

Fortune Brands, Inc. 2006 Annual Report

A Balance of Power

Balance: broad strength across three growing consumer categories

Power: leading consumer brands and strong financial resources

Results: consistent market-share gains, earnings growth and strong returns

Spirits & Wine Including Jim Beam, Sauza, Courvoisier, Canadian Club, Maker's Mark, Laphroaig, DeKuyper, Starbucks Liqueurs, Clos du Bois and more.

Generated 45% of our segment operating income, expanded our position in the fast-growing premium segment, and provided valuable balance as the U.S. housing market slowed.

Sales were up 68%.

Home & Hardware Including Moen, Aristokraft, Omega, Diamond, Therma-Tru, Simonton, Master Lock, Waterloo, Kitchen Craft, Schrock and more.

Generated 44% of our segment operating income and outperformed the home products market. Sales increased 13%.

Golf Including Titleist, FootJoy, Cobra, Pinnacle and Scotty Cameron.

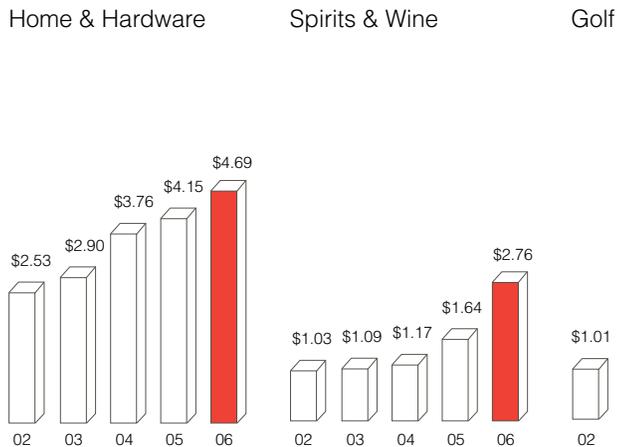
Generated 11% of our segment operating income and expanded our strength as the world's #1 golf company. Sales grew 4%.

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Faucet brand in North America
 Bourbon worldwide
 Golf balls worldwide
 Residential entry door brand in the U.S.
 Padlocks worldwide
 Golf shoes worldwide
 Golf gloves worldwide
 Cordials line in the U.S.
 Tool storage manufacturer worldwide
 Golf outerwear in the U.S.
 Cognac in the U.K.
 Islay single-malt whisky worldwide

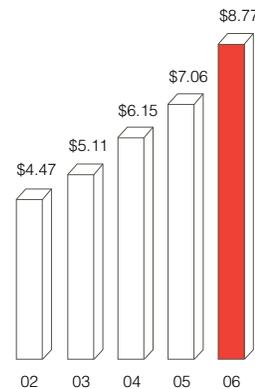
Kitchen and bath cabinetry in North America
 Tequila worldwide
 Canadian whisky worldwide
 Super-premium U.S. wine
 Golf clubs in the U.S.

Net Sales by Business Segment



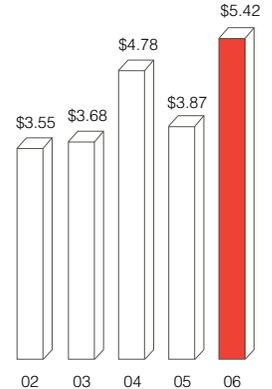
Total Net Sales

In Billions



Earnings Per Share

(Diluted, continuing operations)



Underscoring our balance of power, top-line growth in each segment helped drive our record 2006 results.

Norm Wesley

Chairman and Chief Executive Officer

Bruce Carbonari

President and Chief Operating Officer

Craig Omtvedt

Chief Financial Officer

**Dear Fellow Shareholders:**

Fortune Brands' unique breadth and balance helped us deliver another year of record results in 2006. Consumer demand across our broad portfolio of powerful brands — including Moen, Titleist, Jim Beam, Aristokraft, Omega, Master Lock and Sauza — drove solid sales growth. The balance provided by our strength in three attractive consumer categories underpinned our performance, as we achieved record results in each of our business segments. Notably, Fortune Brands' enhanced position in spirits and wine created new growth and helped offset challenges in the U.S. home products market. Even with those challenges, our home products brands outperformed the market and continued to gain share. Our industry-leading strength in golf added to our results.

- **Total sales were \$8.8 billion, up 24%. Strong organic sales growth plus acquisitions drove our gains.**
- **Operating income was 29% higher at \$1.5 billion.**
- **Earnings per share reached \$5.42, up 40% even with the first-time impact of the required expensing of stock options.**
- **We increased the dividend another 8% to an annual rate of \$1.56 per share.**
- **Fortune Brands stock rose for the 6th year in a row. Including dividends, an investment in Fortune Brands appreciated 12% in 2006.**

We see our breadth and balance as a powerful advantage that has been critical to our ability to consistently deliver strong results. Through the end of 2006, we achieved 22 consecutive quarters of double-digit growth in earnings per share before charges/gains. During the past five years, our stock price has more than doubled. And as we enter 2007, we feel our breadth and balance position us well to confront the challenges presented by the downturn in the U.S. housing market.

We have a balance of power — the benefit of three great consumer categories and a breadth of strong brands in each — that we believe has served shareholders well.

This was especially evident in 2006.

