



Company Presentation

October 2021

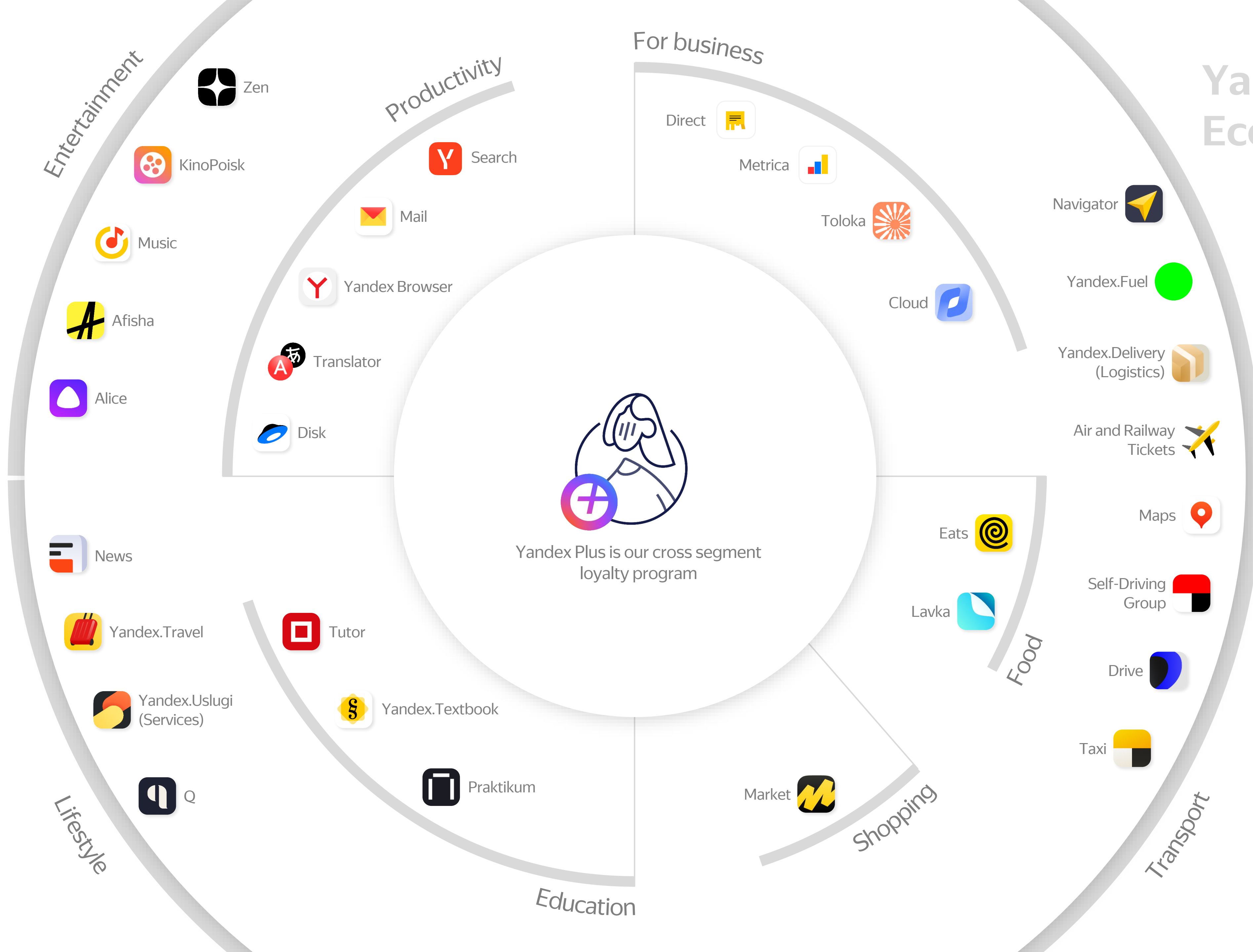
Forward Looking Statement Disclaimer

This presentation contains forward-looking statements that involve risks and uncertainties. These include statements regarding our future financial and business performance, our business and strategy and the impact of the COVID-19 pandemic on our industry, business and financial results.

Actual results may differ materially from the results predicted or implied by such statements, and our reported results should not be considered as an indication of future performance. The potential risks and uncertainties that could cause actual results to differ from the results predicted or implied by such statements include, among others, the impact of the ongoing COVID-19 pandemic and regulatory and business responses to that crisis, macroeconomic and geopolitical developments affecting the Russian economy or our business, changes in the political, legal and/or regulatory environment, competitive pressures, changes in advertising patterns, changes in user preferences, technological developments, and our need to expend capital to accommodate the growth of the business, as well as those risks and uncertainties included under the captions “Risk Factors” and “Management’s Discussion and Analysis of Financial Condition and Results of Operations” in our Annual Report on Form 20-F dated April 1, 2021, which is on file with the Securities and Exchange Commission and is available on our investor relations website.

All information provided in this presentation is as of October 27, 2021, and Yandex expressly disclaims any duty to update this information unless required by law.

Yandex Ecosystem



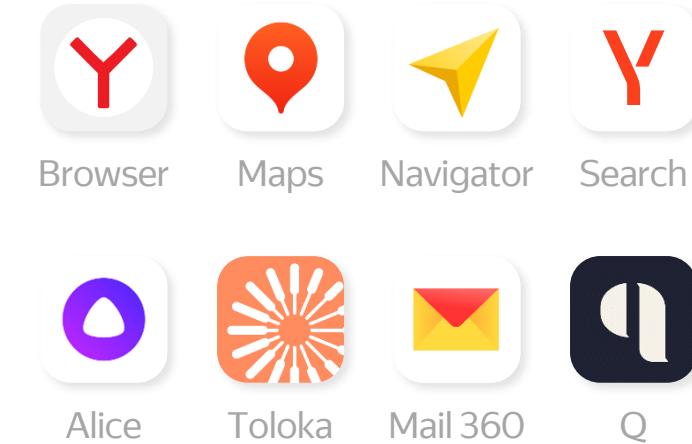
Our Key Businesses

Yandex is a technology company that builds intelligent products and services powered by machine learning

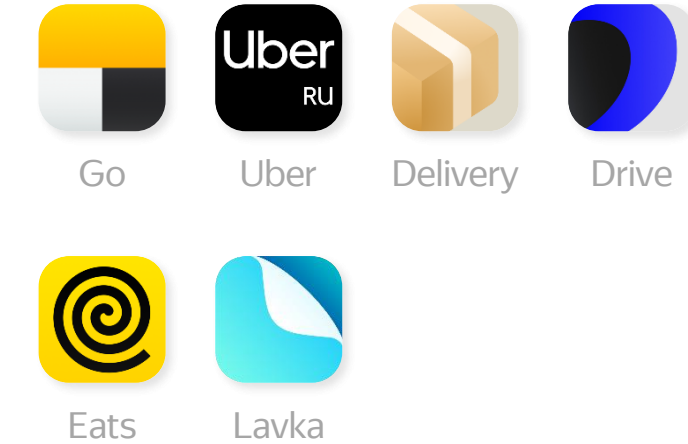
Our goal is to help consumers and businesses better navigate the online and offline world

For more details see <https://ir.yandex/key-businesses>

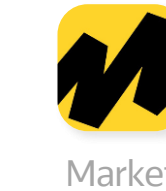
Search & Portal



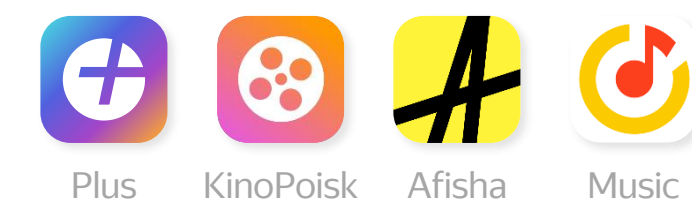
Taxi



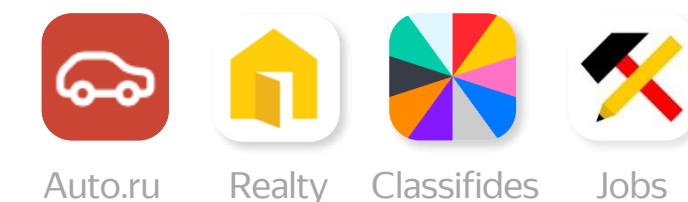
Yandex.Market



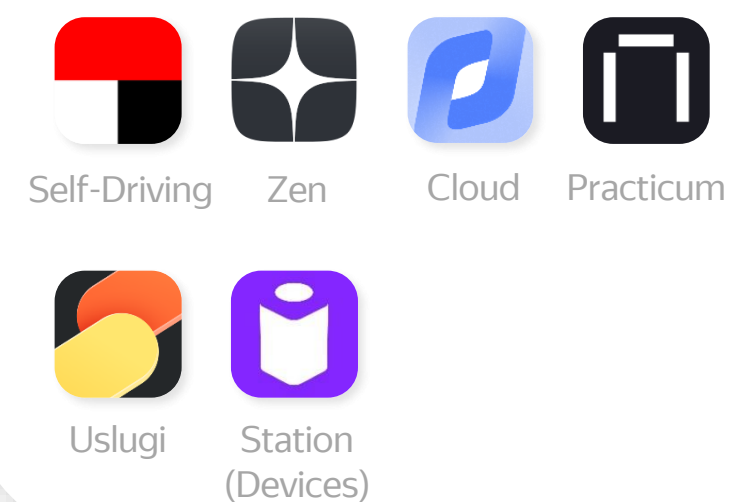
Media Services



Classifieds



Other Business Units and Initiatives



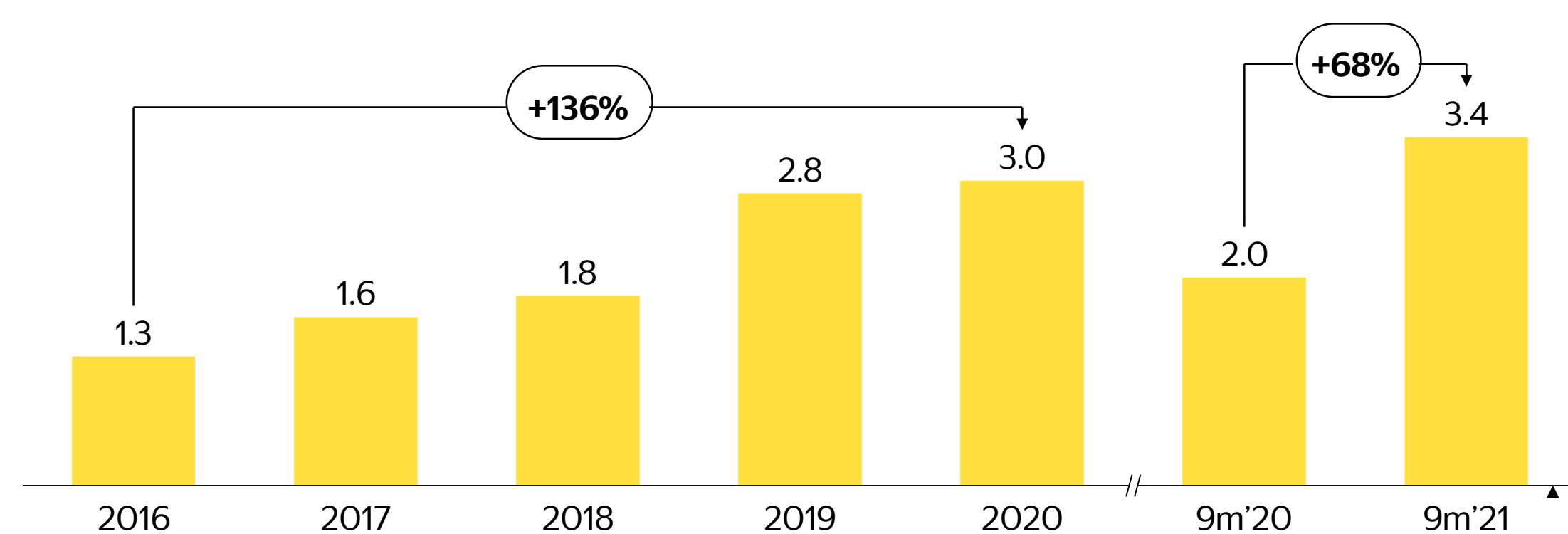
Key Operational and Financial Highlights



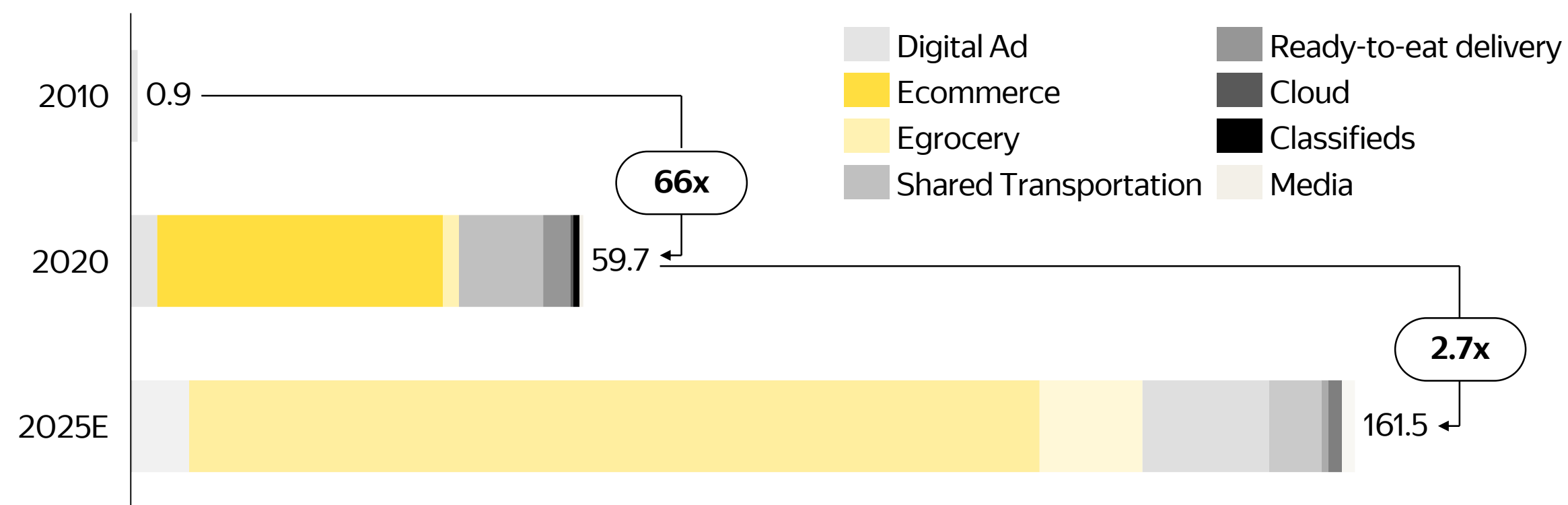
Business Growth Dynamics

Revenue,
USD BN

+30%
CAGR



TAM,
USD BN

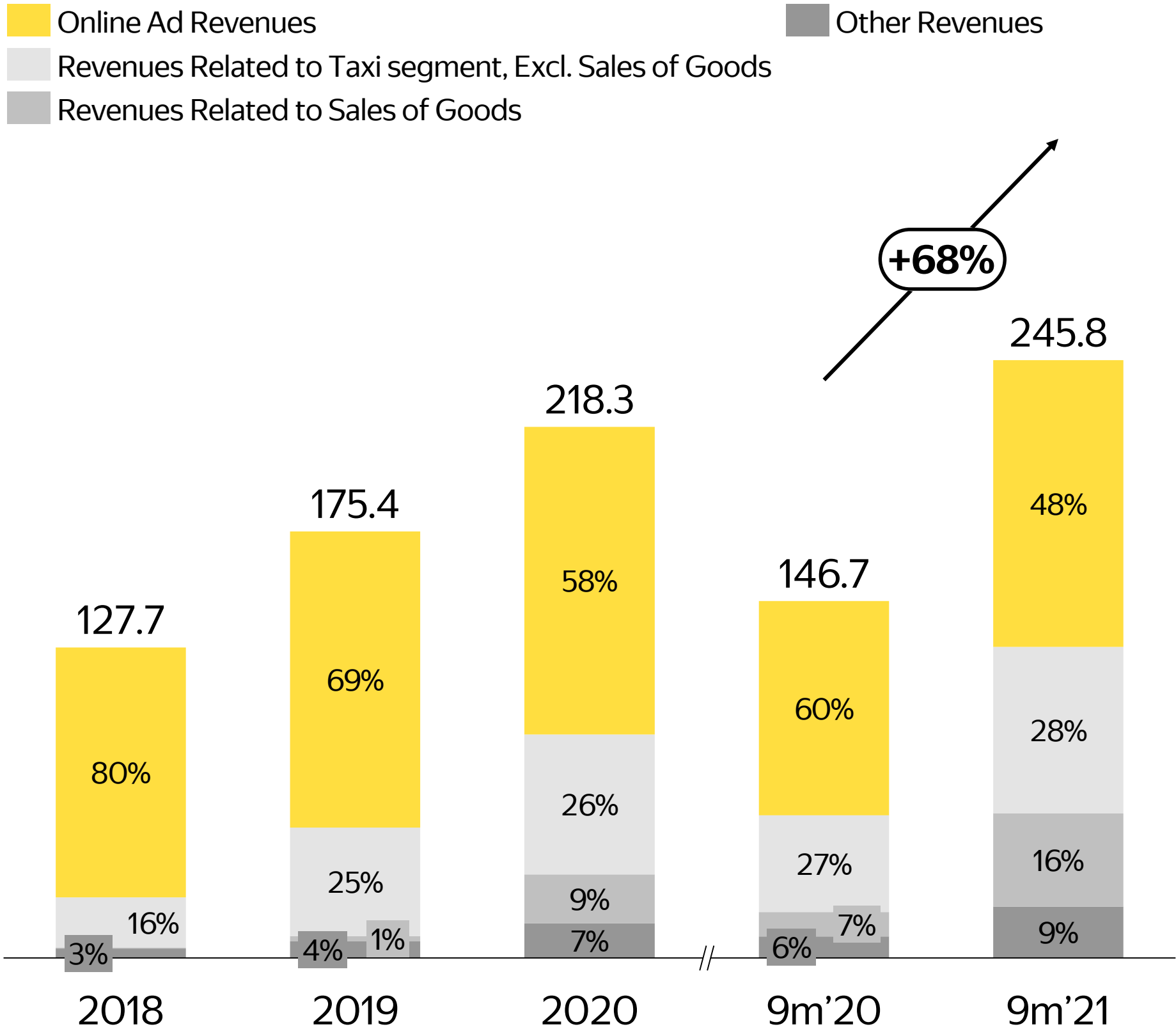


- Yandex transforming from an advertising business into a comprehensive digital platform for consumers and businesses
- Diversified business model with over 50% revenues coming from fast growing non-advertising segments
- Highly marginal advertising and ride-hailing businesses allowing to re-invest into new attractive growth opportunities and expansion of total addressable market
- Large total addressable Market in current geographies (\$60BN in 2020 vs. \$0.9BN in 2010) with significant growth potential presenting a catalyst for many years to come

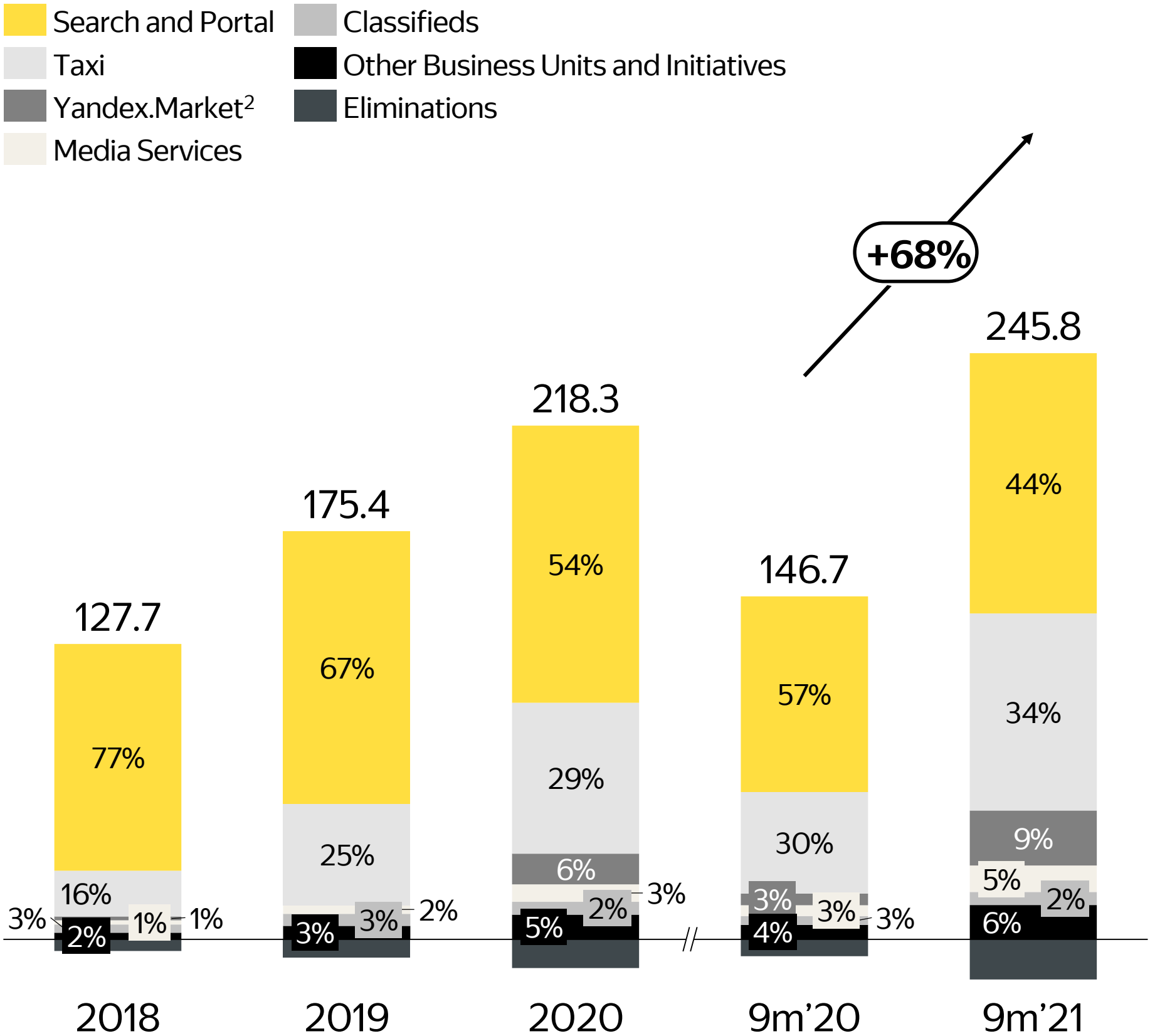
Source: Goldman Sachs estimates, AKAR, Euromonitor, AKIT, IDC, Analysts' consensus estimates. PWC, J'son&Partners Consulting, RBC, Company's internal estimates, TMT Consulting

Yandex Revenue Sources are Diversified

Consolidated Revenue¹ Breakdown, RUB BN, %



Revenue Breakdown by Segments, RUB BN, %

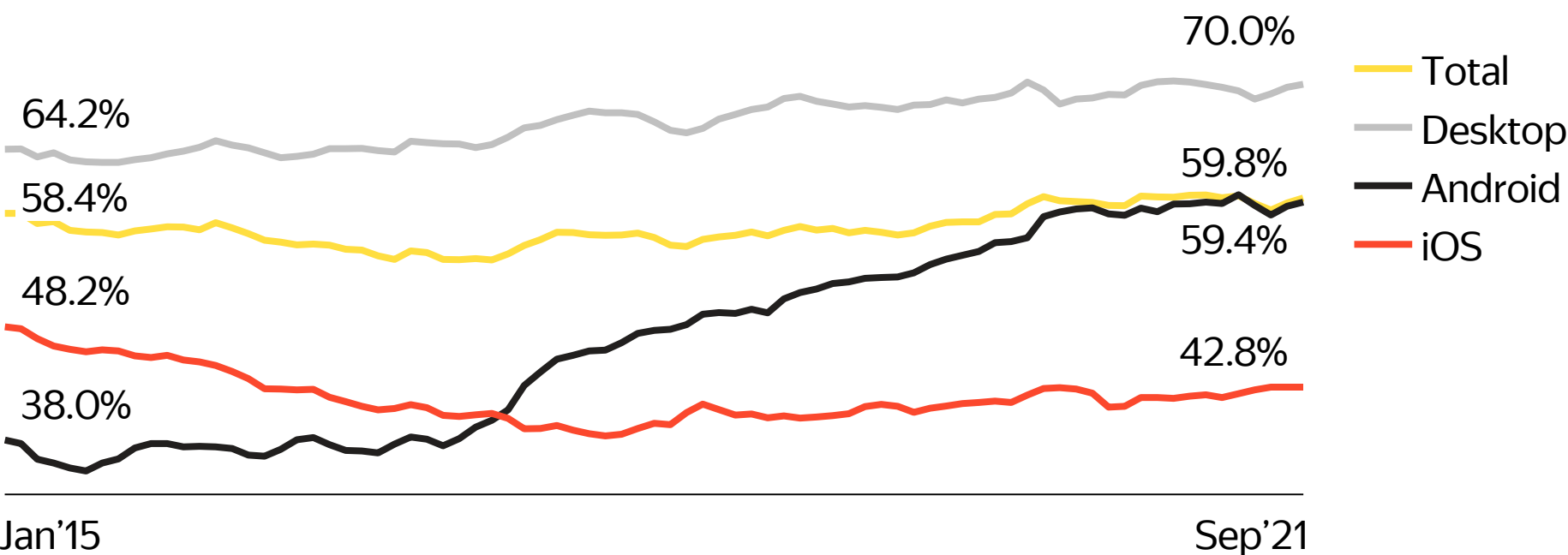


¹ Revenues are recognized net of VAT, discounts and commissions, but gross of TAC.

