



INTERNATIONAL
MEDIA PRODUCTION
ZONE

A member of **TECOM** INVESTMENTS

The city of gold, a shoppers' paradise, tourist destination, the ideal holiday spot, a modern metropolis - Dubai is known by many names. It is also the UAE's fastest growing city and the commercial hub and business capital of the Middle East. Add to all this, the promise of great weather, modern infrastructure, a flourishing economy, exclusivity and privacy, tax free living and a safe environment. A place where luxury can be taken for granted, where no dream is too big, where desires can be realised and the word impossible seems not to exist.

Dubai's growth in the last decade has been phenomenal; and there are only signs of faster development, with massive real estate and leisure projects attracting international attention. Dubai has enviable infrastructure and has earned a reputation for constantly reinventing itself, chalking out strategic plans for development.

DUBAI - A CITY THAT NEVER RESTS

THE MARKET

As the leading regional trading hub, Dubai offers access to a market of outstanding potential for overseas companies in a wide range of sectors.

Among its key characteristics are:

- A large market - more than USD 17 billion in domestic imports annually; gateway to USD 150 billion p.a., USD 1.4 billion regional import market;
- A growing market - Dubai's imports have more than doubled since 1989; regional economic growth and liberalisation is set to boost demand;
- A prosperous market - strategic location at the heart of one of the world's richest regions;
- A diversified market - wide import requirements; opportunities for suppliers of most products; an accessible market - served by more than 170 shipping lines and 86 airlines; an open market - no exchange controls, quotas or trade barriers.

Dubai offers incoming businesses all the advantages of a highly developed economy. Its infrastructure and services match the highest international standards, facilitating efficiency, quality and service.

Among the benefits are:

- Free enterprise system
- Highly developed transport infrastructure
- State-of-the-art telecommunications

THE BUSINESS ENVIRONMENT

- Sophisticated financial and services sector
- Top international exhibition and conference venues
- High-quality office and residential accommodation
- Reliable power, utilities, etc.
- First-class hotels, hospitals, schools and shopping malls
- Cosmopolitan lifestyle

DUBAI HOLDING

Created to combine the various large-scale infrastructure and investment projects underway in Dubai, Dubai Holding has constantly worked towards a single goal – a better tomorrow.

To attain this goal, Dubai Holding created a strong foothold in 11 industries, with 19 subsidiaries. The company has also developed and launched initiatives in various sectors including Technology, Communication, Energy, Health and Education, Tourism, Real Estate, Finance, Hospitality, Biotechnology and Industrial Manufacturing.

With most of the existing projects moving rapidly, Dubai Holding will continue to research, identify and execute future projects that will benefit not just the UAE, but also the region as a whole.

The logo for TECOM INVESTMENTS features the word "TECOM" in a bold, black, serif font. A red checkmark is positioned above the letter "O". Below "TECOM", the word "INVESTMENTS" is written in a smaller, grey, sans-serif font.

TECOM
INVESTMENTS

A member of **DUBAI HOLDING**

TECOM INVESTMENTS

TECOM Investments develops and manages businesses that support the growth of knowledge-based industries in Dubai. Presently, TECOM has interests in five industry clusters: information and communication technology (ICT), media, education, biotechnology, and energy.

TECOM's first brand, Dubai Internet City, was established in October 2000, to support and develop a cluster for the ICT sector. Dubai Media City for the media cluster and Dubai Knowledge Village for the education cluster, were set up in January, 2001 and October, 2003, respectively.

The phenomenal success of the publishing and broadcasting segments of the media cluster at Dubai Media City led to the launch of more specialized projects: International Media Production Zone (IMPZ) and Dubai Studio City.

To harness value from the burgeoning business process outsourcing sector, TECOM launched Dubai Outsource Zone (DOZ) in March 2004.

TECOM's contribution to the life sciences sector is the Dubai Biotechnology and Research Park (DuBiotech).

