CapEnergyInsights™ · Diligence Screen and Portfolio Fit

Diligence Screen and Portfolio Fit — Four Candidates for Harborline Fund I

Framework v1.0 | Four candidates scored outside-in, September 14 to 25, 2026 · Compared to the Harborline Fund I portfolio at the September 7 refresh · Investor edition

PREPARED FOR	the partners of Harborline Ventures	PREPARED BY	Capital Energy
CANDIDATE EVIDENCE DATES	September 14 to 25, 2026 (outside-in, public sources only, no company-provided data)		
COMPARISON SET	Harborline Fund I, eight companies at the September 7, 2026 refresh (Investor Report 1)		
ISSUED	September 29, 2026 (Boston)		
EDITION	SAMPLE EDITION · Independent research and analytical opinion. Investor edition of the Capital Energy process. Disclosure: Capital Energy advises Kestrel Thermal, a Harborline portfolio company, under a pilot engagement that began August 13, 2026. Capital Energy has no relationship with any of the four candidates.		

THE CAPITAL ENERGY PROCESS

PORTFOLIO *Investor Report 1*	PIPELINE *this report*	THE AFTER *Investor Report 3*
Readiness Review	Diligence Screen and Fit	Ninety-Day Re-run

ABOUT THIS SAMPLE.

Harborline Ventures and its portfolio are composites from Investor Report 1. The four candidates are composites too, each built from real companies and real events in the CapEnergyInsights™ database with names and identifying details changed. Two were chosen on purpose: one that scores well and carries a risk the score does not show, and one that scores poorly and is worth more than its score. The database figures are real.

HOW TO READ THIS EDITION.

Every candidate carries two numbers. Today's score is what the public record supports, which is what every other investor looking at the company will see. The ninety-day score is what the record could support after the disclosure and website moves the company can make without a new result. The distance between them is the discount the market is applying for presentation, not substance, and it is where a fund finds companies priced below what they are.

> **INTEGRITY RULE.** Candidates are compared to the portfolio and the database on outside-in scores only. No Inside Review has been held with any candidate, so no Insider score appears. Estimated lifts come from the Moves Library and are labelled estimated wherever they appear.

IN THIS REPORT

01 WHAT TO DO NEXT

We lead with what to do. The evidence follows. Four candidates, one recommendation each, and the two or three questions the outside-in read cannot answer. The ranking on today's score and the ranking on the ninety-day score are different, and the difference is the point of the screen.

#	CANDIDATE	TODAY	90-DAY	RECOMMENDATION	THE QUESTIONS DILIGENCE HAS TO ANSWER
1	**Brightwater Controls** Buildings · Seed · The trap	6.9	**7.0**	**Proceed with conditions**	**1.** Runway and the round: a twenty-month-old seed, two postings closed in June, no follow-on on the record. Ask for the cap table and the plan before the first meeting. **2.** Channel conflict with Kestrel Thermal: both sell through the same two utility programs. Ask each how they see the other. **3.** Churn on the fourteen named buildings: how many are on year-two contracts.
2	**Harrow Water** Water · Seed · Straightforward	6.3	**6.6**	**Proceed**	**1.** The seven utility installs: which are pilots, which are purchases, and what the per-gallon economics look like against the incumbent media. **2.** State revolving-fund eligibility, because that is where small utilities find the money. **3.** Whether the regeneration step is done on site or shipped.
3	**Cinder Foundry** Industrial materials · Seed · The undervalued one	5.3	**6.0**	**Proceed**	**1.** The two furnace retrofits: who owns them, what the energy data shows, and whether either customer will go on the record. **2.** Why the website reads as a materials-science paper. Is it a choice or a gap on the team? **3.** The patent family: filed or granted, and in which jurisdictions.
4	**Meadowlark Ag** Agriculture · Pre-seed · Straightforward	5.6	**5.8**	**Pass on this evidence**	**1.** Nine growers in a pilot: how many pay, and how many are the founders' own network. **2.** The water-savings claim (22 percent) has no method behind it on the record. Ask for the measurement protocol. **3.** Whether the specialty-crop niche is a wedge or the whole market.