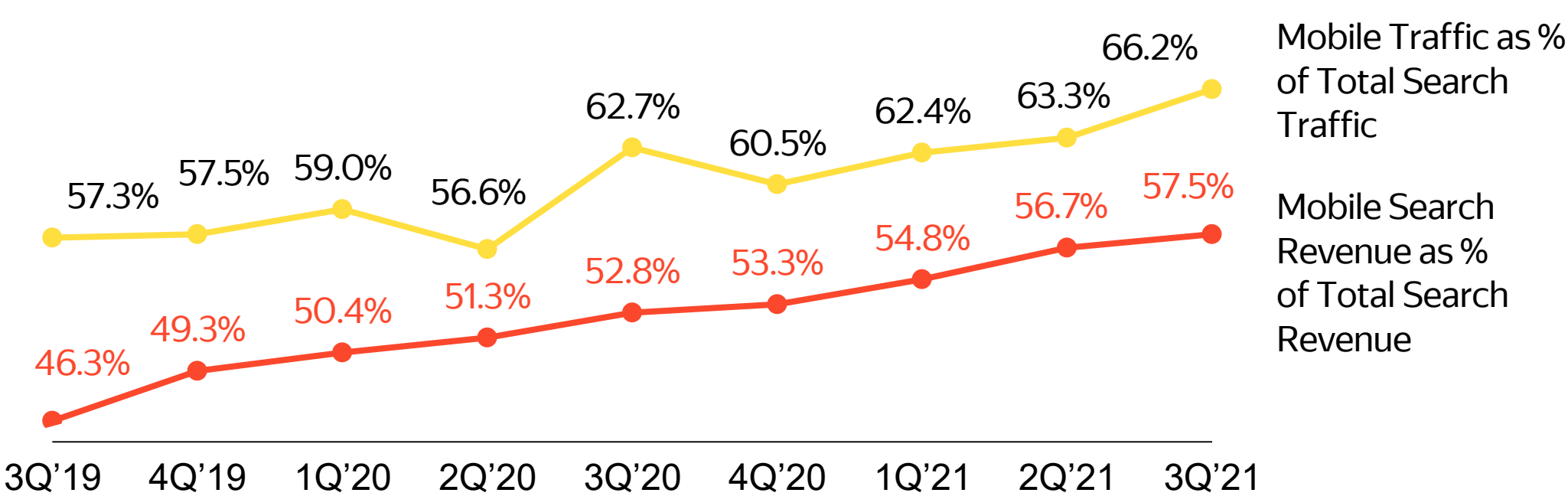
² On April 27, 2018 Yandex and Sberbank announced the completion of the formation of the JV based on the Yandex.Market platform. The parties owned equal stakes in the JV. We deconsolidated Yandex.Market starting April 27, 2018 from our consolidated financial results. On July 23, 2020 Yandex and Sberbank closed the transactions to reorganize their two JV's – Yandex.Market and Yandex.Money. As a result, Yandex has become the controlling shareholder in Yandex.Market and its result consolidated back to Yandex financial results.

Search and Portal

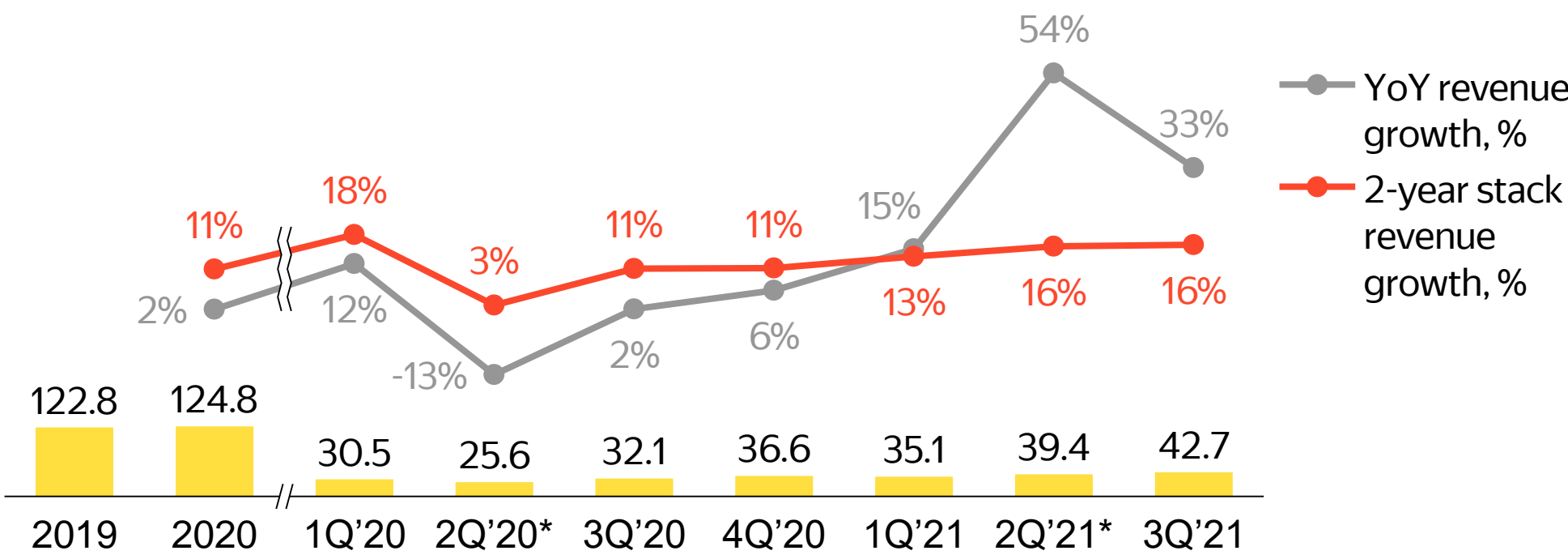
Yandex's Search Share across Platforms, %



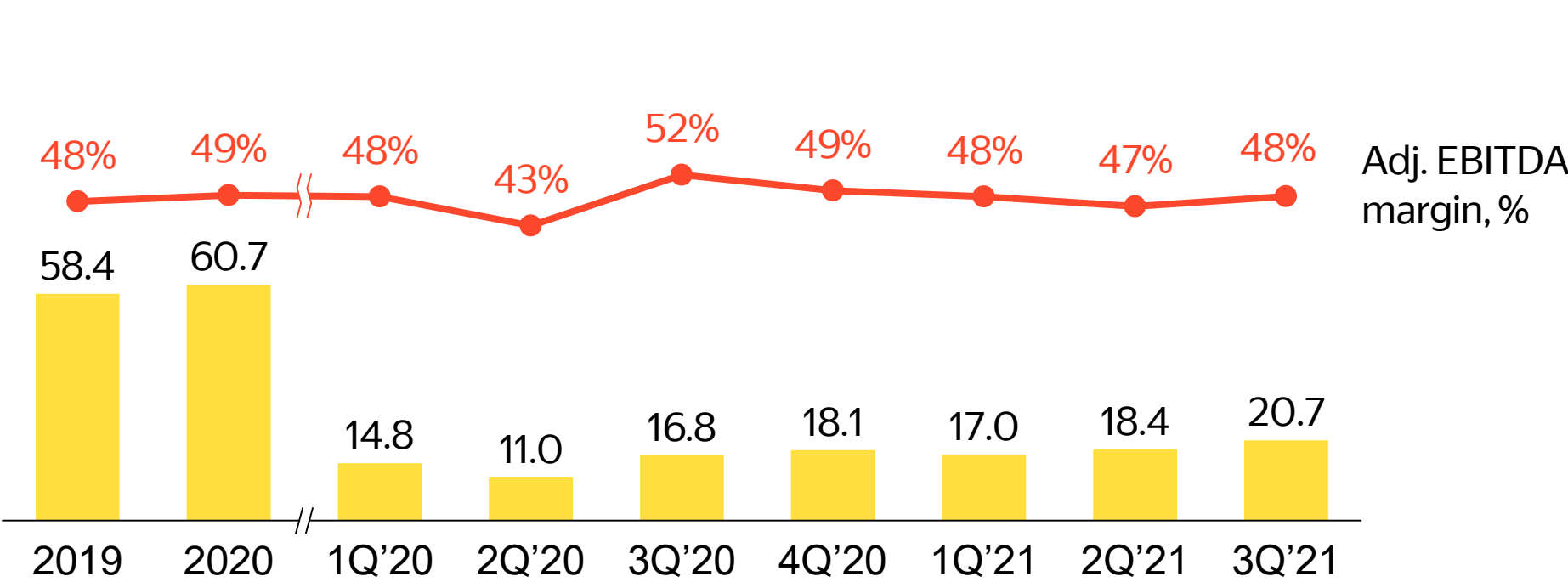
Evolution of Yandex's Mobile Search Traffic & Revenue



Revenue, RUB BN



Adj. EBITDA, RUB BN

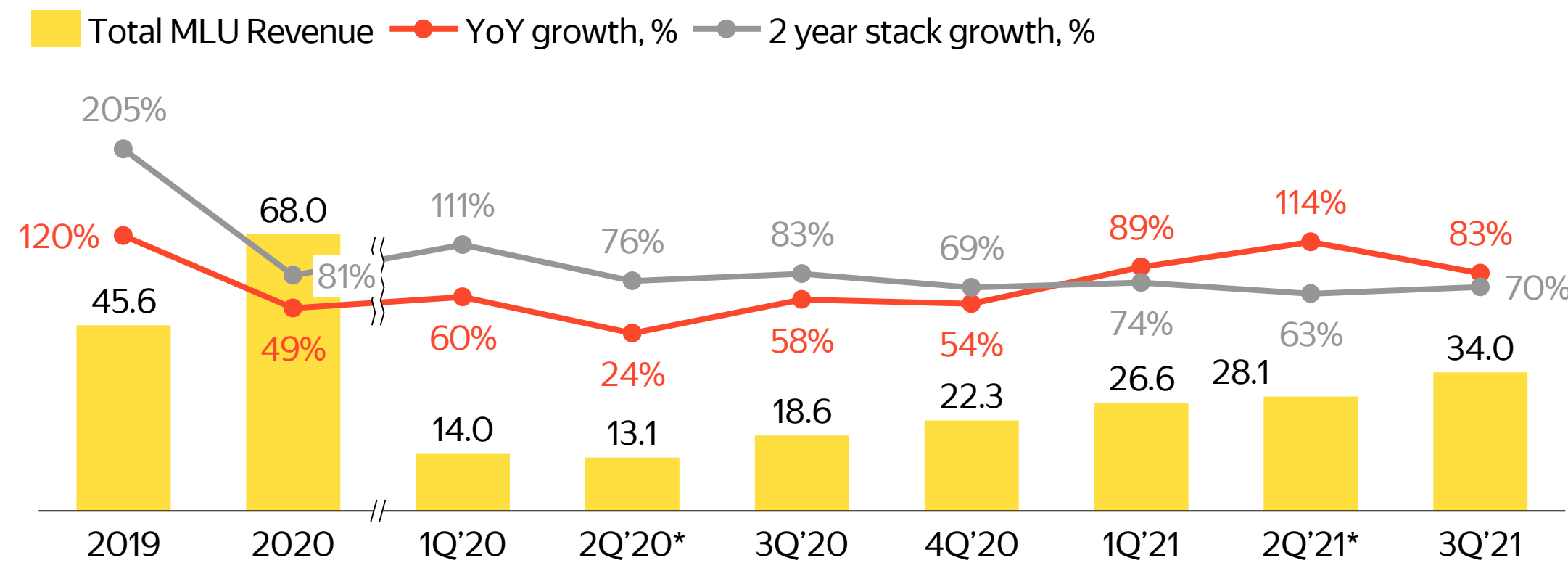


Source: Yandex.Radar

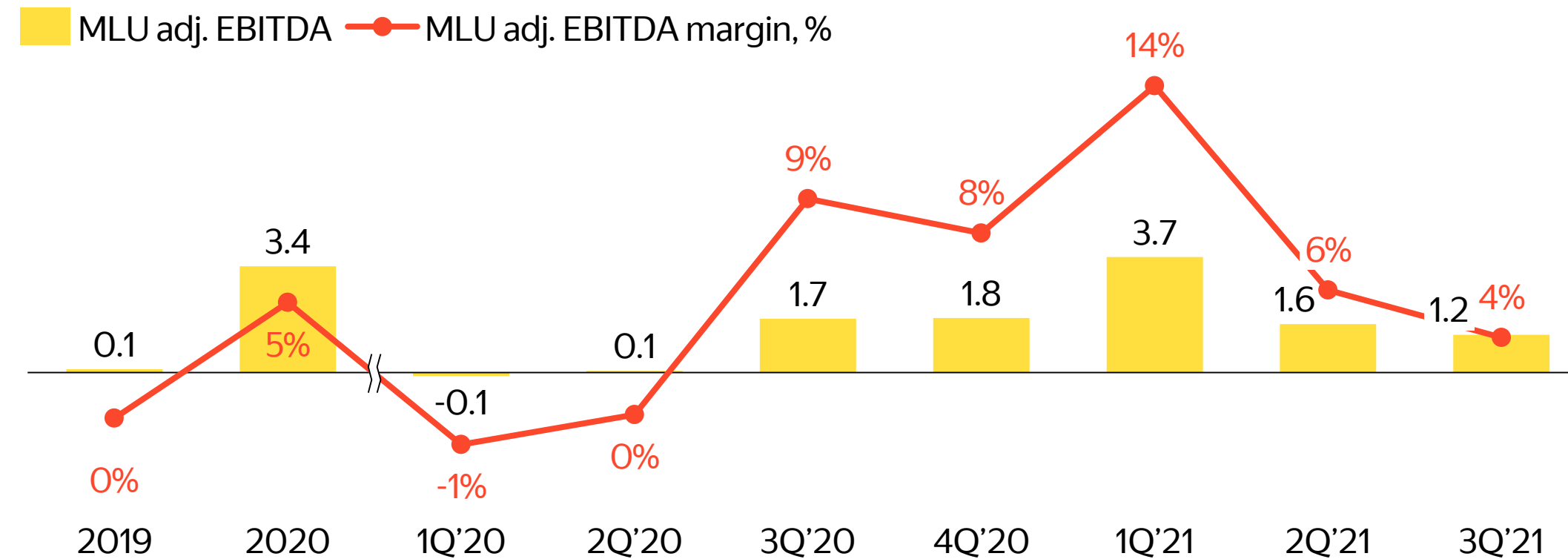
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Taxi Group (MLU¹)

Revenue²,
RUB BN



Adj. EBITDA,
RUB BN



The Taxi segment includes

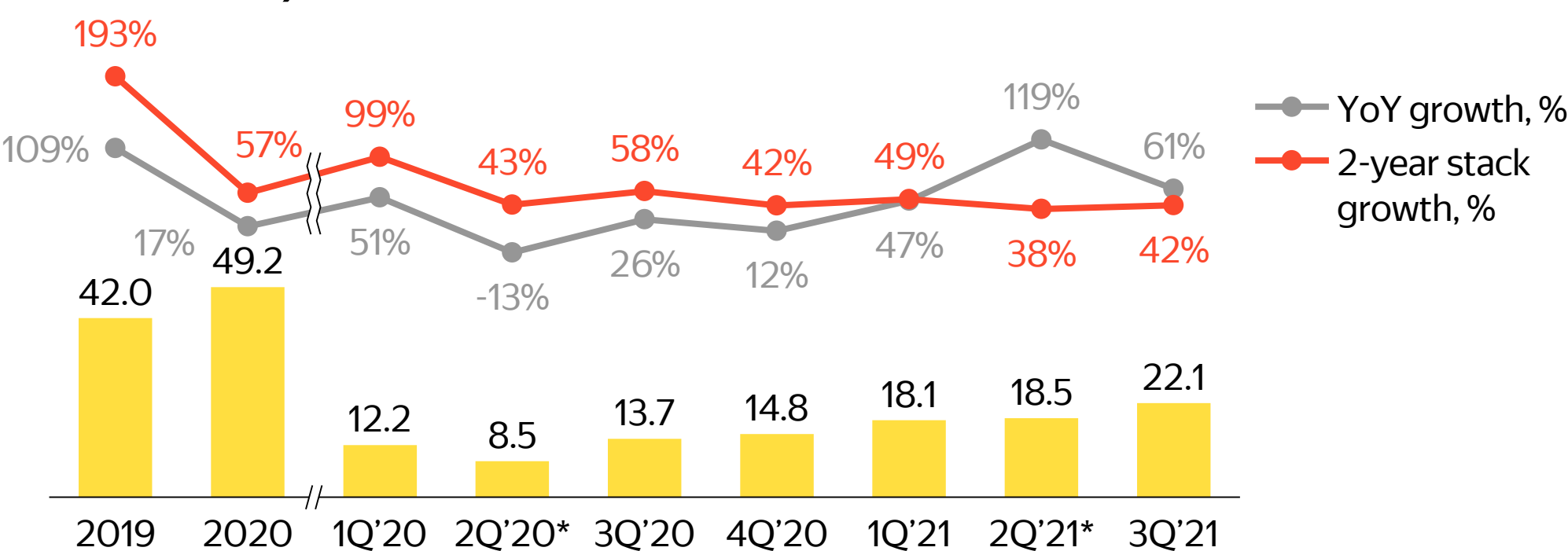
- Ride-hailing business, which consists of Yandex.Taxi in Russia and 17 other countries across CIS and EMEA, and Uber in Russia and CIS for both B2C and B2B
- Yandex.Delivery logistics service for both B2C and B2B
- FoodTech businesses, which includes Yandex.Eats, our ready-to-eat and grocery delivery service, and Yandex.Lavka, our hyperlocal convenience store delivery service
- Yandex.Drive, our car-sharing business

¹ MLU B.V. is a JV with Uber which was founded in February 2018, by combining Yandex Taxi Holding B.V. with several Uber legal entities. ² Revenues are presented in accordance with Revenue, whereby in cities where we have implemented commissions, minimum fare guarantees, and discounts are netted against revenues. Following the revision of our organizational structure and financial disclosure

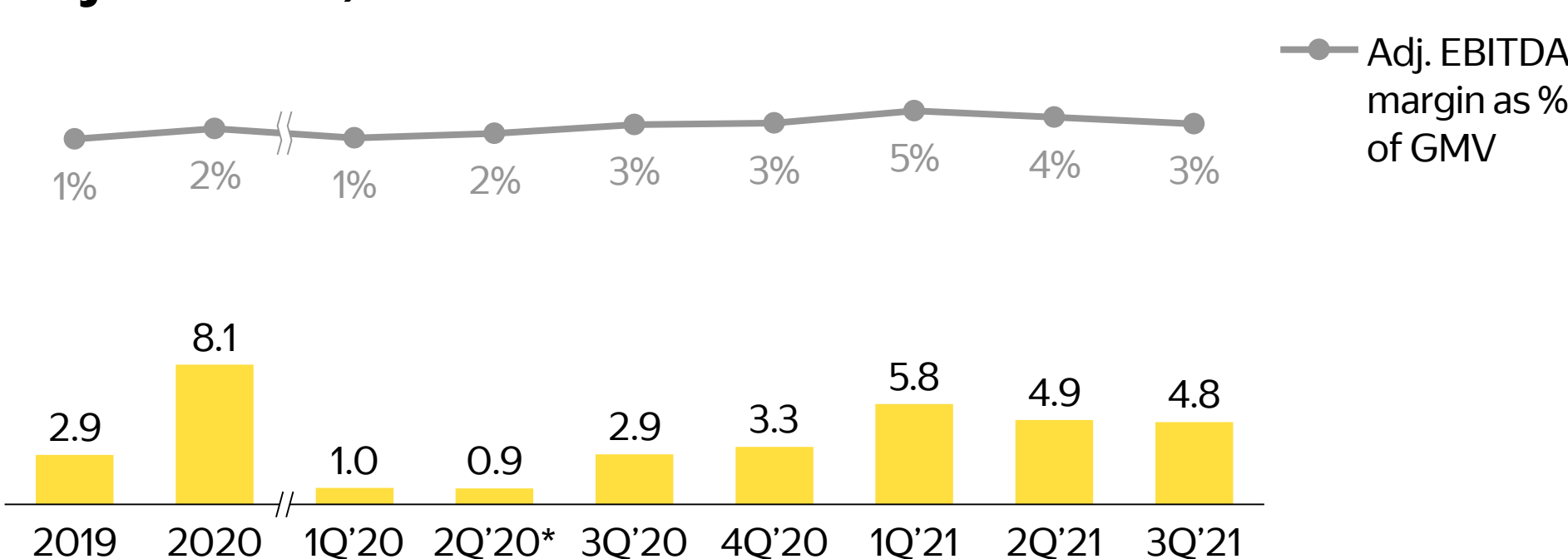
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Mobility¹

Revenue, RUB BN

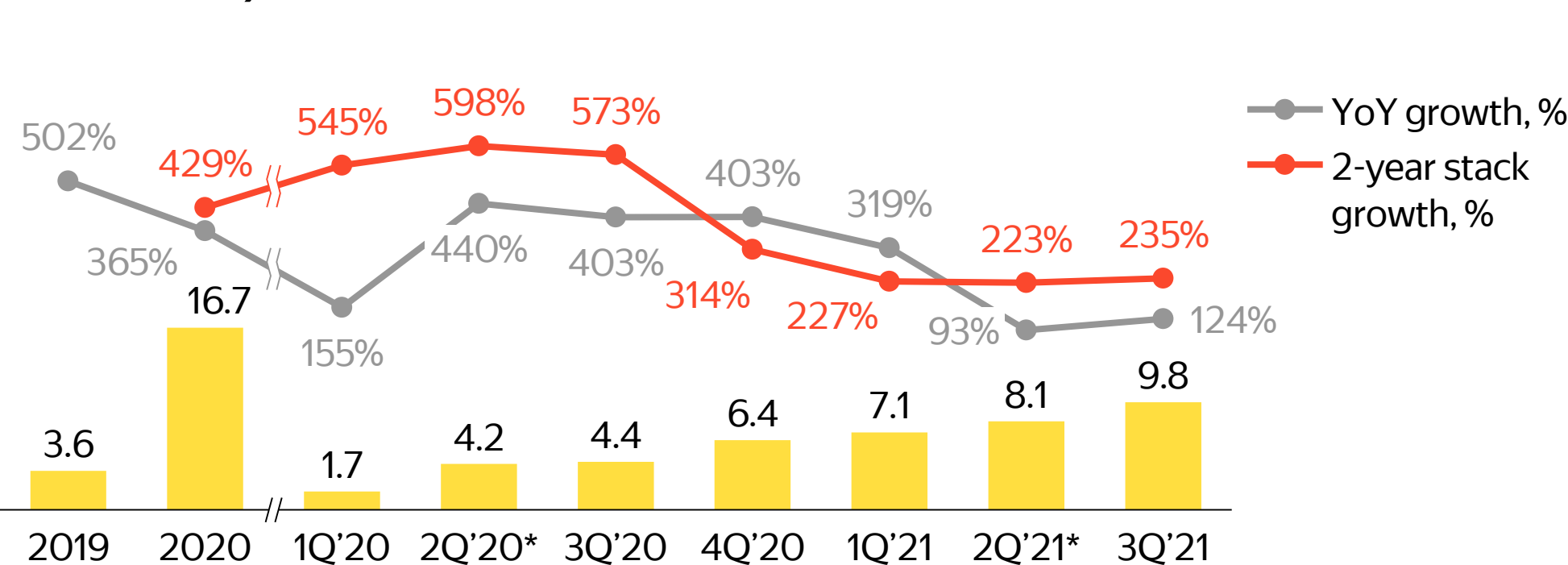


Adj. EBITDA, RUB BN

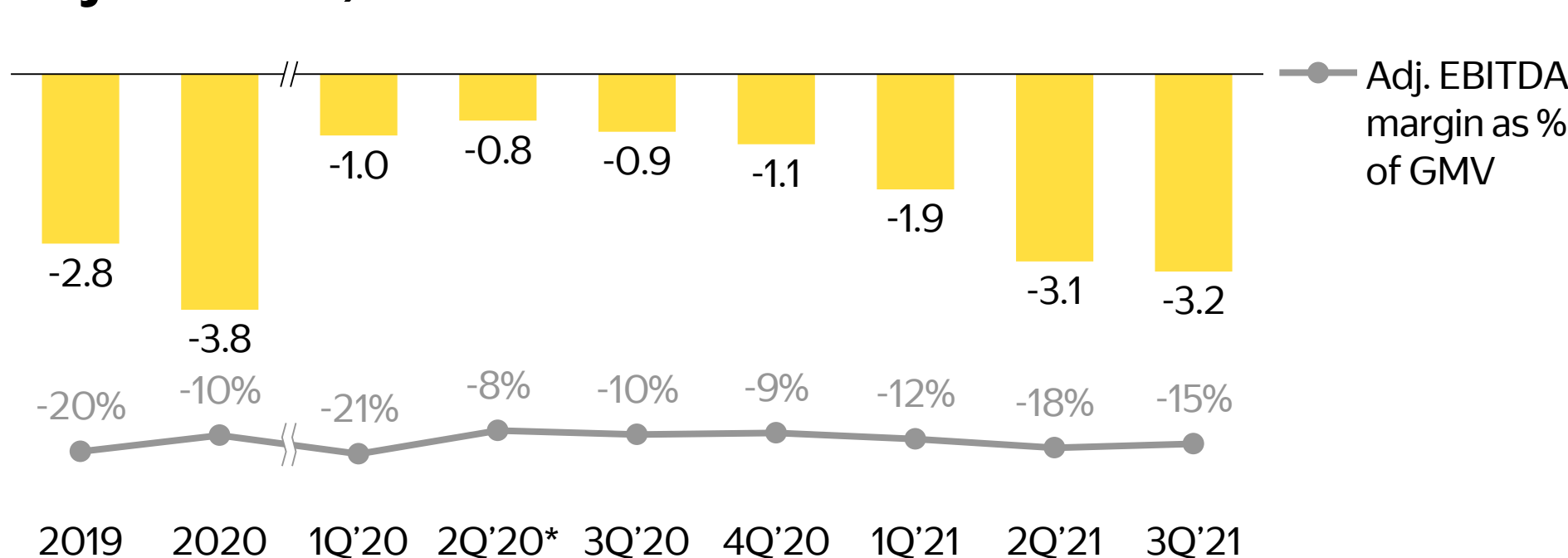


FoodTech²

Revenue, RUB BN



Adj. EBITDA, RUB BN

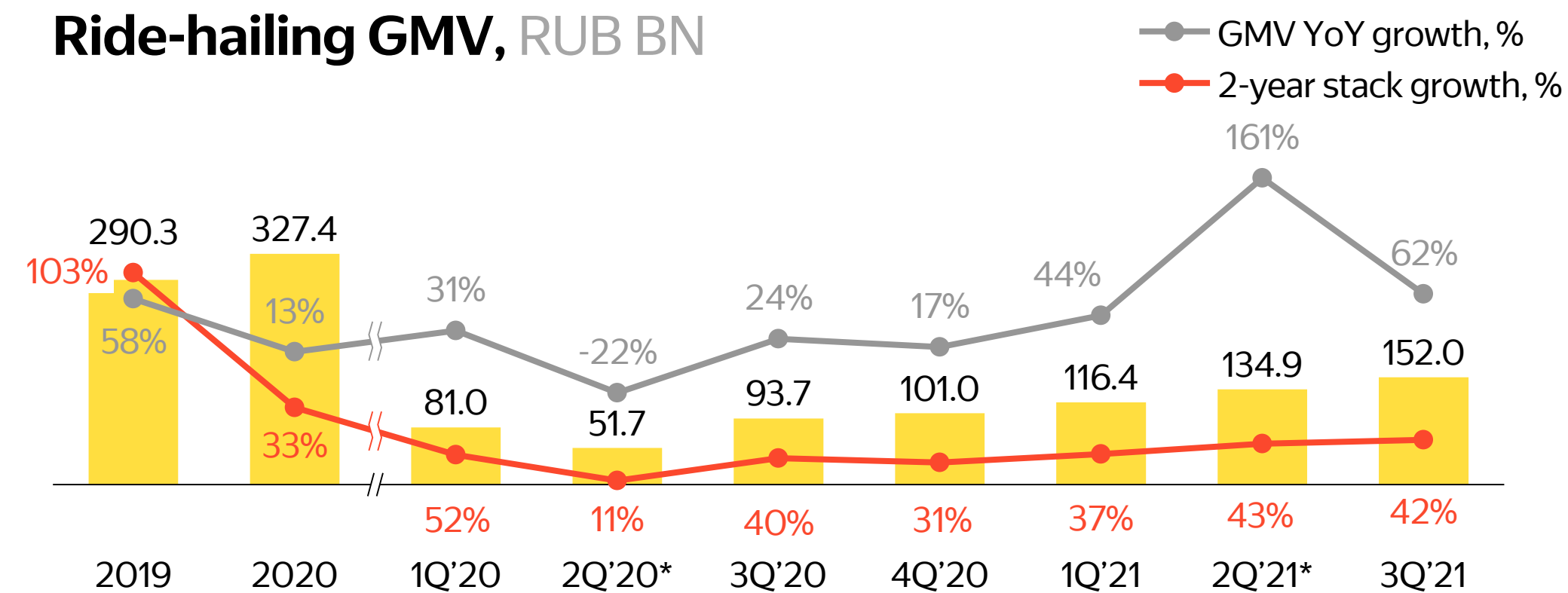


¹ Our mobility businesses includes Ride-hailing business (which consists of Yandex.Taxi in Russia and 17 other countries across CIS and EMEA, and Uber in Russia and CIS) for both B2C and B2B, Yandex.Drive, our car-sharing business, and excludes Logistics; ² Our FoodTech businesses includes Yandex.Eats, our ready-to-eat and grocery delivery service, and Yandex.Lavka, our hyperlocal convenience store delivery service.

