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GERMAN-FINNISH BUSINESS FORUM

Europe's freedom to act.

Digital dependencies belong in the resilience discussion.

Munich · 6 October 2026

Frends Technology Oy

Physical infrastructure is only half the story.

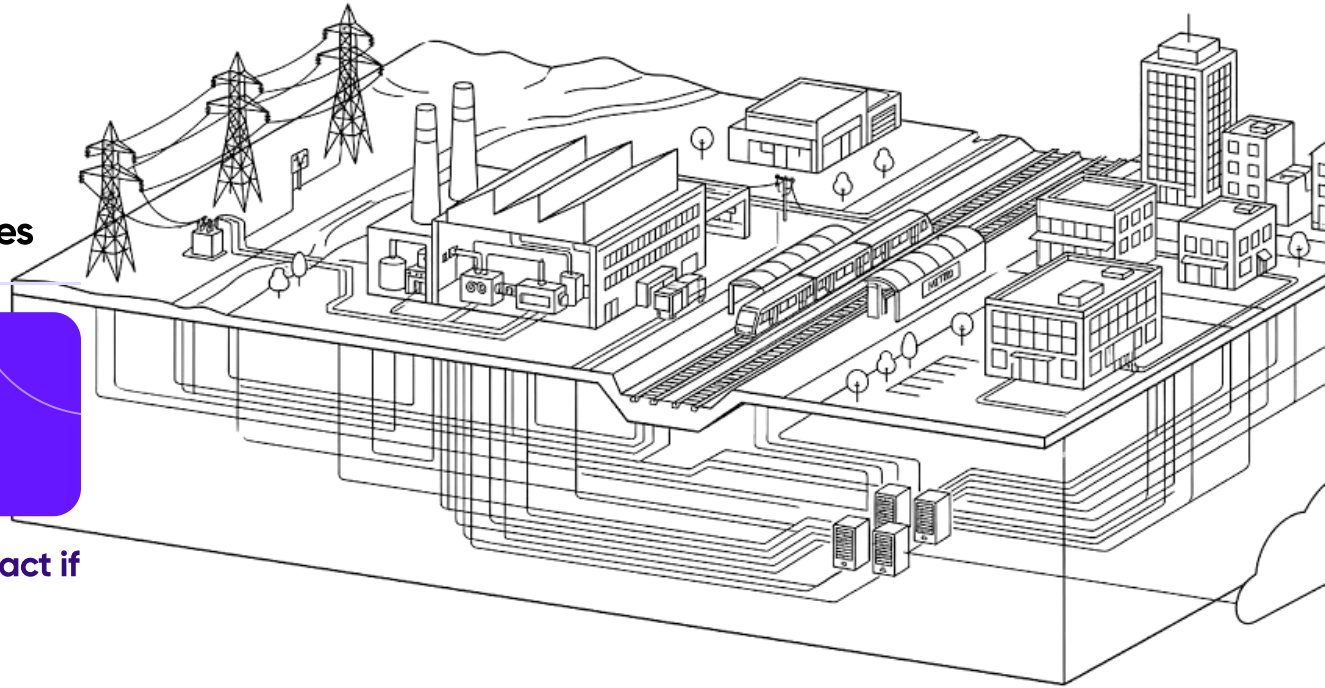
PHYSICAL LAYER

Grids, turbines, factories, transports and public services

DIGITAL LAYER

Cloud, SaaS, data flows, and external services

? **Can the organisation still act if the digital layer becomes unavailable?**



THE PRINCIPLE

Europe's freedom to act must be built into the systems through which it operates.

OPERATIONAL REALITY

Everything is available, except the permission to act.

READY ON SITE

- Field engineers on shift
- Spare components in the warehouse
- Local telemetry operational
- Physical machinery intact

SEVERED SERVICES

- Cloud maintenance module unreachable
- Central work-order queue locked
- Digital clearance unavailable

Can the operator still act?

