



ETHNOVILLAGE

WHERE CULTURE BECOMES COMMON GROUND

A GLOBAL ECO-CULTURAL DESTINATION PLATFORM

AZERBAIJAN PILOT

A repeatable PPP destination where culture, nature and commerce meet.

~170 HA

Potential site in Pirshaghi,
Baku

\$40M

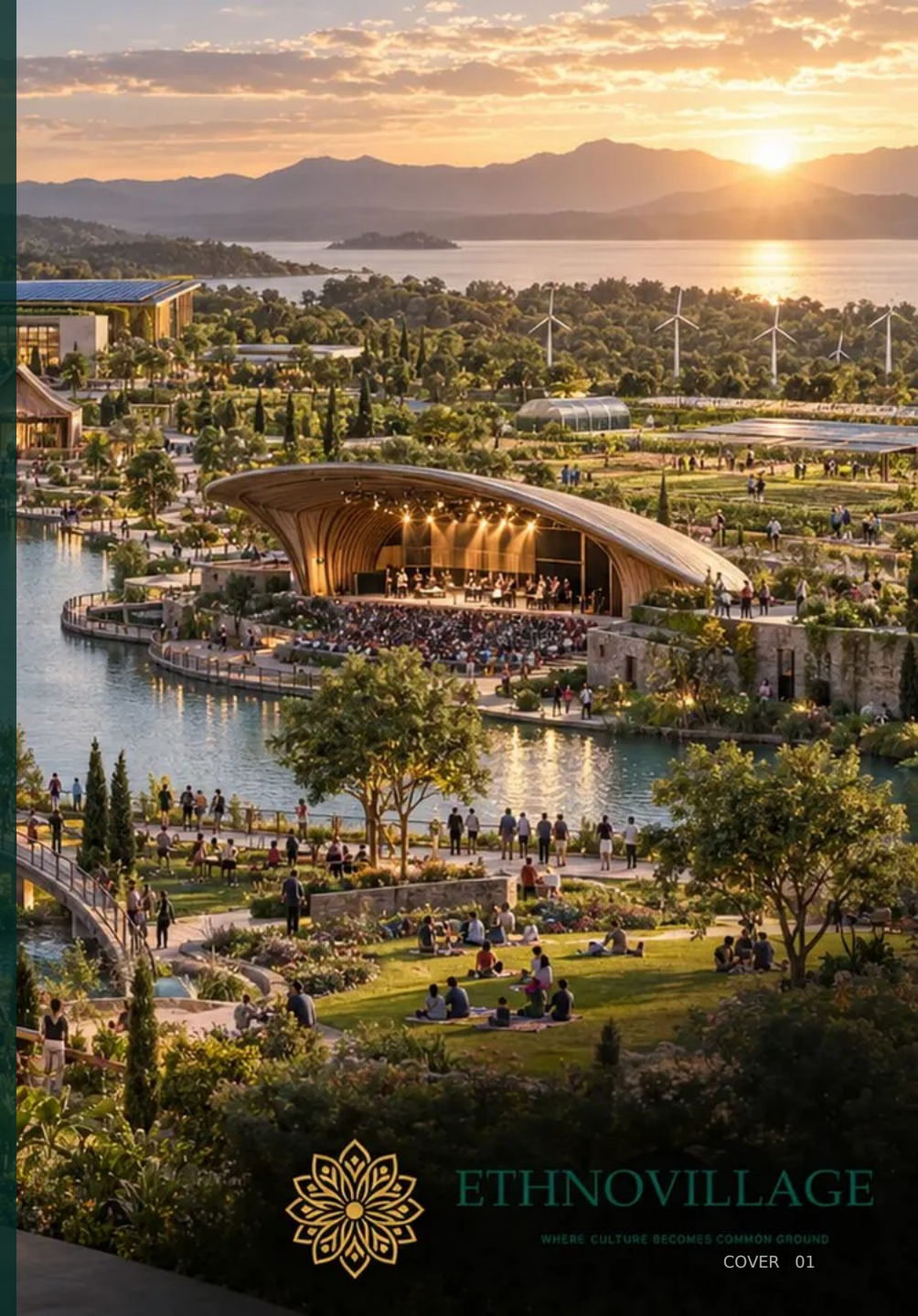
Phase I development budget

1.2M

Stabilized annual visit base

PRELIMINARY INVESTOR BRIEF | SEPTEMBER 2026

PRELIMINARY AND NON-BINDING | ETHNOVILLAGE AZERBAIJAN



ETHNOVILLAGE

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COVER 01



WHY NOW

From global tension to shared value

EthnoVillage turns cultural identity into a living public realm and a diversified destination economy.

01 CULTURAL DISTANCE

Shared experiences, dialogue spaces and rotating culture weekends.

Trust + repeat visitation

02 LOW GLOBAL VISIBILITY

Pavilions, artisans, cuisine, museums and digital storytelling.

Exportable identity + spend

03 SEASONAL TOURISM

Expo, concerts, attractions, hospitality and year-round programming.

