## BlackLine Investor Presentation



#### Safe Harbor

This presentation contains forward-looking statements. These statements may relate to, but are not limited to, expectations of future operating results or financial performance of BlackLine, Inc. ("BlackLine" or the "Company"), the calculation of certain key financial and operating metrics, capital expenditures, introduction of new solutions or products, expansion into new markets, regulatory compliance, plans for growth and future operations, technological capabilities, and ability to execute our technology and platform initiatives and strategic relationships, including our relationship with SAP, as well as assumptions relating to the foregoing. Forward-looking statements are inherently subject to risks and uncertainties, some of which cannot be predicted or quantified. In some cases, you can identify forward-looking statements by terminology such as "may," "will," "should," "could," "expect," "plan," anticipate," "believe," "estimate," "predict," "intend," "potential," "would," "continue," "ongoing" or the negative of these terms or other comparable terminology. You should not put undue reliance on any forward-looking statements. Forward-looking statements should not be read as a guarantee of future performance or results, and will not necessarily be accurate indications of the times at, or by, which such performance or results will be achieved, if at all.

Forward-looking statements are based on information available at the time those statements are made and/or management's good faith beliefs and assumptions as of that time with respect to future events, and are subject to risks and uncertainties that could cause actual performance or results to differ materially from those expressed in or suggested by the forward looking statements. In light of these risks and uncertainties, the forward-looking events and circumstances discussed in this presentation may not occur and actual results could differ materially from those anticipated or implied in the forward-looking statements. These risks and uncertainties are described in greater detail under the heading "Risk Factors" in the filings we make with the Securities and Exchange Commission ("SEC") from time to time, which are available on our website at <a href="http://investors.blackline.com">http://investors.blackline.com</a> and on the SEC's website at <a href="http://investors.blackline.com">http://investors.blackline.com</a>. Except as required by law, BlackLine does not undertake any obligation to publicly update or revise any forward-looking statement, whether as a result of new information, future developments or otherwise.

In addition, statements that "we believe" and similar statements reflect our beliefs and opinions on the relevant subject. These statements are based upon information available to us as of the date of this presentation, and while we believe such information forms a reasonable basis for such statements, such information may be limited or incomplete, and our statements should not be read to indicate that we have conducted an exhaustive inquiry into, or review of, all potentially available relevant information. These statements are inherently uncertain and investors are cautioned not to unduly rely upon these statements.

In addition to U.S. GAAP financials, this presentation includes certain non-GAAP financial measures, including non-GAAP revenue, gross profit, gross margin, free cash flow, sales and marketing expense, research and development expense, general and administrative expense, loss from operations and operating margin (loss). These non-GAAP measures are in addition to, not a substitute for or superior to, measures of financial performance prepared in accordance with U.S. GAAP. The non-GAAP financial measures we use may differ from the non-GAAP financial measures used by other companies. A reconciliation of these measures to the most directly comparable GAAP measure is included in the Appendix to this presentation.



### **BlackLine Highlights**



SaaS-Based Platform Monetizing Accounting & Finance



Large & Growing \$18.5B Estimated TAM<sup>1</sup> with Multiple Financial Close Adjacencies



The Industry Recognized Leader in Financial Close Solutions<sup>2</sup>



Strong Competitive Moat Across Broad Customer Base



29% Topline Revenue
Growth with 110% DollarBased Net Revenue
Retention<sup>3</sup>



#### **Our Vision**

To Lead Finance & Accounting Operations Worldwide Through **Strategic Finance Transformation** 



### Finance Leaders Have Long Been Overwhelmed

81%

81% of organizations believe their finance function is not operating at a level necessary to transform into a strategic role within their corporation.

Source: Ventana Research, 2019

51%

51% of finance leaders feel increased operational responsibilities are stretching their role.

Source: EY Survey of Finance Leaders, 2016

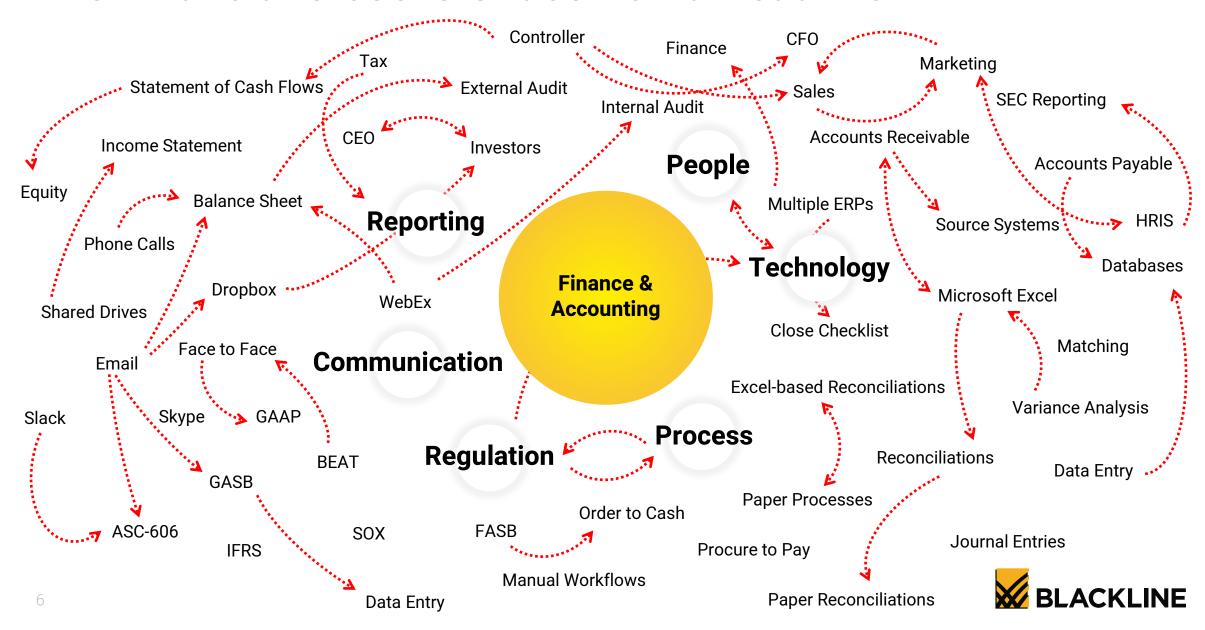
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1/3 of accounting teams spend a majority of their time on repetitive low-value tasks.

