GLOBAL WEALTH & WELLNESS INTELLIGENCE · JULY 2026

Longevity Is the New Luxury

How the coming decade of wealth creation is redirecting elite spending from goods to health — reshaping real estate, hospitality, and the strategies of the world's largest luxury houses.

PREPARED WITH DATA FROM UBS · ALTRATA · BCG · SOTHEBY'S INTERNATIONAL REALTY · GLOBAL WELLNESS INSTITUTE · SAVILLS · KNIGHT FRANK

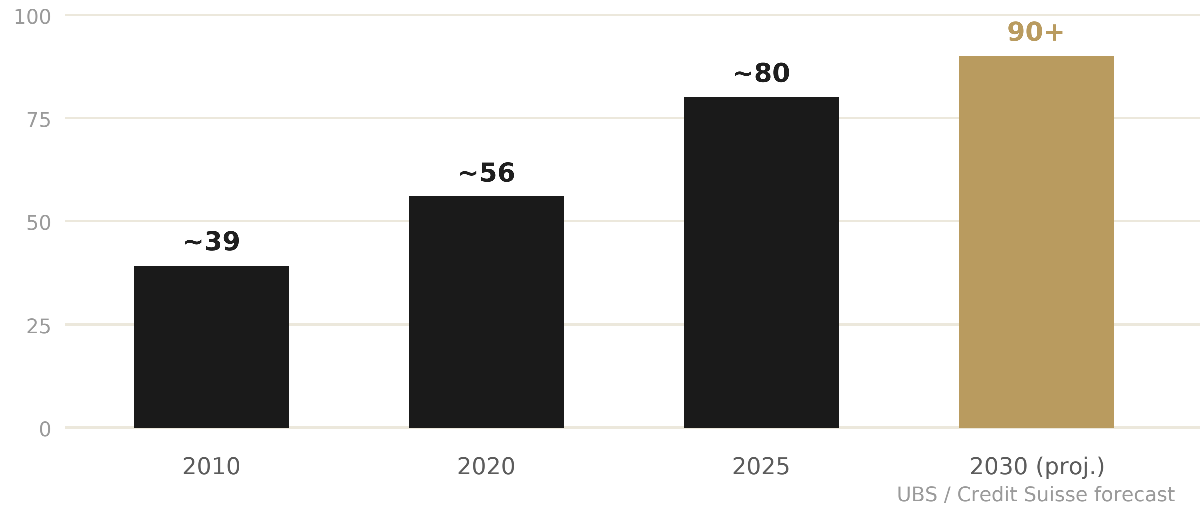
PART ONE · THE WEALTH TRAJECTORY

More millionaires, more billionaires — for the next two decades

The wealth-creation engine is accelerating, not slowing. The UBS Global Wealth Report 2026 recorded the fastest growth in personal wealth in years: **global personal wealth rose 10.8% in 2025**, minting nearly **one million new US-dollar millionaires — roughly 2,680 per day** — more than 440,000 of them American. The world's billionaire count rose to **3,302, up 383 people (+13.1%) in a single year**.

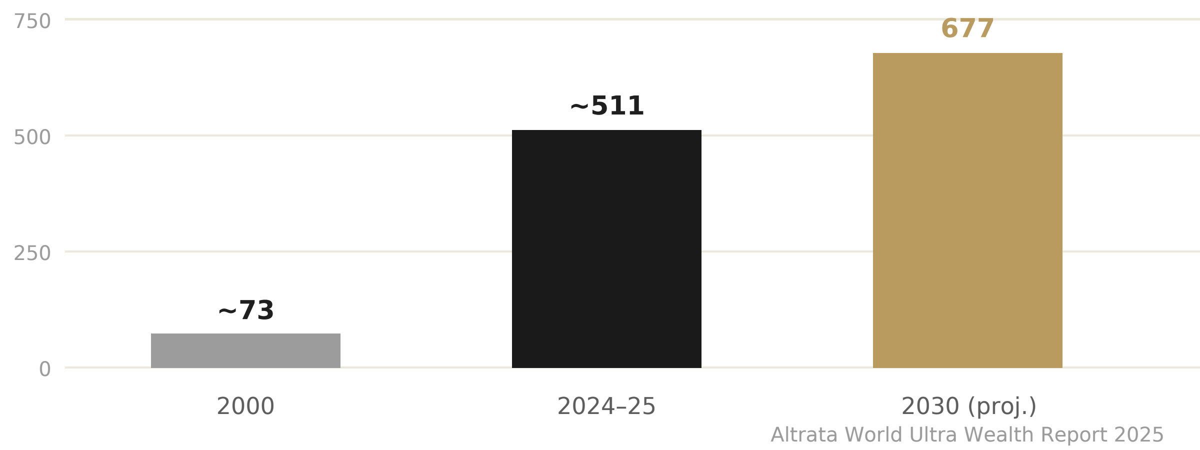
~90M+	+31%	3,302	7×
Projected global millionaires by 2030, up from ~80M in 2025 (UBS / Credit Suisse forecasts)	Forecast growth of the ultra-wealthy ($30M+) population to 676,970 people by 2030 (Altrata)	US-dollar billionaires counted in 2026, +13.1% year over year (UBS)	Growth of the global UHNW population since 2000 — seven times faster than the adult population

