

**Fourth Quarter and Full Year 2016
Earnings Conference Call**

February 27, 2017

FORWARD-LOOKING STATEMENTS AND ADDITIONAL INFORMATION

- **Forward-Looking Statements**

—This presentation contains forward-looking statements, including statements about the expected 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. Results for any interim period presented herein are not necessarily indicative of results to be expected for the full year or for any other future period. 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 Securities and Exchange Commission and available at www.sec.gov or in the Investor Relations section of Crawford & Company's website at www.crawfordandcompany.com.

—Crawford's business is dependent, to a significant extent, on case volumes. The Company cannot predict the future trend of case volumes for a number of reasons, including the fact that the frequency and severity of weather-related claims and the occurrence of natural and man-made disasters, which are a significant source of cases and revenue for the Company, are generally not subject to accurate forecasting.

- **Revenues Before Reimbursements ("Revenues")**

—Revenues Before Reimbursements are referred to as "Revenues" in both consolidated and segment charts, bullets and tables throughout this presentation.

- **Segment and Consolidated Operating Earnings**

—Under the Financial Accounting Standards Board's Accounting Standards Codification ("ASC") Topic 280, "Segment Reporting," the Company has defined segment operating earnings as the primary measure used by the Company to evaluate the results of each of its four operating segments. Segment operating earnings exclude income taxes, interest expense, amortization of customer-relationship intangible assets, goodwill impairment charges, restructuring and special charges, stock option expense, earnings or loss attributable to non-controlling interests, and certain unallocated corporate and shared costs and credits. Consolidated operating earnings is the total of segment operating earnings and certain unallocated and shared costs and credits.

- **Earnings Per Share**

—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% of the Class A Common Stock, voting as a class.

—In certain periods, the Company has paid a higher dividend on CRD-A than on CRD-B. This may result in a different earnings per share ("EPS") for each class of stock due to the two-class method of computing EPS as required by ASC Topic 260 - "Earnings Per Share". The two-class method is an earnings allocation method under which EPS is calculated for each class of common stock considering both dividends declared and participation rights in undistributed earnings as if all such earnings had been distributed during the period.

- **Non-GAAP Financial Information**

—For additional information about certain non-GAAP financial information presented herein, see the Appendix following this presentation.

GLOBAL BUSINESS SERVICES LEADER

- The world's largest publicly listed independent provider of global claims management solutions
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- Multiple globally recognized brand names: Crawford®, Broadspire®, GCG®
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- Clients include multinational insurance carriers, brokers and local insurance firms as well as 200 of the Fortune® 500
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TODAY'S AGENDA

- Welcome and Opening Comments
- Fourth Quarter and Full Year 2016 Financial Review
- 2017 Guidance and Strategic Initiatives

FOURTH QUARTER AND FULL YEAR 2016 BUSINESS SUMMARY

(\$ in thousands, except per share amounts)	Quarter Ended			Year Ended		
	December 31,	December 31,	Change	December 31,	December 31,	Change
	2016	2015		2016	2015	
Revenues	\$272.4	\$284.9	(4)%	\$1,109.3	\$1,170.4	(5)%
Net Income Attributable to Shareholders of Crawford & Company	\$7.8	(\$51.7)	115%	\$36.0	(\$45.5)	179%
Diluted Earnings per Share						
CRD-A	\$0.14	(\$0.93)	115%	\$0.67	(\$0.79)	185%
CRD-B	\$0.13	(\$0.95)	114%	\$0.60	(\$0.87)	169%
Operating Earnings ⁽¹⁾	\$20.3	\$19.0	7%	\$92.1	\$70.4	31%
Operating Margin	7.4%	6.7%	10%	8.3%	6.0%	38%
Adjusted EBITDA ⁽¹⁾	\$29.1	\$28.4	2%	\$126.2	\$107.2	18%
Adjusted EBITDA Margin	10.7%	10.0%	7%	11.4%	9.2%	24%

BUSINESS HIGHLIGHTS

- **Vigilant cost control delivered margin expansion in the period**
- **Andrew Robinson joined Crawford in January as the Company's COO**
 - **Primary focus to optimize Crawford's operations, sales and marketing**
 - **Additional mandate to expand Crawford's product offerings globally**
- **Strategic review underway to further reduce expenses and realign sales**
 - **Goal to deliver Crawford's medium term target of 10% operating margins**
 - **Additional objective, refocus sales teams on solution selling and cross sale opportunities**
- **Acquired a majority stake in WeGoLook in January 2017 – positions Crawford to better serve the high-frequency, low-severity claims market**
- **Contractor Connection advertising campaign launched across seven markets in January, designed to penetrate the \$25 billion Insurance Direct market**

