DARLING INGREDIENTS

Sustainability Progress Report 2025

Contents

Letter from our Chairman and CEO

At Darling Ingredients, sustainability is integrated into our operating and investment decisions to drive disciplined performance, reduce risk and position the company for long-term value creation.

Over the past year, we continued to make measurable progress throughout our operations, which we are pleased to share with you in this report.

Nothing matters more than making sure everyone in our company goes home safely, every day. We have worked hard to build a safety culture where everyone feels empowered to pause work and speak up whenever something doesn't look right. These efforts are driving meaningful results. Since 2023, we have reduced our lost-time incident rate by more than 50%.

That same discipline is driving our progress in environmental performance. We continued to reduce emissions through disciplined execution across our operations, building on the progress we achieved last year. Since 2023, we have reduced Scope 1 and Scope 2 greenhouse gas emissions by 5% even as we processed more material, reflecting ongoing improvements in operational efficiency. This progress keeps us moving toward our science-based target of a 42% reduction by 2030 and reinforces our focus on building a lower-carbon, more resilient operating footprint.

At its core, our business helps our customers avoid emissions from by-products by repurposing them into valuable ingredients. Our Diamond Green Diesel joint venture is an excellent example of this, where utilizing waste fats and oils to create renewable diesel and sustainable aviation fuel avoided more than 7.5 million metric tons of GHG emissions compared to comparable fossil fuels. That's the equivalent of removing 1.4 million passenger cars from the road.

Across each of these areas, our approach is consistent: focus on actions that deliver measurable outcomes and reinforce the strength of our business. While expectations continue to evolve, our commitment remains the same, meeting stakeholder expectations with transparency, accountability and disciplined execution.

Randall C. Stuewe
Chairman and CEO

> "We continued to reduce emissions through disciplined execution across our operations, building on the progress we achieved last year. Since 2023, we have reduced Scope 1 and Scope 2 greenhouse gas emissions by 5% even as we processed more material, reflecting ongoing improvements in operational efficiency."

DARLING INGREDIENTS

About us

Founded 1882

~15,000 employees

Irving, TX headquarters

15+ countries

260+ facilities

Net sales

$6.13B total

$3.99B feed

$1.55B food

$600M fuel

Sustainability is our business

In nature, nothing is wasted. Every resource is reused and returned to the system. At Darling Ingredients, we apply that same principle to industry, transforming underutilized materials from the food and animal agriculture supply chain into high-value ingredients essential to modern life.

Through our global network and proprietary processing capabilities, we convert what others discard into nutrition for livestock, pets and people; gelatin and collagen that support human wellness; low-emission fuels for transportation; and renewable energy that powers homes and businesses. As the world's leading publicly traded company in our sector, we turn resource efficiency into opportunity, reducing waste across industries while unlocking new sources of value and growth.

Our rendering process

Collect

We collect materials from the animal agriculture and food industries, helping these industries be more sustainable by providing an alternative to landfilling and incineration.

Process

We separate the materials into fats and proteins, and also extract water — treating and returning more water back to the environment than we use.

Create

We create the highest value for our fats and proteins, which go on to nourish people, feed animals and crops, and fuel the world with renewable energy.

Double materiality assessment

To guide and refine our sustainability strategy, we collaborated with an independent firm to conduct a Double Materiality Assessment (DMA).

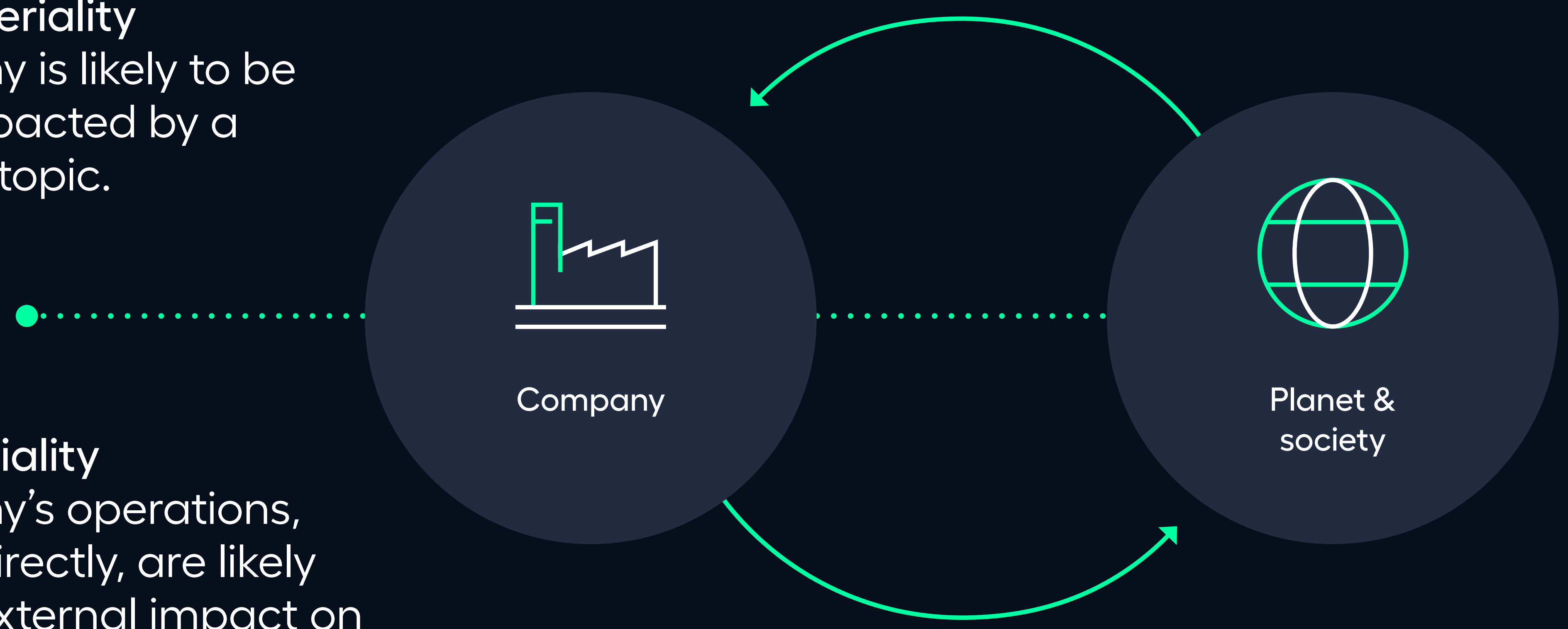
We extended this work with an updated evaluation, examining two key dimensions: impact materiality — the topics where Darling Ingredients might significantly affect environmental and social outcomes — and financial materiality — the topics that might impact our business performance.

The assessment incorporated input from internal stakeholders such as independent directors and employees, as well as external stakeholders including customers and suppliers across our value chain. By leveraging diverse perspectives on our business, we strengthen our strategy and gain insight to better identify, understand and address associated risks and opportunities. These findings inform our reporting efforts and enable us to refine and broaden our sustainability policies, practices and goals.

Our DMA supported the identification of sustainability impacts, risks and opportunities (IROs) associated with our business and value chain, which guide the determination of material topics for Darling Ingredients to report on pursuant to the EU Corporate Sustainability Reporting Directive (CSRD). While we are not yet required to report under CSRD, we include our most significant IROs and our alignment with select CSRD reporting standards in the CSRD index found in the Appendix of this report.

Outside-in perspective

Financial materiality
If the company is likely to be financially impacted by a sustainability topic.



Impact materiality
If the company's operations, directly or indirectly, are likely to cause an external impact on people or the environment.

Inside-out perspective

2025 highlights

Because sustainability is at the heart of our process, our environmental footprint is quite small compared to our positive impact on the value chain. We continue to make efficiency upgrades and performance improvements to optimize our operations and make progress towards our goals.

Continued to substantially improve workplace safety,

reducing our Lost-Time incident rate by more than 50% since 2023.

7% improvement in Scope 1 and 2 emissions intensity since 2023,

lowering our absolute emissions 5% while increasing the amount of raw material processed.

Avoided more than 7.5 million metric tons of GHG emissions

relative to fossil fuels with sustainable aviation fuel and renewable diesel sold from our Diamond Green Diesel joint venture.

Returned more than 11 billion gallons of water to the environment

through responsible treatment and release of water produced alongside the by-products we process.

Transforming resources. Driving growth

Darling Ingredients is built on a simple but powerful idea: What others discard can become a source of value.

Across our global network, we transform by-products from the food and animal agriculture industries into essential ingredients and clean energy solutions that serve growing markets. This model not only reduces waste, it creates scalable revenue streams, strengthens supply chains and positions the business to capitalize on increasing demand for resource efficiency.

Spotlight on our sustainability efforts

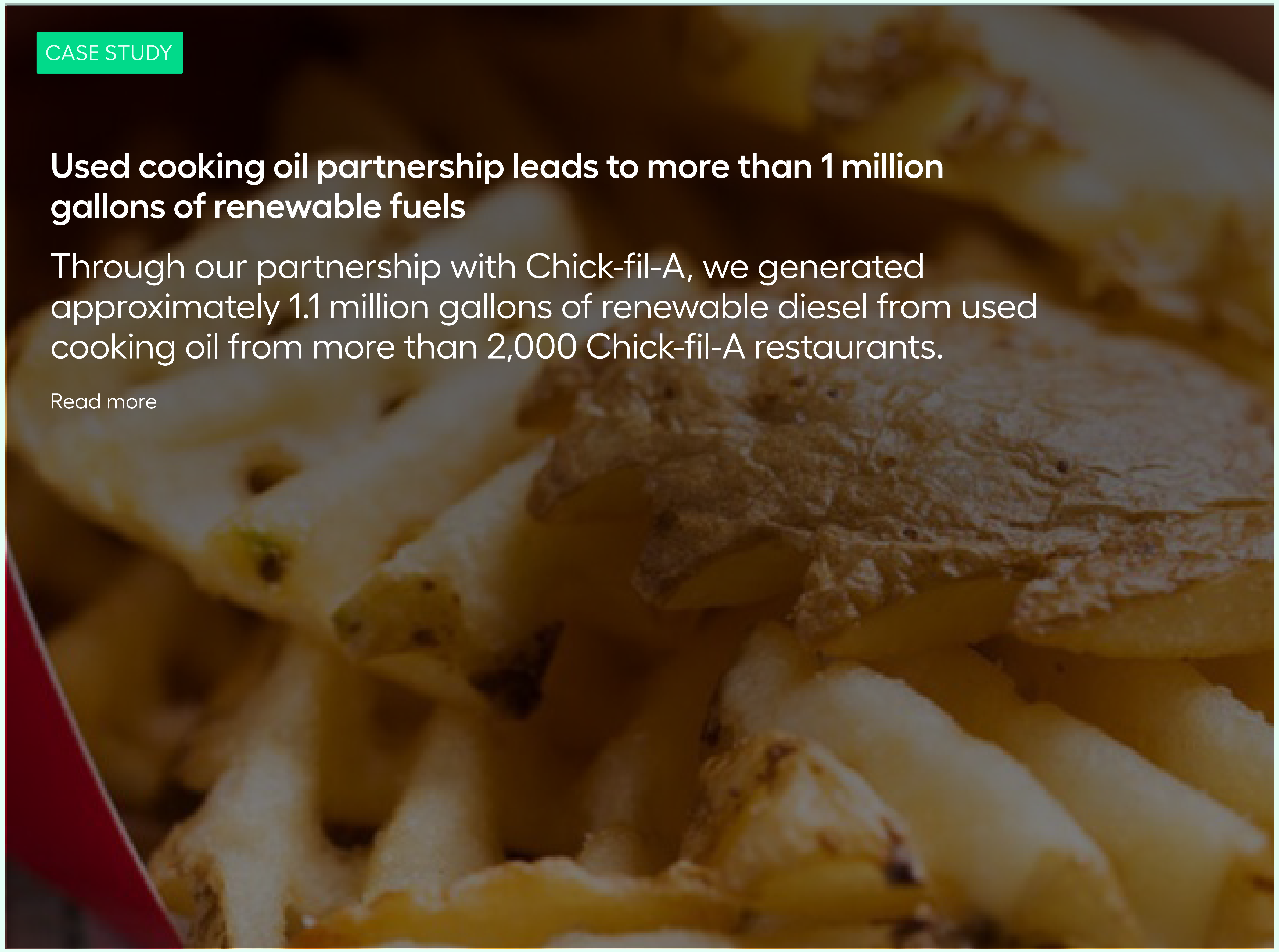
See how we found value in sustainability in 2025.

CASE STUDY

Transforming wastewater emissions into renewable energy

At our rendering facility in Dublin, Georgia, we are capturing methane from wastewater treatment and selling it back to the local Municipal Gas Authority as renewable natural gas.

Read more



CASE STUDY

Used cooking oil partnership leads to more than 1 million gallons of renewable fuels

Through our partnership with Chick-fil-A, we generated approximately 1.1 million gallons of renewable diesel from used cooking oil from more than 2,000 Chick-fil-A restaurants.

Read more

CASE STUDY

The safety mindset that's getting results

In 2025, we continued to build momentum around our "Everyone, Every Day" campaign, reinforcing safety as a shared responsibility across all roles and locations.

Read more

Our environmental progress

As we grow, we aim to decouple growth from environmental impact by enabling circular solutions throughout the value chain. In addition to recovering and repurposing resources, we pay special attention to water stewardship and reducing our ecological footprint, along with our ongoing dedication to protecting the biodiversity in the communities where we operate.

Our efforts this year reflect our broader vision of environmental stewardship: to lead with accountability, innovate for impact and build a resilient, low-carbon future.

Progress in 2025

5%

reduction in Scope 1 and 2 greenhouse gas emissions since 2023

7%

We brought down emissions even more relative to the amount of raw material processed

11B+

More than 11 billion gallons of water returned to the environment

Oversight and accountability

Environmental strategy and performance are overseen by the Board of Directors and the Board Sustainability Committee, ensuring accountability at the highest level.

Execution is led by the Global Sustainability Committee (GSC), a cross-functional leadership group responsible for setting priorities, guiding disclosure and monitoring performance. The GSC works closely with global environmental affairs teams to track key metrics, manage policies and drive continuous improvement.

The Director of Sustainability provides regular updates to the Board Sustainability Committee, creating a direct link between operational performance and Board-level oversight. This structure enables strong governance while allowing regional teams to implement targeted, site-level improvements.

Environmental Management System
Our Environmental Management System (EMS), aligned with ISO 14001 standards, provides a structured framework for managing environmental performance across our operations.

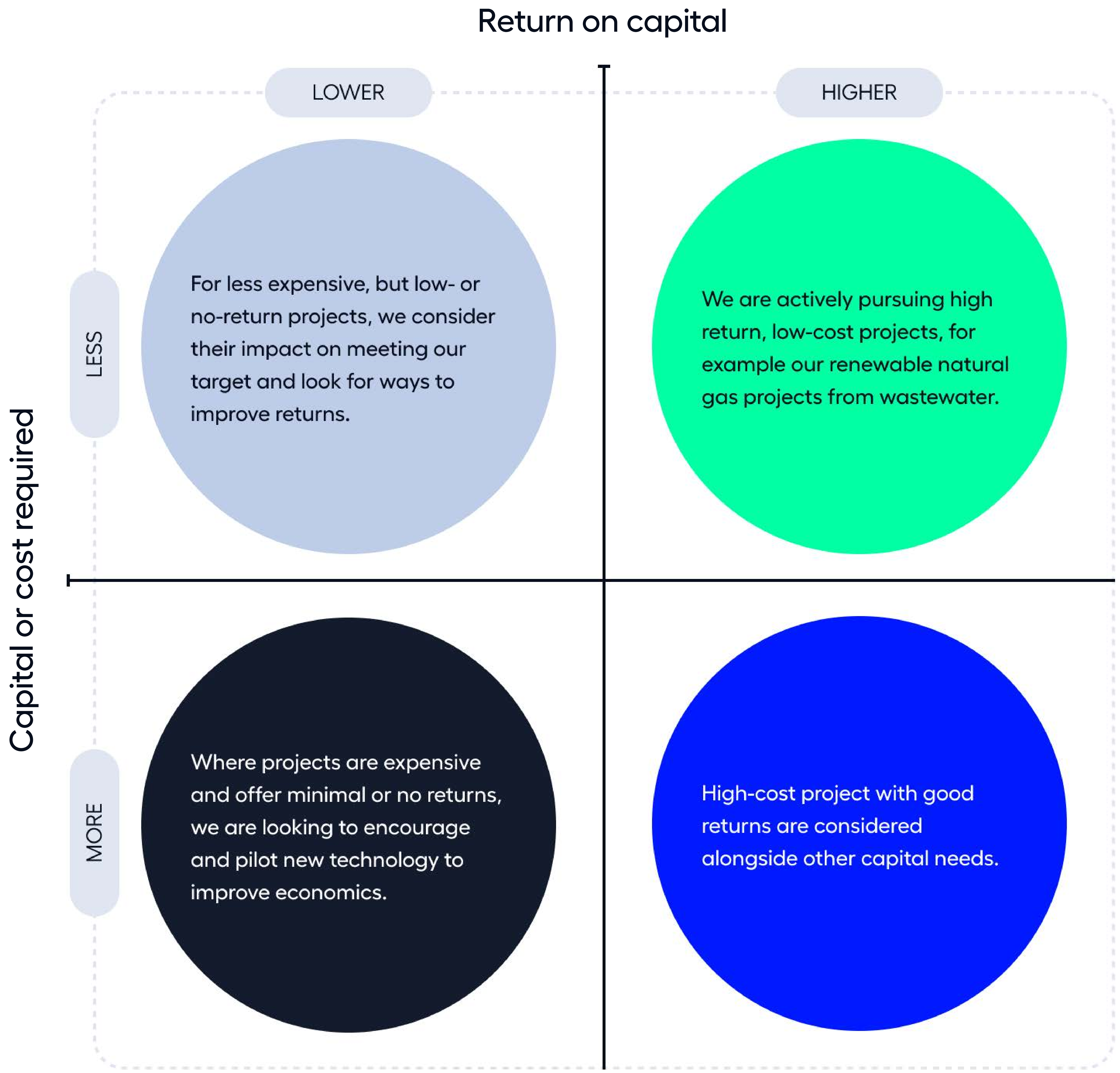
The EMS integrates policies, processes and reporting systems that enable consistent monitoring and continuous improvement. Oversight is embedded through clear reporting lines, with EMS leads connected to business leadership and executive management.