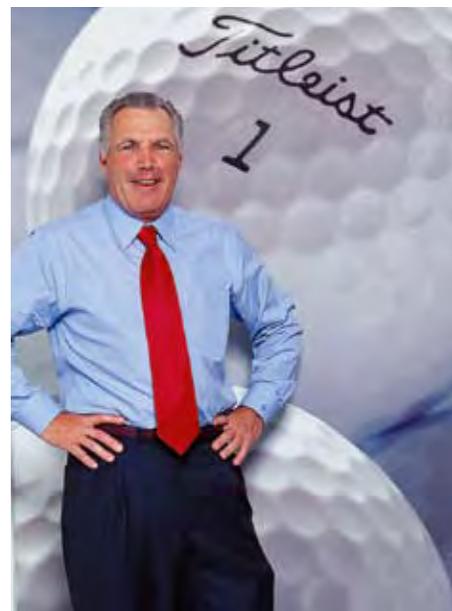
Tom Flocco
Spirits and Wine



Rich Forbes
Home and Hardware



Wally Uihlein
Golf



Balance of Power Delivers Results

For the first time, our newly expanded Beam Global Spirits & Wine business and our powerful Home & Hardware business delivered roughly equal operating profits. Benefiting from both the acquisition of more than 25 premium brands in mid-2005 and growth across our portfolio, revenues in our Spirits & Wine segment were up 68%.

In the first full year following the acquisition, we began realizing the benefits we were looking for — greater presence and faster growth at the premium end of the market, greater scale in key international markets to support further growth for core brands, and a lower cost structure. We drove double-digit volume growth for major brands including Maker's Mark bourbon, Knob Creek small-batch bourbon, Laphroaig Islay single-malt Scotch whisky and Fundador brandy. Several key brands grew in the mid-to-high-single-digit range, including Sauza tequila, Teacher's Scotch, Whisky NYC, Clos du Bois wine, and our flagship Jim Beam bourbon, which grew 5%. Courvoisier cognac, DeKuyper cordials and Harveys sherries all grew solidly. Among our largest brands, only Canadian Club saw lower volumes. Consistent with our focus on marketing and brand-building, we've begun stepping up investment behind several key brands, including extension of our Jim Beam NASCAR sponsorship and the Canadian Club Racing program we introduced at the Indianapolis 500 in 2006.

Against the headwinds of lower housing activity in the U.S., our Home & Hardware brands still grew sales 13% (aided in part by an acquisition). Our strong and growing position in the replace/remodel segment, combined with share gains with large builders, helped deliver another year of record results. Moen became our first individual brand to surpass \$1 billion in annual sales. Our cabinetry brands gained share with kitchen and bath dealers, at home centers and with large builders. While Therma-Tru continued to increase its percentage of sales related to replace/remodel projects, the significant decline in U.S. home construction dragged Therma-Tru's sales lower. We continued to drive strong growth for the iconic Master Lock brand, which more than offset lower sales of Waterloo tool storage products.

Sales also benefited from the acquisition of SBR, Inc., led by the Simonton windows brand, the #3 vinyl-framed windows brand in North America. Simonton is an innovative brand with a leading position in the replacement windows market. Vinyl-framed windows offer consumers excellent energy efficiency and durability, and are benefiting from materials conversion at the expense of wood and aluminum-framed windows.



Erika Salcido
Grand Lux Cafe®, Dallas, Texas

Grand Lux Cafe is a registered trademark of The Cheesecake Factory Assets Co. LLC



“The brands in the Beam Global portfolio really hit the spot for our customers here at Grand Lux Cafe. The range of Sauza tequilas is second to none. Nothing makes a better flavored martini than the Starbucks and DeKuyper liqueurs. And let’s face it, Jim Beam, Maker’s Mark and Knob Creek are the all-star team of bourbons.”



The breadth and quality of our expanded spirits and wine portfolio were evident at the world's most prestigious spirits competitions. Nine of our brands captured a total of 31 medals at the 2006 International Wine & Spirit Competition, and we earned another 29 medals at the San Francisco World Spirits Competition, where Laphroaig won the coveted "Distiller of the Year" honors.

Our Golf brands drove sales 4% higher and set a new industry record, eclipsing \$1.3 billion in revenues for the first time ever. Led by the flagship Titleist Pro V1, higher golf ball sales fueled the majority of our growth. In addition to Titleist's #1 position in golf balls, FootJoy continued to grow as the #1 shoe and #1 glove in golf. Our Titleist and Cobra golf club brands developed excellent new products and maintained their combined #2 position in the U.S. golf club market.

We see our success in the marketplace as the result of two major factors: the advantageous positions we've staked out in our categories, and the initiatives we pursue to drive sustained, profitable growth for our brands.

We're able to leverage the power of our brands by focusing on the most attractive segments of our consumer categories. In spirits and wine, we've increased our focus on premium and super-premium products, the category's fastest growing segment. We believe we're in the best parts of the home products business: The kitchen and bath, as well as windows and doors, are segments that produce substantial return on investment for the homeowner and that rely significantly on replace/remodel projects, which are less economically sensitive than new home construction. And in golf, we're growing the game's most powerful brands with industry-leading innovation and customer service. We further enhance return on investment across Fortune Brands by continuously seeking to improve our cost structures.

To drive top-line growth in 2006, we used a balanced strategy that continued building our powerful consumer brands:

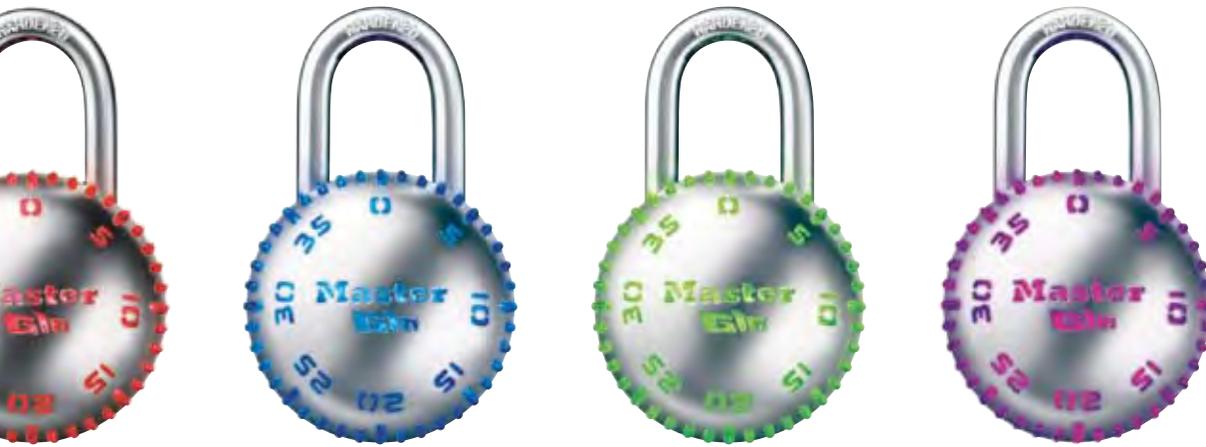
1. Building Powerful Brands with Innovation

We continued to invest in the growth of our leading brands.

