Yandex

Creating the future

Annual Report — 2025

About the Report

This Annual Report (hereinafter referred to as the Report) contains information on the performance of Yandex International Public Joint-Stock Company (hereinafter referred to as the company, Yandex) for the period from January 1 to December 31, 2025. YANDEX IPJSC is the parent company of Yandex Group, which consolidates the Group's assets.

The Report was tentatively approved by the decision of the Board of Directors of YANDEX IPJSC on March 10, 2026 (Minutes No. 37 dated March 13, 2026) and approved by the decision of the General Meeting of Shareholders of YANDEX IPJSC on 14 April, 2026 (Minutes No. 14 dated 17 April, 2026).

The Report has been prepared taking into account the requirements and recommendations of the following documents:

- Federal Law No. 208-FZ “On Joint-Stock Companies” dated December 26, 1995
- Regulations of the Bank of Russia No. 714-P dated March 27, 2020 (revised on September 30, 2022) “On Information Disclosure by Issuers of Equity Securities”
- Corporate Governance Code recommended for application by joint-stock companies by the letter of the Bank of Russia dated April 10, 2014 No. 06-52/2463 (hereinafter referred to as the Corporate Governance Code)
- Bank of Russia's letter “On Disclosure of a Report on Compliance with the Principles and Recommendations of the Corporate Governance Code in the Annual Report of a Public Joint-Stock Company”

The financial indicators contained in the report have been prepared in accordance with International Financial Reporting Standards (IFRS).

Some totals presented in the Report's tables, graphs and charts are rounded and may not add up to the sum of the individual indicators. Rounding differences may also occur in fractional figures, percentages and totals.

Contents

Management statements

Statement from the Chairperson of the Board of Directors

Dear colleagues, shareholders and partners,

2025 confirmed the maturity and sustainability of Yandex as a public company in its new corporate status. We have completed our first full year of operation as YANDEX IPJSC. The company's governance model has demonstrated its effectiveness.

For the Board of Directors, the past year has been a period of development of internal processes. The primary focus was on building effective interactions between independent directors and the management team while maintaining Yandex's inherent entrepreneurial culture and prompt decision-making.

Throughout the year, a full cycle of meetings of relevant committees was held, including those of the Audit Committee, the Remuneration and Nomination Committee, the Investment Committee, and the Corporate Governance and Sustainability Committee. Our key objective is to ensure the necessary level of oversight over financial reporting and risk management while maintaining the management flexibility that has always been the company's strength.

In 2025, we also continued our work to ensure management succession and develop our incentive program. The Yandex team remains a key factor in the company's sustainability and long-term development.

The Board of Directors regularly assessed the company's performance and strategy implementation. The chosen development model — relying on proprietary technologies, business diversification, and ecosystem synergy — is proving its effectiveness. The growth of key indicators and strengthening of positions in key areas demonstrate the team's systematic work and its ability to achieve its goals.

Particular attention was paid to technological development. Investments in artificial intelligence, cloud infrastructure, and new high-potential areas form the foundation of the company's long-term competitiveness, and the Board of Directors supports this strategic direction.

The past year was an important milestone in the company's dividend history. RUB 30.1 billion was paid out for 2024, and RUB 30.4 billion for the H1 2025. Total payments over the past year amounted to approximately RUB 60.5 billion. This demonstrates our commitment to shareholder interests.

In 2026, the Board of Directors intends to maintain its focus on further improving corporate governance, taking into account best practices and the specifics of the business, overseeing the implementation of the long-term strategy and efficient capital allocation, and maintaining a balance between investments and shareholder returns.

I would like to thank the management team for their professionalism and constructive engagement with the Board of Directors, partners and users for their trust, and shareholders for their support and engagement.

Svetlana Yachevskaya,
Chairperson of the Board of Directors,
YANDEX IPJSC

Statement from the CEO

Artem Savinovsky,
CEO, YANDEX IPJSC

Dear shareholders,

In 2025, we focused on sustainable business growth, improving efficiency, and strengthening our technological leadership. In the current macroeconomic environment, we delivered strong financial results.

The company's revenue for the year grew by 32% to exceed RUB 1.4 trillion, while adjusted EBITDA margin increased across all key business lines and stood at 19.5%. The company's EBITDA already includes significant expenses related to technology development, new product creation, autonomous vehicle development, and AI implementation. We continue to actively invest in the future, while simultaneously delivering growth in operating profit. This is the best indicator that our economic foundation is truly strong: we are simultaneously earning profits today and creating the conditions for growth tomorrow.

Scaling artificial intelligence technologies was a key priority in 2025. Artificial intelligence is the foundation upon which most of our services are built. Generative models, speech technologies, and recommendation systems are already integrated into search, advertising, E-commerce, entertainment platforms, customer support, and business tools. This enhances the user experience and continually expands our monetization capabilities.

2025 was also a year of strengthening our ecosystem. Yandex services are increasingly interconnected: logistics supports E-commerce, financial services enhance transactional scenarios, and advertising tools scale sales. This approach enhances business resilience and creates additional value for users and clients.

We continue to develop corporate governance and strengthen our work with the investment community. It is important for us to build long-term relationships with the market and articulate a clear growth strategy. Yandex today is a technology company with strong market positions, a diversified revenue model, and scalability potential.

On a separate note, I'd like to thank the team. Our employees are a key factor in the company's success. We continue to invest in developing talent, supporting a culture of responsibility and entrepreneurship. This approach allows us to quickly adapt to changes and launch new products.

We continue to build Yandex as a strong, technologically independent, future-oriented technology company and look to 2026 with realistic optimism. Our focus is on further efficiency gains, monetization of AI solutions, and strengthening our positions in key segments. At the same time, we maintain a balanced approach to investments aimed at creating long-term shareholder value.

Thank you for your trust and support!

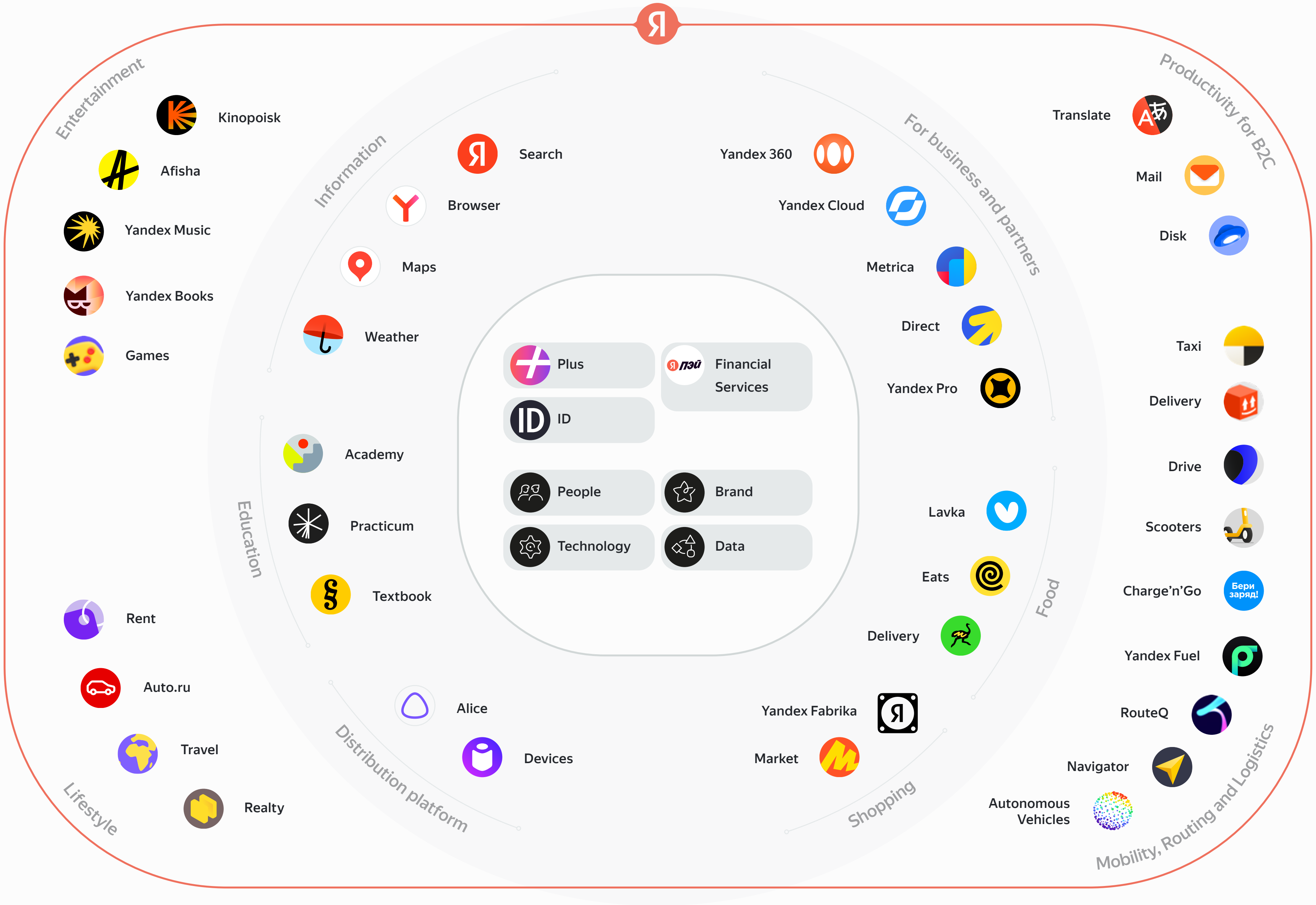
About the company

Yandex today

over **100** services
used by millions of people every day

Our services enable people and businesses to solve a wide range of problems: from searching for information, shopping, and getting around the city to managing workflows, advertising, and building digital infrastructure.

Yandex IPJSC is a leading technology company in Russia, creating and developing intelligent products and services that help millions of people and thousands of business partners interact more effectively with the digital and physical worlds. Yandex has evolved from a search engine into a diversified IT holding with over 100 active services and a wide range of business lines. The Yandex ecosystem combines cutting-edge technologies with a large-scale infrastructure, a strong team, and a broad user base, allowing the company to quickly adapt to change and create innovative solutions for users and corporate clients. Over the years, Yandex has strengthened its leading position in its markets, demonstrating sustainable growth, diversified revenue sources, and the ability to build significant businesses of the future based on its own technological competencies.



Company history

For all 28 years of its existence, Yandex has been making services that allow people and businesses to solve a variety of tasks.

The company's history began in the first half of the 1990s, when Arkadia, where Arkady Volozh and Ilya Segalovich worked, developed information search technology and released several search programs based on it. The official birthday of Yandex is September 23, 1997 – on this day Yandex-Web search engine was announced.

Yandex has come a long way in that time. From the first contextual banner to AI-powered chat with Alice, taxi services and delivery robots. Advanced neural network technologies already understand meaning, recommend restaurants, and bring photos to life.

1997
Yandex-Web search engine was announced

2000
Mail and Yandex Goods – the predecessor of Yandex Market – were launched

2001
The system of contextual advertising named Yandex Direct was introduced

2002
Yandex Images and Yandex Market were launched

2004
Yandex Maps were released

2005
Yandex Advertising Network was launched

2007
The School of Data Analysis was opened and Yandex Metrica was launched

2009
The MatrixNet machine learning method was introduced

2011
Yandex Taxi and Yandex Translate were launched

2012
Yandex Browser, Yandex Disk and Yandex Navigator were introduced

2014
The Faculty of Computer Science at the National Research University Higher School of Economics was opened

2015
Meteum weather forecasting technology was introduced

2016
Yandex Lyceum was opened

2017
Self-driving vehicles were tested and Alice AI was introduced

2018
The first Yandex Station was released, Yandex Drive and Yandex Eats were introduced

2019
Yandex Lavka was opened and delivery robots were put on the streets

2020
A charity called Help Nearby was launched

2021
Yandex Pay, Yandex Split and voice-over translation technology were launched

2023
YandexART and YandexGPT generative neural networks were presented

2024
Yandex B2B Tech (business technology division) was created

2025
Alice AI was launched and became the most popular AI service in Russia[1]

[1] According to Mediascope for 2025.

Yandex now

Yandex

Scale

>110 MM
Search MAU[1]

>100
Services in the ecosystem

RUB 1.44 TN
Revenue in 2025

Technologies

No. 1
AI ecosystem in Russia

Alice AI
A proprietary AI model

>200 MW
Total capacity of 4 large data centers

Growth

~20%
Revenue growth forecast in 2026

~RUB 350 BN
Forecast of adj. EBITDA in 2026

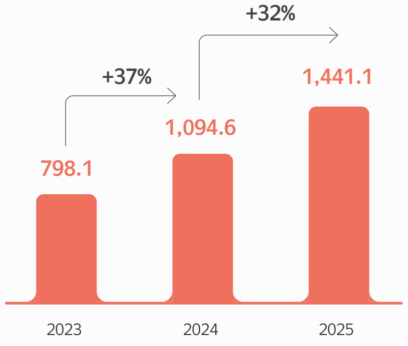
RUB 50 TN
Estimated size of Yandex's addressable markets in Russia by 2030

[1] MAU — monthly active users, those who have used the service at least once a month.

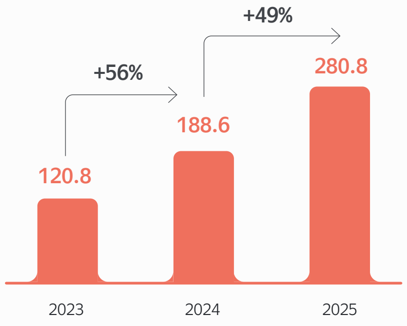
Key indicators

Financial[1]

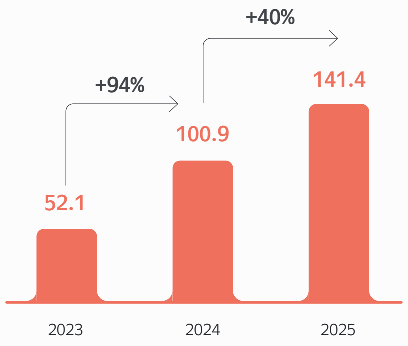
Revenue, RUB BN



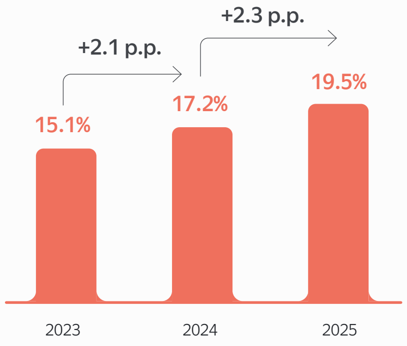
Adjusted EBITDA, RUB BN



Adjusted Net Income, RUB BN

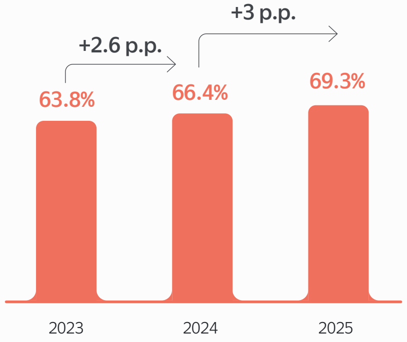


Adjusted EBITDA margin, %

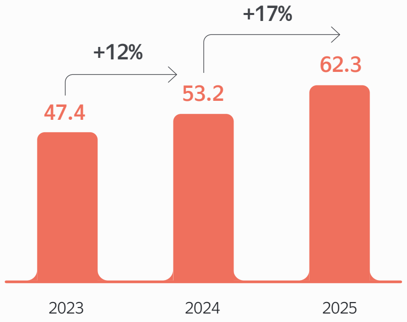


Operational

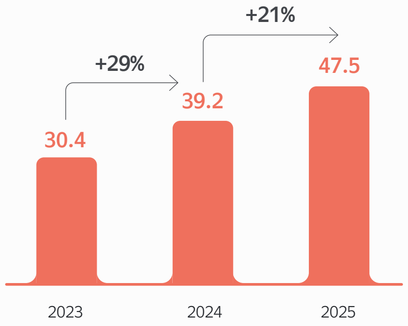
Share of Yandex Search, %



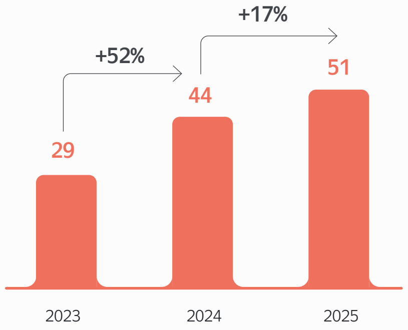
MAU of City Services, MM



Number of Yandex Plus subscribers, MM people



Number of commercial clients of Yandex Cloud, K companies



[1] Financial indicators of Yandex Group.

Key advantages of Yandex

Market leadership

Yandex holds leading positions in the markets of its presence with a trend towards long-term and sustainable growth. In addition to its existing business portfolio, Yandex continues to launch products and services based on its proprietary technologies.

Yandex Market, Yandex Lavka, Yandex Eats, Yandex Delivery

Multi-category shopping platform, hyperlocal delivery service, as well as store delivery services and restaurant ordering services

Yandex Taxi

Ride-hailing service

Yandex Maps, Yandex Navigator

GPS navigation applications

Yandex Cloud

Public cloud platform

Yandex 360

Platform for collaboration and management of Yandex services, virtual office

Yandex Direct

One of the main advertising platforms in Russia

Alice AI

AI assistant

Yandex Search

Search engine

Yandex Plus

Multi-service subscription

Kinopoisk

Online streaming service

Yandex Music

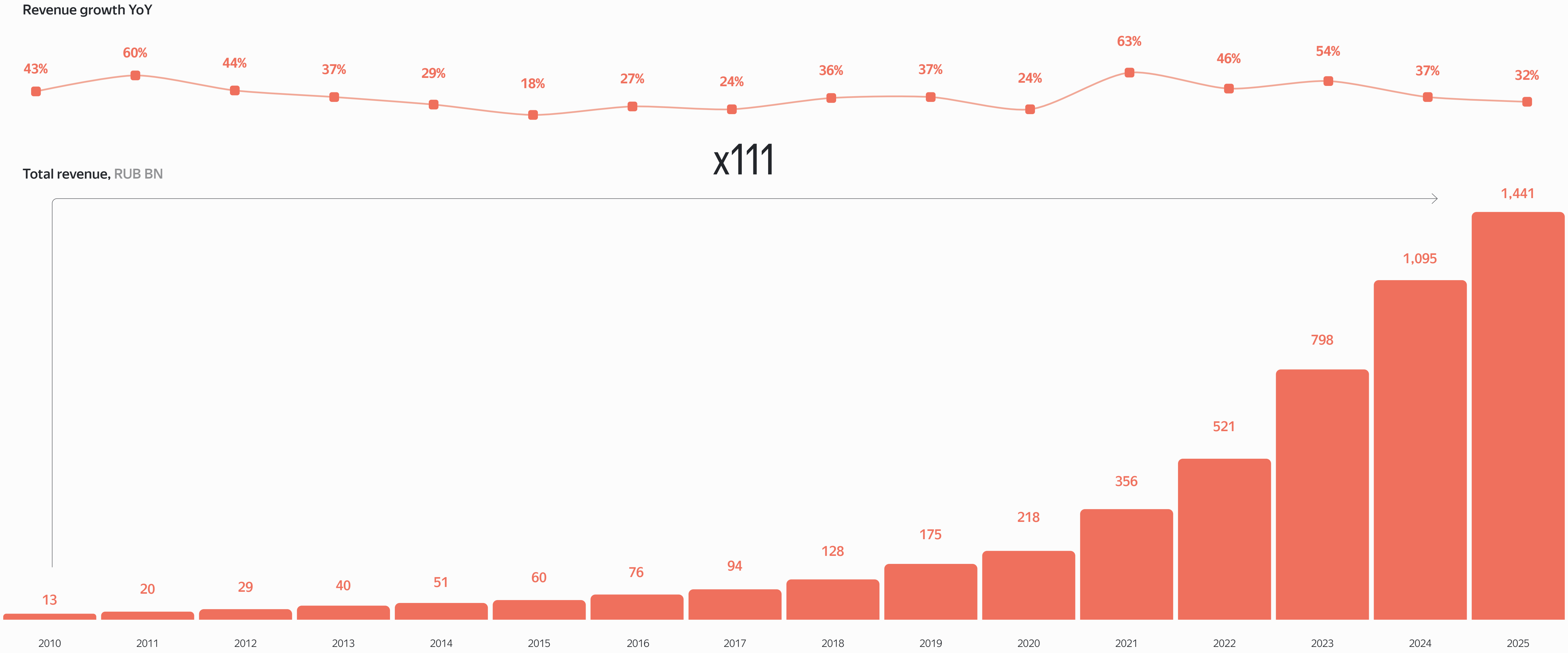
Subscription music service

Highly diversified business and sustainable growth

Benchmarking against global IT giants

	Яндекс	Google	Alibaba	Tencent	amazon	Meta
Search and AI services	+	+	+	+	+	−
GPT	+	+	+	+	+	+
Advertising	+	+	+	+	+	+
Maps	+	+	+	+	+	+
Mobility	+	+	+	+	−	−
Foodtech	+	−	+	+	−	−
E-Commerce	+	+	+	+	+	−
Cloud	+	+	+	+	+	+
Media Services	+	+	+	+	+	+
Financial Services	+	+	+	+	−	−
Autonomous Vehicles	+	+	+	+	+	−

A diversified portfolio of businesses ensures the strong and sustainable growth of the company



Strong team and advanced technology

An open company culture that encourages innovative thinking and the creation of unique products

Strong talent base with a high level of IT education

share of developers

40.6%

Leadership among industry employers

Forbes

Forbes Platinum Employer Status in 2022, 2023, 2024 and 2025

hh

Best IT employer in the HH.ru ranking in 2024 and 2025

Many Yandex products and services are based on proprietary technologies

The creation and development of advanced techologies give Yandex access to new markets and the opportunity to scale up successful businesses.

- Speech technology
- Alice AI
- Neural assistants
- Autonomous technologies
- Routing and navigation technologies
- AI-based simultaneous video translation
- Neural Language Models (GPT)
- Computer vision
- Crowdsourcing technologies
- Information search
- Cloud technologies

High credit ratings

Each rating has a stable outlook. The highest credit rating “AAA” is an indicator of reliability, transparency and goodwill of the business.

A reliable issuer in the public debt market

Bonds of YANDEX IPJSC

Funds raised

RUB 105.0 BN

Credit rating of the issuer and issues

Two leading Russian rating agencies assigned Yandex the highest credit ratings.

by Expert RA

ruAAA

by ACRA

AAA(RU)

The rating agencies note:

- Yandex’s strong business profile and leading positions in key markets
- Business diversification
- Low debt load and high level of liquidity
- High profitability indicators with revenues exceeding RUB 1 trillion
- Level of corporate governance

Summary of bond issues, RUB BN

Issue	Issuer	Volume	Issue date	Maturity date	Rate type	Rate
001P-01	YANDEX IPJSC	40.0	Apr 25	Apr 27	Floating	Key rate + 1.70%
001P-02	YANDEX IPJSC	25.0	Sept 25	Feb 28	Fixed	13.50%
001P-03	YANDEX IPJSC	40.0	Nov 25	Nov 28	Floating	Key rate + 1.45%

Business model

The Yandex ecosystem unites more than 100 services. Advanced technologies, talented specialists, synergy with other company products, unique experience and Yandex's special corporate culture allow them to successfully develop and scale up their business models.

Our assets and resources

Team of professionals

- 95 K employees of the company
- 40.6% of employees are developers
- 420 employees hold or have patents pending
- 54 ICPC finalists among employees
- Employee incentive program

Proprietary technology and infrastructure

- Four large data centers with a combined capacity of over 200 MW and a PUE of 1.12
- Search engine technologies
- Alice AI is a family of artificial intelligence models: Alice AI LLM – text-oriented AI, Alice AI ART – image-oriented AI and Alice AI VLM – text recognition and graphics-oriented AI, Alice AI LLM Search – AI designed to work with up-to-date information derived from Search
- Computer vision
- Speech technologies
- Autonomous vehicles
- Meteorological forecasting
- Routing and navigation
- Cloud technologies

Focus on product quality

- We pay special attention to the quality and usability of services
- We are constantly expanding the capabilities of our services, including through the development of technologies
- We consider the security of our users' and partners' data to be a key priority
- We invest in stability and fault tolerance of services
- We implement cross-service solutions to provide a seamless user experience
- We offer mutually beneficial cooperation models for partners

Special corporate culture

- An atmosphere of openness and trust
- Encouragement of experimentation and entrepreneurial spirit
- Horizontal communication between employees
- Engineering culture
- Average age of employees – 31.9 years

Yandex ecosystem

Yandex ecosystem

Personal Services

- Plus and Entertainment Services
- Financial services

RUB 214.3 BN

47.5 MM Yandex Plus subscribers

>1 TN— GMV of Financial Services

City Services

- Mobility
- E-Commerce
- Yandex Delivery and other O2O services

RUB 804.5 BN

62.3 MM active users of City Services

21.6 MM active buyers on Yandex Market over the year

Scale – Growth – Technology

Total revenue[1]:

RUB 1,441.1 BN

B2B Tech

Business solutions

- Yandex Cloud
- Yandex 360

RUB 48.2 BN

51 K clients

102 MM monthly users of Yandex 360

Over 170 K organizations are Yandex 360 clients

Autonomous Tech

- Autonomous vehicles
- Robotics

RUB 0.6 BN

>37 MM km total autonomous mileage in city and highway mode

883 stores and restaurant chains use Yandex Delivery robots

Search and AI services

- Yandex Search, Yandex Maps, Yandex Browser and other information services
- Devices and Alice AI
- Classifieds

RUB 551.2 BN

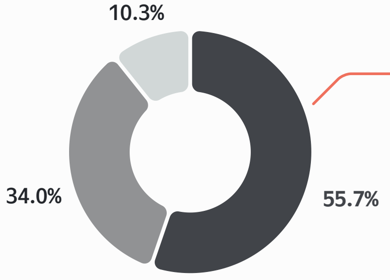
~110 MM of Yandex Search

19 MM Alice AI in chat[2] — weekly users[3] and monthly users of 36 MM people

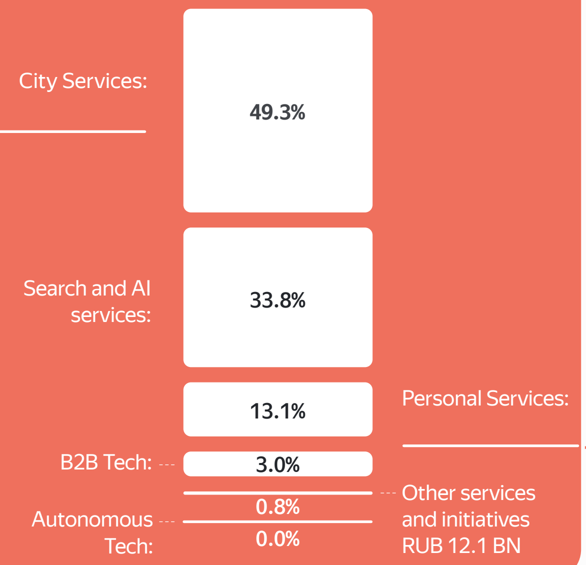
46.5 MM monthly users — Alice AI's instant answers in Yandex Search

19.3 MM monthly users — Alice AI in smart devices

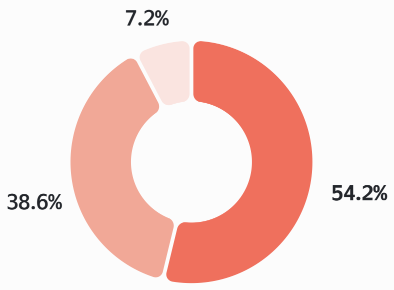
- E-Commerce
- Mobility
- Yandex Delivery and other O2O services



Group revenue distribution for 2025



- Plus and Entertainment Services
- Financial Services
- Select Pluses and Other Services



Other services and initiatives

RUB 12.1 BN

Adjusted EBITDA

RUB 280.8 BN

Adjusted net income

RUB 141.4 BN

CAPEX	Revenue
RUB 145.9 BN	10.1%

[1] The data exclude an adjustment for intersegment settlements of RUB (189.7) billion.

[2] Chat with Alice AI in the app of the same name, in Yandex Browser, Alice AI-powered Yandex and at alice.yandex.ru.

[3] Data for December 2025.

Strategic report

Business overview

Yandex is the largest technology ecosystem in Russia

Yandex development strategy

The market conditions in the industries that the Group operates in are rapidly changing, and this requires the Group to be flexible and adaptable in terms of its strategy. The Group's corporate culture allows it to do this.

Key principles

- We provide an attractive return on invested capital by balancing investments in growth with financial efficiency
- We integrate Yandex services with each other, advancing our ecosystem
- We develop technologies and create solutions that make life easier and more comfortable for people and businesses
- We carefully select promising markets and ensure sustainable development in each of them

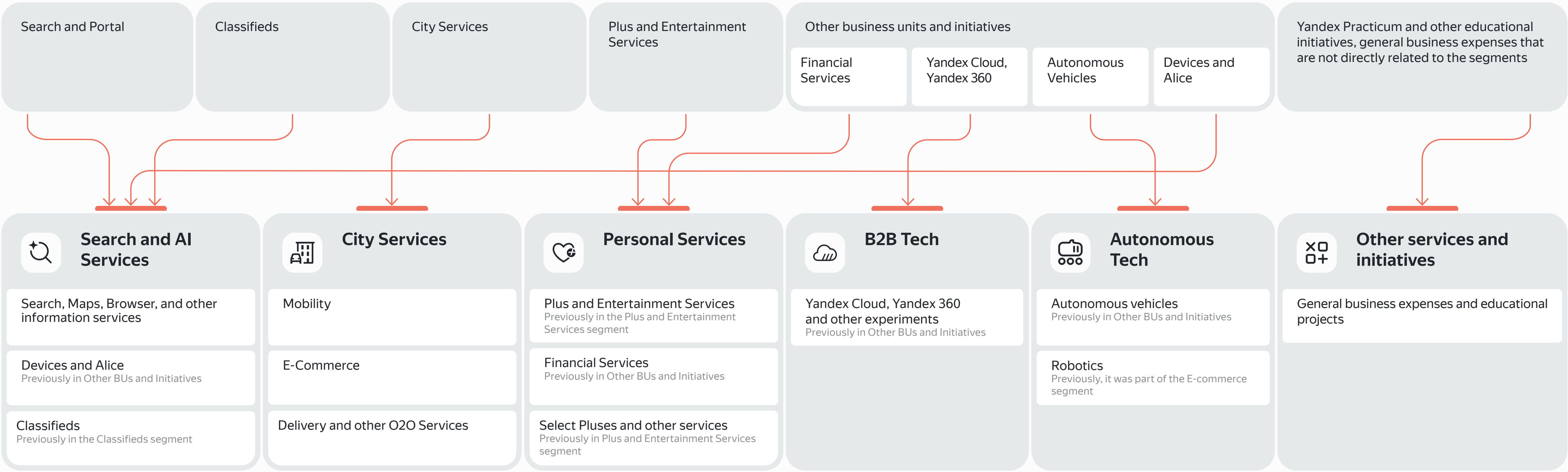
New segmentation of Yandex financial report

In order to increase the transparency of Yandex's business, its financial statements were resegmented. The new segments most accurately reflect the company's business processes. This will allow a better measurement of the performance results and development potential of each business line.

Beginning in Q3 2025, the company has made the following changes to its reporting segment structure.

- The Search and Portal segment, Classifieds segment, and Devices and Alice AI segment, which was previously part of the Other Business Units and Initiatives category, are combined into the new Search and AI Services segment.
- The following segments were formed out of the Other Business Units and Initiatives category:
  - Fintech, which was renamed as Financial Services. It is shown as a separate segment in the Personal Services block
  - B2B Tech, which includes Yandex Cloud and Yandex 360
  - The Autonomous Vehicles block that entered the new Autonomous Tech segment together with Yandex Robotics, which was previously part of the E-Commerce segment.
- Select Plus and Other Services, previously included in the Yandex Plus and Entertainment Services segment, are singled out as a separate segment and shown in the Personal Services block.

These changes have been applied retrospectively to all fiscal periods presented[1].



[1] This means that the figures for all previous reporting periods in this document were restated to reflect the new structure. Therefore, any comparisons to past results are valid and reflect the actual operational dynamics.

Search and AI Services

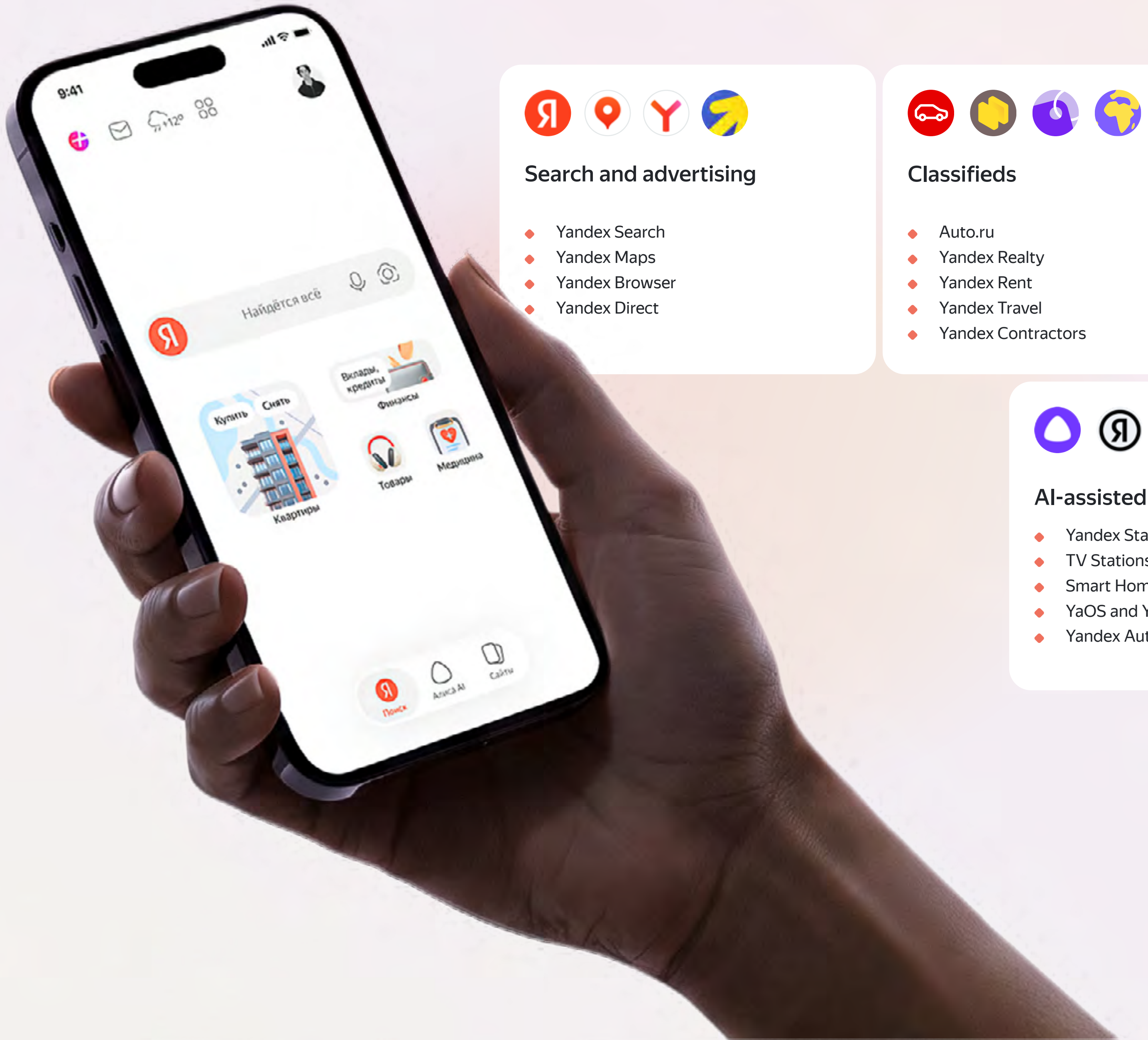
The Search and AI Services segment forms the foundation of Yandex's digital ecosystem, which is built on the largest search engine and advertising platform in Russia. Yandex's share of the Russian search market grew by a record 3 p.p. year-on-year to 69.3%.

This foundation establishes a comprehensive link between user needs and content, products, and services, and offers businesses the tools they need to develop and market their offerings. Search is becoming more than just a tool for finding information. It is also helping to solve a variety of practical tasks.

The segment's priorities focus on developing AI-powered consumer products, enhancing search functionality and providing vertical services, integrating smart devices with Alice AI, and strengthening the ecosystem monetization models through advertising, subscriptions, and transactional solutions.

Key areas of development

- Advertising technologies
- Expansion of advertising inventory
- Products for small and medium-sized businesses
- Advertising solutions for E-Commerce
- AI technologies



Search and advertising

- Yandex Search
- Yandex Maps
- Yandex Browser
- Yandex Direct

Classifieds

- Auto.ru
- Yandex Realty
- Yandex Rent
- Yandex Travel
- Yandex Contractors

AI-assisted devices

- Yandex Stations
- TV Stations
- Smart Home
- YaOS and YaOS X devices
- Yandex Auto

Search and advertising

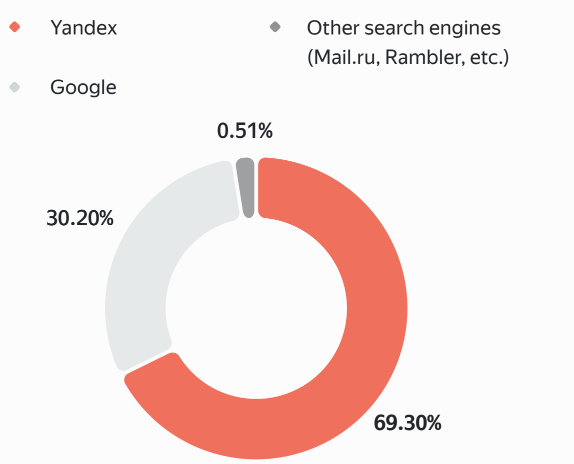
The segment develops a wide range of world-class search and information services based on the company's own cutting-edge developments.

Market overview

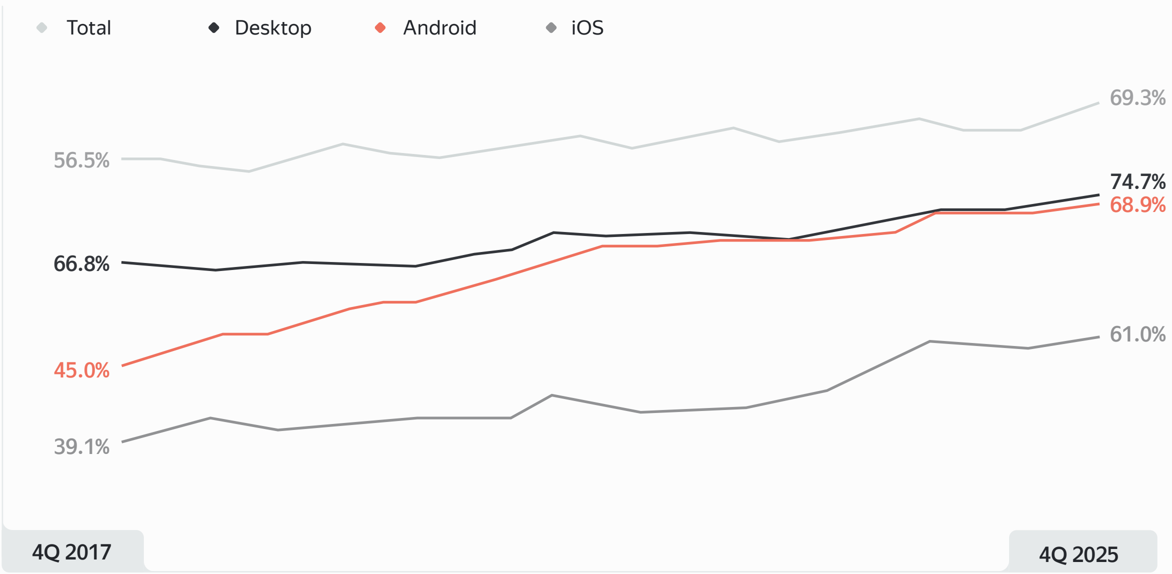
Search engines

In the past few years, the company has substantially expanded its presence in the Russian search engine market, maintaining its position as the market leader. Yandex's search services overtook Google's in terms of market share in Russia for the first time in September 2024. In 2025, Yandex maintained its leadership position in the Russian search market, continuing to expand its presence[1].

Distribution of shares in the Russian search engine market as of the end of 2025



Share of Yandex Search on various platforms



Yandex's share of the Russian search market grew by a record 3 p.p. YoY

to 69.3%[2]

Yandex Search audience growth is driven by several strategic factors:

- Localization and adaptation to Russian content
- An ecosystem of interconnected services
- Growing popularity of Yandex Browser
- Active development of the 'Yandex with Alice AI' mobile application
- Development of subject-specific search
- Development and integration of Alice AI into Yandex Search

Yandex Browser

Yandex Browser is one of the main AI entry points. After the updates, Alice AI is available on any page: it can be accessed from the Browser's home page, through the smart bar, or by asking a question about the contents of an open tab. In December, the active users of Yandex Browser who utilize Alice AI and AI features reached 28 million, up 148% year-on-year.

The monthly active users of Yandex Browser on devices amounted to

94 MM

+7.3%

[1] In Q4 2025.
[2] Yandex Radar.

Advertising market

The main source of revenue for the business group is advertising, which is placed both on the Search platform itself and on the Yandex Advertising Network (YAN). The YAN is an ads placement system in Yandex services and on online/offline platforms. The number of sites on the YAN currently exceeds 90 thousand. Partners of the YAN monetize websites, apps, blogs, Telegram channels, E-Commerce, digital-out-of-home (DOOH) advertising and smart TVs, game consoles, and streaming devices. The YAN delivers 6 billion daily impressions and works with hundreds of thousands of advertisers.

Yandex maintains its position in the internet advertising market thanks to continuous improvement of advertising effectiveness and creation of innovative tools.

Key trends in the Internet advertising market

Growth of retail media[1]

According to RACA, the advertising budget of retail media in 2025 amounted to RUB 224 billion, which is 40% higher than in 2024, and for 2026 is projected to increase by another 35 to 40%.

In August 2025, Yandex launched Yandex Retail Media, a unified advertising platform for retailers and vendors

Advances in advertising technologies in the E-Commerce segment

Increased budgets in retail media along with the development of new platforms, formats and mechanisms[2]

Strengthening the position of local players

Growth in the number of Russian advertising technologies and platforms

Growth of digital advertising

Reallocation of advertising budgets in favor of online formats due to the increase in the number of Internet users

Implementation of generative AI services

Re-engineering of the creation of advertising materials with neural networks

Growth of the share of small and medium-sized enterprises in advertising

Adaptation of advertising tools to the needs of SMEs

Development of programmatic advertising

Automation of media buying and personalization of targeting using AI and algorithms

Growth of performance advertising

Increased demand for formats with measurable results (applications, orders, app installs)

Popularity of advertising on mobile devices

Mobile devices are the primary medium for display advertising

Increased the scope of video advertising

Growing investment in video formats for social networks and video hosting services

1 Retail media are promotional tools embedded in the ecosystem of a retailer or marketplace. Their key feature is that users come into contact with advertisements while they are already shopping, and ad delivery is configured based on customer activity, ensuring that advertising is highly targeted and conversion rates are maximized.

