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A GLOBAL WHITE PAPER OCT2026

Minted

Who the new wealthy are, and what they expect.

Provided by Brennan Buckley
Founder, Introductions® Real Estate
Founding Partner, REALM Global

A NOTE FROM A FOUNDER

A new class of wealth

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The brand does not win this client. The advisor does. Trust is the currency, and it is earned one relationship at a time.

Wealth has always been made. What has changed is the speed — and the shape of the people making it.

A founder becomes a principal in a single funding round. An engineer holding early equity becomes a decamillionaire the day the company goes public. An heir inherits not only an estate but a set of expectations the prior generation never held. Across every market REALM Global serves — 23 countries, more than 40 U.S. states — we see the same pattern. A new class of wealth is arriving faster than the industry built to serve it.

They are not waiting to be courted. They are deciding, quietly and early, who is worthy of their trust.

This paper is our answer to a single question: who are the new wealthy, and what do they expect? It draws on the intelligence of our membership — advisors responsible for more than $50 billion in annual sales across 150+ brokerage brands — alongside our strategic partners and the leading research on global wealth.

Minted is the opening chapter of a larger conversation — one that continues at the REALM Global Collective 2027 and in the work ahead on the Trusted.

Brennan Buckley
Founder, Introductions® Real Estate
Founding Partner, REALM Global

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EXECUTIVE SUMMARY

The world is minting wealth at the fastest pace in nearly a decade — and the people receiving it are rewriting the terms of trust.

Global personal wealth rose 10.8% in 2025, the strongest year since 2017. Nearly one million new millionaires were created, more than 2,600 every day. Eighty-nine people cross the $30 million threshold daily. A record $297.8 billion passed to billionaire heirs in a single year. And artificial intelligence has become the largest wealth-creation engine of the modern era.

This is not simply more wealth. It is different wealth — younger, faster, more liquid, more mobile and more skeptical of inherited relationships.

Six findings

Drawn from REALM's membership intelligence and the leading research on global wealth.

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01 The minting is structural, not cyclical.
Entrepreneurial creation and the largest intergenerational transfer in history are arriving at once. The U.S. is the engine, but India, the Gulf, Southeast Asia and Eastern Europe are accelerating.

02 New wealth arrives as a liquidity event.
Tender offers, secondaries, IPOs and inheritances convert paper into capital overnight. The first major real estate decision often follows within months.

03 Mobility has become architecture.
The new wealthy do not relocate — they assemble. Residences, citizenships and properties become a sovereign portfolio designed for optionality.

04 Loyalty is not inherited.
81% of next-generation inheritors plan to leave their parents' wealth firms. Only 17% of HNWIs describe their advisory experience as seamless and personalized.

05 Permission, not price, governs the purchase.
52% of affluent buyers are buying fewer luxury items but expecting more from each, and 47% weigh future regret before committing.

06 The advisor, not the brand, earns the relationship.
The new wealthy choose people — vetted, discreet, intelligence-equipped and connected across borders. This is the age of the Trusted.

What it demands

The advisors who serve this client next will be fluent in liquidity, borders and generations. They will lead with intelligence, not inventory. They will be introduced, never found. And they will be part of a network large enough to follow the client anywhere — and discreet enough to be trusted everywhere. This paper defines the client. The work that follows will define the standard

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The Problem

The luxury real estate industry was built to win clients through brand, volume and visibility. The newly minted choose their advisors through introduction, discretion and authority.
That mismatch is the defining problem of this moment.

The industry markets to the client it has always served, while the client now arriving decides in an entirely different way. Loyalty is no longer inherited: 81% of next-generation inheritors plan to leave their parents' wealth firms, and only 17% of HNWIs describe their advisory experience as seamless and personalized. Most advisors arrive after the decision has already been shaped — by the wealth manager, the attorney and the family office who meet new wealth first. And the profession has no shared standard for serving this client: how to earn the heir, how to counsel across borders, how to operate as one team with the client's other advisors.

The consequence is simple. Advisors who do not close the gap will meet the new wealthy last, if at all. Brands that do not close it will lose relevance with a generation that withholds permission until it is earned.

This paper defines who the new wealthy are and what they expect, sets out what the Trusted must do to serve them, and frames the work that will set the standard.


Desire is not the constraint.
Permission is.
The new wealthy ask whether they should.



The scale is structural, not cyclical.

For the first time in modern history, the two great engines of wealth — creation and transfer — are running at full speed simultaneously. Creation is driven by markets, private valuations and technology. Transfer is driven by demographics.

The client base is widening at the entry to wealth, and deepening, dramatically, at the top. The U.S. remains the dominant engine, home to over 40% of the world's millionaires — but the fastest growth now sits elsewhere.

