İSTAÇ

SUSTAINABILITY REPORT | 2024

ISTANBUL METROPOLITAN MUNICIPALITY

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İSTAÇ

SUSTAINABILITY REPORT 2024

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İSTAÇ

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Design

ISTANBUL METROPOLITAN MUNICIPALITY

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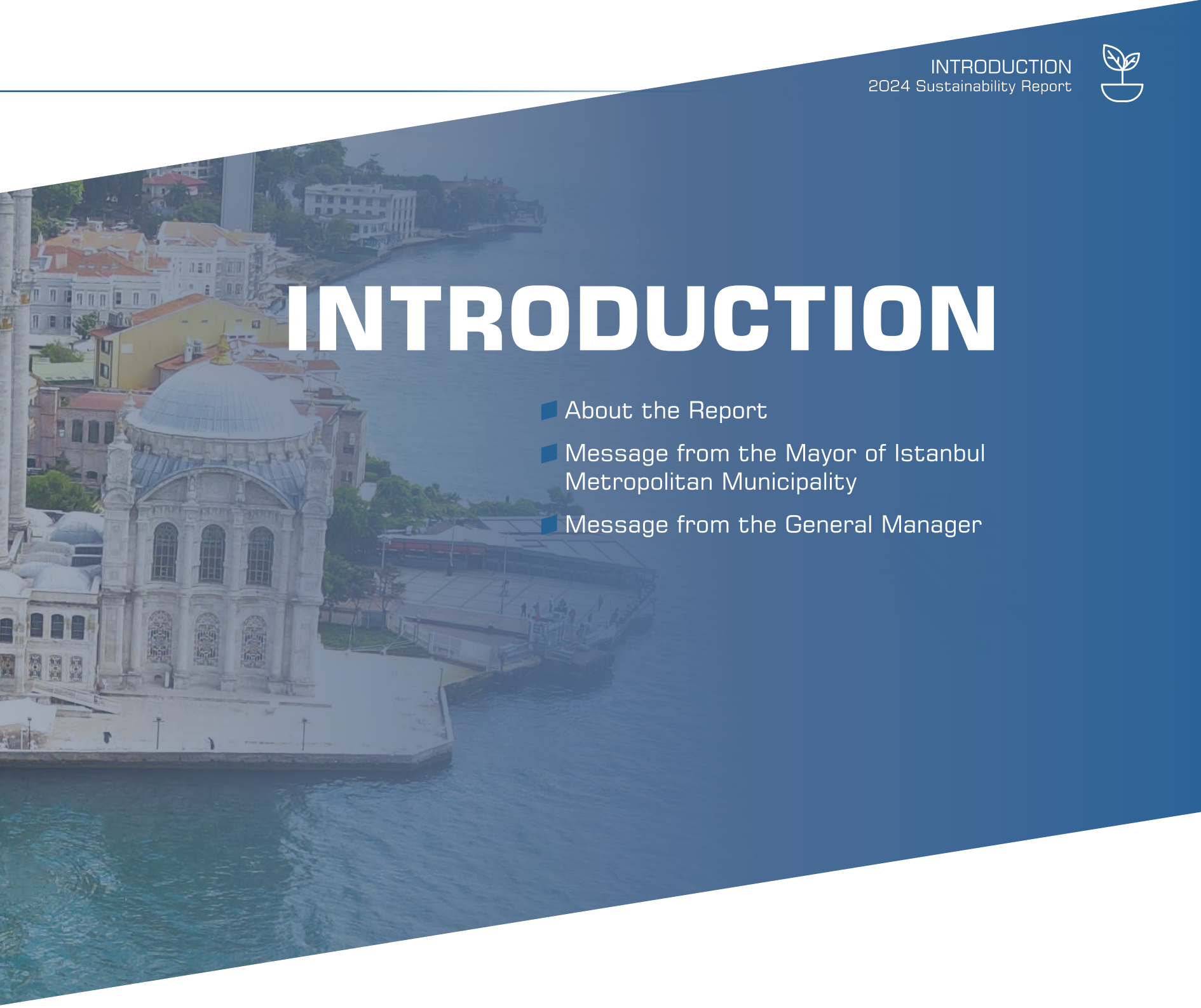


INTRODUCTION

About the Report

As İSTAÇ, through our Sustainability Report, which we are publishing for the third time as of 2024, we share our approach and activities in the environmental, social, and governance areas. Within the framework of our efforts under the understanding of "For a Sustainable Future," we present in detail our strategy, focus areas, goals in these areas, developments, and performance.

Our report also highlights best practices and sustainability performance implemented at our facilities and stations across more than 60 locations throughout Istanbul.

The İSTAÇ 2024 Sustainability Report covers the period from January 1, 2024, to December 31, 2024.

Our sustainability reports have been prepared annually in accordance with the GRI Standards since 2022 and are shaped based on our environmental, social, and governance (ESG) priorities. In addition to this framework, our 2024 report also complies with the Turkish Sustainability Reporting Standards (TSRS).

Accordingly, our report includes the sustainability disclosure topics and metrics specified under TSRS 2 Sector-Based Guidance Volume 38 – Waste Management. Additionally, a compliance table with the Sustainability Accounting Standards Board (SASB) standards is provided in the appendix.

With our report prepared in accordance with the GRI and TSRS standards, we are proud to share with our valued stakeholders our contributions to the United Nations Sustainable Development Goals.

For any questions, comments, or suggestions regarding the report;

surdurulebilirlik@istac.istanbul

Message from the Mayor of Istanbul Metropolitan Municipality

Esteemed Istanbulites,

Since the day we took office, we have been working towards a fair, green, and creative Istanbul. We take pride in providing equal services to 16 million Istanbulites and addressing the city's challenges with significant projects and services. While preserving our city's values, we are preparing Istanbul for the future with the largest investments in the history of the Istanbul Metropolitan Municipality (IMM). Guided by our social and people-oriented municipal approach, we ensure no one is left alone under challenging conditions and provide support to our fellow citizens in need.

We have implemented valuable projects that directly impact the lives of our citizens, such as daycare centers, student dormitories, Mother Card, Pay-It-Forward Program, Newborn Support Package, and People's Milk Program. When we took office, we inherited metro construction sites that had been halted and left idle. By launching the largest rail system initiative in history, we restarted these stalled metro projects. Through swift efforts, we have brought new metro lines to our city, and work continues on lines yet to be inaugurated.

We have increased active green spaces in Istanbul. Instead of allowing construction on riverbeds, we have transformed them into lush green living valleys for our citizens' use. With Urban Forests, we have created spaces where Istanbulites can enjoy nature.

We are restoring our cultural heritage and reviving them with new functions. Cultural and industrial heritage sites such as Museum Gazhane, ArtİstanbulFeshane, Çubuklu Silos, Anatolian Fortress, Land Walls, Bulgur Palace, Casa Botter, and Metro Han have been transformed into vibrant spaces where Istanbulites can enjoy culture and art.

We adopt a management approach that safeguards Istanbul's present and future. As the guardians of Istanbul, we have used the city's resources solely for the benefit of its people. We have ended encroachments on public spaces, starting with our coastlines. We have established a governance model where no one is left hungry or homeless, and all citizens, regardless of language, religion, or sect, benefit equally from municipal services.

Throughout all these efforts, local democracy and collective wisdom have always been our guiding principles. We have planned Istanbul's future together with its people. The Istanbul Vision 2050 Strategy Document, created through a participatory approach, is a product of this mindset. It serves as a roadmap for our goal of a fair, green, and creative city, planning every step Istanbul will take and developing projects to address global risks and threats, particularly the climate crisis.

We are going through a period of growing economic crisis and deepening urban poverty. As Istanbul Metropolitan Municipality, we are intensifying our social support programs to combat poverty during these difficult times. We provide assistance to our elderly retirees, girls starting school, students, low-income citizens, mothers with disabled children, and those preparing for marriage. Through our City Restaurants, we offer thousands of citizens healthy, delicious meals at affordable prices. Amid steep price increases affecting every sector, we cover 70% of the per-trip cost in public transportation, helping our citizens breathe a little easier.

In the past, Istanbul frequently made headlines due to flooding, resulting in scenes unworthy of this magnificent city. With the largest infrastructure investment in IMM's history, we have renewed and continue to renew the city's infrastructure. We have eliminated flooding in areas that were problematic during every rainfall. By separating wastewater and rainwater lines, upgrading outdated and insufficient infrastructure, and rehabilitating streams, we have eliminated disruptions to daily life while preventing wastewater from polluting our seas, thus protecting the environment. Water basins are of vital importance to Istanbul, and we continue to diligently protect them.

By managing our budget efficiently, eliminating waste, and using Istanbul's resources solely for the common benefit of its people—not for specific individuals or groups—we will continue to serve this city. We will work tirelessly to make Istanbul a globally admired city in every field, moving full speed ahead.

I extend my gratitude to my valued colleagues who have made all these services and projects possible. I wholeheartedly believe that together, we will achieve our goal of a fair, green, and creative Istanbul, creating a more livable city that looks to the future with hope.

With love and respect,

Ekrem İMAMOĞLU

Mayor of Istanbul

Message from the General Manager

Dear Stakeholders,

The year 2024 has been marked by significant developments and strategic initiatives for both İSTAÇ and the sustainable future of Istanbul. As we strive to serve a dynamic, densely populated, and rapidly growing megacity like Istanbul, we take great pride in fulfilling our environmental responsibilities, contributing to sustainable development goals, and offering our citizens a cleaner and healthier urban environment.

At İSTAÇ, we operate in various fields with the goal of ensuring Istanbul's environmental sustainability, including energy generation from waste, marine waste management, waste logistics, coastal and urban cleaning, industrial waste management, and landfill. Through these activities, we manage the city's waste in an environmentally responsible manner and aim to continuously increase our energy production from waste with innovative waste management solutions.

Through our initiatives such as green infrastructure projects and efforts to reduce our carbon footprint, we contribute to making Istanbul a cleaner and more livable city. In all our activities, we uphold our responsibility to contribute to sustainable development by addressing environmental, economic, and social dimensions in an integrated manner.

From waste management to energy efficiency, from reducing carbon emissions to increasing women's employment, we integrate sustainability principles into all our business processes. In this context, by adopting the Zero Waste approach, we undertake significant projects to use Istanbul's resources more efficiently and to minimize our impact on nature.

These projects not only help conserve natural resources but also enable us to take effective steps toward a sustainable future through exemplary practices in the fight against climate change.

We utilize our knowledge and expertise in the field of sustainability not only to enhance our own operations but also to collaborate with district municipalities across Istanbul. By implementing joint projects, we share best practices and promote a shared understanding of sustainable environmental management throughout the city.

In 2024, we contributed to the clean transportation infrastructure by establishing seven electric vehicle charging stations at various locations in Istanbul. Additionally, through the electrification of our company vehicle fleet, we continued to reduce fossil fuel consumption and shrink our carbon footprint.

The progress we have made in generating energy from organic waste stands as a strong indicator of our commitment to the circular economy approach. At our Kemerburgaz and Kömürcüoda Biomethanization Facilities, we continue to convert organic waste collected from 75 different locations across Istanul into energy..

As of 2024, our waste-to-energy facilities have generated approximately 1,330 GWh of electricity annually. This production meets the annual electricity needs of around 2.5 million people, contributing to the supply of energy from sustainable sources and the reduction of fossil fuel consumption.

With the surface membrane capping application implemented at the Silivri Seymen Landfill Site, we once again demonstrated our commitment to reducing environmental impact by preventing the release of approximately 7,000 tons of CO_2-equivalent gases into the atmosphere each year.

We also took significant steps in the field of digitalization. With our ECC (Energy Control Center) project, we made energy efficiency measurable and transparent. This project earned us an award in the Energy Management category at the 2024 Sustainable Business Awards. We take great pride in being the first company among Istanbul Metropolitan Municipality affiliates to receive an award in this field.

Sustainability is not only an environmental responsibility but also a social one. The steps we have taken to increase women's employment are a tangible reflection of our efforts to make gender equality an integral part of our corporate culture. With our female employees working in the field and engineering departments, we contribute not only to transformation within our sector but also to broader social change across Istanbul.

We prioritize ethical principles, stakeholder engagement, and corporate transparency in all our activities. In 2024, our carbon footprint data, verified according to the ISO 14064 standard, demonstrated a reduction in total emissions compared to the previous year. Within the CDP (Carbon Disclosure Project) reporting framework, we transparently presented our efforts in the areas of climate, water, and forestry at an international level. As we step into 2025 with even greater ambitions, we remain steadfast in our commitment to contributing to Istanbul's vision of becoming a carbon-neutral city by 2050.

Sincerely.

Fatih UĞUR

General Manager, İSTAÇ

CORPORATE PROFILE

- Overview of İSTAÇ
- Milestones
- İSTAÇ in Numbers
- Corporate Governance and Risk Management
- Corporate Memberships and Supported Initiatives
- Our Achievements

Overview of İSTAÇ

As İSTAÇ Istanbul Environmental Management Industry and Trade Inc., we commenced our operations in 1994 with solid waste management and have since expanded our service areas, working today for the planet's tomorrow.

Headquartered in the Şişli district of Istanbul, İSTAÇ operates at more than 60 different locations across the city. Our company provides energy generation from waste, municipal waste management, landfill leachate management, compost production from organic waste, packaging waste management, medical waste management, production of refuse-derived fuel (RDF), excavation, construction and demolition waste management, ship-generated waste management, marine surface, coastal and beach cleaning, urban cleaning services, industrial waste disposal and recovery, as well as project management and consultancy services both domestically and internationally.

İSTAÇ embraces sustainability as a fundamental principle. To support the low carbon economy, the company focuses on investments in renewable energy and contributes to the environment by converting waste into energy. It evaluates process wastes within the framework of the circular economy; strengthens its technological infrastructure and develops innovative solutions through R&D efforts. In line with these objectives, İSTAÇ aims to leave a more livable environment for future generations.

Mission

To carry out waste management in an environmentally responsible manner, with zero waste awareness, using sustainable and innovative methods.

Vision

A Leading and Inspiring Organization in Waste Management: To be among the pioneering institutions that lead the zero waste goal by setting an exemplary model in waste management processes through advanced technologies and innovative approaches in environmental sustainability and the circular economy.

Values

We are conscious of our responsibility to support sustainable living while acting with sensitivity toward nature and the environment in all our activities.

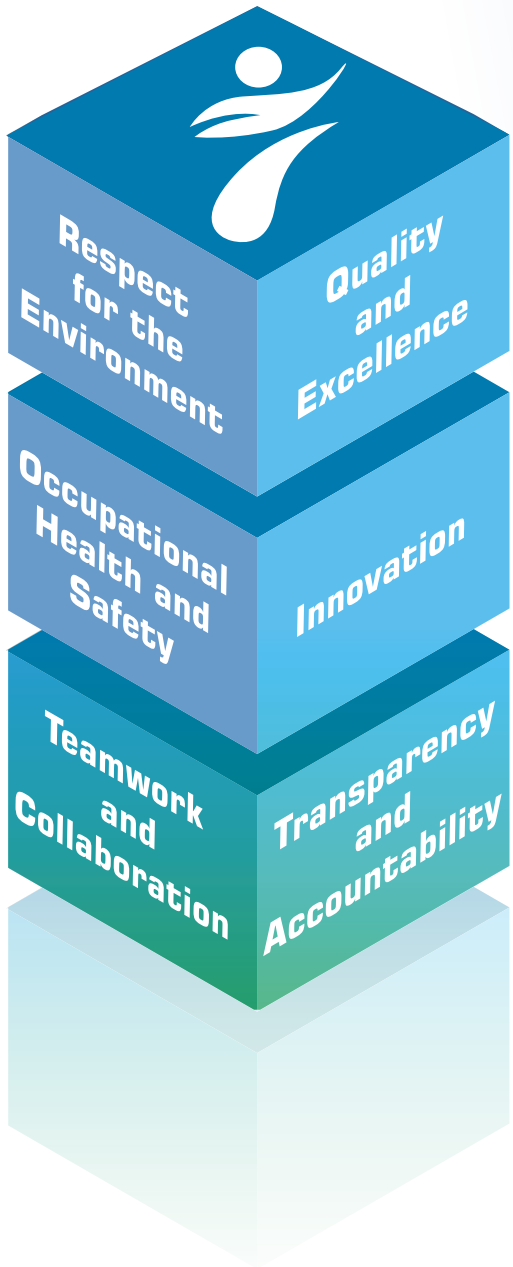
We aim for the highest standards in service quality and adopt a excellence-focused approach in everything we do.

The health and safety of our employees is our highest priority responsibility. We take necessary measures to ensure a healthy and safe working environment and continuously maintain training and improvements.

By embracing the latest technologies and innovative solutions in waste management, we strive for continuous development and improvement.

We achieve success through the solidarity of our team members with diverse competencies and through corporate partnerships within the industry.

We conduct our activities openly and honestly, prioritizing accountability to our stakeholders.



Our Activities

ENERGY MANAGEMENT

- **1.33 million MWh** electricity production
- **1** Waste Incineration and Energy Generation Facility
- **3** Landfill Gas to Energy Generation Facilities (LFG)
- **2** Biomethanization Facilities
- **1** Energy Control Center (ECC)
- **7** Charging stations
- **6** Electric vehicles

WASTE LOGISTICS

- **4,609,000 tons** of mixed municipal waste transported
- **8** Solid Waste Transfer Stations
- **227** tow trucks
- **266** Trailer vehicles
- **3** Organic Waste Collection vehicles

INDUSTRIAL WASTE MANAGEMENT

- **6,390 tons** of industrial waste collected
- **320,000 tons** of industrial waste managed
- **1** Handling Facility
- **1** Stabilization/Solidification Facility
- **2** RDF Facilities (Refuse-Derived Fuel)
- Interim Storage Facilities
- **1 units** of hazardous waste landfill
- **1** Industrial Waste Thermal Disposal Facility
- **7** waste transportation vehicles

WASTE RECOVERY

- **1,482,565 tons** of waste processed in recovery facilities
- **8,119 tons** of compost produced
- **3,325 tons** of waste recovered
- **15,774 tons** of source-separated and managed organic waste
- **1** Recovery and Composting Facility
- **2** Biomethanization Facilities

MUNICIPAL WASTE MANAGEMENT

- **5,945,724 tons** of waste disposed
- **1,043,802 m³** of leachate treated
- **3 units** of non-hazardous waste landfills
- **3** Leachate Treatment Plants
  (Membrane Bioreactor Technology)

PROJECT AND CONSULTANCY SERVICES

- **2** European Union projects related to the circular economy
- **3** in-house projects related to the circular economy
- **1** water conservation project
- **3** work efficiency projects

MEDICAL WASTE MANAGEMENT

- **32,362 tons** of medical waste disposed
- **16,735** serviced institutions
- **1** Medical Waste Incineration Facility (24 tons/day)
- **1** Medical Waste Sterilization Facility (145 tons/day)
- **64** licensed medical waste collection vehicles

URBAN AND MARKET CLEANING

- **8.1 million m²/day** of swept area
- **200,000 m²/day** of washed area
- **15,233 tons** of market waste collected
- **20** washing vehicles operating daily
- **353** work vehicles

MARINE WASTE MANAGEMENT

- **1** marine waste reception facility
- **11,728** vessels serviced
- **300,920 tons** of waste collected from ships
- **47,173 m³** of recovered oil and petroleum-based waste returned to the economy
- **13** waste collection vessels
- **8,375 m³** of waste collected from the sea surface
- **57,000 m³** of sludge removed from the Golden Horn and streams

COASTAL AND BEACH CLEANING

- **515 km** of coastline cleaned
- **4 million m²** of beach area cleaned
- **14** beach cleaning machines
- **6,035 tons** of waste collected from coasts and beaches
- **107 tons** of packaging waste collected from coasts and beaches

EXCAVATED SOIL MANAGEMENT

- **20 million tons** of excavated soil managed
- **24,459** saplings planted for excavation site rehabilitation

*The data reflects the total for the year 2024.

Key Developments in 2024

As İSTAÇ, we took significant steps in waste management and energy efficiency in 2024.

We completed the commissioning processes of the Seymen Landfill Leachate Treatment Plant, which was constructed in 2022, during 2023 and officially transferred its operation on February 28, 2024.

We completed the Kömürcüoda Landfill Leachate Treatment Plant, whose foundation was laid in 2023, and put it into operation on February 20, 2024.

To safely dispose of combustible hazardous waste generated in Istanbul and its surroundings, we completed the Industrial Waste Thermal Disposal Facility and started accepting waste on June 11, 2024.

Within the scope of energy efficiency, we contributed to sustainable transportation solutions by establishing 7 charging stations and integrating 5 electric vehicles into our fleet.

Milestones

1994
- Establishment (28 December 1994)

1995
- Odayeri and Kömürcüoda Landfill Sites
- Medical Waste Collection and Incineration Plant
- Yenibosna and Aydınlı Solid Waste Transfer Station

1996
- Baruthane, Halkalı, and Hekimbaşı Solid Waste Transfer Station

2001
- Kemerburgaz Recovery anf Compost Facility
- Hasdal Energy Generation Facility

2002
- Main Roads Mechanical Cleaning Services

2003
- Küçükbakkalköy Solid Waste Transfer Station

2005
- Istanbul Strategic Plan
- Excavation Waste Management
- Packaging Waste Management

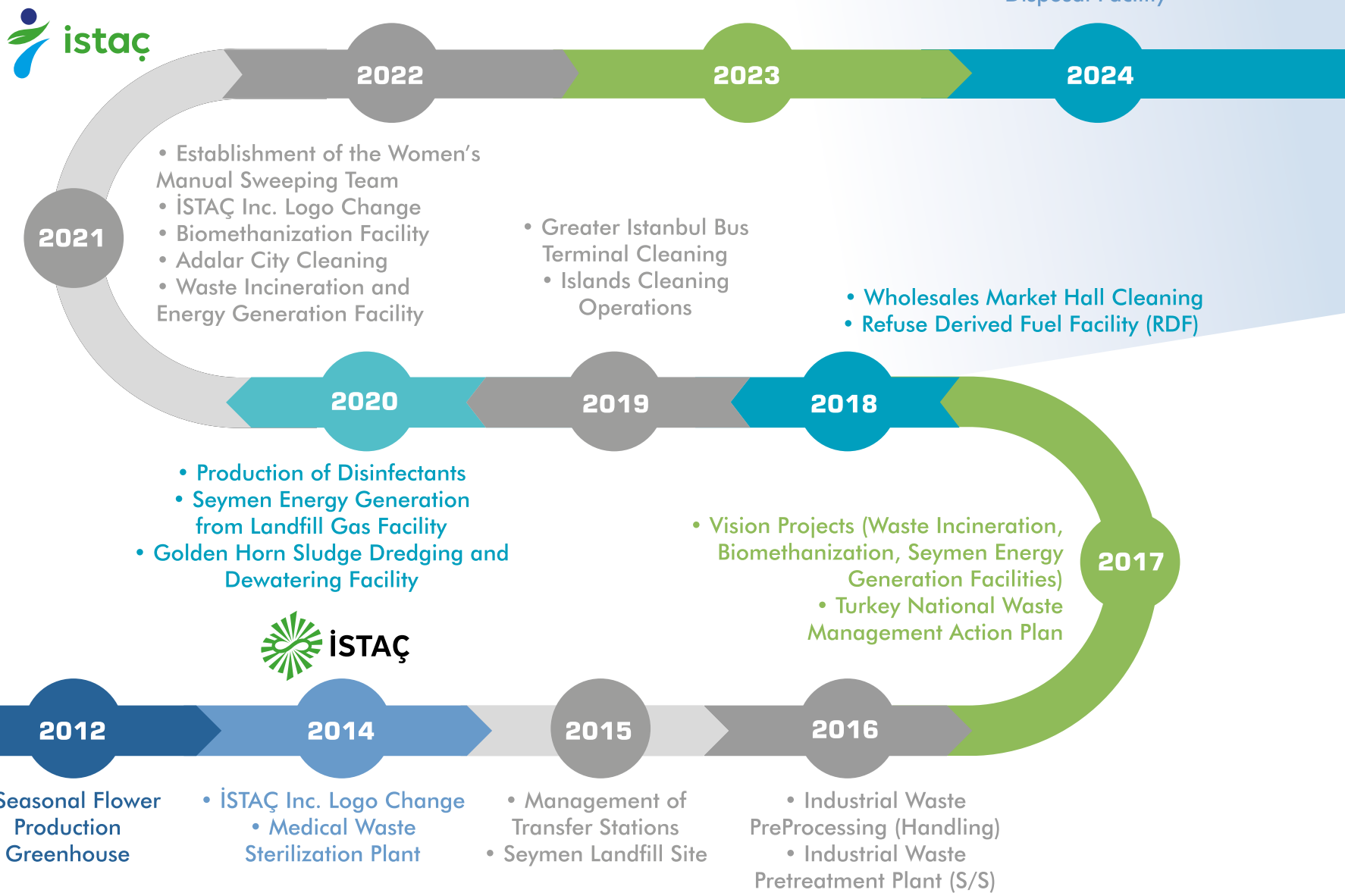
2006
- Waste Reception from Ships
- Haydarpaşa Waste Reception Facility
- Beach, Coastline, and Sea Surface Clean-up

2007
- İSTAÇ Environmental Laboratory
- Silivri Solid Waste Transfer Station

2008
- Production of RDF Granules (Alternative Fuel Granules)
- Odayeri and Kömürcüoda Energy Generation from Landfill Gas Facilities
- Construction and Demolition Waste Recovery
- Enviromental Control Center
- Odayeri and Kömürcüoda Leachate Treatment Plants

2009
- Industrial Waste Management
- EU Supported Construction Projects

2010
- International Consultancy Projects
- Feasibility Studies for Waste Incineration Plants