2 Research by Yandex Advertising.

Search and advertising: Yandex's competitive advantages

Ecosystem of services

- High level of user attraction and retention due to the cross-service integration of Yandex products

Effectiveness of advertising

- Increased effectiveness of advertising products thanks to artificial intelligence technologies, which allow for more accurate selection and relevance of ads based on user interests
- Application of neural networks for generation of advertising materials

New formats and technologies

- Advertising platform for retailers and manufacturers
- Advertising network for bloggers
- Smart TV
- DOOH advertising

Search leadership

- Russia's largest search engine
- Implementing AI in search technologies
- Alice AI's instant answers under the search bar

Development strategy

Key strategic directions for the development of the Search and Advertising segment

- Integrating neural network search technologies and increasing the proportion of Search responses involving generative models
- Developing tools for convenient search and comparing offers in key categories that are of interest to users
- Developing the advertising platform, launching new marketing tools in Search and YAN advertising, and improving search products for audience retention and growth
- Developing Yandex Maps: higher advertising revenue and enhanced functionality of the product, beyond just navigation

Our strategic focus is to grow search share and advertising revenue.

Plans for 2026 and the medium term

The strategy implemented by Yandex aims to achieve the following objectives:

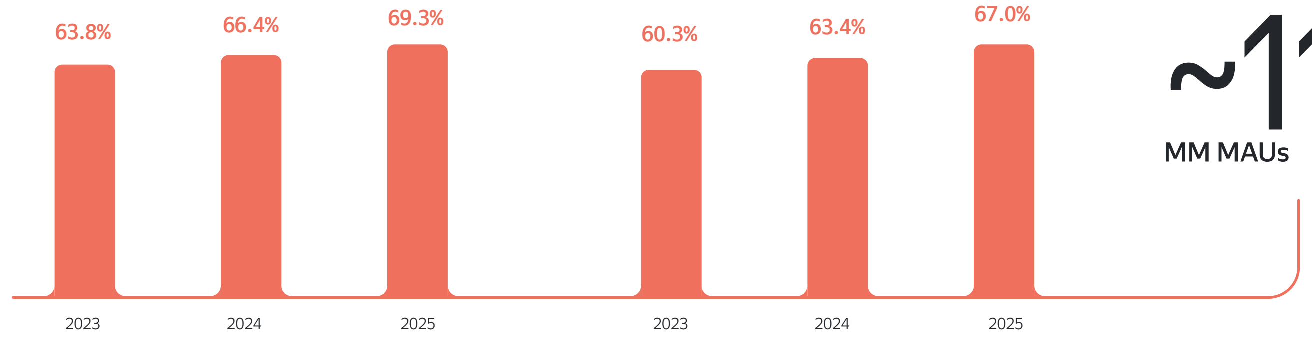
- To maintain its position as one of the leading advertising platforms on the market and to continue to be the best choice for businesses;
- To increase advertising revenue by improving the efficiency of our advertising system and launching new formats and services;
- To expand the offerings for small and medium-sized businesses.

Operating results

Search audience

Russian search market share, %

Share of the Russian search market on mobile devices, %



~110
MM MAUs

AI-driven increase in effectiveness of advertising and promotion

In advertising, AI-driven automation is helping us improve the effectiveness of Search, YAN and other services products. Neural networks analyze user behavior to predict their interests and serve the most relevant ads.

Growth in Search in 2025

36%

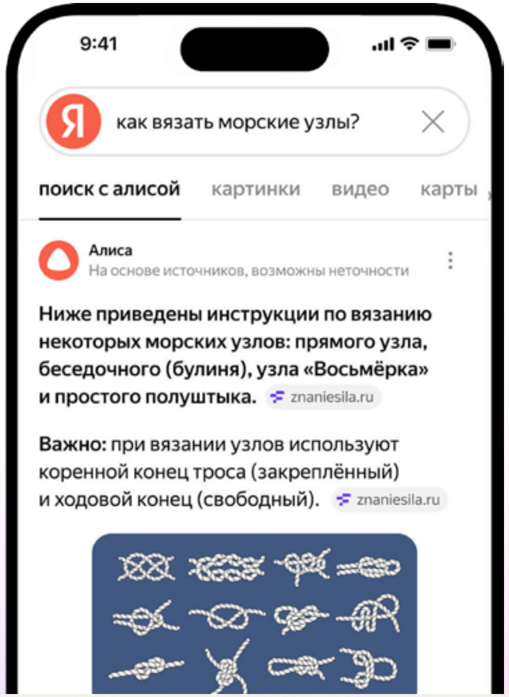
Growth in the YAN in 2025

54.7%

Key innovations

New capabilities of Search with Alice AI

- In May 2025, Yandex integrated Alice AI's instant answers under the search bar. Every month, 46.5 million people use these kinds of answers.



Launch of Yandex Retail Media

- In August 2025, Yandex launched a unified advertising platform for retailers and vendors. It brings together the advertising capabilities of Russia's largest retailers, both online and offline.
- Retailers have the opportunity to effectively monetize their traffic and earn from the promotion of products sold in their online stores. Manufacturers and suppliers can launch a "Direct for Vendors" campaign to promote their products to several retailers at once, and analyze the effectiveness of this approach.

Combining advertising capabilities of City Services

- In the summer of 2025, UrbanAds was launched, the first platform to allow ads to be integrated seamlessly into various everyday user experiences. Advertisers will now be able to run campaigns simultaneously on Yandex Go, Eats, Delivery, Lavka and Market, as well as on the newly added Delivery platform.

Alice AI and Devices

Alice AI in Chat

Alice AI in Chat is a powerful and versatile neural network that 19 million users use every week to solve problems and have conversations[1]. Alice AI uses a new format for responses, including images, videos, and useful information. It can also perform tasks with the help of AI agents.

Yandex Auto

Yandex Auto is a multimedia platform that brings together popular Yandex services that are useful while driving, allowing you to control multimedia and car functions such as climate control, windows, and trunk using voice commands with the help of the Alice AI assistant.

Yandex Smart Speakers

Yandex Smart Speakers with AI-assisted Alice that knows how to turn on music, tell you about the weather, hail a taxi, order groceries, help you manage your smart home, among many other things. The product line ranges from devices with powerful sound to speakers with a large Full HD articulating screen. Each month, users engage with Alice AI on 19.3 million Stations.

Yandex Smart Home with Alice AI

Yandex Smart Home with Alice AI is a collection of smart devices that work together to seamlessly perform routine tasks, ensuring comfort, maintaining a pleasant microclimate, creating a cozy atmosphere, and ensuring security. The model range has been expanded with the addition of new smart devices, including an ambi lamp, a thermostat for heating radiators, a smart curtain system, and an updated IR remote control with a temperature and humidity sensor. The number of active smart home devices on the Yandex platform has increased by 28.91% over the past year, reaching 11.7 million units.

Yandex TV Stations

Yandex TV Stations are Yandex's smart TVs, combining the technology of smart speakers and Alice AI with traditional TV. TV Stations are represented by four models tailored for different audience segments. Yandex continues to expand its AI penetration through its own devices and those of its partners, with the number of YaOS TVs increasing by 22.6% year-over-year to 5.8 million units. Every fifth TV sold in Russia runs on the Yandex operating system.

Market overview

AI assistants[2]

According to Mediascope, Alice AI became the leader in terms of user number among all AI services in Russia in 2025.

Demand for domestic AI solutions is continuing to grow. Alice AI is used monthly by 14.3% of Russians. Our AI assistant performs 1.5 times better than DeepSeek (9.4%), 3.5 times – GigaChat (4%), and four times – ChatGPT (3.5%).

The anticipated surge in demand for AI assistants is set to be exponential in the near future. Only 26% of Russians use neural networks on a monthly basis – the market is far from being saturated and poised for rapid expansion. The majority of neural network users (52%) are between the ages of 12 and 17, with the smallest percentage (9%) being among people over the age of 65.

Users are drawn in by Alice AI's new features. The findings of Mediascope research indicate a surge in interest to AI assistants following the October 2025 presentation. In the first 24 hours after Alice AI was announced, the app was downloaded more than half a million times. The app topped the Russian App Store and entered the top three on Google Play immediately after Alice AI's major update was released.

1 For December 2025.
2 Survey data as of October 2025.

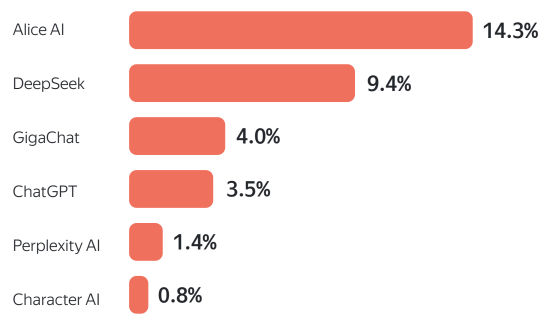
Key innovations

Alice AI

Yandex is developing Alice AI as a neural network that helps users maximize the efficiency of their daily work and personal tasks. At the end of 2025, two AI agents were introduced: Find Cheaper and Explore. The first few hundred thousand users have already accessed the new features, and we are planning to continue expanding their capabilities in the future. In addition, we will be increasing the range of scenarios that Alice AI agents can handle.

Alice AI has become the most popular AI assistant in Russia, % of Russians

AI services, top players by coverage in October



Source and data: Mediascope research

AI-based business products

In 2025, we introduced a range of innovative services designed to streamline business operations and optimize resource utilization.

Alice Pro

Alice Pro is a service that helps companies create a knowledge base and increase productivity. It searches through the user's files and links for relevant information.

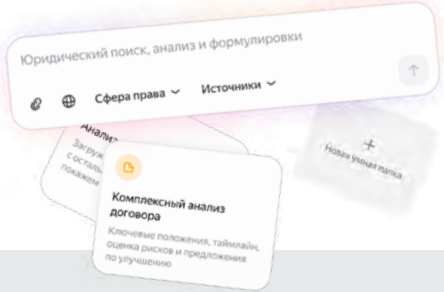
You can upload links from the Internet, documents, spreadsheets, presentations, audio and video files, and the service will transform them into a user-friendly knowledge repository. Alice Pro can analyze information, create texts, checklists and spreadsheets, and solve complex problems. Companies can connect corporate systems using connectors, manage access rights, and create shared projects. Alice Pro allows you to automate various tasks: CV screening for HR, creating manuals for IT, market analysis for marketing, document navigation for management, writing commercial proposals for sales, and communication preparation for editors. The AI assistant can also work with user files and E-mails in Yandex Mail. Alice Pro will be able to connect with other Yandex 360 services in the future. You can use the service by clicking here.

NeuroSupport

NeuroSupport is an AI-powered agent that helps optimize contact center operations by quickly analyzing client queries and generating real-time responses and prompts for operators. The service is integrated with existing CRM systems and can be deployed on the customer's infrastructure. You can use the service by clicking here.

NeuroLawyer

NeuroLawyer is an AI assistant for lawyers. It helps lawyers solve routine tasks and save time. The initial findings indicate that this tool can expedite contract-related work by 1.5 times, and information retrieval and analysis by three times, enabling a 40% reduction in the time required for legal tasks. The AI assistant responds like a qualified lawyer. The NeuroLawyer can be useful for counseling, research, self-assessment, and more. The answers are supported by references to materials in the Garant system.



The NeuroLawyer is also able to work with the user's files. These can be documents, PDFs, slide, images, audio and video recordings. NeuroLawyer specializes in the most popular areas of law, including labor, corporate, information, liability, and advertising. It also provides answers to questions about consumer protection and intellectual property laws. At the heart of this AI assistant lies the Alice AI LLM. It was fine-tuned by the lawyers. They provided sample answers, labeled the data and familiarized NeuroLawyer with the specific details.

Classifieds

Classifieds is a segment of Yandex, which includes Auto.ru, Yandex Realty, Yandex Rent, Yandex Travel and Yandex Contractors.

The segment generates revenue through the monetization of user interactions with classifieds services. These services connect sellers, such as car dealers, real estate agents, hoteliers, apartment owners, and individuals, with potential buyers. Vendors receive effective promotional and sales tools, which allow them to sell their goods and services quickly and profitably.

Auto.ru

An listing service for used and new cars, motorcycles and commercial vehicles

Yandex Travel

Service for planning trips in Russia and around the world. Here you can book hotels and apartments and find train or plane tickets

Yandex Realty

A listings service for buying, selling and renting apartments, houses and commercial real estate for individuals, developers and realtors

Yandex Rent

Long-term residential rental service. It helps find tenants quickly, guides owners and tenants through every step of the letting and renting process

Market overview

The Russian market of classifieds is an active and competitive industry, which includes online portals, specialized classified sites, applications, and other resources that allow users to post and search for ads.

A prevalent trend in the market for classifieds is a rise in their traffic. Aggregators and classifieds help users compare products and services from a wide range of vendors, taking into account their budget, which is essential for users who are looking to save money.

General key trends in the classifieds market

Growth of online platforms

With the advent of the Internet and the proliferation of smartphones, an increasing number of users are turning to online platforms for posting and for classified listings.

The most popular platforms are Auto.ru, Avito, Cian, Domclick, Yandex Realty, hh.ru (Headhunter).

Advance of mobile advertising

Mobile advertising is becoming increasingly important for classifieds companies and advertisers

Use of artificial intelligence

Improves user experience and platform efficiency

Integration with social networks

Creates more opportunities for classifieds distribution and audience engagement

Enhanced security and user confidence

Platforms strengthen anti-fraud measures, implement user verification and rating systems, and provide secure payment methods

Expansion of ads categories

Users can post ads in relevant categories and quickly find the offers they are interested in

Auto.ru

The recent surge in sales of used cars through authorized dealers persists. In 2025, the market was affected by the rise in the scrappage fee, which resulted in a surge in demand towards the end of the year, as individuals sought to purchase cars before the fee hike. In 2026, the automotive industry expects current market trends to continue.

Yandex Travel

Yandex Travel actively invests in the development of hotel infrastructure in Russia's regions, which contributes to the positive growth of the regional tourism market.

invested by Yandex Travel in the tourism sector over the last four years

RUB 21 BN

planned to be invested in regional tourism development in 2026

RUB 5 BN

Yandex Realty

In 2025, the real estate market started to see an increase in activity as the key rate began to decrease. The volume of transactions involving new construction started to increase, and by the end of 2025, it amounted to 246.9 thousand apartments in Russia's million-plus cities. This is 5% less than in 2024, half of which the market was under the conditions of low interest rates and preferential programs in effect. However, the rate of new project commissioning has decreased, and the number of unsold square meters is still stagnating. With the economic uncertainty, developers are cutting back on marketing spending, but continue to invest in lead generation through high-conversion advertising channels, including classifieds. This has a beneficial effect on the growth of Yandex Realty.

Yandex Rent

Growth in demand for long-term rent
Due to the tightening macroeconomic conditions, some potential buyers and sellers of real estate have shifted their focus to long-term renting or its extensions for an indefinite period. This shift in the market has led to the development of Yandex Rent service.

Development of online transactions in the rental market
The habit of online renting is gradually becoming more common. In Yandex Rent, most apartments are rented without a face-to-face viewing.

Operating results

Auto.ru

33.7 MM MAU +56%

>3 K
dealerships manage processes via Auto.ru Business[1]

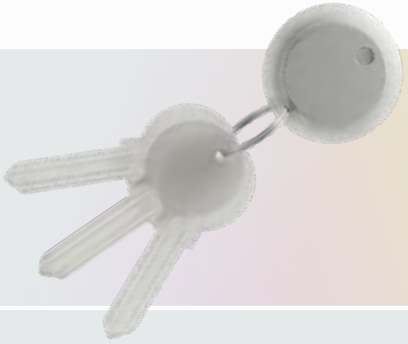
3/4 of all used cars
at dealerships are covered by Auto.ruBusiness

Yandex Travel

28 MM MAU

>144 K
rental units across Russia and over 1 MM hotel rooms

Yandex Realty



6.3 MM MAU +16%

Yandex Rent

40 K
rented apartments[2]

>10 K
realtors cooperate with Yandex Rent

>450 apartments
rented weekly

6 days
average rental time of an apartment in Yandex Rent

>3 K
tenants come to the service weekly

> RUB 150 MM
of fees paid

120%
rent fee can be received by real estate agencies in the Yandex Rent affiliate program

>170 K times
we vouched for tenants and transferred money to the day no matter what happens

[1] A platform that offers a range of products and services to help businesses in the automotive industry at every stage of their development, from stock replenishment to customer acquisition and sales analysis.
[2] For 2021–2025.

Key innovations

Yandex Travel

Yandex has closed a deal to buy Akadem-Online, an online hotel booking service for business travelers. This will allow Yandex Travel to launch a new B2B line for business tourism, expanding its audience and strengthening its market position.

Yandex Travel started using Alice neural network to generate descriptions of hotels and apartments. Now, travelers can quickly find out all the essential details not only about a hotel, but also about the area around it. Hoteliers and apartment owners can improve conversion rates for a booking.

Yandex Rent

The service introduced new features for price negotiation – Auction and Bargaining. The features are available in all areas where the service is available on the website and in the app.

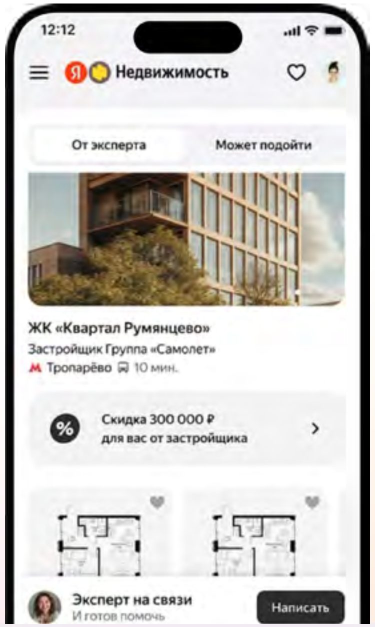
Auto.ru

An Auto.ru AI dialog box appeared on the homepage of Auto.ru, in the listing and inside the sections. When selecting a car, you can seek advice from the AI, engaging in a real-time conversation to explore the benefits of different brands. The AI helps users pick a car that matches their preferences and requirements, providing information about its features. It also collects a personalized selection of ads based on the vast array of offers available on Auto.ru.

Yandex Realty

The company launched a new feature – Personalized Offers – which allows developers to create customized promotions for users who have shown interest in their residential complexes, as well as similar projects.

We presented our innovative technology for creating 3D tours of new buildings. The solution enables the automated generation virtual apartment models based on floor plans through the application of machine learning and computer simulation, allowing buyers to virtually explore their future home well in advance of construction.



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City Services

City Services help tens of millions of users solve everyday tasks, such as easily traveling around the city using various modes of transportation, ordering food, groceries, and other goods, and quickly sending and receiving parcels. This makes Yandex services an essential part of the city's infrastructure and allows the company to have a solid foundation for scaling up its business and increasing its market share in consumer spending.

Yandex's platform serves as a hub for connecting users and partners, including drivers, couriers, restaurants, shops, and local businesses, through the use of marketplace technology and streamlined logistics.

The user-friendly interfaces, extensive choice, and swift service provide a standard of excellence for users that contributes to the growth of partner revenue. This network effect boosts the performance of the system and creates significant monetization opportunities in the transportation, logistics, and online retail sectors.

Business development focuses on areas where technology and user demand create the greatest growth potential. The focus is on enhancing public transportation and intercity travel, creating subscription-based shared services, expanding franchising in local businesses, and fostering the growth of E-Commerce powered by food technology. This approach allows the company to rapidly scale successful products, enhance ecosystem synergies, and solidify its leadership in the market for urban digital services.

E-Commerce

- Yandex Market, multi-category trading platform
- Yandex Lavka, hyperlocal delivery service for groceries and everyday goods
- Yandex Eats and Delivery services for delivery of goods from stores and orders from restaurants

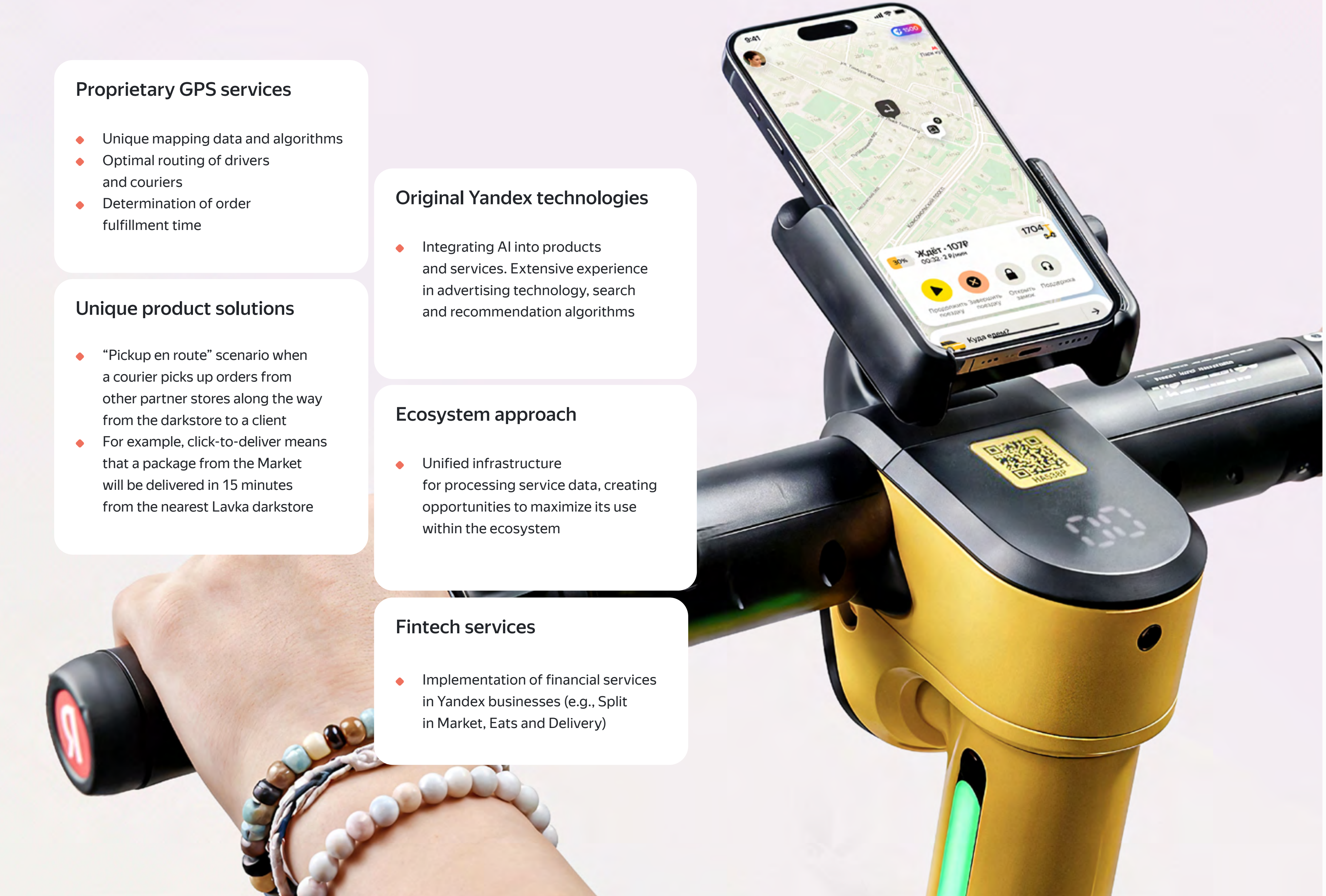
Delivery and other O2O services

- Yandex Delivery, middle and last mile delivery service, as well as hyperlocal delivery service
- Yandex Fuel, service for paying for fuel at gas stations
- Other small experimental O2O services

Mobility

- Online taxi ordering services
- Yandex Drive, carsharing service
- Scooter rental service
- Charge'n'Go powerbank rental service

City Services: Yandex's competitive advantages



Proprietary GPS services

- Unique mapping data and algorithms
- Optimal routing of drivers and couriers
- Determination of order fulfillment time

Unique product solutions

- "Pickup en route" scenario when a courier picks up orders from other partner stores along the way from the darkstore to a client
- For example, click-to-deliver means that a package from the Market will be delivered in 15 minutes from the nearest Lavka darkstore

Original Yandex technologies

- Integrating AI into products and services. Extensive experience in advertising technology, search and recommendation algorithms

Ecosystem approach

- Unified infrastructure for processing service data, creating opportunities to maximize its use within the ecosystem

Fintech services

- Implementation of financial services in Yandex businesses (e.g., Split in Market, Eats and Delivery)

Development strategy

Yandex intends to further consolidate its position in the Russian market by enhancing the quality of its products and services across all City Services businesses, while also expanding its technological reach internationally.

The development of Yandex City Services focuses on areas where technology and user demand create the greatest potential for growth. The focus is on enhancing public transportation and intercity travel, creating subscription-based shared services, expanding franchising in local businesses, and fostering the growth of E-Commerce powered by food technology. This approach allows the company to rapidly scale successful products, enhance ecosystem synergies, and solidify its leadership in the market for urban digital services.

MAU of City Services

62.3 MM users

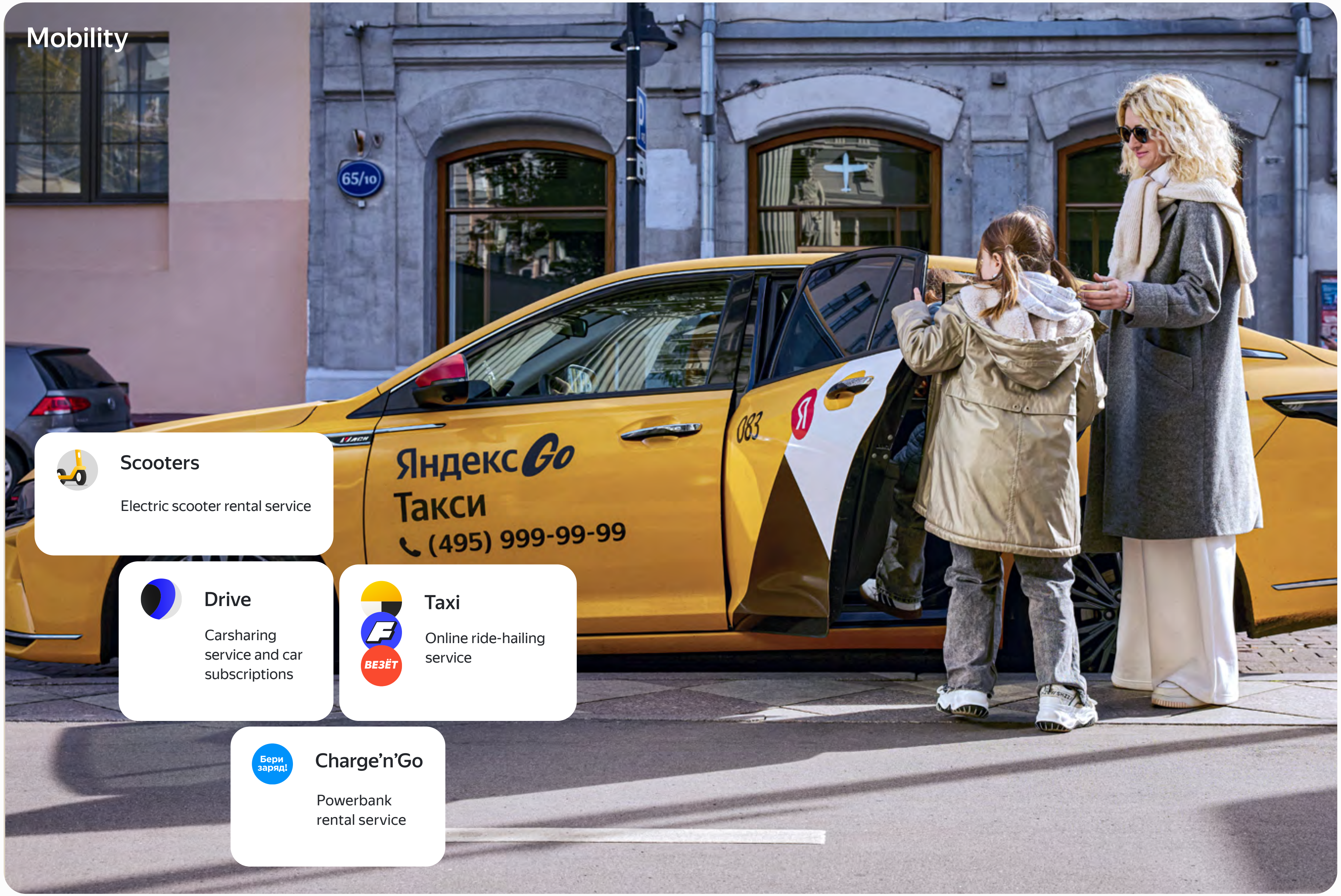
+17%

Advertising revenue from City Services

RUB 21 BN

+31%

Mobility



Scooters

Electric scooter rental service

Drive

Carsharing service and car subscriptions

Taxi

Online ride-hailing service

Charge’n’Go

Powerbank rental service

Market overview

The Mobility market (taxi aggregators, carsharing and scooter or bicycle rentals) in Russia is a fast-growing and competitive industry that provides convenient and innovative ride-hailing services.

Mobility businesses operate in the markets for urban mobility and intercity transportation, where there is a gradual shift away from personal car ownership towards ridesharing options, including public transportation, taxis, car rental, and personal mobility devices. The market is represented by both public and private companies providing services in the above sub-segments of urban and intercity transportation.

Yandex Taxi’s growth has been five years ahead of its global competitors. Yandex is the world’s third-largest ride-hailing platform by number of rides, after DiDi in China and Uber in the United States.

One of the most promising growth areas for Yandex Taxi is public transport. Yandex Go already has first transactional scenarios for public transportation, such as topping up Troika cards, paying for Aeroexpress trains and buses. In 2026, the app will add Troika travel passes and payments for commuter trains.

In 2026, the initial batch of 100 robotaxis will commence operations, transporting passengers within the city limits of Moscow. A further 100 vehicles will be deployed for research and technological advancement purposes. Autonomous vehicles can help solve the problem of staffing shortages and significantly improve road safety.

The future of Yandex Go lies with a multimodal transactional model that integrates public transport. Users can plan their route, select the most convenient mode of transportation, pay for their trip, and continue on their journey without having to leave the app.

Key trends in the Mobility market

Growing popularity of carsharing

Option to rent a vehicle for a brief period, a few hours, or days, and to share the vehicle with others while paying for the service through mobile applications

Developments in technology and mobile applications

Provide convenience, simplicity, and speed when ordering transportation services

Integration of value-added services

Mobility platforms are expanding their services by offering value-added services such as food and goods delivery or in-home services

Competition between platforms

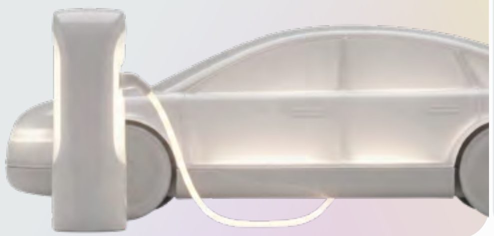
Leading players in the market conduct marketing campaigns, offer discounts and promotions to attract and retain clients

Expansion of geographic footprint

Mobility platforms continue to expand into new markets with products based on their proprietary technology solutions

Electromobility

Some companies are introducing electric vehicles into their fleets in order to help reduce carbon emissions and provide a more environmentally friendly alternative to traditional cars



Development of the micromobility segment

Covers the transportation leg of the last mile and is also an alternative to car travel during warm months. Players are actively investing in expanding the fleet and attracting more users

Operating results

RUB 1,633.4 BN +11%
GTV[1]

>2.2 MM drivers
cooperate with Yandex Taxi

10.4 MM users
audience of Yandex Transport[2] on the Yandex GO app

+35%
of trips in Yandex Drive[4]

RUB 1,387 BN +8.5%
revenue of Yandex Taxi[3] partners

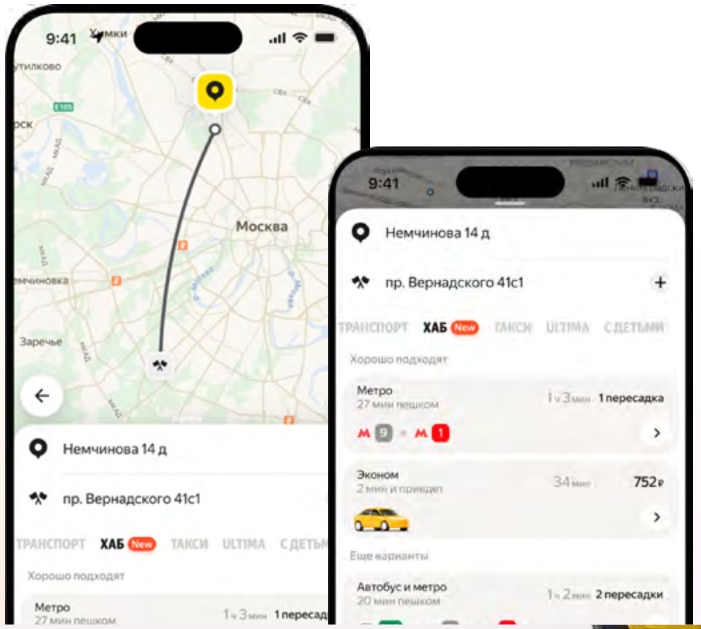
+35%
rides in Yandex Scooters[5]

[1] For the full year 2025.
[2] For December 2025.
[3] Survey data as of October 2025.
[4] Year-on-year data for the full year 2025.
[5] For 2021–2025.

Key innovations

Yandex Taxi

- Alice AI in Yandex Go was made available to the first users in beta testing mode. It is ready to help with all sorts of errands, from calling a taxi to buying groceries for dinner. It determines which service best suits the task and then directs it to the appropriate AI agent, such as Yandex Taxi, Yandex Eats, Yandex Lavka, or Yandex Delivery.
- Yandex Go launched a new feature called Hub, which helps users plan city trips and compare routes for public transport, taxi, car sharing, and scooters based on time, price, and convenience. In the future, the service will offer multimodal routes, a single payment system, and the ability to purchase transport passes and manage transportation cards directly within the app



Yandex Drive

- Now, you can rent a car on an installment payment basis. The new option is called ‘Split’ and is available on the Hours and Days plan. The payment can be divided into two, four, or six monthly installments

Charge’n’Go

- Yandex Go has launched a new service called Charge’n’Go, which allows users to rent powerbanks. No separate app installation or registration is required for renting. There is also no need to link an additional bank card

Scooters

- Yandex has unveiled its second-generation scooters, which were entirely designed and engineered in-house. No more pulling out your phone and logging in to the Scooters app to start your ride. With a smart button in the app, you can get started quickly and easily

E-Commerce

The businesses of the E-Commerce line cover the basic user scenarios of buying goods online, including:

Yandex Market

multi-category trading platform

Yandex Lavka

hyperlocal delivery service for groceries and everyday goods

Yandex Eats and Delivery

services for delivery of goods from stores and orders from restaurants

Yandex continues to focus on improving the efficiency of its business model in the E-Commerce segment.

- The unit economics of the Yandex Market service were positive throughout 2025, with the adjusted EBITDA margin as a percentage of GTV improving by 5 p.p. year-on-year in Q4 2025. The company is continuously enhancing the user experience for both buyers and service partners by launching new services, such as goods insurance, and automating processes through the introduction of an AI-powered shopping assistant.
- Yandex's foodtech businesses continue to grow at a faster rate than the market. Based on foodtech services, the company is expanding its E-Commerce offerings into new categories, such as Pharmacy and Flowers. This significantly expands the market potential for these areas.
- The Yandex Delivery business continues to grow at a double-digit rate, even in the face of a slowing economy.

Market overview

The growth of E-Commerce from 2020 to 2025 has been driven by several factors, such as an acceleration in infrastructure development, a generational shift towards younger consumers who are more digitally oriented, growing demand for convenience in shopping and delivery, especially among consumers in smaller towns and rural areas, additional COVID-related incentives for people to switch from offline to online shopping. The high quality and availability of the Internet, the widespread use of smartphones, the high population density in urban areas, and the limited presence of physical non-food stores in smaller towns and rural areas, along with the rapid development of logistics infrastructure, such as order fulfillment centers, sorting centers, and pick-up points, and the lack of regulatory restrictions, all contribute to the continued rapid growth of the E-commerce market in Russia. In 2025, the market expansion experienced a slight deceleration, attributed to a general economic slowdown and a persistent shift in consumer behavior towards multi-category digital marketplaces, which, according to the company estimates, account for approximately 75 to 85% of the overall market share.

The volume of internet shopping in Russia for the first nine months of 2025 amounted to almost RUB 8.2 trillion. This represents a 32% increase compared to the same period last year. The majority of online purchases, 96.27% of the total, come from Russian online stores and platforms. The share of online shopping in the domestic retail market increased to 18.3% of the total retail sales in the country. A year earlier, the figure stood at 15.4%.

Key trends in the E-Commerce market

Development of payment systems and convenient ways to pay for online purchases

Including installment purchases, POS lending[1] and BNPL tools[2]

A new round of cross-border E-Commerce development

According to Yandex's estimates, the share of international sales in the total turnover of large platforms is approximately 10%

Continued concentration of the industry

Rapid growth of large platforms such as Yandex Market, Ozon and Wildberries, which offer a wide range of products, convenient delivery and payment methods

Operating results

RUB 1,211 BN +21%
GTV of E-commerce services in 2025

13%
YoY drop in delivery fee for Yandex Eats users

143 K
restaurants and stores on the Yandex Eats and Delivery platform

9% of GTV
share of Yandex Market's advertising revenue

1.8x
growth in Yandex Lavka GTV in Russian regions

+18%
MAU[5] of Yandex Lavka in 2025

132.4 K
active sellers[3] and **21.6 MM** active buyers[4] on Yandex Market in 2025

up to 24.2% +3.7 p.p.
growth in the share of orders in non-food categories from the total number of retail orders

13 new cities
in Russia now feature Yandex Lavka **(10 under franchise conditions)**

716 darkstores
in Russia

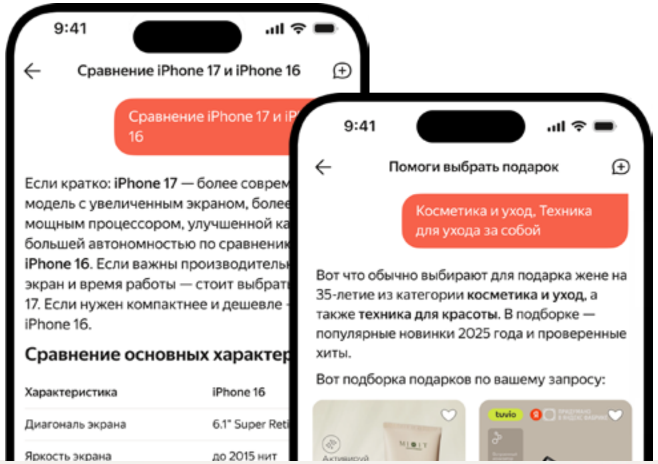
1 Point-of-sale lending.
2 Deferred payment services allow buyers to receive goods immediately and pay for them in installments over a set period of time.
3 An active seller is a seller who has made at least one sale during the 12-month period prior to the reporting date.
4 An active buyer is a buyer who has made at least one purchase during the 12-month period prior to the reporting date.
5 MAU means active users per month, those who used the service at least once a month.

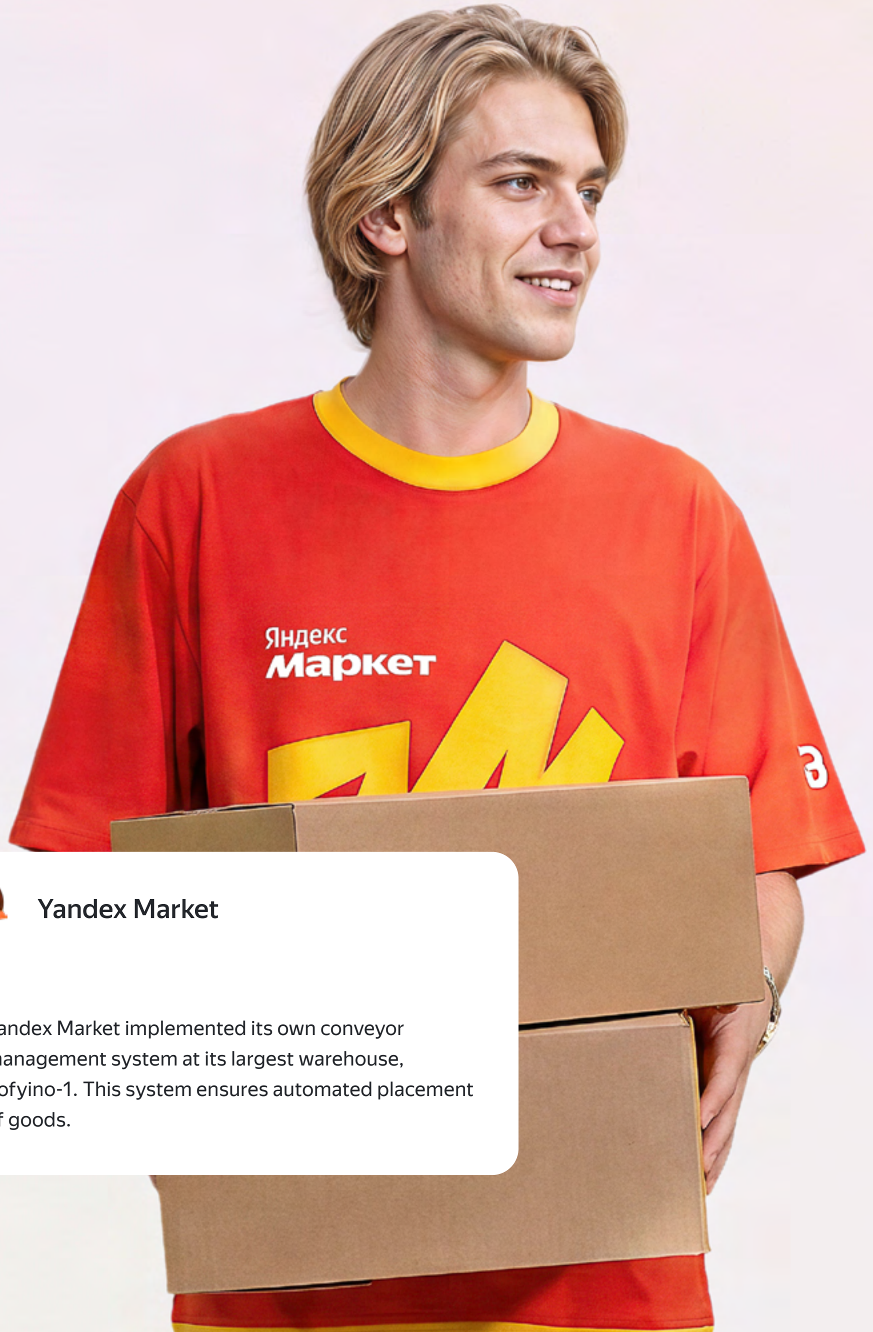
Key innovations

Yandex Market

B2C

- Yandex Market's AI agent received new features. Now, you can communicate with it using voice commands and ask it for ideas for inspiration. In addition, the AI became available in a test format right in the search bar, on the flypage and comparison page.
- Yandex Market revamped the seller's personal account and added Market AI — a chat with an AI-based assistant that helps sellers with routine tasks. The beta version of Market AI is already able to answer questions about the marketplace and analyze sales data.
- Yandex Market's Ultima service launched express delivery and one-click return of goods.





Yandex Market

B2B

- Yandex Market implemented its own conveyor management system at its largest warehouse, Sofyino-1. This system ensures automated placement of goods.

Yandex Eats

- Now, you can place orders for both Yandex Eats and Delivery simultaneously. The Multi-Order function is now available throughout Russia.
- We launched Yandex Pharmacy, where you can order medicine to be delivered to your door or pick it up yourself.
- Yandex Eats now has an AI-based assistant called Food AI.

Yandex Lavka

- Yandex Market launched the one-click return of goods through Yandex Lavka's couriers. Marketplace customers can now return unwanted goods and order groceries from Lavka at the same time. A courier will bring their order from Lavka and collect the returned items within 15 to 30 minutes after receiving the request.
- Yandex Lavka launched its first robot-aided darkstore. The robotization resulted in a significant boost in efficiency, with a more than 30% increase in picking speed, a 15% rise in shelf stock availability, and a reduction in the physical strain on staff.
- Yandex Lavka added an AI assistant to its app. It will promptly provide the user with information about the goods and assist them in making an informed decision.
- Yandex Lavka was launched as a franchise in 12 cities.

