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ISSUE 2 AUTUMN 2026



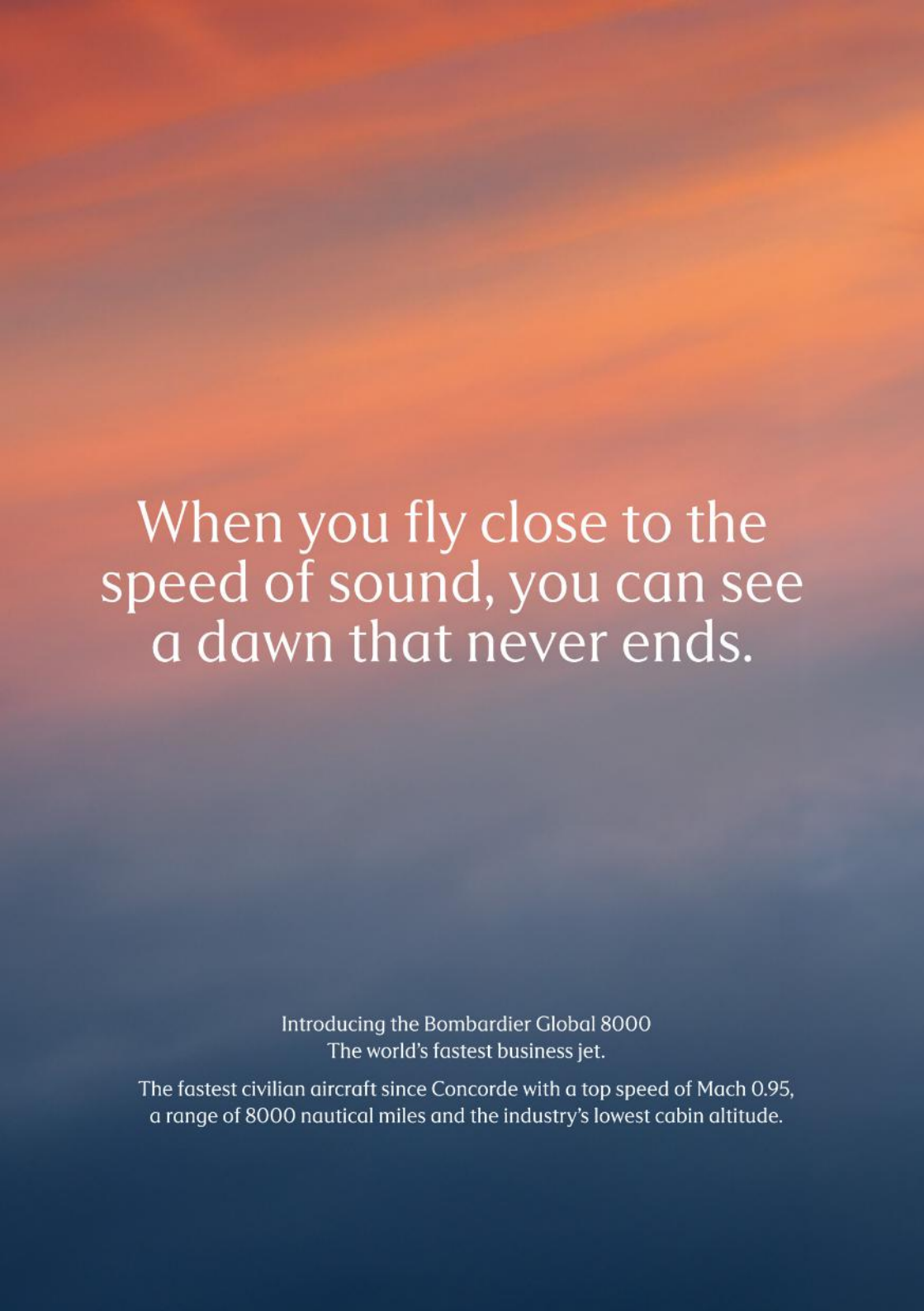
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by Proper



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CONTRIBUTORS

Global Perspectives

Spanning North America, the UK, Europe, the Middle East, and Southeast Asia, our contributors deliver global insights into the world of luxury real estate and lifestyle. Their expertise helped shape this issue's special feature on branded residences.



Cassie Small

Cassie Small is an Executive Vice President at Quinn, an Interluxe Group Company, where she leads strategic communications strategies for a portfolio of luxury residential real estate, travel, hospitality, lifestyle, and consumer brands. With nearly 20 years of experience in public relations and marketing communications, she is a recognised leader in the luxury branded residences sector, Cassie oversees communications programs for some of the industry's most prestigious residential and hospitality brands.



Eric Nordness

Eric Nordness is Managing Principal of Marquee Development, overseeing all day-to-day business operations including new development, capital formation and key strategic initiatives for the company. Marquee Development is a leading real estate development company that specialises in mixed use districts adjacent to professional sports venues and major hospitality destinations. Formed by the Ricketts family, majority owners of the Chicago Cubs (MLB) and Chicago Stars (NWSL), Eric has led the business since 2015.



Preston Cheng

Preston Cheng leads USA Infrastructure Investments (USAI), overseeing ground-up development, acquisitions, and repositioning of institutional-quality assets. His development portfolio includes award-winning high-rise multifamily projects such as One Uptown in Dallas and retail developments including Frisco Fresh Market. On the acquisition side, he led the turnaround of Maui Harbor Shops, a 40,000-square-foot waterfront retail center in Hawaii. Preston's current flagship project is Rosewood Residences Turtle Creek, a luxury residential high-rise in Dallas.



Jackie Jordan Streit

Jackie Jordan Streit is a Senior Vice President at Quinn, an Interluxe Group Company, where she leads strategic communications for a portfolio of luxury real estate, hospitality and lifestyle clients. With more than a decade of public relations experience, she has represented leading global brands including Mandarin Oriental Residences, Pendry Residences, Waldorf Astoria Residences, St. Regis Residences, Hyatt Residential and AKA Hotels + Hotel Residences, as well as landmark developments such as One Beverly Hills and Oakridge Park.



Boon Hoe Leong

Boon Hoe Leong is CEO of Arcadia Consulting. He advises developers, owners and private clients on luxury residential, branded residences, investment sales and cross-border property strategy across Asia. His work combines market positioning, buyer understanding and practical execution. Arcadia Consulting is an independent, research-led real estate advisory firm operating across Singapore, Vietnam and Thailand.



Chrystal Burns

As Executive Vice President of Canadian Retail Experience, Chrystal Burns leads QuadReal's Canada retail portfolio, overseeing operations, leasing, and marketing of shopping centres and integrated retail spaces. Her focus is redeveloping single-use assets into vibrant mixed-use communities that maximise long-term income and value. Recently, she led the opening of Oakridge Park, Canada's largest redevelopment, which welcomed approximately 155,000 visitors during opening day. Tenants, which include Chanel, Prada, Dior, Louis Vuitton, are already exceeding budget expectations, driven by strong foot traffic and brand alignment. Time Out Market Vancouver reports top-performing global location status.



Rebecca Rees

A senior PR and communications strategist with 35+ years of experience across the UK, Caribbean, and Middle East. She advises real estate, hospitality, travel, tourism, and technology brands on go-to-market media strategy, positioning, and global visibility – turning complex business goals into highperforming campaigns with measurable commercial impact. Her work spans hospitality; tourism, residential, commercial and retail estate; wellness; architecture; construction; culinary and ultra-luxury sectors.



Frances Katzen

Frances Katzen, the founder and leader of The Katzen Team, frequently receives industrywide accolades for successfully negotiating and completing complicated deals. Frances consistently has made Douglas Elliman's prestigious top 10 list for highest grossing production in both sales volume and total transactions for the last decade. With well over $4 billion in total sales and consistently selling in excess of $350 million annually, Frances is a true powerhouse in the New York City real estate market.



Zacky Sajjad MRICS

Zacky is a senior real estate and construction professional with more than 20 years of experience spanning property consultancy, development, asset and property management, contracting, project management and business development. As Director and Head of Business Development & Client Relations at Cavendish Maxwell, Zacky plays a key role in the firm's growth and client strategy across the GCC. He works closely with government entities, financial institutions, developers, investors, family offices and major corporates, combining a strong understanding of the regional real estate landscape with extensive commercial and relationship management experience.



Camila Gamero

Camila Gamero is a multilingual brand and marketing strategist with 12+ years of experience leading integrated marketing and brand activation across the US, EMEA, and LATAM. She advises hospitality, real estate, and lifestyle brands on go-to-market strategy, growth, and positioning—turning complex business goals into high-performing campaigns with measurable commercial impact. Her work spans luxury hospitality, residential real estate, wellness, architecture, culinary, and ultraluxury sectors.



Mark Durliat

Mark Durliat is the CEO of Grace Bay Resorts and a leading figure in Turks and Caicos real estate development. With acclaimed projects such as Grace Bay Club and Rock House, he has played a key role in shaping the islands' luxury landscape. Mark offers expert insight into topics including the Turks and Caicos real estate boom and its advantages for U.S. buyers, residential real estate trends, the importance of privacy and exclusivity, and the process of developing premier properties like The Point.



Azimin Saini

Azimin Saini is a Paris-based journalist with 15 years of experience covering luxury, travel, fashion, design and gastronomy. Working across Europe and Asia, he writes about the people, places and traditions behind contemporary culture. His stories range from storied hotels and ateliers to food, craft and design, always grounded in reporting, research and a strong sense of place.



Nick Pilbeam

Nick Pilbeam is the Chief Commercial Officer of Cheval Collection, the award-winning luxury hospitality and branded residences operator renowned for delivering exceptional living experiences in key cities and emerging global destinations. He leads Cheval's global commercial strategy. With over 20 years' experience , his career has encompassed senior leadership roles across commercial, operational, and development disciplines in multiple global industries.


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EDITOR'S LETTER

ATTICO

Heading into our second issue, we are thrilled to introduce the first of our annual specials. I don't think a day goes by without me speaking to someone about branded residences, so we decided this had to be the topic of our first special. Over the past few years, the sector has surged to extraordinary new heights. The first non-hotel branded residence I remember encountering was the Porsche Design Tower in Sunny Isles, Miami. While Miami has gone from strength to strength — and we explore some of the latest properties transforming its skyline in this issue — we are also seeing exceptional developments launching everywhere from Mexico and Saudi Arabia to Japan.

After all, who wouldn't want to live in an environment thoughtfully curated by a brand they love? In this issue, we delve into what makes a branded residence truly great. As you'll quickly discover, doing it right requires far more than a famous logo, a few curated pieces of furniture, or an iconic colour palette. To create something lasting and legendary, every touchpoint matters: from the hospitality to the product quality, everything you experience must be exceptional.

Beyond our lead special, we wanted to highlight our team's broader passions, spanning architecture, food, wellness, timepieces, and (for anyone who has known me for more than five minutes) motoring. Inside, we speak to the founders behind a global surf park brand, an entrepreneur restoring historical buildings into breathtaking international private members' clubs, and a Michelin-starred chef with restaurants from London to Marrakech. We also head to the Tutto Bene Hill Climb with Bentley, visit Hermès' contemporary art space in Brussels, and more.

Thank you to everyone involved in bringing Issue 2 to life. Creating our first Branded Residences Special has been an incredible journey.

Yours sincerely,



Editor
Robbie Wilson

Writer
Simon Young

Creative Director
Celine Kang

Social Media
Isabella Tian

Global Advertising & Sales
Robbie Wilson

Publisher
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Building Belonging

As lifestyle amenities and branded residences reshape GCC real estate, Marloes Knippenberg, CEO of Kerten Hospitality, reveals why the secret to long-term investor ROI lies not in square footage or flashy gimmicks, but in building places where people truly belong.

By Rebecca Rees

The GCC real estate landscape is undergoing a fundamental shift. Across Dubai, Riyadh, and emerging regional hubs, the benchmark for premium property has moved far beyond prime addresses and glass façades. Today's buyers and tenants are demanding connection, community, and curated living – turning lifestyle hospitality and branded residences into the region's most competitive asset class.

Yet, as new supply hits the market, a critical question emerges for property buyers: How do these elevated lifestyle promises translate into resilient, long-term financial returns? In this exclusive interview, Marloes Knippenberg shares her insights on moving from transactional hospitality to authentic belonging, what amenities actually add value to a property, and what investors must look for to future-proof their capital in the Gulf's evolving property landscape.



Dar Tantora
The House Hotel



Developments with a strong sense of place and local narrative woven into their identity resonate more deeply and stand apart in a crowded market.

Marloes Knippenberg

Hospitality is shifting from transactional stays to emotional connection. In a residential context, what actually turns a property into a place of "belonging," and how do lifestyle amenities drive that shift?

For me, belonging starts with participation, not amenities alone. Hospitality is shifting from a product into a platform, and residential developments follow the same logic: people commit to places where they can live, work, socialise and pursue wellbeing. What turns that into belonging is community, embedded through shared programming, cultural collaborations and social spaces. That emotional connection is also commercial, driving the loyalty and repeat demand that underpin long-term value.

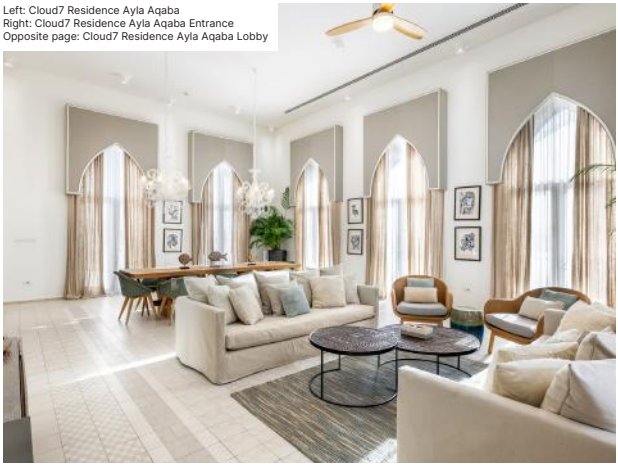
Padel courts, private cinemas, and artisan coffee bars look great in sales brochures, but not all of them get used. How do you design an amenity ecosystem, combining wellness, F&B, and social spaces, that actually transforms a building into a neighbourhood?

The mistake is treating amenities as a checklist rather than a system. Putting a hotel, retail and residences on one plot does not create synergy by itself. Value appears when wellness, F&B and social spaces are designed to feed one another: the hotel drives footfall into the restaurants, residents provide year-round daily spend, and public spaces earn their keep through events and programming. Designed that way, the development becomes a neighbourhood anchor rather than a cluster of underused facilities.

How must branded residences and lifestyle developments evolve their physical spaces and services to cater to the hybrid, hyper-mobile global resident?

Spaces have to be built for fluidity. The lines between short-stay guest, long-stay resident, business traveller and local are dissolving, so a development has to accommodate all of them at once. This is where branded residences fit the hyper-mobile buyer, supporting short or long stays, personal use, rental or resale from one asset. On the service side, it means adaptable F&B and hybrid ownership models that blend real estate and hospitality.

Left: Cloud7 Residence Ayla Aqaba
Right: Cloud7 Residence Ayla Aqaba Entrance
Opposite page: Cloud7 Residence Ayla Aqaba Lobby





Modern buyers increasingly reject cookie-cutter luxury. How can lifestyle developments weave local culture and regional heritage into their design and operations to give a project a distinct "soul"?

Soul comes from designing outward from a place, not importing a template. Developments with a strong sense of place and local narrative woven into their identity resonate more deeply and stand apart in a crowded market. Our own Dar Tantora The House Hotel in AlUla is a case in point: rather than a pre-set concept, it was shaped by the site's history, restored from centuries-old mud-brick houses, with candlelit pathways and local rituals. The same discipline gives a residential scheme a character competitors cannot simply replicate down the road.

Facility management typically focuses on keeping the lights on. What does true hospitality-led property management look like, and how does it keep a residential community vibrant years after handover?

Traditional facilities management keeps a building running; what sustains a residential community is active engagement: programming, cultural partnerships and evolving experiences that give people a reason to keep showing up. What the industry once called community building becomes ongoing community management, with the offer extending beyond living and dining into wellbeing, longevity, retail and art. That stewardship keeps a scheme vibrant, and its value intact, years after handover.

As an investor purchasing GCC real estate today, what specific elements protect long-term capital growth and rental yields?

The clearest protection sits in the brand and service layer. Branded residences command premiums of 20-35 per cent over non-branded stock and hold rental demand more consistently, which protects yield. In Ras Al Khaimah, close to 40 per cent of new residential supply by 2029 is expected to be branded, at premiums above 50 per cent versus unbranded alternatives. Beyond the brand, mixed-use developments have proved more resilient than single-use assets, continuing to generate returns long after the launch phase, when single-use schemes often plateau.






Dar Tantora
The House Hotel

Branded residences can command significant price premiums. Beyond attaching a famous name to a façade, what operational capabilities must an operator deliver to justify that premium to tenants and buyers?

The premium is justified by what the operator delivers daily, not the name over the door. Demand is driven by a preference for fully serviced, turnkey homes, so as operators we have to run genuine hospitality-grade service. Underpinning that is an operational backbone of integrated management systems that improve staffing efficiency, predictive maintenance and energy optimisation. These are no longer a cost centre, but part of the investment case that turns a trusted name into an asset that performs.

Real estate traditionally prioritises "location, location, location." Why do integrated, mixed-use micro-ecosystems perform well when it comes to secondary market resale value?

Location, on its own, no longer explains resale performance. A prime address in a poorly conceived scheme can trade below a well-run destination elsewhere. What sustains resale value is durable demand, and that comes from being a place people actively choose to return to rather than pass through. Integrated, mixed-use schemes are conceived as destinations, not standalone buildings dropped onto a plot. Their programming and mix of uses keep them relevant, so they mature into self-sustaining assets that tend to outperform single-use stock on resale.

With significant supply entering key GCC markets, what single non-negotiable criteria should a buyer insist on to ensure their unit stands out and maintains high occupancy during different cycles?

If it has to be one thing: adaptability. With significant new supply entering GCC markets, the schemes that hold occupancy across cycles are those built to evolve rather than stand still. A development that can adjust its mix of uses and reposition space as demand shifts is far better placed to weather volatility than a fixed, single-purpose asset. The question for a buyer is not whether a unit performs today, but whether the development around it is built to keep performing a decade from now. ■A

Kertenhospitality.com

Images: Kerten Hospitality



Dar Tantora
The House Hotel



The Architecture of Wine

How Grant Ashton, Founder and CEO of 67 Pall Mall, built a global empire of fine wine sanctuaries inside some of the world's most beloved heritage buildings.

By Robbie Wilson



When 67 Pall Mall opened its doors in London's historic St. James's, it was never actually intended to be a private members' club. In fact, the original vision was considerably more modest.

"I was working in banking, and we had a kind of wine club. We used to trade a lot of wine, appreciate it, and drink it," recalls Grant Ashton, Founder and CEO of 67 Pall Mall. "Many of us ended up with big collections of wine, which eventually became very unwieldy. If you collect watches or cars, suddenly you've got too many. Wine is like that, and there's always another vintage coming along. You end up with very big collections you'll never physically be able to drink in your lifetime, even if you drink a bottle a day."

Initially, Ashton and four friends set out to solve this predicament by opening a small neighbourhood wine bar in Marylebone, London, where they could stock their own collections. Unable to find a suitable unit, Ashton instead found an old, grand bank sitting empty on Pall Mall.

The site sat next to St. James's Palace and Marlborough House – the late Queen's childhood home – and was a Grade II listed building designed by Sir Edwin Lutyens. When Ashton applied for a change of use to open a restaurant, the landlord and local authorities initially balked.

"We went to Westminster and asked if we could open a restaurant, and they said no," Ashton smiles. "So we went away, regrouped, and Westminster City Council came back and said, 'Well, you can do a club.'"

Given Pall Mall's storied history as home to iconic private clubs like the Institute of Directors, the Athenaeum, the Travellers Club, RAC, and Oxford and Cambridge, the shift made historical sense. What followed was a painstaking five-and-a-half-year restoration.

"We like old buildings because everybody else finds them difficult," Ashton admits. "By definition, a bank only has one way in and one way out because it makes it harder to steal from them. In hospitality, that's tough – you've got no kitchen door, no staff entrance."



Reclaiming History Across the Globe

That initial experience on Pall Mall laid the blueprint for 67 Pall Mall's global expansion strategy: seeking out architecturally significant, heritage-laden buildings that other commercial operators shy away from.

"We always look for the wow factor. What's the building saying to you?" Ashton explains. "You find a lot of bank buildings in the world that you don't need anymore. My bank is on my phone. Bank buildings were built to scream, 'We have lots of money, we will look after your money, this is a massive, beautiful, impressive building.' So these double-height, amazing buildings sit all over the world needing a new use."

This philosophy has driven the club's portfolio. The site in Bordeaux occupies an ex-bank (formerly Crédit du Nord); the building in London is an ex-bank; Melbourne sits in a former banking building; Beaune used to be a bank at one point and is housed in a 280-year-old residence with elements dating back 600 years; and Shanghai resides in a 100-year-old French Colonial villa in the French Concession.



Left: 67 Pall Mall London Member Lounge Bar
Below: 67 Pall Mall Singapore Clubroom





Housed in the Shaw Centre on Orchard Road, the Singapore location holds a unique place in local history. This space originally served as Sir Runme Shaw's personal apartment, complete with a grand ballroom and private bedrooms.

"This used to be the tallest building in Singapore 50 years ago," says Ashton of the 1974 skyscraper. "Back then, there was nothing between here and the sea except two- or three-storey shophouses. The entire room was built on stilts so you could see over the perimeter bund to the sea."

Working with heritage structures, however, brings immense regulatory hurdles. "Heritage trumps building codes in every single city," Ashton notes. In Bordeaux, the club had to construct an entirely new four-floor fire staircase inside the building because the existing heritage staircase fell just 20 centimetres short of modern exit width requirements. If we look at the building we have in Shanghai, it's a large, French Colonial with a few Spanish touches, what would you call a Neo-Renaissance villa in the middle of the French Concession. And that's really hard to do, because you're renting this heritage building from the government. So, we like those sorts of buildings, because other people look at it and go, "Ugh, it's too hard to do,".

"You learn a lot of weird rules," he laughs. "Adapting a domestic property or an old building to commercial use means working with the fabric of the building – we don't tear things out."



67 Pall Mall Verbier

A Club Defined by Wine

While traditional private members' clubs are often categorised as either member-owned social associations or proprietary nightlife venues, 67 Pall Mall operates under a distinct model: a specialist club where wine is the absolute core.

"At the core of what we do is wine," Ashton emphasises. "It is a beverage club, first and foremost. We are even owned by wineries in some of our locations."



This wine-centric ethos manifests visually through the club's signature architectural feature: awe-inspiring wine displays. In Singapore, a 6-metre climate-controlled wine tower anchors the room; in Bordeaux, a dramatic 8.2-metre tower features a central staircase leading to a mezzanine tasting deck; and in Melbourne, a 20-metre-long 'wine wave' spans the space.

Behind the scenes, the logistics of storing and preserving fine wine are staggering. "Wine is annoying stuff," Ashton jokes. "It's big, heavy, and hates a social life – it wants to sit in the dark quietly with no vibration and no daylight."

To protect the collection in Singapore, the glass surrounding the space is a low-iron, UV-filtering glass designed to prevent "light shock," accompanied by strict temperature controls maintaining 12 to 13 degrees Celsius.



In major cities, 67 Pall Mall holds between 5,000 and 6,000 bottles on their active lists, sourcing from over 40 countries. In London, the club holds 30,000 bottles on-site and another 85,000 in a cellar a few hundred metres away.

The club also allows members to store their personal collections in dedicated cellars on-site. "A lot of people have sentimental reasons around a bottle of wine," says Ashton. "Our list is very well-priced because membership fees help subsidise the wine pricing, but if members want to bring their own bottle from our cellars downstairs, they just pay a corkage fee. A lot of restaurants won't let you BYO (bring your own) something they already have on their list, but I don't mind."



Clockwise from top left:
67 Pall Mall Singapore, Events at 67 Pall Mall,
67 Pall Mall Naughty Corner



67 Pall Mall Signature Beef Wellington

Localising the Global Cellar

As 67 Pall Mall expands into Melbourne, Bordeaux, Beaune, and Shanghai – with eyes on future markets like Tokyo, Bangkok, Dubai, Paris, and major US hubs – locality remains paramount.

While core club classics like their signature burger, sausage roll, and bang-bang burrata appear across all our properties, culinary and wine programmes are deeply tailored. In Singapore, 60 to 80 per cent of the menu features Southeast Asian cuisine alongside Western standards. In Shanghai, culinary consultant Chef Kang is steering a Pan-Chinese and Southeast Asian menu, while chefs Martin and Vicki Benn are localising the food offerings in Melbourne.

The cellars follow the same philosophy. "The Melbourne club will have one of the largest Australian wine lists in Australia, biased towards Victorian regions like Mornington, Gippsland, and Heathcote," Ashton notes. "In Bordeaux, we'll have 2,000 to 3,000 French wines alongside 1,500 from the rest of the world. In Shanghai, we will have probably the biggest commercially available Chinese wine collection."

For Ashton, the ultimate goal remains simple: creating a sanctuary for those who appreciate the craft of wine, housed inside buildings that tell a story.

Watching a group of members nearby sharing fish and chips, octopus, and a cold glass of white Burgundy, Ashton smiles.

"That's what this club is about. People sharing great food, a nice glass of wine, and having a good time."

When asked if he has a personal favourite bottle amidst the tens of thousands in his cellars, Ashton doesn't hesitate.

"Bordeaux," he grins. "Bordeaux till I die. The Champagne guys will hate me, the Burgundy guys will hate me, Bordeaux, toujours Bordeaux, as they say." ■A

> **We went to Westminster and asked if we could open a restaurant, and they said no. So we went away, regrouped, and Westminster City Council came back and said, 'Well, you can do a club.'**

67pallmall.com

Images: 67 Pall Mall

Redefining Ultra-Luxury and Legacy in Mexico



As Mexico shifts from a regional resort hub into a global capital of ultra-luxury, RLH Properties CEO Luis Duran reveals why true luxury is defined by conservation, generational community, and an authentically Mexican soul.

By Robbie Wilson

Ultra-luxury travel is shifting from brief escapes to long-term sanctuaries, and Mexico is redefining its standing on the global stage. Leading this transformation is RLH Properties, a proudly Mexican company pioneering low-density, master-planned ecosystems that seamlessly integrate world-class hospitality, branded residences, and natural conservation.

In this exclusive interview, Luis Duran shares how iconic destinations like Mayakoba, Mandarina, and Cabo del Sol are elevating service-driven homeownership with partners like Rosewood and One&Only. From harmonising competing luxury brands within a single landscape to protecting vulnerable biomes through long-term stewardship, RLH reveals the vision, strategy, and distinctively Mexican heritage driving the next chapter of ultra-luxury living.

One&Only Mandarina Carao Restaurant and Pool



Mexico has evolved from a regional resort market into a global ultra-luxury hub. What macro trends are driving this shift, and how is RLH defining this next chapter?

Mexico has always had extraordinary natural beauty, culture and hospitality. What has changed is both the definition of luxury and Mexico's place within it. Travellers and homeowners are increasingly looking beyond the traditional resort model. They want greater privacy, exceptional service, meaningful experiences, extraordinary nature and, perhaps most importantly, a genuine connection to place.

At the same time, we are seeing a shift from simply visiting a destination to becoming part of it. Families want places they can return to year after year, where they can build traditions and create memories across generations.

At RLH, we believe Mexico has earned a place among the world's great luxury destinations. And as a proudly Mexican company, we want to play a role in defining what that means. Not by replicating what has been successful elsewhere, but by creating a distinctly Mexican expression of world-class luxury.

For us, the next chapter is about complete destinations rather than individual properties. Hospitality, residences, wellness, gastronomy, golf, recreation, culture and nature all become part of an integrated experience. Mayakoba established an extraordinary model for this approach, while Mandarina and Cabo del Sol represent very different expressions of how it can continue to evolve.

RLH focuses strictly on AAA assets in prime locations. What specific criteria determine if a landscape can support a flagship destination like Mandarina, Mayakoba, or Cabo del Sol?

We don't begin with a hotel and look for somewhere to put it. We begin with an extraordinary piece of land and ask what belongs there.

The starting point is always whether the land possesses something genuinely distinctive that cannot be replicated elsewhere. It might be the coastline, the topography, an extraordinary ecosystem, the views, or simply a sense of privacy and seclusion that is increasingly difficult to find.

Then we think very long term. Can we create a world-class hospitality and residential destination while preserving the qualities that made the land extraordinary in the first place?

The best architecture responds to the landscape rather than competing with it. At Mandarina, Mayakoba and Cabo del Sol, the environments are completely different, and the destinations should be as well. Ultimately, we want to create places that could only exist exactly where they are.

Buyer expectations for branded residences have matured rapidly. How is RLH elevating the concept of service-driven homeownership with partners like One&Only and Rosewood?

Today's buyers expect much more than a beautiful residence carrying the name of a recognised hospitality brand. They are looking for a complete way of life: exceptional service, privacy, community and access to experiences that extend far beyond the walls of their home.

Our approach is to make ownership an extension of the destination itself. At Mandarina, for example, that can mean wellness, extraordinary dining, equestrian experiences, outdoor adventure and immersion in nature, all supported by the service and hospitality of world-class brands.

But ultimately, the measure of success is emotional. The real transition happens when someone stops thinking of themselves as a guest and begins thinking of the destination as home.

That is what we want to create: places that become part of a family's life, where children grow up returning year after year and where traditions are passed from one generation to the next.



One&Only Mandarina



Mayakoba's pristine waterways connect the destination's resorts and residences

From polo fields to Greg Norman golf courses, you build vast lifestyle ecosystems. How do you design amenities that create a genuine sense of community for owners?

We think about amenities not simply in terms of what they offer individually, but in terms of the life they create around them.

You don't build a genuine sense of belonging by simply adding a tennis court, a golf course or a spa. You create it by designing places and experiences that bring people together naturally around shared interests and passions.

An afternoon at the Mandarina Polo & Equestrian Club, a round of golf at El Camaleón, dinner with a visiting chef, or simply families spending time together can become part of the rituals of a destination.

For us, one of the greatest validations of what we do is seeing owners form genuine friendships, their children grow up together, and families return season after season. At that point, you have created something much more meaningful than a collection of amenities. You have created a community.

Rather than treating nature as a constraint, RLH uses it as a core differentiator. How does preserving Mayakoba's lagoons or Mandarina's rainforest enhance property value?

At the highest end of luxury, nature is not the backdrop. Increasingly, it is the luxury.

Space, privacy, silence, biodiversity, pristine coastline and mature forest are becoming extraordinarily scarce. Protecting them is therefore not simply an environmental responsibility; it is fundamental to preserving the identity and long-term value of a destination.

