
ALL
AMÉRICA LATINA LOGÍSTICA
We are always on the move.

2009 Highlights

- ALL Brazil's volume increased 5.8% in 2009 to 35,631 million RTK, despite the very tough market scenario, with a significant drop in industrial production and a 12% reduction in agricultural grain crop in our coverage area

- ALL Brazil's EBITDA went down 8.6% in 2009 to R$1,101.0 million, driven by (i) weak yields, affected by the contractual diesel pass through of the 15% price reduction realized by Petrobras in June and (ii) the impact of weather conditions in our operational performance during 4Q09

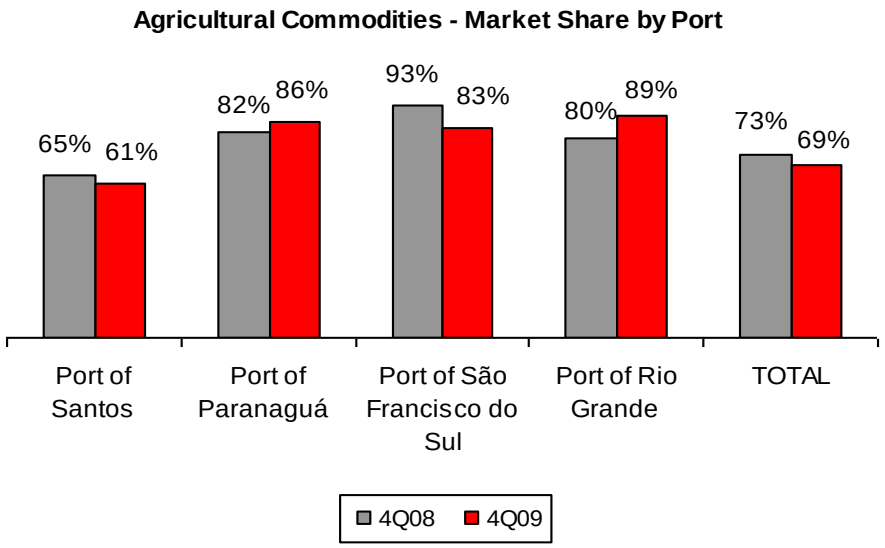
- The biggest contract of our history was set with Rumo (a subsidiary of Cosan Group), providing a total capex of R$1.2 billion in order to leverage sugar rail volumes in state of São Paulo. We started to build a 260 km rail line from Alto Araguaia to Rondonópolis, extending our main rail corridor further towards the Brazilian agricultural frontier

- We prepared the company to the next long term strategic steps, as we improved our capital structure by increasing the number of shares in our controlling group and raising R$1.3 billion in equity and setting lines with BNDES to finance our next 3 years capex plan

Agricultural Commodities

- In 2009, volume grew 6.0% to 25,136 millions of RTK, driven by a 6.6% increase in front haul flows and a 1.8% increase in return cargo. In 4Q09, agricultural commodities volumes decreased 10.8%, from 6,084 million RTK in 4Q08 to 5,426 million RTK, mainly driven by (i) floods that put under water a 2km rail stretch between the cities of Sumaré and Americana in the state of São Paulo, and (ii) a weak grain export market which moved the company towards less efficient routes reducing productivity

- Total market share at the ports we serve marginally decreased from 73% in 4Q08 to 69% in 4Q09. Our market share increased significantly in soybean and corn exports, but decreased in sugar – especially in Port of Santos – as exports increased 19.3% and our volumes decreased 9.1%



Agricultural Commodities

- Gross revenues increased 1.9%, from R$1,773.7 million in 2008 to R$1,806.8 million in 2009, and gross yield, measured in R$/'000 RTK, went down 3.9% to R$71.9. In 4Q09, gross revenues decreased 21.2%, reaching R$328.2 million in the period, and average yield worsened 11.7%

- EBITDA decreased 7.4%, from R$882.2 million in 2008 to R$817.3 million in 2009. In 4Q09, EBITDA decreased 53.7%, to R$81.5 million, pushed by lower yields and a poor operation performance which impacted in operational costs.

