

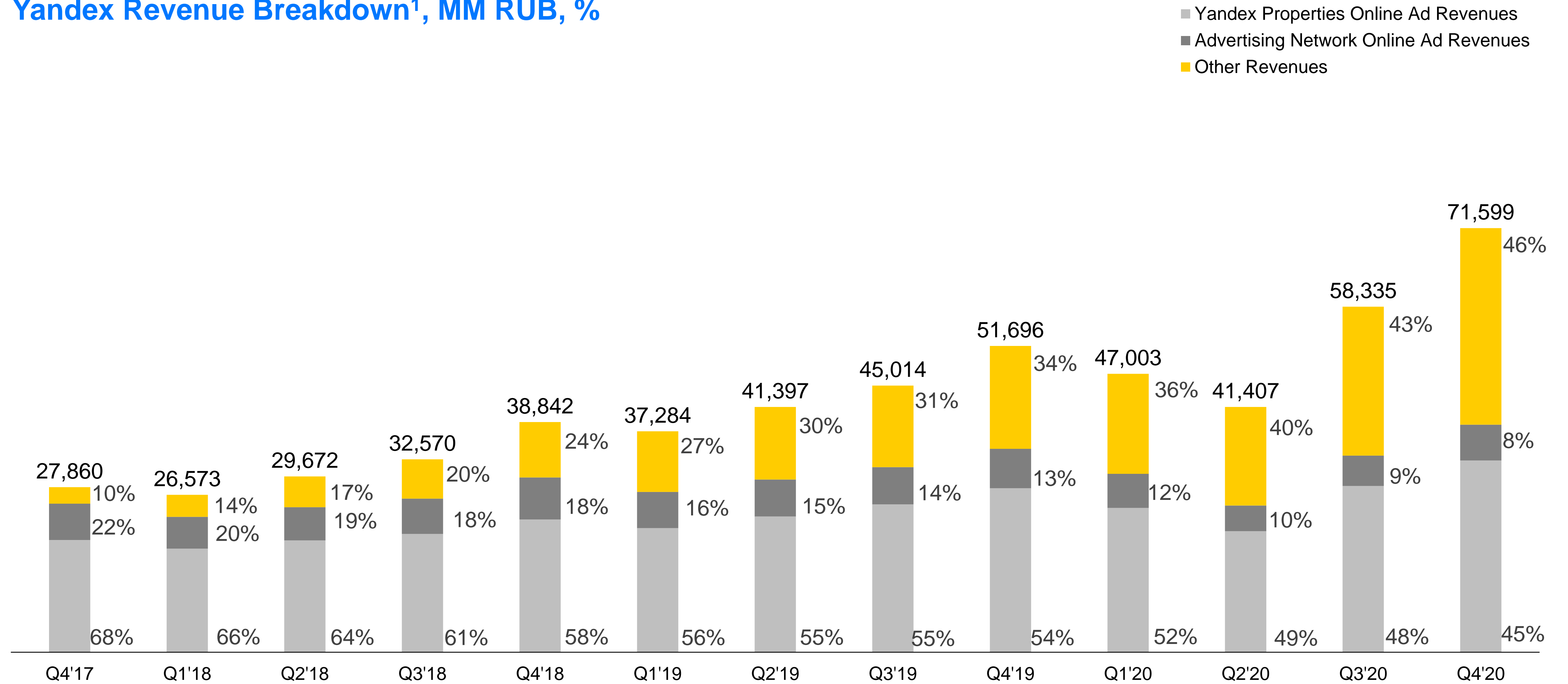
Yandex

Quarterly Supplementary Materials

February 16th, 2021

Revenue Structure

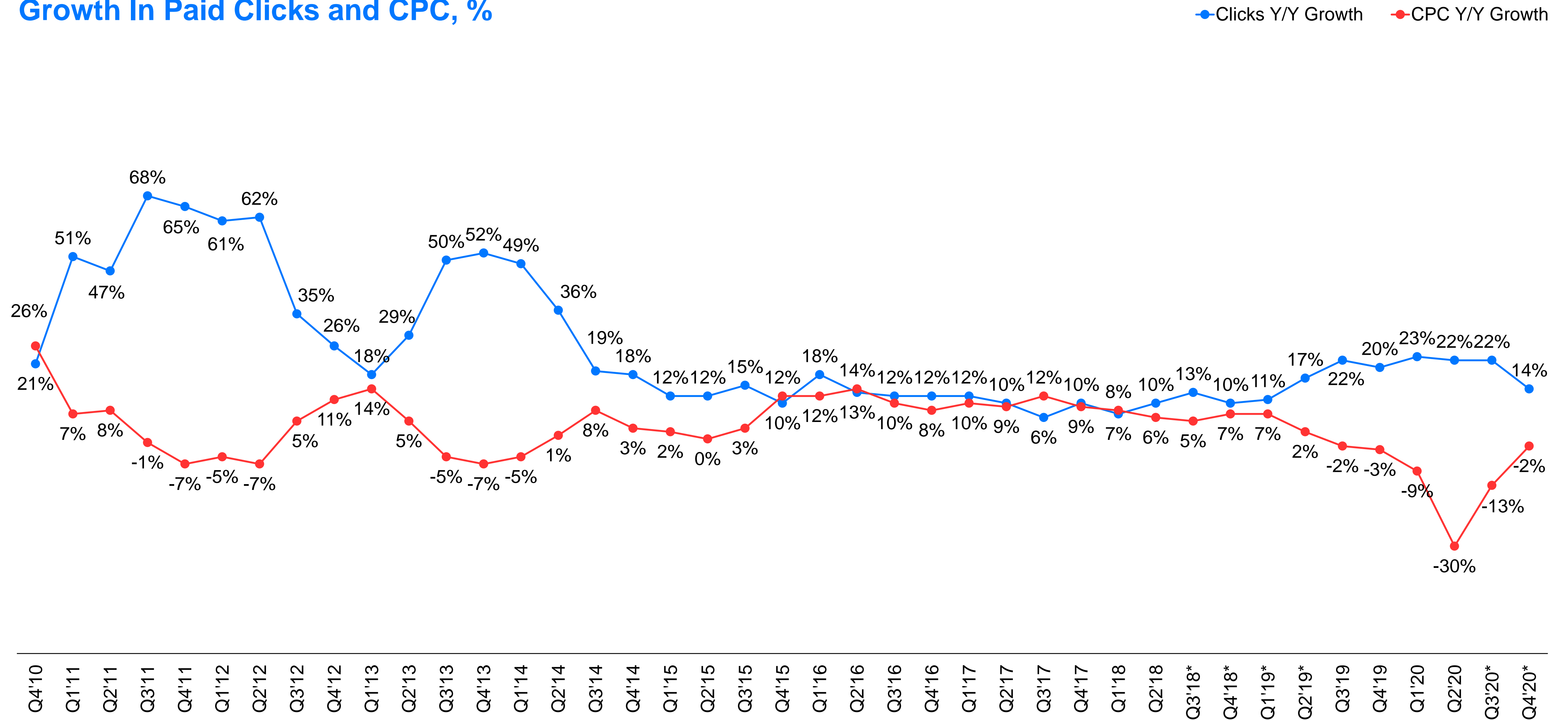
Yandex Revenue Breakdown¹, MM RUB, %



¹ As online advertising formats continue to converge, starting from Q1 2016 we are no longer providing a breakdown of our online ad revenues into text-based and display revenues. However, we continue to separately present online advertising revenues from Yandex properties and revenues from our Ad Network. Items may not total 100% due to rounding. Numbers for the periods from Q1 2019 were restated to reflect minor adjustments of TAC revenue and expenses associated to the presentation of certain content related streams