Footfall + longer dwell time

04 FRAGMENTED LOCAL VALUE

DeguStation, AgroHub and local producer routes connect culture to commerce.

Diversified revenue + ESG



PIRSHAGHI | BAKU | AZERBAIJAN

A 170-hectare pilot in institutional dialogue

A potential 170-hectare site in Pirshaghi, Baku, is under discussion with the Ministry of Agriculture of the Republic of Azerbaijan.

The concept has received preliminary positive institutional feedback. Site terms, the PPP structure and the implementation roadmap remain under discussion and subject to formal approvals.

01

Potential site

~170 ha in Pirshaghi

02

Current stage

Institutional dialogue underway

03

Next gate

Feasibility, masterplan and PPP scope

No land allocation, public contribution or incentive is represented as approved.



THE INTEGRATED DESTINATION

One ecosystem. Multiple reasons to return.

01 Cultural districts and pavilions

02 Museum, VR and AR experiences

03 Interfaith and intercultural dialogue

04 Expo and convention center

05 Concert and cinema venues

06 Family attractions and adventure

07 Panoramic tethered balloon

08 Lake, picnic and nature areas

09 World and ethnic restaurants

10 DeguStation food retail

11 Hotels, wellness and hospitality

12 AgroHub, farms and greenhouses

13 Solar and green infrastructure

14 Smart waste and compost systems

YEAR-ROUND DEMAND ENGINE

Programming turns a place into a habit.

Business, culture, learning and leisure create a balanced annual calendar beyond peak tourism months.

1.2M

ANNUAL VISITS

Stabilized base case

20

SECTOR EXPOS

Agriculture, education, health and business

30

LIVE PROGRAMS

Concerts and headline cultural events

52

CULTURE WEEKENDS

Rotating countries and ethnic communities

~100K

average visits per month

~3.3K

per calendar day

~4K

per 300 active days

Culture Weekends are audience and retail traffic drivers; they are not counted as a separate revenue line.

A diversified \$28.7M revenue ecosystem



\$28.7M

illustrative annual revenue

\$7 average general admission ticket - not total guest spend

\$20.7M

illustrative annual operating cost | 72%

\$8.0M

illustrative EBITDA | ~28% margin

\$23.9

project revenue per annual visit equivalent

Planning assumptions for investor discussion - not audited forecasts.



ILLUSTRATIVE FINANCIAL CASE

Phase I is the investable entry point.

\$40M

Phase I total development budget

UP TO \$100M

Full masterplan envelope, including later phases and potentially public enabling/social infrastructure

\$8.0M

Illustrative stabilized EBITDA

5-7 YEARS

Target payback for private Phase I capital only

Private capital requirement will be defined after the PPP scope. The 5-7 year target depends on feasibility, phasing, financing terms and validated free cash flow.

Align public enablement with private execution.

PUBLIC SECTOR

- Land or long-term use rights
- Access roads and trunk utilities
- Selected social and cultural assets
- Facilitation and eligible incentives

PRIVATE SECTOR

- Commercial asset financing and delivery
- Destination, hospitality and F&B operations
- Retail, attractions, events and technology
- Working capital, marketing and growth

SHARED GOVERNANCE

- Masterplan and phased investment packages
- Project company / SPV structure
- Performance, service and ESG indicators
- Transparent reporting and risk allocation

AZERBAIJAN - POTENTIAL ENABLERS, SUBJECT TO ELIGIBILITY

Investment promotion certificates may provide seven-year tax and customs benefits for eligible components. Concessional finance may supplement qualifying SME or agro-processing elements (currently up to AZN 10M, up to 10 years, at no more than 5%). Neither mechanism is assumed for the full project until confirmed.

OFFICIAL REFERENCES

PPP framework
Investment promotion
Concessional credit
Blended finance

Sources checked September 2026

Impact is part of the operating model.

S SOCIAL

Bring cultures into direct contact; support intercultural and interfaith dialogue; counter prejudice, intolerance and xenophobia.

E ENVIRONMENTAL

Integrate solar energy where viable, smart waste sorting, composting, water efficiency, farms, gardens and greenhouses.

E ECONOMIC

Create year-round tourism demand, local producer access, jobs, events, hospitality and exportable destination IP.

Local identity becomes a public good - and a durable economic asset.



ETHNOVILLAGE

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A REPEATABLE COUNTRY PLATFORM

Start with taste. Grow into a destination.

01 DEGUSTATION

Urban store-cafe, airport unit or pop-up

02 CULTURAL HUB

Museum, food, events and community programming

03 FULL ETHNOVILLAGE

Mixed-use eco-cultural destination and PPP platform

VISION 2035 10+ PROJECTS | 5 CONTINENTS

Aspirational scale vision - not a committed forecast

We invite public and private partners to shape the feasibility, PPP structure and phased investment case for the Azerbaijan pilot.

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All figures are preliminary management assumptions prepared for investor discussion. They remain subject to market validation, master planning, engineering estimates, regulatory approvals, incentive eligibility and definitive PPP agreements. This document is not an offer, commitment or guarantee of returns.