Agricultural Commodities Products (million RTK)	**4Q09**	**4Q08**	**% Change**	**2009**	**2008**	**% Change**
Soy	303.6	670.5	-54.7%	9,964.7	8,529.0	16.8%
Soy Meal	723.5	1,209.9	-40.2%	3,695.2	3,731.6	-1.0%
Fertilizers	488.0	248.9	96.1%	2,086.2	2,299.8	-9.3%
Sugar	897.4	987.6	-9.1%	2,869.2	3,139.6	-8.6%
Corn	2,677.6	2,695.1	-0.6%	5,336.9	5,021.9	6.3%
Wheat	229.1	153.8	48.9%	710.3	447.4	58.8%
Rice	86.5	98.1	-11.8%	443.1	443.0	0.0%
Others	20.1	20.3	-0.7%	30.3	91.4	-66.8%
Total	**5,425.8**	**6,084.1**	**-10.8%**	**25,135.9**	**23,703.7**	**6.0%**

Industrial Products

- Industrial volumes increased 5.3% in 2009, to 10,495 million RTK, with market share gains in all segments. This performance occurred despite the very tough market scenario we faced, with a significant drop in industrial production. In 4Q09, volumes increased 1.6% to 2,612 millions of RTK

- Industrial products' gross revenues decreased 0.2% in 2009 to R$729.9 million, with an average yield decrease of 5.2%. EBITDA decreased 41,7% to R$275.8 million, and EBITDA margin decreased 4.9 p.p. in the period, to 45.1%. In 4Q09, gross revenues decreased 10.0%, to R$151.2 million, and EBITDA decreased 41.7%, to R$41.5 million

Intermodal Industrial Products (million RTK)	4Q09	4Q08	% Change	2009	2008	% Change
Steel Products	250.0	260.3	-4.0%	942.2	966.5	-2.5%
Wood Products	267.4	168.5	58.7%	857.9	655.9	30.8%
Food Products	128.9	153.4	-15.9%	654.3	569.4	14.9%
Containers	245.8	240.9	2.0%	1,050.3	936.0	12.2%
Others	196.7	189.3	3.9%	691.4	652.0	6.0%
Total	**1,088.8**	**1,012.4**	**7.6%**	**4,196.1**	**3,779.8**	**11.0%**

Pure Rail Industrial Products (million RTK)	4Q09	4Q08	% Change	2009	2008	% Change
Fuel Products	1,118.7	1,137.8	-1.7%	4,532.4	4,405.6	2.9%
Vegetal Oil	69.1	82.6	-16.3%	297.8	292.9	1.7%
Construction	335.6	338.4	-0.8%	1,468.6	1,492.6	-1.6%
Total	**1,523.4**	**1,558.7**	**-2.3%**	**6,298.8**	**6,191.2**	**1.7%**

