

İSTAC



SUSTAINABILITY REPORT



İSTAC

2025

SUSTAINABILITY REPORT

☎ 444 8 500

+90 212 231 76 14



🌐 www.istac.istanbul istac@istac.istanbul ✉

in @ f X /istacistanbul

İSTAC



Paşa Mahallesi Piyalepaşa Bulvarı No:74
Şişli/ İSTANBUL/ TÜRKİYE

Online Report



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INTRODUCTION





INTRODUCTION

— **About the Report**

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About the Report

As İSTAÇ, we consider sharing the impact of our activities in the environmental, social and governance areas with our stakeholders, in line with the principles of transparency and accountability, to be an important part of our corporate responsibility. With this understanding, we are pleased to present our fourth Sustainability Report to the public.

Prepared in line with our “For a Sustainable Future” approach, our report provides a comprehensive overview of our activities that strengthen Istanbul’s environmental resilience, our circular economy-focused practices, our efforts to combat climate change, and our long-term goals for sustainable urban living.

We create environmental and social value across a broad range of activities, including waste management, energy generation from waste, recovery practices, marine services, alternative fuel production and resource efficiency. In our report, we present this value through the activities carried out at more than 60 locations, operating sites and service locations across Istanbul.

Our report covers not only our operational performance, but also our vision for urban living that is lower-carbon, more resource-efficient and more resilient to the climate crisis. This is because we view sustainability not merely as an approach that meets today’s needs, but as a long-term area of transformation that shapes the cities of the future.

Since 2022, we have published our sustainability reports in Turkish and English based on the GRI (Global Reporting Initiative) Standards. Following our 2024 report, which was prepared for the first time in compliance with the Turkish Sustainability Reporting Standards (TSRS), we continued to further advance our TSRS alignment process in our 2025 report.


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Accordingly, our report includes disclosures and performance indicators relating to climate change, emissions management, energy efficiency, resource use, employee well-being and governance practices, which are of particular significance to our sector, in addition to the requirements of the GRI Standards and TSRS. The report appendices also include an alignment table covering the indicators of the Sustainability Accounting Standards Board (SASB). The disclosures we submit as part of the annual CDP (Carbon Disclosure Project) assessment process in the areas of climate change, forests and water security also constitute one of the key data sources for our report.

The greenhouse gas emissions data presented in the report have been verified and assured by an independent verification body in accordance with the ISO 14064-1 standard.

Our report also addresses our contributions to the United Nations Sustainable Development Goals, particularly Goal 7 (Affordable and Clean Energy), Goal 11 (Sustainable Cities and Communities), Goal 12 (Responsible Consumption and Production) and Goal 13 (Climate Action), and provides a holistic overview of our efforts supporting Istanbul's vision of becoming a climate-resilient, circular and sustainable city.

The İSTAÇ 2025 Sustainability Report covers the reporting period from 01.01.2025 to 31.12.2025 and was published on our corporate website as of September 2026.

We would be pleased to receive your views and feedback regarding our report at

 surdurulebilirlik@istac.istanbul.



Message from the Acting Mayor of Istanbul

Dear Istanbulites,

Cities around the world are facing the pressure that the climate crisis and rapid population growth place on natural resources and the natural balance. The current situation has transformed sustainability from a matter of choice into one of the most vital responsibilities for our future. With this awareness, in Istanbul, our historic city that is home to 16 million people, we are working today to build the resilient, healthy and green future of tomorrow.

We continue, without taking a step back, to pursue our vision of a fair, green and creative Istanbul, the foundations of which were laid under the leadership of the Mayor of Istanbul, Mr. Ekrem İmamoğlu. Protecting our city's natural assets and making Istanbul a livable city for all Istanbulites are among our foremost priorities. In this regard, İSTAÇ is one of our most critical driving forces in the fields of sustainable waste management, renewable energy generation and environmental technologies.

In 2025, as in previous years, through İSTAÇ we generated millions of kilowatt-hours of clean electricity from waste, prevented millions of tonnes of greenhouse gas emissions, and implemented projects that brought the circular economy to the neighbourhood level. Through our R&D and renewable energy investments, we continue to serve as an inspiring model on an international scale.

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In this context, the İSTAÇ 2025 Sustainability Report, prepared in accordance with the principles of transparency, accountability and full compliance with international standards, constitutes one of the most tangible demonstrations of Istanbul's determination on its green transformation journey.

We will continue to build together an Istanbul that breathes clean air, protects and enhances its natural resources, is livable for everyone, and looks to the future with hope.

I would like to thank all İSTAÇ employees who have contributed to this process, our business partners, and all Istanbulites who share our vision of a green future.

Istanbul will continue to be the city of those who never give up on equality, justice and life.

Nuri ASLAN

Acting Mayor of Istanbul



Message from the General Manager

Dear Stakeholders,

Today, sustainability has gone beyond environmental goals and has become a fundamental responsibility that directly affects the quality of life in cities, the well-being of societies and the right of future generations to life. In this context, the success of cities is assessed not only in terms of their economic scale, but also by how efficiently they use their natural resources, how they manage their waste and how resilient they are to climate change.

Particularly in metropolitan cities with high population densities such as Istanbul, population growth, changing consumption habits and urbanisation are making waste management a strategic priority. At İSTAÇ, we regard waste as a strategic resource that, when properly managed, creates environmental, economic and social value. Through the integrated waste management practices we have developed, we transform this value into tangible benefits for Istanbul and our country. We carry out our activities in line with Istanbul Metropolitan Municipality's vision of a fair, green and creative Istanbul, working towards a sustainable city model that protects Istanbul's natural resources, supports the circular economy and combats climate change.

We operate across a broad range of areas, from domestic and medical waste management to urban and marine cleaning, from energy generation from waste to composting practices, and from recovery activities to alternative fuel production. While transforming waste into economic value through the integrated systems we have developed, we also protect natural resources, support the circular economy and continue our efforts towards Istanbul's goal of becoming a city resilient to climate change.

With a sense of responsibility to contribute to Istanbul's sustainable future, we continued our efforts in the fields of environmental technologies and waste management with determination throughout 2025. In line with Istanbul's 2050

zero-carbon and resilient city vision, we took significant steps and implemented projects that strengthen the circular economy approach. In this context, with the Istanbul Transformation for the Future – Adalar Zero Waste Project, we introduced a comprehensive waste management model that, for the first time in Türkiye, enables waste to be separately collected at source across an entire district and all processes to be digitally monitored.

In order to enhance our operational strength and service capacity, we added 44 new items of heavy equipment and service vehicles to our fleet in 2025, with an investment of approximately TRY 172 million. At the same time, to ensure more effective management of our facilities and field operations, we established the General Directorate Monitoring Center, further strengthening our data-driven management infrastructure through which our service vehicles and facility processes are monitored 24/7.

We have directed our accumulated knowledge and expertise towards creating value not only for Istanbul, but also for the sustainable transformation of other cities. With this approach, while carrying out the Sustainable Energy and Climate Action Plan (SECAP) studies for the municipalities of Bakırköy, Maltepe and Sancaktepe, we also commenced work on the Mersin Metropolitan Municipality Integrated Solid Waste Management Plan.

As of 2025, we generated approximately 1.304 million MWh of electricity at our existing energy generation facilities, equivalent to the annual electricity demand of 2.5 million people. At the same time, we prevented approximately 4.5 million tonnes of greenhouse gas emissions from being released into the atmosphere. This environmental contribution represents a significant achievement equivalent to the emissions reduction that could be achieved by taking approximately 2.9 million vehicles off the road.

We regard transparency and accountability in combating climate change as fundamental elements of our corporate approach. Within

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the CDP (Carbon Disclosure Project) assessment process, which our Company began responding to in 2023, we improved our performance from a “C” rating in 2024 to “B” in Climate Change, “B-” in Forests and “B” in Water Security in 2025. We consider this progress not merely as an increase in scores, but as an important indicator of the strengthening of our corporate capacity in the areas of environmental risk management, data transparency and sustainability governance.

We continue to develop our carbon management activities in alignment with international standards. Our carbon footprint calculations were completed again this year, audited by independent verification bodies and certified within the scope of the ISO 14064-1 Standard. In addition, for the first time, our emissions were verified with detailed breakdowns in accordance with the GHG Protocol methodology. This has strengthened our capacity to analyse our emission sources more comprehensively and to plan our reduction strategies more effectively.

We also continued to take significant steps in the field of energy management. As part of our efforts to expand the scope of the ISO 50001 Energy Management System, the Seymen Campus, for which the necessary work had been completed, was certified as compliant with the standard as of 2025. This has enabled us to monitor energy performance, optimise resource use and extend a culture of continuous improvement across a broader area of our operations.

Sustainable transportation solutions also constitute an important part of our low-carbon transition strategy. In this regard, in 2025 we continued to use electric vehicles in our fleet, thereby contributing to the reduction of fossil fuel consumption and carbon emissions.

Our most valuable achievement is contributing to an Istanbul that protects its natural assets and looks to the future with confidence. This is because sustainability is made possible not only through technical investments, but also through shared awareness and solidarity.

We approach sustainability through a holistic, people-centred understanding of development that goes beyond environmental performance. Increasing women’s employment, supporting the development and well-being of our employees, strengthening our occupational health and safety culture, and maintaining transparent and participatory collaborations with our stakeholders are integral elements of our sustainability approach.

The cities of the future will be cities that consume less, recover and transform more, and live in harmony with nature. At İSTAÇ, we will continue to contribute to Istanbul’s sustainable future by placing a scientific approach, technological investments and an innovative understanding of environmental management at the heart of our activities.

Because we believe that the care we show for nature is, in fact, the strongest expression of our respect for the future.

For Istanbul, a greener and more resilient future is possible together.

Yours sincerely,

Fatih UĞUR
General Manager of İSTAÇ





CORPORATE PROFILE



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— İSTAÇ at a Glance

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— Financial Indicators

About İSTAÇ

İSTAÇ İstanbul Environmental Management Industry and Trade Inc. began its operations in the field of solid waste management in 1994 and, by diversifying its activities over the years, has evolved into an environmental management company. Today, it develops forward-looking solutions by playing an active role not only in waste disposal, but also in resource efficiency, energy generation and the circular economy.

Headquartered in the Şişli district of Istanbul, the Company operates at more than 60 locations across the city. İSTAÇ offers a broad range of services, including energy generation from waste, municipal waste management, leachate treatment, compost production from organic waste, packaging and medical waste management, refuse-derived fuel (RDF) production, excavation and construction waste management, collection of ship-generated waste, marine and coastal cleaning, and recovery of industrial waste. It also provides consultancy and implementation services for domestic and international projects.

Placing sustainability at the core of all its activities, İSTAÇ supports low-carbon development. Through its renewable energy investments, it converts waste into energy, while promoting the reuse of resources through a circular economy approach. With its strong technological infrastructure and innovation-focused activities, the Company develops innovative solutions and continues its efforts with determination to create a cleaner and more livable environment.



Mission

To carry out waste management through environmentally responsible, sustainable and innovative methods, with a zero-waste awareness.

Vision

To be among the leading organisations advancing the zero-waste objective by establishing an exemplary model in waste management processes through advanced technologies and innovative approaches in environmental sustainability and the circular economy.



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Values

Respect for the Environment

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



Occupational Health and Safety

The health and safety of our employees are our highest priority. We take the necessary measures to provide a healthy and safe working environment and continuously maintain training and improvement activities.



Teamwork and Collaboration

We achieve success through the solidarity of our team members with diverse competencies and through institutional collaborations within the sector.



Quality and Excellence

We pursue the highest standards in service quality and adopt an excellence-oriented approach in everything we do.



Innovation

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



Transparency and Accountability

We conduct our activities openly and honestly, and regard accountability to our stakeholders as a fundamental principle.



Capital And Shareholding Structure

96.98%

(TRY 124,137,856)

Istanbul Metropolitan Municipality

1.69%

(TRY 2,161,792)

IETT General Directorate
Istanbul Electric Tramway
and Tunnel Operations

1.30%

(TRY 1,659,264)

Metro Istanbul Industry and
Trade Inc.

0.02%

(TRY 26,880)

Istanbul Tree and Landscape
Education Services and Zoo
Management Industry Trade Inc.

0.01%

(TRY 14,208)

İSFALT Istanbul Asphalt Plants
Industry and Trade Inc.



Our Company has a capital of **TRY 128 million**, and there are no shareholders holding privileged shares within our shareholding structure.



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Our Activities

ENERGY MANAGEMENT

- 1.3 million MWh of electricity generated
- 1 Waste Incineration and Energy Generation Plant
- 3 Landfill Gas-to-Energy Plants (LFG)
- 2 Biomethanisation Plants
- 1 Energy Control Centre (EKOM)
- 7 charging stations
- 3 electric vehicles



WASTE LOGISTICS

- 4,276 million tonnes of mixed municipal waste transported
- 217 tow trucks
- 295 trailer vehicles
- 3 organic waste collection vehicles
- 8 Solid Waste Transfer Stations

INDUSTRIAL WASTE MANAGEMENT

- 565 tonnes of industrial waste collected
- 134 thousand tonnes of industrial waste managed
- 1 Handling Facility
- 1 Stabilization/Solidification Facility
- 2 RDF Plants (Refuse-Derived Fuel)
- 1 Intermediate Storage Facility
- 2 units of hazardous waste landfill
- 1 Industrial Waste Incineration Plant



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WASTE RECOVERY

- 1,577 million tonnes of waste processed at the recovery facility
- 11,125 tonnes of compost produced
- 3,739 tonnes of waste recovered
- 20,212 tonnes of organic waste separately collected at source and managed
- 1 Waste Incineration and Energy Generation Plant
- 1 Recovery and Composting Facility
- 2 Biomethanisation Plants

MUNICIPAL WASTE MANAGEMENT

- 6,294 million tonnes of waste disposed
 - 1,185 million m³ of leachate treated
- 3 units of non-hazardous waste landfills
 - 4 Leachate Treatment Plants (Membrane Bioreactor Technology)



PROJECT AND CONSULTANCY SERVICES

- 2 European Union projects
- 4 projects related to the circular economy
- 2 water resources protection projects
- 3 operational projects and 2 energy efficiency projects
- 3 Sustainable Energy and Climate Action Plans (SECAP)



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Our Activities

MEDICAL WASTE MANAGEMENT

- 33,124 tonnes of medical waste disposed of
- 17,342 institutions served
- 1 Medical Waste Incineration Plant (24 tonnes/day)
- 1 Medical Waste Sterilisation Plant (144 tonnes/day)
- 48 licensed medical waste collection vehicles



URBAN AND WHOLESALE MARKET CLEANING

- 8 million m²/day of area swept
- 190,000 m²/day of area washed
- 18,159 tonnes of wholesale market waste collected
- 19 washing vehicles used daily
- 394 service vehicles

MARINE WASTE MANAGEMENT

- 1 Marine Waste Reception Facility
- 11,728 vessels serviced
- 279,890 tonnes of waste collected from vessels
- 43,140 m³ of petroleum and petroleum-derived waste recovered and returned to the economy
- 13 waste reception vessels
- 8,614 m³ of waste collected from the sea surface
- 48,034 m³ of sludge removed from the Golden Horn and streams



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COASTAL AND BEACH CLEANING

- 515 km of coastline cleaned
- 4 million m² of beach area cleaned
- 14 beach-cleaning machines
- 4,766 tonnes of waste collected from coasts and beaches
- 98 tonnes of packaging waste collected from coasts and beaches

EXCAVATION SOIL MANAGEMENT

- 26,745 million tonnes of excavation soil managed
- 7,000 saplings planted for the rehabilitation of excavation sites



*The data reflect the total figures for 2025.

Key Developments in

2025

As İSTAÇ, we took significant steps in 2025 by strengthening our activities in the fields of waste management and energy efficiency.

In line with Istanbul's 2050 carbon-neutral and resilient city vision, we implemented the Adalar Zero Waste Project. Through this project, for the first time in Türkiye, we began separately collecting all waste at source across an entire district and digitally monitoring the process.

In 2025, we invested approximately TRY 172 million and added 44 items of heavy equipment and service vehicles to our fleet.



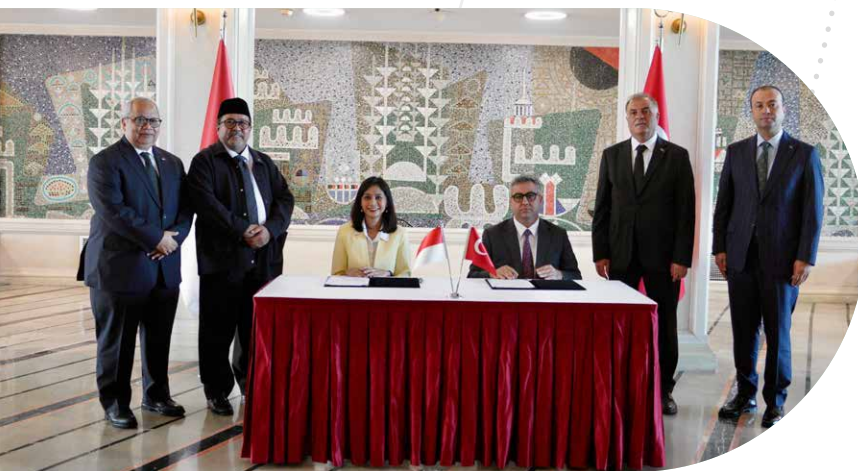
We commenced work on the Integrated Solid Waste Management Plan for Mersin Metropolitan Municipality.

We launched the Experience Sharing Program with the aim of strengthening internal communication and team spirit, enhancing corporate empathy, and bringing a field-informed perspective to business processes.

We established the General Directorate Monitoring Center, enabling our service vehicles and facilities to be monitored and reported on a 24/7 basis.



We carried out Sustainable Energy and Climate Action Plan (SECAP) studies for the Bakırköy, Maltepe and Sancaktepe Municipalities.



With the aim of bringing our global experience in waste management to the international arena, we held strategic cooperation meetings with Jakarta (JAKPRO), based in Indonesia. Under the process, the Memorandum of Understanding signed on 22 August 2025 aims to strengthen technical knowledge sharing and develop consultancy and experience transfer between the two metropolitan cities.

Milestones



1994

Establishment
(28 December 1994)

1995

- Odayeri and Kömürcüoda Landfill Sites
- Medical Waste Collection and Incineration Plant
- Yenibosna and Aydınli Solid Waste Transfer Stations

1996

- Baruthane, Halkalı and Hekimbaşı Solid Waste Transfer Stations

2001

- Kemberburgaz Recovery and Compost Facility
- Hasdal Energy Generation Facility

2016

- Industrial Waste PreProcessing (Handling)
- Industrial Waste Pre-Treatment Facility (S/S)

2014

- İSTAÇ Logo Change
- Medical Waste Sterilisation Plant

2015

- Management of Transfer Stations
- Seymen Sanitary Landfill Site

2017

- Wholesale Market Cleaning
- Refuse-Derived Fuel Plant (RDF)

2018

- Grand İstanbul Bus Station Cleaning, Cleaning Works on the Princes Islands (Ruam Disease)

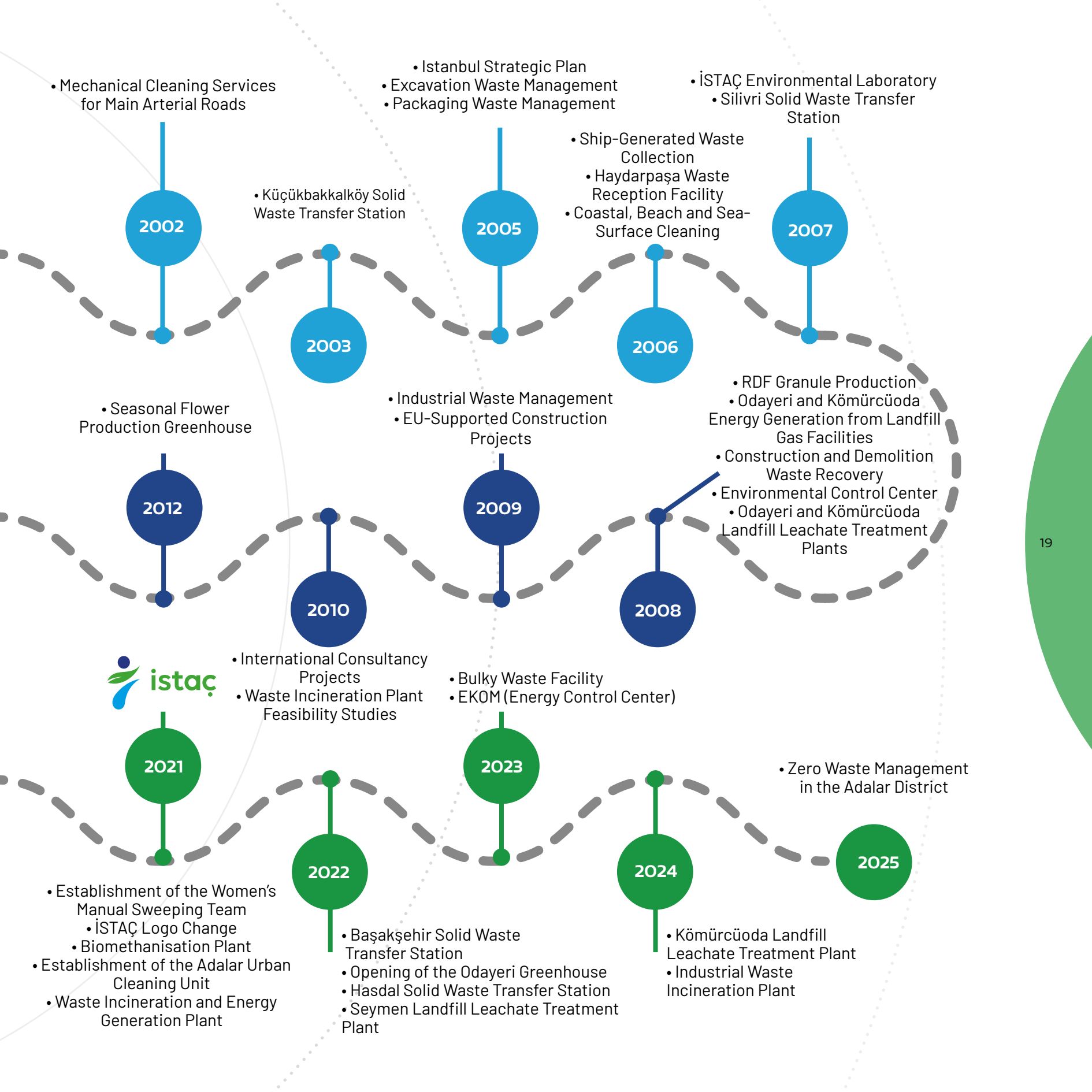
2019

- Disinfectant Production
- Seymen Energy Generation from Landfill Gas Facility
- Bottom Sludge Dredging and Golden Horn Sludge Dewatering Plant

2020

- Vision Projects (Waste Incineration, Biomethanisation and Seymen Energy Generation Facilities)
- Türkiye National Waste Management and Action Plan





İSTAÇ at a Glance



60+
locations



4,658
employees



3
incineration
plants



2
biomethanisation
plants



1
recovery and
composting
facility



8
solid waste
transfer
stations



5
landfill sites



4
leachate
treatment
plants



3
LFG facilities



1
stabilisation/
solidification (S/S)
facility



1
handling
facility



2
refuse-derived
fuel (RDF)
plants



1
intermediate
storage facility



1
sterilisation
facility



1
ship waste
reception
facility



1,107
vehicle
fleet



1.3
million MWh
electricity
production



1.6
million tonnes
of waste
processed at the
recovery facility



4.2
million tonnes
of waste
transported



6.2
million tonnes
of waste
disposed



134
thousand tonnes
of industrial
waste managed



8.1
million m²/day
of area swept



190
thousand
m²/day of area
washed



33
thousand tonnes
of medical
waste managed



27
million tonnes
of excavated soil
managed



280
tonnes
of waste collected
from vessels



4
million m²/day
of beach area
cleaned



43
thousand m³ of
petroleum and
petroleum-derived
waste recovered
and returned to
the economy

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Our Facilities and Service Units



	Headquarters		Biomethanization Plant		Industrial Waste Facilities
	Integrated Waste Management Facilities		Environmental Laboratory		KÖMÜRÇÜODA Hazardous Waste Landfill Interim Storage Facility Stabilization/Solidification Facility Handling Facility
	Solid Waste Transfer Stations		Recovery and Compost Facility		KEMERBURGAZ Refuse-Derived Fuel (RDF) Facility
	Non-Hazardous Waste Landfills		Industrial Waste Incineration Plant		ODAYERİ Hazardous Waste Landfill Interim Storage Facility Bulky Waste Processing Facility
	Inert Waste Landfill		Haydarpaşa Ship Waste Reception Facility		SEYMEN Hazardous Waste Landfill
	Medical Waste Incineration and Sterilization Facility		Dredging and Dewatering Facility		Urban Cleaning Services Unit
	LFG Facility		Coastal and Marine Services Unit		Wholesale Market Cleaning Services Unit
	Waste Incineration and Energy Generation Facility		Machinery Maintenance Services Unit		Medical Waste Collection Services Unit
					Excavation Waste Management Unit

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İŞKUR
Turkish Employment
Agency



Istanbul Chamber of
Commerce

Istanbul Chamber
of Industry



TAYCED All Waste and
Environmental
Management Association

İMEAK
Chamber of Shipping



İstanbul
Regional Port
Authority

Turkish Lloyd Foundation



İMMİB Istanbul Mineral
and Metals Exporters'
Association

KAKAD - Turkish National
Committee on Solid Wastes



TOBB

TOBB Türkiye Waste
and Recycling
Industry Council

At İSTAÇ, we conduct our activities in line with the principles of quality, environment, occupational health and safety, energy management and sustainability, and we apply national and international management system standards throughout all our processes. We ensure the continuity of our certifications through regular audits and improvement activities, including the ISO 9001 Quality Management System, ISO 14001 Environmental Management System, ISO 45001 Occupational Health and Safety Management System, ISO 50001 Energy Management System, ISO 39001 Road Traffic Safety Management System, and ISO 17025 Laboratory Quality Management System.

