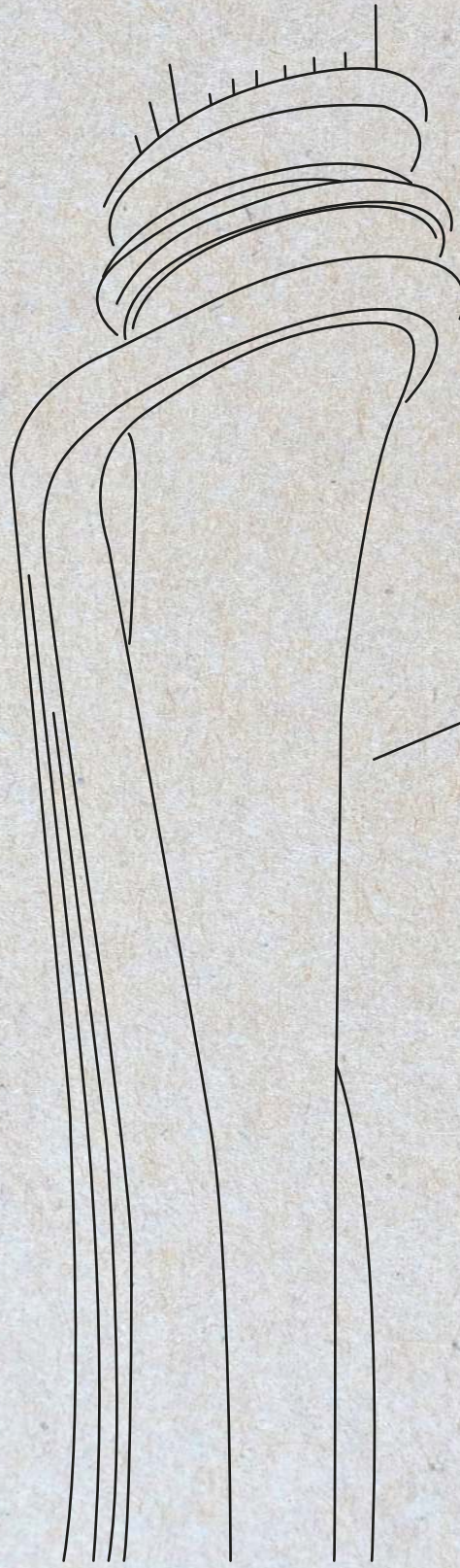


Istanbul Airport



SUSTAINABILITY REPORT 2024



ABOUT THIS REPORT

We are pleased to share iGA Istanbul Airport Inc.'s sustainability strategy, vision, mission, goals, and key initiatives through this Sustainability Report. The information in this report reflects the sustainability practices of iGA Airport Operation Inc. between January 1, 2024, and December 31, 2024.

We have prepared our report in accordance with the 'Global Reporting Initiative (GRI) Universal Standards 2021: Core Compliance' framework. Additionally, identifying, assessing and reporting material topics, we have considered the requirements of the European Sustainability Reporting Standards (ESRS). Moreover, although we are not currently subject to mandatory reporting, we closely monitor the S1 and S2 requirements of the Türkiye Corporate Sustainability Standards (TSRS), which were enacted by the Public Oversight Authority of Türkiye on January 1, 2024.

All of our published sustainability reports can be accessed in the "Green Library" section of our website. Looking ahead, we remain committed to disclosing year-over-year sustainability performance through annually published reports in a transparent manner.

We highly value your feedback on our sustainability initiatives. Accordingly, you may share your suggestions, requests, and complaints with us via sustainability@igairport.aero.



TABLE OF CONTENTS

01	01	ABOUT THIS REPORT
	02	TABLE OF CONTENTS
	03	MESSAGES FROM THE MANAGEMENT
	05	ABOUT iGA
	05	COMPANY STORY & PROFILE
	07	CERTIFICATES, DOCUMENTS & AWARDS
	09	CORPORATE GOVERNANCE
	09	OUR ENTERPRISE RISK MANAGEMENT PROCESS AND ACTIVITIES
	14	INFORMATION SECURITY AND COMPLIANCE
	15	BUSINESS ETHICS
02	16	iGA SUSTAINABILITY APPROACH
	16	SUSTAINABILITY ORGANIZATION
	17	MATERIALITY ANALYSIS
	19	STAKEHOLDER RELATIONS
	23	iGA 2030 GOALS
	25	SUSTAINABILITY VISION
	27	VALUE CREATION MODEL
03	29	WORKING FOR THE FUTURE OF MOBILITY
	29	*PROVIDING GLOBAL AVIATION SERVICES
	30	*LEGAL AND SECTORAL COMPLIANCE
	31	*INTEGRATION OF MOBILITY SERVICES
	32	DIGITALIZATION
	34	*OPERATIONAL RESILIENCE
	36	*INVESTMENT COSTS
04	37	PROTECTING THE INTEGRITY OF THE ENVIRONMENT
	37	DECARBONISATION: TARGET 2050 NET ZERO
	39	*ADAPTATION TO CLIMATE CHANGE
	41	*SUSTAINABLE CONSUMPTION (CIRCULAR ECONOMY)
	45	*WATER SECURITY (WATER AND WASTEWATER MANAGEMENT)
	46	*BIODIVERSITY
05	48	CREATING VALUE FOR SOCIETY, OUR GUESTS AND EMPLOYEES
	48	*COMMUNITY INVESTMENTS & ECONOMIC CONTRIBUTION
	51	CULTURE AND ART INITIATIVES WITH iGA ART
	51	*GUEST SATISFACTION & INCLUSIVE SERVICES
	55	EMPLOYEES
	61	OCCUPATIONAL HEALTH & SAFETY (OHS)
06	63	CONCLUSION
	65	APPENDICES
	65	COMPANY OWNERSHIP STRUCTURE
	66	ORGANIZATION CHART
	67	CORPORATE MEMBERSHIPS
	68	STAKEHOLDER COMMUNICATION
	74	ISO CERTIFICATES
	74	SIGNS AND ABBREVIATIONS
	77	GRI INDEX
	79	AUDIT
	79	CONTACT
	79	DISCLAIMER

Note: TSRS S1 and S2 are the core standards published under the Türkiye Sustainability Reporting Standards (TSRS), which define the disclosures businesses must provide on environmental, social, and governance (ESG) matters.
S1: is the General Sustainability-related Financial Disclosures Standard.
S2: is the Climate-related Disclosures Standard.

"Topics marked with an asterisk (*) in the table of contents and throughout this report represent our Priority Issues."

MESSAGES FROM THE MANAGEMENT

Dear Valued Stakeholders,

At iGA Istanbul Airport, we remain steadfast in our commitment to operating in accordance with both national and international standards. Guided by our vision, "Focus on the Planet, Target for the Future," we continuously strive to align our operations with the UN Sustainable Development Goals (SDGs). In pursuit of a more livable world for future generations, we recognize our responsibility to critically assess our practices, challenge our assumptions, and advance purposefully.

As a proud contributor to the global aviation industry, we observed robust sectoral performance in 2024. The global aviation sector transported over **5 billion passengers**, operated more than **30,000 aircraft**, and accounted for **30% of global trade**, reaching a **total market volume of \$1.5 trillion**. Projections for 2025 suggest continued growth, with the sector expected to expand by **10.7%**, particularly within the Asia-Pacific and Middle East regions.

Selahattin BİLGİN
CEO - iGA İstanbul Havalimanı

iGA Istanbul Airport played a pivotal role within this dynamic ecosystem. In 2024, we facilitated **517,284 flights** and served **80,070,710 passengers**. Staying true to our principle of leveraging technology to benefit both society and the environment, we ensured uninterrupted global connectivity. Our cargo operations experienced a **39.6% increase** compared to 2023, reaching a volume of **1.97 million tons**.

With our large-scale operations, we continue to make a significant contribution to Türkiye's national economy. According to the independent "iGA Istanbul Airport Economic Impact Analysis," our total direct and indirect contribution to the national economy amounted to **\$24.2 billion** in 2023—equivalent to **2.2% of Türkiye's GDP**. By 2030, we are projected to support **472,000 jobs** and contribute **\$44 billion**, equivalent to **3.25% of national GDP**. These figures reflect our influence not only on global aviation and economic development but also on the broader dimensions of sustainability—environmental, social, and economic.

In addition to our socio-economic contributions, we continue to manage and reduce our environmental impact. As part of our long-term climate strategy, we have pledged to achieve **Net Zero Emissions by 2050**. In 2024, we successfully kept our emissions **10.5% below projections** and **1.4% lower than in the previous year**. In light of our accelerating progress, we raised our **renewable energy target for 2030 from 50% to 90%**.

In this regard, we initiated the **Eskişehir Solar Power Plant (SPP) Project**, a significant investment of **€212 million** over an area of approximately **3 million square meters**, with a planned capacity of **199.32 megawatts**. Once fully operational, this facility will generate **340 million kilowatt-hours annually**, positioning iGA Istanbul Airport as the **first airport in the world** to meet its total electricity demand entirely from solar energy.

We are also working to embed climate resilience into all operational processes. In collaboration with **TÜBİTAK MAM**, we launched the **Istanbul Airport Climate Change Adaptation Action Plan**. In parallel, to support the transition to a circular economy and promote sustainable consumption patterns, we prioritized **Advanced Waste Segregation Practices**.

In 2024, our facility—equipped to process **240 tons of waste daily**—handled an average of **164 tons per day**, achieving a **recycling rate of 34.07%**. To further enhance efficiency, **fill sensors** were installed in **262 on-site waste containers**, reducing emissions from waste collection.

In transforming our supply chain, we expanded waste mapping initiatives and launched improvement programs in collaboration with major waste-generating stakeholders. Notably, our **local procurement rate** reached **94.76% in 2024**, underscoring our support for regional economic development.

As part of our commitment to **Water Security**, we commissioned **reverse osmosis (RO) systems** in 2024 to treat drainage and wastewater. This technology improved water circularity in our cooling systems, enabling us to meet **27% of total water demand** using reclaimed water.

We also continued investing in human capital and sectoral skills through **iGA Academy**. In 2024, we delivered **20,494 training sessions**, covering a diverse range of topics. Participation and satisfaction rates exceeded 95%. An independent **Social Return on Investment (SROI)** analysis indicated that every Turkish Lira invested in iGA Academy's international training generated **TL 2.51 in social value**. In line with our commitment to collective learning, we established the **iGA Academy Stakeholder Advisory Board** in partnership with 24 organizations to foster knowledge-sharing and support professional development across the aviation industry.

In order to offer an inclusive and well-being-oriented airport service, we collaboratively developed our **Experience Principles and Guest Experience Policy** together with our stakeholders and jointly signed the policy. Supported by our **guest-centric strategy and corporate culture initiatives**, we increased our **guest experience maturity score from 3.73 in 2022 to 4.04 in 2024**.

Additionally, we renamed the **"Special Guest Rooms"** and the "Special Passenger Service Point" as "Silent Rooms." To further facilitate independent travel for **visually impaired guests**, we enhanced the indoor navigation feature **"My Route"** in the Istanbul Airport mobile app with a live guidance service.

On **December 8**, to commemorate the **80th anniversary of ICAO and the Chicago Convention**, we proudly joined **42 pioneering institutions** in signing the **Aviation4All Declaration** at a ceremony in Athens.

We continue to uphold the highest standards of **safety, service, and operational excellence**, and are honored by recognitions from **Condé Nast Traveler, Travel + Leisure, Skytrax**, and **ACI Europe**. According to **Cirium's 2024 report**, iGA Istanbul Airport was ranked the **most globally connected airport**, reflecting our growing role as a leading global aviation hub.

This report has been prepared in alignment with the **Double Materiality** framework, integrating stakeholder expectations and assessing the financial impacts of sustainability-related risks. We believe that this comprehensive and inclusive process—enriched by the contributions of all iGA departments—has led to meaningful organizational progress.

Together with our stakeholders, we are dedicated to driving meaningful progress towards sustainable mobility and a better future for our planet.

ABOUT iGA

COMPANY STORY & PROFILE¹

Established in 2013, iGA Airport Operation Inc. continues to successfully operate Istanbul Airport, which was granted a 25-year operating right under a build-operate-transfer model by the State Airports Authority.

Inaugurated on October 29, 2018, and operating at full capacity as of April 6, 2019, iGA Istanbul Airport serves as a global mobility hub with a capacity of 90 million passengers, featuring a main terminal building, three independent and two auxiliary runways, an air traffic control tower, and various support facilities.

Vision

Delivering the airport experience of the future, today.

Mission

To be a global hub that offers the most comfortable and seamless travel experience to all stakeholders worldwide.

Brand Philosophy

Unique encounters and endless possibilities begin here.

Brand Strategy

Centered around people and powered by **accessible, sustainable, and smart technologies**, iGA Istanbul Airport is committed to becoming a global hub. By integrating **operational resilience, environmental responsibility, and social value** into every aspect of its operations, it strives to deliver an exceptional travel experience for all passengers.

Strategic Company Objectives

In alignment with our brand strategy, we define our company's strategic goals under the following pillars:

- Ensuring long-term corporate sustainability
- Becoming a leading and influential global brand
- Maximising stakeholder satisfaction and engagement
- Advancing widespread and sustainable digitalization
- Supporting continuous employee development and well-being
- Utilising resources effectively and efficiently
- Enhancing guest satisfaction through accessible and inclusive services, tailored to diverse needs
- Achieving operational excellence across all functions
- Embedding our core principles and values into the corporate culture

¹You can access details about the Company's ownership structure in the "Company Ownership Structure" section of the Appendices.





CERTIFICATES, DOCUMENTS & AWARDS

International Finance Awards

- Türkiye's Best Airport 2023
- Türkiye's Airport with the Best Customer Service 2023

Air Transport Awards

- Airport of the Year (4th consecutive year)

Skytrax Awards

- World's Best Airport Food and Beverage Services
- Best Airport in Southern Europe

Türkiye Customer Experience Awards

- Best Use of Customer Feedback and Insights – Gold Medal
- Putting the Customer at the Centre of Everything – Gold Medal
- Customer-Focused Culture – Silver Medal
- Best Use of Technology – Silver Medal

Civil Aviation Administration of China (CAAC) Magazine

- International Airport of the Year

Türkiye Exporters Assembly (TİM) – Champions of Export

- 4th place among the top 10 companies in service exports

Brandverse Awards

- Gold Award

International Business Excellence Awards 2024 - IBXA 2024

- Best Website/Mobile Application – Gold Medal
- Most Customer-Focused Culture – Gold Medal
- Best Use of Customer Insight and Feedback – Silver Medal
- Best Customer Service – Bronze Medal

Travel + Leisure - World's Best Awards 2024

- World's Best Airport

ICAO (International Civil Aviation Organization)

- Training Excellence Center – Platinum Award

Global Traveler Magazine – Leisure Lifestyle Awards

- Best Transfer Airport (3rd consecutive year)

Golden Compass Awards

- Jury Special Award – Therapy Dog Pilot Project
- Agenda Management – Therapy Dog Pilot Project
- Sponsorship Communication (Tourism) – Routes World 2023
- Out of Category Projects – Therapy Dog Pilot Project

The ONE Awards

- First Place in the Airport Category in Integrated Marketing Awards

Global Traveler – 21st Annual GT Tested Awards

- Best Airport in Europe
- Best Airport Shopping Experience
- Europe's Best Duty-Free Shopping Experience

Condé Nast Traveler – Readers' Choice Awards

- World's Best Airport

Trazee Travel – 10th Annual The Trazees

- World's Favorite Airport
- Europe's Best Duty-Free Shopping Experience
- Europe's Favorite Airport

Airports Council International (ACI) Airport Service Quality (ASQ) Awards

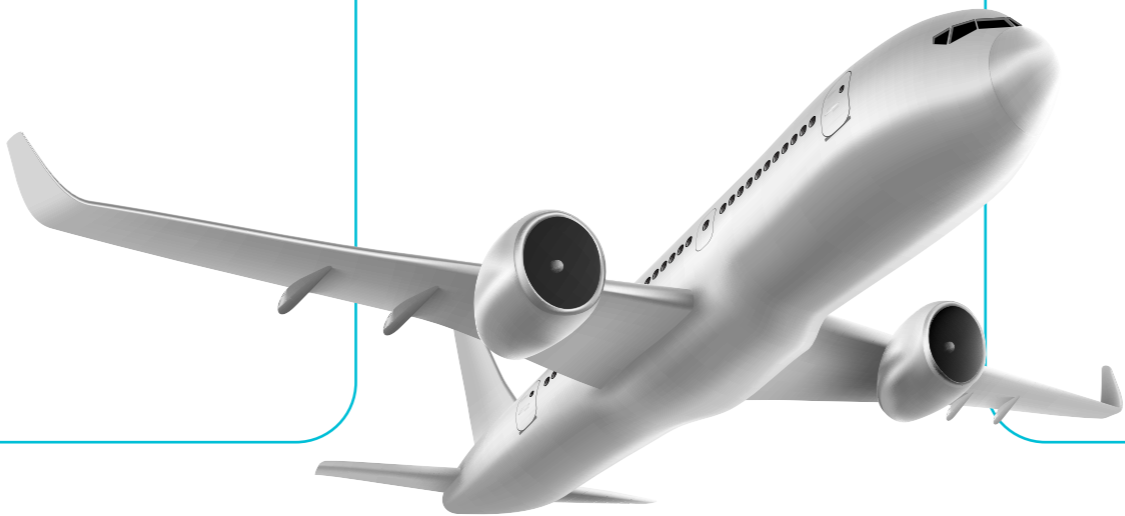
- Accessibility Improvement Accreditation Level 3 (highest level; first accredited airport)
- Customer Experience Accreditation Level 4 (first in Europe and among the top five worldwide)

Wherever Awards

- Most Family-Friendly International Airport (3rd consecutive year)
- Best Family-Friendly Airport Food and Beverage Services

Gigi Awards

- Physical Brand Experience – Therapy Dog
- Big Impact on a Low Budget – Therapy Dog



CORPORATE GOVERNANCE

At iGA Airport Operations, corporate affairs and governance are overseen by a Board of Directors, with equal representation from shareholders. The Board meets at least once a month to make strategic decisions and guide the company's direction.

The Chairperson and members of both the Executive Board and the Audit Board are appointed by the Board of Directors. The Audit Board conducts internal audits at least once a year and submits its findings to the Board of Directors.

Our CEO also serves as the General Manager and Chairperson of the Executive Committee. The Executive Committee, led by the CEO, is responsible for all company operations. Business units regularly report their activities to the CEO and the Executive Board, which in turn provides guidance on managing impacts, risks, and opportunities.

In April 2024, Mr. Selahattin Bilgen, who had been serving as Acting CEO since September 2023, was officially appointed as CEO.

iGA has established several dedicated committees and boards that report to senior management. Among these are;

- **The Management Review Board:** Meets annually to evaluate all management systems, with a particular focus on ISO 9001.
- **The Safety Review Board within the Safety Management System (SMS):** Convened at least every six months, as required by the Instruction on the Implementation of Safety Management System at Airports (SHT-SMS/HAD), issued by the Directorate General of Civil Aviation.
- **The Occupational Health and Safety (OHS) Committee:** Meets quarterly, in line with the Regulation on Occupational Health and Safety Committees.
- **The Customer Experience Committee:** Also meets quarterly, operating under the framework of ISO 10002.

Our Company's risk processes are managed under the **Enterprise Risk Management** framework and are directly overseen by the Board of Directors. The effectiveness of risk management and internal control systems is evaluated at least annually, with internal controls and audit processes documented and monitored through detailed annual reports.

Our sustainability initiatives are led by the **Sustainability Management Team**, comprising experts from various disciplines. At the end of 2023, we established our **Sustainability Management** Procedure, defined our organisational structure, set clear targets and metrics, and defined guiding principles and methodologies for our sustainability processes. These efforts have been actively monitored by senior management from the outset.

OUR ENTERPRISE RISK MANAGEMENT PROCESS AND ACTIVITIES

We conduct our Enterprise Risk Management (ERM) activities in alignment with our company's strategies and policies to achieve business objectives, ensure operational resilience, and meet stakeholder expectations. These activities are integrated into all processes and business units in accordance with the COSO Enterprise Risk Management and COSO-WBCSD ESG-ERM frameworks, and are aligned with the TSE ISO 31000 standard. Key risks across all operations are identified, assessed, and managed in line with our established risk management procedure.

We review our corporate risk inventory biannually in collaboration with risk representatives from all business units to ensure it remains current and relevant. To manage risks more effectively and allocate resources more efficiently, risks are categorized by subject and their potential impact. We classify risks under four main categories: operational, financial, compliance, and strategic. These risks are also associated with specific management systems such as environmental, social, and governance (ESG), business continuity, occupational health and safety, information security, and aviation safety management. Tailored risk management approaches are developed accordingly.

Risk management activities are supported by dedicated software, which automatically generates quarterly risk and opportunity status reports for senior management, relevant departments, and risk owners. These reports include information such as risk review status, risk management performance, and opportunity management performance.



A corporate risk management dashboard has been developed for senior management, providing real-time access to all risk management data.

Additionally, the Corporate Risk Department presents a biannual Enterprise Risk Management report to senior management, providing updates on risk management activities, consolidated corporate risks, and emerging external risks.

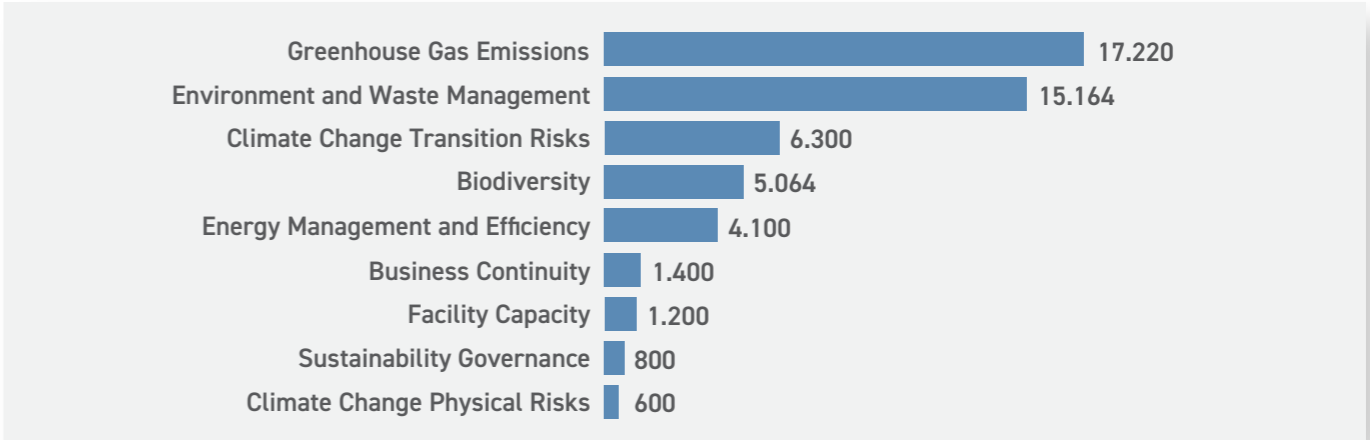
OUR CORPORATE RISK INVENTORY

Our corporate risk inventory includes 472 risks identified as potentially affecting the company's operations and requiring management at the corporate level. These risks have been consolidated under 54 primary risk categories. For each risk, root causes, and impacts on the company in terms of financial, operational, strategic, and compliance categories are analyzed in accordance with the company's risk tolerance levels. Response plans are prioritized and implemented especially for high and critical-level risks. More than 1,000 control and action plans have been developed to manage these risks. The performance of risk response plans is also monitored automatically.

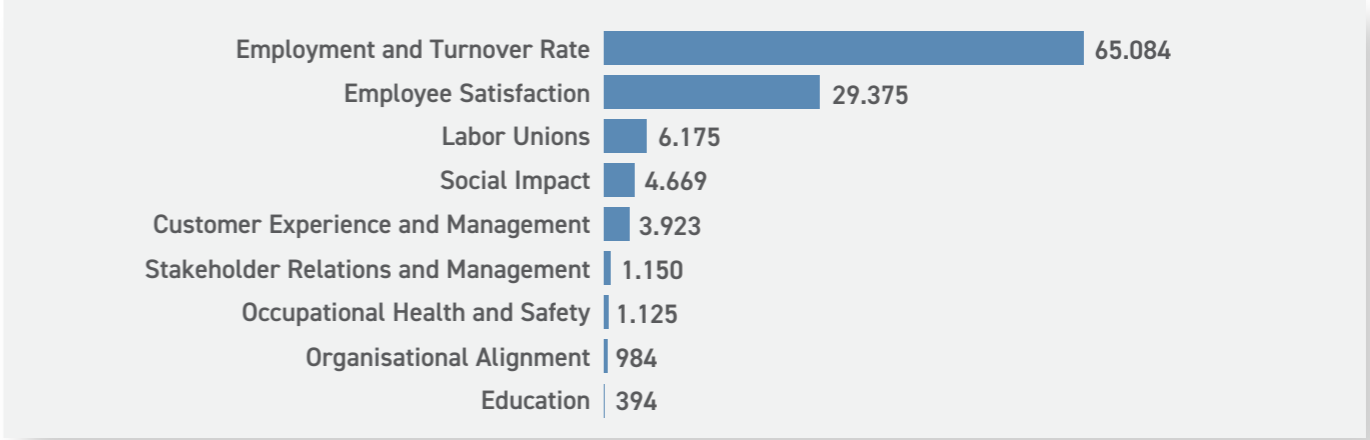
ENVIRONMENTAL, SOCIAL, AND GOVERNANCE RELATED CORPORATE RISKS AT iGA

The high and very high-level risks in the environmental, social, and governance categories are generally related to carbon emissions and the shortage of qualified personnel, and the implemented risk mitigation response plans are being monitored.

