

STRICTLY CONFIDENTIAL

November 5, 2015

**Hon. Ban Ki-moon**  
Secretary-General  
UNITED NATIONS  
First Avenue at 46th Street  
New York, NY 10017  
USA

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*Dear Secretary-General,*

We are very pleased to invite you to participate as speaker and guest of honor at the 42<sup>nd</sup> annual Forum ***"Intelligence on the World, Europe, and Italy"*** that will take place at Villa d'Este in Cernobbio (on Lake Como, ITALY) from **Friday, September 2**, through the morning of **Sunday, September 4, 2016**.

We would feel very privileged to have you with us next September. Your extraordinary experiences and contributions on the agenda for the **post-2015 Sustainable Development Goals** would be of great interest to the attendees and would undoubtedly stimulate the debate.

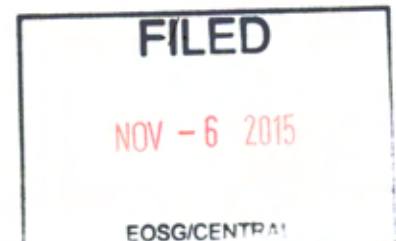
Our Villa d'Este Forum has come to be acknowledged as one of the most important meetings taking place in the world. It brings together a highly select group of statesmen, business leaders, Nobel Laureates, academics, and other influential personalities from around the world to share the key contemporary issues related to modern society and the global economy.

In addition to the former UN Secretary-General *Kofi Annan*, in recent years we had the privilege of hosting in our meetings: *Matteo Renzi, Peter Sutherland, Paolo Gentiloni, Mahmoud Abbas, Muhammad al-Barade'i, Queen Rania of the Kingdom of Jordan, José Manuel Durão Barroso, Joe Biden, Recep Tayyip Erdoğan, Bill Gates, Michail Gorbachev, Jeffrey Immelt, Christine Lagarde, Kishore Mahbubani, Amre Moussa, Shimon Peres, Romano Prodi, Alexis Tsipras, James D. Wolfensohn and Robert Zoellick.*

Please find enclosed a more extensive list of past participants and the program from 2015 and 2014 Forum.

The European House - Ambrosetti S.p.A.  
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Amburgo - Berlino - Boston - Bruxelles - Charlotte - Istanbul - Londra - Madrid - Pechino - Roma - Shanghai - Singapore - Tokyo



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We are extremely pleased to extend this invitation to a member of your family. A gala evening on Saturday, September 3 and a program of visits for accompanying guests to some of the gems that make up Lake Como's magnificent artistic heritage will help to assure a pleasant and relaxing stay.

Villa d'Este, named World's Best Hotel by *Forbes Traveler* in 2009, is one of the world's most beautiful resorts and just a forty-minute drive from three international airports: Milan Malpensa, Milan Linate and Lugano Agno (Switzerland).

My associate Pietro Mininni and I are at the full disposal of your staff for a meeting or for additional information (tel. +39 02 46753.1 – e-mail: [pietro.mininni@ambrosetti.eu](mailto:pietro.mininni@ambrosetti.eu)).

We thank you for your kind attention and hope very much that you will be able to join us next September.