FOURTH QUARTER AND FULL YEAR 2016

Financial Review

STATEMENT OF OPERATIONS HIGHLIGHTS

Unaudited (\$ in thousands, except per share amounts)

<u>Three Months Ended December 31,</u>	<u>2016</u>	<u>2015</u>	<u>% Change</u>
Revenues Before Reimbursements	\$272,423	\$284,875	(4)%
Costs of Services Provided, Before Reimbursements	193,125	206,680	(7)%
Selling, General, and Administrative Expenses	61,670	62,256	(1)%
Corporate Interest Expense, Net	1,632	2,145	(24)%
Goodwill Impairment Charges	—	49,314	<i>nm</i>
Restructuring and Special Charges	2,059	18,012	(89)%
Total Costs and Expenses Before Reimbursements	<u>258,486</u>	<u>338,407</u>	(24)%
Other Income	<u>136</u>	<u>52</u>	162%
Income (Loss) Before Income Taxes	14,073	(53,480)	126%
Provision (Benefit) for Income Taxes	5,536	(1,503)	468%
Net Income (Loss)	8,537	(51,977)	116%
Net (Income) Loss Attributable to Noncontrolling Interests	(773)	306	<i>nm</i>
Net Income (Loss) Attributable to Shareholders of Crawford & Company	<u>\$7,764</u>	<u>(\$51,671)</u>	115%
Earnings (Loss) Per Share - Diluted:			
Class A Common Stock	<u>\$0.14</u>	<u>(\$0.93)</u>	115%
Class B Common Stock	<u>\$0.13</u>	<u>(\$0.95)</u>	114%
Cash Dividends per Share:			
Class A Common Stock	<u>\$0.07</u>	<u>\$0.07</u>	—%
Class B Common Stock	<u>\$0.05</u>	<u>\$0.05</u>	—%

U.S. SERVICES SEGMENT HIGHLIGHTS

Operating Results (4Q 2016 v. 4Q 2015)

- Revenues of \$57.4 million versus \$56.8 million
- Operating earnings of \$7.7 million versus \$7.9 million
- Operating earnings margin of 13.4% versus 13.8%
- Cases received of 91,797 versus 91,471

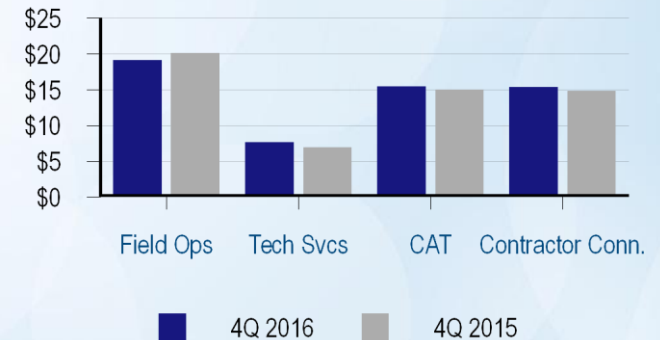
Highlights

- Hurricane Matthew helped offset reduction in revenues from outsourcing contract with major U.S. insurance carrier
- Revenue growth of 3% in Contractor Connection
- Strong operating margins

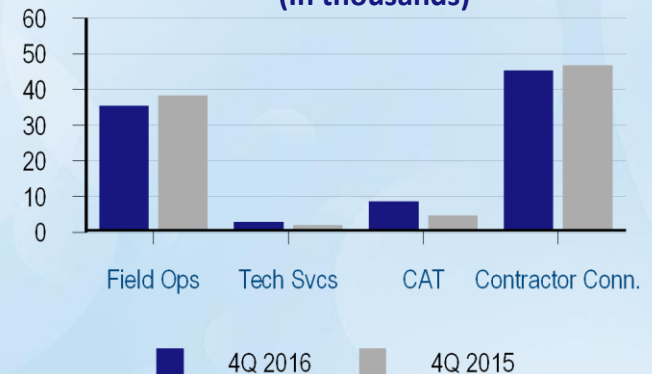
U.S. Catastrophe (CAT) Adjuster Activity

