



LAZARD

January 2025

Investor
Presentation

Safe Harbor

This presentation contains certain statements, estimates and forecasts with respect to future performance and events. These statements, estimates and forecasts are “forward-looking statements” within the meaning of the safe harbor provisions of the U.S. Private Securities Litigation Reform Act of 1995. In some cases, forward-looking statements can be identified by the use of forward-looking terminology such as “may,” “might,” “will,” “should,” “could,” “would,” “expect,” “plan,” “anticipate,” “believe,” “estimate,” “predict,” “potential,” “target,” “goal,” or “continue,” and the negative of these terms and other comparable terminology. All statements other than statements of historical fact included in this presentation are forward-looking statements, which are subject to known and unknown risks, uncertainties and assumptions about us and may include projections of our future financial performance based on our growth strategies, business plans and initiatives and anticipated trends in our business. These forward-looking statements are only predictions based on our current expectations and projections about future events. There are important factors that could cause our actual results, level of activity, performance or achievements to differ materially from the results, level of activity, performance or achievements expressed or implied by the forward-looking statements. These factors include, but are not limited to, those discussed in our Annual Report on Form 10-K under Item 1A “Risk Factors,” and also discussed from time to time in our Quarterly Reports on Form 10-Q and Current Reports on Form 8-K, including the following: (a) adverse general economic conditions or adverse conditions in global or regional financial markets, (b) a decline in our revenues, for example due to a decline in overall mergers and acquisitions (“M&A”) activity: our share of the M&A market or our assets under management (“AUM”), (c) losses caused by financial or other problems experienced by third parties, (d) losses due to unidentified or unanticipated risks, (e) a lack of liquidity, i.e., ready access to funds, for use in our businesses, (f) competitive pressure on our businesses and on our ability to retain and attract employees at current compensation levels and (g) changes in relevant tax laws, regulations or treaties or an adverse interpretation of those items.

These risks and uncertainties are not exhaustive. Our SEC reports describe additional factors that could adversely affect our business and financial performance. Moreover, we operate in a very competitive and rapidly changing environment. New risks and uncertainties emerge from time to time, and it is not possible for our management to predict all risks and uncertainties, nor can management assess the impact of all factors on our business or the extent to which any factor, or combination of factors, may cause actual results to differ materially from those contained in any forward-looking statements.

As a result, there can be no assurance that the forward-looking statements included in this presentation will prove to be accurate or correct. Although we believe the statements reflected in the forward-looking statements are reasonable, we cannot guarantee future results, level of activity, performance, achievements or events. Moreover, neither we nor any other person assumes responsibility for the accuracy or completeness of any of these forward-looking statements. You should not rely upon forward-looking statements as predictions of future events. We are under no duty to update any of these forward-looking statements after the date of this presentation to conform our prior statements to actual results or revised expectations and we do not intend to do so.

Non-GAAP Financial Information

This presentation uses non-GAAP measures for (a) adjusted net revenue, (b) adjusted compensation and benefits expense, (c) adjusted non-compensation expenses, (d) adjusted operating income (loss), (e) adjusted operating margin, (f) adjusted net income, (g) adjusted diluted net income per share and (h) adjusted diluted weighted average shares outstanding. Such non-GAAP measures are not meant to be considered in isolation or as a substitute for the corresponding U.S. GAAP measures and should be read only in conjunction with our consolidated financial statements prepared in accordance with U.S. GAAP. We believe that certain non-GAAP measures provide a meaningful and useful basis for assessing our operating results and comparisons between present, historical and future periods. See the attached appendices and related notes for a detailed explanation of applicable adjustments to corresponding U.S. GAAP measures.

Unless otherwise indicated, all information in this presentation relates to Lazard, Inc. and its direct and indirect subsidiaries on a consolidated basis as of December 31, 2024.

Investment Thesis

Lazard is the preeminent, independent financial advisory and asset management firm focused on driving the next phase of growth.



1 Investment Highlights

Global perspective paired with local presence and expertise

Outstanding talent dedicated to innovative solutions

Deep client relationships

Differentiated ideas with unique market and industry insights

Premier brand

2 Balanced Business

One Lazard serving our clients

Asset Management
Fundamental institutional investor across developed and emerging economies

Financial Advisory
Independent advisory for public, private, sovereign and capital markets

3 Financial Strategy

Lazard 2030 positions firm for growth

Resilient business scaled for performance across cycles

Disciplined cost structure

Highly cash generative businesses

Commitment to drive value for shareholders





Investment Highlights

Our Business

Lazard has a simple and powerful model, focused on two complementary intellectual capital businesses.

Asset Management

\$226b

AUM 4Q24

62%

AUM in non-USD securities

32%

investment professionals

16

years average MD tenure



Premier Brand &
Established
Global Leadership

Financial Advisory

~200

Managing Directors (MD)

344

FY24 clients with fees >\$1M

12

years average MD tenure

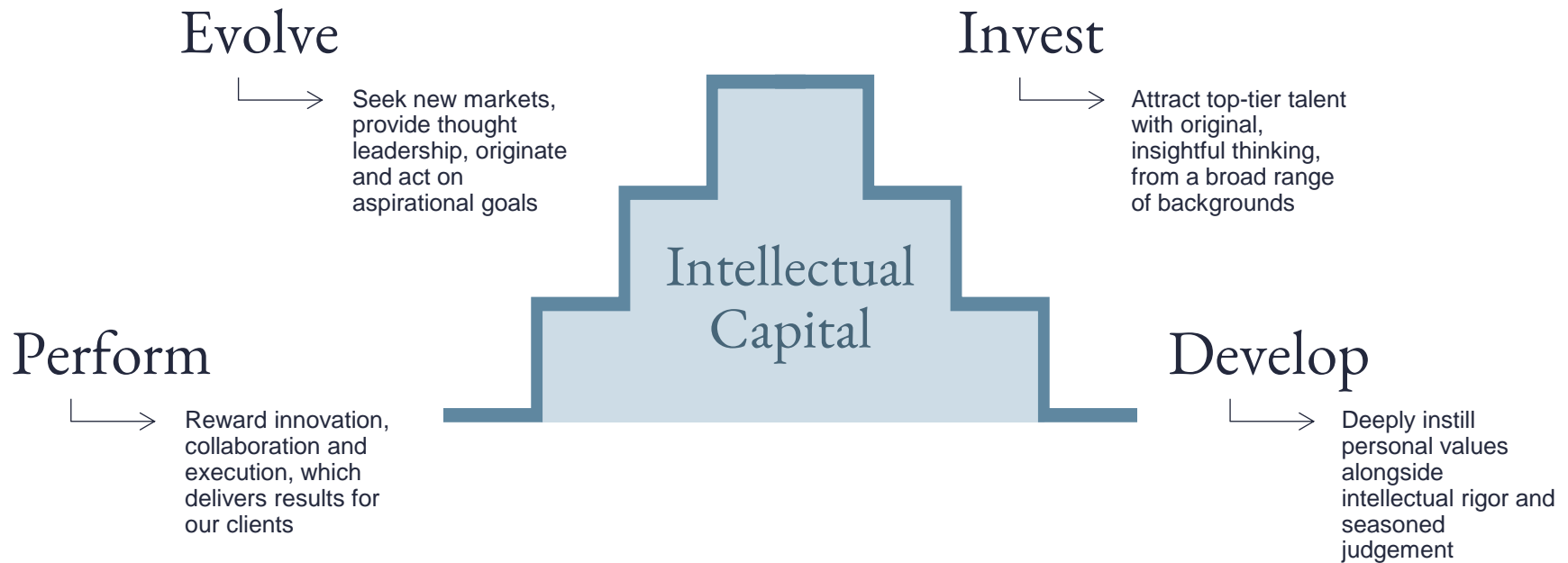
~55%

MDs internal promotions

Equity | Fixed Income | Liquid Alternatives | Multi-Asset | Private Equity | Real Assets | Mergers & Acquisitions | Strategic Advisory | Capital Markets Advisory |
 Asia Pacific | Emerging Markets | Europe | Global | International | U.S. | Private Capital Advisory | Private Equity Fundraising | Continuation and Secondary Funds |
 Customized | Fundamental | Quantitative | Sustainable | Thematic | Restructuring & Liability Management | Sovereign Advisory | Capital Solutions |
 Collective Trusts | Mutual Funds | Private Funds | Separately Managed | Sub-Advised | UCITS | LazardNext | Geopolitical Advisory | Shareholder Advisory | Venture & Growth Banking |

Our Culture

Lazard’s reputation for excellence, integrity, and delivering innovative results is driven by our commercial and collegial culture, comprised of talented colleagues working together to provide exceptional advice and investment solutions for clients.



BARRON'S

"Lazard's top-tier brand allows it to punch above its weight class"

BREAKINGVIEWS

"Showing bigger Wall Street rivals the power of simplicity"

The Economist

"Success built on its bankers' discretion and its long-term relationships with clients"

EUROMONEY

"Lazard can tackle the most seemingly insurmountable crises"

THE TIMES of LONDON

"One of the most influential financial institutions in the world"

Our Technology

We leverage technology and innovative data intelligence to drive scale, efficiencies, and deliver proprietary insights for our clients.

AI Strategy to Enhance Operational Performance

Accelerating our growth by investing in a “smart” enterprise that operates digitally with depth, speed and precision



Collaboration



Optimizing workflow connectivity

- Real-time engagement through productivity platforms: DealCloud, SharePoint, Salesforce, Teams



Global information ecosystem

- Big data platforms
- Lazard IQ knowledge center
- AI Hub & training



Business resiliency

- Critical function capabilities
- Global mobility
- Secure remote-access

Infrastructure & Analytics



Dynamic processing analytics

- Cloud native computing & data platforms
- Portfolio evaluation & trading execution
- AI, data science and machine learning



Cybersecurity

- 24/7 monitoring and testing
- Employee training
- Third-party risk management



Enterprise finance / risk

- Centralized global platform
- Compliance and risk management

Customer-centric Solutions



GenAI / Large Language Models

- Enhance deep sector insights
- Accelerate scenario analysis
- Simplify language barriers and data analytics



Data privacy

- Multi-factor authentication
- Secure and single-source



Digitization and personalization

- 360 portfolio view
- Specialized solutions
- Process engineering and automation

Our Value Proposition

Our complementary businesses and intellectual capital result in a global platform built over centuries that provides unparalleled service as a trusted advisor to institutions and individuals.