FIGURE 1 · GLOBAL MILLIONAIRE POPULATION, ACTUAL VS. PROJECTED (MILLIONS)



Global millionaires are forecast to exceed 90 million by 2030 (from ~80M in 2025), implying 2.3–3.4% annual growth. Sotheby's separately projects 5 million additional millionaires globally by 2029. The US is expected to cross 25 million millionaires; China could reach 10 million.

FIGURE 2 · ULTRA-HIGH-NET-WORTH INDIVIDUALS ($30M+), THOUSANDS OF PEOPLE



Altrata forecasts the ultra-wealthy population will grow 31% between H1 2025 and 2030 — an increase of 166,160 people. Asia shows the strongest growth (four of the ten fastest-growing UHNW cities are Indian: Bengaluru, Mumbai, Hyderabad, Delhi), while North America remains the largest ultra-wealth region.

Where the next wave comes from

Growth is broadening geographically. BCG's 2026 Global Wealth Report projects **emerging markets will add $12 trillion in financial wealth by 2030** — India alone adding more than $2 trillion, Brazil $1 trillion, Mexico $600 billion — creating over one million new dollar millionaires in those markets. Millennials and Gen Z are entering the millionaire class faster than any prior generation, via tech entrepreneurship, equities, and crypto.

A necessary caveat: the same UBS report finds median wealth declined in most of the 56 markets tracked even as averages surged — growth at the top is outpacing the middle. For luxury, wellness, and real-estate operators, however, that concentration is precisely what expands the addressable market.

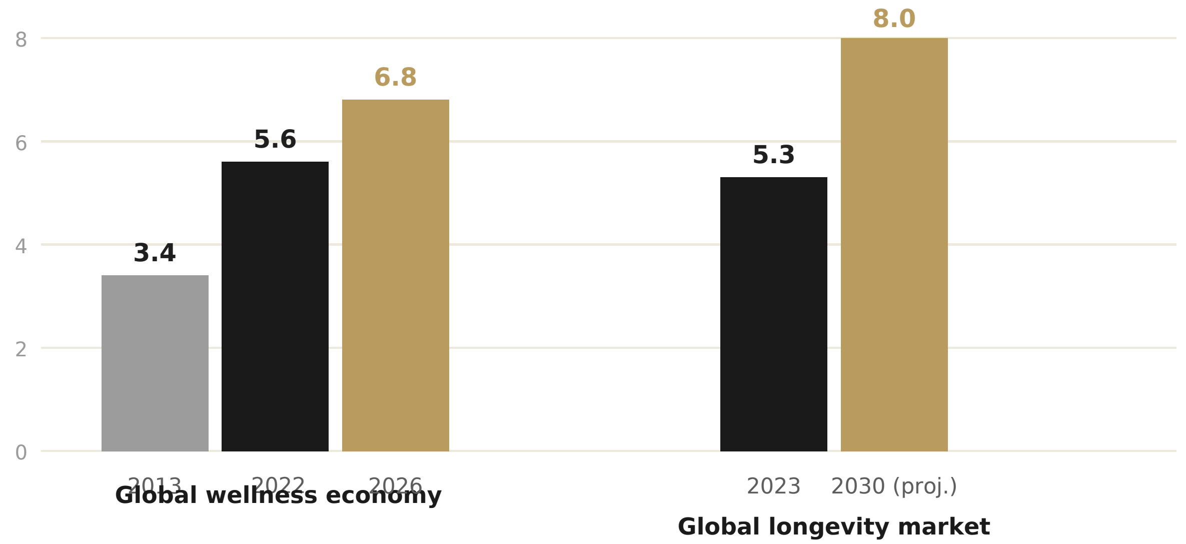
PART TWO · WHAT THE ULTRA-WEALTHY WANT NEXT

The great reallocation: from goods to health

The clearest signal in every 2026 wealth survey is a redirection of elite spending toward health, wellness, and longevity — away from traditional status goods.