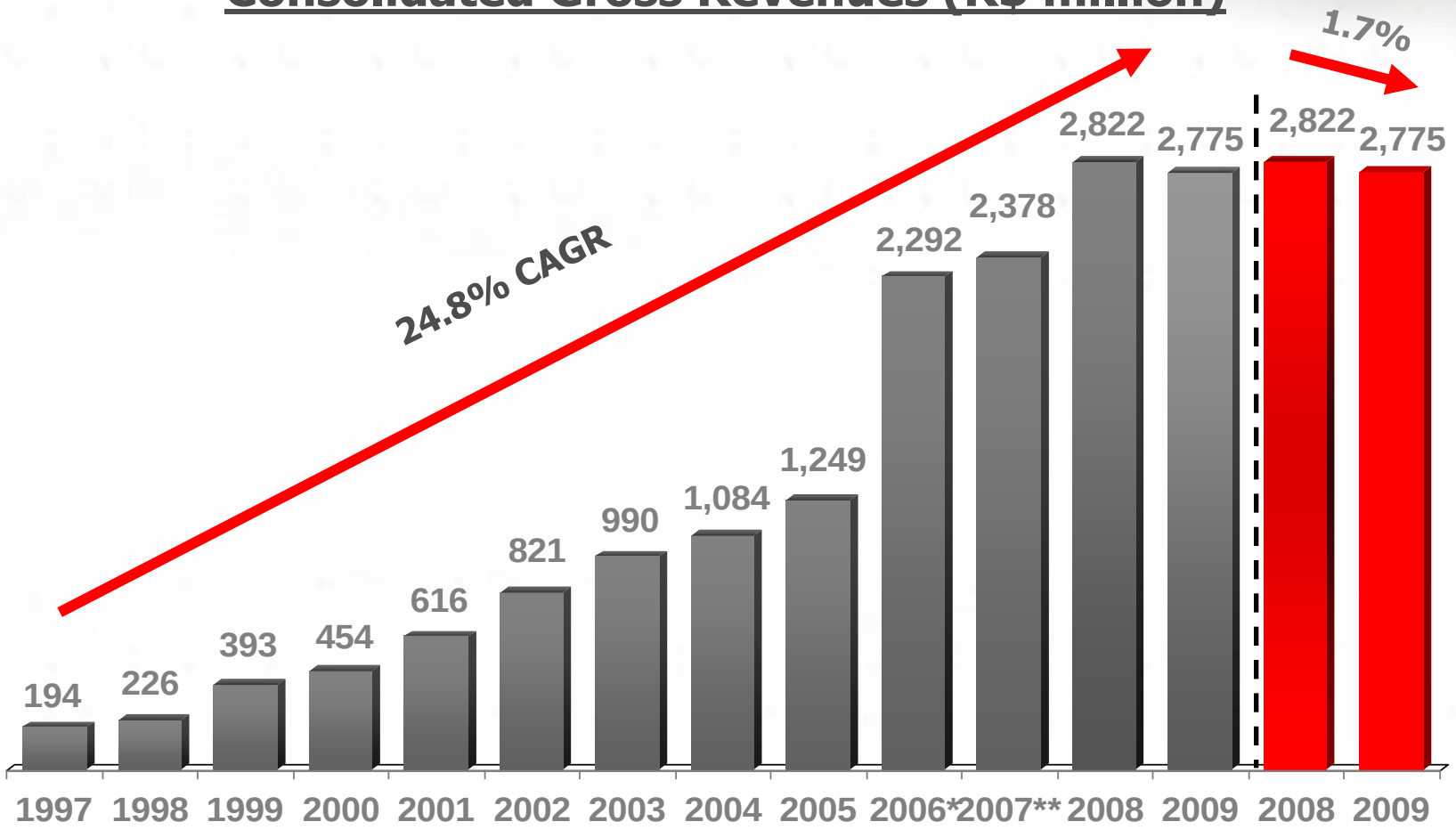
Highway Services & Argentina Operations

- In Highway Services, volumes decreased 33.7% in 2009 to 30.7 million RK, mainly driven by a volume reduction in our automotive clients as a result of the economic recession. The recovery in this segment was already noticed in the end of 2009, establishing good perspectives for 2010. EBITDA decreased 54.6% in 2009, to R$7.9 million, and EBITDA margin decreased to 9.3%

- ALL Argentina had a very difficult year. The agriculture crop reduced more than 45%, as a result of a prolonged drought, and economic recession has been more severe in Argentina than in Brazil. In 2009, volume decreased 27.0%, from 4,530 million RTK in 2008, to 3,305 million RTK, and revenues decreased 16.4% to R$141.1 million. EBITDA went down from R$30.6 million in 2008 to a negative R$0.1 million in 2009

