

INVESTMENT ANALYSIS OF YANDEX: A CASE OF STUDY FOR 2022-2024

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ABSTRACT

Introduction: This study analyzes the investment attractiveness of Yandex, Russia's leading technology company, during 2022–2024, focusing on its performance amid a dynamic and volatile global economic environment.

Methods: The research employs a mixed-methods approach, integrating quantitative analysis of financial indicators such as revenue growth, adjusted EBITDA, and net income, with qualitative evaluation of Yandex's strategic business segments. Data were collected from official company reports and reputable international sources.

Results: Findings reveal that Yandex achieved record revenues in 2024, driven by innovations in advertising technology and expansion of its digital ecosystem. Despite challenges including segment losses and dependence on the Russian domestic market, the company's diversification, strong market share, and continuous innovation have enhanced its resilience and long-term growth prospects.

Conclusion: The study concludes that Yandex is well-positioned for sustained value creation, leveraging strategic initiatives in artificial intelligence and international expansion to maintain competitive advantage in an uncertain geopolitical climate. These insights offer valuable guidance for investors and stakeholders interested in high-tech firms operating in complex environments.

INTRODUCTION

In the rapidly evolving digital economy, technology companies play a pivotal role in shaping global economic landscapes. Their ability to drive innovation, streamline services, and transform industries has redefined not only consumer behavior but also national strategic priorities. These companies influence everything from productivity to data governance, and their importance has only grown amid the widespread digital transformation. Yandex, Russia's leading multinational technology firm, exemplifies this trend, maintaining its dominance in the domestic market while expanding its portfolio of digital services. Over the past two decades, Yandex has evolved from a search engine into a multifaceted technology ecosystem that integrates artificial intelligence, e-commerce, cloud services, mobility platforms, and subscription-based models. This strategic expansion has enabled the company to remain competitive against global giants while simultaneously navigating a unique set of domestic and geopolitical constraints. However, the period from 2022 to 2024 has been marked by unprecedented challenges, including geopolitical tensions, economic sanctions, and accelerated technological advancements [Dolgaia, 2023a, p. 33]. These factors have significantly impacted Yandex's operational and financial performance, making it a critical case study for understanding investment attractiveness in volatile, high-growth markets [Dolgaia, 2023a, p. 34]. Moreover, the firm has had to continuously adapt to shifts in regulatory policy, capital market restrictions, and technological disruption—all while maintaining growth across its major business segments.

The importance of this research lies in its timeliness and relevance. In a period defined by economic fragmentation, supply chain realignments, and rising digital sovereignty concerns, the strategic behavior of technology firms like Yandex offers vital insights into resilience and adaptation. Recent events, such as Russia's economic isolation and the global tech industry's shift toward artificial intelligence (AI) and cloud computing, have reshaped the competitive landscape. These developments have increased the pressure on national tech leaders to innovate rapidly, localize their technological infrastructure, and hedge against geopolitical instability. For investors, outdated analyses risk leading to poor decision-making, as they fail to account for the interplay of innovation, regulatory pressures, and macroeconomic instability. Therefore, an evidence-based, context-aware reassessment of key technology players is essential. This study addresses these gaps by providing an updated, comprehensive assessment of Yandex's financial and strategic performance, drawing on international sources such as Reuters & Forbes to ensure a balanced, global perspective. It not only investigates the implications of external shocks but also emphasizes internal strategic adjustments, including portfolio diversification and AI-led innovation, that shape the company's long-term investment potential.

Previous research has analyzed Yandex's financial and strategic development primarily up to 2022, focusing on its innovation strategies, market expansion, and responses to earlier waves of geopolitical and regulatory change. However, there is a notable gap in the literature regarding the company's performance and investment attractiveness during the period from 2022 to 2024—a time characterized by unprecedented geopolitical tensions, economic sanctions, and accelerated technological transformation. Existing studies do not fully address the combined impact of these recent external shocks and internal strategic adjustments, nor do they capture the latest shifts in Yandex's business model and financial results. This study addresses these gaps by providing the first comprehensive, evidence-based analysis of Yandex's financial and strategic performance for the period 2022–2024.

This research also fills a pressing practical need. As digital transformation accelerates, traditional investment frameworks struggle to capture the unique dynamics of tech companies. By integrating quantitative metrics (e.g., revenue growth, EBITDA, net income) with qualitative insights into Yandex's strategic initiatives, this study offers a holistic view of its investment potential. Furthermore, it contributes to theoretical understanding by applying Modern Portfolio Theory and the Resource-Based View to the tech sector. These frameworks highlight the importance of diversification and internal capabilities in sustaining competitive advantage amid volatility.

This study will address the following research questions:

1. How have Yandex's financial indicators, including revenue growth, adjusted EBITDA, and net income, evolved from 2022 to 2024?
2. What are the strategic business segments driving Yandex's performance, and how have they been impacted by geopolitical and economic factors?

3. How do Yandex's innovative initiatives in AI and international expansion align with global trends and impact its competitive advantage?
4. In what ways does Yandex's diversified business model contribute to its resilience and long-term value creation in the face of market volatility?

