



Moving America 2007



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Transforming a Barge Company Into a
Transportation Company



American Commercial Lines ("ACL")

Fully integrated marine transportation company and industry leader in barge transportation and manufacturing



- Operating since 1915
- Over 2,600 employees
- Over 3,000 barges and 120 towboats
- Leading transporter of dry and liquid commodities
- Leading manufacturer of marine equipment
- Approximately \$1B in revenues
- One of the top 5 IPO's in the U.S. during 2005*

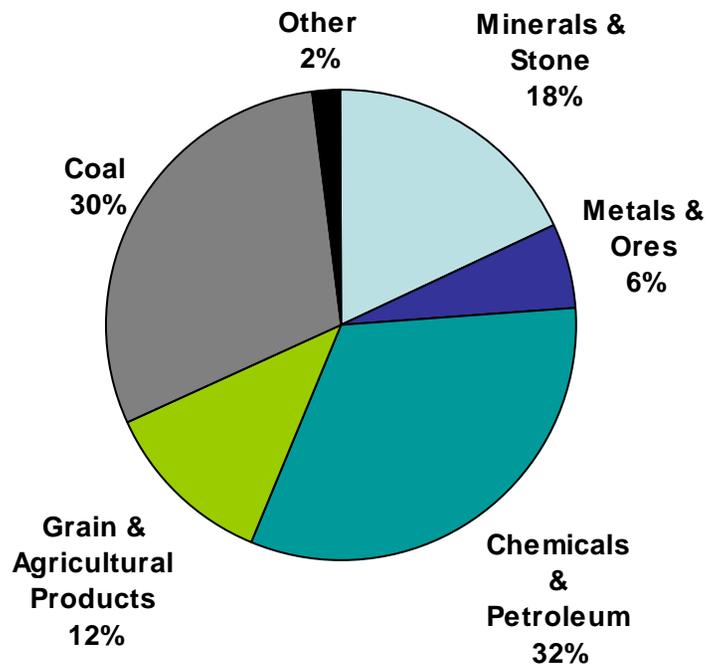
* *Forbes* March 13, 2006

Contents

- **Introduction to Inland Barging**
- Overview of American Commercial Lines
- Looking Ahead: Strategy for Growth

Inland barges move critical commodities and bulk freight to many U.S. markets, including ports for export

Key Commodities



595 Million Tons

U.S. Inland Navigation System



With unmatched unit capacity, moving cargo by barge is the lowest cost, cleanest and most fuel efficient method of shipping freight



