook[1]

Reported Results

- Net sales +2%
  - +5% Underlying* net sales growth
    - Tariff related lower net pricing 1% point drag
  - Foreign exchange 2% point headwind
- Operating income +9%
- EPS +17%
  - Absence of foundation expense in prior year and lower tax rate (tax reform)

Gross Margin

- Declined 260bps
  - 160bps impact from tariff costs
  - Higher agave and wood costs

Operating Leverage

- Underlying operating income +5%
  - Leverage through 5% decline in underlying SG&A (reported -16%) due to lower compensation-related expenses and efficiency initiatives

Fiscal 2020 Outlook

- 5-7% Underlying net sales growth
- 3-5% Underlying operating income growth
- EPS of $1.75-$1.85

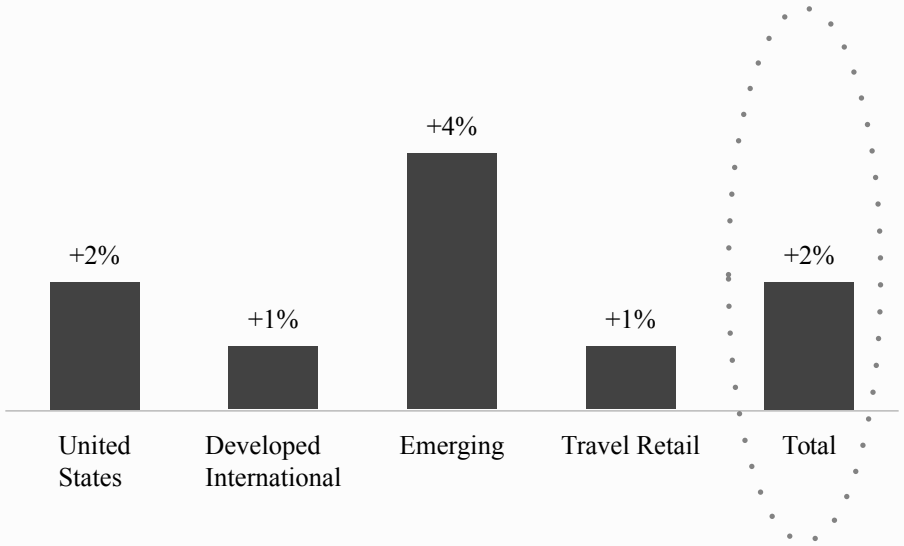
*See appendix for additional details

[1]Use of Non-GAAP Financial Information: This presentation includes measures not derived in accordance with U.S. generally accepted accounting principles (“GAAP”), including underlying net sales, underlying gross profit, underlying advertising expense, underlying SG&A, and underlying operating income. These measures should not be considered in isolation or as a substitute for any measure derived in accordance with GAAP, and also may be inconsistent with similar measures presented by other companies. Reconciliations of these measures to the most closely comparable GAAP measures, and reasons for the company’s use of these measures, are presented in the presentation and the appendix attached hereto.

