

# LEANER, FASTER, SMARTER.

2012 Summary Annual Report





## LEANER, FASTER, SMARTER

Bringing innovative ideas and services to our clients around the globe to simplify the challenges of claims administration in a way that is **leaner, faster, smarter.**

Please visit our online annual report at [www.crawfordandcompany.com/AR/2012](http://www.crawfordandcompany.com/AR/2012) or scan the QR code below with your smartphone or tablet.



Crawford & Company's globally integrated business services produced record financial results in 2012. Our balanced approach to our business in terms of the portfolio of companies we manage and the integration of claims management with technology positions us as the leading global provider of claims management solutions. Crawford capitalized on worldwide opportunities and events that enhanced our returns to shareholders in 2012 and position us well for 2013.

Crawford is dedicated to ongoing technological innovation to help clients achieve their own business goals seamlessly and efficiently. Leaner, Faster, Smarter examples are illustrated at [www.crawfordandcompany.com/AR/2012](http://www.crawfordandcompany.com/AR/2012).



**Leaner**—We respond to our clients' ever increasing cost pressures with processes that drive continuous efficiency improvements.



**Faster**—Speed and claims processing accuracy are imperative in our business—whether it is a weather-related event affecting millions of people or a workers compensation claim affecting one person. Speed matters.



**Smarter**—Smarter solutions allow us to offer innovative services our clients need to succeed.

Crawford continues to invest in technology to deliver further process improvement, and increased speed, automation and analytics. All are essential components of Crawford's Global Systems Roadmap designed to meet the expanding demands of our clients.

With our strong market position, ongoing investments in technology, efficiency enhancements and innovative support services, we are optimistic and excited about Crawford's opportunities in the coming year.



LETTER TO SHAREHOLDERS

A MESSAGE TO OUR SHAREHOLDERS:  
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The strength of Crawford's global integrated business offerings produced record financial results in 2012. We reported record revenues of \$1.177 billion, growth of 40 percent in consolidated operating earnings to a record \$110.2 million and strong diluted earnings per share of \$0.91 for CRDA and \$0.87 for CRDB. We saw meaningful improvements in the operating performance of all business segments except in our Americas segment where lower claims volume affected some results primarily in the first half of the year. Nonetheless, Crawford was able to capitalize on global opportunities and events that enhanced our returns to shareholders in 2012 and position us well for 2013.

This performance is a tribute to our employees. Despite the difficult economic conditions of the past several years, our people have made our operations leaner, faster and smarter. They have accomplished these objectives in a variety of ways, many of which receive special discussion in our on-line annual report, available at [www.crawfordandcompany/AR/2012](http://www.crawfordandcompany/AR/2012).

In my five years as Chief Executive, a principal goal has been the rebalancing of Crawford's business operations to reflect changes in our industry. The 72-year history of Crawford is based in the business of handling claims, a vision Jim Crawford first put into practice in the 1940s. Today, however, our operating environment is unlike anything envisioned 70 years ago. Two areas of change stand out in this regard. First, the introduction and use of technology has transformed every aspect of our business. Initially, new technology creates efficiency. In the longer term, the benefits of technology have transformed how we do business, from tracking weather events globally to applying predictive analytics to anticipated claims volumes. And second, the way in which Crawford's business services have come to complement the traditional processing of claims, giving our clients diagnostic tools, process management support, and incremental volume handling capability. The Crawford System of Claims Solutions® brings all of these elements together in a unique and integrated process that provides us with competitive advantages in the marketplace.



Our clients, who include the largest multinational insurance carriers, brokers and local insurance firms, as well as many of the *Fortune*® 500 corporations, are demanding increasing efficiencies in the management of their business.

Crawford's technology strategy is driven by our Global Systems Roadmap which comprises several core technologies, including business intelligence; data privacy and cross border data transfer; business process management; mobile technologies; and our transitioning to a global standardized technology platform. Crawford is at the forefront of these areas through its client initiatives which include the global intake of claims; predictive analytics; and advanced process mining.

As we move to next generation platforms in our property and casualty and workers compensation operations, CMS and RiskTech, Crawford's ability to support clients through analysis and application of technology to a broad base of information will continue to expand in scope and increase in speed and efficiency. Crawford will continue to invest in technology as it has the last five years, to deliver further performance improvement, speed, automation and analytics. All are essential components of the Crawford solution, designed to meet the expanding demands of all our clients.

### Integrated Solutions

The Crawford System of Claims Solutions® is the phrase we use to describe the most comprehensive global, integrated solution for all corporate, insurer, and re-insurer claims administration. The term integrated is fundamental to understanding how Crawford provides more than outsourced claims processing. Beyond Crawford's comprehensive claim processing services, we have successfully grown our operations into the legal settlement and mega-event arena with GCG, and we continue to grow our business process outsourcing (BPO) solutions, with our very successful Contractor Connection operation and Broadspire as examples. We offer clients support across a wide range of services, including data management, medical management, network management and project management. We help clients address the circumstances that can lead to claims in the first place, improving their experience and risk profile.



## Review of 2012

Results for 2012 reflected a number of weather-related catastrophic events. Crawford's ability to respond rapidly and efficiently with both highly qualified individuals and advanced technology affirmed our leadership position in our industry and demonstrated our capability to handle major events globally. In fact we were honored to receive the International Service Partner of the Year award by *Insurance Times*.