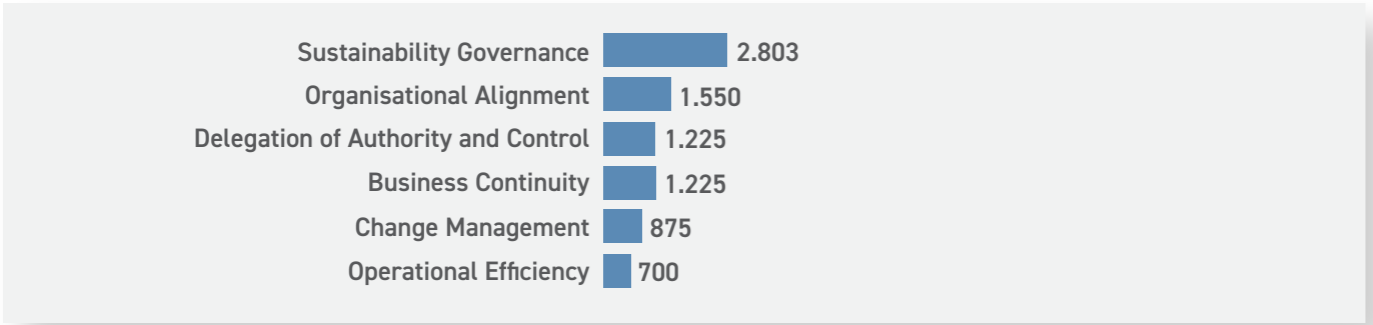
Overall score distribution of environmental risks to which the organization is exposed



The total score distributions of risks in the social category that the organization may be exposed to



Our work on the governance category risks that the organization may be exposed to is ongoing, and the total score distributions of the risks defined in this category are as follows:



The most significant consolidated corporate risks related to environmental, social, and governance issues, along with their short-term assessments, are as follows in the iGA Corporate Risk inventory we have created through our work with all business units and stakeholders:

Physical Risks of Climate Change:

Impact: Medium / Likelihood: Very Low

In the short, medium, and long term, climate change-related risks—particularly extreme weather events such as storms and heavy rainfall, and high or rising average temperatures—are expected to affect airport operations. These impacts include increased fire risk, damage or shortened lifespan of infrastructure systems, rising energy costs, overall increases in infrastructure expenditures, and stress on HVAC systems.

To assess the short-, medium-, and long-term impacts of climate change on iGA's operations, a project has been initiated with TÜBİTAK to prepare a Climate Change Adaptation Action Plan.² Within this scope, the analysis covers the identification and probability assessment of future climate hazards, the determination of critical infrastructure and operations, and the evaluation of the potential impact of climate hazards on each infrastructure component.

Transition Risks of Climate Change:

Impact: Very Severe / Likelihood: High

Within this context, several risks have been identified, including: lack of preparedness for current and upcoming climate-related legal and sectoral regulations, inability to adapt to emerging technologies related to climate change, lagging behind industry practices adopted by competitors (thus reducing competitive strength), and failure to meet stakeholder expectations.

Examples of these risks include carbon regulations, difficulties in reducing emissions, costs and feasibility of transitioning to Sustainable Aviation Fuels (SAF), and increasing market demand for zero-emission flight systems.

To manage transition risks, we evaluate obligations related to Scope 1, Scope 2, and Scope 3 emissions, especially for new investments. This includes reviewing stakeholder expectations, following new practices and technologies, and establishing collaborations through relevant stakeholder platforms.

Water Security:

Impact: Severe / Likelihood: High

The water security risk assessed within iGA's operations refers to the potential mismatch between water supply and demand due to supply constraints. It also includes risks such as increasing costs in water procurement and declining quality in utility water.

To manage water security risks, several measures are being implemented, including the use of rainwater, investments in reverse osmosis systems, execution of water conditioning processes, and investing in advanced water treatment technologies to secure water supply.

²You can access details about the project in our "Adaptation to Climate Change" section.

Failure to Meet Greenhouse Gas Emission Targets:

Impact: Very Severe / Likelihood: Very High

In line with growth objectives, reaching agreements with more airline companies increases the potential for higher carbon emissions. The possibility that airlines may not prioritize Sustainable Aviation Fuel (SAF) further increases this risk. This situation could lead to both environmental pollution and misalignment with sustainability targets.

Sub-risks under greenhouse gas emission risks include errors in emission calculations, maintenance and calibration issues of measurement equipment, inaccurate emission factors, gas chromatography data errors, data loss in emission calculation systems.

Biodiversity Risk:

Impact: Medium / Likelihood: Medium

Biodiversity risk is twofold: it involves both the potential reduction of biodiversity and disruption of ecological balance within the Istanbul Airport ecosystem, and the resulting negative impact on flight operations and aviation safety.

Construction and operational activities at Istanbul Airport may lead to damage to plant life, disruption or fragmentation of nearby terrestrial and aquatic ecosystems, biodiversity loss, or the spread of invasive species.

Activities carried out to manage this risk include protection of endemic bulbous plants, prevention of deicing chemical leakage, greenhouse operations, use of endemic seeds and bulbs in landscaping, wildlife management to ensure both ecosystem balance and flight safety.

Environmental and Waste Management Risk:

Impact: Medium / Likelihood: Medium

This risk includes non-compliance with environmental regulations, incorrect practices in waste management, fire risks originating from waste, water overuse in parking areas, packaged product consumption, environmental risks due to accidents, and improper handling of waste oils.

Risk mitigation activities include operation of waste and treatment facilities, providing stakeholders with training on environmental legislation, conducting field audits, sending waste oils to contracted recycling firms, applying penalties in cases of non-compliance with regulations.

Cybersecurity Risk:

Impact: Severe / Likelihood: Medium

Insufficient security measures in digital communication channels may expose the organization to cyberattacks, leading to ransomware incidents, disclosure, alteration, or corruption of digital assets.

To address cybersecurity risks, iGA has established a Security Operations Center (SOC) team and a dedicated Cybersecurity Department. These units continuously monitor cybersecurity threats in real time and implement incident-specific plans and procedures. Cyber incidents occurring externally or within the aviation sector are also closely tracked.

Guest Experience and Management Risk:

Impact: Severe / Likelihood: Medium

This risk involves the processes of units that have direct interaction with passengers and other guests. It includes unfulfilled passenger requests, guest dissatisfaction, issues in food and beverage areas, trolley services, complaint handling, staff communication skills, service design, service awareness, and stakeholder-related service risks.

To manage this risk, iGA conducts surveys and analytical studies on guest expectations, reviews capacity needs, and implements necessary improvements.

Energy Management and Efficiency Risk:

Impact: Very Severe / Likelihood: Very Low

This risk covers increased consumption of natural resources due to rising passenger numbers, risk of energy shortages, excessive electricity consumption from electric vehicles, and heat loss from roof and façade systems.

Mitigation measures include conducting detailed data analysis and reporting on energy efficiency, installing solar energy systems (PV), performing internal energy audits.

Social Impact:

Impact: Low / Likelihood: Medium

As a public-facing organization, iGA directly and indirectly affects society. Improper positioning of social responsibility projects may lead to reputational loss and misalignment with sustainability strategies.

Since 2015, iGA has been implemented its Social Investment Program, which includes activities such as "Quick Impact Projects" and "Rural Development Projects." Examples of quick impact projects include environmental improvements in neighboring communities, supporting vulnerable groups through the Istanbul Marathon, establishment of health clinics, preschools, and libraries.

Stakeholder Relations and Management Risk:

Impact: Severe / Likelihood: Medium

Given the large number of stakeholders operating within Istanbul Airport, there is potential for both positive and negative interdependencies among them. All stakeholders are also required to comply with sectoral and legal obligations.

Risk areas include customer dissatisfaction caused by stakeholders, unmet stakeholder demands, disputes, stakeholders' compliance with airside safety regulations, food and beverage service risks, non-compliance with contractual obligations.

These risks are managed by relevant departments and the Stakeholder Audit and Coordination Unit. Activities include regular stakeholder audits, requesting corrective actions from stakeholders based on findings, ensuring compliance with legal requirements.

Fraud and Ethics Risk:

Impact: Severe / Likelihood: Medium

iGA's operations involve many stakeholders across Istanbul Airport, and this risk includes all potential misconduct or unethical behavior by them. Specific risks include stakeholder misconduct, reputational damage due to lost property, smuggling of waste materials, employee misconduct or vulnerabilities.

Risk mitigation actions include customs control support, implementation of the ethics compliance policy, stakeholder audits, enforcement of disciplinary sanctions, field inspections, security background checks during recruitment.

IGA OPPORTUNITY MANAGEMENT

As with risk management, opportunity assessments are also conducted in collaboration with business units. Activities are identified to realize and further develop potential opportunities.

Some of the key sustainability-focused initiatives that have been identified and planned include establishment of a composting facility, investments in solar energy systems, integration of solar power systems into existing automation, implementation of barcode systems for waste areas to enable digital tracking of waste data, launching the iGA Art platform to support brand image, delivering safety awareness training to stakeholders on iGA safety regulations, monitoring energy efficiency via wireless communication to reduce operational costs and improve efficiency, use of treated water from the wastewater treatment plant for airport landscaping, transitioning to digital inspection tools to reduce paper consumption, carbon reduction projects such as deploying electric vehicles.



OUR BUSINESS CONTINUITY MANAGEMENT PROCESS

In our industry, risk management and business continuity are of strategic importance. To ensure operational resilience, iGA has implemented the ISO 22301-compliant Business Continuity Policy and the iGA Business Continuity Management Plan.

As part of the business continuity plan, a comprehensive governance structure has been established, including iGA Crisis Management Center, Emergency Response Teams, Business Continuity Leaders, Business Recovery Teams, Business Continuity Coordinator, Business Continuity Representatives.

The iGA Crisis Management Center serves as the top-level decision-making and oversight body in the event of a potential or actual crisis.

Our Business Continuity Management Plan addresses emergency events based on event category and impact level, and includes the following Emergency Response Plan, IHL Earthquake Response Plan, IHL Extreme Weather Management Plan, Snow and Ice Control Plan, Meteorological Emergency Procedures, Cyber Incident Response Plan.

For business disruptions, Recovery Plans have been prepared for all critical processes.

The iGA Business Continuity Management System is based on interruption risks and predefined interruption scenarios. For each identified interruption risk, risk mitigation plans have been developed; and for each scenario, recovery plans outlining strategies and solutions for restoring normal operations as quickly as possible have been created.

The impacts of these scenarios are analyzed across operational, financial, compliance, and reputational dimensions for all critical processes. Based on these analyses, we determine recovery time objectives, capacity requirements, and interdependencies between critical processes.

To meet these targets, we have developed appropriate recovery strategies, established dedicated recovery teams, and completed resource and capacity planning.

We regularly test and review all recovery plans and the Business Continuity Management System to ensure compliance with ISO 22301.

INFORMATION SECURITY AND COMPLIANCE

According to the 2025 Global Risks Report published by the World Economic Forum, cyber espionage and war risk are among the top 10 risks expected in two years. Aware of this situation, we focus on preventing sensitive data from falling into the hands of unauthorised persons to ensure data security. We use classification and data leakage prevention products, monitor data movement on employee computers, and restrict the use of external memory. We implement all these measures by considering the working conditions of departments and without disrupting workflow.

Within the scope of our priority to protect personal data, we carry out joint efforts with our Legal and Human Resources departments. We provide appropriate controls to ensure project compliance with the Personal Data Protection Law. We fulfil the requirements outlined in the list of administrative and technical measures. We conduct penetration testing and red team exercises, analyse the results, and notify relevant units for appropriate action. We scan sensitive data on our servers and share the findings with our legal department.

As part of our social engineering efforts, we work to raise employee awareness of information security through scenario-based activities. We conducted four social engineering tests in 2024. We assigned training based on the results of phishing emails tailored to specific scenarios. We organised unit-specific initiatives, annual information security trainings, and competitions to enhance employee awareness.

We focus on increasing our maturity level to ensure sustainable information security. We are subject to internal and external audits within the scope of the ISO 27001 Information Security Management System, and we undergo audits by the Digital Transformation Office of the Presidency of the Republic of Türkiye. We manage our system within the framework of the Cyber Security Instruction for Civil Aviation Enterprises, the Digital Transformation Office Information and Communication Security Guide, and the Personal Data Protection Law (PDPL). We prioritize ensuring data security in every department through our internal resources and designated information security representatives.

To strengthen information security within the organisation, we also monitor the data protection practices of third parties. Due to the high number of suppliers, we have prioritised information security audits for our critical suppliers. We will continue this work on an annual basis. Through these audits, we aim to mitigate potential risks before they arise. We share the findings with suppliers to initiate corrective actions.

BUSINESS ETHICS

As iGA Airport Operation Inc. and our subsidiary companies, we conduct all our activities with a strong commitment to respecting human rights. We act in line with the human rights principles outlined in the Constitution of the Republic of Türkiye, the United Nations Guiding Principles on Business and Human Rights, and the Universal Declaration of Human Rights. We also adhere to the requirements of the United Nations Global Compact and all applicable legal regulations. Our operations are carried out in accordance with the International Labour Organization's (ILO) Declaration of Fundamental Principles and Rights at Work, as well as the ILO conventions to which Türkiye is a signatory, with a strong emphasis on protecting the rights of all employees.

We view the establishment of a workplace that upholds ethical values as one of our key governance priorities. To this end, we have implemented the iGA Code of Business Ethics. These ethical guidelines aim to clarify our legal obligations and core principles such as integrity, honesty, respect for human dignity, and professionalism, serving as a guide for all employees.

As part of our ethical business approach, we promote responsible, fair, and ethical treatment in all professional interactions. We expect our managers and employees to act in accordance with the iGA Code of Business Ethics, thereby safeguarding and enhancing the company's reputation and credibility.

These rules ensure that all our decisions and actions align with applicable laws, regulations, and iGA procedures, and are grounded in honesty, reliability, and respect for human dignity.

We have established a Compliance/Ethics Committee responsible for fostering a corporate culture rooted in our core values and principles, and for developing, implementing, and advancing a robust compliance and ethics framework.

The Committee is chaired by the Deputy General Manager of Human Resources. It comprises four members: the Internal Control Director, Legal Director, Chairperson of the Audit Committee, and the Deputy CEO. When necessary, the Chairperson of the Compliance/Ethics Committee or the General Manager may recommend changes to the committee's structure or membership of the Board of Directors.

The Human Resources Industrial Relations Team Manager and the Industrial Relations Expert attend committee meetings in a non-voting capacity. Additionally, an Advisory Board may be convened as needed, consisting of Deputy General Managers of Operations, Financial Affairs, Technical Services, Airport Planning, Trade, and Corporate Affairs, as well as relevant senior managers from subsidiaries and other executives reporting directly to the General Manager. The Chairperson of the Compliance/-Ethics Committee is also authorised to invite observers who are not formally part of the committee or Advisory Board.

In the last quarter of 2023, we launched the iGA Ethics Compliance Hotline to provide employees with a transparent platform for reporting ethical violations. Whistleblowing notifications can be submitted via the phone line at 0 (212) 891 50 50, the email address iga.uyumetik@igairport.aero, or through the online platform accessible via the quick response (QR) code displayed in public areas.



iGA SUSTAINABILITY APPROACH

SUSTAINABILITY ORGANIZATION

In 2022, we advanced within the framework of our Sustainability Plan by identifying our critical impact areas and continuing measurement and review processes aligned with our 2030 targets.

Our sustainability management approach is rooted in creating long-term value across environmental, social, and financial dimensions, in line with our brand strategy and strategic corporate objectives.

Our CEO, who leads the Sustainability Planning process, ensures its continuity through industry expertise and business insight, while progress is regularly monitored with the involvement of Deputy General Managers and Directors.

We implement our sustainability initiatives through the Sustainability Management Team, working in coordination with consultants and representatives from key business units within the sustainability governance framework. To align with evolving standards, we incorporate diverse perspectives into the process and embed sustainability into the core of our business practices.

SUSTAINABILITY COMMITTEE



MATERIALITY ANALYSIS

Double materiality helps companies identify the most critical sustainability issues. It involves assessing both the company's impact on environmental and social factors (inside-out perspective) and the impact of these factors on the company (outside-in perspective).

For our 2023 Sustainability Report, we conducted a comprehensive double materiality assessment. During the 2024 Stakeholder Summit,³ we gathered feedback on the need to update our materiality analysis, and stakeholders validated alignment with the previously identified material issues. We will continue to evaluate the need for updates in each reporting period and plan to revise our materiality assessment every two years.

We addressed materiality across two impact dimensions:

- **Impact materiality:** Refers to iGA's effects on the environment and society.
- **Financial materiality:** Refers to the impact of environmental, social, and governance (ESG) issues on iGA's financial performance.

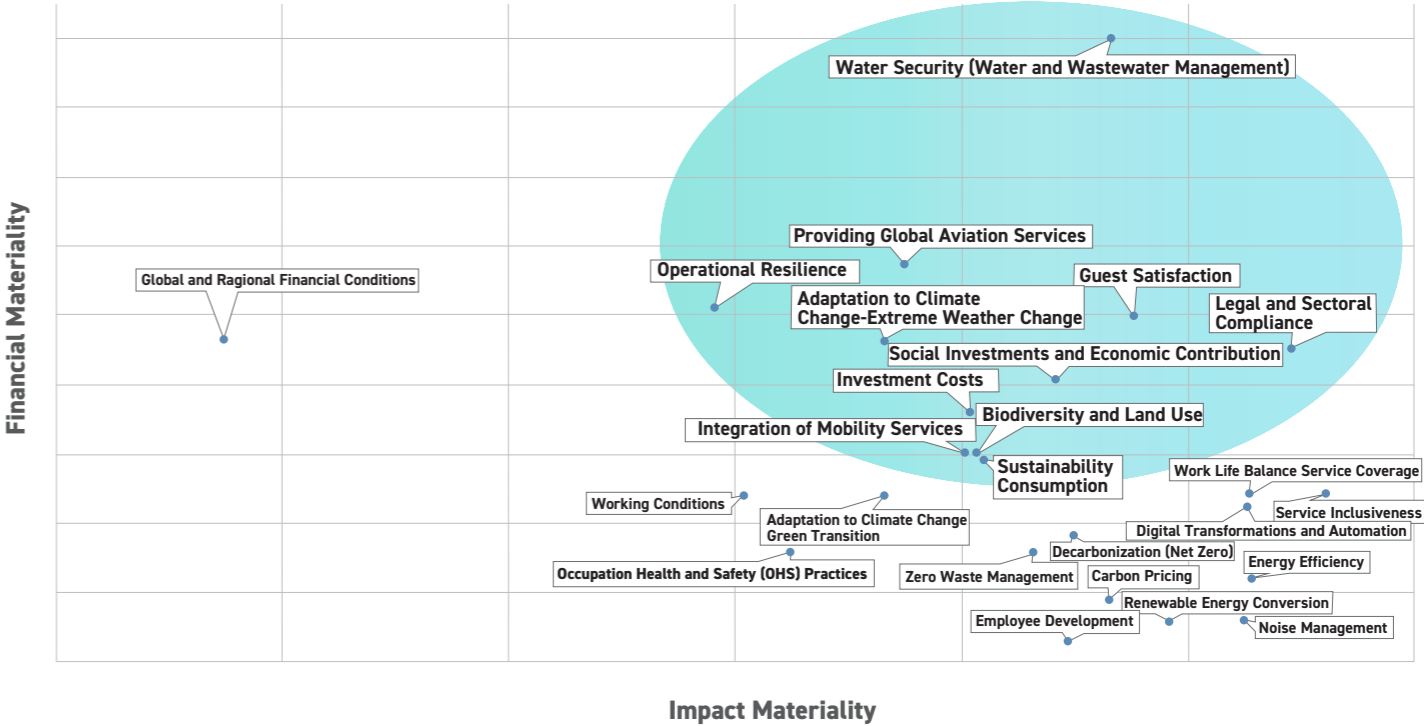
FOCUS POINT	STEPS	HOW DID WE IMPLEMENT IT?
ACI, Other airport companies, Corporate Sustainability Reporting Directive (CSRD), GRI expectations	Step 1: Creation of the Topic List	As the first step of the analysis, we developed our topic list. In doing so, we considered feedback from stakeholders gathered during the previous reporting period, the local and international industry trends, and the subject areas outlined in relevant reporting standards.
Impact materiality	Step 2: Evaluation of the Issues in Relation to iGA's Strategic Objectives	The list of topics we created was assessed by our Sustainability Management Team under four main categories: Environmental, Social, Welfare, and Economic. This evaluation was conducted in terms of both importance and impact, with careful consideration of iGA's strategic objectives throughout the process.
	Step 3: Evaluation of the Issues from the Stakeholders' Perspective	To understand the significance of the issues from the stakeholders' viewpoint and to assess their impact, we engaged with stakeholders during the reporting period. We collected feedback through surveys and one-on-one interviews conducted by our consultants. These interviews allowed us to hear directly from our key stakeholders and gather their insights through an independent third party. Our questionnaire aimed to gauge stakeholders' current sustainability awareness and identify areas for improvement based on their feedback. For impact materiality, we received 495 responses from a total of 418 stakeholders, including 270 passengers, 132 employees, and 16 international stakeholders.
Financial materiality	Step 4: Listing Our ESG Risks and Assessing Them in Relation to Material Issues	In collaboration with our Risk Management team, Sustainability team, and sustainability consultants, we identified the ESG-related risks within our existing risk inventory and aligned them with our material issues.

³You can find detailed information about the Stakeholder Summit in the "Stakeholder Relations" section of this report.



FOCUS POINT	STEPS	HOW DID WE IMPLEMENT IT?
Financial materiality	Step 5: Assessment of Risks Associated with Material Issues in Terms of Likelihood of Occurrence	We analyzed the identified risks based on their likelihood of occurrence and determined which factors pose a higher level of criticality.
	Step 6: Assessment of Risks Associated with Material Issues in Terms of Financial Impact if Materialized	We evaluated the potential financial impact of each risk and used the results of this analysis to inform and guide our materiality process.

Following the completion of our process, the steps of which are outlined in the accompanying table, we analyzed both our impact materiality and financial materiality assessments and finalized our Double Materiality Matrix.



Although not considered top priorities in our materiality analysis, we provide detailed coverage in the report on the topics of **Employees, Digitalization, and Decarbonization**, which we consider essential to our sustainability journey.

Our senior management was actively involved in the development of the topic list, its evaluation against strategic objectives, and the approval of our materiality matrix.

STAKEHOLDER RELATIONS

As iGA Istanbul Airport, we prioritise building strong, trust-based relationships with our diverse stakeholders to ensure the sustainability of our operations. Through effective communication, we aim to understand mutual needs and expectations and develop collaborative solutions.

We maintain regular engagement with stakeholders via our website, sustainability reports, press releases, periodic board-level meetings, stakeholder audits, and various events.

We actively enable our stakeholders—especially our guests—to share their requests, suggestions, and complaints through more than 19 communication channels, including the email address ist@igairport.aero. We gather feedback using methods such as digital and face-to-face surveys, neuromarketing studies, employee-perspective passenger satisfaction surveys, the ACI ASQ Airport Service Quality Survey, in-depth stakeholder satisfaction surveys, and accessible airport mystery shopper visits. We respond back to query within 10 days. If the investigation of a submission takes longer, we update the submitter every 10 days on the status and progress.

We also play an active role in facilitating communication and coordination between our ecosystem stakeholders and sectoral authorities, such as Directorate General of Civil Aviation (SHGM) and State Airports Authority (DHMI). We ensure that stakeholders within our ecosystem have quick, centralised access to essential information and offer guidance through audits on operational and compliance matters.

In 2024, we developed a Stakeholder Relations Management Procedure to coordinate projects involving stakeholder participation within iGA.

That same year, we launched the iGA Academy Stakeholder Platform to foster collaboration in the field of education with both ecosystem and industry stakeholders.

In response to stakeholder requests, our 2025 plans include establishing a dedicated communication platform for airport ecosystem stakeholders.

We maintain continuous engagement through internal communication channels to promptly address employee needs and feedback. To strengthen our connection with employees, we offer various social events, inter-departmental collaboration opportunities, and mentorship programs.

We actively participate in various platforms and organizations to stay informed about sectoral developments, foster innovation, and create opportunities for collaboration. A detailed list of our memberships can be found in the **Appendices** under the **“Our Memberships”** table.