60% of high-net-worth luxury consumers (US, UK, France) are increasing wellness spend in 2026 (Karla Otto Wellness Insights)	64% are actively reallocating luxury budgets away from traditional fashion toward health optimisation	$8T Projected global longevity market by 2030, up from $5.3T in 2023 (UBS Global Wealth Management)	$6.8T Global wellness economy in 2026 — nearly double its size a decade ago (Global Wellness Institute)

FIGURE 3 · THE WELLNESS & LONGEVITY ECONOMY, US$ TRILLIONS



Sources: Global Wellness Institute (wellness economy); UBS Global Wealth Management (longevity market, cited in Sotheby's International Realty 2026 Mid-Year Luxury Outlook).

"Longevity planning now sits alongside estate planning and portfolio allocation in the lives of the ultra-affluent. Wellbeing is viewed as a long-term investment."

— LUXURY WELLNESS INDUSTRY EXPERTS, ROBB REPORT, 2026

From indulgence to measurable outcomes

The nature of demand has shifted from pampering to precision. Guests at leading destinations no longer ask which treatment to book; they ask what a programme will do to their biology in six months. Demand is concentrating in diagnostics, biomarker tracking, preventative aesthetics, hormone and menopause programmes, sleep science, and structured longevity protocols. The male segment is one of the fastest growing — men are now 36% more likely to prioritise wellness, with quarterly treatment protocols at luxury clinics priced at $1,000–$5,000 per cycle seeing strong demand. Wellness is also perceived as delivering emotional, physical and social return on investment — positioning it as core to the luxury ecosystem rather than a discretionary add-on.

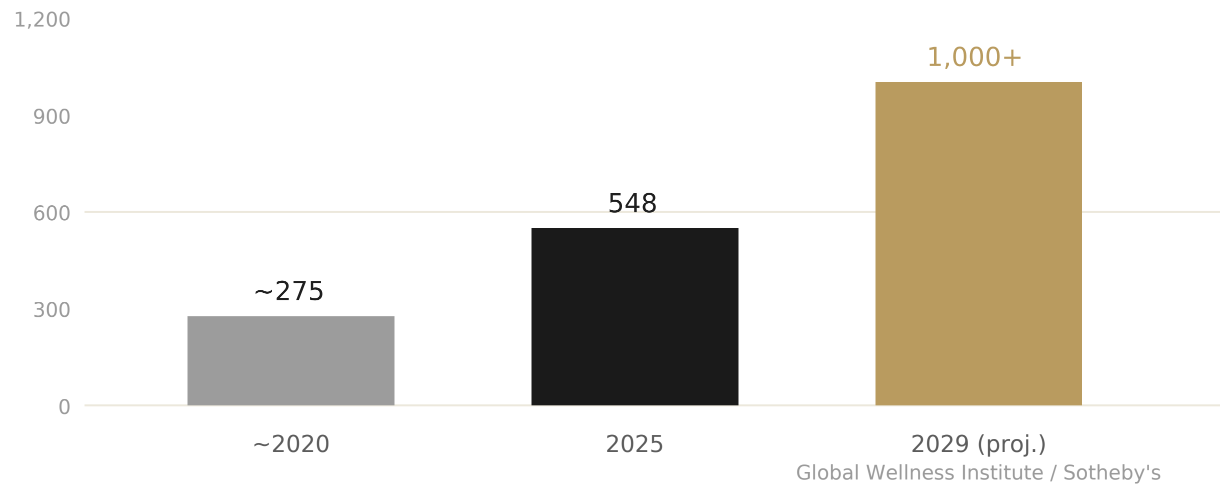
PARTTHREE · PROPERTYASAWELLNESSASSET

Wellness real estate: the fastest-growing sector in the wellness economy

Sotheby's International Realty made longevity the headline of its 2026 Mid-Year Luxury Outlook, calling it the breakout trend in luxury real estate. Ultra-high-net-worth buyers increasingly treat homes and communities as primary wellness assets — long-term investments that let them age in place, surrounded by resort-grade health infrastructure.

