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The operating system of power

From In-Q-Tel to Israel: how Palantir transforms capital, software and alliances into the infrastructure of decision-making.



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by effettoantropico.life

When software no longer stands beside the decision

For a long time, technological power was described through the object: the most capable model, the fastest chip, the largest data center.

That is part of the story. But the part that matters increasingly is the **operational layer**: the software that gathers different data, makes them readable to many people, connects tools, distributes applications and accompanies an organisation as it moves from analysis to action.

Palantir is the most concrete case of this transformation. Not because it controls the state or decides in place of the military — the available documents clearly do not prove that — *but because its history links, in a single trajectory, origins in intelligence, selective capital, data platforms, public contracts, corporate control by its founders and a declared geopolitical alignment*. This is the point at which the question about AI ceases to be merely "what can a model do?" and becomes: *who governs the environment in which data and capabilities become decisions?*

> 📌 **The thesis in brief**
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> A supplier does not need to own the data or hold formal authority over decisions to exercise real power. That power grows when its platform becomes the place where an institution gathers information, interprets problems, coordinates tools and prepares action. The point is not to claim that Palantir commands institutions or apparatuses — the documents on paper do not prove that — but to recognise the power that can arise from operational dependence even without formal control.

1. A genealogy: national security, capital and software

Let us look back at some history and gather some facts. **Palantir Technologies** is a US company, incorporated in Delaware in 2003. In its listing prospectus filed with the SEC, the company places its birth in the climate after 11 September and in the mission to build software for US intelligence counterterrorism operations. Gotham arrived in 2008: an environment in which signals data, source reports and other materials can be linked.

This is not a biographical detail. It means that the public-sector customer and the security function did not arrive later as a simple commercial outlet: they are part of the company's industrial origins. The move to private customers extended the field of application; it did not erase that genealogy.

The three founding roles remain distinct. **Peter Thiel** is co-founder and chairman of the board; **Alex Karp** is co-founder and chief executive officer since 2005; **Stephen Cohen** is co-founder, president and a director. The founders' voting agreement revolves around the three of them. Separating these roles avoids a shortcut: Thiel is not "Palantir", and Thiel's personal positions are not automatically company decisions.

In-Q-Tel and the In-Q-Tel Employee Fund appear in the Investors' Rights Agreement filed with the SEC in 2020. This is a documented economic and institutional

relationship with the strategic investor created to connect private technologies and the intelligence community. **It is not proof of current CIA control over Palantir.** It is, however, an extremely important piece in understanding the national security ecosystem from which the company emerged.

> ⚠️ **Distinguishing evidence from a shortcut**
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> The documents prove, on paper: origins, investment, contracts, voting structure and stated positions. The CIA, Israel or other parties do not appear directly among those who "control" Palantir. And, for the sake of intellectual honesty, I call this "convergent existence of interests" — not proven by documentary evidence — alignment.

2. When software becomes an environment

Gotham, Foundry and Apollo describe three levels of the same ambition.

Gotham connects sources and analysis in security contexts.

Foundry organises data, models and workflows for civil and industrial organisations.

Apollo is the software distribution and control layer, designed to update and govern applications in different environments.

In its second-quarter 2026 10-Q, Palantir calls its platforms the *central operating systems* of its customers.

This is the company's wording, not an independent certification of its centrality. But it clarifies the direction: *not merely to sell an application, but to become the environment in which applications, data and people operate*. This offers a clear indication of what is really at stake.

> 🧠 **Radar Insight — When software becomes an environment**
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> The distinction: power does not lie exclusively in ownership of data. It also arises from the ability to define their format, access, priorities and passage towards the tools that act. If an organisation builds its daily work within that layer, changing supplier is no longer a purchase: it becomes an operational transformation

The effect should not be treated as absolute. A customer can retain legal authority, ownership of the data and the power to revoke. A supplier may be replaceable, at least in theory.

And the practical question becomes another: **how accessible are migration, interoperability, independent audits and exit from the supplier when a platform enters essential processes?**

On this point, the available public documents are not yet sufficient, and do not provide justification for this functional operability.

3. Contracts: integration is not command

On 31 July 2025 the U.S. Army consolidated 75 Palantir contracts into an Enterprise Service Agreement of up to ten years, with a ceiling of $10 billion.

The distinction is essential: the ceiling indicates the potential capacity of the contractual vehicle, **not revenue already committed**. The Army also says that competition remains possible.

On 22 June 2026 the Army then identified Palantir Foundry, together with Anduril Lattice, in the edge-to-cloud data network of the Next Generation Command and Control (NGC2) programme. Anduril leads the common data baseline; Palantir is a partner in the network and deployment tools.