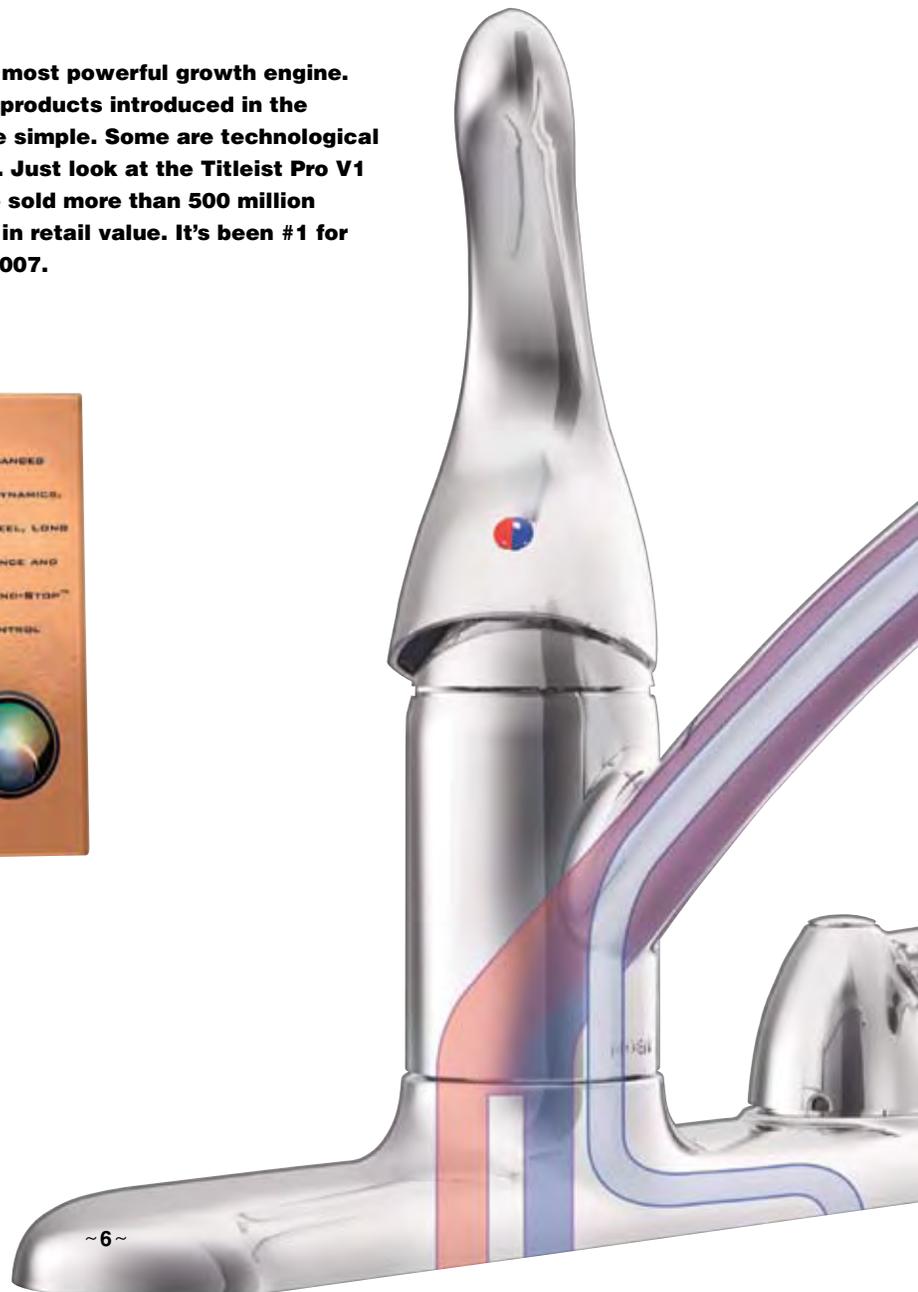
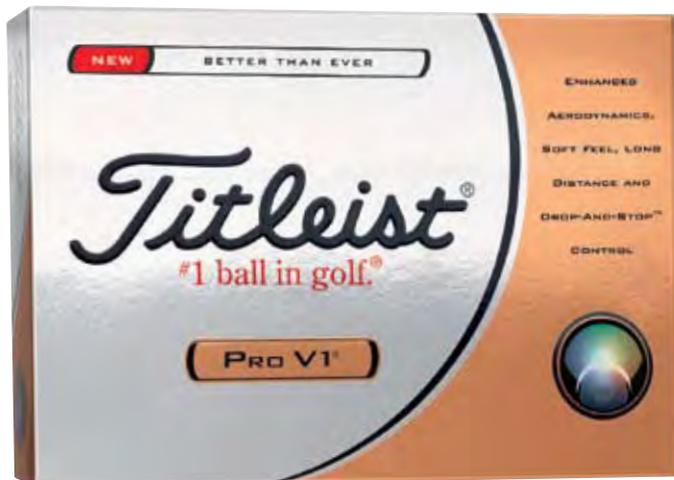
By investing in consumer insights to better understand our consumers, and applying that knowledge to research and development, we're able to inspire consumers with innovative new products. In 2006 we were awarded more than 500 patents, nearly double the year before, reflecting the ingenuity of our people and our sustained investments in new product development. The power of innovation is evident in the fact that approximately 20% of our sales came from products introduced in just the past three years.

