
From change to choice

Beyond digital transformation: a new paradigm
for the mature digital organization.

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signal

BEYOND TRANSFORMATION: THE PRIMACY OF CHOICE

For the European enterprise, **strategic control** is not a technical milestone, but a state of systemic maturity. **It is the power to govern the entire technological stack:** not only the data estate, but the very intelligence of the solutions that animate it.

It finds expression in the freedom to **imagine, compose, and shape one's own ecosystem:** a governance that does not merely endure change, but directs it according to its own identity and ambition. In an AI-driven era, agency means not only controlling where data resides, but also how intelligence is trained, deployed, and evolved over time, **without exporting sovereignty.**

The strategic control (or **digital agency**) transforms technology from a constraint of path into a **right of choice**. It is the definitive transition from a transformation endured to strategic self-determination.

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CHAPTER 01

The maturity of choice

BEYOND THE ADOLESCENT PHASE OF DIGITAL TRANSFORMATION

Digital transformation did not begin yesterday. For over a decade, enterprises have been in a state of "forced evolution" accelerated by global disruption and financed by unprecedented recovery funds, and now electrified by the promise of AI.

In this first phase, the objective was simple: survival through speed. Organizations digitized legacy processes, migrated workloads to the cloud, and connected everything to everyone.

But we are now entering a more focused, sophisticated era. We are moving away from the adolescent phase of digital transformation characterized by a certain enthusiasm and frenetic gold rush and evolving toward a period of maturity.

In this phase, digital is no longer a differentiator; it is the ground beneath every strategy, every process, and every decision.

In a mature digital world, connectivity and cloud are no longer differentiators; they are the ground beneath us. The only remaining strategic advantage is choice.

What remains open is choice. As digital technologies achieve a level of maturity and composability, human creativity must be paired with awareness. We are moving beyond basic optimization toward a **total rethinking of how we live and work.**

This transition requires a fundamental shift in leadership: moving from basic transformation (which implies a finished state at the end of the journey) to stewardship (which implies the continuous next and thus the continuous management of agency).

For Aruba, strategic control means enabling organizations to decide, adapt, and evolve over time without surrendering governance of their data, infrastructure, or potential future decisions.

The most valuable outcome of digital evolution is not the technology itself, but the freedom to decide what comes next. True leadership today is not about jumping blind into the future but the ability to grasp the full implications of the choices we make today and understand what they may unlock, or lock out, in the future.

This is the context in which Aruba defines its role: not as an accelerator of change, but as an enabler of strategic control, helping organizations act with awareness and intent.

Digital transformation as a distinct project is over. It is now simply business strategy. The goal is no longer to 'transform,' but to retain the agency to decide what comes next.

EVIDENCE OF ARUBA'S “BUILDER & MAKER” MODEL

Proprietary infrastructure across Europe: **Aruba designs, builds, and operates its own data centers**, including IT3 in Ponte San Pietro (Bergamo), one of Europe's largest carrier-neutral campuses, alongside its Arezzo (IT1, IT2) and Rome (IT4) sites.

Across its Italian campuses Aruba owns 300,000+ sqm of data-center space with 80 MW+ of reachable IT power to support enterprise, operators and public sector digital evolution.

European jurisdiction by design: Aruba is 100% Italian-owned, headquartered in Italy, with data, infrastructure, and personnel under European law and EU jurisdiction.

Three decades as a digital pioneer: founded in 1994, Aruba serves 16 million users across 8 proprietary European data centers in 6 countries, operating registry services for .cloud and .it domains and qualified trust services at continental scale.

+300K

ITALIAN CAMPUS
FOOTPRINT (SQM)

80MW

IT POWER CAPACITY
OF ITALIAN CAMPUSES

+16M

USERS

8

COMPANY-OWNED
DATA CENTERS ACROSS EU

evidence box

CHAPTER 02

The modern crisis of digital debt

AI HYPE, LEGACY WEIGHT AND THE ORIGIN OF DIGITAL DEBT

We are currently witnessing a peak of hype linked to Artificial Intelligence that threatens to obscure strategic reality.

While boards demand "AI impact," the reality on the ground is different. Most enterprises are discovering that **AI is not a "plug-and-play" miracle but a complex architectural guest** with most efforts limited to siloed POCs and limited reach.

History tells us that every major technology cycle reaches a point where the initial euphoria hits a wall of operational reality: irrational exuberance followed by operational correction. Artificial intelligence, particularly generative AI, is now entering this corrective phase, where the gap between experimentation and production becomes visible.

As the novelty fades, the balance sheet remains and a reality check is due. This is not a failure of the technology, but a failure of the foundations upon which it was built. The challenge for the European enterprise is no longer accessing intelligence, but governing the architecture that supports it without accruing unsustainable 'digital debt'. Mature usage and adoption can only come about once these issues are faced and solved.

This is the decisive architectural question for AI in Europe: **can enterprises achieve high-performance intelligence without abandoning compliance and control?**

To bridge the gap between AI hype and mature productivity, organizations must address what can be described as a Compute–Compliance Paradox.

