

# First Quarter 2021 Conference Call

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# Safe Harbor Statement

This presentation contains "forward-looking" statements that are subject to risks and uncertainties that could cause the actual results of Darling Ingredients Inc. (the "Company") to differ materially from those expressed or implied in the statements. Statements that are not statements of historical facts are forward-looking statements and are made pursuant to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. Words such as "estimate," "project," "planned," "contemplate," "potential," "possible," "proposed," "intend," "believe," "anticipate," "expect," "may," "will," "would," "should," "could" "combined adjusted EBITDA" and similar expressions are intended to identify forward-looking statements. Forward-looking statements are based on the Company's current expectations and assumptions regarding its business, the economy and other future conditions. The Company cautions readers that any such forward-looking statements it makes are not guarantees of future performance and that actual results may differ materially from anticipated results or expectations expressed in its forward-looking statements as a result of a variety of factors, including many that are beyond the Company's control. These factors include, among others, existing and unknown future limitations on the ability of the Company's direct and indirect subsidiaries to make their cash flow available to the Company for payments on the Company's indebtedness or other purposes; global demands for bio-fuels and grain and oilseed commodities, which have exhibited volatility, and can impact the cost of feed for cattle, hogs and poultry, thus affecting available rendering feedstock and selling prices for the Company's products; reductions in raw material volumes available to the Company due to weak margins in the meat production industry as a result of higher feed costs, reduced consumer demand or other factors, reduced volume from food service establishments, or otherwise; reduced demand for animal feed; reduced finished product prices, including a decline in fat and used cooking oil finished product prices; changes to worldwide government policies relating to renewable fuels and greenhouse gas("GHG") emissions that adversely affect programs like the U.S. government's renewable fuel standard, low carbon fuel standards ("LCFS") and tax credits for biofuels both in the United States and abroad; possible product recall resulting from developments relating to the discovery of unauthorized adulterations to food or food additives; the occurrence of 2009 H1N1 flu (initially known as "Swine Flu"), Highly pathogenic strains of avian influenza (collectively known as "Bird Flu"), severe acute respiratory syndrome ("SARS"), bovine spongiform encephalopathy (or "BSE"), porcine epidemic diarrhea ("PED") or other diseases associated with animal origin in the United States or elsewhere, such as the outbreak of African Swine Fever ("ASF") in China and elsewhere; the occurrence of pandemics, epidemics or disease outbreaks, such as the current COVID-19 outbreak; unanticipated costs and/or reductions in raw material volumes related to the Company's compliance with the existing or unforeseen new U.S. or foreign (including, without limitation, China) regulations (including new or modified animal feed, Bird Flu, SARS, PED, BSE, ASF or similar or unanticipated regulations) affecting the industries in which the Company operates or its value added products; risks associated with the DGD Joint Venture, including possible unanticipated operating disruptions and issues relating to the announced expansion projects; risks and uncertainties relating to international sales and operations, including imposition of tariffs, quotas, trade barriers and other trade protections imposed by foreign countries; difficulties or a significant disruption in our information systems or failure to implement new systems and software successfully, risks relating to possible third party claims of intellectual property infringement; increased contributions to the Company's pension and benefit plans, including multiemployer and employer-sponsored defined benefit pension plans as required by legislation, regulation or other applicable U.S. or foreign law or resulting from a U.S. mass withdrawal event; bad debt write-offs; loss of or failure to obtain necessary permits and registrations; continued or escalated conflict in the Middle East, North Korea, Ukraine or elsewhere; uncertainty regarding the exit of the U.K. from the European Union; and/or unfavorable export or import markets. 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# Summary Highlights

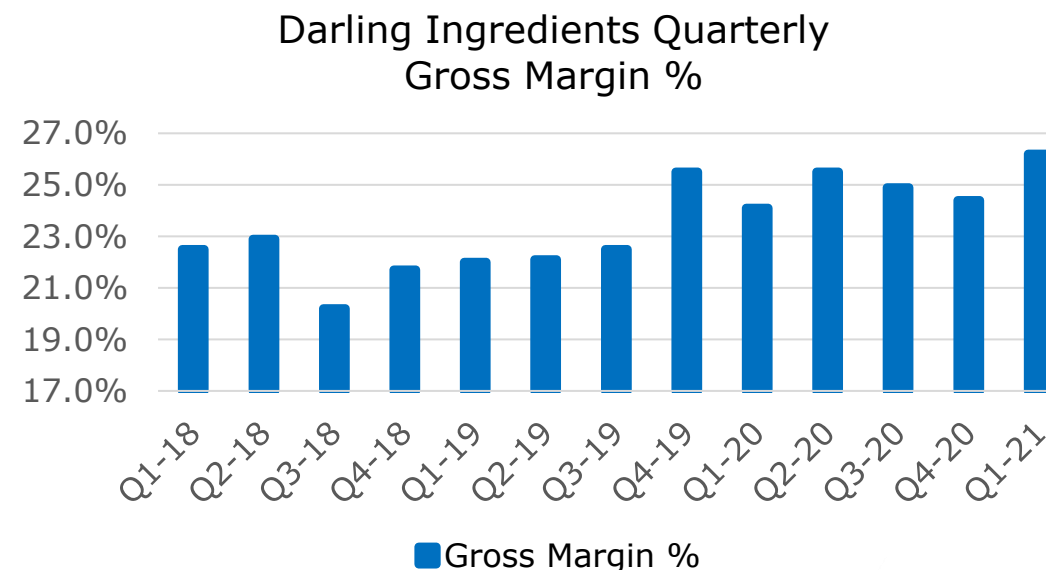
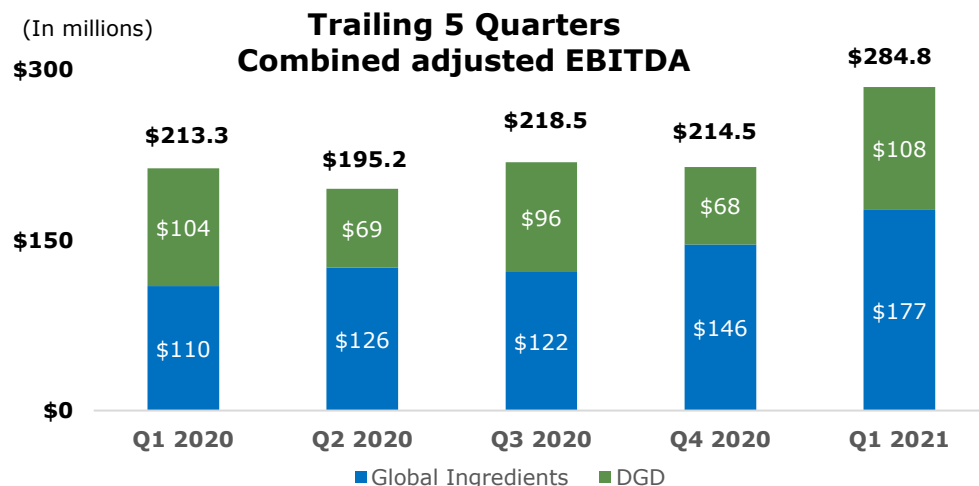
## First Quarter 2021 Business Update

