KPMG

Site selection for Life Sciences companies

North Africa, Middle East and Türkiye

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Foreword

Accelerating success in MENA & Türkiye through localized manufacturing and R&D

The Middle East and North Africa (MENA) region, together with Türkiye, is home to a young, often well-educated and rapidly growing population. Their priorities center on economic stability, health and personal development. Women are joining the workforce at unprecedented rates, contributing to greater political stability and social progress.

Regional governments recognize that supportive business frameworks attract both foreign and domestic investment in the pharmaceutical, biotechnology and medtech sectors. This in turn creates new jobs for skilled youth, increases tax revenues and gives governments additional means to invest in healthcare. Numerous successful pharmaceutical companies are already producing for local and regional markets, while intra-regional trade and investment flows continue to expand. This momentum is paving the way for international life sciences companies to enter the market and benefit from an existing skilled workforce and established go-to-market pathways.

These developments are further strengthened by governmental incentive programs that promote R&D and manufacturing activities at various levels. Openness to such ventures is high, making this an ideal moment to explore opportunities in the region.

This report aims to support decision-makers at national, regional and international life sciences companies in assessing the business framework conditions that can help them capitalize on commercial opportunities in the MENA region and Türkiye. It also offers national governments and investment promotion agencies a benchmark to evaluate their competitiveness in attracting investment from the life sciences industry. The report covers six key markets: Algeria, Egypt, Lebanon, Morocco, Saudi Arabia, Tunisia and Türkiye. The report was prepared in collaboration with local KPMG offices across the MENA region and Türkiye.

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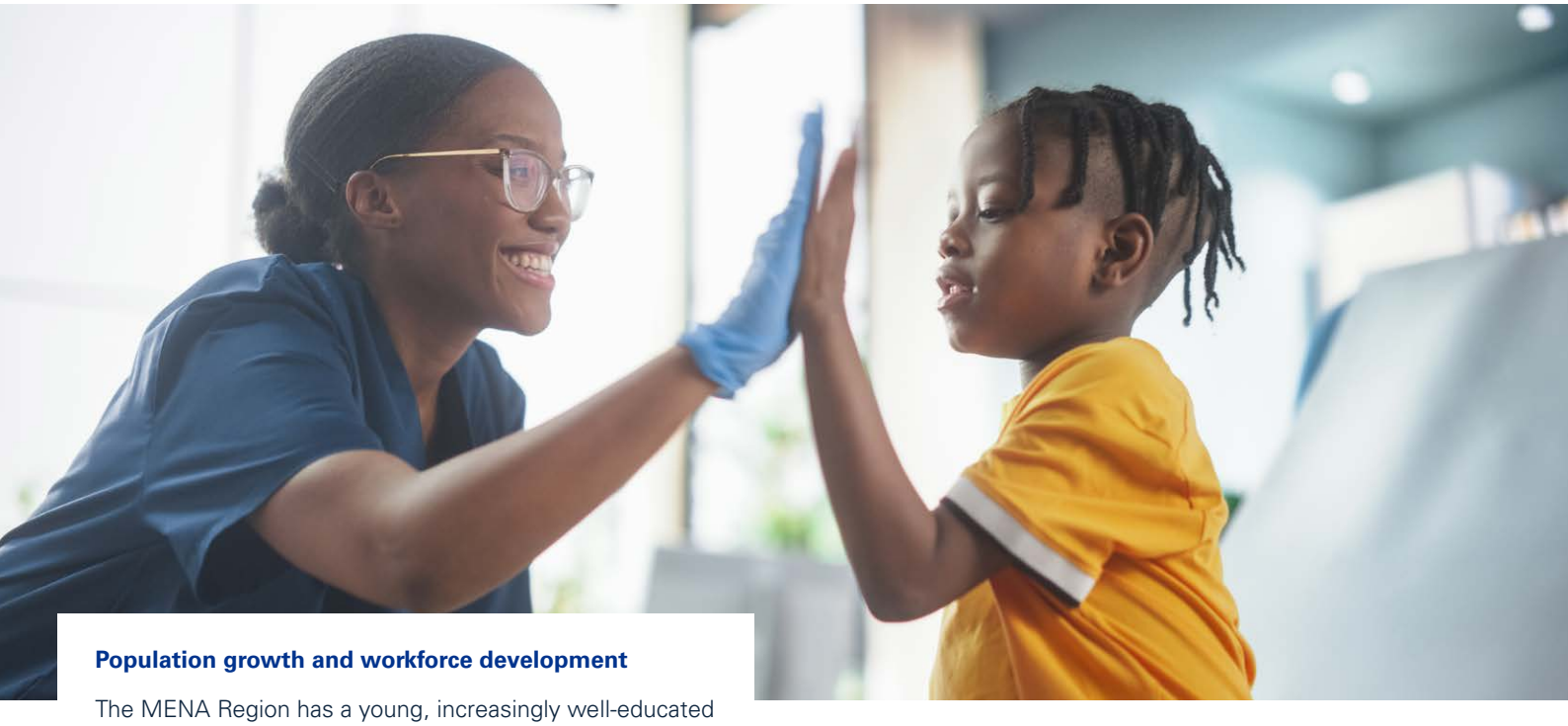
The Big picture

Politics and economics

The Middle East and North Africa (MENA) region includes the Maghreb, Levant, Arabian Peninsula, and, depending on the definition, also Iran and Türkiye. Although these countries are linked by history and geography, they differ widely in economic development, demographics and political systems. The region ranges from some of the world's wealthiest states (e.g., Qatar, UAE, Saudi Arabia) to countries facing poverty, conflict or recovery (e.g., Yemen, Syria, Libya). Many economies still rely on oil, gas and mineral exports; however, diversification is becoming increasingly important as governments respond to fluctuating oil revenues, high youth unemployment, and rising climate pressures.



Population growth and workforce development

The MENA Region has a young, increasingly well-educated population, with rising female participation in the workforce participation. However, youth unemployment remains high. Despite their diversity, MENA countries and Türkiye share a common challenge: ensuring access to healthcare services for their growing populations.

Country	Population (millions)	Average age	GDP per Capita (USD)	Ratio of female to male labor force participation rate (%)	Fertility rate, total (births per woman)
Türkiye (Turkey)	85.52	34	$15,500	51	1.5
Saudi Arabia	35.3	32.4	$35,000	43	2.3
Morocco	38.08	30.6	$3,900	29	2.2
Egypt	116.54	24.4	$3,300	22	2.8
Tunisia	12.28	34.4	$4,400	41	1.8
Algeria	46.81	29.1	$5,200	21	2.8
Lebanon	5.81	36.3	$3,500	23	2.2

Sources:
World Bank (2024), World Development Indicators (WDI).
United Nations (2024), World Population Prospects.

Localization of the Life Sciences value chain

Strategic autonomy and reshoring are increasingly shaping industrial policies across the MENA and Türkiye region. For instance, GCC governments are investing in domestic R&D and manufacturing or partnering with countries such as Morocco, Egypt and Tunisia, which benefit from geographic proximity to and strong trade ties with Europe.

Tender preferences

In many MENA markets, the major buyers are government-linked healthcare providers. Locally manufactured and generic products often receive favorable tender treatment, with full-scale manufacturers scoring higher than those focused solely on fill-and-finish activities.

Governmental programs

Most MENA countries and Türkiye offer incentive programs for life sciences investment, including tax benefits and other competitive advantages.

Access to talent

High unemployment among skilled workers in the MENA region and Türkiye creates attractive talent-cost opportunities for life sciences firms seeking to scale.

What key elements must businesses evaluate when selecting sites for their Life Sciences operations?

Important factors which impact site selection decisions include:

- **International connectivity**: To commercialize products abroad or repatriate profits, businesses need to understand the trade, tax, and tariff agreements relevant to each location.
- **Regulatory maturity**: Countries with established regulatory systems and robust GMP standards are better positioned to attract high-value manufacturing, including biologics and complex injectables.
- **Existing LS ecosystem**: Collaboration with local life sciences companies through joint ventures, licensing or tech transfer can lower risk and accelerate market entry.
- **Qualified workforce**: Partnering with universities or providing training programs helps build a pipeline of skilled talent.
- **Value drivers**: Localize less complex operations such as packaging or distribution first before progressing to formulation or advanced API production.
- **National LS industry & healthcare strategy**: Understanding government priorities for the life sciences sector, and how healthcare policy shapes market dynamics, helps assess alignment with corporate strategy.
- **Regional stability**: Factors such as water security, oil price volatility and food sovereignty influence long term stability, investment conditions and regional cooperation.

Source:
Italian Institute for International Political Studies (ISPI) (2026), Striving for Stability: What Lies Ahead for the MENA Region in 2026.

What should governments do to attract Life Sciences investments?

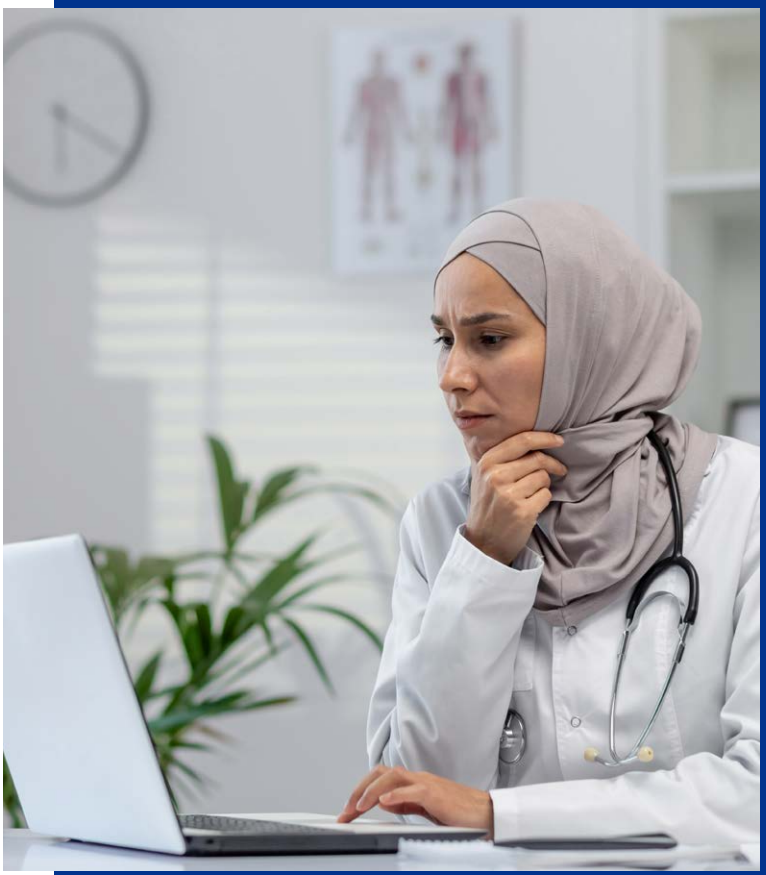
MENA nations that want to attract life sciences localization projects should consider following the steps:

- Address skill gaps through targeted education and training for specialized LS roles.
- Improve the business climate by reducing bureaucracy and corruption, and by strengthening regulatory frameworks.
- Establish clear LS industry policies and a comprehensive strategy to demonstrate government commitment.
- Engage the diaspora with 'brain circulation' initiatives to attract experienced LS professionals back home.
- Partner with international public and private sectors to promote technology transfer and accelerate industrial upgrades.
- Boost regional integration by increasing intra-MENA trade and streamlining cross-border regulations.
- Implement focused investment promotion for high-potential industries, extending beyond pharma and biotech to include digital health and emerging areas such as green, grey or blue biotech.

Digital transformation and healthcare

Artificial intelligence (AI) is playing an increasingly pivotal role in healthcare across the Middle East. Saudi Arabia's National AI Strategy 2031, for example, aims to integrate AI technologies across multiple sectors, including healthcare.

Across the MENA region and Türkiye, numerous accelerators and incubators have been established to support health tech start ups. Examples include Ahli Fintech in Jordan, AUC Venture Lab in Cairo, C3 in the UAE, Falak Investment Hub in Saudi Arabia, Digital Incubation Center in Qatar, Incub Me in Algeria, Startup Tunisia in Tunisia, Africa Smart Health in Morocco, and Startup bootcamp in Istanbul.



Sources:
IMF (2025), Middle East and North Africa (MENA) Inaugural Research Conference, May 2025.
World Economic Forum (2024), How digital innovation is reshaping healthcare in the Middle East.
Dharab (2025), Transforming healthcare: The role of digital health technologies in the Arab world.

Regional collaborations and international life sciences industry conferences

The numbers of cross border projects and conferences in the MENA and Türkiye region grow every year. Examples include:

Bilateral industrial cooperation

Egypt – Saudi Arabia

Joint localization of essential medical supplies, starting with hemodialysis filters, leveraging Egyptian technical expertise and supporting Saudi Vision 2030 to strengthen regional supply-chain resilience.

Saudi Arabia – Morocco

(MoU) Cooperation across pharmaceuticals, medical products, research, regulation and workforce development to enable knowledge exchange, joint initiatives and regional manufacturing alignment.

Egypt – Türkiye

Expanded collaboration in pharmaceutical manufacturing, biotechnology and health technologies, promoting industrial partnerships, cross-border investment and regional production capacity.

Continental trade & investment platforms

Inter African Trade Fair (IATF 2027)

Gateway to the AfCFTA single market (1.4 billion people; ~USD 3.5 trillion GDP), enabling life-sciences companies to scale distribution, partnerships and investment across Africa.

Africa Health ExCon (Egypt)

Major African healthcare and life-sciences exhibition connecting policymakers, providers, pharma and med-tech firms, investors and global partners to foster innovation, investment dialogue and cross-border collaboration.

Global life sciences conferences (KSA hub)

Saudi International Pharma Expo 2026

International platform showcasing pharmaceutical innovation and laboratory technologies.

BIO Middle East – Riyadh

Regional biotech forum covering biopharmaceuticals, genomics, cell and gene therapy, and biomanufacturing while supporting the development of global partnerships.

International Conference for Genomic Medicine 2026

Scientific gathering advancing genomics, multi-omics and AI-driven diagnostics and therapeutics to support next-generation healthcare innovation.

Sources:
Arab News (2025), Saudi Arabia to host BIO Middle East biotech conference.
Daily News Egypt (2025), Egypt calls for deeper health and pharmaceutical partnership with Türkiye.
Intra-African Trade Fair (2025), IATF 2025 New Front.
The Guardian Nigeria (2025), Cross River to host 2026 Intra-African Trade Fair.
Saudi Pharma Expo (2026), Saudi International Pharma Expo.
BIO Middle East (2026), Why attend BIO Middle East.
King Faisal Specialist Hospital & Research Centre (2026), International Conference for Genomic Medicine (ICGM 2026).

International healthcare initiatives

Different actors from the international HC community are active in the MENA region – many of them are open for collaboration with the private LS sector.

International research & funding organizations
LSHTM / IDRC / DFG

- International research and capacity-building programs
- Policy, research and skills development in health systems

WHO – Global Benchmarking Tool (GBT)

- Regulatory benchmarking and maturity assessment
- Support to national regulatory authorities across MENA

Pasteur Institute Network

- Infectious disease surveillance and biomedical research
- Research institutes in North Africa with regional Middle East collaboration

MENAHIA (IMIA)

- Regional health informatics and digital health platform
- Standards development and knowledge exchange across MENA

African Development Bank Group

- Development finance and technical assistance for health systems
- Support to pharmaceutical and healthcare capacity in North Africa

Afreximbank & Africa CDC

- Health security-focused financing mechanisms
- Regional supply resilience and capacity enhancement

Bill & Melinda Gates Foundation

- Targeted funding for global health and public health programs
- Selective engagement in the Middle East (e.g. primary healthcare, disease surveillance, vaccination)

Sources:
African Development Bank (AfDB) (2026), Approves EUR 15 Million Loan to Boost Biosimilars Development and Production in Egypt.
African Development Bank (AfDB) (2026), Establishment of African Pharmaceutical Technology Foundation.

Clinical trials

Clinical studies in MENA and Türkiye

For most of the past two decades, both MENA and Türkiye sat at the edges of global clinical research, present enough to be noticed, not prominent enough to be prioritized. The region collectively sponsored under 1% of worldwide clinical trials despite an enormous population, a rising disease burden, and genetic diversity that pharmaceutical science has barely begun to exploit. That gap is closing fast.

A disease burden unlike anywhere else

The case for this region is not simply one of population size or cost efficiency. It is scientific. MENA faces a dual burden: surging lifestyle diseases alongside an unusually high prevalence of inherited genetic disorders. Five MENA countries rank among the world's top ten for diabetes prevalence. Thalassemia, sickle cell disease, and a disproportionate share of rare inherited disorders give the region a profile that sponsors pursuing precision medicine cannot ignore.

Türkiye's edge is different. Its youthful, working-age population is an increasingly scarce asset as trial hubs in Western Europe age, and its large, genetically diverse patient pool supports strong recruitment across oncology, cardiovascular disease, and diabetes.

Regulatory reform and genomic infrastructure

Regulatory fragmentation was the single biggest historical barrier. It is changing. Saudi Arabia's SFDA implemented ICH E6(R2) GCP guidelines and AI-assisted review, contributing to a 40% increase in clinical trials in 2024. Türkiye's TMMDA alignment with EU directives gives international sponsors a familiar, credible framework, arguably the most operationally mature in the region.

Less discussed but equally significant: national genomics programs in Qatar, Saudi Arabia, and the UAE are building reference datasets foundational to precision medicine and pharmacogenomic trials. This infrastructure takes decades to build. It is being built now.

The bottom line

What is unfolding across MENA and Türkiye is not a catch-up story. It is realignment driven by scientific necessity as much as economic ambition. The populations are irreplaceable. The genomic infrastructure is being built. The regulatory environments are maturing. And the window for sponsors to establish meaningful presence, before competition for the best sites, investigators, and patient networks intensifies, is open, but it will not stay open indefinitely.

Country	Number of trials from 2015 to 2025
Yemen	47
Occupied Palestinian Territories	81
Bahrain	93
Sudan	114
Morocco	188
Oman	200
Qatar	236
Kuwait	237
Syrian Arab Republic	447
Iraq	506
United Arab Emirates	584
Jordan	601
Tunisia	650
Lebanon	821
Saudi Arabia	1,554
Pakistan	4,806
Egypt	14,647
Türkiye	18,819

Source:
World Health Organization (WHO) (2025), Number of clinical trials by year, country, WHO region and income group (WHO Global Observatory on Health R&D).

Leading medicine and life science universities

Universities across the MENA region play an important role in advancing medical research, healthcare innovation, and the development of skilled healthcare professionals. Several institutions in North Africa, the Levant, the Gulf States, and Türkiye are increasingly recognized in international rankings for their strong research output and academic impact.
The universities highlighted below represent key regional centers for medical and life-science research and contribute significantly to the development of healthcare systems and scientific innovation in the region.