High-performance AI is difficult to achieve when data is confined to compliant environments that are poorly connected to compute resources. Conversely, AI workloads placed in public cloud environments face constraints when organizations cannot clearly demonstrate where data resides and how it is governed under European law.

In non-European stacks, the intelligence generated can also carry an "egress tax", not only in direct financial cost, but in the increased risk of exposing proprietary data and models beyond the enterprise's control.

The "egress tax" represents the cumulative cost (financial, operational, and intellectual) incurred when an organization attempts to move, retrieve, or transition its data and intelligence out of a proprietary, closed-loop ecosystem.

In this environment, complexity is not the enemy, opacity is. Enterprises do not expect digital environments to be simple; they expect them to be understandable, governable, and evolvable. Opacity arises when leaders no longer know how systems interact, who is accountable, or how changes in one layer affect the rest.

Innovation moves fast, while foundations move slow. The distance between the two, that very real gap, is where accountability blurs, budgets explode and digital debt accumulates.

This challenge is compounded by the weight of legacy.

While we chase the "new," we can assume that **between 50 and 70 percent of enterprise technology remains legacy.**

This is not due to inertia; it is due to responsibility. These systems hold the business logic, regulatory compliance, and institutional memory of the organizations. The modern predicament is the distance between innovation (which moves fast) and foundations (which move slow). When an organization adopts a "fast-track" AI solution without considering its legacy foundation, it creates a "digital debt" that will eventually be called in.

Aruba's architecture is designed to enhance control over compute and data, closing the compute-compliance gap and enabling Private AI deployments without exporting European intelligence.

We are nearing the end of the AI 'honeymoon phase.' As organizations move from experimentation to scale, the performance gap will widen for those who neglected the underlying architecture. Agency will belong only to those who built for the long term.

CHAPTER 03

The strategic turn of infrastructure

INFRASTRUCTURE AS A TECHNOLOGY AND GEOPOLITICAL DECISION

For the European enterprise, digital transformation is no longer merely a technical exercise; it has become a strategic decision with broader implications, requiring a balance between business objectives (and performance) and Digital sovereignty.

Digital choice is rarely taken away by force. It is more often surrendered through false simplicity: sudden digital jumps made without a clear understanding of how data, applications, and responsibilities are distributed; one-click architectural decisions that conceal the true cost of exit; and partnerships that gradually solidify into structural dependencies, where control over terms, data location, or jurisdiction shifts away from the enterprise.

Digital choice is rarely taken away by force. It is lost through 'false simplicity' and dependencies that look like partnerships until they become constraints.

To counter this, **composability** acts as a strategy for sovereignty.

Composable architectures allow organizations to evolve incrementally on foundations that are built, operated, and sustained by those who own them.

Composability here refers to digital foundations and modular components that can be combined, extended, or replaced over time empowering enterprises to enhance legacy systems, adopt market solutions, and evolve with European control over their choices.

In AI-intensive environments, composability is what allows new models and agents to be introduced, scaled, or retired without rewriting history or losing control of data.

As a builder of digital infrastructure and a maker of software platforms, **Aruba provides stable, open layers and its own modular digital components** that enable organizations to connect legacy systems with both purpose-built and market solutions. It does not integrate these elements on behalf of the enterprise; it creates the conditions under which composition remains governable, reversible, and European. This enables European enterprises to evolve on their own terms, engaging global ecosystems without surrendering control or rewriting their digital history.

Every time a European leader chooses a digital stack, they are deciding what their future freedom will look like.

Infrastructure selection, in this context, is no longer an IT procurement task; it is a risk management decision regarding the entity's future optionality.

Will they have the agency to switch providers? Will they have the "Awareness" of where their data truly resides? Or will they "lock out" their future options in exchange for short-term convenience? **Sovereignty and sustainability are not external constraints; they are intrinsic requirements for a European future.**

This is why Aruba as a European builder-maker empowers enterprises with real composability and choice.

Aruba is neither a reseller of third-party platforms nor a system integrator assembling dependencies: it is a European builder of digital infrastructure and a maker of software, open to collaboration yet accountable for the foundations it operates.

The maturity of the modern digital enterprise lies in the proactive choices it makes with global hyperscalers and european players; deciding what to utilize for commodity compute and where to retain its core data and logic. Aruba is the platform that enables and empowers this hybrid approach.

CHAPTER 04

The pillars of autonomy

The structural engineering of trust.

To navigate the modern digital landscape and protect choice, Aruba's approach is grounded in four interconnected principles.

1 RELIABILITY

Reliability is the prerequisite of continuity and, in a mature digital era, the basis of freedom.

It is reflected in the predictability of the stack: infrastructures engineered to absorb regional outages, regulatory change, or geopolitical disruption, to manage AI workloads without forcing a reset of business logic.

This continuity is structural, not aspirational, and is embodied in Aruba's Rating IV (ANSI/TIA-942) certified infrastructure and the resilience of its eight proprietary European data centers.