Action items. Harborline partners: two diligence tracks this month, Harrow Water and Cinder Foundry. Brightwater Controls proceeds only after the capital plan is in hand and the Kestrel conversation has happened. Meadowlark Ag goes on the watch list with a re-run after the second growing season. Capital Energy: full Outside-In Deep Dives on Harrow and Cinder before the partner meetings, the Brightwater and Kestrel channel comparison as a one-page memo, and the joint-pitch sketch for Harrow and Tidewater.

02 THE BOTTOM LINE

BRIGHTWATER · TODAY	CINDER · TODAY	MEADOWLARK · TODAY	HARROW · TODAY	PORTFOLIO MEAN
6.9	**5.3**	**5.6**	**6.3**	**6.0**
7.0 in ninety days (est.)	*6.0 in ninety days (est.)*	*5.8 in ninety days (est.)*	*6.6 in ninety days (est.)*	*eight companies, Sep 7*

The ranking depends on which number you rank on. On today's score the order is Brightwater 6.9, Harrow 6.3, Meadowlark 5.6, Cinder 5.3. On the ninety-day score it is Brightwater 7.0, Harrow 6.6, Cinder 6.0, Meadowlark 5.8. Cinder moves from last to third because its gap is almost entirely Message and Story, the two cheapest categories on any board, sitting on top of a Technical 7 that most Seed hardware companies never reach.

The best-scoring candidate carries the risk the score does not show. Brightwater has done every move in the founder reports and it shows: 7 or better in six categories. The seventh is Capital, where a seed round from January 2025 and two postings closed in June read the way Kestrel's record read in July. It also sells through the same two utility programs Kestrel sells through. Neither is disqualifying. Both belong in the first meeting.

Harrow is the fit. Even across the board, a named lead, a named lab, and a buyer the portfolio already knows. It raises the portfolio mean, fills the three categories where the portfolio is weakest, and shares a buyer with Tidewater without competing for it.

Meadowlark is early, not weak. A pre-seed company scoring 5.6 is ahead of its stage band. What it lacks is a second season and a measured result, which are not things a fund can buy for it. Re-run it in a year.

One caveat. Ninety-day scores are estimates from the Moves Library, using only disclosure and website moves, and assume the founders make them. They are labelled estimated everywhere. Nothing in this report replaces reference calls, a data room, or a conversation with the founders. It tells the partners which conversations to have first and what to ask in them.

The bottom line: Two candidates to diligence now (Harrow, Cinder), one to diligence with conditions (Brightwater), one to watch (Meadowlark). The undervalued company is the one that scored last.

03 SIDE-BY-SIDE SCORECARD

Four candidates, seven categories, outside-in only, with the Harborline portfolio mean and the database mean at the foot of the table. Shading follows the Framework v1.0 rubric bands. Figure 1 sets each candidate's profile against the portfolio's category means.

CANDIDATE	MESSAGE	COMMERCIAL	TECHNICAL	PILOT	TEAM	CAPITAL	STORY	OVERALL · 90-DAY
Brightwater Controls Buildings · Seed	7.5	7	7	7	7	5.5	7.5	6.9 · 7.0
Cinder Foundry Industrial materials · Seed	4	5	7	5.5	6	5.5	4	5.3 · 6.0
Meadowlark Ag Agriculture · Pre-seed	6	5	5.5	5.5	6.5	5	5.5	5.6 · 5.8
Harrow Water Water · Seed	6.5	6	7	6	6.5	6	6	6.3 · 6.6
HARBORLINE PORTFOLIO	6.3	5.8	6.3	5.6	6.5	5.2	6.2	6.0
DATABASE MEAN	5.9	5.3	6.1	5.3	6.2	5.2	5.9	5.7

