



ESG FACTSHEET

This factsheet provides transparency on the most relevant environmental, social and governance (ESG) topics for our business.

DARLING
INGREDIENTS

SOLUTIONS THAT SUSTAIN

Global presence



Global headquarters, Irving, Texas, USA

Our world is in transition....and with it, many things will change. The continuing growth of our global population and increase in life expectancy and wealth put rising demands on our natural resources to provide us with food, feed, fuel and general well-being. As our planet faces challenges to its climate as well as its resources, its future – and that of our children – depends on our ability to find viable ways to provide for our population’s changing needs.

At Darling Ingredients, we believe economic and ecological sustainability should function together to achieve the greatest benefits. The foundations we laid as far back as 1882 have become today’s driver for developing innovative solutions for a more sustainable environment, society and future, while providing unique benefits for our customers and solid opportunities for our workforce and key stakeholders.

Circular by nature

We serve the agri-food industry by collecting its animal-based co-products and other natural materials that would otherwise be discarded, and transforming them into valuable bionutrients that contribute to a circular economy. Our lipids, proteins, gelatins and collagens close the loop in the food chain by safely providing unique nutritional,

techno- and bio-functional ingredients for many applications.

Through our company’s innovative spirit and by working closely with our global customer base, we have not only developed vital applications for human and animal health & nutrition, but also for various technical applications used by the fertilizer, biofuel, pharmaceutical and oleochemical industries.

Our purpose is to repurpose

Do you want to know more about our commitment to Corporate Social Responsibilities and sustainability? Visit our [CSR website](#) or follow us on social media to see how we grew our foundational roots into today’s purpose: to repurpose.

OUR CORE VALUES

... support our vision, shape our culture and reflect what we value as an organization. Our commitment to the health and safety of humans, animals, communities and the planet ties in firmly with our core values and beliefs.

integrity

” WE ARE HONEST, OPEN, ETHICAL AND FAIR. PEOPLE TRUST US TO ADHERE TO OUR WORD.

entrepreneurship

” WE OPERATE WITH KNOWLEDGE, PASSION AND DETERMINATION.

transparency

” WE ARE AUTHENTIC AND STRAIGHTFORWARD IN REPORTING OUR GOALS, RESULTS AND PRACTICES.

These values are the foundational elements that drive all our activities, setting our path as we develop and produce sustainable solutions for a world in transition.

Read our Code of Conduct [here](#).

OUR BRANDS

Our unique portfolio of branded products & solutions and their producing companies' operational divisions are crucial for delivering our vision and values to the marketplace.

We produce natural ingredients for the health, nutrition and technical markets and feature a collective of service-oriented businesses. Combined, they stand for our promise of sustainability, to today's world and tomorrow's.



For more information on our brands, visit our [website](#).



sustainability in action

ENVIRONMENTAL PERFORMANCE

CLEAN AIR & WATER

Clean air and water are vital to human and ecosystem health. They are also essential for economic prosperity. We are committed to minimizing our corporate environmental footprint by implementing best practices and leading technologies to continuously reduce our energy and water consumption and our greenhouse gas (GHG) emissions that contribute to climate change. We are making strategic investments that contribute to the paradigm shift in the world's long-term energy balance by producing renewable energy through repurposed animal fats, organic residuals and the oil and grease we collect from restaurants. Our rendering business also produces more water than we consume – a net water positive impact – which we return to local watersheds for public use. These commitments are outlined in our [Global Environment, Health & Safety Policy](#).

” IN APRIL 2019, WE ANNOUNCED A \$1.1B UPGRADE OF RENEWABLE DIESEL REFINERY IN NORCO, LA, IN PARTNERSHIP WITH VALERO ENERGY. THIS UPGRADE WILL INCREASE OUR RENEWABLE DIESEL PRODUCTION CAPACITY BY 400M GALLONS PER YEAR TO 675M GALLONS PER YEAR.



