



FROM OUR
PERSPECTIVE



WE ARE...



*...FOCUSED,
INNOVATIVE,
& PASSIONATE.*

/ 2014 SHAREHOLDER ANNUAL REPORT /

At Crawford & Company[®], we are staying ***FOCUSED*** on our long-term strategy while continuing to strengthen and diversify our business. Above all else, we listen to our clients while developing world-class technology and new ***INNOVATIVE*** solutions as part of The Crawford Solution[™]. Our employees are dedicated and ***PASSIONATE*** about delivering exceptional customer service.

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The Crawford Solution™

The Crawford Solution maximizes Crawford's global resources, delivers industry-leading quality and efficiency, and integrates our portfolio of businesses, all of which helps clients understand the ways Crawford can assist their companies to become more efficient and profitable.

CLAIMS SERVICES

With the broadest array of services in the industry, Crawford can administer virtually any claim function.

Accident & Health, Catastrophe Services, Disability and Leave Management, Financial Risks, Large, Complex Losses, Liability, Marine & Aviation/Transportation, Motor/Auto, Product Recall, Property, Recovery, Workers Compensation/Employer's Liability.

BUSINESS PROCESS OUTSOURCING

We can deliver Business Process Outsourcing (BPO) programs for all aspects of claims management.

Affinity Solutions, Claims Administration, Legal Settlement Administration, Managed Property Repair, Medical Management, Risk Management Information Services, Third-Party Administration.

CONSULTING

We offer and design strategic assessments for streamlined and cost-effective solutions for clients.

Analytics, Audit, Counter Fraud Services, Crawford iQ, Educational Services, Global Programs, Multinational Services, Pre- & Post-Loss Services.

“OUR FUTURE
REMAINS
VIBRANT
WITH A BROAD
ARRAY OF
OPPORTUNITIES.”

A Message to Our *SHAREHOLDERS*,

Crawford made significant progress on many fronts in 2014. We saw improved performance in our Broadspire® and Americas segments. We entered new markets and grew our existing market share through two acquisitions that expanded our global capabilities.



JEFFREY T. BOWMAN
President and Chief Executive Officer

We continued to build on our ability to serve multinational clients through enhancements to our Global Technical Services division. Late in the year, we launched a global business services center initiative that is expected to enable consistent global response for clients and produce cost savings for the Company, ultimately benefiting our shareholders.

Even considering these strategic successes, 2014 financial results were below expectations. A weak global third-party claims environment due to an absence of major weather events led to declines in revenues, net income and diluted earnings per share, all on a consolidated basis for the year.

The Americas segment grew year over year in 2014, resulting from improvements in our Canadian operations and continued growth in our North American Contractor Connection™ managed repair network. We are pleased that growth in the Americas was delivered in a year that saw no major weather events.

As mentioned earlier, we were gratified with the improved performance accomplished in the Broadspire segment, which reported steady and significant improvement in both revenue and operating profitability throughout 2014. Broadspire's operating earnings were up nearly 90 percent over the prior year. We believe the trends in both revenue growth and profitability are sustainable in Broadspire, and we anticipate continued growth in the coming year.

At the beginning of 2014, we indicated that our Europe, Middle East, Africa and Asia-Pacific (EMEA/AP) segment results would show a decline compared to 2013, when we were finalizing claims arising from the 2011 catastrophic flood losses in Thailand. For 2014, our EMEA/AP segment operating results reflected a lower level of activity, both due to the absence of Thai flood-related claims and a relatively benign global claims environment that resulted from fewer weather-related events.

Results from our Legal Settlement Administration segment during 2014 continued to include activity from the Deepwater Horizon class action settlement project, as well as a number of other meaningful class action and bankruptcy matters. Activity related to Deepwater Horizon is expected to continue to decline in 2015. As this project runs off we are actively working to replace these revenues with growth in other legal settlement product lines.

INVESTING IN GROWTH OPPORTUNITIES

Throughout 2014, Crawford invested in our specialty markets capabilities, both globally and particularly in the UK. In July, we announced the purchase of Buckley Scott, a UK-based international construction and engineering adjusting firm. This acquisition increased our strengths in international construction and engineering in the UK, the London market and internationally.

In November, Crawford merged the specialty markets product offerings into our long-established Global Technical Services claims unit in order to build on our history of consistent global service for our large, multinational clients. The resulting Global Technical Services (GTS®) brand is a uniquely positioned leader in large, complex loss management. The new, revitalized GTS brand is bolstered with a strong focus in specialty markets areas, including energy, marine, aviation, forensic accounting and mining business lines for the Lloyd's of London market.

This merger was augmented in December by the acquisition of GAB Robins Holdings UK Limited, a loss adjusting and claims management provider headquartered in the UK. This acquisition brings Crawford a wide portfolio of products, qualified technical experts, an established client base and a record of financial success. The acquisition will enable Crawford to significantly broaden our claims-handling business across a wide range of product lines in the UK, as well as expanding our aviation specialty lines claims business.

+90%

In 2014, Broadspire's operating earnings were up nearly 90 percent over the prior year.

LOOKING FORWARD

Crawford is positioned for improved consolidated operating performance in 2015, although our bottom-line results will reflect important strategic investments in global capabilities and specialty markets. The establishment of a Global Business Services Center (GBSC) in Manila, Philippines this past fall provides a venue for global consolidation of certain business functions, shared services, and currently outsourced processes. This should allow Crawford to continue to strengthen our client service, realize additional operational efficiencies, and invest in new capabilities for business growth.

The creation of the GBSC will accelerate the Company's long-standing tradition of efficiency in delivering high-quality services to the insurance industry. Consolidating our operations allows us to leverage our collective knowledge and expertise to increase innovation, a strategic priority for Crawford and an essential part of our success.

Crawford is making progress towards our strategic goals of growing our emerging businesses, leveraging existing customer relationships with new products, and using technology and business process improvements to deliver cost advantages. While consolidated sales and earnings have proven challenging over the past year as large projects have wound down and the claims environment has been benign, core revenues and earnings in many of our businesses continue to gain meaningful momentum.

Our global management team is aggressively executing on the strategies set forth in our 2015–2017 Strategic Plan. The Plan provides a roadmap for the future while reflecting our optimism and dedication to success in 2015, and our intent to continue to innovate, improve and evolve.

We are acting on opportunities to grow revenue, manage costs effectively and leverage resources around the world. With these actions, we are optimistic that our operating performance will improve in the coming year.

CONCLUSION

I would like to thank our employees for their hard work and continuous efforts toward exceptional service, our shareholders for their support, and our clients for the opportunity to work with each of them. Our future remains vibrant with a broad array of opportunities, and our strategic plans reflect optimism, excitement and dedication to our success in 2015.

