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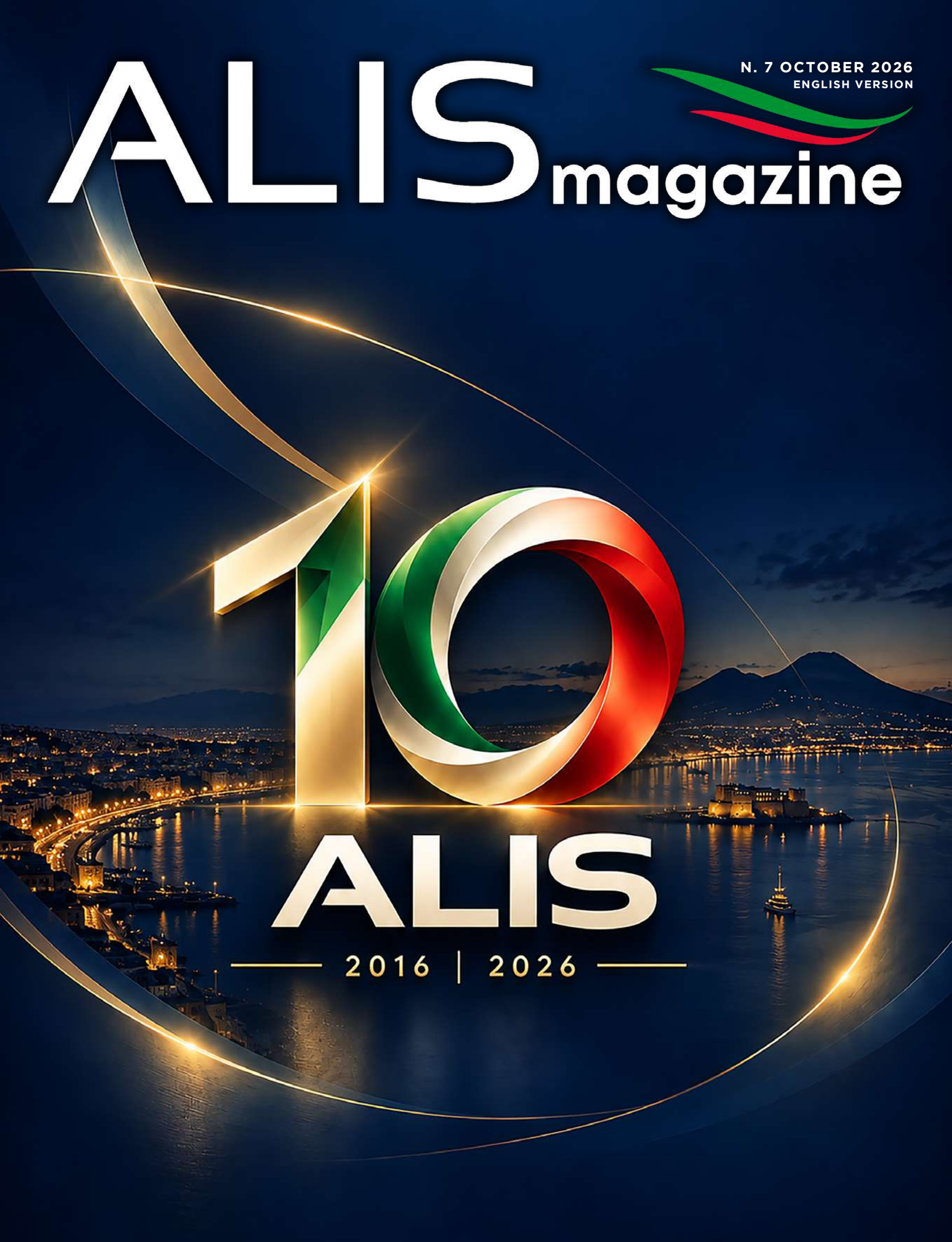

Il nuovo retrattile Linde Ri14 – Ri18.
Focalizzato su ciò che conta.

La vera performance nasce dalla concentrazione. Non ogni operazione richiede la massima performance – ma ogni operazione richiede quella giusta. Il nuovo Linde Ri14 – Ri18 offre una combinazione perfettamente bilanciata di agilità, ergonomia e sicurezza. Progettato come soluzione modulare, fornisce di serie tutto ciò che serve e consente di adattare le prestazioni alle tue esigenze. **Ingegnerizzato per la performance di ogni giorno – focalizzato su ciò che conta.**

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TEN YEARS AGO, A VISION: ALIS

By Guido Grimaldi

Ten years ago, we had a vision: to create a common home capable of representing the entire transport and logistics supply chain, with intermodality, sustainability and competitiveness at its heart.

ALIS was founded on 16 October 2016 by forty founding members, who shared the conviction that our sector needed a new kind of representation, modern and pragmatic, capable of overcoming divisions and vested interests, and grounded in the understanding that transport is one large interconnected system.