At Mayakoba, the mangroves, lagoons and extraordinary biodiversity have been central to its identity for nearly two decades. At Mandarina, low-density development and architecture integrated into the rainforest, mountains and coastline create a completely different relationship with nature.

We have never viewed nature as something that sits around the development, much less as an ESG checkbox. It is part of the experience itself. If we diminish the landscape, ultimately we diminish the destination.

The objective is quite simple: twenty or thirty years from now, the natural environment should be every bit as extraordinary as it is today, hopefully even more so.



Fairmont Mayakoba

How do low-density, master-planned destinations act as vehicles to shield ecosystems like the Sierra de Vallejo from unregulated development?

We don't believe development and conservation necessarily have to be opposing forces. Done responsibly, development can actually become an important mechanism for long-term preservation.

Master planning gives us the opportunity to think about an entire ecosystem from the beginning: where to build, where not to build, how much density is appropriate, what areas must be protected and how the destination can evolve over decades rather than project by project.

Low density is an important part of that philosophy. At Mandarina, for example, exclusivity comes through restraint. The residences are carefully integrated into the existing landscape rather than imposed upon it.

Our responsibility is to create economic and social value from extraordinary land without destroying the very qualities that make it extraordinary. The best development should strengthen the case for preservation, not weaken it.

You host multiple competing ultra-luxury brands within single master plans. How do you maintain harmony between distinct brand identities while preserving a unified sense of place?

Our role at RLH is, in many ways, to be the curator and long-term steward of the destination. We work with some of the world's great hospitality brands,

and each should be allowed to express its own personality. A Rosewood should feel like Rosewood. A One&Only should feel like One&Only. The objective is not to homogenise them.

What connects them is the destination itself: the landscape, architecture, culture, experiences and the broader vision that RLH establishes and protects.

Mayakoba is perhaps the clearest example. Each hotel has a very distinct identity, yet the mangroves and lagoons, the golf, gastronomy, wellness, recreation and overall sense of place connect them to something larger.

We think of it almost as an orchestra. The individual instruments should sound different. Our responsibility is to make sure they are all playing the same piece of music.

How do you ensure these ultra-luxury communities feel deeply rooted in authentic Mexican heritage and environment, rather than looking like imported luxury?

Luxury loses its soul when it becomes generic or transplantable. For us, this is particularly important because we are a proudly Mexican company. We are not simply developing luxury destinations in Mexico; we are creating places that should reflect the extraordinary richness, character and diversity of our country.

That means design must begin with a deep understanding of place: its landscape, history, culture, materials and traditions. We work closely with Mexican architects, designers, artists and regional artisans so that each destination feels authentic to its surroundings, rather than like an international concept that could have been built anywhere in the world.

At Mayakoba, for example, the mangroves, lagoons and native landscape are as integral to the identity of the destination as the architecture and hospitality. Mexican cuisine, art, craftsmanship and cultural traditions deepen that sense of place and create an emotional connection that guests remember long after they leave.

Our ambition is to deliver the standards and sophistication expected of the world's finest luxury destinations, but to do so in a way that is unmistakably Mexican. We believe that is not only a responsibility we have as a Mexican company; it is also one of our greatest competitive advantages.

Mexico doesn't need to imitate anyone else's definition of luxury. We can define it on our own terms.



El Camaleón Golf Course at Mayakoba

An extraordinary destination depends on operational excellence. How do you deliver hyper-personalised service across your portfolio?

The finest service is often the service you barely notice. True luxury is not about formality or excess. It is about understanding people well enough to anticipate what they want, sometimes before they have to ask. The experience should feel intuitive, effortless and personal.

And here, we believe Mexico has an extraordinary competitive advantage. Service and hospitality are deeply rooted in our culture. From the time we are young, we are taught to welcome people into our homes, to take care of them, to make them feel comfortable and to share what we have. There is a genuine warmth and generosity in Mexican hospitality that is very difficult to teach because, at its best, it is neither scripted nor practiced. It comes naturally.

That matters enormously in luxury hospitality. You can teach standards, procedures and techniques, but genuine warmth is much harder to replicate. When exceptional professional training is combined with that instinctive desire to make people feel welcome and cared for, the result can be extraordinarily powerful. We believe this is one of Mexico's great advantages as a luxury destination, and one that is very difficult to reproduce elsewhere.

Our hospitality partners bring extraordinary expertise and their own service philosophies, while our people bring something equally important: an authentic culture of hospitality. RLH's role is to ensure that the entire destination works cohesively so that an owner or guest feels that same sense of care throughout their experience.

Ultimately, people may admire the architecture and remember the view, but what creates an emotional connection is how a place makes them feel. And more often than not, that comes down to people genuinely taking care of people.

Looking 20 to 30 years ahead, what will define the ultimate success of RLH Properties' landmark communities?

We think in generations. Buildings can be built relatively quickly. Great destinations take decades to mature. Our responsibility is therefore to think well beyond the next hotel opening or residential sale and ask what these places should become over twenty, thirty or even fifty years.

Mayakoba established a global benchmark for how world-class hospitality, residences, nature, wellness, gastronomy and sport can coexist within one integrated destination. Our responsibility now is to continue evolving that model across the RLH portfolio through disciplined investment, exceptional partners and experiences that create enduring value while protecting the landscapes and sense of place that make each destination unique.

For us, the ultimate measure of success is whether these places become more valuable with time in every sense: emotionally, environmentally and financially.

If decades from now the ecosystems of Mayakoba and Mandarina are even more vibrant than they are today, and if the grandchildren of our original homeowners are still choosing to return and create their own family memories there, then we will have accomplished something truly worthwhile.

We will not simply have built extraordinary destinations. We will have created places worth passing from one generation to the next. ■**A**

RLHProperties.com

Images: RLH Properties

Riding the Wave

From institutional finance and world-class rowing to pioneering wave technology, Aventuur leaders Nicholas Edelman and Andrew Ross reveal how they are scaling authentic surf culture into US$1B+ global community hubs designed for human connection, health, and high performance.

By Robbie Wilson

In an increasingly screen-dominated world, modern consumers are moving away from traditional passive leisure, seeking instead authentic real-world connections and active, nature-centric experiences. Enter Aventuur – the developer redefining modern urban living with over US$1 billion in surf and wellbeing destinations currently in development across North America and the Asia-Pacific region. Led by CEO & Co-Founder Nicholas Edelman, whose background spans elite international athletics and high-stakes infrastructure finance, alongside Chairman & Chief Development Officer Andrew Ross, the pioneer behind URBNSURF Melbourne, the boutique brand brings institutional rigor to surf hospitality. Powered by state-of-the-art Wavegarden Cove technology, Aventuur's ambitious masterplans integrate world-class, push-button waves with comprehensive wellness facilities, sustainable infrastructure, and vibrant residential communities. In this joint interview, Edelman and Ross discuss how they are translating ocean culture into landlocked markets, the power of water-based "Third Places," and their vision for shaping the future of global lifestyle destinations.



Nicholas Edelman,

CEO & Co-Founder of Aventuur

You grew up in Australia surfing, and even competed internationally as a rower. How does that competitive athletic background influence the way you approach building high-performance leisure destinations for active lifestyles?

I was lucky to grow up near Bondi Beach, where I spent my time surfing, swimming and running on the beach, constantly in motion. My childhood was built around the coast, and that has strongly influenced what we're building at Aventuur. I believe deeply in coastal culture and the sense of community that develops around an active, outdoor lifestyle.

That foundation, along with competing internationally in rowing at Cambridge University and my passion for skiing, shaped the way I think about sport and performance. Surfing, rowing and skiing have taught me a lot about discipline, consistency and the importance of the people around you.

Rowing in particular is the ultimate team sport. Everyone has to be moving in the same direction, and small details can have a significant impact on performance.

This athletic mindset influences how I approach everyday life, but especially leading Aventuur. These are complex projects, and delivering them well requires the same combination of preparation, teamwork and attention to detail. Sport has also shown me firsthand the physical and mental benefits that come from being active, spending time outdoors and challenging yourself.

That is ultimately what we want our destinations to enable. Whether someone is surfing for the first time or training at an elite level, we want to create places where people can progress and challenge themselves. That extends beyond the lagoon to our Performance Centers, creating an environment that supports an active lifestyle while bringing people together around a shared connection to sport.



Adrian Ace Buchan, Aventuur's Director of Surf & Sustainability, surfing the Wavegarden Cove

You spent years in investment banking and infrastructure finance across Singapore, Hong Kong, and New York before stepping into boutique surf hospitality and founding Aventuur. What was the exact moment you realised you wanted to combine institutional finance with your passion for adventure sports?

The real turning point came while Aventuur Co-founder Richard Duff and I were working together at Pegasus Surf Lodges. We had learned a tremendous amount about the business of surf hospitality, what makes a memorable surfing experience and, importantly, how difficult it can be for surfers to consistently access quality waves. It was around that time that I had what I think of as my "founder jump" moment. I made a promise to myself that I would take what I had learned professionally and apply it to something I was genuinely passionate about. The timing was also important. Wave-generating technology was coming of age, and Wavegarden had reached a point where we could see the potential to create a high-quality, consistent surfing experience at scale. My background in real estate, infrastructure and project finance had taught me how complex, capital-intensive assets get financed and delivered.

Suddenly, there was an opportunity to bring that skillset together with a category I understood personally and cared deeply about.

That convergence of passion and skillset became the foundation for Aventuur, and it's something you see across our team today. We're surfers and outdoor enthusiasts, but we also have deep experience across development, finance, design and operations. Building destinations of this scale requires both.

Having lived in Australia, major Asian financial hubs, New York, and now Los Angeles, how have different global coastal cultures shaped your vision for what a modern, community-centred "Third Place" should feel like?

My experience of Bondi was that coastal culture extended far beyond the water. You might start the day surfing, swimming or going for a run, then meet friends for coffee or spend time at the beach. There was a natural interplay between exertion and relaxation, and both were inherently social. I've always believed that shared physical experiences are one of the most powerful ways to build relationships and community.

I saw that again through Pegasus Surf Lodges. Surfing was central to the experience, but what made those trips memorable was being immersed in nature and sharing that experience with friends and family. The time around the activity mattered just as much, whether that was eating together, relaxing or simply spending time outdoors.

Living in Asia, New York and now Los Angeles has exposed me to very different ways people gather and use cities, but the common thread is that truly great places give people reasons to spend meaningful time together. That has really shaped our thinking at Aventuur. Surfing and water provide the anchor, but the broader destination should create that same rhythm between activity and downtime, giving people opportunities to move, connect and spend time with friends and family.

Before Aventuur, you worked with boutique surf hotels where guest experience is everything. How do you take that intimate, high-touch hospitality feel and scale it up to a massive US$1B+ multi-use destination?

My experience with Pegasus Surf Lodges taught me a lot about what makes a great surf experience. For us, the heart of that experience is quality, uncrowded waves. The Wavegarden lagoon gives us the ability to consistently deliver great waves, and from there, it's about creating the right atmosphere around them.

Some of the best moments happen around surfing, from the joy of sharing the experience with friends and family to the time spent together before and after being in the water. The staff plays a huge role in setting that vibe and making people feel welcome, while the broader programming creates a natural rhythm between activity and downtime. You might arrive early, grab a coffee and see some friends before your surf, then come out of the water and stay for a meal, recovery or simply to hang out.

The scale may be very different from Pegasus, but the fundamentals aren't. It's about creating an experience people want to come back to, whether they're there to surf, spend time with friends and family or simply be part of the community.

With over US$1 billion in surf and wellbeing destinations under development, where do you see the biggest growth opportunities for Aventuur over the next 5 to 10 years?

The U.S. is a huge opportunity for us. We have exclusive Wavegarden rights across nine major markets, and there is significant demand in both coastal cities with strong surf communities and inland markets where people simply don't have consistent access to quality waves. Jacksonville is our first U.S. development, and we're advancing plans in Dallas, so we're really starting to bring that pipeline to life.

The most important thing for us now is to nail the core product and experience. We need to deliver exceptional waves and create an experience that people genuinely love and want to come back to. Everything else builds from there.

What I find really exciting is what's happening around that core experience. The health and wellness economy and the experience economy are increasingly intersecting, and consumers want more than a single activity. Surfing is an incredible anchor because it brings together sport, the

outdoors, water and community, and then we can build around that with wellness, hospitality, food and beverage and programming that makes the experience relevant to surfers and non-surfers alike.

Over the next five to ten years, our goal is to take that experience across our U.S. markets and build Aventuur into a brand that people are excited to be part of and for me, that starts with getting the product right and creating exceptional experiences every time.

Why do you think modern consumers are moving away from traditional leisure spots toward health-, water-, and community-centric hubs?

I think COVID accelerated a shift in how people think about their health and wellbeing. At the same time, we're living increasingly digital, screen-based lives, and we're seeing the impact of that through stress, burnout, loneliness and digital fatigue. The more connected we become digitally, the more people seem to be looking for ways to connect in real life.

People are prioritizing experiences that get them outdoors, get them moving and help them feel more present. For me, surfing is the ultimate example of that. When you're on a wave, you're completely focused on what's happening in that moment. You get into a state of flow that is very difficult to replicate, and you come out of the water feeling different than when you went in.

Water is particularly powerful in that context. The principles of Blue Health look at the relationship between water-based environments and physical and mental wellbeing, and surfing brings that together with exercise, challenge and social connection.

I think that's what people are increasingly seeking from their leisure time. It's not simply about being entertained. They want experiences that help them feel healthier, more energized and more connected to the people around them.

Living in LA, ocean culture is a daily reality. How do you translate that authentic, laid-back coastal energy into landlocked markets like Dallas-Fort Worth without it feeling artificial or gimmick-heavy?

The most important thing is that we never lose the core surf culture. We have salt in our veins at Aventuur, and the Wavegarden team are passionate surfers themselves. The quality of the wave and the surfing experience have to be authentic for surfers, while at the same time creating an environment that feels welcoming to someone who may never have surfed before. We're not building a water park.

From there, it's about creating a destination that belongs in its location. In Dallas-Fort Worth, that means thinking carefully about the landscaping, built environment, amenities and programming in a way that responds to the climate and the region's active, family-oriented lifestyle. The goal isn't to recreate Southern California or Australia in Texas. It's to take the things people love about coastal culture and interpret them in a way that feels natural to Dallas.

The built environment can create the setting, but ultimately people create the experience.

It's the staff welcoming you when you arrive, the people you meet in the lineup, friends and families spending time together and the community that develops around the destination. If we can get the surf right, create a thoughtful environment around it and then give people the space to make it their own, that's when it starts to feel authentic.



Aventuur - Jacksonville Surf Park



Andrew Ross,

Chairman & Chief Development Officer of Aventuur

With a background spanning surfing, design, and development, you founded URBN SURF before joining Aventuur. What experiences shaped your approach to creating surf destinations, and what made Aventuur the right platform to bring that vision to life?

Developing URBNSURF Melbourne in 2018 taught me just how complex these projects can be. We were delivering the first full-scale commercial Wavegarden 'Cove', so there wasn't a tried and tested blueprint we could simply follow. We had to work through everything from site selection, planning, and geotechnical conditions, to infrastructure, lagoon design, procurement and, ultimately, how all of those elements come together to shape the customer experience.

That experience reinforced the importance of setting the vision and doing the hard work upfront. The more you can resolve through early design, engineering, and planning, the better positioned you are to manage the complexity that inevitably comes with projects of this scale, and to hold onto the vision you set throughout the development process.

What attracted me to Aventuur was the opportunity to apply the knowledge acquired from projects in Australia to a much broader global platform. We're taking what has already been learned through the development and operation of surf parks and applying it to destinations that integrate surfing with wellness, hospitality, and community. For me, it was an opportunity to help advance a category I've believed in for more than a decade and do it at a much greater scale.

For people living in or visiting Aventuur's residential and hotel spaces, how do recovery facilities, saunas, fitness, and dining weave together to turn a weekend trip into a daily lifestyle routine?

Surfing might be what initially draws someone to the destination, but it shouldn't be the only reason they stay or come back. The opportunity is to build a broader experience around the lagoon that naturally fits into people's routines and lifestyle. You might surf in the morning, train or recover afterwards, meet someone for lunch, and spend the afternoon working or relaxing around the destination, before a late afternoon surf. For someone who doesn't surf, the wellness, dining, events, retail, and community spaces need to be compelling in their own right.

We're seeing that philosophy take shape differently across our Perth and Auckland projects. Perth brings the lagoon together with wellness and recovery, fitness, dining, accommodation and large-scale events, while Auckland's broader masterplan incorporates residential, hospitality, a town centre, and public outdoor amenities. With those elements planned properly, they start functioning as a collective whole and become part of how people choose to live, whether they're visiting for a weekend or are residents living nearby.

How does having guaranteed, push-button waves through Wavegarden Cove technology change the social dynamic in the water and open up the culture to everyone?

One of the things I've always loved about surf parks is their ability to remove the barriers that can make surfing difficult to learn. In the ocean, you're dealing with changing conditions, crowds and often-times limited waves. In a Wavegarden 'Cove', we know when the waves are coming, where they're going to break, what quality they are, and what level of surfer they're designed for. You can have beginners learning in one part of the lagoon while more experienced surfers are progressing in another, all within the same environment. And with abundance, there is no need for competition in the lineup.

That changes the experience significantly. Beginners can focus on learning rather than competing for waves; families and friends of different abilities can participate at the same time, and surfers can get the repetition they need to improve. I've always believed the first time someone stands up on a surfboard is a pivotal and potentially life-changing moment to remember.

Surf parks give us an incredible opportunity to introduce far more people to that experience and hopefully start a relationship with surfing that lasts for the rest of their lives.

Developing large-scale wave lagoons requires significant land and resource management. How is Aventuur incorporating sustainable building and water/energy management practices into these developments?

Resource management has to be considered from the outset because decisions around water, energy, landscaping, and infrastructure are fundamental to how these projects are designed and operated over the long term.

The Wavegarden Cove is an important part of that equation. The lagoon operates on a closed-loop system that continuously recirculates, filters and sanitizes the same body of water, requiring only minimal top-ups to account for evaporation. Its modular technology is electro-mechanical in nature, making it the most energy efficient in the industry by a significant margin. This also allows waves to be generated as they're needed, rather than moving the entire body of water continuously.

We're then looking at opportunities across the broader development that are specific to each site. In Auckland, for example, the masterplan includes a co-located solar farm, and we plan to harness excess heat from an adjacent data centre to help warm the lagoon. We're also regenerating an existing stream system, incorporating native landscaping, harvesting rainwater, sourcing materials locally, and planning for on-site composting.



Perth Surf Park

Auckland Surf Park



As your first APAC destinations in Auckland and Perth come to life, what specific lifestyle, dining, or design elements are you personally most excited for guests to experience?

What excites me most is that both projects are being designed as much more than surf parks. They're intended to feel like genuine destinations where surfing is at the centre, but the experience extends well beyond the lagoon.

In Perth, I'm looking forward to the experience of coming out of the water after a surf and having everything you need right there. You can move from the lagoon into the wellness and recovery facilities for a sauna and ice bath, meet friends at the beach club for a swim and a cocktail, have dinner with your family overlooking the surf, or stay overnight in our glamping cabins. The members' clubhouse and community events lawn will also create places for people to gather even when they're not surfing.

Auckland has a different character. We're creating a broader community around the surf park, with around 500 residences, a town centre, extensive hospitality offerings, eco-cabins and public outdoor spaces, including walking and cycling trails. The idea that someone could live there and have world-class surfing and wellbeing amenities essentially in their backyard is pretty extraordinary.

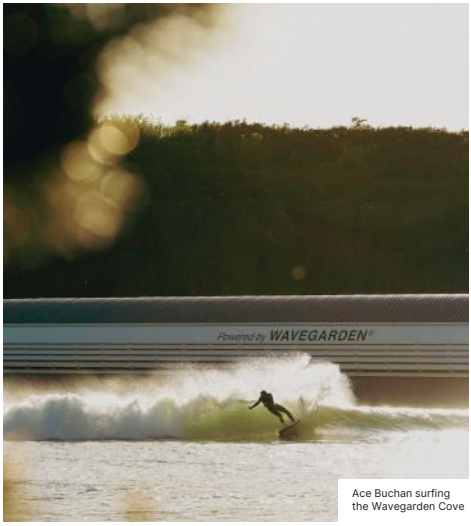
I'm excited to see people make these places their own. You can design the buildings and plan the amenities, but a destination really comes alive when people establish their own routines and communities around it.



The APAC region has some of the world's strongest surf cultures, but each market has its own identity and needs. How do you approach adapting Aventuur destinations to reflect the communities they serve?

Surfing has incredibly strong local cultures, particularly across Australia and New Zealand, and people are rightly protective of them. Our role isn't to manufacture a version of surf culture. It's to work with local communities, operators, and partners to create something that belongs there that serves the existing coastal culture.

Perth is a good example. We've described the project as "by the West, for the West" because it's being shaped around Western Australia's surfing history, coastal lifestyle, and local surf community. Auckland is different, with the rural character of Dairy Flat and Aotearoa's own surfing heritage informing the landscape, amenities, and broader experience. The Wavegarden technology may be consistent, but everything around it should be informed by, and respond to, its location. That's how you ensure authenticity and create somewhere the local community actually wants to embrace.



Ace Buchan surfing the Wavegarden Cove

How do you design a day at an Aventuur park so that an elite surfer, a family with young kids, and a non-surfer getting a spa treatment all feel like the space was made specifically for them?

Each park is designed as a broader ecosystem, with the Wavegarden 'Cove' as the central element. We're creating experiences designed to bring the wider community together, so even if you don't surf, there are plenty of ways to spend time and connect.

An experienced surfer might be focused entirely on getting as many high-quality waves as possible. At the same time, a child could be learning to surf for the first time, while their parents watch from the beach club, or meet friends for lunch. Someone else might come purely for a workout, recovery session, or dinner and never enter the lagoon. Others will visit the precinct to attend major music festivals that will be held at the park.

The design will make each of those experiences work individually, while the real energy comes from having them overlap. In Perth, for example, the lagoon connects with surf training, members club, wellness and recovery, the beach club, restaurant and bar, café, surf retail offering, events lawn, gardens, playground and accommodation. The aim isn't for everyone to do the same thing. It's to create a place where people with different interests can spend the day together and each have a reason to come back. ■A

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Images: Aventuur


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What Comes After the Stars?

What does ambition look like when you have already reached the top? Hélène Darroze talks about Michelin, motherhood and the life she imagines after the kitchen.

By Azimin Saini



Hélène Darroze Image: Jérôme Galland

Hélène Darroze is speaking to me from an office at The Connaught in London. Behind her, pinned to the wall, is a photograph collage of babies: her daughters, Charlotte and Quitterie, her nephew, fragments of a family life that has travelled with her through a career spent between kitchens, hotels and airports.

The photographs are an unexpectedly intimate backdrop for someone whose working day moves at a relentless clip. That morning alone, she has worked on menus for London and Royal Mansour in Marrakech with her executive chef, discussed the reinvention of Jòia, her casual Paris bistro, sat through communications meetings, planned an off-site event for 40 guests and gone through budgets with The Connaught's management. Later, there will be service.

She has only just returned from three weeks travelling through Malaysia, Cambodia and Vietnam. When I jokingly suggest if she spent two months away, which is an atypical French summer, Darroze laughs.

"Two months? It's impossible for me."

Life at the top

That, perhaps, is the contradiction at the heart of Hélène Darroze today. Born in Mont-de-Marsan in the Landes, Hélène Darroze is the fourth generation of a family of cooks. After graduating from business school in Bordeaux, she joined Alain Ducasse at Le Louis XV in Monaco, where she spent three years before moving into the kitchen at his encouragement. She opened her first eponymous restaurant on Paris's Left Bank in 1999. Twenty years later, she completed reinvention of the space, re-opening it in May 2019 as Marsan par Hélène Darroze, a more explicit homage to her South-Western roots.

Since then she has accumulated the things chefs are trained to want: restaurants, recognition, television fame, becoming a household name and Michelin stars, including three at Hélène Darroze at The Connaught and two at Marsan in Paris. In Marrakech, she also oversees La Grande Brasserie and La Grande Table Marocaine at the Royal Mansour, extending her reach into North Africa while adapting her

cooking to local produce and traditions. The female character Colette in Ratatouille was even modelled in part after her. Yet recognition has brought her neither stillness nor any obvious desire to stop.



LaGrande Table Marocaine - Marrakech Image: Justin De Souza

Ask what makes her happiest, however, and the answer is disarmingly uncomplicated.

"My biggest happiness is when I am in the kitchen," she says. "When I share time with my team, and after, when I share time with the guests."

In Paris, she still works the pass herself when she is there. In London, that responsibility belongs to Marco, her right hand man, although she remains present at service, checking dishes and spending time with the brigade.

"I have to be in the restaurant," she says. "It makes sense. And once again, it also gives me a sense of happiness."

That attachment is visible in her cooking. Marsan remains her most autobiographical expression: a restaurant built around the memories, products and spirit of the South-West of France.

There is Landes foie gras, produce from Saint-Jean-de-Luz, Basque cheeses and Armagnac. The most evocative gesture comes with the duck, roasted à la goutte de sang and finished au capucin, a technique Darroze has described as ancestral. The capucin itself is an almost medieval-looking iron implement: a long handle ending in a perforated cone, heated until scorching before fat is placed inside, ignites and rains down over the meat, crisping and perfuming it with smoke.

It encapsulates what Marsan does best: taking the cooking of hearth, family and terroir and placing it inside the vocabulary of contemporary haute cuisine, without polishing away the elemental pleasure of fire, fat and flavour.

But she is careful to distinguish those roots from a formula that can simply be exported elsewhere.

"In London, I feel obliged as a sign of respect — to cook with the products that I find in the UK," she says. Morocco demands the same sensitivity. What travels is not necessarily the ingredient, but an approach: strong flavours, respect for produce, cooking that gathers people around a table.



The Connaught London À la carte menu Image: Justin De Souza



My biggest happiness is when I am in the kitchen.

Hélène Darroze plating at The Connaught

Image: Justin De Souza

Some memories, however, do travel

On Marsan's menu is a dish pairing lobster with tandoori spices, a preparation whose origins stretch back to a solo trip Darroze made to India in 2008. It was a consequential journey, she says, during which she questioned aspects of her life and made important personal decisions. When she returned, she created the sauce almost instinctively, originally serving it with langoustine. Nearly two decades later, variants still appear across her restaurants.

"It follows me all the time," she says.

If food carries memory forward, ambition works differently. When I ask what remains to chase after so much success, Darroze initially resists the premise. Success, in her worldview, is not a permanent state.

"Success is never achieved," she says. "Every day is a new day and every day you have to question yourself, to try to do better."

There is, however, one accolade she allows herself to desire.

"If I'm really honest, my dream would be to have three Michelin stars in Paris also," she says.

Not because she spends each morning thinking about Michelin, she insists. Marsan matters because it is hers in a way that her other restaurants are not. It is the restaurant she created as an homage to her family, her roots and the landscape that she grew up in and still occupies her imagination.

The distinction is revealing. The Connaught's three stars demonstrate what Darroze can achieve at the highest level with the resources of a grand hotel. Marsan is more personal. London has a team of roughly 60, she says, compared with around 40 in Paris, and a hotel structure that brings far greater operational support.

A third star at Marsan would therefore mean something different. "For my family," she says, it would be "the cherry on the cake".

Yet even as Darroze admits to wanting another summit, she is beginning to imagine life beyond the climb.

"One day I will retire," she says, with a sigh. "My life as a chef is very... 'involving', it's very tiring. It's a lot of work."



The Connaught London Chef's Table

Image: Jérôme Galland

She imagines beginning to step back sometime between the age of 65 and 70, although she immediately qualifies the word retirement. Perhaps she will retain one restaurant as a consultant. What she wants most is time: to travel properly, to pursue humanitarian work involving women and children and, above all, to write — books about food and cuisine, certainly, but perhaps other things too.

There is already one book waiting for her.

Darroze began writing it around 15 years ago, when her daughters were still children. One day, one of them asked her to draw a salsify because she did not know what the vegetable looked like. Darroze attempted the drawing and, by her own assessment, produced “a piece of shit”.

So she took her daughter to see the real thing.

That moment became an idea for a book structured around three gardens: that of Darroze’s great-grandfather, her grandfather and Mario Muratore, an Italian chef she worked with under Alain Ducasse and remembers as being like a second father. Through 56 fruits and vegetables, Darroze imagined a dialogue with Charlotte and Quitterie: what each plant is, where it came from, what memories it holds and how they might cook it together.



Marsan Paris Image: Desprezmarie Studio



The Connaught London Image: Jérôme Galland

She completed only 16 entries before work consumed the time required to continue. Her publisher still asks her to return to it.

“I need time to write,” she says. “I need to have a clear mind.”

The daughters in those photographs behind her are no longer babies. Charlotte is 19, Quitterie is 17. Darroze adopted both from Vietnam and raised them as a single mother, building an extraordinary career by keeping them close. Charlotte is named after Darroze’s grandmother, a figure she describes as hugely important to her; Quitterie is a rare name from the Landes, another small act of connection to home.

When the girls were young, Darroze designed her life around proximity. Their school was near her restaurants. She chose homes within a five-minute walk of work. In London, they spent evenings in this very office: one asleep in a buggy, the other



Marsan Paris

Image: Desprezmarie Studio

reading, drawing or watching something on the computer while their mother worked nearby.

"I never had to make a choice" between motherhood and the kitchen, she says. Then she adds the line that makes the hierarchy clear: "They were, and they will always be, my priority."

For someone whose career has been built around restaurants, it is striking how much of Darroze's imagined future exists outside them.

She still considers new opportunities. She still dreams, occasionally, about New York, a city she has long loved, although Asia increasingly intrigues her. And she still wants that third star in Paris.

But accumulation no longer seems to be the point. She is not dreaming of an empire of restaurants à la Joel Robuchon or an ever-expanding constellation of stars. What she talks about instead is time: time to write, time to travel, time to give back, time to finish a story begun with her daughters in a garden.

Perhaps that is what ambition looks like after the summit. Not the absence of hunger, but a change in its direction.

For now, Darroze is still at the pass in Paris. There are dishes to test, guests to feed, teams to lead, another service ahead. Success, she insists, can disappear "in one minute", which is why the work never quite feels finished.

But somewhere in her future sits an unfinished manuscript, 40 fruits and vegetables still waiting to be written.

And perhaps, eventually, enough time to finish it. ■**A**

Helenedarroze.com



La Grande Brasserie Marrakech — Image: Justin De Souza



The Connaught London — Image: Justin De Souza



Marsan Paris — Image: Desprezmarie Studio



Nils Timm / Vesta Home

Inside the New Luxury Home

With over US$13.7 billion in real estate staged last year, Vesta Home CEO Julian Buckner reveals what thousands of high-end projects teach us about the changing tastes of today's ultra-wealthy buyer.