2 AGILITY

Agility, at this stage of digital maturity, is no longer measured by speed but by optionality, the capacity to reconfigure deliberately as conditions change.

As a builder of infrastructure and a maker of software, **Aruba delivers this across its integrated IaaS, PaaS, and SaaS platforms, developed on open and sustainable foundations.**

With more than 600 engineers building European solutions, agility becomes reversibility: the practical ability to move data and logic with the same intent and control with which they were introduced, to rethink AI architectures as models, regulations, and costs evolve.

3 PROXIMITY

Proximity provides accountability by connecting the digital core of the enterprise to people and services through both infrastructure and responsibility.

Aruba's carrier-neutral connectivity and European backbone link its data centers directly to major Internet Exchanges, enabling low-latency, secure, and scalable interconnection across sites, clouds, and hyperscalers while ensuring continuity, transparent economics, and data residency under European jurisdiction. This proximity ensures that those who operate the digital foundations share the same legal, ethical, and societal obligations as the enterprises they serve.

4 INTEGRITY

Trust by design integrity is the structural layer for secure growth, encompassing data, identity, and transactions. For a European enterprise, compliance with frameworks like GDPR, NIS2, and the AI Act is not friction, it is the essential framework that enables trust at scale.

By embedding these standards into the core architecture, from the depth of physical data center stored data to the most remote digital transaction, **we ensure your evolution remains secure by design. For European enterprises, regulation becomes a competitive advantage,** designed into the foundation rather than a burden imposed after the fact.

True digital autonomy requires foundations that are secure by design and compliant by default: for the European leader, regulation is not friction, but the very framework that turns reliability into trust at scale and integrity into a driver of freedom.



CHAPTER 05

The builder-maker strategy

There is a critical distinction between those who orchestrate solutions and those who build and make them. Aruba is a builder of digital infrastructure and a maker of software. **We design, construct, and operate our own data centers; we develop and run trusted digital services; we own and manage the connectivity** that binds them together.

When you build the foundations, responsibility cannot be externalized, it **must be assumed**.

At the infrastructure layer, ownership of the physical ground means engineering for **resilience, energy efficiency**, and physical security from the bedrock up.

At the software layer, ownership of the code allows Aruba to progressively open its platforms, enhancing **interoperability, portability, and composability**, while preserving the trust, compliance, and operational continuity that define its role in the European digital ecosystem.

Aruba is a Builder and a Maker.
Because we own the infrastructure and
the software, we own the consequences.
We don't just orchestrate solutions; we
sustain them.

In Europe, energy consumption and carbon reporting are now board-level liabilities. Only a partner that builds and manages the full digital stack can provide the transparency needed for true Green Sovereignty.

Aruba's hydroelectric plants and photovoltaic systems are not "offsets", they are our **primary industrial power source**, allowing us to offer a greener, more aware digital future. They are an industrial advantage that provide long term stability when it comes to energy costs.

When digital infrastructure is owned and operated directly, sustainability becomes an operational condition rather than a narrative. Energy transparency, emissions accountability, and long-term cost stability arise from direct operational control, owning the facilities, the power, and the compute, rather than relying on second-hand reporting.

Aruba is a Builder of infrastructure and Makers of solutions. We hold the essential components: the facility, the power, and the compute.

This approach allows us to look beyond simple orchestration and offer structural stability. We own the assets, so we own the consequences, providing a foundation of transparency in a market often defined by complexity.

Sovereignty is architectural, not contractual.
You cannot claim to have choice if the cost
of changing your mind is an egress tax that
threatens your solvency.

CHAPTER 06

Designing for strategic control: from optimization to creativity

As we look toward the 2030s, the focus of digital evolution will shift. The past decade has been defined by optimization: digitizing and scaling what already existed. As enabling digital technologies mature and become increasingly composable, capabilities that were unimaginable only a few years ago are now entering operational reality.

The next decade will be defined by human creativity: not creativity for its own sake, but the ability to use digital foundations to live and work differently, and to rethink business models from the ground up. For the mature digital enterprise, this is not an exercise in acceleration, but in intent. **Creativity at scale requires a grounded approach to evolution and a high degree of stewardship.**

Leaders will be required to manage data, AI agents, and infrastructure as a single, cohesive European estate. The future will not reward those who chased every change; it will reward those who built foundations capable of absorbing change while retaining the ability to choose.

The shift from “adolescent” transformation to “mature strategic control” is now underway. It is a journey from reaction to intent, from acceleration to awareness. By choosing foundations built on **reliability**, **agility**, **proximity**, and **integrity**, European leaders are securing their right to decide their own future.

The era of “move fast and break things” is over for Europe. The winners of the AI era will be those who mastered the architecture of awareness.



APPENDIX

Aruba at a glance: the builder's record



We build and make the European future TOGETHER. Because autonomy is not isolation, it is the freedom to collaborate on your own terms.

From change to choice / Beyond digital transformation, towards strategic control.

Aruba exists to make digital choice possible.

Born digital in Europe, shaped by responsibility and regulation, Aruba operates the foundations on which digital evolution depends.

