



FOR IMMEDIATE RELEASE

Carlos Justiniani Ugarte Named General Manager of Roche Diagnostics Egypt

Cairo, Egypt — 12 August 2026 - Carlos Justiniani Ugarte has been named General Manager of Roche Diagnostics Egypt and North Africa Network Lead. He joins the Egypt affiliate following four years as Country Manager for Morocco, where he built the Moroccan Diagnostics affiliate and established the country as a strategic hub for the Francophone West Africa network.

During his tenure in Morocco, Carlos introduced telepathology solutions to address gaps in patient access in remote areas, deployed near-patient care and clinical decision tools across underserved communities. The division became a reference for how Roche approaches emerging markets: locally grounded, regionally connected, and built around patient outcomes.

His approach to leadership is equally distinctive, bringing 27 years of international leadership experience with Roche. Throughout his career, he has held executive leadership roles across Switzerland, France, Puerto Rico, the Philippines, Morocco and Egypt, developing deep expertise in diagnostics, healthcare transformation and business leadership across Europe, North America, Latin America, Asia and Africa.

Having led organizations across five continents, Carlos combines global perspective with strategic vision and a deep understanding of the challenges facing healthcare systems. He is recognized for turning strategy into action by empowering people, building high-performing teams and leading organizations through transformation.

Today, Carlos leads Roche Diagnostics Egypt and the North Africa Network with a clear vision: helping build stronger, more resilient healthcare systems through strategic partnerships and broader access to high-quality diagnostics. He is equally committed to developing entrepreneurial teams and the next generation of leaders who will create lasting impact for patients, communities and healthcare systems across the region.

Carlos joins an affiliate with a strong track record of partnership across Egypt's healthcare landscape. He looks forward to building on that legacy, working closely with public and private institutions to advance diagnostic access. Roche Diagnostics Egypt has been a key partner in national health initiatives, from supporting the country's landmark HCV elimination programme and expanding breast cancer screening, to driving the adoption of digital pathology and total lab automation across both the public and private sectors. Carlos



is particularly interested in the potential of diagnostic digitalisation and the ethical deployment of artificial intelligence to expand access and improve patient outcomes across the region.

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

Carlos 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.