

ALIS magazine



LET EXPO 2026

ALIS

A stylized graphic of the Italian flag, consisting of two curved, overlapping bands. The top band is green and the bottom band is red, with a white space between them, all set against a white background.

**ITALIA
IN MOVIMENTO**

LETEXPO 2026: AN OUTSTANDING FIFTH EDITION

Five years ago, when we first envisioned the creation of LetExpo, we set ourselves an ambitious goal: to provide this country with a place where logistics, transport and sustainability would move beyond being mere conference topics and instead become a concrete agenda, an open dialogue among those who experience logistics every day and those who bear political and institutional responsibility. Today, five editions on, we can confidently say, and the figures confirm it, that this vision has proven successful.

The fifth edition, held in Verona from 10 to 13 March 2026, delivered the most significant results in its history: over 550 exhibitors, a 10% increase compared to 2025; 60,000 square metres of exhibition space across five fully occupied halls; and a 25% rise in international participation. LetExpo has become an essential platform to jointly advance innovation, sustainability and competitiveness. A clear endorsement came from the Government, which selected Verona and LetExpo as the venue for discussions on industrial policy, infrastructure, the environment, security, energy, digitalisation, education, employment and foreign trade. The central role of the event was further confirmed by the exceptional level of institutional participation, including contributions, among others, from the Executive Vice-President of the European Commission Raffaele Fitto; Deputy Prime Ministers Matteo Salvini and Antonio Tajani; Ministers Lollobrigida, Pichetto Fratin, Crosetto, Locatelli and Casellati; Deputy Ministers Rixi and Sisto; and Undersecretaries Morelli, Prisco, Iannone, Durigon and Perego Di Cremnago. These contributions, delivered in a highly complex historical and international context, further demonstrate how our exhibition has achieved a level of credibility that makes it the natural forum

for dialogue among producers, transport operators and policymakers.

Media coverage was equally remarkable involving leading news agencies, the major national television networks, prominent newspapers, and the most influential trade publications. Our authoritative moderators, including Bruno Vespa, Monica Maggioni, Massimo Giletti, Nicola Porro, Maria Antonietta Spadorcia and Nunzia De Girolamo, led high-value interviews. This level of attention reflects an event that generates news, produces meaningful content and has become a place where things happen, where exhibitors, guests and visitors come together to share four intense and productive days.

The themes addressed over the four days reflected the complexity of the current global landscape, marked by growing tensions in the Middle East. The energy crisis and the critical issues related to the Strait of Hormuz, through which around 20% of the world's oil supply transits, and the resulting concerns regarding the safety of 30,000 Italian seafarers stranded aboard their vessels, dominated much of the debate. We also note that 40% of Mediterranean goods pass through Italian ports, confirming that logistics is not an abstract sector but a cornerstone of the real economy.

What truly sets LetExpo apart is its ability to bring together an entire ecosystem: road hauliers and shipowners, air and rail operators, infrastructure managers, freight forwarders and major industrial groups. In Verona, they meet, engage and create opportunities for collaboration. More than 300 speakers covered every aspect of the discussion, from the ETS to PNRR funding, from artificial intelligence to the training of future professionals.

LetExpo 2026 once again celebrated the future: thanks to ALIS Academy, thousands of students from across Italy walked the halls of Verona not as passive visitors, but as active participants, listening to experts

and stakeholders, engaging with companies, and discovering that sustainable logistics offers real job opportunities and concrete career paths.

Italian logistics has therefore found in LetExpo not only a trade fair, but a true community, a place where results are measured in the quality of relationships built, in the concreteness of the proposals advanced, and in the shared awareness that this sector deserves to be treated with the seriousness and ambition it commands.

In an increasingly complex and interconnected global scenario, we at ALIS will continue to stand ready, with responsibility and vision, to transform challenges into opportunities and to contribute tangibly to the country's growth.



Guido Grimaldi

President of ALIS
and author
of this editorial

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**LA CONSULENZA DEDICATA
ALLA GESTIONE DEI GRANDI PATRIMONI**
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LET EXPO FROM BOLD VISION TO SOLID REALITY

We are pleased to publish the full address delivered by the President of ALIS, Guido Grimaldi, at the opening of the fifth edition of LET EXPO



Distinguished authorities, institutional representatives, members of the law enforcement agencies, fellow entrepreneurs, journalists, and esteemed guests, welcome to the fifth edition of LET EXPO.

I would like to extend my sincere greetings and heartfelt thanks to the President of Veronafiere, Federico Bricolo, and his entire team. Over the years, we have worked closely together to ensure that this exhibition continues to grow as a key

reference point for entrepreneurs, workers, young people and institutions alike. My thanks also go to the 550 exhibitors taking part in this edition, representing a 10% increase compared to last year and bringing these halls to life with a wide range of innovative initiatives. Many of them are ALIS members, whom I thank for their trust and continued support.

I am particularly proud to continue our collaboration with the Defence sector, once again hosting vehicles and demonstration activities from all branches of the Armed Forces, and, for the first time, welcoming the National Fire Brigade.

It is a privilege to host the many men and women in uniform, to whom we extend our sincere gratitude for their daily service in protecting our country and our communities.

I would also like to thank the distinguished speakers who will take part in these four intensive days, moderated by Bruno Vespa, Nicola Porro, Monica Maggioni, Massimo Giletti, Nunzia De Girolamo, Maria Antonietta Spadorcia and Nathania Zevi.

My thanks also go to the many authorities who will attend LET EXPO 2026, including:

- the Vice-President of the European Commission, Raffaele Fitto
- the Deputy Prime Ministers Salvini and Tajani, and Ministers Lollobrigida, Pichetto Fratin, Locatelli and Casellati
- the Deputy Ministers Rixi and Sisto
- the Undersecretaries Morelli, Prisco, Perego di Cremnago, Iannone and Durigon
- the Regional Councillor of Veneto, Diego Ruzza, the President of the Province, Flavio Massimo Pasini, and the Mayor of Verona, Damiano Tommasi, who graciously host us in this remarkable region

Five years ago, when we launched the first edition, no one could have imagined the remarkable journey that

would bring us here today. LET EXPO began as a bold vision.

Today, LetExpo stands as a firmly established reality within both the Italian and European landscape. Yet this is not a finishing point, but rather a launchpad for even greater achievements in the years ahead.

We are living through a period of profound transformation: tariffs, increasingly used as instruments of protectionism, risk undermining global trade relations; the energy transition is accelerating; digitalisation is reshaping key sectors; and, above all, geopolitical tensions are redefining the international landscape.

What is unfolding in the Middle East is not a distant backdrop. It is an active conflict that affects us all and continues to claim innocent lives. It is a crisis close to home, already impacting — and set to further impact — our businesses, our routes and our costs.

Recent developments involving the United States, Israel and Iran across the Gulf have turned what was once a geopolitical risk into a concrete and immediate operational challenge for global logistics. The Strait of Hormuz — through which approximately 20% of the world's oil passes, with an average of 125 vessels transiting daily — is now an active conflict zone. Any prolonged disruption could severely affect the supply of gas and oil, while driving up freight rates and insurance costs.

Freight and passenger traffic have already been significantly affected, with airlines cancelling flights to and from the Gulf, while European ports are beginning to report the first impacts.

