

Crawford & Company

Third Quarter 2022
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, contingent earnout adjustments, goodwill impairments, income taxes and net income or loss attributable to 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 2022

Q3 2022 METRICS

	GAAP		*Non-GAAP*
Revenues	$294.9M		$306.0M
CRD-A & CRD-B EPS	$(0.31)		$0.16
Net (Loss) Income	$(15.1M)		$7.9M

Crawford's top-line momentum continued in Q3, driven by strategic investments across the business

Growth momentum continued in both Platforms Solutions and North American Loss Adjusting

- Our efforts to increase penetration with top-5 carrier clients are bearing fruit

Broadspire continues to experience a steady recovery towards pre-pandemic levels

- Growth driven by new client wins along with increased pricing

Margin challenges persist across certain pockets of International Operations

- Implemented margin improvement actions in the U.K. and Europe
- Latin America benefitted from cost efficiency actions
- Australia and Asia benefitted from weather-driven growth

Ongoing investments driving improvement

Our Roadmap to Support Margin Improvement

Ensuring our top line success translates into expanded profitability to support our long-term growth strategy

1. Align pricing with the value we deliver
2. Aggressively address low productivity pockets
3. Optimize cost structure to current market dynamics
4. Roll out new systems and improved processes for efficiency gains

Long-term Growth Strategy

ORGANIC

QUALITY
that sets the industry benchmark

EXPERTISE
that is deep and eminent

DIGITAL
that simplifies

INORGANIC

ADJACENCIES
Bolster presence in P&C ecosystem and deepen customer wallet share

GEOGRAPHIES
P&C market growth and claims outsourcing tailwinds

SCALE
Existing businesses to drive margin improvement

Our Capital Allocation Strategy

We're committed to employing a disciplined approach to capital allocation

Investing in long-term growth
through Cap Ex and M&A

Share buyback program
a core component of our capital allocation strategy

Regular quarterly dividend of $0.06 per share
for CRD-A and CRD-B

Our M&A Approach

- Acquire adjacent services to bolster presence in claims ecosystem
- Bolster technical capabilities by attracting top-tier adjusting talent globally
- Drive market share within fragmented independent loss adjusting market in the US
- Increase presence in rapidly growing P&C insurance markets with strong outsourced claims processing tailwinds

Operational Overview



Crawford®

Impact Across Our Global Service Lines (GSLs)

Third Quarter 2022 Performance

North America Loss Adjusting

23% of total Q3 revenues

- Q3 revenue growth of 3.9% over prior year, due to continued market recovery in Canada, increased activity related to Hurricane Fiona and inclusion of edjuster
- Prior year included Hurricane Ida impacts and CEWS benefits
- Onboarded over 80 specialist adjusters year to date, ahead of our three-year goal of recruiting 200 specialists

Q3 Revenues
$66.8M
Q3 OE[1]
$3.7M

International Operations

29% of total Q3 revenues

- Q3 revenue declined 6.3% from prior year. FX rates reduced revenue by $10.1 million
- Margin pressures continue to impact certain business lines in the U.K. and Europe
- Latin America is recovering, with cost actions bearing fruit in Chile, Brazil and Peru
- Strength in Australia driven by record flooding activity, while Asia performance improvement benefitting from weather activity in Malaysia and the Philippines

Q3 Revenues
$86.1M
Q3 OE
$(3.8M)

Broadspire (US-only)

26% of total Q3 revenues

- Q3 revenue growth of 3.4% over prior year, driven by increased economic activity, new and existing business growth along with healthy pricing
- Making a solid recovery toward pre-pandemic levels of claims volumes

Q3 Revenues
$78.4M
Q3 OE
$6.2M

Platform Solutions (US-only)

22% of total Q3 revenues

- Q3 revenue growth of 12.7% over prior year, driven by increased activity in Networks and inclusion of Praxis
- Softness in Contractor Connection due to a benign claims environment; onboarded a new top-5 carrier and expect to see contributions in 2023

Q3 Revenues
$63.7M
Q3 OE
$10.1M

Crawford

(1) "OE" refers to Operating Earnings

Executing on Our Long-Term Strategy

Our investments in the business based on our key pillars are showing signs of progress



