



BLACKSWAN

From Dubai to the World: exporting the DNA of luxury living

Building a new category of luxury living - branded residences and resorts in iconic global destinations

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CHAPTER 1

Vision - redefining luxury real estate

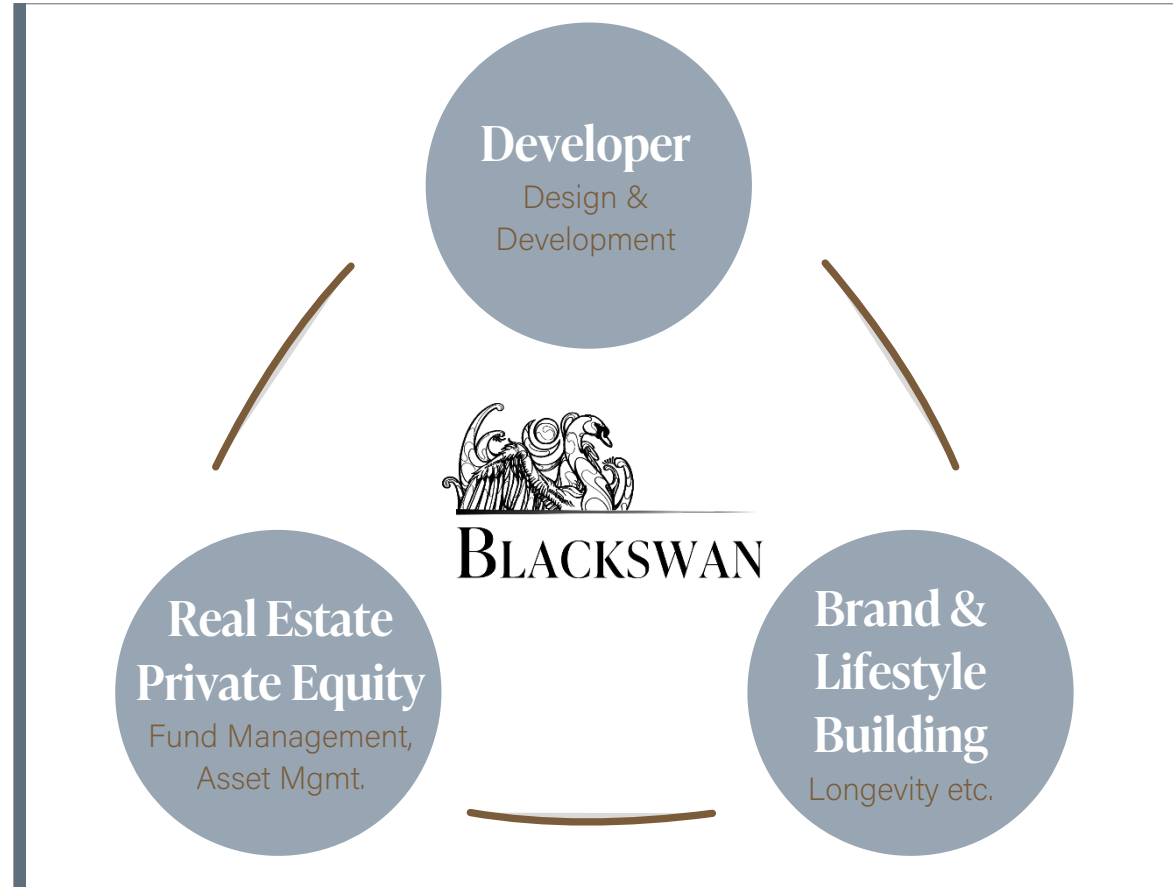
OUR FOUNDING VISION

Creating the World's Premier *Ultra-Luxury* Developer

By leveraging partnerships with world-leading luxury brands, such as Rolex, LV, Dior, and Hermès, we redefine global luxury living by exporting UAE-style prestige and exclusivity to the world's most desirable locations.

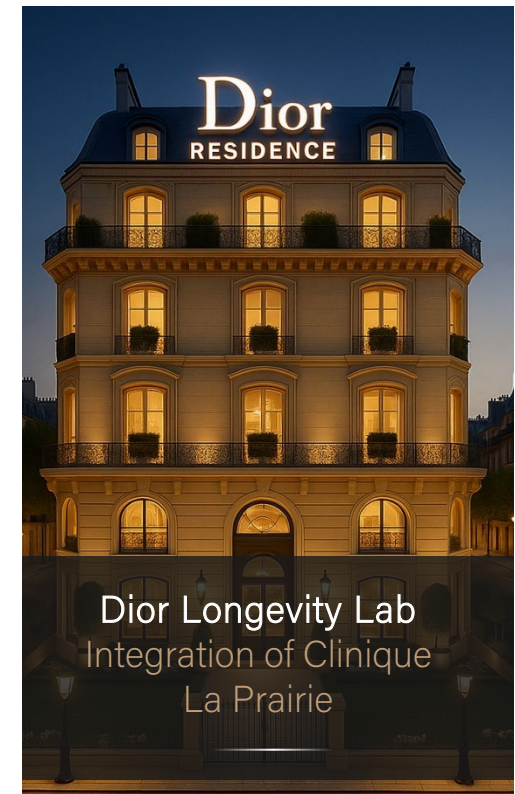
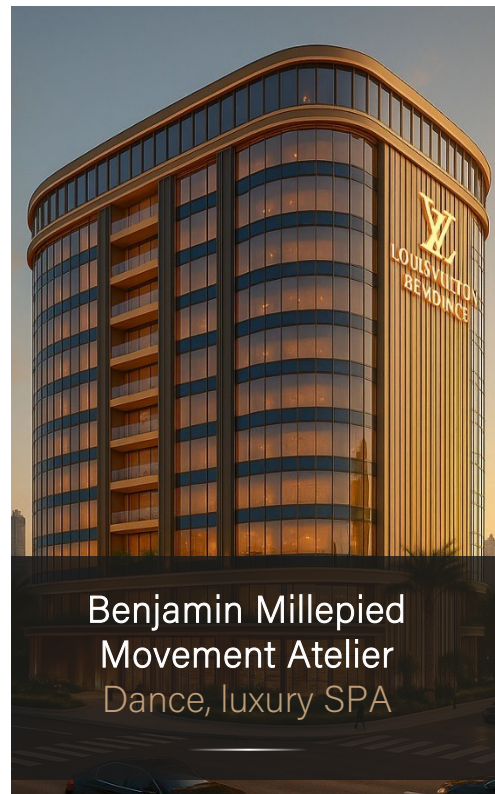
The Blackswan DNA: fusing design, lifestyle, and private equity expertise

An organizational structure that balances developer execution, brand & lifestyle building, and investment fund management.



From properties to communities: our vision is centered on ownership, belonging and human evolution

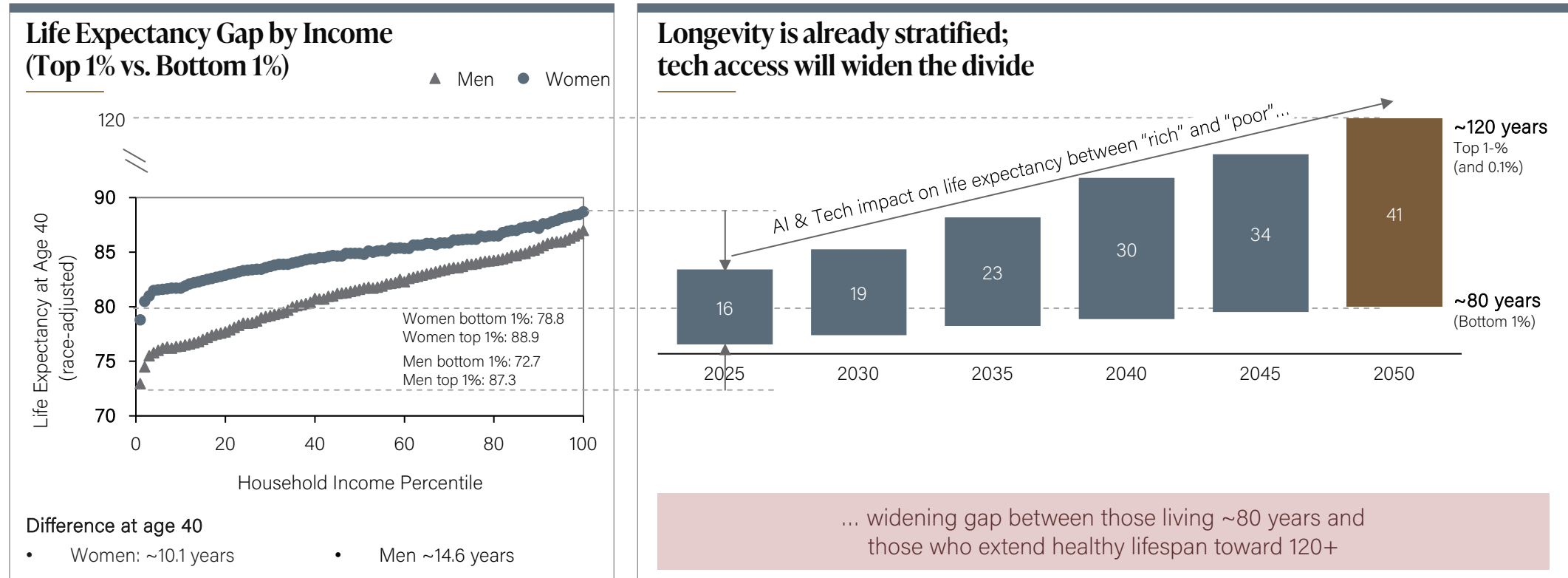
Our products will continue to evolve to stay ahead of the "arms race" among other developers - longevity, spirituality, sports, wellness - widening the buyer base and supporting absorption/pricing.



**In the next decades, the scarcest luxury won't be space - it will be *time*.
Health will become the ultimate status symbol.**

Over the next decades we'll see a widening gap between those living ~80 years and those who extend healthy lifespan toward 120+ years

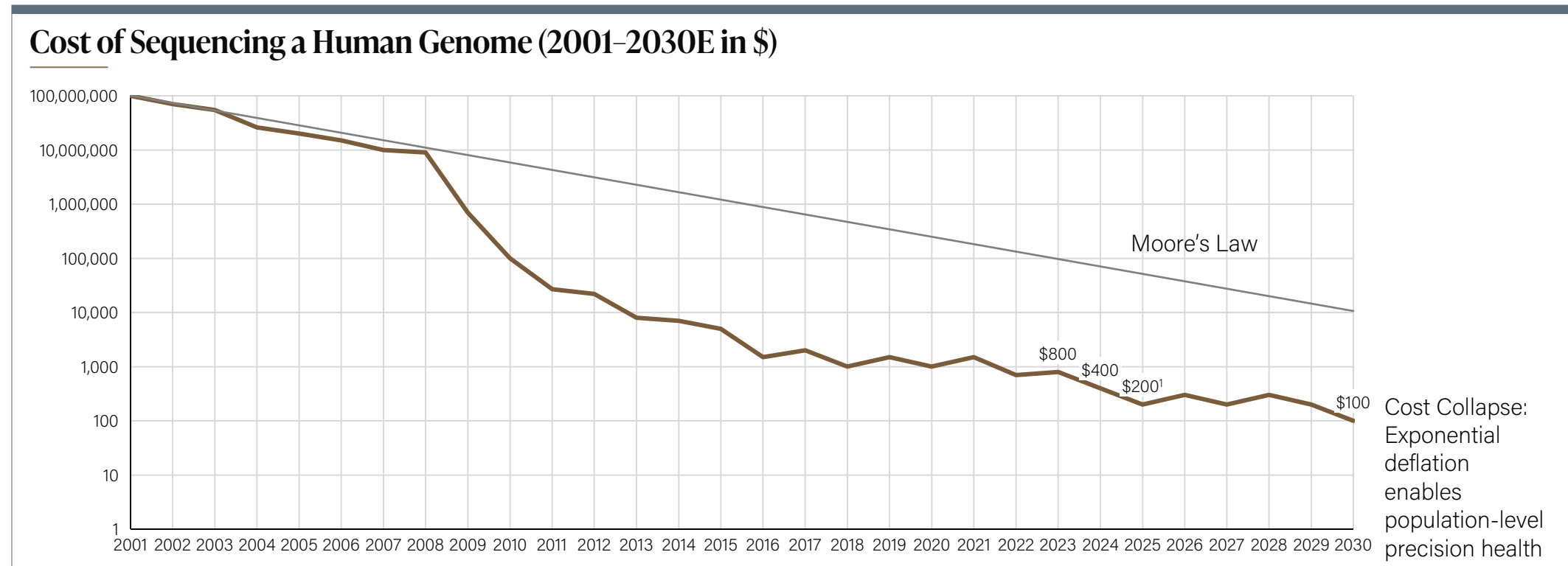
In the US, top 1% live ~10–15 years longer than the bottom 1% and the gap will only widen



Source: Chetty et al., JAMA 2016 (with subsequent literature noting persistence).

Is this even possible? Yes AI is unlocking precision prevention at scale with exponential deflation

Costs for whole-genome sequencing fell from ~\$10mn (2007) to ~\$600 (2023) (NHGRI). Foundation models + multi-omics + wearables mean earlier detection, personalized dosing, and continuous optimization rather than episodic care



(1) Illumina, Ultima Genomics using NGS Next Generation Sequencing
 Source: NHGRI National Human Genome Research Institute sequencing cost updates.

Blackswan can productize health as a lifestyle - clinics, memberships - creating recurring, high-margin services alongside real estate

Because...

Clinical capability is compounding:

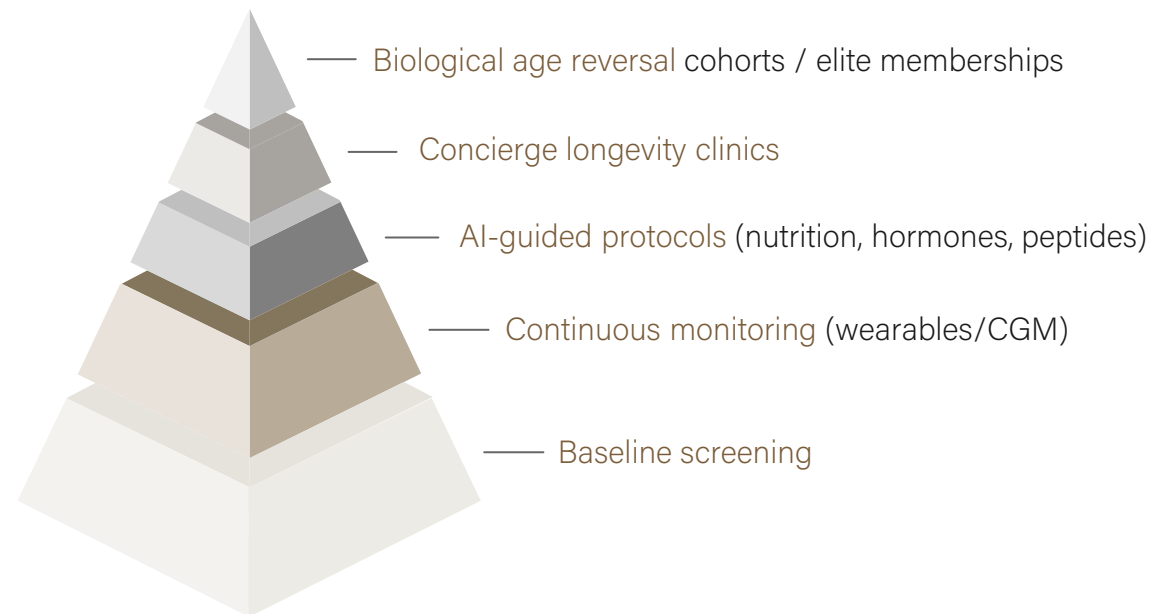
- **AI now reads images** and signals at or above specialist levels in targeted tasks (radiology, dermatology, ophthalmology)
- **AlphaFold** solved protein structures at scale
- **Epigenetic clocks (Horvath/Levine)** quantify biological age (based on DNA methylation)
- **Liquid biopsy** and multi-cancer early detection (MECD) trials expand pre-symptomatic screening

A new social currency emerges

- **Biomarker dashboards** (biological age, VO₂max, HRV, glycemic variability, sleep efficiency) become visible signals of status
- **"Age delta"** (biological vs chronological age) becomes a goal to buy, optimize, and show

...Then

Clear productization path for Blackswan



Sources: Horvath S. (2013); Levine M. (2018) – Epigenetic clocks / DNAm PhenoAge, Jumper et al, Nature (2021) – AlphaFold protein structure prediction. Reviews: López-Otín et al. (2013; 2023 update) – The Hallmarks of Aging; selected FDA summaries on AI/ML-enabled devices (radiology/ophthalmology/dermatology) and recent MECD trials.