1. Northern Africa and Middle East

Egypt

- Cairo University
- Ain Shams University

Algeria

- University of Algiers
- University of Science and Technology Houari Boumediene

Morocco

- Mohammed VI Polytechnic University
- Hassan II University of Casablanca

Tunisia

- University of Tunis El Manar
- Institut Pasteur de Tunis

Lebanon

- American University of Beirut
- Saint Joseph University of Beirut [USJ] – Site de l'Université Saint-Joseph de Beyrouth

Saudi Arabia

- King Abdullah University of Science and Technology
- King Saud University

2. Türkiye

- Bilkent University and Dokuz Eylul University
- Koç University (Istanbul)

Source:
https://www.timeshighereducation.com/world-university-rankings/latest/world-ranking

Pharmaceutical localization strategies and policies

As of 2025, several countries across the Middle East, North Africa and Türkiye have adopted industrial strategies to localize pharmaceutical manufacturing and R&D. Governments increasingly link pharmaceutical-manufacturing localization with broader industrial policy, aiming to strengthen health security, enable technology transfer and build export capacity.

Country	National strategy	Strategic focus	Key policy measures
Algeria	Pharmaceutical Regulatory Reform	Domestic production	Localization mandates, serialization
Egypt	Egypt Vision 2030	Reduce import dependence	Gypto Pharma medical city, EDA digitalization
Lebanon	Reform Prescription Roadmap	Shift to generic production	WHO/EU plant upgrades
Morocco	New Development Model	Health sovereignty	SENSYO vaccine hub
Saudi Arabia	Vision 2030 Biotech Strategy	Build USD 34.6bn biotech industry	Riyadh BioCity, global R&D partnerships
Tunisia	National Pharmaceutical Policy	Export alignment with EU	Creation of ANMPS agency
Türkiye	12th Development Plan (2024–2028)	Increase competitiveness	Mandatory localization for reimbursement

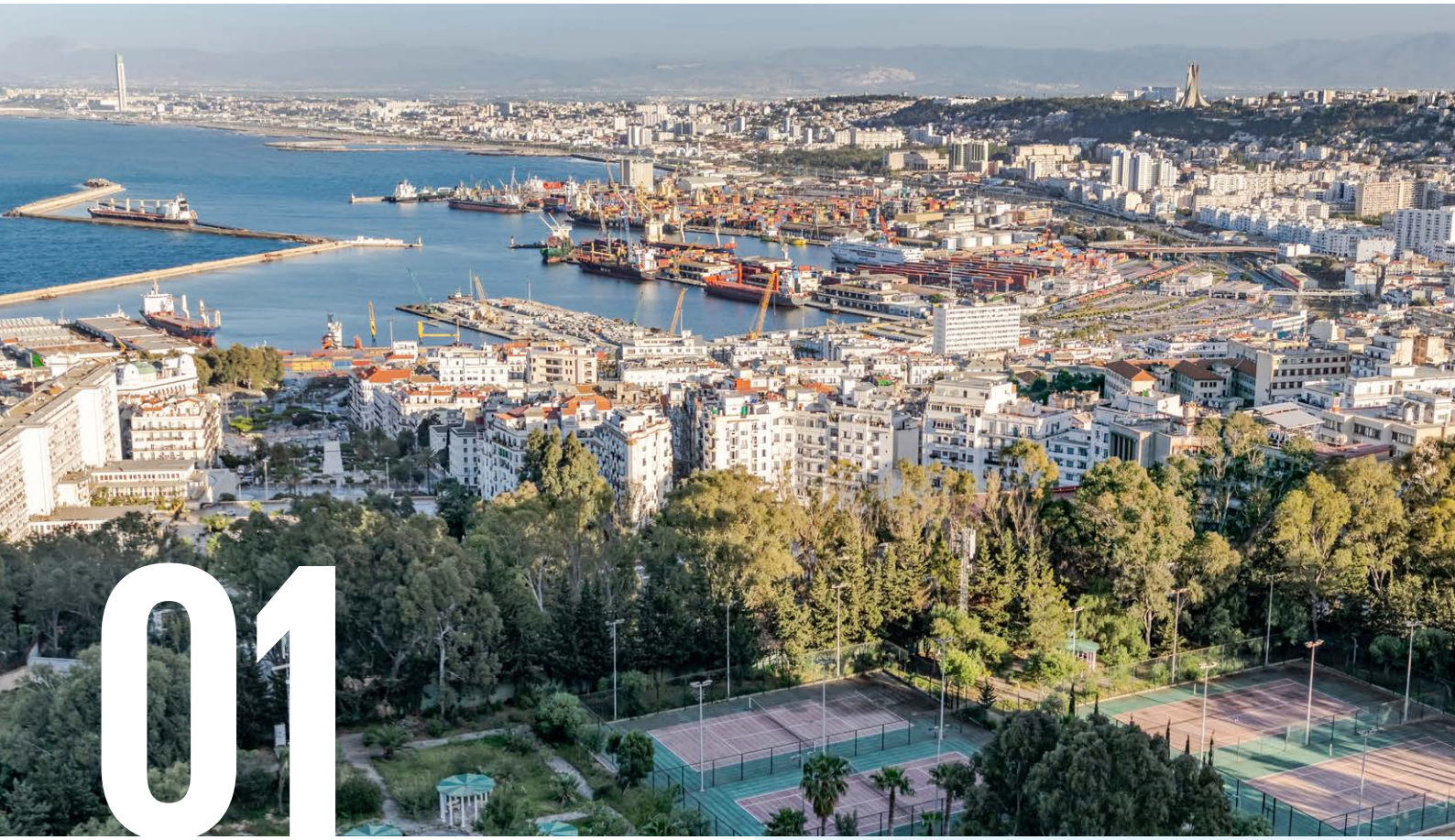
WHO NRA maturity levels

The WHO's Global Benchmarking Tool rates National Regulatory Authorities on a scale from Level 1 to Level 4. A rating of Level 3 or higher indicates stable and reliable systems that ensure the safety and quality of medical products, signaling lower risk for investors. The countries covered in this report have been assessed by the WHO.

Country	Status (WHO maturity level)	Regulatory authority	Comments
Algeria	No publicly published ML level	National Agency for Pharmaceutical Products (ANPP)	-
Egypt	ML3	Egyptian Drug Authority (EDA)	1. Medicines 2. Vaccines (producing)
Lebanon	No publicly published ML level	Lebanese Ministry of Public Health (MoPH) – Directorate of Pharmacy	-
Morocco	ML2	Moroccan National Agency for Medicines and Health Products (ANAM / DMP)	Agency strengthening under way (no WHO ML3 as of Dec 2024) Innovation Ecosystem
Saudi Arabia	ML4	Saudi Food and Drug Authority (SFDA)	1. Medicines 2. Vaccines (producing)
Tunisia	No publicly published ML level	Directorate of Pharmacy and Medicines (DPM), Ministry of Health	-
Türkiye	ML3	Turkish Medicines and Medical Devices Agency (TİTCK)	1. Medicines 2. Vaccines (producing)

Level	Meaning
ML1	Basic regulatory system – limited capacity
ML2	Evolving system – partially performing regulatory functions
ML3	Stable, well-functioning and integrated regulatory system
ML4	Advanced system with continuous improvement

Sources:
World Health Organization (WHO) (2026), List of National Regulatory Authorities (NRAs) operating at maturity level 3 (ML3) and maturity level 4 (ML4).
World Health Organization (WHO) (2026), WHO Listed Authority (WLA) framework for regulatory authorities.



01 Algeria

Investment environment

Algeria has established itself as one of Africa's leading pharmaceutical producers, generating over EUR 2.5 billion in annual medicine production. With around 200 production units, the country meets nearly 70% of its generic drug needs.

Algeria holds an average position on the Ibrahim Index of African Governance (IIAG), which evaluates and tracks governance performance across African nations.

It also ranks in the mid-range on the INSEAD Global Talent Competitiveness Index (GTCI), which measures countries' ability to grow, attract and retain talent.

Sources:
Mo Ibrahim Foundation, Ibrahim Index of African Governance (IIAG).
INSEAD, Global Talent Competitiveness Index (GTCI).

Health system overview

System structure

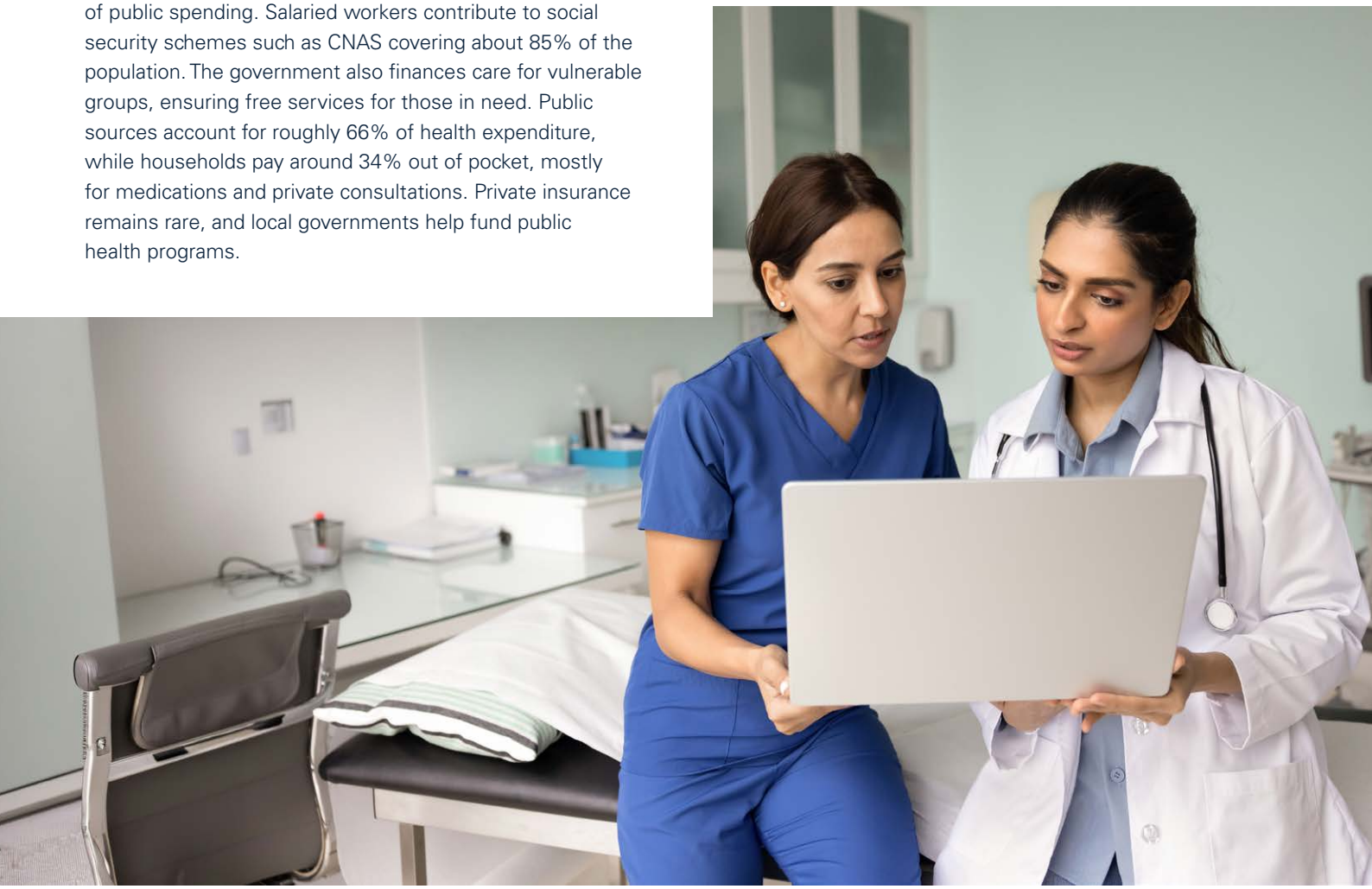
Algeria provides universal healthcare primarily through a state-funded public system that has offered free consultations, hospitalization and medications since 1974. Services are decentralized across public hospitals and polyclinics to ensure regional equity. Primary care is delivered through local polyclinics and health centers, with general practitioners coordinating referrals. The hierarchical structure is overseen by the Ministry of Health, while a growing private sector, mainly serving urban areas, supplements public care.

Healthcare financing

Algeria funds healthcare primarily through social health insurance and government support, resulting in high levels of public spending. Salaried workers contribute to social security schemes such as CNAS covering about 85% of the population. The government also finances care for vulnerable groups, ensuring free services for those in need. Public sources account for roughly 66% of health expenditure, while households pay around 34% out of pocket, mostly for medications and private consultations. Private insurance remains rare, and local governments help fund public health programs.

Coverage and eligibility

Algeria's constitution and national laws guarantee healthcare as a right, and effectively the entire population is covered under some form of public scheme. The mandatory social security health insurance system covers about 85% of Algerians, primarily formal-sector workers and their families. The remaining population (approximately 15%, including unemployed and low-income groups) is covered through government-funded programs, meaning the state directly provides or pays for their care.



Sources:
CRC 1342, Social Policy Country Brief: Morocco (health system and financing).

Tax and other incentives for investments in Algeria

Tax exemptions to spur local production

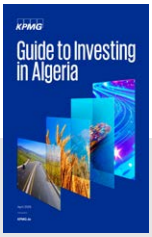
Algeria provides significant tax incentives to pharmaceutical manufacturers to localize production. Investors benefit from zero customs duties and VAT exemptions on imported machinery and raw materials for new pharma plants. The government also offers tax breaks to companies making drugs locally – combined with import restrictions on domestically manufactured products. These measures reduce operating costs and protect the local industry.

Corporate tax holidays

Under Algeria's 2022 investment law, new manufacturing projects (including in medical and pharmaceutical sectors) benefit from corporate income tax exemptions for at least three to five years after launch. Companies qualifying through the Algerian Investment Promotion Agency may also receive relief on other taxes (e.g. property and registration fees) and gain access to access to subsidized industrial land.

Reinvestment incentive

To promote continual growth, Algeria introduced a special reinvestment incentive for manufacturing companies. Since 2022, companies can qualify for a reduced 10% corporate tax rate on profits reinvested in production equipment or new ventures within the same fiscal year. This measure rewards pharmaceutical manufacturers for expanding capacity or diversifying operations locally, strengthening their long-term presence in Algeria.



For details see KPMG Guide to Investing in Algeria 2025 Edition.

Regulatory support and local procurement preferences

Faster registration and new pharma agency

Algeria overhauled its drug regulation framework with the creation of the Ministry of Pharmaceutical Industry (MOPI) in 2020, reducing registration timelines to around five months for new drugs and three months for generics. Since 2021, foreign pharma companies can establish local entities under clearer rules, streamlining market entry and reducing delays.

Localization-focused policies

Algerian regulators support domestic pharmaceutical production by restricting imports, prioritizing locally manufactured medicines in public procurement and offering accelerated approval pathways. Digital supply-chain monitoring and these localization measures further strengthen Algeria's pharma sector.

Regulator

Agence Nationale des Produits Pharmaceutiques (ANPP).

Sources:
PharmaBoardroom, Algerian pharma & healthcare – 5 things to know.
Agence Nationale des Produits Pharmaceutiques (ANPP, Algeria), national authority for pharmaceutical regulation and market authorization.

Key players in the Life Sciences industry

Algeria hosts a substantial number of pharmaceutical manufacturing facilities. Some examples are:

Company	Production facility	Location	Focus	Relevance
Saidal Group (state-owned)	Multiple Plants (9 total)	Algiers, Constantine, etc.	Generics (wide range), antibiotics	Largest Algerian pharma company (est. 1982) and one of Africa's largest. Operates 9 plants nationwide.
Sanofi Algeria	Sidi Abdallah Industrial Complex	Sidi Abdallah (Algiers)	Broad portfolio (oral & injectable meds)	Inaugurated 2018, the largest pharma complex in Africa. Integrated production, warehousing on 6.6 ha; capacity ~100 million units/year.
Biopharm (private)	Reghaïa Manufacturing Site	Reghaïa (Algiers)	Generics, some licensed brands	Major vertically -integrated pharma group (founded 1991), among top local producers.
Hikma Algeria (Jordan-based)	Oral Oncology Plant	Oued Smar (Algiers)	Cancer drugs (oral chemotherapy)	Opened 2021, Algeria's first oral oncology drug manufacturing plant.
Joint Ventures (e.g. Pierre Fabre-SIPHAT JV)	Various (e.g. Tikjaz plant)	Algiers region	Specialized products (e.g. dermo-cosmetics, insulin)	Collaborations like Pierre Fabre–SIPHAL produce locally under license. Novo Nordisk and Merck partner for insulin and vaccines.

Digital health & other Life Sciences startups

Several digital health companies have launched in Algeria in recent years, including:

Beesiha allows patients in Algeria to book medical appointments via web or mobile and offers remote consultations as well as a digital medical record, including test results, prescriptions and visit history).

eSiha. Launched in 2019 by Hachi Bilal, eSiha connects users with doctors, paramedics, pharmacists, radiologists and other healthcare professionals. It enables online booking, audiovisual teleconsultations and the creation of digital health records.

SihaTech. Founded in 2023 (Boumerdès), the startup is backed by Ooredoo Algérie (incubation/early funding) and offers a multichannel digital platform for finding doctors or dentists and scheduling appointments.

Sources:
We Are Tech Africa, Algeria's Beesiha app simplifies healthcare access with online booking.
We Are Tech Africa, eSihha connects Algerians to healthcare professionals via mobile app.

Research, innovation, talent development and international collaboration

Clinical trials

Algeria hosts fewer than 150 registered clinical trials, but with its large and young population (≈45 million), it offers strong potential for rapid patient recruitment. Recent regulatory updates, including the 2021 pharmaceutical investment law, have streamlined trial approvals, partnerships and technology-transfer processes, making the country more attractive to global investors. Sponsors must submit full applications to the ANPP, register all trials, provide regular updates and report serious adverse events. The ANPP and the Ministry of Health oversee compliance with national requirements and international GCP standards.

Talent development

Several universities and research institutions of academic training in life sciences and technology

- **University of Algiers 1 (Université d'Alger 1)** – Its Faculty of Biological Sciences offers comprehensive programs in molecular biology, microbiology and biotechnology, and is recognized for its strong research output
- **University of Science and Technology Houari Boumediene (USTHB)** – USTHB is well known for its strong focus on scientific and technological disciplines. Its life sciences departments concentrate on genetics, biochemistry and environmental biology.
- **Pasteur Institute of Algeria (Institut Pasteur d'Algérie)** – A specialized research center with a national mandate in biomedical research, public health and epidemiology.

Infrastructure and logistics

In Algeria, no companies are CEIV Pharma certified, but pharmaceutical logistics are still ensured through GDP-compliant providers, airlines with dedicated pharma programs and transit connections via CEIV-certified hubs such as Doha, Dubai or Istanbul.

International collaboration

Institut Pasteur d'Algérie. The Institut Pasteur d'Algérie is part of the international Pasteur Network, enabling collaborative programs in infectious-disease surveillance, vaccines and bioproduction as well as knowledge transfer and training with partner institutes worldwide.

Saudi-Algerian pharma manufacturing JV. A Saudi-Algerian joint venture to build a large-scale ophthalmic drug plant in Constantine (annual capacity: ~250 million eye-drop bottles) illustrates cross-border industrial collaboration, technology transfer and the strengthening of local biopharma manufacturing capabilities.