THE NUMBERS BEHIND THE MOMENT

$124T

PROJECTED TO CHANGE HANDS THROUGH 2048
More than half from HNW and UHNW households. (Cerulli)

343%

GROWTH IN TOP-TIER WEALTH SINCE 2000
Everyday-millionaire wealth grew 170% over the same period. (UBS)

63%

UHNW GROWTH IN INDIA SINCE 2021
Indonesia leads at 82%; Saudi Arabia and Poland at 63% each. (Knight Frank)

84%

OF HNWIS WILL HAVE INHERITED BY 2040
30% by 2030, 63% by 2035. (Capgemini)

The top is pulling away

UBS finds the wealth of everyday millionaires — $1 million to $5 million — has grown 170% in real terms since 2000. The tiers above grew 343%. The difference is access: private equity, alternatives and business ownership compound faster.

For luxury real estate, the implication is clear. The client base is widening at the entry to wealth — and deepening, dramatically, at the top.

Global, not only American

The U.S. remains the dominant engine, home to over 40% of the world's millionaires. But the fastest growth sits elsewhere. Knight Frank records 63% UHNW growth in India since 2021, and forecasts rapid five-year expansion in Indonesia, Saudi Arabia, Poland and Vietnam. The Middle East's share of global UHNWIs has risen from 2.4% to 3.1%. Not a single market tracked by UBS ended 2025 with fewer millionaires than it began.

Measure	Figure	Source
Global personal wealth growth, 2025	+10.8% (fastest since 2017)	UBS Global Wealth Report 2026
New USD millionaires, 2025	~1 million (2,600+ per day)	UBS
New U.S. millionaires, 2025	440,000+ (1,200+ per day)	CNBC on UBS
Global millionaire population	~57.5 million; 40%+ in the U.S.	Yahoo Finance on UBS
Global UHNW population ($30M+)	713,626, up 32% since 2021	Knight Frank Wealth Report 2026
New UHNWIs per day	89	Knight Frank
Share of new UHNWIs created in the U.S.	41%	Family Wealth Report on Knight Frank
Global billionaire wealth	$15.8 trillion, a record	UBS Billionaire Ambitions 2025
New self-made billionaires	196, holding $386.5B	Institutional Investor
Inherited by new billionaire heirs	$297.8B across 91 heirs, up 36%	UBS
Wealth transfer through 2048	$124 trillion (Cerulli)	Fortune

Five sources. One first call.

New wealth has five sources — each with its own timing, psychology and first call.

Artificial intelligence. Forbes' 2026 list counted 45 new billionaires tied to AI, and at least 86 AI-linked billionaires worth a combined $2.9 trillion. Tender offers at leading AI labs have produced hundreds of decamillionaire employees before any public listing.

Founders and operators. UBS recorded 196 new self-made billionaires in 2025, up from 161 in 2024 — 89 of them in the U.S. Industrial wealth rose fastest, up 27.1%.

Markets and private capital. Public equity performance drove most of 2025's millionaire creation. At the top, wealth increasingly tracks the performance of a business, a portfolio, or both.

Inheritance. Heirs inherited a record $297.8 billion in 2025. Multigenerational billionaire families now number 860, holding $4.7 trillion.

Liquidity events. A sale, a distribution, a partnership exit — these are the moments wealth becomes real, and where real estate decisions follow.

The advisor who is present before the liquidity event is the advisor who is entrusted after it.

Six people. Six postures.

The new wealthy are not one client. They are six — and each requires a different advisor posture.

Younger
Wealth is arriving earlier in life. The youngest new billionaire heir recorded by UBS in 2025 was 19 (Fortune). AI employees are becoming decamillionaires in their twenties and thirties. Capgemini finds 61% of millennial and Gen Z HNWIs are allocating to higher-growth assets and niche offerings (Business Wire).

More women
Women represent about 13.8% of billionaires, but their wealth is growing faster (Rethinking65). Through spousal and generational transfer, women are becoming central decision-makers in both wealth and luxury (World Luxury Chamber). The advisor who treats the principal's partner as an afterthought will lose the relationship.

More liquid, more quickly
Old wealth accumulated over decades. New wealth arrives in a transaction. The principal can move from employee to buyer of a $20 million property inside a single year — often before they have built the advisory team around them.

More skeptical
The new wealthy grew up with information. They research everything. They verify everyone. They are unimpressed by titles, logos and volume. They trust people who are introduced to them by people they already trust.

The newly minted principal
Of all six, the newly minted principal is the least served and the most consequential. They have capital before they have counsel. They have ambition before they have a map. The first trusted advisor they meet often becomes the gatekeeper to every advisor who follows.

"When wealth is created quickly, someone's life can change faster than their trusted circle can form. They often have the capital before they have the counsel. When you consistently show up for them, you become more than an advisor — you become the person they trust for whatever comes next."