In 2025, we enhanced our data capabilities by implementing a wastewater dashboard tool designed to improve visibility into site-level performance. Initially piloted across three facilities and expanded to nine sites by year-end, the platform enables more consistent data capture and real-time monitoring of trends, supporting faster decision-making and more proactive environmental management.

Performance is validated through a combination of self-assessments, internal compliance reviews and third-party audits. Larger sites undergo corporate reviews every two years, while smaller sites are assessed at least every five years, ensuring consistent application of standards across our global footprint.

How we look at investments
We don't believe sustainability efforts have to be a cost center, but a meaningful driver of value. Across our businesses, we approach sustainability initiatives with the same discipline as any investment, focusing on opportunities that generate returns while advancing environmental goals. And in fact, they can be a revenue generator. In this report, you'll see how we are creating value — both for our stakeholders and the company.

> The EMS integrates policies, processes and reporting systems that enable consistent monitoring and continuous improvement.



Addressing climate change

Greenhouse gases and climate change remain the biggest challenges to our economic and environmental stability, so our goal is to grow our business without growing our footprint. This means focusing on lowering our emissions intensity (measured as emissions per unit of output) and operating more efficiently across every layer of our operation.

Across our global footprint, we're advancing our Scope 1 and Scope 2 emissions reduction strategies and continue to innovate to find low-carbon solutions. Solar installations, upgraded boilers, and a shift toward cleaner-burning natural gas are already moving the needle.

Improving the emissions of our fleet is our next opportunity. Today, transportation accounts for roughly 7% of our Scope 1 and Scope 2 emissions, and we are finding ways to make them smarter and cleaner, from improving efficiency to piloting lower-carbon fuels like renewable natural gas.

Ecoson Son, Netherlands
Commissioning of a new biogas upgrading facility increased biomethane capacity to 3,000 Nm^3/h, with the potential to produce approximately 230,000 MWh of renewable energy annually.

Sonac Kiel, Germany
Upgrade of the heat recovery system at this rendering plant is expected to reduce natural gas consumption by approximately 500 MWh per year (around 3% of annual usage).

Angoulême, France
At our collagen and gelatin plant, improvements to the evaporation process reduced energy consumption per metric ton by more than 20%, while increasing production capacity.

Ghent, Belgium
Installation of solar panels at our collagen and gelatin plant are expected to generate approximately 300,000 kWh of electricity annually, supporting on-site renewable energy use.

Kaiping, China
Implementation of a heat pump system at this gelatin plant reduced thermal energy demand, lowering primary energy consumption per metric ton by 5%.

GHG emissions and energy use

You can't manage what you don't measure. That's why we track multiple climate-related metrics to monitor our risk and opportunities. By measuring emissions across all scopes in line with the Greenhouse Gas Protocol, we're building a clearer picture of where we have impact and where we're exposed.

At the same time, we release reports on our renewable energy production. As a major producer of renewable energy, we see this as a key risk mitigation tool, not only to lower emissions within our own operations, but across our customers' value chains as well.

Measurement approach
Guided by the Greenhouse Gas Protocol, we quantify and disclose a comprehensive GHG inventory. We utilize operational control to define the boundaries of our GHG reporting. Despite the complexities of calculating Scope 3 emissions from a network of over 80,000 suppliers, we recognize the importance of transparency and continue integrating Scope 3 emissions into our overall climate strategy. Our disclosure contains information on our overall Scope 3 footprint, as well as our emissions attributed to Forest, Land Use and Agriculture (FLAG). It is important to note that the Scope 3 data we provide is based on emission factors and spend data. This report includes updates to many of the factors used in our Scope 3 emissions inventory, leading to inventory changes that align with our commitment to continual improvement.

Emissions intensity
Emissions intensity is a key metric for assessing process efficiency. In addition to revenue-based intensity metrics, we disclose intensity in terms of metric tons of CO2e per metric ton of raw material. This metric offers a clearer view of our operational impact, as revenue can fluctuate due to factors including commodity-driven market prices for our finished products. In 2025, we reduced our emissions intensity by 7%, compared to 2023, through a continued focus on operational performance.

5%
reduction in emissions since 2023- making progress toward our science-based target

7%
reduction in emissions intensity since 2023

Transforming wastewater emissions into renewable energy

CASE STUDY

Sometimes innovation begins by looking at everyday operations in a new way. At our rendering facility in Dublin, Georgia, we have partnered with Mobius Renewables to capture methane from wastewater treatment and convert it into renewable natural gas (RNG) — turning a pollutant into new sources of clean energy and revenue.

What was once part of the treatment process is now part of a larger energy solution. The RNG is delivered into the Municipal Gas Authority of Georgia network through the City of Dublin natural gas system, where it becomes part of the existing energy grid and generates thermal energy credits along the way.

The result is a system that does more than manage wastewater, it puts it to work. It reduces on-site emissions, supports growing demand for lower-carbon energy and makes better use of resources already moving through the operation.

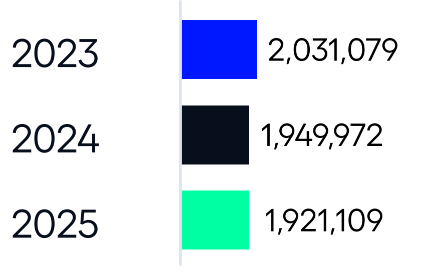
This partnership with Mobius Renewables is an exciting expansion of our robust global portfolio of renewable natural gas and electricity. Looking ahead, we recently launched similar operations in Jackson, Mississippi, and we are planning additional sites for 2026, scaling a successful idea into a broader source of sustainability and value.

> "By capturing methane from our wastewater treatment process and converting it into renewable natural gas, we are reducing emissions while creating additional value from our operations."

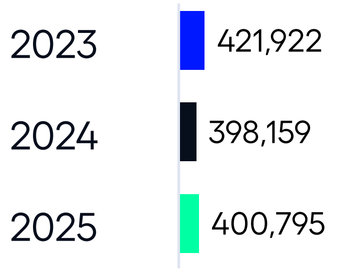
Randall C. Stuewe
Chairman and CEO, Darling Ingredients

Total greenhouse gas emissions (tonnes CO2 equivalent)

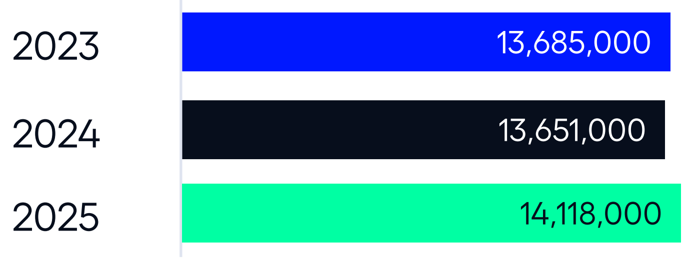
Scope 1



Scope 2 (Market-based)



Scope 3



Emissions intensity	2023	2024	2025
Total Scope 1 and Scope 2 emissions intensity (t CO2e/kt raw material)	160	153	149
Total Scope 1 and Scope 2 emissions intensity (t CO2e/net revenue)	0.36	0.41	0.38

Targets
While Darling Ingredients provides essential services in the animal agriculture industry, we are acutely aware of the associated climate-related impacts, risks and opportunities. Currently our overall impact on the value chain is net positive, outweighing our climate footprint, and we continue to make upgrades and improvements to become more efficient and increase value.

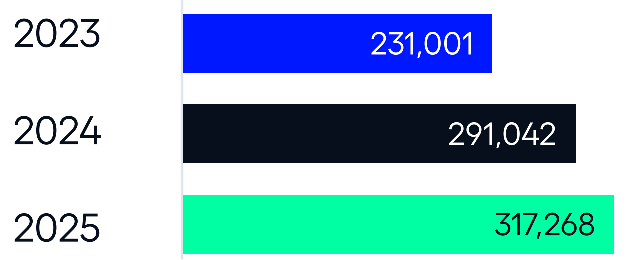
We have set a near-term science-based target to lower our Scope 1 and 2 emissions by 42% by 2030, from a 2023 baseline. Meanwhile, our long-term ambition is to achieve net zero emissions by 2050.

The upstream emissions in our value chain — our Scope 3 emissions — are wide-ranging and complex, given our role in processing ~15% of the world's animal by-products. Given these challenges, we have not set a Scope 3 reduction target. We will continue taking decisive action to lower emissions in our operations and throughout our value chain while advocating for a collaborative approach to emissions reductions.

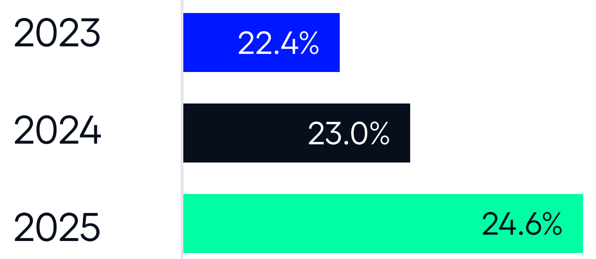
Energy consumption and diversification

As combustion for steam production accounts for our largest use of energy, we are always exploring more efficient alternatives. We have updated our motor replacement criteria, prioritizing higher-efficiency motors to further optimize energy conservation. In the EU, strict regulations require companies to assess and implement energy reduction initiatives, which aligns with our commitment to lowering energy usage and improving operational efficiency.

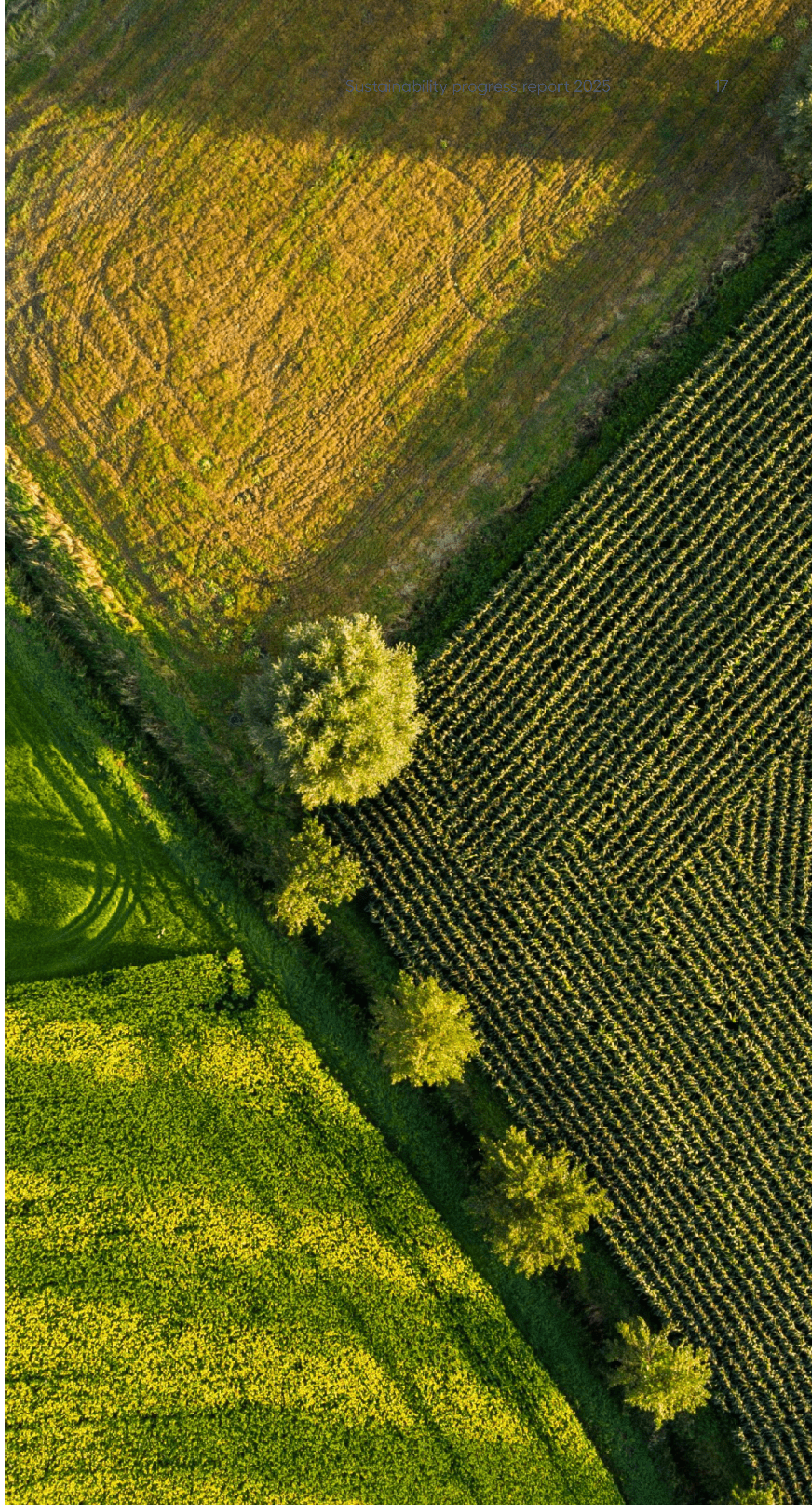
Renewable energy production (MWh)



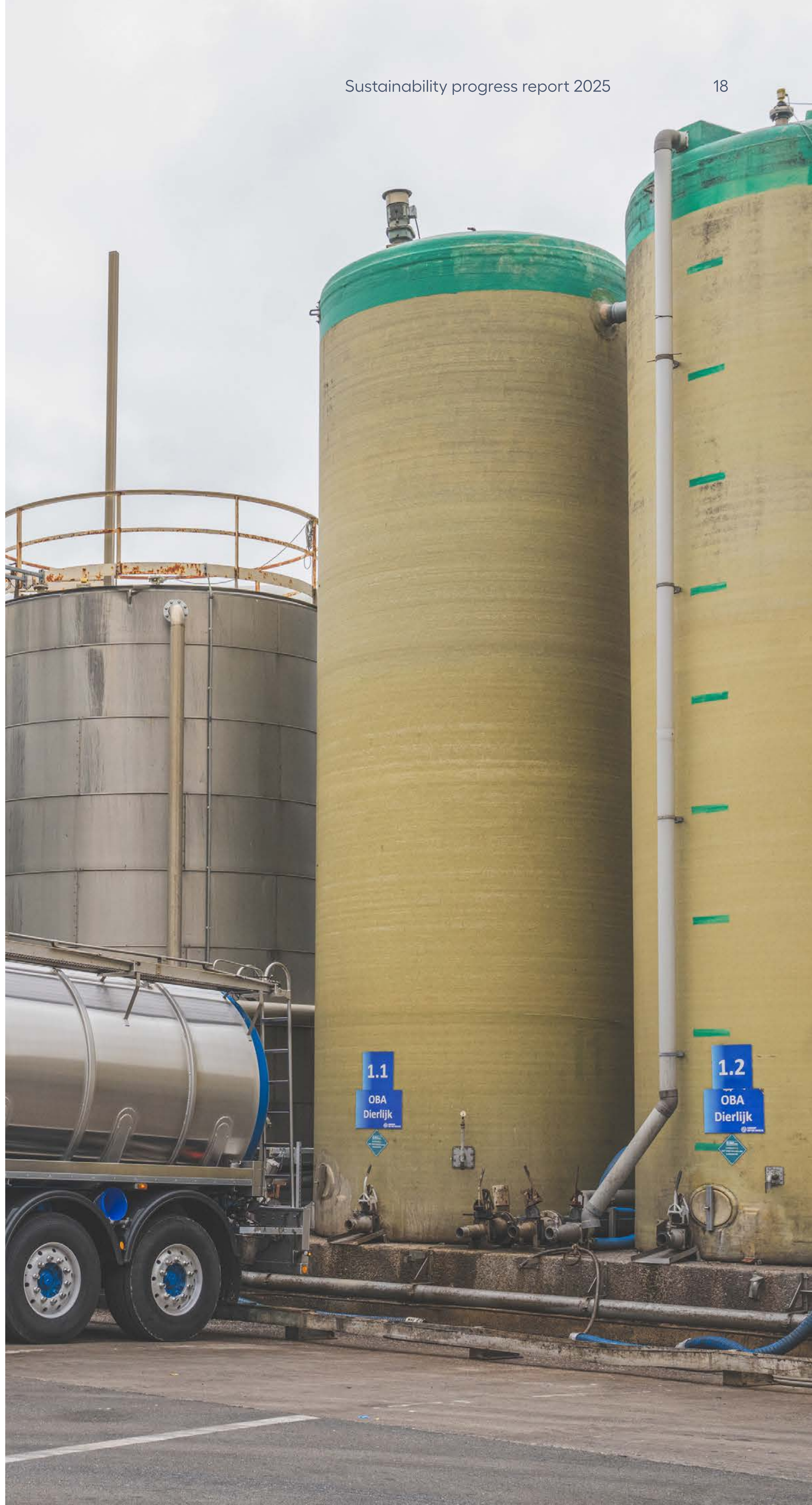
Percentage of energy consumed - renewable (excluding fleet vehicles)



