



PRESS CLIPPING SHEET

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Roche appoints Carlos Justiniani Ugarte as General Manager of Diagnostics Egypt and North Africa Network Lead

Roche has appointed Carlos Justiniani Ugarte as General Manager of Roche Diagnostics Egypt and North Africa Network Lead, tasking him with expanding diagnostic access, digitalisation, and the ethical deployment of artificial intelligence across the region.

"Egypt is at a genuinely exciting moment in its healthcare journey," Ugarte said in a statement. "The ambition is real, the infrastructure is growing, and there is a genuine appetite across the system for change that reaches patients."

Ugarte transitions to the Egyptian affiliate after serving four years as Country Manager for Morocco. During his tenure, he built the Moroccan Diagnostics affiliate and established the country as a strategic hub for the Francophone West Africa network. In Morocco, he introduced telepathology solutions to address patient access gaps in remote areas and deployed near-patient care and clinical decision tools across underserved communities. The company noted that the division became a reference for its approach to emerging markets by being locally grounded, regionally connected, and focused on patient outcomes.

Bringing 27 years of international experience with Roche, Ugarte has held executive leadership roles in Switzerland, France, Puerto Rico, the Philippines, Morocco, and Egypt. His career spans five continents—Europe, North America, Latin America, Asia, and Africa—where he has developed expertise in diagnostics, healthcare transformation, and business leadership. Roche credited Ugarte with combining a global perspective with strategic vision and an understanding of healthcare system challenges, noting his reputation for turning strategy into action by empowering people, building high-performing teams, and leading organisations through transformation.

In his new capacity, Ugarte aims to build stronger, more resilient healthcare systems through strategic partner-



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ships and broader access to high-quality diagnostics. He also stated a commitment to developing entrepreneurial teams and future leaders who will create lasting impact for patients, communities, and regional healthcare systems.

He joins an affiliate with an established track record of partnerships across Egypt's healthcare sector and plans to work closely with public and private institutions to advance diagnostic access. Roche Diagnostics Egypt is involved in several national health initiatives, including supporting the country's HCV elimination programme and expanding breast cancer screening, while driving the adoption of digital pathology and total lab automation in both the public and private sectors.

"The leadership at Roche Diagnostics has built something to be proud of, and my focus will be on carrying that forward, deepening the impact and developing the people who will sustain it long into the future," Ugarte added. "I also look forward to strengthening our partnerships with the Ministry of Health, public and private institutions, and all the stakeholders who share our commitment to better diagnostics for every patient."

Ugarte holds a BSc in Business Administration (Économiste d'entreprise HES) from the Haute École de Gestion Arc in Neuchâtel, Switzerland, and has completed Executive Leadership Education at the London Business School.

Irrigation ministry set to begin trial operation of digital twin for Ismailia Canal

Egypt's Ministry of Water Resources and Irrigation is preparing to begin trial operation of a digital twin for the Ismailia Canal and its branches as part of a broader drive to use digital technology to improve water management.

Water Resources and Irrigation Minister Hani Sewilam reviewed progress on the project during a meeting on the ministry's digital transformation efforts under its second-generation Water System 2.0 programme.

Sewilam said digital transformation is a key pillar of efforts to modernise water management by expanding the use of technology to monitor, manage and distribute water.

The approach is intended to provide accurate and up-to-date data to improve the management of water resources as well as the planning, op-



eration and maintenance of Egypt's water infrastructure.

The ministry is expanding the use of digital twins, which create dynamic virtual replicas of physical water systems. These models can be connected to real-time data collected through telemetry networks, allowing officials to monitor operating conditions, analyse performance and

take preventive action before problems develop.

According to the ministry, the technology could also support decisions related to maintenance, operation and efficiency improvements.

The ministry is developing an integrated smart management system that connects its different sectors in real time. The system is designed to

improve field monitoring of waterways and integrate operational plans with databases and information held by different departments, providing decision-makers with a more comprehensive and continuously updated picture of the water system.

For the Ismailia Canal project, Sewilam instructed the Irrigation Department to accelerate the in-

stallation of water-level gauges and telemetry equipment at several locations along the canal and its branches.

He also called for meters to be installed at drinking-water plants and industrial water intake points in coordination with the relevant authorities. Data from these meters will be integrated into the telemetry network and digital twin.

The ministry will also regularly update the rating curves used to determine water discharge at different monitoring locations along the canal.

Sewilam instructed officials to begin trial operation of the Ismailia Canal digital twin and use it in the daily management and distribution of water along the canal and its branches.

The trial is expected to help test and refine the system before the technology is expanded to other parts of Egypt's irrigation network.

A digital twin of a canal incorporates the waterway, associated infrastructure and networks into a continuously updated virtual model that reflects conditions on the ground. It can then be used to simulate different operating scenarios and provide data to support water-management decisions.

