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EUROPE: A TIME FOR RESPONSIBILITY

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Linde

APULIA, GATEWAY TO THE MEDITERRANEAN: ITALY LEADING A NEW LOGISTICS ERA

There is a place in Apulia that, over the years, has become a privileged venue for ALIS to foster dialogue, exchange ideas and build lasting relationships: Masseria Li Reni in Manduria, where on 7 July we will celebrate the 2026 edition of our traditional summer gathering. It is no coincidence that we have chosen this region once again. Apulia is one of Italy's principal maritime gateways to the Eastern Mediterranean, the Balkans, the Middle East and Asia. The ports of Bari, Brindisi and Taranto handle millions of tonnes of cargo every year, connecting Italy with more than forty countries. Over recent years, intermodal traffic in the region has grown significantly, confirming Apulia's increasingly mature and forward-looking logistics profile. We are witnessing a profound transformation in global trade dynamics. Every reconfiguration of international trade routes creates new opportunities for those who are strategically positioned to seize them. Today, Italy is better positioned than any other European country to take advantage of these developments. Italian exports now exceed €700 billion annually, the highest figure ever recorded. Behind this achievement lies the strength of our manufacturing sector, our production supply chains and the logistics networks that enable Made in Italy products to reach markets around the world every day. It is worth recalling that every euro invested in logistics generates substantial added value throughout the economy: one million euros invested in the sector produces more than two million euros in additional

economic output. Investing in logistics therefore means investing in the country's growth. Within this context, the India-Middle East-Europe Economic Corridor (IMEC) stands out as one of the most ambitious infrastructure projects of the coming decade. Designed to connect Mumbai to European ports through an integrated maritime, rail and energy corridor, the project represents an extraordinary opportunity for Italy. Southern Italian ports can become the primary European gateways to this strategic route, provided that investment in intermodal connections between the South and the country's major industrial hubs continues. A tangible example of how strategic vision can deliver concrete results is the maritime corridor between Italy and Türkiye, now regarded as one of the most successful intermodal transport models in Europe. Every week, thousands of freight units are shifted from road to sea, saving approximately 600 kilometres of road transport for each truck transferred. The resulting benefits include lower emissions, enhanced road safety and reduced pressure on infrastructure. In this regard, the recent mission to Türkiye led by Deputy Minister Edoardo Rixi, represents a welcome step towards strengthening cooperation and connectivity between our two countries. Brussels, after all, is much closer than it may appear. More than 70% of the legislation affecting our sector originates at the European level. For this reason, ALIS has intensified its engagement with European institutions in recent months, including direct dialogue with European Commissioner for Sustainable Transport and Tourism Apostolos

Tzitzikostas. We have brought data, proposals and the voice of Italian logistics companies directly to Europe's key decision-making forums. Several unresolved issues still require our attention, and these remain at the heart of our association's ongoing work. Yet all these challenges share a common principle: logistics is not a cost to be minimised, but a strategic asset to be strengthened. Italy possesses all the credentials to become one of the leading players in this new phase of global logistics. ALIS will continue to work with pragmatism, expertise and evidence-based approach to ensure that the voice of businesses is heard wherever strategic decisions affecting our sector are made, thereby contributing to the growth and competitiveness of Italy's logistics system.



Guido Grimaldi
President of ALIS
and author
of this editorial

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ALIS
ITALIA
IN MOVIMENTO



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A MISSION TO BRUSSELS, A QUESTION FOR EUROPE

Two days, one European Commissioner, eight Members of the European Parliament and a technical position paper: ALIS's mission to Brussels paints a picture of a changing Europe and of an Italy that is regaining influence

By Antonio Errigo and Diana Fabrizi



Berlaymont Building

Headquarters of the European Commission

Is Europe still worth believing in? This is not a rhetorical question. It is the question that inevitably arises whenever one walks through the streets of Brussels' European Quarter. It is a question that returns with renewed force once one realizes that Europe, in its current institutional architecture, is at once the most ambitious political project of the twentieth century and one of the most cumbersome bureaucratic systems ever produced by Western democracy. This is not a judgement. It is a fact. On 3 and 4 June, the ALIS delegation carried out an institutional mission to Brussels that deserves to be recounted not only because of the importance and the urgency of its technical content, but also because of the broader perception it conveyed. The delegation, composed of Deputy President and Director General Marcello Di Caterina, Deputy Director General and ALIS Europe Coordinator Antonio Errigo, and Institutional Relations Manager Diana Fabrizi, met with European Commissioner for Sustainable Transport and Tourism Apostolos Tzitzikostas, as well as eight Italian Members of the European Parliament representing different political groups and affiliations. The key issues under discussion included the revision of the ETS Directive for maritime transport, the energy transition and the future of European industrial competitiveness. Yet the real issue – the one that emerged during meetings, private conversations and



