

ALIS magazine

N. 0 MARCH 2026
ENGLISH VERSION

LEFT EXPO



Logistics Eco Transport Trade Show

10 - 13 MARCH 2026
VERONAFIERE, VERONA



10-13 Marzo 2026 | Verona

TI ASPETTIAMO AL PADIGLIONE 4 - STAND C7



GALIOTTO CONSULTING

CONSULTING & BUSINESS STRATEGY

Guidiamo la tua azienda verso il successo

www.galiottoconsulting.it

with **ALIS**
ITALIA
IN MOVIMENTO



LET EXPO 2026: WHERE THE NATIONAL SYSTEM COMES TOGETHER

The month of March marks a milestone in the ALIS calendar with the fifth edition of LetExpo, taking place in the prestigious setting of Verona, from March 10 to 13. Year after year, LetExpo has established itself as a leading trade fair for international logistics, transport, innovation and sustainable development, bringing together the business community, government and institutional representatives, academics and young professionals in a shared space for dialogue and collaboration. I truly feel a strong sense of duty and pride to share the strategic value of an event that today represents, not only for all of us at ALIS, but for everyone interested in engaging in dialogue, putting forward proposals, presenting innovative ideas and solutions, and discussing current and strategic issues essential to the competitiveness of Italy and Europe. The figures expected for the 2026 edition confirm steady growth, with a significant increase in exhibitors compared with last year, an expansion of both indoor and outdoor exhibition areas, and a strong rise in international participation. These data underscore the central role of the event in the European landscape and its ability to attract leading stakeholders from the logistics, industrial, energy and technology sectors, together with ports, inland terminals, transport operators, public institutions, trade associations, research centers and educational institutions. The defining theme of this edition will be innovation, understood as a strategic driver for sustainability and competitiveness. Artificial intelligence, process digitalization, automation, predictive data analytics, and operational safety solutions, will be at the heart of demonstrations and in-depth discussions. The technological transformation of fleets and supply chains, together with the transition towards increasingly sustainable and energy-efficient models, represents a decisive challenge for the

future of the sector and for the entire national production system. Particular emphasis will also be placed on the participation of the Ministry of Defense, reaffirming and strengthening a highly valuable institutional collaboration. The presence of military vehicles and assets, in a dedicated exhibition area highlights the importance of dialogue between the civilian sector and Defense, focusing on logistical integration, the security of strategic infrastructure and the development of specialized expertise. Continuing along this path means strengthening national cohesion and foster productive synergies between the public and private sectors. ALIS Academy will once again play a central role, featuring a large area dedicated to education, career guidance and recruitment. Thousands of students and teachers from across Italy will have the opportunity to engage directly with companies and discover the new professional profiles required by a rapidly evolving market. Investing in young people is, in essence, investing in the country's competitiveness and growth - from economic, social and employment-related perspectives. Alongside its entrepreneurial and industrial dimension, LET EXPO 2026 will maintain a strong focus on social responsibility, engaging local communities and the voluntary sector in initiatives dedicated to inclusion and solidarity. Growth must always be accompanied by responsibility and vision. The program will be extensive, featuring distinguished speakers and moderators, and will include conferences, workshops and in-depth sessions addressing both national and international topics. Key themes will include sustainable development and European regulations such as the anticipated 2026 revision of the ETS Directive; the promotion of Made in Italy and the competitiveness of our enterprises amid evolving geopolitical scenarios; the strategic role of logistics, including the Reform of Ports; new intermodal routes and trade

relations with Europe, Africa and Asia, with particular attention to Turkey; digitalization and emerging technologies; and issues related to employment, corporate welfare and social commitment. Ultimately, LET EXPO is the place where the National System comes together to engage in dialogue and share the future. It is increasingly the trade fair that connects businesses, institutions, local communities, and young people. To all those who make this event possible - members of the association, exhibitors, institutions, partners, young participants and third-sector organizations - I extend my sincere thanks. Together, we can continue to build a model of development grounded in innovation, sustainability, collaboration and shared purpose. Enjoy the reading.



Guido Grimaldi

President of ALIS,
author of this editorial

IL TECH PARTNER DEL TRASPORTO IN EUROPA

Un ecosistema digitale e collaborativo
per **ottimizzare** i processi, **connetterti** con i tuoi partner
e **controllare** l'intera supply chain.

Ai

Automatizza
i processi di trasporto
e ottimizza l'efficienza



Connettiti con oltre
25.000 vettori attivi
e verificati in Europa



Centralizza documenti
e comunicazioni
per lavorare meglio,
con tutti



Controlla i tuoi
trasporti con visibilità
in tempo reale



Migliora i tuoi KPI
con le analisi
di business intelligence



Molteplici soluzioni
fintech al tuo
servizio



Dal 2004 creiamo connessioni digitali
tra committenti, spedizionieri e vettori.

