UNITED STATES SECURITIES AND EXCHANGE COMMISSION WASHINGTON, D.C. 20549

FORM 20-F

| (Mark One) | | | |
|--|--|--|--|
| | TEMENT PURSUANT TO | O SECTION 12(b) OR (g) | OF THE SECURITIES |
| EXCHANGE ACT OF | 1934 | OR | |
| X ANNUAL REPORT PU | RSUANT TO SECTION | | CURITIES EXCHANGE ACT |
| For the fiscal year ende | ed DECEM | BER 31, 2006 | |
| • | | OR | |
| TRANSITION REPOR | T PURSUANT TO SECT | ION 13 OR 15(d) OF TH | E SECURITIES EXCHANGE |
| ACT OF 1934 | 1.0 | | |
| For the transition perio | od from | OR | |
| SHELL COMPANY RI | EPORT PURSUANT TO S | | F THE SECURITIES |
| EXCHANGE ACT OF | 1934 | | |
| Date of event requiring | g this shell company repo | rt | |
| Commission file number 001-3 | The same and the s | N INC | |
| | (Exact name of Registran | N, INC. t as specified in its charte | er) |
| | ALCO | N, INC. | , |
| | | ant's name into English) | |
| | | <u>erland</u> oration or organization) | |
| | | ch 69 | |
| | | Box 62 | |
| | | Switzerland oal executive offices) | |
| | (riddess of princip | ar executive offices) | |
| Securities registered or to be re | egistered pursuant to Sect | | |
| Title of each class | | Name of each exchang | |
| Common Shares, par value C | CHF 0.20 per share | The New York Stock | Exchange |
| Securities registered or to be re | egistered pursuant to Sect | ion 12(g) of the Act | None |
| Securities for which there is a reporting obligation pursuant to Section 15(d) of the Act. None | | | |
| Indicate the number of outstanding shares of each of the issuer's classes of capital or common stock as of the | | | |
| | | 301,182,404 Common seasoned issuer, as define | Shares ed in Rule 405 of the Securities |
| Act. Yes | | | No |
| If this report is an annual or tra | position raport indicate by | chask mark if the regist | |
| reports pursuant to Section 13 | | | rant is not required to me |
| Yes | (-) | X | No |
| Indicate by check mark whether | er the registrant (1) has file | ed all reports required to | be filed by Section 13 or 15(d) of |
| the Securities Exchange Act of | | | |
| registrant was required to file s days. | such reports), and (2) has | been subject to such film | ng requirements for the past 90 |
| X Yes | | | No |
| Indicate by check mark whether | er the registrant is a large | accelerated filer, an accel | erated filer or a non-accelerated |
| filer. See definition of "acceleration | ated filer and large acceler | ated filer" in Rule 12b-2 | of the Exchange Act. (Check |
| one) | X Accelerated | I Eilen | Non applemented Files |
| Large Accelerated Filer | | | Non-accelerated Filer |
| Indicate by check mark which: Item 17 | | ne registrant has elected t | 10 IOHOW. Item 18 |
| 5,900,0000,000,000 | | | a shell company (as defined in |
| Rule 12b-2 of the Exchange Ac | | | saen company (as defined in |
| Yes | | X | No |
| | | | _ |
| | | | |



therapeutic categories.

Sales of products for treatment of infections and inflammation increased 14.5% during the year ended December 31, 2006. This increase reflected the first full year's sales of *NEVANAC*® ophthalmic preparation since its introduction in September 2005, global sales growth of *TobraDex*® ophthalmic suspension and ointment, and higher sales of the *Vigamox*® ophthalmic solution.

Sales of $Vigamox^{\textcircled{\$}}$, our newest anti-infective drug, increased 27.1%, primarily due to increased sales in the United States as physicians continued to convert to it from older anti-infectives. In 2006, we marketed this fluoroquinolone drug in approximately 40 countries around the world. In July 2006, the Japanese Ministry of Health, Labor and Welfare approved $Vegamox^{\text{TM}}$ moxifloxacin solution (known in other markets as $Vigamox^{\textcircled{\$}}$) for the treatment of bacterial infections of the eye.