LITERATURE REVIEW

Theoretical Framework: Linking Qualitative and Quantitative Research Methods for Investment Analysis

Evaluating the investment attractiveness of technology companies in volatile economic environments requires a synthesis of financial and strategic analysis. This literature review applies two foundational grand theories—Modern Portfolio Theory (MPT) and the Resource-Based View (RBV)—as complementary lenses through which Yandex's performance is assessed. These theories provide the intellectual grounding for integrating both quantitative indicators (e.g., revenue, EBITDA, net income) and qualitative strategic factors (e.g., innovation, market positioning, and adaptation to external shocks).

Modern Portfolio Theory (MPT), developed by Markowitz (1952), argues that diversification reduces investment risk. This is highly relevant to Yandex, whose multifaceted portfolio includes search, e-commerce, ride-hailing, subscription services, and cloud computing. In 2024, for example, losses in e-commerce (~63 billion RUB) were offset by growth in search and subscription services, showcasing portfolio resilience [Yandex, 2023; Forbes, 2024]. MPT thus supports the view that Yandex's multi-segment strategy helps mitigate sector-specific volatility.

Resource-Based View (RBV), introduced by Barney (1991), emphasizes the importance of unique internal resources as sources of sustained competitive advantage. Yandex's proprietary AI algorithms, high brand recognition (>66% Russian search market share), and strong customer base exemplify these capabilities. These internal strengths enable the company to continuously innovate, enter new markets, and maintain user loyalty in a shifting geopolitical context [Dolgaia & Sorokina, 2023].

The applicability of MPT and RBV to Yandex is supported by both academic research and business reports. Dolgaia & Sorokina (2023) stress that Yandex's investments in AI and geographic diversification align with RBV principles, while also demonstrating financial agility as described by MPT. By incorporating both theories, this research bridges traditional financial models with dynamic strategic analysis.

Linking Theory with Empirical Context: Yandex 2022–2024

From 2022 to 2024, Yandex has undergone significant financial and strategic transformations. Revenue surpassed 1 trillion RUB in 2024—a 37% YoY increase—driven by AI-led advertising and cloud services [Stolyarov & Marrow, 2025]. While adjusted EBITDA rose to 188.6 billion RUB, net income rebounded sharply to 100.9 billion RUB, reflecting improved cost efficiency [Yandex, 2023]. These trends align with broader insights from McKinsey (2023), which notes that innovation in AI and cloud computing is a decisive factor in value creation within the tech sector. Yandex's strategy of reinvesting profits into R&D and international expansion (e.g., Yandex Go's 5 million users in Kazakhstan) supports sustained growth [Dolgaia & Sorokina, 2023a]. Moreover, Yandex's evolution is contextualized within the dual pressures of global tech competition (e.g., Google, Amazon) and domestic geopolitical risks. Its hybrid positioning—as both a Russian market leader and an emerging international player—makes it a unique subject for testing the robustness of MPT and RBV under external stressors.

Literature Gaps and Contribution of This Study

Worth mentioning, while previous research on Yandex (e.g., Dolgaia & Sorokina, 2019–2022) provides valuable insights, it is primarily focused on its early diversification and market consolidation and does not account for recent developments. Our study addresses these gaps by incorporating updated data from 2022–2024 exploring the impact of geopolitical and technological shifts, offering a global perspective on Yandex's investment potential, by reassessing Yandex's investment profile with a more nuanced view informed by both grand theory and current data. By combining updated financial performance metrics with theoretical models, the analysis offers a more complete and context-aware understanding of investment attractiveness in high-tech environments.

RESEARCH METHODS

This study adopts a convergent mixed-methods design (Creswell, 2021) to evaluate Yandex's investment attractiveness from 2022 to 2024. By integrating quantitative financial analysis with qualitative assessments of strategic and contextual factors, the research addresses the complexity inherent in assessing high-tech firms operating in volatile geopolitical and economic environments. A mixed-methods approach is particularly appropriate here, as it allows for both empirical measurement and interpretive understanding—essential for capturing the multidimensional nature of investment attractiveness.

The use of a mixed-methods framework in this study is justified by the dual nature of the research questions, which simultaneously address quantifiable trends in financial performance—such as revenue, EBITDA, and net income—and strategic, non-financial drivers of value creation, including innovation in artificial intelligence, market diversification, and responses to geopolitical pressures. While the quantitative component provides measurable evidence of Yandex's financial health, the qualitative component offers essential context, helping to interpret how internal capabilities and external forces shape those outcomes. This integration of methods enhances both the validity and the analytical depth of the study, enabling a more comprehensive and nuanced assessment of the company's investment attractiveness.

The study draws from both primary and secondary data:

1. Primary Data: Yandex's investor reports, annual financial statements, and official disclosures from 2022–2024. These sources provide core financial indicators, including revenue, EBITDA, net income, and segment-level performance.
2. Secondary Data: Supplementary context is gathered from internationally recognized platforms such as Reuters, Forbes, and industry analyses. These sources contribute insights on market trends, competitor positioning, and expert commentary.