Sincerely,



Jeffrey T. Bowman

President and Chief Executive Officer

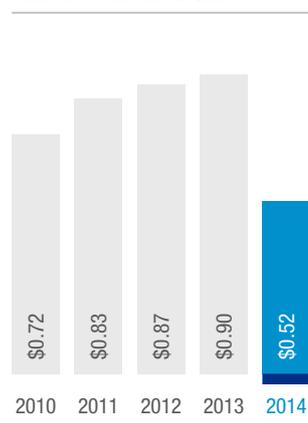
Financial *HIGHLIGHTS*

FOR THE YEARS ENDED DECEMBER 31,

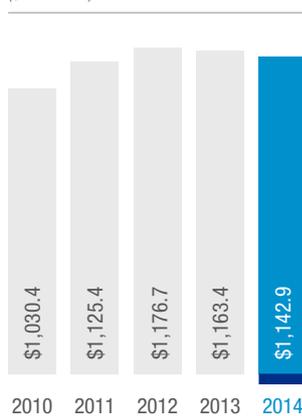
(dollars in millions, per share amounts)

(unaudited)	2014	2013
Revenues Before Reimbursements ⁽¹⁾	\$1,142.9	\$1,163.4
Net Income Attributable to Shareholders of Crawford & Company	\$ 30.6	\$ 51.0
Cash Provided by Operating Activities	\$ 6.6	\$ 77.8
Diluted Earnings per Share—CRDA	\$ 0.57	\$ 0.93
Diluted Earnings per Share—CRDB	\$ 0.52	\$ 0.90
Return on Average Shareholders' Investment	16.4%	30.3%

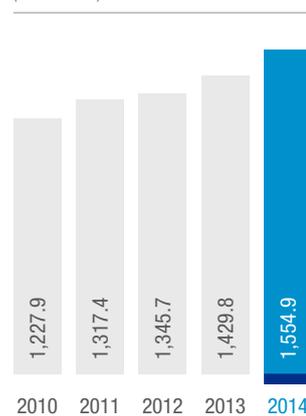
Adjusted Diluted Earnings per CRDB Share on a non-GAAP Basis⁽¹⁾



Revenues before Reimbursements⁽¹⁾



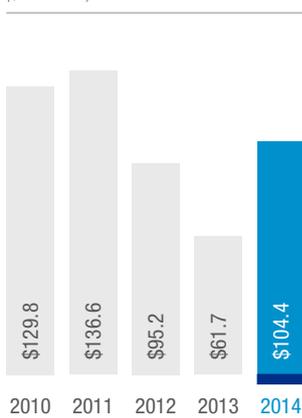
Cases Received



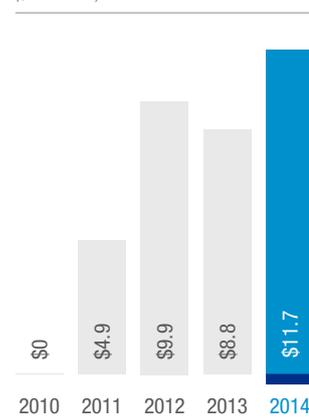
Consolidated Operating Earnings⁽¹⁾



Net Debt⁽¹⁾



Total Cash Dividends Paid



(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 <https://us.crawfordandcompany.com/media/1780033/summaryannualreportappendix.pdf>, or scan the QR code.

Percentage of Total Company Revenue by Business Segment

AMERICAS

31.5%

EMEA & ASIA PACIFIC

30.1%

BROADSPIRE

23.5%

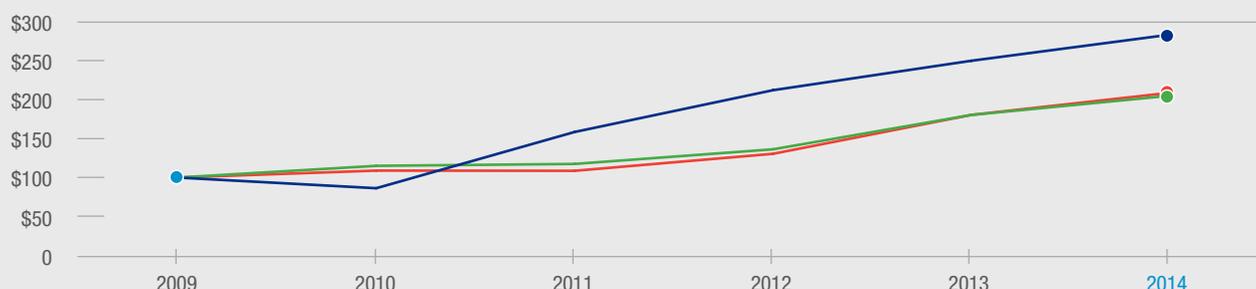
LEGAL SETTLEMENT ADMINISTRATION

14.9%

COMPARISON OF CUMULATIVE FIVE-YEAR TOTAL RETURN

● Crawford & Company (Class B) ● S&P 500 Index ● S&P Property-Casualty Insurance Index

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, 2009 and ended December 31, 2014.



This total shareholders' return model assumes reinvested dividends and is based on a \$100 investment on December 31, 2009. 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.

TOTAL RETURN TO SHAREHOLDERS

(Includes reinvestment of dividends)

COMPANY/INDEX	ANNUAL RETURN PERCENTAGE YEARS ENDING				
	Dec '10	Dec '11	Dec '12	Dec '13	Dec '14
Crawford & Company (Class B)	(13.71)	83.75	33.86	17.83	13.41
S&P 500 Index	15.06	2.11	16.00	32.39	13.69
S&P Property-Casualty Insurance Index	8.94	(0.25)	20.11	38.29	15.74

COMPANY/INDEX	BASE PERIOD	INDEXED RETURNS YEARS ENDING				
		Dec '09	Dec '10	Dec '11	Dec '12	Dec '13
Crawford & Company (Class B)	100	86.29	158.56	212.25	250.09	283.63
S&P 500 Index	100	115.06	117.49	136.30	180.44	205.14
S&P Property-Casualty Insurance Index	100	108.94	108.67	130.52	180.50	208.91

CRAWFORD & COMPANY
Atlanta, Georgia—Headquarters



A GLOBAL PERSPECTIVE

EUROPE, MIDDLE EAST, AFRICA & ASIA PACIFIC (EMEA-AP)

“ The acquisition of GAB Robins at the end of 2014 presents an excellent opportunity to expand the overall breadth of services in the UK, increase Global Technical Services (GTS®) revenues and create a powerhouse of Crawford GTS® adjusters. 2015 promises to be an exciting year as we work on integration plans to bring the businesses together. ”

— Ian V. Muress



2014 STRATEGY

In 2014 we took measures to ride out the reduction in weather claims while focusing on strategy. We concentrated our energies on new initiatives, signed significant deals and worked closer with clients than ever before.

The Lloyd's and London Market remains a strategic global market and the UK is a key operation for any worldwide business. We invested in talented professionals to expand across a number of product and specialty lines.