Consolidated Gross Revenues

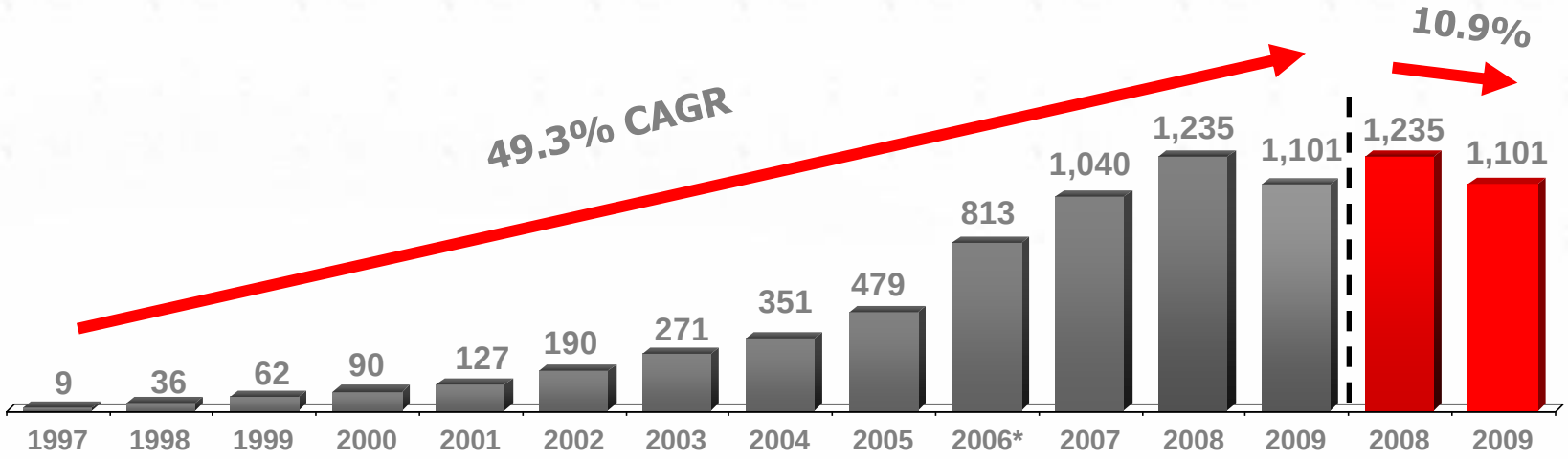
Consolidated Gross Revenues (R$ million)



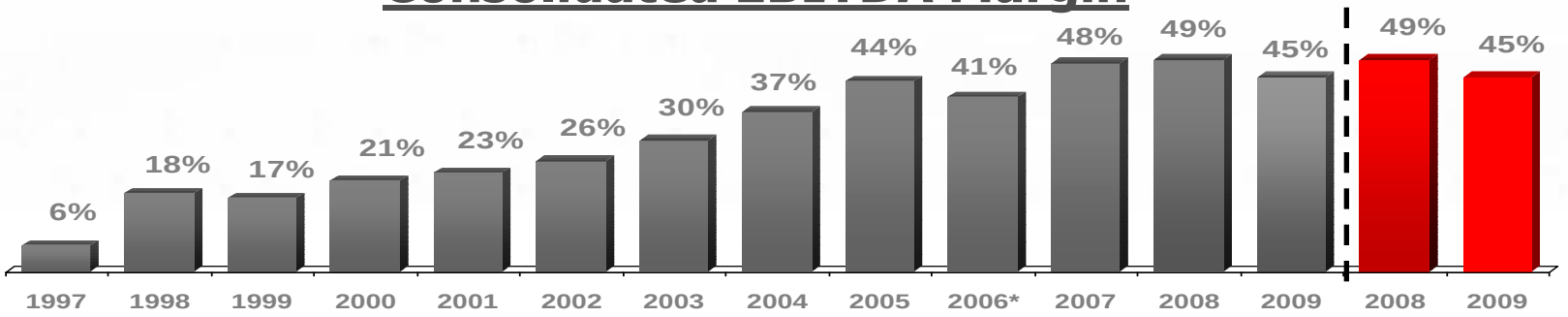
Notes:
(1) 1997 was the first year of operation after the privatization – Data from March 97 to February 98. 1999 figures account for the beginning of the Argentine operation.
(2) The financial results from ALL Argentina were not consolidated with those of ALL Brazil as of December 1, 2001, following the sale of our then-existing interest in ALL Argentina to Logispar. Therefore, data for 2001 and 2003 are the combined results of ALL Argentina plus ALL Brazil. In December 2003, we acquired Logispar and consequently started consolidating its results with ALL Brazil as of January 1, 2004.
(3) Excludes results coming from our stake in Santa Fé Vagões
* includes Brasil Ferrovias results in a pro-forma basis.
** Results adjusted for the the new accounting regulations

