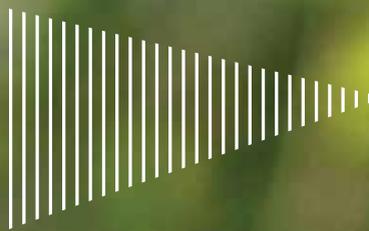


A close-up photograph of an olive branch with several dark purple olives. The background is a soft, out-of-focus green. A bright yellow diagonal stripe cuts across the lower right portion of the image.

EY Strategic Growth Forum™
Unlocking the potential
of the Mediterranean region

16-17 April 2015 | Rome, Italy

A series of white vertical lines of varying lengths, arranged in a pattern that tapers to a point on the left side of the page.

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Join us

at the first EY Strategic Growth Forum
ever to be held in Rome, Italy, from
16-17 April 2015

This is an exclusive and valuable opportunity for you to network and discuss strategies for growth with inspirational entrepreneurs, business leaders of high-growth companies, government officials and opinion leaders from across the whole of the greater Mediterranean region.

You will hear what it takes to grow successfully from the market leaders themselves. And you will have the chance to interact with those who have real experience of maximizing opportunities and overcoming challenges in this uniquely diverse region.

Opportunities to meet prospective business partners are available throughout the forum, at plenary sessions, smaller breakout sessions, social events and in private meetings.



Our keynote speakers

José Manuel Barroso

President of the European Commission (2004-14)



José Manuel Barroso was President of the European Commission from 2004

to 2014. He was previously Prime Minister of Portugal from 2002 to 2004.

In 1999, Barroso was elected President of the Social Democratic Party in Portugal and was re-elected three times. Under his leadership, the party won the general election in 2002, and he was appointed Prime Minister of Portugal in April of that year. He remained in office until July 2004, when he was elected by the European Parliament to the post of President of the European Commission.

Barroso has been awarded numerous honorary degrees and has received over 60 decorations, prizes and distinctions. He is the author of many publications on political science, international relations and the European Union.

Alberto Alesina

Italian political economist at Harvard University



Alberto Alesina, born in Italy in 1957, is the Nathaniel Ropes

Professor of Political Economy at Harvard University. He served as Chairman of the Department of Economics from 2003 - 2006. He obtained his Ph.D. from Harvard in 1986. He is also a member of the National Bureau of Economic Research and the Center for Economic Policy Research. He is a leader in the field of Political Economics and has published extensively in all major academic journals in economics. His two most recent books are *The Future of Europe: Reform or Decline*, published by MIT Press, and *Fighting Poverty in the US and Europe: A World of Difference*, published by Oxford University Press. He has been a Co-editor of the *Quarterly Journal of Economics* for eight years and Associate Editor of many academic journals.

Kjell A. Nordström

Swedish economist and business author



Kjell A. Nordström is a Swedish economist and author, and has worked as

a researcher and lecturer at the Institute of International Business at the Stockholm School of Economics. He is also known for being one of the leading researchers on multinational enterprises and the global market. In 1999, Kjell wrote the blockbuster *Funky Business: Talent Makes Capital Dance* (co-written with Jonas Ridderstråle). The book achieved great international success and has been translated into 39 languages and has sold 1 million copies worldwide. By blending his extensive academic knowledge and charismatic personality, Kjell is known for creating highly dynamic lectures, and this has made him one of Europe's most requested speakers. In 2014, Kjell was named one of the world's most influential management gurus; he is ranked number 15 out of 30.

Maria Elena Boschi

Italian Minister for Constitutional Reforms



Maria Elena Boschi is Minister of Constitutional Reforms and

Relations with Parliament in Italy. She was elected to the Chamber of Deputies and is a member of the National Secretariat Democratic Party in charge of reform policies. She graduated in Law from the University of Florence and obtained a Master's degree in Corporate Law.