Consistent with our strategy to add world-class GTS adjusters, we acquired Buckley Scott to expand construction and engineering expertise. This acquisition is fully integrated, winning new business and opening doors to new markets.

Two significant services were launched last year. New Broadspire TPA hubs were created in Singapore, Hong Kong and Australia allowing us to market the first truly global third party administration (TPA) service. This has paid dividends as we continue to win TPA contracts based on our global capability. In addition, the UK business launched Contractor Connection, providing a new way of handling building repair claims in the UK market.

Our focus on clients and their customers led us to design the “Customer Service Experience” initiative to create faster settlement times, increased satisfaction and higher employee engagement. This project is being rolled out across the region, has strengthened relationships with clients and created many opportunities.

TOP TALENT

Our talented people are the cornerstone of our business and whilst weather related claims were down, our professionals dealt with major incidents in Australia, Asia, Europe and UK.

We strengthened our leadership to respond quickly to market conditions, sought out new markets and concentrated on our clients. The new team is ideally placed to explore new opportunities such as infrastructure in Asia and enhance our global network as evidenced by our expansion into New Zealand.

Guided by our Strategic Plan, we continue to innovate for sustained competitive advantage. 2015 will be an exciting period as we expect to roll-out new technologies using advanced techniques to deploy social media to combat fraud. We also expect to advance our digital media project and expand into the customer self-service environment in 2015.

IAN V. MURESS

Executive Vice President and Chief Executive Officer, EMEA & Asia Pacific

AMERICAS

“ We made solid progress towards our strategic goal of creating a Global Technical Services (GTS®) powerhouse. Combining Specialty Markets into GTS significantly increased our ability to offer specialized industry services that are key to serving the London Market and the complex claims market. We also achieved record claims growth in Canada and record revenues in Contractor Connection.™ ”

— Vince E. Cole



STRONG PROGRESS IN THE REGION

In 2014, the Americas segment focused on strategic initiatives to promote growth and increase efficiency. This segment includes U.S. claims services, Canada, Latin America/Caribbean and Contractor Connection operations.

U.S. claims services improved efficiencies across systems and processes. These included enhanced support technologies and new platforms, based on Crawford iQ™, our group of proprietary technology systems. One new technology platform reduced certain claims processing steps by 90 percent and created almost 20 back-office automated processes related claims activities.

Responding to increasing market demand for emergency contractor services, Contractor Connection released a technologically enhanced model to increase network response capabilities to respond to catastrophic weather events that impact homeowners in the United States and Canada. Contractor Connection also launched an enhanced service model for commercial property repairs ranging from low- to high-severity restoration needs.

Overall, 2014 was a very strong year for the Canadian business; both in record revenue and assignments received. Even with minimal catastrophe activity, the core business achieved growth. Canada's specialized businesses—Contractor Connection, Class Action Services and Appraisal Management—continued to deliver solid performance and growth.

In Latin America, we reached an agreement with a Swiss reinsurer to handle reinsurance claims across the region. In Chile, Crawford Affinity adjusted more than 2,800 cases from the Iquique earthquake. Crawford Affinity expanded to Brazil, and our Brazilian operations were nominated to handle marine road service cases for a U.S.-based insurer. We also began handling new automobile services claims with a major auto insurer and providing claims adjustment services for homeowners, condominiums and small businesses for a Germany-based insurer.

We are looking forward to more growth in the Americas in 2015. We will continue to invest in GTS, new product offerings and expand certain services to more countries. All our operations will benefit from our Global Business Services Center (GBSC) in Manila, Philippines, which commenced operations in 2014. The GBSC is expected to enable Crawford to improve service quality, operational efficiency, business growth and cost effectiveness as outlined in our Strategic Plan.

VINCE E. COLE

Executive Vice President and Chief Executive Officer, Property & Casualty—Americas

BROADSPIRE

“ Through our earnest efforts and commitment to our goals, we are *focused*. By investing in and implementing beneficial new technology and products, we are *innovative*. With a genuine concern to help our clients, we are *passionate*. This is Broadspire. ”

— Danielle M. Lisenbey



Broadspire is a global Third-Party Administrator (TPA) specializing in servicing the claims needs of corporations, brokers and insurers who wish to take greater control over the claims process, total loss costs and data capture, as well as to access meaningful management information. Our team of claims management, clinicians, account management and risk management information system (RMIS) professionals has the global reach and local expertise to serve as a full-service TPA partner. Utilizing a broad suite of leading-edge tools and resources, we develop solutions in areas such as workers compensation claims management, auto and general liability claims management, medical management and disability management programs. Broadspire strives to offer a comprehensive suite of solutions designed to increase employee productivity while reducing the cost of risk.

GROWING OUR BUSINESS

2014 was an exciting year of growth and progress for Broadspire with our operating earnings nearly doubling that of the previous year. By developing meaningful partnerships with new clients and maintaining successful relationships with our existing clients, we continued to build our business. Our efforts realized a 7 percent increase in revenue over last year from new clients and increased claim volume from existing clients. In the past year, we welcomed new clients such as Staples, Johnson Controls, CPS Energy, Saks, Extended Stay America and Sanderson Farms, among many others. We also retained over 92 percent of our existing clients during the year, a key metric in sustainable growth.

ENHANCING OUR TECHNOLOGY AND SERVICES

Broadspire continues to boost efficiencies and capabilities by upgrading technology and analytics with new tools and enhanced processes. The use of business process management technology that transforms the way we operate. 2014 also saw the expansion of our offerings by introducing disability and leave management services as well as enhanced product recall and cyber claims management, all of these enhancements have been well received in the industry.

LOOKING AHEAD

As we move forward into 2015 and beyond, we expect to continue to build upon our recent successes through the continued use and expansion of our new technology as well as our claims and medical management services. Accelerating our growth, retaining our existing client base, and enhancing our process management are all key drivers to future success in accomplishing our goals. Arguably, the most important is continuing to engage, train and develop our employees. As a service organization, you are only as good as those that deliver the service and we believe we have the best in the industry.

A handwritten signature in blue ink that reads "Danielle Lisenbey".