Health as the new status symbol: integrating health into the fabric of luxury living

Blackswan properties will already have The Longevity Ecosystem (Illustrative Visual)

Four Dimensions of Healthy Living

Longevity Memberships (Flagship Clinics)

12-month concierge programs (genomics, epigenetic age, CGM, VO₂max, sleep, hormones) with quarterly "Age Delta" reports; tiered pricing; outcome-linked upgrades

Protocol Studios

Movement labs (VO₂max/gait), metabolic kitchens, recovery suites (sauna/cryotherapy/photobio modulation) embedded in amenities

Data Layer & Loyalty

Resident app integrates wearables; anonymized cohort insights; loyalty status tied to biological age improvement and adherence

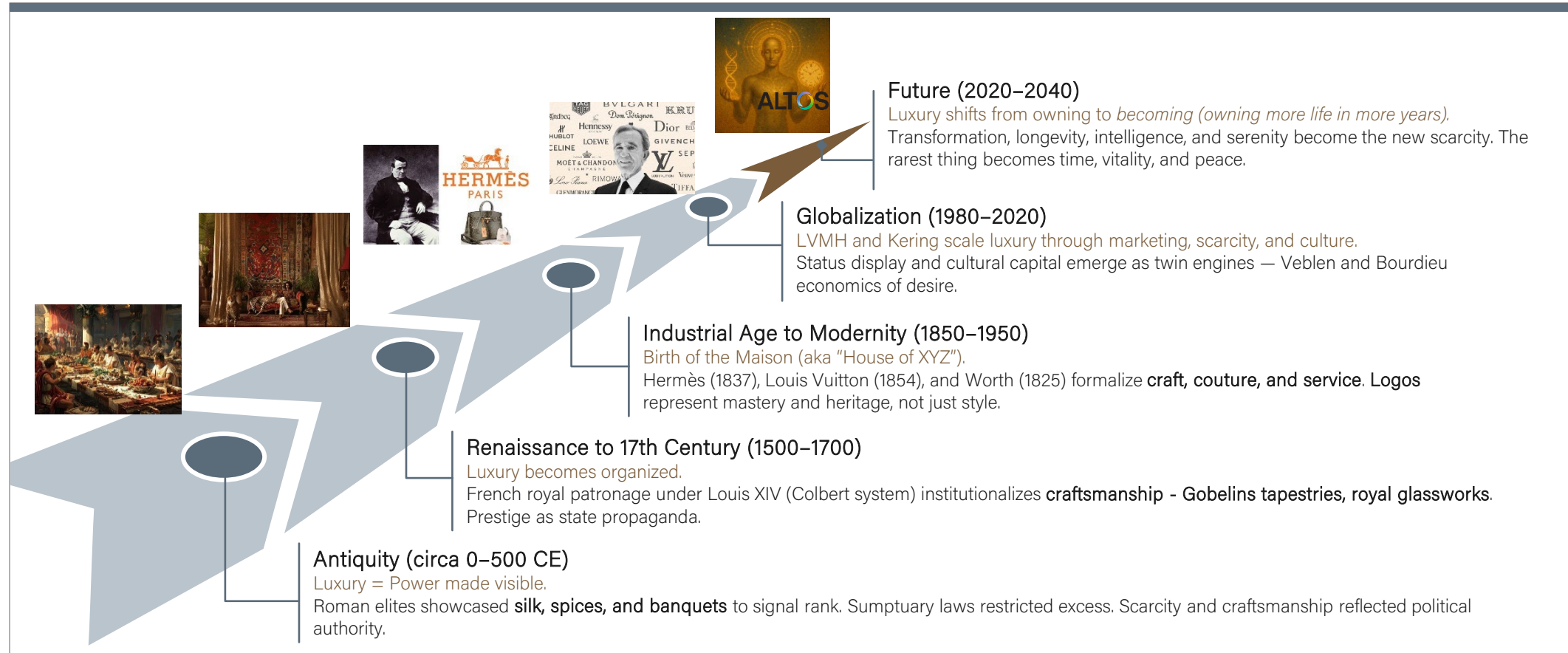
Partnerships

Clinique La Prairie / hospital groups / diagnostics (MCED, epigenetic labs) / pharma-adjacent for trial access

What “luxury” meant across time...and what it means now and in the future?

Luxury was a staged scarcity of excellence - materials, craftsmanship - and demonstration of power; may shift from “owning” to “becoming”

From Power to Transformation: 2000 Years of Luxury.



Maslow Reimagined: In emerging markets, belonging and prestige precede safety or growth. In mature ones, fulfillment and self-evolution define luxury

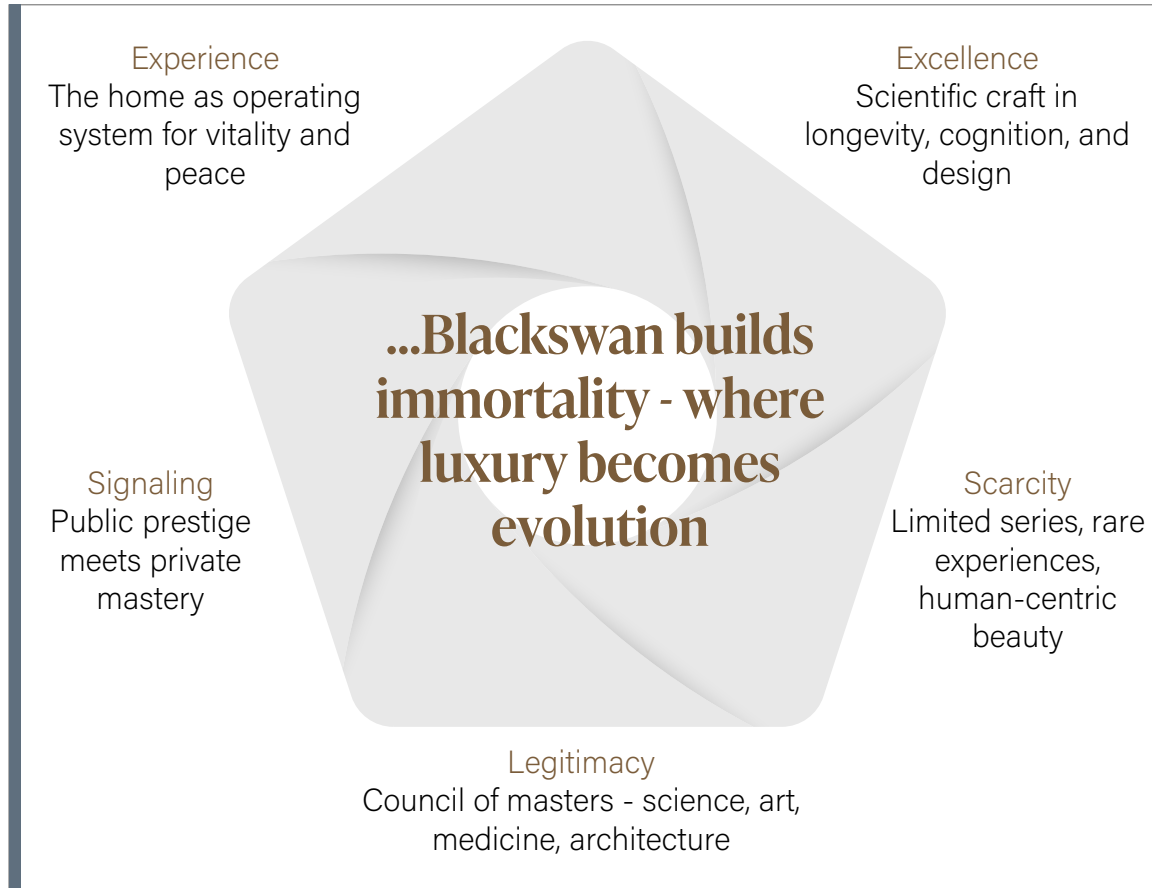
Why East and West desire luxury differently - status vs self-actualization

The Psychology of Luxury – East vs West. Luxury is both an external signal and internal experience.



Where Blackswan leads the next evolution of luxury

Thesis: luxury evolves from possession to transformation. The new codes of luxury.



Strategic Implications for Blackswan:

- *Build a dual ecosystem* - visible prestige for East, silent mastery for West
- *Create a "House of Human Advancement"* - health, beauty, intelligence, and serenity
- *Institutionalize the Blackswan Standard* - measurable transformation, aesthetic perfection
- *Design for membership, not ownership* - living systems that evolve with the resident

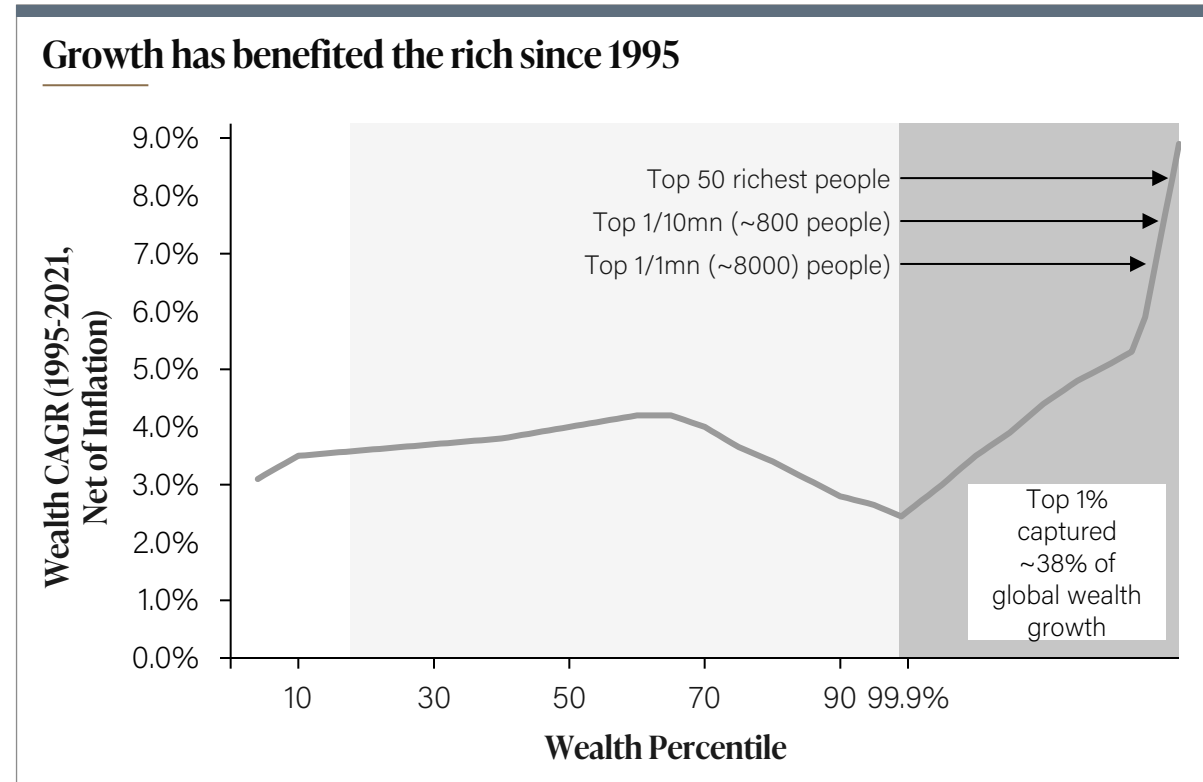
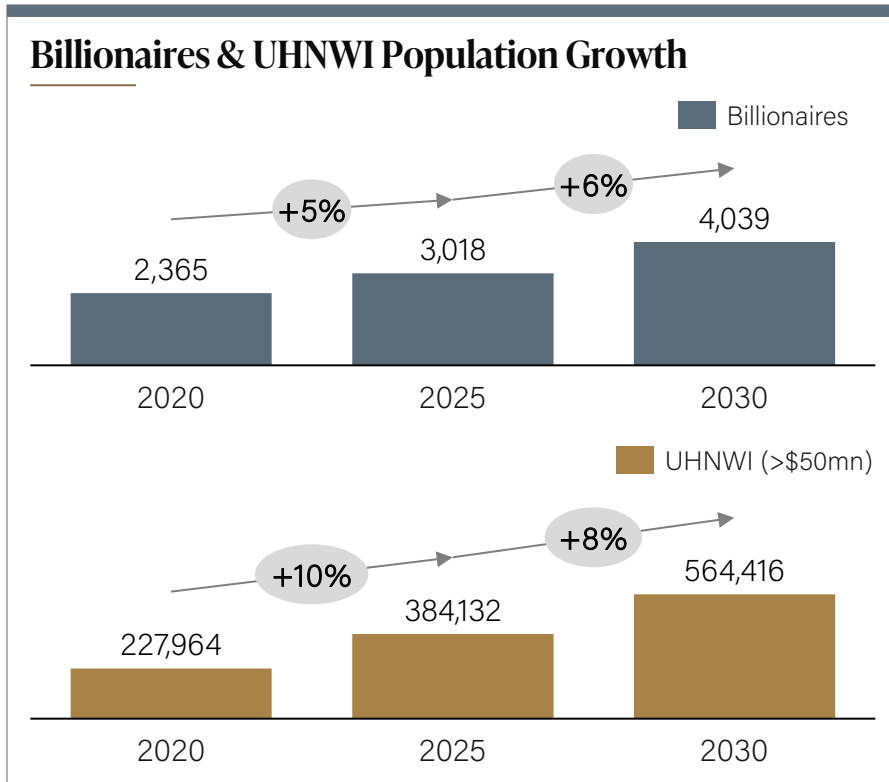
CHAPTER 2

The strategic rationale - why it makes sense

The global luxury market is expanding faster than ever.