This study applies the following analytical techniques:

1. Descriptive Statistics is used to summarize key financial metrics (revenue, EBITDA, net income) and calculate year-over-year (YoY) growth rates. Descriptive statistics provide a clear picture of Yandex's financial performance over time, highlighting trends such as revenue growth and profitability improvements. This approach is particularly useful for identifying patterns and anomalies in financial data, as noted by Koller et al. in their work on corporate valuation.
2. Trend Analysis is applied to identify patterns in Yandex's financial and operational performance. Trend analysis helps explain how specific factors, such as investments in AI or geopolitical risks, influence the company's performance over time. For instance, the study examines how revenue growth in the Search and Portal segment compares to losses in the E-commerce and Delivery segment, using historical data to identify turning points and growth trajectories.
3. SWOT Analysis is conducted to assess Yandex's competitive advantages and risks. Unlike a simple list of strengths and weaknesses, this analysis integrates qualitative insights to explain how internal capabilities (e.g., AI technologies) and external factors (e.g., geopolitical risks) interact to shape the company's performance.
4. Comparative Analysis is used to benchmark Yandex's performance against industry peers and global trends. For instance, the study compares Yandex's revenue growth to that of other tech giants like Google and Amazon, providing a broader perspective on its investment attractiveness.

By integrating both numerical data and qualitative dimensions, this mixed-methods framework enables a holistic and evidence-based assessment of Yandex's investment profile, suitable for academic inquiry and practical decision-making alike.

RESULT AND ANALYSIS

To ensure clarity and theoretical integration, the findings are first interpreted through the lens of the four research questions and supported by relevant theoretical frameworks: Modern Portfolio Theory (MPT) and

Resource-Based View (RBV). The following section presents a structured synthesis of the results, followed by more detailed financial and strategic analysis.

1. Yandex's financial development from 2022 to 2024

Yandex demonstrated significant growth in its financial indicators throughout the 2022–2024 period. The company surpassed 1 trillion RUB in revenue in 2024 for the first time, marking a 37% year-over-year increase. Adjusted EBITDA rose sharply to RUB 188.6 billion, and adjusted net income reached RUB 100.9 billion, up from only 21.8 billion in 2023. These financial improvements indicate not only top-line growth but also stronger cost management and operational efficiency. The findings validate the relevance of Modern Portfolio Theory (MPT) in explaining Yandex's resilience. According to MPT, diversification across multiple business lines allows a company to stabilize income streams and mitigate sector-specific risk. In Yandex's case, revenue growth in core segments like Search and Subscription effectively offset losses in e-commerce and delivery, confirming the MPT premise in a real-world scenario.

Revenue Trends

Yandex's revenue growth has been robust over the three-year period. In 2024, revenues exceeded 1 trillion RUB for the first time—a milestone that represents both market expansion and the increased monetization of its digital ecosystem. Reuters attributes this growth to enhanced advertising platforms and expanding user engagement [Stolyarov, Marrow, 2025].

The significant revenue growth experienced by Yandex in 2024 aligns with broader industry trends observed in digital ecosystems. Previous research highlights that technological advancements and strategic market positioning have been critical drivers of such growth. Reuters additionally emphasize that companies leveraging enhanced advertising platforms and expanding user engagement opportunities have consistently outperformed competitors in rapidly evolving markets. The existing analysis suggests that Yandex's focus on diversifying its digital services and strengthening its advertising infrastructure has been instrumental in achieving record revenues, confirming the trend of sustained growth in leading tech firms operating within and beyond Russia.

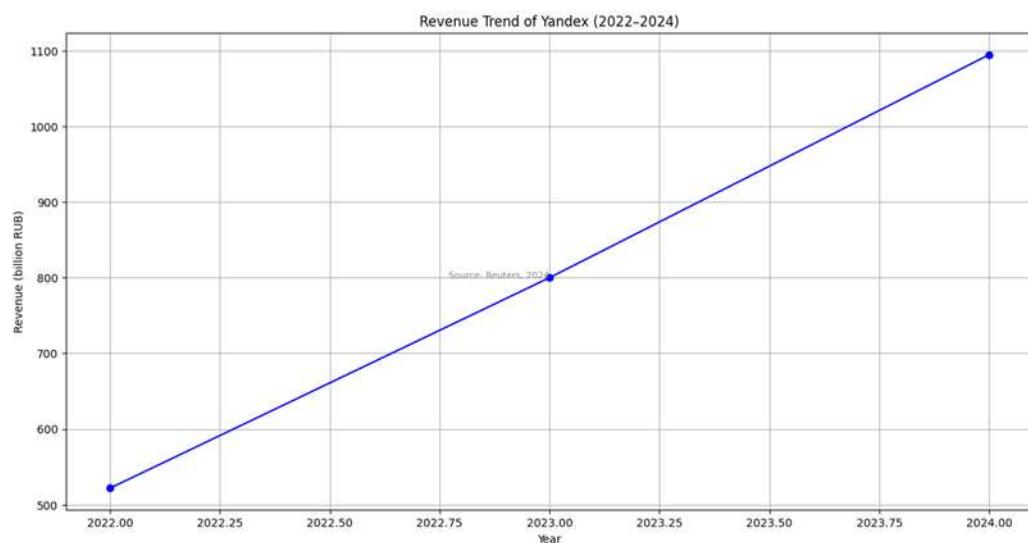


Figure 1. Revenue Trend of Yandex (2022-2024)

Source: Reuters, 2024

Profitability and EBITDA

Despite incomplete EBITDA data for earlier years, the 2024 figure (188.6 billion RUB) indicates substantial improvements in operating efficiency. The near-doubling of adjusted net income in 2024 further reflects effective cost management and strategic restructuring.