Moen, the inventor of the single-handle faucet, delivered significant advances in both form and function. Elegant new styles and finishes elevated Moen's fashion image among consumers. And with breakthrough innovations such as the new Velocity showerhead featuring our exclusive Immersion Rainshower technology, Moen created a way to channel water pressure into a total-body, rain-soaking

(continued on page 8)



The Power of Innovation We see innovation as our most powerful growth engine. Every year, about 20% of our sales come from new products introduced in the previous three years. Some of our new products are simple. Some are technological breakthroughs. And some truly reinvent categories. Just look at the Titleist Pro V1 golf ball: Since we introduced it in late 2000, we've sold more than 500 million Pro V1 golf balls, representing more than \$2 billion in retail value. It's been #1 for six years...and we've made it better than ever for 2007.







Simonton windows offer long-lasting beauty and superior energy efficiency in a category with excellent long-term growth prospects. Industry-leading innovations like StormBreaker Plus impact-resistant windows enhance Simonton's position in areas vulnerable to severe weather.

experience. Innovations extended across our Home & Hardware brands, including Moen's ChoiceFlo filtering faucet; new finishes, styles and organization solutions in cabinetry; and the new GloSphero combination lock from Master Lock.

Our leadership in spirits flavor innovation paid off again in 2006. We accelerated our product development to bring new flavors to market faster, helping us to capitalize on trends and set new ones. Consumers continued to support growth of the cocktail culture, and new flavors — such as Berry Fusion and Strawberry Passion in our U.S. DeKuyper Pucker line and Cherry in our Sourz line — created enticing new options for mixed drinks. We reinvigorated the Harveys sherry line with the new Fino, Reserve and Orange versions, we extended our successful Starbucks liqueur franchise with the national U.S. launch of super-premium Starbucks Cream Liqueur, and we added a highly successful Pinot Grigio to our super-premium Clos du Bois wines.

Our golf brands are our most technology intensive, and we believe we have the finest R&D teams in the industry. Go into any golf shop and you'll see the results. In 2006, we introduced new high-performance offerings in clubs, including the new flagship Titleist 755 irons, the Titleist 585-H hybrid, the Scotty Cameron Detour putter and the new Titleist 905R driver, which became the #1 460 cc driver on the PGA Tour. Cobra introduced its most forgiving clubs ever, including the King Cobra HS9 driver, three new multi-material iron models and the new Baffler DWS utility metals. And FootJoy took golf shoes to the next level with ReelFit, featuring the exclusive Boa lacing system.

2. Capitalizing on International Balance

We're pursuing new international growth opportunities and creating greater global balance.

Global markets outside the United States drove our fastest sales growth in 2006. While total volumes for our spirits and wine brands grew solidly in the U.S., they grew twice as fast in markets outside the U.S. as we benefited from our enhanced portfolio, stronger organization, improved distribution in key markets, and entrance into new markets. Our acquisition of the former Allied Domecq brands and select distribution operations has significantly increased our presence in markets such as the U.K., Spain, Germany, Canada, Mexico, Brazil and India. At the same time, we're capitalizing on opportunities in high-potential markets by introducing select brands in Russia, China and India, among others. More than 45% of our spirits and wine case volume came from international markets, up from 25% prior to our acquisition.

For our golf brands, we've established company-owned distribution to fuel profitable growth in markets such as China, Korea and Australia. More than 75% of our revenue growth in golf came from international markets. *(continued on page 13)*



Sharon Doliner
Ormond Beach, Florida

Design by Kitchen Gallery, Ormond Beach, Florida

“Omega really understands how people like me use their kitchen. With my new cabinets, I can store pots, pans and food items much more efficiently. Even better, I can find and reach them easily when I need them. Omega combines great style with great function.”

The Power of Global Expansion



Our broad growth in Canada is driven by Titleist, Kitchen Craft and Master Lock.



Sauza is the #1 tequila in Mexico, helping us grow other global spirits brands. Moen and Master Lock are gaining share through Mexico's home centers.



With our added scale and stronger distribution, we've enhanced growth prospects for our major spirits brands across Europe. And we're building Titleist, Cobra and Master Lock here as well.

With annual sales of more than half a million cases, Teacher's is the Scotch market leader in Brazil.





It isn't just about vodka in Russia, where tastes are growing for Sauza and Jim Beam.



Teacher's Scotch is a leader in India, providing a strong platform to grow Whisky NYC, Jim Beam and more.

We see growth opportunities for all of our segments in China. Moen is well established and growing fast, and we're investing to grow Titleist, Jim Beam and Courvoisier here as well.



MOEN 摩恩

Korea is a fast-growing market for Titleist and FootJoy...we're investing to grow our spirits and golf brands in Japan... and Fundador is the #1 export brandy in the Philippines.



Jim Beam is the #1 spirit in Australia, where the brand's ready-to-drink cocktails are growing fast.



Stephen Cryan
PGA Professional, Pinehurst Resort
Pinehurst, North Carolina

“The combined Titleist, FootJoy and Cobra brands are unmatched when it comes to innovation and performance. From the sustained momentum of the Pro V1, to the technologically advanced Titleist and Cobra metals and irons, to the FootJoy ReelFit golf shoe, they’re all at the top of the leaderboard here at Pinehurst.”



Our strength in golf is built on our powerful brands, our continuous development of next-generation products and our unparalleled relationships with on-course PGA professionals who serve as the game's ambassadors to millions of recreational players.



In Home products, nearly 40% of sales growth for Moen came from continued expansion in international markets including China, Latin America and Canada. Master Lock added to strong U.S. sales growth with even stronger growth in Europe, Canada and Latin America.