- CAT revenues of \$15.4 million versus \$15.0 million
- Average CAT adjusters deployed of 404 in 2016 vs. 441 in 2015

Revenues by Service Line
(\$ in millions)



Cases Received by Service Line
(In thousands)



INTERNATIONAL SEGMENT HIGHLIGHTS

Operating Results (4Q 2016 v. 4Q 2015)

- Revenues of \$117.5 million versus \$124.9 million
- Exchange rates reduced revenues by 4%, or \$6.1 million
- Operating earnings of \$11.3 million versus \$7.3 million
- Operating earnings margin of 9.6% versus 5.9%
- Cases received of 170,048 versus 184,853

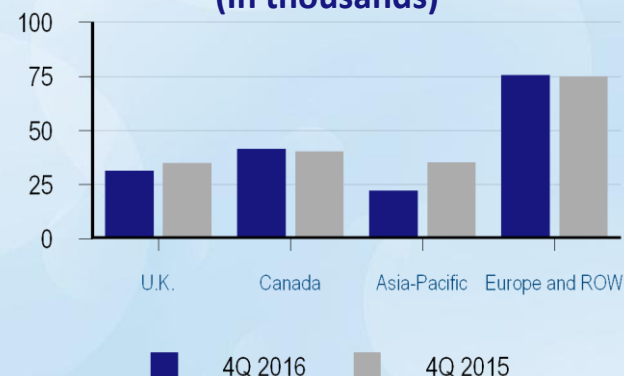
Regional Highlights

- Operating earnings increased in the segment due to U.K. operating margin improvement, strong Australian performance and expense reductions as compared to the prior year period
- Revenues were negatively impacted by foreign exchange rate fluctuations
- Case volumes decreased due to exiting certain unprofitable business lines in Asia-Pacific and Latin America

Revenues by Geographic Region
(\$ in millions)



International Cases Received
(In thousands)



BROADSPIRE SEGMENT HIGHLIGHTS

Operating Results (4Q 2016 v. 4Q 2015)

- Revenues of \$74.0 million versus \$75.4 million
- Operating earnings of \$6.5 million versus \$7.0 million
- Operating earnings margin of 8.8% versus 9.3%
- Cases received of 106,883 versus 108,547

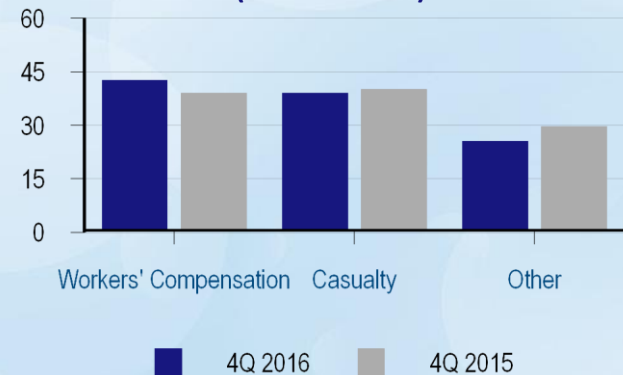
Highlights

- Strong pipeline of future sales opportunities being pursued
- Recent client wins include Travel Guard, Kinder Morgan and Donbu Insurance
- Investments in new client facing technologies continue

Revenues by Service Line
(\$ in millions)



Broadspire Cases Received
(In thousands)