Source: IMA, 2016



### The Financial Close is Chaos. On a Deadline.



### ...And It's Becoming Increasingly Challenging



### Rising Business Complexity

Virtual Close & Distributed Workforces

M&A

Globalization

**Transfer Pricing Agreements** 

**Disparate IT Investments** 



### Global Regulatory Landscape

SOX Compliance

COSO Framework

**BEAP** 

IFRS 17



### **Exponentially Growing Data Volume**

Unstructured Information
System Interoperability
Big Data



### Expectation of Accuracy & Real-Time Data

Automation Robotics

**Business Intelligence** 

Agile Decision-Making



### **BlackLine Transforms the Financial Close**

A solid foundation to navigate future uncertainty



#### **Control**

Accountability, Accuracy, Governance

Efficient, Clean Audits

Strong Governance

Virtual Collaboration



#### **Transparency**

Visibility & Clarity

Real-Time Access

More informed, Quality Decision Making

Remote Audits



#### **Efficiency**

Quantifiable ROI

Automation

**Greater Accuracy** 

Timely Financial Information

**Optimized Finance Function** 



#### Confidence

**Confident Financials** 

Agile Decision-Making

Standardized Workflows

Business Continuity Across a Distributed Workforce



### BlackLine's Accounting Platform Enables Strategic Finance

### **Account Reconciliation**

Accurate and effective account reconciliation process

### Transaction Matching

Match and reconcile millions of transactions in minutes

#### Task Management

Visibility and control for any accounting checklist

#### **Compliance**

Elevated Control in the Cloud

### Journal Entry

Centralize, manage and automate journal entries

#### Variance Analysis

Continuously monitor for risk with automated fluctuation analysis

#### Intercompany Hub

Centralize and streamline end-toend intercompany accounting

### **Smart Close**

Simplify, standardize & automate your financial close in SAP



RULES & BUSINESS LOGIC

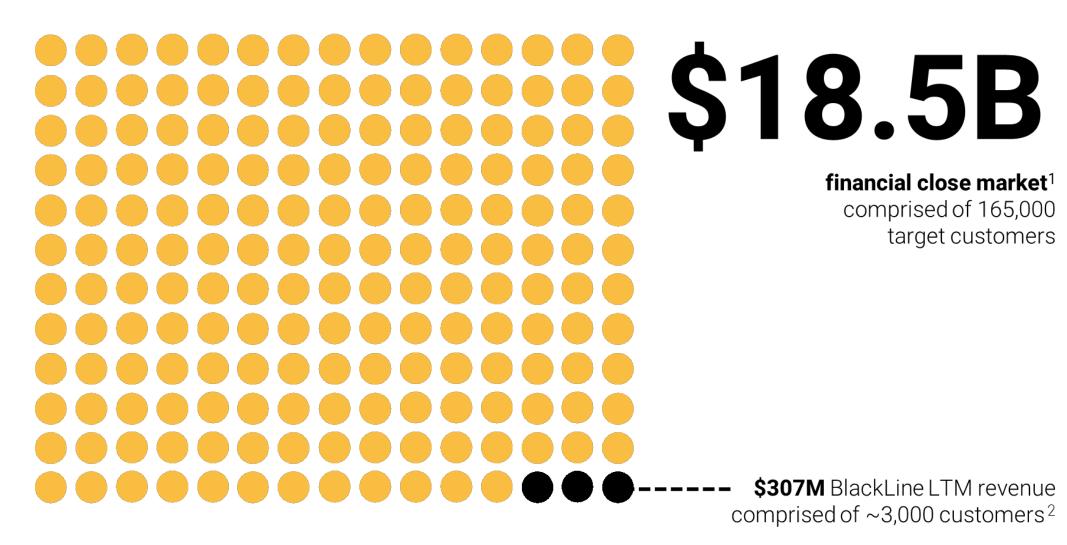
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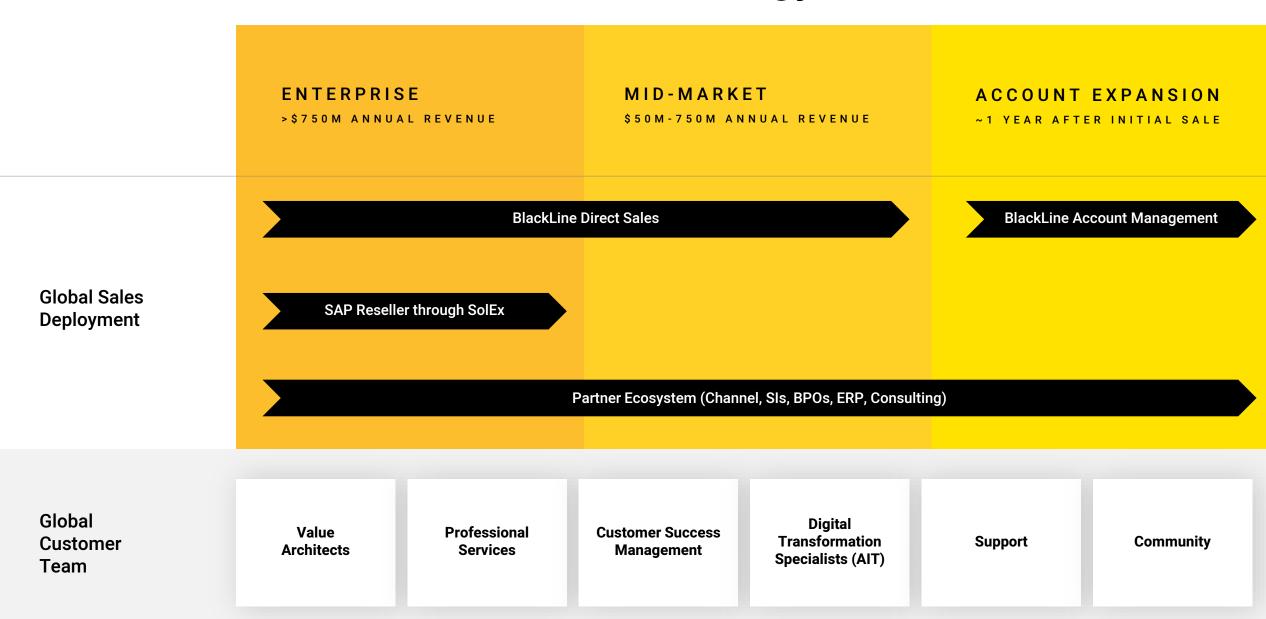