Energy use	2023	2024	2025
Energy consumption (MWh)			
Total direct energy consumed (excluding fleet vehicles)	10,848,297	10,483,867	10,475,370
Total indirect energy consumed	1,434,745	1,418,243	1,451,170
Total fleet fuel consumed	773,410	693,080	654,120
Total energy consumption from fossil sources	10,311,187	9,861,572	9,643,639
Total energy consumption from nuclear sources	0	0	0
Total energy consumption from renewable sources disaggregated by:	2,745,266	2,733,618	2,937,021
a. Fuel consumption for renewable sources including biomass (also comprising industrial and municipal waste of biologic origin), biofuels, biogas, hydrogen from renewable sources, etc.	2,478,431	2,461,175	2,646,140
b. Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	244,198	244,483	258,638
c. Consumption of self-generated non-fuel renewable energy	22,637	27,959	32,243
Total energy consumption from from fossil fuel sources by:	10,311,187	9,861,572	9,643,639
a. Fuel consumption from coal and coal products	606,749	525,599	530,652
b. Fuel consumption from crude oil and petroleum products	838,928	747,097	735,739
c. Fuel consumption from natural gas	7,674,963	7,415,116	7,184,716
d. Fuel consumption from other fossil sources	0	0	0
e. Consumption of purchased or acquired electricity, heat, steam, or cooling from fossil sources	1,190,548	1,173,759	1,192,533
Non-renewable energy production	0	0	0
Percentage of energy consumed - grid (excluding fleet vehicles)	10.3%	10.6%	10.6%
Energy intensity (MWh/MT)			
Global energy intensity per unit of raw material	0.85	0.82	0.81
Energy intensity (total energy consumption per net revenue) associated with activities in high climate impact sectors	1.9	2.2	2.1



Greenhouse gas emissions	2023	2024	2025
Scope 1 (tCO2e)			
Stationary fuel	1,629,202	1,570,617	1,549,138
Mobile fuel	192,961	173,962	167,153
Fugitive emissions	208,915	205,393	204,817
Percentage of Scope 1 GHG emissions from regulated emissions trading schemes	12%	12%	9%
Scope 1 total	**2,031,079**	**1,949,972**	**1,921,109**
Scope 2 (tCO2e)			
Scope 2 total (location-based)	**413,456**	**382,466**	**368,478**
Scope 2 total (market based)	**421,922**	**398,159**	**400,795**
Scope 3 (tCO2e)			
Scope 3 category 1: purchased goods and services	12,448,000	12,530,000	13,044,000
FLAG	11,815,000	11,727,000	12,225,000
Energy/Industry	423,000	601,000	604,000
Indirect procurement (spend-based)	211,000	201,000	215,000
Scope 3 category 2: capital goods	144,000	55,000	62,000
Scope 3 category 3: fuel- and energy-related activities (market-based)	617,000	577,000	501,000
Scope 3 category 4: upstream transportation and distribution	145,000	150,000	168,000
Scope 3 category 5: waste generated	18,000	19,000	18,000
Scope 3 category 6: business travel	3,000	7,000	8,000
Scope 3 category 7: employee commute/work from home	21,000	23,000	23,000
Scope 3 category 10: processing of sold products	273,000	274,000	277,000
Scope 3 category 15: investments	18,000	18,000	18,000
Scope 3 category total	13,685,000	13,651,000	14,118,000
Biogenic emissions total (tCO2)	877,436	863,336	926,435
Emissions intensity			
Total Scope 1 and Scope 2 emissions intensity (tCO2e/kt raw material)	**160**	**153**	**149**
Total Scope 1 and Scope 2 emissions intensity (tCO2e/net revenue)	**0.36**	**0.41**	**0.38**



Renewable energy

Shifting to cleaner, renewable energy is one of the fastest, most effective ways to shrink emissions across our operations and those of our customers. Technologies like biogas recovery through anaerobic digestion and renewable diesel production are turning waste streams into energy sources and lowering carbon intensity in the process.

Anaerobic Digestion
In 2025, we generated over 163,000 MWh of renewable electricity and 118,000 MWh of renewable natural gas in the Netherlands, Belgium and Poland by converting organic waste from food industries, restaurants and slaughterhouses into biogas through anaerobic digestion. This process also yields nutrient-rich fertilizer, minimizing waste and maximizing resource recovery.

Biogas
Several of our facilities in Europe and Brazil capture methane emissions from wastewater and utilize the captured biogas in the facility. This lowers the overall carbon footprint of the facility by displacing the need for natural gas or other fossil fuels for heat, while also preventing the release of additional GHG emissions from the wastewater.

In North America, we began capturing GHG emissions from select wastewater lagoons in 2025, partnering with Mobius Renewables to recover and commercialize renewable natural gas (RNG). This initiative reduces our wastewater emissions, and creates a new revenue stream while allowing customers to reduce their GHG footprint.

Diamond Green Diesel
This year marked one full year of sustainable aviation fuel (SAF) production by Diamond Green Diesel (DGD), a 50/50 joint venture launched in 2011 to convert waste fats and oils into fuel. With plants in Norco, Louisiana, and Port Arthur, Texas, DGD produced more than 1 billion gallons of renewable diesel and SAF in 2025. Following a major upgrade in 2024, the Port Arthur plant is now one of the largest SAF producers in the world. Our participation in this joint venture allows DGD to benefit from the stable supply of inputs from Darling Ingredients as its key supplier, which proved a competitive differentiator and source of stability for the company.

~80%

Renewable diesel cuts carbon emissions by approximately 80% and integrates seamlessly into existing fuel infrastructure.

In Europe, we produced enough renewable natural gas to supply ~6,900 homes and enough renewable electricity to power ~65,000 homes in 2025, demonstrating the real-world impact of our circular energy solutions.

Used cooking oil partnership leads to more than 1 million gallons of renewable fuels

CASE STUDY

In a partnership between our restaurant services brand, DAR PRO Solutions, and Chick-fil-A, Inc., more than 2,000 locally owned and operated Chick-fil-A restaurants in the United States and Canada are helping produce something that isn't on the menu: low-carbon feedstock for renewable diesel fuel and sustainable aviation fuel.

The North American Rendering Association estimates that commercial kitchens across North America generate 4.4 billion pounds of used cooking oil annually. Disposal of that oil can be a messy and potentially dangerous job for restaurant employees.

In 2023, Chick-fil-A turned to us to make this task safer, more efficient, and to create an upcycling opportunity that does good for the environment.

"We can sometimes serve about 2,000 meals a day at one location," says Chris Hall, a local Owner-Operator of two Chick-fil-A restaurants in Arizona, "So when you think about the amount of oil used in the course of a day or a week or a month, it's pretty awesome that we have a partner to recycle that."

Designed with safety first, our process eliminates the need for Chick-fil-A team members to handle hot used cooking oil. We work with each restaurant to install in-kitchen holding tanks, allowing oil to be safely collected and stored. Once full, our trucks connect from the outside of the restaurant for easy collection — creating a simple, efficient system that improves safety and operations.

The used cooking oil is taken to one of our local facilities to remove impurities and process it into low-carbon-intensity feedstock for renewable diesel and sustainable aviation fuel. It then travels to Diamond Green Diesel, our joint venture, to be refined and sold to fuel trucks and planes.

In 2025, we collected 9.9 million pounds of used cooking oil from Chick-fil-A restaurants, which was used to create more than 1.1 million gallons of renewable diesel and sustainable aviation fuel. This avoided as many carbon emissions as more than 23 million miles driven by cars, or 195 flights between New York and Los Angeles.

In addition to this partnership, we provide used cooking oil services to more than 160,000 food service locations around the United States and Canada. From this and other low carbon intensity feedstocks, Diamond Green Diesel produced more than 1 billion total gallons of renewable fuels in 2025.

Our partnership with Chick-fil-A is just one example of how we work with companies around the world to find value in everyday processes, help streamline operations and transform materials others often view as waste into something that helps power the world.

In 2025, used cooking oil from Chick-fil-A helped create more than 1.1 million gallons of renewable diesel and sustainable aviation fuel, the equivalent of 23 million miles driven by cars or 195 flights from New York to Los Angeles.

Water

Water is essential to our daily operations, and through our water stewardship efforts, we produce and treat more water than we use. We are guided by our Global Water Policy, which includes monitoring usage, managing risks, and implementing site-specific recovery and reuse practices to support long-term conservation.

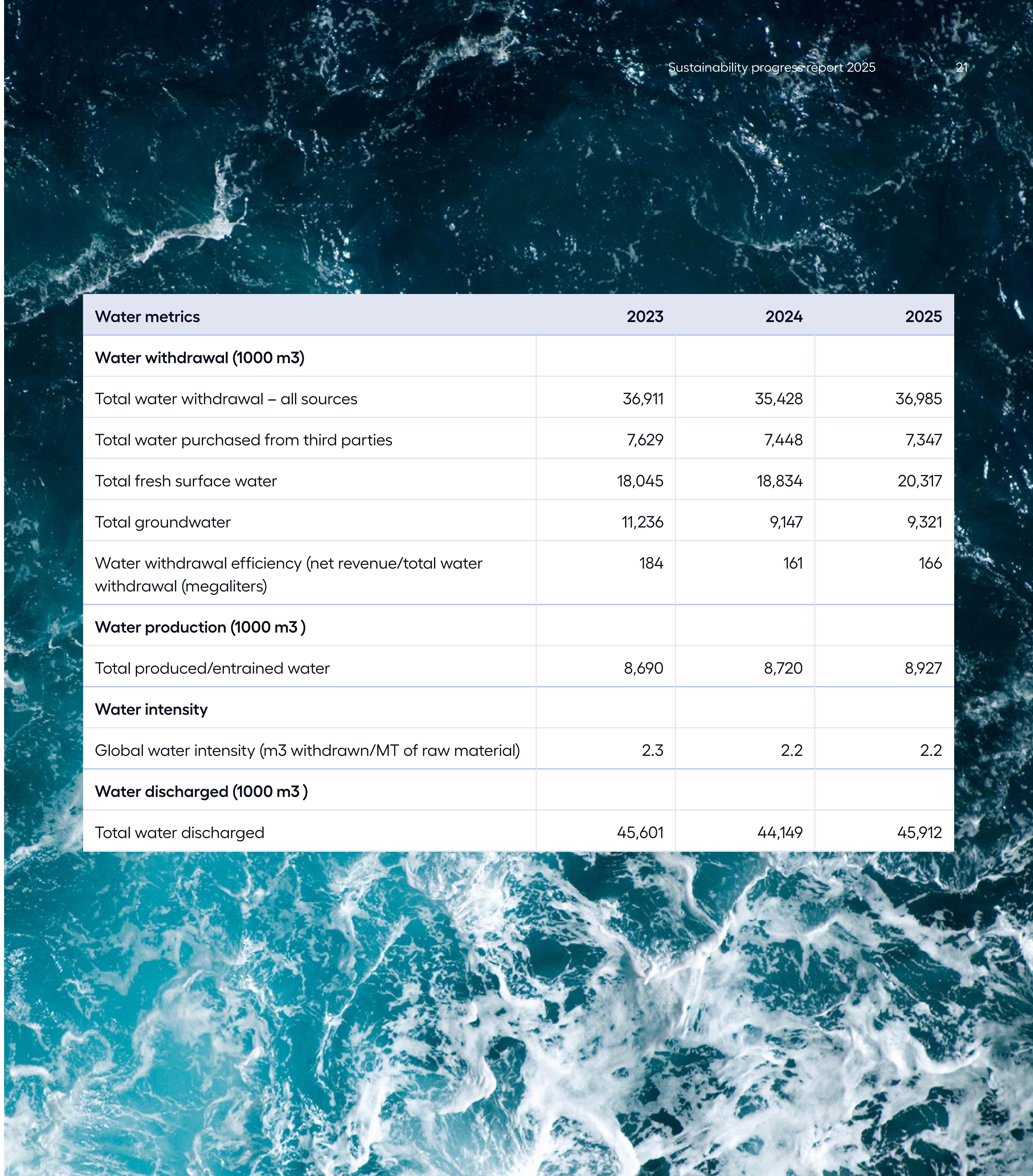
From high-pressure and low-flow wash systems to waste heat capture and reuse, processes vary by facility but they collectively play a critical role in achieving our water-related goals. In the U.S. in 2025, efforts included installation of rotary screens, dissolved floatation devices and waste recapture systems as a part of $80 million in capital expenditures to improve efficiency, limit pollution and comply with regulations.

Rendering
While our rendering process requires water as an input, we recover significantly more during our process — resulting in a net water gain. In fact, 50–60% of our raw material consists of water, which is returned to the environment after appropriate treatment.

Collagen and gelatin
Unlike rendering, our collagen and gelatin production processes require water to extract protein from the raw material. Additional water is also drawn from the raw material during processing. Both sources of water are treated together before being safely released into the environment.

11B+

More than 11 billion gallons of water returned to the environment in 2025



Water metrics	2023	2024	2025
Water withdrawal (1000 m3)			
Total water withdrawal – all sources	36,911	35,428	36,985
Total water purchased from third parties	7,629	7,448	7,347
Total fresh surface water	18,045	18,834	20,317
Total groundwater	11,236	9,147	9,321
Water withdrawal efficiency (net revenue/total water withdrawal (megaliters)	184	161	166
Water production (1000 m3)			
Total produced/entrained water	8,690	8,720	8,927
Water intensity			
Global water intensity (m3 withdrawn/MT of raw material)	2.3	2.2	2.2
Water discharged (1000 m3)			
Total water discharged	45,601	44,149	45,912

Water risk

We approach water risk by pairing global data with local insight. Using water accounting metrics, the World Resources Institute's Aqueduct Water Risk Atlas — and internal expertise — we map where risk is highest across our footprint, and where it's rising. That visibility allows us to move from reactive to proactive, reducing withdrawals, optimizing usage, and focusing efforts where they'll have the greatest impact.

Water reduction initiatives

We track water use across every level of the organization — from regions to business units to individual plants — and use that visibility to guide efficiency upgrades and reduce withdrawals in line with broader company goals.

Treated water is returned to surface systems in compliance with regulations, reinforcing a cycle that prioritizes both responsibility and continuity. Because of our strong commitment to responsible operation, and the fact that we return more water to the environment than we withdraw, water use does not rank as a material issue in our formal assessments. However, the approach is the same: to continue to adopt new technologies that make smarter water use the default, not the exception.

Finding water efficiency through Innovation

Angouleme, France
Our collagen and gelatin facility reduced water consumption per metric ton of product by making targeted improvements to high-use processes — like washing and raw material cutting — paired with broader optimization projects across operations.

Ecoson Kallo, Belgium
In 2025, Ecoson Kallo achieved a substantial reduction in water consumption by switching from process water to effluent water for polymer make-up. Saving approximately 1,500 m^3, this improvement corresponds to a reduction of approximately 30% in total water consumption on an annual basis, compared to 2024.

Biodiversity and land use

Inspired by closed-loop natural systems, we repurpose materials from the animal agriculture and food industries — giving us a deep appreciation for the link between healthy ecosystems and business sustainability.

We incorporate ecosystem considerations into environmental assessments and build mitigation plans early, aiming to reduce local impact before new operations begin. We use the World Wildlife Fund's Biodiversity Risk Filter to map exposure to ecosystem-related risks across our global sites.

We also expect our suppliers to minimize their impact on biodiversity and natural resources, in accordance with local, state and national environmental protection laws and our Supplier Code of Conduct.