Global wealth creation: billionaires and UHNWIs (their wealth) is expanding at ~8% CAGR since 1995 and top 1% captured ~38% of wealth

Blackswan's customer base is growing both in size and their ability to spend

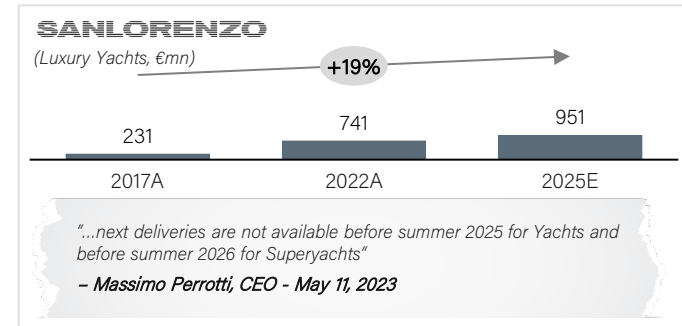
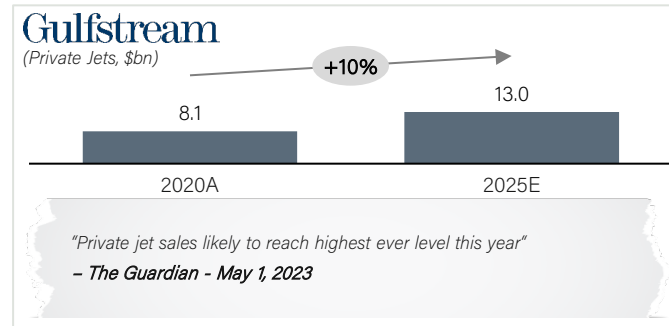
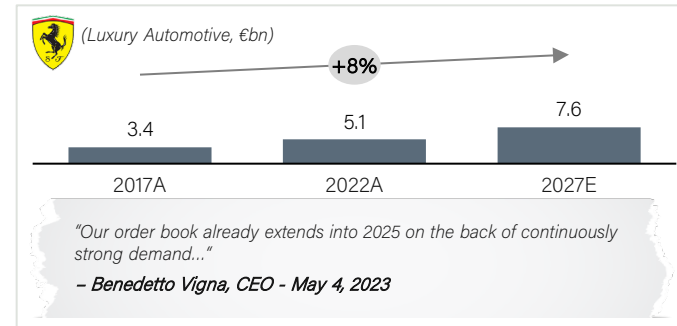
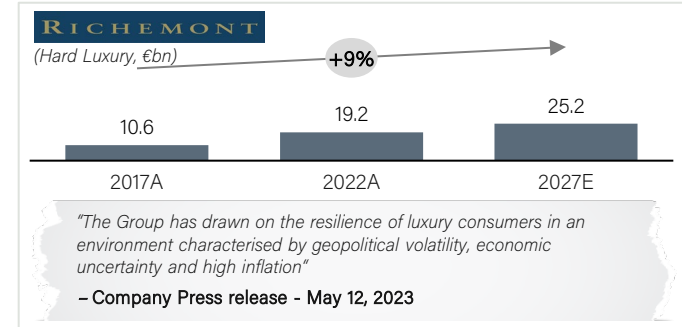
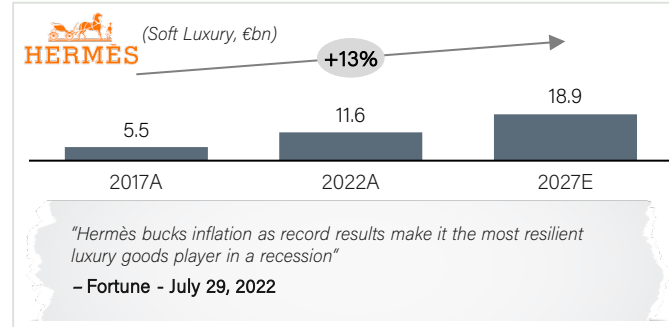
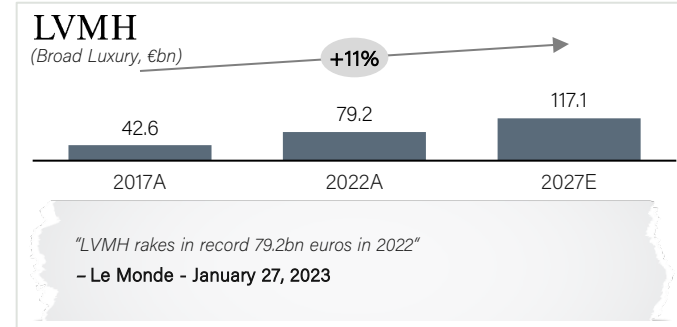


Sources: Knight Frank Wealth Report 2025, CS Global Wealth Report 2022, and Global Inequality Report 2022; Blackswan analysis.

Rising global consumption: luxury spend growing +8–19% annually across leading brands

Luxury spend continues to grow at a healthy clip underpinned by an expanding universe of customers

Luxury Demand Overview



Sources: Public company filings and analyst consensus estimates.

Post-COVID 19 acceleration: prices of iconic fashion items doubled since 2019

Chanel, Louis Vuitton and Prada have raised prices on core products by more than 90% since 2019

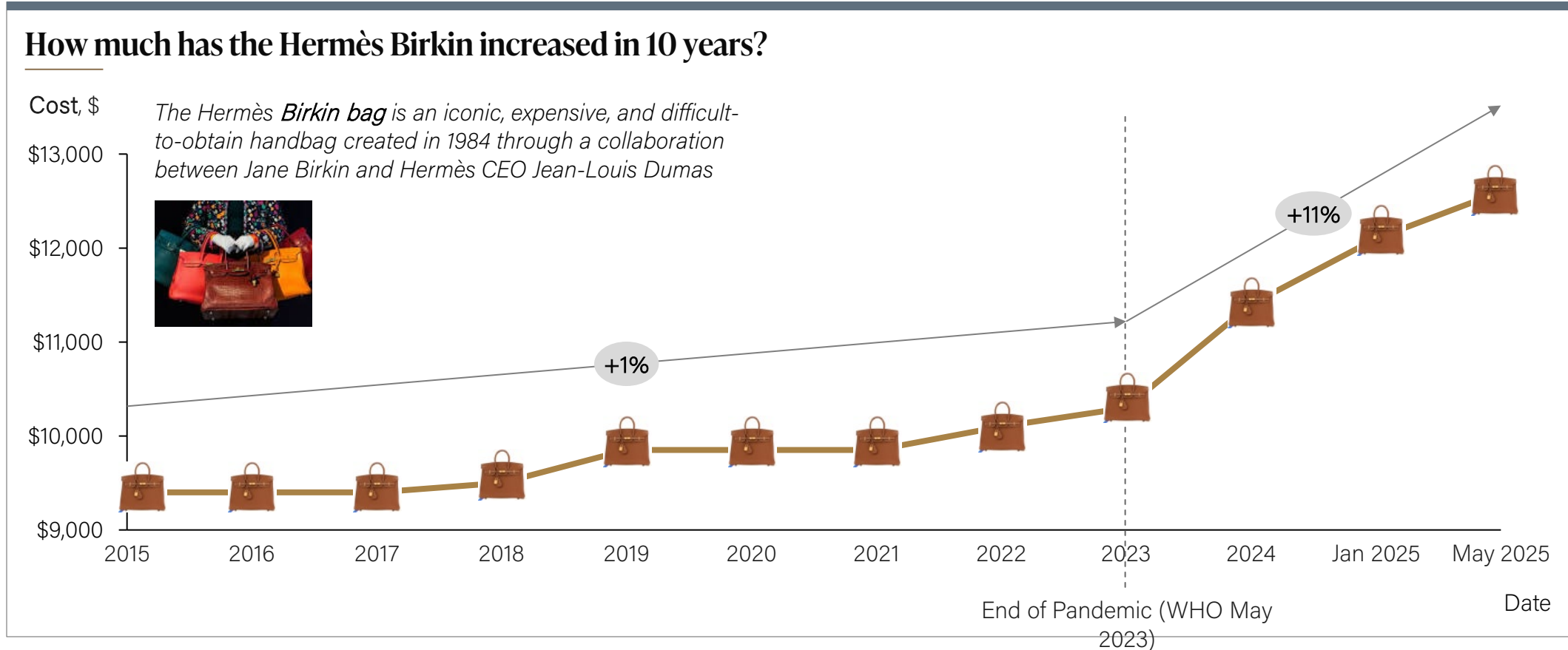
Price increase in €

Oct 2019 Apr 2024



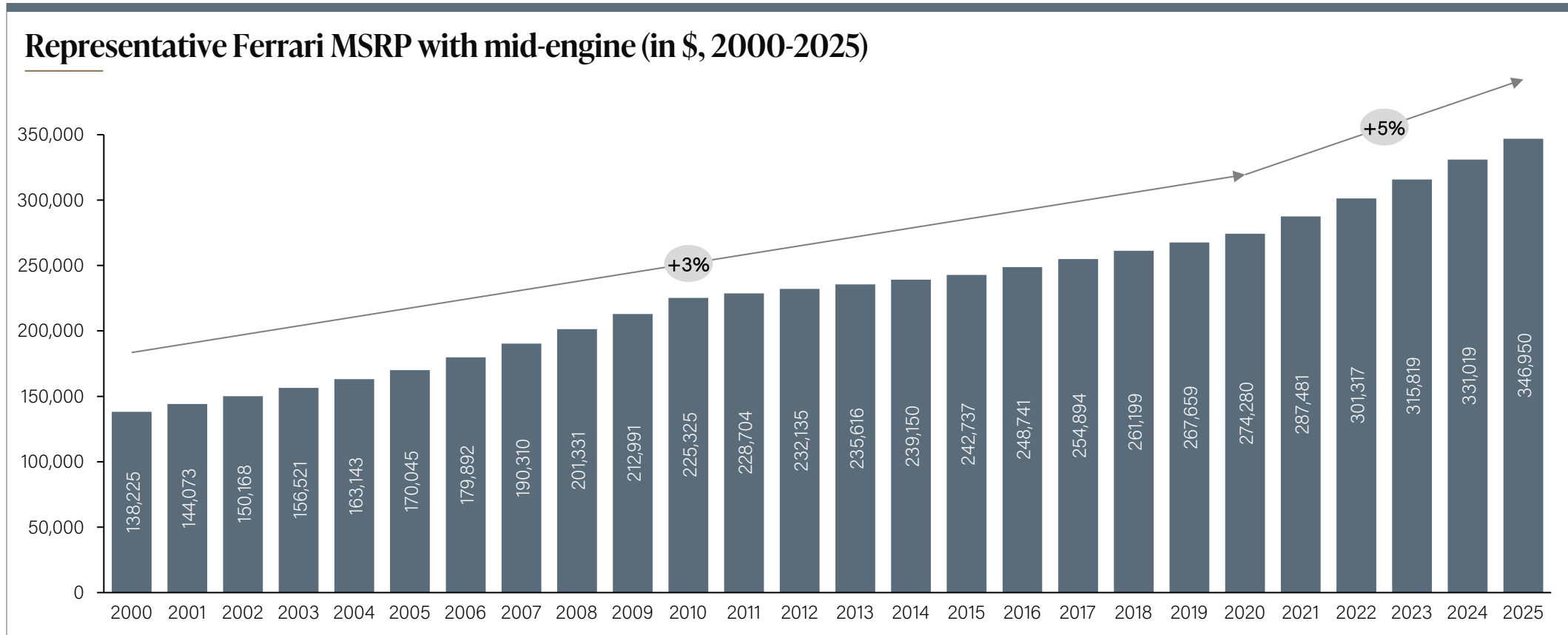
Sources: HSBC; BoF Analysis.

Iconic scarcity: the Hermès Birkin bag surged +11% CAGR post-2023, proving timeless value vs. only ~1% CAGR from 2015-2023



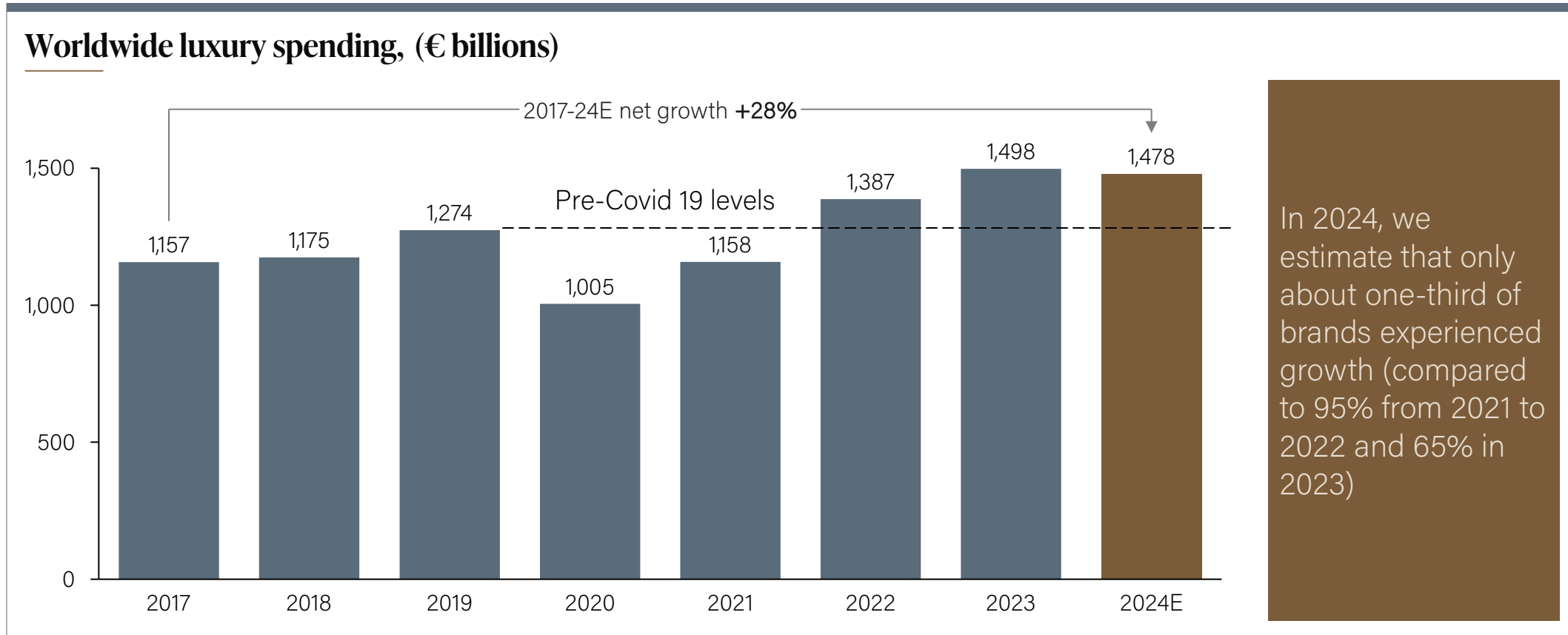
Sources: PurseBop Hermès Birkin and Kelly US Prices 2025.

Enduring demand: Ferrari pricing accelerates from +3% to +5% CAGR (2000-2025)



Sources: Ferrari Corporate Press Releases & Investor Relations; OctoClassic Market Data; Car and Driver MSRP listings; RM Sotheby's / Auction Value Reports.

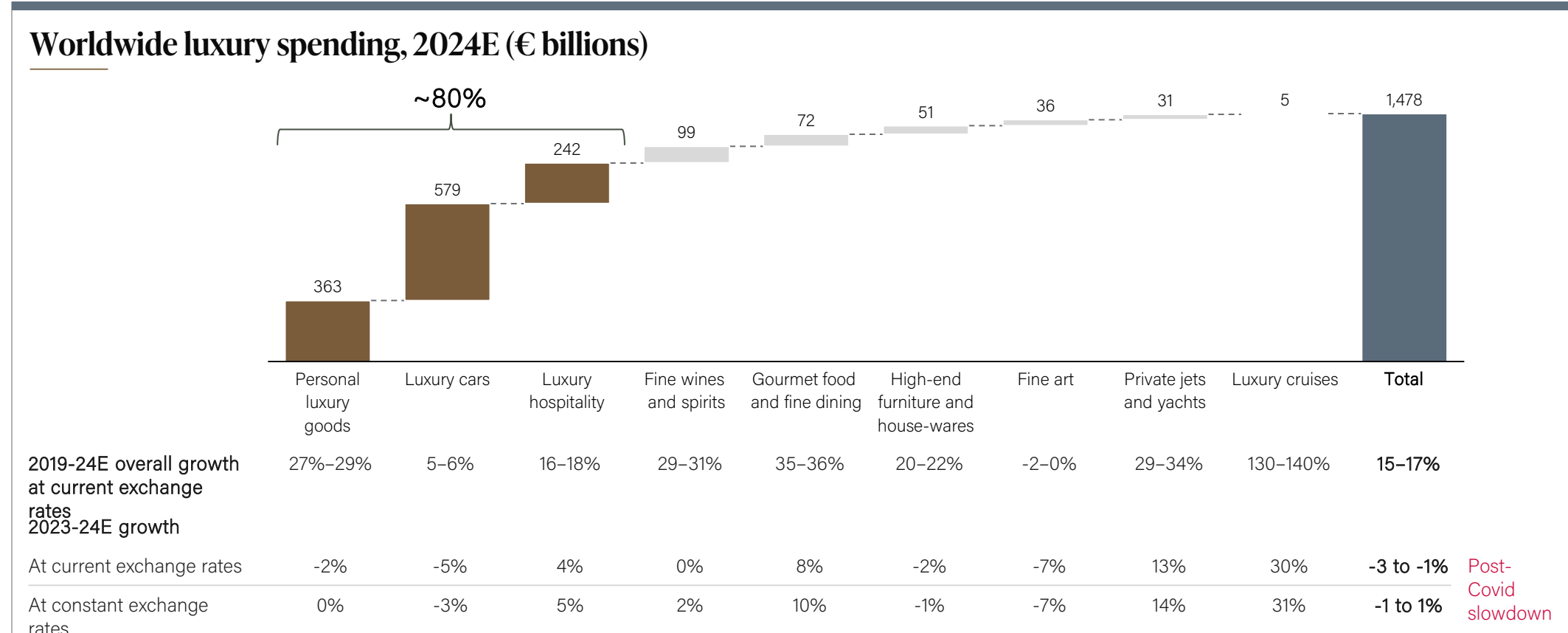
Although worldwide luxury spending slightly receded in 2024, it remained well above pre-Covid 19 levels



