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United Arab Emirates

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EMIRATI
ENTREPRENEUR



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BRABUS BODO

THE NUMBERS ARE PRECISE AND UNCOMPROMISED. 0-100km/h IN 3 SEC.

At its core is a hand-built 5.2-liter twin-turbocharged V12, delivering 1,000 horsepower and 1,200 Nm of torque. This power is sent exclusively to the rear wheels through an eight-speed transmission, preserving a raw, mechanical driving experience in an era increasingly dominated by hybridization. The numbers are precise and uncompromising: 0 to 100 km/h in 3.0

sec, 0 to 200 km/h in 8.5 seconds, and a top speed electronically limited to 360 km/h. These are not theoretical figures they are engineered targets embedded into the car's development from its earliest design stages. Yet performance alone does not define the BODO. Its interior reveals the true BRABUS signature.

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**IT IS
ENGINEERED
TO OPERATE
AT THE EDGE.**

Some cars push performance. Some cars define luxury. And then, rarely, some cars exist to complete a story.

The BRABUS BODO is one of those cars.

It begins not with engineering, but with a man Bodo Buschmann. In 1977, in Bottrop, Germany, he built BRABUS on a simple but uncompromising philosophy: ordinary was never acceptable. For decades, the company became synonymous with transforming Mercedes-Benz vehicles into extreme expressions of power and presence. But one idea remained unfinished a vision Buschmann repeated for years: a grand tourer, entirely his own.

The BODO is that vision, realized posthumously.

It is not a modification. It is not an upgrade. It is BRABUS' first true coachbuilt car a decisive shift from tuner to manufacturer. Built on the underlying architecture of an Aston Martin Vanquish, the BODO replaces nearly everything visible with a fully re-engineered carbon-fiber body, marking a departure into a new category of ultra-luxury automotive design.

The design philosophy is deliberate. Long, low, and sculpted, the BODO stands just 1.3 meters tall, emphasizing a silhouette that echoes the golden era of grand touring while projecting a distinctly modern aggression. The entire body, aside from glass surfaces is constructed from high-strength carbon fiber, produced through advanced autoclave processes to achieve flawless finishes and structural precision.

At the front, the car presents a sharp identity: a wide grille with thirteen vertical slats, flanked by custom LED matrix headlights and integrated RAM-AIR ducts feeding the engine. Every intake, every contour, serves both aesthetic and aerodynamic purpose. The rear is equally intentional, defined by a sculpted diffuser, vertically stacked titanium exhausts produced via 3D metal printing, and an adaptive rear wing that transforms into an air brake under heavy deceleration.

But the BODO is not only visual theatre. It is engineered to operate at the edge of performance.

At its core is a hand-built 5.2-liter twin-turbocharged V12, delivering 1,000 horsepower and 1,200 Nm of torque. This power is sent exclusively to the rear wheels through an eight-speed transmission, preserving a raw, mechanical driving experience in an era increasingly dominated by hybridization.





The cabin is handcrafted in the company's Masterpiece workshop, finished in black leather and Nubuck with extensive carbon-fiber detailing.

Every surface is intentionally stitched, embossed, and sculpted to reinforce both control and comfort. The seats balance long-distance usability with lateral support, while bespoke elements such as **embroidered signatures, custom quilting,** and precision-machined accents elevate the car beyond traditional luxury.

Even ownership itself is engineered. Each vehicle includes a blockchain-based digital product passport, ensuring verifiable authenticity, provenance, and specification, an innovation aimed at preserving long-term value in the secondary market.

And value is central to the BODO's positioning.

Production is strictly limited to 77 units worldwide, a direct reference to the founding year of BRABUS. With a base price exceeding €1 million, the car is not designed for scale. It is designed for scarcity.

The intended audience is equally precise: ultra-high-net-worth individuals, collectors, and long-standing BRABUS clients seeking not just performance, but ownership of a narrative. The BODO is not purchased; it is acquired as a statement of taste, of access, and of alignment with a brand that has transitioned from enhancement to creation.



This shift is the most important aspect of the BODO.