10–25%	2×	38%	62%
Price premium wellness real estate commands over a standard luxury home	Buyer interest in wellness real estate has more than doubled in five years (Sotheby's)	of agents in the $10M+ segment cite aging-in-place / health-centered design as a growing purchase factor	rank lifestyle as the top purchase driver — above taxes (60%) and economic stability (53%)

FIGURE 4 · WELLNESS REAL ESTATE MARKET SIZE, US$ BILLIONS



Wellness real estate — now valued at $548B and the fastest-growing sector of the wellness economy — has more than doubled in five years and is projected to surpass $1 trillion by 2029 (some estimates cite $1.1T). A separate Technavio forecast projected $575.9B of growth between 2022 and 2027, driven above all by luxury residential demand.

What the product looks like

Brandedwellnessresidences. Savills reports the number of branded residential developments globally has more than doubled in recent years, driven by demand for turnkey luxury living with integrated wellness services. Projects such as Six Senses Residences and One&Only Private Homes are designed as "personal performance ecosystems" built around recovery, longevity and mental clarity.

Full wellness communities. Fully-staffed high-end communities — often in warm coastal "blue-zone-adjacent" locations such as Costa Rica's Nicoya Peninsula or Mexico's Sian Ka'an Biosphere Reserve — combine health, fitness and social-connection programming. As Sotheby's puts it, many newer luxury buildings now feel like living in a resort, and this level of wellness is becoming standard in new construction.

Aging in place as strategy. Nearly four in ten $10M+ specialists report aging-in-place has become a growing factor — buyers are underwriting homes as 20–30 year health platforms, not five-year trades. Luxury real estate is simultaneously outperforming the broader housing market: ultra-affluent US buyers grew their wealth ~58% between 2020 and 2025 while growing their real-estate holdings 59.9% (Coldwell Banker).