In 2024, we organized the inaugural **Istanbul Airport Sustainability Summit** to inform stakeholders within our airport ecosystem about our iGA Sustainability Plan and strategic goals.

Within the scope of this event:

- Our sustainability consultant provided stakeholders with insights into general sustainability concepts and the current sectoral sustainability agenda.
- Our Sustainability Manager presented the iGA Istanbul Airport Sustainability Strategy and our 2030 Targets.
- Members of our Sustainability Management Team shared their respective plans, targets, and completed projects with stakeholders, highlighting their areas of responsibility.
- We also hosted the Greenstars Sustainability Program, as a member, aiming to inform stakeholders about iGA's evaluation process and to set an exemplary standard within the ecosystem.
- Best practices from our stakeholders were also showcased; we presented videos from DHL and Turkish Airlines (THY) summarizing their sustainability efforts, underlining our holistic approach to airport ecosystem sustainability and the importance of collaboration in achieving shared goals.



We evaluated stakeholder feedback following the summit. According to the survey we conducted, 95.24% of our stakeholders stated that they gained insight into the iGA Sustainability Plan and Targets through the summit, and the same group indicated that they now have a clearer understanding of areas requiring collaboration.

Some stakeholder comments on cooperation expectations included the following:

- “We expect iGA to work in partnership with and support stakeholders.”
- “It would be useful for you to organise periodic meetings to discuss stakeholders' sustainability efforts and exchange information and experience.”
- “In order for all stakeholders to align with iGA, I believe the planned working groups should be established, and bringing stakeholders together should be a priority.”

As a first step in addressing these expectations, we asked participants in the survey, “In which areas should iGA collaborate with your stakeholder group?” Our ecosystem stakeholders identified the following areas where they would like to work together with iGA:



Based on the feedback received from our stakeholders, we aim to establish topic-specific working groups. These groups will allow our ecosystem stakeholders to take a more active role in our sustainability journey and foster best practices through idea sharing.

We aim to establish the Sustainability Stakeholder Summit as a recurring tradition. While the first event focused on informing stakeholders about iGA's initiatives, future summits will be designed to support a collaborative environment where stakeholders can actively share their perspectives.



The Istanbul Airport Sustainability Summit we held in 2024

As part of our materiality assessment for the Sustainability Report, we gathered stakeholder opinions and expectations on impact materiality. You can find both the positive feedback and suggestions for improvement in the table below, with further details provided in the relevant section of the report.

COMMENT	STAKEHOLDER GROUP	HOW DO WE MANAGE?	RELATED REPORT SECTION
Green investments should be further developed, and iGA should meet the terminal's energy needs through renewable sources.	Media/Press	We continue to invest in sustainable solutions to meet the energy needs of our terminal. While supplying clean energy to the grid through the solar power plant (SPP) we established in Eskişehir, we also generate renewable energy for our own use with the SPP installed in the airport's parking lot area.	Decarbonisation: Target 2050 Net Zero
iGA's strategies and targets are crucial on the journey to net zero emissions, given its broad sphere of impact. Because its sphere of impact is extensive. In addition to the initiatives outlined under this heading, iGA's efforts to raise awareness among passengers will also have a meaningful impact. For example, as someone who drives a hybrid vehicle, I greatly appreciate the designated parking area for low-emission vehicles near the terminal.	Non-Governmental Organisation (NGO) Passengers	We are actively working on energy efficiency and low-carbon solutions across our operations to support our net zero emission target. To raise awareness among our passengers, we promote sustainable transportation options and have installed an electric vehicle charging station in the parking lot to encourage the use of low-emission vehicles.	Decarbonisation: Target 2050 Net Zero
I find your work on personnel training, occupational health and safety, and zero waste particularly important.	Supplier/ Subcontractor (including Service)	We launched the iGA Academy Stakeholder Platform in 2025 to foster collaboration in the field of education with both ecosystem and industry stakeholders. We enhance awareness among our stakeholders and iGA employees through occupational health and safety trainings, while integrating the zero-waste approach into all our processes. We reinforce our sustainable operations model through a comprehensive waste management system and ongoing training programs.	Stakeholder Relations Occupational Health and Safety Zero Waste
I believe there should be support and knowledge-sharing in the training of both iGA personnel and other stakeholders working at the airport.	Media/Press		
More visible recycling and waste management projects can be implemented in terminal areas.	Media/Press	We continue our efforts to raise awareness about waste among our ecosystem stakeholders through training programs and audits. We remain committed to developing new projects that engage both our ecosystem stakeholders and our guests.	Zero Waste
We continuously improve based on the findings and recommendations from audits conducted by iGA.	Supplier/ Subcontractor (including Service)	As part of our environmental and sectoral compliance audits, we regularly evaluate our ecosystem stakeholders and promote initiatives that enhance legal compliance and elevate the quality of service offered to our guests.	Legal and Sectoral Compliance
iGA's proactive sharing of its activities with companies via email sets an example and fosters the widespread dissemination of information.	Service provider (Airline Services, Ground Services, Transportation Service Providers, Cargo Services, Accommodation Services, etc.)	We maintain communication with service providers through our Commercial Bulletin and regular meetings. Our Sustainability Reports and official website also serve as key tools for transparently sharing our activities and updates with stakeholders.	Stakeholder Relations / Stakeholder Communication Table



COMMENT	STAKEHOLDER GROUP	HOW DO WE MANAGE?	RELATED REPORT SECTION
To ensure compliance with evolving legislation, it is essential to collaborate with the terminal operator and other stakeholders, adapt to innovations, and embrace sustainability as a shared objective.	Service provider (Airline Services, Ground Services, Transportation Service Providers, Cargo Services, Accommodation Services, etc.)	We aim to foster mutual support in sustainability initiatives through the working groups we plan to establish—one of the key objectives of our inaugural Sustainability Summit. Additionally, the iGA Academy Stakeholder Platform, launched in 2024, stands as a concrete example of our commitment to collaboration in this area.	Stakeholder Relations
While I have a positive assessment of the work carried out, I hold a different view regarding communication with stakeholders.	Supplier/ Subcontractor (including Service)	Our reports and website currently serve as effective tools for sharing our activities. To enhance stakeholder communication, we aim to provide more consistent updates on our sustainability efforts by institutionalising the Sustainability Summit—first held this year—and expanding participation to include a broader range of stakeholders.	Stakeholder Relations
iGA has made significant strides in the area of inclusion. Continued progress in guest satisfaction and accessibility initiatives is equally important. Moreover, advancements in mobility services, digitalization, and internal navigation will further enhance inclusiveness across the airport experience.	University	We continuously enhance accessibility standards to ensure an inclusive experience for all at Istanbul Airport. By prioritizing guest feedback and aligning our efforts with scientific research, we regularly improve our services to address diverse needs. We focus on developing technology-driven projects such as internal navigation systems and expanding mobility services. Through digitalization, we aim to guide all passengers more effectively and seamlessly throughout the airport.	Guest Satisfaction and Inclusive Services
As part of a social responsibility project, I am aware that benefits were provided to only 40 housewives. Instilling self-confidence in these individuals is a crucial first step and holds significant importance in the overall impact of such initiatives.	Social entrepreneur	Through the Knitted Doll Project, developed under our Social Investment Program, we encourage rural women to engage in production and earn income from the handmade dolls they create. Additionally, through our collaboration with Ecording, we indirectly support women's labor by involving them in the production of seed balls for environmentally sustainable projects.	Social Investments and Economic Contribution
Noise management is a key concern for me, particularly in relation to the residential areas surrounding the airport. Aircraft landing and takeoff operations should be managed in a way that minimizes disturbance during rest hours. Additionally, land use should be optimized without compromising biodiversity, ensuring that development and environmental preservation go hand in hand.	Local Community	We implement noise management policies in line with national and international standards to minimize the environmental impact of our airport operations. Our Wildlife Protection Directorate actively works to preserve biodiversity within the airport area, and we carry out landscaping efforts with careful consideration of the surrounding ecosystem balance.	Biodiversity

COMMENT	STAKEHOLDER GROUP	HOW DO WE MANAGE?	RELATED REPORT SECTION
Sustainability and environmental investments are key commitments that many leading airlines and airport operators aim to fulfill in the medium and long term. In line with this, numerous airports across Continental Europe and the U.S. have already taken significant steps toward realizing these goals. iGA must also enhance its leadership and investment efforts—alongside its influential stakeholders at Istanbul Airport—in areas such as renewable energy supply and production, as well as the promotion of sustainable aviation fuels, approached through an innovative, technological, and modern lens. Such action is essential to align with iGA's long-term vision.	Service provider (Airline Services, Ground Services, Transportation Service Providers, Cargo Services, Accommodation Services, etc.)	As a member of the Sustainable Aviation Platform of Türkiye, we closely follow publications and developments related to the use and advancement of sustainable aviation fuels. We have initiated our solar power plant project to meet our electricity needs through renewable energy sources. With this facility, which is expected to generate 340 million kWh of electricity annually, we aim to cover all of our electricity consumption from renewable energy. In 2024, we generated 10,051.6 kWh of energy using solar panels installed on the parking towers at Istanbul Airport.	Decarbonization: 2050 Net Zero

In the “Appendices – Stakeholder Communication Table” section of our report, you can find detailed information on the communication channels and methods we use to engage with our stakeholders, the evaluation of the feedback received through these channels, and the corresponding report sections where we elaborate on the actions taken in response to this feedback.

iGA 2030 GOALS

We first announced our 2030 Sustainability Goals in the 2021–22 Sustainability Report. In the 2023 edition, we reported measurable progress and continued to track our performance toward achieving these goals.

Given the rapidly evolving expectations outlined by sustainability standards, our close monitoring of best practices within the aviation ecosystem, and our growing internal sustainability awareness, we identified several targets that required updating. During the preparation of our 2024 Sustainability Report, we undertook a comprehensive review of our goals. **As part of this effort, we reassessed our targets across short-, medium-, and long-term horizons.**

In preparing the 2024 report, we re-evaluated our sustainability objectives with a focus on evolving needs and **aligned them with our company strategy** and operational growth trajectory.

Delays in the enactment of legislation and regulations we anticipated during the planning period—such as support mechanisms for renewable energy and energy efficiency—created uncertainty in achieving some of our targets.

As a result of long-term cost projections tied to our initial investment plans, we were required to postpone certain short-term goals to the medium and long term. In updating our targets, **we prioritized maintaining financial stability while ensuring continued sustainable progress.**⁴

Despite these adjustments, we remain committed to continuous learning and improvement throughout our sustainability journey.

In addition to the actions we've taken within the mobility sector, our goals—integral to our overall sustainability strategy—focus on reducing and managing environmental and social impacts.

⁴You can find the previous version of our target list in the relevant sections of our Sustainability Report 2021-22.



The progress towards our targets has been evaluated **with respect to key components and areas of impact**, as presented in the table below.

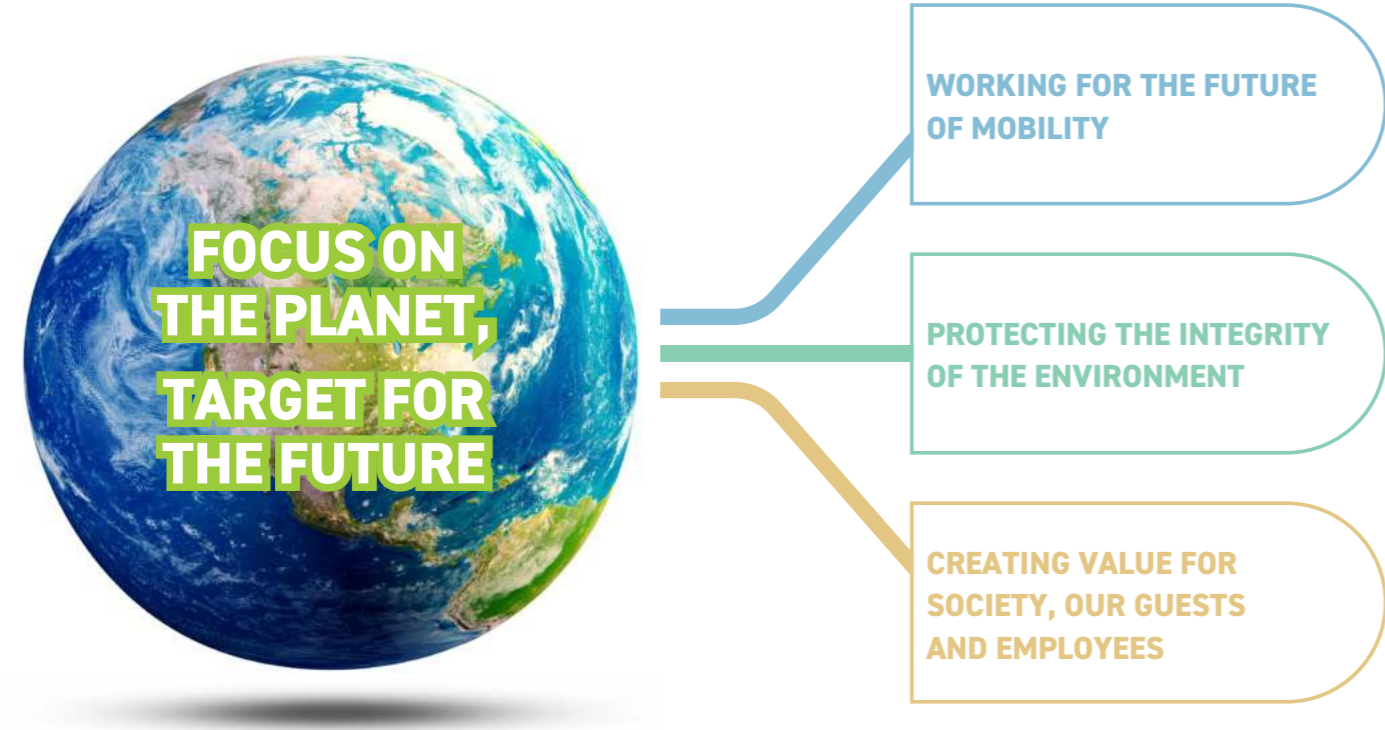
MAIN COMPONENT	SPHERE OF IMPACT	PROGRESS ⁵
FUTURE OF MOBILITY	AVIATION / MOBILITY SERVICES	
	INTEGRATION OF MOBILITY SERVICES	●
	INCREASING OPERATIONAL EFFICIENCY	●
	PROCESSES	
	OPTIMIZATION OF DIGITAL, ROBOTIC, AND AUTOMATED PROCESSES	●
ENVIRONMENTAL INTEGRITY	EMISSION MANAGEMENT	
	EMISSION REDUCTION	●
	USE OF RENEWABLE ENERGY	●
	TRANSITION TO LOW-EMISSION / ELECTRIC VEHICLES	●
	WATER AND WASTEWATER	
	REDUCING WATER WITHDRAWAL FROM THE GRID	●
	EFFICIENT USE OF WATER	●
	DEVELOPING PRACTICES FOR WATER REUSE	●
	MATERIALS AND WASTE	
	USE OF SUSTAINABLE MATERIALS	●
	REDUCING TOTAL WASTE GENERATION	●
	INCREASING THE WASTE RECYCLING RATE	●
	PROTECTING BIODIVERSITY	
	CONSERVATION AND ENHANCEMENT OF ECOSYSTEM SERVICES	●
CREATING VALUE FOR PEOPLE	COMMUNITY	
	SUPPORTING DISADVANTAGED GROUPS, REGIONAL DEVELOPMENT, WOMEN, YOUTH, AND ENTREPRENEURSHIP THROUGH THE SOCIAL INVESTMENT PROGRAM	●
	ORGANIZING CULTURAL AND ARTISTIC ACTIVITIES	●
	GUESTS	
	ENSURING GUEST SATISFACTION	●
	CONTINUITY OF INCLUSIVE SERVICES	●
	EMPLOYEES	
	PROMOTING A WORKFORCE ALIGNED WITH DIVERSITY AND INCLUSION PRINCIPLES	●
	INCREASING PRACTICES THAT SUPPORT EMPLOYEE WELL-BEING AND DEVELOPMENT	●
	CREATING A CULTURE OF SUSTAINABILITY	●
	DEVELOPING AVIATION-RELATED SKILLS	●
	OCCUPATIONAL HEALTH AND SAFETY	
	PREVENTION OF WORKPLACE ACCIDENTS	●
	INCREASING NEAR-MISS NOTIFICATIONS	●

⁵ Compared with the previous reporting period.

SUSTAINABILITY VISION

We believe in the power of stakeholder engagement in all our operations, which are conducted in accordance with national and international standards, and we are committed to leaving a more livable world for future generations. In this context, we view supporting the holistic development of our ecosystem, advancing social progress, and managing environmental impacts as integral components of our business model. We are confident that the philosophy we embrace today will be carried forward by future generations in line with our long-term goals.

We continuously evaluate our current initiatives while closely monitoring sectoral and global sustainability trends. In parallel, based on our impact (stakeholder) materiality and financial materiality assessments, we define our sustainability roadmap as follows:



To realize our vision—summarized by the phrase “Our Focus is the World, Our Goal is the Future”—which is **bringing the mobility methods of the future to the present by using technology for the benefit of people and the environment, and ensuring a comfortable and safe journey for all our guests at the crossroads of different cultures**, we have developed our roadmap based on our corporate strategy, built around three core principles:

Working for the Future of Mobility:

We aim to provide a safe, comfortable, and inclusive travel experience to millions of guests from diverse geographies and cultures, each with unique needs. In line with this, we:

- **Develop innovative and digital mobility solutions.**
- **Take a leading role in shaping aviation and mobility services.**

Protecting the Integrity of the Environment:

We recognize the environmental footprint of mobility in the aviation industry and are committed to minimizing it. Within this framework, we:

- **Manage operations to reduce energy, water, and material consumption.**
- **Enhance waste management by integrating circular economy practices.**
- **Develop initiatives to protect and preserve biodiversity.**



Creating Value for Society, Our Guests and Employees:

While contributing to regional development, we provide employment opportunities for individuals with diverse skill sets and act with a strong sense of corporate responsibility. In this context, we:

- **Implement projects that create meaningful social impact.**
- **Prioritize investments that support culture and the arts.**
- **Uphold transparency and fairness in corporate governance and decision-making processes.**

In line with our sustainability vision, we aim to actively contribute to the transformation of the aviation industry. In this context, we signed the **Aviation4All Declaration** alongside 43 leading organizations during the event held in Athens on December 8, commemorating the 80th anniversary of the International Civil Aviation Organization (ICAO) and the signing of the Chicago Convention on International Civil Aviation.

The Aviation4All Declaration, which we proudly signed, outlines key commitments to guide the aviation industry toward a more sustainable and inclusive future. These commitments include:

- ✓ **Net Zero Emissions Target:** Upholding environmental responsibilities to achieve a carbon-neutral future for the aviation sector.
- ✓ **Inclusion and Diversity:** Promoting an equal and inclusive working environment for all, regardless of age, religion, gender, academic background, physical ability, or nationality.
- ✓ **Strengthening Global Connections:** Enhancing transportation networks to improve accessibility on a global scale.
- ✓ **Enhancing Safety and Security:** Collaborating with governments to elevate safety standards and protect passengers, cargo owners, and aviation workers.
- ✓ **Value Chain Integration:** Embracing seamless, technology-driven solutions to enhance the experience for passengers and cargo owners.
- ✓ **Customer-Centric Culture:** Fostering a corporate culture that prioritizes the needs and experiences of passengers.
- ✓ **Improving Operational Performance:** Increasing operational efficiency by minimizing disruptions across aviation services.
- ✓ **Financial Efficiency and Accessibility:** Developing solutions that support economic sustainability and make air travel more accessible to a broader population.
- ✓ **Increasing Positive Impact on the Global Community:** Advancing commercial aviation's contribution to economic development, prosperity, and cultural integration worldwide.

With this declaration, we aim to drive lasting and positive change in the aviation sector, fully aligned with our sustainability goals.

VALUE CREATION MODEL

INPUT	SUSTAINABILITY FRAMEWORK	OUTPUT	VALUE CREATED	RELATED MATERIAL ISSUE	RELATED SDGS
<div>Financial Capital Revenues:<ul style="list-style-type: none">Income from airline companiesRevenue from cargo transportation servicesRental income from in-terminal commercial areas (e.g., duty-free shops, restaurants, parking lots)Revenue from leasing airport advertising spacesIncome from VIP services and lounge operations</div> <div>Investments:<p>Financial resources allocated to new terminal and runway developments</p><p>Financial resources dedicated to investments supporting sustainability goals</p></div>	WORKING FOR THE FUTURE OF MOBILITY	<ul style="list-style-type: none">Flight connections to 321 destinations, including 275 international and 46 domestic routesGlobal aviation services with cargo connections to more than 50 destinations80,070,710 passengers served, with 79% being international passengers517,284 flights handled1.97 million tons of cargo transferred, representing a 39.6% increase	<p>For our sector and the geography we operate in: Contributing to global trade and mobility</p> <p>For our stakeholders: Providing a safe, efficient, and welcoming airport ecosystem</p> <p>For our shareholders: Creating a prestigious brand value and enhancing our reputation Ensuring return on investment Offering a business environment open to investment and collaboration</p>	<p>Delivering Global Aviation Service</p> <p>Legal and Sectoral Compliance</p> <p>Integration of Mobility Services</p> <p>Operational Resilience</p> <p>Investment Costs</p>	<p>SDG 8.2 SDG 8.3 SDG 8.8</p> <p>SDG 9.1 SDG 9.5</p>
Generated Capital <ul style="list-style-type: none">3 independent runways, 167 taxiways, and 15 distinct apron areas1.4 million m² of cargo facilities and warehouses90 million passenger capacity4 million tons of cargo handling capacityWaste Sorting Plant with a capacity of 240 tons/dayDomestic Advanced Biological Wastewater Treatment Plant with a capacity of 15,000 m³/day		<ul style="list-style-type: none">100% of garden irrigation water provided from recycled sources34.07% waste recycling rate achievedZero Waste Certificate approved by the Ministry of Environment, Urbanization and Climate Change of the Republic of Türkiye94.76% local procurement rate attainedIn line with our 2050 Net Zero Roadmap, we completed our Scope 1 and 2 emissions at 10.5% below our 2024 projection.	<p>For the Environment: Promoting circular economy practices and enhancing resource efficiency Protecting and preserving water resources Ensuring effective waste management Monitoring and minimizing our impact on the ecosystem</p>	<p>Adaptation to Climate Change</p> <p>Sustainable Consumption (Circular Economy)</p> <p>Water Security (Water and Wastewater Management)</p> <p>Biodiversity</p>	<p>SDG 6.4 SDG 7.2 SDG 12.2</p>
Human Capital <ul style="list-style-type: none">8,988 employees and a highly skilled workforce⁶iGA Academy for continuous learning and developmentProfessional development, leadership, and motivation programsA business approach prioritizing employee health, safety, and well-beingInternational knowledge exchange through the Secondment Program		<ul style="list-style-type: none">71% employee engagement rate16.88% women managers29.27% women employees33.17 training hours per employeeiGA Academy Social Return on Investment (SROI) Ratio: 1:2.52More than 50,000 jobs directly linked to iGA Istanbul Airport <p>*Economic Impact Analysis</p> <ul style="list-style-type: none">Guest Satisfaction Score: 87%*Face-to-Face Guest Satisfaction SurveyGuest Experience Overall Performance Score: 90.93%*Secret Customer Survey <p>Social Investment Program SROI Ratio: 1:5.6</p>	<p>For the Community: Creating employment opportunities, Supporting regional development,</p> <p>For Our Guests: Providing accessible services, Delivering inclusive services, Offering a well-being-oriented travel experience,</p> <p>For Our Employees: Promoting diversity and inclusion Supporting workforce development,</p>	<p>Social Investments and Economic Contribution</p> <p>Guest Satisfaction</p>	<p>SDG 4.4 SDG 5.1 SDG 5.5 SDG 8.5 SDG 10.2 SDG 13</p>
Intellectual Capital <ul style="list-style-type: none">Digital applications designed to enhance operational efficiencyiGA By My Side: Mobile apps to improve the customer experienceOperational collaborations with start-ups to drive innovation	PROTECTING THE INTEGRITY OF THE ENVIRONMENT				
Social Capital <ul style="list-style-type: none">Implementation of the Social Investment Program19% of the total expenditure budget allocated to social benefit projectsPlatforms and meetings supporting continuous stakeholder engagementAccessibility initiatives and inclusive service standards for guestsCollaborations with NGOs Partnerships with international aviation authorities (e.g., ICAO, International Air Transport Association (IATA)		CREATING VALUE FOR SOCIETY, OUR GUESTS AND EMPLOYEES			
Natural Capital <ul style="list-style-type: none">Investments in efficiency and renewable energy for achieving net zero emissionsBiodiversity Action Plan (BAP)Waste minimization training involving stakeholdersAdaptation to Climate Change Action Plan Project					

⁶Number of people working within the airport terminal.

