



YNV

# Company Overview

April 2024

# Forward-Looking Statements

All statements contained in this presentation other than statements of historical facts, including, without limitation, statements regarding our proposed divestment of our businesses in Russia and certain international markets, are forward-looking statements.

YNV can provide no assurance that it will be successful in achieving first closing or second closing of the proposed transaction. The potential risks and uncertainties that could cause actual results to differ from the results predicted or implied by such statements include, among others, our ability to satisfy certain conditions under the share purchase agreement, our dependence on third-parties to satisfy certain conditions under the share purchase agreement, changes in the political, legal and/or regulatory environment that may affect the proposed transaction, macroeconomic and geopolitical

developments affecting the Russian economy or our business, and currency fluctuations, as well as those risks and uncertainties included under the captions “Risk Factors” and “Operating and Financial Review and Prospects” in our Annual Report on Form 20-F for the year ended December 31, 2023, to be filed on or about April 26, 2024, and “Risk Factors” in the Shareholder Circular filed as Exhibit 99.1 to our Current Report on Form 6-K dated February 8, 2024, which are or will be available on our investor relations website at <https://ir.yandex/sec-filings> and on the SEC website at <https://www.sec.gov/>.

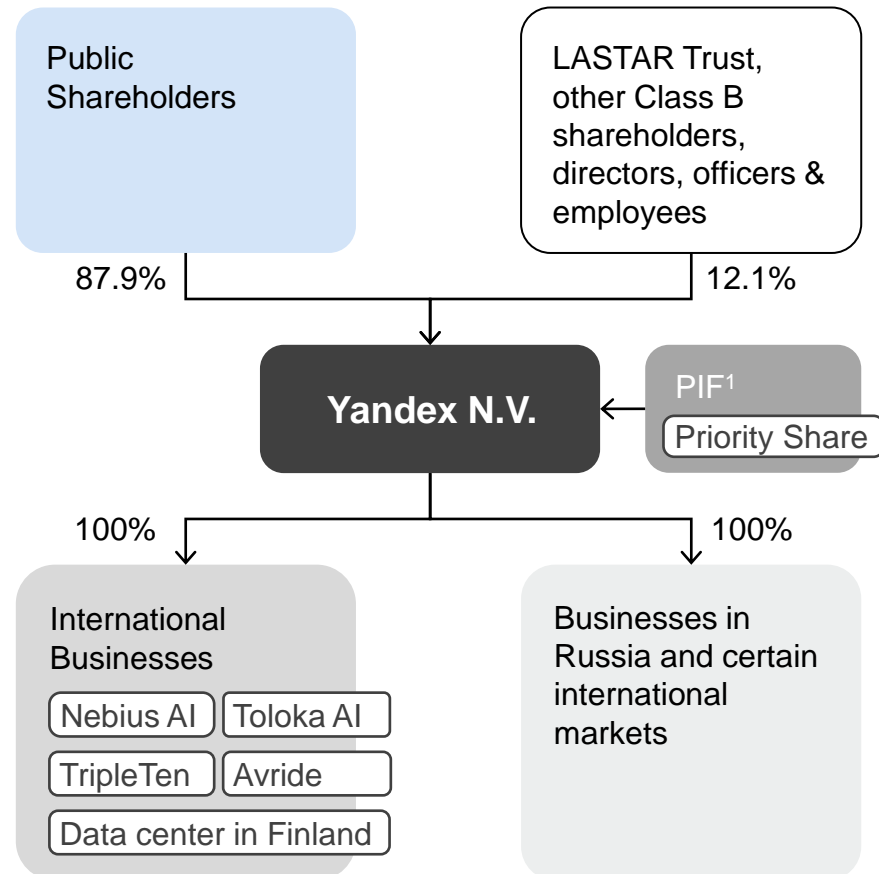
All information in this presentation is as of April 26, 2024, and YNV undertakes no duty to update this information unless required by law.