Together
Marcello Di Caterina, Deputy President and Director General of ALIS, with European Commissioner for Sustainable Transport and Tourism Apostolos Tzitzikostas

“ Key topics on the agenda: the revision of the ETS Directive for maritime transport, the energy transition and European industrial competitiveness ”

exchanges in the corridors of the European institutions – was something else entirely. It was Europe itself. There was something unusual in the air in Brussels. Something that those who have spent decades within the European institutions struggle to recall with such clarity. Italy is being taken seriously. This is not flattery. Nor is it an expression of drawing-room nationalism. It is a political reality. Commissioner Tzitzikostas himself spoke with a degree of clarity that surprised even those accustomed to the cautious diplomatic language of Brussels: the Italian Government is regarded as a credible and influential interlocutor. Within the European framework, Giorgia Meloni has built a reservoir of credibility that translates into genuine negotiating influence. These words came from a Greek Commissioner, spoken from an office overlooking the rooftops of Brussels. And this is far from an isolated case. That political capital also has a specific name within the European Commission. Raffaele Fitto, Executive Vice-President responsible for Cohesion and Reforms, is today one of the most influential figures within the European institu-



In Brussels
The Deputy Director General and Coordinator of ALIS Europe Antonio Errigo and the Head of Institutional Relations, Diana Fabrizi, in front of the European Parliament



Carlo Fidanza
Carlo Fidanza, Executive Vice-President of the ECR Party with Diana Fabrizi



Massimiliano Salini
Vice-Chair of the EPP Group and member of the ENVI Committee, with Marcello Di Caterina, Diana Fabrizi and Antonio Errigo



Elena Donazzan
Vice-Chair of the ITRE Committee on Industry, Research and Energy, with Diana Fabrizi and Antonio Errigo



Alessandra Moretti
Member of the ENVI Committee, with Marcello Di Caterina, Diana Fabrizi and Antonio Errigo

tional architecture. Not out of diplomatic courtesy, but because of proven competence. This is a substantial shift, and those who regularly engage with the European institutions can clearly perceive it. For decades, Italy's relationship with

Europe was that of a country that constantly asked, criticised fiscal rigidity and did so without offering credible alternatives. Today, however, the perception of Italy's strength at the political level is tangible, and this cannot go unnoticed by those who

work every day to bring the concerns of Italian businesses into the European decision-making process. ALIS encountered greater openness in Brussels. Not completely open doors, of course – Brussels' doors are never entirely open – but doors

that are open nonetheless. This does not mean that problems resolve themselves, nor that the political strength of a prime minister automatically translates into immediate benefits for businesses. It does mean, however, that the political en-

vironment in which institutional lobbying operates - and we use this expression without the false modesty that often surrounds it - has changed. That said, it would be intellectually dishonest not to acknowledge the structural weaknesses af-

fecting the European Union in its current form. Europe, as it is presently organised from an institutional and bureaucratic standpoint, possesses only limited international influence. This is not a paradox, rather it is the consequence of a decision-making system that privileges procedures over vision. Twenty-seven Member States, twenty-seven national sensitivities to reconcile within every legislative text. The result is often legislation that arrives too late, is already outdated by the time it enters into force, and generates distortions in the real economy far greater than those that might have resulted from a more courageous decision taken at an earlier stage. The ETS Directive, the Emissions Trading System, is perhaps the clearest example of this contradiction. The ETS stems from a legitimate objective: placing a price on carbon emissions in order to encourage the transition towards a cleaner economy. Yet, in its application to maritime transport, as the