Delivery and other O2O services

The segment includes the middle- and last-mile delivery service, as well as Yandex Delivery, a hyperlocal delivery service, Yandex Fuel, a fuel payment service at gas stations, and several other experimental O2O services.

Market overview

With the growth of E-Commerce and food retailing, logistics has become a crucial component in ensuring efficient goods delivery and prompt customer service. Yandex is developing the Delivery service that works for both Yandex services and products as well as for external clients in the C2C, B2C and B2B segments. The service offers fast last[1]- and middle[2]-mile delivery, as well as hyperlocal delivery, competing with SDEK, Russian Post, and other local delivery services such as Dostavista.

Yandex Delivery is currently developing several delivery options

- express delivery
- freight delivery service
- next-day delivery
- new formats

  (e.g., Helper for household tasks)

[1] The last mile is the final stage of delivery of goods from the seller to the buyer.

[2] The middle mile is the stage of delivery between distribution centers and warehouses and final destinations.

Key trends in the delivery market

Digitalization and automation

Implementation of advanced technologies to optimize routes and improve business efficiency

Growth of E-Commerce

The growth of the E-commerce market is leading to an increase in demand for last-mile, middle-mile, and long-haul deliveries

Hybrid and electric transportation

Increased use of more environmentally friendly vehicles

Operating results

+26%
growth in the number of active users of Yandex Delivery

>600 cities
with Yandex Delivery presence

+20%
growth in GTV of intra-city express deliveries in the domestic market

44%
growth in turnover of external B2B clients

Key innovations

- Yandex improved navigation for last-mile delivery. Yandex Maps API released updates to its mapping and navigation solutions to help optimize the movement of couriers on foot and by car.
- Yandex Delivery started testing a new Helper option, which helps with household tasks. Now, you can not only order the delivery of parcels but also ask the courier to pick up an item from a pick-up point on their way, or to do your shopping for you.

Personal Services

The Personal Services block brings together products that accompany users in everyday scenarios, ranging from entertainment to payments and shopping.

Personal Services create a unified ecosystem where subscription products, financial products and loyalty tools reinforce each other, increasing engagement, frequency of use and total economic return. At the heart of the business group is Yandex Plus multi-subscription, which drives stable growth in our user base and keeps customer acquisition costs low. It serves as a foundation for creating transactional and financial solutions that enhance the value of subscriptions and generate additional revenue streams both within and outside the Yandex ecosystem. The main goal of the Personal Services block is to create a bridge between user demand, partners, and other internal areas in order to convert the size of the audience into growth in company value.

Plus and Entertainment Services

- Yandex Plus multi-subscription
- Yandex Music
- Kinopoisk
- Yandex Books
- Yandex Afisha
- Plus Studio

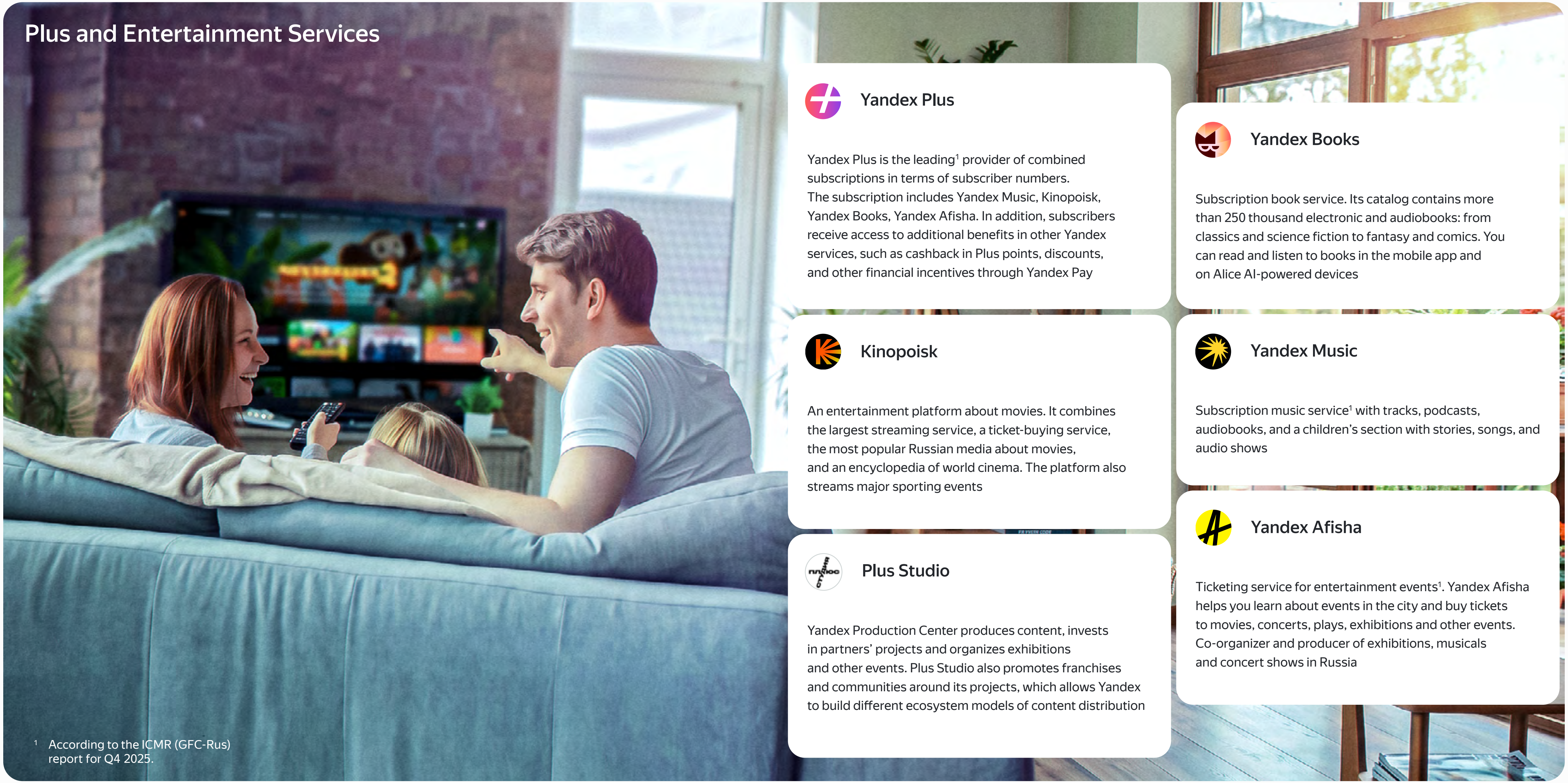
Financial Services

- Yandex Pay
- Split and Super Split
- Saves
- Yandex ID, the largest authentication service
- Pay for business

Select Pluses and Other Services

- Advertising technologies of the business group
- Select Pluses, Yandex loyalty program
- Domyland, one of the largest proptech platforms

Plus and Entertainment Services



Yandex Plus

Yandex Plus is the leading[1] provider of combined subscriptions in terms of subscriber numbers. The subscription includes Yandex Music, Kinopoisk, Yandex Books, Yandex Afisha. In addition, subscribers receive access to additional benefits in other Yandex services, such as cashback in Plus points, discounts, and other financial incentives through Yandex Pay

Yandex Books

Subscription book service. Its catalog contains more than 250 thousand electronic and audiobooks: from classics and science fiction to fantasy and comics. You can read and listen to books in the mobile app and on Alice AI-powered devices

Kinopoisk

An entertainment platform about movies. It combines the largest streaming service, a ticket-buying service, the most popular Russian media about movies, and an encyclopedia of world cinema. The platform also streams major sporting events

Yandex Music

Subscription music service[1] with tracks, podcasts, audiobooks, and a children's section with stories, songs, and audio shows

Plus Studio

Yandex Production Center produces content, invests in partners' projects and organizes exhibitions and other events. Plus Studio also promotes franchises and communities around its projects, which allows Yandex to build different ecosystem models of content distribution

Yandex Afisha

Ticketing service for entertainment events[1]. Yandex Afisha helps you learn about events in the city and buy tickets to movies, concerts, plays, exhibitions and other events. Co-organizer and producer of exhibitions, musicals and concert shows in Russia

[1] According to the ICMR (GFC-Rus) report for Q4 2025.

Market overview

The entertainment industry in Russia is a vibrant and diverse sector, offering a wide variety of entertainment services and content. It includes entertainment and cultural events, movie theaters, concert halls, video games, streaming platforms and other forms of entertainment.

Yandex follows market trends, confirming its leadership in key areas of entertainment services. Yandex Plus subscription provides users with access to a wide range of services and serves as a solid foundation for further growth and strengthening of the company's market position. The company reinvests its revenues from Yandex Plus subscriptions in content, namely in the purchase of rights to movies, series, music, books, sports broadcasts, as well as in the production of its own series, movies, books and offline events.

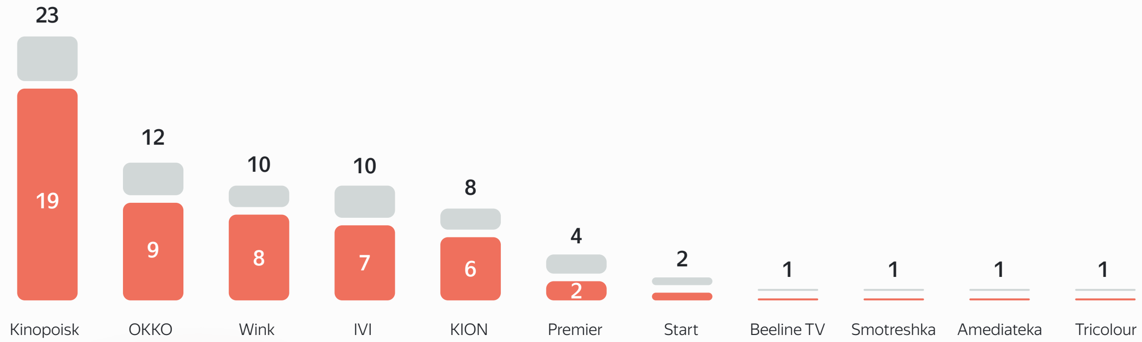
In addition to investing in content, Plus was integrated with financial services in 2025, making subscriptions even more beneficial. For instance, apart from Yandex Pay, Plus now offers enhanced cashback benefits, more advantageous savings rates for subscribers, and improved installment payment terms (Split).

Yandex's position in the entertainment services market

Kinopoisk is the leader among Russian online cinemas both in terms of the total number of subscribers and the number of paid subscription users. OKKO is in second place, significantly behind Kinopoisk.

Availability of a current subscription to online cinemas, percentage of respondents

With a subscription (including a free one) · With a paid subscription



Top music streaming services in Russia by number of subscribers in Q3 2025

1. **Yandex Music**
2. VK Music
3. Sound
4. MTS Music

Yandex entertainment services are leaders in the following main categories: online movie theaters, music streaming services, and ticket aggregators.

No. 1 in their markets

- Yandex Plus
- Yandex Afisha
- Kinopoisk
- Yandex Books
- Yandex Music

Key trends in the entertainment services market

Popularity of Smart TVs

Number of smart TVs with online access is rising annually.

Growing popularity of streaming platforms

The ecosystem subscription market has been growing by over 20% annually since 2021, as has the total number of subscribers[1]

Increasing the importance of local producers and distributors of local content

Local content producers aim to offer a product that caters to the preferences and interests of the Russian audience.

[1] According to J'son and Partners Consulting.

Plus and Entertainment Services: Yandex's competitive advantages

Ecosystem effect

- Yandex Plus subscription is integrated with other Yandex services (Taxi, Delivery, Market and so on). By purchasing a subscription, the user gets access to the benefits of other services

Accuracy of recommendations

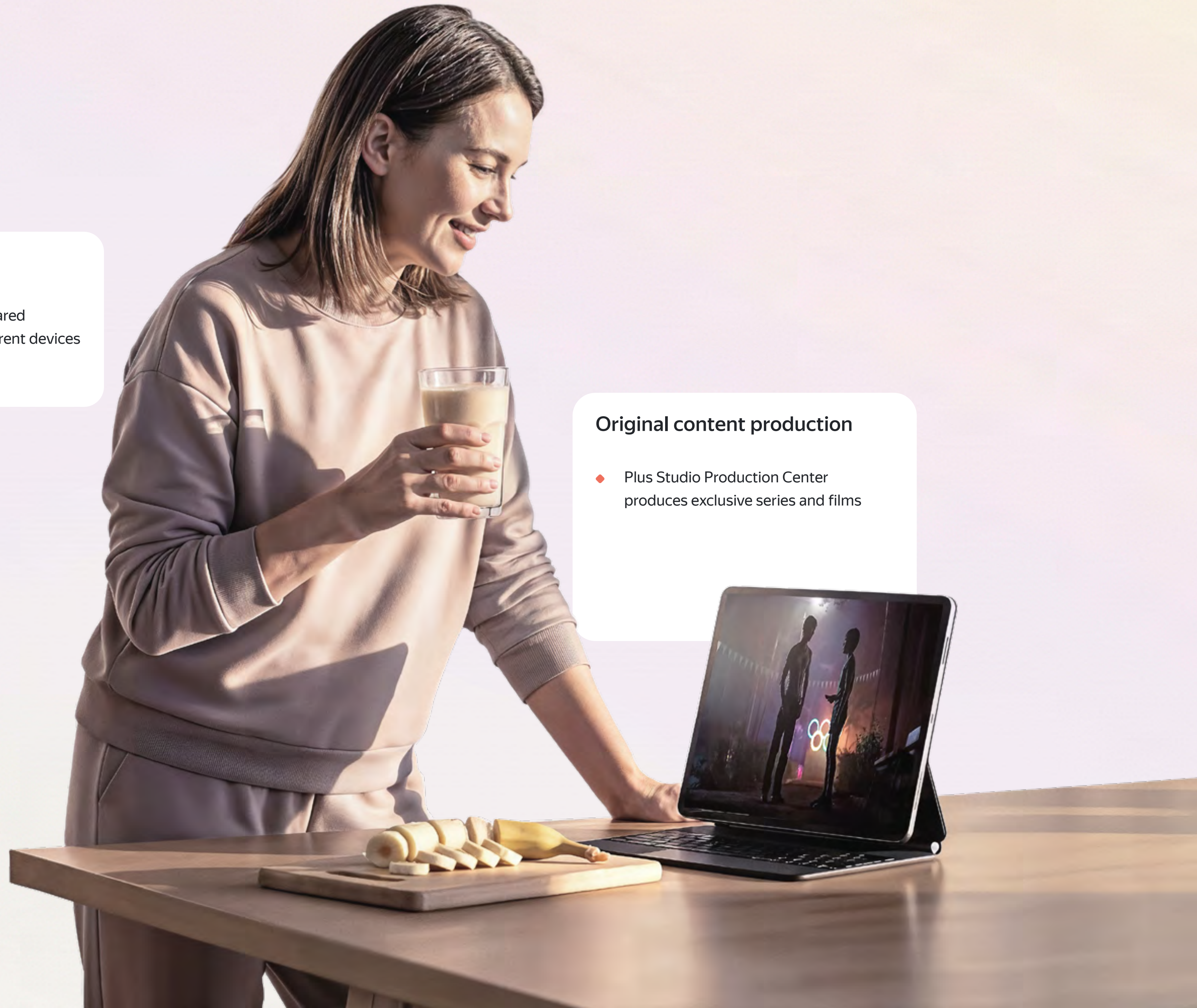
- AI in Yandex Music and Kinopoisk improves content personalization

Subscription flexibility

- One subscription can be shared by multiple users from different devices

Original content production

- Plus Studio Production Center produces exclusive series and films

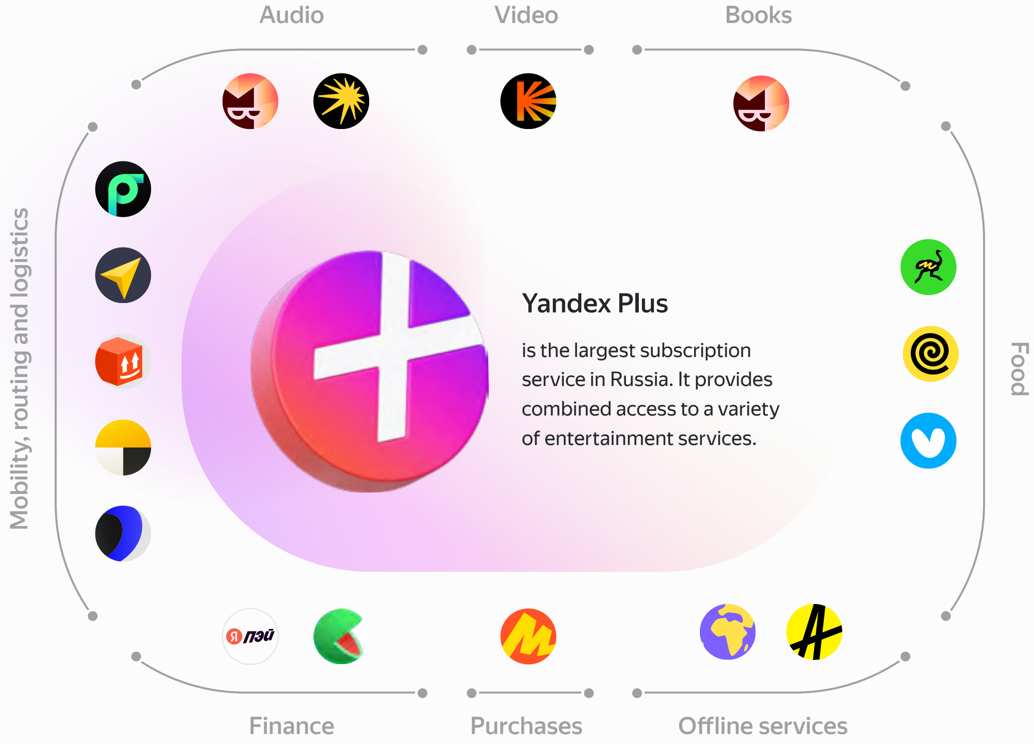


Development strategy

Yandex continues to expand the capabilities and value of Yandex Plus subscriptions, with a focus on two key areas:

- AI for personalization of services: we implement neural network algorithms to customize recommendations in services available to Yandex Plus subscribers. This increases engagement and enhances user experience.
- Investments in Plus Studio's original projects, co-investments in partner projects, and systematic support for domestic theatrical distribution – all of these help to ensure the breadth of content in our subscription.

Subscription helps to attract and retain users more effectively in entertainment services and increase user engagement in transactional services.



Operating results

Kinopoisk

18.5 MM +25%
Yandex Plus subscribers watch movies, TV series and sports per month

Yandex Afisha

71%
share of direct sales through the platform

27 MM +27%
tickets sold in 2025

Yandex Music

94%
of listeners use the My Wave section[1]

RUB 2.1 BN
in concert ticket sales in Yandex Music

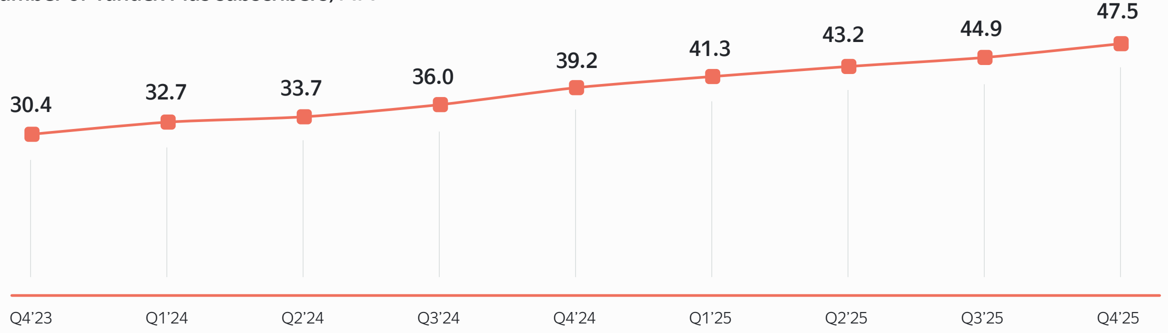
33.1
listening subscribers of Yandex Plus per month. Audiences are growing thanks to the introduction of a novel AI-powered recommendation model

Yandex Books

7 MM
Yandex Plus subscribers per month read and listen to books

29%
of reading and listening subscribers use AI features

Number of Yandex Plus subscribers, MM



[1] From the launch of this option in September 2024.

Key innovations

Yandex Plus

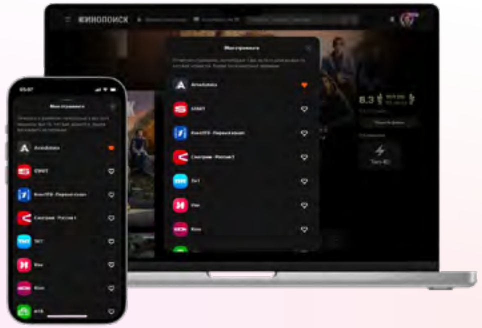
Yandex Plus subscribers with the Pro plan now have access to a unique feature on the Russian market: personalized communication with Alice AI. The neural network answers the user's questions based on the facts they mentioned in their conversations. The new feature is available in smart speakers, chat on alice.yandex.ru, the Yandex homepage, Alice and Yandex with Alice apps, and Yandex Browser for Android

Yandex Music

Yandex Music has moved to new generative models in recommendations. Recommendations now analyze a much longer history of user actions, uncovering connections that may not be immediately apparent. Algorithms are better at recognizing how user needs change over time and incorporating seasonal variations

Kinopoisk

At the end of 2025, Kinopoisk announced that the service has evolved into a platform that sells partner subscriptions. It collects content through universal recommendations, not just from one online cinema, but also from various streaming services, television, and movie theaters. Among Kinopoisk's partners are TNT, NTV, Pervy, Match! TV channels and online movie theaters such as Kion, Ivi, Start, Amediateka and Smotrim



Yandex Books

There is a new feature called AI for books where artificial intelligence helps users find books based on their interests and preferences.

Over 120 thousand books with a fresh perspective: the voice of the virtual narrator in Yandex Books was enhanced to sound more natural. To train the model, they used speech fragments recorded by professional speakers

Financial Services

Yandex Pay

Yandex Pay is a service for convenient and profitable purchases and payments with cashback in Plus points or Split payments.

At cash desks and online stores with Yandex Pay, you can pay with a free digital Pay card, cards from any Russian banks, QR, NFC, and also via the FPS from any bank's linked account.

Super Split

A bank loan product for purchases in any stores, which allows you to split the payment of purchases for up to 2 years.

Yandex ID

A secure authentication service on websites and in applications, which allows you to increase the conversion to payment thanks to fast and convenient authentication.

112+ MM per day
authenticated users in Russia

Split

A convenient service with which you can divide the payment of purchases into parts: for 2, 4 or 6 months. It is not a loan product.

Savers

A family of products that make it convenient to save and earn interest: flexible savings accounts with daily interest paid on the balance, and classic deposits with a fixed interest rate for the full term.

Yandex Pay for Business

Financial and advertising solutions that help attract new clients, increase conversions and average order value, increase turnover and maintain audience loyalty.

Operating results

Financial Services are Yandex's fastest growing business.

Gross Merchandising Value (GMV) of Financial Services in 2025 increased by 80% year-on-year **to RUB 1.1 TN**, and the number of active users — by **19%**[1] year-on-year.

74%
of the Financial Services audience use Yandex Plus subscription on a monthly basis

25%
penetration of Financial Services in GMV of Yandex services[2]

52% +95%
external turnover[3] (of GMV)

41% +24%
turnover of installment payment services and credit products[4]

Financial Services are the largest source of user acquisition in Yandex Plus.

24%
of new Yandex Plus subscribers use Yandex Financial Services

1 Data are as of the end of December 2025.
2 Data are as of the end of Q4 2025.
3 In Q4 2025.
4 In Q4 2025.

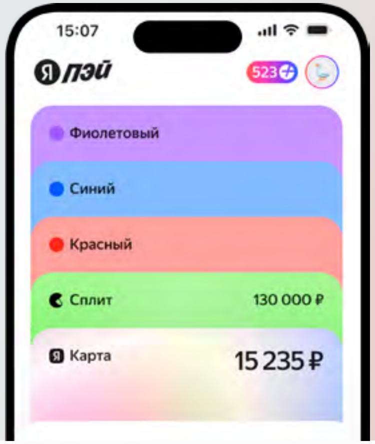
Key innovations

Two-week deposits

- Yandex Pay launched a two-week deposit in Saver that can be topped up during the first week. The deposit will automatically renew at the current rate unless it is closed.

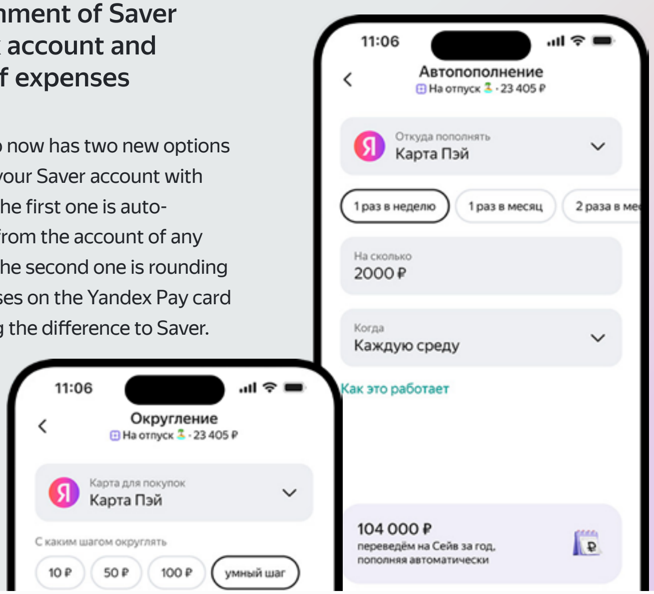
Payment through the accounts of any Russian banks

- In the Yandex Pay app, users now have the option to choose which bank account they would like to use to pay for purchases using their Pay card. This can be done by scanning a QR code or using NFC technology. Even if a third-party account is used, the purchase will still be credited with Plus cashback points.



Auto-replenishment of Saver from any bank account and rounding-up of expenses

- Yandex Pay app now has two new options for topping up your Saver account with no fixed term. The first one is auto-replenishment from the account of any Russian bank. The second one is rounding up card purchases on the Yandex Pay card and transferring the difference to Saver.



Select Pluses and Other Services

Select Pluses

is a Yandex loyalty program that allows users to receive benefits for active use of the ecosystem's services.

Domyland

is one of the largest proptech platforms in Russia.

B2B Tech

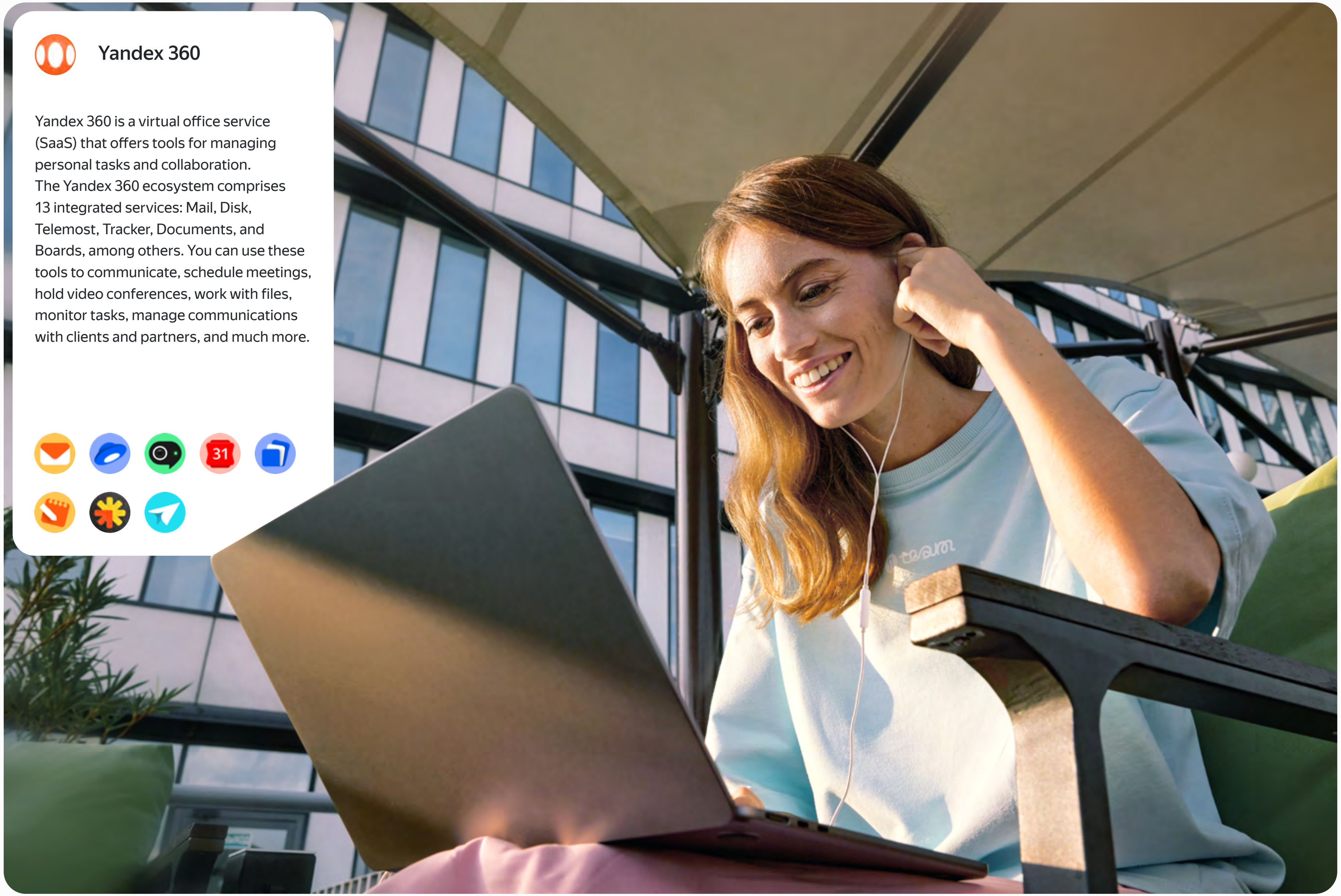
B2B Tech brings together Yandex's solutions for the corporate sector, built on the company's own technology, extensive infrastructure, and long-standing experience in creating high-load IT systems. This segment helps businesses manage infrastructure, data, and communications, and apply artificial intelligence to improve efficiency and accelerate digital transformation.

Its focus is on providing comprehensive services corporate clients of all sizes, ranging from startups to large companies. B2B Tech offers full-stack solutions, from cloud infrastructure and collaboration tools to data analytics systems and on-premises deployments within the customer's IT environment. Through their proficiency in developing products for daily use, the company guarantees the reliability, ease of use, and adaptability of its offerings.

The key drivers for progress are the implementation and expansion of AI-based technologies. B2B Tech develops a platform for building AI applications and agents, integrates smart tools into corporate processes and strengthens its cybersecurity capabilities. Due to its technological leadership and robust infrastructure, B2B Tech serves as a a strategic contributor to growth of Yandex's business, bolstering its standing in the corporate IT solutions market.

Yandex 360

Yandex 360 is a virtual office service (SaaS) that offers tools for managing personal tasks and collaboration.
The Yandex 360 ecosystem comprises 13 integrated services: Mail, Disk, Telemost, Tracker, Documents, and Boards, among others. You can use these tools to communicate, schedule meetings, hold video conferences, work with files, monitor tasks, manage communications with clients and partners, and much more.



Development strategy

Yandex 360 is a product that can be used by businesses and individuals, with both SaaS and on-premises delivery models. Yandex 360 is a leading player in the virtual workspace, with extensive product experience and a long history of service provision. One of the key advantages of the product is its proprietary technology and scalable infrastructure.

Strategic focus areas of Yandex 360

- **Development of the product ecosystem**
  - Improving the quality and functionality of key services
  - Entering new segments by creating proprietary and acquiring off-the-shelf solutions
  - Delivering novel on-premises solutions for large businesses
- **World-class product for large businesses**
  - Security and administration, end-to-end usage and integration scenarios, product development for large business needs
  - Priority support customer support and maintenance at all stages — from migration from foreign solutions to operations
  - Expansion of partner network in Russia and CIS countries
- **AI assistant for business**
  - Launching Alice Pro, a universal AI assistant, in all services
  - Developing AI functionality within each product
  - Focusing on useful scenarios that can help businesses solve their work-related problems

Operating results

MAU

102 MM people

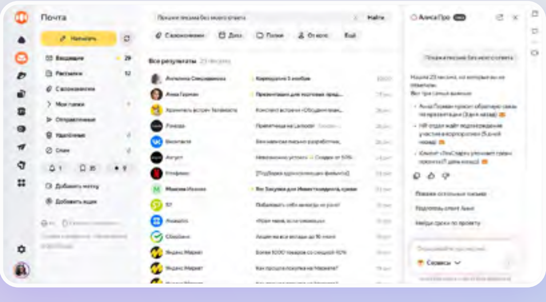
>170 K
organizations use paid services

8.1 MM
paid seats, of which over **2.2 MM** seats are in large organizations

8 MM people
>3.5
Telemost MAU — the largest audience among all Russian video conferencing services

Key innovations

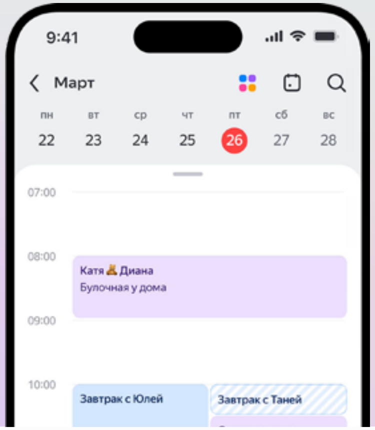
- Yandex 360 now features Alice Pro. It is an AI assistant that helps with work tasks by extracting important information from various types of documents, including texts, spreadsheets, presentations, audio, and video recordings. In the future, the assistant will connect to Yandex 360 services, including Documents, Calendar, Disk and Wiki, and will be able to answer questions about their content in live chat.



- Yandex 360 added AI-based features to its corporate Messenger and Telemost. After the call, participants will receive a full transcript and a summary of the conversation by E-mail. This will ensure that you do not waste time taking notes manually.

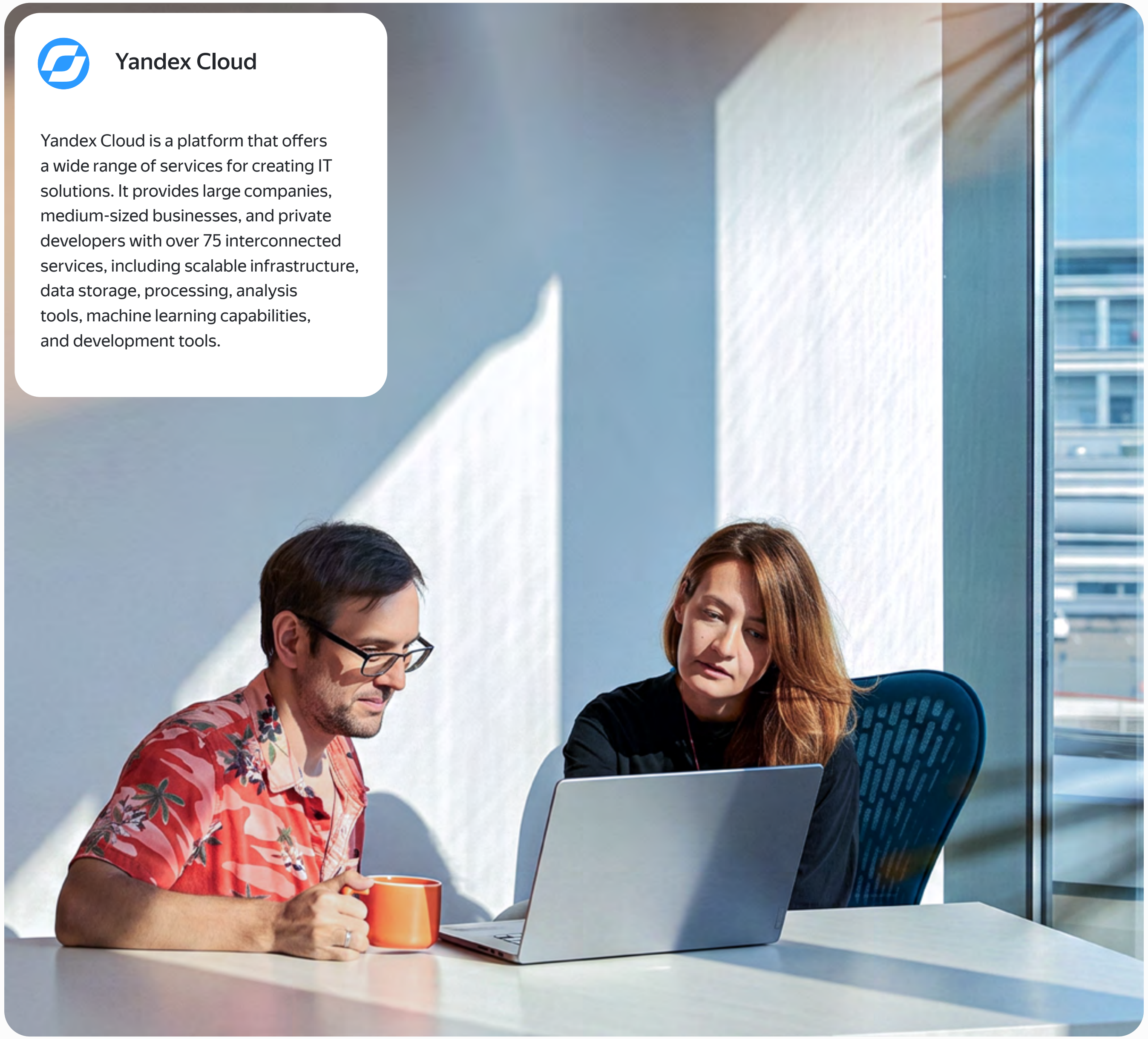
- Yandex 360 unveiled a major update to its Yandex Documents, which were released in 2025 after being in beta testing. Artificial intelligence-based functions are now available in Yandex Tables — they will help you deal with tasks faster and turn Tables into a versatile working tool.

- Yandex Calendar service now has a mobile application. It helps you keep track of your schedule and plan things without missing anything important. The application supports multiple calendar types, such as personal and work calendars, and can function even without an internet connection.



- We obtained ISO/IEC 27001:2022 certification for our services, which confirms that the company's security processes operate in accordance with international security standards.

- Messenger features were integrated into Telemost, making it a universal communication tool for both users and businesses. Chats, threads, conferences, audio and video calls are all available within one app. Telemost is suitable for both personal and professional communication, whether it is one-on-one or in a group setting. Yandex 360's key services are available under the on-premises model. Documents and Disk, which are already ready for use, are currently undergoing pilot testing will be available for all clients in early 2026. By the end of 2026, a total of 11 Yandex 360 services will be available on-premises: Messenger, Telemost, Mail, Calendar, Tracker, Wiki and Forms will be added to Boards, Disk, Documents and Browser for organizations. Therefore, companies with stringent cyber security requirements can use Yandex 360 services internally.



Yandex Cloud

Yandex Cloud is a platform that offers a wide range of services for creating IT solutions. It provides large companies, medium-sized businesses, and private developers with over 75 interconnected services, including scalable infrastructure, data storage, processing, analysis tools, machine learning capabilities, and development tools.

Market overview

The cloud market is divided into several segments.

1. IaaS[1] is the largest segment that provides computing resources and data storage to clients. According to projections from Russian and international analysts, Yandex Cloud estimates that the IaaS market is worth RUB 101 billion as as of year-end 2025. We expect the market to continue growing at approximately 18% annually until 2030. In the IaaS segment, there is a need for expanding the functional portfolio and meeting rising customer demands for information security and transparency in provider actions. Yandex Cloud is among the leading IaaS providers in the Russian market.
2. The PaaS[2] segment covers platforms that help developers create and run applications. These include solutions for database management systems (DBMS), container orchestration (Kubernetes), application development using machine learning and artificial intelligence (ML / AI), and other services. According to projections from Russian and international analysts, Yandex Cloud estimates that the PaaS market is worth RUB 117 billion as of year-end 2025. We expect the market to continue growing at an average annual rate of 19% until 2030, particularly in the Kubernetes segment. According to iKS-Consulting, Yandex Cloud is among the top-2 PaaS providers by market share.

Development strategy

Yandex Cloud’s main strategic priority is to make advanced technologies accessible and effective for every Russian business. To achieve this objective, we are building an ecosystem of technology services and introducing innovative product lines.

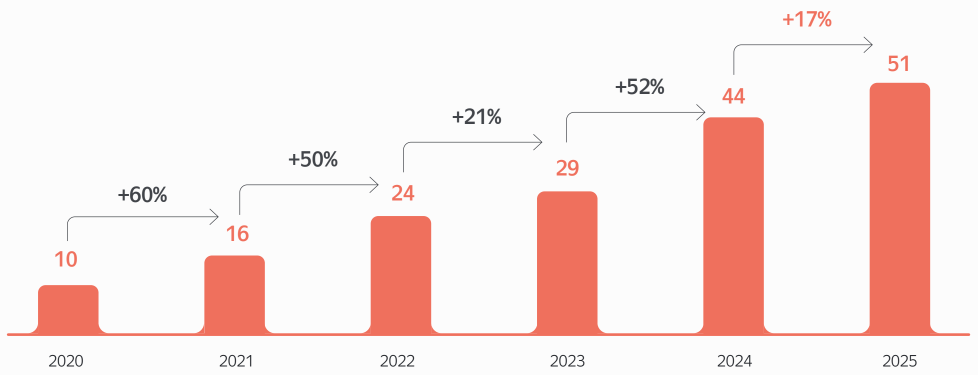
- Enhancing differentiation through AI and cybersecurity.
- Expanding delivery options to include cloud, on-premises, hybrid ones.
- Improving quality and consistency.
- Scaling up our partner network.

The goal is to develop an ecosystem of technology services and launch new product lines that will help businesses become more agile and innovative.
For these purposes, we are developing several priority areas: services for working with artificial intelligence technologies, services for information security management, data platforms and tools for full-cycle development.

[1] Infrastructure as a service.
[2] Platform as a service.

Operating results

Stable growth of client base, number of commercial clients[1], K



75 services

x2 growth of revenue from AI services

83% share of revenue from large and medium-sized businesses

Yandex Cloud Clients

Magnit
OTP Bank
Cian
Norilsk Nickel
ROSTIC'S
M.Video and Eldorado
Hoff
Skyeng

[1] Yandex Cloud clients, excluding Yandex 360 clients.

Key innovations

Artificial Intelligence

- The company opened access to more than 30 cloud-based generative models: new Yandex models (YandexGPT, YandexART, Alice AI LLM), open-source models, including the largest cloud-based model (Qwen3), visual generative models (Deepseek VL2 Tiny, Gemma3 27B) and others.
- We launched a new service for generating smart prompts for contact center operators — Yandex Neurosupport. It acts as a co-pilot, analyzing clients' text questions and offering the operator a list of possible answers. The specialist can choose whether to send the message as it is, edit the response, or create a new one. The service will help reduce the load on contact center staff, as well as improve the quality and speed of customer service. The first Yandex Cloud clients are already using the service. It is now available on request in a closed testing mode.
- We launched Brand Voice Lite, Russia's first service for rapid speech synthesis. Now, companies only need to upload around 20–40 minutes of voice recordings from a speaker to create a unique voice for their brand. The service can be used to create personalized voice bots in contact centers, as well as for voiceovers for podcasts, educational materials, and other creative business projects. The service is already available to companies on the Yandex Cloud platform.
- The company introduced new Yandex AI Studio, which allows users to create AI agents without any development skills. This will allow companies to launch unique AI solutions for their business in just a few hours and without any development skills. Users of the platform will also be able to easily create multi-agent systems.

