



CEO Message



Mr. Katende Jackson,
Chief Executive Officer
CINAT Group Ltd

As we close the month and share the September Monthly Newsletter - The Gist, 3rd Edition, I am encouraged by the progress CINAT Group continues to make. Our participation in the Africa Climate Finance Conference and the COMESA Business Council training strengthened our understanding of climate finance, policy engagement, stakeholder collaboration and emerging opportunities for businesses.

At the heart of this progress are our people and the partnerships we continue to build. CINAT Group reflects our belief that when our people grow, CINAT Group grows with them. Through mentorship, continuous learning, education and opportunities to take on greater responsibilities, we are building a more capable, adaptable and future-ready team. At the same time, we recognise and appreciate our clients, partners and stakeholders whose trust, collaboration and shared commitment continue to strengthen our work, create new opportunities and contribute to CINAT Group's growth.

Across our Technology, Advertising, Logistics & Trade, Strategy and Business Solutions functions, we continue to bring together different capabilities to create integrated solutions, respond to emerging opportunities and deliver value to the businesses and communities we serve.

Our partnerships remain an important part of this journey, helping us connect expertise, markets, technology and opportunities.

As we continue our restoration and growth journey, let us remain committed to learning, collaboration, innovation and building strong partnerships that create meaningful value for our clients, stakeholders and the wider community.

From Climate Finance to Climate Action: How Uganda Can Unlock Domestic Capital Through Blended Finance

CINAT Group's participation in the 3rd Annual Africa Climate Finance Conference, held from 1-2 September 2026 organised by the Climate Finance & Sustainability Centre at Makerere University Business School (MUBS), highlighted a critical question for Africa: How can available climate capital be effectively mobilised, intermediated and deployed to businesses, farmers and communities? The discussions reinforced that unlocking climate finance requires more than funding commitments; calling for stronger financial ecosystems, investment-ready projects, strategic partnerships and innovative risk-sharing mechanisms capable of translating capital into meaningful climate action and sustainable impact.



Engagement on building strong relationships, partnerships and thought leadership to strengthen CINAT's brand and drive growth.

One of the thought-provoking discussions at the conference focused on Blended Finance for Domestic Capital Mobilisation in Uganda, highlighting the critical role of domestic financial institutions in taking climate finance to the last mile. Strengthening institutions, alongside improving data on domestic private-sector participation, will be essential to unlocking greater local capital for climate action. By combining public and private capital with guarantees, concessional financing and other risk-sharing mechanisms. Blended finance can help reduce investment risks and attract commercial capital, particularly in sectors such as agriculture, renewable energy, sustainable infrastructure and climate-smart enterprises. However, these mechanisms must be matched with patient capital, longer-tenor financing and investment-ready businesses capable of demonstrating viable and scalable solutions.

For businesses, climate action presents an opportunity to move beyond viewing sustainability as a compliance requirement and instead embrace it as a driver of innovation, investment and growth. The discussions also highlighted the importance of a strong policy and regulatory environment, with frameworks such as the National Green Taxonomy and climate-related financial-sector guidelines providing greater clarity on sustainable economic activities and investment opportunities. A strong policy environment can boost confidence and help businesses access climate finance, partnerships and new opportunities.

The conference also underscored the importance of connecting knowledge with capital and action. As Dr. Mary Nantongo, Director of the Climate Finance & Sustainability Centre, emphasised, the Centre's role is to "build the bridge between knowledge and capital." Prof. Moses Muhwezi, Principal of Makerere University Business School, similarly stressed the importance of ensuring that research responds to community needs and that practitioners are actively engaged in research and education. These perspectives underscore the need for stronger collaboration across the climate-finance ecosystem to turn knowledge and research into investment, action and measurable impact.



Dr. Mary Nantongo, Director of the Climate Finance & Sustainability Centre

For CINAT Group, the conference reinforced that climate finance is increasingly a business, investment, innovation and partnership opportunity. With expertise across strategy, communications, marketing, technology, logistics and business solutions, CINAT Group is committed to leveraging integrated approaches, strategic partnerships and effective stakeholder engagement to connect ideas, institutions, markets and opportunities, helping translate climate-finance priorities into practical solutions and sustainable impact.





Stakeholders call for stronger climate-finance ecosystems to turn capital commitments into measurable impact and sustainable growth.