TABLE OF CONTENTS



EDITORIAL

Let expo 2026: where
the national system comes
together..... **3**



TOPIC

Interview with Deputy Prime Minister
and Minister of Foreign Affairs
Antonio Tajani..... **14/19**



TOPIC

Alis: Who We Are..... **6/9**



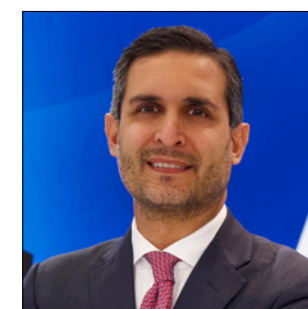
TOPIC

The european crisis could become
a turning point..... **20/24**



TOPIC

Letexpo: a success story
in logistics and industry..... **10/13**



FOCUS EUROPE

Europe should not be explained
to young people, its dream
should be revived..... **26/30**



ALIS Magazine

The official journal of the Logistics
Association for Sustainable Intermodality

Publisher

Alis Service S.r.l.
Via Rasella, 157 - 00187 Roma

Chief Executive Officer

Francesco Abate

Editor-in-Chief

Sergio Luciano

Editorial Coordination

Antonio Errigo

Graphic Design & Layout

Luca Beretta, Gherardo di Lenna

Managing Editor

Franco Oppedisano

Printed by

Grafiche Letizia
Capaccio Scalo (SA)

Contributors to this issue (italian version):

Ada Vittoria Baldi, Nicolò Berghinz,
Gianfranco Brambati, Laura Caico,
Andrea Cicini, Gianfranco De Angelis,
Umberto De Santis, Diana Fabrizi,
Francesca Fiorini, Massimo Leonori,
Davide Maresca, Susy Rizzi,
Anna Tedesco

Advertising Sales

Alis Service

Rosanna Parisi
parisi.rosanna@alisservice.it
Tel. 081 18404660

Registered with the Court of Naples
N.55 26 October 2021

ALIS: WHO WE ARE

Guido Grimaldi

Chairman

ALIS, the Association for Sustainable Intermodal Logistics, operates as a multi-stakeholder platform supporting the systemic transformation of logistics, freight transport and mobility ecosystems at both national and European level. It includes transport operators across maritime, road, rail and air modes; logistics providers; industrial producers; SMEs; start-ups; service companies including financial and insurance operators; ports, airports, inland terminals, terminal operators and freight forwarders; as well as education and training institutions such as upper secondary schools, ITS academies, universities and advanced research and training centers.

With over 2,500 members, over 511,000 employees and an aggregate turnover exceeding €160 billion, the association represents the entire socio-economic structure of the sector and promotes an innovative ecosystem centered on sustainability, cohesion, digital transformation and global growth, with the aim of strengthening business competitiveness. Together with its members, the association works daily to build a solid network of relationships and continuous opportunities for professional exchange. Its multilevel composition enables ALIS to play a leading role within the European logistics and mobility landscape, contributing to the development of innovation-oriented ecosystems aimed at accelerating decarbonization, digitalization, modal integration and organizational resilience across the transport and industrial sectors. Through structured

engagement with national and European institutions, the association supports policy alignment and contributes to regulatory and strategic frameworks addressing the green and digital transitions. ALIS further promotes collaborative innovation processes by fostering partnerships among industry, academia, training providers and public authorities. Attention is devoted to skills development, labour market adaptation and knowledge transfer, in line with European priorities on human capital, industrial competitiveness and social cohesion. ALIS maintains an ongoing dialogue with both national and European institutions. By combining representation, coordination and knowledge sharing, the Association helps strengthen the capacity of logistics and mobility systems to support sustainable growth, strategic autonomy and territorial cohesion within the broader framework of the Green Deal and the Union's long-term transition agenda. To support its mission the Association promotes its messages through public events, thematic webinars and industry meetings, while also producing technical and policy documents and taking part in institutional discussions as well as technical and ministerial working groups. This strong communication effort is driven primarily by the editorial teams of Alis Channel and Alis Magazine, and is further strengthened through social media, the newsletter "Alis in a click", technical circulars, the radio feature ALIS together, and all initiatives designed to give voice to Members' ideas, priorities and interest. Every new project begins as a journey to chart and experience, as a challenge to face and overcome, as

“The Association for Sustainable Intermodal Logistics, operates as a multi-stakeholder platform supporting the systemic transformation of logistics, freight transport and mobility ecosystems at both national and European level”



an adventure to continuously enrich with ideas, inspiration and passion. It was this way five years ago with ALIS, which identified the key need in the transport and logistics sector and succeeded in bringing together the entire ecosystem of this world, growing day by day, setting ambitious goals, and achieving numerous milestones. Today, this is all the more true with ALIS Magazine, the monthly publication that chronicles the journey of a cluster, the dynamic, modern, sustainable and international world of ALIS, ever more oriented towards the future of Italy and Europe. But ALIS Magazine is much more. It covers political developments, interviews and viewpoints from leading journalists, dossiers and publications, the latest news on transport, logistics, sustainability and innovation. It also features technical and scientific contributions from the world of education, updates on economics and finance, legal insights, coverage of events and curiosities about travel, sports, culture

and leisure. ALIS Magazine tells the story of a journey built on trust, enthusiasm and optimism, but also on tangible initiatives, concrete examples and practical solutions. It narrates the world of companies, ports, inland ports and all the players in transport and logistics, highlighting the excellence that makes Italian industry unique. It also tells the story of schools, universities, research centers and the broader cultural and professional landscape. It is the story of a cluster in constant motion, capable of being heard as a serious and credible interlocutor, and of fostering direct dialogue between the public and private sectors. ALIS Magazine is a voice for a cluster in motion. ALIS Academy is the training branch of Alis dedicated to students, professionals and companies, with the goal of enhancing skills, supporting employment and promoting growth in the logistics sector. It develops education business to connect talent with job opportunities and foster in-