Sincerely,



Valerio De Molli  
*CEO and Managing Partner*  
THE EUROPEAN HOUSE – AMBROSETTI

Encl.: As above

VDM/pfm



Friday, September 4, 2015 <i>Venerdì, 4 settembre 2015</i>	Saturday, September 5, 2015 <i>Sabato, 5 settembre 2015</i>	Sunday, September 6, 2015 <i>Domenica, 6 settembre 2015</i>
<b>8.15</b>	<b>8.30 – 10.10</b>	<b>8.30 – 11.10</b>
Arrival and registration <i>Ritrovo dei partecipanti e sistemazione in sala</i>	THE AGENDA TO CHANGE EUROPE <i>AGENDA PER CAMBIARE L'EUROPA</i> Introduction/Introduce: Enrico Letta <b>Speech by the President of the Italian Republic / Intervento del Presidente della Repubblica Italiana</b> Sergio Mattarella (videoconference/videoconferenza) Questions and Answers/Domande e risposte <b>The Role of Europe in the World – Necessary Reforms in the EU/Il Ruolo dell'Europa nel mondo – Le riforme necessarie in Europa</b> Chair/Presiede: Enrico Letta Javier Solana, Jean-Claude Trichet, Karen Donfried Discussion/Dibattito	ITALY IN THE GLOBAL OUTLOOK <i>L'ITALIA NEL QUADRO GLOBALE</i> <b>Presentation of the video</b> <i>"Growing Through Business"</i> <b>Presentazione del video</b> <i>"Crescere facendo impresa"</i> <b>Agenda for Italy – first part</b> <i>Agenda per l'Italia – prima parte</i> Chair/Presiede: Luciano Fontana <b>Education and Research</b> <i>Istruzione e ricerca</i> Stefania Giannini <b>Reforms of the Judiciary and the Fight Against Corruption: Premises for Re-Launching the Country (*)</b> <i>Riforme della giustizia e lotta alla corruzione: premesse per il rilancio del Paese (*)</i> Gherardo Colombo, Sergio Erede Comments by:/Commenti di: Giovanni Legnini  Andrea Orlando  <b>The Priorities of Security</b> <i>Le priorità della sicurezza</i> Angelino Alfano <b>Expo 2015: an Opportunity for Lombardy and for Italy</b> <i>Expo 2015: un'opportunità per la Lombardia e per l'Italia</i> Roberto Maroni <b>The Voices of the Oppositions</b> <i>Le voci delle opposizioni</i> Matteo Salvini, Barbara Lezzi, Renato Brunetta Discussion/Dibattito  (*) The session includes the presentation of the Ambrosetti Club Study "The Reform of the Judiciary and the Fight Against Corruption" <i>La sessione include la presentazione della ricerca di Ambrosetti Club "La riforma del sistema giudiziario e la lotta alla corruzione"</i>
<b>8.45 – 11.00</b>	<b>10.10 – 10.40</b>	
Welcoming remarks/Apertura dei lavori Valerio De Molli <b>The Global Security Context for Business and Individuals/Sicurezza globale: quali implicazioni per il business e le persone</b> Chair/Presiede: Tom Ridge Lucio Caracciolo, Amrullah Saleh, Nuala O'Connor, Michael O'Leary, Paolo Gentiloni Discussion/Dibattito	<b>Break/Intervallo</b>	
<b>11.00 – 11.30</b>	<b>10.40 – 12.10</b>	
Break/Intervallo	<b>European Competitiveness and Growth</b> <i>Competitività e crescita dell'Europa</i> Chair/Presiede: Linda Yueh Lars Feld, Lars-Hendrick Röller, Jonathan Hill, Emmanuel Macron Discussion/Dibattito	
<b>11.30 – 13.10</b>	<b>12.10 – 13.40</b>	
<b>The Economic Outlook/Il quadro economico</b> Chair/Presiede: Jacob Frenkel Nouriel Roubini, Philippe Legrain, Michael Burda, Linda Yueh 60" answers to global economic question Discussion/Dibattito	<b>Migration – Refugees and Economic Migrants/Migrazioni - Rifugiati e migranti economici</b> Peter Sutherland <b>Old and New Conflicts and Challenges in the European Union/Vecchi e nuovi conflitti e sfide nell'Unione Europea</b> Chair/Presiede: Peter Sutherland Yanis Varoufakis, Otmar Issing, Mario Monti Discussion/Dibattito	