The launch of the Africa Climate Finance Outlook 2026 at the conference which highlights the key challenges, interventions and recommendations shaping climate finance across the continent, reinforcing the need to move beyond mobilisation towards intermediation, deployment and impact. The conference also witnessed the launch of the Uganda Climate Innovation Challenge (UCIC) 2026, highlighting the growing focus on supporting innovative climate solutions. For Uganda, advancing climate action will require strengthening domestic financial institutions, expanding risk-sharing mechanisms, supporting patient capital, improving investment readiness and data, and fostering stronger collaboration among government, financial institutions, businesses, researchers, development partners and communities.



Launch of the Uganda Climate Innovation Challenge (UCIC) 2026, supporting innovative solutions for climate action and sustainable development.

Ultimately, unlocking domestic climate capital requires stronger ecosystems, moving from commitments to implementation and from mobilisation to measurable impact, while enabling businesses to become active drivers of a more resilient and sustainable economy...

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CINAT Grow: Creating Pathways for People to Learn, Lead and Grow

At CINAT Group, we believe that company's growth begins with people. Our ability to deliver on our ambitions depends on having a skilled, motivated and adaptable team committed to continuous learning and development.

CINAT Grow is the Group's people development and continuous learning initiative, designed to nurture talent, strengthen capabilities and create meaningful opportunities for career progression. Through mentorship, training, knowledge sharing and professional development, the initiative empowers team members to build confidence, realise their potential and contribute meaningfully to the company's growth.



Investing in our people is investing in CINAT Group's growth. Through CINAT Grow, we nurture talent and promote continuous development. Jackson Katende, CEO, CINAT Group.

"CINAT Grow reflects our commitment to investing in our people, nurturing talent and fostering a culture of continuous learning and development. Our people are our greatest asset and the foundation of our growth. By empowering our team to develop their skills, embrace new opportunities and take on greater responsibilities, we are building a resilient, adaptable and high-performing company. When our people grow, CINAT Group grows with them." According to Jackson Katende, Chief Executive Officer, CINAT Group.

According to Kako Claudia Gwasaze, People & Culture Officer, CINAT Grow reflects the company's commitment to creating a supportive, people-centred environment where employees are valued, encouraged to learn and empowered to take ownership of their growth. The initiative provides opportunities for team members to integrate, develop their skills, take on greater responsibilities and progress in their careers, while identifying and nurturing emerging talent.

By embedding continuous learning into the workplace, CINAT Grow seeks to build a culture where individual development and organisational growth go hand in hand, strengthening the Group's capacity to adapt, innovate and pursue new opportunities. Through learning, mentorship, knowledge sharing, leadership development, collaboration and personal growth, CINAT Grow provides a platform for team members to build confidence, embrace new responsibilities and continuously improve. It also creates space for students, interns and emerging professionals to gain practical exposure, learn from experienced teams and potentially transition into greater opportunities within the CINAT ecosystem.



Umutoni Nicole, Digital Officer at CINAT Group, on her growth journey through CINAT Grow.

For Umutoni Nicole, Digital Officer at CINAT Group, her first one and a half months at the company have already been a meaningful learning experience. She joined CINAT expecting to gain professional experience, but says she has gained something deeper - a different way of thinking. "Through mentorship and exposure to diverse assignments, I have learned that marketing goes beyond creating work that looks or sounds good; it requires understanding the problem, asking the right questions, challenging initial ideas and developing solutions that create value." She noted.

The experience has strengthened her confidence, made her more intentional in her work and helped her become more receptive to feedback and constructive challenge. For Nicole, CINAT Grow has shown her that growth is not simply about acquiring more knowledge, but about changing how you see and approach your work.

