

HEALING FORWARD

Fahad Khater, chairman of Egypt's Alameda Healthcare Group, succeeded his father six months after the company's inception 27 years ago, inheriting a hospital and a mission to build on his legacy. Today, Alameda is expanding across Egypt and beyond, with plans to invest \$150 million in new projects abroad.



BY HAGAR OMRAN

Fahad Khater, chairman
of Egypt's Alameda
Healthcare Group.



Fahad Khater had no plans to run a hospital. Fresh out of medical school in mid-1999, he had envisioned practicing medicine, not running a healthcare business. But life rarely goes as planned. Six months after his father, Salah Khater, acquired As-Salam International Hospital in Maadi in 1999, he passed away, leaving the young graduate to carry forward his vision. What began as an unexpected responsibility has since become a 27-year commitment to building Alameda Healthcare Group—a business that has grown from a single hospital into a 1,023-bed healthcare platform serving more than 1.5 million patients a year.

Alameda's platform includes a network of four hospitals, 128 outpatient clinics, and a workforce of approximately 7,400 people. Its hub-and-spoke model connects its hospitals in Greater Cairo with outpatient facilities across Upper Egypt, the Nile Delta, and the Red Sea region. Adding to the group portfolio are Tabibi24/7 Clinics and Home Visits, the German Center for Rehabilitation, and Elixir Gastro and Liver Care Center. The diverse mix reflects Alameda's strategy of creating a connected continuum of care rather than a collection of standalone services.

Today, Alameda focuses on seven clinical specialties, including oncology, cardiac care, neuroscience, orthopedics, transplant and renal services, robotics, and onco-surgery.

For Khater, 52, the company's evolution is deeply personal. His father acquired As-Salam International Hospital in Maadi in 1999 with a vision to raise the standard of healthcare in Egypt following the loss of his brother in the 1980s. Salah Khater's own passing shortly after the acquisition made that mission all the more important.

In 2000, Khater and his sister, Sarah, established the Khater Foundation to honor their father's legacy. Since then, the foundation has invested more than \$20 million in healthcare and community development. "Philanthropy for me is not separate from healthcare. It's an extension of it," says the healthcare leader.

That commitment to his father's vision has also shaped Alameda's growth. According to the chairman, Alameda has invested approximately \$350 million to date, more than double the roughly \$150 million invested during the group's early years. Those investments have funded hospital acquisitions, greenfield developments, advanced medical technologies, and the modernization of existing facilities.

The group's first major expansion came in 2008 with the acquisition of Dar Al Fouad Hospital, comprising an operational facility in Giza's 6th of October City and another hospital in Cairo's Nasr City that entered full operation in 2018. Alameda then opened As-Salam International Hospital in New Cairo in 2022 while simultaneously modernizing its original Maadi hospital, bringing the group's total number of hospitals to four.

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Another milestone followed last year with the acquisition of a majority stake in the 200-bed Madinaty Hospital in collaboration with Talaat Moustafa Group Holding (TMG). Scheduled to open in 2027, the hospital will operate under an affiliation with Houston Methodist in the US.

Alameda's expansion sits within the context of ongoing structural reform in Egypt's healthcare system, notably the introduction of the Universal Health Insurance System (UHS). Khater views the reform as one of Egypt's most significant healthcare changes, creating a framework for expanding access while encouraging collaboration between the public and private sectors.

Doha Ahmed, healthcare industry analyst at BMI, underscores the potential impact. "We view Egypt's efforts to expand health insurance coverage positively, as the phased rollout of UHS advances broad access while managing fiscal constraints, replacing fragmented arrangements with a unified, mandatory framework," she says.

The analyst points to the National Health Compact and Egypt's 2026 healthcare budget allocations as evidence of the government's commitment to improving access and affordability in support of Vision 2030. Egypt's FY 2026/27 budget, which began in July, allocates \$17.4 billion to health, equivalent to 4.2% of GDP. Under the functional classification of general budget entities, \$5 billion is allocated to health, up 22.7% from the previous year, excluding spending by economic authorities and other budget entities. Private healthcare expenditure is also expected to rise significantly, with BMI forecasting an increase from \$11.7 billion in 2025 to \$24.2 billion by 2030, representing a five-year CAGR of 15.6%.

The increased financial resources will be essential to meeting Egypt's growing healthcare needs. Khater believes demand continues to outpace supply and argues that the country's greatest hurdle is no longer infrastructure alone. "You can build hospitals, invest in the latest technology, but unless you have well-trained doctors, nurses, and allied healthcare professionals, it's going to be a challenge," he says.

For a country of more than 109 million people, according to CAPMAS, expanding capacity must therefore be matched by investment in education, research, advanced technology and clinical training, Khater says. According to the latest World Bank and the WHO data, Egypt has around 1.1 hospital beds per 1,000 people, well below the global average of 3.3—a gap that he views as an opportunity rather than a constraint.