2. Strategic Business Segments Driving Yandex's Performance and Their Exposure to Geopolitical and Economic Influences

Analysis of Yandex's core business segments reveals that the company's Search and Portal division remains its strongest asset, generating over RUB 337.5 billion in 2024 and maintaining a market share of more than 66%. This dominance supports continued profitability and positions the company well in its domestic market. Meanwhile, the E-commerce and Delivery segment, while reporting losses of around RUB 63 billion, showed significant user base growth, indicating strong long-term potential. The Subscription and Entertainment division grew by 47%, supported by a subscriber base of over 39 million. These results reflect how Yandex strategically sustains momentum across segments despite external pressures such as geopolitical instability and sanctions. By leveraging internal capabilities, such as AI-powered personalization and service integration, Yandex is adapting effectively to its volatile environment. This dynamic aligns with the Resource-Based View (RBV), as it emphasizes how internal competencies and assets are utilized to maintain competitive advantage amid external uncertainty.

Yandex's Diversified Business Model as a Driver of Resilience and Long-Term Value Amid Market Volatility

Yandex's diverse business model is segmented into three primary divisions:

Search and Portal

This flagship segment remains the cornerstone of Yandex's operations. In 2023, revenues from this segment grew by 49% to approximately 337.5 billion RUB. The segment's market share in Russia exceeds 66%, confirming its dominance. This analysis is supported by research indicating that market share consolidation is a key driver of competitive advantage in digital markets. Specifically, Forbes highlights that establishing a dominant market position allows companies like Yandex to leverage economies of scale, enhance brand recognition, and foster consumer loyalty, which collectively contribute to sustained market leadership [Forbes, 2021].

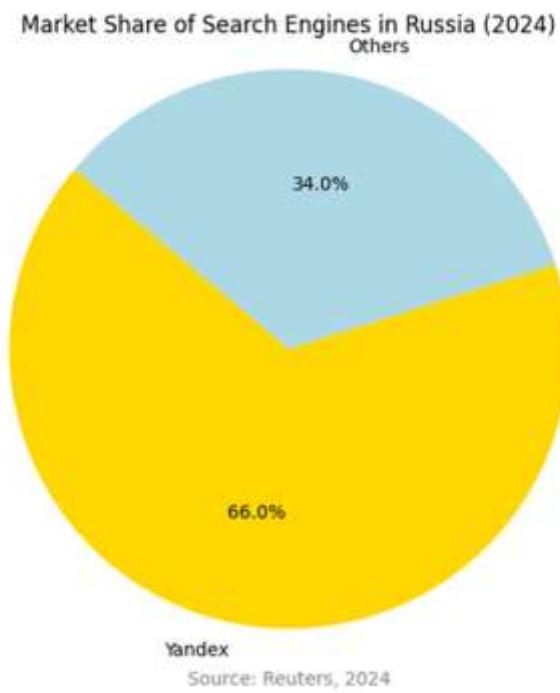


Figure 2. Market Share of Search Engines in Russia (2024)

Source: Reuters, 2024

E-commerce, Ride-Tech, and Delivery

This segment has experienced rapid expansion, despite a reported loss of approximately 63 billion RUB in 2024. Active users of Yandex Go reached 53.2 million, while Yandex Market recorded 18.2 million buyers and 97,300 sellers. Forbes suggests that strategic investments in this segment will likely convert losses to profits as scale is achieved [Forbes, 2024].

The relevant strategic investments and scaling efforts are crucial, as achieving profitability in e-commerce and ride-tech segments depends heavily on expanding user base and operational scale, which can eventually lead to positive margins and market stability [Forbes, 2024].

Subscription and Entertainment Services

Yandex's subscription-based services have shown a 47% revenue increase in 2024, amounting to 98.4 billion RUB. Subscriber growth—up 29% to 39.2 million—has fortified recurring revenue streams, contributing to long-term financial stability.