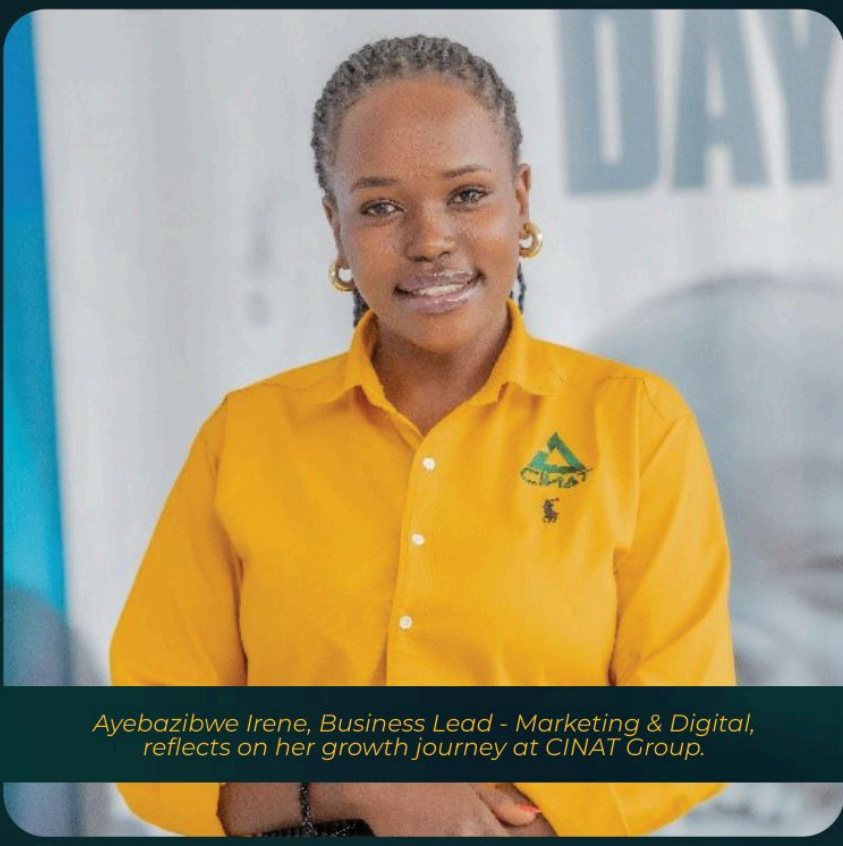
The CINAT Grow journey can be viewed as a continuous talent pathway:

ENTRANT → **INTERN** → **INTEGRATION** → **UPGRADE** → **LEADERSHIP**

Each stage represents an opportunity to learn, contribute and grow. New entrants are welcomed into the CINAT culture; interns gain practical experience and exposure; team members are supported to integrate and find their place within the organisation; employees are encouraged to upgrade their skills and take on greater responsibilities; and those ready for the next level are nurtured into leadership and greater responsibility.

Through this approach, CINAT Grow becomes both a people-development initiative and a talent-acquisition and retention pathway. By connecting learning with real opportunities, CINAT Group can attract emerging talent, develop internal capabilities, recognise potential and build a stronger pipeline of future professionals and leaders.

CINAT Group is creating meaningful pathways for the team to grow both professionally and personally. These initiatives are designed not only to build individual capabilities, but also to strengthen collaboration, engagement and a shared sense of purpose across the company.



Ayebazibwe Irene, Business Lead - Marketing & Digital, reflects on her growth journey at CINAT Group.

“Joining CINAT Group in January 2025 as a Social Media Executive, I have grown from focusing mainly on content creation and social media management to contributing to proposals, pitches, campaigns, content production and client engagement. Through continuous learning, mentorship and opportunities to take on new responsibilities, I developed greater adaptability, strategic thinking and confidence.” Says Ayebazibwe Irene.

“My involvement in CINAT Group’s transition into a more strategy-led and operations-oriented consultancy also broadened my understanding of marketing and business. She added.

Today, as Business Lead Marketing & Digital, she sees herself not just as a digital professional but as a marketer with a strong digital foundation. With CINAT’s support for her CIM studies, she continues to strengthen her strategic marketing capabilities. Her journey reflects what CINAT Grow represents - creating opportunities, nurturing talent and empowering people to discover and grow into their potential.

Through the CINAT Grow Mentorship Programme, team members have opportunities to learn from colleagues and leaders with diverse experiences, skills and sector perspectives. The programme is designed to support staff skilling, professional development, knowledge sharing and continuous learning, while creating opportunities for employees to gain insights beyond their immediate roles and departments.

The team can engage in meaningful conversations around career development, leadership, workplace challenges, professional skills, education and personal growth. By connecting employees across functions and sectors, the programme encourages cross-functional learning, collaboration and the exchange of practical knowledge. Mentors provide guidance, share experience and challenge mentees to think differently, build confidence, strengthen their capabilities and take greater ownership of their professional growth.

