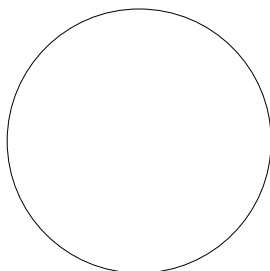


## Sharpening Our Focus



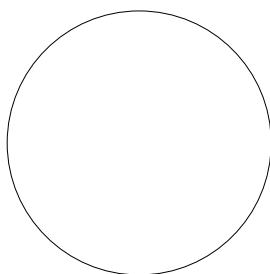
In 2005, **we sharpened our focus** on our most profitable consumer categories.

We spun off our office products business,  
creating value for shareholders. And we expanded our highly profitable  
spirits and wine business with the acquisition of more than 25 great brands.

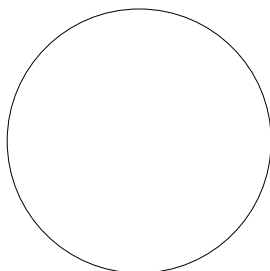


With our realigned brand portfolio, we're now focused on  
three great consumer categories, with leading brands in each.

At the same time, Fortune Brands remains focused on financial performance.  
2005 results were strong, and we look to the future with great confidence.



**Fortune Brands:**  
30,000 passionate people  
100+ great consumer brands  
3 attractive consumer categories  
1 high-performance consumer brands company



## Contents

Letter to Shareholders **2** Financial Highlights **15** Board of Directors, Corporate  
Officers and Operating Company Officers **16** Operating Companies and Leading Brands **17**  
Form 10-K **18** Corporate Data and Web Site Directory **Inside Back Cover**



*Titleist*  
1

MOEN

Maker's  
Whisky

# Dear Fellow Shareholders:

2005 was a year of performance, progress and dramatic change for Fortune Brands.

We continued to deliver strong results. And we sharpened our focus on our most attractive and profitable consumer categories to create greater long-term value.

- Sales increased 15% to \$7.06 billion. Internal sales growth drove half the revenue gain; acquisitions, excise taxes and the weak U.S. dollar accounted for the balance of our higher sales.
- Operating income rose 14% to \$1.16 billion.
- Diluted EPS from continuing operations was \$3.87, and we again achieved our long-term earnings goal, which is double-digit growth in EPS before one-time items. Reported net income was lower due to the large tax-related credit we recorded in 2004, the absence of profits from office products after the spin-off of our ACCO unit, and costs related to our spirits and wine acquisition.
- We returned immediate value to shareholders by increasing the dividend another 9%.
- And Fortune Brands stock once again outpaced the major stock indexes. An investment in Fortune Brands — including dividends — appreciated 9% in 2005.

Our portfolio balance and breadth across growing categories once again served us well. Sales grew in each of our businesses: up 10% in Home & Hardware, up 40% in Spirits & Wine (including the benefit of our acquisition), and up 4% in Golf.

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**Focus on innovation** | Our R&D teams secured 285 new patents in 2005, and we ranked among the top 10 consumer products companies in an independent analysis of patent quality and strength of innovation. More than 20% of our sales come from products introduced in just the past three years.

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## **Focus on Brand-Building Grows Market Share**

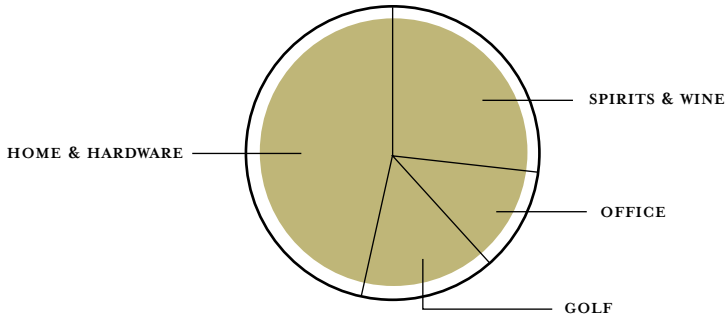
Fortune Brands' sustained advances in the marketplace reflect our intense focus on our consumers and customers. We build our brands by first investing time and resources to best understand what consumers want and what drives their purchase decisions. These consumer insights inspire our new product innovations, support the development of effective marketing programs, and help us serve our customers better with sharper merchandising.

