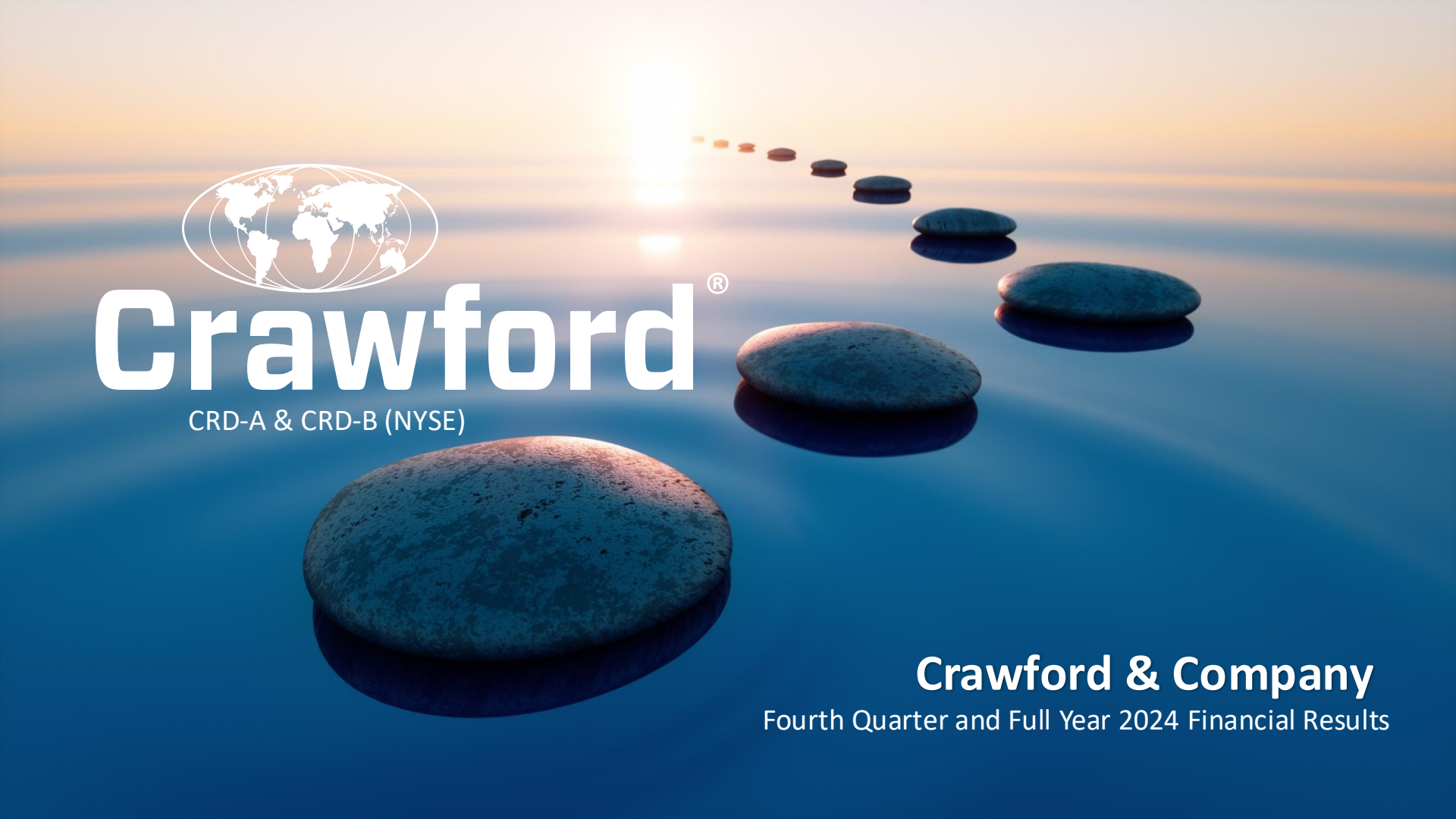

Crawford®
CRD-A & CRD-B (NYSE)
Crawford & Company
Fourth Quarter and Full Year 2024 Financial Results

Forward-Looking Statements & 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 four 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 acquisition-related intangible assets, contingent earnout adjustments, non-service pension costs, 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 for the Class B Common Stock (CRD-B) and protections for the non-voting Class A Common Stock (CRD-A). More information available on the Company's website.

The two-class method is an earnings allocation method under which earnings per share ("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. As a result, the Company may report different EPS for each class of stock due to the two-class method of computing EPS as required by ASC Topic 260 - "Earnings Per Share".

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.

STRATEGIC UPDATE

Rohit Verma
President & Chief Executive Officer



Global Reach; Trusted Partner

70
Countries

$20B+
Claims Managed Annually

10,000+
Employees

50,000+
Field Resources



Multiple Growth Drivers Benefitting Crawford



Increasing weather volatility continues to drive global demand in weather-related claims



Increased presence in rapidly growing P&C insurance markets with **strong outsourced claims processing tailwinds**



Gaining market share within **fragmented U.S. independent loss adjusting market**



Growing and strengthening strategic partnerships across business segments

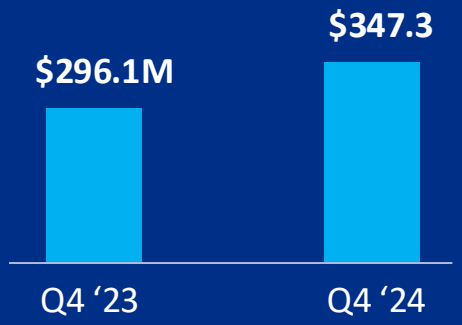


Industry-leading Insurtech capabilities enhancing market share

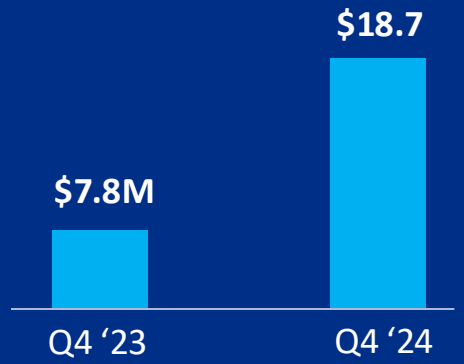
Fourth Quarter 2024 Highlights

- **Revenue growth of 17% YoY**
  - Driven by increased weather-related activity from hurricanes Helene and Milton
  - Strong client relationships position Crawford as a key partner for outsourced claims
- **Revenue growth** in all segments
- **Margin expansion and improved profitability** in North America Loss Adjusting, International, and Platform Solutions
- **Operating earnings increase of 140% YoY** reflecting higher revenues from catastrophe-related claims
- **Paid quarterly dividend** of $0.07 per share
- **Strong balance sheet and liquidity**
  - **Leverage ratio remains low** at 1.85x EBITDA