Operational Metrics

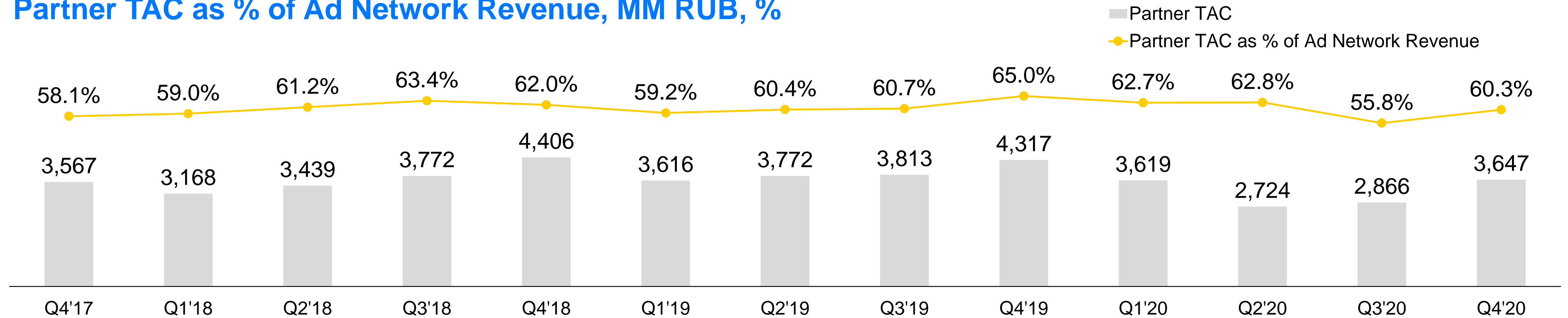
Growth In Paid Clicks and CPC, %



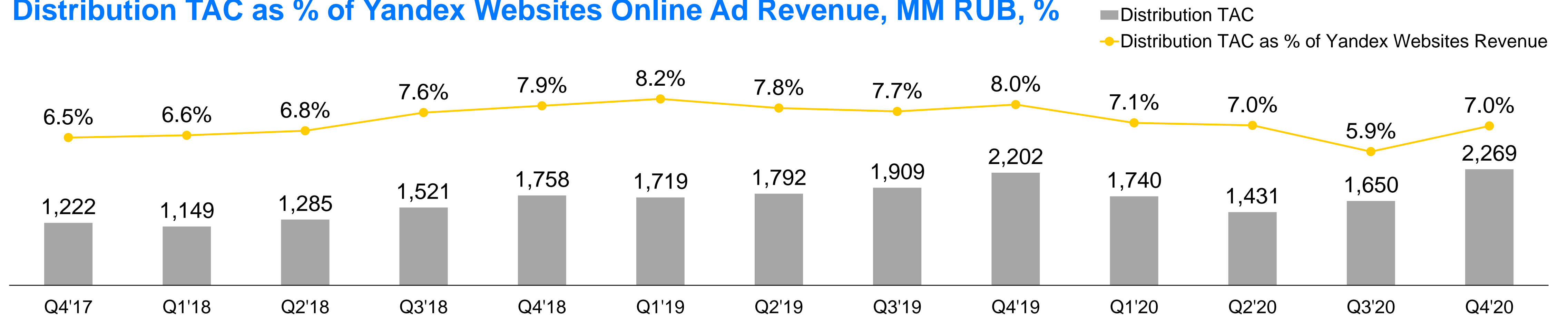
* Paid clicks, excluding paid clicks on Yandex.Market, grew 22% in Q3'18, 20% in Q4'18, 20% in Q1'19, 20% in Q2'19, 14% in Q3'20, 3% in Q4'20 YoY; CPC, excluding clicks of Yandex.Market, grew 2% in Q3'18, 4% in Q4'18, 4% in Q1'19, 1% in Q2'19, decreased 12% in Q3'20, grew 1% in Q4'20 YoY