In 2005, our brand-building investments fueled success across Fortune Brands:

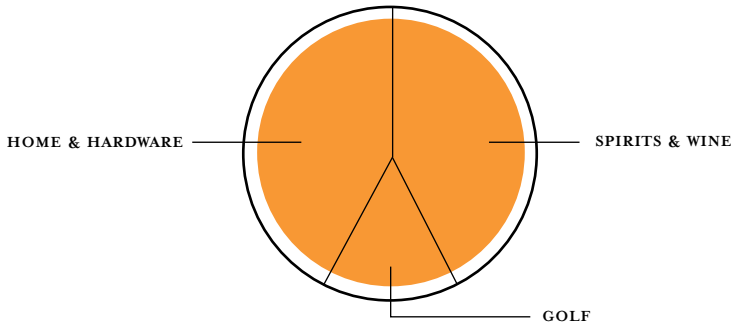
- Moen, our largest brand, launched dozens of stylish new products — including additions to its luxury ShowHouse line — and redefined its brand for many consumers through an eye-catching new TV advertising campaign. The #1 faucet brand in North America grew sales at a double-digit rate, gained market share, and expanded in Asia and Latin America, as well.

**Our realignment creates a more balanced portfolio for Fortune Brands**

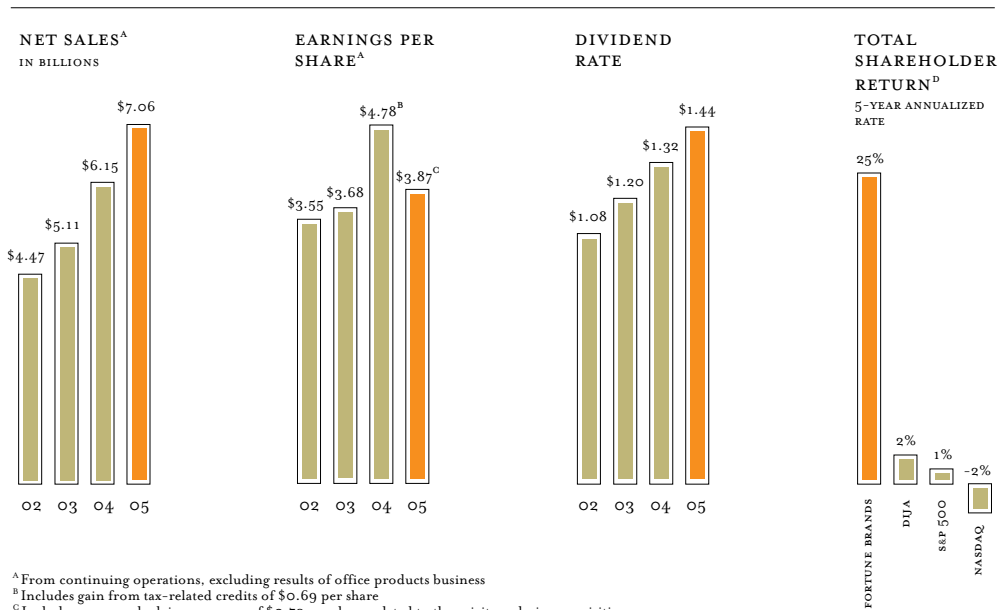
**BEFORE SPIRITS & WINE ACQUISITION AND SPIN-OFF OF OFFICE PRODUCTS BUSINESS**  
(OPERATING INCOME)



**NOW: POTENTIAL PROFIT MIX**



**We continued to deliver strong results, return immediate value to shareholders and outperform the major stock indexes**



<sup>A</sup> From continuing operations, excluding results of office products business  
<sup>B</sup> Includes gain from tax-related credits of \$0.69 per share  
<sup>C</sup> Includes currency hedging expenses of \$0.72 per share related to the spirits and wine acquisition  
<sup>D</sup> 12/31/2000 - 12/31/2005, including dividends

- In kitchen and bath cabinetry, our largest product line, we also increased sales at a double-digit rate. Our brands captured market share by remaining at the forefront of consumer tastes with new styles, finishes and organization solutions. We also elevated customer service by working closely with our retail partners to train in-store kitchen designers and improve designer productivity.
- Jim Beam bourbon grew worldwide case volumes 3%, boosted by successful marketing programs and the super-premium Jim Beam Black. Jim Beam delivered some “firsts” in 2005: the first U.S. TV ad campaign in the brand’s 210-year history, and the first Indy Racing League championship for the Jim Beam-sponsored IRL race car, including a high-profile victory at the world renowned Indianapolis 500.
- Market share for Titleist golf balls hit an all-time high as the brand’s advanced-technology family of products, led by the new-and-improved Titleist Pro V1, fueled higher sales. Titleist again was the overwhelming choice of professionals on the worldwide tours, and we continued to build our industry-leading relationships with the club pros who influence the purchases of recreational players.
- FootJoy stepped up revenues with new products including the GF:II, the brand’s most technologically advanced golf shoe ever, and the new CabrettaSof line of gloves.
- Next-generation Cobra golf clubs, including Inertia Series irons, Speed Series drivers and Baffler utilities, drove sustained momentum for the growing Cobra brand.
- With a double-digit sales increase, Therma-Tru gained share and continued expanding the fiberglass exterior door category with its patented AccuGrain technology that enhances the beauty of its Classic-Craft doors.
- Master Lock sustained strong growth through innovations in new security categories and expansion in international markets.
- Our Starbucks™ Coffee Liqueur was one of the year’s biggest selling new spirits products. To capitalize on the even larger market for cream-based liqueurs, we introduced new Starbucks™ Cream Liqueur in select markets in time for the 2005 holiday season.