### Large & Underpenetrated Addressable Market





### **Our Go To Market & Customer Strategy**



### **Strength Across Geographies, Sectors & Sizes**































































### **Competitive Landscape**



- ✓ Market Pioneer
- ✓ Deep Account Domain Knowledge
- ✓ SaaS-Based Platform
- ✓ ERP Agnostic
- ✓ Highly Scalable & Configurable

#### THE COMPETITION

**Status Quo** 



**Point Solutions** 

TRINTECH & #FIOOast

**ERPs** 

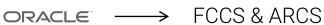
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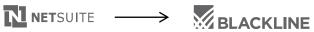
















NO CORE **OFFERING** 

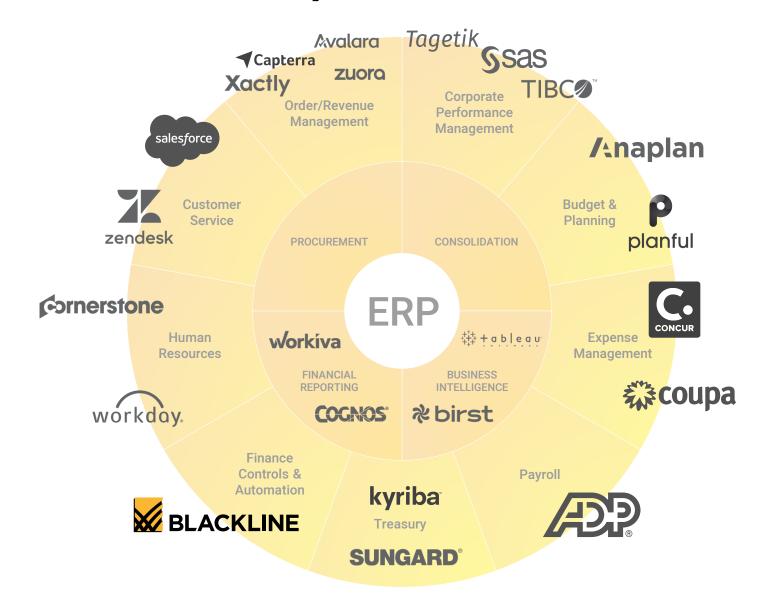


### **ERPs Provide A Lot of Functionality**





### "Best of Breed" Provides Superior Solutions





### BlackLine is a Recognized Industry Leader

Magic Quadrant for Cloud Financial Close Solutions



# Recognized as a **Leader** in a Gartner Magic Quadrant **4 Years in a Row**





### **Strong & Passionate Management Team**



**Therese Tucker**Founder and Chief
Executive Officer



**Mark Partin**Chief Financial Officer



**Marc Huffman**President & Chief
Operating Officer



**Pete Hirsch**Chief Technology Officer



**Tammy Coley**Chief Transformation
Officer



**Karen Flathers**Chief Customer Officer



**Max Solonski** Chief Security Officer



**Karole Morgan-Prager**Chief Legal and
Administrative Officer



**Susan Otto**Chief People Officer



**Andres Botero**Chief Marketing Officer



Patrick Villanova
Chief Accounting Officer





# Driving Sustainable Revenue Growth

#### **Growth Levers**

1

### Strategic Partner to CFO

Deliver customer success by leading our customers on their accounting and finance transformations 2

#### SAP SolEx

Invest in joint enablement to drive alignment across SAP's global go-to-market teams 3

### **Customer Expansion**

Drive adoption of new solutions, entities, and users across our 3,000+ enterprise and midmarket customers 4

### Partner Ecosystem

Extend and strengthen our ERP, BPO, channel and consulting partnerships  $\overline{\phantom{a}}$ 

### International Expansion

Grow existing footprint across North America, Europe, and Asia Pacific and leverage partners for ROW distribution



