



*We are always on the move.*

- Company Profile
- Strengthens
- 3Q07 Highlights
- Financial Results
- Additional Comments



# Time Line



**March 1997**

FSA – Ferrovia Sul Atlântico activities start-up

**December 1998**

Operational Agreement to operate in the southern region of São Paulo State

**August 1999**

Acquisition of the Argentine railroads (Meso and BAP)

**July 2001**

Leasing of Delara's assets

**June 2004**

Shares are issued on BOVESPA

**May 2006**

Acquisition of Brasil Ferrovias

## ■ Coverage Area

- 75% of Mercosur Block GDP
- 78% of South America's grain exports
- Brazil, Argentina, Chile and Uruguay
- Seven of the most active ports in Brazil and Argentina

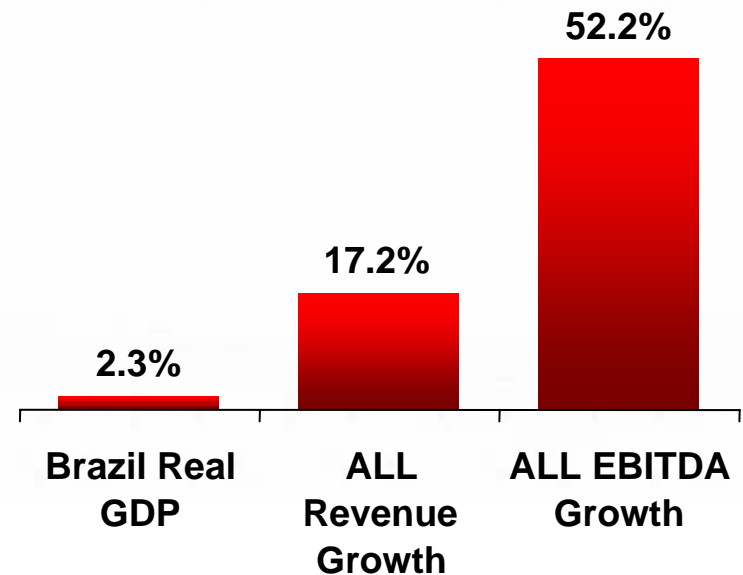


- Door-to-door transportation, local pick-up and delivery, dedicated fleet and complete warehousing services
- 21,000 km of rail track, 1,000 locomotives, 29,700 railcars, 1,200 highway vehicles, several distribution centers and warehousing facilities

## *High growth with low investment risk*

- Sustainable cost advantages in strategic locations
- Significant growth opportunities and strong client base
- Results oriented culture and seasoned management team
- Cost-effective and reliable full-service logistics operations built around our rail network

### 1997 - 2006 CAGR Real\*



## *Results Oriented Culture and Seasoned Management Team*

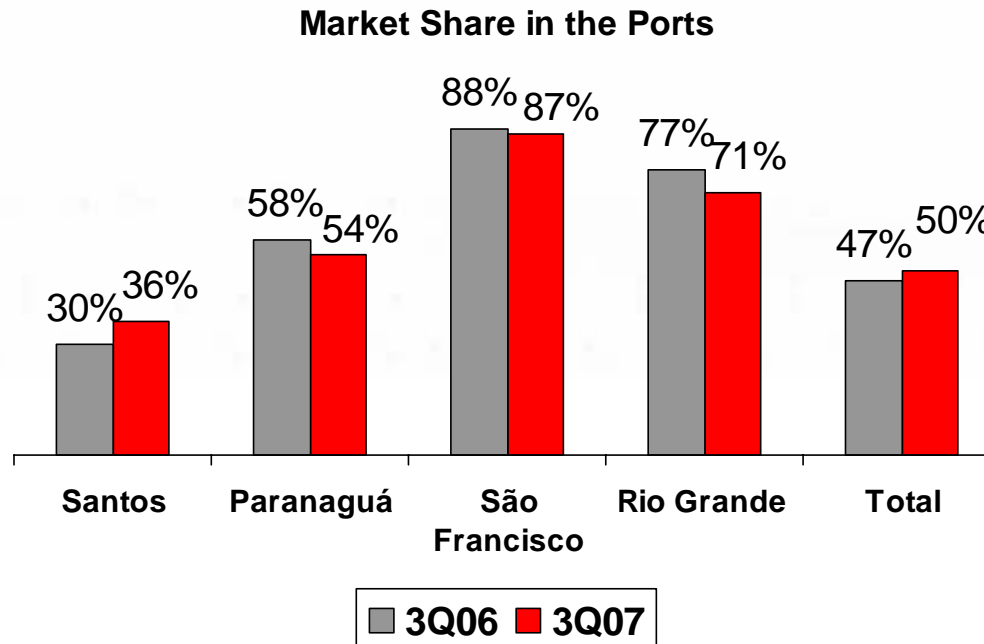
- Clear vision, strong values and articulated goals
- ALL created a cohesive results oriented corporate culture
- Progressive variable compensation program based on EVA
- Management stock option program
- Listed by leading business publications among the best companies to work for both in Brazil and Argentina