For decades, BRABUS operated within the boundaries of existing manufacturers, extracting more performance, more presence, more exclusivity from pre-built platforms. With the BODO, those boundaries are removed. The company now controls the entire product experience from design and engineering to storytelling and ownership infrastructure.

In doing so, BRABUS enters a different competitive landscape, one occupied by brands that do not simply build cars but create collectible assets.

The BODO, therefore, is not just a hyper-grand tourer. It is a strategic statement. It signals a transformation in business model, brand identity, and long-term ambition.

It completes the vision of its founder.



**EXPLORE WITH
NO LIMITS.**



www.dollaruae.com

CREATE APPS ACCELERATOR

A 45-day track built to take founders *from idea to App Store.*

Dubai Chamber of Digital Economy supported the launch of 32 new mobile applications this year through its Create Apps Accelerator Programme — a focused support track for founders that sits within the wider Create Apps in Dubai initiative led by the chamber.

The accelerator ran as a 45-day sprint built for high-potential startup teams, drawing participants from 22 countries working across 13 different business and technology sectors. For anyone following regional tech, it is another signal that Dubai keeps pushing app innovation forward.

Artificial intelligence powered 60 percent of the applications launched through the programme this year. These tools helped founders build faster, smarter products for real market needs — speeding up testing, design choices, and early product decisions.

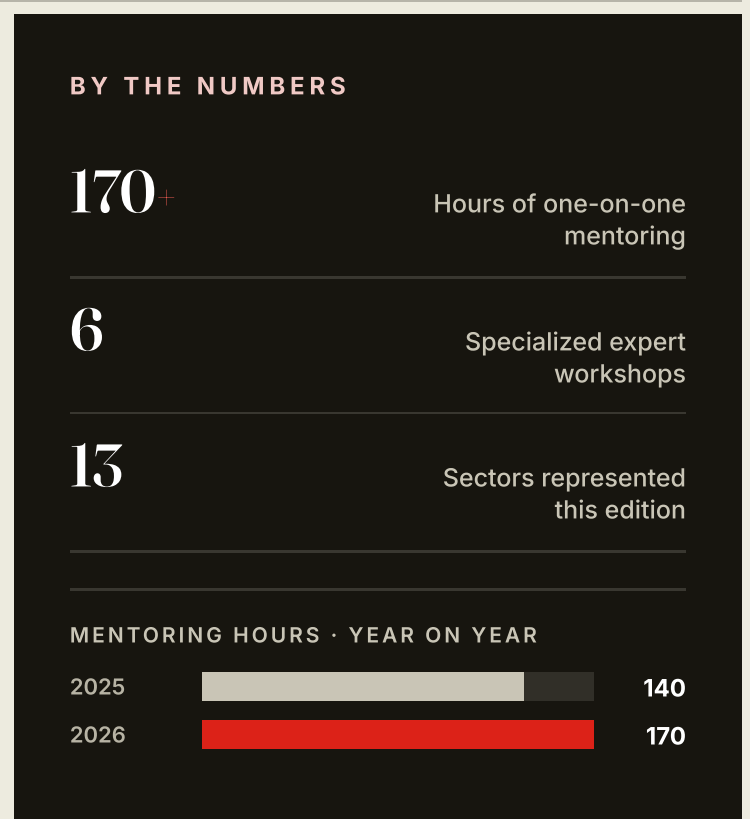
Many of the apps users reach for every day begin with exactly this kind of structured mentorship and hands-on guidance, long before they appear on a store listing.

*Artificial intelligence powered **six in ten** apps launched through the programme this year.*

— How the chamber backs new founders

The programme delivered more than 170 hours of one-on-one mentoring and practical guidance. Experts led six specialized workshops covering design, market positioning, compliance, and app scaling, giving teams direct feedback on real products and the growth problems they faced.

Teams built working prototypes for iOS and Android before their public store launches — hands-on work that helps founders avoid common mistakes ahead of a busy launch week, and that carried them through to App Store and Google Play listings.



Mentorship that turns ideas *into market-ready apps.*



The launch of the 32 apps reflects the impact of these efforts.