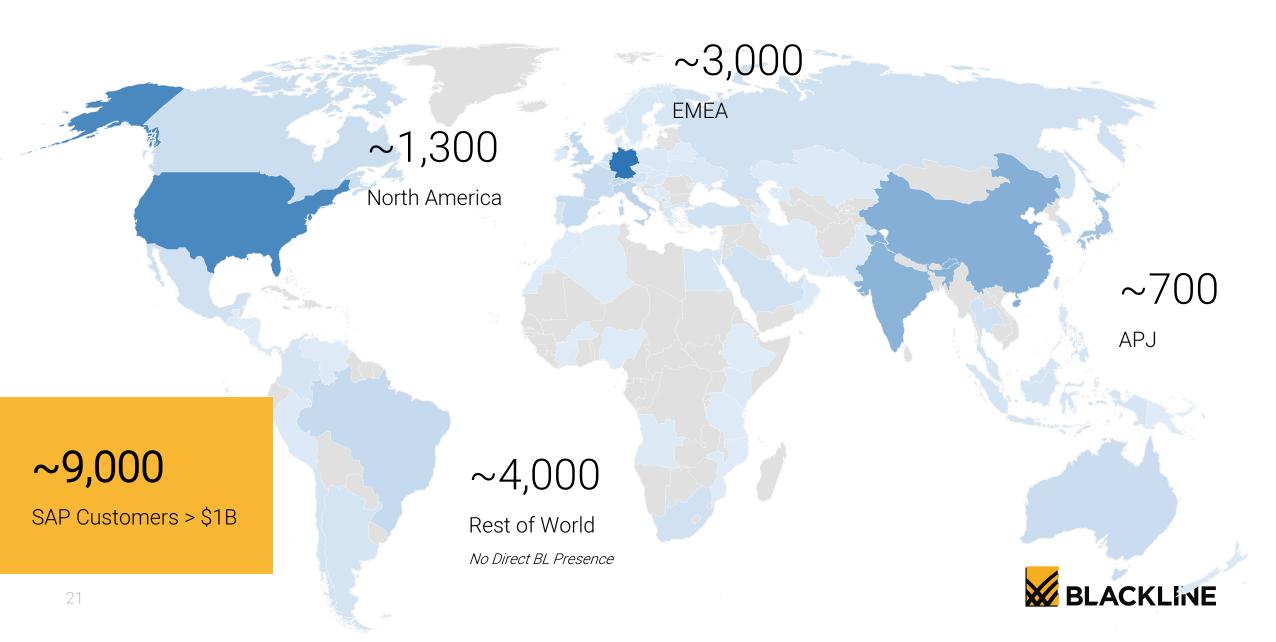
### **Strategic Partner to the CFO**

Our goal is to be a strategic partner who leads our customers on their financial transformation journeys





### **BlackLine's SAP TAM with SolEx**



### **BlackLine Use Case for SAP Cloud Transition**

Clear benefits to adding BlackLine before or during transition to S/4 HANA







#### **Enables a More Successful S/4HANA Upgrade**

- Clear open items (in SAP OIM) to prevent a technical failure on upgrade
- Reduce business complexity
- Maintain integrity and standardization throughout transition
- Recognize immediate time savings and ROI

- Automate manual tasks to enable FTEs to focus on S/4HANA initiative
- Identify risk and analyze trends ahead of go-live
- Simplify validation of financial data before, during and after cutover
- Migrate processes toward "desired state" versus "current state"



### **Customer Expansion in Action**

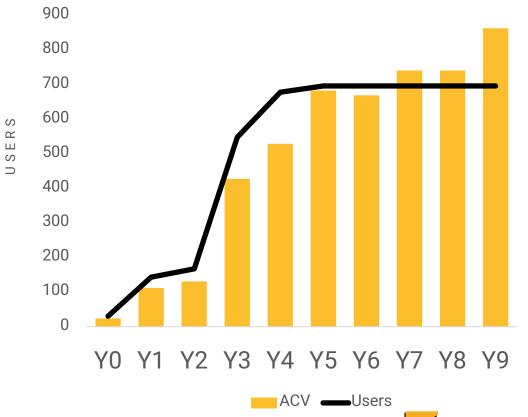
#### **Mid-Market Customer**

Financial Services Company Current ACV of ~\$130K



#### **Enterprise Customer**

Global Industrials Company *Current ACV of ~\$800K* 





### **Strategic Product Installed Base Opportunity**

	TRANSACTION MATCHING	S M A R T C L O S E	INTERCOMPANY HUB
Customers who are target candidates to add	2,800+	~800	1,600+
Portion of this opportunity currently captured	21%	4%	1%

As of September 2019 Investor Day. Data based on the number of customers who have purchased these products as of June 30, 2019.

### **Partner Ecosystem**







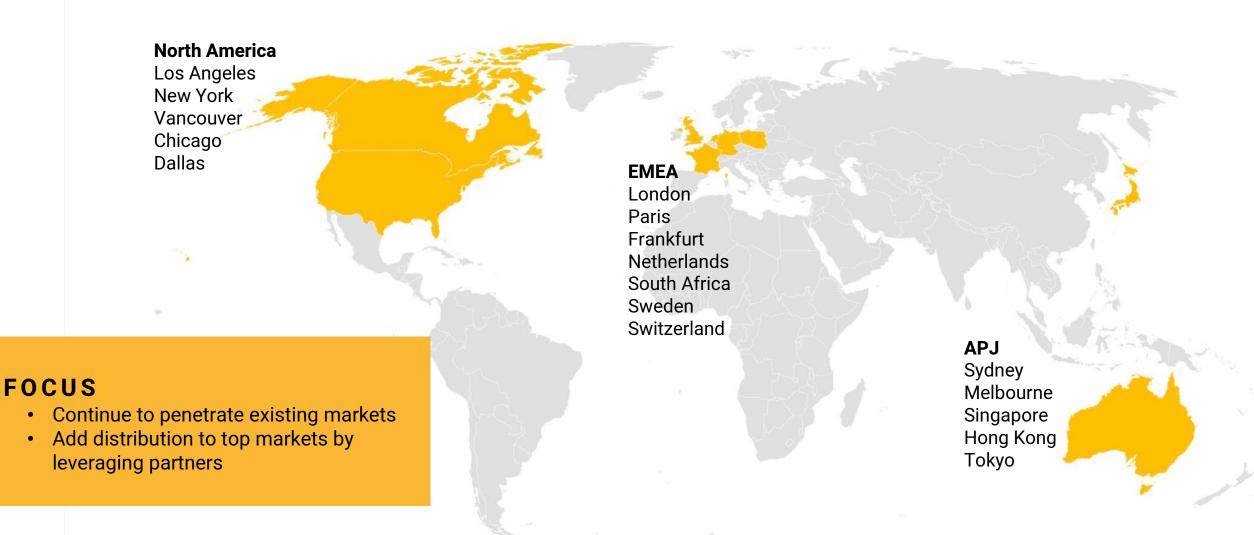






### **Continued International Expansion**

Looking Ahead





## **Key Metrics & Financials**

### **Financial Highlights**

29%

Q1'20 Revenue Growth<sup>1</sup>

### High Growth Subscription Model

Strong secular tailwinds, early stages in a large market, new customers and expansion within existing customer base 110%