- Record first quarter global ingredients EBITDA of \$176.6 million
- Q1 2021 combined adjusted EBITDA totaled a record \$284.8 million
- Substantial growth in net income increasing \$66.3 million or 77.5% for Q1 2021 when compared to the prior year
- DGD reported a record \$2.77 EBITDA/gallon, generating \$108.2 million EBITDA – Darling’s share
- Raising 2021 EBITDA guidance to a range of \$1.075 billion to \$1.150 billion, representing 28% to 37% increase in EBITDA over 2020 results
- DGD renewable diesel projects at both Norco, LA and Port Arthur, TX remain on track
- Darling Ingredients was announced in April as one of the 50 Sustainability and Climate Leaders by Bloomberg and TB Media Group

# Financial Highlights

Financials <small>(in millions, except per share data)</small>	Q1-2021	Q1-2020	% Variance
Net sales	\$1,046.7	\$852.8	22.7%
Gross margin	273.9	205.9	33.0%
Gross margin %	26.2%	24.1%	8.7%
Net income	<u>\$151.8</u>	<u>\$85.5</u>	<u>77.5%</u>
EPS diluted	\$0.90	\$0.51	76.5%

Balance Sheet <small>(in millions, except ratio data)</small>	As of 04/03/2021	As of 01/02/2021
Cash (including restricted)	\$71.4	\$81.7
Revolver availability	\$879.9	\$893.9
Net working capital	\$258.7	\$257.5
Total debt	\$1,444.5	\$1,508.1
Leverage ratio <sup>(1)</sup>	1.67x	1.90x
Capital expenditures	\$60.8	\$61.6



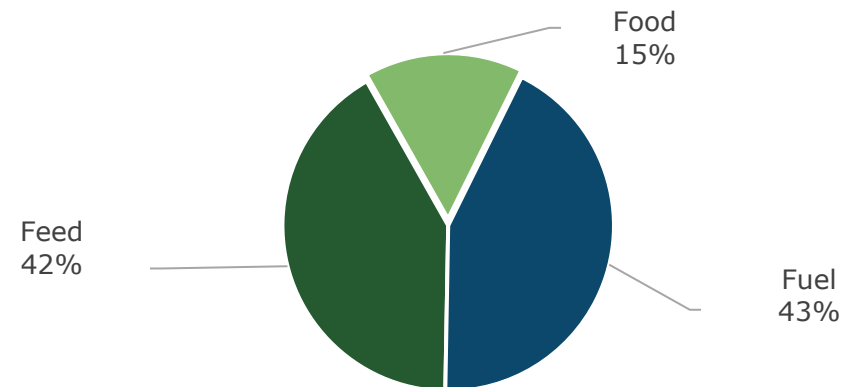
# Financial Highlights

Financials (in millions)	Q1-2021	Q1-2020	% Variance
Segment EBITDA			
Feed	\$124.4	\$70.2	77.2%
Food	46.4	39.4	17.8%
Fuel	128.7	118.8	8.4%
Corporate	<u>(14.7)</u>	<u>(15.1)</u>	<u>2.6%</u>
Total Combined adjusted EBITDA	<u>\$284.8</u>	<u>\$213.3</u>	<u>33.5%</u>

2021 EBITDA Guidance Revised May 2021 (in millions)	Low	High
By Segment		
Feed	\$475	\$510
Food	180	190
Fuel*	480	510
Corporate	<u>(60.0)</u>	<u>(60.0)</u>
Total Combined adjusted EBITDA	<u>\$1,075</u>	<u>\$1,150</u>

\*(Estimating DGD @ 365 mmg @ \$2.25 to \$2.40/EBITDA gal. for '21)

Q1 2021 % of Total EBITDA by Segment  
(before corporate)



	Avg Price 1st Quarter 2021	Avg Price 4th Quarter 2020	Chg	% Chg
Jacobsen Index:				
MBM (Illinois)	\$ 386.97	\$ 305.29	\$ 81.68	26.8%
Feed Grade PM (Mid-South)	\$ 357.79	\$ 283.65	\$ 74.14	26.1%
Pet Food PM (Mid-South)	\$ 845.08	\$ 733.12	\$ 111.96	15.3%
Feathermeal (Mid-South)	\$ 539.02	\$ 405.49	\$ 133.53	32.9%
BFT (Chicago)	\$ 46.42	\$ 34.24	\$ 12.18	35.6%
YG (Illinois)	\$ 34.45	\$ 25.22	\$ 9.23	36.6%
Corn (Illinois)	\$ 5.56	\$ 4.29	\$ 1.27	29.6%
Thomson Reuters:				
Palm Oil (CIF Rotterdam)	Ton \$ 1,084.00	\$ 850.00	\$ 234.00	27.5%
Soy meal (CIF Rotterdam)	Ton \$ 535.0	\$ 485.0	\$ 50.0	10.3%