Notes: Growth shown at current exchange rates; E indicates estimated value

Source: Bain & Company

Personal luxury goods, luxury cars and luxury hospitality is 80% of total global luxury spending

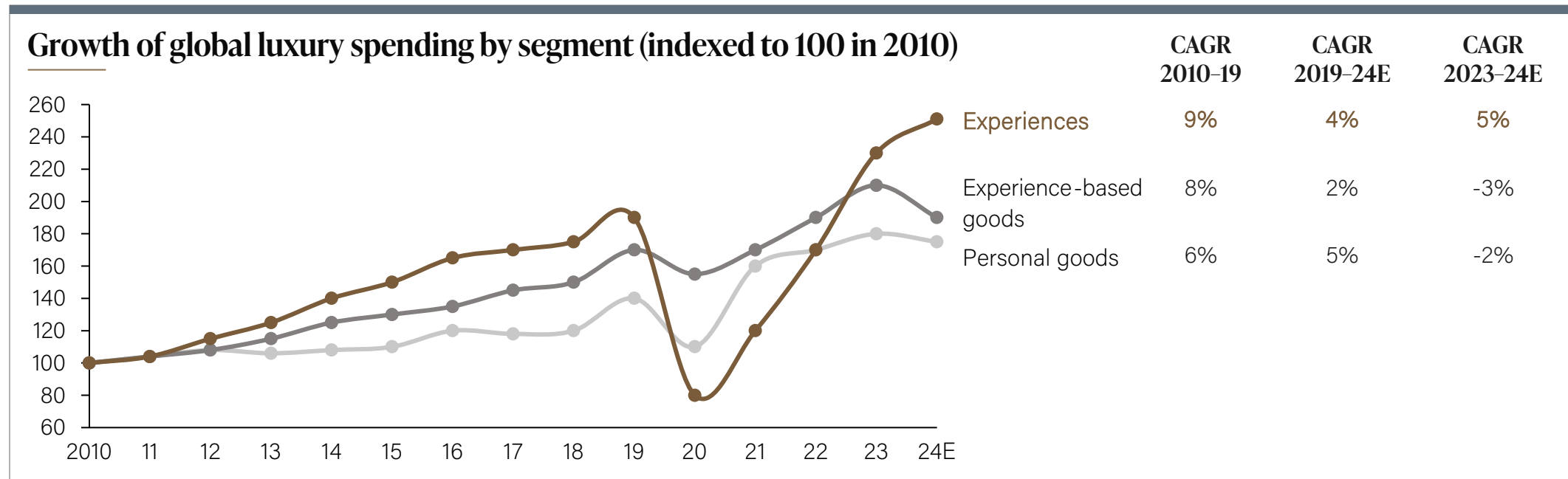


Note: E indicates estimated value

Source: Bain & Company

Luxury consumers continue to shift their spending toward experiences -luxury hospitality, cruises, and fine dining - which grew faster than goods

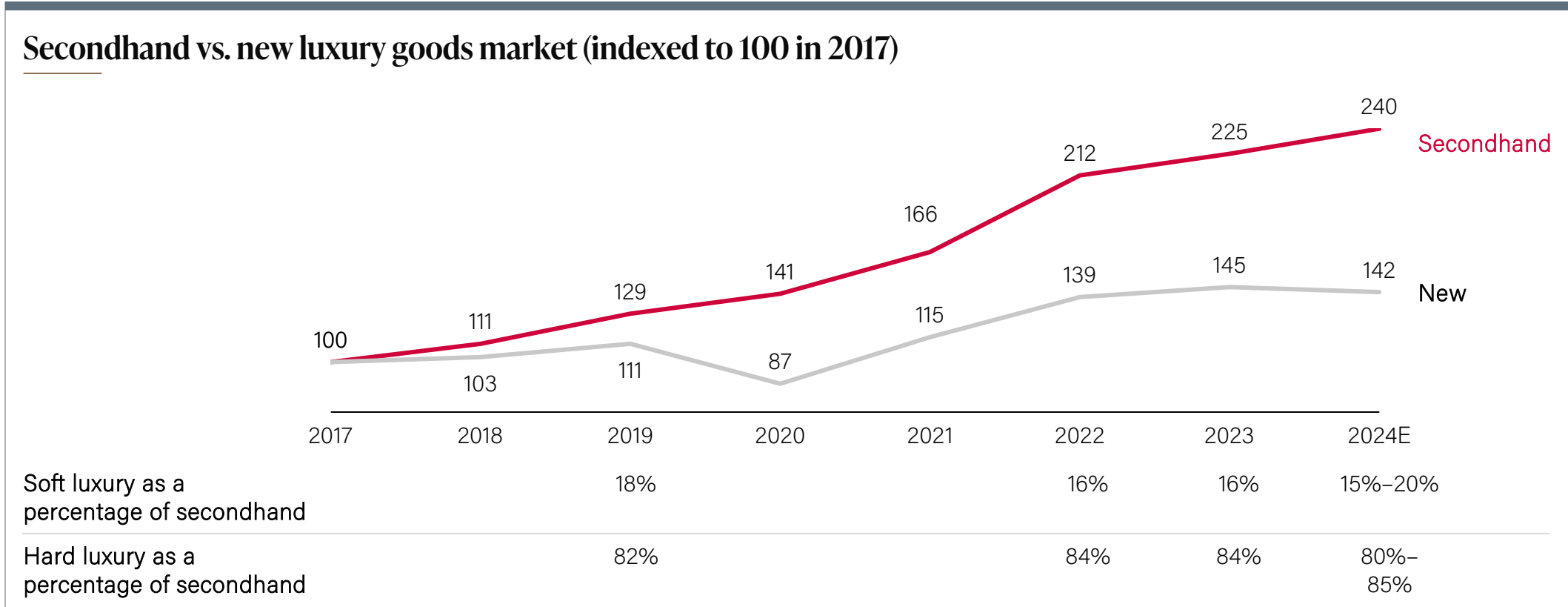
Luxury experiences maintained faster-than-average growth as consumers continued to move their spending to travel and social events



Notes: Growth shown at current exchange rates; E indicates estimated value; experience-based goods include fine art, luxury cars, private jets and yachts, fine wines and spirits, and gourmet food; personal goods include high-end furniture/housewares and personal luxury goods; experiences include luxury hospitality, cruises, and fine dining

Source: Bain & Company

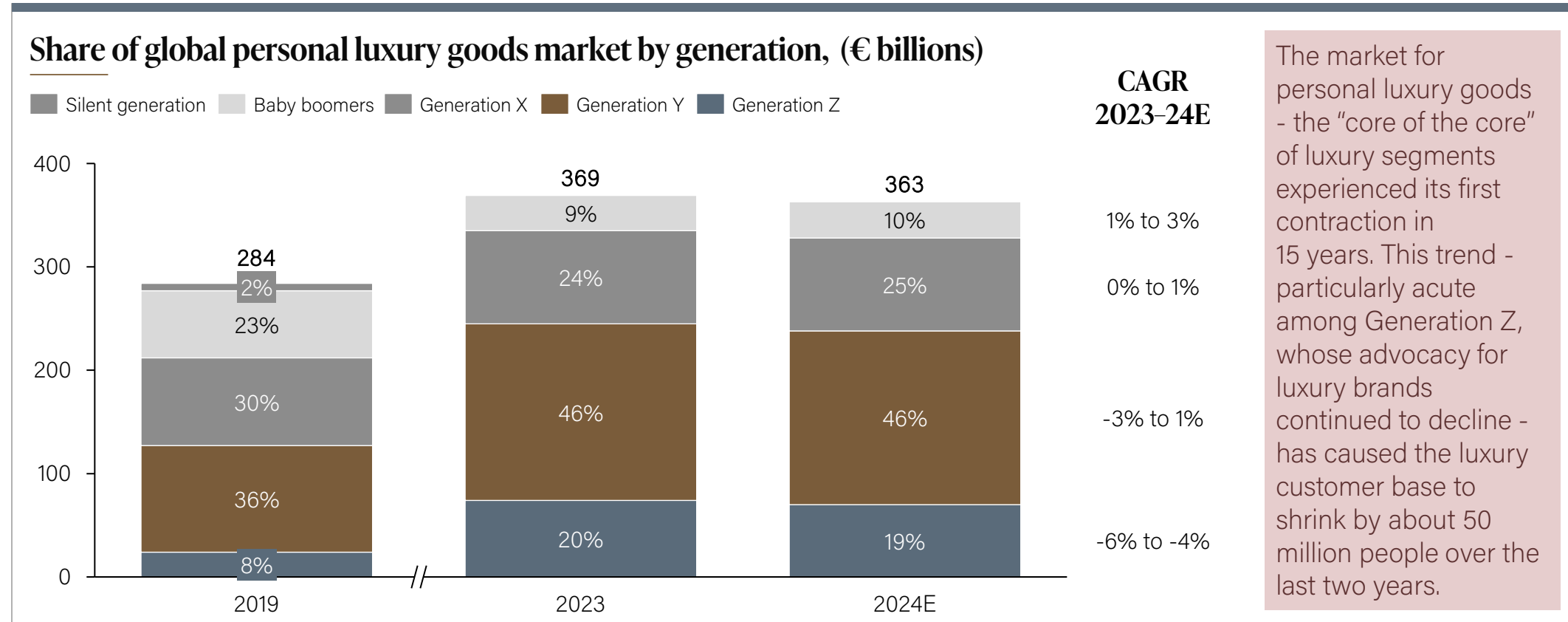
Secondhand luxury continued to grow faster than the market for new luxury goods



Notes: E indicates estimated value; growth shown at current exchange rates; Hard luxury (durable items) = jewellery, furniture, electronics, appliances, tools; Soft luxury (mostly apparel and bedding) = leather accessories, bags and designer clothing.

Source: Bain & Company

Younger shoppers, Generation Y and Gen Z, trimmed their luxury spending



Notes: E indicates estimated value; generations defined by birth year (Silent Generation 1928-45, baby boomers 1946-64, Generation X 1965-80, Generation Y 1981-1995, Generation Z 1996-2015, Generation Alpha 2016-present)

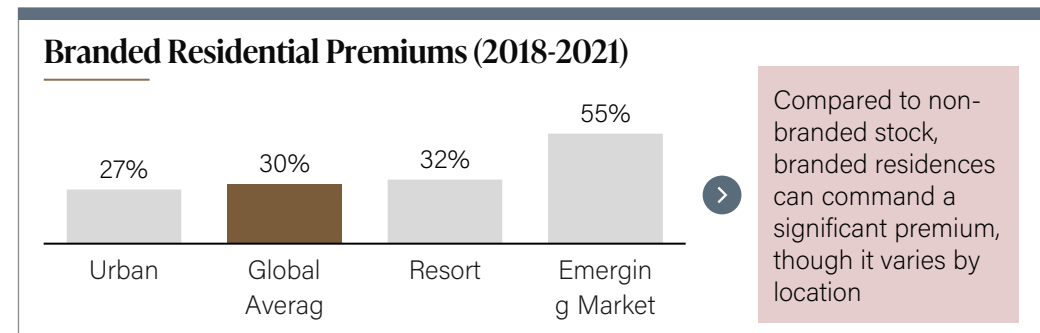
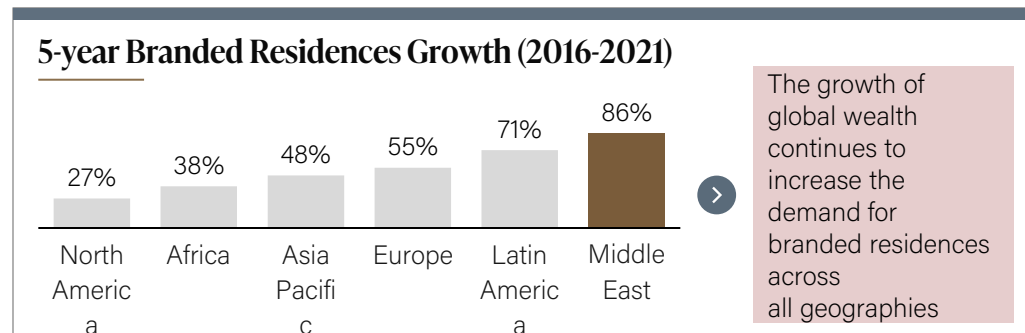
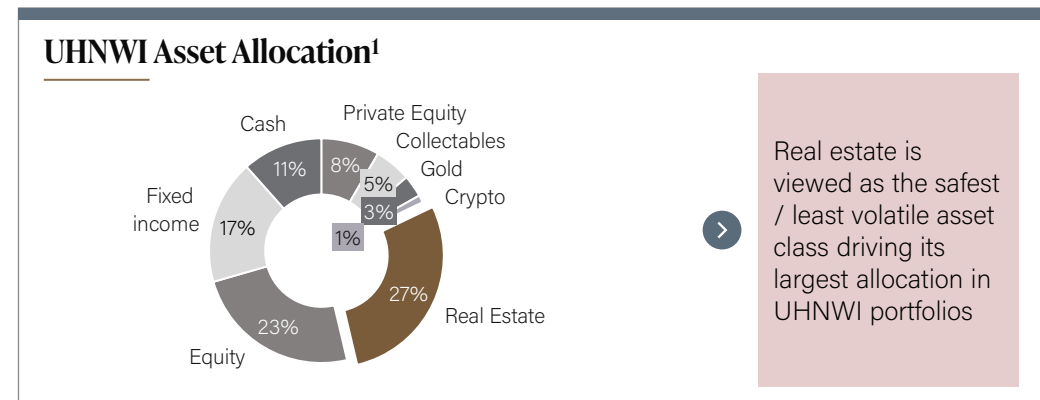
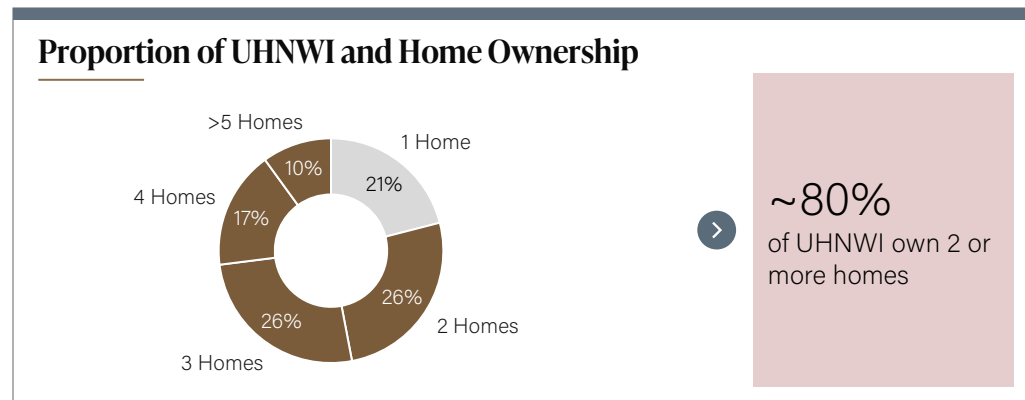
Source: Bain & Company