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**Focus on customers | We’re committed to providing superior customer service — the kind that creates and preserves lasting relationships with partners across channels of distribution. Reflecting how we’re a partner of choice, Therma-Tru earned the Millwork Supplier of the Year award at Lowe’s.**

---

Growing earnings doesn’t depend just on growing sales. We’re committed to continuously improving operations and cost structures to elevate our productivity, to serve our customers better and to drive profitable growth. Our goal is to achieve annual reduction of 3-5% in cost of goods sold, and we reinvest part of these savings to build our brands. In 2005, we benefited from the efficiencies of process improvements and global sourcing initiatives, as well as from plant consolidations completed in 2004. Like all companies, we faced higher costs for energy, transportation and some raw materials that pressured profit margins. Even so, we managed to minimize the impact on profits by implementing fuel surcharges and targeted price increases.

In addition to strong operating performance, Fortune Brands has built a track record of making creative strategic moves — high-return acquisitions, high-impact partnerships and creative joint ventures — to deliver growing value for shareholders.

In 2005, two very important strategic moves sharpened our focus, created a more balanced portfolio, and built what we believe will be greater growth and long-term value for shareholders.

### **Creating a New Global Leader in Premium Spirits & Wine**

The spirits and wine category is highly profitable and is growing at the premium end. It’s also a category that performs well in most economic conditions. While our first priority is growing the brands we have, we’ve long been interested in expanding in spirits and wine if we could create the right opportunity. And our flagship Jim Beam bourbon brand, along with leading brands such as DeKuyper, Knob Creek, and Starbucks™ Coffee Liqueur, gave us an excellent platform on which to build.

By teaming up with Pernod Ricard in its purchase of Allied Domecq, we acquired more than 25 Allied Domecq brands, as well as key distribution operations. In doing so, we achieved three important objectives:

Norm Wesley, Chairman and Chief Executive Officer >  
< Craig Omtvedt, Chief Financial Officer



**First**, we expanded the breadth and quality of our spirits and wine portfolio. While we doubled the size of our spirits and wine business — expanding annual case volume from 19 million cases to 37 million — this acquisition was about much more than scale. It was about quality and growth. We added complementary premium global brands that filled gaps in our portfolio — brands that have historically grown faster than our existing core brands.

- Sauza, the #2 tequila in the world, makes us a leader in one of the industry's fastest growing segments.
- Maker's Mark, the fast-growing super-premium bourbon, solidifies our all-star bourbon lineup with leadership positions at all premium tiers.
- Courvoisier gives us a strong global position in cognac.
- Canadian Club, the #2 Canadian whisky in the world, is one of the largest global premium brands and substantially enhances our position in this category.
- Laphroaig, the world's #1 Islay malt Scotch, is a fast-growing super-premium brand especially popular in the U.S. and the U.K.
- And new wines, led by Clos du Bois, the #2 super-premium U.S. wine brand, place us among the top five super-premium U.S. wine companies.

This acquisition takes our spirits and wine business to an entirely new level and makes us a new global leader in premium spirits and wine. We're now the world's fourth-largest spirits company, up from number seven, and we now hold nine of the world's top 100 premium spirits brands, up from just three. We've also enhanced our strong spirits and wine management and marketing teams with top talent from Allied Domecq.

**Second**, we boosted our international strength in the industry with the addition of leading national brands in the U.K., Spain and Germany, three priority spirits markets where we'd been under-represented. The premium national brands include Teacher's Scotch, Whisky DYC and Larios gin, all of which are among the world's top 100 premium spirits brands. We believe the national brands and the related distribution operations we acquired will enable us to better penetrate these three key markets and accelerate the growth of our core global brands, including Jim Beam. We also see new opportunity in markets such as India, Brazil, the Philippines and across Asia.



**30,000 passionate people committed to excellence have earned Fortune Brands top honor as America's Most Admired Company in our category in Fortune magazine's annual survey of corporate reputation...11 years in a row.**



< Bruce Carbonari, president of our home and hardware business, in a Diamond cabinetry kitchen. Rocky Stanski, Stephen Phillips and Debbie Lomas make Thermo-Tru doors at our plant in Butler, IN. >



< Tom Flocco, president of our spirits and wine business, at the House of Courvoisier. Our Australia team, including Phil Baldock, Anne Audette and Georgia Way, drives growth for Jim Beam. >



< Wally Uihlein, chief executive of our industry-leading golf business, at the Titleist R&D center. Jerry Bellis, Jeff Harmet and Jim Connor, leaders of the Titleist, Cobra and FootJoy brands. >



**Third**, we created valuable operating efficiencies. We've reduced distribution costs by adding the new brands to our U.S. distribution network, which we operate jointly with the Absolut Spirits Company. With the Allied Domecq operations we acquired, we've also strengthened our international distribution networks and established our own cost-effective distribution operation in the U.K. We've made excellent progress integrating the new brands and operations into our business and navigating the challenges of such a transformational acquisition. We expect the acquisition will benefit earnings per share by 35 cents or more in 2006.