Under the coordination of our Quality Systems Directorate, we carry out internal and external audits and regularly monitor compliance with applicable legislation. In addition, at our Environmental Laboratory, which is accredited by TÜRKAK, we conduct analysis and control processes in accordance with international standards.



Corporate Profile

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POLICIES

- Energy Management Policy
- Laboratory Quality Policy

- Personal Data Retention and Destruction Policy
- Road Traffic Safety Policy

- Integrated Management Policy
- Business Continuity and Information Security Policy

CERTIFICATES / DOCUMENTS

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

ISO 45001:2018 Occupational Health and Safety Management System

ISO 39001:2013 Road Traffic Safety Management System

ISO 9001:2015 Quality Management System



Financial Indicators

KEY INDICATORS (TRY THOUSAND)

2024

2025

Revenue	18,900,833	18,948,338
Gross Profit	2,454,728	1,969,270
Operating Profit	1,084,585	1,061,205
EBITDA	1,079,216	1,011,530
Profit Before Tax	636,957	-259,933
Net Profit	-106,374	-567,883

CASH POSITION (TRY THOUSAND)

2024

2025

Cash and Cash Equivalents	5,900	225,486
Total Financial Debt	1,159,200	750,000
Net Financial Debt	1,153,300	524,514

FINANCIAL RATIOS (%)

2024

2025

Current Ratio	0.91	0.85
Liquidity Ratio	0.75	0.77
Cash Ratio	0.00	0.04
Equity Multiplier	2.99	2.71
Short-Term Liabilities / Total Assets Ratio	0.46	0.52
Capital / Equity	0.04	0.53
Equity Ratio	0.33	0.37

MARGINS (%)

2024

2025

Gross Profit Margin	0.13	0.10
EBITDA Margin	0.09	0.05
Operating Profit Margin	0.06	0.06
Net Profit Margin	-0.01	-0.03



Revenue
TRY 18 billion 948 million

Profit/Loss
TRY -567 million

Capital Amount
TRY 128 million

R&D Expenditure
TRY 4 million 373 thousand



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INCENTIVES & SUPPORT UTILIZED

2024

2025

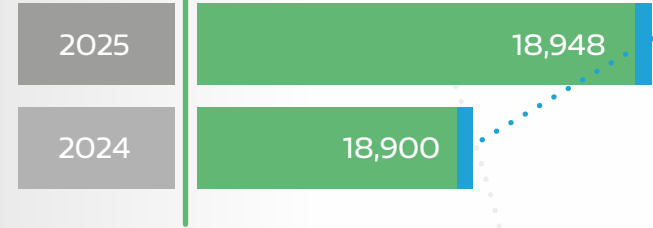
Ministry of Industry and Technology Incentive	TRY 240 million	-
R&D Incentive	TRY 49 million	-
Energy Incentive	-	TRY 3,5 million
TÜBİTAK	-	TRY 2,2 million
TÜBİTAK TEYDEP		TRY 14,4 million

In 2025, our Company strengthened its operational performance by significantly increasing its revenue while improving operating profitability. During the same period, we increased our cash assets, reduced our financial debt and significantly lowered our net financial indebtedness, thereby strengthening our financial structure. These results demonstrate that our sustainable growth approach has had a positive impact on our financial performance, that we have maintained our operational efficiency, and that we have established a strong financial foundation to support our future investment and growth objectives.

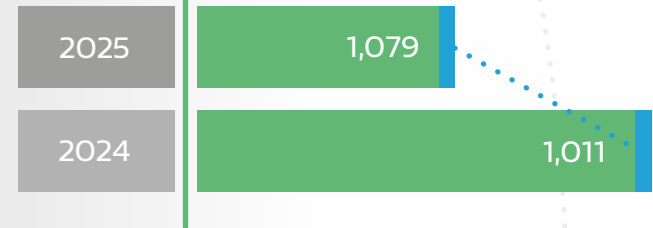
Our Company continues to improve its position each year in Türkiye's leading rankings of large companies, which are prepared based on sales volumes and key financial indicators. In the 2024 Fortune 500 Türkiye list, we ranked 214th with net sales revenue of approximately TRY 14.5 billion.

In line with our operational activities and sustainable growth approach, we aim to move further up the rankings in the 2025 lists.

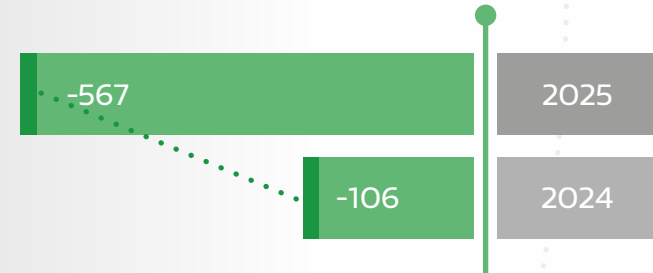
Revenue TRY million



EBITDA TRY million



Profit TRY million



INDICATOR

2021

2022

2023

2024

FORTUNE 500

301

257

229

214

GOVERNANCE

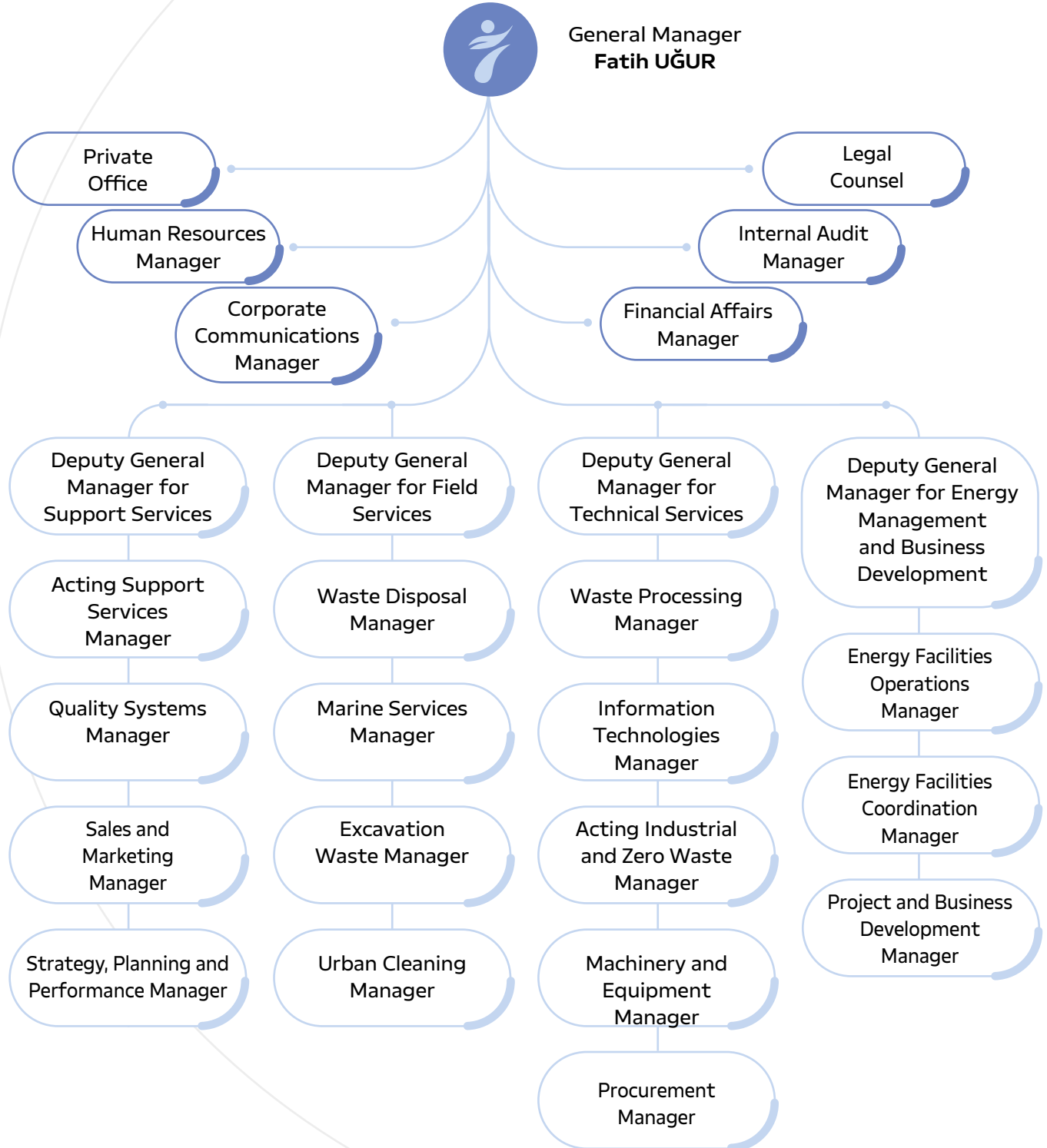




GOVERNANCE

- **Corporate Governance and Risk Management**
- **Sustainability Governance**
- **R&D, Innovation and Digital Transformation**
- **Stakeholder Relations**

Corporate Governance and Risk Management



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Structure of Our Board of Directors

NAME SURNAME	POSITION	NAME SURNAME	POSITION
Remzi ALBAYRAK	Chair of the Board of Directors	Özgür KENAR	Member
Murat YÜN	Vice Chair	Ahmet ÖNAL	Member
Burak ALP	Vice Chair	Erkan DİNCEL	Member
Ali TOY	Member	Samet ŞEKER	Member
Fatih UĞUR	Member	Adem KARAKAYA	Member
Melike CANDEMİR	Member	Murat KARKAŞ	Member
Salih Keskiner ÖNGÜL	Member	Halil ORUÇ	Member
Cihan KARAKAŞLIOĞLU	Member	Halil İbrahim DEMİRCİ	Member
Serhat Ersin MUTLU	Member	Murat GÜLER	Member
		Elif YAZICI	Member

The duties, powers and responsibilities of the members of the Board of Directors are determined within the scope of the Articles of Association. The Company is managed by a Board of Directors consisting of a minimum of seven and a maximum of nineteen natural and/or legal persons elected by the General Assembly from among candidates possessing the qualifications stipulated under the Turkish Commercial Code, in accordance with the provisions of the Turkish Commercial Code and the Articles of Association..

Members of the Board of Directors are elected by the General Assembly for terms not exceeding three years, and members whose terms of office have expired may be reappointed. The General Assembly has the authority to make changes to the Board of Directors whenever it deems necessary.

The Board of Directors meets at least once a month in order to ensure that the Company's activities are carried out effectively and sustainably, and additional meetings are held when necessary. The management of the Company and its representation before shareholders and third parties fall within the authority and responsibility of the Board of Directors. Within the scope of the Company's field of activity, the Board of Directors is authorised to carry out all necessary business and legal transactions on behalf

of the Company and to use the Company's trade name. All matters that are not expressly restricted by law or the Articles of Association and that do not require a resolution of the General Assembly are evaluated and resolved by the Board of Directors.

In order to enhance the effectiveness of the Company's management processes, certain powers of representation and binding authority have been delegated to Deputy General Managers and Directors under the Internal Directive on Management dated 27 December 2023 and numbered 2023/01. These delegations of authority entered into force following their registration with and publication by the Trade Registry.

The Sustainability Committee, which will be established to ensure that sustainability activities are effectively monitored at the senior management level, will report its activities to the General Manager through the Chair of the Committee. Briefing and evaluation processes at the Board of Directors level will be carried out by the General Manager. Through this structure, it is aimed to ensure that sustainability activities are directly monitored by senior management and effectively integrated into strategic decision-making processes.

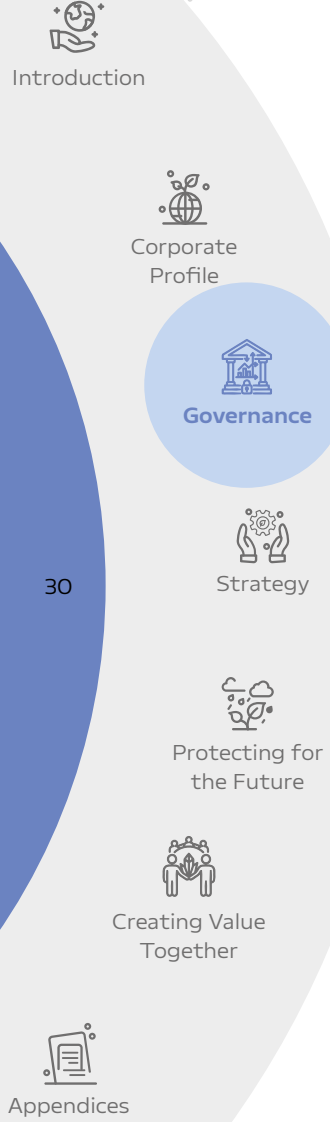
Risk Management

At our Company, we carry out enterprise risk management through a systematic approach within the framework of our Risk Management Procedure. In developing our procedure, we take the COSO ERM (Enterprise Risk Management) Framework and the ISO 31000:2018 Risk Management Guidelines as our basis, while also integrating the risk-based thinking approach of the ISO 9001:2015 Quality Management System, which we implement across our Company, into all of our processes. Within this framework, we systematically carry out the identification, analysis and assessment of risks, determination of control measures, preparation of improvement plans, and monitoring and reporting activities.

As part of our corporate context analyses, we regularly identify and assess internal and external factors that may affect our mission, vision, strategic objectives and activities. With regard to internal factors, we consider our organisational structure, infrastructure, financial position, human resources, communication, process management and energy management; while for external factors, we evaluate developments relating to political, economic, legal, environmental, social, technological and data management issues. Taking the expectations of our stakeholders into account, we integrate risks into our processes.

We assess and prioritise the risks we identify in terms of impact and likelihood, taking into account our existing control measures and criteria relating to legal compliance, impacts on customers and society, corporate reputation, financial impact, efficiency and performance. For risks rated as high or very high, we prepare improvement plans, regularly monitor the effectiveness of the actions implemented, and repeat the assessment process until the risk is reduced to an acceptable level. Risks rated as medium or acceptable are kept under continuous monitoring.

We review our corporate risks at regular intervals and also whenever significant changes occur in our strategic objectives, processes, applicable legislation, control mechanisms or audit findings. Through these assessments, we measure the effectiveness of our risk management system, verify the adequacy of our control measures, and update our risk improvement plans whenever deemed necessary.



Sustainability Governance

At our Company, we carry out sustainability activities within the scope of the sustainability governance structure we have established in order to effectively plan, implement, monitor and continuously improve our objectives in the environmental, social and governance areas. Through our Sustainability Committee, we determine our sustainability strategy, assess our priority issues, establish our policies and targets, and monitor, review and continuously improve our practices.

We establish our Sustainability Committee by decision of the General Manager on behalf of the Board of Directors. The Committee reports its activities to the General Manager through the Chair of the Sustainability Committee. Information and reporting to the Board of Directors are carried out through the General Manager.

We have established our Committee to operate with a multi-stakeholder structure, with the participation of managers from different units across our Company. In order to support the effective implementation of Committee decisions, we have structured the Sustainability Working Group. Through our Working Group, we translate our sustainability targets into business plans, coordinate implementation activities and carry out reporting processes. When necessary, we update the structure and number of members of the Working Group in line with Committee decisions.

We convene our Sustainability Committee at least twice a year and hold additional meetings when necessary. Meeting agendas are determined by the Chair of the Committee; the decisions taken are documented in writing and retained. We also seek expert opinions on matters where we consider this necessary.

Through this governance structure, we integrate our sustainability targets into our corporate processes, regularly monitor our performance, evaluate the results and systematically continue our continuous improvement activities.



Our Sustainability Approach

We place sustainability at the heart of all our activities and regard the creation of environmental, social and economic value as one of the fundamental elements of our corporate responsibility. In carrying out our activities, we focus on protecting natural resources, combating climate change, supporting the circular economy and creating social benefit.

We implement our sustainability approach in line with the principles of transparency and accountability. We disclose our performance in environmental, social and governance areas in accordance with national and international reporting standards and maintain open, trust-based communication with our stakeholders.

We regard combating climate change as one of our priority areas of activity. We regularly monitor the environmental impacts arising from our operations, carry out initiatives aimed at reducing our greenhouse gas emissions and implement practices that contribute to a low-carbon future. We support renewable energy generation, improve energy efficiency and continuously enhance our operational processes.

We regard the efficient use of resources as one of the fundamental components of our sustainability approach. Through our water and energy management activities, we monitor the consumption of natural resources and develop practices aimed at reducing our environmental impacts. While managing waste through methods that safeguard the environment and human health, we aim to achieve the highest possible level of recovery and resource efficiency.

We do not limit our sustainability approach to our own operations; in cooperation with local governments and our other stakeholders, we contribute to efforts to combat climate change and promote sustainable development. Within this scope, we develop projects aimed at enhancing cities' capacity to adapt to climate change, conduct awareness-raising activities and support public participation.

We prioritise the health, safety and development of our employees, as well as equal opportunities, and carry out initiatives to create an inclusive and safe working environment. At the same time, we strengthen our corporate sustainability through ethical principles, a robust governance structure and a stakeholder engagement approach.

At İSTAÇ, we regard sustainability not merely as an environmental responsibility, but as a holistic management approach that guides all our decisions and processes. By transforming waste into valuable resources, we create environmental benefits while continuing to contribute to social development and economic sustainability.

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İSTAÇ 2025 Sustainability Report

İSTAÇ focuses its business model on creating long-term and sustainable value for Istanbul. In this direction, acting with a sense of environmental responsibility, it protects Istanbul's natural resources and carries the city into the future by safeguarding its environmental health. Through projects that contribute to society, the Company helps shape not only today, but also the future.



For İstanbul

Sustainable environmental solutions for a clean, livable and resilient city



For Nature

Practices that generate energy from waste and protect resources through the circular economy



For Society

Environmentally conscious individuals, strong collaborations and participatory sustainability



For the Future

Leading the green transition through climate-friendly technologies and innovative projects

Business Ethics and Transparency

We conduct our activities with a commitment to trust, integrity and responsibility, and build our corporate structure on these fundamental values. We carry out all our activities not only in compliance with legal requirements, but also with a strong commitment to ethical values, adopting a fair, transparent and accountable approach in our decision-making processes.

In line with the ethical principles that form the foundation of our working culture, we maintain our relationships with employees, suppliers, customers and all other stakeholders on the basis of mutual respect and trust. In fulfilling our duties and responsibilities, we attach importance to preventing conflicts of interest, safeguarding information security, respecting human rights and ensuring fair business practices.

To promote ethical awareness throughout the organisation, we carry out information and training activities and raise our employees' awareness of compliance with ethical principles. At the same time, we strengthen our approach to open communication by regularly sharing developments relating to our activities and our corporate practices with our stakeholders.

By continuously improving our transparent and ethical management approach, we continue to build a sustainable, reliable and strong corporate structure.

R&D, Innovation and Digital Transformation

Our R&D and Innovation Approach

At İSTAÇ, with a vision of a sustainable future, we position our R&D and innovation activities as a strategic lever that improves our operational processes, promotes the circular economy and contributes to combating the climate crisis. We bring waste management and resource recovery processes together with the environmental technologies of the future, and by integrating a culture of innovation into all our business processes, we remain committed to taking tangible steps in line with global standards.

We attach importance to transferring academic knowledge to industry and approach our R&D activities as an integrated process through university-industry collaborations, national and international funding mechanisms, and multi-stakeholder consortia. In line with this commitment, in 2025 we increased our R&D budget to TRY 4.37 million, while also doubling the number of our university collaborations, thereby strengthening our ecosystem.

With our team of 11 specialist R&D personnel, we manage a forward-looking portfolio of 15 active projects, ranging from European Union (EU) projects and the circular economy to the protection of water resources and energy efficiency.

By combining global and local technological expertise through prestigious funding mechanisms such as the EU HORIZON programmes and TÜBİTAK, we directly contribute to our objectives of reducing our carbon footprint.

Through bioconversion processes, which constitute a key focus of our investment and innovation strategy, we transform waste into high-commercial-value organic fertilisers, protein sources and microalgae. At the same time, we modernise our sea-surface cleaning vessels and Rotopress vehicles with electric motor technologies. Through Kaizen initiatives, we maximise operational efficiency while minimising greenhouse gas emissions and operating costs.

In line with our vision for the future, we continuously enhance our R&D and innovation capacity and embrace a culture of research as an integral part of our corporate structure. Through the projects we carry out and the innovative practices we develop, we aim to strengthen our pioneering position in the field of environmental technologies, produce solutions that contribute to sustainable development goals, and continue creating value for our sector.