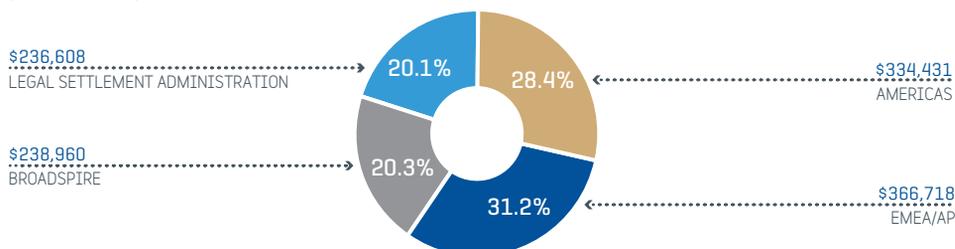
The events of 2012 called on all our resources, requiring us to manage the large numbers of claims generated by massive flooding in Thailand, as well as tackling the very large and complex claims that come with an urban event like Superstorm Sandy in the U.S. The breadth of our business portfolio was very evident in the strong performance of our Legal Settlement Administration operations, which reported double-digit revenue gains and operating earnings growth, primarily as a result of responsibility for the massive Deepwater Horizon class action project.

Our global reach produced 71 percent growth in operating earnings in the EMEA/AP segment, underlining the expertise that guided Crawford resources in response to flooding in Thailand. Revenues in EMEA/AP more than offset lower volumes in our Americas property and casualty operations for the year, despite a surge in Americas performance in the fourth quarter due primarily to Superstorm Sandy.

Crawford's advanced technology and business solutions helped deliver strong results as well. In our Broadspire workers compensation operations, a continued emphasis on delivering services that help our clients effectively manage their cost of risk produced an important improvement in operating results from an \$11.4 million loss in 2011 to a small operating profit for 2012 on 1.8 percent revenue expansion.

### Revenues Before Reimbursements by Operating Segment

(dollars in thousands)



Looking forward, our goals in 2013 include the following:

### Strengthening Our Balance Sheet

The financial base of this Company is at its strongest point in many years, with reduced leverage and higher cash generation. Crawford has steadily reduced its borrowings, which have declined by 26 percent since 2010. In 2012, Crawford generated \$92.9 million of cash from operations, compared with \$36.7 million in 2011, principally due to growth in operating earnings, and our continued focus on cash efficiency in all of our operations. We remain disciplined in our approach to both our balance sheet and cash management, which should allow us to further improve our financial flexibility during the coming year.

### Driving Operating Performance to Enhance Share Price

Both EMEA/AP and Legal Settlement Administration segments reported very strong results in 2012, on the volumes generated by global weather events and the Deepwater Horizon class action settlement. We expect that claims arising from these events will continue into 2013, but at a lower volume than in 2012. Offsetting these trends, we believe we have the opportunity for substantial improvement in our two other business segments. Our Americas business segment reported a very strong fourth quarter as claims relating to Superstorm Sandy began to flow through our operations.

Also, our Broadspire business reported improved results in 2012. We have extensive opportunities to improve Broadspire's operating performance over the coming year and return this business to a stronger earnings profile while maintaining our reputation for excellent service.

### Improving Our Total Return to Shareholders

Crawford's stronger balance sheet and improved cash generation through operations supported both growth of dividends and our share repurchases, which enhanced shareholder return. Crawford continued its quarterly dividend policy through the year and declared an additional special dividend of \$0.06 per Class A and Class B share in



the fourth quarter. In May 2012, the Board of Directors authorized a share repurchase program under which the Company may purchase up to 2,000,000 shares of its common stock (either CRDA or CRDB or both) until May 2015. 607,877 shares of Class A and 7,000 shares of Class B stock were repurchased under this authorization in 2012.

### Conclusion

Crawford enters 2013 leaner, faster, smarter *and* stronger. Our excellent global management team is entirely focused on our core strategic and operational goals. Our employees understand the values that foster improved performance for clients and shareholders. Crawford's 2012 results are tangible evidence of the benefit of having a diverse portfolio of operations in a volatile market. We expect to continue to expand market share, drive efficiencies and capitalize on the opportunities that present themselves in 2013. Reflecting on our strong market position, our ongoing investments in efficiency and innovative support services, and the quality reputation of our business segments, we are optimistic about Crawford's opportunities in the coming year.

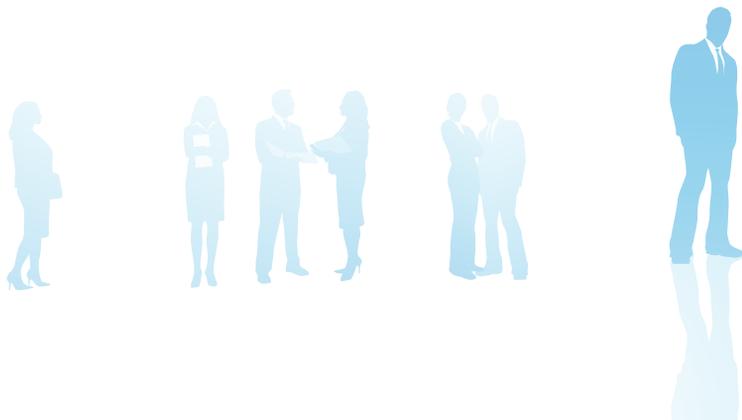
On behalf of the entire management team, I would like to thank our employees for their hard work and dedication and their continuous effort towards exceptional service and improvement. I would also like to thank our clients for the opportunity to work with each of them and their continued support on a global basis. We are encouraged by the opportunities in front of us, our future is vibrant and I look forward to delivering on our strategies in 2013.