TECOM Investments offers significant incentives for locating businesses in TECOM's business parks. Foremost is a clustered environment where businesses in the same general industry category share the same work campus. This environment puts equipment vendors, for example, next door to systems integrators in Dubai Internet City for convenient coordination. It also encourages networking, such as between advertising agencies and creative freelancers in Dubai Media City or between generalist academia and specialised training companies in Knowledge Village.

Over the last six years, TECOM has developed the largest IP infrastructure in the world and created the nucleus for a new telecommunication company, which is now the second mobile telephone operator in the UAE, after Etisalat. TECOM owns 20% equity shares of this new company - Emirates Integrated Telecommunications Company (EITC).

TECOM is now extending its reach globally by investing in India and Malta, by exporting its expertise in developing and managing knowledge-industry business clusters like Dubai Internet City. TECOM has also tied up with Dubai Investment Group (DIG), its sister company in the Dubai Holding group to make strategic telecom acquisitions. It has already successfully acquired a 35 % stake in Tunisia Telecom and 60 % of Maltacom, carriers in Tunisia and Malta, respectively.

IMPZ- INTERNATIONAL MEDIA PRODUCTION ZONE

Dubai's International Media Production Zone (IMPZ) seeks to create a unique cluster environment for media production companies from across the industry value chain, and from across the world, to interact and collaborate effectively. Catering exclusively to companies in the Graphic Arts, Publishing and Packaging industry – IMPZ is an initiative of the visionary Dubai government, under the patronage of parent company, Dubai Holding.

As a master developer, IMPZ will provide an environment of growth by building key facilities, investing in infrastructure, and forming a unique free zone that incorporates industrial, commercial, and residential and community service projects under its mantle. The vast complex is currently being developed on 43 million square feet of land, in the heart of commercial Dubai.

The IMPZ initiative is part of Dubai's vision to develop itself into a global media hub. As such, it will provide a pro-business environment, sophisticated technology and community infrastructure to support and foster the growth of media production.

MULTIPLE CHOICES

The Zone's production cluster focusing on the printing and publishing industries will provide superior infrastructure for various activities, available as leasehold land and distinct units for printing, production and warehousing.

Each unit will act as a complete facility for production operations with exits for loading and unloading raw materials and finished goods. The thermally-insulated production units will be made available on an annual rental basis.

Printing companies also have the option of taking multiple units or having a combination of both land and production units

IDEAL LOCATION

Situated on the Emirates Road, in close proximity to the Jebel Ali Port and the recently announced Jebel Ali Airport City, IMPZ's strategic location will considerably ease imports, exports and logistics operations. The new airport, when completed, will have a handling capacity of about 120 million passengers annually along with 12 million tonnes of cargo.

As for the location of Dubai at the crossroads of Asia, Europe and Africa, and with its enviable proximity to multiple markets, it has already proved its mettle as a centre for various international operations.

ECO-FRIENDLY ENVIRONMENT

IMPZ will deploy and promote eco-friendly industrial environments, where tested concepts and practices will be adopted to recycle waste and enable companies to utilise each others' by-products instead of disposing them as waste.

Renewable energy sources will be included in the site's infrastructure to guarantee reliable and clean power.

FULFILLING LIFESTYLE

Complementing and completing the community infrastructure, IMPZ has planned several residential and commercial amenities including family apartments and low-cost accommodation for blue collar workers. Supermarkets, recreational and healthcare facilities and services, like banking will also be available in the Zone.