# 3Q07 RESULTS

- ALL BRASIL volume increased 13.0% in the 3Q07, to 9,156 million RTK. Year-over-year volume growth improved reflecting better safety and asset productivity in the northern network. In 9M07, volume grew 8.7% to 22,672 million RTK
- ALL Argentina had another weak quarter, with volume decreasing 4.1%, impacted by energy shortages
- Consolidated EBITDAR increased 15.2% in 3Q07, reaching R\$321.3 million, EBITDAR margin improved 3.0 points, from 49.7% to 52.7%. In 9M07, EBITDAR increased 32.3%, to R\$829.3 million, EBITDAR margin improved 11.1 points to 51.5%
- Net income reached R161.6 million in 3Q07, compared to a loss of R\$9.8 million in 3Q06. The expansion reflects the R\$91.5 million one-time gain due to abolition of interest expenses on SUDAM financing. In 9M07, net results improved from a loss of R\$100.3 million in 9M06 to an income of R\$197.3 million



- Volume increased 13.3% in the 3Q07, to 6.752 million RTK, and in 9M07 volume grew 7.4%, to 16.139 million RTK
- Our market share in the ports increased from 47% in the 3Q06 to 50% in the 3Q07



- EBITDAR increased 18.3%, reaching R\$234.8 million in the 3Q07 and the EBITDAR margin grew 3.7 percentage points, to 59.1%. In 9M07, EBITDAR increased 33.5%, to R\$600.9 million, with margin of 58.6%
- Revenue increased 11.3%, to R\$453.3 million in the 3Q07, with a average yield reduction of 4.3% resulting from: (i) reduced drayage services, and (ii) increased return cargo. In 9M07, revenues increased 2.8%, to R\$1,162.5 million and the average yield posted a 4.3% reduction

Agricultural Commodities Products (million RTK)	3Q07	3Q06	% Change	9M07	9M06	% Change
Soy	1.409,5	2.705,8	-47,9%	6.325,0	7.871,5	-19,6%
Soy Meal	789,4	1.035,1	-23,7%	2.038,2	2.770,9	-26,4%
Fertilizers	1.060,4	911,2	16,4%	2.191,8	1.406,2	55,9%
Sugar	824,0	753,6	9,3%	1.594,9	1.464,8	8,9%
Corn	2.371,4	271,7	772,7%	3.165,4	548,7	476,9%
Wheat	106,3	82,7	28,5%	211,5	428,7	-50,7%
Rice	136,5	148,4	-8,0%	368,2	364,4	1,0%
Others	54,4	52,4	3,9%	243,7	171,3	42,2%
<b>Total</b>	<b>6.751,9</b>	<b>5.960,9</b>	<b>13,3%</b>	<b>16.138,8</b>	<b>15.026,5</b>	<b>7,4%</b>

- Intermodal industrial products grew 11.0% in the 3Q07 and 13.4% in 9M07, particularly in wood products, food products and containerized cargo

Intermodal Industrial Products (million RTK)	3Q07	3Q06	% Change	9M07	9M06	% Change
Steel Products	215,9	197,6	9,3%	609,8	588,2	3,7%
Wood Products	166,3	134,2	24,0%	423,8	321,4	31,9%
Food Products	163,9	138,5	18,4%	361,4	328,7	10,0%
Containers	219,0	185,9	17,8%	594,0	507,8	17,0%
Others	97,9	121,7	-19,5%	422,3	381,1	10,8%
<b>Total</b>	<b>863,1</b>	<b>777,8</b>	<b>11,0%</b>	<b>2.411,3</b>	<b>2.127,2</b>	<b>13,4%</b>