Barge



Rail



Truck

Equivalent Units

1 Barge = 15 Railcars = 80 Truck Trailers

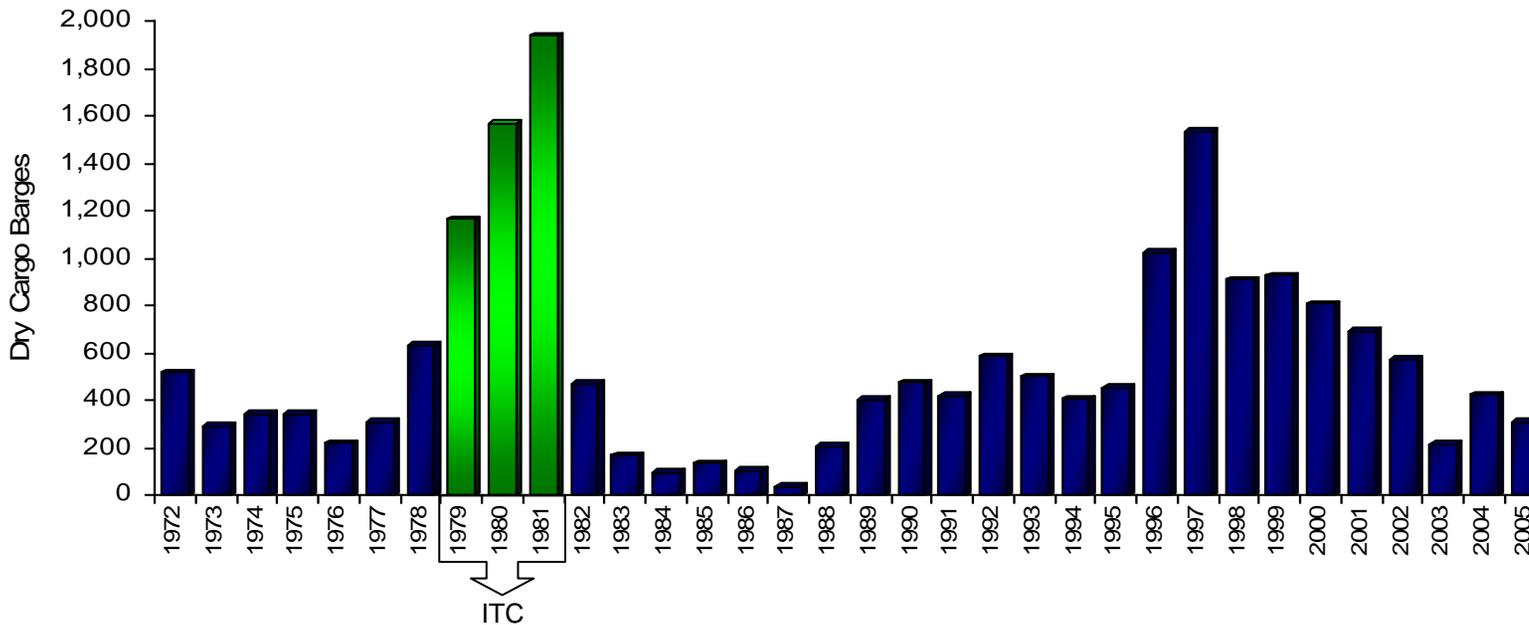
Lowest Cost

Cost per tonmile (cents)	0.72¢	2.24¢	26.61¢
Ton-mile per gallon of fuel	514	202	59
Cleanest - Carbon Monoxide	0.2	0.6	1.9
Safest - Injuries	0.09	21.77	NA

Sources: Iowa Department of Transportation.
Wilson, Transportation of America (19th edition, 2002).
U.S. Army Corps of Engineers.

Carbon monoxide pollutants (in pounds) produced by moving one ton of cargo 1,000 miles.
Injury rate per billion ton-miles.

Dry Cargo Barges in Operation by Year of Construction



- Approximately 17,800 dry cargo barges in operation today; 24% were built between 1979 and 1981
- Average barge life is approximately 25 - 30 years
- High steel prices have accelerated scrapping of old equipment and limited new builds

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Our Mission:

Deliver premium transportation services and solutions to meet the evolving needs of our customers



Our Core Values:

Safety - Never compromise the safety of people, the environment, property or equipment

Customer Focus - Superior customer service

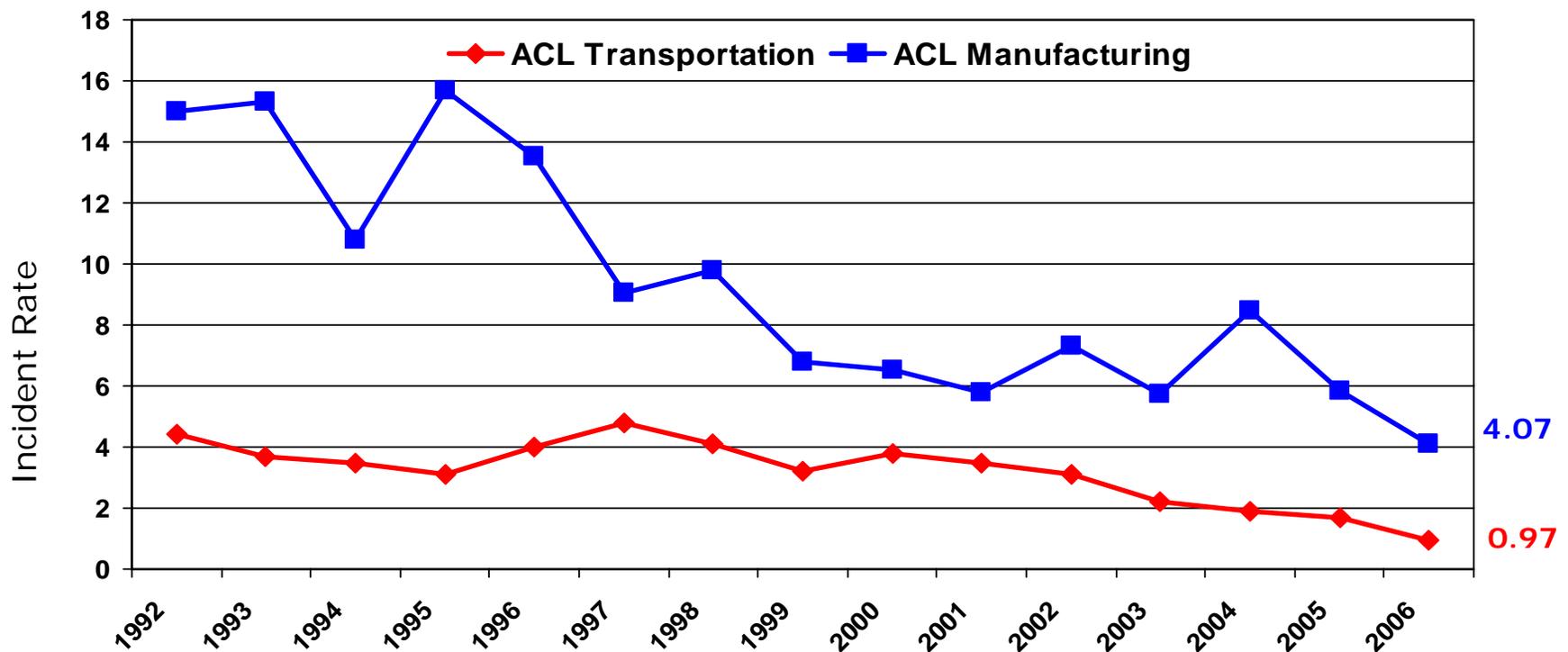
Innovation - Set the standard in transportation and manufacturing solutions