Q1'20 Dollar-Based Net Revenue Retention Rate

#### Compelling Expansion Model

High predictability from successful land and expand strategy

82%

Q1'20 Non-GAAP Gross Margin

### High Gross Margins

93% SaaS recurring revenue

5%

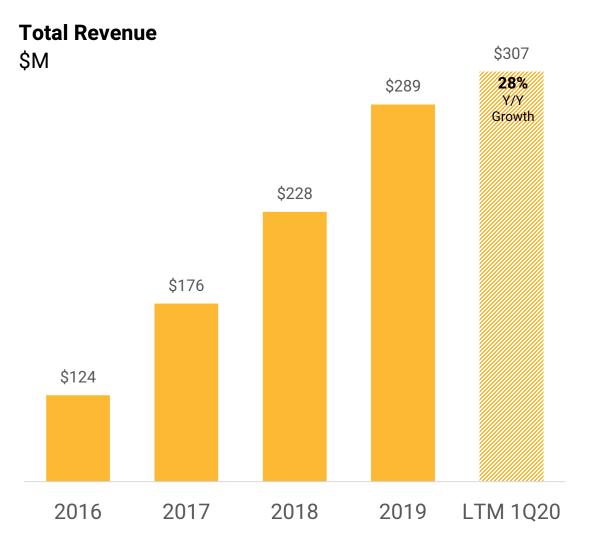
Q1'20 Non-GAAP Operating Margin

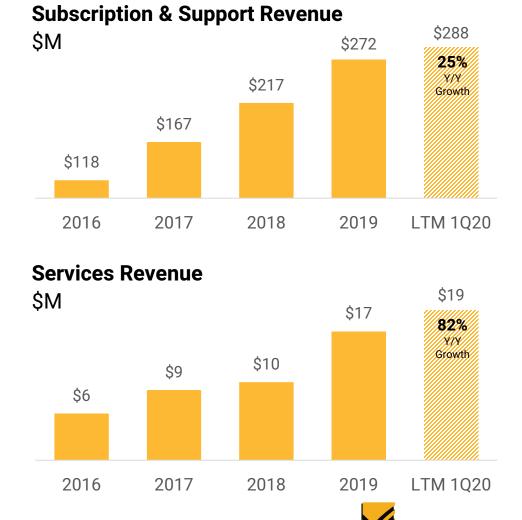
### Demonstrated Operating Leverage

Operating leverage driving profitability

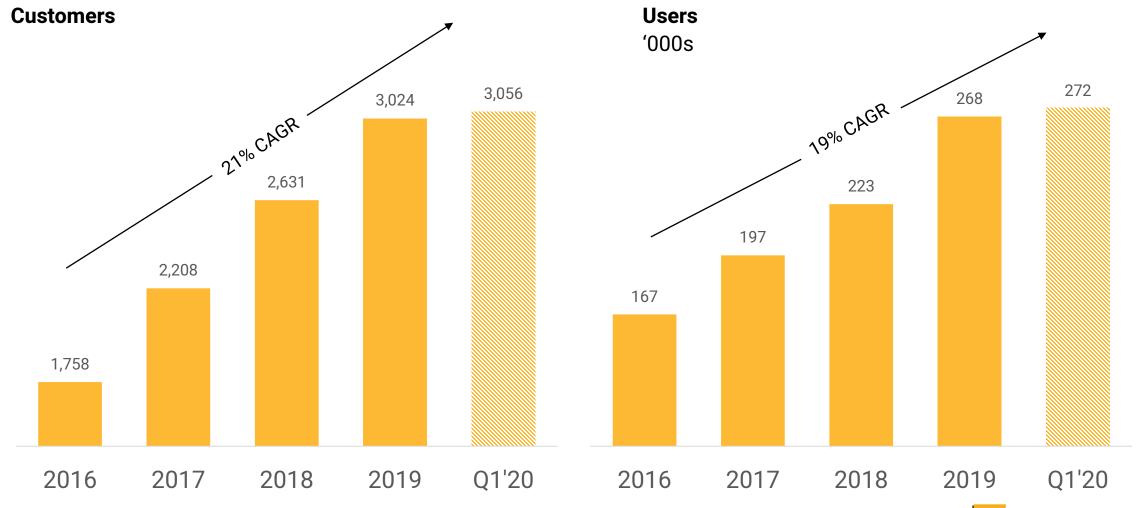


### **Highly Visible Subscription Growth Model**





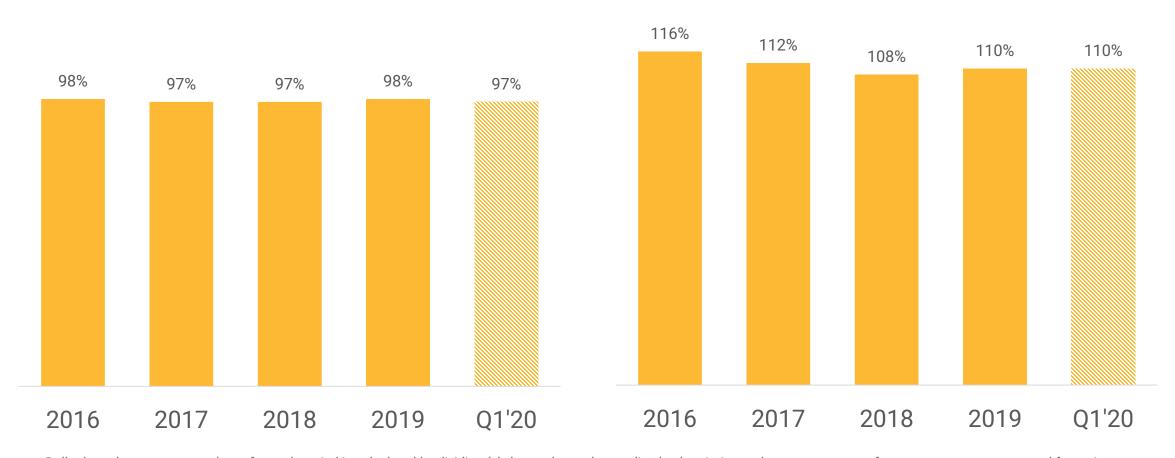
### **Consistent Customer and User Growth**



### **Strong Renewal Rate Driving Overall Retention Rate**

#### **Dollar-Based Revenue Renewal Rate**

#### **Dollar-Based Net Revenue Retention Rate**

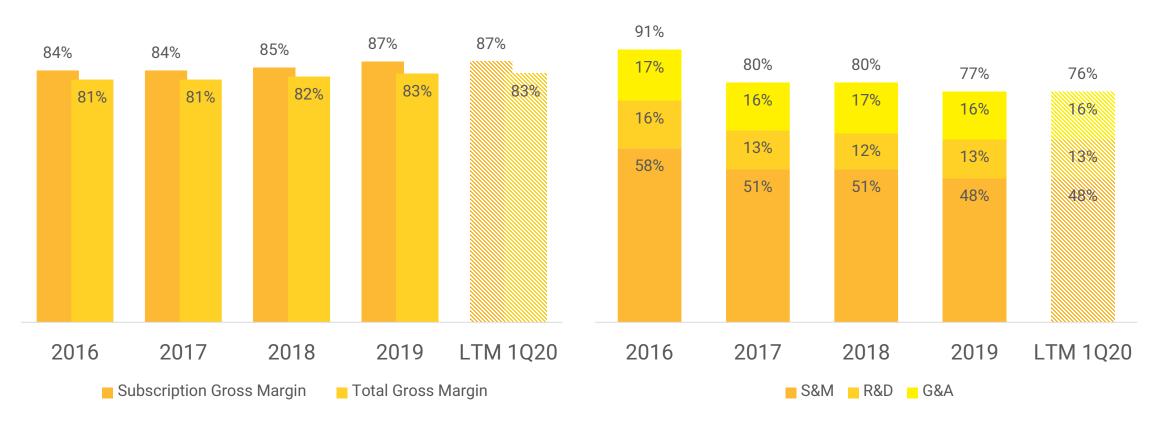


Dollar-based revenue renewal rate for each period is calculated by dividing (a) the total actual annualized subscription and support revenue of customer contracts renewed for a given period by (b) the total annualized subscription and support revenue up for renewal of customer contracts expiring in the same period. Dollar-based net revenue retention rate is calculated as