Established in the world's developed and emerging markets

↳ with a view to macroeconomic cycles, markets and industry evolution



Seasoned expertise and innovative insights

↳ attract clients across the spectrum of industries and geographies



Complementary businesses

↳ provide access to deep markets with independent demand dynamics

Significant scale provides strong financial performance across business cycles



Investment in talent and growth strategies,

↳ along with demonstrated cost discipline, to deliver long-term value creation



Technology-driven

↳ agile and adaptive resources, investments in infrastructure and innovative applications



Strong capital structure and cash flow generation

↳ enable annual capital returns through dividends and share repurchases

Lazard 2030 Strategy

Strategic goals and actions in place to drive long-term growth and profitability

+100%

Revenue

↳ Our goal is for revenue to double by 2030.

10-15%

Returns

↳ Our goal is for our total shareholder return (TSR) to average 10 to 15 percent per year through 2030.

+++

Relevance

↳ Our goal is for our relevance to grow stronger by 2030, to further drive substantial, positive impact on outcomes for our clients.

Setting goals, assessing market opportunities and identifying building blocks

Organization and Structure

- ↳ Recalibrating the team for growth, productivity drivers, and disciplined investment
- Aligning teams across geographies and creating a leaner operating model with enhanced accountability
- Adjusting compensation to align with commercial and collegial behavior, and driving shareholder value

Market Opportunities

- ↳ Financial Advisory Sectors, including Technology, Industrial, Healthcare, Energy
- Financial Advisory Specialized Expertise: geopolitical advisory, restructuring, private and public capital solutions
- Asset Management Strategies: investment performance, product solutions, global distribution, alternative strategies

Building Blocks

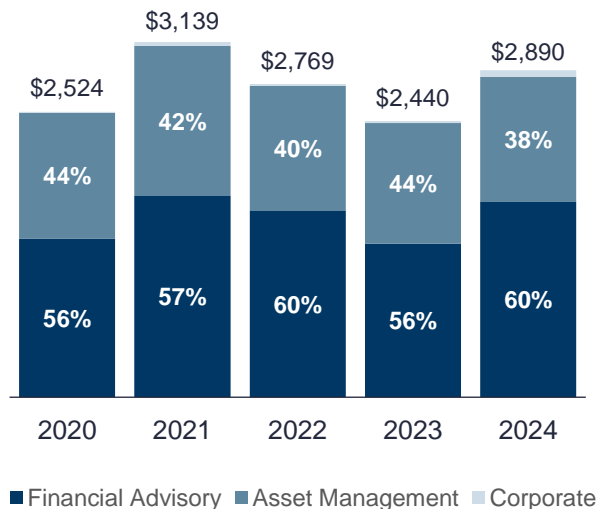
- ↳ Targeting FA increase in annual revenue per MD to \$8.5 million in 2025 and \$10 million in 2028
- Targeting FA net growth of 10-15 MDs each year through lateral hires and internal promotions
- Targeting AM ~30% of revenues from alternative/private investments and/or wealth management

Annual Performance

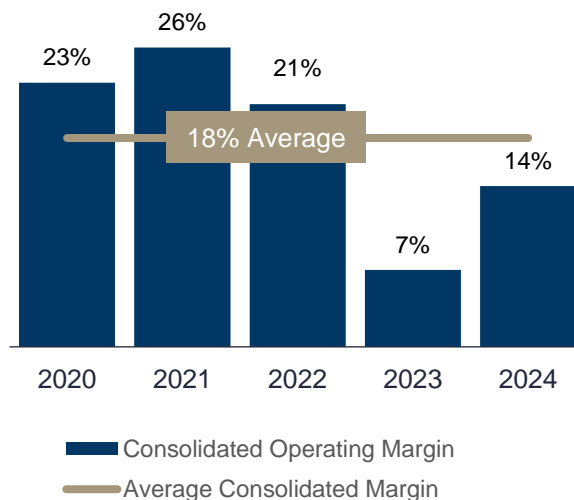
Lazard's 2030 Strategy is designed to drive revenue growth and higher operating margins

(\$ in millions)

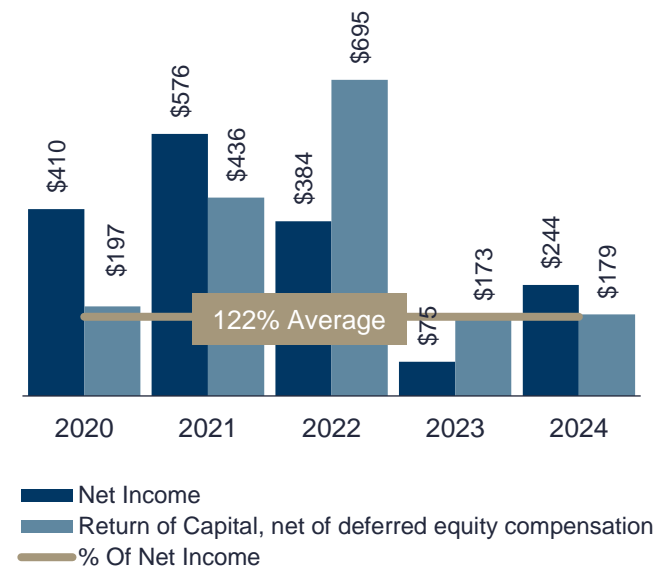
Total Net Revenue Growth



Operating Margin



Return of Capital



Our global platform provides resiliency, growth and profitability

Balanced contribution from Asset Management and Financial Advisory

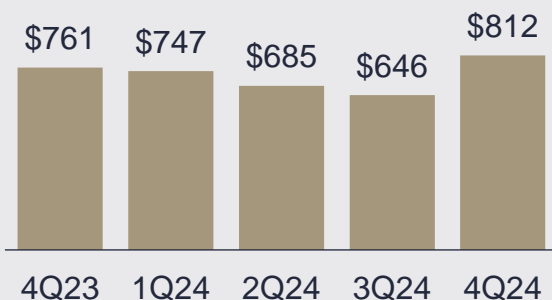
Focused on cost discipline alongside continued investment in growth over the cycle

Demonstrated consistent, opportunistic return of capital

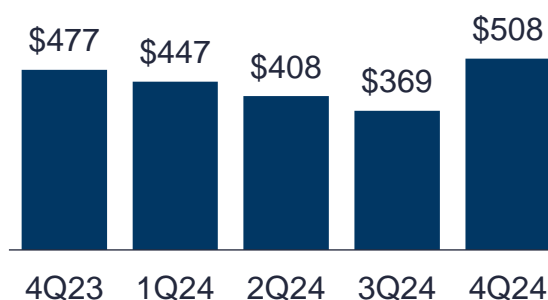
Quarterly Performance

Our complementary businesses delivered resilient performance

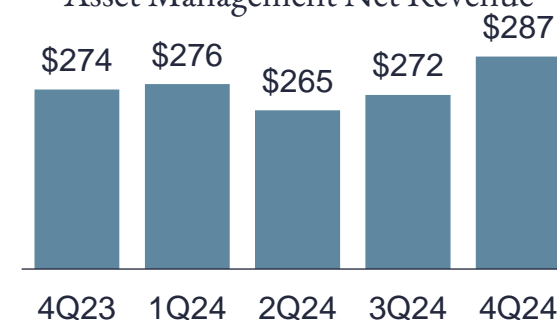
Total Net Revenue



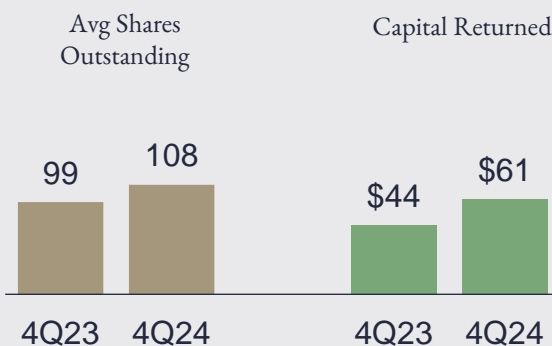
Financial Advisory Net Revenue



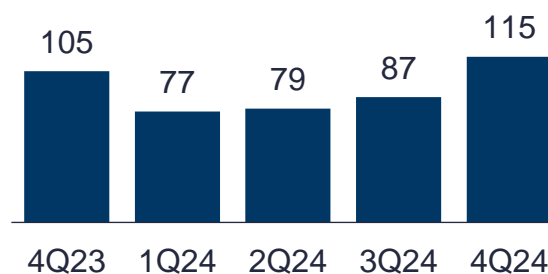
Asset Management Net Revenue



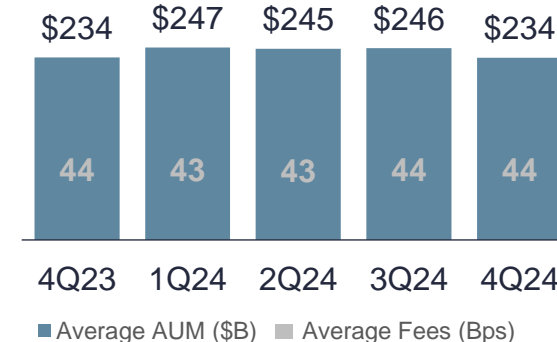
Return of Capital



Financial Advisory Clients with Fees >\$1M



Average Assets Under Management & Fees





Balanced Business

Asset Management at a Glance

Premier active manager with significant diversification of investment strategies and global market reach

\$226b

Assets under management
4Q24

62%

AUM in non-USD securities
4Q24

>40

Investment strategies
>\$1b in AUM

82%

Institutional clients
4Q24

\$1.1b

Net revenue
FY24

100%

Active management

1,200+

Employees
FY24

20

Countries of operation
FY24

>90%

Revenues from management fees and other

44 bps

Average management fee
4Q24

~400

Investment professionals
FY24

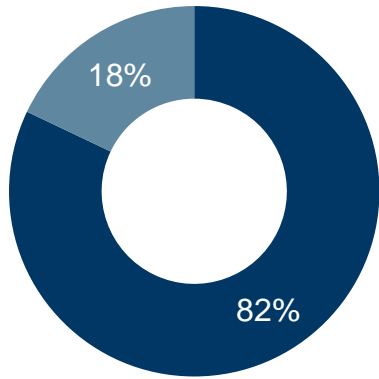
56

Countries of client domicile
FY24

Diversified Assets Under Management

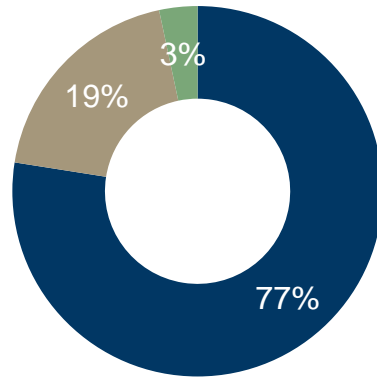
Significant diversification, scale and performance through the cycle