WORKING FOR THE FUTURE OF MOBILITY

*PROVIDING GLOBAL AVIATION SERVICES

To strengthen Istanbul Airport’s position as a global connectivity hub, we focused on expanding our flight network and reinforcing our role as a bridge between East and West.

Our strategy for delivering global aviation services involves not only entering new markets but also deepening our presence in existing markets to ensure strong and sustainable growth.

As of 2024:

- **Flight connections to 321 destinations, including 275 international and 46 domestic routes**
- **Global aviation services offered with cargo connections to more than 50 destinations**
 - ▶ 80,070,710 passengers served, with 79% being international passengers
 - ▶ 517,284 flights handled
 - ▶ 110 scheduled airlines and 34 charter airlines served in 2024⁷
 - ▶ 15 scheduled cargo airlines active since early 2024, with a total of 20 frequent charter cargo airlines
 - ▶ 1.97 million tons of cargo transferred, representing a 39.6% year-on-year increase

Our efforts toward achieving our strategy include:

- ▶ In 2024, we added 11 new airlines to Istanbul Airport, enhancing the diversity of our connections.
- ▶ We increased passenger capacity and accessibility by expanding frequency with 13 airlines in 2024.
- ▶ We actively encourage airlines with multiple hubs to launch flights from their other hubs to Istanbul; as a result, 18 new routes were introduced in 2024 by airlines other than THY.
- ▶ Through our 109 airline partners, we provide connections to more than 50 destinations not served by THY.
- ▶ We place strong emphasis on supporting the European Open Skies Project. Upon its implementation—especially with Europe and the United Arab Emirates—we expect Istanbul Airport to gain approximately 5 million additional passengers annually. In line with this goal, we are working actively with local authorities to expand international aviation regulations.

We view digitalization and optimization processes as key tools to enhance operational efficiency, support strategic decision-making, and build strong partnerships with airlines.

We prepare tailored business plans for each airline and assess their development through detailed analysis . We devise distinct strategies and offer customized solutions based on the operational characteristics of each airline. Through data-driven analysis, we continuously monitor airline performance and support their improvement efforts.

We identify potential markets using data analytics and forecasting models, considering factors such as passenger demand, flight frequencies, route configurations, and destinations. We analyse passenger demand, occupancy rates, and market trends using reports from global data providers alongside our internal reporting. This analysis provides a strategic foundation for opening new routes and expanding existing operations. We also conduct performance monitoring and reporting processes through digital tools. Additionally, we analyse and report on the economic impact of new routes, passenger satisfaction levels, and tourism volume.

We enhance operational capacity by utilizing algorithms that optimize traffic flow in coordination with the State Airports Authority and slot coordination systems.

The stakeholders we collaborate with primarily include the senior management, network planning, and sales and marketing teams of our airline partners. By working closely with these teams, we jointly determine route development and frequency increase strategies. We also coordinate flight agreements and other operational processes with ground handling companies, General Sales Agent (GSA) organizations, and regulatory authorities such as DHMI, SHGM, ministries, consulates, and ambassadors.

⁷ A charter airline is an airline that operates specially organized flights for a specific group, company, or tour operator, rather than offering regular scheduled services.



In cooperation with local authorities, we undertake various strategic initiatives to strengthen our position in the aviation industry and to capture new partnership opportunities. To achieve these objectives, we maintain regular communication with DHMI, SHGM, Türkiye Tourism Development Agency (TGA), and embassies or consulates in relevant countries. Our strategic priority is to expand the number of airlines operating in deep markets such as China, India, South Korea, Japan, and Indonesia, where high population density and limited flight rights present significant growth potential. To enhance our effectiveness in these markets, we actively collaborate on initiatives such as opening new routes and securing additional slots.

We support airlines' promotional and marketing activities in close cooperation with ministries and the TGA. In this area, we coordinate closely with our social media and event teams to carry out joint promotion and marketing initiatives with airlines. We work to enhance the visibility of airlines in the Türkiye market through activities such as press trips and promotional events.

At iGA Istanbul Airport, we address the aviation industry’s need for trained and qualified human resources with great care, while advancing our vision of becoming a global hub in this field. In line with this goal, we brought together leading representatives of the global aviation industry in Istanbul. In cooperation with the International Civil Aviation Organization (ICAO), we organized the **"Global Training Symposium"** on February 26–27.



The Global Training Symposium held in partnership between ICAO and iGA

This symposium served as a key platform to discuss the transformation of aviation training and the future needs of the sector. As iGA, we continue to strengthen our leadership in aviation training and are determined to contribute meaningfully to the sector. At iGA Istanbul Airport, we have successfully accredited 26 colleagues as international instructors under ICAO’s accreditation program, aligned with our vision of sustainable training and development. Through this achievement, Istanbul Airport is now able to both deliver internal training and design international aviation training programs to support the broader aviation sector.

*LEGAL AND SECTORAL COMPLIANCE

We conduct our operations in full compliance with legal and sectoral requirements, adhering to both national and international standards. We meet the obligations of sectoral and local regulatory bodies such as ICAO, ACI, EUROCONTROL, ILO, SHGM, DHMI, Ministry of Environment, Urbanization and Climate Change (ÇŞİB), and Istanbul Water and Sewerage Administration (İSKİ), while continuously enhancing our processes through international management system certifications, including **ISO 9001, ISO 10002, ISO 14001, ISO 14046, ISO 14064, ISO 27001 ISO 45001, and ISO 50001.**

We view compliance not merely as a legal obligation, but as a strategic opportunity to manage operational risks and drive continuous improvement. In this context, we carry out internal audit processes alongside stakeholder audits, in accordance with SHGM regulations and contractual requirements.

With the audits we conduct:

- ▶ We ensure regulatory compliance.
- ▶ We implement measures to prevent potential legal risks and criminal sanctions.
- ▶ We enhance the efficiency of operational processes.
- ▶ We elevate our security measures to the highest standards.



As a result of these efforts, we are able to go beyond legal requirements, continuously enhancing the passenger experience and improving our service quality.

To strengthen compliance with international standards and sectoral requirements, we conduct training and awareness programs that raise the knowledge levels of our employees and stakeholders. We integrate sectoral requirements into our corporate culture through training on-site safety, environmental responsibilities, emergency management, foreign language skills, and service quality.

Through digital monitoring and analysis systems, we track compliance with legal and sectoral requirements in real time and strengthen our audit processes. With this data-driven approach, we aim to optimize our operations, boost operational efficiency, and continuously elevate our service standards.

*INTEGRATION OF MOBILITY SERVICES

Beyond facilitating access to Istanbul Airport, the integration of mobility services plays a critical role in advancing sustainable transportation models within the global aviation industry. While enhancing our passengers' access to fast, comfortable, and low-carbon transportation alternatives, we also drive digitalization and smart mobility trends across the sector. We contribute to an integrated mobility ecosystem through rail systems, public transportation and innovative technologies. In doing so, we enhance operational efficiency while advancing sustainable transportation solutions that will shape the future of airports.

With the commissioning of the Gayrettepe–Istanbul Airport–Arnavutköy metro line, our passengers now enjoy a comfortable and rapid rail connection to the airport. Opened in 2024, the Gayrettepe, Arnavutköy Hospital, and Taşoluk stations expanded metro access to a broader range of stakeholders.

According to data⁸ from the Ministry of Transport and Infrastructure, approximately 15 million (14,867,174) people have used the metro line, which entered service on January 22, 2023, up to this point (January 22,2023 – December 31,2024). Approximately one-fourth (4,246,077 people, or 28.56%) of the passengers using the metro line, which serves more than 10 stations, utilized the stations at Istanbul Airport.

HAVAİST⁹ provides urban transportation services across 11 different lines. The routes for this service have been strategically selected to connect with nearby public transportation hubs, making it easier for our passengers to access a variety of transportation options.

Istanbul Electric Tramway and Tunnel Enterprises (İETT) provides two-way transportation to and from Istanbul Airport through five different bus lines.

In collaboration with Istanbul Seyahat, we support intercity transportation by organizing two-way bus services from our airport to surrounding cities and districts (Bursa, Edirne, Kırklareli, Tekirdağ, Kocaeli, Sakarya and their districts).

Taxi services, coordinated by the Istanbul Airport Taxi Cooperative, are offered in three categories—orange, turquoise, and black—allowing passengers to choose the option that best suits their needs and budget.

City and intercity transportation options are available on our website for easy access.

To enhance passenger mobility within the airport, we continuously improve the travel experience by providing real-time congestion updates and travel times on our terminal information screens, website, and mobile applications. Passengers can locate their vehicles using the “Where is my car?” feature on our mobile application. They can also make parking payments and request valet services conveniently through the app.

⁸ GAYRETTEPE–İSTANBUL AIRPORT–ARNAVUTKÖY METRO CARRIED 15.5 MILLION PASSENGERS – News – Republic of Türkiye Ministry of Transport and Infrastructure; accessed on 30.01.2025.

⁹ HAVAİST is a brand name for Istanbul Airport’s official public shuttle bus service connecting the airport with the city.



DIGITALIZATION¹⁰

We're continuously optimising our digitalization processes at Istanbul Airport, we have launched with the latest technology products and services under the “Smart Airport” vision. Through our automation and data analytics-based systems, we monitor operations in real time, intervene promptly in cases of leakage or loss, and improve decision-making processes.

Robotic Process Automation (RPA), a key element of our digitalization efforts, automates rule-based processes and allows our employees to focus on more strategic and value-added activities. In 2022, we initiated our RPA program by integrating the UiPath application. By 2023, we had established an internal team dedicated to developing RPA processes. In 2024, we automated 44 different processes across departments such as Financial Affairs, Human Resources, iGA Security, Procurement, Airport City, Rent Directorate, and IST Bilişim, and we continue to expand this network. As a result of these efforts, we achieved an annual workforce efficiency equivalent to approximately 14 full-time employees. By the end of 2024, we were operating a total of 64 processes through robotic systems, corresponding to an annual workforce gain of 19 employees

We effectively utilize Internet of Things (IoT) technology infrastructure to help enhance operational efficiency; the system remotely monitors meters, analysers, and calorimeters at our airport, and we also receive real-time data. We can instantly respond to malfunctions in air navigation systems and remotely monitor drainage pumps and wastewater pumping stations. Our IoT monitoring network enables us to efficiently manage temperature and humidity levels in technical areas, monitor the status of the wastewater treatment plant and water tanks, and control the landscape irrigation system.

Through the Istanbul Airport mobile application, we offer services to our guests in seven languages. We enhance their experience with real-time flight information, personalized travel profiles, and timely notifications. Additionally, we provide easy access to food and beverage outlets, shops, and other terminal services with interactive maps and guidance features. We offer fast and effective responses to user inquiries with our AI-supported chatbot and enable convenient parking and valet services through mobile payment options. We further support our guests via our corporate WhatsApp line, offering instant flight information to those who request it.



In 2024, our Electronic Systems Department published an article¹¹ on the impact of IoT and automation on operational efficiency, safety, and the passenger experience. The article, titled “**How iGA Istanbul Airport is Using IoT and Automation to Improve Efficiency, Safety, and Passenger Experience,**” was published in the Journal of Airport Management. It provides a detailed discussion on how technology has become a necessity and explores the impact of the IoT infrastructure and automation systems implemented at Istanbul Airport on energy and operational efficiency. You can review the article to gain deeper insights into our initiatives and the outcomes of these projects.

Beyond our operational processes, we continuously develop our digital systems to streamline the workflows of our airport ecosystem stakeholders and boost their efficiency. Through our AI-powered CiGAWise platform, stakeholders can quickly access Istanbul Airport manuals and operational information via WhatsApp. This system saves time while promoting accessible and sustainable information sharing.

For all stakeholders operating in the Istanbul Airport passenger terminal, the goods acceptance process—initiated via online reservation through our website and integrated with security procedures—ensures efficient capacity utilization and enables smooth shipment operations.

¹⁰ You can explore our main digitalization practices in this section, and find additional examples throughout the relevant sections of the report.

¹¹ "How iGA Istanbul Airport leverages IoT and automation for improved efficiency, safety, and passenger experience", <https://www.henrystewartpublications.com/jam/v18>, access: January 30, 2025.

Plug & Play

As iGA Istanbul Airport, our partnership with Plug and Play, widely recognized as a global center of innovation, plays a vital role in integrating technology and innovation into our airport operations. Through our collaboration with the world's largest innovation platform, headquartered in Silicon Valley and connected to over 60,000 startups worldwide, we track the latest industry innovations and seize opportunities to enhance operational efficiency, implement sustainable solutions, and elevate the passenger experience. Our partnership with Plug and Play enables us to stay aligned with global trends in airport management and operations and to rapidly adopt cutting-edge technologies.

As part of this collaboration, we explored innovative solutions and technological advancements in sustainable air travel at the "Technology and Innovation" event, organized by Plug and Play Istanbul and Vienna on November 5 at Istanbul Airport. With participation from international airports, airlines, and startup executives, we exchanged ideas with stakeholders on shared challenges, smart solutions for optimizing airport operations, along with data-driven strategies to enhance the passenger experience. Additionally, discussions focused on evaluating sustainable technologies that improve energy efficiency and identifying ways to boost operational efficiency through smart solutions. Thanks to our partnership with Plug and Play, this event will further strengthen the culture of innovation at iGA Istanbul Airport and accelerate the integration of future technologies into our operations.



*OPERATIONAL RESILIENCE

We prioritize being fully prepared for any disruption or extraordinary situation that may arise in airport operations, ensuring uninterrupted service and maintaining the highest level of passenger experience.

As part of our Safety Management System (SMS), we implement a comprehensive process to safeguard airspace and terminal operations. Through this system, we continuously monitor and enhance the safety of all operational activities.

Within the SMS framework, we organize quarterly Runway Safety Group and Apron Safety Group meetings, bringing together relevant stakeholders to review and improve safety processes. We also regularly report to senior management through the Safety Review Board Meeting (EGGK).

Operational safety performance is measured using Safety Performance Indicators (SPI), which we report quarterly to the SHGM and monthly to the relevant management levels. These indicators help us systematically identify and address areas for improvement.

Through the Voluntary Notification Culture, we identify hazards, risks, and unsafe situations observed in the field and implement corrective actions. Following accidents and incidents, we conduct risk assessments and root cause analysis under the framework of the SMS. We issue formal notifications to the companies involved in accidents and provide recommended solutions. Additionally, we deliver SMS Awareness Training at least twice a month to personnel from all institutions and organizations involved in accidents, incidents, or rule violations.

We regard training as a critical element in ensuring safety across operational processes. We provide "Airside Rules Awareness Training" to all internal and external stakeholder personnel who are new to the airport or who have been involved in accidents or violations. After completing the training, personnel are required to take an exam, and those who achieve a passing grade are certified to drive in PAT¹² areas. Throughout 2024, we delivered face-to-face training to a total of 2,390 internal and external stakeholder personnel, while an additional 884 individuals received online training via iGA Academy.

Our inspections allow us to enhance safety in operational processes while proactively identifying and mitigating accident and incident risks. Throughout 2024, we conducted 1,899 turnaround¹³ inspections, 566 refueling inspections, 1,402 vehicle inspections, and 110 construction work controls for our ecosystem stakeholders.

In addition, we strengthen operational safety by carrying out regular inspections across runways, aprons, taxiways, roads, and tunnels throughout the PAT area. In 2024, we conducted a total of 850 runway inspections, 159 apron inspections, 231 taxiway inspections, 777 road and tunnel inspections, and 63 Runway End Safety Area (RESA) inspections. Through these inspections, we aim to minimize accidents and incident risks by identifying potential issues before they impact operational processes. Throughout 2024, we performed 15,952 runway inspections, 22,519 apron area inspections, and 56,348 wildlife control inspections in movement and maneuvering areas within the PAT area.

We conduct runway friction tests to measure the impact of surface changes on aircraft braking performance. These tests are critical for assessing the safety and operational performance of runway surfaces. In 2024, we carried out a total of 267 runway friction tests. We share the test results with stakeholders and take necessary safety measures to enhance flight safety.

FOD (Foreign Object Debris) refers to foreign objects, such as stones or plastic pieces, found on runways and aprons that can cause damage to aircraft or lead to accidents. We detect and remove such hazards by conducting continuous 24/7 FOD control through all our personnel on duty in the field.

► In 2024, we organized three FOD Walks with the participation of our airport ecosystem stakeholders. These events aimed to raise awareness about the importance of maintaining a safe and secure airport environment.

In 2024, a total of 1,422 individuals visited the airside to observe airport operations firsthand and receive training. During these visits, we provided aviation students, particularly those from universities, with the opportunity to apply their theoretical knowledge in a real-world setting. We also strengthened awareness and engagement by sharing information and experiences with visitors from other airports.

We organize training courses to enhance the technical skills of our employees, offering realistic experiences through simulators supported by digitalization.

► We continued to deliver realistic training sessions using our live aircraft fire extinguishing and rescue simulator. Throughout 2024, we provided 72 four-hour training sessions to a total of 361 participants.

¹² Pat Area: Runways, aprons, taxiways, and adjacent areas consisting of asphalt, concrete, or soil structures, used for the movement and parking of aircraft and equipment related to their operations.
¹³ Turnaround refers to the period between an aircraft's landing and its subsequent takeoff. This timeframe includes a range of activities such as disembarking passengers, boarding new passengers, refueling, performing maintenance checks, and carrying out cleaning operations.

► By utilizing simulators for fire truck training, we delivered a total of 67 hours of training to 202 individuals through 20-minute scenario-based exercises. This training allowed our personnel not only to practice firefighting techniques but also to become familiar with airport routes. The use of simulators also generated economic benefits by eliminating the need for fuel and water typically consumed in live training exercises. As a result, we saved 9,380 liters of diesel fuel and 1,005 tons of water.

To ensure the fire safety of all buildings and facilities at Istanbul Airport, we continuously monitor the entire site through fire detection systems installed at more than 85,000 points, supported by four ARFF¹⁴ monitoring centers and two technical monitoring centers. We conducted comprehensive inspections across the airport to verify that each area complies with fire safety standards. In 2024, we prepared 183 fire safety reports and tracked them through the Safeist system. Through these efforts, we minimized fire risks and helped prevent potential environmental damage.

We tested our emergency resilience with 20 Fire and Evacuation drills, involving a total of 605 participants. These drills enhanced our teams' ability to respond quickly and effectively to possible emergency scenarios, while allowing us to review procedures and identify areas for improvement.



To further strengthen our fire safety infrastructure, we initiated the installation of a fire laboratory. Through this laboratory, we began conducting professional quality control tests on foam and dry chemical powders used in fire extinguishing. These tests enable us to verify the correct operation of foam proportioners used in fire trucks and prevent excessive foam waste.

We considered extreme weather conditions that could disrupt flights and impact operational processes as a risk in our airport operations and take necessary precautions to mitigate these risks. We place great importance on the safety and satisfaction of our stakeholders, actively implementing measures and adaptation efforts to minimize the effects of extreme weather on our operations.

Our operations teams are on duty 24/7 to respond to adverse weather conditions such as strong winds, snow, and heavy rain, ensuring uninterrupted operations and a safe travel experience. For the 2024–25 winter season, we are fully prepared with a fleet of 404 personnel and 179 vehicles to deliver a safe and comfortable travel experience for our passengers.

In the event of a possible crisis, we have established a Crisis Center to manage operations from a centralized location. We ensure that all technical equipment required by Crisis Center members for effective management is kept ready at all times. Throughout 2024, we conducted regular monthly Security Commission meetings at the Crisis Center. These meetings enable the necessary coordination to manage all processes quickly and effectively in the event of a crisis.

We follow the Emergency Plan and Crisis Management Instruction to ensure effective crisis management. These plans and instructions provide detailed guidance on the actions to be taken during a potential crisis. When a crisis arises, we coordinate all processes and disseminate information in accordance with the procedures outlined in the plans.

Implementation Example:

With our experienced and highly competent workforce, we promptly intervene in adverse situations that arise during airport operations.

► In one incident in 2024, after a cargo plane landed on its front fuselage due to the failure of its front landing gear to deploy, our ARFF teams and airside operations unit intervened swiftly. Through their timely response, we ensured the safe evacuation of the aircrew, prevented a potential fire, and successfully removed the aircraft from the runway without causing any additional damage.

Click the link to watch the documentary Operation 7:54 a.m.



¹⁴ Airport Rescue and Fire Fighting



*INVESTMENT COSTS

As iGA Istanbul Airport, one of the world's most important global hubs, we focused in 2024 on increasing our airport's capacity, implementing sustainable energy projects, and strengthening our logistics infrastructure. Following the €160.1 million investment we made in 2023, we continued to advance existing projects and initiate new ones throughout 2024 without interruption.

Investments to Enhance Operational Capacity

We continue our efforts to achieve Europe's first triple independent parallel runway operation. This investment, which has the potential to increase our hourly air traffic capacity from 120 ATM¹⁵/s to 148 ATM/s, is critical for enabling us to surpass our 150 million passenger target and eventually reach 200 million passenger capacity after Phase 4 without requiring additional runway investment.

As part of our new runway developments aimed at strengthening both cargo and passenger operations, we initiated construction of the East-West runway and the North-South replacement runway in 2024. These projects will enhance our operational flexibility and resilience by enabling more efficient air traffic management.

In addition, we continue to invest in the expansion of the General Aviation Terminal to support the growth of our airline operations. This project will increase our airport's service capacity by providing advanced infrastructure for business aviation activities.

As iGA Istanbul Airport, we collaborate with some of the world's leading express transportation companies, including DHL, UPS, Turkish Cargo, and PTT Cargo, in line with our goal of becoming a global logistics hub. Through new partnerships we have recently developed, we are significantly expanding the capacity of our cargo operations.

- FedEx Express is constructing a 23,000-square-meter facility in the cargo area of our airport. This center will serve as a logistics hub, integrating operations across three continents and providing strategic connectivity between Asia and Africa.
- With the addition of a new 12,000-square-meter logistics facility, scheduled to become operational in 2025, the total storage area at our airport will increase to 150,000 square meters, the number of warehouses will rise to 14, and the parcel handling area will expand to 353,000 square meters, reaching a daily throughput capacity of 150,000 products.

To further strengthen the airport guest experience, we are continuing our investment in the Hilton Istanbul Airport project. In 2024, we made a significant investment toward this project, which is planned for completion in 2025.

Sustainable Energy Investments

In line with our vision for sustainable airport management and our goal to make iGA Istanbul Airport the first mega airport powered entirely by renewable energy, we have initiated the Eskişehir Solar Power Plant (SPP) Project.

Designed with a focus on continuous energy generation and operational efficiency, the project will cover an area of 3 million square meters. Once operational, the plant will generate 340 million kWh of electricity annually, enabling us to fully meet iGA Istanbul Airport's total electricity consumption through renewable sources.

Environmental Protection Measures During Construction

Before commencing construction activities, all necessary legal permits for the project were secured. To minimize ecological impact, we conducted comprehensive field studies in collaboration with two expert biologists/ornithologists on-site.

In order to protect local wildlife, excavation works were temporarily halted until the safe relocation of identified animal nests was completed. During this phase:

- The topsoil was carefully stripped and preserved,
- It was then reused in the same area during the later stages of construction,
- This allowed the seeds present in the soil to germinate again, ensuring the continuity of the local vegetation.

These measures reflect our commitment to biodiversity preservation and the sustainability of natural cycles within the project site.