the implied monthly subscription and support revenue at the end of a period for the base set of customers from which the company generated subscription revenue in the year prior to the calculation, divided by the implied monthly subscription and support revenue one year prior to the date of calculation for that same customers base. This calculation does not reflect implied monthly subscription and support revenue for new customers added during the one-year period but does include the effect of customers who terminated during the period.

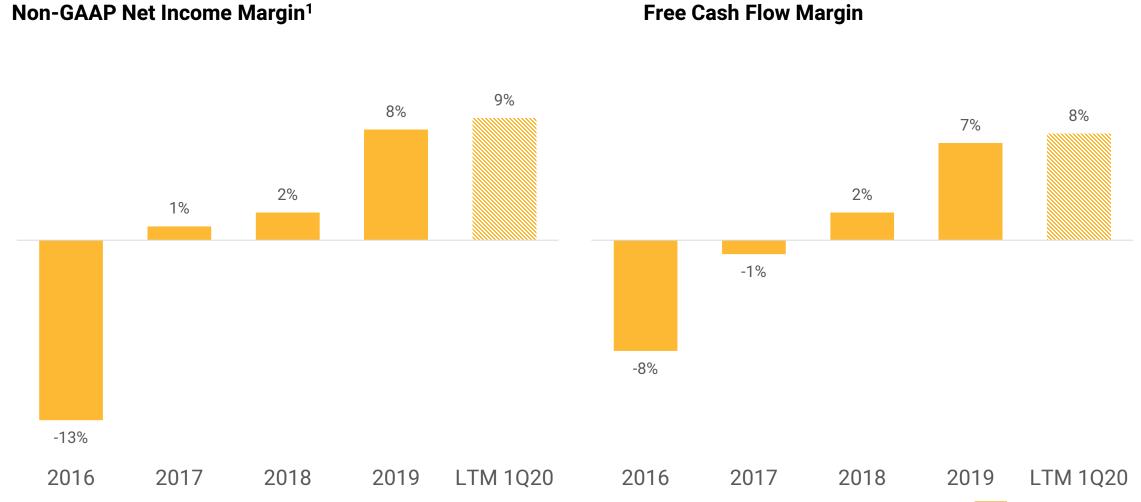
### **High Gross Margins and Expanding Operating Leverage**

**Non-GAAP Gross Margin** 

Non-GAAP Operating Expenses as % of Revenue



### Demonstrated Improvement in Profitability & Cash Flow





### **Target Operating Model**

% of Revenue	FY14	FY15	FY16	FY17	FY18	FY19	Target Model
Services Revenue	5%	4%	4%	5%	5%	6%	6% - 10%
Gross Margin <sup>1</sup>	82%	81%	81%	81%	82%	83%	~80%
S&M <sup>1</sup>	48%	61%	58%	51%	51%	48%	40% - 45%
R&D <sup>1</sup>	17%	21%	16%	13%	12%	13%	10% - 12%
G&A <sup>1</sup>	17%	20%	17%	16%	17%	16%	7% - 9%
Operating Margin <sup>1</sup>	0%	(21)%	(10)%	1%	2%	6%	20%+