R&D and Innovation Indicators	2024	2025
R&D Expenditure (TRY)	4,144,770	4,372,900
Number of R&D Employees	12	11
Number of Projects	17	15
University Collaborations	2	4

Project Name	Objective	Contribution	Outcome
PEACOC Multi-Partner European Union Project	To recover precious metals such as platinum, palladium, gold and silver from waste	• Circular economy • Sustainable use	The project, which was awarded funding under the European Union Horizon 2020 Grant Support Programme, is being implemented under the coordination of Fundación Tecnalia Research & Innovation (Spain) with the participation of a total of 19 partners. İSTAÇ and FORD Otomotiv are among the project partners from Türkiye. The project has a total budget of EUR 11.2 million and will continue until October 2026.
Project for Converting Sea-Surface Cleaning Vehicles to Electric Systems	To reduce operating costs through fuel and energy savings and establish an environmentally friendly and efficient operating model	• Reduction of greenhouse gas emissions • Energy efficiency and fuel savings • Low-cost and sustainable operations	An eight-month pilot study was carried out to convert a diesel-powered sea-surface cleaning vehicle to an electric motor. The study yielded significant benefits, including fuel and maintenance savings, reduced carbon emissions and quieter operation; the benefits were calculated based on the feasibility analysis.
Project for Converting Rotopress Vehicles to Electric Systems	To increase energy efficiency and reduce operating costs and carbon emissions by converting Rotopress vehicles to electric systems	• Energy efficiency • Reduction of greenhouse gas emissions • Low-cost and efficient operations	A technical and economic feasibility study was prepared for the conversion of diesel-powered Rotopress vehicles to electric motors, with the objectives of reducing fuel consumption, maintenance costs and carbon emissions while increasing transport capacity. An application was submitted for TÜBİTAK 1707 Order-Based R&D Support for the project.
Increasing Biogas Yield at the Biomethanisation Plant through Ultrasound Pretreatment and Bottom Ash Addition	To develop and optimise innovative process applications that will increase biomethane production efficiency	• Increased renewable energy generation • Improved biomethanisation process efficiency • Support for the circular economy	A laboratory-scale experimental setup was established at the Biomethanisation Plant to investigate the effects of ultrasound treatment and bottom ash obtained from the incineration plant on biomethane production, and daily gas outputs were monitored. Based on the results obtained, the study is planned to continue by scaling it up to reactor scale.
Disposal of Nanofiltration Concentrate from the Landfill Leachate Treatment Plant	To ensure the environmentally responsible and efficient management of nanofiltration concentrate while achieving resource and energy recovery	• Improvement of water and waste management • Increased resource and energy recovery • Support for the circular economy	Alternative treatment processes for the disposal of nanofiltration (NF) concentrate were investigated, and feasibility studies were carried out for methods providing high discharge quality. Within the scope of these studies, technical cooperation is being conducted for the technical and economic evaluation of different processes, while R&D activities are continuing for the recovery of hydrogen ions (H ⁺) from NF concentrate wastewater and the generation of energy from this resource.



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INVESTMENT AND INNOVATION

Project Name	Objective	Contribution	Outcome
Production of Organic / Organomineral Fertiliser from Compost	To bring compost produced from municipal solid waste with high organic content into compliance with standards for agricultural use, thereby preventing soil degradation, reducing the need for chemical fertilisers and creating a more favourable environment for plant growth	• Contribution to sustainable agriculture • Increased soil fertility • Reduced dependence on chemical fertilisers • Support for biodiversity	The project aims to produce organic fertiliser (compost) from municipal organic waste in compliance with standards for agricultural use. Within the scope of the project, the necessary analyses, process selection and feasibility studies have been completed; a producer licence has been obtained from the Ministry of Agriculture and Forestry, TRY 14.4 million in support has been secured from TÜBİTAK TEYDEB, and the investment incentive process has been initiated.
Recovery of Organic Waste Using Black Soldier Flies	To manage organic waste sustainably and in a manner that minimises environmental impacts, transforming it into high value-added products	• Circular economy • Waste management and recovery • Sustainable agriculture and livestock farming	Laboratory-scale trials were conducted by our Company using different waste formulations containing wholesale market waste, barley residue, delicatessen waste, discarded bread, compost and solid fermented products. Laboratory tests were successfully completed for the use of the resulting larval biomass as an alternative protein source in poultry, pet and fish feed, and for the use of frass as a high-quality organic fertiliser. The Digitalisation in Agriculture for Food Supply Security, Sustainability, Innovation and Transparency Programme – TARIM2030, established through the collaboration of 17 organisations, has qualified to receive grant support from TÜBİTAK.



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Project Name	Objective	Contribution	Outcome
Microalgae Production in Leachate	To produce microalgae using treated landfill leachate as a nutrient source To utilise microalgae in various applications such as bioplastics, liquid fertiliser 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 demonstrated that treated landfill leachate contains sufficient nutrients for microalgae cultivation. Accordingly, a bag-based production system and a pond-scale pilot facility were successfully established. Microalgae production using leachate was successfully achieved, and the resulting product was found to be of a quality capable of meeting market requirements. Analyses of the solid and liquid products are currently nearing completion. Based on the results, opportunities for sustainable production, commercialisation and sectoral cooperation, particularly in the fertiliser field, are being evaluated.
TAILOR European Union Project	To identify the sources and spread of plastic pollution and develop effective prevention and management solutions based on scientific data	• Reduction of plastic pollution • Protection of marine and aquatic ecosystems	The TAILOR Project, submitted to the European Union Horizon Europe Programme, aims to detect, map and identify the impacts of micro- and macroplastic pollution transported from rivers to the sea using advanced monitoring technologies. Within the scope of the project, data collection, laboratory analyses and awareness-raising activities will be carried out, and solutions for reducing plastic pollution will be developed. The project is currently under evaluation.

Digital Transformation



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Within the scope of our digital transformation efforts, numerous projects have been completed to digitalise the Company's processes, increase operational efficiency and improve service quality.



Gate Control and Turnstile Access System:

Facility security has been strengthened by digitally recording entry to and exit from warehouses and field sites.



Service Vehicle Report:

An SAP Fiori application has been developed to enable the centralised monitoring and analysis of Company vehicles and the effective management of maintenance processes.



QR-Coded Near-Miss and Hazardous Situation Reporting System:

Occupational health and safety reporting processes have been digitalised, while reporting speed and data quality have been improved, supporting a proactive safety culture.



DOFA (Field Walk and On-Site Inspection Application):

Field inspections, reporting of non-conformities and improvement activities have been enabled to be managed digitally.



Tyre Tracking Application:

Tyre inventory, maintenance processes, cost control and service-life planning have been transferred to the digital environment.



Barcode-Based Waste Collection Application:

Within the scope of Zero Waste, waste collection processes have begun to be managed digitally through a map-based system supported by QR codes.



Waste Management Screens Development:

Internal waste disposal request and sales processes have been enabled to be managed more effectively and in an integrated manner through SAP.

Completed Projects



General Directorate Monitoring Center:

The project for the centralized 24/7 monitoring and reporting of service vehicles and facilities is ongoing, and the installation of LED screens has been completed.



ISO 27001 Information Security Management System:

Corporate documentation and infrastructure preparation activities for the implementation of the information security management system are ongoing.



Platform Guidance Project:

The LED screen infrastructure at Waste Transfer Stations has been completed, while software development activities for SAP WR, SAP Fiori modules and system integrations are continuing.

Ongoing Projects

Stakeholder Relations

Transparency, accountability and continuous dialogue form the foundation of our corporate culture. We regard the feedback, suggestions and requests we receive from our stakeholders as primary data inputs in shaping our strategic planning, risk management, policy updates and social investment projects.

We classify our stakeholders within our operational ecosystem into three main categories according to their level of dynamic interaction:

Primary External Stakeholders

Direct
components
of the value
chain

- Citizens
- Customers
- Suppliers
- Subcontractors
- Public Institutions (Istanbul Metropolitan Municipality Affiliates, District Municipalities)

Secondary External Stakeholders

Sectoral and
social impact
stakeholders

- Civil Society Organisations
- Press – Media
- Universities
- Regulatory Public Institutions (Ministries)

Internal Stakeholders

Core of the
corporate
structure

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

Collaboration with Stakeholders

Experience Sharing Program

In 2025, we successfully implemented the Experience Sharing Program, which we launched to strengthen corporate communication, raise awareness of field operations and foster a shared understanding within our working culture. Within the scope of the program, our unit managers directly participated in the working processes of our blue-collar field teams for one full day during both the summer and winter periods, gaining first-hand experience of operational workflows. In this way, we gained not only technical observations regarding processes, but also valuable insights into team solidarity, work intensity and working conditions in the field.

Throughout the program, we carefully evaluated the feedback gathered from the field and generated data that would contribute to the improvement of our business processes. The initiative, which strengthened empathy, corporate belonging and team spirit among our employees, evolved beyond conventional training approaches into a participatory development model that supports our internal learning culture. Following the Sustainable Business Award we received in 2024 for the EKOM Project, we were also named among the finalists at the Sustainable Business Awards in 2025 with our Experience Sharing Program.



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World Environment Week and World Environment Day Activities

As part of World Environment Week, we participated in events organised across various districts of Istanbul, contributing to awareness-raising activities on sustainable living and zero-waste practices. At the event areas we established, we engaged with citizens and provided information on recycling, efficient use of resources, waste sorting and environmental awareness.

Through hands-on activities designed particularly for children and young people, we aimed to make environmental awareness an integral part of everyday life. In line with our environmental communication approach, our activities sought to promote individual responsibility that contributes to sustainable urban living.





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MARUF (Marmara Urban Forum), 1-3 October

As İSTAÇ, we participated in MARUF 2025, organised by the Marmara Municipalities Union at the Haliç Congress Center from 1 to 3 October. Within the scope of the forum, we presented participants with objects we produced by transforming waste at the IMM Circular Works Workshop. Through the works we exhibited, we highlighted that recycling is not only an environmental practice, but also a transformative approach that supports creative production, resource efficiency and a circular living culture.



Promotion of the Adalar Zero Waste Project - Büyükada

Within the scope of the Adalar Zero Waste Project, we made the separate collection of waste at source digitally traceable through the Barcode-Based Smart Waste Collection System we developed. Through the pilot implementation launched in Büyükada, we strengthened recycling infrastructure in businesses, residences and public institutions, while establishing an innovative and integrated model for sustainable waste management.

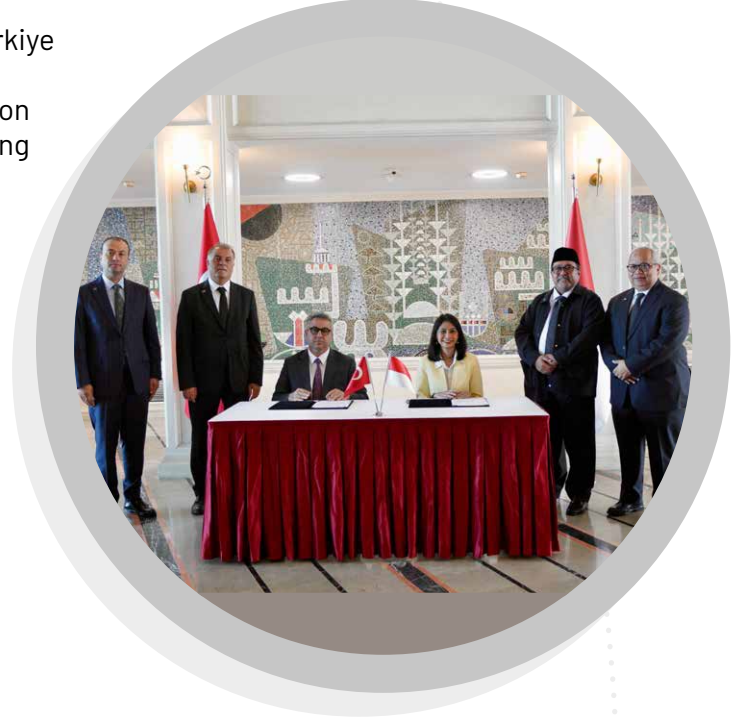
Through the training sessions, promotional activities and interactive practices carried out within the scope of the project, we informed children and citizens about recycling, zero-waste and environmental awareness. In addition, through artistic works created from waste plastics, we highlighted the creative dimension of recycling and contributed to raising environmental awareness in public spaces.



Memorandum of Understanding with Jakarta Municipality

As part of the 75th anniversary of diplomatic relations between Türkiye and Indonesia, we signed a memorandum of understanding with Jakarta Municipality to further develop our international cooperation in the fields of environmental management and sustainability. During the meetings attended by Mr. Rano Karno, Deputy Governor of Jakarta; Mr. Nuri Aslan, Acting Mayor of Istanbul Metropolitan Municipality; Prof. Dr. Volkan Demir, Secretary General of Istanbul Metropolitan Municipality; and our General Manager, Mr. Fatih Uğur, we evaluated potential areas of cooperation in environmental management.

Through the agreement we signed, we aim to strengthen the exchange of knowledge and experience in the fields of waste management, sustainable urban development and environmental technologies. This cooperation represents an important example of our vision to share our institutional expertise in environmental management at the international level.



Metro Istanbul Summer School Certificate Ceremony

Within the scope of the Summer School programme organised by Metro Istanbul, one of the subsidiaries of Istanbul Metropolitan Municipality, we carried out environment- and sustainability-themed activities for children through our Circular Works Workshop practices. Through these activities, we supported children in gaining hands-on experience in recycling, reuse and environmental awareness.

At the certificate ceremony held at the end of the programme, we came together with the children and their families and emphasised the importance of developing sustainable living habits from an early age. Through our education and awareness-raising activities, we contributed to promoting a broader sense of environmental responsibility.





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Sustainable Energy and Climate Action Plan (SECAP) Activities

We consider combating climate change one of the key priorities of both our city and our organisation. Within this scope, we carry out initiatives to reduce carbon emissions from our own operations, while also developing projects in cooperation with local authorities to strengthen cities' capacity to adapt to climate change. The Sustainable Energy and Climate Action Plan (SECAP) initiatives developed within the framework of the Global Covenant of Mayors for Climate & Energy constitute an important part of this approach.

Within the scope of SECAP preparation activities, we provide consultancy services to district municipalities. Accordingly, in cooperation with district municipalities, we carry out studies aimed at preparing greenhouse gas emissions inventories, developing emissions reduction and climate adaptation plans, conducting climate change-related risk and vulnerability assessments, and identifying feasible actions for climate change mitigation and adaptation.

In 2025, as part of our work with Bakırköy and Maltepe Municipalities, we prepared the districts' greenhouse gas emissions inventories, conducted district-level climate risk and vulnerability assessments, and developed emissions reduction and climate adaptation plans. Based on the outputs of these studies, we prepared the SECAP reports and submitted them to the relevant municipalities.



Maltepe Municipality SECAP Collaboration



Bakırköy Municipality SECAP Collaboration



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Bakırköy Municipality SECAP Workshop

To support the implementation of SECAP processes through a participatory approach, we organised the Green Future Event, World Water Day Awareness Programme, and SECAP Youth Forum in cooperation with Bakırköy Municipality. In cooperation with Maltepe Municipality, we held a Focus Group Meeting with Neighbourhood Headmen, World Environment Day Events, Youth Climate Forum, and Citizen Survey.



Maltepe Municipality SECAP Workshop



Sancaktepe Municipality SECAP Collaboration

We signed a cooperation protocol with Sancaktepe Municipality to strengthen our collaboration on climate change mitigation and adaptation efforts. Within this scope, we assessed the district's existing climate conditions, risks and needs, and contributed to the development of feasible and sustainable climate actions at the local level.

STRATEGY





STRATEGY

- Value Created through the Business Model
- Value Chain
- Double Materiality Assessment
- İSTAÇ's Sustainability Targets
- Risk Management

Value Created through the Business Model

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FINANCIAL CAPITAL

HUMAN CAPITAL

PRIORITY TOPIC

INPUTS

OUTPUTS

VALUE CREATED

RELATED RISKS

CONTRIBUTION SDG

Climate change
adaptation

TRY 4.5 billion
total equity

TRY 19 billion
net sales

Sustainable
economic
growth

Financial
risk

Reputation
management

TRY 12.3 billion
total assets

TRY 1 billion
EBITDA

Increased
investment in
environmentally
friendly projects

Reputation
risk

Adoption of
renewable
energy

TRY 525 million
net debt

TRY -567
million net
profit

Enhanced
reputation
among
stakeholders

Society/
People risk

TRY 995 million
financial
investment

TRY 3.8 billion
in taxes
and similar
statutory
liabilities paid

Legal risk

Strong liquidity

Sustainable
operating
profitability

Individual
diversity and
inclusion

4,658
employees

10,631 hours of
total training

Inclusive and
equitable
working
environment

Reputation
risk

Employee
development and
training

446 employees
hired

4.4% female
employee ratio

Employees'
physical and
mental well-
being

Society/
People risk

Employee well-
being and fair
employment

TRY 7.3 billion
in gross
payments to
employees

2.36 hours
of average
training per
employee

Healthy and
safe working
environment
and happy
employees

Legal risk

Occupational
health and safety

Equal
opportunities
and diversity

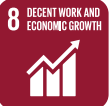
17% female
senior
management
ratio

Employee
benefits

2.5% employee
turnover rate

Healthy and
safe working
environment

20,000 hours
of total OHS
training



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NATURAL CAPITAL

PRIORITY TOPIC	INPUTS	OUTPUTS	VALUE CREATED	RELATED RISKS
Climate change adaptation	2050 Net Zero target	1.3 million MWh of electricity generated through waste disposal	Conservation of natural resources	Financial risk
Reduction of carbon footprint	TRY 51 million in environmental investments and expenditures	172,692 tonnes CO ₂ e of emissions reduced	Strong steps in combating climate change	Reputation risk
Compliance with legislation	20.2 thousand tonnes of organic waste separately collected at source	20% waste recovery rate	Responsible Production and Consumption	Society/ People risk
Waste recovery and recycling	6.2 million tonnes of waste disposed of	11.1 thousand tonnes of compost produced	Reintroduction of waste into the economy	Legal risk
	33 thousand tonnes of medical waste managed	11 thousand tonnes of generated waste recycled		
	26.7 million tonnes of excavation waste managed			
	8.6 thousand m ³ of waste collected from the sea surface			
	52 million kWh of electricity consumption			
	511 thousand m ³ of mains water used			

CONTRIBUTION SDG



SOCIAL CAPITAL

Reputation management	Corporate social responsibility projects	73% citizen satisfaction	A reliable and reputable environmental management company	Financial risk
Climate change adaptation	Communication and cooperation with stakeholders	85.5% customer satisfaction	Support for reducing the carbon footprint and sustainable urban planning	Reputation risk
Business ethics	Training and awareness programmes	Positive outcomes and recognition in the field of sustainability	High customer loyalty	Society/ People risk
Stakeholder collaboration	Experience sharing across different platforms	Contribution to the Sustainable Energy and Climate Action Plans of district municipalities	Transparent and effective engagement with all stakeholders	Legal risk
		Activities carried out with stakeholders to raise environmental awareness and contribute to sustainability targets	Increased public awareness and consciousness	Customer risk



PRIORITY
TOPIC

INPUTS

OUTPUTS

VALUE
CREATED

RELATED
RISKS

CONTRIBUTION
SDG

MANUFACTURED CAPITAL

Development of a fossil-fuel-free fleet

Climate change adaptation

Reputation management

Public health and safety

Efficient use of energy

Reduction of carbon footprint

Adoption of renewable energy

Waste recovery and recycling

8 Solid Waste Transfer Stations

3 Units of Non-Hazardous Waste Landfills

3 LFG Facility

2 Biomethanisation Plants

4 Leachate Treatment Plants

1 Waste Incineration and Energy Generation Plant

1 Medical Waste Incineration Plant

1 Medical Waste Sterilisation Plant Environmental Laboratory

1 Recovery and Composting Facility

622 vehicles, 342 items of heavy equipment

7 charging stations

3 electric vehicles

13 boats

13 licensed waste reception vessels

2 waste-oil road tankers, 2 vacuum trucks and 2 inspection boats

14 beach-cleaning machines

Disposal of 6.2 million tonnes of municipal waste

Generation of 1.3 million MWh of electricity

Transportation of 4.2 million tonnes of waste

Sweeping of 8 million m² of area per day

Cleaning of 515 km of coastline

Collection of 8.6 thousand m³ of waste from the sea surface

Collection of 2.3 thousand tonnes of waste from coastlines

42.6 thousand tonnes of sludge dredged from the Golden Horn and streams

Collection of 280 thousand m³ of waste from 11,728 vessels

Recovery of 43 thousand m³ of petroleum-derived waste

Production of 11.1 thousand tonnes of compost

Management of 33 thousand tonnes of medical waste collected from 17,342 locations

Recovery of 11 thousand tonnes of recyclable materials back into the economy

Analyses for 24 enterprises located at industrial facilities in the Marmara Region

Sector leadership

Operational efficiency

Energy efficiency

Resource efficiency

Leadership in the transition to a low-carbon economy

Positive perception of environmental sustainability

Contribution to public health

Financial risk

Reputation risk

Society/ People risk

Legal risk

Customer risk



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INTELLECTUAL CAPITAL	PRIORITY TOPIC	INPUTS	OUTPUTS	VALUE CREATED	RELATED RISKS	CONTRIBUTION SDG
	Digitalisation R&D Data and cyber security Efficient use of energy	TRY 4 million in R&D expenditures 2 EU projects 3 operational efficiency projects 4 circular economy-related projects 12 digital transformation projects 2 energy efficiency projects Collaborations with universities	70% financial support for EU projects TRY 14.4 million in financial support from TÜBİTAK TEYDEB TRY 2.2 million in grant support from TÜBİTAK Smart Mobile Transfer Stations	Effective use of resources Innovative projects through R&D and innovation Operational efficiency Time management and energy savings International collaborative initiatives	Financial risk Reputation risk Society/ People risk Legal risk Customer risk	    

Value Chain

UPSTREAM

Heavy Equipment
and Vehicle
Procurement

Chemical and
Consumable Materials
Management

Acceptance of
District Municipal
Waste

Acceptance of
Medical Waste
from Healthcare
Institutions



Service and
Equipment
Procurement



Waste
Acceptance
Management



Municipal Waste
Incineration and
Energy Generation



Energy
Generation
and Recovery



Renewable Energy
Generation from
Landfill Gas (LFG)

Biomethanisation

Recovery and
Composting



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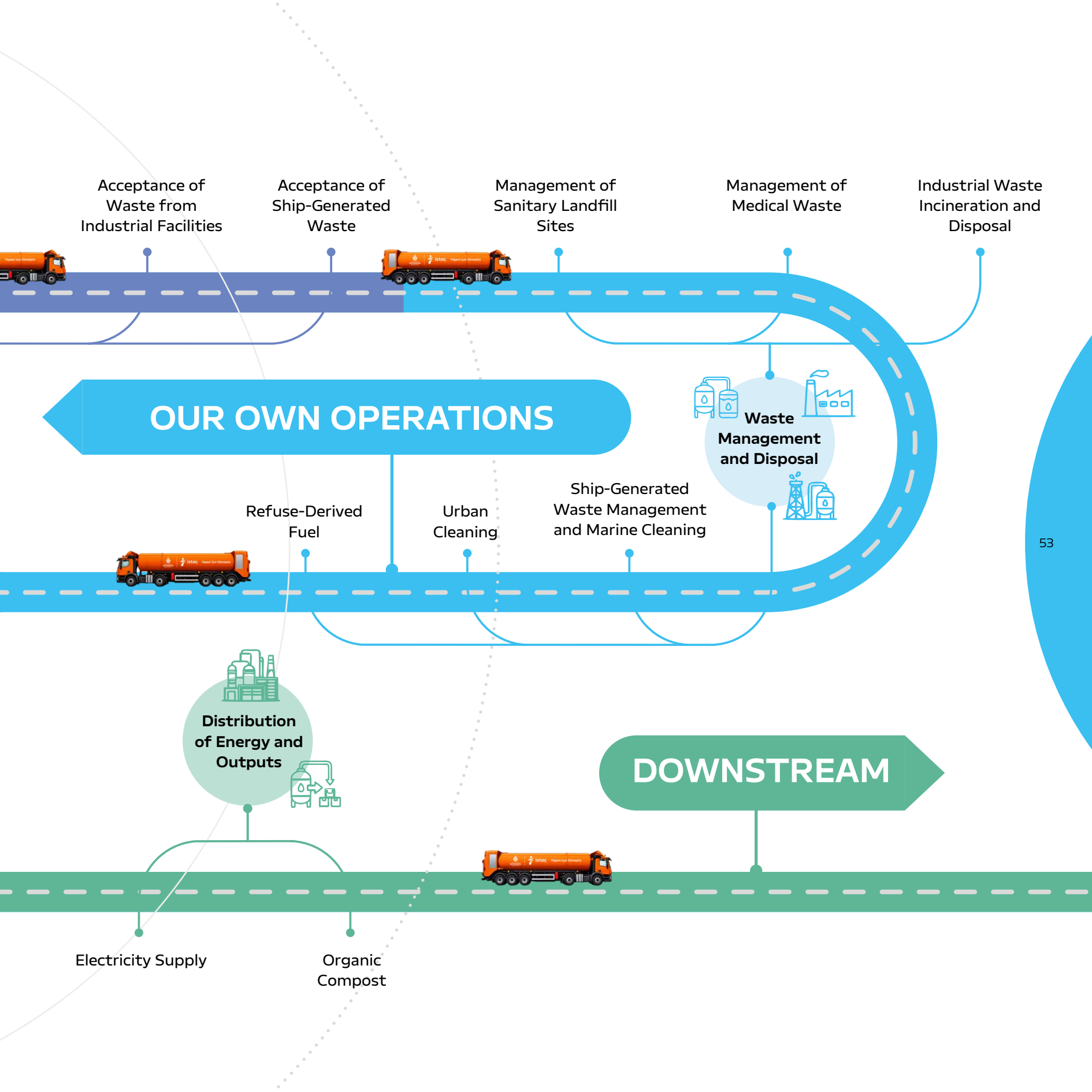
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Double Materiality Assessment

Our Company conducted a double materiality assessment in accordance with the European Sustainability Reporting Standards (ESRS) in order to identify its sustainability priorities and determine the scope of its reporting. Within the scope of the assessment, the impacts of our activities on the environment, society and governance, together with the current and potential effects of sustainability matters on our Company's financial performance, were evaluated collectively.