By Client Type



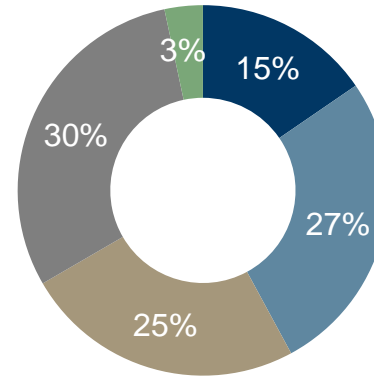
- Institutional
- Other

By Asset Class



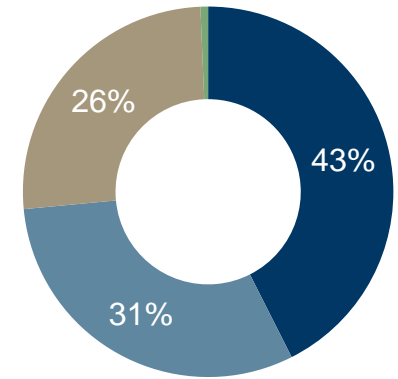
- Equity
- Fixed Income
- Alternative, PE & Other

By Investment Strategy



- Emerging Markets
- Global
- Local
- Multi-regional
- Alternative, PE & Other

By Vehicle



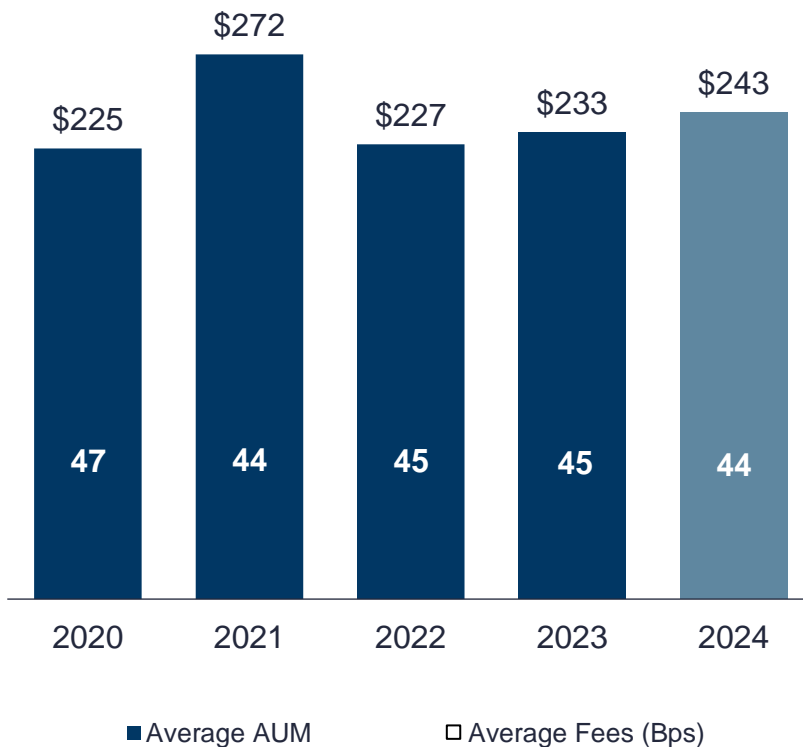
- Separately Managed
- Funds
- Sub-advised Funds
- Private Equity

Asset Management Performance

AUM provides resilient revenue generation and profitability

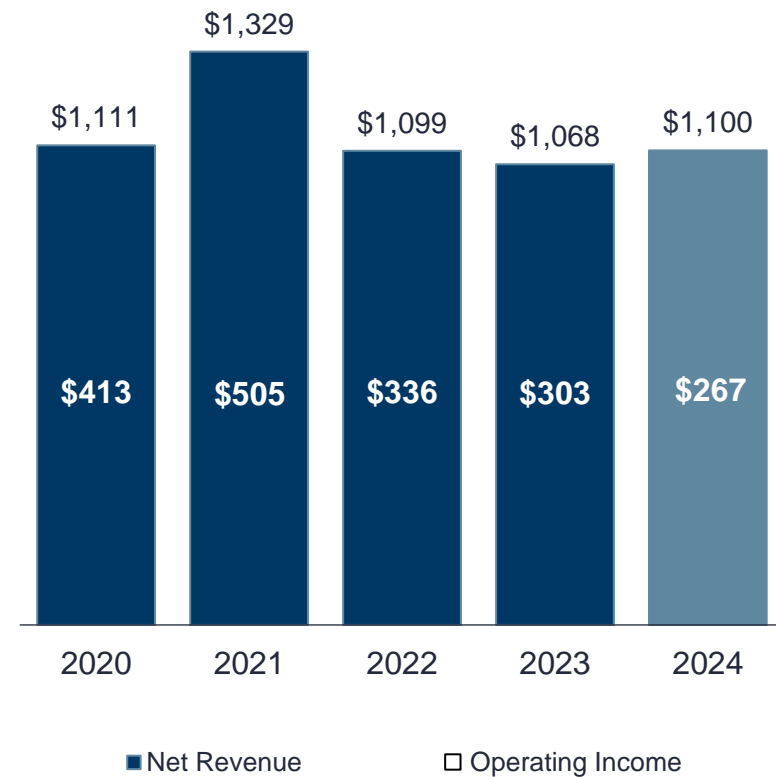
Average Assets Under Management

(\$B)



Net Revenue and Operating Income

(\$M)



Lazard Asset Management

A differentiated framework with a demonstrated ability to scale organically



Active

Investment-driven, fundamental research with global insights and deep sector knowledge



Experienced

Significant growth track record in diversified strategies with style-driven performance proven over decades



Tailored

High-quality, customizable investment solutions with multi-asset capabilities



Sustainable

Integrated assessment of ESG and corporate engagement



Responsible

Disciplined investment process with risk-adjusted return focus

Growth Platform Built on Established Investment Priorities

Delivering Innovative Investment Solutions

Demonstrated ability to innovate and scale new strategies organically and through team additions to the platform

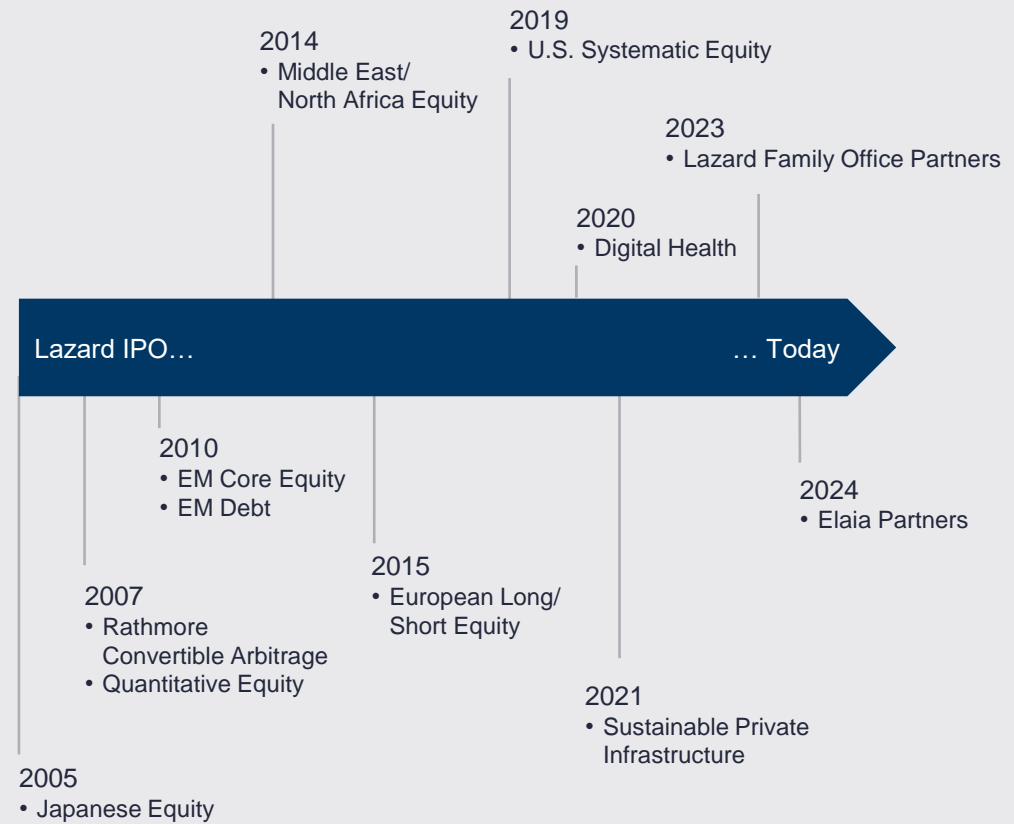
Large, Organically Scaled Platforms

↳ demonstrated ability to seed portfolios and scale AUM

Asset Class	Platform	AUM (\$B)	
		Platform	Total
Equity	International	\$44	\$175
	U.S.	42	
	Global	27	
	Quantitative	19	
	Emerging Markets	21	
	Other	23	
Fixed Income	European	\$21	\$43
	Global	10	
	Emerging Markets	7	
	U.S.	6	
Alternatives	Convertible Arbitrage	\$3	\$8
	Private Equity	2	
	Private Wealth Alternative Investments	3	

Team Additions and Strategic Partnerships

↳ an integral part of our successful strategy



Asset Management Long-term Value Proposition

Significant opportunity to drive performance and leverage scale

- Integrated institutional investment platform
- Robust platform supports expanded investment and distribution capabilities
- Regional presence optimizes local insight with global perspective
- Fundamental and data-driven investment decisions
- Customized solutions to meet investor objectives, providing flexibility to evolve with market environment
- Global distribution offers superior service and ability to grow diverse client base
- Proprietary investment technology, including wireframe solutions and Dragonfly
- Macroeconomic backdrop supportive of active investing
- Ability to onboard new teams and inorganic investments



Financial Advisory at a Glance

Sophisticated, local financial expertise, paired with global execution capabilities

\$1.7b

Net revenue
FY24

344

Clients with
fees >\$1M
FY24

194

Managing
Directors
FY24

60%

Revenues
generated
from Americas

80

M&A completions
>\$500M value
FY24

1,550+

Employees
FY24

40%

Revenues
generated
from EMEA
and Asia-Pacific

19%

New clients with
fees >\$2M
FY24

68

Nationalities
FY24

Lazard Insights

Link to
public
report



Top Geopolitical Trends in 2025



Review of Shareholder Activism



Secondaries Market Report



Levelized Cost of Energy+



Global Biopharma Leaders Study



Healthcare Services Leaders Study



Financial Advisory Revenue

Independent, innovative insights to support clients' strategic initiatives

Strategic and M&A Advisory

- Public / private valuation
- Industry specialization
- Mega, large, mid, small capitalization
- Cross-border transactions
- Board advisory / special committee