• Başakşehir Solid Waste Transfer Station
• Odayeri Greenhouse Opening
• Hasdal Solid Waste Transfer Station
• Seymen Landfill Leachate Treatment Plant
• Bulky Waste Facility
• ECC
•Kömürcüoda Landfill Leachate Treatment Plant
•Industrial Waste Thermal Disposal Facility
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2022
2023
2024
• Establishment of the Women's Manual Sweeping Team
• İSTAÇ Inc. Logo Change
• Biomethanization Facility
• Adalar City Cleaning
• Waste Incineration and Energy Generation Facility
2021
• Greater Istanbul Bus Terminal Cleaning
• Islands Cleaning Operations
• Wholesales Market Hall Cleaning
• Refuse Derived Fuel Facility (RDF)
2020
2019
2018
• Production of Disinfectants
• Seymen Energy Generation from Landfill Gas Facility
• Golden Horn Sludge Dredging and Dewatering Facility
• Vision Projects (Waste Incineration, Biomethanization, Seymen Energy Generation Facilities)
• Turkey National Waste Management Action Plan
2017
İSTAÇ
2012
2014
2015
2016
• Seasonal Flower Production Greenhouse
• İSTAÇ Inc. Logo Change
• Medical Waste Sterilization Plant
• Management of Transfer Stations
• Seymen Landfill Site
• Industrial Waste PreProcessing (Handling)
• Industrial Waste Pretreatment Plant (S/S)

Sayılarla İSTAÇ

60+ locations

4,629 employees

3 incineration facilities

2 biomethanization facilities

2 recovery and composting facilities

8 solid waste transfer stations

6 landfill sites

3 leachate treatment plants

3 landfill gas (LFG) facilities

1 sterilization facility

1 marine waste reception facility

1 stabilization/ solidification (S/S) facility

1 handling facility

2 refuse-derived fuel (RDF) facilities

2 interim storage facilities

1.33 million MWh electricity production

1.5 million tons of waste processed at recovery facilities

4.6 million tons of waste transported

5.9 million tons of waste disposed

320,000 tons of industrial waste managed

8.1 million m^2/day swept area

200,000 m^2/day washed area

32,000 tons of medical waste managed

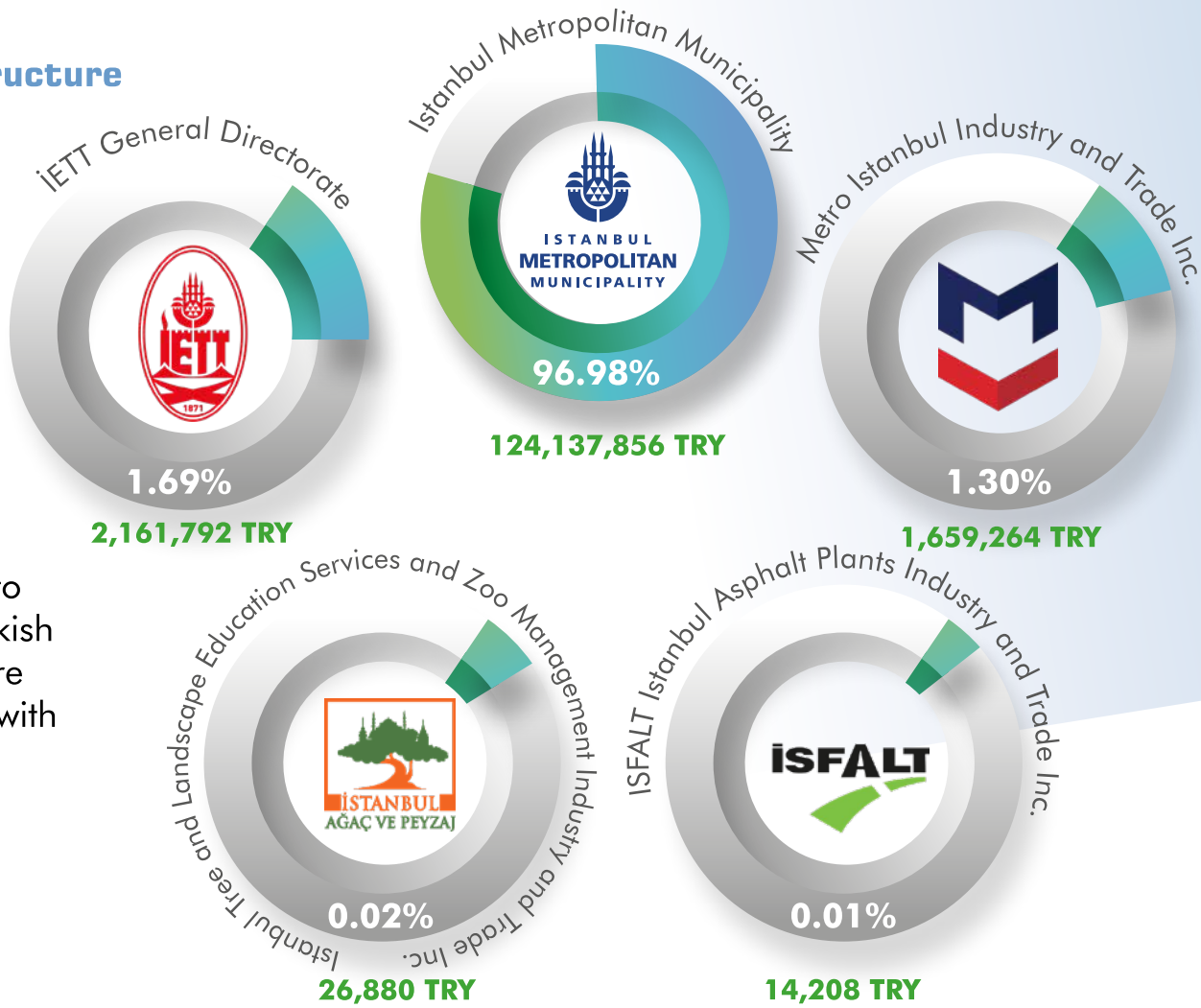
20 million tons of excavated soil managed

301,000 tons of waste collected from ships

4 million m^2/day of beach area cleaned

47 bin m^3 of oil and petroleum-based waste recovered and returned to the economy

Capital and Shareholding Structure



Our company's capital amounts to **128 million** Turkish Lira, and there are no shareholders with privileged shares in the ownership structure.

Our Financial Indicators

Revenue
14 billion TRY

R&D Expenditure
4,145 million TRY

Capital Amount
128 million TRY

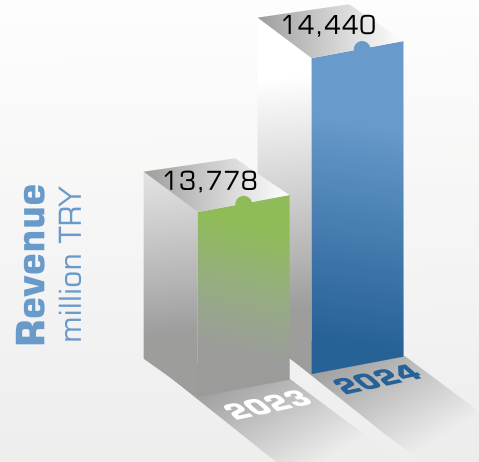
Profit
81 million TRY

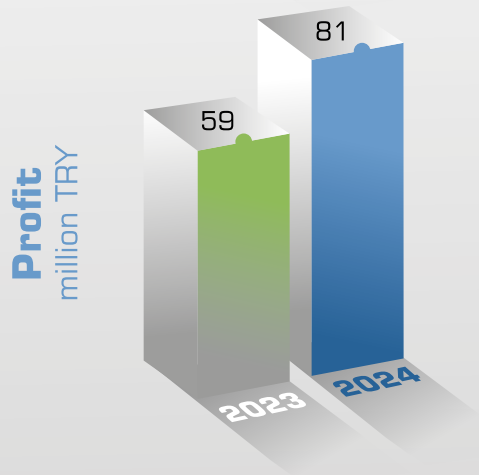
Summary Financial Statements

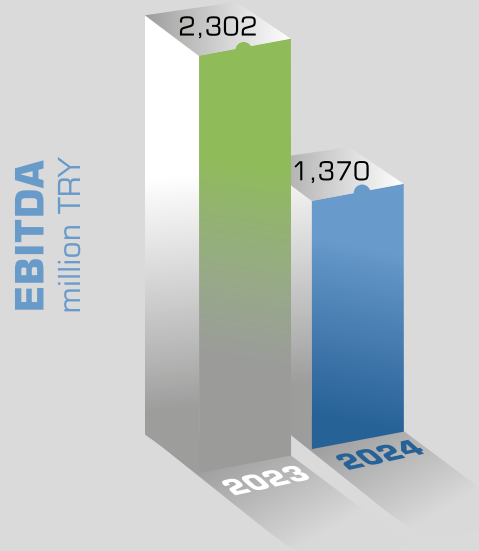
KEY INDICATORS (THOUSAND TRY)	2023	2024
Revenue	13,778,349	14,440,242
Gross Profit	2,340,634	1,875,413
Operating Profit	1,634,103	828,623
EBITDA	2,302,582	1,370,417
Profit Before Tax	371,865	486,635
Net Profit	59,393	81,270
CASH POSITION (THOUSAND TRY)		
Cash and Cash Equivalents	46,504	4,507
Total Financial Debt	138,969	885,629
Net Financial Debt	92,465	881,121

FINANCIAL RATIOS (%)	2023	2024
Current Ratio	1.11	0.91
Liquidity Ratio	0.91	0.75
Cash Ratio	0.01	0.00
Equity Multiplier	2.43	2.99
Short-Term Liabilities to Assets Ratio	0.43	0.46
Capital/Equity	0.04	0.04
Equity Ratio	0.41	0.33
MARGINS (%)		
Gross Profit Margin	0.17	0.13
EBITDA Margin	0.17	0.09
Operating Profit Margin	0.12	0.06
Net Profit Margin	0.00	-0.01

GOVERNMENT SUPPORT RECEIVED	2023	2024
Ministry of Industry and Technology Incentive	300 million TRY	240 million TRY
R&D Incentive	18,045 Euro	-
Energy Incentive	-	49 million TRY







Corporate Governance and Risk Management

Our company is managed by a Board of Directors consisting of 19 members, 1 General Manager, 4 Deputy General Managers, 19 Department Managers, 1 Legal Counsel, and 1 Executive Assistant to the General Manager.

Structure of Our Board of Directors

Full Name	Position	Full Name	Position
Remzi ALBAYRAK	CHAIRMAN	Serhat Ersin MUTLU	MEMBER
Ayhan TAŞ	DEPUTY CHAIRMAN	Sezin ÖZGÜR	MEMBER
Murat YÜN	DEPUTY CHAIRMAN	Cemil ÖZİNAN	MEMBER
Fatih UĞUR	MEMBER/GENERAL MANAGER	Özgür KENAR	MEMBER
Ziya Gökmen TOGAY	MEMBER	Ahmet ÖNAL	MEMBER
Ali TOY	MEMBE	Erkan DİNCEL	MEMBER
Celil ASLAN	MEMBER	Adem KARAKAYA	MEMBER
Murat KARKAŞ	MEMBER	Samet ŞEKER	MEMBER
Salih Keskiner ÖNGÜL	MEMBER	Zeynep ÇELİK	MEMBER
Cihan KARAKAŞLIOĞLU	MEMBER		

The powers and responsibilities of the Members of the Board of Directors are defined in the Articles of Association. The management of the Company is carried out by the Board of Directors, which consists of a minimum of seven and a maximum of nineteen natural and/or legal persons, elected by the General Assembly from among candidates who meet the qualifications stipulated by the Turkish Commercial Code and in accordance with the provisions of the Articles of Association.

Members of the Board of Directors are elected by the General Assembly for a term not exceeding three years. The General Assembly determines the term of office of the Board Members prior to the election. Members may be re-elected upon the expiration of their term. The General Assembly reserves the right to replace the Board of Directors when deemed necessary.

The Board of Directors is required to convene at least once a month and holds additional meetings as necessary, depending on the company's operational needs. The management of the company and its representation in dealings with shareholders and third parties are entrusted to the Board of Directors. The Board is authorized to carry out all kinds of business and legal transactions on behalf of the company and to use the company's title in accordance with the company's objectives. All matters not explicitly prohibited by law or the Articles of Association, and not requiring a resolution by the General Assembly, are decided and executed by the Board of Directors.

Additionally, for the purposes of managing and representing the company, the Board of Directors has partially delegated its representation and binding authority to the Deputy General Managers and Department Managers through the Internal Directive on Company Management dated 27.12.2023 and numbered 2023/01. These authorities have been registered with and publicly announced in the Trade Registry.

In addition, to ensure that sustainability efforts are embraced at the highest level within our company, a Sustainability Committee will be established. The committee will report its activities to the General Manager through the Committee Chair. Information and reporting at the Board of Directors level will be carried out by the General Manager. Through this structure, sustainability efforts will be directly monitored by senior management, and the Committee will be effectively integrated into strategic decision-making processes by being represented at the Board of Directors through the General Manager.

Risk Management

The Corporate Risk Management process is conducted in accordance with the Risk Management Procedure, taking into account our company's mission, vision, strategic goals and objectives, management policies, product and service delivery processes, performance indicators, and internal and external environmental factors.

Risk management involves the identification, analysis, control, and assessment of risks, as well as the development of necessary improvement plans and monitoring their implementation.

Risks affecting the entire company, including internal and external factors and those impacting the continuity of operational processes, are identified. Existing control measures are determined, and risk levels are assessed based on their impact and likelihood. Improvement plans are then developed according to the risk levels, and necessary actions are taken to effectively manage the risk management process.

Internal factors are identified under headings such as organizational structure, infrastructure/environmental conditions, financial status, human resources structure, communication and process management, and energy management. External factors are determined based on major categories including political, economic, legal, environmental, social and cultural, and technological aspects. After analysis according to their likelihood and significance, factors with high importance and high likelihood are subjected to risk assessment.

In addition to internal and external factors, the needs and expectations of relevant stakeholders are also taken into account, analyzed, and incorporated into the risk management process.

Within İSTAÇ, a risk management procedure has been established to support the development of company policies addressing anticipated risks. Within the framework of this procedure, risks are identified, assessed, and monitored with improvement plans where necessary, under the coordination of the Quality Systems Department.

Risks and opportunities that may affect the achievement of company objectives are managed through a corporate risk management approach based on the principle of "Maximum Benefit.".

Internal and external factors that could impact our quality, environmental, occupational health and safety, road traffic safety, and energy management policies are identified and evaluated according to their priority and likelihood of occurrence.

For factors with critical priority levels, risks are defined and assessed based on existing control measures. For each business process, risks that could affect business continuity are identified and evaluated by Risk Assessment Teams according to five impact criteria: customer, legal, community/human, corporate image (reputation), and financial.

For risks identified as high-level following the assessment, urgent action plans are initiated and their implementation is closely monitored. Based on the actions taken, the risk assessment process is repeated and the effectiveness of control measures is reviewed. This cycle continues until the risk level is reduced to an acceptable level.

Corporate Memberships and Supported Initiatives

- İŞKUR
- İstanbul Chamber of Industry
- İMEAK Chamber of Maritime Commerce
- Turkish Lloyd Foundation
- KAKAD - Turkish National Committee for Solid Waste Pollution Research and Control
- İstanbul Chamber of Commerce
- TAYÇED - Turkish Association of Waste and Environmental Management
- İstanbul Regional Port Authority
- IMMIB - Istanbul Minerals and Metals Exporters' Associations

Our Achievements

As İSTAÇ, 2024 was a year marked by numerous awards and achievements. Our key accomplishments include;

İSTAÇ's ECC Project was awarded in the Energy Management category at the 2024 Sustainable Business Awards, which featured leading local and international companies in Turkey. With this achievement, İSTAÇ became the first subsidiary company of Istanbul Metropolitan Municipality to receive an award in this category.

At the **9th Istanbul Carbon Summit** organized by the Sustainable Production and Consumption Association (SÜT-D), we received the "Low Carbon Hero Award" for our project titled "Your Kitchen Waste, Soil's Nutrient.".

In 2024, we responded to the **Carbon Disclosure Project (CDP)** survey for the second time. Despite the release of a more comprehensive and detailed set of questions compared to the previous year, we maintained our C score in Climate Change performance. Additionally, we received a B- score in the areas of Water Security and Deforestation.

At the **Environmental Awards** organized by the TULIP Sustainability Center, we were honored with the 2024 Institution Creating Awareness Award for our Waste Heat Recovery and Energy Control Center (ECC) projects.

As of 2024, we rose to 229th place on the 2023 **Fortune Turkey** Top 500 Companies list.

In the **CRIF Turkey Sustainability Survey**, our company received an A score in Environmental Management and a B score in Social and Sectoral categories, achieving an overall rating of "Good Level of Sustainability.".

The International Safety Awards, presented by the **British Safety Council (BSC)**, one of the world's most prestigious occupational safety awards, was held for the 66th time this year. Among thousands of participating companies, our company was honored with an award in the "Distinction" category for its occupational safety practices and the safe working environment it provides to its employees.

In 2024, we achieved the distinction of being one of the finalists in the "Grand Award (Leadership in Valuing People)" category at the **16th PERYÖN Human Values Awards.**

STRATEGY AND GOVERNANCE

- Value Created Through the Business Model
- Value Chain
- Sustainability Governance
- Prioritization Analysis
- İSTAÇ's Sustainability Goals
- Company Policies, Documents, and Certifications
- R&D, Innovation, and Digital Transformation
- Stakeholder Relations

Value Created Through the Business Model

FINANCIAL CAPITAL

MATERIAL TOPIC	INPUTS	OUTPUTS	VALUE CREATED	RELATED RISKS	SDG CONTRIBUTION
Climate Change Adaptation Reputation Management Adoption of Renewable Energy	TRY 3 billion in total equity TRY 9.8 billion in total assets TRY 881 million in net debt TRY 451 million in financial investments Strong liquidity Sustainable operational profitability	TRY 14.4 billion in net sales TRY 1.3 billion in EBITDA TRY 81 million in net profit 4.39% return on equity TRY 182 million in taxes and similar obligations paid	Sustainable economic growth Increased investment in environmentally friendly projects Enhanced reputation among stakeholders	Financial Risk Reputational Risk Social/Human Risk Legal Risk	7 AFFORDABLE AND CLEAN ENERGY 8 DECENT WORK AND ECONOMIC GROWTH 13 CLIMATE ACTION 16 PEACE, JUSTICE AND STRONG INSTITUTIONS

HUMAN CAPITAL

MATERIAL TOPIC	INPUTS	OUTPUTS	VALUE CREATED	RELATED RISKS	SDG CONTRIBUTION
Individual Diversity and Inclusion Employee Development and Training Employee Well-being and Fair Employment Occupational Health and Safety	4,629 total employees 446 new hires TRY 570 million in employee compensation Equal opportunity and diversity Social benefits A healthy and safe working environment	Total training hours: 14,600 Female employee ratio: 4% Average training hours per employee: 3.15 Female senior management ratio: 13% Employee turnover rate: 13% Total occupational health and safety (OHS) training hours: 26,400	Inclusive and equitable work environment Physical and mental well-being of employees Happy employees through a healthy and safe work environment	Reputation Risk Social / Human Risk Legal Risk	3 GOOD HEALTH AND WELL-BEING 5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES

NATURAL CAPITAL

MATERIAL TOPIC	INPUTS	OUTPUTS	VALUE CREATED	RELATED RISKS	SDG CONTRIBUTION
Climate Change Adaptation Carbon Footprint Reduction Regulatory Compliance Waste Recovery and Recycling	2050 Net Zero Target TRY 540 million in environmental investments and expenditures 3 operational efficiency projects 1 water conservation project 16,000 tons of source-separated organic waste 5,9 million tons of waste disposed 32,000 tons of managed medical waste 20 million tons of managed excavation soil 8,000 m^3 of marine surface waste collected 50 million kWh of electricity consumed 615,000 m^3 of water used from the network	1.33 million MWh electricity generated from waste disposal 49,348 tons CO_2e emissions reduced 14% waste recovery rate 8,000 tons compost produced 16,000 tons recycled waste	Conservation of natural resources Strong steps in combating climate change Responsible production and consumption Recycling waste back into the economy Protection of public health	Financial Risk Reputational Risk Social / Human Risk Legal Risk	3 GOOD HEALTH AND WELL-BEING 7 AFFORDABLE AND CLEAN ENERGY 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION 14 LIFE BELOW WATER 15 LIFE ON LAND

SOCIAL CAPITAL

MATERIAL TOPIC	INPUTS	OUTPUTS	VALUE CREATED	RELATED RISKS	SDG CONTRIBUTION
Reputation Management Climate Change Adaptation Business Ethics Stakeholder Collaboration	Corporate social responsibility projects Communication and collaboration with stakeholders Training and awareness programs Sharing experiences on various platforms	90% external stakeholder – private sector satisfaction 75% external stakeholder – public sector satisfaction 71% citizen satisfaction 88% customer satisfaction Positive outcomes, recognition, and awards in sustainability Contributions to district municipalities' Sustainable Energy and Climate Action Plans Activities conducted with stakeholders to raise environmental awareness and support sustainability goals	A trusted environmental management company with strong reputation Support for carbon footprint reduction and sustainable urban planning High customer loyalty Transparent and effective engagement with all stakeholders Raising public awareness and consciousness	Financial Risk Reputation Risk Social / Human Risk Legal Risk Customer Risk	11 SUSTAINABLE CITIES AND COMMUNITIES 13 CLIMATE ACTION 16 PEACE, JUSTICE AND STRONG INSTITUTIONS 17 PARTNERSHIPS FOR THE GOALS

GENERATED CAPITAL

MATERIAL TOPIC	INPUTS	OUTPUTS	VALUE CREATED	RELATED RISKS	SDG CONTRIBUTION
Creating a Fleet without Fossil Fuels	8 Solid Waste Transfer Stations	Disposal of 5.9 million tons of municipal solid waste	Industry leadership	Financial Risk	3 GOOD HEALTH AND WELL-BEING
Climate Change Adaptation	3 units of non-hazardous waste landfills	Generation of 1.33 million MWh of electricity	Operational efficiency	Reputation Risk	6 CLEAN WATER AND SANITATION
Reputation Management	3 Landfill Gas (LFG) Facilities	Transportation of 4,609 million tons of waste	Energy efficiency	Social / Human Risk	7 AFFORDABLE AND CLEAN ENERGY
Public Health and Safety	2 Biometanization Facilities	Daily sweeping of 8.1 million m^2 area	Resource efficiency	Legal Risk	8 DECENT WORK AND ECONOMIC GROWTH
Efficient Use of Energy	3 Leachate Treatment Plants	Cleaning of 515 km coastline	Being a pioneer in the transition to a low-carbon economy	Customer Risk	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
Carbon Footprint Reduction	1 Waste Incineration and Energy Generation Facility	Collection of 8 thousand m^3 of waste from the sea surface	Sustainable environmental awareness		11 SUSTAINABLE CITIES AND COMMUNITIES
Adoption of Renewable Energy	1 Medical Waste Incineration Facility	Collection of 2.4 thousand tons of waste from coastlines	Contribution to public health		13 CLIMATE ACTION
Recovery and Recycling of Waste	1 Medical Waste Sterilization Facility	Disposal of 969 tons of sludge			12 RESPONSIBLE CONSUMPTION AND PRODUCTION
	Accredited Environmental Laboratory	Waste reception of 310 thousand m^3 from 11,728 vessels			14 LIFE BELOW WATER
	1 Recovery and Compost Facility	Recovery of 47 thousand m^3 of petroleum-derived waste			
	507 Work Vehicles, 237 Tow Trucks, 265 Trailer Units	Production of 8 thousand tons of compost			
	7 Charging Stations	Management of 32 thousand tons of medical waste from 16,735 locations			
	6 Electric Vehicles	Recovery of 16 thousand tons of recyclable materials back into the economy			
	13 Boats	Analyses of 31 industrial facilities in the Marmara Region			
	13 Waste Collection Vessels				
	1 Beach Cleaning Machine				
	2 Waste Oil Land Tankers, 2 Vacuum Trucks, and 2 Control Boats				
	14 Beach Cleaning Machines				

INTELLECTUAL CAPITAL

MATERIAL TOPIC	INPUTS	OUTPUTS	VALUE CREATED	RELATED RISKS	SDG CONTRIBUTION
Digitalization	4 million TRY R&D expenditures	70% financial support in EU projects	Efficient use of resources	Financial Risk	7 AFFORDABLE AND CLEAN ENERGY
Research & Development (R&D)	2 European Union projects	240 million TRY financial support under the "Priority Investment" program from the Ministry of Industry and Technology	Innovative projects through R&D and innovation	Reputation Risk	8 DECENT WORK AND ECONOMIC GROWTH
Data and Cybersecurity	3 in-house projects	Smart Mobile Transfer Stations	Business efficiency	Social / Human Risk	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
Efficient Use of Energy	3 business efficiency projects		Time management and energy savings	Legal Risk	17 PARTNERSHIPS FOR THE GOALS
	12 digital transformation projects		International collaborative efforts	Customer Risk	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
	5 energy efficiency projects				
	Collaborations with universities				

Value Chain

The value chain established to carry out the necessary services consists of primary and support activities. Workflows are documented, and all documentation is recorded in the QDMS Document Management System.

İSTAÇ's operational activities consist of the following areas:

Our support activities are carried out in the following areas:

Sustainability Governance

At İSTAÇ, we manage sustainability governance in alignment with environmental, social, and governance (ESG) principles.

We have long been conducting processes such as defining our sustainability strategy, identifying priority issues, implementing policies and targets, monitoring, auditing, reviewing, and improving these efforts. In 2024, to institutionalize and systematize these existing practices further, we revised our Sustainability Governance Procedure and plan to establish a Sustainability Committee. Within the Committee, we aim to form a Sustainability Working Group composed of representatives from various expert fields to ensure the effective execution of sustainability projects.

The Sustainability Committee will consist of the following members;

- Deputy General Manager of Energy Management and Business Development (Committee Chair)
- Energy Facilities Coordination Manager (Committee Secretariat)
- Energy Facilities Operations Manager
- Financial Affairs Manager
- Human Resources Manager
- Quality Systems Manager
- Information Technology Manager
- Project and Business Development Manager
- Internal Audit Manager
- Corporate Communications Manager

The Sustainability Committee reports its activities to the General Manager through the Committee Chair; reporting to the Board of Directors is carried out by the General Manager. The Committee is represented at the Board of Directors by the General Manager.

The Sustainability Committee convenes at least twice a year and additionally as needed, in accordance with established procedures and principles. Meetings are held with the participation of a simple majority of committee members. Decisions regarding sustainability goals that concern the entire company are made by a two-thirds majority vote of the members.

