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2011 Strategic Plan

Crawford & Company
WE SPEAK YOUR LANGUAGE

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Forward-Looking Statements

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.



Our Vision and Mission

To attain our global strategic objectives, we remain focused on a growth agenda illustrated in our vision and mission statements.

Vision

To be recognized as the world's leading provider of custom claims and administrative solutions

Mission

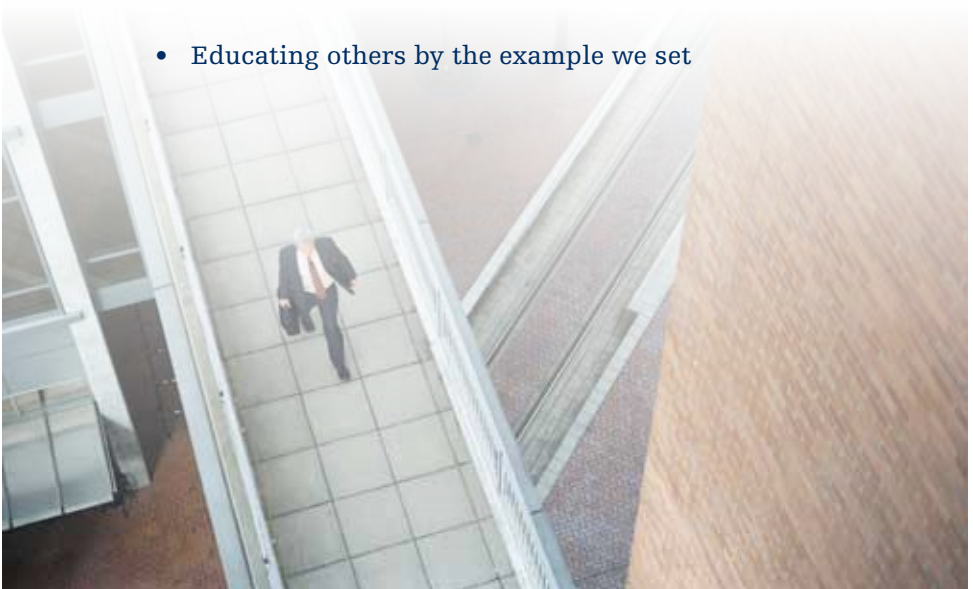
To be the service provider of choice by delivering the highest quality claims and administrative solutions in each of the markets we serve



Our Values

In pursuit of our mission we believe in:

- Acting responsibly, with honesty and integrity
- Providing value-added services to our clients
- Open, positive communications with our clients and employees
- Recognizing the value and contributions of all our employees
- Providing a safe and healthy work environment
- Commitment to continuous learning, improvement and innovation
- Providing long-term, profitable growth for our shareholders
- Educating others by the example we set



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



Global Strategic Objective

Growth Focus

- 1. To leverage and grow Crawford & Company's position as the world's largest independent provider of claims solutions**

To achieve this strategic objective, we will:

- Execute upon our strategic plan
- Continue to grow revenue
- Further increase Key Account Management to improve sales through aggressive and higher profile marketing
- Continue our investment in our Global Markets division
- Continue our innovative approach to delivering claims management solutions



Global Strategic Objective

Fiscal Focus

2. Improve working capital management

To achieve this strategic objective, we will:

- Continue to be a target-driven organization focused on meeting our stated financial goals
- Execute financial and operational performance
- Reduce Days Sales Outstanding (DSO)



Global Strategic Objective

Customer Focus

3. Implement innovative, value-added solutions that drive quality and results

To achieve this strategic objective, we will:

- Ensure our procedures meet and exceed our customers' requirements
- Continue to improve the quality of our service and products
- Drive The Crawford System of Claims SolutionsSM
- Continue to enhance our focus on compliance and regulatory issues globally
- Maximize operating efficiencies, improve data management and analytics with technology enhancements
- Leverage our global footprint and new business models



Global Strategic Objective

Employee Focus

4. Become a premier employer

To achieve this strategic objective, we will:

- Adhere to our Code of Conduct and support the communities where we live and work
- Improve talent management through increased focus on employee development
- Continue to improve employee communications
- Continue a pay for performance culture



2011 Business Unit Objectives

EMEA-A/P

Europe, Middle East, Africa and Asia-Pacific

- Grow revenue and earnings in targeted, strategic country operations
- Continue to improve operational and shared service costs within our group
- Support growth in emerging markets
- Move forward, as regulatory and legislative framework allows, with our continued growth in several country operations