Sources:
University of Algiers, university overview and academic programs.
University of Science and Technology Houari Boumediene (USTHB, Algeria), university overview and research programs.
Pasteur Network, Institut Pasteur d'Algérie – research institute profile.
PharmaBoardroom, Algeria: the Middle Eastern investment wave.

Organizations and associations

Association	Role/function
Regulator: Agence Nationale des Produits Pharmaceutiques (ANPP)	The ANPP, operating under the Ministry of the Pharmaceutical Industry, manages market authorization, quality control and safety.
Union Nationale des Opérateurs de la Pharmacie (UNOP) – National Union of Pharmaceutical Operators	Nationwide industry association representing all Algerian pharmaceutical companies.
LAWG – Associated member of Pharmaceutical Research and Manufacturers Association Gulf (PHRMAG)	LAWG is a coalition of research-based multinational pharma companies operating in Algeria. Functions under PhRMA Middle East.
Invest in Algeria	Official investment promotion agency of Algeria.

Contacts

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02 Egypt

Investment environment

Egypt ranks 86th out of 133 economies in the Global Innovation Index 2024 and leads Africa with 11 science & technology clusters among the world's top 100. Notably, Cairo appears in the rankings for the first time.

According to the Ibrahim Index of African Governance (IIAG) (2024), overall Governmental Governance is improving in Egypt

The Egyptian government and military play leading roles in Egypt's economy. While a private sector exists, many commercial opportunities are routed through national government procurement tenders or through Egyptian military tenders.

Sources:
World Intellectual Property Organization (WIPO), Global Innovation Index 2024 – results.
Ibrahim Index of African Governance (IIAG).
World Intellectual Property Organization (WIPO), Global Innovation Index – country profile: Egypt.
US Government, Egypt Country Commercial Guide.
World Health Organization (WHO), Global Benchmarking Tool (GBT) – assessment of national regulatory systems.

Health system overview

System structure

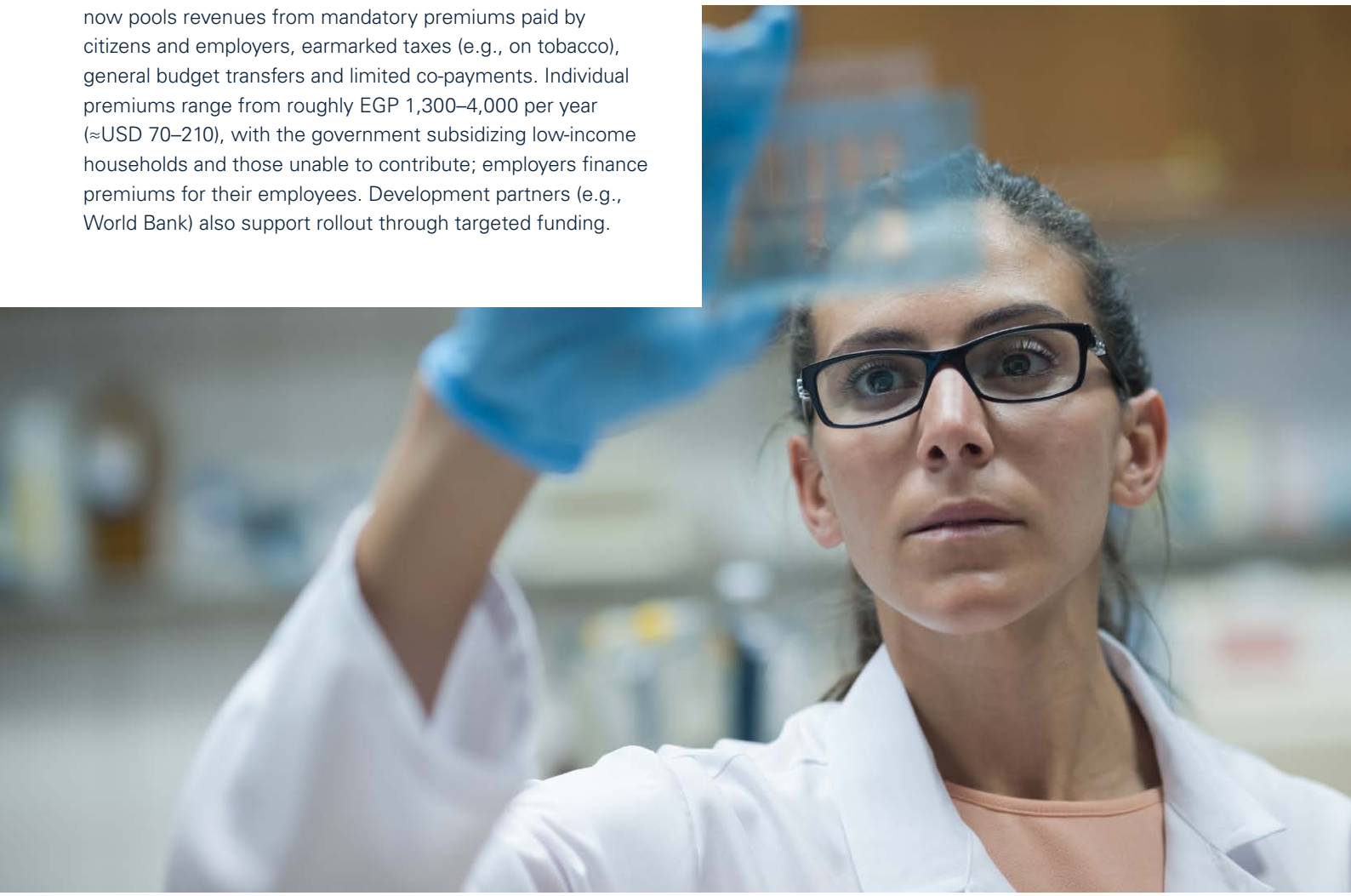
Egypt is overhauling its health insurance, transitioning from fragmented schemes to a universal model aiming for nationwide coverage. By 2025, the program had expanded to six of 27 governorates, with particularly high enrollment in Ismailia and Luxor. The government accelerated full implementation to 2027 (from 2032). Legacy schemes such as the Health Insurance Organization (HIO) are being integrated, moving Egypt toward a single-payer purchaser operating across a mixed network.

Healthcare financing

Egypt is reforming its health financing architecture, shifting from heavy out-of-pocket (OOP) spending to a pooled, multi-source insurance fund. The Universal Health Insurance (UHI) now pools revenues from mandatory premiums paid by citizens and employers, earmarked taxes (e.g., on tobacco), general budget transfers and limited co-payments. Individual premiums range from roughly EGP 1,300–4,000 per year (≈USD 70–210), with the government subsidizing low-income households and those unable to contribute; employers finance premiums for their employees. Development partners (e.g., World Bank) also support rollout through targeted funding.

Coverage and eligibility

The UHI law now mandates universal coverage, with automatic, residence-based enrollment as rollout progresses. Nationwide enrollment target is 100% by 2027. UHI prohibits exclusions based on pre-existing conditions or income: higher earners pay premiums, while low-income groups are subsidized. Expatriates are generally outside the public scheme, though everyone can access emergency and essential public-health services. The benefits package is broad, outpatient care, diagnostics, surgeries and medicines, representing a significant expansion of effective coverage.



Sources:
InternationalInsurance.com, Egypt health system overview.
P4H Network, Egypt on track to build universal health insurance system.
World Bank, Egypt – healthcare costs and out-of-pocket expenditure.

Tax and other incentives for investments in Egypt

Tax incentives for foreign-invested projects

On 28 December 2023, the Egyptian Cabinet issued Decree No. 77, introducing new incentives to selected industrial investment projects and their expansions. Industrial projects in the following sectors are eligible for these tax incentives: metal industries, chemical industries, engineering industries, medical and pharmaceutical industries, textile industries and mining industries.

Dedicated tax relief programs

The government has introduced substantial tax relief measures to reduce operating costs in manufacturing, recognizing pharmaceuticals as a strategic sector. In addition, Egypt's Investment Law grants tax deductions of up to 50% of investment costs for projects in priority sectors or regions. Together, these measures improve the financial attractiveness of establishing local medicine production.

Free zones and customs benefits

Life sciences companies in Egypt can leverage public Free Zones and Special Economic Zones, which offer further incentives. Firms located in these zones enjoy zero customs duties on imported inputs and equipment as well as VAT exemptions for export-oriented production.

Flat fees substitute tax burden on public freezones

Setting up a company under Egypt's free-zone regime offers substantial tax advantages. Profits from approved free-zone activities are generally exempt from all taxes, making these zones a highly cost-efficient operating environment for investors. Free zone entities are required to pay an annual fee, typically around 1% to 2% of total revenue, which simplifies compliance and provides predictable cost planning.

Value Added Tax on free zones

Companies operating in Egypt's free zones benefit from extensive VAT exemptions. Imports of machinery, equipment, production inputs and raw materials used for approved free-zone activities are fully exempt from VAT. Likewise, goods or services exported from the free zone are subject to VAT at a zero rate. This structure eliminates upfront tax costs on essential inputs and significantly reduces the overall cost of exporting products internationally.

'Golden license' fast-track approvals

Egypt has streamlined regulatory procedures for strategic investments through its Golden License program. This single-window license, expanded in 2023, grants eligible investors (including pharma manufacturers) comprehensive approval in one step, covering all required permits and land allocations. By cutting administrative complexity, the Golden License accelerates the establishment of drug-manufacturing facilities and other priority projects, significantly reducing time to operation for investors.

Sources:
KPMG Business Environment in Egypt
UNCTAD Egypt.
Ahram Online, Egypt to offer incentives for key industrial sectors.
U.S. Department of State, 2024 Investment Climate Statement – Egypt.
General Authority for Investment and Free Zones (GAFI, Egypt), Investment guide and fact sheet.

Regulatory support and local procurement preferences

Expedited drug registration & local preference

The Egyptian Drug Authority (EDA) is modernizing the pharmaceutical regulatory framework to encourage local manufacturing. Locally produced medicines can receive expedited approval and are exempt from certain price-control ("repricing") rules, making domestic production more attractive. Government tenders also give preference to medicines made in Egypt, boosting local producers' market access. These regulatory measures, alongside Egypt's alignment with international guidelines (e.g. joining ICH as an observer), improve the overall business environment for life sciences manufacturing.

The World Health Organization (WHO) has developed a Global Benchmarking Tool (GBT) to assess the quality and performance of National Regulatory Authorities (NRAs). Achieving Maturity Level (ML) 3 or higher indicates that an NRA operates in a stable, well-integrated manner and can ensure that medical products meet international standards for safety, efficacy and quality. Egypt achieve ML3 for vaccines in 2022 and for medicines in 2024.

Sources:
WHO.
Egyptian Drug Authority (EDA).

Key players in the Life Sciences industry

Egypt is a leading location for drug manufacturing for the MENA region.

Company	Production facility	Location	Focus	Relevance
EIPICO (Egypt. Int'l Pharm. Co.)	EIPICO Factories (1 & 2)	10th of Ramadan City	Broad generics; (upcoming biosimilars)	Egypt's top pharmaceutical exporter (25% of Egypt's pharma exports).
Pharco (Group)	Pharco Manufacturing Campus	Alexandria (Borg El Arab)	Generics (incl. antibiotics, penicillins)	One of Egypt's dominant pharma groups, with multiple plants (non-penicillin, cephalosporin, penicillin).
EVA Pharma	EVA Pharma Complex	6th of October City	Branded generics; insulin fill-finish	Fast-growing manufacturer (est. 1997) with 3 EU-GMP certified plants.
Vacsera (state-owned)	Vacsera Vaccine & Sera Facilities	Giza (Agouza) and 6th October City	Vaccines, serums (e.g. COVID-19, polio)	Oldest biologics/vaccine producer in Africa. In 2021–22, produced ~50 million doses of Sinovac (Covid-19) vaccine locally.
Minapharm	Minapharm & ProBioGen Facility	Cairo	Biologics and specialty Rx (biosimilars)	Leading biotech-oriented pharma (employs 1,400+). First in region to get EU regulatory approval for a biosimilar trial (2023).
GSK Egypt (GlaxoSmithKline)	GSK Manufacturing Plant	Cairo	Diverse pharmaceuticals (local brands)	Long-established multinational presence. GSK's plant (formerly Glaxo Egypt) produces ~80% of its products sold in Egypt locally.

Digital health & other Life Sciences startups

Several start-ups in the HC business have their roots in Egypt. Examples include:

Vezeeta: A pioneering digital healthcare platform that allows patients to search for doctors, book appointments and access telehealth services. Founded in 2012, Vezeeta has expanded across the region with headquarters in Cairo and offices in Riyadh, Amman and Dubai.

Yodawy. A fast-growing digital pharmacy and healthcare app from Egypt that enables users to get prescriptions in digital form, processed through insurance and delivered from a network of pharmacies.

Shezlong. Online therapy marketplace now augments clinicians with an AI therapy assistant that analyzes sessions, tracks progress and drafts personalized reports, aimed at scaling quality and throughput while lowering per-patient costs.

Sources:
MAGNiTT, top funded digital healthcare startups in MENA.
Arab News, Vezeeta and digital healthcare platform development in MENA.
Accretive Edge, healthtech startups in the Middle East.
Wamda, Shezlong launches AI therapy assistant for mental healthcare.

Research, innovation, talent development and international collaboration

Clinical trials

To start a clinical trial in Egypt, sponsors submit a full application, including protocol, consent forms and IRB approval, to EDA. The EDA reviews both scientific and ethical aspects, with additional oversight from CARHD for high-risk studies. The process involves an initial ethical review, followed by EDA assessment and in some cases further review by the Ministry of Health. All steps follow international Good Clinical Practice (GCP) standards to ensure participant safety and data integrity.

- **Scale & enrollment advantage**: With a population of ~116.5 million (2024), Egypt offers large and diverse patient pools and ranks second in Africa for industry-sponsored drug trials. This supports rapid recruitment across chronic and specialty indications.
- **Clear national CT framework**: A unified Clinical Trials Law (No. 214/2020) and Executive Regulation 927/2022 are operationalized through the EDA's 2024 Good Regulatory Oversight guideline, which sets out process steps, reliance and parallel-submission pathways, as well as defined timelines (e.g., 5-day screening communications; decision clocks). This reduces regulatory friction for global sponsors.

Talent development

Biomedical sciences are rapidly becoming one of the most influential and sought-after fields of study in Egypt, as the country focuses on enhancing healthcare and scientific research.

- **Cairo University** – Its Faculty of Science and Faculty of Medicine are at the forefront of research in biotechnology, genetics and medical sciences. The university has a long tradition of pioneering work on infectious diseases, cancer and agricultural biotechnology, often in collaboration with international partners.
- **Ain Shams University** – Its Faculty of Medicine and Faculty of Pharmacy are recognized for advanced research in pharmaceuticals, molecular biology and clinical medicine. Ain Shams University is also a major hub for medical training, producing a significant proportion of Egypt's healthcare professionals.
- **National Research Centre (NRC)** – Egypt's largest multidisciplinary research institution and a powerhouse in applied life sciences. The NRC's mandate covers a broad spectrum of research areas, including biotechnology, agriculture, pharmaceuticals and environmental sciences. It plays a central role in developing new vaccines, improving crop yields and addressing public-health challenges such as malnutrition and waterborne diseases.

Infrastructure and logistics

EGYPTAIR as well as Airport Cargo Company are CEIV Pharma-certified.

- EGYPTAIR Cargo is CEIV Pharma–certified and renewed the certification in 2025.
- Cairo Airport Cargo Company (CACC Cargolinx) holds CEIV Pharma certification for its Cairo cargo terminal (certified since 2017; first CEIV Pharma-cargo terminal in Africa).

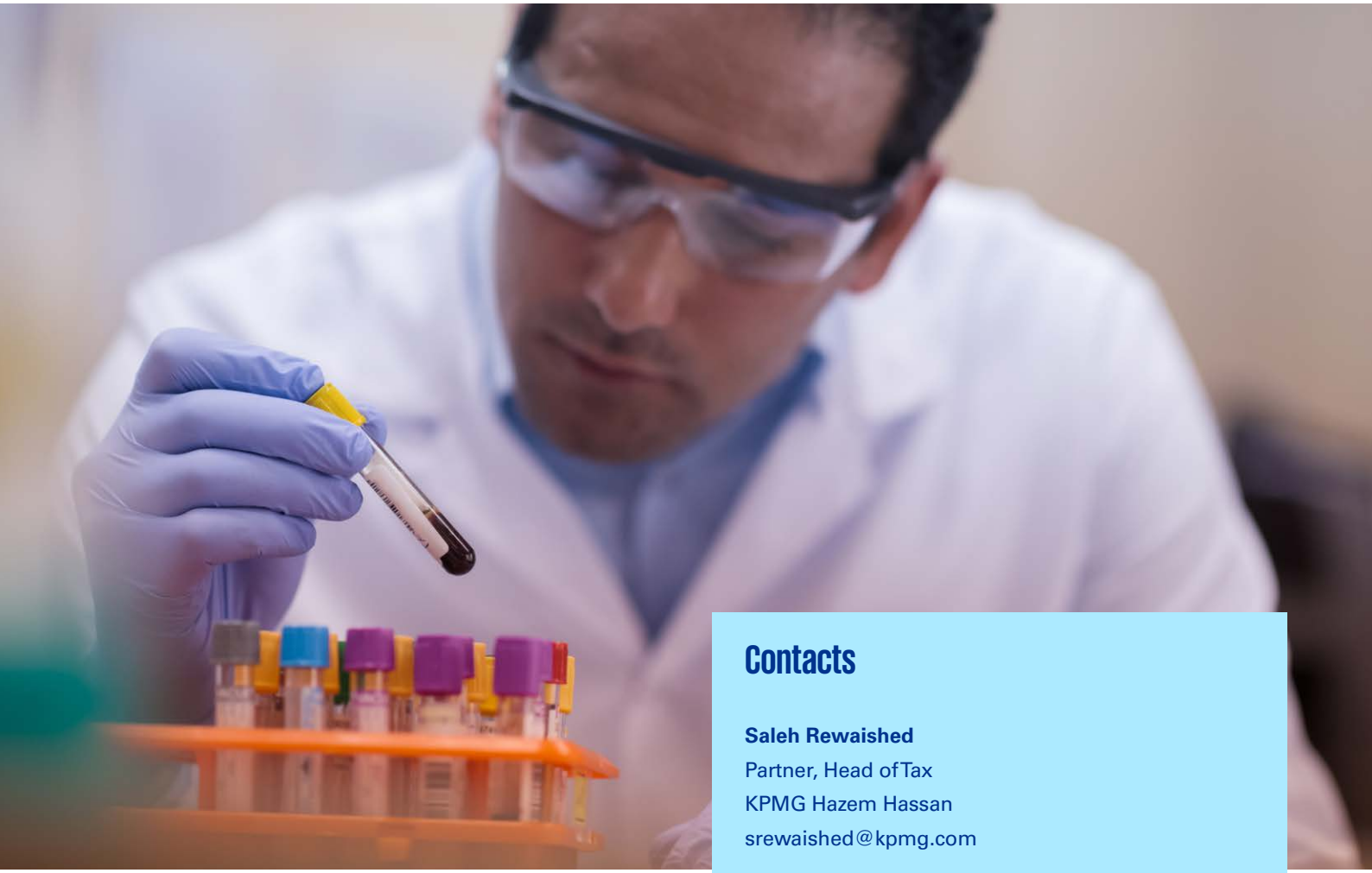
International collaboration

- The Egyptian Drug Authority (EDA) has signed a cooperation MoU with Brazil's ANVISA to exchange regulatory expertise and support vaccine and biologics development. In parallel, Gypto Pharma has formed a manufacturing partnership with Dawah Pharmaceuticals (USA), expanding technology-transfer opportunities and export-ready capacity for complex therapies.
- Egypt, together with Morocco, was selected to host the RCCN for North Africa, supported by ministries focused on scaling vaccine/biotech capabilities. At the same time, local firms such as EVA Pharma are advancing sovereign vaccine programs that attract global device partners, including PharmaJet's needle-free delivery technolgoy.