At İSTAÇ, we do not leave sustainability solely to top management; instead, we integrate it into all our business processes. With specialized teams in critical areas such as environmental, energy, and waste management, we make sustainability policies an integral part of our daily operations. We monitor our processes through regular audits and performance analyses, making necessary improvements wherever needed.

Our Approach to Sustainability

As İSTAÇ, we take an active responsibility in ensuring the environmental sustainability of Istanbul. By developing innovative practices in resource efficiency, combating climate change, and advancing the circular economy, we steadfastly continue our efforts toward a sustainable future. With the mission of "leaving livable cities to future generations," we embrace active responsibility not only in waste management processes but also in nature-friendly energy production, carbon footprint reduction, green innovation, and raising societal awareness.

We consider our sustainability approach as a fundamental part of our business strategy, managing environmental, social, and governance (ESG) impacts with a holistic perspective. Through the projects we develop in this context, we contribute to the conservation of natural resources and support the transition to a low-carbon economy. Our projects, including energy production from organic waste, investments in charging infrastructure for electric vehicles, microalgae production, value-added product development using larvae, and the production of organo-mineral fertilizers from waste-derived raw materials, exemplify our commitment to sustainable production.

Our primary goal is to safeguard Istanbul's environmental health while contributing to the preservation of resources for future generations; to be an effective actor in achieving global climate targets by offering innovative and sustainable solutions in environmental management. In this regard, we conduct our activities guided by the United Nations 2030 Sustainable Development Goals and national/international environmental policies, upholding principles of transparency, ethical values, and science-based decision-making.

İSTAÇ focuses its business model on creating long-term and sustainable value for Istanbul. In this direction, acting with a sense of environmental responsibility, the company protects Istanbul's natural resources and safeguards the city's environmental health for the future. Through projects that contribute to society, İSTAÇ shapes not only the present but also the future.

Sustainable environmental solutions for a clean, livable, and resilient city	**For İstanbul**
For Nature	Resource-conserving practices through circular economy from waste to energy
Environmentally conscious individuals, strong collaborations, and participatory sustainability	**For Society**
For the Future	Leading green transformation with climate-friendly technologies and innovative projects

Business Ethics and Transparency

At İSTAÇ, we consider the principles of business ethics and transparency as the foundation of all our activities. Adhering to the ethical principles of the Istanbul Metropolitan Municipality, we adopt an honest and fair management approach.

We build trust-based relationships with all our stakeholders and act in accordance with our ethical rules. In all processes involving our employees, customers, and business partners, we demonstrate accountability and transparency.

Our ethical principles encompass fundamental values such as avoidance of conflicts of interest, combating corruption, fair competition, information security, and respect for human rights. Additionally, we conduct regular training and awareness programs to ensure that our employees and stakeholders are well-informed on ethical matters.

In line with our principle of transparency, we keep all our stakeholders informed about our activities and decision-making processes, prioritizing accountability. Accordingly, we ensure open and reliable communication through sustainability reports, stakeholder meetings, and various communication channels.

As İSTAÇ, we continue to work towards a more just and sustainable future with our commitment to ethical values and transparent governance.

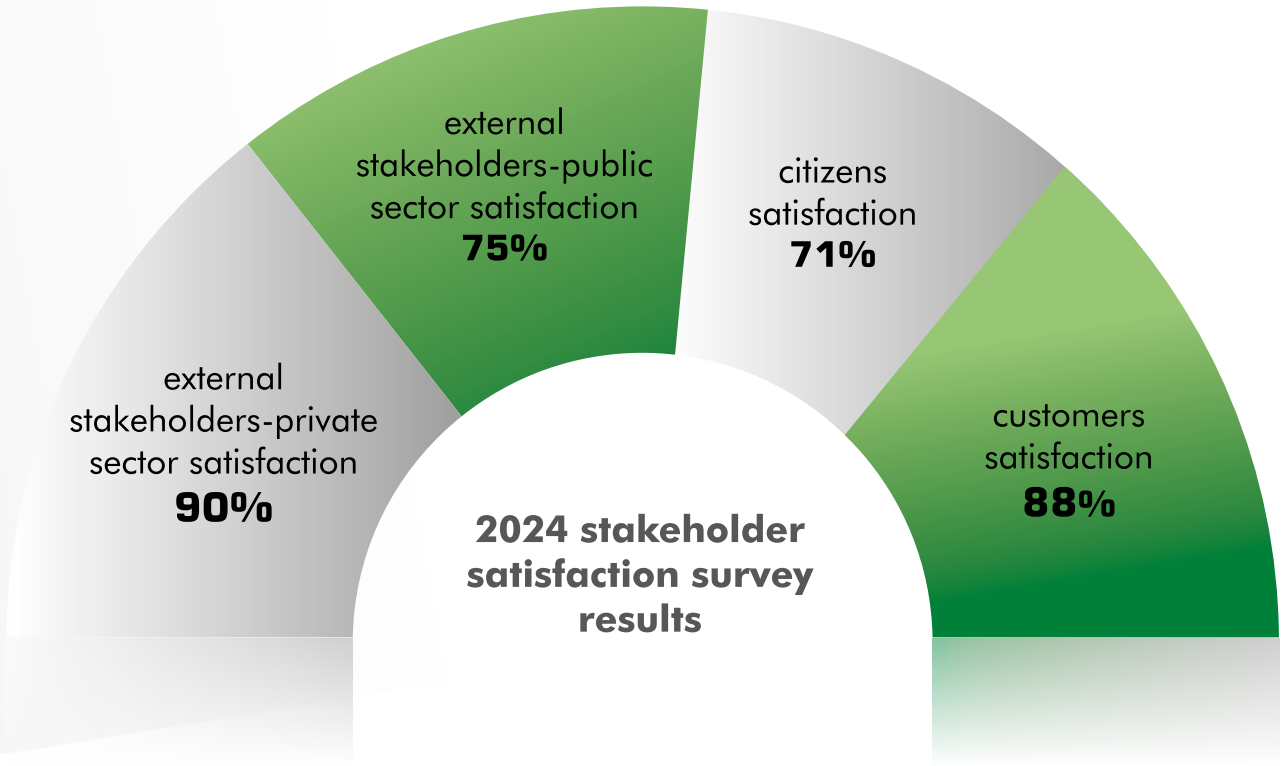
Prioritization Analysis

As İSTAÇ, when defining our sustainability strategies, we conduct a materiality analysis to best respond to stakeholder expectations. Through this analysis, we identify critical sustainability issues across environmental, social, and governance (ESG) dimensions and aim to align our company's strategic objectives with the expectations of our stakeholders. During the analysis process, we take into account the views of our internal and external stakeholders, including employees, management, shareholders, customers, suppliers, local authorities, and non-governmental organizations.

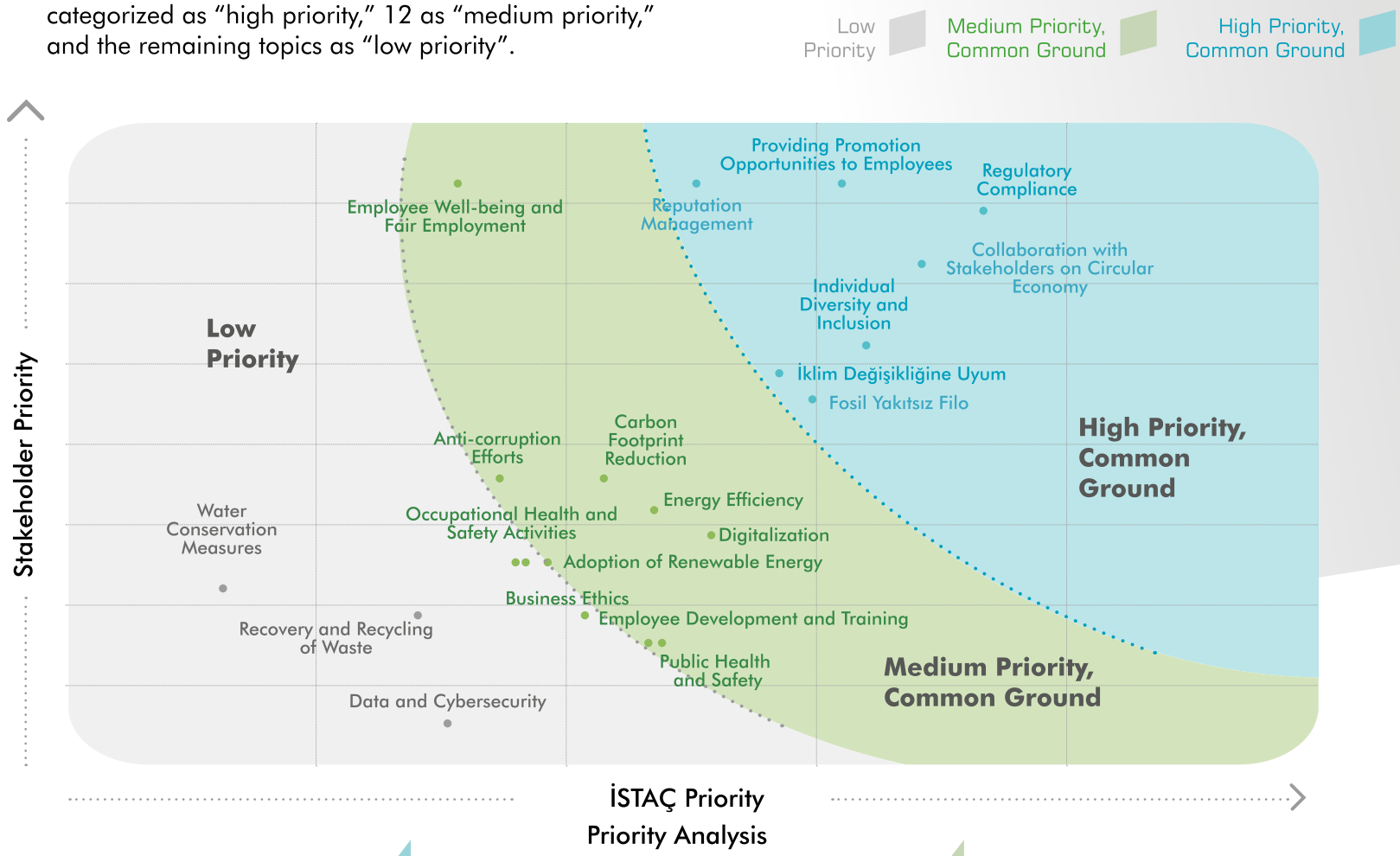
We classify priority issues as "high," "medium," or "low" based on their impact on our company's operations and their importance to our stakeholders. This approach enables us to effectively steer our sustainability policies and projects, aiming to contribute meaningfully to the Sustainable Development Goals (SDGs).

Based on the results of the Materiality Analysis conducted in 2022, we continue our efforts by accurately interpreting the high, medium, and low priority issues to effectively respond to stakeholder expectations. This approach is also validated by the 2024 stakeholder satisfaction survey results. The survey indicates satisfaction rates of 90% among external private sector stakeholders, 75% among external public sector stakeholders, 71% among citizens, and 88% among customers. These figures clearly demonstrate how effectively we address the expectations of our stakeholders.

In the coming years, we aim to advance our analysis approach by conducting more comprehensive materiality assessments that incorporate evolving standards and international developments.



According to the analysis results, out of 21 topics, 7 were categorized as “high priority,” 12 as “medium priority,” and the remaining topics as “low priority”.



Our High Priority Topics

- Compliance with Regulations
- Circular Economy
- Collaboration with Stakeholders on Relevant Topics
- Providing Promotion Opportunities to Employees
- Individual Diversity and Inclusion
- Establishing a Fossil Fuel-Free Fleet
- Adaptation to Climate Change
- Reputation Management

Our Medium Priority Topics

- Public Health and Safety
- Employee Development and Training
- Employee Well-being and Fair Employment
- Digitalization
- Anti-Corruption
- Business Ethics
- Research and Development (R&D)
- Energy Efficiency
- Carbon Footprint Reduction
- Adoption of Renewable Energy
- Occupational Health and Safety

Our Low Priority Topics

- Water Use Conservation Measures
- Waste Recovery and Recycling
- Data and Cybersecurity

İSTAÇ's Sustainability Goals

Strategic Goals and Objectives

In line with the 5-year Strategic Plan prepared for the period 2020-2024, four strategic goals have been determined in accordance with our company's vision and mission objectives. Corresponding targets have been set for these strategic goals, and status analyses are conducted every six months. Based on the results of these analyses, the extent to which the strategic targets meet the needs of the strategic goals is evaluated, and revisions are made when necessary.

TARGET NO	ESTABLISHED TARGET	RESULT	DESCRIPTION
TARGET 1	Reduce the ratio of waste sent to landfill sites to the total waste amount to 53% within 5 years.	✗	Low efficiency in source-separated collection, insufficient permits and financing for new facilities
TARGET 2	Increase the share of external source income to 50% through new projects to be implemented.	✓	The target has been achieved
TARGET 3	Increase the revenue from industrial waste activities by 75% by 2024.	✓	The target has been achieved
TARGET 4	Increase the number of active customers by 10% annually until 2024.	✓	The target has been achieved
TARGET 5	Reduce the emissions at Kömürcüoda by 1.2% annually.	✓	The target has been achieved
TARGET 6	Decrease the annual fuel consumption of machinery used in regular landfill operations by 2%.	✓	The target has been achieved
TARGET 7	Achieve a 16% annual reduction in emissions by optimizing waste transportation routes.	✓	The target has been achieved

Corporate Goals

We establish our corporate objectives based on our strategic goals and the targets set accordingly. Our corporate objectives are defined each year with specific ratios and figures. Throughout the year, we monitor performance indicators, regularly review our targets, and take additional measures when necessary to ensure we achieve these objectives by the end of the year.

	TARGET	INDICATOR	2024	PRIORITY TOPIC	SDG NO
ENVIRONMENTAL	Increase the recovery rate Contribute to the circular economy Improve resource efficiency	Produce more than 100 zero-waste wooden products from waste and scrap materials at the Edirnekapı Recycling Workshop.	1,241 pcs	Recovery and Recycling of Waste	
	Increasing resource efficiency Achieving savings in facilities in line with sustainability principles	Complete 2 projects at our facilities in operational areas that will achieve resource savings.	2 pcs	Climate Change Adaptation	
	Improving energy efficiency Reducing energy consumption Lowering greenhouse gas emissions	Carry out at least one energy efficiency improvement activity in the Recycling and Compost Facility.	1 pc	Climate Change Adaptation Energy Efficiency Reducing Carbon Footprint	
	Reducing the environmental impact of medical waste Efficient and regular collection of medical waste	Maintain the amount of medical waste collected per kilometer above 15 kg/km.	15.9 kg/km	Public Health and Safety	
	Reducing Marine Pollution Protecting Marine Life	To increase the collection service of MARPOL-regulated waste from marine vessels by 2% compared to the previous year.	18.5%	Public Health and Safety Climate Change Adaptation Reputation Management	

	TARGET	INDICATOR	2024	PRIORITY TOPIC	SDG NO
ENVIRONMENTAL	Increasing Resource Efficiency Minimizing the Environmental Impact of Waste	To reduce the moisture content of MARPOL Annex-1 waste sent for recovery to below 10% by performing pre-dewatering.	4.57%	Climate Change Adaptation	6, 12, 13
	Ensuring Energy Efficiency Reducing Fuel Consumption Lowering Carbon Emissions	To optimize industrial waste transportation plans by reducing the distance traveled per ton to less than 70 km/ton, thereby saving fuel.	66 km/ton	Climate Change Adaptation Energy Efficiency Reducing Carbon Footprint	7, 12, 13
	Ensuring Operational Sustainability Achieving Energy Efficiency Reducing Carbon Emissions	Installation of a remote energy monitoring system for the Biometanization Facility (≥1)	1pc	Climate Change Adaptation Energy Efficiency Reducing Carbon Footprint	7, 13
	Ensuring Operational Sustainability Achieving Energy Efficiency Reducing Carbon Emissions	Installation of a remote monitoring system for the Waste Incineration and Energy Production Facility (≥1)	2 pc	Climate Change Adaptation Energy Efficiency Reducing Carbon Footprint	7, 13
	Increasing logistics efficiency Optimizing fuel consumption Ensuring more organic waste is converted into energy	For the Kemerburgaz Biomethanization Facility, to collect more than 35 kg of organic waste per km through efficient use of resources (≥35 kg/km)	42.25 kg/km	Climate Change Adaptation Reducing Carbon Footprint	7, 12, 13
	Reduction of Greenhouse Gas Emissions More Efficient Collection of Methane Gas Minimizing Environmental Impacts	To expand the landfill gas collection area by 10% at Silivri Seymen Disposal Site	76%	Climate Change Adaptation Reducing Carbon Footprint	7, 11, 13

	TARGET	INDICATOR	2024	PRIORITY TOPIC	SDG NO
SOCIAL	Monitoring employee health status to create a safe working environment Preventing occupational accidents and diseases	95% compliance with periodic employee health check-ups	100%	Occupational Health and Safety	
	Increase stakeholder satisfaction	Maintain a compliance rate of over 90% for timely response to complaints.	100%	Reputation Management	
	Improve business-service efficiency	Maintain a training satisfaction rate above 85%.	96%	Employee Development and Training	
	Enhance sectoral collaborations to develop joint projects	Conduct meetings with at least 30 institutions and organizations to develop cooperation.	35 pcs	Collaboration with Stakeholders on Circular Economy Reputation Management	
	Provide fast and timely service Increase customer satisfaction	Respond to industrial waste transportation requests within 5 business days and achieve customer satisfaction above 82%	96%	Reputation Management	
	Make OHS trainings innovative and effective Increase the continuity and accessibility of trainings	Establish VR technology-based occupational health and safety training infrastructure in at least 90% of the transfer stations	100%	Occupational Health and Safety Employee Development and Training	
	Raise awareness	Publish at least 6 motto newsletters/ posters within the scope of Integrated Management Systems	8 pcs	Employee Development and Training	
	Increase safe driving awareness Improve road safety	Reduce the injury accident index rate caused by employee fault in the scope of Road Traffic Safety by 10% compared to the previous year	10.6%	Occupational Health and Safety Reputation Management	

	TARGET	INDICATOR	2024	PRIORITY TOPIC	SDG NO
FINANCIAL	Reducing operational expenses Using the budget more efficiently Ensuring compliance with speed limits, seat belt use, and traffic regulations	Reduce the number of traffic fines issued in 2023 for vehicles operating under ISO 39001 Traffic Management System by at least 10% in 2024 (Kömürcüoda)	10%	Occupational Health and Safety Public Health and Safety Reputation Management	
	Reduce operational expenses Use the budget more efficiently Ensure compliance with speed limits, seatbelt use, and traffic rules	Reduce the number of traffic fines issued in 2023 for vehicles operating under ISO 39001 Traffic Management System by at least 10% in 2024 (Odayeri)	28.5%	Occupational Health and Safety Public Health and Safety Reputation Management	
	Increasing revenue Expanding market share	Increase external customer revenues by 12% (Environmental Laboratory)	295%	Reputation Management Business Ethics	
	Conducting market research Identifying new areas of need Increasing revenue Establishing partnerships	Identify 15 business opportunities and tenders relevant to our field of activity	20 pcs	Reputation Management Business Ethics	

Company Policies, Documents, and Certifications

As İSTAÇ, we conduct regular activities across all our facilities to ensure the sustainability of our management system certificates. We carefully implement management system principles at every stage of our waste management and environmental services from planning to operations, and from field applications to audit processes.

Within this scope, we hold Management Review meetings annually with the participation of senior management to evaluate our processes and ensure continuous improvement. Additionally, as part of the integrated management systems, we provide regular trainings and include voluntary personnel in our internal auditor team to enhance the effectiveness of our audit processes.

In line with the implementation of the Road Traffic Safety Management System (ISO 39001:2013), which we added to our management systems in 2023, we are enhancing emergency drills by developing new scenarios in 2024 to make them more comprehensive and effective.

At İSTAÇ, we regularly monitor our annual targets to support all our activities and develop action plans to achieve these goals. In this way, we aim to strengthen our work in sustainable waste management, energy efficiency, and environmental protection while maintaining our quality and reliability standards at a high level.

	POLICIES	CERTIFICATES / DOCUMENTS
ENVIRONMENTAL	• Integrated Management Policy • Energy Management Policy • Laboratory Quality Policy	ISO 14001:2015 Environmental Management System ISO 50001:2018 Energy Management System ISO 17025:2017 Laboratory Accreditation Certificate ISO 14064-1:2018 Carbon Footprint Verification Certificate ISO 14046:2014 Water Footprint Certificate
SOCIAL	• Personal Data Retention and Destruction Policy • Road Traffic Safety Policy	ISO 45001:2018 Occupational Health and Safety Management System ISO 39001:2013 Road Traffic Safety Management Systems
GOVERNANCE		ISO 9001:2015 Quality Management System

R&D, Innovation, and Digital Transformation

Our Approach to R&D and Innovation

Istanbul's rapidly growing population and increasing environmental challenges make it imperative to develop innovative and sustainable solutions in waste management. As İSTAÇ, we modernize Istanbul's waste management processes with an environment-focused innovation mindset and work to minimize environmental impacts.

From regulated landfill sites to biomethanization facilities, our journey involves developing innovative waste management systems that align with evolving urban development concepts and sustainability goals; thus, setting many industry firsts.

We implement efficient, environmentally friendly, and integrated waste management processes through projects such as waste-to-energy production, smart waste collection systems, and zero waste applications.

Since our establishment, we have based our work on R&D and innovation, developing new technologies and continuing to lead in areas such as digitalization in waste management, data analytics, and alternative energy sources. In line with our future goals, we have also initiated efforts to establish an R&D Center.

R&D and Innovation Indicators

R&D PROJECTS

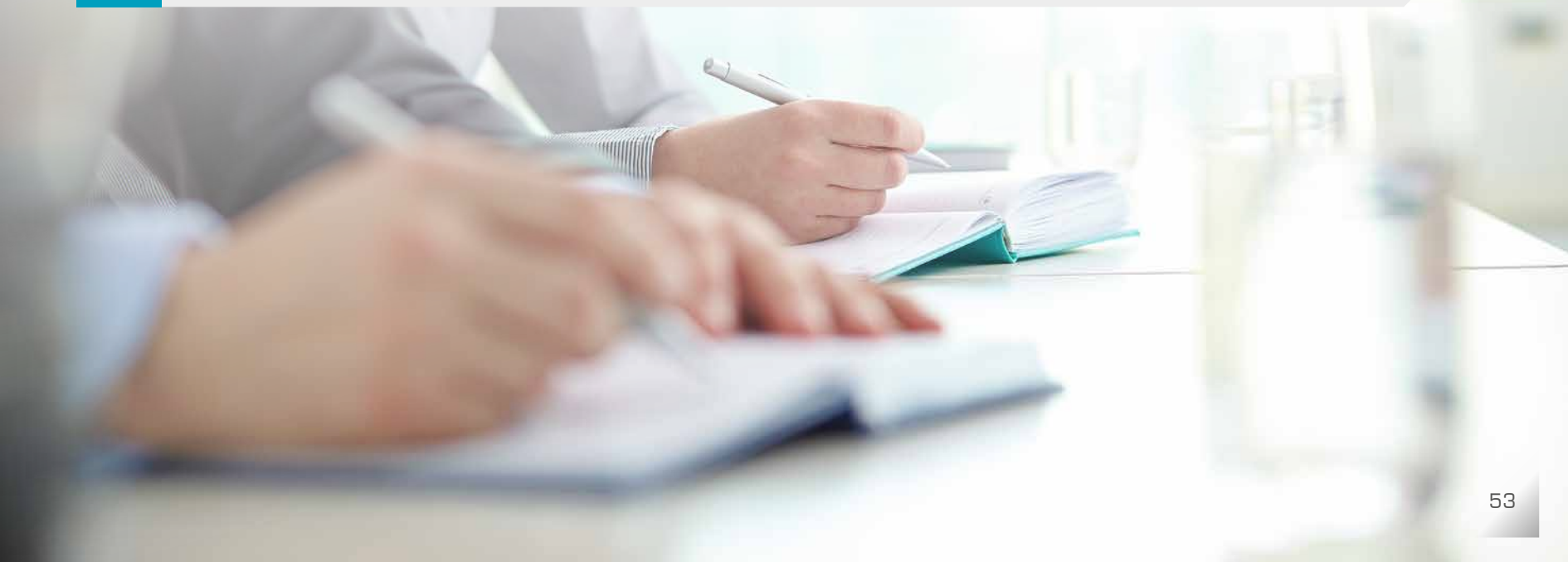
Project Name	Objective	Contribution	Result
HERO European Union Project	Combating Marine Pollution	Waste Reduction Increasing Biodiversity	An application has been submitted within the scope of the Interreg Next 2021-2027 Cross-Border Cooperation Program in the Black Sea Basin.
Medical Waste Incineration Facility Kaizen Study	Preventing issues during waste feeding into the rotary kiln from stopping the facility	Increasing operational continuity Cost and energy savings	As part of the Kaizen study conducted, it was assessed that the biggest cause of facility stoppages could be related to the felt material, and initially, research was carried out on felt models resistant to high temperature and pressure. Suitable felt models were identified, and the procurement processes were initiated.
PEACOC Multi-Partner European Union Project	Recovering precious metals such as platinum, palladium, gold, and silver from waste.	Circular Economy Sustainable Use	The project, funded by the European Union Horizon 2020 Grant Support Program, is carried out under the coordination of Fundacion Tecnalia Research & Innovation (Spain) with the participation of a total of 19 partners. Among the Turkish partners are İSTAÇ and FORD Automotive. The total budget of the project is 11.2 million euros, and its duration is 48 months. As of the end of 2024, the project has completed its 42nd month.
Edirnekapı Urban Cleaning Unit Kaizen Project	Preventing water loss during the filling of washing and sweeping vehicles in the unit	Water conservation	The vehicle filling hose and hose connection clamps have been replaced, a procedural instruction for staff compliance has been prepared, and trigger valves along with water level indicator hoses have been installed. An efficiency improvement of 86.6% in water loss has been achieved. This resulted in an annual savings of approximately 2.8 million TL.
Solid Waste Transfer Station Loading System Optimization Study	Preventing waste spillage during loading from transfer belts to silos at solid waste transfer stations	Work efficiency	Design and testing studies were conducted at the Aydınlı Solid Waste Transfer Station. The final design was implemented on site, preventing waste spillage from the belt with 95% efficiency.
Kömürcüoda Landfill Leachate Treatment Plant Predictive Maintenance	Preventing sudden stoppages and costly repairs	Increasing operational continuity Cost savings Energy efficiency	An early fault warning system based on vibration and temperature values of the circulation pumps and motors of the ultrafiltration membrane units at the Kömürcüoda Landfill Leachate Treatment Plant has been established. The system was monitored online for 6 months, and proactive actions were taken regarding the equipment based on the early warnings.