YoY Revenue Growth



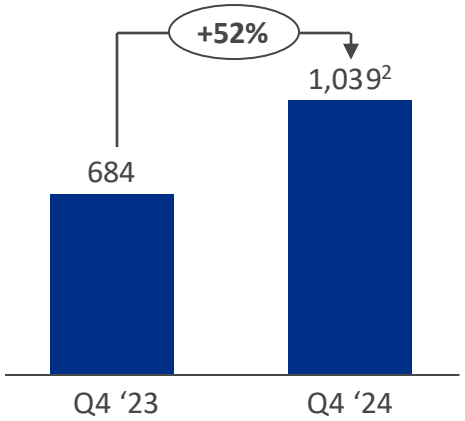
YoY Adjusted Operating Earnings*



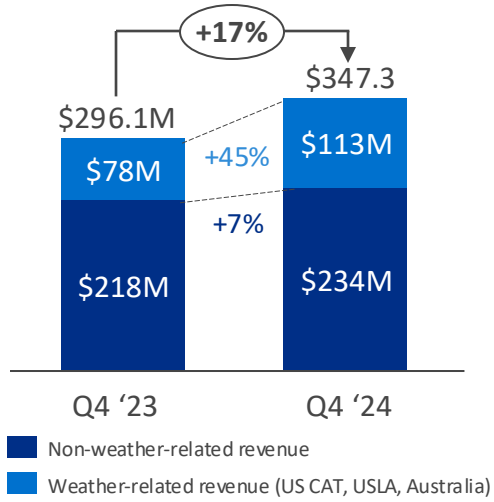
* See Appendix for non-GAAP explanation and reconciliation

Hurricanes Helene and Milton Drove Increased Outsourced Claims Activity in Q4

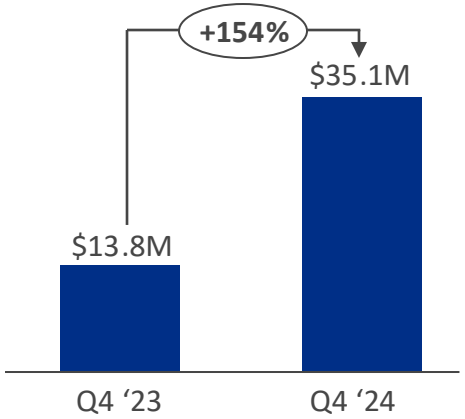
U.S. Severe Storm Reports[1]



Consolidated Weather-Related vs. Non-Weather-Related Revenue



Networks Revenue[3]



[1] National Oceanic and Atmospheric Administration (NOAA) Storm Prediction Database, January 2025
[2] Preliminary data
[3] Networks service line generates revenues through deployment of adjusters primarily related to property, casualty, and catastrophic losses

Our Capital Allocation Strategy

Committed to Industry-Leading Financial Strength and Employing a Disciplined Approach to Capital Allocation



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



Strong liquidity
Leverage ratio below industry average at 1.85x EBITDA



Paid quarterly dividend of $0.07 per share; full year dividend of $0.28 per share
for CRD-A and CRD-B



OPERATIONAL UPDATE

Bruce Swain, Chief Financial Officer

Full Year 2024 Revenue Contribution

North America Loss Adjusting
24%

Comprised of the Following North American Service Lines:

- USLA
  - US GTS
  - US Field Ops
- Canada Loss Adjusting
- Canada TPA
- Canada Contractor Connection
- Edjuster
- Alternative Inspection Solutions

International Operations
32%

Comprised of All Service Lines Outside of North America:

- UK
- Europe
- Australia
- Asia
- Latin America
- Legal Services

Broadspire (U.S.-only)
30%

Third Party Administration for:

- Workers' Compensation
- Auto and Liability Claims
- Medical Management
- Disability
- Technology Services
- Accident and Health

Platform Solutions (US-only)
14%

Comprised of the Following Service Lines:

- Contractor Connection
- Networks
  - Catastrophe
- Subrogation (Praxis)

North America Loss Adjusting
Fourth Quarter 2024 Results

$79.4M
Revenues

$3.4M
Operating Earnings

- **Revenue increase of 14%** driven by increased storm activity
  - U.S. GTS delivered **record quarterly revenue** of $29.2M, **increasing 37% YoY**
  - U.S. Field Operations revenue of $27.6M **grew 13% YoY**
- **Operating earnings more than quadrupled YoY**
- Destination for specialized insurance adjusting talent