Traffic Acquisition Costs

Partner TAC as % of Ad Network Revenue, MM RUB, %



Distribution TAC as % of Yandex Websites Online Ad Revenue, MM RUB, %

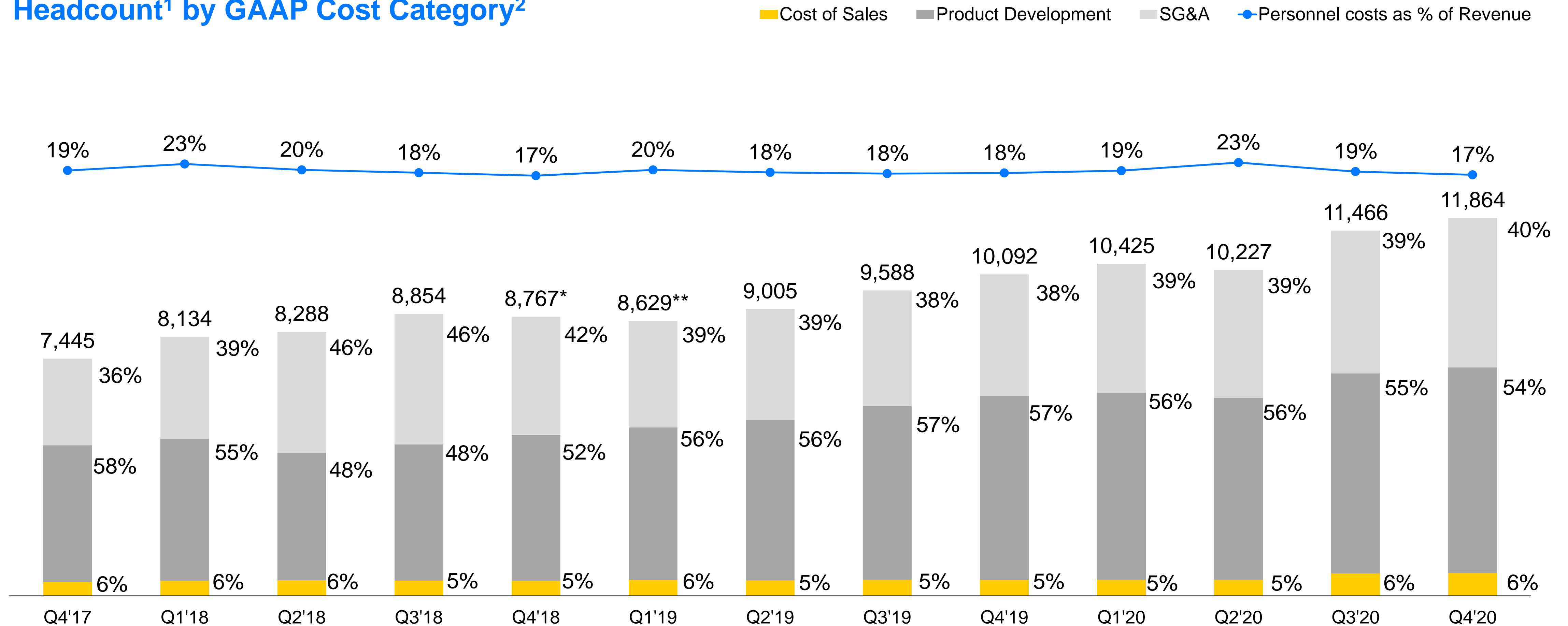


¹ As online advertising formats continue to converge, starting from Q1 2016 we are no longer providing a breakdown of our online ad revenues into text-based and display revenues. However, we continue to separately present online advertising revenues from Yandex properties and revenues from our Ad Network. As a result, we show Partner TAC as % of our Ad Network revenue, which includes revenues from text-based ad network and our display ad network, and distribution TAC as % of our online advertising revenues from text-based and display advertising on our owned and operated websites

Numbers for the periods from Q1 2019 were restated to reflect minor adjustments of TAC revenue and expenses associated to the presentation of certain content related streams