These tensions are also having a clear effect on energy markets, with data pointing to significant increases:

- natural gas prices have risen by around 55% ¹
- Brent crude has reached \$117 per barrel, up 93.4% compared to December 2025 ²
- diesel prices have exceeded €2 per litre

“ I would once again like to thank the 550 exhibitors taking part in this edition, representing a 10% increase compared to last year and bringing these halls to life with a wide range of innovative initiatives. Many of them are ALIS members, whom I thank for their trust and continued presence ”

Guido Grimaldi

President of Alis

1. Natural gas prices increased from €32.54/MWh on 27 February to €50.37/MWh, a rise of €17.83/MWh (update as of 6 March).

2. Brent crude rose from a low of \$58.94 per barrel on 17 December 2025 to the current level of \$117 per barrel (update as of 9 March).

This translates into rising prices, with negative effects on both households and businesses. The logistics sector is facing the consequences of an increasingly complex and unpredictable geopolitical environment – one that requires swift and effective action. Now more than ever, Europe needs policies that rise to this challenge, with a coordinated approach to security, critical infrastructure and energy autonomy.

Italy benefits from a strategic position in the Mediterranean, one of Europe’s strongest manufacturing bases, and world-class logistics operators. We are confident that the Government will continue to strengthen international relations and ensure the stability needed to support growth and development. Recent macroeconomic indicators are

encouraging. As for exports — where the Government aims to reach €700 billion by 2027 — Italy already ranks among the world’s leading exporting nations and is the second-largest exporter in Europe, after Germany.

Moreover, GDP is expected to grow by around +0.8% in 2026, driven mainly by domestic demand and household consumption, while investment continues to support economic activity. Tourism reached a record high in 2025, exceeding 476 million overnight stays — around 10 million more than in 2024 — confirming Italy among Europe’s leading destinations, second only to Spain. We are proud that our Association includes leading companies in passenger transport, such as Grimaldi Group, ITA Airways, Trenitalia, Caronte & Tourist and

Liberty Lines, all of which contribute to strengthening these outstanding tourism results. I would also like to highlight that, thanks to public investment and tourism, Southern Italy is experiencing significant growth compared to the national average, recording +7.7% in the period 2019–2024. Employment is also rising, reaching a record rate of 62.7% at the end of 2025 alongside improving working conditions. Finally, I would like to address the many young students and aspiring professionals: this sector offers vast opportunities for growth and is in urgent need of skilled people: seafarers, heavy goods vehicle drivers, onboard personnel, air traffic controllers, technicians and digital specialists.

In these times, it is important to make this message even clearer: LET EXPO is



“ The logistics sector is bearing the consequences of a difficult and unpredictable geopolitical context, which requires rapid and effective action. Now more than ever, Europe needs policies that rise to this challenge, with a coordinated approach to security, critical infrastructure and energy autonomy. ”

the exhibition that brings together businesses, institutions, territories and young people. Behind every product delivered on time and every passenger reaching their destination, lies our work.

We have enabled complex commercial operations, digitalised processes, and introduced automation and artificial intelligence solutions across offices, vehicles and logistics hubs.

Today ALIS represents more than 2,500 member companies, 511,000 workers and an aggregate turnover of €160 billion. It has played a decisive role in this progress, driven by commitment and dedication. The sectors we represent are a cornerstone of the economy: they strengthen the industrial system, create employment and support import-export activities.

According to a recent analysis by Cassa

Depositi e Prestiti, logistics generates significant multiplier effects for the economy: an investment of €1 million generates an additional €2.1 million in total output. At the same time, we need policies that support national champions, greater administrative simplification, and a European regulatory framework that promotes sustainability without placing additional tax burdens on companies investing in the green transition.

The ETS system in maritime transport is a clear example: it is leading to a loss of competitiveness for European ports, higher costs for businesses and consumers, and a modal backshift, with thousands of trucks returning to roads and motorways each day.

In view of the upcoming revision of the ETS Directive, expected in 2026 and



supported by Prime Minister Giorgia Meloni, we hope that the Ministry for the Environment — recipient of the revenues generated by this system — will allocate these resources to the Ministry of Transport, ensuring that “what comes from the sea returns to the sea,” in other words, these revenues should be reinvested in the Motorways of the Sea.

Our sector also requires greater certainty and stronger financial support for existing incentive schemes, such as Sea Modal Shift and Ferrobonus. For this reason, we believe it is essential to strengthen their funding allocating at least €100 million per year to each measure.

We are doing our part to enhance the benefits generated by intermodality, through state-of-the-art ships, trucks, trains and aircraft. At the same time, we are working closely with institutions to build an increasingly robust and competitive system, one in which human capital remains at its core. In a sector that attracts young professionals with advanced skills and up-to-date expertise, people are, for us, the true driving force.

I would like to recall the words addressed to us by Prime Minister Giorgia Meloni during our General Assembly last December: “ALIS is an organisation

capable of bringing together vision, expertise and people.”

These words are a source of great pride for all of us, and I would therefore like to extend my sincere thanks to all the men and women working in our sector.

ALIS stands alongside entrepreneurs, workers and young talents throughout this journey of growth, drawing on the strength of a network that understands that real added value lies in the ability to work together as a system.

I am confident that the Casa ALIS, Hub, Academy and Café stages will, in the coming days, serve as true laboratories for the future, spaces where institutions, companies, training providers and stakeholders will share ideas and projects. They will also offer an opportunity to engage in dialogue on key national and international issues, including sustainable development, competitiveness, employment, intermodal transport, trade relations, technological innovation and social responsibility.

On this last point, I am proud to confirm that, once again this year, Pavilion 1 will be entirely dedicated to ALIS for Social, with the participation of associations and organisations actively engaged every day in the third sector, volunteer-

“ We need policies that reward our national champions, greater administrative simplification, and European regulatory framework that promotes sustainability without placing additional tax burdens on companies investing in the green transition. The ETS system in maritime transport is a clear example, as it is undermining competitiveness of European ports, increasing costs for businesses and consumers, and driving a modal backshift, with thousands of trucks returning to roads and motorways each day ”





ing, inclusion and solidarity. Allow me to conclude with a brief reflection.

Serving as President of this Association is both an honour - because ALIS represents thousands of workers - and a responsibility, because the decisions we take today will shape the future of this sector for decades to come. And this responsibility is not mine alone.

Each of us has a role to play. Each of us can make a difference.

I am firmly convinced that, also thanks to initiatives such as LET EXPO, together we can build something truly meaningful with courage and determination. Today, here at LET EXPO, we are writing together an important chapter for the future, one of innovation, sustainability and competitiveness. A chapter defined by vision, collaboration and talent.

Thank you, and I wish you all a successful exhibition.

«STOPPING SPECULATION IN FUEL PRICES»

Interview by Bruno Vespa with Matteo Salvini, Deputy Prime Minister and Minister of Infrastructure and Transport



Interview with Minister Matteo Salvini, by Bruno Vespa

«**B**est wishes to everyone – and in particular to the many students present here today, who may find inspiration for their future,» said Matteo Salvini, speaking during his interview with Bruno Vespa at Let Expo 2026. «Minister Giorgetti is currently in Brussels addressing the market emergency, while Minister Urso has convened a crisis task force aimed at curbing ongoing fuel price speculation. I am not referring to petrol station operators – the issue does not lie with them, as they represent only the final link in the supply chain. The problem lies

upstream, and I am referring to certain oil companies that are quick to raise prices at the onset of a crisis, but far less prompt in reducing them once the crisis subsides. As a liberal, I am not inclined to advocate taxation; however, I welcome the fact that, with the latest budget law, some resources have finally been drawn from major banks, which are reporting substantial profits. My objective is not to tax large oil companies as a matter of principle, but to ensure that they act responsibly within the country in which they operate and generate profits. Some operators are clearly taking advantage of the situation, and the competent ministers are addressing the

matter, although it is often the hauliers who turn to me for answers.