QUALITY
that sets the industry benchmark



EXPERTISE
that is deep and eminent



DIGITAL
that simplifies

#1 Choice for a top-5 carrier, moving up from #6

Record # of adjusters deployed in the immediate aftermath of Hurricane Ian[1]

~85% Reduction in time to onboard and deploy adjusters

(1) Impact expected to be recognized in Q4 2022

Customer Excellence

Net Promoter Score	NPS remains at a healthy level of 47
	Actively looking for opportunities to improve our score
New and Renewal Business Activity[1]	Added $24.5 million in new and enhanced business in Q3 2022
	Retained 95.5% of our Broadspire business year to date
	Increasing market share with key carrier clients

47
NPS

$24.5M
New and enhanced business won

95.5%
Retained Broadspire business

(1) Estimated new and enhanced revenue won during 2022

Progressing our Diversity, Equity and Inclusion Initiatives

Favorable results from recent Pulse Survey on Diversity, Equity and Inclusion (DEI) at Crawford; ahead of industry benchmarks

	Overall Crawford	Professional Services Norm
I do not face any bias due to my personal identity.	88	66
Senior leadership supports diversity and inclusion at Crawford.	82	80
This organization is committed to the fair treatment of all employees.	81	75
I believe that no matter how much I know there is always something new to learn.	97	35

DEI continues to be our top strategic priority and core to our culture

Financial Overview



Crawford®

Third Quarter 2022 Financial Summary

($ in millions, except per share amounts)	Quarter Ended September 30, 2022	September 30, 2021	% Change
Revenues	**$294.9**	$288.5	*2%*
Non-GAAP Revenues excluding foreign exchange fluctuations(1)	**$306.0**	$288.5	*6%*
Net (Loss) Income Attributable to Shareholders of Crawford & Company	**$(15.1)**	$11.2	*(235)%*
Diluted (Loss) Earnings per Share			
CRD-A	**$(0.31)**	$0.20	*(255)%*
CRD-B	**$(0.31)**	$0.21	*(248)%*
Non-GAAP Diluted Earnings per Share [1]			
CRD-A	**$0.16**	$0.24	*(33)%*
CRD-B	**$0.16**	$0.25	*(36)%*
Adjusted Operating Earnings [1]	**$14.2**	$20.8	*(32)%*
Adjusted Operating Margin [1]	**4.8%**	7.2%	*(240bps)*
Adjusted EBITDA [1]	**$21.9**	$29.5	*(26%)*
Adjusted EBITDA Margin [1]	**7.4%**	10.2%	*(280bps)*

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

North America Loss Adjusting

(in thousands, except percentages)	Three months ended **September 30, 2022**	September 30, 2021	Variance
Revenues	**$66,822**	$64,334	3.9%
Direct expenses	**54,658**	51,704	5.7%
Gross profit	**12,164**	12,631	(3.7)%
Indirect expenses	**8,486**	8,269	2.6%
Operating earnings	**$3,678**	$4,362	(15.7)%
Gross profit margin	**18.2%**	19.6%	(1.4)%
Operating margin	**5.5%**	6.8%	(1.3)%
Total cases received	**72,112**	78,422	(8.0)%
Full time equivalent employees	**2,083**	1,736	21.1%

Q3 Highlights

- Q3 revenue growth of 3.9% over prior year, driven by continued recovery in Canada, increased activity related to Hurricane Fiona and inclusion of edjuster
- Prior year included Hurricane Ida impacts and CEWS benefits
- Onboarded over 80 specialist adjusters year to date, ahead of our three-year goal of recruiting 200 specialists

Operating Results

(3Q 2022 v. 3Q 2021)

- Revenues of $66.8 million versus $64.3 million
- Constant dollar revenues of $67.8 million
- Gross profit of $12.2 million versus $12.6 million
- Gross profit margin of 18.2% versus 19.6%
- Operating earnings of $3.7 million versus $4.4 million
- Operating margin of 5.5% versus 6.8%

International Operations

(in thousands, except percentages)	Three months ended **September 30, 2022**	September 30, 2021	Variance
Revenues	**$86,066**	$91,888	(6.3)%
Direct expenses	**76,447**	77,904	(1.9)%
Gross profit	**9,619**	13,984	(31.2)%
Indirect expenses	**13,468**	12,037	11.9%
Operating (loss) earnings	**$(3,849)**	$1,947	(297.7)%
Gross profit margin	**11.2%**	15.2%	(4.0)%
Operating margin	**(4.5)%**	2.1%	(6.6)%
Total cases received	**123,270**	113,368	8.7%
Full time equivalent employees	**3,665**	3,603	1.2%