INVESTMENT AND INNOVATION

Project Name	Objective	Contribution	Result
Production of Organic / Organomineral Fertilizer from Compost	To prevent soil degradation by producing compost from urban solid waste with high organic content, ensuring it meets agricultural standards, reducing the need for chemical fertilizers, and creating a more suitable environment for plant growth.	Contributing to sustainable agriculture Increasing soil fertility Reducing dependence on chemical fertilizers Supporting biodiversity	The necessary conditions for the production of organic fertilizer to be used in agriculture have been determined, product requirements identified, and an appropriate process selected. Additionally, market research and feasibility studies have been completed, and the production licensing process with the Ministry of Agriculture and Forestry is ongoing. An application has been submitted to TÜBİTAK's 1832 Green Transformation in Industry Call for project financing, and the project is currently under evaluation.
Organic Waste Recovery with Black Soldier Flies	Managing organic waste sustainably and minimizing environmental impacts by converting it into high value-added products	Circular Economy Waste Management and Recovery Sustainable Agriculture and Animal Husbandry	Our company has conducted laboratory-scale trial studies using different waste recipes containing market waste, barley bran, deli leftovers, stale bread, compost, and solid fermented products. Laboratory analyses are ongoing to evaluate the use of the obtained larval biomass as an alternative protein source in poultry, pet, and fish feeds, and the frass as a high-quality organic fertilizer. For the next phase of the study, which involves the establishment of a pilot facility, an application has been submitted to TÜBİTAK's (SAYEM) 1833 grant support program, and the project is currently under evaluation.
Microalgae Production in Leachate	Producing microalgae by using treated landfill leachate as a nutrient source Utilizing microalgae in various applications such as bioplastics, liquid fertilizers, and fish feed	Waste Management and Water Recovery Circular Economy Low-Cost and High-Efficiency Production Contribution to Agriculture and Aquaculture Environmental Sustainability	Our laboratory analyses have shown that treated landfill leachate contains sufficient nutrients for microalgae cultivation. Accordingly, bag production studies have been successfully completed, and the project has progressed to the pilot-scale facility phase. The next step of the project will be to initiate production at pond scale.
Cindrella European Union Project	To develop new technical and economic solutions for the utilization of fly ash and bottom ash fractions generated as a result of the process in the Municipal Solid Waste Incineration Plant.	Waste Management and Water Recovery Circular Economy Resource Efficiency Environmental Sustainability	Within the scope of the European Union Horizon Europe grant program, an application has been submitted for the Cindrella AB Project, a Research and Innovation Action (RIA) coordinated by the Norwegian University of Science and Technology (NTNU) / Norway, consisting of a total of 15 partners including our company. The project received a high impact score from the EU Commission but was not awarded funding due to ranking. Due to the high impact score, the consortium plans to resubmit the project proposal.

INVESTMENT AND INNOVATION

Project Name	Objective	Contribution	Result
Perfected European Union Project	Supporting environmental sustainability by providing alternatives to fossil-based plastics and bringing innovative solutions to bio-based industries.	Circular Economy Reducing Plastic Pollution Contribution to the Bioeconomy New Market and Employment Opportunities	An application has been submitted for the Perfected EU Project, an Innovation Action (IA) involving 20 partners from countries including Germany, Finland, Spain, Belgium, and Croatia, under the European Union's Horizon Europe grant program. The project is coordinated by the Department of Bio-based Conversion Technologies at the University of Hohenheim, Germany, within the framework of the CBE JU (Circular Bio-based Europe Joint Undertaking) partnership between the European Union and the Bio-based Industries Consortium. The project is currently under evaluation.
Biosoil Dual Cooperation Project	To use the leachate (NF concentrate) that needs to be treated as a source of humic substances (HS) and to increase the commercialization potential of the product by designing it on an industrial scale.	Efficient use of resources Waste management and circular economy Economic contribution Environmental sustainability	Within the scope of the TÜBİTAK - Polish National Centre for Research and Development (NCBR) Bilateral Cooperation Program, the project titled "Development of a New Bio-Product Using Leachate Stream for Soil Conditioning and Plant Growth (BIOLSOIL)," coordinated by Yıldız Technical University (Turkey) in partnership with Silesian University of Technology (SUT) and Ceramika KUFEL Robert Kufel from Poland, and İSTAÇ from Turkey, is currently under evaluation by TÜBİTAK.



Projects Carried Out in the Digitalization Process:

Internet Connection Speed Increase:
A second internet connection (200 Mbps) was added, separating wired and wireless connections to achieve a total speed of 400 bps.

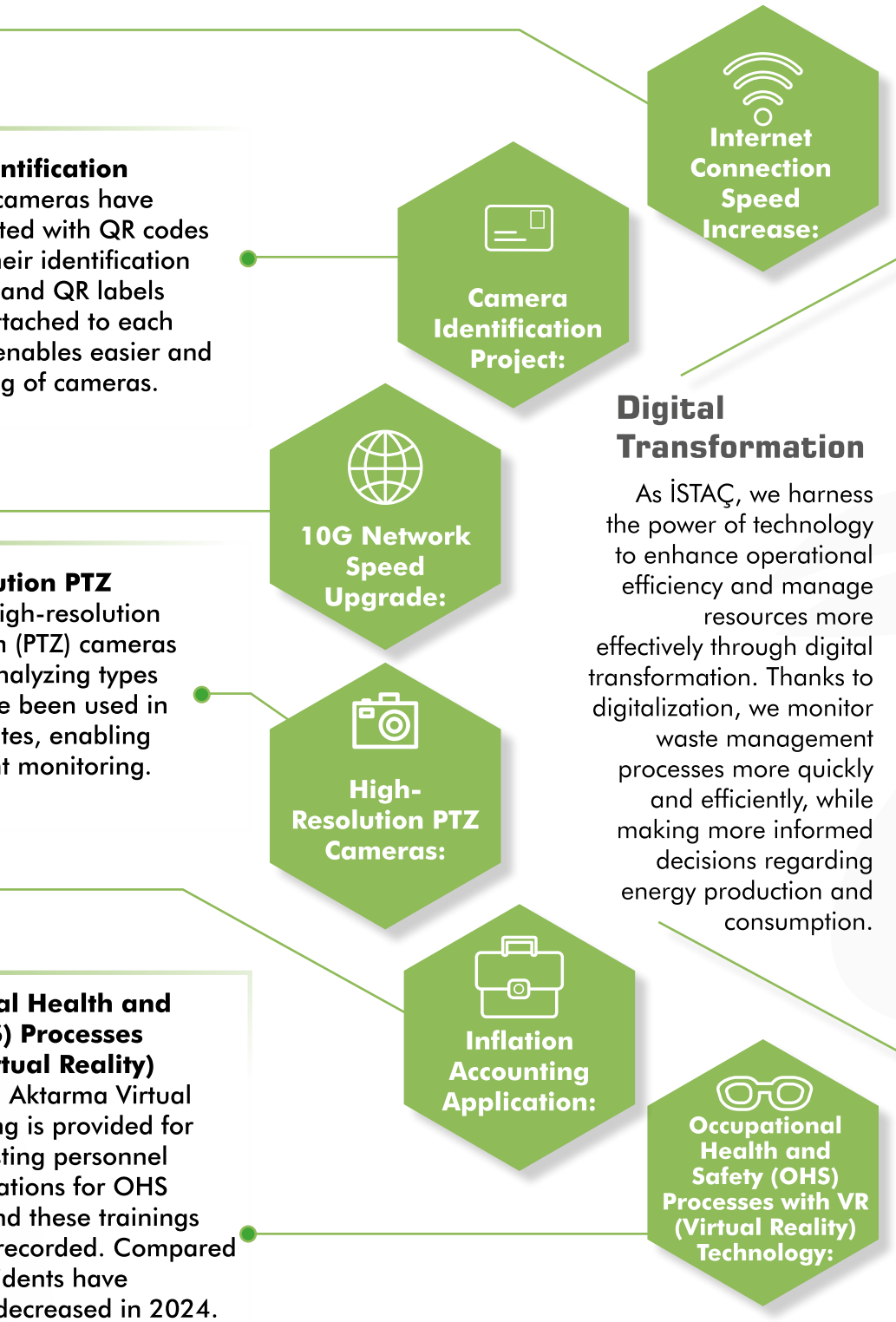
Camera Identification Project: All cameras have been integrated with QR codes containing their identification information, and QR labels have been attached to each device. This enables easier and faster tracking of cameras.

10G Network Speed Upgrade: The server connection speed between the headquarters and Istanbul Metropolitan Municipality has been increased to 10G network speed.

High-Resolution PTZ Cameras: High-resolution pan-tilt-zoom (PTZ) cameras capable of analyzing types of waste have been used in our landfill sites, enabling more efficient monitoring.

Inflation Accounting Application:
Development was made on the SAP FI module for legally mandatory inflation accounting.

Occupational Health and Safety (OHS) Processes with VR (Virtual Reality) Technology: Aktarma Virtual reality training is provided for new and existing personnel at transfer stations for OHS processes, and these trainings are digitally recorded. Compared to 2023, accidents have significantly decreased in 2024.



Digital Transformation

As İSTAÇ, we harness the power of technology to enhance operational efficiency and manage resources more effectively through digital transformation. Thanks to digitalization, we monitor waste management processes more quickly and efficiently, while making more informed decisions regarding energy production and consumption.

Through this transformation process, we minimize our environmental impacts, increase resource efficiency, and implement next-generation technologies for a more sustainable future. Additionally, by utilizing data analytics and intelligent systems, we monitor and maintain Istanbul's environmental health more effectively.

Camera NVR Conversion and Software Update Project:

Camera NVR Conversion and Software Update Project: Old PC-based NVR devices have been replaced with new NVR recording devices, and camera servers and software have been updated. Server redundancy ensures business continuity, preventing interruptions in camera footage.

Mobile Camera System:

Mobile Camera System: All vehicles equipped with mobile camera systems have been connected with 3G data lines, allowing real-time tracking via monitoring centers.

Asset Tracking System:

Asset Tracking System: A web and mobile application was developed to manage fixed assets and assigned inventory in the company's inventory. This system is integrated with SAP PM, MM, and HR modules.

GIS Software Platform:

GIS Software Platform: Data related to landfill sites is reported through dashboards on the developed platform. This application allows tracking of data from excavation, industrial facilities, and landfill sites.

Waiting Time Report at Transfer Stations:

Waiting Time Report at Transfer Stations: Waiting times of vehicles coming from district municipalities were calculated and reported via the SAP WR module.

Termination Clearance Process:

Termination Clearance Process: Development was made on the SAP Fiori module to digitally manage the clearance process of employees leaving the company, resulting in savings in paper and labor.

Stakeholder Relations

As İSTAÇ, we prioritize establishing transparent and accountable relationships with our stakeholders and maintaining continuous communication with them. We use the feedback, suggestions, and requests received from this communication as a guide in developing our strategies, identifying priority issues and risks, updating our policies, and shaping our social projects.

We classify our stakeholders into "primary external stakeholders," "secondary external stakeholders," and "internal stakeholders.".

Primary External Stakeholders

- Citizens
- Customers
- Suppliers
- Subcontractors
- Public Institutions (İMM Subsidiaries, District Municipalities)

Secondary External Stakeholders

- Non-Governmental Organizations (NGOs)
- Press and Media
- Universities
- Public Institutions (Ministries)

Internal Stakeholders

- Istanbul Metropolitan Municipality (IMM)
- Board of Directors
- Employees

We maintain communication with our internal stakeholders through various tools such as employee satisfaction surveys, training programs, and sector meetings. Additionally, we provide updates via newsletters published periodically on internal screens and through email.

We primarily maintain communication with our external stakeholders through our website and various events. In this context, we participate in industry fairs and conferences, providing updates on current announcements, projects, and activities.

	STAKEHOLDER GROUP	COMMUNICATION FREQUENCY	COMMUNICATION TOOLS
Primary External Stakeholders	Citizens Customers Suppliers Subcontractors Public Institutions (IMM Subsidiaries, District Municipalities)	Continuous or Topic-Based	Customer Satisfaction Surveys Supplier and Collaboration Meetings Website Social Media Press Releases On-site Visits White Desk (Customer Service Desk)
Secondary External Stakeholders	Non-Governmental Organizations (NGOs) Press and Media Universities Public Institutions (Ministries)	Continuous or Topic-Based	Events Meetings Seminars/Panels Website Social Media On-site Visits White Desk (Customer Service Desk)
Internal Stakeholders	Istanbul Metropolitan Municipality (IMM) Board of Directors Employees	Continuous	Meeting Instruction Procedure Bulletin Employee Satisfaction Surveys/Studies

Collaboration with Stakeholders

June 5 World Environment Day Celebrated

As İSTAÇ, within the scope of June 5 World Environment Day, we organized various events in cooperation with the Istanbul Metropolitan Municipality's Department of Environmental Protection and Control at Kadıköy Müze Gazhane. The events included recycling exhibitions, environmental awareness workshops, and sea cleanup diving activities. Additionally, Yalvaç Ural's book "Istanbul Is Mine – The Long Journey of Garbage" was introduced to children, and birdwatcher Alper Tüydeş gave a presentation. These activities are part of İSTAÇ's ongoing efforts with stakeholders to raise environmental awareness and contribute to sustainability goals.

Metro Istanbul Summer School Zero Waste Trainings

As İSTAÇ, we contributed to Metro Istanbul's Summer School held from July 1 to August 23, 2024, by organizing a recycling workshop. We provided zero waste trainings and recycling workshops aimed at age groups 7-10 and 11-14, helping children gain environmental awareness while offering a fun learning environment.

World Cat Day Awareness Event

Within the scope of International Cat Day, we organized a cat house building event using waste materials at the Kadıköy Solution Point, in collaboration with the Public Relations, Veterinary Services, and Waste Management Branch Directorates. This event, carried out together with citizens and children, not only raised awareness about recycling but also encouraged sensitivity towards stray animals.

Event and Organization Venue Cleaning Operations

Nevşehir Hacı Bektaş-ı Veli Commemoration Ceremonies and Cultural Arts Events (August 16–19)

Orhangazi Oil Wrestling (Ulugazi Oil Wrestling Festival)

Adalar School Cleaning

As İSTAÇ, we supported cleaning operations at various events and organizations throughout the year. Our teams carried out the cleaning of event venues diligently with an environmentally conscious service approach, ensuring the protection of both environmental and public health.

36th Samsung Bosphorus Intercontinental Swimming Race

October 29 Republic Day Celebrations (Yenikapı Event Area)

İş Bank 46th Istanbul Marathon

Serçeşme Hünkâr Hacı Bektaş Veli Festival (Maltepe Event Area) (October 11–13)

Tour of Istanbul Bicycle Race

Circular Works Workshop

The Circular Works Workshop carries out activities aimed at raising awareness of sustainability through recycling and reuse-focused efforts. Established in 2021, the workshop performs reuse and repair operations on wood, metal, plastic, electrical, and electronic waste. Within the scope of social responsibility, it also produces animal shelters. Additionally, the workshop operates as part of an EU project targeting disadvantaged groups. In 2024, 68 institutions and 568 individuals participated in the workshop, and it also took part in 13 external events.

41st International Istanbul Book Fair

The guest of honor at this year's 41st International Istanbul Book Fair was the veteran journalist and author Yalvaç Ural. A book signing event was held at the fair for the book Istanbul *Is Mine – The Long Journey of Garbage*, prepared in collaboration between İSTAÇ and Yalvaç Ural. Following the talks by Mr. Ekrem İmamoğlu and Yalvaç Ural about the book and children, copies of *The Long Journey of Garbage* were gifted to children.

12th National Solid Waste Management (UKAY) Congress

We participated in the 12th National Solid Waste Management (UKAY) Congress, held from December 11 to 13, 2024, organized by KAKAD in cooperation with Sakarya University. Panels on Municipalities/ Local Governments, Waste Management in the Private Sector, Education, and Awareness were conducted during the congress.

Our managers and expert engineers, who are specialists in the field, shared our work with participants on topics such as agricultural and industrial food waste management, organic waste trials, waste reduction, and the recycling of construction waste.

Türktay

We participated in the 14th Türktay Panel held in Ankara on October 16–17. During the session titled *Challenges and Solution Proposals in Waste Management,* views were shared on the difficulties local governments face in zero waste management, financial requirements, the transition to a circular economy model, the importance of managing construction and demolition waste, and the potential risks of excluding biomass as a renewable energy source.

7th International Eurasia Waste Management Symposium

The 7th International Eurasia Waste Management Symposium, organized in cooperation with İSTAÇ and Yıldız Technical University, was held on October 21–23 and brought together participants from 28 countries. During the symposium, İSTAÇ provided attendees with comprehensive information about its fields of operation, the current state of waste management in Turkey and around the world, and Istanbul's waste management targets for the 2030–2050 period. In addition, experts from various İSTAÇ departments delivered technical and academic presentations on innovations, projects, and sustainability efforts in the field of waste management.

Brand Week Istanbul'24

As İSTAÇ, we transformed the waste generated during Brand Week Istanbul '24 into electrical energy and compost. The organic and packaging waste collected throughout the event was processed at İSTAÇ's Biomethanization and Recycling & Compost Facilities, resulting in energy and compost production. Through this initiative, we contributed to Istanbul's goal of becoming a sustainable city.

18th EIF World Energy Congress

As İSTAÇ, we participated in the session on "Waste-to-Energy Investments and Technologies" held within the scope of the 18th EIF World Energy Congress at the Istanbul Congress Center. The session addressed topics such as energy production from biomass, the current state and best practices of renewable energy sources globally, and the impact of YEKDEM (Renewable Energy Resources Support Mechanism) incentives on the sector. Valuable insights were shared regarding recent developments in the field of renewable energy and future projections.

European Mobility Week

As part of European Mobility Week, held between September 16–22, we painted recycling bins made from waste materials together with students from Akçansa Mehmet Akif Ersoy Primary School. Through this creative and fun activity, children not only gained environmental awareness but also experienced the importance of recycling firsthand.

In addition, we participated in the "Shared Public Space" events organized by Istanbul Metropolitan Municipality, specifically in the Recycling Workshop held at Üsküdar Square. During the workshop, children enjoyed playing games made from waste materials while also gaining awareness of sustainability.

Zero Waste Awareness Trainings

As part of Zero Waste practices, our training and project efforts continue regarding the segregation, collection, and transportation of waste at the source. In 2024, we provided certified training on *"Corporate Zero Waste Management," "Strategic Approaches,"* and *"Sustainable Environmental Education"* to a total of 150 participants from 2 institutions.

Istanbul Chamber of Commerce Seminar on "European Green Deal: Opportunities and Risks in the Recycling Sector"

We participated in the seminar titled "European Green Deal: Opportunities and Risks in the Recycling Sector" organized by the Istanbul Chamber of Commerce. During the seminar, participants were provided with comprehensive information on topics such as the 2030 and 2050 targets in Waste Management, the approaches of Istanbul and the European Union, the Carbon Border Adjustment Mechanism, the Deposit Refund System, and the risks and opportunities within recycling and disposal processes.

ADDING VALUE TOGETHER

- Environmental Approach at İSTAÇ
- Value Created from Waste
- Energy Portfolio
- Carbon Management
- Water Management
- Waste Management
- Biodiversity

Environmental Approach at İSTAÇ

Climate change stands before us as one of the greatest global crises threatening the future of our planet. Scientific research shows that in order to limit global temperature rise to 1.5°C in line with the Paris Agreement, greenhouse gas emissions must be rapidly reduced. In this context, as an institution, we base our efforts to calculate, monitor, and transparently report our greenhouse gas emissions on the ISO 14064-1 standard.

At İSTAÇ, we place environmental sustainability at the core of our business operations in order to contribute to this global goal. We manage all our business processes with an environmentally focused approach and carry out our activities within the framework of the ISO 14001 Environmental Management System.

In line with Istanbul Metropolitan Municipality's (IMM) goal of achieving net-zero emissions by 2050, we continue to contribute to a sustainable future by developing environmentally conscious solutions. One of the most significant steps we have taken in this context is our goal to reduce the amount of waste sent to landfills. Through a circular economy approach, we develop projects that transform incoming waste into valuable resources, thereby reducing our environmental impact.

In our efforts to improve environmental performance, we not only reduce emissions arising from waste but also take steps to enhance operational efficiency to lower emissions generated from our workflow processes. In this regard, we consider energy efficiency as an integral part of our operations and carry out our activities within the framework of the ISO 50001 Energy Management System.

We act with the responsibility of leaving a more livable environment for future generations; by implementing environmentally friendly technologies and innovative solutions in all our processes, we aim to contribute to a sustainable future.

Value Created from Waste

As İSTAÇ, in line with our mission to support a sustainable environment, we manage our waste processes not only with a focus on disposal but also in an integrated manner with energy generation.

Within the scope of our responsibility in Istanbul's waste management, we view waste as a value that has not yet completed its life cycle; by converting it into energy, we achieve both economic and environmental benefits.

As of 2024, we generated approximately **1,330 GWh of electricity** annually as a result of the activities carried out in our waste-to-energy facilities and thus increased our total electricity generation amount by **2.3%** compared to the previous reporting period.

This energy we generate is equivalent to the **annual electricity needs of approximately 2.5 million people.**

Our energy generation activities consist of three main sources: biomethanization plants producing biogas from organic waste, LFG (Landfill Gas) facilities converting methane gas generated at regular landfill sites into energy, and a waste incineration plant producing energy by burning municipal waste. Through these activities, we minimize the environmental harm of waste and offer sustainable solutions to energy needs.

To make our waste management processes more sustainable, we monitor the energy intensity data in our waste-to-energy generation efforts. Over the year, approximately **7 million tons of waste** were processed in energy generation facilities, generating an average of **185 kWh per ton**. This rate indicates that waste is being converted into energy effectively and efficiently.

Our facilities have consumed approximately **50,000 MWh of electricity** in waste management processes. This amount corresponds to an electricity usage of **6 kWh per ton** of processed waste. Through monitoring and improvement efforts carried out within the scope of the ISO 50001 Energy Management System, we continue to optimize our energy consumption and work towards enhancing the performance of our facilities.

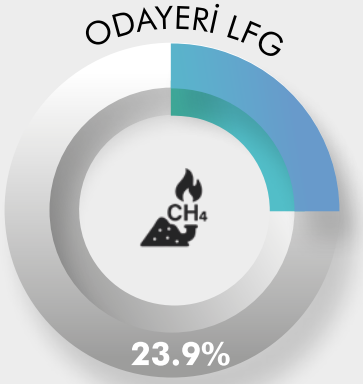
Energy Portfolio

Waste Incineration and Energy Generation Facility

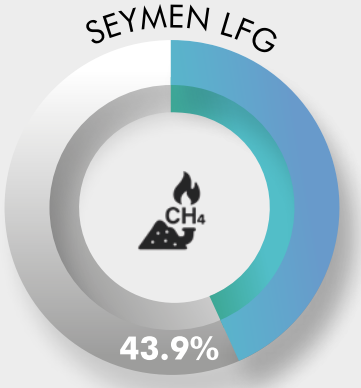
599 GWh
Electricity Generation

Landfill Gas (LFG) Facilities

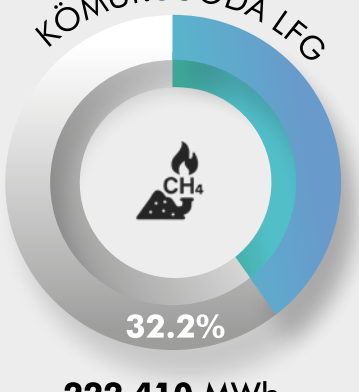
690 GWh
Electricity Generation



165,484 MWh



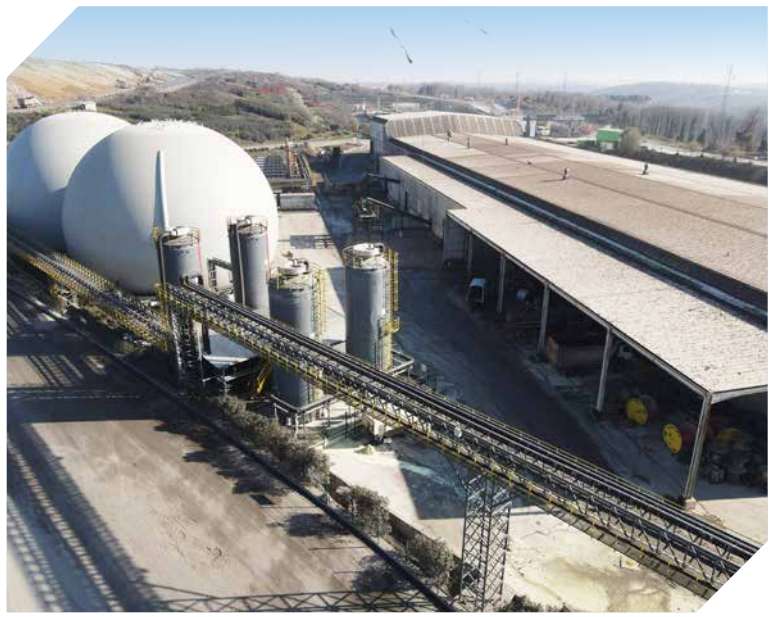
303,408 MWh



222,410 MWh

Biomethanization Facilities

40 GWh
Electricity Generation



Waste Incineration and Energy Generation Facility

To prevent methane gas emissions released into the atmosphere from the landfill disposal of collected municipal waste, we integrate the disposal process with energy generation at our waste incineration facility. This approach both reduces greenhouse gas emissions and converts waste into a valuable energy source, contributing to a sustainable environment. The high-temperature process significantly reduces waste volume, and the heat generated is utilized for electricity generation. While minimizing environmental impacts through emission control systems, we increase energy production and contribute to the circular economy.

As of 2024, the amount of waste processed at our Waste Incineration Facility has reached approximately 1 million tons, and during this process, 599,701 MWh of electricity has been generated. Valuable metals extracted from the incinerated waste are separated and reintegrated into the economy through recycling processes.