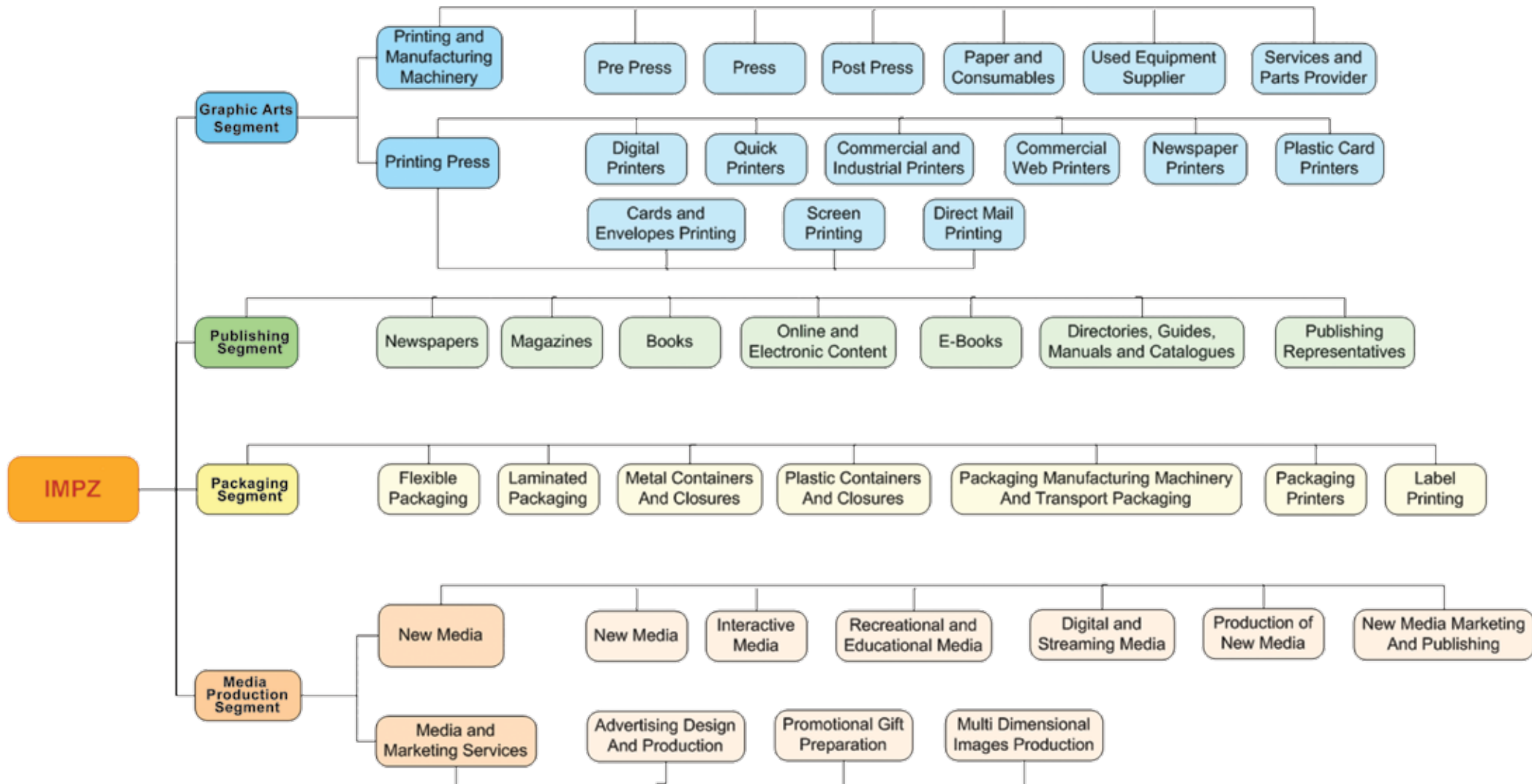
IRRESISTIBLE ADVANTAGES

The IMPZ initiative is designed to bring a wide range of benefits to the industry.

- 100% foreign ownership, means that no local sponsors are required.
- Guaranteed 50-year tax exemption from personal, income and corporate taxes.
- Customs duty as per the rules and regulations.
- 100% repatriation of capital and profits.
- Flexible labour laws ensure that industry needs for part-time and temporary requirements are met.
- Single window service provides 24-hour visas and fast-track immigration process for knowledge workers, guaranteeing quick access to skilled employees.
- World-class technical infrastructure includes high bandwidth, low-cost telecom infrastructure and secure, high-speed support infrastructure.
- State-of-the-art urban infrastructure means cost competitive, flexible office space and world-class housing, medical and education facilities.
- Access to a talent pool of highly skilled, low-cost knowledge workers.
- Straightforward laws and regulations include fast and easy company registration laws, hassle-free immigration processes and straightforward legal procedures.
- Gateways to markets include access to regional markets in the Middle East, North Africa, Indian subcontinent and CIS countries.
- Supportive environment with Government-backed business initiatives, business incubators and training programs.

