

Crawford & Company

Third Quarter 2021
Earnings Conference Call

CRD-A & CRD-B (NYSE)

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 portion of Crawford & Company's website at https://ir.crawco.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 three operating segments. Segment operating earnings represent segment earnings, including the direct and indirect costs of certain administrative functions required to operate our business, but excludes unallocated corporate and shared costs and credits, net corporate interest expense, stock option expense, amortization of customer-relationship intangible assets, gain on disposition of businesses, income taxes and net income or loss attributable to noncontrolling interests and redeemable noncontrolling interests.

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.

Segment Gross Profit
Segment gross profit is defined as revenues, less direct costs, which exclude indirect centralized administrative support costs allocated to the business. Indirect expenses consist of centralized administrative support costs, regional and local shared services that are allocated to each segment based on usage.

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

Key Highlights

Third Quarter 2021

Q3 NON-GAAP METRICS[1]



14%

Revenues



$0.24

EPS[2]



$103.7M

Net Debt

Crawford's strong revenue growth and disciplined M&A activity in the third quarter propelling business forward

Our strategy execution is bearing favorable results

- Strong revenue growth driven by US, UK, and Australian markets
- We are continuing to experience an uneven recovery in some of our international operations – primarily Canada, Asia, Latin America and Europe

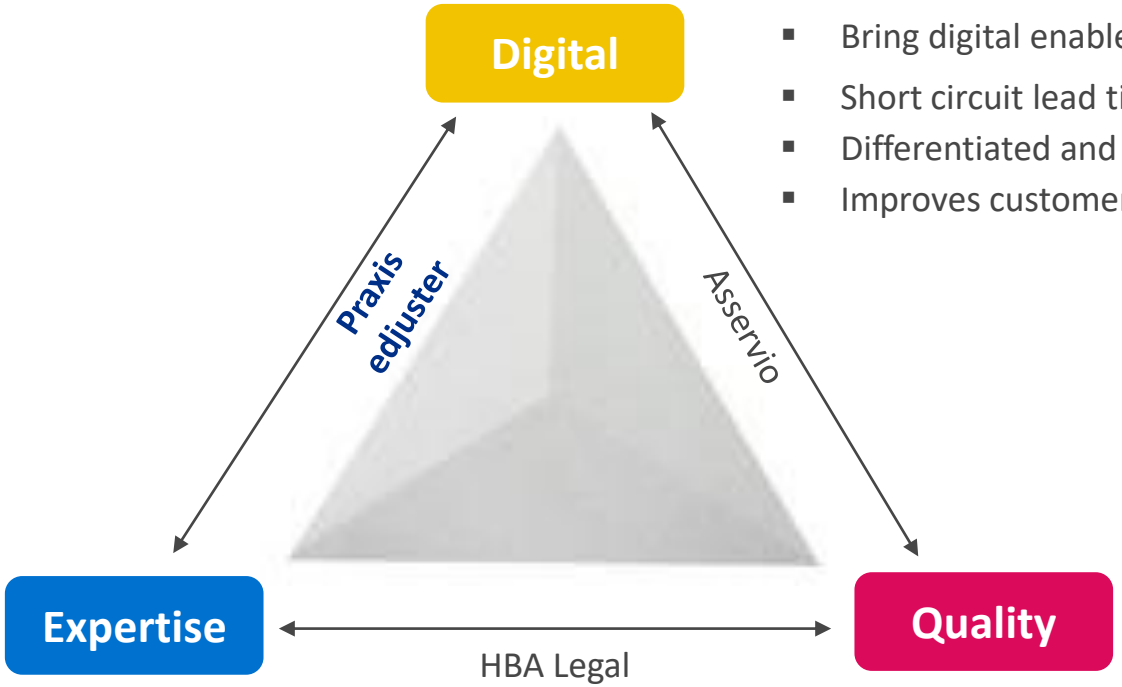
Demonstrated ability to execute on inorganic growth strategy

- Made three strategic acquisitions, which demonstrate commitment to our strategic pillars:
  - **edjuster** – contents valuation expertise
  - **Praxis Consulting** – subrogation market leader
  - **BosBoon** – specialist loss adjusters

(1) See appendix for non-GAAP explanation and reconciliation of non-GAAP measures
(2) Based on CRD-A as of 9/30/21

M&A Strategy

Our M&A is aligned to the three pillars of our strategy



- Bring digital enablement
- Short circuit lead times
- Differentiated and entrenched
- Improves customer experience