scheme has gradually expanded, it is increasingly producing the opposite effect. ALIS brought to Brussels a detailed technical position paper, presented during institutional meetings, and reflecting the concerns and proposals of its member companies regarding the forthcoming revision of the Directive expected in mid-July. Its content reflects what one would expect from a mature association: not an ideological rejection of regulation, but rather a call for balance. The ecological transition cannot be achieved by forcing out of the market the very companies that are expected to implement it. Brussels remains the undisputed capital of institutional lobbying. Approximately 13,000 lobbyists are registered in the Transparency Register, alongside tens of thousands of consultants, lawyers, policy experts and strategic communications professionals operating around the European institutions. Some represent legitimate sectoral interests, as ALIS does. Others

pursue less transparent agendas. This coexistence remains one of the unresolved issues of European democracy. Yet there is another level of power: that of the Members of Parliament and officials serving on technical committees and working groups, and who bear direct responsibility for legislative dossiers. They are the rapporteurs, shadow rapporteurs, officials and committee members who read legislative texts, negotiate amendments one by one and ultimately determine the direction of legislation when the spotlight is elsewhere.

The ALIS delegation met precisely this type of interlocutor. Carlo Fidanza, Executive Vice-President of the ECR Party and Head of the Brothers of Italy delegation, contributed his extensive political experience and his ability to navigate the evolving political dynamics of the European Parliament. Massimiliano Salini, Vice-Chair of the EPP Group and member of the ENVI Committee, brought

“ALIS brought to Brussels a detailed technical position paper, presented during institutional meetings, and reflecting the concerns and proposals of its member companies regarding the forthcoming revision of the Directive expected in mid-July”





Daniele Polato
Member of the INTA Committee on International Trade,
with Diana Fabrizi and Antonio Errigo



Paolo Borchia
Member of the ITRE and TRAN Committees, with Marcello Di Caterina,
Diana Fabrizi and Antonio Errigo



Stefano Cavedagna
Vice-Chair of the Special Committee on the European
Democracy Shield and member of the IMCO Committee



Dario Nardella
Member of the AGRI Committee, with Marcello Di Caterina,
Diana Fabrizi and Antonio Errigo

his well-established expertise in environmental policy.

Elena Donazzan, Vice-chair of the ITRE Committee on Industry, Research and Energy, offered valuable insight from one of the most strategic committees at this crucial stage in the redefinition of Europe's industrial model. Alessandra Moretti, from the S&D Group and also a member of the ENVI Committee, contributed a perspective rooted in the progressive tradition while firmly grounded in pragmatism. Daniele Polato, a member of the INTA Committee on International Trade, maintains a consistent focus on business and industrial issues. Paolo Borchia, who serves on both the ITRE and TRAN Committees, has long demonstrated a strong commitment to the transport sector. Stefano Cavedagna, Vice-Chair of the Special Committee on the European Democracy Shield and member of the IMCO Committee on the Internal Market and Consumer Protection,

continues to strengthen the links between the European institutions and local communities. The delegation also took part in a round table organised by Member of the European Parliament Dario Nardella, a member of the AGRI Committee, devoted to the future of biogas and biomethane supply chains. At first glance, this may appear to be an issue only marginally related to transport. In reality, however, it lies at the heart of the broader discussion on the energy transition of the logistics sector. Sitting around these tables means bringing the voice of those who produce, transport and move goods and people directly into the rooms where their future is decided. That said, Europe still appears to struggle to develop a shared vision on crucial issues such as industrial competitiveness, energy policy, relations with China and common defence. The Draghi Report has recently provided a remarkably clear picture of the productivity and innovation

gap separating the European Union from the United States and China. Yet diagnosing the problem is not enough. What is needed is the political will to act, and this continues to collide with ideological fragmentation, mutual vetoes and the electoral concerns of individual national governments. Those working in transport and logistics experience this contradiction directly. Sustainable intermodality is not merely an environmental objective. It is a strategic choice for the competitiveness of Europe's productive system. But it requires investment, infrastructure, clear and stable rules, and incentives that do not change whenever a government or a Commissioner changes. There is one final consideration. Within this complex scenario, ALIS's mission to Brussels demonstrated something more. It showed that national and European institutional relations, when built over time through expertise, continuity and the credibility that comes from knowing one's

subject matter, constitute one of the most important strategic assets available to a trade association. This is not simply an elegant way of making members feel represented. It is the beating heart of a system in which the interests of the companies that make up Italy's productive fabric are transformed into shared priorities, technical arguments, legislative amendments and regulatory proposals capable of influencing policy-making. It is the point at which private interests become, through the mediation of associations, a matter of public interest. Transport and logistics companies are not merely economic operators. They are part of the country's living infrastructure. When a measure such as the ETS Directive penalises them, it becomes a problem for the entire country, not simply for individual companies. And if the national interest is to be defended in Brussels, it requires interlocutors capable of synthesising these interests and transforming the complexity

“ **The ALIS mission to Brussels demonstrated that national and European institutional relations, when built over time with expertise, continuity and the credibility that stems from a deep understanding of the issues, are among the most valuable strategic assets a trade association can possess** ”

of day-to-day operations into arguments that European officials can read, understand and embrace.