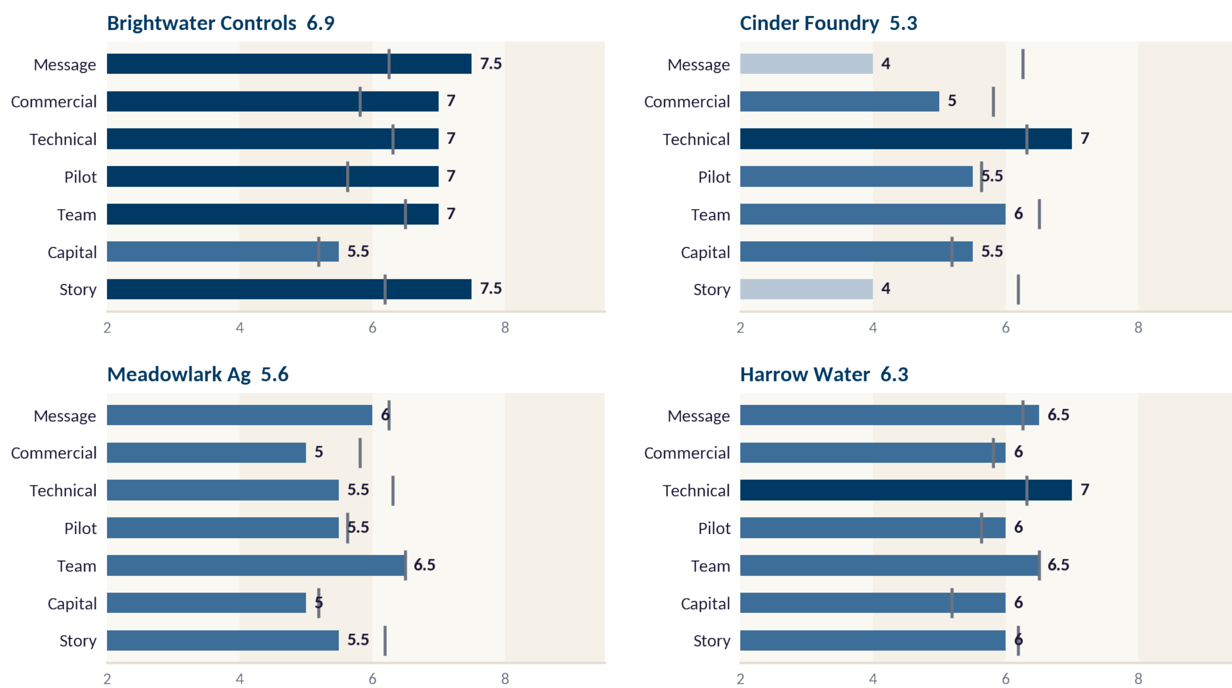


Figure 1. Category profiles against the portfolio mean (grey ticks). Brightwater sits above the portfolio everywhere but Capital. Cinder is a 7 in Technical beside a 4 in Message and Story. Harrow is level or above in every category. Meadowlark is at or below in every category.

04 PORTFOLIO FIT

Fit has three parts. Stage read: where the candidate sits against its stage band, so a strong pre-seed company is not penalized for being early. Portfolio after: the nine-company mean if the fund invests. Fills or piles: for the three categories where the portfolio is weakest (Capital 5.2, Pilot 5.6, Commercial 5.8), whether the candidate scores above the portfolio mean and would pull it up, or below and would pull it down.