- Special capability in the ecosystem
- People or process based

HBA Legal
Crawford Carvallo
BosBoon

- Enhances the quality value proposition
- Usually in tandem with Digital or Expertise

Complement primary organic growth

Increase customer stickiness and deepen wallet-share

Deliver improved profitability and productivity

Operational Overview



Crawford®

edjuster

Two decades of recognized experience in the industry and a blue-chip carrier client base

edjuster
BY CRAWFORD & COMPANY

- In August 2021, Crawford acquired 100% of edjuster, the contents valuation leader in North America
- Total purchase price of $33.1 million, with an upfront payment of $21.0 million in cash and other consideration with the balance structured as an earnout over a two-year period
- Offers on-site contents inventory services, desktop-based and digital services that operate on a proprietary contents management platform that offers a full-featured, easy-to-use SaaS contents valuation solution
- Rapidly growing U.S. presence and opportunity to expand in the $500 million North American contents market benefitting from secular adoption of content-inclusive home insurance policies
- Supports our strategic pillar—**digital** that simplifies—and aligns with our purpose and envisioned future
- Significant opportunity to leverage Crawford's client base and accelerate edjuster's growth
- edjuster FY2020 revenues: $14.0 million

Praxis Consulting

Leader in the subrogation claims market with over 20 years of recognized experience and proven results

- In October 2021, Crawford acquired the assets of Praxis Consulting, Inc. — the leading provider of outsourced subrogation claims management and recovery services in the United States
- Total purchase price of $55.5 million, with an upfront payment of $45.5 million in cash with the balance structured as an earnout over a two-year period
- Enhances presence and market share in an area of the insurance claims ecosystem where Crawford is underpenetrated
- Formal entry point into $1.0B subrogation recovery market by acquiring a reputable brand, execution capability and longstanding client relationships to offer proven service offering to Crawford customers
- Supports our strategic pillar—service **expertise**—and aligns with our purpose and envisioned future
- Significant opportunity to leverage Crawford's client base and accelerate Praxis Consulting's growth
- Praxis Consulting FY2020 revenues: $14.3 million

BosBoon

More than two decades of specialist loss adjusting experience and a blue-chip client base

- In October 2021, Crawford acquired 100% of BosBoon Expertise Group B.V., a reputable specialist loss adjusting company based in The Netherlands
- Total purchase price of $4.9 million, structured as an upfront payment of $3.0 million in cash with the balance in an earnout over a two-year period
- Primarily offers expert loss adjusting services for construction, engineering, liability, bodily injury, marine and property lines, and provides third party administration services
- Adding specialist loss adjusters takes Crawford Netherlands' talent strength to 100+ adjusters
- Significant opportunity to cross-sell expertise and to utilize adjuster capacity
- Supports our strategic pillar—**expertise** that is deep and eminent—and aligns with our purpose and envisioned future
- Strengthens position of Crawford Global Technical Services® in the Benelux region to Top 5 by bolstering construction and liability book of business and adding scale to marine and high-growth bodily injury services
- BosBoon FY2020 revenues: $3.4 million

Impact Across Our Global Service Lines (GSLs)

Third Quarter Performance

Loss Adjusting

43% of total revenues

- Revenue growth of 12% over the prior year period
- Recovering economic activity in US and impact from Hurricane Ida
- Benign claims environment and COVID pressures in Canada along with continued headwinds in Asia put a strain on margins, offsetting strength in the US and UK businesses

Revenue
$124.0M
Operating Earnings
$7.1M

Platform Solutions

22% of total revenues

- Revenue growth of 21% over the prior year period
- Continued investment to build platform capabilities
- Networks business core driver of growth helped by severe weather

Revenue
$64.3M
Operating Earnings
$11.0M

TPA: Broadspire

35% of total revenues

- Revenue growth of 13% over prior year period
- Impact of COVID still being felt in Canada and EU
- Medical management is below pre-pandemic levels

Revenue
$100.2M
Operating Earnings
$5.0M

Customer Excellence

Maintained and exceeded pre-pandemic client service delivery levels

Net Promoter Score	Increased overall score to 49, up three points from Q2
	Referenced as part of our standard operations to further improve client service
New and Renewal Business Activity[1]	Added close to $37.0 million in new and enhanced business
	Retained 94% of our US Broadspire business through September
	Strong market interest in Crawford Inspection Services