The cost of the acquisition was approximately \$5.2 billion, representing an attractive valuation for the quality of brands we acquired. The strength of our balance sheet enabled us to finance the purchase price with debt, and we used our free cash to reduce this debt in 2005. Importantly, we see returns from the acquisition well in excess of our cost of capital and we maintained a solid investment-grade credit rating.

### **Spin-Off of ACCO Sharpens Focus, Creates Value**

In our second major strategic move of the year, we sharpened the focus of our portfolio by spinning off to shareholders our ACCO World office products subsidiary. While ACCO was well positioned to succeed in its industry, our largest consumer brands are in our other three businesses and building those businesses has been our priority. So spinning off ACCO enabled it to pursue value-creating consolidation on its own — and in conjunction with the spin-off, ACCO merged with General Binding Corporation to create the new ACCO Brands Corporation, a leading global supplier of branded office products.

Shareholders of Fortune Brands received one ACCO Brands share (valued at \$24.50 at year-end) for every 4.255 shares of Fortune Brands held at the time of the spin-off. Fortune Brands also received a \$613 million spin-off dividend from ACCO.

We believe the spin-off/merger combination will maximize value for shareholders and better position both Fortune Brands and the new ACCO Brands Corporation for long-term growth. The value of ACCO Brands shares (before any potential upside appreciation) plus the spin-off dividend amounted to more than \$1.4 billion in value for our shareholders.

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**Focus on the environment | Our introduction of water-based coatings is reducing emissions of solvents in the production of cabinets, while innovations in faucet manufacturing are reducing the use of water — just two of the ways we're using new technologies and process improvements to continually elevate our protection of the environment.**

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### **Focus on Corporate Responsibility**

Behind our success in the marketplace is our commitment to supporting the communities in which we operate. Inspired by the priorities of our people and their passion for great charitable initiatives, Fortune Brands is a proud supporter of life-improving organizations including Habitat for Humanity, the United Way, Boys & Girls Clubs, The Renaissance Schools Fund, the United Negro College Fund and the Susan G. Komen Breast Cancer Foundation.

Our Jim Beam brand has invested significantly in making its motorsports sponsorships a valuable platform to enhance its industry-leading Drink Smart® program that promotes responsible choices by legal-drinking-age adults.

Shareholders can be especially proud of how the people of Fortune Brands responded to the devastation caused by Hurricane Katrina. By loading trucks with relief supplies...donating home products...reallocating funds for company picnics...contributing personal and corporate cash...and in many other ways, the people of Fortune Brands provided more than \$1 million in disaster relief to hurricane victims.

### **Focusing on Future Performance**

As we move forward as a more sharply focused, high-performance consumer brands company, we'll continue to pursue the disciplined strategy that has served Fortune Brands so well:

- Investing to grow our leading consumer brands.
- Improving operations to continuously enhance productivity and cost structures.
- Positioning our businesses for stronger growth and higher returns.
- And leveraging the strength of our financial resources to drive shareholder value even higher.

We also look ahead with long-term confidence in our markets.

**Home & Hardware** has clearly benefited from favorable conditions in the housing and home improvement market. While we've long expected this business to return to more normal growth levels, Fortune Brands is well positioned to grow faster than the market and to achieve our long-term goal of mid-to-high single-digit operating income growth in this segment.

We have strong brands in the most consumer-oriented product categories, breadth across the industry's customer base, proven customer service, and a commitment to continuous supply-chain excellence.

We also like this sector's favorable demographics:

- Household formations, fueled by immigration, are expected to continue rising.
- Household wealth continues to grow.
- The housing stock now averages more than 30 years old, the remodeling sweetspot when improvements are most common.
- Baby Boomers, the largest segment of U.S. homeowners, are among the most motivated home remodelers.

It's also important to recognize that replace/remodel spending represents about two-thirds of the U.S. home products market. Replace/remodel expenditures commonly trail existing home sales by up to 12-18 months, so a fifth consecutive year of record-breaking existing home sales in 2005 bodes well for us.