By Simon Young

From multimillion-dollar estates to residences associated with some of the biggest names in entertainment and sports, Vesta Home operates behind the scenes of the US luxury property market. Founded by Julian Buckner, the company has grown from a home-staging business into a national design and furnishing platform. Here, Buckner discusses how affluent buyers are changing and where luxury residential design goes next.

Vesta Home sits at the intersection of luxury real estate, interiors and furniture. How has the business evolved from where it began?

Vesta Home started with luxury home staging, but we realised fairly early that staging gave us a unique position in the market. We were already inside some of the most valuable homes in the country, working alongside the developers, brokers, designers and homeowners who influence how those homes are marketed, designed and ultimately lived in.

Today, Vesta Home is a vertically integrated luxury home platform spanning staging, interior design, custom furniture manufacturing, furniture sales and turnkey furnishing. Rather than treating those as separate businesses, we've built an ecosystem where each reinforces the others.

We now complete approximately 2,500 residential projects annually across markets including New York, Los Angeles, Miami, Palm Beach, San Francisco and the Hamptons. In 2025 alone, we staged more than 5.2 million sq. ft. of residential real estate representing approximately US$13.7 billion in transactions.

That scale gives us a unique view into the luxury consumer. We're seeing, in real time, what resonates across different geographies, architectural styles and price points.



Vesta Home CEO
Julian Buckner



Cristian Cruzio / Vesta Home

You work inside some of the most valuable homes in America. What are you seeing change at the very top of the luxury market?

We're seeing a shift from conspicuous luxury towards highly personalised luxury. The most sophisticated buyers are less interested in a home that simply looks expensive and more interested in one that feels completely considered, with exceptional materials and craftsmanship, but also incredibly functional and specific to how they live.

Expectations around immediacy have also risen dramatically. Someone can buy a US$20 million home and increasingly expects to walk into a finished environment with furniture, art, accessories and linens already in place, rather than spending the next 18 months managing a traditional design process.

> **The home itself is becoming a new kind of showroom.**

Buyers have also become much more design-literate. They're exposed to extraordinary homes and hospitality experiences all over the world, and they bring those expectations home with them.



Nils Timm / Vesta Home



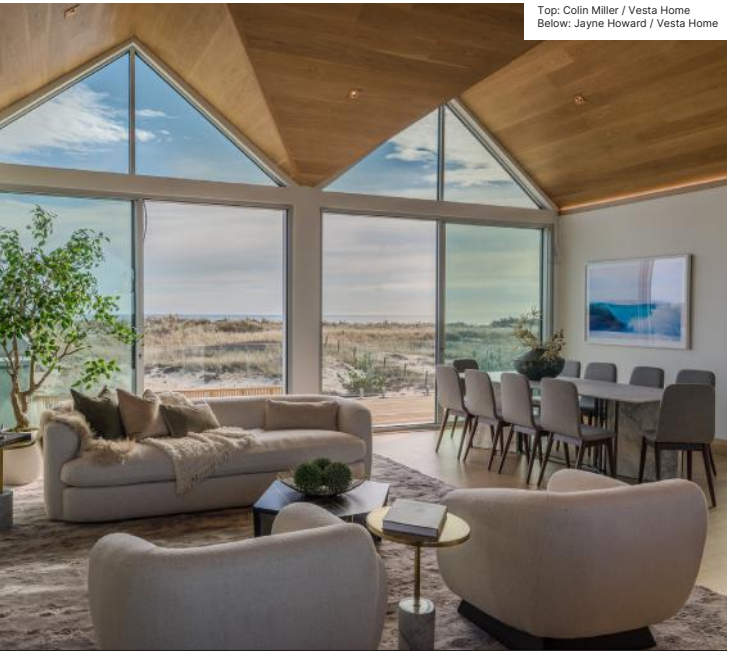
What does that shift tell you about how affluent consumers define luxury today?

I think the definition has moved beyond simply owning expensive things. At the highest level, people are buying time, access, ease and experiences that feel considered from beginning to end.

You see that clearly in hospitality and increasingly in residential real estate. There is an expectation that you should be able to arrive and immediately begin living. The lighting works, the furniture is there, the art is hung and every detail has already been considered.



> **For luxury brands, the opportunity is to remove friction without removing individuality.**



Top: Colin Miller / Vesta Home
Below: Jayne Howard / Vesta Home

Does the rise of turnkey living risk making luxury homes feel increasingly alike?

Absolutely, and that's where design becomes more important. The best interiors still need a point of view. They need texture, art, vintage pieces and unexpected objects that create a sense of discovery. A home should feel layered rather than as though everything arrived from the same catalogue on the same day.

We're seeing a broader move away from highly sanitised, monochromatic interiors towards homes that feel more collected and lived in. Even in a completely turnkey residence, people want personality.

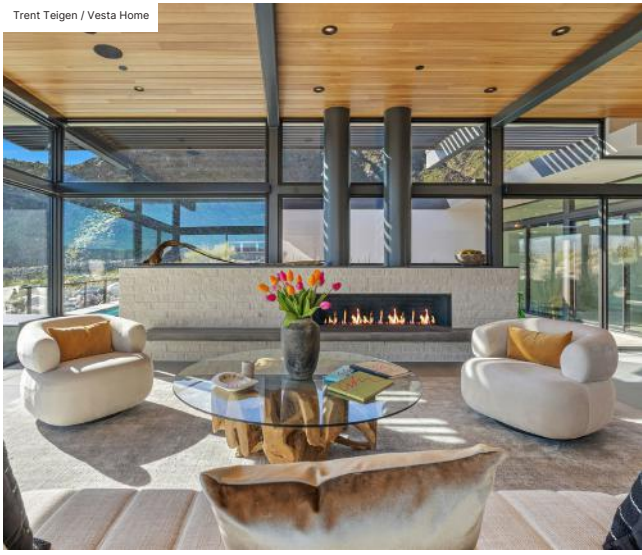


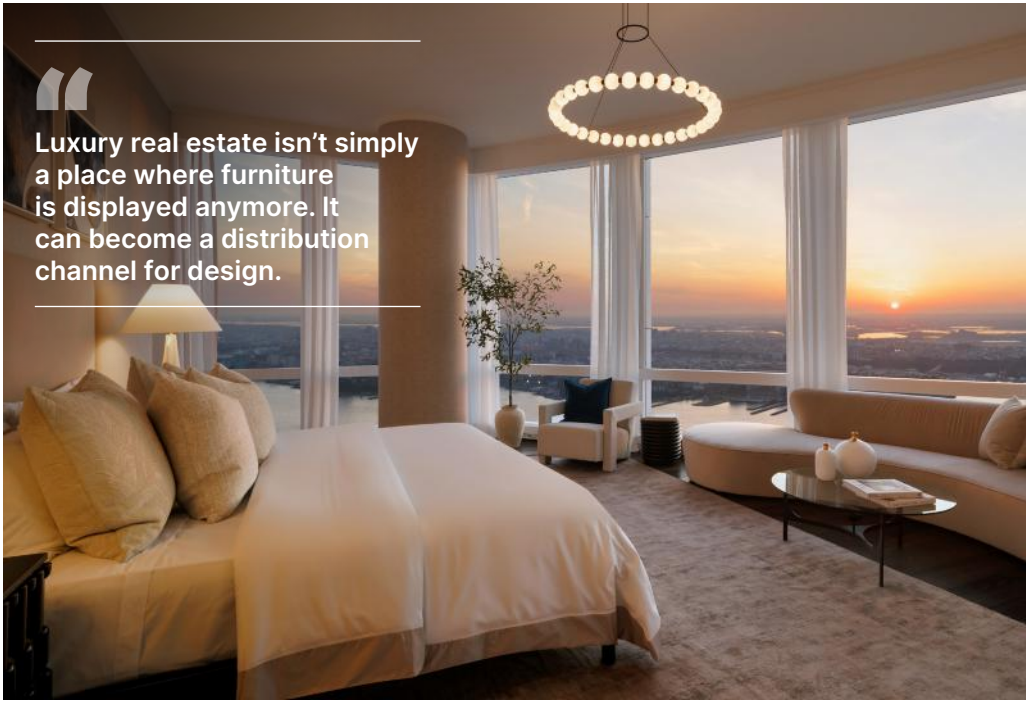
How different are the expectations of luxury buyers across markets such as Miami, New York and Los Angeles?

Every market has its own rhythm. Miami has an international buyer base and a strong culture of second and third homes, so turnkey living makes enormous sense. New York is different. Space itself is incredibly valuable, so every piece has to work harder and proportion becomes critical. Los Angeles gives you more opportunity to engage with architecture and indoor-outdoor living.

But affluent consumers are increasingly global, so tastes travel. Someone might see something in a hotel in Paris, a home in Los Angeles or a restaurant in Milan and bring that reference to their next residence. We're designing for a consumer whose visual world is much larger than the city they happen to be buying in.

Trent Teigen / Vesta Home





Vesta Home has worked on residences associated with some extraordinarily high-profile names. Does celebrity still influence luxury design?

What is more interesting to us than celebrity itself is access. We get access to exceptional architecture, important properties and clients willing to push boundaries.

Our portfolio has included homes associated with LeBron James, Harry Styles, Steph and Ayesha Curry, Travis Scott, Jonah Hill and Helen Mirren, as well as the US$149 million penthouse at Central Park Tower. But every great project starts with the same question: what does this particular home want to be?

At that level, the architecture should lead.

You also manufacture and sell furniture. Why was controlling more of that process important as Vesta Home grew?

Controlling more of the product was a natural evolution. We were designing thousands of homes and generating enormous demand for furniture, but relying on third parties meant we couldn't always control design, quality, availability and lead times.

Bringing product development and manufacturing in-house changed that. We can design furniture based on what we're seeing resonate across thousands of real homes and deploy it across staging, design and direct-to-consumer sales.

Our staging business also acts as a physical showroom network. Consumers experience our furniture in extraordinary homes, often at the exact moment they're buying a home themselves. We can see what resonates, use that insight to inform what we manufacture and make those same pieces available to clients.







Opposite page: Colin Miller / Vesta Home
Top: Venjhamin Reyes / Vesta Home
Below: Paul Dyer / Vesta Home

Where do you think the luxury home is heading next?

I think the luxury home is becoming much more experiential, personalised and service-driven. At the highest end, people increasingly expect their homes to deliver the same thoughtfulness and service they experience at the world's best hotels and resorts, but tailored entirely around their lifestyle and the way they actually live. Clients want each room to have a purpose and support how they spend their time, whether that's wellness, entertaining, working, hosting family or simply switching off.

Beautiful design is increasingly table stakes. The next frontier is everything around it: wellness, technology, art, entertaining, concierge-level services and making an extraordinary home effortless to own.

> **The future of luxury will be incredibly seamless, but the best version of it will still have soul.**

The industry serving that customer will also become far less fragmented. Consumers increasingly want a trusted partner who can orchestrate the entire experience. That's a big part of what we're building towards at Vesta Home: a deeper relationship with the client around the home. ■**A**

Vestahome.com

From Air Force Captain to Luxury Visionary

Rooted in military discipline and guided by a passion for authentic destination living, Greg Spencer, CEO of Timbers Company reflects on 18 years with the company, expanding into world-class markets, and crafting luxury real estate designed for multi-generational connection.

By Robbie Wilson

For Greg Spencer, true luxury isn't measured in rapid expansion or flashy amenities, it's found in the quiet execution of micro-details, an authentic sense of place, and the enduring strength of family traditions. Long before leading Timbers Company as CEO through strategic evolution, headquarter moves, and brand and property launches, Spencer's leadership foundation was forged as a Captain in the U.S. Air Force. Today, that military-grade focus on discipline and preparation translates into curating ultra-high-end residence clubs and destinations spanning from Tuscany to Kaua'i and Captiva Island. In this candid conversation, Spencer breaks down how the definition of "home" is shifting for the modern luxury consumer, why staying boutique requires strategic restraint, and why his ultimate measure of legacy comes down to a single emotion: connection.

You began your career as a Captain in the U.S. Air Force before transitioning into the corporate world. How did the discipline and high-stakes environment of military service shape your approach to leading a luxury hospitality brand?

My time in the Air Force shaped a leadership style built around discipline, preparation and accountability. In a military environment, details matter, expectations need to be clear, and you have to be willing to make decisions quickly and decisively. I've carried that same mindset into business, setting a high bar, staying close to the work and maintaining a strong focus on execution and results.

In luxury real estate and hospitality, that attention to detail is especially important because excellence is often defined by the smallest things, whether a residence is prepared exactly as an owner prefers before they arrive, the team remembers a family's traditions from one visit to the next, or a need is anticipated before it ever has to be requested. At Timbers, we're constantly looking at how we can elevate the experience, anticipate what our owners and guests expect, and ensure we are delivering consistently across every touchpoint. For me, leadership means establishing that standard of excellence and continually pushing the organisation to meet and exceed it.

What drew you to Timbers over 18 years ago?

I knew I wanted to be in the luxury resort space from very early on. I had known about Timbers before starting my graduate degree, and while I was still in school, I came across an ad for the company in Worth Magazine and it felt like a sign.



Greg Spencer, CEO of Timbers Company

I was also drawn to the destinations where Timbers was developing at the time, places like Tuscany, Steamboat Springs and Virgin Islands. These were extraordinary locations, and the idea of building a career around creating distinctive residential resort experiences in destinations like this was incredibly appealing to me.

After graduating Columbia University, I had opportunities with more traditional real estate firms, but I was determined to work specifically in the luxury resort space. I took a chance and cold-called Timbers and was able to meet with our founder, David Burden. I left that meeting thinking there weren't any jobs available, but by the time I got home I was receiving a call offering me a development project manager position, starting my Timbers journey.

What has been rewarding is seeing many of those early ideas continue to define the company today. Casali di Casole in Tuscany is a great example. It's a place where the residences, landscape, history, food and wine all come together to create an experience that could only exist in Tuscany. That commitment to finding extraordinary destinations and creating something authentic was what attracted me to Timbers in the beginning, and it remains a fundamental part of who we are as a company today.

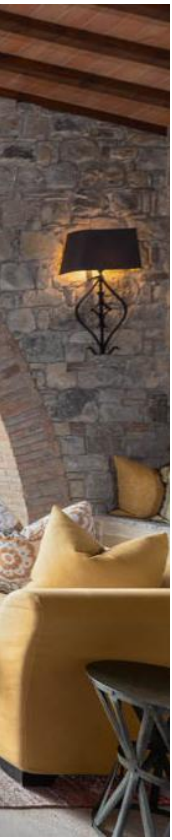


Casali di Casole, Tuscany
Casale La Fonte di Barbena

Timbers moved its headquarters from Colorado to Winter Park, Florida. Beyond the logistical advantages, what did you see in the character of this community that aligned with the "soul" of the Timbers brand?

Looking at the broader competitive landscape, it became clear that Florida is where growth and demand are continuing to increase. The state brings in over 118 million annual visitors, and there's a strong market for luxury resort experiences. Strategically, we wanted to position ourselves in a destination where our customers already are and where they're heading.

Beyond the numbers, Winter Park offered a sense of character and community that aligned closely with the Timbers brand. Coming from the Aspen area, we have always believed in the importance of being rooted in a state with a distinct identity. Winter Park offers our team that in addition to placing us at the center of a region experiencing significant momentum, particularly in the last five years, where lifestyle, travel and resort living have taken on even greater importance.



In 2021, you introduced Timbers Company alongside Timbers Resorts, creating a broader platform for growth and ultimately launching Soleil Hotels & Resorts. What was driving that evolution, and where did you see an opportunity for a new brand focused on whole-ownership and more urban destinations?

The introduction of Timbers Company reflected our ambition to scale the business while preserving what had made Timbers Resorts successful for more than two decades. Timbers Resorts remains central to who we are, but we were seeing opportunities in the luxury market that extended beyond the traditional resort and private residence club model. Timbers Company gave us the ability to pursue those opportunities more strategically, and Soleil was a natural extension of that vision. It allowed us to bring our development and hospitality expertise to whole-ownership and more urban, lifestyle-driven projects, while creating a distinct brand experience for that customer. Together, this created room for us to grow in new ways without changing what Timbers Resorts represents.

That vision is now beginning to take shape. We have a potential Soleil project in the pipeline that brings the concept to life in a compelling way; more urban in character, close to the water and, for us, a little closer to home. We're not quite ready to share the details, but it's an exciting example of what we envisioned when we created Soleil and where we see Timbers Company continuing to grow.



One Steamboat Place
Steamboat Springs, Colorado


Timbers Kiawah Ocean Club & Residences
Penthouse Lanai

Timbers has long been a leader in the fractional ownership and private residence club model. With the rise of "work-from-anywhere" lifestyles, how have you seen the definition of "home" change for your owners in the last few years and how does it resonate with today's luxury consumer?

The meaning of "home" has definitely evolved over the past few years. For many Timbers owners, it is no longer defined as a single primary residence, but a place, or in some cases, multiple places, that supports how they and their families want to live, build community, work and spend time together.

We see that reflected across our portfolio because there isn't one definition of the ideal second home. For some owners, it might be the private club and golf lifestyle they find at Timbers Jupiter, close to West Palm Beach. For others, it's the understated coastal environment and connection to the outdoors at Timbers Kiawah in South Carolina's Lowcountry. What they have in common is the desire to feel connected to a place and to have a home that becomes part of how their family spends its time together.

We are also seeing an increased appreciation for our private residence club model. There is a strong desire for products that feel both personal and exclusive, without the burden of traditional vacation home upkeep and maintenance. Today's luxury consumer values the freedom to arrive and immediately feel at home, knowing everything has been thoughtfully taken care of. That ease of ownership allows our owners to focus less on the responsibilities of a second home and more on actually enjoying it.

At Hōkūala on Kaua'i, you've overseen the continued buildout of both the private residence club and a collection of estate homesites within a destination deeply connected to its natural surroundings and Hawaiian culture. How do you balance creating a high-end residential experience with preserving the natural environment, cultural heritage and authentic sense of place that make Kaua'i so special?

At Hōkūala, we've always believed that the natural beauty and character of Kaua'i are among the greatest luxuries we can offer. It is an extraordinary 450-acre setting, and as we've continued to build out the private residence club and homesites, we've been very intentional about how each new phase fits within the larger destination, preserving open space, respecting the landscape and ensuring that what we create feels authentic to its surroundings rather than imposed upon them.

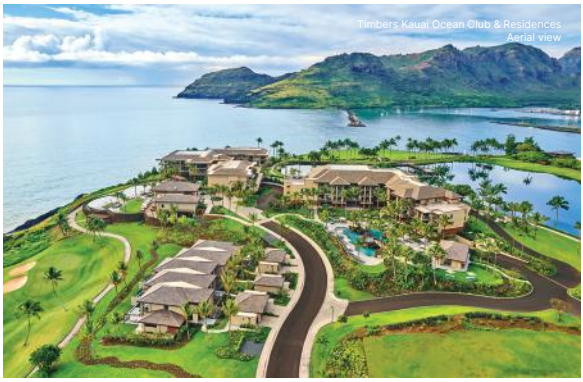
What makes Hōkūala particularly special is that the experience extends far beyond the residences themselves. Owners have access to an incredible natural environment with oceanfront living, lagoons, miles of trails, golf and The Farm at Hōkūala. There are so many opportunities to be outdoors and connected to the land and water, which becomes part of everyday life there. It's a very different kind of luxury, one that is rooted in space, nature and the ability to slow down and experience Kaua'i.

For us, luxury isn't about building more; it is about building thoughtfully and creating an experience that could only exist in that particular place. That means being mindful of the land, respecting the culture and community, and making decisions with a long-term perspective. Our responsibility is to enhance what is already special about Hōkūala while ensuring that the qualities that drew people there in the first place are preserved for generations to come.

In an era of rapid expansion, how do you resist the temptation to "over-scale" and maintain that boutique, intimate feel?

We've never set out to be the biggest company in our space. Growth for the sake of growth is not particularly interesting to us. We would rather pursue fewer opportunities where we know we can deliver at a very high level and where the market supports the kind of product we create. That discipline has always been an important part of how we evaluate new opportunities.

Maintaining that boutique feel also means resisting the temptation to apply the same formula everywhere. Tuscany should feel like Tuscany, Kaua'i should feel like Kaua'I; each destination should feel authentic to its surroundings rather than shaped by a single formula. What remains consistent is the level of service, quality and attention to detail behind each of them.


Timbers Kauai Ocean Club & Residences
Aerial view

Ultimately, we want Owners to feel known and connected, not only to the Timbers community, but to the destination itself. Being purposeful about scale allows us to preserve that intimacy as we grow. If you lose that sense of connection, you begin to lose an important part of what makes Timbers different.



Timbers Captiva Club & Residences
Osprey Penthouse Lanai Gulf View
Artist Conceptual Rendering of Timbers Captiva (Proposed)



Today's luxury traveller often values "access" as much as "amenities." How is Timbers Company evolving its concierge and membership services to provide experiences that money can't necessarily buy?

At Timbers, we are seeing a clear shift from traditional amenities toward more personalised, meaningful access. It starts by understanding the needs and wants of our clientele, and with each



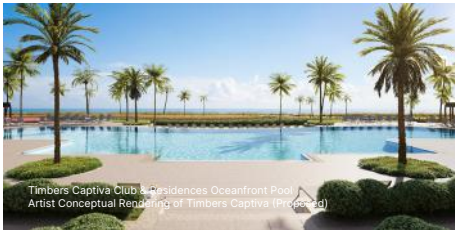
Casali di Casole
Casale La Fonte di Barbena

owner having a different definition of what luxury means to them, our goal is to create tailored experiences.

Increasingly, luxury is about time, access and the ability to enjoy a destination without having to think about every detail. That can mean creating special family programming, opening the door to something unique to the destination, or simply anticipating what an owner needs before they have to ask. The real value of great concierge and membership service is that level of thoughtfulness, taking care of the details so our owners can be fully present with the people they came to spend time with.

As Timbers celebrates over 25 years in the industry, what do you want your legacy as CEO to be? When people think of a "Timbers property" a decade from now, what is the one emotion you hope they feel?

My goal at Timbers has always been to help create environments for cherished moments. That is the reason I got into the luxury resort space in the first place and what continues to drive me today. If we continue doing our jobs right, Timbers will be creating places where families spend meaningful time together, form lasting connections and build traditions that carry from one generation to the next.



Timbers Captiva Club & Residences Oceanfront Pool
Artist Conceptual Rendering of Timbers Captiva (Proposed)

Our newest endeavor, Timbers Captiva, is a great example of what that looks like for us today. As the first new luxury residential offering on Captiva Island in more than 30 years, it's a rare opportunity to create something new while respecting the character and sense of place that have made the island so special for generations. The residences are being designed around the way people experience Captiva, its connection to the Gulf and the bay, time spent outdoors and a relaxed island lifestyle, with an emphasis on creating a place families can return to year after year.

> **Increasingly, luxury is about time, access and the ability to enjoy a destination without having to think about every detail.**

There is also a personal connection for me. My family has been visiting Captiva since I was a child, so I understand firsthand the emotional connection people have to the island and the traditions families build there over time. To now have the opportunity to help shape its next chapter through Timbers Captiva makes the project particularly meaningful to me.

I do not want my legacy to be tied to one particular project. I'd rather it be reflected in the relationships people build with these places and with one another, and in knowing that Timbers played a small part in creating those memories. A decade from now, I hope the feeling people associate with Timbers is connection; a connection to family, to a place they love and to the memories they have created there. ■A

Timberscompany.com

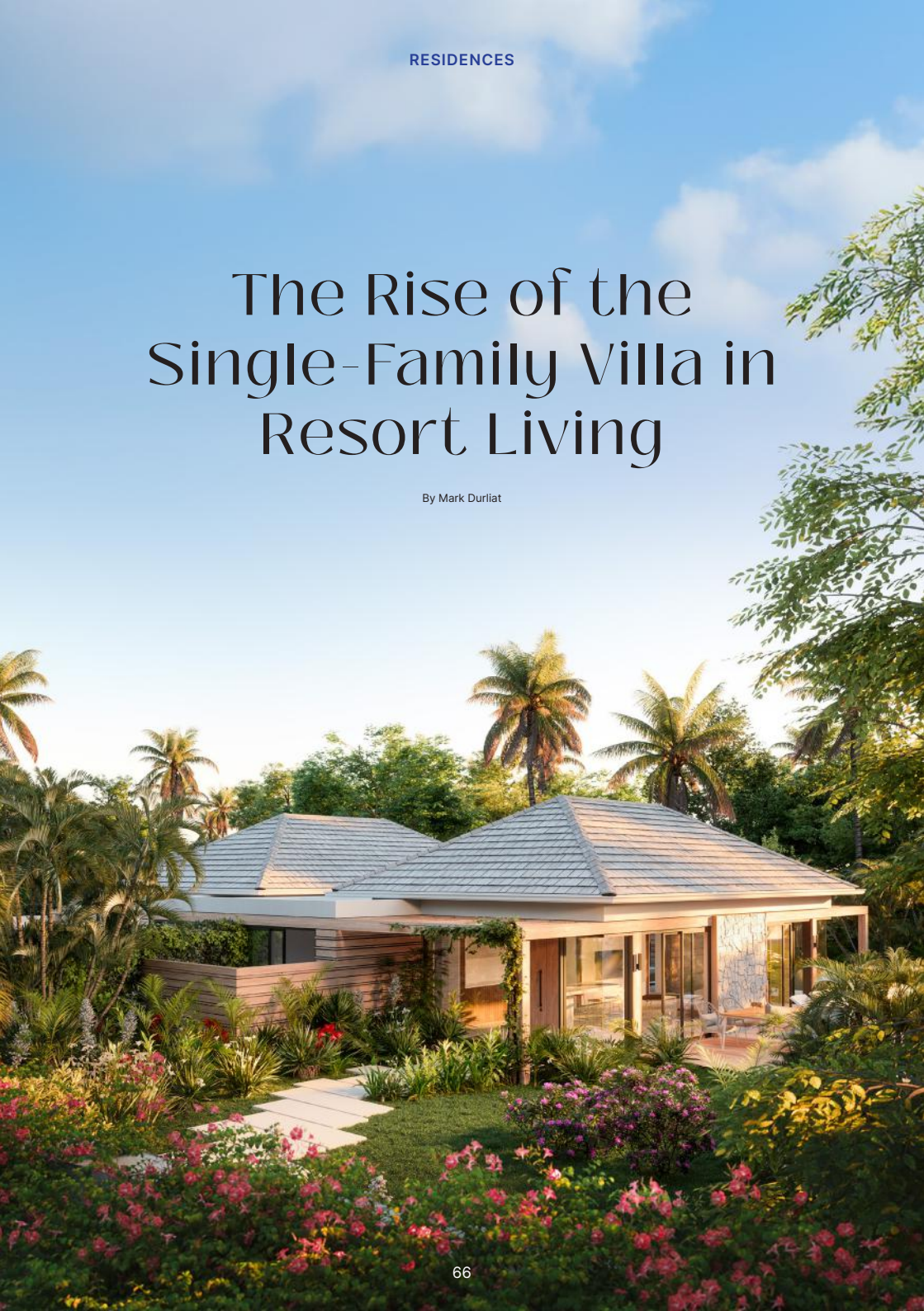
Images: Timbers Resorts



Timbers Captiva Club & Residences Aerial over marina and gulf
Artist Conceptual Rendering of Timbers Captiva (Proposed)

The Rise of the Single-Family Villa in Resort Living

By Mark Durliat



The way people want to live on vacation is changing. For years, resort ownership was largely about convenience: a residence in a desirable destination with hotel services and amenities close at hand. Today's luxury buyer still wants that ease, but increasingly wants it paired with something more personal: the privacy, space and independence of a home.

That shift is bringing new attention to the single-family villa.

Unlike a residence within a larger resort building, a standalone villa allows owners to settle into a destination differently. There is more separation from neighbours, more room to move between indoors and out, and a greater sense that the property is truly your own. At the same time, owners can still have access to the restaurants, housekeeping, concierge, beach service and other amenities that make resort living effortless.

It reflects a broader evolution in luxury real estate. According to Sotheby's 2026 Mid-Year Luxury Outlook Report, affluent buyers continue to prioritise unique, experience-driven homes over standardised luxury products. As younger wealthy buyers enter the market and families spend more time in their second homes, the focus is shifting from simply owning in the right destination to how it actually feels to live there.

The shift is particularly important in beachfront destinations, where space itself has become a luxury. When land is limited, the instinct has traditionally been to build taller or increase density. But for many buyers, the appeal is increasingly the opposite: fewer neighbours, private outdoor space and a more direct connection to the natural setting.





When we acquired the Point Grace property in Turks & Caicos in 2018, we saw an opportunity to put those priorities into practice. The approximately 9.5-acre beachfront site had zoning that could have supported nearly 400 hotel rooms and residences, including substantially taller buildings. Rather than maximise what could be built, we focused on preserving more of what makes the location special.

The Point by Grace Bay Resorts was conceived as a lower-density community of 58 residences and resort accommodations. Its 16 standalone two-bedroom Casitas offer perhaps the clearest example of this approach. Each has its own private garden, pool and outdoor shower, giving owners the feeling of retreating to a private Caribbean home while still having Grace Bay Beach and the services of Grace Bay Resorts just beyond their door.

That balance is becoming more meaningful as people use second homes differently. Owners may stay for weeks rather than days, return throughout the year or bring children and extended family for longer visits. The more time spent in a destination, the more the everyday qualities of a home begin to matter.

It is also changing what constitutes an amenity. Luxury has often been measured by how much a resort can offer. Increasingly, it can be about what an owner does not have to share: a pool of their own, a garden outside the bedroom, room for family to gather or simply the ability to spend an afternoon outside without feeling surrounded by a larger resort.



At The Point, that philosophy extends beyond the Casitas themselves. The space between residences and the surrounding landscape are part of the experience, allowing Grace Bay Beach to remain the focal point rather than simply the backdrop.

With The Point now 81 per cent sold, its reception points to a larger shift in what buyers want from resort ownership. They are not choosing between the privacy of a vacation home and the ease of a resort in the same way they once did. Increasingly, they expect both.

As beachfront land in established resort destinations becomes scarcer, that shift will influence how the next generation of resort communities is conceived. Building less can sometimes create more value, particularly when what buyers are seeking is space, privacy and a deeper connection to the destination.

The single-family villa sits squarely at that intersection. It offers the feeling of having a home entirely your own, with the freedom to experience a destination at your own pace, while someone else takes care of the details. For today's resort buyer, that may be the ultimate luxury. ■**A**



Gracebayresortsdevelopment.com/residences/the-point
Images: The Point



Affluent buyers continue to prioritise unique, experience-driven homes over standardised luxury products.

