

Week 11 History (May 23, 2016)

Strategic Planning in Action

As part of our ongoing strategy to strengthen the profitability and competitive position of our Company, the decision was made in late 2015 to restructure our business segments. Steps included making several executive leadership changes and cutting costs throughout the organization. In August, after more than 24 years with the Company, and eight years as its president and CEO, Jeffrey Bowman stepped down from his position and was replaced, until a replacement is named, by Interim President and CEO **Harsha V. Agadi**. In 2015, to further reinforce the function of Crawford employees who report to work at the Atlanta (Georgia) world headquarters office in relation to its departments and employees around the world, Harsha directed employees to begin calling the WHQ the “**Atlanta Support Center**”. (In the 1960’s, the Company’s home office found a new home on the northern edge of Atlanta’s central business district at 131 Ponce de Leon Avenue, with enough office space for everyone (at last), open area for training classes, with banks, restaurants and other services nearby.) **Jim Crawford** had made it clear that the sole purpose of the home office was to support the branches. He wanted “home office” to have emphasis on the word “home;” and Atlanta was to be the place where his field managers could always turn for help. (Might that reasoning have something to do with Harsha Agadi’s decision to re-name the world headquarters/home office to the Atlanta Support Center?)

Upon taking the helm at Crawford, Harsha conducted strategic reviews of the business units and held in-depth conversations with employees, managers, business heads and clients around the world. His goal was to better understand the challenges facing the Company and to develop strategies to unlock the Company’s earning power going forward. Acknowledging Crawford’s strong client relationships, a resilient employee body, and a well-respected global brand, the decision was made to restructure the Company’s business units.

To further capitalize on Crawford’s competitive position; enhance the firm’s profitability; and align with the global market for insurance companies, reinsurers, brokers, Lloyd’s and the London market as well as self-insured corporations, the decision was made to restructure Crawford’s business segments into a new simplified operating structure.

The Company’s business segments became:

- **Crawford U.S. Services**, headed by **Larry Thomas**, EVP & CEO;
- **International**, headed by **Ian Mures**, EVP & CEO;
- **Broadspire**, headed by **Danielle Lisenbey**, EVP & CEO; and
- **Garden City Group**, now headed by **Kenneth Cutshaw**, EVP & CEO.

Additional senior leadership included Canadian CEO **Pat Van Bakel**; and **Kieran Rigby**, CEO of Europe, who also oversaw Latin American operations; EVP **Mike Reeves**, Global Head of GTS; and **John Sharoun**, CEO, GTS Americas; who will work closely with our business unit leaders around the globe.” Crawford announced the appointment of a newly created Asia-Pacific region and **Andrew Bart** was appointed chief executive officer for Asia Pacific, aligning with our many insurance clients’ footprints and forming a strong foundation for growth; **Phillip Fong** was announced as chief executive officer, Asia, a key strategic operation for Crawford as a global company.

Advancements in Technology, Resources, and Communications & Showcasing our Expertise

Crawford & Company is dedicated to a continuous process of technological innovation to not only help clients achieve their business goals, but internally, to continue to enhance process improvement, automation and analytics. Crawford continued to utilize a wealth of innovative technology, and advanced services, and progressive communications resources reach our employees around the world, and to remain relevant with changing times and styles of learning and doing business. Crawford & Company Australia launched a new dedicated training website and toolkit, including an e-learning tool for insurers and brokers, developed by Crawford Forensic Accounting Services (CFAS), to promote its financial risks expertise. The Company expanded its brand awareness, promoted our thought leadership, and Crawford’s broad expanse of products and services through the traditional and social media channels of Facebook, Twitter, Instagram, LinkedIn, as well as in our *Claims Management* column, *ClaimsWorld* blog and *On the Frontline* client publication, the first global magazine in the claims management solutions arena. So that others might benefit from our experience, and the development of technology that now exists to help the insured and insurers, (i.e. how Crawford handled claims amidst almost total devastation), we published research papers including “10 Years after Hurricane Katrina: A Retrospective on Claims Handling”; “Work Safe: An Employer’s Guide to Safety and Health in a Diversified Workforce”; and “Superstorm Sandy a Year Later: A Record-setting Storm and a Record-setting Response.” Crawford continually showed why we are considered a world leader in many areas of disaster responsiveness, by our GTS division’s admirable first-on-the-scene response to such global catastrophes as the devastating explosions in Tianjin, possibly China’s most costly manmade disaster, and covered in [Tianjin Blast 2015 whitepaper](#). In 2016, [On the Frontline’s website highlighted Crawford’s response to the devastating wildfires in Northern Alberta, Canada](#).

Year after year Crawford and its employees have been recognized for award-winning service receiving numerous awards including in 2015 receiving the Rehabilitation First Award, the CIO 100 Award (**Brian S. Flynn**), Reactions Latin American Loss Adjust of the Year, Post Loss Adjuster of the Year, InformationWeek Elite 100 (for the second consecutive year), and Business Insurance Benefits Manager of the Year (**Bonnie Sawdey**). Further demonstrating our

comprehensive expertise, many of our employee experts served in leadership positions at industry associations and served on panels throughout the year, hosting and presenting their knowledge at industry conferences including the 2015 J.D. Power and Associates Insurance Claims Edge event, the National Workers Compensation and Disability Conference, Women in Workers Compensation Leadership Forum, Property & Liability Resource Bureau (PLRB) conferences, Inter-American Federation of Insurance Companies (FIDES), Disability Management Employer Coalition (DMEC) Annual Conference, and the Risk & Insurance Management Society's (RIMS) 2015 Annual Conference and Exhibition, the risk management industry's largest and most prominent annual event. **Mike Jones** served as president of the Chartered Institute of Loss Adjusters from 2014-2015, followed by **Benedict Burke** from 2015-2016.