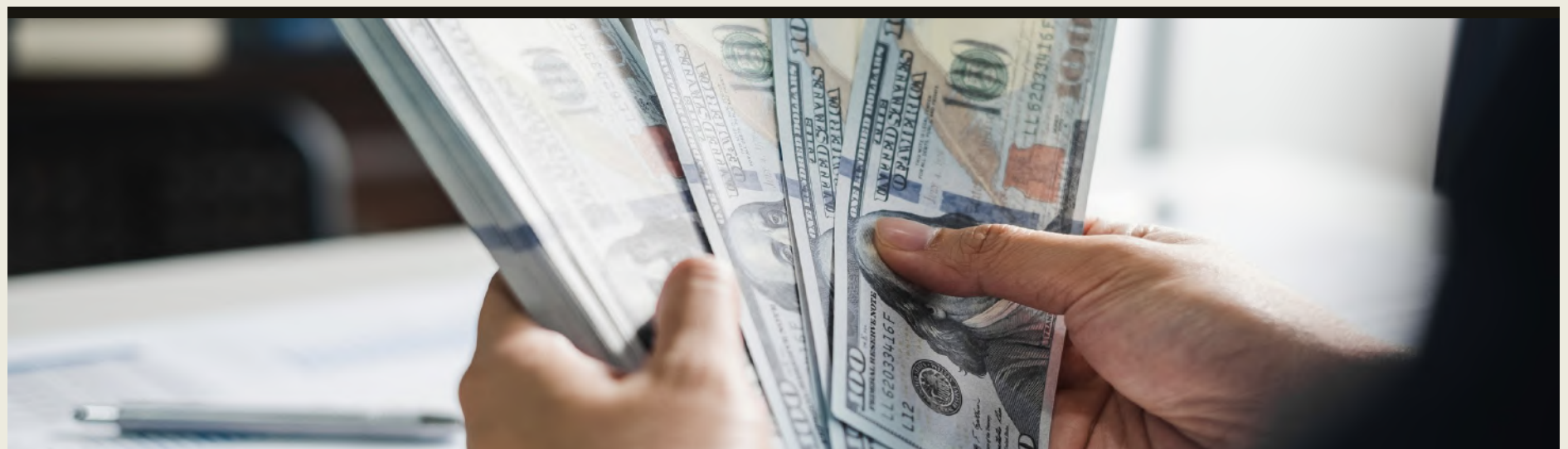
Saeed AlGergawi
VICE PRESIDENT · DUBAI CHAMBER OF DIGITAL ECONOMY

The chamber reads the cohort as proof of strong global appeal. The launched applications cover a wide range of practical digital solutions — and founders represented countries including the United Arab Emirates, Egypt, India, Yemen, and Jordan.

SECTORS REPRESENTED

Ranked by share of the 32 launched apps

01	Education	LEAD SECTOR
02	Healthcare & Longevity	WELLBEING
03	Fintech	FINANCE
04	Artificial Intelligence	CORE TECH
05	Social Media	CONSUMER
06	Real Estate	PROPERTY



Investors track the chamber's numbers closely — each edition signals long-term strength across the digital sector.

IMAGE · ICN STUDIO

— Why Dubai's digital economy keeps growing

The accelerator also supports founders who did not reach the final Create Apps Championship stages — giving them training and guidance to bring projects to market, and saving time, money and stress at launch. The initiative continues to attract thousands of applications: a direct contribution to the Dubai Economic Agenda **D33**.

Stronger numbers each edition — a clear signal of where Dubai heads next.

KEY TAKEAWAYS

- **32 apps** launched in a 45-day sprint; AI behind 60%.
- **170+ mentoring hours** and six workshops — up from 140 in 2025.
- Founders from **22 countries**, 13 sectors; education & fintech lead.
- A direct contribution to the **Dubai D33 agenda**.



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MAHMOUD BARTAWI

EMIRATI ENTREPRENEUR

Success is rarely about intelligence, talent or luck alone. It comes from discipline, emotional control, long-term thinking and consistent execution.