— Bridget Ramey, Luxury Real Estate Advisor, Austin

They do not relocate. They assemble.

Henley & Partners, a REALM strategic partner, describes the shift in its 2026 report: the wealthiest are building sovereign portfolios of residence rights, citizenships and investments rather than making single moves (Henley & Partners). Its 2026 edition moved away from headcounts toward a competitiveness framework, characterizing the current moment as one of resilience and optionality rather than exodus (Family Office Almanac).

The American paradox
The U.S. is both the world's greatest creator of new wealth and one of its greatest sources of demand for international optionality. Henley reports record interest from affluent Americans in residence and citizenship abroad (Henley & Partners). For U.S. advisors, this means the domestic client is increasingly an international client.

The Gulf and the new hubs
The UAE has led millionaire migration for two consecutive years. Dubai is now the world's most active super-prime market, with luxury values up 25.1% and global leadership in transactions above $10 million (Abode2 on Knight Frank). Regional conflict has prompted contingency planning among mobile residents — diversification, not departure.

Europe, rearranged
Tax reform in the United Kingdom has pushed mobile wealth toward the UAE, the U.S., Italy and Switzerland (Soland). Southern Europe — Italy, Spain, Portugal, Greece — continues to attract both lifestyle and tax-driven relocation.

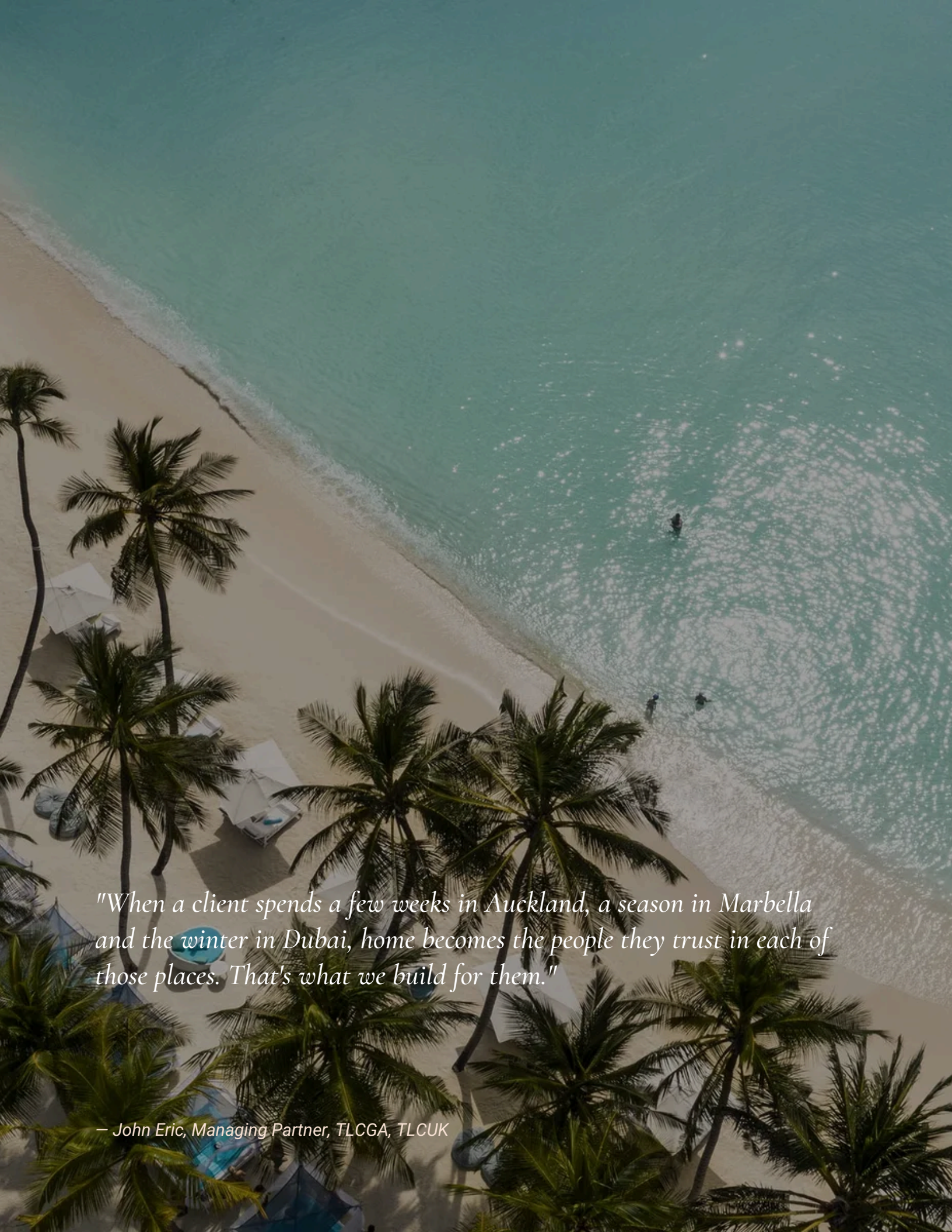
Asia-Pacific
Tokyo prime prices rose 58.5%, the strongest in Knight Frank's PIRI 100, as a weak yen drew dollar-denominated buyers (Abode2). New Zealand's investment reforms, together with REALM's partnership with Bayleys, have opened one of the world's most coveted safe-haven markets. Australia's billionaire population is forecast to grow 60% by 2031.