<b>13.10 – 14.40</b>	<b>13.40 – 15.10</b>	
Luncheon/Pranzo	Luncheon/Pranzo	
<b>14.40 – 16.20</b>	<b>15.10 – 16.10</b>	
<b>The Energy Challenge for Europe and the World/La sfida energetica per l'Europa e per il mondo</b> Chair/Presiede: Wolfgang Schüssel Adnan Shihab-Eldin, Arkady Dvorkovich, Joaquín Almunia (*), Maroš Šefčovič Discussion/Dibattito	Introduction/Introduce: Gianni Riotta <b>Speech by the Italian Prime Minister</b> <i>Intervento del Presidente del Consiglio italiano</i> Matteo Renzi Discussion/Dibattito	<b>11.10 – 11.40</b>
<b>16.20 – 16.50</b>	<b>16.10 – 17.35</b>	Break/Intervallo
Break/Intervallo	<b>New Technologies and New Business Models</b> <i>Nuove Tecnologie e nuovi modelli di business</i> Chair/Presiede: Esko Aho Vivek Wadhwa Round table/Tavola rotonda Craig Mundie, Dan Wagner, Homaid Al Shemmari, André Calantzopoulos Discussion/Dibattito	<b>11.40 – 13.40</b>
<b>16.50 – 18.45</b>	<b>17.35 – 18.00</b>	
<b>Africa in the Global Outlook</b> <i>L'Africa nel quadro globale</i> Chair/Presiede: Vittorio Grilli Paul Collier, Isabel dos Santos, Huang Jing Speech by:/Intervento di: Kofi Annan Discussion/Dibattito	<b>Break/Intervallo</b>	
(*) Spokesperson of the study "Building the European Energy Union. Proposals and policy recommendations to power European competitiveness" <i>Portavoce della ricerca "Realizzare l'Unione Energetica europea. Proposte e raccomandazioni di policy per dare energia alla competitività dell'Europa"</i>	<b>18.00 – 19.30</b>	
<b>IMPORTANT</b>  Please, refer to the detailed version of the program which contains the key issues indicated by the speakers  <b>IMPORTANTE</b>  Si prega di consultare il programma nella versione più dettagliata perché contiene gli aspetti prioritari evidenziati dai relatori	<b>Today the World of Tomorrow – Scientific Developments/Oggi il mondo di domani – Sviluppi scientifici</b> Chair/Presiede: William Haseltine Speech by:/Intervento di: Shimon Peres Discussion/Dibattito Stefan W. Hell, Angelo Vescovi Discussion/Dibattito	<b>Agenda for Italy – second part</b> <i>Agenda per l'Italia – seconda parte</i> Chair/Presiede: Roberto Napolitano <b>Metropolitan Cities: Investments for the Future</b> <i>Città metropolitane: investimenti per il futuro</i> Piero Fassino <b>Public Administration</b> <i>Pubblica Amministrazione</i> Marianna Madia <b>Institutional Reforms</b> <i>Riforme Istituzionali</i> Maria Elena Boschi <b>Labor and Employment</b> <i>Lavoro e occupazione</i> Giuliano Poletti <b>Economy and Finance</b> <i>Economia e Finanza</i> Pier Carlo Padoan Discussion/Dibattito  Closing remarks/Chiusura dei lavori Valerio De Molli Luncheon/Pranzo Departures/Partenze
	<b>Gala Dinner/Serata di gala</b>	
	<b>19.45</b> Rendez-vous/Ritrovo "Sala Regina" <b>20.00</b> RAIUNO broadcast: television program hosted by Bruno Vespa "Emigration. A Global Tragedy"/Programma televisivo di RAIUNO condotto da Bruno Vespa "Emigrazione. Un dramma planetario" <b>21.00</b> Gala Dinner/Cena di gala	





