# Noah Opens 19th Global Black Diamond Summit to Explore New Approaches to Wealth Security in the AI Era

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**—Singapore Edition Focuses on Understanding Risk and Protecting the Foundations of Family Wealth**

SINGAPORE, Nov. 24, 2026 /PRNewswire/ -- Noah Holdings Limited (NYSE: NOAH; HKEX: 6686), a wealth management firm serving global Chinese high-net-worth families, has successfully hosted the 19th Global Black Diamond Summit, "The Anchorage," in Singapore, where its global headquarters is located. Under the theme "Safe Passage, Wider Horizons," the gathering has drawn hundreds of clients from different countries and regions, as well as representatives of leading global asset management firms and the worlds of business, government and academia. Discussions have focused on long-term investment judgments, asset allocation and family wealth arrangements in the AI era.

Markets have fluctuated repeatedly this year, while AI has brought both opportunities and divergent views. Against this backdrop, high-net-worth families are rethinking what it means to keep wealth secure: understanding risk, balancing growth and protection, and avoiding reliance on any single view of the future. This has been a central theme in Noah's conversations with global Chinese families at the summit.

**Understanding Risk and Protecting the Foundations of Family Wealth**

Norah Wang, Co-Founder and Chairwoman of Noah Holdings, delivered a keynote address titled "From Creating Wealth to Owning the Future." Drawing on more than two decades of experience accompanying global Chinese families, she said: "Many high-net-worth families appear wealthy on paper, but the structure of their underlying cash flows may carry hidden concentration risk in the AI era. More important than asking whether to allocate to AI is understanding whether a family's net AI exposure is positive or negative."

AI exposure includes both financial assets a family holds that may benefit from AI development and demand for computing power, and the potential impact of technological change on the family's cash flows. Wang said families should gradually build income from capital, continue to review and adjust their long-term investment portfolios, and maintain AI exposure consistent with their risk tolerance. She said Noah continues to stand alongside its clients and accompany families over the long term. Care is what expertise is for.

Zander Yin, Co-Founder and CEO of Noah Holdings, addressed the summit through the lenses of Noah's global presence, market volatility and AI development. He examined the causes of this year's market fluctuations and the need for balance. "When markets diverge, rather than trying to predict every turn, we should use disciplined asset allocation to maintain perspective through volatility. The value of the AI technology revolution is gradually becoming evident in practical applications. We need continued research and prudent judgment to identify long-term opportunities," he said.

Yin said Noah is using AI to strengthen its "institutional intelligence," turning more than two decades of accumulated industry experience and knowledge into capabilities that every member of the organization can draw on. Through ongoing dialogue and support, Noah aims to navigate market change alongside clients.

**Taking a Longer View of Markets, Governance and Global Affairs**

As a hub connecting East and West, Singapore has distinct strengths in international connectivity, its institutional environment and long-term governance. The Singapore gathering retains the intimate, private character of Noah's Black Diamond annual event built over the past 18 years, bringing a global perspective to candid, open exchanges with Chinese families around the world. At the main forum, three distinguished guests reassessed the world from objective and neutral perspectives spanning macro finance, national governance and international affairs.

Professor David Lee, Founding Chairman of Singapore's Global Fintech Institute (GFI), drew on 30 years of investment practice and research into absolute returns. He proposed evaluating family asset allocation by whether a family can meet its financial commitments as they fall due and retain flexibility during adverse market conditions. As interest rates, exchange rates and financing conditions change, families can start with the dates and currencies of education expenses, capital injections into businesses and debt repayments to assess their liquidity needs and how much capital they can invest for the long term. Professor Lee emphasized that long-term investing tests both the ability to make independent judgments when markets are under pressure and the willingness to revise those judgments when new evidence emerges.