Sources:
Egyptian Drug Authority (EDA), Guideline for Good Clinical Practice (GCP), Version 3.
Cairo University, university overview and academic programs.
Ain Shams University (Egypt), university overview and academic programs.
COMSATS, National Research Center (NRC Egypt) – research institute profile.
UNICAF
Egyptian Gazette, EgyptAir Cargo renews IATA certification.
Air Cargo Week, Cairo Airport Cargo Company achieves CEIV Pharma certification.
CEIV Pharma.
Amwal Al Ghad, Egypt's EDA backs local vaccine industry.
Genetic Engineering & Biotechnology News (GEN), Egypt and Morocco selected as headquarters for North Africa biomanufacturing center.

Organizations and associations

Association	Role/function
Pharmaceutical Industries Chamber (FEI) – Chamber of Pharmaceutical, Cosmetics & Appliances	Government-recognized industry chamber under the Federation of Egyptian Industries. Represents all pharma manufacturers, negotiating with regulators on laws, pricing, localization, etc.
Invest in Egypt	Invest in Egypt is the country's official investment-promotion platform operated by the General Authority for Investment and Free Zones (GAFI).



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03 Lebanon

Investment environment

Innovation capacity (Global Innovation Index 2024): Lebanon ranks 94th out of 133 countries overall and 16th out of 38 lower-middle-income economies. It shows relative strengths in Market sophistication (45th) and Human capital & research (59th), which are particularly relevant for knowledge-intensive sectors such as life sciences.

Diaspora advantage: The Lebanese life sciences industry benefits from a strong international diaspora of Lebanese scientists, clinicians, life sciences experts and entrepreneurs.

Sources:
World Intellectual Property Organization (WIPO), Global Innovation Index 2024 – Lebanon Profile.

Health system overview

System structure

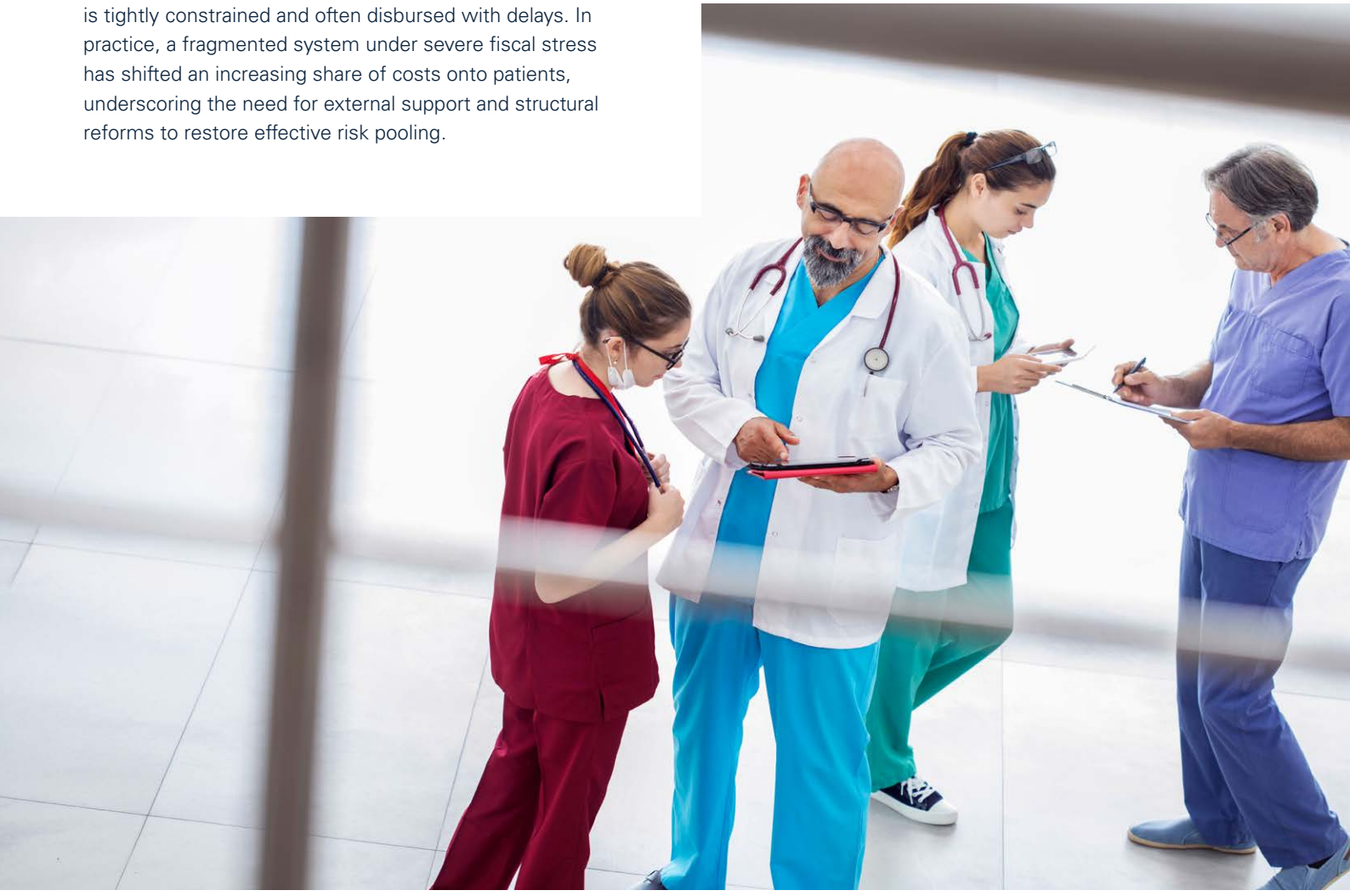
Lebanon's health insurance is fragmented and pluralistic, with no unified public scheme. Coverage is split across multiple employment-based funds: the NSSF for private-sector workers, the Civil Servants Cooperative, and separate schemes for the military and security forces – six programs, each with different benefits and administrative arrangements. In parallel, a sizeable private market offers voluntary insurance plans to those who can afford them. Healthcare delivery is heavily privatized: around 80% of hospital beds are in private hospitals, and most physicians operate through private clinics.

Healthcare financing

Since 2019, Lebanon's healthcare financing has come under acute strain. The Ministry of Public Health (MoPH) budget is tightly constrained and often disbursed with delays. In practice, a fragmented system under severe fiscal stress has shifted an increasing share of costs onto patients, underscoring the need for external support and structural reforms to restore effective risk pooling.

Coverage and eligibility

Even before the economic collapse, Lebanon faced significant coverage gaps; today, many residents lack reliable financial protection. The MoPH acts as a safety net by subsidizing hospital care and selected high-cost treatments for the uninsured. However, this support is budget-dependent and discretionary, rather than a form of comprehensive or guaranteed insurance.



Sources:
International Labour Organization (ILO), Privatizing coverage: Emerging threats to universal healthcare in Lebanon.
World Bank, Lebanon Health System Stabilization Project, 2024.
Lebanese Center for Policy Studies (LCPS), Rethinking Lebanon's healthcare system amid the economic crisis.

Tax and other incentives for investments in Lebanon

Tax holidays for industrial innovation

Lebanon offers long-term tax exemptions to foster manufacturing in high-value sectors such as life sciences. New industrial establishments producing new products benefit from a 10-year exemption from income tax. This incentive is intended to encourage companies to launch innovative pharmaceutical manufacturing projects domestically, as decade-long relief from corporate tax can materially improve project viability.

Regional incentives and export relief

To stimulate industrial activity outside Beirut, factories relocating from coastal cities to underdeveloped regions.

Subsidized loans and grants

The government, through Banque du Liban and programs such as IDAL, facilitates access to financing for manufacturers. Industrial investors may obtain interest-rate subsidies of up to 4.5% on new loans of up to USD 10 million, often with multi-year tenors. In addition, Lebanon's Kafalat program provides loan guarantees to SMEs, helping local pharmaceutical companies secure bank financing. Together, these instruments reduce borrowing costs and risk, making it easier to finance new production lines or expand existing pharmaceutical plants.

Lebanon is a member of the Greater Arab Free Trade Area (GAFTA). It enables duty-free import and export among members countries. Pharmaceuticals are included among the eligible products, creating opportunities for Lebanon to position itself as a manufacturing and export hub serving the wider Levant region.

Regulatory support and local procurement preferences

Emerging regulatory reforms

Lebanon is taking steps to strengthen its pharmaceutical regulatory framework in support of local manufacturing. Policy experts have called for the establishment of a dedicated Lebanese Drug Authority (LDA) to oversee drug approvals, quality control and market authorization.

Streamlining and modernization efforts

Recognizing past delays and inefficiencies in drug registration, authorities have proposed measures to streamline and modernize regulatory procedures. Initiatives such as the unified medical prescription aimed at promoting generic substitution and improved pharmacovigilance systems form part of Lebanon's broader strategy to support the pharmaceutical sector. MediTrack is Lebanon's national medicine traceability system. It is designed to reform the pharmaceutical sector by strengthening legislation, improving drug registration and pricing mechanisms, and enhancing quality assurance, with the overarching goal of providing safe, high-quality medicines at fair prices.

Sources:
US Government, Lebanon Country Commercial Guide.
KPMG Lebanon.
KPMG MESA Tax Guide 2022.
Investment Development Authority of Lebanon (IDAL).
GAFTA, Ministry Of Economy & Trade, Republic of Lebanon, International Agreements.
Meditrack.
Lebanese Center for Policy Studies (LCPS), Lebanon's Pharmaceutical Sector: Challenges, Opportunities, and Strategic Solutions.

Key players in the Life Sciences industry

Lebanon has a number of pharmaceutical manufacturers. More than 1,160 medicines are currently manufactured locally, spanning a broad range of product categories: generics, biosimilars, solid dosage forms, injectables and intravenous preparations.

Company	Production facility	Location	Focus	Relevance
Benta Pharma Industries (BPI)	BPI Manufacturing Complex	Dbayeh (Metn)	Sterile injectables, IV solutions, generics	One of Lebanon's largest pharma plants (opened 2007). Produces injectable drugs, IV fluids, and other formulations under GMP.
Arwan Pharmaceutical	Arwan Biotech Facility	Jadra (Chouf)	Biotech products (injectables, biosimilars)	State-of-the-art biotech manufacturing site). Among the most advanced in MENA, producing growth hormones, plasma derivatives, and biosimilar therapies.
Pharmaline (Malia Group)	Pharmaline Production Site	Nahr Ibrahim (Keserwan)	Tablets, capsules, creams (generics)	Long-running Lebanese generic manufacturer. Wide range of oral solid and topical meds, including chronic disease treatments.
Algorithm S.A.L.	Algorithm Pharma Plant	Zouk Mosbeh	Branded generics (cardio, CNS, etc.)	Produces and packages a variety of drugs under license and its own brands for Lebanon and export.
UBSA pharma industries	UBSA Manufacturing Plant	Lebanon (exact site varies)	Generic pharmaceuticals, solid dosage forms	Established local pharmaceutical manufacturer supplying the Lebanese market with generics; contributes to domestic drug availability and reduces import dependency.
Pharnadex S.A.L	Pharnadex Production Facility	Lebanon	Generic drugs, branded generics	One of the key local producers focusing on affordable medicines; supports local healthcare system through cost-effective treatments.
ALFA LABORATORIES	ALFA Manufacturing Facility	Lebanon	Pharmaceuticals, medical products	Local pharmaceutical player producing a range of therapeutic products; contributes to strengthening domestic manufacturing capacity.
Serum & Solutions	IV Solutions Manufacturing Facility	Lebanon	IV fluids, sterile solutions	Specialized manufacturer of intravenous solutions; critical for hospitals and emergency care supply chains.
CHAPHA	CHAPHA Manufacturing Facility	Lebanon	Pharmaceuticals, healthcare products	Regional pharmaceutical company with production capabilities supporting both local and export markets; contributes to industry diversification.

Sources:
This is Beirut, Lebanon: A Laboratory for a Pharmaceutical Industry in Full Transformation, 2025.

Digital health & other Life Sciences startups

While Lebanon's biotechnology sector remains nascent, early initiatives are emerging in areas such as medical cannabis research (after Lebanon legalized medical cannabis cultivation in 2020) and vaccine development, often in collaboration with global health organizations. In parallel, local innovation hubs (such as AUB's Center for Research and Innovation) and accelerators such as Berytech have begun incubating health-tech and biotech startups.

Proximie: Co-founded by a Lebanese surgeon in 2016, Proximie is an augmented-reality platform that allows surgeons to virtually 'scrub in' to operating rooms anywhere in the world.

Sohati: Launched in 2013, Sohati is an Arabic digital-health platform combining expert health content with virtual care and e-commerce. Its SohatiDoc 'online clinic' offers secure video and chat-based teleconsultations, while SohatiCare operates as an online para-pharmacy focused on dermo-cosmetics and wellness products.

DLOC Biosystems: A spin-off from the Mechanical Engineering Department at the American University of Beirut, DLOC Biosystems is developing organ-on-chip solutions to accelerate drug discovery and development.

Sources:
Proximie, Proximie raises $80M Series C for connected surgical platform.
PitchBook (2026), Company Profile Overview.
The Beiruter, The incomplete medical infrastructure behind Lebanon's cannabis law, 2026.

Research, innovation, talent development and international collaboration

Clinical trials

Approval steps: Before initiating a clinical trial in Lebanon, sponsors must submit a full application to the Ministry of Public Health (MoPH), including the study protocol, informed-consent documents and IRB approval. The MoPH reviews both the scientific and ethical aspects of the application and requires ongoing reporting of adverse events and protocol changes. Continuous oversight and potential inspections ensure compliance with regulations and participant safety.

- **Trials**: Oncology (partnerships with major international pharmaceutical companies), Cardiovascular research, Covid-19, Hepatitis, HIV.
- **Regulatory transparency and registry**: Lebanon operates the Lebanese Clinical Trials Registry (LBCTR), a WHO Primary Registry since 2019. The Ministry of Public Health publishes trial approval requirements. The LBCTR accepts both interventional and observational studies across therapeutic areas, improving international visibility and sponsor due diligence.
- **Quality sites and multinational activity**: AUBMC, JCI-accredited (sixth reaccreditation, 2024), hosts a Clinical Research Institute and specialized oncology research units that support trials; Mount Lebanon Hospital is also JCI-accredited. Lebanese investigators participate in global trials listed on ClinicalTrials.gov, offering experienced sites for sponsors seeking regional patient enrollment.
- **Institutional frameworks and research transparency**: The Lebanese Clinical Trials Registry (LBCTR), established by the Ministry of Public Health to meet WHO ICTRP standards, improves regulatory transparency, ethical oversight, and global visibility for Lebanese studies.
- **Evolving clinical studies scene**: Lebanon offers a nuanced site-specific recruitment advantage in patient engagement. Deep, historically rooted doctor-patient relationships and a high proportion of urban health-literate populations can help shorten enrollment timelines and enhance participant retention.

Talent development

Skilled talent pool & competitive clinical capabilities

Lebanon's appeal is rooted in its strong human capital. Medical professionals and clinical teams, many of whom have trained abroad, bring GCP standards and solid operational expertise to local trial sites, which is essential for international sponsors.

Major academic medical centers in Beirut and other cities offer reliable infrastructure, electronic medical records and international accreditation, easing trial setup and execution for multinational studies.

Universities and research institutions

- **American University of Beirut (AUB)** – AUB's Faculty of Medicine and Faculty of Health Sciences are internationally recognized for their rigorous academic programs and high-impact research.
- **Saint Joseph University of Beirut (USJ)** – USJ is renowned for its research in pharmacology, molecular biology and medical genetics, with a strong focus on translational research that bridges laboratory discoveries and clinical applications.
- **Lebanese University (LU)** – LU's Faculty of Science and Faculty of Medical Sciences are recognized for their work in biotechnology, microbiology and environmental sciences. The university's research addresses pressing national priorities, including food safety, water quality and the management of infectious diseases.

Sources:
BioLink, Lebanon as a Clinical Trials Hub: Unlocking Opportunities.
World Health Organization (WHO), Lebanese Clinical Trials Registry.
American University of Beirut Medical Center (AUBMC), AUBMC has officially received its 6th reaccreditation from JCI.
Lebanese Clinical Trials Registry (LBCTR).
BioLink, Fireside Chat on Lebanon's Potential in Clinical Trials.
TopUniversities, Top universities in the Arab region.
Saint Joseph University of Beirut (USJ), History.

Infrastructure and logistics

- **GDP-aligned cold chain at BEY**: Lebanon ships temperature-controlled medicines through Beirut Airport (BEY), which offers pharmaceutical handling facilities: MEA Ground Handling's cargo center includes specialized pharma cold rooms (15 units/3,300 m³ with RKN container plugs); Lebanese Air Transport (LAT) operates temperature-controlled sheds covering 0-2°C, 2-8°C, 15-25°C ranges; BEY also accepts Envirotainer/cSafe units.
- **Certified hubs + national GDP rules**: International legs typically transit through CEIV-pharma carriers/hubs (Qatar Airways Cargo; Turkish Cargo), while last-mile follows Lebanon's MoPH Good Storage, Distribution and Cold-Chain guidelines. The introduction of Lufthansa Cargo's FRA–BEY freighter uplift further strengthens reliable pharmaceutical routing options.

International collaboration

- **WHO partnership infrastructure**: WHO's Lebanon country office and the Ministry of Public Health launched the 2026-2029 Country Cooperation Strategy to guide health-system recovery and resilience. WHO has also supported the Lebanese Clinical Trials Registry (LBCTR), which has been a WHO Primary Registry since 2019, strengthening clinical-trial transparency and regulatory oversight.
- **Academic & clinical research links**: The American University of Beirut Medical Center (AUBMC) – JCI accredited (sixth reaccreditation, 2024) – hosts a Clinical Research Institute and runs the NIH-supported SHARP training program to build capacity in non-communicable diseases and clinical research. AUB's Global Health Institute partners with WHO and others on regional initiatives, including refugee health, creating pipelines for collaborative and multi-country studies.

Sources:
Qatar Airways Cargo, First airline globally to complete the suite of IATA CEIV certifications.
Zawya, The American University of Beirut Medical Center awarded its 6th reaccreditation from the Joint Commission International.
World Health Organization (WHO), Lebanon and WHO launch the 2026–2029 Country Cooperation Strategy.