DANIELLE M. LISENBAY

Executive Vice President and Chief Executive Officer, Broadspire

LEGAL SETTLEMENT ADMINISTRATION

“ GCG is a great company with a wealth of talent and resources at its disposal. We are an industry-leader because we never compromise on our commitment to service and to excellence in execution. In 2015, just as in prior years, we recommit to innovation, service and performance. ”

— David A. Isaac



Garden City Group, LLC (GCG) is a recognized leader in legal administration services for class action settlements, mass tort matters, bankruptcy cases and legal notice programs. For 30 years, clients and courts have entrusted GCG with the administration of the most complex class action settlements as well as high-profile bankruptcy and mass tort cases of national import. GCG has administered over 3,000 cases, processed tens of millions of claims, mailed more than 290 million notices, handled more than 29 million calls and distributed over \$37 billion in compensation with demonstrated accuracy and efficiency. Our industry-leading service offerings include:

- Class Action Services—technology-intensive legal administration services for law firms, courts, special masters, and corporations to expedite high-volume class action settlements
- Bankruptcy Services—cost-effective, end-to-end solutions to manage bankruptcy administrations, as well as related reorganization and solicitation services
- Mass Tort Services—customized case intake and settlement administrations for cases involving medical devices, pharmaceutical products, and toxic waste and environmental catastrophes
- Corporate Back-Office Services—call center services and mailroom support for corporations with administration demands
- Legal Notice Programs—national and international, multi-language legal notice programs

2014 marked yet another successful year for GCG, in which we continued to expand our influence in our industry. For the second year running, GCG was the only legal administrator to earn AICPA's (American Institute of Certified Public Accountants) Service Organization Controls (SOC) 2 Report. This prestigious certification attests that GCG's claims administration process controls are designed to meet the rigorous trust services criteria for all five of the AICPA's Trust Service Principles.

From a leadership standpoint, we added accomplished communications, technology and finance experts to our Senior Management team, and Shandarese Garr, a 25-year GCG veteran, assumed the newly created position of Vice President, Diversity and Inclusion to direct and guide GCG's focus in this important area. GCG continued to lead the market in significant matters across all of its service lines and to break into new areas of business that hold exciting prospects for the future. We anticipate continued success in 2015 as the trend toward larger global legal resolutions continues and as corporations outsource more of their back-office needs.

A handwritten signature in blue ink that reads "DAVID A. ISAAC". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

DAVID A. ISAAC

Executive Vice President and Chief Executive Officer, Garden City Group, LLC (GCG)

CLAIMS HANDLED IN COUNTRIES

150+

COUNTRIES WITH LOCATIONS

70+

NUMBER OF LANGUAGES

30+





Our *INVESTORS*

Crawford is focused on delivering shareholder value and further investing in developing high growth businesses. Among our 2014 highlights were the results of our Broadspire and Contractor Connection operations. In both units, we see opportunities to gain in revenue and earnings in 2015.



WE ARE
FOCUSED ON
LONG-TERM
STRATEGY.

+92%

Client retention rate in 2014, a key metric in sustainable growth



Technology: We continue to make investments in systems around the globe as well as service enhancements with one goal in mind: a better claims outcome for our clients.

Global TPA: In 2014, Broadspire responded to client feedback by creating new strategic TPA hubs in Canada, Singapore, Hong Kong and Australia, cementing its position as the world's first truly global TPA.

New Program: Broadspire launched a program addressing the issue of physician dispensing; it's designed to lower workers compensation medication costs and improve safety for injured workers.

BROADSPIRE®

For 2014, Broadspire's full year operating earnings nearly doubled over 2013, with a 7 percent increase in revenue over prior year on new clients and increased claims volume from existing clients. We saw a robust sales pipeline for last year and again into 2015. In August, Broadspire announced that we would add short-term disability, long-term disability and leave management to our global portfolio of products. The new suite of products was introduced in the fourth quarter of 2014. Expanding into disability and leave management complements our well-established medical management and workers compensation return-to-work strategies, and reflects the underlying trends around an aging workforce and federal Affordable Care Act requirements.

In September, Broadspire began operations in the new Global Business Services Center (GBSC) in Manila, Philippines. The GBSC allows Crawford to continue to strengthen its client service, realize cost and other operational efficiencies, and invest in new capabilities for growth.

New Service: In 2014, Contractor Connection launched a consumer direct campaign utilizing its 4,800 network member contractors in an effort to dip into a remodeling and home improvement marketplace valued at approximately \$150 billion.

New Initiative: Contractor Connection initiated a “Hiring Our Veterans” campaign, challenging its contractors to hire veterans and tracking the number of veterans hired as part of the U.S. Chamber of Commerce Foundation’s “Hiring Our Heroes” campaign.

CONTRACTOR CONNECTION™

In 2014, Contractor Connection continued its strong growth. It processes more than 250,000 repair and renovation assignments annually for commercial clients and consumers, and these assignments had an estimated value of more than \$1 billion. Last year we launched a consumer home improvement service in the U.S. Homeowners can now access Contractor Connection’s contractor network for home improvement services by using our website.

In response to growing insurance market needs during catastrophic events, Contractor Connection significantly upgraded its ability to respond to weather-related events by enhancing its catastrophe response network services, which implements and integrates proprietary technology that links predictive weather analytics with contractor network coverage to ensure policyholders have access to contractors when they need it the most.

In June 2014, Contractor Connection hosted its 16th annual Conference & Expo, with more than 2,900 contractors, insurance carrier representatives and service provider partners attending the invitation-only three-day event.



WE ARE
HELPING OUR
CLIENTS BY
DELIVERING
INNOVATIVE
TECHNOLOGY.





Our *CLIENTS*

From large multinational insurance carriers, brokers and local insurance firms to many *Fortune*® 500 corporations, our clients are demanding increasing efficiencies in the management of their business. Crawford is delivering. From designing technological solutions that help our clients achieve their business goals with ease to adding process improvements that further streamlines efficiency for both clients and employees, Crawford continually invests in technology to deliver innovation, speed, automation and analytics.

TECHNOLOGY *MADE SIMPLE*

ELEMENTS OF CRAWFORD iQ

Crawford iQ Portal™ – Offers clients a gateway to access the work we do for them

Crawford iQ Claims Manager™ – Delivers a vast array of claims management solutions

Crawford iQ Analytics™ – Provides clients with claims analytics, dashboards and reports

Crawford iQ Mobile™ – Allows claims to be managed anytime, anywhere on PCs and mobile devices

Crawford iQ
Intelligent Technology

Crawford provides its clients and employees with the most advanced set of information and communication technology (ICT) tools in the industry. These tools are integrated, flexible and user-friendly. By design, they foster a faster and simpler workflow environment and deliver forward-thinking, cutting-edge solutions that clients value.

As a way to categorize and describe this innovative suite of ICT products and services, we refer to our systems collectively as Crawford iQ™. Delivered in four easy offerings, Crawford iQ provides the intelligence that powers The Crawford Solution™, the most comprehensive global, integrated solution for all corporate, insurer and re-insurer claims administration.

Crawford iQ simplifies our extensive offering of technological services and processes in a way that is easy to understand. This is accomplished by consolidating our ICT products and services in a meaningful and logical manner according to their specific function. The goal is to make Crawford's state-of-the-art technology approachable, accessible and uncomplicated.

CRAWFORD BUSINESS PROCESS MANAGEMENT

The Appian Business Process Management Suite, a market-leading technology platform Crawford purchased in 2011, has radically altered the way we are developing software applications globally, working with business partners and designing new services and solutions for clients. In addition to the numerous accolades we have received for our technology, the latest analytics reveal double digit gains in back office efficiencies, in cycle times and productivity. Our call center operations have been streamlined and employee satisfaction has increased.