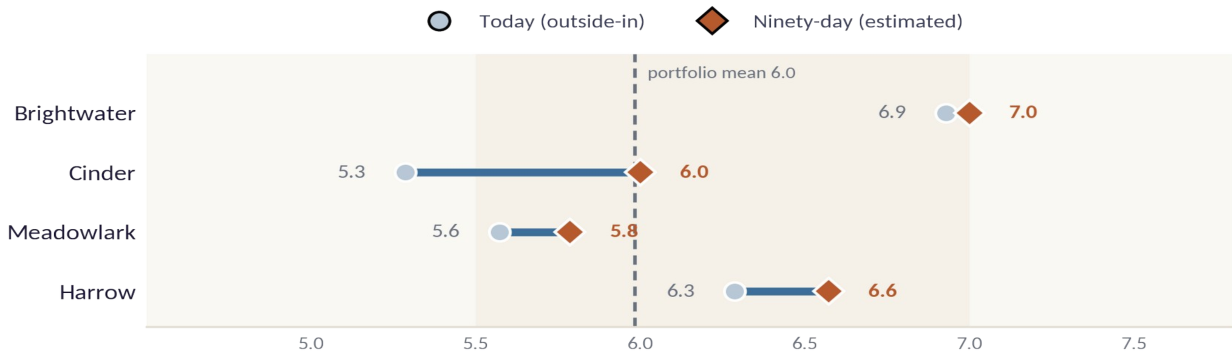


Figure 2. Today's score (grey) and the ninety-day score (copper) for each candidate against the portfolio mean of 6.0 (dashed). Cinder crosses the portfolio mean on the ninety-day estimate. Meadowlark does not.

CANDIDATE	TODAY	90-DAY (EST.)	STAGE READ	PORTFOLIO AFTER	FILLS OR PILES
Brightwater Controls	6.9	**7.0**	Seed, scoring inside the Series A band (5.5 to 7). Ahead of its stage on every category but Capital.	**6.1**	Fills Commercial and Pilot clearly, and Capital by a hair (5.5 against 5.2). Piles onto Message and Story, which the portfolio does not need.
Harrow Water	6.3	**6.6**	Seed, above the Seed band (4 to 5.5), inside Series A territory on the ninety-day estimate.	**6.0**	Fills all three: Commercial 6, Pilot 6, Capital 6, each above the portfolio mean in a category where the portfolio is below or level with the database.
Cinder Foundry	5.3	**6.0**	Seed, inside the Seed band today, at the top of it on the ninety-day estimate. Technical 7 is top-quartile for Seed hardware.	**5.9**	Fills Capital (5.5 against 5.2). Below the portfolio on Commercial and Pilot today, which is where diligence should look.
Meadowlark Ag	5.6	**5.8**	Pre-seed, well above the Pre-Seed band (2 to 4). Strong for its stage, early for this portfolio.	**5.9**	Neither. At or below the portfolio mean in every category. Adds a lane the portfolio already has.

Portfolio after is arithmetic, not a forecast: the current eight-company mean of 6.0 with the candidate's today score added as a ninth. It answers one narrow question, whether the candidate reads better or worse than the companies the fund already holds, and nothing more.

05 OVERLAP MAP

Where a candidate would meet the portfolio. Each pair is tagged on four axes: shared buyer, shared channel, shared sector, shared geography. Mutual benefit means two or more axes shared and no competing offer. Conflict means the same offer to the same buyer or through the same channel. Neutral means the companies would rarely meet. Tags rest on the public record of both companies and should be confirmed with the founders on both sides.

CANDIDATE (ROWS) · PORTFOLIO (COLUMNS)	KESTREL	SALTMARSH	LEDGEROCK	FENNWICK	TIDEWATER	MILLBROOK	COPPERLINE	NORTHFIELD
Brightwater Controls Buildings	C	·	M	·	·	·	·	·
Cinder Foundry Industrial materials	·	·	M	M	·	·	·	·
Meadowlark Ag Agriculture	·	·	·	·	·	M	·	·
Harrow Water Water	·	·	·	·	M	·	·	·

M mutual benefit · C conflict · dot neutral. Portfolio companies in the order of Investor Report 1.

Brightwater Controls and Kestrel Thermal: conflict. Both sell through the same two utility efficiency programs in the home market, and both cite the same program manager as a reference. Brightwater serves commercial buildings and Kestrel serves small multifamily, so the buyers differ, but the channel does not, and utility program budgets are finite. A fund holding both would be asking one program to fund two of its companies. Not disqualifying. It is the first question in the Brightwater meeting, and it should be asked of Kestrel's founders too.