- Industrial products' volume increased 12.3% in the 3Q07 and 12.0% in 9M07

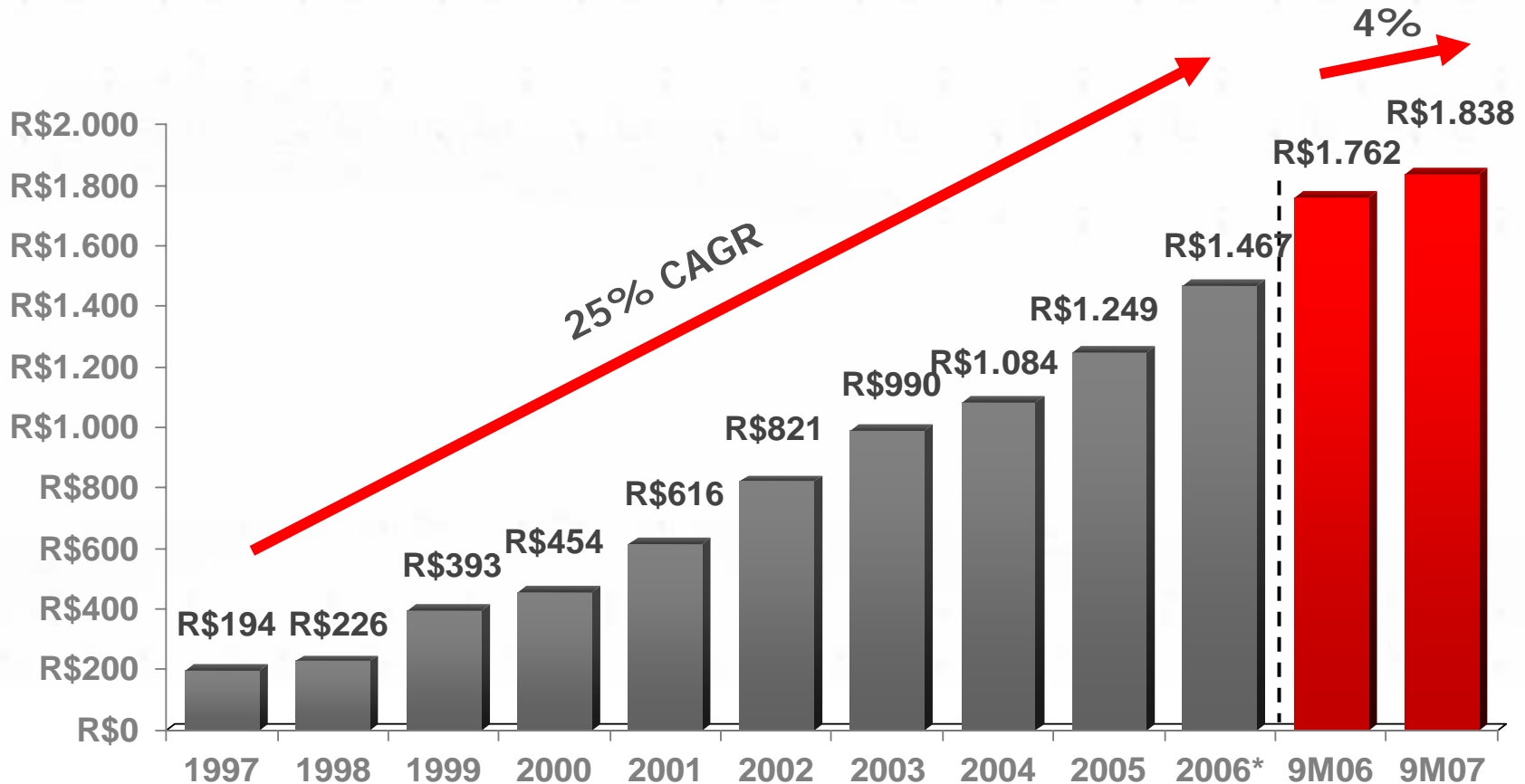
Pure Rail Industrial Products (million RTK)	3Q07	3Q06	% Change	9M07	9M06	% Change
Fuel Products	1.102,7	916,6	20,3%	2.956,8	2.531,5	16,8%
Vegetal Oil	101,5	114,3	-11,2%	254,0	280,4	-9,4%
Construction	336,7	332,5	1,3%	911,1	893,4	2,0%
<b>Total</b>	<b>1.540,9</b>	<b>1.363,4</b>	<b>13,0%</b>	<b>4.121,8</b>	<b>3.705,2</b>	<b>11,2%</b>