Headcount

Headcount¹ by GAAP Cost Category²



¹ As of the end of the period

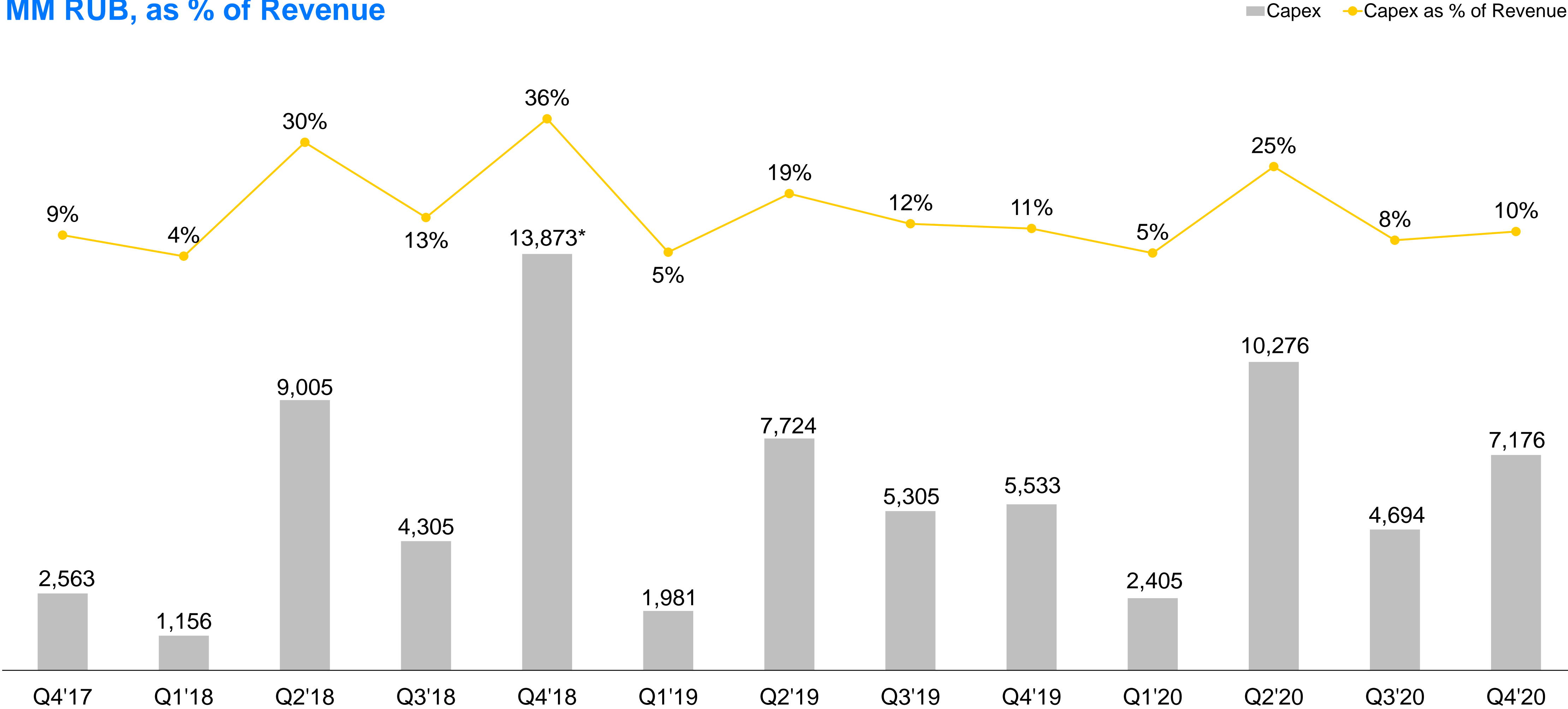
² Items may not total 100% due to rounding

* In Q4'18 our headcount was down 1% compared to September 30, 2018. This decrease was mainly due to headcount reclassification, which we implemented to ensure consistency in internal reporting

** In Q1'19 our headcount was down 2% compared to December 31, 2018. This decrease was mainly due to headcount reclassification, which we continued to implement to ensure consistency in internal reporting