“ **With over 2,500 members, over 511,000 employees and an aggregate turnover exceeding €160 billion, the association represents the entire socio-economic structure of the sector and promotes an innovative ecosystem centered on sustainability, cohesion, digital transformation and global growth, with the aim of strengthening business competitiveness** ”



The group
The team of collaborators of the Association for Sustainable Intermodal LogisticsKingdom



With the Chairman Grimaldi
Francesco Abate, Director of Alis Service, Marcello Di Caterina, Vice-President and General Manager, and Antonio Errigo, Deputy General Manager

novation in the workforce. Alis Academy also plays a leading role at major association events, particularly at LETEXPO in Verona, where it promotes recruitment initiatives, meetings between companies and young talent, and projects supporting the transition from education to employment. ALIS for social affairs promotes initiatives focused on inclusion, social sustainability and cooperation between business, institutions and the non-profit sector. Through its dedicated commission, the program supports projects in solidarity, volunteering and the connection between the business community and society, in collaboration with national stakeholders and the Municipality of Verona.

An ecosystem made up of third-sector organizations, social promotion associations, non-profits foundations, amateur sport bodies, volunteer organizations and charities active across the country, committed to supporting the most vulnerable people, with the primary aim of ensuring dignity and protection for those most in need. For Alis, social sustainability means helping companies to integrate principles of inclusion, attention to people, support for local communities and the promotion of workers' wellbeing, together with the one of their families. All these elements represent not only an ethical value but also a competitive one.

LETEXPO: WHERE THE FUTURE OF LOGISTICS TAKES SHAPE

With only a few days remaining before the opening of its fifth edition, LetExpo is once again set to attract national and international attention as one of Italy's leading events dedicated to logistics, sustainable transport, and advanced business services. Promoted by ALIS, (The Sustainable Intermodal Logistics Association) and hosted at Veronafiore, LetExpo has evolved beyond the traditional trade fair format, establishing itself as a forward-looking platform for dialogue across the European supply chain. Previous editions have brought together institutional representatives from Italy and across Europe, senior executives from major industrial groups, and key figures from the economic and financial landscape. This convergence of perspectives has strengthened the role of the event as a meeting point between public vision and private innovation. Over time, LetExpo has gradually evolved into a strategic hub where policymakers, industry leaders, infrastructure operators, and investors engage in meaningful discussions on regulatory frameworks, investment priorities and global competitiveness. In this sense, the event functions not merely as an exhibition space, but as a policy-oriented arena that actively encourages the dialogue between the public and private sectors. More than a showcase of technologies and services, it acts as a laboratory of ideas where strategies take shape, visions are shared and forward-looking market insights are developed. By bringing together innovation, environmental sustainability and digital transformation, LetExpo contributes to shaping trajectory of logistics and mobility, with an outlook that spans both national priorities and the broader European landscape.

LETEXPO: A SUCCESS STORY IN LOGISTICS AND INDUSTRY

ALIS and Veronafiere present together with Deputy Minister for Infrastructure and Transport Edoardo Rixi, the main themes of the fifth edition of LetExpo, the leading trade fair for transport, logistics, sustainable mobility and innovation, scheduled from Tuesday 10 to Friday 13 March at the Verona exhibition centre

Alis and Veronafiere, together with the Deputy Minister for Infrastructure and Transport Edoardo Rixi, preview the main themes and new developments of the fifth edition of LetExpo - Logistic Eco Transport, scheduled from Tuesday 10 to Friday 13 March at the Verona exhibition center. Promoted by ALIS in collaboration with Veronafiere, the event confirms its role as a key Italian and European platform for

The headquarters
The main building
of VeronaFiere



LET EXPO

10 - 13 Marzo 2026
Veronafiere, Verona



Il punto d'incontro per chi muove il mondo

La fiera di riferimento per i trasporti, la logistica, i servizi alle imprese e la sostenibilità



- CASA ALIS | PADIGLIONE 5
- ALIS CAFÈ | PADIGLIONE 3
- ALIS ACADEMY VILLAGE | PADIGLIONE 2
- ALIS HUB | PADIGLIONE 2
- ALIS PER IL SOCIALE | PADIGLIONE 1