Information security

- We launched the Security Operations Center (SOC) as a service (Yandex Cloud Detection and Response), it is provided to external companies by the same team of analysts who protect Yandex Cloud.
- The company launched the Yandex Identity Hub, a service for centralized management of user accounts and access to corporate resources.
- Another significant development in this area was the establishment of a partnership with SolidSoft, a leading Russian company in the development of firewalls for web applications. This helps create innovative solutions innovative solutions for businesses seeking to enhance their cybersecurity.

Data platform

- We launched the NeuroAnalytics AI agent for data analysis and visualization built into the DataLens BI platform interface as a chat. The agent analyzes pre-made tables and charts on the dashboard, finds insights, and helps formulate conclusions about the data using natural language. Users can engage in a dialog and ask questions to clarify the visualizations. The agent also assists with report generation, including creating computable formulas and generating code for custom-made JavaScript visualizations. This reduces the workload on analysts and accelerates business hypothesis testing by an average of 30%.

Autonomous Tech

The Autonomous Tech block develops Physical AI solutions for transportation, logistics and industrial automation. The block is based on a unified technology stack of autonomous motion: sensing, localization, perception, prediction, planning, and control. These components are used in robotaxis, autonomous trucks and delivery robots, providing scalable solutions and synergies between products.

A key advantage of the focus area is its integration with the country's largest taxi and delivery service, which provides a natural platform for the implementation and scaling of new technologies. Having our own infrastructure and customer traffic enables us to test and enhance autonomous solutions in real-life situations — from urban transportation to long-haul logistics — thereby accelerating their commercialization and reducing the adoption barrier for partners.

Autonomous Tech development also addresses long-term challenges in the labor market and demographic trends. The lack of drivers in the taxi and trucking industries is creating a structural demand for automation. Autonomous solutions can help to compensate for this shortage without compromising on service quality or safety. Building on the company's expertise in creating smart devices and scalable AI platforms, the team transforms advanced ML[1] and CV developments into practical solutions for transportation and industrial automation. This marks the beginning of a new phase in technological development.

Performance results in 2025

Separation into a new business line

In 2025, the Autonomous vehicles segment was spun off as a separate business line within Yandex B2B Tech. This allowed the management model to focus on technology commercialization, accelerate scaling, and strengthen integration with the company's B2B products.

Investment phase

In 2025, total capital and operating expenditures amounted to about RUB 18 billion. The funds were used to expand the team, develop computing infrastructure, increase the fleet of robotaxis, trucks and delivery robots, and launch mass production.

[1] ML — machine learning.

Delivery robots

Yandex is one of the few companies in the world, and the only company in Russia, that is developing delivery services using delivery robots on an industrial scale. Delivery robots have become a tangible embodiment of the Physical AI strategy in urban environments, where autonomous technologies interact with users on a daily basis.

The development of robotic delivery is particularly relevant in light of the structural shortage of couriers and the steady increase in their wages. With the growing demand for e-grocery[1] and express delivery, last-mile automation is becoming an economic necessity rather than an experiment. Robots enable stable SLA, predictable cost and service scalability.

During the year, the company continued to actively pursue commercial partnerships. Among the partners are Vkusno — i tochka, X5 Retail Group and and other companies. The integration of robots into the operations of large retailers and restaurant chains demonstrates the maturity and scalability of the technology.

Technologically, the fourth-generation robots are equipped with an updated lidar, a more powerful computing unit, and improved suspension, which enhances off-road capability and stability in urban environments. The transition to mass production allowed us to simplify the design and reduce the cost of production, all while enhancing the robots' capabilities.

Performance results in 2025

Launch of mass production of the fourth generation

2025 saw the initial transition to mass production of next-generation robots. Simplified design and an optimized component base form the basis for industrial scalability and further reduction in unit economics.

Development of commercial partnerships

During the year, the partner network expanded and robodelivery was integrated into the operational processes of major retailers and restaurant chains. This allowed us to test various business models for robot application, ranging from e-grocery to restaurant delivery.

Lowering production costs and achieving parity with courier delivery

Since the inception of the project, the cost of robotic delivery has been reduced by a factor of five, and in 2025 it became equivalent to the cost of courier delivery. This has become a major economic milestone, opening up the potential for further growth.

[1] Online retailing of everyday goods.

Plans for the future

Fleet scaling up in 2026

In 2026, 5 thousand delivery robots are planned to be put into service. This will significantly enhance the coverage density, allowing for robotic delivery in a large portion of the city's infrastructure.

Production of 20 thousand robots by the end of 2027

The strategic target is to produce 20 thousand new generation robots by the end of 2027. This scale will make robotic delivery one of the key growth drivers for e-grocery and express logistics.

Expansion of capacities

The company plans to ramp up mass production volumes, bringing production to industrial scale. Increased productivity will ensure lower unit costs and accelerate deployment in new regions.

Further reduction in delivery costs

Due to the scale effect, component optimization and increased fleet utilization, we expect to move towards a more sustainable cost advantage compared to the traditional courier model.

Autonomous vehicles (robotaxis and robotrucks)

Yandex is the only company in Russia that has launched a public robotaxi service. The service is being tested in Moscow, Sochi and Innopolis (Republic of Tatarstan). Since the start of testing, the company's vehicles have accumulated over 37 million kilometers of autonomous driving, gathering data for model training and enhancing system reliability.

The development of autonomous taxi and trucking services is directly related to market dynamics. The steady growth in demand for taxi services, combined with driver shortages and rising labor costs, is shaping the structural demand for automation in this area. By the end of 2024, the volume of the taxi market in Russia is estimated at approximately RUB 1 trillion, and the trucking market — at more than RUB 5 trillion. In the meantime, the taxi and trucking sectors are expected to experience a significant shortage by 2028. This underscores the importance of self-driving technologies as a strategic response to the industry's long-term challenges.

Performance results in 2025

Commercial transportation by autonomous trucks

Autonomous trucks are performing commercial trips along the M-4 Don Highway, carrying cargo for Yandex Market and Magnit retail chain. In addition, in 2025, testing of transportation within the territory of Sportmaster's distribution center (DC) began, which paved the way for the expansion of technology applications — from long-haul routes to complex logistics within the DC.

Implementation of a transformer neural network for motion control

The company has started using transformer architecture to plan the movement pattern of autonomous vehicles. The new model is trained on data collected from professional drivers and demonstrates a more flexible and predictable response in complex scenarios, which enhances the safety and comfort of rides.

Expansion of operational scenarios

Trucks perform full-cycle trips — from warehouse to warehouse, including maneuvering at exits and on the territory of distribution centers. This allows for the collection of massive amounts of data for further model training and accelerates the preparation for scaling-up commercial transportation.

Start of robotaxi testing in new Moscow districts

The public robotaxi service continued to operate under a regulatory sandbox regime. By expanding operational scenarios and geographic coverage, as well as collecting data from real-world trips, we can increase the autonomy readiness to scale the service.

Plans for the future

Putting up to 200 autonomous passenger vehicles on the roads by the end of 2026

By the end of 2026, we plan to put up to 200 autonomous passenger vehicles on the road, with 100 of them being used in the robotic taxi service and another 100 for research and technology development purposes. This will create the necessary infrastructure base for the expansion of public service.

Growth of the autonomous truck fleet

The autonomous truck fleet is planned to increase by 70 units in 2026. The increase in the fleet will make it possible to expand the geography of routes and increase the share of autonomous transportation in the structure of partners' logistics operations.

Scaling up within the legal regime

The company will continue to work on expanding the list of permitted routes and improving the regulatory framework. This is key to moving from limited pilots to systemwide commercial introduction.

Increased autonomy and reduced operating costs

Further development of perception, scheduling, and system redundancy technologies will significantly reduce the reliance on a test driver. This sets the stage for a sustainable economic model for autonomous taxi and long-haul transportation.

Yandex Robotics

The company was established based on Yandex Market Robotics Center. In September 2024, Yandex was spun off into an independent business focused on developing robots and software for warehouse and manufacturing operations in a variety of industries, from retail and E-Commerce to industrial logistics.

Yandex Robotics' main area of expertise is the implementation of complex turnkey robotization projects. For this purpose, the company is developing its own technological solutions:

- **Robot engineering**: AI-powered robotic arms, inventory robots and other service mobile robots designed to automate storage, picking, sorting and moving operations.
- **Yandex RMS (Robot Management System) open platform:** a unified management system allowing to coordinate a fleet of robots of different types and manufacturers. The platform provides scalability, unified processes and reduced integration costs.

Yandex Robotics solutions are already used by a number of large companies, such as Azbuka Vkusa, STA Cargo, Lemana PRO, Perekrestok and other market players. This confirms the demand for the approach and the applicability of the technologies in operation.

Performance results in 2025

Launch of the first robotic darkstore of Yandex Lavka

In 2025, the first fully robotic darkstore was opened, featuring autonomous mobile robots (AMRs) controlled by Yandex RMS. The automation has accelerated order picking by more than 30% and reduced the physical workload of the staff, confirming the cost-effectiveness of the model.

Large-scale robotization of the Perekrestok distribution center

The project of introducing more than 100 robots in the DC Fresh Zone has commenced. Robots will take over up to 90% of operations on picking goods, which will speed up order picking by 2.5 times and expand the volume of stores served without increasing the warehouse area.

Development of industry standards

In 2025, Robotics developed Russia's first standards for software integration of robotic systems. Unifying the "language" used between robots and control systems will reduce the integration time and project costs for companies. This will create a foundation for the formation of mixed fleets of robots from various manufacturers.

Expansion of commercial partnerships and models

Robotic technologies continued to expand their reach, both with existing clients and new partners. Among other things, the company offered robots and related software on a subscription basis (Robotics-as-a-Service, RaaS). For instance, robots developed by Robotics have already been deployed by Azbuka Vkusa and STA Cargo.

Plans for the future

Scaling up robotization projects

The company expects consistent development of the warehouse robotics market in Russia. It plans to expand the development and integration of robotic systems based on its own technologies and experience in robotic implementation.

Development of Yandex RMS

RMS will be evolving as a single, cloud-based platform for designing, integrating, and operating robotic systems. The goal is to lower the entry barrier for integrators and clients and create a network of interoperable solutions.

Moving to a higher level of automation

In the medium term, we aim to develop solutions that involve robots performing a variety of tasks, including working with non-standard objects and performing complex manipulations. This will allow approximating to the level of Physical AI generalist robots in warehouses.

Other services and initiatives

Yandex Practicum

Yandex Practicum is an online training service where anyone can acquire in-demand IT skills and develop their professional abilities. Training takes place online on our platform, where participants can access the theory section and practical simulations. Students are accompanied by experienced industry mentors, curators and placement experts.

Over the course of its seven-year history, Practicum has provided training to

>118 K graduates

Practicum operates in three segments of the online education market:

1. First career: the online master's program, offered in collaboration with prestigious technical universities, equips students with the necessary entry-level skills for a successful career.
2. Career change: online courses that allow you to master a profession in the format of continuing professional education (CPE).
3. Career development: online courses to enhance skills for existing specialists under the Yandex Practicum PRO brand and the Grade platform for corporate team training.

Yandex Practicum's largest business segment is reskilling courses for students starting a new profession from the ground up. This segment is characterised by a high average ticket and a lengthy purchase decision cycle. To address this, Practicum is actively focused on expanding its pool of prospective students and strengthening their loyalty. The referral rate (the share of purchases based on recommendations) plays a big role in this. In 2025, the referral rate continued to exceed 50%. This means that every second student came to study at Practicum through the recommendation of someone they knew.

Yandex Practicum is a leader in IT career training. Through effective reorganization and investment in new product areas in 2025, Practicum has increased share in core market segments and demonstrated sustained and growing profitability. The amount of revenue that Yandex earns from its online learning services depends on whether students complete their courses or terminate early. Practicum's product quality and support model drive high student completion rates, positively affecting revenue.

In 2025, the online learning market in the CPE segment is showing moderate growth, which is mainly driven by specialty schools and Yandex Practicum. Among the market leaders, Practicum was the only online school that exhibited strong growth. Yandex Practicum's share of the CPE market grew to 15%.

In addition to the CPE, Yandex Practicum also operates in the higher education (HE) market. In 2025, the share of partnering online Master's programs with Practicum among higher education institutions was 14% for students and 18% for revenue. Higher and secondary vocational education continues to be a key driver of EdTech growth. Higher education is also seen as an upskilling opportunity for already employed professionals to gain additional knowledge.

Performance results in 2025

9.4 out of 10
NPS at Yandex Practicum Mentor School

9.6 out of 10
NPS at Yandex Practicum Reviewers School

192%
growth in the number of students in online master's programs that universities launched in partnership with Yandex Practicum

3 universities
trained online master's students on the Yandex Practicum platform

15%
increase in the number of graduates of career change courses

35 K people
mastered a new profession at Yandex Practicum in 2025

26%
increase in the number of job placements among graduates who took courses to obtain a new profession

Key innovations

- In June 2025, Practicum launched AI as a separate area of study. The service intends to offer both entry-level AI training and advanced programmes for professionals who will be directly involved in AI deployment and model training — with a focus on computer vision and natural language processing.For this purpose, Practicum offers courses such as "Deep Learning and Neural Networks", "Audio Analysis, Speech Recognition and Generation", and others.
- In 2025, Practicum gathered the courses for experienced specialists into a separate training area under Yandex Practicum PRO brand. The service now provides more than 80 courses for continuing professional development.
- Sales of the "Neural Networks for..." course line showed 17x year-on-year growth. The most popular course in this segment, "Neural Networks for Work", was launched in the second quarter of 2025, and its average quarterly sales volume has steadily quadrupled since then.
- The service has launched several new AI courses for a wide range of learners. "Neural Networks for Work" will teach how to optimize work processes with the help of AI, "Neural Networks for Business" will suit those who want to increase the efficiency of business, and "Neural Networks for Marketing" added to the list the specialized courses. In addition to individual courses, lessons on prompting and AI-assisted coding will be incorporated into all new Practicum courses, regardless of the specific field of study.
- At the end of 2025, Yandex Practicum was awarded in the Implementation of AI in Education category and was also named the EdTech Company of the Year at the prestigious EdTech Awards ceremony.

Artificial Intelligence

Most of Yandex's services rely on artificial intelligence (AI) technology, and the company is a major contributor to the development and promotion of this technology.

AI in Yandex

The services offered by Yandex are heavily reliant on artificial intelligence. The company is consistently integrating AI into both current and new products and solutions, enhancing their usability and value for users and partners.

In 2025, Yandex is one of the key drivers of AI development and adoption in Russia. The company is building a comprehensive AI technology ecosystem that combines fundamental research, engineering development, and the integration of solutions into mass-market products.

The interest in AI has grown substantially in recent times. However, Yandex has been employing AI as an underlying technological foundation for its services for nearly two decades. AI underpins not only Browser, Search and Alice AI, but also Translate, Maps, smart devices and a number of other products. All of the company's recommendation systems, from advertising platforms to media services and marketplaces, are built on AI technologies.

Key events in the AI development and use at Yandex

1997
Emergence of the first web search algorithm

2007
Beginning of the ML application in search ranking

2012
Launch of neural networks for speech recognition in SpeechKit

2014
Implementation of a search based on uploaded images using neural networks

2015
New generation of neural network algorithms for text-based image retrieval

2017
Launch of Alice voice assistant and first tests of autonomous vehicles

2021
Introduction of video translation function in Search and Yandex Browser, by 2025 translation covers eight languages

2023
Launch of the first proprietary generative neural networks — YandexGPT for text and YandexART for images, which became the basis for the Shedevrum app; launch of Archive Search; YandexGPT API opened for all users

2024
Integration of the generative AI into mass services, connection of a multimodal VLM neural network for text and image search

2025
Creation of a new family of Alice AI generative models — text-based Alice AI LLM (answers, analyzes, decides and invents), visual-text-based Alice AI VLM (recognizes a photo or picture and answers questions about it) and picture-based Alice AI ART (generates images and videos).

Launch of AI Studio by Yandex Cloud, a unified platform for the development of AI-based applications

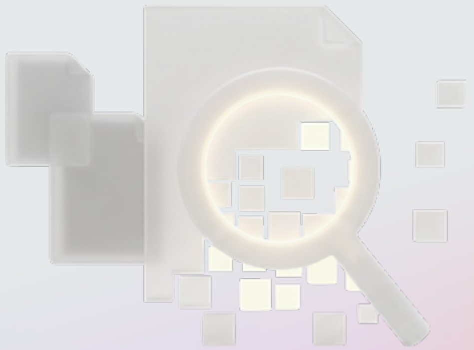
CatBoost

CatBoost is a high-performance gradient-boosting library created by Yandex engineers and researchers. It provides native support for categorical features and shows strong results in recommendation and ranking tasks. Moreover, it offers fast training and one of the fastest inference speeds among its peers. The library is used by ML professionals all over the world.

The CatBoost algorithm has become one of the most popular machine learning tools among scientists from 51 different countries. It is mentioned in almost every 30th article that uses machine learning in the prestigious international journal Nature, as well as its affiliated publications, for 2025. This underscores its importance for cutting-edge research in bioinformatics, medicine, physics, materials science, and other disciplines.

Vector search

Vector search is a technology that searches by meaning rather than keyword matching. It is particularly relevant for companies developing AI-driven products. For example, it can improve the accuracy of product recommendations or the quality of AI assistant responses.



Throughout this time, Yandex has had a significant impact on the development of AI technologies, which has also been recognized internationally. Yandex is one of the global leaders in AI development, as confirmed by the Massachusetts Institute of Technology (MIT) and experts from the Epoch AI Center.

Yandex not only develops AI for its own services and clients, but also shares technologies and tools with the international developer community.

Ethical principles

Yandex pays special attention to responsible handling of AI technologies. In the development of AI, we adhere strictly to ethical principles. They apply at both the company level and the level of individual services. They emphasize a human-centered approach, data protection, and a clear distinction between human and AI roles. Adhering to these principles is a fundamental aspect of the social responsibility of Yandex employees.

The company consistently promotes the principles of responsible AI use and is willing to share its expertise with other Russian organizations. Yandex's development teams regularly implement additional measures to enhance the security of its AI products.

Yandex uses a variety of AI-based systems, with the main goal being the creation of algorithms that can make decisions similar to those of humans. Since AI is trained on human-generated data, the company prioritizes the quality of training samples, ensuring that the algorithms are highly accurate and reliable.

In addition, Yandex became the first IT company in Russia to receive ISO/IEC 42001 certification, confirming its responsible approach to AI development. The independent audit confirmed that the processes for creating and delivering the large language model (LLM) fully compliant with international standards, including those related to ethics and safety. As part of the AI Alliance, the company has developed and signed a Declaration on the Responsible Development and Use of GenAI-based Services.

In 2025, Yandex B2B Tech published the risk mitigation guidelines for developing and deploying LLM-based AI agents. The document outlines an approach for building a threat model for AI agent deployment and provides practical recommendations for mitigating security risks when creating multi-agent systems. The recommendations were developed based on the experience gained from creating agents for ML, Security, and other Yandex services and businesses that already utilize the company's agent systems and generative technologies.

Over its many years of developing speech technologies, Yandex has established a set of principles to ensure that speech synthesis is safe for voice actors, partners, and users of the company's services — including those using Yandex SpeechKit.

Key ethical principles

Benefits and responsibilities

We only use artificial intelligence when there is a clear benefit. Before implementing AI, we assess potential risks and minimize possible negative consequences

Prevention of manipulation

We develop and customize AI services so that they cannot be used to manipulate users' opinions

Transparency of use

We openly explain to users, when they interact with our artificial intelligence, as well as the capabilities and limitations of our services, and label AI-generated content as appropriate

Development through learning and innovation

We are constantly enhancing AI technologies by learning from feedback and errors. We use the insights gained to improve existing solutions and develop new ones

Objectivity and impartiality

We strive for AI services responses to be objective and free of bias

Training data

We use all publicly available data to train our artificial intelligence. For each individual service, we fine-tune the algorithms using data that is most relevant to that specific service

Sensitive topics and independent evaluation

When making decisions about the use of AI in services that deal with sensitive topics, we rely on the opinions of independent experts and organizations to ensure that our decisions are as well-informed as possible

AI market overview

The Russian IT market is moving from the introduction of individual digital services to the comprehensive integration of AI-based solutions. In the past, companies were limited to piecemeal digitalization without fundamental changes to business processes, but in 2025, more and more organizations started harnessing AI technologies to analyze data and improve efficiency. Despite some slowdown, the IT market in the Russian Federation remains dynamic and continues its transition to technological sovereignty and sustainable development[1].

Yandex holds a leading position in the market, actively developing an ecosystem of AI products. The company is investing in its own research, developing the Yandex AI Studio platform, Alice AI and autonomous transportation. Total capital and operating expenditures for Alice AI for 2025 amounted to RUB 55 billion. In 2024, several prominent AI projects were launched in the field of large language models. Yandex acts not only as a commercial player, but also as a research and investment center for the development of artificial intelligence in Russia. The company's investment in science and technology forms a solid foundation that contributes to the advancement of both applied and fundamental research in the field of machine learning.

Corporate AI solutions market

At the end of 2025, the volume of the total market for corporate AI solutions amounted to RUB 45 billion, and by 2030 it may grow to RUB 156 billion.

The market for platform-based corporate AI solutions (PaaS AI) includes several key areas: computer vision, speech technology, MLOps, search, and other classes of AI services. According to a joint study by Apple Hills Digital and Yandex B2B Tech, this segment is the fastest growing sub-segment of the PaaS-market in Russia.

Generative AI is expected to be the highest-growth area. Moving forward, it may form a significant market share due to process automation and development of agent-based solutions, as well as demand for industry-specific AI applications.

The largest segments within the AI platform market are computer vision (object recognition, and video, image and document analysis) and speech technologies (speech synthesis and recognition, translation, natural language understanding and analysis).

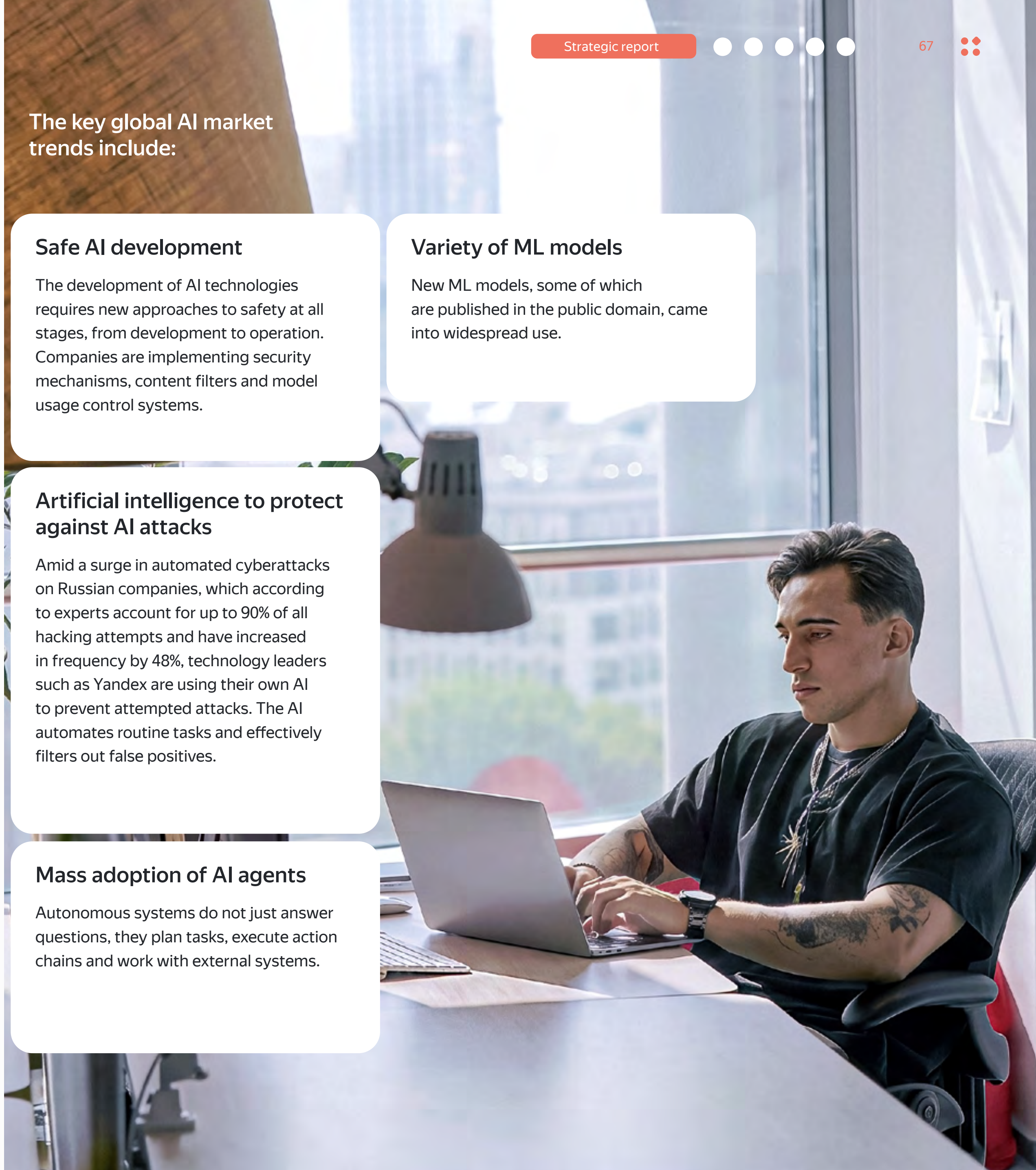
>70%

of Russian companies that implemented at least one AI tool in 2025

RUB 7.9–12.8 TN per year

AI economic potential by 2030, corresponding to a share of up to 5.5% of projected GDP

[1] Based on 2025 data. Source https://yakovpartners.ru/publications/ai-2025/.



The key global AI market trends include:

Safe AI development

The development of AI technologies requires new approaches to safety at all stages, from development to operation. Companies are implementing security mechanisms, content filters and model usage control systems.

Variety of ML models

New ML models, some of which are published in the public domain, came into widespread use.

Artificial intelligence to protect against AI attacks

Amid a surge in automated cyberattacks on Russian companies, which according to experts account for up to 90% of all hacking attempts and have increased in frequency by 48%, technology leaders such as Yandex are using their own AI to prevent attempted attacks. The AI automates routine tasks and effectively filters out false positives.

Mass adoption of AI agents

Autonomous systems do not just answer questions, they plan tasks, execute action chains and work with external systems.

Approach to AI development at Yandex

Yandex continues to maintain a leading position in the field of artificial intelligence in Russia and shape industry trends on a par with global AI players. The company's approach to AI development is based on integrating generative neural networks into its products and services. This helps to improve the usability of these products and services for users and partners. Additionally, the company grows revenue through the use of AI, and reinvests the proceeds into the development of more advanced technologies. This approach allows us to create commercially successful products and ensure sustainable business profitability.

Yandex sees the potential for AI monetization in the following areas

In advertising: increase in efficiency and new platforms

Yandex is testing different monetization models for AI chat with Alice AI in the app, web version, and Search: subscription, advertising, and transactional models.

38% accuracy of ad selection and ranking based on user interests

2.6 times increase in the number of advertisers

In B2B sphere

AI- and ML-based services are available both in the cloud and through an on-premises model: the Yandex AI Studio platform, which includes Yandex Cloud AI services, such as YandexART, SpeechKit, SpeechSense, Search API, and others.

- The revenue of the Yandex AI Studio platform doubled in 2025 and reached RUB 2 billion. The growth rate of Yandex's corporate AI services is far ahead of the market: for comparison, Yandex B2B Tech and Apple Hills Digital estimate that the Russian AI market grew by 33% over the same period.
- There was a seven-fold increase in token consumption through APIs, to 234 billion tokens for 2025, of which more than 150 billion were consumed in Q4.
- Yandex AI Studio is used by 128 companies from the RBC Top 500 ranking.

In 2025, Yandex B2B Tech launched AI assistants to work with the Yandex Cloud platform. They help set up cloud infrastructure, handle information security alerts, administer databases, analyze reports, and perform other tasks. AI assistants take up to 30% of routine tasks off clients' hands, relieving them of their workload and accelerating the process.

Yandex B2B Tech also launched NeuroAnalytics, an AI-based assistant for analytics and data visualization. It is available in the Yandex DataLens service. SourceCraft Code Assistant helps users to complete the entire software development process on the SourceCraft platform.

Through optimization of business processes

Using AI internally helps optimize operations, improve team collaboration, and create profitable B2B and B2C solutions.

- Yandex Taxi was the first service in Russia to use an AI agent in the support service. Neural networks handle about 60% of all text support requests and reduce the burden on operators. The response times increased by 1.5 times. Automation of customer support is expected to save the service approximately RUB 600 million in 2026.
- Optimization of support in Yandex Market and transactional services.
- 10–15% time savings for Yandex Market operators due to the use of Yandex NeuroSupport.
- Optimizing various tasks in development: AI agents are used at all stages, from information retrieval to review and testing. The share of generated code reaches up to 20%, which speeds up the product development process. In addition, the results include a halving of the time required for testers to prepare plans, and a reduction in the time taken to find answers to complex queries from 20 to two minutes.
- Improving the efficiency of large language model training processes with no loss in quality and scope of development. Thanks to in-depth infrastructure optimization, annual savings reach RUB 4.8 billion (an average of RUB 400 million per month).

Main areas of AI development in Yandex

Yandex is developing an ecosystem of services for users, partners and internal business processes.

B2C

Alice AI in the chat box

Alice AI in the chat is a powerful all-purpose neural network that 19 million users use every week to solve problems and engage in conversations.

Alice in Search

Alice AI gives detailed answers under the search bar.

Smart speakers

Alice AI assistant can turn on music, tell you the weather, call a taxi, order groceries and manage a smart home.

AI assistant in Lavka

Yandex Lavka added an AI assistant for buyers. It will promptly provide the user with information about the goods and assist them in making an informed decision.

Alice AI in Yandex Go

Beta testing of Alice AI has begun in Yandex Go: the first users can manage city services in one chat, from calling a taxi to ordering food and delivery. The neural network automatically connects AI agents from different services and helps solve tasks more quickly, without the need to switch between sections of the application.

Food AI

Yandex Eats service now has Food AI, an AI-based assistant. It will help you choose a restaurant to visit or where to place an order for delivery. The online assistant provides personalized recommendations based on a database of restaurants maintained by Yandex Eats. This database is constantly updated to ensure accurate and up-to-date information.

AI agent in Taxi

Yandex Taxi was the first in Russia to introduce an AI agent based on large language models into its customer support service. This agent not only conducts conversations with customers, but also takes actions independently.

AI agent in Market

The AI agent assists with product selection, ranging from clothing to household appliances. You can send images, ask questions, and chat with it. The agent will analyze the request, clarify the details and offer a selection of the most suitable items that you can immediately buy right in the chat box.

Recommendation technologies

Neural network technologies are used in Music, Kinopoisk, Market and Lavka, as well as other Yandex services, to provide personalized recommendations. This helps to ensure a more accurate match between user requests and the content they are interested in, leading to increased satisfaction and conversion into targeted actions.

B2B

Platform-based AI solutions — Vertical AI-SaaS — Horizontal AI-SaaS

Yandex AI Studio — a platform for developing AI agents and applications

An AI agent and application development platform that helps businesses create a unique AI agent without any programming skills. Yandex AI Studio has a wide range of models, including those from the Qwen and DeepSeek families, and others.

In addition, Yandex Cloud provides standalone AI-based services.

AI services related to voice technologies

- **Yandex SpeechKit — speech recognition and synthesis technologies**

Speech-to-Text and Text-to-Speech technologies is available in more than 15 languages. SpeechKit enables real-time speech recognition as well as processing from audio files, and supports the development of voice assistants and content vocalization.

- **Yandex SpeechSense — speech analytics service**

A service for deep analysis of voice and text communication channels to extract valuable insights from client dialogs. SpeechSense automates the operator performance appraisal process, identifies problem areas, and helps to monitor script compliance using AI assistants.

Yandex Search API — Yandex search technologies for business

Access to Yandex search technologies for integration into internal applications and services. Yandex Search API allows you to search a site or the entire internet and get structured findings. This makes it possible to build custom search engines, equip AI agents with relevant data, and track mentions.

Yandex Vision OCR — text recognition on images and in documents

A service based on computer vision technologies for optical text recognition. It allows you to automate digitization, data entry and recognition of various documents.

Yandex Datasphere — a full-cycle ML development platform

An environment that integrates all stages of machine learning development: from data analysis and model creation to model training and deployment. DataSphere provides a user-friendly interface, scalable computing resources, and collaboration tools. The service accelerates the development of ML models and optimizes computational costs.

NeuroSupport

NeuroSupport is an AI-powered agent that helps optimize contact center operations by quickly analyzing client queries and generating real-time responses and prompts for operators.

To support a wide range of services, Yandex develops its own technological solutions. The company develops and implements cutting-edge machine learning models, tests new data processing algorithms, and consistently incorporates neural network technologies into their products.

NeuroLawyer

AI assistant for lawyers. It helps lawyers solve routine tasks and save time.

Alice Pro

A specialized AI assistant that extracts facts from heterogeneous documents (texts, tables, presentations, audio and video recordings, and more) and helps with routine tasks.

The assistant is integrated into Yandex 360 services and is also available at alicepro.yandex.ru.

Advertising system (Yandex Direct, YAN)

The use of neurotechnology in Yandex's advertising system significantly enhances campaign performance by optimising key processes: targeting, bid management and ad personalisation.

AI capabilities in Yandex 360 services

Telemost conference service and corporate Messenger added a new feature: a meeting summary. After each meeting, all participants receive an E-mail with a brief account of the key points discussed. In Tables, AI can be used to structure data, translate text in cells, compress it into short bullet points, etc.

Development of AI-related competencies

Yandex, as a prominent technology company in the country, is actively advancing its AI education initiatives, sharing its engineering and product knowledge with the market. The programs are based on real-world industrial practices and help students master modern tools of artificial intelligence and AI robotics. They also help students obtain in-demand skills and build a professional career path in the rapidly evolving technological field.

Technological infrastructure

Yandex employees have considerable expertise in the design and development of back-end solutions, which allows them to form a highly efficient infrastructure that meets global standards. To ensure high performance of AI systems, the company develops back-end solutions based on its own unique architecture.

Yandex infrastructure is high load and impressive scale, for its stable operation we almost never use external tools, but develop our own solutions.

Joint educational programs with leading universities

Joint programs with partner universities developed from scratch:

~100 educational programs

>15 K students coverage of educational programs

40 partner universities

A combination of fundamental training in popular IT areas and practical experience on real-world industry cases

Launch of a new educational program on physical AI — Yandex Physical AI Garage

Yandex has launched a new educational program on AI robotics, or physical AI — Yandex Physical AI Garage. The program was developed in partnership with leading Russian universities: ITMO, NRU HSE, MIPT, MEPhI, MAI. The training will be based on real-world industry cases with the participation of experts from Yandex Education, Autonomous Vehicles and Yandex Robotics teams. Courses will be split between university campuses and practical modules hosted at Yandex offices.

Yandex School of Data Analysis (SDA)

Fundamental two-year data science education programs for aspiring experts who want to deepen their knowledge of AI, machine learning, and the development of complex systems. SDA graduates are hired by major companies all over the world. According to Yandex, every fourth graduate is engaged in science, and every sixth one launches their own business or startup.

2 K graduates over 18 years

>60 courses in various areas of Computer Science

Training of AI professions in Yandex Practicum

Yandex Practicum is an online learning platform that provides access to a variety of digital skills and professional development opportunities, whether they are just starting out in their career or looking to expand their skillset. 30% of our Practicum courses already include lessons on AI, and we plan to add similar lessons to older courses. In 2025, Practicum students were given access to new AI courses. These courses will offer training in AI from scratch, as well as opportunities to deepen skills at an advanced level.

Expansion of Russia's first higher education program in the field of AI

Starting in September 2025, the enrollment in AI360, an undergraduate program in artificial intelligence, will increase by 1.5 times. St. Petersburg State University joined ITMO, NRU HSE, MIPT and other universities participating in the program. The program brings together the best practices of technology companies and the strongest universities to help create new talent for the IT market.

Corporate seminars on discussion of scientific articles

Participation of employees in international conferences on AI

Internships for promising students

Programs for startups

Yandex Cloud launched a grant program, Yandex Cloud Boost AI, offering technology companies up to RUB 1 million to spend on generative AI models for building chatbots and smart assistants, as well as for generating text content in business applications and web services.

Center for Technologies for Society

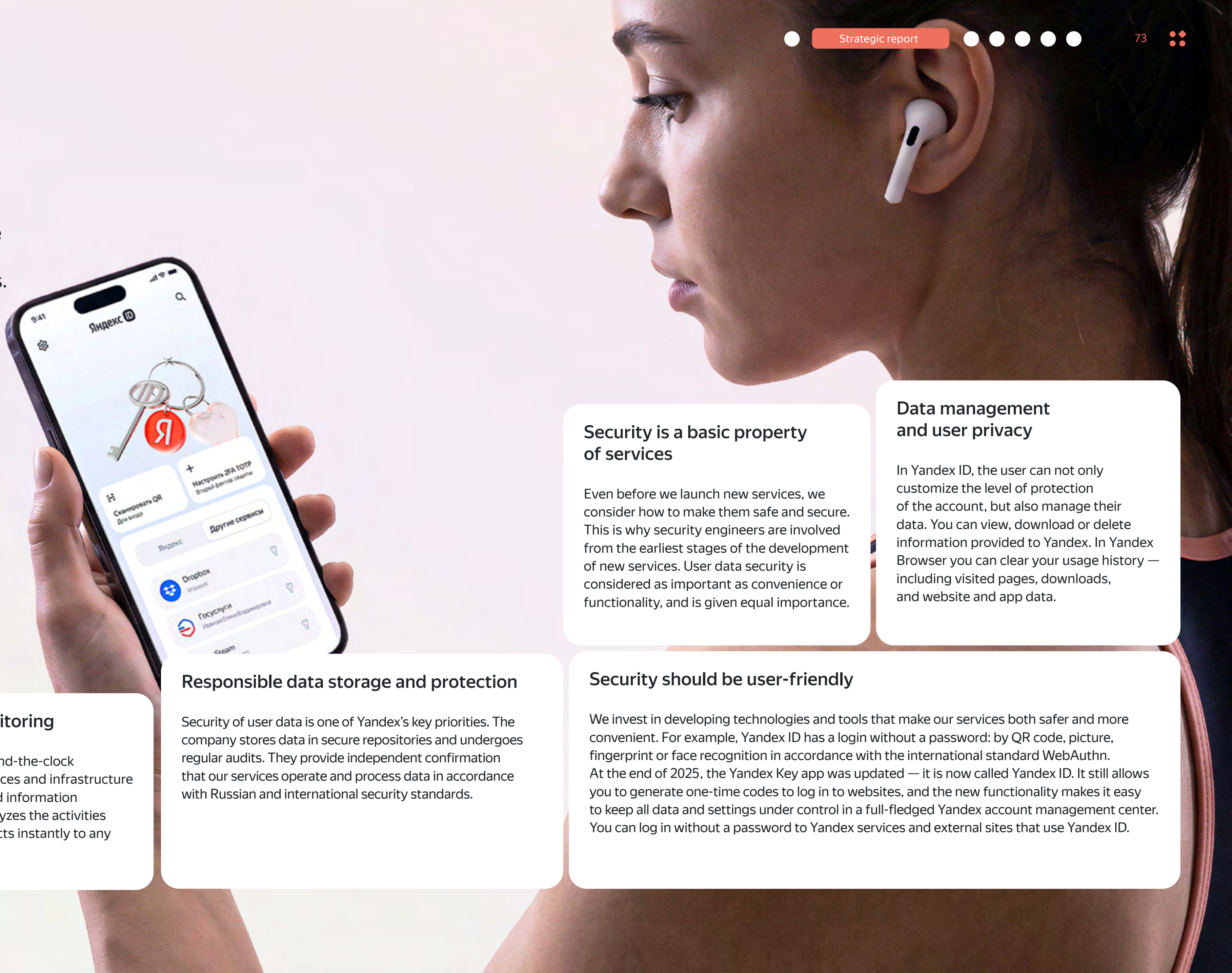
The Center for Technologies for Society helps implement socially significant projects in education, science, healthcare, ecology and culture. For example, neural networks are helping to plan waste collection along coastlines. Together with scientists from Far Eastern Federal University, SDA students created and trained a neural network to determine the volume, weight and types of garbage.

AI from Yandex helps in investigations into the causes of fires. The Yandex Center of Technologies for Society and the Academy of State Fire Supervision of the EMERCOM of Russia launched the country’s first project that uses artificial intelligence to help EMERCOM inspectors investigate the causes of fires, from apartment fires to fires in industrial facilities, more quickly and accurately.

Yandex B2B Tech, SDA students and specialists from St. Petersburg State Pediatric Medical University created a neural network that helps doctors assess the brain development of babies as early as in the first months of life. The solution can be used as a supplementary tool in the diagnosis of suspected cerebral palsy to help select the most appropriate rehabilitation strategies for the patient.

Information security and data protection

Millions of people trust their data to Yandex when using our services in everyday life. We are fully aware of our responsibilities and are committed to ensuring the highest possible security and privacy of our users.



Our approach to safety

Safety is a fundamental principle integrated into every stage of our products' lifecycle. We build protection into the architectural design of our services and applications, and provide it at every stage — from code to infrastructure and data. This holistic approach guarantees maximum reliability and protection.

Security is a basic property of services

Even before we launch new services, we consider how to make them safe and secure. This is why security engineers are involved from the earliest stages of the development of new services. User data security is considered as important as convenience or functionality, and is given equal importance.

Data management and user privacy

In Yandex ID, the user can not only customize the level of protection of the account, but also manage their data. You can view, download or delete information provided to Yandex. In Yandex Browser you can clear your usage history — including visited pages, downloads, and website and app data.

Accounts authorized daily via Yandex ID in 2025

>136 MM +15%

24/7 threat monitoring

Yandex provides around-the-clock protection for its services and infrastructure through an automated information security center. It analyzes the activities in the system and reacts instantly to any anomalies.

Responsible data storage and protection

Security of user data is one of Yandex's key priorities. The company stores data in secure repositories and undergoes regular audits. They provide independent confirmation that our services operate and process data in accordance with Russian and international security standards.

Security should be user-friendly

We invest in developing technologies and tools that make our services both safer and more convenient. For example, Yandex ID has a login without a password: by QR code, picture, fingerprint or face recognition in accordance with the international standard WebAuthn.
At the end of 2025, the Yandex Key app was updated — it is now called Yandex ID. It still allows you to generate one-time codes to log in to websites, and the new functionality makes it easy to keep all data and settings under control in a full-fledged Yandex account management center. You can log in without a password to Yandex services and external sites that use Yandex ID.

Development of security in Yandex services in 2025

User protection

Account protection in Yandex ID

In Yandex ID you can customize account security, as well as set additional levels of protection: add a spare E-mail or opt for password and SMS login. Yandex ID takes care of account protection and in suspicious cases asks you to pass verification or change your password.

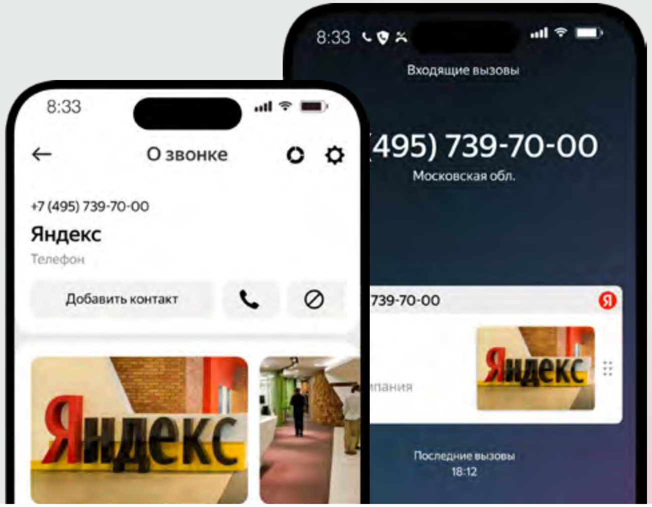
Verification of websites by neural networks in Browser

Built-in neural networks in Yandex Browser detect signs of phishing pages in real time. NeuroProtect's technology combines AI technologies that authenticate websites, protect online payments, and block malicious file downloads and unwanted calls.