Capex

MM RUB, as % of Revenue



* In Q4 2018 capital expenditures were 13.9 billion RUB, which included one-time effect of the acquisition cost of the property site for our new Moscow headquarters, which amounted to 9.7 billion RUB (around \$145 million, based on the exchange rate as of transaction date) exclusive of 18% VAT

Costs, MM RUB

Costs, MM RUB	Q4'17	Q1'18	Q2'18	Q3'18	Q4'18	Q1'19	Q2'19	Q3'19	Q4'19	Q1'20	Q2'20	Q3'20	Q4'20
Cost of Sales (COS)													
TAC	4,789	4,317	4,724	5,293	6,164	5,335	5,564	5,722	6,519	5,359	4,155	4,516	5,916
COS ex-SBC, ex-TAC	1,975	2,359	3,493	3,724	5,639	6,182	6,949	8,167	11,057	10,800	11,619	17,514	25,406
SBC related to COS	36	36	43	47	54	68	64	72	89	76	138	111	124
Total Cost of Sales	6,800	6,712	8,260	9,064	11,857	11,585	12,577	13,961	17,665	16,235	15,912	22,141	31,446
<i>Total COS as % of Revenue</i>	<i>24%</i>	<i>25%</i>	<i>28%</i>	<i>28%</i>	<i>31%</i>	<i>31%</i>	<i>30%</i>	<i>31%</i>	<i>34%</i>	<i>35%</i>	<i>38%</i>	<i>38%</i>	<i>44%</i>
Product Development (PD)													
PD ex-SBC	4,400	4,657	4,328	4,395	4,749	5,274	5,416	5,744	6,481	6,246	6,372	7,077	7,428
SBC related to PD	811	1,146	1,058	1,139	1,107	1,933	1,480	1,374	1,620	1,682	2,598	2,337	2,599
Total PD	5,211	5,803	5,386	5,534	5,856	7,207	6,896	7,118	8,101	7,928	8,970	9,414	10,027
<i>PD as % of Revenue</i>	<i>19%</i>	<i>22%</i>	<i>18%</i>	<i>17%</i>	<i>15%</i>	<i>19%</i>	<i>17%</i>	<i>16%</i>	<i>16%</i>	<i>17%</i>	<i>22%</i>	<i>16%</i>	<i>14%</i>
SG&A													
SG&A expense ex-SBC	7,497	7,558	8,378	8,365	9,983	9,732	10,378	11,486	15,291	12,549	10,785	14,129	18,809
SBC related to SG&A	547	451	460	530	481	688	656	801	1,010	993	1,473	1,505	2,092
Total SG&A	8,044	8,009	8,838	8,895	10,464	10,420	11,034	12,287	16,301	13,542	12,258	15,634	20,901
<i>SG&A as % of Revenue</i>	<i>29%</i>	<i>30%</i>	<i>30%</i>	<i>27%</i>	<i>27%</i>	<i>28%</i>	<i>27%</i>	<i>27%</i>	<i>32%</i>	<i>29%</i>	<i>30%</i>	<i>27%</i>	<i>29%</i>
Depreciation & Amortization (D&A)													
D&A	3,023	2,890	2,926	3,118	3,203	3,257	3,756	3,788	3,976	4,010	4,052	4,780	4,845
<i>D&A as % of Revenue</i>	<i>11%</i>	<i>11%</i>	<i>10%</i>	<i>10%</i>	<i>8%</i>	<i>9%</i>	<i>9%</i>	<i>8%</i>	<i>8%</i>	<i>9%</i>	<i>10%</i>	<i>8%</i>	<i>7%</i>
Goodwill Impairment													
	-	-	-	-	-	-	-	-	762	-	-	-	-
Total Costs	23,078	23,414	25,410	26,611	31,380	32,469	34,263	37,154	46,805	41,715	41,192	51,969	67,219
<i>Total Costs as % of Revenue</i>	<i>83%</i>	<i>88%</i>	<i>86%</i>	<i>82%</i>	<i>81%</i>	<i>87%</i>	<i>83%</i>	<i>83%</i>	<i>91%</i>	<i>89%</i>	<i>99%</i>	<i>89%</i>	<i>94%</i>