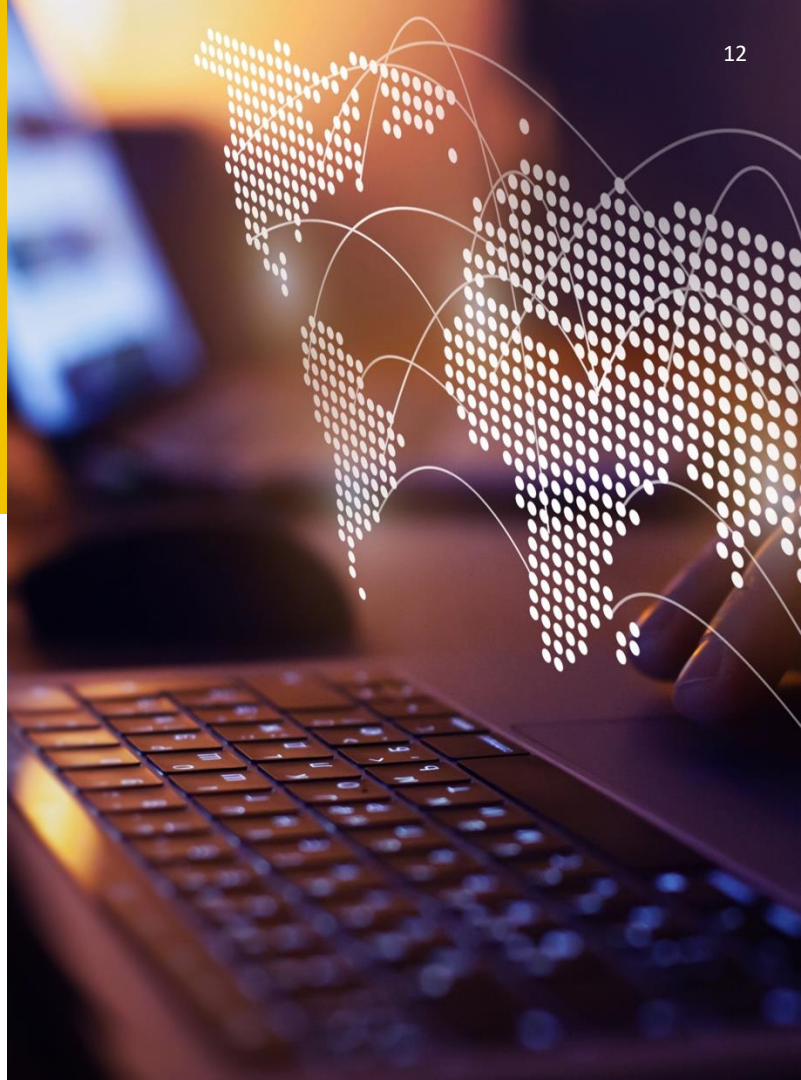


International Operations
Fourth Quarter 2024 Results

$112.5M
Revenues

$8.5M
Operating Earnings

- **Revenue growth of 16% or 13%** when measured in constant currency
  - Strong performances in UK and Europe driven by weather-related claims and large losses
- **Operating earnings more than tripled YoY**
- **Operating margin expanded 526 bps**
- **Segment turnaround continues** driven by strategy to improve pricing, productivity, and new business growth



Broadspire
Fourth Quarter 2024 Results

$97.7M
Revenues

$10.1M
Operating Earnings

- **Revenue growth of 6%** driven by increased utilization of Medical Management
- Operating earnings and margin decreased YoY
  - Impacted by planned additions to staffing to support expected revenue growth
- **New client wins** and **pricing improvements** continue to drive momentum
- Renewals for the quarter brought **Broadspire's full-year retention rate to 94.2%**

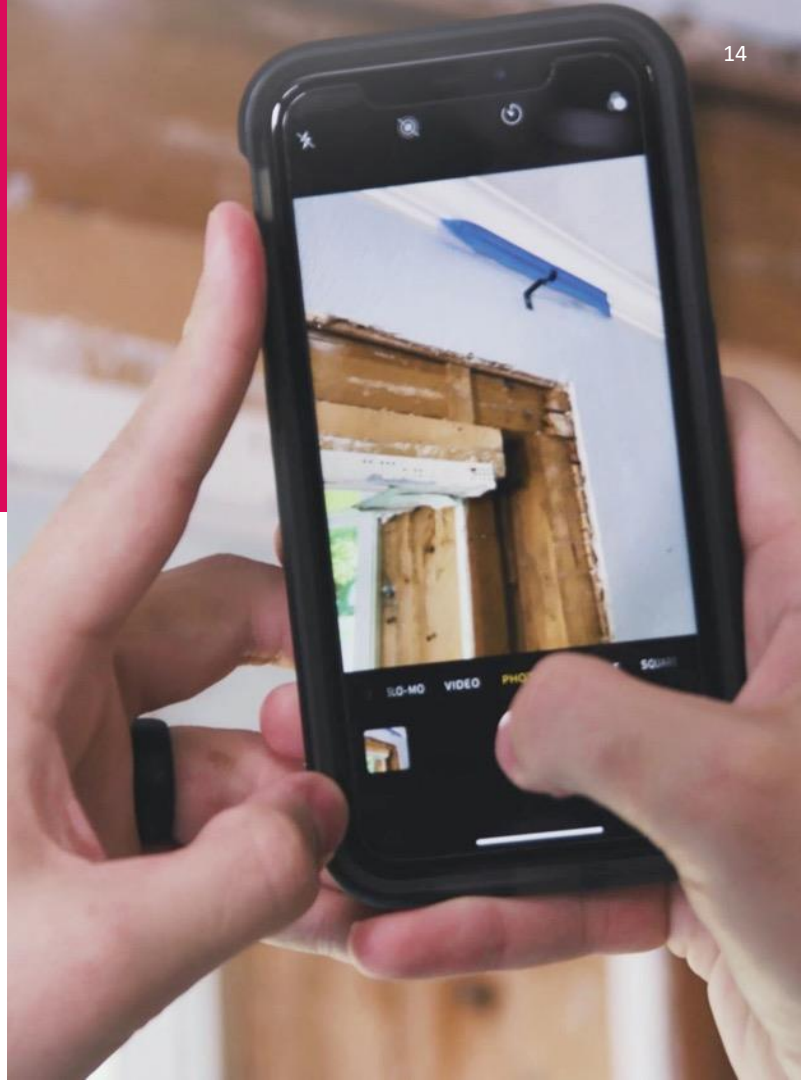


Platform Solutions
Fourth Quarter 2024 Results

$57.6M
Revenues

$4.8M
Operating Earnings

- **Revenue growth of 55% YoY** driven by claims activity from hurricanes Helene and Milton
  - **Networks revenues increased 154% YoY**
  - **Subrogation revenues increased 4% YoY**
- **Operating earnings growth of 144% YoY**
- Strong carrier relationships position us as partner of choice when extreme weather occurs



FINANCIAL UPDATE

Bruce Swain, Chief Financial Officer



Q4 2024 Financial Summary

Unaudited ($ in millions, except per share amounts)	Quarter Ended December 31, 2024	December 31, 2023	% Change
Revenues	**$347.3**	$296.1	17%
Non-GAAP Revenues excluding foreign exchange fluctuations[1]	**$344.9**	$296.1	16%
Net Income Attributable to Shareholders of Crawford & Company	**$5.7**	$(0.8)	813%
Diluted Earnings per Share			
CRD-A	**$0.11**	$(0.02)	650%
CRD-B	**$0.12**	$(0.02)	700%
Non-GAAP Diluted Earnings per Share [1]			
CRD-A	**$0.19**	$0.06	217%
CRD-B	**$0.19**	$0.07	171%
Adjusted Operating Earnings [1]	**$18.7**	$7.8	140%
Adjusted Operating Margin [1]	**5.4%**	2.6%	280 bps
Adjusted EBITDA [1]	**$27.9**	$15.7	78%
Adjusted EBITDA Margin [1]	**8.0%**	5.3%	270 bps