The double materiality assessment process began with the identification of potential sustainability matters, taking into account our areas of activity, services and value chain. At this stage, environmental, social and governance topics such as climate change, circular economy, waste management, energy, water, biodiversity, occupational health and safety, employee rights, business ethics, supply chain management and data security were included within the scope of the assessment.

The identified topics were evaluated with the participation of internal and external stakeholders. Employees, senior management, relevant business units, customers, suppliers, public institutions, local governments and other relevant stakeholders were included in the process.

Each sustainability topic was assessed from two different perspectives: impact materiality and financial materiality. In the impact materiality assessment, the current and potential impacts of the Company's activities on the environment, society and governance were analysed. In the financial materiality assessment, the current and potential effects of sustainability matters on the Company's financial performance were evaluated.

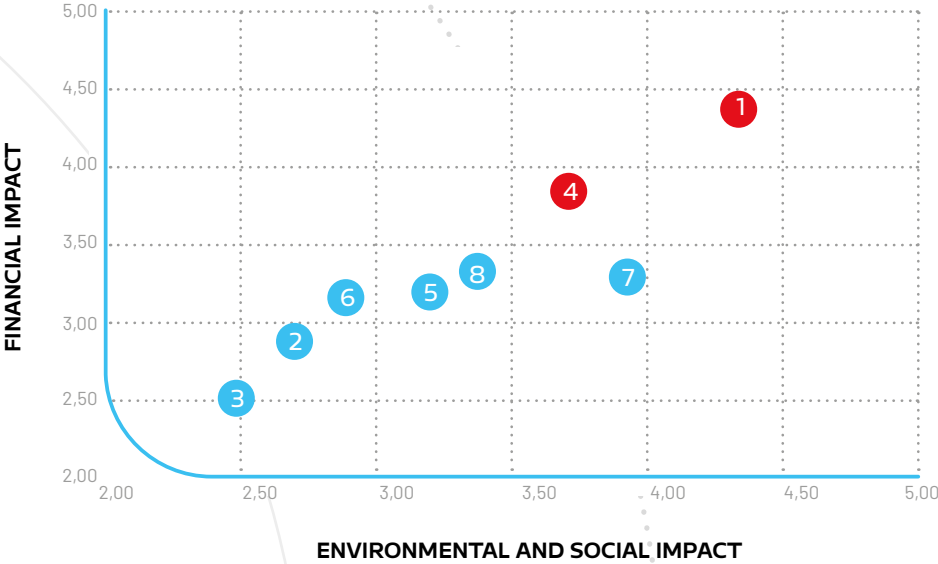
In the financial materiality assessment, the horizontal axis was used, while in the impact materiality assessment, the vertical axis was taken as the basis. The materiality threshold for both axes was set at 3.5 and above. As the position on the matrix moves further to the right and upward, the level of materiality of sustainability topics increases both in terms of their impact on İSTAÇ's financial performance and their impacts on the environment, society and governance. Accordingly, the topics located in the upper-right section of the matrix were identified as the double materiality topics with the highest priority in line with İSTAÇ's strategic priorities, and constitute the key focus areas of the Company's sustainability management and reporting.



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Double Materiality Matrix



- 1 ESRS E1 – Climate Change
- 2 ESRS E3 – Water and Marine Resources
- 3 ESRS E4 – Biodiversity and Ecosystems
- 4 ESRS E5 – Resource Use and Circular Economy
- 5 ESRS S1 – Own Workforce
- 6 ESRS S3 – Affected Communities
- 7 ESRS S4 – Consumers and End-users
- 8 ESRS G1 – Business Conduct

MATERIAL TOPICS

ESRS TOPICAL STANDARD

• Renewable Energy Generation and Expansion	ESRS E1 – Climate Change
• Efficient Use of Energy	ESRS E1 – Climate Change
• Carbon Footprint Reduction	ESRS E1 – Climate Change
• Measures Against the Impacts of Climate Change	ESRS E1 – Climate Change
• Water Efficiency and Wastewater Recovery	ESRS E3 – Water and Marine Resources
• Protection of Natural Habitats and Biodiversity	ESRS E4 – Biodiversity and Ecosystems
• Waste Recovery and Recycling	ESRS E5 – Resource Use and Circular Economy
• Adoption of the Circular Economy and Environmentally Friendly Products	ESRS E5 – Resource Use and Circular Economy
• Research and Development (R&D)	ESRS E5 – Resource Use and Circular Economy
• Individual Diversity and Inclusion	ESRS S1 – Own Workforce
• Employee Well-being and Fair Employment	ESRS S1 – Own Workforce
• Employee Development and Training	ESRS S1 – Own Workforce
• Employee Satisfaction Assessment	ESRS S1 – Own Workforce
• Occupational Health and Safety	ESRS S1 – Own Workforce
• Public Health and Safety	ESRS S3 – Affected Communities
• Citizen and Institutional Satisfaction	ESRS S4 – Consumers and End-users
• Stakeholder Collaboration	ESRS G1 – Business Conduct
• Digitalisation and Cybersecurity	ESRS G1 – Business Conduct
• Regulatory Compliance	ESRS G1 – Business Conduct
• Reputation Management and Anti-Corruption	ESRS G1 – Business Conduct



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İSTAÇ's Sustainability Targets

Strategic Objectives and Targets

Within the scope of our Strategic Plan covering the 2025-2029 period, new strategic objectives and targets have been defined in line with our Company's vision and mission, as a result of the SWOT analysis, internal and external environment assessments, and strategy development processes carried out.

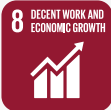
The targets established within the framework of the identified strategic objectives have clarified our corporate priorities, with development areas focused on sustainability, service quality, operational efficiency, and environmental and social benefit taken as the basis. The level of achievement of our strategic targets is monitored through evaluation and monitoring activities conducted at six-monthly and annual intervals, depending on the nature of each target. Where necessary, updates and improvement activities are carried out in line with the results obtained.

Within this framework, the 2025-2029 Strategic Plan aims to enable our Company to further develop its activities through an innovative and sustainable management approach that adapts to changing needs.



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STRATEGIC OBJECTIVE	PRIORITY TOPIC	SDG CONTRIBUTION
Moving Towards the Zero Waste Target	Waste recovery and recycling	    
	Reduction of carbon footprint	
	Climate change adaptation	
	Collaboration with stakeholders on the circular economy	
	Reputation management	
Operational Excellence	R&D Efficient use of energy	    
	Reduction of carbon footprint	
	Climate change adaptation	
	Occupational health and safety	
	Digitalisation	
Expanding the Sustainability Approach	Collaboration with stakeholders on the circular economy	     
	Reputation management	
	Water Efficiency and Wastewater Recovery	
	Adoption of renewable energy	
	Efficient use of energy	
Innovation and Digital Transformation	Digitalisation	
	R&D	
Developing Human Capital	Employee development and training	  
	Employee well-being and fair employment	
	Individual diversity and inclusion	
Increasing Value-Added Products and Services	Waste recovery and recycling	

Corporate Targets

ENVIRONMENTAL	TARGET	INDICATOR	2025	PRIORITY TOPIC	CONTRIBUTION SDG	
	Prevent the discharge of waste into the environment Prevent marine pollution	Increase the amount of waste received from vessels by 2% compared to the previous year	6.99%	Waste recovery and recycling Public health and safety	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	14 LIFE BELOW WATER
	Increase the recovery rate Contribute to the circular economy Increase resource efficiency	Produce 100 items from idle and scrap materials at the Edirnekapı Recycling Workshop within the scope of Zero-Waste	500 items	Waste recovery and recycling	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
	Increase resource efficiency Minimise the environmental impacts of waste	Reduce the water content of MARPOL Annex I waste sent for recovery to below 10% through pre-dewatering	4.44%	Waste recovery and recycling	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	14 LIFE BELOW WATER
	Improve energy efficiency Reduce fuel consumption Reduce carbon emissions	Reduce fuel consumption by 10%	19%	Reduction of carbon footprint Climate change adaptation Efficient use of energy	7 AFFORDABLE AND CLEAN ENERGY	13 CLIMATE ACTION
	Improve energy efficiency	Reduce Head Office electricity consumption by 5%	%3,5	Climate change adaptation Efficient use of energy	7 AFFORDABLE AND CLEAN ENERGY	

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				CONTRIBUTION SDG	
TARGET	INDICATOR	2025	PRIORITY TOPIC		
Recover energy from waste Reduce carbon emissions	Generate 560,000 MWh of electricity at the Waste Incineration and Energy Generation Plant	640,000 MWh	Adoption of renewable energy Waste recovery and recycling Reduction of carbon footprint	7 AFFORDABLE AND CLEAN ENERGY	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
Reduce water consumption Use water resources efficiently	Reduce the water consumption rate at the Kemberburgaz Biomethanisation Plant by 4% compared to the previous year	18.7%	Water conservation measures	6 CLEAN WATER AND SANITATION	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
Reduce greenhouse gas emissions Combat climate change	Reduce Scope 1 and Scope 2 emissions per unit of waste by 10% annually	51%	Climate change adaptation Reduction of carbon footprint	13 CLIMATE ACTION	
Use resources efficiently Increase operational efficiency	Maintain the amount of medical waste collected per kilometre above 15 kg/km	20 kg/km	Reduction of carbon footprint Efficient use of energy	7 AFFORDABLE AND CLEAN ENERGY	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
Reduce water consumption Use water resources efficiently	Maintain annual water consumption at the Recovery and Composting Facility at ≤ 6,500 tonnes	4,830 tonnes	Water conservation measures	6 CLEAN WATER AND SANITATION	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
Increase resource efficiency Achieve savings at facilities in line with sustainability principles	Complete 1 initiative aimed at achieving resource savings at facilities within our operational areas	1 initiative	Efficient use of energy Reduction of carbon footprint R&D activities	7 AFFORDABLE AND CLEAN ENERGY	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
Reduce water consumption Use water resources efficiently	Reduce the amount of water used in urban cleaning activities by 3%	9.7%	Water conservation measures	6 CLEAN WATER AND SANITATION	12 RESPONSIBLE CONSUMPTION AND PRODUCTION

TARGET

INDICATOR

2025

PRIORITY TOPIC

CONTRIBUTION
SDG

SOCIAL

Increase stakeholder satisfaction

Maintain the rate of compliance with response times for complaints above 96%

100%

Reputation management



Increase sectoral collaborations and develop joint projects

Meet with or host visits from at least 20 institutions and organisations in order to introduce our consultancy activities and create opportunities for cooperation

28 pieces

Collaboration with stakeholders on the circular economy
Reputation management



Support the development of employees' knowledge and skills

Maintain the training satisfaction rate at ≥90%

94%

Employee development and training



Strengthen the culture of safe working
Contribute to the prevention of occupational accidents and diseases

Publish at least 12 OHS Bulletins during the year in order to raise employee awareness

12 pieces

Occupational health and safety



Ensure the security and continuity of corporate information systems

Ensure 100% implementation of two-factor authentication for IT network and server access security

100%

Data and cybersecurity



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	TARGET	INDICATOR	2025	PRIORITY TOPIC	CONTRIBUTION SDG
FINANCIAL	Increase access to external financing sources	Submit applications for 2 projects in order to benefit from domestic/ international funding sources and expertise	2 pieces	R&D activities Stakeholder collaboration	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 17 PARTNERSHIPS FOR THE GOALS
	Conduct market research Identify new areas of need Increase revenue Establish collaborations	Identify high-potential business opportunities or tenders (at least 5) in Türkiye and abroad that are aligned with our areas of activity and will contribute to strategic growth, and conduct regular market research	11 pieces	Stakeholder collaboration Reputation management	8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 17 PARTNERSHIPS FOR THE GOALS

In line with our strategic objectives, we shape our corporate targets each year within the framework of the performance indicators established for that year. Throughout the year, we regularly monitor progress towards our targets, carry out evaluations and, where necessary, take the required actions in order to achieve our objectives.

Risk Management

For İSTAÇ, sustainability has been a fundamental approach guiding our understanding of operational excellence throughout our more than 30 years of activity. We regard protecting Istanbul's environmental resources, creating added value in waste management and supporting social well-being as our core responsibilities. Accordingly, our sustainability approach forms the central axis of our business model and strategic decision-making mechanisms.

During our 2025 reporting period, we further advanced our sustainable management approach by strengthening our operational processes with projects focused on low-carbon energy generation and the circular economy. In the new period, our main priority is to fulfil our responsibility for transparency towards all our stakeholders by disclosing our sustainability performance through an analytical and inclusive data set aligned with international reporting standards.

The methodological framework of this report, prepared in line with İSTAÇ's principle of accountability, has been structured in compliance with the Turkish Sustainability Reporting Standards (TSRS) published by the Public Oversight, Accounting and Auditing Standards Authority. In order to strengthen our corporate governance processes, the Global Reporting Initiative (GRI) Standards, the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), the sector-specific guidance of the Sustainability Accounting Standards Board (SASB), and the methodologies of the Carbon Disclosure Project (CDP) constitute the key reference points of our report.

Throughout 2025, the environmental, social and governance-related risks and opportunities within İSTAÇ's operational ecosystem were comprehensively analysed from the perspective of their links with climate change, biodiversity and financial resilience, and were integrated into our strategic roadmap.

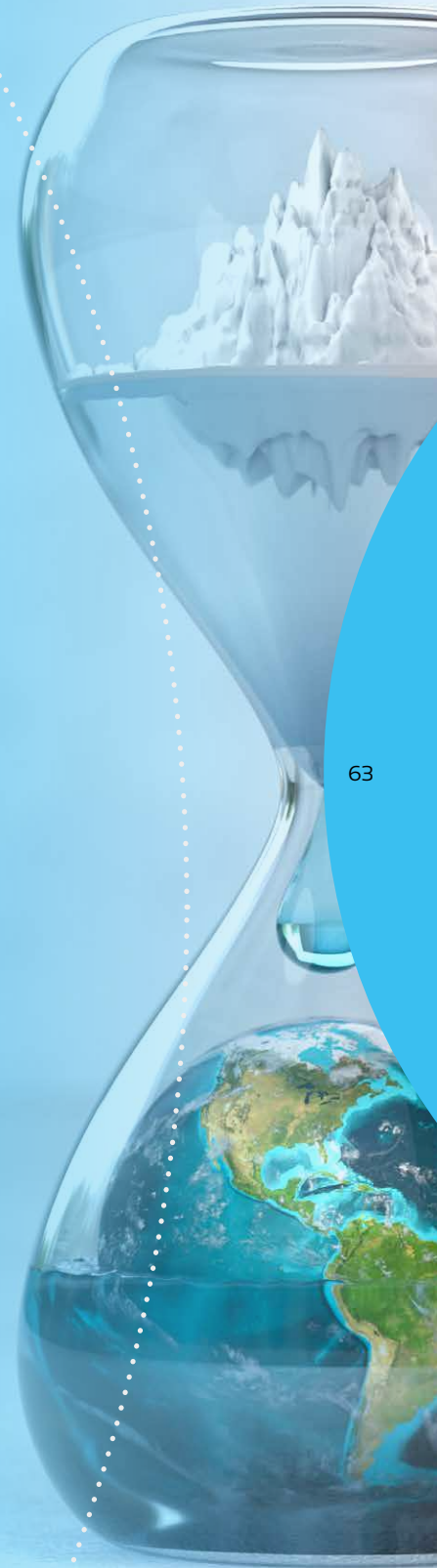
Identification of Sustainability- and Climate-Related Risks and Opportunities

İSTAÇ places sustainability- and climate-related matters at the centre of its corporate decision-making mechanisms and manages these processes in an integrated manner with its objectives for operational efficiency, financial stability and strategic growth. Due to the nature of our areas of activity, our organisation monitors sustainability-related risks on the basis of physical risks and transition risks, through periodic review processes and performance indicators.

Physical risks include factors arising from both acute impacts (such as heavy rainfall, flooding and storms) and chronic impacts (such as increases in average temperatures, water stress and drought) that directly affect operational capacity. For İSTAÇ, the primary source of physical risk is the impact of extreme weather events on business continuity at sanitary landfill sites and disposal facilities. In particular, the pressure exerted by heavy rainfall on leachate management and logistics networks is among the priority risks in terms of the organisation's operational exposure. In addition, the effects of chronic temperature increases on waste treatment processes and employee health are also closely monitored.

Transition risks, on the other hand, arise from regulatory costs, policy changes and evolving technological transformation requirements associated with the transition to a low-carbon and circular economy. National and international regulatory compliance processes in the waste management and energy generation sectors, as well as future carbon pricing mechanisms, are taken into account as key inputs in our organisation's financial planning and strategic decision-making processes.

With regard to sustainability-related opportunities, we prioritise areas such as increasing waste-to-energy generation capacity, maximising methane capture efficiency, circular economy-oriented recovery projects and emissions management. In this way, we are scaling up our organisation's climate-aligned transition while increasing the potential to create new financial and social value in areas such as resource efficiency and renewable energy generation.



Methodology for Assessing Sustainability- and Climate-Related Risks and Opportunities

At İSTAÇ, sustainability- and climate-related risks and opportunities are analysed through a transparent, objective and holistic approach, guided by the Turkish Sustainability Reporting Standards (TSRS) and the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). In order to measure the potential impacts of physical and transition risks on our operational processes and financial performance, we apply a qualitative and quantitative assessment system based on a 5x5 risk matrix.

Within the scope of this methodology, each risk and opportunity is scored according to its likelihood of occurrence and potential impact and positioned on the matrix accordingly. In the scoring process, we assess the financial impact dimension based on the pressure that risks may exert on our operating costs and the potential of opportunities to create new revenue streams. In line with our financial resilience criterion, we include within the scope of assessment those risks that have the potential to generate a financial impact equivalent to 5% or more of our EBITDA. Based on the resulting aggregate scores, the identified risks and opportunities are classified into three main categories: low, medium and high. This systematic approach enables us to allocate our resources as a priority to areas presenting the highest levels of risk and opportunity.

Another key component of the assessment process is the time-horizon approach, through which we maintain a balance between short-, medium- and long-term impacts. At İSTAÇ, we regard risks not only as factors to be mitigated, but also as opportunities for long-term value creation. In line with this vision, we aim to integrate the double materiality principle into our corporate structure by evaluating together both the impacts of our activities on the environment and society and the financial impacts of sustainability matters on our organisation. Our strategy, which focuses on projects aimed at reducing our carbon footprint and on renewable energy solutions in waste management, strengthens our operational continuity while providing strategic assurance for a sustainable future.

	TIME HORIZON	YEAR RANGE	DEFINITION
SHORT TERM		0-3 YEARS	Covers processes that require maximising environmental performance in existing field operations, ensuring the uninterrupted continuation of regulatory compliance processes, and taking rapid action in line with current market dynamics and budgetary discipline.
MEDIUM TERM		4-10 YEARS	Refers to a period involving structural developments such as the modernisation of corporate infrastructure, technological transformation projects and the adaptation of workforce competencies to next-generation systems. This stage represents a critical time horizon that strengthens the organisation's strategic position through emission reduction targets and energy recovery investments.
LONG TERM		10 YEARS AND ABOVE	Covers full integration into low-carbon business models in line with the Net Zero vision, large-scale sustainable infrastructure transformations, and the development of new service areas based on the circular economy. Decisions made from this perspective aim to safeguard the organisation's future financial resilience and its capacity to generate social value.

Sustainability-Related Risk 1:

Circular Economy Regulations and Infrastructure Transition Risk

Sustainability-Related Risks

Risk Type	Transition Risk		
Risk Category	Policy and Compliance Risk		
Risk Description	Pursuant to the Regulation on Landfilling of Waste, there is a target to recover at least 60% by weight of municipal waste by 2035. Accordingly, our risk profile involves a value-chain dependency on the performance of district municipalities, which are responsible for collecting waste at source and transporting it to our transfer stations.		
Time Horizon	Short Term	Medium Term	Long Term
		✓	✓
Likelihood	High		
Magnitude of Impact	High		
Potential Impact of the Risk	If district municipalities fail to fully fulfil their responsibilities regarding separation and collection at source, additional investments will be required to increase the capacity of recovery facilities. Considering that our existing infrastructure has the capacity to recover approximately 30% of the waste collected, such a disruption in the value chain would create direct capacity pressure on our organisation.		
Financial Impact	The need to rapidly increase our existing recycling capacity in order to close the capacity gap may create an unforeseen CAPEX burden on our strategic plan budget. When combined with the high operating expenditures required for the operation of new facilities, this could create downward pressure on our annual EBITDA margin and cash flows exceeding our 10% impact threshold, unless appropriate measures are taken. The financial materiality model has been simulated on the basis of the ratio of additional infrastructure investments and increased operating costs arising from the underperformance of district municipalities to our Company's consolidated EBITDA.		
Actions Taken	Our strategic plan includes the target of "reducing the amount of waste sent to landfill" in order to move closer to our Zero Waste objective. Accordingly, we plan our investments with the aim of ensuring full compliance with applicable legislation, addressing the operational shortcomings of district municipalities and preventing potential revenue losses.		

Sustainability-Related Risk 2:

Risk of Expiry of Incentive Mechanisms (YEKDEM)

Risk Type	Transition Risk
Risk Category	Market and Policy Risk
Risk Description	We sell the electricity generated at our landfill gas (LFG) facilities, biomethanisation plants, and waste incineration and energy generation plant at a fixed incentive price above the free-market price under the legally defined Renewable Energy Resources Support Mechanism (YEKDEM). The principal risk in this context is the expiry of the statutory incentive periods, changes in pricing policies, or the complete withdrawal of such support.
Time Horizon	Short Term Medium Term Long Term
Likelihood	High
Magnitude of Impact	High
Potential Impact of the Risk	If YEKDEM support is discontinued or weakened, the electricity we generate will have to be sold on the free market at the market clearing price. A potentially unfavourable difference between the incentive price and the free-market price could make it more difficult to cover the high operating costs of the relevant facilities, eliminate revenue certainty and pose challenges to our operational sustainability.
Financial Impact	A potentially unfavourable difference between the incentive price and the free-market price could make it more difficult to cover the high fixed operating costs of our facilities and directly affect our profitability. Considering that our EBITDA margin stood at 5% according to our 2025 data, the loss of this revenue assurance could, unless mitigating measures are taken, create downward pressure on our annual consolidated EBITDA generation and cash flows exceeding our 10% impact threshold. The financial materiality model was simulated based on the ratio of the potential net revenue loss and resulting EBITDA contraction under scenarios in which the incentive mechanism is discontinued to our Company's annual consolidated EBITDA.
Actions Taken	As this risk arises from legislative decisions, we do not have the means to eliminate it directly through corporate action. Accordingly, our primary approach is to closely monitor the remaining YEKDEM eligibility periods of our existing facilities and reflect potential revenue changes following the expiry of the incentive periods in our financial projections, thereby maintaining our organisational preparedness. At the same time, we have adopted a revenue diversification strategy to protect our commercial profitability after the support periods expire. In this context, if the incentives are withdrawn, we plan to shift our existing electricity-generation focus towards alternative and higher value-added products, such as the purification of gases generated in our operations, thereby ensuring the uninterrupted continuity of our economic sustainability.