The three layers of sovereignty.

LAYER 3 · STRATEGIC

Freedom to act

Who owns the future. Swap suppliers, inspect code and adapt without rebuilding.

LAYER 2 · OPERATIONAL

Control

Who executes the logic. What keeps running during an outage or embargo.

Real resilience begins at layer 2.

LAYER 1 · COMPLIANCE

Residency

Where data is stored. Necessary but passive: GDPR, server location.

Most procurement stops at layer 1.

SOVEREIGNTY = THE FREEDOM TO ACT

Sovereignty means retaining three freedoms.

Continue

Can essential operations continue when a dependency fails?

Change

Can we replace or alter a dependency without rebuilding everything?

Inspect

Can we understand what happened and retain the evidence?

EXAMINE THE WHOLE CHAIN

A European address is not enough.

01 **Who owns it?** — Ownership · Jurisdiction · Supplier

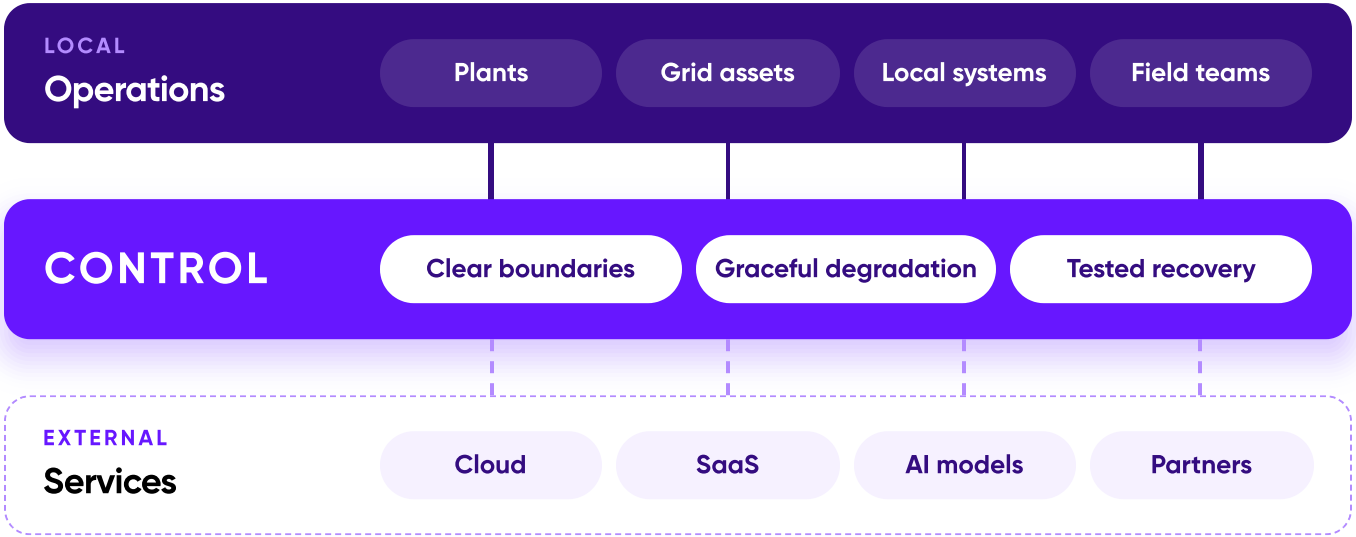
02 **Where does it run?** — Data · System · Infrastructure

03 **Can we control it?** — Access · Continuity · Recovery

Trust must be demonstrated across the full chain.

ARCHITECTURAL BLUEPRINT

Control is kept, or lost, between systems.