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**Focus on people | In 2005, we welcomed to the Fortune Brands family more than 2,500 new associates formerly with Allied Domecq. In Spain, Germany, France, Portugal, India, the U.K, the U.S. and in many other locations, these men and women are producing and selling great brands, and helping us expand our international reach.**

---

**Spirits & Wine** competes in an industry that's a solid foundation for growth. The U.S., for instance, is the world's largest premium market — and its sales of spirits have grown for eight consecutive years.

Growth in the spirits and wine market is underpinned by:

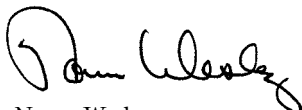
- Steady market share gains at the expense of beer as consumer preferences grow for the multiple taste profiles and cocktail mixability offered by spirits.
- Sustained "trading up" by consumers to premium spirits and wine products, supporting continued growth at the high end around the world.
- Growth in the number of legal-drinking-age adults.

With our expanded premium portfolio, greater international reach and commitment to building our global brands, we're very well positioned to capitalize on the growth opportunities in this segment.

**Golf** benefits from generations of golfers who typically play more rounds as they get older, and the game is growing in popularity in many key international markets. Our technological leadership, powerful brands and expanding international distribution position us well to continue growing faster than the industry as a whole.

At Fortune Brands, our sharpest focus will always be on our shareholders. We're proud of the results we've delivered year after year, and we're excited about the moves that have made Fortune Brands an even stronger company than a year ago. We believe our sharpened focus, more balanced portfolio, great people and proven strategy form a powerful platform for future growth. We look forward to the opportunities the future holds, and to further growing your Fortune.

Sincerely,



Norm Wesley  
Chairman & Chief Executive Officer  
February 28, 2006

## Home & Hardware



 **MOEN**  
Buy it for looks. Buy it for life.®

**Aristokraft**<sub>A</sub>

**THERMA TRU**  
DOORS

**Omega**  
Cabinetry

**Diamond**

**Master Lock**

**WATERLOO**  
TIRE STORAGE

**Kitchen Craft**  
CABINETRY

**Schrock**  
CABINETRY

Led by Moen, the #1 faucet brand in North America, our Home & Hardware brands enrich the lives of homeowners every day. We're focused on categories where brands matter and that add value to the home, and we've consistently grown faster than the industry.

- #1 faucet brand in North America
- #2 cabinets in North America • #1 residential entry door brand in the U.S.
- #1 padlocks worldwide • #1 tool storage manufacturer worldwide

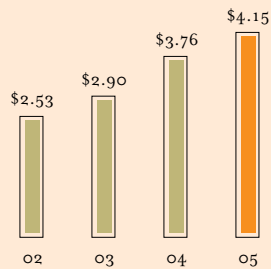


With strong internal growth and successful high-return acquisitions, we've built the second-largest cabinet supplier in North America.



Therma-Tru is all about first impressions: It created the fiberglass exterior door category and now it's growing the market with beautiful entry doors that add value to the home and deliver performance superior to wood.

#### HOME & HARDWARE SALES GROWTH (IN BILLIONS)



The world's #1 padlock brand is creating growth with innovative "Tough Under Fire" products in new categories, including towing and automotive security.

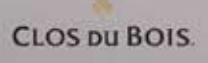






## Spirits & Wine

With the addition of great brands like Sauza, Maker's Mark, Courvoisier, Canadian Club, Laphroaig and Clos du Bois, we're now a global leader in premium spirits and wine. Sauza is known as "nuestro tequila" (or "our tequila") in Mexico, and it's the world's second best-selling premium tequila brand. Sauza is also now our second-largest spirits brand and an excellent complement to our flagship Jim Beam brand.



- #4 spirits company worldwide • 9 of the world's top 100 premium spirits brands
  - #2 distribution network in the U.S., Australia, Canada; #3 in Spain
- #1 bourbon worldwide • #2 tequila worldwide • #2 Canadian whisky worldwide
  - #1 Islay malt whisky • #1 cordials in the U.S. • #2 super-premium U.S. wine

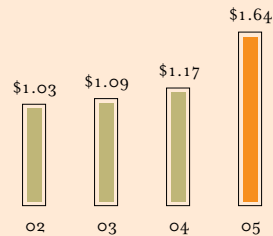


Reflecting pride in its meticulous craftsmanship, every bottle of this unique super-premium bourbon bears the Samuels family's Maker's Mark.



Consumers in more than 150 countries enjoy the unrivaled smoothness of Canadian Club, the #2 Canadian whisky in the world.

SPIRITS & WINE SALES GROWTH  
(IN BILLIONS)



Known as the Cognac of Napoleon, Courvoisier has enjoyed an international reputation for producing the finest cognacs for centuries.



The #2 super-premium wine in the U.S., Clos du Bois is known for its elegant soft wines that age well and drink wonderfully.



Leading national brands such as Teacher's, DYC, Larios and Kuemmerling make us bigger players in the U.K., Spain and Germany, and are helping support the growth of our global brands in these priority markets.