Growing insurance coverage, an expanding middle class, and the rising prevalence of chronic diseases are likely to further drive demand for private healthcare, leaving what Khater considers as significant room for long-term growth.

That conviction extends to partnerships with the public sector. In April 2026,

Alameda signed a public-private partnership with the Egyptian Atomic Energy Authority to establish an oncology center worth more than \$5.2 million that is expected to serve over 2,000 patients annually.

"I believe the future lies in a stronger public-private collaboration, where private providers will help expand access to quality healthcare while maintaining international standards," says the Alameda chairman.

Such partnerships are becoming increasingly important as Egypt positions itself as a regional healthcare hub, with private investment playing a critical role in expanding capacity and achieving universal health coverage by 2030. The



push is gaining momentum with proposals reviewed by the Egyptian cabinet in August for two integrated medical cities in the New Administrative Capital and New Alamein, backed by more than \$5 billion in potential foreign direct investment.

"Egypt is entering one of the most important periods in the evolution of its healthcare sector," says Khater, adding that the group is also in talks with the government to develop a 200-bed medical complex in the New Administrative Capital and a 50-bed hospital in New Alamein. "I see partnerships like this as more than just a business opportunity. They're investments in Egypt's healthcare future," he confirms.

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Khater’s commitment to partnership was further illustrated through a pivotal moment in February 2026, when Development Partners International (DPI) completed its strategic minority investment worth \$190 million in Alameda. “The DPI investment is much more than just strengthening our balance sheet. It marks the beginning of Alameda’s next chapter of growth,” he says.

Following on from the DPI investment, Alameda plans to add around 650 beds across Egypt over the next three years through hospital expansions, including a 100-bed hospital in Sheikh Zayed by 2029, as well as new acquisitions. It also plans to expand its outpatient network beyond Greater Cairo, growing from eight to 15 facilities.

“The DPI capital is also directed toward technology infrastructure, people, and accelerating the group’s regional expansion,” Khater says. That expansion follows two parallel tracks: strengthening Alameda’s specialized clinical services while extending its geographic footprint in Egypt and beyond. The group is finalizing the acquisition of an ophthalmology platform in Egypt while expanding across Africa, where it already operates in Nigeria, Kenya, Tanzania, and Namibia through hospitals, clinics, and management partnerships.

Alameda’s presence in Africa is also opening up opportunities in medical tourism, with its facilities

in Tanzania, Kenya, and Nigeria increasingly serving as referral points for specialized treatment in Egypt, reinforcing Cairo’s role as a regional healthcare destination.

Beyond Africa, Saudi Arabia represents Alameda’s next major market. The group is developing a 150-bed hospital in Riyadh, valued at \$100 million and expected to be completed by the end of 2027, as part of approximately \$150 million in planned investments outside Egypt.

The investment sits within the context of a thriving GCC healthcare landscape. “The GCC healthcare market boasts a unique combination of capital, political will, and digital readiness to become one of the world’s most advanced longevity-oriented healthcare ecosystems,” says Dmitry Kaminskiy, General Partner of Deep Knowledge Group. “Its greatest opportunity is to move beyond financing treatment, towards a more decisive longevity economy. This move would position healthcare as a driver of productivity, workforce participation, technology transfer, and economic diversification.”

Whether across the GCC or in Africa, expanding beyond Egypt is also about creating opportunities for Egyptian healthcare professionals to develop internationally while remaining part of the Alameda network. “Our doctors and healthcare professionals gain international experience while remaining within the Alameda network, eventually bringing that expertise back to Egypt,” he says.

In July, the group strengthened its international ambitions by signing a 10-year strategic partnership with the UK’s Guy’s and St Thomas’ NHS Foundation Trust, covering clinical governance, education, research, training, and co-branding across all four of its hospitals.

Alongside strategic partnerships, Alameda is also turning to technology as a differentiator, investing in advanced diagnostics, robotic surgery, and AI. It plans to introduce a da Vinci surgical system and expand AI-powered clinical documentation to reduce administrative workloads and give physicians more time with patients. “AI and technology are powerful partners. It’s not going to replace clinicians, but it will empower them with better information and greater precision,” Khater asserts.

For Khater, technology, partnerships, and expansion are ultimately means to a broader end: improving the lives of the people Alameda serves. “I define success by the number of lives we’ve touched,” concludes the chairman. “That is the greatest privilege and legacy that I can leave.” 

Egypt’s 5 Most Valuable Healthcare Companies 2026

Egypt is home to 19 listed healthcare companies with a combined market capitalization of \$4.1 billion, as of August 24, 2026. Here are the top five.

Rank	Company	Market Value
1	GSK	\$758.1M
2	Cleopatra Hospitals Group	\$496.9M
3	EIPICO	\$443.7M
4	El-Nile Co. For Pharmaceuticals and Chemical Industries	\$378.2M
5	Alexandria New Medical Center (ANMC)	\$360.8M

Data as of August 24, 2026 • Source: The Egyptian Exchange