A meeting of the Council of Ministers is scheduled for 5 p.m. today. I reiterate that Ministers Giorgetti and Urso are leading the work on this issue; I do not intend to speak on their behalf. All the relevant ministers are engaged, and appropriate measures will be adopted.»

The Minister also addressed the situation in the Gulf: «The current developments are serious. I trust that those who initiated the attack are fully aware of both the consequences and the potential duration of the conflict. It would be deeply concerning to think that such action was

Matteo Salvini Minister of Infrastructure and Transport



“ I trust that those who initiated the attack are fully aware of the consequences and the duration of the conflict. It would be deeply concerning to think that such a decision was taken without fully assessing the human and economic costs involved ”



Bruno Vespa with Guido Grimaldi and Matteo Salvini

undertaken without a clear understanding of its likely trajectory and the human and economic costs involved — matters on which I will refrain from expressing a judgment.

My responsibility is to safeguard Italian businesses and consumers. This crisis underscores the need to accelerate progress across several strategic areas. I hope that, by next year, we will be able to speak about tangible progress, particularly with regard to nuclear energy. We cannot afford to do without it. At present, approximately 430 nuclear reactors are operational worldwide, including around 130 in Europe, generating roughly 25% of electricity. In

Italy, by contrast, there are currently no active reactors.

A nuclear forum is taking place today in Paris, and I expect my colleague, the Minister for the Environment, to sign the relevant protocols for the relaunch of nuclear energy. The European Commission has also clarified that nuclear power remains indispensable, including for reasons of security, as energy autonomy has become a central issue.

Were we to begin today, engineers estimate that the first plants could become operational between 2031 and 2032. However, without long-term planning, major infrastructure projects would never be

realised. By 2032–2033, the first high-speed rail connection between Italy and Munich is expected to be operational: a journey that currently takes around seven hours from Milan could be reduced to approximately three and a half hours with the Brenner Base Tunnel.

Just as we are addressing the bottleneck in the north-west through high-speed rail, I trust that we will also overcome the constraints in the south and, after more than 160 years of discussion, finally deliver the long-awaited and much-needed bridge across the Strait of Messina, thereby removing a major barrier to the country's development

«READY TO SUPPORT GULF COUNTRIES IF ATTACKS CONTINUE»

Antonio Tajani

Minister of Foreign Affairs and International Cooperation

Interview (via video link) by Bruno Vespa with Antonio Tajani, Deputy Prime Minister and Minister of Foreign Affairs and International Cooperation



Interview with Antonio Tajani, Minister Of Foreign Affairs and International Cooperation, By Bruno Vespa

The issue of the new Gulf War and its consequences was at the centre of the video interview conducted by Bruno Vespa with Antonio Tajani.

«In the Strait of Hormuz,» Tajani stated on 10 March, «two or three ships pass through each day. The Pasdaran have declared that countries expelling the Israeli ambassador will be allowed to transit – t his is an unacceptable form of blackmail. I am in

contact with all countries in the region to assess possible actions.

The protection framework currently in place against piracy consists of two European missions, Atalanta and Aspides, which are ongoing, and we continue to safeguard our vessels. As for the duration of the conflict, the Americans are directly involved and will have a clearer assessment than we do; the Iranians are conveying a different message from that expressed yesterday by Trump, and the truth likely

“ I hope the conflict can end by the end of the month, as this would help ease tensions in oil prices. At the same time, we are reducing our diplomatic presence in Lebanon and Iraq to ensure the safety of our citizens ”



“ We will not show flexibility towards those who speculate on war. Raising prices in this way is unfair, violates market rules, and constitutes financial speculation ”

lies somewhere in between. Iranian missile stocks are being depleted; drones remain, but I believe ongoing attacks are gradually weakening their capabilities. In my view, the conflict could last another three to four weeks—we are just over one week in. There are also three weeks remaining before the meeting between Trump and Xi. We have supported the Arab League’s mediation efforts; I have spoken with Emirati officials and will speak with Turkish counterparts this evening.

I hope the conflict can come to an end by the end of the month, as this would also help ease tensions in oil prices. We have largely resolved the situation of Italian nationals wishing to return home; even in the Maldives the situation is stabilising, and airport congestion has eased. However, we are reducing our diplomatic presence in Lebanon and Iraq in order to ensure the safety of our citizens».

«For our part», the Minister added, «we will send additional defensive equipment to Qatar, and we are ready to support Gulf countries should the attacks continue. The operation is being carried out together with France, Spain and the United Kingdom, and Italy intends to protect its national interests.

No one should consider the possibility of attacking European territory, which is not involved in the conflict. At the international level, it will be important to understand the roles that Russia and China may play in relation to Iran. Much will also depend on intelligence assessments. The delivery of

missiles appears unlikely, as they would be intercepted by the United States and Israel. Russia may find opportunities to sell oil to India. The United States has indicated that sanctions will be increased, while still allowing countries in need of oil and gas to continue their supplies. India must secure its energy needs, but without transiting through routes that could escalate tension. If the conflict ends before the end of the month, its consequences will remain limited. Today, the price of oil has fallen below 100 dollars per barrel, and many believe that this crisis will not be long-lasting».

Responding to questions from Bruno Vespa on fuel price speculation, Tajani stated that fiscal matters fall under the responsibility of the Ministry of Economy:

«However, the message is clear: prices cannot be increased indiscriminately. This is not the fault of petrol station operators, who represent the final link in the chain. The issue instead concerns storage dynamics and structural mechanisms that have long existed in Italy.

We will not show flexibility towards those who speculate on war. We hope there will be no distortive effects, because raising prices in this way is unfair, violates market rules, and constitutes a form of financial speculation. On this matter, we are ready to take action».

In response to further questions, Tajani also addressed the upcoming referendum: «Polls must be taken with caution. I am confident that the ‘yes’ vote will prevail, as Italian public opinion is broadly sup-

portive. This is not about the centre-right or centre-left: it is a reform aimed at modernising Italy, making it more European, strengthening citizens’ freedoms, and ensuring a judiciary free from political influence.

It is up to citizens to judge the government. The Vice-President of the European Parliament, Pina Picierno, and magistrate Antonio Di Pietro have also expressed support for the reform, stating that it moves in the right direction – namely, distancing politics from the judiciary.

We hope that citizens will understand that this is a choice for change. It has nothing to do with authoritarianism. No one intends to place judges under the control of the executive. We want an independent judiciary and aim to reduce judicial errors, which also have significant economic consequences. Around 60% of those investigated are ultimately acquitted – this is a figure that should prompt reflection. We support the separation of careers. It is as if, upon arriving at a stadium, one were to see the referee stepping off the visiting team’s bus alongside the players: the referee must remain above the parties involved. Currently, judicial careers are decided by a body that includes both prosecutors and judges. But if a judge’s career progression depends on approval from prosecutors – especially in cases of prior disagreements – can we truly be certain that this has no impact? Judges must remain independent from politics».