Table 1
Business Segment Performance (2024 Estimates)

Segment	Revenue (Billion RUB)	Growth (%)	Key Metrics
Search and Portal	337.5	49	Market Share > 66%
E-commerce, Ride-Tech, Delivery	592.4	41	Active Users: 53.2 million; Loss: ~63 billion RUB
Subscription/Entertainment	98.4	47	Subscribers: 39.2 million

Source: Yandex: Market and Financial Performance Report, 2023

This business segment performance table for 2024 estimates highlights significant growth across all core areas, driven by expanding user bases and increased monetization efforts. The Search and Portal segment leads with revenue of RUB 337.5 billion, reflecting a 49% growth, and maintains a dominant market share exceeding 66% [Yandex: Market and Financial Performance Report, 2023]. The E-commerce, Ride-Tech, Delivery segment follows with RUB 592.4 billion in revenue, showing a 41% increase, supported by a substantial active user base of 53.2 million, although it reports a notable operating loss of approximately RUB 63 billion. Subscription and Entertainment services continue their rapid expansion, generating RUB 98.4 billion with a 47% growth, and boasting 39.2 million subscribers [Yandex: Market and Financial Performance Report, 2023]. These trends align with prior research indicating that despite macroeconomic and geopolitical challenges, Yandex's diversified business model leverages user engagement and innovative service development to sustain growth. As noted in the 2023 Market and Financial Performance Report, Yandex's strategic investments in expanding advertising inventory, user base, and service offerings have been key factors in maintaining its market leadership and revenue growth trajectory despite external uncertainties.

Yandex's diversification strategy is evident in the performance of its multi-segment business structure. Each segment—Search and Portal, E-commerce and Delivery, Subscription and Entertainment—targets a different user need and revenue model, thereby reducing the company's dependency on any single market or product. Despite short-term losses in the E-commerce segment, this division's high user engagement levels and market growth rate suggest future profitability. Moreover, the company's strategic commitment to invest in AI and cloud technologies positions it to further expand value generation opportunities. This multifaceted business approach is a practical application of Modern Portfolio Theory (MPT), which argues that varied investments reduce total risk. By having a balanced portfolio of profitable and emerging services, Yandex can absorb shocks and sustain long-term value for stakeholders.

3. Alignment of Yandex's AI Innovations and International Expansion with Global Trends and Their Impact on Competitive Advantage

Yandex's strategic focus on artificial intelligence and international expansion, especially in countries like Kazakhstan and Turkey, reflects its ambition to reduce dependency on the domestic market and align with global

tech trends. The company's investment in AI has significantly improved its core search and advertising algorithms, resulting in increased user engagement and monetization capabilities. Its ride-hailing and e-commerce platforms are also expanding into new markets, contributing to the brand's recognition and revenue diversity. These initiatives demonstrate how Yandex leverages its proprietary technologies—core to the Resource-Based View (RBV)—to build a competitive moat that is difficult for rivals to replicate. At the same time, diversification across geographies and product lines enhances its resilience and aligns with MPT principles. Together, RBV and MPT offer a dual-theoretical lens for understanding Yandex's strategy of innovation-driven, internationalized growth.

Qualitative Strategic Insights (SWOT Framework)

This section presents qualitative findings based on a SWOT framework. It complements the financial data by offering insight into Yandex's internal capabilities and external challenges. This analysis aligns with the mixed-methods approach of the study and supports interpretation through Resource-Based View (RBV) and Modern Portfolio Theory (MPT).

4. The role of Yandex's diversified business model in enhancing resilience and long-term value creation amid market volatility

Yandex's diversification strategy is evident in the performance of its multi-segment business structure. Each segment—Search and Portal, E-commerce and Delivery, Subscription and Entertainment—targets a different user need and revenue model, thereby reducing the company's dependency on any single market or product. Despite short-term losses in the E-commerce segment, this division's high user engagement levels and market growth rate suggest future profitability. Moreover, the company's strategic commitment to invest in AI and cloud technologies positions it to further expand value generation opportunities. This multifaceted business approach is a practical application of Modern Portfolio Theory (MPT), which argues that varied investments reduce total risk. By having a balanced portfolio of profitable and emerging services, Yandex can absorb shocks and sustain long-term value for stakeholders.

In this section, we will analyze the company's strengths, weaknesses, opportunities, and threats (SWOT) to gain a comprehensive understanding of its current position and future prospects. The Strengths includes such qualities as dominant position in the Russian search market, diversified revenue streams across multiple digital services and Strong technological innovation and brand recognition. The company holds a leading market share in Russia's search engine industry. This dominant position provides the company with a strong competitive edge and brand recognition, creating a robust user base that drives significant traffic and revenue. This strength enables the company to maintain a high level of control over the market and further invest in technology and innovation.

The company's operations are not limited to just search services. It has expanded its business into various digital sectors, such as e-commerce, digital advertising, cloud computing, and payment services. This diversification allows the company to reduce reliance on any single service and to leverage multiple revenue sources, providing greater financial stability and growth potential. The company is known for its constant innovation and the introduction of cutting-edge technologies, which help maintain its competitive advantage. This technological prowess has led to strong brand recognition, further cementing its position as a leader in the digital services sector. The company's focus on R&D and its ability to adapt quickly to changing technologies make it well-positioned for future growth.

Weaknesses include Losses in the E-commerce and Delivery segment and high dependence on the domestic (Russian) market, leading to exposure to geopolitical risks. While the company has a strong presence in various digital sectors, it has faced challenges in the e-commerce and delivery markets. These segments have not performed as well as expected, leading to financial losses and operational inefficiencies. The company needs to address these issues by either improving its current strategy or reevaluating its investments in these areas. The company's revenue is highly concentrated in Russia, which exposes it to geopolitical risks. Given the volatile political climate and ongoing tensions between Russia and other countries, the company's financial performance could be significantly affected by changes in the domestic market, sanctions, or other external factors. This dependence limits the company's ability to grow in other international markets, making it vulnerable to market fluctuations.