3. Broadening Markets for Our Brands, Expanding with Key Customers

We're broadening our strength by extending brands into adjacent product segments to create further growth. For example, Therma-Tru added to its fiberglass entry door offerings with a successful new line of patio doors; Moen continued to enhance its growth with the ShowHouse luxury brand extension as well as its fast-growing bath accessories line; Master Lock is establishing itself as a leader in automotive towing accessories; and FootJoy continued to grow as the new leader in performance golf outerwear.

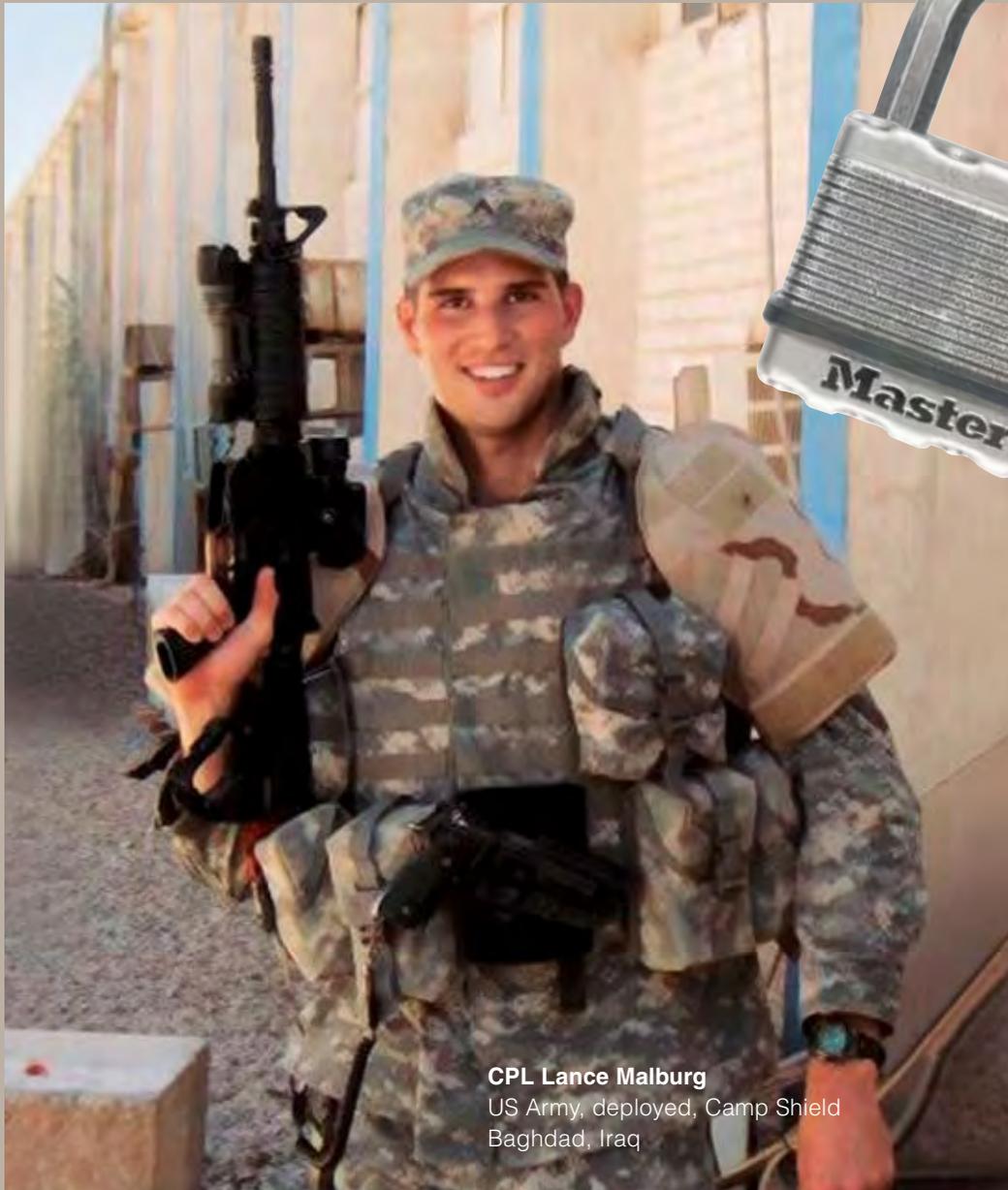
We're also reaching out to the fast-growing Hispanic consumer market in the U.S. with a variety of focused initiatives, including exclusive merchandising programs with kitchen and bath dealers in Spanish-speaking communities and the www.misgabinetes.com website for our Aristokraft and Diamond cabinetry brands.

We further add to growth by working hard to serve our customers and by expanding our relationships with them. For example, our home products sales related to new construction outperformed the industry as our commitment to customer service earned our faucet, cabinetry and entry door brands more business with large builders. In the replace/remodel segment, we expanded training for kitchen designers at The Home Depot, where we're the exclusive manufacturer of Thomasville Cabinetry. And just two years after becoming the exclusive supplier of fiberglass entry doors at Lowe's, Therma-Tru earned recognition as supplier of the year among all brands sold at Lowe's.

Guided by Sound Corporate Values

As proud as we are of our results, we're equally proud of how we operate your company. While accounting scandals and backdating of stock options have tarnished the reputations of some companies, integrity and shareholder trust have always been guiding principles in our corporate culture.

Our commitment to corporate responsibility extends to respecting the environment everywhere we operate. From expanding home products manufacturing processes that reduce emissions, to initiating fish-friendly farming and ecological restoration programs at our vineyards, we believe growth and environmental protection can go hand in hand.