In line with our sustainability goals, our Waste Incineration and Energy Generation Facility has achieved LEED Gold certification by meeting high standards in energy efficiency, water conservation, material selection, indoor air quality, and environmental awareness. This certification demonstrates our facility's commitment both to reducing its ecological footprint and to establishing an environmentally friendly business model.

Biomethanization Facilities

The conversion of organic waste into energy through the biomethanization process plays a critical role in our sustainable waste management and renewable energy strategies. Through our biomethanization facilities, we efficiently process organic waste to minimize environmental impacts and contribute to energy production. This process helps reduce carbon emissions while ensuring the most efficient use of resources in accordance with the principles of the circular economy.

At our Kemerburgaz biomethanization facility, we processed 15,774 tons of organic waste in 2024 and generated a total of 2,686 MWh of electricity. By supplying this energy into the national grid, we contributed to increasing the share of renewable energy sources. At the same time, we continue our efforts to utilize the facility's outputs as agricultural fertilizer. In this way, we aim to add value not only through the conversion of organic waste into energy but also by supporting agricultural processes.

At our Kömürcüoda biomethanization facility located in Şile, we processed 330,998 tons of mixed municipal waste in 2024 and generated 38,662 MWh of electricity. Fully aware that the process outputs have not yet completed their life cycles, we continue our efforts to produce fertilizer from the biomethanization residues at this facility as well.

As part of the initiatives started in 2023, advanced dewatering systems for evaluating the fermented products as fertilizer were put into operation during the reporting period. Additionally, we completed the necessary permits and licensing processes for the use of these fermented products as fertilizer.

At İSTAÇ, through the activities carried out at our biomethanization facilities, we not only manage waste and generate energy but also continue working as part of the circular economy to valorize waste as a resource and build a sustainable future.

LFG (LANDFILL GAS)

Methane gas released during the biological decomposition of waste accumulated in landfill sites is approximately 28 times more potent than carbon dioxide as a greenhouse gas. As İSTAÇ, we invest in systems that convert methane into energy to reduce its environmental impact and contribute to sustainable energy production, actively playing a role in combating climate change.

In 2024, we generated 165,484 MWh of electricity at our Kemerburgaz Odayeri LFG facility, 303,408 MWh at our Kömürcüoda LFG facility in Şile, and 222,410 MWh at our Seymen LFG facility operating in Silivri.

At our LFG facilities, we not only generate energy but also reduce the amount of fugitive gas at landfill sites through our advanced gas collection infrastructure, improving gas capture efficiency year by year. Through ongoing monitoring, control, and improvement efforts at our sites, we continuously increase this efficiency, preventing methane emissions into the atmosphere and achieving stronger results in combating climate change. This enables us to both increase our energy production capacity and reduce our environmental impact.

As part of our efforts to enhance energy efficiency, we have commissioned ORC (Organic Rankine Cycle) systems to recover waste heat emitted from the exhaust stacks of gas engines. Thanks to these systems, we have increased our installed capacity by an average of 2 MWh at our Kemerburgaz Odayeri facility and by an average of 4 MWh at our Kömürcüoda facility.

Thanks to these technologies, we utilize waste heat more effectively, optimizing our resource use and energy production.

SOLAR POWER PLANT (SPP)

As İSTAÇ, we continue our efforts to increase renewable energy production and take steps to diversify our energy generation portfolio. In this context, solar energy stands out as a new resource for us, and we have made our first installation at our Seymen facility.

Within the framework of the Electricity Market Licensing Regulation and related legislation, the Seymen Landfill Gas Energy Generation Facility, Kemerburgaz Biometanization Facility, and the Waste Incineration and Energy Generation Facility have obtained approval for the use of additional energy sources in electricity production under the “Multi-Source Electricity Generation Facilities” procedures and principles. We are continuing the installation of rooftop solar power plants (Solar Power Plant - SPP).

With these projects, we aim to meet a significant portion of our facilities’ energy needs through solar energy and contribute to environmental sustainability.

Energy Efficiency Efforts

As İSTAÇ, we prioritize sustainability in our operations by developing projects aimed at increasing energy efficiency. Within the framework of the ISO 50001 Energy Management System, we optimize energy consumption while aiming to minimize our environmental impact through effective use of renewable energy sources.

In the scope of energy management, we have established remote monitoring systems to track electricity and natural gas consumption, as well as diesel usage from generators.

We expanded the electricity monitoring system we started in 2017 during the relevant reporting period, completed the natural gas monitoring system in the pilot area with positive results, and activated diesel tracking at 26 points on our generators. Thanks to these systems, we aim to minimize energy consumption and reduce our carbon footprint by monitoring processes in greater detail.

We do not limit energy management to technical processes only; we also emphasize raising awareness among our employees. Accordingly, during the reporting period, we provided energy efficiency training to 93 employees working at 19 of our facilities covered by ISO 50001 and listed as critical personnel.

We have commissioned an ORC (Organic Rankine Cycle) system at the gas engines' chimneys in the Odayeri and Kömürcüoda LFG facilities to utilize the waste heat. This allows the recovery of heat energy that would otherwise be released into the atmosphere, enabling additional energy generation.

Returning Value to the Soil: Compost Production

As İSTAÇ, we prioritize not only the disposal of organic waste but also its reintegration into nature. In this context, at our composting facility, we process organic waste primarily fruit and vegetable scraps to produce a fertile and nutrient-rich soil amendment.

Compost production not only reduces the amount of waste but also directly contributes to ecosystem balance by improving soil health. It helps prevent soil degradation by reducing the use of chemical fertilizers, increases water retention capacity, and supports agricultural sustainability.

In 2024, we produced 8,119 tons of compost at our facility and recovered 3,325 tons of recyclable materials, which were reintegrated into the economy. Moving forward, we aim to further advance our efforts in this area by producing organic/organomineral fertilizers from compost. Our studies in this field have been completed, and we have applied to the TÜBİTAK 1832 Green Transformation in Industry Call for project financing. We are currently awaiting the evaluation results.

Circular Economy: Urban Use of Compost

In line with our vision of reintegrating waste into nature, İSTAÇ uses the compost it produces directly to support the green spaces of Istanbul. Through our collaboration with the Istanbul Metropolitan Municipality Department of Parks, Gardens and Green Areas, all compost produced is utilized entirely in urban landscaping projects.

Through this circular economy model:

- The soil quality of parks, gardens, and recreational areas in Istanbul is improved.
- The use of chemical fertilizers is reduced, supporting environmental sustainability.
- The use of natural resources in urban agriculture and green space maintenance is optimized.

Thanks to this partnership, instead of sending organic waste to landfills, we recycle it to contribute to the sustainable management of Istanbul's green areas. As İSTAÇ, we aim to strengthen this collaboration to expand the model and increase our contributions to the urban ecosystem.

Carbon Management

Corporate Carbon Footprint

At İSTAÇ, we take active responsibility in combating climate change by calculating our greenhouse gas emissions and developing projects aimed at their reduction.

We strengthen our efforts with scientific calculations, international standards, and sustainable financing models. While reducing our carbon emissions, we also aim to generate broader environmental benefits through carbon credits.

In recent years, we have continuously updated and expanded our carbon footprint calculation and management process through various improvements. In this context, we have made our carbon management strategies more comprehensive and effective by structuring them into defined phases:

Carbon Management Roadmap

2015
Corporate carbon footprint calculations were initiated in compliance with the ISO 14064 standard. Initially, we focused on direct emissions and established our emission inventory.

2021
The scope of calculation was expanded to include indirect emissions (Scope 3). In order to better assess all carbon emissions resulting from our operations, emission calculations were carried out in areas such as transportation and the supply chain.

2022
Emissions from the Waste Incineration Facility and Biometanization Facilities were included in the emission inventory. This marked the beginning of a more holistic approach to managing our carbon footprint.

2023
We successfully completed our first ISO 14064 verification process under the supervision of TÜRKAK (Turkish Accreditation Agency), confirming that our carbon calculations are transparent and aligned with international standards.

2024
With a scope update, emissions from our treatment facility were included under Scope 1. Our operational boundaries were expanded, and a revision was made to our base year.

Evolution of Carbon Emissions

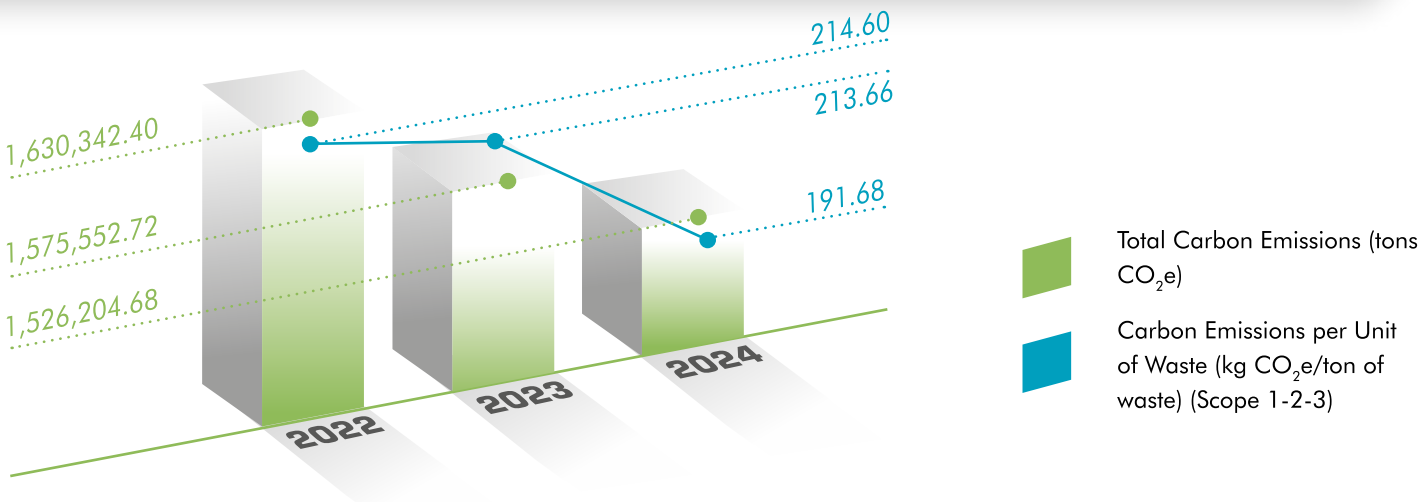
At İSTAÇ, we have achieved a significant improvement over the years thanks to the practices we have implemented to reduce our carbon emissions. Compared to the previous reporting period, we recorded a 3,13% reduction in total emissions.

In this reporting period, unlike in previous years, carbon emissions per unit of waste were calculated by including all scopes (Scope 1, 2, and 3). In earlier periods, only Scope 1 and 2 emissions were taken into account in the per-unit waste comparison, but this year, the approach has been updated to be more comprehensive. This methodological change has enabled us to assess our carbon footprint in a more holistic manner.

In 2023, the carbon emission per unit of waste was **213,66 kg CO_2e/ton**, while in 2024, this value decreased to **191,68 kg CO_2e/ton**. This indicates an approximate **10,29%** reduction in emissions per unit of waste.

In this calculation, excavation waste, which does not generate direct emissions, was excluded. Although the volume of this waste type may vary periodically, it can lead to distortions in the calculation since it does not contribute to emissions.

YEAR	2022	2023	2024
Total Carbon Emissions (tons CO_2e)	1,630,342.40	1,575,552.72	1,526,204.68
Carbon Emissions per Unit of Waste (kg CO_2e/ton of waste) (Scope 1-2-3)	214.60	213.66	191.68
Scope 1 (tons CO_2e)	80,108.09	78,026.55	80,056.56
Scope 2 (tons CO_2e)	13,583.44	14,162.14	22,150.24
Scope 3 (tons CO_2e)	1,536,650.87	1,483,366.30	1,422,680.84
Amount of Waste Processed (Scope 1-2-3)	7,597,119.25	7,374,096.18	7,962,321.00

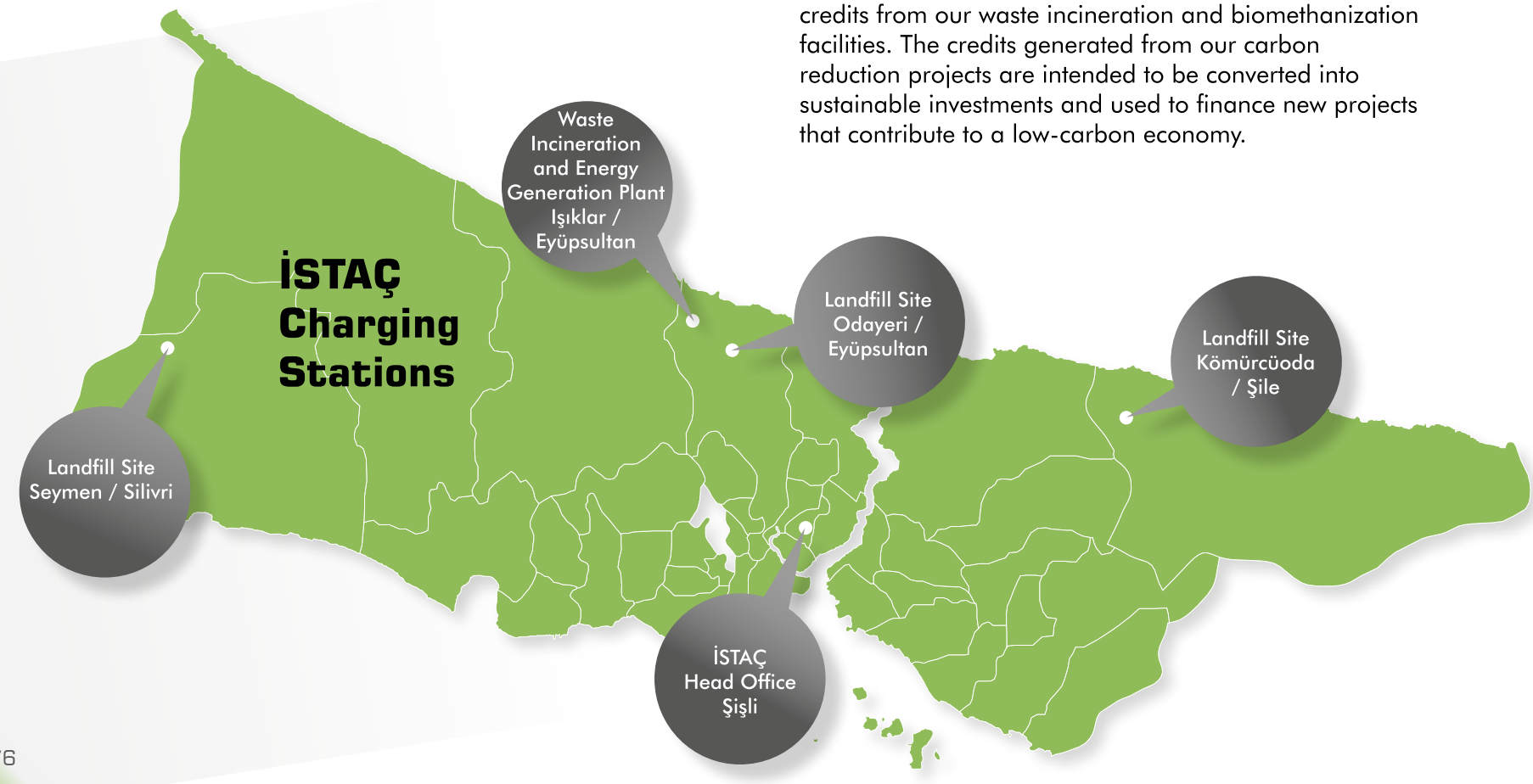


Carbon Management and Carbon Credit Strategies

In line with our goal to reduce carbon emissions, we are working to make our transportation and waste hauling processes more sustainable. Within this scope, we have added 5 new electric vehicles to our fleet and strengthened our charging infrastructure across all our operational areas, from Şile to Silivri. We increased the number of charging stations to 7, ensuring suitable infrastructure for electric vehicle use at all our locations. In the coming years, we aim to further increase this ratio, reduce fossil fuel consumption, and lower our carbon footprint.

As part of our carbon management strategy, we consider the production of green hydrogen from water and organic waste as one of the priority areas for diversifying our energy portfolio. We closely monitor technological developments and regulatory frameworks in this field, shaping our efforts in line with our long-term sustainability strategy. The planned production of green hydrogen is aimed at reducing fossil fuel usage and contributing to the decrease of greenhouse gas emissions.

We do not limit our carbon management to operational improvements alone; we also aim to implement a broader climate finance model through carbon credit projects. Within this scope, the certification process with the Gold Standard is ongoing for obtaining carbon credits from our waste incineration and biomethanization facilities. The credits generated from our carbon reduction projects are intended to be converted into sustainable investments and used to finance new projects that contribute to a low-carbon economy.



Nature-Based Solutions Ecological Rehabilitation at Our Sites

Approximately 2 million tons of excavation waste are generated each month in Istanbul due to urban transformation and infrastructure works. To manage this waste without harming the environment, degraded forest lands whose natural structure has been damaged due to mining are included in the rehabilitation process. Sites filled with excavation soil are restored to nature as part of ecological restoration projects.

During this process, afforestation and greening activities are carried out on rehabilitated areas. As of 2024, a total of 24,459 saplings have been planted, aiming to preserve ecological balance and increase carbon sequestration capacity. The rehabilitation and afforestation of excavation sites contribute in the long term to offsetting carbon emissions through natural means, while also supporting the increase of green spaces in Istanbul.

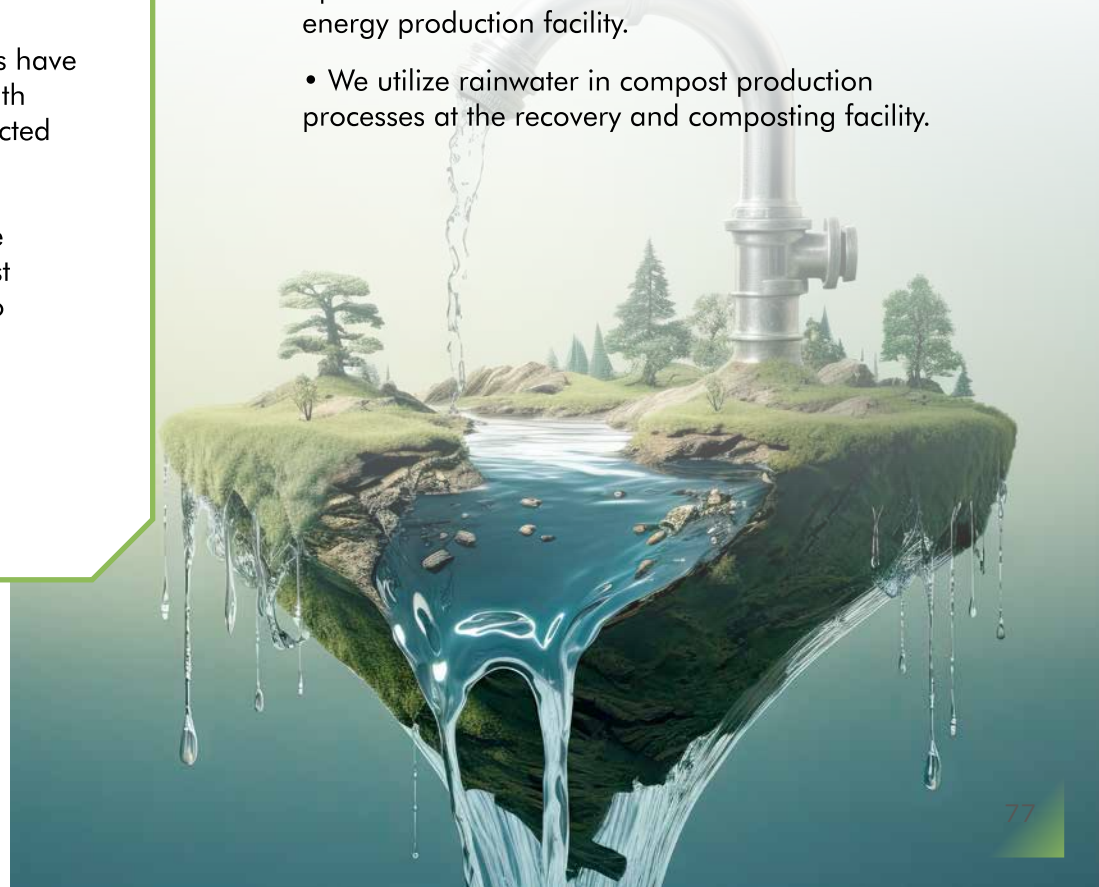
We rehabilitate our sites, whose storage capacities have been filled, by afforestation to reintegrate them with natural life. Through afforestation activities conducted in these rehabilitated areas, ecosystem integrity is supported, and carbon sink areas are expanded. Similarly, landscaping and afforestation works are carried out at waste incineration facilities, compost production areas, and other integrated facilities to ensure environmental harmony and reinforce our sustainable and green infrastructure approach.

Water Management

Water is one of the most important components of sustainable environmental management. Effective management of water usage both ensures the conservation of natural resources and increases efficiency in operational processes. As İSTAÇ, we continue our monitoring and management efforts within the scope of the ISO 14046:2014 standard to reduce our water footprint and promote water conservation.

In this context:

- We develop projects to reduce our use of network (tap) water and to utilize alternative water sources.
- We contribute to the water cycle by optimizing rainwater collection systems, treatment, and recovery processes.
- We use rainwater for landscape irrigation in operations such as the waste incineration and energy production facility.
- We utilize rainwater in compost production processes at the recovery and composting facility.



2024 Water Usage Data

YEAR	2022	2023	2024
Total amount of water drawn from the network (m^3)	429,967	403,214	577,606
Total surface water used (lakes, rivers, etc.) (m^3)	-	-	-
Total groundwater used (wells, etc.) (m^3)	206,438	151,376	151,214
Total amount of water used (m^3)	652,281	579,117	755,200
Total amount of drinking water used (purchased bottled, bottled, cup water) (m^3)	1,192	1,420	1,460

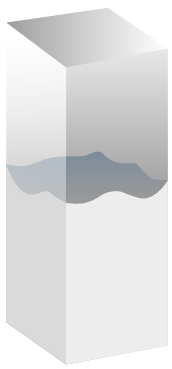
Water Footprint Calculations

As İSTAÇ, we conduct a comprehensive Water Footprint calculation that includes the components of Blue Water, Grey Water, and Green Water. For the year 2024, our water footprint components have been calculated as follows:

755,200 m^3

Blue Water
(Network and Groundwater)

1,803,783 m^3



Grey Water
(Freshwater used to dilute pollution)

560,534 m^3

Green Water
(Rain water)

Climate Change Scenarios and Water Management

As İSTAÇ, we develop water management strategies to ensure that our operational areas are not adversely affected by potential water crises linked to climate change. In this context, to assess the current situation and future water stress risks, we analyzed water risk projections for the year 2030 based on the Representative Concentration Pathways (RCPs) scenarios developed by the Intergovernmental Panel on Climate Change (IPCC).

Using evaluations aligned with RCP 2.6 (Best Case Scenario), RCP 7.0 (Current Situation), and RCP 8.5 (Worst Case Scenario), we have begun developing long-term water management strategies for our Seymen, Odayeri, and Kömürcüoda landfill sites.

In these analyses, water stress assessment was conducted using the Aqueduct Water Risk Atlas developed by the World Resources Institute (WRI). The evaluation results are summarized in the table below:

LOCATIONS	RCP 2.6 (Best Case Scenario)	RCP 7.0 (Mevcut Durum)	RCP 8.5 (En Kötü Senaryo)
ODAYERİ	Extremely High (>80%)	Extremely High (>80%)	Extremely High (>80%)
SEYMEN	Extremely High (>80%)	Extremely High (>80%)	Extremely High (>80%)
KÖMÜRCÜODA	Low (<10%)	Low (<10%)	Low (<10%)

Figure 1. WRI - AQUEDUCT WATER RISK ATLAS

Waste Management

Waste management is a fundamental element of environmental sustainability, requiring the efficient use of resources, minimizing the amount of harmful waste, and effectively conducting recycling processes. As İSTAÇ, while managing the disposal of Istanbul's waste, we also carry out efforts to reduce waste generated from our own operational processes. In line with our goal of a more sustainable future, we aim to responsibly manage the waste generated by our operations to minimize environmental impacts.

We contribute to the conservation of natural resources by prioritizing waste reduction, reuse, and recycling processes. Increasing recovery rates through source-separated waste collection forms the foundation of our sustainable waste management strategies. Accordingly, we continuously improve our waste management systems and implement innovative practices to integrate waste into the circular economy.

In our environmental management efforts, conducted in compliance with legal regulations and integrated management systems, we place great importance on raising awareness within the scope of the Zero Waste Regulation. To enhance the awareness level of our employees, we regularly provide training on waste management and zero waste principles. In our facilities, we use specially designed partitioned waste bins made from recycled materials to improve waste separation effectiveness.

We are expanding our efforts to reduce waste and increase recycling rates for a more sustainable future, implementing strategies that minimize resource consumption. By integrating waste management processes with circular economy principles, we work determinedly to ensure that waste is returned to the economy without harming the environment.

Waste Management Data

Year	2022	2023	2024
Total Waste Generated (tons)	54,746	60,798	90,169
Total Waste Recycled (tons)	6,562	9,487	12,435
Recycling Rate (%)	12	16	14
Total Waste Sent to Landfill (tons)	46,388	66,388	70,104

Featured Project: Circular Works Workshop

At İSTAÇ, driven by the zero waste philosophy, we have established the Circular Works Workshop to reutilize the waste generated from our workflows and contribute it back to the circular economy. In this workshop, materials such as wood, metal, plastic, electrical and electronic waste are included in reuse, repair, and production processes tailored to institutional needs.

The main activities carried out within the scope of the Circular Works Workshop are as follows:

- Repair, renovation, and production processes for internal institutional needs
- Awareness and educational workshops aimed at raising consciousness
- Production of houses for cats, dogs, and birds within the scope of social responsibility

Throughout 2024, 68 institutions and 568 individuals participated in the Circular Works Workshop, and awareness on the circular economy was raised through participation in 13 different external events.