49
NPS[2]

$37M
New and enhanced business won

94%
Retained US Broadspire business

(1) Estimated new and enhanced revenue won during the third quarter
(2) Trailing twelve month

Financial Overview



Crawford®

Third Quarter 2021 Financial Summary

($ in millions, except per share amounts)	Quarter Ended September 30, 2021	September 30, 2020	% Change
Revenues	**$288.5**	$253.1	*14%*
Non-GAAP Revenues excluding foreign exchange fluctuations(1)	**$279.1**	$253.1	*10%*
Net Income Attributable to Shareholders of Crawford & Company	**$11.2**	$24.4	*(54)%*
Diluted Earnings per Share			
CRD-A	**$0.20**	$0.46	*(57)%*
CRD-B	**$0.21**	$0.46	*(54)%*
Non-GAAP Diluted Earnings per Share [1]			
CRD-A	**$0.24**	$0.34	*(29)%*
CRD-B	**$0.25**	$0.34	*(26)%*
Adjusted Operating Earnings [1]	**$20.8**	$28.1	*(26)%*
Adjusted Operating Margin [1]	**7.2%**	11.1%	*(390bps)*
Adjusted EBITDA [1]	**$29.5**	$35.1	*(16)%*
Adjusted EBITDA Margin [1]	**10.2%**	13.8%	*(360bps)*

(1) See appendix for non-GAAP explanation and reconciliation of non-GAAP measures.

Crawford Loss Adjusting

(in thousands, except percentages)	Three months ended **September 30, 2021**	September 30, 2020	Variance
Revenues	**$123,965**	$110,929	11.8%
Direct expenses	**95,782**	77,758	23.2%
Gross profit	**28,183**	33,171	(15.0)%
Indirect expenses	**21,120**	19,032	11.0%
Operating earnings	**$7,063**	$14,139	(50.0)%
Gross profit margin	**22.7%**	29.9%	(7.2)%
Operating margin	**5.7%**	12.7%	(7.0)%
Total cases received	**97,719**	89,558	9.1%
Full time equivalent employees	**3,492**	3,262	7.1%

Highlights

- Revenue growth of 12% over the prior year period
- Recovering economic activity in US and impact from Hurricane Ida
- Benign claims environment and COVID pressures in Canada along with continued headwinds in Asia put a strain on margins, offsetting strength in the US and UK businesses

Operating Results

(3Q 2021 v. 3Q 2020)

- Revenues of $124.0 million versus $110.9 million
- Constant dollar revenues of $117.3 million
- Gross profit of $28.2 million versus $33.2 million
- Gross profit margin of 22.7% versus 29.9%
- Operating earnings of $7.1 million versus $14.1 million
- Operating margin of 5.7% versus 12.7%

Crawford Platform Solutions

(in thousands, except percentages)	Three months ended **September 30, 2021**	September 30, 2020	Variance
Revenues	**$64,314**	$53,287	20.7%
Direct expenses	**47,879**	38,886	23.1%
Gross profit	**16,435**	14,401	14.1%
Indirect expenses	**5,467**	3,746	45.9%
Operating earnings	**$10,968**	$10,655	2.9%
Gross profit margin	**25.6%**	27.0%	(1.4)%
Operating margin	**17.1%**	20.0%	(2.9)%
Total cases received	**139,917**	131,958	6.0%
Full time equivalent employees	**1,363**	1,099	24.1%

Highlights

- Revenue growth of 21% over the prior year period
- Continued investment to build platform capabilities
- Networks business core driver of growth helped by severe weather

Operating Results

(3Q 2021 v. 3Q 2020)

- Revenues of $64.3 million versus $53.3 million
- Constant dollar revenues of $63.7 million
- Gross profit of $16.4 million versus $14.4 million
- Gross profit margin of 25.6% versus 27.0%
- Operating earnings of $11.0 million versus $10.7 million
- Operating margin of 17.1% versus 20.0%

Crawford TPA Solutions

(in thousands, except percentages)	Three months ended **September 30, 2021**	September 30, 2020	Variance
Revenues	**$100,221**	$88,908	12.7%
Direct expenses	**80,439**	71,048	13.2%
Gross profit	**19,782**	17,860	10.8%
Indirect expenses	**14,748**	13,572	8.7%
Operating earnings	**$5,034**	$4,288	17.4%
Gross profit margin	**19.7%**	20.1%	(0.4)%
Operating margin	**5.0%**	4.8%	0.2%
Total cases received	**193,112**	196,385	(1.7)%
Full time equivalent employees	**3,608**	3,030	19.1%