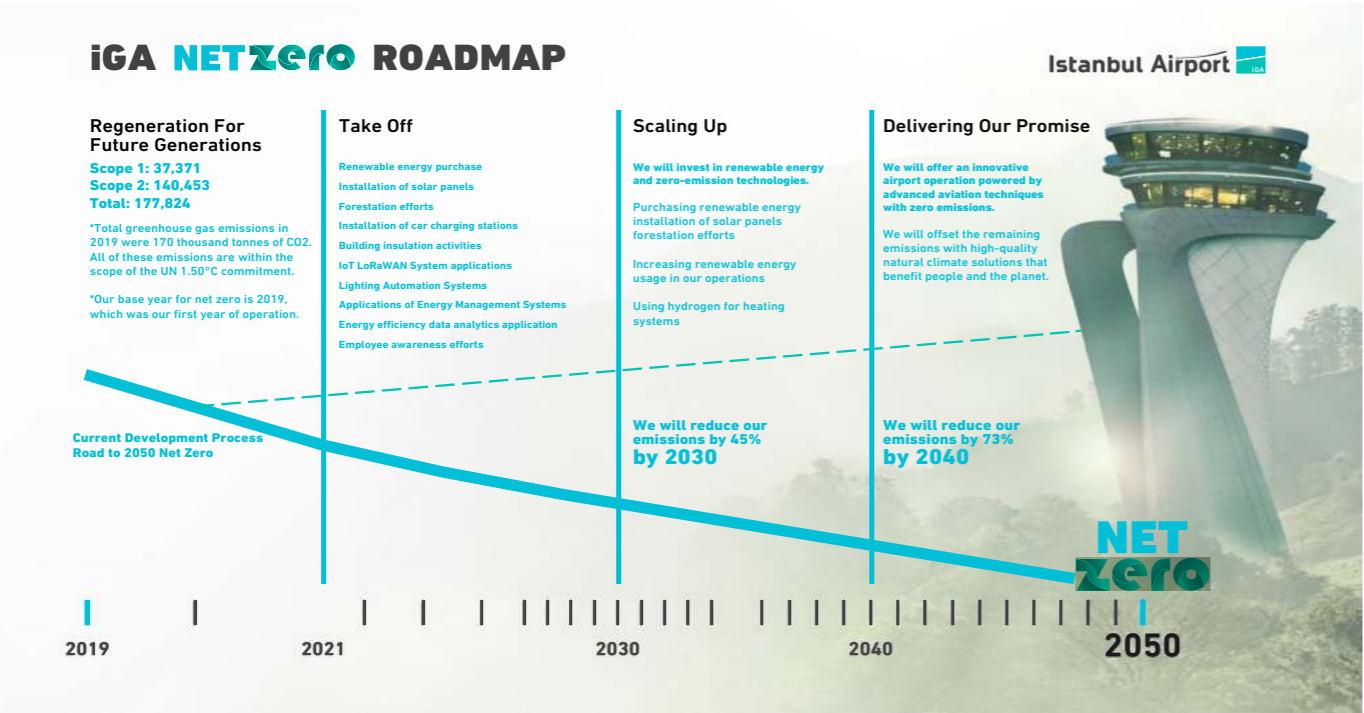
¹⁵ ATM: Air Traffic Movement

PROTECTING THE INTEGRITY OF THE ENVIRONMENT

DECARBONISATION: TARGET 2050 NET ZERO

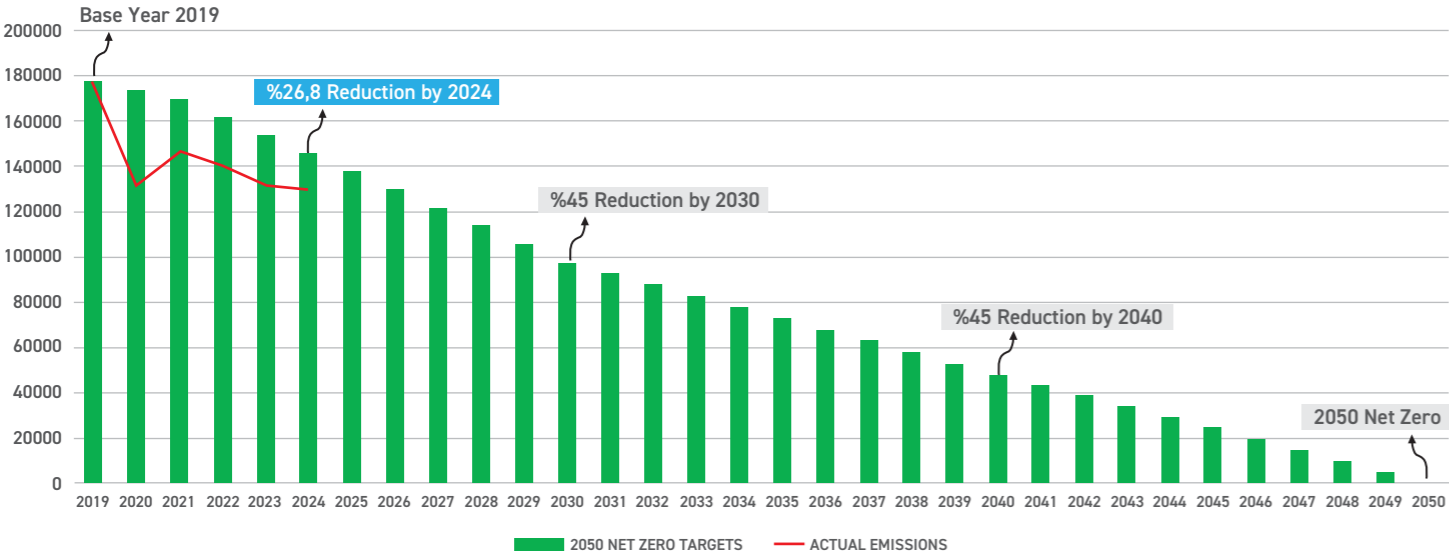
Since the full capacity opening of Istanbul Airport in 2019, we have been consistently and effectively advancing our energy and greenhouse gas management initiatives. Aligned with the Intergovernmental Panel on Climate Change (IPCC) 1.5°C targets, we are committed to achieving absolute reductions in our Scope 1 and Scope 2 emissions as part of our **2050 Net Zero Roadmap**, using 2019 as the base year. In line with this;

- We aim for a 45% emission reduction by 2030,
- A 73% emission reduction by 2040,
- And achieving our Net Zero Emission target by 2050.



We calculate and report our greenhouse gas emissions in accordance with the ISO 14064 Greenhouse Gas Calculation and Verification Standard, the ACI Airport Carbon Accreditation Program, and the Monitoring, Reporting, Verification (MRV) system submitted to the Ministry of Environment, Urbanisation and Climate Change. We also report the gains achieved through our emission reduction activities under the scope of the ACI programs.

Despite the increase in passenger numbers and flight routes, we completed 2024 with emissions 10.5% lower than our 2024 projection in our 2050 Net Zero Roadmap and 1.4% lower than the previous year, because of our ongoing energy efficiency efforts.



Emissions tonCO ₂ e	2019	2021	2022	2023	2024	Progress status
Scope 1	37,371	30,358	27,199	19,611	19,862	●
Scope 2	140,543	117,076	113,338	112,675	110,363	●
Scope 1&2	177,914	147,434	140,537	132,286	130,225	●
Scope 3	795,584	694,013	1,075,879	1,254,579	1,373,357	●
Emission Intensity per Passenger	-	3.97	2.18	1.74	1.63	●

We focus on reducing our emissions and maximizing energy efficiency. In 2024, we implemented and continued the following initiatives:

Renewable Energy Generation:

- We installed solar panels on the parking towers at Istanbul Airport. Through this investment, we generated 10,051.6 kWh of energy in 2024 and avoided the emission of 4.8 tons of CO₂ emissions.

Solar Power Plant Investment:

- We have initiated our solar power plant project to meet our electricity needs through renewable energy sources. With this facility, which is expected to generate 340 million kWh of electricity annually, we aim to cover all of our electricity consumption from renewable energy.

Energy Efficiency Efforts:

- The energy sector is transitioning from traditional centralized systems to smart and integrated networks. As renewable energy sources become more widespread, the use of advanced decision-making tools is becoming more important. However, renewable energy initiatives alone are not sufficient to achieve significant emission reductions. Reducing energy consumption and enhancing the efficiency of systems and operations are essential for the sustainable use of renewable energy sources.
- At iGA Istanbul Airport, within the scope of the ISO 50001 Energy Management System, we utilize wireless IoT technologies alongside existing operational technologies as essential tools to reach our net zero targets. Using purpose-built sensors, we remotely monitor aviation systems, energy systems, and equipment at water pumping stations (tracking statuses such as stop, malfunction, operation, overflow, and interruption) as well as drainage pumps, allowing us to increase efficiency through immediate intervention in case of disruptions. Data collected from the IoT infrastructure and other operational technology (OT) systems is processed and made meaningful through the Energy Efficiency Data Analysis Application. All data generated by the energy metering system and consumption sources is monitored in real time, correlations are created with different data sets, and advanced analyses are performed on both energy and asset bases. Through big data analytics, we drive efficiency improvements across multiple areas, particularly in wastewater management, energy consumption, solid waste tracking, and fuel consumption.
- As of the end of 2024, our fleet of 582 vehicles included 9 electric and 32 hybrid vehicles. We are continuing to plan and prepare for further change. We have developed a comprehensive plan for the installation of charging stations—one of the major cost components—and we aim to move forward with this plan in the coming months. Meanwhile, market factors such as supply-demand balance and range limitations, which we expect to improve over time, remain areas for further development. In light of these advancements, we are confident that we will accelerate the transition to a more sustainable vehicle fleet.



During the reporting period, we successfully fulfilled the Level 4 requirements of the ACI Airport Carbon Accreditation (ACA)¹⁶ Program and maintained our "ACA Level 4 Transformation" certification. This level demonstrates the concrete steps that have been taken under the 2050 Net Zero Emission Plan, following detailed emission calculations and mapping, and that measurable emission reductions have been achieved in line with the plan.

¹⁶ The ACA Program, developed by ACI, sets the methods and standards for combating climate change and reducing airports' carbon footprints, with Level 4 certification serving as internationally recognized proof that carbon management aligns with global climate goals and 2050 Net Zero targets through absolute emission reductions.

Within the scope of the Climate Change Program (CDP), another important benchmark, we achieved a “management” level rating with a B grade in the 2024 assessment, along with high scores in Risk Management (A), Environmental Policies & Processes (A), and Governance (A-).

By detecting deviations early, we intervene promptly to ensure optimal efficiency. Additionally, through the implementation of an energy management system aligned with international standards such as ISO 50001, we manage energy use effectively alongside these initiatives. Despite slight increases in electricity and fuel consumption in 2024, our greenhouse gas emissions decreased by approximately 1.2% compared to the previous year, as a result of our energy efficiency measures and the reduction in natural gas use.

Despite a slight increase in electricity and fuel consumption in 2024, our greenhouse gas emissions decreased by approximately 1.2% compared to the previous year, driven by our energy efficiency initiatives and reduced natural gas usage.

Energy Resources Consumption	2021	2022	2023	2024	Progress status
Total Electricity Consumed (kWh)	210,947,457	234,167,578	232,798,953	248,006,071	<div><div></div></div>
Natural Gas (m³)	12,976,072	11,232,774	7,299,161	7,095,637	<div><div></div></div>
Diesel (lt)	1,776,361	1,695,832	1,606,145	1,617,626	<div><div></div></div>
Gasoline (lt)	102,870	252,050	422,134	625,800	<div><div></div></div>
Electricity Consumption per Passenger (kWh/passenger)	5.67	3.63	3.05	3.09	<div><div></div></div>

The amount of electricity consumption per passenger was calculated by dividing the total electricity consumed (kWh) by the total number of passengers in 2024.

Sustainable Aviation

We closely monitor current reports and sector targets related to SAF. In line with our goal of reducing carbon emissions from the aviation industry, we actively evaluate innovations in this field. We are a member of the **Türkiye Sustainable Aviation Alliance**, established under the leadership of Boeing Türkiye, Turkish Airlines, and Istanbul Technical University’s Aviation and Space Technologies Application and Research Centre. We collaborate closely with our stakeholders to support Türkiye’s transition to sustainable aviation.

At iGA Istanbul Airport, our flag carrier, Turkish Airlines, continues to operate SAF-inclusive flights once a week.

*ADAPTATION TO CLIMATE CHANGE

At iGA, we proactively address the impacts of climate change on the aviation industry and develop comprehensive strategies to enhance the resilience of our operations against climate risks. Our move towards the to climate change strategy focuses on managing physical and transition risks, minimizing operational disruptions caused by extreme weather events, and integrating emission reduction efforts into the transition toward a low-carbon economy.

In this context:

- We plan our infrastructure investments to be resilient against extreme weather events and implement the necessary engineering solutions to minimize physical risks associated with climate change.
- We develop emergency plans and crisis management strategies to strengthen operational resilience, utilizing advanced analysis and forecasting systems to minimize weather-related disruptions.
- We expand sustainable practices in critical areas such as water management and energy efficiency, optimizing natural resource consumption and reducing our environmental footprint.
- Through digitalization and data analytics solutions, including Integrated Geographic Environmental Management Systems (IGEMS) and IoT-based monitoring systems, we manage our environmental impact more effectively and make operational decisions based on informed analysis.
- By supporting investments in SAF and renewable energy, we contribute to the aviation industry’s efforts to reduce carbon emissions.



Every step we take to adapt to climate change is part of our mission to reduce our environmental impact, promote industry-wide transformation, and ensure our operational continuity.

We conduct initiatives to analyze the impact of climate change using scientific data a. In 2024, we achieved the first outputs of the Adaptation to Climate Change Action Plan Preparation Project, which we launched in 2023 in collaboration with TÜBİTAK MAM. Through this project, we aim to conduct vulnerability and risk analysis and to identify adaptation measures for the activities carried out at Istanbul Airport using high-resolution, regional-scale climate simulations.

In the first year of the project, we analyzed climate variables specific to the Istanbul Airport region and reviewed historical climate data from the surrounding areas. Under the CMIP5 and CMIP6 (Combined Model Comparison Projects Phases 5 and 6) projects, we created various climate change projections by combining socio-economic modeling with Representative Concentration Pathways (RCPs) scenarios. **For the high-resolution projections for the periods 2041-2050, 2061-2070, and 2091-2100,** we employed the Shared Socioeconomic Pathways (SSP) scenarios that outline various possible global development pathways in response to climate change. Specifically, we used the intermediate pathway SSP2-4.5, as well as SSP3-7.0, which assumes increased regional competition and presents significant challenges for both climate change adaptation and greenhouse gas emission reduction.

Through a series of meetings and workshops with internal and external stakeholders, we assessed the climate change risks to the airport’s critical infrastructure and operations and identified potential hazards.

Among the key findings of the project are long-term meteorological changes that could impact flight safety. In particular, we are examining the effects of changes in wind direction and intensity, variations in turbulence layers, and shifts in temperature profiles on flight operations. We also assess the potential impacts of changing temperatures and precipitation patterns on air operations.

We have analyzed existing air quality and noise levels in the airport area and will further assess their potential impacts related to climate change.

In the coming period, we will define adaptation measures based on the findings of the project, incorporating stakeholder input, and finalize the adaptation action plan after completing all analysis and evaluations.

We are preparing the Istanbul Airport Adaptation to Climate Change Action Plan to enhance the airport’s resilience to the anticipated impact of climate change. Throughout this process, we prioritize stakeholder collaboration, analysis grounded in scientific data, and the integration of technological solutions.



*SUSTAINABLE CONSUMPTION (CIRCULAR ECONOMY)

We recognize that making our consumption habits more sustainable and integrating circular economy principles into our operations plays a critical role not only in reducing our own environmental impact but also in accelerating transformation across the industry.

In 2023, we initiated an effort to incorporate sustainability criteria into our procurement policy and discussed the integration process with the relevant teams. We also evaluated how to establish a tracking system to achieve our goal of ensuring that procured materials are sustainable, recyclable, and certified. However, we were unable to take concrete action on this initiative in 2024. This as an important development area and we continue our efforts to make the process more effective.

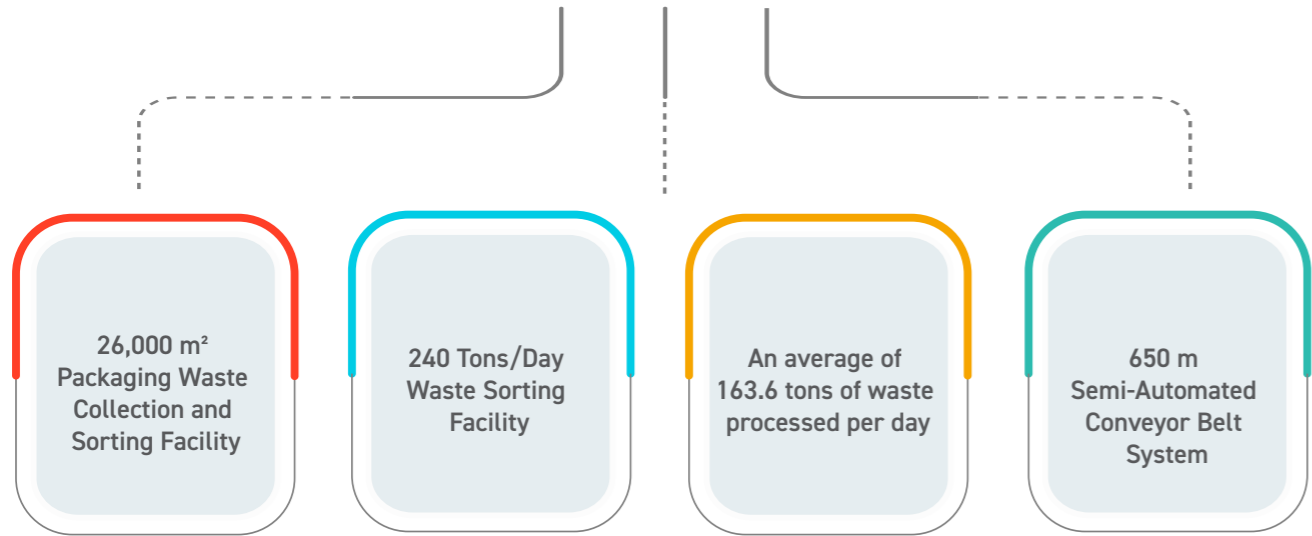
We are fully aware of the importance of local procurement within our supply chain. We strive to maintain a high rate of local procurement to strengthen communication with suppliers and minimize emissions in logistics processes. In 2024, our local procurement rate reached 94.76%.

In the coming period, we plan to take concrete steps to systematize our sustainable procurement processes and to implement the criteria we have defined.

 Zero Waste (Waste Management)

As the first airport in Türkiye to receive the Zero Waste Certificate, we continue to manage the waste generated within the airport ecosystem with the same responsibility and dedication as we always have.

With our technically trained employees and specialized equipment, we carry out the processes of sorting, storing, transporting, processing, and final recovery or disposal of waste at its source, while striving to foster a waste management culture among all stakeholders.



Through our Solid Waste Collection and Sorting Facility, which has a daily capacity of 240 tons, we categorize waste into five streams—Paper & Cardboard, Packaging, Glass, Organic, and Household—and direct them into recycling or recovery processes via licensed companies. Companies operating within the airport ecosystem manage their non-hazardous and hazardous wastes, beyond these five categories, through licensed contractors in compliance with Environmental Legislation and contractual obligations. In line with our sustainability goals, we regularly inspect the temporary waste storage areas of our stakeholder companies.



4-way Sorting Unit of a Stakeholder in the Airport Ecosystem



Temporary Storage Area for Non-Hazardous Waste belonging to a Stakeholder in the Airport Ecosystem

In order to maintain our waste management processes in compliance with environmental legislation and legal requirements, we renewed our Environmental Permit and License Certificate, which is valid for five years, from 2024. Additionally, we started preparing the documents and reports required for the renewal of our Zero Waste Certificate.

As of 2024, due to the increase in passenger traffic, flight numbers, and airport operational activities, the total amount of waste generated within the Istanbul Airport ecosystem has also risen. To manage this increase, we aim to reduce waste at its source and improve our recycling rate by implementing initiatives such as source separation, stakeholder awareness programs, stakeholder audits, waste mapping for data tracking, and a composting project, the details of which are shared in the following section.








Waste Management Activities Between 2021-2024



In 2024, we successfully sorted 59,750 tons of waste generated within the iGA Istanbul Airport ecosystem and recycled 20,354 tons of this waste. Between 2021 and 2024, despite the increase in our total waste volume due to expanding operational activities, the amount of recycled waste increased by 2.61 times. While some of our non-separable household waste is utilized for energy recovery in incineration facilities, we contribute to the circular economy by processing our biodegradable organic waste in biomethanization and composting facilities. In 2024, we achieved a recycling rate of 34.07% for the waste generated at Istanbul Airport.

Year	2021	2022	2023	2024	Progress status
Total Waste Amount (Ton)	25,372	43,507	53,135	59,750	<div></div>
Rate of Increase in Waste Amount (by 2021)	-	1.7	2.1	2.35	<div></div>
Recycling Amount (Ton)	7,797	14,767	18,414	20,354	<div></div>
Recycling Increase Rate (by 2021)	-	1.89	2.36	2.61	<div></div>
Number of Passengers (Person)	37,181,907	64,518,073	76,011,907	80,070,710	<div></div>
Rate of Increase in Number of Passengers (by 2021)	-	1.7	2.0	2.15	<div></div>
Recycling rate	31.00%	34.00%	34.66%	34.07%	<div></div>

According to data from the Zero Waste Counter System¹⁷ of the Republic of Türkiye Ministry of Environment, Urbanization and Climate Change, the environmental gains we have achieved through our Waste Management activities are as follows:

							
Year	Diversity of Waste Types Sorted	Raw Material Savings (Ton)	Greenhouse Gas (Tons)	Energy Savings (kWh)	Storage Area Gain (M²)	Oil Savings (Barrels)	Tree Saved (Number)
2021	15	484	640	32,616,192	16,344	62,718	41,985
2022	25	1,625	977	51,709,031	25,190	103,375	60,337
2023	26	2,731	1,079	52,875,109	29,338	103,436	63,280
2024	26	3,927	1,224	53,799,286	32,422	99,637	70,642
2021-2024 Total Recovery	-	8,767	3,920	190,999,618	103,294	369,166	236,244

¹⁷ <https://sifiratik.gov.tr/sifir-atik/atik-sayaci>



2024 was a year in which we concentrated on projects that advance us toward our long-term goals. We implemented several initiatives designed to support our 2030 targets.

We believe that waste management must be carried out in close collaboration with our stakeholders.

As part of our Container Labeling Practices project, we completed the renewal of labels on 600 containers across the Istanbul Airport ecosystem, making them available for stakeholder use. Through this project, we aimed to raise awareness about proper waste separation.



With our Increasing Sorting Efficiency at Source and Waste Mapping project, we aim to enhance the efficiency of our waste management processes. We have developed a more effective waste management strategy by identifying the source, type, and quantity of waste, ensuring correct waste sorting, increasing recycling rates, and minimizing waste generation.

To strengthen waste prevention awareness, we conduct detailed waste mapping across all processes and assess stakeholder performance by measuring building-specific waste data. In line with our targets, we conduct audits, deliver training programs, and implement an incentive and sanction system for stakeholders with insufficient performance in waste reduction and separation efforts. In 2024, we delivered waste management and zero waste training sessions to a total of 7,010 participants, consisting of iGA and stakeholder employees at their respective sites.

Expanding our waste mapping efforts, we initiated process improvement work with one of the companies operating at our airport that generates the highest amount of waste. Through this initiative, we aimed to increase the efficiency of source separation in the company's domestic waste and, in turn, improve recycling rates. As part of the project, we organized informational meetings for company employees and raised awareness on effective waste management. During this process, we separated organic and packaging waste at the source, directing organic waste to the biomethanization process and routing packaging waste to recycling systems. As a result of these efforts, the proportion of domestic waste generated by the company decreased from 80% to between 50% and 55%.

We integrate digital solutions into our operational workflows.

With our route optimization initiative, we aim to remotely monitor the fill levels of our containers, dynamically adjust routes to include necessary collection points, and streamline the waste collection process by following the most efficient paths. Through this approach, we seek to enhance operational efficiency by reducing fuel consumption while simultaneously minimizing carbon emissions. As part of this project, we integrated occupancy sensors into 262 waste containers across the field.



By implementing an integrated barcode system and software, we aim to transition from traditional waste tracking methods to a more efficient, traceable, and optimized digital process, with real-time data reporting. This innovative project is designed to increase operational efficiency by enabling faster and more accurate waste tracking. In addition, digitalization will significantly reduce paper consumption and contribute to our overall sustainability objectives.

By the end of 2024, we completed the barcode and device selection process and conducted a pilot application at six waste collection points. Next year, we plan to expand the system to cover additional waste collection areas.



We are also exploring alternatives that will add value to waste.

We are evaluating the Composting Facility Project, which will enable us to produce fertilizer from organic waste, and we are continuing technical visits, interviews, and pre-feasibility efforts.

We organized a comprehensive technical visit to examine the closed (accelerated process) composting system and the processes involved in producing animal feed from organic waste. We are also in discussions with two companies on the subject.

*WATER SECURITY (WATER AND WASTEWATER MANAGEMENT)



Our water management strategy focuses on the efficient use of water resources, the prevention of water waste, and the recovery of wastewater.

In this context, we develop projects to maximize water efficiency through advanced treatment systems, IoT-based monitoring solutions, and circular water management models. We prioritize the use of water-efficient taps and reservoir systems throughout our airport. Additionally, we reduce irrigation needs by selecting low-water-consuming plant species for our landscaping areas.

Within the scope of water and wastewater management, we continue our monitoring and reporting activities in compliance with the ISO 14046 standard. With our Domestic Advanced Biological Wastewater Treatment Plant, which has a capacity of 15,000 m³/day, we treat the wastewater generated within the iGA Airport ecosystem. We have also installed waste oil-water separator systems at various locations designated as maintenance centers.

By the end of 2024, we commissioned our reverse osmosis (RO) plants to utilize drainage water and wastewater treatment e. With these plants, we support circular water use by utilizing reclaimed water in cooling systems and domestic water production, thereby expanding our reclaimed water usage points. Through these efforts, we covered 27% of our total water consumption from reclaimed water sources.

According to the 2025 European Sustainability Report,¹⁸ Türkiye is still working toward the Sustainable Development Goal 6 (SDG 6): Clean Water and Sanitation targets based on 2024 data. With the commissioning of our reverse osmosis project, we actively contribute to our country's efforts to achieve this goal.