The innovative concept of creating a cluster of similar businesses in physical proximity is not a new one to Dubai, and its strategic advantages have been proven to pay off. Co-existing at a single location will enable print companies to coordinate production activities efficiently with feeder companies like machinery and equipment providers and suppliers of raw materials and spares. For small and medium-sized businesses, the time and costs involved in sourcing requirements will be considerably reduced, as they can avail of several shared services.

LICENSING SEGMENTS



SEGMENTS OF IMPZ

Main 4 segments:

- 1. Graphic Art Industry**
- 2. Publishing**
- 3. Packaging**
- 4. Media Production**

GRAPHIC ART INDUSTRY

Printing and Manufacturing Machinery

Pre Press

Prepress includes all the steps which are carried out before the actual printing, prior to transferring of information onto paper or other substrate.

Press

The process of transferring ink onto paper or other substrate via a printing plate; this includes Letterpress, Printing, Gravure Printing, Lithography Printing and Screen Printing.

Post Press

Print Finishing (post press) includes all those steps which are carried out after printing on paper or another material has taken place. Finishing processes include cutting, folding, gathering and binding and other similar processes for producing a finished product.

Paper and consumables

Supplies of all types of papers including web, wood free, art paper, NCR paper, consumables, ink, plates, films, lamination and cleaning products & devices.

Used Equipment Supplier

Import and re-export of refurbished machinery for Pre Press, Press and Post Press.

Service and Parts Provider

Provider of proprietary parts and servicing of printing machinery.

Printing Press

Digital Printers (Large Format)

Business model based on printing short run, colour or black and white documents. Service oriented. Fully digital workflow including the presses. Book-on-Demand Printers.

Quick Printers

Small offset printers, mainly focussed on short runs and fast delivery times. Typical products are business cards, business stationery, forms, flyers, etc.

Commercial and Industrial Printers

Printers focused on commercial printing and related services, usually offering full services from pre press to post press, producing a wide range of products, mainly focused on sheet-fed offset.

Commercial Web Printers

Printers focussed on printing and finishing mainly high volumes of magazines, catalogues and commercial jobs plus related services with a main focus on web offset, additional sheet fed offset presses or web gravure presses.

Newspaper Printers

Printers focussed on printing periodically-published newspapers plus some commercial jobs for capacity utilisation using mainly cold set offset presses and mailroom equipment.

Plastic Cards Printing

Printers focussed on printing plastic identification cards for both private and public sectors.

Cards and Envelopes Printing

(Printers focussed on production of business cards, invitation cards to official events & ceremonies, season's greeting cards and congratulations on occasions of feasts and weddings. This also includes the printing of envelopes.)

Screen Printing

Printers focussed on printing glass, textiles, metals, wood, foils, plastic, boards, paper, card and acrylic boxes.

Direct Mail Printer

Printers focussed on services for personalised mailings with the capacity to handle various non-graphic data formats.

Neon Printing Manufacture

Businesses engaged in the fabrication of promotional items include kiosks, light boxes and signage using acrylic, wood and metal for retail and service industries such as shopping malls, shops, restaurants, hotels, etc.

Signage Manufacture

Businesses involved in manufacturing all kinds of road signage, including installation and maintenance.

Exhibition Contractor

Businesses engaged in the design and fabrication of individual exhibition stands including research and conceptualisation, mechanical, electrical, and electronic engineering, model making, fabrication, installation and maintenance.