«PROTECTING BOTH BUSINESSES AND THE ENVIRONMENT TOGETHER IS THE CHALLENGE»

In his video message Gilberto Pichetto Fratin, Minister of the Environment and Energy Security, emphasised that intermodality is an essential requirement for improving the efficiency of Italy's productive sector



The video message by Gilberto Pichetto Fratin, Minister of the Environment and Energy Security



Gilberto Pichetto Fratin Minister for the Environment and Energy Security of Italy

«**A** warm welcome to you all, and my sincere thanks to the organisers for their invitation to this event, which represents an important point of reference for operators in the transport and logistics sectors.

At a time marked by profound economic, social and environmental transformations, as well as growing geopolitical tensions, sustainable intermodality is becoming increasingly important for our country. It is more than a strategic option; it is an essential requirement for strengthening the efficiency of our production system.

We are referring to key sectors that support the energy transition, while ensuring that the competitiveness of our businesses — and their need for continuous innovation — are not overlooked. Sustainability and competitiveness are not in conflict, therefore two sides of the same coin.

We must act with responsibility and realism, safeguarding both the environment and the ability of companies to grow and create jobs. This is the challenge. A transition — commonly referred to as “just” — is both possible and necessary, but it must be managed with pragmatism.

This is the approach the Government has adopted since taking office, both at

“ We have placed technological neutrality at the core of our approach, supporting all solutions that contribute reducing emissions, with a strong commitment to biofuels. In addition, we are promoting the electrification of port infrastructure ”

the national level and within the European framework. We have prioritised the principle of technological neutrality, remaining open to all solutions that contribute to reducing emissions, while firmly supporting biofuels.

We are also promoting the electrification of port infrastructure. This is a key challenge in reconciling logistical efficiency with environmental protection.

For this reason, I am pleased to extend my greetings, wish you productive work, and thank you for the contribution you are making to shaping a modern, high-performing and environmentally sustainable future for transport and logistics. Thank you».

«STABILITY AS A KEY FACTOR»

Maria Elisabetta Alberti Casellati, Minister for Institutional Reforms and Regulatory Simplification, interviewed by Maria Antonietta Spadorcia, underlined how the direct election of the Prime Minister represents the most significant institutional reform



Maria Elisabetta Alberti Casellati, Minister for Institutional Reforms and Regulatory Simplification, interviewed by Maria Antonietta Spadorcia

«**T**he average duration of Italian governments over the past 78 years has been just 14 months.

We are now on track to become the longest-serving government in the history of the Republic,» stated Minister Casellati during her address at Casa Alis at Let Expo.

«The Meloni government is a reform-oriented administration. We must keep pace with other countries. This includes judicial reform, the introduction of the premiership system, regulatory simplification, the development of renewable energy, and in due course a decree law on nuclear energy. Despite the economic difficulties linked to ongoing conflicts, these measures have ensured that we are regarded as a reliable country by rating agencies. We benefit

from strong market confidence, and our spread has reached historically low levels. This demonstrates that our reforms are not pursued for the benefit of the centre-right, but for Italian citizens as a whole.

Between 2012 and 2022, Italy experienced significant political instability, marked by frequent changes in leadership and consequent dissipation of resources. Stability, by contrast, underpins prosperity and enables sustainable economic development.

At times, I am told that we face pressing challenges in healthcare, employment, and education – so why prioritise premiership reform, as though it were merely an abstract concern? Yet no reform has a greater impact than this one. No reform can succeed without stability and continuity in political direction. When Andreotti travelled abroad, he was often asked: who will succeed you?»

The Minister also addressed measures aimed at reducing bureaucracy:

«We were the first to link institutional reforms with regulatory simplification. Both serve as powerful drivers for economic growth. Cutting unnecessary regulations and reducing delays – at no additional cost – enhance both growth and competitiveness. Entrepreneurs seeking to start a business are often confronted with approximately 60 bureaucratic requirements and often end up giving up. The objective, therefore, is to reduce these burdens systematically. Streamlining legislation ensures certainty in both rights and timelines, which is essential. We have eliminated 28% of the existing body of legislation, reviewing the equivalent of 40 kilometres of legal texts in just six months. An initial simplification measure has already entered into force, covering areas ranging



On stage Maria Elisabetta Alberti Casellati with Guido Gimaldi, President of Alis

from foreign affairs to infrastructure, from disability to civil protection. A second measure is currently being prepared, with the aim of making interaction between citizens and public administration as efficient as possible. We are working to eliminate unnecessary procedures, also by applying the principle of 'silent consent': if approval is implied through silence, it cannot subsequently be contested. At the European level, the regulatory framework remains highly complex. Only in 2025 did the Commissioner for the Economy introduce initial simplification measures. While omnibus packages may prove useful, Europe is made up of 27 countries, making it impossible to regulate every detail. Legislation should instead establish broad principles, allowing each country to adapt them to its specific economic and territorial needs».

Finally, Minister Casellati outlined the process underspinning the proposed premiership reform: «Before presenting the bill, I spent six months engaging in extensive consultations. Our initial proposal envisaged the direct election of the President of the Republic, in line with the French semi-presidential model, which is currently encountering significant challenges. However, during discussions with opposition parties, I was told that the French model was unsuitable, as it would undermine the President's role as a neutral guarantor of the Constitution. This was despite the fact that similar proposals had previously been advanced, including by the Democratic Party and the bicameral commission led by D'Alema. In response to these concerns, I proposed the premiership model with the direct election of the Prime Minister. Prior to presenting the reform, we

also consulted constitutional experts at the CNEL, as well as trade unions and business associations. I took eight months, whereas Renzi presented his reform in just four days, without consultation. I cannot accept the claim that there was no dialogue with the opposition. Dialogue does not mean simply adopting the positions of others. If this form of government has been debated for so long, it is because the current system is not functioning effectively. As the distinguished constitutional scholar Barbera has observed, the premiership model represents the most effective form of government, as stability is essential. This is a stable government characterised by consistency. Employment levels are strong – the highest in the Euro-zone. We are doing everything possible to respond to the needs of our citizens and our businesses».

«ECONOMY AND SECURITY ARE CLOSELY INTERCONNECTED»

Guido Crosetto, Minister of Defence, delivered a video message at Let Expo, underlining the need for Europe to develop an integrated industrial policy



Guido Crosetto's video message at LetExpo



Let Expo has grown over the years into a key reference point for the logistics sector. It is no coincidence that it is held in Verona, a major logistics hub. This clearly shows how central and strategic logistics has become. We live in an increasingly interconnected world: a single conflict is enough to drive up the cost of fuel, containers, and virtually everything else. We saw this in the Red Sea with the Houthi attacks, and we are now witnessing it again in the Strait

of Hormuz. The impact is not local but global, particularly in terms of costs and inflation.”

In his remarks, Minister Crosetto referred to current developments to broaden the discussion to defence:

“This demonstrates how closely economy and security are interconnected. Peace is never a permanent condition — it must be built every day. When those who threaten us are armed and we are not, there is no balance. Unfortunately, peace can only be secured through deterrence.