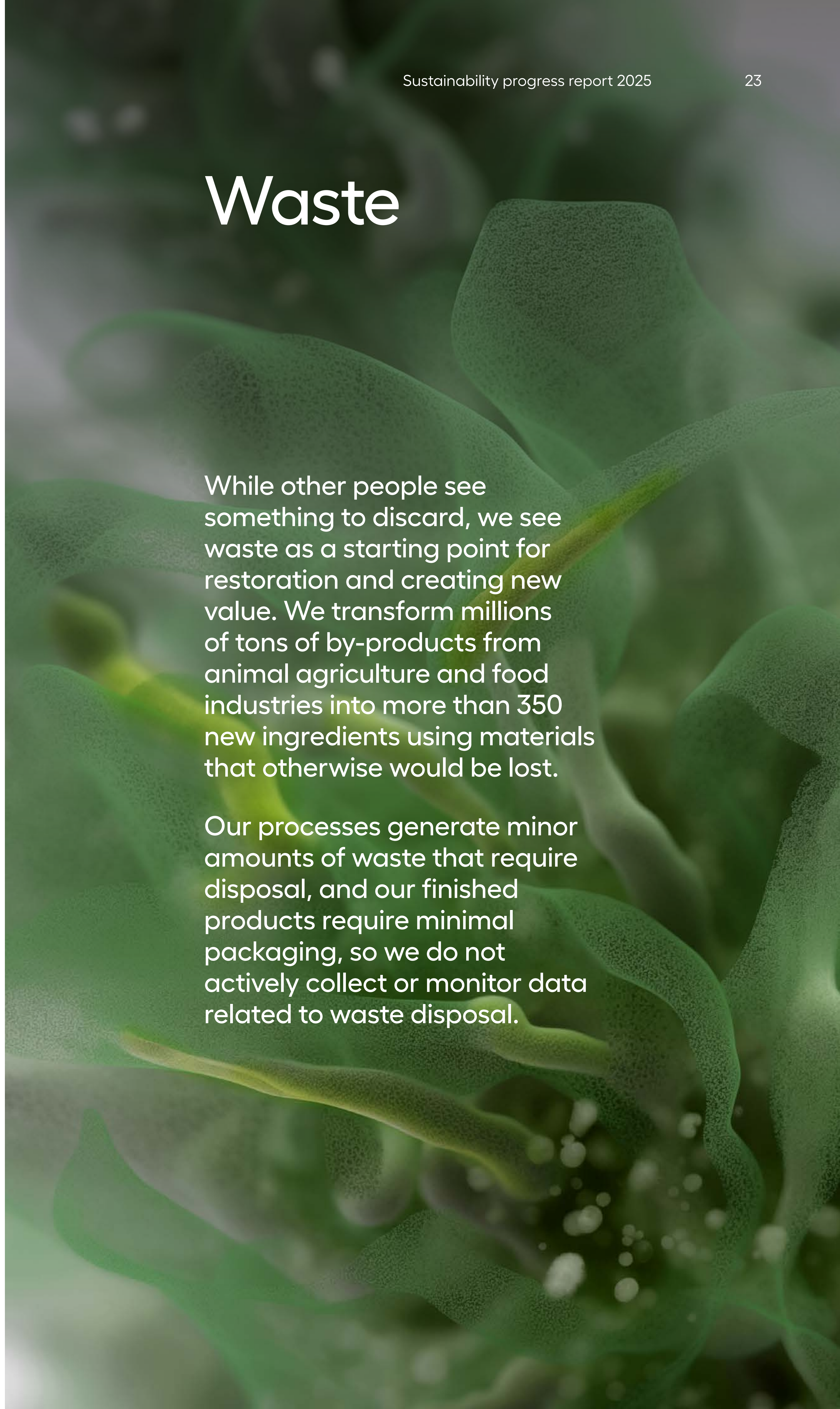
Deforestation

Darling Ingredients recognizes that the protection of forests and vital ecosystems is an important environmental challenge that should be addressed. As a participant in the global food system with operations in South America, we are acutely aware of deforestation concerns, particularly those connected to the animal agriculture industry.

We play a critical role in repurposing by-products from animal agriculture, and are committed to the principles of sustainable production and better understanding our own supply chain. To this end, we are strengthening a review of our supply chain in a risk-based manner. This process will help the company identify and prioritize areas where our supply chain is demonstrating strong performance and opportunities for improvement.

Rousselot, our premier gelatin and collagen brand, requires suppliers in the Amazon region of South America to achieve gold certification under the Leather Working Group (LWG), the highest performance level within the most widely recognized global leather sustainability certification scheme. LWG certification focuses on environmental management at the tannery level and includes supplier commitments aligned with the industry objective to eliminate deforestation and ecosystem conversion by 2030. Rousselot also requires regular third party audits of these suppliers to verify alignment with our traceability, environmental and social responsibility expectations.

Addressing a challenge as complex as deforestation requires a collaborative effort at multiple levels in the supply chain as well as governments. Darling Ingredients is actively engaging with our suppliers, industry partners and other stakeholders to foster greater transparency and to support the adoption of sustainable land management practices globally. Our goal is to work toward a supply chain that is both environmentally responsible and economically viable for all participants. We will provide updates on our progress as we move forward on this important journey.



Waste

While other people see something to discard, we see waste as a starting point for restoration and creating new value. We transform millions of tons of by-products from animal agriculture and food industries into more than 350 new ingredients using materials that otherwise would be lost.

Our processes generate minor amounts of waste that require disposal, and our finished products require minimal packaging, so we do not actively collect or monitor data related to waste disposal.

Our safety, well-being and community engagement progress

The strength of our business depends on the strength of our workforce, which is why we focus on safety, inclusion and ongoing development across our global operations.

That focus is delivering measurable results. In 2025, we achieved a 17% reduction in Lost-Time Incident Rate and an 11% reduction in Total Recordable Injury Rate compared to 2024, reflecting a more consistent and accountable approach to workplace safety.

Our impact extends beyond our facilities. Through community partnerships, grantmaking, youth education and employee volunteerism, we invest in the places where we operate, strengthening relationships and supporting long-term growth.

Together, these efforts reinforce our position as a global leader, not only in what we do, but in how we operate and grow.

Progress in 2025

17%

year-over-year reduction in our Lost-Time Incident Rate (LTIR)

11%

year-over-year reduction in our Total Recordable Injury Rate (TRIR)

16%

voluntary turnover rate in our workforce

$371k+

More than $371,000 contributions to national, state and local FFA programs

Health and safety

Protecting the health and well-being of our employees, partners and communities is not just a priority, it's reinforced across every part of the business.

Our Global Commitment to Safety outlines the principles that define our safety culture, and all full- and part-time employees, as well as contractors are accountable for upholding this commitment.

Across our operations, we equip employees with the knowledge and tools to understand our safety standards and actively contribute to a safe and healthy workplace. Contractors must meet or exceed our expectations while maintaining their own safety protocols.

Safety management and oversight
Safety is a core value under the oversight of our Board of Directors. Each quarter at a minimum, the Board receives updates on our safety strategy and performance, led by members of our executive management team.

We ensure safety in our operations through a three-tiered safety management system. This structure includes centralized safety teams, regional health and safety directors and site-level health and safety managers and coordinators.

We are actively building world class safety management programs that align with applicable safety certifications and we perform regular audits to ensure best practices are effectively implemented. Our global safety management systems are built in accordance with recognized international standards, with some facilities obtaining ISO 45001 certification at the discretion of site management.

Safety management

Corporate
Centralized safety teams provide oversight and support across our global operations, establishing safety processes, setting standards and guiding implementation at regional and site levels.

Regional
Regional safety directors (RSDs) oversee safety efforts across multiple sites, ensuring implementation of corporate safety initiatives and working closely with site teams to strengthen safety culture, refine processes and proactively address risks.

Site
Dedicated facility safety coordinators implement corporate safety policies and processes, conduct audits of site programs and collaborate with RSDs and corporate safety teams to enhance safety performance.

Safety culture

In 2025, we continued to build momentum around our "Everyone, Every Day" campaign, reinforcing safety as a shared responsibility across all roles and locations.

Last year's initiatives included a new risk assessment program, updates to our emergency action plan, new lockout/tagout procedures, and on-site and driver safety programs. We also implemented a centralized safety software system that is now fully integrated across all operations.

These improvements to our systems have enabled employees to better access work procedures that ensure their safety, and report unsafe situations. Consolidating these reports alerts teams to items that need immediate attention, and allows managers to track trends and identify issues across our operations.

We also hosted "Leading with Safety" workshops at certain sites. These one-day workshops brought site leaders together to share ideas, collaborate on new safety initiatives and strengthen their capabilities as safety leaders at their respective locations. The program was a success: each workshop achieved 100% attendance with a waitlist, and several new safety projects were conceived, scheduled for launch in 2026.

Safety training

We conduct regular and targeted safety training to ensure all of our employees and contractors have the knowledge and preparation to maintain a safe work environment. Operational employee onboarding is repeated monthly through a mix of digital and in-person sessions that address both regulatory requirements and emerging risks. We also provide training tailored to specific sites and roles to build a workforce that's prepared for what's next.

Last year, we launched a comprehensive training library to improve employee access to the latest safety resources, and created custom in-house training courses, for specific roles and regions.

In 2025, our training infrastructure continued to evolve. To ensure consistency, we transitioned our training software to a new global management system called Darling Ingredients Learning. This transition included a complete data migration of records and completion dates for over 110,000 courses completed by our team members.

Monthly training webinars began in February 2025 to ensure plant management remains current on our safety requirements and are able to deliver consistent, compliant employee safety training each month. Topics covered in the webinars include:

- Our Commitment to Safety and Power to Pause Work policies
- Emergency Response Program
- Personal Protective Equipment (PPE)
- Hazard Communication
- Lockout/Tagout (LOTO)
- Hot Work
- Confined Spaces
- Fall Prevention and Protection
- Fire Prevention and Protection

We launched a comprehensive training library to improve employee access to the latest safety resources, and created custom in-house training courses, for specific roles and regions.

The safety mindset that's getting results

CASE STUDY

Safety is a mindset at Darling Ingredients. It's embedded in how we operate — across our 260 locations and in the daily actions of our approximately 15,000 employees worldwide.

To be a future-facing global leader, we must ensure that our team is safe and secure. A strong workforce makes us resilient, so when we set out to improve employee safety, it wasn't enough to update procedures or enhance communication. As our company grew, we would need a more holistic approach to safety.

In 2023, we launched a three-year initiative aimed at more than improving metrics. Our goal was to create a culture where everyone at every facility feels a shared sense of responsibility for safety.

To do this, we first ensured we had the right teams and skill sets in place to support safety. From there, we standardized work plans and made safety practices more consistent across our global organization.

With this renewed foundation, the true shift came in 2024, when we launched the Everyone, Every Day campaign, encouraging every person, in every role, to make safety a daily habit.

54%

improvement in Lost-Time Incident Rate (LTIR) in 2025, compared to 2023

11%

year-over-year reduction in 2025, compared to 2024 Total Recordable Injury Rate (TRIR)

100%

All workers covered under our health and safety management system

Under this campaign, we conducted focus groups in certain facilities and empowered team members to speak up and stop work if something doesn't feel right. We introduced peer-nominated safety awards, and rolled out new safety training programs and workshops.

At the same time, we made tangible improvements to our safety infrastructure, updating emergency action plans and driver safety protocols and implementing a centralized safety management software system.

The result is a structure that supports safety at every level and a belief that everyone plays a role in accident prevention and continuous improvement.

"Under our improved protocols, we are encouraging safety to be a daily habit and a part of everyday conversations at our plants," said Brandon Lairmore, Executive Vice President - U.S. Rendering Operations. "In the end, it creates a place where we all believe safety is up to each of us and feel a responsibility to look out for one another."

In its third year, the Everyone, Every Day campaign is delivering real, measurable results. Our Lost-Time Incident Rate (LTIR) has improved by 54% in 2025 compared to 2023, and we've seen an 11% year-over-year reduction in our Total Recordable Injury Rate (TRIR) between 2024 and 2025. Today, 100% of our workforce is covered under a recognized health and safety management system.

> "I'm proud of the significant progress we've made in safety in recent years, and even more proud of the people who've made it possible. Because at the heart of it all, it's important to us that everyone returns home safely to their families each and every day."

Scott Webb
Vice President of Safety Management

Safety performance

We set annual corporate health and safety goals, and in total, we measure and disclose three safety metrics: Total Recordable Injury Rate (TRIR), Lost-Time Incident Rate (LTIR) and Fatalities. We also establish site-specific goals that address unique safety challenges and performance needs.

In 2025, our LTIR improved 17% year-over-year and our TRIR improved 11% year over year, building on our successes from the previous year. We also adjusted our process to better understand how safety issues happen so that we may predict and prevent them. This year, we put a stronger focus on leading indicators like root cause rate and issuing scorecards on root cause rate investigations to assess safety performance. Additionally, to support decision making, a new safety metric dashboard tool was partially rolled out in 2025 with plans to expand its capabilities and access in 2026.

Our safety programs were updated in 2025 to ensure compliance with regulations. Each updated program was built into the new company safety document, including a new Lockout/Tagout (LOTO) software. After a successful pilot in our Newberry, Indiana facility, we plan to roll it out company-wide to assist plant management with LOTO compliance, standardized procedures and asset naming across all of our facilities, and weekly reporting.

In addition to the new LOTO dashboard, we made enhancements to Hot Work and Permit-Required Confined Space Entry programs, ensuring consistent standards across sites.

Maintaining a safe work environment for everyone is a high priority for us, and we expect to see continued improvement in 2026 as our process enhancements are expanded and embraced.

Employee health and safety	2023	2024	2025
TRIR[1]	23.62	16.84	14.94
LTIR	1.93	1.07	0.89
Fatalities	1	0	0[2]
Percentage of workforce covered by a health and safety management system and/or recognized standards or guidelines	100%	100%	100%

[1]TRIR is now reported on a global basis in line with European Sustainability Reporting Standards, a rate based on injuries per 1,000,000 hours worked.

[2]There were no operations-related fatalities at our sites in 2025, but there were two fatalities due to an unfortunate domestic dispute incident that occurred at one of our facilities.

In 2025, we delivered a 17% reduction in our Lost-Time Incident Rate, compared to 2024, reflecting our deep commitment to safety.

Employee engagement and retention

Our company's growth goes hand-in-hand with our employees' health and happiness. When they feel supported, we are in a better position to be productive and innovative.

This year, our employee engagement, retention and low turnover rate remained strong. Through equal and competitive compensation, comprehensive benefits and growing opportunities for leadership and growth, we help our team members thrive, both personally and professionally.

Employee engagement is also crucial to attracting and retaining talent that helps create long-term value for our company and stakeholders. Across our locations, we host town halls that provide business updates and open communication between employees and leadership. Regional and plant-level meetings further strengthen connection and ensure that every employee's voice is heard.

We improved Darling Connect, our central hub for internal communication and resources, for easier navigation, and expanded access beyond operations to include corporate level employees as well. Our management training program was also expanded to the corporate level this year.

Employee-led social committees geared toward giving back to the local community have thrived, with events like canned food and toy drives, and volunteer trips to facilities that help adults with special needs.

Looking ahead to 2026, we are launching a new digital tool to elevate the employee onboarding experience to welcome all new employees seamlessly.

Turnover	2023	2024	2025
Voluntary turnover (%)	15%	17%	16%
Total number of employees who left during reporting period	3,887	4,072	3,935
Employee turnover in the reporting period (%)	25%	26%	26%
Female retention (%)		75%	73%
Male retention (%)		74%	75%

> Through equal and competitive compensation, comprehensive benefits and growing opportunities for leadership and growth, we help our team members thrive, both personally and professionally.

Recruitment

We are always looking to hire skilled professionals and future leaders, from seasoned experts to recent graduates. When a position opens, we post the job internally before opening the position to the public, giving current employees priority for advancement within the organization.

Our employee referral program plays a key role in expanding our talent pool and strengthening our workforce by tapping into trusted, local networks. The program incentivizes employees who refer local candidates with cash rewards for successful hires. Last year, we revamped our online recruitment tools and promotional materials to better attract top talent through a region-focused strategy, rather than a brand-level approach. This shift aims to connect more effectively with local talent and strengthen our workforce at each location. Our new company-wide recruiting software system will streamline hiring efforts while ensuring compliance with local regulations, improving efficiency across our recruitment operations.

Internship programs and university recruitment
We invest in the next generation of talent through well-rounded internships and co-op programs that create early recruitment opportunities and provide college students with valuable, on-the-job training. Each year, we hire passionate and talented young professionals directly from these programs.

We also attend recruitment fairs, host site visits for graduating students and invite our employees (especially alumni) to share career insights and opportunities at our company. To grow and diversify our talent pipeline, we actively partner with agricultural degree programs and local, state and national FFA, and conduct targeted outreach to connect with emerging talent in our industry.

We are continuing to expand our internship program in 2026, designed to strengthen learning and broaden our reach. To do this, we've collaborated with universities and technical schools near our major facilities, offering students an immersive office and plant exposure, often for academic credit.

"Through partners like Darling Ingredients, FFA is able to expand how students understand and engage with the agriculture industry. Darling Ingredients' support helps expose FFA members to a diverse range of career pathways, including essential areas like rendering that are foundational to a sustainable agricultural system. This partnership plays a key role in developing the next generation of leaders for agriculture."

Jim Williams
Executive Director,
National FFA Foundation

Learning and development

We foster a culture of continuous learning, giving our employees a wide range of training opportunities to build new skills and advance their careers.

This mindset begins with comprehensive, detailed onboarding sessions, both digital and in-person. Select new hires participate in two-day, in-person onboarding, providing new hires with a detailed view of our business.

As employees grow in their roles, training is tailored to their role and career aspirations. To support diverse learning styles and maintain flexibility, we also encourage employees to request additional training from their managers as needed.

To remove financial barriers, our U.S. educational assistance program offers employees up to $5,250 in annual tuition reimbursement for successful completion of relevant courses and certifications.

We also offer specialized leadership development programs, such as Darling Involve and Explore — an internal, MBA-inspired program where 30 employees participate in modules created and led by our leaders on strategy, customer relations and other critical business topics each year. Similarly, directors in the Netherlands, Belgium and Germany complete programs at top European universities. In China, high-potential employees from Rousselot participate in a two-year hybrid training and leadership development program to support succession planning.

While each program may seem small in scale in a global context, these efforts demonstrate our commitment in every region to supporting employee growth and maintaining a strong, future-ready workforce.