Sincerely,



Jeffrey T. Bowman

President and Chief Executive Officer



## Comparison of Cumulative Five-Year Total Return

The adjacent line graph compares the cumulative return on the Company's Class B Common Stock against the cumulative total return on (i) the Standard & Poor's Composite 500 Stock Index and (ii) the Standard & Poor's Property & Casualty Insurance Index for the five-year period commencing December 31, 2007 and ended December 31, 2012.



This total shareholders' return model assumes reinvested dividends and is based on a \$100 investment on December 31, 2007. We caution you not to draw any conclusions from the data in this performance graph, as past results do not necessarily indicate future performance. The foregoing graph is not, and shall not be deemed to be, filed as part of the Company's annual report on Form 10-K. Such a graph does not constitute soliciting material and should not be deemed filed or incorporated by reference into any filing of the Company under the Securities Act of 1933, or the Securities Exchange Act of 1934, except to the extent specifically incorporated by reference therein by the Company.

### INDEXED RETURNS Years Ended

Company/Index (in dollars)	Base					
	Period	Dec 31,				
	Dec 31,	2008	2009	2010	2011	2012
Crawford & Company (Class B)	100	350.36	94.94	81.93	150.54	201.51
S&P 500 Index	100	63.00	79.67	91.68	93.61	108.59
S&P Property-Casualty Insurance Index	100	70.59	79.30	86.39	86.18	103.51





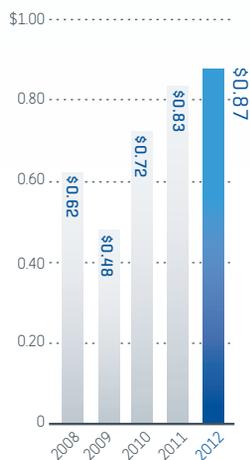
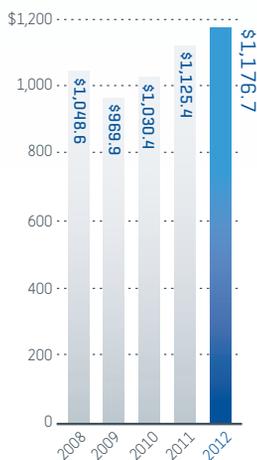
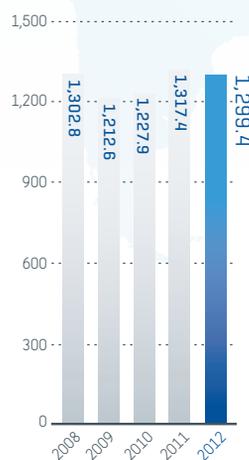
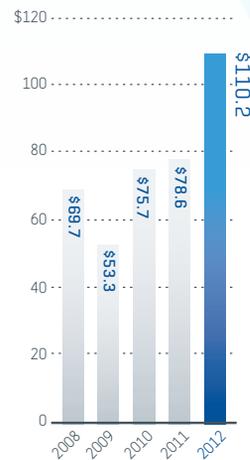
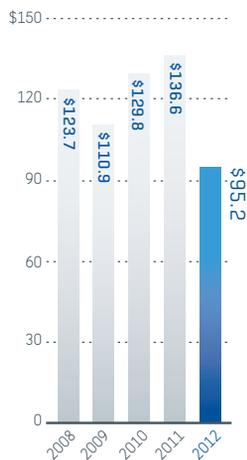
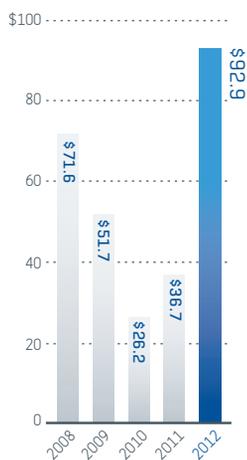
## FINANCIAL and OPERATING HIGHLIGHTS

FOR THE YEARS ENDED DECEMBER 31,

(dollars in millions, except percentages and per share amounts)

(unaudited)

	2012	2011	% Change
Revenues Before Reimbursements <sup>(1)</sup>	\$1,176.7	\$1,125.4	5%
Net Income Attributable to Shareholders of Crawford & Company	\$ 48.9	\$ 45.4	8%
Cash Provided by Operating Activities	\$ 92.9	\$ 36.7	153%
Earnings per CRDB Share—Basic	\$ 0.88	\$ 0.84	5%
Earnings per CRDB Share—Diluted	\$ 0.87	\$ 0.83	5%
Return on Average Shareholders' Investment	36.3%	40.7%	(4)%

