



2011 Annual Meeting of Shareholders

Jeffrey T. Bowman
President and Chief Executive Officer



2011 Annual Meeting of Shareholders Agenda

- 2010 – Brief Overview
- 2010 – Financial Results
- 2011 - First Quarter Financial Results
- Our Company
- Global Events
- 2011 Strategic Plan – Building on our Success
- Community
- 2011 - A Significant Year

2010

- **Challenging global environment**
 - Continued unemployment
 - Reduced interest rates
 - LSA special project
- **Crawford Response**
 - To confront economic realities through
 - Cost control
 - Expense management
 - Operational efficiencies
 - Amend credit agreement
 - Strong year-end cash position
 - 2010 Report Card
- **“Pillars”**
 - Operating income
 - Dividend reinstatement
 - Pension

2010 Financial Results

- Revenues above \$1 billion
- Net income: \$28 million
- Earnings per share: \$0.53
- Operating earnings improvement
- U.S. defined benefit pension contributions
- Progress allowed reinstated dividend in 2011



First Quarter 2011

- Announced today
- Revenue up 21%
- Net income up 298%
- Earnings per share: \$0.23
- Claims up 10.5%
- New segments
 - Americas
 - Europe, Middle East, Africa, and Asia Pacific (EMEA/AP)

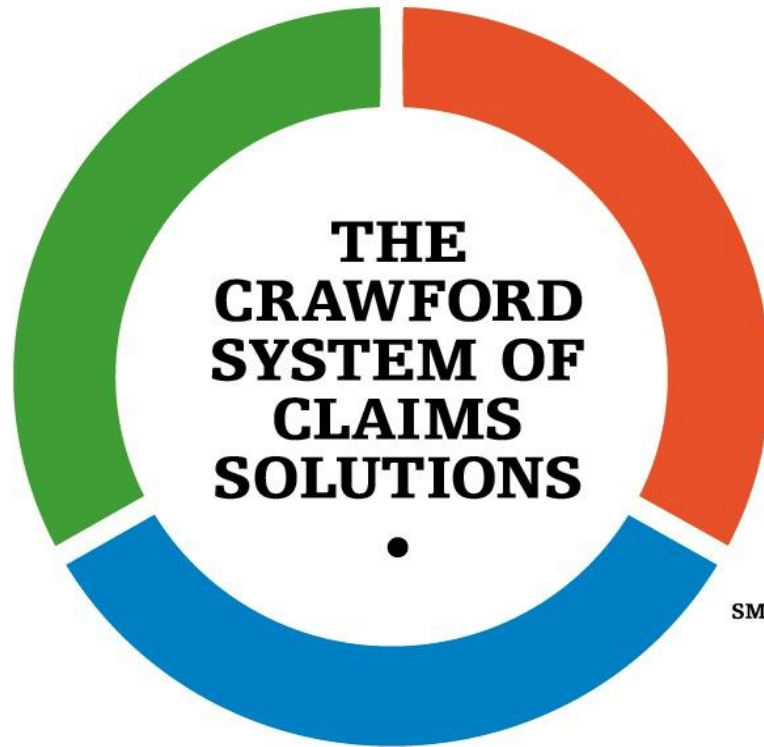


The Crawford Brands



We Speak Your Language

CONSULTING



CLAIM SERVICES

BUSINESS PROCESS
OUTSOURCING

Global Strategic Objectives

1. To leverage and grow Crawford & Company's position as the world's largest independent provider of claims solutions
2. Improve working capital management
3. Implement innovative, value-added solutions that drive quality and results
4. Become a premier employer

Innovation Strategy

- Technology designed to help clients manage risks and reduce costs
- Performance analytics with reporting and predictive capabilities



“We Speak Your Language”

- Global: A multinational dialogue
- Local: A local accent
- Complex: A multitude of options
- Simple: Ease of engagement
- Innovation: Small ideas become big solutions
- Collaboration: Crowdsourcing for enhancement



Global Insurance Events

- Japan Response
- Unprecedented Tornado Activity in U.S.
- Floods



Our Expertise in Action

- Global Management Team
- Employee communication
- Build upon 2008 - 2010 successes
 - Environmental Pollution Claims Services (EPCS)
 - Crawford Contractor ConnectionSM
 - Global Technical Services
 - Launching construction and engineering
 - Product Liability
 - Technology and Analytics
 - Broadspire's Original Landmark Design (BOLD) Network
 - Increased Focus on Lloyd's of London



Community Involvement & Corporate Responsibility

SAVE THE DATE

Global Day Of Service

Saturday, October 1, 2011



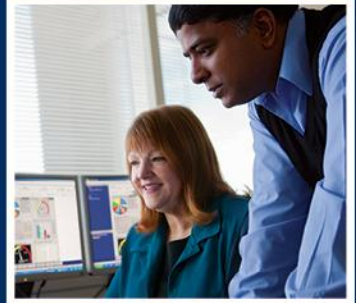
CRAWFORD CARES
A Community Relations Program



www.crawfordandcompany.com



Celebrating
70
Years Of Service
1941-2011





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Questions?