PIANTA GENERALE

- BIGLIETTERIE
- PORTE
- INGRESSI PEDONALI
- INGRESSI PEDONALI DI SERVIZIO
- PADIGLIONI COPERTI
- AREA ESPOSITIVA SCOPERTA
- CENTROSERVIZI (CS)

transport, logistics, sustainable mobility, business services, training and employment, while strengthening dialogue among companies, institutions, territories and younger generations. The fair will bring together leading market players, including transport and logistics companies, Italian and international ports and freight villages, operators from industrial, energy and technology supply chains, manufacturers, service and consulting firms, public bodies, associations, research centers and training institutions. Innovation will be a defining feature of LetExpo 2026, with a particular focus on artificial intelligence and digital technologies applied to transport and logistics: from fleet and supply chain optimization to process automation, from predictive analytics to operational safety, and from virtual-reality solutions to technological demonstrations and interactive experiences. “The fifth edition of LetExpo marks both a significant milestone and a renewed point of departure for one of Italy’s most dynamic industry event. Year after year the exhibition has expanded thanks to the combined commitment of organizers, ALIS and Veronafiere, as well as the trust of institutions, businesses, stakeholders, associations and students eager to help shape the future of logistics, transport, and innovation. The outlook for 2026 confirms this strong momentum. Approximately 550 exhibitors are expected (+10%), together with around 65,000 square meters of exhibition space (+10%) and a 25% increase in international participation. In a global landscape increasingly defined by rapid transformation and geopolitical uncertainty, LetExpo positions itself as more than a traditional trade fair. Over four days, it will offer a platform for meaningful dialogue, networking and forward-looking ideas, focusing on sustainable development, the international competitiveness of Made in Italy, the evolving role of logistics, intermodal connectivity, digital transformation, corporate welfare, workforce skills and social responsibility. The event’s social commitment will remain a central pillar. The ‘ALIS for Social’ initiative, with a dedicated pavilion devoted to volunteering, inclusion and solidarity, reinforcing the idea that innovation and growth achieve their greatest impact when paired with a strong sense of

community. At the same time, The ‘ALIS Academy’ area continues to expand, welcoming thousands of students from across Italy. This is the spirit that drives the exhibition and that we share with all those who will join us in Verona,” underlined Guido Grimaldi, President of ALIS. “The fifth edition of LetExpo further consolidates the leadership of an event born from the vision of ALIS President Guido Grimaldi. The exhibition rests on strong foundations: the city of Verona, a natural crossroads for European flows, and a trade fair hub capable of turning the promotion of industrial supply chains into large-scale system projects. Verona is a logistics capital: it hosts Italy’s most important intermodal

“ **Grimaldi: the figures forecast for 2026 and the strong presence of large industrial, energy and technology groups testify to the centrality of our sector and are growing: around 550 exhibitors (+10%), an exhibition area of around 65,000 square metres (+10%) and an international presence up 25% are expected.** ”



Together
Federico Bricolo, President of Veronafiere, Rixi, Deputy Minister for Infrastructure and Transport, and Guido Grimaldi, President of Alis

“ **Bricolo: Let Expo is not just an event dedicated to business: it is also a place for institutional discussion, where companies, associations and public decision-makers can discuss priorities, rules and investments to make the Italian logistics system more competitive.** ”

freight hub, lies at the intersection of two major European transport corridors, and brings together infrastructure linking the North and South, as well as the East and West of the country. Drawing on its experience in developing market platforms and high-level content, Veronafiere provides operational expertise, international partnerships and organizational capacity, contributing to the event’s steady growth alongside ALIS. LetExpo is not only a business fair; it is also a space for institutional dialogue, where companies, associations and public decision-makers can address priorities, regulatory frameworks and investments aimed at strengthening the competitiveness of Italy’s logistics system. In a context shaped by geopolitical instability, the energy transition and rapid digital innovation, “LetExpo provides a forum to foster convergence of views, and to

turn current challenges into opportunities for sustainable national development”, said Federico Bricolo, President of Veronafiere. “LetExpo promotes dialogue among businesses, institutions and territories, on key issues including infrastructure, intermodality, sustainability and innovation. Transport and logistics remain central to Italy’s competitiveness and to strengthening European and international connections. The Ministry of Infrastructure and Transport pays close attention to initiatives of this nature, as they provide concrete opportunities for engagement with the productive system and support the design of forward-looking development policies,” stated Deputy Minister Edoardo Rixi. LetExpo 2026 will take place in Verona from 10 to 13 March and is expected to reaffirm its role as a reference event for the Italian and European logistics and industrial sectors.

«THE PRIMARY OBJECTIVE IS TO KEEP THE TWO SIDES OF THE ATLANTIC UNITED»

Foreign Minister Antonio Tajani stressed that strengthening European defence means strengthening one of the pillars of NATO.

by Diana Fabrizi

Antonio Tajani

Deputy Prime Minister and Minister of Foreign Affairs and International Cooperation



Minister Antonio Tajani, in an international context marked by conflicts, energy tension and shifting strategic alignments, what can be considered Italy's geopolitical priority, and what further role can our country play in strengthening European and Mediterranean stability? Italian foreign policy has always rested on two clearly defined pillars: Europe and the transatlantic relationship. In an international environment increasingly shaped by unpredictability and instability, our primary specific objective is to preserve the unity of the two sides of the Atlantic. From a security and defense perspective, this also means strengthening European defense - a vision shared by figures such as