For Nakilembe Joselyne, CINAT Grow has been a journey of steady transformation and increasing responsibility. Joining CINAT Group in 2021 as an Accounts Assistant, she has progressed through Finance and Administration into her current role as Executive Assistant, gaining valuable cross-functional experience, financial and administrative expertise, and executive support skills along the way.

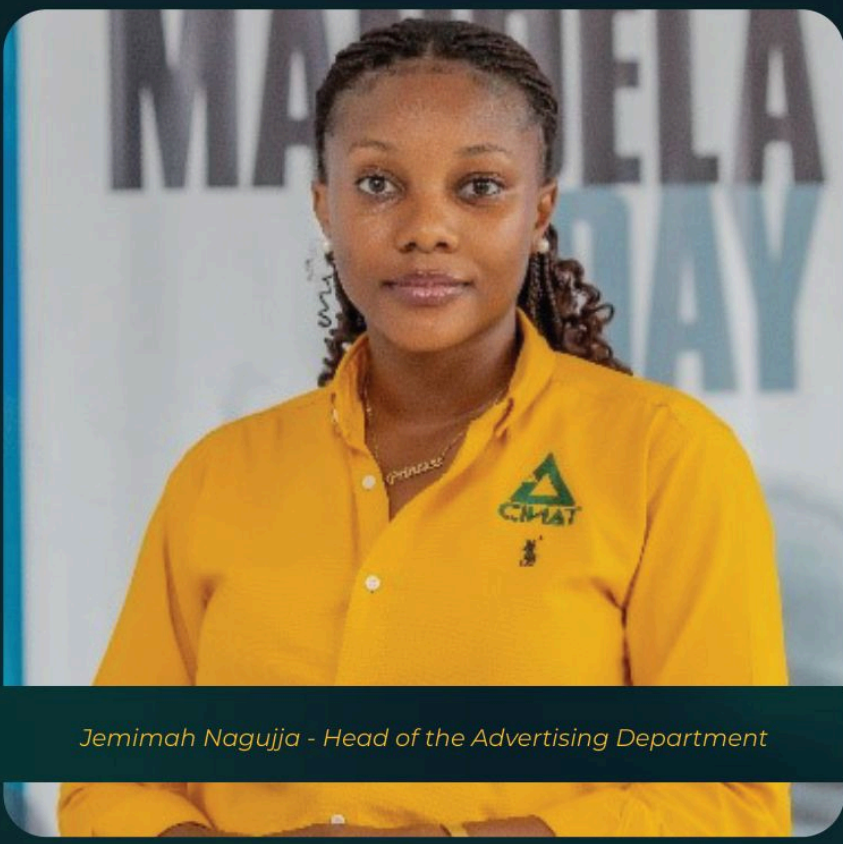


Nakilembe Joselyne, Executive Assistant at CINAT Group, on her growth journey through CINAT Grow.

With CINAT Group’s support, Joselyne has also continued her education at UMI, expanding her knowledge of transport and logistics. While balancing work and studies has presented challenges, Joselyne believes more structured mentorship and specialised logistics and transport training will further strengthen employee development. Her journey reflects CINAT Grow’s commitment to creating opportunities for people to learn, grow and take on greater responsibilities.

Ultimately, the programme seeks to build a more skilled, adaptable and collaborative CINAT workforce, where learning is shared across disciplines and every team member has opportunities to develop and contribute to the organisation’s growth.

Recognising the value of formal education in building long-term professional capacity, CINAT Group provides education sponsorship opportunities that support the team in pursuing further learning and strengthening knowledge relevant to their careers and responsibilities. Investing in education is an investment in both the individual and the company. As the team acquires new knowledge and skills, they are better positioned to contribute innovative ideas, improve processes, solve challenges and deliver greater value.



Jemimah Nagujja - Head of the Advertising Department

“Since joining CINAT Group in 2024, I have grown significantly both professionally and personally. Starting in Client Service, I gained valuable experience in client management and business operations before taking on greater responsibilities, progressing into management and eventually becoming Head of the Advertising Department.” Says Jemimah Nagujja.

CINAT Group has also supported her academic growth, enabling her to pursue a Bachelor’s Degree in Business Administration, building on her previous Diploma in Journalism and Mass Communication.

“The trust, mentorship and opportunities I have received have strengthened my leadership skills, broadened my knowledge and helped me discover my potential. I am proud of the journey so far and excited about what lies ahead with CINAT Group,” she added.

