

March 24, 2020

Dear Darling Global Team Member;

As we exited 2019, we were focused on feeding a hungry China who had been devastated by African Swine Fever. Estimates had China losing up to 400 million hogs, nearly the quantity produced in the USA and Europe. We were excited for 2020 as we could clearly see the role Darling could play in feeding and fueling the world. 90 days later we find ourselves in a much different world! However, our role has not changed. We are a critical and essential service that produces products to feed and fuel a hungry and growing world. That said, I thought it was important to reach out to our team and provide a brief update. As you know, this situation changes daily, by the hour, and by the television station. So, I will do my best to update everyone as significant developments happen.

During this time of uncertainty and distress, we are committed to providing the safest work environment possible to all employees. We have great appreciation and respect for those of you who are on the frontlines every day. Your contribution to keeping the food supply chain operational is admirable. Thank you.

Across the world, people are feeling the economic effects of the crisis at hand and it appears things may get worse before they get better. The downturn in the world economy is being felt by many and you may even know someone who has lost their job or been furloughed. We are fortunate that Darling Ingredients is involved in the everyday lives of consumers through our commitment to food, feed, and fuel. Our role in the food chain is essential in many ways. Our feed products grow animals to feed the world, our pet food businesses feed our little friends at home, our gelatin business makes gel caps for the pharmaceutical business and also provides ingredients for the dairy and confectionary industries and finally our Diamond Green Diesel business provides low carbon fuel to power the trucks here and in Europe to move these critical ingredients to help feed our families. As we have said, Darling touches people's lives every day!

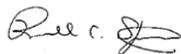
Our business remains healthy around the world. Our facilities remain operational, our employees continue to be supportive and dedicated, our customers and suppliers remain committed and we are optimistic 2020 will be another good year for our employees, shareholders, customers and suppliers. While many of you visually judge Darling by the daily stock price, I remind you we have been around for 138 years and we will regain the market respect as we show them we can navigate the most challenging time in many of our careers.

**You** are a valued member of our team and we appreciate your consistent efforts to contribute at your location which in turn supports the global community. We are privileged to work for a company that has been designated as an essential business. This enables us to continue to operate daily in support of the global food chain.

Please be safe in your work environment and in your community. Take care of your families and do be smart and follow the CDC and/or other applicable guidelines. Your continued efforts are appreciated!

Go Darling!!!!!!

Regards,

A handwritten signature in black ink, appearing to read "Randall C. Stuewe".

Randall C. Stuewe  
Chairman and CEO