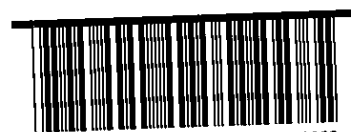
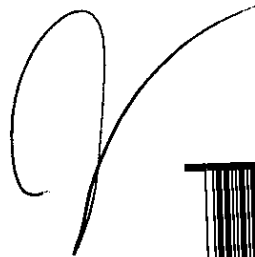


Registered Number 34720

THE INVERGORDON DISTILLERS LIMITED
ANNUAL REPORT
FOR THE YEAR ENDED 31 DECEMBER 2000



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COMPANIES HOUSE 11/10/01

SCT SURE430M 1747
COMPANIES HOUSE 06/09/01

THE INVERGORDON DISTILLERS LIMITED

Directors' Report for the year ended 31 December 2000

The directors submit their annual report and the audited accounts for the year ended 31 December 2000.

Principal activity and business review

The company did not trade during the year and consequently has produced neither a profit nor a loss.

Directors

The directors of the company at 31 December 2000 each of whom held office throughout the year were as follows:

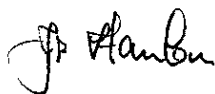
B J Megson
J F Hanlon

There are no directors' interests requiring disclosure under the Companies Act 1985.

Auditors

The company has taken advantage of the exemption under the provisions of Section 250 of the Companies Act 1985 not to appoint auditors.

By order of the board



**J F Hanlon
Secretary**

16th August 2001

THE INVERGORDON DISTILLERS LIMITED

Balance Sheet 31 December 2000

	Notes	<u>2000</u> £000	<u>1999</u> £000
Current assets			
Debtors	2	424,670	424,670
Creditors	3	(419,796)	(419,796)
Net assets		<u>4,874</u>	<u>4,874</u>
Capital and Reserves			
Called up share capital	3	200	200
Share premium account		3,100	3,100
Profit and loss account		1,574	1,574
Total Equity Shareholders' Funds		<u>4,874</u>	<u>4,874</u>

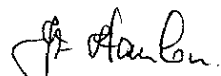
The Company did not trade during the year and is dormant within the meaning of section 250 of the Companies Act 1985

For the year ended 31st December 2000, the company was entitled to exemption under section 249AA (1) of the Companies Act 1985

No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 249B (2)

The directors acknowledge their responsibility for:

- a) Ensuring the company keeps accounting records which comply with section 221
- b) Preparing accounts which give a true and fair view of the state of affairs of the company as at the end of its financial year and of its profit and loss for the financial year in accordance with section 226, and which otherwise comply with the requirements of the Companies Act relating to accounts, so far as applicable to the company.



J F Hanlon
Director

16th August 2001

THE INVERGORDON DISTILLERS LIMITED

Notes to the financial statements for the year ended 31 December 2000

1 Principal accounting policies

The financial statements have been prepared on the historical cost basis of accounting and in accordance with applicable accounting standards in the United Kingdom.

2 Debtors	<u>2000</u> <u>£000</u>	<u>1999</u> <u>£000</u>
Amount owed by immediate parent company	424,015	424,015
Amount owed by fellow subsidiary	655	655
	<u>424,670</u>	<u>424,670</u>

3 Creditors	<u>2000</u> <u>£000</u>	<u>1999</u> <u>£000</u>
Amounts owed to immediate parent company	8,378	8,378
Amounts owed to fellow subsidiary	411,418	411,418
	<u>419,796</u>	<u>419,796</u>

4 Called up share capital	<u>2000</u> <u>£000</u>	<u>1999</u> <u>£000</u>
Authorised, allotted, called up and fully paid		
160,000 ordinary 'A' shares of £1 each	160	160
40,000 ordinary 'B' shares of £1 each	40	40
	<u>200</u>	<u>200</u>

5 Ultimate and immediate parent company

The immediate parent company is JBB (GREATER EUROPE) PLC, registered in Scotland. The ultimate parent company is Fortune Brands Inc. which is incorporated in Delaware, USA. Copies of the financial statements of Fortune Brands Inc. may be obtained from 300 Tower Parkway, Lincolnshire, IL 60069, USA