CHAPTER 3

The real estate opportunity - where wealth converges

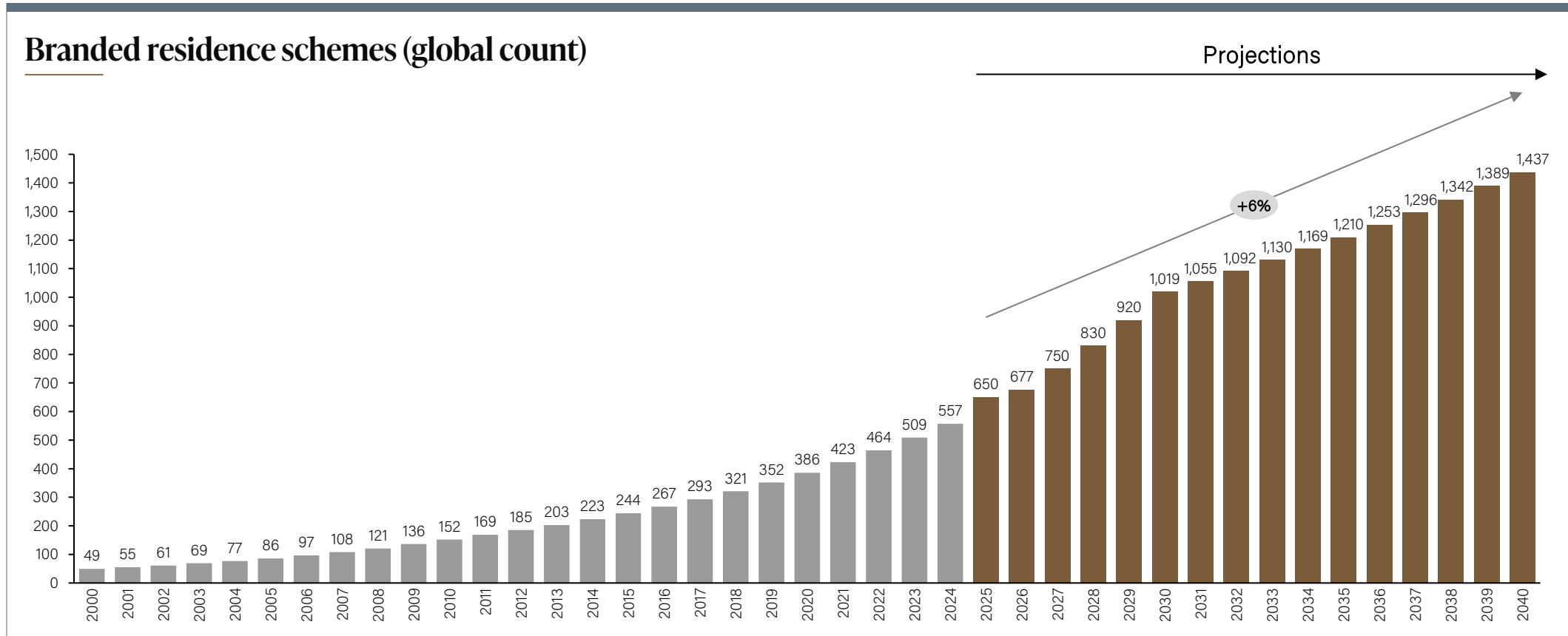
Real estate is the core asset for UHNWIs = 27% of portfolios allocated; multi-home ownership is the norm ~80% own two or more homes

Real estate is the preferred asset class for the UHNWI population; branded residences continue to increase in demand and have historically commanded a significant premium to the market



Sources: Knight Frank 2020 Wealth Report, and Savills Spotlight Branded Residences 2022 Report; (1) Values may not sum to 100% due to other asset classes not mentioned on the chart.

The rise of branded residences: doubling from ~650 to 1,450 schemes by 2040 (+6% CAGR)



Source: 2011: 169 schemes (Knight Frank, The Residence Report 2025/26); 2025 ("today" in KF report): 611 schemes. Knight Frank 2030 forecast: 1,019 schemes (Knight Frank). Savills also reports ~690 completed by mid-2023.

Examples of notable developments: branded is still a global phenomenon - from hotel branded to non-hotel branded (like jewelry/fashion)

Ritz-Carlton Residences

Washington DC - early 2000s US milestone - Ritz-Carlton



Residences by Armani/Casa

Sunny Isles Beach (Miami) - opened 2019; designer-led tower

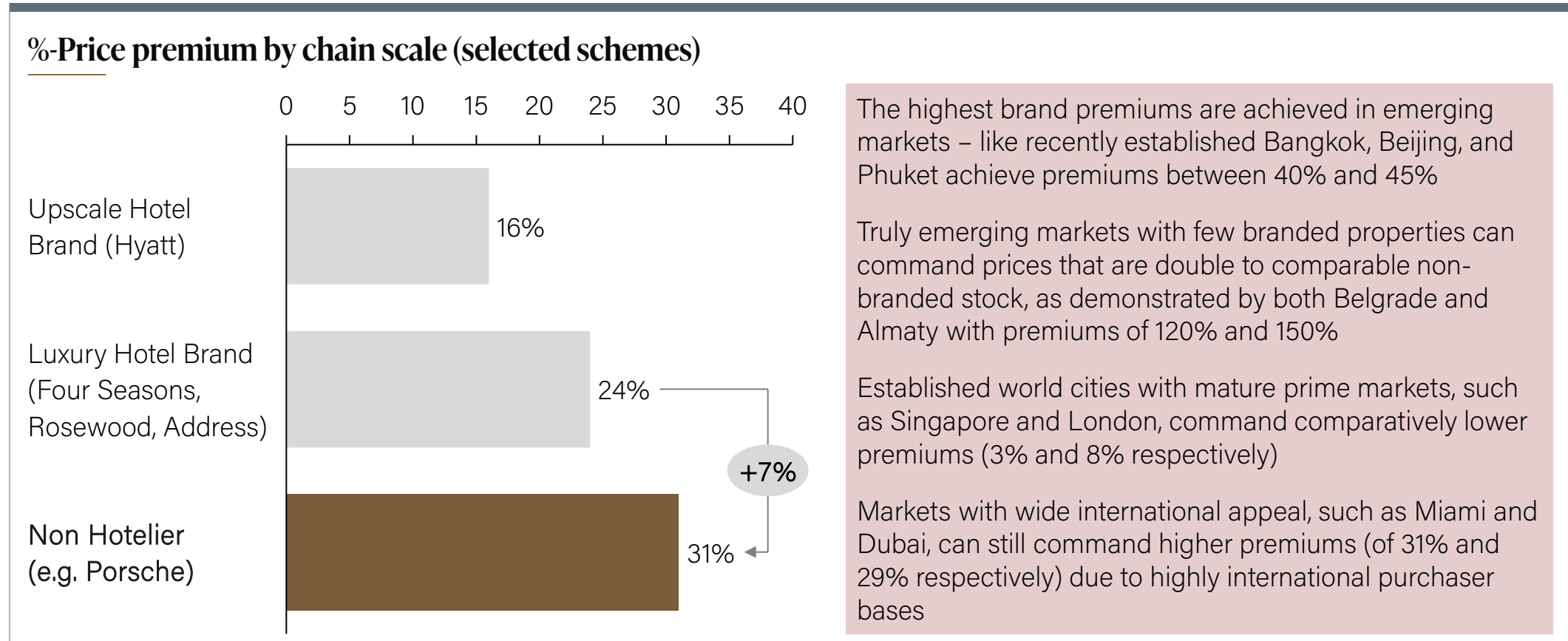


Bulgari Resort & Residences

Dubai (Jumeirah Bay) - construction 2014; completed 2017; emblematic of fashion-luxury crossovers

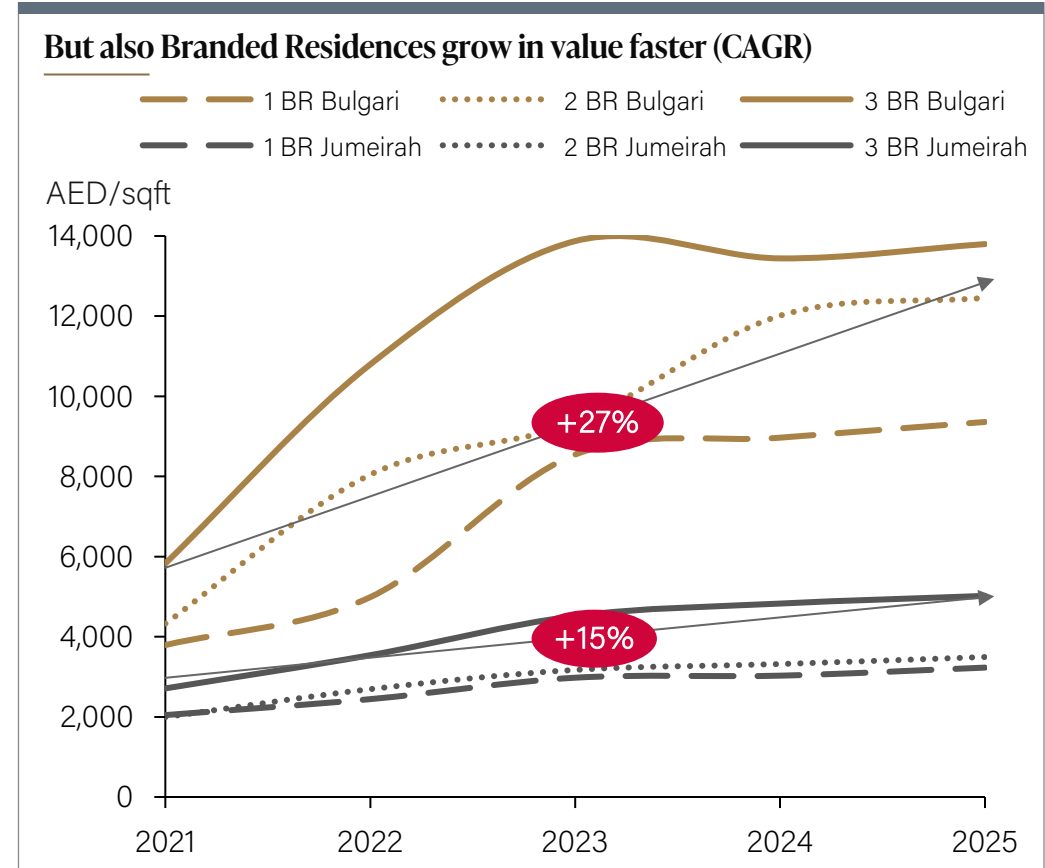
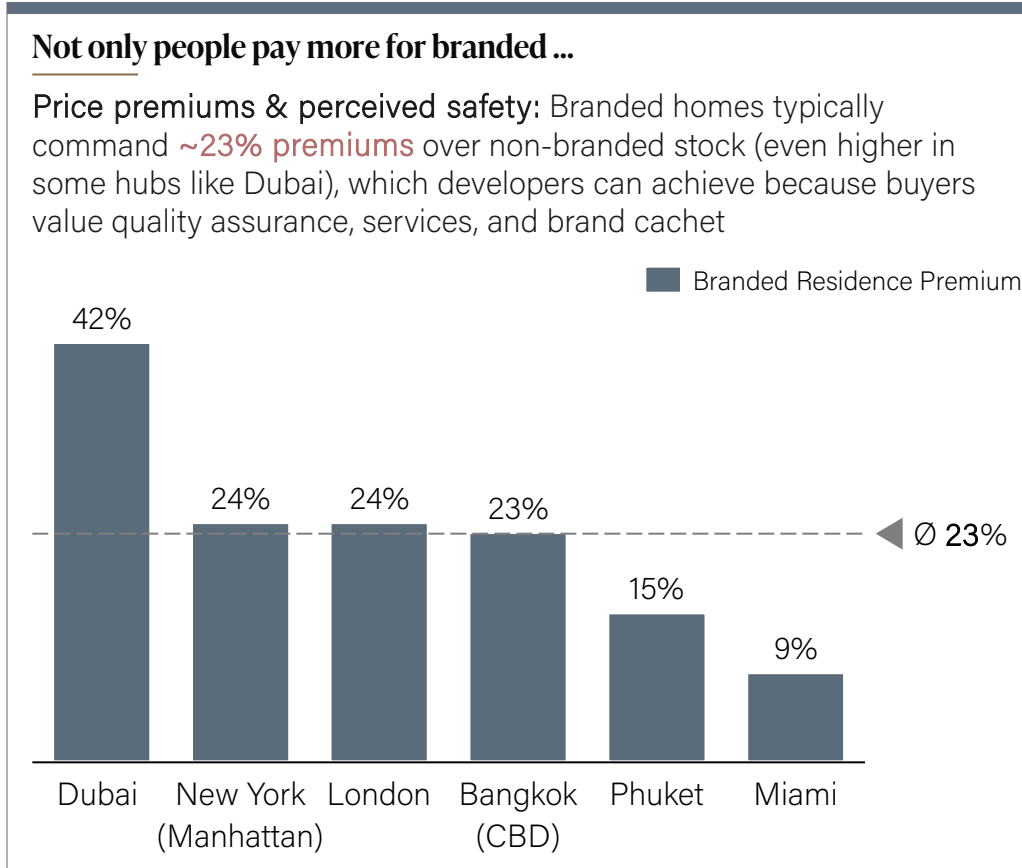


Non-hotelier offerings have proven to be pioneering in the production of the ultimate trophy units – sell even higher than hotel-branded units



Source: Savills Research & Savills International Development Consultancy

The “premium effect”: branded properties sell +23% higher and appreciate faster; Bulgari +27% CAGR vs. +15% for non-branded prime



Source: The Times, Property Finder, GuruSearch; Blackswan analysis.

CHAPTER 4

Dubai as the global luxury magnet

Dubai is now among the top 15 global wealth cities - #1 for new millionaires (+9.8K in 2025)

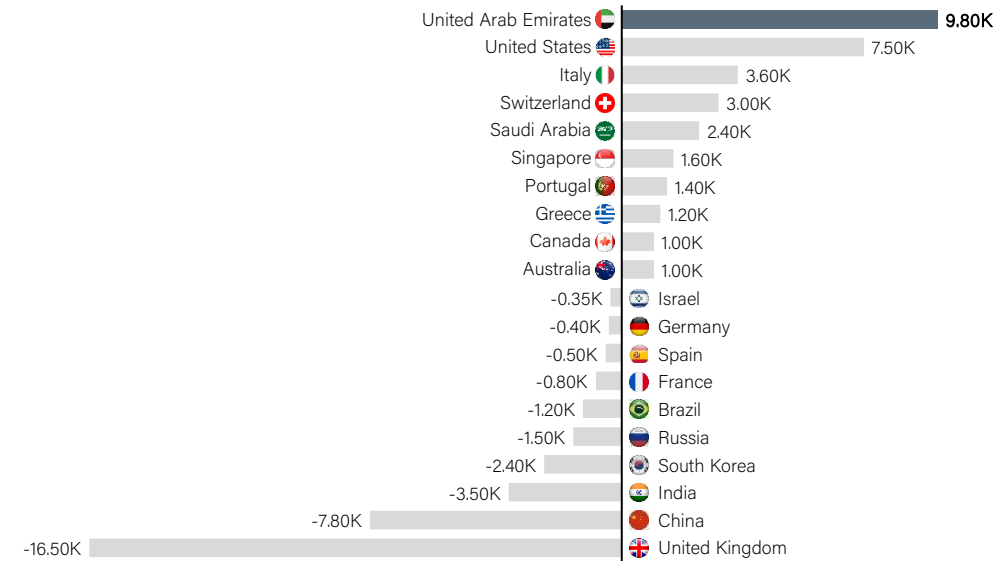
Number of millionaires by top 20-cities

Top 20 cities by number of Millionaires (2024)

Rank	City	Country	Millionaires
1	New York City	USA	384,500
2	San Francisco Bay Area	USA	342,400
3	Tokyo	Japan	292,300
4	Singapore	Singapore	242,400
5	Los Angeles	USA	220,600
6	London	UK	215,700
7	Greater Paris	France	160,100
8	Hong Kong	China	154,900
9	Sydney	Australia	147,000
10	Chicago	USA	137,000
11	Beijing	China	125,600
12	Shanghai	China	120,000
13	Dubai	UAE	115,000
14	Mumbai	India	110,000
15	Paris	France	105,000
16	Seoul	South Korea	100,000
17	Houston	USA	81,800
18	Dallas	USA	72,400
19	Austin	USA	32,000
20	Bengaluru	India	25,000
Total			3,183,700