Biodiversity

İSTAÇ considers the protection of biodiversity as a strategic priority in line with its mission to ensure environmental sustainability. Within the scope of our activities, facilities such as solid waste management plants, wastewater treatment systems, and coastal cleanup infrastructures are constructed and operated. Environmental impact assessments are conducted during the planning and operational phases of these facilities, and various strategies are implemented to prevent the disruption of natural habitats.

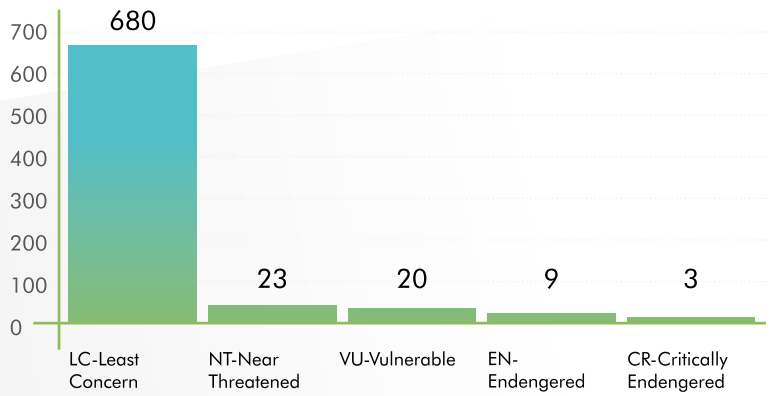
Particularly in the establishment of new facilities, environmentally friendly engineering solutions are adopted to preserve ecosystem integrity. In this context, we adopt a comprehensive strategy aimed at minimizing the potential impacts of our activities on natural habitats, ensuring the protection of ecosystems, and restoring damaged habitats.

Among the efforts to conserve biodiversity, analytical tools are utilized. Within this scope, analyses conducted using the Integrated Biodiversity Assessment Tool (IBAT) show that the areas where İSTAÇ operates and their surroundings are not located within protected zones.

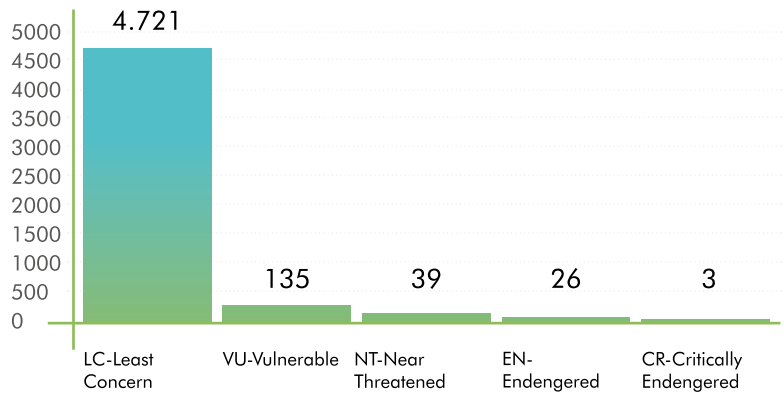
Additionally, assessments based on the International Union for Conservation of Nature (IUCN) Red List have been conducted regarding endangered species around our operational sites. Since the IUCN study has a projection range of 50 km, we supported biodiversity studies in Istanbul with more localized and detailed data using the national inventory tool “Noah’s Ark.” The data related to sensitive species studies are presented below:

Category	Number of Threatened Species (IUCN)	Number of Threatened Species (Ark of Noah)
Critically Endangered (CR)	12	3
Endangered (EN)	22	9
Vulnerable (VU)	44	20
Near Threatened (NT)	43	23
Least Concern (LC)	819	680

Number of Taxa According to IUCN Criteria



Number of Points According to IUCN Criteria



Biodiversity is a fundamental building block of healthy ecosystems and plays a critical role in maintaining ecological balance and sustainability. The protection of natural habitats, support of ecosystems, and ensuring the sustainability of local species are key components of İSTAÇ's environmental management approach.

Protection of Istanbul's Aquatic Ecosystems

To preserve and ensure the sustainability of Istanbul's natural aquatic ecosystems, numerous environmental improvement projects have been implemented. Through holistic approaches applied to the city's streams, shorelines, and seas, pressures on these ecosystems are being reduced to protect the natural balance.

Specifically, in the Göksu and Alibeyköy Streams, due to physical conditions that complicate the application of traditional dredging methods, Geo-Tube technology has been utilized. This innovative method enables sediment to be directly directed into tubes for dewatering, allowing for controlled disposal of sludge accumulated at the streambeds.

As of 2024, a total of 8,450 m^3 of sediment sludge has been removed, thereby enhancing water quality and supporting ecosystem sustainability.

To protect marine ecosystems, ship-generated waste in the Istanbul Strait and surrounding areas is regularly collected. Through the Haydarpaşa Ship Waste Reception Facility, a total of 309,919 m^3 of waste was collected from 11,728 ships in 2024, of which 47,173 m^3 was recycled.

During the reporting period, an additional 8,374 m^3 of waste was collected from the sea surface. This process plays a crucial role in reducing marine pollution and protecting underwater life.

	Mud Amount (m^3)
Göksu Stream	2,600
Alibeyköy Stream	5,850
Total	**8,450**

Dredging Works in the Golden Horn and Stream Mouths

Dredging activities carried out especially in the Golden Horn and other waterways play a critical role in protecting riverine and coastal ecosystems. As of 2024, the dredging works achieved the following:

- A total of **30,582 tons** of sludge was removed from the Golden Horn.
- **17,024 tons** of sludge were cleaned from various streams across Istanbul.
- **969 tons** of sludge were dewatered and properly disposed of.

These efforts have helped eliminate blockages in waterways and ensured the healthy continuity of aquatic ecosystems.

WORKING FOR THE COMMUNITY

- Employee Engagement
- Occupational Health and Safety
- Personal Data Protection
- Customer Satisfaction
- Corporate Social Responsibility
- Internal Control and Audit System

Employee Engagement

Our Human Resources Approach

At İSTAÇ, we believe that our employees are one of our most valuable assets in line with our vision for sustainable environmental management. Accordingly, in 2024, we aim to continue and enhance our efforts to develop our employees' competencies and increase their job satisfaction, while maintaining a fair, transparent, and inclusive approach.

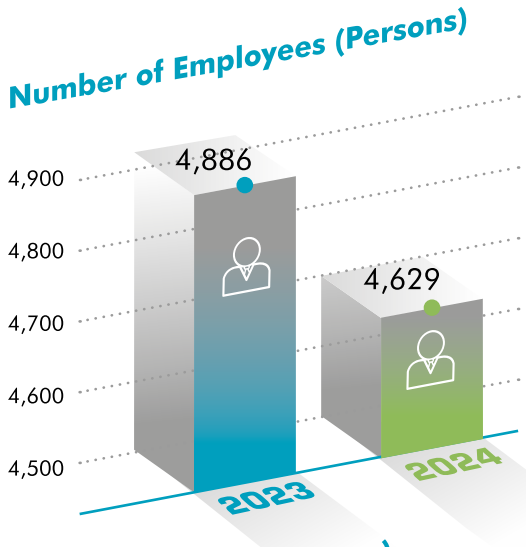
Our human resources management implements comprehensive policies to support the professional development of our employees, provide equal opportunities, and ensure occupational health and safety at the highest level. While making our employees' contributions visible, we value their opinions and actively operate feedback mechanisms.

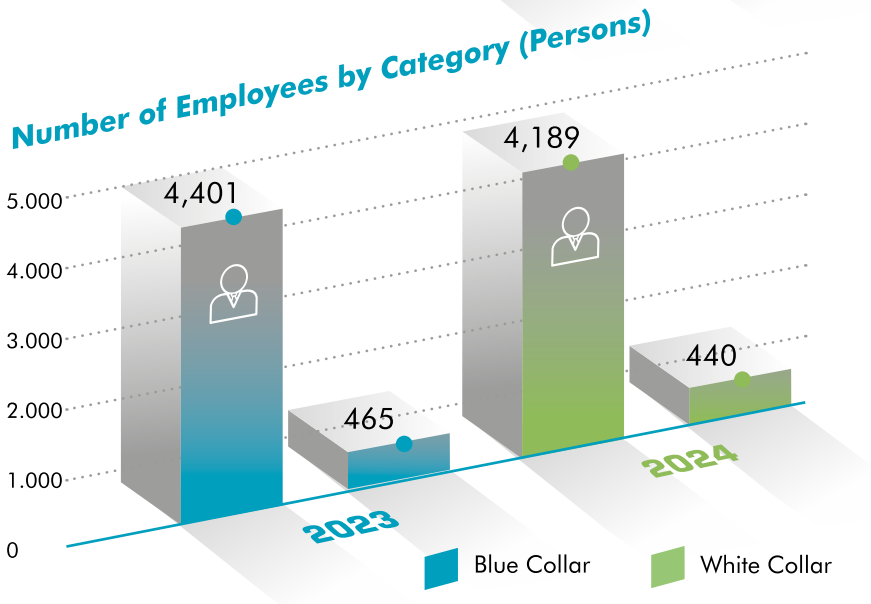
Within the development of İSTAÇ's sustainable human resources approach, we are aware of the importance of human capital for the success of our company. We analyze the training needs of our personnel and organize training programs aimed at enhancing their competencies. We continue our efforts to ensure equality and diversity in recruitment, promotion, and career development processes. By providing regular training on climate change, carbon footprint, and sustainability, we continue to emphasize the importance of our work from a sustainability perspective.

Employee Profile

In 2024, while new colleagues joined our team, some of our employees also retired. Therefore, the number of employees in 2024 has decreased by 4.87% compared to 2023.

Our employee profile mainly consists of personnel working in the field where operational activities are carried out. Accordingly, due to the high number of field workers such as operators, drivers, and cleaning staff, the proportion of our blue-collar employees to the total number of employees is higher.





NUMBER OF EMPLOYEES BY CATEGORY	BY GENDER			
	FEMALE		MALE	
	2023	2024	2023	2024
TOTAL NUMBER OF EMPLOYEES	182	191	4,684	4,438
WHITE-COLLAR	99	108	366	332
BLUE-COLLAR	83	83	4,318	4,106

Approximately 49% of our employees have completed primary and secondary education. In 2023, this rate was around 51%. As can be understood from these data, an increase in the education level of our employees has been observed over the years.

Number of Employees (By Education Level)	BY GENDER		BY AGE			
	FEMALE	MALE	Under 30	Between 30 and 50	Over 50	TOTAL
Primary Education and Below	51	2,226	132	1,659	486	2,277
High School	38	1,655	228	1,358	107	1,693
Associate/Bachelor's Degree	81	505	69	492	25	586
Graduate Degree	21	52	1	69	3	73

Equality, Diversity, and Inclusion

At İSTAÇ, in accordance with our principle of equality, we support all our employees with fairness and respect, regardless of their differences such as language, religion, race, nationality, age, sexual orientation, gender, and disability status. With a work culture that embraces equality, inclusion, and diversity as core principles, we aim to enable women, individuals with disabilities, and all ur employees to realize their full potential.

We regularly review our current practices and make improvements based on the feedback from our employees. We aim to sustain an inclusive work environment where everyone is equipped with equal opportunities.

Our company values employees from all age groups and provides equal opportunities to everyone without any age-based discrimination. While benefiting from the experience of our personnel, we also keep our dynamic structure alive with the energy and innovative perspectives of our younger employees.

Number of Employees Hired by Age	2023	2024
Under 30	230	166
Between 30 and 50	563	280
Over 50	23	0
Total	816	446

In 2024, a Workplace Gender Equality Survey was conducted in collaboration with the Istanbul Metropolitan Municipality (IMM). Through this survey, our employees' perceptions, attitudes, and experiences regarding gender equality were measured, revealing the current situation with concrete data. This has provided an opportunity to identify not only our strengths but also areas open to improvement. With these efforts, we aim both to better analyze the existing situation and to raise awareness of gender equality throughout the organization.

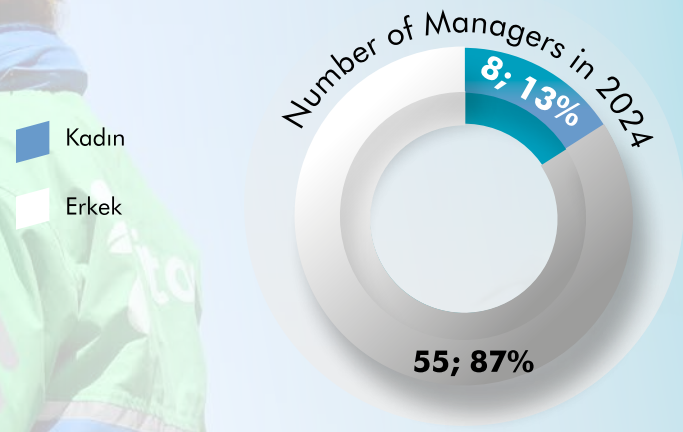
Our employees exercise their right to unionize to protect their rights and improve working conditions through collective bargaining. In this regard, our company signs collective labor agreements with Hizmet-İş Union as the authorized union.

We regularly listen to the demands of our employees through union representatives working at each site and evaluate these demands via the union. In addition to the rights provided by legislation, for other requests, our Human Resources department conducts a solution-oriented process; in disciplinary committees, we adopt a fair approach that safeguards workers' rights.

With the collective labor agreement signed in 2023, various social and financial rights such as fuel aid, child allowance, severance pay regulations, and steering premiums were secured. With the renewal of the agreement in 2026, we aim to further increase employee satisfaction.

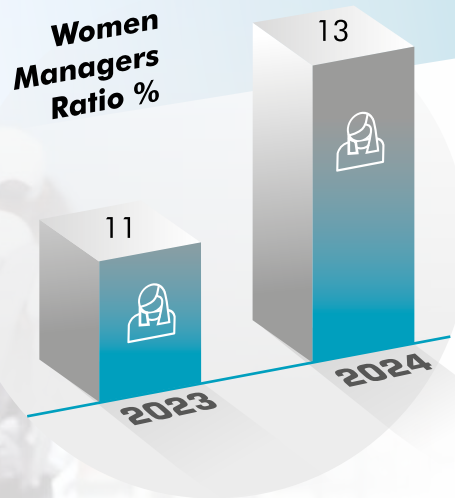
Female

Our female employees work not only in offices but also in all areas of the company, including field operations. Our company adopts the principle of "equal pay for equal work" across all business lines, ensuring that our employees are evaluated fairly and equally.



We integrate the rights of our female employees during pregnancy and postpartum periods into our working model. We grant the 16 weeks of paid leave and, optionally, up to 1 year of unpaid leave as provided by Labor Law No. 4857.

13% of our managers are women.

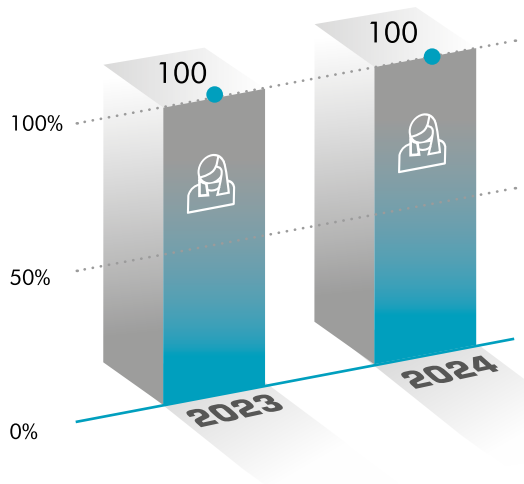


We offer part-time work opportunities to our employees who become mothers until their children reach the age of 7, enabling them to adjust their daily work hours according to their and their children's needs. Through these practices, we support women in maintaining work-life balance while continuing their careers uninterrupted.

Every March 8th, we recognize the social significance of International Women's Day and emphasize our respect for the contributions and presence of our female employees through special events and awareness activities.

Management Staff	2023	2024
By Gender	70	63
Female	8	8
Male	62	55

Postpartum Return-to-Work Rate (%)



Parental Leave (Maternity Leave)	BY GENDER		
	FEMALE	MALE	TOTAL
Number of Employees Entitled to Parental Leave	3	205	208
Number of Employees Who Used Parental Leave	3	205	208
Total Number of Employees Who Returned to Work After Parental Leave in 2024	11	205	216

Our Colleagues with Disabilities

We develop special arrangements and support mechanisms to ensure the full participation of our colleagues with disabilities in the workforce. We strive to facilitate their access to the working environment they need, support them in reaching their full potential, and contribute to their professional development.

We conduct on-site visits to our employees with disabilities, listen to them, and explore ways to further improve their working conditions.

Every year on December 3rd, International Day of Persons with Disabilities, we grant our employees with disabilities an administrative leave for one working day and present them with gifts during our visits.

Employee Engagement

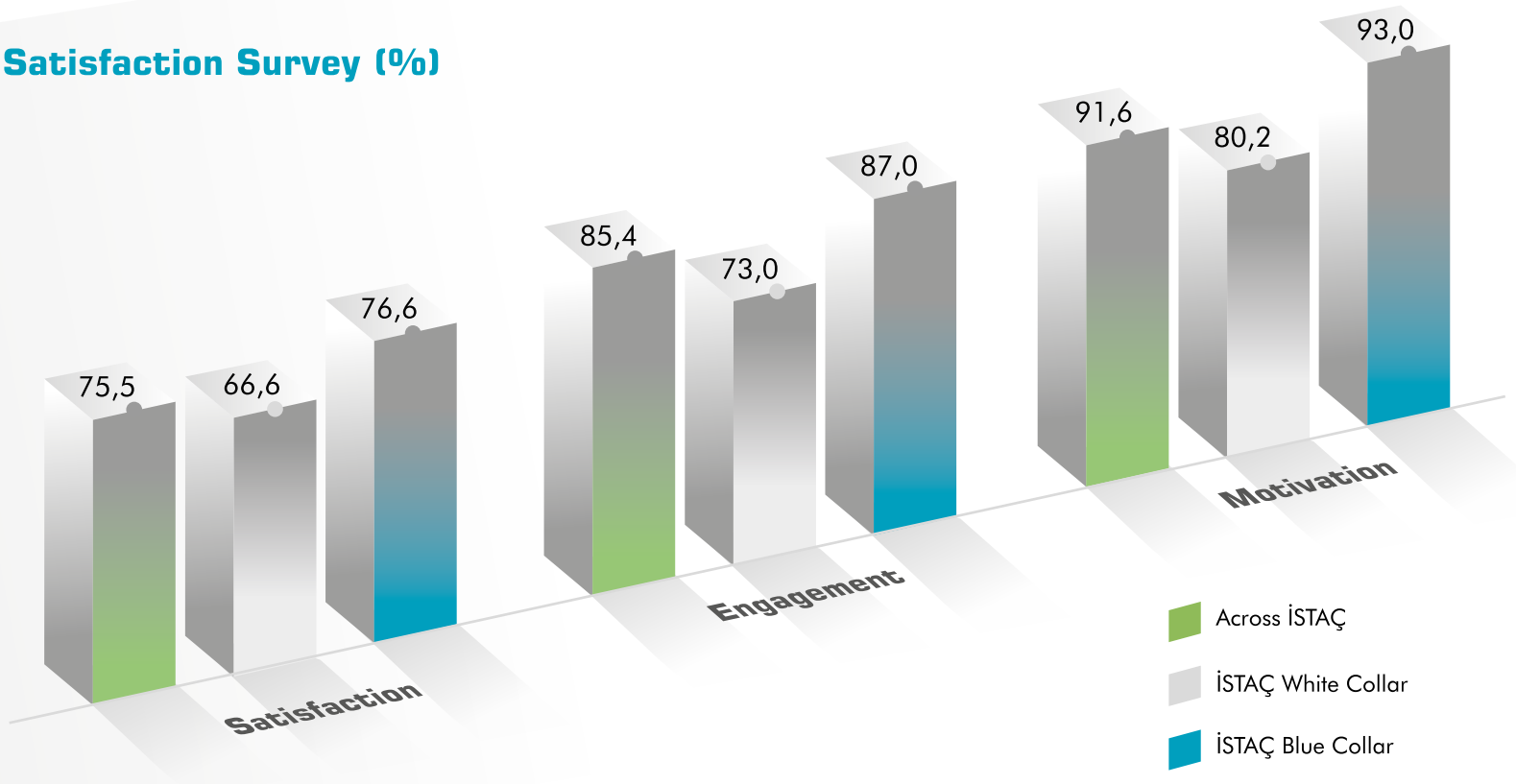
At İSTAÇ, we achieve our goal of leaving a sustainable environmental legacy for Istanbul through the commitment and contributions of our employees. By fostering a continuously improving, inclusive, and supportive work environment, we enhance employee motivation, strengthen long-term engagement, and build a strong corporate culture.

Through our regularly conducted Employee Satisfaction Surveys, we analyze the expectations and needs of our employees and integrate their feedback into our business processes.

In the 2024 Employee Satisfaction Survey, 3,132 employees participated, representing a high participation rate of 83%. This rate demonstrates the value placed on employee opinions and feedback, and reflects an organizational culture that embraces participation. When analyzing engagement and motivation levels:

- 73% of white-collar employees are engaged, and 80% are motivated,
- Whereas 87% of blue-collar employees are engaged, and 93% are motivated.

Satisfaction Survey (%)



We organize motivational events, support packages on special occasions, and social activities to help our employees maintain a healthy work-life balance and strengthen their social connections.

We value the loyalty of our long-serving employees who have been part of the İSTAÇ family for many years, and we actively support initiatives that foster a strong sense of corporate belonging.

Gift packages for special occasions (such as births, weddings, etc.)

Dinner at social facilities for wedding anniversaries

Visit to Anıtkabir

Nature walk

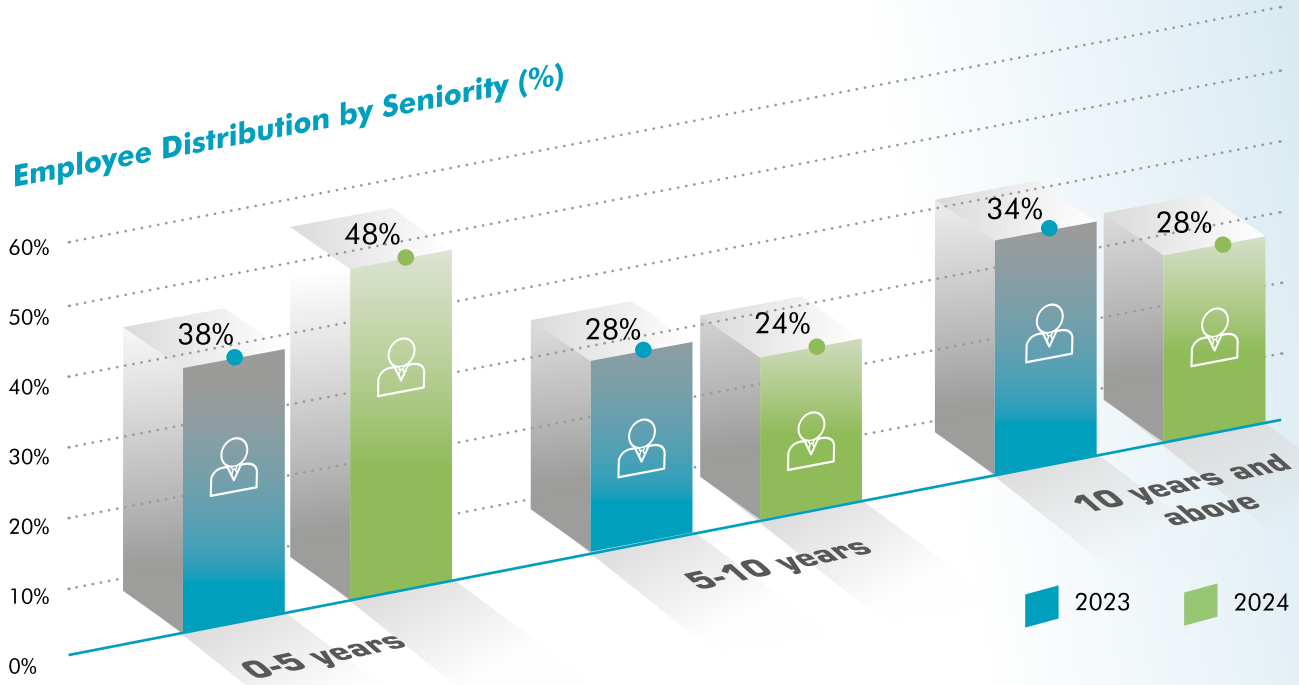
In 2024, excluding Occupational Health and Safety (OHS) trainings, a total of 14,600 person-hours of training were provided on various topics such as orientation, vocational and technical skills, environment, and sustainability. The total training duration specifically focused on sustainability and environmental issues amounted to 56 hours. Additionally, 2,400 of our employees voluntarily participated in AFAD's Fire Safety and Urban Search and Rescue Training. At the end of each year, we collect training requests from our employees for the upcoming year and share the annual training plan accordingly.

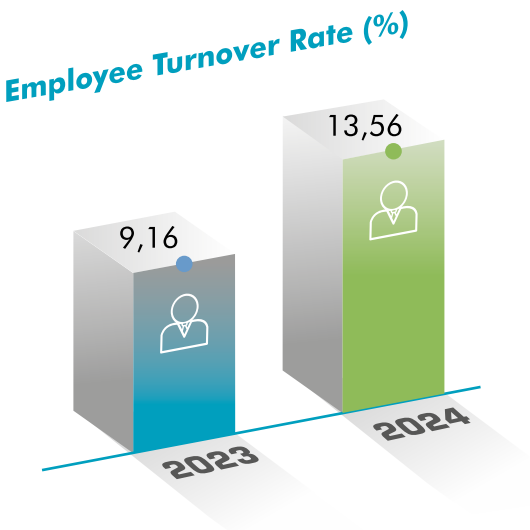
Trainings Provided to Employees in 2024:

- SRC Certification Trainings
- Compensation Systems Training
- Sustainability Strategy for Managers
- Basic Training on ISO 39001 Road Traffic Safety Management Systems
- Carbon Markets
- Energy Efficiency and Climate Change Awareness Training
- First Aid Training
- Safe Handling of Chemicals Training
- Method Validation, General Calibration, and Measurement Uncertainty Training
- AFAD – Fire Safety and Urban Search and Rescue Training
- Certification Trainings
- Heavy Equipment Certification Trainings

Certification Trainings:
- Port Dockworker
- Machine Maintenance Technician
- Ground and Road Sweeping Vehicle
- Medical Waste
- Steam Boiler
- Hot Water Boiler
- Steel Welding
- Plastic Welding

Heavy Equipment Certification Trainings:
- Forklift
- Loader
- Dozer
- Compactor
- Electric Pallet Jack
- Computer Operation
- Vehicle Recovery Tow Truck





When examining the distribution of our employees by seniority, we observed a 6% decrease in the number of employees with 10 or more years of service compared to 2023, due to the retirement of some of our colleagues. Following the retirement of senior employees, the proportion of employees with 0-5 years of service increased by 10% as younger colleagues joined our team.