- **30 years** of continuous growth and independent governance (since 1994)
- **8 proprietary European data centers** (Bergamo, Rome, Arezzo, Ktiš)
- **1.8 billion digital signatures** issued annually, powering the legal framework of Europe
- **16 million users** served worldwide
- **100% European governance** with zero technological lock-in

Aruba Enterprise: building the foundations of choice.

From changes to choices. From reaction to control. Together, let's build the European future.

- **european by nature**
- **secure at the core**
- **sustainable by vocation**
- **Builders & Makers by craft**

aruba
enterprise

APPENDIX

Portfolio focus

The following appendices describe Aruba's portfolio as a **composable system of foundations**, designed to support enterprises across the full arc of digital maturity.

Rather than presenting isolated products, they reflect a progression: from **enabling secure operations**, to **enhancing performance and control**, to **empowering informed choice**, and ultimately **enabling long-term evolution**.

Aruba **enables** digital activity by designing, building, and operating the physical and digital foundations, data centers, energy systems, connectivity, and core platforms, on which continuity and compliance depend. This ownership establishes the conditions for reliability, transparency, and regulatory alignment from the outset.

On these foundations, Aruba **enhances** enterprise capabilities by providing modular,

interoperable layers that improve performance, resilience, and governability across hybrid and Hybrid-cloud environments, without forcing disruptive rewrites of existing systems.

By preserving reversibility and architectural clarity, Aruba **empowers** enterprises to retain governance: integrating global platforms, adopting market solutions, and modernising legacy estates while maintaining control over data, identity, and business logic.

Finally, by keeping future options open, Aruba enables organisations to **evolve** deliberately over time, absorbing technological, regulatory, and market change without surrendering sovereignty or accumulating unsustainable digital debt.

Together, these layers form **Aruba's Composable Portfolio: owned, operated, and governed in Europe, and designed to turn acceleration into control**.

APPENDIX

Data center

The physical foundations of digital choice

Strategic Role

In the mature digital era, data centers are no longer neutral containers for IT assets. From AI workloads to cloud growth and data compliance, they have become critical foundations of the digital economy, shaping resilience, sovereignty, sustainability, and long-term optionality.

For European enterprises, data-center strategy is no longer an operational concern, but a **structural decision** affecting risk exposure, regulatory compliance, and continuity of business logic.

What Aruba builds and operates

Aruba operates as a Builder and Maker of proprietary, carrier-neutral data-center infrastructure. **We design, construct, and operate our facilities directly** because strategic control begins with governance of the physical ground on which digital systems run. Our operating model integrates facilities, power, physical security, and connectivity into a single architectural and operational logic. The objective is not short-term capacity expansion, but the provision of European, resilient, and sustainable foundations that support long-term digital evolution without forcing architectural resets.

Sovereignty and Compliance-by-Design

Sovereignty is architectural, not contractual. Through guaranteed data residency in Italy and 100% European governance, Aruba enables enterprises to comply natively with European regulatory frameworks, avoiding exposure to extraterritorial jurisdictional risk. Compliance is embedded directly into the physical and operational design of our data centers, rather than imposed as an afterthought.



Portfolio at a Glance

- **Scale: 8 proprietary European data centers**, over 300,000 m² of equipped space
- **Power:** 80 MW of IT power supported by more than 300 specialised professionals
- **Resilience:** Rating IV (ANSI/TIA-942) certified infrastructures engineered for maximum operational continuity

Core Capabilities

- **Colocation:** scalable solutions from rack units to fully dedicated data halls and data centers
- **IT Infrastructure Design:** hybrid architectures, migrations, disaster recovery, business continuity, and data-center extension

Value Proposition

Reliability is the prerequisite of freedom. Aruba transforms data-center infrastructure from a pure IT cost into a strategic risk-management asset, enabling enterprises to absorb technical, regulatory, or geopolitical disruption without resetting business logic or strategic direction.

- **Rating IV Reliability:** maximum resilience and operational continuity for mission-critical environments
- **European Sovereignty:** 100% owned and operated in Europe, compliant with EU frameworks

- **Scalability & Modularity:** designed to evolve with your workloads, from edge to hyperscale
- **Green by Design:** powered by proprietary renewable energy plants and certified hydroelectric production
- **Interconnection Hub:** carrier-neutral connectivity across leading IXPs and telco operators
- **Pioneer in Italy's Digital field:** designing, building and operating sustainable data centers for over 30 years.

Contribution to strategic control

In an era of AI and complex workloads, data centers are where digital choice begins. By owning and operating the physical layer, **Aruba delivers transparency, accountability, and Green Sovereignty**, powered by proprietary renewable energy rather than offsets.

Highlights

- Industry-leading infrastructures and operations
- Rating IV ANSI/TIA 942-certified resilience and redundancy
- Pan-European connectivity across six nations
- Green-by-design, powered by renewable energy
- Data sovereignty and compliance at every layer
- Unique expertise in DC design, construction & operations

APPENDIX

Cloud Solutions

European Cloud as an engine of choice

Strategic Role

Cloud computing has become essential to innovation, but not all cloud models preserve freedom of choice. In a mature digital context, the challenge is no longer access to compute, but **governing cloud architectures** without accumulating dependency or hidden exit costs.