As President, I have had the privilege and responsibility of guiding ALIS from the very beginning. I still remember the enthusiasm of those first meetings, the ideas we shared and our growing awareness that we were building something different. We did not simply want to establish another association: we wanted to help change the way logistics was perceived and understood in Italy.

Ten years on, we can say that this vision has delivered results that would have been difficult even to imagine at the time. Over that time, the world has changed. We have lived through a global pandemic, an energy crisis, Russia's war against and Ukraine, tensions in the Middle East and the Red Sea, and far-reaching shifts in geopolitical and trade dynamics. These events have demonstrated a truth that is too often overlooked: without transport and logistics, there can be no economy, industry or growth.

Today, Europe and Italy face choices of equal consequence. We must accelerate the environmental transition, without undermining the competitiveness of our businesses. The extension of the EU ETS to maritime transport, European decarbonisation policies, energy costs and international competition all remind us that environmental, economic and social sustainability must advance together.

This has always been ALIS's position: sustainability cannot remain an abstract principle; it must find expression in development, investment and employment.

Over the past ten years, we have supported measures such as Marebonus and Ferrobonus, the renewal of maritime and commercial vehicle fleets, the development of intermodal logistics hubs, the strengthening of the TEN-T network, the Single Special Economic Zone, and investment in strategic infrastructure. We have championed intermodality and continuity of transport services to the islands, while ensuring that the voice of Italian businesses is increasingly heard in Brussels.

But ALIS is defined not only by what we have achieved, but also by what we have built. Over the years, we have established ALIS Service, ALIS Europe, ALIS Academy, ALIS Channel, ALIS Magazine and ALIS per il Sociale. We have invested in young people, education and training, communication, and the promotion of a culture of sustainability. We also launched LET EXPO, establishing Verona as a major forum where businesses, institutions, students and citizens come together to discuss the future of transport and logistics.

Behind every achievement are the entrepreneurs who believed in ALIS, the companies that chose to share our journey, the colleagues who have worked with extraordinary passion, the young people who have grown alongside us, and the institutions with which we have built an ongoing and constructive dialogue.

I extend my heartfelt thanks to each and every one of them.

Looking back, what makes me proudest is ALIS's ability to bring people, experience and generations together around a shared vision. Ten years is an important milestone. But I do not see it as a destination. In 2016, we asked ourselves what the future of Italian logistics might look like. Today, we must ask an even more ambitious question: what role do we want Italy to play in European and global logistics over the next ten years?

ALIS will continue to play its part, with the same independence, enthusiasm and pragmatic approach that have guided us from the very beginning. Our first ten years tell the story of where we come from. The next ten will show just how far we can go.

Guido Grimaldi
President of Alis
and author
of this editorial

COLOPHON

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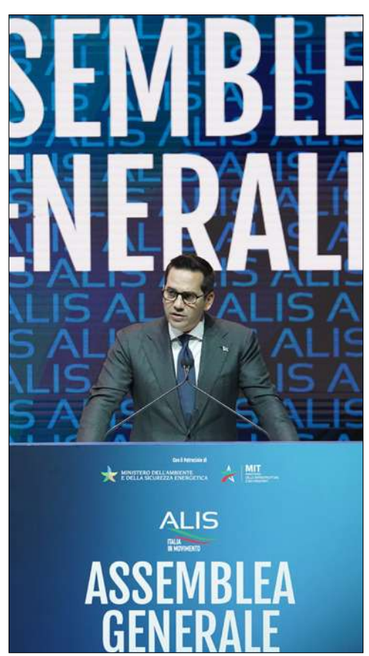

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Alètheia s.r.l.

LE COMPETENZE NON SI IMPROVVISANO.
SI PROGETTANO.

La formazione può costare meno di quanto si pensi: i Fondi Interprofessionali, con le risorse accantonate dall'azienda e con gli avvisi di sistema, sono pronti a finanziare percorsi reali **senza pesare sui costi aziendali**.

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Guido Grimaldi
President of Alis

TEN YEARS OF ALIS

ALIS, THE DECADE THAT BROUGHT SEA, LAND AND AIR TOGETHER

Intermodality was the founding idea behind an unprecedented cluster that has since grown into a strong network of 2,700 companies, 633,000 workers and €186 billion in turnover. The network continues to expand. Founded and led by Guido Grimaldi, ALIS will celebrate its tenth anniversary on 9 December at the Teatro San Carlo in Naples. The occasion promises to be a truly memorable event, offering a look back at a decade of intense activity marked by geopolitical "black swans", battles over key principles in Brussels, high-level institutional engagement in Rome and across Italy, the forging of new alliances, and the growth of a trade fair into a true "agora"

By Sergio Luciano

The Founding
Guido Grimaldi, together with Marcello Di Caterina, signs the documents formally establishing ALIS

For the Pythagoreans, ten was the perfect number. They represented it as a triangle of dots, known as the tetraktys: one at the top, then two, then three, then four. Together the dots add up to ten. In this figure the Pythagoreans saw the order of the universe, from musical harmony to the movement of the heavens.