Q3 Highlights

- Q3 revenue declined 6.3% from prior year. FX rates reduced revenue by $10.1 million
- Margin pressures continue to impact certain business lines in the U.K. and Europe
- Latin America is recovering, with cost actions bearing fruit in Chile, Brazil and Peru
- Strength in Australia driven by record flooding activity, while Asia performance improvement benefitting from weather activity in Malaysia and the Philippines

Operating Results

(3Q 2022 v. 3Q 2021)

- Revenues of $86.1 million versus $91.9 million
- Constant dollar revenues of $96.2 million
- Gross profit of $9.6 million versus $14.0 million
- Gross profit margin of 11.2% versus 15.2%
- Operating loss of $(3.8) million versus earnings of $1.9 million
- Operating margin of (4.5)% versus 2.1%

Broadspire

(in thousands, except percentages)	Three months ended **September 30, 2022**	September 30, 2021	Variance
Revenues	**$78,381**	$75,804	3.4%
Direct expenses	**60,494**	58,775	2.9%
Gross profit	**17,887**	17,029	5.0%
Indirect expenses	**11,689**	10,090	15.8%
Operating earnings	**$6,198**	$6,939	(10.7)%
Gross profit margin	**22.8%**	22.5%	0.3%
Operating margin	**7.9%**	9.2%	(1.3)%
Total cases received	**141,658**	124,703	13.6%
Full time equivalent employees	**2,535**	2,263	12.0%

Q3 Highlights

- Q3 revenue growth of 3.4% over prior year, driven by increased economic activity, new and existing business growth along with healthy pricing
- Making a solid recovery toward pre-pandemic levels of claims volumes

Operating Results

(3Q 2022 v. 3Q 2021)

- Revenues of $78.4 million versus $75.8 million
- Gross profit of $17.9 million versus $17.0 million
- Gross profit margin of 22.8% versus 22.5%
- Operating earnings of $6.2 million versus $6.9 million
- Operating margin of 7.9% versus 9.2.%

Platform Solutions

(in thousands, except percentages)	Three months ended **September 30, 2022**	September 30, 2021	Variance
Revenues	**$63,655**	$56,474	12.7%
Direct expenses	**48,054**	42,594	12.8%
Gross profit	**15,601**	13,880	12.4%
Indirect expenses	**5,521**	4,156	32.8%
Operating earnings	**$10,080**	$9,724	3.7%
Gross profit margin	**24.5%**	24.6%	(0.1)%
Operating margin	**15.8%**	17.2%	(1.4)%
Total cases received	**150,192**	114,255	31.5%
Full time equivalent employees	**1,349**	1,123	20.1%

Q3 Highlights

- Q3 revenue growth of 12.7% over prior year, driven by increased activity in Networks and inclusion of Praxis
- Softness in Contractor Connection due to a benign claims environment; onboarded a new top-5 carrier and expect to see contributions in 2023

Operating Results

(3Q 2022 v. 3Q 2021)

- Revenues of $63.7 million versus $56.5 million
- Gross profit of $15.6 million versus $13.9 million
- Gross profit margin of 24.5% versus 24.6%
- Operating earnings of $10.1 million versus $9.7 million
- Operating margin of 15.8% versus 17.2%