Water Usage	2022	2023	2024	Progress Status
Total Water Consumption (m³) *refers only to water consumed by iGA	1,330,820	1,492,193	1,807,596	<div><div></div></div>
Water Consumption per Passenger (L/passenger) (Terminal Building Water Consumption + Utility Center (UC) Water Consumption + iGA Outdoor Water Consumption + Public Outdoor Water Consumption)/Number of Passengers*1000	20.6	19.6	22.6	<div><div></div></div>
Reclaimed water Amount of water reclaimed: Cooling water + Garden irrigation water	711,227	642,776	669,398	<div><div></div></div>
Waste water *We process the wastewater generated within the airport ecosystem at our Domestic Advanced Biological Wastewater Treatment Plant.	2,520,565	2,678,385	2,677,867	<div><div></div></div>
Percentage of total water consumption supplied from treated water Amount of water reclaimed /(Amount of water withdrawn from the network + Amount of water reclaimed) * 100	35%	30%	27%	<div><div></div></div>

¹⁸ <https://eu-dashboards.sdgindex.org/profiles/turkiye/indicators>



In Water Monitoring and Infrastructure Systems, we reduce the environmental impacts of wastewater by detecting losses and leaks early, intervening quickly to prevent them, and maximizing recovery by ensuring that wastewater reaches the treatment plant at full capacity.

As part of our wastewater management efforts, we monitor the infrastructure sewage systems, perform instant sampling to control pollution, and continuously analyse the limits to ensure compliance.

We also conduct annual water management risk assessments through Water Risk Assessment to monitor the relationship between our operations and the environment, the local community, our suppliers, our guests, and other industry stakeholders.

Within the scope of Water Management, we are implementing our Water Action Plan, as outlined by our internal procedures. We also follow steps to enhance sectoral water efficiency in line with the Water Efficiency Strategy Document and Action Plan (2023-2033) was prepared and published.by the Ministry of Agriculture and Forestry within the framework of adaptation to climate change efforts. Under the Industrial Water Use Efficiency by NACE Codes¹⁹ Project, sector-specific best techniques for Türkiye were identified, and guidelines detailing water efficiency measures were published in 2023. The Water Efficiency Regulation, which entered into force on December 27, 2024, mandates the establishment of Water Efficiency Systems across all sectors, including monitoring water use, identifying necessary efficiency measures, and reporting progress. As a result, we are updating our water management plans and enhancing our operational practices.

In the 2024 CDP Water Security Program assessment, we achieved a significant improvement with a grade of A-, placing us at the “leadership” level. Our performance in the categories of “water policies, water risk assessment, opportunities, and water reporting” was particularly notable. This success also strengthened our standing in the areas of Risk Management and Governance.



Through the Struvite Production Project, a sector-specific initiative, we continue our efforts to recover nitrogen and phosphorus from aircraft wastewater. We have completed the laboratory phase of the research and development (R&D) efforts conducted in collaboration with the university and are now progressing with plant-scale tests. As part of the project, we aim to remove 30 KG of nitrogen from wastewater daily and produce an amount of fertilizer that will meet approximately 20% of iGA's annual fertilizer needs.

*BIODIVERSITY

We carry out various projects to protect the ecosystem balance, support natural life, and expand green areas in and around the airport site.

Since 2015, we have been implementing the Biodiversity Action Plan (BAP) to safeguard the biological diversity of the Istanbul Airport site and to mitigate potential ecological impacts. Details of our bird monitoring and protection, afforestation, wildlife management, and species monitoring activities conducted under the BAP are available in our previous sustainability reports.

Our Wildlife Management Director conducts continuous habitat monitoring to identify negative impacts on flight safety and implement necessary measures. When wildlife or stray animals are detected, we coordinate with the relevant authorities to take preventive actions and ensure they are kept away from aircraft. By monitoring bird movements in the surrounding areas, we proactively issue warnings and take preventive measures to minimize the risk of bird strikes during aircraft landing and take-off.

Within the scope of the “5,000 Hectares of Afforestation Target in Five Years” agreement signed with the General Directorate of Forestry in 2019, we completed our nationwide afforestation targets by February 2024. Additionally, we continue afforestation activities within the airport boundaries each year in accordance with the master plan. By the end of 2024, we had planted 350,000 saplings within the airport area. In our airport afforestation works, the issue of “obstacles,²⁰” which could potentially affect operational safety, was considered as a possible negative impact. Since we addressed this issue during the planning phase, operational safety was ensured.

¹⁹ NACE Codes: The standardized classification of economic activities used by the European Union for statistical and administrative purposes.

²⁰ An obstacle is defined as “any temporary, fixed, or mobile object or part thereof that is located on surfaces intended for the ground movement of aircraft, that extends above defined surfaces established for the protection of aircraft in flight, or that is located outside those defined surfaces but is considered to pose a hazard to air navigation.”

We conduct our planting activities with an approach that aligns with the region's natural ecosystem. We prioritize the use of local plant species that are adapted to the region's climates. We also support sustainability in our supply chain by sourcing from local producers. This approach enables faster plant environmental adaptation t and minimizes potential losses. By sourcing from local producers, we also shorten transportation distances and reduce carbon emissions.

We plan to use liquid fertilizer added to landscape irrigation water to improve water efficiency for plant nutrition, reduce labor costs, and ensure homogeneous fertilization across all green areas. In September 2024, we completed the installation of the Liquid Fertilization System, which will be operational in 2025. Through this system, we aim to reduce granular fertilizer usage by 50%, optimize workforce efficiency, lower carbon emissions by reducing fuel consumption, and minimize operational costs.

The water used in the terminal building is filtered at the Wastewater Treatment Plant to make it suitable for reuse. In this way, we contribute to the circular use of water in our landscaping areas. We meet all of our garden irrigation water needs using treated water.

We store the soil excavated from new runway construction activities in a dedicated stockpile to be reused as planting mortar. Through this practice:

- We ensure that the soil removed during excavation is reused on-site without the need for external disposal.
- We reduce the need to purchase additional soil for landscaping activities.

In our tree and plant greenhouse, we rehabilitate sick or damaged plants from within the terminal. We re-root the green waste generated from pruning operations, which are part of our landscaping activities, and reintegrate them into our production processes. In 2024, we utilized the plant waste obtained after rejuvenation pruning and carried out propagation through cuttings.



The tree and plant greenhouse located at iGA Istanbul Airport

Through the Rehabilitation and Development of Beekeeping Project in neighborhoods adjacent to Istanbul Airport, we successfully strengthened the ecosystems resilience by supporting bee populations, while also providing socio-economic benefits to the local community.²¹

We are committed to continuing our efforts to protect biodiversity in the coming years.

²¹ <https://socialvalueuk.org/reports/igas-beekeeping-project-sroi-analysis/>



CREATING VALUE FOR SOCIETY, OUR GUESTS AND EMPLOYEES

*COMMUNITY INVESTMENTS & ECONOMIC CONTRIBUTION

iGA Istanbul Airport Economic Impact Analysis

In 2024, we conducted an Economic Impact Analysis to comprehensively evaluate our airport's contribution to the national economy. In this analysis (carried out with an independent economic consulting firm), direct, indirect, induced, and catalytic economic impacts were assessed. Various scenarios were studied using data projected by Airports Council International (ACI) alongside iGA's own growth forecasts. The results demonstrated that the projections from both organizations are consistent and yield closely aligned outcomes.



Photo caption: Press Conference on the Economic Impact Analysis of iGA Istanbul Airport

According to the analysis, by 2023, iGA Istanbul Airport's direct and indirect contribution to the Türkiye economy had reached USD 24.2 billion, representing 2.2% of the national income. This contribution includes not only economic benefits to airlines but also impacts across the supply chain, airport staff, ground handling services, air traffic control, and in-terminal retail activities.

According to future projections, by 2030, economic activities associated with iGA Istanbul Airport are expected to create 472,000 jobs, while the direct and indirect contribution to national income is projected to reach USD 44 billion (3.25% of national income) and household income USD 8.5 billion.

We continue to contribute to Türkiye's employment and growth with an economic impact that extends beyond the aviation sector. We believe that our airport will continue to support the economic development of our country through to 2030 and beyond.

In 2024, the budget allocated to social good projects reached **19%** of the total expenditure budget. This ratio was 5% in 2022 and 7.2% in 2023. The most significant factor behind this increase is the investment made in the solar power plant currently under construction in Eskişehir.

In 2024, we focused on projects supporting youth, women, and vulnerable groups as part of our Social Investment Program, which we have been actively implementing since 2016.

In this context, the projects we prioritized in 2024 include:

- The Newton Flight Academy for young people,
- The Local Community Knitted Doll Project for rural women,
- Social benefit-oriented initiatives for vulnerable groups.

NEWTON Flight Academy Istanbul

On December 20, 2023, we launched the Newton Flight Academy Istanbul in collaboration with Boeing, the Science Heroes Association, First Scandinavia, and iGA. Located within the boundaries of Istanbul Airport, the Newton Flight Academy aims to provide middle and high school students with technical training in mathematical calculations and navigation techniques, followed by flight planning and hands-on flight experience using moving simulators.

As iGA, we contribute directly to the development of aviation skills through educational support by providing the building, infrastructure, and shared spaces for the Academy.

In 2024, we hosted a total of 2,122 visitors at the Newton Flight Academy, including 1,706 students and 416 adults, with 46% of the students being girls and 54% being boys.

From Women's Hands to Children's Hearts-Local Community Knitted Doll Project

Within the scope of the From Women's Hands to Children's Hearts – Knitted Doll Project, which we launched to support women's participation in socio-economic life, we aimed to provide socialization and additional income opportunities for women living in four neighborhoods adjacent to Istanbul Airport through the production of knitted dolls.

In collaboration with woman entrepreneur Arzu Coşkun, we provided 25 women from these neighboring communities with a one-month, 30-hour training program on knitting dolls using the amigurumi technique. By establishing a sales channel in cooperation with Unifree for the dolls produced through the project, we contribute to the economic empowerment of women.²²



	2021	2022	2023	2024	Progress Status
Number of orders	8	8	10	3	●
Number of toys produced	1,250	1,255	2,112	603	●
Average amount of additional income provided to local women per capita	2,250 TL	5,764 TL	9,290 TL	4,100 TL	●

In 2024, toy sales and the number of orders in our project declined; however, following our negotiations with Unifree, we agreed to expand the number of sales stands from one store to three stores. Through this expansion, we anticipate an increase in sales volume in the coming year.

Strengthening Basic Education Services

We support education as a foundation to build a conscious and responsible culture, and we fulfil our commitment to this goal by contributing to equal opportunities.

As part of the activities we carried out in 2024 to support basic education services in schools located in neighboring communities, we provided:

- Kindergarten and special education materials to Arnavutköy Ayazma Primary School,
- A selection of books to Arnavutköy Tayakadın Secondary School,
- A printer and toner to Eyüp Akpınar Secondary School,
- Robotic coding sets to Küçükyalı Vocational and Technical Anatolian High School.

²² Geas, one of our project stakeholders, is responsible for coordinating and collecting the products from women in neighboring communities, while Unifree handles the sale of the toys in Duty Free stores. iGA and TAYA also support the project by providing operational coordination and cost control.



Supporting Vulnerable Groups

Cafe By My Side

In collaboration with TUM, our food and beverage operations partner, we provide employment opportunities for individuals with disabilities through Cafe Yanımda, located in the domestic departures lounge. We create an accessible and comfortable dining experience by offering solutions tailored to the diverse needs of our guests. Additionally, a portion of Cafe Yanımda's revenues is allocated to support the rights and social inclusion of disabled peoples.

Red Crescent Blood Donation Campaign

In 2024, a total of 265 employees participated in the blood donation campaigns we organized at the Istanbul Airport Terminal in collaboration with the Türkiye Red Crescent. In February, 147 employees donated blood, followed by 118 employees in November, contributing to this important act of solidarity. We aim to continue to organize regular blood donation campaigns to create lasting social benefit.

Breast Cancer Awareness Month

In October 2024, as part of the second year of our collaboration with the Genç Birikim Association, we promoted breast cancer awareness by displaying pink-themed designs at Istanbul Airport security access points, on digital screens, and across our social media platforms.



Lost Property Storage Donations

In cooperation with the Cerebral Palsy Foundation, we donated health supplies to earthquake victims in Hatay. Any items in the Lost and Found Warehouse that had been relocated with their owners were donated. These included:

- Wheelchairs: 17 pcs
- Medical Wheeled Walkers: 2 pcs
- Medical Walkers (4 legs): 9 pcs
- Single arm Walking Sticks: 31 pcs
- Crutches: 21 pcs

Istanbul Marathon Charity Run

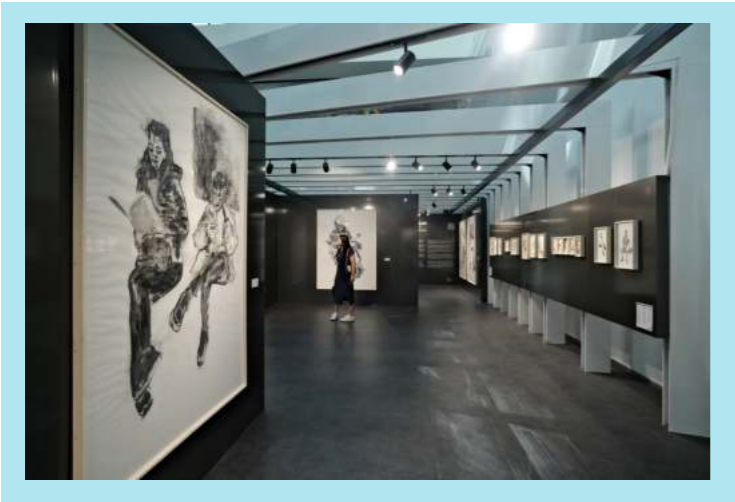
On November 3, we participated in the Istanbul Marathon and raised 198,150 TL for the Sports and Education Foundation for the Disabled of Türkiye (TESYEV).

Seed Ball Project in Collaboration with Ecording

Through our partnership with Ecording, every training completed at iGA Academy supports the planting of seed balls produced by women experiencing income inequality, using drone technology. Since the start of this cooperation three years ago, we planted 81,710 seed balls in 2022, 92,453 seed balls in 2023, and in 2024, we contributed to the greening of 9,375 m² of land by planting over 75,000 seed balls.



CULTURE AND ART INITIATIVES WITH iGA ART



In 2024, we continued our cultural and artistic initiatives under the iGA ART platform, which we launched to showcase Istanbul’s rich cultural identity and the heritage of the Anatolian geography to the world. You can visit our website for detailed information about the latest events organized under the iGA ART umbrella.

*GUEST SATISFACTION²³ & INCLUSIVE SERVICES

At iGA Istanbul Airport, we consider maximizing guest satisfaction and providing inclusive services among our core principles. Accordingly, we offer a variety of services and facilities to deliver a unique travel experience for all our passengers.

Following our continuous improvement strategy, we enhance our service quality by carefully considering guest feedback. As a result of these efforts, **iGA Istanbul Airport was recognized as a 5-star airport by Skytrax. We also achieved Level 4 in ACI (Airports Council International) Customer Experience Accreditation, where five levels are determined according to maturity in customer experience.**

With our commitment to guest satisfaction, inclusive services, and our "We are all together at Istanbul Airport" approach, we continue to offer a safe and comfortable travel experience that meets the needs of every passenger. We develop customer experience design, conduct comprehensive research, implement digital solutions, and create specialized services to continuously improve the travel experience.

At Istanbul Airport, we work in collaboration with all our units to offer guests a pleasant experience that reflects Turkish hospitality from end to end. Aware that experience design is strengthened by understanding differentiated passenger expectations, we customize the services we offer across six distinct guest segments²⁴ through diversified touchpoints.

By raising awareness of these efforts among iGA and all our stakeholders, we aim to foster a guest-focused cultural transformation across the entire airport ecosystem.

We organized journey mapping workshops with 68 Experience Leaders, including stakeholders from our ecosystem. We developed the **Experience Principles and Guest Experience Policy** based on the insights gathered through guest interviews and workshops conducted by Customer Experience professionals.

In 2024, we measured our customer experience maturity level through an independent firm. The maturity level, initially determined as 3.73 out of 5 in 2022, **increased to 4.04 in 2024 following the implementation of our Guest-Focused Culture Transformation Program launched in 2023.**

Within the scope of our 2024 efforts:

As part of our Young Generation experience design initiatives, we organized various events to gather feedback from young people on the airport experience.

- We provided digital marketing training to 20 students from Marmara University.
- We hosted a kitchen workshop with 18 students from Istanbul University.
- We organized a summit with 27 students from Marmara University.

²³ You can access detailed information about our work on this topic by clicking here.
²⁴ We updated the number of guest segments from eight to six by merging our Accessibility and Age-Friendly Services with our Business People and Premium Passengers services.

We organized a contest with the participation of 1,900 employees to raise awareness among our stakeholders about the services we provide to our employees. To ensure accessibility for employees working different shifts, we held the contest twice a day.

We conducted regular audits at guest contact points, identified areas requiring improvement, and swiftly completed necessary adjustments in coordination with the relevant teams.

We offer **19 different communication channels** for our guests to reach us easily, including phone, email, website, mobile application, WhatsApp, web chat, social media, and a video call center with sign language support.

In addition, to further enhance the airport experience:

- We offer a QR-based flight information and tracking service via WhatsApp, allowing our guests to easily monitor their flights.
- We provide guidance services for arriving passengers through a specially designed chatbot system supported by an indoor map.

In 2024, We conducted extensive research to Measure Passenger and Employee Satisfaction:

- Passenger Satisfaction Survey from the Perspective of Istanbul Airport Employees:** We conducted 104 one-on-one interviews with iGA and stakeholder employees as part of our annual survey.
- Stakeholder (Manager) Satisfaction Survey:** We conducted one-on-one interviews with 25 stakeholder managers during our annual satisfaction assessment.
- Face-to-Face Guest Satisfaction Survey:** We conducted 3,300 face-to-face surveys at 28 different contact points, achieving a guest satisfaction score of 87%.
- Digital Surveys:** We collected 90,000 survey responses through 257 survey kiosks across the airport.
- Mystery Shopper Research:** Throughout the year, we completed 2,900 mystery shopper visits with 360 shoppers at 25 contact points, achieving an overall performance score of 90.93%.
- Segment-Based Satisfaction Survey:** We conducted 700 face-to-face interviews across 6 different passenger segments throughout the year.
- Lounge Satisfaction Survey:** To continuously monitor lounge satisfaction, we conducted 320 face-to-face surveys each month.
- Commercial Expectations Survey:** To better understand guest expectations in commercial areas, we conducted one-on-one interviews with 27 stakeholders and surveyed 1,000 guests.
- ACI ASQ Outbound Passenger Satisfaction Survey:** We conducted 1,400 face-to-face surveys, achieving a satisfaction score of 4.30.
- ACI ASQ Commercial Areas Survey:** We conducted 1,400 face-to-face surveys.

As part of our digital initiatives to enhance guest satisfaction, **we made the iGA WiFi network, which was already available, completely free of charge in 2024.** We now offer unlimited and free internet access to all passengers traveling through Istanbul Airport. This service allows our passengers to connect easily and enhances the comfort of their travel experience.

Our Passenger Segments and Inclusive Services: iGA Cares

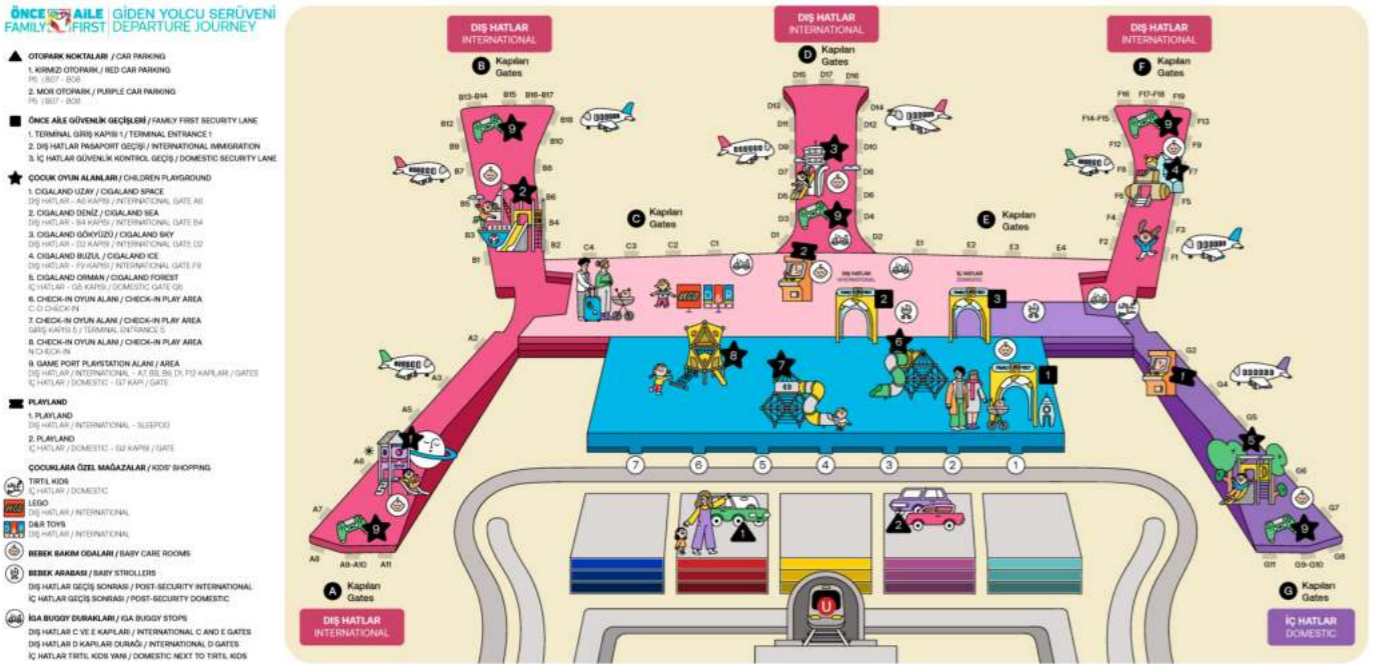
In this section, you can find the improvements made for our passenger segments, along with detailed information on all the services we offer in our 2023 Sustainability Report.

► Child and Family-Friendly Airport

We offer and continuously enhance special services to increase the comfort of families and guests traveling with children:

- Family-First Parking Spots
- Family-First Safety Crossing Points
- Baby Stroller Service
- Children's Train
- Children's Playgrounds
- Baby Care Rooms
- Family Rooms
- Free Buggy Service for guests traveling with children aged 0–2 years

In 2024:
We created a service map to increase awareness of the services we offer for families with children, identifying transit routes and positioning services accordingly.



We offer a fun travel experience for our young guests through children's playgrounds and the children's train. We renovated the flooring in five children's playgrounds and refreshed the toy selection to enhance the play areas.

We installed child-carrying and seating apparatus on the walls of family rooms to further support parents and make childcare more convenient during their journey.

► Accessibility and Age-Friendly Services

At Istanbul Airport, we are committed to improving the travel experiences of our guests with disabilities and ensuring their continuity under the principle of "An Accessible Travel is Possible." In line with our "Accessible Airport" goal, we continuously update our services through digitalization and innovative solutions.

Our Accessible Services Include:

- Guided Pathways
- Accessible Route
- My Route
- Priority Crossing Points
- Digital Information Kiosks
- Descriptive and Sign Language Tales
- Video Call Center
- Designated Loading and Unloading Areas for Disabled Passengers
- Sunflower Lanyard Program
- Quiet Rooms
- Age-Friendly Support Staff
- Adult Changing Rooms
- Stoma-Friendly Toilets
- iGA Cares Dining Booth
- Visual Barrier Practices for Parkinson's Patients
- Free Fast Track and Buggy Service for Guests Aged 65+

2024 Developments

Quiet Rooms: We renamed the "Very Special Guest Rooms" and "Special Passenger Service Point" as "Quiet Rooms" to make their purpose clearer. These rooms provide a calm space for guests who may require a quieter environment, such as individuals with autism, Down Syndrome, cerebral palsy, dementia, Parkinson's disease, epilepsy, and similar conditions.

My Route: To further support the independent travel of our visually impaired guests, we added a "live connection" service to the My Route feature available on the Istanbul Airport mobile app.

Accessible Travel Community: We held the first meeting of the iGA Cares Accessible Travel Community, which we established to expand the reach of our accessible services, enhance their effectiveness across different areas of life, and foster collaboration. We welcomed 14 representatives from 10 associations among the 50-member community and introduced our accessible services at key contact points. We continue to work on improvements based on the feedback received.

To join our Accessible Travel Community, you can access the registration form by clicking here.



Promoting Accessibility Awareness: To raise public awareness on accessibility, and in cooperation with the Ministry of Transport for the International Day of Persons with Disabilities on December 3, we produced a video highlighting behaviors that make public spaces more accessible for people with disabilities. You can access the sign language, subtitled, and audio-described versions of the video by clicking here.