Organizations and associations

Association	Role/function
Syndicate of Pharmaceutical Industries in Lebanon (SPIL)	New national syndicate uniting all Lebanese pharmaceutical manufacturers. Aims to defend their interests, raising local production standards and reduce dependence on imported medicines.
Investment Development Authority of Lebanon (IDAL)	The Investment Development Authority of Lebanon (IDAL) is the national investment promotion agency. Its mandate is to promote Lebanon as a key investment destination.

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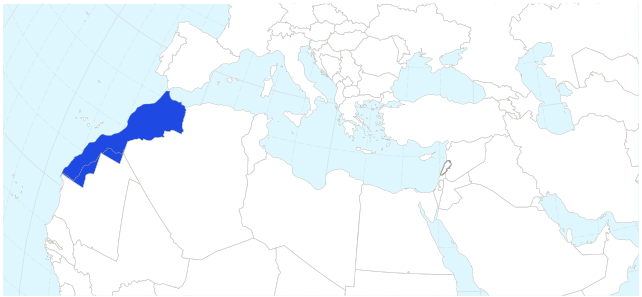


Investment environment

Morocco is a regional export hub with major infrastructure such as the Tangier Med Port, Africa's leading trans-shipment platform. The port connects to 186 ports worldwide and handles around 9 million containers annually. Morocco's proximity to Europe enables delivery times of one to two days, positioning the country at the center of trade routes linking Africa, Europe and the United States.

The country offers high-quality multimodal connectivity, including top-tier ports, international airports, structured railways and expanding highways. Casablanca Mohammed V Airport ranks fifth globally, while Marrakech-Menara is ranked second best at the regional level.

Morocco's robust infrastructure features 18 international airports, a 2,109 km railway network and 1,800 km of highways, strengthening its appeal for investors and global logistics. Morocco also benefits from a stable legal and regulatory environment. It scores highly on regulatory framework quality, public services and operational efficiencies in the World Bank's B-READY 2025 benchmarks, reinforcing its attractiveness as an investment destination.

Sources:
Worldbank.
Invest in Morocco, the Moroccan Investment and Export Development Agency which leads national investment attraction and export promotion.

Health system overview

System structure

Morocco operates a mixed public-private healthcare system. The public sector (Ministry of Health and Social Protection) provides primary, secondary and tertiary care through hospitals and health centers. In parallel, a dynamic private sector delivers a growing share of outpatient and hospital services, especially in urban areas.

Universal health coverage (UHC) reform

In 2023, Morocco implemented a major reform to unify health insurance schemes under Mandatory Health Insurance (AMO), administered by the National Social Security Fund (CNSS). This reform extended coverage to the self-employed, farmers, informal workers and vulnerable populations, significantly increasing the insured population and improving access to healthcare services.

Financing

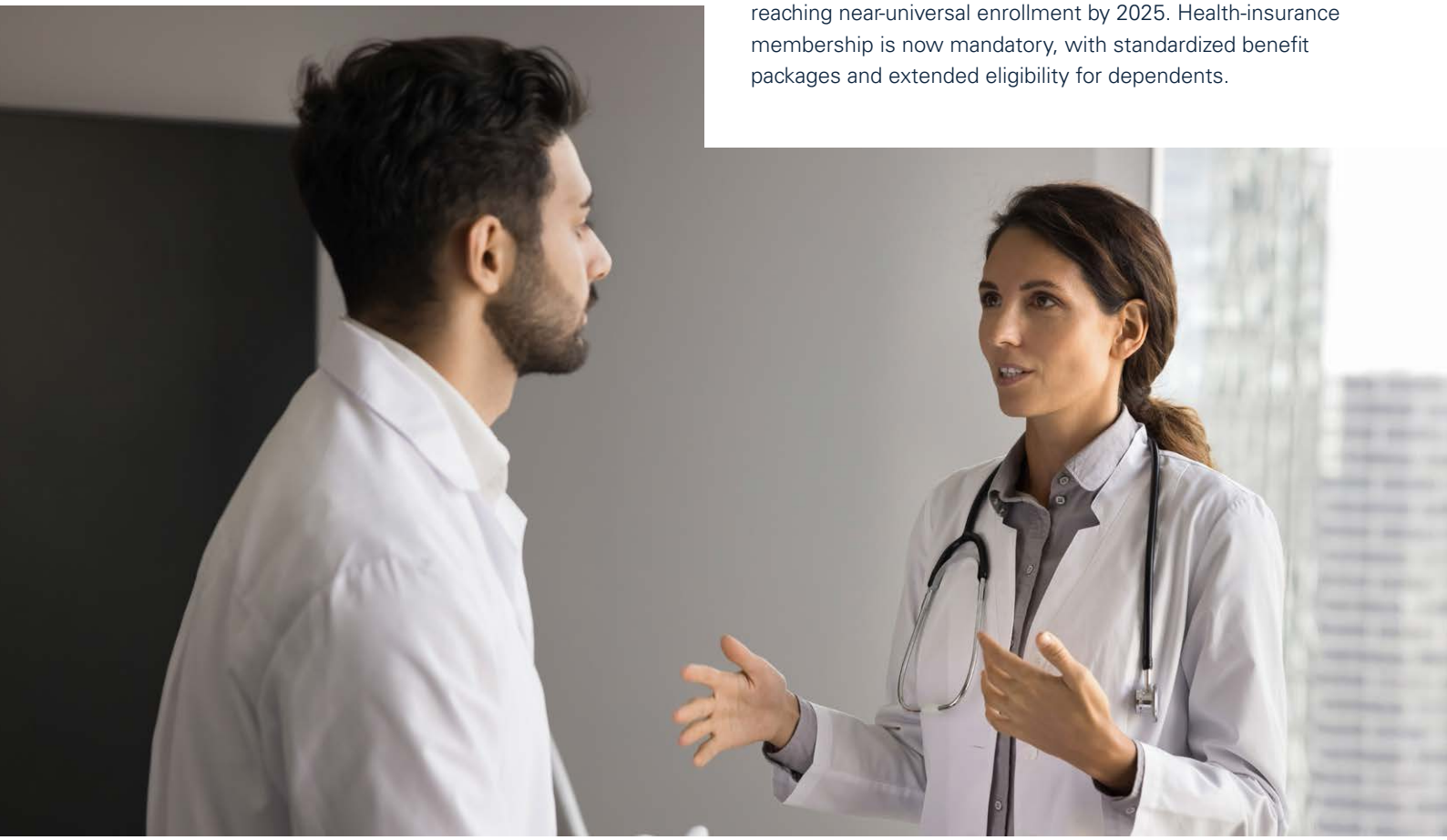
Healthcare financing is predominantly public, combining social health insurance contributions with state budget transfers. Out-of-pocket spending remains material but is gradually declining as AMO coverage expands. Private health insurance plays a limited role.

Healthcare infrastructure

- Public network: University hospitals (CHU), regional and provincial hospitals, and primary healthcare facilities nationwide.
- Private network: A rapidly expanding base of private clinics, diagnostic centers and pharmacies, particularly concentrated in the Casablanca-Settat, Rabat-Salé-Kénitra and Tangier-Tétouan-Al Hoceima regions.

Coverage and eligibility

Morocco has rapidly expanded health-insurance coverage, reaching near-universal enrollment by 2025. Health-insurance membership is now mandatory, with standardized benefit packages and extended eligibility for dependents.



Sources:
WHO, Global Health Expenditure Database – Morocco.
World Bank, Morocco health system overview and financing.
OECD / World Bank, health system performance and coverage expansion (Morocco).

Tax and other incentives for manufacturing activities

The Moroccan tax code provides a range of tax incentives to promote foreign investment. The Agence Marocaine de Développement des Investissements et des Exportations (AMDIE) is responsible for investment and export promotion, (see https://amdie.gov.ma/ for further details). Examples of available incentives include:

- **Investment subsidies of up to 30%**: Morocco's 2022 Investment Charter provides capital grants covering up to 30% of industrial project costs in priority sectors, including pharmaceuticals. Incentive levels vary by region and industry.
- **Tax holidays for new industries**: Morocco offers multi-year tax exemptions for new manufacturing companies, including a five-year corporate income tax holiday for pharmaceutical firms. Thereafter, reduced CIT rates apply (e.g., 8.75% in industrial acceleration zones), improving early-stage profitability for life sciences businesses.
- **Free zone advantages**: Morocco's free zones offer manufacturers significant tax and customs benefits, including a 0% tax rate for the first five years, followed by a rate of approximately 8.75%, as well as exemptions from import duties and VAT on inputs and equipment.

Sources:
Morocconow.

Regulatory support and local procurement preferences

Regulations

Morocco has implemented regulatory reforms to enhance its life sciences sector. These include the issuance of enforcement decrees for the national clinical-trials law, the introduction of formal certification standards for manufacturing sites and enhanced patent protection for pharmaceuticals. The national regulatory authority is the Directorate of Medicines and Pharmacy.

Local procurement preference

The government supports domestic pharmaceutical manufacturers through favorable public-procurement policies. Authorities have introduced a national preference mechanism in public tenders for medicines, encouraging hospitals and state programs to procure locally produced drugs whenever available.

The Life Sciences sector in Morocco

In 2025, the life sciences sector attracted approximately USD 70 million in investment, generating a turnover of USD 1.37 billion and value added of USD 460 million. The industry directly supports 9,155 high-productivity jobs, with each employee generating average turnover of around USD 500,000 and contributing to a value-added rate of 34%. These figures underscore the sector's strong economic impact and its attractiveness as an investment opportunity.

Sources:
Directorate of Medicines and Pharmacy.
Medias24, Moroccan pharmaceutical industry growth outlook.
Ministry of Industry and Trade (Morocco), industrial policy, trade and sector data.

Key players in the Life Sciences industry

Company	Production facility	Location	Focus	Relevance
Sothema (private)	Industrial Manufacturing Site	Bouskoura	Generics, injectables, oncology, biotech	One of the largest pharmaceutical manufacturers in Morocco and a regional exporter; strong focus on injectables and oncology, with advanced production lines and exports to Africa and MENA.
Pharma5 (private)	Multiple Industrial Plants	Bouskoura, Casablanca	Generics, oral solids, syrups	Market leader in generics, supplying both domestic and export markets; strong role in medicine affordability and import substitution.
Laprophan (private)	Industrial Production Site	Casablanca	Broad generics portfolio	Pioneer of the Moroccan pharmaceutical industry; long-standing player supporting local manufacturing capacity and self-sufficiency.
Cooper Pharma (private)	Pharmaceutical Manufacturing Complex	Casablanca	Generics, essential medicines	Major national producer with large-scale capacity, contributing to price regulation and public health supply.
Sanofi Morocco	Pharmaceutical Manufacturing Site	Ain Sebaa Industrial Site, Casablanca	Oral solids, injectables	Flagship multinational facility in Africa, supplying Morocco and export markets; integrated into Sanofi's global manufacturing network.
Pfizer Morocco	Manufacturing & Packaging Unit	Casablanca	Oral solids, packaging	Strategic presence focused on local production and packaging, supporting technology transfer and supply security.
Galénica (private)	Industrial Manufacturing plant	Casablanca	Generics, hospital products	Strong presence in hospital and institutional markets, aligned with public procurement needs.
Promopharm (private)	Pharmaceutical Production Site	Casablanca	Generics	Medium-sized producer.
Polymedic (private)	Medical & Pharma Manufacturing Site	Casablanca	Generics, medical products	Active in local production and gradual export positioning.

Digital health & other Life Sciences startups

Examples of Moroccan startups in digital health and life sciences include:

DabaDoc: Founded in 2014, DabaDoc lets patients find doctors and book appointments online. The platform now connects more than 5 million users with 15,000 doctors across 12 African countries.

Moldiag: Developed Africa's first locally manufactured mpox PCR test approved by the Africa CDC.

DataPathology: An AI-enabled remote pathology and Morocco's first digital pathology center; the company raised USD 1 million from the Azur Innovation Fund to expand laboratory networks and increase data-processing capacity.

Sources:
Venture Burn.
Morocconow.

Research, innovation, talent development and international collaboration

Clinical trials

Clinical trials in Morocco are governed by the national biomedical research law. The regulatory process follows international Good Clinical Practice (GCP) standards and requires continuous safety monitoring and regular trial updates to ensure participant protection and data integrity. Oversight is provided by the Ministry of Health and Social Protection, through the Directorate of Medicines and Pharmacy (DMP), which is responsible for supervising compliance throughout the clinical-trial lifecycle..

Talent development

Morocco ranks 57th globally in the Global Innovation Index 2025, placing it among the top-performing countries in Africa and above expectations for its income level.

Morocco hosts several universities and research organizations with a strong focus on life sciences and medicines.

Universities and research institutions

- **Mohammed V University** (Université Mohammed V de Rabat) – Its Faculty of Sciences and Faculty of Medicine and Pharmacy are at the forefront of research and training in biology, biotechnology, and medical sciences.
- **Hassan II University of Casablanca** (Université Hassan II de Casablanca) – Its Faculty of Sciences and Faculty of Medicine and Pharmacy offer a wide array of programs in biology, biochemistry and health sciences, attracting students and researchers from across the country.
- **Institut Pasteur du Maroc** – The institute's research activities span virology, bacteriology, immunology and parasitology, with a strong focus on diseases of public-health importance such as tuberculosis, influenza and emerging viral threats.

Infrastructure and logistics

Air Morocco ships temperature-sensitive medicines using a combination of GDP-aligned service providers and established air and ground assets. At Casablanca Mohammed V Airport, the cargo terminal is equipped with dedicated cold rooms, while Royal Air Maroc Cargo operates specialized import and export cold-storage facilities.

International collaboration

- **Vaccine manufacturing alliances & tech transfer**: Morocco has established international partnerships to support local biologics production. A royal initiative enables fill-and-finish manufacturing collaboration with Sinopharm.
- **Institute Pasteur du Maroc** offers vaccine-manufacturing workshops in support of Africa CDC's continental manufacturing objectives.

Sources:
Mohammed V University in Rabat (UM5), university overview and academic programs.
Hassan II University of Casablanca, university overview and academic programs.
Institut Pasteur du Maroc, biomedical research institute and public health laboratory.
STAT Times, Royal Air Maroc Cargo unveils global growth and digital strategy.
Ministry of Health and Social Protection (Morocco), digital health platform and national health data (DMP).

Organizations and associations

The Pharma and Innovation in Morocco represented through several organizations:

Association	Role/function
Directorate of Medicines and Pharmacy (DMP)	National regulatory authority.
FMIIP – Fédération Marocaine de l'Industrie et de l'Innovation Pharmaceutiques (formerly AMIP)	Official representative of Moroccan pharma manufacturers.
Les Entreprises du Médicament au Maroc (LEMM) – Association of Pharmaceutical Companies in Morocco	Professional association of research-based pharmaceutical companies.
AMMG – Association Marocaine du Médicament Générique	Association of generic pharmaceutical manufacturers in Morocco.
Morocconow	Moroccan Investment and Export Agency.

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05 Saudi Arabia

Investment environment

Strong competitiveness gains: Saudia Arabia ranks 17th globally in economic performance in the IMD World Competitiveness Ranking, up from 32nd place in 2021.

Vision 2030-driven diversification: Saudi Arabia's Vision 2030 agenda is accelerating diversification beyond oil. The Saudi Public Investment Fund's (PIF) growing cumulative contribution to real non-oil GDP reflects its focus on broad-based economic development and long-term global commercial partnerships.

Ambitious National Biotech Strategy: Under Vision 2030, Saudi Arabia aims to build a USD 34.6 billion biotechnology industry by 2040 and create 11,000 new jobs in the life sciences sector by 2030.

Sources:
IMD World Competitiveness Center, Saudi Arabia – World Competitiveness Ranking (WCR) profile.
Public Investment Fund (PIF, Saudi Arabia), PIF continued to drive the economic transformation of Saudi Arabia in 2024.
Kingdom of Saudi Arabia: Vision 2030, National Biotechnology Strategy.
Fortune Business Insights, Saudi Arabia medical devices market.
Tanmeya, Saudi Arabia at BIO 2025 – life sciences diplomacy and biotech investment pulse.

Health system overview

System structure

Saudi Arabia's healthcare system combines public and private provision. Health services are delivered primarily through three channels:

1. The Ministry of Health, which provides free healthcare to Saudi nationals and public sector expatriates and their dependents;
2. Other government agencies that operate healthcare services for their own employees and families; and
3. The private sector, which is financed through out-of-pocket payments, private insurance and employer-sponsored coverage.

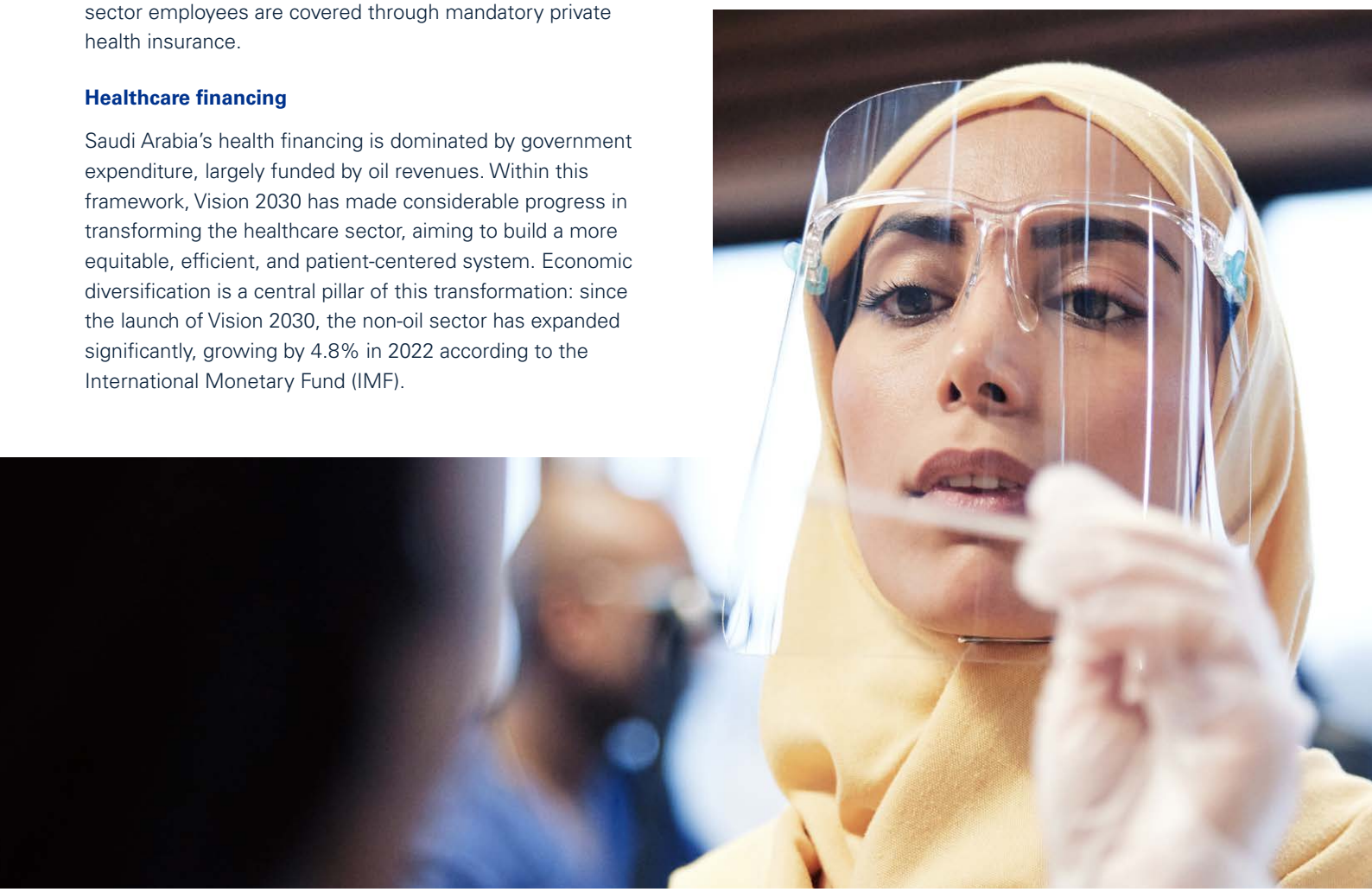
As a result, public-sector healthcare is centrally administered and free at the point of use for citizens, while private-sector employees are covered through mandatory private health insurance.

