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Tamer Group's Next Leap: Innovation & Global Health



TAMER

Tamer Group: Healthcare as an Operating Capability

The World Economic Forum increasingly frames healthcare not as a standalone sector, but as a foundational capability supporting national resilience, economic stability and social trust. The 2026 forum reinforces this view, reflecting the recognition that innovation alone is insufficient. Healthcare systems must function reliably at scale, every day, under both normal and stressed conditions, supported by coordination across public, private and institutional actors. This perspective mirrors how Tamer Group defines its role within Saudi Arabia’s healthcare landscape. As expectations evolve, success is no longer measured by access to new therapies or technological advancement alone, but by continuity, predictability and the reliable delivery of essential products. Supply volatility, rising demand and rapid technological change have exposed the limits of fragmented systems, accelerating a shift from episodic response toward continuous readiness. Within this context, and in line with Saudi Vision 2030, healthcare is treated as critical national infrastructure, shaped through collaboration between government, industry and research institutions. Beyond



Tamer Group teams aligning strategy & execution across healthcare operations.

operational execution, the group also supports a broader biotech ecosystem by connecting local startups, research institutions and global partners to translate scientific progress into scalable, market-ready solutions. Healthcare outcomes depend as much on infrastructure as on clinical settings. Distribution networks, data flows, compliance frameworks and coordination deter-

mine whether innovation can scale. When these foundations are aligned across stakeholders, systems perform reliably. When they are not, even advanced solutions struggle to reach patients. Operating across pharmaceuticals, vaccines, medical devices and logistics at national scale underscores the importance of integration. Fragmentation between manufacturers, distributors, providers, regulators and research partners introduces friction that compounds over time. By working across the healthcare value chain and supporting structured collaboration, Tamer Group improves visibility, strengthens coordination and shifts healthcare from reactive response to proactive system stewardship. As global leaders at the World Economic Forum focus on system resilience, supply-chain integrity and long-term capability, Saudi Arabia’s Vision 2030 provides a framework for turning these priorities into practice. Within this context, Tamer Group’s operating model reflects a clear conclusion: healthcare systems that endure are those designed to function reliably by design, every day, through sustained multi-stakeholder collaboration. ●



Cold-chain logistics fleet supporting nationwide pharmaceutical distribution.

AI as an Integral Part of the Care Pathway

Artificial intelligence has moved from experimentation to deployment as part of Tamer Group’s healthcare delivery. Across global healthcare systems, screening tools, diagnostic support and workflow automation are no longer theoretical. As adoption accelerates, the difference between measurable impact and stalled pilots is increasingly defined by how AI is integrated into real care pathways and governed within trusted healthcare environments. From Tamer Group’s perspective, the answer lies less in algorithms and more in integration. AI creates value only when embedded within an end-to-end care pathway rather than applied as an isolated digital layer. Systems treated as add-ons often face resistance and underuse, while those integrated into clinical workflows deliver more consistent improvements in outcomes, efficiency and clinical confidence. This distinction is especially important

at national scale. AI tools must function reliably across diverse settings, regulatory frameworks and patient populations. Integration is therefore not only technical, but operational, requiring alignment with governance frameworks, data standards, privacy safeguards and clinical accountability to ensure responsible deployment. Within Tamer Group’s operating model, AI is positioned as an enabler of system performance rather than a standalone innovation. Technologies such as LumineticsCore demonstrate how AI can support earlier detection and improved access when deployed within clearly defined governance structures. Integrated into care pathways, these platforms enable large-scale diabetic retinopathy screening while maintaining clinician oversight, data protection and institutional trust. As AI systems scale, governance, monitoring and human adoption become inseparable. Continuous oversight

ensures systems remain accurate and relevant as data inputs evolve, while compliance with national data-protection requirements safeguards patient privacy and system integrity. Through training, communication and change management, healthcare professionals are supported in understanding how AI enhances decision-making and where its limits lie, enabling collaboration rather than resistance. As healthcare systems continue to digitalize, AI will increasingly shape how care is delivered. From Tamer Group’s perspective, success depends on whether AI is treated as a core operational capability rather than a peripheral experiment. When deployed with discipline, transparency and strong governance at scale, AI becomes part of the infrastructure that allows healthcare systems to function more effectively, consistently and with confidence. ●



Leadership dialogue aligned with national AI & healthcare transformation.

Ayman Tamer: A Local Leader Building a Global Future

What role does Tamer Group play in Saudi Arabia's shift toward Biotech 2.0?

Saudi Arabia's healthcare ambitions have evolved beyond localization toward building a fully integrated biotech ecosystem capable of operating at scale. This transition requires not only manufacturing presence, but long-term capability development, trusted partnerships and institutional consistency. Tamer Group's role is to help translate this ambition into systems that can perform reliably over time. Through partnerships with organizations such as Arabio, Lifera and Sanofi, the group supports ecosystem readiness while aligning with national priorities. These collaborations are structured to enable knowledge transfer, quality assurance and confidence across stakeholders, creating the foundation for sustainable biotech growth. Trust remains central to this effort. Biotech development depends on the ability to meet international standards consistently and predictably. Tamer Group contributes by strengthening the operational backbone and governance structures that allow innovation, research and production to expand with discipline, credibility and long-term resilience.

How are you advancing the next phase of biotechnology & life sciences development?