The New Standard for Wollongong Living

Inspired by the dramatic meeting of ocean and escarpment, Turner Studio's Horizon Collection at Easterly Residences sets a new benchmark for whole-floor penthouse living in Wollongong.

By Simon Young







Wollongong's coastal strip is undergoing an unmistakable shift. At the centre of this landscape, developer Level 33 has officially launched the Horizon Collection at Easterly Residences, a release comprising just three whole-floor penthouses set directly above City Beach in the town's central entertainment precinct.

Spanning Floors 11, 12, and 13, each penthouse is built to a scale rarely seen in regional apartment developments. Every residence delivers 218 square metres of private living space paired with two secure parking bays. Exclusive marketing agent Colliers Wollongong is currently bringing the trio to market. Managing Director Simon Kersten sees the release as a pivotal moment for the regional property market, noting that the project "sets a new benchmark for luxury, privacy, and architectural refinement in the region". He highlights the balance between seclusion and urban connection: "With uninterrupted panoramic views of our wonderful coastline you'll feel above it all yet a short elevator ride down to restaurants and entertainment".

The architectural vision comes from Sydney practice Turner Studio, working under the project banner "Wollongong's Most Exquisite Address". The exterior design draws direct inspiration from the collision of the Illawarra escarpment and the Pacific Ocean.



Turner Studio Managing Director Karl May explains that “honouring both the coastline and the nearby mountains has been central to the design process”, with the core architecture “celebrating the meeting of two distinct landscapes”.

May points out how the structure physically reflects its surroundings. “Easterly elegantly connects land to ocean, mirroring the natural rhythms of its setting,” he says. “The building’s curvaceous, ripple-like silhouette embodies the fluidity of the sea, while natural sandstone accents reference the strength and permanence of the land”. Grounded in a prime central location with “easy walking distance to the beach, shopping, restaurants and the CBD”, the building makes subtle nods to local landmarks. “Metallic copper detailing enriches the façade,” May adds, “and fluted concrete balustrades echo the ridges of the local lighthouse, reinforcing a strong sense of coastal identity”.

The interior layout was driven primarily by light and orientation. “Given such an important location so close to the beach, we sought to create residences that maximise the residents’ experience of the water,” May notes, pointing to “views from almost every vantage point enhanced by expansive balconies and full-height windows to the eastern façade”. The physical link to the shore remains central throughout, with “a subtle architectural connection to the ocean plays out in the rounded balconies, like stones washed smooth from the waves”.

Inside, Turner Studio pursued a minimalist finish across a three-bedroom plus study layout angled to capture a north-east aspect. Kitchens are anchored by Taj Mahal natural stone and fitted with a Gaggenau wall-mounted oven, a 90mm Gaggenau cooktop, and a fully integrated Fisher & Paykel fridge. Cream vein tiles run through the living areas, complemented by a fireplace in the primary sitting room and double his-and-hers vanities in the main bathrooms

Outdoor living acts as a direct extension of the floor plan. The broad balconies are finished with natural timber soffits and feature a built-in BBQ and integrated wine fridge for outdoor dining.

As a whole, Easterly Residences is a boutique build containing just 21 total apartments. At street level, two commercial tenancies incorporate alfresco dining spaces designed to add a working café element to the entrance.



The project is backed by Level 33's 25-year history across Greater Sydney and the Illawarra. Operating under the tagline "Places Brought to Life", the firm has completed 21 developments to date, delivering roughly 2,100 apartments for over 8,000 residents.

Founding Managing Director Eddy Haddad views Easterly as part of a larger context. "Having developed in Wollongong and the Illawarra for almost two decades, Level 33 has played a significant role in the transformation of Wollongong from a quiet seaside town into a vibrant, modern and sophisticated coastal destination," Haddad states. He adds that current developments like "Easterly, Atchison & Kenny and Gallery continue this evolution, contributing to a new chapter of urban renewal and lifestyle-focused living for the city".





The exterior design draws direct inspiration from the collision of the Illawarra escarpment and the Pacific Ocean.

With around 1,300 apartments in construction and a A$6 billion project pipeline, Haddad sees the market shifting permanently. "Through Easterly and our wider portfolio of lifestyle-oriented developments, we are continuing to help reshape Wollongong into a city defined by design, amenity, and coastal sophistication," he says, "while delivering homes that meet the needs of today's buyers and future generations".

Easterly Residences is currently under construction, with completion scheduled for late 2026. Prices start from A$6m. ■**A**

Easterlyresidences.com.au/horizoncollection
Images: Level 33

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Panache Management Pte Ltd - 268 Orchard Road, #B1-20 Singapore 238856
Tel: (65) 9185-0726 info@PanacheManage.com


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More Than a Miami Address:

How Edge House Is Courting the Global Buyer

Inside the Edgewater development courting a new generation of global buyers with flexible ownership, rental potential and a pathway to U.S. residency

By Simon Young

Miami real estate has long held an international appeal. But for a certain type of global buyer, owning a home in the city can represent more than a place to live or an investment opportunity. Flexibility, income potential and, in some cases, a pathway towards putting down more permanent roots in the United States are increasingly part of the conversation. Edge House Miami is one project betting on that kind of buyer.

The 57-storey residential tower, now under construction in Edgewater, marks international developer Grupo T&C's first development in the United States. Designed by Kobi Karp with interiors by Adriana Hoyos Design Studio, Edge House will introduce 608 fully furnished residences designed with the needs of the global buyer in mind.

"From the beginning, we knew Edge House needed to reflect the way international buyers actually use real estate in Miami," says William Ticona, General Manager of Grupo T&C. "For many of them, it is not just a second home or an investment. They want flexibility, they want a connection to the city and, increasingly, they are thinking about what it could mean to establish a more permanent presence in the U.S."

Now, the project is adding EB-5 to the equation. Edge House qualifies for the U.S. EB-5 Immigrant Investor Program, through which qualified foreign investors and their immediate family members can pursue U.S. permanent residency. The project has 80 EB-5 slots available, with participation through a US$1.05 million investment structured as a loan-based model.



There is also a deadline driving interest. Under current EB-5 regulations, petitions filed on or before September 30, 2026 are protected under the program's grandfathering provision, meaning applications submitted by that date will continue to be processed under existing rules even if the programme changes or sunsets in 2027.



"International investors are looking at the entire picture," says Ticona. "They want to know that construction is moving forward, that the real estate makes sense for how they plan to use it and that there is long-term value beyond the residency opportunity. The strongest projects have to deliver on all those fronts."

The real estate itself was also designed to work differently depending on the owner. The homes are delivered fully furnished and offer short-term rental flexibility, allowing owners to balance personal use with the potential to generate rental income. Select two- and three-bedroom residences take the concept further with lockout configurations and separate entrances, allowing portions of the home to function independently.

Edge House sits in Edgewater, between Downtown Miami, Wynwood and the Design District. The neighbourhood has rapidly emerged as one of Miami's most active luxury residential corridors, with a wave of new development transforming the waterfront and attracting attention from buyers both in the U.S. and abroad.

The building's amenities lean into how people are living and working in Miami today. Plans include a resort-style pool deck, wellness and fitness facilities, co-working spaces, social lounges, a putting green and a professional-grade podcast studio.





From the beginning, we knew Edge House needed to reflect the way international buyers actually use real estate in Miami.

The project is also a major move for Grupo T&C itself. The company chose Edgewater as the entry point for its first U.S. development, making an early bet on a neighbourhood that has since become home to a growing collection of high-profile luxury residential projects. The broader Edgewater pipeline also includes Anantara Miami Resort & Residences, HQ Residences Miami by Sam Nazarian, Villa Miami, The Cove Residences, Aria Reserve and ELLE Residences.

Grupo T&C's bet on Edgewater comes as the neighbourhood is attracting increasingly ambitious residential development, while Miami continues to draw capital from abroad. EB-5 adds a timely new incentive, but the appeal of Edge House still starts with the real estate: a residence owners can live in, rent out or use as part of a longer-term plan in the U.S.

For an international buyer, a Miami address has never been just one thing. Edge House was designed with that in mind. ■**A**

Edgehousemiami.com

Images: Edge House Miami











JEM Private Residences Pool



The Rise of Invisible Wellness

How Luxury Homes are Embedding Health Into the Architecture

By Simon Young

For years, wellness in luxury residential real estate has been defined by what buyers could see: sprawling fitness centres, resort-style spas, yoga studios and cold plunges. While those amenities continue to hold value, a quieter evolution is taking place that shifts the focus away from dedicated wellness spaces and toward the homes themselves.

Dubbed “invisible wellness,” the emerging concept centres on integrating health-enhancing systems directly into a residence’s architecture and infrastructure. Rather than requiring residents to actively seek out wellness, these features work continuously in the background, improving everyday life through cleaner air, healthier water, optimised lighting and thoughtful design.

As affluent buyers become increasingly focused on longevity, recovery and preventative health, developers are responding by embedding wellness into the fabric of the home itself.

Built for Better Living

Invisible wellness begins with the environmental systems residents interact with every day. At The Ritz-Carlton Residences, Fort Lauderdale (theresidencesfortlauderdalebeach.com), wellness is centred around three essential elements: air, water and intelligent movement.

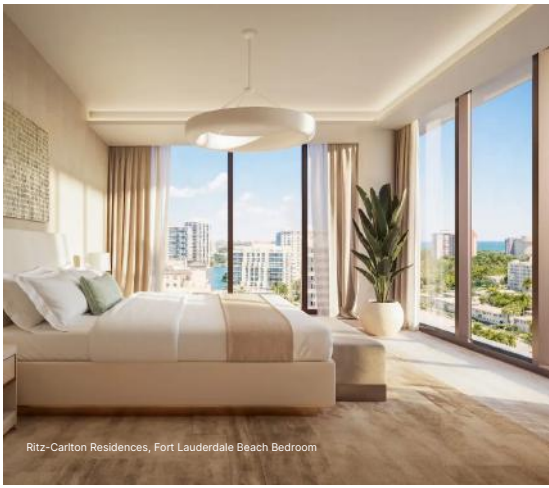
The approach starts with the home's foundation. Low-toxicity construction methods, including low-VOC paints and carefully selected finishes, help create healthier indoor air from the moment residents move in. These intentional material choices contribute to cleaner indoor environments while creating spaces that feel both refined and restorative.

Water quality is treated with the same level of care. Advanced purification technologies are designed to enhance the water used for drinking and cooking, supporting everyday hydration and culinary experiences. Tying it all together is biophilic design, where natural materials, abundant daylight and stronger connections to nature create spaces that feel calming and restorative.

Images: The Boundary



Ritz-Carlton Residences, Fort Lauderdale Beach Exterior



Ritz-Carlton Residences, Fort Lauderdale Beach Bedroom

Expert Insight

We're seeing wellness become a much more intentional part of branded residential living, with greater emphasis on the environments people experience every day. Longevity isn't defined by a single amenity or program; rather, it's reflected in every decision that shapes a home. From the materials selected to air and water quality, and the way each space is designed, every aspect should work together to support long-term well-being. At The Ritz-Carlton Residences, Fort Lauderdale Beach, our Invisible Wellness philosophy brings that idea to life by thoughtfully integrating these elements into the resident experience.

Diana Ulis, CEO and Founder of Admire Capital

The Architecture of Wellbeing

At JEM Private Residences (thejem.com), Naftali Group's debut South Florida development, wellness is integrated into the architecture from the ground up, rather than tucked away on dedicated amenity floors. Designed by Rockwell Group, the project emphasises natural light, organic materials, expansive glass and seamless indoor-outdoor living to create an environment that naturally supports emotional and physical wellbeing. A neutral material palette, mist gardens, lush landscaping and thoughtfully selected wood and stone further reinforce a restorative atmosphere.

Images: Hayes Davidson



JEM Private Residences Lobby

Similarly, The Residences at 1428 Brickell (1428brickell.com) by Yamal Yidios' Ytech (ytech.com) approaches wellness as a guiding architectural principle. The 70-storey tower is oriented around the natural movement of the sun, allowing residences and shared spaces to maximise daylight while supporting healthy circadian rhythms. Expansive glazing, flow-through layouts and carefully sourced materials, including travertine, wood, and ultra-clear glass, work together to create spaces that promote calm, reduce stress and enhance daily living without relying on traditional wellness amenities alone.

Image: The Boundary for Ytech


JEM Private Residences Sauna

Olana Naples Residences, developed by Kolter Urban (Olananaples.com), takes a holistic approach to invisible wellness, using its Gulf-front setting, tranquility garden, expansive terraces, natural materials and seamless indoor-outdoor living to foster a daily connection to nature, while private elevator access and customisable in-home wellness spaces promote privacy and personal wellbeing. Each residence also features a dedicated wellness suite with a steam room, dry sauna, cold plunge, therapeutic tub and state-of-the-art fitness room, bringing spa-quality wellness into the home.

Image: Kolter Urban


The Residences at 1428 Brickell



Olana Naples Residences Exterior



Where Place Becomes Wellness

Rather than centering wellness around technology alone, Continuum 12000 Sport & Wellness Residences (continuummiami.com) uses its location on Biscayne Bay as a foundational wellness asset. Overwater platforms, floating pools, open-air programming, and the expansive Mermaid Club encourage daily movement and interaction with nature, creating routines that promote physical and mental health almost effortlessly.

As wellness evolves, buyers are looking beyond spa treatment rooms and yoga studios. Instead, they're asking more thoughtful questions: How does this home affect my sleep? What am I breathing every day? Is my water filtered? Does the design help reduce stress? Can the building quietly improve my health without requiring additional effort?

For developers, the answers to those questions are becoming just as important as location, finishes and views. Invisible wellness represents a subtle but meaningful shift in luxury living, where the most valuable features aren't necessarily the ones residents see, but the ones working quietly behind the walls, above the ceilings and throughout the home's infrastructure to support healthier everyday living. ■**A**

Images: Continuum Company



Continuum 12000 Arrival


Continuum 12000 Pool


Continuum 12000 Sports Lounge



Continuum 12000 Marina



IBV International Vaults London Entrance Door

Inside Mayfair's Fort Knox

Where London's Wealthy are Rushing to Lock Away Their Valuables

IBV International Vaults London is witnessing record demand from HNW and UHNW clients seeking a safer home for everything from Birkin bags to rare Pokémon cards.

By Simon Young




IBV International Vaults London Reception Room


IBV International Vaults London Private Boardroom

Behind the Gothic exterior of Stanhope House at 46 Park Lane, Mayfair, lies a military-grade fortress reminiscent of a Mission: Impossible film crossing paths with a private members' club.

This is IBV International Vaults London, one of the world's most secure and exclusive private vaults, and the address of choice for growing numbers of wealthy Londoners and international clients rethinking where to safely store their valuables in the capital.

IBV International Vaults London is one of nine international private storage facilities managed by IBV International Vaults, a company founded by businessman Ashok Sewnarain that opened its first facility in Durban in 2004 and today serves more than 40,000 members across South Africa, the UAE and the UK.

Sean Hoey has led the company's London location since it opened in February 2020, bringing more than thirty years of security expertise to the role from Harrods in Knightsbridge, where he ultimately ran the department store's own safe box storage operation before joining IBV International Vaults in 2017.

"London remains one of the safest places in the world to store wealth," says Sean Hoey, Managing Director of IBV International Vaults London, "but homes are increasingly not," he adds, reflecting on reports that show criminal gangs in London are increasingly targeting private homes. "Rising insurance costs and growing concerns about burglary are pushing more people to reconsider where they keep what matters most."

Beneath the traditional façade of the Grade II-listed Stanhope House, access to IBV International Vaults London's collection of safe boxes is tightly protected by biometric iris and fingerprint scanners, time-delay locks, steel-lined walls and flooring, and 24/7 CCTV monitoring from four separate surveillance offices located in different parts of the world.

In addition to the knowledge and peace of mind that comes from knowing their valuables are protected by the highest-grade security measures and technologies, the financial case also increasingly favours storing items in vaults over home safes.

IBV International Vaults London estimates that renting a private vault is typically four to five times cheaper than insuring items domestically, and depending on the size of the safe box, clients of IBV International Vaults London receive up to £1 million complimentary insurance cover, one of the highest levels of complimentary vault insurance available anywhere in the world.

According to Sean Hoey, however, it is not only older generations and homeowners rushing to deposit their valuables inside safe deposit boxes, but a striking recent development has been the surge in younger clients driving demand for vault storage. IBV International Vaults London saw the number of clients aged 18 to 28 grow by approximately 50 per cent between 30 June 2025 and 01 July 2026, many of whom are first-generation vault users protecting assets and wealth they have built themselves rather than inherited.

"Private vaults have traditionally been associated with established wealth, but our latest figures show that a new generation of investors are embracing secure asset protection earlier than previous generations," Hoey adds. "At the same time, they are increasingly aware of the risks associated with storing valuable assets



Sean Hoey
(Managing Director, IBV International Vaults London)

at home, from rising insurance costs to security concerns, and are seeking institutional-grade vault solutions that provide protection, privacy and peace of mind."

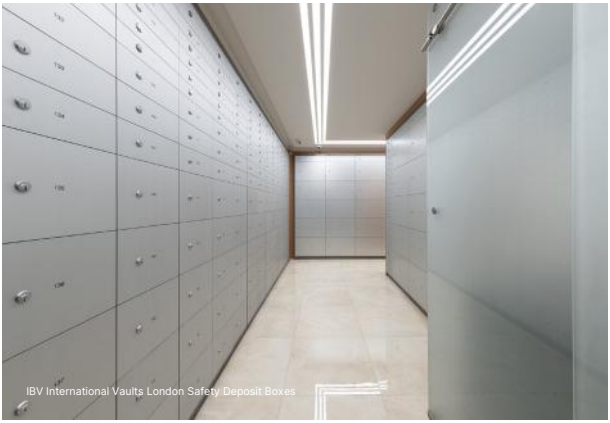
What counts as a valuable asset has broadened along with the evolution of IBV International Vaults London's client base. Watches, jewellery and Birkin bags now sit alongside cryptocurrency wallets, sports memorabilia and rare Pokémon cards, as collectable and digital assets take their place beside more traditional stores of wealth

Gold coins and bullion, too, are drawing renewed attention after the precious metal reached a record price high of US$5,590 per ounce in January 2026, with client services available at 46 Park Lane extending into the trading of precious metals.



Platinum Jubilee - 10kg Maple Leaf Coin

IBV International Vaults London saw the number of clients aged 18 to 28 grow by approximately 50 per cent between 30 June 2025 and 01 July 2026.


IBV International Vaults London Safety Deposit Boxes


Chubb Door Detail


IBV International Vaults London Gold Showroom

A dedicated subdivision of IBV International Vaults London, IBV Gold London enables clients to buy, sell and store London Bullion Market Association-certified gold, silver and platinum, with any bullion purchased by clients able to be stored straight into a safe deposit box at IBV International Vaults London for immediate, secure safekeeping.

"We are seeing a clear shift in attitudes towards physical assets, particularly gold, as younger investors recognise the importance of diversification and the security that comes from holding tangible, physical wealth," says Hoey.

From heirlooms and gems to hard drives and gold, for IBV International Vaults London, the demand shows little sign of slowing, and inside its steel walls is a glimpse of how the definitions of wealth and valuable are quietly expanding - and are becoming increasingly personal. ■**A**

Ibvinternationalvaults.com
Images: IBV International Vaults London



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Steamboat Springs' Next Era of Luxury Is Rooted in Authenticity

Long famous for its working ranches and "Champagne Powder," Steamboat Springs is undergoing a US$1 billion transformation.

By Eric Nordness



The definition of a premier mountain destination is quietly shifting from established destinations to ones that have the same appeal but haven't lost their authenticity. Steamboat Springs, Colorado has long been known for its ranching heritage, Western character and identity as "Ski Town, U.S.A." The region is evolving, backed by significant investment, elevated hospitality and a rapidly maturing luxury real estate market, but it's doing so without losing what made Steamboat compelling in the first place.

More than US$1 billion in development is now being invested in and around Steamboat Resort, signaling a fundamental shift in the destination's trajectory. Globally recognised hospitality brands and residential developments are introducing a new level of luxury, while the community continues to retain the character of a genuine mountain town.

Rather than seeking another highly polished resort community, today's buyer is seeking a home with a strong sense of place, one that offers exceptional skiing and year-round recreation alongside privacy, space and a lifestyle that lets them become a member of the community.

The Stockman, Auberge Collection, offers an early indication of how that evolution is playing out. The only ski-in, ski-out hotel and residential development saw early sales momentum, closing on multiple residences within the first few weeks, including the highest-priced residence to go under contract in Steamboat in 2026 and the second-highest in the town's history. Across the project, residences have achieved approximately three times the market's average price per square foot, establishing a new benchmark for the destination. Buyer interest has also extended well beyond Colorado, with purchasers coming from markets including Texas, Florida, Tennessee and Georgia. That level of interest reflects the project's combination of luxury residences, elevated culinary and wellness offerings, and year-round amenities designed to make Steamboat a destination beyond the traditional ski season.









This momentum extends across the wider residential landscape. Other projects including The Amble, ROAN Townhomes and 1700 Ski Time Square are expanding the residential offerings in the town and seeing early interest. In the broader market, luxury homes are selling 38 per cent faster than they were a year ago, while transactions above US$2,000 per sq. ft. have tripled since 2024. New construction pricing is now approaching US$3,500 per sq. ft.

What makes the growth particularly notable is that Steamboat is not simply adding luxury residences. It is building the infrastructure to support a true four-season destination.

Steamboat Resort recently completed its US$220 million Full Steam Ahead expansion, adding 650 acres of terrain and new lifts, including the Wild Blue Gondola, the longest gondola in North America. The expansion elevated Steamboat to Colorado's second-largest ski resort while significantly enhancing the experience at the mountain.



What makes the growth particularly notable is that Steamboat is not simply adding luxury residences. It is building the infrastructure to support a true four-season destination.

At the base, Steamboat Square has introduced additional dining, entertainment and gathering spaces, further strengthening the resort's appeal beyond the traditional ski season.

That four-season appeal is increasingly important to buyers. Steamboat was recently recognised as one of the best places to live in the Rocky Mountains for its combination of quality of life and outdoor recreation. While winter delivers legendary "Champagne Powder," the warmer months offer world-class fly fishing, golf, mountain biking, horseback riding and direct access to wilderness trails. That breadth of activity, coupled with expanding direct flight access into Yampa Valley Regional Airport, is strengthening Steamboat's appeal as a year-round mountain destination.









Despite the new developments and investment in the region, Steamboat still feels distinctly Western. Ranches and working agricultural land remain part of the landscape. Downtown retains its independent character, while outdoor recreation remains central to daily life. Unlike some established resort destinations where luxury can dominate the identity of the town, Steamboat's high-end evolution is unfolding alongside a deeply rooted local culture.

For buyers looking beyond the familiar names, Steamboat offers the amenities of an emerging luxury destination while retaining the character that makes it distinctly its own. That balance is what makes Steamboat so compelling as it enters its next chapter. ■**A**

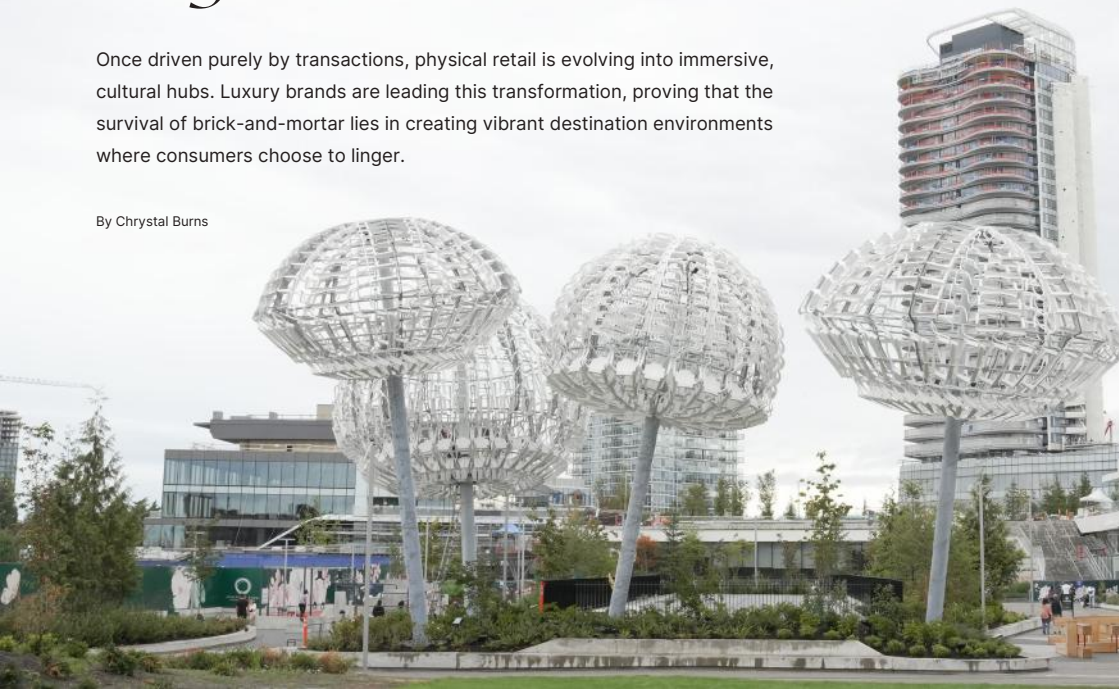
Thestockmanresidences.com

Images: The Stockman, Auberge Collection

Why Luxury Brands Are Betting Bigger on Physical Retail

Once driven purely by transactions, physical retail is evolving into immersive, cultural hubs. Luxury brands are leading this transformation, proving that the survival of brick-and-mortar lies in creating vibrant destination environments where consumers choose to linger.

By Chrystal Burns



For decades, the mall served as the centre of social life where spending time was just as important as spending money. But as e-commerce shifted consumer culture toward instant gratification, physical stores lost to convenience and were forced to aggressively defend their footprint. To survive in a digital-first era, brick-and-mortar retail had to find a new purpose and luxury brands are doing just that. They have transformed physical destinations from transactional outlets into immersive cultural environments that clients actively seek out, whether they intend to make a purchase or not.

Recent consumer behaviour suggests there is still a strong appetite for the in-person experience. Placer.ai data found that 57 per cent of shoppers ages 18 to 34 reported visiting malls frequently in 2025, with younger shoppers also more likely than older groups to arrive without a specific purchase in mind. The length of those visits reinforces the shift. Last year, Placer.ai also found that 37.6 per cent of indoor mall visits lasted more than 75 minutes. The modern retail destination is becoming less about completing an errand and more about creating an outing.



Today's consumers' perception of a luxury brand isn't formed only when they walk through its doors. It can begin with the architecture of the destination, the scent smelt upon entry, the brands they encounter along the way, the restaurants they visit, the public spaces where they spend time and the overall sense that the experience has been carefully curated. In other words, the environment surrounding the store can reinforce what happens inside it.

In Vancouver, Oakridge Park is putting this idea into practice. The 28-acre redevelopment combines more than 100 retail brands with nearly nine acres of park space, dining, cultural programming, residential and office components, creating a destination designed to support a range of experiences in one place.

The project's retail curation illustrates how luxury houses are evolving their footprint strategies. Maison Margiela, Miu Miu, Christian Louboutin, and Alexander Wang selected Oakridge Park for their first standalone Vancouver boutiques, joining legacy names such as Louis Vuitton, Prada, Brunello Cucinelli, Moncler, Versace, and Max Mara. With 11 LVMH brands anchored within the project, the development highlights the calibre of mixed-use environments required to attract top-tier global investment.

The significance isn't simply that these brands have opened stores. It is where those stores exist. A shopper might visit a luxury boutique, then have lunch at Time Out Market Vancouver, spend time in the park, meet friends for coffee or explore another part of the retail mix all within a single, cohesive environment. This combination creates a layer of lifestyle integration that standalone boutiques and digital storefronts cannot replicate.

It also explains why the concept of the "third place" has returned to the centre of retail strategy. Most successful retail destinations are designed around that same principle, giving consumers reasons to stay even when they aren't shopping.

> **The modern retail destination is becoming less about completing an errand and more about creating an outing. The modern retail destination is becoming less about completing an errand and more about creating an outing.**

Oakridge Park's early performance underscores the demand for these centres. Its May 2026 opening drew approximately 155,000 visitors, while continued evening activity has demonstrated that visitors are not simply arriving, making purchases and leaving. Even months after opening, visitors have continued to linger in the destination late into the evening, exploring, socialising and creating content. That extended dwell time is exactly what retailers want because it creates more opportunities for discovery.

The consumer who arrives intending to browse one store may encounter several others along the way. A person coming for dinner may discover a new fashion brand. Someone visiting with friends may spend time exploring stores without having planned to make a purchase. The destination effectively becomes part of the exploration process.

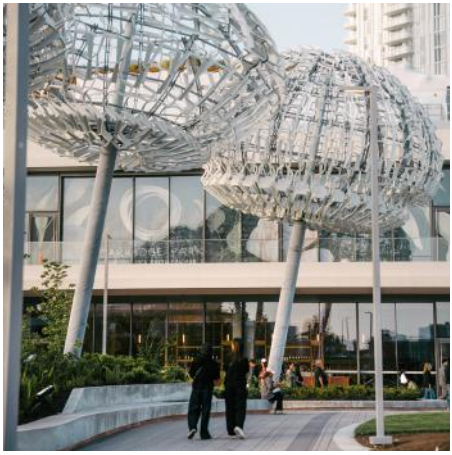
The future of physical retail may not be defined by choosing between shopping and experience. Instead, the strongest destinations are making the two inseparable. And as luxury brands continue to invest in physical spaces, the value of those stores may depend just as much on the world built around them as what happens inside their doors. ■**A**

Oakridgepark.com

Images: Oakridge Park















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Image: NOT A HOTEL

Branded Residences Reach New Heights

The branded residences sector has experienced remarkable growth in recent years. While Florida and the Middle East have long anchored the market, a swift global expansion is reshaping the landscape. In this special report, we explore the latest developments, emerging trends, and key market insights driving this high-end real estate phenomenon across the globe.



Kempinski Makes Its American Debut in Miami's Design District™

The 150-year-old European hospitality house is entering the United States for the first time, choosing residences rather than a hotel. Kempinski Residences Miami Design District™ marks the group's first project of any kind on American soil.

By Simon Young



Miami has spent the last two decades collecting European accents. Italian showrooms have opened in the Miami Design District™, French bakeries have appeared across Brickell, and Scandinavian furniture houses have taken storefronts few would have predicted a decade ago. What the city has lacked until now is a European hospitality name associated with full-time residential life.