- EBITDAR increased 19.2% in the 3Q07, reaching R\$75,3 million and the EBITDAR margin grew 2.5%, from 47.8% in the 3Q06 to 50.3% in the 3Q07. In 9M07, EBITDAR increased 44.6%, to R\$197.5 million, and the EBITDAR margin grew 11.0% to 50.0%
- Industrial products revenues grew 14.0% in the 3Q07, to R\$178.5 million, with an increase in the average yield of 1.5%. In 9M07, revenues increased 12.9%, from R\$416.8 million to R\$470.5 million

- Highway Services: EBITDA increased 61.0% in the 3Q07, to R\$ 3.3 million and the EBITDA margin grew from 7.0% to 10.9%. In 9M07, EBITDA increased 83.7%, to R\$9.7 million, with EBITDA margin of 11.2%
- ALL Argentina EBITDAR declined 31.4% in the 3Q07, to P\$15.1 million, and 26.9% in the 9M07, to P\$36.4 million, primarily reflecting the energy shortage and the wage increases for unionized employees
- Revenue increased 6.2% in the 3Q07, to P\$65.4 million, with a 4.1% reduction in volume and yield gain of 10.8%. In 9M07, revenue increased 10.8%, to P\$182.6 million

# Consolidated Gross Revenues

## Consolidated Gross Revenues (R\$ million)



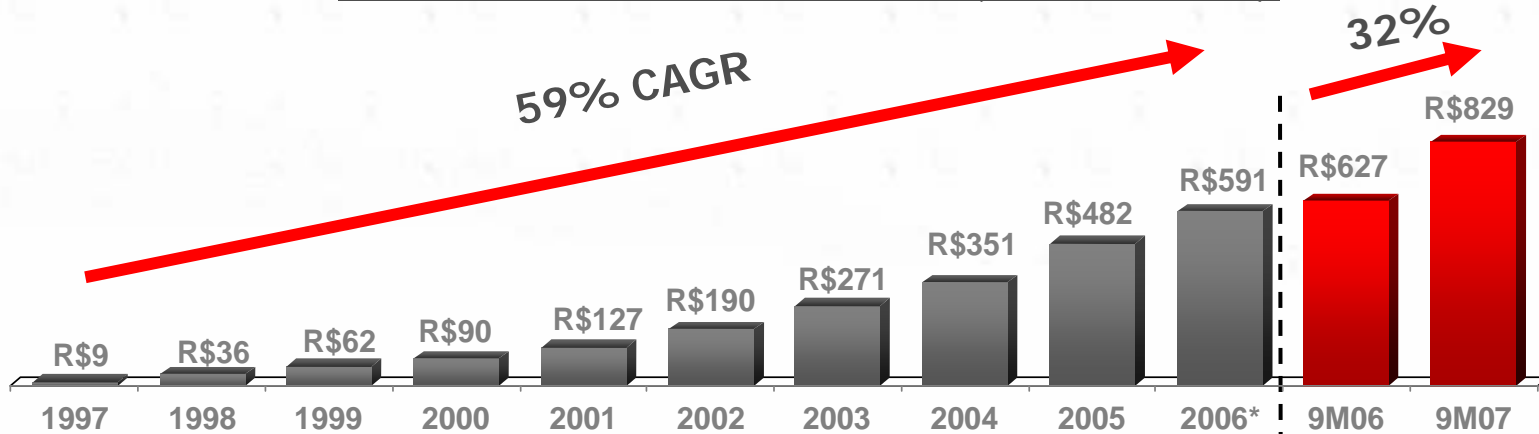
Notes:

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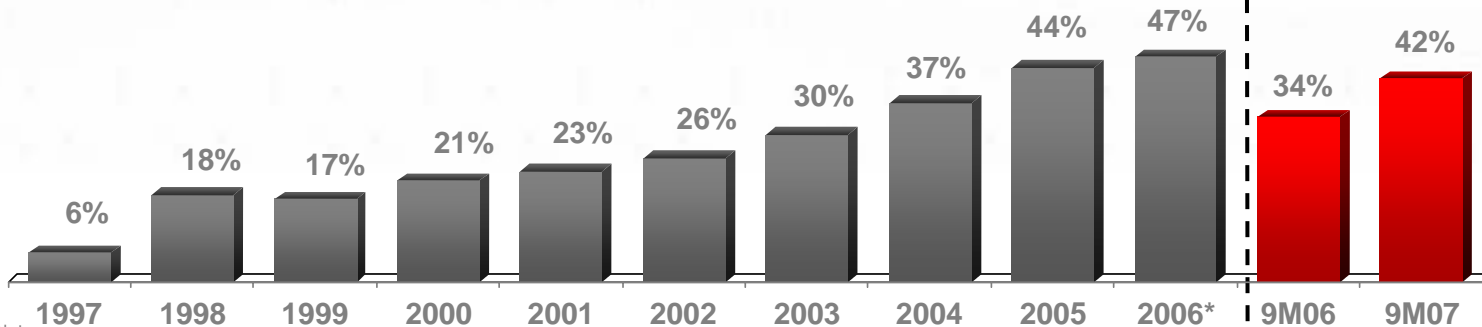
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# Consolidated EBITDAR

## Consolidated EBITDAR (R\$ million)



## Consolidated EBITDAR Margin

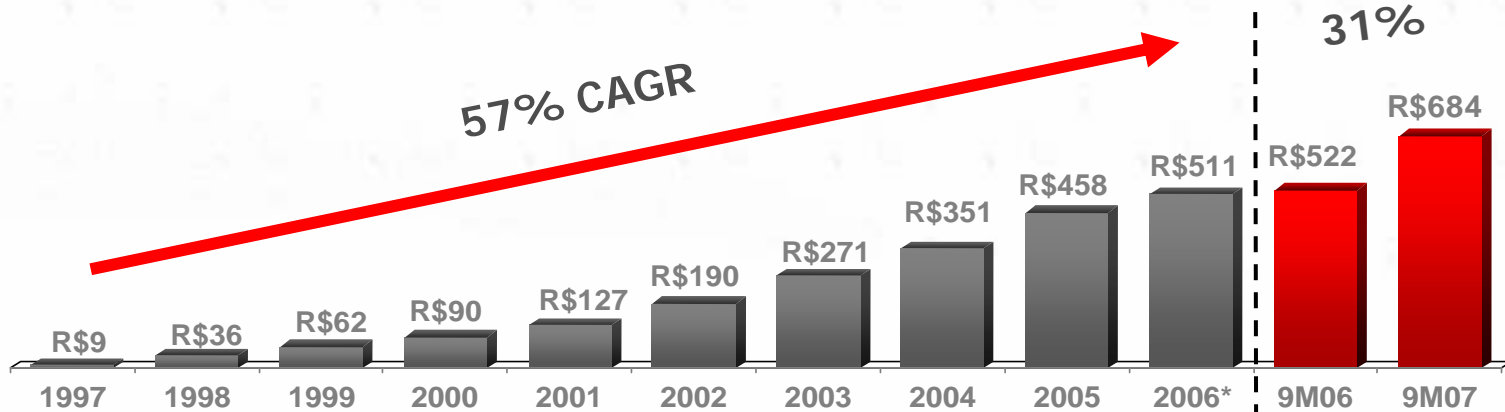


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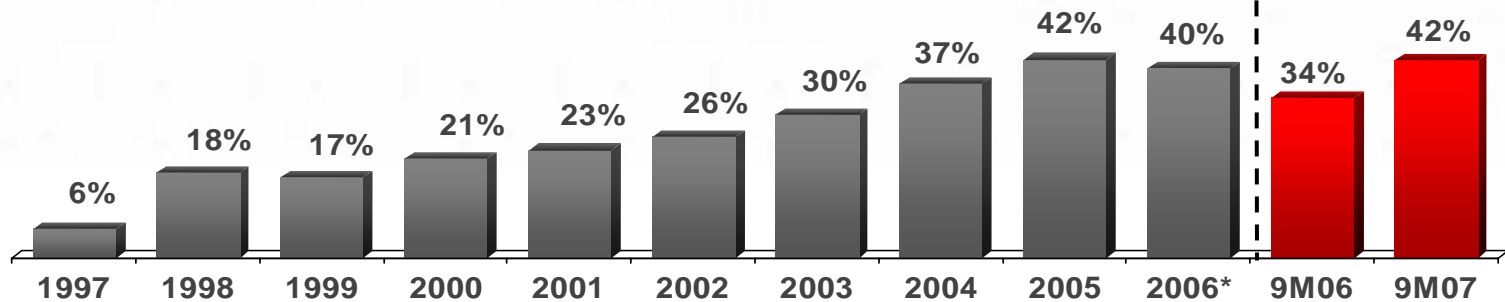
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## Consolidated EBITDA (R\$ million)