Climate-Related Risk 1:

Operational Continuity Risk Arising from Extreme Weather

Climate-Related Risks

Risk Type	Physical Risk
Risk Category	Acute Physical Risk
Risk Description	Due to climate change, extreme heat waves that are increasing in frequency and intensity during the summer months exert direct physical pressure on our open-air sanitary landfill sites and energy generation facilities. High ambient temperatures trigger heating on the waste surface and, when combined with the magnifying effect of glass fragments, create a risk of fire. This may result in permanent damage to the buried methane gas collection lines within landfill sites. In addition, exceeding thermal limits and insufficient cooling capacity may cause our landfill gas engines to shut down automatically as a protective measure.
Time Horizon	Short Term Medium Term Long Term
Likelihood	High
Magnitude of Impact	High
Potential Impact of the Risk	Damage to the gas collection network in buried areas could irreversibly impair the integrity of methane extraction in the field, resulting in a reduction in the volume of recoverable gas and, consequently, electricity generation. Furthermore, the need to construct entirely new gas collection lines from scratch to replace damaged infrastructure would create an unforeseen CAPEX burden and loss of revenue. In addition, shutdowns of the engines and the reduction in safe working periods for our personnel working in open areas due to occupational health and safety requirements would place pressure on our overall operational performance.
Financial Impact	The scale of fires that may develop in the field due to extreme temperatures and the physical damage that may occur in underground gas collection lines cannot be mathematically calculated or measured in advance. Since the extent of damage to buried infrastructure and its net effect on future methane gas extraction volumes cannot be modelled, the risk is classified directly as an "unforeseeable infrastructure value loss." Nevertheless, if such damage disrupts operational continuity and forces us into an unplanned and urgent infrastructure renewal cycle, the resulting aggregate cost is considered to have a high potential to create financial vulnerability exceeding our corporate impact threshold of 10% of annual consolidated EBITDA and cash flows.
Actions Taken	At our sanitary landfill sites, the frequency of daily cover application has been increased in order to prevent fires by limiting the contact between waste and air. In addition, during periods of extreme heat, shift and rest periods are implemented to protect the health of our personnel working in open areas.

Climate-Related Opportunity 1:

Opportunity to Increase Renewable Energy Capacity

Opportunity Type	Energy Resource		
Opportunity Description	Legal support and incentive mechanisms provided for renewable energy investments in order to achieve global and national climate targets present a direct investment opportunity for our organisation. Accordingly, in line with our emission reduction targets, we plan to generate electricity from solar energy at our facilities. Through this investment, we primarily aim to supply our own internal consumption from a clean energy source and generate revenue by selling surplus electricity to the grid.		
Time Horizon	Short Term ✓	Medium Term ✓	Long Term ✓
Likelihood	Medium		
Magnitude of Impact	High		
Potential Impact of the Opportunity	With the commissioning of the Solar Power Plant (SPP), generating our own electricity and reducing our dependence on grid electricity costs will directly lower our operating expenses. The transition to clean energy for on-site consumption will also facilitate achievement of our corporate carbon-footprint reduction targets. In addition, the sale of surplus self-generated electricity to the grid will increase our profitability through additional revenue.		
Explanation of Financial Impact	The planned new SPP will permanently reduce our electricity procurement costs from the grid, while the sale of surplus generation will create an additional revenue stream for our Company. The direct energy savings and additional revenue generated by this investment will create a strong positive financial contribution exceeding our 10% net impact threshold on annual consolidated EBITDA and cash flows.		
Cost of Realising the Opportunity	Within the scope of our strategic plan, we aim to diversify our energy sources by generating electricity from solar energy.		

Strategic Resilience and Climate Scenario Analysis

İSTAÇ conducts comprehensive scenario analyses in order to measure the long-term impacts of climate change- and sustainability-related risks on its corporate strategy and to assess the resilience of its business model. These analyses enable us to address transition risks arising from global climate policies and physical risks resulting from

the climate crisis in the field through a holistic approach. In order to safeguard our forward-looking strategic budgeting processes, CapEx investments and EBITDA margin targets, our organisation has taken the following global scenario sets as reference:

IEA NZE 2050 for Transition Risks (International Energy Agency - Net Zero Emissions by 2050 Scenario):

This aggressive transition scenario, in which the increase in global temperatures is limited to 1.5°C and global carbon pricing mechanisms and regulatory pressures reach their highest levels, has been assessed in terms of its potential impacts on İSTAÇ's business model. Within the scope of the scenario, the requirement for a full transition to circularity in waste management and the potential financial liabilities that may arise from emissions-intensive operations have been analysed. Through our strategy of increasing our waste-to-energy generation capacity, we position this scenario as a strategic opportunity to protect our consolidated EBITDA volume and profitability over the long term.

IPCC RCP 4.5 and RCP 8.5 for Physical Risks (Intergovernmental Panel on Climate Change - Intermediate and High Emissions Scenarios):

RCP 4.5 (Intermediate Emissions Scenario): This scenario simulates a future in which global climate policies achieve partial success and temperature increases are limited to around 2°C. Under this scenario, the ability of our operations to adapt to gradual changes in climate conditions has been tested, and the medium-term effectiveness of our sustainable infrastructure and CapEx plans has been assessed.

RCP 8.5 (High Emissions Scenario): This pessimistic physical scenario, in which climate change mitigation policies remain inadequate and global temperature increases reach extreme levels, has been used to test the resilience of İSTAÇ's field and facility operations. Accordingly, we have examined the potential impacts of extreme heat waves on employee health and fire risks at open-air sanitary landfill sites, as well as the possible effects of heavy rainfall on leachate treatment facilities and logistics networks. In addition, we have monitored the uncertainties that high ambient temperatures may create in electricity generation output by causing protective shutdowns of landfill gas engines, as well as their potential adverse effects on annual consolidated EBITDA. By structuring its risk management framework according to this highest stress level, İSTAÇ aims to safeguard its operational resilience even under the most challenging conditions.

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In conclusion, İSTAÇ's sustainable management structure demonstrates a high level of strategic resilience against both the regulatory and financial dynamics arising from the transition to a low-carbon economy and the most challenging physical conditions associated with the climate crisis. Our risk management processes, which are updated in line with the outputs of different scenarios, continue to support our organisation's long-term financial resilience and operational continuity.

WRI Aqueduct for Water Risks (World Resources Institute – Aqueduct Model):

The WRI Aqueduct methodology was used to assess the dependence of our operations on water-stressed basins and to measure the effects of declining water resources on facility efficiency. As a result of the analyses conducted, the impacts of chronic drought and water stress scenarios on the water requirements of our facilities and on-site water consumption costs were modelled. Within this framework, investments in projects aimed at improving water efficiency and in water recovery systems have been planned.

Monitoring Sustainability- and Climate-Related Risks and Opportunities

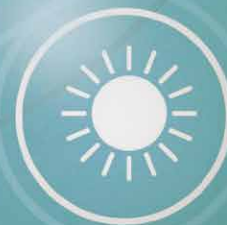
We manage the sustainability- and climate-related risks and opportunities we identify not as static factors, but as dynamic processes that require continuous monitoring. Accordingly, the monitoring methodology we have developed is based on an uninterrupted reporting chain extending from our operational sites to our management levels.

The development of identified risks and the early warning signals established in response to these risks are monitored periodically through corporate key performance indicators. Real-time data obtained from field operations, including sanitary landfill sites, disposal facilities and logistics networks, are regularly consolidated based on technical parameters such as changes in leachate volumes, methane gas recovery rates and on-site energy generation efficiency. These monitoring processes enable potential deviations to be identified at an early stage, thereby helping to prevent adverse impacts on our financial planning and consolidated EBITDA volume.

Management of Sustainability- and Climate-Related Risks and Opportunities

İSTAÇ adopts an active improvement strategy in order to minimise the impacts of the sustainability risks to which it is exposed and transform emerging opportunities into corporate value. Accordingly, within the scope of our regulatory compliance and operational efficiency objectives, concrete investment (CapEx) and operational (OpEx) action plans are implemented for each issue that we aim to reduce to a manageable level. Through these transformation and budgeting processes, which are carried out in an integrated manner with our strategic plan, our Company's long-term profitability, consolidated EBITDA volume and financial resilience are safeguarded at the highest possible level.

PROTECTING FOR THE FUTURE



PROTECTING FOR THE FUTURE



- Our Environmental Approach
- Energy Management
- Circular Waste Management
- Carbon Management
- Water Management
- Biodiversity



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Our Environmental Approach

We place environmental sustainability at the heart of all our activities and regard waste not merely as something to be disposed of, but as a valuable resource that can be reintroduced into the economy. We embrace a circular economy approach and integrate practices that contribute to the conservation of natural resources, tackling climate change and increased resource efficiency across all our operations.

We act with the awareness that rapid urbanisation, population growth and changing consumption patterns result in increasing amounts of waste each year. We recognise that directing waste solely to sanitary landfill sites leads to the loss

of valuable resources and exacerbates the adverse impacts of climate change due to high methane emissions. For this reason, we consider reducing waste generation, expanding reuse and recycling, improving recovery practices and supporting renewable energy generation among our key priorities.

In line with this approach, we manage waste not merely as a disposal-oriented service, but as an integrated system incorporating recovery and energy generation. Through our biomethanisation plants, which produce biogas from organic waste, our LFG Facility, which convert landfill gas generated at sanitary landfill sites into electricity, and our waste incineration plant, which generates energy from municipal waste, we reduce our environmental impacts while contributing to Türkiye's energy supply and the circular economy.

We regard energy efficiency as an integral part of all our operations and conduct our activities in accordance with the ISO 50001 Energy Management System. We calculate our greenhouse gas emissions in accordance with ISO 14064-1 and our water footprint in accordance with ISO 14046, have them independently verified each year, and report the results transparently.

In line with Istanbul Metropolitan Municipality's 2050 Net Zero Emissions target, we reduce the amount of waste sent to landfill sites, expand circular economy practices, invest in environmentally friendly technologies and continuously improve our resource efficiency. We fulfil our environmental responsibility with determination not only to meet today's needs, but also to leave a more livable environment for future generations.

"We transform
waste into value and
build a low-carbon
future."



Protecting for the Future

İSTAÇ 2025 Sustainability Report

Energy Management

We regard the energy transition as an integral part of our waste management activities. By processing municipal waste with energy recovery potential through advanced technologies, we convert it into electricity and contribute to reducing greenhouse gas emissions, conserving natural resources and strengthening the circular economy.

Through our Municipal Waste Incineration and Energy Generation Plant, LFG facilities and biomethanisation plants, we transform waste from an environmental burden into a reliable and sustainable energy source. By utilising AI-supported software systems, thermal imaging technologies and unmanned aerial vehicles, we increase the efficiency of our energy generation processes, manage our emissions effectively and continuously improve our operations. In order to further strengthen our renewable energy generation capacity, we are continuing our efforts to implement the Waste Incineration Hybrid Solar Power Plant Installation Project at our Waste Incineration and Energy Generation Plant.

Our Energy Generation Model

We regard our renewable energy investments as one of the fundamental components of our climate change mitigation and circular economy objectives, and we continuously improve our energy generation capacity and environmental performance through advanced technological applications.



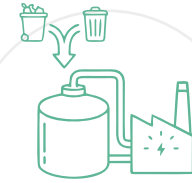
Municipal Waste Incineration Plant:

At our Municipal Waste Incineration and Energy Generation Plant, which is the largest facility of its kind in Europe and the first in Türkiye, we process collected municipal waste under controlled conditions at high temperatures and utilise the resulting thermal energy directly for electricity generation. This process is not limited to electricity generation; valuable metals separated from the residual ash after incineration are also recovered and reintroduced into the economy as raw materials through our recovery processes.



LFG Facilities:

We collect methane gas generated at sanitary landfill sites and convert it into electricity, thereby reducing greenhouse gas emissions. We also generate electricity through an ORC (Organic Rankine Cycle) system in order to recover the high-temperature waste heat released from the exhaust stacks of our gas engines. Beyond energy generation, we continuously optimise the efficiency of our gas collection infrastructure through advanced technology investments. In order to reduce fugitive gas emissions at our sites to near-zero levels, we utilise unmanned aerial vehicles (drones) and thermal imaging technologies capable of detecting surface leaks in real time.



Biomethanisation Plants:

Through our biomethanisation plants, we process both separately collected organic waste and organic waste contained in mixed waste streams, converting the methane gas generated through these processes into energy.

Our 2025 Renewable Energy Performance

Total Electricity Generation	MWh	1,304,708
Electricity Generation at the Municipal Waste Incineration Plant	MWh	590,125
Electricity Generation at LFG Facilities	MWh	660,570
Electricity Generation at Biomethanisation Plants	MWh	54,013
Municipal Waste Utilised in Energy Generation	tonnes	7,167,315

Our 2025 Renewable Energy Impact

With 1,304,708 MWh of electricity generated, we produce energy equivalent to the annual electricity consumption of approximately 2.5 million people.

By utilising 7.1 million tonnes of municipal waste for energy generation, we reduce the amount of waste sent to sanitary landfill sites and contribute to more efficient use of resources.

By generating an average of 182 kWh of energy per tonne of waste processed, we transform waste into economic value and contribute to reducing the demand for fossil fuel-based energy.



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Our Energy Efficiency Initiatives

We regard energy efficiency as an important component of our sustainable growth and low-carbon transition objectives. We conduct our activities in accordance with the ISO 50001 Energy Management System, regularly monitoring and analysing our energy consumption and implementing efficiency-enhancing practices with a continuous improvement approach.

To strengthen our energy management culture, we provide awareness training for our employees and identify areas for improvement through energy audits conducted at our facilities. In addition, we monitor gas leaks using drone and thermal imaging technologies, and increase energy recovery and resource efficiency by converting waste heat back into energy through the ORC (Organic Rankine Cycle) system.

2025 Energy Efficiency Indicators

Number of Plants Within the Scope of ISO 50001	plants	27
Training Sessions Conducted	sessions	17
Number of Employees Trained	employees	206
Number of Plants Where Energy Audits Were Conducted	plants	3



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Circular Waste Management

We manage waste through a holistic approach that enhances resource efficiency and supports the circular economy. Within this framework, while effectively managing the corporate waste generated by our own activities, we also reintroduce the municipal and industrial waste we manage within the scope of our services into the economy through recovery practices. In this way, we regard waste not as an output that merely needs to be disposed of, but as a secondary resource that creates both economic and environmental value.

In managing our corporate waste, we separately collect waste at source at all our locations within the scope of our Zero Waste practices, direct it to recovery processes and manage it using environmentally responsible methods. Through these practices, we increase resource efficiency, reduce our environmental impacts and integrate the circular economy approach into our

corporate activities.

We also reintroduce the waste managed within the scope of our services into the economy in line with the circular economy approach. At our Biomethanisation Plants, we generate both energy and organic fertiliser from organic waste. At our Recovery and Composting Facility, we transform organic waste into compost while separating and recovering recyclable materials. At our Waste Incineration and Energy Generation Plant, we generate energy from waste and recover ferrous and non-ferrous metals from the resulting bottom ash, returning them to the economy. In addition, by carrying out studies on the use of mineral-containing ash fractions as alternative raw materials, we support the circular use of resources and reduce the environmental impacts associated with waste.

Our Corporate Waste Management Performance

Total Waste Generated (tonnes)	157,811
Total Waste Recycled (tonnes)	45,118
Recycling Rate	% 29
Total Waste Sent to Landfill (tonnes)	112,694

Our Resource Recovery Performance

Compost Production (tonnes)	11,124
Recyclable Materials (tonnes)	3,829
Bottom Ash Processed (tonnes)	152,639
Metal Recovered (tonnes)	6,615
Solid Fermented Product (tonnes)	893



Protecting for the Future

İSTAÇ 2025 Sustainability Report

We extend our circularity approach beyond corporate waste management by supporting it through large-scale industrial and agricultural projects. In this context, two of our prominent strategic initiatives are ash recovery activities and our organic waste-to-fertiliser production project.

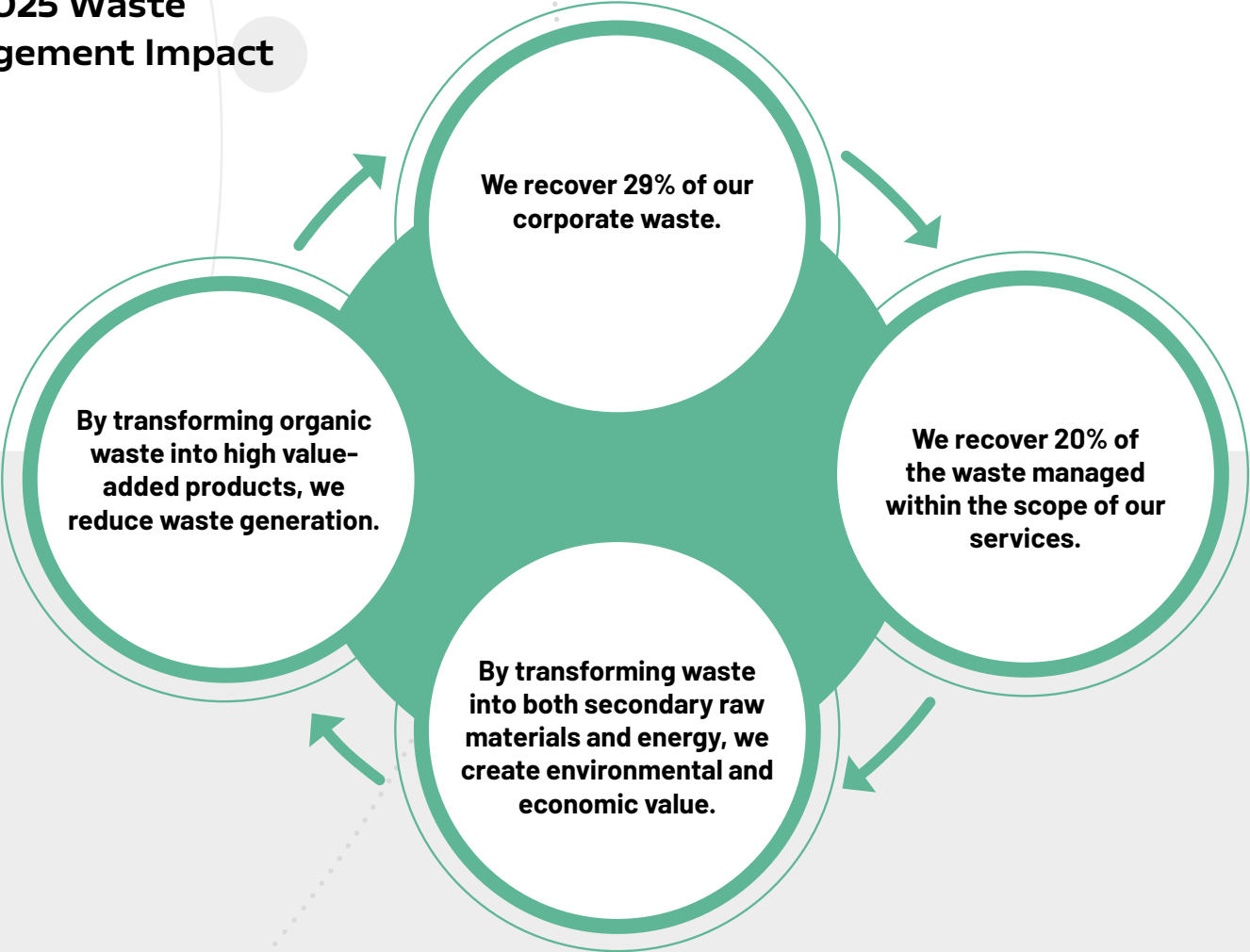
**Organic Waste-to-Fertiliser
Production Project**

By transforming municipal organic waste into high value-added organic and organomineral fertilisers, we increase resource efficiency and support sustainable agriculture and the circular economy.

**Organic Waste Recovery
Using Black Soldier Flies**

By transforming organic waste into alternative protein, oil and organic soil improvers, we support the circular economy and resource efficiency.

**Our 2025 Waste
Management Impact**



Carbon Management

We regard combating climate change as one of the fundamental elements of our environmental responsibility. We calculate, have verified and transparently report our greenhouse gas emissions in accordance with international standards. We do not merely monitor our emissions; we continuously improve our operational processes and implement practices aimed at reducing our carbon intensity.

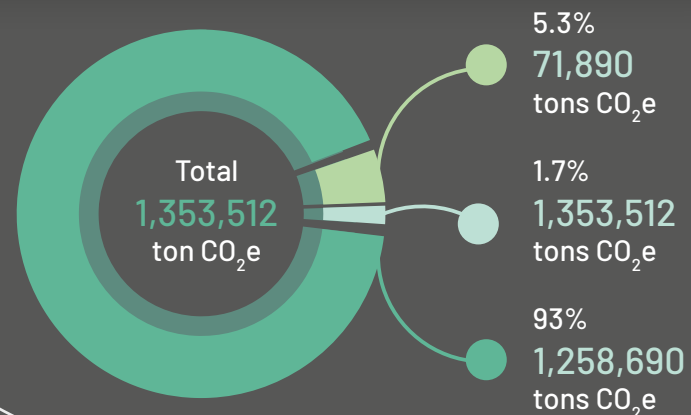
We have been conducting our corporate carbon footprint studies in accordance with the ISO 14064 standard since 2015 and regularly expand the scope of our emissions inventory in parallel with developments in our activities. In 2025,

in line with structural changes in scope, we established a new base year for our corporate greenhouse gas inventory and subjecting our entire greenhouse gas inventory to independent verification in order to confirm its compliance with international standards.

Through our energy efficiency, renewable energy and process improvement initiatives, we reduce our Scope 1 emissions, which are under our direct control, and continue to effectively manage our emissions intensity per unit of waste despite the increase in our operational volume.

Our Carbon Management Performance

Year	2023	2024	2025
Total Carbon Emissions (tonnes CO ₂ e)	1,575,552	1,526,205	1,353,512
Carbon Emissions per Unit of Waste (kg CO ₂ e / tonne of waste) (Scopes 1-2-3)	214	192	189
Scope 1 (tonnes CO ₂ e)	78,027	80,056	71,890
Scope 2 (tonnes CO ₂ e)	14,162	22,150	22,932
Scope 3 (tonnes CO ₂ e)	1,483,366	1,422,681	1,258,690
Amount of Waste Processed (Scopes 1-2-3)	7,374,096	7,962,321	7,167,315



Our Corporate Carbon Footprint Development Journey

2015	Scope 1-2 calculations were initiated within the scope of ISO 14064.
2021	Scope 3 emissions were included in the inventory.
2022	The Waste Incineration and Biomethanisation Plants were included within the scope.
2023	The first ISO 14064 verification was completed.
2024	The Treatment Plant was included in Scope 1.
2025	A new base year was defined and the inventory was verified.

Our 2025 Carbon Management Impact

By reducing our Scope 1 emissions by 10%, we contribute to our climate targets.

With an emissions intensity of 189 kg CO₂e per tonne of waste, we effectively manage our emissions intensity.

We subject our greenhouse gas inventory to independent verification in accordance with ISO 14064-1.

By preventing 4.5 million tonnes of CO₂e greenhouse gas emissions from being released into the atmosphere, we contribute to climate-resilient city targets.

Water Management

Water is one of the fundamental natural resources essential for the continuity of natural ecosystems, environmental sustainability and life itself. According to the United Nations 2026 World Water Development Report, 2.1 billion people worldwide lack access to safely managed drinking water, while 1.7 billion people do not have access to basic hygiene services. In addition, as of 2025, 25 countries, home to approximately one-quarter of the world's population, are facing high levels of water stress. This situation demonstrates the growing global importance of protecting water resources and using them efficiently.