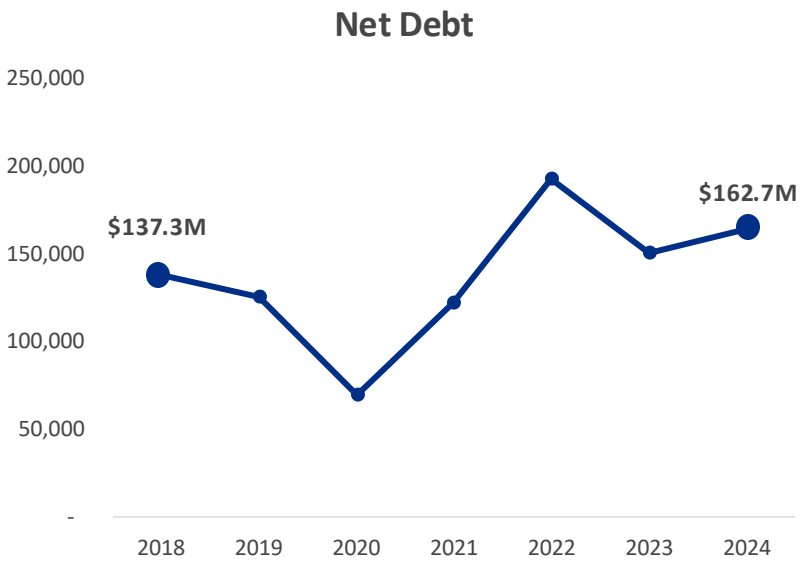
(1) See Appendix for non-GAAP explanation and reconciliation

Balance Sheet Highlights

Unaudited ($ in thousands)	Dec 31, 2024	Dec 31, 2023	Change
Cash and cash equivalents	**$ 55,412**	$ 58,363	$ (2,951)
Accounts receivable, net	**142,064**	131,362	10,702
Unbilled revenues, net	**131,080**	116,611	14,469
Total receivables	**273,144**	247,973	25,171
Goodwill	**76,368**	76,724	(356)
Intangible assets arising from business acquisitions, net	**74,545**	81,786	(7,241)
Deferred revenues	**59,685**	60,411	(726)
Pension liabilities	**21,084**	24,006	(2,922)
Short-term borrowings and current portion of finance leases	**17,822**	14,813	3,009
Long-term debt, less current portion	**200,315**	194,335	5,980
Total debt	**218,137**	209,148	8,989
Total stockholders' equity attributable to Crawford & Company	**157,210**	141,618	15,592
Net debt [(1)]	**162,725**	150,785	11,940

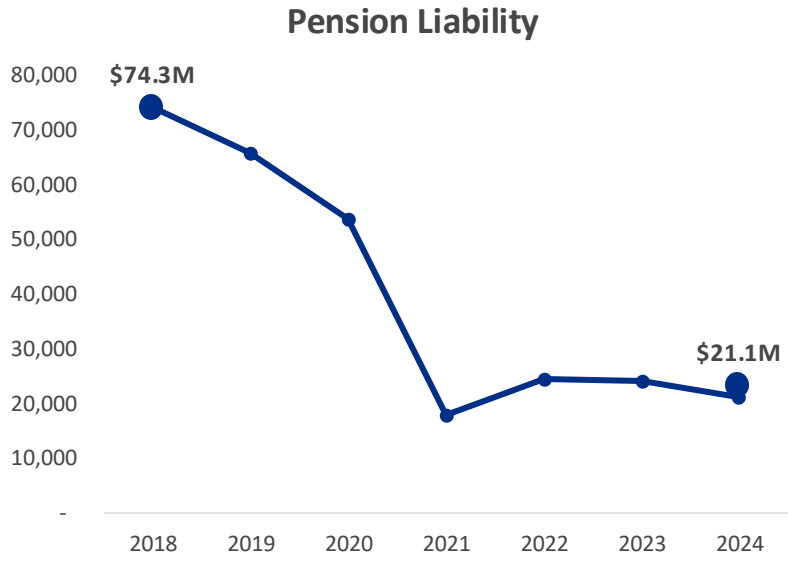
(1) See Appendix for non-GAAP explanation and reconciliation

Net Debt and Pension Liability



Net debt at $162.7 million

Leverage Ratio of 1.85x EBITDA at end of Q4 '24



Pension liability at $21.1 million

Funded Ratio of US pension plan is 92.4% at end of Q4 '24

Operating and Free Cash Flow

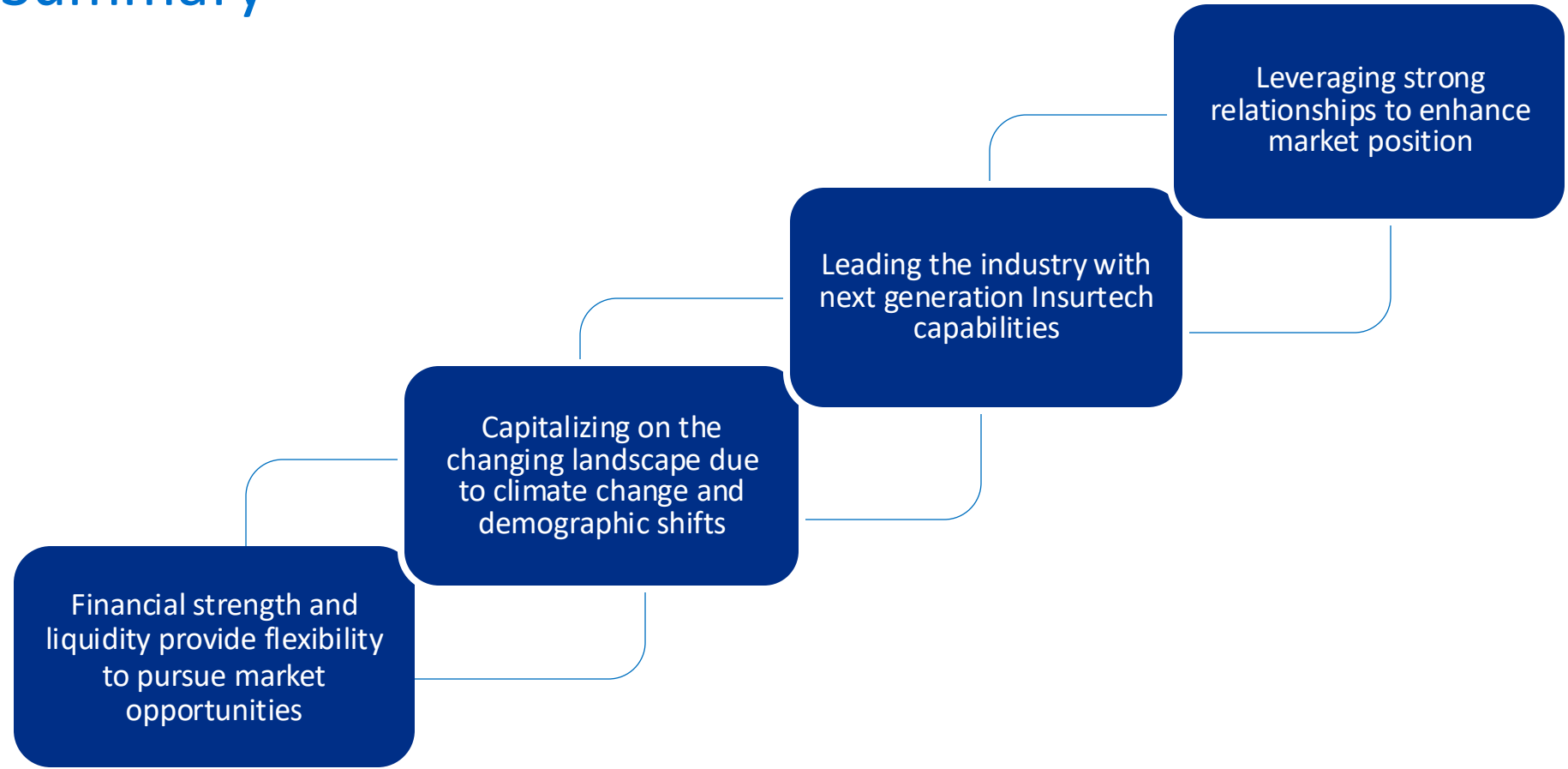
Unaudited ($ in thousands)	2024	2023	Change
Net Income Attributable to Shareholders of Crawford & Company	**$ 26,596**	$ 30,609	$ (4,013)
Depreciation and Other Non-Cash Operating Items	**41,998**	41,642	356
Deferred income taxes	**(3,365)**	(12,279)	8,914
Contingent Earnout Adjustments	**(1,099)**	4,025	(5,124)
Billed Receivables Change	**(10,741)**	11,663	(22,404)
Unbilled Receivables Change	**(13,691)**	11,879	(25,570)
Change in Accrued Compensation, 401K, and Other Payroll	**1,922**	17,690	(15,768)
Other Working Capital Changes	**9,999**	(1,439)	11,438
Cash Flows from Operating Activities	**51,619**	103,790	(52,171)
Property & Equipment Purchases, net	**(6,210)**	(4,890)	(1,320)
Capitalized Software (internal and external costs)	**(35,437)**	(31,706)	(3,731)
Free Cash Flow[1]	**$ 9,972**	$ 67,194	$ (57,222)

