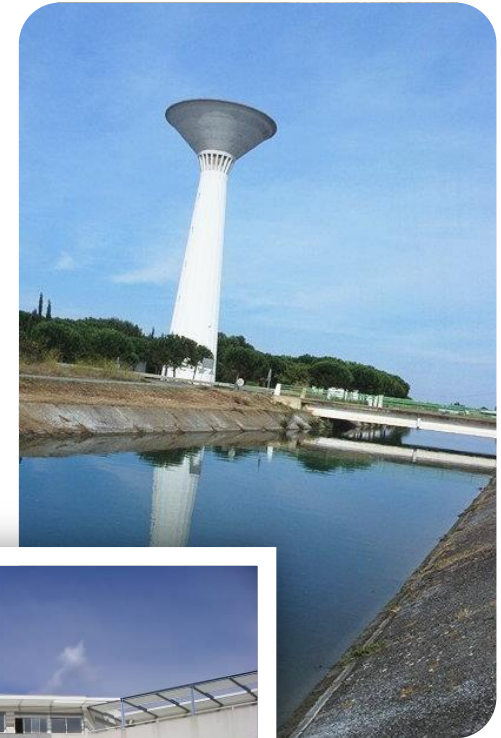
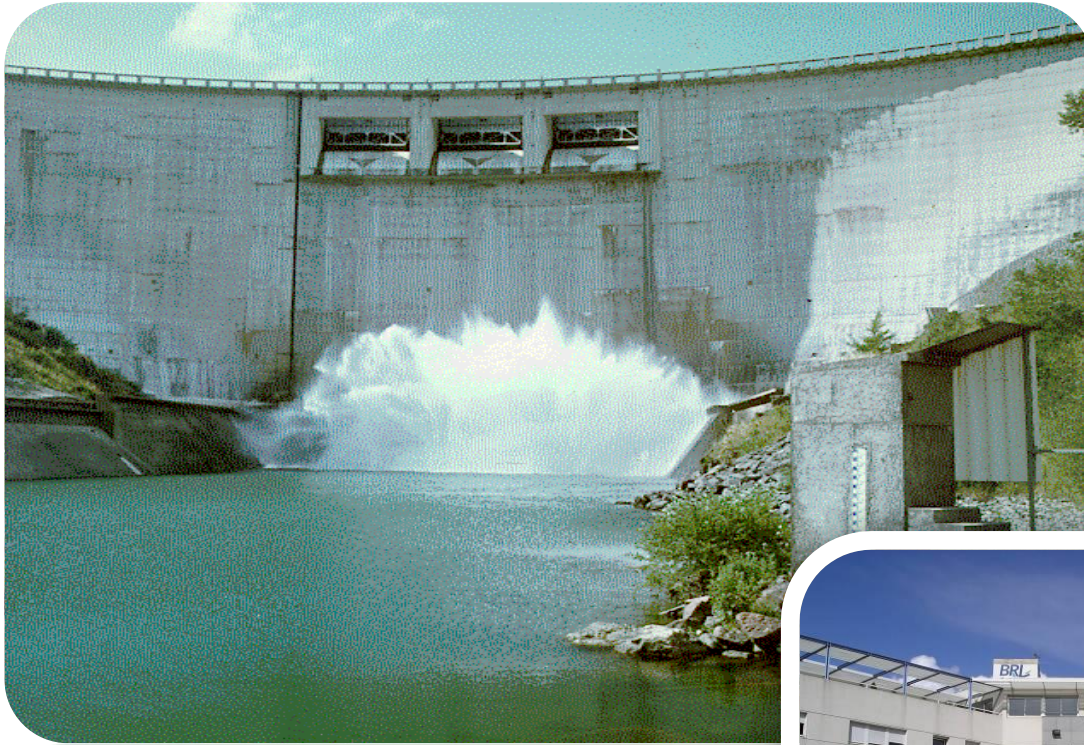