* Items may not total 100% due to rounding

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Quarterly Financial Summary by Segment

Revenues, MM RUB	Q3'19	Q4'19	FY'19	Q1'20	Q2'20	Q3'20	Q4'20	FY'20
Search & Portal	31,101	34,364	121,547	30,072	25,384	31,780	37,085	124,321
<i>S&P, excl. IoT</i>	<i>30,824</i>	<i>33,577</i>	<i>120,071</i>	<i>29,672</i>	<i>24,841</i>	<i>30,953</i>	<i>35,156</i>	<i>120,622</i>
Taxi	11,777	14,494	45,587	14,021	13,131	18,552	22,251	67,955
<i>Ride-hailing & FoodTech</i>	<i>9,654</i>	<i>11,942</i>	<i>38,043</i>	<i>11,418</i>	<i>12,445</i>	<i>15,840</i>	<i>19,727</i>	<i>59,430</i>
<i>Drive</i>	<i>2,123</i>	<i>2,552</i>	<i>7,544</i>	<i>2,603</i>	<i>686</i>	<i>2,712</i>	<i>2,524</i>	<i>8,525</i>
Yandex.Market	-	-	-	-	-	5,208	8,659	13,867
Classifieds	1,371	1,611	5,390	1,488	886	1,586	1,818	5,778
Media Services	924	1,333	3,867	1,433	1,700	1,773	2,901	7,807
Other Bets and Experiments	2,048	2,659	7,877	2,382	2,260	3,071	4,138	11,851
Eliminations	(2,207)	(2,765)	(8,877)	(2,393)	(1,954)	(3,635)	(5,253)	(13,235)
Total Revenues	45,014	51,696	175,391	47,003	41,407	58,335	71,599	218,344

Revenue growth, %YoY	Q3'19	Q4'19	FY'19	Q1'20	Q2'20	Q3'20	Q4'20	FY'20
Search & Portal	20%	16%	20%	11%	-13%	2%	8%	2%
<i>S&P, excl. IoT</i>	<i>19%</i>	<i>15%</i>	<i>19%</i>	<i>11%</i>	<i>-14%</i>	<i>0%</i>	<i>5%</i>	<i>0%</i>
Taxi	112%	87%	120%	60%	24%	58%	54%	49%
<i>Ride-hailing & FoodTech</i>	<i>89%</i>	<i>72%</i>	<i>98%</i>	<i>50%</i>	<i>41%</i>	<i>64%</i>	<i>65%</i>	<i>56%</i>
<i>Drive</i>	<i>381%</i>	<i>208%</i>	<i>410%</i>	<i>131%</i>	<i>-61%</i>	<i>28%</i>	<i>-1%</i>	<i>13%</i>
Yandex.Market	n/m	n/m	n/m	n/m	n/m	n/m	n/m	n/m
Classifieds	39%	45%	45%	35%	-32%	16%	13%	7%
Media Services	123%	96%	103%	95%	94%	92%	118%	102%
Other Bets and Experiments	97%	79%	86%	68%	29%	50%	56%	50%
Eliminations	79%	55%	60%	34%	-7%	65%	90%	49%
Total Revenues	38%	33%	37%	26%	0%	30%	39%	24%

Our segments structure includes:

- The Search and Portal segment offers a broad range of services in Russia, Belarus, Kazakhstan and Uzbekistan
- The Taxi segment includes our Ride-hailing business (including Yandex.Go and Uber in Russia and 17 other countries across CIS and EMEA), logistics B2B and B2B services, FoodTech business (including Yandex.Eats, our ready-to-eat delivery service, and Yandex.Lavka, our hyperlocal grocery delivery service) and our Yandex.Drive car-sharing business
- Yandex.Market segment includes the price comparison service, marketplace and several small experiments
- The Classifieds segment includes Auto.ru, Yandex.Realty and Yandex.Jobs
- The Media Services segment includes KinoPoisk, Yandex.Music, Yandex.Afisha, our production center Yandex.Studio and our subscription service Yandex.Plus
- The Other Bets and Experiments category includes our self-driving vehicles business ("Yandex SDG"), Zen, Geolocation Services, Edadeal, Investments, Yandex.Cloud and Yandex.Education
- Eliminations related to our revenues represent the elimination of transactions between the reportable segments, primarily related to advertising. Eliminations related to our adjusted EBITDA mainly reflect reallocation of a portion of Search and Portal D&A expenses related to leasehold improvements to office rent expenses of our business units

Quarterly Financial Summary by Segment (continued)

Adj. EBITDA, MM RUB*	Q3'19	Q4'19	FY '19	Q1'20	Q2'20	Q3'20	Q4'20	FY'20
Search & Portal	15,562	15,228	57,618	14,756	11,274	16,709	17,281	60,020
<i>S&P, excl. IoT</i>	<i>15,764</i>	<i>15,585</i>	<i>58,470</i>	<i>14,884</i>	<i>11,425</i>	<i>16,859</i>	<i>17,732</i>	<i>60,900</i>
Taxi	125	(152)	109	(121)	51	1,740	1,767	3,437
<i>Ride-hailing & FoodTech</i>	<i>594</i>	<i>826</i>	<i>2,253</i>	<i>872</i>	<i>998</i>	<i>1,669</i>	<i>1,675</i>	<i>5,214</i>
<i>Drive</i>	<i>(469)</i>	<i>(978)</i>	<i>(2,144)</i>	<i>(993)</i>	<i>(947)</i>	<i>71</i>	<i>92</i>	<i>(1,777)</i>
Yandex.Market	-	-	-	-	-	(1,077)	(3,036)	(4,113)
Classifieds	43	330	310	(104)	80	495	599	1,070
Media Services	(636)	(688)	(2,202)	(711)	(856)	(1,027)	(1,141)	(3,735)
Other Bets and Experiments	(1,230)	(1,542)	(5,022)	(1,774)	(2,159)	(1,851)	(1,475)	(7,259)
Eliminations	55	54	201	101	95	101	45	342
Total Adj.EBITDA	13,919	13,230	51,014	12,147	8,485	15,090	14,040	49,762

Adj. EBITDA Margin, %	Q3'19	Q4'19	FY '19	Q1'20	Q2'20	Q3'20	Q4'20	FY'20
Search & Portal	50%	44%	47%	49%	44%	53%	47%	48%
<i>S&P, excl. IoT</i>	<i>51%</i>	<i>46%</i>	<i>49%</i>	<i>50%</i>	<i>46%</i>	<i>55%</i>	<i>50%</i>	<i>51%</i>
Taxi	1%	-1%	0%	-1%	0%	9%	8%	5%
<i>Ride-hailing & FoodTech</i>	<i>6%</i>	<i>7%</i>	<i>6%</i>	<i>8%</i>	<i>8%</i>	<i>11%</i>	<i>9%</i>	<i>9%</i>
<i>Drive</i>	<i>-22%</i>	<i>-38%</i>	<i>-28%</i>	<i>-38%</i>	<i>-138%</i>	<i>3%</i>	<i>4%</i>	<i>-21%</i>
Yandex.Market	n/m	n/m	n/m	n/m	n/m	-21%	-35%	-30%
Classifieds	3%	21%	6%	-7%	9%	31%	33%	19%
Media Services	-69%	-52%	-57%	-50%	-50%	-58%	-39%	-48%
Other Bets and Experiments	-60%	-58%	-64%	-75%	-96%	-60%	-36%	-61%
Eliminations	-3%	-2%	-2%	-4%	-5%	-3%	-1%	-3%
Total Adj. EBITDA Margin	31%	26%	29%	26%	21%	26%	20%	23%

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Yandex

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