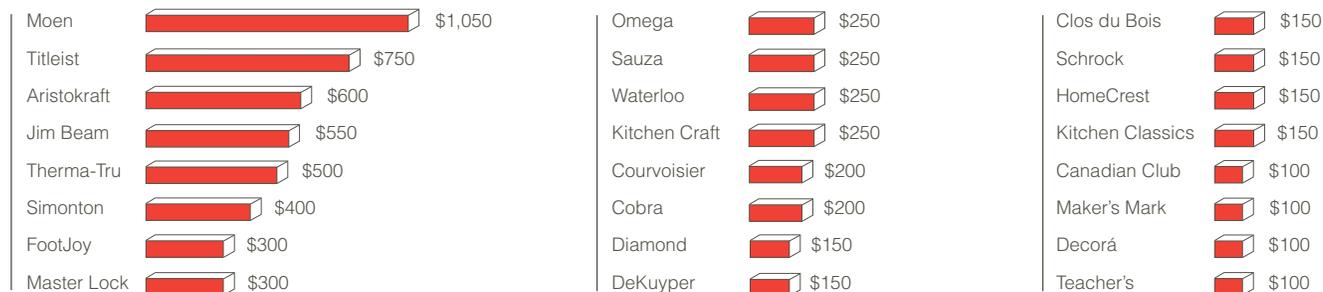


CPL Lance Malburg
US Army, deployed, Camp Shield
Baghdad, Iraq

While operating in a convoy in downtown Baghdad, the military vehicle of Corporal Lance Malburg was hit by an improvised explosive device. His vehicle disabled by two blown out tires, Corporal Malburg used one of our Master Lock products to connect his vehicle to another “in order to get myself and my soldiers out of the ‘kill zone’ while being fired upon by insurgents.” Corporal Malburg told us the Master Lock device “was so tough that it pulled a broken up-armored M1114 military vehicle four miles to the nearest base for repair. Thank you for manufacturing such a quality product.” We were extremely proud to receive Corporal Malburg’s message, and Fortune Brands honors the courage and sacrifice of all who serve the cause of freedom.

For everyday towing situations, consumers are urged to only use products manufactured for that purpose.

Top Selling Brands (2006 net sales in millions – rounded to nearest \$50 million)



At the same time, we seek to strengthen the communities where we operate through selective philanthropic partnerships. And we take very seriously the responsibility of owning one of the world's largest spirits and wine companies. Our Beam Global Spirits & Wine business is committed to the highest standards of responsible marketing and sends a powerful message through the continued expansion of consumer education initiatives, led by its Drink Smart program: *if you're of legal purchase age and you choose to drink, do so in moderation and never drive drunk; and if you're below the legal purchase age, don't drink at all.*

Enhancing Leadership Team

Fortune Brands has a proud tradition of developing management talent from within. At the start of 2007, we enhanced our management team with the promotion of Bruce Carbonari to the new position of president and chief operating officer. A 17-year veteran of our operations, Bruce led our Home & Hardware business for the past seven years with dramatic results: an intensified consumer focus, strong organic sales growth and share gains, and successful high-return acquisitions. He previously did an outstanding job leading our largest single brand, Moen. Bruce and I have worked together for many years. He's a highly talented executive with a sharp focus on the consumer, and the board and I are confident Bruce will be a valuable addition to our headquarters team. Rich Forbes, who did a tremendous job building our kitchen and bath cabinetry category over the past seven years, now leads the Home & Hardware business.

We also saw some changes on our board of directors in 2006. Tom Hays, who served as chairman and CEO of Fortune Brands from 1995 to 1999, retired from the board. Having led the transformation that resulted in Fortune Brands' focus on leading consumer brands, Tom will always enjoy an important place in your company's history. We also value the contributions of Christopher Reyes, who left the board to focus on other business interests.

We were fortunate in 2006 to add two very distinguished executives to the board: David Mackay, president and CEO of Kellogg Company, and Dick Goldstein, former chairman and CEO of International Flavors and Fragrances.

Continuing Benefits of Our Balance of Power

In 2007, your company will mark its tenth anniversary as Fortune Brands. We approach that milestone with the strongest portfolio of consumer brands and the best position in our categories that we've ever had. While we expect the downturn in the U.S. housing market to present significant challenges in 2007, we believe Fortune Brands' breadth and balance will continue to be a big advantage in creating value for shareholders.

On behalf of the 36,000 people in the worldwide Fortune Brands family, thank you for your investment. Your confidence inspires us, and we look forward to putting Fortune Brands' balance of power to work for you in 2007 and beyond.

Sincerely,

Norm Wesley
Chairman and Chief Executive Officer
February 27, 2007

Financial Highlights

Fortune Brands, Inc. and Subsidiaries

(in millions, except per share amounts)	2006	2005	change	2004
Net Sales				
Home and Hardware	\$4,694.2	\$4,153.4		\$3,763.7
Spirits and Wine	2,761.4	1,642.0		1,169.3
Golf	1,313.4	1,265.8		1,212.2
	\$8,769.0	\$7,061.2	24.2%	\$6,145.2
Operating Income				
Home and Hardware	\$ 695.4	\$ 655.1		\$ 598.5
Spirits and Wine	714.0	401.0		333.7
Golf	166.0	171.5		153.8
Less: Corporate expenses	74.1	63.7		61.4
	\$1,501.3	\$1,163.9	29.0%	\$1,024.6
Net Income	\$ 830.1	\$ 621.1	33.6%	\$ 783.8
Earnings per common share				
Basic	\$ 5.56	\$ 4.26	30.5%	\$ 5.40
Diluted	\$ 5.42	\$ 4.13	31.2%	\$ 5.23
Net Income from Continuing Operations	\$ 830.1	\$ 581.6	42.7%	\$ 716.0
Income from Discontinued Operations	—	39.5		67.8
Earnings per common share from continuing operations				
Basic	\$ 5.56	\$ 3.99	39.3%	\$ 4.93
Diluted	\$ 5.42	\$ 3.87	40.1%	\$ 4.78
Other Data				
Operating Income	\$1,501.3	\$1,163.9	29.0%	\$1,024.6
Less:				
Interest expense	332.4	158.9		77.3
Other (income) expense, net	(40.2)	78.9		(47.0)
Income taxes	311.1	324.5		261.1
Minority interests	67.9	20.0		17.2
Free Cash Flow ⁽¹⁾	\$ 577.3	\$ 385.5		\$ 392.8
Add:				
Capital expenditures, net	181.4	215.6		215.6
Dividends paid	224.0	201.6		183.6
Cash Flow from Operations	\$ 982.7	\$ 802.7		\$ 791.9
Dividends paid per common share	\$ 1.50	\$ 1.38	8.7%	\$ 1.26
Actual number of common shares outstanding	149.1	145.6		144.3
Average number of common shares outstanding (diluted)	153.0	150.5		149.9