Together, these initiatives reflect one central belief: when people grow, the company grows with them. CINAT Grow goes beyond preparing the team for their current roles; it is about building a more capable, confident, relevant and future-ready workforce equipped to embrace new opportunities and contribute meaningfully to the company’s continued growth.

As CINAT Group continues its restoration and growth journey, investing in people will remain at the heart of its ambition. Through continuous learning, mentorship, recognition, collaboration and opportunities for development, CINAT Grow is helping build not only better professionals, but a stronger company prepared for the future...

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CINAT Group Strengthens its Capacity in Policy Advocacy and Influence Through Private Sector Training



Engagement on building strong relationships, partnerships and thought leadership to strengthen CINAT's brand and drive growth.

CINAT Group strengthened its understanding and positioning of private sector policy advocacy and engagement through its participation in the Capacity Building Training on Advocacy and Policy Engagement Skills for Business Companies and Entities, held virtually on 23 September 2026. Organised by the COMESA Business Council (CBC) in partnership with the Federation of German Industries (BDI), with the Private Sector Foundation Uganda (PSFU) serving as CBC's National Focal Point in Uganda, the three-hour training equipped participants with practical insights into stakeholder engagement, evidence-based policy communication and public-private dialogue. The session enhanced CINAT Group's capacity to engage effectively in policy processes, contribute to discussions shaping the business environment and support initiatives that promote business growth and a more conducive operating environment.

The training focused on equipping business professionals with practical approaches to policy advocacy, stakeholder mapping, public-private dialogue and evidence-based policy communication. Participants explored how businesses can identify policy gaps, articulate industry challenges and present practical recommendations to relevant decision-makers, with emphasis on using research, data and documented business experiences to develop policy briefs and position papers that contribute to informed policy discussions.

The session also highlighted the importance of constructive engagement between government institutions and private sector stakeholders in addressing business challenges, strengthening collaboration and supporting policies that create a conducive environment for sustainable business operations and growth.

CINAT Group's participation aligns with its strategic direction as a consultancy supporting businesses across various industries, including Manufacturing & Production, Retail & Consumer goods, Construction & Infrastructure, Finance & FinTech, Import & Export, Healthcare & Life Sciences, technology & ICT, Education & Non-Profit, Insurance. Understanding the policy and regulatory environment is essential to effectively supporting businesses and industry stakeholders. The knowledge gained from the training presents opportunities for the Group to strengthen engagement with government institutions, business membership organisations, industry associations and development partners.

The training also highlighted opportunities for CINAT Group to support businesses in translating industry challenges into evidence-based policy briefs, position papers and thought leadership content that clearly communicate private sector priorities and proposed solutions. Through its strategic operations, the Group can further participate in policy dialogues, industry engagements and strategic partnerships that connect businesses with relevant stakeholders and contribute to constructive discussions on improving the business environment.

As CINAT Group continues to expand its role as a strategic partner to businesses, the application of policy advocacy and engagement approaches will support its efforts to identify emerging opportunities, strengthen institutional relationships, and contribute to solutions addressing private sector challenges.

By integrating stakeholder insights, strategic communications, and evidence-based approaches into its work, the Group aims to enhance its contribution to industry discussions and partnerships that support business development and growth.

CINAT Group's participation reflects its commitment to continuous learning and strengthening the capabilities required to effectively support businesses, engage stakeholders and contribute to a more conducive environment for private sector operations. Through strategic engagement, informed communication and collaboration, the Group continues to explore opportunities to connect businesses, institutions and solutions that contribute to private sector development and sustainable growth in Uganda.

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GRINDER OF THE MONTH SEPTEMBER



GRINDER OF THE MONTH | SEPTEMBER

At CINAT Group, we believe that consistency, ownership and going the extra mile deserve to be recognised. This September, we proudly celebrate Nicole Umutoni from our Digital Department as our Grinder of the Month. Nicole's commitment and contribution reflect the spirit of what it means to keep learning, keep building and keep grinding. Congratulations, Nicole!

Your effort matters, your contribution counts, and your excellence inspires the team.

READY TO BUILD A SCALABLE BUSINESS

The first conversation is always about you, your goals, your gaps, your vision. We'll tell you exactly how we'd approach it. No commitment, no fluff.

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CINAT GROUP



**"We don't just support businesses.
We design how they grow, scale, and lead."**