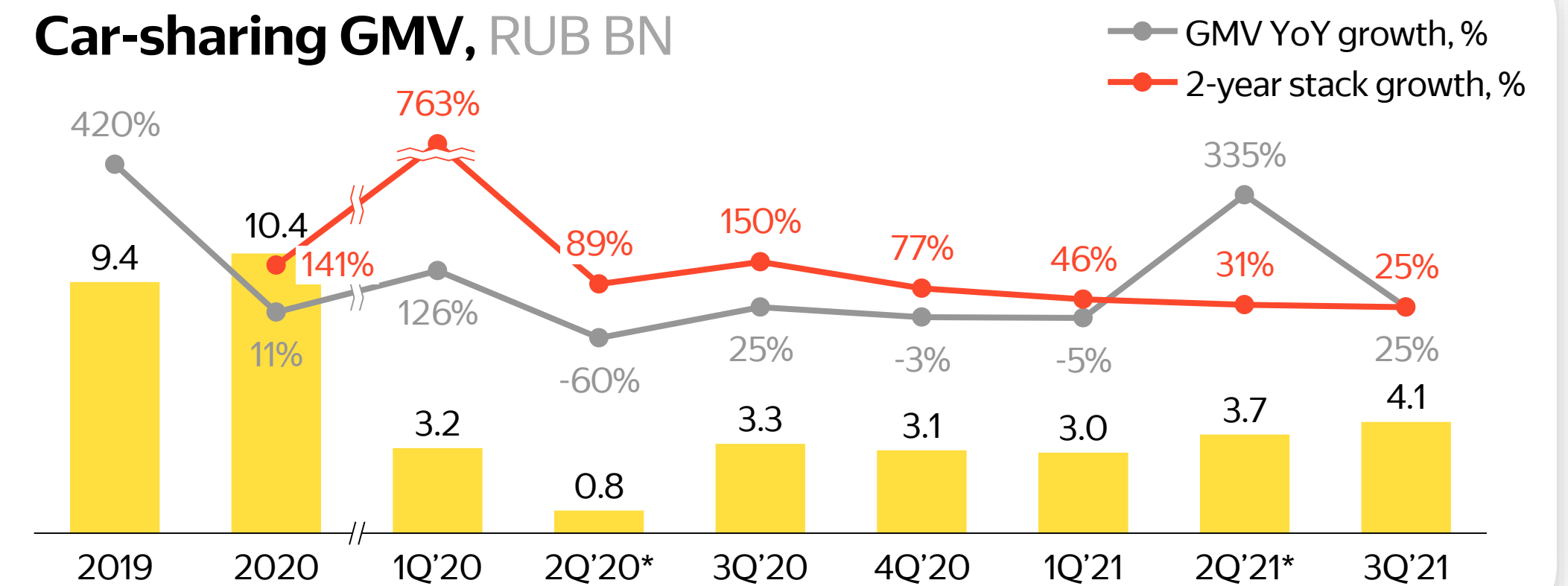
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Mobility: Ride-hailing, Car-sharing

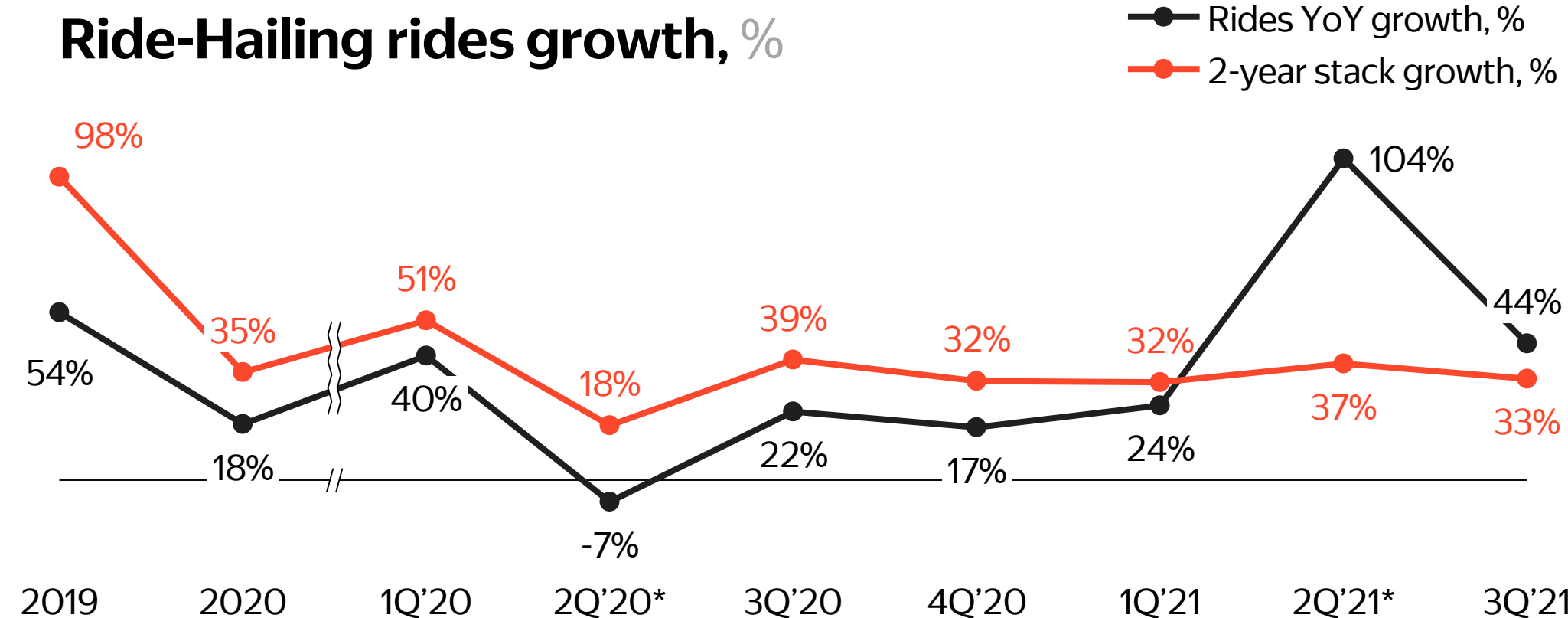
Ride-hailing GMV, RUB BN



Car-sharing GMV, RUB BN



Ride-Hailing rides growth, %



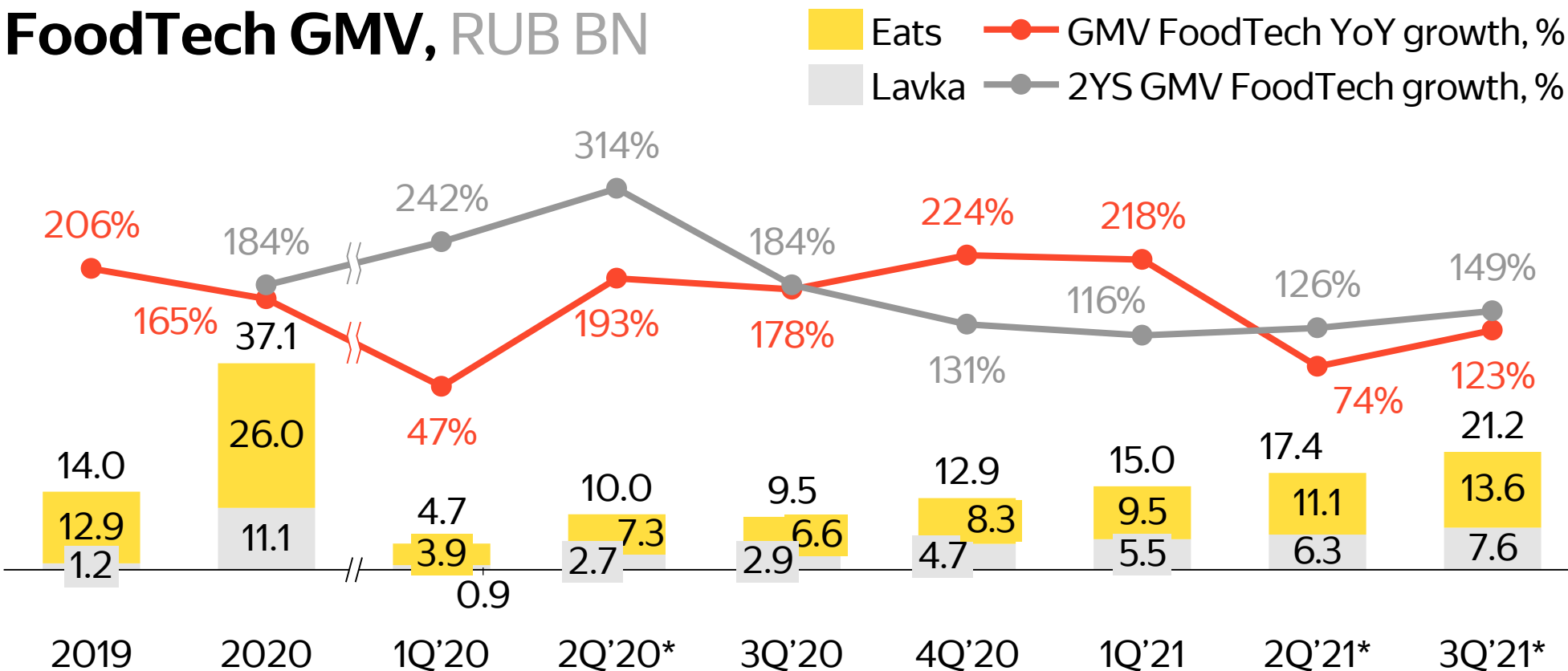
Car-sharing

- Yandex.Drive launched in 2018
- Moscow, St-Pete, Kazan, Sochi
- ~17.2 K cars
- Profitable on the Adj. EBITDA level 5 quarters in a row
- In-house developed telematics package with 100+ sensors

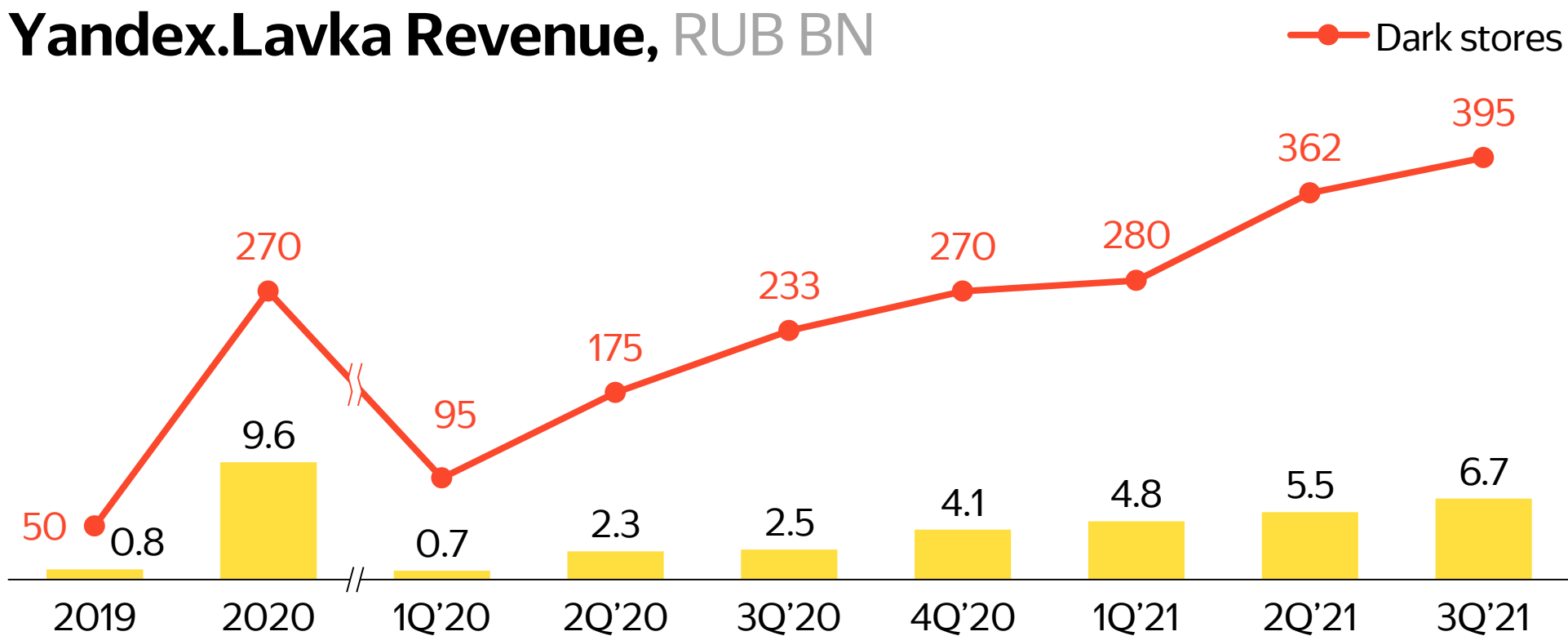
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FoodTech: Food Delivery and E-grocery⁽¹⁾

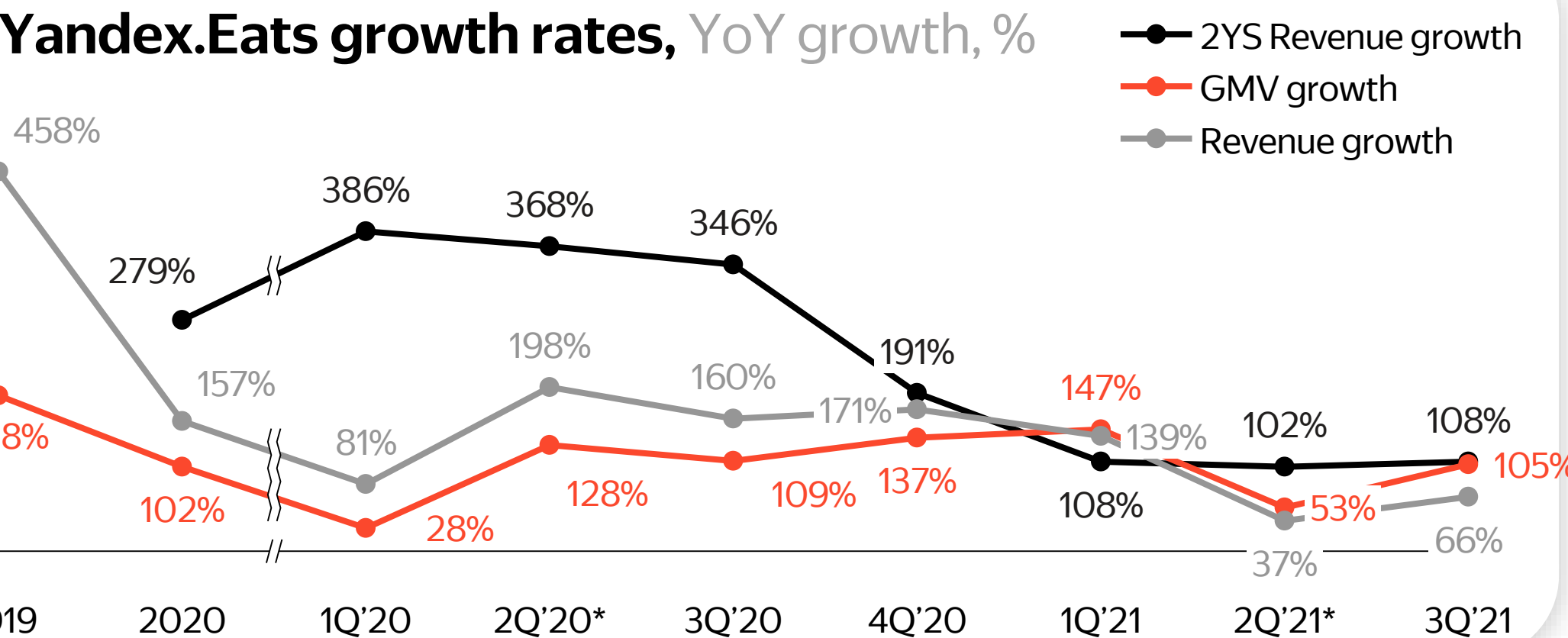
FoodTech GMV, RUB BN



Yandex.Lavka Revenue, RUB BN



Yandex.Eats growth rates, YoY growth, %



Yandex.Eats

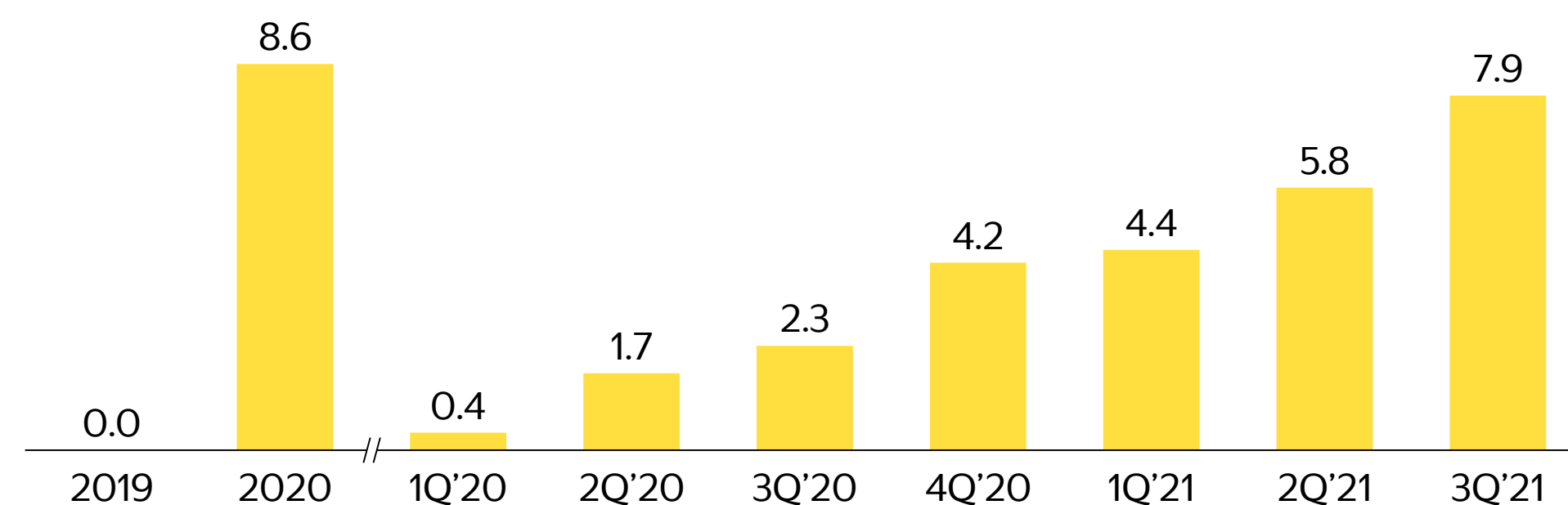
- Q3'21 share of grocery in GMV – 22%
- Q3'21 own delivery – 86% (GMV)
- Delivery from 27 grocery retail chains as of Sep'21
- 36.6 K restaurants and retail partners as of Sep'21

*The COVID-19 pandemic and the resulting strict lockdown measures had a material impact on our financial results and operations in Q2 2020, particularly on our advertising and mobility businesses, as well as classifieds services. The growth dynamic in Q2 2021 is therefore impacted by the base effect: low base effect for Search & Portal, Ride-Hailing, Classifieds businesses, while high base effect for E-commerce, FoodTech and Media Services. The adverse impact was partially offset by the acceleration in FoodTech businesses (both Yandex.Eats and Lavka) and Media Services. As a result the year-on-year dynamic of FoodTech business in Q2 2021 was primarily driven by the high base effect, while the dynamic in mobility business has been supported by the low base effect of the challenging Q2 2020.

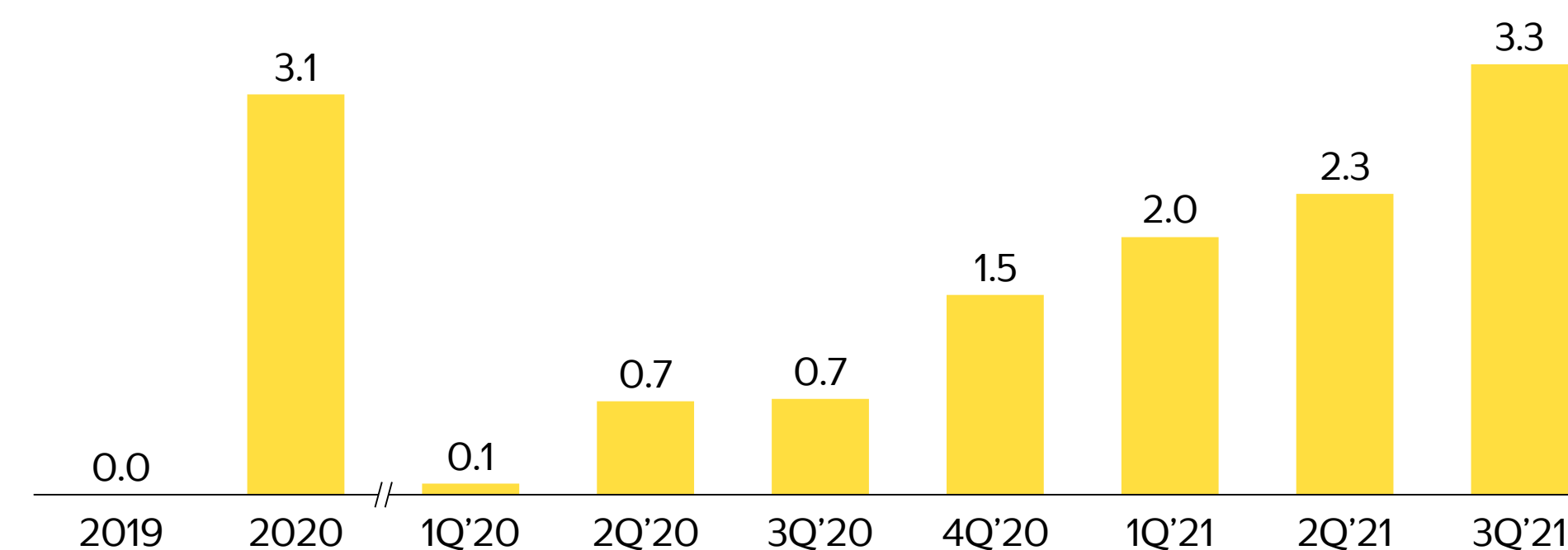
(1) Yandex.Lavka Russia, Israel and Chef. Yandex.Lavka's GMV and revenue include RUB 0.8 bn GMV and RUB 0.6 bn Revenue of Chef in 2019 and RUB 0.1 bn GMV/RUB 0.04 bn Revenue in 2020.