Alcide De Gasperi and Silvio Berlusconi. This effort is not intended to weaken the transatlantic bond, but rather to reinforce it by consolidating the European pillar of NATO. A concrete example is the European naval mission ASPIDES, operating in the Red Sea alongside American and British assets to safeguard freedom of navigation in an area that is vital for our exports. We are also working to shape the wider Mediterranean into a region which, in my vision, extends toward the Gulf and beyond reaching as far as India - an area of peace, prosperity and growth. For this reason, we are actively engaged in the major IMEC economic and logistics corridor project. On March 17, I will host a meeting in Trieste with representatives of the private sector in order to be ready to

“ We are at the forefront of efforts to make the wider Mediterranean, a region that in my view extends to the Gulf and beyond to India, an area of peace, prosperity and growth. That is why we are at the forefront of the major Imec economic and logistics corridor project. ”



Together
Antonio Tajani with the President of the Italian Republic Sergio Mattarella and Prime Minister Giorgia Meloni



seize the opportunities arising from this extraordinary initiative, which we intend to integrate with the extensive network of connections in which Italy serves as both a landing point and a central Mediterranean hub - including Corridor VIII, towards the Balkans. This effort requires a constant commitment to building bridges for dialogue and peace, the hallmark of Italian diplomacy. For this reason we are at the forefront of initiatives aimed at achieving a lasting peace in Ukraine, restoring stability in Gaza and across the Middle East, and addressing the many conflicts in the world that too often go overlooked, such as in Sudan, where the most severe humanitarian crisis is currently unfolding. We also look to Africa as an absolute strategic priority, where our commitment is based

on equal partnerships aimed at fostering growth, including through initiatives such as the Mattei Plan.

Nel suo intervento all'ultima AssemIn your remarks at the latest Alis General Assembly, you reiterated that international trade represents a priority within Italian foreign policy. At a time when global value chains are being reshaped and competition among major economic blocs is intensifying, how can Italy protect and implement its trade flows while also supporting the internationalization of its companies??

Faced with an international environment marked by the reshaping of global value chains and growing economic competition, we have put in place a comprehensi-

ve strategy of growth diplomacy. The data confirm that we are moving in the right direction: in 2025 our exports reached a new record of €643 billion, an increase of 3.3%, bringing us closer to the target I have set of €700 billion by the end of the legislative term. To support this growth effort, last year I launched the Export and Internationalization plan for our productive system, aimed at strengthening our presence in high-potential markets outside Europe. I am referring to the strong focus we have devoted to key markets such as Saudi Arabia, India, the Balkans, Latin America, Africa and The United States, which remains our main market outside Europe. Our calendar of internationalization initiatives for 2026 is already full and spans every continent. In April we will be



in China, in May in Miami in the United States. We will continue to focus on India and the Middle East, on the Balkans, on the Americas, on Asia and on Africa. We are also paying great attention to the issue of tariffs. For this reason, I wanted to create a dedicated task force that meets on permanent basis. In Brussels we are on the frontline to support a constant and constructive dialogue with the United States and to avoid escalation. Even following the recent rulings of the U.S. Supreme Court on tariffs, our approach remains unchanged: we must remain calm, realistic and pragmatic. In Brussels we stand alongside the European Commission in the effort to open new markets. We supported the agreement with Mercosur and the one with India, and we hope that further agreements can be concluded soon, with the ASEAN countries, with Mexico and with the Gulf countries. We are also at the forefront of efforts to ensure strong and secure supply chains for critical raw materials, and we have strongly supported the recent American initiative to build a political alliance on this issue. The objective remains the same: to support and protect our companies and to safeguard the economic security of our productive system. This remains my absolute priority. For this reason, we need a Ministry capable of keeping pace with the times. I promoted a deep reform of the Ministry, which entered into force on January 1st, placing growth, simplification and the reduction of bureaucracy at its core - all in the service of citizens and businesses. Our goal is to break down the barriers between institutions and the productive system.

Regarding trade exchanges, international relations and business competitiveness, how can an association such as ALIS contribute to promoting Made in Italy and act as a catalyst for stronger public-private dialogue?

ALIS is a strategic partner with whom channels of dialogue remain constantly open, helping to foster growth, enhance the competitiveness of our companies, and support exports. Logistics is not only a sector of our economy; it is an enabling force that allows businesses across industries to export, integrate into global value



Antonio Tajani with Bruno Vespa and Guido Grimaldi at the ALIS general meeting

chains and maintain a stable and competitive presence in foreign markets. First and foremost, it is essential for us to gain a clear understanding of your reality: the opportunities emerging in international markets, but also the challenges our companies face and therefore the solutions we must identify together. This synergy means sharing analyses, scenarios, geographic and sectoral priorities. It means acting as a system when new trade opportunities arise and when we accompany our companies into high-potential markets. Dialogue with ALIS enables us to gather concrete and up-

Diana Fabrizi

Head of Institutional Relations at ALIS



to-date insights into these dynamics. Only in this way can we effectively calibrate our action strengthening support for export. For this reason, I am always keen to take part in your initiatives, and I was pleased to participate in your General Assembly in Rome last December. It is also for this reason that the Ministry supports both the Assembly and the LetExpo event in Verona, dedicated to transport and sustainable logistics. These initiatives strengthen a sector that is decisive for the country's competitiveness. Our objective is clear and singular: to listen to you, to take on board your proposals and your criticisms, and to support -in every possible way -the growth and competitiveness of a sector that is crucial not only to our economy but to the entire economic fabric..