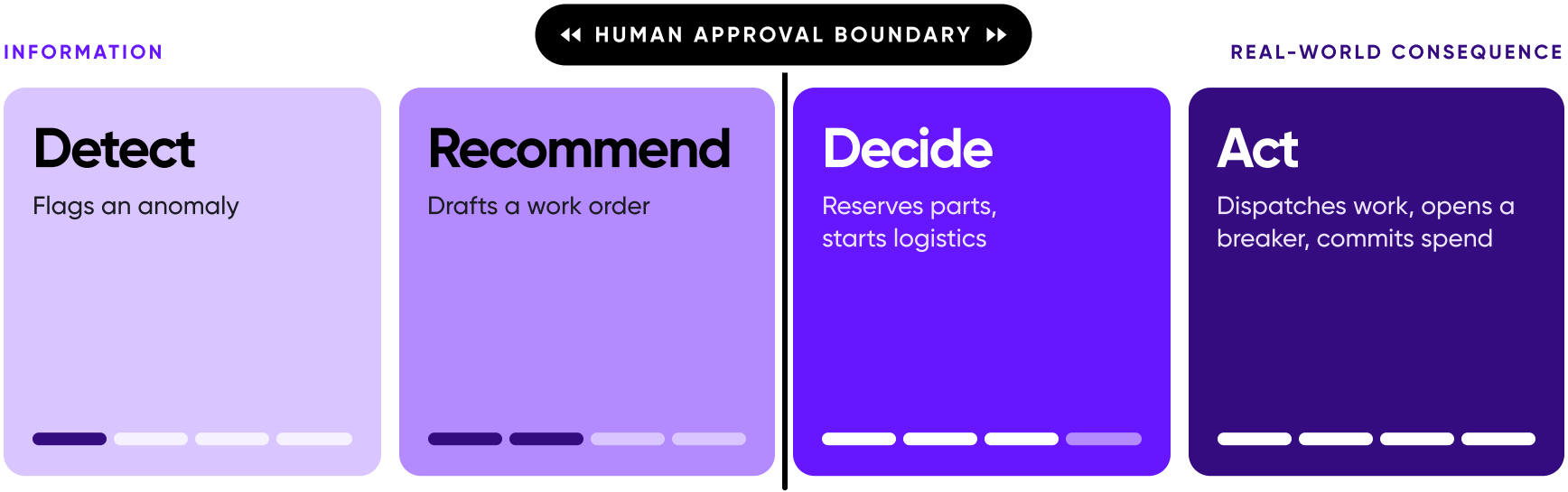
CRITICAL EXECUTION

Keeps running if an external service fails

USED BY CHOICE

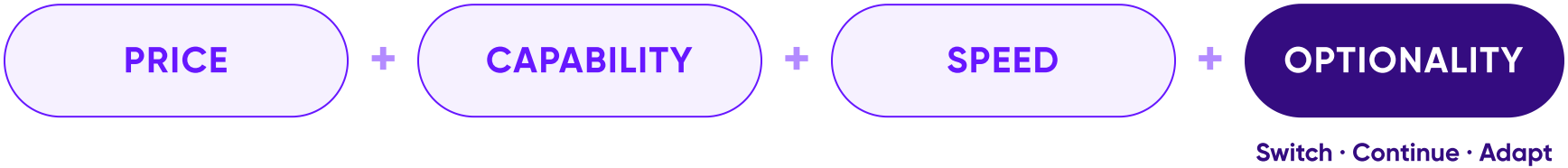
Where it adds value

The more AI can do, the more control matters.



The higher the authority, the greater the need for local control, clear accountability and human oversight.

Build resilience into every technology decision.



The cost of dependence belongs in the investment decision.

MANAGEMENT ACTION PLAN

Four questions every critical supplier must answer.

01 Where do consequential actions take place?

02 What continues when a dependency fails?

03 Who retains the evidence?

04 What is the path to migrate to an alternative?

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Building Europe's freedom to act.

- **Define what must continue.**
- **Understand the dependencies.**
- **Preserve the ability to change.**

Turn sovereignty from a regulatory burden into an architectural capability.

Frends designs and operates the hybrid integration fabric that keeps Europe's critical industries resilient, connected and in control.

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