Packaging includes the equipment, material and processes for containment and packing prior to sale or shipment with the primary purpose of facilitating the purchase, use and transport of a product or products. Also includes recycling of packaging products.

Flexible Packaging

Includes printed OPP/BOPP film, printed aluminium foil lids, printed OPP/BOPP/PS labels, stretch-sleeve labels, unprinted film and specialist ice cream packaging.

Laminated Packaging

Laminated cartons for packaging liquids and corrugated cartons: includes Gable-top cartons, Aseptic cartons, craft paper and fluting.

Metal Containers and Closures

Includes two-piece beverage cans, three-piece tinplate cans, crown corks, can ends.

Plastic Containers and Closures

Includes blow-moulded HDPE, blow-moulded PVC, PET/PET pre-forms, HIPS and PET sheet thermoforming, plastic caps, lids and other closures.

Packaging Manufacturing Machinery and Transport Packaging

Includes all machinery for the production of packaging goods and materials, injection moulding, and machinery for the recycling of packaging products.

Packaging Printers

Includes folding carton production and related services such as geometrical design, development of carton material, logistics and warehousing of finished products, hot foil stamping, special varnishing, die-cutting, embossing, engraving and gluing.

Label Printing

Includes label production and related services such as wet glue and pressure-sensitive labels, wraps and sleeves. Also included are finishing processes, including hot-foil stamping, guillotining, punching and die cutting.

PUBLISHING

Newspapers (Regional and National)

Includes Dailies, Weeklies and Supplements published to communicate regional, international, corporate or industry-specific topics on a regular basis, and produced in a broadsheet, tabloid or broadside format.

Magazines

Professional, business and customer publications, business and professional interest magazines including marketing, advertising, public relations, management, human resources, computer security, printing, horticulture, planning and development, and other industry topics; personal interest magazines including motoring, motor sport, music, consumer electronics and sports.

Books

Business and consumer books covering educational, fiction and non-fiction books produced in hard or paperback format covering academic disciplines, science, humanities, social sciences, law, medicine, psychology, business, arts, economics, accounting, educational and reference books and children's books.

Online and Electronic Content

Companies involved in the organising, categorising and structuring of information, either in the form of text, images, documents, etc. so they can be stored, published, and edited with ease and flexibility, including collecting, managing and publishing content or any similar content required for reproducing publications online.

eBooks

Publishers involved in the creation, content, structure and presentation of electronic books with the functionality of an ordinary book.

Directories, Guides, Manuals and Catalogues.

Publishing companies involved in the disciplines associated with catalogue/directory collation of data and production of small handbooks, such as tourist guides, operational/product manuals, product catalogues and directories such as telephone/industry directories.

Publishing Representatives

An establishment or a person representing a Publisher conducting a publishing activity in line with the licensing requirements.

STORAGE

Companies that deal in storage of goods and commodities in warehouses for later use on behalf of self or third parties for a limited period.

NEW MEDIA

New Media

Media utilising electronic and interactive delivery elements.

Interactive Media

Media content and services utilising the Web, and electronic devices including interactive television through cable or satellite.

Recreational and Educational Media

Media for entertainment, recreational, leisure and educational interactive and electronic-based products, development and services.

Digital and Streaming Media

Digital and streaming media content, management, archiving, distribution and services.

Production of New Media

New media production including music and “narrowcast” equipment, including production and post-production equipment, maintenance and services.

Media Production

New Media Marketing and Publishing

Production of online and electronic brochures, advertising and publishing and related services.

Advertising Designing and Production

Companies that design commercials and produce audio and video tapes, paintings and photographs for newspapers and magazines.

Promotional Gifts Preparation

Companies providing engraving, printing or similar services for promotional gifts.

Multi-Dimensional Images Production (Hologram)

Includes 2-3 dimensional or hologram imaging by technical means, technology on devices like thermal paper, stickers or tapes (films) which are used for promotional purposes, and for protection against counterfeiting.

IMPZ's objective is to capitalise on this development and create a cluster of media production companies. The first production cluster will focus on the graphic art, publishing and packaging industry.

