

November 8, 2005



U. S. Citizenship and Immigration Services
California Service Center

Re: Dr. Jack Shevel

GlaxoSmithKline Services Unlimited
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Dear Immigration Officer

I am a Vice President of GlaxoSmithKline PLC and I also serve as a Director of Glaxo PLC International Division. I joined the then Beecham Group PLC in 1979. In 1987 Beecham Group PLC merged with SmithKline & French to form GlaxoSmithKline PLC. Our company acquired Sterling Drugs in 1995 and then finally merged with Glaxo Wellcome PLC in 2001, to form GlaxoSmithKline PLC, the world's largest pharmaceutical corporation. During my entire career with the company I have been a Director of the International Division of the publicly-listed company.

I was based in South Africa until December 2000, after which I moved to our company's UK head office in Brentford, Middlesex. During my career in South Africa I was actively involved with our trade association, where I was President for a number of years. In addition, I was also a Director of the Medicines Information Centre at the University of Cape Town and participated as a member in a number of commissions of enquiry in healthcare in South Africa.

As a director of GlaxoSmithKline PLC International division, I am also responsible for our commercial operations within Sub Saharan Africa and I am a member of our company's policy team on Access to Medicine. By virtue of my position within the company, I interact on a regular basis with leaders of the healthcare industry, politicians in the OECD countries, multilateral organisations such as UN, WHO, International Labour Organisation, World Economic Forum, World Bank and a plethora of other non-governmental organizations. I therefore feel well qualified to provide an opinion of Dr. Jack Shevel's abilities as a leader in the South African healthcare sector, and to confirm his extraordinary abilities as an executive. Dr. Shevel is renowned, both in South Africa and internationally, for the rapid rise and tremendous success of the company he founded, Network Healthcare Holdings, Ltd. (Netcare).

The South African healthcare structure has always been split into a small, private healthcare sector funded by employers/employees catering for approximately 21% of the South African population, whilst the balance of the population's healthcare costs are funded by Government. Funding for the latter comes from general taxes levied on all employed individuals and companies.

The private healthcare sector can be described as a microcosm of the American private healthcare sector and includes the normal players such as manufacturers, wholesalers, retail pharmacists, general practitioners, specialist practitioners, dentists and private hospitals. In the early to mid-1980's the private hospital sector was very fragmented and controlled by a number of different groups/individuals. In many ways, the private hospital sector had become stagnant, with very little innovation and modern technologies being embraced – that is, until Dr Jackie Shevel came onto the scene. At the time, Dr Shevel was an unknown individual and came as quite a surprise to all of us who were at the top of our respective industries when he managed to secure funding to purchase one of the more conservative players within the private hospital sector. At the time most of us - as well as the financial press in South Africa - gave him scant attention and negative predictions were common in the financial press at the time.

It was at this stage that I first encountered Dr Jackie Shevel, and I was absolutely mesmerised by the tremendous vision he had for the company he had just purchased (Netcare) and the eloquent way in which he articulated his strategic direction. South Africa has always been a hotbed of labour unrest and Dr Shevel was expected to have problems with the unions but in a master stroke he managed to defuse the situation and was in fact one of the first individuals within the private healthcare sector to offer shares to every individual.

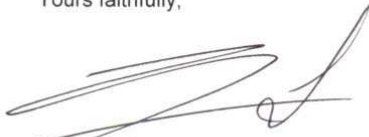
Dr. Shevel then led Netcare through a phase of rapid expansion and introduction of more modern technologies until it became the undisputed leader - both in size and quality - within the private hospital environment in South Africa. The attention paid to detail such as training and motivation of staff, retention of high quality physicians, specialists and theatre staff who were working independently within the Netcare family resulted in clear daylight between the Netcare Group of private hospitals and the competitors in the market.

Dr Jackie Shevel became the leading spokesperson for the private hospital sector and also immediately engaged with the Department of Health in South Africa to see where his group could assist in the training of healthcare staff – especially nursing staff. Within a relatively short period of time, he had set up a specialist training session for nurses in Centurion near Pretoria. This is but one example of Dr Shevel's boundless energy, coupled with a strong philanthropic nature, which made him a household name in South Africa. In all of my dealings with Dr Jackie Shevel, I found him to be a man of outstanding talent, vision, and integrity, with an uncanny ability to rub off his enthusiasm on the thousands of employees within the Netcare Group. These are all qualities which contribute markedly to his extraordinary leadership and success at Netcare.

Outside South Africa, the British Government and specifically the National Health Service were very intrigued by the success Dr Shevel had made of a very conservative private hospital group by changing it into a vibrant, world class organisation. In fact, Dr Jackie Shevel's Group was invited by the British Government to emulate their model within the UK, where today two National Health Service hospitals are very successfully run by Dr Jackie Shevel's group. South African healthcare professionals are rotated throughout the year to assist local NHS staff in modernising and improving efficiencies within these hospitals.

Dr Jackie Shevel's wish to move to the United States of America will be a loss to South Africa but a definite gain to the USA. As a man with tremendous vision and talent, Dr Jackie Shevel will truly be an asset to the United States of America, and I strongly urge that his visa petition be approved.

Yours faithfully,



Dr G L Faber
Vice President