What Aruba builds and operates

Aruba delivers a European, hybrid cloud engineered in Europe, designed to guarantee control, resilience, and transparency from infrastructure to software.

Our cloud strategy does not seek to replace global ecosystems, but to enable enterprises to engage with them on their own terms.

Aruba builds and operates bare-metal and virtual compute, public and private cloud environments, and managed platform services, all integrated with proprietary data-center infrastructure.

European by design, hybrid by default

Governed in Europe and aligned with CISPE principles, with active participation in Gaia-X, **Aruba's cloud promotes open architectures, interoperability, and transparency.** This approach mitigates structural risks linked to lock-in and the so-called egress tax, the cumulative financial, operational, and strategic cost of exiting closed ecosystems, while preserving control over core data and business logic.

Portfolio at a Glance

- **Presence:** 200,000+ cloud customers in over 100 countries
- **Ecosystem:** VMware Pinnacle Partner, Red Hat collaboration, Microsoft Azure Local for sovereign deployments

Core Capabilities

- **Bare Metal & High-Performance Compute:** dedicated servers optimised for AI/ML and mission-critical workloads
- **Public, Private & Hybrid Cloud:** IaaS and PaaS services (including Kubernetes and database platforms) with transparent pay-per-use models
- **Cloud Applications:** digital presence, digital productivity and marketplace

Value Proposition

Agility is optionality. Aruba delivers practical reversibility, the ability to reconfigure workloads deliberately, moving data and logic with the same intent and control with which they were introduced.

- End-to-end cloud transformation, with measurable impact
- European cloud engineering & certified experts
- Tailored hybrid & European cloud strategies
- Secure by design & entitled to managing strategic government data
- Continuously evolving skills and methodologies
- Open ecosystem with true freedom of choice

Contribution to strategic control

By embedding sovereignty into cloud architecture, **Aruba preserves the enterprise's capacity to choose, adapt, and evolve over time, without surrendering control of future options.**

Highlights

- **European governance and full data sovereignty**
- **Transparent economics** and zero lock-in
- **Security, compliance and resilience by design**
- Local **expert support** across the entire lifecycle
- **Open, interoperable EU cloud** for hybrid & Hybrid-cloud flexibility
- **Continuous evolution** for new workloads & AI-driven applications
- **Boutique Cloud Service Marketplace**

APPENDIX

Connectivity

Proximity as Accountability

Strategic Role

Connectivity is the invisible layer that enables digital evolution. In distributed, AI-driven environments, it determines performance, resilience, and governability. Connectivity is no longer a transport function, but a **strategic enabler of proximity and accountability**.

What Aruba builds and operates

Aruba operates a European backbone interconnecting its data centers with major Internet Exchanges.

This carrier-neutral network peers with Tier-1 operators and is designed to ensure predictable latency, redundancy, and continuity across hybrid and hybrid-cloud environments, while guaranteeing data residency under European jurisdiction.

Portfolio at a Glance

- **Capacity:** over 1 Tbps of Internet interconnection capacity
- **Availability:** 99.99% network uptime sustained over the last five years

Core Capabilities

- **Inter-Data-Center Connectivity:** high-capacity links supporting resilient architectures and business continuity
- **Multi-Cloud Link:** secure private connections to hyperscalers for European hybrid-cloud strategies
- **Hyper Connect One (L3 VPN):** scalable connectivity for geographically distributed sites

Value Proposition

Aruba delivers a carrier-neutral, transparent economic model with no structural lock-in. Enterprises retain freedom of choice while connecting core systems, cloud platforms, and people without artificial barriers.

- **Carrier-neutral backbone:** with ultra-redundant interconnections and multiple Tier-1 peers
- **Transparent commercial model:** no lock-in, open choice of carriers, clear economics
- **Seamless hybrid & multi-cloud integration** with dedicated links (e.g., DWDM, private fibre) to public cloud platforms
- **100% European-built infrastructure**, engineered for sovereignty, control and compliance
- **Low-latency, high-capacity connectivity** between data centers and sites supporting mission-critical workloads
- **Future-ready architecture:** designed for continuous evolution, AI workloads and next-gen digital services.

Contribution to strategic control

By controlling the connective tissue of digital systems, Aruba ensures that proximity - **technical, legal, and operational** - remains aligned with enterprise responsibility and long-term choice.

Highlights

- **Backbone across Europe** (IT, DE, CZ)
- **Low-latency interconnection** across all DCs
- **Secure, scalable connectivity** for hybrid connections (including hyperscalers & on premise)
- **Guaranteed continuity** and data residency in Italy
- **Transparent economics** with zero lock-in

APPENDIX

Trust & security solutions

Integrity as the foundation of scale

Strategic Role

In digital ecosystems shaped by automation and regulation, **trust is not an abstract value, it is a structural requirement**. Identity, data integrity, and cybersecurity determine whether digital evolution can scale safely and sustainably.