Performance Management

In 2024, we streamlined our performance management by launching a unified global platform so that every employee is measured more consistently, with more intentional personalized growth and better data on performance.

Salaried employees complete self-evaluations, which are reviewed by managers and HR to identify development needs and opportunities. For hourly employees, we established performance-management protocols focused on job performance to ensure fair and consistent evaluations, promoting accountability and continuous improvement at every level of our organization. The consistent employee input is helping us improve our key accountabilities, discover attributes that are most important to employees, elevate performance across the board and refine our review process over time.

For our corporate and manager-level employees, performance is managed through a semi-annual evaluation process. Each employee's journey begins with clear goals aligned with company priorities and personalized development plans to support career growth. To further motivate our employees, our variable compensation program rewards outstanding performance.

We offer specialized leadership development programs, such as Darling Involve and Explore — an internal, MBA-inspired program where 30 employees participate in modules created and led by our leaders on strategy, customer relations and other critical business topics each year

Employee health and well-being

Across our operations, we provide employees with access to resources that support health, well-being and work-life balance. Our comprehensive programs are designed to promote financial, mental and physical wellness for team members and their families.

Offerings vary by location and may include an Employee Assistance Program (EAP) for mental health support, elder and childcare assistance and legal resources. Employees also have access to medical, dental and vision insurance, 24/7 nurse care lines and chronic illness management support. Additional benefits include short- and long-term disability coverage, paid time off, retirement savings options and financial wellness services.

Promoting employee wellness

Our monthly wellness education program for United States employees includes engaging webinars and educational series that explore mental health, physical fitness and financial security. The program also introduces new initiatives, vendors and employee benefits to support our culture of holistic wellness and personal development. Outside of the U.S., some of our facilities include gyms for employee use, or a stipend for gym memberships, if rules, regulations and costs allow.

Rousselot health challenge

Brought back by popular demand in 2025, our collagen and gelatin brand, Rousselot, encouraged employees to take part in a company-wide health challenge. Employees formed teams to complete exercise and fitness challenges and to practice healthy habits. The challenge drew employee participation and received positive feedback, and proved to be a fun and engaging way to promote healthy lifestyles.

Inclusion

An inclusive workplace is essential to attracting talent, strengthening performance and supporting innovation across Darling Ingredients' global operations. We are committed to creating an environment where employees can contribute at their highest potential and where decisions around hiring, development and advancement are based on merit.

These expectations are embedded in our Code of Conduct and reinforced through onboarding, training and ongoing communication. Oversight is provided by the Board of Directors, ensuring alignment with broader governance and business priorities.

In 2024, we expanded leadership training to include topics such as unconscious bias and inclusive leadership, while continuing to strengthen workplace and harassment training across our U.S. operations. We are also introducing targeted initiatives to build awareness around generational, social and cultural differences, helping teams operate more effectively across diverse environments.

Talent Recruitment
We aim to build a workforce that reflects the communities where we operate and the markets we serve. Our recruitment approach combines broad outreach across multiple platforms with targeted engagement to expand access to diverse talent pools, particularly in regions where we operate.

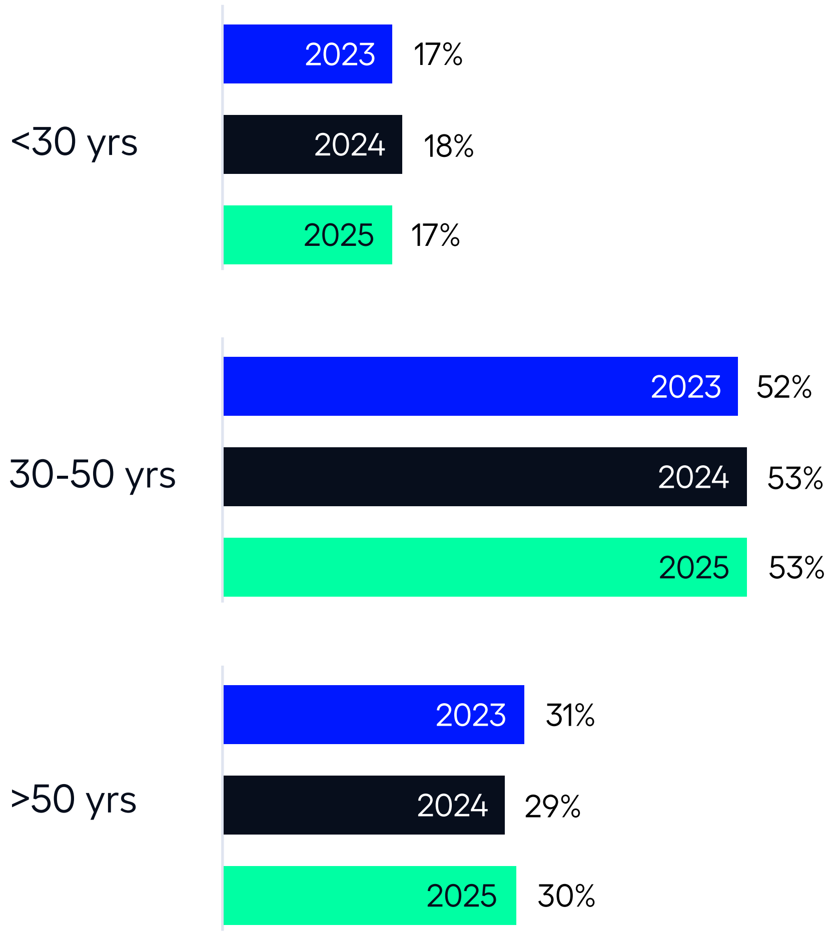
Pay Equity
Equity in compensation is a core principle of our approach to talent management. We use standardized job descriptions and structured evaluation processes to ensure consistency in hiring and pay decisions.

Compensation is based on role, responsibility and performance, supported by market data to guide decision-making. This approach helps promote fairness, transparency and accountability across our global workforce.

Metrics

As a global organization, we employ a diverse workforce. Due to varying data collection and privacy restrictions in different countries, our reporting on racial and ethnic diversity metrics is limited to our U.S. workforce, providing only a partial view of our employee demographics. For more information, we publish our EEO-1 report on our website. We share insights into our global gender breakdown and the data is collected by voluntary self-reporting across all regions.

Age range



Gender diversity	2023	2024	2025
Females global employee (%)	18%	19%	18%
Females global employee (total)	2,809	2,881	2,779
Males global employee (%)	82%	81%	82%
Males global employee (total)	12,543	12,585	12,311
Females in global senior management roles (%)	17%	19%	18%
Females in global senior management roles (total)	27	29	28
Males in global senior management roles (%)	83%	81%	82%
Males in global senior management roles (total)	129	123	128
Female hires (%)		24%	18%
Male hires (%)		76%	82%
Female retention (%)		75%	73%
Male retention (%)		74%	75%
Female promotion (%)		6%	8%
Male promotion		6%	10%

Race and ethnicity[1]	2023	2024	2025
American Indian or Alaska Native (%)	1%	1%	1%
Asian (%)	1%	1%	2%
Black or African American (%)	21%	20%	19%
Hispanic or Latino of any race (%)	15%	16%	17%
Native Hawaiian or other Pacific Islander (%)	1%	1%	1%
White (%)	60%	58%	58%
Two or more races and Self-Ident.	1%	2%	2%

[1]Ethnicity data is collected in the U.S. only.

Employee Data	2023	2024	2025
Total number of employees by headcount	15,358	15,505	15,094
a. Total permanent employees	14,512	14,557	14,116
b. Total permanent female employees	2,593	2,539	2,425
c. Total permanent male employees	12,078	11,983	11,687
d. Total temporary employees	681	948	978
e. Total temporary female employees	216	342	354
f. Total temporary male employees	465	602	624
g. Total non-guaranteed hours employees	156	304	355
h. Total non-guaranteed hours female employees	18	209	244
i. Total non-guaranteed hours male employees	138	94	111
Full-time employees	14,961	14,953	14,547
Part-time employees	397	552	547

Collective Bargaining	2023	2024	2025
The percentage of total employees covered by collective bargaining agreements	47%	50%	50%
Percentage of employees covered by collective bargaining agreements in the European Economic Area (EEA)	13%	15%	15%
Percentage of employees covered by collective bargaining agreements outside the EEA	34%	35%	35%

Community engagement

All of our locations are empowered to support the local communities where we live and work. Keeping with our core value of entrepreneurship, every approach is locally driven, with each site allocating donations, sponsorships and volunteer efforts where they are needed most.

Our employees are at the forefront of these efforts, leading the direction of our community engagement in ways that make a real impact. Among many examples, in France, our Rousselot employees brought together more than 200 people for an annual river cleanup that collected more than 7,000 pounds of trash. We also support organizations selected by our employees, such as sponsoring a local public art installation in a community town square and funding the Gaillanne Foundation, an organization that trains guide dogs for visually impaired children.

FFA sponsorship

In 2025, we contributed more than $371,000 to national, state and local FFA programs and were recognized as a Top Alumni and Supporters Chapter of the Year Award semi-finalist. We also celebrated 26 years of FFA sponsorship — a testament to our enduring commitment to agricultural education and youth development.

For more than 25 years, our strategic partnership with FFA has strengthened the future of agriculture by equipping young leaders with the education, skills and support they need to succeed.

FFA is a national organization dedicated to preparing youth in the United States for careers in agriculture through hands-on learning, leadership development and career readiness. On a national level, we fund scholarships and grants to help motivated students advance their education and careers. Our engagement with state FFA associations includes career day activities and outreach initiatives that introduce students to opportunities in the industry.

Our employees at the local level collaborate with nearby FFA chapters to provide classroom teaching, mentorship programs and blue jacket donations. Many of our employees are former FFA members themselves and take pride in giving back by inspiring the next generation of leaders.

As part of our FFA Blue Jacket Program, each of our participating locations commits $2,000 to award three local chapters with two FFA blue jackets and $500 in chapter financial assistance. These jackets — the official FFA uniform — symbolize the dedication and pride of young future leaders in the agriculture industry. Our participation in this program has expanded from 11 locations in 2021 to 66 locations in 2025.

Through mentorship, scholarships and skills training programs, we are preparing students to succeed in careers in agriculture.

2025 FFA sponsorship highlights

- 20 scholarships totaling over $175K
- 66 participating Darling Ingredients locations
- 198 chapters supported across the U.S.
- ~370 students received Blue Jackets
- $371K+ donated to FFA in 2025
- $1.7M+ donated to FFA since 2019
- Over 50 employee volunteers

Supporting local FFA chapters

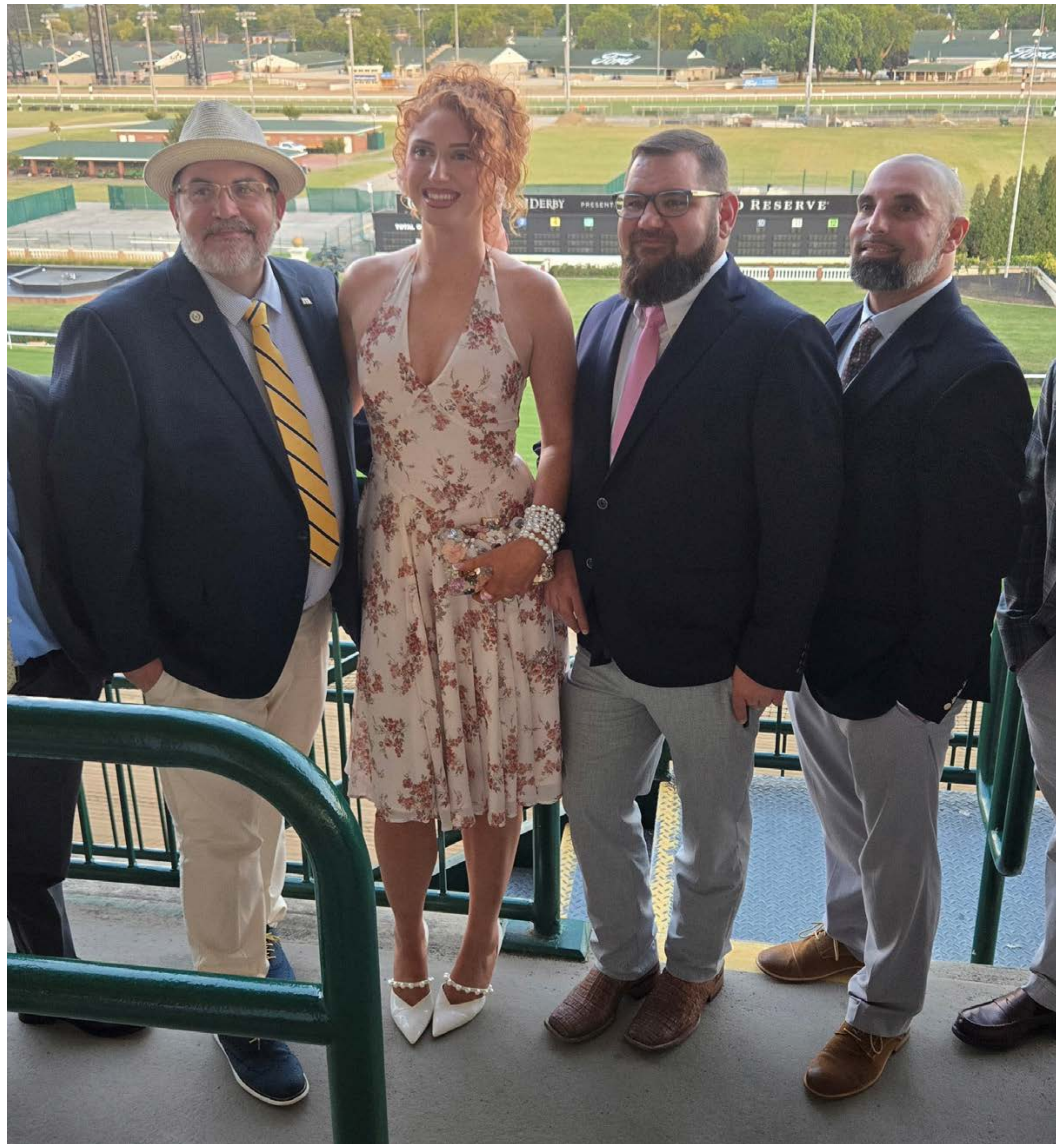
Advocating for Native American tribal schools to join FFA

Jeremy Kelly, a Quality Assurance Manager, was awarded FFA's highest honor in 2025 for his active role in helping open the door for Native American tribal schools to participate in the FFA Program.

Jeremy, representing Darling Ingredients, received the FFA Honorary American Farmer Degree at the 98th National FFA Convention in Indianapolis on October 31, 2025. Prior to 2023, Native American tribal schools could not join the FFA Program because they were under the jurisdiction of tribal nations rather than the Federal education program. As a citizen of the Cherokee Nation himself, helping students in tribal schools gain access to the education, support and scholarships that FFA provides has been the best part of his service to the National FFA, as well as representing our company as a National Sponsor Board Member.

Raising money for the Kentucky State FFA

For the first time, we were a Silver Sponsor at the Kentucky State FFA Blue and Gold Gala. Several representatives from our Corporate Office in Cold Spring, Kentucky, as well as a few employees from local facilities, attended the gala on September 6, 2025, where more than $255,000 was raised for Kentucky State FFA.



Our ethics and integrity progress

Built on a foundation of integrity, transparency and entrepreneurship, our business model relies on trust. Relationships thrive only when our actions consistently reflect our values. This is why all employees, business partners and suppliers across our global value chain share the responsibility to uphold the highest standards of quality and ethical conduct.

Progress in 2025

23k+

Over 23,000 ethics training courses completed globally

1.3k+

Over 1,300 quality and safety audits

Business conduct

In 2025, our employees completed nearly 23,000 online and in-person ethics and compliance courses.

Our Code of Conduct defines the standards that guide all employees, officers and directors. Updated every two years (most recently in 2024), it provides clear guidance on ethical decision-making and compliance with laws and regulations, including anti-corruption, anti-money laundering, competition practices, conflicts of interest and data privacy.

Supporting policies — including our Conflict of Interest Policy, Anti-Corruption Policy, Human Rights Policy, Related Parties Transactions Policy, Speak Up and Retaliation Policy, Supplier Code of Conduct and Animal Health and Welfare Policy—reinforce consistent standards across our operations worldwide.

In 2025, we further clarified our policies under Conflict of Interest and Anti-Corruption, adding specific guidance surrounding Gifts and Entertainment.

Oversight
Oversight of our ethics and compliance program is led by the Audit Committee of the Board of Directors, with day-to-day management by the company's Chief Compliance Officer (CCO).

To strengthen compliance, we use integrated monitoring tools within our enterprise systems to identify high-risk transactions and support proactive review of potential corruption or sanctions risks.

Training
All of our employees complete mandatory Code of Conduct training when they join our company and annually thereafter. Additional training is provided for employees in roles with higher compliance risk, including anti-corruption and anti-money laundering programs.

Training is delivered through a combination of online and in-person sessions at plant locations in local languages, ensuring consistent access across our global workforce.

Employees are also encouraged to report concerns through multiple channels, including supervisors, Human Resources, the CCO and our independent Speak Up hotline. Reports are reviewed by our Corporate Compliance team and escalated as needed, with zero tolerance for retaliation against good-faith whistleblowers.