Adjusted Diluted Earnings per CRDB Share on a non-GAAP Basis <sup>(1)</sup>Revenues Before Reimbursements <sup>(1)</sup>  
(\$ in Millions)Cases Received  
(In Thousands)Consolidated Operating Earnings <sup>(1)</sup>  
(\$ in Millions)Net Debt <sup>(1)</sup>  
(\$ in Millions)Operating Cash Flows  
(\$ in Millions)

(1) Measurements of financial performance not calculated in accordance with U.S. Generally Accepted Accounting Principles ("GAAP") should be considered as supplements to, and not substitutes for, performance measurements calculated or derived in accordance with GAAP. Any such measures are not necessarily comparable to other similarly-titled measurements employed by other companies. For additional information about the non-GAAP financial information presented herein, see the Appendix shown on our website at [www.crawfordandcompany.com/media/1385100/summaryannualreportappendix](http://www.crawfordandcompany.com/media/1385100/summaryannualreportappendix), or scan the QR code shown below.



## Condensed Consolidated Statements of Income (unaudited)

(In thousands, except per share amounts)

YEAR ENDED DECEMBER 31,	2012	2011	2010
<b>Revenues from Services:</b>			
Revenues before reimbursements	\$1,176,717	\$1,125,355	\$1,030,417
Reimbursements	89,421	86,007	80,384
<b>Total Revenues</b>	<b>1,266,138</b>	<b>1,211,362</b>	<b>1,110,801</b>
<b>Costs and Expenses:</b>			
Costs of services provided, before reimbursements	844,927	831,922	758,863
Reimbursements	89,421	86,007	80,384
<b>Total costs of services</b>	<b>934,348</b>	<b>917,929</b>	<b>839,247</b>
Selling, general, and administrative expenses	228,411	221,470	202,626
Corporate interest expense, net of interest income of \$967, \$1,020, and \$681, respectively	8,607	15,911	15,002
Special charges and credits	11,332	(2,379)	4,650
Goodwill and intangible asset impairment charges	—	—	10,788
<b>Total Costs and Expenses</b>	<b>1,182,698</b>	<b>1,152,931</b>	<b>1,072,313</b>
<b>Income Before Income Taxes</b>	<b>83,440</b>	<b>58,431</b>	<b>38,488</b>
<b>Provision for Income Taxes</b>	<b>33,686</b>	<b>12,739</b>	<b>9,712</b>
<b>Net Income</b>	<b>49,754</b>	<b>45,692</b>	<b>28,776</b>
Less: Net Income Attributable to Noncontrolling Interests	866	288	448
<b>Net Income Attributable to Shareholders of Crawford &amp; Company</b>	<b>\$ 48,888</b>	<b>\$ 45,404</b>	<b>\$ 28,328</b>
<b>Earnings Per Share—Basic:</b>			
Class A Common Stock	\$ 0.92	\$ 0.86	\$ 0.54
Class B Common Stock	\$ 0.88	\$ 0.84	\$ 0.54
<b>Earnings Per Share—Diluted:</b>			
Class A Common Stock	\$ 0.91	\$ 0.85	\$ 0.53
Class B Common Stock	\$ 0.87	\$ 0.83	\$ 0.53
<b>Weighted-Average Shares Used to Compute Basic Earnings Per Share:</b>			
Class A Common Stock	29,536	28,820	27,967
Class B Common Stock	24,693	24,697	24,697
<b>Weighted-Average Shares Used to Compute Diluted Earnings Per Share:</b>			
Class A Common Stock	30,272	29,549	28,537
Class B Common Stock	24,693	24,697	24,697
<b>Cash Dividends Per Share:</b>			
Class A Common Stock	\$ 0.20	\$ 0.10	\$ —
Class B Common Stock	\$ 0.16	\$ 0.08	\$ —

This financial information should be read with the Company's audited consolidated financial statements and notes thereto, and related risks included in the Company's Annual Report on Form 10-K for the year ended December 31, 2012, as filed with the Securities and Exchange Commission.

## Condensed Consolidated Statements of Comprehensive Income (unaudited)

(In thousands)

YEAR ENDED DECEMBER 31,	2012	2011	2010
Net Income	\$ 49,754	\$45,692	\$28,776
Other Comprehensive (Loss) Income:			
Net foreign currency translation (loss) gain	(2,787)	2,009	1,594
Interest rate swap agreement loss reclassified into income, net of tax benefit of \$253, \$274, and \$859, respectively	414	568	1,555
Interest rate swap agreement loss recognized during the period, net of tax benefit of \$0, \$67, and \$754, respectively	—	(111)	(1,072)
Change in accumulated unrealized losses on pension benefit obligation, net of tax benefit of \$14,826, \$2,939, and \$1,019, respectively	(33,594)	(2,543)	(709)
Other Comprehensive (Loss) Income	(35,967)	(77)	1,368
Comprehensive Income	13,787	45,615	30,144
Less: Comprehensive income (loss) attributable to noncontrolling interests	777	(508)	735
Comprehensive Income Attributable to Shareholders of Crawford & Company	\$ 13,010	\$46,123	\$29,409

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## Condensed Consolidated Statements of Cash Flows (unaudited)

(In thousands)