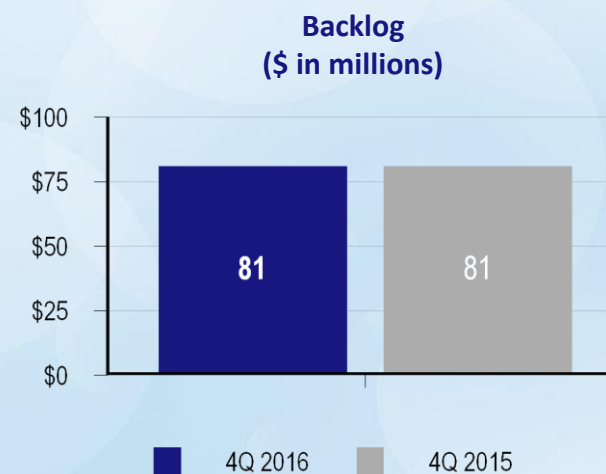
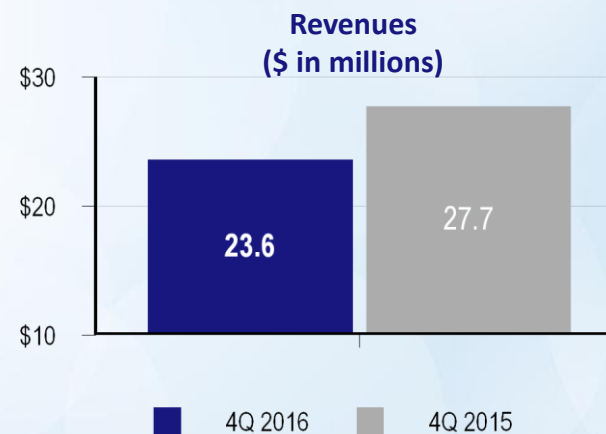
GARDEN CITY GROUP SEGMENT HIGHLIGHTS

Operating Results (4Q 2016 v. 4Q 2015)

- Revenues of \$23.6 million versus \$27.7 million
- Operating earnings of \$1.3 million versus \$1.7 million
- Operating earnings margin of 5.5% versus 6.1%
- Backlog of \$81 million for both years

Highlights

- Deepwater Horizon class action settlement project continues to wind down
- Backlog as of December 31, 2016 stayed constant at \$81 million despite decreasing revenues
- Cost reduction activities continue to gain traction



BALANCE SHEET HIGHLIGHTS

Unaudited (\$ in thousands)	December 31, 2016	December 31, 2015	Change
Cash and cash equivalents	\$81,569	\$76,066	\$5,503
Accounts receivable, net	153,566	164,596	(11,030)
Unbilled revenues, net	101,809	98,659	3,150
Total receivables	255,375	263,255	(7,880)
Goodwill	91,750	95,616	(3,866)
Intangible assets arising from business acquisitions, net	86,931	104,861	(17,930)
Goodwill and intangible assets arising from business acquisitions	178,681	200,477	(21,796)
Deferred revenues	63,340	73,144	(9,804)
Pension liabilities	105,175	121,732	(16,557)
Short-term borrowings and current portion of capital leases	1,012	21,917	(20,905)
Long-term debt, less current portion	187,002	225,365	(38,363)
Total debt	188,014	247,282	(59,268)
Total stockholders' equity attributable to Crawford & Company	153,883	113,693	40,190
Net debt (1)	106,445	171,216	(64,771)

OPERATING AND FREE CASH FLOW

For the year ended December 31,

Unaudited (\$ in thousands)	<u>2016</u>	<u>2015</u>	<u>Variance</u>
Net Income (Loss) Attributable to Shareholders of Crawford & Company	\$ 35,966	\$ (45,488)	\$ 81,454
Depreciation and Other Non-Cash Operating Items	58,302	50,374	7,928
Unbilled and Billed Receivables Change	(5,001)	29,579	(34,580)
Working Capital Change	23,727	(6,512)	30,239
U.S. and U.K. Pension Contributions	<u>(14,130)</u>	<u>(15,612)</u>	<u>1,482</u>
Cash Flows from Operating Activities	98,864	61,655	37,209
Property & Equipment Purchases, net	(10,354)	(12,144)	1,790
Capitalized Software (internal and external costs)	<u>(18,845)</u>	<u>(20,775)</u>	<u>1,930</u>
Free Cash Flow (1)	\$ 69,665	\$ 28,736	\$ 40,929

2017 GUIDANCE

Crawford & Company is issuing its initial guidance for 2017 as follows:

YEAR ENDING DECEMBER 31, 2017	Low End	High End	
Consolidated revenues before reimbursements	\$1.10	\$1.13	billion
After expected restructuring and special charges, net income attributable to shareholders of Crawford & Company	\$34.0	\$39.0	million
Diluted earnings per share--CRD-A	\$0.63	\$0.73	per share
Diluted earnings per share--CRD-B	\$0.55	\$0.65	per share
Consolidated operating earnings	\$90.0	\$100.0	million
Consolidated adjusted EBITDA	\$130.0	\$140.0	million
Before expected restructuring and special charges, net income attributable to shareholders of Crawford & Company on a non-GAAP basis	\$43.0	\$48.0	million
Diluted earnings per share--CRD-A	\$0.78	\$0.88	per share
Diluted earnings per share--CRD-B	\$0.71	\$0.81	per share

The Company expects to incur restructuring and special charges in 2017 totaling approximately \$13.0 million pretax. This is expected to be comprised of \$3.0 million related to the Company's Global Business Services Center in Manila, Philippines and Global Technology Services Center in Pune, India (the "Centers") and \$10.0 million related to other restructuring activities.