Highlights

- Revenue growth of 13% over prior year period
- Impact of COVID still being felt in Canada and EU
- Medical management is below pre-pandemic levels

Operating Results

(3Q 2021 v. 3Q 2020)

- Revenues of $100.2 million versus $88.9 million
- Constant dollar revenues of $98.1 million
- Gross profit of $19.8 million versus $17.9 million
- Gross profit margin of 19.7% versus 20.1%
- Operating earnings of $5.0 million versus $4.3 million
- Operating margin of 5.0% versus 4.8%

Additional Financial Matters

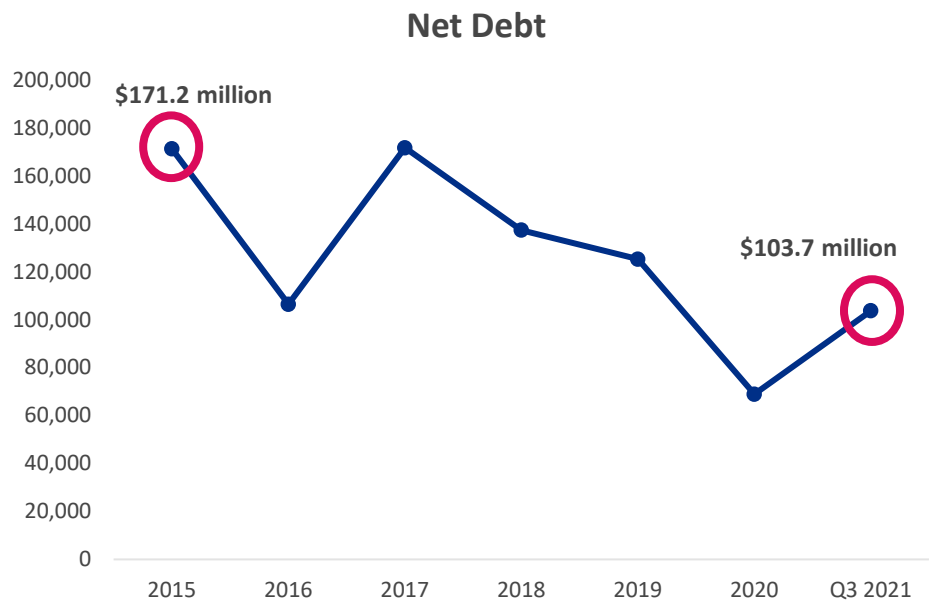
Unallocated Corporate and Shared Costs and Credits	• Unallocated corporate costs of $2.3 million compared to $1.0 million in the prior year period • Increase primarily due to an increase in professional fees compared to 2020 and a reduction in CEWS benefits
Canada Emergency Wage Subsidy	• Realized a $1.8 million pretax benefit versus $4.7 million benefit in Q3 2020 • Don't expect to recognize any further benefits following October 2021
Share Repurchases	• On a year-to-date basis, repurchased approximately 531,000 shares of CRD-A and 111,000 shares of CRD-B at an average per share cost of $9.63 and $8.68, respectively • Total cost of share repurchases during 2021 was $6.1 million • On November 4, the Company's Board of Directors authorized the repurchase of up to 2.0 million shares of CRD-A and CRD-B through December 31, 2023
Revolving Credit Agreement	• Subsequent to quarter end, we negotiated a five-year agreement, which provides better terms, improved pricing, and enhanced financial flexibility to support our strategic objectives