# Feed Segment

US\$ (in millions)	1Q 2021	1Q2020
Net Sales	\$ 651,444	\$ 512,625
Cost of sales and operating expenses	474,581	388,453
Gross Margin	\$ 176,863	\$ 124,172
Loss/(gain) on sale of assets	(139)	50
Selling, general and administrative expenses	52,620	53,947
Depreciation and amortization	54,609	53,521
Segment operating income	\$ 69,773	\$ 16,654
Equity in net income of unconsolidated subsidiaries	\$ 612	\$ 869
Segment Income	\$ 70,385	\$ 17,523
<b>Segment EBITDA</b>	<b>\$ 124,382</b>	<b>\$ 70,175</b>
Raw material processed (mmts)	2.23	2.24

## Key Drivers:

- Higher protein and animal fat prices drove the overall feed segment sales up 27.1% quarter over quarter on flat raw materials processed. Gross margin increased \$52.7 million or 42.4% quarter over quarter led by higher commodity prices across all products sold.
- UCO volumes continue to run approximately 5% below historical levels and the northeast U.S. and California still lag as a result of COVID 19 restrictions behind the rest of North America.
- Fat prices (BFT & YG) are up for 2021 compared to a year ago. BFT average price is 42% higher than 2020 and YG was up 50.3% in Q1 2021 compared to the prior year. Protein pricing (MBM) was also higher for Q1 2021 by 63.2% compared to 2020

Change in Net Sales - 2020 to 2021 Three Months Ended	Feed Segment Sales				Used Cooking			
	Fats	Proteins	Other Rendering	Total Rendering	Oil	Bakery	Other	Total
<b>Net Sales Three Months Ended March 28, 2020</b>	<b>\$ 163.3</b>	<b>\$ 196.0</b>	<b>\$ 47.1</b>	<b>\$ 406.4</b>	<b>\$ 47.6</b>	<b>\$ 47.1</b>	<b>\$ 11.5</b>	<b>\$ 512.6</b>
Changes:								
Increase in sales volumes	4.9	0.8	-	5.7	(6.1)	(0.9)	-	(1.3)
Increase in finished product prices	58.2	52.3	-	110.5	9.5	16.9	-	136.9
Increase/(Decrease) due to currency exchange rates	2.6	6.4	0.1	9.1	-	-	-	9.1
Other change	-	-	(4.2)	(4.2)	-	-	(1.7)	(5.9)
<b>Total Change:</b>	<b>65.7</b>	<b>59.5</b>	<b>(4.1)</b>	<b>121.1</b>	<b>3.4</b>	<b>16.0</b>	<b>(1.7)</b>	<b>138.8</b>
<b>Net Sales Three Months Ended April 3, 2021</b>	<b>\$ 229.0</b>	<b>\$ 255.5</b>	<b>\$ 43.0</b>	<b>\$ 527.5</b>	<b>\$ 51.0</b>	<b>\$ 63.1</b>	<b>\$ 9.8</b>	<b>\$ 651.4</b>

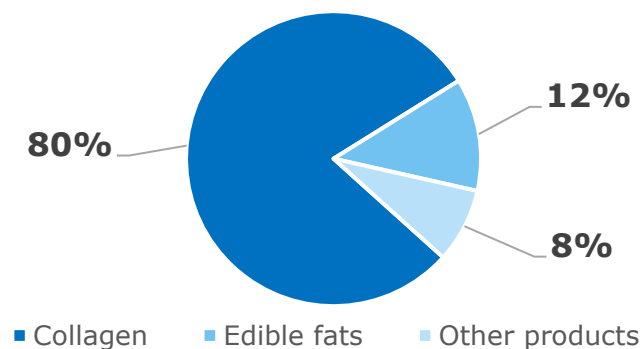
# Food Segment

US\$ (in millions)	1Q 2021	1Q2020
Net Sales	\$ 298,065	\$ 270,294
Cost of sales and operating expenses	226,413	205,430
Gross Margin	\$ 71,652	\$ 64,864
Loss on sale of assets	55	2
Selling, general and administrative expenses	25,191	25,476
Depreciation and amortization	14,883	20,305
Segment operating income	\$ 31,523	\$ 19,081
Equity in net income of unconsolidated subsidiaries	\$ -	\$ -
Segment Income	\$ 31,523	\$ 19,081
<b>Segment EBITDA</b>	<b>\$ 46,406</b>	<b>\$ 39,386</b>
Raw material processed (mmts)	0.3	0.3

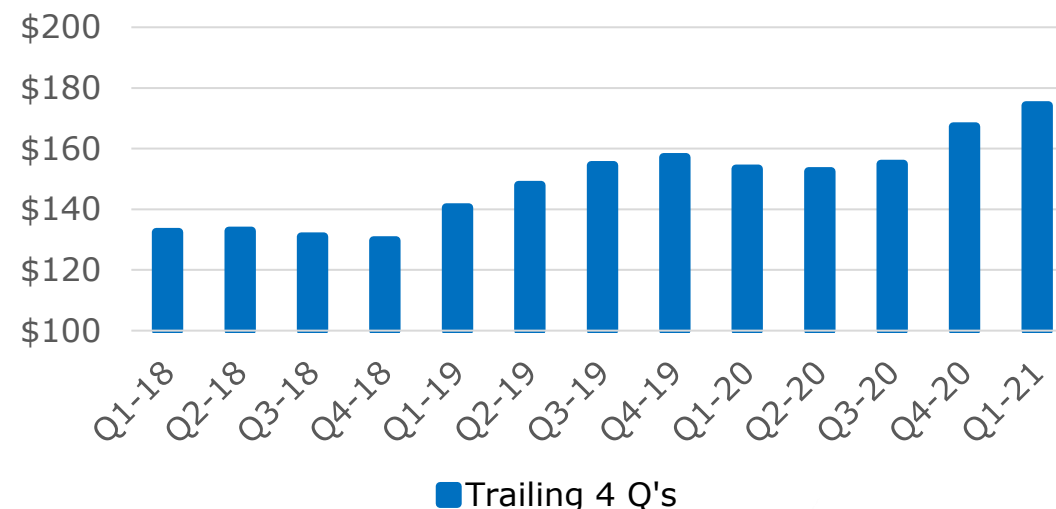
## Key Drivers:

- Net sales for the food segment grew \$27.8 million or 10.3% in Q1 2021 compared to the prior year, driven by higher collagen volume sales and higher edible fat prices.
- Segment income improved \$12.4 million or was 65.2% higher driven by higher sales and by a reduction of depreciation and amortization expenses of 26.7% quarter over quarter as certain assets became fully depreciated at the end of 2020.
- Peptan product sales continue to show strength into 2021.
- Continue to expand bio-medical product offerings with our collagen peptides.

2021 % of Sales Breakdown



Food Segment Trailing 4Q adjusted EBITDA



# Fuel Segment (Includes Diamond Green Diesel JV consolidated EBITDA)

## Key Drivers:

- Q1-2021 **Combined adjusted EBITDA** of \$128.7 million, with DGD earning \$2.77 per gallon on 78.0 million gallons sold
- Fuel segment incurred \$778,000 of additional restructuring charges related primarily to severance expenses as a result of shuttering the Company's two biodiesel facilities at year-end.
- DGD – Norco, LA expansion remains on track and is scheduled to be at full production in the middle of Q4-2021. This expansion will add 400 million gallons of renewable diesel production and add approximately 30 million gallons of renewable naphtha.
- DGD Port Arthur location construction is underway. This new 470-million-gallon facility is expected to be operational in the second half of 2023.

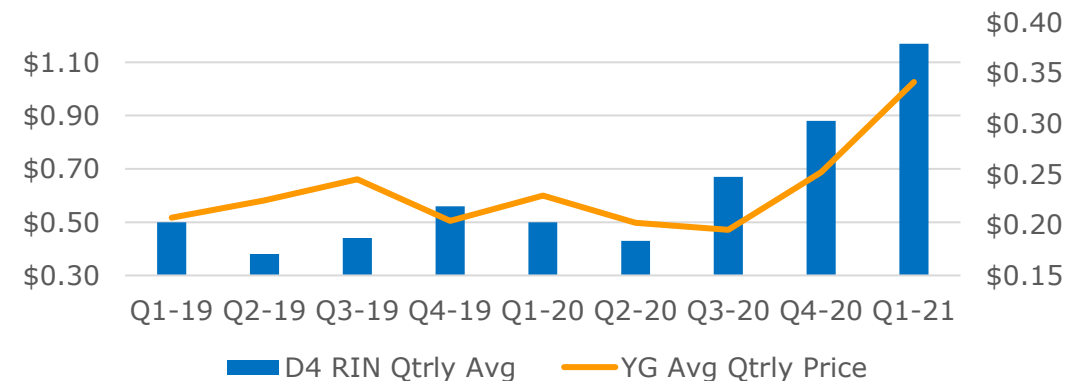
US\$ (in millions)	1Q 2021	1Q2020
Net Sales	\$ 97,207	\$ 69,923
Cost of sales and operating expenses	71,790	53,025
Gross Margin	\$ 25,417	\$ 16,898
Loss on sale of assets	20	9
Selling, general and administrative expenses	4,867	1,654
Restructuring and asset impairment charges	778	-
Depreciation and amortization	6,155	8,092
Equity in net income of Diamond Green Diesel	102,225	97,820
Segment operating income	\$ 115,822	\$ 104,963
Equity in net income of unconsolidated subsidiaries	\$ -	\$ -
Segment Income	\$ 115,822	\$ 104,963
<b>Segment EBITDA</b>	<b>\$ 20,530</b>	<b>\$ 15,235</b>
DGD adjusted EBITDA (Darling's Share)	<b>\$ 108,200</b>	<b>\$ 103,634</b>
<b>Segment EBITDA (1)</b>	<b>\$ 128,730</b>	<b>\$ 118,869</b>
Raw material processed (mmts) *	0.3	0.3

## Diamond Green Diesel

US\$ and gallons (in millions)	1Q 2021	1Q2020
EBITDA (Entity) - in quarter recorded w/no BTC	\$ 137.4	\$ 127.3
EBITDA (Entity) - BTC adjusted to when earned	\$ 216.4	\$ 207.3
Pro forma Adjusted EBITDA (Darling's share)	\$ 108.2	\$ 103.6
Total gallons produced	78.6	77.0
Total gallons sold/shipped	78.0	78.9

EBITDA per gallon sold	2.77	2.63
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Quarterly Avg. Prices  
D4 RINS & Yellow Grease<sup>2</sup>



(1) Includes Fuel Segment EBITDA and Darling's share of DGD EBITDA.  
 • Excludes feed stock (raw material) processed at the DGD joint venture.  
 (2) Quarterly average prices source is The Jacobson