Restructuring & Liability Management Advisory

- Chapter 11 advisory
- Out-of-court restructurings
- Recapitalization
- Asset divestitures
- Liability / liquidity management



Capital Markets Advisory

- Public capital raising advisory – debt and equity
- Private capital advisory and placement
- Structured products
- Activism defense
- Shareholder advisory
- Capital solutions

Geopolitical Advisory

- Macro-level insights, monitoring and risk assessments
- Scenario forecasting and strategic planning

Sovereign Advisory

- Capital adequacy
- Bond and structural negotiation

Organic growth through industry depth, product expertise
and market innovations

Global Insights, Local Presence

Seasoned, independent financial advisory expertise paired with deep industry knowledge

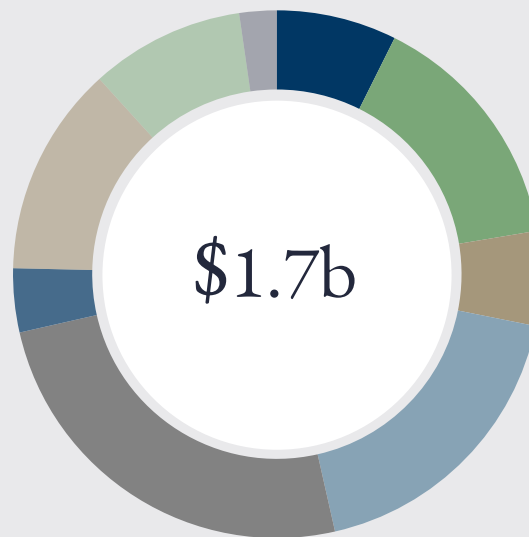
Strategic Advisory Catalysts

- Energy transition
- Technology disruption
- Global market / local supply
- Infrastructure investment
- Biopharmaceutical evolution

Market Expansion

- \$1-\$10b transaction values span public / private market activity
- Financial sponsor fundraising / secondary market
- Venture & Growth / LazardNext

FY24 Net Revenue by Industry Sectors



Geographic Opportunity

- U.S. largest, most active
- Europe above-trend growth
- Cross-border, sovereign expertise
- Growth: U.S., U.K., Continental Europe, Middle East

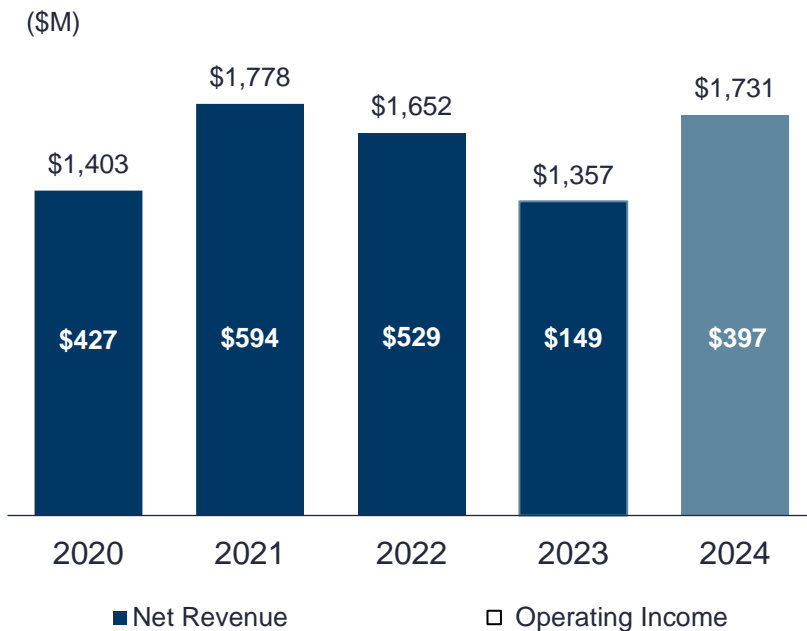
Lazard Differentiation

- Geopolitical Advisory
- Healthcare Leaders Summit
- Levelized Cost of Energy, Storage and Hydrogen
- Sponsor Secondary Market Survey

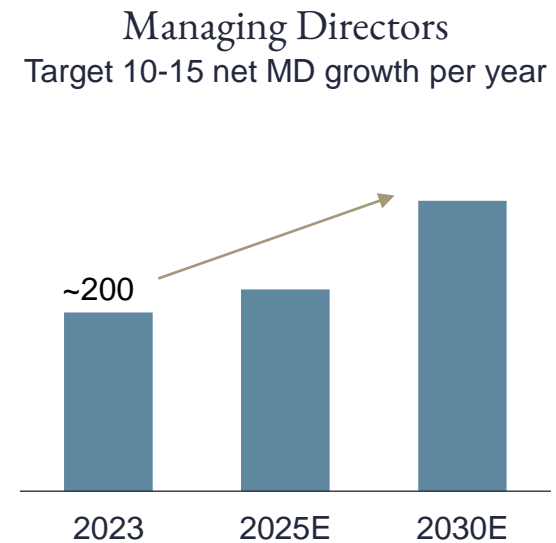
Financial Advisory Performance

Significant investment in talent to drive growth and increase productivity

Net Revenue and Operating Income



Expanding Our Market Breadth with Innovative Transactions and Seasoned Expertise



Mars / Kellanova
\$35.9 billion

Transaction to add diversified products to Mars' snacking portfolio to meet evolving consumer demand

Enviva
\$2.9 billion

Enviva completes financial restructuring, reducing debt by ~\$1.0 billion

Ancor / Berry Global
\$15.0 billion

Combination to create a global leader in consumer, healthcare packaging solutions

Constellation / Calpine
\$26.6 billion

Proposed acquisition to create America's largest clean power generation provider

Vivendi
€9.5 billion

Spin-off of Canal+, Havas and Louis Hachette Group allows independent entities to pursue growth objectives

Selected Strategic Advisory Trends

Technology disruption

Seismic shifts in underpinning technologies

Disruption accelerating M&A and capital raising activity



Artificial Intelligence

- Race to create, and capture, the market for advanced AI applications and its compute-intensive supporting infrastructure



Cloud Computing

- Continued migration of computing workloads to shared compute infrastructure and growth in “as a Service” applications



Technology Decoupling

- Government policies to encourage and fund domestic manufacturing of key enabling tech like semiconductors and critical components



Private Capital

- Massive war chest of private capital chasing enterprise software, IT services and data services



Wireless Connectivity & Edge Compute

- Low cost, high bandwidth connectivity allowing proliferation of intelligent devices to support new applications and forms of computing



Deep Tech

- Meaningful advancements in robotics, autonomous systems, special computing and quantum computing with potential to transform multiple traditional industries

Energy transition

Investment in technologies to decarbonize

Secular trends impacting every aspect of the economy



Solar and Wind Energy

- Proliferation of renewables implementation and transactions



Short- and Long-Duration Storage

- Driven by reliability, grid stabilization, cheaper battery costs and government incentives



Energy Transition Fuels

- Hydrogen and biofuels will play a significant role in transportation, aviation and broader industry applications



Sustainable Building Materials

- Energy efficiency improvements from retrofitting and usage of greener steel, cement and mass timber



Software

- Heightened role in optimizing operations of power grids, buttressing energy efficiency and determining decarbonization pathways



New Technology

- Increased financing for ventures in Carbon Capture and Storage (CCS), Advanced Small Modular Reactors (SMRs), carbon offsets and nuclear fusion, among others

Healthcare evolution

Advances across the sector

Innovation, access to capital and navigating regulation



Revolutionary Advances in Biology

- Innovation has driven unprecedented rate of company formation



Large Pharma Growth Challenges

- Patent expiries heighten focus on building domain leadership and sustainable revenue



Shift to Value-based Care

- Emphasis on delivering measurable patient value and associated infrastructure requirements



Disruption from New Entrants

- Emerging innovators and expansion of big tech and big-box retail into healthcare space



Impact of Legislation

- Pressure on drug pricing and reimbursement adds to growth challenges



Non-cyclical Industry

- Demand and growth within healthcare less impacted by broader recession concerns

Private Capital Advisory

Innovation is increasingly being funded by the private markets which have developed significantly in scale and industry expertise ...

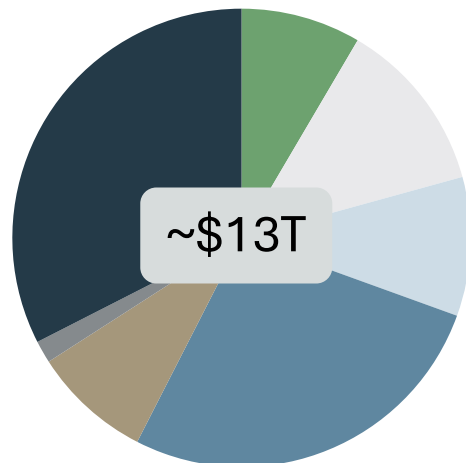
Financial Sponsors source capital from a variety of investors with differing risk profiles to invest in portfolio companies across all stages of growth



... creating opportunity for capital raising advisory that harnesses knowledge of developing investment stages and investor universe

Private Capital AUM
Spectrum of Private Market Investment Strategies

- Growth Equity
- Credit
- Real Estate
- Venture Capital
- Infrastructure
- Real Assets
- Buyout



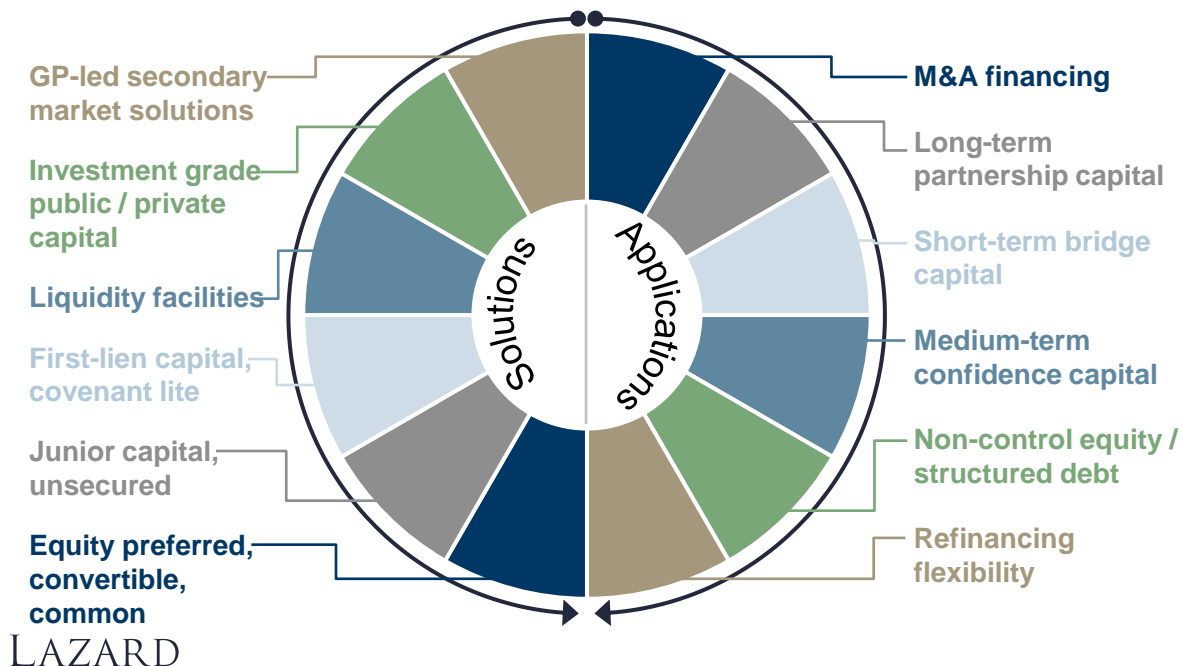
We have continued to deliver strong outcomes for clients through 2024, with ~\$54.5 billion¹ in total primary fundraising and secondaries transaction volume.