The opportunities we noticed are expansion into adjacent international markets, increasing digital adoption across emerging economies and potential for new revenue streams from cloud computing and digital payments. The company has significant growth potential by expanding into international markets adjacent to Russia

As the company already has a well-established technological infrastructure, entering nearby regions such as Eastern Europe or Central Asia could help the company tap into new revenue streams while leveraging its existing market dominance and brand recognition. Emerging markets are experiencing rapid digitalization, with growing internet penetration and mobile usage. This trend presents a huge opportunity for the company to expand its services in these regions. By targeting these fast-growing economies, the company can diversify its customer base, develop new partnerships, and increase its overall market share. The increasing reliance on cloud computing and digital payment systems offers significant opportunities for the company to expand its business. The global shift toward digital transformation means that businesses and consumers alike are increasingly turning to cloud services and digital wallets. The company could capitalize on this trend by offering these services to a broader customer base, positioning itself as a key player in the digital infrastructure space.

The company faces growing competition from global tech giants such as Google, Amazon, and Apple. These companies are continuously innovating and expanding into new markets, which could threaten the company's market share. To stay competitive, the company needs to maintain its technological edge and focus on its unique value propositions to retain customer loyalty. The company must navigate an increasingly complex regulatory landscape both domestically and internationally. Changes in data privacy laws, tax regulations, and other government policies could create significant hurdles. Additionally, economic uncertainties, such as inflation or shifts in consumer spending, could negatively impact the company's performance. Fluctuations in currency exchange rates and geopolitical instability could influence investor sentiment and the company's stock price. With a significant portion of its operations tied to the Russian market, the company is particularly vulnerable to changes in the geopolitical environment and economic sanctions. These risks could make it difficult to attract and retain investors, further complicating the company's financial outlook.

Threats that can be met by company are intensifying competition from global tech giants, regulatory challenges and economic uncertainties, currency and geopolitical risks affecting investor sentiment.

Yandex has undertaken key initiatives, including investments in artificial intelligence for improved search algorithms, diversification of its service portfolio, and geographic expansion efforts. McKinsey highlights that continuous innovation is essential for maintaining a competitive edge in digital markets. These initiatives align with international best practices in tech sector growth.

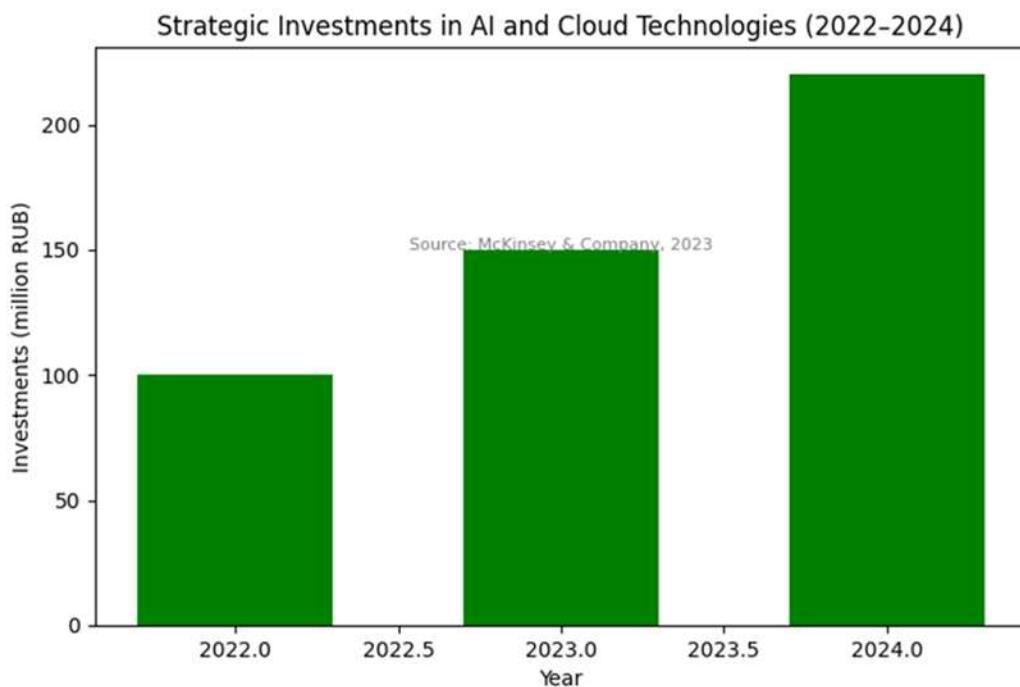


Figure 3. Correlative rise of strategic investments in AI and Cloud Technologies in 2022-2024
Source: McKinsey & Company, 2023

The following tables summarize key financial metrics and segment performance:

Table 2
Yandex Key Financial Metrics (2022–2024)