Healthcare financing

Saudi Arabia's health financing is dominated by government expenditure, largely funded by oil revenues. Within this framework, Vision 2030 has made considerable progress in transforming the healthcare sector, aiming to build a more equitable, efficient, and patient-centered system. Economic diversification is a central pillar of this transformation: since the launch of Vision 2030, the non-oil sector has expanded significantly, growing by 4.8% in 2022 according to the International Monetary Fund (IMF).

Coverage and eligibility

Saudi Arabia has effectively achieved near-universal health coverage through a combination of public provision and mandatory insurance. All Saudi citizens (as well as expatriates employed in the public sector) are entitled to free comprehensive healthcare services at government facilities, funded by the state. At the same time, all private-sector employees, including foreign workers, are required to be enrolled in employer-provided health-insurance plans, which cover medical services delivered through private or public facilities. This cooperative health-insurance scheme now covers more than 11 million people (Saudi nationals and expatriates), significantly expanding access to care and reducing the uninsured population.



Sources:
PubMed Central (PMC), Saudi Arabia healthcare system and private sector role.
Allocation Assist, development of Saudi Arabia's healthcare system.

Tax and other incentives for investments in Saudi Arabia

Generous tax incentives for localization efforts

The Saudi Arabian government is actively promoting industrial development through a range of favorable tax policies aligned with Vision 2030. Foreign investors in the pharmaceutical and life sciences sectors may benefit from reduced corporate tax rates, customs duty exemptions on imports of equipment and materials, and lower minimum initial capital requirements. These measures are designed to attract foreign direct investment, encourage local production and support the development of a sustainable industrial base.

Subsidized industrial financing and support

The Saudi Industrial Development Fund (SIDF) complements tax incentives by providing additional financial support. This includes long-term loans covering up to 75% of project costs, with extended tenors of 15 to 20 years. Beyond financing, manufacturers may also benefit from discounted industrial land leases with rent reductions of up to 15%, as well as deferred development fees.

Special economic zone (SEZ) tax advantages

To further enhance its attractiveness to investors, Saudi Arabia has established several Special Economic Zones (SEZs), including "King Abdullah Economic City." These zones are a core element of the government's strategy to stimulate sector-specific foreign direct investment by offering meaningful tax incentives, regulatory relief and long-term planning stability for manufacturers. Key advantages available within SEZs include:

- A reduced corporate income tax rate of 5% for up to 20 years.
- 0% withholding tax on profit repatriation, allowing international investors to optimize global tax structures.
- Tax-free imports of equipment and raw materials into the zones.
- Exemptions from Value-Added Tax (VAT) on qualifying operations.

Encouragement of R&D investments

Saudi Arabia's tax framework increasingly supports research and development (R&D) as part of Vision 2030's to expand its biotech and pharmaceutical sectors. Current measures include accelerated depreciation for qualifying R&D equipment as well as the potential for tax exemptions or cash-based incentives linked to innovation programs or technology-development initiatives.

For details see KPMG CEO Outlook 2025 Saudi Arabia.

Sources:
KPMG, MESA Tax Guide (Middle East & South Asia).
KPMG, Saudi Arabia opens up to foreign investors.
Invest Saudi, Special Economic Zones.
Saudi Arabia Development Fund.

Regulatory support and local procurement preferences

Regulator

The Saudi Food and Drug Authority (SFDA) achieved WHO National Regulatory Authority (NRA) Maturity Level 4 (ML4) in 2023 for medicines and vaccines.

Streamlined drug approvals

Saudi regulators have accelerated approval pathways for locally manufactured medicines. The SFDA introduced abridged verification and fast-track registration procedures, significantly shortening approval timelines. This regulatory agility enables new pharmaceuticals produced in-Kingdom to reach the market more quickly.

Preference for local products

Saudi Arabia's policy framework actively favors domestically manufactured pharmaceuticals. Public-procurement rules prioritize locally manufactured medicines, giving local manufacturing facilities a clear market advantage. In parallel, the Kingdom has strengthened IP protections, including patent rights and data exclusivity, and entered into mutual-recognition agreements to uphold international standards. Together, these measures create a supportive and predictable regulatory environment for life sciences companies.

Sources:
Arab News, Saudi Arabia investment incentives and business environment.
Saudi Food and Drug Authority (SFDA), national authority for pharmaceutical and medical device regulation.
World Health Organization (WHO), Global Benchmarking Tool (GBT) for regulatory systems. This framework applies a four-tier 'maturity level' scale ranging from Level 1, where basic regulatory structures are in place, to Level 4, which reflects advanced systems operating under a model of continuous improvement.

Key players in the Life Sciences industry

Saudi Arabia has the largest pharmaceutical market in the Middle East and Arab region, with more than 40 manufacturing facilities supplying approximately 36% of domestic medicines demand.

Company	Production facility	Location	Focus	Relevance
Pharmaceutical Solutions Industry (PSI)	Jeddah	HQ in Jeddah	sterile and injectable pharmaceutical solutions	A leading injectable manufacturer in the Middle East and Africa with 45 years of experience in the industry.
SPIMACO (Addwaeih)	Al-Qassim Pharma Complex	Buraydah (Qassim)	Tablets, capsules, syrups, creams and gels, injectables (generics)	Founded 1986 as KSA's flagship pharma company. Large integrated plant in Qassim; produces a broad portfolio (from antibiotics to OTCs).
Tabuk Pharmaceuticals	Tabuk City Plant and Dammam Plant	HQ in Riyadh	Solid and liquid generics; injectables	Leading private Saudi pharma company (est. 1994). Exports to 17 countries; key in CV, CNS, anti-infective therapies.
Jamjoom Pharma	Jamjoom Pharmaceutical Plant	Jeddah	Wide range of medicines (incl. ophthalmics, antibiotics)	One of KSA's major pharma producers, based in Jeddah. Renowned for quality in eye-care products and branded generics.
Sudair Pharma	Sudair Oncology & Insulin Facility	Sudair Industrial City (Riyadh Prov.)	Cancer drugs (sterile injectables); Insulin pens	A cutting-edge facility established 2014 as Saudi's first oncology drug plant.
GSK Saudi (GlaxoSmithKline)	GSK Manufacturing Plant	Jeddah	Various medicines (branded & generic) in four core therapeutic areas: respiratory, immunology and inflammation; oncology; HIV; infectious diseases.	GSK's subsidiary produces 80% of the medicines it sells in KSA at its Jeddah factories.
AJA Pharma (Trig group)	Hail Pharmaceutical Plant	Hail	Specialized generics (e.g. oncology, diabetes)	Established in 2012, a subsidiary of Saudi Chemical Company Holding.

Digital health & other Life Sciences startups

Many HC start-ups have been launched recently in Saudi Arabia:

Lifera: A PIF-owned biomanufacturing and innovation partner focused on strengthening the Kingdom's biopharma resilience and supporting the Saudi National Biotechnology Strategy.

Cura: A leading Saudi telemedicine app (founded 2016) providing 24/7 virtual doctor consultations across primary care, mental health and wellness. Cura saw strong uptake during COVID-19, reaching more than 350,000 users and onboarding more than 4,500 doctors.

Clinicy: A cloud-based platform for private clinics in Saudi Arabia, founded in 2017. It offers online booking, patient reminders, electronic medical records (EMR) and integrated teleconsultations.

Labayh: A Saudi telehealth platform specializing in mental-health services. It offers online consultations with psychologists, psycho-educational content and corporate wellness programs.

Nala.ai: A Saudi digital-health startup that uses artificial intelligence to deliver instant medical assessments in Arabic.

Sources:
Arab News, Saudi Arabia investment and business environment.
National Center for Biotechnology Information (PMC), Healthcare system transformation and investment trends in Saudi Arabia.
Sharikat Mubasher, NUPCO pacts with Sanofi to localize insulin production in the Kingdom.
Zawya, Sanofi is transferring its global expertise in insulin production to Saudi Arabia.
Reuters, GlaxoSmithKline boosts stake in Saudi Arabia unit.
AJA Pharma, Manufacturing.
Accretive Edge, health-tech startups in the Middle East.
World Health Expo, Homegrown healthtech start-ups fuel digital health transformation.

Research, innovation, talent development and international collaboration

Clinical trials

Approval steps: In Saudi Arabia, sponsors must obtain SFDA approval by submitting a comprehensive application package, including the study protocol, informed consent forms, investigator brochure and IRB clearance. This process ensures scientific validity, ethical conduct and participant safety. All clinical trials must be registered in the Saudi Clinical Trials Registry, with sponsors being subject to ongoing obligations regarding periodic progress reports, adverse-event reporting and possible SFDA inspections to ensure compliance.

Trial focus areas: According to the Saudi National Institute of Health, clinical trials conducted in the Kingdom during the first half of 2025 focused primarily on oncology, cardiovascular diseases, musculoskeletal, dermatological and autoimmune conditions, gastrointestinal and liver diseases, as well as endocrine and metabolic disorders. During this period, King Faisal Specialist Hospital & Research Center (KFSHRC) accounted for approximately 48% of all clinical trials in Saudi Arabia.

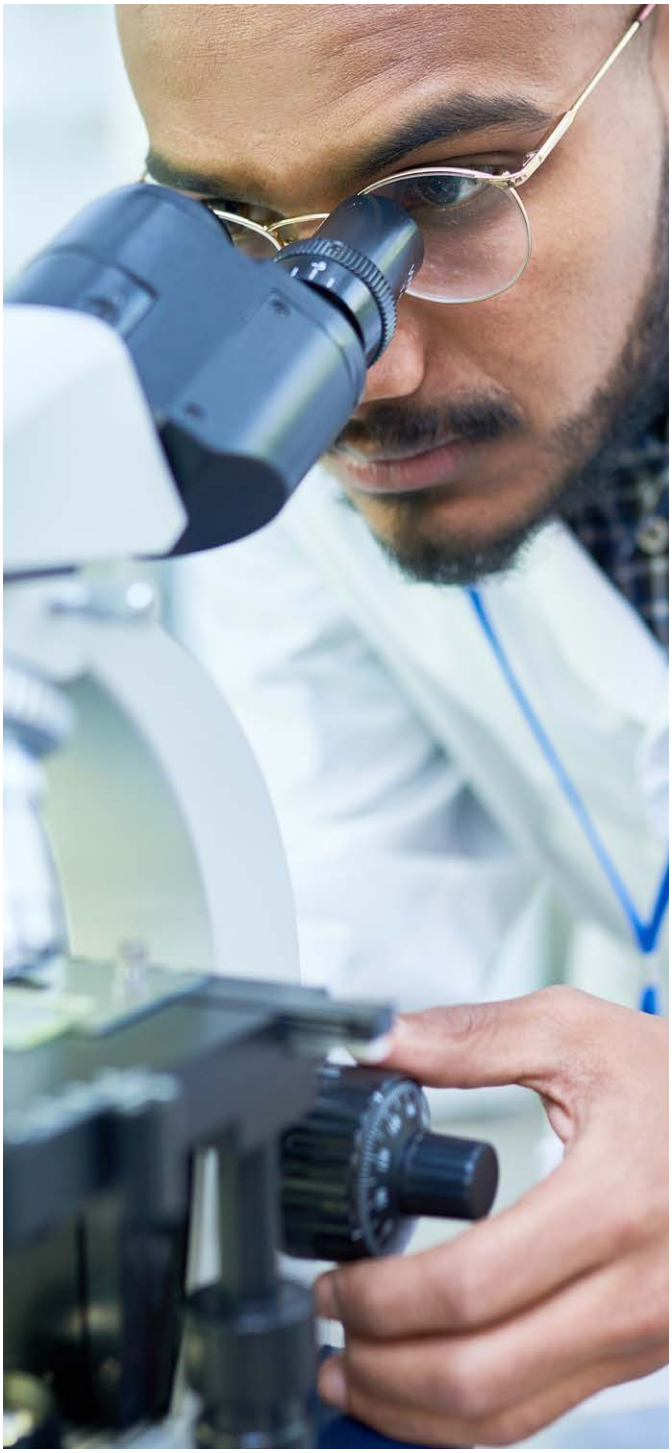
- **Rapidly expanding ecosystem**: Saudi Arabia has more than 500 registered clinical trials and ranks second in the MENA region. This growth is supported by advanced research institutions such as the KFSHRC and King Abdulaziz City for Science and Technology (KACST). This strong infrastructure provides a scalable and robust platform for international clinical-trial sponsors.
- **Governmental commitment under Vision 2030**: The Saudi Food and Drug Authority (SFDA) and the Ministry of Investment are actively promoting clinical research through regulatory support, accelerated approval pathways and targeted investment incentives, positioning Saudi Arabia as a regional hub for pharmaceutical R&D.

Talent development

Universities, research hospitals and institutions

- **King Abdullah University of Science and Technology (KAUST)** – Flagship research university with cutting-edge life sciences, biotechnology and cross-disciplinary research centers.
- **King Saud University (KSU)** – A major hub for health and biological sciences. Its Colleges of Science and Medicine, together with the Center of Excellence in Biotechnology Research (established in 2008), drive advanced research, global collaboration and biotechnology innovation.
- **King Abdulaziz City for Science and Technology (KACST)** – A national laboratory and innovation hub that serves as the Kingdom's primary driver and technical reference for research, development and innovation.
- **King Abdullah International Medical Research Center (KAIMRC)** – A leading Saudi center for biomedical and clinical research, with a strong focus on biotechnology development.
- **King Faisal University (KFU)** – The Scientific Research Unit was established to support and advance scientific research within the College of Medicine, in line with Vision 2030 and the university's ambition to produce high-quality, distinguished research that enhances its national and international standing.
- **King Faisal Specialist Hospital & Research Center (KFSH&RC)** – The leading Saudi institution for clinical research. In the first half of 2025, it conducted 48% of all clinical trials nationwide, with 104 active trials and 80 newly initiated studies, significantly expanding patient access to innovative therapies and future treatment options.

Sources:
Invest Saudi, healthcare and life sciences sector overview.
Saudi Food and Drug Authority (SFDA), national authority for pharmaceutical and medical device regulation.
King Abdullah University of Science and Technology (KAUST), life sciences innovation and technology licensing.
King Saud University (KSU, Saudi Arabia), university overview and academic programs.
Prince Naif Center for Health Research (King Saud University), collaborative health research and laboratory initiatives.
King Abdulaziz City for Science and Technology (KACST, Saudi Arabia), institutional overview and research activities.



International collaboration

- **KAUST × Italian Institute of Technology (IIT)**: In Feb 2025, KAUST signed a research collaboration with IIT to advance work in life sciences, nanotechnology, artificial intelligence, robotics and rehabilitation technologies. The partnership strengthens Saudi–EU scientific ties and expands joint research projects, talent exchange and shared infrastructure to support biomedical discovery and translation.
- **National biotech partnerships announced at BIO 2025**: At the BIO International Convention (June 2025), Saudi Arabia unveiled a national biotechnology initiative and signed more than a dozen partnerships with global life sciences companies. These included the launch of a biotech accelerator with BioLabs to catalyze R&D, clinical research and advanced therapeutics within the Kingdom.
- **KAIMRC x Pfizer collaboration**: KAIMRC and Pfizer signed a collaboration agreement to implement two strategic projects. These include upgrading KAIMRC's Vaccine R&D and Manufacturing Lab to strengthen preclinical and early-stage clinical biopharmaceutical research, and establishing a Human iPS cell bank to supply high-quality, disease-relevant stem-cell lines from Saudi patients for local and global drug-discovery research.

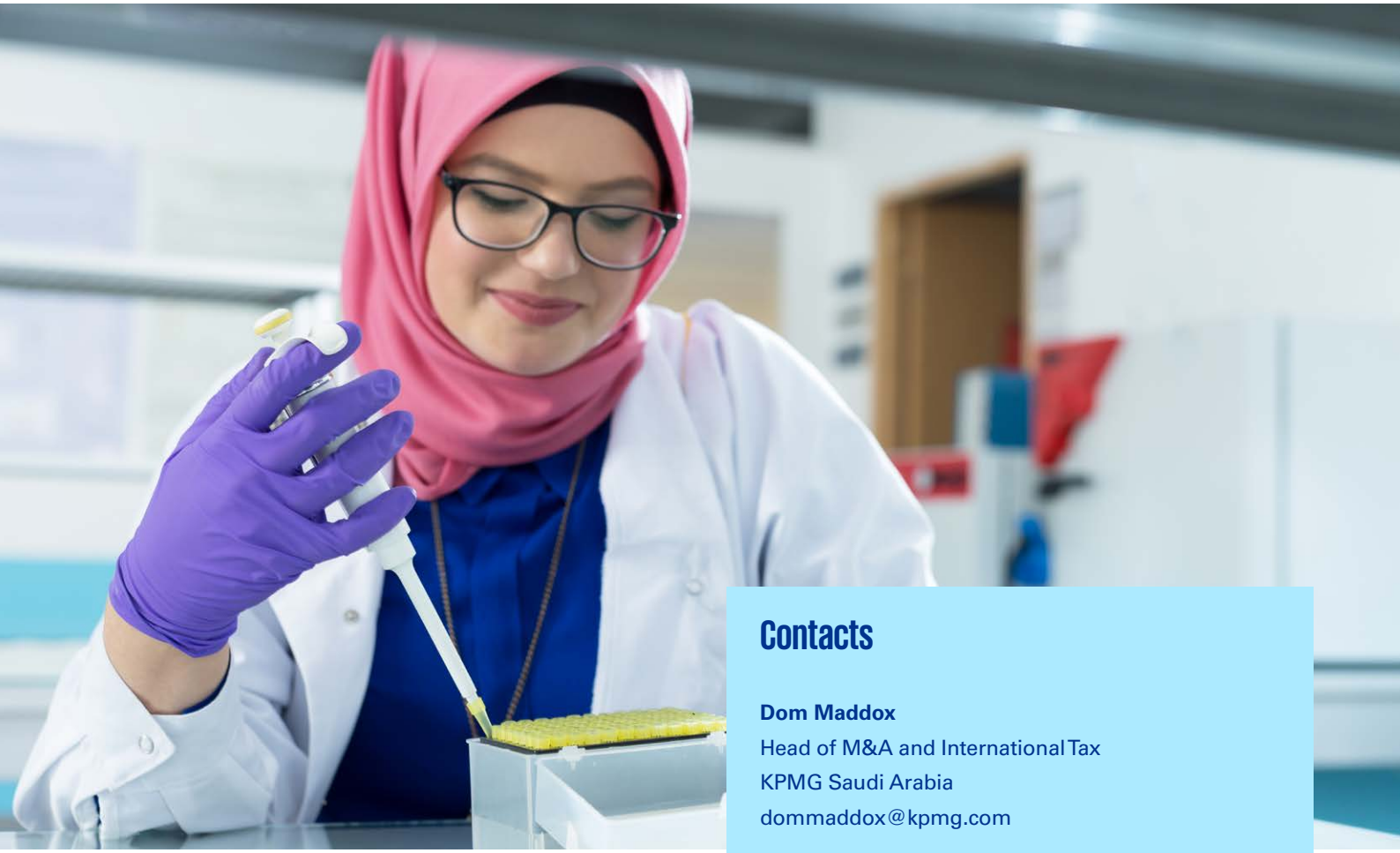
Infrastructure and logistics

Saudia Cargo (the cargo arm of Saudi Arabian Airlines) achieved IATA CEIV Pharma certification in October 2023, demonstrating compliance with globally recognized standards for temperature-controlled handling of pharmaceutical products. This certification confirms Saudia Cargo's capability to transport life-saving medicines and vaccines securely across its network.