Yandex.Delivery (Logistics)

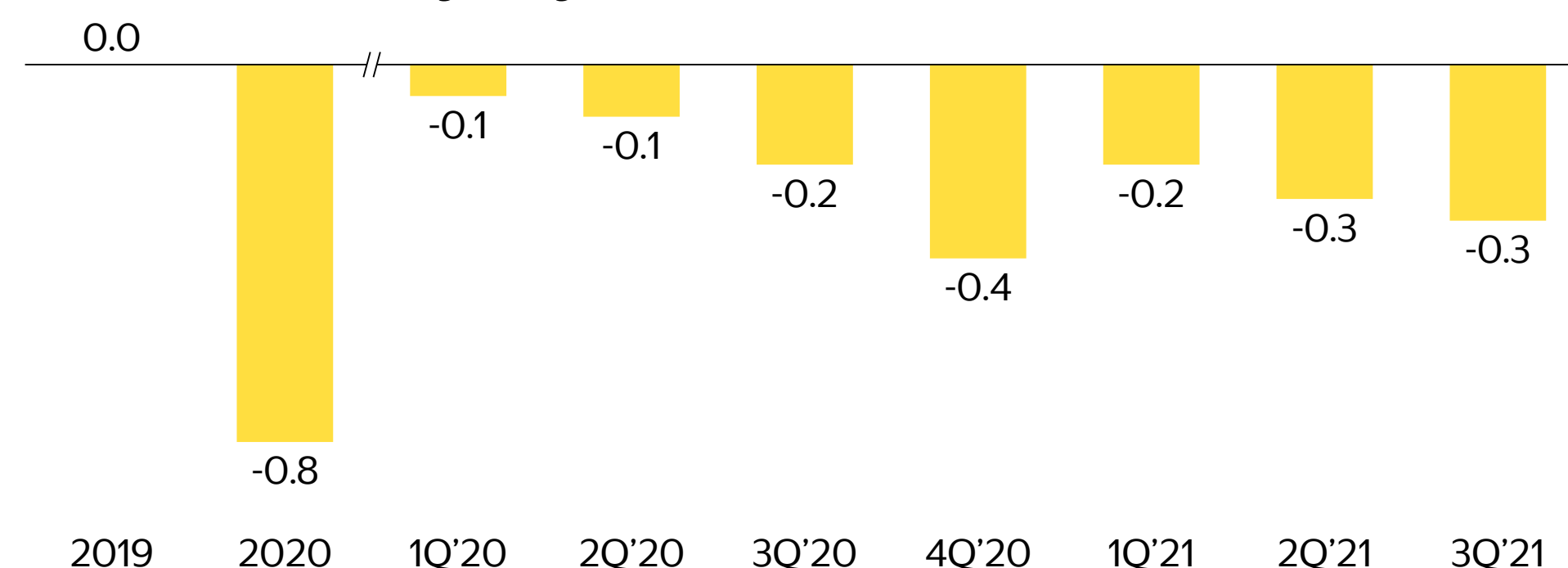
Yandex.Delivery GMV*, RUB BN



Yandex.Delivery Revenue, RUB BN



Yandex.Delivery Adj. EBITDA, RUB BN



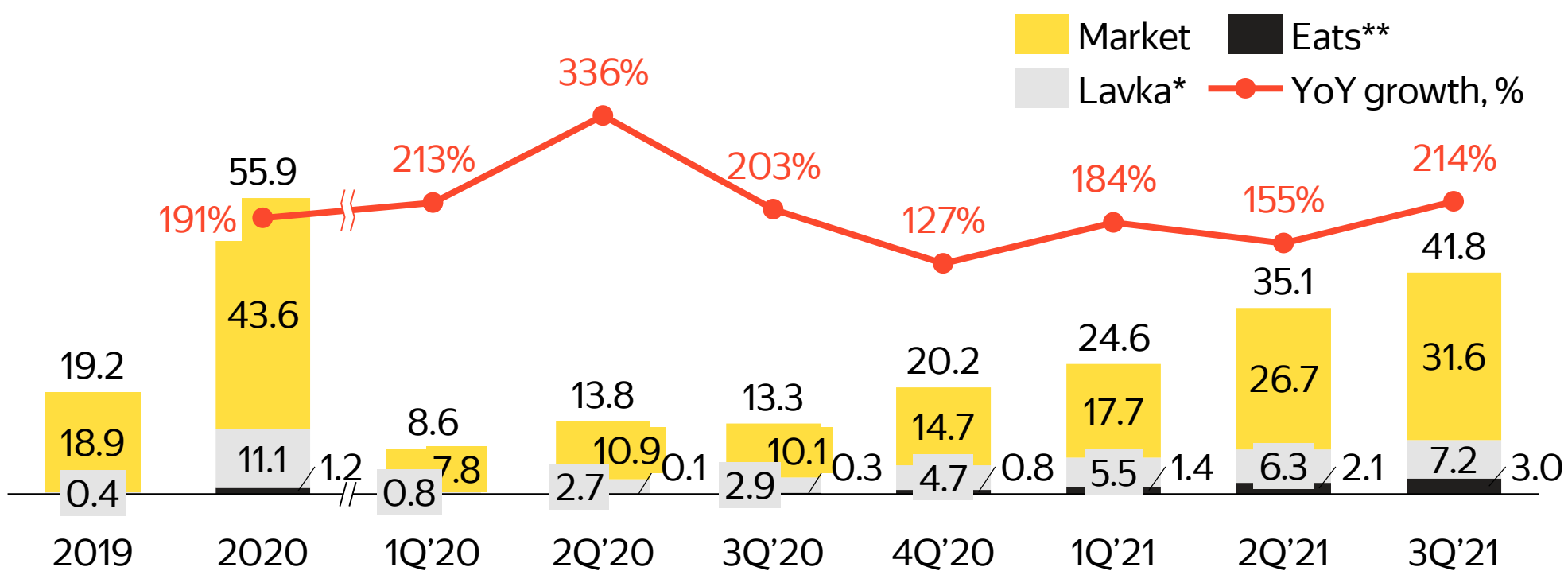
Yandex.Delivery

- Highly fragmentated market with a big potential of customer experience improvement
- A direct complementarity to other Yandex businesses
- Three on demand intracity tariffs: Courier, Delivery and Cargo
- >22 K active corporate partners in Sep'21
- c.21 MM deliveries in Q3'21

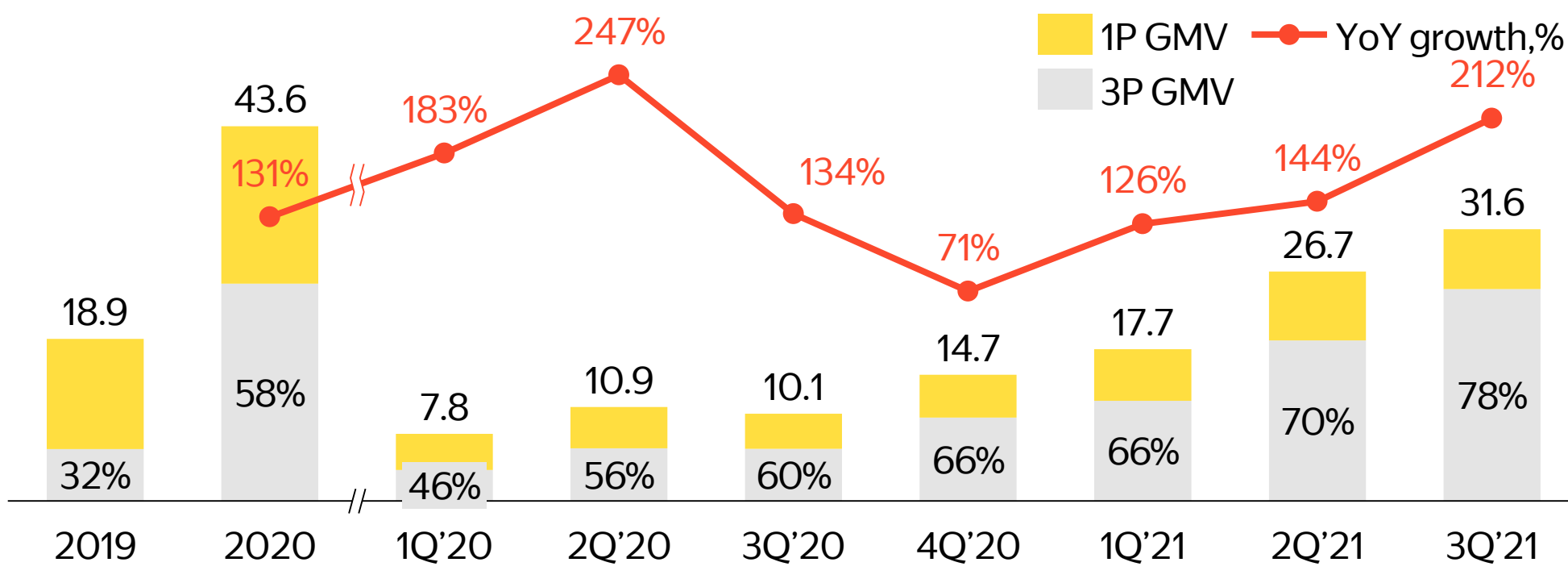
*Delivery (Logistics) GMV is defined as total transaction amounts, paid by individual users and B2B clients for a last-mile delivery service, including VAT and excluding any adjustment for consumer discounts and refunds, Partner (Driver / Courier) earnings and Partner incentives.

E-commerce

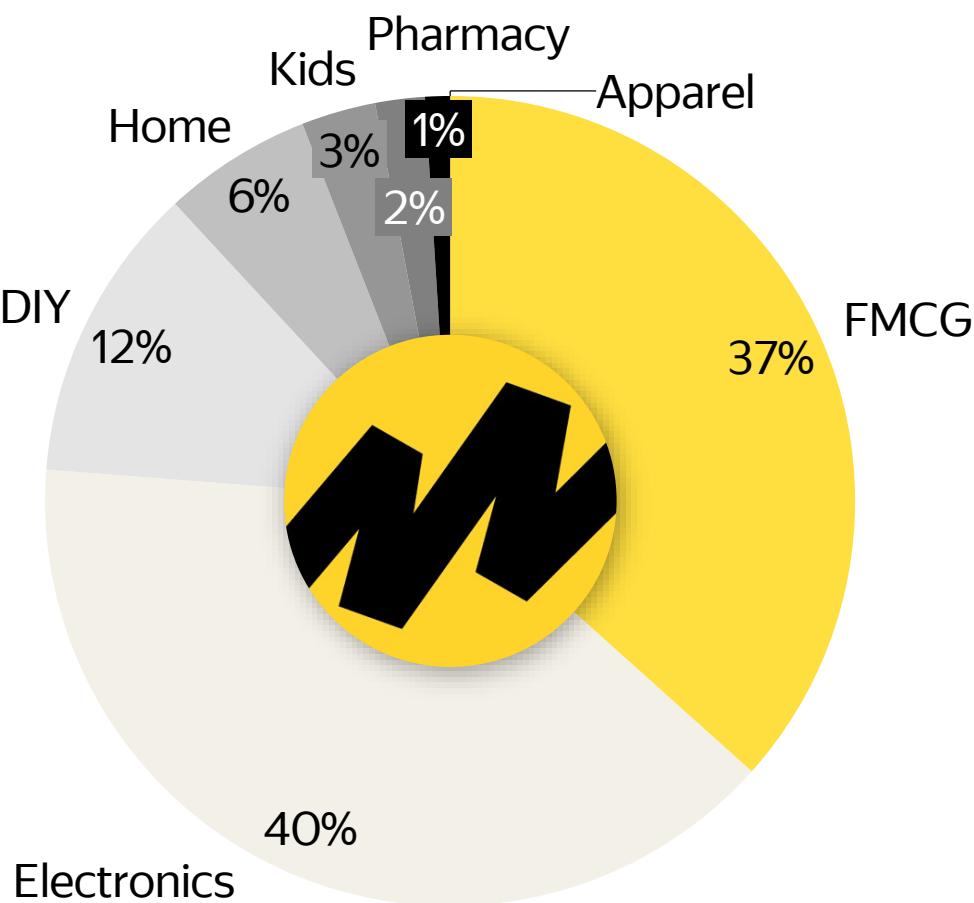
Total E-commerce GMV, RUB BN



Yandex.Market GMV, RUB BN



Total E-commerce GMV structure by category, LTM



2x YoY growth
in active buyers to
8.4 MM in Q3 2021

2.8x YoY growth
in active sellers to
c.17.7K in Q3 2021

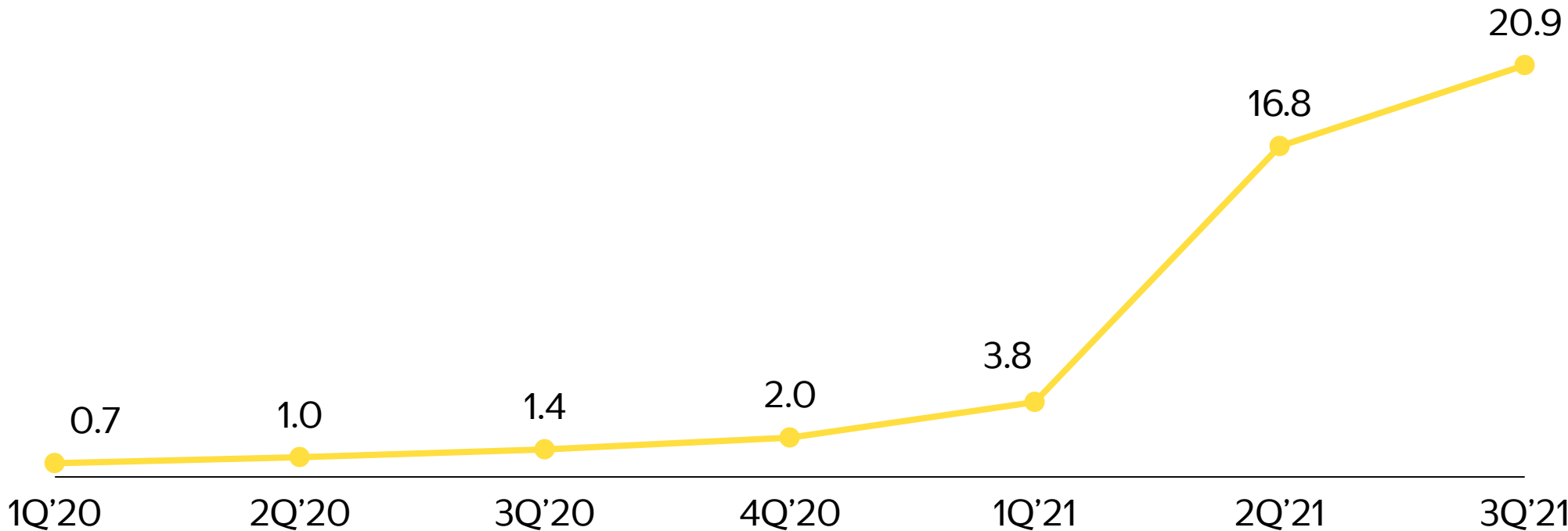
5.7x growth
in share of own delivery
in orders to 89% in Q3 2021
from 16% in Q3 2020

3x YoY growth
in orders to 7.8 MM
in Q3 2021

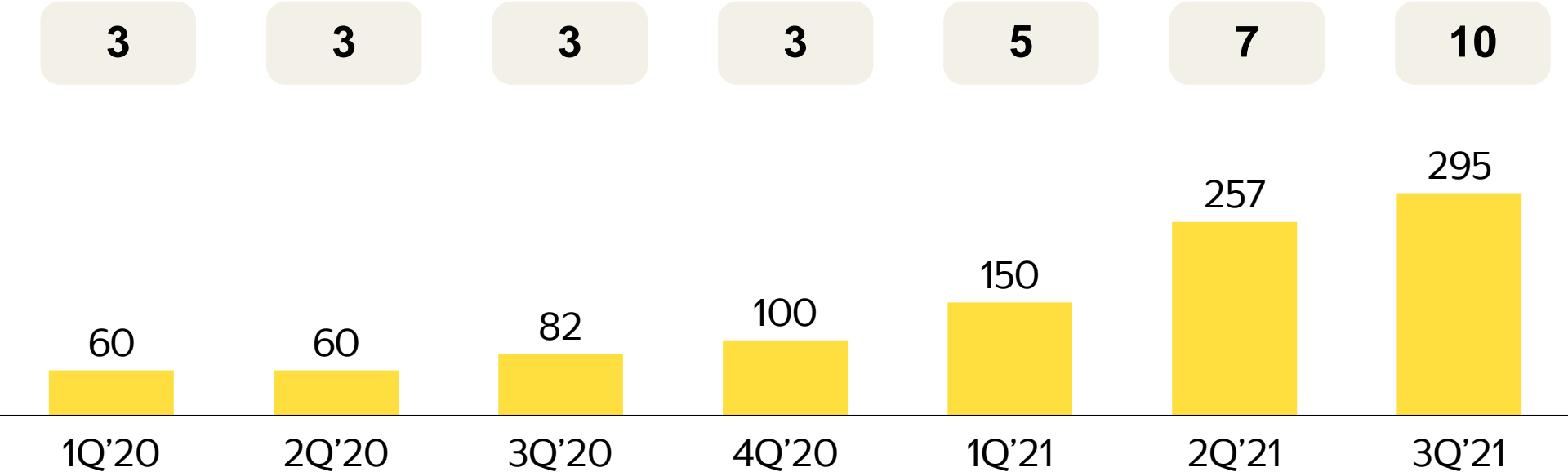
* Yandex.Lavka Russia
** Eats Grocery

E-commerce (Yandex.Market)

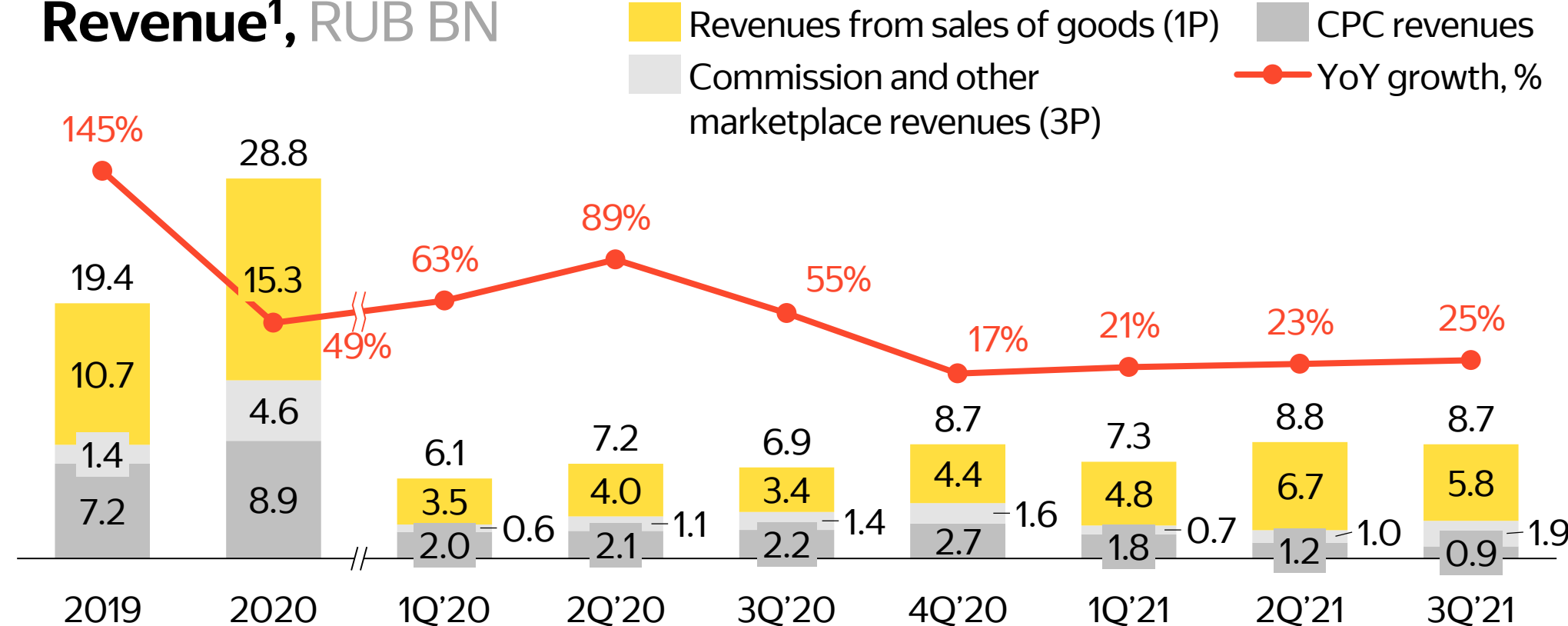
Yandex.Market assortment, MM SKUs



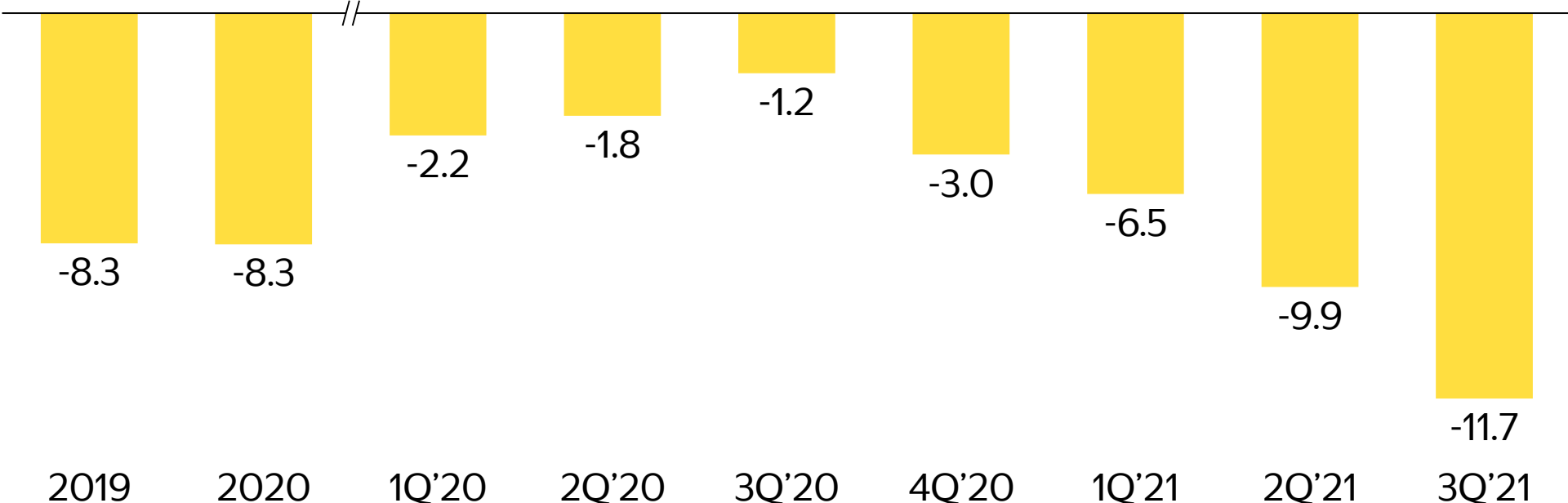
Number of warehouses and total warehouse capacity, K SQM



Revenue¹, RUB BN



Adj. EBITDA, RUB BN



Yandex.Market Revenue and Adjusted EBITDA are presented on a standalone basis. Financial results of Yandex.Market have been consolidated in Yandex's consolidated financial results since July 23, 2020. Prior to that, we recorded our share of Yandex.Market's financial results within the income/(loss) from equity method investments line in the consolidated statements of income (from April 27, 2018, when Yandex and Sberbank formed a joint venture based on the Yandex.Market platform)

¹ Revenue growth is slower than GMV growth because of growing share of 3P marketplace (which accounts not on a gross, but on a commission basis), active transition of merchants from price comparison to a marketplace as well as Yandex decision to lower base merchant commission from mid-Jan 2021