## Golf

Golf is a performance game, and nothing epitomizes performance more than the Titleist Pro V1 golf ball. Titleist is the #1 ball in golf...and a big reason why we are the world's #1 golf business.



*Titleist*

FOOTJOY

 cobra

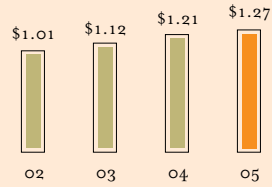
 PINNACLE

  
SCOTTY  
CAMERON

- #1 golf company worldwide
- #1 golf balls worldwide • #2 golf clubs in the U.S. • #1 golf shoes worldwide
- #1 golf gloves worldwide • #1 golf outerwear in the U.S.



**GOLF SALES GROWTH**  
(IN BILLIONS)



FootJoy stands at the forefront of innovation, style and comfort with advanced-technology products such as the GF:II golf shoe, the StaSof golf glove and DryJoys performance outerwear.



With advanced technologies and continuous innovations, our Cobra R&D teams have created the hottest clubface...and one of the hottest brands in the game.

On the worldwide professional tours, the overwhelming majority of players rely on the superior performance of Titleist golf balls. In 2005, tour pros teed up Titleist in 156 victories worldwide, nearly five times the nearest competitor and more than all other golf balls combined. And with innovations like the Forged 735.CM irons, Titleist was also the #1 brand of irons, wedges and putters on the PGA Tour in 2005.



## Financial Highlights

FORTUNE BRANDS, INC. AND SUBSIDIARIES

(IN MILLIONS, EXCEPT PER SHARE AMOUNTS)	2005	2004	CHANGE	2003
<b>Net Sales</b>				
Home and Hardware	\$4,153.4	\$3,763.7		\$2,899.9
Spirits and Wine	1,642.0	1,169.3		1,091.0
Golf	1,265.8	1,212.2		1,121.7
	\$7,061.2	\$6,145.2	14.9%	\$5,112.6
<b>Operating Income</b>				
Home and Hardware	\$ 655.1	\$ 598.5		\$ 481.3
Spirits and Wine	401.0	333.7		302.8
Golf	171.5	153.8		139.1
Less: Corporate expenses	63.7	61.4		54.9
	\$1,163.9	\$1,024.6	13.6%	\$ 868.3
<b>Net Income</b>	\$ 621.1	\$ 783.8	(20.8)%	\$ 579.2
<b>Earnings per common share</b>				
Basic	\$ 4.26	\$ 5.40	(21.1)%	\$ 3.97
Diluted	\$ 4.13	\$ 5.23	(20.8)%	\$ 3.86
<b>Other Data</b>				
<b>Operating Income</b>	\$1,163.9	\$1,024.6	13.6%	\$ 868.3
Less:				
Interest expense	158.9	77.3		63.9
Other income, net	78.9	(47.0)		(38.2)
Income taxes	324.5	261.1		275.3
Minority interests	20.0	17.2		15.2
<b>Net Income from Continuing Operations</b>	\$ 581.6	\$ 716.0	(18.8)%	\$ 552.1
<b>Income from Discontinued Operations</b>	39.5	67.8		27.1
<b>Net Income</b>	\$ 621.1	\$ 783.8	(20.8)%	\$ 579.2
<b>Free Cash Flow <sup>(1)</sup></b>	\$ 385.5	\$ 392.7		\$ 437.4
Add:				
Capital expenditures, net	215.6	215.6		181.9
Dividends paid	201.6	183.6		166.9
<b>Cash Flow from Operations</b>	\$ 802.7	\$ 791.9		\$ 786.2
<b>Dividends paid per common share</b>	\$ 1.38	\$ 1.26	9.5%	\$ 1.14
<b>Actual number of common shares outstanding</b>	145.6	144.3		146.3
<b>Average number of common shares outstanding (diluted)</b>	150.5	149.9		150.3

<sup>(1)</sup> "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.

CEO and CFO Certifications

In 2005, 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 2005 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

Thomas C. Hays  
Former Chairman and  
Chief Executive Officer  
Fortune Brands, 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  
President and Chief  
Operating Officer  
Kellogg Company

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

J. Christopher Reyes  
Co-Chairman  
Reyes Holdings, L.L.C.

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

David M. Thomas  
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

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

Nadine A. Heidrich  
Vice President and  
Corporate Controller

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

Daniel J. Waters  
Vice President—Strategy

**Operating Company Officers**

**Home & Hardware**  
Fortune Brands Home &  
Hardware, LLC

Bruce A. Carbonari  
President and  
Chief Executive Officer

Richard E. Forbes  
President  
MasterBrand Cabinets, Inc.