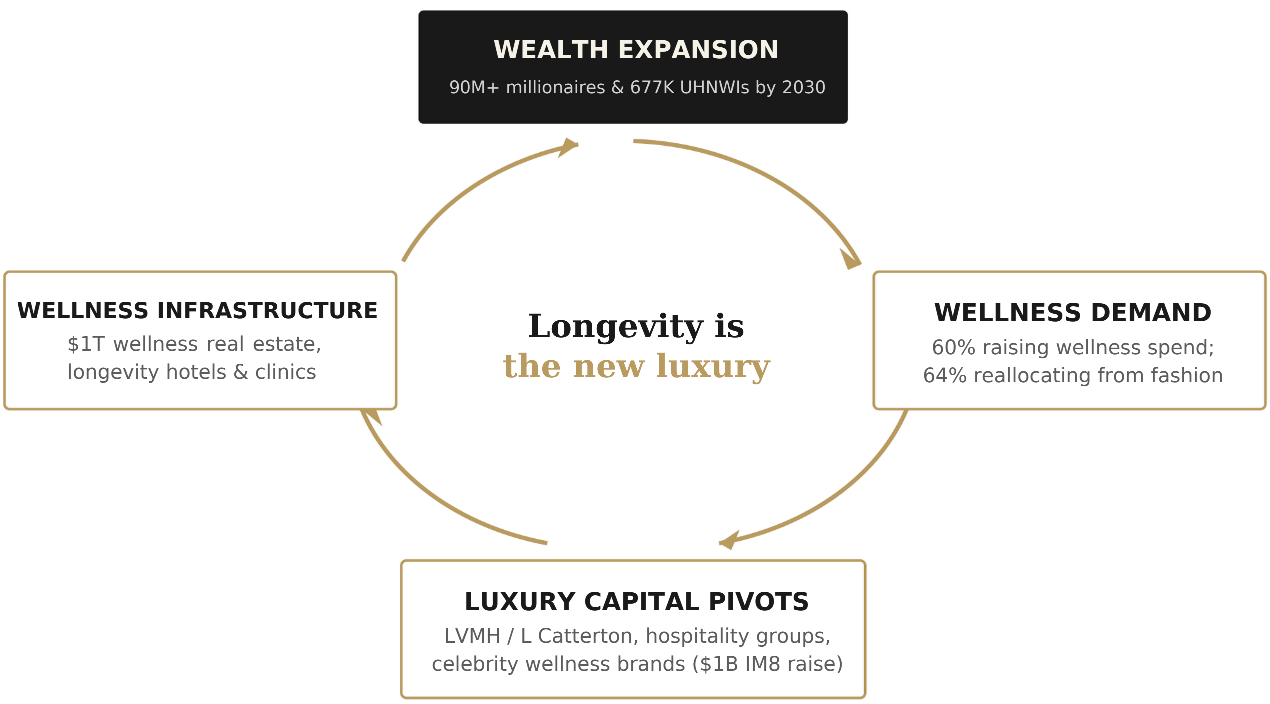
PARTFOUR·THELUXURYINDUSTRYPIVOTS

LVMH, L Catterton, and the capital shift into wellness

LVMH's principal vehicle for this trend is **L Catterton** — the private-equity firm formed when LVMH's L Capital merged with Catterton, co-owned by LVMH and Bernard Arnault's Groupe Arnault. It now manages roughly **$40 billion across 300+ consumer brands**, and its flagship fund closed in May 2025 at **$6.75 billion — the largest in its history**. Its recent deal flow reads like a wellness and longevity fund:

DATE	DEAL	WELLNESS THESIS
Oct 2023	**Thorne HealthTech** — full acquisition (NASDAQ take-private)	Personalized health, supplements & diagnostics; L Catterton explicitly cited "the consumer's increasing prioritization of health and wellness" as an enduring secular trend
2025–26	**Stenders** — majority investment	Premium body care growing ~20% annually on premiumisation
May 2026	**Saint Bella Group** — strategic partnership	Premium maternal & household care ecosystem for high-net-worth consumers
Jun 2026	**Remedy** — led $20M Series A	Dermatologist-developed clinical skincare; funds clinical research
2026	**Squared Circles** — led $40M round	Incubator committed to launching at least five more health & wellness brands over three years

FIGURE 5 · THE WEALTH-TO-WELLNESS FLYWHEEL



Each turn of the cycle reinforces the next: expanding elite wealth funds wellness demand; demand attracts luxury capital; capital builds wellness infrastructure (residences, hotels, clinics); infrastructure normalises longevity as the status marker — raising demand again.

Will other luxury brands follow? The structural case says yes

Distributionsynergy. WhenL Cattertonacquires a wellness brand, thatbrand plugs into LVMH's global retail and direct-to-consumer machine — a structural advantage rivals will want to replicate.

Where the growth is. Headline luxury spending is holding near €1.5 trillion, but the growth is almost entirely experiential — luxury wellness tourism alone exceeds $1.2 trillion and is compounding at 13.2% annually through 2035. Among consumers increasing wellness spend, 64% say they will grow their overall luxury budget rather than divert it — wellness is expanding the pie.

The ecosystem is already moving. Hospitality luxury (Aman, Six Senses, Soneva, One&Only, Four Seasons) is embedding longevity clinics, biohacking lounges and medical- wellness programmes into properties; Clinique La Prairie has opened urban "Longevity Hubs" in Doha and Dubai; and institutional capital is chasing the category — David Beckham's wellness brand IM8 secured $1 billion in growth financing for its longevity supplement lines. Expect Kering, Richemont, Estée Lauder and the major hotel groups to keep extending into "quiet luxury" wellness — discreet, results-driven, logo-free.

PARTFIVE · THELONGEVITYHOTELBOOM

Future demand for longevity hotels

The longevity hotel — a hybrid of five-star hospitality and preventative medical clinic — has become a formally tracked market category, and every forecast points up:

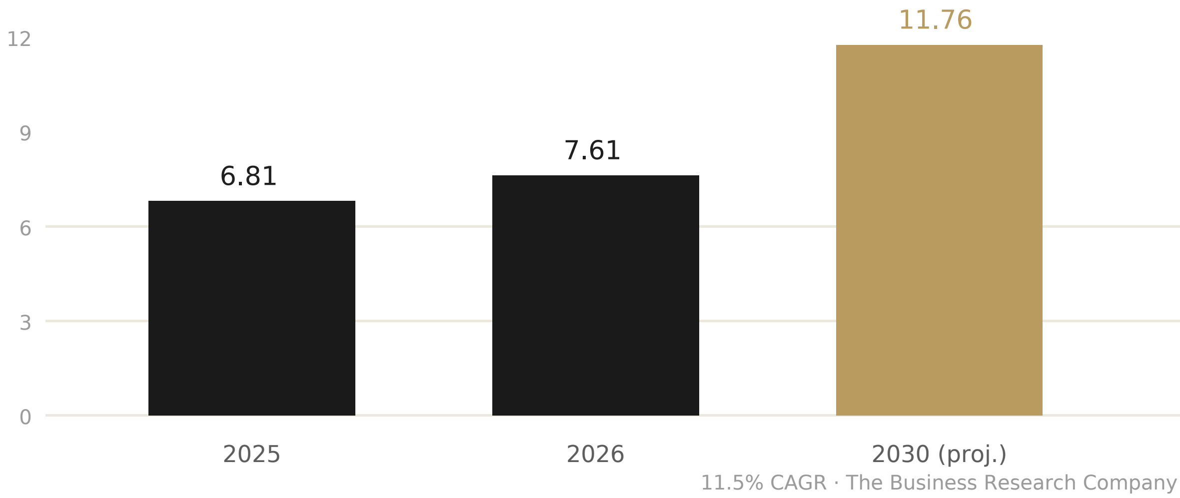
11.5%
CAGRof thelongevityhotel market, 2026–2030(The Business Research Company)

$11.8B
Projected longevityhotel market by 2030,upfrom $6.81B in 2025

+19.8%
Growth inglobalwellness tourism tripsinoneyear—1.03B (2023)to1.23B (2024) (GWI)

$2.4T
Projected wellnesstourism market by 2035,from $990B in 2025(9.3% CAGR)

FIGURE 6 · LONGEVITY HOTEL MARKET, US$ BILLIONS



Europe was the largest longevity hotel region in 2025; Asia-Pacific is the fastest growing. Established operators include Clinique La Prairie, Lanserhof, SHA Wellness Clinic, Chenot Palace Weggis, Grand Resort Bad Ragaz, VIVAMAYR, Palazzo Fiuggi, COMO, Kamalaya, RAKxa and The Farm at San Benito — with Four Seasons Singapore among mainstream luxury flags now adding personalised longevity services.

The demand drivers through 2030 and beyond

1 · Structuralspendingtailwinds. Wellness tourism is projected to more than double, from $990B (2025) to $2.4T (2035), while demand for luxury resorts and spas specifically grows at an 8.5% CAGR through 2033 — with longevity-programme properties such as Chiva-Som, Lefay and Ananda in the Himalayas cited as the growth leaders.

2 · From spa menu to medical programme. Forecast growth is attributed to longevity diagnostics and biohacking services, personalised nutrition and genomic wellness plans, AI-enabled health monitoring, and long-stay, outcome-driven formats. Guests want biomarker-verified results, not massages.

3 · Geographic expansion. A wave of luxury longevity clinics is opening in the Middle East (Clinique La Prairie's urban Longevity Hubs in Doha and Dubai), Asia-Pacific is the fastest-growing region, and "med-cations" combining healthcare with luxury travel are pushing the model into new markets.

4 · Demographics compound the trend. An aging wealthy population with lengthening lifespans, plus millennial luxury buyers (66% of $10M+ agents report more millennial clients) raised on optimisation culture, means both ends of the age curve are converging on the same product. Longevity clubs — membership-based, evidence-driven wellbeing communities inside hotels — are the format operators are scaling to capture repeat, high- margin demand.

5 · Hospitality economics favour it. Medical-wellness guests stay longer, spend multiples of a leisure guest, book in shoulder seasons, and return on protocol cycles — the industry increasingly describes longevity as its next major profit driver, with the broader longevity-products market compounding at ~10.4% through 2035.

PART SIX · OUTLOOK

The 10–20 year view

Wealth: expect the millionaire population to pass 90 million around 2030 and continue compounding at 2–3.5% annually thereafter, with the UHNW tier growing faster (~5%+ p.a.) and Asia — above all India — supplying an outsized share of new entrants. Billionaire counts, now 3,302 and growing double-digits in strong market years, should continue rising absent major systemic shocks.