YEAR ENDED DECEMBER 31,	2012	2011	2010
<b>Cash Flows from Operating Activities:</b>			
Net income	\$ 49,754	\$ 45,692	\$ 28,776
Reconciliation of net income to net cash provided by operating activities:			
Depreciation and amortization	32,796	31,818	30,599
Goodwill and intangible asset impairment charges	—	—	10,788
Arbitration award	—	(6,992)	—
Write-off of deferred financing costs on previous term loan	—	3,415	—
Deferred income taxes	19,355	(2,058)	2,710
Stock-based compensation costs	3,660	3,756	3,651
(Gain) loss on disposals of property and equipment, net	(136)	(143)	449
Changes in operating assets and liabilities, net of effects of acquisitions and dispositions:			
Accounts receivable, net	(4,197)	(13,594)	(372)
Unbilled revenues, net	(18,725)	18,099	(28,384)
Accrued or prepaid income taxes	(628)	284	963
Accounts payable and accrued liabilities	28,853	(6,383)	35,861
Deferred revenues	1,290	1,443	(8,830)
Accrued retirement costs	(15,639)	(36,633)	(47,844)
Prepaid expenses and other operating activities	(3,530)	(2,028)	(2,200)
<b>Net cash provided by operating activities</b>	<b>92,853</b>	<b>36,676</b>	<b>26,167</b>
<b>Cash Flows from Investing Activities:</b>			
Acquisitions of property and equipment	(15,375)	(14,221)	(13,473)
Proceeds from disposals of property and equipment	47	417	51
Capitalization of computer software costs	(17,801)	(15,677)	(14,306)
Additional purchase price consideration for previous acquisition	—	—	(14,803)
Cash received in arbitration award	—	4,913	—
Payments for business acquisitions, net of cash acquired	(674)	(10,365)	—
<b>Net cash used in investing activities</b>	<b>(33,803)</b>	<b>(34,933)</b>	<b>(42,531)</b>
<b>Cash Flows from Financing Activities:</b>			
Cash dividends paid	(9,880)	(4,872)	—
Payments related to shares received for withholding taxes under stock-based compensation plans	(1,307)	(1,653)	(703)
Proceeds from shares purchased under employee stock-based compensation plans	520	602	477
Repurchases of common stock	(2,840)	—	—
Increase in short-term borrowings and revolving credit agreement	42,174	59,753	33,965
Payments on short-term borrowings and revolving credit agreement	(91,412)	(55,951)	(33,960)
Proceeds from long-term borrowings	—	248,254	50,575
Payments on capital lease obligations and long-term debt	(1,583)	(260,004)	(8,760)
Capitalized loan costs	(161)	(3,702)	(1,856)
Dividends paid to noncontrolling interests	(429)	(391)	(218)
<b>Net cash (used in) provided by financing activities</b>	<b>(64,918)</b>	<b>(17,964)</b>	<b>39,520</b>
Effects of exchange rate changes on cash and cash equivalents	(588)	294	30
<b>(Decrease) Increase in Cash and Cash Equivalents</b>	<b>(6,456)</b>	<b>(15,927)</b>	<b>23,186</b>
<b>Cash and Cash Equivalents at Beginning of Year</b>	<b>77,613</b>	<b>93,540</b>	<b>70,354</b>
<b>Cash and Cash Equivalents at End of Year</b>	<b>\$ 71,157</b>	<b>\$ 77,613</b>	<b>\$ 93,540</b>

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## Condensed Consolidated Balance Sheets (unaudited)

(In thousands)

DECEMBER 31,	2012	2011
<b>ASSETS</b>		
Current Assets:		
Cash and cash equivalents	\$ 71,157	\$ 77,613
Accounts receivable, less allowance for doubtful accounts of \$10,584 and \$10,615, respectively	164,708	161,543
Unbilled revenues, at estimated billable amounts	124,881	107,494
Prepaid expenses and other current assets	26,019	22,899
<b>Total Current Assets</b>	<b>386,765</b>	<b>369,549</b>
Property and Equipment:		
Property and equipment	155,359	156,349
Less accumulated depreciation	(109,312)	(112,465)
<b>Net Property and Equipment</b>	<b>46,047</b>	<b>43,884</b>
Other Assets:		
Goodwill	131,995	131,246
Intangible assets arising from business acquisitions, net	89,027	96,392
Capitalized software costs, net	67,299	60,332
Deferred income tax assets	99,288	91,210
Other noncurrent assets	24,402	25,864
<b>Total Other Assets</b>	<b>412,011</b>	<b>405,044</b>
<b>TOTAL ASSETS</b>	<b>\$ 844,823</b>	<b>\$ 818,477</b>

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(In thousands, except par value amounts)