<div style="background-color: #e0e0e0; padding: 5px; margin-bottom: 10px;">Single-Asset Continuation Fund</div> <div style="font-size: 2em; font-weight: bold; color: #0056b3;">CVC</div> <div style="background-color: #e0e0e0; padding: 5px; margin-bottom: 10px;">Primary Fundraise \$4.3 Billion</div> <div style="font-size: 1.2em; font-weight: bold; color: #0056b3;">KOHLBERG & COMPANY</div>	<div style="background-color: #e0e0e0; padding: 5px; margin-bottom: 10px;">Single-Asset Continuation Fund</div> <div style="font-size: 1.5em; font-weight: bold; color: #800000;">TOWERBROOK</div> <div style="background-color: #e0e0e0; padding: 5px; margin-bottom: 10px;">Primary Fundraise \$675 Million</div> <div style="font-size: 1.2em; font-weight: bold; color: #0056b3;">GODSPEED CAPITAL</div>
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Global Capital Solutions

- Rapid convergence of public and private capital markets allows Lazard to provide unbiased advice across all financing options
- Scale and flexibility of the private capital markets facilitate creative financing solutions across capital structure risk spectrum
- Lazard is creating bespoke financing solutions for our clients from across our platform

Capital Markets as a Solution



Key considerations:

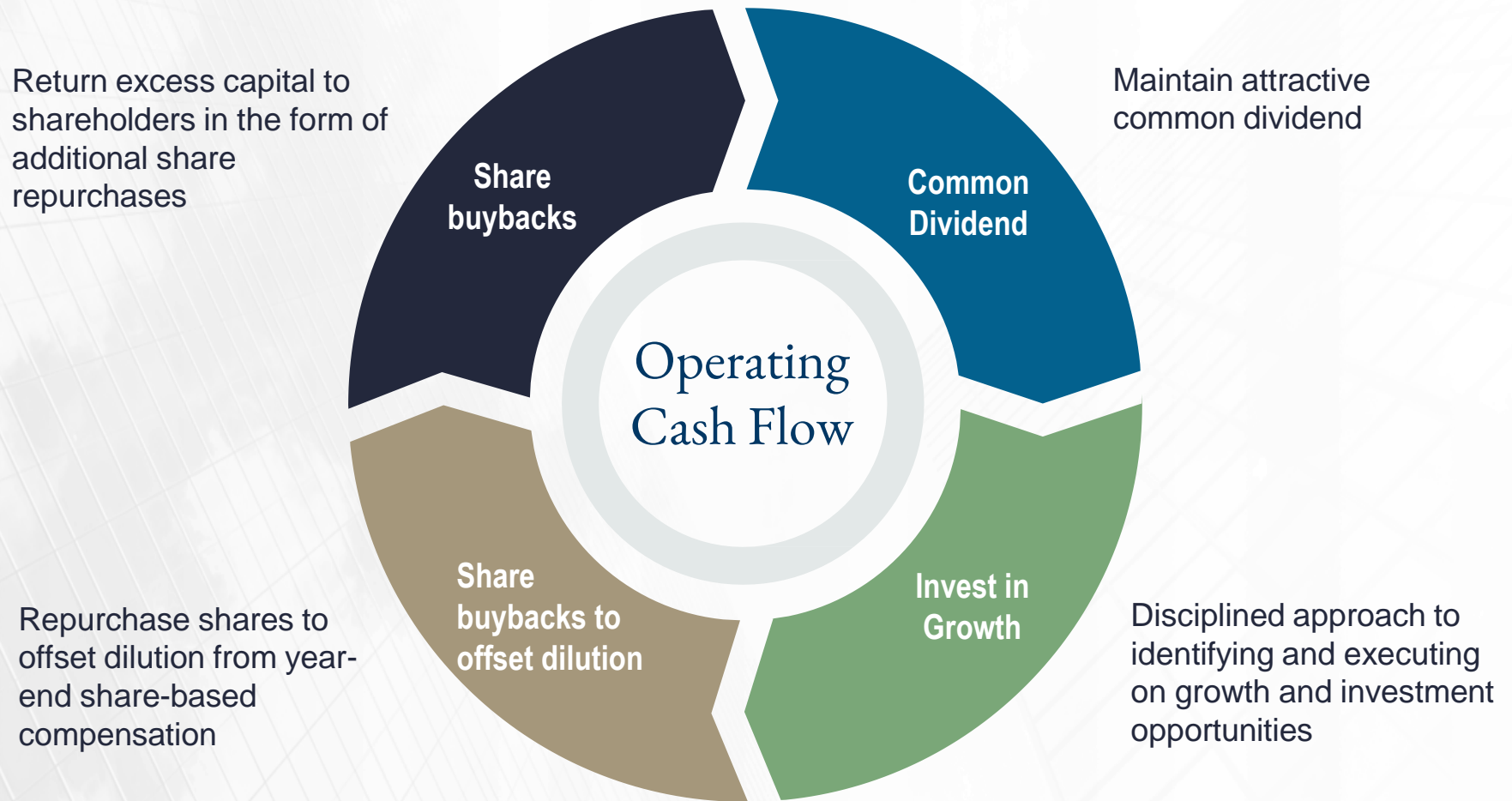
- Differentiated approach to traditional capital markets, engaging private and public markets to improve execution
- Auction process optimizes investors and terms
- Enables outcome-oriented decision-making with a focus on scale, speed and certainty
- Potential for strategic relationship with capital providers
- Cross-capital options, including straight debt, mezzanine, convertible, preferred and equity
- Customization of capital: price, structure, covenants and redemption flexibility



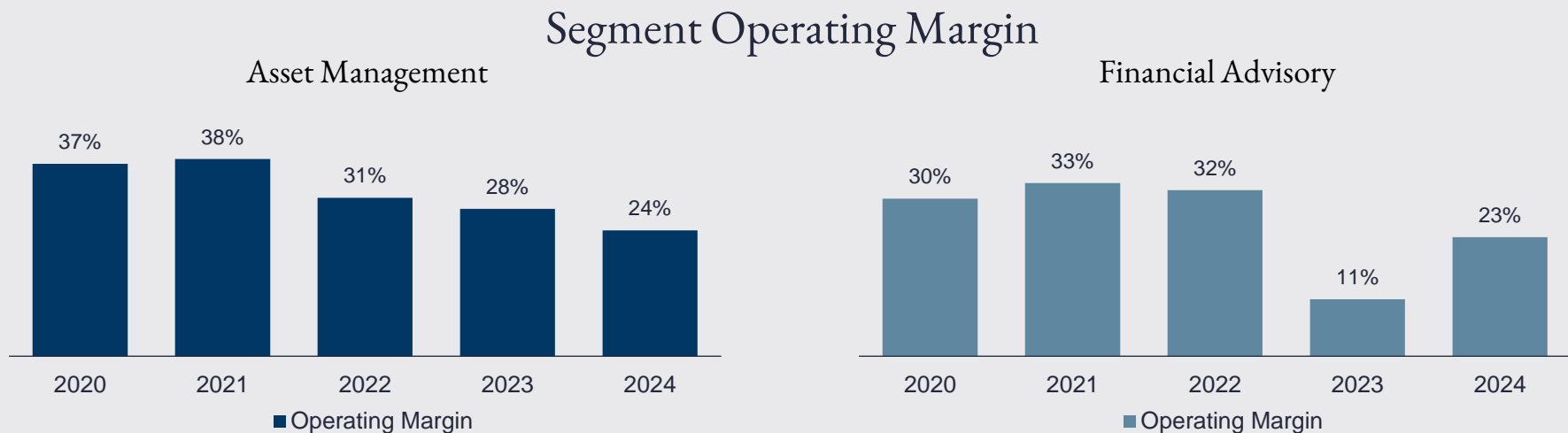
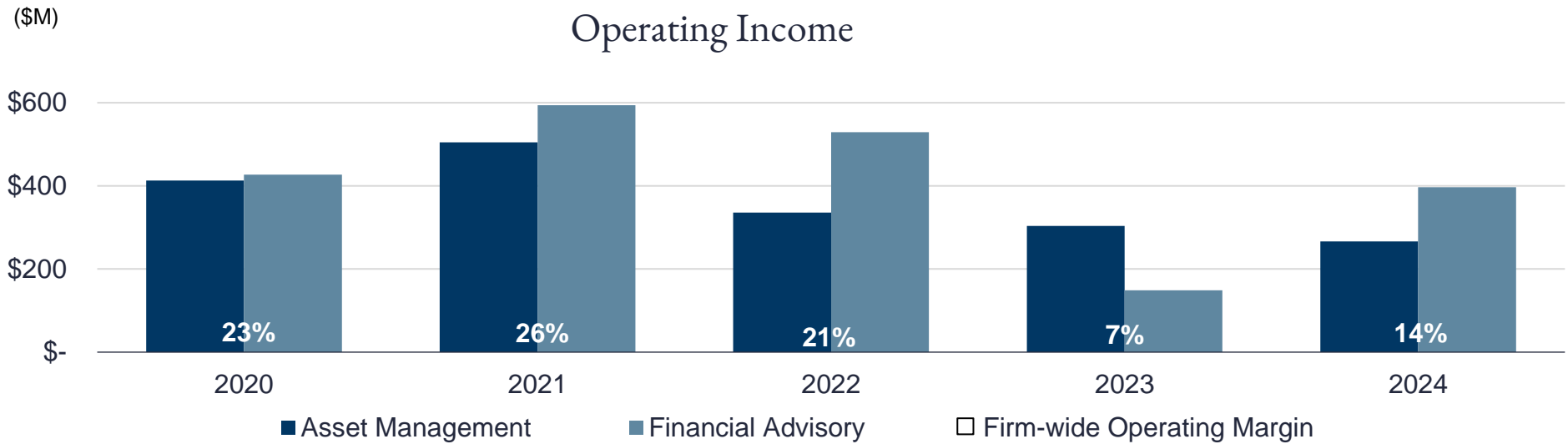
Financial Strategy

Capital Management Strategy

Our commitment to shareholder value creation includes disciplined investment in growth and returning excess capital to shareholders



Balanced Profitability



LAZARD Operating Income and Operating Margin are presented as Adjusted non-GAAP measures. A reconciliation of U.S. GAAP to Adjusted results is available in the Appendix at the end of this presentation.