The same pattern offers a striking way to look at ALIS, the Sustainable Intermodal Logistics Association, as it celebrates the tenth anniversary of its founding.
First, the founding idea: intermodality as the guiding principle, the ability to move goods by combining different modes of transport while easing the burden on the road network.

Second, the two fundamental elements that this idea brings together: sea and land.
Thrird, the three pillars that underpin so many of the Association's initiatives and communications: environmental, economic and social sustainability.
Fourth, the modes of transport: road, rail, sea and air. Air transport is the most recent mode to be represented

In 2017
Guido Grimaldi was interviewed by Bruno Vespa during ALIS's first General Assembly

The ALIS Awards

Established in December 2023 to recognise those committed to advancing sustainable mobility. In the picture: Antonio Tajani, Minister of Foreign Affairs

"ALIS's successful growth is reflected in the figures regularly shared by the Association across its television, print and digital communications"

within the association in a significant way: ITA Airways joined ALIS in September 2025, followed by ENAV, Italy's air navigation service provider, in December.

A NATIONAL-CHAMPION GROWTH STORY

ALIS's growth is reflected in the figures the Association shares at its major public events and through its various channels: on television via ALIS Channel; in print and online through ALIS Magazine; and on its website, social media platforms and app. In May 2025, at Villa Borghese, ALIS counted 2,400 members, representing 425,000 workers and €117 billion in aggregate turnover. By December, at Rome's Auditorium Parco della Musica, membership had risen to 2,450, with 476,000 workers and €150 billion in aggregate turnover. By September 2026, at the Council meeting in Ascoli Piceno, held at the historic Teatro Ventidio Basso, these figures had climbed to 2,700 members, more than 633,000 workers and €186 billion in aggregate turnover. Equally significant is the calibre of the organisations that

In 2019

ALIS at Transpotec Logitec in Verona

Let Expo

The first edition was held in March 2022. In the picture: the ribbon-cutting ceremony with the attending authorities

The full team

The team on stage at Let Expo

TEN YEARS OF ALIS

ALIS for Social Causes

FIFA World Cup winner Fabio Cannavaro takes part in an event at the LetExpo pavilion dedicated to solidarity and social initiatives. He is pictured with Guido and Eugenio Grimaldi

have joined ALIS over the years. Their presence reflects the steady evolution and expansion of an Association which alongside shipowners, freight forwarders and road haulage operators, now brings together major industrial groups and an increasingly diverse business community: leading companies in defence, telecommunications and technology, international players in the cruise industry; businesses in energy, real estate and steelmaking; providers of physical and digital infrastructure; and some of Italy's and the world's foremost logistics operators.

In short, the logistics sector, as ALIS understands and represents it is no longer an industry unto itself. It is the circulatory system connecting industry, technology, real estate, finance, healthcare and security. In a word: the economy.

WHAT COMES FROM THE SEA MUST RETURN TO THE SEA

One phrase encapsulates the policy battle ALIS has pursued in recent years: "What comes from the sea must return to the sea." Guido Grimaldi expressed it forcefully at Villa Borghese in May 2025, in the presence of Ministers Francesco Lollobrigida and Gilberto Pichetto Fratin, and has reiterated it on every subsequent occasion. At the heart of the debate are the EU Emissions Trading System (ETS), which puts a price on transport emissions, and the FuelEU Maritime Regulation. The principle is straightforward: if shipowners and road haulage operators are required to pay, the resulting revenues should flow back into the sector through incentives for intermodal transport, a lower-emission alternative. Schemes such as Sea Modal Shift and Ferrobonus can help achieve this.

Sea Modal Shift was initially funded at €20 million a year. ALIS called for that allocation to be increased first to €100 million and then to €150 mil-

“If one phrase encapsulates the policy battle ALIS has pursued in recent years, it is this: “What comes from the sea must return to the sea.” Guido Grimaldi first articulated it at Villa Borghese in May 2025”

lion. RINA estimates cited by the Association put the cost of the ETS for the European fleet at €5.7 billion in 2025 and more than €8.2 billion in 2026.
Political support has been built step by step. At the Council meeting in Como in June 2025, Deputy Prime Minister Matteo Salvini argued that the transition should be supported, not imposed. In Manduria, in July 2025, Deputy Minister Edoardo Rixi pledged that every euro would be channelled back into the maritime sector. The first tangible result followed in March 2026, when an amendment to the Energy Decree earmarked ETS revenues for transport decarbonisation.
The focus then turned to Brussels. On 3 and 4 June 2026, Marcello Di Caterina, Vice President and Director General; Antonio Errigo, Deputy Director General and ALIS Europe Coordinator; and Diana Fabrizi, Head of Institutional Relations, met Apostolos Tzitzikostas, European Commissioner for Sustainable Transport and Tourism. They also met MEPs Carlo Fidanza, Massimiliano Salini, Elena Donazzan, Alessandra Moretti, Daniele Polato, Paolo Borchia and Stefano Cavedagna, and took part in a roundtable discussion on biomethane with Dario Nardella.
On 17 July, the European Commission’s proposed revision incorporated two of