Reporting and investigating ethical concerns
Our open-door policy empowers employees to speak up in the event of a violation of our values or our Code of Conduct. Employees can report concerns through various channels including their supervisors, our human resources department, the company's CCO, or through our anonymous, third-party-managed "Speak Up" whistleblower hotline, which is available 24/7 by phone or web in a variety of languages. We communicate details of this reporting process through our annual Code of Conduct training, as well as by posting guidance on the company intranet and in high-traffic areas in our facilities.

Reports are managed professionally and promptly through our Corporate Compliance department. When a report is received, it is immediately routed to the appropriate investigator who acknowledges receipt, investigates the allegations and determines the course of action to bring the case to a close. Once appropriate actions are taken, whistleblowers are notified. The Audit Committee of the Board receives annual updates from the CCO on reports made through the hotline and other reporting channels. As emphasized in our Code of Conduct and Speak Up and Retaliation Policy, we have zero tolerance for retaliation against whistleblowers for reports made in good faith or for providing information in investigations.

Detecting and addressing risks of bribery and corruption
To reinforce our commitment to proactive compliance, we use detection tools integrated into our Enterprise Resource Planning (ERP) system. These tools identify high-risk transactions and assess them for potential violations of anti-money laundering, corruption and sanctions policies. When a transaction is flagged, our compliance team works closely with the finance and business teams to investigate its source and gather evidence. This dual-layered approach ensures due diligence and compliance both upfront and during subsequent reviews, effectively mitigating corruption risks.

Political Involvement
Our Code of Conduct outlines our standards for political involvement, emphasizing the importance of contributing to society while maintaining transparency and compliance.

We encourage employees to engage in the democratic process, but we do not reimburse donations or loans made to candidates or political parties. We have a Darling Federal Political Action Committee (DarPAC), which enables collective company support for both Republican and Democratic U.S. congressional candidates who are serious, noncontroversial and advocate for policies aligned with our company's interests and values. DarPAC has its own Board of Directors, which includes our CEO and CFO.

DarPAC operates through voluntary employee contributions, with participation limited to certain employee levels. While we as a company cannot directly contribute to DarPAC, our CCO manages regulatory compliance and adherence to company bylaws.

Additionally, we engage with various trade associations, working to align our viewpoints on values, objectives and specific issues such as climate policy.

Product quality and safety

The quality and safety of our products are crucial to our commitment to customers. Whether serving people or animals, we ensure our products not only meet, but exceed stringent safety standards.

By adhering to the U.S. Food and Drug Administration's current good manufacturing practices (cGMPs) at both corporate and plant levels (as well as international best practices abroad) we maintain a consistent, high standard of quality across all operations. This commitment is reinforced through quality-focused training, advanced testing and proactive risk management to safeguard the health of consumers, animals and the environment at every stage of our process.

We empower every team member with the responsibility to uphold this quality mindset and take action to drive improvements to ensure our products always meet the highest standards.

Oversight
Senior leadership has strong oversight of product quality and safety across our organization. At the regional level, dedicated Quality, Health and Safety Managers work closely with plant managers to implement and maintain quality specifications to meet customer expectations.

Our operations are guided by two key product quality frameworks: cGMP programs for regulatory compliance, and corporate programs that align our practices with top industry standards and customer needs. Together, they ensure we deliver safe, high-quality products at every level of the organization.

Diamond Green Diesel
In the past two years, we have received new certifications that support the safe and sustainable production of our products. The ISCC EU and CORSIA certifications enable us to deliver fats from our European facilities to our Diamond Green Diesel joint venture for sustainable aviation fuel (SAF) production.

2025 product quality training and compliance initiatives

- Preventive Control Qualified Individual certification
- Corrective and preventive actions
- Regular product sampling, including chemical screenings, species identification and nutritional performance
- Monitoring equipment calibration
- Product safety assessments
- Lab technician quality checkpoint training

On World Quality Day, all employees from our international rendering plants engaged in activities focused on improving quality practices at their facilities.

Rousselot
Initiatives at Rousselot, our collagen and gelatin brand, are great examples of our quality mindset. Employees actively attend training and work on quality improvement projects or awareness campaigns, including their annual Quality Mindset Day highlighting a different topic every year. Our focus on craft and precision is showing results. This year, the collagen and peptides from Rousselot received the Upcycled Certified Standard from the Upcycled Food Association. In addition, our Friends of the Sea certification highlights our commitment to sustainable seafood, fisheries and aquaculture products, ensuring that our gelatin production aligns with responsible harvesting practices.

Training and continuous quality improvement
We invest in two key areas, training and technology, to ensure our products continue to exceed expectations, while providing stakeholders with a clear view into our quality management processes.

Our ongoing initiatives include biannual training for all relevant employees, regular policy and product reviews, product sampling and testing and thorough reviews with suppliers and customers. Employees and suppliers receive additional training on corrective and preventive actions as needed, and educational signage in high-traffic areas reinforces best practices.

This year we dove deeper, with some specialized training events and audits. For example, lab technicians received additional quality checkpoint and compliance training.

A key initiative this year across our U.S. operations was Crisis Management Training, where plant managers and seasoned quality personnel who work with regulatory affairs assessed their response to government inspections and recall management. This three-day training included mock inspections and test recall scenarios, giving valuable hands-on experience to employees with significant responsibilities in this area.

Company-wide, we hosted World Quality Day, with events and activities focused on improving quality practices. Some sites worked together to celebrate at the national level, dedicating all of their events to Food Safety and Quality Assurance (FSQA), while in other regions, each site chose programming tailored to their needs and interests. From awareness campaigns to escape rooms, it was a popular initiative, with high levels of employee engagement and positive feedback.

From hands-on and virtual training to simulated inspections to a day of learning, our diverse teaching methods and events ensure employees are engaged and prepared to strive towards a high standard of quality.

Quality and safety testing
We use comprehensive testing protocols to ensure product quality and safety while mitigating potential risks. Our advanced sample analysis technology allows us to quickly assess quality based on defined parameters and product specifications. Each stage of production includes rigorous testing to meet established quality standards. Materials are randomly tested upon arrival at the plant, during processing, after production and again before delivery. Testing frequency varies by product, with intervals ranging from daily to annually.

Product quality and safety risk management
While quality and safety issues are rare, we respond quickly to any concerns. Once notified, we conduct a risk assessment to determine the appropriate course of action in line with all local regulations. In the event of a product issue or recall, we maintain open communication with customers to protect their safety and ensure their satisfaction. Our crisis management protocols outline actions for potential

Our advanced sample analysis technology allows us to quickly assess quality based on defined parameters and product specifications.

product recalls and animal disease outbreaks, specifying which authorities and certification bodies to notify, and the steps required for a coordinated response. We proactively prepare for possible recalls, with executive leadership overseeing our response to recalls and potentially harmful or hazardous products. In the event of a recall, we comply with all regulatory requirements and apply strict standards to ensure a swift, coordinated, and effective resolution.

Quality and safety audits
We regularly run internal and external audits at all our facilities to make sure that quality and safety are built into our operations. Our focus on quality includes ongoing training, cleaning, maintenance work and using specialized tools (such as metal detectors and protective clothing) to help prevent contamination.

Each facility is audited on a regular basis to verify that we're complying with standards and keeping our third-party certifications. These audits are carried out by different groups, including federal and state regulators, our own internal audit team, suppliers and third-party certification bodies. They look at our change controls, documentation, policies, practices and training programs.

We also take part in customer audits so we can be sure we meet their specific expectations. When an audit or customer complaint shows that something isn't up to standard, we document and investigate the issue, put corrective actions in place as needed and follow up by communicating how it was resolved.

Internal audits are done every two years at each of our facilities, and some locations are reviewed more often based on their particular needs, certifications or past issues. For example, sites certified to the Good Manufacturing Practice of Cosmetic Products (GMPC) and ISO 9001 have third-party audits every year. Our compliance team creates risk assessments that guide our audit plans and how we respond, helping us stay proactive about managing quality and safety.

GFSI certification
To improve food safety across our supply chain, many of our sites are certified to Global Food Safety Initiative (GFSI) standards. This certification addresses food and feed manufacturing, packaging, storage and distribution for producers, manufacturers and distributors, helping us meet the highest food safety standards globally.

Auditing product quality and safety
We maintain strong, consistent quality and safety standards by regularly auditing our facilities. All of our facilities go through a robust mix of regulatory, supplier and internal reviews.

In 2025, we completed 653 internal food safety audits and 675 other audits, including 213 customer audits, 223 third-party certification audits and 239 regulatory audits.

653
internal food safety audits

675
other audits

Animal welfare and testing
As we transform materials from the animal agriculture and food industries into valuable ingredients, our employees do not handle or work with live animals. However, we expect our suppliers and vendors to treat animals humanely. Our Animal Welfare Policy and our Supplier Code of Conduct outline the nature of our operations and the expectations we set for ourselves and our suppliers.

Animal testing plays a limited role in our operations and is primarily connected to Rousselot, our gelatin and collagen brand. Rousselot produces biomedical-grade gelatin and collagen used in applications that support human and public health. In these cases, testing is sometimes required to meet regulatory and scientific standards.

However, these materials also make it possible to use more in vitro methods — testing done outside of living organisms — where gelatin can simulate cellular environments. This significantly reduces the need for whole-animal testing and supports our commitment to ethical, responsible research.

We remain committed to further minimizing animal testing and strictly follow the 3Rs ethical framework: Replace, Reduce and Refine. To learn more, read our statement on animal testing.

Association memberships
We are members of a broad range of animal health and welfare organizations.

- National Institute for Animal Agriculture
- CAST – The Science Source for Food, Agricultural, and Environmental Issues
- Poultry Science Association
- International Poultry Welfare Alliance (IPWA)
- American Society of Animal Science
- United States Animal Health Association
- American Dairy Science Association

Labor and human rights

We are committed to treating everyone with dignity and respect — including employees, contractors, suppliers and members of the community where we operate. Because sourcing by-products in the animal agriculture and food industries can be complex, we focus on building transparency, accountability and continuous improvement together with our suppliers.

Our Board-approved Human Rights Policy, aligned with the UN Guiding Principles on Business and Human Rights and ILO standards, outlines what we expect across our company and supply chain. These expectations are reinforced in our Code of Conduct and Supplier Code of Conduct, and we provide annual training to our employees.

We also offer multiple reporting channels (including our Speak Up hotline) so concerns can be raised and addressed quickly across our global operations.

Supplier engagement
We build long-term partnerships with suppliers who share our standards and commitment to ethics, quality and strong operational performance. Our Supplier Code of Conduct outlines clear expectations for our labor practices, human rights and responsible business practices.

We evaluated our top 100 U.S. raw material suppliers — representing more than half of our sourcing volume — to understand how closely they align with our human rights standards. Suppliers without formal policies were asked to either adopt their own or adhere to our Code. Our international suppliers are held to the same expectations and are required to review and acknowledge these standards.

We help suppliers meet these expectations through ongoing communication and collaboration, supported by our enterprise systems that manage relationships, track activity and promote consistency across our supply chain.

Dialogue with communities where we operate

We maintain open, constructive relationships with the communities where we operate. Initiatives like facility open days help provide transparency into our operations and give local stakeholders a chance to engage with us directly, helping to build long-term trust and collaboration.

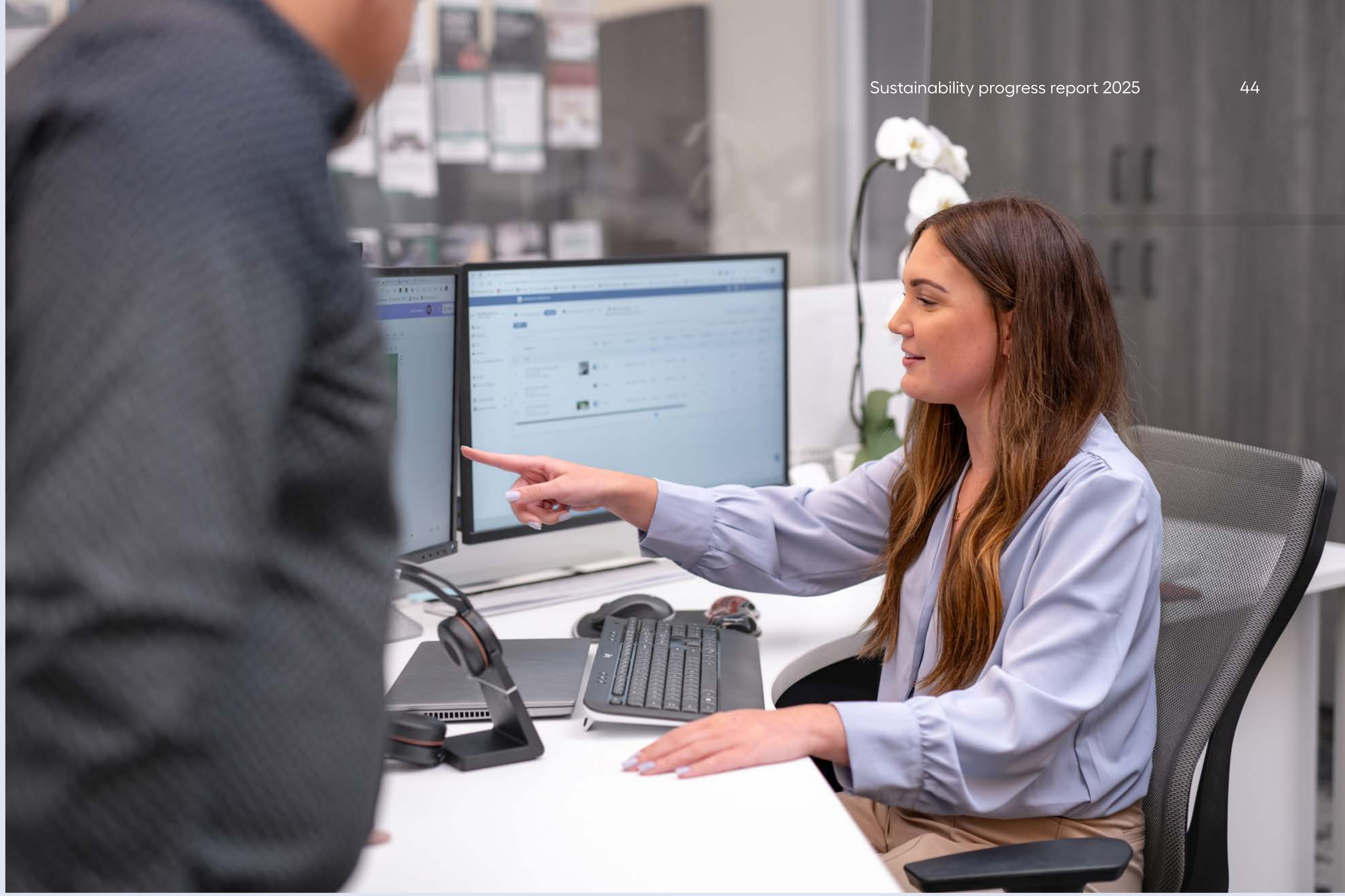
Responsible sourcing commitment

Within our Rousselot brand, all animal hides sourced from Brazil's Amazon Biome are required to come from suppliers certified by the Leather Working Group (LWG). This standard supports traceability and aligns with commitments to eliminate deforestation and ecosystem conversion from the supply chain by 2030.

Local procurement and employment

We prioritize hiring locally and sourcing from regional suppliers wherever possible. This approach strengthens local economies, supports workforce development and reinforces our role as a long-term partner in the communities where we operate.

Data privacy and cybersecurity



Robust data privacy and cybersecurity programs are essential to protecting sensitive company, employee and customer information, and maintaining the trust of our customers, partners and other key stakeholders.

Oversight

Our approach to data privacy and cybersecurity involves people from every level of the company, from our Board and executive team to employees in our plants, sharing responsibility for keeping information secure. To manage cybersecurity, we use a cross-functional working group made up of our Cybersecurity department, which oversees cybersecurity for our information systems, and plant operational technology (OT) personnel, who manage the security of plant OT systems. Because these systems are highly interconnected, this collaboration is key to ensuring strong coordination on cybersecurity issues.

Our cybersecurity department is led by the Director of Global Cybersecurity, who reports to the company's Chief Information Officer (CIO). The department is a global team of experienced professionals responsible for setting our cybersecurity policies, standards and benchmarks, conducting penetration testing, and overseeing remediation of technical issues identified. We also have a Global Cybersecurity Committee that includes leaders from multiple internal functions. Together with the Director of Global Cybersecurity and the CIO, this committee meets regularly to review active and thwarted cybersecurity incidents, systemic threats, attack trends and techniques, and our response and prevention measures.

Within this oversight framework, we maintain a Computer Incident Response Plan (CIRP) that guides our response to cybersecurity incidents. The CIRP outlines resource allocation, and the involvement of key personnel based on incident severity. This plan helps us respond to cybersecurity incidents quickly and in an organized way.

Processes and procedures

Our Cybersecurity department relies on the critical security controls published by the Center for Internet Security, Inc. (CIS) as the benchmark and framework for our cybersecurity defenses. Our cybersecurity policies and controls are built using this framework. Our incident response plan further strengthens our readiness for potential cybersecurity events.

We conduct regular assessments through our internal IT compliance team and external consultants to continuously improve our security posture and stay ahead of emerging risks. This proactive approach helps reduce potential impacts on our operations and the integrity of our data.