A Residential Debut, Not a Hotel Entry

Branded residences typically follow a hotel into a new market, relying on an established local presence to draw guests. Kempinski has bypassed that step. The Miami Design District™ project marks the brand's introduction to America, and, together with DaGrosa Capital Development Partners, it has committed to bringing its hospitality name into the country through a residential project rather than a hotel.







The Development

The development occupies two sites at 3801 and 3883 Biscayne Boulevard and is developed by DaGrosa Capital Development Partners, with sales led by ISG World. Two towers of 23 storeys will contain 128 residences and six standalone townhomes, along with 18 guest suites that owners can reserve for visiting family or additional guests. Interiors range from approximately 2,100 to 3,100 sq. ft., with total living area reaching up to 3,700 sq. ft. once terraces are included. Pricing begins from US$3.7 million, and completion is scheduled for the fourth quarter of 2029.

Architecture is by Arquitectonica, with interiors by Rockwell Group and landscaping by Enea, giving the residences the same hospitality-led design language as the brand's hotels. A fourth-floor amenity bridge connects both towers, housing twin pool decks, a yoga lawn, a lap pool, a cold plunge and open-air training areas. A porte cochère and sky bridge complete the arrival sequence, details that reflect hospitality planning as much as residential design.

A Century and a Half of Hospitality

Kempinski has built its reputation over a century and a half running hotels across Europe, the Middle East and Asia, and the brand is relying on that legacy rather than reinventing itself for an American audience. Buyers in the Miami Design District™ are purchasing a service culture that Kempinski has refined and that international buyers in particular tend to recognise and value. Joe DaGrosa, founder and chairman of DaGrosa Capital Development Partners, has described the decision to bring Kempinski to Miami as part of efforts to reshape the Miami Design District™ from a retail enclave into a residential neighborhood, calling the placement a natural step in the area's growth.

The Miami Design District's Transformation

The Miami Design District™ is a short drive from both Downtown Miami and Brickell, close enough for a workday in either direction while keeping its own character. Walkability, low density and a concentration of design-led retail have made it a natural fit for a brand positioned around intimacy rather than scale. Full-time residents gain the version of the neighborhood that visitors only glimpse, its quieter side streets and courtyard restaurants, most of it within a few minutes' walk.

That transformation is already underway, with roughly 1,000 new residential units now planned across the area.





Inside the Sales Gallery

The sales gallery at 455 NE 38th Street offers an early read on what buyers can expect. It houses a fully furnished model residence by B&B Italia, with additional pieces from Brazilian interior design company 55design, and functions as a preview of daily life in the finished towers rather than a conventional sales office. It has become the main venue for broker previews and press walkthroughs ahead of the 2029 delivery. Prospective buyers can assess finishes and cabinetry in person rather than from a rendering, which matters for the international clients buying from overseas.

Who Is Buying

Buyer interest so far tracks Miami's now-familiar profile, splitting into two roughly even camps. The first is wealth migration out of the Northeast and the West Coast, largely technology and private equity executives relocating with their firms, many of whom are buying in the market for the first time. The second is a substantial international contingent from Latin America, the Middle East and Turkey, buyers who already know the Kempinski name from hotel stays abroad and treat the residences as an extension of that familiarity. For a brand entering the country for the first time, that recognition is doing much of the early work, drawing frequent Kempinski guests who want the same experience at home. ■A

Expert Insight

Trust of the kind Kempinski has built does not reset when a brand crosses an ocean. It travels with the name. The Miami Design District™ is the one neighborhood in Miami built on that same instinct, an insistence on taste and craft over speed. Placing Kempinski here was an obvious decision and a step towards the city's growth.

Joe DaGrosa, founder and chairman of DaGrosa Capital Development Partners.



Kempinskidesigndistrict.com
Images: ARX Creative

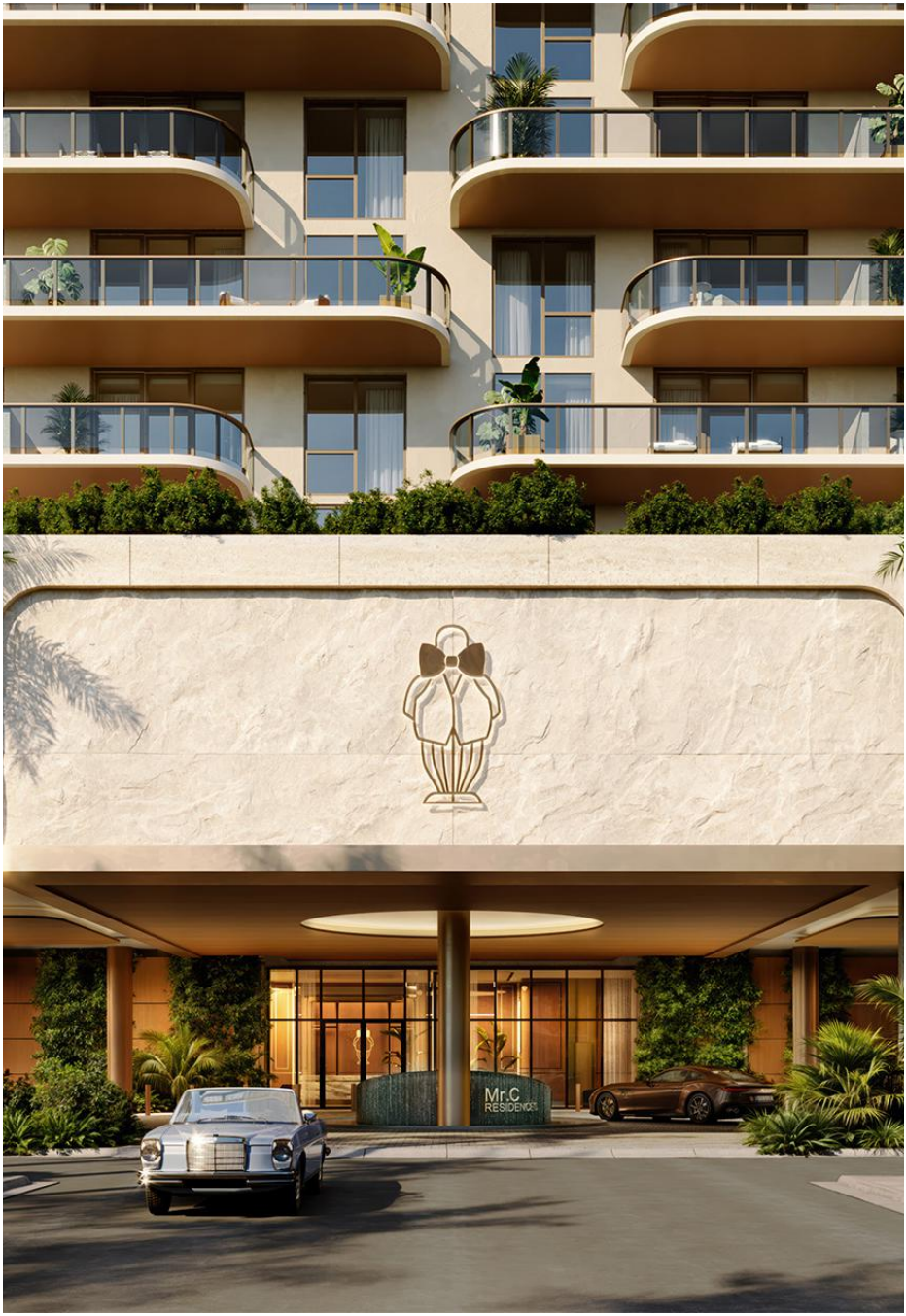


Where Culture, Creativity and Luxury Come Together in South Florida

South Florida's branded residences market is entering a new era. While luxury hospitality partnerships remain a defining force, developers are increasingly broadening the concept through collaborations with artists, entertainment brands and cultural icons. The result is a new generation of residences that blends exceptional service with immersive lifestyle experiences rooted in identity, creativity and community.

By Simon Young




Mr.C
RESIDENCES

South Florida has long been at the forefront of luxury residential development, and its branded residences market continues to evolve in step with ever-changing buyer expectations. Savills identifies the region as one of the world's leading branded-residence markets, ranking it second only to Dubai in branded residential activity and underscoring its position as a global destination for luxury real estate.

For decades, branded residences have been synonymous with internationally recognised hospitality names, offering residents the service, amenities and prestige associated with luxury hotels. Today, those partnerships remain a cornerstone of the market, but developers are increasingly expanding the definition of branded living through innovative collaborations to create more distinctive, experience-driven communities.

Among the developers helping to shape this evolution is PMG, which has introduced three branded residential launches this year in Miami, including the first Frida Kahlo-inspired residences, Miami's first music festival-inspired branded residential development, and the developer's second supertall in Florida, Delano Residences Miami. These projects all harken back to the iconic brands and names that have driven Miami's culture, further demonstrating how branded residences are increasingly rooted in experience, lifestyle, and identity.

Hospitality Brands Continue to Shape the Market

Luxury hospitality brands remain the foundation of South Florida's branded residences sector, continuing to attract buyers through trusted service, exceptional design and globally recognised reputations. New developments across Palm Beach, Broward and Miami demonstrate that these partnerships remain as relevant as ever while helping elevate each market's luxury offering.

Mr. C Residences Boca Raton

Bringing the Cipriani family's signature hospitality to one of South Florida's most established luxury markets, Mr. C Residences Boca Raton by Key International and Wexford Real Estate Investors is the first newly branded luxury residential tower to launch in Downtown Boca Raton in more than a decade. The development combines timeless European design, personalised service and sophisticated amenities tailored to modern luxury living.

Mrcresidencesbocaraton.com

Images: Binyan Studios













Delano Residences Miami

Delano Residences Miami, developed by PMG and Ennismore, brings the iconic Delano brand into a new era of luxury residential living. Rising in Downtown Miami, the development combines branded residences with a hospitality experience inspired by the legacy of one of Miami Beach's most recognisable lifestyle brands. Featuring residences alongside curated dining, wellness and social offerings, the project reflects the continued evolution of branded living into immersive lifestyle destinations.

Delanomiamiresidences.com

Images: ARX Creative

Mandarin Oriental Residences, West Palm Beach

Set to become a landmark development in the city's North End, Mandarin Oriental Residences, West Palm Beach by Great Gulf marks the globally renowned hospitality brand's first residential-only offering in South Florida. The project will introduce Mandarin Oriental's legendary service, refined design and wellness-focused lifestyle to one of the region's fastest-growing luxury residential markets.

Mandarinorientalwestpalm.com

Images: Great Gulf









Viceroy Residences Fort Lauderdale

Viceroy Residences Fort Lauderdale by Naftali Group marks the hospitality brand's first branded residential development in the city. With more than 30,000 sq. ft. of resort-inspired amenities, curated dining experiences and wellness offerings, the project brings the design-forward aesthetic and lifestyle-driven approach associated with the Viceroy name to Fort Lauderdale's evolving luxury market.

Viceroyfortlauderdale.com

Images: Hayes Davidson







Expanding the Definition of Branded Living

While hospitality brands continue to anchor the market, a new wave of collaborations is expanding what a branded residence can represent. Through partnerships with cultural and lifestyle brands, developers are creating residences that reflect personal passions, shared experiences and the identities of the communities they serve. PMG's newest properties, Palm Tree Residences Miami and Frida Kahlo Wynwood Residence, sit at the forefront of this evolution, representing a shift towards more experiential forms of branded living.

Developed alongside Lion Development Group, together with Eden Residential and Sterling Equities, Palm Tree Residences Miami is the world's first residential development inspired by and branded by the team behind the Palm Tree Music Festival, Palm Tree Crew. Centred on restorative wellness, curated programming and exclusive lifestyle experiences, the project brings the energy of a global entertainment brand into everyday residential living.

Palmtreeresidencesmiami.com





Images: ARX Creative





Frida Kahlo Wynwood Residences

is the world's first artist-branded residential development inspired by the legendary Frida Kahlo. Located in Miami's Wynwood Arts District and developed together with LNDMRK Development, this PMG project celebrates creativity and self-expression through thoughtfully designed residences, curated amenities and interiors influenced by Kahlo's enduring artistic legacy.

Fridakahloresidences.com

Images: ARX Creative

Looking Ahead

As one of the world's most active branded residences markets, South Florida continues to demonstrate how the sector is evolving. Alongside established hospitality names, new partnerships with cultural and lifestyle brands are expanding the possibilities for luxury living, offering buyers residences that reflect not only where they want to live, but how they want to live. As the category continues to mature, South Florida is positioned not only as one of the world's leading branded-residence markets, but also as a place where the future of luxury living is being defined. ■**A**





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Shaping the Future of Saudi Arabia's Luxury Hospitality

Cheval Collection is galloping ahead in Saudi Arabia as part of its continued international expansion, which includes luxury serviced hotel apartments and branded residences in the Middle East.

By Nick Pilbeam

Cheval Collection began as an act of generosity between friends: the lending of apartments at Cheval Place, Knightsbridge to friends visiting London. Unlike staying in a hotel, this arrangement provided independence, unhurriedness and an entirely home-from-home experience.

That was more than 40 years ago when, in 1982, our 'flats-for-friends' concept inspired us to share the hospitality experience with more people by creating the Cheval Collection.

The Kingdom of Saudi Arabia is firmly established as a key market for Cheval. Following four decades of success through our growing collection of luxury serviced hotel residences in London, we set up shop in Dubai in 2023 with Cheval Maison The Palm Dubai and, two years later, Cheval Maison Expo City Dubai.

In between, we announced our move into Saudi Arabia, partnering with renowned Riyadh based developer Ladun Investments, to create our first property there, Cheval Ladun Living, which is under construction and due to open next year. A second partnership with Ladun – Cheval Maison Sulaymaniyah – is also under way, and we have more in the pipeline for Riyadh and other key cities in KSA such as Jeddah, Makkah and Madinah.



Cheval Maison Sulaymaniyah



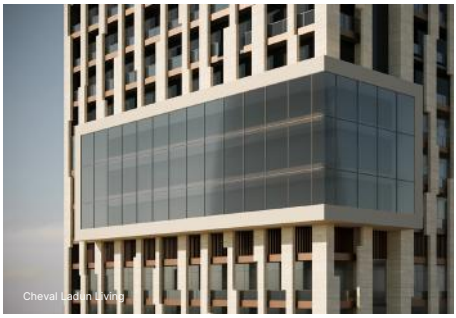
Cheval Ladun Living


CHEVAL
LADUN LIVING
CHEVAL
LADUN LIVING

Saudi Arabia's unprecedented investment in infrastructure, tourism and hospitality developments in line with Vision 30 brings fantastic opportunities for fresh players in the hospitality sector to enter the market. Major upcoming events – including Riyadh Expo 2030 and the FIFA World Cup 2034 – are creating further demand for hospitality and real estate projects. Our growing presence in KSA doesn't just underscore our commitment to the country: it means we are part of its future success.

In Riyadh, there's an under supply of luxury serviced apartments, and Cheval is helping to fill that gap with Cheval Ladun Living, Cheval Maison Sulaymaniyah and other properties to be announced soon. Guests are increasingly seeking the comfort and autonomy of a residence combined with the conveniences and services of a hotel, and we are seeing a strong appetite for flexible accommodation for business trips, relocation stays and multi-generational travel. In Saudi Arabia – just like in other parts of the Middle East – long-stay guests are more discerning than ever, with expectations to match.

Construction is on track at Cheval Ladun Living, a US$80 million, 32-storey property towering more than 130 metres above King Fahd Road, close to Riyadh's King Abdullah Financial Centre. Like all Cheval establishments, it will offer top-flight standards of living and leisure: 130 units with spacious accommodation, high end furnishings and finishings, great fitness facilities and as much privacy – or interaction – as our guests want.





Meanwhile, across town on the outskirts of King Salman Park, Cheval Maison Sulaymaniyah is another new-build property that is set to open in 2028. Concept design is complete, schematic design is in progress, and we expect construction to begin in Q1 next year. A low-rise property with 134 luxury, contemporary units set across four storeys, Sulaymaniyah is a complete contrast to Ladun Living in terms of build and design, but on a level playing field when it comes to everything else: luxurious living, onsite dining, a retail unit, gym and pool.

Cheval Maison Sulaymaniyah's design is inspired by two types of Saudi Arabian architecture – Salmani and Najdi – to integrate traditional Saudi heritage with today's design and build trends. Both have been integrated for regional identity, and we've focused on preserving Saudi culture while bringing modern urban design into the mix. Salmani architecture, a hallmark of urban development in Riyadh, strikes a balance between tradition and current design trends, while Najdi architecture is characterised by central courtyards, geometric openings and climate-adaptive design. Guests will experience a seamless blend of the two at Cheval Maison - Sulaymaniyah.

Both Cheval Ladun Living and Cheval Maison Sulaymaniyah are included in Cheval DISCOVERY, our guest loyalty programme launched last year in partnership with the Global Hotel Alliance, which offers exclusive member benefits like in-apartment welcome amenities, complimentary upgrades, early check-in, late check-out, and access to special member-only rates. Members also earn DISCOVERY Dollars (D$) on every eligible stay for redemption at Cheval properties and over 800 partner hotels worldwide.

While Cheval Ladun Living and Cheval Maison Sulaymaniyah progress, we continue to explore more properties and partnerships in Riyadh, and are looking to enter other tier one cities in KSA like Jeddah, Makkah and Madinah. These will be a mix of the serviced hotel residences that we have excelled in for the last 40 years, and branded residences, a sector that we entered earlier this year with Cheval Residences Dubai Islands in the UAE, quickly followed by Cheval Residences Knightsbridge Gate in London.

> **In Riyadh, there's an under supply of luxury serviced apartments, and Cheval is helping to fill that gap with Cheval Ladun Living, Cheval Maison Sulaymaniyah and other properties to be announced soon.**

Success for us is more than just great reviews: our goal is to become the region's leading luxury serviced apartment and branded residences provider. In Dubai, the award-winning Cheval Maisons Palm Jumeirah and Expo City are market leaders in their field. We're confident that our upcoming offerings in Riyadh, other parts of Saudi and elsewhere in the region – will enjoy that same success. ■**A**

Chevalcollection.com

Images: Cheval Collection



Cheval Ladun Living





Inside Sicily's First Branded Residences

Just moments from the UNESCO-listed Valley of the Temples, Rocco Forte Private Villas introduces Sicily's first branded residences, merging five-star resort amenities with luxury private homeownership.

By Simon Young

Rocco Forte Private Villas at Verdura Resort marks Sicily's first branded residential development, bringing one of luxury real estate's fastest-growing sectors to the island. As global buyers increasingly seek homes that combine privacy with hotel-style service and experience, the resort offers a new approach to second-home ownership in one of the Mediterranean's most sought-after destinations.

Set on Sicily's unspoilt southwest coast, between the UNESCO-listed Valley of the Temples and the historic fishing town of Sciacca, the villas introduce a new benchmark for second-home ownership on an island whose international appeal continues to gather momentum. Tourism is rising, new international air routes are making it more accessible than ever, and significant infrastructure investment is reinforcing confidence in its long-term prospects. Combined with growing global attention on Sicily's cultural and culinary scene, the island has become an increasingly attractive destination for both lifestyle buyers and investors.



This makes Rocco Forte's Private Villas offering particularly compelling, bringing together the independence of private home ownership with the seamless service and amenities of the award-winning Verdura Resort.

Spread across 230 hectares of Mediterranean landscape with a 1.5-kilometre private beach, Verdura offers championship golf, the acclaimed Irene Forte Spa, fine dining and a wealth of outdoor pursuits.

"Owners have access to the exceptional lifestyle on offer at the resort, right on their doorstep, and with such a vast array of amenities, there really is something to suit everyone," says Cameron Avery, Real Estate Sales Director at Rocco Forte Private Villas.

Architecturally, the villas embrace a distinctly Sicilian sensibility rather than an imported international style. Designed by ASA Studio Albanese in collaboration with Olga Polizzi, Director of Design at Rocco Forte Hotels, the villas reinterpret traditional island architecture through contemporary forms, local stone, timber and terracotta. Expansive interiors flow effortlessly onto landscaped gardens, infinity pools and panoramic terraces, while generous plots bordering Verdura's championship golf course ensure both privacy and uninterrupted Mediterranean Sea views.



Completed three-bedroom villas are available from just over €3 million - ready to move into and enjoy, while a collection of off-plan customisable four- to seven-bedroom residences allow purchasers to tailor layouts and finishes to individual preferences (prices from €5,210,000). Ownership also includes privileged access to the resort's facilities, exclusive benefits across the Rocco Forte Hotels portfolio, a complimentary two-year membership to the



championship golf courses and the option to participate in a professionally managed rental programme.

For Avery, the enduring appeal lies in the balance the concept achieves. “Owners enjoy the perfect balance between private homeownership and five-star resort living,” he says. “Each villa has been thoughtfully designed to provide complete comfort and privacy while offering full access to the resort’s world-class amenities.”







Owners have access to the exceptional lifestyle on offer at the resort, right on their doorstep, and with such a vast array of amenities, there really is something to suit everyone.

Cameron Avery, Real Estate Sales Director at Rocco Forte Private Villas.

The investment proposition is equally convincing. According to Savills’ 2026 Branded Residences Report, branded homes command a substantial premium globally, driven by limited supply, trusted operators and enduring demand. In Sicily, where Rocco Forte Verdura Private Villas remain the island’s only branded residences, that scarcity further distinguishes the development from other Mediterranean second-home markets.

As Sicily enters a new phase of international recognition, Rocco Forte Private Villas offer a rare, remarkable opportunity to invest in one of Europe’s most dynamic luxury destinations. ■**A**

Roccofortehotels.com/residence/sicily
Images: Rocco Forte Hotels

The Coast Between

Portugal's most coveted coastline has spent two decades perfecting the art of not trying too hard. Now, between its two best-known villages, a 400-hectare landscape of pine forest, dunes and freshwater lakes is testing whether the region can grow without losing what made people come in the first place.

By Camila Gamero





The custodian

João Cabaça remembers an Alentejo before Comporta became shorthand for a particular kind of European summer.

The co-founder and chief executive of Lisbon-based VIC Properties grew up in the region at a time when families such as his drove further south to the Algarve for holidays. Pinheirinho had meanwhile spent some two decades moving through Portugal's exacting coastal planning system before VIC acquired the estate during the pandemic.

"I get asked what the hardest part of this job is," says Cabaça. "It's deciding what will never be built."

Less than five per cent of Pinheirinho will be developed. Rather than a single resort, the masterplan is being formed as a collection of neighbourhoods stitched through the existing landscape. Private plots sit alongside turnkey houses by Brazilian and Portuguese practices including Jacobsen Arquitetura, Studio Arthur Casas, Rodrigo Machado Soares and SCCS Arquitectos. Pin, a separate neighbourhood of 138 apartments, occupies higher ground overlooking the landscape.

The early buyers offer an interesting clue as to whom this new version of the coast is for. More than 70 per cent of Pinheirinho's original 120 plots have been sold, with Portuguese purchasers accounting for the majority.

On a coastline increasingly discussed through the prism of international wealth, the domestic appetite is perhaps the more telling story.





A new anchor

The most significant arrival comes in late 2028. Six Senses Comporta will introduce a 70-key hotel and 58 branded residences designed by renowned London-NY architecture practice Michaelis Boyd, with Barão's Topiaris responsible for the landscape.



The residences respond to three distinct conditions already present on the site. Sand Dune villas sit closer to the Atlantic landscape; Forest homes disappear further beneath the canopy; Lake residences face the water. Materials including cork, terracotta and timber reference the vernacular without attempting to reproduce it wholesale. Barão is particularly resistant to landscaping that looks landscaped.

Planting follows species and patterns already found here. Cork oak and pine are grouped as they occur naturally rather than arranged for effect. Masonry daybeds reference old houses in the region. At the hotel, an organic garden is intended to become less of an amenity than a crossroads: somewhere guests pass through on their way to dinner, collect ingredients or stop for tea.

There will, inevitably, be the apparatus expected of Six Senses: spa treatments, hydrotherapy, yoga, an Alchemy Bar and the brand's considerable wellness programme. But the more convincing gestures are often the quieter ones.

A shaded path connects the residences with the hotel before continuing into the forest. The idea, according to those behind the project, is that the resort should feel threaded into Pinheirinho rather than placed on top of it.

Residences currently start at €2.76 million.

Beyond August

Perhaps the greater test is whether this corner of the coast can escape its summer calendar.

The wider Pinheirinho estate is being designed for year-round use. An 18-hole course by Portuguese golf architect Jorge Santana da Silva sits within the masterplan, outside the Six Senses resort itself, with a clubhouse by Jacobsen Arquitetura. There are riding facilities, trails through the pines and plans for restaurants and shops.

Then there is the journey.

Lisbon Airport is about 90 minutes away by road, but arriving from the north offers a better introduction. Drive to Setúbal and the ferry crosses the Sado estuary towards Tróia in around 25 minutes. On a good day there may be dolphins



beside the boat. Beyond them, the landscape flattens into rice fields before the road turns south towards the pines.

It's tempting to describe every new pocket of this coastline as "the next Comporta". That rather misses the point.

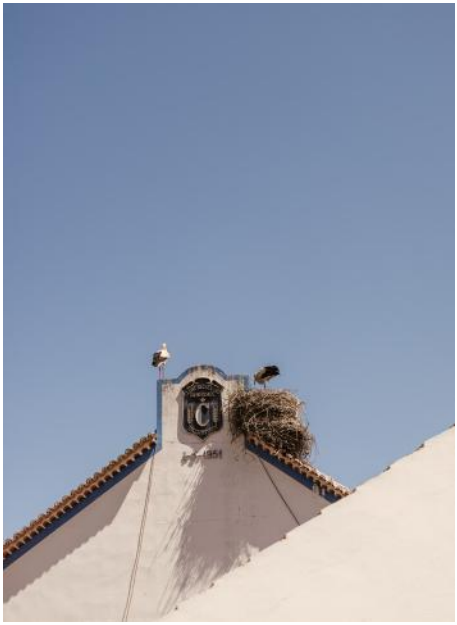
Comporta worked because, for a time at least, it did not seem particularly interested in becoming anything. Melides developed its appeal differently again. Pinheirinho's opportunity lies not in reproducing either village, but in allowing the territory between them to acquire its own identity.

Twenty years after the outside world discovered this part of Portugal, restraint remains its most valuable commodity.

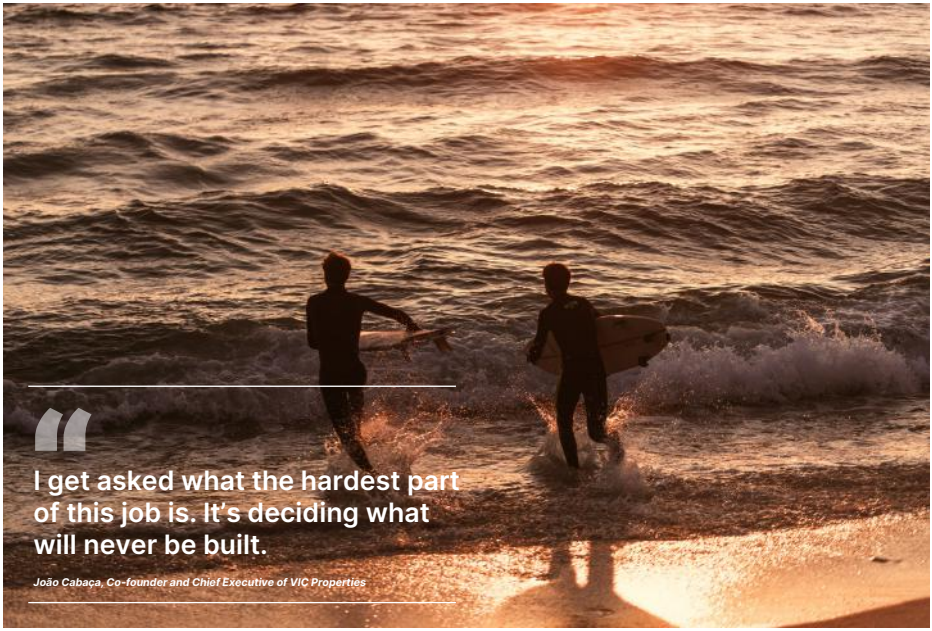
Every expert involved in the Pinheirinho has practiced restraint, patience and letting the land dictate what comes next. The success of what comes next may depend on whether everyone else is prepared to keep listening. ■A



Pinheirinhocomporta.com
Images: VIC Properties







> **I get asked what the hardest part of this job is. It's deciding what will never be built.**
>
> *João Cabaça, Co-founder and Chief Executive of VIC Properties*



Why Nature Is Becoming Luxury Real Estate's Most Valuable Amenity

As high-end real estate pivots from sheer scale to environmental stewardship, developers and buyers alike are placing a premium on untouched natural landscapes over sprawling footprints.

By Cassie Small

For decades, luxury real estate was largely a story of more: more square footage, more amenities, more privacy. Today, some of the most ambitious developments are making a different calculation, placing greater value on what they choose not to build.

Across resort destinations, developers are setting aside significant portions of valuable land for conservation, gardens and open space. For buyers, the landscape is becoming part of the luxury proposition itself, whether that means protected coastline outside the front door, acres of native habitat or gardens woven throughout a community.

The shift reflects a broader change in how affluent consumers think about sustainability. According to HBX Group's 2026 Travel Trends Report, 84 per cent of global travellers consider sustainability essential. In real estate, that conversation is moving beyond energy efficiency and other measures within the home to the larger question of how a place is developed in the first place.



Mandarin Oriental Residences Kanai, Riviera Maya


Mandarin Oriental Residences Kanai, Riviera Maya home pool

Less Building, More Landscape

The clearest examples can be found in resort markets, where pristine surroundings have always been part of the appeal.

At Mandarin Oriental Residences Kanai, Riviera Maya (mo-residencesrivieramaya.com), only 9 per cent of the 680-acre site will ever be built upon. The remaining 91 per cent is dedicated to conservation, preserving the jungle, mangroves and dune-lined coastline surrounding its 49 private oceanfront residences and 120 hotel suites.

Images: Mandarin Oriental Residences Kanai, Riviera Maya

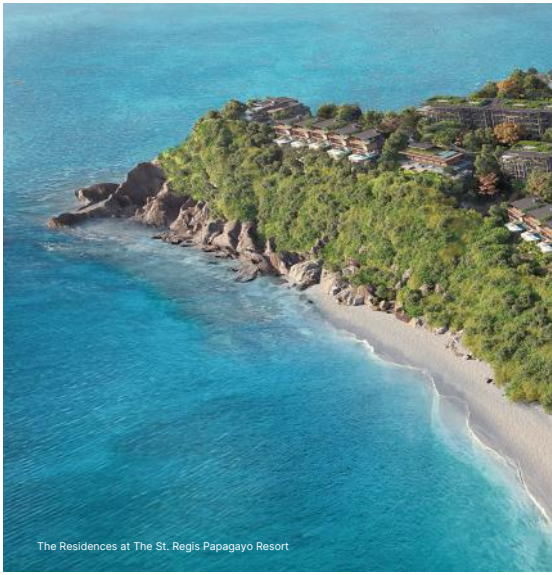



Mandarin Oriental Residences Kanai, Riviera Maya bedroom


Mandarin Oriental Residences Kanai, Riviera Maya terrace

On Costa Rica's Papagayo Peninsula, The Residences at The St. Regis Papagayo Resort (srresidencespapagayo.com) is taking a similarly restrained approach, with 75 per cent of the coastal property remaining protected green space. Native landscaping, locally sourced materials and energy-efficient design further root the residences in their surroundings.