Harrow Water and Tidewater Analytics: mutual benefit. The same buyer (small water utilities, under ten thousand connections), complementary offers (leak detection on the distribution side, PFAS treatment on the plant side), and the same funding channel (state revolving funds). Tidewater has eleven utility customers and a founder who writes well. Harrow has a compliance deadline behind it and a founder who does not write much. A joint pitch to Tidewater's existing utilities is the most concrete piece of portfolio value in this screen.

Cinder Foundry, Ledgerock Storage, and Fennwick Materials: mutual benefit. Cinder's furnaces run on process heat, which is what Ledgerock stores and dispatches, and Cinder's buyers (steel component makers) sit in the same industrial-decarbonization conversations as Fennwick's ready-mix producers. No shared buyer, no conflict, and two portfolio companies who already know how to talk to industrial plant managers. Cinder needs exactly that help.

06 WATCH FLAGS BY CANDIDATE

SEVERITY	CANDIDATE	FINDING
MED	Brightwater Controls	**Capital pattern.** Seed round January 2025, no follow-on on the record, two engineering postings closed in June 2026. The same pattern Kestrel showed in July. Treat as unknown, not distress, and ask.
MED	Brightwater Controls	**Channel conflict with a portfolio company.** Two shared utility programs and one shared reference. See Section 05.
LOW	Cinder Foundry	**Message drift.** Three descriptions of the product across the website, the technical paper, and the accelerator profile. Move 1 for this company, and the cheapest point on the board.
LOW	Cinder Foundry	**No named customer.** Two furnace retrofits described, neither owner named. The Commercial 5 holds until one is.
LOW	Meadowlark Ag	**Claim ahead of method.** A 22 percent water-savings figure with no measurement protocol on the record. Ask before it becomes a Technical flag.
LOW	Harrow Water	**Pilot count undersold.** Seven utilities described, two named. Not a risk, a gap. Pilot moves a point when the utilities are on the site.
INFO	All four	**No Inside Review.** Every score in this report is outside-in. An Inside Review with a candidate is the fund's decision and the founders' consent, and it is where the ninety-day estimate becomes a measured number.

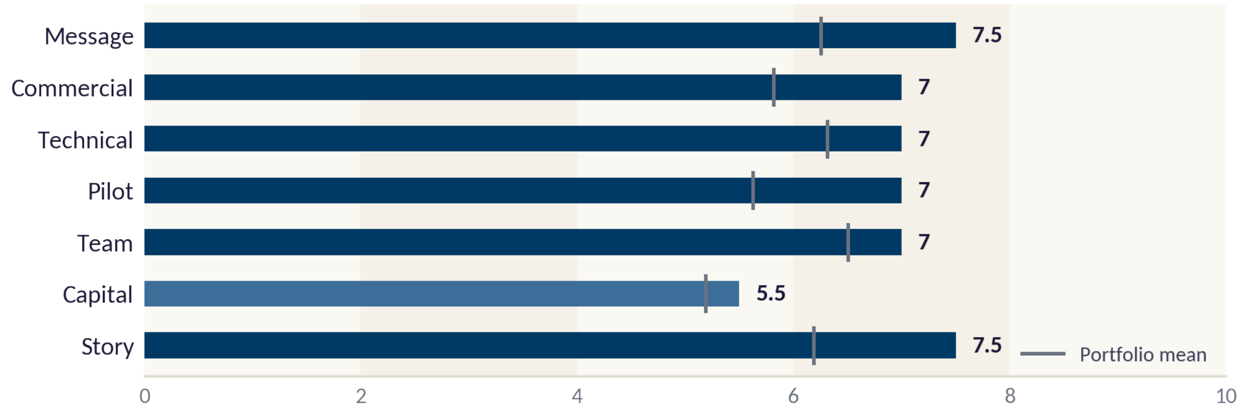
07 CANDIDATE CARDS

One page per candidate. Category bars are outside-in, with the Harborline portfolio mean marked. Each card carries what the market sees, strengths, gaps, portfolio fit, and the recommendation.