Sources:
King Abdullah University of Science and Technology (KAUST), collaboration to benefit life sciences and nanotechnology research;
GlobeNewswire, Saudi Arabia concludes BIO 2025 debut and expands global biotech collaboration.

Organizations and associations

Association	Role/function
National Committee for Pharmaceutical Industries (NCPI)	Principal association of Saudi pharmaceutical manufacturers (under Federation of Saudi Chambers).
Research-based Pharmaceutical Companies Committee (RPCC) – a.k.a. Research-based Pharmaceutical Companies Group (RPC)	Association of innovative multinational pharma companies in KSA.
PhRMA Middle East – Local American Working Group (LAWG, KSA)	A subset of RPCC focusing on U.S. pharma firms. Provides additional channel.
Invest in Saudi Arabia	Invest in Saudi Arabia highlights the Kingdom's strong commitment to the healthcare and life sciences sector, which is one of its top national priorities.



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06 Tunisia

Investment environment

Tunisia benefits from geographic proximity to European markets and has signed free-trade agreements with Sub-Saharan Africa, the Middle East and the European Union.

Situated at the crossroads of Europe, the Middle East and Africa, Tunisia offers strategic access to multiple markets through preferential treaties and its nearness to Europe.

The country also maintains strong economic, cultural and social ties with the European Union.

Sources:
The Africa Exponent.

Health system overview

System structure

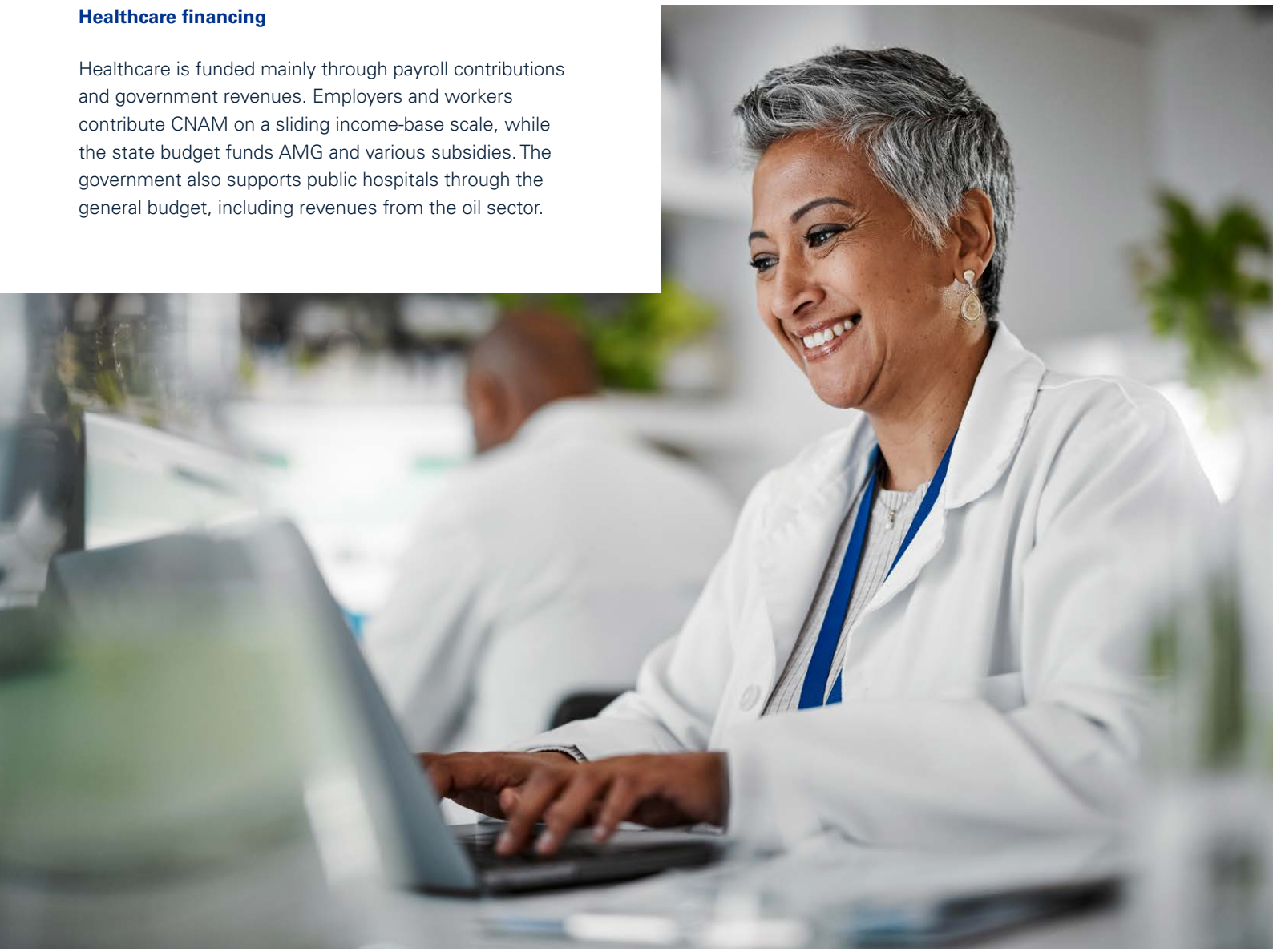
Tunisia has a national health insurance system centered on the Caisse Nationale d'Assurance Maladie (CNAM). Established in 2004, CNAM is a contributory fund that covers formal-sector employees (both public and private) and their dependents. Covered individuals can choose between public providers (majority of hospitals) and contracted private clinics. In parallel, the government operates a non-contributory assistance scheme (AMG) for poor and vulnerable groups, offering free or reduced-cost care in public facilities.

Healthcare financing

Healthcare is funded mainly through payroll contributions and government revenues. Employers and workers contribute CNAM on a sliding income-base scale, while the state budget funds AMG and various subsidies. The government also supports public hospitals through the general budget, including revenues from the oil sector.

Coverage and eligibility

Almost all formal-sector employees and their families are mandatorily insured under CNAM while low-income groups qualify for AMG benefits. According to WHO data, more than 80% of Tunisians are covered by these schemes. However, informal workers and some vulnerable populations remain only partially insured.



Sources:
The P4H Network, the global network for social health protection.
Economic Research Forum (ERF), regional policy research institute.
P4H Network, country overview – Tunisia (social health protection).
PubMed (NIH), scientific article database (PMID: 30746672).
World Health Organization (WHO), Tunisia evaluation annex.

Tax and other incentives for investments in Tunisia

Priority sectors

The pharmaceutical sector, including medical devices and other strategic industries, is considered a priority sector in Tunisia. This classification reflects the government's aim to encourage investment, innovation and high-value production in areas that are critical for public health, economic development and export potential.

Incentives for priority sectors (e.g., pharmaceuticals/medical devices)

- **Investment subsidy**: 15% of the total investment cost, with a ceiling of TND 1 million.
- **Exemption of employer social security contributions**: 100% coverage for 3 years.
- **Support for graduate employment**: Government covers 50% of the salary for first-time CDI (permanent contract) hires, up to TND 250/month per employee.
- Support for modernization, technology and productivity:

Regional development zones

Tunisia provides additional incentives for investments in less-developed regions, aiming to stimulate economic growth and employment outside major urban centers.

Incentives for projects in regional development zones

- **Investment subsidy**: 15-30% of total project cost, depending on the region and sector.
- **Corporate income tax holidays**: 5-10 years, depending on project size and location.
- **Exemption from customs duties**: On imported equipment and machinery required for the investment.
- **Support for employment**: Similar to other priority sectors, with partial wage coverage for skilled hires and young graduates.
- **R&D and training incentives**: Eligible projects may also benefit from subsidies for technology adoption, research and certified employee training programs.

Regulatory support and local procurement preferences

Tunisia has simplified procedures through one-stop shops and reduced red tape to expedite business setup. Foreign investors can own 100% of companies in most sectors and freely repatriate profits, reflecting a pro-business regulatory framework that supports life sciences manufacturers.

Institutional support is readily available: agencies such as the Tunisian Investment Authority (TIA) and FIPA assist investors throughout the process, helping them navigate permits and compliance requirements. This facilitates the establishment of pharmaceutical and biotechnology production facilities

The Life Sciences sector in Tunisia

Tunisia ranks 9th in Africa's 2025 list of the most competitive pharmaceutical industries, reflecting a mature and diversified local formulation sector with strong export competitiveness. Tunisian pharmaceutical companies compete effectively in generics and finished medicines, contributing to the country's standing among the continent's top tier pharma exporters.

Sources:
Tunisia Investment Authority, the Tunisian Investment Promotion Agency.
KPMG Africa Incentive Survey.
Invest in Tunisia.

Key players in the Life Sciences industry

Company	Production facility	Location	Focus	Relevance
SIPHAT (state-owned)	Main Pharma Plant	Ben Arous (Tunis)	Tablets, capsules, syrups (various generics)	Oldest public pharma company (est. 1989), pioneer of Tunisia's pharma industry. Major local manufacturer, partnered in JVs with multinationals.
Sanofi Tunisia	Megrine Manufacturing Site	Megrine (Tunis)	Broad range of medications (diabetes, CV, etc.)	First international pharma plant in Tunisia (since 1992), ~400 employees producing 30+ million units/year. Reinforces Tunisia as a regional pharma hub.
Teriak (Kilani Group)	Teriak Labs (2 sites)	Tunis area	Generics (tablets, injectables)	Major local pharma since 1996, with 500+ staff across 2 Tunisian sites. Exports to N. Africa & Middle East.
Unimed	Unimed Sterile Plant	Kalaa Kebira (Sousse)	Sterile generics (injectables, eye drops)	Leading sterile products manufacturer (est. 1993), 650+ employees. Produces hospital injectables to international GMP standards.
Medis Laboratories	Medis Production Sites	Ariana & others	Wide forms (solids, eye drops, injectables)	Large private pharma (est. 1995) with high-tech production (lyophilized vials, prefilled syringes). Multiple sites in Tunisia; regional presence in Algeria, etc.
Adwya (Kilani Group)	Alpha & Beta Plants	Tunis	Generics (non-penicillin & antibiotics)	One of Tunisia's largest private pharma companies, operating two specialized production units (acquired by Kilani in 2022). Supplies broad range of therapeutic areas (cardio, neuro, derm, etc.).

Digital health & other Life Sciences startups

Examples of Tunisian startups in digital health and life sciences include:

Med.Tn: Tunisia's leading digital health platform, connecting patients with healthcare providers through an online portal for doctor discovery, appointment booking and telemedicine. Founded in 2017, Med.Tn has facilitated over 1 million virtual consultations, extending healthcare access into remote areas of Tunisia.

InstaDeep: Co-founded in Tunisia in 2014 by Karim Beguir and Zohra Slim, InstaDeep applies decision-making AI to life sciences, including AI-enabled drug discovery and pathogen-variant early warning with BioNTech. In 2023, BioNTech acquired InstaDeep.

Sources:
Nucamp.
BioNtech.

Research, innovation, talent development and international collaboration

In the Global Innovation Index 2025, Tunisia ranks 47th in Human capital & research and 54th in Knowledge & technology outputs – supporting R&D collaboration.

Clinical trials

- **Approval steps**: Before starting a clinical trial in Tunisia, the protocol must be approved by an independent ethics committee, followed by reviews from the National Institute of Health (INH) and the Ministry of Health. All approvals are required before the trial can begin. Ongoing monitoring and reporting of adverse events are mandatory to ensure compliance and participant safety.
- **Established regulation & investigators**: Tunisia benefits from clear, stringent legislation and experienced investigators. The Pasteur Institute of Tunis plays a central role in infectious-disease clinical and epidemiological research.
- **Active hospital research networks**: The Salah Azaiez Institute leads oncology studies, while national cardiovascular registries and trials (e.g., heart failure and valvulopathies) demonstrate strong, coordinated, multi-center capabilities.

Talent development

The Tunisian pharmaceutical sector combines a highly skilled workforce with competitive costs, making the country an attractive destination for investment.

- **High-level human capital**: The sector employs over 13,500 professionals, reflecting strong expertise. With an average annual growth rate of 10%, the workforce demonstrates both dynamism and the sector's strong appeal.
- **Industry-tailored education**: Tunisia hosts more than 18 public and private institutions offering specialized programs aligned with pharmaceutical industry needs, ensuring a qualified and job-ready talent pool.
- **Specialized graduates**: Each year, more than 5,200 graduates enter the labor market, 36% of whom are doctors or pharmacists, further strengthening the sector's specialization and its innovation potential.
- **Competitive costs**: The average annual salaries of engineers, operators and technicians in Tunisia remain highly competitive compared with other leading investment destinations, reinforcing the attractiveness and profitability of investing in the country's pharmaceutical industry.

Tunisia stands out as a competitive destination for innovation-driven investment, ranking 48th globally in R&D expenditure (out of 134 countries). This performance reflects a solid national commitment to research and innovation. Tunisia's R&D intensity already provides investors with a favorable environment for technology, engineering and knowledge-based activities.

There are a large number of universities and research organizations in Tunisia with a focus on life sciences and medicines.

- **University of Tunis El Manar** – The university has established a strong reputation for its work in medical diagnostics, infectious-disease research and pharmaceutical development.
- **Institut Pasteur de Tunis** – Specializing in microbiology, immunology and infectious diseases, the institute is internationally recognized for its pioneering work in vaccine development, epidemiology and the study of vector-borne diseases such as leishmaniasis and malaria.

Over the past several years, Tunisia has sought to develop its biotechnology sector, as reflected in its Pact for Economic Competitiveness and Social Equity. This initiative has prompted the country to structure a dedicated ecosystem for research, training and innovation. Several institutions play a key role in advancing biotechnology:

- **Higher Institute of Biotechnology of Sidi Thabet** (ISBST).
- **Biotechnology Center of Sfax (CBS)**: a major national research center dedicated to bio-industries, focusing on the development, adaptation and transfer of biotechnological processes.
- **Tunisian Biotechnology Association**: promotes biotechnology knowledge, fosters networking among stakeholders and encourages innovation and research collaboration across the sector.
- **Borj Cédria Biotechnology Center**: focuses on the characterization, conservation and valorization of national plant genetic resources.

Sources:
DPM Tunesie.

International collaboration

The WHO maintains a country office in Tunisia and a formal Country Cooperation Strategy, which guides joint work with the Ministry of Health on system strengthening, IHR preparedness and priority programs. The WHO also recognizes several Tunisian institutions as WHO Collaborating Centers (e.g.in reproductive health and blood products quality assurance), providing a strong platform for technical exchange and capacity building.

Tunisia has been associated with Horizon Europe (since 9 June 2022), enabling Tunisian entities to participate fully and on equal footing in EU research and innovation projects. The country also plays an active role in PRIMA Euro-Mediterranean initiatives, further expanding international research consortia in health-adjacent life-sciences fields.

BiotechPole Sidi Thabet

BiotechPole Sidi Thabet is a technopark dedicated to biotechnology, pharmaceutical and parapharmaceutical industries as well as life sciences and health-related engineering.

As a pioneer in its field, BiotechPole Sidi Thabet aims to strengthen collaboration among three key innovation stakeholders: companies, R&D institutions and training institutions.

Infrastructure and logistics

Tunisia serves as a gateway to Sub-Saharan Africa and beyond, supported by nine international airports and eight commercial seaports. Key features of Tunisia's life sciences infrastructure include:

- **Centralized, GDP-aligned public supply**: Tunisia's Pharmacie Centrale de Tunisie (PCT) acts as the sole importer for the public sector. It operates GDP-compliant storage facilities (≈4,400 m³ of cold-chain capacity) and enforces MoH requirements that thermolabile medicines be handled immediately to avoid cold-chain disruptions.
- **Airport handling and standards**: At Tunis–Carthage Airport (TUN), ground handling is provided by Tunisair Handling. Pharmaceutical shipments are managed in line with IATA Temperature Control Regulations (TCR) and national GDP requirements for wholesalers, supporting compliant acceptance, storage and release.
- **CEIV-enabled routings via nearby hubs**: International legs typically use CEIV-Pharma carriers/hubs, including Qatar Airways Cargo (DOH) and Etihad Cargo (AUH), both offering nonstop DOH–TUN and AUH–TUN connections. Turkish Cargo (IST) and AirFrance-KLM (CDG/AMS) add additional network options. Last-mile distribution is handled through PCT's national network.

Sources:
WHO.
EU Horizon.
BiotechPole Sidi Thabet (Tunisia), biotechnology park overview and activities.
DPM.
Logistic Cluster.
Pharmaceutical Commerce.

Organizations and associations

Association	Role/function
URUChambre Nationale de l'Industrie Pharmaceutique (CNIP) – National Chamber of Pharmaceutical Industry	Official industry chamber under UTICA; represents the entire local pharmaceutical manufacturing sector.
Syndicat des Entreprises Pharmaceutiques Innovantes de Recherche (SEPHIRE) – Association of Innovative Pharmaceutical Research Companies	Syndicate of research-based pharma companies (innovator multinationals and R&D-driven locals).
A3P Tunisie (Association pour les Produits Pharmaceutiques Propres & Parentéraux)	Technical industry association (Tunisian chapter of A3P) uniting pharma & biotech production professionals.
Association Tunisienne de Biotechnologie (ATBiotech) – Tunisian Association of Biotechnology	Scientific and professional association bridging academic research and biotech industry.
Invest in Tunisia	Tunisia Investment Authority.

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07 Türkiye

Investment environment

Türkiye has emerged as one of the most dynamic and strategically positioned markets for health and life sciences investors.

With a young population, expanding healthcare infrastructure, a strong industrial base and a rapidly maturing regulatory ecosystem, the country offers a compelling platform for commercial, R&D and manufacturing activities across the region.