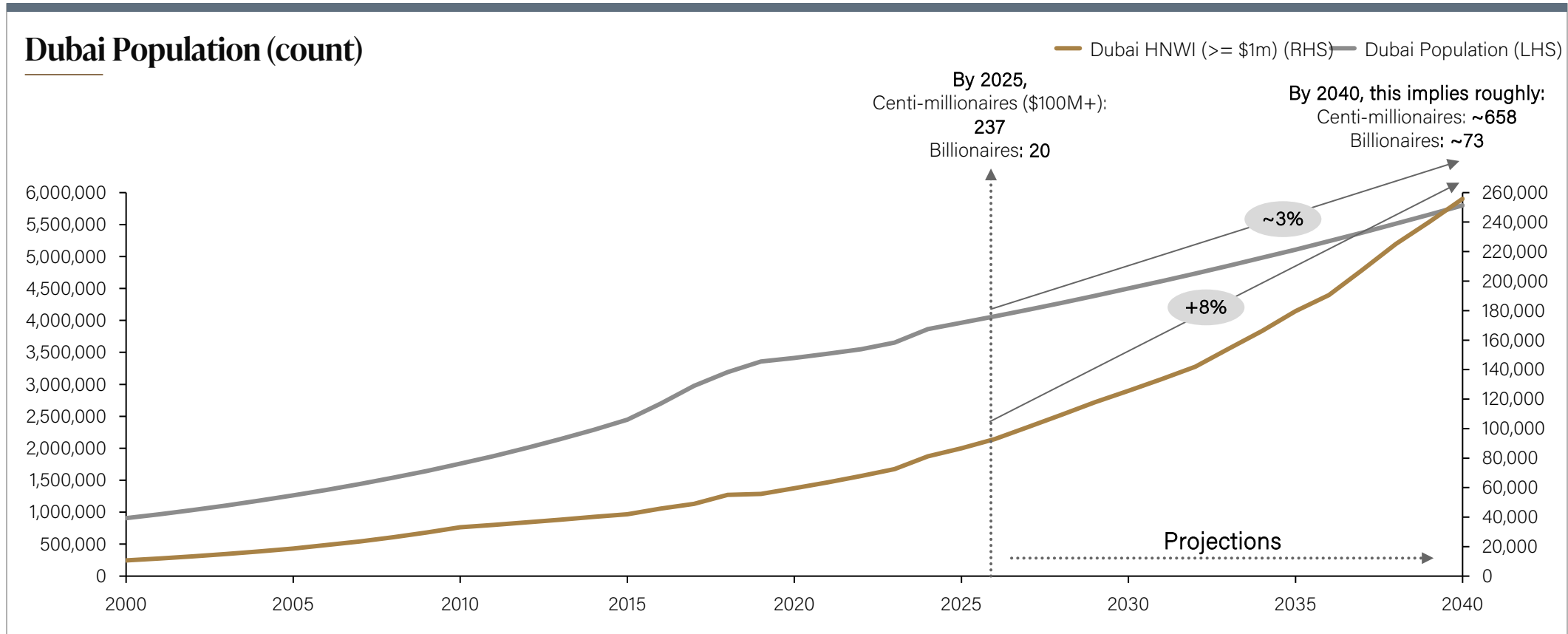
Global Millionaire Migration in 2025

The United Arab Emirates is leading with a net gain of 9,800 millionaires, which reinforces its appeal due to low taxes, a luxurious lifestyle, and economic openness. In contrast, the United Kingdom is projected to experience the highest net outflow, with an estimated 16,500 millionaires expected to leave by 2025.



Sources: Henley & Partners, World's Wealthiest Cities Report 2024; Henley & Partners Private Wealth Migration Report 2025; New World Wealth, accessed via Henley & Partners; www.rankingroyals.com

Wealth outpaces population growth: millionaires growing +8% vs. ~3% population CAGR



Sources: Henley & Partners, Knight Frank, New World Wealth, Dubai Statistics Center (2024).

From Dubai to the World: 56 million millionaires define global demand for luxury living – our potential target buyers

Number of millionaires by top 20-cities

Top 20 cities by number of Millionaires (2024)

Rank	Country	Millionaires
1	United States	24.4 million
2	China	6.2 million
3	Japan	3.36 million
4	United Kingdom	2.85 million
5	France	2.8 million
6	Germany	2.7 million
7	Canada	2.3 million
8	Australia	2.2 million
9	Italy	1.4 million
10	South Korea	1.3 million
11	Switzerland	1.1 million
12	Spain	1.0 million
13	Netherlands	0.9 million
14	Taiwan	0.8 million
15	South Africa	0.7 million
16	Brazil	0.6 million
17	Sweden	0.5 million
18	Mexico	0.4 million
19	Saudi Arabia	0.3 million
20	Singapore	0.3 million
TOTAL		56.11 million



Source: Times of India, Millionaire Hotspots.

Blackswan Holdings Limited is incorporated in Abu Dhabi Global Market (ADGM).

11-May-26

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CHAPTER 5

Competitive benchmark - learning from market leaders

Mubadala’s investment in Aman as the benchmark: the World’s leading ultra-luxury brand in hospitality that constantly outperforms peers

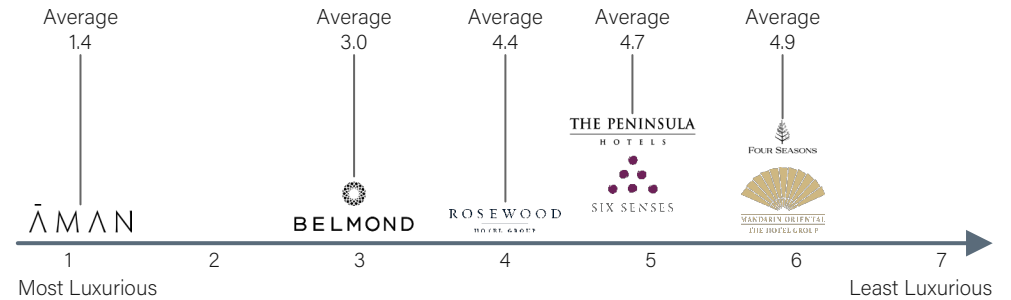
Clear Leader in the Ultra-Luxury Segment

Aman competes in the highly coveted ultra luxury segment of the hotel market



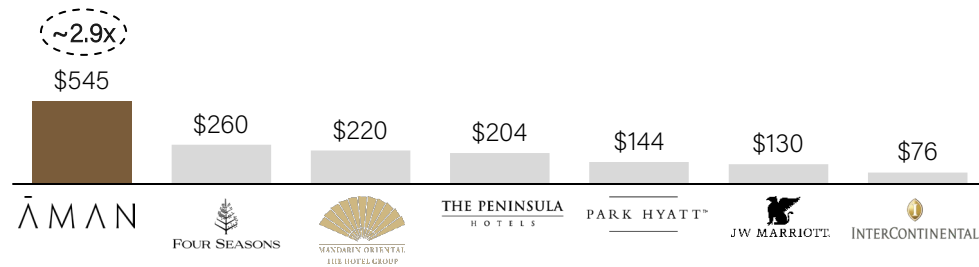
2nd-to-None Brand Recognition

Aman is considered the most luxurious hotel chain by far in its competitor set



Consistently outperforms its peers

Aman outperformed its comp set on average ~2.9x based on 2021A RevPar
2021A RevPar: Aman vs. Luxury Comps



Aman brand identified as the highest expression of luxury

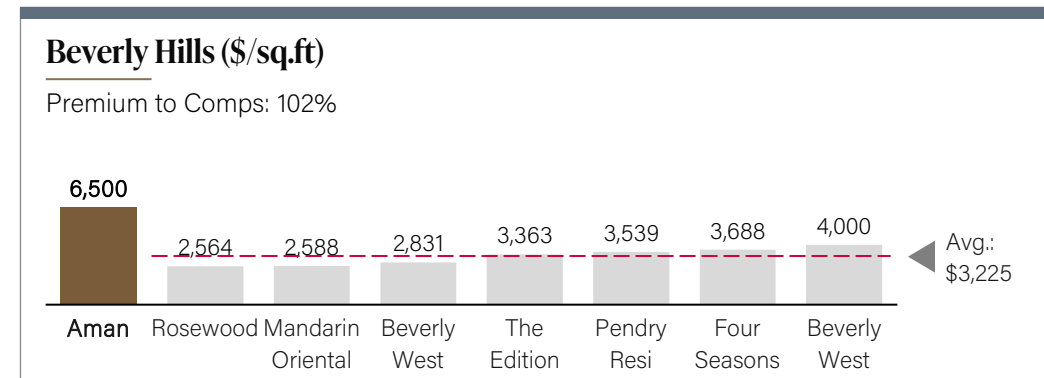
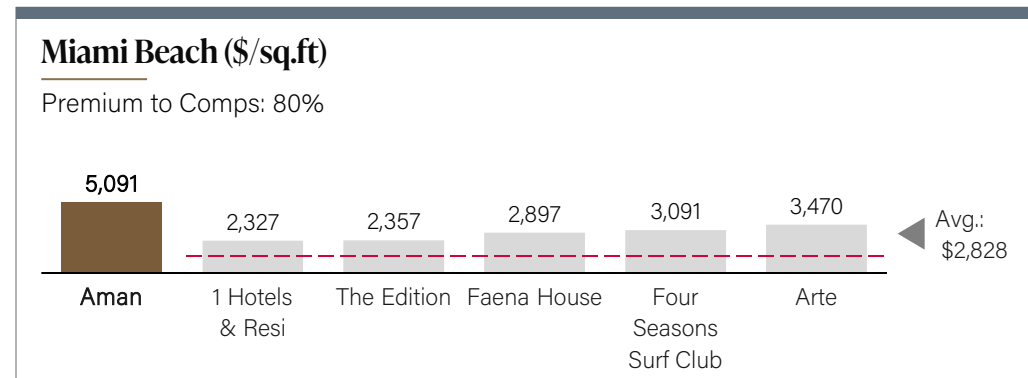
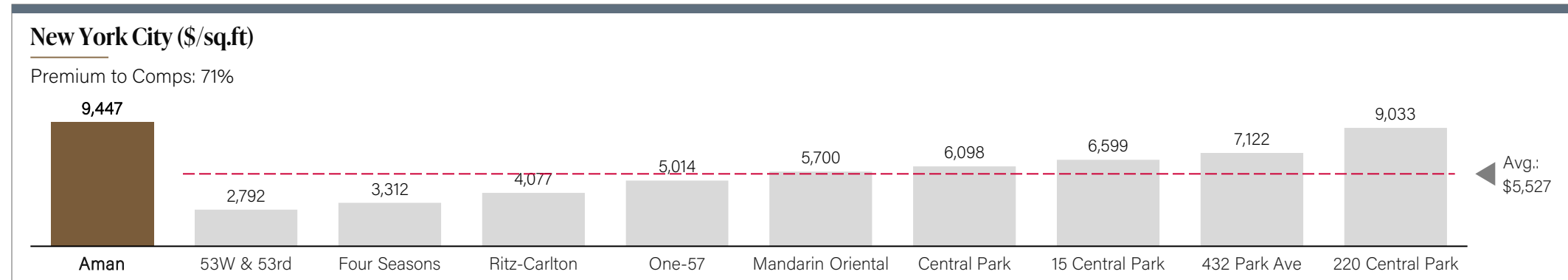
A survey of high net-worth individuals recognized Aman amongst the world’s most luxurious brands



Source: Barton Consulting study (2022).

Aman’s branded residences model drives premiums of +50–100% vs. local comparables

Key recent Aman residential projects have been able to command a significant price premium not only to the broader real estate market but also to their most relevant luxury comparables



Note: Based on an E&Y study commissioned by the Company.

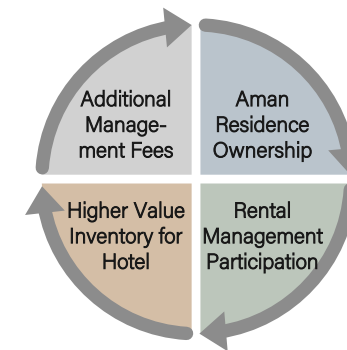
Proven flywheel: sales pipeline \$3.1bn and ~70% sold out with 90% of residences participating in Aman’s rental management program

A key component of Aman's growth strategy is to leverage the brand to sell residences globally

Overview

- Aman generates a fixed license fee (typically between 5-10% of real estate value) on sale of each branded unit
 - Fee is paid in tranches as deposits are received by the developer
- Build-out of residences team started in Q3 '20 with early evidence of success
 - ~\$3.1bn residential sales over the past 24 months
 - ~\$150mn in residential license fees generated to-date
- 90%+ of residences sold participate in the rental management program (rental programs enable owners to enjoy their residence and a luxury lifestyle, while offsetting some of the cost of ownership when they are not in-residence)
- Compared to same hotel room inventory, residences achieve:
 - ~35%+ longer length of stay
 - Up to 300% higher ADR

Flywheel Effect



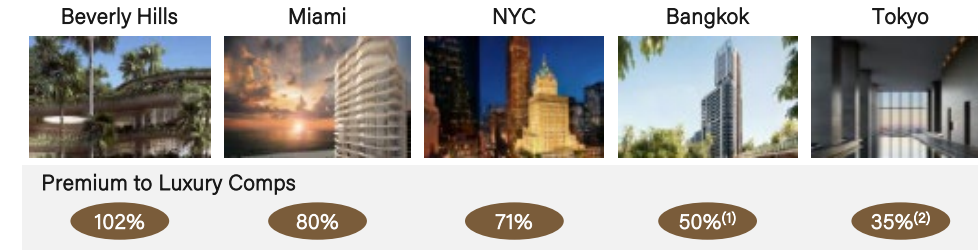
Sales to-date

- >65% of developed residential properties have already been sold
- Miami Beach residences were fully sold out within 3 months of launch

Property	Location	Launch Date	Sellout Value (\$mn)	% Sold
Aman New York	US (NYC)	Jan-17	568	82%
Aman Miami Beach	US (Miami)	Jul-20	553	100%
Aman Nai Lert	Thailand	Mar-19	76	34%
Aman Tokyo	Japan	Mar-20	1,175	100%
Aman Vari	Mexico	Aug-19	261	56%
Aman Yangyun	China	May-18	351	50%
Aman Zoe	Greece	Jun-15	73	32%
Amanera	Dominican Republic	Apr-15	34	75%
Amanemu	Japan	Jan-16	19	100%
Properties in-sales			3,108	69%

Premium to Market

- Aman residential properties have been sold at a significant premium to competing luxury residences in their respective cities

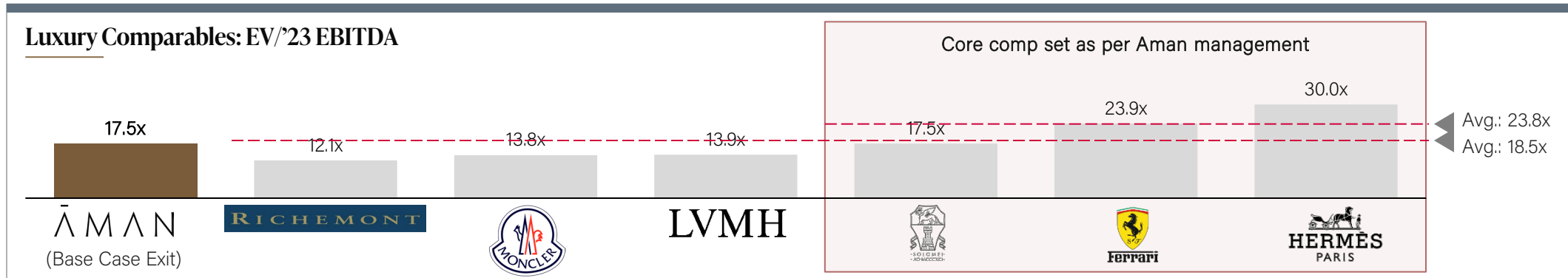
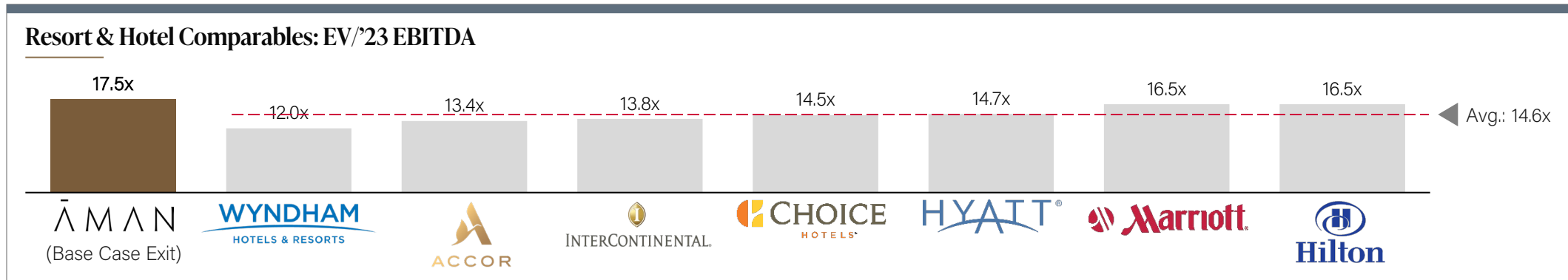


(1) Tokyo Comp set includes Park Court Aoyoma, Hirakawacho Mori Tower, Wellith One, Toranomon Hills Residence, The Court Junqu Gaien, Ark Hills Sengokuyama Residence.