Inside the United States
Domestic migration continues to favor low-tax and lifestyle states — Florida, Texas, Tennessee, the Carolinas — alongside resort and mountain markets such as Jackson Hole, Aspen, Park City and Montana. New AI wealth concentrates first in the Bay Area, Seattle, Austin and New York, then disperses to second and third homes.

The ultra-mobile owner
Knight Frank identifies the rise of the ultra-mobile owner, spending fewer than 90 days a year in any single residence (Abode2). A portfolio of homes becomes a network of homes. And a network of homes requires a network of advisors.

What mobility demands
A client who lives across four markets requires trusted counsel in each. The standard is no longer local expertise alone. It is local expertise connected — advisor to advisor, market to market — by personal introduction rather than cold referral.

REALM Global spans 23 countries and more than 40 U.S. states, with recent expansion into New Zealand, Fiji, Spain and Dubai. When a client moves between markets, the introduction moves with them.



"When a client spends a few weeks in Auckland, a season in Marbella and the winter in Dubai, home becomes the people they trust in each of those places. That's what we build for them."

— John Eric, Managing Partner, TLCGA, TLCUK

V. WHAT THEY EXPECT

Seven expectations. Not one listing.

The new wealthy expect seven things — and none of them is a listing.

1. Privacy as a baseline
For a founder whose wealth is public knowledge overnight, privacy is not a preference. It is security. Off-market access, confidential marketing, NDA-governed showings and cyber-aware transactions are the minimum standard. Capgemini notes that cybersecurity has joined concierge services as an emerging priority for next-generation clients (World Luxury Chamber).

2. Personalization, not segmentation
Only 17% of HNWIs say their advisory experience is seamless and personalized. Meanwhile, 97% of wealth management firms still segment clients by wealth band (Capgemini World Wealth Report 2026). The new wealthy want to be understood by how they live — not by how much they hold.

3. Intelligence before inventory
They arrive having done the research. They want an advisor who adds what they cannot find: off-market insight, wealth-movement patterns, pricing discipline, and a candid read on a market. Data is expected. Judgment is the value.

4. Real estate as a portfolio decision
The new wealthy treat homes as assets with lifestyle returns. Knight Frank finds 22% of UHNWIs plan to invest in luxury residential property this year (Abode2). Next-generation clients increasingly apply an investment mindset to luxury itself — collectibles, experiences and property alike (World Luxury Chamber)

"The shift we are seeing is not simply generational. Both established and emerging clients are placing greater value on the experience surrounding the object itself. That journey begins in its creation, working with our artisans who translate thru craftsmanship the memories, and personal meaning from the client into the firearm. The firearms that truly endure are those that are used, remembered, and given new stories over time, so that when they pass to the next generation, they carry not only provenance, but the history of the people and moments that gave them meaning."

— Travis Haglin, Beretta USA

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5. Wellness, experience and belonging
They buy environments, not square footage. Wellness-anchored developments, branded residences, private clubs, sporting and conservation properties, and communities with a point of view. The home is where they recover, gather and belong.

6. Stewardship
The new wealthy increasingly see ownership as custodianship. Land, water, wildlife, architecture and community are held in trust for the next generation — not consumed by this one. Stewardship is emerging as a defining trend in how new wealth buys, builds and gives.

The data points the same direction. Morgan Stanley finds 88% of investors are interested in sustainable investing, rising to 99% of Gen Z and 97% of Millennials; 65% or more of both younger cohorts already hold over a fifth of their portfolios in impact-oriented investments (ESG Today on Morgan Stanley). In property, Knight Frank reports that nearly 49% of European luxury buyers rate energy performance as essential and another 43% as important — and inefficient homes now face longer sales cycles (LUXUO on Knight Frank).

Coldwell Banker Global Luxury describes a market becoming more values-driven and enduring, with luxury property increasingly held as a legacy asset (Coldwell Banker).

Sustainability shapes the decision in four ways:

- Performance. Energy, water and resilience systems are now baseline expectations, not features. They protect operating cost, liquidity and future compliance.
- Place. Conservation easements, working ranches, protected coastlines and wildlife corridors attract buyers who want their capital to preserve what drew them there.
- Provenance. Heirs want to know how a property was built, how it is run and what it gives back to its community.
- Legacy. For generational families, stewardship is the language that unites the founder and the heir around a shared asset.

