

ALCAN INC  
Form SC TO-T/A  
November 05, 2007

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**UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION**

Washington, D.C. 20549

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**SCHEDULE TO  
(Rule 14d-100)**

**TENDER OFFER STATEMENT UNDER SECTION 14(d)(1) OR 13(e)(1)  
OF THE SECURITIES EXCHANGE ACT OF 1934**

(Amendment No. 26)

**Alcan Inc.**

(Name of Subject Company (Issuer))

**Rio Tinto Canada Holding Inc.**

an indirect wholly-owned subsidiary of Rio Tinto plc  
and

**Rio Tinto plc**

(Names of Filing Persons (Offeror))

**Common Shares**

(Title of Class of Securities)

**(013716105)**

(CUSIP Number of Class of Securities)

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**Ben Mathews  
Rio Tinto plc  
6 St James's Square  
London SW1Y 4LD  
United Kingdom  
Tel: 011 44 20 7930 2399**

*with a copy to*  
**Thomas B. Shropshire, Jr.  
Linklaters LLP  
One Silk Street  
London EC2Y 8HQ  
United Kingdom  
Tel: 011 44 20 7456 2000**

(Name, Address and Telephone Number of Person Authorized  
to Receive Notices and Communications on Behalf of Bidders)

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CALCULATION OF FILING FEE:

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Transaction Valuation(1)	Amount of Filing Fee(1)(2)
\$19,065,207,127	\$585,302

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(1) For purposes of calculating the filing fee pursuant to Rule 0-11(d) only, the transaction value of the Alcan Common Shares to be received by Rio Tinto, assuming acceptance of the Offer by holders in the United States, is calculated as follows: 188,764,427 Alcan Common Shares in the United States, representing 50% of the entire issued share capital, multiplied by \$101, the cash consideration being offered per Alcan Common Share, which yields \$19,065,207,127, multiplied by 0.0000307, which yields \$585,302. Each of the capitalized terms used is defined below.

(2) Sent via wire transfer to the SEC on July 24, 2007.

Check box if any part of the fee is offset as provided by Rule 0-11(a)(2) and identify the filing with which the offsetting fee was previously paid. Identify the previous filing by registration statement number, or the Form or Schedule and the date of its filing.

Amount Previously Paid  
Form or Registration No.:

Filing Party:  
Date Filed:

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Check the box if the filing relates solely to preliminary communications made before commencement of a tender offer.

Check the appropriate boxes below to designate any transactions to which the statement relates:

third-party tender offer subject to Rule 14d-1.

issue tender offer subject to Rule 13e-4.

going-private transaction subject to Rule 13e-3.

amendment to Schedule 13D under Rule 13d-2.

Check the following box if the filing is a final amendment reporting the results of the tender offer:

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This Amendment No. 26 further amends and supplements the Tender Offer Statement on Schedule TO originally filed with the Securities and Exchange Commission on July 24, 2007 (as amended, the "Schedule TO"), by Rio Tinto plc and by Rio Tinto Canada Holding Inc., an indirect wholly-owned subsidiary of Rio Tinto. Unless otherwise defined herein, all capitalized terms shall have the meaning given to them in the Circular filed as Exhibit (a)(1)(A) to the Schedule TO.

On November 2, 2007, Rio Tinto issued a press release announcing the acquisition of 90% of the shares of Alcan by Rio Tinto Canada Holding Inc. This press release has been filed as Exhibit (a)(5)(PP) hereto and is incorporated herein by this reference.