# Yandex N.V. Ownership Structure

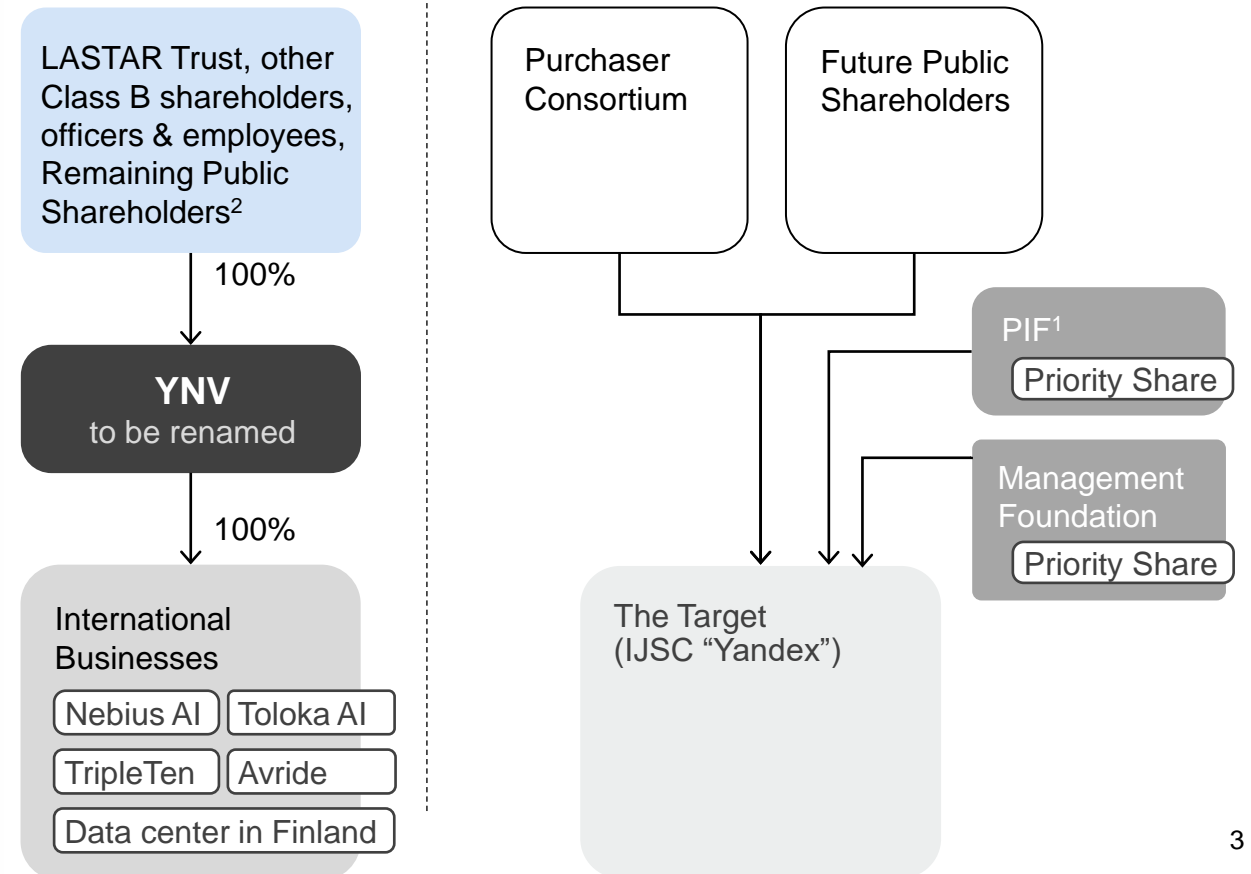
Before & after the proposed transaction

(1) Public Interest Foundation (2) Holdings of Russian shareholders expected to decrease materially as a result of transaction consideration paid in YNV Class A shares

## Ownership Structure Pre-Sale of the Yandex Group



## Post-Completion of Sale of the Russian Businesses by Yandex N.V.



# The Future of Yandex N.V. (YNV) Post Divestment

## Board Composition & Corporate Governance

At the First Closing, Alexander Voloshin, Alexey Yakovitsky, Alexander Moldovan, Andrey Betin have agreed to resign from YNV's Board

John Boynton, Charles Ryan, Roger Riinja – will continue to serve on the Board

We anticipate that, following completion of the Sale, the remaining Board members will propose additional directors with appropriate international business and technology experience for election to our Board and its committees in due course

All Russia-related special governance mechanisms to be removed from the articles of association (including PIF priority share and Designated Directors)

## Brand

YNV and International Businesses will cease using the Yandex branding, aside from transition period through to the end of July 2024

The intention is that a change of name will be proposed to the shareholders in due course

## Listing

YNV intends to delist its Class A Shares from MOEX, which will become effective in connection with the Second Closing, and to maintain its listing on Nasdaq

## TSA

Limited Transitional Services Agreements with the Russian Holdco will be put in place, terminating in May 2024

## Licenses

Transitional licenses for intellectual property will be in place for various fixed periods in 2024 to facilitate further development of retained businesses' own technology

## Connection with Russia

Following the successful closing of the Transaction, there will be no connection between YNV and Russia on an operational, management or governance level, and the Company will have no continuing shareholding in Yandex Russia

## Non-Compete Agreement

YNV will be permitted to operate its International Businesses globally (save for in Russia and Belarus) at any time

For a period of five years following First Closing, YNV cannot develop, nor can the International Businesses grow outside of their original scope so as to compete with the Yandex Russia businesses, as they were conducted at First Closing, anywhere in the world