Accordingly, we regard the effective use of water resources, the reduction of pressure on natural resources and the improvement of water efficiency in our operational processes as key priorities of our sustainability approach. In order to monitor our water footprint, manage water consumption more effectively and identify areas for improvement, we carry out our activities in accordance with the internationally recognised ISO 14046:2014 Water Footprint Standard.

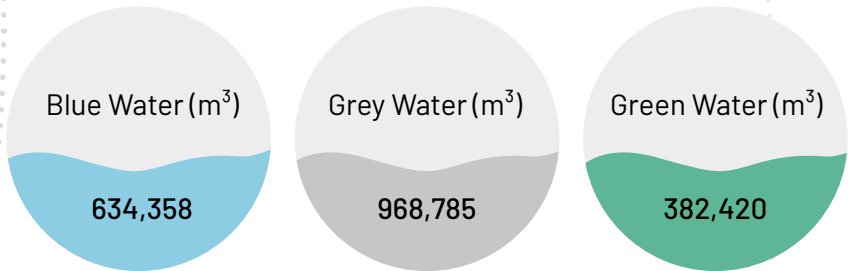
As part of our sustainable water management practices, we carry out initiatives aimed at reducing mains water consumption and integrating alternative water sources into our operational processes. In this context, at our Waste Incineration and Energy Generation Plant, we use collected rainwater for landscape irrigation, thereby contributing to the conservation of freshwater resources and supporting more efficient use of water resources.

Our Water Management Performance

Year	2023	2024	2025
Total mains water withdrawn (m ³)	403,214	577,606	510,915
Total surface water used (lakes, rivers, etc.)(m ³)	-	-	-
Total groundwater used (wells, etc.)(m ³)	151,376	151,214	111,322
Total drinking water used (purchased bottled water, bottled water in jugs, and bottled water in glasses)(m ³)	1,420	1,460	2,089
Water supplied by tanker (m ³)	23,107	24,920	10,032
Total water used (m ³)	579,117	755,200	634,358

Our Water Footprint

As a result of the Water Scarcity Impact analysis conducted in 2025, the potential impact of our operations on water resources was calculated as 5,808 world equivalents. Through our water footprint studies carried out in accordance with the ISO 14046:2014 standard, we regularly monitor our water use, assess our impacts on water resources and continue our improvement efforts aimed at increasing resource efficiency.



Our 2025 Water Management Impact

By using rainwater for landscape irrigation, we contribute to reducing mains water consumption.



By using rainwater collected at our composting facility in our processes, we support the efficient use of water resources.

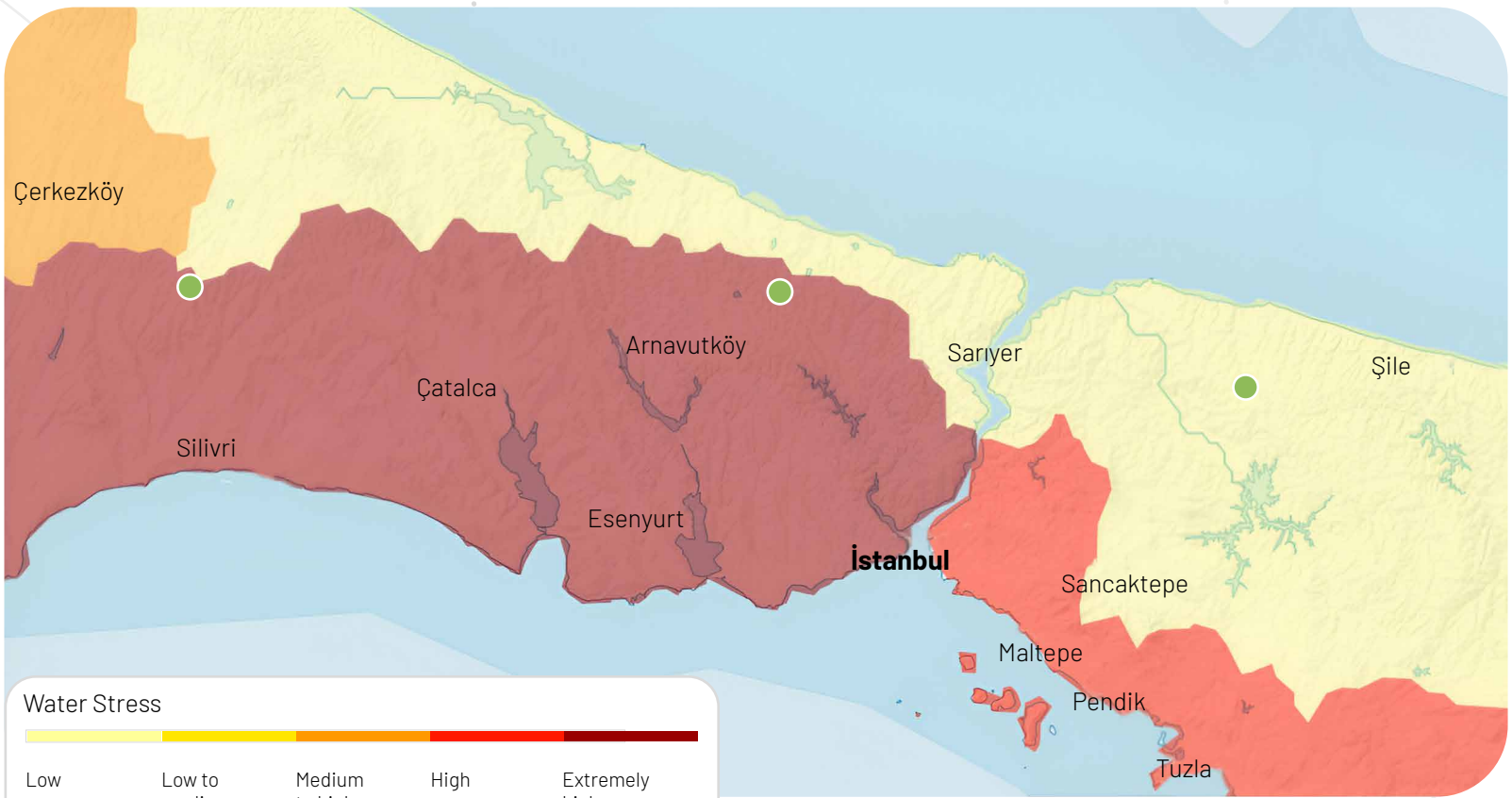
Climate Change Scenarios and Water Management

We conduct water risk analyses in order to assess the potential impacts of climate change on water resources and strengthen the resilience of our operations against water-related risks. Within this scope, we assess 2030 water stress projections based on the RCP 2.6, RCP 7.0 and RCP 8.5 climate scenarios developed by the IPCC.

In our analyses, we use data from the World Resources Institute (WRI) Aqueduct Water Risk Atlas and examine the current and potential future water stress risks faced by our Seymen, Odayeri and Kömürcüoda solid waste disposal sites. We evaluate the findings obtained in order to improve our water management practices and support our climate change adaptation efforts.

The results of our assessment are summarised in the table below.

LOCATIONS	RCP 2.6 (Best-Case Scenario)	RCP 7.0 (Current Situation)	RCP 8.5 (Worst-Case Scenario)
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%)



WRI-Aqueduct Water Risk Atlas

Biodiversity

We regard the protection of biodiversity as an important component of our environmental sustainability approach. In carrying out our activities, we prioritise the conservation of natural habitats, the reduction of our potential impacts on ecosystems and the effective management of environmental risks.

Within the scope of our solid waste management, wastewater treatment and coastal cleaning activities, we assess environmental impacts during the planning and operation of our facilities. In investments in new facilities, we implement engineering practices that take ecosystem integrity into account and carry out initiatives aimed at reducing pressure on natural habitats.

As part of our biodiversity activities, we analyse sensitive ecosystems and species in the vicinity of our areas of operation and conduct assessments using national and international data sources. In this context, through analyses conducted using the Integrated Biodiversity Assessment Tool (IBAT), we assess the relationship between our areas of operation and protected areas.

In addition, by using the International Union for Conservation of Nature (IUCN) Red List together with the Noah's Ark National Biodiversity Database, we assess sensitive species in the vicinity of our areas of operation at the local level and use the findings obtained to support our environmental management processes.

We regard the conservation of biodiversity as one of our fundamental priorities for the healthy functioning of ecosystems and the maintenance of natural balance. In carrying out our activities, we consider the protection of natural habitats, the promotion of ecosystem sustainability and the reduction of our environmental impacts to be integral components of our environmental management approach, and we continue our efforts accordingly.

Category

IUCN

Noah's Ark

Critically Endangered (CR)

12

3

Endangered (EN)

22

9

Vulnerable (VU)

44

20

Near Threatened (NT)

43

23

Least Concern (LC)

819

680

Our Ecosystem Rehabilitation Efforts

We continue our environmental improvement activities in areas that have reached the end of their operational life or have been taken into rehabilitation. Within this scope, we carry out afforestation and greening activities at rehabilitation sites where filling with excavation soil has been completed.

In 2025, we planted 7,000 saplings at our rehabilitation sites, contributing to the expansion of green areas and the support of natural habitats.



Our Aquatic Ecosystem Protection Efforts

We carry out activities to protect Istanbul's marine, coastal and stream ecosystems and contribute to the conservation of aquatic ecosystems through sea-surface cleaning, bottom sludge management, coastal and beach cleaning, and ship-generated waste management activities. We support our operations with regular monitoring and improvement activities and continue implementing measures aimed at reducing environmental impacts on the marine environment.

Within the scope of sea-surface cleaning, we carry out regular cleaning activities across approximately 5 million m² of sea surface using 13 sea-surface cleaning vessels. In addition, we dredge bottom sludge accumulated at the mouths of streams discharging into the Golden Horn and the Sea of Marmara and dispose of it in a controlled manner. Through these activities, we contribute to supporting water flow, reducing shallowing and protecting aquatic ecosystems.

At Alibeyköy Stream, we use Geo-Tube technology in areas where site conditions limit the use of conventional dredging methods. With this method, bottom sludge is transferred to Geo-Tubes by pumps and subjected to polymer-assisted dewatering. In this way, we apply a method suited to site conditions, reduce the need for heavy equipment and carry out our operations more efficiently. Within this scope, in 2025 we dewatered 5,410 m³ of bottom sludge using the Geo-Tube method.

CREATING VALUE TOGETHER



CREATING VALUE TOGETHER



- **Employees and Corporate Culture**
- **Occupational Health and Safety**
- **Customer Satisfaction**
- **Protection of Personal Data**
- **Corporate Social Responsibility**
- **Internal Control and Audit System**



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Employees and Corporate Culture

Our Human Resources Approach

At the core of our vision for sustainable environmental management, we believe that the knowledge, experience and contributions of our employees are among our most valuable assets. We continuously improve our practices to strengthen employee engagement, support competency development and enhance job satisfaction.

We manage our human resources processes within the framework of a fair, transparent and inclusive approach. We provide equal opportunities in recruitment, career development and promotion processes and support diversity. We value the opinions of our employees and make effective use of feedback mechanisms.

To support the development of our employees, we regularly analyse training needs and provide competency-enhancing training programmes. By offering regular training on climate change, energy efficiency and sustainability, we raise employee awareness and strengthen our organisational capacity to contribute to our sustainability targets.

Through this approach, we enhance employee engagement, support operational efficiency and effectively manage human capital-related risks.



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İSTAÇ 2025 Sustainability Report

Employee Profile

With the new colleagues who joined us in 2025, our total number of employees increased by approximately 1% compared to 2024.

Due to the large number of activities we carry out in the field, we employ a significant number of personnel such as operators, drivers and cleaning staff at these sites. Blue-collar employees account for approximately 90% of our total workforce.

In terms of educational background, 48% of our employees have completed primary education or below, 37% are high school graduates, 13% hold associate or bachelor's degrees, and 2% have postgraduate qualifications.

Equality, Diversity and Inclusion

We provide all our employees with an equal, fair and respectful working environment regardless of language, religion, race, nationality, age, gender, sexual orientation or disability status. We position equality, diversity and inclusion among the fundamental elements of our corporate culture. We create an inclusive working environment in which women, persons with disabilities and all our employees can realise their full potential, and we support equal access to opportunities.

While benefiting from the knowledge and experience of employees from different age groups, we also support the innovative perspectives of our younger employees and foster an inclusive working environment in which different generations work together.

With the collective labour agreement signed in 2023, various social and financial rights of our employees, including fuel allowance, child allowance, severance pay arrangements and driving bonuses, were secured. Through union representatives working at our sites, we listen to our employees' requests and evaluate them through the union. During the collective labour agreement process to be renewed in 2026, we aim to continue arrangements that support social and financial rights while taking into account the rights and expectations of our employees.



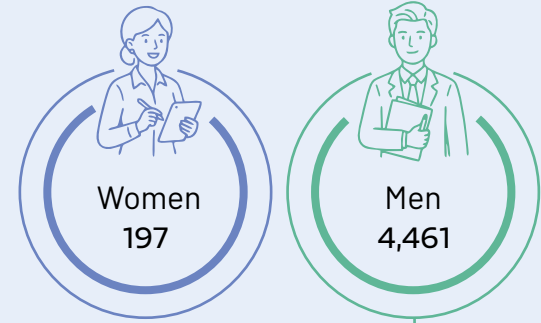
Total Number of Employees



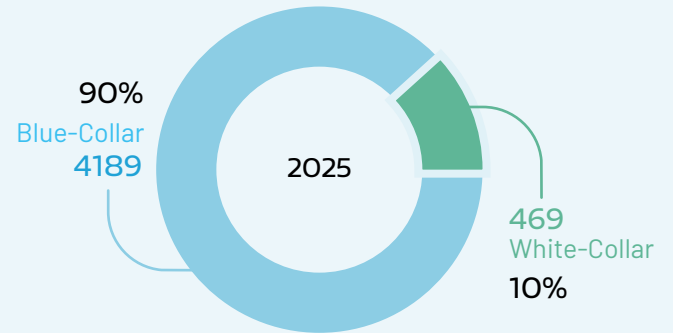
Number of Blue-Collar Employees



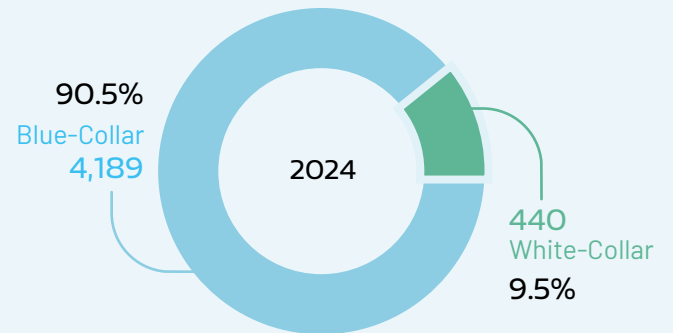
Number of White-Collar Employees

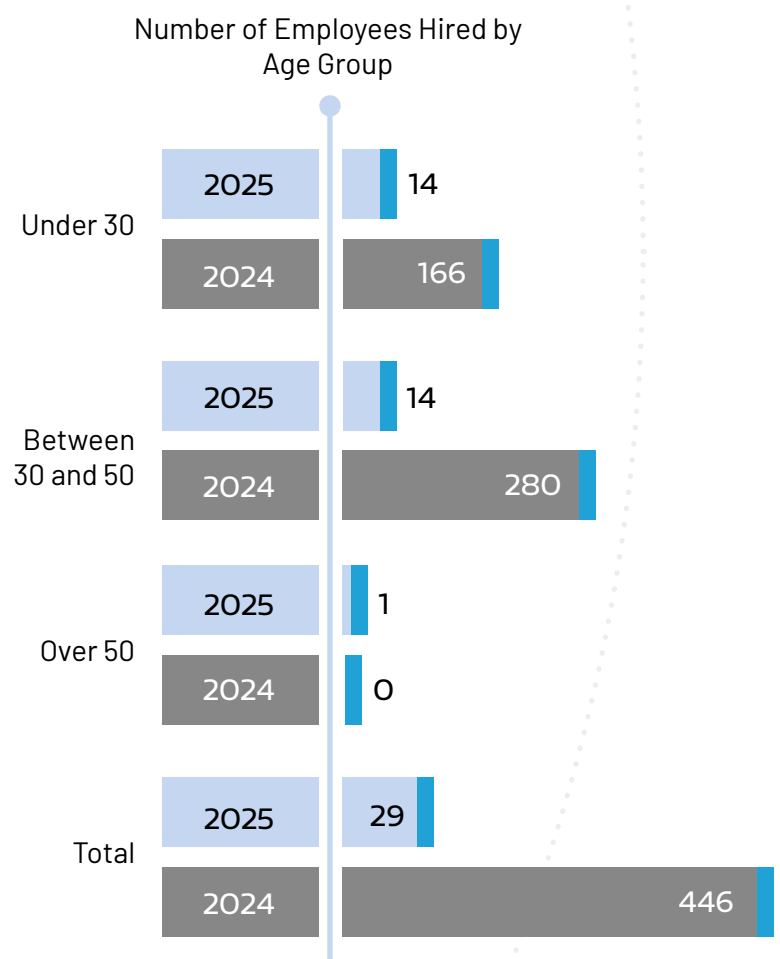
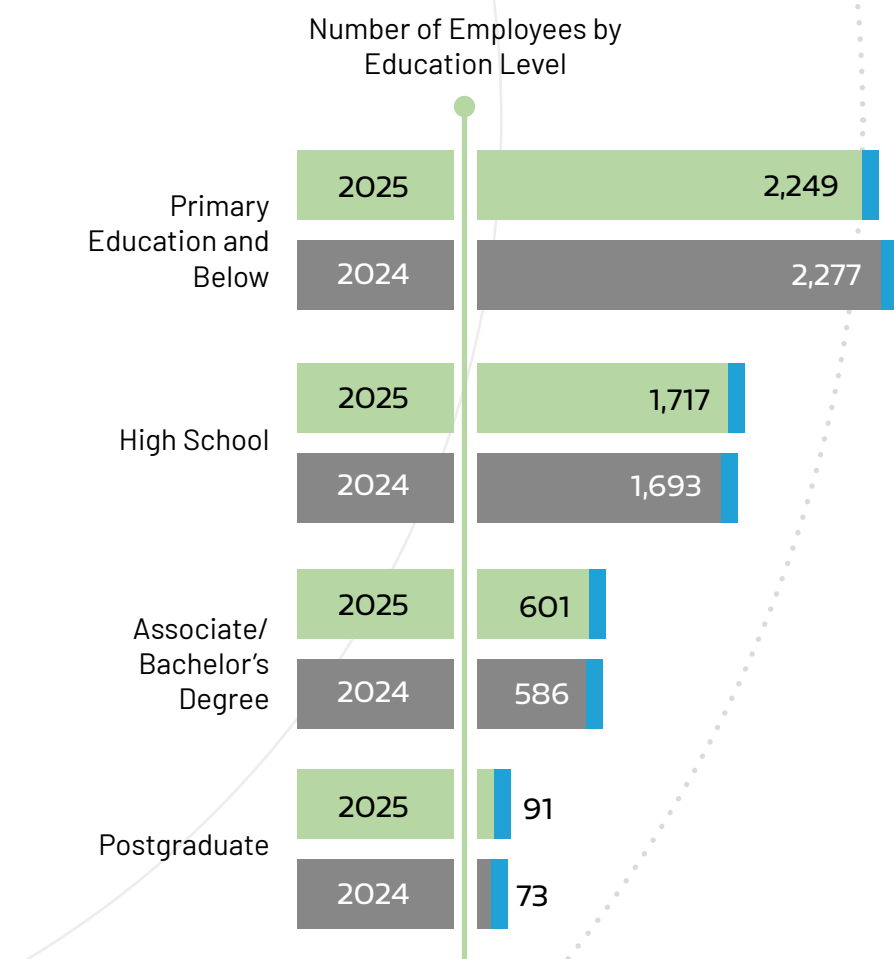
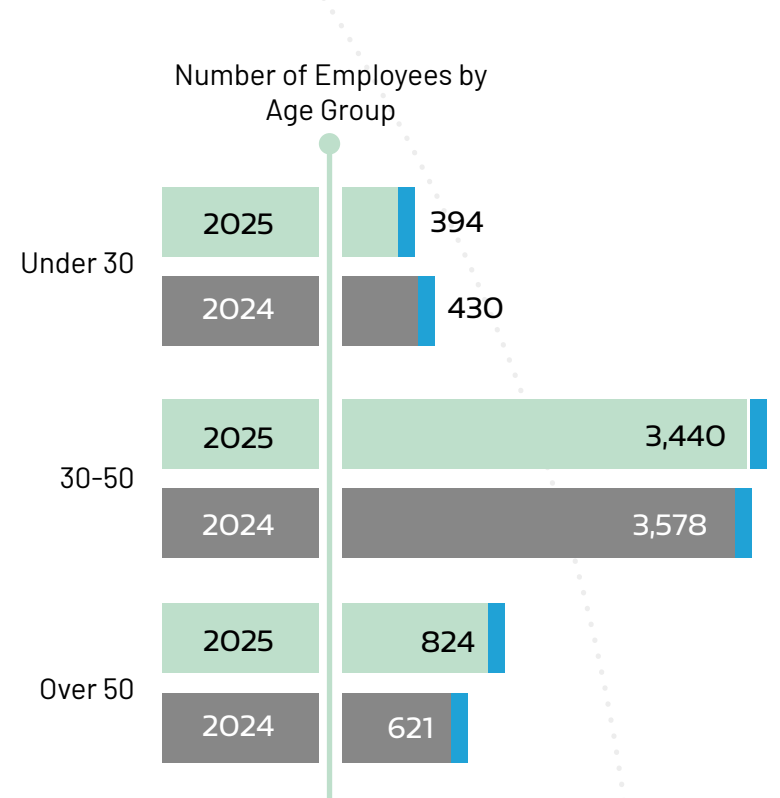
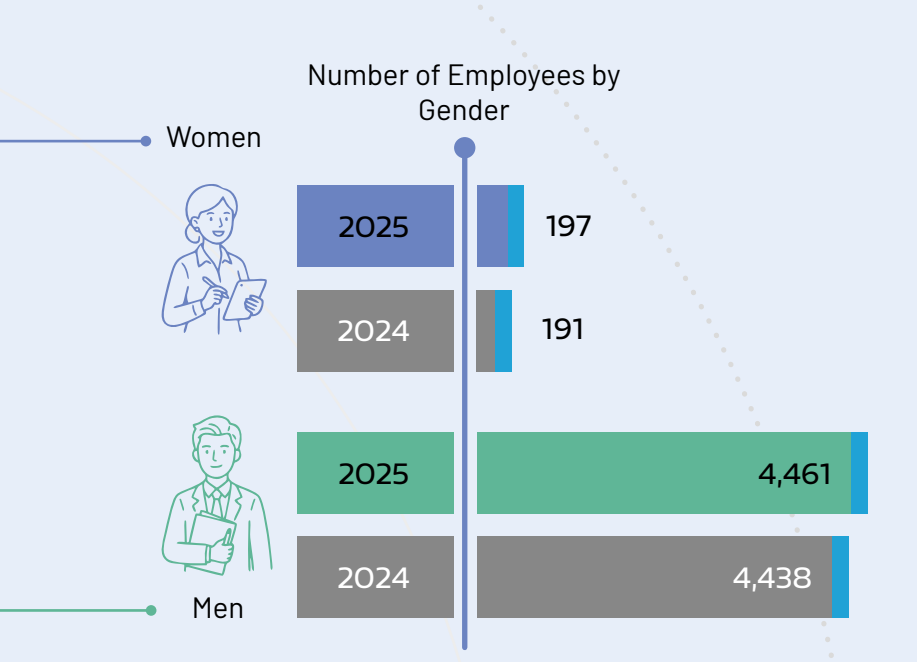


Number of Employees by Collar Type



Number of Employees by Collar Type







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Our Female Employees

We support the active participation of our female employees across all areas of work, including operational sites, and apply the principle of “equal pay for equal work” in all roles. We assess our employees fairly and equally, on the basis of merit.