Friday, September 5, 2014 Venerdì, 5 settembre 2014	Saturday, September 6, 2014 Sabato, 6 settembre 2014	Sunday, September 7, 2014 Domenica, 7 settembre 2014
<b>8.15</b>	<b>8.30 - 10.40</b>	<b>8.30 - 11.05</b>
Arrival and registration <i>Ritrovo dei partecipanti e sistemazione in sala</i>	THE AGENDA TO CHANGE EUROPE <i>AGENDA PER CAMBIARE L'EUROPA</i> Chair/Presiede: Enrico Letta <b>Speech by the President of the Italian Senate</b> <i>Intervento del Presidente del Senato della Repubblica</i> Pietro Grasso <b>The Future of Europe: Delivering Reform</b> <i>Il futuro dell'Europa: realizzare le riforme</i> José Manuel Durão Barroso Discussion/Dibattito Chair/Presiede: Wolfgang Schässel <b>Balances of Power in the New Europe</b> <i>Equilibri di potere nella nuova Europa</i> Alexis Tsipras, Mario Monti <b>Improving Governance in Europe</b> <i>Migliorare la governance in Europa</i> Jean-Claude Trichet, Joaquín Almunia Discussion/Dibattito	ITALY IN THE GLOBAL OUTLOOK <i>L'ITALIA NEL QUADRO GLOBALE</i> Chair/Presiede: Roberto Napolitano <b>An Alternative for Italy</b> <i>Un'alternativa per l'Italia</i> Matteo Salvini, Giovanni Toti <b>Justice and Security</b> <i>Giustizia e sicurezza</i> Raffaele Cantone, Piercamillo Davigo Discussion/Dibattito <b>Local Government and Metropolitan Areas: the Torino Case</b> <i>Governo locale e città metropolitane: il caso di Torino</i> Piero Fassino <b>Spending Review/Spending Review</b> Carlo Cottarelli <b>Speech by the President of the Italian Chamber of Deputies</b> <i>Intervento del Presidente della Camera dei Deputati</i> Laura Boldrini Discussion/Dibattito
<b>8.45 - 10.30</b>	<b>10.40 - 11.10</b>	<b>11.05 - 11.35</b>
Welcoming remarks/Apertura dei lavori Valerio De Molli <b>Now for the Long Term: Business and Society</b> <i>Oggi per il futuro: imprese e società</i> Chair/Presiede: Jacob A. Frenkel Shimon Peres, Ian Goldin, Kishore Mahbubani, Mark Thompson Discussion/Dibattito	Break/Intervallo	Break/Intervallo
<b>10.30 - 11.00</b>	<b>11.10 - 12.45</b>	<b>11.35 - 13.30/13.45</b>
Break/Intervallo	<b>Are Discipline and Growth Alternatives?</b> <i>Quale equilibrio tra disciplina e crescita?</i> Chair/Presiede: Nouriel Roubini Jeroen Dijsselbloem, Martin Wolf, Romano Prodi, Jyrki Katainen Discussion/Dibattito	Chair/Presiede: Ferruccio de Bortoli <b>Priorities for Italy</b> <i>Priorità per l'Italia</i> Ferruccio de Bortoli <b>Reforms/Riforme</b> Maria Elena Boschi <b>Infrastructures/Infrastrutture</b> Maurizio Lupi <b>Competitiveness and Growth/Competitività e crescita</b> Sergio Marchionne, Federica Guidi
<b>11.00 - 12.45</b>	<b>12.45 - 14.15</b>	<b>Economy and Finance/Economia e Finanza</b> Pier Carlo Padoan Discussion/Dibattito Closing remarks/Chiusura dei lavori Valerio De Molli Luncheon/Pranzo Departures/Partenze
<b>The Economic Outlook</b> <i>Il quadro economico</i> Chair/Presiede: Maria Bartiromo Peter Praet, Nouriel Roubini, Yukon Huang, Kenneth Rogoff Challenger: Martin Wolf Discussion/Dibattito	<b>Re-Launching Europe's Competitiveness</b> <i>Rilanciare la competitività dell'Europa</i> Chair/Presiede: Peter Sutherland Ulrich Grillo, Michel Barnier, Luis de Guindos Jurado, Karel De Gucht Discussion/Dibattito	
<b>12.45 - 14.15</b>	<b>14.15 - 15.30</b>	
Luncheon/Pranzo	<b>Labor and Employment/Lavoro e Occupazione</b> Chair/Presiede: Corrado Passera Michael Burda, Frank Jürgen Weise, Jörg Asmussen, Giuliano Poletti Discussion/Dibattito	
<b>14.15 - 15.45</b>	<b>15.30 - 17.00</b>	
<b>Today the World of Tomorrow - Scientific Developments</b> <i>Oggi il mondo di domani - Sviluppi scientifici</i> Chair/Presiede: Umberto Veronesi David B. Agus, Angelo Vescovi, Nam-Hai Chua, Andrew Ng Discussion/Dibattito	<b>Re-Thinking Education: Models for a Better Society</b> <i>Ripensare il Sistema educativo: modelli per una società migliore</i> Chair/Presiede: Jean-Claude Trichet Arne Duncan, Esko Aho, Andreas Schleicher, Gianroberto Casaleggio, Andrew Ng, Stefania Giannini Discussion/Dibattito	
<b>15.45 - 16.15</b>	<b>17.00 - 17.30</b>	
Break/Intervallo	Break/Intervallo	
<b>16.15 - 18.00</b>	<b>17.30 - 19.15</b>	
<b>New Technologies and New Business Models</b> <i>Nuove tecnologie e nuovi modelli di business</i> Chair/Presiede: Esko Aho Joi Ito, Viktor Mayer-Schönberger Round Table/Tavola rotonda: Peretz Lavie, Nanxi Liu, Bre Pettis Discussion/Dibattito	<b>Gala Dinner/Serata di gala</b> <b>19.45</b> Rendez-vous/Ritrovo "Sala Regina" <b>20.00</b> RAIUNO broadcast: television program hosted by Bruno Vespa "FINALLY OUT FROM THE CRISIS?" Programma televisivo di RAIUNO condotto da Bruno Vespa "USCIREMO FINALMENTE DALLA CRISI?" <b>21.00</b> Gala Dinner "Sala Veranda" Fireworks on the lake/ Fuochi d'artificio sul lago	
<b>18.00 - 19.00</b>		
<b>LATEST EVENTS</b> <b>A World in Turmoil: Insights and Considerations</b> <i>Il mondo in fermento: approfondimenti e considerazioni</i> Chair/Presiede: Tom Ridge Sergio Romano, John McCain, Lindsey Graham Discussion/Dibattito		
<b>19.00 - 19.15</b>		
<b>Faith, Culture and Society, Today and Tomorrow</b> <i>Fede, cultura e società, oggi e domani</i> Chair/Presiede: Enrico Letta Gianfranco Ravasi		

