

1 November 2005

U.S. Citizenship and Immigration Services
California Service Centre

Re: Dr Jack Shevel - Former Chief Executive Officer (Netcare)

Dear Immigration Examiner

I am the lead healthcare and pharmaceutical analyst of Nedcor Securities, a division of Nedcor Limited, one of the largest financial institutions in South Africa. We are an internationally renowned provider of investment analysis research and reports to global institutions and investors. I have been nominated as the top healthcare analyst for the past six years in South Africa, and I have covered Netcare for many years for the purposes of investment research.

I have been working in the field of investment analysis research for 10 years and I have worked closely with numerous chief executives in a variety of industries. Therefore I feel I am able to submit an accurate evaluation of Dr. Shevel's abilities and stature relative to other executives, in regards to his U.S. visa petition.

Dr. Shevel's extraordinary ability and critical role are evidenced by his transformation of Netcare since its embryonic stage. Dr. Shevel spearheaded Netcare's hugely successful, ground-breaking IPO in December 1996 (with 5 hospitals under management), and he led Netcare's growth to become the leading and largest healthcare provider in South Africa and probably one of the top 5 in the world. Today, Netcare manages 64 hospitals and 7650 beds.

Dr. Shevel's extraordinary abilities have consistently been exhibited over the 9 years since Netcare's listing. He created unprecedented stakeholder wealth by increasing the market capitalization of Netcare from R286m in December 1996 to over R11 billion in September 2005, an increase of over 375% in less than a decade. He has turned the company from a small start-up into an international industry powerhouse within a remarkably short period of time, an achievement that is unparalleled in the healthcare industry.

Dr. Shevel spearheaded strategically-managed acquisitions and organic growth initiatives to develop Netcare as the largest hospital and doctor network outside of the United States. He is regarded as one of the best presenters, visionaries, entrepreneurs and business leaders to investors and analysts in South Africa. He is a business executive with outstanding skills and knowledge 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 and regulated international industry.

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Dr. Shevel led and developed Netcare to the level of value and credibility which now finds it on almost all of the prestigious stock exchange indices in which local and global institutions invest. Dr. Shevel has consistently exceeded market expectations in terms of the strategic development of Netcare's integrated healthcare strategy; Dr. Shevel has grown Netcare's market share from less than 4% to over 35%.


Against fierce competition from the other two competitors in the industry who have the support of conglomerate controlling shareholders, he has achieved exceptional compound annual growth rates in various financial performance indices, far in excess of Netcare's related peers. He boasts a unique ability to restore underperforming assets and businesses to profitability and then grow them further, and he has completed such turnarounds repeatedly. I am not aware of any executive worldwide who can boast so many turnarounds in such a short space of time.

Dr. Shevel's accomplishments and renown extend internationally, as he has established a solid business platform in the United Kingdom by working with the UK's National Health Service. There, he has been engaged in identifying, developing and introducing innovative healthcare delivery solutions in response to its healthcare delivery difficulties (all against the competition of more than 158 international healthcare companies).

Clearly, these achievements place Dr. Shevel among the small percentage of business executives that have reached the very top of the field. Dr. Shevel is unmistakably seen as the doyen of the South African private healthcare industry. He has exhibited an exemplary ability to match outstanding people skills with an endless passion for success and an unprecedented entrepreneurial flair.

The healthcare industry faces enormous challenges worldwide, and Dr Shevel's extraordinary ability to find innovative solutions represents a significant competitive advantage for the United States. He has indisputably risen above the vast majority of his peers, and his presence represents an unassailable benefit for the United States economy. He has become one of the very best in his field of business, and I strongly endorse the approval of his visa petition.

Sincerely,



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