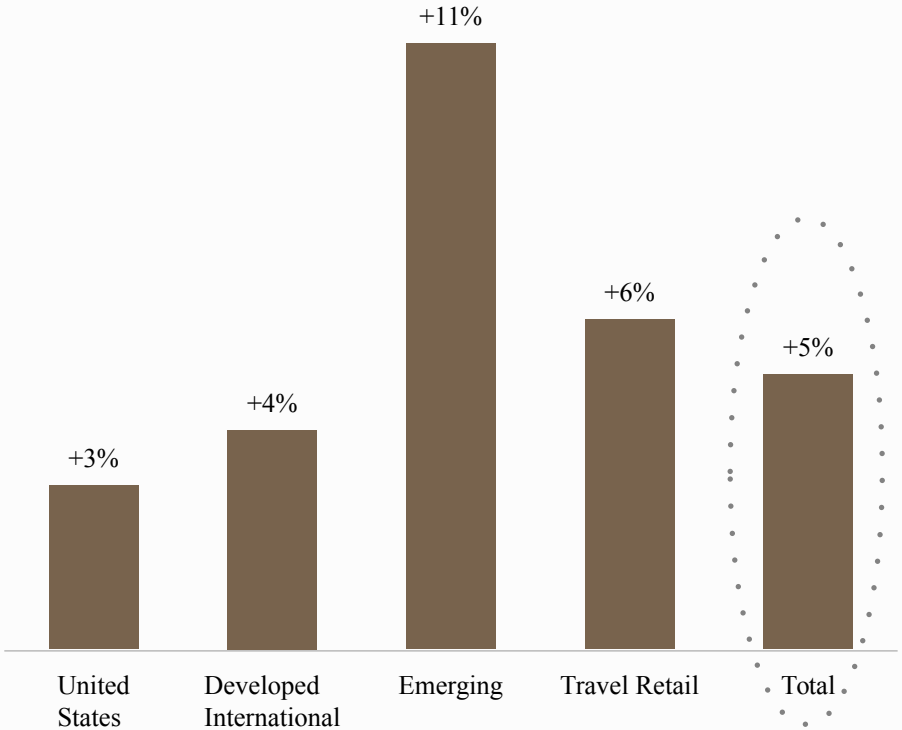
ICONS of AMERICAN WHISKEY

Broad-based Geographic Gains; Growth Fueled by the Emerging Markets

Reported



Underlying



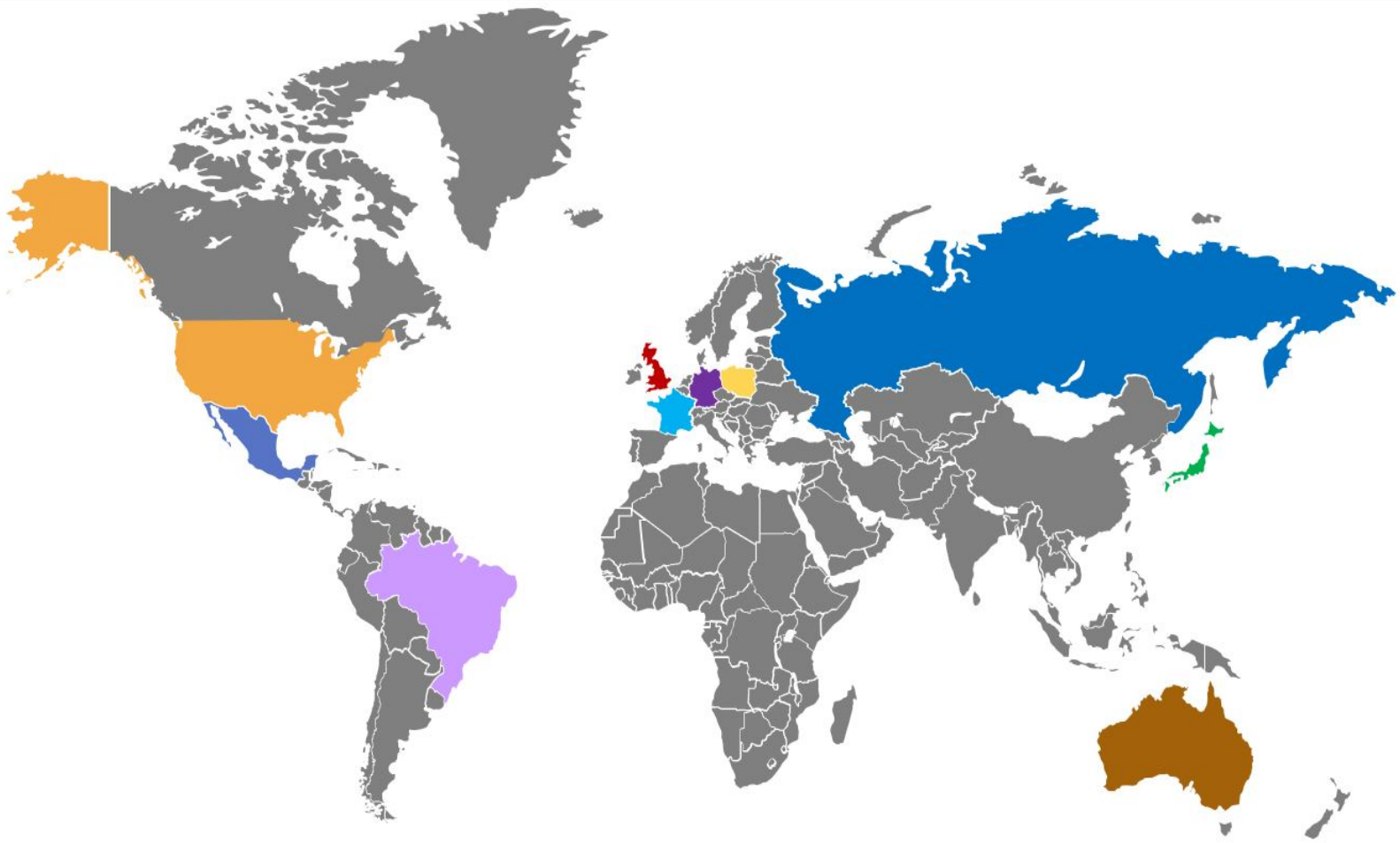
FY19 Results - Solid Growth Despite Tariffs