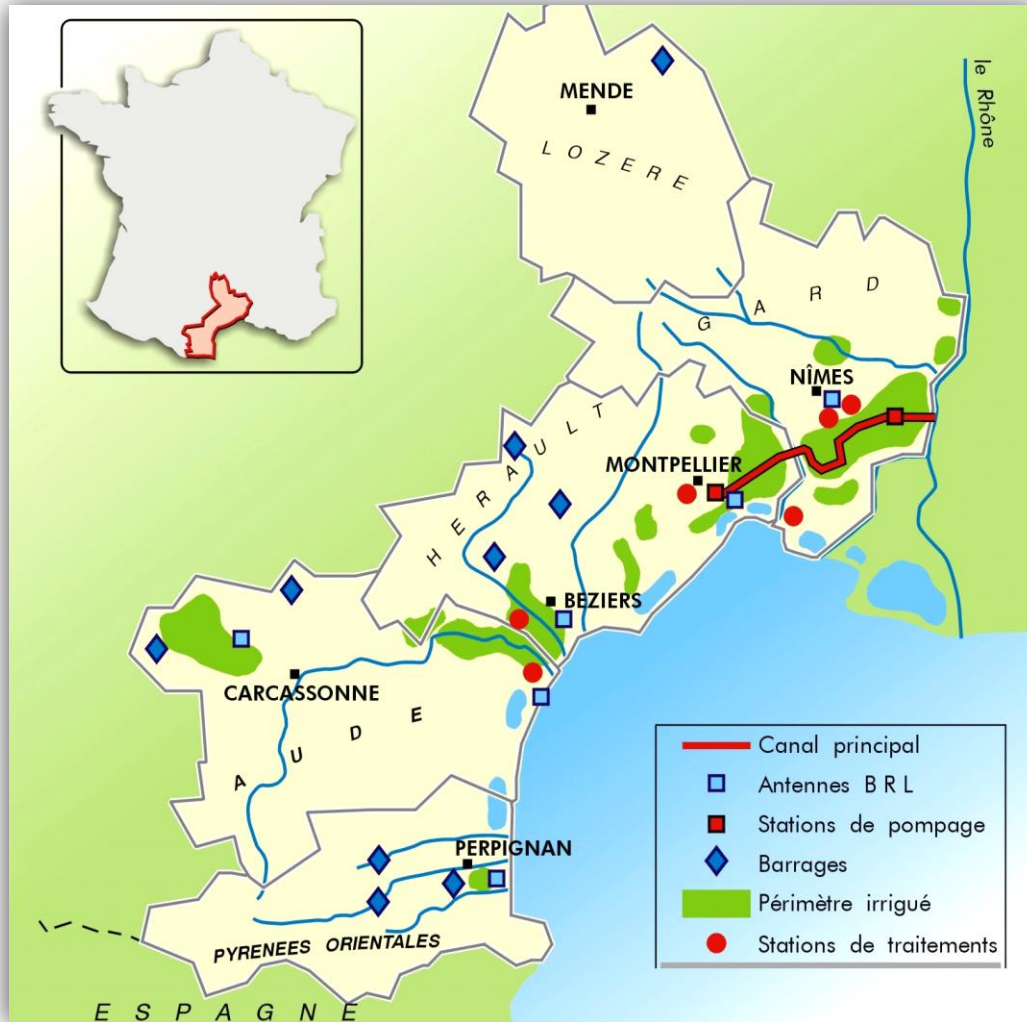