7. An integrated team
The new wealthy do not want to manage their advisors. They expect the real estate advisor, wealth manager, attorney, tax counsel and family office to operate as one. The advisor who convenes that team becomes indispensable

The earned yes

Beneath all seven expectations sits a single shift that REALM members see in every conversation with new wealth. Desire is not the constraint. Permission is. The new wealthy do not ask whether they can buy. They ask whether they should.

Before a significant decision proceeds, it must clear three tests. Is it rational — will I regret it? Is it practical — can I maintain, protect, resell or pass it on? Does it fit who I am becoming? Research from the Affluent Consumer Research Company (ACRC) frames these as rational, practical and identity tests, and its data supports what our members observe:

Finding	Share of affluent respondents
Buying fewer luxury items but expecting more from each	52%
Want luxury purchases to remain meaningful for many years	81%
Actively consider future regret before a high-value purchase	47%
Say values and identity weigh as heavily as finances — or more — when they hesitate	71% (26% values first; 45% equally)

Source: Affluent Consumer Research Company, 2026.

For the newly minted, this is decisive. Their objection is rarely "I can't afford it." It is "I'm not sure I should." No discount answers that question. Only trusted counsel does.

Not every high earner holds that permission equally. Kearney Consumer Institute analysis finds that only the top 1% of U.S. households — incomes above $700,000 — are truly secure, while nearly half of the 27 million top-quintile households carry meaningful financial risk. The newly minted principals this paper describes typically sit in the secure tier. They are not price-constrained. They are meaning-constrained.

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How these expectations differ by archetype

Expectation	Technologist	Founder	Heir	Global Citizen
Privacy	Critical	High	High	Critical
Speed	Critical	High	Moderate	High
Cross-border fluency	Moderate	Moderate	High	Critical
Stewardship	Moderate	Moderate	Critical	Moderate
Integrated team	High	Critical	Critical	Critical

REALM assessment drawing on member intelligence and the research cited in this paper.

They choose people. Not brands.

The new wealthy choose their advisors through introduction, discretion and authority — and they choose early.

Loyalty is not inherited

Capgemini's research found 81% of next-generation inheritors plan to switch their parents' wealth firm within one to two years of inheriting (Business Wire). Capgemini's own executives called the number staggering (CNBC).

If this is true of wealth management — an industry built on long-term relationships — it is at least as true of real estate. The family's advisor of thirty years is not automatically the heir's advisor.

The four gates of trust

In REALM's experience, the new wealthy pass every prospective advisor through four gates.



Each gate filters. The introduction comes from a wealth manager, attorney, family office or peer. Verification happens quietly and online. Discretion is tested long before the first transaction. And intelligence — the insight the client could not find alone — earns the engagement.

"My business success has been built through consistent introductions from friends, clients, and colleagues who value and trust my experience, knowledge, and relatability. Many of my most meaningful client relationships have come not through a search, but through a trusted introduction from someone whose judgment they value. Likewise, my network of seasoned advisors provides an exceptional resource for thoughtful, confidential referrals"

— Katrine "Trinkie" Watson, Luxury Real Estate Advisor, Lake Tahoe

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Gatekeepers decide first

For the newly minted principal, the first advisors hired are usually financial: wealth manager, tax counsel, estate attorney. They become the filter for every advisor who follows. Real estate advisors who are embedded in those relationships are introduced. Those who are not are rarely considered.

The implication is structural. Real estate advisors must build standing relationships with the financial and legal gatekeepers long before a transaction exists — and earn their confidence through discretion and judgment, not referral fees. REALM's enterprise partnerships with firms such as Mercer Advisors exist for this reason: they place advisors inside the circle of trust at the moment new wealth takes shape.

The brand is incidental

The new wealthy rarely choose a brokerage. They choose an individual — then accept the brand that individual works with. REALM was founded on the conviction that the advisor, not the brokerage brand, is the enduring trust relationship. It is no longer a thesis. The data of this generation confirms it.

Authority over visibility

The new wealthy are not reached through advertising. They are reached through people they trust. Industry data confirms it: affluent consumers rely on peers, experts and in-person experience, and even Instagram — the platform luxury insiders rate highest — is considered very effective by only 23% of them (Unity Marketing, 2026). Referral, one-to-one counsel and private gatherings remain the engines of trust.

Visibility once conferred influence. Authority confers it now.

What disqualifies an advisor

The new wealthy will walk away from an advisor who leaks information, who oversells, who leads with volume rather than insight, who fails to understand their source of wealth, or who cannot operate across borders. They rarely explain why. They simply do not call again.