DECEMBER 31,	2012	2011
<b>LIABILITIES AND SHAREHOLDERS' INVESTMENT</b>		
Current Liabilities:		
Short-term borrowings	\$ 13,275	\$ 1,794
Accounts payable	54,975	41,806
Accrued compensation and related costs	103,552	96,440
Self-insured risks	14,120	18,817
Income taxes payable	4,357	292
Deferred income taxes	16,267	7,622
Deferred rent	16,946	15,820
Other accrued liabilities	37,465	36,104
Deferred revenues	56,379	53,844
Mandatory Company contributions due to pension plan	18,862	13,800
Current installments of long-term debt and capital leases	838	410
<b>Total Current Liabilities</b>	<b>337,036</b>	<b>286,749</b>
Noncurrent Liabilities:		
Long-term debt and capital leases, less current installments	152,293	211,983
Deferred revenues	26,438	27,856
Self-insured risks	13,893	10,114
Accrued pension liabilities, less current mandatory contributions	146,762	120,195
Other noncurrent liabilities	26,602	23,292
<b>Total Noncurrent Liabilities</b>	<b>365,988</b>	<b>393,440</b>
Shareholders' Investment:		
Class A common stock, \$1.00 par value, 50,000 shares authorized; 29,335 and 29,086 shares issued and outstanding in 2012 and 2011, respectively	29,335	29,086
Class B common stock, \$1.00 par value, 50,000 shares authorized; 24,690 and 24,697 shares issued and outstanding in 2012 and 2011, respectively	24,690	24,697
Additional paid-in capital	35,550	33,969
Retained earnings	246,105	209,323
Accumulated other comprehensive loss	(199,481)	(163,603)
<b>Shareholders' Investment Attributable to Shareholders of Crawford &amp; Company</b>	<b>136,199</b>	<b>133,472</b>
Noncontrolling interests	5,600	4,816
<b>Total Shareholders' Investment</b>	<b>141,799</b>	<b>138,288</b>
<b>TOTAL LIABILITIES AND SHAREHOLDERS' INVESTMENT</b>	<b>\$ 844,823</b>	<b>\$ 818,477</b>

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## Condensed Consolidated Statements of Shareholders' Investment (unaudited)

(In thousands)	Common Stock		Additional Paid-In Capital	Retained Earnings	Accumulated Other Comprehensive Loss	Shareholders' Investment Attributable to Shareholders of Crawford & Company	Noncontrolling Interests	Total Shareholders' Investment
	Class A Non- Voting	Class B Voting						
Balance at January 1, 2010	\$ 27,355	\$ 24,697	\$ 29,570	\$ 140,463	\$ (165,403)	\$ 56,682	\$ 4,604	\$ 61,286
Net income	—	—	—	28,328	—	28,328	448	28,776
Other comprehensive income	—	—	—	—	1,081	1,081	287	1,368
Stock-based compensation	—	—	3,651	—	—	3,651	—	3,651
Shares issued in connection with stock-based compensation plans, net	647	—	(873)	—	—	(226)	—	(226)
Increase in value of noncontrolling interest due to the acquisition of a controlling interest	—	—	—	—	—	—	594	594
Dividends paid to noncontrolling interests	—	—	—	—	—	—	(218)	(218)
Balance at December 31, 2010	28,002	24,697	32,348	168,791	(164,322)	89,516	5,715	95,231
Net income	—	—	—	45,404	—	45,404	288	45,692
Other comprehensive income (loss)	—	—	—	—	719	719	(796)	(77)
Cash dividends paid	—	—	—	(4,872)	—	(4,872)	—	(4,872)
Stock-based compensation	—	—	3,756	—	—	3,756	—	3,756
Shares issued in connection with stock-based compensation plans, net	1,084	—	(2,135)	—	—	(1,051)	—	(1,051)
Dividends paid to noncontrolling interests	—	—	—	—	—	—	(391)	(391)
Balance at December 31, 2011	29,086	24,697	33,969	209,323	(163,603)	133,472	4,816	138,288
Net income	—	—	—	48,888	—	48,888	866	49,754
Other comprehensive loss	—	—	—	—	(35,878)	(35,878)	(89)	(35,967)
Cash dividends paid	—	—	—	(9,880)	—	(9,880)	—	(9,880)
Stock-based compensation	—	—	3,660	—	—	3,660	—	3,660
Repurchases of common stock	(607)	(7)	—	(2,226)	—	(2,840)	—	(2,840)
Shares issued in connection with stock-based compensation plans, net	856	—	(1,643)	—	—	(787)	—	(787)
Change in noncontrolling interest due to acquisition of 100% of subsidiary	—	—	(436)	—	—	(436)	436	—
Dividends paid to noncontrolling interests	—	—	—	—	—	—	(429)	(429)
Balance at December 31, 2012	\$29,335	\$24,690	\$35,550	\$246,105	\$(199,481)	\$136,199	\$5,600	\$141,799

This financial information should be read with the Company's audited consolidated financial statements and notes thereto, and related risks included in the Company's Annual Report on Form 10-K for the year ended December 31, 2012, as filed with the Securities and Exchange Commission.

## Selected Financial Data (unaudited)

The following selected financial data should be read in conjunction with Item 7, "Management's Discussion and Analysis of Financial Condition and Results of Operations" and the audited consolidated financial statements and notes thereto contained in Item 8, "Financial Statements and Supplementary Data" included in the Company's Annual Report on Form 10-K for the year ended December 31, 2012, as filed with the Securities and Exchange Commission.