(1) "Free cash flow" is cash flow from operations less net capital expenditures and dividends paid to stockholders. Free cash flow is not a measure under generally accepted accounting principles (GAAP) and should not be considered as a substitute for any measure derived in accordance with GAAP. Management believes that free cash flow provides investors with helpful supplemental information about the Company's ability to fund internal growth, make acquisitions, repay debt and repurchase common stock. This measure may also be inconsistent with similar measures presented by other companies.

Segment operating income, which appears opposite page 1, is segment operating income excluding corporate expenses. See Note 17, "Information on Business Segments."

CEO and CFO Certifications

In 2006, Fortune Brands' chief executive officer (CEO) provided to the New York Stock Exchange the annual CEO certification regarding Fortune Brands' compliance with the New York Stock Exchange's corporate governance listing standards. In addition, Fortune Brands' CEO and chief financial officer filed with the United States Securities and Exchange Commission all required certifications regarding the quality of Fortune Brands' public disclosure in its fiscal 2006 reports.

Board of Directors

Norman H. Wesley
Chairman of the Board and
Chief Executive Officer
Fortune Brands, Inc.

Dr. Patricia O. Ewers
Former President
Pace University

Richard A. Goldstein
Former Chairman and
Chief Executive Officer
International Flavors and
Fragrances Inc.

Pierre E. Leroy
Former President,
Worldwide Construction & Forestry
Division and Worldwide
Parts Division
Deere & Company

Gordon R. Lohman
Former Chairman and
Chief Executive Officer
AMSTED Industries
Incorporated

A.D. David Mackay
Chief Executive Officer
Kellogg Company

Eugene A. Renna
Former Director and
Senior Vice President
Exxon Mobil Corporation

Anne M. Tatlock
Former Chairman and
Chief Executive Officer
Fiduciary Trust Company
International

David M. Thomas
Former Chairman
IMS Health Incorporated

Peter M. Wilson
Former Chairman
Gallaher Group Plc

Corporate Officers

Norman H. Wesley
Chairman of the Board and
Chief Executive Officer

Bruce A. Carbonari
President and
Chief Operating Officer

Craig P. Omtvedt
Senior Vice President and
Chief Financial Officer

Mark Hausberg
Senior Vice President–
Finance and Treasurer

Christopher J. Klein
Senior Vice President–
Strategy & Corporate
Development

Mark A. Roche
Senior Vice President,
General Counsel and
Secretary

Anthony J. Diaz
Vice President–
Investor Relations

C. Clarkson Hine
Vice President–
Corporate
Communications

Steven J. Siegler
Vice President–Taxes

Allan J. Snape
Vice President–
Business Development

Lauren S. Tashma
Vice President–
Associate General Counsel

Gary L. Tobison
Vice President and
Chief Internal Auditor

Operating Company Officers

Home & Hardware
Fortune Brands Home &
Hardware LLC

Richard E. Forbes
President and
Chief Executive Officer

Greg Stoner
President
MasterBrand Cabinets, Inc.

Richard E. Posey
President
Moen Incorporated

John N. Heppner
President
Fortune Brands Storage and
Security

Carl B. Hedlund
President
Therma-Tru Corporation

Mark Savan
President
Simonton Windows, Inc.

Golf
Acushnet Company

Walter R. Uihlein
Chairman and
Chief Executive Officer

Herbert C. Boehm
Executive Vice President
and General Manager
Golf Ball Operations

James M. Connor
President – FootJoy

Jeffrey Harnet
President – Cobra

Gerald M. Bellis
Executive Vice President
Sales and Marketing – Titleist

Joseph J. Nauman
Executive Vice President–
Corporate and Legal

William C. Burke
Senior Vice President and
Chief Financial Officer

Spirits & Wine
Beam Global Spirits &
Wine, Inc.