ALIS's commitment to continue putting forward constructive proposals aimed at ensuring that future European policies support growth, innovation and employment represents a genuine programme of action. Its deepest conviction lies in the belief that European competitiveness is built, above all, in the rooms of Brussels where the rules of the game are decided. So, is Europe still worth believing in? After two days of intensive meetings, conversations that were at times frustrating and at others remarkably illuminating, technical documents exchanged and shared visions patiently pursued through the filter of political differences, the answer is yes. But it is a conditional, and reasoned yes, one that leaves no room to settle for naive enthusiasm.

Europe is worth believing in if there is a willingness to change it from within. If one parti-

cipates in a decision-making processes. If productive sectors stop waiting for others to protect them and begin to build that protection themselves through their own resources, expertise and representation. If associations understand their mission not merely as a service to their members, but as a responsibility towards the broader economic system. Europe is worth believing in if one is prepared to undertake the long, demanding and often invisible work of building relationships, refining arguments and reaching the right people with the right document at the right moment. This work rarely makes headlines. Its results are measured in approved amendments, revised legislation and regulatory improvements. It is the work that ALIS has chosen to undertake. And ultimately, it is the work that will determine whether Europe remains a living idea or becomes a beautiful yet ineffective institutional architecture. Yet the question

remains. Europe is a human construction and, as such, carries within itself both the ability to imagine something great and the equally human tendency to become lost in details, fears and vested interests. And yet, in those corridors of Brussels, between one meeting and the next, between the delivery of a technical document and the exchange of a handshake, one can still perceive something resembling hope. Not the romantic hope of the founding fathers. Something more demanding and more honest: the hope of those who understand that the future does not arrive on its own, but must be built brick by brick, dossier by dossier, with the patience of those who believe that the effort is worthwhile. This delicate balance can only be achieved through expertise, presence and the voice of the companies that produce, transport and move this continent. Perhaps this is the most necessary political act of our time. In Brussels and beyond.



ITALY CALLS ON EUROPE: TIME FOR RESPONSIBILITY

The Old Continent is grappling with a profound crisis, further exacerbated by political instability. Challenges related to energy, innovation, and competitiveness are compounded by persistently declining birth rates, which are undermining the very foundations of economic growth

By Sergio Luciano

The energy sector, first shaken by the Russian-Ukrainian crisis and later by the US-Iran conflict, has reignited inflationary pressures and caused shortages in virtually every country, with France representing a notable exception. In the digital sphere, Europe has remained largely stationary while the United States and China race ahead in the field of Artificial Intelligence. In manufacturing, European industries have been overtaken by competitors such as China that now dominate particularly in automotive, shipbuilding and renewable energy, and India that has strengthened its competitive position in steel production. In defence, meanwhile, without the support of the United States, the other NATO remain dangerously fragi-

le without the support of the United States. Europe is under pressure. Not from a single source, but from multiple fronts simultaneously. The continent faces the consequences of American tariffs and the confrontational logic of “MAGA” Trumpism, growing Chinese competition in manufacturing and digital technologies, increasing migratory pressures, and the identity-based narratives that these developments have generated. Yet focusing solely on external threats would be a mistake. Europe’s most devastating challenge is internal, silent and supported by statistical evidence. In 2024, 3.55 million children were born in the European Union, 3.3% fewer than the 3.67 million recorded the previous year. The total fertility rate fell to 1.34 live births per woman, the lowest level

since 2001, the first year for which an overall EU figure is available. No country comes close to the replacement threshold of 2.1 children per woman, considered necessary to maintain a stable population. Declining birth rates are not a looming emergency: they are already here, deeply rooted, systemic, and moving in the opposite direction of every policy introduced so far to counter them. Fewer births almost automatically translate into lower GDP growth. Italy occupies a particularly dishonourable position in this reverse ranking. With a fertility rate of 1.18 children per woman in 2024, our country ranks fifth from the bottom in the EU, while also holding the negative record for the highest average age at childbirth in Europe: 31.9 years. For the first time in history,