# A CORPORATE BODY FOR MULTIPURPOSE WATER MANAGEMENT



# Principles and landmarks in the corporate life of BRL



An operator working for regional development



# Outline

1. **Founding principles and landmarks in the corporate life of BRL**
2. **BRL - operated water system**
3. **BRL's new developments**



# The Languedoc-Roussillon Region in 1950

- **Context**
  - Agriculture dependent on crisis-hit wine farming
  - Little industrial development and an industrial crisis (mining, textiles)
  - Desertion of rural areas
- **Potential**
  - Natural potential (climate/soil) allowing diversified agriculture (fruit, vegetables)
  - Touristic potential (sun, coast)
- **Keys to development**
  - Creating and delivering water supplies
  - Roads
  - Building "new" towns to anchor mass tourism

# 1. Founding principles and landmarks in the corporate of BRL

## I. Original corporate structure

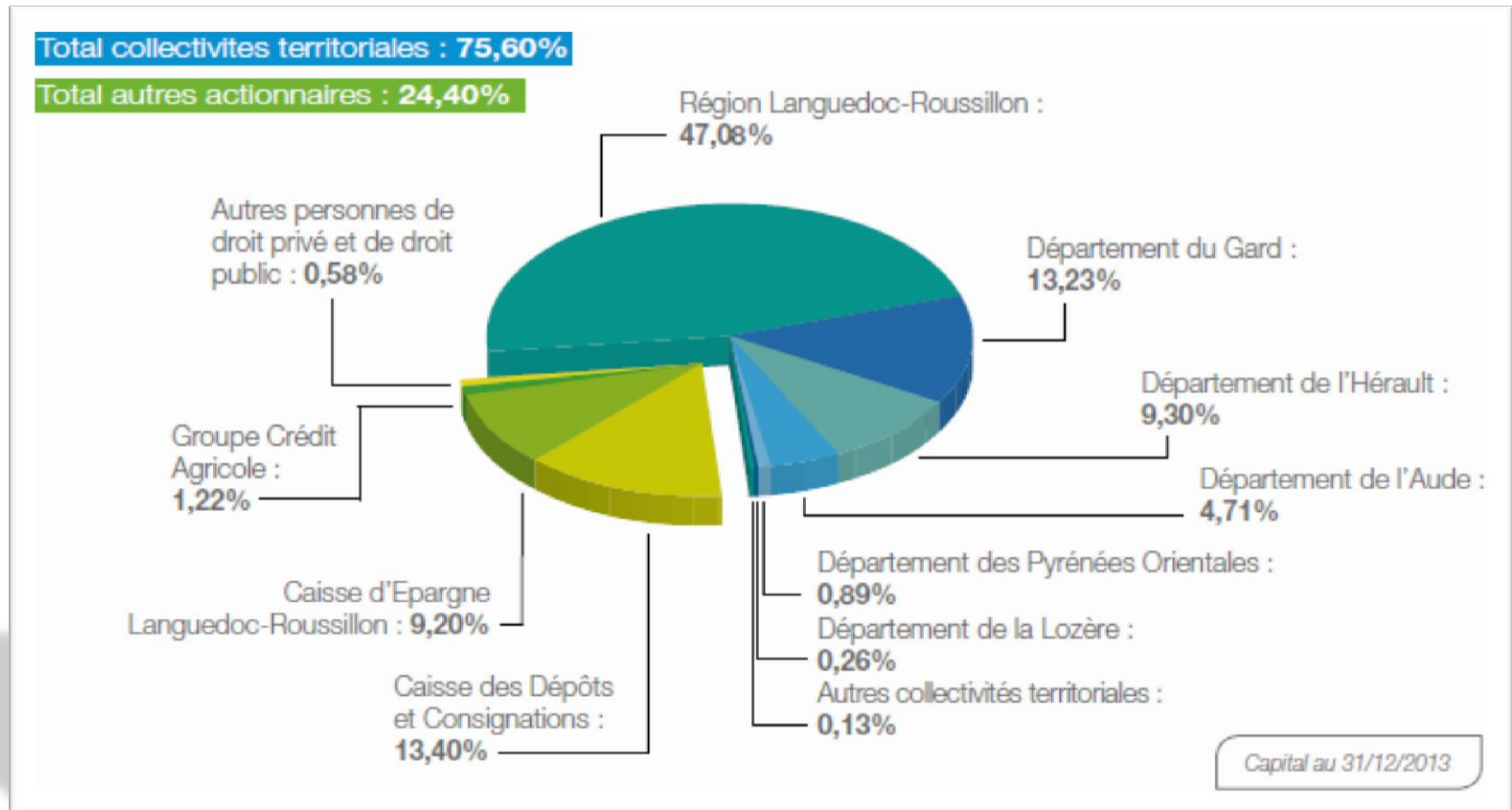
**BRL was founded in 1955**

- **Main objectives**
  - To provide essential water resources to meet **agricultural and urban needs**
  - To help **modernise and diversify agriculture** thanks to water
- **Public/private owned Regional Development Company**
  - Two basic intentions
    - to create a **new institutional set-up** at a regional scale
    - to **link the future management of the infrastructure with its initial design and construction**
  - Two basic principles
    - creation of a **public and private-owned company**, with « private type» management
    - a **State concession agreement** for managing regional development operations



# 1. Founding principles and landmarks in the corporate life of BRL

## Public and private shareholding



# 1. Founding principles and landmarks in the corporate life of BRL

## The BRL Group in 2014

- **Consolidated turnover €67 million**
  - 80% of Group turnover from activities in France, 20% abroad;
  - 54% of Group turnover: water sales,
  - 32% studies, water management services and construction works
  - 14% park/garden maintenance, plant, irrigation equipment and energy sales
- **Total regional workforce 580 people**