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**ITEM 12. EXHIBITS**

- (a)(1)(A)° Circular, dated July 24, 2007.
  - (a)(1)(B)° Form of Letter of Transmittal.
  - (a)(1)(C)° Form of Notice of Guaranteed Delivery.
  - (a)(1)(D)° Form of Letter to Brokers, Dealers, Commercial Banks, Trust Companies and Other Nominees.
  - (a)(1)(E)° Form of Letter to Clients for use by Brokers, Dealers, Commercial Banks, Trust Companies and Other Nominees.
  - (a)(5)(A)° Summary Advertisement in *The Wall Street Journal*, dated July 24, 2007.
  - (a)(5)(B)° Press release announcing commencement of the Offer, dated July 24, 2007.
  - (a)(5)(C)° Transcript of interview with Bloomberg UK, dated July 12, 2007.
  - (a)(5)(D)° Transcript of interview with CNBC Europe, dated July 12, 2007.
  - (a)(5)(E)° Transcript of interview with CNN International, dated July 12, 2007.
  - (a)(5)(F)° Transcript of interview with CNBC US, dated July 19, 2007.
  - (a)(5)(G)° Management slide presentation by Rio Tinto plc, dated August 2, 2007.
  - (a)(5)(H)° Script of management slide presentation by Rio Tinto plc, dated August 2, 2007.
  - (a)(5)(I)° News release announcing half-year results, dated August 2, 2007.
  - (a)(5)(J)° Transcript of interview with BNN, dated July 18, 2007.
  - (a)(5)(K)° Transcript of interview with the Australian Broadcasting Corporation, dated July 23, 2007.
  - (a)(5)(L)° Memorandum to managers of Rio Tinto and Alcan, dated August 2, 2007.
  - (a)(5)(M)° Press release relating to the Offer, dated August 7, 2007.
  - (a)(5)(N)° Frequently Asked Questions about the Rio Tinto Offer for Alcan Inc., dated August 20, 2007.
  - (a)(5)(O)° Press release announcing extraordinary general meetings, dated August 24, 2007.
  - (a)(5)(P)° Press release announcing US antitrust approval, dated August 27, 2007.
  - (a)(5)(Q)° Press release announcing completion of loan syndication for financing of Alcan acquisition, dated August 30, 2007.
  - (a)(5)(R)° Press release announcing Canadian Competition Act clearance, dated August 30, 2007.
  - (a)(5)(S)° Press release announcing Rio Tinto plc Extraordinary General Meeting, dated September 14, 2007.
  - (a)(5)(T)° Notice of extension of the Offer, dated September 17, 2007.
  - (a)(5)(U)° Letter to shareholders of Alcan announcing the extension of the Offer, dated September 17, 2007.
  - (a)(5)(V)° Press release announcing the extension of the Offer, dated September 17, 2007.
  - (a)(5)(W)° Press release announcing approval of the acquisition of Alcan by Rio Tinto shareholders, dated September 28, 2007.
  - (a)(5)(X)° Press release announcing European competition clearance, dated October 2, 2007.
  - (a)(5)(Y)° Press release announcing Australian Competition & Consumer Commission clearance, dated October 3, 2007.
  - (a)(5)(Z)° Press release announcing French Government approval, dated October 4, 2007.
  - (a)(5)(AA)° Press release announcing Exon-Florio clearance received, dated October 5, 2007.
  - (a)(5)(BB)° Press release announcing Australian Foreign Investment Review Board approval, dated October 9, 2007.
  - (a)(5)(CC)° Press release announcing Proposed Aluminium Business Executive Management Team, dated October 10, 2007.
  - (a)(5)(DD)° Press release announcing receipt of Investment Canada Act approval, dated October 18, 2007.
  - (a)(5)(EE)° Joint press release by Rio Tinto and Alcan, dated October 18, 2007, announcing receipt of regulatory approvals.
  - (a)(5)(FF)° Advertisement dated October 19, 2007.
  - (a)(5)(GG)° Press release announcing changes to the Rio Tinto Board of Directors, dated October 24, 2007.
  - (a)(5)(HH)° Press release announcing the commencement of the Subsequent Offering Period, dated October 23, 2007.
  - (a)(5)(II)° Press release announcing Alcan's joining of Rio Tinto, dated October 25, 2007.
  - (a)(5)(JJ)° Presentation to Managers, dated October 25, 2007.
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- (a)(5)(KK)° Q&A list relating to the Offer, dated October 25, 2007.
  - (a)(5)(LL)° Letter to employees relating to the Offer, dated October 25, 2007.
  - (a)(5)(MM)° Fact sheet relating to the Offer, dated October 25, 2007.
  - (a)(5)(NN)° Press release announcing the acquisition of additional shares of Alcan, dated October 25, 2007.
  - (a)(5)(OO)° Notice of extension of the Offer, dated October 25, 2007.
  - (a)(5)(PP)° Press release announcing the acquisition of 90% of the shares of Alcan by Rio Tinto Canada Holding Inc., dated November 2, 2007.
  - (b)(1)° Facility Agreement, dated July 12, 2007, among Rio Tinto, Credit Suisse, Deutsche Bank AG, London Branch, The Royal Bank of Scotland plc, and Societe Generale.
  - (d)(1)° Support Agreement, dated July 12, 2007, among Alcan, the Offeror and Rio Tinto.
  - (d)(2)° English language translation of undertakings and confirmations made by Rio Tinto and Offeror to the Government of Quebec and Alcan, dated July 11, 2007.
  - (d)(3)° Confidentiality Agreement, dated April 11, 2007 between Alcan and Rio Tinto.
  - (d)(4)° Amendment to Confidentiality Agreement, dated June 25, 2007.
  - (d)(5)° Standstill Agreement, dated June 13, 2007, between Alcan and Rio Tinto.
  - (d)(6)° Amendment to Support Agreement, dated July 20, 2007, among Alcan, the Offeror and Rio Tinto.
  - (g)° None.
  - (h)° None.
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QuickLinks

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