Balance Sheet Highlights

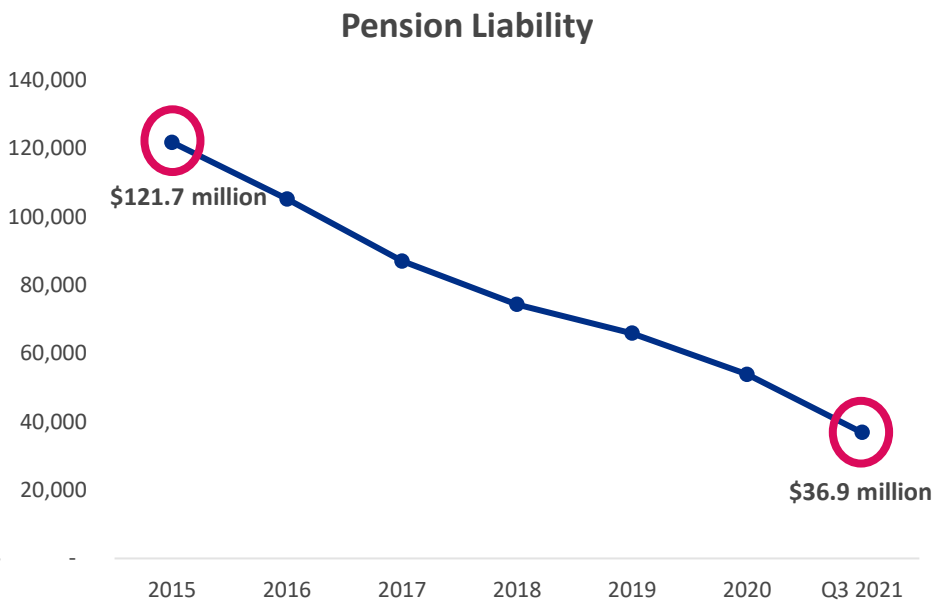
Unaudited ($ in thousands)	September 30, 2021	December 31, 2020	Change
Cash and cash equivalents	$ 36,929	$ 44,656	$ (7,727)
Accounts receivable, net	136,729	123,060	13,669
Unbilled revenues, net	127,510	103,528	23,982
Total receivables	264,239	226,588	37,651
Goodwill	85,696	66,537	19,159
Intangible assets arising from business acquisitions, net	75,613	71,176	4,437
Deferred revenues	54,580	51,369	3,211
Pension liabilities	36,884	53,886	(17,002)
Short-term borrowings and current portion of finance leases	1,582	1,837	(255)
Long-term debt, less current portion	139,028	111,758	27,270
Total debt	140,610	113,595	27,015
Total stockholders' equity attributable to Crawford & Company	220,396	186,939	33,457
Net debt [1]	103,681	68,939	34,742

(1) See Appendix for non-GAAP explanation and reconciliation

Net Debt and Pension Liability



Net debt at $103.7 million



Pension liability at $36.9 million

Operating And Free Cash Flow

Unaudited ($ in thousands)	For the year to date periods ended September 30, 2021	2020	Change
Net Income Attributable to Shareholders of Crawford & Company	$ 29,039	$ 18,896	$ 10,143
Depreciation and Other Non-Cash Operating Items	36,242	31,658	4,584
Goodwill Impairment	—	17,674	(17,674)
Gain on Disposition of Businesses, net	—	(13,763)	13,763
Billed Receivables Change	(7,352)	485	(7,837)
Unbilled Receivables Change	(18,990)	(9,223)	(9,767)
Change in Accrued Compensation, 401K, and Other Payroll	8,612	5,130	3,482
Change in Accrued and Prepaid Income Taxes	(8,627)	2,462	(11,089)
Other Working Capital Changes	(9,355)	7,452	(16,807)
U.S. and U.K. Pension Contributions	(9,526)	(3,455)	(6,071)
Cash Flows from Operating Activities	20,043	57,316	(37,273)
Property & Equipment Purchases, net	(5,251)	(10,850)	5,599
Capitalized Software (internal and external costs)	(15,372)	(12,793)	(2,579)
Free Cash Flow[1]	$ (580)	$ 33,673	$ (34,253)

(1) See Appendix for non-GAAP explanation and reconciliation

Strategy Overview



Crawford®

Evolving Crawford's Strategy for Long-Term Growth

Our enhanced operating structure creates a better focus for management to leverage customer synergies and simplify our capital allocation framework

LOSS ADJUSTING

- Benchmark in quality and experience
- Digitally enabled for productivity
- Broadest global reach
- Major and Complex: Grow by investing in expertise
- High Volume Claims: Improve margin through efficiency

PLATFORM SOLUTIONS

- Most comprehensive alternatives to traditional loss adjusting
- New end market capabilities enabled by tech, built on years of claims experience
- Scaling our offerings with compelling transactional economics

TPA

- Industry leading data and analytics for improved claims outcomes
- Leveraging digital and technology capabilities to improve adjuster and customer experience
- Margin enhancement through scaling

OUR STRATEGIC PILLARS

Quality that sets the industry benchmark

Expertise that is deep and eminent

Digital that simplifies

Advancing Crawford's Strategy

We are building upon our already solid foundation as we aim to further position the business for future growth and cash generation