# 1. Founding principles and landmarks in the corporate life of BRL

## II. A clear-cut mandate

- **What BRL do**

- full asset management and ownership responsibility
- complete design and construction engineering management services
- infrastructure operation and maintenance
- We fix water prices except for agricultural water
- We assist and advise farmers concerning irrigation
- We plan our revenues to maintain a level of 10 to 30% earned capital

- **What BRL do not do**

- investment decisions
- We don't fix agricultural water prices





# 1. Founding principles and landmarks in the corporate life of BRL

## III. A balanced equation

1. **Jointly-financed subsidized investments:** State, Regional Council, Departmental Councils, Intercommunity Authorities, Water Agency
2. **Water sales revenues cover:**
  - all our operating costs (personnel, power, small-scale equipment, overheads, outsourcing, depreciation and provisions...),
  - heavy maintenance and renewals,
  - asset management expenditure,
  - loan-related expenditure,
  - self-invested capital amortization





# Outline

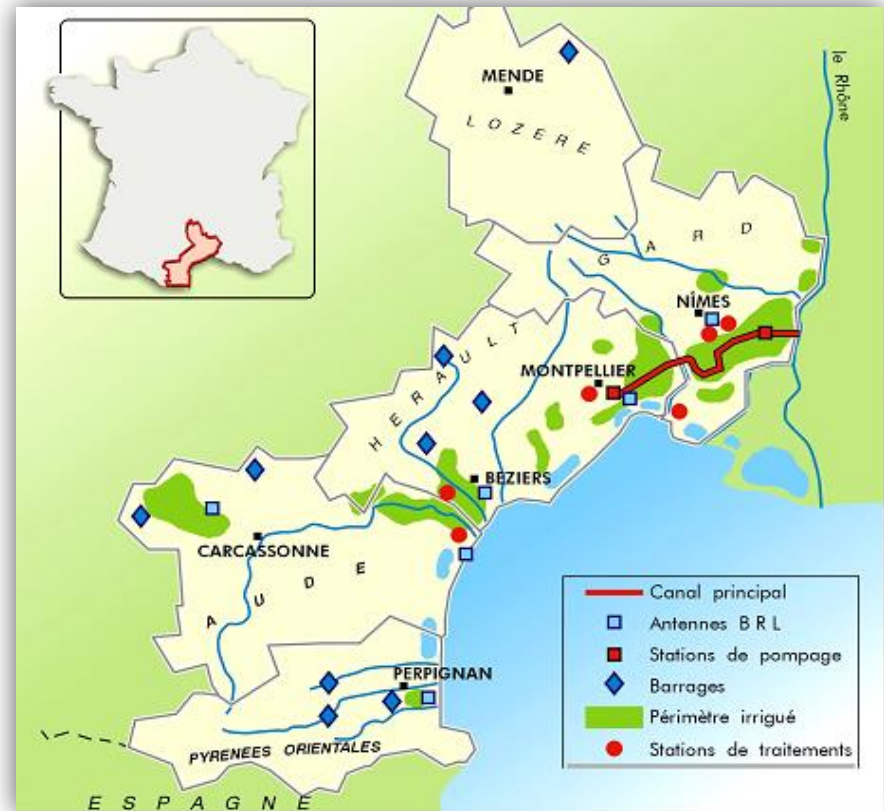
- 1. Founding principles and landmarks in the life of BRL**
- 2. BRL-operated water system**
- 3. BRL's new developments**



# 2. BRL - operated water systems

## I. Description of the facilities

- A system comprising the whole range of water infrastructure:
  - from controlling water storage and availability
  - to distributing water to the end user.



## 2. BRL- operated water systems

- **120 000 hectares command area**
  - 3 main licensed intakes with guaranteed water availabilities: the Rhone, Orb River and Ganguise Dam,
  - 105 km of canals,
  - Over 5,000 km of pressure pipes,
  - 80 pumping stations,
  - 6 drinking water treatment plants
  - 9 dams.