In 2024, the overall employee turnover rate was 14.86%, while the rate of voluntary resignations stood at 13%. Due to the high proportion of blue-collar workers in our company and their relatively advanced average age, there has been an increase in the number of retirements in 2024. In 2023, with the Regulation on People of Retirement Age, which entered into force in 2023, there was an increase in the rate of employees who retired in 2023 and 2024.

Occupational Health and Safety

İnsan Kaynakları Yaklaşımımız

At İSTAÇ, we place the health and safety of our employees and stakeholders at the core of all our operations. In accordance with the Occupational Health and Safety Law No. 6331 and related regulations, as well as the TS ISO 45001 standard, we have established our Occupational Health and Safety (OHS) Management System. Our goal is to completely prevent workplace accidents and occupational diseases.

Our OHS Management System covers not only our full-time, part-time, and intern employees at İSTAÇ but also subcontractors and subcontracted personnel working under our supervision.

Our Occupational Health and Safety (OHS) Activities Conducted in 2024:

Basic OHS training was provided to all personnel whose periodic training had expired as well as to newly hired employees.

Specialized OHS training was delivered to all of our managers.

Approximately 1,500 of our employees received training on job-specific hazards and risks, emergency procedures, occupational health information, workplace hygiene and sanitation, use of personal protective equipment, as well as traffic and road safety awareness.

Behavior-Based Occupational Health and Safety Trainings were conducted to inform our company's managers (department heads) and OHS specialists about their legal responsibilities within the scope of occupational health and safety, as well as the processes for accident and incident analysis.

A total of 68 OHS Committee meetings were organized in accordance with occupational health and safety obligations.

As part of emergency preparedness, 45 emergency drills were conducted across all our locations. These drills included training on emergency scenarios such as fire, earthquake, traffic accidents, and explosions, raising awareness among our employees on how to respond appropriately.

As part of the technical inspection process, 5,320 pieces of equipment and vehicles within our company were inspected. Any non-conformities identified during these inspections were reported to the relevant departments, and corrective actions were initiated through the QDMS system.

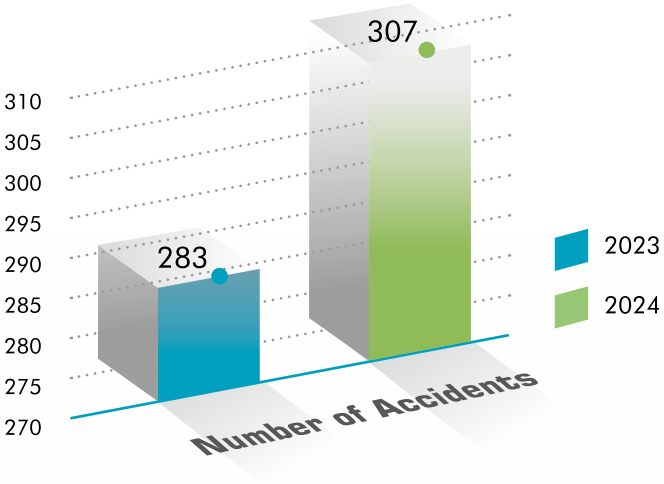
To monitor potential health risks arising from the working environment, all our employees underwent periodic health screenings in 2024. Additionally, pre-employment medical examinations were conducted for newly hired employees in 2024.

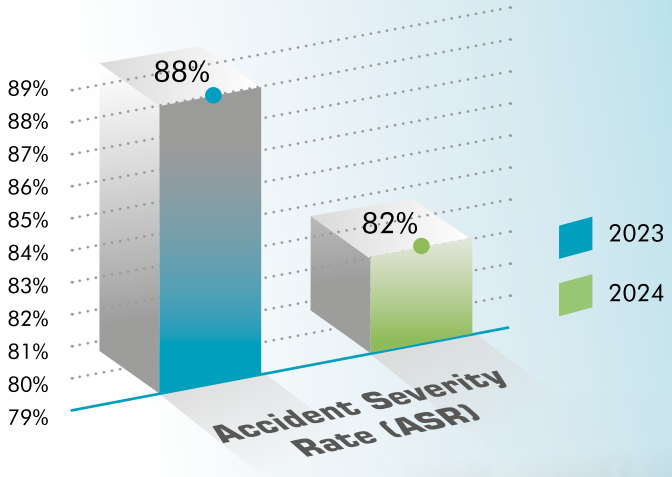
As part of our OHS digitalization efforts, the İSTAÇ VR Occupational Safety Training Simulation was developed to raise our employees' awareness of workplace hazards and risks. This application received recognition in the EU's Digital Era OHS-themed competition and our institution was awarded a Certificate of Appreciation by the General Directorate of Occupational Health and Safety.

As part of the Occupational Health and Safety (OHS) Week activities held from May 3rd to 10th, our company organized a drawing competition themed "Protect Your Family with Road Safety." Following the event, awards were presented to the children of the employees who won the competition.

In 2024, a total of 12 Occupational Health and Safety (OHS) bulletins were prepared to raise awareness among our employees about health and safety. These bulletins were shared on OHS boards and employee information screens.

In 2024, a total of 26,400 person-hours of Occupational Health and Safety (OHS) training were provided.





Number of OHS Committees	13
Total Number of OHS Committee Members	140
Number of Employee Representatives in OHS Subcommittees	36

Community Health and Safety

Community Health and Safety is one of the cornerstones of our sustainability approach at İSTAÇ. Throughout our operations, we continuously monitor environmental impacts to minimize potential risks to community health and safety. We proactively identify potential hazards and take necessary precautions. The modern technologies we employ in our waste management processes are supported by systems designed to prevent air, water, and soil pollution, thereby reducing environmental risks to the lowest possible level.

We regularly inform the communities in the areas where our facilities are located; by receiving public opinions through complaint and feedback mechanisms, we adopt a management approach that takes social sensitivities into account. In this way, we ensure the health and safety of not only our employees but also all individuals living in our operational areas.

Particularly during the transportation of waste to designated disposal sites or treatment facilities, we prioritize road and traffic safety. To this end, we perform regular maintenance on our vehicles and conduct inspections using control checklists before each trip. For transportation duties, we only employ drivers who possess the necessary professional qualification certificates, hold valid licenses, and have successfully completed psychotechnical evaluations.

In our urban cleaning activities, especially on heavily trafficked main arteries, we place cones before the work areas and use lighted escort vehicles to ensure safety. This helps minimize the risk of potential traffic accidents.

In our operations along coastal strips, beaches, and shorelines where civilians are present, we prioritize environmental safety. Before commencing work with heavy machinery, we install safety barriers and tapes at the entry and exit points of the work zones. Additionally, to inform the public, we place warning health and safety signs nearby and provide necessary guidance.

Protection of Personal Data

In all our operations, we take the necessary technical and organizational measures to ensure the security of personal data belonging to our employees and visitors. We process and protect personal data in compliance with legal regulations and privacy policies.

You can access our company's relevant texts within the scope of the Turkish Personal Data Protection Law (KVKK) at: https://istac.istanbul/hakkimizda/kisisel-verilerin-korunmasi.

- KVKK INFORMATION NOTICE FOR EMPLOYEES AND INTERNS
- INFORMATION NOTICE ON PERSONAL DATA PROTECTION
- DATA CONTROLLER APPLICATION FORM
- İSTAÇ CORPORATE GAMES PRIVACY AGREEMENT

We regularly inform our employees about cybersecurity and protect our data through our company's Information Technology efforts. Our cybersecurity and data protection activities in 2024 include:

Using SOC and SIEM applications, alarms identified as harmful or threatening are instantly communicated via email, SMS, or phone based on their critical status. This enables us to be immediately alerted in case of cyber threats.

With PAM (Privileged Access Management), remote access of companies and consultants to servers is recorded. This ensures both server connection security and data protection.

We perform penetration tests on all systems within our network to identify security vulnerabilities and close detected gaps.

Direct access to links in potentially threatening emails is blocked and only allowed after verification. This prevents phishing emails' malicious links and helps avoid social engineering cyberattacks.

Our disaster recovery systems ensure backup replication of critical servers to two different locations: Headquarters and Ankara, to safeguard against disasters/emergencies.

We perform hourly, daily, weekly, and monthly backups of servers according to their criticality levels.

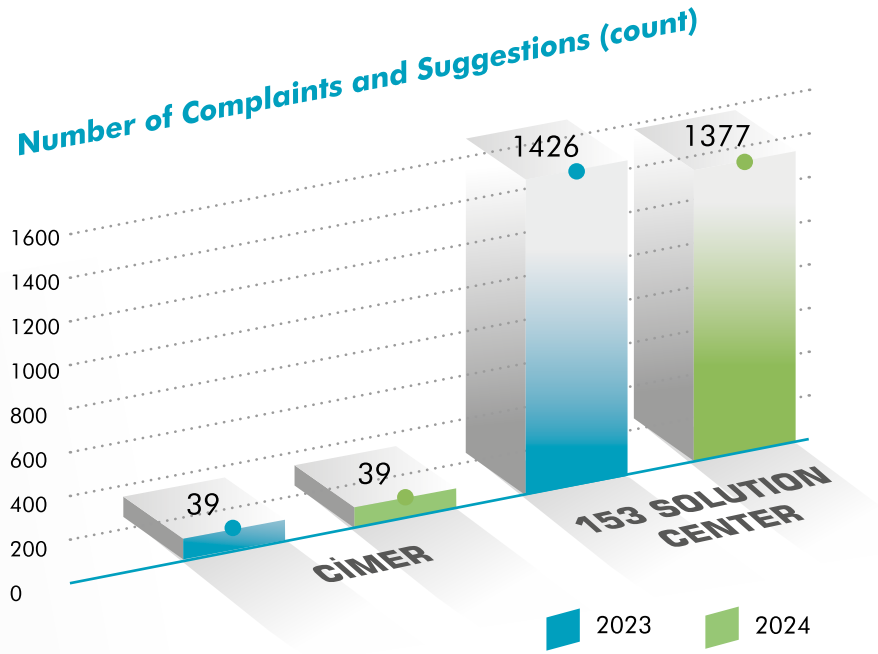
Using firewalls, we restrict access to servers based on specific rules and disable their internet connections.

With our DDoS protection service, we mitigate cyberattacks targeting our public-facing applications without disrupting access.

Customer Satisfaction

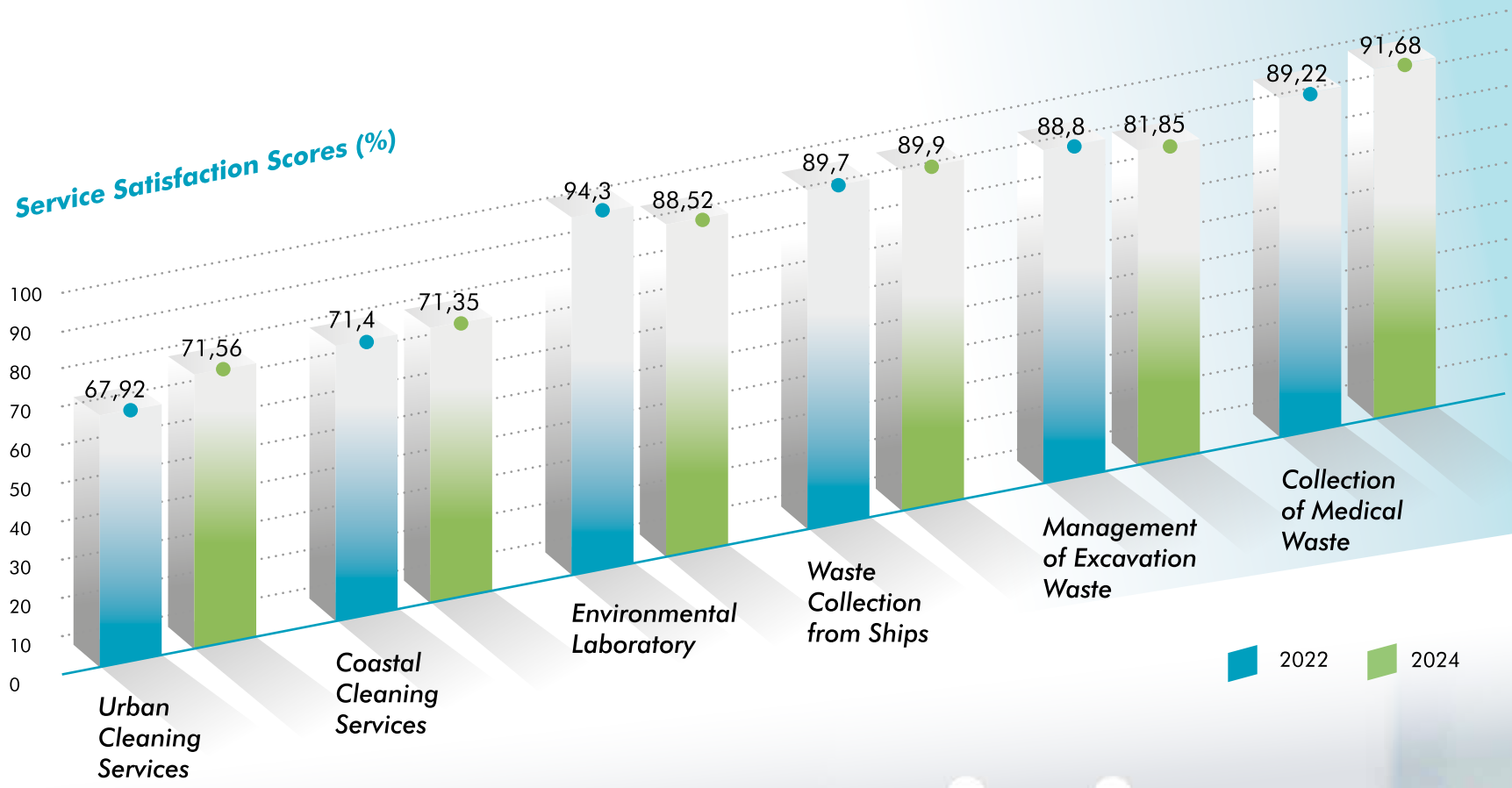
At İSTAÇ, we take all suggestions and complaints received through CİMER and the 153 Solution Center seriously. Applications submitted via CİMER are responded to within an average of 3 days in 2024, while those submitted through the 153 Solution Center are answered within 1 day.

In 2024, the complaint rate submitted to CİMER remained unchanged compared to 2023, whereas applications and suggestions to the 153 Solution Center decreased by 3.4%.



Through the External Stakeholder and Satisfaction Survey, we continue our work by taking into account the requests and complaints of our external stakeholders, just like those of the public. At this point, we categorize our external stakeholders as “ambassadors, neutrals, watchers, and opportunists” and deepen our analyses accordingly. According to the 2024 results, our citizen satisfaction rate is 71%, and customer satisfaction rate is 78%.

In our survey, we ask questions about our services, staff, communication, accessibility, and overall evaluation. While inquiring whether our external stakeholders are aware of İSTAÇ services beyond the units they receive service from, we also inform them about our range of services.


Service Satisfaction Scores (%)
100
90
80
70
60
50
40
30
20
10
0
67,92
71,56
71,4
71,35
94,3
88,52
89,7
89,9
88,8
81,85
89,22
91,68
Urban Cleaning Services
Coastal Cleaning Services
Environmental Laboratory
Waste Collection from Ships
Management of Excavation Waste
Collection of Medical Waste
2022
2024

Corporate Social Responsibility

We do not limit ourselves to fulfilling only our duties and responsibilities; we strive to do more for the people of Istanbul. In this regard, in 2024, our Medical Waste Collection unit provided consumables such as medical waste bags and infectious waste boxes, as well as free collection services, to dialysis patients in 518 homes.

The same unit also offered free Medical Waste Management Training to 870 healthcare workers in both the public and private sectors, issuing participation certificates to attendees.

To raise environmental awareness and consciousness, we distribute compost and packaging waste handbooks. Additionally, we continue to contribute to society through projects such as the Recycling Workshop.

All these efforts go beyond protecting environmental health, also contributing to public health. With these initiatives promoting the proper management of medical waste, we take responsibility for a sustainable future aimed at improving the quality of life for the people of Istanbul.

Internal Control and Audit System

Within the scope of general internal audit, we independently and impartially audit, evaluate, and provide consultancy services for the processes, activities, and projects carried out by our company's units, using a risk-based and process-oriented approach in compliance with public audit standards.

Through these efforts, we ensure that operations are conducted in accordance with defined objectives, policies, and regulations; company resources are used effectively, economically, and efficiently; assets are protected; accounting records are accurate and complete; and financial and managerial information is produced timely and reliably.

Within the scope of our internal audit activities:

In 2024, we conducted a comprehensive internal audit from financial and operational perspectives through 30 on-site field and office inspections.

- We examine the compliance of all activities and operations with relevant laws, regulations, directives, and other legislation.
- We evaluate management activities and operations at all levels in terms of effectiveness, economy, and efficiency during the planning, implementation, and control phases.
- We audit the accuracy of accounts and transactions related to income, expenses, assets, and liabilities, as well as the reliability of financial systems and statements.

APPENDICES

- Risks and Opportunities Related to Sustainability and Climate
- Activity Indicators
- Financial Performance Indicators
- Social Performance Indicators
- Environmental Performance Indicators
- TSRS S1-S2 Content Index
- SABS Index
- GRI Content Index

Risks and Opportunities Related to Sustainability and Climate

At İSTAÇ, we address all sustainability and climate-related risks and opportunities with a transparent, impartial, and holistic approach, evaluating them in accordance with international guidelines such as TSRS, SASB, and TCFD. We comprehensively analyze the impacts of transition and physical risks on our operational processes and financial performance.

The methodology used in these analyses includes an assessment system based on a 5x5 risk matrix. Each risk and opportunity is scored according to impact and likelihood criteria; the total risk score is calculated by multiplying these two values and then positioned on the matrix. The resulting scores are classified as follows:

1–5:	Low risk / opportunity
6–12:	Medium risk/opportunity
13–25:	High risk/opportunity

Additionally, a time horizon approach is also considered during the analysis process. Within this scope, each risk or opportunity is classified as follows:

Short-term: 0–3 years

Medium-term: 4–10 years

Long-term: 11–30 years

This approach provides holistic risk management by encompassing both short-term operational impacts and long-term strategic effects.

At İSTAÇ, we consider risks not only for their negative impacts but also as long-term value creation opportunities. Accordingly, we are working to evaluate sustainability risks and opportunities through a more integrated approach. In this context, we aim to incorporate double materiality-based analyses into our corporate structure in the future. In line with this, we take into account both the financial impacts of sustainability issues on İSTAÇ and the effects of our operations on the environment, society, and stakeholders.

At İSTAÇ, our sustainability strategy includes conducting risk and opportunity analyses based on climate change scenarios, prioritizing projects that reduce our carbon footprint, supporting renewable energy solutions in waste management, and enhancing employee safety and operational continuity.

As a result, we view sustainability not only as an environmental responsibility but also as a strategic element for long-term value creation, and we continue to strengthen our operations through sustainable business models.

	TYPE	RISKS	Risk Description	Our Approach	IMPACT	LIKELIHOOD	TERM
TRANSITION RISKS	**Policy And Compliance Risk**	Regulations Aimed at Reducing Carbon Emissions	Regulations targeting carbon emission reductions, such as the Climate Law and the National Emission Trading System in Turkey, may increase İSTAÇ's operational costs. This situation could lead to higher expenses and the need for restructuring operational processes.	İSTAÇ develops reporting and reduction plans to lower carbon emissions, closely monitors national and international regulations, and prioritizes projects aimed at reducing carbon intensity. Additionally, it strengthens risk management strategies by creating carbon pricing scenarios.	LOW	POSSIBLE	SHORT
		Emission Reporting Obligations	As part of combating climate change, standards such as GRI and TSRS require companies to provide more transparent and comprehensive emission reporting. These standards may necessitate additional resources and costs for İSTAÇ to effectively collect, monitor, and report emission data. Non-compliance could result in legal sanctions and reputational risks.	İSTAÇ regularly monitors Scope 1, Scope 2, and Scope 3 emissions. The greenhouse gas inventory calculations related to the monitoring process are verified in accordance with the ISO 14064-1 standard. Necessary actions are taken to comply with new reporting standards such as GRI and TSRS.	MEDIUM	POSSIBLE	SHORT
		Risk of Penalties Due to Non-Compliance	In case of non-compliance with regulations, severe penalties may be imposed.	Regular compliance audits are conducted to minimize regulatory risks.	LOW	LOW PROBABLITY	SHORT
	Technology Risk	Investments in low-emission technologies may fail to meet expected performance	Due to technical or financial issues, investments in new technologies might not achieve the anticipated outcomes. This could result in the failure to realize the carbon reduction effects and financial returns of the investments.	Before making technological investments, İSTAÇ carries out detailed feasibility studies and pilot implementations. Collaborating with expert teams, technological risks are analyzed, and sustainable and effective solutions are prioritized.	HIGH	POSSIBLE	SHORT
		Costs of Transitioning to Low-Emission Technologies	The obligation to invest in new technologies may lead to high costs.	İSTAÇ incorporates climate strategies and carbon pricing scenarios into its investment planning and conducts regular financial planning for the transition to low-emission technologies. Gains achieved by improving the efficiency of existing processes are allocated to fund transition projects. This approach aims to balance costs while achieving sustainability goals.	HIGH	POSSIBLE	LONG

	TYPE	RISKS	Risk Description	Our Approach	IMPACT	LIKELIHOOD	TERM
TRANSITION RISKS	**Market Risk**	Demand Fluctuations in the Carbon Credit Market	Uncertainty in carbon credit market signals, along with demand and price fluctuations, can complicate the financial planning of carbon reduction strategies. This situation may put the company's long-term carbon management goals at risk.	İSTAÇ closely monitors carbon markets and conducts scenario analyses to minimize uncertainties in market signals. By diversifying its carbon credit strategy, it aims to balance financial impacts that may arise from demand fluctuations. Additionally, prioritizing long-term carbon reduction projects, İSTAÇ seeks to manage market risks effectively.	MEDIUM	POSSIBLE	MEDIUM
		Rising Raw Material Costs	Increases in raw material costs may raise the expenses of waste management operations.	İSTAÇ prioritizes R&D efforts for projects that enhance cost efficiency in business management processes.	MEDIUM	POSSIBLE	MEDIUM
	Reputational Risk	Risks of Greenwashing Perception	Despite expectations to reduce environmental impacts in the waste management sector, companies' failure to genuinely achieve sustainability goals may lead to sectoral stigma and risks of greenwashing perception. A lack of transparency or insufficient communication of sustainability objectives could damage İSTAÇ's reputation.	İSTAÇ transparently reports its sustainability performance and conducts verification processes in accordance with international standards. To prevent greenwashing perceptions, it supports all environmental commitments with measurable, concrete projects. Additionally, İSTAÇ aims to take an active role and demonstrate leadership in advancing industry standards.	HIGH	LOW PROBABLITY	MEDIUM
PHYSICAL RISKS	**Acute Risk**	Increasing intensity of extreme weather events	The increasing intensity of extreme weather events (such as floods, storms, and heatwaves) associated with climate change may adversely affect operations. This situation can cause disruptions in waste collection and disposal processes, damage to infrastructure, and unexpected costs. Additionally, it can pose significant risks to employee safety and operational continuity.	İSTAÇ prepares risk analyses and adaptation plans to make its infrastructure and operational processes resilient to climate change. Additionally, it prioritizes safety by organizing training programs for employees.	HIGH	POSSIBLE	LONG
	Chronic Risk	Water scarcity / Droughts / Changes in precipitation patterns and extreme variability in weather conditions	Drought and water scarcity may limit water usage in waste processing facilities.	İSTAÇ has developed a water crisis map considering climate scenarios established by the IPCC. In response, it is exploring methods such as greywater reuse and rainwater harvesting and is conducting improvement efforts in its processes.	HIGH	POSSIBLE	LONG
		Land scarcity / Soil erosion and degradationve bozulması	Soil erosion and land loss can affect the capacity of waste disposal sites.	İSTAÇ designs erosion prevention projects on its sites to minimize potential risks.	LOW	VERY LOW PROBABILITY	LONG