The approval and the October 2006 commercial launch of *Vegamox*TM in Japan were important achievements; however, the impact of the launch on sales in 2006 was negligible. (*Vigamox*[®] and *Vegamox*TM are licensed to Alcon by Bayer Healthcare AG.)

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The U.S. commercial launch of $NEVANAC^{\textcircled{B}}$ ophthalmic solution began in September 2005. $NEVANAC^{\textcircled{B}}$ is the first ophthalmic non-steroidal anti-inflammatory drug ("NSAID") to receive FDA approval for the treatment of pain and inflammation associated with cataract surgery. In the time since its introduction, $NEVANAC^{\textcircled{B}}$ has captured approximately 22% of its therapeutic market in the United States during December 2006, according to the Wolters Kluwer Health Service Prescription Audit.

Our line of glaucoma products continued to show sales growth. Sales of $TRAVATAN^{\textcircled{\$}}$ ophthalmic solution, our prostaglandin analogue, grew 17.2% for the year ended December 31, 2006. Earlier in 2006, the Company began providing its $TRAVATAN^{\textcircled{TM}}$ Dosing Aid to a targeted group of physicians. This device is provided without charge to help physicians and their patients improve compliance with prescribed dosage regimens. In 2006, $TRAVATAN^{\textcircled{\$}}$ was sold in more than 100 markets. During the same period, $Azopt^{\textcircled{\$}}$ ophthalmic suspension, the Company's topical carbonic anhydrase inhibitor (TCAI), posted a 16.7% sales increase from growth in both the U.S. and International markets.

In September 2006, the FDA approved $TRAVATAN^{\$}Z^{TM}$ ophthalmic solution for the treatment of glaucoma for patients who are intolerant or insufficiently responsive to other intraocular pressure-lowering medications. $TRAVATAN^{\$}Z^{TM}$ enables doctors to help glaucoma patients with a benzalkonium chloride ("BAC") free prostaglandin. The commercial launch of $TRAVATAN^{\$}Z^{TM}$ began in October 2006.

Global sales of our key allergy product, $Patanol^{\$}$ ophthalmic solution, grew 9.1% in the year ended December 31, 2006. U.S. sales of $Patanol^{\$}$ increased 4.2% in the year ended December 31, 2006 over 2005, despite increased competitive product offerings and sampling. Sold in Europe as $Opatanol^{\$}$ ophthalmic solution, $Patanol^{\$}$ generated International sales representing a 47.0% increase over 2005. Sales growth in existing Alcon International markets was responsible for a major portion of the International growth along with the introduction of $Patanol^{\$}$ in new countries. In July 2006, the Japanese Ministry of Health, Labor and Welfare gave approval to market $Patanol^{\$}$ in Japan, the second largest ocular allergy market in the world. The Company's commercial launch of $Patanol^{\$}$ in Japan began in September 2006. $Patanol^{\$}$ was sold in more than 85 countries in 2006.

Sales of otic products increased 10.1%, despite slower market growth for this category. U.S. sales of CIPRODEX® otic suspension were responsible for the increase in otic products sales during 2006. CIPRODEX® otic is approved for treatment of middle ear infections in children with ear tubes and outer ear infections. (CIPRODEX® is a registered trademark of Bayer AG, licensed to Alcon by Bayer Healthcare AG.)

The change in the other pharmaceuticals/rebates line in the year ended December 31, 2006 compared to 2005 was due primarily to a significant decline in the Company's rebates relating to the Federal Medicaid program. The decline in Medicaid rebates has been partially offset by an increase in rebates related to the Federal Medicare Part D program, which began January 1, 2006. Rebates have been estimated and accrued in the quarter in which the related sales have been recorded. Rebates related to the Federal Medicare Part D program have been applied



Surgical

Global sales of our surgical products grew 9.3% (9.2% in constant currency) to \$2,203.8 million in the year ended December 31, 2006. Intraocular lenses and cataract and vitreoretinal products (which include surgical equipment, devices and disposable products) provided this growth, which was offset by decreased sales of our refractive products.