Yandex Browser was ranked first in a study[1] on the effectiveness of its built-in protection mechanisms. It detected eight times more phishing websites than other browsers. Out of a test sample of 100 potentially dangerous websites, the desktop version detected 85 and the mobile version detected more than 75 sites.

Yandex Caller ID

In 2025, Yandex's call recognition system is 40% more accurate at identifying the category of a calling number thanks to the use of neural networks. Neural networks now analyze more than 300 number usage metrics. As a result, the average time for the numbers in the identification database to be scored has been reduced by seven times, from ten to one and a half minutes.



Business protection

Security of customer data and IT systems is a fundamental priority of Yandex B2B Tech. The company invests in the development of its own data protection services and guidelines, and regularly undergoes regular audits, and continuously raises its compliance with key industry standards. In 2025, Yandex B2B Tech acquired a 50% stake in SolidSoft, one of the largest Russian developers of WAF (Web Application Firewall) class solutions and firewalls to protect web applications. The companies have established a joint venture with the key goal of developing innovative cybersecurity solutions.

The security solutions segment covers products for network, web application and infrastructure protection, antivirus, data and user security, and cloud application security platforms. According to a joint study by Apple Hills Digital and Yandex B2B Tech, cybersecurity is the largest and one of the fastest growing segments within the Infrastructure Software market. At the end of 2025, the total market for security solutions in Russia amounted to RUB 384 billion, and by 2030 it may grow to RUB 737 billion. The study highlights several key growth drivers, including increased cyberattacks, companies' desire to minimize risk and financial loss, cloud migration, software adoption, and regulatory impact.

Ambitions to expand the portfolio of business protection solutions

Yandex B2B Tech will be entering new markets for SIEM, SOAR, VM and other solution classes. The company will also strengthen its product portfolio for hybrid and on-premises infrastructure.

9.1 MM
users warned by Browser about going to a dangerous page

12.4 MM
downloads of dangerous files blocked

[1] Research of phishing protection quality in modern browsers conducted by Softline Group of Companies in 2025.

Portfolio of Yandex Cloud product solutions for business

Yandex Smart Web Security for protection of websites and web applications

ML-model based service to protect against DDoS, web attacks and bot activities. Protection of web applications in a single interface through analysis and multi-level filtering of incoming traffic and requests using machine learning algorithms.

Yandex Security Deck — a platform for cloud security monitoring

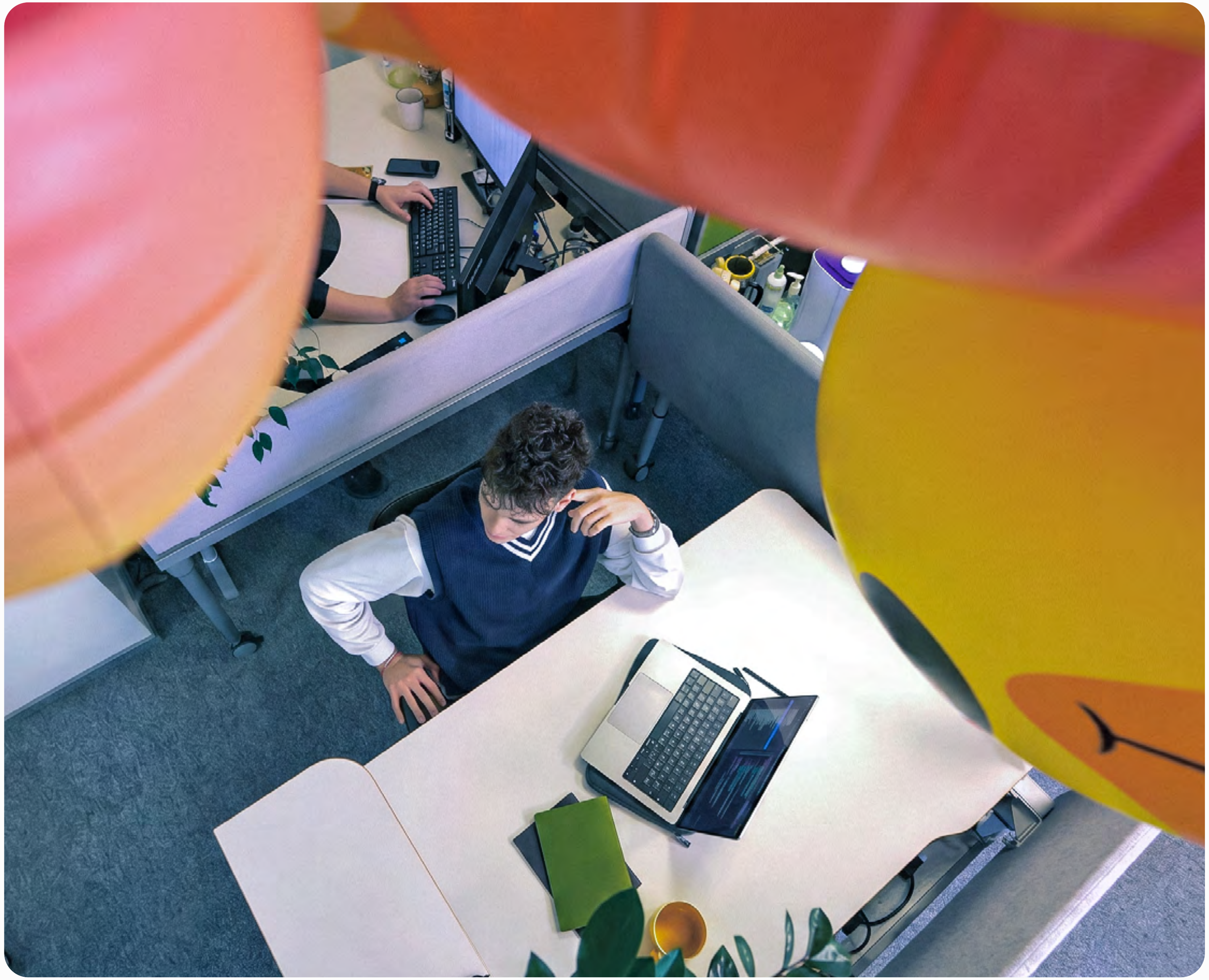
The platform integrates multiple modules to create a single space for automated security control of cloud resources, sensitive data and applications. The service helps prioritize security risks in the cloud, mitigate the risks of data breaches and misconfigurations of cloud infrastructure.

Yandex Cloud Detection and Response (YCDR) — automated incident response

YCDR provides event collection and correlation, misconfiguration and threat detection, and automated and expert incident response. It reduces the burden on SOC teams and lowers detection and response times.

Yandex Identity Hub — access and authentication management

A solution for centralized management of user accounts and access to corporate resources. The service provides single sign-on (SSO) and multi-factor authentication (MFA), protecting against phishing and account compromise.



Compliance with standards

Yandex regularly undergoes audits and certifications to confirm that our services comply with international and Russian security standards. Security management in Yandex complies with international standards ISO 27001 and 27701, which proves the high level of protection of services and user data.

Special protection mechanisms and standards are used for particularly sensitive information: data in Yandex Pay is processed in accordance with the requirements of the international security standard PCI DSS 4.0.

Yandex Cloud services comply with the requirements of international and national standards ISO, GDPR, PCI and GOST R 57580. The platform meets all the requirements of Federal Law No. 152-FZ dated July 27, 2006 “On Personal Data” and provides the first level of personal data protection (UZ-1).

In the reporting year, Yandex was the first in Russia to receive ISO/IEC 42001 certification, which confirms a responsible approach to artificial intelligence. The independent audit found that YandexGPT’s development and delivery processes meet all the requirements of the standard, including ethics and security.

Bug Hunt program

Bug Hunt is an ongoing vulnerability hunting program that covers Yandex’s infrastructure and all services. Independent information security specialists can find bugs in our services and be rewarded for reporting them. This approach provides an independent security assessment and strengthens the protection of services and user data. The program is the first of its kind in Russia and has been in place since 2012.

In 2025, Yandex underwent

>50 independent security audits

As part of the program, Yandex constantly holds additional contests to find vulnerabilities in certain services or to detect specific types of bugs. In the reporting year, the maximum award for reporting errors in Yandex Mail, Yandex ID or Yandex Cloud increased to RUB 3 million.

In 2025, there were six contest tracks: Yandex infrastructure and services, smart devices with Alice, Yandex Browser, mobile applications, Yandex Cloud, AI/ML Security (added in the reporting year).

Child Safety Report

In 2025, Yandex presented the first report on child safety in the digital space: from a child’s account in Yandex ID to filtering dangerous content using neural networks. A special section on child safety in Yandex’s services was added to the company’s website. Every day kids spend time online — learning, playing, having fun, socializing. It is important to us that they feel safe, so we help create a safe online environment and keep them away from unwanted content and threats.

- **>5 K** users completed the Internet Safety course for children
- In **99.9%** of cases, Yandex Search uses neural networks to prevent the display of inappropriate content for children.
- Since 2025, Yandex scooter rentals in Moscow have required **mandatory verification** via the mos.ru website to automatically detect and prevent rental attempts by minors.

Transparency Report

Yandex stands for openness when working with data. Every six months, we publish a special transparency report detailing how we handle requests from government agencies, users, and partners.

Training of IS specialists

Yandex B2B Tech regularly adds and updates courses for information security professionals. This helps users of the Yandex Cloud platform to establish efficient and secure operations. During the training, specialists master access management, building secure configuration processes, preventing vulnerabilities of IT systems, setting up protection of virtual machines from DDoS attacks, and more.

Three core courses in the security track were launched in 2025.

- Application Protection
- Cloud Infrastructure Protection
- DevSecOps in cloud-based CI/CD

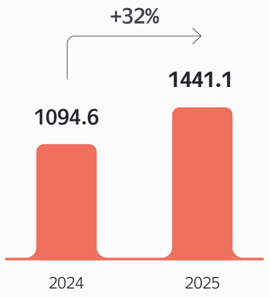
Financial results

The unaudited financial results presented for 2025 and 2024 have been prepared in accordance with IFRS.

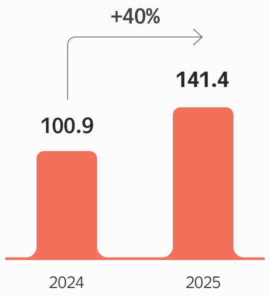
The annual consolidated financial statements of YANDEX IPJSC under IFRS for 2025 are available at Interfax — Information Disclosure Server.

Key financials

Revenue, RUB BN

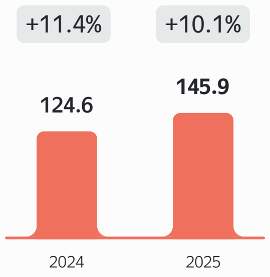


Adjusted Net Income, RUB BN



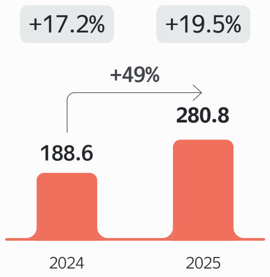
CAPEX, RUB BN

CAPEX, % of revenue



Adj. EBITDA, RUB BN

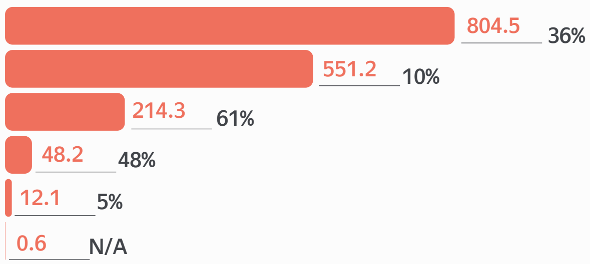
Adjusted EBITDA margin



Revenue distribution by reporting blocks for 2025[1]

City Services[2]	49%
Search and AI Services [3]	34%
Personal Services[4]	13%
B2B Tech[5]	3%
Other Services and Initiatives[6]	1%
Autonomous Tech[7]	<1%

Revenue and growth by reporting blocks[1] for 2025, RUB BN



	Unit	2024	2025	Changes
Revenue	RUB BN	1,094.6	**1,441.1**	**32%**
Operating expenses	RUB BN	(1,043.0)	**(1,267.5)**	**22%**
Operating profit	RUB BN	51.5	**173.6**	**237%**
Adjusted EBITDA	RUB BN	188.6	**280.8**	**49%**
Adjusted EBITDA margin	%	17.2	**19.5**	**2.3 p.p.**
Net income	RUB BN	11.5	**79.6**	**N/A**
Adjusted net income	RUB BN	100.9	**141.4**	**40%**

1 Revenue data exclude intersegment adjustments of RUB (189.7) billion.
2 City Services include Mobility, which consists of the online taxi ordering service, Yandex Drive carsharing service, scooter rental service, Charge'n'Go powerbank rental service, as well as other experimental areas; E-commerce, which includes Yandex Market multi-category shopping platform, Yandex Lavka hyperlocal delivery service for products and goods, as well as Yandex Eats and Delivery services for delivery of goods from stores and orders from restaurants; Delivery and other O2O services, including Yandex Delivery middle- and last-mile delivery service, Yandex Fuel service for fuel payment at gas stations, as well as several smaller experimental O2O services.
3 This block includes the following services: Search, Maps, Browser and a number of other information and transactional services, including devices and the Alice AI neural network, as well as classifieds services: Auto.ru, Yandex Realty, Yandex Rent, Yandex Travel and Yandex Contractors.
4 Personal Services include Plus and entertainment services — Yandex Plus, the largest multi-subscription in Russia, which provides access to Yandex Music, Kinopoisk and Yandex Books. The block also includes Yandex Afisha, the largest ticket seller, and Plus Studio production center; Financial Services: personalized solutions for everyday rewarding payments across Yandex services and partner platforms, payment for purchases in installments and saving of funds such as Yandex Pay, Split, Saver and Yandex ID, a single personal user account; Select Pluses and other services: Select Pluses Yandex loyalty program, advertising technologies of the business group and Domyland — one of the largest proptech platforms in Russia.
5 This block includes Yandex Cloud, a platform for creating IT products, Yandex 360, a virtual office with services for personal tasks and collaboration, and several other areas.
6 The Other Services and Initiatives Block includes general business expenses not directly attributable to segments and services provided by headquarters to businesses, as well as educational projects of Yandex.
7 This block combines the areas of autonomous vehicles such as robotaxi, delivery robots, autonomous trucks, and the development of warehouse automation solutions.

Analysis of financial results

Yandex's mission is to improve the lives of millions of people through technology, and over the past year the company has demonstrated strong growth across its services. Importantly, this momentum is built on a solid economic foundation, underpinned by a focus on return on capital and operational efficiency. Yandex carefully selects the markets in which it operates, assessing their size and competitive structure. It is essential for the company to provide users with a unique offering, on which long-term competitiveness can be built. With this in mind, the company can determine the optimal size of its market presence. Yandex strives for growth that creates value for users and builds long-term company value.

The management of each of Yandex's products is strictly focused on unit economics. The company closely examines the contribution of each transaction, service, and user to the overall financial outcome. It is crucial to maintain consistent control over fixed costs, both at the business group level and at headquarters.

Importantly, Yandex's adjusted EBITDA already includes significant spending on technology development, new product development, autonomous vehicles and AI implementation. The company continues to make significant investments in the future, while also achieving operating profit growth. This is a clear indication that Yandex's economic foundation is sustainable: the company is not only earning now, but also creating a solid base for future growth, which is vital in today's challenging economic climate.

Over the last three years, Yandex's adjusted EBITDA has almost quadrupled, and its margin has increased by 5.6 p.p. This growth not only allows Yandex to confidently navigate through periods of macroeconomic uncertainty, but also creates a solid foundation for funding technological breakthroughs.

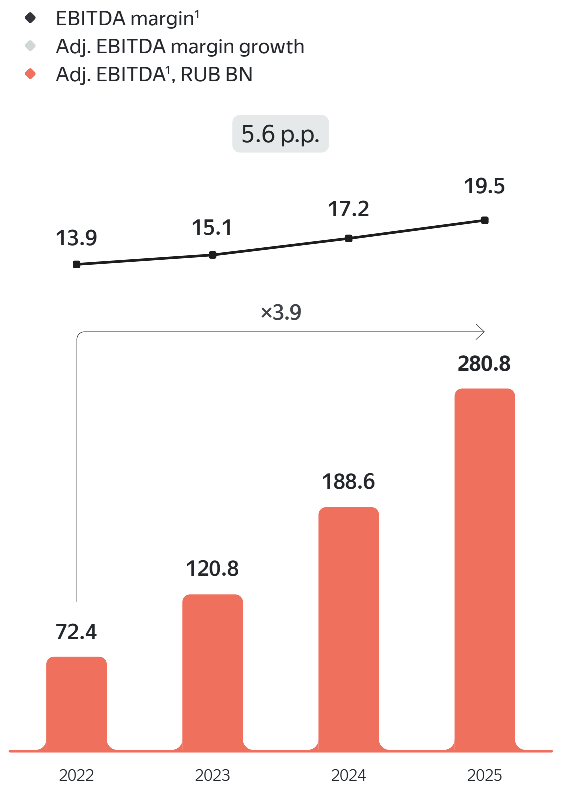
The 2025 performance clearly confirms this: the company continues to grow revenue and EBITDA while making substantial investments in new growth areas. Consistent management of variable and fixed costs has improved EBITDA margins despite significant investments in AI and autonomous vehicles. This was largely due to a substantial reduction in expenses across the entire group, which became particularly apparent in the second half of the year. In the fourth quarter, CAPEX was 13% of revenue, reflecting equipment delivery schedules; year-on-year the figure stands at 10%. Adjusted net profit grew by more than 40% and exceeded RUB 140 billion, despite the high level of interest rates. Against the backdrop of strong financial performance, management submitted a proposal to the Board of Directors to increase dividend payments by 37.5% to RUB 110 per share.

Our plans for 2026

With a balanced portfolio of assets, selective positioning in key markets, development and scaling of the user base, and a focus on product and service quality, the company expects its revenue to grow by approximately 20% in 2026. This forecast reflects the current market conditions, with Yandex's businesses being well-positioned in case the macroeconomic environment improves.

The work to continuously optimize variable and fixed costs is ongoing, which enhances operating leverage. As a result, the company expects adjusted EBITDA for 2026 at RUB 350 billion, despite significant investments in AI and autonomous technologies.

Strong operating leverage



[1] Adjusted EBITDA and adjusted EBITDA margin (ratio to revenue) are not generally accepted measures under IFRS.

Review of financial results of key business segments

Search and AI Services

Analysis of the 2025 results

Despite a challenging macroeconomic environment, the Group has maintained the resilience of its underlying business economics

The advertising business continues to generate substantial cash flow and margins remain strong thanks to effective control of fixed costs and operational efficiency gains, despite significant investment in AI development and AI-enabled products.

The trend for optimization of advertising budgets is still on the rise

At the same time, the advertising market today is driven by the use and development of AI technologies, including neural networks. For example, about 80% of Yandex Direct advertisers' budgets are already managed using neural network technologies. According to the results of 2025, the use of AI helped improve ad selection accuracy and relevance, which led to a 38% year-on-year increase in the effectiveness of our advertising tools.

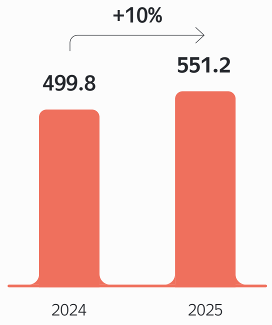
At the same time, there was a structural transformation of user scenarios during the year

The volume of transactional queries within subject-specific search continued to grow. The percentage of users who solve their monthly tasks using subject-specific search has increased by 10% year-on-year. Ecosystem partnerships with major advertisers have also become a growth driver: we customize a product package for each client and work to improve conversion rates at all stages.

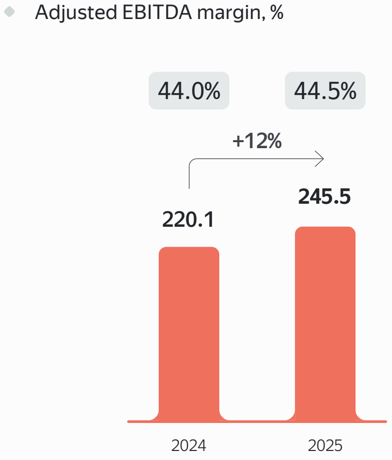
YoY rise in the efficiency of advertising tools

38%

Revenue, RUB BN



Adj. EBITDA, RUB BN



Segment revenue in 2025 increased by 10% year-on-year to RUB 551.2 billion.

The reduction in advertising spending in industries that are sensitive to high interest rates, such as the automotive, real estate, banks and consumer electronics sectors, was partially offset by an inflow of advertisers into new formats. These include smart TV advertising, digital out-of-home (DOOH) advertising, the YAN for bloggers, and retail media. Revenue for these formats in 2025 grew by 4.4 times year-on-year, and the number of advertisers increased by 2.6 times.

Revenue from devices sale grew by 21% year-on-year, driven in part by the launch of new devices like Station 3 and the Street portable speaker.

Adjusted EBITDA in 2025 amounted to RUB 245.5 billion. Adjusted EBITDA margin stood at 44.5%. Yandex continues to invest in the development of Search Services and AI, with total capital and operational expenditures on Alice AI for 2025 totaling RUB 55 billion.

City Services

Analysis of the 2025 results

In 2025, the City Services business group mainly focused on the expansion of user interaction formats in urban environments and meaningful improvement in business economics.

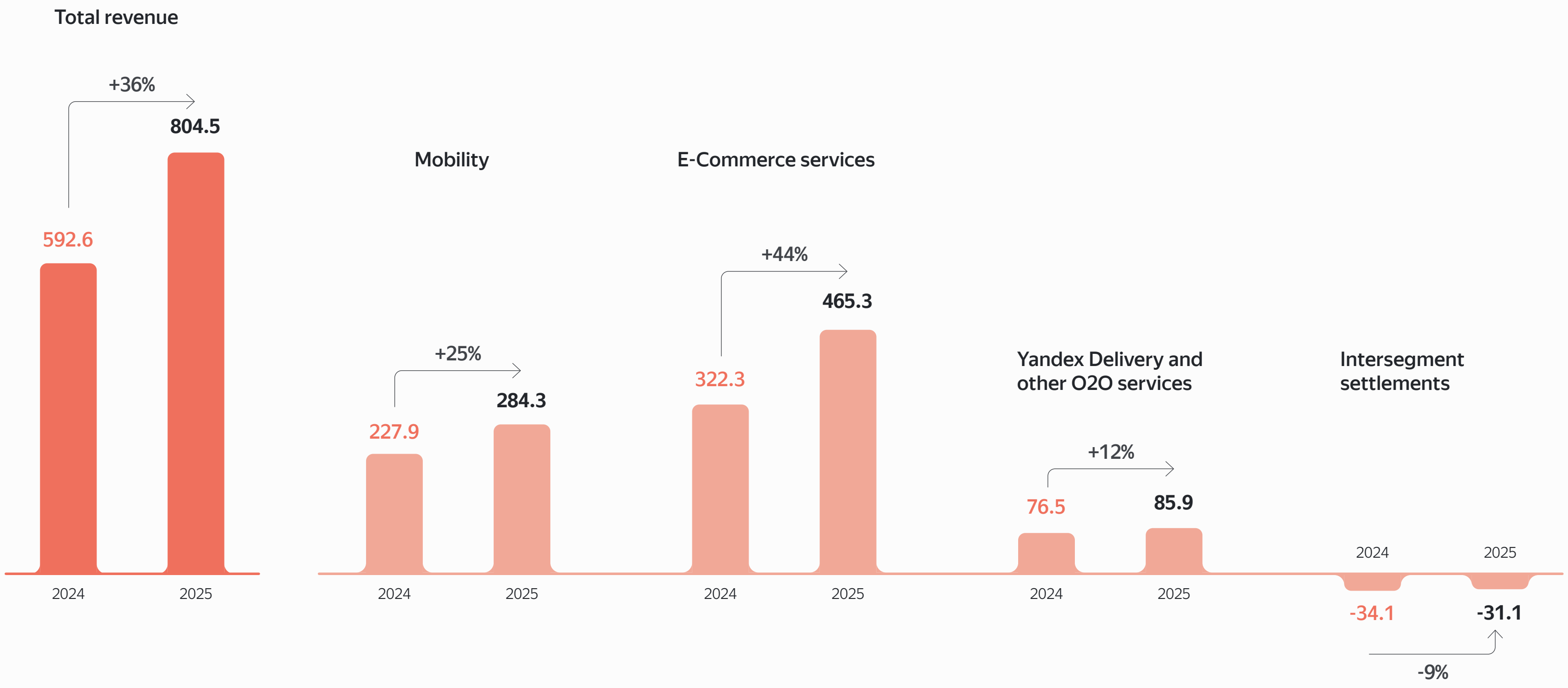
The company has been consistently increasing the share of capital-efficient business models in the Group's structure. The share of partner formats is growing. Advertising revenue from City Services reached RUB 21 billion in the fourth quarter, showing a 31% year-on-year growth.

Mobility continues to effectively manage fixed costs and cash flow. Internally, the company is focused on expanding its user scenarios through urban transport, insurance, financial services, and additional services. It also aims to consistently reduce production costs and increase service availability, including the development of ride-sharing and alternative modes of mobility.

In the Eats, Lavka and Market segments, growth rates became more balanced compared to previous periods. The company has consistently improved the economic metrics of these businesses through higher operational efficiency, cost optimization and a more selective approach to investment. This shift preserves scaling potential while making the return on investment more predictable.

A particular emphasis is placed on the implementation of AI in transportation and delivery to minimize variable expenses, enhance operational predictability, and boost competitiveness.

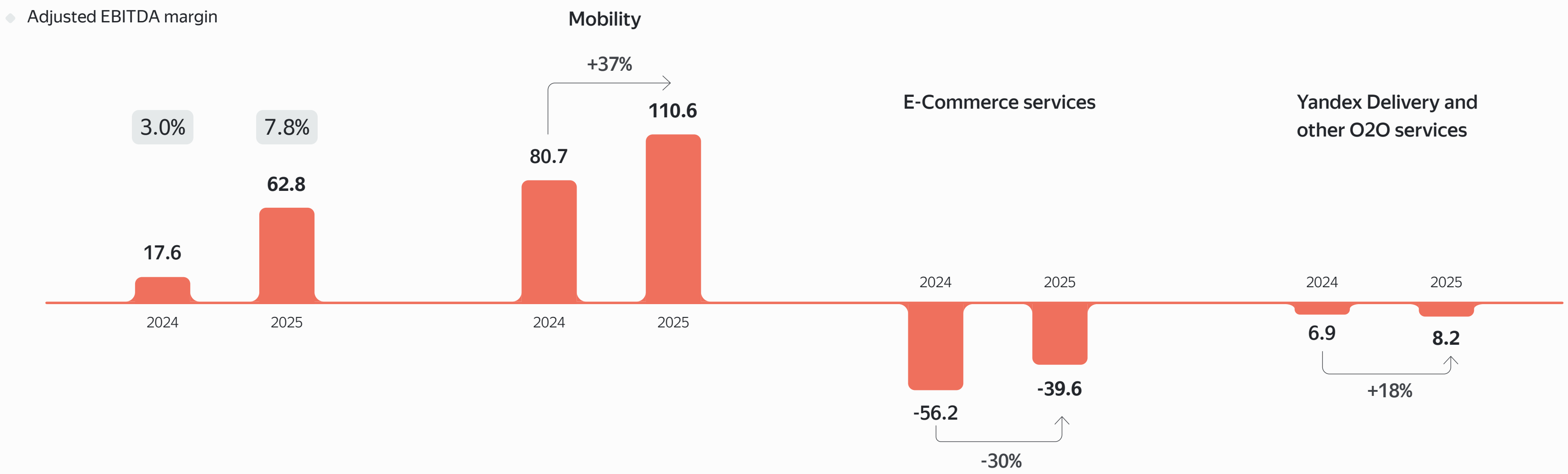
Revenue, RUB BN



Total revenue in 2025 grew by 36% to RUB 804.5 billion. Mobility's revenue increased by 25% year-on-year, with the growth driver remaining the core business — Taxi. The largest contributors to the total revenue were E-Commerce services, with a growth of 44% year-on-year. This was due to both Yandex Market and higher revenue from Foodtech, which grew faster than the market average.

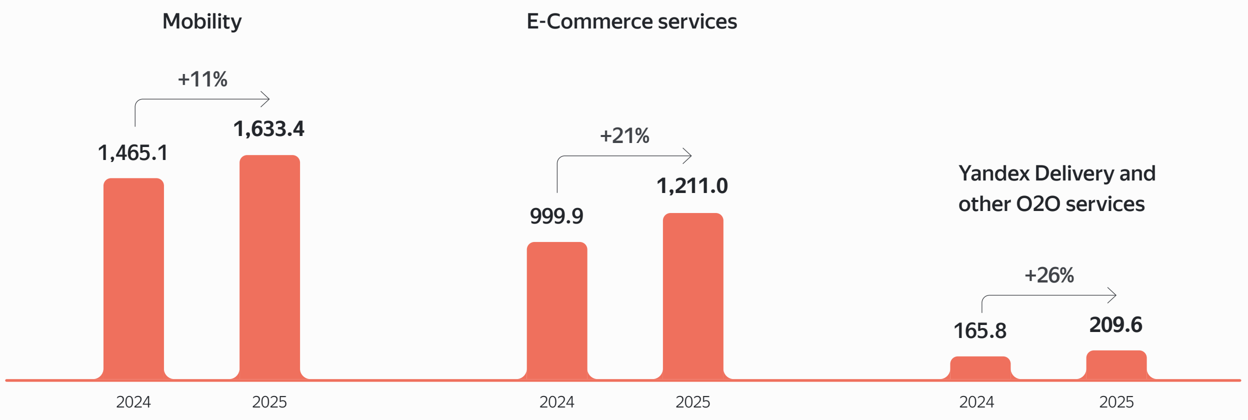
Total adjusted EBITDA in 2025 was RUB 62.8 billion, compared to RUB 17.6 billion a year earlier, on the back of continued business growth and ongoing optimization of operating expenses. An important factor is the decrease in losses in E-Commerce services, primarily due to the improving economy of Yandex Market and significant growth in adjusted EBITDA in Yandex Eats.

Adjusted EBITDA, RUB BN



According to the 2025 results, Foodtech businesses grew faster than the e-grocery market. At Yandex Eats, the retail division showed a 44% growth in the gross transaction volume (GTV) for the full year 2025. In addition to food retail, the business continues to expand its assortment and develop high-frequency non-food categories such as pharmacies, flowers and others. The share of orders in these categories in total retail volume is increasing. The GTV of Yandex Lavka showed a growth of 45% in 2025.

Gross transaction volume (GTV) of services, RUB BN



Personal Services

Analysis of the 2025 results

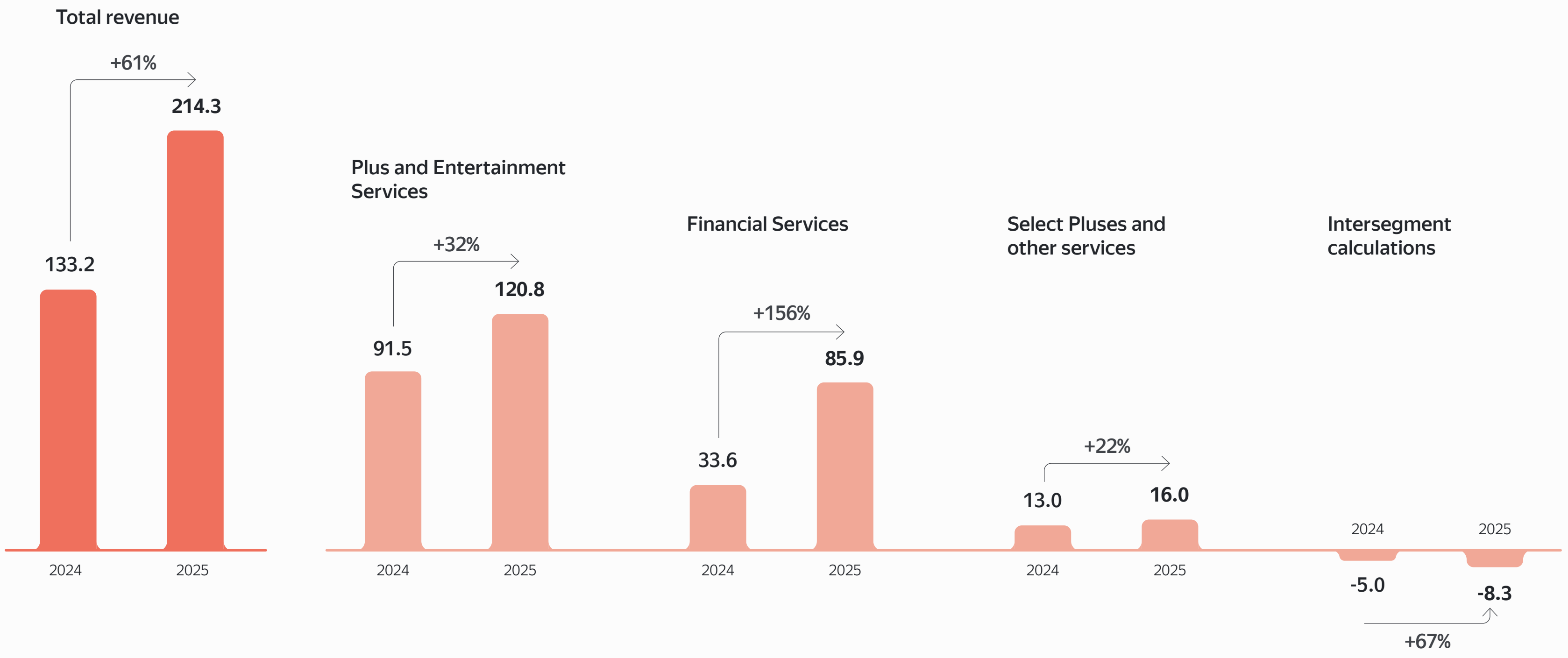
The Personal Services block remains a key source of value growth for Yandex, underpinned by the scale of its subscription audience, a unified technology and financial platform and a consistent focus on return on invested capital.

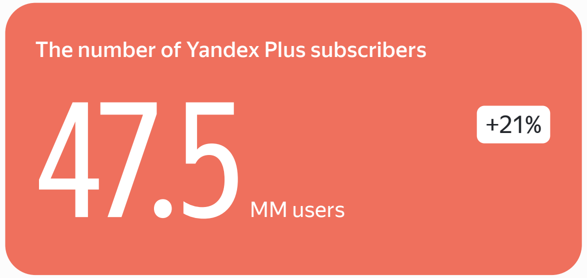
The number of Yandex Plus subscribers increased by 21% over the year, to 47.5 million users. Subscription provides low user acquisition cost and high frequency of service usage. Based on this, financial and transactional products are actively scaled up in order to increase the average revenue per user and improve the Group's overall economic performance.

Financial Services remain Yandex's fastest growing area. For the full year 2025, the GTV of Financial Services exceeded RUB 1 trillion for the first time, showing an 80% year-on-year growth. At the same time, financial services became the largest source of user acquisition for Yandex Plus and also approached the operating break-even point, which confirms the sustainability of the scaling model. The growth of external turnover and the launch of unified payment and acquiring solutions allow the Group to generate revenue not only within the Yandex ecosystem but also outside of it, while maintaining control over the economics of the business.

The primary objective of this segment is to expand the range of financial and transactional products, promote the loyalty program and advertising solutions, and establish a platform for partners to grow and expand their presence in new areas.

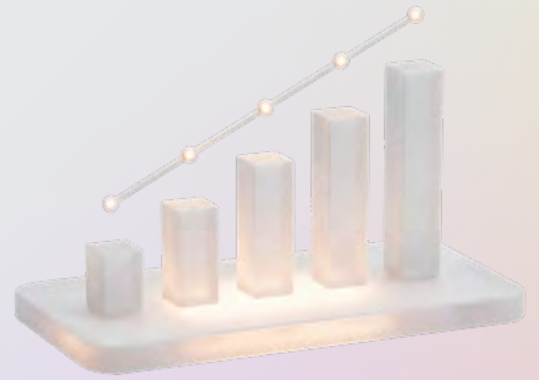
Revenue, RUB BN



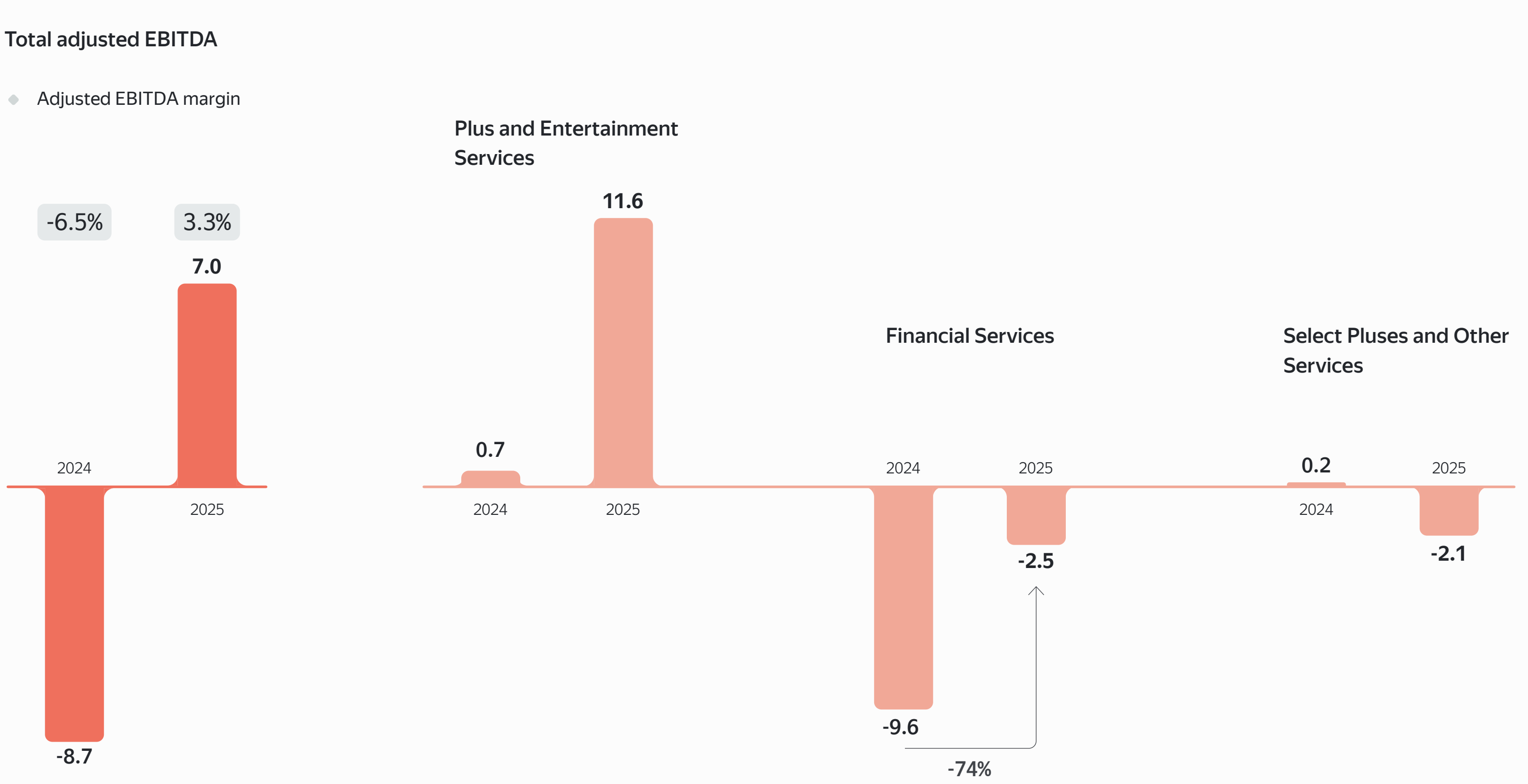


Total revenue in 2025 grew by 61% year-on-year to RUB 214.3 billion

Financial Services, which remain Yandex's fastest-growing business, made the biggest contribution to the growth of the indicator: their revenue grew by more than 2.5 times year-on-year to RUB 85.9 billion. This performance was driven by continued customer base expansion, product line development, and growing external turnover from financial services. Plus and Entertainment Services revenue grew by 32% in 2025, driven by continued growth in the paying subscriber base and an increase in the average revenue per user (ARPU). In addition, the non-subscription revenue of the segment is also growing, including due to the growth of direct sales of tickets to events through Yandex Afisha.



Adjusted EBITDA, RUB BN



Total revenue in 2025 grew by

61% year-on-year

Total adjusted EBITDA rose due to an increase in the share of subscription revenue, as well as continued efforts to optimize marketing expenses, including higher efficiency of new user acquisition channels.

In Financial Services, the growth in business volume and operational efficiency, coupled with the scaling potential, allowed us to significantly improve the economics of the business area. Adjusted EBITDA losses in 2025 amounted to RUB 2.5 billion against a loss of RUB 9.6 billion in the same period last year, with continued investment in the development of the business area.

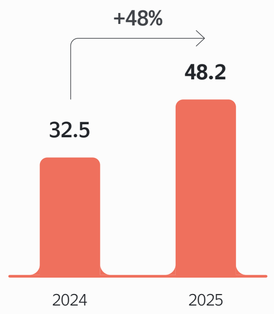
B2B Tech

Analysis of the 2025 results

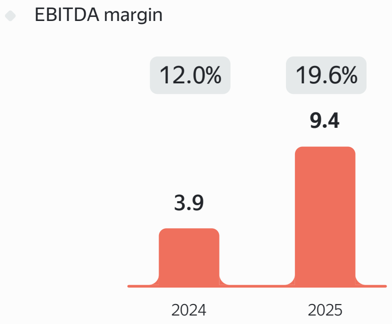
Last year was a time of transition for B2B Tech, with a focus on proven cost-effectiveness. The business grew faster than the market, with the primary outcome being not only a rise in revenue but also an enhancement in operational profitability. The expansion of Yandex Cloud's customer base by 17% to 51 thousand clients was accompanied by an increase in average revenue per client and an increase in the share of high-margin solutions, which together with tight control over operating expenses improved the profit margin.

The Group's economic performance is driven by recurring revenue from infrastructure and business application solutions, where growth in demand is converted into expanding profit margin without proportionately increasing fixed costs. It is important that the bulk of Yandex Cloud clients are external, accounting for 93% of the segment's revenue. More than half of the revenue comes from large companies. The business group capitalizes on the scale of its internal R&D — from cloud infrastructure to AI tools and security solutions — by turning them into commercial products for external clients. This creates an external market with a sustainable economy and a clear monetization strategy. Today, our priorities lie in the areas of artificial intelligence (AI) and information security (IS). Their revenue share almost doubled over the year and accounted for about 9% of Yandex Cloud's total revenue.

Revenue, RUB BN



Adjusted EBITDA, RUB BN



Revenue in 2025 increased by 48% year-on-year to RUB 48.2 billion. The growth was driven by a steady increase in the number of large clients and higher average revenue from corporate clients on the back of the expansion of the product offering and the enhancement of product quality, both in Yandex Cloud and Yandex 360. An additional growth factor in the fourth quarter was the high demand for AI-based solutions, security products and platform-based solutions, as well as the active development of on-premises solutions in Yandex Cloud. The share of revenue from AI and IS services, which are a corporate strategic priority, almost doubled year-on-year and accounted for about 9% of Yandex Cloud's total revenue.