THE PROFILE

Mahmoud Bartawi is an investor, entrepreneur, board member, and media host best known for building UNDER500 from a single healthy-food concept into a business operating across six countries before successfully exiting. His philosophy combines disciplined execution, long-term vision, and curiosity about human social behavior. Bartawi emphasizes that entrepreneurship is less about talent and more about consistency, emotional resilience, and the ability to learn through actions.

Beyond business, his passionate about storytelling, leadership, and personal development, using media as a marketing tool to create conversations that matter and share real lessons from founders to founders. Helping others challenge limiting beliefs and think bigger is something that Mahmoud finds a big personal fulfillment behind. Bartawi represents the modern operator archetype: someone who understands that attention is currency, positioning is power, and distribution is the ultimate moat. His approach is calculated, prioritizing asymmetric opportunities where visibility compounds into powerful deal flow.

1 First 90-Day Founder Playbook

What specific actions should founders prioritize during the first 90 days to maximize learning, network access, and market understanding simultaneously?

The first 90 days should be treated as a collection phase, not a scaling phase. Your objective is to gather as much high-quality information and access as possible. This includes understanding the market, identifying key players, and validating assumptions quickly.

One of the most effective strategies is to position yourself in a way that gives you access to experienced operators. For example, launching a podcast or interview series within your niche allows you to directly engage with industry leaders. This accelerates both learning and relationship-building simultaneously.

At the same time, you need to be actively testing your hypotheses. This means speaking with potential customers, analyzing competitors, and identifying gaps in the market. The goal is not perfection; it's speed of insight.

Networking should not be passive. You should be deliberately inserting yourself into relevant conversations, events, and communities. Visibility matters because it increases opportunities for partnerships and collaboration.

The key is to integrate these activities. Learning, networking, and testing should not be separate processes; they should reinforce each other. Every conversation should provide data. Every experiment should refine your understanding.

If executed correctly, these 90 days significantly reduce uncertainty and position you to move into execution with clarity and confidence. Without this phase, most founders operate on assumptions that are often incorrect.

2 Co-Founder Selection Determines Scalability

Why is selecting a complementary co-founder or early team member one of the highest-leverage decisions in building a scalable and resilient company?

The choice of co-founder or early team member is one of the most leveraged decisions because it directly impacts execution capacity, decision quality, and long-term stability. Most large companies are not built by individuals operating in isolation; they are built by teams with complementary skill sets.

If both founders have the same strengths, you create redundancy, not leverage. For example, two strategic thinkers without an operator create a gap in execution. Similarly, two operators without strategic direction can lead to inefficiency. Complementarity ensures that critical functions are covered without overlap.

Beyond skills, alignment in values and expectations is critical. Misalignment at the top creates friction that slows down decision-making and execution. In early stages, speed is essential, and internal conflict is a major bottleneck.

A strong co-founder relationship also distributes pressure.

Entrepreneurship involves constant stress and uncertainty. Having someone who can share responsibility and provide perspective improves resilience and decision-making.

From a scaling perspective, investors evaluate teams, not just ideas. A well-structured team signals higher probability of execution, which increases access to capital.

Ultimately, the right co-founder amplifies your strengths and compensates for your weaknesses. The wrong one does the opposite, creating inefficiencies and increasing the likelihood of failure. This decision has long-term consequences and should be approached with the same rigor as any major investment.

3

Mindset Outperforms Technical Skills

Why do you believe mindset consistently outweighs technical skill in entrepreneurial success, particularly in environments defined by uncertainty and incomplete information?

Technical skills are necessary, but they are not the constraint in most cases. Skills can be learned relatively quickly, especially today where information is widely accessible. What cannot be easily replicated is the ability to operate under uncertainty without losing momentum. That is a function of mindset.

Entrepreneurship is not a controlled environment. You rarely have complete data, and most decisions are made with partial information. In that context, skill alone is insufficient. You need the ability to act despite ambiguity, to make decisions without full certainty, and to continue executing when outcomes are unclear.