Media Services

10.6 MM

Yandex Plus
subscribers in Oct'21

>4 MM

KinoPoisk monthly
viewing subscribers

>70 K

movies and video
episodes

>65 MM

music tracks

>390 K

podcast episodes

11

countries

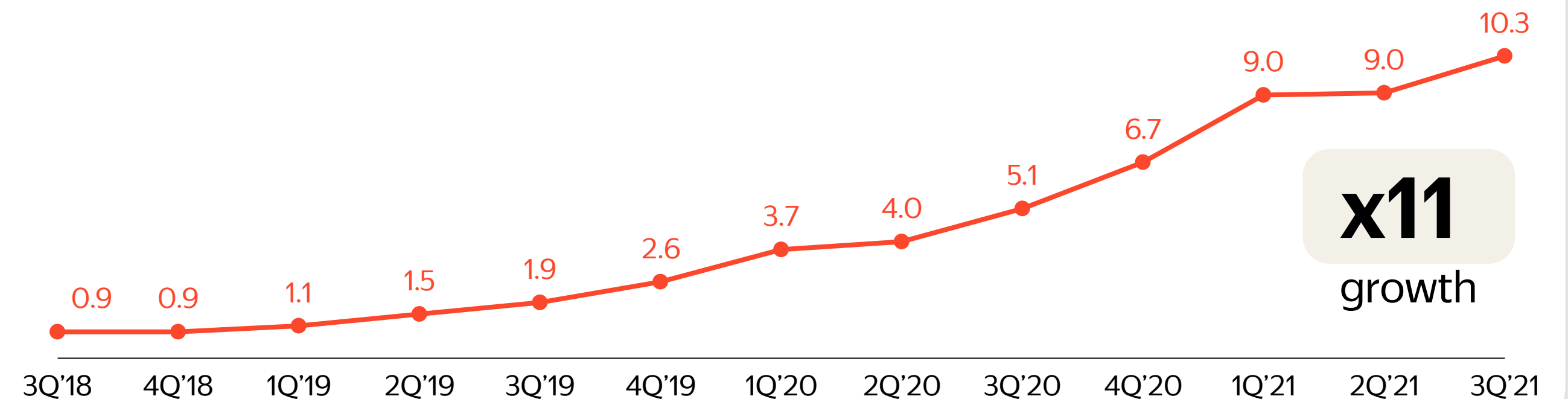
RUB 199

(\$2.69) for Plus

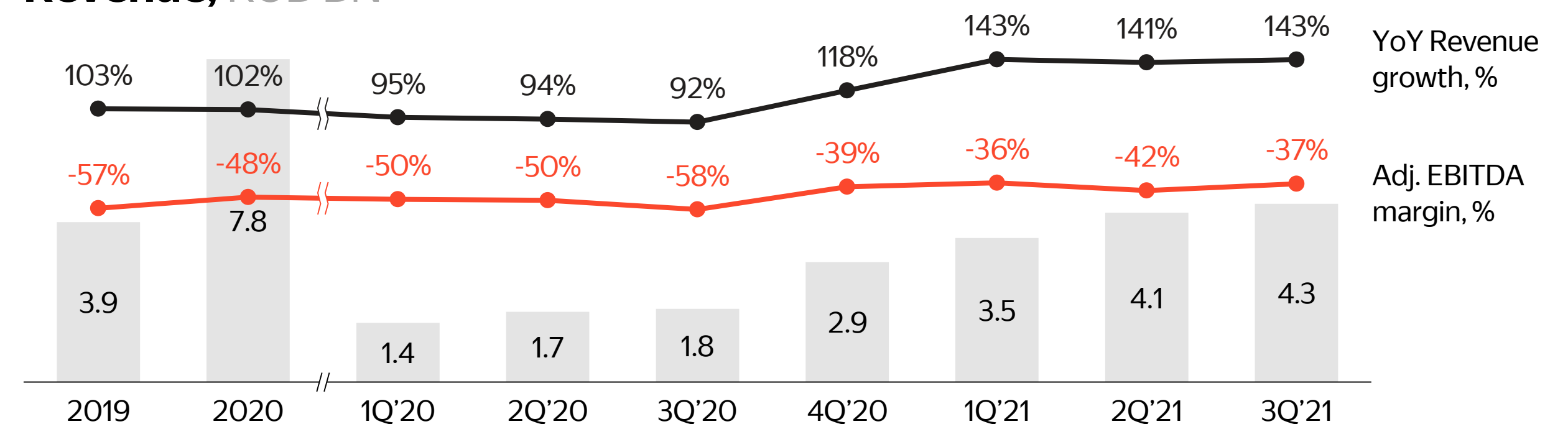
RUB 299

(\$4.05) for Plus Multi

Yandex Plus subscribers, MM

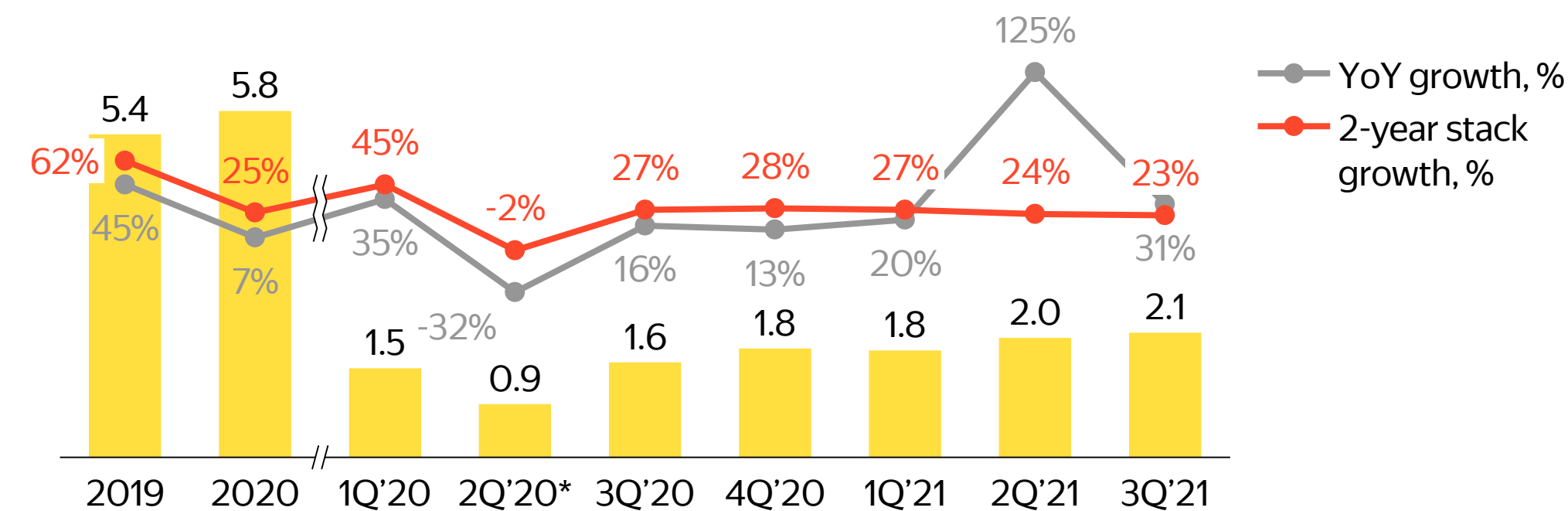


Revenue, RUB BN

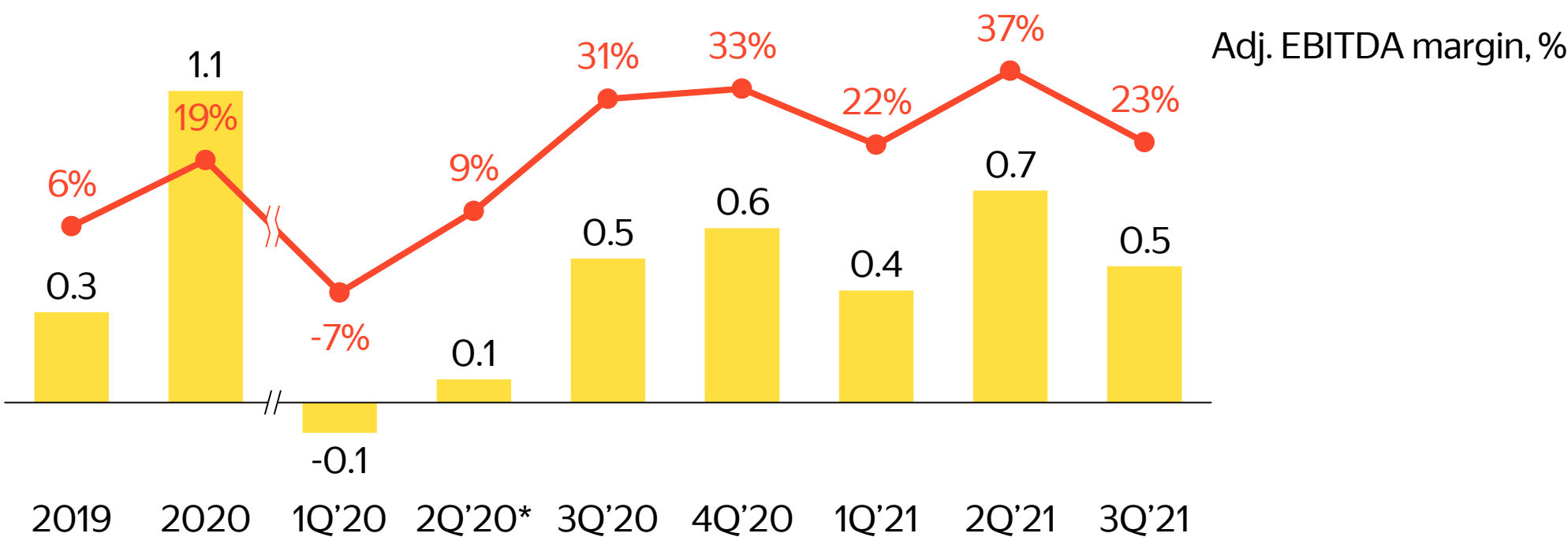


Classifieds

Revenue, RUB BN

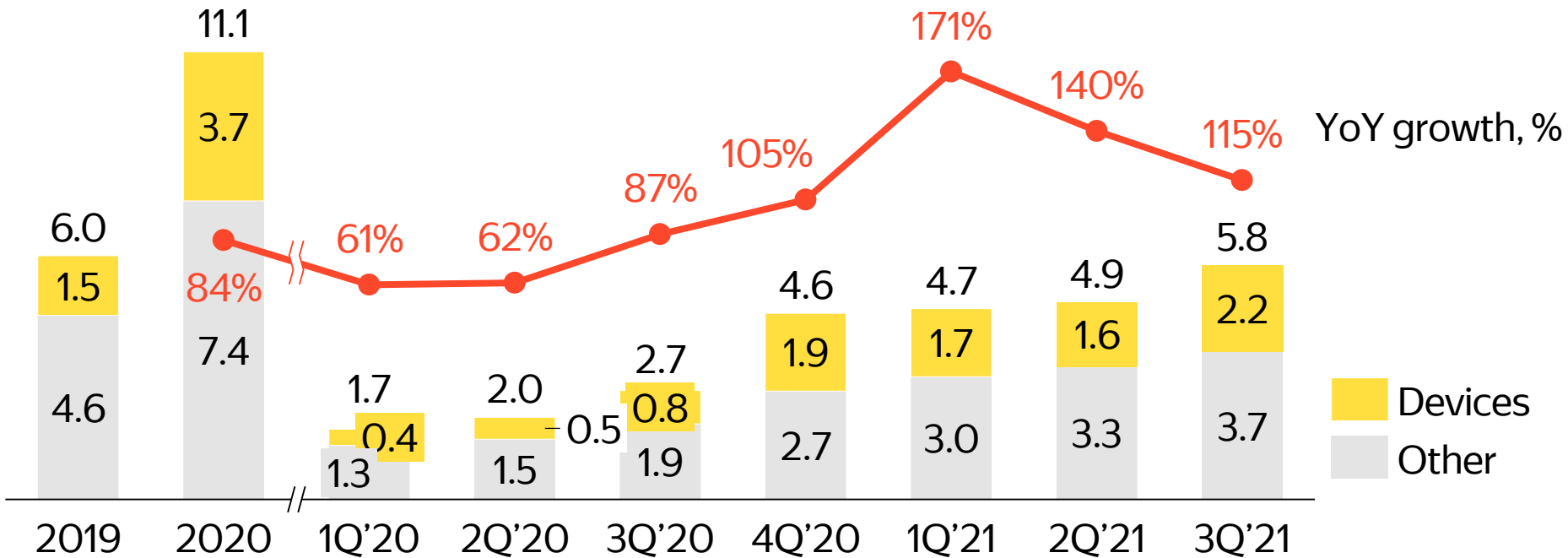


Adj. EBITDA, RUB BN

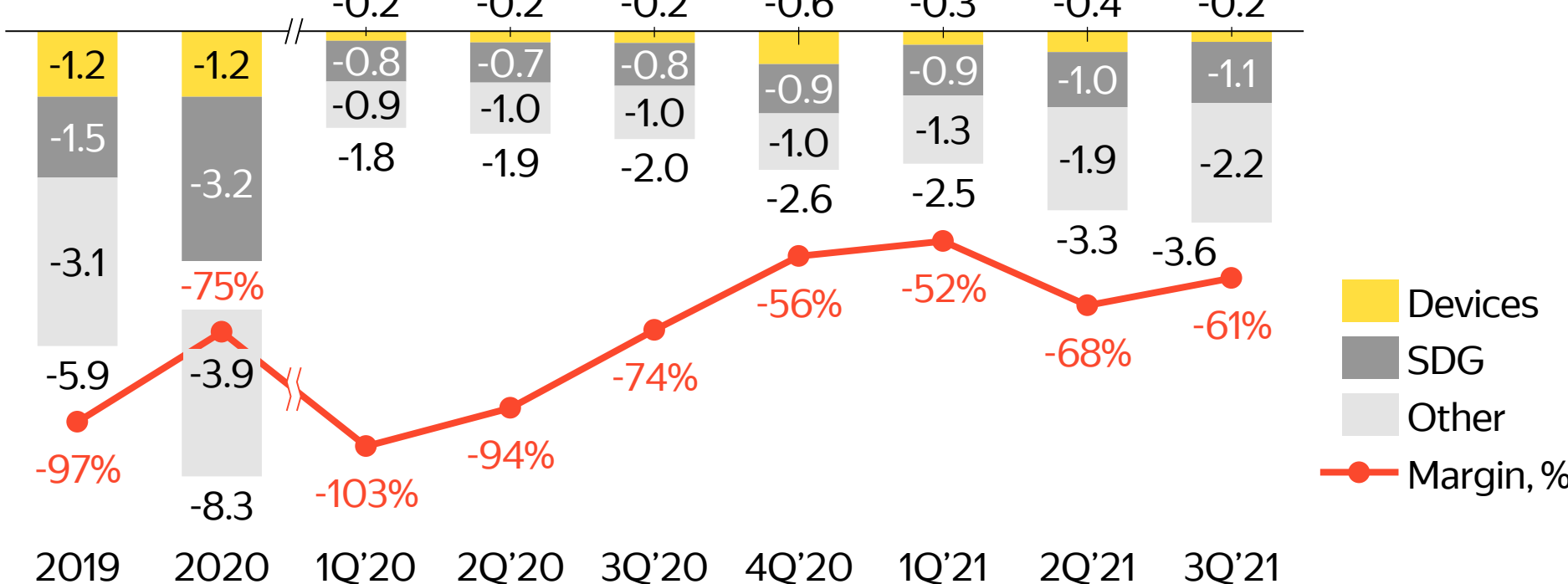


Other BUs and Initiatives

Revenue, RUB BN



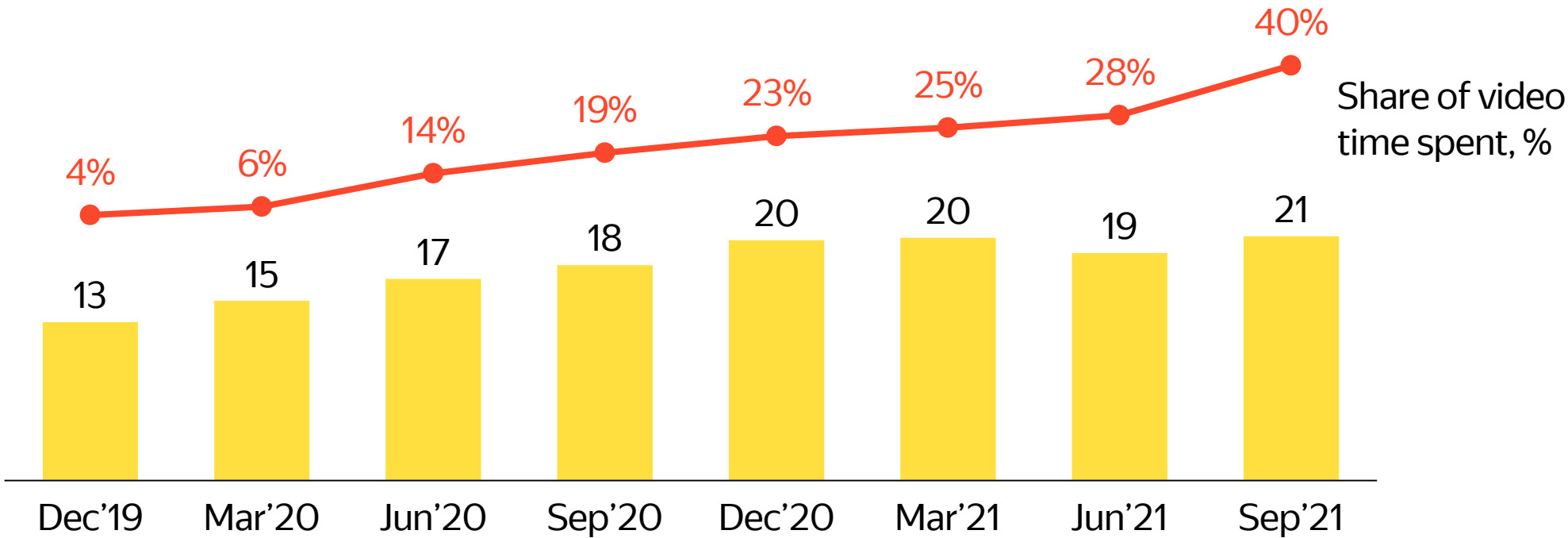
Adj. EBITDA, RUB BN



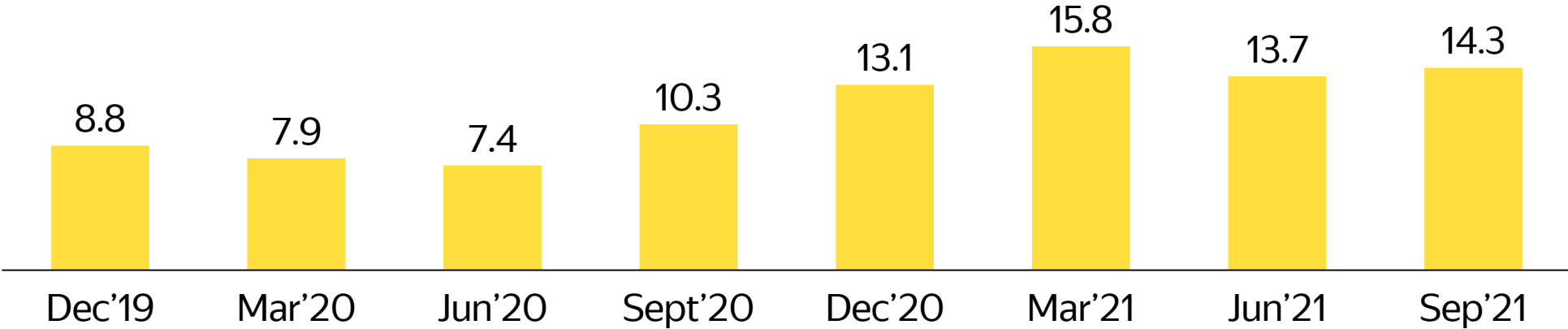
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Other Business Units and Initiatives

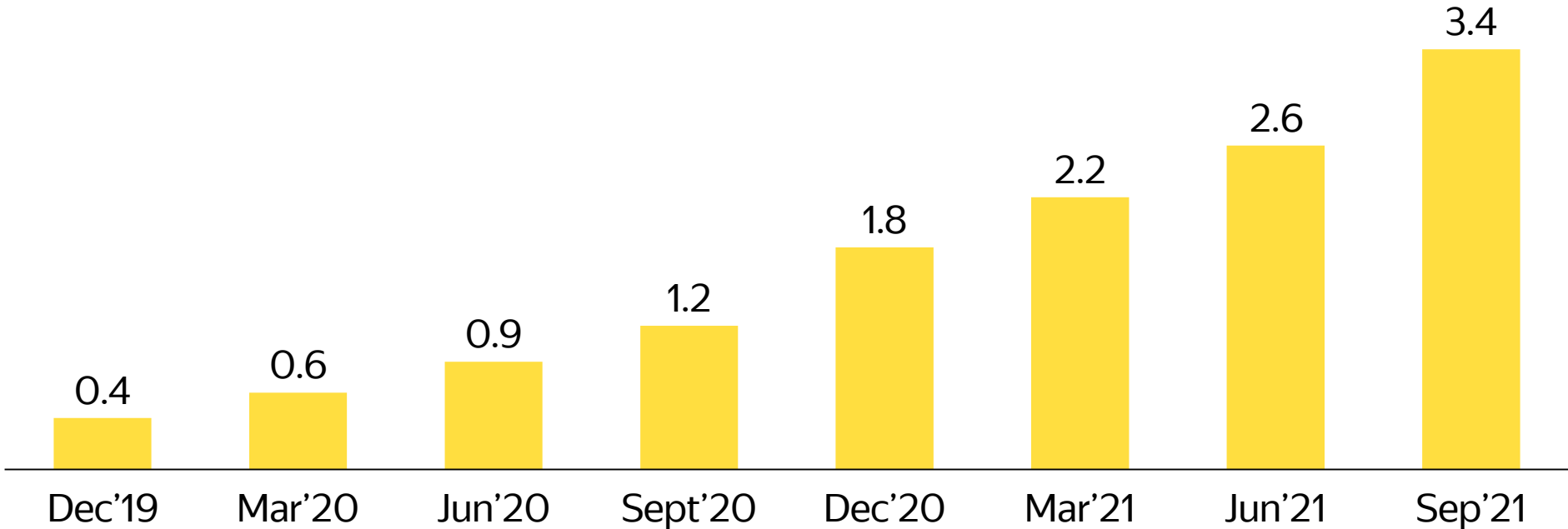
Zen DAU, MM



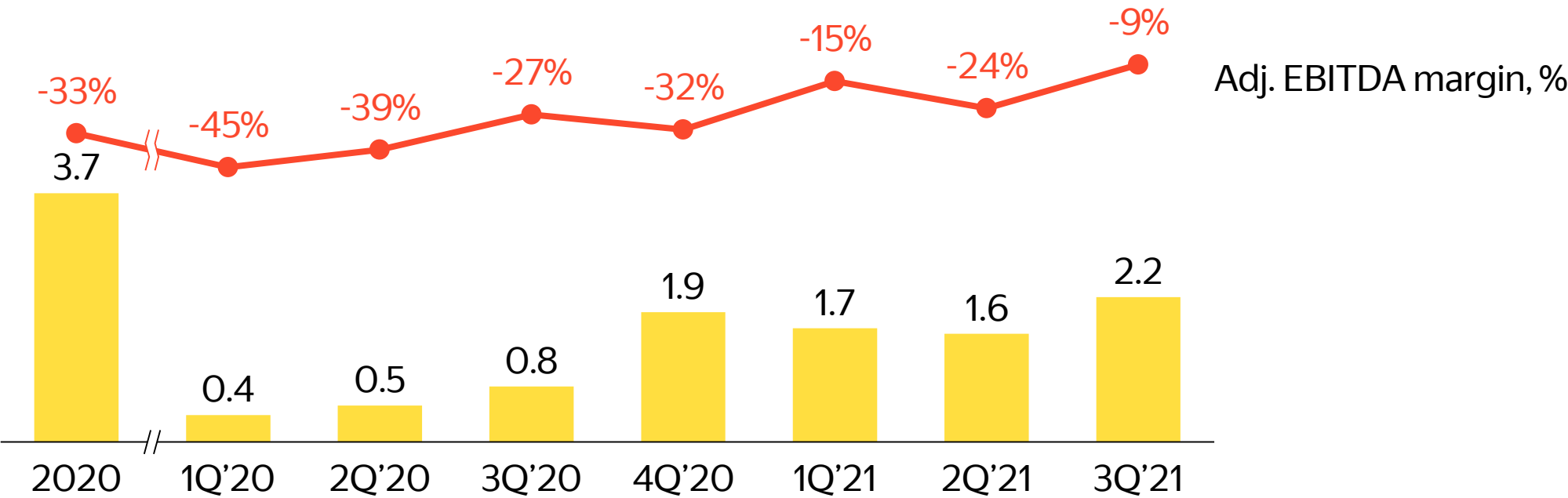
Zen run rate revenue, RUB BN



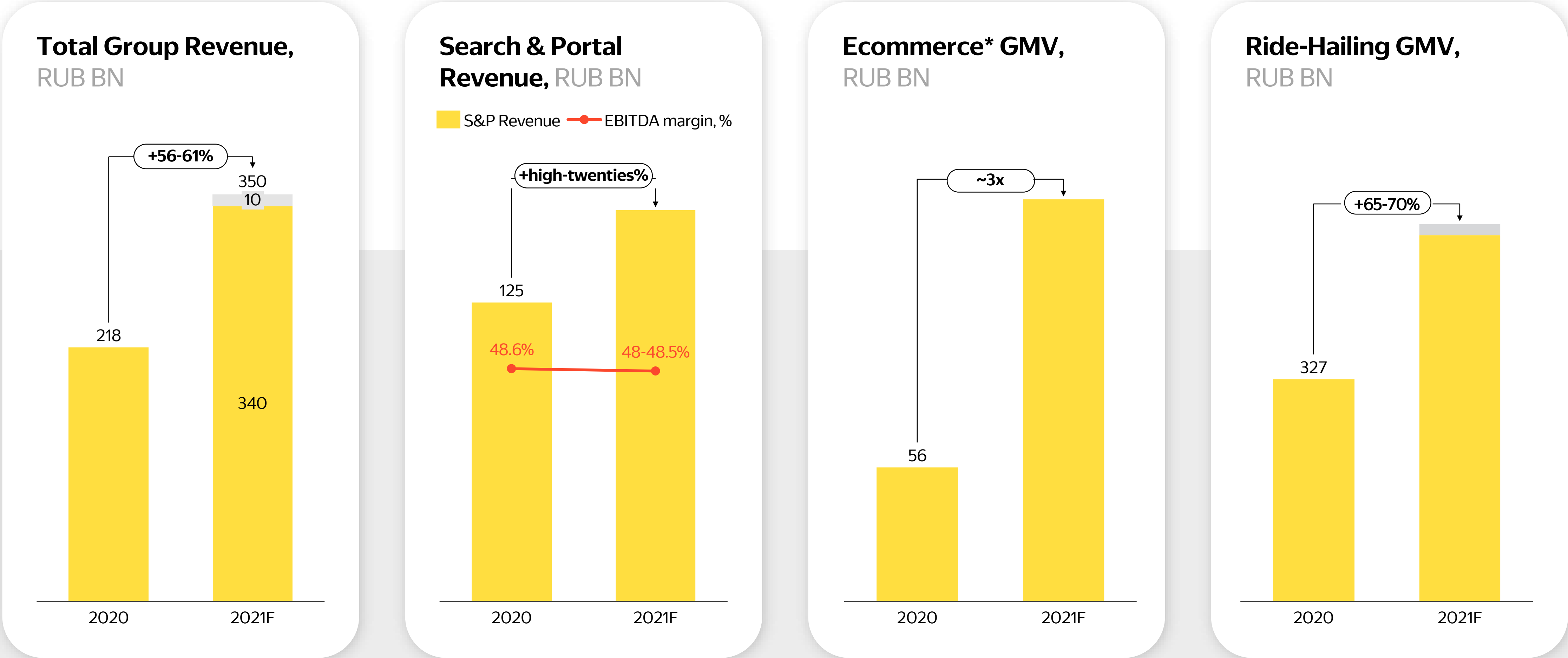
Cloud run rate revenue, RUB BN



Devices Revenue, RUB BN



Guidance 2021 (updated)



*E-Commerce GMV is defined as the value of all merchandise sold through our Yandex.Market marketplace and Yandex.Lavka as well as the value of grocery products sold through Yandex.Eats (delivered and paid for) to customers including VAT

Growth opportunities



Yandex Technologies

Yandex is a leading technology company with a diversified digital ecosystem including services based on proprietary technologies that are built in-house; the company is in intense competition with other players

Information Retrieval

Computer Vision

Nature Language Processing

AI Voice-over
Video Translator

Autonomous Drive

Cloud computing

Speech Processing

Meteum 2.0
Forecasting
Technology

Crowdsourcing
platform

Routing and
navigation

Research areas

- Machine Learning
- NLP and Machine Translation
- Computational Economics
- Web Mining and Search
- Computer Vision
- 200+ publications at top-tier ML/AI conferences

OpenSource

ClickHouse

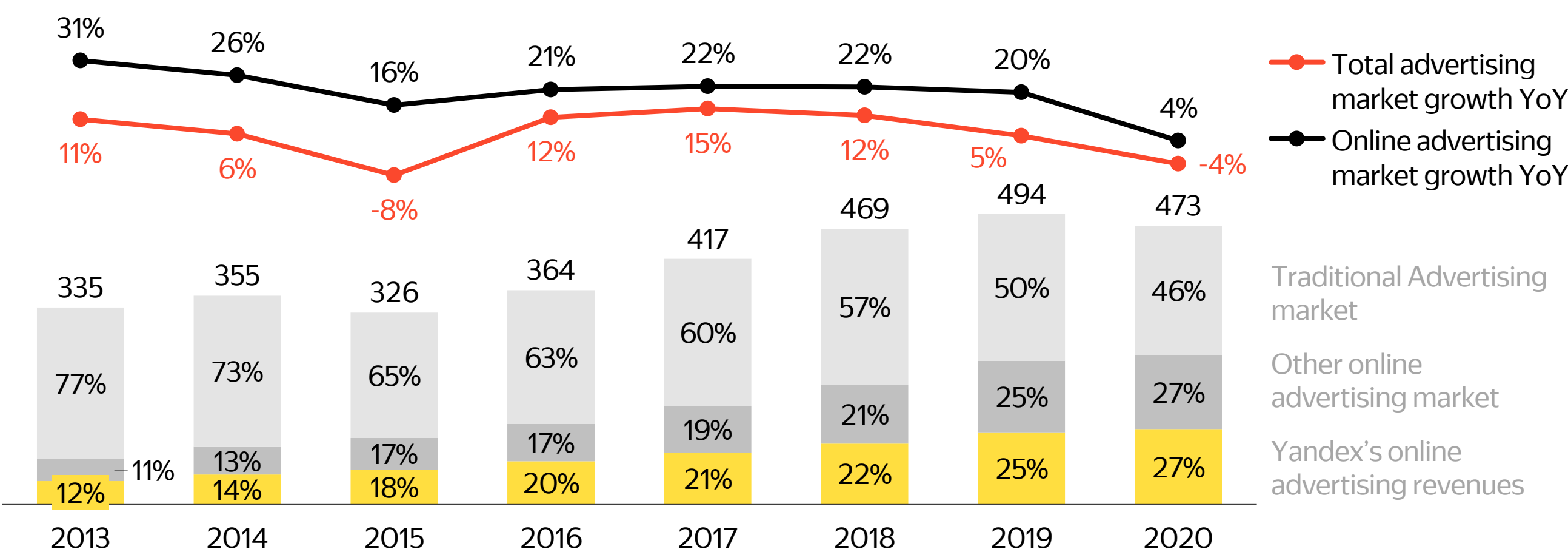
An open-source database management system developed by Yandex. In Sept'21 it was spun off into a separate entity with several venture funds and Yandex among the shareholders.