## Consolidated EBITDA Margin

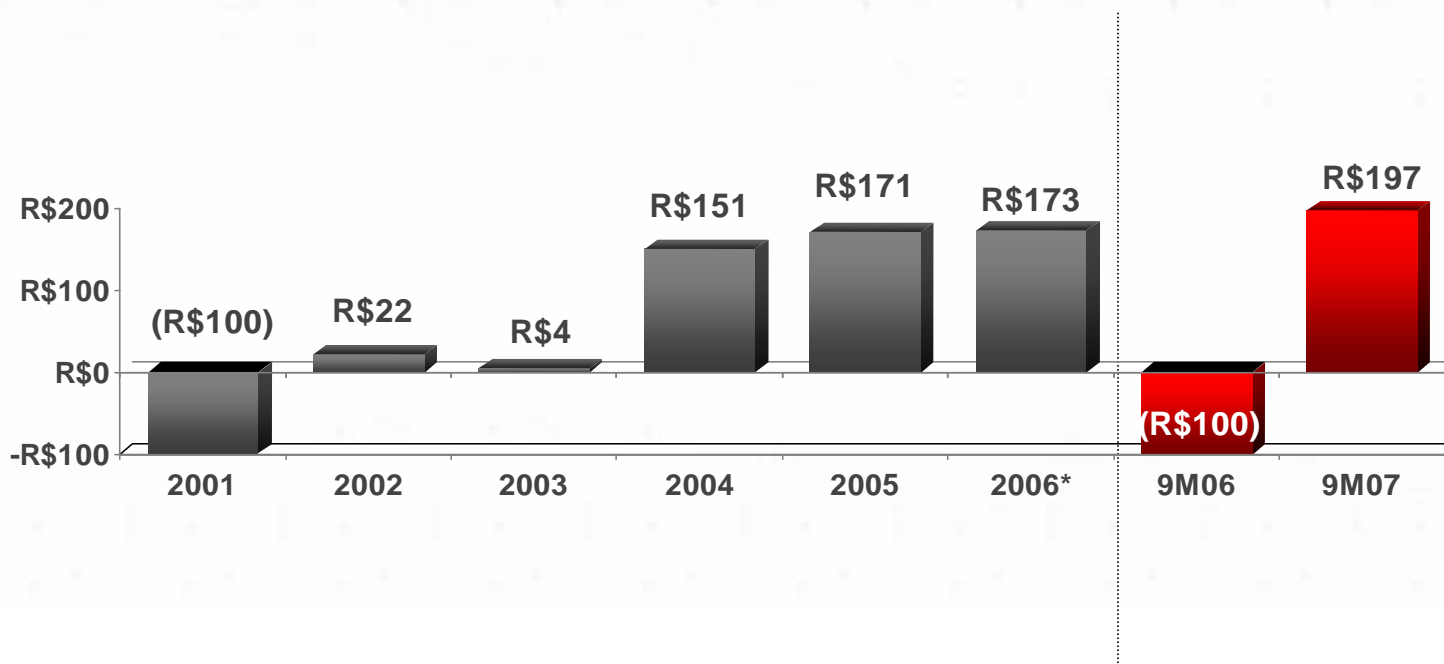


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## Consolidated Net Income (R\$ million)