1 Brightwater Controls

HVAC optimization software for commercial buildings, sold through utility efficiency programs. Buildings · Seed.

TODAY · OUTSIDE-IN	NINETY-DAY	PORTFOLIO AFTER	RECOMMENDATION
6.9	**7.0**	**6.1**	**Proceed with conditions**
public sources only	*estimated*	*from 6.0*	*The trap*



What the market sees. The best public record of the four. One message, a proof page with named buildings and utility logos, a founder story on the About page, published third-party verification. Then a seed round from January 2025 and nothing since.

Strengths. Message, Story, and Commercial are all 7 or above. This is what a company looks like after it has done every move in the founder reports.

Gaps. Capital 5.5 is the only category under 7, and it is the one that matters for the next round. Two engineering postings closed in June.

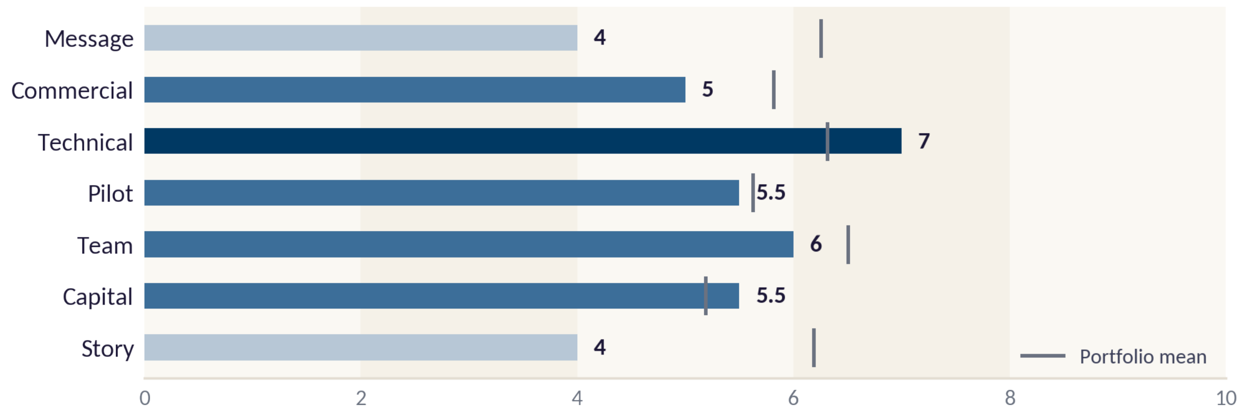
Portfolio fit. Fills Commercial and Pilot, where the portfolio is weakest. Conflicts with Kestrel Thermal on channel: both sell into the same utility efficiency programs, and both name the same program manager as a reference.

> **Recommendation.** Proceed to diligence with two conditions: the capital plan in writing, and a conversation with Kestrel's founders about the channel before a term sheet.

2 Cinder Foundry

A low-carbon heat-treatment process for steel components, retrofit to existing furnaces. Industrial materials · Seed.

TODAY · OUTSIDE-IN	NINETY-DAY	PORTFOLIO AFTER	RECOMMENDATION
5.3	**6.0**	**5.9**	**Proceed**
public sources only	*estimated*	*from 6.0*	*The undervalued one*



What the market sees. A materials-science team with a real result and a website written for other materials scientists. Two furnace retrofits described in a technical paper, no customer named, three ways of describing the product, no founder story anywhere.

Strengths. Technical 7 on a Seed hardware company, with a third-party measured result. Team 6 with a named process engineer and a named plant partner.

Gaps. Message 4 and Story 4. A reader outside the field cannot tell what the company sells or to whom in ninety seconds.