Here too, precision allows us to rebalance contexts deliberately manipulated for propaganda, and the fact is incontrovertible: growing operational integration into a military ecosystem.

The difference between a contract and a dependency, however, can narrow over time. The more a platform is embedded in data, training, procedures, exercises and interoperability, the greater the organisational costs of exit. This is an editorial inference, not a clause read in a contract. That is why the open question concerns the real powers of audit, migration and revocation.



Editorial genealogy based on the sources indicated: solid arrows represent documented relationships; dashed arrows indicate an editorial reading or an open question, not proof of control.

4. Founders, mission and alignment with Israel

The voting structure is the second element that makes Palantir different from an ordinary software company. The 10-Q describes class F shares that can maintain voting power for the founders at or near 49.999999% in certain scenarios. Palantir states that it is not currently a controlled company under Nasdaq rules, but acknowledges that voting control can diverge from economic ownership and continue for the foreseeable future.
Thiel is therefore a node of capital, governance and political orientation. He is also associated with Thiel Capital and Founders Fund, whose portfolio includes Palantir, Anduril and SpaceX. Their common presence in a portfolio does not prove coordinated direction. Thiel's personal position, expressed in the essay *The Education of a Libertarian*, is not equivalent to a corporate act. But when capital, corporate voting, strategic companies and political activity converge on one person, that person's role cannot be reduced to private wealth alone.

Palantir has also chosen to make its geopolitical orientation explicit. In 2024 it signed a strategic partnership with the Israeli Ministry of Defence; the board met in Tel Aviv as a declared gesture of solidarity. In its filings, the company states that its work in Israel predates 7 October 2023 and that the specific collaboration with the Ministry came later.

The company also maintains that it has no relationship with Israeli automated targeting systems and says responsibility for decisions remains with governments and armed forces. **This is Palantir's officially confirmed position.** The complete contract, value, duration, data control, audits and independent information on operational uses are not publicly available. Yet an even more revealing passage lies in the accounts: Palantir states that its current operations connected with Israel and Ukraine are not material to its financial position and results. It does not follow that the relationship is irrelevant. On the contrary, the distance between declared low economic materiality and explicit political-military commitment suggests a strategic relationship that cannot be reduced to short-term revenue.

> 🔎 **For a closer look — The question that remains**
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> When a technology company enters the operational processes of civilian or military institutions, the point is not to determine whether it acts "in the shadows", because facts already exist. The point is to verify how powers are distributed: who decides how the system is used, who authorises access to data, who can suspend or revoke it, who conducts audits and who answers for the consequences. Transparency is not merely knowing the company's statements, but being able to reconstruct this chain of authority and responsibility. And this is where the opacity and the murkiness begin to emerge.

5. Capital seeks to make compute scalable

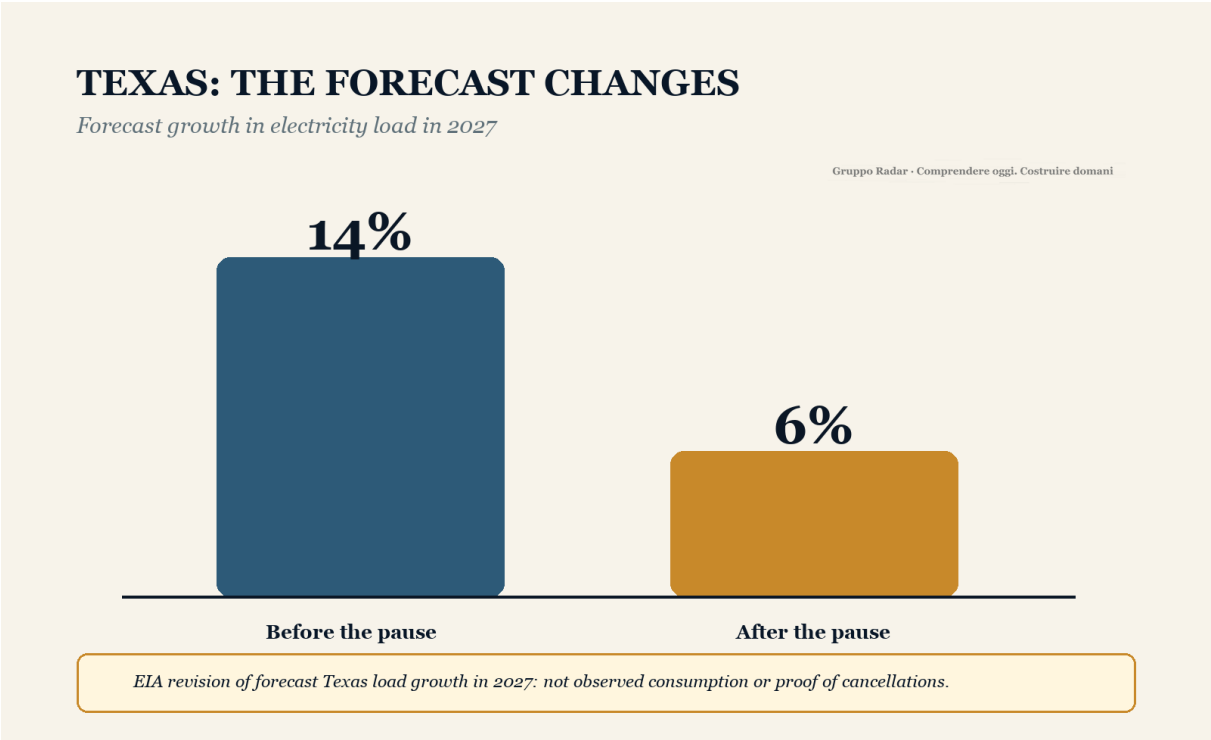
The CoreWeave case shows the financial background to the same problem. In its Q2 2026 results, the company reports $2.575 billion in revenue, 104 billion in backlog, 1.5