#### IMPORTANT

Please, refer to the detailed version of the program which contains the key issues indicated by the speakers

#### IMPORTANTE

Si prega di consultare il programma nella versione più dettagliata perché contiene gli aspetti prioritari evidenziati dai relatori



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***INTELLIGENCE ON THE WORLD, EUROPE, AND ITALY***

SOME OF THE SPEAKERS IN PAST EDITIONS\*:

- Mahmoud Abbas “Abu Mazen” President, Palestinian Authority
- Esko Aho Innovation Guru  
Senior Fellow, Harvard University, USA  
former Prime Minister, Finland
- Queen Rania Al-Abdullah of the Hashemite Kingdom of Jordan
- Prince Albert II, Principality of Monaco
- Kofi Annan Chairman, Kofi Annan Foundation  
Nobel Laureate for Peace  
Former Secretary-General of the United Nations  
(1997-2006)
- John Ashcroft Attorney General, USA
- Jörg Asmussen State Secretary, Federal Ministry of Labour  
and Social Affairs, Germany
- José María Aznar Prime Minister, Spain
- Edouard Balladur Former Prime Minister, France
- Raymond Barre Former Prime Minister, France
- Silvio Berlusconi Prime Minister, Italy
- Joe Biden United States Senator for Delaware
- Dick Cheney Vice President of the United States of America
- Cheng Siwei Former Vice Chairman, Standing Committee,  
National People's Congress
- Carlo Azeglio Ciampi Former President of the Italian Republic
- Karel De Gucht European Commissioner for Trade
- Félix de Vicente Mingo Minister of Economy, Development and Tourism, Chile
- Jeroen Dijsselbloem President, Eurogroup  
Minister of Finance, Netherlands
- Janez Drnovsek President, Slovenia
- José Manuel Durão Barroso President, European Commission
- Arkady Dvorkovich First Deputy Prime Minister, Russian Federation
- Recep Tayyip Erdoğan Prime Minister, Turkey
- François Fillon Prime Minister, France
- Joschka Fischer Federal Minister of Foreign Affairs and Vice-  
Chancellor, Germany

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\* The positions indicated are those held at the time they attended the Forum



*INTELLIGENCE ON THE WORLD, EUROPE, AND ITALY*

2.