Data privacy

We handle personal data from customers, suppliers and employees in line with strict data privacy principles outlined in our Privacy Policy. Our data privacy programs are overseen by the Chief Compliance Officer (CCO), and we comply with the requirements of the General Data Protection Regulation (GDPR), the Brazilian General Data Protection Law (LGPD) and the California Privacy Rights Act (CPRA).

We do not sell personal information to third parties for marketing, advertising or any other commercial purposes. We encourage employees to contact the CCO directly with any questions, supporting a culture of transparency and accountability. Customers can contact us with questions about our Privacy Policy at privacy@darlingii.com.

Training

Every employee plays a role in protecting company information. We emphasize cybersecurity and data privacy awareness through online cybersecurity and privacy training for relevant employees at least annually, and by running cyber-attack simulation exercises with executive leadership. Regular phishing tests and awareness campaigns further reinforce our focus on security. In addition, all relevant employees must review and acknowledge our Information Security Policy for End Users each year.

Appendix

CSRD/ESRS index

In the following index, we capture our alignment to the initial set of European Sustainability Reporting Standards (ESRS) of the Corporate Sustainability Reporting Directive (CSRD) for the disclosure requirements we believe are strategically significant and reasonably addressed in this report.

01 02 03 04

Standard	Disclosure requirement	Location	Page
ESRS 2 - General Disclosures			
GOV-1	Role of administrative, management and supervisory bodies	Appendix – TCFD index – Governance	52
GOV-1	Characteristics of the supervisory board and management members	2026 Proxy Statement	18
GOV-3	Integration of sustainability-related performance in incentive schemes	2026 Proxy Statement	42
SBM-3	Material impacts, risks and opportunities and interaction with strategy and business model	Appendix – CSRD/ESRS index – Impacts, risks and opportunities	50-51
IRO-1	Description of processes to identify and assess material impacts, risks and opportunities	Introduction – Double materiality assessment	7
E1 - Climate Change			
E1-1	Transition plan for climate change mitigation	Environmental initiatives – Climate change	13
E1-5	Actions and resources in relation to climate change mitigation and adaptation	Environmental initiatives – Climate change	13
E1-6	Targets related to climate change	Environmental initiatives – Climate change – GHG emissions and energy use	13-18
E1-7	Energy consumption and mix	Environmental initiatives – Climate change – GHG emissions and energy use	13-18
E1-8	Gross Scope 1, 2, 3 GHG emissions	Environmental initiatives – Climate change – GHG emissions and energy use	13-18
E3 - Water			
E3-1	Policies related to water	Environmental initiatives – Water	21-22
E3-2	Actions and resources related to water	Environmental initiatives – Water	21-22
E3-4	Water metrics	Environmental initiatives – Water – Water metrics	21

DARLING INGREDIENTS

CSRD/ESRS index

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Standard	Disclosure requirement	Location	Page
E4 - Biodiversity and ecosystems			
E4-2	Policies related to biodiversity and ecosystems	Environmental initiatives – Biodiversity and land use	23
E4-3	Actions and resources related to biodiversity and ecosystems	Environmental initiatives – Biodiversity and land use	23
E5 - Resource use and circular economy			
E5-2	Actions and resources related to resource use and circular economy	Introduction, Environmental initiatives – Climate change – Renewable energy	5-6, 9, 19
E5-5	Resource outflows	Environmental initiatives – Waste	23
S1 - Own workforce			
S1-1	Policies related to own workforce	Engagement and advocacy, Ethics and integrity	24-44
S1-2	Engagement with own workforce and workers' representatives, existence of channels for own workforce to raise concerns or needs and approaches to remedy	Engagement and advocacy, Ethics and integrity	27, 29, 39, 43
S1-3	Actions and resources related to own workforce	Engagement and advocacy, Ethics and integrity	24-44
S1-5	Characteristics of the undertaking's employees	Engagement and advocacy - Inclusion	33-34
S1-7	Collective bargaining coverage and social dialogue	Ethics and integrity - Labor and human rights	34
S1-12	Training and skills development metrics	Engagement and advocacy - Learning and development	31

CSRD/ESRS index

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01 02 03 04

CSRD/ESRS index

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01 02 03 04

Standard	Disclosure requirement	Location	Page
S4 - Consumers and End-Users			
S4-3	Actions and resources related to consumers and end-users	Ethics and integrity – Product quality and safety, Data privacy and cybersecurity	40-42, 44
S4-4	Targets related to consumers and end-users	Ethics and integrity – Product quality and safety, Data privacy and cybersecurity	40-42, 44
G1 - Business Conduct			
G1-1	Policies related to business conduct	Ethics and integrity – Business conduct	39
G1-2	Actions related to business conduct	Ethics and integrity – Business conduct	39
G1-4	Metrics related to corruption and bribery	Ethics and integrity – Business conduct – Reporting and investigating ethical concerns	39
G1-5	Metrics related to political influence, including lobbying activities	Ethics and integrity – Business conduct – Political involvement	39

Impacts, risks and opportunities

Identifying the material impacts, risks and opportunities (IROs) within our operations and our value chain is a core output of our Double Materiality Assessment. This table outlines the material positive and negative impacts, as well as material financial risks and opportunities determined through our updated Double Materiality Assessment.

These IROs are subject to change as our business, assessment practices, and regulatory expectations evolve.

01 02

ESRS	IRO	Description
POSITIVE IMPACT		
E1	Low carbon products reduce carbon intensity in their use phase	Lower carbon intensity fats and proteins processed by Darling Ingredients enable customers to have more sustainable supply chains.
E1	Renewable energy generation	Produces more than 1 billion gallons of renewable diesel and SAF through joint venture, and more than 317,000 MWh of renewable energy primarily from anaerobic digestion.
E3	Net water production in rendering processes	Rendering process is inherently water efficient. Approximately 11 billion gallons of water returned to the environment each year.
E5	Developing processes and products based on circularity principles	Repurposes animal and agricultural by-products, reducing waste and enabling circular solutions across feed, food and fuel sectors.
S1	Providing employment for workers	Provides secure employment, improving livelihoods and boosting economic growth of communities where we operate.
S1	Equal pay for equal work	Seeks equitable compensation across the organisation; third-party assessments confirm strong performance on equal pay.
S4	Health benefits associated with new product development	Rousselot's Nextida GC™ collagen peptide shows strong potential to reduce post-meal glucose spikes in healthy individuals.
G1	Positive corporate culture and open social dialogue	Core values of transparency, integrity and entrepreneurship drive continuous improvement, retention and recruitment.
G1	Whistleblower protection for workforce and value chain workers	Workforce and value chain workers safeguarded through whistleblowing policy and oversight processes.
NEGATIVE IMPACT		
E1	Carbon emissions from value chain activities (Scope 3)	Carbon emissions associated with indirect operations and value chain contribute to climate change.
E1	Carbon emissions from direct operations (Scope 1 and 2)	Carbon emissions from direct operational footprint and business activities contribute to climate change.
E1	Sourcing raw materials via traditional agriculture	Livestock production is inherently carbon-intensive; company relies on a consistent stream of raw materials from the livestock industry.
E1	Energy consumption	Processes are energy-intensive and this demand for energy can result in adverse impacts.
E4	Deforestation and biodiversity loss	Land clearance for livestock in upstream value chain may cause disruption to potentially threatened or endangered species and habitats.

Impacts, risks and opportunities

Identifying the material impacts, risks and opportunities (IROs) within our operations and our value chain is a core output of our Double Materiality Assessment. This table outlines the material positive and negative impacts, as well as material financial risks and opportunities determined through our updated Double Materiality Assessment.

These IROs are subject to change as our business, assessment practices, and regulatory expectations evolve.

01 02

ESRS	IRO	Description
NEGATIVE IMPACT		
E4	Extraction and use of animals and raw materials	Can lead to land conversion, overharvesting, air pollution and deforestation.
OPPORTUNITY		
E1	Use of lower-emission sources of energy	Investing in emissions reduction initiatives can reduce energy usage and operating costs.
E1	Demand for renewable energy and alternative low-carbon fuels	Produces and sells renewable diesel and SAF at Diamond Green Diesel JV, presenting new revenue-generating streams in a decarbonized economy.
S1	Productive and engaged employees	Providing job security can boost productivity, reduce turnover and drive engagement for a healthier workforce.
RISK		
E1	Cost to transition to low-carbon technology	To meet net-zero ambition may need to increase investments in energy-efficient and low-carbon technology.
E1	Climate risks in the value chain	Physical and transition risks from global climate change throughout value chain may impact business continuity and financial condition.
E1	Enhanced reporting obligations	Enhanced reporting obligations due to climate change may increase operating and compliance costs.

TCFD index

Governance

Board of Directors
Darling Ingredients' Board of Directors works closely with senior management to understand and oversee a range of risks, including those related to climate change. Regular updates from senior management and the Board Sustainability Committee keep the Board informed on climate-related risks and other risk management concerns.

The Board Sustainability Committee holds direct oversight of climate-related risks, ensuring climate considerations are integrated into strategic decision-making and financial planning. This includes approving company-wide carbon reduction targets and mitigation measures.

Management
Our CEO holds ultimate responsibility for assessing and managing climate-related risks and opportunities, leveraging insights from operational, commercial, regulatory, financial and legal teams to inform long-term strategic planning.

Senior executives oversee the day-to-day management of strategic, operational and compliance risks. This includes creating appropriate risk management policies and assigning responsibility for their implementation. The Director of Sustainability provides annual updates to the Board on climate-related matters, which includes the identification and assessment of impacts, risks and opportunities.

Strategy

We recognize that climate change poses significant risks to ecosystems, communities and economies. To build resilience and ensure the long-term success of our business strategy, we evaluate and manage the potential impacts of climate change on our operations and financial performance. Climate-related risks and opportunities, spanning both operational and supply chain considerations, are identified by our Board Sustainability Committee and senior management. We integrate material risks and opportunities into our broader risk management framework.

We prioritize the following areas in our risk identification and management:

Products and services
Investments in alternative fuels support the transition to a low-carbon economy.

Supply chain
We collaborate throughout our supply chain on climate-related topics.

Operations
Ongoing evaluations help enhance efficiency and reduce the environmental impact of our direct operations.

Financial planning
We conduct risk analyses to assess potential scenarios that could impact our financial position.

Timeframe for evaluating risks and opportunities

Short-term	Medium-term	Long-term
0–5 years	5–10 years	10–30 years

To understand the resilience of our corporate strategy in potential climate futures, we initiated a climate scenario analysis in 2025. In this analysis, we assessed potential future states across two long-term scenarios: a low-warming, managed climate transition scenario modeled after RCP 4.5, and a high-warming scenario modeled after RCP 8.5. We supplemented this workstream with a site-level physical climate risk assessment at a number of our strategically significant facilities. This assessment is being incorporated into our existing risk management practices.

Risk management

The GSC and senior management conduct a review of climate-related risks and opportunities at least annually, focusing on long-term risks, where material climate-related risks are integrated into a multidisciplinary, company-wide risk management process. In 2025, we began to incorporate climate scenario analysis and site-level physical climate risk assessment into our risk assessment processes, to help understand relevant climate risks. We also closely monitor regulatory developments such as EU and U.S. climate disclosure regulations, policies and carbon pricing schemes, in addition to the continuous assessment of various metrics to evaluate climate-related risks and opportunities.

Metrics and targets

The climate change section of this report contains disclosures of our key environmental metrics, including our comprehensive GHG inventory and analysis of our performance on pages 16 and 18. We also detail our near- and long-term climate targets on page 16 of this report.

United Nations Sustainable Development Goals

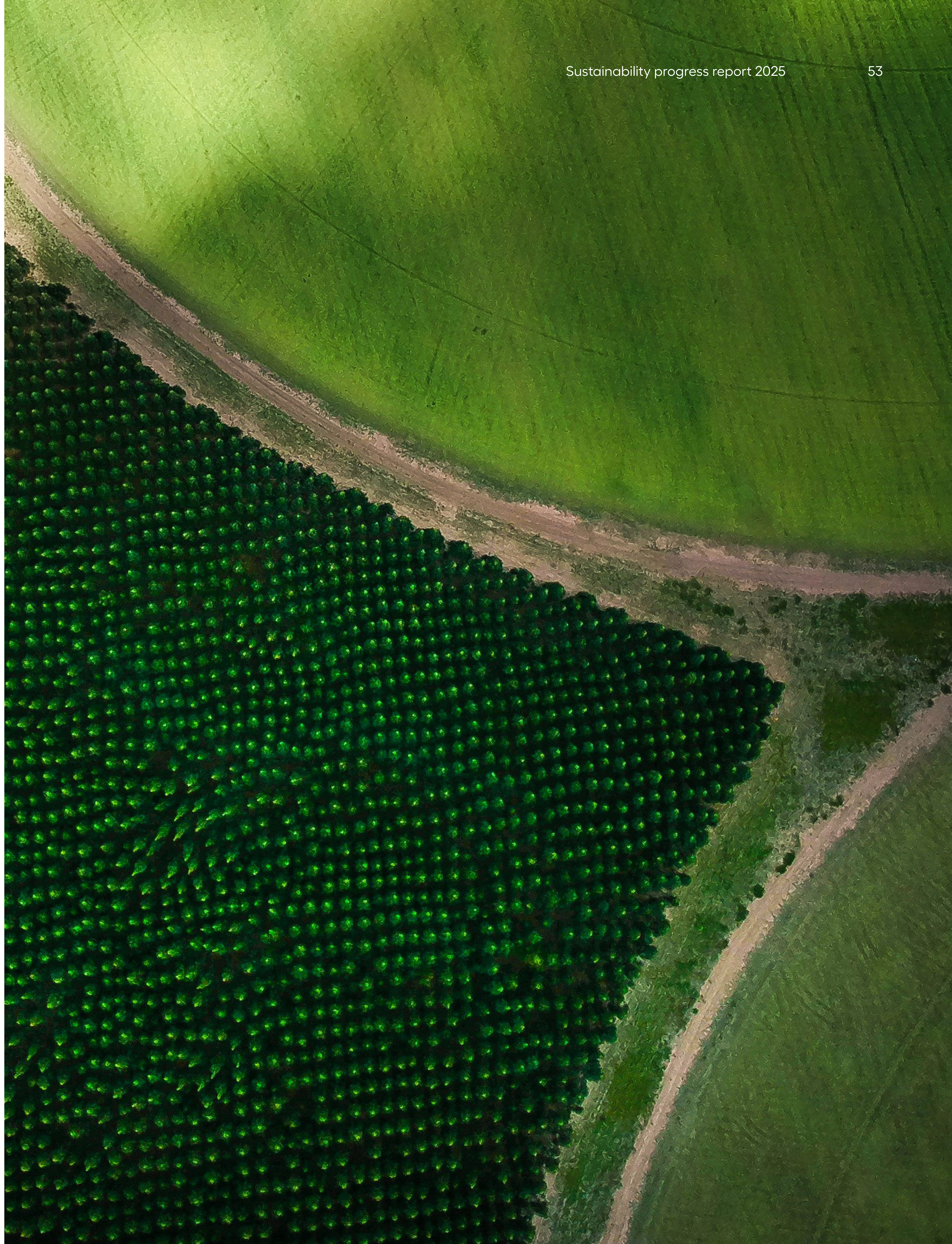
The 17 United Nations Sustainable Development Goals (SDGs) provide a framework for countries and companies to promote peace and prosperity for people and planet. While all 17 goals are critical, Darling Ingredients contributes most directly to SDGs 6, 7, 12 and 13.

Water is a vital resource for healthy communities and ecosystems. We responsibly manage the water we use and generate in our operations, and we are committed to monitoring and mitigating water risks. Darling Ingredients returns approximately 11 billion gallons of water back to the environment each year. As a net water producer, we directly contribute to SDG 6, ensuring that water from animal by-products is safely released after processing.

We transform materials from the animal agriculture and food industries into valuable ingredients that nourish people, feed animals and crops, and fuel the world with renewable energy. We plan to continue to increase renewable energy production to continue supporting customers' green energy needs.

As a world leader in circularity, we're always chasing new ways to maximize resources and help the world find solutions, innovating to create new products from the old and making lives better and more sustainable. In 2025, Darling Ingredients processed more than 15 million metric tons of raw material, reusing materials that might have otherwise gone to waste, making a direct impact on SDG 12.

Climate change poses significant risks to ecosystems, communities and economies. We recognize the need to leverage our over 100 years of experience as world leaders in circularity to drive global emissions reductions.