TOPIC	KEY PERFORMANCE INDICATOR	GRI / SASB	PERFORMANCE		
			2016	2017	2018
	ENERGY & EMISSIONS				
ENERGY CONSUMPTION	Total Amount of Direct Energy Consumed (GJ)	GRI 302-1 FB-MP-130a.1	--	--	26,791,197
	Total Amount of Indirect Energy Consumed (GJ)	GRI 302-2 FB-MP-130a.1	--	--	3,344,678
	Energy Intensity per Unit Raw Material (GJ/100lb)	GRI 302-3	--	--	0.125
GREENHOUSE GAS EMISSIONS ¹	Scope 1 GHG Emissions (tCO ₂ e/year)	GRI 305-1 FB-MP-110a.1	--	--	1,431,910
	Scope 2 GHG Emissions-Market Based (tCO ₂ e/year) ²	FB-AG-110a.1	--	--	421,630
	Scope 2 GHG Emissions-Location Based (tCO ₂ e/year) ²	GRI 305-2	--	--	396,589
	GHG Emissions Intensity (tCO ₂ e/MT Inage) ³	GRI 305-2	--	--	0.1676
RENEWABLE ENERGY PRODUCTION ⁴	Renewable Diesel (MGal)	GRI 305-4	158	161	163
	Biodiesel (Mgal)		15	16	14
	Ecoson Renewable Electricity (GWh)		41.4	36.2	36.1
	Ecoson Renewable Gas (MNm ³)		4.53	5.04	4.97
	Finished Product Used for Biofuel (MT)		--	891,916	810,601
	WATER				
WATER CONSUMPTION	Total Water Withdrawal from all areas (MG)	GRI 303-3	--	8708	8955
	Total Water Withdrawal from all areas (1000m ³)	FB-MP-140a.1	--	33,236	33,897
	Gelatin/Collagen Water Intensity (Gal/lb finished product)		--	9.5458	10.0824
	Rendering Water Intensity (Gal/lb raw material)		--	0.1707	0.1796
	Global Water Intensity (Gal/lb raw material)		--	0.3720	0.3742
WATER CONTRIBUTION	Total Water Contributed from Raw Materials (MG) ⁵		--	1584	1670
WATER DISCHARGE	Total Water Discharged (MG)		--	10364	10625

Footnote: Water consumption (fresh water) plus water contribution (removed from raw materials) is equal to water discharge.

sustainability in action

SOCIAL PERFORMANCE

SAFE FOOD AND FEED, BETTER COMMUNITIES AND WORKPLACES

We are committed to providing a safe and healthy workplace for our employees, and safe food and feed for our customers. The foundations for our product safety and quality are built on strict *policies and the highest standards*. This is one of the ways in which our commitment to continuous improvement is safeguarded. We are also keenly aware that our people are fundamental to the ongoing success of our business. We are committed to building a culture and working environment that is inclusive and respectful for all,

and where our employees can do their best work and feel valued for their contributions. Finally, we also give back by investing in the environmental, health, educational and cultural goals of the communities where we operate. Together, with our employees and local community partners, we identify areas of greatest need where we can lend our support and leave a positive impact on our environment. We pride ourselves in being a great place to work and a great neighbor in our global communities.



” WE SET HIGH QUALITY AND OPERATIONAL STANDARDS AS WE BELIEVE THIS IS THE STRONGEST COMMITMENT WE CAN MAKE TO PROVIDING SAFER FOOD AND FEED. THAT IS WHY WE MEASURE AND CONTINUOUSLY STRIVE TO INCREASE THE NUMBER OF FACILITIES THAT HOLD THE HIGHEST ATTAINABLE CERTIFICATIONS REQUIRED WITHIN THE (FOOD OR FEED) STANDARDS ON WHICH THEY OPERATE.”

Hendrie Roodink,
Plant Manager in Loenen,
the Netherlands

TOPIC	KEY PERFORMANCE INDICATOR	GRI / SASB	PERFORMANCE		
			2016	2017	2018
	DIVERSITY & INCLUSION				
GENDER DIVERSITY	Females in US Workforce (%)	GRI 102-8	10.81	10.68	11.13
	Males in US Workforce (%)		89.19	89.32	88.87
	EMPLOYEE TRAINING & DEVELOPMENT				
LEADERSHIP DEVELOPMENT	Leadership Development Training ¹ (total hours)		480	1984	2664
	Leadership Development Training (total participants)		20	52	88
TURNOVER	Voluntary turnover (%) ²	GRI 401-1	12.9	14.2	14.9
	EMPLOYEE HEALTH & SAFETY				
H&S MANAGEMENT SYSTEM	Workers covered by an occupational health and safety management system ³ (%)	GRI 403-8	100	100	100
TOTAL RECORDABLE INCIDENT RATE (TRIR)	TRIR Annual Goal ⁴		6.6	6.5	6.4
	TRIR Performance - NA only ⁵		6.1	6.6	6.7
LOST TIME ACCIDENT RATE (LTAR)	LTAR Annual Goal		2.3	2.1	2.0
	LTAR PERFORMANCE		1.8	1.5	1.7
LOST DAYS RATE (LDR)	LDR Annual Goal		70	54	48
	LDR Performance		45	40	44
FLEET RATE (FR)	FR Annual Goal		.08	.08	.08
	FR Performance ⁶		.07	.07	.06
	FOOD SAFETY				
FOOD SAFETY CERTIFICATIONS	Locations carrying highest attainable level of food/ feed certifications for the standards on which they operate (%) ⁷	GRI 416-1	29	35	41