Francesca Fiorini
Secretary General of ALIS

Marcello Di Caterina
Vice President and Director General of ALIS

“Alongside shipowners, freight forwarders and road hauliers, ALIS brings together major industrial groups and an increasingly diverse range of businesses, from leading companies in defence, telecommunications and technology to those operating in energy, real estate, and physical and digital infrastructure”

ALIS’s key requests: the reinvestment of revenues in the sector through the new SMAP instrument, and a commitment to avoiding double taxation under the future IMO system. Two issues remain unresolved: the continuity of transport links to the islands and the risk of a modal shift from sea back to road.

THE YEAR OF HORMUZ

After a 2025 marked by tariffs imposed by the Trump administration, weathered by the logistics sector with considerable expertise, composure and effectiveness, 2026 put the entire industry to the test once again, and more severely. The crisis in the Strait of Hormuz sent ocean freight rates, insurance premiums and fuel prices soaring. At ALIS’s Board meeting in April, Guido Grimaldi spoke openly of the risk of paralysis. On 25 May, at Palazzo Chigi, the Italian government announced €300 million in tax credits for the road haulage sector, in line with the proposals ALIS had submitted to Matteo Salvini, Minister of Infrastructure and Transport. In July, Brussels authorised the measure under the temporary framework introduced in response to the Middle East crisis: it covers up to 70% of the additional cost of fuel purchased between March and June.
On 17 September, at the Council meeting hosted by Mayor Marco Fioravanti at Teatro Ventidio Basso, in Ascoli Piceno, Undersecretary of State for the Economy Lucia Albano outlined the way forward: increasingly structural forms of support, designed not simply to help businesses move from one emergency to the next, but to enable them to pursue sustained growth. Also in attendance were Deputy Minister of Infrastructure and Transport Edoardo Rixi, MIT Director General Donato Liguori, and the presidents of several major Port System Authorities, including Mirco Carloni, Francesco Benevolo and Francesco Mastro. They came together to discuss port reform.

THE MEDITERRANEAN AS DESTINY

Eight of the Mediterranean’s ten leading Ro-Ro ports, facilities handling trucks and trailers, are in Italy. Over the past decade, which coincides with ALIS’s existence, Italy’s share of this market has doubled, from 13% to 26%. Guido Grimaldi highlighted this achievement in Manduria, at Bruno Vespa’s Masseria Li Reni, where the Association gathers every summer in early July. In 2025, the central theme was the Motorways of the Sea linking Italy, Greece and Türkiye.
In 2026, the debate focused more decisively than ever on Southern Italy, whose economy had been growing faster than the rest of the country for the fourth consecutive year, and on its production chains, with particular em-

TEN YEARS OF ALIS

phasis on the impact of the NRRP and the Single Special Economic Zone (SEZ). That evening, ALIS President Guido Grimaldi and Confagricoltura President Massimiliano Giansanti signed a memorandum of understanding to bring the logistics and agrifood sector closer together. Over the years, ALIS has also developed and signed numerous other agreements, including one on internationalisation with the Spanish Chamber of Commerce in Italy and another with ANITA, which promotes collective bargaining in road haulage as a mean of combating social dumping. These are only two examples, albeit particularly significant ones.

A TRADE FAIR THAT BECAME AN AGORA

Conceived by Guido Grimaldi, LET EXPO was launched in 2022 in partnership with Veronafiere, chaired by Federico Bricolo. In just five editions, it has established itself as a leading forum for economic, political and institutional dialogue, as well as a key business event. The 2025 edition was awarded the Medal of the President of the Republic Sergio Mattarella, and received a message from President of the Senate Ignazio La Russa. It brought together 500 exhibitors, 130,000 visitors and 350 speakers. The 2026 edition welcomed more than 550 exhibitors and over 120,000 visitors, while international participation increased by 25%. The main focus was the application of artificial intelligence to fleets and supply chains. Among the many announcements and institutional events, particular highlights included the strong presence of government representatives and the presentation of the cybersecurity agreement between ALIS and Italy's Postal and Communications Police.

HUMAN CAPITAL

Another landmark achievement in the Association's recent history has been the creation of more than 10,000 empolyment opportunities through ALIS Academy, reflecting ALIS's longstanding commitment to education and training. Around this core mission, a broader network of partnerships has taken shape. These include an agreement with RESIL; a network of logistics schools chaired by Brigida Morsellino; cooperation with the national ITS network led by Guido Torrielli; and ties with the sustainable mobility ITS network led by Silvio Busico. Together with the University of Bari, led by Rector Roberto Bellotti, ALIS has also launched a short Master's programme in major logistics infrastructure, directed by Ugo Patroni Griffi. The LUISS School of Government and the Don Tonino Bello Institute in Tricase have also joined ALIS as honorary members. ALIS's institutional mission is further strengthened by another valuable commitment: social inclusion. At LET EXPO, held at Veronafiere, ALIS devotes an entire pavilion to the Third Sector and social initiatives. At the latest edition, the pavilion brought together more than fifty organisations, with the support of Minister Alessandra Locatelli and the Municipality of Verona.