We integrate the rights of our female employees during pregnancy and after childbirth into our working model. In addition to the 16 weeks of paid maternity leave provided under Labour Law No. 4857, we grant employees the option of taking up to one year of unpaid leave. We also support work-life balance by offering mothers the opportunity to work part-time until their children reach the age of 7.

Our Colleagues with Disabilities

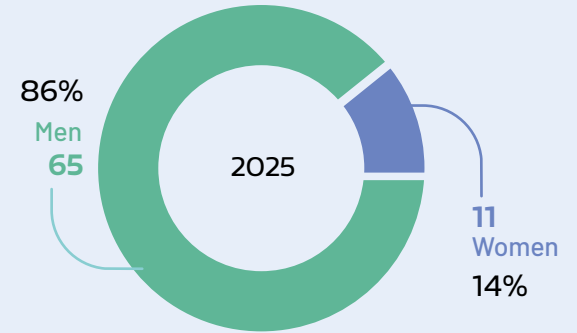
We support the full and effective participation of our colleagues with disabilities in the workforce and develop working environments and support mechanisms tailored to their needs. Through our accessibility practices, we improve working conditions and support our employees in realising their potential and advancing their professional development.

We maintain regular communication with our employees with disabilities and conduct on-site visits to assess their needs and expectations directly. In line with these assessments, we take continuous steps to improve working environments.

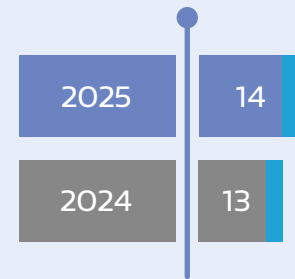
On 3 December, International Day of Persons with Disabilities, we grant our employees with disabilities one working day of administrative leave.

As of 2025, women account for 8% of our Board of Directors and approximately 14% of our senior management.

Number of Managers



Female Manager Ratio (%)



Management Staff (Persons)	2024	2025
Female	8	11
Male	55	65
Total	63	76

*Management staff: Chief level and above.



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İSTAÇ 2025 Sustainability Report

Employee Engagement

We recognise the importance of our employees' knowledge, experience and contributions to our corporate success. Accordingly, we attach importance to creating a participatory and supportive working environment.

In order to understand the expectations and needs of our employees, we regularly conduct Employee Satisfaction Surveys and integrate the feedback obtained into our business processes to ensure continuous improvement. According to the results of the survey conducted in 2025:

- Approximately 69% of our white-collar employees stated that their overall satisfaction level was high, 78% reported feeling a sense of belonging to İSTAÇ, and 83% stated that their motivation was high.
- Approximately 73% of our blue-collar employees stated that their overall satisfaction level was high, 84% reported feeling a sense of belonging to İSTAÇ, and 91% stated that their motivation was high.

We regularly receive feedback from our employees. In addition to Employee Satisfaction Surveys, we conduct cafeteria satisfaction surveys four times a year to improve our catering services and enhance our employees' comfort and satisfaction in the workplace.

We organise various activities to support our employees' work-life balance, strengthen their social bonds and enhance their sense of belonging to the organisation. Through these practices, we support employee engagement and contribute to the sustainability of our strong corporate culture.

- We provide our employees with special occasion packages for significant life events such as marriage and childbirth.
- We send congratulatory and condolence messages via SMS and e-mail on occasions such as birthdays, births and bereavements.
- We provide welcome packages to newly recruited white-collar employees. Following orientation training delivered by the relevant departments, we support new employees through a Buddy Programme to help them adapt to their roles and the organisation.
- As part of our wedding anniversary event, we invite our employees and their families on an extended Bosphorus tour with İstanbul City Lines.
- In 2025, 6 of our managers participated in the Leadership Training Programme organised by İSPER AŞ.
- We participate with our employees in the Young Talent Programme organised by İSPER AŞ for employees aged 30 and under. In 2025, 9 of our employees participated in the programme. The "Accessible Transportation, Accessible Stops Project", which included our employees, won first place, while the "Heritage Hunter Project" won third place.
- In order to enhance our employees' knowledge, skills and awareness, we provide training programmes in occupational health and safety, orientation, professional and technical development, environment and sustainability. In 2025, a total of 10,631 person-hours of training were delivered, of which 188 hours were dedicated to sustainability and environmental topics.

Training Provided to Our Employees in 2025



(VQA) CERTIFICATION FOR
GARDEN MAINTENANCE
PERSONNEL



HEAVY EQUIPMENT
OPERATOR TRAINING



SRC-5
CERTIFICATION



ISO 27001 INFORMATION
SECURITY
FUNDAMENTALS
TRAINING



ISO 27001 INFORMATION
SECURITY INTERNAL
AUDITOR TRAINING



FIRST AID
CERTIFICATION



ADVANCED FIREFIGHTING
TRAINING



BOILER OPERATOR
CERTIFICATE
(HOT WATER)



GENERAL CONTRACTS
TRAINING



PUBLIC PROCUREMENT
LAW TRAINING



CCTV (CLOSED-CIRCUIT
TELEVISION SYSTEMS
OPERATOR) TRAINING



TIME VALUE OF MONEY
TRAINING



SPECIFIC MATTERS
AFFECTING FINANCIAL
PROFITABILITY



ENERGY EFFICIENCY
AND CLIMATE CHANGE
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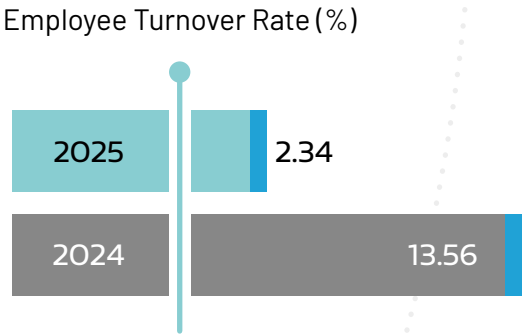
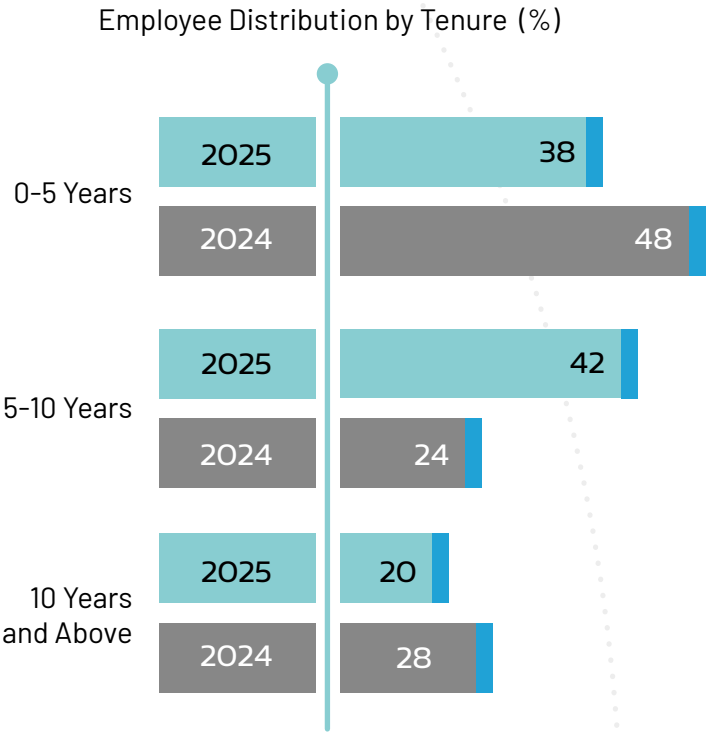
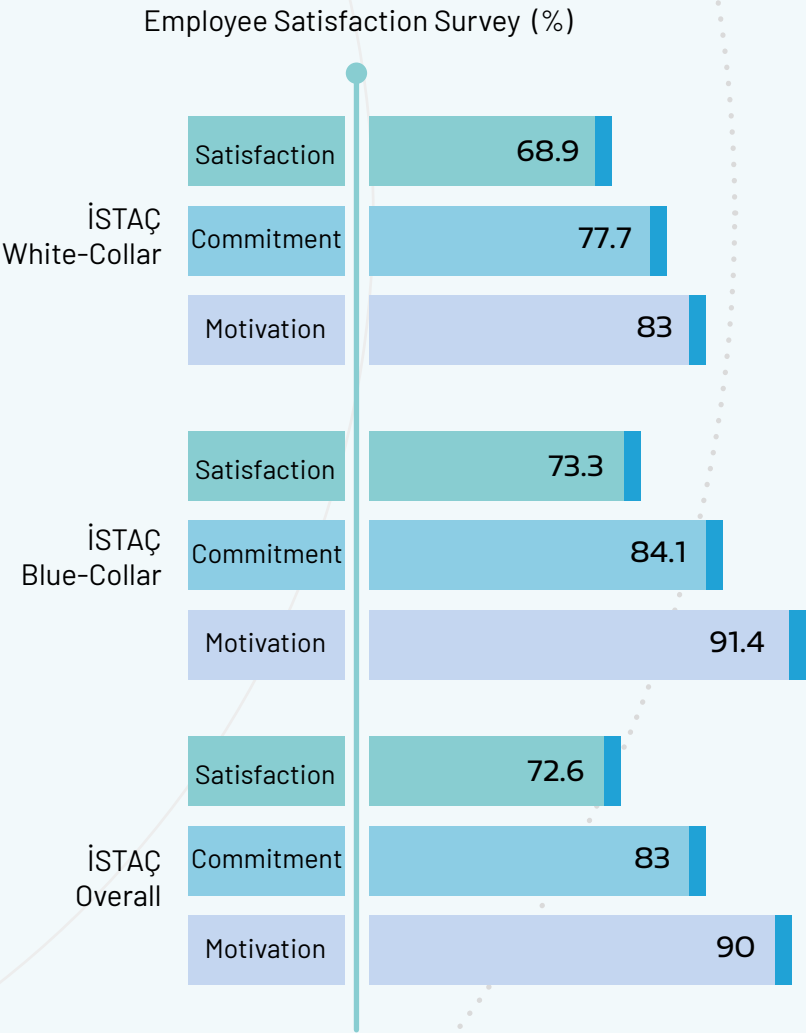
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An analysis of our employees' length-of-service distribution shows that the proportion of employees with 5–10 years of service increased from 24% to 42%. This increase indicates that our employees prefer to continue their careers within the organisation and that organisational experience is being strengthened. In terms of employee turnover, the rate was approximately 14% in 2024, while it decreased to 2% in 2025. The significant decline in the employee turnover rate in 2025 demonstrates stronger employee engagement and indicates that our employees prefer to pursue long-term careers within our organisation.



İSTAÇ Experience Sharing Programme

In 2025, we launched the İSTAÇ Experience Sharing Programme to strengthen communication, empathy and mutual understanding between our management teams and field employees.

Designed in consideration of our organisational structure, in which approximately 90% of employees are blue-collar workers, the program enabled our General Manager, Deputy General Managers, Directors and Chiefs to participate directly in urban cleaning, coastal cleaning, waste transfer and sanitary landfill operations. Representatives from the senior management of Istanbul Metropolitan Municipality also participated in the program.

We designed the programme not merely as an initiative aimed at gaining field experience, but as a corporate development model supported by data collection, observation, surveys, feedback and reporting processes. Through field practices carried out during both winter and summer periods, our managers had the opportunity to experience different operational conditions first-hand.

As a result of the measurement and evaluation activities conducted, improvements were observed in internal communication, empathy and the sense of belonging, while 86% of our managers developed recommendations for process improvement. Based on the field observations obtained through the programme, we implemented various improvements aimed at enhancing operational efficiency, occupational health and safety, and employee experience.

Within the scope of the program, we systematically carried out feedback from managers, blue-collar employee assessments, field observations and interview activities. In particular, assessments reflecting the field experiences of our blue-collar employees, the challenges they encounter and their suggestions for improvement constituted one of the programme's key sources of information. By analysing all feedback and observations obtained, we identified areas for improvement relating to employee experience, operational processes, and occupational health and safety practices. In this way, we transformed the programme into a participatory corporate development model that incorporates the knowledge and experience of field employees into decision-making processes, generates measurable outputs and supports continuous improvement.


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Examples of Feedback from the Field

Recommendation for Camera and Digital Monitoring at Transfer Stations:

Observers noted the lack of visual monitoring support for conveyor control, truck manoeuvres and blind-spot management.



Special Safety Approach for Coastal and Islands Operations:

Risks of falling and slipping were highlighted due to rocky areas, algae-covered surfaces and working conditions in close proximity to the sea.



Revision of Heavy and Non-Ergonomic Hand Tools:

Observers identified that brooms, dustpans, grabber tools and long-handled coastal cleaning equipment caused physical strain on employees.



Rest and Basic Amenities for Field Personnel:

It was identified that outdoor teams in many locations experienced difficulties in accessing rest areas, toilets, hot water and opportunities for short breaks.



Improvements Implemented

Within this scope, the rubber system installed between the conveyor and trailer at transfer stations reduced the amount of waste spilled onto the ground by 50–60%. Improvements made to the gaps in the trailer body increased this reduction to 80–85% at certain locations.

Through the Experience Sharing Programme, we more effectively incorporate our employees' field knowledge and experience into decision-making processes and support a culture of shared learning and continuous improvement between our employees and management teams.

Occupational Health and Safety

Through our OHS Management System, we aim to completely prevent occupational accidents and occupational diseases by covering not only our full-time, part time employees at İSTAÇ, but also subcontractor and contractor personnel working in activities under our control. In order to manage occupational health and safety risks systematically, we implement management systems in accordance with international standards. Within this scope, we actively participate in domestic fairs, symposiums and sectoral events, and closely follow current legislative developments, new technologies and innovative practices in the field of OHS.

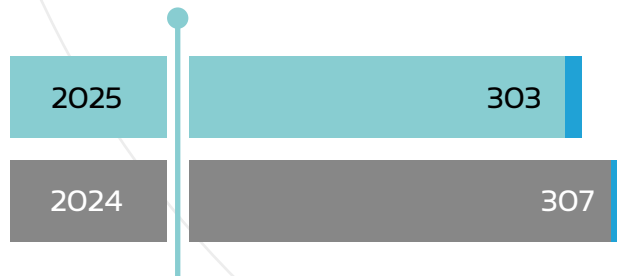
At our Company, we manage occupational health and safety processes within the scope of the ISO 45001:2018 Occupational Health and Safety Management System, supported by an approach based on hazard identification, risk reduction and continuous improvement.

In order to manage road safety risks arising from vehicle and field activities, which constitute a significant part of our operations, we implement the ISO 39001:2013 Road Traffic Safety Management System. Within this framework, we carry out activities aimed at driver safety, the prevention of traffic accidents, the promotion of a safe driving culture and the reduction of traffic-related risks.

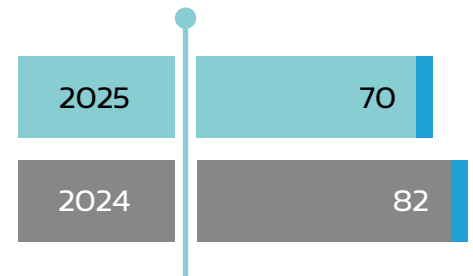
Through these management systems, we aim to prevent occupational accidents and traffic-related incidents, strengthen a culture of safe working and support operational sustainability.

In 2025, a total of **20,000 person.hours** of OHS training were provided.

Number Of Accidents



Accident Severity Rate (ASR)(%)



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Our Key Initiatives in 2025

RAMAK KALA OLAY, TEHLİKELİ DURUM VE DAVRANIŞLARIN BİLDİRİMLERİ NEDEN ÖNEMLİ?

Ramak kala olayı: İşyerinde meydana gelen; çalışan, işyeri ya da iş ekipmanını zarara uğratma potansiyeli olduğu halde zarara uğratmayan olaydır. Günlük hayatta "Az kalsın" diye anlatılmaya başladığımız olaylar olarak da tanımlayabiliriz.

Tehlikeli durum: İşyerinde kazaya sebebiyet verebilecek olumsuz ortam ve donanımlardır. (Bakımı yapılmamış ekipman, yetersiz aydınlatma, trabzansız merdivenler, açıkta bırakılmış kablolar vb.)

Tehlikeli davranış: İşyerinde çalışanın güvenlik kurallarını ihlal ederek hatalı davranışlarda bulunmasıdır. (Araç kullanırken cep telefonu ile konuşma, yakıt tankı yakınında sigara içmek, Kişisel koruyucu donanımları kullanmamak vb.)



Heinrich kaza piramidine göre bildirimi yapılmamış her 29 ramak kala 1 tane yaralanmalı iş kazasına, 300 ramak kala olay ise 1 tane ağır yaralanmalı veya ölümlü iş kazasına sebep olmaktadır. Kayıt altına alınmaması, raporlanmaması bir ramak kala ciddi bir kazanın meydana gelmesine neden olabilir.

Kendinizin veya çalışma arkadaşlarınızın kaza istatistiklerinde yer almasına izin vermeyin. Çalışma ortamlarınızda meydana gelen ramak kala olayları, tehlikeli durum ve davranışları QR sistemimizden bizlere raporlayın.

Ramak kala bildirimleriniz için aşağıdaki QR kodu okutun



1 Hazardous Condition – Unsafe Behaviour – Near-Miss Reporting QR System

In May 2025, we launched the "Hazardous Condition – Unsafe Behaviour – Near-Miss Reporting QR System" in order to strengthen our occupational health and safety culture, increase employee participation and prevent potential occupational accidents before they occur.

Through the system, our employees can quickly and easily report near-miss incidents, hazardous conditions and unsafe behaviours encountered in the field via QR codes using their mobile devices. With this application, we aim to identify risks at an early stage, ensure that the necessary preventive actions are taken in a timely manner and prevent occupational accidents before they occur.

By the end of 2025, we achieved a 200% increase in reports of near misses, hazardous conditions and unsafe behaviours. This result demonstrates that our employees' active participation in occupational health and safety processes has strengthened, while also making a significant contribution to the early identification of risks and the increased effectiveness of preventive actions.

2 In order to enhance the professional knowledge, skills and field competencies of our occupational safety specialists, we participated in training programmes on earthquake preparedness, search and rescue, emergency management and disaster awareness organised by the Istanbul Metropolitan Municipality Department of Disaster Affairs and Risk Management. Through these training programmes, we aimed to improve the experience and technical knowledge of our specialist personnel in disaster preparedness, crisis management, emergency response coordination and field awareness, while also contributing to the strengthening of our organisation's occupational health and safety culture.



3 On 14, 15, 21 and 22 August, with the participation of the Central Fire Brigade Branch Directorate of the Istanbul Metropolitan Municipality Fire Department, we conducted Emergency Response Training and Fire Drills at the Recovery and Composting Facility, Kömürcüoda, Seymen and the General Directorate.



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Occupational Health and Safety Management 2025

Total Personnel in the OHS Department	21 employees
Class A Occupational Safety Specialists	5 employees
Class B Occupational Safety Specialists	4 employees
Class C Occupational Safety Specialist	1 employee
Workplace Physicians	4 employees
Other Health Personnel	2 employees
Administrative Personnel	4 employees
Unit Supervisor	1 employee

OHS
Organisation

Number of OHS Committees	12
OHS Committee Meetings Held	68
Total Number of OHS Committee Members	150 employees
Number of Employee Representatives	63 employees

OHS
Committees and
Employee
Participation

Accident/Incident Root Cause Analysis Training	88 employees
Behaviour-Based OHS Training	45 employees
Basic OHS Training	≈2,500 employees
VR Occupational Safety Training Simulation	150 employees
Explosion Protection Training	≈100 employees
OHS Bulletins Prepared	12

Training and
Awareness
Activities

Periodic Health Screening	530 employees
Pre-Employment Medical Examinations	12 employees
Healthy Nutrition and Lifestyle Awareness	Employees with BMI ≥30 kg/m ²
Addiction Prevention Awareness Activities	-

Health
Screening

Emergency Drills	50
------------------	----

Emergency
Drills

Equipment/Vehicles/Facilities Subject to Periodic Inspection	≈7,000
Explosion Protection Documents	5

Technical
Inspections



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Public Health and Safety

We regard public health and safety as an integral part of our sustainable environmental management approach. In carrying out our activities, we continuously monitor environmental impacts, identify potential risks in advance and take the necessary precautions. Through the technologies and safe working practices used in our waste management processes, we keep environmental risks to a minimum.

We take into account the expectations and needs of communities in the areas where we operate and continue to improve our services by evaluating their opinions, suggestions and complaints. In this way, we safeguard the health and safety not only of our employees but also of all stakeholders within our areas of operation.

We prioritise road and traffic safety during waste transportation and carry out regular maintenance and inspections of our vehicles. For transportation activities, we work only with drivers who hold the required professional competency certificates, possess driving licences appropriate for the vehicles they operate, and have successfully completed psychotechnical assessments.

In urban cleaning, coastal cleaning and other field activities, we prioritise the safety of both our employees and the public. We continue our operations by securing work areas with warning signs, safety barriers and the necessary directional signage.



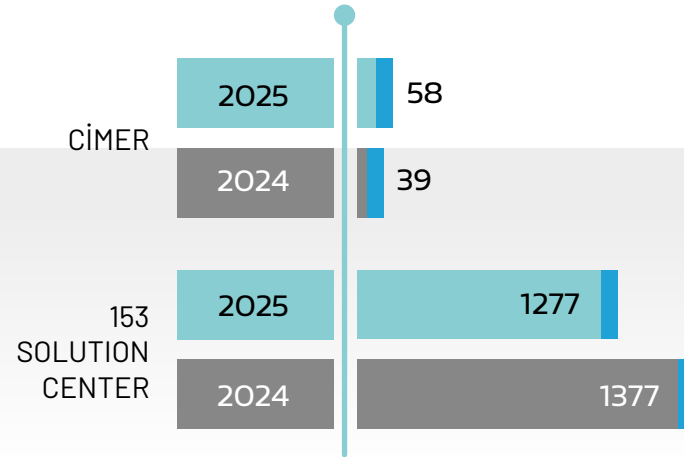
Customer Satisfaction

We take into consideration all suggestions and complaints submitted by the public through CİMER and the 153 Solution Center. In 2025, applications forwarded by CİMER were responded to within an average of 4 days, while applications received through the 153 Solution Center were responded to within an average of 1 day.

Compared to 2024, the number of applications submitted to CİMER increased by 48.7% in 2025, while the number of applications submitted to the 153 Solution Center decreased by 7.3%.

We regard feedback from the public as an important part of our corporate development. We effectively manage applications submitted through CİMER and the 153 Solution Center, regularly monitor and analyse complaints and suggestions, and continuously improve our service processes accordingly.