“ The total fertility rate has fallen to 1.34 live births per woman, the lowest level since 2001, the first year for which data are available for the European Union. The decline in births is not a future emergency: it is already here. It is structural, systemic, and progressing in the opposite direction of any policies implemented so far to counter it. Declining birth rates mean lower GDP ”

the 30–35 age group recorded the highest fertility rate in absolute terms in 2024, overtaking women under 30. This is not merely an Italian issue. Germany recorded a fertility rate of 1.35 children per woman, its lowest level since 1994, prompting the Federal Statistical Office to acknowledge that “net immigration has been the sole driver of population growth.” In Austria, 2024 marked the lowest birth rate ever recorded, with just 1.32 children per woman. Finland, too, has recorded its weakest demographic performance since national records began in the late nineteenth century. Even Hungary, often cited as a successful example of pro-natalist policies, has seen its demographic progress stall. Across the European Union, the birth rate declined from 10.6 births per 1,000 inhabitants in

2008 to 8.7 in 2022, with decreases recorded in 22 of the 27 Member States. Compared with 1970, when the figure stood at 16.4 births per 1,000 inhabitants, the decline is dramatic. Europe is gradually emptying itself.

Against this dramatic backdrop, because declining birth rates are indeed a tragedy, the European Union has also revealed significant weaknesses in four strategic areas. The first is energy. The Russia-Ukraine war and subsequent geopolitical tensions have reignited inflationary pressures and caused supply shortages across much of Europe, with France representing a notable exception. The second concerns digital innovation. In the field of artificial intelligence, Europe has largely stood still while the United States and China conti-



nue to accelerate. The third area of concern is manufacturing. European industry has been overtaken by competitors such as China, particularly in automotive manufacturing, shipbuilding, and renewable energy, and India in steel production. The fourth is defence. Without the United States, most NATO countries remain critically fragile. Faced with these challenges, what have the European institutions done? They have largely responded with regulations, adopting measures already perceived as outdated when they were introduced, such as the AI Act. At the same time, the European Union has witnessed a weakening of political leadership across all the Union's major Member States. The common denominator of this decline is political instability. Virtually all of Europe's leading countries have experienced signi-

ficant political instability with the notable exception, at least for the time being, of Italy. The European Commission, confronted with the prospect of the fall of the Barnier government in France, limited itself to expressions of concern through its spokesperson, Paula Pinho, who stated that it is never pleased when a government falls and creates uncertainty with broader implications for the economic context. Such reactions reflected observation rather than leadership. Even the President of the European Commission Ursula von der Leyen, has been compelled to address domestic political developments within Member States, using cautious language that lacks a clear strategic vision. France has experienced an extraordinary level of political instability. François Bayrou became the third French prime minister

to leave office within little more than a year. With 364 votes against and 194 in favour, his downfall marked the fourth government crisis in eighteen months. The French Parliament remains divided among three antagonistic blocs, and three successive governments have taken office in 2025, transforming the Fifth Republic, originally designed to ensure stability, into a largely paralysed political system. Meanwhile, French public debt has exceeded 113 percent of GDP, while the budget deficit reached 5.8 percent in 2024, nearly double the European ceiling of 3 percent. Germany, for its part, witnessed the collapse of the Scholz coalition. Chancellor Merz has struggled, with limited success, to contain the deep industrial crisis driven largely by the decline of the automotive sector, while the far-right AfD has capita-

“ **Germany saw the collapse of the Scholz coalition, while the new Chancellor, Friedrich Merz, has achieved only limited success in containing the severe industrial downturn fuelled by the automotive sector’s prolonged decline. At the same time, the far-right AfD has continued to consolidate its position in the polls** ”

Friedrich Merz
Chancellor of the Federal Republic of Germany

lised on the difficulties of the mainstream parties and strengthened its position in opinion polls. Spain, under Pedro Sánchez, has been navigating political scandals and fragile parliamentary majorities with a government that survives more through a series of moral vetoes than through any shared political vision. In short, the traditional Franco-German partnership that has long guided European Union politics is showing unprecedented signs of strain, while several pro-European governments across the continent, including Donald Tusk's administration in Poland, are facing increasing political difficulties. Against this backdrop, Italy stands out as a continental exception. On 4 September 2026, the government led by Giorgia Meloni is expected to become the longest-serving administration in the history of the