PRODUCTS AND SERVICES OF IMPZ

The 'Products' built into its Master Plan include:

- **Industrial Projects**
- **Commercial Projects**
- **Residential Projects**
- **Community Service Projects**

Industrial Projects

- Plots of Land for media production
- Pre-built Production units
- Media Industry Complex
- Logistics Center

Commercial Projects

- Makateb (offices)
- Publishing Pavilion
- Media Market
- Media Tower
- Exhibition, Conference and Business Centers
- Hotels

Community Support Service

- Schools and Day Care Centers
- Parks
- Fitness and outdoor recreation facilities
- Media Center
- Restaurants and retail shops

Residential Projects

- Masaken
- Amwaj
- Terrace Residential
- Oasis Residential
- Canal Residences

The 'Services' offered by IMPZ include

Government services such as:

- Employment residence entry permits
- Transit visas (only for business purposes)
- Visit visas (for business and personal purposes)
- Family residence visas
- Driver's licence
- Vehicle registration
- Company post boxes
- Foreign visas for business trips & No Objection sponsor letters
- Employment residence entry permits

Registration, Incorporation and Licensing

Legal registration and incorporation of new companies and licensing services and products for existing companies.

Leasing

Preparation of all lease agreements for new customers and renewals of lease agreements for existing customers, negotiation of lease Terms and Conditions, property management of space in the Free Zone, implementing Dubai Technology & Media Free Zone policies and regulations with respect to leased space.

CURRENT PROJECTS

1. Gate / Sales Centre:

This is the Main industrial area entrance from Emirates Road. It will be used to house our offices, and act as a sales centre during the construction phase.

Total BUA:	25,850 sq. ft.
Anticipated Start:	June 2006
Anticipated completion:	March 2007

2. Makateb:

This high-profile cluster of high-rise tower offices will enable major companies to fashion prestigious corporate headquarters. Investors here will have a unique opportunity to design & build offices for their specific uses. Space will be leased on long term or short term by IMPZ.

Makateb is ideally situated, offering unprecedented access to the neighbouring Emirates Road, Dubai Investment Park and Dubai Land. A prestigious location widely anticipated to be coveted by leading regional and global media entities, this office cluster of cutting-edge design will give its select occupants an exclusive platform to access the fast-growing markets of the Middle East.

These plots will be located on either side of the Gate and entrance area. The office buildings will be designed to create an impressive façade around the industrial gate area. The construction will be completed in phases.

Total BUA:	Approx 800,000 sq.ft.
Number of Buildings:	6-8 depending on design
Floors:	5-14
Estimated Cost:	AED 233 / sq.ft. BUA – Core and Shell
Current Status:	Conceptual Design finalized

3. Publishing Pavilion:

The Publishing Pavilion at IMPZ will provide a convenient single platform for companies engaged in publishing and print-related operations. Procedures such as translation, copyright legislation, book binding, typesetting, specialised publishing, legal services and distribution will be facilitated here within the zone under a single banner.

The Publishing Pavilion will also provide a platform for large-scale global publishers to produce educational textbooks, general fiction and product manuals.

The Media Market will serve as a combined retail/recreational area and 'town square' can be used for informal meetings.

The Publishing Pavilion will facilitate the operations of large scale global publishers producing educational text books, general fiction and product manuals, etc.

Attach Layout of Publishing Pavilion sq. ft. details.

Total BUA:	Approx 600,000 sq.ft.
Floors:	18
Current Status:	Conceptual Design – Minor modifications and area adjustments are being done.

4. Pre-Built Units:

The pre-built production units at IMPZ offer companies a combination of convenience & accessibility. These warehouses and showrooms are modular units designed for turnkey operation so that companies can commence functioning in their new premises almost immediately. IMPZ has invested AED 2.2 Million worth leasable warehouse units for media production or other related activities.