Image: The Residences at The St. Regis Papagayo Resort



The Residences at The St. Regis Papagayo Resort

In Montenegro, Luštica Bay (lusticabay.com) brings the idea to an entirely different scale. Ninety per cent of the 1,700-acre site is dedicated to nature preservation, alongside three and a half miles of protected coastline.

Image: Luštica Bay



Luštica Bay



> luxury is no longer measured solely by how much can be built on a piece of land.

There are also destinations that demonstrate what this approach looks like over time. Mayakoba (mayakoba.com), the 595-acre resort community in Mexico's Riviera Maya, was developed around its existing mangroves, lagoons and native ecosystems. Nearly two decades of biodiversity monitoring and environmental stewardship have allowed the destination to grow without losing the natural environment that helped define it.

Images: RLH Properties



Banyan Tree Mayakoba's lagoon villas



Lagoon & Sunset Rooftop Pool Villas, Banyan Tree Mayakoba



Mayakoba's pristine waterways connect the destination's resorts and residences

In Crete, Elounda Hills (eloundahills.gr) takes a somewhat different approach. Rather than relying on a single conservation figure, its 138-acre master plan weaves green space, native landscaping and botanical gardens throughout the community, with a 700-metre waterfront promenade designed to make the landscape part of everyday life.

These projects vary widely in scale and setting, but the underlying idea is similar: luxury is no longer measured solely by how much can be built on a piece of land. Increasingly, there is value in leaving room for nature.

In a market long defined by more, perhaps the greater luxury is space left alone. ■**A**

Images: Elounda Hills



Elounda Hills Marina



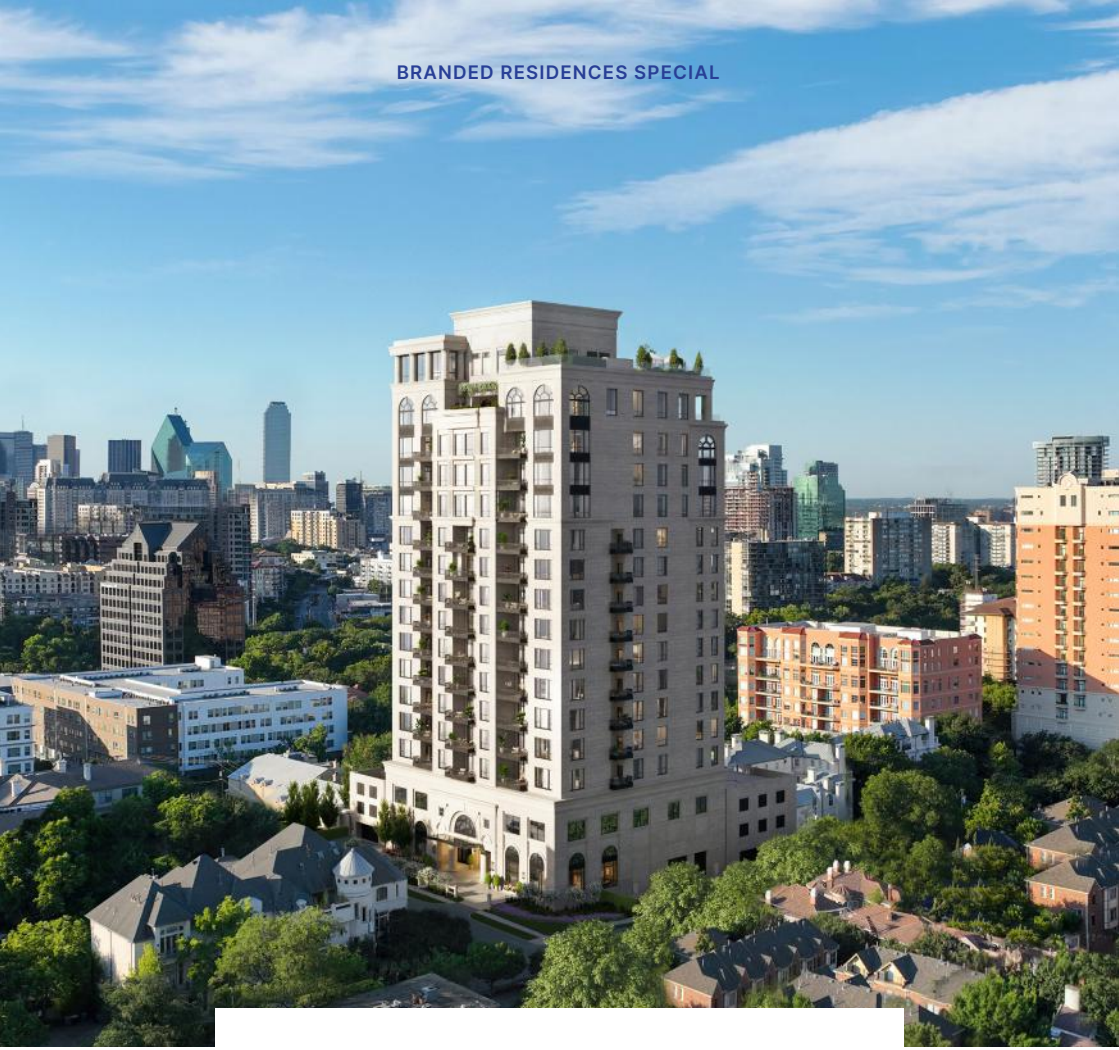
Elounda Hills Sandy Beach



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Trading the Picket Fence for Penthouse Living

Driven by an influx of corporate relocations, out-of-state families, and local downsizers, Dallas's luxury property market is shifting from sprawling single-family estates toward full-service, turn-key urban high-rises.

By Preston Cheng

Since 2020, Dallas-Fort Worth's population has grown by more than 11 per cent. Fueled by a steady arrival of corporate headquarters and branches like Goldman Sachs, Morgan Stanley, UBS, Texas Stock Exchange, and CBRE, major international events including the FIFA World Cup, and an influx of new capital, the city has caught the eye of executives and homebuyers alike.

As new residents arrive, how they choose to live is reshaping the residential real estate market. Historically, high-end Dallas real estate meant expansive, multi-acre single-family estates in notable neighbourhoods like Highland Park. But as the city's population changes, so does its definition of luxury. High-rise branded condominium living, defined by world-class architecture, five-star hotel services and effortless urban connectivity, is increasingly catching the eye of buyers.

The "Family Proximity" Shift

While corporate relocations drive much of the headline news, corporate transferees are only part of the story. Affluent parents and empty nesters from California, New York and across Texas are migrating to Dallas to be closer to adult children who have planted roots in the city.

These buyers want to be near their children and grandchildren, but have little interest in maintaining a 10,000-sq. ft. plus home or the obligations that come with estate living. Instead, they are looking for refined "lock-and-leave" homes that offer generous, but manageable floorplans, privacy and full-service ease. Buyers are trading lawn care and home maintenance for on-demand valets, private dining rooms and dedicated white glove service teams that can handle the details of daily life, helping push pricing for top-tier residential towers past US$2,000 per sq. ft.



Dallas Downsizers

Another group looking to trade in the square footage for service are those who are already local to the area. After years of maintaining a large house, these buyers are looking for residences where everything is handled, from daily household needs to dining, wellness and transportation, allowing them to spend less time managing their home and more time enjoying their lives. The appeal is particularly strong for those who travel frequently. They want to be able to leave for weeks or months at a time, knowing they can return to a fully maintained residence without worrying about landscaping, security, repairs or an empty house sitting unattended. In this sense, the ultimate luxury is not simply having a beautiful home, but having the freedom to walk out the door at a moment's notice and come back to everything exactly as they left it.



A New Architectural Anchor on Turtle Creek

That shift is beginning to influence what gets built. Rather than simply translating the suburban estate into a vertical format, Dallas developers are creating residences that preserve the space, privacy and craftsmanship buyers are accustomed to, while removing much of the upkeep.

High-design living is particularly evident at Rosewood Residences Turtle Creek. The 17-storey, 33-residence tower represents a distinct departure from standard glass-box construction and places residents in the heart of Turtle Creek's green parks and walkable neighbourhood. Designed by Chicago architect Lucien Lagrange with interiors by award-winning designer Dan Fink, the Beaux-Arts building introduces a level of classical craftsmanship still relatively rare among Texas high-rises.

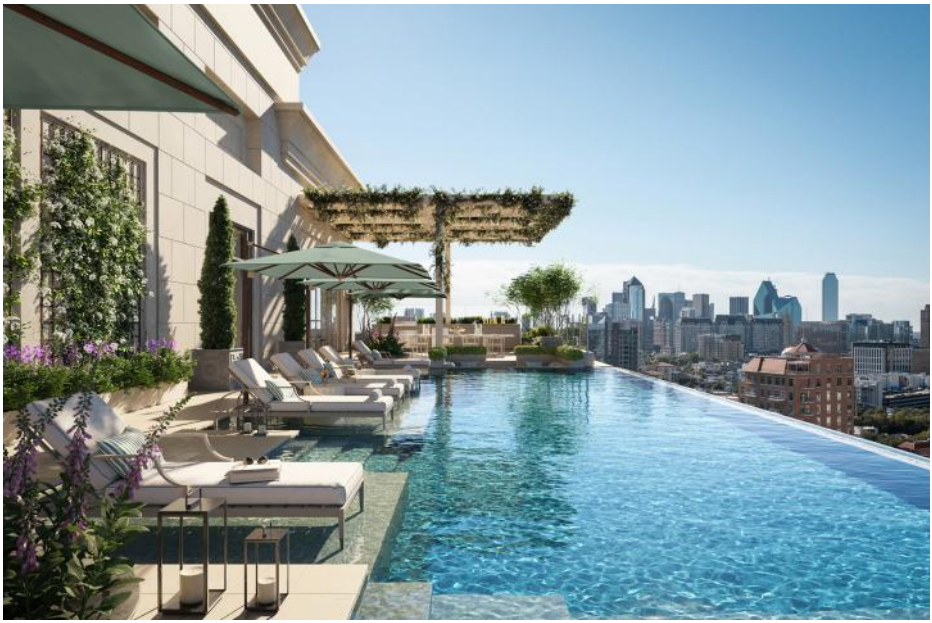


Ranging from 2,000 to more than 4,700 sq. ft., the layouts cater directly to buyers transitioning out of large estates. Soaring ceilings, expansive private terraces and generously scaled living spaces offer the spatial richness of a custom home without its maintenance demands.

The real draw, however, is the service infrastructure behind the front doors. Branded residence developments provide services buyers are accustomed to from the leading hotel brands they experience around the world. A globally recognised five-star brand will command top price per sq. ft. for its residential offering. A 24/7 concierge, private chauffeur-driven Rolls-Royce and ground-floor library are complemented by a rooftop wellness deck with an infinity pool, outdoor

yoga garden and catered event spaces. New cold plunge and sauna facilities were added directly in response to buyer feedback, reflecting how expectations around residential amenities continue to evolve. Services extend beyond Dallas through Rosewood Reserve, an exclusive program that gives residence owners preferred access and privileges across Rosewood's global collection, including hotel stays, dining, spa experiences and travel support.

> **Dallas developers are creating residences that preserve the space, privacy and craftsmanship buyers are accustomed to, while removing much of the upkeep.**



Rosewood has been part of Dallas' luxury landscape for more than 40 years, beginning with The Mansion on Turtle Creek, which helped establish the city as a destination for sophisticated hospitality and dining. Today, that legacy is helping pave the way for a new generation of luxury brands entering the residential market, as names traditionally associated with five-star hotels recognise the demand for that same level of service and experience at home.

As Dallas attracts more businesses, capital and residents from across the country and around the world, its luxury market is expanding beyond the traditional definition of Texas grandeur. Luxury is increasingly measured not by how much property one owns, but by how much time one can reclaim. In Dallas, exceptional architecture, meaningful space, personalised service and proximity to the people and places that matter most are becoming the new markers of living well. ■**A**

Residencesturtlecreek.com

Images: Rosewood Residences Turtle Creek

Beyond The Hotel: Proper's New Vision for Branded Living in Miami

Midtown Park Residences by Proper brings the hospitality brand's signature approach to design, culture and service home, with a residential experience rooted in the neighbourhood around it.

By Simon Young



Miami's love affair with branded residences is showing no signs of slowing down. With more names coming to market, the concept is evolving beyond simply bringing the amenities and services of a luxury hotel home.

At Midtown Park Residences by Proper, the hospitality experience is only part of the story. Proper Hospitality partnered with Rosso Development and Midtown Development on the 28-storey residential tower, the first to launch within Midtown Park, a new US$2 billion mixed-use development set to transform nearly five acres in the heart of Midtown Miami. The project marks Proper Hospitality's second residential development, following the sold-out Austin Proper Residences, and brings the brand's focus on design, hospitality and sense of place to Miami.





"We were very intentional about choosing a hospitality brand for Midtown Park," says Carlos Rosso, Founder and CEO of Rosso Development. "Proper understands that a great residential experience goes far beyond design. It is about service, culture and creating a sense of place, and we wanted a partner that could bring that hospitality mindset into how residents actually live every day."

Here, that experience begins with the neighbourhood itself. Midtown Park is planned around two public parks and pedestrian paseos that will connect Midtown to the Design District and Wynwood. More than 120,000 sq. ft. of retail will bring restaurants, cafés and designer shops to the development, along with office space and a public eight-court racquet and padel club.

"Midtown is already surrounded by some of Miami's most dynamic neighbourhoods, but there is an opportunity to make those connections even stronger," says Rosso. "By introducing more green space, places to gather and a more pedestrian-friendly environment, we are creating a neighbourhood that feels more connected and enjoyable to experience day to day."

The residences bring together an international roster of design talent, including Arquitectonica, Meyer Davis Studio and Naturalficial. Meyer Davis Studio is behind the interiors, which take cues from the distinctive aesthetic established by Proper Hotels while creating something specific to residential life in Miami.

"We brought together Arquitectonica, Meyer Davis Studio and Naturalficial because we wanted every part of the project to contribute to the way residents experience it," says Carlos Rosso, Founder and CEO of Rosso Development. "The architecture, interiors and landscape are working together to create a lifestyle that feels sophisticated but also comfortable, social and connected to Miami."

That vision comes to life from the moment residents arrive. A 16-foot-high lobby gallery will feature museum-quality art, while more than 40,000 square feet of private amenity spaces are designed around wellness, entertaining and everyday life.

On the seventh floor, a 40,000-square-foot tropical pool deck will feature a signature restaurant and bar overlooking skyline and water views. Wellness amenities include a fitness centre, Pilates studio, yoga and meditation garden, private pickleball court, spa pool, steam rooms, saunas and private massage treatment rooms. There is also a residential centre with a gourmet coffee bar, events lounge, private party room with a professional chef's pantry, kids' club and a communal vegetable garden designed by Naturalficial.

The Proper experience is not limited to the spaces within the building. Residential services will include a Culture Concierge connecting owners with Miami's cultural scene and exclusive events, along with a calendar of social gatherings and





wellness activities. Residents can also tap into on-demand services including grocery delivery, housekeeping and laundry, as well as pet care and home maintenance while they are away.

Owners will also receive preferred access to exclusive events at Shelborne by Proper on Miami Beach's Millionaire's Row, as well as other Proper hotels across the United States, extending the connection to the hospitality brand beyond Midtown.

"With Midtown Park Residences, we're not just introducing a new living experience – we're defining a new chapter of Proper. 'By Proper' captures the essence of our brand while celebrating the artistry of world-class designers who shape each destination," says Brian De Lowe, Co-Founder and President of Proper Hospitality. "Midtown Park Residences further exemplifies this ethos – where inspired design, thoughtful hospitality, and a deep sense of place come together to create something truly special for Miami."





> **We were very intentional about choosing a hospitality brand for Midtown Park.**
>
> *Carlos Rosso, Founder and CEO of Rosso Development*

The building's 281 residences range from studios to three-bedroom homes, with a private collection of penthouses. Interiors feature ceilings soaring above 10ft, floor-to-ceiling windows and expansive wrap-around terraces. At the top of the tower, four- and five-bedroom penthouses will offer 20-foot double-height corner living rooms, private rooftop terraces, gardens and pools.

For Midtown Park Residences by Proper, branded living is as much about what happens beyond the front door as what happens inside it. The design and services carry the Proper name, but so do the cultural experiences, social programming and connection to the surrounding neighbourhood.

It is hospitality translated for a place that residents call home. No check-in required. ■A

Midtownparkbyproper.com

Images: Midtown Park



BIG Delivers Architectural Oxymorons as NOT A HOTEL SETOUCHI Opens

Global architecture powerhouse Bjarke Ingels Group marks its Japanese maiden completion on Sagishima Island, blending traditional heritage with fearless modernism across three exclusive luxury villas.

By Robbie Wilson

NOT A HOTEL has officially commenced operations for its SETOUCHI property on Sagishima Island, located in Hiroshima Prefecture. The development marks a major milestone for global architectural firm BIG (Bjarke Ingels Group), representing the practice's very first completed buildings in Japan. Comprising three luxury villas and a communal beach terrace restaurant, the remote island retreat redefines hospitality by pairing cutting-edge Scandinavian design with deep-rooted Japanese architectural traditions.

Over the last few decades, Japan's Setouchi region has evolved into a famed destination for art and culture, attracting millions of domestic and international tourists. NOT A HOTEL SETOUCHI builds on this regional legacy by blending elements of traditional Japanese single-storey houses with modern structures and forward-thinking designs. The expansive glass façade connecting the interior and exterior serves as a modern interpretation of traditional shoji screens, while the floor layouts incorporate the conceptual design of classic tatami mats. Furthermore, constructing the curved earthen spinal walls required the rammed earth technique using local soil, imbuing the space with a natural texture that evokes the regional climate and culture.

Danish architect Bjarke Ingels, founder of BIG and one of TIME's 100 Most Influential People, brings a philosophy driven by the belief that architecture can serve as a tool for turning fiction into fact—merging pragmatic solutions with utopian possibilities. Reflecting on the completion, Ingels shared: "NOT A HOTEL Setouchi represents our first completed buildings in Japan, a culture that has had a profound impact on myself and my understanding of architecture; a place where fearless Futurism and deep traditional roots coexist in contrasting harmony. It has been an absolute architectural adventure to work with NOT A HOTEL to make this vision come to life".

He highlighted how the architecture responds directly to its natural environment: "The archipelago around Sagishima is like a Japanese landscape painting. Steep rolling hills covered in lush green vegetation erupt from the tranquility of the Seto Inland Sea. The four pavilions are conceived as extensions of the dramatic topography. Hilltops and peninsulas, outcroppings and canyons are outlined by rammed earth walls and solar roofs to provide pavilions with 360-, 270-, 180-, and 90-degree views of the surrounding scenery. On one hand, each home is like an inhabited view, open, and extroverted. On the other, their spinal walls outline a private and protected space – open only to the sky.







Traditional and modern, integrated and outstanding, Scandinavian and Japanese, the villas are architectural oxymorons embodying seemingly contradictory elements into a holistic hospitable whole".

The three villas built on the southwestern cape of the peninsula are named 360, 270, and 180 according to their location and the angles of their corresponding views of the Seto Inland Sea.

Nestled on the northernmost cape of the peninsula, 180 is a Japanesque space built along the cliff face. Its gently curving architecture follows the cliff to offer panoramic views of the archipelago from every room. Spanning 707.61 m² (approx. 7,617 sq. ft.) with four bedrooms for a maximum occupancy of eight people, a serene Japanese garden unfolds in its courtyard with gentle hills, mossy paths, and trees that change with the seasons. The innermost bedroom features a private open-air bath, accompanied by a sauna and cold plunge pool overlooking the sea.

Located on a hill in the northeastern part of the peninsula, 270 is a house of crystal-clear water reminiscent of a floating island. Spanning 745.97 m² (approx. 8,030 sq. ft.) with four bedrooms and accommodating up to ten guests, the exterior is surrounded by ocean views while a pool resembling the sea and islands sits at its centre. Living and dining areas are enveloped in water, while fire spaces and outdoor relaxation areas are scattered around the pool like floating islands, supplemented by a mystical sauna set inside a pod.

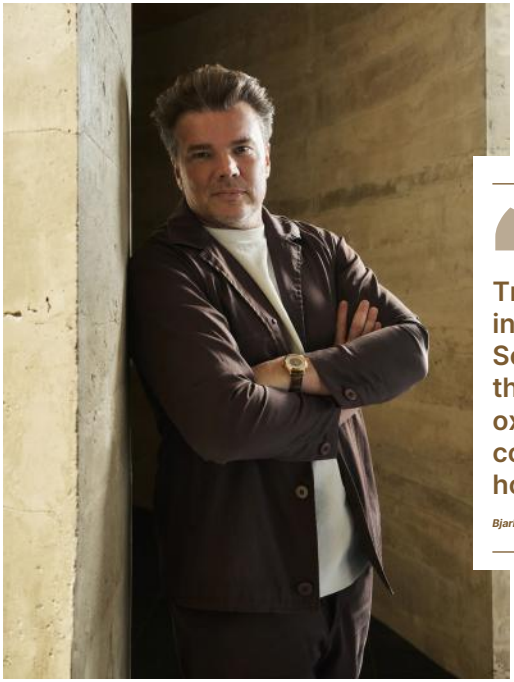
Perched atop the highest hill in the area, 360 is a mountaintop mansion where people gather around the fire. Spanning 785.53 m² (approx. 8,455 sq. ft.) with four bedrooms for up to ten people, it deploys a ring-shaped architecture that conforms to the site and delivers full 360-degree views. A swimming pool lies at the tip, and a private courtyard unfolds where guests can enjoy BBQs and bonfires. Floor-to-ceiling windows and glass walls create a bright interior filled with natural light, enabling guests to experience changing seasons and night stars.











> **Traditional and modern, integrated and outstanding, Scandinavian and Japanese, the villas are architectural oxymorons embodying seemingly contradictory elements into a holistic hospitable whole**
>
> *Bjarke Ingels, founder of BIG*





NOT A HOTEL designed the entire arrival process to seamlessly connect travel, stay, and experience. On the Hiroshima mainland, a private clubhouse and lounge allows owners and guests to relax before departure, featuring large windows that introduce the Setouchi landscape. Access to Sagishima Island is provided via private speedboats, cruisers, and helicopters. Upon arrival, guests land on a private beach that opens directly to the sea and the communal restaurant, Beach Terrace RESTAURANT 90. Looking ahead, NOT A HOTEL plans to offer houseboat experiences before summer 2026, and in early summer 2027 will begin operating the SUNREEF 80 POWER NOT A GARAGE EDITION.

Culinary and cultural offerings are tailored to guests' personal preferences. Dining options range from private course dinners prepared in-villa by dedicated chefs, teppanyaki in the house, and sunset dinners at RESTAURANT 90, to island-style Japanese breakfasts, meal kits, and BBQ sets. Custom experience packages connect guests directly to regional culture through private sunset cruises, sea kayaking, SUP, boat fishing, bespoke denim workshops with local craftspeople, wellness programmes at Miyajima's Daishoin Temple, and art tours around Naoshima, Teshima, and Inujima.



During construction, NOT A HOTEL pre-sold fractional ownership of the property. Starting April 1, owners can utilise allotted nights across all three villas or trade nights for other locations in the network, which spans over 30 properties across nine locations.



Shinji Hamauzu, Founder and Co-CEO (Chief Visionary) at NOT A HOTEL, commented on the grand opening: "We are beyond honoured to have partnered with BIG in realising the company's first buildings in Japan. This is a landmark moment for NOT A HOTEL's mission to make Japan even more valuable, and we are sure that BIG's three SETOUCHI villas will provide their owners with unprecedented experiences for years to come". ■**A**

Notahotel.com

Images: NOT A HOTEL.
Image of Bjarke Ingels: NewColor inc



The New Face of Florida Luxury is on the West Coast

Fuelled by multigenerational migration and high-net-worth capital, Florida's West Coast is transforming from a traditional seasonal haven into a mature luxury market—where urban towers, branded residences, and ultra-exclusive island retreats are redefining coastal living.

By Jackie Jordan Streit



Waldorf Astoria Residences Sarasota

Florida's West Coast has long been defined by its natural advantages: Gulf-front beaches, year-round sunshine, waterfront communities, and a slower pace of life. But as high-net-worth capital continues to migrate into the region, those foundational qualities are serving as the launchpad for a far broader real estate evolution.

Across the region, developers are introducing a new generation of luxury residential projects designed specifically for the way affluent buyers want to live today. From sophisticated urban towers and hospitality-branded residences to limited-supply beachfront ownership, Florida's Gulf Coast is evolving into a more diverse and mature luxury market.

The shift is being driven in part by multigenerational migration into Florida. According to data from U-Haul, Florida ranked among the top 10 states for net migration across four generations, with data showing especially strong gains among Gen X and millennial movers. With the influx of residents of all ages, residential developers

cannot approach projects with a single blueprint. Instead, new developments reflect the individual characteristics of each town and the evolving expectations of the buyers they are attracting.

Sarasota offers one of the clearest examples.

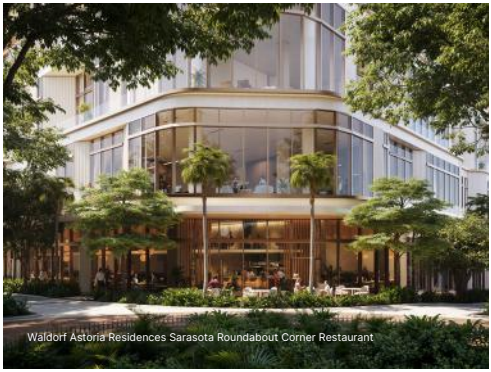
Long recognised as a retirement and seasonal destination, Sarasota is turning into a year-round lifestyle market, attracting buyers looking for a combination of coastal living, cultural, recreation, dining, wellness and residential amenities. The city was recently named one of CNN's America's Best Towns for 2026 and included in Travel + Leisure's list of the best places to retire in Florida, further reinforcing its growing national profile.

To no surprise, the residential market is showing signs of that momentum. According to Michael Saunders & Company's Q2 2026 Market Report, Sarasota recorded its third consecutive net-positive quarter, the first time that has happened since 2020. The second quarter saw 110 closings, the highest total since Q2 2024, bringing the year-to-date total to 208 closed units valued at more than US$269 million.

At the same time, roughly 10 condominium and mixed-use developments are planned or underway throughout downtown Sarasota, pointing to continued developer confidence in the market's trajectory. Among the projects contributing to this evolution is Waldorf Astoria Residences Sarasota (waresidencessarasota.com). Developed by Jebcore and WMG Development, the 22-storey community will introduce 84 private residences alongside more than 60,000 sq. ft. of indoor and outdoor amenities, bringing a globally recognised hospitality brand into a market that is increasingly attracting luxury buyers.



Waldorf Astoria Residences Sarasota Main Street Cafe



Waldorf Astoria Residences Sarasota Roundabout Corner Restaurant

The project is part of a broader rise of branded residences across Florida's West Coast. By pairing private ownership with hospitality-driven services, these developments are responding to buyers who increasingly value personalised service, convenient location and turnkey living alongside the residence itself.

Images: Waldorf Astoria Residences Sarasota & Boundary

In Tampa, Pendry Residences Tampa (pendryresidencestampa.com) has already reached US$385 million in sales. The 38-storey waterfront development will bring approximately 200 private residences to the market, while its recently unveiled US$45.5 million penthouse further demonstrates the level of demand developers are seeing for high-end residential product.

Tampa's residential evolution is also being supported by broader investment in the city. Major developments, including the multibillion-dollar Water Street Tampa district, have helped create a more connected downtown with new hotels, restaurants, offices and retail.



Pendry Residences Tampa Penthouse



Pendry Residences Tampa Living Room

But luxury development on Florida's West Coast is not defined solely by growth and density. In some destinations, the opportunity is rooted in the opposite: scarcity.

Captiva Island has long been prized for its natural beauty, privacy, and limited development. With few opportunities to create new residential inventory, the island represents a fundamentally different development environment from Tampa or Sarasota.



Pendry Residences Tampa

Images: Pendry Residences Tampa

Timbers Captiva Club & Residences (timberscaptiva.com) will mark the first new residential offering on Captiva Island, within South Seas Resort, in more than 30 years. The 84 luxury beachfront residences will span 12 acres and more than 1,000 feet of shoreline, with whole ownership opportunities ranging from about US$5 million to US$9.26 million. Here, the appeal is not about creating more. It is about creating something rare in a destination where new opportunities are inherently limited.