Defence is not an alternative to healthcare

or education; it is a prerequisite for both. This is why Europe must strengthen itself within NATO. A fully unified European army is not a realistic prospect; rather, we need to ensure effective coordination among national armed forces.”

The Minister also outlined what the European Union should focus on:

“We must accelerate towards an integrated industrial policy in Europe. Much depends on our ability to foster innovation and strengthen our companies. However, Europe has also created rules that have weakened entire industrial sectors — for



Guido Crosetto, Minister of Defence

“Peace is never a permanent condition; it must be built every day. When those who threaten us are armed and we are not, there can be no balance — peace, unfortunately, can only be secured through deterrence”

example, by effectively handing over the automotive industry to China.

Logistics is the circulatory system, but industry must follow. We need to safeguard European technology, wealth, and GDP. Bureaucracy stifles economic growth.

Where else in the world can companies choose to operate outside Europe? As long as there are many alternatives, we will not be competitive. When the answer becomes ‘nowhere,’ then we will be able to compete again and reclaim a leading role — not only socially and democratically, but also economically.

We need major powers that are aware of their responsibilities. A more humanistic approach is essential; otherwise, we risk leaving our children a world we would not want for them. We share this responsibility, and institutions must create the conditions for businesses to fulfil it, as companies are part of a complex system in which each of us plays a role — but for the system to function, every component must work properly.

My role is to ensure that no one can disrupt this system. Defence exists to protect it — to safeguard a state’s ability to

«QUALITY DRIVES EXPORT GROWTH»

Francesco Lollobrigida, Minister of Agriculture, Food Sovereignty and Forestry, delivered a video message at LetExpo, highlighting the need to protect Italian products

I would like to extend my greetings to all those present, to the representatives of the institutions, and to the distinguished speakers who have contributed to today's discussion on the competitiveness of the Italian system. I would also like to express my sincere appreciation to President Guido Grimaldi for the invitation, and to commend ALIS for its achievements in representing the logistics sector within an integrated framework that brings together different modes of transport. I also wish to

acknowledge the valuable support provided for the promotion of Italian cuisine. When Italy operates as a cohesive system, its strength is unmatched, and our continued engagement with Alis has consistently demonstrated our ability to work towards shared objectives.

I would also like to warmly welcome all distinguished participants in this panel, with particular regard to Commander Sergio Liardo, who has recently assumed this prestigious role. His work, together with that of the Port Authorities and the Coast Guard, in areas such as inspec-

tions, monitoring, and support for development activities - including within the logistics sector - provides essential insight into both current challenges and emerging opportunities.

Addressing the issues discussed today is not without its challenges, particularly in the current geopolitical and geo-economic context. Nevertheless, we must remain steadfast in strengthening our key assets and safeguarding our competitiveness which is closely linked to the quality of our products. Italian exports continue to deliver outstanding results, particularly

Francesco Lollobrigida Minister of Agriculture of Italy





in the agri-food sector, reaching €72.4 billion this year and surpassing last year's already significant figure of €69.7 billion. Yet, there remains considerable potential for further growth.

What then are our priorities? We must ensure protection for our products and promote effective storytelling, as demonstrated by the candidacy of Italian cuisine as a UNESCO intangible heritage. This is an achievement of great significance. At the same time, we must support our production chains through technological innovation and strategic planning, with the aim of reducing logistics costs and enhancing overall efficiency.

We have also taken decisive action in logistics through the reprogramming of PNRR funds. To illustrate, €800 million has been allocated specifically to strengthen infrastructure, enabling faster and more efficient movement of goods. In parallel, we have mobilised substan-

tial additional resources — particularly in the field of energy production — and invested over €4 billion across supply chains, in our view, covering the entire process from production through to distribution. This provides the Italian system with a concrete opportunity to enhance capacity, increase available resources, and accelerate both production and transport. So far, we have often encountered a European approach that can appear, at times, contradictory: on the one hand, there is a clear emphasis on strengthening internal capacity, achieving food sovereignty, and enhancing competitiveness vis-à-vis global counterparts; on the other, regulatory measures are introduced that risk placing our development model under strain. Nevertheless, beyond decisions taken in Brussels, our focus must remain firmly on what we can and must do at home. This means acting in full alignment with the policy framework

our Government has pursued from the outset: fostering effective coordination among ministries, engaging closely with the business community to understand its needs, leveraging the strengths of our system, and ensuring the efficient organisation of state-owned enterprises, private sector actors, and investment strategies. Economic growth goes hand in hand with job creation. It must also be said that, for those who — often in the name of environmental protection — advocate excessively stringent rules that place undue pressure on our production and logistics systems, the evidence to date points to the opposite direction: responsible operators are being prevented from reaching their full potential, to the advantage of those who fail to comply with environmental and labour standards. Thank you for what has been achieved so far, and for what we will continue to accomplish together.

ALLIED COUNTRIES IN THE MIDDLE EAST MUST BE SUPPORTED

Interviewed via video link by Monica Maggioni, Luigi Di Maio, EU Special Representative for the Gulf Region, stated that Europe is working with Ukraine to support countries under attack by Iran



Via video link Monica Maggioni interviews Luigi di Maio

«**T**he final phase of the conflict requires close attention and strong coordination. Our partners in the Middle East, currently under attack, must be supported both politically and economically, including to safeguard European investments in the region».

Luigi Di Maio expressed no doubt about the course of action required as the conflict in the Middle East continues and in its aftermath: «Europe has responded promptly to requests for support and is cooperating with Ukraine, which is providing technolo-

gy to counter ballistic missiles and drones. This cooperation is establishing a strategic channel with experts in Gulf countries. The strengthening of defence capabilities in these countries has been encouraged in order to support allies during the ongoing escalation.

Looking ahead to the 'day after', it is essential to work together to strengthen the resilience of energy infrastructure and ensure the continuity of supplies currently disrupted in the Strait of Hormuz, by developing alternative routes. The main challenge is not the availability of oil and gas, but price stability. This makes diversi-

fication of supply sources and international cooperation key elements for regional stability».

Di Maio nevertheless expressed optimism: «I would like to send a clear message: I know the leaders of these countries well, and they are doing everything possible to protect their people and their territory. Anyone who believes that this situation will hinder their future economic development is underestimating them. In recent years, we have witnessed remarkable progress, including initiatives such as the Vision programmes. These countries are also observing how their partners respond in



Luigi Di Maio, EU Special Representative for the Gulf Region

“ Looking ahead, it is essential to cooperate in strengthening the resilience of energy infrastructure and ensuring the continuity of supplies disrupted in the Strait of Hormuz by creating alternative routes. The main challenge is not the availability of oil and gas, but price control – making diversification and international cooperation key to regional stability ”

times of need. As the European Union, we were the first to organise a meeting at the level of Foreign Ministers, extended to include other countries such as Egypt and Turkey. The Italian and French governments have also made significant commitments. We must continue to support them, because these countries will remain central to the region, and in times of difficulty, true partnerships are demonstrated through action. The message from Foreign Ministers is clear: these countries have suffered unjustified attacks, and we fully support their right to invoke Article 51 of the United Nations Charter».



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LOGISTICS IS EVEN MORE CRUCIAL IN TODAY'S INTERNATIONAL CONTEXT

Raffaele Fitto, Executive Vice-president of the European Commission, in a video message opening the event, described LetExpo as an important opportunity for dialogue between institutions, the productive sector and the transport system

Good morning, I would like to thank President Guido Grimaldi, President Federico Bricolo, and the organizers for their kind invitation and for once again promoting LetExpo as a key event for the logistics, transport, and infrastructure sectors.