	Reported Change (%)	New Accounting Standard* (+/-)	Foundation (+/-)	Foreign Exchange Impact (+/-)	Estimated Net Change In Distributor Inventories (+/-)	Underlying Change (%)
Net Sales	2%	1%	—%	2%	—%	5%
Gross Profit	-2%	1%	—%	2%	—%	2%
Advertising	-2%	4%	—%	2%	—%	3%
SG&A	-16%	1%	8%	2%	—%	-5%
Operating Income	9%	—%	-7%	3%	—%	5%

* Adoption of Accounting Standards Codification (ASC) 606 (Revenue from Contracts with Customers).
Totals may differ due to rounding

Growth In Each of Our Top Ten Markets

FY19 Net Sales Growth - Reported (Underlying)



United States
+2% (+3%)
Growth led by bourbons and tequilas

France
-1% (+2%)
Led by higher JDTH volumes and launch of JDTR

United Kingdom
-4% (+3%)
Growth led by JD FOB

Poland
+9% (+10%)
Led by volume growth for JDTW

Australia
0% (+6%)
Growth led by higher pricing of JD RTDs

Brazil
-13% (+25%)
Fueled by higher volumes and pricing for JDTW along with favorable channel mix

Mexico
+3% (+11%)
Double digit growth for el Jimador and Herradura as well as gains for the JDFOB

Japan
+15% (+2%)
Growth led by increased distribution of our scotch brands

Germany
+8% (+10%)
Volumetric led growth for JDTW & JD RTDs

Russia
+16% (+17%)
Growth from favorable price/mix and volume growth for JDTW

Travel Retail
+1% (+6%) Led by higher volumes of Woodford Reserve, expansion of Scotch brands, and launch of JD Bottled-in-Bond and Rye

Jack Daniel's Family of Brands

FY19 Net Sales Growth +1% Reported (+4% Underlying)



Premium Bourbons

FY19 Net Sales Growth +19% Reported (+23% Underlying)