Mindset governs how you respond to these conditions. If you require clarity before acting, you will move too slowly. If you depend on validation, you will stop when results don't appear immediately. A strong mindset allows you to maintain execution velocity regardless of external feedback.

Additionally, mindset determines resilience. There will be repeated setbacks, failed ideas, rejected deals, operational breakdowns. Skill does not protect you from these; mindset determines whether you recover quickly or stall.

From an operational standpoint, mindset is what enables consistency. And consistency is what compounds results over time. Without it, even highly skilled individuals fail to reach meaningful outcomes because they cannot sustain execution long enough for those skills to matter.

4

Startup Collection Stage and Market Fit Pathway

What is the “collection stage” in startup building and how does it directly influence the probability of achieving product-market fit?

The collection stage is the initial phase of building a company where the primary objective is not building a product, but acquiring deep market intelligence and access. This includes understanding industry dynamics, identifying key players, and building relationships with stakeholders who shape the ecosystem.

This stage typically spans the first few months and is critical because it determines the quality of decisions that follow. Most failed startups skip or compress this phase, leading to assumptions that are disconnected from reality. The collection stage exists to replace assumptions with structured knowledge.

A key component is direct engagement. This can involve interviews, conversations, or even creating a podcast to systematically access industry experts. The goal is to extract insights that are not available through surface-level research.

At the same time, this stage builds early credibility. By engaging with the market publicly and consistently, you begin to establish presence. That presence later translates into access, whether to customers, partners, or investors.

From a product-market fit perspective, this stage is foundational. It allows you to identify real pain points, not theoretical ones. It also helps you refine your positioning before committing resources to scaling.

5

Structuring Early Teams to Maximize Efficiency

How should founders correctly structure early team dynamics and role distribution to ensure maximum execution efficiency without creating overlap or internal friction?

Early team structure is one of the most underestimated determinants of execution speed. In the initial phase, you are not building an organization; you are building a small execution unit where every person's output directly impacts survival. The primary objective is not hierarchy, but functional clarity under uncertainty.

The most effective structure is based on complementary capability, not similarity. If two founders or early team members share the same strengths, you create redundancy. For example, two strategic thinkers without a strong operator create execution gaps, while two operators without strategic direction create misalignment in priorities. The goal is to cover blind spots, not duplicate skill sets.

Role clarity must be explicit from the beginning. One person should own external execution such as partnerships, sales, or storytelling, while another owns internal execution such as operations, delivery, or systems. Without this division, responsibility becomes blurred, and accountability weakens.

However, roles alone are not enough. There must be alignment on decision-making speed and working rhythm. Misalignment here is more damaging than skill mismatch. If one founder prefers rapid iteration while the other prefers prolonged deliberation, execution slows significantly.

Trust is the underlying mechanism that enables this structure to function. Without trust, every decision becomes a negotiation. With trust, decisions become executional defaults.

In high-performing startups, friction is minimized not by avoiding disagreement, but by predefining how decisions are made and who owns what domain. This reduces cognitive load and allows the team to focus on output rather than internal coordination.

6

Timing Impacts Success and Market Opportunity

Why is timing considered a critical variable in startup success, and how does it interact with product relevance, market readiness, and opportunity capture?

Timing is one of the most decisive variables in entrepreneurship because it determines whether effort is amplified or wasted. A strong idea executed at the wrong time can fail, while a moderate idea executed at the right time can scale rapidly. Timing is essentially the alignment between product, market readiness, and distribution channels.

Market readiness is often underestimated. Many founders assume failure is due to product weakness when in reality the market simply is not ready for adoption. Conversely, when infrastructure, consumer behavior, or distribution systems align, even simple solutions can scale quickly.

Timing also affects competition dynamics. In early markets, you may face low competition but also low demand. In mature markets, demand is high but competition is intense. The strategic challenge is identifying when a market is transitioning from early to expansion phase.

A major factor in timing is external infrastructure. For example, the rise of delivery aggregators in food businesses fundamentally changed scalability. Without that infrastructure, growth would have been significantly slower and more operationally intensive.