Crawford's new approach entailed revising all the administrative, operational and technical processes to reflect the highest priority needs of customers. The method resulted in **faster settlements, increased customer satisfaction and higher engagement for employees.**

“The feedback from customers has been fantastic and demonstrates the commercial value of a true supplier partnership.”

KELLY ROBSON

Head of Commercial Claims (Motor & Property) Aviva

COLLABORATE *AND DELIVER*

CUSTOMER SERVICE ENHANCEMENTS

At Crawford, innovation means leading the market, with new ideas, new products and new services that help improve outcomes for our clients and in the case of Aviva, their policyholders.

In the UK, Aviva commercial property claims and Crawford partnered to improve customer satisfaction. Joint teams from both companies were established to analyze the entire customer journey from the perspective of the customer, looking to see what improvements could be made to ensure the claims process was completed quickly and efficiently.

The results led not only to an improvement in service and overall performance but also to up-skilling the Aviva in-house claims teams, enabling them to identify and settle some claims without the need for an external assessment.

As we understood the process in much more detail, we were clearer about where to improve and control effectively, and we became closer to what really mattered to customers. This close engagement with team members at Crawford and Aviva encouraged innovative and creative ideas to be shared to ensure the customer was put at the heart of the decision process.

The success of this partnership not only meant an improvement in customer service, faster settlements and higher engagement for employees, it earned a coveted *Insurance Times* award for Business Partner of the Year.

52%

The entire process flow was redesigned leading to significant end-to-end closure time improvement





WE ARE
PASSIONATE
ABOUT OUR
BUSINESS.



Our *EMPLOYEES*

Employees are the lifeblood of our company. Driven by our shared values and our Code of Business Conduct and Ethics, we are striving to become the world's leading provider of claim services, business process outsourcing and consulting solutions. The people of Crawford whose efforts have improved our operations on every dimension warrant significant recognition. Outside of work, our passionate employees pursue a wide variety of interests often taking time to give back to their communities in many ways, including our annual Global Day of Service.

VALUABLE *INSIGHT*

OUR TEAM FROM AROUND THE WORLD

These three exceptional employees are just a small sampling of the thousands of outstanding employees on the Crawford team from around the world. “Be a great place to work” has been a constant initiative and we know a company is only as great as its people. We believe we have the best people in the industry.

At Crawford, we offer innovative mentoring programs, continue to provide management training opportunities, promote a continuous learning environment and leverage technology solutions to further enhance employee productivity. We strive to attract, engage and retain the very best talent in the industry, and the employees pictured here are a testament of our outstanding employee team.



KAREN FAGG

DELTA AND SUNCORP TEAM LEADER, CRAWFORD AUSTRALIA—8 YEARS



“ I have worked for Crawford in Glasgow and now Sydney, experiencing a challenging industry at opposite ends of the globe. I enjoy the fact that every day is different, unpredictable and diverse. I also enjoy being involved in the local development of Claims Manager iQ and am looking forward to leading innovative changes within my team and the wider business. ”



PATRICK BOSSEY

MANAGER, BUSINESS INTELLIGENCE UNIT, CRAWFORD CANADA—7 YEARS



“ I support our clients by providing analysis, synthesis and visualization of claim and risk data which helps them make more informed business decisions and hopefully helps them achieve their strategic goals. I try and understand their business, their needs and their challenges to anticipate and communicate what information is most useful. I support our clients by providing them with insightful information. ”



AMEN CHIU

DIRECTOR, CRAWFORD HONG KONG—9 YEARS



“ In today's fast changing and challenging marketplace we have to design and implement innovative, value-added and cost-effective solutions for our clients in order to realize operational efficiencies. I love my job because I can work with my teammates to service different client needs every day and help them come up with solutions to their problems. ”

50+

Collectively on Crawford's 6th annual Global Day of Service, employees volunteered in more than 50 service projects in 25 countries, including homeless shelters, food banks, blood drives, animal rescue, nature parks, and disease research fundraising

COMMUNITY *INVOLVEMENT*

GIVING BACK

Crawford's talented employees pursue wide-ranging 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, running marathons, mountain climbing and participating in cross-continent cycling adventures to raise money for charities, we are visible in our communities and passionate about improving them.

Throughout the world, Crawford supports a number of community initiatives with our time, our talents and our corporate funds. Through our work, we help people every day. Our employee tradition of volunteerism and service is an equally strong part of Crawford's culture. We encourage and support our team to do their part to make the world a better place at every opportunity that arises.

Expressions of giving back include our U.S. Employee Giving Program, where individuals contribute directly to employee-selected partners:

- American Cancer Society
- American Heart Association
- American Red Cross
- American Society for the Prevention of Cruelty to Animals

Across the globe, employees go beyond daily responsibilities to help others in need, including individual and collective support of initiatives. Poland's Nobel Box Project provides aid for struggling families. Year after year employees across Canada participate in Relay for Life, Canadian Cancer Society's largest event. During the past four years Broadspire®, has raised a cumulative total of \$450,000 for SOS Children's Village—Florida during annual charity golf tournaments. Italy's support of "MIA Milano in azione" cares for Milan's homeless. Cancer Research UK benefits from a number of employee fundraising and awareness initiatives.

Partnerships: Crawford Contractor Connection partnered with some 20 companies from its U.S. contractor network, working alongside our employees for our Global Day of Service. Efforts ranged from home repairs and park clean-ups, to Habitat for Humanity builds, golf tournament fundraisers, a clothing drive for veterans, and free dry cleaning for retirees.

Global View: We have posted project photos on our Crawford social media pages and we invite you to visit our [2014 Global Day of Service photo gallery](#) to see more images from service projects around the world.

Going Green: Waterloo's Crawford team in Canada was recognized by GREENSHIFT as "Most Active Green Team" for its advancements toward sustainable strategies in reducing negative environmental impacts.



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 *VALUES AND CULTURE*

VISION

Our vision is 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 to clients; to employ the best and brightest people; and to deliver a strong financial performance.

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.

2014 AWARDS



2014 INFORMATIONWEEK ELITE 100

One of the industry's most prestigious awards, the *InformationWeek Elite 100* corporate rankings spotlights the most innovative users of information technology across the nation.



REACTIONS 2014 BEST LATIN AMERICA LOSS ADJUSTMENT FIRM AWARD

The *Reactions* awards are a unique program of events that reward the achievements and excellence of companies, teams and individuals from domestic and international insurance, reinsurance and claims management firms.



LOSS ADJUSTER OF THE YEAR AWARD

Crawford Spain won "Loss Adjuster of the Year 2014" award in the category of Fraud Detection at the ICEA (Cooperative Research between Insurance Companies and Pension Funds) awards after uncovering a significant deception worth hundreds of thousands of euros.