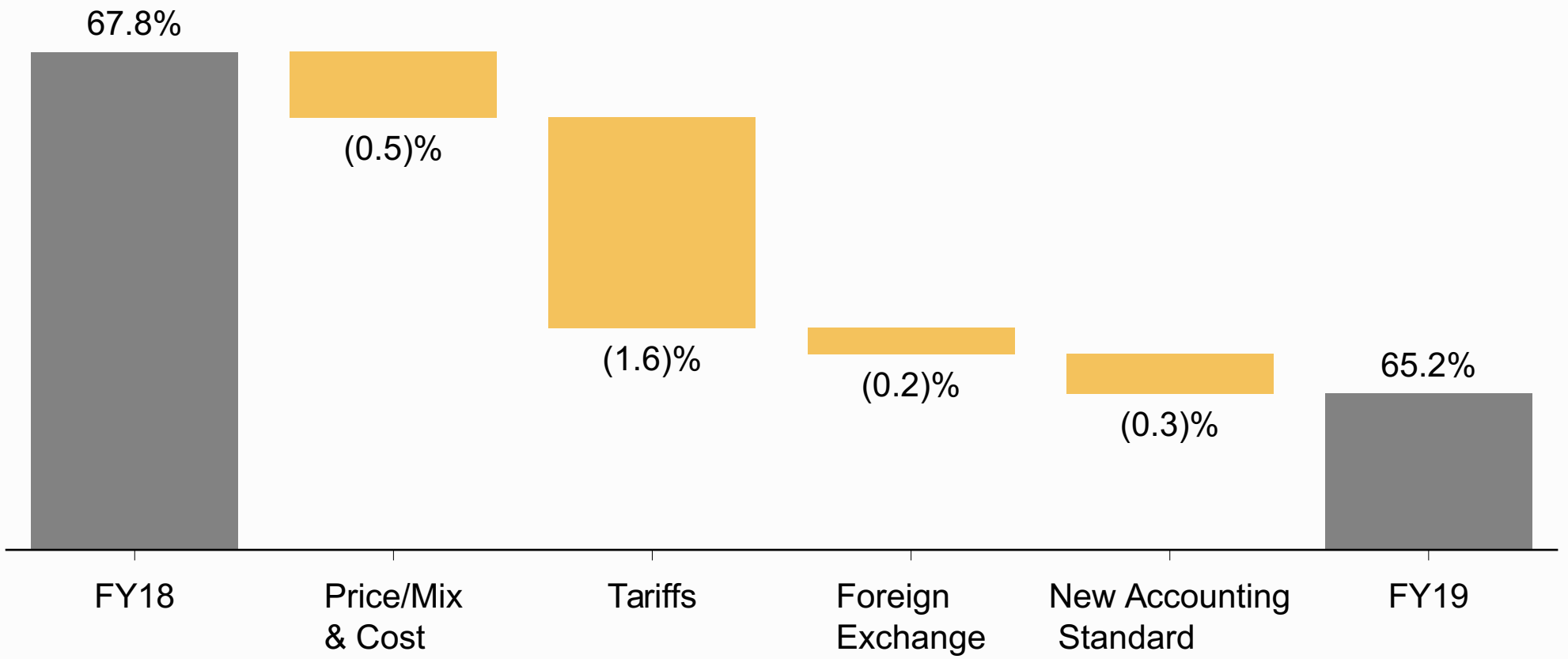


Tequila - Herradura, el Jimador & New Mix

FY19 Net Sales Growth +6% Reported (+12% Underlying)



FY19 Gross Margins - 260 bps decline due primarily to tariffs



FY19 Underlying Operating Income Growth Driven by Sustained Top-Line Growth and SG&A Leverage

	Three Months Ended April 30, 2019		Twelve Months Ended April 30, 2019	
	Reported Change (%)	Underlying Change (%)	Reported Change (%)	Underlying Change (%)
Net Sales	1%	5%	2%	5%
Gross Profit	-6%	-1%	-2%	2%
Advertising	-5%	3%	-2%	3%
SG&A	-39%	-13%	-16%	-5%
Operating Income	55%	9%	9%	5%
Gross margin	-5.2% points		-2.6% points	
Operating margin	10.6% points		2.1% points	
Effective tax rate	8.6% points		-6.8% points	
Diluted earnings per share	47%		17%	

FY20 Outlook

Underlying Growth		
Net Sales	Operating Income	Diluted EPS
5 - 7%	3 - 5%	$1.75 - $1.85 1 - 7% Growth

Brown-Forman Strategic Framework



BROWN-FORMAN
the NEXT Generation

Appendix

Non-GAAP Reconciliation

We use some financial measures in this presentation that are not measures of financial performance under U.S. GAAP. These non-GAAP measures, defined below, should be viewed as supplements to (not substitutes for) our results of operations and other measures reported under GAAP. Other companies may not define or calculate these non-GAAP measures in the same way. Reconciliations of these non-GAAP measures to the most closely comparable GAAP measures are presented on the following slides of this presentation.

"Underlying change" in measures of statements of operations. We present changes in certain measures, or line items, of the statements of operations that are adjusted to an "underlying" basis. We use "underlying change" for the following measures of the statements of operations: (a) underlying net sales; (b) underlying gross profit; (c) underlying advertising expenses; (d) underlying selling, general, and administrative (SG&A) expenses; and (e) underlying operating income. To calculate these measures, we adjust, as applicable, for (a) a new accounting standard, (b) foreign exchange, (c) estimated net changes in distributor inventories, and (d) the establishment of our charitable foundation. We explain these adjustments below.