On the issue of European bureaucracy, you recently highlighted the need for fewer rules and greater freedom. This is closely linked competitiveness, which is too often undermined by overly ideological approaches to the green transition, resulting in additional costs for European businesses and ultimately for consumers as well. For instance, with regard to the EU Emissions Trading System system, now extended to maritime and air transport, several European leaders, including president Giorgia Meloni, have

called for a revision precisely because of the burden it places on the industrial and energy sectors. Can our companies therefore look to the future with confidence ?

Italy has long called for a revision of European rules to reduce the bureaucratic burden on our businesses and free up the resources needed for investment and innovation. I have repeatedly stressed that Europe needs a genuine simplification shock! The Commission has presented a series of legislative packages that move in the right direction. I am convinced that simplification and the reduction of regulatory burdens must become a permanent feature of the European framework, especially at this time of intense international competition. In this context, we must also rethink mechanisms introduced years ago to promote decarbonization, such as the ETS, which are now revealing their limits and, in some sectors—such as electricity generation and maritime transport—have effectively turned into an additional tax that weighs on electricity bills, reduces the competitiveness of our companies in the global market, and discourages the use of our ports. Ideology has already caused too much damage. What we need now is an energy transition that truly works in favor of citizens and businesses.

THE EUROPEAN CRISIS COULD BECOME A TURNING POINT

The European Union is facing one of the most challenging periods in its history. The international context is shifting rapidly, yet the EU's decision-making process remains slow. Europe's renewal will need to come from a more pragmatic model, one that can turn the unique strengths of individual nations into shared assets

by Sergio Luciano



A fragile Europe in a world that has grown hard again. And Italy, more central than it has been for decades, certainly not since the Years of Lead. This is the stark summary of the geopolitical picture affecting Europe and our country just over a year after the arrival of that political and media “tsunami” that was, and still is, by Donald Trump. At the very least, he can be credited with accelerating the course of history more in one year than many of his predecessors in the White House over recent terms. The European Union is now experiencing one of the most difficult phases in its history. Not because it lacks resources, markets, or industrial capacity, but because the international context has changed more rapidly

than its decision-making architecture. Its ability to make decisions is constrained by flawed rules (such as the unanimity rule in the European Council), by excessive bureaucracy, and not-so-hidden nationalisms, starting with Germany, with its new obsession for “the most powerful army in Europe”, and France. Meanwhile, geopolitics has regained importance as the illusion of multilateralism has faded. Trump, with his bluntness, tore away the diplomatic mask, while Europe, designed to temper power through rules, struggles to act in a world that has rediscovered strength, conflict, and national interest. The disruption caused by Trump, China’s structural growth, the unresolved question of Russia, and the widespread return of nationalism have exposed the EU’s main limitation: the difficulty of

transforming itself from a normative power into a political one. In a world that thinks in terms of spheres of influence, Europe still thinks in procedures. As Mario Draghi observed “building a collective force for the European Union will not be simple... it would require a different approach, what he has called ‘pragmatic federalism’: pragmatic because it proceeds through what is possible today; federal because it is oriented toward a clear destination.” Yet, this crisis does not amount to a predetermined destiny. On the contrary, it can become a turning point, but on one condition: that Europe recognizes that its future will depend less on abstract federalist ambitions and more on the concrete political will of individual countries to act as multipliers of shared influence. In this

“ Mario Draghi, in his speech in Granada and in subsequent public reflections, spoke of a Europe that «must decide whether it wants to be a market or a power», emphasising how the fragmentation of industrial, fiscal and defence policies was becoming an unsustainable strategic cost ”

context, Italy appears to be in a surprisingly favorable position. The international system has entered an openly competitive phase. The United States are more assertive and less predictable, China is advancing an alternative model of economic and political power, based on a bureaucratic ideological oligarchy, and Russia remains a destabilizing yet unavoidable factor. Europe, in the middle, is often divided on everything: defense, energy, fiscal policies, relations with Washington, ties with Beijing, and its projection in the Mediterranean and Africa. It is no coincidence that Mario Draghi, in his speech in Granada and in subsequent public reflections, spoke of a Europe that must decide whether it wants to be a market or a power, stressing how the fragmentation of industrial, fiscal and defen-

se policies is becoming an unsustainable strategic cost. Without a shared decision-making capacity, Draghi has repeatedly warned, the Union risks becoming a mere spectator in the competition among major powers. Italy: sovereignist in tone, systemic in practice.