April 2021 400-million-gallon expansion

Existing 290-million-gallon plant



**DIAMOND  
GREEN DIESEL™**

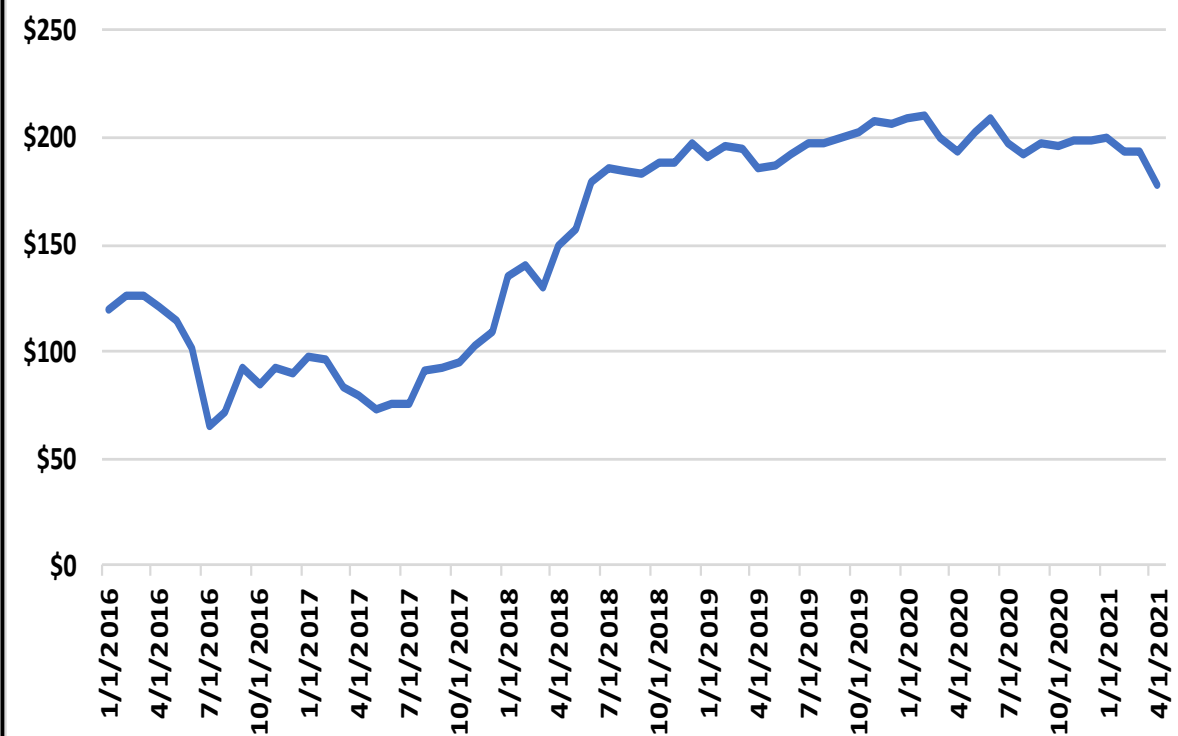


**April 2021 Port Arthur, TX 470-million-gallon facility**

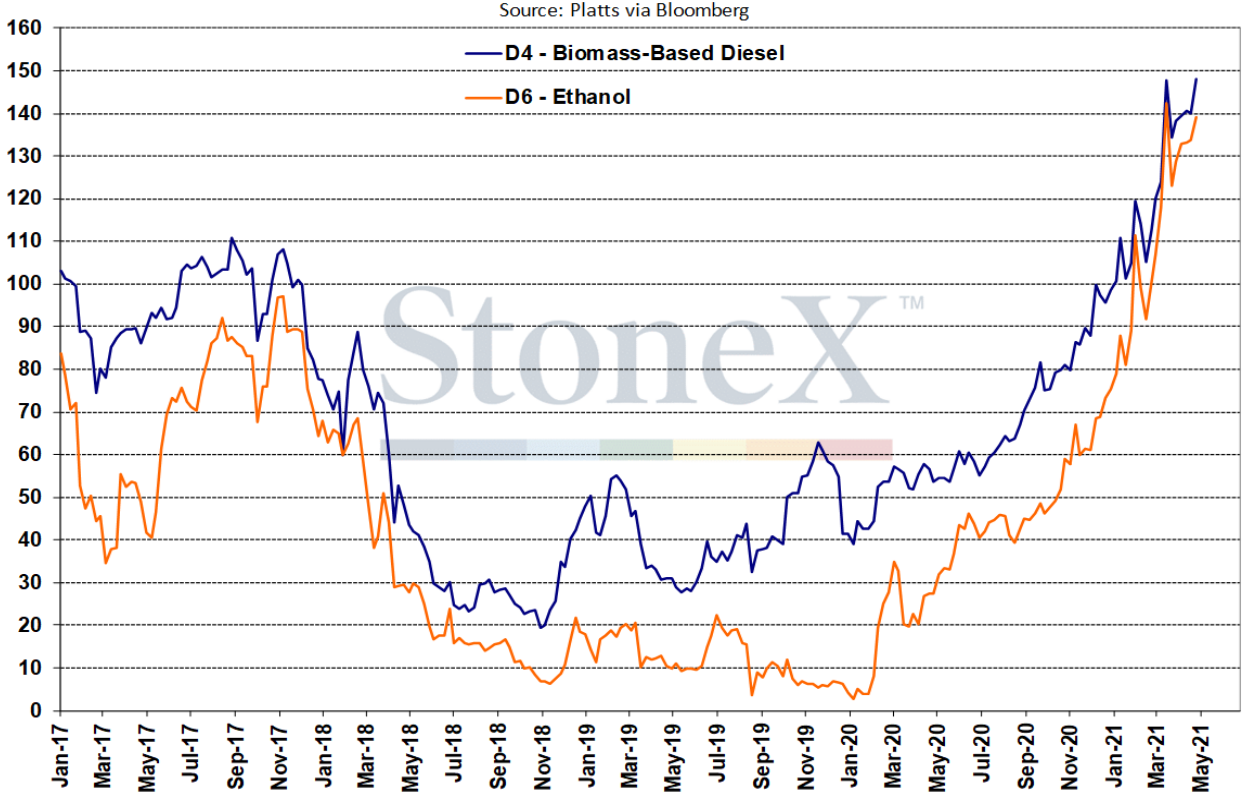
# Appendix Additional Information

# California LCFS & RIN value history

Monthly Average LCFS Carbon Credit Price (USD/MT)



Platts Biodiesel RIN Values (Year 1, cents/gal)