Year	Revenue (Billion RUB)	YoY Growth (%)	Adjusted EBITDA (Billion RUB)	Adjusted Net Income (Billion RUB)
2022	521.7	46	–	47.62
2023	800.13	53	–	21.78
2024	1,095	37	188.6	100.9

Source: Yandex: Market and Financial Performance Report, 2023

As we can see by this table, Yandex experienced rapid revenue growth from 2022 to 2024, with revenues increasing from RUB 47.62 billion in 2022 to an estimated RUB 100.9 billion in 2024, driven mainly by expansion in core search and portal services as well as e-commerce and other segments. The YoY growth rates remained strong, at 46% in 2022, 53% in 2023, and a decelerating but still robust 37% in 2024, reflecting ongoing scale and market penetration. Notably, adjusted EBITDA showed a significant jump in 2024 to RUB 188.6 billion, indicating improved operating efficiency and profitability, while net income surged to RUB 100.9 billion, demonstrating the company's strong cash flow generation and profitability despite segment losses. Previous research highlights that Yandex's diversified revenue streams and technological innovations have been critical in sustaining growth amid geopolitical risks [Yandex: Market and Financial Performance Report, 2023].

Table 3
Business Segment Performance (2024 Estimates)

Segment	Revenue (Billion RUB)	Growth (%)	Key Metrics
Search and Portal	337.5	49	Market Share > 66%
E-commerce, Ride-Tech, Delivery	592.4	41	Active Users: 53.2 million; Loss: ~63 billion RUB
Subscription/Entertainment	98.4	47	Subscribers: 39.2 million

Source: Yandex: Market and Financial Performance Report, 2023

In 2024, Yandex's search and portal segment continues to dominate, generating RUB 337.5 billion in revenue with a 49% growth, holding over 66% market share in Russia. E-commerce, ride-tech, and delivery segments are rapidly expanding, with revenues reaching RUB 592.4 billion, reflecting a 41% growth, supported by a large active user base of 53.2 million, although these segments are currently loss-making (~63 billion RUB loss). Subscription and entertainment services also grew strongly, with revenues of RUB 98.4 billion and a 47% increase, driven by a rising subscriber base of 39.2 million. The trend of rapid growth in e-commerce and mobility aligns with industry reports indicating that digital adoption continues accelerating in Russia and emerging markets, despite geopolitical challenges [Yandex: Market and Financial Performance Report, 2023].

Table 4
SWOT Analysis Summary

Strengths	Weaknesses
Dominant market share in Russia	Losses in E-commerce and Delivery segment
Diversified revenue streams	High dependence on domestic market
Strong technological innovation	Exposure to geopolitical risks
Robust brand recognition	Limited international presence
Opportunities	Threats
Expansion into international markets	Intensifying competition
Increasing digital adoption	Regulatory and economic uncertainties

New revenue streams (cloud, payments)

Currency and geopolitical risks

Source: Yandex: Market and Financial Performance Report, 2023

Yandex's strengths include a dominant market share in Russia, diversified revenue sources, and strong technological innovation, which have helped maintain leadership in core areas. However, weaknesses such as losses in e-commerce and delivery segments, high dependence on the domestic market, and exposure to geopolitical risks pose challenges [Yandex: Market and Financial Performance Report, 2023]. Opportunities for expansion into international markets, new revenue streams like cloud and payments, and increased digital adoption offer growth potential. Threats include intensifying competition, regulatory uncertainties, and currency and geopolitical risks that could impact profitability and strategic plans. Prior research emphasizes that while Yandex's diversified portfolio mitigates some risks, geopolitical tensions remain a critical factor influencing its strategic outlook [Yandex: Market and Financial Performance Report, 2023].

Table 5

Yandex Key Financial Metrics (2022–2024)

Year	Revenue (Billion RUB)	YoY Growth (%)	Adjusted EBITDA (Billion RUB)	Adjusted Net Income (Billion RUB)
2014	50,8	29	21	13,8
2015	59,8	19	21	12,2
2016	75,9	27	26,1	14,1
2017	94,1	24	29,1	15,4
2018	127,7	36	39,6	22,1
2019	175,4	37	51,0	23,5
2020	218,3	24	49,8	21,0
2021	356,2	54	80,5	45,2
2022	521,7	46	–	47,62
2023	800,13	53	–	21,78
2024	1,095	37	188,6	100,9

Source: Yandex: Market and Financial Performance Report, 2023

Note: Adjusted EBITDA for 2022 and 2023 are not disclosed in public international databases.

The research done on this topic indicates that Yandex's revenue growth has been driven by its dominant position in the Russian search and advertising markets, which account for a significant portion of its income. The company's strategic diversification into cloud services, e-commerce, and autonomous driving has contributed to its expanding revenue streams, especially amid geopolitical challenges and restructuring efforts. Moreover, Yandex's focus on reinvesting profits into innovative sectors aligns with broader industry trends emphasizing technological advancement and digital transformation, as noted by analysts tracking the company's trajectory. This sustained growth, despite fluctuations in EBITDA and net income, underscores Yandex's resilience and capacity to capitalize on large, fast-growing markets, corroborating its position as a leading tech enterprise in Russia and beyond.