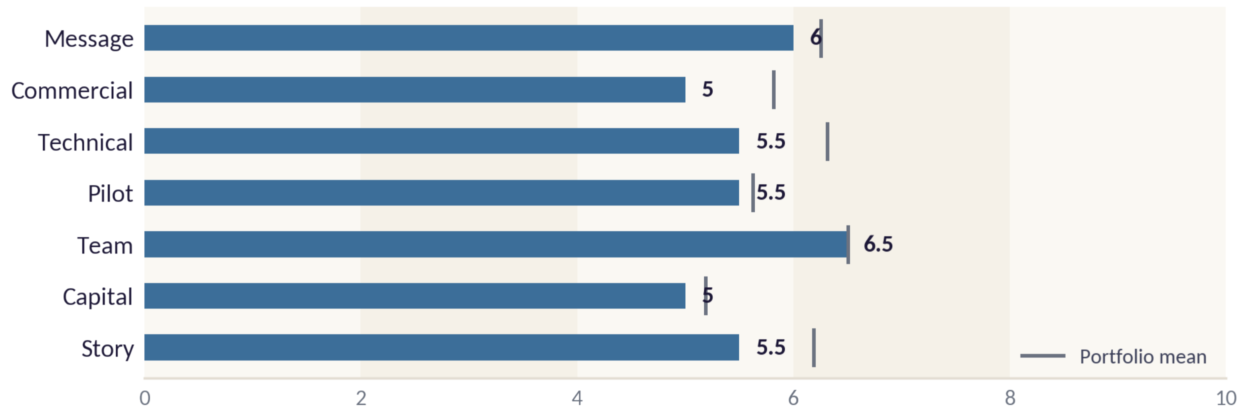
Portfolio fit. Fills Capital (5.5 against the portfolio's 5.2), piles onto Technical. Mutual benefit with Ledgerock Storage (process heat) and Fennwick Materials (industrial decarbonization buyers). No conflicts.

> **Recommendation.** Proceed. The price of a company scored 5.3 for a company that can be 6.0 in ninety days with website work is the reason this report exists.

3 Meadowlark Ag

Soil-moisture sensing and irrigation controls for specialty-crop growers. Agriculture · Pre-seed.

TODAY · OUTSIDE-IN	NINETY-DAY	PORTFOLIO AFTER	RECOMMENDATION
5.6	**5.8**	**5.9**	**Pass, for now**
public sources only	*estimated*	*from 6.0*	*Straightforward*



What the market sees. A tidy pre-seed company: one message, a clear buyer, nine growers in a pilot, a two-founder team with farm backgrounds. Nothing wrong, nothing yet that a co-investor would price.

Strengths. Message 6 and Team 6.5 are unusual at pre-seed. The company already speaks to its buyer.

Gaps. Technical 5.5 and Pilot 5.5 rest on a single season and a founder-measured result. Capital 5 is a SAFE with no lead.

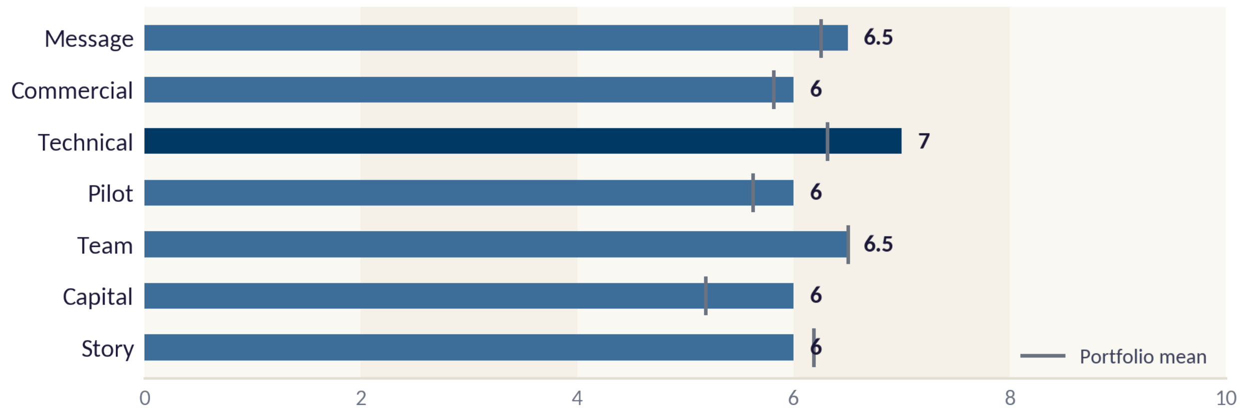
Portfolio fit. Neither fills nor piles: at or below the portfolio mean in every category. Mutual benefit with Millbrook Ag on channel (cooperatives and extension offices), no conflict, and no shared buyer.