# From YNV to a New Company

Name change in due course

## New name

to be approved  
by shareholders

**YNV**

interim  
designation

Headquarters

**Amsterdam, NL**

with teams worldwide



Own data center

**Mäntsälä, FI**

Headcount

**~1,300**

incl. engineers &  
BD experts

**NASDAQ**

listed

**MOEX**

listing to be  
discontinued

Post-restructuring, the company will be developing an **AI-focused suite of services and solutions** to initially cater to markets in Europe, the USA, Asia and the Middle East

## Portfolio of businesses and assets to be retained by YNV

### Nebus AI

AI-centric cloud platform  
& GPU provider

### Toloka AI

Data-for-GenAI platform  
and LLM tools

### Avride

Autonomous vehicles &  
delivery robots

### TripleTen

EdTech

Own world-class data  
center in Finland

Minority investments  
in other technology  
businesses

**5%**  
of total assets  
of the Yandex  
Group  
(pre-Sale<sup>1</sup>)

(1) As of December 31, 2023

# Driven by Competent and Well-Synced Team

## THE TEAM

Almost

**1,300** total headcount  
as of the end of Q1 2024

Almost

**70%** of the headcount are  
**THE MOST IN-DEMAND**  
tech professionals

- ML / LLM engineers
- cloud engineers
- data scientists
- data analysts
- security architects

## EXCEPTIONAL TECH SKILLS

Top-tier IT professionals in the most in-demand fields

**10+ YEARS**

leading specialists' professional experience in ML/LLM & other fields

## ATTUNED TEAMWORK

Efficient intra- and cross-team collaboration enabled by previous experience of working together

**5+ YEARS**

specialists have spent contributing to shared projects (on average)

## SCALE THINKING

Many tech professionals began their careers in a leading tech company in Europe & the CIS

**BIG TECH MINDSET**

rooted in the background of tech team members

## LOCAL KNOWLEDGE

Seasoned business development, sales and marketing leaders native to markets of presence

**LOCAL & GLOBAL**

team mix to execute business growth strategies

# Portfolio of Businesses & Assets Retained by YNV

Business Overview

## NEBIUS AI

An AI-centric cloud platform providing infrastructure, computing capacity, ML-oriented cloud solutions, ML workflow platform, and a marketplace for AI tools

## TOLOKA AI

Data-for-GenAI solutions for every state of the GenAI lifecycle, from data annotation and generation to quality assessment of LLMs for accuracy and reliability

## TRIPLETEN

An EdTech service equipping more of the workforce with the skills they need to build successful careers in AI and IT

## AVRIDE

A developer of nextgen autonomous vehicles and delivery robots for more efficient and safer urban development

Competitive Edge

**15,000 GPUs** total capacity of own data center  
**#1 most powerful** commercial supercomputer in Europe<sup>1</sup>  
**20% more cost efficient** developing data center infrastructure vs peers

**120+ countries** covered by expert network  
**Diversified client base:** from large enterprise clients to GenAI-oriented ventures  
**Robust cybersecurity:** ISO 27001, 27701, GDPR, HIPAA

**87% employment rate** within six months of graduation<sup>2</sup>  
**Top-rated EdTech in the US** by employment rate, median salary after graduation and student feedback

**20M+ kilometers** on public roads driven by automated vehicles developed by the team  
**200,000+ deliveries** completed by delivery robots designed by the team

Key Partners & Clients

NVIDIA

Fortune 500 tech leaders; leading Gen-AI businesses

Leading universities

Leading automakers & Tier 1 suppliers; FoodTech platforms

Main locations



(1) Source: TOP500 list, November 2023; (2) The figure is provided for the US market. See more in the [2023 Outcomes Report](#)



# Portfolio of Businesses & Assets Retained by YNV

## Own World-Class Data Center

World's leading

### Energy efficiency

**5x less**

overhead energy used compared to an average data center<sup>1</sup>

### Heat recovery

system that uses server heat to warm local homes

### Free cooling

featuring higher operational t°, no subcooling, self-controlled humidity

**>15%**

of additional energy saved as operating environment does not require subcooling of inlet air

(1) Comparing Nebius' PUE with world's average of 1.58. Source: 2023 Uptime Institute.

Built by the team

### Supercomputers

Nebius has engineered one of the world's most powerful ML-oriented supercomputers, ranking as Europe's most potent commercially available computing infrastructure

**TOP 3%**

of world's most potent supercomputers<sup>2</sup>

**86.79 PFlop/s**

peak performance, ahead of 97% of other supercomputers globally

**#1 most energy efficient**

supercomputer out of global TOP 5% most potent commercially available supercomputers<sup>3</sup>

(2) Ranked #16 in the universe of 500 supercomputers. Source: [Top500](#) supercomputer rating (3) Source: [Green500](#).



### Power Usage Effectiveness (PUE) (lower is better, ideal = 1.0)

Source: latest available full-year company reports