Seng Han Thong, a former Member of Parliament in Singapore and editor of "Will Singapore Still Exist in 100 Years?", spoke on "Singapore: The Survival Wisdom of a Small State and a Long-Term Choice for Global Capital." He explained how Singapore connects global markets through knowledge, innovation, human capital and institutional strengths, serving as a hub whose influence extends beyond its geographic size. He observed that updating governance models is an important part of wealth succession, with the second generation paying closer attention to investment autonomy, professional management, technology and global asset allocation.

Professor Chan Heng Chee, Singapore's former Ambassador to the United States, a veteran diplomat and an international relations scholar, said that the new world order would be an asymmetric multipolar order. Drawing on decades of firsthand diplomatic experience, she examined how competition in AI and technology is reshaping industries and regional dynamics, and discussed the importance of strategic neutrality, openness and inclusion from the perspectives of Singapore and ASEAN.

Together, these perspectives encouraged the entrepreneurs in attendance to look beyond any single market and assess emerging opportunities in Asia and globally with greater breadth and composure.

**Examining Margins of Safety and Portfolio Resilience in the AI Era**

As Noah's October 2026 CIO special report, "Who Can Keep the Gains from Technology?", observed, "Technological success is not investment success." Amid rapid development across the AI industry, the report identified contracts, leverage and price as key considerations for families.

Beyond the main forum, two private roundtables applied this thinking to specific investment settings. At the global private markets and alternative investments roundtable, participating managers discussed growth equity, infrastructure and real assets. They considered how long-term capital may reshape valuation, how to assess cash-flow quality and the certainty of exits, and said that the core strengths in private markets lie in the long-term accumulation of proprietary research and due diligence, long-standing relationships with capable managers and the ability to form judgments across cycles.

At the global public markets roundtable, investors discussed how risk is priced across markets in the context of global equities, fixed income and multi-strategy allocation. In their view, portfolios can become more resilient in volatile conditions through diversification, disciplined position sizing and dynamic rebalancing, rather than concentrated bets on a single asset.

Through its CIO special reports and in-person conversations, Noah hopes to use gatherings such as the Global Black Diamond Summit to start with clients' concerns, engage global Chinese families on long-term issues, and support their wealth structuring needs throughout the family life cycle.

The 19th Global Black Diamond Summit set out from Shanghai, China. "The Anchorage" in Singapore offers a place to steady family wealth; "The Tide" in Silicon Valley opens up new perspectives; and "The Launch" in Hong Kong, China, brings participants together to shape what comes next. Three Noah Reunion Days in Tokyo, Japan; Vancouver, Canada; and Melbourne, Australia, provide additional optional destinations for global gatherings. Drawing on more than two decades of experience and professional expertise, Noah aims to accompany global Chinese clients on a steady, long-term journey.

"The Anchorage," held in Singapore from November 23 to 25, 2026, focuses on global allocation and family governance. "The Tide," scheduled for December 14 to 15, 2026, in Silicon Valley, United States, will explore AI, productivity, science, entrepreneurship and investment. "The Launch," scheduled for January 18 to 20, 2027, in Hong Kong, China, will consider the principal allocation themes for 2027 and global wealth services. The three global reunion gatherings offer a choice of Tokyo, Japan, on November 28; Vancouver, Canada, on December 2; and Melbourne, Australia, in the last week of January 2027. Beyond wealth-related topics, the gatherings also include private discussions on family legacy, next-generation development, university visits, visits to leading investment managers, and fashion and lifestyle.

For more information about the 19th Global Black Diamond Summit, please visit the Noah Holdings website: https://www.noahgroup.com/en

**About Noah Holdings**

Noah Holdings is a Singapore-headquartered wealth management firm serving global Chinese high-net-worth families. Since its founding in 2005, Noah's team has allocated more than USD 153 billion in cumulative assets for global Chinese families and operates across nine countries and regions. Its three platforms—ARK Wealth Management, Olive Asset Management and Glory Family Heritage—work together, supported by an AI platform, licensed professional teams and global ecosystem partners, to provide integrated services spanning investment, asset allocation and legacy planning. Beyond financial services, Noah's global N+ ecosystem extends its offerings to art, music and private experiences.

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