- *"New accounting standard."* Under ASC 606 (Revenue from Contracts with Customers), we recognize the cost of certain customer incentives earlier than we did before adopting ASC 606. Although this change in timing did not have a significant impact on a full-year basis, though there was some change in the timing of recognition across periods. Additionally, some payments to customers that we classified as expenses before adopting the new standard are classified as reductions of net sales under our new policy. This adjustment allows us to look at underlying change on a comparable basis.
- *"Foreign exchange."* We calculate the percentage change in certain line items of the statements of operations in accordance with GAAP and adjust to exclude the cost or benefit of currency fluctuations. Adjusting for foreign exchange allows us to understand our business on a constant-dollar basis, as fluctuations in exchange rates can distort the underlying trend both positively and negatively. (In this report, "dollar" always means the U.S. dollar unless stated otherwise.) To eliminate the effect of foreign exchange fluctuations when comparing across periods, we translate current-year results at prior-year rates and remove transactional and hedging foreign exchange gains and losses from current- and prior-year periods.
- *"Estimated net change in distributor inventories."* This adjustment refers to the estimated net effect of changes in distributor inventories on changes in certain line items of the statements of operations. For each period compared, we use volume information from our distributors to estimate the effect of distributor inventory changes in certain line items of the statements of operations. We believe that this adjustment reduces the effect of varying levels of distributor inventories on changes in certain line items on the statements of operations and allows us to understand better our underlying results and trends.
- *"Foundation."* In fiscal 2018, we established the Brown-Forman Foundation (the Foundation) with an initial $70 million contribution to support the company's charitable giving program in the communities where our employees live and work. This adjustment removes the initial $70 million contribution to the Foundation from our underlying SG&A expenses and underlying operating income to present our underlying results on a comparable basis.

We use the non-GAAP measures "underlying change" to: (a) understand our performance from period to period on a consistent basis; (b) compare our performance to that of our competitors; (c) calculate components of management incentive compensation; (d) plan and forecast; and (e) communicate our financial performance to the board of directors, stockholders, and investment analysts. We have consistently applied the adjustments within our reconciliations in arriving at each non-GAAP measure.

When we provide guidance for underlying change for certain measures of the statement of operations we do not provide guidance for the corresponding GAAP change because the GAAP measure will include items that are difficult to quantify or predict with reasonable certainty, including the estimated net change in distributor inventories and foreign exchange, each of which could have a significant impact to our GAAP income statement measures.

Definitions

From time to time, to explain our results of operations or to highlight trends and uncertainties affecting our business, we aggregate markets according to stage of economic development as defined by the International Monetary Fund (IMF), and we aggregate brands by spirits category. Below, we define aggregations used in this presentation.

Geographic Aggregations.

- *"Developed International"* markets are "advanced economies" as defined by the IMF, excluding the United States. Our largest developed international markets are the United Kingdom, Australia, Germany, France, and Japan. This aggregation represents our net sales of branded products to these markets.
- *"Emerging"* markets are "emerging and developing economies" as defined by the IMF. Our largest emerging markets are Mexico, Poland, Russia, and Brazil. This aggregation represents our net sales of branded products to these markets.
- *"Travel Retail"* represents our net sales of branded products to global duty-free customers, other travel retail customers, and the U.S. military regardless of customer location.
- *"Non-branded and bulk"* includes our net sales of used barrels, bulk whiskey and wine, and contract bottling regardless of customer location.

Brand Aggregations.

- *"Jack Daniel's family of brands"* (JD FOB) includes Jack Daniel's Tennessee Whiskey (JDTW), Jack Daniel's RTD and RTP products (JD RTD/RTP), Jack Daniel's Tennessee Honey (JDTH), Gentleman Jack, Jack Daniel's Tennessee Fire (JDTF), Jack Daniel's Single Barrel Collection (JDSB), Jack Daniel's Tennessee Rye Whiskey (JDTR), Jack Daniel's Sinatra Select, Jack Daniel's No. 27 Gold Tennessee Whiskey, and Jack Daniel's Bottled-in-Bond.
- *"Jack Daniel's RTD and RTP"* products include all RTD line extensions of Jack Daniel's, such as Jack Daniel's & Cola, Jack Daniel's & Diet Cola, Jack & Ginger, Jack Daniel's Country Cocktails, Gentleman Jack & Cola, Jack Daniel's Double Jack, Jack Daniel's American Serve, Jack Daniel's Tennessee Honey RTD, Jack Daniel's Cider (JD Cider), Jack Daniel's Lynchburg Lemonade (JD Lynchburg Lemonade), and the seasonal Jack Daniel's Winter Jack RTP.
- *"American whiskey"* includes the Jack Daniel's family of brands, premium bourbons (defined below), and Early Times.
- *"Premium bourbons"* includes Woodford Reserve, Old Forester, and Coopers' Craft.
- *"Tequila"* includes el Jimador, Herradura, New Mix, Pepe Lopez, and Antiguo.
- *"Vodka"* includes Finlandia.
- *"Wine"* includes Korbel Champagne and Sonoma-Cutrer wines.
- *"Non-branded and bulk"* includes our net sales of used barrels, bulk whiskey and wine, and contract bottling regardless of customer location.