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

Additional Financial Matters

Unallocated Corporate and Shared Costs and Credits	• Unallocated corporate costs of $8.0 million in Q4 ‘24 compared to corporate costs of $9.4 million in Q4 ‘23 • Variance was primarily due to decreases in self-insurance expense and professional fees.
Non-service Pension Costs	• During Q4 ‘24 non-service pension costs were $2.5 million compared to $2.2 million in Q4 ’23 • These costs are not a component of operating earnings and are added back for non-GAAP earnings and EPS
Contingent Earnout Adjustment	• Recognized pre-tax contingent earnout cost totaling $0.4 million for Q4 ’24 compared to $0.9 million in Q4 ‘23 • These costs are not a component of operating earnings and are added back for non-GAAP earnings and EPS
Quarterly Dividend	• In Q4 ‘24 Crawford paid a $0.07 dividend per share for CRD-A and CRD-B
Share Repurchases	• In Q4 ‘24 Crawford repurchased 24,066 shares of CRD-B • Approximately 1.1 million shares are eligible to be repurchased under our 2021 Share Repurchase Authorization

Summary


Leveraging strong relationships to enhance market position
Leading the industry with next generation Insurtech capabilities
Capitalizing on the changing landscape due to climate change and demographic shifts
Financial strength and liquidity provide flexibility to pursue market opportunities

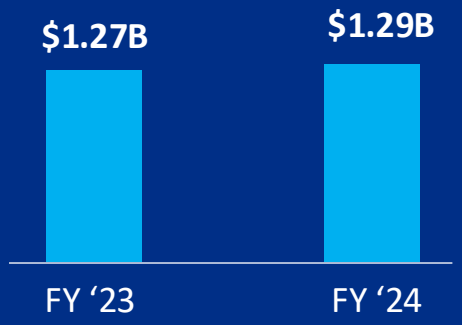
Appendix: Full Year Results, Segment Results and Non-GAAP Financial Information



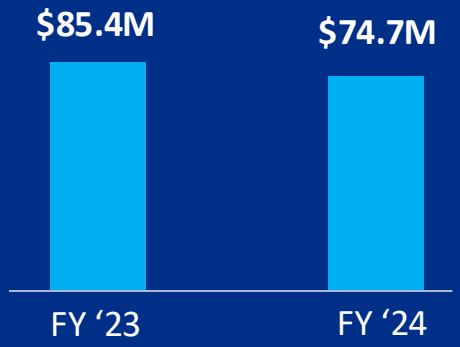
Full Year 2024 Highlights

- **Record full year revenue of $1.29B**
- **Revenue growth** in three segments
  - **Record annual revenues** for Broadspire & International segments and U.S. GTS and Praxis service lines
- **Margin expansion and improved profitability** in Broadspire & International Operations
- Operating earnings decrease reflects reduced frequency and severity of weather events for majority of FY ’24 and increased corporate unallocated costs
- **Added $86 million in new and enhanced business**
- **Paid annual dividend** of $0.28 per share
- **Strong balance sheet and liquidity**
  - **Leverage ratio remains low** at 1.85x EBITDA

YoY Revenue Growth



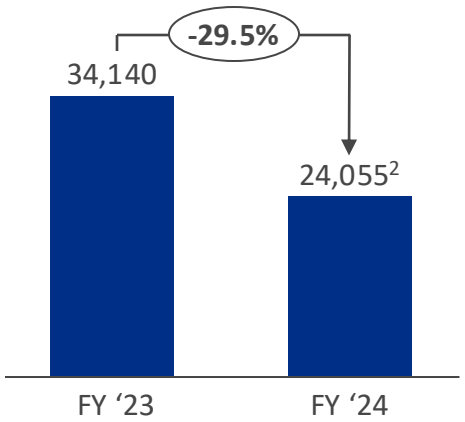
YoY Adjusted Operating Earnings*



* See Appendix for non-GAAP explanation and reconciliation

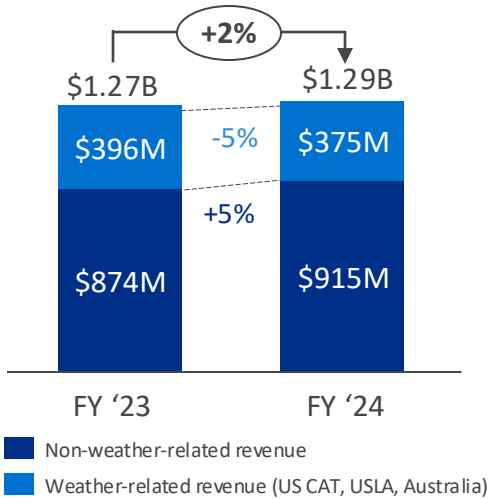
Occurrence of Severe Storms in the U.S. Decreased Year Over Year