Additional Financial Matters

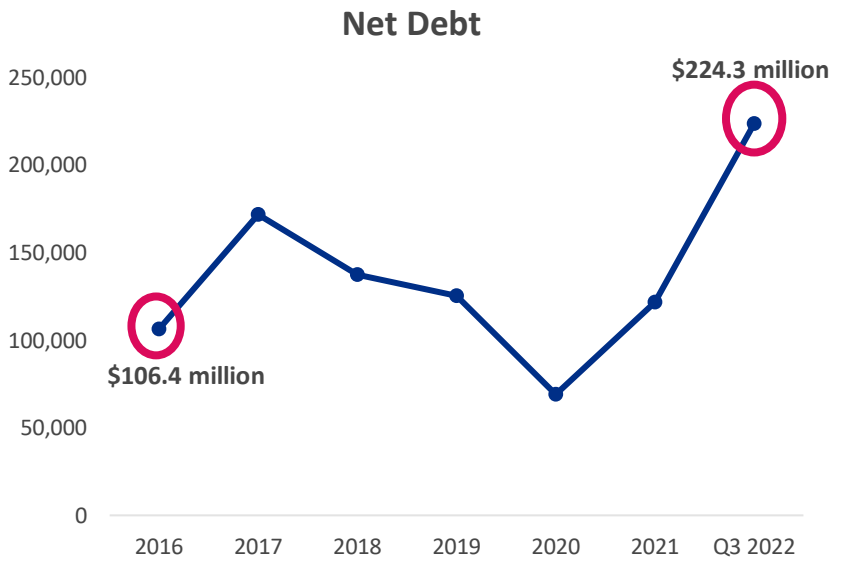
Unallocated Corporate and Shared Costs and Credits	• Unallocated corporate costs of $1.9 million in 2022 compared to $2.2 million in the prior year period • Primary components of this variance were a reduction in incentive compensation, partially offset by the Canada Emergency Wage Subsidy ("CEWS") benefit in 2021 (not present in 2022), and an increase in other unallocated costs
Canada Emergency Wage Subsidy	• No benefit from CEWS in 2022, compared to a benefit of $1.8 million in the prior year period recorded between North America Loss Adjusting and Unallocated Corporate Costs
Goodwill Impairment	• Recognized a $36.8 million non-cash goodwill impairment, partially offset by a $15.9 million reduction in income tax expense, for a net impact of $20.9 million, or $0.43 per share • Due to the non-discrete income tax treatment of the goodwill impairment, the income tax benefit will normalize in the fourth quarter, resulting in a lower full-year tax benefit of $3.4 million
Contingent Earnout Adjustment	• Recognized a pretax contingent earnout expense totaling approximately $0.9 million in the 2022 third quarter • Based on favorable changes to projections of certain acquired entities
Share Repurchases	• There were no shares repurchased in the 2022 third quarter • Repurchased 2,656,474 shares of CRD-A and 963,472 shares of CRD-B at an average cost per share of $7.41 and $7.32, respectively, during 2022 • Total cost of share repurchases during 2022 was $26.7 million

Balance Sheet Highlights

Unaudited ($ in thousands)	September 30, 2022	December 31, 2021	Change
Cash and cash equivalents	$ 33,099	$ 53,228	$ (20,129)
Accounts receivable, net	137,360	134,458	2,902
Unbilled revenues, net	134,646	118,722	15,924
Total receivables	272,006	253,180	18,826
Goodwill	76,783	116,526	(39,743)
Intangible assets arising from business acquisitions, net	91,285	97,571	(6,286)
Deferred revenues	54,592	55,905	(1,313)
Pension liabilities	10,218	17,892	(7,674)
Short-term borrowings and current portion of finance leases	37,696	10,704	26,992
Long-term debt, less current portion	219,680	164,315	55,365
Total debt	257,376	175,019	82,357
Total stockholders' equity attributable to Crawford & Company	162,883	211,965	(49,082)
Net debt [1]	224,277	121,791	102,486

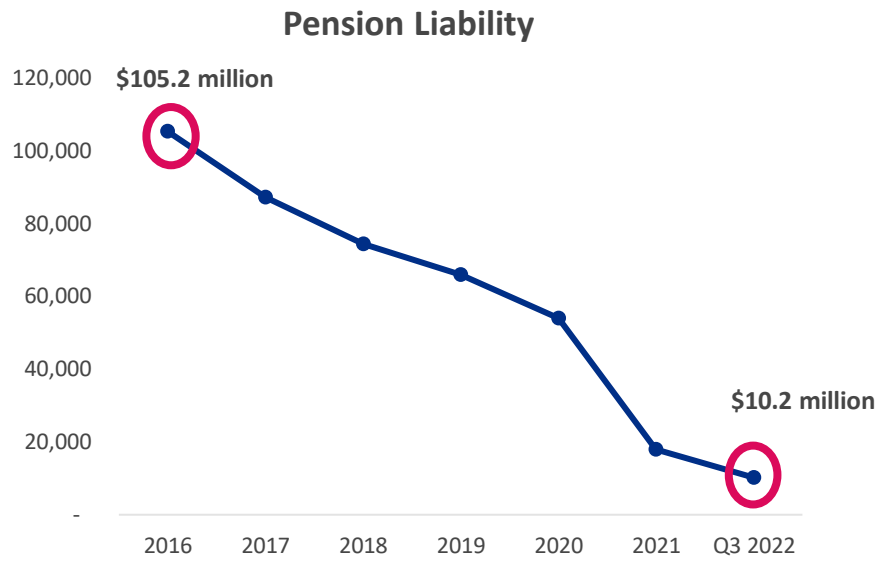
(1) See Appendix for non-GAAP explanation and reconciliation