Commitment to Expense Discipline

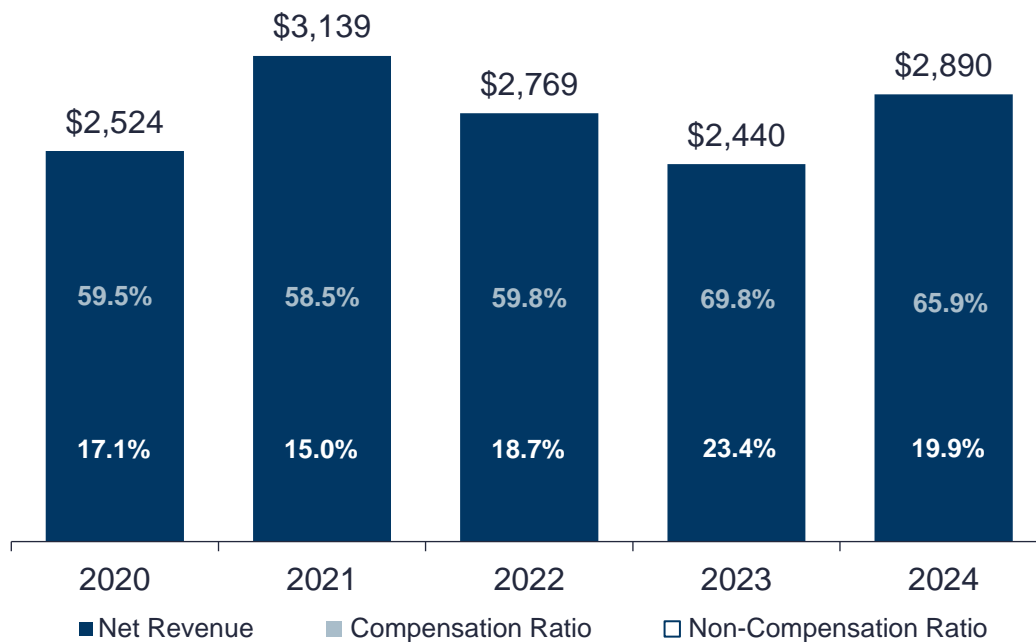
Focus on disciplined compensation and non-compensation expenses while investing in the business

Target Expense Ratios

Compensation Ratio of 60% in 2025, with improvements in subsequent years

Non-Compensation Ratio between 16% to 20%

\$M



Global Talent

Lazard 2030 Strategy is focused on driving enhanced productivity across our business



Strong Balance Sheet and Liquidity

Optimal capital structure with flexibility to navigate varying market environments

Investment Grade Capital Structure

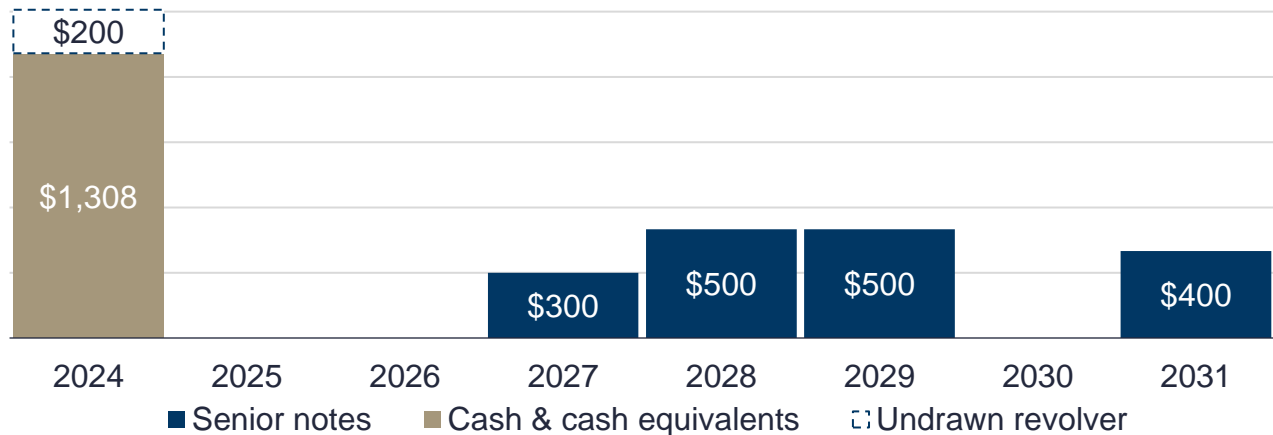
- Senior notes – \$1.7 billion
- No traditional financial covenants
- Weighted average coupon ~4.7%

Strong Liquidity Profile

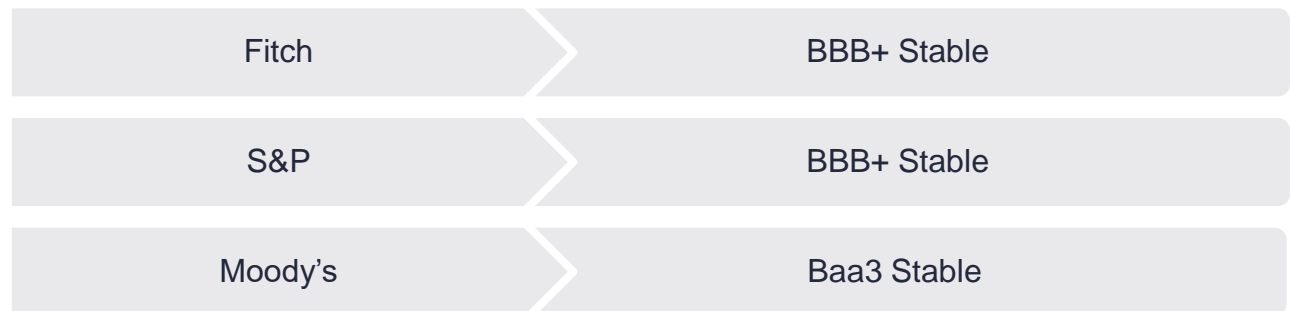
- Current cash and cash equivalents – \$1,308 million
- Undrawn credit facility – \$200 million

Balanced Debt Profile with Long-term Maturities

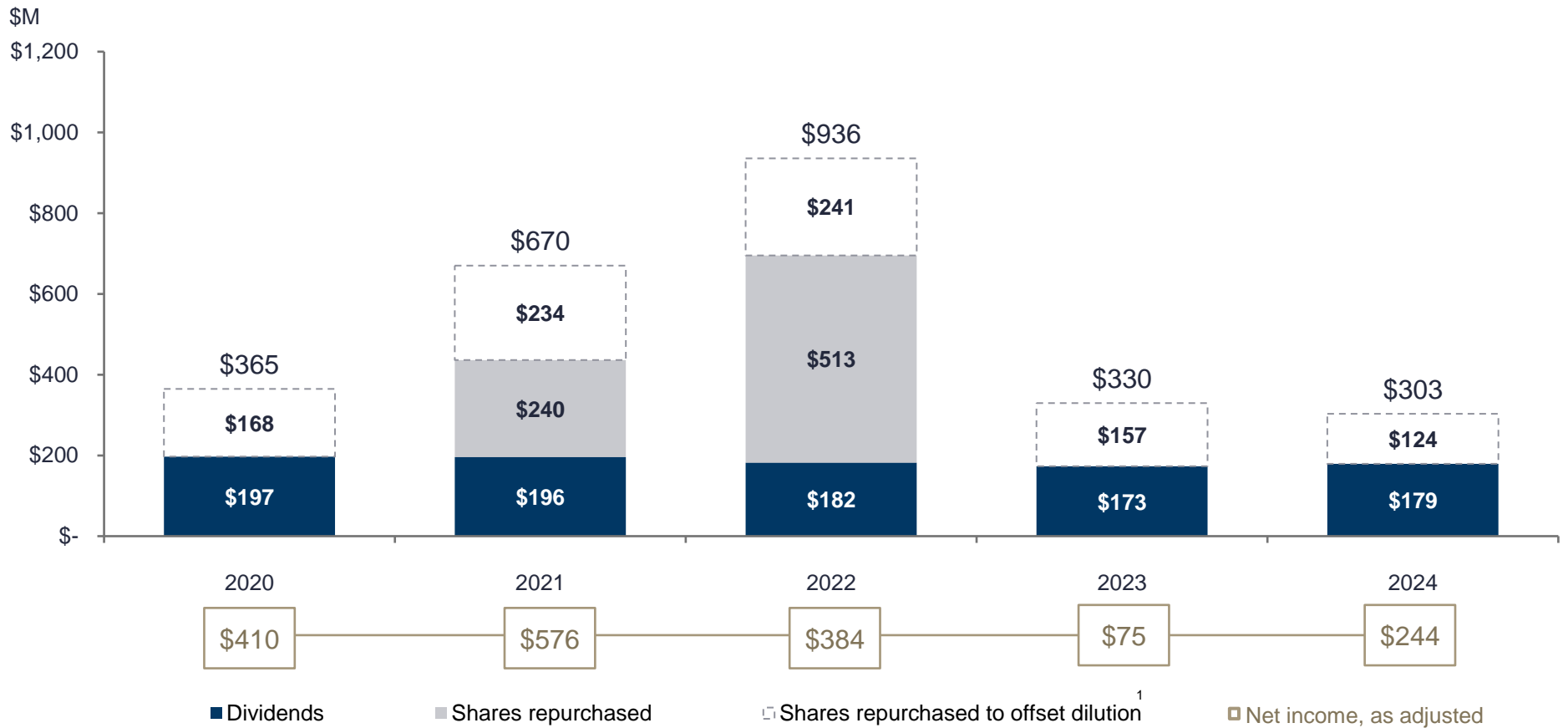
(\$ in millions)