U.S. Severe Storm Reports[1]



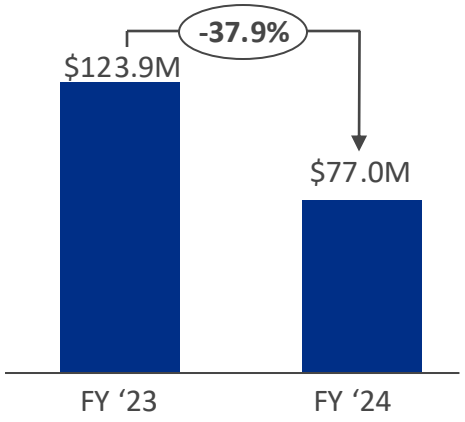
Decrease in weather-related business consistent with reduction in U.S. severe storms

Consolidated Weather-Related vs. Non-Weather-Related Revenue



Non-weather-related business grew 5% YoY

Networks Revenue[3]



Significant decrease reflects reduced frequency of storm activity

[1] National Oceanic and Atmospheric Administration (NOAA) Storm Prediction Database, January 2025
[2] Preliminary data
[3] Networks service line generates revenues through deployment of adjusters primarily related to property, casualty, and catastrophic losses

North America Loss Adjusting
Full Year 2024 Results

$312.2M
Revenues

$18.2M
Operating Earnings

- **Revenue growth of 3%**
- **U.S. GTS achieved record FY revenues with 21% growth** driven by new business wins
  - Destination for specialized insurance adjusting talent with **16% workforce growth in 2024**
- Operating earnings decreased by 22% reflecting **reduced frequency of U.S. weather events** in first nine months of 2024

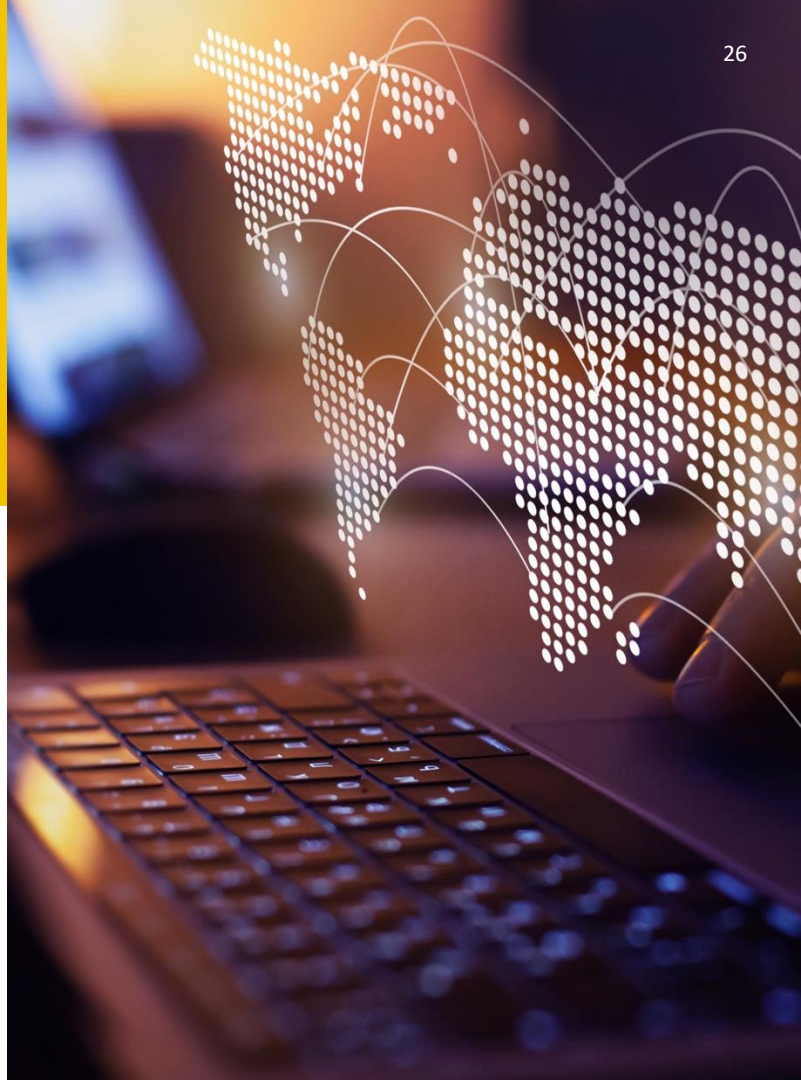


International Operations
Full Year 2024 Results

$418.6M
Revenues

$21.0M
Operating Earnings

- **Revenue growth of 9%** with record performances in Europe and Latin America
- **Operating earnings increased 88%**
- **Operating margin expanded 210 bps**
- **Segment turnaround continues** driven by strategy to improve pricing, productivity, and new business growth



Broadspire
Full Year 2024 Results

$388.1M
Revenues

$52.4M
Operating Earnings

- **Record year for Broadspire:**
  - **Revenue growth of 9% (record year)**
  - **Operating earnings increased 25%**
  - **Operating margin expanded 174 bps**
- Results **driven by client wins** and pricing improvements
- **Retained 94.2%** of Broadspire business in 2024