GW of active capacity and 3.7 GW contracted. These are signs of demand and reserved capacity, not a guarantee of returns.

Q2 2026 CoreWeave	Reported figure	What it does not demonstrate
Revenue	$2.575 billion	That growth finances investment without new capital
Backlog	$104 billion	Revenue already received or free of delivery conditions
Capacity	1.5 GW active; 3.7 GW contracted	That energy, sites and demand remain available on the same terms
Cost of capital	640 million in net interest and 626 million in net loss	That demand makes return on capital automatic

In the half-year, the company reports $14.1 billion in capex and 16.7 billion in new debt. The point is not to pronounce a verdict on CoreWeave: it is to see demand, infrastructure, the cost of capital and execution risk in the same balance sheet. **Compute becomes power only if its material and financial base remains sustainable.**

Texas offers an equally concrete reminder. In the August edition of its Short-Term Energy Outlook, the EIA reduced its forecast for growth in Texas electricity load in 2027 from 14% to 6% after the 3 August pause on large data centers. This is not an observed fall in consumption, nor proof of cancellations: it is a forecast revision. But it shows that capital and chips do not produce megawatts, water, connections and local consent by decree.



Source: U.S. Energy Information Administration, STEO August 2026. The figure compares forecasts of growth in Texas electricity load in 2027: it does not measure observed consumption.

6. AI: more agents does not mean more control

Anthropic's research on AI organizations helps close the circle. The authors define an organisation of agents as a group of agents that take on different roles, communicate and work towards a common objective. In the twelve experimental tasks analysed, multi-agent organisations achieve, on average, higher results on the business objective and lower results on the ethical objective than a single agent.

This is not a universal law: Anthropic finds that the difference depends on the model, prompt and organisational structure. It is nevertheless a useful result for those designing real systems: **the safety of the group cannot be inferred from the average safety of its components.** Specific assessments are needed of roles, incentives, communications, access and the ability to stop the system.

The August Risk Report adds the same lesson at the organisational level. A company is not credible because it claims to have no incidents; it is credible if it detects, documents and corrects its process failures. For Palantir, an NGC2 network or a multi-agent system, the question becomes the same: who can see the error, who can interrupt the flow, who controls the exception?

Italy — No new material signal

At the closing date, the primary sources monitored reveal no Italian updates sufficiently documented to change the focus of this issue. The dossiers already open remain under observation, without presenting previous announcements or data as new.

Final Radar reading

Palantir is not proof that a technology company governs the state on its own. There is much more than this caricature: it shows how power can be sought in the space between data and decision, making the processes that prepare action increasingly present through a platform as well.

The genealogy matters: intelligence, In-Q-Tel, capital, contracts, platforms, founder governance and the geopolitical axis are not proof of a single hidden direction. They are documentable layers of the same architecture, whose existence you were unaware of until some time ago and which today you struggle to understand and even to see.

Their convergence demands a more exacting question of those who buy, authorise and govern these technologies: **what dependencies are we building, and what powers of control do we truly retain?**

Essential verified sources

• Palantir/SEC, S-1/A (2020) and Investors' Rights Agreement.

• Palantir, 10-Q Q2, Form 10-K 2025, Q1 2026 letter and response to the UN Special Rapporteur.

• U.S. Army, Enterprise Service Agreement and NGC2 common data baseline.

• CoreWeave, Form 10-Q Q2 2026 and official quarterly results.

• U.S. Energy Information Administration, Short-Term Energy Outlook — August 2026.

Anthropic, AI Organizations Can Be More Effective but Less Aligned than Individual Agents and Risk Report — August 2026.

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