Definitions

Other Metrics.

- *"Depletions."* We generally record revenues when we ship our products to our customers. Depending on our route-to-consumer (RTC), we ship products to either (a) retail or wholesale customers in owned distribution markets or (b) our distributor customers in other markets. "Depletions" is a term commonly used in the beverage alcohol industry to describe volume. Depending on the context, "depletions" means either (a) our shipments directly to retail or wholesale customers for owned distribution markets or (b) shipments from our distributor customers to retailers and wholesalers in other markets. We believe that depletions measure volume in a way that more closely reflects consumer demand than our shipments to distributor customers do. In this presentation, unless otherwise specified, we refer to "depletions" when discussing volume.
- *"Drinks-equivalent."* Volume is discussed on a nine-liter equivalent unit basis (nine-liter cases) unless otherwise specified. At times, we use a "drinks-equivalent" measure for volume when comparing single-serve ready-to-drink (RTD) or ready-to-pour (RTP) brands to a parent spirits brand. "Drinks-equivalent" depletions are RTD and RTP nine-liter cases converted to nine-liter cases of a parent brand on the basis of the number of drinks in one nine-liter case of the parent brand. To convert RTD volumes from a nine-liter case basis to a drinks-equivalent nine-liter case basis, RTD nine-liter case volumes are divided by 10, while RTP nine-liter case volumes are divided by 5.
- *"Consumer takeaway."* When discussing trends in the market, we refer to "consumer takeaway," a term commonly used in the beverage alcohol industry. "Consumer takeaway" refers to the purchase of product by consumers from retail outlets as measured by volume or retail sales value. This information is provided by third parties, such as Nielsen and the National Alcohol Beverage Control Association (NABCA). Our estimates of market share or changes in market share are derived from consumer takeaway data using the retail sales value metric.

Reconciliation

FY19 Net Sales Growth by Top Markets

Twelve Months Ending April 30, 2019					
Geographic Area	Reported	New Accounting Standard* (+/-)	Foreign Exchange (+/-)	Estimated Net Change in Distributor Inventories (+/-)	Underlying
United States	2%	1%	—%	—%	3%
Developed International	1%	—%	4%	-2%	4%
United Kingdom	-4%	—%	6%	—%	3%
Australia	—%	—%	6%	—%	6%
Germany	8%	—%	2%	—%	10%
France	-1%	—%	3%	—%	2%
Japan	15%	1%	-3%	-11%	2%
Rest of Developed International	—%	1%	3%	-4%	-1%
Emerging	4%	1%	6%	—%	11%
Mexico	3%	3%	6%	—%	11%
Poland	9%	—%	1%	—%	10%
Russia	16%	—%	4%	-3%	17%
Brazil	-13%	2%	13%	23%	25%
Rest of Emerging	3%	—%	8%	-4%	8%
Travel Retail	1%	1%	—%	4%	6%
Other non-branded and bulk	10%	—%	—%	—%	10%

* Adoption of ASC 606 (Revenue from Contracts with Customers)

Reconciliation

FY19 Net Sales Growth for Brand Aggregations

Twelve Months Ending April 30, 2019					
Aggregated Brands	Reported	New Accounting Standard* (+/-)	Foreign Exchange (+/-)	Estimated Net Change in Distributor Inventories (+/-)	Underlying
Jack Daniel's Family of Brands	1%	1%	2%	—%	4%
Premium bourbons	19%	1%	—%	3%	23%
el Jimador, Herradura, & New Mix	6%	2%	3%	—%	12%

* Adoption of ASC 606 (Revenue from Contracts with Customers)

Reconciliation
4Q19 Underlying Change

Three Months Ending April 30, 2019	Reported	New Accounting Standard* (+/-)	Foundation	Foreign Exchange (+/-)	Estimated Net Change in Distributor Inventories (+/-)	Underlying
Net Sales	1%	1%	—%	1%	1%	5%
Gross Profit	-6%	2%	—%	2%	1%	-1%
Advertising	-5%	4%	—%	4%	—%	3%
SG&A	-39%	2%	21%	3%	—%	-13%
Operating Income	55%	—%	-50%	1%	4%	9%

* Adoption of ASC 606 (Revenue from Contracts with Customers)