What Aruba builds and operates

Aruba embeds Trust by Design across digital identity, transactions, data protection, and cybersecurity.

As **Europe's leading Certification Authority**, Aruba operates certified platforms that secure interactions from the digital core to the edge.

Aruba approaches trust and security with a scientific, end-to-end methodology, governing data, documents, identities, and processes as a single integrity domain.

Compliance as competitive advantage

For European enterprises, compliance with frameworks such as GDPR, NIS2, and the Artificial Intelligence Act is not friction, but a **strategic asset**. Aruba integrates regulatory requirements directly into its architectures, transforming regulation into an enabler of trust and scalability.

Portfolio at a Glance

- **Leadership:** Europe's leading Certification Authority, issuing approximately 1.8 billion digital signatures annually
- **Scale:** over 9 million PEC mailboxes and 2.7 million managed domains

Core Capabilities

- **Trust Services:** digital signatures, certified delivery, digital archiving, digital identity
- **Brand Protection:** domain Management, Monitoring & Brokerage, Trademark & Legal
- **Cybersecurity:** 24/7 SOC operations, MDR/XMDR, vulnerability assessments, and resilience services

Value Proposition

Integrity is a business decision. **Aruba safeguards intellectual property, brand reputation, and transactional trust**, ensuring every digital interaction is secure by design and compliant by default, turning trust into a cumulative strategic advantage.

Contribution to strategic control

Security is the guardian of digital choice. By embedding trust into architecture, Aruba enables enterprises to innovate and evolve without compromising control, legitimacy, or integrity.

Highlights

- **Qualified Trust Service Provider**
- **End-to-end security** & digital identity control
- Continuously evolving **end-to-end cyber resilience**
- **Security by design, compliance by default**
- **Proactive protection** of domains, brands and digital assets

APPENDIX

Artificial Intelligence

AI built on strong European foundations

Strategic Role

Artificial Intelligence is reshaping processes, operating models, and value chains, but the real strategic challenge is not limited to algorithms and models alone.

For European enterprises, the challenge is adopting AI while maintaining control over data and architectures.

In this context, AI is no longer just a technological capability: it is an infrastructural, regulatory, and geopolitical choice. Organizations need foundations capable of guaranteeing compute power and compliance without creating new dependencies or digital debt.

What Aruba builds and operates

Aruba enables AI-ready environments through proprietary infrastructure, European cloud, high-performance compute capabilities, and applications.

We do not develop proprietary AI models; we build and govern the foundations that allow models to be executed, trained, and evolved **securely, compliantly, and sustainably over time.**

Through dedicated GPUs, high-performance compute, European hybrid cloud, proprietary data centers, and a stack ranging from IaaS to SaaS, Aruba enables organizations to adopt AI workloads while maintaining control over data, models, and strategic business logic.

Portfolio at a Glance

- **AI-ready infrastructures** designed for high-compute workloads
- **European hybrid cloud** engineered for AI environments with no lock-in
- **GPUs and high-performance compute** under European jurisdiction
- **Guaranteed data residency in Europe**
- **Compliance-by-design architectures** for Enterprise AI and Private AI

Core Capabilities

- **High-Performance Compute:** GPU infrastructures and dedicated compute capabilities for AI/ML and advanced workloads
- **European Hybrid Cloud:** European cloud environments for AI training, inference, and orchestration
- **AI-ready Data Centers:** data centers engineered to support high-density AI workloads
- **Secure & Compliant AI Architectures:** AI architectures designed according to European compliance, security, and governance requirements
- **Hybrid & Multi-Cloud AI Integration:** seamless integration across on-premise environments, public clouds, and European infrastructures

Value Proposition

AI amplifies what architecture enables. For this reason, Aruba promotes an approach to Artificial Intelligence built on control, transparency, and long-term sustainability.

- **AI-ready infrastructures** built and operated in Europe
- **Compliance-by-design** aligned with European frameworks
- **No structural lock-in** and full architectural reversibility
- **Integration** across compute, cloud, data, and connectivity
- **Foundations designed for enterprise** and mission-critical AI workloads
- **Sustainable AI** powered by proprietary renewable-energy infrastructures

Contribution to Strategic Control

Aruba enables organizations to adopt AI without relinquishing control of their digital foundations.

By governing infrastructure, cloud, connectivity, and compliance within a European ecosystem, Aruba allows enterprises to develop and evolve Artificial Intelligence while maintaining control over **data, models, and decision-making processes**.

In this way, **AI becomes a concrete driver of competitiveness and sustainable innovation**, rather than a source of dependency or digital debt.

Key Differentiators

- AI-ready infrastructures under European jurisdiction
- GPUs and high-performance compute capabilities
- Hybrid cloud designed for enterprise AI workloads
- Compliance-by-design and guaranteed data residency
- Native integration between data centers, cloud, and connectivity
- No lock-in and full architectural governability
- Sustainable foundations powered by proprietary renewable energy infrastructures

Outro

Viewed as a whole, the portfolio illustrates what it means to be a Builder and a Maker in the mature digital era. Aruba does not orchestrate solutions at a distance; it owns and operates the foundations that enable digital operations, enhance resilience and performance, empower informed decision-making, and support continuous evolution.