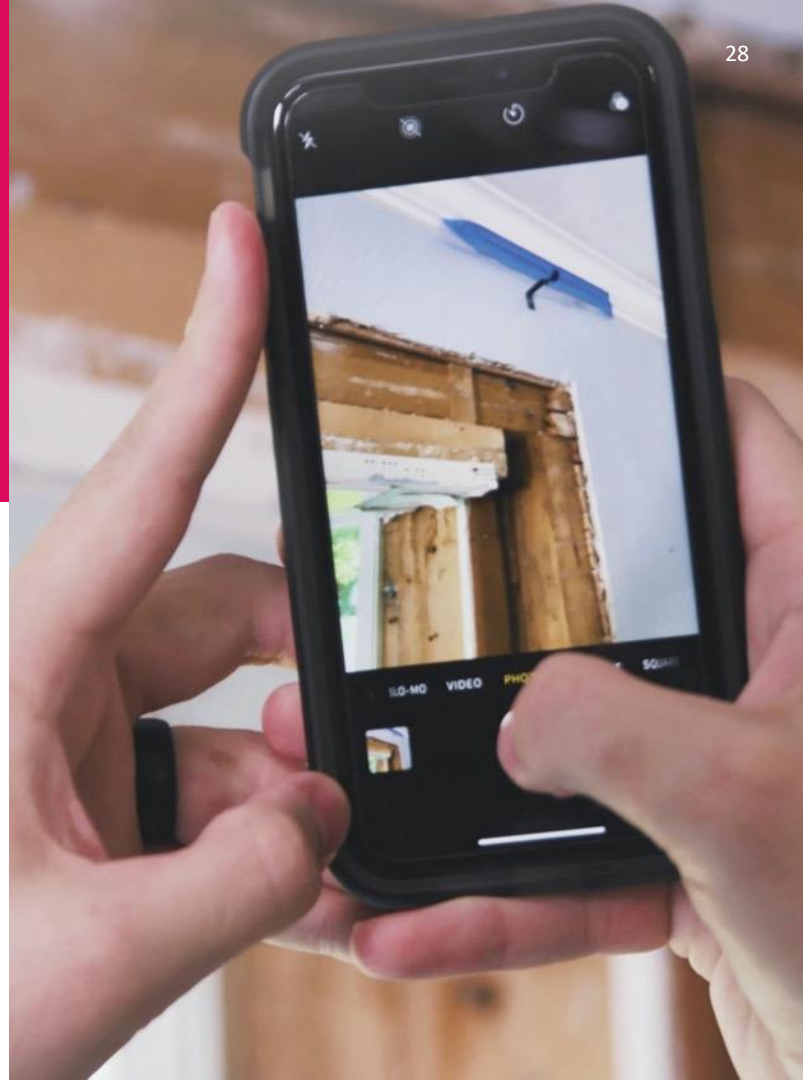


Platform Solutions
Full Year 2024 Results

$173.7M
Revenues

$11.2M
Operating Earnings

- **Revenue declined by 23%** reflecting a decrease in weather-related business due to lower U.S. severe storm activity in the first nine months of FY ‘24
- **Record Subrogation revenue of $29.1M grew 8% YoY**
- Operating earnings decreased by 61%



North America Loss Adjusting

Unaudited (in thousands, except percentages)	Three months ended December 31, 2024	December 31, 2023	Variance
Revenues	**$79,434**	$69,684	14.0%
Direct expenses	**66,490**	57,968	14.7%
Gross profit	**12,944**	11,716	10.5%
Indirect expenses	**9,578**	10,964	(12.6)%
Operating earnings	**$3,366**	$752	347.6%
Gross profit margin	**16.3%**	16.8%	(0.5)%
Operating margin	**4.2%**	1.1%	3.1%
Total cases received	**55,641**	52,091	6.8%
Full time equivalent employees	**1,977**	2,044	(3.3)%

International Operations

Unaudited (in thousands, except percentages)	Three months ended December 31, 2024	December 31, 2023	Variance
Revenues	**$112,491**	$97,152	15.8%
Direct expenses	**88,747**	83,992	5.7%
Gross profit	**23,744**	13,160	80.4%
Indirect expenses	**15,271**	10,953	39.4%
Operating earnings	**$8,473**	$2,207	283.9%
Gross profit margin	**21.1%**	13.5%	7.6%
Operating margin	**7.5%**	2.3%	5.2%
Total cases received	**129,985**	124,607	4.3%
Full time equivalent employees	**3,653**	3,611	1.2%

Broadspire

Unaudited (in thousands, except percentages)	Three months ended December 31, 2024	December 31, 2023	Variance
Revenues	**$97,680**	$92,123	6.0%
Direct expenses	**76,385**	67,998	12.3%
Gross profit	**21,295**	24,125	(11.7)%
Indirect expenses	**11,163**	11,859	(5.9)%
Operating earnings	**$10,132**	$12,266	(17.4)%
Gross profit margin	**21.8%**	26.2%	(4.4)%
Operating margin	**10.4%**	13.3%	(2.9)%
Total cases received	**129,894**	127,489	1.9%
Full time equivalent employees	**2,758**	2,636	4.6%

Platform Solutions

Unaudited (in thousands, except percentages)	Three months ended December 31, 2024	December 31, 2023	Variance
Revenues	**$57,649**	$37,162	55.1%
Direct expenses	**47,045**	29,101	61.7%
Gross profit	**10,604**	8,061	31.5%
Indirect expenses	**5,848**	6,115	(4.4)%
Operating earnings	**$4,756**	$1,946	144.4%
Gross profit margin	**18.4%**	21.7%	(3.3)%
Operating margin	**8.2%**	5.2%	3.0%
Total cases received	**80,109**	76,377	4.9%
Full time equivalent employees	**1,257**	1,007	24.8%

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.

Non-GAAP Financial Information (cont.)

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 acquisition-related intangible assets, contingent earnout adjustments, non-service pension costs, income taxes and net income or loss attributable to noncontrolling interests.

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, non-service pension costs, 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 Pretax Earnings, Net Income, and Diluted Earnings per Share

Included in non-GAAP adjusted measurements as an add back or subtraction to GAAP measurements, are impacts of amortization of acquisition-related intangible assets, contingent earnout adjustments, and non-service pension costs 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 Revenue 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:

Unaudited (in thousands)		Three Months Ended December 31, 2024		Three Months Ended December 31, 2023	
Geographic Area	Currency	USD equivalent	% of total	USD equivalent	% of total
U.S.	USD	$ 213,400	61.4%	$ 176,087	59.5%
U.K.	GBP	44,417	12.8%	37,214	12.6%
Canada	CAD	21,363	6.2%	22,882	7.7%
Australia	AUD	23,481	6.8%	20,692	7.0%
Europe	EUR	16,304	4.7%	14,545	4.9%
Rest of World	Various	28,289	8.1%	24,701	8.3%
Total Revenues, before reimbursements		$ 347,254	100.0%	$ 296,121	100.0%

Reconciliation of Non-GAAP Item

Revenues and Costs of Services Provided

Unaudited ($ in thousands)	Quarter Ended December 31, 2024	Quarter Ended December 31, 2023
Revenues Before Reimbursements		
Total Revenues	**$ 358,318**	$ 309,165
Reimbursements	**(11,064)**	(13,044)
Revenues Before Reimbursements	**347,254**	296,121
Costs of Services Provided, Before Reimbursements		
Total Costs of Services	**263,416**	230,025
Reimbursements	**(11,064)**	(13,044)
Costs of Services Provided, Before Reimbursements	**$ 252,352**	$ 216,981

Reconciliation of Non-GAAP Items (cont.)