Improvements and Arrangements:

- **Ihram Dressing Rooms:** We redesigned and expanded our Ihram dressing rooms to better accommodate our guests who use wheelchairs.
- **iGA Cares Dining Booth:** We installed three special dining cabins designed for guests who prefer a more private and isolated dining experience.

► Animal Friendly Airport

At Istanbul Airport, we offer our guests traveling with pets a free Pet Room where their companions can meet needs such as toilet, food, and shower facilities.

In 2024:
We increased the number of Pet Rooms to five.

We launched the Therapy Dog Project to help reduce passenger stress and create a more enjoyable airport experience. As part of this pilot project, specially trained therapy dogs interact with passengers, offering emotional support with their positive energy. The dogs are stationed in the international departures area during the day, especially during peak flight times.



► Young Generation

We opened the Youth Lounge, the first of its kind in the world, to provide a dedicated space where our young generation guests can meet their needs. While designing this area, we integrated university students through workshops in order to determine their design and service choices.

- Istanbul Airport Museum
- Charging points
- Mobile application

In 2024:
We created five Game Port areas to offer our guests a more entertaining waiting experience. In these areas, games such as PlayStation and Catchpad are available, allowing passengers to enjoy their time at the airport more interactively.

► Global Travelers

- We offer access to our digital signage and Wi-Fi kiosks in multiple languages to enhance the travel experience of our international guests.
- We provide 18 free hot water dispensers. (Guided by the preferences of our Chinese guests, who favor drinking and eating with hot water.)
- We use real-time translation devices offering instant translation in 50 languages and 70 accents, available at 38 iGA Information and Security points and 14 police points.

In 2024:
We renewed the design of the screens displaying transfer flight information at passenger exits, allowing our guests to access transfer flight details more easily and quickly.

► Business and Premium Passengers – Guest Comfort

- Meeting rooms (iGA Lounge)
- Business Room
- Shared workspaces
- Personal workspaces (Business Pods)
- Sleepods

In 2024:
We improved the entrance systems of the personal workspaces to make them easier and more user-friendly for our guests.

While expanding the capacity of the International Lines iGA Lounge, we also increased the variety of seating areas and food and beverage options. With the biometric pass development, we further streamlined the lounge entrance process for guests with iGA Pass membership.

EMPLOYEES

Diversity, Inclusion and Equal Opportunity

We bring talents together to build a sustainable future by adopting a "right employee for the right job" approach. In 2022, by signing the United Nations Women’s Empowerment Principles (UN WEPs), we reinforced our commitment to equal opportunity and gender equality in the workplace.

Representation of Female Emploess and Managers	2021	2022	2023	2024	Progress status
Women managers ratio	15.70%	16.10%	15.00%	16.88%	<div><div></div></div>
Women employees ratio	26.61%	27.30%	27.90%	29.27%	<div><div></div></div>

When we examine the breakdown of women employees, the proportion is 33.33% among office employees and 28.60% among field employees.

TITLE	2024 Women Managers Ratio
DEPUTY GENERAL MANAGER	10.00%
DIRECTOR	11.11%
SENIOR MANAGER	16.81%
MANAGER	15.00%
DEPUTY MANAGER	21.21%
SUPERVISOR	15.71%

Employee Age Distribution	2021	2022	2023	2024
Below 30	3,100	3,639	3,664	2,995
30-50	3,663	4,063	4,247	5,453
Above 50	268	330	306	540

Thirty-six women employees participated in the Women's Leadership Program, which we developed to support their career advancement, each receiving 100 hours of leadership training.

We trained 20 women aviation professionals through the "International Women Empowerment and Leadership in Aviation" program to promote women's leadership in the aviation industry. Impact analysis showed that these programs significantly advanced the careers of our women employees and increased their productivity in the workplace.

In 2024, we began drafting of our "Diversity, Equity and Inclusion Policy." We prepare content and advertisements emphasizing diversity and inclusion throughout our recruitment processes. We also ensure inclusive practices in the recruitment of employees with disabilities. As a result of these efforts, we received the "Company Employing the Most Disabled People" award from Arnavutköy Municipality in December 2024.

We support the adaptation processes of our employees with disabilities through the White Shadow Project. With the support of 62 volunteers, we assisted 88 employees with special needs. We also collect feedback and implement improvements on diversity and inclusion through candidate experience surveys.

To offer candidates more insight into iGA, we have included our sustainability initiatives in the LinkedIn "Life" tab. Beyond traditional portals, we diversify our talent search by using different announcement channels such as mukhtars' offices and associations.

We enhanced efficiency and strengthened data security and confidentiality by digitalizing our recruitment processes.

In line with our commitment to equal opportunity in education, we provided internship and experience opportunities to 946 young colleagues. Through the UP&RUN Young Talent'24 Program, we also offered 10 young talents a strong start to their professional careers.

We support our employees through sports events and sponsorship initiatives.

- By participating with our 10-member Women's Football Team in the Girls on the Field Istanbul Cup, we work to increase women's representation in both sports and society. The Girls on the field initiative was launched to promote greater visibility for women in sports, provide equal opportunities, and strengthen gender equality. It fosters solidarity, self-confidence, and leadership skills through team sports.



- We support the employment of 11 Paralympic athletes and closely follow their sports careers. Our employees with visual impairments, physical disabilities, and autism have proudly represented Türkiye internationally in swimming, goalball, and athletics. We celebrate their achievements at the 2024 Paralympics and remain committed to promoting inclusiveness and accessibility in sports.

Employee Development and Sustainability Culture

We support the professional development of our employees and strengthen the sustainability culture by continuously improving our organizational competencies. In this way, we move faster towards achieving our sustainability goals. We reinforce our regional leadership as the only aviation academy in Europe with training accreditations such as ICAO, Transportation Security Administration (TSA), EUROCONTROL, ACI, IATA, and Women in Aviation. In the ICAO & ACI joint program AMPAP²⁵, we rank 2nd in the world and 1st in Europe, and we are the airport with the highest number of employee graduates.

We organized more than 20 weekly foreign language conversation clubs and eight different language workshops to increase the language competencies of our employees. With these trainings, more than 500 of our employees advanced their English proficiency from zero to A2 level.

We harmonized all our compulsory trainings for our hearing-impaired employees and added sign language support. We organized training programs to encourage our employees to learn sign language, and 144 employees successfully completed the training. We included sign language in the scope of language compensation, and 30 employees became eligible to receive language compensation. According to ICAO and ACI data, we rank 1st among airports with 228 employees who can communicate in sign language in the field.

As of 2024, we added a pre- and post-test application to our training sessions. With this practice, our "knowledge change rate," which we aim to keep at a minimum of 20%, was measured at 25%. In addition, we regularly measure the performance of the training, the trainer, and the organization, and calculate the recommendation score.

Our training officers contribute to the development of our employees by increasing the effectiveness of trainings and strengthening coordination between the units and Human Resources. As of 2024, we have 71 training officers and 26 global training developers.

While supporting the development of our employees through our global collaborations, we also increase the global effectiveness of our company. With the Global Employee Exchange/Secondment²⁶ Since 2023, 11 employees have gained experience through the Global Employee Exchange Program.

We strengthened our contribution in the international arena by supporting two different sustainability and accessibility projects funded by the European Union.

- Within the scope of the INCLAVI (Inclusive Aviation) Project, which we joined in 2023, we continue our efforts to develop an accredited online learning platform in collaboration with European Union member airports and universities. As of 2024, we have made significant progress by creating training modules designed for aviation industry employees and students, aiming to enhance service quality for individuals with special needs and passengers requiring special access. We are ensuring that this innovative training platform is accessible and compliant with international standards through a Learning Management System (LMS) and a mobile application.
- Within the scope of the AIRMOB – Developing Skills and Capabilities for Innovative Air Mobility Project, conducted jointly with Istanbul Technical University (ITU) and 35 international stakeholders, we strengthen cooperation between vocational training institutions across different countries. Through this project, we facilitate the sharing of best practices, promote the development of innovative training methods, and create added value on an international scale. It also aims to enhance participants' cultural awareness and improve their language skills.

We also offered master's and doctorate incentives through agreements with more than 10 universities, with 30 employees benefiting from these opportunities. Additionally, we encouraged 15 employees with associate degrees to complete their undergraduate education. We have supported 103 master's theses and projects.

Employee Trainings	2021	2022	2023	2024	Progress status
Total Training Hours (Employee*Hours)	157,830	228,214	264,773	263,715	<div></div>
Average training hours per employee (Hours)	22.87	28.95	32.25	33.17	<div></div>

At our Foreign Languages School, we provide Russian, Arabic, and Chinese language training to 50 employees annually.

²⁵AMPAP: Airport Management Professional Accreditation Programme – a global training program by ICAO and ACI for airport executives.
²⁶Secondment refers to the temporary assignment of an employee to another department, company, or country for a specific period. During this process, the employee gains experience in a different organization or project while maintaining their employment relationship with their current employer.



We place great importance on measuring the direct and indirect impact of the trainings offered through iGA Academy. We analyzed the social impact of the iGA Academy International Trainings held in 2022 and 2023 using the SROI method, with the support of an independent impact measurement expert, to identify which practices provide the greatest benefits, determine areas for improvement in our existing programs, and utilize these insights in designing our future programs and projects.

The analysis revealed an SROI ratio of 1:2.51, based on the changes observed in trainees who are iGA employees. This means **that for every TL 1 invested in iGA Academy International Trainings, a social benefit of TL 2.51 was generated for the participants. We are committed to increasing this social benefit even further in the coming periods.**

We launched the iGA Academy Stakeholder Advisory Board in 2024 with the participation of 24 stakeholders to strengthen collaboration in the aviation industry, enhance knowledge and experience sharing, and contribute to the development of industry professionals.

The board brings together stakeholders from the Istanbul Airport ecosystem and facilitates joint solutions for training and development processes. As iGA Academy, we aim to closely follow global developments in the aviation sector, offer innovative training solutions, and establish a sustainable cooperation model. To achieve this, we regularly organize Stakeholder Advisory Board meetings and develop projects that add value to the airport ecosystem together with industry professionals.

In 2024, 901 participants participated in the quiz competitions we organized to increase stakeholder knowledge, strengthen collaboration, and raise awareness on sustainability.

Additionally, 310 people took part in the Turkish hospitality training program we organized to enhance service quality while preserving our cultural values.



Among the resources we provide to support the continuous development of our employees are the iGApedia Global Aviation Dictionary and our library, named in memory of our colleague Mehmet Emin Kaynak, whom we lost during the pandemic.

- ▶ In 2024, we enriched our iGApedia Global Aviation Dictionary with 1,000 new words contributed by 15 employees. Our employees borrowed a total of 2,500 books from our library.
- ▶ To support continuous learning, we offered 90 short, practical, and goal-oriented “microlearning” contents.
- ▶ To foster leadership development, we shared 180 resources, including industry analyses, research reports, and leadership-focused publications.
- ▶ To help our employees adapt to rapidly evolving technological advancements and enhance their digital competencies, 1,500 employees participated in artificial intelligence and technology-based training programs and webinars.

Educational Collaborations and Events:

Through our educational collaborations and events, we extended our impact beyond our employees and contributed to student development. Within the scope of branded lectures, 100 students from 5 universities received 14 weeks of airport management training delivered by iGA experts from various departments.

We organized 15 events focused on young talent at universities, reaching over 4,200 students and informing them about innovative opportunities in the sector.

With global events such as Ideathon and Future & Beyond, we collaborated with aviation students across Europe to develop innovative projects for iGA Airport.

As part of the Volunteering Project for aviation-interested students, we hosted 60 students at our airport for an 8-week program. During the program, students gained firsthand experience in airport operations and worked in a real business environment. They expanded their knowledge in critical areas such as passenger services, operations management, and logistics under the guidance of expert professionals. Through workshops, field observations, and interactive sessions, they were able to apply their theoretical knowledge in practice. In doing so, we helped them strengthen their problem-solving abilities, develop professional skills, and expand their networks.

In line with our vision of “Next Generation of Aviation Professionals,” we hosted more than 400 students at our airport in cooperation with local and international universities.

Globally, we signed goodwill agreements with three international universities and actively supported aviation students across Europe as the general sponsor of The European Association of Aerospace Students (EUROAVIA). Our activities for young people fostered innovation and creativity while offering them the opportunity to gain firsthand experience in the aviation industry.

As we continue to observe the positive impacts of these programs, we are committed to ensuring their sustainability and ongoing development.

Employee Wellbeing

We launched the Cultural Ambassadors Program in 2020 to shape iGA’s corporate culture and values, identifying Togetherness, Continuous Development, Trust, and Guest Orientation as our core organizational values through a comprehensive study.

Our Cultural Ambassadors are responsible for maintaining the iGA culture alive within the organization and organizing volunteer activities, and as of 2024, we have 174 Cultural Ambassadors.

To support socialization and shared interests, we established 11 Social Clubs, with 1,857 employees participating voluntarily. In 2024, we organized 32 events through these clubs with the participation of 738 employees.

With the support of our Sports Club, we participated in the Corporate Games with 121 employees competing in 16 different sports branches, reinforcing team spirit and promoting a healthy lifestyle culture. Through this organization, which encourages companies and employees to add value to society through sports and social responsibility projects, iGA strengthened its commitment to employee wellbeing.



Animal shelter visit organized in cooperation with the iGA Pawed Friends Club.



Additionally, at our two-day iGA Skywalkers event, we combined interactive activities designed to entertain and motivate 4,500 employees with concerts, interactive experience areas, treats, and game activities.

In 2024, in cooperation with KIZÇEV (Girls' Education Association), we organized a “Being a Woman in Aviation” panel featuring women executives from the iGA Social Solidarity Club, iGA, and our ecosystem stakeholders.

To support the psychological wellbeing of our employees, we offer psychosocial support services through our corporate psychologists, including individual psychotherapy sessions and group trainings. As part of our Psycho-Training Programs, our corporate psychologists organized 48 training sessions attended by 970 employees. We provided training sessions on topics such as safe motherhood, coping with challenging events, parenting groups, stress management, and psychosocial risk management, forming special groups to address employees' specific needs. Through these programs, we contributed significantly to enhancing our employees' psychological wellbeing.

Since 2023, we have continued to develop the iGAiN Application, our internal mobile communication network, by adding new modules to improve employee interaction. In 2024, our application was downloaded by 4,547 users and currently serves our employees with 19 modules.²⁷

This year, 90% of our employees participated in the Employee Engagement Survey, compared to an 85% participation and 70% engagement rate in 2023. We measured our employee engagement rate at 71% in 2024. We view the increase in participation as a reflection of the value created through our efforts, and we are motivated to continue improving our engagement initiatives.

We continue to offer various support initiatives to enhance the wellbeing of our employees:

- | | |
|--|--|
| <ul style="list-style-type: none">▶ Premium practices▶ Birthday celebrations▶ Welcome kits▶ Newborn kits▶ Loyalty programs | <ul style="list-style-type: none">▶ Ramadan support initiatives▶ Instant recognition and reward practices▶ Brand collaborations for employee benefits▶ Knowledge competitions |
|--|--|



We present a newborn kit to our employees who have welcomed a baby.



Seniority awards were presented to employees marking their 10th anniversary with the company.

²⁷ Employee Support, Approval Procedures, Leave Management, Food Menu, Social Clubs, Transportation, Clothing, Guide, Human and Culture Calendar, iGA Family Bulletin, Birthdays, Shift Schedule, Possession Management, Map, Flights, Announcements, Opportunities, Survey, Frequently Asked Questions

OCCUPATIONAL HEALTH & SAFETY (OHS)

In line with our “People First and Always” approach and our “Healthy and Safe Airport” commitment, we aim to protect the health and safety of our employees, guests, stakeholders, and contractors, while prioritizing emergency preparedness and effective crisis management.

Through the iGA Occupational Health and Safety (OHS) Management System, we deliver health and safety services that meet the expectations of regulatory authorities and international standards,²⁸ ensuring full compliance with legal requirements. We operate in accordance with the ISO 45001 Occupational Health and Safety Management System, emphasizing employee participation, leadership, and stakeholder engagement. Over the past four years, we have completed all ISO 45001 audits with zero nonconformities.

OHS Trainings

We view OHS trainings as a critical tool for ensuring employee safety and fulfilling our legal obligations. Our goal is to build a strong occupational health and safety culture by offering accessible, interactive, and digitally supported trainings.

We deliver training through three methods: theoretical, practical, and digital. Orientation trainings are provided for new employees, while periodic while updated and refresher training is organized for existing employees.

We continuously monitor our processes, assess training effectiveness through tests and feedback, and update the content based on emerging needs. Training content is further strengthened by incorporating insights from accident and incident analyses, ensuring continuous improvement.



We also promote digitalization by offering OHS trainings through the iGA Academy system and enhancing learning experiences with virtual reality (VR) simulations at the OHS Experiencing Center, where employees can interactively and safely experience hazardous scenarios in a gamified environment.

In 2024:

- We made OHS trainings more interactive to help employees develop safe behaviors. In this context, we measured effectiveness by conducting exams before and after training sessions, ensuring continuous improvement.
- By offering OHS trainings through digital platforms, we enabled employees to access content without time and location constraints. Supported by video lessons, interactive modules, and exams, this system made the tracking, reporting, and evaluation of trainings more efficient.
- At the OHS Experiencing Center, we developed two new VR training modules, allowing employees to experience real-life scenarios, practice responses to potential hazards, and learn about risky situations in a safe environment.
- We collected feedback from employees after trainings, updated the content accordingly, and increased its effectiveness. In 2024, we delivered a total of 198,848 employee*hours of training.

We actively participate in company events to raise awareness about occupational health and safety among our employees. At the annual Skywalkers events, we aim to strengthen OHS awareness by organizing various activities at our dedicated “Trust Stand.” In 2024, 2,530 employees participated in these activities.



²⁸As the Occupational Health and Safety Directorate, we operate in compliance with 67 legislative regulations, 9 civil aviation-specific regulations, and the ISO 45001 Occupational Health and Safety Management System standards.

Near Miss - Hazard Notifications

To foster a healthy and safe working environment and encourage our employees to actively participate in this culture, we continue the hazard/caution reward campaign launched in 2020.

We receive notifications through three channels—email, the 24/7 OHS communication line, and the iGAiN platform, into which we integrated the notification system in 2024. All notifications are recorded in the OHS software system, and the processes are monitored through this system. In 2024, we achieved a 19% increase in the number of notifications compared to 2023. We promptly share each notification with the relevant departments and take necessary actions without delay.

Occupational Health and Safety	2021	2022	2023	2024	Progress status
Total Training Hours (Employee*Hours)	77,733	188,893	190,861	198,848	<div></div>
Accident Frequency Rate	2.05	1.95	1.32	1.13	<div></div>

Emergency health services are available 24/7 at various points across the airport through the following facilities and equipment:

- A dedicated call center
- Three infirmaries/health centers
- Eight fully equipped emergency ambulances (intensive care compatible)
- Five fully equipped emergency medical buggy vehicles
- Two emergency medical scooters for rapid response



Our emergency medical services are supported by an emergency ambulance, a rapid-response medical buggy, and an electric mobility vehicle for mobile doctors.

We organize drills to measure the response times of medical teams to incidents and to monitor airport control processes. In 2024, we conducted a total of 158 field drills, including 12 drills organized by the OHS Directorate and 146 drills conducted by MedicaM.

CONCLUSION

As iGA Airport Operation Inc., we have been committed to advancing environmental and social sustainability in our industry since our establishment. Through our collaboration with stakeholders, participation in national and international programs, and the projects we implement, we actively contribute to the transformation of our sector. In this report, we have presented the activities we carried out during the 2024 reporting period under three main sections:

- Working for the Future of Mobility
- Protecting the Integrity of the Environment
- Creating Value for Society, Our Guests and Employees

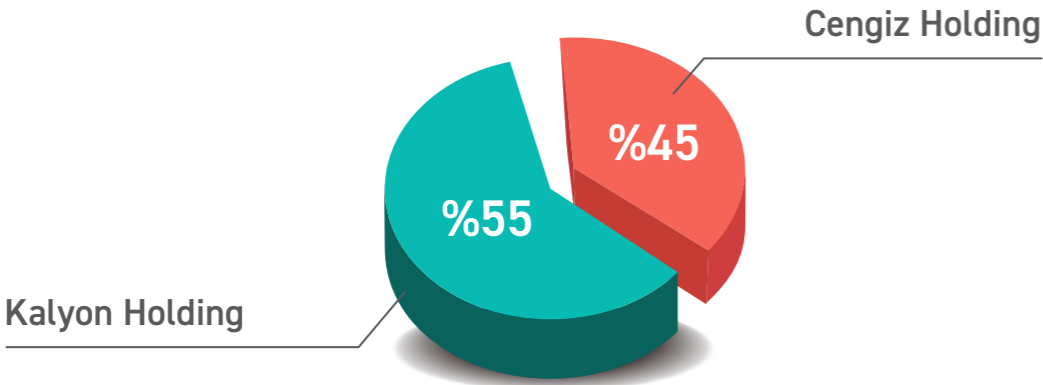
We view sustainability as an essential part of our culture and remain dedicated to strengthening our efforts to create a sustainable future. With the vision of "Our Focus is the World, Our Goal is the Future," we will continue working diligently toward achieving our 2030–2035 Sustainability Goals.



APPENDICES

Company Ownership Structure

Taking strong and confident steps towards its future goals in the aviation sector, one of Türkiye's most strategic industries, iGA's ownership structure as of December 2023 is as follows:



¹ Mr. Ozan KARAKIŞ has decided to step down from his position at our company as of December 31, 2024. Mr. Mahmut ŞAHBAZ, formerly serving as Senior Manager of Airside Operations, has been appointed as Director of Airside Operations effective March 1, 2025.

² Mr. Faruk ANILSIN has decided to leave his position at our company effective March 1, 2025.

³ Ms. Seda ERDOĞAN has decided to step down from her role as of December 31, 2024. Ms. Selda SEÇKİNLER OBA assumed the role of Deputy General Manager of Human Resources as of April 7, 2025.

⁴ Mr. Barış GECİKLİĞÜN has decided to step down from his position at our company as of December 31, 2024.