This ownership makes responsibility explicit. It anchors compliance in architecture, sustainability in operations, and security in design. It allows enterprises to compose their digital estate with intent, combining continuity with innovation, and collaboration with control.

In an environment shaped by AI, regulatory complexity, and long-term uncertainty, leadership is defined less by speed than by stewardship. The decisive question is no longer which technology to adopt next, but whether the foundations in place preserve the ability to choose what comes after.

This is the role Aruba plays: enabling, enhancing, empowering, and sustaining evolution, so European enterprises can progress with confidence, accountability, and enduring strategic control.

APPENDIX

The collaboration ecosystem

Co-creation and shared value: enabling the strategic control through Partners

In the era of digital maturity, the ICT ecosystem can no longer be interpreted as a linear supply chain of suppliers and subcontractors.

Rather, it is a composite system of specialized actors, each bringing complementary skills, responsibilities, and visions.

For Aruba, the ecosystem is not a space to control, but an environment to **enable**.

Its role is not to replace partners, nor to centralize the intelligence of solutions, but to build and maintain the foundations on which others can operate with freedom, depth, and continuity.

In this model, the digital self-determination of enterprises arises from clarity of roles:

- Aruba takes responsibility for **infrastructures, core platforms, and trust services**
- The ICT ecosystem composes, integrates, and specializes, transforming the foundations into business solutions

In this new paradigm, **collaboration with partners is not a product integration, but a strategic alliance for self-determination.**

The value of collaboration for the different actors in the ecosystem

Collaboration with Aruba takes on different meanings depending on the role each actor plays within the digital ecosystem.

What remains constant is the enabling effect of the foundations: **stability, proximity, transparency, and freedom of choice.**

Software maker and SaaS providers

For software solution vendors and SaaS providers, the **choice of the infrastructure** on which their services rest is not an operational decision, but a strategic one, **directly affecting credibility**, trust, and long-term control in the market. Collaborating with Aruba means being able to guarantee customers:

- **data proximity and European jurisdiction**, as foundational prerequisites for trust, compliance, and accountability;
- **security and resilience by design**, embedded at the infrastructural level rather than added retrospectively;
- **the absence of structural lock-in**, preserving architectural reversibility and the freedom to evolve over time;
- **clear and predictable cost models**, aligned with industrial logic and sustainable stewardship rather than short-term optimisation.

In this context, Aruba's infrastructure acts as a silent enabler of strategic control: it supports solution development, enhances performance and reliability, reinforces full governance and transparency, and sustains the continuous evolution of applications and infrastructures. This allows organisations to focus on functional innovation and application creativity, without compromising governance of data, architecture, or future choices. In this sense, Aruba's infrastructure becomes a silent enabler,

allowing software makers to concentrate on functional evolution and application innovation, without surrendering control or transparency.

System integrator and consulting partner

For system integrators, **complexity is not an exception, it is the operating condition**. Enterprise initiatives aimed at evolving, or fully transforming, core processes require more than deep process knowledge. They demand the ability to compose, integrate, and govern hybrid and hybrid-cloud architectures, often in the presence of critical legacy systems that embody business logic, regulatory responsibility, and institutional memory. Collaboration with Aruba enables system integrators to:

- engage with a structured and **accountable Builder-Maker organisation**, capable of sustaining complex, long-term architectural programmes;
- rely on composable **infrastructural foundations** and platforms, designed to be integrated and governed, not merely consumed;
- operate within a framework of **architectural clarity**, where responsibilities, boundaries, and accountabilities are explicitly defined.

Aruba does not replace the system integrator, nor does it collapse roles. Instead, it reinforces the integrator's strategic function by creating the conditions under which design remains governable, reversible,

and sustainable, avoiding shortcuts that generate digital debt and erode control over time.

Managed Service Providers

For managed service providers, the continuous evolution of customer infrastructures is intrinsic to their service model and responsibility.

In this scenario, proximity and reliability of the infrastructural foundation are decisive, not only for performance, but for accountability and continuity. Partnering with Aruba means being able to:

- operate on **European, proximity-based cloud infrastructures**, designed, built, and governed in EU;
- accompany customers in the deliberate evolution of cloud architectures, without opaque dependencies or hidden exit costs;
- access **training, support, and architectural assistance**, essential for governing complex environments and advanced workloads;
- build value-added services on stable, transparent, and resilient foundations.

Within this model, **Aruba and managed service providers work side by side**: Aruba guarantees the solidity and integrity of the core, while the partner governs operational evolution and continuous service delivery to the end customer, preserving control at every stage.

Infrastructure services as enablers of Artificial Intelligence: the European Foundations for Private AI

The adoption of increasingly impactful Artificial Intelligence solutions is not primarily an algorithmic challenge. It is, first and foremost, an **infrastructural and architectural choice**.