- Valéry Giscard d'Estaing      Former President of the French Republic
- Lindsey Graham      United States Senator for South Carolina
- Luis de Guindos      Minister of Economy and Competitiveness, Spain
- Richard Holbrooke      former United States Ambassador to the United Nations
- Alain Juppé      Minister of Defence and former Prime Minister, France
- Jyrki Katainen      Vice President, European Commission  
European Commissioner for Economic and Monetary  
Affairs and the Euro  
Former Prime Minister, Finland
- Mervyn King      Governor, Bank of England
- Henry Kissinger      Former Secretary of State, USA
- Vaclav Klaus      President, Czech Republic
- Christine Lagarde      Managing Director, IMF  
former Minister for Economics, Finance and  
Employment, France
- Yves Leterme      Prime Minister, Belgium
- Enrico Letta      Prime Minister, Italy
- Li Yuguang      Deputy Director, State Intellectual Property Office of  
the People's Republic of China
- Joseph Lieberman      United States Senator for Connecticut
- Paavo Lipponen      Prime Minister, Finland
- Emmanuel Macron      Minister of Economy, Industry and the Digital  
Economy, France
- Sergio Mattarella      President of the Italian Republic
- John McCain      United States Senator for Arizona
- Péter Medgyessy      Prime Minister, Hungary
- Phumzile Mlambo-Ngcuka      Deputy President, Republic of South Africa
- Mario Monti      Prime Minister, Italy
- Amre Moussa      Secretary General, Arab League
- Giorgio Napolitano      President of the Italian Republic
- Kamal Nath      Minister for Transportation, India
- Ahmed Nazif      Prime Minister of Egypt

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\* The positions indicated are those held at the time they attended the Forum

*INTELLIGENCE ON THE WORLD, EUROPE, AND ITALY*

3.

- Pier Carlo Padoan                      Minister of Economy and Finance, Italy
- Shimon Peres                              Nobel Laureate for Peace and President of Israel
- Rick Perry                                  Governor of Texas, USA
- Peter Praet                                Executive Board Member, European Central Bank
- Romano Prodi                            President, European Commission
- Jean-Pierre Raffarin                   Prime Minister, France
- Rachid Mohamed Rachid            Minister of Trade and Industry, Egypt
- Rodrigo de Rato                        Managing Director, IMF
- Cardinal Joseph Ratzinger           Prefect of the Sacred Congregation for the Doctrine of the Faith
- Matteo Renzi                            Prime Minister, Italy
- Tom Ridge                                Secretary of Homeland Security, USA
- Michel Rocard                          Former Prime Minister, France
- Elena Salgado                          Minister for the Economy and Finance, Spain
- Wolfgang Schäuble                   Federal Minister of the Interior, Germany
- Helmut Schmidt                        Former Chancellor, Germany
- Wolfgang Schüssel                    Federal Chancellor, Austria
- Maroš Šefčovič                        Vice President, European Commission
- European Commissioner for Energy Union
- Adnan Shihab-Eldin                   Former Secretary General, OPEC
- George Shultz                          Distinguished Fellow, Hoover Institution, Stanford University
- Former Secretary of State, USA
- Heizo Takenaka                        Minister of Finance, Japan
- Alejandro Toledo                      President, Global Center for Development and Democracy
- former President, Peru 2001-2006
- Jean-Claude Trichet                    President, European Central Bank
- Herman Van Rompuy                President, European Council
- Matti Vanhanen                        Prime Minister, Finland
- Axel Weber                              President, Bundesbank

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*INTELLIGENCE ON THE WORLD, EUROPE, AND ITALY*

4.

- James D. Wolfensohn      President, World Bank
- Zhu Min      Deputy Managing Director, IMF- International Monetary Fund
- Robert B. Zoellick      Distinguished Visiting Fellow, Peterson Institute for International Economics, USA  
Senior Fellow, Belfer Center for Science and International Affairs, Kennedy School of Government, Harvard University, USA  
Former President, World Bank

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\* The positions indicated are those held at the time they attended the Forum



*The Permanent Representative of Italy  
to the United Nations*

4538

New York,

NOV - 6 2015

*Madam Under Secretary-General, dear Susana,*

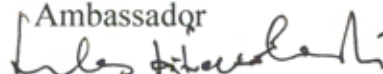
I have the pleasure to forward an invite from the CEO of the European House, Mr. Valerio De Molli, for the Secretary-General, H.E. Mr. BAN Ki-moon, to participate as a speaker in the 42<sup>nd</sup> Annual Forum that will take place in Cernobbio, lake Como, Italy.

The meeting "Intelligence on the world, Europe and Italy" will take place on Friday to Sunday, September 2<sup>nd</sup> until 4<sup>th</sup>.

Please accept the assurances of my highest consideration.

*Truly yours,*

Sebastiano Cardi  
Ambassador



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Ms. Susana Malcorra  
Chef de Cabinet of the  
Secretary-General of the United Nations  
New York