Consolidated EBITDA

Consolidated EBITDA (R$ million)



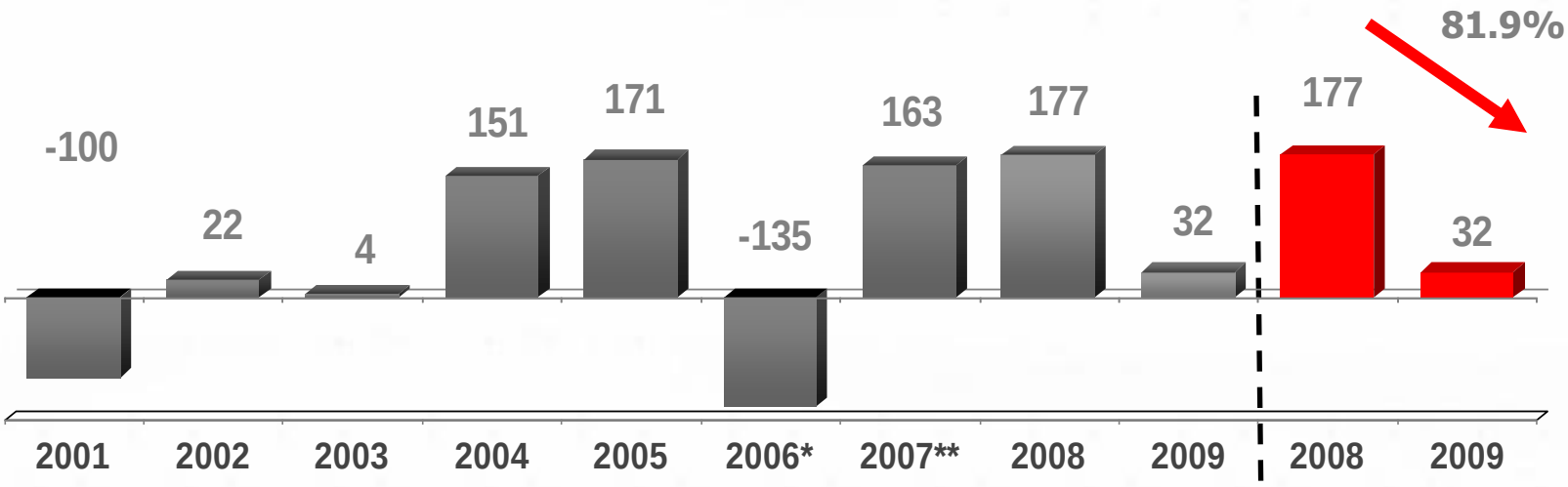
Consolidated EBITDA Margin



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(3) EBITDA adjusted for the new accounting standards (law 11.638)
* Includes Brasil Ferrovias results in a pro-forma basis.