2014 WFMC AWARDS FOR CASE MANAGEMENT: EXCELLENCE IN CLAIMS MANAGEMENT SERVICES AWARD

The prestigious 2014 Global Awards for Excellence in Case Management recognize user organizations worldwide that have demonstrably excelled in implementing innovative solutions.



CIO 100 AWARD 2014

CIO magazine's editors and judges chose Crawford as one of 100 innovative organizations that uses information technology effectively to create business value by delivering competitive advantage to the enterprise and enabling growth.



2014 INVESTOR IN CUSTOMERS AWARD (UK)

Crawford & Company UK this year received its first Investor in Customers (IIC) Award, which assesses customer experience and satisfaction levels across industry. After rigorous assessment where employees, management and clients were surveyed, IIC judged the Crawford customer service as outstanding.



BUSINESS PARTNER OF THE YEAR AWARD TRAINING, EXCELLENCE & IMPACT AWARD

Crawford & Company's *The Way We Work* project was the foundation for both awards and unified employees and clients in collaborative work, challenged employees to learn new skills and encouraged open and honest discussion between all parties. This approach transformed the claims experience for our customers and allowed Crawford to demonstrate to the judges that when you work towards a common goal that it is easy to add value, settle a claim quickly and improve the customer's experience.



GARTNER BUSINESS PROCESS MANAGEMENT (BPM) EXCELLENCE AWARD

Gartner, Inc., named Crawford & Company as one of only three winners of the Gartner Business Process Management (BPM) Excellence Awards in North America for 2014. Through this awards program, Gartner spotlights excellence among organizations that take a BPM-centric approach to improving their business performance and have seen exceptional results from doing so.

Condensed Consolidated Statements of Income (unaudited)

(In thousands, except per share amounts)			
FOR THE YEAR ENDED DECEMBER 31,	2014	2013	2012
Revenues from Services:			
Revenues before reimbursements	\$1,142,851	\$1,163,445	\$1,176,717
Reimbursements	74,112	89,985	89,421
Total Revenues	1,216,963	1,253,430	1,266,138
Costs and Expenses:			
Costs of services provided, before reimbursements	840,702	846,442	846,638
Reimbursements	74,112	89,985	89,421
Total costs of services	914,814	936,427	936,059
Selling, general, and administrative expenses	237,880	232,307	228,411
Corporate interest expense, net of interest income of \$781, \$768, and \$967, respectively	6,031	6,423	8,607
Special charges and credits	—	—	11,332
Total Costs and Expenses	1,158,725	1,175,157	1,184,409
Other Income	1,650	2,829	1,711
Income Before Income Taxes	59,888	81,102	83,440
Provision for Income Taxes	28,780	29,766	33,686
Net Income	31,108	51,336	49,754
Net Income Attributable to Noncontrolling Interests	(484)	(358)	(866)
Net Income Attributable to Shareholders of Crawford & Company	\$ 30,624	\$ 50,978	\$ 48,888
Earnings Per Share—Basic:			
Class A Common Stock	\$ 0.58	\$ 0.95	\$ 0.92
Class B Common Stock	\$ 0.52	\$ 0.91	\$ 0.88
Earnings Per Share—Diluted:			
Class A Common Stock	\$ 0.57	\$ 0.93	\$ 0.91
Class B Common Stock	\$ 0.52	\$ 0.90	\$ 0.87
Weighted-Average Shares Used to Compute Basic Earnings Per Share:			
Class A Common Stock	30,237	29,853	29,536
Class B Common Stock	24,690	24,690	24,693
Weighted-Average Shares Used to Compute Diluted Earnings Per Share:			
Class A Common Stock	30,983	30,855	30,272
Class B Common Stock	24,690	24,690	24,693
Cash Dividends Per Share:			
Class A Common Stock	\$ 0.24	\$ 0.18	\$ 0.20
Class B Common Stock	\$ 0.18	\$ 0.14	\$ 0.16

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, 2014, as filed with the Securities and Exchange Commission.

Condensed Consolidated Statements of Comprehensive (Loss) Income (unaudited)

(In thousands)	2014	2013	2012
YEAR ENDED DECEMBER 31,			
Net Income	\$ 31,108	\$51,336	\$49,754
Other Comprehensive (Loss) Income:			
Net foreign currency translation loss, net of tax benefit of \$91, \$0, and \$0, respectively	(8,600)	(4,283)	(2,787)
Amounts reclassified into net income for defined benefit pension plans, net of tax provision of \$3,039, \$4,220, and \$3,283, respectively	8,636	8,834	6,340
Net unrealized (loss) gain on defined benefit plans arising during the year, net of tax benefit (provision) of \$25,746, (\$13,846), and \$18,109, respectively	(43,181)	15,671	(39,934)
Interest rate swap agreement loss reclassified into income, net of tax benefit of \$0, \$0, and \$253, respectively	—	—	414
Other Comprehensive (Loss) Income	(43,145)	20,222	(35,967)
Comprehensive (Loss) Income	(12,037)	71,558	13,787
Comprehensive income attributable to noncontrolling interests	(87)	(309)	(777)
Comprehensive (Loss) Income Attributable to Shareholders of Crawford & Company	\$(12,124)	\$71,249	\$13,010

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, 2014, as filed with the Securities and Exchange Commission.

Condensed Consolidated Statements of Cash Flows (unaudited)

(In thousands)			
YEAR ENDED DECEMBER 31,	2014	2013	2012
Cash Flows from Operating Activities:			
Net income	\$ 31,108	\$ 51,336	\$ 49,754
Reconciliation of net income to net cash provided by operating activities:			
Depreciation and amortization	37,644	33,903	32,796
Deferred income taxes	15,189	15,625	19,355
Gain on sale of interest in former corporate headquarters property	(836)	—	—
Stock-based compensation costs	1,189	3,835	3,660
(Gain) loss on disposals of property and equipment, net	(239)	273	(136)
Changes in operating assets and liabilities, net of effects of acquisitions and dispositions:			
Accounts receivable, net	(24,358)	2,102	(4,197)
Unbilled revenues, net	(1,216)	16,528	(18,725)
Accrued or prepaid income taxes	3,099	(2,160)	(628)
Accounts payable and accrued liabilities	(23,100)	(22,328)	28,853
Deferred revenues	(4,645)	(5,895)	1,290
Accrued retirement costs	(18,497)	(22,086)	(15,639)
Prepaid expenses and other operating activities	(8,732)	6,711	(3,530)
Net cash provided by operating activities	6,606	77,844	92,853
Cash Flows from Investing Activities:			
Acquisitions of property and equipment	(12,485)	(14,037)	(15,375)
Proceeds from disposals of property and equipment	1,289	—	47
Capitalization of computer software costs	(16,712)	(16,976)	(17,801)
Proceeds from sale of interest in former corporate headquarters property	836	—	—
Cash surrendered from sale of business	(1,554)	—	—
Payments for business acquisitions, net of cash acquired	(3,141)	(2,515)	(674)
Net cash used in investing activities	(31,767)	(33,528)	(33,803)
Cash Flows from Financing Activities:			
Cash dividends paid	(11,717)	(8,840)	(9,880)
Payments related to shares received for withholding taxes under stock-based compensation plans	(2,085)	(1,322)	(1,307)
Proceeds from shares purchased under employee stock-based compensation plans	1,270	1,884	520
Repurchases of common stock	(3,390)	(3,631)	(2,840)
Increase in short-term and revolving credit facility borrowings	121,110	88,460	42,174
Payments on short-term and revolving credit facility borrowings	(98,821)	(99,461)	(91,412)
Payments on capital lease obligations and long-term debt	(856)	(15,823)	(1,583)
Capitalized loan costs	(218)	(30)	(161)
Dividends paid to noncontrolling interests	(761)	(369)	(429)
Net cash provided by (used in) financing activities	4,532	(39,132)	(64,918)
Effects of exchange rate changes on cash and cash equivalents	(2,868)	(388)	(588)
(Decrease) Increase in Cash and Cash Equivalents	(23,497)	4,796	(6,456)
Cash and Cash Equivalents at Beginning of Year	75,953	71,157	77,613
Cash and Cash Equivalents at End of Year	\$ 52,456	\$ 75,953	\$ 71,157