Source: The Jacobson and StoneX



# Feed Segment - Historical

US\$ (in millions)	Q1-2019	Q2-2019	Q3-2019	Q4-2019	Total 2019	Q1-2020	Q2-2020	Q3-2020	Q4-2020	Total 2020	Q1-2021
Net Sales	\$ 495.8	\$ 487.4	\$ 497.0	\$ 490.4	\$ 1,970.6	\$ 512.6	\$ 503.7	\$ 483.0	\$ 572.8	\$ 2,072.1	\$ 651.4
Gross Margin	109.0	110.5	117.2	114.3	451.0	124.2	135.8	121.4	146.2	527.6	176.9
Gross Margin %	22.0%	22.7%	23.6%	23.3%	22.9%	24.2%	27.0%	25.1%	25.5%	25.5%	27.1%
Loss/(gain) on sale of assets	(4.4)	(0.5)	(2.4)	(0.4)	(7.7)	0.1	0.1	0.2	(0.3)	-	(0.1)
SG&A	48.8	46.5	47.3	57.9	200.5	53.9	50.5	49.0	56.3	209.7	52.6
SG&A Margin %	9.8%	9.5%	9.5%	11.8%	10.2%	10.5%	10.0%	10.2%	9.8%	10.1%	8.1%
Operating Income	15.2	15.8	22.1	1.6	54.7	16.7	32.5	18.5	28.9	96.6	69.8
Adj. EBITDA <sup>(1)</sup>	\$ 64.5	\$ 64.5	\$ 72.3	\$ 56.8	\$ 258.2	\$ 70.2	\$ 85.2	\$ 72.3	\$ 90.2	\$ 317.8	\$ 124.4
Adj. EBITDA Margin %	13.0%	13.2%	14.5%	11.5%	13.2%	13.7%	16.9%	15.0%	15.7%	15.3%	19.1%
Raw Material Processed (mmts)	2.18	2.16	2.19	2.21	8.74	2.24	2.15	2.18	2.37	8.95	2.23

# Historical Pricing

## Jacobson, Wall Street Journal and Thomson Reuters

2021 Avg. Jacobsen Prices	January	February	March	Q1Avg.	April	May	June	Q2 Avg.	July	August	September	Q3 Avg.	October	November	December	Q4 Avg.
	BFT - Chicago Renderer / cwt	\$39.74	\$44.68	\$51.98	\$45.47											
YG - IL / cwt	\$29.01	\$34.36	\$39.02	\$34.13												
Choice White Grease - IL / cwt	\$36.21	\$39.37	\$50.43	\$42.00												
Poultry Fat - Southeast / cwt	\$39.87	\$43.13	\$47.70	\$43.57												
Poultry Grease - Mid South / cwt	\$39.71	\$43.74	\$48.04	\$43.83												
Distiller's Corn Oil - IL / cwt	\$39.92	\$43.50	\$51.25	\$44.89												
Corn - Decatur, IL / bushel	\$5.04	\$5.35	\$5.65	\$5.35												
MBM - IL / ton	\$355.5	\$380.5	\$418.3	\$384.77												
MBM - CA / ton	\$294.7	\$346.1	\$365.0	\$335.26												
Pork Meal - IA IL / ton	\$363.9	\$397.4	\$413.0	\$391.45												
Feed Grade PM - Carolina / ton	\$369.5	\$427.1	\$450.0	\$415.53												
Feed Grade PM - Mid South / ton	\$326.6	\$386.6	\$359.8	\$357.65												
Pet Food PM - SE / ton	\$877.0	\$831.7	\$818.5	\$842.39												
Pet Food PM - Mid South / ton	\$877.0	\$845.4	\$818.5	\$846.95												
Feather meal - AL GA / ton	\$463.7	\$477.6	\$512.5	\$484.61												
Feather meal - Mid South / ton	\$512.1	\$563.2	\$541.3	\$538.87												
Blood Meal - Ruminant MO River / ton	\$939.5	\$1,047.4	\$1,082.6	\$1,023.2												
D4 RINs (B21)	\$1.03	\$1.10	\$1.38	\$1.17												
Comparison	2021				Q4-2020	Q1-2021	%	Q1-2020	Q1-2021	%	FY 2020	FY 2021	%			
	Q1Avg.	Q2 Avg.	Q3 Avg.	Q4 Avg.	Avg.	Avg.	Change	Avg.	Avg.	Change	Avg.	Avg.	Change			
BFT - Chicago Renderer / cwt	\$45.47				\$34.24	\$45.47	32.79%	\$32.70	\$45.47	39.04%	\$31.48	\$0.00	-100.00%			
YG - IL / cwt	\$34.13				\$25.22	\$34.13	35.33%	\$22.92	\$34.13	48.90%	\$21.95	\$0.00	-100.00%			
Choice White Grease - IL / cwt	\$42.00				\$31.44	\$42.00	33.59%	\$27.02	\$42.00	55.45%	\$31.48	\$0.00	-100.00%			
Poultry Grease - SE / cwt	\$43.57				\$33.39	\$43.57	30.49%	\$28.32	\$43.57	53.83%	\$29.43	\$0.00	-100.00%			
Poultry Grease - Mid South / cwt	\$43.83				\$30.03	\$43.83	45.98%	\$25.90	\$43.83	69.23%	\$29.88	\$0.00	-100.00%			
Distiller's Corn Oil - IL / cwt	\$44.89				\$33.10	\$44.89	35.61%	\$26.91	\$44.89	66.82%	\$28.82	\$0.00	-100.00%			
Corn - Decatur, IL / bushel	\$5.35				\$4.29	\$5.35	24.67%	\$3.90	\$5.35	37.14%	\$3.75	\$0.00	-100.00%			
MBM - IL / ton	\$384.77				\$305.29	\$384.77	26.04%	\$237.10	\$384.77	62.28%	\$261.43	\$0.00	-100.00%			
MBM - CA / ton	\$335.26				\$253.48	\$335.26	32.26%	\$188.11	\$335.26	78.23%	\$211.77	\$0.00	-100.00%			
Pork Meal - IA IL / ton	\$391.45				\$306.81	\$391.45	27.59%	\$208.51	\$391.45	87.74%	\$257.79	\$0.00	-100.00%			
Feed Grade PM - Carolina / ton	\$415.53				\$311.66	\$415.53	33.33%	\$227.02	\$415.53	83.04%	\$267.70	\$0.00	-100.00%			
Feed Grade PM - Mid South / ton	\$357.65				\$283.65	\$357.65	26.09%	\$225.73	\$357.65	58.44%	\$251.13	\$0.00	-100.00%			
Pet Food PM - SE / ton	\$842.39				\$718.30	\$842.39	17.27%	\$502.62	\$842.39	67.60%	\$607.65	\$0.00	-100.00%			
Pet Food PM - Mid South / ton	\$846.95				\$733.12	\$846.95	15.53%	\$540.44	\$846.95	56.71%	\$633.61	\$0.00	-100.00%			
Feathermeal - AL GA / ton	\$484.61				\$362.64	\$484.61	33.63%	\$272.60	\$484.61	77.77%	\$289.51	\$0.00	-100.00%			
Feathermeal - Mid South / ton	\$538.87				\$405.58	\$538.87	32.86%	\$282.50	\$538.87	90.75%	\$314.20	\$0.00	-100.00%			
Blood Meal - Ruminant MO River / ton	\$1,023.2				\$800.35	\$1,023.2	27.84%	\$886.30	\$1,023.2	15.44%	\$771.37	\$0.00	-100.00%			
D4 Rins	\$1.17				\$0.88	\$1.17	32.83%	\$0.50	\$1.17	133.94%	\$0.64	\$0.00	-100.00%			