"The next luxury client is often hiding in plain sight. They are the friend, relative or associate of someone who already owns in a luxury market. At this level, trust travels through relationships, and the most powerful introduction comes from someone the client already trusts saying, 'You need to talk to this person.' You don't find these clients by becoming more visible. You find them by becoming more referable—and you become more referable by maintaining a client-first attitude in everything you do."

— Jack Cotton, Luxury Real Estate Advisor, Cape Cod

VII. THE AGE OF THE TRUSTED

Not an agent. The Trusted.

The new wealthy are not looking for an agent. They are looking for the Trusted.

The Trusted is the advisor this generation of wealth requires — and the figure at the center of REALM's founding manifesto, The Age of the Trusted. Five attributes define them.

Attribute	What it means	Why the new wealthy require it
Credentialed and discoverable	A verifiable record, visible to those who look	New wealth verifies before it engages
Curatorial	Edits the market; presents only what matters	Time is their scarcest asset
Intelligence-equipped	Leads with data, diagnostics and pattern recognition	They arrive informed and expect more
Generationally bilingual	Speaks fluently to founders and heirs, parents and children	Wealth is moving between generations
Lived-experience credentialed	Has lived the lifestyle, the market and the moment	Credibility is earned, not claimed

The Trust Premium

Trust is not a soft asset. It is priced. Clients pay a premium — in loyalty, referral and longevity — to the advisor they trust. That premium compounds across generations when the advisor earns the heir as well as the principal.

"For newly minted families, protecting wealth and building a lasting legacy begins with the right advisory team. The first transaction is only the beginning; every decision should serve the family today, the next generation and the one after that."

— Catherine Bassick, Luxury Real Estate Advisor, Boston/San Francisco

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Nine practices of the Trusted

1. Be present before the liquidity event. Build relationships with the wealth managers, attorneys and family offices who meet new wealth first.
2. Understand the source of wealth. A founder, an heir and an AI engineer buy for different reasons. Know which one sits across the table.
3. Earn permission, not attention. Make all three cases the affluent buyer now requires: rational, practical and identity. Address regret before it arises — maintenance, resale, liquidity and legacy belong in the first conversation, not the last.
4. Edit, don't flood. Behave as a trusted editor. Present fewer, better opportunities, and do the work of deciding what deserves the client's attention.
5. Lead with intelligence. Bring market diagnostics and wealth-movement insight to every first conversation. Authority, not visibility, earns the introduction.
6. Protect privacy relentlessly. Treat every detail as confidential by default, and prove it in small moments.
7. Serve the family and think in portfolios. Engage the partner and the next generation early, and advise on the network of homes — not the single transaction.
8. Be global by introduction. Know the trusted advisor in every market your client may enter, and introduce them personally.
9. Convene. Bring the wealth manager, attorney and designer to the same table — and favor the private gathering over the broadcast. In-person experience is where trust is built.

The cost of standing still.

The advisor who waits for the listing will meet the new wealthy last — if at all. The Trusted meet them first, and remain.

Written from inside the transactions it describes.

This paper is written from inside the transactions it describes.

REALM Global convenes approximately 600 of the world's most accomplished luxury advisors across 23 countries, more than 40 U.S. states and more than 150 brokerage brands, responsible for over $50 billion in annual sales. Its members are the advisors the newly minted wealthy are introduced to — in the gateway cities, resort markets, ranch lands and island economies where new wealth goes first.

That vantage point is brand-agnostic by design. It observes the client across firms, borders and price points, rather than through the lens of a single brokerage. The patterns in this paper are the patterns members see every day: the founder who buys within months of a liquidity event, the heir who quietly replaces a parent's advisor, the global family assembling homes across continents.

From observation to standard

Minted is a precursor. It defines the client and names the forces reshaping luxury advisory. The work of setting the standard — how to serve, convene and earn the trust of each wealth cohort — begins at the REALM Global Collective 2027, where senior advisors and capital gatekeepers will build that standard together.

“This paper defines the client. The work that follows will define the standard.”

Julie Faupel
Founder and Chief Executive Officer, REALM Global

IX. IMPLICATIONS ACROSS THE LUXURY LANDSCAPE

The newly minted wealthy are not only redefining real estate. They are redefining luxury itself — from ownership to experience, from status to meaning, from possession to belonging.

For REALM's strategic partners and every luxury vertical that serves this client, the signals are consistent. Spending is shifting toward experiences, wellness and longevity. Buyers are younger. The top of every market is strengthening while the middle absorbs pressure. And trust — earned through introduction — decides who wins.