Net Debt and Pension Liability



Net debt at $224.3 million

Leverage Ratio of 2.84x EBITDA at end of Q3 2022



Pension liability at $10.2 million

Funded Ratio of 92.8% at end of Q3 2022

Operating And Free Cash Flow

Unaudited ($ in thousands)	For the period ended September 30, 2022	2021	Change
Net (Loss) Income Attributable to Shareholders of Crawford & Company	**$ (4,218)**	$ 29,039	$ (33,257)
Depreciation and Other Non-Cash Operating Items	**31,556**	36,242	(4,686)
Goodwill Impairment	**36,808**	—	36,808
Gain on Disposals of Property and Equipment, net	**(1,562)**	(38)	(1,524)
Contingent Earnout Adjustments	**3,246**	—	3,246
Billed Receivables Change	**(9,329)**	(7,352)	(1,977)
Unbilled Receivables Change	**(23,537)**	(18,990)	(4,547)
Change in Accrued Compensation, 401K, and Other Payroll	**(19,024)**	8,612	(27,636)
Change in Accrued and Prepaid Income Taxes	**(23,162)**	(8,627)	(14,535)
Other Working Capital Changes	**(6,486)**	(9,317)	2,831
U.S. and U.K. Pension Contributions	**(487)**	(9,526)	9,039
Cash Flows from Operating Activities	**(16,195)**	20,043	(36,238)
Property & Equipment Purchases, net	**(4,983)**	(5,251)	268
Capitalized Software (internal and external costs)	**(19,933)**	(15,372)	(4,561)
Free Cash Flow[1]	**$ (41,111)**	$ (580)	$ (40,531)

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

Crawford & Company

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

10,000+
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, contingent earnout adjustments, goodwill impairments, 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, contingent earnout adjustments, goodwill impairments, income taxes and 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.

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 and contingent earnout adjustments, 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, 2022		September 30, 2021	
Geographic Area	Currency	**USD equivalent**	**% of total**	USD equivalent	% of total
U.S.	USD	**$ 183,197**	**62.1%**	$ 175,553	60.8%
U.K.	GBP	**25,534**	**8.7%**	32,527	11.3%
Canada	CAD	**25,661**	**8.7%**	21,102	7.3%
Australia	AUD	**24,601**	**8.3%**	20,132	7.0%
Europe	EUR	**20,535**	**7.0%**	21,807	7.6%
Rest of World	Various	**15,396**	**5.2%**	17,379	6.0%
Total Revenues, before reimbursements		**$ 294,924**	**100.0%**	$ 288,500	100.0%

Reconciliation of Non-GAAP Items

Revenues, Costs of Services Provided, and Operating Earnings

Unaudited ($ in thousands)	Quarter Ended September 30, 2022	Quarter Ended September 30, 2021
Revenues Before Reimbursements		
Total Revenues	**$ 306,417**	$ 297,562
Reimbursements	**(11,493)**	(9,062)
Revenues Before Reimbursements	**294,924**	288,500
Costs of Services Provided, Before Reimbursements		
Total Costs of Services	**232,726**	220,079
Reimbursements	**(11,493)**	(9,062)
Costs of Services Provided, Before Reimbursements	**$ 221,233**	$ 211,017