(2) Bangkok Comp set includes St Regis residences, Magnolia Rajadamri Boulevard, Four Seasons Private Residences, The Residences Sindhorn Kempinski, Dusit Residences, Dusit Parkside.

Aman's valuation premium: 17.5x EV/EBITDA vs. hotel peer average 14.6x

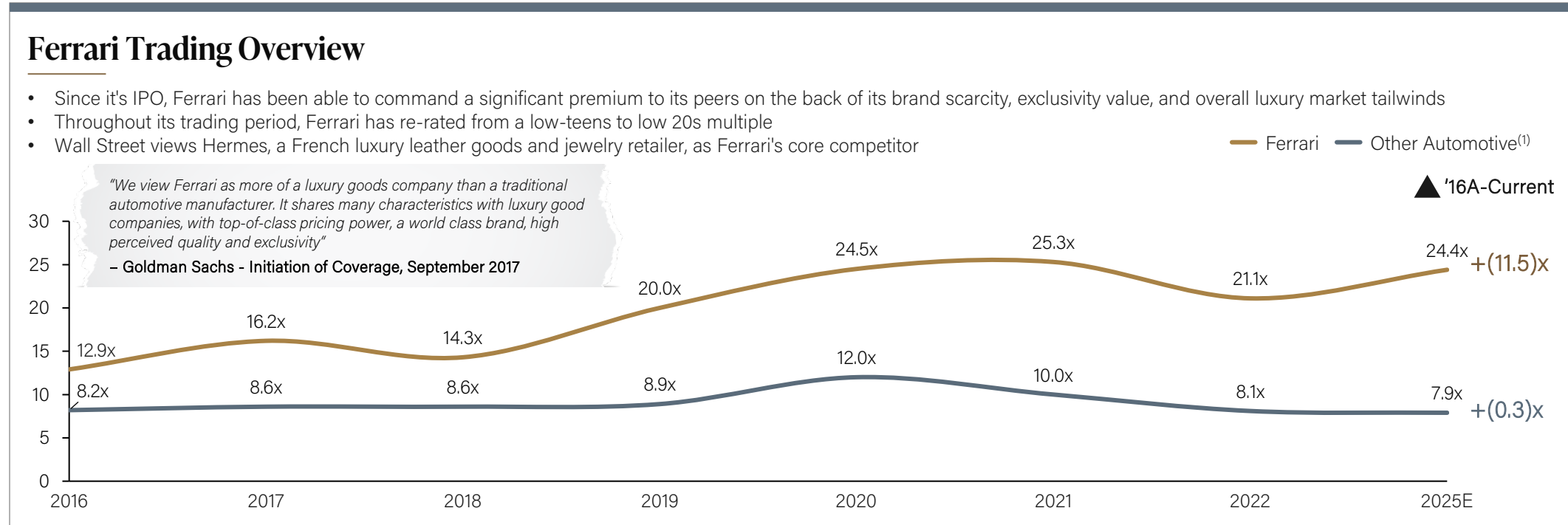
Base case exit valuation of 17.5x represents a premium to hotel comps and a discount to ultra-luxury universe. We view the premium relative to traditional hotels as warranted given Aman is a luxury brand that happens to be in the hospitality business



Figures as of July 27, 2023.

Exit valuation benchmarking: Ferrari’s market multiple re-rating (+11.5x since IPO) - a parallel in brand scarcity and power

Best-in-class luxury platforms can command significant valuation premiums to their non-luxury industry peers. Similarly, Aman, as an ultra-luxury lifestyle brand, will command a significant premium to the traditional hotel management space- akin to Ferrari's valuation relative to the conventional auto OEMs



(1) Other automotive includes Volkswagen, General Motors, Ford Motor Company, Mercedes Benz Group, Toyota Motor Corp, BMW, Renault

CHAPTER 6

Blackswan's global positioning

Here is how we could evolve Blackswan into the World's most visionary luxury real estate brand.

“From Possession to Evolution”

Where the next generation of humanity lives - longer, smarter, and more beautiful.

Where architecture becomes intelligence, and luxury becomes life itself.





The New Definition of Luxury

Yesterday: Owning things.
Today: Experiencing beauty.
Tomorrow: **Becoming more.**

Luxury is no longer what you *have* -
It's who you *become* within a space.
Blackswan builds the future of human
evolution.

“Blackswan is the Louis Vuitton of human evolution”

Not a developer.
A House of Human Advancement.

Emaar builds towers.
Aldar builds communities.
Blackswan builds **immortality.**



How? The 12 dimensions of future luxury centered around human advancement – going beyond possession and community

Each dimension becomes a pillar of design, experience, and brand monetization.



The rarest form of luxury is transformation.

Each Blackswan residence activates these 12 frequencies - *the codes of human advancement.*

1. Longevity as Luxury - The Time Sovereignty

Concept: The ultimate wealth is more time - living to 120-150 years with energy and clarity.

How: Residences integrate hyper-personalized *longevity labs*, AI health twins, cryotherapy, gene expression monitoring, peptide & stem cell suites, and partnerships with clinics like *Altos Labs*, *Fountain Life*, or *Human Longevity Inc.*

Own your years. Design your century.





2. Intelligence as Luxury - The Cognitive Aristocracy

Concept: Superintelligence becomes a status symbol.

How: Neural-interface-ready environments, nootropic bars, neurofeedback studios, "IQ Spas" using transcranial stimulation and brain-flow optimization.

Think better. Live higher.

3. Emotional Luxury - The Rarest Frequency

Concept: Serenity, love, and joy are now the ultimate currencies.

How: Design architecture to regulate the nervous system - biophilic layouts, sound frequencies at 432Hz, aroma therapies, AI that senses stress and tunes environment (lighting, scent, music) to restore harmony.

Peace is the new privilege.





4. Spiritual Luxury - Enlightenment Architecture

Concept: Awakening and consciousness become aspirational.

How: Sacred geometry in floorplans, sunrise-aligned meditation domes, immersive energy-cleansing chambers (e.g., EMF-shielded salt-ion sanctuaries).

Live where the soul feels infinite.

5. Energy as Luxury - Quantum-Powered Living

Concept: Control over your own energy and vitality.

How: Quantum-energy walls, Tesla-coil charging zones, scalar-wave healing beds, AI-regulated circadian lighting, zero-EMF design.

Energy that heals, not drains.



6. Story as Luxury - Legacy as Currency

Concept: The rarest luxury is a narrative only *you* could live.

How: Every home has its genesis story, embedded digitally as NFT or AI-narrative memory - connecting owners with past and future heritage.

A story worth inheriting.

7. Beauty as Luxury - Bio-Aesthetic Design

Concept: Beauty heals.

How: Use fractal geometry, golden ratio design, organic textures that elicit dopamine calm. Residents have access to in-house regenerative aesthetics: peptide, PRF, facial harmonization, biological age reversal.

Beauty engineered by biology.





8. Privacy as Luxury - Sovereignty in a Transparent World

Concept: True luxury is disappearing when you wish.

How: Private digital firewalls, Faraday rooms, secure AI concierges, biometric entry with zero data retention.

Invisible. Invincible.

9. Nature as Luxury - Symbiosis, Not Ownership

Concept: Living *with* nature, not on top of it.

How: Vertical forests, oxygen-rich air systems, micro-ecosystem design (bees, butterflies, mycelium), rewilding of real estate.

Nature is not an amenity - it's the architecture.





10. Genetics as Luxury - Custom Human Design

Concept: Genetic optimization becomes personalized living.

How: Onsite genomic consultations, AI nutrition matched to your DNA, microbiome kitchens producing bio-specific meals.

Your DNA deserves an address.

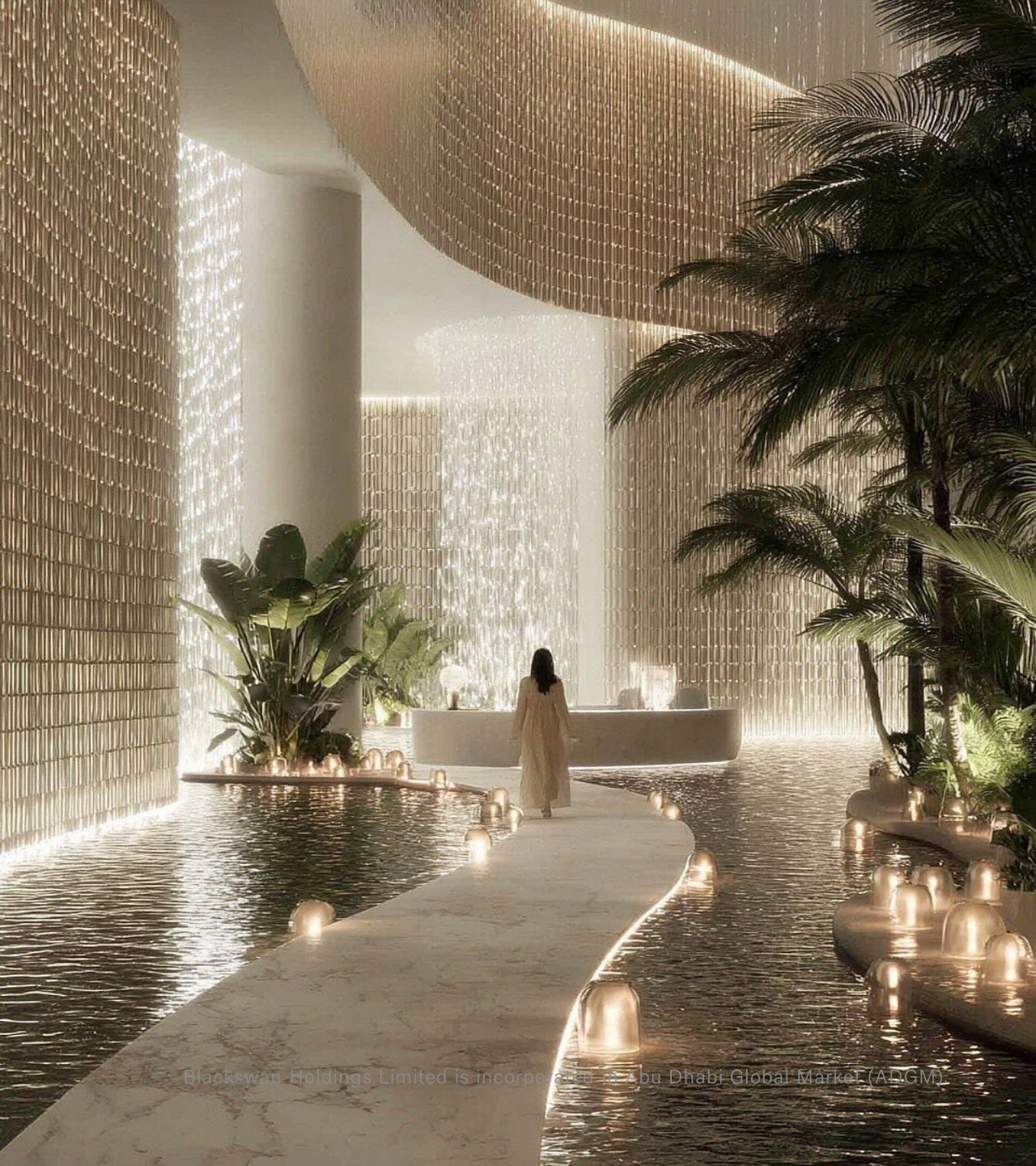
11. Community as Luxury - The Conscious Collective

Concept: Belonging to an ecosystem of visionaries and creators.

How: Membership-based enclaves (like "The Blackswan Circle") where residents co-own art, innovation, and experiences; fluid community houses with curated conversations and ceremonial dinners.

Where brilliance meets presence.





12. Legacy as Luxury - Immortality through Creation

Concept: Luxury is what outlives you.

How: Digital immortality vaults (AI that continues your thoughts, voice, art), philanthropy-integrated ownership, “Founder Trees” where residents plant living monuments.

You may die. Your story never will.

Positioning Blackswan as the global curator of branded living experiences

Branded

Partner on projects with select luxury brands Rolex, Hermès, Dior, etc.

Scarce

Develop only 25 ultra-luxury real-estate projects

Focused on Human Advancement

Position Blackswan as global curator of luxury lifestyle (longevity, health, intelligence, spirituality etc.)



The scarcity model: only 25 ultra-luxury projects worldwide, each a cultural masterpiece



Value proposition

"Where the spirit of a luxury brand finds its home."

"We craft worlds where design, emotion, and legacy intertwine."

Scarcity Play

Only 25 projects globally, each tied to an iconic brand.
Makes Buyers compete.

Collectible real estate: when homes become works of art and legacy assets

The Halo effect

Partnering with Rolex, LV, Dior as co-creators. Anchor Project: Rolex Palms (Dubai) becomes the definition of Blackswan's brand DNA.

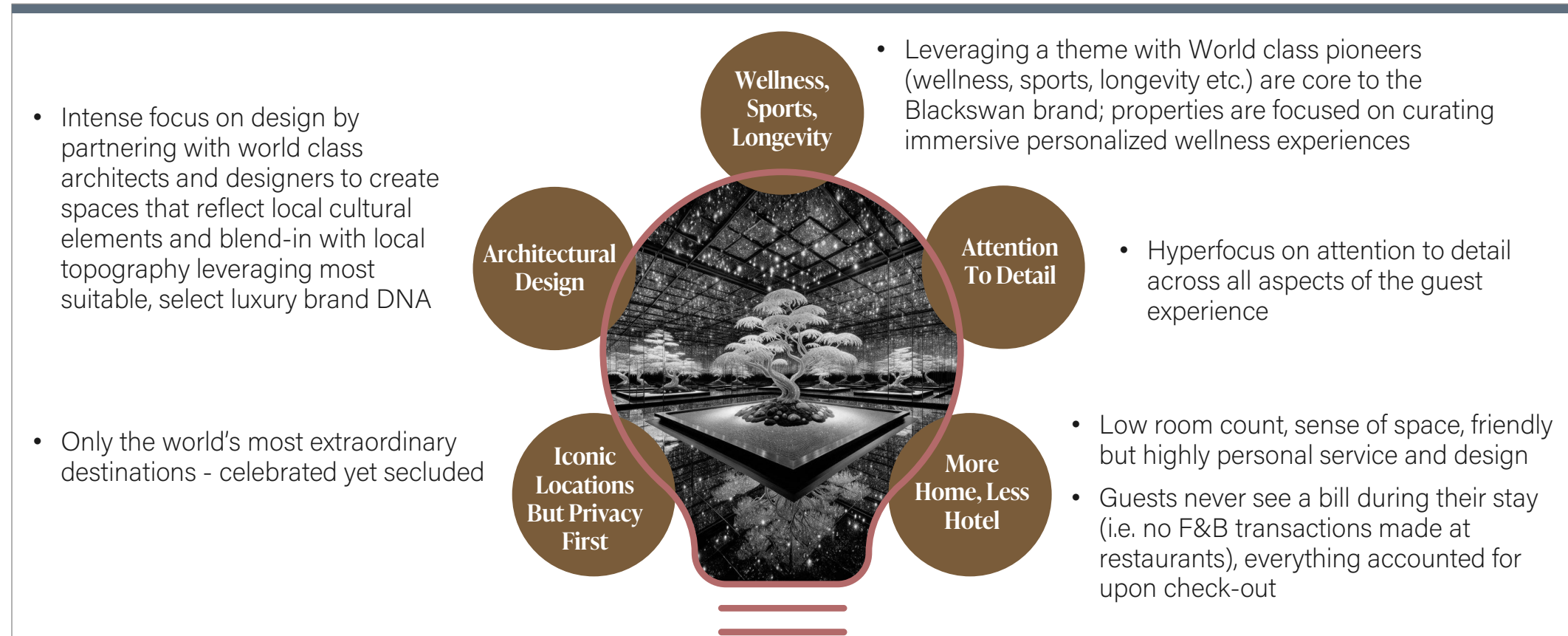
Scarcity Play

Ultimate goal: Buyers "collect" residences as assets of culture.