Consolidated Net Income

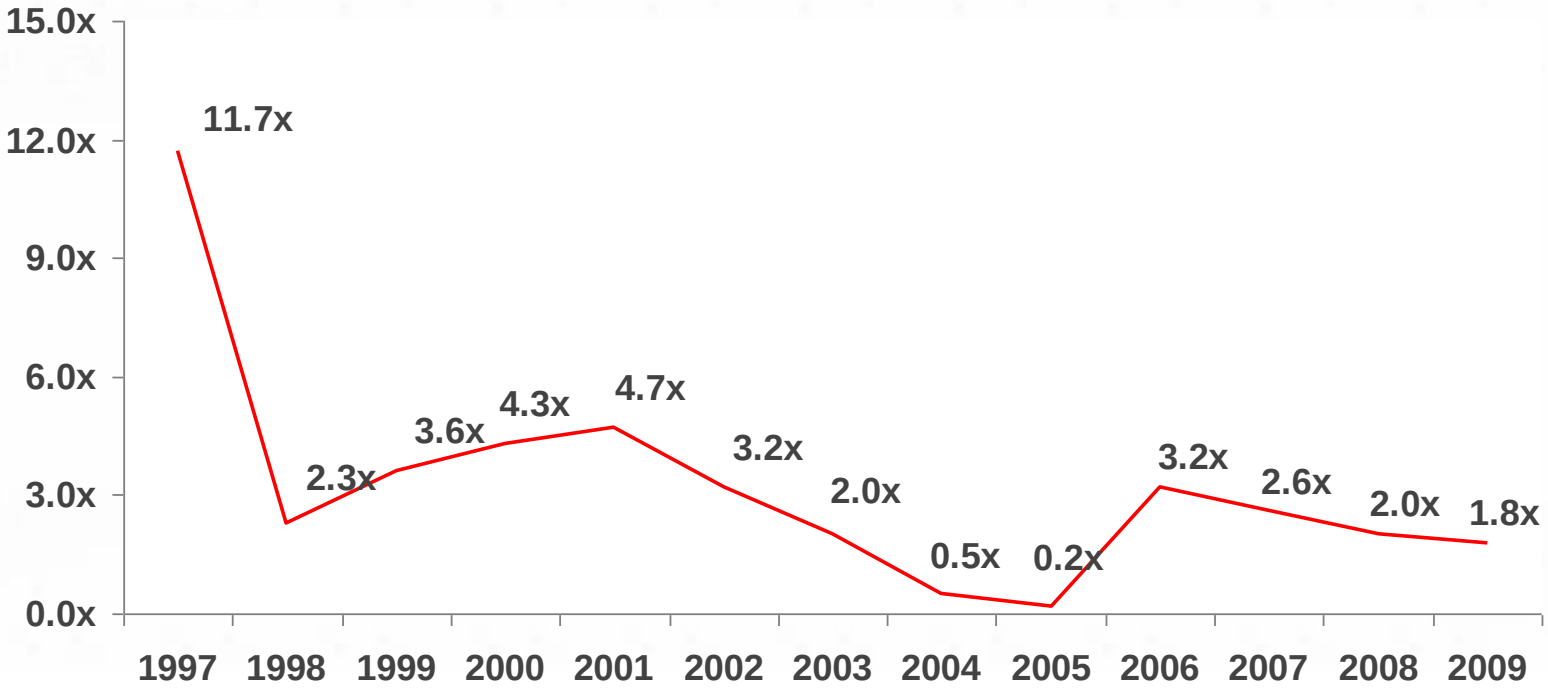
Consolidated Net Income (R$ million)



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Capital Structure

Net Debt/EBITDA



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EBITDA calculation considers the changes in Brazilian Accounting Standards (Law 11,638).

Additional Comments

- Market perspectives for 2010 are promising. According to the most recent CONAB estimates, total soybean crop is expected to grow more than 18% in our coverage area and industrial production is foreseen to increase 8%, reverting the scenario which pressured our yields and margins in 2009. In Argentina, grain crop should rise over 40%

- We have negotiated with clients 74% of all expected volumes on take-or-pay agreements, with real growth yields for the year

- Our long term expansion projects of containers, terminals, iron ore volumes and logistics infrastructure are going well, and we expect to have positive news during the year

- The new management structure is in place with Paulo Basilio leading the business in the role of COO. Bernardo Hees, CEO, will have more time to develop new projects and strategic steps. Rodrigo Campos takes over as the CFO/IRO

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.