Giorgio Squinzi

President of Confindustria and CEO of Mapei Group



Giorgio Squinzi is CEO of Mapei Group, an industrial group

with 69 subsidiaries, and over 7,500 employees in 31 countries. He has been a member of the Board of Directors and Committee of Confindustria, president of Confindustria's Technical Committee for Europe since May 2010, and President since May 2012.

Our panelists

We are pleased to share with you a selection of the world-class panelists that will be joining us in Rome. For the latest confirmed list of panelists, please visit ey.com/sgfmed.

Isabel Aguilera

President, GE Spain

Fahd Al Rasheed

Managing Director and CEO, King Abdullah Economic City

Abdulaziz Al-Khalifa

CEO, Qatar Development Bank

Antonio Bandrés

Head of Corporate Loans, Syndications and International Business, Instituto de Crédito Oficial

Antonio Baravalle

CEO, Lavazza

Simone Battiferri

Chief of Business, Telecom Italia

Sébastien Blanche

CFO, Maquet Surgical Workplaces and Deputy General Manager and CFO, Maquet SAS

Harry Boyd-Carpenter

Senior Banker, European Bank for Reconstruction and Development

Silvano Cassano

CEO, Alitalia

Guido Corbetta

Professor, Bocconi University

Said Darwazah

Chairman and CEO, Hikma Pharmaceuticals

Carlo D'Asaro Biondo

President, Google - Southern and Eastern Europe, Middle East and Africa Area

Massimo Derchi

Managing Director, ERG Renew

Michele Mario Elia

CEO, Ferrovie dello Stato Italiane

Ralph Fassey

Country Manager, Lundbeck

Steven Fawkes

Founder, EnergyPro Ltd

Ferruccio Fazio

Former Minister, Italian Ministry of Health

Brian Field

Senior Economist and Urban Planning and Development Adviser, European Investment Bank

Alberto Frausin

CEO, Carlsberg Italia

Alexander Galitsky

CEO, Almaz Capital

Tony Haddad

CEO, Technica

Andrea Illy

CEO, illycaffè

His Excellency Mr. Khaled Irani

Founder, E2E

Ayman Ismail

Chairman and CEO, DMG

Zied Ladhari

Tunisian Minister for Employment and Vocational Training

Javier López

García-Asenjo International Sales Director, Mahou

Didier Lombard

Vice Chair, STMicroelectronics and Chairman, Technicolor

Manuel Villén Naranjo

Innovation and Sustainability Director, OHL Group

Pedro Neves

Managing Director Structured Business in Africa, Asia and Europe, Andrade Gutierrez