ITALY: SOVEREIGNIST IN TONE, SYSTEMIC IN PRACTICE Meanwhile, in the international debate, Italy is often described as Europe’s most “Trumpian” country in Europe: attentive to sovereignty, critical of over-regulation, culturally conservative. Yet, taken literally, this definition risks being misleading. It largely stems from the strong performance of Prime Minister Giorgia Meloni in relations with the White House and the

Donald Trump

President of United States



Together

Mario Draghi with the president of European Commission Ursula Von der Leyen



State Department. Since taking office, Meloni has repeatedly clarified that hers is not an anti-European stance, but rather a call for “a more political and less bureaucratic Europe.”

At the EU level, she has emphasized the central role of the member states, while at the same time reaffirming Italy’s anchoring to the Atlantic Alliance, its support for Ukraine, and its respect for shared macroeconomic constraints. This line has restored to Italy a degree of reliability that many observers did not expect. It also reflects the renewed credibility of Italy’s economic policy, with improving trends in the parameters required for compliance and the upgrades of Italian government bonds by the three major global rating agencies: Moody’s, Standard & Poor’s, and Fitch. The result is only apparently paradoxical: Italy, while considered the most “sovereignist” among the major European economies, is today one of the most politically stable.

In a Union marked by fragile governments and shifting majorities, this stability carries weight. This position is supported by economic fundamentals that are often underestimated. Italy remains a major manufacturing power ranking among the world’s leading exporters in high value-added sectors: mechanics, automation, capital goods, agri-food, and luxury goods. In 2025, a year marked by the introduction of new tariffs and trade tensions, the total value of Italian exports rose to €643 billion, an increase of more than 3% year on year. We have a widespread production system, capable of occupying strategic niches within global value chains. Tourism is not only an economic sector; it is a lever of soft power: relationships, reputation, attractiveness. Added to this is an international projection that has historically been less confrontational than that of many other Western countries, making Italy a welcome partner in many parts of the Global South. It is no coincidence that Donald Trump has repeatedly expressed positive views about Italy, describing it as “a great country with strong leadership and enormous economic potential” and pointing Rome as one of the most reliable European partners on a bilateral level. This appreciation should be read less through

“ **Giorgia Meloni has repeatedly made it clear that hers is not an anti-European stance, but a call for a more political and less bureaucratic Europe. At European level, she has asserted the central role of the Member States, but at the same time she has confirmed Italy’s commitment to the Atlantic Alliance, its support for Ukraine and its respect for common macroeconomic constraints** ”

Giorgia Meloni
Italian premier



an ideological lens and more in pragmatic terms: Italy is seen as a country that does not preach, but negotiates.

It is within this context that the Mattei Plan takes shape: not merely a cooperation program, but an attempt to redefine Italy’s role as a strategic bridge between Europe, Africa, and the Middle East. Energy, infrastructure, training, migration management, issues the rest of Europe struggles to tackle in a unified way, while Italy understands intimately due to history and geography. The crises of the European Union is therefore real, but not irreversible. It is a crisis of power and decision-making capacity more than one of values or resour-

ces. As Mario Draghi has warned, without the ability to act, Europe risks sliding into irrelevance. But the answer cannot be a simple renationalization of policy. European renewal may instead lie in a more realistic model, capable of turning national specificities into shared strategic assets. In that framework, Italy is not a problem to be managed, but a resource to be leveraged: politically stable, industrially strong, Mediterranean at its core, and inclined toward dialogue. In a world that has grown hard again, Europe can still matter. Though it will have to start by building its most solid member states. And today, among them, Italy has rarely been better positioned.

promo.san

powered by .promoter group s.p.a

**CHECK-UP
AZIENDALE
ESPRESSO**
**TU RESTA LÌ
CI MUOVIAMO NOI!**



**Unità Mobile
Polidiagnostica
di Telemedicina**



**Visita
medica**



**Valutazione
del rachide**



Spirometria



Audiometria



ECG

**LET
EXPO**
10 - 13 Marzo 2026
Veronafiere, Verona

ALIS
ITALIA
IN MOVIMENTO

ALIS
SERVICE

veronafiere
Trade shows & events since 1898

**Vieni a trovarci al
Padiglione 2 Stand D5**

Effettua la tua visita medica
gratuitamente



promo.san
promosan.eu
info@promosan.eu



.promoter group s.p.a
promoter group.eu
info@promoter group.eu



EUROPE SHOULD NOT BE EXPLAINED TO YOUNG PEOPLE, ITS DREAM SHOULD BE REVIVED

When a collective ideal
becomes everyday bureaucracy,
who teaches young people
to dream again?
Let Expo wants to try.

by Antonio Errigo



Antonio Errigo
Deputy Director General of Alis, he is also the Coordinator
of the Alis Europe Department and Head
of International Relations.