Italian Republic: 1,413 days in office since taking the oath on 22 October 2022, surpassing even the second Berlusconi government. In a country renowned for its short-lived governments, sixty-eight governments since the birth of the Republic, this is more than a statistical curiosity: it is a systemic signal. Giorgia Meloni has treated stability as a primary political asset. Her government has managed the public finances prudently in line with the Stability Pact, while maintaining the cohesion of a coalition that, in previous years, would likely have fractured long ago under the weight of internal tensions. Italian government bond spreads have fallen to levels not seen since 2008, while Italy's credibility within European institutions has strengthened, as demonstrated by the country efforts to exit the excessive deficit procedure.

Giorgia Meloni
Italian Prime Minister



Broad alliance

The first meeting between Elly Schlein, Giuseppe Conte, Nicola Fratoianni and Angelo Bonelli



“ The record longevity of the Meloni government is a political asset that could quickly evaporate if the ruling coalition descends into internal conflict, drifting toward the same instability that is currently weakening Europe’s major neighboring countries. For the opposition, this is a moment that demands the creation of a credible governing alternative, built around a realistic and pro-European agenda, rather than a mere electoral coalition ”

Yet just as a window of opportunity opens, internal risks are multiplying. Within the governing majority, the most destabilising variable is Roberto Vannacci. On 3 February 2026, following his departure from the Lega, the general founded Futuro Nazionale, a nationalist-conservative and sovereignist party that attracted more than 70,000 members and over 200 local committees. Several opinion polls place the party above the five-percent threshold. The emergence of this new political force draws support primarily from Fratelli d'Italia (-1,1%) and the Lega (0,9%), while also attracting a significant share of voters from the extra-parliamentary sovereignist movements and from former abstainers. This is not a negligible phenomenon. It represents a potential source of political leverage capable of fragmenting the centre-right ahead of the 2027 general election, precisely at a time when Italy would require a strong governing coalition, able to exercise the political weight that financial markets and European partners increasingly recognise. On the opposite side of the political spectrum, the so-called broad coalition is building its alternative on equally uncertain foundations. The alliance has entered a phase in which slogans alone are no longer sufficient. The Democratic Party, the Five Star Movement, and the Green and Left Alliance must begin transforming protest into a credible governing proposal.

And this is where the game becomes more complicated. Giuseppe Conte has raised what is both a rhetorical question and a political warning: can the Five Star Movement’s electorate “accept, as a matter of principle, the coronation of the leader of the dominant party as the coalition’s candidate?” Elly Schlein may be an ally, but not necessarily the natural candidate for Palazzo Chigi. The coalition remains deadlocked on three key issues: the scope of the alliance, the choice of its candidate for prime minister, and a number of policy priorities – wealth taxation, peace and defence policy, and the legacy of the Jobs Act – which continue to divide party leaderships from their grassroots supporters. Opinion polls confirm this fluidity. Despite the difficulties faced by the government, the balance of political forces has changed little, and the so-called broad coalition still appears more as a collection of political labels than as a coherent governing project.

It is precisely in this context that one of the least fashionable yet most necessary concepts in politics re-emerges: responsibility. Not the rhetorical responsibility invoked in ceremonial speeches, but the concrete responsibility of those who govern, or aspire to govern, while understanding that the stakes go far beyond short-term political calculations. Europe needs an Italy capable of exercising influence: not an Italy divided by a right wing pursuing its most radical impulses, nor an opposition unable to determine who should lead the country. The longevity of the Meloni government should not become an excuse for complacency. It constitutes a political asset that could quickly dissipate if the governing coalition were to descend into internal conflict and ideological competition, reproducing the same instability currently affecting Europe’s major countries. For the opposition, the challenge is equally clear: to build a credible governing alternative based on a realistic and genuinely pro-European programme rather than a purely electoral alliance united solely by opposition to the incumbent government. Without a renewed sense of responsibility, Italy risks squandering within a few months a competitive advantage built over four years. And if Italy were to weaken, Europe would lose one of the few remaining anchors of stability still available to it.