LOOKING TO 2017

- **Execute Strategic Review and realign business structure to be more client centric**
 - **Implement cost reduction initiatives to drive further margin expansion**
 - **Deliver customized value propositions to clients**
 - **Increase the speed of doing business enterprise wide**
- **Explore new market and product offerings**
 - **Expand Contractor Connection into the Insurance Direct market**
 - **Leverage Crawford's existing client base to aggressively grow WeGoLook**
 - **Identify attractive International markets for expansion**
 - **Explore strategic M&A opportunities**
- **Maintain efficient and consistent delivery of high quality products and services**
- **Enhance entrepreneurial culture**
- **Stabilize revenues and position Crawford for sustained growth**
 - **Form a robust 2017 sales funnel**
 - **Capitalize on cross-selling**

FOURTH QUARTER AND FULL YEAR 2016

Appendix

APPENDIX: NON-GAAP FINANCIAL INFORMATION

Measurements of financial performance not calculated in accordance with 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.

Reimbursements for Out-of-Pocket Expenses

In the normal course of our business, our operating segments incur certain out-of-pocket expenses that are thereafter reimbursed by our clients. Under GAAP, these out-of-pocket expenses and associated reimbursements are required to be included when reporting expenses and revenues, respectively, in our consolidated results of operations. In this presentation, we do not believe it is informative to include in reported revenues the amounts of reimbursed expenses and related revenues, as they offset each other in our consolidated results of operations with no impact to our net income (loss) or operating earnings (loss). As a result, unless noted in this presentation, revenue and expense amounts exclude reimbursements for out-of-pocket expenses.

Net Debt

Net debt is computed as the sum of long-term debt, capital leases and short-term borrowings less cash and cash equivalents. Management believes that net debt is useful because it provides investors with an estimate of what the Company's debt would be if all available cash was used to pay down the debt of the Company. The measure is not meant to imply that management plans to use all available cash to pay down debt.

Free Cash Flow

Management believes free cash flow is useful to investors as it presents the amount of cash the Company has generated that can be used for other purposes, including additional contributions to the Company's defined benefit pension plans, discretionary prepayments of outstanding borrowings under our credit agreement, and return of capital to shareholders, among other purposes. It does not represent the residual cash flow of the Company available for discretionary expenditures. The reconciliation from Cash Flows from Operating Activities is provided on slide 14.

Segment and Consolidated Operating Earnings

Operating earnings is the primary financial performance measure used by our senior management and chief operating decision maker to evaluate the financial performance of our Company and operating segments, and make resource allocation and certain compensation decisions. Management believes operating earnings is useful to others in that it allows them to evaluate segment and consolidated operating performance using the same criteria our management and chief operating decision maker use. Consolidated operating earnings represent segment earnings including certain unallocated corporate and shared costs, but before net corporate interest expense, stock option expense, amortization of customer-relationship intangible assets, goodwill impairment charges, restructuring and special charges, income taxes, and net income or loss attributable to noncontrolling interests.

APPENDIX: NON-GAAP FINANCIAL INFORMATION (continued)

Adjusted EBITDA

Adjusted EBITDA is used by management to evaluate, assess and benchmark our operational results and the Company believes that adjusted EBITDA is relevant and useful information widely used by analysts, investors and other interested parties. Adjusted EBITDA is defined as net income with adjustments for depreciation and amortization, interest expense-net, income tax provision, goodwill impairment charges, restructuring and special charges, and non-cash stock-based compensation expense. Adjusted EBITDA is not a term defined by GAAP and as a result our measure of adjusted EBITDA might not be comparable to similarly titled measures used by other companies.

Non-GAAP Adjusted Net Income and Diluted Earnings per Share

Included in non-GAAP adjusted net income (loss) and diluted earnings (loss) per share are goodwill impairment charges and restructuring and special charges, which arise from non-core items not directly related to our normal business or operations, or our future performance. Management believes it is useful to exclude these charges when comparing net income (loss) and diluted earnings (loss) per share across periods, as these charges are not from ordinary operations.