Investment Grade Credit Ratings



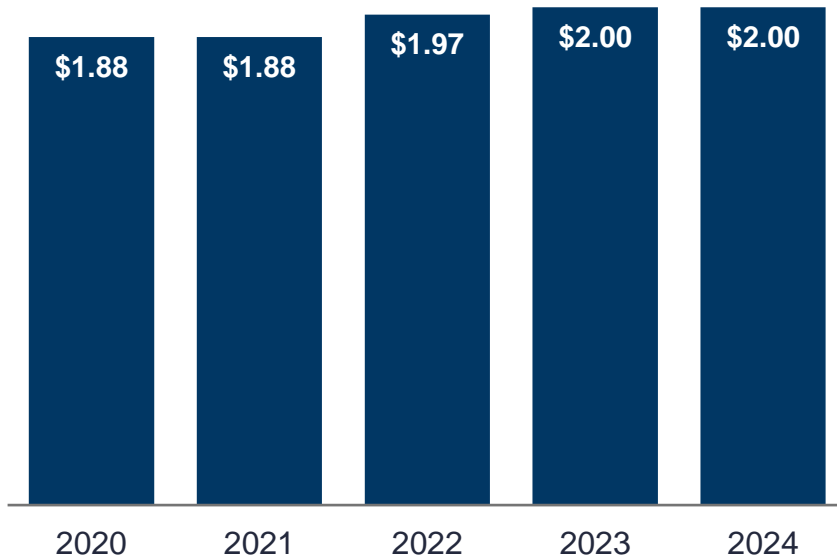
Return of Capital



Dividends and Share Repurchases

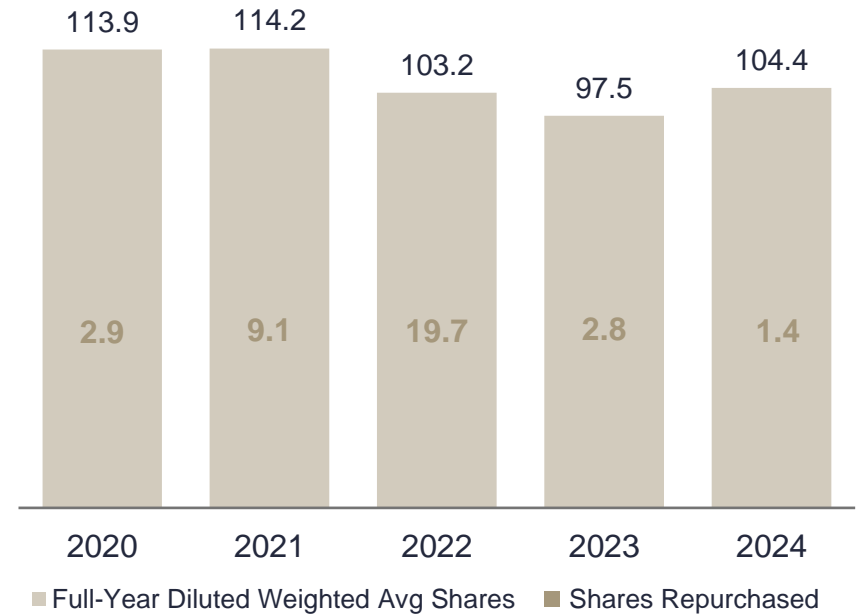
Balancing dividend growth and share repurchase through the cycle

Annual Dividends ¹



Weighted Average Shares Outstanding

(Shares in millions)





ppendix

Corporate Structure

Lazard Converted to a U.S. C-Corporation January 1, 2024

TIMING

- Lazard became a U.S. C-Corporation in 2024
 - Lazard name changed from Lazard Ltd to Lazard, Inc.

TAX REPORTING

- Simplifies shareholder tax reporting, dividends expected to continue to be qualified for U.S. tax purposes
 - Shareholders will receive 1099-DIVs, eliminates filing K-1 and K-3s, beginning in 2024
 - Shareholders of record in 2023 receive a final K-1 in March 2024

VALUE ENHANCING

- Broadens eligible investor universe and enhances trading liquidity
 - Unlocks opportunity for equity value appreciation by removing ownership restrictions
- Non-taxable transaction for Lazard and its shareholders
- Potentially more attractive M&A and compensation currency, and enhanced access to capital

FINANCIAL IMPACT

- Reflects evolution in global tax laws
 - Conversion expected to result in a low single-digit increase to our effective tax rate, subject to a normalized level of earnings



SIMPLIFIES
TAX
REPORTING



BROADENS
OWNERSHIP
ELIGIBILITY



ENHANCES
TRADING
LIQUIDITY



MORE ATTRACTIVE
SHARE-BASED
CURRENCY



STRONG
SHAREHOLDER
GOVERNANCE

Unaudited

U.S. GAAP Selected Financial Information (a)

(\$ in millions)

	Total Firm				
	2020	2021	2022	2023	2024
Net Revenue	\$2,566	\$3,193	\$2,774	\$2,515	\$3,052
<i>% Growth</i>	(1%)	24%	(13%)	(9%)	21%
Compensation and Benefits Expense	1,551	1,896	1,656	1,946	2,003
Non-Compensation Expenses	514	571	601	693	670
Provision (benefit) pursuant to tax receivable agreement obligation ("TRA") ^(b)	(0)	2	(1)	(44)	(8)
Operating Income (Loss)	\$502	\$724	\$517	(\$80)	\$386
<i>% Net Revenue</i>	20%	23%	19%	(3%)	13%
Net Income (Loss)	\$402	\$528	\$358	(\$75)	\$280

Unaudited

U.S. GAAP Net Revenue to Adjusted Reconciliation

(\$ in millions)

	Total Firm				
	2020	2021	2022	2023	2024
Net Revenue - U.S. GAAP Basis	\$2,566	\$3,193	\$2,774	\$2,515	\$3,052
Adjustments:					
Revenue related to noncontrolling interests and similar arrangements ^(c)	(11)	(32)	(49)	(30)	(30)
(Gains) losses related to Lazard Fund Interests ("LFI") and other similar arrangements ^(d)	(41)	(35)	44	(41)	(16)
Distribution fees, reimbursable deal costs, provision for credit losses and other ^(e)	(65)	(85)	(76)	(106)	(91)
Interest expense ^(f)	75	74	77	77	88
Asset impairment charges	-	-	-	19	-
Losses associated with cost-saving initiatives ^(g)	-	-	-	5	1
Gain on sale of property ^(h)	-	-	-	-	(114)
Losses associated with restructuring and closing of certain offices ⁽ⁱ⁾	-	24	-	-	-
Adjusted Net Revenue	\$2,524	\$3,139	\$2,769	\$2,440	\$2,890

Unaudited

U.S. GAAP Compensation to Adjusted Reconciliation

(\$ in millions)

	Total Firm				
	2020	2021	2022	2023	2024
Compensation and Benefits Expense - U.S. GAAP Basis	\$1,551	\$1,896	\$1,656	\$1,946	\$2,003
Adjustments:					
Compensation related to noncontrolling interests and similar arrangements ^(c)	(8)	(9)	(11)	(9)	(20)
(Charges) credits pertaining to LFI and other similar arrangements ⁽ⁱ⁾	(41)	(35)	44	(41)	(16)
Expenses associated with cost-saving initiatives	-	-	-	(182)	(47)
Expenses associated with sale of property ^(k)	-	-	-	-	(17)
Expenses associated with senior management transition ^(l)	-	-	(33)	(11)	-
Expenses associated with restructuring and closing of certain offices ^(m)	-	(15)	-	-	-
Adjusted Compensation and Benefits Expense	\$1,502	\$1,836	\$1,657	\$1,703	\$1,903
Adjusted Net Revenue	\$2,524	\$3,139	\$2,769	\$2,440	\$2,890
Adjusted Compensation Ratio ⁽ⁿ⁾	59.5%	58.5%	59.8%	69.8%	65.9%

Unaudited

U.S. GAAP Non-Compensation to Adjusted Reconciliation

(\$ in millions)

	Total Firm				
	2020	2021	2022	2023	2024
Non-Compensation Expenses - U.S. GAAP Basis	\$514	\$571	\$601	\$693	\$670
Adjustments:					
Non-compensation related to noncontrolling interests and similar arrangements ^(c)	(2)	(8)	(3)	(3)	(3)
Distribution fees, reimbursable deal costs, provision for credit losses and other ^(e)	(65)	(85)	(76)	(106)	(91)
Amortization and other acquisition-related (costs) benefits	(2)	(0)	(0)	(0)	(0)
Expenses associated with cost-saving initiatives	-	-	-	(13)	(2)
Expenses related to office space reorganization ^(o)	(13)	(5)	(4)	-	-
Expenses associated with restructuring and closing of certain offices ^(m)	-	(2)	-	-	-
Adjusted Non-Compensation Expenses	\$432	\$472	\$518	\$572	\$575
Adjusted Net Revenue	\$2,524	\$3,139	\$2,769	\$2,440	\$2,890
Adjusted Non-Compensation Ratio ^(p)	17.1%	15.0%	18.7%	23.4%	19.9%

Unaudited

U.S. GAAP Net Income to Adjusted Reconciliation

(\$ in millions, except per share values)

	Total Firm				
	2020	2021	2022	2023	2024
Net Income (Loss) attributable to Lazard, Inc. - U.S. GAAP Basis	\$402	\$528	\$358	(\$75)	\$280
Adjustments:					
Asset impairment charges	-	-	-	19	-
Losses associated with cost-saving initiatives ^(g)	-	-	-	5	1
Expenses associated with cost-saving initiatives	-	-	-	195	48
Gain on sale of property ^(h)	-	-	-	-	(114)
Expenses associated with sale of property ^(k)	-	-	-	-	17
Expenses associated with senior management transition ^(l)	-	-	33	11	-
Provision (benefit) pursuant to tax receivable agreement obligation ("TRA") ^(b)	(0)	2	(1)	(44)	(8)
Tax effect of adjustments	(4)	1	(9)	(35)	21
Expenses related to office space reorganization ^(o)	13	5	4	-	-
Losses associated with restructuring and closing of certain offices ⁽ⁱ⁾	-	24	-	-	-
Expenses associated with restructuring and closing of certain offices ^(m)	-	16	-	-	-
Adjusted Net Income	\$410	\$576	\$384	\$75	\$244
Diluted Weighted Average Shares Outstanding:					
U.S. GAAP Basis	113,483	113,675	100,998	88,994	102,392
Adjusted Basis	113,904	114,248	103,193	97,450	104,398
Diluted Net Income (Loss) per share:					
U.S. GAAP Basis	\$3.54	\$4.63	\$3.51	(\$0.90)	\$2.68
Adjusted Basis	\$3.60	\$5.04	\$3.73	\$0.77	\$2.34

Unaudited

Non-GAAP Selected Financial Information ^(a)

(\$ in millions, except per share values)