# Appendix

### NON-GAAP RECONCILIATIONS AND DEFINITIONS NON-GAAP REVENUE, NON-GAAP GROSS PROFIT, AND FREE CASH FLOW (\$000'S)

	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q1 2020	2015	2016	2017	2018	2019
Non-GAAP Revenues														
GAAP Revenues	\$51,284	\$55,454	\$58,734	\$62,316	\$64,129	\$69,664	\$74,925	\$80,258	\$82,598	\$83,607	\$123,123	\$175,603	\$227,788	\$288,976
Purchase Accounting Adjustment to Revenue	-	-	-	-	-	-	-	-	-	-	716	-	-	-
Total Non-GAAP Revenues	\$51,284	\$55,454	\$58,734	\$62,316	\$64,129	\$69,664	\$74,925	\$80,258	\$82,598	\$83,607	\$123,839	\$175,603	\$227,788	\$288,976
Non-GAAP Gross Profit														
GAAP Gross Profit	\$ 39,678	\$ 43,588	\$ 45,217	\$ 48,431	\$ 50,511	\$ 54,720	\$ 59,633	\$ 65,137	\$ 66,533	\$60,878	\$92,912	\$134,218	\$176,914	\$230,001
Purchase Accounting Adjustment to Revenue	-	-	-	-	-	-	-	-	-	-	716	-	-	-
Amortization of Developed Technology	1,715	1,708	1,721	1,719	1,711	1,712	1,199	175	175	6,139	6,368	6,847	6,863	4,797
Stock-Based Compensation Expense	838	682	869	876	888	1,159	1,431	1,336	1,323	466	715	1,149	3,265	4,814
Total Non-GAAP Gross Profit	\$42,231	\$45,978	\$47,807	\$51,026	\$53,110	\$57,591	\$62,263	\$66,648	\$68,031	\$67,483	\$100,711	\$142,214	\$187,042	\$239,612
Free Cash Flow														
Cash flows from operating activities	\$ 1,822	\$ 4,681	\$ 4,814	\$ 4,823	\$ 3,026	\$ 8,620	\$ 9,854	\$ 8,224	\$ 8,517	\$1,006	(\$4,808)	\$6,424	\$16,140	\$ 29,724
Capitalized software development costs	(1,653)	(1,460)	(1,527)	(1,035)	(1,232)	(1,367)	(1,152)	(1,309)	(2,289)	(2,273)	(3,270)	(4,624)	(5,675)	(5,060)
Purchase of property and equipment	(1,634)	(2,062)	(892)	(1,696)	(1,103)	(886)	(1,472)	(1,171)	(1,152)	(10,094)	(1,724)	(4,002)	(6,284)	(4,632)
Financed purchases of property and equipment	-	-	-	-	-	(145)	(169)	(113)	(169)	-	-	-	-	(427)
Free Cash Flow	(\$1,465)	\$1,159	\$2,395	\$2,092	\$691	\$ 6,222	\$ 7,061	\$ 5,631	\$ 4,907	(\$11,361)	(\$9,802)	(\$2,202)	\$4,181	\$19,605

#### "ACQUISITION" DEFINITION

We operated as BlackLine Systems, Inc., which we refer to as the "Predecessor," from 2001 until September 2013. On September 3, 2013, BlackLine, Inc., which we refer to as the "Successor," acquired BlackLine Systems, Inc. in connection with an investment by Silver Lake Sumeru and Iconiq, which we refer to as the "Acquisition." The Successor was created for the sole purpose of acquiring the Predecessor and had no prior operations. We refer to Silver Lake Sumeru and Iconiq collectively as our "Investors" and, in connection with the Acquisition, our Investors obtained a controlling interest in us. The Acquisition resulted in a new basis of accounting and was accounted for as a business combination.