(In thousands, except per share amounts and percentages)

YEAR ENDED DECEMBER 31,	2012	2011	2010	2009	2008
Revenues before Reimbursements	\$1,176,717	\$1,125,355	\$1,030,417	\$ 969,868	\$1,048,582
Reimbursements	89,421	86,007	80,384	78,334	87,334
<b>Total Revenues</b>	<b>1,266,138</b>	<b>1,211,362</b>	<b>1,110,801</b>	<b>1,048,202</b>	<b>1,135,916</b>
<b>Total Costs of Services</b>	<b>934,348</b>	<b>917,929</b>	<b>839,247</b>	<b>792,325</b>	<b>854,427</b>
Americas Operating Earnings <sup>(1)</sup>	11,877	19,851	20,748	29,394	28,766
EMEA/AP Operating Earnings <sup>(1)</sup>	48,585	28,421	24,828	23,401	32,999
Broadspire Operating Earnings (Loss) <sup>(1)</sup>	27	(11,434)	(11,712)	(1,602)	3,526
Legal Settlement Administration Operating Earnings <sup>(1)</sup>	60,284	51,307	47,661	13,130	10,814
Unallocated Corporate and Shared Costs and Credits	(10,613)	(9,555)	(5,841)	(10,996)	(6,362)
Goodwill and Intangible Asset Impairment Charges	—	—	(10,788)	(140,945)	—
Net Corporate Interest Expense	(8,607)	(15,911)	(15,002)	(14,166)	(17,622)
Stock Option Expense	(408)	(450)	(761)	(914)	(861)
Amortization of Customer-Relationship Intangible Assets	(6,373)	(6,177)	(5,995)	(5,994)	(6,025)
Special Charges and Credits	(11,332)	2,379	(4,650)	(4,059)	(788)
Income Taxes	(33,686)	(12,739)	(9,712)	(2,618)	(11,564)
Net Income Attributable to Noncontrolling Interests	(866)	(288)	(448)	(314)	(624)
<b>Net Income (Loss) Attributable to Shareholders of Crawford &amp; Company</b>	<b>\$ 48,888</b>	<b>\$ 45,404</b>	<b>\$ 28,328</b>	<b>\$ (115,683)</b>	<b>\$ 32,259</b>
Earnings (Loss) Per CRDB Share <sup>(2)</sup> :					
Basic	\$ 0.88	\$ 0.84	\$ 0.54	\$ (2.23)	\$ 0.63
Diluted	\$ 0.87	\$ 0.83	\$ 0.53	\$ (2.23)	\$ 0.62
Current Assets	\$ 386,765	\$ 369,549	\$ 379,405	\$ 325,715	\$ 348,357
Total Assets	\$ 844,823	\$ 818,477	\$ 820,674	\$ 742,905	\$ 895,248
Current Liabilities	\$ 337,036	\$ 286,749	\$ 296,841	\$ 258,998	\$ 288,996
Long-Term Debt, Less Current Installments	\$ 152,293	\$ 211,983	\$ 220,437	\$ 173,061	\$ 181,206
Total Debt	\$ 166,406	\$ 214,187	\$ 223,328	\$ 181,282	\$ 196,856
Shareholders' Investment Attributable to Shareholders of Crawford & Company	\$ 136,199	\$ 133,472	\$ 89,516	\$ 56,682	\$ 175,551
Total Capital	\$ 302,605	\$ 347,659	\$ 312,844	\$ 237,964	\$ 372,407
Current Ratio	1.1:1	1.3:1	1.3:1	1.3:1	1.2:1
Total Debt to Total Capital Ratio	55.0%	61.6%	71.4%	76.2%	52.9%
Return on Average Shareholders' Investment	36.3%	40.7%	38.8%	(99.6)%	15.0%
Cash Provided by Operating Activities	\$ 92,853	\$ 36,676	\$ 26,167	\$ 51,664	\$ 71,585
Cash Used in Investing Activities	\$ (33,803)	\$ (34,933)	\$ (42,531)	\$ (31,169)	\$ (28,036)
Cash (Used in) Provided by Financing Activities	\$ (64,918)	\$ (17,964)	\$ 39,520	\$ (26,555)	\$ (12,830)
Shareholders' Equity Per Diluted Share	\$ 2.48	\$ 2.46	\$ 1.68	\$ 1.09	\$ 3.35
Cash Dividends Per Share:					
CRDA	\$ 0.20	\$ 0.10	\$ —	\$ —	\$ —
CRDB	\$ 0.16	\$ 0.08	\$ —	\$ —	\$ —
Weighted-Average Shares and Share-Equivalents:					
Basic	54,229	53,517	52,664	51,830	50,958
Diluted	54,965	54,246	53,234	51,830	52,342

(1) This is a segment financial measure calculated in accordance with ASC Topic 280, representing segment earnings (loss) before certain unallocated corporate and shared costs and credits, net corporate interest expense, stock option expense, amortization of customer-relationship intangible assets, special charges and credits, goodwill and intangible asset impairment charges, income taxes, and net income attributable to noncontrolling interests.

(2) Earnings per share for CRDA and CRDB were the same for years 2008–2010. Beginning in 2011, a higher per share dividend was declared on CRDA than CRDB, impacting the earnings per share calculation according to generally accepted accounting principles. As a result, unless otherwise indicated, references to earnings per share refer to CRDB, which is a more dilutive presentation.



BOARD OF DIRECTORS



**BOARD OF DIRECTORS**

*Shown from left to right*

**Harsha V. Agadi**

Executive Chairman, Quiznos and Chairman and Chief Executive Officer of GHS Holdings LLC

**Joia M. Johnson**

Executive Vice President,  
General Counsel & Corporate Secretary, Hanesbrands, Inc.