Complaint and Suggestion
Applications (Number)



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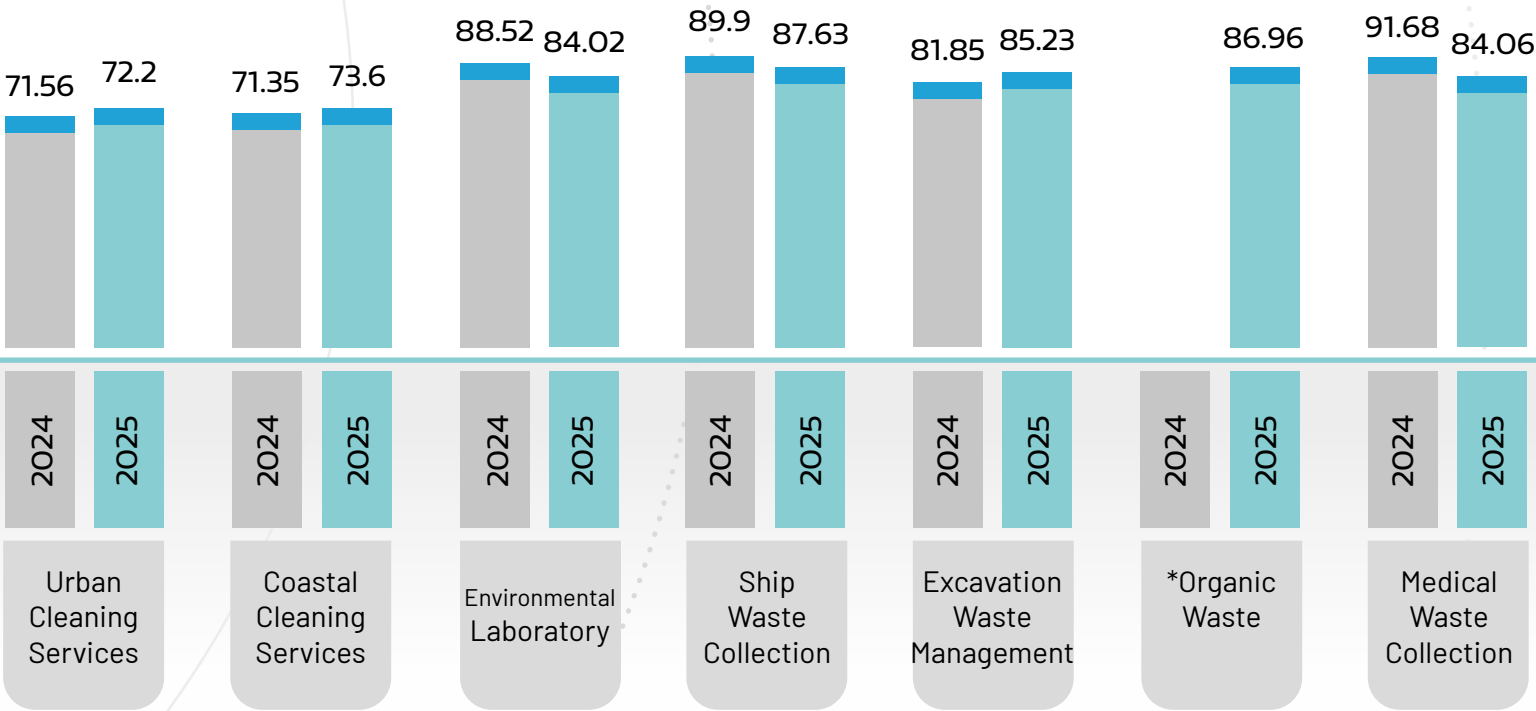
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We regularly conduct External Stakeholder Satisfaction Surveys to evaluate opinions, suggestions and expectations regarding our services, and use the feedback obtained to improve our processes. Within the scope of these surveys, we collect assessments from citizens and the our customers regarding service quality, communication, accessibility and overall satisfaction, and analyse the results to guide our improvement efforts.

According to the 2025 results, the overall satisfaction rate among citizens was approximately 73%, representing an increase compared to the previous year. The overall satisfaction rate among companies was measured at approximately 86%. In line with these results, we continue our efforts to better meet stakeholder expectations and further improve the quality of our services.

Service Satisfaction Scores %



*Included in the satisfaction assessment in 2025.

Protection of Personal Data

We implement the necessary technical and organisational measures to ensure the security of personal data relating to employees, visitors and other stakeholders processed within the scope of our activities. We process and protect personal data in accordance with applicable legislation and our data privacy policies.

The privacy agreement, privacy notices and application forms prepared within the scope of the Personal Data Protection Law (KVKK) can be accessed at:

<https://www.istac.istanbul/hakimizda/kisisel-verilerin-korunmasi>

To strengthen our information security culture, we regularly inform our employees about cybersecurity and continuously improve our technological infrastructure and security practices aimed at protecting our corporate information assets. In 2025, our activities in the fields of cybersecurity and data security included:

- Multi-factor authentication (MFA) was introduced for VPN connections and remote RDP access to servers, thereby enhancing the security of access to systems and data.
- Penetration tests were conducted across the entire network, servers and applications within the scope of data security. Penetration testing is carried out annually, and vulnerabilities identified in the resulting reports are addressed.
- Through SOC (Security Operations Center) services, data security-based alert mechanisms were established.
- Our efforts to obtain ISO 27001 Information Security Management System certification are ongoing.

KVKK Privacy Notice for Employees and Interns

Privacy Notice under the Personal Data Protection Law

Application Form to the Data Controller

İSTAÇ Corporate Games Privacy Agreement

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Corporate Social Responsibility

Going beyond the fulfilment of our duties and responsibilities, we focus on creating social and environmental value for the people of Istanbul. Within this scope, in 2025:

- Through the Circular Works Workshop under Istanbul Metropolitan Municipality (IMM), we manufactured cat, dog and bird houses as part of a social responsibility project. We also organised activities aimed at raising environmental awareness among children through entertaining group games designed using waste materials.
- Through our Medical Waste Collection Unit, we provided consumable supplies such as medical waste bags and infectious waste containers to dialysis patients receiving treatment at approximately 400 homes, while also providing free collection services for this waste.
- Our Medical Waste Collection Unit provided Medical Waste Management training free of charge to approximately 600 healthcare professionals working in the public and private sectors, and issued certificates of participation.

Through these activities, we take into consideration not only environmental protection but also public health and environmental awareness. We continue our social responsibility initiatives by addressing the needs of different segments of society, including children, healthcare professionals and individuals receiving healthcare services at home.

Internal Audit and Control System

We implement an internal audit system as an important component of our corporate governance approach. We carry out our internal audit activities in alignment with public-sector internal audit standards, adopting a risk-based, process-oriented, independent and impartial approach.

Through our internal audit activities, we assess whether our Company's operations are carried out in accordance with established objectives, corporate policies and applicable legislation. At the same time, we support the effective, efficient and economical use of Company resources, the protection of our assets, and the preparation of accurate, complete and reliable financial information.

Within the scope of our internal audit activities, we:

- examine whether activities and transactions comply with applicable laws, regulations, bylaws and other legislation;
- assess activities and transactions carried out at all levels of management in terms of effectiveness, efficiency and economy at the planning, implementation and control stages; and
- audit the accuracy of accounts and transactions relating to income, expenses, assets and liabilities, as well as the reliability of financial systems and statements.

In 2025, we strengthened the effectiveness of our internal control mechanisms by conducting approximately 20 on-site field and office audits covering financial and operational matters.

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— **Operational Data**

— **Financial Performance Data**

— **Social Performance Data**

— **Environmental Performance Data**

— **TSRS S1-S2 Content Index**

— **SASB Index**

— **GRI Content Index**



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Operational Data

	2023	2024	2025
ENERGY GENERATION	1,316,905	1,332,351	1,304,708
Waste Incineration and Energy Generation Plant (MWh)	586,398	599,701	590,125
Işıklar Biomethanisation Plant (MWh)	3,127	2,686	2,586
Kömürcüoda Biomethanisation Plant (MWh)	29,982	38,662	51,427
Kömürcüoda LFG Facility (MWh)	276,455	303,408	308,575
Seymen LFG Facility (MWh)	240,471	222,410	203,282
Odayeri LFG Facility (MWh)	180,472	165,484	148,713
WASTE MANAGEMENT			
Biomethanisation Plants (tonnes)	364,169	347,174	415,544
Recovery and Composting Facility (tonnes)	156,581	155,391	187,414
Waste Incineration and Energy Generation Plant (tonnes)	986,025	995,373	974,829
Amount of Waste Landfilled (tonnes)	5,424,841	5,945,724	6,294,204
TREATMENT PLANTS			
Leachate Treated (m ³)	1,525,989	1,043,802	1,185,280
EXCAVATION WASTE			
Excavation Waste Amount (tonnes)	23,497,966	19,764,966	26,745,097
WASTE LOGISTICS			
Tow Trucks (units)	237	227	219
Trailer Vehicles (units)	265	266	295
Municipal Waste Transported (tonnes)	4,479,000	4,609,000	4,276,000
RECOVERY AND COMPOSTING FACILITY			
Compost Produced (tonnes)	5,183	8,119	11,124
Amount Recovered (tonnes)	3,073	3,325	3,739

2023

2024

2025

MEDICAL WASTE MANAGEMENT

Medical Waste Collected (tonnes)	31,674	32,362	33,124
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URBAN CLEANING

Mechanical Sweeping (m ²)	2,911,455,562	2,958,156,247	2,809,749,600
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Washing (units)	3,973	7,178	6,779
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Garbage Bags (units)	2,389,218	2,552,749	2,576,502
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WHOLESALE MARKET CLEANING

Manual Sweeping (m ²)	79,284,456	78,514,704	78,514,704
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Mechanical Sweeping (m ²)	77,646,756	76,892,904	76,892,904
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Manual Washing (units)	55,533,764	51,261,936	51,261,936
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INDUSTRIAL WASTE MANAGEMENT

Handling (tonnes)	2,549	6,067	6,291
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RDF (Refuse-Derived Fuel) (tonnes)	29,870	23,718	21,801
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Stabilisation/Solidification (tonnes)	33,598	32,657	21,347
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Hazardous Waste Landfill (tonnes)	260,422	246,934	68,171
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Industrial Waste Incineration (tonnes)	-	5,010	16,629
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**SEA-SURFACE CLEANING AND
SLUDGE DEWATERING**

Waste Collected (m ³)	8,820	8,374	8,614
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Dredged Sludge Amount (m ³)	53,420	47,605	42,623
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COASTAL CLEANING

Waste Collected (tonnes)	3,063	2,442	2,289
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Packaging Waste Collected (tonnes)	8	7	2.6
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Seaweed Collected (tonnes)	4,150	5,005	3,861
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Operational Data

	2023	2024	2025
BEACH CLEANING			
Waste Collected (tonnes)	2,980	3,594	2,476
Packaging Waste Collected (tonnes)	77	100	95
SHIP-GENERATED WASTE			
Number of Vessels Serviced (units)	9,712	11,727	11,725
Petroleum-Derived Waste (m ³)	180,530	219,616	194,643
Sewage (m ³)	54,047	61,684	64,926
Garbage (m ³)	21,174	19,013	19,603
Treated Wastewater Discharged (m ³)	191,816	227,225	210,151
Slop Oil Sent for Recovery (m ³)	8,238	12,495	9,611
Waste Oil Sent for Energy Recovery (m ³)	29,983	33,220	32,261
Waste Oil Sent for Recovery (m ³)	8,238	1,458	1,268

Financial Performance Data

	2023 (TRY)	2024 (TRY)	2025 (TRY)
Current Assets	2,772,045,718	5,360,593,262	5,415,712,024
Non-Current Assets	3,003,685,346	7,521,877,978	6,928,311,070
Total Assets	5,775,731,064	12,882,471,240	12,344,023,094
Current Liabilities	2,506,613,011	5,901,774,822	6,367,127,488
Non-Current Liabilities	894,539,461	2,676,122,385	1,414,683,713
Equity	2,374,578,592	4,304,574,033	4,562,211,892
Total Liabilities and Equity	5,775,731,064	12,882,471,240	12,344,023,094
Total Revenue	9,543,195,861	18,900,833,521	18,948,338,153
Gross Profit	1,621,176,148	2,454,728,601	1,969,270,447
Operating Profit	1,151,070,153	1,084,585,223	1,061,204,850
Profit for the Period	41,136,953	-106,374,004	-567,882,788

		2023	2024	2025
EMPLOYEE DEMOGRAPHICS	Total Workforce	4,866	4,629	4,658
	Female	182	191	197
	Male	4,684	4,438	4,461
	Total Workforce by Category (Number)		4,629	4,658
	Blue-Collar	4,401	4,189	4,189
	Female	83	83	85
	Male	4,318	4,106	4,104
	White-Collar	465	440	469
	Female	99	108	112
	Male	366	332	357
	Total Workforce by Education Level (Number)		4,629	4,658
	Primary Education and Below	2,461	2,277	2,249
	High School	1,740	1,693	1,717
	Associate Degree – Bachelor’s Degree	586	586	601
	Master’s Degree – Doctorate	79	73	91
	Total Workforce by Age Group (Number)		4,629	4,658
	Under 30	457	430	394
	30–50 years	3,645	3,578	3,440
	Over 50	764	621	824
	Employee Seniority		4,629	4,658
	Female Employees – 0–5 Years	124	137	68
	Female Employees – 5–10 Years	24	32	49
	Female Employees – 10 Years and Above	34	22	80
	Male Employees – 0–5 Years	1,727	2,103	1,684
	Male Employees – 5–10 Years	1,336	1,061	1,922
	Male Employees – 10 Years and Above	1,621	1,274	855



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Social Performance Data

TURNOVER RATE

Newly Hired Employees

2023

2024

2025

By Gender

816

446

29

Female

17

16

6

Male

799

430

23

By Age Group

816

446

29

Under 30

230

166

14

30-50 Years

563

280

14

Over 50

23

0

1

Employees Who Left the Company

By Gender

556

688

109

Female

33

7

7

Male

523

681

102

By Age Group

556

688

109

Under 30

58

14

14

30-50 Years

324

325

64

Over 50

174

349

31

Employees Who Left Voluntarily

446

628

40

Female

9

6

2

Male

437

622

38

Employees Who Left Involuntarily

446

628

40

Female

24

1

5

Male

86

59

64

Employee Turnover Rate (%)

9

13

2.5

EQUAL OPPORTUNITY

Management Staff

70

63

76

By Gender

Female

8

8

11

Male

62

55

65

	2023	2024	2025
By Age Group	70	63	76
Under 30	-	-	-
30-50 Years	62	55	69
Over 50	8	8	7
Number of Employees Covered by the Collective Labour Agreement	4,654	4,465	4497
Female	149	154	160
Male	4,505	4,311	4337
Maternity Leave			
Number of Employees Who Took Maternity Leave	6	3	3
Number of Employees Who Returned from Maternity Leave	6	11	3
Return-to-Work Rate After Maternity Leave (%)	100	100	100
Number of Employees with Disabilities	147	122	144
Female	-	1	2
Male	147	121	142
OCCUPATIONAL HEALTH AND SAFETY			
Number of Lost Time Accidents (LTA)	241	158	172
Number of Lost Days	1,117	809	930
Number of Non-Lost Time Accidents (nLTA)	42	149	153
Lost Time Accident Rate (LTAR)	41	14,8	17,15
Accident Severity Rate (ASR)	0.88	0.82	0.7
Total OHS Training Hours (person-hours)	43,376	26,400	20,000
TRAINING			
Total Training Hours Provided to Employees (person-hours)	8,114	14,600	10,631
Average Annual Training Hours per Employee (hours)	1,6	3.5	2.4
Total Environmental Training Hours Provided to Employees (person-hours)	144	56	188



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Environmental Performance Data

	2023	2024	2025
ENERGY			
TOTAL ELECTRICITY CONSUMPTION (kWh)	32,260,01	50,113,674	52,995,034
Electricity Consumption from Renewable Energy Sources (kWh)	0	0	0
Electricity Consumption from Non-Renewable Energy Sources (kWh)	32,260,010	50,113,674	52,995,034
LFG Consumption (m ³)	3,317,545	3,295,860	5,328,116
Natural Gas Consumption (m ³)	443,611	455,552	401,856
Diesel Consumption (litres)	22,833,970	23,286,923	19,214,561
Gasoline Consumption (litres)	433,560	398,325	278,691
LNG Consumption (kg)	105,430	79,344	55,142
Fuel Oil Consumption (kg)	304,160	66,305	-
WATER			
Total Water Withdrawal by Source (m ³)	579,117	755,200	634,359
Mains Water Withdrawal (m ³)	403,214	577,606	510,915
Surface Water (Drinking Water) Withdrawal (m ³)	0	0	0
Groundwater Withdrawal (m ³)	151,376	151,214	111,322
Total Drinking Water Consumption (m ³)	1,420	1,460	2,090
Water Supplied by Tanker (m ³)	23,107	24,920	10,032
CARBON FOOTPRINT			
Total Carbon Emissions (tonnes CO ₂ e)	1,575,552	1,526,205	1,353,512
Scope 1 Emissions (tonnes CO ₂ e)	78,027	80,056	71,890
Scope 2 Emissions (tonnes CO ₂ e)	14,162	22,150	22,932
Scope 3 Emissions (tonnes CO ₂ e)	1,483,366	1,422,681	1,258,690
Carbon Emissions per Unit of Waste (kg CO ₂ e / tonnes of waste) (SCOPES 1-2-3)	214	192	189
ENVIRONMENTAL EXPENDITURES			
Capital Expenditure (TRY)	989,100,947	996,381,426	50,775,772

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Governance / Sustainability Governance

Sustainability Management Committee

TSRS S1-27b
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TSRS S2.25b

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TSRS S2.25c

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TSRS S2.29a

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TSRS S2.29b

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Climate-Related Physical Risks

TSRS S2.29c

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TSRS S2.29d

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Capital Deployment

TSRS S2.29e

No capital deployment is made.

Internal Carbon Prices

TSRS S2.29f

Disclosure was not deemed appropriate due to
trade secret and data security considerations.

Remuneration

TSRS S2.29g

Disclosure was not deemed appropriate due to
trade secret and data security considerations.

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Sustainability Disclosure Topics and Accounting Metrics

Topic	Accounting Metric	Category	Unit of Measure	Code	2025 Value
Greenhouse Gas Emissions	(1) Gross total Scope 1 emissions; percentage covered under (2) emissions-limiting regulations and (3) emissions-reporting regulations	Quantitative	Metric tons (t) CO ₂ e, Percentage (%)	IF-WM-110a.1	(1) 71,890 (2) and (3) The percentage of emissions covered under emissions-limiting regulations is not reported.
	(1) Total landfill gas generated, (2) percentage flared, and (3) percentage used for energy	Quantitative	Million British Thermal Units (MMBtu), Percentage (%)	IF-WM-110a.2	(1) Amount of landfill gas generated: 14,427,205 MMBtu (2) Percentage flared: 100% (3) Percentage used for energy: 100%
	Discussion of long- and short-term strategy or plans to manage Scope 1 emissions and emissions-reduction targets, and analysis of performance against those targets	Discussion and Analysis	None	IF-WM-110a.3	Within the scope of strategic planning activities, assessments are carried out during discussions by taking into account the corporate targets established annually and integrated with the strategic objectives.
Fleet Fuel Management	(1) Fleet fuel consumed, (2) percentage natural gas, and (3) percentage renewable energy	Quantitative	Gigajoule (GJ), Yüzde (%)	IF-WM-110b.1	(1) tüketilen filo yakıtı: 804,817 GJ (2) doğal gaz yüzdesi: 0 (3) yenilenebilir enerji yüzdesi: 0
	Percentage of alternative-fuel vehicles in the fleet	Quantitative	Percentage (%)	IF-WM-110b.2	0,003

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Activity Metrics

Activity Metric	Category	Unit of Measure	Code	2025 Value
Number of customers by category: (1) municipal, (2) commercial, (3) industrial, (4) residential and (5) other	Quantitative	Number	IF-WM-000.A	(1) Municipal: 39 (2) Commercial: 504 (3) Industrial: Activity is carried out by the contractor. (4) Residential: – (5) Other: –
Fleet size	Quantitative	Number	IF-WM-000.B	1107
Number of (1) landfills, (2) transfer stations, (3) recycling centres, (4) composting centres, (5) incinerators and (6) all other facilities	Quantitative	Number	IF-WM-000.C	(1) Landfills: 5 (2) Transfer stations: 8 (3) Recycling centres: – (4) Composting centres: 1 (5) Incinerators: 5 (6) All other facilities: 19
Total amount of materials managed by customer category: (1) municipal, (2) commercial, (3) industrial, (4) residential and (5) other	Quantitative	Metric tons (t)	IF-WM-000.D	(1) Municipal: 6,294,204 (2) Commercial: 33,400 (3) Industrial: 134,000 (4) Residential: – (5) Other: –

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2-1 Organizational details	Corporate Profile / About İSTAÇ Corporate Profile / İSTAÇ at a Glance
2-2 Entities included in the organization's sustainability reporting	Introduction / About the Report Corporate Profile / About İSTAÇ / Our Activities
2-3 Reporting period, frequency and contact point	About the Report
2-4 Restatements of information	There is no information restated compared to the previous report.
2-5 External assurance	No external assurance service has been obtained for the Sustainability Report.
2-6 Activities, value chain and other business relationships	Corporate Profile / About İSTAÇ / Our Activities Corporate Profile / İSTAÇ at a Glance Strategy / Value Chain
2-7 Employees	Creating Value Together / Employees and Corporate Culture
2-9 Governance structure and composition	Governance / Corporate Governance and Risk Management
2-10 Nomination and selection of the highest governance body	Governance / Corporate Governance and Risk Management / Structure of Our Board of Directors
2-11 Chair of the highest governance body	Governance / Corporate Governance and Risk Management
2-12 Role of the highest governance body in overseeing the management of impacts	Governance / Corporate Governance and Risk Management
2-13 Delegation of responsibility for managing impacts	Governance / Corporate Governance and Risk Management
2-14 Role of the highest governance body in sustainability reporting	Governance / Corporate Governance and Risk Management / Sustainability Governance
2-16 Communication of critical concerns	Governance / Corporate Governance and Risk Management
2-17 Collective knowledge of the highest governance body	Governance / Corporate Governance and Risk Management / Structure of Our Board of Directors

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2-22 Statement on sustainable development strategy

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2-23 Policy commitments

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2-24 Embedding policy commitments

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2-25 Processes to remediate negative impacts

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2-26 Mechanisms for seeking advice and raising concerns

Governance / Corporate Governance and Risk Management

2-27 Compliance with laws and regulations

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2-28 Membership associations

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2-29 Approach to stakeholder engagement

Governance / Stakeholder Relations

2-30 Collective bargaining agreements

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GRI 3:
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3-1 Process to determine material topics

Strategy / Double Materiality Assessment

3-2 List of material topics

Strategy / Double Materiality Assessment

3-3 Management of material topics

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GRI 201:
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PERFORMANCE

3-3 Management of material topics – Economic Performance

Governance / Corporate Governance and Risk Management
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201-1 Direct economic value generated and distributed

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201-2 Financial implications and other risks and opportunities due to climate change

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GRI 203:
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ECONOMIC
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3-3 Management of material topics – Indirect Economic Impacts

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203-1 Infrastructure investments and services supported

Governance / R&D, Innovation and Digital Transformation

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GRI 302 :
ENERGY

3-3 Management of material topics – Energy

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302-1 Energy consumption within the organization

Protecting for the Future /
Energy Management

302-2 Energy consumption outside of the organization

Protecting for the Future /
Energy Management

302-3 Energy intensity

Protecting for the Future /
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302-4 Reduction of energy consumption

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302-5 Reductions in energy requirements of products and services

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GRI 303 :
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3-3 Management of material topics – Water and Effluents

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303-1 Interactions with water as a shared resource

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303-2 Management of water discharge-related impacts

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303-3 Water withdrawal

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304-3 Habitats protected or restored

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304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations

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3-3 Management of material topics – Emissions

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305-1 Direct (Scope 1) GHG emissions

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305-2 Energy indirect (Scope 2) GHG emissions

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305-3 Other indirect (Scope 3) GHG emissions

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305-4 GHG emissions intensity

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305-5 Reduction of GHG emissions

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305-6 Emissions of ozone-depleting substances (ODS)

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305-7 Nitrogen oxides (NO_x), sulfur oxides (SO_x), and other significant air emissions

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3-3 Management of material topics – Waste

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306-1 Waste generation and significant waste-related impacts

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306-2 Management of significant waste-related impacts

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306-3 Waste generated

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306-4 Waste diverted from disposal

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306-5 Waste directed to disposal

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GRI 401 :
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401-2 Benefits provided to
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GRI 403 :
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403-3 Occupational health services

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403-4 Worker participation,
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403-5 Worker training on
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☎ 444 8 500

+90 212 231 76 14 📞

🌐 www.istac.istanbul istac@istac.istanbul ✉

in @ f X /istacistanbul

İSTAC 📺

📍 Paşa Mahallesi Piyalepaşa Bulvarı No:74
Şişli/ İSTANBUL/ TÜRKİYE