Autonomous Tech

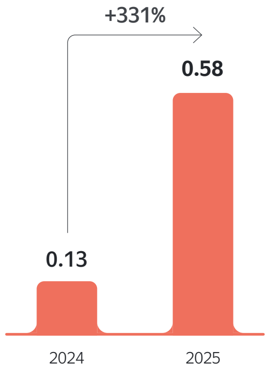
Analysis of the 2025 results

We continue to build a technological base that strengthens Yandex's existing services and forms the foundation for new areas of growth. The key priorities of this area are to increase the reliability and scalability of autonomous platforms, expand commercial deployments and integrate solutions into the ecosystem. Yandex remains one of the world leaders in autonomous driving. We integrate autonomous transportation into our own and partner businesses.

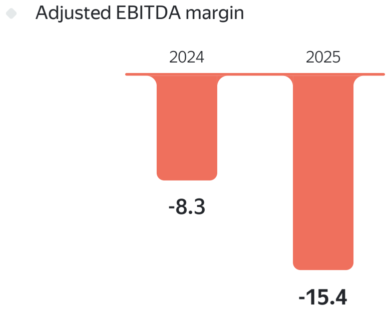
For us, autonomous vehicles business is a strategic investment. We are building infrastructure that will improve long-term logistics efficiency, offset structural labor shortages, and open up new monetization models.

Autonomous Tech is currently in an active investment phase, which had an impact on the adjusted EBITDA. Growing investments are helping to accelerate the development of autonomous driving technology and further commercialization. Total capital and operational expenditures of about RUB 18 billion in 2025 are aimed at expanding the team, increasing computing capacities, and growing the fleet of delivery robots, robotaxis, and autonomous trucks.

Revenue, RUB BN



Adj. EBITDA, RUB BN



Debt

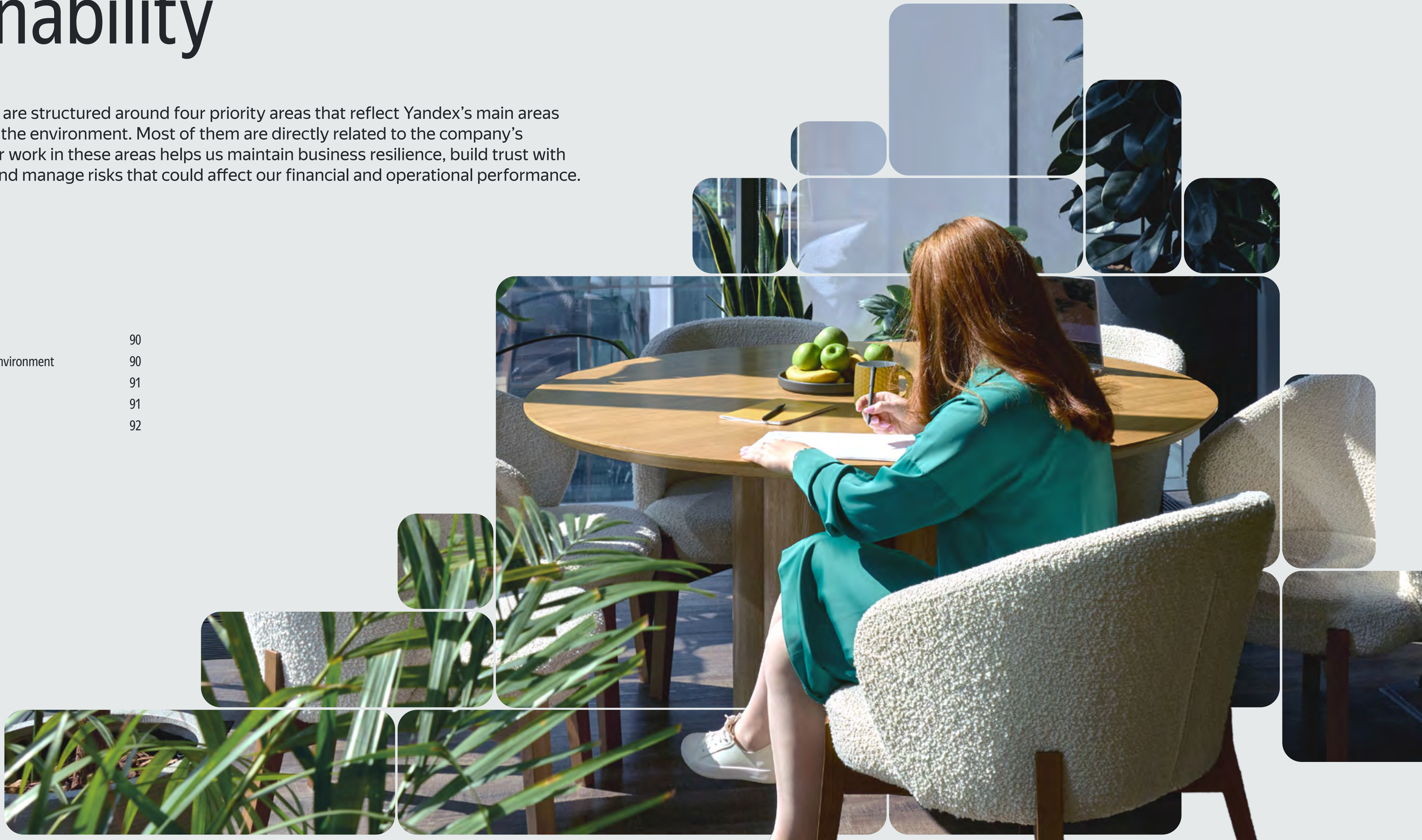
At the end of 2025, the company's total debt rose slightly from RUB 260.1 billion in 2024 to RUB 269.7 billion. At the same time, the net debt[1] of the company went down from RUB 81.9 billion in 2024 to RUB 47.7 billion. Net debt / adjusted EBITDA decreased from 0.4 in 2024 to 0.2 in 2025.

The company maintains a strong liquidity position and holds access to committed credit facilities to address refinancing needs. At the same time, we continue to diversify our funding sources and improve their terms, strengthening our financial stability and making the business more resilient.

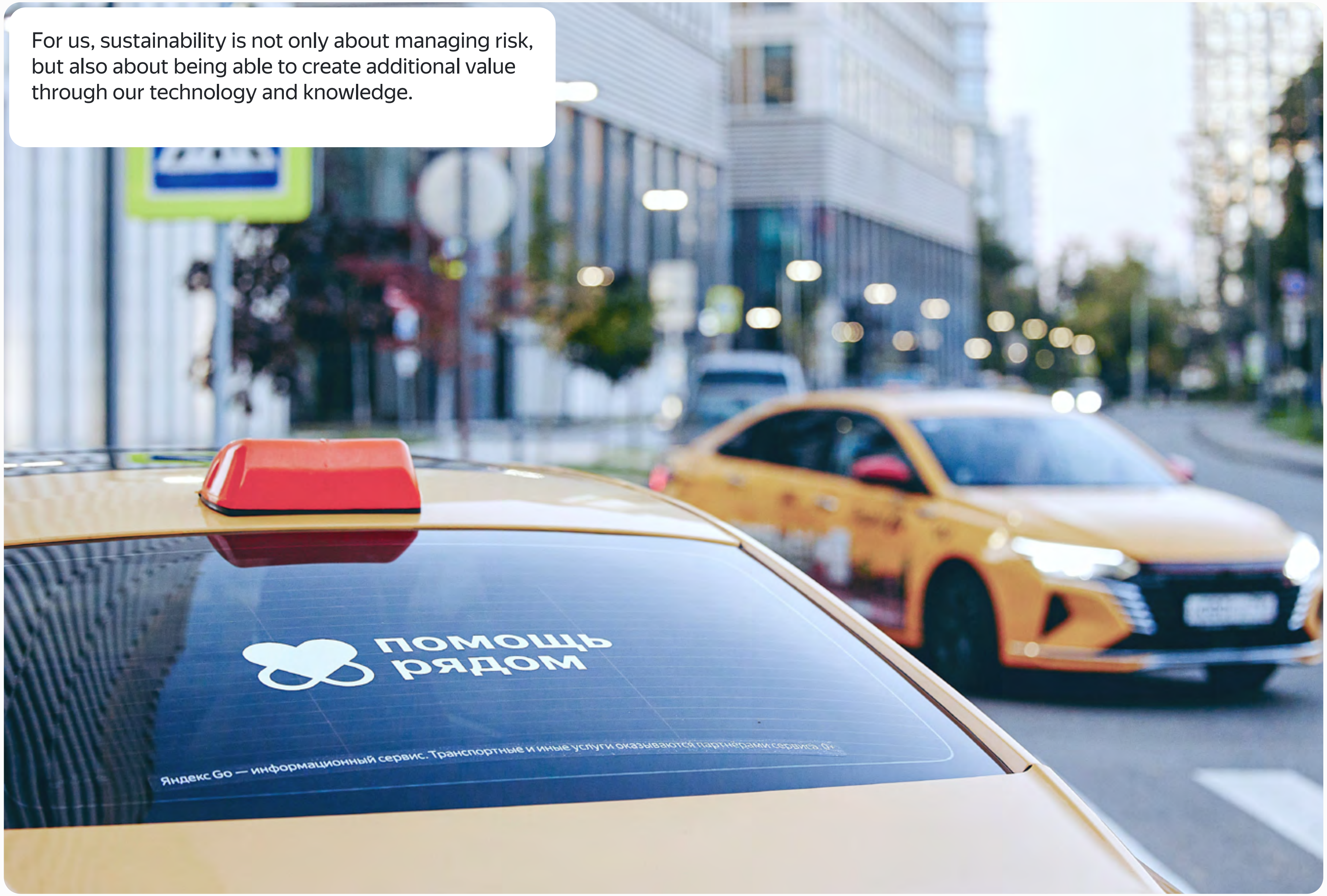
[1] The sum of short-term and long-term debt, car lease liabilities and warehouse lease liabilities with lease terms of over 11 years less cash and cash equivalents and short-term deposits.

Sustainability

Our sustainability efforts are structured around four priority areas that reflect Yandex's main areas of impact on society and the environment. Most of them are directly related to the company's operational activities. Our work in these areas helps us maintain business resilience, build trust with our users and partners, and manage risks that could affect our financial and operational performance.



For us, sustainability is not only about managing risk, but also about being able to create additional value through our technology and knowledge.



Yandex’s top four priorities related to sustainability:

- Quality of life
- Development of people and business environment
- Environmental impact
- Ethics and integrity

We develop solutions that can contribute to solving social and environmental challenges in society. At the same time, such solutions are being adopted by other organizations, which strengthens their resilience and efficiency. For example, “Help Nearby”, a Yandex charitable foundation established five years ago, has been developing tools for systematic charity and supporting hundreds of non-profit organizations (NPOs). In 2025, the foundation developed a guide for NPOs on how to use neural networks with step-by-step instructions on how to get started and a library of prompts (ready-made queries to AI on NPO-related topics). We have also launched a pilot AI course for NPO staff, where they will learn how to apply neural networks to all foundation workflows. If foundations delegate routine tasks to AI, they will be able to spend more time on the most important thing — helping their beneficiaries and solving social problems.

Quality of life

Our priorities

- To maintain the high quality of our services and ensure their usefulness in solving daily tasks of users
- To take care of safety in city services and to promote harmonious development of the urban environment
- To ensure accessibility of Yandex services for everyone, regardless of age and health condition
- To apply the company's technology and technical competencies to develop a systematic charity process

Review of the 2025 results[1]

- RUB 340 million was invested in the safety of the Yandex Go kicksharing[2] service — 2.6 times more than the average annual investment in this business area; over 99.99% of trips in the service had no violations or accidents[3].
- AI-based speech technologies in Yandex Razgovor helped people with hearing and speech disabilities to conduct more than 1.3 million dialogs — 49% more than in 2024. The number of unique users of the application more than tripled over the year, exceeding 230 thousand people.
- Our specialists have trained the Alice neural network in Yandex Browser to understand what is depicted in images on the Internet and create descriptions for them. Thanks to this, blind and visually impaired users can now perceive visual content. Alice tells them what is shown in the picture and, when requested, provides more details.
- We launched a free online course on inclusion and digital accessibility in Yandex Practicum: it helps product teams create digital solutions that cater to people with various disabilities, such as vision, hearing, and musculoskeletal issues.
- We released a guide on neural networks for NPOs and launched a pilot AI course for NPO staff.
- The company launched the art project called "Through Different Eyes" to support people with special needs in seven Russian cities

Development of people and business environment

Our priorities

- To attract talent and maintain a culture of openness and trust, provide employees with comfortable working conditions and opportunities for professional development and innovation
- To develop social initiatives to support contractors cooperating with Yandex city services (platform-based employment)
- To make quality IT education accessible and affordable and train qualified professionals for the industry

Review of the 2025 results[1]

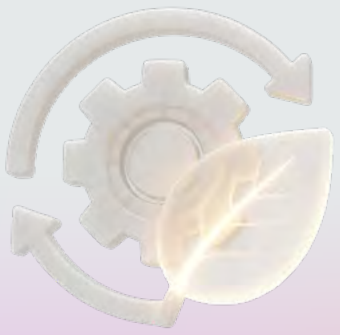
- We launched an updated internship program. We added a new business internship track that covers humanities and economics. In total, more than 2.7 thousand interns took part in the internship program in 2025, 51% of whom joined the staff and continued working at Yandex.
- We held Summer Schools in seven areas: backend, frontend, mobile development, analytics, management, DevOps and SRE, QA; as a result, more than 200 graduates were employed by Yandex.
- We continued to promote the accessibility of the Yandex Taxi service for deaf and hearing-impaired drivers — in 2025, more than 5 thousand such drivers in Russia were engaged in the Taxi service.
- In 2025, 238 thousand children (in grades 2–11) and parents studied mathematics with Yandex AI Tutor. Another 120 thousand high school graduates prepared for the Computer Science Unified State Exam (USE) using the USE with Yandex Textbook.
- 85% of winners and 70% of prize-holders of the final stage of the All-Russian Olympiad of Schoolchildren in Informatics attended Yandex Kruzhok.
- More than 10 thousand students studied at Yandex programs at universities: together with universities, the company runs 36 bachelor's degree programs, including unified development modules, 23 master's degree programs and 2 postgraduate programs.

1 Detailed outcomes of our sustainability efforts can be found in Yandex's non-financial report published annually in June.
2 Kicksharing is a short-term electric scooter rental service.
3 Based on Yandex's own traffic accident data for 2025.

Environmental impact

Our priorities

- To implement energy efficient solutions, factoring in the opportunities to optimize costs and reduce environmental impact
- To minimize the volume of waste sent to landfill
- To assess the carbon footprint of own infrastructure and services and seek solutions to minimize it, as well as develop services that promote efficient use of resources and reduce the negative impact on the environment



Review of the 2025 results[1]

- We conducted a study on the impact of Yandex smart home devices on electricity consumption in a typical apartment: the results showed that the use of smart devices can reduce annual energy consumption by 12%.
- We expanded the Clean Coast project to organize seashore cleanup: since the project's launch, volunteers have already cleaned more than 50 km of hard-to-reach protected coastlines in Russian regions; Yandex neural network analyzes aerial photos of coasts, classifies waste by type and marks its coordinates and weight on Yandex Maps, helping volunteers and services to plan cleanup activities.

Ethics and integrity

Our priorities

- To ensure a high level of protection of users' personal data
- To control the quality, safety and legality of content on Yandex Internet resources
- To comply with all applicable regulations and laws and adhere to the strictest standards, continuously maintaining a culture of zero tolerance for corruption
- To provide equal opportunities for different suppliers to cooperate with Yandex, build long-term relationships, be a reliable partner and propagate good business practices throughout the supply chain

Review of the 2025 results[1]

- We were the first in Russia to receive ISO/IEC 42001 certification, which confirms that Yandex takes a responsible approach to creating artificial intelligence.
- Yandex 360 received ISO/IEC 27001:2022 certification for its services, and has also confirmed compliance with the Big Data Association's Industry Data Protection Standard (IDPS).
- We released an updated free course on Internet Safety for students in grades 1 to 4. It helps children learn how to distinguish fake content, what tricks scammers use in online games and how to protect themselves from possible threats.
- Thanks to neural networks, the quality of fraudulent call detection for 2025 increased by 40%: the average time for the numbers in the identification database to be scored was reduced by seven times, from ten to one and a half minutes.
- A total of 2.5 million schoolchildren took part in Yandex's lesson on neural networks and digital security on the platform of the "Digital Lesson" educational project: students in grades 1–11 got acquainted with AI assistants and learned how to effectively apply them in their studies and everyday life.
- We became a partner of the "Digital Literacy" educational project: Yandex AI experts prepared an online lesson for schoolchildren about deepfakes and how to recognize them in time to protect themselves from possible threats.
- Together with the Moscow Longevity Project, we organized an educational workshop on cybersecurity and neural networks for senior citizens, which was attended by more than 500 people.

[1] Detailed outcomes of our sustainability efforts can be found in Yandex's non-financial report published annually in June.

Sustainability management

We consider sustainability issues to be an integral part of our business model, rather than an external addition to our core operations. That is why they are integrated into the company's strategic planning and management system, which allows us to take them into account in decision-making, selecting investment priorities and building operational processes.

Sustainability management is organized at several levels — from the Board of Directors to the management of product and operational teams.

The Board of Directors established the Corporate Governance and Sustainability Committee, which oversees these issues in accordance with the Regulations on the Committee. At the meetings, the leaders of teams working on sustainability initiatives present their progress, discuss their achievements, and plan for the future. The Committee also reviews Yandex's annual sustainability report.

At the senior-management level, all sustainability projects are supervised by the HR Director, while at the level of direct implementation — by individual teams assigned to specific priority areas. For example, to manage personal data protection issues, Yandex has a specialized Privacy Office division that ensures compliance with applicable requirements and standards in this area, whereas educational programs are managed by the Yandex Education team.

The center of sustainability expertise is the Technology for Society and Sustainability Division, which is headed by the Sustainability Director. The team deals with the overall sustainability agenda of the company and is responsible for the areas of inclusivity, systematic charity and ecology, as well as non-financial reporting. The team's performance is regularly reviewed at meetings of the Corporate Governance and Sustainability Committee.

Sustainability risks are included in the overall risk management and internal control framework. The coordination of risk assessment processes is carried out by the relevant department, working together with the Legal Department, Compliance, and service leads.

The team regularly generates and updates a map of key risks that can have a significant impact on the company's operations. This process takes into account, among other things, risks associated with changes in the social and regulatory environment, environmental issues, human capital development and responsible use of technology.

Since 2024, the internal audit team has had a dedicated sustainability function in place that is focused on risk analysis and specific audits. This reinforced the function's risk-based approach and supported the integration of sustainability principles into Yandex's control environment.

Services certified to information security standards undergo a separate risk assessment. Thus, in 2025, Yandex received ISO/IEC 42001 certification, which is an international management system standard for organizations developing or using artificial intelligence technologies. As part of the certification, an independent audit confirmed that YandexGPT's development and deployment processes are aligned with the standard's requirements — specifically in the areas of security, data protection, and the management of ethical and social risks in AI.

Corporate governance

The main objectives of Yandex's corporate governance system are to provide the basis for the company's long-term sustainability and to balance the interests of all stakeholders.

Addressing these challenges helps ensure favorable conditions for long-term investment in the company, its operational and financial stability, and building relationships both within Yandex and with external parties.

Corporate governance system

Yandex aligns its corporate governance system with the applicable requirements of Russian law, its own principles and rules of business and corporate ethics and best Russian corporate governance practices:

- Law on International Companies[1] regulates the specifics of Yandex's corporate governance as an IPJSC
- The Law on Joint-Stock Companies[2] applies to the company only in the cases expressly provided for in the Articles of Association
- Securities Market Law[3] applies to the company in so far as it relates to issuers
- Listing Rules of the Moscow Exchange are binding for Yandex as a public company with shares listed on this exchange
- Principles and Recommendations of the Corporate Governance Code of the Bank of Russia

Internal documents regulating corporate governance in the company

The company's approach to corporate governance, the structure of its management bodies, management practices and procedures are set out in the company's Articles of Association.

The company has put in place internal regulatory documents necessary for the operation of the corporate governance system of a public company, such as regulations on management and control bodies, fundamental policies, corporate and control documents. Yandex posts the documents on a website intended for the company's investors in the Corporate Documents section.

Basic principles of corporate governance at Yandex

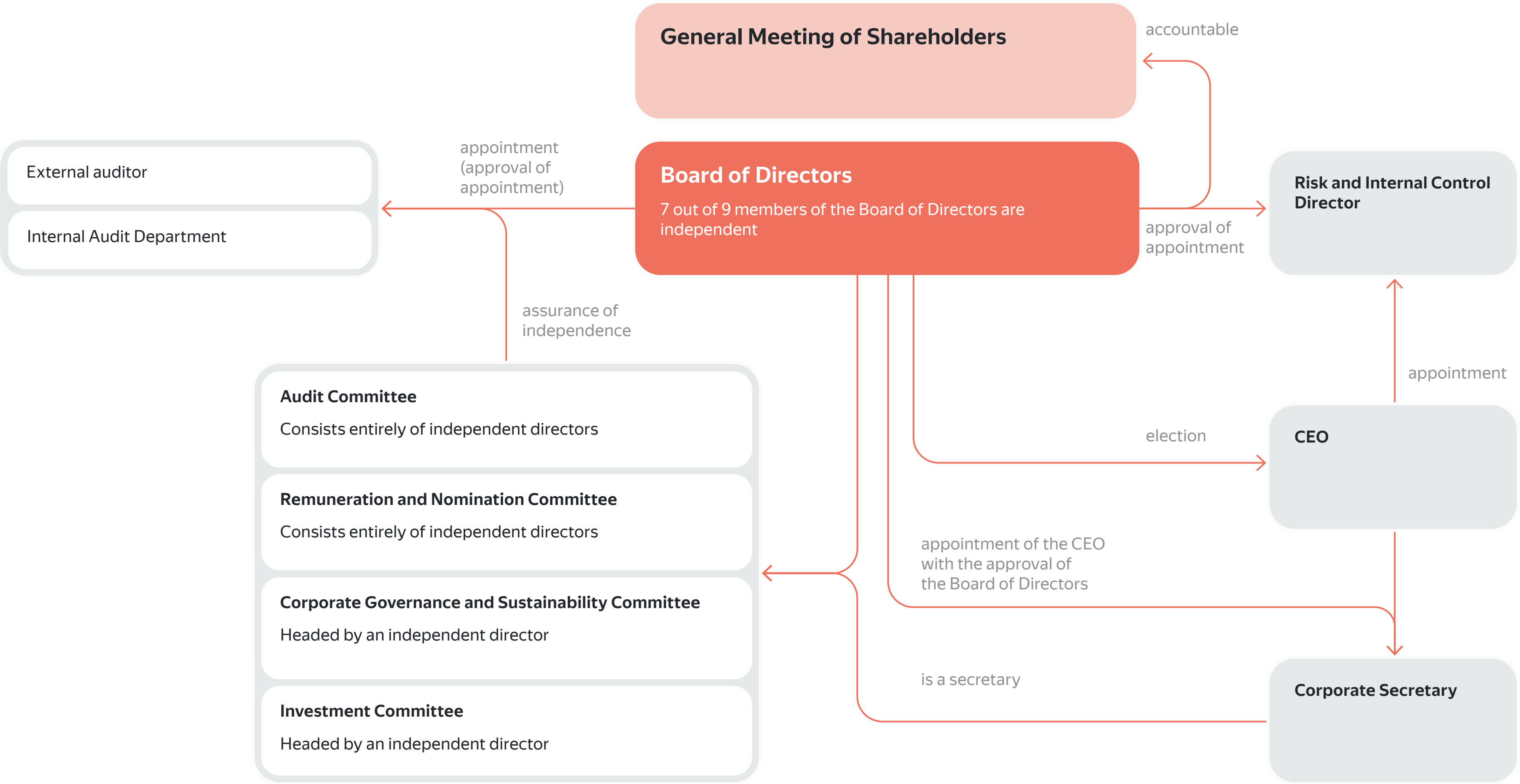
- Maintaining a balance of stakeholder interests
- Transparency of activities
- Accountability of management bodies
- Integrity, mutual trust and respect

[1] Federal Law No. 290-FZ "On International Companies and International Funds" dated August 3, 2018.
[2] Federal Law No. 208-FZ "On Joint-Stock Companies" dated December 26, 1995.
[3] Federal Law No. 39-FZ "On the Securities Market" dated April 22, 1996.

Corporate governance structure

The management bodies at Yandex are the General Meeting of Shareholders, the Board of Directors, and the CEO (sole executive body). Control bodies include the Internal Audit Department and the Risk and Internal Control Director.

If necessary, Yandex may create additional internal structural entities (councils, committees, subcommittees, commissions, task groups) under any of the bodies.



Development of corporate governance in 2025

In 2025, we continued to develop a new corporate governance system within the Russian legal framework as part of the company's restructuring process.

Main events of 2025

- Completion of the transfer of Yandex shares directly to the participants of CEIF "Consortium.First"
- Increase in the number of independent directors from five to seven due to termination of the grounds of affiliation
- First self-assessment of the Board of Directors
- Approval of the Yandex Information Policy
- Holding of the first meeting of the annual General Meeting of Shareholders
- Expanded application of the provisions of the Corporate Governance Code in the company's operations

Compliance with the principles and recommendations of the Corporate Governance Code

Code section	Total issued	Compliant		Partially compliant		Not compliant	
		2025	2024	2025	2024	2025	2024
Shareholders' rights	13	7	8	6	5	–	–
Board of Directors	36	19	16	14	11	3	9
Corporate Secretary	2	1	-	1	2	–	–
Remuneration system	10	6	6	2	2	2	2
Risk management and internal control system	6	5	3	1	1	–	2
Disclosure of information	7	4	1	3	3	–	3
Major corporate actions	5	3	3	2	–	–	2
Total	**79**	**45**	**37**	**29**	**24**	**5**	**18**
Share of implemented Code principles, %		**57**	46.8	**36.7**	30.4	**6.3**	22.8

For more details, see the Report on Compliance with Principles and Recommendations of the Corporate Governance Code.

Corporate governance improvement plans for 2026

To hold the first annual general meeting of shareholders in an entirely remote format

To adopt internal regulatory documents defining the procedures for assessment (self-assessment) of the Board of Directors

To improve internal procedures and increase the degree of adoption of the Corporate Governance Code practices

General Meeting of Shareholders

Competence of the General Meeting of Shareholders

The General Meeting of Shareholders is the supreme management body of Yandex, and its decisions are binding on other management bodies and all officials of the company.

- The General Meeting of Shareholders decides on top-level issues: amendment of the company's Articles of Association, reorganization, winding-up, determination of new types of shares, listing of shares, distribution of profits and payment of dividends. The issues of its competence, order of convening and proceedings are defined in the Articles of Association and the Regulations on the General Meeting of Shareholders.

2025 events

In 2025, Yandex held one annual General Meeting of Shareholders and two extraordinary absentee votings. The detailed agenda of these meetings and the decisions taken at them can be found on the company's website.

Annual General Meeting of Shareholders in 2025

Date	Form	Issues considered
15.04.2025	Meeting combining voting with absentee voting	• Approval of the company's Annual Report for 2024 • Approval of the company's annual financial statements for 2024 • Profit distribution (including payment (declaration) of dividends) based on 2024 results • Approval of a new version of the company's Articles of Association

Extraordinary absentee votings in 2025

Date	Form	Issues considered
20.01.2025	Absentee voting	• Consent to a transaction (a set of related transactions) and a number of similar interested-party transactions, namely surety contracts as security for the obligations of the Group's companies
09.09.2025	Absentee voting	• Payment (declaration) of dividends based on the results of the first half of 2025

Board of Directors

Yandex's Board of Directors oversees the company's overall activities, excluding matters reserved by the Articles of Association for the General Meeting of shareholders.

Main goals and objectives of the Board of Directors

- To uphold the rights and interests of shareholders and other stakeholders
- To formulate Yandex's development strategy and control its delivery
- To make sure that the company's management is efficient
- To improve the company's competitiveness and value, maintain its stable financial position
- To establish and maintain effective internal control and internal audit mechanisms
- To monitor and evaluate the risk management process

Election of members of the Board of Directors

Required number of the company's Board of Directors after the completion of the restructuring (from July 2024)

10 people

The Board of Directors shall consist of ten members. However, it will still be authorized to make decisions even if the minimum number of

7 people

How the Board of Directors is formed

Director A
Director A

Director B
Director B

Director C
Director C
Director C
Director C
Director C
Director C

The holder of a type A preferred share appoints two directors A

The holder of a type B preferred shareappoints two directors B

The General Meeting of Shareholders elects six directors C.

Only holders of ordinary shares are entitled to vote on this matter

Yandex carefully vets candidates applicants for the role of a Board member. The company formulated a set of criteria for potential nominees and carries out checks to ensure they meet these criteria prior to their nomination by holders of preferred shares or voting at the General Meeting of Shareholders.

Composition of the Board of Directors

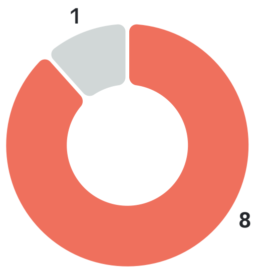
The current Board of Directors was elected on June 4, 2024 for a term of three years. It includes:

- Svetlana Yachevskaya
- Andrey Betin
- Alexander Ivlev
- Alexey Yakovitsky
- Evgeny Yakushkin
- Pavel Dengin
- Anton Sychev
- Alexander Chachava
- Artem Savinovsky

For more details on the Board members, visit the website.

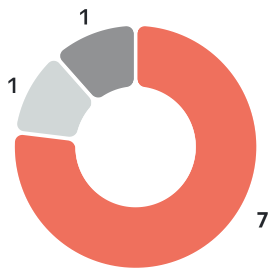
Board members by gender

- Men
- Women



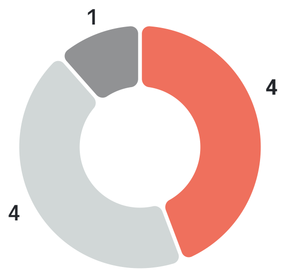
Independence of the Board members

- Non-executive
- Executive
- Independent



Board members by age

- Under 45 years old
- 45 to 55 years old
- Over 55 years old



Members of the Yandex Board of Directors as of December 31, 2025

First and last name of a director	Director status	Membership in committees under the Board of Directors
Svetlana Yachevskaya Chairperson of the Board of Directors	Independent director	◆ Audit Committee (Chairperson) ◆ Remuneration and Nomination Committee ◆ Corporate Governance and Sustainability Committee
Andrey Betin	Independent director	◆ Remuneration and Nomination Committee
Alexander Ivlev	Independent director	◆ Remuneration and Nomination Committee (Chairperson) ◆ Corporate Governance and Sustainability Committee
Alexey Yakovitsky	Independent director	◆ Investment Committee (Chairperson) ◆ Audit Committee ◆ Remuneration and Nomination Committee
Evgeny Yakushkin	Independent director	◆ Corporate Governance and Sustainability Committee (Chairperson) ◆ Audit Committee ◆ Remuneration and Nomination Committee ◆ Investment Committee
Pavel Dengin	Independent director	◆ Investment Committee ◆ Corporate Governance and Sustainability Committee ◆ Audit Committee ◆ Remuneration and Nomination Committee
Anton Sychev	Independent director	◆ Investment Committee ◆ Audit Committee ◆ Remuneration and Nomination Committee
Alexander Chachava	Non-Executive Director	◆ Investment Committee ◆ Corporate Governance and Sustainability Committee
Artem Savinovsky	Executive Director	◆ Investment Committee

Role of independent directors

According to the Regulations on the Board of Directors, all Yandex directors should act in good faith and in a reasonable manner, make objective judgments independent of the influence of certain shareholder groups and other stakeholders. At the same time, the opinions of independent directors increase the objectivity of the Board of Directors' decisions and their credibility, help protect the interests of shareholders and enhance the transparency of corporate governance, as they are unbiased and not influenced by the views of other members of the Board of Directors and management.

Independent directors are vetted against the independence criteria set out in the Moscow Exchange Listing Rules and the Bank of Russia's Corporate Governance Code. An independent director is a director who is not affiliated to the company, significant shareholders, counterparties, competitors or other stakeholders.

The Chairperson of the Board of Directors is an independent director and does not combine their functions with those of the CEO.

As of the end of 2025, seven out of nine members of the company's Board of Directors are independent (as of the end of 2024, five out of nine members of the Board of Directors had independent status).

The increase in the number of independent directors is associated with a change in the structure of Yandex's main shareholders in the summer of 2025: the transfer of CEIF "Consortium.First" by SOLID Management JSC to its shareholders in direct ownership, as well as with a number of transactions made with respect to shares and their owners (for more details, see the company's corporate action notices disclosed on the Interfax website). As a result, the previously recorded grounds of affiliation of Pavel Dengin and Anton Sychev that had prevented them from being recognized as independent ceased to exist (as defined by the Corporate Governance Code and the Listing Rules of the Moscow Exchange), no other grounds were identified.

Assessment of the Board of Directors' performance

In 2025, the company conducted a self-assessment of the Board of Directors' performance for the first time. The results of the self-assessment were discussed during an in-person meeting of the Board of Directors held on November 26, 2025.

Based on the results of the self-assessment, it was determined that the individual contribution of each Board member to the overall performance of the Board of Directors, taking into account professional expertise and skills, time spent on participation in the proceedings of the Board of Directors and committees, is conducive to their effective operation.

The work of the Board of Directors as a team is generally effective and pursues the best interests of the company and its shareholders.

Taking into account the number of meetings of the Board of Directors and committees held during the working period of the current Board of Directors, it was found that individual attendance of meetings of the Board of Directors and committees was generally high, allowing them to ensure the necessary quorum for decision-making. Board members devote ample time to serving on the Board and its committees.

Based on the results of the self-assessment, a number of proposals to improve the work of the Board of Directors were prepared for the Board members and necessary instructions were given as appropriate. The company's Corporate Secretary was tasked to include certain issues within the remit of the Board of Directors and its committees in the agendas of scheduled meetings and (or) schedule additional discussions of certain issues.

Committees of the Board of Directors

Currently, the Board of Directors has four standing committees: Audit, Remuneration and Nomination, Investment, and Corporate Governance and Sustainability. All of the committees are accountable to the Board of Directors and regularly report on their performance at board meetings. The formation and functioning of Board committees are governed by the company's Articles of Association and the relevant regulations.

The Audit Committee and the Remuneration and Nomination Committee are composed entirely of independent directors, and two other committees are chaired by independent directors.

Composition of Board committees

	Independent	Executive	Non-executive
Audit Committee	5	–	–
Remuneration and Nomination Committee	7	–	–
Investment Committee	4	1	1
Corporate Governance and Sustainability Committee	4	–	1

Svetlana Yachevskaya, an independent director and the Chairperson of the Audit Committee of the Board of Directors, has experience in the preparation, analysis, evaluation, and auditing of accounting (financial) statements necessary for the effective performance of the duties and functions of the committee.

Committees of the Board of Directors

Audit Committee

Regulations on the Audit Committee

Competencies:
- Control of accounting policies and financial statements
- Monitoring the risk management and internal control system and the corporate governance system
- Control of compliance with legislative and other regulations
- Ensuring the independence and efficiency of internal and external audits

Remuneration and Nomination Committee

Regulations on the Remuneration and Nomination Committee

Competencies:
- Issues of personnel planning and the nomination of candidates for the Board of Directors, CEO, and other management positions
- Development of remuneration practices for members of the Board of Directors, CEO, and Corporate Secretary

Investment Committee

Regulations on the Investment Committee

Competencies:
- Review of possible investments and projects
- Preparation and updating of budgets and business plans, including capital investment programs
- Development of internal documents related to the committee's competence
- Recommendations to the Board of Directors on the corporate organizational structure
- Recommendations on the distribution of the company's profits, including the amount of dividends

Corporate Governance and Sustainability Committee

Regulations on the Corporate Governance and Sustainability Committee

Competencies:
- Corporate governance and sustainability issues
- Assessment of the Board of Directors' performance
- Preliminary consideration of the company's internal documents on anti-corruption and anti-sanctions compliance, corporate and business ethics, donation policy, etc.

Meetings of the Board of Directors and its committees

During 2025, the company's Board of Directors held 12 meetings and absentee votings. Among other things, the Board of Directors heard reports of the CEO on the state of the company's business, progress reports of the committees under the Board of Directors, internal audit reports, considered issues related to the preparation and holding of meetings and absentee voting of the General Meeting of Shareholders, issues related to the placement of additional shares of the company, issues related to the implementation of the Long-Term Incentive Program, approved the Bond Program and the bond prospectus, internal documents of the company and many others.

During 2025, the Board of Directors reviewed

over **50** issues

related to various areas of competence of the Board of Directors.

Most meetings / absentee votings were attended by all members of the Board of Directors; in some cases a qualified majority of the Board of Directors participated in the decision-making process.

During 2025, the Board committees were active in previewing issues and preparing recommendations for Board decisions:

- The Audit Committee held six meetings to consider, among other things, issues related to ensuring the completeness, accuracy and reliability of the company's accounting (financial) statements and consolidated financial statements, ensuring the reliability and efficiency of the risk management and internal control system, and the work of the internal audit.
- The Remuneration and Nomination Committee held five meetings to consider, among other things, issues related to performance evaluation and remuneration of the sole executive body and management, self-assessment of the Board of Directors' performance, and assessment of the independence of current members of the Board of Directors.
- The Investment Committee held two meetings to discuss, among other things, the company's acquisition and investment projects, as well as the implementation and updating of business plans and budgets.
- The Corporate Governance and Sustainability Committee held three meetings, which addressed, among other things, the issues of improving corporate governance practices (including taking into account the Bank of Russia's publicly discussed initiatives), the status of sustainability efforts, and self-assessment of the Board of Directors' performance.

Most meetings / absentee votings were attended by all members of the committees; in some cases a qualified majority of committee members participated in the decision-making process.

Prevention of conflicts of interest in the Board of Directors

The absence of conflicts of interest is one of the criteria for selecting directors. Board members are required to disclose to the Chairperson any direct or indirect conflict of interest that may exist. In the event of a conflict of interest, they shall abstain from voting on such issues.

Sole executive body

CEO

The CEO performs the functions of the company's sole executive body and manages day-to-day operations, except matters under the authority of the General Meeting of Shareholders and Board of Directors.

Since April 23, 2024, the CEO has been Artem Savinovsky, who is also a member of the Board of Directors of Yandex IPJSC.

Artem Savinovsky has held various positions in Yandex Group since 2004, including management positions.

Corporate Secretary

The Corporate Secretary coordinates the work of Yandex's management bodies, organizes and ensures the holding of General Meetings of shareholders and meetings of the Board of Directors and its committees. The Corporate Secretary also ensures effective communication with shareholders and coordinates actions to protect their rights and interests.

The Corporate Secretary is appointed and dismissed by the CEO with the approval of the Board of Directors. Their duties are regulated by the Articles of Association, Regulations on the Corporate Secretary.

Maria Klimashevskaya has been the company's Corporate Secretary since 2024. Prior to that, she held a similar position at Yandex N.V. since 2020.

Maria Klimashevskaya, born in 1980, received her law degree from Moscow State University; in 2018, she graduated from Cass Business School (UK) with an Executive MBA degree.

The Corporate Secretary can be contacted by E-mail: corpsecretary@yandex-team.ru.

Remuneration practices

Yandex is committed to maintaining a fair and transparent remuneration system for employees, management, and Board members in accordance with international and Russian best practices. The remuneration system is designed to attract and retain the most competent and experienced professionals in all areas of the company's business.

Remuneration of Board members

The procedure for paying remuneration and compensation to Board members is established by the Regulations on Remuneration and Compensation to Board Members. Only independent and non-executive directors are entitled to remuneration, while all members of the Board of Directors are entitled to compensation.

The remuneration of the Board members consists of:

- **Basic remuneration** for participation in the ongoing work of the Board of Directors, RUB 19 million per year
- **Additional remuneration** for additional duties:
  - RUB 1 million per year for sitting on one committee,
  - RUB 2 million per year for chairing one committee,
  - RUB 3 million per year for chairing the Board of Directors
- **Options** on the company's ordinary shares.

Basic and additional remuneration is paid monthly, in equal installments, in rubles.

Remuneration and compensation paid to Board members, RUB MM

	Basic remuneration	Additional remuneration	Reimbursement of expenses	Total
2025	152.0	25.4	1.7	**179.1**
2024	93.7	15.0	2.6	**111.3**

In addition, the company reimburses directors for expenses, including travel to and from Board meetings, accommodation in connection with attending meetings, and expenses related to the company's business when incurred.

Management remuneration and long-term incentives

The remuneration of Yandex's key management personnel, like that of all its employees, consists of a fixed part (salary), variable part (bonuses, other incentive payments), and a package of benefits that include medical insurance and participation in the Long-Term Incentive Program based on the company's ordinary shares.

KPIs ensure that the interests of management, shareholders, and society are aligned. The variable part of the remuneration of key management personnel is based on the achievement of targets set by the Board of Directors.

The Board of Directors and the Remuneration and Nomination Committee monitor the performance of key management personnel, including the CEO, and participate in the development of bonus policies.

Long-Term Incentive Program

To attract, retain and motivate employees who can make a significant contribution to Yandex, in 2024, the Board of Directors approved the Long-Term Incentive Program based on ordinary shares. Participants in the Incentive Program are given stock option that give them the right to receive company shares. Participants in the Incentive Program may be current employees of the company or Group companies, members of management bodies, and other persons who are recognized as participants in the Incentive Program by resolution of the Board of Directors.

In 2024, under the terms of the transaction for the sale of part of the Yandex N.V. business, Group employees who were participants in the Yandex N.V. option plan and remained employed in the businesses that were the subject of the transaction received, in return for outstanding Yandex N.V. options, a corresponding number of company options, the majority of which were then exercised in the manner provided for in the Incentive Program. Moreover, under the Incentive Program, the company provides new grants of options to receive or acquire shares.

The option pool (the total maximum number of ordinary shares that may be placed for the Incentive Program) in accordance with the Yandex Articles of Association is

91,800,871 shares

The right to exercise options (receive shares) arises on the vesting dates. A portion of the options equal to 25% of the grant is exercisable after one year from the grant date, with the remainder exercisable in equal quarterly installments. The term of the options ranges from five to seven years depending on the type of option. Options are granted with a strike, which gives you the opportunity to receive the company's shares in the future at a price fixed at the time of grant.

In accordance with the Yandex Articles of Association and the Incentive Program, options are granted by resolution of the Board of Directors, with participation agreements and a number of other documents containing mandatory conditions required for the execution of grants being concluded with the participants of the Incentive Program.

In 2025 were allotted and transferred to program participants,

4.4 MM shares

representing 1.12% of the company's authorized capital as of December 31, 2025[1].

[1] As of the date of preliminary approval of this Report.

Corporate control system

Risk management and internal control system

The Board of Directors, including the Audit Committee, is responsible for organizing risk management, internal control, and internal audits, as well as coordinating relevant processes and procedures at Yandex.

Yandex has appointed a Risk and Internal Control Director and formed a Risk Management and Internal Control Department. Similar departments were also established in Group companies to create a system of risk management and internal control units.

The company's Articles of Association do not provide for an auditing commission.

The Risk Management and Internal Control Policy is the main document governing the risk management and internal control system (RM & ICS) and sets forth the RM & ICS principles, goals, and objectives. The RM & ICS structure is based on the “three lines of defense” model.

Organizational structure of the risk management and internal control system

Board of Directors and Audit Committee

CEO

First line

- Owners of risks or business processes (heads of departments and business units and Group companies)

Second line

- Risk and Internal Control Director
- Risk Management and Internal Control Department
- Other “second line of defense” units (responsible for the legal, tax, financial aspects of the company, compliance, information security, physical security, etc.)

Third line

- Internal Audit Department

The primary tasks and functions of the Risk and Internal Control Director include:

1. To ensure the implementation of a unified risk management and internal control policy in the company.
2. To coordinate the preparation of information on the company's key risks.
3. To control the compliance with the provisions and requirements of the Risk Management and Internal Control Policy, as well as its updating.
4. To prepare an annual report on the organization and functioning of the RM & ICS.