Thomas J. Flocco
President and Chief
Executive Officer

Ronald G. Kapolnek
Senior Vice President–
Chief Financial Officer

Jim Clerkin
Senior Vice President–
President, North America

Donard P. Gaynor
Senior Vice President–
Managing Director,
International

A. Rory Finlay
Senior Vice President–
Global Chief Marketing
Officer

Michael E. Goldberg
Senior Vice President–
Human Resources

Ian Gourlay
Senior Vice President–
Operations & Supply Chain

William A. Newlands
Senior Vice President–
President, Beam Wine Estates

Kenton R. Rose
Senior Vice President–
General Counsel

Chris Swonger
Senior Vice President–
Corporate Affairs

Operating Companies and Leading Brands

Fortune Brands, Inc. and Subsidiaries

<p>Spirits & Wine Beam Global Spirits & Wine, Inc.</p> <p>510 Lake Cook Road Deerfield, IL 60015-4964 Tel: 847-948-8888</p>	<p>Bourbon: Jim Beam, Jim Beam Black, Maker's Mark, Old Crow, Old Grand-Dad</p> <p>Small Batch Bourbon: Knob Creek, Booker's, Baker's, Basil Hayden's</p> <p>Blended Whisky/Whiskey: Canadian Club, Teacher's, Whisky NYC, Windsor, Lord Calvert, Tangle Ridge, Alberta Springs, Kessler, Calvert Extra, Jim Beam Rye, Fürst Bismarck</p> <p>Single Malt: Laphroaig, The Dalmore, Ardmore</p>	<p>Tequila: Sauza, El Tesoro</p> <p>Cognac: Courvoisier, Salignac</p> <p>Port, Brandy and Sherry: Cockburn's, Harveys, Fundador, Terry Centenario, Tres Cepas, Jacobi 1880</p> <p>Cordials & Liqueurs: DeKuyper, Starbucks™ Liqueurs¹, After Shock, Leroux, Sourz, Kuemmerling, Kamora, Castellana</p> <p>Vodka: Vox, Wolfschmidt, Kamchatka, Gilbey's</p>	<p>Gin: Larios, Gilbey's, Calvert</p> <p>Rum: Ronrico</p> <p>Ready-to-Drink Cocktails: Jim Beam & Cola, Jim Beam Black & Cola, Jim Beam Choice and Dry</p> <p>Wine: Clos du Bois, Geyser Peak, Wild Horse, Gary Farrell, Buena Vista Carneros, William Hill Estate, Atlas Peak</p> <p><i>Complete brand listing at www.beamglobal.com</i></p>
<p>Home & Hardware Fortune Brands Home & Hardware LLC</p> <p>520 Lake Cook Road Deerfield, IL 60015-5611 Tel: 847-484-4400</p>	<p>Faucets and Accessories: Moen, ShowHouse, PureTouch, Cleveland Faucet Group, Home Care, Inspirations, Donner</p> <p>Cabinetry: Omega, Decorá, Kitchen Craft, Diamond, Thomasville Cabinetry², Somersby, Diamond Reflections, Schrock, Kemper, Dynasty, HomeCrest, Aristokraft, Capital Cabinets, Kitchen Classics</p>	<p>Exterior Doors: Therma-Tru, Classic-Craft, Fiber-Classic, Smooth-Star, Benchmark, Benchmark by Therma-Tru</p> <p>Windows: Simonton Reflections, Impressions, StormBreaker, StormBreaker Plus, ProFinish, Prism by Simonton, Hy-Lite</p> <p>Architectural Millwork: Fypon, Dixie-Pacific, Hartmann-Sanders</p>	<p>Security: Master Lock, Master, Magnum, Fortress, American Lock, Dudley</p> <p>Tool Storage: Waterloo, Sears® Craftsman³, Lowe's® Kobalt⁴</p>
<p>Golf Acushnet Company</p> <p>333 Bridge Street P.O. Box 965 Fairhaven, MA 02719-0965 Tel: 508-979-2000</p>	<p>Golf Balls: Titleist Pro V1, Pro V1x NXT, NXT Tour DT SoLo Pinnacle Exception CLR Gold</p> <p>Golf Clubs: Titleist Pro Titanium 905 drivers Pro Trajectory 906 fairways 695MB, 695CB, 735.CM, 755, 775 irons Vokey Design wedges Scotty Cameron putters</p>	<p>Cobra King Cobra Speed drivers King Cobra Speed fairways King Cobra S9, FP, Carbon CB irons King Cobra C wedges Optica putters</p> <p>Golf Shoes: FootJoy Classics Dry Premiere Classics Tour ReelFit GF:II DryJoys Contour Series</p>	<p>Golf Gloves: FootJoy StaSof SciFlex F3 Weathersof Titleist Players Perma-Tech Perma-Soft</p> <p>Golf Outerwear: DryJoys Performance Rain Gear Windshirts Fleece Golf Mocks</p>

AccuGrain, Aristokraft, Canadian Club, Clos du Bois, Cobra, Courvoisier, Diamond, FinishRight, FootJoy, Geyser Peak, Jim Beam, Kitchen Craft, Knob Creek, Kuemmerling, Laphroaig, Larios, Maker's Mark, Master Lock, Moen, Omega, Pinnacle, Sauza, Schrock, Scotty Cameron, Teacher's, Therma-Tru, Titleist, Tru-Defense and Waterloo are among the trademarks held by subsidiaries of Fortune Brands, Inc. and registered in the U.S. and various countries internationally.

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The Home Depot is the trademark of Home TLC, Inc.

Boa is the trademark of Boa Technology, Inc.

Corporate Data

Executive Office

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Deerfield, IL
60015-5611
Tel: 847-484-4400

Website

www.fortunebrands.com

E-mail

mail@fortunebrands.com

Registered Office

2711 Centerville Road
Suite 400
Wilmington, DE 19808

Common Stock

Fortune Brands common stock is listed on the New York Stock Exchange. Its trading symbol is FO.

Annual Meeting

The Annual Meeting of Stockholders will take place on Tuesday, April 24, 2007 at 1:30 p.m. at the Hyatt Deerfield, 1750 Lake Cook Road, Deerfield, IL.

Transfer Agent for Common Stock and Preferred Stock

The Bank of New York Shareholder Relations Receive and Deliver Department
P.O. Box 11002
Church Street Station
New York, NY 10286
800-225-2719

Address Shareholder Inquiries to:

The Bank of New York Shareholder Relations Department
P.O. Box 11258
Church Street Station
New York, NY 10286
800-225-2719

Stock Accumulation Plan Transactions

The Bank of New York Dividend Reinvestment Department
P.O. Box 19554
Newark, NJ 07195-0554
800-225-2719

Quarterly Earnings, News Summaries, Copies of News Releases and Corporate Publications

Shareholder Direct®
800-310-5960 or
www.fortunebrands.com

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Please write to:
Fortune Brands, Inc.
Shareholder Services
520 Lake Cook Road
Deerfield, IL 60015-5611

Fortune Brands, Inc. is a holding company with subsidiaries engaged in the manufacture and sale of home and hardware products, distilled spirits and wine, and golf equipment. To make this annual report easier to read, we've used the words "we," "our" and similar terms to describe the activities of Fortune Brands, Inc. or its subsidiary companies or both, depending upon the context.

Web Site Directory

Fortune Brands, Inc.

www.fortunebrands.com

Home & Hardware

www.moen.com
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Golf

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