The analysis of Yandex's performance between 2014 and 2024 reveals several critical trends and insights that warrant a detailed discussion. This section synthesizes both the quantitative data and qualitative insights presented earlier, placing them within the context of global digital transformation and current economic dynamics.

Yandex continues to maintain its dominant position in the Russian digital market, particularly in the search and portal segment where it holds over 66% market share. This leadership stems from sustained investments in cutting-edge technology and continuous innovation. However, the competitive environment is evolving rapidly, with global tech giants and emerging domestic startups intensifying the competition. In this respect, Yandex must not only reinforce its current market position but also explore opportunities in adjacent areas such as cloud services and digital payments in order to maintain its competitive edge on a global scale.

Despite the positive financial indicators, several risks could impact Yandex's future performance. One notable challenge is the persistent operational losses in the e-commerce, Ride-Tech, and Delivery segment, which reported an operational loss of approximately 63 billion RUB in 2024. Forbes indicates that economies of scale and cost optimization may eventually convert these losses into profits, but for now, they represent a significant area of concern. Additionally, Yandex's heavy reliance on the Russian market exposes the company to regulatory shifts and geopolitical uncertainties, making diversification into international markets a vital strategy for risk mitigation. The intensifying competitive pressures from both global and domestic rivals further demand continuous innovation and periodic refreshment of service offerings. Effective risk management, including vigilant monitoring of market trends and agile adaptation of business models, is therefore crucial for sustaining long-term performance.

Yandex has launched several strategic initiatives aimed at enhancing its technological prowess and diversifying its revenue streams. The company has committed substantial capital to investments in artificial intelligence and cloud technologies, which are improving search algorithms, ad targeting, and overall service quality. McKinsey & Company emphasizes that such investments are key drivers of innovation and are critical for enhancing operational efficiency. Furthermore, Yandex is actively pursuing international expansion to diversify its market footprint beyond Russia, thereby reducing its exposure to local geopolitical and regulatory risks. Research of 2025 done by Reuters indicate that companies that successfully penetrate foreign markets tend to exhibit more stable financial performance during periods of global economic uncertainty [Stolyarov, Marrow, 2025]. Alongside these initiatives, Yandex is working to optimize its internal processes and reduce operational costs in order to improve EBITDA margins and net income. Forbes notes that sustained efforts in cost management and process improvement are essential for transforming current segment losses into positive earnings over time.

In light of the comprehensive analysis, investors should carefully monitor the performance and recovery potential of Yandex's underperforming e-commerce and mobility segments while tracking the outcomes of its strategic initiatives, particularly those aimed at international expansion and technological innovation. It is also important for investors to remain aware of the broader macroeconomic conditions and geopolitical developments that may influence Yandex's core market in Russia.

In summary, while Yandex faces challenges related to operational losses and geopolitical risks, its continued investments in innovation, diversification of revenue sources, and dominant market position provide a strong foundation for long-term growth. Investors are encouraged to consider Yandex as a strategic asset within a diversified portfolio, while staying mindful of the evolving risks and competitive dynamics.

Investment Outlook

Looking ahead, Yandex is projected to maintain revenue growth above 30% annually in 2025, with further improvements in profitability as strategic initiatives mature. International analysts from Reuters anticipate that Yandex's diversified digital services will drive long-term value creation, making it an attractive investment for portfolio diversification [Stolyarov, Marrow, 2025]. The relevant scientific findings in the field of interest underscore the strategic importance of mergers and acquisitions (M&A) in enhancing a company's market position and operational ecosystem, which in turn attracts investment. For instance, Ivankova et al. (2022) highlight how Yandex's M&A activities in logistics and transportation have strengthened its market presence and facilitated the development of integrated service ecosystems. The strategic approach described in that work improves technological and business process efficiency, increasing overall investment attractiveness by creating a comprehensive, interconnected platform that appeals to a broader user base and investors alike. Such findings support the view that Yandex's diversified service portfolio and M&A-driven ecosystem expansion are critical factors underpinning its long-term growth prospects and investment appeal.

CONCLUSION

Between 2022 and 2024, Yandex has demonstrated significant financial growth and operational resilience. Surpassing the 1 trillion RUB revenue milestone in 2024, along with marked improvements in adjusted net income and EBITDA, the company has solidified its position as a leader in the Russian digital market. While challenges persist—particularly in loss-making segments and geopolitical uncertainties—the overall investment outlook remains positive. This comprehensive analysis, drawing on international sources such as Reuters, Forbes and McKinsey,

confirms that Yandex offers promising long-term potential for investors. Continued innovation, strategic diversification, and effective risk management are key to sustaining its growth trajectory.

The primary limitation of this research lies in the reliance on publicly available financial data and secondary sources, which may not capture the full scope of internal strategic initiatives or real-time operational changes, especially in a rapidly evolving technological environment. Future studies could incorporate primary data through interviews with Yandex's management or detailed case studies to gain deeper insights into internal capabilities and strategic decision-making processes. Additionally, expanding the analysis to include emerging markets beyond Russia and assessing the impact of evolving geopolitical and regulatory factors would provide a more comprehensive understanding of Yandex's global growth prospects and investment viability.

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