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, 2014, as filed with the Securities and Exchange Commission.

Condensed Consolidated Balance Sheets (unaudited)

(In thousands) DECEMBER 31,	2014	2013
ASSETS		
Current Assets:		
Cash and cash equivalents	\$ 52,456	\$ 75,953
Accounts receivable, less allowance for doubtful accounts of \$10,960 and \$10,234, respectively	180,096	160,350
Unbilled revenues, at estimated billable amounts	103,163	105,791
Income taxes receivable	2,779	5,150
Prepaid expenses and other current assets	29,089	22,437
Total Current Assets	367,583	369,681
Property and Equipment:		
Property and equipment	143,273	155,326
Less accumulated depreciation	(102,414)	(109,643)
Net Property and Equipment	40,859	45,683
Other Assets:		
Goodwill	131,885	132,777
Intangible assets arising from business acquisitions, net	75,895	82,103
Capitalized software costs, net	75,536	72,761
Deferred income tax assets	66,927	61,375
Other noncurrent assets	30,634	25,678
Total Other Assets	380,877	374,694
TOTAL ASSETS	\$ 789,319	\$ 790,058
LIABILITIES AND SHAREHOLDERS' INVESTMENT		
Current Liabilities:		
Short-term borrowings	\$ 2,002	\$ 35,000
Accounts payable	48,597	50,941
Accrued compensation and related costs	82,151	98,656
Self-insured risks	14,491	13,100
Income taxes payable	2,618	3,476
Deferred income taxes	14,523	15,063
Deferred rent	13,576	16,062
Other accrued liabilities	35,784	34,270
Deferred revenues	45,054	49,950
Current installments of long-term debt and capital leases	763	875
Total Current Liabilities	259,559	317,393
Noncurrent Liabilities:		
Long-term debt and capital leases, less current installments	154,046	101,770
Deferred revenues	26,706	26,893
Self-insured risks	10,041	12,530
Accrued pension liabilities	142,343	102,960
Other noncurrent liabilities	17,271	20,979
Total Noncurrent Liabilities	350,407	265,132
Shareholders' Investment:		
Class A common stock, \$1.00 par value, 50,000 shares authorized; 30,497 and 29,875 shares issued and outstanding, respectively	30,497	29,875
Class B common stock, \$1.00 par value, 50,000 shares authorized; 24,690 shares issued and outstanding	24,690	24,690
Additional paid-in capital	38,617	39,285
Retained earnings	301,091	285,165
Accumulated other comprehensive loss	(221,958)	(179,210)
Shareholders' Investment Attributable to Shareholders of Crawford & Company	172,937	199,805
Noncontrolling interests	6,416	7,728
Total Shareholders' Investment	179,353	207,533
TOTAL LIABILITIES AND SHAREHOLDERS' INVESTMENT	\$ 789,319	\$ 790,058

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, 2014, as filed with the Securities and Exchange Commission.

Condensed Consolidated Statements of Shareholders' Investment (unaudited)

(In thousands)	Common Stock			Retained Earnings	Accumulated Other Comprehensive (Loss) Income	Shareholders' Investment		Total Shareholders' Investment
	Class A Non-Voting	Class B Voting	Additional Paid-In Capital			Attributable to		
						Crawford & Company	Noncontrolling Interests	
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 controlling interest	—	—	(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
Net income	—	—	—	50,978	—	50,978	358	51,336
Other comprehensive income (loss)	—	—	—	—	20,271	20,271	(49)	20,222
Cash dividends paid	—	—	—	(8,840)	—	(8,840)	—	(8,840)
Stock-based compensation	—	—	3,835	—	—	3,835	—	3,835
Repurchases of common stock	(553)	—	—	(3,078)	—	(3,631)	—	(3,631)
Shares issued in connection with stock-based compensation plans, net	1,093	—	(100)	—	—	993	—	993
Increase in value of noncontrolling interest due to acquisition of controlling interest	—	—	—	—	—	—	2,188	2,188
Dividends paid to noncontrolling interests	—	—	—	—	—	—	(369)	(369)
Balance at December 31, 2013	29,875	24,690	39,285	285,165	(179,210)	199,805	7,728	207,533
Net income	—	—	—	30,624	—	30,624	484	31,108
Other comprehensive loss	—	—	—	—	(42,748)	(42,748)	(397)	(43,145)
Cash dividends paid	—	—	—	(11,717)	—	(11,717)	—	(11,717)
Stock-based compensation	—	—	1,189	—	—	1,189	—	1,189
Repurchases of common stock	(409)	—	—	(2,981)	—	(3,390)	—	(3,390)
Shares issued in connection with stock-based compensation plans, net	1,031	—	(1,857)	—	—	(826)	—	(826)
Decrease in value of noncontrolling interest due to sale of controlling interest	—	—	—	—	—	—	(638)	(638)
Dividends paid to noncontrolling interests	—	—	—	—	—	—	(761)	(761)
Balance at December 31, 2014	\$30,497	\$24,690	\$38,617	\$301,091	\$(221,958)	\$172,937	\$6,416	\$179,353

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, 2014, 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, 2014, as filed with the Securities and Exchange Commission.

