

MATT SPENCE JOINS LAZARD AS HEAD OF DEFENSE TECHNOLOGY AND EMERGING TECHNOLOGY

NEW YORK, September 21, 2026 – Lazard, Inc. (NYSE: LAZ) announced today that Matt Spence joined the firm as Head of Defense Technology and Emerging Technology in the Technology Group, based in San Francisco.

Matt will advise defense, security, and other cutting-edge technology companies on M&A transactions as well as financings. He joins Lazard with a blend of government service, venture investing, and banking leadership.

"Few bankers can speak to defense and dual-use technology from multiple angles the way Matt can," said [Mark Dolins](#), Head of the Technology Group at Lazard. "His arrival at the firm strengthens the coverage we can offer across defense and emerging technology and gives our clients a partner who deeply understands the industry."

Most recently, Matt was Managing Director and Global Head of Venture Capital Banking at Barclays, where he built and led the firm's defense-tech and dual-use technology investment banking franchise. He previously held senior roles at Guggenheim Partners and as a Partner at Andreessen Horowitz and spent seven years in senior national security positions within the U.S. government, including as Deputy Assistant Secretary of Defense for Middle East Policy and on the White House National Security Council.

"Defense and dual-use technology are being reshaped by capital, policy, geopolitical forces, and innovation all at once, and Lazard's platform is uniquely built to advise companies through that shift," said Matt Spence. "I'm thrilled to join a firm with this level of expertise and relationships, and I look forward to helping clients across the full lifecycle of defense and emerging technology transactions."

Matt holds a Doctorate in International Relations from Oxford University, a J.D. from Yale Law School, and a B.A. and M.A. in International Policy Studies from Stanford University. Matt is a cofounder of The Truman National Security Project and a life member of the Council on Foreign Relations.

Founded in 1848, Lazard is the preeminent financial advisory and asset management firm, with operations in North and South America, Europe, the Middle East, Asia, and Australia. Lazard provides advice on mergers and acquisitions, capital markets and capital solutions, restructuring and liability management, geopolitics, and other strategic matters, as well as asset management and investment solutions to institutions, corporations, governments,

partnerships, family offices, and high net worth individuals. Lazard is listed on the New York Stock Exchange as Lazard, Inc. under the ticker LAZ. For more information, please visit Lazard.com and follow Lazard on LinkedIn.

###

Media Relations

Jessica Francisco, +1 212-632-6571
jessica.francisco@lazard.com

Shannon Houston, +1 212-632-6880
shannon.houston@lazard.com

Investor Relations

William Murdock, +1 212-632-1564
william.murdock@lazard.com