Vertical	What the data shows	Source
Luxury overall	€1.44 trillion in global luxury spending in 2025; a "tectonic shift" toward experiences over goods	Bain & Company / Altagamma
Personal luxury goods	€358 billion in 2025; forecast growth of 2–4% in 2026	WWD on Bain-Altagamma
Wellness real estate	$876 billion in 2025; projected $1.8 trillion by 2030	Global Wellness Institute
Wellness economy	$6.8 trillion in 2024; forecast $9.8 trillion by 2029	Global Wellness Institute
Longevity	Projected to grow from $5.3 trillion (2023) to $8 trillion by 2030 (UBS)	Sotheby's International Realty
Branded residences	~910 schemes by end of 2025, up 19%; 1,747 expected by 2032; 33% average price premium	BRESI on Savills
Art	$59.6 billion in 2025 sales, up 4%; the U.S. holds 44% of global value	Family Wealth Report on Art Basel / UBS
Superyachts	H1 2026 pre-owned sales value $3.51 billion, up 15%; average sale value up ~25%	Northrop & Johnson
Yacht buyer age	Average first-time superyacht buyer has fallen from ~56 to below 50 in a decade	All At Sea
Private aviation	47% of VistaJet first-time flyers in Q1 2026 were under 45, a record	First Owner's Reference

The experience dividend

The shift from ownership to experience is already visible in industry performance. Among nearly 300 luxury insiders surveyed by Unity Marketing, experience providers grew revenues 5.3% in 2025, while luxury goods companies saw revenues decline 2.3%. Insiders name attracting the next generation as their single greatest challenge.

REALM's view is direct. The brands that win the newly minted will curate and steward rather than advertise — and the surest path to this client runs through the advisors they already trust.

Five implications for luxury brands and partners

1. **Experience is the new status.** Bain describes a pivot from conspicuous consumption to experiential indulgence, centered on wellness, connection and self-reward. Brands that sell access, memory and belonging will outpace those that sell objects alone.
2. **Longevity is becoming a luxury category.** Sotheby's International Realty reports that nearly 38% of advisors in the $10 million-plus segment see aging in place as a growing purchase factor (Realogics SIR). Wellness real estate is growing faster than any other wellness sector. Health, design and hospitality are converging into one proposition.
3. **The brand is moving into the home.** Branded residences have nearly tripled since 2015, and fashion, food and automotive labels show the strongest pipeline growth (BRESI). For luxury houses, residential is now a brand extension — and a relationship that lasts decades.
4. **The buyer is younger and values-driven.** First-time yacht owners and private flyers are younger than ever. Sustainability, hybrid propulsion and environmental credentials are moving from optional to expected (LUXUO). As wealth moves to women and younger collectors, UBS notes that collecting motivations and philanthropic priorities are shifting with it (Art Basel).
5. **AI is reshaping the path to the client.** Bain identifies AI-disrupted go-to-customer funnels as one of four forces shaping luxury in 2026 (Bain & Company). When discovery is automated, the human introduction becomes more valuable, not less.

Branded residences: the One&Only signal

Kerzner International's expansion of One&Only illustrates the shift. The brand has added resorts with communities of Private Homes in Big Sky, Montana and Antigua (Kerzner), and has announced an Alpine debut in Courchevel 1850 with a limited collection of Private Homes, scheduled for 2030 (Il Sole 24 Ore). One&Only's leadership has described Private Homes as central to Kerzner's growth strategy, built around rising demand for multi-generational ultra-luxury living (Travolution).

The expansion now reaches the South Pacific. Kerzner has signed the first One&Only resort and community of Private Homes in Fiji, on Nacula Island in the Yasawa Islands, slated to open in 2029 (Hotel Online). The 127-acre development will pair 40 rooms, suites and villas with 20 private residences and a wellness centre, with design that draws on traditional Fijian craftsmanship while minimizing environmental impact (Aspire Travel Club). It is a market where REALM has also recently expanded.

"Our homeowners are not buying a residence. They are buying into a way of living — the service, the setting and the community that come with it — and a place their families will return to for generations."

— Emilie Wagner, One & Only Moonlight Basin, Big Sky

The polarization pattern

Across verticals, the same shape repeats. In art, value has shifted away from the middle market toward the very top and the entry level (MyArtBroker). In yachting, demand for scale strengthens at the upper end while mid-size segments soften. In personal luxury, ultra-wealthy buyers sustain demand as aspirational consumers pull back (WWD). The newly minted wealthy sit squarely in the segment that is growing.

The home as the gateway

The real estate decision is the moment a new principal's lifestyle takes physical form. The home determines the yacht's harbor, the aircraft's base, the art on the walls, the vehicles in the garage and the wellness program down the hall.

The trusted real estate advisor is present at that moment. Every luxury category that serves the newly minted wealthy will increasingly reach them through the relationships they already trust — and the categories that align with those relationships early will define the next decade of luxury. Through Media and Luxury Brand Partnerships, REALM connects partners such as Denison Yachting, Rivian, Beretta, Pacaso, Vesta and REALM Residences to the newly minted client through that trusted relationship.