	TYPE	Opportunities	Description of Opportunity	Our Approach	IMPACT	LIKELIHOOD	TERM
OPPORTUNITIES	**Resource Efficiency**	Transition to More Efficient Technology	Transitioning to more efficient and low-emission technologies in operations and waste management processes offers opportunities to reduce costs and carbon footprint.	At İSTAÇ, we have an ambitious carbon reduction target and are strongly focused on increasing energy efficiency in our operations and vehicle fleet accordingly. We believe that technological innovations and sustainable solutions will accelerate this process, and we continuously improve our waste management processes to minimize our environmental impact.	HIGH	ALMOST CERTAIN	LONG
		Reduction of Water Usage	In a world facing increasing water scarcity, efficient use and recovery of water in waste management facilities strengthens operational sustainability.	We are conducting studies on methods such as greywater reuse and rainwater harvesting in our office areas. Additionally, by expanding water recovery systems in our operational facilities and promoting the reuse of water used in processes, we aim to broaden these efforts.	HIGH	POSSIBLE	MEDIUM
	Energy Source	Transition to Renewable Energy Sources	Reducing dependence on fossil fuels provides both cost advantages and a decrease in carbon emissions.	In our electricity portfolio generated from renewable sources, we also place significant emphasis on solar power plant (GES) projects. These efforts contribute to reducing our carbon emissions.	MEDIUM	ALMOST CERTAIN	SHORT
	Products and Services	Service Improvement through R&D Efforts	Developing innovative solutions in waste management offers opportunities to make operations more efficient through new technologies and services.	Through the work conducted in our R&D department, we carry out projects that improve waste processing procedures.	MEDIUM	POSSIBLE	LONG
		Diversification of business activities	Entering new service areas can reduce operational risks by increasing revenue sources.	We aim to expand our business activities and diversify our revenue streams by adding sustainable projects such as consultancy services and green hydrogen production to our operations.	HIGH	POSSIBLE	LONG
		Service Monitoring through Digitalization	Optimizing processes with digital tools increases operational efficiency and reduces costs.	We integrate our energy production processes with digital platforms. By developing a Power BI-based management system, we monitor data in real-time.	MEDIUM	LOW PROBA-BILITY	SHORT
		Adoption of Energy Efficiency	Achieving energy savings in business processes can reduce costs and lower environmental impact.	We increase efficiency by implementing energy recovery systems in our waste processing facilities. With smart automation systems, we reduce on-site energy consumption.	MEDIUM	POSSIBLE	SHORT
	Market	Utilization of Public Sector Incentives	Low-carbon projects can be financed through local and international support programs.	We apply for support incentives for renewable energy and carbon reduction projects and explore sustainable finance mechanisms.	MEDIUM	POSSIBLE	MEDIUM
		Participation in the Carbon Market	Taking an active role in carbon markets provides additional revenue for low-carbon projects.	We continue our efforts to complete the carbon credit certification processes for our waste-to-energy facilities.	CRITICAL	POSSIBLE	MEDIUM
	Resilience	Resource Substitution / Diversification	The use of alternative resources reduces operational risks and enhances sustainability.	We are conducting feasibility studies on hydrogen production and alternative biofuel projects.	HIGH	POSSIBLE	LONG

Activity Indicators

Activity Data

	2023	2024
ENERGY GENERATION	**1,316,905**	**1,332,351**
Waste Incineration and Energy Generation Facility (MWh)	586,398	599,701
Biomethanization Facility - Işıklar (MWh)	3,127	2,686
Biomethanization Facility-Kömürcüoda(MWh)	29,982	38,662
Kömürcüoda LFG Facility (MWh)	276,455	303,408
Seymen LFG Facility (MWh)	240,471	222,410
Odayeri LFG Facility (MWh)	180,472	165,484
WASTE DISPOSAL		
Amount of Waste Landfilled (tons)	5,424,841	5,945,724
TREATMENT FACILITIES		
Amount of Leachate Treated (m^3)	1,525,989	1,043,802
EXCAVATION WASTE		
Amount of Excavation Waste (tons)	36,205,328	19,764,966
WASTE LOGISTICS		
Tow Truck (pcs)	237	227
Trailers (pcs)	265	266
Amount of Municipal Waste Transported (tons)	4,479,000	4,609,000
RECOVERY AND COMPOST FACILITY		
Amount of Compost (tons)	5,183	8,119
Amount of Recovery (tons)	3,073	3,325
MEDICAL WASTE MANAGEMENT		
Amount of Medical Waste Collected (tons)	31,674	32,362
CITY CLEANING **MARKET CLEANING**		
Manual Sweeping (m^2)	79,284,456	78,514,704
Mechanical Sweeping (m^2)	77,646,756	76,892,904
Manual Washing (count)	55,533,764	51,261,936

Activity Data

	2023	2024
MECHANICAL SWEEPING		
Sweeping (m^2)	2,911,455,562	2,958,156,247
Washing (count)	3,973	7,178
INDUSTRIAL WASTE MANAGEMENT		
Collected Waste Amount (tons)	15,176	6,390
Interim Storage (tons)	17,699	5,003
Handling (tons)	2,549	6,067
Refuse-Derived Fuel (tons)	29,870	23,718
Stabilization/Solidification (tons)	33,598	32,657
Hazardous Waste Landfill (tons)	260,422	246,934
Thermal Disposal (tons)	0	5,010
SEA SURFACE CLEANING AND SLUDGE DRYING		
Collected Waste Volume (m^3)	8,820	8,374
Bottom Sediment Dredging Volume (m^3)	53,420	47,605
COASTAL CLEANING		
Collected Waste (tons)	3,063	2,442
Collected Packaging Waste (tons)	8	7
Collected Algae Amount (tons)	4,150	5,005
BEACH CLEANING		
Collected Waste (tons)	2,980	3,594
Collected Packaging Waste (tons)	77	100
SHIP-GENERATED WASTE		
Number of Ships Served (units)	9,712	11,728
Petroleum-Based Waste Amount (m^3)	180,530	219,616
Sewage (m^3)	54,047	61,684
Garbage (m^3)	21,174	19,013
Treated and Discharged Wastewater (m^3)	191,816	227,225
Slop Oil Sent for Recycling (m^3)	8,238	12,495
Waste Oil Sent for Energy Recovery (m^3)	29,983	33,220

Financial Performance Indicators

Financial Performance Data

	2023(TRY)	2024(TRY)
Current Assets	4,002,245,551	4,095,494,890
Fixed Assets	4,336,683,999	5,746,717,074
Total Assets	8,338,929,550	9,842,211,964
Short-Term Liabilities	3,619,017,070	4,508,957,767
Long-Term Liabilities	1,291,525,083	2,044,558,320
Equity	3,428,387,397	3,288,695,877
Total Liabilities and Equity	9,842,211,964	8,338,929,550
Total Revenue	13,778,348,938	14,440,242,586
Gross Profit	2,340,634,205	1,875,413,401
Operating Profit	1,634,103,159	828,623,442
Net Profit (Profit for the Period)	59,393,027	81,269,771

Social Performance Indicators

Social Performance Data

EMPLOYEE DEMOGRAPHICS	2023	2024
Total Workforce	**4,866**	**4,629**
Female	182	191
Male	4,684	4,438
Total Workforce by Category (Number)	**4,866**	**4,629**
Blue Collar	4,401	4,189
Female	83	83
Male	4,318	4,106
White Collar	465	440
Female	99	108
Male	366	332

Social Performance Data

	2023	2024
Total Workforce by Education Level (Number)	**4,866**	**4,629**
Primary Education and Below	2,461	2,277
High School	1,740	1,693
Associate Degree - Bachelor's Degree	586	586
Master's Degree - Doctorate	79	73
Total Workforce by Age Group (Number)	**4,866**	**4,629**
Under 30 years old	457	430
30 to 50 years old	3,645	3,578
Over 50 years old	764	621
Employee Seniority	**4,866**	**4,629**
Female Employee 0-5 years	124	137
Female Employee 5-10 years	24	32
Female Employee 10 years and above	34	22
Male Employee 0-5 years	1,727	2,103
Female Employee 5-10 years	1,336	1,061
Female Employee 10 years and above	1,621	1,274
Turnover Rate		
Newly Hired Employees		
By Gender	**816**	**446**
Female	17	16
Male	799	430
By Age	**816**	**446**
Under 30	230	166
30-50 years	563	280
Over 50	23	0

Social Performance Data

	2023	2024
Employees Who Left		
By Gender	**556**	**688**
Female	33	7
Male	523	681
By Age	**556**	**688**
Under 30	58	14
30-50 years	324	325
Over 50	174	349
Employees Who Left Voluntarily	**446**	**628**
Female	9	6
Male	437	622
Involuntarily Departed Employees	**110**	**60**
Female	24	1
Male	86	59
Employee Turnover Rate %	9	13
Equal Opportunity		
Management Staff		
By Gender	**70**	**63**
Female	8	8
Male	62	55
By Age	**70**	**63**
Under 30	-	-
30-50 years	62	55
Over 50	8	8
Number of Employees Covered by Collective Bargaining Agreement	4,654	4,465
Female	149	154
Male	4,505	4,311

Social Performance Data

	2023	2024
Maternity Leave		
Number of Employees Benefiting from Maternity Leave	6	3
Number of Employees Returning from Maternity Leave	6	11
Return-to-Work Rate after Maternity Leave (%)	100	100
Number of Employees with Disabilities	**147**	**122**
Female	-	1
Male	147	121
OCCUPATIONAL HEALTH AND SAFETY		
Number of Lost Time Accidents (LTA), count	241	158
Number of Lost Days, count	1,117	809
Number of Non-Lost Time Accidents (nLTA), count	42	149
Lost Time Accident Rate (LTAR)	41	14.8
Accident Severity Rate (ASR)	0,88	0,82
Total OHS Training Hours (person.hours)	43,376	26,400
TRAINING		
Total Hours of Training Provided to Employees (person.hours)	8,114	14,600
Average Annual Training Hours per Employee (hours)	1.6	3.5
Total Hours of Environmental Training Provided to Employees (person.hours)	144	56
Training Satisfaction Rate (%)	90	90

Environmental Performance Indicators

Environmental Performance Data

	2023	2024
ENERGY		
TOTAL ELECTRICITY CONSUMED (kWh)	**32,260.01**	**50,113,674**
Electricity Consumed from Renewable Energy Sources (kWh)	0	0
Electricity Consumed from Non-Renewable Energy Sources (kWh)	32,260,010	50,113,674
Landfill Gas (LFG) Consumed (m^3)	3,317,545	3,295,860
Natural Gas Consumed (m^3)	443,611	455,552
Diesel Consumed (liters)	22,833,970	23,286,923
Gasoline Consumed (liters)	433,560	398,325
Liquefied Natural Gas (LNG) Consumed (kg)	105,430	79,344
Fuel Oil Consumed (kg)	304,160	66,305
WATER		
Total Water Withdrawal by Source (m^3)	579,117	755,200
Network (tap) water amount (m^3)	403,214	577,606
Surface water (drinking water) amount (m^3)	0	0
Groundwater amount (m^3)	151,376	151,214
Total drinking water used (m^3)	1,420	1,460
CARBON FOOTPRINT		
Total Carbon Emissions (tons CO_2e)	1,575,552.72	1,526,204.68
Scope 1 Emissions (tons CO_2e)	78,024	80,056
Scope 2 Emissions (tons CO_2e)	14,162	22,150
Scope 3 Emissions (tons CO_2e)	1,483,366	1,422,680
Carbon Emissions per Unit Waste (kg CO_2e / ton waste) (SCOPE 1-2-3)	213.66	191.68

ENVIRONMENTAL EXPENDITURES	2023(TRY)	2024(TRY)
Investment Expenditure	989,100,947	996,381,426

TSRS S1-S2 Content Index

TSRS S1-S2 Content Index

	RELEVANT ARTICLE	RELEVANT TITLE/SECTION
GOVERNANCE		
Sustainability Committee	TSRS S1-27a TSRS S2-6a	Corporate Governance and Risk Management / Corporate Profile Sustainability Governance / Strategy and Governance
Sustainability Management Committee	TSRS S1-27b TSRS S2-6b	Corporate Governance and Risk Management / Corporate Profile Sustainability Governance / Strategy and Governance
STRATEGY		
Sustainability-Related Risks and Opportunities	TSRS S1-29 TSRS S1-30 TSRS S1-32	Corporate Governance and Risk Management / Corporate Profile Sustainability and Climate-Related Risks and Opportunities / Appendices
Climate-Related Risks and Opportunities	TSRS S2-9a	Sustainability and Climate-Related Risks and Opportunities / Appendices
Risk and Opportunity Definitions	TSRS S2-10a	Corporate Governance and Risk Management / Corporate Profile Sustainability and Climate-Related Risks and Opportunities / Appendices
Physical & Transition Risks	TSRS S2-10b	Sustainability and Climate-Related Risks and Opportunities / Appendices
Timeframes	TSRS S2.10c	Sustainability and Climate-Related Risks and Opportunities / Appendices
Period Definition	TSRS S2-10d	Sustainability and Climate-Related Risks and Opportunities / Appendices
Sector-Specific Guidance (Volume 38)	TSRS S2-12	SABS Index / Appendices
Impact on Business Model and Value Chain	TSRS S2-9b	Value Created by the Business Model / Strategy and Governance Value Chain / Strategy and Governance
Description of Current and Anticipated Impacts	TSRS S2-13a	Value Created by the Business Model / Strategy and Governance Value Chain / Strategy and Governance Sustainability and Climate-Related Risks and Opportunities / Appendices
Risk and Opportunity Concentration	TSRS S2.13b	Value Created by the Business Model / Strategy and Governance Value Chain / Strategy and Governance
Climate-Related Transition Plan, Strategy, and Decision-Making	TSRS S2.9c	Sustainability and Climate-Related Risks and Opportunities / Appendices

TSRS S1-S2 Content Index

	RELEVANT ARTICLE	RELEVANT TITLE/SECTION
Responses/Actions Taken for Risks and Opportunities	TSRS S1.33a TSRS S2.14a	Corporate Governance and Risk Management / Corporate Profile Sustainability and Climate-Related Risks and Opportunities / Appendices
Resources Provided and Planned	TSRS S2.14b	Corporate Governance and Risk Management / Corporate Profile Sustainability and Climate-Related Risks and Opportunities / Appendices
Progress Towards Plans	TSRS S1.33b TSRS S2.14c	Corporate Governance and Risk Management / Corporate Profile Sustainability and Climate-Related Risks and Opportunities / Appendices
Impact of Climate Risks on Financial Performance	TSRS S2.9d	Corporate Governance and Risk Management / Corporate Profile
Current Financial Impacts	TSRS S2.15a	Our Financial Indicators / Corporate Profile Financial Performance Data / Appendices
Projected Impacts	TSRS S2.15b	Sustainability and Climate-Related Risks and Opportunities / Appendices
Climate change	TSRS S1.41 TSRS S2.9e	Value Created by the Business Model / Strategy and Governance Sustainability and Climate-Related Risks and Opportunities / Appendices
Quantitative and Qualitative Information on Sustainability and Climate	TSRS S1.35 TSRS S2.16	Corporate Governance and Risk Management / Corporate Profile Value Created by the Business Model / Strategy and Governance Sustainability and Climate-Related Risks and Opportunities / Appendices
Scenario Analyses	TSRS S2.22	Value Created by the Business Model / Strategy and Governance Sustainability and Climate-Related Risks and Opportunities / Appendices
RISK MANAGEMENT		
Processes and Policies for Managing Sustainability-Related Risks and Opportunities	TSRS S1.43 TSRS S1.44	Corporate Governance and Risk Management / Corporate Profile Value Created by the Business Model / Strategy and Governance Sustainability and Climate-Related Risks and Opportunities / Appendices
Processes and Policies for Managing Climate-Related Risks	TSRS S2.25a	Corporate Governance and Risk Management / Corporate Profile Value Created by the Business Model / Strategy and Governance Sustainability and Climate-Related Risks and Opportunities / Appendices

TSRS S1-S2 Content Index

	RELEVANT ARTICLE	RELEVANT TITLE/SECTION
Processes and Policies for Managing Climate-Related Opportunities	TSRS S2.25b	Corporate Governance and Risk Management / Corporate Profile Value Created by the Business Model / Strategy and Governance Sustainability and Climate-Related Risks and Opportunities / Appendices
Integration into General Risk Management Processes	TSRS S2.25c	Corporate Governance and Risk Management / Corporate Profile Sustainability and Climate-Related Risks and Opportunities / Appendices
METRICS AND TARGETS		
Climate-Related Metrics	TSRS S2.29	Carbon Management / Creating Shared Value Environmental Performance Data / Appendices
Greenhouse Gas Emissions	TSRS S2.29a	Carbon Management / Creating Shared Value
Climate-Related Transition Risks	TSRS S2.29b	Sustainability and Climate-Related Risks and Opportunities / Appendices
Climate-Related Physical Risks	TSRS S2.29c	Sustainability and Climate-Related Risks and Opportunities / Appendices
Climate-Related Opportunities	TSRS S2.29d	Sustainability and Climate-Related Risks and Opportunities / Appendices
Capital Allocation	TSRS S2.29e	No Capital Distribution is Made
Internal Carbon Pricing	TSRS S2.29f	-
Remuneration	TSRS S2.29g	-
Sustainability-Related Targets	TSRS S1.51	Corporate Governance and Risk Management / Corporate Profile İSTAÇ's Sustainability Goals / Strategy and Governance
Climate-Related Targets	TSRS S2.33 TSRS S2.34 TSRS S2.35 TSRS S2.36 TSRS S2.37	Environmental Approach at İSTAÇ / Creating Value Together Our Energy Portfolio / Creating Value Together Carbon Management / Creating Value Together Water Management / Creating Value Together Waste Management / Creating Value Together

SABS INDEX

TSRS Volume-38 Waste Management

Sustainability Disclosure Topics and Accounting Metrics					
Topic	Accounting Metric	Category	Unit of Measurement	Code	2024 Value
Greenhouse Gas Emissions	(1) Gross global Scope 1 emissions; (2) percentage covered under emissions-limiting regulations; and (3) percentage covered under emissions-reporting regulations	Quantitative	Metric ton (t) CO_2-e, Percentage (%)	IF-WM-110a.1	(1) 80.056 (2) and (3) The percentage of emissions covered under emissions-limiting regulations is not reported.
	(1) Total landfill gas generated, (2) percentage combusted, and (3) percentage used for energy production	Quantitative	Million British Thermal Units (MMBtu), Percentage (%)	IF-WM-110a.2	(1) Amount of landfill gas generated: 14,198,676 MMBtu (2) Percentage combusted: 100% (3) Percentage used for energy: 100%
	Discussion of long-term and short-term strategies or plans to manage Scope 1 emissions, emission reduction targets, and analysis of performance against those targets	Negotiation and Analysis	None	IF-WM-110a.3	In the negotiations carried out within the scope of strategic planning efforts, evaluations are conducted by taking into account the annually determined institutional objectives integrated with the strategic goals.
Fleet Fuel Management	(1) Fleet fuel consumption, (2) percentage of natural gas, and (3) percentage of renewable energy	Quantitative	Gigajoule (GJ), Percentage (%)	IF-WM-110b.1	(1) Consumed fleet fuel: 831,418 GJ (2) Percentage of natural gas: 0% (3) Percentage of renewable energy: 0%
	Percentage of Alternative Fuel Vehicles in the Fleet	Quantitative	Percentage (%)	IF-WM-110b.2	0.005

Activity Metrics				
Activity Metric	Category	Unit of Measurement	Code	2024 Value
Number of Customers by Category: (1) Municipality, (2) Commercial, (3) Industrial, (4) Residential, and (5) Other	Quantitative	Number	IF-WM-000.A	(1) Municipality: 39 (2) Commercial: 28,537 (3) Industrial: 1,340 (4) Residential: – (5) Other: –
Fleet Size	Quantitative	Number	IF-WM-000.B	1177
Number of (1) Storage Areas, (2) Transfer Stations, (3) Recycling Centers, (4) Composting Facilities, (5) Incineration Furnaces, and (6) All Other Facilities	Quantitative	Number	IF-WM-000.C	(1) Storage Areas: 6 (2) Transfer Stations: 8 (3) Recycling Centers: – (4) Composting Facilities: 1 (5) Incineration Furnaces: 5 (6) Number of All Other Facilities: 18
Total Material Managed by Customer Category: (1) Municipality, (2) Commercial, (3) Industrial, (4) Residential, and (5) Other	Quantitative	Metric Ton (t)	IF-WM-000.D	(1) Municipality: 5,945,724 (2) Commercial: 355,112 (3) Industrial: 3,610 (4) Residential: – (5) Other: –

GRI Content Index

GRI 2: GENERAL DESCRIPTIONS 2021

GRI STANDARD	DISCLOSURES	DESCRIPTION	PAGE NO
GENERAL TOPICS			
	2-1 Organizational Details	There is no restated information compared to the previous report.	S.14-19
	2-2 Entities Included in Sustainability Reporting		S.6
	2-3 Reporting Period, Frequency, and Contact Information		S.6
	2-4 Restatements of Information		
	2-5 External Assurance	No external assurance services have been obtained for the Sustainability Report.	
	2-6 Activities, Value Chain, and Business Relationships		S.16-19 / S.37
	2-7 Employees		S.86-87
	2-9 Governance Structure and Composition		S.27-28
	2-10 Identification and Selection of the Highest Governance Body		S.28
	2-11 Chair of the Highest Governance Body		S.27
	2-12 Role of the Highest Governance Body in Overseeing the Management of Impacts		S.28
	2-13 Delegation of Responsibility for Managing Impacts		S.27-28
	2-14 Role of the highest governance body in sustainability reporting		S.28
	2-16 Communication of critical concerns		S.28-29
	2-17 Collective knowledge of the highest governance body		S.28
	2-22 Statement on sustainable development strategy		S.34-36
	2-23 Policy commitments		S.44-46 / S.49
	2-24 Embedding policy commitments		S.49
	2-25 Processes to remediate negative impacts		S.29
	2-26 Mechanisms for seeking advice and raising concerns		S.29
	2-27 Compliance with laws and regulations		S.29
	2-28 Membership associations		S.30
	2-29 Stakeholder engagement		S.56-57
	2-30 Collective bargaining agreements		S.88

GRI STANDARD	DISCLOSURES	DESCRIPTION	PAGE NO
GRI 3: MATERIAL TOPICS 2021	**MATERIAL TOPICS**		
	3-1 Process to determine material topics		S.42-43
	3-2 List of material topics		S.43
	3-3 Management of material topics		S.42
GRI 201: ECONOMIC PERFORMANCE	**ECONOMIC PERFORMANCE**		
	3-3 3 Management of Material Topics – Economic Performance		S.29 / S.108
	201-1 Direct economic value generated and distributed		S.40 / S.112-117
	201-2 Financial implications and other risks and opportunities due to climate change		S.108-110
	3-3 Management of Material Topics – Indirect Economic Impacts		S.50
	203-1 Infrastructure investments and services supported		S.50-55
GRI 302: ENERGY	**ENERGY**		
	3-3 Management of Material Topics – Energy		S.66
	302-1 Energy consumption within the organization		S.67 / S.74
	302-2 Energy consumption outside of the organization		S.67
	302-3 Energy intensity		S.67
	302-4 Reduction of energy consumption		S.74
	302-5 Reductions in energy requirements of products and services		S.74
GRI 303: WATER AND WASTEWATER	**WATER AND WASTEWATER**		
	3-3 Management of Material Topics – Water and Wastewater		S.77
	303-1 Organization's Water Policy and Governance Approach		S.77
	303-2 Management of Impacts Related to Water Discharge		S.77-78
	303-3 Water Withdrawal		S.78
	303-4 Water Discharge		S.78
	303-5 Total Water Consumption		S.78

GRI STANDARD	DISCLOSURES	DESCRIPTION	PAGE NO
GRI 304: BIODIVERSITY	**BIODIVERSITY**		
	3-3 Management of Material Topics – Biodiversity		S.81
	304-1 Operational Sites Owned, Leased, Managed, or Adjacent to Protected Areas and Areas of High Biodiversity Value Outside Protected Areas		S.82
	304-2 Significant Impacts of Activities, Products, and Services on Biodiversity		S.81
	304-3 Protected or Restored Habitats		S.83
	304-4 IUCN Red List Species and National Conservation List Species with Habitats in Areas Affected by Operations		S.82
GRI 305: EMISSIONS	**EMISSIONS**		
	3-3 Management of Material Topics – Emissions		S.74
	305-1 Direct (Scope 1) Greenhouse Gas Emissions		S.75
	305-2 Indirect (Scope 2) Greenhouse Gas Emissions		S.75
	305-3 Other Indirect (Scope 3) Greenhouse Gas Emissions		S.75
	305-4 Greenhouse Gas Emission Intensity		S.75
	305-5 Reduction of Greenhouse Gas Emissions		S.76
	305-6 Emissions of Ozone-Depleting Substances		S.75
	305-7 Nitrogen Oxides (NOx), Sulfur Oxides (SOx), and Other Significant Air Emissions		S.75
GRI 306: WASTE	**WASTE**		
	3-3 Management of Material Topics – Waste		S.80
	306-1 Waste Generation and Significant Waste-Related Impacts		S.80
	306-2 Management of Significant Waste-Related Impacts		S.80
	306-3 Waste Produced		S.80
	306-4 Waste Disposed		S.80
	306-5 Waste Directed to Disposal		S.80

GRI STANDARD	DISCLOSURES	DESCRIPTION	PAGE NO
GRI 401: EMPLOYMENT	**EMPLOYMENT**		
	3-3 Management of Material Topics – Employment		S.86
	401-1 New Hires and Employee Turnover		S.86
	401-2 Benefits Provided to Full-Time Employees		S.86
	403-3 Maternity and Paternity Leave		S.90
GRI 403: OCCUPATIONAL HEALTH AND SAFETY	**OCCUPATIONAL HEALTH AND SAFETY**		
	3-3 Management of Material Topics – Occupational Health and Safety		S.96
	403-1 Occupational Health and Safety Management System		S.96
	403-2 Hazard Identification, Risk Assessment, and Incident Investigation		S.97
	403-3 Occupational Health Services		S.96
	403-4 Worker Participation, Consultation, and Communication on Occupational Health and Safety		S.96
	403-5 Worker Training on Occupational Health and Safety		S.96-97
	403-6 Promotion of Worker Health		S.96
	403-7 Prevention and Mitigation of Occupational Health and Safety Impacts Directly Linked to Business Relationships		S.96
	403-9 Work-Related Injuries		S.97
GRI 404: TRAINING AND EDUCATION	**TRAINING AND EDUCATION**		
	3-3 Management of Material Topics – Training and Education		S.92
	404-1 Average Hours of Training per Employee per Year		S.93
	404-2 Programs for Skills Management and Lifelong Learning		S.93
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY	**DIVERSITY AND EQUAL OPPORTUNITY**		
	3-3 Management of Material Topics – Diversity and Equal Opportunity		S.27-28
	405-1 Diversity of Governance Bodies and Employees		S.79
	405-2 Ratio of Basic Salary and Remuneration of Women to Men		S.87

GRI STANDARD	DISCLOSURES	DESCRIPTION	PAGE NO
	FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING		
GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING	3-3 Management of Material Topics – Freedom of Association and Collective Bargaining		S.88
	407-1 Operations and Suppliers in which the Right to Freedom of Association and Collective Bargaining is Respected		S.88
	CUSTOMER HEALTH AND SAFETY		
GRI 416: CUSTOMER HEALTH AND SAFETY	3-3 Management of Material Topics – Customer Health and Safety		S.102-103
	416-1 Assessment of the Health and Safety Impacts of Product and Service Categories		S.102-103
	416-2 Incidents of Non-Compliance Concerning the Health and Safety Impacts of Products and Services		S.102-103

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