LOSS ADJUSTING

- Hired 62 specialist adjusters year to date, marking solid progress on three-year goal
- Benefiting from digital investments we have made in Australia and the UK



PLATFORMS

- Q3 2021 continued to deliver high number of transactions
- Top-five US carriers within the Platform Solutions Segment continued as major drivers of growth in the quarter



TPA

- Gaining traction in North America in Managing General Agent, Captive and carrier outsource market leveraging technology and data insights
- Internationally, differentiating through digital product offering
- Crawford Legal Services driving market share gains

Strategic evolution to reimagine claims ecosystem

Crawford & Company

The world's largest publicly listed independent provider of global claims management and outsourcing solutions.

9,000
employees

50,000+
Field Resources

70
countries

$18B+
claims managed annually

Appendix: Non-GAAP Financial Information



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 or operating earnings. 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.

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 and credits, but before net corporate interest expense, stock option expense, amortization of customer-relationship intangible assets, gain on on disposition of businesses, income taxes and net income or loss attributable to noncontrolling interests.

Appendix: Non-GAAP Financial Information (cont.)

Segment and Consolidated Gross Profit

Gross profit is defined as revenues less direct expenses which exclude indirect overhead expenses allocated to the business. Indirect expenses consist of centralized administrative support costs, regional and local shared services that are allocated to each segment based on usage.

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 attributable to shareholders of the Company with recurring adjustments for depreciation and amortization, net corporate interest expense, income taxes and stock-based compensation expense. Additionally, adjustments for non-recurring expenses for gain on disposition of businesses have been included in the calculation of adjusted EBITDA. 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.

Adjusted Revenue, Operating Earnings, Pretax Earnings, Net Income, Diluted Earnings per Share and EBITDA

Included in non-GAAP adjusted measurements as an add back or subtraction to GAAP measurements, are impacts of amortization of customer-relationship intangible assets, the goodwill impairment and loss on disposition of business, 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 and diluted earnings per share across periods, as these charges are not from ordinary operations.

Total Revenues Before Reimbursements by Major Currency

The following table illustrates revenue as a percentage of total revenue in the major currencies of the geographic areas in which Crawford does business:

(in thousands)		Three Months Ended			
		September 30, 2021		September 30, 2020	
Geographic Area	Currency	**USD equivalent**	**% of total**	USD equivalent	% of total
U.S.	USD	**$ 175,554**	**60.9%**	$ 152,720	60.3%
U.K.	GBP	**35,764**	**12.4%**	30,067	11.9%
Canada	CAD	**21,038**	**7.3%**	22,266	8.8%
Australia	AUD	**27,705**	**9.6%**	21,197	8.4%
Europe	EUR	**14,007**	**4.9%**	12,730	5.0%
Rest of World	Various	**14,432**	**4.9%**	14,144	5.6%
Total Revenues, before reimbursements		**$ 288,500**	**100.0%**	$ 253,124	100.0%

Reconciliation of Non-GAAP Items

Revenues, Costs of Services Provided, and Operating Earnings

Unaudited ($ in thousands)	Quarter Ended September 30, 2021	Quarter Ended September 30, 2020
Revenues Before Reimbursements		
Total Revenues	**$ 297,562**	$ 261,669
Reimbursements	**(9,062)**	(8,545)
Revenues Before Reimbursements	**288,500**	253,124
Costs of Services Provided, Before Reimbursements		
Total Costs of Services	**220,079**	185,606
Reimbursements	**(9,062)**	(8,545)
Costs of Services Provided, Before Reimbursements	**$ 211,017**	$ 177,061

Unaudited ($ in thousands)	Quarter Ended September 30, 2021	Quarter Ended September 30, 2020
Operating Earnings:		
Crawford Loss Adjusting	**$ 7,063**	$ 14,139
Crawford Platform Solutions	**10,968**	10,655
Crawford TPA Solutions	**5,034**	4,288
Unallocated corporate and shared costs and credits, net	**(2,266)**	(1,027)
Consolidated Operating Earnings	**20,799**	28,055
(Deduct) Add:		
Net corporate interest expense	**(1,648)**	(1,599)
Stock option expense	**(296)**	(457)
Amortization expense	**(2,877)**	(3,665)
Gain on disposition of business, net	**—**	14,104
Income tax provision	**(4,866)**	(11,729)
Net loss (income) attributable to noncontrolling interests and redeemable noncontrolling interests	**83**	(312)
Net Income Attributable to Shareholders of Crawford & Company	**$ 11,195**	$ 24,397

Reconciliation of Non-GAAP Items (cont.)