Founders often misinterpret timing as luck, but it can be partially engineered through market observation. By deeply analyzing adjacent industries, regulatory shifts, and behavioral trends, you can anticipate inflection points before they fully materialize.

The key is to align entry with momentum rather than resistance. If the market is actively moving toward your direction, execution effort is multiplied. If it is static or opposing, execution effort is consumed by friction.



MAHMOUD BARTAWI

7 Using Sales Rejection as a Growth Feedback Loop

What is the correct way for founders to interpret rejection cycles in early-stage sales and how does this process accelerate long-term business success?

Rejection cycles in early-stage sales are not obstacles to overcome, they are calibration mechanisms that refine positioning, messaging, and market understanding. Each rejection contains structural information about misalignment between offer and market perception.

The most common error is interpreting rejection as a binary signal of failure. In reality, rejection is rarely about the entire idea being wrong; it is usually about specific variables such as timing, framing, audience targeting, or value communication. Misinterpreting this leads to unnecessary pivots or emotional discouragement.

A more effective approach is systematic extraction of feedback. After each rejection, the objective is to identify what specifically failed: Was the value unclear? Was the timing wrong? Was the audience misidentified? This turns rejection into a diagnostic tool rather than an emotional outcome.

Exposure frequency also matters. The more rejection cycles you go through, the faster pattern recognition develops. Early-stage founders often underestimate how much repetition is required before messaging becomes effective. Competence in sales is largely statistical, it improves with volume and feedback density.

Another important factor is emotional normalization. Rejection feels heavier at the beginning because there is no reference point. As exposure increases, emotional intensity decreases, allowing for more objective analysis.

High-performing operators actively increase rejection exposure because it accelerates learning velocity. Avoidance slows down iteration cycles and delays product-market alignment.

8 Media as a Leverage Tool for Access and Authority

How does media function as a strategic leverage system for founders, especially in terms of access, credibility, and network acceleration in competitive industries?

Media is not simply communication; it is a distribution infrastructure for attention, credibility, and access. For founders operating in competitive industries, media becomes a force multiplier because it changes the default direction of opportunity flow from outbound pursuit to inbound attraction.

The primary leverage mechanism is access. By consistently producing content or hosting conversations, you effectively compress the distance between yourself and high-value operators. Instead of spending months attempting to reach decision-makers, media creates structured entry points where those individuals come into your ecosystem voluntarily.

The second layer is credibility. Visibility alone is not enough; structured, high-quality dialogue signals competence, curiosity, and positioning within a relevant domain. Over time, this builds perceived authority even before formal success metrics fully materialize.

The third layer is network compounding. Each interaction within a media system does not end with the conversation; it extends into downstream connections, referrals, and reputation transfer. This creates a compounding effect where each guest or participant increases the probability of future high-quality connections.

Media also functions as a filtering mechanism. It attracts individuals who resonate with your positioning and repels those who do not, effectively pre-qualifying your network at scale.

From a strategic standpoint, this reduces dependency on traditional gatekeepers. Instead of relying on intermediaries to access capital, partnerships, or expertise, media allows direct interface with the ecosystem.

9

Post-Exit Identity Crisis and Redefining Purpose

After exiting a company, what psychological and identity challenges did you encounter, and how did that reshape your understanding of purpose beyond financial success?

Exiting a company is often perceived as the end goal, but in reality, it can create a vacuum. When I exited, I realized that much of my identity was tied to building, solving problems, and operating under pressure. Once that environment disappeared, there was a gap, not financially, but psychologically. That forced me to reassess what actually drives me.

What became clear is that entrepreneurs are not primarily motivated by liquidity events. They are driven by creation. The process of building something from nothing, solving complex problems, and assembling systems is the real source of fulfillment. When that disappears, money alone cannot replace it.

This realization reshaped how I view success. Financial outcomes are important, but they are byproducts, not the core objective. The real objective is to stay engaged in meaningful creation. Without that, even a successful exit can feel empty.