RECONCILIATION OF NON-GAAP ITEMS

Full Year Revenues and Operating Earnings

Unaudited (\$ in thousands)	2016	2015	Full Year Guidance 2017 *
Revenues Before Reimbursements			
Total Revenues	\$ 1,177,588	\$ 1,241,520	\$ 1,183,000
Reimbursements	(68,302)	(71,135)	(68,000)
Revenues Before Reimbursements	<u>\$ 1,109,286</u>	<u>\$ 1,170,385</u>	<u>\$ 1,115,000</u>
Costs of Services Provided, Before Reimbursements			
Total Costs of Services	\$ 856,675	\$ 940,352	
Reimbursements	(68,302)	(71,135)	
Costs of Services Provided, Before Reimbursements	<u>\$ 788,373</u>	<u>\$ 869,217</u>	

Unaudited (\$ in thousands)	2016	2015	Full Year Guidance 2017 *
Operating Earnings:			
U.S. Services	\$ 35,716	\$ 32,702	
International	42,538	18,799	
Broadspire	30,003	24,017	
Garden City Group	7,843	11,507	
Unallocated corporate and shared costs	(23,971)	(16,605)	
Consolidated Operating Earnings	<u>92,129</u>	<u>70,420</u>	<u>\$ 95,000</u>
(Deduct) add:			
Net corporate interest expense	(9,185)	(8,383)	(11,000)
Stock option expense	(621)	(433)	(675)
Amortization expense	(9,592)	(9,668)	(11,700)
Goodwill impairment charges	—	(49,314)	—
Restructuring and special charges	(9,490)	(34,395)	(13,165)
Income taxes	(25,565)	(13,832)	(20,960)
Net (income) loss attributable to non-controlling interests	(1,710)	117	(1,000)
Net Income (Loss) Attributable to Shareholders of Crawford & Company	<u>\$ 35,966</u>	<u>\$ (45,488)</u>	<u>\$ 36,500</u>

RECONCILIATION OF NON-GAAP ITEMS

Fourth Quarter Revenues, Costs of Services Provided, and Operating Earnings

Unaudited (\$ in thousands)	Quarter Ended December 31, 2016	Quarter Ended December 31, 2015
Revenues Before Reimbursements		
Total Revenues	\$ 293,624	\$ 300,504
Reimbursements	(21,201)	(15,629)
Revenues Before Reimbursements	<u>\$ 272,423</u>	<u>\$ 284,875</u>
Costs of Services Provided, Before Reimbursements		
Total Costs of Services	\$ 214,326	\$ 222,309
Reimbursements	(21,201)	(15,629)
Costs of Services Provided, Before Reimbursements	<u>\$ 193,125</u>	<u>\$ 206,680</u>
Unaudited (\$ in thousands)	Quarter Ended December 31, 2016	Quarter Ended December 31, 2015
Operating Earnings:		
U.S. Services	\$ 7,704	\$ 7,865
International	11,295	7,315
Broadspire	6,506	7,036
Garden City Group	1,306	1,694
Unallocated corporate and shared costs	(6,517)	(4,957)
Consolidated Operating Earnings	<u>20,294</u>	<u>18,953</u>
(Deduct) add:		
Net corporate interest expense	(1,632)	(2,145)
Stock option expense	(218)	(76)
Amortization expense	(2,312)	(2,886)
Goodwill impairment charges	—	(49,314)
Restructuring and special charges	(2,059)	(18,012)
Income taxes	(5,536)	1,503
Net (income) loss attributable to non-controlling interests	(773)	306
Net Income (Loss) Attributable to Shareholders of Crawford & Company	<u>\$ 7,764</u>	<u>\$ (51,671)</u>

RECONCILIATION OF NON-GAAP ITEMS (continued)