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ALIS COUNCIL MEETING IN MILAN: MINISTER SALVINI AND NEW STRATEGIC MEMBERS FURTHER STRENGTHEN THE ASSOCIATION

The Association focused on road transport, port reform, competitiveness and sustainability while welcoming new members including WindTre, EY Advisory, 3BMust International, Gamma Invest and Giancarlo Zema Design Group



The ALIS Board of Directors met on 9 June in Milan, at Adecco's Talent House, in the presence of Italy's Deputy Prime Minister and Minister of Infrastructure and Transport, Matteo Salvini, who participated in the meeting and engaged in discussions with the many representatives of member companies on the key issues currently affecting the transport, logistics and infrastructure sectors. "We would like to thank Minister Salvini once again for choosing to stand alongside ALIS and our member companies. His presence demonstrates the Government's

tangible commitment to a sector that is strategic to the country's competitiveness and confirms the importance of maintaining a constant dialogue between institutions and the business community.

We welcomed the measures recently adopted by the Government in support of the road haulage sector, which reflect the priorities and requests that our Association has put forward in recent weeks. At a time when the international environment remains highly challenging and the entire sector continues to face the effects of rising energy and fuel costs, it is essential to guarantee businesses adequate

support, operational continuity and competitive conditions in order to sustain economic growth and employment.

For this reason, we also reiterated the need to allocate additional financial resources to intermodality incentive schemes such as Sea Modal Shift and Ferrobonus, which, even in the current global environment, continue to generate significant economic, social and environmental benefits for both businesses and citizens," stated ALIS President Guido Grimaldi.

"During the meeting," Grimaldi added, "we also approved the admission of several important new members to

the Association, and we are particularly pleased to announce that WindTre, one of Italy's leading telecommunications operators for both private customers and businesses, EY Advisory, the Italian consulting division of the global Ernst & Young network, together with 3BMust International, Gamma Invest and Giancarlo Zema Design Group, have joined our network as Advisory Members. These are leading organisations operating in strategic sectors such as innovation, business services, investment and sustainable design." These new additions," Grimaldi added, "further demonstrate of

At the Table

ALIS President Guido Grimaldi with Italy's Deputy Prime Minister and Minister of Infrastructure and Transport, Matteo Salvini



Together

ALIS President Guido Grimaldi together with Sandro Pappalardo, Chairman of ITA Airways



“Today, ALIS brings together 2,560 member companies, more than 530,000 employees and an aggregate turnover of €166 billion, confirming its position as one of Italy's leading organisations representing the logistics and industrial sectors”

ALIS's credibility, growth and ability to attract leading organisations. We are proud to welcome companies of such high standing, which will further enrich our association's ecosystem with expertise, innovation and strategic vision. Today, ALIS represents a network of 2,560 member companies, more than 530,000 employees and an aggregate turnover of €166 billion, further consolidating its position as one of Italy's leading organisations representing the logistics and industrial sectors."

"The Board also reviewed the Association's main ongoing

activities, with particular attention devoted to ALIS's engagement with national and European institutions on issues such as sustainability, business competitiveness, the revision of the ETS framework and the development of strategic infrastructure.

This confirms our Association's determination to continue representing the needs of the sector in a constructive spirit and to promote an increasingly efficient, sustainable and territorially integrated logistics system.

In this regard, I would like to thank the Presidents and all

the members of our Technical Committees for the intense work carried out over recent weeks. We were also pleased to approve today the establishment of the new Urban Regeneration Committee, which will be chaired by our member Gabriele Barucco of Tribeca. The Committee will be tasked with promoting the redevelopment and enhancement of disused urban areas or sites with limited operational capacity located near ports, freight villages, airports and other strategic logistics hubs across the country," President Grimaldi concluded.

HYDROGEN: AN INTEGRATED APPROACH TO THE ENERGY TRANSITION

For Edison, green gases represent one of the possible answers to the challenges of decarbonisation, complementing established solutions such as renewable electricity generation

By Andrea Fraschini

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Within the framework of Europe's energy transition, Edison has positioned itself among the leading players in the development of low-carbon solutions, adopting an approach based on the principle of technological neutrality. Rather than favouring a single technology, the company assesses the full range of available options according to their tangible contribution

to decarbonisation objectives, security of supply and industrial competitiveness. From this perspective, green gases, and hydrogen in particular, represent one of the possible answers to the challenges of the energy transition, complementing rather than competing with established solutions such as renewable electricity generation. Thanks to its versatility, hydrogen is emerging as a key energy carrier, particularly for the decarbonisation of sectors

that are difficult to electrify. In line with this vision, Edison has chosen to cover the entire hydrogen value chain, leveraging the industrial expertise that has always characterised its business model. The company is able to design, build and operate complex facilities, both on a large scale and on industrial sites, ranging from the supply of renewable energy for hydrogen production through electrolysis, to the development of storage, blending and distri-