Blackswan’s differentiators: architectural icons, longevity, privacy and wellness

Blackswan’s brand is defined by a unique set of characteristics that set it apart from the broader real-estate sector



Building a cognitive enterprise: Blackswan AI architecture blueprint

Blackswan mission is to fuse human creativity, data intelligence, and timeless luxury to deliver exceptional branded living and superior investment returns

Layer	Core Purpose	Key Tools / Technologies	Main Capabilities & Use Cases
Company Operating System	Create a self-learning "neural" organization	ChatGPT Enterprise, Notion AI, Mem.ai, ClickUp AI, Snowflake, Harvey AI	Unified knowledge graph, automated reporting, OKRs, AI legal compliance, and data governance
Deal Intelligence Engine	Real-time market and deal intelligence	AlphaSense, Preqin, CoStar API, Power BI Copilot, LlamaIndex, Excel GPT	AI-driven underwriting, IRR/MOIC simulation, portfolio analytics, and predictive performance dashboards
Design & Development AI	Fuse creativity, sustainability, and data	Midjourney v6, Stable Diffusion XL, Autodesk Forma, Twinmotion AI, Cove.Tool	Generative design, digital twins, sustainability optimization, and 3D visualization
Construction Intelligence	Optimize delivery and efficiency on-site	Buildots, OpenSpace, Dusty Robotics, nPlan	Real-time progress tracking, predictive delay alerts, and cost optimization through computer vision
Investor Ecosystem & Execution Stack	Transform LP relations and fund management	Affinity, Carta, Ledgy, Power BI Copilot, Whisper, RunwayML	AI-driven investor outreach, automated deal rooms, dynamic reporting, and video summaries
Proprietary "BlackswanGPT" Core	The company's private cognitive engine	Fine-tuned LLM trained on internal data	Generates project feasibility, visuals, financials, and legal docs; acts as the decision-making brain
Neural Feedback Loop (Future Vision)	Continuous learning across assets and deals	Snowflake ML + Internal APIs + IoT	Portfolio-level intelligence where every project informs future strategy and design

CHAPTER 7

Projects

The World's most exclusive collection of branded experiences

25 Icons of Branded Living - 25 Destinations, 25 Partnerships

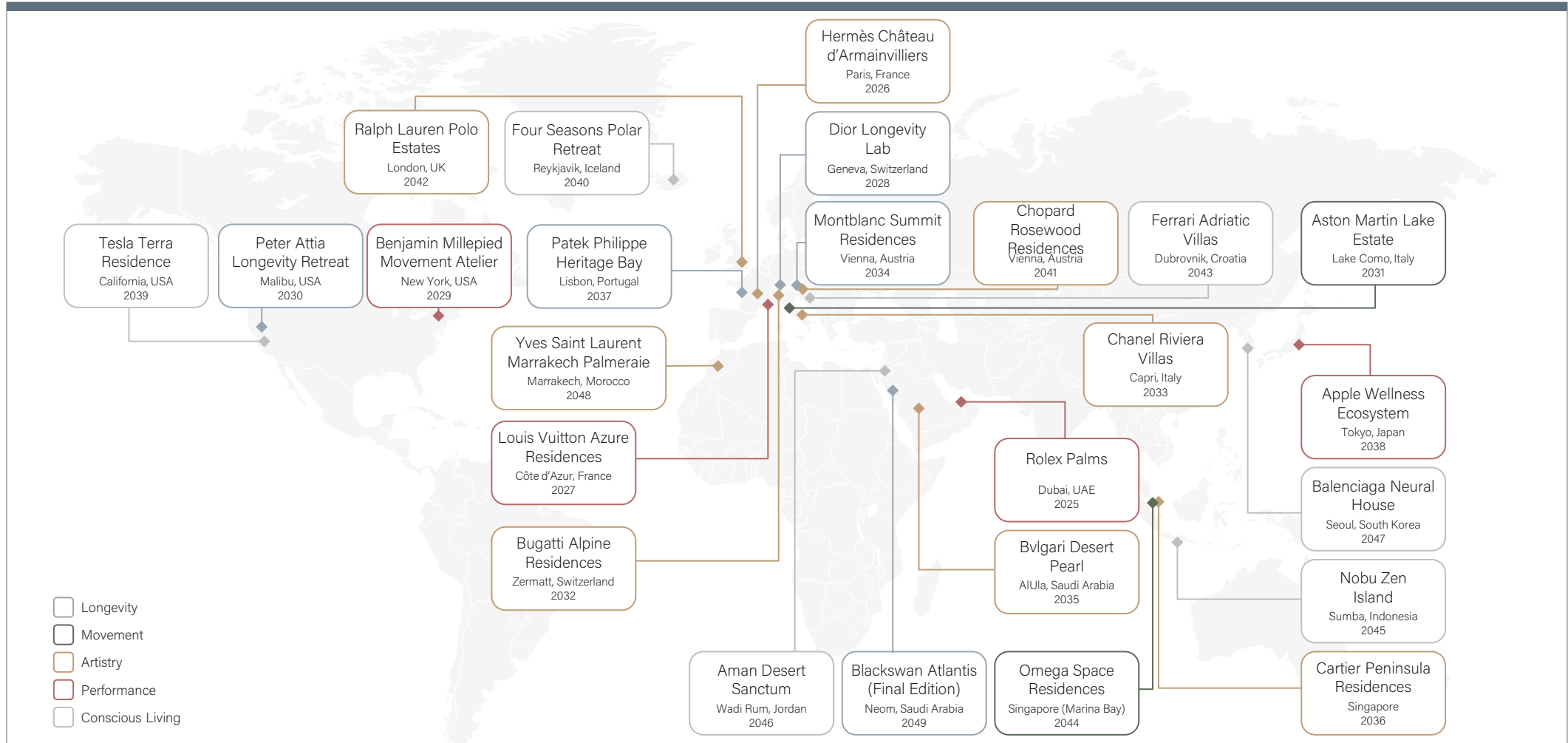
By 2050, Blackswan curates the world's most exclusive branded living portfolio 25 masterpieces across 25 years

Each project fuses a luxury house with a frontier of human experience: longevity, performance, heritage, design, nature

Scarcity principle: only 25 creations globally. Every project is an expression of health, art, and time as the new currency of luxury



Illustrative portfolio in 2050



A legacy of time - 25 years, 25 creations

#/Year	Brand / Partner	Theme / Experience	City / Destination	Positioning Statement
1 (2025)	Rolex Palms	Longevity & Performance	Dubai, UAE	Where timeless precision meets vitality - the flagship clinic of future living.
2 (2026)	Hermès Château d'Armainvilliers	Heritage & Craft	Paris, France	A sanctuary of artistry and equestrian grace; French timelessness reborn.
3 (2027)	Louis Vuitton Azure Residences	Travel & Design	Côte d'Azur, France	Nomadic elegance overlooking the Mediterranean horizon.
4 (2028)	Dior Longevity Lab	Regeneration & Cellular Beauty	Geneva, Switzerland	A collaboration with Clinique La Prairie - beauty as biology.
5 (2029)	Benjamin Millepied Movement Atelier	Dance & Performance	New York, USA	Where movement becomes mindfulness - home to modern artistry.
6 (2030)	Peter Attia Longevity Retreat	Preventive Medicine & Health	Malibu, USA	Longevity engineered through data, discipline, and design.
7 (2031)	Aston Martin Lake Estate	Automotive Heritage & Speed	Lake Como, Italy	A home that drives the senses - design in motion.
8 (2032)	Bugatti Alpine Residences	Engineering Excellence	Zermatt, Switzerland	Where horsepower meets altitude - power redefined.
9 (2033)	Chanel Riviera Villas	Couture & Grace	Capri, Italy	The embodiment of effortless French-Italian allure.
10 (2034)	Montblanc Summit Residences	Knowledge & Legacy	Vienna, Austria	A writer's retreat - craftsmanship of thought and place.
11 (2035)	Bulgari Desert Pearl	Gemology & Light	AlUla, Saudi Arabia	Ancient landscapes, reimagined luxury.
12 (2036)	Cartier Peninsula Residences	Elegance & Time	Singapore	The geometry of precision - living as adornment.
13 (2037)	Patek Philippe Heritage Bay	Legacy & Continuity	Lisbon, Portugal	A life measured not in seconds, but in centuries.
14 (2038)	Apple Wellness Ecosystem	AI & Biometric Architecture	Tokyo, Japan	Living within intelligence - homes that learn, heal, and evolve.
15 (2039)	Tesla Terra Residence	Sustainable Innovation	California, USA	Net-zero luxury powered by design and autonomy.
16 (2040)	Four Seasons Polar Retreat	Climate & Serenity	Reykjavik, Iceland	Where light and silence redefine luxury.
17 (2041)	Chopard Rosewood Residences	Jewelry & Romance	Vienna, Austria	Ornamented by craftsmanship and eternal bloom.
18 (2042)	Ralph Lauren Polo Estates	Heritage & Country Elegance	London, UK	Equestrian living reinvented for the modern elite.
19 (2043)	Ferrari Adriatic Villas	Performance & Lifestyle	Dubrovnik, Croatia	Where velocity meets view - sculpted energy.
20 (2044)	Omega Space Residences	Precision & Exploration	Singapore (Marina Bay)	A future-forward residence synchronized with celestial rhythm.
21 (2045)	Nobu Zen Island	Culinary Wellness & Ritual	Sumba, Indonesia	Restoring balance through taste, architecture, and art.
22 (2046)	Aman Desert Sanctum	Spiritual Minimalism	Wadi Rum, Jordan	Silence as luxury - rebirth through landscape.
23 (2047)	Balenciaga Neural House	Metaverse & Fashion Future	Seoul, South Korea	The interface between couture and consciousness.
24 (2048)	Yves Saint Laurent Marrakech Palmeraie	Art & Botanical Heritage	Marrakech, Morocco	Where nature, color, and culture fuse in eternal rhythm.
25 (2049)	Blackswan Atlantis (Final Edition)	Transhumanism & Immortality	Neom, Saudi Arabia	The convergence of art, AI, and biology - a home beyond time.

CONFIDENTIAL & FOR PROFESSIONAL CLIENTS ONLY

FIRST LAUNCH

Rolex Palms in Dubai

Setting new standard in branded living on Palm Jumeirah

ROLEX
PALMS

PALMS

Blackswan Holdings Limited is incorporated in Abu Dhabi Global Market (ADGM).



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Rolex Palms

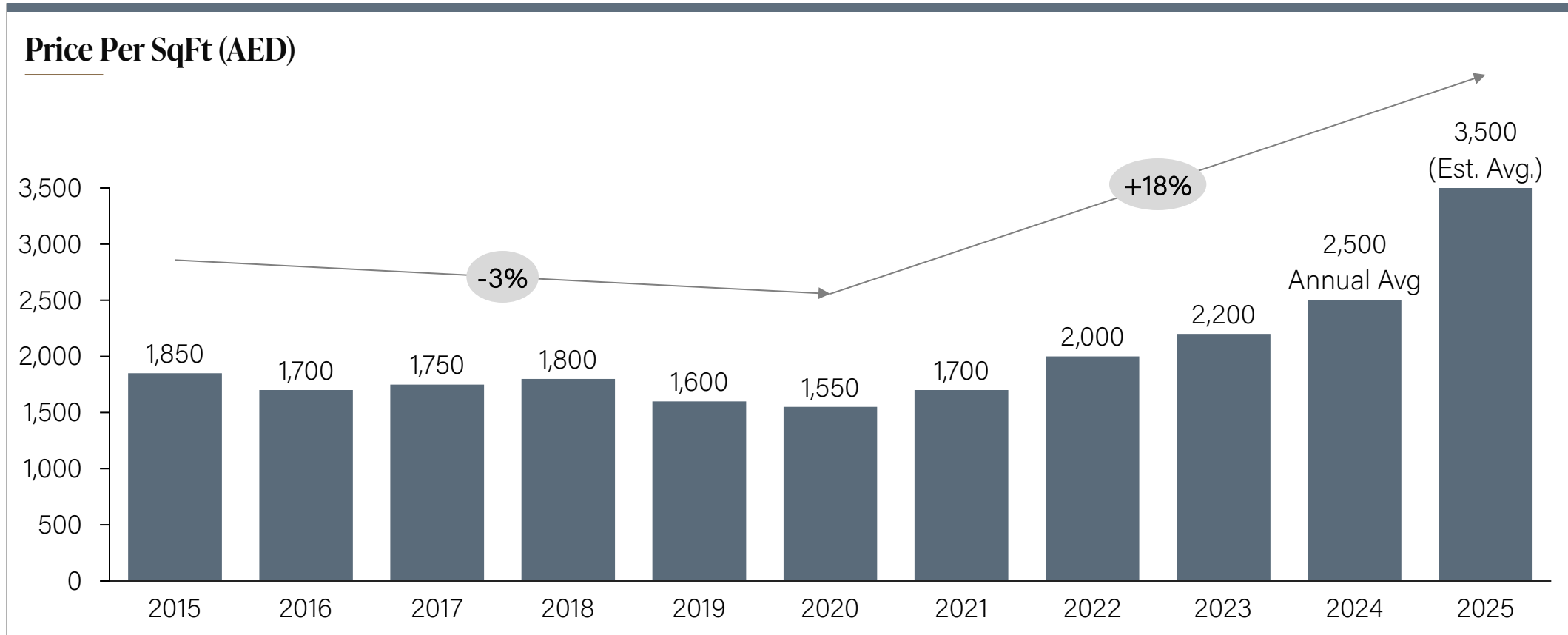
THE PROTOTYPE OF FUTURE LUXURY

Each penthouse and villa integrates:

- *Longevity Lab by Fountain Life, Altos Labs, Human Longevity*
- *Cognitive Lounge powered by Neuralink-ready AI*
- *Quantum Energy Chambers (zero EMF + biofield recharge)*
- *Sacred geometry terraces for sunrise meditations*
- *SwanOS environment intelligence adapting to biological feedback*
- *Digital immortality studio - your life story preserved as art*



Palm Jumeirah: Dubai's #1 prime market, ~18% CAGR in sales prices since 2020



Sources: Knight Frank Dubai Prime Residential Index (2024); Savills Branded Residences and Prime Markets Report (2024); Property Monitor Dubai (2024); Dubai Land Department (DLD) Transaction Data (2020–2024)

The buyer ecosystem: royals, billionaires, and global entrepreneurs shaping demand



Sources: Knight Frank Dubai Prime Residential Report (2024); Savills Branded Residences and Buyer Trends Report (2024); Henley & Partners Global Citizens Report (2024); Dubai Land Department (Buyer Nationality Data 2023-2024)

Marketing strategy: targeting UHNWIs through curated, closed-door channels

Private Banking & Family Offices

Build alliances with UBS, Credit Suisse, Emirates NBD Private Banking, Julius Baer, etc. They curate deals for UHNW clients.

Exclusive Media & PR

Not Forbes or FT ads - but How to Spend It, Robb Report, Tatler, Vogue Living, Architectural Digest, Departures.

Luxury Brand Partnerships

Launch with Rolex, LV, Chanel, Dior, etc. Their brand halo attracts buyers who want homes carrying the same aura.

Ambassadors & Peer Networks

Use existing networks of stakeholders – family and friends introductions are the ultimate trust signal.

Art & Lifestyle Channels

Position through Art Basel, Christie's, Sotheby's, and Monaco Yacht Show - places where UHNWIs congregate.

Experiential Marketing

Invite-only launch events (Monaco, Geneva, Paris, Riyadh, Mumbai) with 20 handpicked UHNWIs per city, flown in with curated lifestyle events (Rolex gala dinner, LV fashion show).

THE NEXT CHAPTER

Hermès Château d'Armainvilliers

The European flagship

Blackswan Holdings Limited is incorporated in Abu Dhabi Global Market (ADGM).

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By 2050, Blackswan is not just a developer - it is the World's curator of life itself.

Elevating luxury living to new heights - from Dubai to the *World*

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