# Outline

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# 3. BRL's new development

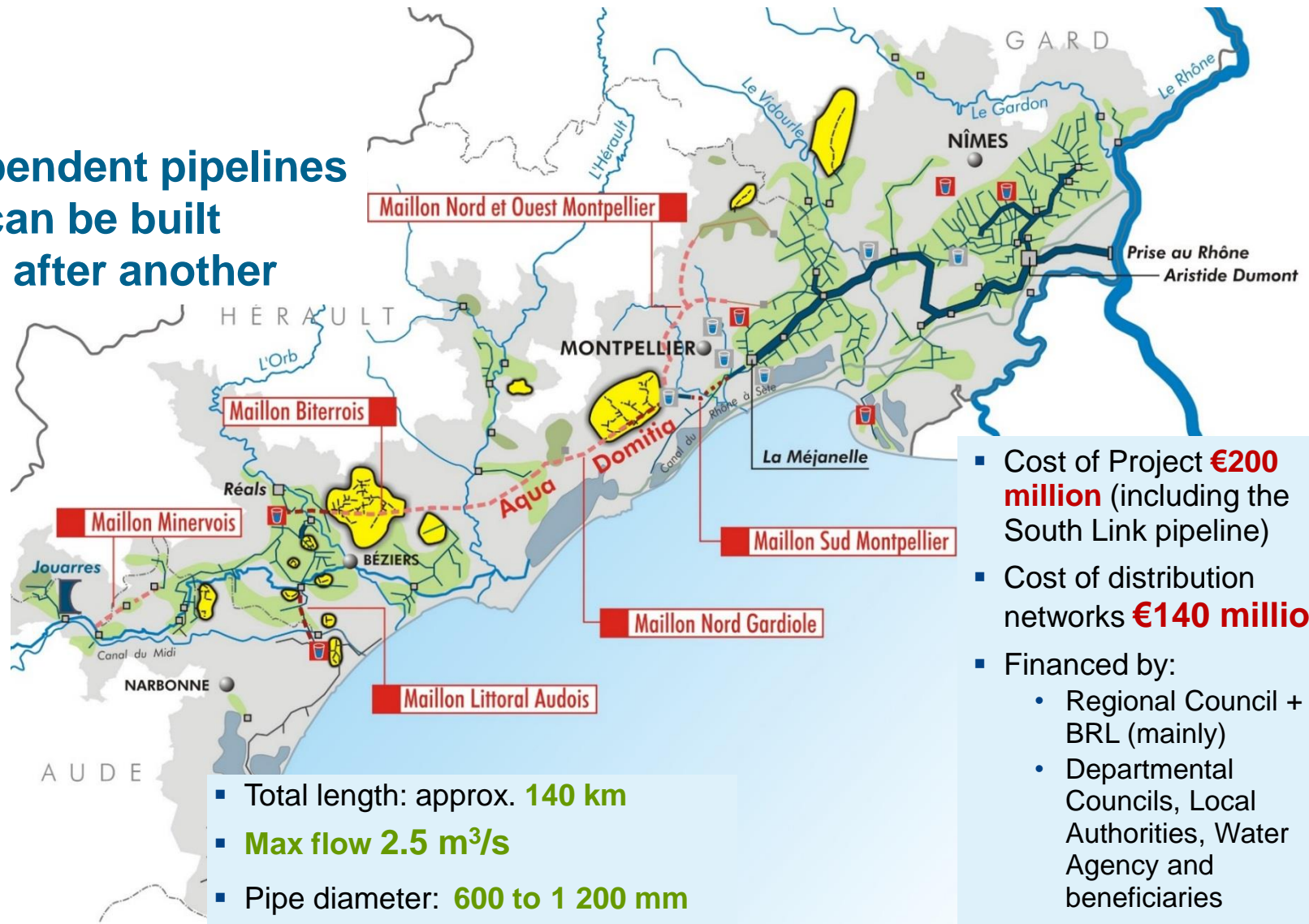
## I. Institutional changes...