# Food Segment - Historical

US\$ (in millions)	Q1-2019	Q2-2019	Q3-2019	Q4-2019	Total 2019	Q1-2020	Q2-2020	Q3-2020	Q4-2020	Total 2020	Q1-2021
Net Sales	\$ 279.2	\$ 274.8	\$ 276.5	\$ 288.6	\$ 1,119.1	\$ 270.3	\$ 278.9	\$ 291.8	\$ 344.6	\$ 1,185.7	\$ 298.1
Gross Margin	65.1	60.4	61.8	67.2	254.5	64.9	58.8	65.1	76.3	265.0	71.7
Gross Margin %	23.3%	22.0%	22.4%	23.3%	22.7%	24.0%	21.1%	22.3%	22.1%	22.4%	24.0%
Loss/(gain) on sale of assets	0.1	(13.4)	(0.2)	0.3	(13.2)	-	-	0.0	0.5	0.5	0.1
SG&A	21.9	23.4	22.8	29.3	97.4	25.5	22.6	23.4	26.0	97.4	25.2
SG&A Margin %	7.8%	8.5%	8.2%	10.2%	8.7%	9.4%	8.1%	8.0%	7.5%	8.2%	8.5%
Operating Income	23.6	30.5	19.5	17.0	90.6	19.1	16.3	21.1	26.9	83.4	31.5
Adj. EBITDA <sup>(1)</sup>	\$ 43.2	\$ 37.1	\$ 39.3	\$ 37.5	\$ 157.1	\$ 39.4	\$ 36.3	\$ 41.7	\$ 49.8	\$ 167.1	\$ 46.4
Adj. EBITDA Margin %	15.5%	13.5%	14.2%	13.0%	14.0%	14.6%	13.0%	14.3%	14.4%	14.1%	15.6%
Raw Material Processed (mmts)	0.3	0.3	0.3	0.3	1.1	0.3	0.3	0.3	0.3	1.1	0.3

# Fuel Segment - Historical

US\$ (in millions)	Q1-2019	Q2-2019	Q3-2019	Q4-2019	Total 2019	Q1-2020	Q2-2020	Q3-2020	Q4-2020	Total 2020	Q1-2021
Net Sales	\$ 60.1	\$ 65.0	\$ 68.6	\$ 80.6	\$ 274.3	\$ 69.9	\$ 66.0	\$ 75.7	\$ 102.4	\$ 314.1	\$ 97.2
Gross Margin	10.0	11.7	10.1	37.6	69.4	16.9	21.8	25.7	26.2	90.5	25.4
Gross Margin %	16.7%	18.0%	14.7%	46.7%	25.3%	24.2%	32.9%	33.9%	25.6%	28.8%	26.1%
Loss/(gain) on sale of assets	-	-	-	0.3	0.3	-	(0.0)	(0.1)	(0.0)	(0.1)	0.0
SG&A	(0.8)	0.4	0.9	2.3	2.8	1.6	4.0	5.0	5.4	16.0	4.9
Restructuring and asset impairment charges	-	-	-	-	-	-	-	-	38.2	38.2	0.8
Depreciation and amortization	7.8	8.4	7.9	7.8	31.9	8.1	8.0	8.6	9.5	34.2	6.2
Equity in net income of DGD	24.3	38.1	32.0	270.1	364.5	97.8	63.5	91.1	62.7	315.1	102.2
Segment Income	27.3	41.1	33.3	297.2	398.8	105.0	73.3	103.1	35.9	317.3	115.8
Segment EBITDA	10.8	11.4	9.2	35.0	66.3	15.3	17.8	20.7	20.8	74.6	20.5
DGD adjusted EBITDA (Darling's Share)	29.8	43.8	39.5	276.2	389.4	103.6	69.1	96.4	68.2	337.3	108.2
Combined Adj. EBITDA <sup>(1)</sup>	\$ 40.6	\$ 55.2	\$ 48.7	\$ 311.2	\$ 455.7	\$ 118.9	\$ 86.9	\$ 117.1	\$ 89.0	\$ 411.9	\$ 128.7
Raw Material Processed*(mmts)	0.3	0.3	0.3	0.3	1.3	0.3	0.3	0.3	0.4	1.3	0.3