Due to institutional commitments, I am unfortunately unable to attend in person. Nevertheless, I am pleased to share my greetings and share this mes-

sage on the occasion of the opening ceremony.

Today, logistics and transport stand at the heart of Europe's economic competitiveness. We are operating in an international landscape marked by profound transformations – from the restructuring of global value chains to an increasing focus on sustainability, alongside the urgent need to strengthen infrastructure. In this context enhancing both infrastructure and the efficiency of logistics systems has become more

critical than ever, particularly in times of heightened geopolitical tensions.

Europe must rise to these challenges by fostering innovation, advancing intermodality, and accelerating the green transition, while also reinforcing territorial cohesion and the resilience of our economies.

In this journey, the contribution of businesses, industry operators, and associations is essential. Initiatives such as LetExpo provide a valuable platform for dialogue between institutions,

Video message by Raffaele Fitto Executive Vice-president of the European Commission





Raffaele Fitto European Commissioner for Regional Policy,
Commissioner for Cohesion and Reforms

“ **Logistics and transport are a strategic pillar of the competitiveness of the European economy, in an international context marked by profound transformations** ”

stakeholders, and the broader logistics ecosystem, promoting the exchange of experiences and best practices.

I would also like to express my appreciation to ALIS, Veronafiere, and all partners involved in organizing this event, which has grown into an increasingly important benchmark for the sector.

Thank you and I wish you every success. I look forward to the opportunity to participate in person on a future occasion.



«WE MUST IMMEDIATELY SUSPEND THE ETS»

Interviewed by Maria Antonietta Spadorcia, Carlo Fidanza, Head of Delegation of Fratelli d'Italia in the European Parliament and Executive Vice President of the ECR Party, delivered a clear and unequivocal message: “The EU must act without delay to address the additional costs caused by the war in the Middle East»



Maria Antonietta Spadorcia interviews Carlo Fidanza at LetExpo

«**T**hese are exceptionally complex times», Fidanza stated at Let Expo. «We are facing a severe energy shock, compounded by an unprecedented disruption of trade flows which, if prolonged, could have serious consequences for supply chains, particularly in the energy sector. According to Fidanza the decisive factor will be the duration of the crisis. While recent statements by President Trump suggest the conflict could be short-lived, the situation remains highly volatile. The immediate priority must be to restore maritime traffic through the Strait of Hormuz. An objective that serves not only Europe, but also global actors such as China

and India. In this context, the recent adoption at the United Nations of a motion condemning Iranian attacks on Gulf countries, with Russia and China abstaining, signals a shared interest in reopening this strategic corridor. Under different circumstances, they might have blocked it. This demonstrates that it is also in their interest to resume traffic through Hormuz. «There are grounds for cautious optimism that trade flows will resume», Fidanza continued. We certainly hope so. However, with oil prices already exceeding 101 dollars per barrel, there is a tangible risk of further increases, which would place unsustainable pressure on businesses. The EU has the tools to act immediately to mitigate these additional costs. As a national government, we have strongly raised

the issue of the ETS in Brussels. This issue already existed, but it has now become even more pressing due to the unsustainable additional costs generated by the war involving Iran». For Fidanza, timing is critical: «The EU plans to review the system in the second half of the year, but we believe this timeline must be brought forward, starting with the next European Council meeting. Italy is leading a group of countries supporting this approach. President von der Leyen has stated that we need to work towards a unified energy system. That is correct, but it takes time, and time is something we do not have. We are in the midst of an energy shock. A temporary suspension of the ETS could immediately offset the additional costs linked to rising gas prices. Unfortunately, some

countries oppose this, particularly the Nordic countries and Spain, for ideological reasons. Paradoxically, these costs are also passed on to renewable energy producers. Moreover,

speculative activity within the ETS market is entirely unjustifiable. It is not acceptable to defend a mechanism that effectively benefits global hedge funds. We therefore hope to

achieve an immediate suspension of the ETS. The maritime ETS, already in force, represents a clear contradiction: we are dealing with the same Mediterranean Sea, yet if I carry out transshipment operations in Gioia Tauro, I am subject to the ETS, whereas in Tangier I am not. In addition, there is ETS2, which will affect road transport and which we have succeeded in postponing until 2028. However, postponement alone is not sufficient; the entire regulatory framework must be revised, as it does not deliver meaningful environmental benefits».

Fidanza and the Italian government are advocating for technological neutrality in the reform of EU green policies: «We recently put forward a position paper supporting the automotive package, aimed at introducing a shift in perspective. In the past, policy focused almost exclusively on electrification, without optimising the full range of available technologies for the energy transition. How can we reduce strategic dependencies? We must avoid becoming reliant on Chinese electric technologies. Thanks to the work undertaken and the firm stance of the Italian government, the principle of technological neutrality has now been clearly established. In practical terms, this approach has been reflected in the automotive package: the 100% electric target for 2035 has been revised to 90%, with the inclusion of 7% green fuels and 3% renewable fuels, including 1% biofuels. However, this remains insufficient and will not incentivise industry to fundamentally adapt production lines. We are therefore not satisfied with the proposal. Any solution that contributes to emissions reduction, from biomethane to biodiesel, should be treated on an equal footing with electric technologies. A positive development is the approval of measures concerning heavy-duty transport, aligning the suspension of penalties with a postponement to 2029 and introducing a three-year averaging mechanism. However, the revision of the regulatory framework must be brought forward in order to ensure a sustainable pathway, both environmentally and economically. With regard to corporate fleets, we have succeeded in excluding the truck sector from the scope of green fleet obligations, replacing it with national reduction targets, rather than hidden mandatory quotas. There is undoubtedly a need to renew the vehicle fleet, but companies cannot be compelled to do so exclusively through electric solutions or by bearing the high costs associated with biomethane».



Carlo Fidanza with Guido Guido Grimaldi, President of ALIS

“ The maritime ETS is inherently contradictory: we operate within the same Mediterranean, yet transshipment activities in Gioia Tauro are subject to ETS, while in Tangier they are not. Postponing ETS2 to 2028 is not sufficient – the entire framework must be revised ”

A GREEN FUTURE: ENERGY, TECHNOLOGIES AND INNOVATIVE FUELS

The objective is to decarbonize shipping and logistics by leveraging new technologies, innovative biofuels and green gases



Antonio Errigo
Deputy Director General of Alis





Davide Bordonni
Sole Administrator of RAM



Ugo Salerno,
Executive Chairman of RINA



Paolo Fagnelli,
General Director of CIL



La targa

Guido Grimaldi presents the commemorative plaque of the Verona event to Davide Bordonni, sole administrator of RAM; Paolo Fagnelli, general director of CIL – Italian Lubricant Company; Fabrizio Mattana, executive vice president Gas Assets at Edison; Enrico Maria Mosconi, professor at the University of Tuscia – national spokesperson & head of Aicea; and Giovanni Romano, president and CEO of QB Quaser

Davide Bordonni, Sole Administrator of RAM: «We are pleased to be taking part in this event with our stand and our team. On this occasion, we also marked the 20th anniversary of the Motorways of the Sea, a significant milestone that reflects a path of growth and consolidation. The initiative encompasses 52,000 kilometres of routes and a system involving numerous Italian ports, delivering measurable benefits in reducing pressure on the national road infrastructure. The strategy launched many years ago and further advanced by the current Government through incentives managed by RAM for the Motorways of the Sea, has yielded substantial results. Italy continues to affirm its role as a benchmark in maritime and intermodal transport, and in this context, RAM remains committed to providing consistent and strategic support».