Operating Earnings

Unaudited ($ in thousands)	Quarter Ended December 31, 2024	Quarter Ended December 31,2023
North America Loss Adjusting	**$ 3,366**	$ 752
International Operations	**8,473**	2,207
Broadspire	**10,132**	12,266
Platform Solutions	**4,756**	1,946
Unallocated corporate and shared costs, net	**(8,001)**	(9,421)
Consolidated Operating Earnings	**18,726**	7,750
(Deduct) Add:		
Net corporate interest expense	**(4,328)**	(3,772)
Stock option expense	**(80)**	(112)
Amortization expense	**(1,841)**	(1,926)
Non-service pension costs	**(2,451)**	(2,165)
Contingent earnout adjustments	**(448)**	(925)
Income tax (provision) benefit	**(3,717)**	161
Net (income) loss attributable to noncontrolling interests	**(139)**	171
Net Income (Loss) Attributable to Shareholders of Crawford & Company	**$ 5,722**	$ (818)

Reconciliation of Non-GAAP Items (cont.)

Operating Earnings

Unaudited ($ in thousands)	Year Ended December 31, 2024	Year Ended December 31,2023
North America Loss Adjusting	**$ 18,173**	$ 23,185
International Operations	**21,001**	11,181
Broadspire	**52,429**	41,873
Platform Solutions	**11,173**	28,541
Unallocated corporate and shared costs, net	**(28,066)**	(19,419)
Consolidated Operating Earnings	**74,710**	85,361
(Deduct) Add:		
Net corporate interest expense	**(16,862)**	(17,036)
Stock option expense	**(574)**	(552)
Amortization expense	**(7,497)**	(7,790)
Non-service pension costs	**(9,764)**	(8,601)
Contingent earnout adjustments	**1,099**	(4,025)
Income tax provision	**(14,583)**	(17,097)
Net loss attributable to noncontrolling interests	**67**	349
Net Income Attributable to Shareholders of Crawford & Company	**$ 26,596**	$ 30,609

Reconciliation of Non-GAAP items (cont.)

Adjusted EBITDA

Unaudited ($ in thousands)	Quarter Ended December 31, 2024	Quarter Ended December 31, 2023
Net Income (Loss) Attributable to Shareholders of Crawford & Company	**$ 5,722**	$ (818)
Add (Deduct):		
Depreciation and amortization	**9,238**	8,386
Stock-based compensation	**1,949**	1,420
Net corporate interest expense	**4,328**	3,772
Non-service pension costs	**2,451**	2,165
Contingent earnout adjustments	**448**	925
Income tax provision (benefit)	**3,717**	(161)
Adjusted EBITDA	**$ 27,853**	$ 15,689

Non-GAAP Financial Information (cont.)

Net Debt

Unaudited ($ in thousands)	December 31, 2024	December 31, 2023
Short-term borrowings	**$ 17,894**	$ 14,762
Current installments of finance leases and other obligations	**(72)**	51
Long-term debt and finance leases, less current installments	**200,315**	194,335
Total debt	**218,137**	209,148
Less:		
Cash and cash equivalents	**55,412**	58,363
Net debt	**$ 162,725**	$ 150,785

Non-GAAP Financial Information (cont.)

Segment Gross Profit

Unaudited ($ in thousands)	Three months ended December 31, 2024	December 31, 2023
North America Loss Adjusting	$ 12,944	$ 11,716
International Operations	23,744	13,160
Broadspire	21,295	24,125
Platform Solutions	10,604	8,061
Segment gross profit	68,587	57,062
Segment indirect costs:		
North America Loss Adjusting	(9,578)	(10,964)
International Operations	(15,271)	(10,953)
Broadspire	(11,163)	(11,859)
Platform Solutions	(5,848)	(6,115)
Unallocated corporate and shared costs, net	(8,001)	(9,421)
Consolidated operating earnings	18,726	7,750
Net corporate interest expense	(4,328)	(3,772)
Stock option expense	(80)	(112)
Amortization expense	(1,841)	(1,926)
Non-service pension costs	(2,451)	(2,165)
Contingent earnout adjustments	(448)	(925)
Income tax (provision) benefit	(3,717)	161
Net (income) loss attributable to noncontrolling interests	(139)	171
Net income (loss) attributable to shareholders of Crawford & Company	$ 5,722	$ (818)

Reconciliation of Fourth Quarter Non-GAAP Results

Three Months Ended December 31, 2024 Unaudited ($ in thousands)	Pretax Earnings	Net Income Attributable to Crawford & Company	Diluted Earnings per CRD-A Share	Diluted Earnings per CRD-B Share[1]
GAAP	$ 9,578	$ 5,722	$ 0.11	$ 0.12
Adjustments:				
Amortization of intangible assets	1,841	1,561	0.03	0.03
Non-service-related pension costs	2,451	1,917	0.04	0.04
Contingent earnout adjustments	448	450	0.01	0.01
Non-GAAP Adjusted	$ 14,318	$ 9,650	$ 0.19	$ 0.19

Three Months Ended December 31, 2023 Unaudited ($ in thousands)	Pretax (Loss) Earnings	Net (Loss) Income Attributable to Crawford & Company	Diluted (Loss) Earnings per CRD-A Share	Diluted (Loss) Earnings per CRD-B Share[1]
GAAP	$ (1,150)	$ (818)	$ (0.02)	$ (0.02)
Adjustments:				
Amortization of intangible assets	1,926	1,623	0.03	0.03
Non-service-related pension costs	2,165	1,614	0.03	0.03
Contingent earnout adjustments	925	849	0.02	0.02
Non-GAAP Adjusted	$ 3,866	$ 3,268	$ 0.06	$ 0.07

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

Reconciliation of Full-Year Non-GAAP Results

Year Ended December 31, 2024 Unaudited ($ in thousands)	Pretax Earnings	Net Income Attributable to Crawford & Company	Diluted Earnings per CRD-A Share	Diluted Earnings per CRD-B Share
GAAP	$ 41,112	$ 26,596	$ 0.53	$ 0.54
Adjustments:				
Amortization of intangible assets	7,497	6,368	0.13	0.13
Contingent earnout adjustments	(1,099)	(1,155)	(0.02)	(0.02)
Non-service-related pension costs	9,764	7,631	0.15	0.15
Non-GAAP Adjusted	$ 52,274	$ 39,440	$ 0.79	$ 0.80

Year Ended December 31, 2023 Unaudited ($ in thousands)	Pretax Earnings	Net Income Attributable to Crawford & Company	Diluted Earnings per CRD-A Share[1]	Diluted Earnings per CRD-B Share
GAAP	$ 47,357	$ 30,609	$ 0.61	$ 0.62
Adjustments:				
Amortization of intangible assets	7,790	6,662	0.13	0.13
Contingent earnout adjustments	4,025	3,352	0.07	0.07
Non-service-related pension costs	8,601	6,396	0.13	0.13
Non-GAAP Adjusted	$ 67,773	$ 47,019	$ 0.95	$ 0.95

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