A full spectrum of production facilities are also available, beginning with Pre-built Production units of modular warehouses and showrooms. While these can be tailored to suit the needs of any kind of media business, facilities like the Media Industry Complex will provide manufacturers, suppliers and assemblers of specialised media equipment the advanced industrial facilities they require for their operations.

Details of Pre-built units.

Total BUA:	1,600,000 sq.ft.
Number of Buildings:	22 storey buildings for office, retail and customs offices.
Total number of Units:	06 – 30 showroom, 176 warehouses (18 units at 14500sq.ft. and 57 units at 8,000sq.ft.)
Floors:	G + M
Current Status:	Concept design approved, Hoarding around site erected.

5. Oasis Residences:

This residential Complex for the blue collar workforce has been designed to provide spacious & economical quality accommodation within IMPZ. Partially developed by IMPZ and partially by Investors who will be operating within IMPZ, these residential complexes have been designed to provide these crucial workers spacious and economical quality accommodation on a large scale.

The Oasis Residential complex will provide spacious and economical quality living areas for the blue-collar workforce of the print industry. All residences will be furnished with retail facilities and recreational amenities to meet the after-hours needs of their residents.

Total BUA:	Approx 800,000sq.ft.
Number of Buildings:	8 plots, 32 buildings in total, IMPZ to develop 2 plots, 8 buildings
Floors:	Ranging from 6-10
Current Status:	Detailed design to be produced.

Industrial land

The International Media Production Zone offers investors plots of land in different sizes, which can be leased up to a maximum of 30 years. Structures on these plots generally follow the configuration of ground floor + 2 additional storeys, with exceptions depending on the area available.

Above all, the growing need for office space will be amply met by Corporate Offices and a Business Centre within the Zone.

Business Support services

To ensure the continued smooth operation of diverse media businesses, all essential support functions will be integrated in a central location for easy accessibility. These include:

- Logistics and Self-storage Complex for storage and disbursement of equipment.
- Transportation and Automobile Service Complex.
- Hotel and dormitory-type hostel accommodation to house personnel brought in to the Zone for short-term projects.
- Health and Medical Care Centres.
- Both companies and their employees can avail of a mosque and designated open spaces for public gatherings.
- Emergency facilities include a Police Station and Civil Defence (Fire Brigade and Ambulance Services) post.

On-site accommodation

Residential Projects

The range of user-friendly on-site community accommodation includes:

- Masaken, a complex of 38 upmarket residential towers.
- The Amwaj luxury family apartments for senior executives will be in the form of 15 residential towers in two parallel wave-shaped rows.
- The Terrace Residential complex will offer residents the luxury of penthouse-style terraces with enclosed lawns, within a complex of 10 buildings of varying elevation.
- The Oasis Residential complex will provide spacious and economical quality living areas for the blue collar workforce of the print industry. All residences will be furnished with retail facilities and recreational amenities to meet the after-hours needs of their residents.

IMPZ at a glance:

- Plots of land: Available to investors who wish to build their own media production outlets.
- Pre-built production units: Pre-engineered units containing warehouses with offices and showrooms.
- Publishing Pavilion: A centre dedicated to the publishing industry.
- Makateb: Office towers to be built by individual investors.
- Media Tower: Exclusive offices that provide branding opportunities.
- Media Market: Niche services for independent media professionals.
- Oasis Residential: Blue collar residential apartment blocks with community facilities.
- The Centrium: White collar residential apartment blocks with community facilities.
- Amwaj: Residential apartments catering to families of employees.
- Terrace Residential: White collar residential apartment blocks with community facilities.
- Masaken: Residential towers to be built by individual investors.
- Logistics Centre: Inventory storage and distribution facilities.
- Community Centre: Facilities for working and residential communities.
- Convention Centre: Exhibition, conference and business centre venues.
- Amphitheatre and Arena: Venues for large events and exhibitions on site.
- Hotel: Located next to the Amphitheatre and Convention centre.
- Transportation and Service Centre: Facilities for drivers and vehicles.
- Internal transportation system: Convenient transportation between different areas.