Ugo Salerno, Executive Chairman of RINA (via video link): «We are addressing the pathways that will enable the decarbonisation of the shipping sector through processes based on liquefied gas and other fuels, some of which are already available. The primary role of classification is to identify new energy carriers, such as ammonia and other fuels with zero CO₂ emissions. With regard to system design and management including, for example, the handling of fuel toxicity, our objective is to ensure the higher safety standards. At present, there are no prescriptive regu-

lations; however, these should lead to the approval in principle of systems, thereby enabling the development of classification rules applicable to all vessels, based on criteria aligned with those currently in use. RINA's role is therefore that of both an engineering and classification body, as well as a driver of technological innovation. It will contribute to defining safe systems suitable for commercial deployment. Another key area is nuclear energy, on which we are currently working through a dedicated project involving modular reactors. These are fully sealed systems that require no crew interaction, generate zero CO₂ emissions, and can operate for extended periods (10–15 years) without any need for intervention».

Paolo Fagnelli, General Director of CIL – Italian Lubricants Company: «A recent study by the Oil Union indicates that Europe as a whole accounts for approximately 6% of global emissions. The share attributable to transport does not exceed 28.5% of the European total, which corresponds to less than 2% at global level, also thanks to the high quality of vehicles and their low emissions. The market is responding positively to new lubricants that contribute to reducing pollution. But when European regulations defined the bio-content levels in diesel, progressively increasing them, we introduced more moisture into the diesel fuel, leading to



Enrico Maria Mosconi, professor at the University of Tuscia and national spokesperson & chief of AICQ



Fabrizio Mattana, Executive Vice President Gas Assets at Edison



Giovanni Romano, Chairman and CEO of Q8 Quaser

the formation of algae, moulds, and bacteria that do not burn. We are conducting research to inhibit the action of these harmful elements, keeping them at least inert, thus allowing the engine to burn more efficiently, reducing maintenance needs, lowering consumption, and therefore achieving savings».

Enrico Maria Mosconi, professor at the University of Tuscia and national spokesperson & chief of AICQ: «AICQ

is one of the leading federations for certification and technical standardization. However, clear rules are needed, based on what expertise can achieve and on a level of resilience that addresses asymmetries in energy supply. At present, product certification alone is no longer sufficient; it does not fully guarantee a green approach. Instead, requirements must be met by organizations that promote certification and technical qualification, working to ensure traceability and alignment

with climate neutrality, in accordance with current regulations, which set specific targets. Standardization and a culture based on a technical and accredited approach must enable the effective use of new fuels, improving competitiveness and the resilience of different systems. A cultural shift is required, where each supply chain understands its own quality standards; however, a cross-sector, system-wide application of technical knowledge and quality is still lacking».



Fabrizio Mattana, Executive Vice President Gas Assets at Edison: «We have realized that the energy transition is a complex and long-term process and we cannot afford to rely on a single solution. Green gases are a strategic component because they provide diversification. Biomethane, hydrogen, synthetic gas, and bio methanol can help decarbonize those sectors that cannot be electrified. In this context, each country chooses its own pathway based on technological maturity and resource availability. Some solutions are more mature but deliver lower levels of decarbonization, while others are less mature but potentially more effective. For this reason, each country can adopt a diversified approach in order to respond to external pressures. Edison has adopted a pragmatic approach based on diversification particularly in sectors such as heavy transport, maritime transport, and port logistics. The company relies on technologies and energy sources that are already available over, starting with LNG, while gradually increasing the share of biomethane. In Italy, biomethane has a potential of 6 billion cubic meters, equal to 10% of national demand. At the same time, Edison is also investing in future solutions such as hydrogen, with a ma-

ior project currently underway in Apulia. Italy now faces a turning point in the energy transition and must move into the execution phase. At the European level, three key actions are needed: less dogmatism as it is not possible to rely on a single technology; stronger incentives for final demand for LNG, electricity, and hydrogen, supported by adequate investments; and greater harmonization of regulations for future technologies, so that Italy can compete on equal terms with other countries».

Giovanni Romano, Chairman and CEO of Q8 Quaser: «ALIS gave me the opportunity to talk about biofuels as early as four years ago, when it was still often necessary to explain what they were and what challenges might be associated with their development, especially given a European approach that for a long time viewed them with caution, oscillating between openness and resistance. Today, the international context is having a very significant impact. The effects of this crisis may differ, but energy tensions remain extremely high. We are no longer discussing only the cost of solutions, but the very availability of energy itself. The real issue today is understanding how

long it will still be possible to guarantee the availability of products, continuity in production, and mobility. We still have a strong availability of fossil fuels, which we continue to use extensively, including for electricity generation. It is precisely in times like these that it becomes clear how important it is to have a range of different and diversified solutions, always paying close attention to environmental sustainability, as well as to economic and social sustainability. Last month we announced a partnership with Eni, and we will build in Sicily a refinery that will be converted into a biorefinery to produce biofuels. These are fuels with an increasingly reduced environmental impact and a high degree of usability. Their added value is also social and economic. Europe should reclaim a central role — the one it has always held in terms of history, culture and capabilities. The idea that it might give playing this role on the international stage seems frankly absurd to me. In this context, Italy too can play an important role, provided it is able to seize the opportunities that are emerging at this stage, approaching challenges with realism and without allowing ideology to become the sole criterion for evaluation».





ITALY-TURKEY: A STRATEGIC CORRIDOR

The debate was moderated by Antonio Errigo, Deputy Director General of ALIS

Guido Grimaldi, President of ALIS: «When I first arrived in Turkey, I immediately felt at home. Beyond the hospitality of Cenk, whom I would like to thank, a strong sense of brotherhood quickly emerged. The Turkish people, whom I deeply admire, have a strong sense of fraternity. This mutual support has also been fundamental to our growth as a group. I would like to thank everyone involved: we started with two vessels, we now have four, and soon there will be five. This progress has been made possible thanks to the ports, and I would especially thank Serhan, who has been a key figure. In everything we do, it is people who make the difference. Kadir, too, has served as an extraordinary bridge between Italy and Turkey. Through our credibility, we have helped the Italian government to better understand the issue of permits. My thanks go to Turkey as a whole; we are bound by a strong and enduring partnership».

Cumhur Erzurumluoglu, Cobantur Logistics: «We began operations in 1981, and since 1991 we have been active in Ro-Ro transport between Turkey and Europe. Our role has grown steadily. And since the beginning of this collaboration, progress has been rapid. We aim to further expand the services we provide, both in Ro-Ro and in road transport. The current crisis is making Turkey's position even more strategic».