sustainability in action

GOVERNANCE PERFORMANCE

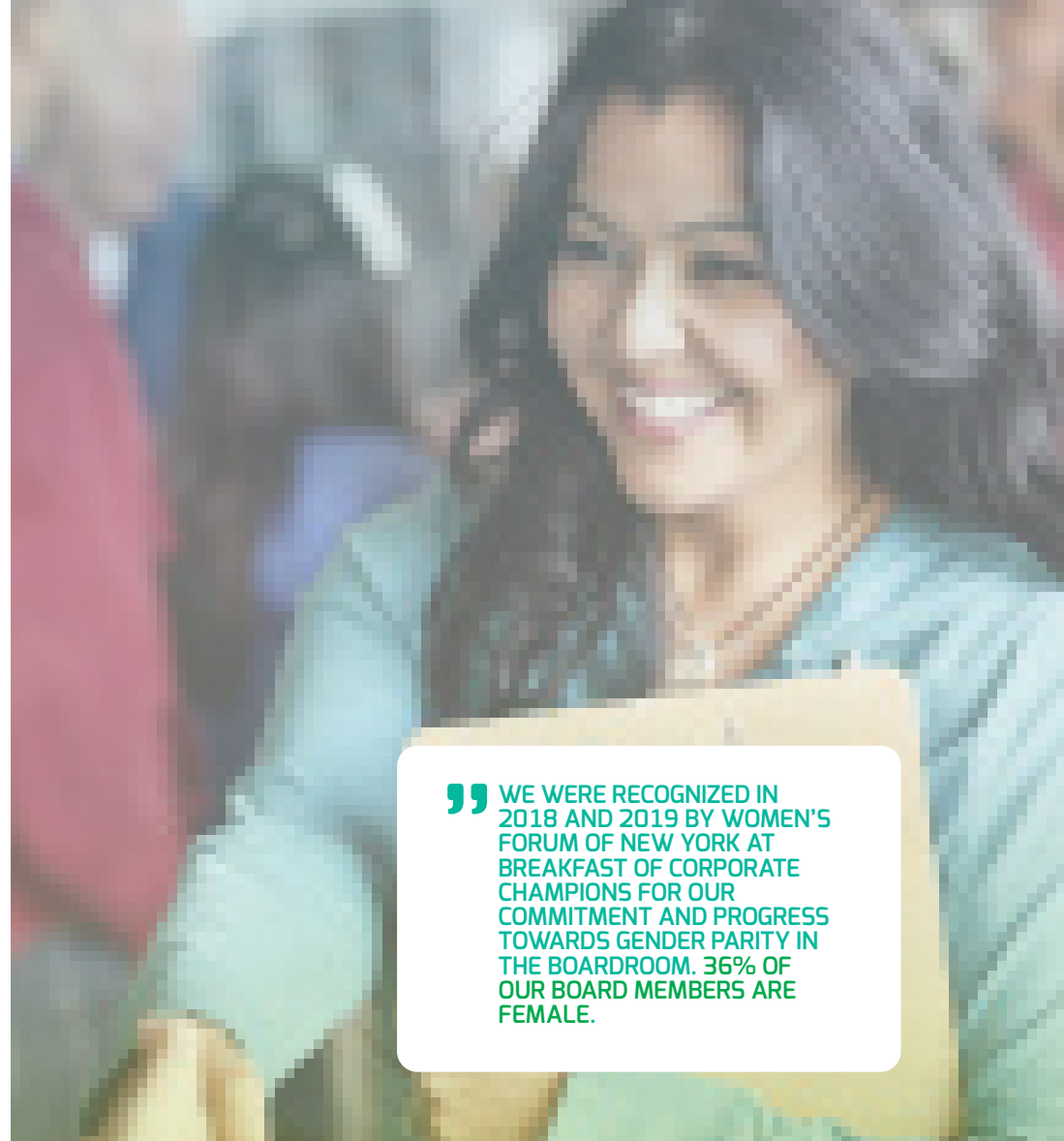
ACTING WITH INTEGRITY

Our corporate governance is anchored at the board level through vigilant and proactive oversight of financial, compliance and reputational risks, including environmental, social and governance (ESG) risks. Darling's CEO and Executive Leadership Team, reporting to the Board of Directors, are responsible for the day-to-day conduct of the Company's business, including ESG aspects. Since our founding in 1882, we have attracted and built a strong, qualified board of directors who have expertise relevant to our business, are diverse in background, and have strong ethics and integrity. The appointment of a fourth woman as a Director in 2018 not only brought unique and strategic insights related to sustainable agricultural solutions to our board, but

it increased our diversity to 36% female, which is notable for our industry.