**Jeffrey T. Bowman**

President and Chief Executive Officer, Crawford & Company

**Charles H. Ogburn**

Non-Executive Chairman of the Board, Crawford & Company

**Jesse C. Crawford**

President and Chief Executive Officer, Crawford Media Services, Inc.

**James D. Edwards**

Retired Partner of Arthur Andersen, LLP

**Russel L. Honoré**

Retired Lieutenant General, U.S. Army

**P. George Benson**

President, College of Charleston

**E. Jenner Wood III**

Chairman, President and Chief Executive Officer,  
SunTrust Bank Georgia/North Florida Division

**CRAWFORD GLOBAL EXECUTIVE MANAGEMENT TEAM**

**Jeffrey T. Bowman** – President and Chief Executive Officer

**W. Bruce Swain, Jr.** – Executive Vice President, Chief Financial Officer

**Allen W. Nelson** – Executive Vice President, General Counsel, Corporate Secretary & Chief Administrative Officer

**Kevin B. Frawley** – Executive Vice President, Chief Executive Officer, Property & Casualty—Americas

**Ian V. Muress** – Executive Vice President, Chief Executive Officer, EMEA & Asia-Pacific

**Danielle M. Lisenbey** – Executive Vice President, Chief Executive Officer, Broadspire

**David A. Isaac** – Executive Vice President, Chief Executive Officer, GCG

**Michael F. Reeves** – Executive Vice President, Global Markets

**Emanuel V. Lauria** – Executive Vice President, Global Client and Business Development

**Brian S. Flynn** – Executive Vice President, Global Chief Information Officer

**Vince E. Cole** – Executive Vice President, Global Strategy and Performance Development



## CORPORATE INFORMATION

**Corporate Headquarters**

1001 Summit Boulevard  
Atlanta, Georgia 30319  
404.300.1000

**Inquiries**

Individuals seeking financial data should contact:

W. Bruce Swain, Jr.  
Investor Relations  
Chief Financial Officer  
404.300.1051

**Form 10-K**

A copy of the Company's annual report on Form 10-K as filed with the Securities and Exchange Commission is available without charge upon request to:

Corporate Secretary  
Crawford & Company  
1001 Summit Boulevard  
Atlanta, Georgia 30319  
404.300.1021

Our Form 10-K is also available online at either [www.sec.gov](http://www.sec.gov) or in the Investor Relations section at [www.crawfordandcompany.com](http://www.crawfordandcompany.com)

**Annual Meeting**

The Annual Meeting of shareholders will be held at 2:00 p.m. on May 8, 2013, at the corporate headquarters of

**Crawford & Company**

1001 Summit Boulevard  
Atlanta, Georgia 30319  
404.300.1000

**Company Stock**

Shares of the Company's two classes of common stock are traded on the NYSE under the symbols CRDA and CRDB, respectively. The Company's two classes of stock are substantially identical, except with respect to voting rights and the Company's ability to pay greater cash dividends on the Class A Common Stock than on the Class B Common Stock, subject to certain limitations. In addition, with respect to mergers or similar transactions, holders of Class A Common Stock must receive the same type and amount of consideration as holders of Class B Common Stock, unless different consideration is approved by the holders of 75% of the Class A Common Stock, voting as a class.

**Transfer Agent**

Wells Fargo Shareowner Services  
P.O. Box 64854  
St. Paul, Minnesota 55164-0854  
1.800.468.9716

**Internet Address**

[www.crawfordandcompany.com](http://www.crawfordandcompany.com)

**Certifications**

In 2012, Crawford & Company's chief executive officer (CEO) provided to the New York Stock Exchange the annual CEO certification regarding Crawford's compliance with the New York Stock Exchange's corporate governance listing standards. In addition, Crawford's CEO and chief financial officer filed with the U.S. Securities and Exchange Commission all required certifications regarding the quality of Crawford's public disclosures in its fiscal 2012 reports.

**Financial Information**

The financial information contained herein should not be considered a substitute for the Company's audited financial statements, inclusive of footnotes and Management's Discussion and Analysis of Financial Condition and Results of Operations, included in the Company's annual report on Form 10-K, as filed with the Securities and Exchange Commission. The Form 10-K also contains detailed discussions of certain major uncertainties, contingencies, risks, and other issues the Company faces. A copy of the Form 10-K including the full financial statements, can be obtained by calling 404.300.1021 or accessing it online at either [www.sec.gov](http://www.sec.gov) or in the Investor Relations section at [www.crawfordandcompany.com](http://www.crawfordandcompany.com).

**Forward-Looking Statements**

This report 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 statements of historical fact may be "forward-looking statements" as defined in the Private Securities Litigation Reform Act of 1995 and other securities laws. 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's reports filed with the SEC and available at [www.sec.gov](http://www.sec.gov) or in the Investor Relations section of Crawford & Company's website at [www.crawfordandcompany.com](http://www.crawfordandcompany.com).





Crawford & Company  
1001 Summit Boulevard  
Atlanta, GA 30319

An equal opportunity employer



Scan the QR code to learn more or go to  
[www.crawfordandcompany.com](http://www.crawfordandcompany.com)

#### COMPANY PROFILE

Based in Atlanta, GA, Crawford & Company ([www.crawfordandcompany.com](http://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 Solutions® 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.