Aruba does not build proprietary AI models; it assumes responsibility for the foundations on which intelligence runs. By providing sovereign GPU and high-performance compute, guaranteed European data residency, and compliance-by-design architectures, **Aruba creates conditions where AI can be adopted without exporting control**.

The value lies less in owning algorithms than in owning the infrastructure, energy, and platforms that make those algorithms governable over time.

In this framework, Artificial Intelligence becomes a reality check on architecture rather than a standalone promise. Moving from pilots to production is possible only when three dimensions, compute, data, and law, are aligned and demonstrably compliant. If the stack is opaque, jurisdiction ambiguous, or exit costs prohibitive, AI initiatives generate hidden digital debt.

When AI workloads run on European, composable foundations instead, enterprises can innovate with confidence, knowing the intelligence they develop remains anchored in an environment they understand, control, and can evolve on their own terms.

For enterprises, selecting foundations such as those provided by Aruba means:

- **retaining control over data**, an essential prerequisite for effective, scalable, and sustainable AI;
- **avoiding the unconscious export of strategic information and intelligence**;
- **integrating advanced compute capabilities** in a manner coherent with compliance, security, and governance requirements.

In this context, the contribution of consulting firms and vertically specialised system integrators becomes decisive.

Only on solid, sovereign, and governable infrastructures can their expertise, rooted in industrial processes, application domains, and sector-specific knowledge, be fully leveraged.

AI thus becomes a **tool of real competitiveness**, not an isolated experiment or a promise disconnected from its foundations: the only viable approach to passing the reality check and avoiding the accumulation of digital debt.

The role of Aruba in the ICT ecosystem supporting public administration

Collaboration between vendors, infrastructural service providers such as Aruba, and professional service providers is formally defined by Consip itself, through a framework of agreements and conventions addressing the distinct roles of each actor. With the recent activation of the Aruba lot within the Consip Framework Agreement for IaaS and PaaS services, Aruba's role in the digital evolution of both central and local Public Administration assumes systemic strategic relevance within the ICT ecosystem.

Aruba provides Public Administration with a complete portfolio of IaaS and PaaS services, ACN-qualified up to Level 3, enabling progressive, governable evolution built on secure, compliant, European cloud infrastructures.

This allows ICT actors enabled through corresponding Consip framework agreements for cloud-enabling and system integration services to operate at a more advanced level than previously possible:

- working on **robust, certified foundations**, avoiding fragmentation and tactical, short-term solutions;
- contributing concretely to the **dematerialisation and remotisation of complex and sensitive processes**, while preserving security, continuity, and institutional responsibility.

In this scenario, **Aruba acts as a systemic enabler**, making effective collaboration between administrations, system integrators, and service providers possible, fully aligned with requirements of sovereignty, accountability, and public interest.

The role of Aruba in the ICT ecosystem supporting enterprise organizations

Moving beyond traditional business relationships means recognising that strategic control is collective, not isolated. Value is generated through ecosystems that share insight, expertise, and responsibility. Organisations that collaborate in this manner are better positioned to respond to market complexity and to produce durable, positive impact.

This collaboration unfolds across three complementary levels: **Compose** (solutions are constructed around the client's constraints and ambitions, integrating legacy platforms, existing market offerings, and bespoke components where necessary), **Co-design** (diverse perspectives converge: technological expertise, process knowledge, business requirements, and integration logic are aligned within a shared architectural intent), **Collaborate** (cooperation extends across the entire ecosystem, with actors operating in distinct yet equally central roles, moving beyond fragmented or hierarchical models).

In a digital era shaped by AI yet still deeply anchored in legacy technologies and established business models, collaboration must evolve beyond the traditional client-vendor dynamic and classical competitive paradigms.

What emerges is strategic co-opetition: a model in which actors evolve together while preserving autonomy. The objective is positive, deliberate evolution, preserving strategic control, leveraging the best available technologies, and operating within robust legal and compliance frameworks, while avoiding short-term shortcuts that risk compromising future choice and long-term optionality.

Aruba for business

Aruba's solutions for Business and Enterprise represent a unified commitment to digital resilience and strategic choice. Whether supporting the agility of a growing firm or the systemic requirements of a large-scale enterprise, we provide a reliable European foundation built and operated by us.

We enable organizations to engage with global players on their own terms, empowering true Hybrid-cloud strategies that enhance operational strengths, protect the integrity of critical assets (from data to identities), and provide the architectural freedom to evolve into a mature digital enterprise.

About Aruba

Aruba, founded in 1994, is Italy's Cloud Champion and one of Europe's leading providers of digital infrastructures and platforms based on proprietary assets. The company designs and manages the entire technology stack: from the design and construction of data centers to cloud platforms, from trust and cybersecurity services to connectivity and software solutions that support digital strategies and AI-based applications.

With entirely Italian capital, Aruba serves 16 million users from over 100 countries and operates an infrastructure distributed across 8 data centers, hosting thousands of customers' IT infrastructures.



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