Richard E. Posey  
President  
Moen Incorporated

Carl B. Hedlund  
President  
Therma-Tru Corporation

John N. Heppner  
President  
Fortune Brands Storage  
and Security

**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 Harmet  
President  
Cobra

Gerald M. Bellis  
Executive Vice President  
Sales and Marketing  
Titleist

Joseph J. Nauman  
Senior Vice President  
General Counsel

William C. Burke  
Senior Vice President,  
Chief Financial Officer  
and Controller

**Spirits & Wine**  
Beam Global Spirits &  
Wine, Inc.

Thomas J. Flocco  
President and Chief  
Executive Officer

Ronald G. Kapolnek  
Senior Vice President—  
Chief Financial Officer

Beth L. Bronner  
Senior Vice President—  
Global Chief Marketing  
Officer

Jim Clerkin  
Senior Vice President—  
President, North America

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

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

**Home & Hardware**

Fortune Brands Home & Hardware, LLC

520 Lake Cook Road  
Deerfield, IL 60015-5611  
Tel: 847-484-4400

**Faucets and Accessories:**

Moen, ShowHouse, PureTouch, Cleveland Faucet Group, Home Care, Inspirations, Donner

**Cabinetry:**

Omega, Decorá, Kitchen Craft, Diamond, Schrock, Kemper, Dynasty, HomeCrest, Aristokraft, Capital Cabinet, Kitchen Classics, Thomasville Cabinetry<sup>®1</sup>

**Exterior Doors:**

Therma-Tru, Classic-Craft, Fiber-Classic, Smooth-Star, Benchmark, Benchmark HMF, Benchmark by Therma-Tru

**Security:**

Master Lock, Master, Magnum, Fortress, American Lock, Dudley

**Tool Storage:**

Waterloo, Sears Craftsman<sup>®2</sup>, Lowe's Kobalt<sup>™2</sup>

**Spirits & Wine**

Beam Global Spirits & Wine, Inc.

510 Lake Cook Road  
Deerfield, IL 60015-4964  
Tel: 847-948-8888

**Bourbon:**

Jim Beam, Jim Beam Black, Maker's Mark, Old Crow, Old Grand Dad

**Small Batch Bourbon:**

Knob Creek, Booker's, Baker's, Basil Hayden's

**Blended Whisky/Whiskey:**

Canadian Club, Teacher's, Whisky NYC, Windsor, Lord Calvert, Tangle Ridge, Alberta Springs, Kessler, Calvert Extra, Jim Beam Rye, Fürst Bismarck

**Single Malt:**

Laphroaig, The Dalmore, Ardmore

**Tequila:**

Sauza, El Tesoro

**Cognac:**

Courvoisier, Salignac

**Port, Brandy and Sherry:**

Cockburn's, Harveys, Fundador, Terry Centenario, Tres Cepas, Jacobi 1880

**Cordials & Liqueurs:**

DeKuyper, Starbucks<sup>™</sup> Liqueurs<sup>3</sup>, After Shock, Leroux, Sourz, Kuemmerling, Kamora, Castellana

**Vodka:**

Vox, Wolfschmidt, Kamchatka, Gilbey's

**Gin:**

Larios, Gilbey's, Calvert

**Rum:**

Ronrico

**Ready-to-Drink Cocktails:**

Jim Beam & Cola, Jim Beam Black & Cola, Jim Beam Choice and Dry

**Wine:**

Clos du Bois, Geyser Peak, Wild Horse, Gary Farrell, Buena Vista Carneros, William Hill Estate, Atlas Peak

Complete brand listing at [www.beamglobal.com](http://www.beamglobal.com)

**Golf**

Acushnet Company

333 Bridge Street  
P.O. Box 965  
Fairhaven, MA 02719-0965  
Tel: 508-979-2000

**Golf Balls:**

Titleist  
Pro V1  
NXT  
DT  
Pinnacle  
Exception  
CLR  
Gold

**Golf Clubs:**

Titleist  
Pro Titanium 905 drivers  
Pro Trajectory 904 fairways  
Forged irons  
Vokey Design wedges  
Scotty Cameron putters  
Cobra  
King Cobra Speed metals  
King Cobra Comp metals  
King Cobra Inertia Series irons  
King Cobra C wedges  
IM putters

**Golf Shoes:**

FootJoy  
Classics Tour  
GF:II  
DryJoys  
Contour Series

**Golf Gloves:**

FootJoy  
StaSof  
SciFlex  
Weathersof  
Titleist  
Players  
Perma-Tech

**Golf Outerwear:**

DryJoys Performance

**Top Selling Brands**

**20 Brands with Sales Exceeding \$100 million**

2005 net sales in millions (rounded to nearest \$50 million)