What This Means for You

The newly minted wealthy will reshape every relationship around them. Each audience that serves them faces a different shift — and a clear first move.

Audience	What changes	Where to begin
Luxury advisors	Clients arrive through liquidity events and introductions, not listings	Build standing relationships with wealth managers, attorneys and family offices; lead every first conversation with intelligence; address legacy, resale and regret early
Brokerage leaders	The client chooses the advisor; the brand is incidental	Invest in advisor authority, discretion and cross-border relationships rather than volume marketing
Luxury brands and partners	The home is the gateway to the new principal's lifestyle, and permission must be earned	Align with the advisors these clients already trust; curate experiences; lead with enduring value and stewardship
Wealth managers, attorneys and family offices	You meet new wealth first and shape every decision that follows	Vet real estate counsel before the transaction and integrate them into the client's team early
Developers	Buyers seek belonging, wellness, stewardship and multigenerational living	Design for how families will live for decades, and reach buyers through their trusted advisors

Minted defines the client. The REALM Global Collective 2027 will define the standard.
On May 17–19, 2027, at the Four Seasons Hotel Austin, 250 invitation-only participants — 200 senior advisors and 50 UHNW capital gatekeepers — will convene in working councils, each dedicated to a single wealth and lifestyle cohort: newly minted wealth, founders, generational wealth, family offices, international clients, stewards and the gatekeepers who advise them. Each council will produce a playbook for how to work with, convene, market to and activate that client.

The positions
The Collective will adjourn with an authoritative position on the following:

1. The first 90 days. What the newly minted principal requires after a liquidity event, in what order, and from whom.
2. Earning the heir. How advisors build trust with the next generation without compromising the relationship with the principal.
3. Earning permission. How advisors satisfy the rational, practical and identity tests that now govern every significant purchase — and answer regret before it becomes hesitation.
4. Cross-border counsel. The standard of care for clients who hold residences, citizenships and assets across multiple jurisdictions.
5. The integrated team. How real estate advisors, wealth managers, attorneys and family offices should work together before, during and after a transaction.
6. Stewardship. How sustainability, conservation and legacy should inform the acquisition, ownership and transfer of significant property.
7. AI and the Trusted. Where technology strengthens the trusted advisor, and where human judgment remains irreplaceable.
8. The disqualifiers. The conduct that ends a relationship with new wealth — and the professional standard that prevents it.

From the room to the field
Each position will carry actionable takeaways — practices advisors can put to work the following week, shaped by the collaboration in the room and tested against the experience of those who serve this client every day.
A new model of thought leadership

The format of the Collective, the thinking that precedes it and the publication of what emerges from it represent a new way for real estate to lead. Findings are not handed down from a stage. They are built by peers, pressure-tested by the capital gatekeepers who advise the wealthy, and published for the profession and the clients it serves.
REALM has set out to lead the industry since its inception — and leadership is measured in action, not intention. REALM is convening the room. There are no false promises and no presentations. There is a room full of peers, each accountable to the others, doing the work of defining what excellence in luxury advisory now requires.

The definitive work

REALM is writing the definitive guide to luxury advisory.
Built on REALM's founding manifesto, The Age of the Trusted, and grounded in empirical market data, the guide is written for the profession and for the clients it serves alike — addressing the state of luxury, the newly minted wealthy and the transition of wealth across generations.

The positions reached at the Collective will shape its substance. What the councils build in the room — and test against the experience of peers and gatekeepers — becomes the practice the guide sets down for the industry.
The first edition will follow the REALM Global Collective 2027. It will be printed and published under an agreement now underway with Greentree Publishing, with a trade edition alongside personalized editions for REALM members, partners and brokerages.

The guide is designed to be evergreen — and to grow. Each year, the Collective will revisit its positions, test them against a changing market and renew the guide. The standard is not written once. It is updated by the room, annually.

It will not be a collection of presentations. It will be the reference the profession returns to.
Minted is its opening argument. The room will write the rest — and the room will be credited.

ABOUT INTRODUCTIONS® REAL ESTAE

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Introductions® Real Estate is a single point of contact for real estate needs in any market, anywhere. When a house, land or commercial property needs to be acquired or sold, we connect clients with a carefully vetted, elite local agent.

ABOUT REALM GLOBAL, THE PUBLISHER

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Founded in 2020, REALM Global is an invitation-only, brand-agnostic network of the world's most accomplished luxury real estate advisors — approximately 600 members across 23 countries, more than 40 U.S. states and more than 150 brokerage brands, responsible for over $50 billion in annual sales. REALM never replaces a member's brokerage. It makes the elite better.

All figures and forecasts reflect estimates from original research providers and publicly available sources as of October 2026. This report is intended as an intelligence and market interpretation document and should not be considered investment, tax, legal, or financial advice.

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