- Central Govt. transferred the water concession to Languedoc-Roussillon Regional Council,
- No more State investment potential,
- BRL will be at the round-table for its financing and will manage the new facilities (concession agreement),
- Concession agreement prolonged for another 20 years



# 3. BRL's new development

6 independent pipelines can be built one after another



# New involvements in developing countries

- **The case of Ethiopia : An innovative institutional model for a great development opportunity**





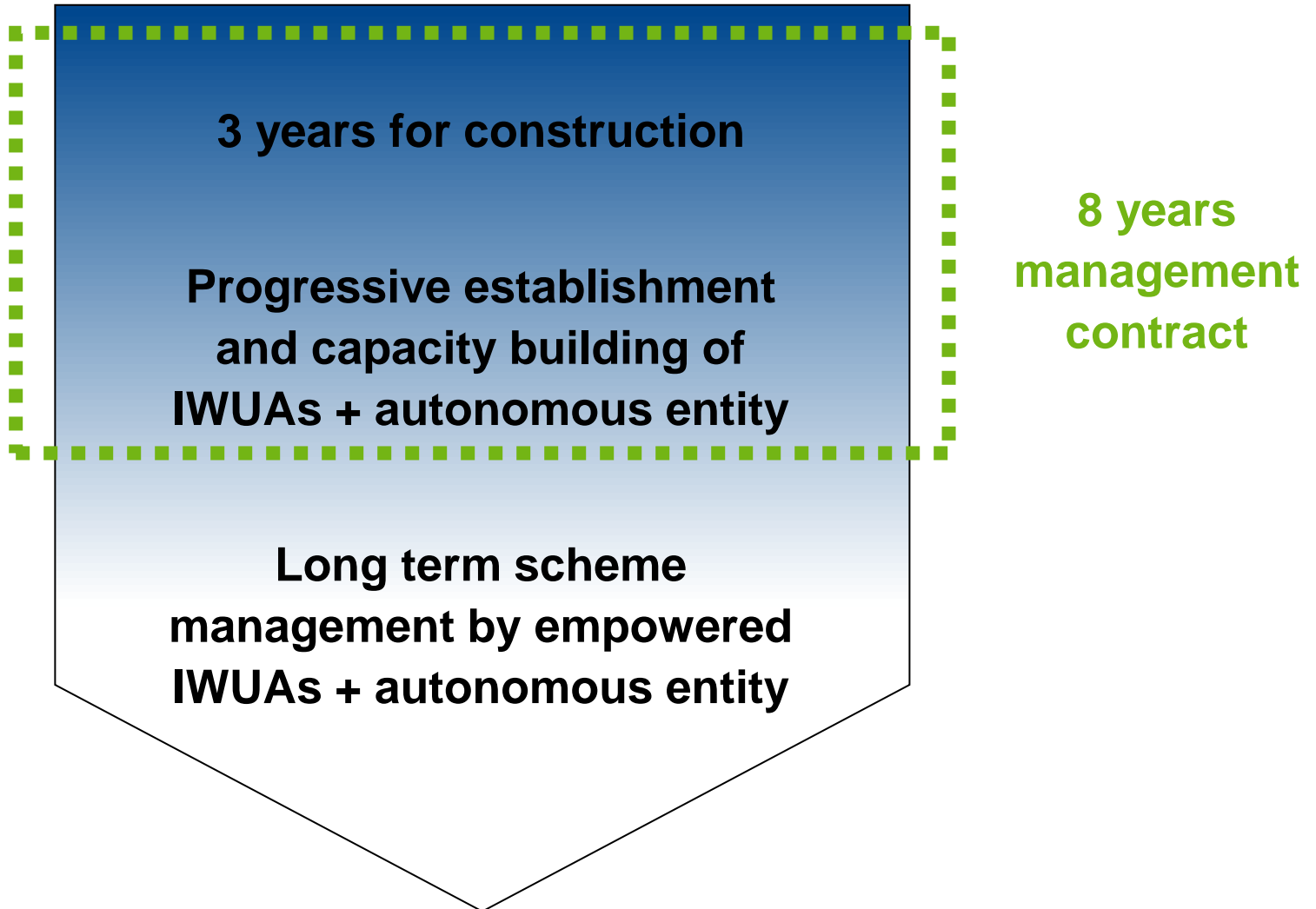
# Ethiopia: a risky context for PPP

## Key figures of the irrigation scheme

- 4000 ha
- 6000 farmers
- Cereals + vegetables
- Small farmers
- No experience in irrigation
- Low presence of commercial farming
- Low capacity to pay for irrigation services



# Ethiopian project timeline



**BRL**

The logo features the letters 'BRL' in a bold, dark blue, sans-serif font. The letter 'L' is stylized with a light blue swoosh underneath it and a green swoosh above its right side.