Business integrity, ethics and compliance have been part of the foundation of Darling's success and ongoing growth. We strive to conduct our operations in accordance with applicable laws and regulations of the relevant jurisdictions. Our Code of Business Conduct reinforces our values and defines our expectations for ethical behavior of our employees, officers and non-employee directors. We promote ethical behavior and maintain an open-door approach that encourages employees to talk to supervisors, managers, their human resources business partner, the confidential hotline, or the Chief Compliance Officer when in doubt about the best course of action in any situation.

” WE WERE RECOGNIZED IN 2018 AND 2019 BY WOMEN'S FORUM OF NEW YORK AT BREAKFAST OF CORPORATE CHAMPIONS FOR OUR COMMITMENT AND PROGRESS TOWARDS GENDER PARITY IN THE BOARDROOM. 36% OF OUR BOARD MEMBERS ARE FEMALE.



TOPIC	KEY PERFORMANCE INDICATOR	GRI / SASB	PERFORMANCE		
			2016	2017	2018
	ETHICS/ANTI-CORRUPTION				
ETHICS TRAINING	Employees completing annual training on Ethical Code of Conduct (%)	GRI 102-16	100	Survey	Follow-up
	Employees with access to 24/7 confidential, independent hotline for reporting concerns or asking questions about the Code and respective policies (%) ¹	GRI 102-17	100	100	100
	New hires completing training on Ethical Code of Conduct (%)		100	100	100
	GOVERNANCE				
COMPENSATION	Say on Pay (% votes cast in favor of advisory vote to approve executive compensation)		--	98.6	97.1
BOARD ELECTION FREQUENCY	Annual Election of Directors		Yes	Yes	Yes
BOARD COMPOSITION - TENURE	Average tenure of members of the Board of Directors (Years)	GRI 102-36	4.3	5.1	5
BOARD COMPOSITION - INDEPENDENCE	Independent Directors (%)		80.0	80.0	81.2
GENDER DIVERSITY IN GOVERNANCE BODIES	Women in Officer Roles ² (%)	GRI 405-1	13	15	14
	Women on the Board (%)		28	30	36
COMPLIANCE	Significant fines or monetary sanctions	GRI 419-1	0	0	0

DARLING INGREDIENTS AT A GLANCE

We provide a variety of sustainable solutions to **eight primary markets** that help answer the growing global demands for food, feed and fuel. Safe, reliable and of highest quality, our diverse solutions contribute to the health and safety of people, animals and the planet, reducing the demands on our natural resources by repurposing organic residuals and co-products.

- » Health and Pharma Solutions
- » Feed Solutions
- » Food Solutions
- » Fuel Solutions
- » Pet Food Solutions
- » Fertilizer Solutions
- » Restaurant & Supermarket Solutions
- » Specialties

You can learn more about what we do – and how we do it – in our 2018 Annual Report and on our website. If you have any questions about our sustainability policies and practices, please contact: info@darlingii.com.