2011 Business Unit Objectives

Americas

United States, Canada, Latin America

- Grow revenue in U.S. large carrier market
- Continue to focus on developing our London market business and mid-tier U.S. carriers
- Leverage existing GTSSM strength in key industry segments
- Expand distribution and utilization of networks, i.e. Contractor Connection.
- Continue revenue growth in Canadian market keeping service offerings



2011 Business Unit Objectives

Broadspire

- Stabilize our revenue by generating new annualized revenue while at the same time achieving high customer retention levels
- Continue our focus on simplifying our processes to reduce operational friction which increases our cost base
- Continue our systems development plan to enhance our client reporting technology. This will improve the efficiency and effectiveness of our service.
- Execute on our human resource strategies so we have a fully engaged and committed team



2011 Business Unit Objectives

Legal Settlement Administration

- Continue to simplify our processes and procedures
- Recruit new sales professionals
- Develop new sources of business for our call center
- Pursue growth through acquisition



The Crawford Brands

In 1941, Jim Crawford watched milk trucks from several different companies delivering milk to neighboring houses in Columbus, Georgia. He thought they would be much more efficient and less costly if an independent company carried milk for multiple dairies in one truck. While the dairy companies failed to recognize the benefit of a consolidated independent service, the insurance industry did not, and thus the Crawford brand was born.

Today Crawford & Company operates under nine different brands that provide claim service management, business process outsourcing and consulting solutions for major product lines including property and casualty claims management, workers compensation claims and medical management, and legal settlement administration.



Crawford & Company Based in Atlanta, Ga., Crawford & Company (www.crawfordandcompany.com) is the world's largest independent provider of claims management solutions to the risk management and insurance industry as well as self-insured entities, with an expansive

global network serving clients in more than 70 countries. The Crawford System of Claims SolutionsSM offers comprehensive, integrated claims services, business process outsourcing and consulting services for major product lines including property and casualty claims management, workers compensation claims and medical management, and legal settlement administration. The Company's shares are traded on the NYSE under the symbols CRDA and CRDB.



Broadspire is a leading international third party administrator offering a broad array of customized claim and medical management services designed to increase employee productivity and contain costs. Broadspire's U.S. offering of workers compensation, auto and general liability claims administration, medical management and

absence and care management, is available bundled or individually. In addition, Crawford provides liability, motor and property claims management services in Europe under the Broadspire brand. Broadspire is based in Atlanta, Georgia with a network of 85 locations throughout the United States (www.choosebroadspire.com) and Europe (www.Broadspire.eu), including the United Kingdom (www.BroadspireTPA.co.uk).



The Garden City Group, Inc.

(www.gardencitygroup.com) administers class action settlements; designs and implements legal notice communications programs, administers Chapter 11 cases and provides expert consultation services.

CONTRACTOR CONNECTION™

Crawford Contractor ConnectionSM, an industry leader in contractor managed repair services, provides insurance carriers and consumers a national network of residential and commercial contractors that are vetted and performance managed, measuring quality, time in process, and customer satisfaction. Visit our website at www.contractorconnection.com.



Global Technical ServicesSM (GTSSM) is the single best global resource for adjusting large or complex losses. Our unique combination of experienced and qualified professionals, infrastructure and leadership enables us to strategically manage major losses anywhere on the globe. www.crawfordgts.com.



KMC On DemandSM (www.kmcondemand.com) provides employees, clients and the property and casualty industry with a unique online platform that marries cutting-edge knowledge management technology with customized insurance courses and performance support information.



Risk Sciences Group delivers risk management information systems (RMIS) that provide the ability to track and consolidate multi-coverage claims data and enterprise-wide exposures to risk by maintaining highly accurate and credible databases on behalf of each client. Visit our website at www.risksciencesgroup.com.



SLS encompasses Crawford's entire UK liability service with a combined staff of 150 specialists across 22 locations. Each office represents a local 'centre of excellence' staffed by experts from different liability disciplines. www.sls1td.com.



Strategic Warranty ServicesSM provides warranty solutions to manufacturers and retailers in the home construction and building products industry. Our end-to-end suite of warranty solutions can help companies be more efficient, more productive and more focused on their core business. Its website is www.strategicwarrantyservices.com.

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Celebrating 70 years of service 1941 - 2011



Crawford & Company is an equal opportunity employer