Slim Othmani

CEO, NCA-Rouiba

Javier Pérez Fortea

CEO, Globalvia

Marco Perona

EMEA Commercial Director, RES

Alceo Rapagna

Chief Digital Officer, RCS

Francisco Riberas

President and CEO, Gestamp

Kate Robertson

Founder, One Young World

Bill Rogers

Managing Director, UK Green Investment Bank

Frank Roeters van Lennepe

Head of Infrastructure, PGGM

Carmelo Scalone

Executive Vice President International Sales Director, EDF Energies Nouvelles

Yasmine Shihata

Founder and CEO of VENUS Media & PR

Akos Tajta

Business Innovation Leader Europe, Middle East and Africa, General Electric

Mircea Tudor

CEO, MB Telecom

Lisette van Doorn

CEO Europe, Urban Land Institute

Harry Verhaar

Head of Global Public and Government Affairs, Philips Lighting

Paul Warren

Chief Strategy Officer, Aldar Properties PJSC

Tom Willemen

Director, Willemen Groep

Johan Willemen

Managing Director, Willemen Groep

Nurtaç Ziyal

Head of M&A, Yıldız Holding, Ülker

Agenda at a glance

Thursday, 16 April 2015

07:45	Family business focus Tour and panel session hosted by Eataly. The tradition of innovation: fostering entrepreneurship in the next generation
08:30	Registration and early arrivals lounge open
12:00	Opening lunch and networking
13:00	Welcome
13:20	Official opening - Maria Elena Boschi , Italian Minister for Constitutional Reforms
13:45	Introduction - Giorgio Squinzi , President, Confindustria and CEO, Mapei Group
14:00	Panel plenary session Opportunities for growth in the Mediterranean region - views from CEOs
15:00	Keynote speaker - Alberto Alesina
15:40	Break
16:00	<ul style="list-style-type: none">▶ Panel Energy: Illuminating the road to energy efficiency▶ Panel Real estate and infrastructure: The urban context - the future of local services, urban development and smart, sustainable cities▶ Panel Telecommunications, media and technology: Improved access to digital services and social media as true levers of growth▶ Panel Retail and consumer products: Omnichannel commerce and innovation▶ Panel Life sciences: The new patient-centered health care business model
17:00	Keynote speaker - Kjell A. Nordström
18:15	Networking reception
19:15	Gala dinner, including the Entrepreneur Of The Year Hall of Fame induction. Entertainment by Italian soprano ensemble Incanto

Friday, 17 April 2015

08:30	Welcome
08:35	Keynote speaker - Steve Stathis Tzikakis , SAP EMEA
08:50	Pitch: Accelerating Tech Entrepreneurs
09:20	Panel plenary session Avoiding a lost generation. Youth unemployment - the real socioeconomic hurdle to overcome in the Mediterranean region
10:10	Break
10:30	<ul style="list-style-type: none">▶ Panel Energy: Empowering the Mediterranean - a renewable energy future?▶ Panel Real estate and infrastructure: Public-private partnerships - a great chance to grow▶ Panel Telecommunications, media and technology: Delivering an effective customer experience▶ Panel Retail and consumer products: Overcoming barriers to growth▶ Panel Life sciences: Public-private partnerships - the key to national health service sustainability?
12:15	Lunch and networking IPO lunch: Insights into the IPO journey iLabs
14:00	Accelerating Tech Entrepreneur announcement Panel plenary session Carving a new path for government and entrepreneurship
15:00	Keynote speaker - José Manuel Barroso
16:15	Close
16:30	Departures

A focus on growth

Industry sector discussion topics



Energy

Illuminating the road to energy efficiency

Energy efficiency is increasingly seen as a smart, low-risk investment opportunity. However, despite encouraging developments, current investment flows are sub-scale due to insufficient incentives and inadequate returns. But it's a growing market that holds enormous potential, and one that is essential for supporting economic growth. Our panelists will discuss the role of street lighting in creating energy-efficient cities: the development of digital technologies and how to stimulate innovation and investment into the market.

Empowering the Mediterranean - a renewable energy future?

Secure, affordable and sustainable energy has become a common goal across the Mediterranean region. But what is the path to achieving this, given the unique challenges and opportunities of each market and the dramatic impact of renewables on the global energy landscape? Our energy stakeholders will consider the role of renewables in shaping and empowering the region's energy future.



Life sciences

The new patient-centered health care business model

Health care systems are experiencing a shift in focus from providers to customers. Life science companies are now rethinking their interactions with patients and, consequently, transforming their product-oriented business models into value-oriented, outcome-based relationships. We consider the major challenges this presents for life science companies, who will need to reconsider their portfolio of services, delivery models and collaboration with the many players of the life science ecosystem.

Public-private partnerships: the key to national health service sustainability?

With people living longer and a greater prevalence of chronic disease, public health care systems across the globe have to deal with an increasing demand for health services with fewer resources. In order to meet these challenges head on, the role of private health care providers must be reconsidered and new forms of public-private partnerships taken into consideration. Our panel takes a look at the challenges and the opportunities.



Retail and consumer products

Omnichannel commerce and innovation

Today's increasingly global and digital consumers are continuously changing their purchasing behaviors. This panel focuses on how retail and consumer products companies must adapt their business models to support a "smart" consumer who is more cautious, connected and versatile, and expects a seamless, multichannel shopping experience.