The Alis Team

From left: Marcello Di Caterina, Vice President and Director General; Guido Grimaldi, President; Francesco Abate, Chief Executive Officer of ALIS Service; and Antonio Errigo, Deputy Director General

Opening of the ALIS for Social commitment exhibition area at LET EXPO 2026

> **At LetExpo, held at Veronafiere, ALIS dedicates an entire pavilion to the Third Sector and social initiatives. At the latest edition, it brought together more than fifty organisations, with the support of Minister Alessandra Locatelli and the Municipality of Verona**

TEATRO SAN CARLO

For the event marking its tenth anniversary, ALIS has chosen, not by chance, Naples' world-renowned Teatro di San Carlo, Europe's oldest continuously active opera house. It stands just a short distance from the port of Naples, where all began ten years ago.
The date is already set: Wednesday, 9 December. In the tetraktys, nine is the number that comes immediately before fulfilment. Then comes ten, which for the Pythagoreans represented both an ending and a new beginning.

Inside the Ventidio Basso Theatre
in Ascoli Piceno

ALIS COUNCIL MEETING IN ASCOLI PICENO

The meeting provided an opportunity for dialogue with institutions and businesses on competitiveness, ports and infrastructure, while also welcoming important new members. Guido Grimaldi: «We would like to thank our members, as well as the local and national institutional representatives who joined us, including Mayor Fioravanti, Undersecretary Albano and Deputy Minister Rixi»

Guido Grimaldi
President of Alis

It is a great pleasure to bring our Members' Council together in Ascoli Piceno. It has become a welcome tradition for ALIS to meet in different parts of Italy, because we believe it is important to engage directly with local communities, businesses and the many centres of excellence that contribute every day to the country's growth. The Marche region stands out for its entrepreneurial strength, deeply rooted work ethic and the close ties between its institutions, local communities and the businesses. It also has an extraordinary wealth of art and culture, as this magnificent historic venue, the Teatro Ventidio Basso, so clearly demonstrates. We would therefore like to thank Mayor Marco Fioravanti and the local institutions for joining us and for their exceptional hospitality."

With these words, ALIS President Guido Grimaldi opened the Association's Members' Council meeting at the Teatro Ventidio Basso in Ascoli Piceno, attended by numerous business leaders and institutional representatives. Alongside the Mayor, participants included Deputy Minister for

Marco Fioravanti
Mayor of Ascoli Piceno

"At a time marked by geopolitical shifts, Italy is showing encouraging signs in terms of economic growth, employment and political stability"

On stage

Guido Grimaldi
with Marcello Di Caterina
and Francesca Fiorini

Roberta Faraotti,
President of Confindustria Ascoli Piceno

Infrastructure and Transport Edoardo Rixi; Undersecretary of State for Economy and Finance Lucia Albano; Donato Liguori, Director General at the MIT; and the Presidents of Port System Authority Mirco Carloni, Francesco Benevolo and Francesco Mastro.

"At a time when the international landscape is being reshaped by profound geopolitical changes, shifting supply chains and mounting pressures on energy markets, Italy is making significant progress in terms of economic growth, employment and political stability. Against this backdrop, transport and logistics are playing an increasingly strategic role in strengthening business competitiveness and connecting territories, markets and people. We are proud that our members and the institutional representatives gathered here today are helping to further highlight the importance of our sector.

Today's Council meeting provided an important opportunity for dialogue, the exchange of views and active participation. Discussion focused on the Association's work and on issues of particular relevance to Italy's economic and social landscape. The meeting also

"Today's Members' Council provided an important opportunity for participation and dialogue, while also marking another step forward in ALIS's growth, with numerous new organisations joining the Association"

The ports panel

On stage, Deputy Minister Edoardo Rixi and Port Authority Presidents Mirco Carloni, Francesco Benevolo and Francesco Mastro, with Roberto D'Antonio and Beatrice Tacchini moderating the discussion

marked another step forward in ALIS's growth, with several new organisations joining the Association as Council Members: BRT, one of Italy's leading express transport operators, with a network of more than 200 branches and over 11,000 vehicles serving domestic and international shipments; Royal Caribbean Cruises Ltd, a global leader in the cruise industry and owner of some of the most prestigious brands in international maritime tourism; Logtainer Srl, an operator specialising in intermodal and rail container transport, connecting Italy's main ports with key industrial districts across the country; GTA Srl, a new national platform dedicated to port logistics for finished vehicles, established through an alliance between the Arcese, Conti and Cosulich families to support the automotive supply

"These important new members bring fresh expertise, experience and energy to ALIS, further strengthening a network that connects businesses, territories and different sectors"

