

LAZARD

ORDER OF BUSINESS

2023 ANNUAL GENERAL MEETING OF SHAREHOLDERS

April 27, 2023

9:00 a.m. (Bermuda time)

- 1. Welcome, call to order and introductions**
- 2. Items of Business:**
 - Item 1. Election of three directors to the Company's Board of Directors for a three-year term expiring at the conclusion of the Company's annual general meeting in 2026**
 - Item 2. Consideration of a non-binding advisory vote regarding executive compensation**
 - Item 3. Consideration of a non-binding advisory vote regarding the frequency of the advisory vote on executive compensation**
 - Item 4. Ratification of the appointment of Deloitte & Touche LLP as the Company's independent registered public accounting firm for 2023 and authorization of the Company's Board of Directors, acting by its Audit Committee, to set their remuneration**
 - Item 5. Consideration of any other matters that may properly be brought before the meeting or any adjournment or postponement thereof**
- 3. Formal adjournment of meeting**
- 4. General questions and answers**

MEETING RULES & PROCEDURES

In order to conduct an orderly annual general meeting and give all shareholders present an opportunity to be heard, the following procedures will be observed:

- The business of the meeting will be taken up as shown in the order of business. Questions and comments about other matters of general concern to shareholders should be held until the question period after the formal meeting.
- If you are a shareholder or proxy holder eligible to vote at the meeting and wish to address the meeting, at the appropriate time you may be invited state your name and place of residence and whether you are speaking as a shareholder or proxy holder. If you are a proxy holder, please give the name of the shareholder you represent. Only one proxy holder may speak for a shareholder account.
- The Secretary will recognize each shareholder who wishes to address the meeting. At the appropriate time, the attendant will signal the Secretary to gain recognition for you. When recognition is extended by the Secretary, the attendant will make the microphone available for your use.
- In order to ensure that the business set forth in the Order of Business is conducted efficiently for the benefit of all shareholders, all questions must relate to the business of the Meeting. Please do not ask questions that are, among other things:
 - irrelevant to the business of the Meeting;
 - repetitious of statements made by other persons;
 - derogatory references to individuals or that are otherwise in bad taste;
 - related to personal grievances; or
 - a matter of individual concern that is not a matter of interest to stockholders generally.
- Your questions or comments should be addressed to the Secretary, who will either respond or refer them to others as appropriate.
- Out of consideration for others, please limit your questions or comments to two and your time at the microphone to two minutes per matter and to four minutes or less in total. This will allow every shareholder who wishes to speak an opportunity to do so.
- The Chairman of the Meeting has broad authority under Bermuda law and the Lazard Ltd Bye-laws to conduct the Meeting so that the business of the Meeting is carried out in an orderly and timely manner and therefore has broad discretion to establish any additional reasonable rules for discussion, comments and questions during the Meeting.
- It is expected that all speakers will conduct themselves in an orderly manner as a courtesy to fellow shareholders. Any person who refuses to comply with these procedures or disrupts the orderly conduct of the meeting may be removed. Cameras and recording devices (except those specifically authorized by the Company) will not be permitted in the meeting room.