(In thousands, except per share amounts and percentages)					
YEAR ENDED DECEMBER 31,	2014	2013	2012	2011	2010
Revenues before Reimbursements	\$1,142,851	\$1,163,445	\$1,176,717	\$1,125,355	\$1,030,417
Reimbursements	74,112	89,985	89,421	86,007	80,384
Total Revenues	1,216,963	1,253,430	1,266,138	1,211,362	1,110,801
Total Costs of Services	914,814	936,427	936,059	917,929	839,247
Americas Operating Earnings ⁽¹⁾	23,663	18,532	11,878	20,007	20,748
EMEA/AP Operating Earnings ⁽¹⁾	19,720	32,158	48,481	28,096	24,828
Broadspire Operating Earnings (Loss) ⁽¹⁾	15,469	8,245	21	(11,417)	(11,712)
Legal Settlement Administration Operating Earnings ⁽¹⁾	22,849	46,752	60,284	51,307	47,661
Unallocated Corporate and Shared Costs and Credits, Net	(8,582)	(10,829)	(10,504)	(9,403)	(5,841)
Goodwill and Intangible Asset Impairment Charges	—	—	—	—	(10,788)
Net Corporate Interest Expense	(6,031)	(6,423)	(8,607)	(15,911)	(15,002)
Stock Option Expense	(859)	(948)	(408)	(450)	(761)
Amortization of Customer-Relationship Intangible Assets	(6,341)	(6,385)	(6,373)	(6,177)	(5,995)
Special (Charges) and Credits, Net	—	—	(11,332)	2,379	(4,650)
Income Taxes	(28,780)	(29,766)	(33,686)	(12,739)	(9,712)
Net Income Attributable to Noncontrolling Interests	(484)	(358)	(866)	(288)	(448)
Net Income Attributable to Shareholders of Crawford & Company	\$ 30,624	\$ 50,978	\$ 48,888	\$ 45,404	\$ 28,328
Earnings Per CRDB Share ⁽²⁾ :					
Basic	\$ 0.52	\$ 0.91	\$ 0.88	\$ 0.84	\$ 0.54
Diluted	\$ 0.52	\$ 0.90	\$ 0.87	\$ 0.83	\$ 0.53
Current Assets	\$ 367,583	\$ 369,681	\$ 386,765	\$ 369,549	\$ 379,405
Total Assets	\$ 789,319	\$ 790,058	\$ 847,415	\$ 818,477	\$ 820,674
Current Liabilities	\$ 259,559	\$ 317,393	\$ 318,174	\$ 286,749	\$ 296,841
Long-Term Debt, Less Current Installments	\$ 154,046	\$ 101,770	\$ 152,293	\$ 211,983	\$ 220,437
Total Debt	\$ 156,811	\$ 137,645	\$ 166,406	\$ 214,187	\$ 223,328
Shareholders' Investment Attributable to Shareholders of Crawford & Company	\$ 172,937	\$ 199,805	\$ 136,199	\$ 133,472	\$ 89,516
Total Capital	\$ 329,748	\$ 337,450	\$ 302,605	\$ 347,659	\$ 312,844
Current Ratio	1.4:1	1.2:1	1.2:1	1.3:1	1.3:1
Total Debt to Total Capital Ratio	47.6%	40.8%	55.0%	61.6%	71.4%
Return on Average Shareholders' Investment	16.4%	30.3%	36.3%	40.7%	38.8%
Cash Provided by Operating Activities	\$ 6,606	\$ 77,844	\$ 92,853	\$ 36,676	\$ 26,167
Cash Used in Investing Activities	\$ (31,767)	\$ (33,528)	\$ (33,803)	\$ (34,933)	\$ (42,531)
Cash Provided By (Used in) Financing Activities	\$ 4,532	\$ (39,132)	\$ (64,918)	\$ (17,964)	\$ 39,520
Shareholders' Investment Attributable to Shareholders of Crawford & Company Per Diluted Share	\$ 3.11	\$ 3.60	\$ 2.48	\$ 2.46	\$ 1.68
Cash Dividends Per Share:					
CRDA	\$ 0.24	\$ 0.18	\$ 0.20	\$ 0.10	\$ —
CRDB	\$ 0.18	\$ 0.14	\$ 0.16	\$ 0.08	\$ —
Weighted-Average Shares and Share-Equivalents:					
Basic	54,927	54,543	54,229	53,517	52,664
Diluted	55,673	55,545	54,965	54,246	53,234

(1) This is a segment financial measure calculated in accordance with ASC Topic 280, and 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) The Company computes earnings per share of CRDA and CRDB using the two-class method, which allocates the undistributed earnings for each period to each class on a proportionate basis. The Company's Board of Directors has the right, but not the obligation, to declare higher dividends on the non-voting CRDA shares than on the voting CRDB shares, subject to certain limitations. In periods when the dividend is the same for CRDA and CRDB or when no dividends are declared or paid to either class, the two-class method generally will yield the same earnings per share for CRDA and CRDB. Unless otherwise indicated, references to earnings per share refer to CRDB, which is a more dilutive presentation.



Crawford Global Executive Management Team

Jeffrey T. Bowman (1)

President and Chief Executive Officer

W. Bruce Swain (2)

Executive Vice President, Chief Financial Officer

Allen W. Nelson (3)

Executive Vice President,
General Counsel, Corporate Secretary
& Chief Administrative Officer

Vince E. Cole (4)

Executive Vice President, Chief Executive Officer,
Property & Casualty—Americas

Ian V. Muresic (5)

Executive Vice President, Chief Executive Officer,
EMEA & Asia-Pacific

Danielle M. Lisenbey (6)

Executive Vice President,
Chief Executive Officer, Broadspire

David A. Isaac (7)

Executive Vice President,
Chief Executive Officer, GCG

Michael F. Reeves (8)

Executive Vice President, Global Markets

Emanuel V. Lauria (9)

Executive Vice President, Chief Client Officer

Brian S. Flynn (10)

Executive Vice President,
Global Chief Information Officer

Phyllis R. Austin (11)

Executive Vice President,
Global Human Resource Management

Board of Directors

Harsha V. Agadi

Chairman and Chief Executive Officer of
GHS Holdings LLC

P. George Benson

Retired President, College of Charleston

Jeffrey T. Bowman

President and Chief Executive Officer,
Crawford & Company

Jesse C. Crawford

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

Roger A.S. Day

Retired Executive of
ACE American Insurance Company

James D. Edwards

Retired Partner of Arthur Andersen, LLP

Russel L. Honoré

Retired Lieutenant General, U.S. Army

Joia M. Johnson

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

Charles H. Ogburn

Non-Executive Chairman of the Board,
Crawford & Company

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 or in the Investor Relations section at www.crawfordandcompany.com

ANNUAL MEETING

The Annual Meeting of shareholders will be held at 2:00 p.m. on May 12, 2015, 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 non-voting Class A Common Stock than on the voting 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 percent 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
shareowneronline.com

INTERNET ADDRESS

www.crawfordandcompany.com

CERTIFICATIONS

In 2014, 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 2014 reports.

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 or in the Investor Relations section of Crawford & Company's website at www.crawfordandcompany.com.



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PROPERTY & CASUALTY | RISK SCIENCES GROUP® | SPECIALIST LIABILITY SERVICES™

COMPANY PROFILE

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 Solution™ 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.