CatBoost

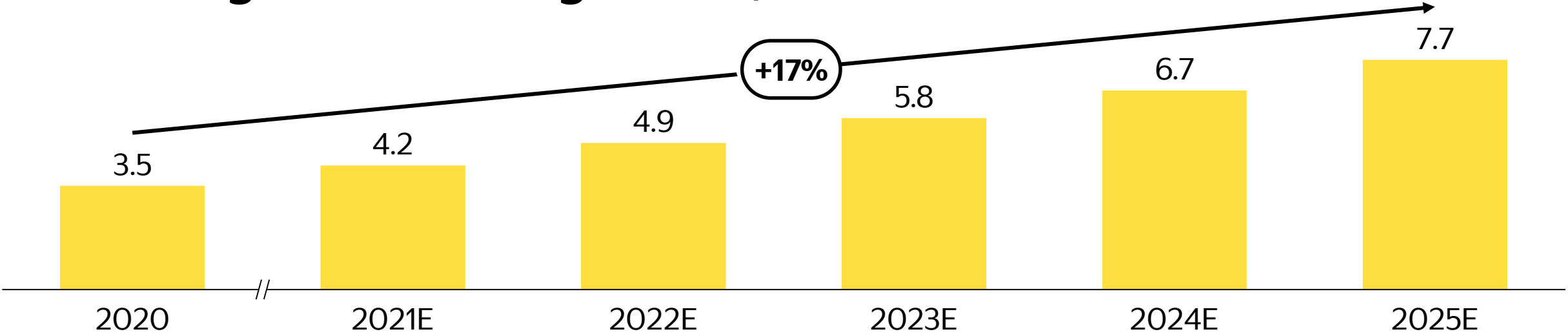
A universal, state-of-the-art, open-source library based on gradient boosting that is widely used within the company for ranking tasks, forecasting and making recommendations

Digital Advertising

Russian Advertising Market 2020, RUB BN, YoY Growth, %



Russian Digital Advertising Market, USD BN



Advertising

- Underpenetrated ad market (0.4% of GDP vs 0.7% globally)
- Potential for digital ad share growth of total ad market vs global peers (c.53% vs 60-70% globally)
- Yandex strategic priorities for outperformance of digital ad market:
 - Investments in advertising technologies
 - Development of simplified products for SMEs
 - Growth of search share on iOS devices

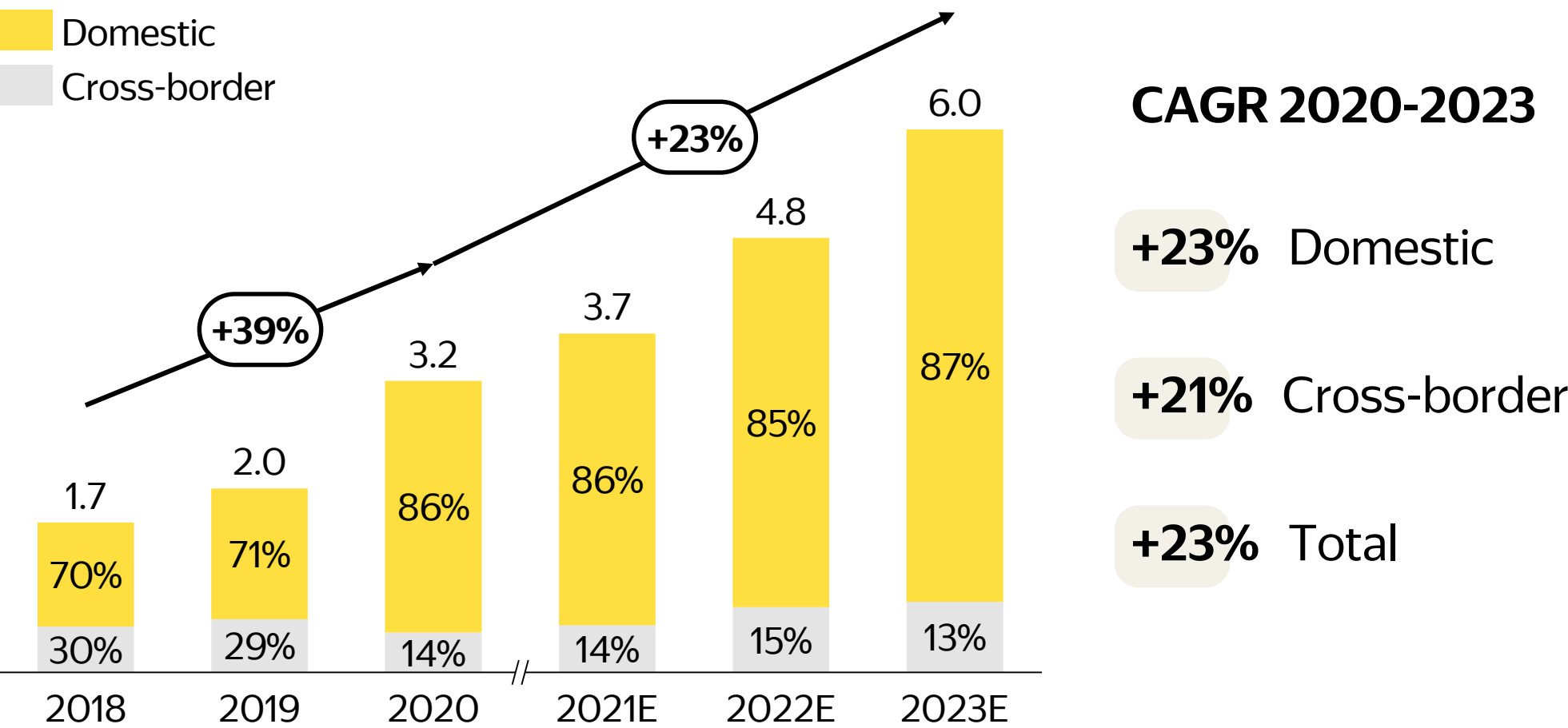
Zen

- Top-5 infotainment platform in Russia by DAU (after YouTube, VK, TikTok and Instagram) with a potential to improve to top 3
- Significant potential for video ads monetization and social commerce

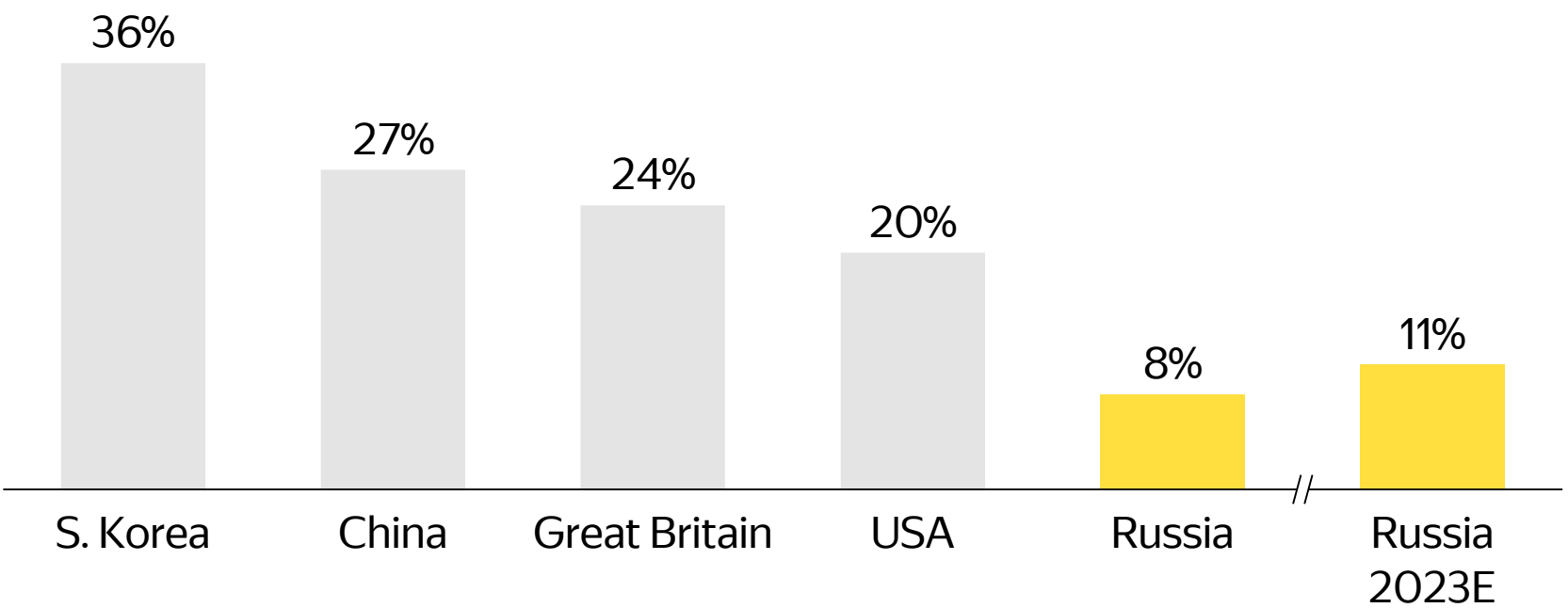
E-commerce

- One of the largest retail markets in Europe
- Significant potential to increase e-commerce penetration
- Highly fragmented and fast-growing market with a material consolidation potential
- Yandex ambition – to become one of the leading e-commerce players in Russia
- Yandex E-commerce platform includes Yandex.Market marketplace, Yandex.Lavka hyperlocal e-grocery service and grocery delivery via Yandex.Eats
- 2021 guidance: up to 3x growth of total E-commerce GMV

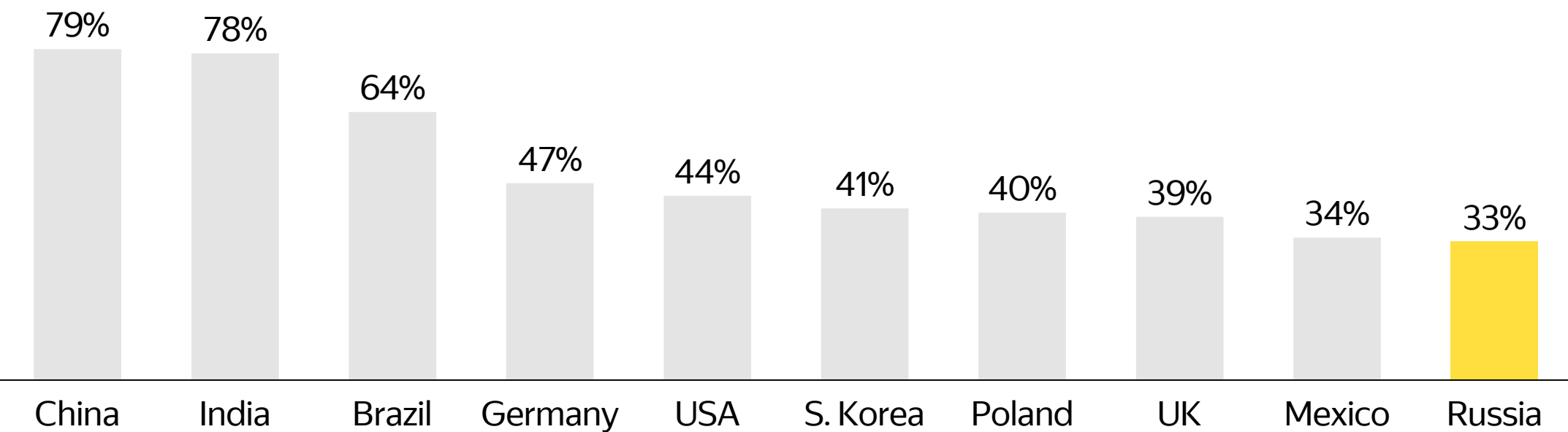
E-Commerce in Russia, RUB TRLN



E-Commerce penetration by country, 2020



Market share of top-3 players, 2020

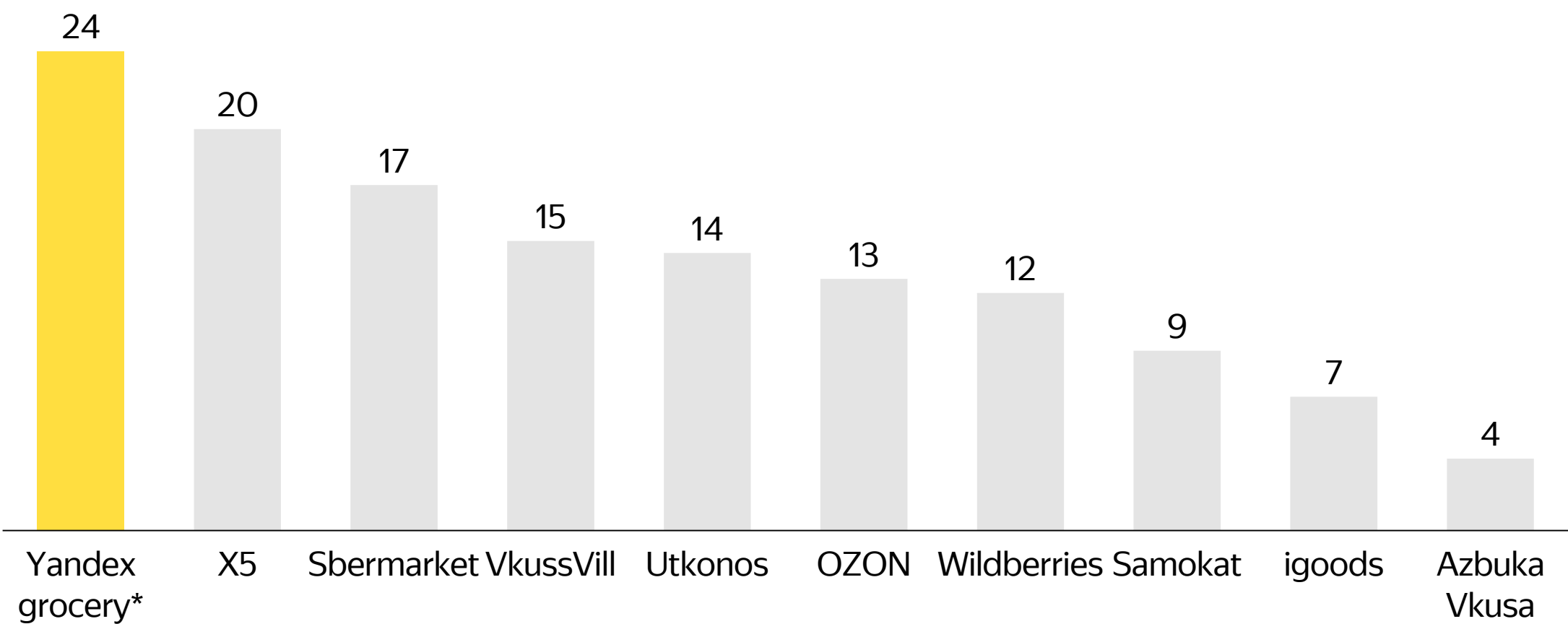


E-grocery

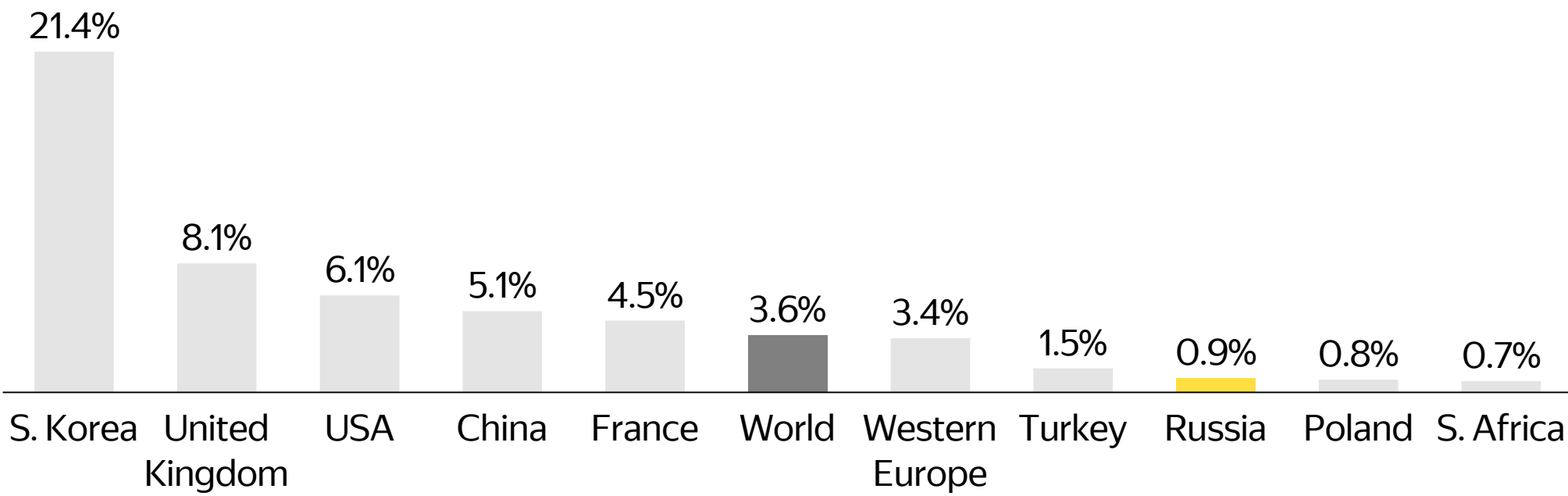


- Grocery / FMCG market has low online penetration (<2% in 2021), which implies significant upside potential
- FMCG is expected to make 2nd largest contribution to the E-commerce market growth (after fashion)
- Yandex E-Grocery portfolio consists of FMCG goods sold on Yandex.Market, hyperlocal e-grocery darkstores of Yandex.Lavka, marketplace grocery delivery of Yandex.Eats
- Yandex has #1 position in e-grocery market based on combined FMCG GMV of Market, Lavka and e-grocery in Eats

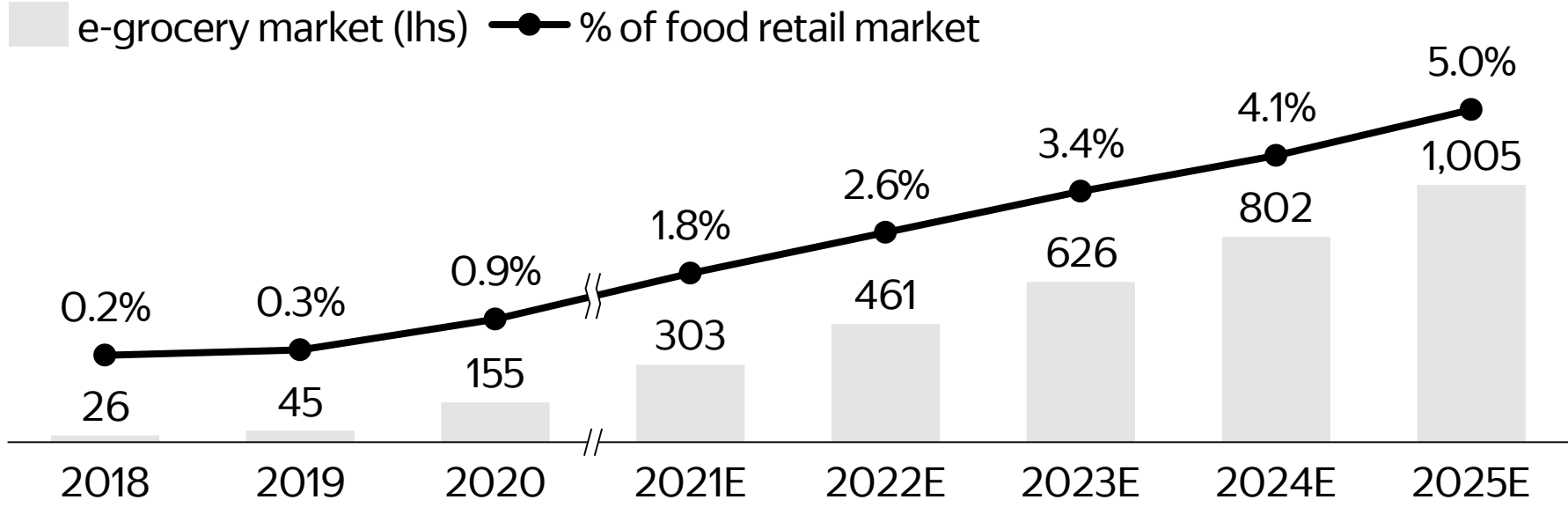
Grocery GMV by market players 2020, RUB BN



Food & Drink eCommerce as % Food Retail



eGrocery market and penetration, RUB BN, %



*FMCG part of Yandex.Market, grocery part of Yandex.Eats and Yandex.Lavka
Source: Euromonitor, Goldman Sachs Global Investment Research

Source: Infoline, Goldman Sachs Global Investment Research

Ride-Hailing



32 MM

Yandex.Go MAU in
September 2021

~620 BN

RUB GMV run-rate as of
Sep'21 (~\$8.5 BN¹)

18

countries

40%

of total economically active population in Russia
uses Yandex.Taxi at least once per month

Shared Transportation Market

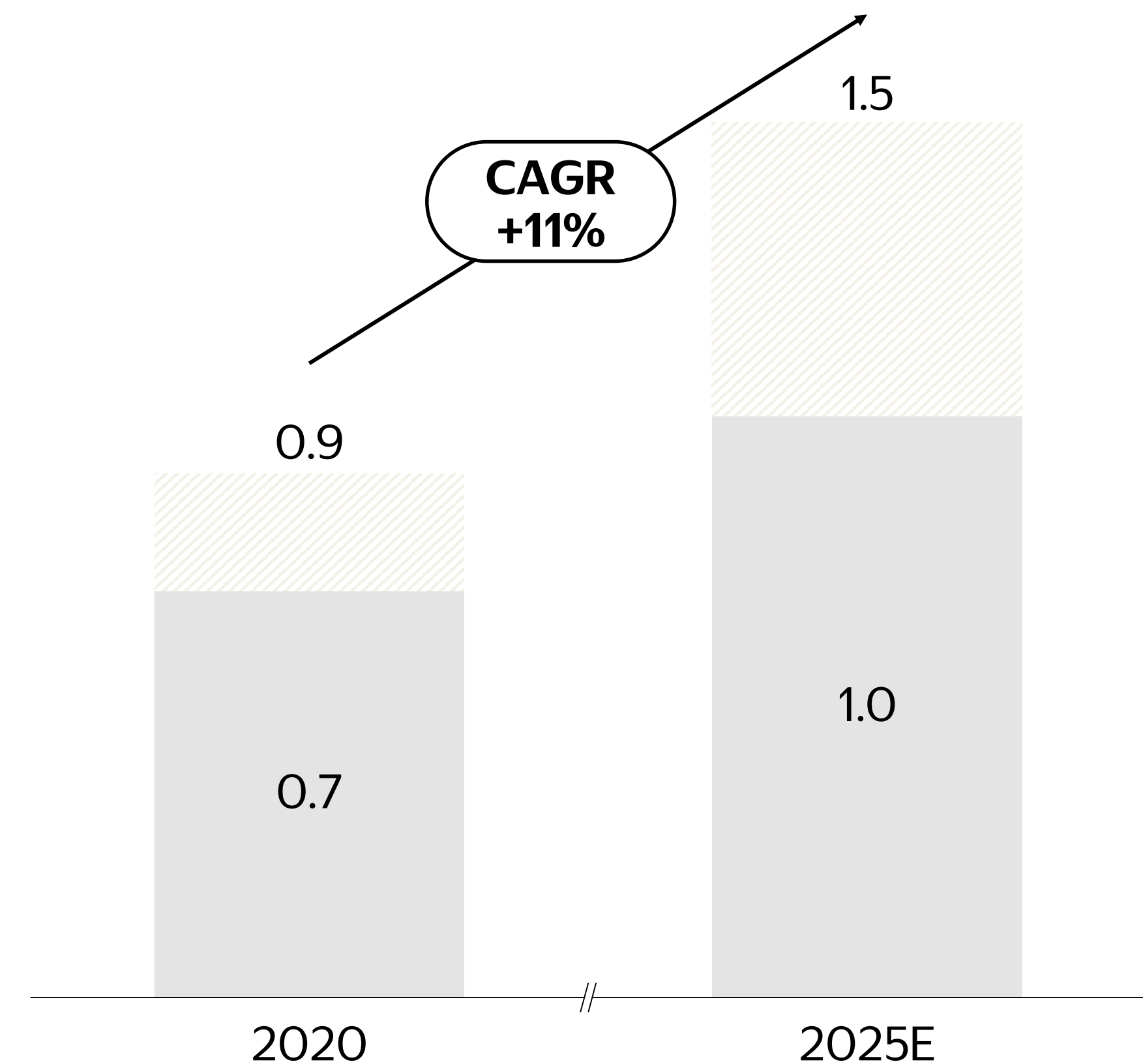
- Has become a habitual mobility service for millions of users
- Expected to grow to 1.5 TN RUB (>\$200 BN) in 2025

Yandex Ride-Hailing

- Well-positioned to facilitate the market growth
- Profitable since at the end of 2018, including overheads costs
- In 9M'21 Adj. EBITDA was up 122% YoY, while Adj. EBITDA margin reached 3.7% of GMV, making us the most efficient ride-sharing company globally

Shared Transportation Market in Russia to be 1-1.5 RUB
TN in 2025

Shared Transportation Market in Russia, RUB TN



Source: Analysts' consensus estimates

¹ Translated using an exchange rate of RUB 72.7608 to \$1.00 as of September 30, 2021

Food Delivery

RUB 258 BN
(\$3.5 BN)

online TAM in Russia in 2020

RUB 500 BN
(\$6.8 BN)

online TAM in Russia by 2025E

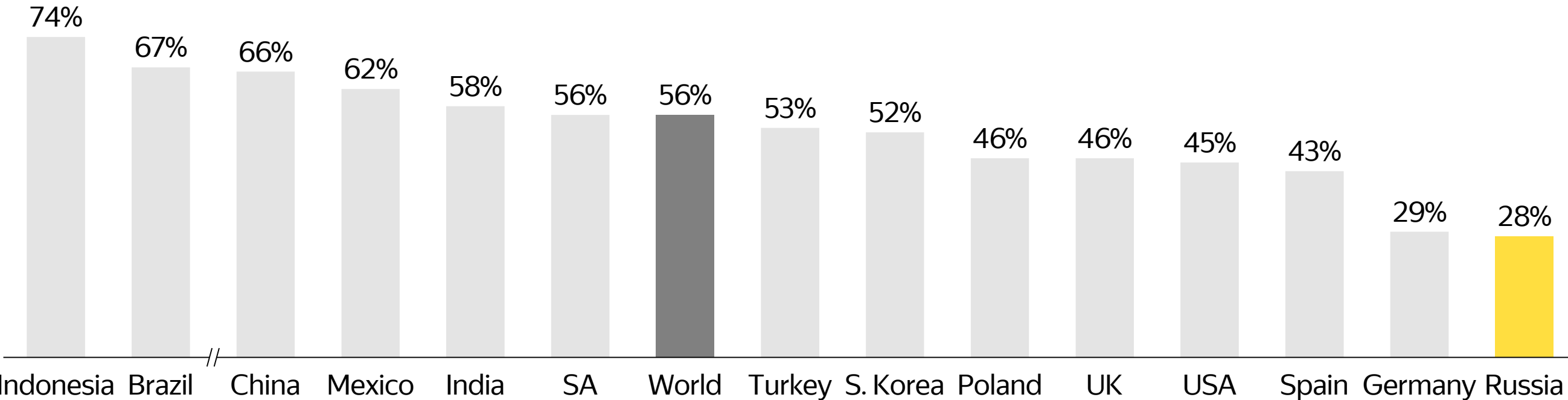
14%

Online TAM CAGR
2020-2025E

Potential for penetration increase:

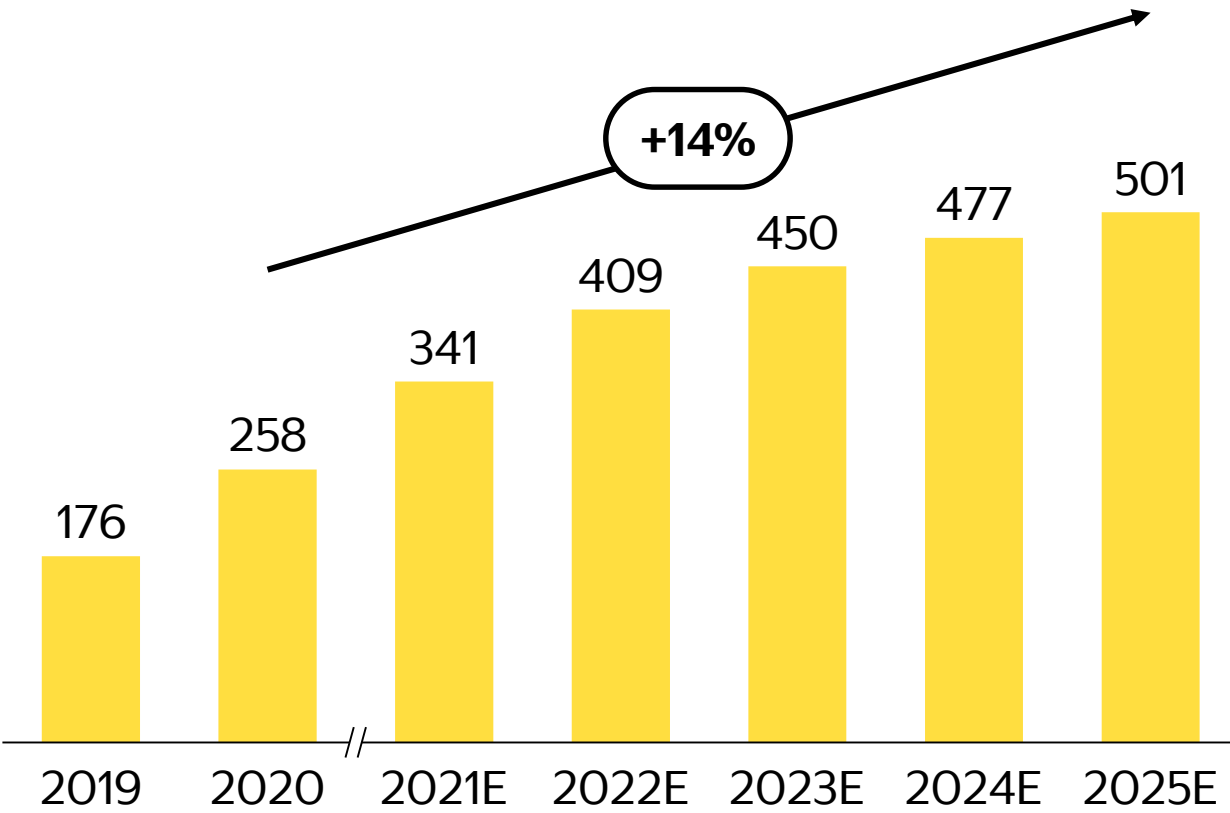
28% in Russia vs
56% globally

% of internet users who have used an online service to order food for delivery
in the past month (Jan-21)³, aged 16-24



Source: RBC, Company data, Goldman Sachs Global Investment Research

Food delivery market, RUB BN



Source: RBC, Company data, Goldman Sachs Global Investment Research

Yandex Plus subscription

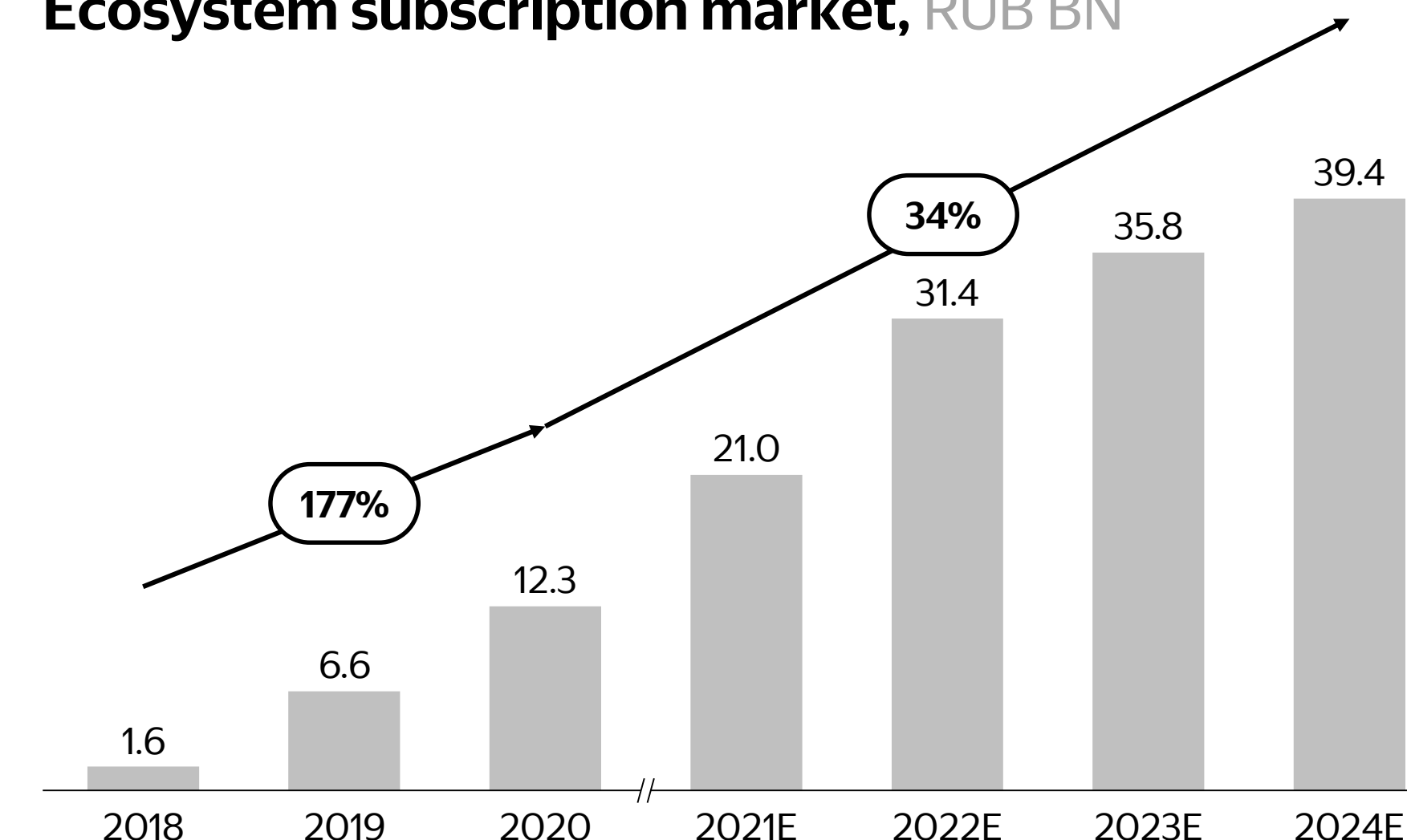


Yandex Plus

- Attractive value proposition: bundled subscription on leading music and video streaming services at a competitive price
- The largest subscriber base in Russia with a significant growth potential
- An effective mechanism to improve customer retention, cross-service usage and customer acquisition costs within Yandex ecosystem
- Yandex Plus subscribers spend more and transact more often in our services vs. non-Plus subscribers

For more details see <https://ir.yandex/faq>

Ecosystem subscription market, RUB BN



10.6 MM

Yandex Plus subscribers in October 2021

32 MM

MAU in Yandex's key transacting services

>50% of GMV

in E-commerce (Market, Lavka, Eats) is generated by Plus subscribers

Yandex Plus subscribers generate

50-85% higher

GMV in Yandex's key transactional services vs non-Plus customers

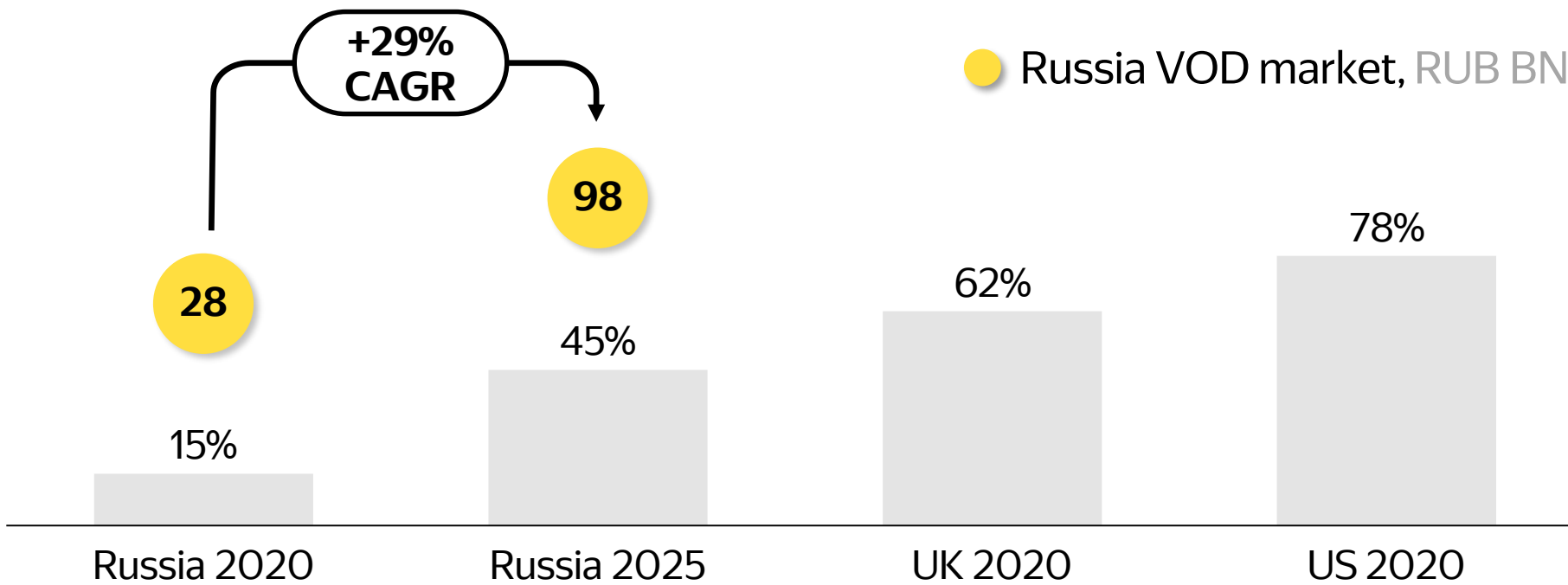
Media Services: KinoPoisk and Yandex Music



KinoPoisk

- Underpenetrated and fragmented Video-on-demand (VOD) market with material growth potential in Russia
- KinoPoisk is the leader¹ among VOD platforms in Russia with over 4mn monthly viewing subscribers
- Investments in original and exclusive content create differentiated offering / competitive advantage vs. peers

VOD household penetration by country



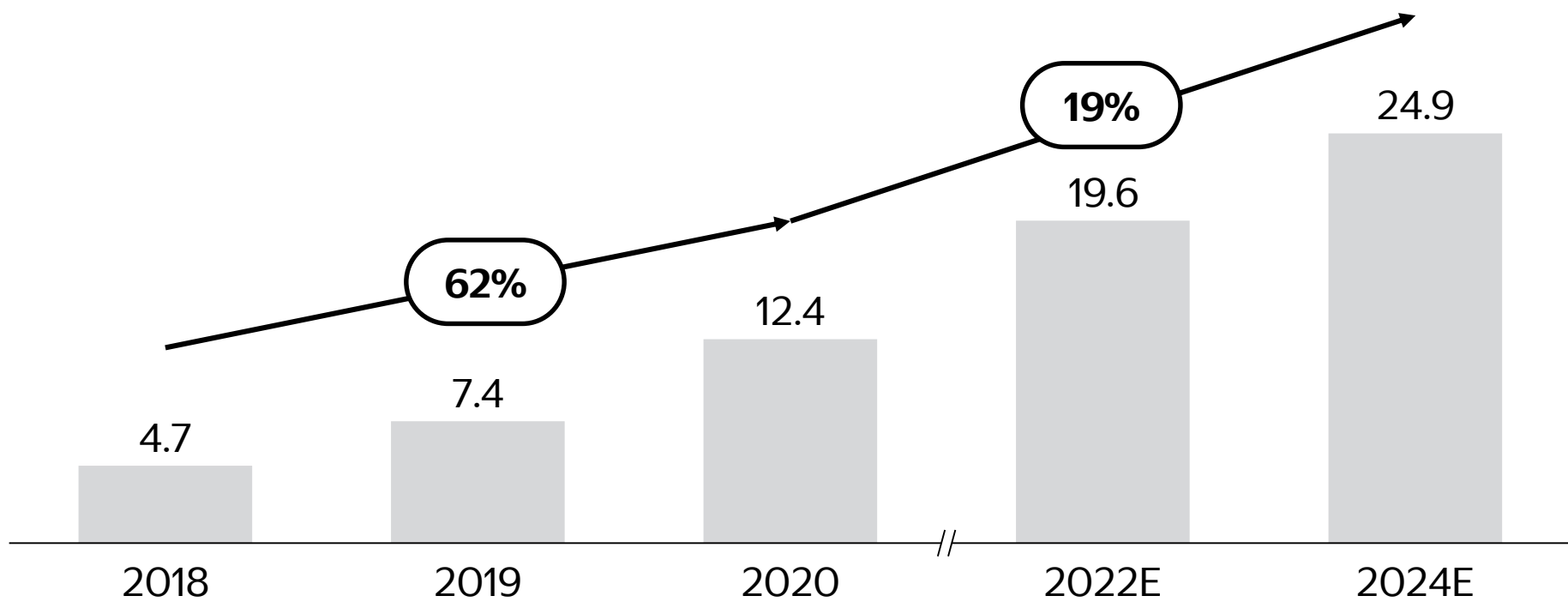
Source: TMT Consulting, Goldman Sachs Global Investment Research, LRG, Broadcasters Audience Research Board, Euromonitor



Yandex Music

- Leading music streaming service on the underpenetrated market in Russia
- More than 3x growth YoY in listening on Yandex.Station
- Key differentiating points: efficient personal recommendation algorithms, focus on podcasts (including exclusive), development of children's content in a partnership with Disney as well as inclusion into a bundled Yandex.Plus subscription

Music streaming market in Russia, RUB BN



Source: J'son & Partners Consulting, PWC

¹ Based on GFK analysis for 3Q'21

Cloud

- Underpenetrated Russian market: 0.06% of GDP which is 2x lower than China, 2.5x lower than Brazil, 3x lower than UK and 5.4x lower than US
- Key enablers of future growth: accelerating digitalization across industrial companies and a large technical talent pool
- Yandex.Cloud is the only cloud provider in Russia with a full-fledged scalable in-house infrastructure (combining data centers, hardware and software capabilities) and is also the most certified cloud platform in Russia (in early 2021 received the highest level of compliance with the legislation of personal data)
- Yandex.Cloud enjoys >3x revenue growth driven by increasing number of customers as well as higher average check per each customer

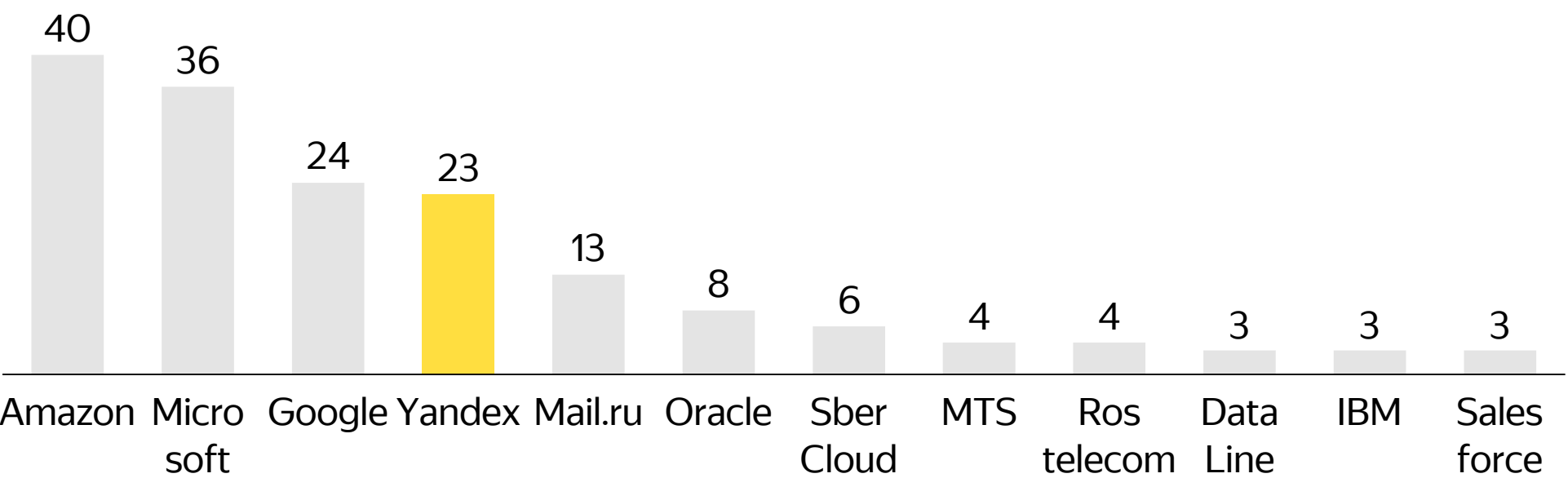
+202%

YoY growth of revenues in Q3'21

>13.7 K

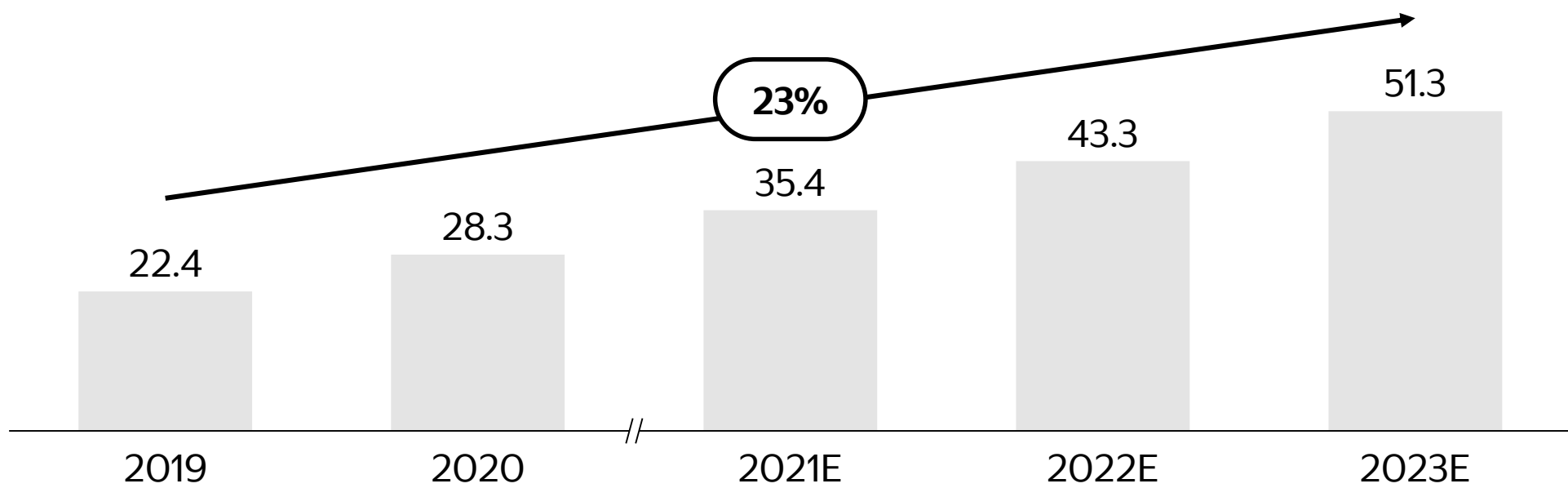
monthly paid users
(+60% YoY growth in Q3'21)

Awareness of cloud providers based on a survey,
number of respondents



Source: PWC

IaaS and PaaS market in Russia, RUB BN



Source: IDC

Yandex.SDG: Among Global Leaders in Autonomous Vehicle technology



15 MM km driven in autonomous mode¹



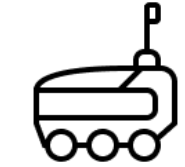
Operating in **all weather** conditions with testing in Russia, Israel and US



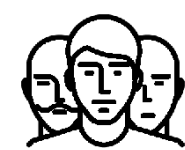
Launched 1st European robo-taxi in August 2018



Over 22 K passenger rides³ with no one behind the wheel (a safety engineer on the passenger seat) in Innopolis



Over 40 K commercial deliveries conducted with Rovers since launch²



Fleet of **170+ vehicles** **400+** engineers



Signed **partnership** with **Grubhub** to automate last-mile delivery in the US campuses



Huge benefits from **Yandex leading IT infrastructure** and unmatched consumer reach

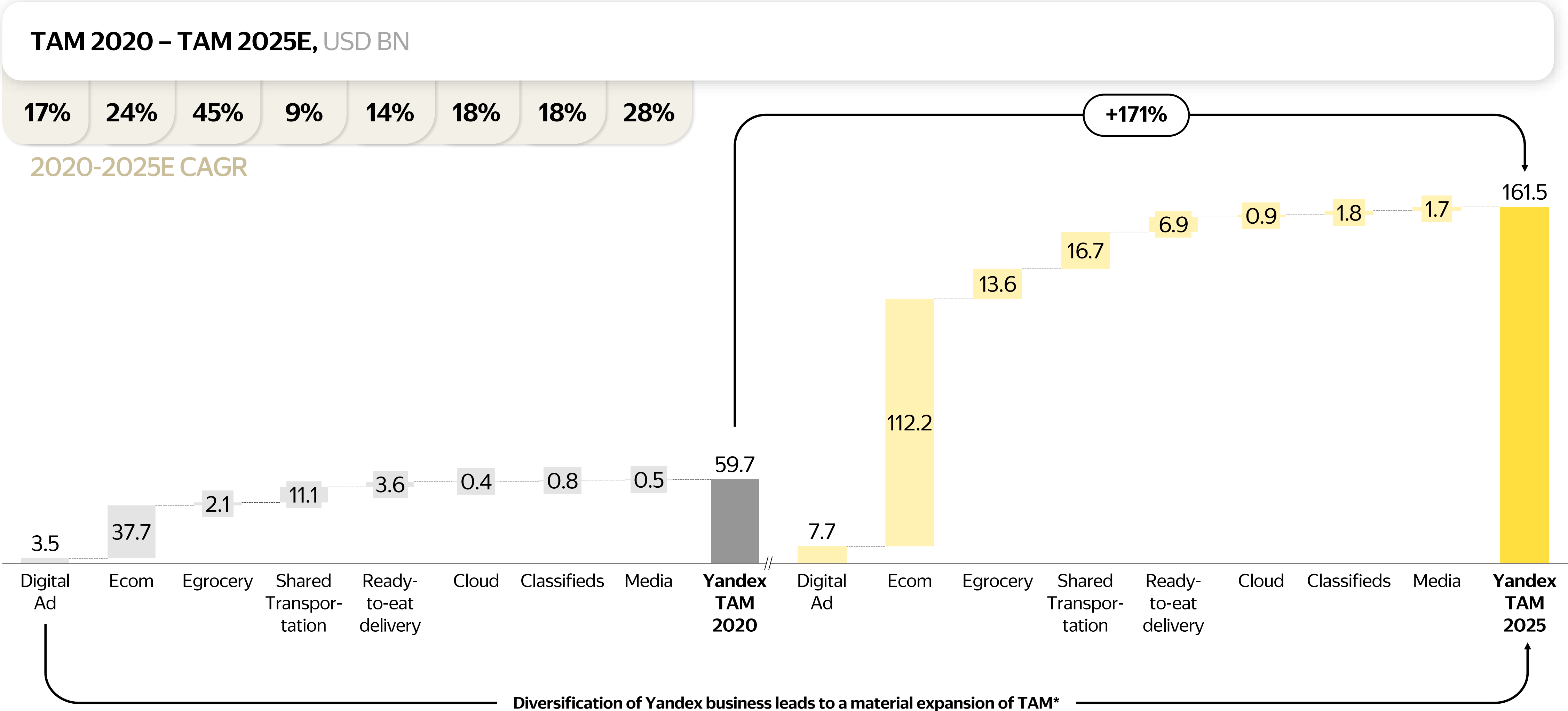


Source: Company data

¹Since launch in January 2017 and till Sep'21; ²Started with Yandex.Eats and Yandex.Lavka in Nov'20; ³Non-commercial rides in Innopolis, according to the Company

Yandex Total Addressable Market

Yandex exposed to large TAM and major fast-growing segments



Source: Goldman Sachs estimates, AKAR, Euromonitor, AKIT, IDC, Analysts' consensus estimates. PWC, J'son&Partners Consulting, RBC, Company's internal estimates, TMT Consulting

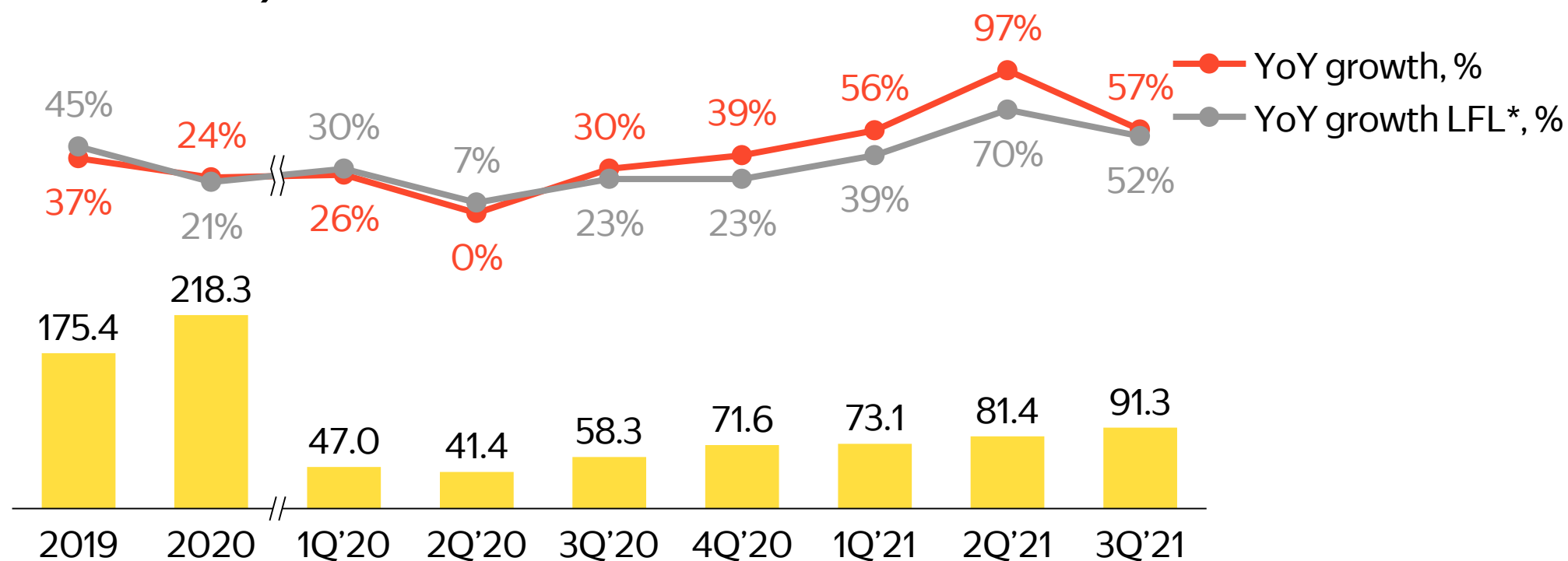
*The presented analysis of Yandex's TAM does not include Autonomous Vehicles, FinTech and other emerging initiatives and experiments. Cloud market includes IaaS and PaaS. Media Services market includes Video-on-demand and Music streaming markets.