Adjusted EBITDA

Unaudited ($ in thousands)	Quarter Ended September 30, 2021	Quarter Ended September 30, 2020
Net income attributable to shareholders of Crawford & Company	**$ 11,195**	$ 24,397
Add:		
Depreciation and amortization	**9,826**	10,700
Stock-based compensation	**2,001**	734
Net corporate interest expense	**1,648**	1,599
Gain on disposition of business, net	**—**	(14,104)
Income tax provision	**4,866**	11,729
Adjusted EBITDA	**$ 29,536**	$ 35,055

Reconciliation of Non-GAAP Items (cont.)

Net Debt

Unaudited ($ in thousands)	September 30, 2021	December 31, 2020
Net Debt		
Short-term borrowings	**$ 1,500**	$ 1,570
Current installments of finance leases and other obligations	**82**	267
Long-term debt and finance leases, less current installments	**139,028**	111,758
Total debt	**140,610**	113,595
Less:		
Cash and cash equivalents	**36,929**	44,656
Net debt	**$ 103,681**	$ 68,939

Reconciliation of Non-GAAP Items (cont.)

Segment Gross Profit

($ in thousands)	Three months ended September 30, 2021	Three months ended September 30, 2020
Segment gross profit:		
Crawford Loss Adjusting	**$ 28,183**	$ 33,171
Crawford Platform Solutions	**16,435**	14,401
Crawford TPA Solutions	**19,782**	17,860
Segment gross profit	**64,400**	65,432
Segment indirect costs:		
Crawford Loss Adjusting	**(21,120)**	(19,033)
Crawford Platform Solutions	**(5,467)**	(3,745)
Crawford TPA Solutions	**(14,748)**	(13,572)
Unallocated corporate and shared costs, net	**(2,266)**	(1,027)
Consolidated operating earnings	**20,799**	28,055
Net corporate interest expense	**(1,648)**	(1,599)
Stock option expense	**(296)**	(457)
Amortization expense	**(2,877)**	(3,665)
Gain on disposition of business, net	**—**	14,104
Income tax provision	**(4,866)**	(11,729)
Net loss (income) attributable to noncontrolling interests and redeemable noncontrolling interests	**83**	(312)
Net income attributable to shareholders of Crawford & Company	**$ 11,195**	$ 24,397

Reconciliation of Third Quarter Non-GAAP Results

Three Months Ended September 30, 2021

Unaudited ($ in thousands)	Revenues	Non-GAAP Operating Earnings	Pretax Earnings	Net Income Attributable to Crawford & Company	Diluted Earnings per CRD-A Share	Diluted Earnings per CRD-B Share
GAAP	$ 288,500	$ 20,799	$ 15,978	$ 11,195	$ 0.20	$ 0.21
Adjustments:						
Amortization of intangible assets	—	—	2,877	2,158	0.04	0.04
Non-GAAP Adjusted	$ 288,500	$ 20,799	$ 18,855	$ 13,353	$ 0.24	$ 0.25

Three Months Ended September 30, 2020

Unaudited ($ in thousands)	Revenues	Non-GAAP Operating Earnings	Pretax Earnings	Net Income Attributable to Crawford & Company[(1)]	Diluted Earnings per CRD-A Share[(1)]	Diluted Earnings per CRD-B Share[(1)]
GAAP	$ 253,124	$ 28,055	$ 36,438	$ 24,397	$ 0.46	$ 0.46
Adjustments:						
Amortization of intangible assets	—	—	3,665	2,749	0.05	0.05
Income tax impact of first quarter goodwill impairment	—	—	—	1,935	0.04	0.04
Gain on disposition of business	—	—	(14,104)	(11,072)	(0.21)	(0.21)
Non-GAAP Adjusted	$ 253,124	$ 28,055	$ 25,999	$ 18,009	$ 0.34	$ 0.34

(1) The income tax impact of goodwill impairment was based on the estimated annual effective income tax rate. Due to the non-discrete income tax treatment of the first quarter 2020 goodwill impairment, the income tax benefit normalized as income was earned during the remainder of the year, resulting in a lower full year income tax benefit during 2020.