



In the Business of Changing Lives

October 28, 2005

U.S. Citizenship and Immigration Services  
Center Director  
California Service Center

Re: Dr. Jack Shevel

Dear Immigration Officer:

I am the Chief Executive Officer of Johnson & Johnson Medical in South Africa. The international Johnson & Johnson group is the world's most comprehensive manufacturer of healthcare products, as well as related services for the consumer, pharmaceutical and professional markets. Our local operations manufacture and distribute a full range of Johnson & Johnson products for the Southern African market. In my professional capacity, I often encounter leaders and pioneers in the field of healthcare management, and I certainly count Dr. Shevel as a member of this select group. I have no hesitation in stating that he is an internationally renowned executive, who is widely respected for his innovations and commercial success.

Dr. Shevel began his career in hospital management as the founder of Clin-Run, and he subsequently established Netcare in 1996. Under his leadership, the group experienced rapid, organic and acquisition-driven growth. Dr. Shevel has repeatedly acquired and re-engineered ailing hospitals to profitability, turning every hospital within the Netcare group into a world-class facility, by any measure. A key advance in that regard was Dr. Shevel's ingenuity in developing specialized centres of excellence as a means to leverage the delivery of the finest quality healthcare in specific disciplines. His pioneering spirit and entrepreneurial skill, together with his in-depth knowledge and understanding of the healthcare industry, have resulted in Netcare's strategic evolution into the largest integrated healthcare group in South Africa – in terms of both scale and market share.

Throughout his tenure as the CEO of Netcare, Dr. Shevel has consistently displayed extraordinary leadership qualities. He combines a remarkable insight

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into the healthcare market more broadly, with an uncanny ability to diagnose the root cause of specific healthcare delivery problems and offer workable cures. Dr. Shevel's efforts have resulted in increased efficiency and standards of care, as well as substantial changes in the South African healthcare market, all of these to the benefit of society.

In my opinion, Dr. Shevel has indisputably risen above the vast majority of his peers to become one of the very best in the healthcare sector, renowned not only in South Africa, but also internationally. His extraordinary track record of success and acclaim includes operations for the National Health Service in the United Kingdom, where he was invited to improve that healthcare system's cost-effectiveness.

I most strongly support his visa petition, confident in the knowledge that he has the capacity to markedly improve hospital management and the healthcare industry in the United States. Dr. Shevel has risen to the top of his field. Whatever the healthcare challenge, he will find a solution.

Sincerely

A handwritten signature in black ink, appearing to read 'E. Collatz', with a long, sweeping underline that extends to the right.

**Ed Collatz**  
**CEO, Johnson & Johnson Medical (Pty) Ltd**