Appendix



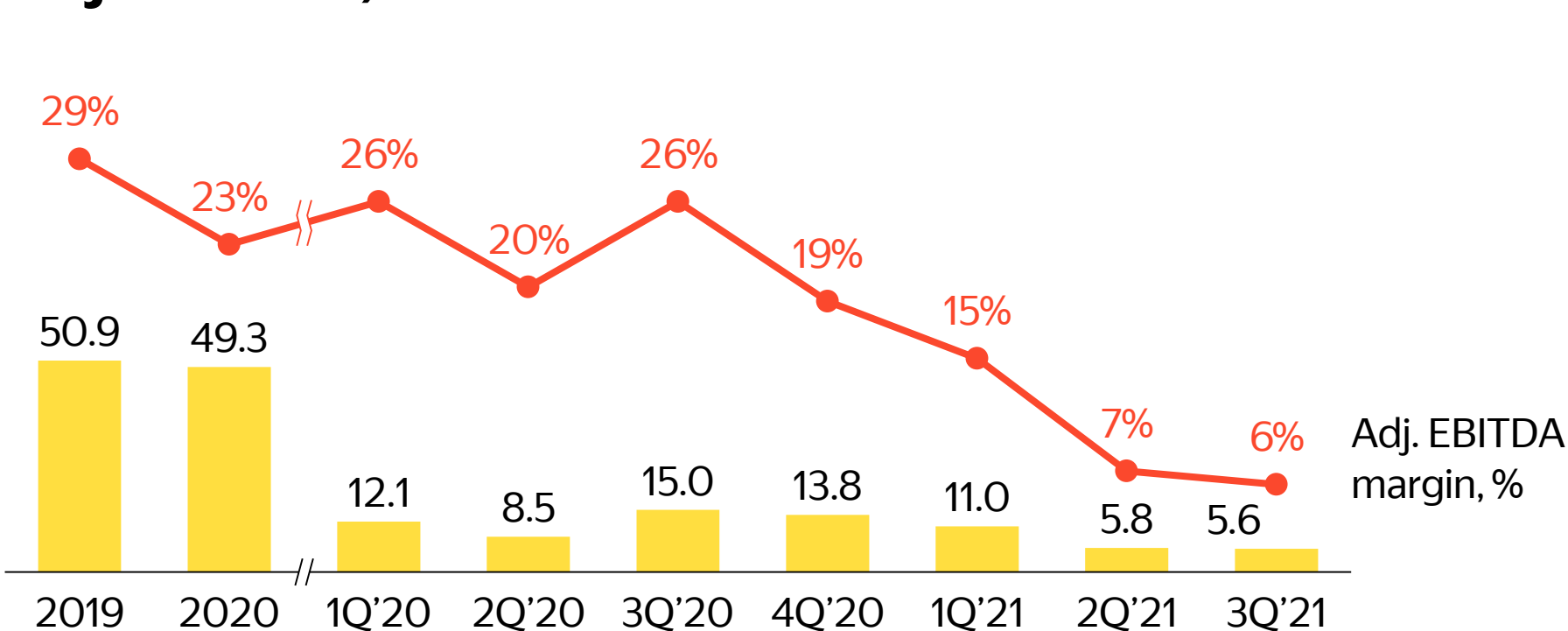
Financial Summary

Revenues, RUB BN

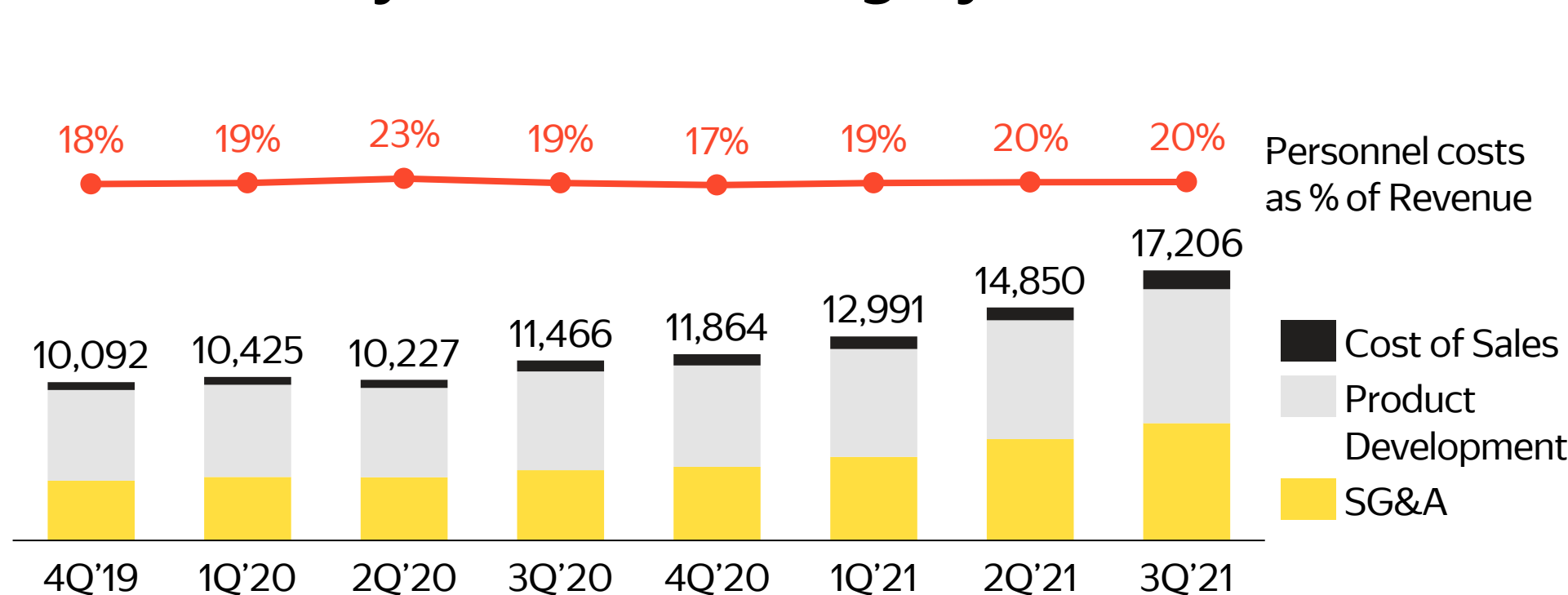


*Like-for-like basis including Yandex.Market from Q3 2020

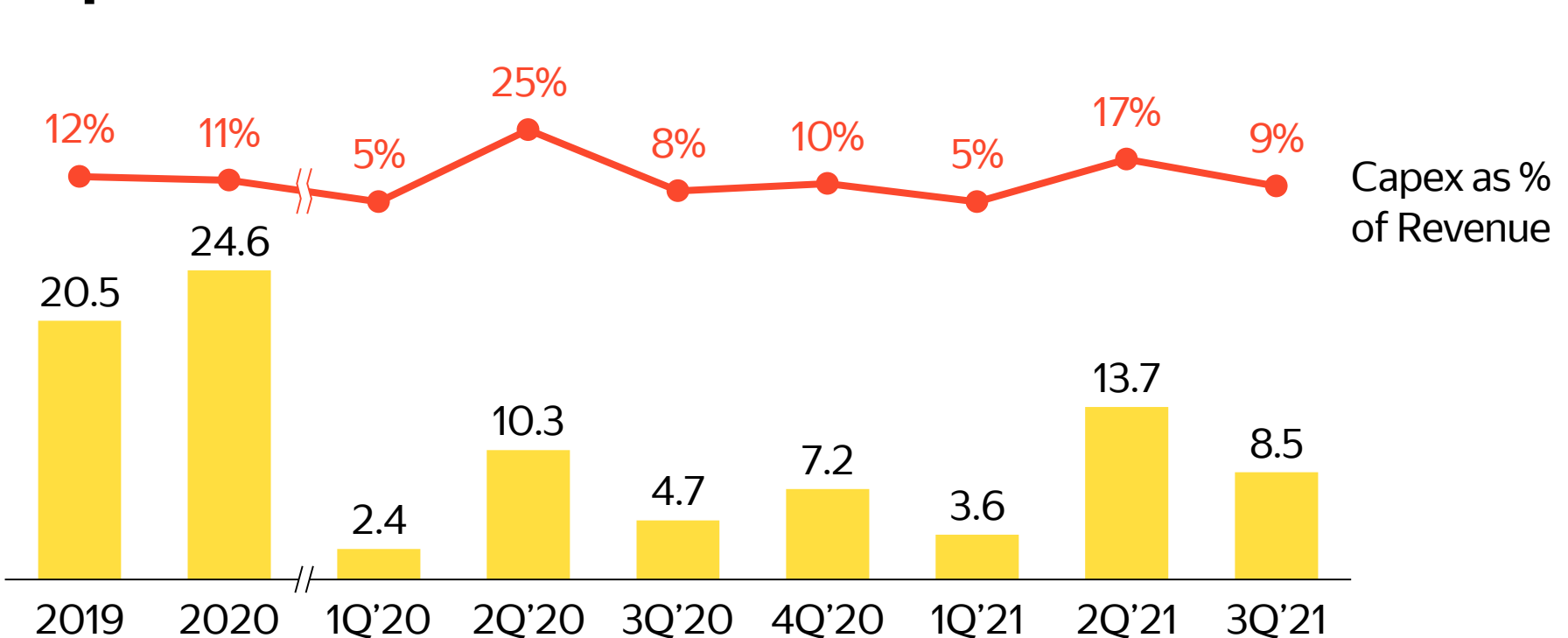
Adj. EBITDA, RUB BN



Headcount¹ by GAAP Cost Category²



Capex, RUB BN



Adjusted EBITDA and Adjusted EBITDA margin are non-GAAP financial measures. 1 As of the end of the period; 2 Items may not total 100% due to rounding
 Note: Capex primarily relates to servers and data center equipment. Capex is not evenly spread across the quarters and depends on the delivery date of equipment.

Quarterly Financial Summary by Segment

Revenues, RUB MM

% Revenue growth, YoY

	Q3'20		Q4'20		FY'20		Q1'21		Q2'21		Q3'21	
Search & Portal	32,072	2%	36,648	6%	124,811	2%	35,145	15%	39,422	54%	42,713	33%
Taxi Group (MLU)	18,552	58%	22,251	54%	67,955	49%	26,563	89%	28,120	114%	34,011	83%
Mobility	13,697	26%	14,828	12%	49,243	17%	18,054	47%	18,526	119%	22,090	61%
Ride-hailing	10,985	25%	12,304	15%	40,719	18%	15,581	62%	15,445	98%	18,632	70%
Drive	2,712	28%	2,524	-1%	8,524	13%	2,473	-5%	3,081	349%	3,458	27%
Yandex.Delivery (Logistics)	739	n/m	1,539	n/m	3,083	n/m	1,985	n/m	2,318	222%	3,316	349%
FoodTech	4,396	403%	6,371	403%	16,663	365%	7,086	319%	8,105	93%	9,840	124%
Eliminations	(280)	n/m	(487)	n/m	(1,034)	n/m	(562)	n/m	(829)	210%	(1,235)	341%
Yandex.Market	5,208	n/m	8,659	n/m	13,867	n/m	7,344	n/m	8,828	n/m	8,662	25%
Media Services	1,774	92%	2,901	118%	7,808	102%	3,486	143%	4,094	141%	4,311	143%
Classifieds	1,586	16%	1,818	13%	5,778	7%	1,783	20%	1,995	125%	2,078	31%
Other Business Units and Initiatives	2,703	87%	4,620	105%	11,106	84%	4,730	171%	4,898	140%	5,812	115%
Eliminations	(3,560)	74%	(5,298)	103%	(12,981)	56%	(5,915)	166%	(5,955)	213%	(6,282)	77%
Total Revenues	58,335	30%	71,599	39%	218,344	24%	73,136	56%	81,402	97%	91,305	57%

Our segments structure includes

- The Search and Portal segment includes Search, Geo, Mail 360, Weather, News, Travel, Alice voice assistant and a number of other services offered in Russia, Belarus and Kazakhstan
- The Taxi segment includes our mobility businesses, which consist of the (i) Ride-hailing business (including Yandex.Taxi in Russia and 17 other countries across CIS and EMEA, and Uber in Russia and CIS) for both B2C and B2B, (ii) Yandex.Drive, our car-sharing business; (iii) the FoodTech businesses (including Yandex.Eats, our ready-to-eat and grocery delivery service; and Yandex.Lavka, our hyperlocal convenience store delivery service); and (iv) Yandex.Delivery (Logistics), our last mile logistics solution for individuals, SMBs and enterprises
- The Yandex.Market segment includes our price comparison service, marketplace and several small experiments
- The Media Services segment includes our subscription service Yandex Plus, Yandex.Music, KinoPoisk, Yandex.Afisha and our production center Yandex.Studio
- The Classifieds segment includes Auto.ru, Yandex.Realty, Yandex.Jobs, and Yandex Classifieds
- The Other Business Units and Initiatives segment includes our self-driving vehicles business (“Yandex SDG”), Zen, Yandex.Cloud, Yandex.Education, Devices, Yandex.Uslugi (“Services”) and Yandex.Lavka experiments in international markets (“Lavka Overseas”), as well as several other experiments
- Eliminations related to our revenues represent the elimination of transactions between the reportable segments, including advertising revenues, intercompany revenues related to brand royalties, virtual servers, logistics service, devices intercompany sales and others

Quarterly Financial Summary by Segment (continued)

Adj. EBITDA, RUB MM

% Adj. EBITDA Margin

	Q3'20		Q4'20		FY'20		Q1'21		Q2'21		Q3'21	
Search & Portal	16,781	52%	18,132	49%	60,719	49%	17,016	48%	18,394	47%	20,684	48%
Taxi Group	1,740	9%	1,767	8%	3,437	5%	3,742	14%	1,568	6%	1,223	4%
Mobility	2,901	21%	3,339	23%	8,115	16%	5,840	32%	4,901	26%	4,785	22%
Ride-hailing	2,830	26%	3,247	26%	9,892	24%	5,732	37%	4,707	30%	4,317	23%
Drive	71	3%	92	4%	(1,777)	-21%	108	4%	195	6%	469	14%
Yandex.Delivery (Logistics)	(222)	-30%	(429)	-28%	(837)	-27%	(222)	-11%	(279)	-12%	(346)	-10%
FoodTech	(939)	-21%	(1,143)	-18%	(3,842)	-23%	(1,877)	-26%	(3,054)	-38%	(3,216)	-33%
Yandex.Market	(1,077)	-21%	(3,036)	-35%	(4,113)	-30%	(6,488)	-88%	(9,918)	-112%	(11,673)	-135%
Media Services	(1,028)	-58%	(1,141)	-39%	(3,736)	-48%	(1,257)	-36%	(1,732)	-42%	(1,589)	-37%
Classifieds	495	31%	599	33%	1,071	19%	385	22%	728	36%	468	23%
Other Business Units and Initiatives	(2,007)	-74%	(2,581)	-56%	(8,295)	-75%	(2,467)	-52%	(3,336)	-68%	(3,564)	-61%
Eliminations	80	-2%	27	-1%	264	-2%	91	-2%	76	0%	73	-1%
Total Adj. EBITDA	14,984	26%	13,768	19%	49,348	23%	11,021	15%	5,780	7%	5,622	6%

Our segments structure includes

- The Search and Portal segment includes Search, Geo, Mail 360, Weather, News, Travel, Alice voice assistant and a number of other services offered in Russia, Belarus and Kazakhstan
- The Taxi segment includes our mobility businesses, which consist of the (i) Ride-hailing business (including Yandex.Taxi in Russia and 17 other countries across CIS and EMEA, and Uber in Russia and CIS) for both B2C and B2B, (ii) Yandex.Drive, our car-sharing business; (iii) the FoodTech businesses (including Yandex.Eats, our ready-to-eat and grocery delivery service; and Yandex.Lavka, our hyperlocal convenience store delivery service); and (iv) Yandex.Delivery (Logistics), our last mile logistics solution for individuals, SMBs and enterprises
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Costs, RUB MM

Costs, RUB MM

Cost of Sales (COS)

TAC
COS ex-SBC, ex-TAC
SBC related to COS
Total Cost of Sales

Total COS as % of Revenue

Product Development (PD)

PD ex-SBC
SBC related to PD
Total PD

PD as % of Revenue

SG&A

SG&A expense ex-SBC
SBC related to SG&A
Total SG&A

SG&A as % of Revenue

Depreciation & Amortization (D&A)

D&A as % of Revenue

Goodwill Impairment

Total Costs

Total Costs as % of Revenue

Q2'20	Q3'20	Q4'20	2020	Q1'21	Q2'21	Q3'21
4,155	4,516	5,916	19,946	5,401	6,231	6,875
11,619	17,514	25,406	65,339	28,517	35,417	38,679
138	111	124	449	124	126	117
15,912	22,141	31,446	85,734	34,042	41,774	45,671
38%	38%	44%	39%	47%	51%	50%
6,372	7,077	7,428	27,123	7,567	8,642	9,488
2,598	2,337	2,599	9,216	3,442	2,592	2,734
8,970	9,414	10,027	36,339	11,009	11,234	12,222
22%	16%	14%	17%	15%	14%	13%
10,884	14,237	19,081	56,850	20,857	25,332	30,677
1,473	1,505	2,092	6,063	2,238	2,144	2,284
12,357	15,742	21,173	62,913	23,095	27,476	32,961
30%	27%	30%	29%	32%	34%	36%
4,052	4,780	4,845	17,687	5,257	5,641	6,135
10%	8%	7%	8%	7%	7%	7%
-	-	-	-	-	-	-
41,291	52,077	67,491	202,673	73,403	86,125	96,989
100%	89%	94%	93%	100%	106%	106%

* Items may not total 100% due to rounding

Sustainability



Yandex Sustainability Agenda

Using tech & innovation to bring value to users and local markets

Quality of Life

- F** Convenience, Quality and Safety of Services
- N** Accessible Environment

- F** Energy Efficiency of Yandex Infrastructure
- N** Waste Management
- N** Carbon Footprint

Environmental Impact

F The foundations **N** Relatively new streams

Ethics and Integrity

- F** Information Security and Data Privacy
- F** Responsible Procurement
- F** Content Quality
- F** Anti-Corruption and Antitrust Practices

- F** Yandex Employees
- N** Education for All
- N** Yandex Service Partners

Investing in People

Sustainable development streams

- Business foundations that ensure stable business growth and are long-lasting priorities (8 streams)
- Relatively new priorities reflecting high-potential areas to make an impact and/or improve performance (5 streams)

Each of the streams...

- Is aligned with business priorities
- Is supported by clear goals and performance indicators to track progress
- Addresses stakeholder expectations derived via surveying and feedback sessions

More detailed information about our sustainability agenda is available in [2020 Sustainability Report](#)

2020 Sustainability Highlights

Environmental Responsibility

Lower by 21%

the average PUE of Yandex data centers compared to the average global PUE¹

Only 10%

of each watt of energy consumed by Yandex's newest data centers is used for non-computing related tasks (e.g. powering equipment)

This is 6 times

more efficient the global average

92% and 15%

of all packaging used by Yandex.Market and Yandex.Lavka, respectively, was made from recycled or secondary raw

67%

of waste generated by Yandex.Market in 2019-2020 was recycled or reused

Employees

>1/3

women in our workforce

1/3

women among managers

4.5%

undesirable turnover

>50%

of Yandex employees participated in the Equity Incentive Plan

3-5%

is the gender pay gap among developers based on the most common job levels (the imbalance favors women for some job levels)

Yandex Service Partners

RUB 300 BN

were earned by drivers from completing rides as Yandex.Taxi partners

Education for All

>2 MM people

have studied through Yandex's free education programs

Helping Hand

>400,000

the rides offered to

12,000

doctors and medical workers during the pandemic

70 charitable foundations

granted free access to Yandex services for business²

¹ PUE (Power Utilization Efficiency) is the ratio of the total power consumption of a data center to the energy delivered to computing equipment. The average PUE (power usage effectiveness) of Yandex data centers in 2020 was 1.25. According to the Uptime Institute's 2020 Data Center Industry Survey Results, the average PUE of data centers in Russia is 1.6, in the world — 1.59, and in Europe — 1.46.

² As of March 2021

Corporate Governance

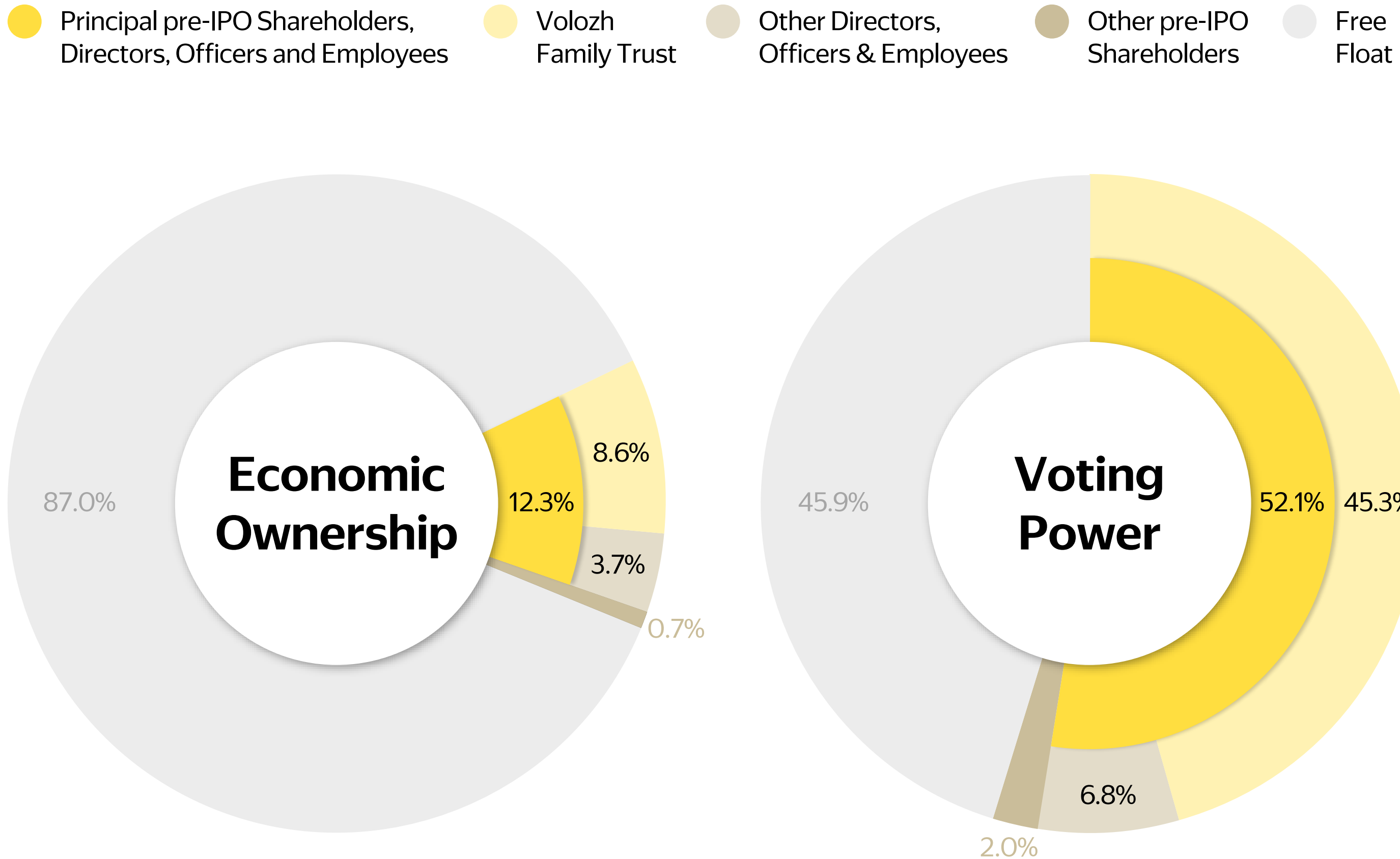


Ownership Structure as of September 30, 2021

Total shares issued, including

- 322,860,322 Class A shares
- 35,698,674 Class B shares
- One Priority share
- Excluding **940,157** Class A shares held in treasury as a result of Yandex's share repurchase program

Shareholder Structure



Composition of the Board of Directors

			Committee Membership							
			Director or Executive Officer Since	End of Current Term of Office	Audit Committee	Compensation Committee	Nominating Committee	Investment Committee	Corporate Governance Committee	Public Interest Committee
<div><div>I</div><div>NE</div></div>	John Boynton Chairman since 2016		2000	2025	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	
	<div>E</div>	Arkady Volozh	2000	2024				<div></div>		<div></div>
	<div>E</div>	Tigran Khudaverdyan	2019	2022						
	<div>I</div> <div>NE</div>	Charles Ryan	2011	2022	<div></div>			<div></div>		
	<div>I</div> <div>NE</div>	Alexander Voloshin	2010	2022			<div></div>		<div></div>	
	<div>I</div> <div>NE</div>	Rogier Rijnja	2013	2022		<div></div>	<div></div>			
	<div>I</div> <div>NE</div>	Esther Dyson	2006	2025		<div></div>	<div></div>	<div></div>	<div></div>	
	<div>I</div> <div>NE</div>	Ilya Strebulaev	2018	2025	<div></div>					
	<div>D</div> <div>I</div> <div>NE</div>	Alexey Komissarov	2019	2023			<div></div>			<div></div>
	<div>D</div> <div>I</div> <div>NE</div>	Alexey Yakovitsky	2019	2023						<div></div>
<div>I</div> <div>NE</div>	Alexander Moldovan	2021	2025							

NE

 Non-executive

E

 Executive

I

 Independent

D

 Designated

Chairperson

Member

42



Yandex

Contact us

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