NYSE TICKER

DAR

FOUNDED

1882

Chicago, Illinois

GLOBAL EMPLOYEES

as of December 29, 2018

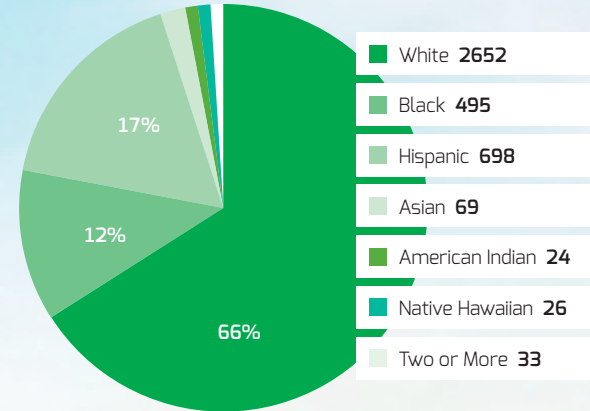
9,800

NET SALES

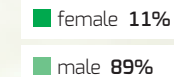
**\$3.4
BILLION**

200 LOCATIONS IN **15** COUNTRIES ON **5** CONTINENTS

ETHNIC DIVERSITY as of YE 2018*



GENDER DIVERSITY AS OF YE 2018*



*U.S. only

BOOKMARKS

ENVIRONMENTAL PERFORMANCE

- ¹ A location-based method reflects the average emissions intensity of grids on which energy consumption occurs (using mostly grid-average emission factor data). A market-based method reflects emissions from electricity that companies have purposefully chosen (or their lack of choice).
- ² Base year for our calculations is 2018, and include the following GHGs: CO₂, CH₄, N₂O and HFCs. The source of the emission factors and the global warming potential (GWP) rates used is the Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment Report (2014), and we have used the methodologies outlined in the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard.
- ³ GHG emissions included in the intensity ratio include direct (Scope 1) and indirect (Scope 2) emissions and include the following gases: CO₂, CH₄, N₂O and HFCs.
- ⁴ Materials being transformed to renewable energy include our own animal fats and used cooking oils, as well as materials from outside sources.
- ⁵ Water contribution refers to the water that we remove and collect from our raw material. This water joins with our other plant water flows, becomes wastewater, and is discharged either directly to water bodies, as irrigation water, or to a public treatment works. All of these require varying levels of treatment prior to discharge and meet required regulations.

SOCIAL PERFORMANCE

- ¹ Leadership development training initiatives include annual enrollment for Darling University, Darling Leadership Academy and Darling Involve International Leadership Training.
- ² This data is only collected in the U.S.A.
- ³ Systems include Darling's Injury and Illness Prevention Program for North America, and our Safety Management System at all our international sites which includes contracted employees.
- ⁴ Annual H&S goals are calculated by taking the most recent 5-year average per goal and reducing it by 5%. All plant employees are required to participate in annual H&S training.
- ⁵ TRIR is only recorded in North America. Performance includes all Full Time (FT) and Part Time (PT) employees.
- ⁶ Fleet Rate (FR) calculation is # of on-road accidents per 100,000 miles.
- ⁷ In 2018, all U.S.-based Darling Ingredients sites were audited at minimum to the FSC36 scheme. A selection of sites were upgraded and audited to the GFSI benchmarked FSC34 standard. The feed producing locations outside the U.S. are audited at GMP+ standard, a certificate that is required to allow supply to feed producers in Europe. All food producing companies of Darling Ingredients have certificates for the GFSI accredited systems FSSC22000, IFS or BRC. We must re-certify each year through rigorous audits.

GOVERNANCE PERFORMANCE

- ¹ We have different toll-free hotlines available in each country of operation.
- ² Officer roles include Executive Vice President (EVP), Senior Vice President (SVP) and Vice President (VP) level. The total number of officer roles increased from 24 in 2016 to 26 in 2017 and 28 in 2018.

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER ON SUSTAINABILITY

"OUR PURPOSE IS TO REPURPOSE."

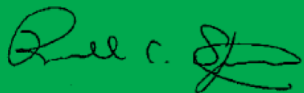
At the heart of Darling Ingredients is our vision to create sustainable ingredients to feed and fuel a growing population... and to do so by repurposing bio-nutrients, thus protecting the planet and the life it sustains for future generations. We view this as an obligation, not an option.

Darling transforms slaughtered animal by-products into valuable feed ingredients for cattle, hogs, fish and chickens, thus creating a sustaining lifecycle for global meat producers. We also repurpose these by-products into organic fertilizers and pet foods. Additionally, we provide sustainable solutions to the restaurant and supermarket industry by converting waste fats into renewable diesel that powers the cars we drive and the trucks that transport the products we use daily.

For over 135 years, Darling has played a vital role in carbon emissions avoidance and reduction. Simply put, our company's purpose is to globally repurpose organic waste into sustainable products that improve our quality of life on this planet. What we produce is important, but so is how we produce it.

The men and women of Darling are committed to working beyond the level of compliance. We operate in ways that, wherever possible, leave a positive impact on the environment by providing clean water and air, safe food and feed, and improving the communities where we live and work.

I am proud of the role we play in feeding and fueling a growing population while reducing human impact on our planet. We will continue to grow our business in a sustainable way – by bringing long-term value to all stakeholders.



Randall C. Stuewe
Chairman of the Board
and Chief Executive Officer



For more information, please contact:

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or view our **online ESG factsheet** at <https://www.commitment.darlingii.com/metrics/esgfactsheet>

