

9 November 2005

Citizenship and Immigration Services
United States of America

Re: Dr Jack Shevel

I currently hold the position of Chairman of Clonlea Investments (Pty) Ltd, a private equity investment company in South Africa, but was previously the Chief Executive Officer of NMA Administrators (Pty) Ltd. NMA Administrators was a significant company in the South African Healthcare market (equivalent to Blue Cross / Blue Shield) with a customer base that included well-known public companies. The business was bought by S.A. Druggists Ltd in December 1996 and in April 1999 Federated Insurance Ltd (also a quoted company) purchased the group. The period covered by these events was from 1970 to February 2001.

During this period I served as an Executive Committee member of the Board of Healthcare Funders (and its predecessor) and specifically on the finance sub-committee and a committee interacting with the private hospital industry. It was in this capacity that I got to know and work closely with Dr Jack Shevel.

Through NMA Administrators we made a substantial investment in Netcare's Sunninghill hospital as the start of a close working relationship as a preferred provider hospital group. In my personal capacity I hold a significant number of shares in the Netcare group. I am a registered Chartered Accountant in South Africa and a Commissioner of Oaths.

I have dealt extensively with Dr Shevel and therefore consider myself qualified to provide this testimonial regarding his business activities.

Dr Shevel's role in establishing Network Healthcare Holdings Limited ("Netcare") as South Africa's largest integrated healthcare group in less than a decade is legendary, both locally and abroad. However, it is perhaps his determination to bring affordable healthcare to the people that have placed him in a different league to his peers. Especially given the numerous counts in which this ambition has been successfully fulfilled. For example, Dr Shevel was the pioneer of alternative reimbursement models in South Africa and mooted the concept of capitated fees as a means to manage healthcare costs. Likewise, thanks to Dr Shevel's insight and persistence, Netcare was the first healthcare provider in South Africa to introduce global fees for specific procedures, such as coronary artery bypass graft ("CABG") and arthroscopy.

Another remarkable innovation pioneered by Dr Shevel was the development and launch of Africa Help – a hospital insurance product for people living elsewhere in Africa, who would be evacuated to South Africa for treatment in Netcare hospitals, if required (with all costs covered). Africa Help was extremely well received, confirming not only the dire need for medical insurance-type products elsewhere in Africa but also the excellent reputation Netcare has earned across the continent.

Apart from many direct dealings, I have also heard Dr Shevel speak at many a BHF conference. Without exception, the ideas he shared at these forums were visionary and inspirational, often leading very quickly to the adoption of new concepts by the local healthcare industry.

I have worked closely with numerous senior executives in a variety of industries. I therefore feel I am able to make an accurate evaluation of Dr Shevel's abilities and stature relative to other executives.

Dr Shevel is a business executive with extraordinary abilities that encompass a sophisticated understanding of current financial markets, brilliant marketing skills, compelling and eloquently persuasive presentation skills and an impressively creative business vision that has proven vital to the company's ability to prosper in a hugely competitive industry. His integrity and personal charm, even during challenging times, are also apparent and have encouraged a winning team mentality. He is definitely among the small percentage of business executives that have reached the very top of the field, and is certainly one of the smartest and most able professionals I have had the good fortune to work with.

As the above attests, Dr Shevel is a business executive of extraordinary ability and a healthcare visionary of note. Accordingly, I strongly support his US visa application.

Yours faithfully,

ARNOLD FAIR
Chairman