Unaudited ($ in thousands)	Quarter Ended September 30, 2022	Quarter Ended September 30, 2021
Operating Earnings:		
North America Loss Adjusting	**$ 3,678**	$ 4,362
International Operations	**(3,849)**	1,947
US Broadspire	**6,198**	6,939
Platform Solutions	**10,080**	9,724
Unallocated corporate and shared costs and credits, net	**(1,907)**	(2,173)
Consolidated Operating Earnings	**14,200**	20,799
(Deduct) Add:		
Net corporate interest expense	**(2,903)**	(1,648)
Stock option expense	**(142)**	(296)
Amortization expense	**(1,998)**	(2,877)
Goodwill impairment	**(36,808)**	—
Contingent earnout adjustments	**(887)**	—
Income tax (benefit) provision	**13,286**	(4,866)
Net income attributable to noncontrolling interests	**108**	83
Net (Loss) Income Attributable to Shareholders of Crawford & Company	**$ (15,144)**	$ 11,195

Reconciliation of Non-GAAP Items (cont.)

Adjusted EBITDA

Unaudited ($ in thousands)	Quarter Ended September 30, 2022	Quarter Ended September 30, 2021
Net (loss) income attributable to shareholders of Crawford & Company	**$ (15,144)**	$ 11,195
Add:		
Depreciation and amortization	**8,924**	9,826
Stock-based compensation	**808**	2,001
Net corporate interest expense	**2,903**	1,648
Goodwill impairment	**36,808**	—
Contingent earnout adjustments	**887**	—
Income tax (benefit) provision	**(13,286)**	4,866
Adjusted EBITDA	**$ 21,900**	$ 29,536

Reconciliation of Non-GAAP Items (cont.)

Net Debt

Unaudited ($ in thousands)	September 30, 2022	December 31, 2021
Net Debt		
Short-term borrowings	**$ 37,639**	$ 10,643
Current installments of finance leases and other obligations	**57**	61
Long-term debt and finance leases, less current installments	**219,680**	164,315
Total debt	**257,376**	175,019
Less:		
Cash and cash equivalents	**33,099**	53,228
Net debt	**$ 224,277**	$ 121,791

Reconciliation of Non-GAAP Items (cont.)

Segment Gross Profit

($ in thousands)	Three months ended September 30, 2022	Three months ended September 30, 2021
Segment gross profit:		
North America Loss Adjusting	$ 12,164	$ 12,631
International Operations	9,619	13,984
US Broadspire	17,887	17,029
Platform Solutions	15,601	13,880
Segment gross profit	55,271	57,524
Segment indirect costs:		
North America Loss Adjusting	(8,486)	(8,269)
International Operations	(13,468)	(12,037)
US Broadspire	(11,689)	(10,090)
Platform Solutions	(5,521)	(4,156)
Unallocated corporate and shared costs, net	(1,907)	(2,173)
Consolidated operating earnings	14,200	20,799
Net corporate interest expense	(2,903)	(1,648)
Stock option expense	(142)	(296)
Amortization expense	(1,998)	(2,877)
Goodwill impairment	(36,808)	—
Contingent earnout adjustments	(887)	—
Income tax benefit (provision)	13,286	(4,866)
Net loss attributable to noncontrolling interests	108	83
Net (loss) income attributable to shareholders of Crawford & Company	$ (15,144)	$ 11,195

Reconciliation of Third Quarter Non-GAAP Results

Unaudited ($ in thousands)	Three Months Ended September 30, 2022			
	Pretax (Loss) Earnings	Net (Loss) Income Attributable to Crawford & Company	Diluted (Loss) Earnings per CRD-A Share	Diluted(Loss) Earnings per CRD-B Share
GAAP	$ (28,538)	$ (15,144)	$ (0.31)	$ (0.31)
Adjustments:				
Amortization of intangible assets	1,998	1,499	0.03	0.03
Goodwill impairment	36,808	20,908	0.43	0.43
Contingent earnout adjustments	887	657	0.01	0.01
Non-GAAP Adjusted	$ 11,155	$ 7,920	$ 0.16	$ 0.16

Unaudited ($ in thousands)	Three Months Ended September 30, 2021			
	Pretax Earnings	Net Income Attributable to Crawford & Company	Diluted Earnings per CRD-A Share	Diluted Earnings per CRD-B Share
GAAP	$ 15,978	$ 11, 195	$ 0.20	$ 0.21
Adjustments:				
Amortization of intangible assets	2,877	2,158	0.04	0.04
Non-GAAP Adjusted	$ 18,855	$ 13,353	$ 0.24	$ 0.25

(1) Sum of reconciling items may differ from total due to rounding of individual components