### NON-GAAP RECONCILIATIONS NON-GAAP OPERATING INCOME (LOSS) AND NON-GAAP NET INCOME (LOSS) (\$000'S)

	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q1 2020	2015	2016	2017	2018	2019
Non-GAAP Income (Loss) from Operations														
GAAP Loss from Operations	\$ (7,560)	\$ (8,831)	\$ (5,021)	\$ (8,424)	\$ (9,323)	\$ (5,978)	\$ (7,861)	\$ (4,737)	\$ (7,337)	(\$34,812)	(\$33,934)	(\$30,409)	\$ (29,836)	\$ (27,899)
Purchase Accounting Adjustment to Revenue	-	-	-	-	-	-	-	-	-	-	716	-	-	-
Amortization of Acquired Intangible Assets	3,323	3,312	3,305	3,083	3,077	3,079	2,566	1,543	1,543	12,092	12,505	13,310	13,023	10,265
Stock-Based Compensation Expense	3,974	5,393	5,340	6,188	6,452	8,012	10,141	9,447	9,456	5,497	6,526	16,044	20,895	34,052
Change in Fair of Contingent Consideration	112	78	97	163	(9)	193	129	(267)	145	41	371	628	450	46
Legal Settlement Gain	-	-	-	-	-	-	(380)	-	-	-	-	-	-	(380)
Acquisition-Related Costs	-	-	-	-	-	-	-	-	-	-	1,582	-	-	-
Secondary offering costs	-	-	-	-	-	-	-	-	-	-	-	809	-	-
Shelf offering costs	177	224	-	-	212	-	-	-	-	-	-	818	401	212
Total Non-GAAP Income (Loss) From Operations	\$26	\$176	\$3,721	\$1,010	\$409	\$ 5,306	\$ 4,595	\$ 5,986	\$ 3,807	(\$17,182)	(\$12,234)	\$1,200	\$4,933	\$16,296
Non-GAAP Net Income (Loss) attributable to BlackLine														
Net income (loss) attributable to BlackLine <sup>1</sup>	\$ (7,252)	\$ (8,553)	\$ (4,766)	\$ (8,143)	\$ (8,781)	\$ (5,362)	\$ (9,206)	\$ (9,186)	\$(12,843)	(\$24,734)	(\$39,159)	(\$33,408)	(\$28,714)	(\$32,535)
Provision for (benefit from) Income Taxes	(125)	(65)	(137)	(213)	-	(18)	53	55	(16)	(13,934)	(6,956)	(511)	(540)	90
Secondary offering costs	-	-	-	-	-	-	-	-	-	-	-	809	-	-
Shelf offering costs	177	224	-	-	212	-	-	-	-	-	-	818	401	212
Stock-Based Compensation Expense	3,974	5,393	5,340	6,188	6,452	8,012	10,141	9,447	9,456	5,497	6,526	16,044	20,895	34,052
Amortization of debt discount and issuance costs	-	-	-	-	-	-	2,923	5,487	5,532	-	-	-	-	8,410
Amortization of Acquired Intangible Assets	3,323	3,312	3,305	3,083	3,077	3,079	2,566	1,543	1,543	12,092	12,505	13,310	13,023	10,265
Accretion of Debt Discount	-	-	-	-	-	-	-	-	-	228	1,303	-	-	-
Accretion of Warrant Discount	-	-	-	-	-	-	-	-	-	276	754	-	-	-
Purchase Accounting Adjustment to Revenue	-	-	-	-	-	-	-	-	-	-	716	-	-	-
Change in Fair Value of Contingent Consideration	112	78	97	163	(9)	193	129	(267)	145	41	371	628	450	46
Change in Fair Value of Common Stock Warrant Liability	-	-	-	-	-	-	-	-	-	420	5,880	3,490	-	-
Acquisition-Related Costs	-	-	-	-	-	-	-	-	-	-	1,582	-	-	-
Legal Settlement Gains	-	-	-	-	-	-	(380)	-	-	-	-	-	-	(380)
Adjustment to redeemable non-controlling interest	-	-	-	-	-	54	839	940	2,201	-	-	-	-	1,833
Total Non-GAAP Net Income (Loss) attributable to BlackLine	\$ 209	\$389	\$3,839	\$1,078	\$ 951	\$ 5,958	\$ 7,065	\$ 8,019	\$ 6,018	(\$20,114)	(\$16,478)	\$1,180	\$5,515	\$21,993

#### NON-GAAP RECONCILIATIONS NON-GAAP S&M, NON-GAAP R&D, NON-GAAP G&A (\$000'S)

	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q1 2020	2015	2016	2017	2018	2019
GAAP Sales and Marketing Expense	\$ 29,227	\$ 32,150	\$ 31,709	\$ 35,722	\$ 35,848	\$ 37,192	\$ 41,848	\$ 43,949	\$ 44,785	\$56,546	\$77,810	\$103,967	\$ 128,808	\$ 158,837
Amortization of Intangible Assets	969	966	987	965	968	968	968	968	969	3,487	3,605	3,872	3,887	3,872
Stock-Based Compensation Expense	1,437	2,308	2,182	2,747	2,994	3,558	4,522	4,315	4,393	2,418	2,490	10,811	8,674	15,389
Non-GAAP Sales and Marketing Expense	\$26,821	\$28,876	\$28,540	\$32,010	\$31,886	\$ 32,666	\$ 36,358	\$ 38,666	\$ 39,423	\$50,641	\$71,715	\$89,284	\$116,247	\$139,576
GAAP Research and Development Expense	\$ 6,929	\$ 7,811	\$ 7,261	\$ 8,753	\$ 10,307	\$ 10,829	\$ 11,558	\$ 10,312	\$ 11,747	\$18,216	\$21,125	\$23,874	\$30,754	\$43,006
Stock-Based Compensation Expense	429	675	651	815	944	1,235	1,452	1,098	1,229	588	809	767	2,570	4,729
Non-GAAP Research and Development Expense	\$6,500	\$7,136	\$6,610	\$7,938	\$9,363	\$ 9,594	\$ 10,106	\$ 9,214	\$ 10,518	\$17,628	\$20,316	\$23,107	\$28,184	\$38,277
GAAP General and Administrative Expense	\$ 11,082	\$ 12,458	\$ 11,268	\$ 12,380	\$ 13,679	\$ 12,677	\$ 14,088	\$ 15,613	\$ 17,338	\$20,928	\$27,911	\$36,786	\$47,188	\$56,057
Amortization of Intangible Assets	639	638	597	399	398	399	399	400	399	2,466	2,532	2,591	2,273	1,596
Stock-Based Compensation Expense	1,270	1,728	1,638	1,750	1,626	2,060	2,736	2,698	2,511	2,025	2,512	3,317	6,386	9,120
Change in Fair Value of Contingent Consideration	112	78	97	163	(9)	193	129	(267)	145	41	371	628	450	46
Legal Settlement Gains	-	-	-	-	-	-	(380)	-	-	-	-	-	-	(380)
Acquisition Related Costs	-	-	-	-	-	-	-	-	-	-	1,582	-	-	-
Secondary offering Costs	-	-	-	-	-	-	-	-	-	-	-	809	-	-
Shelf offering Costs	177	224	-	-	212	-	-	-	-	-	-	818	401	212
Non-GAAP General and Administrative Expense	\$8,884	\$9,790	\$8,936	\$10,068	\$11,452	\$ 10,025	\$ 11,204	\$ 12,782	\$ 14,283	\$16,396	\$20,914	\$28,623	\$37,678	\$45,463