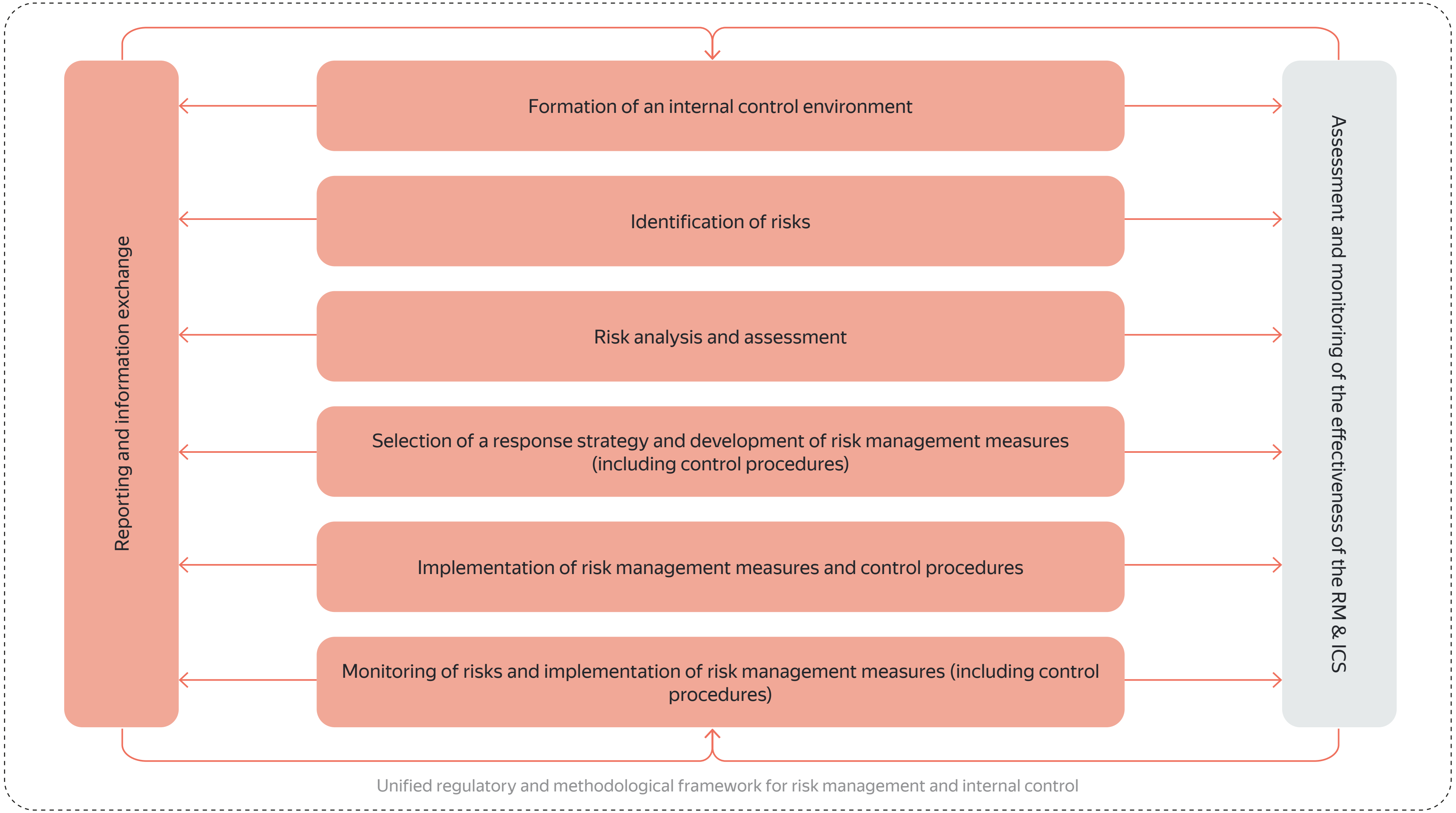
Internal control and risk management

The main tasks and functions of the Risk Management and Internal Control Department include:

- To establish a unified regulatory and methodological framework for the RM & ICS, including recommended approaches to risk appetite
- To organize and coordinate the identification, analysis and assessment of risks, development of respective risk mitigation measures (together with risk owners and second line of defense units)
- To carry out periodic monitoring of the level of key risks and the status of their mitigation measures
- To participate in self-assessment of the RM & ICS efficiency, formulation of its development strategy and plan
- To participate in the development and implementation of RM & ICS improvement measures, monitoring of their progress

Risk management process in the company

The risk management process is an essential part of Yandex's corporate governance and is integrated into its key business processes.



Key risks of the company and their management

Risk description	Risk assessment	Main risk factors	Main measures taken by the company to mitigate the risk
International sanctions and export restrictions	High	Negative impact of sanctions and restrictions on the Group's business, financial position and results of operations	Development of a response plan: ◆ corporate governance ◆ personnel-related issues ◆ infrastructure (hardware/software) ◆ partners
Regulatory risks in foreign jurisdictions	High	Potential claims by regulators due to violation of applicable law requirements in foreign jurisdictions	Monitoring of the situation in the countries of operation. Increased transparency of interaction with local regulators
Personal data legislation ESG	Medium	Tightening requirements and risks of data incidents	Monitoring of changes in legislation. Compliance with the conditions for reducing the turnover-based fine: information security costs and annual confirmation of compliance with personal data protection requirements. Ongoing work to improve the security of personal data
Changes in tax legislation	High	Increase of tax burden, abolition of privileges for IT companies	Monitoring of changes in legislation
Competition	High	Significant competition may adversely affect the Group's business and financial results in Russia and other markets in which it operates	Improving the efficiency of Yandex products and services
Cybersecurity incidents ESG	Medium	Cyberattacks can disrupt service availability (restrict user access), lead to data corruption/loss/breach, cause financial and reputational damage	Implementation of basic security requirements across all business units of the company. Reducing privileged access to production environments Use of technologies to counter cyberattacks, including anti-DDoS
Shortage of partners and contractors ESG	High	Systemic shortages in certain businesses (taxi, delivery, etc.) can negatively impact operations	Tracking legislative initiatives in the regions where the company operates. Inclusion of provisions for labor cost increases in the budget
Interest rate risk	High	Increased cost of financing with rising rates	Enhanced control over the expenditure budget. Work with launching phases of new projects. Tightening of payment and procurement discipline
Currency risk	Medium	Growth of ruble expenses with the ruble weakening against foreign currencies	Centralized hedging of currency risks. Restrictive measures on the share and growth of foreign exchange costs
Liquidity risk	Medium	Shortage of cash to meet obligations	Maintenance of an optimal Net Debt / EBITDA ratio. Diversification of available sources of financing and optimization of their cost. Cost structure optimization

Internal audit

To assess the reliability and effectiveness of risk management and internal control, the Internal Audit Department headed by the Internal Audit Director was established. The department reports directly to the Board of Directors (Audit Committee). This ensures its independence from the company's executive management bodies. The Board of Directors approved the Internal Audit Policy.

The main tasks of the Internal Audit Department include:

- Assistance in identifying risks and defining risk management measures
- Audit of the company's information systems for compliance with established policies, procedures, and legislative requirements
- Assessment of compliance with policies, procedures, and applicable legal requirements
- Assessment of the efficiency of processes and achievement of goals and objectives of Yandex's activities
- Assessment of resource utilization efficiency
- Development of recommendations on improving existing processes, control procedures, and systems
- Monitoring the progress on agreed management actions based on the results of audits

Key results of internal audit work in 2025

Every year, the Board of Directors approves the annual internal audit plan, which is based on a risk-oriented approach and aligned with Yandex's strategy and plans.

The Internal Audit Department conducted inspections in the following areas: assessing the operational efficiency of business processes, verifying compliance with legal requirements, evaluating the effectiveness of the internal control system for financial reporting, and examining risk management and corporate governance systems.

Based on the results of the inspections, recommendations for improving the RM & ICS were made. The Internal Audit Department continuously monitors that these recommendations are put in place; the results of audits and the status of corrective actions are regularly reported to the Audit Committee of the Board of Directors.

The Internal Audit Department actively develops and applies its own IT and AI solutions aimed at improving the quality and depth of audits and reducing the labor intensity of routine procedures. In 2025, proprietary tools were used for automated data collection, analysis, and validation.

Assessment of internal audit performance

The performance of the internal audit function is assessed on a regular basis. Internal assessments aim to continuously monitor the function's performance, take into account the results of corporate employee appraisal, and incorporate feedback from the Audit Committee and management of the company.

An external independent assessment is scheduled to be conducted at least once every five years by a qualified third-party assessor.

External audit

Yandex regularly publishes financial statements in accordance with Russian and international standards. The external auditor verifies such statements in cases stipulated by Russian legislation.

Yandex's Board of Directors is responsible for appointing an external auditor and determining their remuneration. External audit issues, including assessment of the auditor's independence, impartiality, and lack of conflicts of interest, are delegated to the Audit Committee.

The external independent auditor of Yandex IPJSC is Technologies of Trust – Audit JSC. In the reporting year, the auditor was approved to conduct an independent audit of the company's accounting statements in accordance with Russian Accounting Standards (RAS) and financial statements in accordance with International Financial Reporting Standards (IFRS).

To ensure independence and avoid conflicts of interest, the external auditor follows internal procedures and rotates audit teams as necessary.

The 2025 external audit process is rated by the Audit Committee of the Board of Directors as effective.

The remuneration paid by Yandex IPJSC to the auditor in 2025 amounted to RUB 47,400 thousand, including VAT, for the audit of Yandex IPJSC's financial statements for 2024 and 2025, for the review of Yandex's semi-annual consolidated financial statements for 2025, as well as for the provision of audit-related and other audit-related services.

Business ethics

Rules of business and corporate ethics

The company has the rules of business and corporate ethics in place, which apply to all Yandex employees and members of its management bodies, as well as to the companies within the Group, their employees and members of management bodies.

Yandex Group's rules of business and corporate ethics are based on the principles enshrined in laws and international documents (Universal Declaration of Human Rights, UN Guiding Principles on Business and Human Rights, ILO conventions, UN Global Compact Principles).

The company strives to adhere to the highest standards of business and corporate ethics in conducting business activities and professes the principle of zero tolerance for any breaches of these rules.

The Ethics Committee conducts regular trainings for the company's employees to study the rules of business and corporate ethics.

Key provisions of the rules include:

- Providing quality services and protecting user data
- Equal rights and non-discrimination
- Employment entitlement
- Compliance with applicable legal requirements
- Prioritization of the interests of the company and users over personal interests
- Protection the information confidentiality
- Responsible deal-making
- Environmental responsibility

Hotline

- Employees, users, partners and clients of the company may use a confidential hotline to report violations of the rules.

The hotline is open as a special form through which you can send a request to https://yandex.hotline.b1.ru. By filling out the form on this website, you can submit a report either anonymously or with your identity disclosed.

The hotline is operated by a third-party organization independent of Yandex. Each report is assigned a registration number, which can be used to review the decision or provide additional information. Reports received on the hotline are reviewed by a grievance panel, which includes members of the Ethics Committee.

Report review deadlines:

- Serious cases (threat to life or health of employees, harassment, corruption): up to seven working days
- Consultations (e.g., on conflicts of interest): up to five working days
- All other cases: up to 20 working days.

Anti-corruption

The company has an Anti-Corruption Policy that applies to Yandex employees and members of its management bodies, Yandex subsidiaries, including business units and joint ventures under majority ownership and control, including their employees, officials and directors.

Key provisions of the Policy include the prohibition of the following in any form:

- Bribery and other corrupt practices
- Embezzlement and misappropriation
- Abuse of position or influence
- Misuse of administrative resources for personal gain
- Unresolved conflicts of interest
- Other violations

All Group companies strive to ensure the following policy compliance conditions:

- Employees should know and understand the requirements of anti-corruption laws and policies.
- Employees should know where and how they can report any suspicion or suggestion of a policy violation.
- Employees should realize that if they ignore suspicions of corruption, it may result in liability for the whole of Yandex, their colleagues and themselves.
- If employees have reason to believe that an action is being taken for corrupt purposes, even if it is technically allowed by policy, they must report it.

Yandex employees and other individuals who fail to comply with our policies and anti-corruption laws may face disciplinary measures, up to and including termination of their employment. Additionally, depending on the severity of the violation, they may be subject to various legal consequences, including administrative, civil, and criminal penalties, as well as other actions taken by Yandex to protect its interests and those of its investors and users.

Yandex products are available in many countries around the world, and therefore, the legal regulations of those countries may apply to the products. That said, bribery and other forms of corruption are illegal everywhere. If the requirements set by national legislation are more stringent than those established by policy, the national legislation takes precedence. However, if the requirements of the Anti-Corruption Policy are more stringent than those set by local laws, it is imperative to adhere to the Policy's standards.

Anonymous and non-anonymous hotlines were set up to report violations of the Anti-Corruption Policy or to ask questions about it:

- Through the operator's platform at https://yandex.hotline.b1.ru — anonymously or non-anonymously
- Via the mailing list hotline@yandex-team.ru — non-anonymously

No employee covered by the Anti-Corruption Policy should be pressured or harassed for trying to prevent violations of the policy or refusing to engage in bribery, improper inducements, or other illicit payments.

To shareholders and investors

Yandex regularly discloses information about its operations beyond what is required by the rules for public companies. We adhere to the principles of integrity and openness in our dealings with users, partners, shareholders, and investors.

Highlights for 2025

Below are Yandex's key corporate events of 2025.

March 21

Registration of the program of exchange-traded bonds of YANDEX IPJSC with a maximum volume of RUB 350 billion

April 15

Holding of the annual General Meeting of Shareholders

April 21

Placement of a debut bond issue worth RUB 40 billion

May 16

Dividend payout for 2024 in the amount of RUB 80 per ordinary share, totaling RUB 30.1 billion

May 28

Placement of 2.732 million additional issue shares for the implementation of the Long-Term Incentive Program

July 7

Completion of the transfer of the company's shares directly to the participants of CEIF "Consortium.First"

September 9

Placement of the second bond issue for RUB 25 billion

August 20

Placement of 679 thousand additional issue shares for the implementation of the Long-Term Incentive Program

October 13

Dividend payout for the first half of 2025 in the amount of RUB 80 per share, totaling RUB 30.4 billion

October 29

Resegmentation of our business in order to enhance its transparency, introduction of new segments and blocks of Yandex financial statements

November 18

Placement of the third bond issue for RUB 40 billion

November 20

Placement of over 1.008 million additional issue shares for the implementation of the Long-Term Incentive Program

December 5, 11

Confirmation of the highest credit ratings assigned to the company by the leading rating agencies:

- **"ruAAA" by Expert RA**
- **"AAA(RU)" by ACRA**

Authorized capital

The authorized capital of YANDEX IPJSC amounts to

RUB 157,987,167

Number of shares

394,967,919

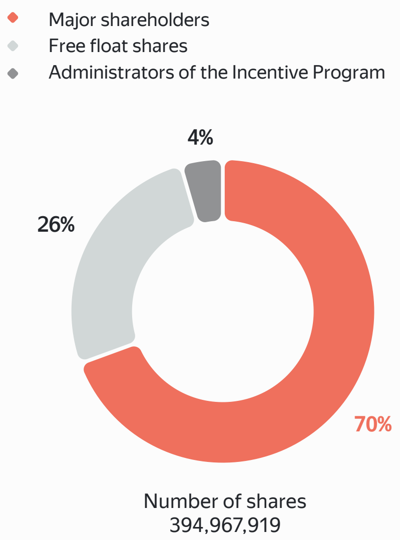
Including[1]:

- 380,796,928 voting ordinary shares
- 14,170,988 ordinary shares held by the administrators of the Incentive Program that do not carry voting or dividend rights
- one type A preferred share
- one type B preferred share
- one type G preferred share

There are no treasury shares acquired and (or) repurchased by Yandex or placed at its disposal With the exception of the Incentive Program administrators, no other persons controlled by the company own shares in Yandex.

In July 2025, the process of transferring the company's shares directly to the participants of CEIF "Consortium.First"[2]. Changes in the shareholding structure did not affect the company's strategy and operations. The management team remains in charge of Yandex and is responsible for key decisions. They also retained all special shareholder rights obtained following the restructuring.

Authorized capital structure[1]



Additional share issues in 2025

In 2025, the Yandex Board of Directors made four decisions to issue additional shares in order to implement the Incentive Program: in March, July, October, and December. The company conducts securities placements as part of the Incentive Program for its employees. Three placements of 4,419,639 ordinary shares were completed in 2025.

Date of completion of the share placement	Number of placed shares
28.05.2025	2,732,604
20.08.2025	678,563
20.11.2025	1,008,472

1 The share allocation is given as of February 3, 2026 due to the change in the authorized capital structure in early 2026.
2 CEIF "Consortium.First" became the majority owner of YANDEX IPJSC in May 2024 following the restructuring.
3 The data is as of February 3, 2026.

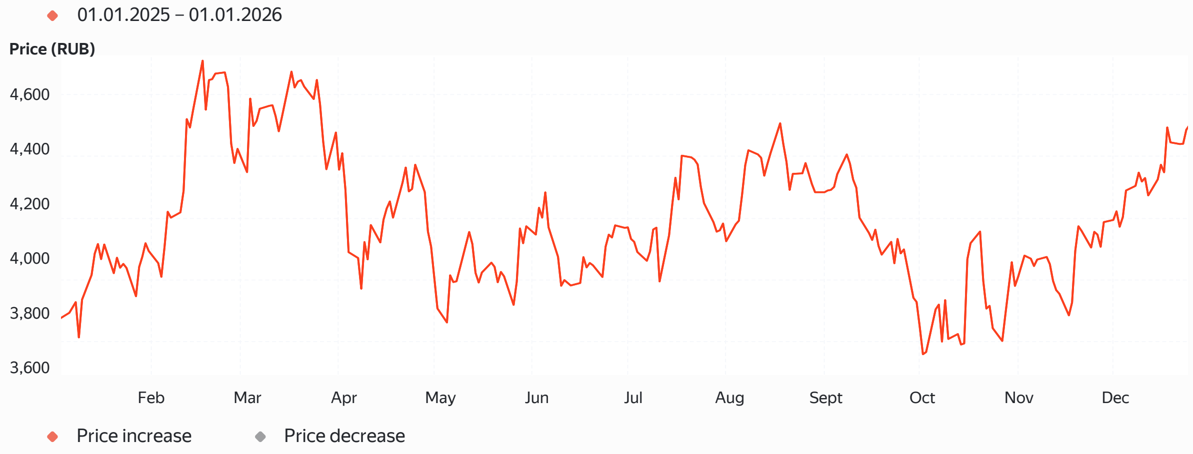
Shares

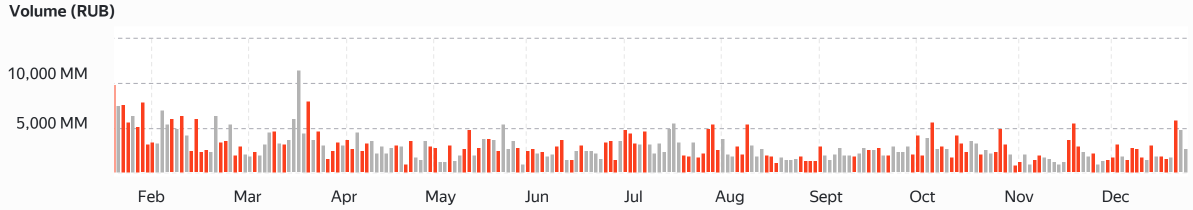
YANDEX shares were included in the first level quotation list of the Moscow Exchange, their trading started on July 24, 2024. Ticker — YDEX, ISIN — RU000A107T19.

At year-end, the Moscow Exchange included our shares in its 15 indices. The inclusion of securities in an index signifies that the stock exchange recognizes their reliability and high liquidity.

Share price performance

Yandex shares on the Moscow Exchange: changes in quotations and trading volume in 2025





Factors influencing the company's share price in 2025:

- Financial results of the company
- Operating results of the company
- Macroeconomic environment
- Geopolitical events

Trading history, RUB

	2025
Share price at the end of the year	4,582.5
Maximum share price	4,703
Minimum share price	3,739
Market capitalization at the end of the year	1,799,212,780,748

Analyst coverage[1]

Broker	Recommendation at the end of 2025	Share price forecast (RUB)
Alfa Bank	Above market	5,370
Aton	Above market	7,000
BCS	Positive	6,200
Gazprombank	Buy	5,750
T-Investments	Buy	6,000
Finam	Buy	5,885
Euler Analytical Technologies	Buy	6,400
Sovcombank	Buy	N/A
Sinara	Buy	7,050
Veles-Capital	Buy	5,727
SberCIB	Buy	6,000

[1] As of the end of 2025.

Bonds

Yandex bonds

In 2025, YANDEX IPJSC placed three issues of nonconvertible ruble bonds on the Moscow Exchange.

All Yandex bond issues received the highest credit ratings from leading agencies, such as “ruAAA” from Expert RA and “AAA (RU)” from ACRA.

The placement of the debut bond issue (series 001P-01) was completed on April 21. The final placement volume amounted to RUB 40 billion. Payments are monthly; the rate is determined by the formula: key rate of the Bank of Russia + spread of 1.7% per annum.

On September 9, 2025, the second bond issue (series 001R-02) was placed for RUB 25 billion with a monthly coupon payment at a fixed rate of 13.5%.

On November 18, the third bond issue (series 001R-03) was placed for RUB 40 billion with a monthly coupon payment; its rate is determined by the formula: key rate of the Bank of Russia + spread of 1.45% per annum.

Bonds are another effective way to attract investment in promising areas of Yandex’s business. Bonds make it possible to diversify the sources of debt financing and to manage the debt portfolio more flexibly, in particular, to optimize its structure, average term and cost.

Yandex Fintech bonds

Fintech is a division of Yandex that develops financial technologies and payment services, such as Yandex Pay.

At the end of 2024, Yandex Fintech conducted its debut securitization transaction[1], by placing the first issue of bonds secured by Yandex Split’s consumer loan portfolio. Yandex Fintech’s debut issue was one of the most successful for investors in 2024. The issue volume amounted to RUB 7.7 billion, coupon rate was 25% per annum, and expected yield at the initial offering — up to 28%. More than 19 thousand retail and institutional investors took part in the offering.

On August 8, 2025, the second issue of securitized Yandex Fintech bonds was placed in the amount of RUB 9 billion. The coupon rate was 16.5% and the effective yield — 17.8%. Almost 25 thousand retail and institutional investors took part in the offering, and the demand for the bonds was four times greater than the supply.

For more details on Yandex and Yandex Fintech exchange-traded bond issues, visit the website

Dividends

In accordance with the Articles of Association of Yandex IPJSC, only holders of ordinary shares are entitled to receive dividends. The decision to pay dividends, as well as the timing and amount of payments, is made by the company’s General Meeting of Shareholders. The company has the approved Dividend Policy[2].

On May 16, 2025

the company declared a dividend of RUB 80 per ordinary share for 2024.

The total dividend payout amounted to

RUB **30.1** BN

On October 13, 2025

the company declared a dividend of RUB 80 per share for the first half of 2025.

The total dividend payout amounted to

RUB **30.4** BN

Dividend history

Reporting period	Total amount of dividends, RUB	Dividend per share, RUB
2023	No decision on payment (declaration) of dividends was made	
2024	59,332,870,080	160
– based on the results of H1 2024	29,222,790,400	80
– based on 2024 results	30,110,079,680	80
2025		
– based on the results of H1 2025	30,382,454,560	80

1 Loan securitization is a process where a financial institution pools together a group of loans and issues bonds that are backed by those loans.
2 Resolution of the Board of Directors of YANDEX IPJSC dated March 7, 2024.

Investor relations

Yandex uses a variety of tools to communicate with its investors and other stakeholders. These include press releases, presentations, annual reports, sustainability reports, corporate action notices, specialized websites, social media platforms, and interactive tools.

Where you can learn more about Yandex

Official website for investors

Here you will find analysis of financial results, information on company structure, corporate governance, share price performance and dividends, and investor presentations. There is also a calendar and an investor's guide

Interfax Corporate Information Disclosure Center

Company documents, corporate action notices, financial and consolidated statements

Official Telegram channel for investors

The covers Yandex's businesses and innovations, company results and plans, important news on product launches, etc.

News feed of the corporate website

Key news of the company

How to contact us

Feedback form on the website
E-mail askIR@yandex-team.ru

Appendices

Report on compliance with the principles and recommendations of the Corporate Governance Code

Yandex's corporate governance is aimed at building a system of relations between the company, Board of Directors, management, shareholders, investors, and other stakeholders to achieve a balance of their interests. Yandex corporate governance is based on rules and regulations, recommendations, and generally accepted standards, as well as internal principles and rules adopted by Yandex Group.

Corporate governance at Yandex is aligned with the peculiarities established by the Law on International Companies, while factoring in the key principles laid down by Federal Law No. 208-FZ "On Joint-Stock Companies" dated December 26, 1995 and the Corporate Governance Code recommended for application by the Bank of Russia (hereinafter — the Code, the Corporate Governance Code, CGC). In addition, as Yandex's ordinary shares are included in the Level 1 quotation list of the Moscow Exchange, the company meets the relevant corporate governance requirements of the listing rules.

In 2025, Yandex's ownership structure changed due to the transition of CEIF "Consortium.First" holders to a direct shareholding model, and there was a significant increase in the free-float volume. In 2025, Yandex held its first in-person annual General Meeting of Shareholders combined with absentee voting for the first time. Two members of the Board of Directors became independent due to the termination of their grounds of affiliation, and Yandex renewed the membership of the Audit Committee and the Remuneration and Nomination Committee of the Board of Directors. In 2025, Yandex conducted its first self-assessment of the Board of Directors' performance, approved the Information Policy and a number of internal procedural documents.

Assessment of compliance with the CGC principles was based on a comparison of the company's practices and provisions of existing corporate documents with the individual recommendations identified by the regulator as key recommendations in the prescribed report form.
In cases where we were unable to report compliance with these recommendations, we explained the reasons for non-compliance or partial compliance and, where possible, disclosed our plans for implementing the recommendations.

The Board of Directors of YANDEX IPJSC states that the recommendations of the Corporate Governance Code were not fully implemented by the company during 2025. Notwithstanding this, we believe we are in full compliance with the basic principles of the Code. In 2026, Yandex intends to continue its work to improve corporate governance practices and consider implementing certain significant recommendations of the Corporate Governance Code.
The attached report was reviewed and preliminarily approved by the Board of Directors as part of the Annual Report at the meeting held on March 10, 2026, and the information included contains complete and reliable information on the compliance of YANDEX IPJSC with the principles and recommendations of the Corporate Governance Code.

Full compliance | Partial compliance | Non-compliance

No.	Principles of corporate governance	Criteria for assessing compliance with the corporate governance principle	Status of compliance with the corporate governance principle	Explanation why the criteria for assessing compliance with the corporate governance principle are not met
1.1	**The company shall ensure equal and fair treatment of all shareholders when they exercise their rights to participate in the management of the company**			
1.1.1	The company shall create the most favorable conditions for its shareholders to participate in the general meeting, develop informed positions on agenda items, coordinate their actions, and express their opinions on the items being discussed	1. The company provides an accessible way to communicate with the public, such as a hotline, E-mail, or online forum, thus enabling shareholders to express their opinions and ask agenda-related questions when preparing for the general meeting. These communication channels were arranged by the company and made available to shareholders in preparation of each general meeting held during the reporting period	Partial compliance	The practice has been in place since the annual General Meeting of Shareholders for 2024 held on April 15, 2025. Shareholders could ask questions and send comments in connection with the meeting / absentee voting by E-mail corpsecretary@yandex-team.ru and through the contact form on the company's website https://ir.yandex.ru/contact-us. Information on these communication methods was contained in the notices of the meeting / absentee voting (published on the company's website and publicly available to an unlimited number of persons)
1.1.2	Procedures for notifying shareholders of the general meeting and the provision of related materials shall enable shareholders to prepare properly for the general meeting	1. During the reporting period, the notice of a general meeting of shareholders was published on the company's website not later than 30 days before the meeting date, unless a longer period is stipulated by law. 2. The notice of a general meeting listed the documents required for admission to the venue. 3. Shareholders were granted access to information on the persons who proposed items to be included in the agenda and nominees for the company's board of directors and auditing commission (when the latter is stipulated by the company's articles of association)	Full compliance	
1.1.3	In preparing for and holding the general meeting, shareholders shall be able to freely and timely receive information about the meeting and related materials, address questions to members of the company's executive bodies and board of directors, and communicate with each other	1. During the reporting period, shareholders had the opportunity to address questions to members of the company's executive bodies and members of the company's board of directors in preparing for and during the general meeting of shareholders. 2. The position of the board of directors (including dissenting opinions added to the minutes, if any) on each agenda item of the general meetings held in the reporting period was specified in the general meeting materials. 3. The company granted access to eligible shareholders to the list of persons entitled to participate in the general meeting of shareholders, starting from the date of the company's receipt of this list (the same applies to all such meetings held in the reporting period)	Partial compliance	1. The practice has been in place since the annual General Meeting of Shareholders for 2024 held on April 15, 2025. Shareholders could ask questions and send comments in connection with the meeting / absentee voting by E-mail corpsecretary@yandex-team.ru and through the contact form on the company's website https://ir.yandex.ru/contact-us. Information on these communication methods was contained in the notices of the meeting / absentee voting (published on the company's website and available to an unlimited number of persons). There was an opportunity to ask questions during the annual General Meeting of Shareholders. 2. The position of the Board of Directors was not included as a separate document in the materials provided to shareholders in preparation for meetings/absentee voting. Information on the recommendations of the Board of Directors on certain issues was provided as part of other documents. 3. During 2025, no shareholder requests for access to the list of persons entitled to vote at the General Meeting of Shareholders were received

Full compliance | Partial compliance | Non-compliance

No.	Principles of corporate governance	Criteria for assessing compliance with the corporate governance principle	Status of compliance with the corporate governance principle	Explanation why the criteria for assessing compliance with the corporate governance principle are not met
1.1.4	There shall be no unjustified difficulties preventing shareholders from exercising their right to demand that a general meeting be convened and to propose nominees to the company's governing bodies and items for the agenda	1. The company's articles of association set forth a deadline for shareholders to submit proposals for the agenda of the annual general meeting of shareholders at least 60 days after the end of the relevant calendar year. 2. Over the reporting period, the company did not refuse to accept any proposed agenda items or nominees for the company's bodies due to misprints or other minor errors in a shareholder proposal	Partial compliance	1. The company's Articles of Association set out the deadline for all issues, except for the election of "B" directors, for making proposals for inclusion in the agenda — by March 1 of the year following the reporting year. The reduced period for proposing (putting on the agenda) the issue on election of "B" directors stipulated by the company's Articles of Association is associated with the need to verify the nominees for a "B" director against the requirements and criteria established by the company's Articles of Association. Such verification of nominees aims to ensure that the Board of Directors includes professional independent individuals of high business and personal reputation, as well as to prevent conflicts of interest. According to clause 15.4.2 of the company's Articles of Association, the above provision is temporary, valid until the expiration of the special rights period, after which any proposals of issues to the agenda of the annual General Meeting of Shareholders will be accepted until March 1 of the year following the reporting year, inclusive. 2. During 2025, the company did not refuse to accept proposals to the agenda or nominees to the company's bodies
1.1.5	Each shareholder shall be able to freely exercise their right to vote in a straightforward and convenient way	1. The company's articles of association shall provide for the option of filling in an e-ballot on the website (the URL is specified in the notice of a general meeting of shareholders)	Partial compliance	Clause 15.8 of the company's Articles of Association provides for the option of filling an e-ballot on the website in the Internet. The above paragraph was introduced into the company's Articles of Association in a new wording approved by the decision of the General Meeting of Shareholders on April 15, 2025. The URL where e-ballots may be completed shall be determined by the Board of Directors and included in the meeting/absentee voting notice. The option to complete the e-ballot was provided for all meetings/absentee votings that took place in 2025
1.1.6	The procedures for holding a general meeting set by the company shall provide equal opportunities to all persons present at the meeting to express their opinions and ask questions of interest	1. When holding general meetings of shareholders in the form of a physical meeting (joint attendance of shareholders) in the reporting period, sufficient time was provided for reports on agenda items and for discussions of such items, and shareholders were able to express their opinions and ask agenda-related questions of interest. 2. The company invited nominees for the management and supervisory bodies of the company and took all necessary measures to ensure their participation in the general meeting of shareholders where their nominations were put to vote. The nominees for the management and control bodies of the company present at the general meeting of shareholders were available to answer shareholders' questions.	Partial compliance	1. When holding the annual General Meetings of Shareholders on April 15, 2025, sufficient time was provided for reports on agenda items and for discussions of such items, and shareholders were able to express their opinions and ask agenda-related questions of interest. 2. During 2025, the election of members of management and control bodies was not considered..

Full compliance | Partial compliance | Non-compliance

No.	Principles of corporate governance	Criteria for assessing compliance with the corporate governance principle	Status of compliance with the corporate governance principle	Explanation why the criteria for assessing compliance with the corporate governance principle are not met
		3. The sole executive body, accounting officer, chairperson, or other members of the audit committee of the board of directors were available to answer questions asked by shareholders at the general meetings of shareholders held during the reporting period. 4. In the reporting period, the company made use of remote telecommunication means to enable shareholders to participate in general meetings, or the board of directors reasonably resolved that there was no need (possibility) to use such means in the reporting period	Partial compliance	3. Svetlana Yachevskaya, who chairs both the Board of Directors and the Audit Committee, was present at the annual General Meeting of Shareholders. The company plans to further ensure participation of the sole executive body in the meetings of the General Meeting of Shareholders. 4. The option of holding the General Meetings of Shareholders in a remote format is included in the company's Articles of Association in the new wording approved by the General Meeting of Shareholders on April 15, 2025. At all meetings/absentee votings held in 2025, shareholders were given the opportunity to complete an e-ballot
1.2	**Shareholders shall have equal and fair opportunities to participate in the profits of the company by way of dividends**			
1.2.1	The company shall develop and implement transparent and clear means for calculating and paying dividends	1. The company's regulations on the dividend policy are approved by the board of directors and disclosed on the company's website. 2. If the dividend policy of a company preparing consolidated financial statements makes use of metrics from the company's financial statements to calculate dividends, the relevant provisions of the dividend policy shall take the consolidated financial statements into account. 3. The rationale behind the proposed net profit distribution, including the payment of dividends and for the company's own needs, and assessment of its compliance with the company's dividend policy, with explanations and economic feasibility of the need to apply a certain portion of net profit to meet its own needs in the reporting period, are included in the materials for the general meeting of shareholders with an agenda covering an item on profit distribution (including the payment (declaration) of dividends)	Partial compliance	1. The company's Dividend Policy was approved by the Board of Directors and published on the company's website. 2. The company's Dividend Policy does not use statement metrics to determine the amount of dividends. 3. The information presented in preparation for the General Meeting of Shareholders on the results of 2024 did not contain a separate rationale of net profit distribution and assessment of its compliance with the Dividend Policy. The draft resolution on the distribution of the company's net profit did not include any other options for its distribution, other than payment of dividends. The amount of dividends was recommended by the Board of Directors. In turn, the company's Dividend Policy does not contain a specific metric (including the mandatory share of net profit normally allocated for dividend payments) that could be assessed for compliance. The company plans to consider providing shareholders with more detailed information on the issue of net income distribution in 2026
1.2.2	The company shall not decide to pay dividends if such a decision, while not formally violating statutory limits, is unjustified from an economic point of view and might create a misleading impression about the company's activity	1. The company's regulations on the dividend policy, in addition to statutory restrictions, specify the financial/economic circumstances in which the company shall decide to not pay dividends	Full compliance	
1.2.3	The company does not allow deterioration of dividend rights of existing shareholders	1. In the reporting period, the company did not take any actions leading to deterioration of dividend rights of existing shareholders	Full compliance	
1.2.4	The company shall strive to rule out any ways through which its shareholders may obtain any profit or gain at the company's expense other than dividends and liquidation value distribution	1. During the reporting period, there were no other ways for the persons controlling the company to obtain profit or gain at the company's expense other than dividends (for example, through transfer pricing, unjustified provision of services to the company by the controlling person at inflated prices, or through internal loans substituting dividends to the controlling person and/or its controlled persons)	Full compliance	

✓ Full compliance ◐ Partial compliance ⊗ Non-compliance

No.	Principles of corporate governance	Criteria for assessing compliance with the corporate governance principle	Status of compliance with the corporate governance principle	Explanation why the criteria for assessing compliance with the corporate governance principle are not met
1.3	**The corporate governance system and practices shall ensure equal terms and conditions for all shareholders owning shares of the same class (category) in the company, including minority and foreign shareholders, as well as their equal treatment by the company**			
1.3.1	The company shall create conditions to enable its governing bodies and controlling persons to treat each shareholder fairly, including to rule out any potential abuse of minority shareholders by major shareholders	1. During the reporting period, the company's controlling persons did not abuse their rights in relation to the company's shareholders. There were no conflicts between the company's controlling persons and shareholders, and if there were, the board of directors addressed them properly	✓	
1.3.2	The company shall not take any actions that will or might result in the artificial reallocation of corporate control	1. Quasi-treasury shares are not in existence or did not participate in voting during the reporting period	✓	
1.4	**Shareholders should be provided with reliable and efficient means of recording their rights in shares and the opportunity to freely dispose of such shares in a non-onerous manner**			
1.4	Shareholders should be provided with reliable and efficient means of recording their rights in shares and the opportunity to freely dispose of such shares in a non-onerous manner	1. The company registrar's technologies and terms of services cater to the needs of the company and its shareholders and ensure that shareholder rights attached to shares are recorded and exercised in the most efficient manner	✓	
2.1	**The board of directors shall be in charge of strategic management of the company, determine major principles and approaches to creating a risk management and internal control system within the company, monitor the proceedings of the company's executive bodies, and carry out other key functions**			
2.1.1	The board of directors shall be responsible for decisions to appoint and remove members of executive bodies, including as a result of their failure to properly perform their duties. The board of directors shall also ensure that the company's executive bodies act in accordance with the company's approved development strategy and key business goals	1. The board of directors has the authority set forth by the articles of association to appoint and remove members of executive bodies, and to establish the terms and conditions of their contracts. 2. In the reporting period, the nomination (appointments, human resources) committee considered whether the professional qualifications, skills, and experience of the members of the executive bodies comply with the company's current and expected needs as determined by the company's approved strategy. 3. In the reporting period, the board of directors reviewed the report(s) of the sole executive body and the collective executive body (if any) on the implementation of the company's strategy	◐	1. According to the company's Articles of Association, decisions on the election (appointment) and early removal of the CEO, determination of the amount of remuneration and compensation paid to the CEO, and approval of the terms of the contract with the CEO are made by the Board of Directors. 2. The Remuneration and Nomination Committee and the Board of Directors considered the CEO's remuneration (bonus award) in early 2026 based on a combination of metrics, including the Group's annual results and the CEO's role in achieving the targets. The Remuneration and Nomination Committee and the Board determined that the qualifications, skills and experience of the CEO and key executives of the Group are appropriate for the current and anticipated needs of the company and the Group, taking into account the short-, medium- and long-term objectives of the company. 3. During 2025, the Board of Directors regularly heard reports from the CEO on various activities and businesses of the company and the Group. As of December 31, 2025, the company's Strategy was not approved as a separate document. 4. The Articles of Association does not stipulate the establishment of a collegial executive body
2.1.2	The board of directors shall establish basic long-term targets of the company's activity and evaluate and approve its key performance indicators, key business goals, strategy, and business plans in respect of its principal areas of operations	1. In the reporting period, the board of directors addressed at its meetings issues on the progress of implementing and updating the company's strategy, approval of its financial and economic plan (budget), and review of the criteria and indicators (including interim metrics) associated with the implementation of the company's strategy and business plans	◐	During 2025, the Board of Directors reviewed the progress of the business plans and approved the Group's budget for 2026. As of December 31, 2025, the company's Strategy was not approved as a separate document

Full compliance · Partial compliance · Non-compliance

No.	Principles of corporate governance	Criteria for assessing compliance with the corporate governance principle	Status of compliance with the corporate governance principle	Explanation why the criteria for assessing compliance with the corporate governance principle are not met
2.1.3	The board of directors shall determine the principles and methods of creating the risk management and internal control system in the company	1. The principles and methods of creating the risk management and internal control system in the company are determined by the board of directors and set out in the company's internal documents shaping the risk management and internal control policy. 2. Over the reporting period, the board of directors approved (revised) the company's acceptable amount of risk (risk appetite), or the audit committee and/or risk committee (if any) explored the relevance of bringing the issue of revising the company's risk appetite for consideration by the board of directors	Partial compliance	1. The Board of Directors of the company approved the Risk Management and Internal Control Policy. 2. The Audit Committee reviewed the risk appetite during 2025 and gave the necessary instructions to the relevant departments in order to finalize the risk appetite issues for further discussion by the committee and in order to present the risk appetite issue to the Board of Directors. It is planned to review this issue in 2026
2.1.4	The board of directors shall determine the company's policy on remuneration due to and/or compensation (reimbursement) of costs incurred by its board members, members of executive bodies, and other key managers	1. The company has developed, approved (by the board of directors), and implemented a policy (policies) on remuneration and compensation (reimbursement) of costs incurred by its board members, members of executive bodies, and other key managers. 2. In the reporting period, the board of directors addressed issues related to the above policy (policies)	Partial compliance	1. The company's Board of Directors approved the Regulations on Remuneration and Compensation paid to the members of the Board of Directors. 2. Issues related to the implementation of the Regulations on Remuneration and Compensation paid to the members of the Board of Directors were considered as part of the performance reports of the Remuneration and Nomination Committee. 3. The Board of Directors did not approve a similar document in respect of the company's executive bodies and other key executives. At the same time, the current composition of the Board of Directors has so far not considered it appropriate to change the key personnel remuneration system adopted in the company, which, in fact, has not changed compared to the system used in the Group for many years
2.1.5	The board of directors shall play a key role in preventing, detecting, and resolving internal conflicts between the company's bodies, shareholders, and employees	1. The board of directors shall plays a key role in preventing, identifying and resolving internal conflicts. 2. The company has set up a system for identifying transactions involving a conflict of interest and a system of measures for resolving such conflicts	Full compliance	
2.1.6	The board of directors shall play a key role in ensuring that the company is transparent, discloses information in full and in due time, and provides its shareholders with unhindered access to its documents	1. The company's internal documents define persons responsible for the implementation of its information policy	Partial compliance	The company's internal document defining the persons responsible for the implementation of its information policy was approved in January 2026
2.1.7	The board of directors shall oversee corporate governance practices in the company and plays a key role in significant corporate events of the company	1. During the reported period, the board of directors reviewed the results of self-assessment and (or) external assessment of corporate governance practices in the company	Full compliance	
2.2	**The board of directors shall be accountable to the company's shareholders**			
2.2.1	Information about the board of directors' proceedings shall be disclosed and provided to shareholders	1. The company's annual report for the reporting period covers information on the attendance at meetings of the board of directors and its committees by each board member. 2. The annual report covers information on the main outcomes of the performance assessment (self-assessment) of the board of directors carried out in the reporting period	Partial compliance	1. The company's Annual Report for the reporting period includes general information on attendance at meetings of the Board of Directors and Board committees. 2. The Annual Report covers information on the main outcomes of the performance assessment (self-assessment) of the Board of Directors carried out in the reporting period