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Egypt, Huawei discuss digital transformation of healthcare sector

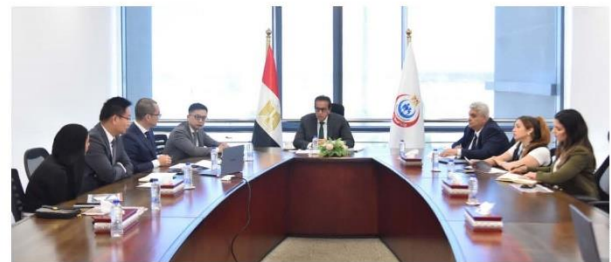
Egypt's Ministry of Health and Population and Huawei have discussed expanding cooperation on the digital transformation of the country's healthcare system, including the use of artificial intelligence, cloud infrastructure and integrated health data platforms.

Health and Population Minister Khaled Abdel Ghaffar met Huawei representatives to review potential areas of cooperation and the company's latest technological and digital solutions for the healthcare sector.

The talks focused on Huawei's vision for healthcare digitalisation in Egypt through a unified "One Cloud" model designed to move the sector away from separate digital systems towards an integrated platform.

The proposed model would enable greater integration of health data, facilitate its management and governance, and allow authorities to make better use of information in decision-making and the development of healthcare services.

The meeting also reviewed several ongoing cooperation projects, including information and communications technology infrastructure at hospitals,



Picture Archiving and Communication Systems (PACS), digital pathology and a pre-hospital emergency care project.

The two sides discussed the potential use of artificial intelligence and big-data solutions, as well as measures to strengthen data sovereignty and make digital healthcare systems easier to operate and maintain.

The ministry said greater use of AI and other digital technologies could help integrate different components

of the healthcare system and support Egypt's plans to expand its Universal Health Insurance System in line with the country's Vision 2030 development strategy.

The talks also explored how Egypt could benefit from Huawei's international experience in digital government and healthcare transformation and apply global best practices in developing an integrated and sustainable digital health ecosystem.

At the end of the meeting, Hua-

wei representatives invited Abdel Ghaffar to attend Huawei Connect 2026, scheduled to take place in Shanghai, China, from September 17 to 19.

The conference is expected to bring together around 25,000 participants and showcase the company's latest strategies and solutions in technology and digital transformation, as well as developments in innovation and examples of technology applications.

IDA continues crackdown on unutilized industrial land, reclaims plots in Beni Suef, Minya

The Industrial Development Authority (IDA) has continued its nationwide campaign to reclaim unutilized industrial land, carrying out field inspections and withdrawal procedures in the industrial zones of New Beni Suef and Al-Matshara in Minya.

The campaign is being implemented in coordination with governorates, city authorities, and relevant government bodies as part of a broader plan to protect industrial land and ensure its productive use.

A joint committee headed by Hazem Anan, Vice-Chairperson of the IDA, carried out withdrawal procedures for a number of plots in the two governorates, following directives from Minister of Industry Khaled Hashem to reclaim industrial land and facilities held by non-serious investors or those that have failed to commence production.

Nahid Youssef, Chairperson of the IDA, said the campaign resulted in the implementation of withdrawal decisions covering several industrial plots in the New Beni Suef Industrial Zone, in the presence of Ahmed Nour, Deputy Head of the New Beni Suef City



Authority, as well as security officials.

Similar measures were carried out in the Al-Matshara Industrial Zone in Minya, in the presence of Khaled Ezz El-Regal, Head of the IDA's Central Administration for Land Allocation and Monitoring, and Noha Fathy Abdel Rahman, Executive Director of the Al-Matshara Industrial Zone Authority.

The withdrawal decisions followed reviews of the implementation status of the affected plots, which showed that their holders had violated the applicable requirements and exceeded approved

development schedules, as well as additional grace periods previously granted by the ministry, without commencing construction or actual production.

Youssef said the campaign's expansion to industrial zones across Egypt reflects the ministry's approach to restructuring and optimising the use of vacant industrial land and eliminating practices such as land trading, withholding, and land banking.

She added that reclaiming industrial plots aims to redirect industrial investment towards productive

activities and transform unused land into active production sites capable of contributing to Egypt's economic growth and creating jobs.

The IDA stressed that the campaigns are not a temporary measure but will constitute an ongoing policy and permanent component of its operations.

The authority said inspections and field visits would continue according to a structured timetable covering industrial zones and complexes across the country, with periodic follow-up inspections in governorates and cities previously visited by the committees.

The authority also said it had reclaimed plots and industrial spaces would be reoffered and reallocated transparently through the Egypt Industrial Digital Platform, making them available to serious investors and companies seeking genuine expansion.

According to the IDA, the move is expected to accelerate industrial production, improve the utilisation of available industrial land, create employment opportunities, and support industrial activity across Egypt's governorates.