Lucia Albano
Undersecretary of State at the Ministry of Economy and Finance

Francesca Fiorini
Secretary General of ALIS

"We look forward with great enthusiasm to the Association's next major national event: the General Assembly, which will celebrate ALIS's 10th anniversary, and is set to take place on 9 December at the Teatro San Carlo in Naples"

Roberto Cruciani
The tenor from Ascoli Piceno who performed at the close of the proceedings

Marcello Di Caterina
Vice President and Director General of ALIS

Together

Ascoli Piceno Mayor Marco Fioravanti presents a token of appreciation from the city to Deputy Minister Edoardo Rixi

“Rixi: Port reform is a strategic choice for Italy. It means strengthening our economy, making the logistics system more competitive and enabling ports to plan and deliver the infrastructure the country needs”

chain; and D’Autilia Group, which provides insurance advisory and risk management services for the yachting and maritime sectors.

Kunee Srl, a consultancy specialising in subsidised finance, the energy transition and support for businesses pursuing innovation and growth; Sintesi SpA, which specialises in occupational health and safety, organisational consultancy and occupational medicine for companies and public bodies; and Natek Srl, an engineering company specialising in the design and construction of high-tech industrial plants for a range of manufacturing sectors.

“These new members, bring fresh expertise, experience and energy to ALIS, further strengthening an increasingly broad and representative network that connects businesses, territories and sectors. We are extremely proud of our Association, which continues to grow as a community of people and businesses, to build synergies and create new opportunities for dialogue on the future of logistics, transport and mobility,” Grimaldi added.

Speaking at a session on ports held alongside the Council meeting with Port System Authority Presidents Carloni, Mastro and Benevolo, Deputy Minister for Infrastructure and Transport Edoardo Rixi said: “Port reform is a strategic choice for Italy. It means strengthening our economy, making our logistics system more competitive and enabling our ports to plan and deliver the infrastructure the country needs. Italy must once again see its ports not simply as infrastructure, but as drivers of growth, security and economic sovereignty in the Mediterranean.”

Lucia Albano, Undersecretary of State at the Ministry of Economy and Finance, delivered her remarks noting that the international situation is highly fluid and constantly evolving. “The Government will continue to support sectors navigating this period of crisis, while safeguarding sound management of public finances. This is what we have already done through the various fuel relief measures and the tax credit for the road haulage sector. We will continue in this direction, recognising that support for businesses and productive sectors must increasingly take a more structural form. We cannot simply help businesses move from one emergency to the next; we must be able to support them through a period of difficulty that is becoming increasingly complex.”

President Guido Grimaldi concluded: “At ALIS, we will continue to work alongside businesses and institutions on infrastructure, intermodality, ports, energy and sustainability. We are also eagerly anticipating the Association’s next major national event: the General Assembly, which will celebrate ALIS’s tenth anniversary and will be held on Wednesday, 9 December, at the magnificent Teatro San Carlo in Naples.”

Antonio Errigo

Deputy Director General of ALIS, Coordinator of the ALIS Europe Department and Head of International Relations

TEN YEARS ON: THE EUROPE WE ARE STILL WAITING FOR

Looking back over the decade since 17 October 2016, as ALIS marks its tenth anniversary, Focus Europa reflects on ten years of EU policymaking. The decade has brought strategies, regulations and sweeping declarations, yet too few tangible results for those who move goods and people every day. From intermodality and sustainability to island connectivity and infrastructure, it is time for Brussels to reasses its choices once again in light of the realities on the ground *By Antonio Errigo*

CURRENT AFFAIRS

It was Monday, 17 October 2016. Somewhere on an Italian motorway, a truck was travelling the final kilometres towards a port. Not far away, a Ro-Ro vessel was preparing to set sail. Along another European logistics corridor, a semi-trailer was being loaded onto a freight train bound for another country.

It was an everyday snapshot of a continent shaped by the movement of people and goods. In Rome, on that very same day, ALIS was founded.

Ten years later, we can pause and look back. Not only to celebrate what we have become, but also to ask ourselves what Europe has become in the meantime.

In 2016, Jean-Claude Juncker was leading the European Commission and the Brexit referendum had just shaken the foundations of the Union. Since then, Europe has passed through three political seasons: the final years of the Juncker Commission and Ursula von der Leyen's two terms. In between came a pandemic, war on Europe's doorstep, an energy crisis, inflation, fragile supply chains and growing competition with the United States and China.

The Union has changed. But one question remains: how much has it really changed for those who transport, produce, invest and work?

Over the years, in the pages of ALIS Magazine, through Focus Europa, we have covered the French Presidency of the Council of EU, the energy crisis, Fit for 55, sustainability, the successive Presidencies of the Council of the EU, the relationship between Brussels and Italy and, more recently, the return of tariffs and the new global balance of power.

"Sustainability has risked turning from a pragmatic and widely shared objective into a self-referential regulatory construct, with political ambition moving faster than innovation, infrastructure and the market"

One policy file perhaps tells the story of this decade better than any other: combined transport. The relevant directive dates back to 1992. The Commission attempted to reform it in 2017, before withdrawing the proposal in 2020 after years of negotiations. A new text was presented in 2023 and, as of September 2026, the legislative process has yet to be completed.