Sources:
KPMG, Investment in Türkiye 2024.
IMD, World Competitiveness Ranking – Türkiye Profile.
The Times, Teeth, boobs or bum – Turkey's surgeons are here to sell you a solution.
Investment Office of the Presidency of the Republic of Türkiye, Life Sciences Sector.
fDi Intelligence, Emerging MNEs are redrawing the geography of FDI.

Health system overview

System structure

Türkiye operates a unified public health insurance system under the Social Security Institution (SSI), which has provided universal coverage since 2006. The SSI acts as a single payer, pooling funds and contracting mainly with public providers – over half of hospitals are MoH-owned – while many private hospitals are also contracted at regulated rates. Private health insurance plays only a complementary role, typically covering additional services or private-sector options. Overall, the system is centrally organized and standardized, providing broad access to healthcare for nearly all residents.

Healthcare financing

Türkiye's healthcare is funded primarily through mandatory SSI contributions from employers and employees, with the government subsidizing low-income groups so that the poorest household are exempt from premium payments. Today, about 78% of total health spending is financed from public sources, while out-of-pocket payments have declined to around 17% of total expenditure.

Coverage and eligibility

Türkiye has achieved near-universal health coverage through compulsory enrollment in the SSI scheme. The benefits package is extensive and includes:

- Primary care and family physician services
- Specialist outpatient care
- Hospitalization and surgical procedures
- Emergency services
- Maternity and reproductive health services
- Preventive and public-health services
- Pharmaceuticals and diagnostics included on the reimbursement list.

Eligibility highlights

- **Universal eligibility**: All residents, including refugees and migrants, are eligible for coverage under the SSI scheme.
- **State support**: The Government pays contributions on behalf of low-income households, students and vulnerable populations.
- **Safety net**: Even uninsured individuals retain access to emergency care and essential public-health services.

In conclusion, this model has significantly enhanced financial protection, healthcare utilization and patient access across Türkiye.

Macroeconomic & competitiveness landscape

Competitiveness: Türkiye ranks 45th globally in the IMD World Competitiveness Ranking for economic performance

Medical tourism as key growth driver: Türkiye's rapidly expanding medical tourism market is driving demand across pharmaceuticals, medical devices, diagnostics, and healthcare services.

Strategic industry status: The healthcare sector is officially recognized as a strategic industry, supported by targeted public policies, localization initiatives and long-term investment incentives.

Market scale: Türkiye ranks 21st globally in pharmaceutical market size, with exports reaching USD 2.2 billion in 2023 and serving more than 170 export markets.

R&D infrastructure: As of 2024, Türkiye hosts 68 accredited R&D centers dedicated to the life sciences industry

Cost competitiveness: The annual cost of employing a 50-person life sciences R&D team in Türkiye is approximately USD 595 k, compared with around USD 2.12 million in Europe

Sources:
World Health Organization, Turkey: Health System Review (Health Systems in Transition, Vol. 13 No. 6, 2011).
Tamimi, A. et al., The transformation of Jordan's healthcare system in an area of conflict, BMC Health Services Research, 2024.

Tax and other incentives for investments in Türkiye

Türkiye uses fiscal incentives to channel domestic and foreign investment toward industrial development and rural-urban integration. These incentives, often delivered through tax expenditures, are made available to investors to promote private investment in selected sectors and regions.

Incentives regarding research, development and design activities

Basic incentives and supports set out under Law No. 5746 on the Support of Research and Development Activities for R&D investment projects include the following:

- **Tax-deductibility of R&D expenses**: 100% of eligible R&D and innovation expenditures may be deducted from the corporate income-tax base when incurred within technology centers, R&D centers (which must employ at least 15 full-time equivalent R&D personnel, rising to 30 for certain sectors), or R&D and innovation projects supported by government institutions, foundations established by law or international funds. The same applies to design expenditures incurred within design centers employing at least 10 full-time equivalent design personnel as well as qualifying design projects supported by these institutions.. Subject to meeting specific criteria, the standard 100% deduction may be increased to 150%.
- **Income-tax exemption on salaries**: R&D, design and support personnel's salaries are exempt from income-tax withholding at varying rates (80%-90%-95%), depending on the employee's highest academic qualification (bachelor's, master's or doctorate).
- **Social-security support**: Of the employer's social-security contributions for R&D, design and support personnel, 50% is covered by the Ministry of Finance.
- **Stamp-tax exemption**: All documents made out regarding R&D, innovation and design facilities within the scope of the Law No 5746 (R&D Law) are exempt from Stamp Tax.
- **Customs-duty exemption**: Imported goods used for R&D, innovation and design activities within the scope of Law No 5746 are exempt from customs duties

For details see KPMG Guide to Investment in Türkiye 2024 Edition

Sources:
Invest in Türkiye.
KPMG Türkiye, Health and Pharmaceutical Sectoral Overview.

Regulatory support and local procurement preferences

Türkiye's regulatory progress

- Türkiye achieved WHO National Regulatory Authority (NRA) Maturity Level 3 in 2023 for medicines and vaccines.
- Although not yet a WHO-listed authority, Türkiye meets many SRA-aligned criteria and continues to progress toward Maturity Level 4.
- This level of regulatory maturity enhances Türkiye's attractiveness for clinical trials, streamlined regulatory pathways and its role as a regional manufacturing hub

Alignment with EU regulatory standards

Türkiye has aligned its pharmaceutical and medical-device regulations with key EU directives, including:

- Good Manufacturing Practices (GMP)
- Good Distribution Practices (GDP)
- CE-marking requirements for medical devices
- Pharmacovigilance and safety-monitoring standards

This harmonization allows manufacturers to use global quality systems, improves regulatory predictability, and facilitates market access and exports to Europe and other highly regulated markets.

Regulatory authority: TİTCK

The Turkish Medicines and Medical Devices Agency (TİTCK) is the primary regulator for the life sciences industry. TİTCK has played a central role in Türkiye's progress toward achieving WHO NRA Maturity Level 3, strengthening regulatory predictability and reinforcing international confidence in the country's regulatory system.

Sources:
Turkish Medicines and Medical Devices Agency.

Key players in the Life Sciences industry

Türkiye-based pharmaceutical and medical-device manufacturers export to more than 170 countries worldwide, with approximately 45% of these destinations located within the European Union. Leveraging Türkiye's Customs Union agreement with the EU, exporters benefit from duty-free market access – providing a strategic advantage that few regional peers can match.

Company	Production facility	Location	Focus	Relevance
Abdi İbrahim	Esenyurt Production Complex (incl. AbdiBio)	Istanbul (Esenyurt)	Pharmaceuticals (chemical drugs, sterile forms) and biopharma-ceuticals (includes Türkiye's largest biotech facility AbdiBio)	Market-leading Turkish pharma company).
Koçak Pharma	Tekirdağ OSB, Ayazağa/ Sarıyer	İstanbul	Pharmaceuticals targeting many areas of medicine, specifically focusing on gynecology & obstetrics, urology, chest diseases (tuberculosis), cardiology, oncology and products of general health protection.	Koçak Farma is serving Healthcare with Finished Products and API Manufacturing Facilities.
DEVA Holding	Çerkezköy & Kartepe Manufacturing Sites (3 sites)	Tekirdağ (Çerkezköy) and Kocaeli (Kartepe)	Wide range of pharmaceuticals in sterile and non-sterile forms (solids, liquids, injectables including oncology drugs, hormones, cephalosporins, etc.)	One of Türkiye's largest pharma manufacturers with internationally certified plants (EU GMP, US FDA) and high capacity (~578 million units/ year).
Novartis	Kurtköy Production Facility (plus sites in Tuzla & Gebze)	Istanbul (Kurtköy) and Kocaeli	Pharmaceutical manufacturing (solid oral doses – e.g. tablets – as well as innovative drugs, biosimilars and generics)	One of Novartis' seven strategic global production sites; produces ~10 billion tablets annually. production.
Pfizer (with Mefar İlaç)	Conjugate Vaccine Plant (Prevenar)	Istanbul (Pendik)**	Vaccines (pneumococcal conjugate vaccine) – sterile fill-and-finish and formulation of Prevnar 13 vaccine	Pfizer's first vaccine manufacturing in Turkey, launched in 2012.
Gensenta (Eczacıbaşı Group)	Yenibosna & Küçükçekmece Facilities	Istanbul	Generic pharmaceuticals (finished dosage forms, including antibiotics, oncology drugs, etc.)	Türkiye's oldest pharmaceutical manufacturer. Acquired by Amgen in 2012 and rebranded Gensenta in 2020 generics and biosimilars.

Digital health & other Life Sciences startups

Türkiye's digital health and biotechnology startup ecosystem has expanded rapidly over the past five years, driven by strong investor interest, widespread adoption of digital health solutions, and supportive government and university innovation programs. The country is emerging as a regional hub for AI-enabled healthcare, remote diagnostics, mental-health platforms and biotechnology solutions addressing both human and agricultural health.

Below are selected startups shaping Türkiye's digital health and life sciences landscape.

Evimdeki Psikolog:Türkiye's largest online therapy platform for mental health. Founded in 2018, it connects individuals seeking psychological support with licensed psychologists through remote consultations, independent of location.

Inofab Health: A health-tech company pioneering digital respiratory care. Inofab developed the SpiroClinic and SpiroHome platforms, which are state-of-the-art digital spirometer systems that integrate with hospital electronic health records (EHRs) to support the management of chronic respiratory conditions such as asthma, COPD and cystic fibrosis.

Nanomik Biotechnology focuses on food and agricultural life sciences, developing micro-encapsulated biopesticides that prevent fungal growth and spoilage in food products without altering quality.

Sources:
KPMG, Turkish Startup Investments Review 2025.
Webrazzi, Online terapi platformu Evimdeki Psikolog, 5,42 milyon TL yatırım aldı.
Ensun, Top Digital Health Companies in Turkey – Key Takeaways.
BounceWatch, Top Life Sciences Startups in Turkey.

Research, innovation, talent development and international collaboration

Clinical trials

Approval steps: To conduct a clinical trial in Türkiye, sponsors must submit a comprehensive application package to the TİTCK, including:

- Study protocol
- Informed consent forms
- Ethics committee approval
- Investigator brochures
- Participant insurance documentation

Both TİTCK and an accredited ethics committee must grant approval before a study can commence. Türkiye's regulatory framework is known for:

- Predictable approval timelines
- Robust oversight and routine inspections
- Strong participant-protection mechanisms
- This efficiency enhances Türkiye's attractiveness as a clinical research destination, particularly for multinational trials.
- **Clinical trial focus areas**: oncology (multinational studies on immunotherapies and targeted treatments), cardiology, infectious diseases, Covid-19 vaccine (Phase III Sinovac). Its diverse population and advanced tertiary-care hospital network position Türkiye well for complex and late-phase clinical studies
- Significant growth potential: According to analyses by IQVIA and EFPIA, Türkiye currently ranks 26th globally by number of clinical trials but underperforms when adjusted for population size or GDP. This gap highlights substantial untapped potential to attract additional global clinical-research investment.

Political support and clear goals:

Türkiye's 11th Development Plan and national R&D roadmaps explicitly identify clinical research as a priority area. The government aims to:

- Positioning Türkiye as a regional leader in clinical trials
- Strengthening innovation, biopharmaceutical R&D and translational research
- Improving regulatory processes to attract global sponsors
- Increasing the number of international, multicenter clinical studies
- This policy direction underscores Türkiye's long-term commitment to building a competitive clinical research ecosystem.

Sources:
Turkish Medicines and Medical Devices Agency (TİTCK).
EFPIA, IQVIA, Benefits of a clinical research strategy for Turkey, 2020.

Talent development

Türkiye offers a strong and expanding talent pipeline for the life sciences sector, supported by leading universities, advanced research centers, globally recognized medical institutions and a growing number of graduates in medicine, biology, biotech and engineering disciplines. The country's academic and clinical ecosystem plays a key role in developing a competitive workforce for pharmaceuticals, biotechnology, medical devices and digital health.

Universities and research institutions

- **Bilkent University and Dokuz Eylul University (Ankara)** – Bilkent University is distinguished by its interdisciplinary approach, particularly at the intersection of engineering and life sciences. UNAM's state-of-the-art facilities support cutting-edge research in drug delivery, biosensors and regenerative medicine, with a strong focus on both fundamental science and applied research
- **Hacettepe University (Ankara)** – Its Faculty of Medicine and Institute of Public Health are renowned for high-impact research in pharmacology, genetics, epidemiology, and clinical medicine. Hacettepe's research infrastructure includes advanced laboratories, clinical-research centers and the Hacettepe University Technology Transfer Center
- **Koç University (Istanbul)** – The university's Research Center for Translational Medicine (KUTTAM) serves as a focal point for interdisciplinary research, bridging the gap between laboratory discoveries and clinical applications
- **Sabanci University (Istanbul)** – The Faculty of Engineering and Natural Sciences offers strong programs in Biological Sciences and Bioengineering, with a clear emphasis on interdisciplinary research, entrepreneurship and innovation. The university's Nanotechnology Research and Application Center (SUNUM) acts as a key hub for biotech research
- **Middle East Technical University (METU/ODTÜ) (Ankara)** – The Department of Biological Sciences and the Biotechnology Research Center are highly respected. METU offers research-driven education and strong opportunities for collaboration with industry and international partners.

Research hospitals

- **Acibadem Hospital Group** – The largest private hospital network in Türkiye; strong programs in oncology, cardiology, organ transplant and minimally invasive surgery; digital-first clinical infrastructure
- **Memorial Şişli Hospital** – Türkiye's first JCI-accredited hospital; leading center for complex oncology, cardiovascular surgery and advanced diagnostics
- **Anadolu Medical Centre** – Affiliated with Johns Hopkins Medicine; recognized for excellence in oncology, hematology and transplantation

Numbers of graduates and students

- Nationwide, around 15,000 medical students graduate each year, contributing to one of the largest pools of medical professionals in the region.
- Türkiye ranks among the top 5 countries in Europe by number of graduates in biology, biochemistry and medical sciences fields.
- The country also benefits from reverse brain drain, with many life sciences professionals returning after postgraduate education or professional experience in Germany, the Netherlands, and the UK, bringing valuable international expertise to local teams.
- English proficiency among technical graduates is relatively high, supported by English-medium instruction in leading medical and engineering faculties.
- Many university–industry collaborations are supported through TÜBİTAK's TEYDEB programs, which co-fund R&D projects and facilitate talent placement in biotechnology and pharmaceutical firms.

Sources:
Annual Medicine Graduates.
Students enrolled in Biology.

Infrastructure and logistics

Certified entities in Türkiye

CEIV Pharma, established by IATA, serves as a certification program aimed at ensuring excellence in the handling of pharmaceutical products within the air cargo supply chain. The following organizations are CEIV Pharma certified:

- Turkish Airlines Cargo (Airline)
- Istanbul Airport Cargo (Cargo Terminal)
- Celebi Aviation Holding (Ground Handler)

Tariffs

General non-agricultural tariffs

Türkiye applies the Common External Tariff (CET) to industrial goods, including many life science products, with an average tariff of around 5% for non-agricultural items.

Free trade and Customs Union benefits

Under the EU-Türkiye Customs Union, industrial goods covered by the agreement – including many pharmaceuticals and medical devices – can move between Türkiye and EU member states free of customs duties when accompanied by an A.TR movement certificate. While customs duties are eliminated for eligible goods, up to 20 different non-customs import charges or regulatory levies may still apply upon import into Türkiye. A detailed, case-by-case assessment is therefore required to determine the applicability of other duties or charges.

Key strategic benefits:

- Zero customs duties for eligible products
- Accelerated customs-clearance timelines
- Seamless integration with European supply chains
- Competitive export advantage compared with non-EU neighboring markets.

Overall, this framework significantly enhances Türkiye's attractiveness as a regional manufacturing and distribution base for companies serving the European market.

Strategic implications for Life Sciences companies

- CEIV Pharma certification strengthens reliability for cold-chain biopharmaceuticals, including vaccines and biologics.
- Duty-free EU trade reduces logistics costs and shortens distribution timelines.
- Türkiye's geographic location – within a four-hour flight radius of 1.5 billion people – enables rapid market access across Europe, the MENA region and Central Asia.
- Harmonized tariffs and modern airport infrastructure position Türkiye as a competitive export hub for high-value pharmaceuticals and medical device.

Sources:
U.S. Commercial Service, Turkey – Import Tariffs (Country Commercial Guide).
CEIV Pharma.

Organizations and associations

Association	Role/function
Association of Research-Based Pharmaceutical Companies (AIFD) – Ar-Ge İlaç Firmaları Derneği	AIFD represents innovative and research-based pharmaceutical companies operating in Türkiye, including most multinational originator firms. The association advocates for: • Adoption of global standards in regulation, R&D, and market access • Innovation-friendly healthcare and industrial policies • Improved patient access to breakthrough therapies • Stronger alignment with EU and international best practices AIFD serves as the primary industry voice for innovation-driven, R&D-oriented pharmaceutical companies.
Pharmaceutical Manufacturers Association of Türkiye (İEİS) – İlaç Endüstrisi İşverenler Sendikası	İEİS is the leading employers' union representing Türkiye's pharmaceutical manufacturers. Its activities focus on: • Industrial development and manufacturing competitiveness • Expansion of export capabilities • Advocacy on economic and labor policy matters • Sustainability of Türkiye's domestic pharmaceutical production base. The organization plays a central role in shaping Türkiye's industrial policy for pharmaceuticals and supporting the sector's long-term growth.
Turkish Pharmaceutical Industry Association (TİSD) – Türkiye İlaç Sanayi Derneği	TİSD is one of the oldest and most established organizations in Türkiye's pharmaceutical industry, bringing together companies with decades of manufacturing and commercial experience. It focuses on: • Developing sustainable national pharmaceutical policies • Upholding ethical standards and professional conduct • Strengthening collaboration between public institutions and private manufacturers • Ensuring continuous patient access to essential medicines TİSD is widely regarded as the traditional voice of Türkiye's domestic pharmaceutical manufacturers.
Invest in Türkiye	Invest in Türkiye is the official investment promotion and advisory agency operating under the Presidency of the Republic of Türkiye.

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KPMG Life Sciences

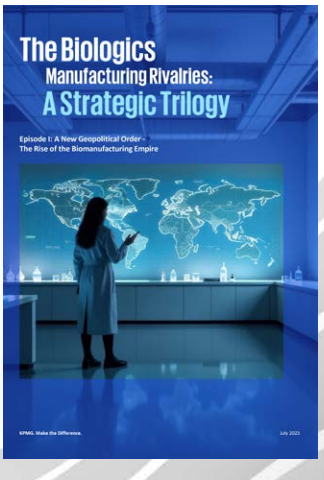
KPMG's global network of Pharma and Life Sciences experts understands how scientific, commercial, tax and regulatory trends affect the industry.

With our experience and expertise, we guide industry leaders and empower business practices. Our global network empowers pharma and biotech leaders to make better business decisions and helps to sustainably implement innovation in the healthcare system.

For details visit https://kpmg.com/ch/en/industries/life-sciences.html

KPMG publications

Site Selection for Life Sciences Companies in Sub-Saharan Africa



The Biologics Manufacturing Rivalries: A Strategic Trilogy

The USD 30k CAR-T therapy: a future within reach?

Life Sciences CEO Outlook 2025

KPMG Blog

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