## Strategic Plan

### Strategic Initiative: Continue to grow profitable businesses
- Prioritize and fund the next generation of growth businesses
- Execute on new, synergistic acquisitions
- Develop and execute on organic growth strategies
- Continue to expand GTS™

### Strategic Initiative: Improve the operational effectiveness of our claims models
- Redefine customer value proposition including Affinity and specialty markets
- Move to low-cost operations models

### Strategic Initiative: Create a Global Business Services Center
- Leverage global talent pools
- Create capacity to execute on remaining phases
- Make Process Management capabilities a core competency

### Strategic Initiative: Be a great place to work
- Attract, engage and retain the best talent
- Continue to leverage technology to further enhance employee productivity
- Promote a continuous learning environment
- Empower a performance-driven workforce

(Enterprise initiatives are numbered to correlate with the matching corporate initiative)

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This presentation contains forward-looking statements, including statements about the future financial condition, results of operations and earnings outlook of Crawford & Company. Statements, both qualitative and quantitative, that are not historical facts may be “forward-looking” statements as defined in the Private Securities Litigation Reform Act of 1995. Forward-looking statements involve a number of risks and uncertainties that could cause actual results to differ materially from historical experience or Crawford & Company’s present expectations. Accordingly, no one should place undue reliance on forward-looking statements, which speak only as of the date on which they are made. Crawford & Company does not undertake to update forward-looking statements to reflect the impact of circumstances or events that may arise or not arise after the date the forward-looking statements are made. For further information regarding Crawford & Company, and the risks and uncertainties involved in forward-looking statements, please read Crawford & Company reports filed with the United States Securities and Exchange Commission and available at www.sec.gov or in the Investor Relations section of Crawford & Company’s website at www.crawfordandcompany.com.

Crawford & Company is an equal opportunity employer.
Europe, Middle East, Africa and Asia-Pacific (EMEA/AP)

- Focus on market strategies that enhance the margin and grow Crawford greater product differentiation
  - Execute technology enhancements
  - Pursue Broadspire growth across Asia太平洋
  - Grow new product streams (CFAS, Aviation, UW, Marine)
  - Develop technology response to high volume/low value claims
- Execute a product diversification strategy
  - Develop product diversification in the U.K.
  - Enhance our ancillary product offering in Pacific
  - Expand Marine and Construction & Engineering services
- Continue to develop and train our key staff and address key succession planning gaps
  - Develop a structured recruitment and retention program
  - Enhance succession planning of country managers
  - Further enhance the graduate training program in the U.K.
  - Grow the technical GTS™ expertise within specialty markets
- Execute on the Global Business Services Center
  - Create a future-minded infrastructure model
  - Redesign processes through Expert Service Delivery
  - Utilize technology to reduce costs

Legal Settlement Administration

- Increase margin
- Maintain leadership role in class action market
- Attain market leadership in bankruptcy segment
- Grow and expand new business lines

Americas

- Continue U.S. P&C operational transformation
  - Complete operational plans
  - Execute on the Global Business Services Center
- Aggressively grow Contractor Connection™ in the U.S. and Canada
  - Further expand consumer direct product
  - Broaden personal and commercial lines
- Continuously improve the operating margin in Canada
  - Grow Contractor Connection
  - Increase market share
  - Define/plan Global Business Services Center opportunities
- Improve profitability in Latin America
  - Expand auto services and further grow the Affinity product
  - Execute GTS strategy
  - Define operational structure
- Continue to grow specialty markets
  - Add forensic accounting resources
  - Finalize UW infrastructure
  - Grow aviation-related revenue
- Continue to recruit, develop and train key staff
  - Recruit best-in-class talent in key areas
  - Enhance employee onboarding programs
  - Refine training and development programs for employee career growth
  - Continue to leverage technology to enhance employee efficiency

Broadspire™

- Grow the business
  - Accelerate revenue growth and maintain 95% client retention
  - Introduce and grow disability product offering
- Further enhance operational effectiveness
  - Accelerate process management
  - Sequentially improve our operating margin
  - Execute on the Global Business Services Center
- Engage and develop employees
  - Structuring of career paths
  - Advancement of training
  - Focus on talent acquisition

Global Client Development (GCD)

- Accelerate multinational client revenue growth across all regions
- Embed our One Crawford Sales Transformation methods as “the way we do business”
- Adopt the Strategic Relationship Management system to benefit the teams that serve our largest clients
- Leverage the full potential of Salesforce.com to generate actionable insights for growth and profitability
- Refine and promote our central brand message: The Crawford Solution™, powered by Crawford IQ™
- Develop our marketing and knowledge management capabilities into a globally integrated platform

Information Communications & Technology (ICT)

- Modernize global Enterprise Resource Planning (ERP) applications
- Reduce “lights-on” expenses while maximizing investments in business technology
- Implement Crawford portfolio of Business Process Management (BPM) applications
- Execute an enterprise-wide risk management plan
- Deploy the Crawford Innovates program across all business units and country borders

Our Culture

Crawford & Company® employees are innovative, dedicated, hardworking, and reliable. We are resilient, collaborative, fast-acting, and share a passion to succeed. We hail from more than 70 countries and speak dozens of languages reflecting the global audience we serve. With ongoing investments in technology and a laser focus on implementation, our technologists have improved efficiencies and earned industry recognition and awards for their work. Crawford employs the best and the brightest individuals in the niche markets they serve, specialists who possess unmatched experience in difficult situations when our clients need us most. After all, at the end of the day we are in business to help people.

Crawford’s talented employees pursue a wide range of interests often taking time to give back to their communities in a multitude of unique ways. From serving as directors of non-profit organizations, to initiating fundraising drives, to running marathons, mountain climbing and participating in cross-continent, off-road cycling adventures to raise money for charities, we are visible in our communities and passionate about improving them.

Our Values

Integrity: Do the right thing, always
Quality: What we do, we do well
Innovation: Change is constant
Communication: Engage and be in the know
Leadership: Leaders lead
Collaboration: Leverage collective genius
Accountability: If it’s to be, it’s up to me
Passion: Committed in heart and mind
Diversity: As inclusive as our services

Our Vision

To be the world’s leading provider of claim services, business process outsourcing and consulting solutions. We will inspire our organization to develop world-class technology and innovative solutions for clients; to employ the best and brightest people, and to deliver a strong financial performance.

Business unit initiatives are numbered to correlate with the matching corporate initiative.