Kadir Çirkin, UND: «We are discussing transport between Italy and Turkey, but I



see something broader, a great family, the Grimaldi Group. There has also been an important development: last week, in Turkey, we received a draft 'Made in Europe' authorization. This will further integrate Turkey into the European logistics chain and strengthen our connections. At the same time challenges remain. Visa issues must be addressed. We need to ensure that goods can be transported by road without obstacles related to driver visas. Guido Grimaldi has been a great supporter in this regard. For us, Europe is a key partner, and Turkey is becoming increasingly important for Europe, as 50% of exports are handled through our transport companies. There have been multiple cases of drivers being denied visas, creating significant barriers. Trucks cannot operate without drivers; therefore, visa renewal must be ensured».

Roberto Vidoni, Autamarocchi: «Since 2016, Autamarocchi has been developing its operations in Turkey, focusing on intermodality as a key driver for expanding connections between Italy and the Mediterranean. Trieste's strategic location enables the optimal use of Italian ports, which serve as key hubs

for both regional and international transport. Continuous investment and a strong intermodal vision are essential to addressing logistical challenges and ensuring sustainable and competitive growth».

Cenk Değer, Arkas Holding: «There are organisations that bring together the tourism sector, but Grimaldi has succeeded in creating something truly remarkable for Turkey, bringing us all together around shared vision that inspires us. Maritime routes connect not only our two countries, but we aim to extend them to Syria, Iraq, the Turkic republics, and the wider Middle East. This is the real added value, not simply transport between Turkey and Europe, but the development of a broader network. All companies in the sector must develop new projects, but no single private operator can do this alone. Multiple sectors must move forward together. Both Italy and Turkey still have significant work to do to accelerate customs procedures and increase transit points for goods. This would benefit both countries and the logistics sector as a whole».

Nunzio Savarese, Grimaldi Group: «The Grimaldi Group is widely recognised as a pioneer of the Motorways of the Sea, a concept developed over 25 years ago. Our experience in Turkey reflects rapid growth: in just a year and a half, we have progressed from entering a new market to operating four vessels, with further expansion planned. This success is the result of strong partnerships and the dedication of our teams, which have significantly enhanced key infrastructures such as Trieste and Gempport, strategic hubs for traffic from the East and China».



Serhan Cilengir, Gemport: «At Gemport, our capacity continues to grow, but we need additional space. All partners involved must support one another. We can create new opportunities for operators, but the current geopolitical situation requires even closer cooperation. We are confident that we will complete our new operational centre, but this will require continued mutual support».

Luigi D'Auria, Trans Italia: «Our collaboration with Emanuele Grimaldi since 1997 has enabled the development of more than 160 connections. Intermodality, at the core of this expansion model, combines economic, environmental, and social sustainability, and is essential to strengthening trade routes. To optimise these connections, it is crucial to address infrastructure gaps by enhancing hinterland logistics and rail links, thereby creating seamless corridors between Turkey and Europe».

Matteo Codognotto, Codognotto: «Intermodality is essential in today's context of fluctuating fuel prices in order to remain competitive in the transport market. Italy acts as a major gateway, capable of attracting goods from across the Mediterranean, positioning Italian companies as natural leaders in intermodal transport. Turkey represents a new yet highly promising market for us. We are successfully integrating the European intermodal network through ports such as Bari and Trieste, distributing goods not only within Italy but also across Central and Eastern Europe. This represents a key advantage for

Italian companies partnering with Turkish firms to distribute goods across Europe».

Nunzio Savarese, Grimaldi Group: «Grimaldi è sicuramente riconosciuto come pioniere delle Autostrade del Mare, progetti nati anche 25 anni fa. L'esperienza in Turchia dimostra la crescita rapida: da un approccio iniziale a un nuovo mercato, in un anno e mezzo si è passati a quattro navi in servizio, con ulteriori potenziamenti previsti. Il successo è frutto della collaborazione con partner fantastici e della dedizione dei team, che hanno migliorato molto infrastrutture chiave come Trieste e Gemport, snodi strategici per traffici dall'Est e dalla Cina».

Onur Talay, Talay Owner: «The development of Motorways of the Sea through intermodal solutions is strategic, particularly along the Italy–Turkey route, which takes approximately three days. Intermodality reduces costs and enhances efficiency in a highly competitive environment. Despite the geographical proximity of the two countries and the high volume of trade in the Mediterranean, bureaucracy remains a constraint. Fewer restrictions and a greater number of permits are needed. The entry of the Grimaldi Group has increased market share, expanded

maritime freight flows, and created new industrial linkages, thereby strengthening the partner network. This development trajectory is only just beginning and offers significant growth potential».

Francesco Satariano, Grimaldi Group: «The development of Motorways of the Sea through intermodal solutions is strategic, particularly along the Italy–Turkey route, which takes approximately three days. Intermodality reduces costs and enhances efficiency in a highly competitive environment. Despite the geographical proximity of the two countries and the high volume of trade in the Mediterranean, bureaucracy remains a constraint. Fewer restrictions and a greater number of permits are needed. The entry of the Grimaldi Group has increased market share, expanded maritime freight flows, and created new industrial linkages, thereby strengthening the partner network. This development trajectory is only just beginning and offers significant growth potential».

Vittorio Zagaiai, Galata: «My colleagues have accurately described the Italy–Turkey relationship. As a third-generation Italian living in Turkey, I would like to highlight another key aspect: the opportunities for development between the two countries are rooted in a relationship that has existed for centuries. The priority now is to strengthen cooperation among industry associations in order to promote higher levels of trade and encourage Turkish companies to invest in Italy. We must recognise that the two countries are strategic partners and should leverage this more effectively. In today's increasingly complex global environment, our sector plays a crucial role in facilitating these connections. The Grimaldi Group has significantly strengthened this relationship, and I am confident that this positive momentum will continue. If Italy and Turkey move forward together, we can expect even greater growth in trade flows».



Guido Grimaldi receives an award from Kadir Çirkin, Vice-President of UND, at LetExpo

«FROM POLICY TO PRACTICE»

Arsenio Dominguez, Secretary-General of the International Maritime Organization (IMO), in his video message, recalled the theme of World Maritime Day and the importance of global rules for maritime transport

“ Seafarers, ship managers and operators, port authorities and governments: I encourage you to collaborate openly, share ideas and best practises, and continue striving for excellence in the maritime sector ”

Arsenio Dominguez

Secretary-General
of the International
Maritime Organization (IMO)



Economies, supply chains and everyday life depend on the efficiency, safety, security, resilience and reliability of international shipping and interconnected logistic systems. At the heart of this reliability lies a strong, effective global regulatory framework.

For nearly 80 years, the International Maritime Organization has shaped the regulatory framework of the maritime sector through clear and universal standards, defining how ships are designed, built and operated. IMO regulations

continue to evolve, driving the transition towards cleaner and greener shipping capable of meeting the needs of the twenty-first century; but rules alone are not sufficient.

We must ensure that all IMO instruments are effectively implemented, delivering practical benefits on board ships, in ports and throughout the global maritime domain. That is why the IMO World Maritime Day theme for 2026 and 2027 is “From Policy to Practice: Powering Maritime Excellence”.

This theme calls for translating regulations into concrete actions and real

results, capable of generating tangible benefits for all, with no exceptions. The IMO will continue to support Member States in strengthening their understanding of the Organization’s conventions and in enhancing their capacity to adopt and implement them.

Ultimately, it is people who bring policies to life.

Seafarers, ship managers and operators, port authorities and governments - I encourage you to collaborate openly, share ideas and best practices, and continue striving for excellence in maritime sector.

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