GRI index

01 02 03 04 05

GRI	
Statement of use	Darling Ingredients has reported the information cited in this GRI content index for our 2025 fiscal year (FY) ending January 3, 2026 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

Disclosure	Location
GRI Standard: GRI 2: General Disclosures 2021	
2-1 Organizational details	Darling Ingredients Inc. (NYSE:DAR), Incorporated in Delaware, 5601 N MacArthur Blvd, Irving, TX 75038. Form 10-K (pgs. 4-19)
2-2 Entities included in sustainability reporting	Global network of over 260 locations, including 186 production facilities across five continents. Form 10-K (pg. 48)
2-3 Reporting period frequency and contact point	FY2025 ending January 3, 2026
2-4 Restatements of information	No major changes; any adjustments explained within the report
2-6 Activities value chain and other business relationships	Introduction – About us; Introduction – Sustainability is our business; Form 10-K (pgs. 4-19)
2-7 Employees	~15,000 full-time employees
2-9 Governance structure and composition	Environmental initiatives – Oversight and accountability; 2026 Proxy Statement (pgs. 10-18)
2-10 Nomination and selection of highest governance body	Nominating and Corporate Governance Committee Charter; Governance website
2-11 Chair of the highest governance body	https://www.darlingii.com/leadership
2-12 Role of highest governance body in overseeing the management of impacts	Environmental initiatives – Oversight and accountability; 2026 Proxy Statement (pgs. 10-18)
2-13 Delegation of responsibility for managing impacts	Environmental initiatives – Oversight and accountability; 2026 Proxy Statement (pgs. 10-18)
2-14 Role of highest governance body in sustainability reporting	Environmental initiatives – Oversight and accountability; 2026 Proxy Statement (pgs. 10-18)

GRI index

01 02 03 04 05

Disclosure	Location
GRI Standard: GRI 2: General Disclosures 2021	
2-15 Conflicts of interest	Code of Conduct requires avoidance of conflicts, compliance with laws, and honest conduct. 2026 Proxy Statement (pgs. 17-72)
2-16 Communication of critical concerns	Ethics and integrity – Business conduct (pg. 39)
2-17 Collective knowledge of the highest governance body	Sustainability Committee Charter
2-18 Evaluation of the performance of the highest governance body	Annual self-assessment process covering Board and committee structure, oversight, culture and director skills. 2026 Proxy Statement (pg. 10)
2-19 Remuneration policies	2026 Proxy Statement (pgs. 28-69)
2-20 Process to determine remuneration	2026 Proxy Statement (pgs. 28-69)
2-21 Annual total compensation ratio	2026 Proxy Statement (pg. 63)
2-22 Statement on sustainable development strategy	Introduction – Sustainability is our business; Introduction – Double materiality assessment (pg. 7)
2-23 Policy commitments	Ethics and integrity – Business conduct (pg. 39)
2-26 Mechanisms for seeking advice and raising concerns	Ethics and integrity – Business conduct (pg. 39)
2-27 Compliance with laws and regulations	Form 10-K (pgs. 30-31)
2-28 Membership associations	Ethics and integrity – Business conduct – Animal welfare and testing (pg. 42)
2-30 Collective bargaining agreements	Approximately 17% of North America employees covered. Form 10-K (pg. 13)
GRI Standard: GRI 3: Material Topics 2021	
3-1 Process to determine material topics	Introduction – Double materiality assessment (pg. 7)
3-2 List of material topics	Introduction – Double materiality assessment (pg. 7)
3-3 Management of material topics	Introduction – Double materiality assessment (pg. 7)

GRI index

01 02 03 04 05

Disclosure	Location
GRI Standard: GRI 201: Economic Performance 2016	
201-2 Financial implications and risks/opportunities due to climate change	Appendix – TCFD index; CSRD/ESRS index – Impacts, risks and opportunities (pgs. 45-61)
GRI Standard: GRI 205: Anti-corruption 2016	
205-1 Operations assessed for risks related to corruption	Ethics and integrity – Business conduct – Detecting and addressing risks of bribery and corruption (pg. 39)
205-2 Communication and training about anti-corruption policies	Ethics and integrity – Business conduct – Training (pg. 39)
GRI Standard: GRI 206: Anti-competitive Behavior 2016	
206-1 Legal actions for anti-competitive behavior anti-trust and monopoly practices	Please see our most recent Form 10-K for information on legal proceedings (pgs. 30-31)
GRI Standard: GRI 302: Energy 2016	
302-1 Energy consumption within the organization	Environmental initiatives – GHG emissions and energy use (pg. 14-15)
302-2 Energy consumption outside of the organization	Environmental initiatives – GHG emissions and energy use (pg. 14-15)
302-3 Energy intensity	Environmental initiatives – GHG emissions and energy use (pg. 14-15)
302-4 Reduction of energy consumption	Environmental initiatives – Climate Change (pgs. 13-15)
GRI Standard: GRI 303: Water and Effluents 2018	
303-1 Interactions with water as a shared resource	Environmental initiatives – Water (pg. 21)
303-2 Management of water discharge-related impacts	Environmental initiatives – Water (pg. 21)
303-3 Water withdrawal	Environmental initiatives – Water – Water metrics (pg. 21)
303-4 Water discharge	Environmental initiatives – Water – Water metrics (pg. 21)

GRI index

01 02 03 04 05

Disclosure	Location
GRI Standard: GRI 305: Emissions 2016	
305-1 Direct (Scope 1) GHG emissions	Environmental initiatives – GHG emissions and energy use (pg. 14-15)
305-2 Energy indirect (Scope 2) GHG emissions	Environmental initiatives – GHG emissions and energy use (pg. 14-15)
305-3 Other indirect (Scope 3) GHG emissions	Environmental initiatives – GHG emissions and energy use (pg. 14-15)
305-4 GHG emissions intensity	Environmental initiatives – GHG emissions and energy use (pg. 14-15)
305-5 Reduction of GHG emissions	Environmental initiatives – Climate change (pg. 13-15)
GRI Standard: GRI 306: Waste 2020	
306-2 Management of significant waste-related impacts	Environmental initiatives – Waste (pg. 23)
306-4 Waste diverted from disposal	Environmental initiatives – Waste (pg. 23)
GRI Standard: GRI 308: Supplier Environmental Assessment 2016	
308-1 New suppliers screened using environmental criteria	Ethics and integrity – Labor and human rights – Supplier engagement (pg. 43)
GRI Standard: GRI 401: Employment 2016	
401-1 New employee hires and employee turnover	Engagement and advocacy – Employee engagement and retention; Inclusion – Metrics (pg. 33)
401-2 Benefits provided to full-time employees not provided to temporary/part-time	Engagement and advocacy – Employee health and well-being (pg. 32)
GRI Standard: GRI 403: Occupational Health and Safety 2018	
403-1 Occupational health and safety management system	Engagement and advocacy – Health and safety (pg. 25)
403-2 Hazard identification risk assessment and incident investigation	Engagement and advocacy – Health and safety (pg. 25)
403-4 Worker participation consultation and communication on OHS	Engagement and advocacy – Health and safety (pg. 25)

GRI index

Disclosure	Location
GRI Standard: GRI 403: Occupational Health and Safety 2018	
403-5 Worker training on occupational health and safety	Engagement and advocacy – Health and safety – Safety training (pg. 26)
403-6 Promotion of worker health	Engagement and advocacy – Health and safety; Employee engagement and retention – Employee health and well-being (pgs. 25, 29)
403-8 Workers covered by OHS management system	Engagement and advocacy – Health and safety (pg. 25)
403-9 Work-related injuries	Engagement and advocacy – Health and safety – Safety performance (pg. 28)
GRI Standard: GRI 404: Training and Education 2016	
404-2 Programs for upgrading employee skills and transition assistance	Engagement and advocacy – Learning and development (pg. 31)
404-3 Percentage of employees receiving regular performance and career development reviews	Engagement and advocacy – Learning and development - Performance management (pg. 31)
GRI Standard: GRI 405: Diversity and Equal Opportunity 2016	
405-1 Diversity of governance bodies and employees	Engagement and advocacy – Inclusion – Metrics (pg. 33)
GRI Standard: GRI 414: Supplier Social Assessment 2016	
414-1 New suppliers screened using social criteria	Ethics and integrity – Labor and human rights – Supplier engagement (pg. 43)
GRI Standard: GRI 415: Public Policy 2016	
415-1 Political contributions	Ethics and integrity – Business conduct – Political involvement (pg. 39)
GRI Standard: GRI 416: Customer Health and Safety 2016	
416-1 Assessment of health and safety impacts of product and service categories	Ethics and integrity – Product quality and safety (pgs. 40-42)
GRI Standard: GRI 418: Customer Privacy 2016	
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Ethics and integrity – Data privacy and cybersecurity (pg.44)

SASB index

Agricultural Products – Sustainability Disclosure Topics & Accounting Metrics

01 02

Accounting metric	Unit of measure	Code	Response / location
Greenhouse gas emissions			
Gross global Scope 1 emissions	Metric tons CO2-e	FB-AG-110a.1	See GHG emissions, pg. 18
Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	n/a	FB-AG-110a.2	See GHG emissions, pg. 14
Fleet fuel consumed, percentage renewable	Gigajoules (GJ), %	FB-AG-110a.3	See Energy consumption and diversification, pg. 16
Energy management			
(1) Operational energy consumed, (2) % grid electricity, (3) % renewable	Gigajoules (GJ), %	FB-AG-130a.1	See Energy consumption and diversification, pg. 16
Water management			
(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Thousand m^3, %	FB-AG-140a.1	See Water metrics, pg. 21
Description of water management risks and discussion of strategies and practices to mitigate those risks	n/a	FB-AG-140a.2	See Water, pgs. 21-22
Number of incidents of non-compliance associated with water quantity and/or quality permits, standards, and regulations	Number	FB-AG-140a.3	Zero instances of non-compliance in 2025. In measuring the number of instances of noncompliance that resulted in formal enforcement actions, we look to the views of the SEC to define such numbers as the amount of environmental proceedings which occurred during that calendar year that are (i) based on non-compliance with water quality permits, standards or regulations and (ii) required to be disclosed pursuant to Regulation S-K 103 (applying the lowest numerical disclosure threshold in effect at the time). Please see our Quarterly Reports on Form 10-Q and 2025 Annual Report on Form 10-K.
Food safety			
Global Food Safety Initiative (GFSI) audit (1) nonconformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances	Rate	FB-AG-250a.1	Not relevant to overall business; only specific facilities require GFSI certifications. See pg. 42.

SASB index

Agricultural Products – Sustainability Disclosure Topics & Accounting Metrics

01 02

Accounting metric	Unit of measure	Code	Response / location
Food safety			
Percentage of agricultural products sourced from suppliers certified to a Global Food Safety Initiative (GFSI) recognized food safety certification program	% by cost	FB-AG-250a.2	Not relevant to overall business; only specific facilities require GFSI certifications. See pg. 42.
(1) Number of recalls issued and (2) total amount of food product recalled	Number, Metric tons	FB-AG-250a.3	Not relevant to overall business; only specific facilities require GFSI certifications. See pg. 42.
Workforce health & safety			
(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR) for (a) direct employees and (b) seasonal and migrant employees	Rate	FB-AG-320a.1	See Health and safety performance, pg. 28.
Environmental & social impacts of ingredient supply chain			
Percentage of agricultural products sourced that are certified to a third-party environmental and/or social standard, and percentages by standard	% by cost	FB-AG-430a.1	Not relevant; agricultural outputs are negligible
Suppliers' social and environmental responsibility audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances	Rate	FB-AG-430a.2	Suppliers expected to comply with Supplier Code of Conduct; conformance not currently audited
Discussion of strategy to manage environmental and social risks from contract growing and commodity sourcing	Discussion and Analysis	FB-AG-430a.3	Not relevant; does not engage in contract growing and commodity sourcing
GMO management			
Discussion of strategies to manage the use of genetically modified organisms (GMOs)	Discussion and Analysis	FB-AG-430b.1	GMOs are not relevant nor material to our business
Ingredient sourcing			
Identification of principal crops and description of risks and opportunities presented by climate change	Discussion and Analysis	FB-AG-440a.1	Not relevant; agricultural outputs are negligible
Percentage of agricultural products sourced from regions with High or Extremely High Baseline Water Stress	% by cost	FB-AG-440a.2	Not relevant; agricultural outputs are negligible

SASB index - activity metrics

Activity metric	Code	Response/location
Production by principal crop	FB-AG-000.A	This metric is not relevant to our business; our agricultural outputs are negligible.
Number of processing facilities	FB-AG-000.B	We have 186 production facilities across five continents.
Total land area under active production	FB-AG-000.C	This metric is not relevant to our business; our agricultural outputs are negligible.
Cost of agricultural products sourced externally	FB-AG-000.D	This metric is not relevant to our business; our agricultural outputs are negligible.

About this report

Our 2025 Sustainability Progress Report outlines our initiatives, achievements and performance in environmental stewardship, social responsibility and ethical business practices, highlighting how sustainability is at the core of everything we do at Darling Ingredients.

In this report, we disclose information about fiscal year 2025 (Dec. 29, 2024-Jan. 3, 2026), unless otherwise noted. We align these disclosures with the Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB), the United Nations Sustainable Development Goals (SDGs) and the Task Force on Climate-related Financial Disclosures (TCFD). Beginning in 2023, we introduced select additional disclosures in line with the EU's Corporate Sustainability Reporting Directive (CSRD), noting that detailed data for 2022 historical metrics were not available. This includes alignment with select criteria from the European Sustainability Reporting Standards (ESRS) on a voluntary basis.

We welcome your feedback. Reach out to us at darlingii.com/contact.

Forward looking statement

This report includes “forward-looking” statements that are subject to risks and uncertainties that could cause actual results 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,” “guidance,” “outlook,” “project,” “planned,” “contemplate,” “potential,” “possible,” “proposed,” “intend,” “believe,” “anticipate,” “expect,” “may,” “will,” “would,” “should,” “could,” and similar expressions are intended to identify forward-looking statements. All statements other than statements of historical facts included in this report are 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. In addition to those factors discussed elsewhere in this report and in the Company’s other reported filings with the SEC, important factors that could cause actual results to differ materially from the Company’s expectations include: 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; reduced demands or prices for biofuels, biogases or renewable electricity; global demands for 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, reduced volume due to government regulations affecting animal production 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, used cooking oil, protein or collagen (including, without limitation, collagen peptides and gelatin) finished product prices; changes to government policies around the world relating to renewable fuels and greenhouse gas (“GHG”) emissions that adversely affect prices, margins or markets (including for the DGD Joint Venture), including programs like renewable fuel standards, low carbon fuel standards, renewable fuel mandates and tax credits for biofuels or loss or diminishment of tax credits due to failure to satisfy any eligibility requirements, including, without limitation, in relation to the blenders tax credit or the Clean Fuels Production Credit (“CFPC”); climate related adverse results, including with respect to the Company’s climate goals, targets or commitments; possible product recall resulting from developments relating to the discovery of unauthorized adulterations to food or food additives or products which do not meet specifications, contract requirements or regulatory standards; 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 in China and elsewhere; the occurrence of pandemics, epidemics or disease outbreaks; 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 or 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/or a decline in margins on the products produced by the DGD Joint Venture; risks and uncertainties relating to international sales and operations, including imposition of tariffs, quotas, trade barriers and other trade protections by the U.S. or foreign countries; tax changes, such as global minimum tax measures, or issues related to administration, guidance and/or regulations associated with biofuel policies, including CFPC, and risks associated with the qualification and sale of such credits; difficulties or a significant disruption (including, without limitation, due to cyber-attack) in the Company’s information systems, networks or the confidentiality, availability or integrity of our data 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; the potential for future terrorist attacks, responses to terrorist attacks and other acts of war or hostility, including the ongoing conflicts in the Middle East, Africa, North Korea and Ukraine; uncertainty regarding any administration changes in the U.S. or elsewhere around the world, including, without limitation, impacts to trade, tariffs and/or policies impacting the Company (such as biofuel policies and mandates); and/or unfavorable export or import markets. These factors, coupled with volatile prices for natural gas and diesel fuel, inflation rates, climate conditions, currency exchange fluctuations, general performance of the U.S. and global economies, disturbances in world financial, credit, commodities and stock markets, and any decline in consumer confidence and discretionary spending, including the inability of consumers and companies to obtain credit due to lack of liquidity in the financial markets, among others, could cause actual results to vary materially from the forward-looking statements included in this report or negatively impact the Company’s results of operations. Among other things, future profitability may be affected by the Company’s ability to grow its business, which faces competition from companies that may have substantially greater resources than the Company. The Company’s announced share repurchase program may be suspended or discontinued at any time and purchases of shares under the program are subject to market conditions and other factors, which are likely to change from time to time. For more detailed discussion of these factors and other risks and uncertainties regarding the Company, its business and the industries in which it operates, see the Company’s filings with the SEC, including the Risk Factors discussion in Item 1A of Part I of the Company’s Annual Report on Form 10-K for the fiscal year ended January 3, 2026. The Company cautions readers that all forward-looking statements speak only as of the date made, and the Company undertakes no obligation to update any forward-looking statements, whether as a result of changes in circumstances, new events or otherwise.

The information, data, goals, and targets discussed in this report, including our 2030 and 2050 climate goals and targets, are based on currently available information, data, and reasonable estimates, have a high degree of uncertainty, and constitute forward-looking statements that may later be adjusted. Many of the risks and uncertainties associated with the information, data, goals, and targets in this report are out of our control and others are not even known as of the publication of this report. There are numerous uncertainties associated with the information and data in this report, some of which include the methodologies and standards for collecting, calculating, and estimating GHG emissions, reductions, and avoidance. These methodologies and standards are continuing to be developed and adapted, which may result in later revisions to the information and data in this report and the goals and targets premised on such information and data. There are also numerous risks associated with achieving the goals and targets in this report, some of which include the potential for changes to government policies, including GHG related incentives and mandates; operational challenges associated with our GHG reduction work; challenges or delays with sustainability or climate targeted technological advancements or implementations; and new or unforeseen climate events, burdens, or impacts. Adjustments to the goals and targets in this report may also be made over time due to other factors, such as the Company’s performance, cash flows, or operational needs and objectives, or market factors.