Crawford's Contractor Connection 17th annual Conference and Expo drew more than 3,000 U.S. and Canadian contractors, insurance carrier representatives and service provider partners, addressing industry trends, technology, catastrophe response, goal setting, leadership, client presentations, top performance recognition, education and member networking.

Visit the Crawford website for the latest on Crawford's [award recognition](#) and [conference participation](#).

2016 and Beyond

This year marks a significant milestone in Crawford's history. On May 27, 2016 the Company celebrates its 75th year of operations. Crawford maintains a strong legacy and a compelling future by keeping its focus on the core values on which the Company was founded, while adapting to the changing marketplace, and addressing the evolving needs of our clients around the globe.

WHAT CRAWFORD & COMPANY OFFERS

Crawford & Company®

Based in Atlanta, Ga., Crawford & Company® (www.crawfordandcompany.com) is one of the world's largest independent providers of claims management solutions to the risk management and insurance industry as well as self-insured entities, with an expansive global network serving clients in more than 70 countries. The Crawford Solution™ offers comprehensive, integrated claims services, business process outsourcing and consulting services for major product lines including property and casualty claims management, workers compensation claims and medical management, and legal settlement administration. The Company's shares are traded on the NYSE under the symbols CRD-A and CRD-B.

Broadspire®

Broadspire (www.choosebroadspire.com), a global third party administrator, offers casualty claim, medical management, disability and leave management solutions, and risk management information services, helping increase employee productivity and reducing the cost of risk through early intervention, professional expertise and data analytics. As a Crawford Company, Broadspire is based in Atlanta; Ga. Services are offered by Crawford & Company under the Broadspire brand in countries outside the U.S.

Contractor Connection®

Contractor Connection (www.contractorconnection.com) an industry leader in contractor managed repair and home improvement services, provides insurance carriers and consumers a network of residential and commercial contractors in Australia, Canada, the U.S., and the UK, that are vetted and managed for performance, measuring quality, timeliness and customer satisfaction.

Crawford Educational Services

Crawford Educational Services has provided employees, clients, and the broader insurance industry with training solutions for more than 60 years. It includes three unique service offerings: traditional and virtual classroom programs, KMC On DemandSM, a highly configurable knowledge management technology delivering customized learning programs, simulations and performance support tools; and continuing education/license compliance solutions.

Garden City GroupSM, LLC (GCG®)

GCG (www.gcginc.com) is the recognized leader in legal administration services for class action settlements, bankruptcy cases, mass tort matters, regulatory administrations, and legal noticing programs, with more than 1,000 employees in offices coast-to-coast.

Crawford Global Technical Services® (GTS®)

Crawford GTS (www.crawfordgts.com) is Crawford's definitive solution for large, complex claims, providing the highest level of world-class talent in the industry's largest network to strategically manage losses around the globe. With nearly 500 of the world's most experienced senior adjusters and industry specialists operating from 144 locations worldwide, GTS assists all major stakeholders with strategic loss management during significant claims.

Risk Sciences Group®

Risk Sciences Group (www.risksciencesgroup.com) delivers risk management information systems (RMIS) that provide the ability to track and consolidate multi-coverage claims data and enterprise-wide exposures to risk by maintaining highly accurate and credible databases on behalf of each client.

Specialist Liability ServicesSM

Specialist Liability Services encompasses Crawford’s U.K. liability service with a combined staff of 150 specialists across 22 locations. Each office represents a local “centre of excellence” staffed by experts from different liability disciplines.

Property & Casualty

In the United States, under the umbrella of Crawford U.S. Services, the U.S. Property & Casualty segment offers claims services to include: property and casualty claims services, liability, marine & aviation, vehicle services, transportation services, contractor managed repair services (Contractor Connection), and Global Technical Services (GTS) for adjusting large or complex losses, as well as Crawford Forensic Accounting Services, to meet clients' financial claims needs resulting from insured events. Our line of business managing affinity claims, alternately referred to as Accident & Health (A&H), enhancement, Travel Accident Insurance (TAI), and a host of other names, Affinity Products are among the largest insurance growth opportunities in the world today. The U.S. affinity program joins Canada, Latin America, Europe, and Asia in offering this specialty claims product. Outside of the U.S., these services are referred to as Property & Casualty.

75 Years of Crawford & Company Leadership President and Chief Executive Officers

May 27, 1941	James H. Crawford	August, 1963
August, 1963	Andy B. Robertson	May 31, 1971
June 1, 1971	Gordon R. Dunagan	December 30, 1972
January 1, 1973	T. Gordy Germany	December 31, 1987
January 1, 1988	Forrest L. Minix	December 31, 1995
January 1, 1996	Dennis A. Smith	September 27, 1998
September 29, 1998	Forrest L. Minix	July 27, 1999
July 27, 1999	Archie Meyers, Jr.	October 29, 2002
October 29, 2002	Grover L. Davis	April 22, 2004
April 22, 2004	Marshall G. Long	September 1, 2004

September 1, 2004	Thomas W. Crawford	December 31, 2007
January 1, 2008	Jeffrey T. Bowman	August 24, 2015
August 24, 2015	Harsha V. Agadi (interim)	Present