Integrity - Always do the right thing

Value - Let the creation of value drive all we do for our shareholders and employees

ACL is THE industry leader in safety

Personal Injury Incident Rate



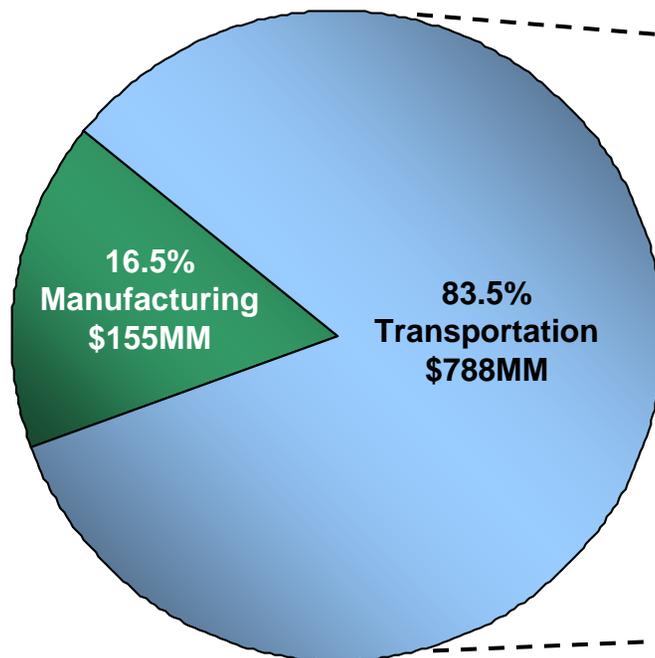
- **ACL Transportation Services' Incident Rate for 2006 was 0.97 while the transportation industry* averaged 2.5**
- **ACL's Jeffboat shipyard had a 2006 Incident Rate of 4.07 while the shipyard manufacturing industry has averaged 12.1**

*AWO reporting companies

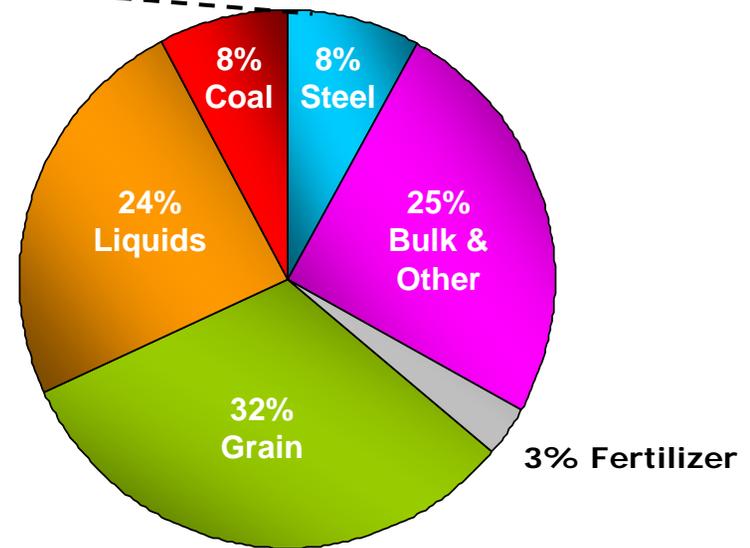
We transport a diversified mix of both liquid and dry commodities