When a collective dream turns into everyday bureaucracy, who teaches young people to dream again? Imagine entering a beautiful historic building. Look up toward the vaults that seem to defy gravity. Watch the light filtering through the rose windows as it turns into a story. Now try to explain that wonder using only the language of “condominium regulations”: schedules, keys, maintenance fees. That is what we have done with Europe. The founding fathers (Schuman, De Gasperi, Adenauer, Spinelli) were not drafting an administrative manual. They were building a metaphysical palace: making the impossible structural, transforming peace among historic enemies into permanent architecture. For years I studied the European project. As a very

young man I did not grasp its full scope, but gradually I sensed that behind articles and clauses there was a larger gesture: someone was rethinking the world. Europe was not born as a market. It was born as an antidote. The ruins of 1945 were read as a palimpsest on which to rewrite the grammar of coexistence. Today the building still stands: it works, it produces rules, it distributes funds. But the architect seems to have left the drafting table. Governing is no longer imagining. And yet those who truly believe in Europe should not be told that the dream is over. Rather, we should recognize that, over time, we have replaced the beauty of the idea with the daily management of its rules. The Union has become a complex and efficient machine, but when a dream is reduced to procedures it risks losing momentum and becoming routi-



At the Fair

The presence of young people at the last edition of Let Expo

ne. The founding fathers did not create an office; they created a direction. They did not merely organize institutions; they pointed toward a destination. Here the smartphone generation enters the scene. Today the world is only a tap away: Paris, Tokyo, Washington compressed into the same screen. This omnipresence has produced a sociological paradox: what is always accessible ceases to be desirable. For a twenty-year-old, Europe is not a conquest but a starting point. Erasmus, once an identity-shaping experience, has become an administrative semester. Mobility is normality. And when everything is possible, nothing appears extraordinary. There is also a silent contagion: the fatigue of adults. In every debate on Europe, we list democratic deficits, geopolitical divisions and limits of governance. All

true. Yet the disenchanted tone conveys an implicit message: the best has already happened. Young people have an infallible radar for distrust. If they inherit only the bureaucratic side of the project, why should they invest passion in it? This is precisely where LET EXPO, now in its fifth edition, can and must make a difference. Not only as a sector trade fair, not only as a meeting place for companies and institutions, but as a symbolic space capable of restoring a horizon for young people. Thousands of young people arrive from all over Italy and walk through the stands with the attentive gaze of those who are searching for their place in the world. They study languages, economics, transport law, international relations. They dream of global careers and responsibility. From the LETEXPO stage we cannot limit ourselves





to explain how the system works and where its flaws lie. We must have the courage to point toward a direction. It is our duty, as organizers and as guests, to offer not only data and scenarios, but trust. Because young people do not need a Europe narrated in the vocabulary of prudence. They need a Europe told in the language of possibility. Perhaps the European dream has not disappeared; perhaps it is simply waiting for places like this to be rekindled. At LETEXPO, logistics, innovation, sustainability and international vision come together. Here we can show that European integration is not an abstract concept, but a lived and tangible reality. And so, from the LETEXPO stage, the responsi-

lity is clear: do we want to limit ourselves to explaining to young people how the building works, or do we want to hand them the keys to expand it? Thousands of young people arrive from all over Italy and walk through the stands with the attentive gaze of those who are searching for their place in the world. They study languages, economics, transport law, international relations. They dream of global careers and responsibility. From the LETEXPO stage we cannot limit ourselves to explain how the system works and where its flaws lie. We must have the courage to point toward a direction. It is our duty, as organizers and as guests, to offer not only data

“ Young people do not need a Europe described in terms of caution; they need a Europe described in terms of possibility. Perhaps the European dream has not disappeared: perhaps it is waiting for places like this to reignite it.”

and scenarios, but trust. Because young people do not need a Europe narrated in the vocabulary of prudence. They need a Europe told in the language of possibility. Perhaps the European dream has not disappeared; perhaps it is simply waiting for places like this to be rekindled. At LETEXPO, logistics, innovation, sustainability and international vision come together. Here we can show that European integration is not an abstract concept, but a lived and tangible reality. And so, from the LETEXPO stage, the responsibility is clear: do we want to limit ourselves to explaining to young people how the building works, or do we want to hand them the keys to expand it?



Grant Thornton | Audit | Tax | Advisory

Elevating business beyond expectations

150 markets. 80.000 people.

A global leader in professional services.



© 2026 Bernoni & Partners (Tax code and VAT n. 01692980152) and © 2026 Ria Grant Thornton S.p.A. (Tax code and VAT n. 02342440399) are the two member firms under which Grant Thornton operates in Italy as Grant Thornton Italy. "Grant Thornton" refers to the brand under which the Grant Thornton member firms provide assurance, tax and advisory services to their clients and/or refers to one or more member firms, as the context requires. Jointly, Bernoni & Partners and Ria Grant Thornton S.p.A. (with all its entities are member firms of GTIL) are also referred to as "Grant Thornton Italy". GTIL and the member firms are not a worldwide partnership. GTIL and each member firm is a separate legal entity. Services are delivered by the member firms. GTIL does not provide services to clients. GTIL and its member firms are not agents of, and do not obligate, one another and are not liable for one another's acts or omissions. Please see <https://www.grantthornton.it/disclaimer/> to learn more.



La chiave del successo di ogni business *sono le persone*

Le migliori per la tua impresa
puoi trovarle sul sito per il lavoro
numero 1 nel mondo¹ e in Italia².

1. Comscore, marzo 2024
2. SimilarWeb, gennaio 2025