Overcoming barriers to growth

Since the financial crisis, retail and consumer products companies have been increasingly squeezed between constrained consumer spending in southern Europe and volatility in the emerging markets of North Africa and the Middle East. Despite rising cost pressures, many companies have found it easier to relentlessly drive efficiency rather than growing sales. Our panel discusses how this focus on margins may satisfy investors and corporate stakeholders in the short term, but risks companies losing relevance to the changing consumer.



Real estate and infrastructure

The urban context: the future of local services, urban development and smart, sustainable cities

With the majority of the world's population estimated to be living in cities by 2050, urban development and the future of local services are putting governments and city planners to the test. Our panelists will consider the route to smart, sustainable cities, which are once again being considered by government officials and company executives as viable solutions to the challenge of growing city populations.

Public-private partnerships - a great chance to grow

As global economic growth and job creation increasingly depend on infrastructure as a solution, we take a look at how public-private partnerships can offer both governments and companies mutually beneficial opportunities to address strategic goals, while sharing risks and responsibilities.



Telecommunications, media and technology (TMT)

Improved access to digital services and social media as true levers of growth

Access to digital services is creating a convergence among the TMT industries. Operators from the TMT sector are in the midst of a rapidly evolving business landscape that is driving them to rethink their products and business models. Our panelists discuss how to exploit new opportunities enabled by digital services, data monetization and mobile payments.

Delivering an effective customer experience

Rapid evolution in the TMT market is creating constantly changing market opportunities and challenges. Operators must be agile and innovative to ensure they always deliver the most effective customer experience. The panel will explore how to leverage broadband infrastructure and new digital technologies.

The forum will help to strengthen relationships among business leaders, entrepreneurs, investors, leading politicians and government officials.



Why a Mediterranean Strategic Growth Forum?

Historically, the countries of the megaregion made up of Europe, the Middle East and North Africa have shared close economic and trade ties that have evolved over time and proven to be extremely beneficial.

Nonetheless, in the current increasingly interconnected and competitive economic environment, the business community has come to the realization that there exists significant untapped potential that can only be unlocked through enhanced collaboration among the key players from all primary sectors.

EY has taken the initiative of gathering this forward-thinking business community under one roof for a two-day event to identify and discuss opportunities for growth and investment.

The forum will also help to strengthen relationships among business leaders, entrepreneurs, investors, leading politicians and government officials, and create greater awareness and knowledge of local issues in order to identify concrete actions.

Ultimately, the purpose of the event is to formulate an action plan and create the conditions to turn this megaregion into one of the most competitive and prosperous in the world.

Who will attend?

This Strategic Growth Forum will bring together global market leaders, high-growth companies, market innovators, entrepreneurs, investors, industry experts, government officials and policy-makers from across the Mediterranean megaregion to discuss, debate and create new opportunities for investment and growth.

Cost

Registration for this two-day event is €675.

This covers your entry to the conference and food and beverages over the course of the event.

Please note the registration fee does not include your travel to Rome or your accommodation.

Location

The Strategic Growth Forum will be held in Rome, Italy, at the stunning Rome Cavalieri hotel. Set in a beautiful park, the hotel is located in a quiet area of Rome, just a few minutes from the city's great monuments.

Rome Cavalieri

Via Alberto Cadlolo 101, Rome, Italy | Tel: +39 06 35091 | www.romecavalieri.com

For more information, the latest updates and to register, please visit ey.com/sgfmed.

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As market leader in enterprise application software, SAP (NYSE: SAP) helps companies of all sizes and industries combat the damaging effects of complexity, generate new opportunities for innovation and growth, and stay ahead of the competition.

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Institut de Prospective Economique du Monde Méditerranéen (IPEMED) was created in 2006 and is an independent, international think tank with a focus on the economies of the North and South Mediterranean region.

IPEMED believes that Northern and Southern Mediterranean countries need to work together to create a stronger and more connected region on the global stage. This requires increased regional integration, co-development and economic cooperation.

IPEMED produces forward-thinking ideas and research in order to influence political spheres and projects and encourage the implementation of public policies that encourage North-South exchanges and facilitate regional integration.



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