Spending: the marginal elite dollar keeps rotating from goods to health-span. Longevity ($8T by 2030), wellness real estate ($1T+ by 2029), wellness tourism ($2.4T by 2035) and longevity hotels (11.5% CAGR) all out-compound headline luxury. Status is migrating from what the wealthy own to how long — and how well — they live.

Luxury industry: LVMH/L Catterton's wellness build-out is a template, not an outlier. The combination of proven consumer willingness to pay premiums (10–25% on property; $1,000–$5,000 quarterly clinic protocols), expanding rather than cannibalised luxury budgets, and distribution synergies makes continued diversification by luxury houses, hotel groups and private equity the base case for the next two decades.

Note: figures beyond ~2030 are extrapolations from current-consensus forecasts and carry meaningful uncertainty (market cycles, policy, and methodology differences between research houses). This report is informational and is not investment advice.

SOURCES & DATA NOTES

1. UBS Global Wealth Report 2026 — global wealth +10.8% in 2025; ~1M new millionaires (2,680/day); 3,302 billionaires (+13.1%); median-wealth decline in most of 56 markets.
2. UBS / Credit Suisse wealth forecasts — 90M+ millionaires by 2030 (from ~80M in 2025); US to cross 25M; China ~10M.
3. Altrata, World Ultra Wealth Report 2025 — UHNW population to 676,970 by 2030 (+31% from H1 2025); UHNW population 7× growth since 2000.
4. BCG Global Wealth Report 2026 — $12T of emerging-market wealth by 2030; India +$2T, Brazil +$1T, Mexico +$600B; 1M+ new millionaires in emerging markets.
5. Sotheby's International Realty, 2026 Mid-Year Luxury Outlook — longevity as breakout trend; wellness real estate demand doubled in 5 years; 10–25% price premium; 38% aging-in-place factor; 62% lifestyle as top driver; 5M new millionaires projected by 2029; 66–73% millennial buyer growth.
6. Global Wellness Institute — wellness economy $6.8T (2026), $5.6T (2022), $3.4T (2013); wellness real estate $548B, projected $1T+ by 2029; wellness tourism trips 1.03B → 1.23B (2023–24).
7. UBS Global Wealth Management (cited by Sotheby's) — global longevity market $5.3T (2023) → $8T (2030).
8. The Business Research Company / Research and Markets, Longevity Hotel Market Report 2026 — $6.81B (2025) → $7.61B (2026) → $11.76B (2030), 11.5% CAGR; Europe largest, APAC fastest-growing; named operators incl. Clinique La Prairie, Lanserhof, SHA, Chenot.

9. EHL Insights / Hotel Online, Wellness Tourism Trends 2026 — wellness tourism $990B (2025) → $2.4T (2035), 9.3% CAGR; Clinique La Prairie Longevity Hubs in Doha & Dubai.
10. Grand View Research, Luxury Hotel Market Report — luxury resorts & spas demand +8.5% CAGR (2026–2033); Chiva-Som, Lefay, Ananda cited.
11. Karla Otto 2026 Wellness Insights Report — 60% of HNW luxury consumers increasing wellness spend; 64% expanding overall luxury budgets; survey of 300 luxury consumers (US/UK/France).
12. Luxury Lifestyle Magazine / Global Wellness Summit trend reports 2026 — 64% reallocating from fashion to health optimisation; male wellness +36% prioritisation; $1,000–$5,000 quarterly clinic protocols; wearables $87B (2025) → $96B (2026).
13. Luxury Communications Council, "Longevity Is the New Luxury" (2026) — luxury wellness tourism >$1.2T, 13.2% CAGR through 2035; headline luxury ~€1.5T with growth almost entirely experiential.
14. Savills Branded Residences Report — branded residential developments more than doubled globally.
15. Coldwell Banker Global Luxury 2026 Trend Report — US ultra-affluent wealth +58% (2020–25); real-estate holdings +59.9%.
16. L Catterton / LVMH deal reporting (PRNewswire, Cosmetics Business, Business Wire, Access Newswire, Retail Dive) — Thorne HealthTech acquisition (2023); Remedy $20M Series A (Jun 2026); Squared Circles $40M; Stenders majority stake; Saint Bella partnership (May 2026); $6.75B flagship fund close (May 2025); ~$40B AUM, 300+ brands.
17. ISHC, "Forever Guests" (2025) — longevity products market ~10.4% CAGR through 2035; hospitality profit-driver analysis. IM8 $1B growth financing via Cosmetics Business.