## Diamond Green Diesel (50% Joint Venture)

US\$ and gallons (in millions)	Q1-2019	Q2-2019	Q3-2019	Q4-2019	Total 2019	Q1-2020	Q2-2020	Q3-2020	Q4-2020	Total 2020	Q1-2021
EBITDA (Entity) - in quarter recorded w/no BTC	\$ 59.7	\$ 87.8	\$ 79.1	\$ 121.7	\$ 348.3	\$ 127.3	\$ 66.0	\$ 112.9	\$ 79.5	\$ 385.7	\$ 137.4
EBITDA (Entity) - BTC adjusted to when earned	\$ 130.2	\$ 157.2	\$ 137.3	\$ 198.2	\$ 623.0	\$ 207.3	\$ 138.2	\$ 192.9	\$ 136.3	\$ 674.7	\$ 216.4
Pro forma Adjusted EBITDA (Darling's share)	\$ 65.1	\$ 78.6	\$ 68.6	\$ 99.1	\$ 311.5	\$ 103.6	\$ 69.1	\$ 96.4	\$ 68.2	\$ 337.3	\$ 108.2
Total gallons produced	67.6	73.2	55.9	77.9	274.6	77.0	74.5	77.3	60.5	289.3	78.6
Total gallons sold/shipped	71.1	70.0	58.7	77.1	276.9	78.9	72.3	80.0	56.8	288.0	78.0
EBITDA per gallon sold/shipped	\$ 1.83	\$ 2.25	\$ 2.34	\$ 2.57	\$ 2.25	\$ 2.63	\$ 1.91	\$ 2.41	\$ 2.40	\$ 2.34	\$ 2.77

(1) Includes Fuel Segment EBITDA and Darling's share of DGD EBITDA.

\* Excludes feed stock (raw material) processed at the DGD joint venture.



# Non-U.S. GAAP Measures

Adjusted EBITDA is not a recognized accounting measurement under GAAP; it should not be considered as an alternative to net income, as a measure of operating results, or as an alternative to cash flow as a measure of liquidity and is not intended to be a presentation in accordance with GAAP. Adjusted EBITDA is presented here not as an alternative to net income, but rather as a measure of the Company's operating performance. Since EBITDA (generally, net income plus interest expenses, taxes, depreciation and amortization) is not calculated identically by all companies, this presentation may not be comparable to EBITDA or Adjusted EBITDA presentations disclosed by other companies. Adjusted EBITDA is calculated in this presentation and represents, for any relevant period, net income/(loss) plus depreciation and amortization, goodwill and long-lived asset impairment, interest expense, (income)/loss from discontinued operations, net of tax, income tax provision, other income/(expense) and equity in net loss of unconsolidated subsidiary. Management believes that Adjusted EBITDA is useful in evaluating the Company's operating performance compared to that of other companies in its industry because the calculation of Adjusted EBITDA generally eliminates the effects of financing, income taxes and certain non-cash and other items that may vary for different companies for reasons unrelated to overall operating performance.

As a result, the Company's management uses Adjusted EBITDA as a measure to evaluate performance and for other discretionary purposes. In addition to the foregoing, management also uses or will use Adjusted EBITDA to measure compliance with certain financial covenants under the Company's Senior Secured Credit Facilities and 5.25% Notes and 3.625% Notes that were outstanding at April 3, 2021. However, the amounts shown in this presentation for Adjusted EBITDA differ from the amounts calculated under similarly titled definitions in the Company's Senior Secured Credit Facilities and 5.25% Notes and 3.625% Notes, as those definitions permit further adjustments to reflect certain other non-recurring costs, non-cash charges and cash dividends from the DGD Joint Venture. Additionally, the Company evaluates the impact of foreign exchange impact on operating cash flow, which is defined as segment operating income (loss) plus depreciation and amortization.

# Adjusted EBITDA

Adjusted EBITDA <i>(U.S. dollars in thousands)</i>	Three Months Ended	
	April 3, 2021	March 28, 2020
Net income attributable to Darling	\$ 151,766	\$ 85,510
Depreciation and amortization	78,534	84,671
Interest expense	16,428	19,090
Income tax expense	28,708	18,300
Restructuring and asset impairment charges	778	-
Foreign currency loss / (gain)	410	(1,664)
Other expense, net	1,159	1,881
Equity in net income of Diamond Green Diesel	(102,225)	(97,820)
Equity in net income of unconsolidated subsidiaries	(612)	(869)
Net income attributable to noncontrolling interests	1,652	581
Adjusted EBITDA (Non-GAAP)	<u>\$ 176,598</u>	<u>\$ 109,680</u>
Foreign currency exchange impact	<u>(8,050)</u> <sup>(1)</sup>	<u>-</u>
Pro forma Adjusted EBITDA to Foreign Currency (Non-GAAP)	<u>\$ 168,548</u>	<u>\$ 109,680</u>
DGD Joint Venture Adjusted EBITDA (Darling's Share)	<u>\$ 108,200</u>	<u>\$ 103,634</u>
Darling plus Darling's share of DGD Joint Venture Adjusted EBITDA	<u>\$ 284,798</u>	<u>\$ 213,314</u>

*(1) The average rate assumption used in this calculation was the actual fiscal average rate for the three months ended April 3, 2021 of €1.00:USD\$1.20 and CAD\$1.00:USD\$0.79, as compared to the average rate for the three months ended March 28, 2020 of €1.00:USD\$1.10 and CAD\$1.00:USD\$0.75, respectively.*

# Upcoming IR Events

- BMO FTM Conference- 5.19.21
- Baird Global Consumer Conference- 6.08.21
- Tudor, Pickering Holt Hotter 'N Hell Conference – 6.10.21
- Roth Capital Virtual London Conference – 6.22.21



Thank you

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