Sales of intraocular lenses increased 15.2% in the year ended December 31, 2006. This increase reflected continued growth in the market and in our market share, as well as the conversion from lower-priced *AcrySof®* lenses to premium-priced products, such as the *AcrySof®* Natural intraocular lens, the *AcrySof®* IQ aspheric intraocular lens and the *AcrySof®* ReSTOR® multifocal intraocular lens.

The AcrySof® IQ intraocular lens is an aspheric lens that is designed to reduce corneal spherical aberration. Ophthalmic experts believe that uncorrected corneal spherical aberrations reduce visual function. After submitting clinical data on this lens to the Centers for Medicare and Medicaid Services, effective May 19, 2006, this agency recognized the AcrySof® IQ intraocular lens as belonging to the New Technology Intraocular Lens ("NTIOL") classification defined by Reduced Spherical Aberration. This NTIOL designation increases the Medicare payment to ambulatory surgery centers for cataract surgery by

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\$50 when surgery is performed with an *AcrySof® IQ* intraocular lens. This NTIOL subset and adjusted payment for the *AcrySof® IQ* intraocular lens will remain in effect until February 27, 2011.

The AcrySof® ReSTOR® lens was approved by the FDA in late March 2005. The AcrySof® ReSTOR® lens uses a proprietary apodized diffractive refractive technology to give patients a full range of quality vision (near, intermediate and distance) that greatly increases their independence from glasses after surgery. Largely due to its U.S. launch in May 2005, global sales of AcrySof® ReSTOR® grew to \$102.2 million in the year ended December 31, 2006, compared to \$54.2 million for the year ended December 31, 2005.

Sales of cataract procedure packs increased 9.4%, while sales of viscoelastics and cataract equipment grew 8.1% and 2.8%, respectively. Sales of vitreoretinal surgical disposables rose 14.1% and, along with a 9.4% increase in vitreoretinal surgical equipment sales, produced a 12.0% increase in vitreoretinal product sales.

Refractive sales declined 8.0% for the year ended December 31, 2006. Refractive technology fees declined by 13.8% and sales of refractive equipment declined in 2006 compared to 2005 as sales of the *LADARWave*® wavefront system declined.

Earlier in 2006, the FDA concluded its inspection of our refractive surgical equipment operation as part of the process to clear an outstanding FDA warning letter related to its complaint handling process. All items in the warning letter have been cleared, followed by receipt of four approvals for Pre-Market Approval Supplements in the second quarter of 2006. These four approvals related to applications for the *LADAR6000*TM excimer laser and new *CustomCornea*® wavefront system indications for use, including hyperopia with/without astigmatism and mixed astigmatism.

Consumer Eye Care

Our global consumer eye care sales, consisting of contact lens care, artificial tears and other general eye care products, grew 17.4% (16.8% in constant currency) to \$685.6 million in the year ended December 31, 2006.

Sales of our contact lens disinfectants increased 26.7% in the year ended December 31, 2006 compared to 2005. Sales growth of our contact lens disinfectants reflected our success in gaining market share after a major competitor withdrew one of its leading products from the market during the second quarter of 2006. The withdrawal created a surge in demand for alternate products as retailers and consumers replaced their existing supply of the competitor's disinfectants. Since our competitor's recall, we have maintained most of the market share we gained as evidenced by our 38% share of the U.S. contact lens disinfectants market in December, compared to 29% in March 2006, according to ACNielson ScanTrack. Also contributing to the sales increase was the launch of OPTI-FREE® RepleniSH® multipurpose disinfecting solution in the United States in the first