Timbers Captiva Pool and Ocean Club Building


Timbers Captiva Ocean Club Port Cochère

Together, Tampa, Sarasota, and Captiva illustrate the broader evolution underway across Florida's West Coast. The trajectory is not simply about more development. It is about more intentional development that supports the new residents calling Florida home. ■A

> **Florida ranked among the top 10 states for net migration across four generations.**

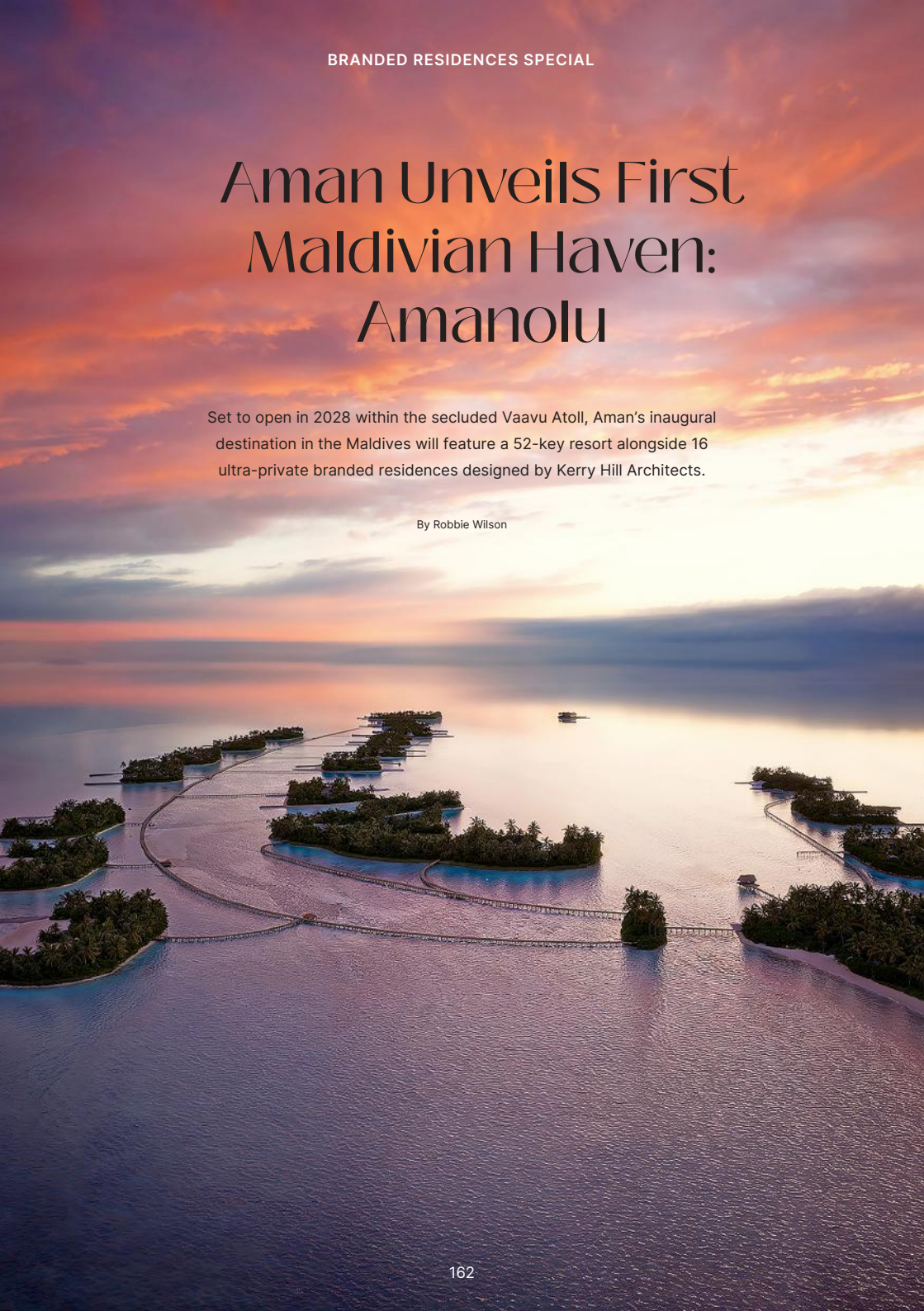

Timbers Captiva Ocean Club Owners Lounge

Images: Timbers Captiva Club & Residences

Aman Unveils First Maldivian Haven: Amanolu

Set to open in 2028 within the secluded Vaavu Atoll, Aman's inaugural destination in the Maldives will feature a 52-key resort alongside 16 ultra-private branded residences designed by Kerry Hill Architects.

By Robbie Wilson



When Kerry Hill Architects set out to design Aman's long-awaited debut in the Maldives, they turned away from opulent clutter in favour of pure coastal minimalis, taking inspiration from the white coralline beaches and turquoise lagoons of this beautiful part of the world. Slated to open in 2028, Amanolu takes its name from a blend of Aman (the Sanskrit word for peace) and Olu (a nod to the Indian Ocean's native water lily). The choice reflects both the resort's secluded location in the untouched Vaavu Atoll and the brand's quiet, nature-focused philosophy.

Rather than crowding a single island, the destination spreads its footprint across dedicated, purpose-designed islands, blurring the line between indoor comfort and the surrounding lagoons. The heart of the development comprises a 52-key resort alongside an ultra-exclusive collection of just 16 five-bedroom branded residences.

Living at Amanolu centres entirely on the movement of light and water. Each residential property occupies its own private island. Some are positioned towards a single shoreline to capture either the morning dawn or evening sunset, while coast-to-coast plots feature private beaches on both sides, offering sweeping ocean vistas throughout the day. Every home comes equipped with expansive open-air living spaces, a 25-metre swimming pool, a private boat berth, and dedicated quarters for staff to deliver discreet, tailored service.

Beyond the private sanctuaries, the resort layout treats wellness and adventure as distinct destinations. Guests and owners will navigate between a dedicated wellness island, complete with an expansive Aman Spa and signature Spa Houses, and a separate activity island curated for diving, snorkelling, and marine exploration. Completing the hideaway are family-focused facilities and a series of dining venues showcasing Aman's signature culinary concepts from around the world. ■**A**



Aman.com/amanolu

Images: Aman



New York Luxury Is Entering Its Age of Discernment



The world's wealthiest buyers have not stopped buying in Manhattan. They have simply become far more exacting about what deserves their capital.

By Frances Katzen, Founder, The Katzen Team at Douglas Elliman

For years, the easiest way to describe New York luxury was through price. The bigger the number, the more prestigious the property. That definition no longer holds.

The buyers I work with today have the means to purchase almost anything, but that does not mean they will. In fact, the opposite is now true. Wealth has made them more discerning, not less. They are scrutinising what is genuinely rare, what can be replicated, what will retain value and, perhaps most importantly, what will still feel special ten or twenty years from now. You can see that shift playing out across Manhattan.



350 West Broadway Living Room

The latest market data looks extraordinarily strong at first glance. Manhattan's median sales price reached a record US$1.25 million in the second quarter of 2026, while 57.9 per cent of transactions occurred above US$1 million, the highest share ever recorded. But the more revealing figure for the luxury market is supply: just 796 luxury co-op and condominium listings remained at the end of the quarter, the lowest level in 22 years of tracking. That scarcity is changing the conversation.

At the very top of the market, buyers are increasingly willing to cross categories they might once have dismissed. Someone who began their search insisting on a new condominium may suddenly find themselves considering a pre-war co-op. A buyer focused on a branded residence might also look at a townhouse. The question is becoming less about the label attached to the property and more about whether the asset offers something that will be difficult, or impossible, to reproduce.

That helps explain the renewed interest we are seeing in New York's great co-operative buildings. Many occupy locations that simply cannot be recreated. They offer scale, ceiling heights, plaster walls, detailed cornices and mouldings, gracious layouts and proportions from another era. In the best buildings, you are buying into a finite architectural product.

For an international buyer accustomed to newer condominium products, the co-op process can initially seem unusual. There are board requirements and restrictions that do not exist in the same way in many global markets. Yet some buyers are beginning to see that selectivity differently. A building in which owners have made a long-term commitment to its financial health, physical condition and standards can have enormous appeal to someone purchasing a true New York home rather than simply an investment vehicle.


Frances Katzen, Founder, The Katzen Team at Douglas Elliman


350 West Broadway Master Bedroom


350 West Broadway Rooftop

New development still has an important place, but here too buyers are becoming more selective. A recognisable name alone is no longer enough. The strongest branded residences understand that hospitality must translate into something tangible: service, design, privacy, convenience and an experience that meaningfully improves everyday life. International buyers already understand this proposition because they move fluidly between cities, hotels, residences and private clubs around the world. When executed well, a branded residence can remove friction from ownership. When the branding is merely decorative, sophisticated buyers recognise that very quickly.


500 Park Ave Master Bedroom


500 Park Ave Living Room


500 Park Ave Rooftop

Townhouses represent another expression of the same desire for scarcity. Manhattan townhouse inventory fell nearly 40 per cent year on year in the second quarter, while the median sale price reached US$6.1 million. Some of that headline price increase reflects larger homes trading, but the underlying attraction is easy to understand. A townhouse offers something increasingly difficult to acquire in a dense global city: autonomy. Your own entrance. Your own outdoor space. Your own architecture. No shared corridor and, in many cases, a degree of privacy that even an extraordinary condominium cannot reproduce.

All of this is happening as owning luxury property in New York becomes more complicated. The new pied-à-terre tax has made the cost and structure of ownership an even larger part of the conversation for international and second-home buyers. Its rollout is currently the subject of legal challenges and significant debate, making this a particularly fluid moment for owners and prospective purchasers.

Policy matters. Taxes matter. Carrying costs matter. Sophisticated buyers are modelling all of them. But I would be careful about interpreting that scrutiny as a retreat from New York.

I work with buyers from the United States, Europe, Australia, the Middle East and elsewhere, and New York continues to occupy a very particular place in the global luxury market. People understand its constraints. They also understand its scarcity.

There are only so many apartments overlooking Central Park. Only so many great pre-war buildings on Fifth Avenue and Park Avenue. Only so many townhouses on the best blocks of the West Village or Upper East Side. And only a limited number of new developments will combine exceptional architecture, service, location and execution well enough to become the next generation of enduring New York addresses.

That is ultimately where I believe the luxury market is heading.The next era will not be defined simply by bigger apartments, higher prices or more recognisable brands. It will be defined by discernment. Buyers with extraordinary resources are asking harder questions about what is truly irreplaceable. And in New York, irreplaceability has always been the ultimate luxury. ■A

Elliman.com/team/the-katzen-team/226107

Images: Tim Waltman / Evan Joseph Photography / The Katzen Team



641 Fifth Ave

Beyond the Brand



Why the Middle East has become the global capital of branded living.

By Zacky Sajjad, Director of Business Development and Client Relations at Dubai-based Cavendish Maxwell

Branded residences were once a niche proposition. A luxury hotel operator would attach its name, service standards and amenities to a collection of private residences, offering buyers the convenience of hotel-style living combined with the permanence of home ownership.

In the Middle East, that model has evolved into something significantly bigger. Today, branded residences sit at the intersection of real estate, hospitality, luxury retail and increasingly automotive, fashion and lifestyle brands. Nowhere is that convergence more visible than in the UAE, and in particular Dubai, which has established itself as one of the world's most active markets for branded residential development.

The scale of growth is significant, with the Middle East accounting for an increasing amount of the global pipeline of branded residences schemes, considerably above its share of existing projects. Dubai remains the regional leader, but the model is spreading rapidly into other parts of the UAE, notably Abu Dhabi and Ras Al Khaimah, and into other countries in the region such as Saudi Arabia.

Why Dubai?

Dubai provides an almost uniquely favourable environment for the branded residences model. The city continues to attract a growing population of high-net-worth individuals, entrepreneurs and internationally mobile families. Many of them are buying property not simply as an investment, but as part of a decision to spend significantly more time in the country. That distinction matters. For an international buyer entering an unfamiliar property market, a recognised brand can provide reassurance. It communicates an expectation around design, quality, management, amenities and service before the buyer has even entered the building.

Meanwhile, for developers, the right partnership provides differentiation in an increasingly competitive luxury residential market. The financial impact can be substantial. It is now well documented that branded residences in Dubai achieve an average price premium significantly higher than comparable non-branded properties in the same location. But buyers are not just paying for a logo. The strongest schemes translate the brand into a tangible residential experience, architecture and interiors, concierge and hospitality, wellness facilities, restaurants, private clubs, housekeeping and property management. Increasingly, privacy and exclusivity are as important as traditional five-star service. This is particularly relevant to globally mobile owners who may occupy their residence for only part of the year. The ability to lock the door and leave, knowing that the property is professionally managed, has considerable value.

From hotels to lifestyle brands

Perhaps the most interesting evolution is the

expansion beyond traditional hotel operators. Hospitality brands remain central to the sector, but Dubai has become a testing ground for partnerships involving fashion houses, jewellery brands and automotive marques. This reflects a wider shift in luxury consumption. For some buyers, particularly those at the very top of the market, property is becoming another expression of personal identity in much the same way as a car, watch or fashion purchase. That creates opportunities but also risks.


Bulgari Lighthouse

A successful branded residence needs substance behind the branding. As the number of projects increases, buyers are likely to become more discerning about what the brand contributes. A famous name may help secure attention and initial sales, but long-term value will ultimately depend on location, build quality, management, service standards and the ongoing relevance of the underlying concept.


Bugatti Residences

The next wave

The UAE story is also becoming more geographically diverse. Abu Dhabi is developing its own high end branded residential market, particularly around destinations such as Saadiyat Island and Yas Island. Another emirate to watch is Ras Al Khaimah as its tourism and luxury hospitality sectors expand with branded residences playing a significant role.

Saudi Arabia, arguably, represents the region's biggest longer-term opportunity in the sector. Vision 2030, major destination developments and changes to the Kingdom's real estate and tourism landscape are creating opportunities for international operators and brands that barely existed a decade ago. Branded residences are increasingly appearing within major developments in Riyadh, Jeddah, Diriyah, Makkah and the Red Sea destinations. Importantly, the Saudi proposition does not need to replicate Dubai. The strongest developments will be those that reflect their individual destinations, culture and target buyers rather than simply importing an established international luxury formula.

Can the premium last?

This may be the most important question for the sector. The Middle East has moved from being an emerging branded residences market to one of the sector's global centres of gravity. Yet rapid expansion inevitably raises the prospect of saturation. Not every development can be exclusive, and not every brand partnership will justify a significant premium. Over the next phase of the cycle, the distinction between genuinely differentiated branded residences and projects that primarily use branding as a sales tool is likely to

become much clearer. For developers, this means selecting brands with genuine alignment to the project and its target market. For buyers, it means looking beyond the name and understanding the quality of the underlying real estate, the management structure, service charges, operator obligations and long-term positioning.

The Middle East's branded residence boom therefore represents more than another luxury property trend. It reflects the region's transformation into a destination where global wealth increasingly chooses not just to invest, but to live. Dubai has demonstrated how powerful that proposition can become. Abu Dhabi, Ras Al Khaimah and several areas in Saudi Arabia are now developing their own interpretations.

The next chapter will be less about how many brands enter the market, and much more about which ones create residences capable of living up to the name on the building. ■A


Mercedes-Benz Places


Royal Atlantis

Cavendishmaxwell.com

Images: Cavendish Maxwell


Grand Hotel
CAVOUR

Luxury Is Easy to Price. Value Is Harder to Create



Why the next generation of luxury homes will have to earn their premium.

By Leong Boon Hoe, CEO of Arcadia Consulting

Luxury is relatively easy to price. Add a recognised brand, better finishes, a larger lobby, more amenities and a spectacular sales gallery that dazzles, and there is usually a number attached to each of them. Creating value is harder.

I have never believed that luxury buyers are necessarily price-sensitive. They are value-sensitive. Someone prepared to spend several or tens of millions dollars on a home can quite readily pay more for the right one. The question is what that premium actually buys.

Over the years, whether we are talking about luxury property, hospitality, fine dining, or haute horlogerie, people consistently pay a premium for three reasons: the product solves a genuine problem or pain point, it elevates how they feel, or it delivers an experience that far outweighs the price tag. The best products manage to do all three.

This is also a useful way to understand where luxury residential property is heading, in Southeast Asia, particularly as branded residences become more common. A famous name still matters. It can give a buyer confidence, especially when purchasing in another country. It can suggest a certain standard of service and reduce the uncertainty that comes with an unfamiliar market. However, as the number of branded residences grows, the logo itself becomes less unusual. The buyer can increasingly ask a harder question: what exactly am I paying the premium for?

Our research into branded residences across Singapore, Vietnam and Thailand led us to the same conclusion. The brand creates the initial signal. What matters over time is whether the home creates real living value. So, what does it actually take to create genuine residential value? It comes down to three tests.



Waterfall Entrance to Tinh Tam River at Mandarin Oriental Residences Danang

Solves a problem

For many buyers of luxury homes, the ultimate indulgence is not another feature. It is having fewer things to deal with. This is especially true for families managing residences across multiple countries.

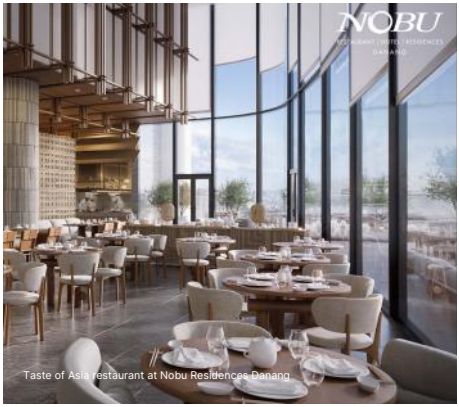
Arriving in Bangkok, Phuket, or Da Nang after two months away shouldn't come with a checklist of property management headaches. No one wants to land only to discover the air conditioning needs servicing, the pool is unmaintained, or the house wasn't prepared. The true promise of a well-run branded residence is the ability to simply walk in and live.

That is where a well-run branded residence can have genuine value. The service, management and operating platform can remove friction from ownership. For an overseas owner, that may mean looking after the residence while the family is away. For an elderly owner, it may mean easier maintenance. For a family with children studying abroad, it may simply mean having a safe, professionally managed home that works without constant intervention.

Since buyers pay for service for vastly different reasons, developers must abandon the generic "luxury buyer" archetype. A primary residence occupied 365 days a year demands an entirely different design philosophy than a seasonal home visited four times annually. Precision regarding the end-user is paramount.



Nobu Hotel Danang Podium



Taste of Asia restaurant at Nobu Residences Danang

Make me feel good

Luxury is inherently emotional. Architecture, curated arrival experiences, intuitive service, sweeping views, and quiet private gardens carry a profound value that rarely fits neatly onto a spreadsheet. Brand associations – whether rooted in hospitality, fashion, or automotive design – play a legitimate role here. Status, identity, and collectability are valid motivators. However, a crucial distinction remains: luxury should make residents feel good, not merely look good on paper.

This distinction is frequently lost in the current race to assemble hyper-specific amenity lists. A project may feature cryotherapy rooms, golf simulators, private cinemas, oxygen chambers, and meditation pods. Some of these add genuine utility; others exist solely for marketing materials and fall into disuse within three years.

Increasingly, I think the most valuable wellness amenities are also the least theatrical: clean air, good water, natural light, quiet bedrooms, thermal comfort, access to greenery, and places where people want to walk.

A cryotherapy chamber is not much consolation if you cannot sleep because your bedroom is noisy. Our research makes precisely this distinction between wellness that genuinely changes the conditions of daily life and wellness that exists mainly as marketing theatre.

Experience outweighs the price tag

The third test may be the most interesting. Sometimes we pay a premium because the experience feels greater than the price we paid. This is when a residence begins to become more than the apartment itself. Some of the most valuable things a property development can create are difficult to put on a specification sheet: belonging, access, ritual, community, and a reason to keep returning.

A well-conceived marina community provides access to a lifestyle that is nearly impossible to replicate independently. A slope-side residence creates an enduring annual family ritual. A golf development fosters friendships and routines that eventually eclipse the physical structure itself. Meanwhile, a managed resort residence delivers the complete freedom of a holiday – entirely stripped of the logistical friction needed to plan one.

The next generation of residential projects will be defined by clear purpose rather than an arms race of facilities. Yet, these experiences must be authentic and repeatable. Putting a yacht in the brochure does not create a yachting community. Building a golf simulator does not make a project a golf destination. A residence only develops a meaningful identity when the experience is organised, repeatable and good enough that owners want to come back. Adding a spa into a branded residence doesn't promise wellness. Building homes around a wellness facility or location, on the other hand, is a different proposition.

Southeast Asia is at different stages of this journey

Southeast Asia is moving through distinct stages of this evolution, with Singapore, Vietnam, and Thailand illustrating the dynamics well.

Singapore has relatively little completed branded-residence stock, but its buyer pool is exceptionally sophisticated. High acquisition costs mean buyers rigorously examine the core fundamentals: tenure, location, service fees, and long-term liquidity.

Vietnam is experiencing a very different phase, boasting one of Asia's largest branded-residence pipelines. Da Nang has established itself as a major resort and second-home market, while Hanoi and Ho Chi Minh City serve urban buyers. The central question for Vietnam over the next few years is whether this massive pipeline can deliver matching operational quality once residents move in.

Thailand is further along this trajectory. Bangkok holds a mature portfolio of branded urban residences, while Phuket brings decades of resort-residence experience. This provides buyers with what Vietnam cannot yet match at scale: operational hindsight.

Which services survived long-term? Which amenities remain genuinely useful? How have the buildings aged? Do owners still enjoy living there? Ultimately, these operational realities matter far more than the initial launch party.



Nobu Residences Danang Sky Villa Living Room

What I think will work

As branded living expands toward 2030, the winners will not simply be the projects with the biggest names attached.

While traditional hospitality brands will remain central, we will see an influx of fashion, automotive, wellness, and lifestyle brands, as well as communities built around niche passions. However, buyers will become far less impressed by the quantity of promises and far more focused on the quality of execution.

For me, the test remains remarkably simple. Does this home make my life easier? Does living here enhance my well-being? Relative to the price, did I receive something even more valuable in return? If the answer is yes, the premium becomes much easier to justify.

If the answer is yes, the premium becomes easy to justify. Perhaps that is the truest definition of luxury: not paying more, but getting more. ■**A**

Arcadia-consult.com

Images: Nobu Danang – Viet Capital Real Estate (VCRE)
Mandarin Oriental Residences – The Nam Khang Corporation



Nobu Residences Danang



Panerai

Deep Dive in Florence: Panerai Marks a Century in the Cradle of Italian Watchmaking

To celebrate 100 years of its iconic flagship boutique in Florence, Panerai returns to its roots with ‘Immersion’ – an evocative exhibition at the Museo Marino Marini ° and two ultra-focused Luminor Firenze 8 Giorni editions that pay homage to a rare 1960s prototype.

By Robbie Wilson

There is a quiet irony to Panerai. For a brand so completely tied to the expanse of the open ocean – and the murky depths beneath it – its beating heart has always belonged to a landlocked city famous for terracotta roofs and Renaissance art.

In 1926, Giovanni Panerai opened the doors to Orologeria Svizzera in Florence's Piazza San Giovanni, directly facing the Baptistery of San Giovanni. It wasn't just a shop; it was the city's premier gateway to fine Swiss watchmaking culture, while its sibling enterprise, G.Panerai & Figlio, quietly crafted high-precision instruments for the Royal Italian Navy.

Centenaries in horology often invite loud self-congratulations, but Panerai's 100th anniversary of its historic retail address feels refreshingly experiential. Taking over the crypt of Florence's Museo Marino Marini from 10 to 19 September 2026, the brand has staged Immersion. It's an interactive, multi-sensory journey designed to take visitors from the workbench of a 1920s Florentine craftsman down into the dark, pressurised abyss of deep-sea diving, before surfacing into polar ice fields and high-stakes ocean racing.

The Prototypes Born from Purpose

Alongside the immersive displays, the real talking points for collectors are two commemorative timepieces that lean heavily into Panerai's mid-century military experimentalism: the Luminor Firenze 8 Giorni PAM01734 and PAM01794.

Rather than raiding the obvious historical cupboard, Panerai reached into a private collection to authenticate an exceptionally rare 1960s prototype of the legendary reference 6152/1. That experimental piece featured two distinct



Luminor Firenze 8 Giorni PAM01734



Luminor 8 Giorni Firenze PAM01734



Luminor 8 Giorni Firenze PAM01794

quirks: a ghost-like, tone-on-tone “Panerai Firenze” signature on the dial, and a flat crown-protecting bridge cut with parallel inner grooves – originally designed so frogmen could operate the lever with thick diving gloves.

Both new 44mm models recreate this understated, pure aesthetic. You won’t find a date window, a running seconds hand, or any unnecessary dial clutter here – just hours, minutes, and crisp sandwich-dial legibility.

Platinumtech vs. Pure Steel

The two references cater to very different sensibilities:

- **PAM01734 (Platinumtech):** Limited to just 100 pieces worldwide, this is the haute-horology showcase. Crafted from Panerai’s proprietary Platinumtech alloy – which is significantly harder and more scratch-resistant than traditional platinum – it pairs a striking green circular-brushed sandwich dial with warm, gold-effect pencil hands. It is also the first modern production watch to replicate the prototype’s grooved inner crown bridge. Fitted with a sapphire exhibition back, it offers 10 bar (100 metres) of water resistance and comes on a black Tuscan calfskin strap hot-stamped with the Florentine lily emblem.
- **PAM01794 (Stainless Steel):** Produced in a limited run of 1,000 pieces, this iteration leans directly into the brand’s tool-watch DNA. It features a polished stainless steel case framing an anthracite (light black) circular-brushed dial and heat-blued hands – a nod to historical anti-corrosion treatments used on naval instruments. True to its utilitarian roots, it boasts a solid closed caseback engraved with the façade of the historic Florence boutique and delivers a full 30 bar (300 metres) depth rating.



Left: Luminor Firenze 8 Giorni PAM01734
Right: Luminor 8 Giorni Firenze PAM01794

The Power of Eight Days

Under the hood of both models beats the hand-wound in-house Calibre P.5000. Operating at 21,600 vph with a robust, broad-plate design, its twin barrels deliver a massive 8-day (192-hour) power reserve.

It's an intentional nod to the Angelus SF 240 movements Panerai deployed in the 1950s. Back then, eight days of autonomy wasn't about convenience; it was about survival. By requiring divers to wind their watches only once a week, it dramatically reduced wear on the crown gaskets, preserving water resistance over prolonged underwater operations.

Presented in traditional dovetail-jointed mahogany boxes featuring metal plaques of the original shop front, both models come bundled with additional rubber straps and changing tools.

Whether you find yourself drawn to the emerald tones of the rare platinum edition or the pure, sea-ready steel of the PAM01794, Panerai's return to Florence proves that even after a century, real adventure is still built on purpose. ■**A**


Luminor 8 Giorni Firenze PAM01734





Luminor 8 Giorni Firenze PAM01794

Panerai.com
Images: Panerai



Île Mer Froid

Image: Isabelle Arthuis FEH

Behind an Hermès Store in Brussels, Clay, Timber and Fire Run Wild

French duo Île/Mer/Froid brings together ceramics, wood, textiles and a circle of fellow artists in a rough-edged meditation on craft, collaboration and the hand of the maker.

By Azimin Saini

To reach La Verrière, Hermès' contemporary art space in Brussels, you first have to walk through one of its boutiques.

Past the silk scarves, leather goods and immaculate vitrines of the Boulevard de Waterloo store, the choreography of luxury gives way to something wild. At the back, almost unexpectedly, a white gallery opens beneath a steel-and-glass roof, flooded with daylight and seemingly removed from the polished world you have just crossed.

Here, clay bulges and buckles, tree trunks become pedestals, and lengths of linen stained with plant dyes hang in tobacco browns and bruised ochres. One black ceramic creature perches on a section of timber; elsewhere, two hefty stoneware heads sit on rough wooden supports.

The route through the boutique makes for an unusually good introduction. On one side, Hermès presents the end result of craftsmanship pushed towards precision. Behind it is a room where the knots, scorch marks and fingerprints are what gives the objects on display life.


Île Mer Froid Image: Isabelle Arthuis FEH


Île Mer Froid Image: Isabelle Arthuis FEH

A garage under glass

La Verrière is one of four contemporary art spaces run by the Fondation d'entreprise Hermès, established in 2008 to support artistic creation and the transmission of craft. Its exhibition programme stretches from Brussels to Seoul and Tokyo, with a fourth space at the Saint-Louis crystalworks in eastern France. Artists are often invited to produce new work specifically for these settings, rather than simply bringing a finished exhibition into a white cube.

That approach feels particularly apt at La Verrière. Originally an automobile garage, the space was converted into a gallery after Hermès acquired the site in 1999, its great glass roof becoming both its defining architectural feature and the source of its name.

Since 2023, curator Joël Riff has steered it towards the sometimes awkward border between contemporary art, craft and the decorative arts. His exhibitions are conceived as "augmented solos": a single artist or practice provides the centre of gravity, while works by others are brought in to unsettle, extend or simply keep it company.

"Elle/Terre/Chaude", on view until 14 November, fits the formula particularly well because its central artist is already two people. Île/Mer/Froid is the name under which Hugo Lemaire and Boris Geoffroy have worked together for more than a decade. Around 50 works fill La Verrière, many produced for the exhibition, alongside pieces by ceramicist Richard Dewar, sculptors Daniel Dewar and Grégory Gicquel, photographer Marianne Marić and Brussels painter Julien Meert. Ceramicist and writer Philippe Godderidge contributes a commissioned text.



Four hands, one practice

Lemaire and Geoffroy met at the Toulouse Institute of Arts and Design in 2014. Their practice subsequently travelled through Rome, Sète, Brest and La Borne, the French village closely associated with ceramics, before they settled in Salmiech in the Aveyron region. Their farmhouse is home, workshop and, in part, sawmill.

It sounds less like an artist's studio than the back room of an inventive agricultural operation. A Bourgeois potter's wheel shares space with machinery repurposed from other trades: a baker's kneading machine mixes slurry, while a grain grinder processes raw clay. At one point, a supplier delivered 15 tonnes of clay to the property.

The work itself moves between the pair just as freely and there is little interest in preserving individual authorship. A piece can pass backwards and forwards through four hands until the question of who made which mark becomes irrelevant.

That helps explain the wonderfully odd physicality of the show. Stoneware vessels appear thick-set and slightly belligerent. Timber is sawn and assembled without being scrubbed of its previous life as a tree. Sheets coloured with vegetable dyes droop from supports like old stage scenery or washing left too long in smoke. The two dark ceramic heads reproduced in the exhibition material look less like formal sculpture than figures that might have been dug out of a field.

Riff writes that Lemaire and Geoffroy "use the material without mastering it". It is a useful distinction. Their interest lies in finding out what a technique might do rather than demonstrating how perfectly they can repeat it. They pick things up from potters, craftspeople, landscapes and one another; sometimes the material gets the last word.





A handful of guest artists widen the visual field at La Verriere. Richard Dewar brings decades of experience in wood-fired ceramics. Daniel Dewar and Grégory Gicquel offer another example of an artistic identity shared between two people. Marić's photographs and Meert's paintings break up the clay and timber, giving the room a welcome change of rhythm.

Riff has described La Verrière as "a hearth to gather around and a lens to peer through". The hearth feels especially apt here. "Elle/Terre/Chaude" is full of things learnt beside kilns, workshop benches, fires and other people.

Then, to leave, you walk back through Hermès.

After a moment with large scale works that retain the push of a hand and wood that still carries its scars, the immaculate objects in the boutique land differently. The connection between the two spaces is craftsmanship, but their attitudes towards its evidence diverge. Hermès makes the difficulty of craftsmanship disappear into a perfect finish. At La Verrière, the struggle gets to stay. ■**A**



Île Mer Froid Image: Isabelle Arthuis FEH

Fondationdentreprisehermes.org

"Elle/Terre/Chaude" — Île/Mer/Froid is on display from 10 September–14 November 2026 at La Verrière, Boulevard de Waterloo 50, 1000 Brussels, Belgium.

Tuesday–Saturday, 12pm–6pm
Free admission

Guided tours in French or English are available Tuesday–Friday at 12.30pm and Saturday at 3pm, without reservation.