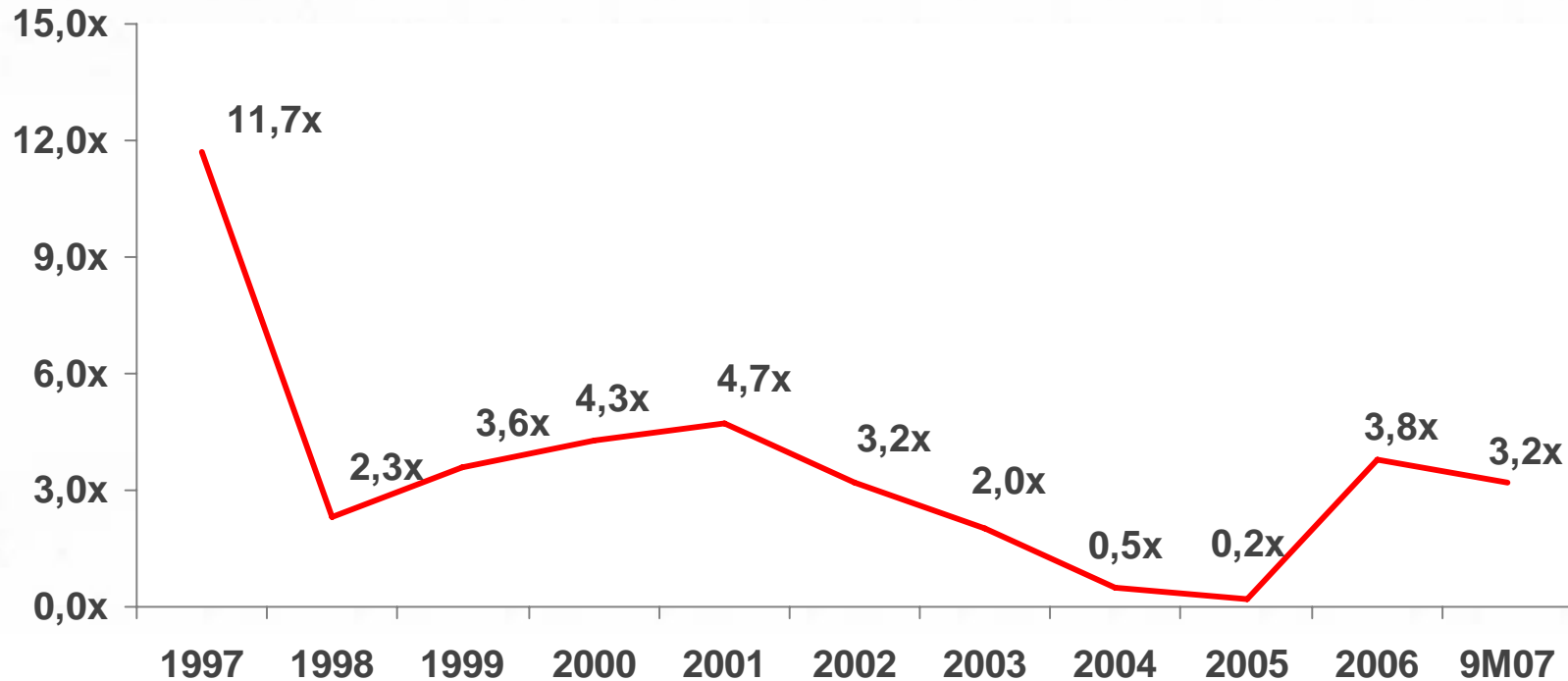


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## Net Debt/EBITDA



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- We expect consolidated volume growth for 2007 in the neighborhood of 10%
- Recently we have signed with Votorantim Papel e Celulose (VCP) our first industrial products long-term contract in the Brasil Ferrovias region. Also, we jointly with MMX, are studying the viability of hauling iron ore from their mines in Corumbá, MS to the Santos region
- We have purchased 50 locomotives and our clients have orders for 250 tank cars and will refurbish 1,200 railcars from dead fleet for next crop season
- Client's contract negotiations for the next years have started with indications of increased planted areas for both soybean and corn in 2008

*We make forward-looking statements that are subject to risks and uncertainties. These statements are based on the beliefs and assumptions of our management, and on information currently available to us. Forward-looking statements include statements regarding our intent, belief or current expectations or that of our directors or executive officers.*

*Forward-looking statements also include information concerning our possible or assumed future results of operations, as well as statements preceded by, followed by, or that include the words "believes," "may," "will," "continues," "expects," "anticipates," "intends," "plans," "estimates" or similar expressions.*

*Forward-looking statements are not guarantees of performance. They involve risks, uncertainties and assumptions because they relate to future events and therefore depend on circumstances that may or may not occur. Our future results and shareholder values may differ materially from those expressed in or suggested by these forward-looking statements. Many of the factors that will determine these results and values are beyond our ability to control or predict.*