It also highlighted the importance of designing your life post-exit before you actually exit. Most founders don't think about this. They focus entirely on the transaction, not on what comes next. That's a strategic mistake. If your identity is too tightly linked to one company, you create dependency.

Long term, sustainability comes from building an identity around being a builder, not around owning a specific business. That shift ensures continuity regardless of exits or outcomes.

The real objective is to stay engaged in meaningful creation. Without that, even a successful exit can feel empty.

MAHMOUD BARTAWI · EMIRATI ENTREPRENEUR

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The Clinic in Your Camera

Saudi Arabia becomes the first country in the world to authorize an AI medical application that measures heart rate, oxygen saturation, and blood pressure from nothing more than a short facial video.

MARKET INTELLIGENCE JULY 2026

Artificial intelligence in medicine has reached a defining milestone. After a careful review, Saudi regulators approved the public use of an application that turns an ordinary smartphone into a personal vital signs monitor. The marketing authorization granted by the Saudi Food and Drug Authority now allows people across the wider Saudi market to use the tool, and it makes the kingdom the first regulator anywhere to clear a health technology of this kind.

EXECUTIVE BRIEF

- 01** The SFDA cleared an AI application that measures vital signs through a phone camera.
- 02** A short facial video reads heart rate, oxygen saturation, and blood pressure.
- 03** Saudi Arabia is the first country worldwide to authorize the method.
- 04** The approval advances digital health under Saudi Vision 2030.

How the Smartphone Reads Your Body

A short facial video, a set of trained algorithms, and a single calibration are all that stand between an ordinary phone and a clinical grade reading.

The application relies on remote photoplethysmography, known as rPPG, to read faint signals from the skin of the face. A short facial video feeds the advanced algorithms inside the smartphone vital signs monitoring system, and those algorithms translate small color changes across the skin into clear, usable health readings.

The camera captures shifts in light that correspond to blood flow beneath the surface. Within seconds, the user receives values for heart rate, oxygen levels, and blood pressure. These rapid results help people notice changes early and share them with a doctor before a small concern becomes a serious one.

The science is not new, but its arrival on a consumer device under a national regulator is. What once required dedicated sensors now runs on the camera already in a user's pocket, with the analysis handled entirely on the phone.



ON SCREEN A connected readout displays heart rate and oxygen saturation alongside a live cardiac trace.

BEFORE FIRST USE

The user completes a blood pressure calibration with a certified medical device. That single step keeps later readings accurate and reliable throughout everyday home monitoring.

rPPG

THE OPTICAL METHOD

3

VITAL SIGNS CAPTURED

Seconds

TO A FIRST READING

Zero

EXTRA HARDWARE NEEDED

*Within seconds, a phone camera turns the light beneath your skin into a reading you can **act on.***

Cleared, With Clear Limits

Regulators framed the authorization as a monitoring tool, then built it through a controlled pathway that places Saudi Arabia ahead of far larger agencies.

The tool is not a standalone diagnostic device for emergencies or critical care. Doctors treat it as a support instrument rather than a replacement for clinical testing, and regulators set firm limits so that it is used for monitoring and not for full diagnosis.

That caution is matched by process. Saudi regulators first studied the application inside a controlled Regulatory Sandbox, then advanced it through the Innovative Medical Devices pathway with complete safety and performance checks. A dedicated clinical trial conducted inside Saudi Arabia confirmed that it worked safely for patients, and the authorization was built together with the Ministry of Health and Seha Virtual Hospital.

◆ KEY TAKEAWAYS

- ▶ A support tool for monitoring, not a replacement for clinical diagnosis.
- ▶ Calibration with a certified device keeps every later reading reliable.
- ▶ Developed with the Ministry of Health and Seha Virtual Hospital.

THE PATHWAY TO APPROVAL

A CONTROLLED, FOUR STAGE ROUTE



A STEP TOWARD SAUDI VISION 2030

The approval supports digital health across hospitals, clinics, and remote care nationwide, and it connects directly to the reform goals of Saudi Vision 2030. Officials timed the launch to the Year of Artificial Intelligence 2026, while the Health Sector Transformation

Program remains a central pillar of the national plan. Patients gain easier access to safe checks without travel or long waits, and more tools of this kind are expected as the program matures.