Full compliance / Partial compliance / Non-compliance

No.	Principles of corporate governance	Criteria for assessing compliance with the corporate governance principle	Status of compliance with the corporate governance principle	Explanation why the criteria for assessing compliance with the corporate governance principle are not met
2.2.2	The chairperson of the board of directors shall be available to communicate with the company's shareholders	1. The company has a transparent procedure in place to enable shareholders to address their submissions to and receive feedback from the chairperson of the board of directors (and the senior independent director)	Partial compliance	At the moment, the company does not have a separate procedure to ensure that shareholders can address their submission to the Chairperson of the Board of Directors, but the company's website indicates the E-mail address of the Corporate Secretary. According to the company's Articles of Association, one of the key tasks of the Corporate Secretary is to ensure prompt ongoing interaction with shareholders, coordinate the company's actions to protect the rights and interests of shareholders, and support the effective work of the Board of Directors. Thus, this channel of interaction seems to be no less effective than sending submission directly to the Chairperson of the Board of Directors, since the Corporate Secretary can quickly organize the necessary communications
2.3	**The board of directors shall be an efficient and professional governing body of the company able to make objective and independent judgments and pass resolutions in the best interests of the company and its shareholders**			
2.3.1	Only persons with an impeccable business and personal reputation shall be elected to the board of directors. Such persons shall also have the knowledge, skills, and experience necessary to make decisions on reserved matters of the board of directors and perform its functions efficiently	1. During the reporting period, the board of directors (or its nomination committee) assessed nominees for the board of directors in terms of their experience, knowledge, business reputation, absence of a conflict of interest, etc.	Full compliance	
2.3.2	Members of the company's board of directors shall be elected pursuant to a transparent procedure enabling shareholders to obtain information about the nominees sufficient for them to gain an understanding of their personal and professional qualities	1. In all cases when a general meeting of shareholders involving the election of the board of directors was held in the reporting period, the company invariably provided its shareholders with biographical information on all of the nominees, the results of their assessment by the board of directors (or the nomination committee) for compliance of their professional qualifications, experience, and skills in relation to the company's current and expected needs, information on their conformance with the independence criteria set forth in recommendations 102–107 of the Code, and information on the written consent of the nominees to their election to the board of directors	Full compliance	
2.3.3	The composition of the board of directors shall be balanced in terms of qualifications, expertise, and business skills of its members, and enjoy the confidence of shareholders	1. During the reporting period, the board of directors reviewed its own needs in terms of qualifications, expertise, and business skills, and identified the competencies needed in the short and long term	Full compliance	
2.3.4	The quantitative composition of the company's board of directors shall enable the board to arrange its proceedings in the most efficient way, including creating committees and giving substantial minority shareholders an opportunity to elect a candidate to the board of directors for whom they would vote	1. During the reporting period, the board of directors considered whether the number of members of the board of directors caters to the company's needs and interests of shareholders	Full compliance	

Full compliance / Partial compliance / Non-compliance

No.	Principles of corporate governance	Criteria for assessing compliance with the corporate governance principle	Status of compliance with the corporate governance principle	Explanation why the criteria for assessing compliance with the corporate governance principle are not met
2.4	**The board of directors shall include a sufficient number of independent directors**			
2.4.1	An independent director shall mean any person who has the required professional skills and expertise and is sufficiently able to have their own position and make objective and bona fide judgments, free from the influence of the company's executive bodies and any individual group of its shareholders or other stakeholders. It shall be noted that under normal circumstances, a nominee (or an elected director) may not be deemed to be independent if they are associated with the company or any of its substantial shareholders, material trading partners or competitors, or the government	1. During the reported period, all independent members of the board of directors met all independence criteria set out in recommendations 102–107 of the Code or were recognized as independent by the decision of the board of directors	Full compliance	
2.4.2	The company shall evaluate compliance of nominees for the board of directors with independence criteria and review compliance of independent directors with independence criteria on a regular basis. When carrying out such evaluation, substance shall take precedence over form	1. In the reporting period, the board of directors (or its nomination committee) formed an opinion on the independence of each nominee and provided shareholders with the relevant statement. 2. During the reporting period, the board of directors (or its nomination committee) reviewed the independence of current board members at least once (after their election). 3. The company has procedures in place to determine the required actions to be taken by a board member if they cease to be independent, including the obligation to notify the board of directors thereof in a timely manner	Full compliance	
2.4.3	Independent directors make up at least one third of the elected members of the board of directors	1. Independent directors shall make up at least one third of the board of directors' members	Full compliance	
2.4.4	Independent directors shall play a key role in the prevention of internal conflicts within the company and performance by the latter of material corporate actions	1. In the reporting period, independent directors (who had no conflict of interest) performed a preliminary assessment of material corporate actions involving potential conflicts of interest and submitted the outcomes of such assessment to the board of directors	Non-compliance	No material corporate actions involving potential conflicts of interest were taken during the reporting period. Preliminary assessment of material corporate actions by independent directors is not provided for at the level of the Articles of Association and other internal documents of the company. At the same time, considering that independent directors make up seven out of nine members of the company's Board of Directors, we believe that formalization of the need for such assessment is unnecessary
2.5	**The chairperson of the board of directors shall facilitates the most efficient performance of the functions imposed thereon in the most efficient manner**			
2.5.1	An independent director shall be elected as chairperson of the board of directors or a senior independent director from among the elected independent directors shall be appointed to coordinate the proceedings of independent directors and liaise with the board chairperson	1. The chairperson of the board of directors is an independent director or a senior independent director has been determined among the independent directors. 2. The role, rights and duties of the chairperson of the board of directors (and, if applicable, the senior independent director) are duly defined in the company's internal documents	Full compliance	

No.	Principles of corporate governance	Criteria for assessing compliance with the corporate governance principle	Status of compliance with the corporate governance principle	Explanation why the criteria for assessing compliance with the corporate governance principle are not met
			Full compliance / Partial compliance / Non-compliance	
2.5.2	The chairperson of the board of directors shall ensure a constructive atmosphere at meetings, free discussion of issues included in the agenda of the meeting, and control over the execution of decisions made by the board of directors	1. 1 The performance of the chairperson of the board of directors was assessed as part of the procedure for assessment (self-assessment) of the board of directors' performance in the reporting period	Full compliance	
2.5.3	The chairperson of the board of directors shall take any and all measures as may be required to provide board members in a timely manner with information required to decide on agenda items	1. The board chairperson's duty to take measures to provide board members with complete and accurate information on agenda items for the board meeting in a timely manner is confirmed in the company's internal documents	Full compliance	
2.6	**Board members shall act reasonably and in good faith in the best interests of the company and its shareholders, being sufficiently informed, with due care and diligence**			
2.6.1	Board members shall make decisions considering all available information in the absence of conflicts of interest, treating company shareholders equally and assuming normal business risks	1. As per the company's internal documents, a board member shall notify the board of directors of any conflict of interest on any agenda item of the board or committee meeting prior to discussing such item. 2. The company's internal documents stipulate that a board member shall refrain from voting on any item in relation to which they have a conflict of interest. 3. The company has a procedure in place that enables the board of directors to obtain professional advice on their reserved matters at the company's cost and expense	Partial compliance	1. Pursuant to the company's Articles of Association, a member of the Board of Directors is obliged to refrain from actions that may create, including potentially, a conflict between the interests of the member of the Board of Directors and/or their affiliates (on the one part) and the interests of the company and/or the Group and/or their affiliates (on the other part). If such conflict of interest exists or may arise, such member of the Board of Directors shall notify the Chairperson of the Board of Directors thereof in writing. 2. The company's Articles of Association stipulate the obligation of a member of the Board of Directors to immediately notify of a conflict of interest. It is presumed that if there is a conflict of interest, a Board member shall abstain from voting on any item in relation to which they have a conflict of interest. 3. The procedure for obtaining professional advice by the Board of Directors is not formalized but is applied in practice
2.6.2	The rights and duties of board members shall be clearly stated and documented in the company's internal documents	1. The company has adopted and published an internal document that clearly determines the rights and duties of board members	Full compliance	
2.6.3	Board members shall have sufficient time to fulfill their duties	1. Individual attendance at meetings of the Board of Directors and its committees, as well as the sufficiency of time to sit on the Board of Directors, including its committees, has been analyzed under the procedure for assessment (self-assessment) of the Board of Directors' performance in the reporting period. 2. As per the company's internal documents, board members shall notify the board of directors of their intention to join the governing bodies of any other entities (apart from entities controlled by the company) and of such appointment	Partial compliance	1. Individual attendance at meetings of the Board of Directors and its committees, as well as the sufficiency of time to sit on the Board of Directors, including its committees, has been analyzed under the procedure for assessment (self-assessment) of the Board of Directors' performance in the reporting period. 2. The obligation of Board members to notify the Board of Directors of their intention to join the governing bodies of any other entities (apart from entities controlled by the company) and of such appointment is not established. The lack of this obligation is sufficiently offset by the obligation to regularly (quarterly under the requirements of the Moscow Exchange) notify the Board of Directors of the positions held

Full compliance — Partial compliance — Non-compliance

No.	Principles of corporate governance	Criteria for assessing compliance with the corporate governance principle	Status of compliance with the corporate governance principle	Explanation why the criteria for assessing compliance with the corporate governance principle are not met
2.6.4	All members of the board of directors shall have equal access to the company's documents and information. Newly elected members of the board of directors shall be provided with sufficient information about the company and the proceedings of the board of directors as soon as possible	1. As per the company's internal documents, board members are entitled to obtain information and documents needed for performing their duties relating to the company and its controlled entities, while the company's executive bodies shall ensure that the relevant information and documents are made available. 2. The company runs a documented induction program for newly elected board members	Partial compliance	1. The company's Articles of Association and the Regulations on the Board of Directors establish the right of members of the Board of Directors to request the CEO to provide information (materials) and clarifications on the company's activities when such information is necessary for decision-making within the competence of the Board of Directors. 2. There is no induction program for newly elected members of the Board of Directors. The company intends to further consider the issue of the induction program, taking into account the term of office of the current Board of Directors (formed for a period of three years)
2.7	**Meetings of the board of directors, preparation for them, and participation of board members therein shall ensure efficient work of the board**			
2.7.1	Meetings of the board of directors shall be held as needed, taking into account the scale of operations and the tasks facing the company in a certain period of time	1. The board of directors held at least six meetings in the reporting year	Full compliance	
2.7.2	The company's internal documents shall set out a procedure for preparing for and holding board meetings that enables members of the board to properly prepare for such meetings	1. The company has approved an internal document that establishes the procedure for preparing for and holding board meetings and stipulates, among other things, that a notice of the meeting shall normally be sent at least five days before the date of such meeting. 2. During the reporting period, board members who were absent from the meeting venue were given an opportunity to contribute to discussing its agenda items and vote remotely by tele- and videoconference	Full compliance	
2.7.3	The board meeting form shall be determined with due account of importance of its agenda items. The most important issues shall be resolved at meetings held in person	1. The company's articles of association or internal document stipulate that the most important issues shall be considered at in-person meetings of the board of directors	Non-compliance	The company's internal documents stipulate that the form of a meeting of the Board of Directors shall be determined by the Chairperson when they decide to convene the meeting of the Board of Directors. In practice, material issues are usually considered at in-person meetings, or before passing a resolution at a meeting held in absentia, the relevant issue is discussed at in-person meetings of the relevant Board committees or at Board gatherings in other formats
2.7.4	Resolutions on the most important issues relating to the company's business should be passed at a board meeting by a qualified majority vote or the majority vote of all elected board members	1. The company's articles of association provide that decisions on the most important issues, including those set forth in recommendation 170 of the Code, shall be passed at a meeting of the board of directors by the qualified majority of at least three fourths of votes or by the majority of votes of all elected members of the board of directors	Full compliance	

Full compliance · Partial compliance · Non-compliance

No.	Principles of corporate governance	Criteria for assessing compliance with the corporate governance principle	Status of compliance with the corporate governance principle	Explanation why the criteria for assessing compliance with the corporate governance principle are not met
2.8	**The board of directors should set up committees for preliminary consideration of the most important issues related to the company's business**			
2.8.1	For the purpose of preliminary consideration of any issues related to exercising control over the company's financial and business operations, an audit committee composed of independent directors should be set up	1. The board of directors has formed an audit committee consisting solely of independent directors. 2. The company's internal documents define the tasks of the audit committee, including the tasks contained in recommendation 172 of the Code. 3. At least one member of the audit committee, who is an independent director, has experience and knowledge in preparation, analysis, evaluation and audit of accounting (financial) statements. 4. Meetings of the audit committee were held at least once a quarter during the reporting period	Partial compliance	1. The company's Board of Directors set up the Audit Committee consisting solely of independent directors. 2. The Regulations on the Audit Committee determine the duties of the committee, including the majority of the duties stipulated in recommendation 172 of the Code (the remaining duties are part of higher-level issues governed by the Regulations and do not require a separate mention, in our opinion) 3. The Chairperson of the Audit Committee is an independent director and has experience and knowledge in preparation, analysis, evaluation and audit of accounting (financial) statements. 4. During 2025, the Audit Committee held meetings more than once every quarter
2.8.2	For preliminary consideration of any issues related to developing efficient and transparent remuneration practices, a remuneration committee shall be set up and composed of independent directors and chaired by an independent director who shall not concurrently serve as the board chairperson	1. The board of directors has set up a remuneration committee consisting solely of independent directors. 2. The remuneration committee is chaired by an independent director who is not the chairperson of the board of directors. 3. The company's internal documents define the tasks of the remuneration committee, including, inter alia, the tasks contained in recommendation 180 of the Code, as well as the conditions (events) upon the occurrence of which the remuneration committee considers revising the company's policy on remuneration of members of the board of directors, executive bodies and other key executives	Partial compliance	1. The company's Board of Directors has set up the Remuneration and Nomination Committee consisting solely of independent directors. 2. The Chairperson of the Remuneration and Nomination Committee is an independent director who does not chair the Board of Directors. 3. The Regulations on the Remuneration and Nomination Committee determine the duties of the Committee, including the majority of the duties stipulated in recommendation 180 of the Code (the remaining duties are part of higher-level issues governed by the Regulations and do not require a separate mention, in our opinion)
2.8.3	For preliminary considera-tion of any issues relating to HR (succession) planning, professional composition and efficiency of the board of directors, a nomination (appointments, human resources) committee shall be set up with a majority of its members being independent directors	1. The board of directors established a nomination committee (or its tasks specified in recommendation 186 of the Code are implemented within another committee), the majority of members of which are independent directors. 2. The company's internal documents define the duties of the nomination committee (or the relevant committee with a combined function), including the tasks contained in recommendation 186 of the Code. 3. In the reporting period, in order to create a board of directors that best meets the company's goals and objectives, the nomination committee arranged engagement with shareholders, not limited to major shareholders, as part of selecting nominees for the company's board of directors either on its own or jointly with other board committees or the company's authorized unit in charge of shareholder engagement	Partial compliance	1. The company's Board of Directors has set up the Remuneration and Nomination Committee consisting solely of independent directors. 2. The Regulations on the Remuneration and Nomination Committee determine the duties of the Committee, including the majority of the duties stipulated in recommendation 186 of the Code (the remaining duties are part of higher-level issues governed by the Regulations and do not require a separate mention, in our opinion). 3. During 2025, the issue of electing members of the company's Board of Directors was not considered, and no nominations were made
2.8.4	Given the scale of the business and the level of risk, the company's board of directors shall make sure that the composition of its committees is fully consistent with the company's business objectives. Additional committees, such as strategy committee, corporate governance committee, ethics committee, risk management committee, budget committee; health, safety, and environment committee, etc., shall either be set up or considered unnecessary	1. In the reporting period, the company's board of directors considered whether the board of directors' structure is appropriate for the scope, nature, business goals, needs, and risk profile of the company. Additional committees were either formed or were not deemed necessary	Full compliance	

✓ Full compliance ◐ Partial compliance ⊗ Non-compliance

No.	Principles of corporate governance	Criteria for assessing compliance with the corporate governance principle	Status of compliance with the corporate governance principle	Explanation why the criteria for assessing compliance with the corporate governance principle are not met
2.8.5	The composition of committees should be determined to allow a comprehensive discussion of items being considered on a preliminary basis with due account for differing opinions	1. The audit committee, remuneration committee, and nomination committee (or the relevant committee with shared functions) were chaired by independent directors in the reporting period. 2. The company's internal documents (policies) contain provisions whereby persons who are not members of the audit committee, nomination committee, or remuneration committee (or the relevant committee with shared functions) may only attend meetings of committees by invitation of the chairperson of the relevant committee	✓	
2.8.6	The chairpeople of committees shall regularly notify the board of directors and its chairperson of the proceedings of their committees	1. In the reporting period, the chairpeople of committees regularly reported the proceedings of their committees to the board of directors	✓	
2.9	**The board of directors shall ensure the review of its own performance and the performance of its committees and board members**			
2.9.1	The review of the board of directors' performance should be aimed at determining how efficiently the board of directors, its committees and board members work and whether their proceedings meet the company's needs, at making their proceedings more intensive and identifying areas for improvement	1. The company's internal documents determine the procedures for assessing (self-assessing) the board of directors' performance. 2. The assessment (self-assessment) of the board of directors' performance carried out in the reporting period covered an assessment of proceedings of its committees, and an individual assessment of each board member and the board of directors as a whole 3. The outcomes of the assessment (self-assessment) of the board of directors' performance carried out during the reporting period were reviewed at a board meeting held in person	◐	1. The company's internal documents do not define the procedures for assessment (self-assessment) of the Board of Directors's performance. The company's Board of Directors was elected in 2024, and the self-assessment of the Board of Directors's performance was conducted for the first time in 2025. In 2026, the company plans to consider approaches to formalizing the procedure for assessment (self-assessment) of the Board of Directors' performance. 2. The assessment (self-assessment) of the Board of Directors' performance carried out in the reporting period covered an assessment of proceedings of its committees, and an individual assessment of each board member and the board of directors as a whole. 3. The results of the self-assessment of the Board of Directors's performance were reviewed at an in-person meeting of the company's Board of Directors on November 26, 2025
2.9.2	The performance of the Board of Directors, committees and members of the Board of Directors is assessed on a regular basis at least once a year. An external organization (consultant) is engaged to conduct an independent assessment of the quality of work of the Board of Directors at least once every three years	1. A third-party entity (consultant) was engaged to independently assess the board of directors' performance at least once over the last three reporting periods	⊗	The company was incorporated on December 26, 2023, the new Board of Directors was established in June 2024, and the Board of Directors' self-assessment was conducted for the first time in 2025. The company intends to further consider the issue of engaging an external organization (consultant) to conduct an independent assessment of the Board of Directors' performance
3.1	**The company's corporate secretary should be responsible for efficient interaction with shareholders, coordination of the company's actions to protect the rights and interests of its shareholders, and support of robust proceedings of its board of directors**			
3.1.1	The corporate secretary shall have the knowledge, experience, and qualifications sufficient for the performance of their duties, as well as an impeccable reputation, and also enjoy the trust of shareholders	1. The company's website and annual report contain biographical information about the corporate secretary (including information about their age, education, qualifications, and experience), and details of serving on the governing bodies in other legal entities for at least the last five years	✓	

Full compliance · Partial compliance · Non-compliance

No.	Principles of corporate governance	Criteria for assessing compliance with the corporate governance principle	Status of compliance with the corporate governance principle	Explanation why the criteria for assessing compliance with the corporate governance principle are not met
3.1.2	The corporate secretary shall be sufficiently independent of the company's executive bodies and vested with the powers and resources required to perform their tasks	1. The company has adopted and disclosed internal regulations on the corporate secretary. 2. The board of directors approves the nominee for the position of corporate secretary, terminates their powers, and considers the payment of extra remuneration to them. 3. The company's internal documents set forth the corporate secretary's right to request and receive company documents and information from the company's governing bodies, business units, and officials	Partial compliance	1. The company's Board of Directors approved the Regulations on the Corporate Secretary; the document is published on the company's website. 2. The Corporate Secretary shall be appointed and dismissed by the CEO in consultation with the Board of Directors in order to comply with clause 2.18 of Appendix 2 to the Moscow Exchange Listing Rules for companies whose shares are included in the Level 1 Quotation List. The assessment of the Corporate Secretary's performance, determination of the amount of their remuneration, the principles of paying bonuses to them, and the payment of extra remuneration to the Corporate Secretary fall within the remit of the Board of Directors. 3. The company's Regulations on the Corporate Secretary set forth the Corporate Secretary's right to request and receive information and documents necessary to perform their duties from the Company's officials and employees
4.1	**The level of remuneration paid by the company shall be sufficient to enable it to attract, motivate, and retain persons having the required skills and qualifications. Remuneration due to the company's board members, executive bodies, and other key managers shall be paid in accordance with a remuneration policy approved by the company**			
4.1.1	The level of remuneration paid by the company to its board members, executive bodies, and other key managers shall be sufficient to motivate them to work efficiently and enable the company to attract and retain knowledgeable, skilled, and duly qualified persons. The company should avoid setting the level of remuneration any higher than necessary, as well as creating an excessively large gap between the level of remuneration of any of the above persons and that of the company's employees	1. Remuneration of the company's board members, executive bodies, and other key managers is determined based on the comparative analysis of remuneration levels of the company's peers	Full compliance	
4.1.2	The company's remuneration policy shall be developed by its remuneration committee and approved by the board of directors. In collaboration with the remuneration committee, the board of directors should monitor implementation and compliance with the remuneration policy by the company and, when necessary, review and amend it	1. During the reporting period, the remuneration committee reviewed the remuneration policy (policies) and/or its (their) implementation practices, assessed their efficiency and transparency, and where necessary, submitted the relevant recommendations to the board of directors for the revision of said policy (policies)	Partial compliance	The Remuneration and Nomination Committee reviews the practice of implementation of remuneration policies on a regular basis and reports on this matter to the Board of Directors. During the reporting year, there were no recommendations to revise the above policy(s)
4.1.3	The company's remuneration policy shall provide for transparent means to be used to determine the amount of remuneration due to the company's board members, executive bodies, and other key managers, and regulate any and all types of payments, benefits, and privileges granted to any of the above persons	1. The company's remuneration policy (policies) provides (provide) for transparent means to be used to determine the amount of remuneration due to the company's board members, executive bodies, and other key managers, and regulate any and all types of payments, benefits, and privileges granted to any of the above persons	Partial compliance	The Regulations on Remunerations and Compensation to members of the company's Board of Directors approved by the General Meeting of Shareholders regulates all types of remunerations and compensations provided to members of the Board of Directors and contains clear mechanisms for determining the amount of remuneration. The remuneration of the company's executive bodies and key managers, like that of all its employees, consists of a fixed portion (salary), variable portion (bonuses, other incentive payments), and a benefits package that may include, among other things, medical insurance and participation in the Long-Term Incentive Program based on the company's ordinary shares

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			Full compliance / Partial compliance / Non-compliance	
4.1.4	The company should develop a policy on the reimbursement of expenses containing a list of reimbursable expenses and specifying service levels available to the company's board members, executive bodies, and other key managers. Such policy may be part of the company's remuneration policy	1. The company's remuneration policy (policies) or other internal documents establish the procedures for reimbursing expenses incurred by the company's board members, executive bodies, and other key managers	Full compliance	
4.2	**The system of remuneration due to board members shall ensure the harmonization of financial interests of directors with the long-term financial interests of shareholders**			
4.2.1	The company shall pay fixed annual remuneration to board members. The company shall not pay remuneration for participation in individual meetings of the board of directors or its committees. The company shall not use any form of short-term incentives or additional financial incentives in respect of the board members	1. In the reporting period, the company paid remuneration to the board members as per the remuneration policy adopted by the company. 2. In the reporting period, the company did not apply short-term incentives or additional financial incentives dependent on the company's results (performance indicators) to board members. No remuneration was paid for participation in individual meetings of the board of directors or its committees	Full compliance	
4.2.2	Long-term ownership of the company's shares contributes most to aligning the financial interests of board members with long-term interests of the company's shareholders. However, the company shall not make the right to dispose of shares dependent on the company's achievement of certain performance results, nor should board members take part in the company's option plans	1. If the internal document (documents), namely the company's remuneration policy (policies), provides (provide) for granting shares to board members, clear rules regarding the ownership of shares by the board members focused on encouraging long-term ownership of such shares shall be introduced and disclosed	Non-compliance	The Regulations on Remuneration and Compensation paid to members of the Board of Directors of the company stipulate the provision of ordinary share options as a form of remuneration. There are no additional rules for members of the Board of Directors. The company plans to discuss this matter at a meeting of the Remuneration and Nomination Committee of the Board of Directors in 2026. If the introduction of additional rules is deemed appropriate, including in view of the Bank of Russia's efforts to issue recommendations on the introduction of long-term incentive programs, the relevant amendments will be proposed for inclusion in the Regulations on Remuneration and Compensation of members of the Board of Directors in accordance with the established procedure
4.2.3	The company does not provide for any additional payments or compensations in case of early termination of powers of members of the board of directors in connection with the transfer of control over the company or other circumstances	1. The company does not provide for any additional payments or compensations in case of early termination of powers of members of the board of directors in connection with the transfer of control over the company or other circumstances	Full compliance	

Full compliance | Partial compliance | Non-compliance

No.	Principles of corporate governance	Criteria for assessing compliance with the corporate governance principle	Status of compliance with the corporate governance principle	Explanation why the criteria for assessing compliance with the corporate governance principle are not met
4.3	**The system of remuneration due to the company's executive bodies and other key managers should provide that their remuneration is dependent on the company's performance and their personal contribution to its achievement**			
4.3.1	Remuneration of members of executive bodies and other key executives of the company is determined in such a way as to ensure a reasonable and justified ratio between the fixed part of remuneration and the variable part of remuneration depending on the company's performance and the employee's personal (individual) contribution to the final result	1. In the reporting period, annual performance metrics approved by the board of directors were used to determine the variable portions of remuneration for members of the company's executive bodies and other key managers. 2. During the most recent assessment of the remuneration system for members of the company's executive bodies and other key managers, the board of directors (remuneration committee) ensured that the company uses the proper combination of fixed and variable portions of remuneration. 3. When determining the amount of remuneration due to members of the company's executive bodies and other key managers, consideration is given to the risks borne by the company to avoid creating incentives for making excessively risky management decisions	Full compliance	
4.3.2	The company should have in place a long-term incentive program for the company's executive bodies and other key managers involving the company's shares (options or other derivative financial instruments where the company's shares are the underlying assets)	1. If the company introduced a long-term incentive program for members of the company's executive bodies and other key managers involving the company's shares (financial instruments based on the company's shares), the program stipulates that the right to sell such shares and other financial instruments shall not arise earlier than three years after they have been granted. The right to sell them is also conditional upon the company's achievement of certain performance targets	Non-compliance	The company's Board of Directors has approved the Incentive Program for members of executive bodies and other participants. However, this program imposes no restrictions on the sale of shares received under the Incentive Program within a certain period. We believe that certain restrictions may be introduced for individual participants in accordance with the terms of the Incentive Program if necessary. Currently, we do not believe that there is a need to impose restrictions on the sale of shares within a certain period for individual participants
4.3.3	The amount of severance pay ("golden parachute") payable by the company in the event of early dismissal of a member of an executive body or key manager at the initiative of the company, provided there have been no bad faith actions on the part of such person, shall not exceed two times the fixed portion of their annual remuneration	1. The amount of severance pay ("golden parachute") payable by the company in the event of the early dismissal of a member of an executive body or key manager at the initiative of the company, provided there have been no bad faith actions on the part of such person, did not exceed two times the fixed portion of their annual remuneration in the reporting period	Full compliance	
5.1	**The company shall have in place an efficient risk management and internal control system designed to provide reasonable confidence that the company's goals will be achieved**			
5.1.1	The board of directors shall determine the principles and approaches to creating the risk management and internal control system in the company	1. The functions of various governing bodies and units of the company within the risk management and internal control system are clearly defined in the company's internal documents or the relevant policy approved by the board of directors	Full compliance	
5.1.2	The company's executive bodies should ensure the establishment and continuing operation of the efficient risk management and internal control system in the company	1. The company's executive bodies have ensured the allocation of risk management and internal control duties, powers, and responsibilities among the heads of divisions and business units accountable to them	Full compliance	

Full compliance · Partial compliance · Non-compliance

No.	Principles of corporate governance	Criteria for assessing compliance with the corporate governance principle	Status of compliance with the corporate governance principle	Explanation why the criteria for assessing compliance with the corporate governance principle are not met
5.1.3	The company's risk management and internal control system shall provide an objective, fair, and clear view of the current condition and prospects of the company, integrity, and transparency of its accounts and reports, and the reasonableness and acceptability of risks being assumed by the company	1. The company has approved the anti-corruption policy. 2. The company has in place a convenient, safe, and confidential method (hotline) of notifying the board of directors or its audit committee of any violations of laws, internal procedures, or the code of ethics	Partial compliance	1. The company has approved the Anti-Corruption Policy. 2. The company has a hotline (anonymous and non-anonymous) for reporting violations of the Code of Ethics. At each scheduled meeting of the Audit Committee, the committee members receive information on violations identified from the hotline and on the measures taken to resolve certain situations (if applicable) and prevent such violations in the future
5.1.4	The board of directors shall take the required and sufficient measures to ensure that the company's existing risk management and internal control system is consistent with the principles and methods of its creation as set forth by the board of directors and that it operates efficiently	1. During the reporting period, the board of directors (audit committee and/or risk committee, if any) arranged an assessment of the reliability and efficiency of the risk management and internal control system. 2. In the reported period, the board of directors reviewed the outcomes of assessing the reliability and efficiency of the company's risk management and internal control system. Information on the results of such review is included in the company's annual report	Full compliance	
5.2	**To independently assess on a regular basis the reliability and efficiency of the risk management and internal control system and corporate governance prac-tices, the company should arrange for internal audits**			
5.2.1	The company shall set up a separate business unit or engage an independent third-party entity to carry out internal audits. The internal audit department shall have separate lines of functional and administrative reporting. Functionally, the internal audit department shall report to the board of directors	1. To conduct an internal audit, the company set up a separate unit in charge of internal audits that is functionally accountable to the board of directors, or an independent third-party entity was engaged under the same accountability principles	Full compliance	
5.2.2	The internal audit department shall assess the reliability and efficiency of the risk management and internal control system and corporate governance, and apply generally accepted standards of internal auditing	1. During the reporting period, an internal audit was held to assess the reliability and efficiency of the risk management and internal control system. 2. In the reporting period, an internal audit was held to assess corporate governance (individual corporate governance practices), including communication procedures (including on issues related to internal control and risk management) at all management levels of the company, and stakeholder engagement	Full compliance	

Full compliance · Partial compliance · Non-compliance

No.	Principles of corporate governance	Criteria for assessing compliance with the corporate governance principle	Status of compliance with the corporate governance principle	Explanation why the criteria for assessing compliance with the corporate governance principle are not met
6.1	**The company and its activities shall be transparent to shareholders, investors, and other stakeholders**			
6.1.1	The company shall develop and implement an information policy enabling it to efficiently share information with its shareholders, investors, and other stakeholders	1. The company's board of directors approved an information policy developed in accordance with the recommendations of the Code. 2. During the reporting period, the board of directors (or one of its committees) considered the efficiency of communication between the company, shareholders, investors, and other stakeholders and the relevance (need) to revise the company's information policy	Full compliance	
6.1.2	The company shall disclose information on its corporate governance system and practices, including detailed information on compliance with the principles and recommendations of the Code	1. The company discloses information on its corporate governance system and general corporate governance principles adopted by the company, including disclosures on the company's website. 2. The company discloses information on the composition of its executive bodies and the board of directors, independence of board members, and their membership on committees of the board of directors (as defined in the Code). 3. Where there is a person that controls the company, the company publishes the controlling person's memorandum regarding their plans concerning corporate governance in the company	Full compliance	
6.2	**The company shall timely disclose complete, updated, and reliable information about itself to enable shareholders and investors to make informed decisions**			
6.2.1	The company shall disclose information under the principles of regularity, consistency, timeliness, accessibility, reliability, completeness, and comparability of disclosed data	1. The company established a procedure to coordinate the operations of all company units and employees involved in disclosures or whose activities may result in the need for disclosures. 2. If the company's securities are traded on foreign regulated markets. The disclosure of material information in the Russian Federation and on such markets takes place simultaneously and in an equivalent manner during the reporting year. 3. If foreign shareholders own a considerable number of shares in the company, information is disclosed not only in Russian but also in one of prevailing foreign languages during the reporting year	Full compliance	

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			Full compliance / Partial compliance / Non-compliance	
6.2.2	The company shall avoid strict adherence to a formal approach to disclosures and disclose material information regarding its activities even if such disclosure is not required by law	1. The company's information policy defines the approaches to disclosing information about other events (actions) that have a material effect on the value or quotation of its securities not required to be disclosed by law. 2. The company discloses information on the company's capital structure in its annual report and on the company's website in accordance with recommendation 290 of the Code. 3. The company discloses information on its controlled entities that are material to the company, including on the key areas of their activities, methods for ensuring accountability of controlled entities, and the authority of the company's board of directors to determine the strategy and assess performance of controlled entities. 4. The company discloses non-financial reports: a sustainability report, environmental report, corporate social responsibility report or any other report containing non-financial information, including in respect to factors related to the environment (inter alia, environmental and climate change factors), society (social factors), and corporate governance, except for the report of an equity securities issuer and the annual report of a joint-stock company	Partial compliance	1. The company's information policy defines the approaches to disclosing information about other events (actions) that have a material effect on the value or quotation of its securities not required to be disclosed by law. 2. The company discloses information on its capital structure in the Annual Report and on the company's website, including most of the information stipulated by recommendation 290 of the Code. 3. The company discloses information on its controlled entities that are material to the company, including on the key areas of their activities, in the Issuer's Report. According to Clause 5 of Appendix B to the company's Articles of Association (disclosed on the company's website), the issue of determining and/or materially changing the priority areas of the Group's operations falls within the remit of the Board of Directors. The company's Articles of Association also define additional materiality criteria for transactions of Group companies that are subject to prior approval by the company's Board of Directors. 4. In 2025, the company disclosed a separate non-financial report containing nonfinancial information, including in respect of factors related to the environment (inter alia, environmental and climate change factors) and society (social factors). This Report contains general information on corporate governance, the main part of which is included in the company's Annual Report
6.2.3	The company's annual report, as one of the most important tools of communicating with shareholders and other stakeholders, shall contain information enabling the evaluation of the company's annual performance	1. The company's annual report contains information on the outcomes of the audit committee's assessment of the efficiency of the external and internal audit process. 2. The company's annual report contains the details of the company's environmental and social policy	Partial compliance	1. The company's annual report contains information on the outcomes of the audit committee's assessment of the efficiency of the external and internal audit process. The Internal Audit Department (IAD) submitted regular progress reports to the Audit Committee; however, no formalized assessment of the effectiveness of the process was carried out in the reporting year. 2. The Annual Report for 2025 contains information on the corporate governance system, as well as brief information on factors related to the environment and society (more detailed information will be published as part of the specialized report)
6.3	**The company shall provide information and documents requested by its shareholders under the principle of equal and unhindered accessibility**			
6.3.1	The exercise by shareholders of their right to access the company's documents and information shall not be unreasonably burdensome	1. The company's information policy (internal documents setting forth the information policy) provides for a nononerous procedure for granting access to the company's information and documents as requested by shareholders. 2. The information policy (internal documents setting forth the information policy) contains provisions to the effect that if a shareholder requests information on entities controlled by the company, the company shall make every effort to obtain such information from the relevant entities controlled by the company	Partial compliance	1. The company's Information Policy provides for a nononerous procedure for granting access to the company's information and documents as requested by shareholders. 2. The company's Information Policy does not provide for provision of information on organizations controlled by the company. The company intends to assess the need to amend the Information Policy, including in view of the Bank of Russia's instruction No. 7199-U dated October 2, 2025 regulating the procedures for providing shareholders with access to the company's documents, which came into force in January 2026

No.	Principles of corporate governance	Criteria for assessing compliance with the corporate governance principle	Status of compliance with the corporate governance principle	Explanation why the criteria for assessing compliance with the corporate governance principle are not met
			Full compliance / Partial compliance / Non-compliance	
6.3.2	When providing information to its shareholders, the company shall maintain a reasonable balance between the interests of individual shareholders and its own interests of keeping sensitive business information confidential that might have a material impact on its competitiveness	1. In the reporting period, the company did not refuse any shareholder requests for information, and if it did, such refusals were well-reasoned. 2. In cases set forth in the company's information policy, shareholders are notified of the confidential nature of information and undertake to maintain its confidentiality	Full compliance	
7.1	**Any actions that will or may materially affect the company's share capital structure and its financial standing and, accordingly, the standing of its shareholders ("material corporate actions"), shall be taken on fair terms and conditions to make sure that the rights and interests of shareholders and other stakeholders are respected**			
7.1.1	Material corporate actions shall be deemed to include reorganization of the company, acquisition of 30% or more of its voting shares (takeover), entry by the company into any material transactions, an increase or decrease in its share capital, listing and delisting of its shares, and other actions which might result in material changes in the rights of its shareholders or violation of their interests. The company's articles of association shall include a list of (criteria for identifying) transactions or other actions classified as material corporate actions and provide therein that decisions on any such actions shall fall within reserved matters of the company's board of directors	1. The company's articles of association set forth the list (criteria) of transactions or any other actions that constitute material corporate actions. Making decisions about material corporate actions is among the reserved matters of the board of directors according to the company's articles of association. Where the law specifically attributes the taking of corporate actions to the authority of the general meeting of shareholders, the board of directors provides shareholders with the relevant recommendations	Full compliance	
7.1.2	The board of directors shall play a key role in passing resolutions or giving recommendations regarding material corporate actions relying on opinions of the company's independent directors	1. The company has a procedure in place, under which independent directors express their opinions on material corporate actions before such actions are approved	Non-compliance	There is no special procedure in place in the company. However, we do not believe that the introduction of such procedure is advisable. Almost any material corporate action is taken in accordance with the relevant resolution of the Board of Directors. The company discloses information on resolutions passed in connection with such corporate actions. The Board of Directors acts as a single body, any member of the Board of Directors may vote differently than the other members or express their dissenting opinion. The voting results are also published, so we do not think it necessary to additionally regulate the opportunity for independent directors to declare their position, as this right is presumed
7.1.3	When taking any material corporate actions that can affect the rights or legitimate interests of the company's shareholders, equal terms and conditions shall be ensured for all shareholders, and if the mechanisms provided for by the legislation aimed at protecting the rights of shareholders are insufficient, additional measures protecting the rights and legitimate interests of shareholders of the company shall be taken. In doing so, the company is guided not only by compliance with formal legal requirements, but also by the corporate governance principles set forth in the Code	1. The company's articles of association, taking into account the specific aspects of the company's operations, stipulate that reserved matters of the board of directors shall cover the approval of other transactions that are material to the company in addition to those provided for by law. 2. During the reporting period, all material corporate actions were approved prior to being taken	Full compliance	

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			Full compliance / Partial compliance / Non-compliance	
7.2	**The company shall have in place a procedure for taking any material corporate actions that would enable its shareholders to receive complete information about such actions in due time and influence them, and also guarantee that shareholder rights are observed and duly protected in the course of taking such actions**			
7.2.1	Information about material corporate actions shall be disclosed with explanations concerning the reasons for, conditions, and consequences of such actions	1. If the company took any material corporate actions during the reporting period,the company disclosed information regarding such actions for shareholders in a timely and detailed manner, including the reasons for, conditions of, and consequences of such actions	Full compliance	
7.2.2	The rules and procedures in relation to material corporate actions taken by the company shall be set out in its internal documents	1. The company's internal documents define the cases and procedure for engaging an appraiser to determine the value of property to be disposed of or acquired under a major transaction or related-party transaction. 2. The company's internal documents set forth the procedure for engaging an appraiser for evaluation of the company's shares to be acquired or redeemed. 3. If a board member, the sole executive body, member of the collective executive body of the company, person controlling the company, or person entitled to give binding instructions to the company has no formal interest in the company's transactions but has a conflict of interest or any other actual interest, the company's internal documents provide that such persons shall not participate in voting on the approval of such transaction	Non-compliance	1,2. The company has not approved an internal document determining when and how an appraiser should be engaged to determine the value of property, including shares to be acquired or redeemed. According to Clause 1.1-1 of Article 4 of the Law on International Companies and Clause 1.2 of the Articles of Association, the provisions of chapter X of the Law on Joint-Stock Companies concerning major transactions do not apply to the company. The company has a single system of procurement procedures for work and services, and an appraiser is engaged in cases expressly provided for by law. We believe that the existing measures are sufficient to ensure proper and fair valuation. 3. The company has not approved an internal document determining that persons with no formal interest in transactions but having a conflict of interest when making relevant decisions do not participate in voting on the approval of such transactions. The company's Articles of Association stipulate the obligation of a Board member to immediately notify the Board of Directors of any conflict of interest. It is presumed that in the event of a conflict of interest, such member of the Board of Directors shall refrain from voting on any item in relation to which they have a conflict of interest

Transaction report

Information on major and related-party transactions made (concluded) by the public joint-stock company in the reporting year.

According to part 1.1-1 of Article 4 of the Law on International Companies and Clause 1.2 of the Articles of Association, the provisions of chapter X of the Law on Joint-Stock Companies concerning major transactions do not apply to the company. In 2025, the company has not made (concluded) any related-party transactions.

Financial statements

The consolidated financial statements of YANDEX IPJSC for 2025 prepared in accordance with International Financial Reporting Standards (IFRS), as well as the accounting (financial) statements of YANDEX IPJSC for 2025 prepared in accordance with Russian Accounting Standards (RAS) are available on the website of Interfax-CRKI LLC, an information agency accredited by the Bank of Russia.

Glossary

Abbreviations

ACRA	Analytical Credit Rating Agency
AI	Artificial Intelligence
B2B (Business to Business)	A business model in which a company provides goods or services to other companies, not end users
B2C (Business to Consumer)	A business model in which a company sells goods and services to end users
BNPL (Buy Now, Pay Later)	Services that allow users to buy immediately while splitting the payment into several installments or deferring it to a future date
C2C (Consumer to Consumer)	A business model in which individuals, not legal entities, sell goods or services to each other
CAGR	Compound Annual Growth Rate
CEIF	Closed-End Unit Investment Fund
CNAPP	Cloud-Native Application Protection Platform
CPA	Cost per Action
DBMS	Database Management Systems
DisDis	Distance Traveled to Critical Driver Intervention
EBITDA (adjusted EBITDA)	Net income before accounting: ◆ Depreciation and amortization of property, plant, and equipment and intangible assets and right-of-use assets under leases other than those related to office leases ◆ Certain share-based remuneration expenses ◆ Interest expenses, except for office leases ◆ Income tax expenses ◆ Non-recurring restructuring expenses ◆ Impairment of goodwill and other intangible assets ◆ Interest income ◆ Other non-operating income/(expenses), net
E-Commerce	Electronic Commerce

Abbreviations

ESG	Environmental, Social and Governance
FLAC	Free Lossless Audio Codec
GMV	Gross Merchandise Volume
GPT	Generative Pre-trained Transformer
GPU	Graphics Processing Unit
IaaS	Infrastructure as a Service
IFRS	International Financial Reporting Standards
IPJSC	International Public Joint-Stock Company
IS	Information Security
ISO	International Organization for Standardization
IT	Information Technologies
ITMO	Information Technologies, Mechanics and Optics University
MAU	Monthly Active Users
MISIS	National University of Science and Technology
ML	Machine Learning
MSU	Moscow State University
NASDAQ	American Stock Exchange Specializing in High-Technology Companies
O2O (Online to Offline)	A business model that combines online and offline user experience
PaaS	Platform as a Service
PCI DSS	Payment Card Industry Data Security Standard

Abbreviations

PJSC	Public Joint-Stock Company
PUE	Power Usage Effectiveness
R&D	Research and Development
RANEPA	Russian Academy of National Economy and Public Administration under the President of the Russian Federation
RAS	Russian Accounting Standards
RM & ICS	Risk Management and Internal Control System
Scope 1, 2, 3	Categories of Greenhouse Gas Emissions (Scope 1, 2, 3)
SDG	UN Sustainable Development Goals
SDG (Self-Driving Group)	A division of Yandex that develops autonomous transportation technologies
SME	Small and Medium-Sized Enterprise
SOC	Security Operation Center
TLS	Transport Layer Security
TSU	Tomsk State University
UN	United Nations
VAT	Value Added Tax
VLM	Visual Language Model
YAN	Yandex Advertising Network

Units of measurement

BN	billion
K	thousand
km	kilometer
MM	million
p.p.	percentage point
RUB	ruble
TN	trillion
YoY	year-on-year

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