“Hydrogen represents one of the possible answers to the challenges of the energy transition and, thanks to its versatility, is emerging as a key energy carrier, particularly for the decarbonisation of hard-to-abate sectors”

Innovation

The first industrial application for the production of a ceramic slab using hydrogen, was developed through technology supplied by Edison

bution solutions, as well as hydrogen refuelling stations (HRS) dedicated to mobility applications. The objective is to transfer long-established industrial know-how to a new energy vector, creating a synergistic, integrated and scalable supply chain.

INDUSTRIAL APPLICATIONS AND MOBILITY: KEY AREAS OF DEVELOPMENT

In the industrial sector, Edison focuses its efforts on

hard-to-abate industries, where hydrogen can provide an immediate pathway towards decarbonisation. Within this framework, the Group has launched several initiatives in the ceramics sector, including projects with Granitifiandre, alongside other strategic sectors such as glass, steel and refining. In the short term, the most mature applications include the replacement of grey hydrogen, the blending of hydrogen with natural gas in combu-

stion processes – made possible by technologies already compatible with different hydrogen concentrations – and the valorisation of oxygen as a by-product of electrolysis. These solutions make it possible to pursue a gradual decarbonisation pathway without requiring radical interventions in existing facilities, thereby facilitating industrial adoption, also in light of the incentives associated with the ETS framework. On the mobility side, alongside its well-established presence across the entire liquefied natural gas (LNG) value chain for heavy-duty vehicles and maritime transport, Edison is also actively engaged in the development of hydrogen mobility, with particular attention to logistics and intermodal hubs. In cooperation with leading associations and industrial clusters such as ALIS and Circolo delle Imprese, the Group is developing pilot projects in ports, airports and inland logistics hubs, with the aim of creating integrated ecosystems where road and rail transport converge, serving both freight and passenger mobility. Projects already under development include the construction of a hydrogen refuelling station at Milan Malpensa Airport and the deployment of more compact solutions for locations with limited space, such as Brescia and the Port of Savona. Edison is also exploring synergies between hydrogen and new energy carriers such as ammonia, methanol and non-fossil e-fuels. These solutions are expected to play a decisive role in the decarbonisation of sectors such as maritime transport and aviation,





where direct electrification faces significant technical and economic limitations. From this perspective, hydrogen becomes not only an end-use energy carrier, but also an enabling element for the production of alternative fuels.

THE CONDITIONS FOR MARKET DEVELOPMENT

Despite the strong momentum in project development, the widespread deployment of hydrogen remains closely linked to the economic sustainability of the initiatives. On the one hand, producers are required to make substantial investments and secure long-

term purchase commitments, which are essential to ensure the economic and financial viability of projects. On the other hand, end users require a fuel that is competitive with conventional fuels already available on the market. It is precisely at this point that the forthcoming Tariff Decree comes into play, as it is widely regarded as a key driver for the development of the hydrogen market. Until now, incentive mechanisms have focused primarily on capital expenditure (Capex), which, however, represents only a limited share of the overall cost of hydrogen production. The

largest component lies instead in operating expenditure (Opex), particularly the energy costs associated with the operation of electrolyzers. The Tariff Decree aims to address this imbalance by introducing mechanisms capable of supporting operating costs and bridging the economic gap between hydrogen and conventional fossil fuels such as natural gas and diesel. The objective is to make hydrogen not only an environmentally sustainable choice, but also an economically competitive solution for end users. The integration of support mechanisms for both Capex and Opex

therefore represents a crucial step towards unlocking investments and fostering the development of a genuinely competitive hydrogen market. The approach outlined by Edison confirms that the development of hydrogen requires a systemic perspective, in which technological innovation, industrial models and regulatory frameworks evolve in a coordinated manner. Only through such an approach will hydrogen be able to demonstrate its full potential on a large scale, enhancing industrial competitiveness and strengthening the country's energy security.



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