Organization Chart





CORPORATE MEMBERSHIPS

	MEMBER PLATFORMS
01	ACI World Board Member
02	TOBB Civil Aviation Council Membership
03	UN Women’s Empowerment Principles (WEPs) – Signatory
04	IEEE (The Institute of Electrical and Electronics Engineers)
05	Future Travel Experience
06	BiTekDer (Information Technologies Association)
07	EUROCONTROL Performance Review Commission (PRC)
08	EUROCAE (European Organization for Civil Aviation Equipment)
09	AAAE (American Association of Airport Executives)
10	IIWG69 (International Industry Working Group)
11	ICAO Working Group 69 (IIWG Task Force on Alternative Aviation Fuel Airport Compatibility)
12	TIACA (International Air Cargo Association)
13	Istanbul Airport Security Services Development and Support Association
14	ACI Europe - Technical, Operations & Safety Committee (TOSC)
15	ACI APEX Assessor
16	ACI World Safety & Technical Standing Committee (STSC)
17	EUROCONTROL Airport Operations Team (AOT)
18	Turgut Özal University School of Civil Aviation Advisory Board
19	Republic of Türkiye Governorship of Istanbul - Provincial Directorate of Culture and Tourism - Provincial Promotion and Development Board Membership
20	Istanbul Airport Security Commission Membership
21	Business Council for Sustainable Development (BCSD) – Board Member
22	PERYÖN (Human Management Association of Türkiye)
23	ACI Training Accreditation
24	ICAO/ACI AMPAP Training Accreditation
25	TÜHİD (Public Relations Association of Türkiye)
26	ACI AMPAP
27	DGCA HAVEM
28	DGCA Recommendation Monitoring Board
29	ACI Europe Economics Committee
30	EUROCONTROL Airport Integration Coordination and Harmonization Working Group (AICH WG)
31	EUROCONTROL Airport Data Exchange Coordination and Harmonization User Group (ADCH UG)
32	IATA Regional Training Partner
33	Transportation Security Administration (TSA) Training Accreditation
34	EUROCONTROL Training Accreditation
35	Women in Aviation International Membership
36	Türkiye Sustainable Aviation Platform

STAKEHOLDER COMMUNICATION

EVENTS PARTICIPATED

MONTH	MEETING SUBJECT
January	CEO Meeting with Uğur Cebeci, Şeref Oğuz, and Güntay Şimşek
January	CEO Meeting with Istanbul Airport Correspondents Association at the Press Room
January	CEO Participation at ACI Europe General Assembly in Brussels
February	CEO Mr. Selahattin Bilgen Year-End Evaluation Press Conference
February	Changi Aviation Summit (CAS2024) - Mr. Selahattin Bilgen Panel Participation
March	Air Transport Awards "Airport of the Year" Award Communication Announcement
March	ATV News Interview Recording Briefing - Mr. Selahattin Bilgen
April	Istanbul Economics Consulting x iGA Istanbul Airport Economic Impact Report
May	CEO Weekend - Participation of Mr. Selahattin Bilgen
May	Capital 500 Research and Award Ceremony - Participation of Mr. Selahattin Bilgen
May	Guest Appearance of Mr. Selahattin Bilgen on Güntay Şimşek’s Habertürk Airport Program
May	The Future Aviation Forum - Saudi Arabia - Participation of Mr. Selahattin Bilgen
May	Special News Project for "Nasıl Bir EKONOMİ" Green Economy and Sustainability Supplement
May	Mr. Mehmet Kalyoncu - Participation in Sustainable Aviation Futures Congress, 21–23 May 2024, Amsterdam
May	Mr. Mehmet Kalyoncu - Participation in Sustainable Aviation Futures Congress, 21–23 May 2024, Amsterdam
June	Sn. Selahattin Bilgen x BBC Aaron Heslehurst Röportajı
June	Sn. Selahattin Bilgen x Bloomberg Röportajı
July	Interview: iGA CEO Selahattin Bilgen & Elif Ergu
July	Dünya Newspaper Climate Economy and Sustainable Finance Summit
July	ACI Europe General Assembly in Istanbul - iGA Hosting Briefing
July	ACI Europe İstanbul Genel Kongresi - İGA Ev Sahipliği Bilgilendirmesi
July	Interview for Adem Metan’s YouTube Program "Peki Sonra?"
August	Plug and Play Aviation and Technology Roundtable Organization
August	Special News Recording - iGA Istanbul Airport Structure Maintenance Rope Access Unit (Women Employees)
September	Mr. Mehmet Kalyoncu - Participation in Sustainable Aviation Futures Congress, 21–23 May 2024, Amsterdam Interview Briefing: Mr. Selahattin Bilgen & Hürriyet Newspaper’s Uğur Cebeci
October	Sustainable Aviation Futures North America & Istanbul Airport - Participation of Mr. Mehmet Büyükkaytan
October	Special News Project: Airport Correspondents – Twin Employees in Security
October	Mr. Mehmet Kalyoncu - Participation in Sustainable Aviation Futures Congress, 21–23 May 2024, Amsterdam
October	Istanbul Airport Sustainability Summit
November	iGA ART Board of Directors & Art Press Breakfast Meeting
November	Mr. Mehmet Kalyoncu - Participation in Sustainable Aviation Futures Congress, 21–23 May 2024, Amsterdam
December	International Aviation Forum - "Declaration Aviation for All" - Participation of Mr. Selahattin Bilgen
December	THY & iGA WiFi Communication
December	Istanbul Airport Adaptation to Climate Change Action Plan Project - 1st Interim Report Presentation

Our Material Stakeholders, Key Issues, and Communication Methods

As part of our Sustainability Planning process, we conducted a comprehensive stakeholder mapping and materiality assessment. We evaluated our stakeholders based on various criteria, including operational impact, regulatory obligations, and the frequency of interaction. As a result of this analysis, we identified the following list of our material stakeholders:

Stakeholder Group	Stakeholder Communication/ Engagement Method	Purpose of Stakeholder Communication/ Engagement	Prominent Feedback Topics* ²⁹
Employees	<ul style="list-style-type: none">*Employee Satisfaction Surveys (Annual)*Instant Pulse Surveys (Post-Event Satisfaction Measurement) (Continuous)*Employee Support Hotline (Continuous)*Staff Suggestion Box (Continuous)*Cultural Ambassadors Program (Quarterly)*Social Clubs (Quarterly)*Birthday Celebrations (Monthly)*iGA Family Newsletter (Monthly)*Internal Announcements (Continuous)*Buddy App Launch (One-Time)*Skywalkers Events (Annual)*Focus Working Groups (As Needed)*Employee Orientation Programs (One-Time)*Annual Performance and Development Reviews (Annual)*Online Learning Platform Access (Continuous)*Emergency Drills (Annual)*Internal Audits (Annual)*Knowledge Competitions (Continuous)*Event Invitation Draws (Continuous)	<ul style="list-style-type: none">*Ensuring Business Continuity*Delivering Quality Service*Maintaining Hygiene Standards*Enhancing Guest Service Satisfaction*Upholding Sustainable Business Ethics	<ul style="list-style-type: none">Zero WasteWater SecurityEmployee DevelopmentEnergy EfficiencyRenewable Energy Transformation
Financial Institutions	<ul style="list-style-type: none">*Quarterly Update Reports (quarterly)*Process-Oriented Intensified Periodic Meetings (as needed)*Sustainability Reports (annually)*Email Correspondence (continuous)*Online Meetings (continuous)*Face-to-Face Meetings (continuous)	<ul style="list-style-type: none">*Informing stakeholders about the management of our ESG risks*Informing stakeholders about our work on ESG opportunities and receiving suggestions, particularly regarding energy investments*Informing stakeholders about the provision of resources for new investments, such as renewable energy and digitalization*Informing stakeholders to ensure the traceability of social investment activities*Informing stakeholders to ensure the traceability and transparency of environmental management data	<ul style="list-style-type: none">Decarbonization: 2050 Net ZeroRenewable Energy TransformationSustainable Consumption - Zero WasteWater SecurityService inclusiveness

²⁹ You can find the applications we have implemented to manage these topics under the relevant sections of the report.



Stakeholder Group	Stakeholder Communication/ Engagement Method	Purpose of Stakeholder Communication/ Engagement	Prominent Feedback Topics*
Customer (B2B)/Service Provider	<ul style="list-style-type: none">*Internal audits (annually)*Process-oriented intensified periodic meetings (periodic)*Commercial contracts (annually)*Email notifications (continuous)*Sustainability reports (annually)*Corporate website updates (continuous)*Phone calls (continuous)*Online meetings (continuous)	<ul style="list-style-type: none">*Health and safety*Sustainable business ethics*Operational continuity*Collaboration for service quality and integrity*Financial return	<ul style="list-style-type: none">Energy efficiencyOperational resilienceCompliance with legal and sectoral regulationsEmployee developmentAdaptation to climate change
NGOs	<ul style="list-style-type: none">*Project collaborations on special occasions (when necessary)*Promotional films for Istanbul Airport accessibility activities (when necessary)*Airport excursions and visits (continuous or when necessary)*Providing employment opportunities for individuals with special needs (continuous)*Cooperation in disaster situations (when necessary)*Sponsorships (when necessary)	<ul style="list-style-type: none">*Supporting vulnerable groups*Raising employee awareness*Ensuring continuity of corporate social responsibility efforts*Promoting social awareness	<ul style="list-style-type: none">Sustainable consumptionOperational resilienceOccupational health and safety practicesEnergy efficiencyZero waste
**Suppliers/ Subcontractor	<ul style="list-style-type: none">*Procurement policies and tender procedures (annual)*Supplier assessment (annual)*Phone calls (continuous)*Face-to-face meetings (continuous)*Online meetings (continuous)*Email (continuous)	<ul style="list-style-type: none">*Sustainable business ethics*Operational continuity*Supply chain management*Quality service	<ul style="list-style-type: none">Energy efficiencyWater securityMobility services integrationGuest satisfactionDecarbonization: 2050 Net Zero
Commercial Firms	<ul style="list-style-type: none">*Internal audits (annually)*Process monitoring and evaluation meetings (annually)*Commercial contracts (annually)*Email notifications (continuous)*Sustainability reports (annually)*Corporate website updates (continuous)*Phone communications (continuous)*Online meetings (continuous)	<ul style="list-style-type: none">*Sustainable business ethics*Operational continuity*Collaboration for service quality and integrity*Meeting customer demands*Financial return	<ul style="list-style-type: none">Decarbonization: 2050 Net ZeroEnergy efficiencyWater securityOperational resilienceGuest satisfaction

Stakeholder Group	Stakeholder Communication/ Engagement Method	Purpose of Stakeholder Communication/ Engagement	Prominent Feedback Topics*
National Governmental Organizations	<ul style="list-style-type: none">*Airport visits (continuous)*Face-to-face meetings (when necessary)*Audit reports (monthly)*Official correspondence (continuous)*Certificate applications (when necessary)*Online meetings (continuous)*Email notifications (continuous)*Sustainability reports (annual)*Corporate website (continuous)*Phone calls (continuous)	<ul style="list-style-type: none">*Compliance with laws and tax systems*Airport planning and development*Effective management of processes and dissemination of good practice examples*Compliance with regulations*Ensuring safety and security*Contribution to economic development*Emergency coordination*Warning and support in extreme weather conditions	<ul style="list-style-type: none">Global and regional financial conditionsInvestment costsOccupational Health and Safety (OHS) practicesGuest satisfactionWork-life balance
International Institutions	<ul style="list-style-type: none">*Airport visits (when necessary)*Face-to-face meetings (when necessary)*Periodic reporting (when necessary)*Certificate applications (when necessary)*Trainings (when necessary)*Business exchange programs (when necessary)*Online meetings (continuous)*Email notifications (continuous)*Sustainability reports (annual)*Corporate website (continuous)*Phone calls (continuous)	<ul style="list-style-type: none">*Compliance with international regulations*Following sectoral developments*Having an opinion/ speaking in sectoral decisions*Applying for sectoral projects*International education programs*International personnel exchange programs	<ul style="list-style-type: none">Operational resilienceRenewable energy transformationDecarbonization:2050 Net ZeroAdaptation to climate change
Universities	<ul style="list-style-type: none">*Airport excursions (continuous)*Face-to-face meetings (continuous)*Online meetings (when necessary)*Email notifications (when necessary)*Sustainability reports (annual)*Corporate website (continuous)*Phone calls (continuous)	<ul style="list-style-type: none">*Project collaborations*Conference, event collaborations* Internship opportunity*Employment opportunities*Master education agreements*Support for thesis studies	<ul style="list-style-type: none">Mobility services integrationWater SecurityDigital transformation & AutomationService inclusiveness
Local Governmental Organizations	<ul style="list-style-type: none">*Airport visits (when necessary)*Face-to-face meetings (when necessary)*Online meetings (when necessary)*Email notifications (continuous)*Sustainability reports (annual)*Corporate website (continuous)*Phone calls (continuous)	<ul style="list-style-type: none">*Compliance with laws and tax systems*Airport planning and development*Effective management of processes and dissemination of good practice examples*Compliance with regulations*Ensuring safety and security*Contribution to economic development*Emergency coordination*Warning and support in extreme weather conditions	<ul style="list-style-type: none">Occupational Health and Safety practicesRenewable energy transformationSustainable consumptionSocial investments

Stakeholder Group	Stakeholder Communication/ Engagement Method	Purpose of Stakeholder Communication/ Engagement	Prominent Feedback Topics*
Media/Press	<ul style="list-style-type: none">*Airport visits (continuous)*Media briefings (annual)*Press conferences (annual)*Advertising/promotional films (when necessary)*Social media accounts (continuous)*Interviews (when necessary)*Email notifications (continuous)*Phone calls (continuous)*Online meetings (continuous)*Face-to-face meetings (monthly)	<ul style="list-style-type: none">*Regular press releases*Communication of operational processes such as passenger statistics, weather events, health and safety*Communication of events such as awards, competitions, conferences, promotions	<ul style="list-style-type: none">Adaptation to climate changeDecarbonization (Net Zero)Energy efficiencyZero wasteDigital transformation & automation
Passengers	<ul style="list-style-type: none">*Digital surveys (continuous)*Face-to-face surveys (continuous)*Neuromarketing (continuous)*Passenger satisfaction from employee perspective (annual)*ACI ASQ Survey (annual)*In-depth stakeholder satisfaction survey (annual)*Accessible Airport Mystery Shopper visits (continuous)*Subject-based face-to-face surveys with internal surveyors (continuous)*Email notifications (continuous)*Sustainability reports (annual)*Corporate website (continuous)**We engage with our guests through 19 different communication channels and gather their feedback using 11 distinct methods.	<ul style="list-style-type: none">*Presentation of routes and destinations* Service delivery for different segments/ inclusive journey*Digital services*Operational continuity*Service quality*Providing a safe and secure environment	<ul style="list-style-type: none">Occupational Health and Safety practicesWorking conditionsWater securityEnergy efficiencyRenewable energy transformation
Consultancy/ Initiative	<ul style="list-style-type: none">*Workshops (when necessary)*Face-to-face meetings (continuous)*Online meetings (continuous)*Training (when necessary)*Periodic reporting (continuous)*Press releases (when necessary)*Email notifications (continuous)*Sustainability reports (annual)*Corporate website (continuous)*Phone calls (continuous)	<ul style="list-style-type: none">*Collaboration with experts in the field*Participation in national or international platforms for the business world*Following sectoral developments*Training opportunities*Certification processes	<ul style="list-style-type: none">Adaptation to climate changeRenewable etransformationDigital transformation & automationMobility services integrationService inclusiveness

Stakeholder Group	Stakeholder Communication/ Engagement Method	Purpose of Stakeholder Communication/ Engagement	Prominent Feedback Topics*
Air Routes	<div>*Internal audits (annually)</div> <div>*Process monitoring and evaluation meetings (annually)</div> <div>*Commercial contracts (annually)</div> <div>*Email notifications (continuous)</div> <div>*Sustainability reports (annually)</div> <div>*Corporate website updates (continuous)</div> <div>*Phone communication (continuous)</div> <div>*Online meetings (continuous)</div>	<div>*Bringing different cultures together</div> <div>*Sustainable business ethics</div> <div>*Operational continuity</div> <div>*Collaboration for service quality and integrity</div> <div>*Meeting customer demands</div> <div>*Financial return</div> <div>*Emergency coordination</div> <div>*Warning and support in extreme weather conditions</div>	<div>Zero waste</div> <div>Mobility services integration</div> <div>Operational resilience</div> <div>Guest satisfaction</div>
Local Community			<div>Economic contribution</div> <div>Social investments</div> <div>Adaptation to climate change</div> <div>Decarbonization: 2050 Net Zero</div>
Airports	<div>*Airport visits (when necessary)</div> <div>*Business exchange programs (when necessary)</div> <div>*Email notifications (continuous)</div> <div>*Sustainability reports (annual)</div> <div>*Corporate website (continuous)</div>	<div>*Destination changes in case of possible weather conditions or emergencies</div> <div>*Consultations on operational business matters</div> <div>* Sister airport collaborations</div>	<div>*Materiality analysis was not included in our study.</div>



ISO CERTIFICATES

ISO 9001	Quality Management System
ISO 10002	Customer Satisfaction Management System
ISO 14001	Environmental Management System
ISO 14046	Water Footprint Verification
ISO 14064	Greenhouse Gas Emission Verification
ISO 27001	Information Security Management System
ISO 45001	Occupational Health and Safety Management
ISO 50001	Energy Management System

SIGNS AND ABBREVIATIONS

The symbols used in the tables showing progress throughout the report and their explanations are as follows:

Sign	Description
	Positive progress towards the target
	Negative progress towards the target
	No change
	Increase compared to previous year

ACA - Airport Carbon Accreditation
ACI - Airports Council International
ACI WORLD ASQ - Airport Service Quality Award
AIRMOB - Developing Skills and Capabilities for Innovative Air Mobility Project
AMPAP - Airport Management Professional Accreditation Programme
APOC - Airport Operations Center
ARFF - Airport Rescue and Fire Fighting
ATM - European Air Traffic Management
BAP - Biodiversity Action Plan
CAAC - Civil Aviation Administration of China
CDP - Carbon Disclosure Project
CEO - Chief Executive Officer
COSO - Committee of Sponsoring Organizations of the Treadway Commission
CSRD - Corporate Sustainability Reporting Directive
ÇŞİB - Ministry of Environment, Urbanization and Climate Change
DHMI - State Airports Authority
EGGK - Safety Review Board Meeting
ERM - Enterprise Risk Management
ESG - Environmental, Social and Corporate Governance
ESRS - European Sustainability Reporting Standards
EUROAVIA - The European Association of Aerospace Students
FOD - Foreign Object Damage
GRI - Global Reporting Initiative
GSA - General Sales Agent
HVAC - Heating, Ventilation and Air Conditioning System
IATA - International Air Transport Association
IBXA - International Business Excellence Awards
ICAO - International Civil Aviation Organization
IGEMS - Integrated Geographic Environmental Management Systems
IHL - International Humanitarian Law
ILO - International Labor Organization
INCLAVI - Inclusive Aviation
IoT - Internet of Things
IPCC - Intergovernmental Panel on Climate Change
ISO - International Organization for Standardization
IT - Information Technology
ITU - Istanbul Technical University
İETT - Istanbul Electric Tramway and Tunnel Enterprises
iGA - Istanbul Grand Airport
İSKİ - Istanbul Water and Sewerage Administration
KIZÇEV - Girls' Education Association

PDPL - Personal Data Protection Law
LMS - Learning Management System
MADKOM - Meteorological Emergency Committee
MRV - Monitoring, Reporting, Verification
NACE - Statistical Classification of Economic Activities in the European Community
NGO - Non-Governmental Organisation
OHS - Occupational Health and Safety
QR - Quick Response
OT - Operational Technology
PAT - Runway, Apron, Taxiway
PDPL - Personal Data Protection Law
RCP - Representative Concentration Pathways
RESA - Runway and Safety Area
RO - Reverse Osmosis
RPA - Robotic Process Automation
R&D - Research and Development
SAF - Sustainable Aviation Fuel
SAS - Special Airport Systems
SDGs - Sustainable Development Goals
SHGM - Directorate General of Civil Aviation
SHT-SMS/HAD - Instruction on the Implementation of Safety Management System at Airports
SMS - Safety Management System
SOC - Security Operation Center
SPI - Safety Performance Indicators
SPP - Solar Power Plant
SRBM - Safety Review Board Meeting
SROI - Social Return on Investment
SSP - Shared Socioeconomic Pathways
TESYEV - The Sports and Education Foundation for the Disabled of Türkiye
TGA - Türkiye Tourism Development Agency
THY - Turkish Airlines
TİM - Türkiye Exporters Assembly
TSA - Transportation Security Administration
TSRS - Türkiye Corporate Sustainability Standards
TÜBİTAK MAM - Scientific and Technical Research Council of Türkiye Marmara Research Center
UC - Utility Center
UN WEPs - United Nations Women's Empowerment Principles
VIP - Very Important Person
VR - Virtual Reality
WBCSD - World Business Council for Sustainable Development



GRI INDEX

Declaration of Use	This Sustainability Report of iGA Istanbul Airport Inc. for the period of January 1, 2024 - December 31, 2024, has been prepared in accordance with the GRI Standards “Core” option requirements.			
GRI Used 1	GRI 1: FOUNDATION 2021			
GRI Sector Standart Used:	-			
GRI STANDART		DESCRIPTION	RELEVANT TITLES & PAGES	
GRI 2: General Disclosures 2021	GRI 2: General Disclosures 2021			
	1.Organizational and reporting practices			
	2-1	Organizational details	About iGA	pg 05-08
	2-2	Entities included in the sustainability reporting	About the Report	pg 01
	2-3	Reporting period, frequency, and contact point	About the Report	pg 01
	2-4	Restatements of information	There are no restatements of information from previous reports.	
	2-5	External assurance	This report has not been externally assured.	
	2. Employees and operations			
	2-6	Activities, value chain, and other business relationships	About iGA	pg 05-08
	2-7	Employees	Diversity, Inclusion and Equal Opportunity	pg 55-56
	2-8	Workers who are not employees	Diversity, Inclusion and Equal Opportunity	pg 55-56
	3.Governance			
	2-9	Governance structure and composition	Organization Chart	pg 66
	2-11	Chair of the highest governance body	Organization Chart	pg 66
	2-12	Role of the highest governance body in overseeing the management of impacts	Corporate Governance Organizational Chart Sustainability Organization	pg 09 pg 66 pg 16
	2-13	Delegation of responsibility for managing impacts	Corporate Governance Our Corporate Risk Management Process and Activities Sustainability Organization	pg 09 pg 09-14 pg 16
	2-14	Role of the highest governance body in sustainability reporting	Sustainability Organization Materiality Analysis	pg 16 pg 17-18
	4.Strategy, policies and practices			
	2-22	Statement on sustainable development strategy	Sustainability Vision	pg 25-26
	2-23	Policy commitments	Legal and Sectoral Compliance	pg 30-31
	2-24	Embedding policy commitments	Legal and Sectoral Compliance	pg 30-31
	2-25	Processes to remediate negative impacts	Our Corporate Risk Management Process and Activities Stakeholder Relations	pg 09-14 pg 19-23
	2-26	Mechanisms for seeking advice and raising concerns	Stakeholder Relations Communication	pg 19-23 pg 79
	2-27	Compliance with laws and regulations	Legal and Sectoral Compliance	pg 30-31
	2-28	Membership associations	Corporate Memberships	pg 67
	5.Stakeholder Engagement			
	2-29	Approach to stakeholder engagement	Stakeholder Relations Materiality Analysis Annexes – Stakeholder Communication	pg 19-23 pg 17-18 pg 68-73

GRI STANDART		DESCRIPTION	RELEVANT TITLES & PAGES	
GRI 3: Material Topics 2021	GRI 3: Material Topics 2022			
	3-1	Process for determining material topics	Materiality Analysis	pg 17-18
	3-2	List of material topics	Materiality Analysis	pg 18
	Providing global aviation services			
GRI 3: Material Topics 2021	3-3	Management of the material topic	Providing Global Aviation Services	pg 29-30
GRI 203: Indirect Economic Impacts 2016	203-2	Significant indirect economic impacts	Providing Global Aviation Services	pg 29
	Legal and industry compliance			
GRI 3: Material Topics 2021	3-3	Management of the material topic	Legal and Sectoral Compliance	pg 30-31
	Integration of mobility services			
GRI 3: Material Topics 2021	3-3	Management of the material topic	Integration of Mobility Services	pg 31
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and supported services	Integration of Mobility Services	pg 31
	Guest Satisfaction			
GRI 3: Material Topics 2021	3-3	Management of the material topic	Guest Satisfaction and Inclusive Services	pg 51-55
	Operational Resilience			
GRI 3: Material Topics 2021	3-3	Management of the material topic	Operational Resilience	pg 34-35
GRI 403: Occupational Health and Safety 2018	403-2	Hazard identification, risk assessment, and incident investigation	Operational Resilience	pg 34
	Investment costs			
GRI 3: Material Topics 2021	3-3	Management of the material topic	Investment Costs	pg 36
	Climate change adaptation – Extreme weather events			
GRI 3: Material Topics 2021	3-3	Management of the material topic	Adaptation to Climate Change	pg 39-40
	Sustainable consumption			
GRI 3: Material Topics 2021	3-3	Management of the material topic	Sustainable Consumption (Circular Economy)	pg 41-45
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	Sustainable Consumption (Circular Economy)	pg 41
GRI 306: Waste 2020	306-2	Waste Generation and Significant Waste-Related Impacts	Zero Waste (Waste Management)	pg 41-45
	306-2	Management of Significant Waste-Related Impacts	Zero Waste (Waste Management)	pg 41-45
	306-3	Waste Generated	Zero Waste (Waste Management)	pg 41-45
	306-4	Waste diverted from disposal	Zero Waste (Waste Management)	pg 42-43
	Water security			
GRI 3: Material Topics 2021	3-3	Management of the material topic	Water discharge Water Security (Water and Wastewater Management)	pg 45-56
GRI 303: Water and Effluents 2018	303-4	Water discharge	Water discharge Water Security (Water and Wastewater Management)	pg 45
	303-5	Water consumption	Water discharge Water Security (Water and Wastewater Management)	pg 45
	Biodiversity and land use			
GRI 3: Material Topics 2021	3-3	Management of the material topic	Biodiversity	pg 46-47
GRI 101: Biodiversity	101-2	Management of biodiversity impacts	Biodiversity	pg 46-47
	Social investments and economic contribution			
GRI 3: Material Topics 2021	3-3	Management of the material topic	Social Investments and Economic Contribution	pg 48-50
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and supported services	Social Investments and Economic Contribution	pg 49
	203-2	Significant indirect economic impacts	Social Investments and Economic Contribution	pg 48-50
GRI 413: Local Communities 2016	413-1	Local community engagement, impact assessments, and development programs	Social Investments and Economic Contribution	pg 49

AUDIT

During this reporting period, although the report as a whole was not externally audited, the following topics were individually subject to third-party audits:

- ISO Certification Processes
 - 9001 Quality Management System
 - 14001 Environmental Management System
 - 10002 Customer Feedback Management System
 - 14046 Water Footprint Standard
 - 14064 Greenhouse Gas Calculation and Verification Standard
 - 27001 Information Security Management System
 - 45001 Occupational Health and Safety Management System
 - 50001 Energy Management System
- Greenstars Certificate
- ACI ACA Level 4 “Transformation” Carbon Accreditation Certificate

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DISCLAIMER

The iGA Istanbul Airport Sustainability Report has been prepared voluntarily for the stakeholders of iGA Istanbul Airport in accordance with GRI reporting standards, without any legal obligation.

The purpose of the report is to raise awareness on sustainability and to reflect iGA Istanbul Airport's commitment in this area. The information presented is compiled from publicly available sources and inputs provided by the relevant units of iGA Istanbul Airport. This report is intended for informational purposes only and does not constitute an offer, guarantee, or commitment.

For constructive feedback, suggestions, or questions, please contact: sustainability@igairport.aero.



Istanbul Airport 