Moen faucets	\$950
Titleist golf equipment	700
Aristokraft cabinetry	550
Therma-Tru doors	550
Jim Beam bourbon	500
FootJoy golf shoes & gloves	300
Sauza tequila	250
Waterloo tool storage	250
Master Lock security	250
Omega cabinetry	250
Kitchen Craft cabinetry	250
Courvoisier cognac	200
Cobra golf clubs	200
Schrock cabinetry	150
DeKuyper cordials	150
Clos du Bois wine	150
HomeCrest cabinetry	150
Diamond cabinetry	150
Canadian Club whisky	150
Kitchen Classics cabinetry	100

AccuGrain, Aristokraft, Canadian Club, Clos du Bois, Cobra, Courvoisier, Diamond, 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 and Waterloo are among the trademarks held by subsidiaries of Fortune Brands, Inc. and registered in the U.S. and various countries internationally.

<sup>1</sup> Thomasville Cabinetry is the trademark of Thomasville Furniture Industries, Inc.

<sup>2</sup> Primary supplier of tool storage products

<sup>3</sup> Starbucks is the trademark of Starbucks U.S. Brands, LLC.

## Corporate Data

### Executive Office

520 Lake Cook Road  
Deerfield, IL  
60015-5611  
Tel: 847-484-4400

### Website

[www.fortunebrands.com](http://www.fortunebrands.com)

### E-mail

[mail@fortunebrands.com](mailto: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 25, 2006 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 11266  
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](http://www.fortunebrands.com)

Duplicate mailings of this annual report to the same address are costly to Fortune Brands and may be inconvenient to many stockholders. Securities and Exchange Commission rules allow for the elimination of duplicate reports, provided your request is in writing. Eliminating these duplicate mailings will not affect your dividend, proxy statement or proxy card mailings.

Please write to:  
The Bank of New York Shareholder Relations Department  
P.O. Box 11266  
Church Street Station  
New York, NY 10286

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](http://www.fortunebrands.com)

### Home & Hardware

[www.moen.com](http://www.moen.com)  
[csi.moen.com](http://csi.moen.com)  
[showhouse.moen.com](http://showhouse.moen.com)  
[www.masterlock.com](http://www.masterlock.com)  
[www.masterbrandcabinets.com](http://www.masterbrandcabinets.com)  
[www.omegacabinets.com](http://www.omegacabinets.com)  
[www.decoracabinets.com](http://www.decoracabinets.com)  
[www.kitchenraft.com](http://www.kitchenraft.com)  
[www.diamondcabinets.com](http://www.diamondcabinets.com)  
[www.schrock.com](http://www.schrock.com)  
[www.kempercabinets.com](http://www.kempercabinets.com)  
[www.homecrestcab.com](http://www.homecrestcab.com)  
[www.aristokraft.com](http://www.aristokraft.com)  
[www.thermatru.com](http://www.thermatru.com)  
[www.waterlooindustries.com](http://www.waterlooindustries.com)

### Spirits & Wine

[www.beamglobal.com](http://www.beamglobal.com)  
[www.drinksmart.com](http://www.drinksmart.com)  
[www.jimbeam.com](http://www.jimbeam.com)  
[www.sauzatequila.com](http://www.sauzatequila.com)  
[www.makersmark.com](http://www.makersmark.com)  
[www.canadianclubwhisky.com](http://www.canadianclubwhisky.com)  
[www.courvoisier.com](http://www.courvoisier.com)  
[www.laphroaig.com](http://www.laphroaig.com)  
[www.dekuyperusa.com](http://www.dekuyperusa.com)  
[www.smallbatch.com](http://www.smallbatch.com)  
[www.knobbcreek.com](http://www.knobbcreek.com)  
[www.starbucks.com/coffeeliqueur](http://www.starbucks.com/coffeeliqueur)  
[www.voxvodka.com](http://www.voxvodka.com)  
[www.eltesorotequila.com](http://www.eltesorotequila.com)  
[www.thedalmore.com](http://www.thedalmore.com)  
[www.closdubois.com](http://www.closdubois.com)  
[www.geyserpeakwinery.com](http://www.geyserpeakwinery.com)  
[www.wildhorsewinery.com](http://www.wildhorsewinery.com)  
[www.buenavistacarneros.com](http://www.buenavistacarneros.com)  
[www.williamhill.com](http://www.williamhill.com)  
[www.garyfarrellwines.com](http://www.garyfarrellwines.com)

### Golf

[www.titleist.com](http://www.titleist.com)  
[www.footjoy.com](http://www.footjoy.com)  
[www.cobragolf.com](http://www.cobragolf.com)  
[www.pinnaclegolf.com](http://www.pinnaclegolf.com)  
[www.scottycameron.com](http://www.scottycameron.com)  
[www.titleistperformanceinstitute.com](http://www.titleistperformanceinstitute.com)



[www.fortunebrands.com](http://www.fortunebrands.com)

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BRANDS

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