Tamer Group's biotechnology strategy is centered on translating scientific capability into scalable healthcare outcomes. Rather than pursuing breadth alone, the



// Health sovereignty is ultimately about preparedness. Local production, integrated logistics & regional cooperation are essential to ensuring continuity of care during disruption. //

AYMAN TAMER

Tamer Group, Chairman

group focuses on targeted areas where advanced manufacturing, clinical integration and regional demand intersect. This execution-led approach enables innovation to move efficiently from development into patient access while maintaining regulatory and operational rigor. A key execution focus is oncology, where the group is building specialized capabili-

ties across high-potency manufacturing and complex biologics. Through partnerships and in-licensing initiatives, including collaboration with Daiichi Sankyo, we are advancing antibody-drug conjugates and next-generation cancer therapies designed to meet both regional and global standards. These efforts are supported by the expansion of localized production and clinical infrastructure, including oncology-focused manufacturing and the development of clinical trials capabilities. By aligning manufacturing, regulatory readiness and clinical execution, we aim to shorten development timelines and strengthen regional access to advanced cancer treatments, with multiple oncology programs and facilities targeted to go live by 2028.

How do you approach data governance as healthcare becomes increasingly digital?

As healthcare systems become more data-intensive, data governance has evolved from a technical consideration into a strategic requirement. Tamer Group approaches governance through a sovereign-first lens, recognizing that trust, security and regulatory alignment

are foundational to scalable healthcare innovation. Across its digital platforms, we embed governance frameworks that prioritize data residency, privacy protection and compliance with national regulations, including Saudi Arabia's Personal Data Protection Law. This ensures sensitive health data is managed responsibly while



Tamer Group headquarters in Jeddah, supporting healthcare systems that serve millions.

remaining accessible for clinical, operational and research use. By working with global technology partners such as Oracle and Google within clearly defined governance structures, Tamer Group balances innovation with control. In practice, data governance functions not as a constraint, but as an enabler of sustainable digital healthcare infrastructure and institutional trust.

How does sustainability shape your long-term healthcare operations?

Sustainability is closely linked to operational reliability and long-term efficiency. In healthcare, infrastructure decisions have lasting implications, making it essential to balance performance with environmental responsibility. Operating across healthcare and logistics, Tamer Group views sustainability as a core enabler of circular health. Through initiatives such as solar-powered logistics infrastructure and the deployment of electric vehicles, the group has already avoided 1,028 tons of CO₂ emissions from a single location, with further reductions expected as additional renewable capacity comes online. These measures reduce long-term operating costs while strengthening reliability across healthcare operations.

How does Tamer Group define its role within Saudi Arabia's healthcare system?

Healthcare functions today as a national operating capability that must perform

reliably every day. Tamer Group sees its role as supporting this capability through dependable systems, disciplined execution and long-term partnership. Whether through distribution, infrastructure or technology integration, the focus remains on enabling healthcare providers to operate efficiently and confidently. When foundational systems are strong, innovation can be introduced responsibly and at scale. The group's objective is to help ensure that healthcare delivery remains resilient, trusted and prepared for future demands. ●



Operational oversight at the heart of healthcare manufacturing.



Workforce Scale
+4,000 Employees



Capital Investment
\$200M Logistics Hub



Emissions Reduction
1,028 Tons CO₂ Avoided



Fulfillment Coverage
Nationwide Distribution Network



Market Presence
40% Local Vaccine Production

Designing Resilience into Healthcare Systems

At Tamer Group, resilience is treated as a foundational requirement of modern healthcare systems, not as a response to isolated crises. It is built into everyday operations by design, aligned with long-term health sovereignty and regional preparedness. In practice, resilience means the ability to absorb stress without loss of

functionality, ensuring continuity of access, consistency of quality and reliability of supply as conditions change. Achieving this level of performance depends on infrastructure, coordination and operational visibility, particularly in addressing unmet regional health needs, including threats such as MERS, and protecting public-health security.

Logistics sits at the core of resilient healthcare systems. Medicines, vaccines and medical devices must move efficiently across regions under strict time and regulatory constraints. Integrated logistics frameworks strengthen cross-border readiness, including alignment with initiatives such as CEPI, by enabling coordinated distribution and reducing dependence on fragmented or external supply chains.

For Tamer Group, resilience is built through scale, design and localized healthcare production rather than reaction. Its \$200 million, solar-powered Tamer Logistics Park in Riyadh, developed across more than 200,000 square meters and scheduled to open in early 2026, reflects a long-term commitment to continuity, efficiency and health-system self-sufficiency. Designed as a centralized distribution hub, the facility complements localized production capabilities, including SAJA's chemotherapy facility in Jeddah, while integrating automation, cold-chain compliance and real-time inventory visibility. By consolidating inventory and operations under one roof, the facility shortens lead times and enables faster, more reliable distribution across Saudi Arabia and the wider region. Visibility across the supply chain is critical. Without clear insight into inventory levels and demand patterns, healthcare systems are forced into reactive decision-making. Through predictive forecasting and coordinated data flows, Tamer Group supports earlier identification of shortages and proactive resource allocation, strengthening preparedness at both national and regional levels.

Standardization and compliance further reinforce resilience. Common standards for storage and distribution reduce variability and support coordination, particularly under pressure. Within Tamer Group's operations, compliance is treated as an enabler of reliability and public-health continuity rather than a constraint. ●



Precision pharmaceutical production supporting reliable healthcare delivery.



Precision handling inside Tamer Group's cold storage and distribution facilities.



Healthcare Delivered at Scale

For more than a century, Tamer Group has supported the Kingdom's healthcare system through resilient supply chains, advanced logistics infrastructure and trusted global partnerships. From pharmaceuticals and medical devices to digital solutions and cold-chain distribution, Tamer ensures continuity, quality & access where it matters most.



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This report was created by Elite Reports
for various editions of **Forbes**

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