Recommendation. Pass on this evidence, and re-run the outside-in score after the second season. The company is doing the right things in the right order. It is early.

4 Harrow Water

A regenerable treatment media for PFAS removal at small water utilities. Water · Seed.

TODAY · OUTSIDE-IN	NINETY-DAY	PORTFOLIO AFTER	RECOMMENDATION
6.3	**6.6**	**6.0**	**Proceed**
public sources only	*estimated*	*from 6.0*	*Straightforward*



What the market sees. A company that names its problem (PFAS limits landing on utilities that cannot afford incumbent solutions), names its lead investor, and publishes a third-party lab result. Seven utilities described, two named.

Strengths. Technical 7 with a named lab. Capital 6 with a named lead and a use of funds. Even across the board with no category under 6.

Gaps. Pilot 6 undersells seven installs. Story 6 stops short of the founder's reason, which is a good one and told only on a podcast.

Portfolio fit. Fills all three of the portfolio's weakest categories (Commercial, Pilot, Capital). Mutual benefit with Tidewater Analytics: the same small-utility buyer, complementary offers, and a shared state revolving-fund channel. No conflicts.

Recommendation. Proceed. Introduce the founders to Tidewater's before the first partner meeting, and ask both what a joint utility pitch would look like.

08 METHOD AND NOTES

Scores. Outside-In (Tier A) is scored from public sources only, multi-source verified, with no company-provided data. Candidates were scored between September 14 and 25, 2026. Rubric: 1 to 2 Critical · 3 to 4 Weak · 5 to 6 Developing · 7 to 8 Strong · 9 to 10 Exceptional. Stage bands: Pre-Seed 2 to 4 · Seed 4 to 5.5 · Series A 5.5 to 7 · Series B+ 7 to 9. Database: CapEnergyInsights™, 346 scored companies across five ecosystems.

Ninety-day score. Today's score plus the Moves Library lift for disclosure and website moves the company can make within ninety days without a new result, a new hire, or a capital event, capped at the next rubric band per category. An analytical estimate, labelled estimated, not additive without judgment.

Portfolio after. The eight-company Harborline mean at the September 7 refresh (5.98, shown as 6.0) with the candidate's today score added as a ninth company. Simple arithmetic, no weighting by check size or ownership.

Fills or piles. Assessed on the three categories where the portfolio mean is lowest (Capital 5.2, Pilot 5.6, Commercial 5.8). A candidate fills where it scores above the portfolio mean in one of those categories and piles where it scores above the portfolio mean only in categories where the portfolio is already strong.

Overlap tags. Four axes per pair: buyer, channel, sector, geography, read from both companies' public records. Mutual benefit requires two or more shared axes and no competing offer. Conflict requires the same offer to the same buyer or through the same channel. Tags are hypotheses for the founders to confirm.

Disclosure. Capital Energy conducts independent outside-in research from public sources. Capital Energy advises Kestrel Thermal, a Harborline portfolio company, under a pilot engagement that began August 13, 2026, and has no relationship with any candidate. Scores are analytical opinions, not investment advice, ratings, or recommendations. This sample edition is a composite built from real companies and real events in the database, with names, places, and identifying details changed. No single company or fund is depicted. The database figures are real.