Adjusted EBITDA

	Quarter Ended		Year Ended		Full Year Guidance 2017 *
	December 31, 2016	December 31, 2015	December 31, 2016	December 31, 2015	
Unaudited (\$ in thousands)					
Net income (loss) attributable to shareholders of Crawford & Company	\$ 7,764	\$ (51,671)	\$ 35,966	\$ (45,488)	\$ 36,500
Add:					
Depreciation and amortization	10,100	11,279	40,743	43,498	47,375
Stock-based compensation	2,006	860	5,252	3,229	6,000
Net corporate interest expense	1,632	2,145	9,185	8,383	11,000
Goodwill impairment charges	—	49,314	—	49,314	—
Restructuring and special charges	2,059	18,012	9,490	34,395	13,165
Income taxes	5,536	(1,503)	25,565	13,832	20,960
Adjusted EBITDA	\$ 29,097	\$ 28,436	\$ 126,201	\$ 107,163	\$ 135,000

RECONCILIATION OF NON-GAAP ITEMS (continued)

Net Debt

Unaudited (\$ in thousands)	December 31, 2016	December 31, 2015
Net Debt		
Short-term borrowings	\$ 30	\$ 19,958
Current installments of capital leases	982	1,959
Long-term debt and capital leases, less current installments	187,002	225,365
Total debt	<u>188,014</u>	<u>247,282</u>
Less:		
Cash and cash equivalents	81,569	76,066
Net debt	<u>\$ 106,445</u>	<u>\$ 171,216</u>

RECONCILIATION OF NON-GAAP ITEMS (continued)

Non-GAAP Adjusted Net Income and Diluted Earnings Per Share--Fourth Quarter

Three Months Ended December 31, 2016

Unaudited (\$ in thousands)	Income Before Taxes	Income Taxes	Net Income	Net Income Attributable to Crawford & Company	Diluted Earnings per CRD-A Share	Diluted Earnings per CRD-B Share
GAAP	\$ 14,073	\$ (5,536)	\$ 8,537	\$ 7,764	\$ 0.14	\$ 0.13
Add back:						
Restructuring and special charges	2,059	(698)	1,361	1,361	0.03	0.02
Non-GAAP Adjusted	\$ 16,132	\$ (6,234)	\$ 9,898	\$ 9,125	\$ 0.17	\$ 0.15

Three Months Ended December 31, 2015

Unaudited (\$ in thousands)	Income Before Taxes	Income Taxes	Net (Loss) Income	Net (Loss) Income Attributable to Crawford & Company	Diluted (Loss) Earnings per CRD-A Share	Diluted (Loss) Earnings per CRD-B Share
GAAP	\$ (53,480)	\$ 1,503	\$ (51,977)	\$ (51,671)	\$ (0.93)	\$ (0.95)
Add back:						
Goodwill impairment charges	49,314	(1,706)	47,608	47,608	0.86	0.86
Restructuring and special charges	18,012	(4,737)	13,275	13,275	0.25	0.25
Non-GAAP Adjusted	\$ 13,846	\$ (4,940)	\$ 8,906	\$ 9,212	\$ 0.18	\$ 0.16

RECONCILIATION OF NON-GAAP ITEMS (continued)

Non-GAAP Adjusted Net Income and Diluted Earnings Per Share--Full Year

Year Ended December 31, 2016

Unaudited (\$ in thousands)	Income Before Taxes	Income Taxes	Net Income	Net Income Attributable to Crawford & Company	Diluted Earnings per CRD-A Share	Diluted Earnings per CRD-B Share
GAAP	\$ 63,241	\$ (25,565)	\$ 37,676	\$ 35,966	\$ 0.67	\$ 0.60
Add back:						
Restructuring and special charges	9,490	(3,120)	6,370	6,370	0.12	0.11
Non-GAAP Adjusted	\$ 72,731	\$ (28,685)	\$ 44,046	\$ 42,336	\$ 0.79	\$ 0.71

Year Ended December 31, 2015

Unaudited (\$ in thousands)	Income Before Taxes	Income Taxes	Net (Loss) Income	Net (Loss) Income Attributable to Crawford & Company	Diluted (Loss) Earnings per CRD-A Share	Diluted (Loss) Earnings per CRD-B Share
GAAP	\$ (31,773)	\$ (13,832)	\$ (45,605)	\$ (45,488)	\$ (0.79)	\$ (0.87)
Add back:						
Goodwill impairment charges	49,314	(1,706)	47,608	47,608	0.86	0.86
Restructuring and special charges	34,395	(9,046)	25,349	25,349	0.46	0.46
Non-GAAP Adjusted	\$ 51,936	\$ (24,584)	\$ 27,352	\$ 27,469	\$ 0.53	\$ 0.45