2006 Revenues

2006 Transportation Revenues



\$943 Million



\$788 Million

Transportation Services Division



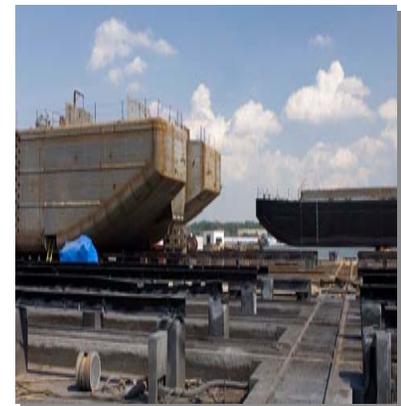
- We provide a tailored service to a wide variety of shippers
- Our barge operations are complemented by fleet management, marine repair and maintenance, cleaning and port services
- Our St. Louis coal transfer terminal, and our Memphis liquid terminal provide additional opportunities to serve customers
- We provide logistics services in partnership with our customers to supplement our transportation network



Manufacturing Services Division

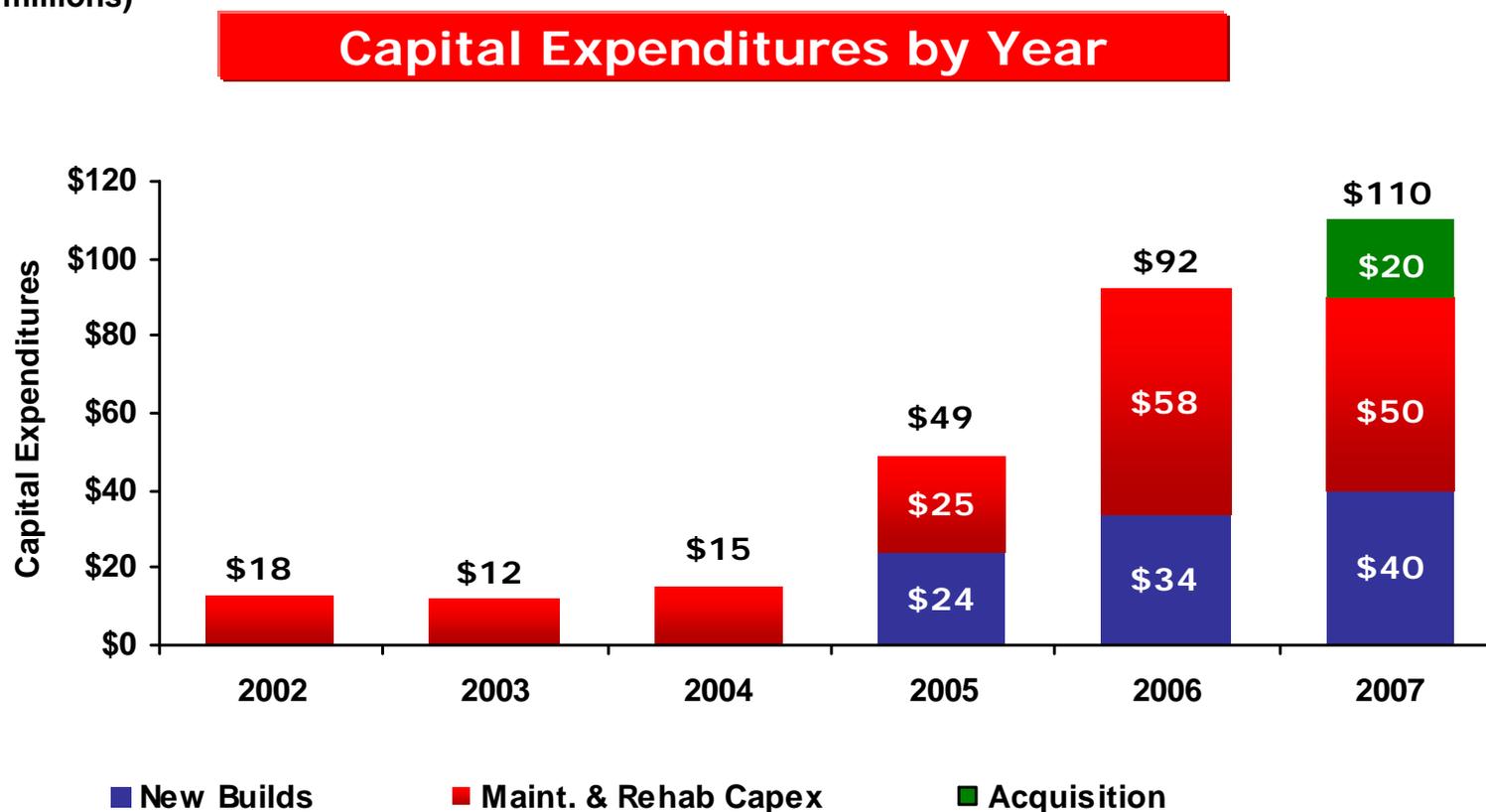


- Located on the Ohio River, Jeffboat is the largest inland shipyard in the United States and is a leader in marine design and construction
- Jeffboat is one of two leading manufacturers of barges
- Industry leader in safety