It is difficult to find a better metaphor. While a company can invest within weeks, purchase vehicles and equipment within months and respond to international crises within hours, Europe can take almost a decade to update one of the pillars of its intermodal transport policy. Brussels has produced a great deal, but too often it has decided too little.

Everyone agrees on the need to shift freight towards modes of transport with a lower environmental impact. Yet, while the objective is European, the instruments remain predominantly national. Marebonus, Ferrobonus and Sea Modal Shift are important Italian examples, but each Member State develops its own incentives, procedures and timelines.

Goods travelling from Sicily to Germany cross what is, on paper, a single market, yet encounter different infrastructure systems and economic conditions. We ask companies to operate as European businesses while, all too often, continuing to govern logistics as the sum of twenty-seven national policies.

Then came the Green Deal.

Since 2019, sustainability has been at the heart of the European agenda. This is an objective ALIS fully shares: the word "sustainable" has been part of our name since 2016. At times, however, the problem has been the method.

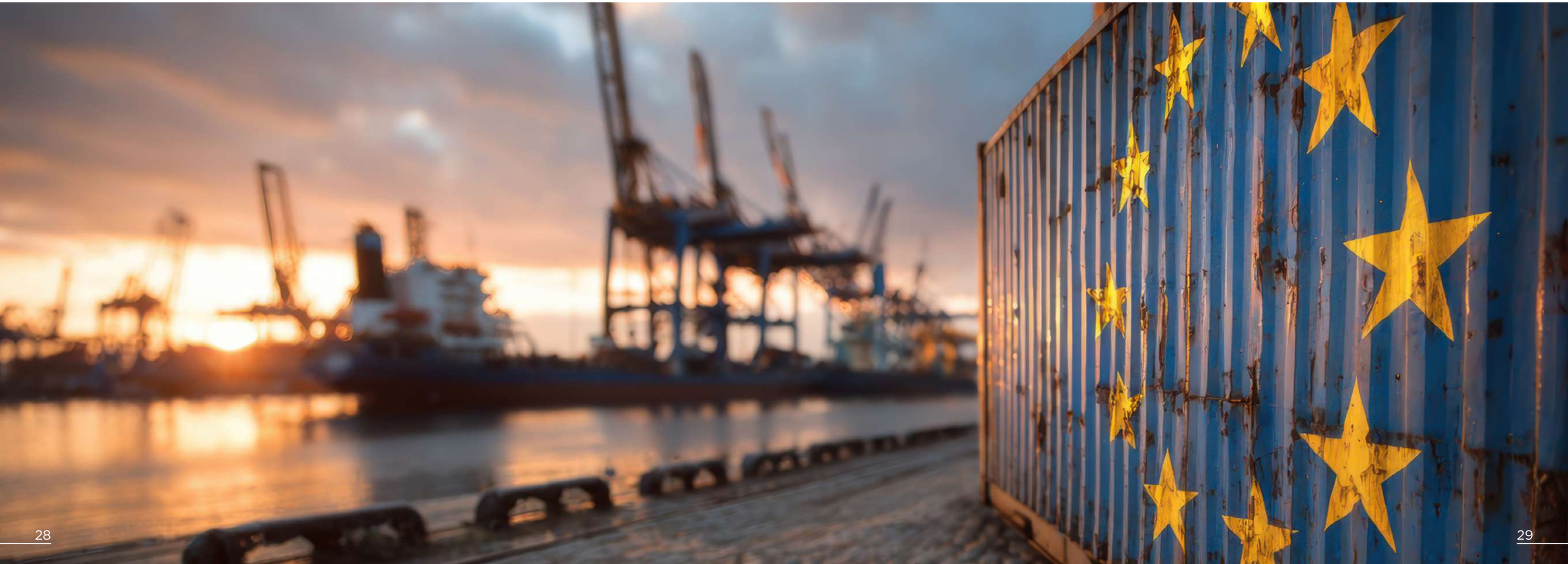
Sustainability has risked turning from a pragmatic and widely shared objective into a self-referential regulatory construct, with political ambition moving faster than innovation, infrastructure and the market.