Île Mer Froid Image: Isabelle Arthuis FEH

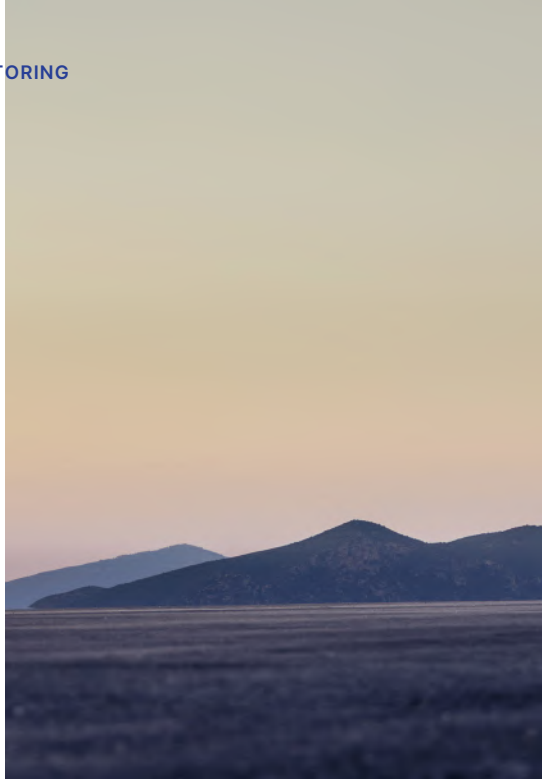


Île Mer Froid Image: Isabelle Arthuis FEH

The Evolution of the Malvern Masterpiece

A factory visit earlier this year offered a rare glimpse into Morgan's heritage – and the birth of its breathtaking new Pininfarina-designed GT, the Midsummer Coupé.

By Robbie Wilson









When I visited Morgan's historic Pickersleigh Road workshop in Malvern this past January, time felt curiously suspended. Beyond the sleek main facility – complete with its café, vibrant gift shop, and impressive showroom displaying the Super 3, Plus Four, and Supersport – lies an active temple of craftsmanship and a loyal following you won't find with any other manufacturer.

Watching craftspeople shape sheet aluminium and fit ash timber frames by hand offered a vivid reminder of automotive art in its purest form. At the time, the factory floor was buzzing with the final production run of the original Midsummer – the radical, open-top barchetta born from a collaboration with Pininfarina. Seeing those last open-top cars taking shape felt like witnessing the peak of contemporary coachbuilding. Yet, behind the scenes, an even more ambitious evolution was already brewing: the Midsummer Coupé.

Officially unveiled as a landmark special project, the Midsummer Coupé represents the culmination of the Midsummer philosophy, transforming the open barchetta into a fixed-head GT. The project originated when a client approached Morgan asking to explore a closed-roof interpretation of the design. That singular request sparked a collaborative effort between Morgan's team in Malvern and the iconic Italian design house Pininfarina, ultimately leading to a production run of nine client commissions alongside an initial 'artists' proof' prototype.

Transitioning to a coupe was far more involved than simply attaching a roof. Designers across Malvern and Cambiano re-explored the car's proportions, silhouette, and visual tension. The new fixed-head profile introduces a dramatic third line to the body, anchored by an expansive glazed canopy that floods the cabin with natural light while maintaining a continuous, flowing surface from the A-pillar to the trailing edge.

QUICK TAKE

Horsepower
402 bhp

Torque
369 lb-ft

Run number
9 (plus prototype)



Polished stainless-steel lower body panels offer a direct visual nod to the original barchetta, while a central stainless-steel graphic flows along the vehicle's centreline. Highlighting its bespoke nature, the car wears Pininfarina's 'Fuoriserie' emblem behind the front wheels – a mark reserved strictly for out-of-series creations.

Beneath its handcrafted skin, the Midsummer Coupé introduces a sophisticated new vehicle architecture engineered for long-distance touring and year-round usability. Built upon Morgan's CXV-Generation bonded-aluminium platform and housing BMW's B58 powertrain, the Coupé utilises billet-machined aluminium A-pillars, bonded structural glazing, and a stressed-skin aluminium body. This hybrid manufacturing approach blends pre-war aircraft riveting techniques and hand-wheeled panels with digital scanning and laser alignment to 0.3mm accuracy. The result significantly increases structural rigidity while adding just 2.5 per cent in weight compared to a hardtop-fitted Supersport.

Inside, the cabin balances marine-inspired craftsmanship with modern functional design. Teak wood is applied extensively throughout, featuring on the aluminium gear selector inlay, the sun visors, and a solid aluminium roof rail that spans the cabin width. Everyday driving comfort is enhanced with a dedicated drop-window system, climate control, full weather sealing, and a generous boot compartment tailored for custom luggage.

Each of the nine upcoming commissions will be crafted through an intimate, one-to-one design process, allowing owners to customise colours, leathers, and timber finishes. Meanwhile, the initial prototype will take up permanent residence at the Louwman Collection in The Hague, standing as a celebration of contemporary coachbuilding. My trip in January showcased a workshop steeped in heritage; yest Morgan's commitment to its historical craftsmanship doesn't hold it back; instead, it serves as the foundation for creating bold, modern automotive art. ■**A**







Morgan-motor.com

Images: Morgan Motor Company


RACE SERVICE
BORROMEODESILVA
BENTLEY
SLOW DOWN
R25 BML

Bentley x Tutto Bene

The Crewe marque headed to Lake Maggiore alongside Tutto Bene for a dynamic celebration of car culture, hillclimbs, and automotive art.

By Robbie Wilson






Mobil 1

Bentley has teamed up with the exclusive annual motoring event Tutto Bene for the second time in just two months, bringing a striking mix of heritage, performance, and modern design to the scenic hills above Lake Maggiore in Italy. Following the success of Stazione Remota in California's Carmel Valley, the event drew a crowd of thousands eager to sample an eclectic gathering of machinery.

The highlight for many was the famous 6 km Mottarone hillclimb, overlooking Lake Maggiore and the town of Stresa. The run is judged on style and a sense of fun rather than raw speed, making it the ideal arena for Bentley's dynamic displays. Taking to the hill was the 'FULL SEND' Supersports, famously drifted around Bentley's Crewe factory by Travis Pastrana—alongside the 2018 Pikes Peak Bentayga, offering VIP passengers a high-speed demonstration of the brand's performance capabilities.






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At 'Bar Stazione', the central hub of the event, Bentley showcased a static lineup that bridged the gap between modern custom art and motorsport history. The headline display was a special Flying Spur wrapped in a glow-in-the-dark livery created by Welsh artist Deathspray (David Gwyther), which came alive as dusk fell. It was joined by the rugged Bentayga X concept – first revealed at January's FAT Ice Race – and the 2003 Le Mans-winning Speed 8.

Representing Bentley's historic roots was 'Smoky', an original 1926 Super Sports. Courtesy of its owners, Mike Thompson and his son Josh, Smoky spent the summer on loan with Bentley Motors, featuring at both the Goodwood Festival of Speed and Monterey Car Week before attending an exclusive drivers' dinner on the private island of Isola Madre.

Ben Whattam, Marketing Director for Bentley Motors, noted that the spirit of Tutto Bene perfectly aligns with the brand's passion for car culture: "Tutto Bene is about great cars, great people and enjoying both without taking things too seriously. From a 1926 supercar, to a Pikes Peak winner, to a glow-in-the-dark Flying Spur, and many other cars in between, we brought an eclectic mix of Bentleys to Italy... The spirit of Tutto Bene aligns with our priorities perfectly, and we look forward to the next adventure together." ■**A**

Bentleymotors.com / Tuttobenehillclimb.it

Images: Bentley Motors






199
BENTLEY

BENTLEY
R25 BML

The Geography of Wellbeing

Los Cabos and the New Meaning of Wellness

Beyond the spa walls, Los Cabos is redefining modern luxury by weaving cutting-edge bio-optimisation, ancient ancestral rituals, and Baja's stark, dramatic landscapes into a new frontier of holistic health.

By Simon Young



Zadún, a Ritz-Carlton Reserve



The day begins with the sun. The desert is still, the Sea of Cortés catches the first light, and somewhere between the cacti and the shoreline, a yoga mat replaces the lounge chair. In Los Cabos, wellness doesn't exist only behind quiet spa corridors. It unfolds outdoors, carried by salt air, volcanic stone and the beautiful geography where the Pacific Ocean meets the Sea of Cortés.

The old language of luxury wellness was largely about escape. The new language is about transformation. Today's travellers are seeking more than a massage or a weekend reset. They're looking for experiences that restore energy, sharpen focus and change how they feel long after returning home. Few destinations embody that evolution as naturally as Los Cabos, where the landscape is becoming part of the treatment itself.

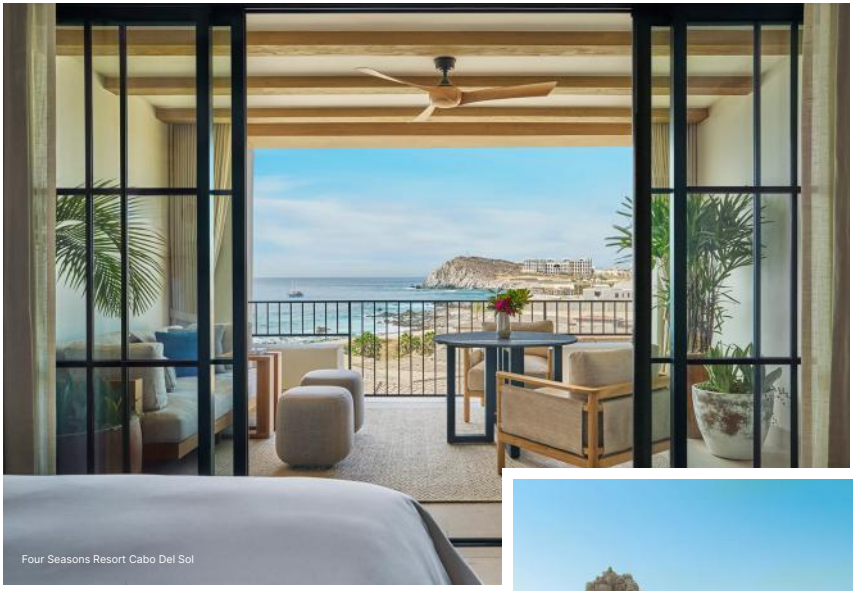
Instead of asking guests to retreat from their realities, many of the region's most compelling properties invite them to move through the world differently. Across Los Cabos and the wider Baja California Sur region, wellness is evolving through three distinct currents: longevity and performance, ancestral healing traditions and experiences shaped by the natural environment.

Science, longevity and performance

For some travellers, restoration begins with measurable results. At Sensei at Zadún, a Ritz-Carlton Reserve (senseiatzadun.com), wellness is built around the Move, Nourish, Rest philosophy, combining personalised programmes with breathwork, hydrotherapy, assisted stretching and data-informed insights that make the increasingly complex world of longevity feel personal and actionable.



Images: Sensei at Zadún



Four Seasons Resort Cabo Del Sol

A similar pursuit of optimisation appears at Four Seasons Resort Cabo Del Sol (fourseasons.com/cabodelsol/), where treatments inspired by Kumiai healing traditions sit alongside neurowellness therapies and movement practices. Rather than choosing between ancient wisdom and contemporary science, these experiences reflect a broader shift in high-end wellness: technology and tradition are increasingly being treated as complementary rather than competing ideas.

Images: Four Seasons Resort Cabo Del Sol



Four Seasons Resort Cabo Del Sol

At Four Seasons Resort Los Cabos at Costa Palmas (fourseasons.com/loscabos/), the focus turns to the nervous system itself. Its new Grounded on the East Cape programme responds to growing interest in neurowellness and recovery from chronic stimulation, pairing targeted therapies with experiences designed to restore nervous system balance and mental clarity. Guests can choose from treatments including Burnout Recovery and Vagus Nerve Toning massages, the latter combining bodywork, guided breathing, essential oils and a grounding foot ritual. But the programme moves beyond the spa: yoga, breathwork, meditation and somatic dance can be paired with experiences such as hiking to waterfalls in the Sierra de la Laguna, sailing or snorkelling and diving at Cabo Pulmo. The result reflects a broader evolution in performance-driven wellness, where recovery is increasingly as much about regulating stress and reconnecting with the natural environment as it is about physical optimisation.

Image: Four Seasons Resort Los Cabos at Costa Palmas



Four Seasons Resort Los Cabos at Costa Palmas - Pool Aerial

Rituals rooted in heritage

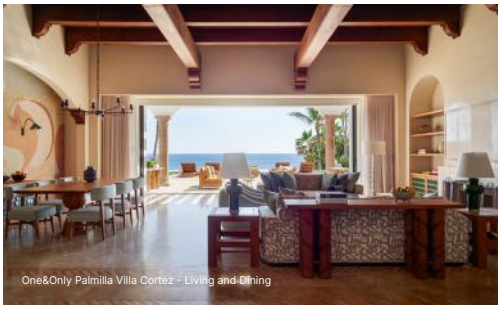
Long before wellness became an industry, healing here was connected to land, plants, heat and ritual. Some of Los Cabos' most compelling experiences are now creating space for those traditions within contemporary hospitality. In Baja California Sur, that connection carries particular weight, with the desert's plants, minerals, heat and indigenous traditions increasingly informing how contemporary resorts interpret wellbeing.

At One&Only Palmilla (oneandonlyresorts.com/palmilla), Temazcal ceremonies draw on indigenous Mayo traditions, using medicinal herbs, volcanic steam and copal to create experiences that feel both grounding and deeply sensory. The journey continues through treatments developed alongside specialists, creating a dialogue between ancestral practices and modern expertise.

Images: One&Only Palmilla



One&Only Palmilla Villa Cortez - Fireplace Lounge and Palapa



One&Only Palmilla Villa Cortez - Living and Dining



Chileno Bay Resort & Residences - Wellness Sol Spa

That same respect for ritual appears at Chileno Bay Resort & Residences, Auberge Resorts Collection (chilenobayclub.com), where copal purification, intention-setting ceremonies, cold plunges and sound healing turn wellness into a sequence of rituals rather than a single appointment. Here, the process becomes as meaningful as the outcome, inviting guests to become more conscious of the transition from one state to another.

Images: Chileno Bay



Chileno Bay Resort & Residences - Wellness Sol Spa Reflexology Garden


Paradero Todos Santos

When the landscape becomes the treatment

Perhaps Los Cabos' most persuasive argument for wellness is also its simplest: go outside. In Baja California Sur, nature rarely remains a backdrop. The desert invites movement, the ocean creates its own rhythm, and the region's dramatic shifts in terrain make simply being outdoors feel experiential. Wellness here can mean a treatment, but it can just as easily mean hiking at sunrise, swimming in open water or watching the light change across the Sierra de la Laguna.

At The Cape, A Thompson Hotel (hyatt.com/thompson-hotels/), Mind, Body & Soul Sessions unfold against uninterrupted views of the Sea of Cortés, where movement, meditation and breathwork feel inseparable from the horizon itself. Paradero Todos Santos (paraderohotels.com) embraces what it calls Ritual Hospitality, weaving herbal workshops, hot-and-cold immersion and stargazing into the rhythm of a stay.

Images: Paradero Todos Santos


Paradero Todos Santos

The quieter end of the spectrum can be found at Hotel San Cristóbal (hyatt.com/bunkhouse-hotels/), where Pacific-facing yoga, meditative hikes and saltwater plunge pools encourage a slower pace, while Acre Resort (acreresort.com) exchanges the traditional resort environment for mango trees, organic gardens and palm groves. Near Cabo Pulmo, NEST Baja (nestbaja.com) takes immersion even further with floating sound baths, Reiki, cacao ceremonies and Tai Chi overlooking the ocean.

Images: Hotel San Cristóbal, Acre Resort, NEST Baja


Hotel San Cristóbal - Pool - Grant Pifer

These experiences vary dramatically, from biometric optimisation and cold immersion to centuries-old ritual and simply watching the Pacific from a yoga mat. Yet they point toward the same idea: the next era of luxury wellness may be defined less by how much can be added to an itinerary and more by what a destination gives us permission to shed.

What emerges across Los Cabos isn't a collection of spa menus but a new definition of luxury. One where performance and ritual coexist, where landscapes become therapists, and where luxury is ultimately measured by how you feel when you leave. ■A


Hotel San Cristóbal - Grant Pifer


Acre Villas


Acre Resort Jungle Pool

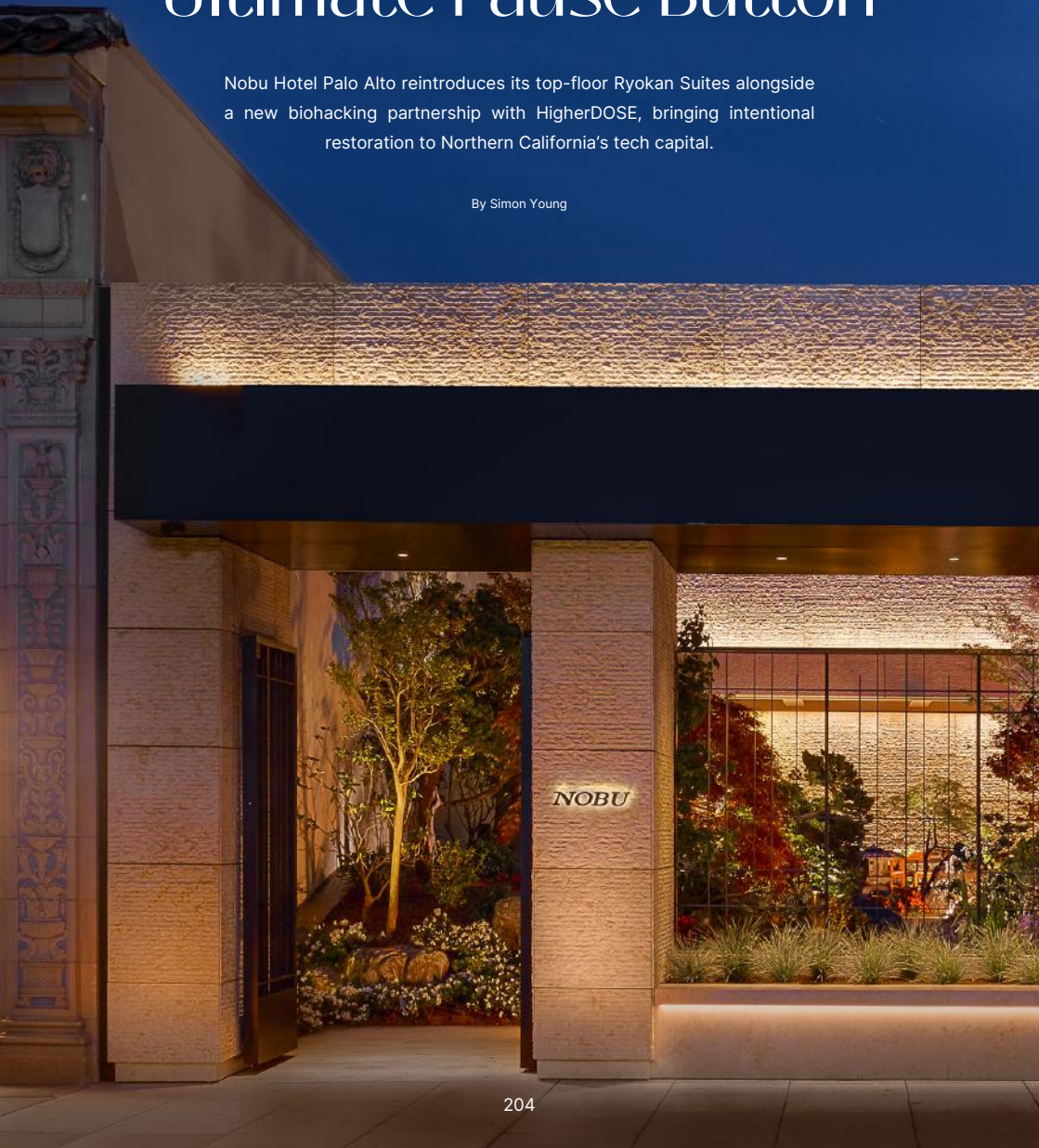


NEST Baja Surfing Experience

Silicon Valley's Ultimate Pause Button

Nobu Hotel Palo Alto reintroduces its top-floor Ryokan Suites alongside a new biohacking partnership with HigherDOSE, bringing intentional restoration to Northern California's tech capital.

By Simon Young





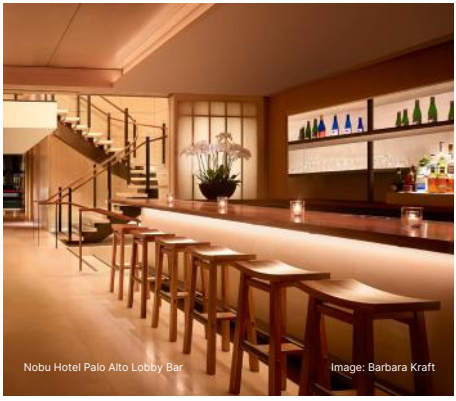
Nobu Hotel Palo Alto Garden

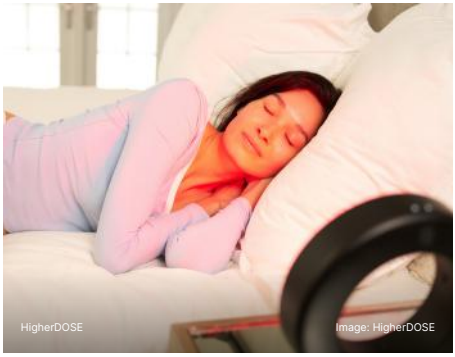
Image: Barbara Kraft

In a region defined by relentless back-to-back schedules and perpetual digital connectivity, true rest has quietly become Silicon Valley's ultimate luxury. Nobu Hotel Palo Alto is answering this demand by reintroducing its exclusive Ryokan Suites. Perched on the top floor of the 73-room boutique hotel, these five serene hideaways are now paired with an elevated wellness experience dubbed the Ryokan Reset package, created in partnership with recovery brand HigherDOSE.

Originally launched in late 2020, the suites draw inspiration from traditional Japanese inns and the property's sister retreat, Nobu Ryokan Malibu. Designed around white oak paneling, teak accents, and Crema Marfil marble, the interiors offer a tranquil Japanese-Californian aesthetic. Handcrafted bedside lanterns, private teak terraces overlooking the city, and teak soaking tubs reinforce the property's focus on kanso – the philosophy of simplicity through the removal of excess.

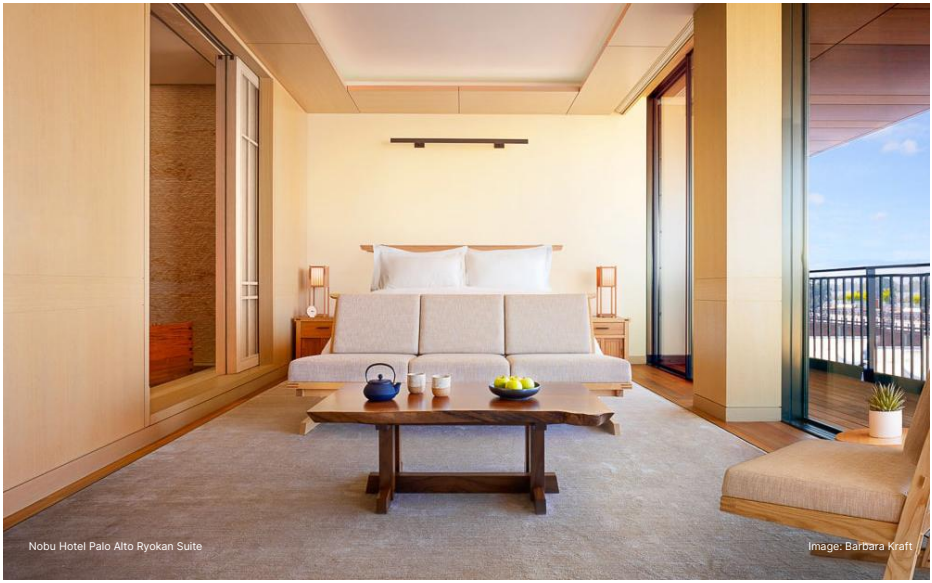

Nobu Hotel Palo Alto Image: Barbara Kraft


Nobu Hotel Palo Alto Lobby Bar Image: Barbara Kraft


HigherDOSE Image: HigherDOSE

The experience is crafted around maximum privacy and effortless detail. Guests can bypass the front desk entirely with en-suite or curbside check-in, reaching their rooms via secured elevator access. Daily breakfast for two, a premium private bar with complimentary non-alcoholic drinks and snacks, complimentary valet parking, fitness center access, and nightly turndown service are integrated into every stay. To complete the residential-style luxury, rooms feature Anichini Italian linens, Airweave mattress toppers, Byredo bath products, and Dyson Supersonic™ hair dryers, with Dyson Airwrap™ styling tools available on request.

Service is anchored in omotenashi – the Japanese concept of wholehearted hospitality. Guests receive a welcome amenity and traditional tea service on arrival, with packing and unpacking services, bespoke onsen bath preparation, and in-room dining setup available upon request. Through the Nobu app, guests can easily order Chef Nobu Matsuhisa's signature culinary offerings to their suite, while also enjoying priority seating at the downstairs restaurant, guaranteed reservations in the exclusive Nobu Garden, and priority access to special hotel activations.



Nobu Hotel Palo Alto Ryokan Suite Image: Barbara Kraft

Anchoring this new chapter is the Ryokan Reset package, priced at US$2,000 per night. Aimed at high-performing professionals seeking intentional recovery, the package integrates science-backed biohacking tech directly into the suite environment. Included in the stay are HigherDOSE's red-light therapy face mask, PEMF Go Mat, and a Red Light Showerhead, alongside targeted products like a Light-Activated Glow Serum and botanical Daily Body Oil. Guests can also unwind with a Serotonin Bath Soak – formulated with pure Zechstein magnesium, apple cider vinegar, and algae – specifically prepared for the suite's teak tub, followed by a nightly Japanese tea ritual at turndown.

Outside the room, the hotel offers moments of quiet pause in its Japanese-inspired garden, daily Tanoshi Hour from 3 to 5 p.m. in the Lobby Bar, and instant access to University Avenue's walkable shopping scene. For a deeper dip into local wellness, the concierge can arrange off-site visits to nearby spa partner Watercourse Way, located just a five-minute walk away.



HigherDOSE's Red Light Showerhead Filter Image: HigherDOSE

By combining discreet service, high-tech restorative rituals, and signature Nobu hospitality, the reimagined suites offer a thoughtful, grounding counterbalance to the fast-paced energy of Palo Alto. ■**A**

Nobuhotels.com/palo-alto

High-Speed Sailing Takes Over Lake Geneva

Tearing across pristine Swiss waters at breakaway speeds, 13 state-of-the-art F50s pushed performance to the edge against the Geneva skyline.

By Robbie Wilson

The waters of Lake Geneva delivered pure high-stakes theatre last month, serving up light-wind drama, rapid tactical reshuffles, and a shoreline roar that could be heard across Switzerland. When the spray finally settled after a tense winner-takes-all event final, it was Spain's Los Gallos standing tall at the top of the podium.

The victory marks a sensational turnaround for driver Diego Botín and his crew, coming just two weeks after they missed out on the final altogether in Valencia. More importantly, the Swiss triumph officially locks Spain into the coveted 2026 Grand Final in Abu Dhabi alongside Tom Slingsby's Bonds Flying Roos.

A Rollercoaster Path to the Final

Nothing about Spain's victory came easy. Light, fickle breeze across Lake Geneva meant every tactical call was magnified, and race management's decision to run two extra group qualifying races threw the leaderboard into complete disarray mid-afternoon.

The day started brightly for Botín, who took Race 3 (Group A) by choosing a bold offshore route to overtake the U.S. SailGP Team led by Martine Grael. But after crossing sixth in the subsequent race following a win by Nicolai Sehested's ROCKWOOL Racing, Spain looked set to slip out of final contention.



It was only when additional group races were confirmed that the doors opened once again.

Elsewhere on the water, local fans were treated to a stellar performance from Sébastien Schneiter's Explora Journeys Swiss SailGP Team. Driving the home boat with nerve and precision, Schneiter overturned New Zealand's Black Foils in Group B's final qualifier to secure their third event final appearance of the 2026 season.

For others, the heartbreak was acute. Dylan Fletcher's Emirates GBR entered the final qualifier clinging to a spot in the top three, but a poor start proved fatal.

Reflecting on the near-miss, Emirates GBR wing trimmer Stuart Bithell didn't hide his frustration: "It was pretty frustrating for us in the end. As we know, the start is so important in SailGP and basically we didn't deliver that in the last race. You've got to be on your toes because anything can happen in SailGP."

The Final Showdown: Spain vs. Australia

When the gun fired for the three-boat final, it was Australia who executed the cleaner start, surging ahead while the Swiss boat was squeezed out into fourth early on.

Slingsby's Bonds Flying Roos headed right toward the favoured offshore breeze, while Botín initially took a gamble, splitting left toward the crowded shoreline before quickly tacking back to cover the fleet — a hesitation that initially looked like it might cost him the race.

Instead, Los Gallos put on a masterclass in light-air speed, clawing their way back into the fight, overhauling the Australians on the final legs, and flying across the line to deafening applause from the Swiss spectators.

"It was a rollercoaster day with more races than we expected," a beaming Botín admitted after stepping ashore. "We were in the Final, then we weren't, and then we were again. We said before this event that winning here would need some luck, and it felt a bit like that as well. I think we've been working really well in these light conditions, which were probably where we felt weakest, so it's a good boost for the rest of the season."






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Mixed Emotions on the Podium

For Australian driver Tom Slingsby, the defeat was a tough pill to swallow, mirroring their runner-up finish at the previous event.

"It's a copy and paste from Valencia," Slingsby said. "We started well all week, had a great start in the Final, built a nice lead with one leg to go, and coughed it up. I'm never happy with second, and to come second twice in a row and lose a lead — that's what's breaking me. But as a team, we're sailing the best we've ever sailed."

Meanwhile, Swiss driver Sébastien Schneiter took plenty of positives from his team's home performance, despite the win remaining elusive.

"We've had three finals in five events," Schneiter noted. "We just need to get that win under our belt and get this off our shoulders. It would have been an amazing, perfect scenario to do it here in Geneva, but that's racing."

Despite a quieter weekend on the water with a seventh-place finish, Nathan Outteridge's Artemis (Sweden) managed to climb in the overall championship standings, edging past the U.S. team into third place overall.

What's Next?

With two automatic Grand Final spots now officially claimed by Spain and Australia, the pressure builds on the rest of the fleet as the Rolex SailGP Championship prepares for its next stop: the Dubai SailGP on November 21–22, 2026 — the penultimate event of an unpredictable season. ■**A**

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Images: SailGP

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