Reinvestment in Our Business

(\$ in millions)



- We plan to reduce the average age of our dry fleet from 19 to 15 years

Our capital expenditures are also an investment to improve the work environment for our people on the water



ACL's CEMS (Crew Endurance Management System) program was recognized by the Coast Guard



Enhanced Vessel Internet and Cellular Communication System



Significant upgrades on vessels from pilot house to living quarters



And our capital expenditures are also an investment to improve the work environment for our people on the land



Facility upgrades continue in Cairo, Houston, Harahan, Lemont, St. Louis and Gulf fleet locations

New buildings and production lines add efficiency to the manufacturing process at Jeffboat



New Hopper Assembly Building



New Hopper Sidebox Line



New Tanker Panel Line

2007 Strategic Priorities

Phase I Achieve Our Potential

- Safety
- SOX Compliance
- Asset Utilization
- Yield Management
- People

Phase II Organic Growth

- Expand Markets
- Account Penetration
- New Products & Services
- Customer Service
- Enhance Portfolio Mix

Phase III Inorganic Growth

- Process Development
- Integration Planning
- Execution

*Transform ACL from a barge operator and manufacturer
into a Transportation Company serving the evolving
needs of the marketplace*

Achieve Our Potential

We will continue to improve our operating capability and capture new opportunities

On-time Delivery

Develop a scheduled network and provide customers with service metrics

Reduce Stationary Days

Dry barges average 15 days in transit and 30 days stationary, resulting in non-productive use 2/3 of the time

Innovation

Develop barge identification technology for river navigation and telematics

Design and build the next generation of boats and barges



Environmental Leadership

A member of the Responsible Care Partnership® of the American Chemistry Council

Industry-leading expertise in environmental compliance and safety

People

U.S. Coast Guard approved fast-track program for an apprentice mates license, a first in the industry

A person could become a Full Mate in 30-36 months, a 50% reduction in the current cycle time



Northeast Maritime Academy

Expanding Coverage

Sales located in field to identify and direct new demand to our portfolio

Midwest

Chicago, IL
Cincinnati, OH
St. Louis, MO

Northeast and Mid-Atlantic

Pittsburgh, PA
New York, NY

Gulf Coast

Houston, TX
Baton Rouge, LA
Jacksonville, FL



Organic Growth: New Product Development Launches



Plastic Resins



Automotive



Scrubber Stone



Municipal Solid Waste



Military

Inorganic Growth

Opportunities presented by mergers, acquisitions and new strategic partnerships are what we call *inorganic growth*.

Inorganic Growth:

- **Enhance Market Leadership Position**
 - Consolidation in complementary barge operating and manufacturing markets
- **Leverage Manufacturing Capacity**
 - Expand manufacturing portfolio to include diversified sectors within and outside of transportation equipment
- **Expand into Additional Modes**
 - Leverage overlapping networks, supply chains, and customers currently served by barge through multi-modal expansion
- **Diversify and Broaden Service Offerings**
 - Move up and across the transportation supply chain to include “non-asset” and “asset-light” models. Additional opportunities exist to broaden offerings in ancillary services, environmental, engineering, finance, and commodities.

This is a truly exciting time to be part of ACL

We are committed to our strategy for success through:

- **Achieving our Potential**
- **Organic Growth**
- **Inorganic Growth**

Our strategy will result in significant opportunities for employees, strong earnings for our shareholders and the advancement of our industry. Each of us is empowered for success.

We are ...



Forward Looking Statements

This presentation includes certain “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. These forward-looking statements are based on management’s present expectations and beliefs about future events. As with any projection or forecast, these statements are inherently susceptible to risks, uncertainty and changes in circumstance. Important factors could cause actual results to differ materially from those expressed or implied by the forward-looking statements and should be considered in evaluating the outlook of American Commercial Lines Inc. Risks and uncertainties are detailed from time to time in American Commercial Lines Inc.’s filings with the SEC, including its most recently filed Form 10-K and Form 10-Q. American Commercial Lines Inc. is under no obligation to, and expressly disclaims any obligation to, update or alter its forward-looking statements, whether as a result of changes, new information, subsequent events or otherwise.