Saudi Arabia now leads the world as the first market to
approve the method.

A CLEAR, CAREFUL STEP TOWARD SAFE DIGITAL HEALTH / SAUDI FOOD AND DRUG AUTHORITY

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You
deserve
better.



WEARABLE AI

Cheaper by Design

Meta built its newest smart glasses entirely in-house and set the entry price at **\$299**, undercutting every rival on the shelf. As Google, Samsung and OpenAI ready their answers, the cheapest frame may decide who owns your face.

Meta's newest smart glasses arrived this week with a lower starting price. The company set the entry cost at \$299 for its first fully in-house wearable lineup, designing the frames internally and breaking from its earlier work with Ray-Ban and Oakley. The price drop lands first, since rival models still start near \$379 today.

EXECUTIVE BRIEF

- ◇ Meta now builds its own AI glasses in house, with a \$299 starting price.
- ◇ The new line undercuts Ray-Ban Meta at \$379 and Oakley Meta near \$499.
- ◇ Three styles ship, including an oval pair called Meta Glasses by Kylie.
- ◇ Google, Samsung and OpenAI all prepare rival glasses for later this year.

THE PRICE LADDER

\$299	Meta Glasses New in-house entry
\$379	Ray-Ban Meta Previous starting point
\$499	Oakley Meta Premium tier



META FURY. THE LARGER, ROUNDER FRAME SHOWN AT THE SPRING PREVIEW, ONE OF THREE NEW IN-HOUSE STYLES.

— THREE FRAMES, ONE ASSISTANT

The glasses play music, translate speech and answer questions about your surroundings. Built-in cameras capture images, and the assistant reads details from whatever you happen to be looking at. During a recent press demo the frames counted the calories in a bowl of fresh strawberries, translated an Arabic sign and suggested nearby museums for curious visitors.

The lineup ships in three styles, each built for a different wearer. A model called Adventurer offers a small frame, while Fury runs larger and rounder. A third, the Meta Glasses by Kylie, brings an oval shape created with Kylie Jenner and sits at a \$399 fashion tier.

All three launch with Muse Spark, the new model from Meta's Superintelligence Labs, which reads photos more accurately and remembers personal preferences across daily use. Older Ray-Ban and Oakley glasses will gain the same model through a free software update.



META GLASSES BY KYLIE. AN OVAL SILHOUETTE AIMED AT THE FASHION BUYER.

“I’m still absolutely thrilled to see people wearing the Ray-Ban Metas and Oakley Metas.”

ANDREW BOSWORTH · CHIEF TECHNOLOGY OFFICER, META

— THE FIELD TIGHTENS

The market will tighten quickly. Google and Samsung both plan rival models, and OpenAI is working on hardware of its own. The contest matters because assistant use is still uneven: Pew Research found 44% of American adults now turn to ChatGPT for everyday questions, while Gemini reaches 24% and Meta AI sits well lower at 14%. Cheaper hardware gives Meta a direct path to put its assistant in many more hands.

Privacy concerns still shadow the category, so Meta added a visible recording light. The camera will not function unless the small indicator on the front stays fully clear.



KYLIE JENNER FRONTS THE OVAL EDITION, META'S PUSH TOWARD THE FASHION BUYER.

\$299

Entry price, down from a \$379 starting point on rival models

+167%

Smart-glasses shipments in early 2026 versus a year earlier

69%

Share of the category Meta holds, per IDC in June

\$229

Where IDC expects average prices to land by 2030, from \$376 today

— WHY THIS SHIFT MATTERS

For buyers, the appeal is a real entry point without the higher Ray-Ban premium. The lower price widens who can afford to test daily wearable computing, while three frame styles, including the Kylie edition, stretch Meta's reach across tastes and budgets. Mark Zuckerberg told investors that daily

glasses users tripled across the past year. The harder tests arrive in the coming months, when Google and Samsung answer. For now, Meta sets the pace, and the price cut may matter more than any single feature.



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