	Total Firm				
	2020	2021	2022	2023	2024
Adjusted Net Revenue	\$2,524	\$3,139	\$2,769	\$2,440	\$2,890
<i>% Growth</i>	(1%)	24%	(12%)	(12%)	18%
Adjusted Compensation and Benefits Expense	1,502	1,836	1,657	1,703	1,903
<i>Adjusted Compensation Ratio ⁽ⁿ⁾</i>	60%	59%	60%	70%	66%
Adjusted Non-Compensation Expenses	432	472	518	572	575
<i>Adjusted Non-Compensation Ratio ^(p)</i>	17%	15%	19%	23%	20%
Adjusted Operating Income	\$590	\$831	\$594	\$166	\$411
<i>Adjusted Operating Margin ^(q)</i>	23%	26%	21%	7%	14%
Adjusted Net Income	\$410	\$576	\$384	\$75	\$244
Adjusted Diluted Net Income per share	\$3.60	\$5.04	\$3.73	\$0.77	\$2.34

Unaudited

Non-GAAP Supplemental Segment Information

(\$ in millions)

	Financial Advisory ¹					Asset Management ¹					Corporate ²				
	2020	2021	2022	2023	2024	2020	2021	2022	2023	2024	2020	2021	2022	2023	2024
Adjusted Net Revenue	\$1,403	\$1,778	\$1,652	\$1,357	\$1,731	\$1,111	\$1,329	\$1,099	\$1,068	\$1,100	\$2,524	\$3,139	\$2,769	\$2,440	\$2,890
<i>% Growth</i>	3%	27%	(7%)	(18%)	28%	(4%)	20%	(17%)	(3%)	3%	(1%)	24%	(12%)	(12%)	18%
Adjusted Compensation and Benefits Expense	832	1,024	939	1,014	1,132	524	628	558	545	603	146	184	160	143	168
<i>Adjusted Compensation Ratio ⁽ⁿ⁾</i>	59%	58%	57%	75%	65%	47%	47%	51%	51%	55%	6%	6%	6%	6%	6%
Adjusted Non-Compensation Expenses	144	160	184	194	202	175	195	205	219	230	113	117	129	159	143
<i>Adjusted Non-Compensation Ratio ^(p)</i>	10%	9%	11%	14%	12%	16%	15%	19%	21%	21%	4%	4%	5%	7%	5%
Adjusted Operating Income	\$427	\$594	\$529	\$149	\$397	\$413	\$505	\$336	\$303	\$267	\$590	\$831	\$594	\$166	\$411
<i>Adjusted Operating Margin ^(q)</i>	30%	33%	32%	11%	23%	37%	38%	31%	28%	24%	23%	26%	21%	7%	14%

1. Segment results exclude expenses not directly associated with the businesses. See "U.S. GAAP Operating Income to Adjusted Reconciliation" for additional information regarding overhead allocation on page 43.
2. Corporate segment shows total firm adjusted net revenue and adjusted operating income. Compensation and non-compensation expenses are shown only for the Corporate segment but are consolidated with Financial Advisory and Asset Management segments in adjusted operating income and adjusted operating margins.

Unaudited

U.S. GAAP Operating Income to Adjusted Reconciliation

(\$ in millions)

	Financial Advisory					Asset Management					Corporate					Total Firm					
	2020	2021	2022	2023	2024	2020	2021	2022	2023	2024	2020	2021	2022	2023	2024	2020	2021	2022	2023	2024	
Net Revenue - U.S. GAAP Basis	\$1,421	\$1,765	\$1,666	\$1,385	\$1,756	\$1,167	\$1,425	\$1,205	\$1,151	\$1,187	(\$22)	\$4	(\$98)	(\$21)	\$109	\$2,566	\$3,193	\$2,774	\$2,515	\$3,052	
Adjustments ¹																					
Revenue related to noncontrolling interests and similar arrangements ^(c)	-	-	-	-	-	(8)	(22)	(44)	(16)	(22)	(3)	(10)	(5)	(14)	(7)	(11)	(32)	(49)	(30)	(30)	
(Gains) losses related to Lazard Fund Interests ("LFI") and other similar arrangements ^(d)	-	-	-	-	-	-	-	-	-	-	(41)	(35)	44	(41)	(16)	(41)	(35)	44	(41)	(16)	
Distribution fees, reimbursable deal costs, provision for credit losses and other ^(e)	(17)	(10)	(14)	(31)	(26)	(48)	(75)	(62)	(68)	(65)	-	-	(0)	(8)	-	(65)	(85)	(76)	(106)	(91)	
Interest expense ^(f)	-	-	0	0	0	-	-	0	0	0	74	74	76	77	88	74	74	77	77	88	
Gain on sale of property ^(h)	-	-	-	-	-	-	-	-	-	-	-	-	-	(114)	-	-	-	-	-	(114)	
Other ^(s)	-	24	-	2	1	-	-	-	-	-	-	-	-	22	-	-	24	-	24	1	
Adjusted Net Revenue	\$1,403	\$1,778	\$1,652	\$1,357	\$1,731	\$1,111	\$1,329	\$1,099	\$1,068	\$1,100	\$9	\$33	\$18	\$15	\$59	\$2,524	\$3,139	\$2,769	\$2,440	\$2,890	
Operating Income (Loss) - U.S. GAAP Basis	\$290	\$408	\$361	(\$105)	\$193	\$306	\$392	\$241	\$140	\$149	(\$94)	(\$76)	(\$86)	(\$115)	\$45	\$502	\$724	\$517	(\$80)	\$386	
Adjustments:																					
Sum of Adjustments - Net Revenue - U.S. GAAP vs. Adjusted GAAP (from above)	(17)	13	(14)	(29)	(25)	(56)	(96)	(106)	(84)	(87)	31	29	115	37	(50)	(42)	(54)	(5)	(76)	(162)	
Operating expenses related to noncontrolling interests and similar arrangements ^(c)	-	-	-	-	-	10	11	13	11	22	0	6	1	1	1	10	17	14	12	23	
Charges (credits) pertaining to LFI and other similar arrangements ^(j)	-	-	-	-	-	-	-	-	-	-	41	35	(44)	41	16	41	35	(44)	41	16	
Distribution fees, reimbursable deal costs, provision for credit losses and other ^(e)	17	10	14	31	26	48	75	62	68	65	-	-	-	8	-	65	85	76	106	91	
Amortization and other acquisition-related costs (benefits)	-	-	-	-	-	-	-	0	0	0	-	-	-	-	-	-	-	0	0	0	
Provision (benefit) pursuant to the tax receivable agreement ("TRA") ^(b)	-	-	-	-	-	-	-	-	-	-	0	2	(1)	(44)	(8)	0	2	(1)	(44)	(8)	
Corporate support group allocations to business segments ⁽ⁱ⁾	137	146	154	151	170	105	123	114	109	106	(241)	(269)	(268)	(260)	(277)	-	-	-	-	-	
Expenses associated with cost-saving initiatives	-	-	-	101	33	-	-	-	58	12	-	-	-	37	4	-	-	-	-	195	48
Other ^(s)	-	16	13	-	-	-	-	12	2	-	13	5	12	9	17	13	21	37	11	17	
Total Adjustments	\$137	\$186	\$167	\$253	\$204	\$107	\$113	\$94	\$163	\$118	(\$156)	(\$192)	(\$185)	(\$171)	(\$298)	\$88	\$107	\$77	\$245	\$24	
Adjusted Operating Income (Loss)	\$427	\$594	\$529	\$149	\$397	\$413	\$505	\$336	\$303	\$267	(\$250)	(\$268)	(\$270)	(\$287)	(\$253)	\$590	\$831	\$594	\$166	\$411	
Adjusted Operating Margin ^(q)	30%	33%	32%	11%	23%	37%	38%	31%	28%	24%	nm	nm	nm	nm	nm	23%	26%	21%	7%	14%	

1. See "U.S. GAAP Net Revenue to Adjusted Reconciliation" on page 37.

Notes to Financial Schedules

- (a) Selected Financial Information are both U.S. GAAP and non-GAAP measures. Lazard believes that presenting results and measures on an adjusted basis in conjunction with U.S. GAAP measures provides a meaningful and useful basis for comparison of its operating results across periods. Beginning in the first quarter of 2024, Lazard has updated the names of certain non-GAAP measures and metrics. The nomenclature change did not result in any change to the components of our non-GAAP measures and metrics compared to prior periods.
 - (b) Represents the effect of the periodic revaluation of the TRA liability.
 - (c) (Revenue) loss and expenses related to the consolidation of noncontrolling interests and similar arrangements are excluded because the Company has no economic interest in such amounts.
 - (d) Represents changes in the fair value of investments held in connection with LFI and other similar deferred compensation arrangements, for which a corresponding equal amount is excluded from compensation and benefits expense.
 - (e) Represents certain distribution, introducer and management fees paid to third parties and reimbursable deal costs, for which an equal amount is excluded from both adjusted net revenue and adjusted non-compensation expenses, respectively, and excludes provision for credit losses, which represents fees and other receivables that are deemed uncollectible.
 - (f) Interest expense, excluding interest expense incurred by Lazard Frères Banque SA ("LFB"), is added back in determining adjusted net revenue because such expense relates to corporate financing activities and is not considered to be a cost directly related to the revenue of our business.
 - (g) Represents losses associated with the closing of certain offices as part of the cost-saving initiatives, including the reclassification of currency translation adjustments to earnings from accumulated other comprehensive loss and transactions related to foreign currency exchange.
 - (h) Represents gain on the sale of an owned office building.
 - (i) Represents losses related to the reclassification of currency translation adjustments to earnings from accumulated other comprehensive loss associated with restructuring and closing of certain of our offices.
 - (j) Represents changes in the fair value of the compensation liability recorded in connection with LFI and other similar deferred compensation arrangements, for which a corresponding equal amount is excluded from adjusted net revenue.
 - (k) Represents estimated statutory profit-sharing expenses associated with the sale of an owned office building.
 - (l) Represents expenses associated with senior management transition reflecting the departure of certain executive officers.
 - (m) Represents expenses associated with restructuring and closing of certain offices.
 - (n) A non-GAAP measure which represents adjusted compensation and benefits expense as a percentage of adjusted net revenue.
 - (o) Represents building depreciation and other costs related to office space reorganization.
 - (p) A non-GAAP measure which represents adjusted non-compensation expenses as a percentage of adjusted net revenue.
 - (q) A non-GAAP measure which represents adjusted operating income (loss) as a percentage of adjusted net revenue.
 - (r) Adjusted operating margins for Financial Advisory and Asset Management reflect a reallocation of expenses from Corporate to the business segments.
 - (s) For details of these adjustments, please see the respective year's Form 10-K.
- nm Not meaningful