The green transition only makes sense if it is also an industrial transition. Otherwise, it risks becoming a transfer of costs. This applies to the economy, and even more so, to transport: it is easier to classify an investment as sustainable than it is to decarbonise a ship that crosses the Mediterranean every day or a truck that supplies a factory. Sustainability

cannot be the pursuit of environmental perfection. It must be the art of progressively improving what is economically and technologically possible.
The clearest example is the EU ETS for maritime transport, introduced in 2024, followed by FuelEU Maritime. Europe has developed one of the world's most advanced environmental regulatory frameworks. But being first does not necessarily mean having found the right balance.
We have consistently championed a simple principle: those who pollute must contribute to the transition, but a significant share of the sector's contribution must be reinvested within the sector itself, supporting fleet renewal, alternative fuels, ports, electrification and innovation. Only now, in 2026, with the new EU Industrial Maritime Strategy and the revision of the ETS, does Brussels appear to be recogning this need more clearly.
These are positive signs, but they have come after the costs were imposed. Perhaps the approach should be reversed: first create the technological, infrastructural and economic conditions for the transition; then accelerate the introduction of obligations.
There is also a fundamental issue for Italy: island connectivity. Sicily and Sardinia are not geographical appendages of Europe. They are Europe. And yet, for years, the specific circumstances faced by large islands have remained a marginal concern. When an additional cost is imposed on maritime connections to and from an island, we are not taxing only a ship: that cost can be passed on to goods, businesses and, ultimately, families. The continuity of transport links to and from the islands cannot be assessed solely in terms tonnes of CO_2. Geography must also be taken into account. Only in 2026 did Europe adopt its first strategy dedicated specifically to islands.This is certainly a step forward. But Article 174 of the Treaty has long recognised the permanent geographical disadvantages they face. Geography has not changed. What has finally changed is the political attention it receives.

“On infrastructure, it would be unfair to deny the progress that has been made. Yet a corridor can only be considered truly effective when goods can cross Europe without any loss of competitiveness, and when maritime, rail and road transport operate as integrated components of a single system rather than as competing modes driven by ideological considerations”

On infrastructure, however, it would be unfair to overlook the progress that has been made. The new TEN-T Regulation sets targets for 2030, 2040 and 2050 with a focus on railways, terminals, ERTMS and maritime integration.
But European corridors cannot be reduced to coloured-coded lines on a map. A corridor truly exists when goods can cross Europe without losing competitiveness because of bottlenecks, congested terminals and inadequate last-mile connections. And when sea, rail and road form part of the same system rather than being treated as ideological rivals.
Over these ten years, however, Europe has been about more than regulations. It has also been about people.
On 11 January 2022, David Sassoli, President of the European Parliament, passed away. His death also left a symbolic wound. Sassoli belonged to an Italian tradition that sees Europe not as a negation of the nation state, but as its fulfilment.
Italy is one of the Union's founding countries. It must therefore aspire not only to make demands of Europe, but also to help shape its direction. The Mediterranean, ports, shipping and logistics are areas in which Italy's voice cannot be peripheral.
Sometimes, to understand Europe, it helps to observe it from a distance. As early as 2016, Nobel Prize-winning economist Joseph Stiglitz identified a contradiction in European integration: common instruments had been created without always establishing equally effective institutions to manage the differences between Member States.
Henry Kissinger, meanwhile, described a Europe suspended between nation states that had surrendered parts of their sovereignty and a Union that had yet to achieve political cohesion. Yuval Noah Harari has stressed the importance of European prosperity to the wider world, while also highlighting the ground Europe has lost to the United States and China in certain strategic and technological sectors.
Perhaps this is where the contradiction of these ten years lies: we need more Europe, but not necessarily more European rules.



“Perhaps no dossier better captures the story of this decade than combined transport. The relevant Directive dates back to 1992. The European Commission proposed a reform in 2017, but withdrew it in 2020 after years of negotiations. A new proposal followed in 2023; as of September 2026, the legislative proces remains unfinished”

We need more Europe in investment, infrastructure, research, industrial policy, incentives for intermodality and the capacity to compete globally.

In recent years, however, something seems to have begun to change. The Draghi Report, the Competitiveness Compass, the Clean Industrial Deal and the Maritime Industrial Strategy have brought competitiveness, industry and investment back to the centre of the agenda. Perhaps Brussels is beginning to understand what businesses have been saying for some time: sustainability cannot be achieved without competitiveness. The real transition does not consist in making what already exists impossible, but in making possible what does not yet exist.

Over the next ten years we need a more pragmatic Europe: a common policy for intermodality; environmental tax revenues reinvested in the transition; concrete protection for islands; efficient infrastructure; technological neutrality; and coordination with the IMO and the world’s major global players.

Let us return, then, to that truck, that ship and that semi-trailer crossing Europe on 17 October 2016, as ALIS was taking its first steps. Ten years later, they will be more efficient, more digitalised and more sustainable. But people will still be responsible for ensuring that goods are delivered by the following morning.

Perhaps Brussels should begin again with them. Not with a new acronym or yet another target for 2030, 2040 or 2050. But with a single question: will this decision genuinely help Europe move forward?

If, over the next ten years, the answer is yes more often, we will have built a Europe capable of reconciling sustainability with competitiveness, growth with environmental responsibility, and the continent with its islands, across sea, rail and road. True intermodality should begin precisely here: with Europe’s ability to bring together what it has, for too long, treated separately.

And perhaps, when that truck enters the port once again on 17 October 2036, we will finally be able to say that Europe, too, has learned to move at the same pace as those who keep it moving every day.

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1. Comscore, marzo 2024
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