

BlackLine

Investor Presentation | 1Q'23

As of May 4, 2023



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 <http://investors.blackline.com> and on the SEC’s website at www.sec.gov. 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.

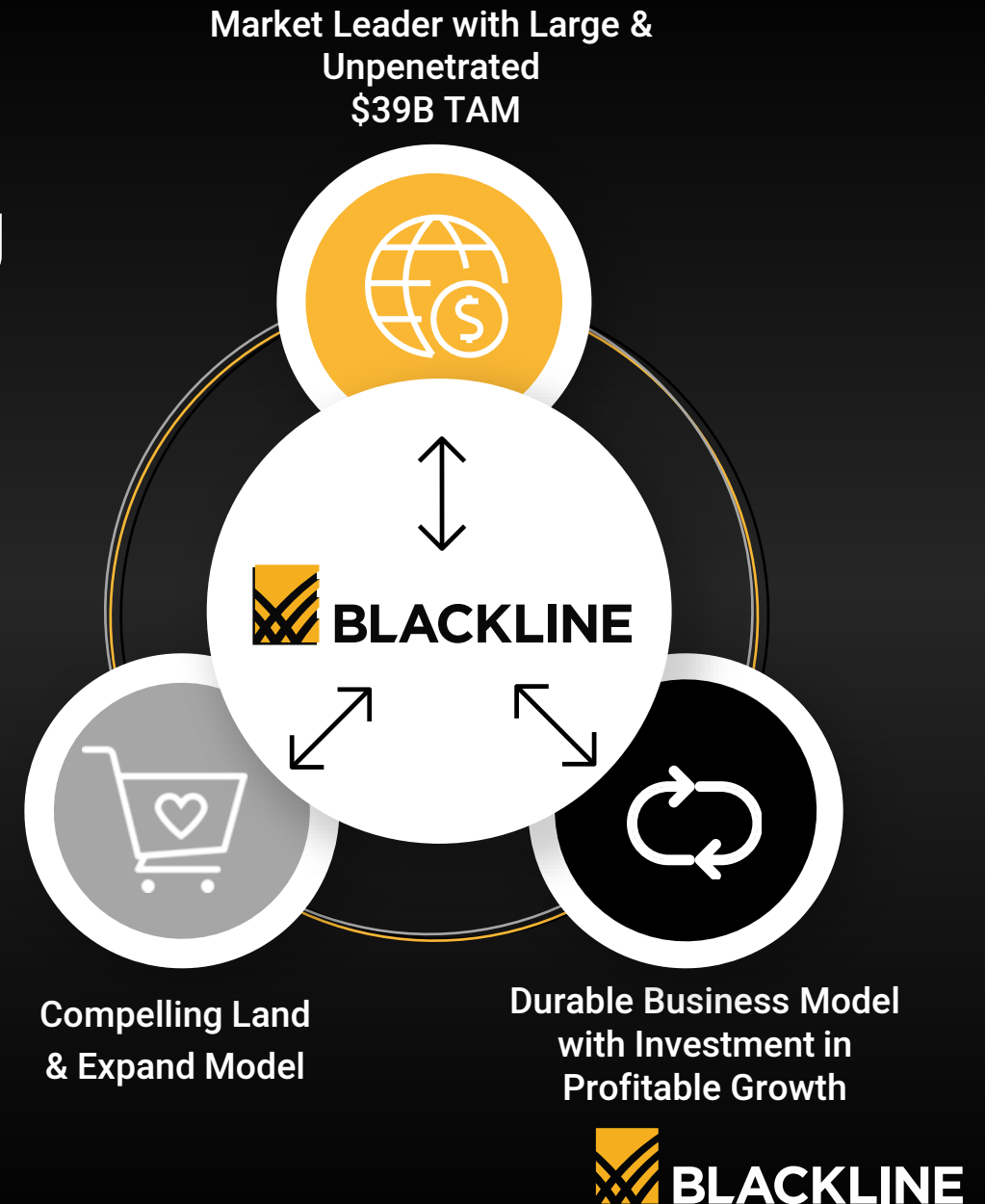
In addition to U.S. GAAP financials, this presentation includes certain non-GAAP financial measures, including non-GAAP gross profit, gross margin, free cash flow, sales and marketing expense, research and development expense, general and administrative expense, loss from operations, operating margin, net income and net income margin. 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.

WHO WE ARE

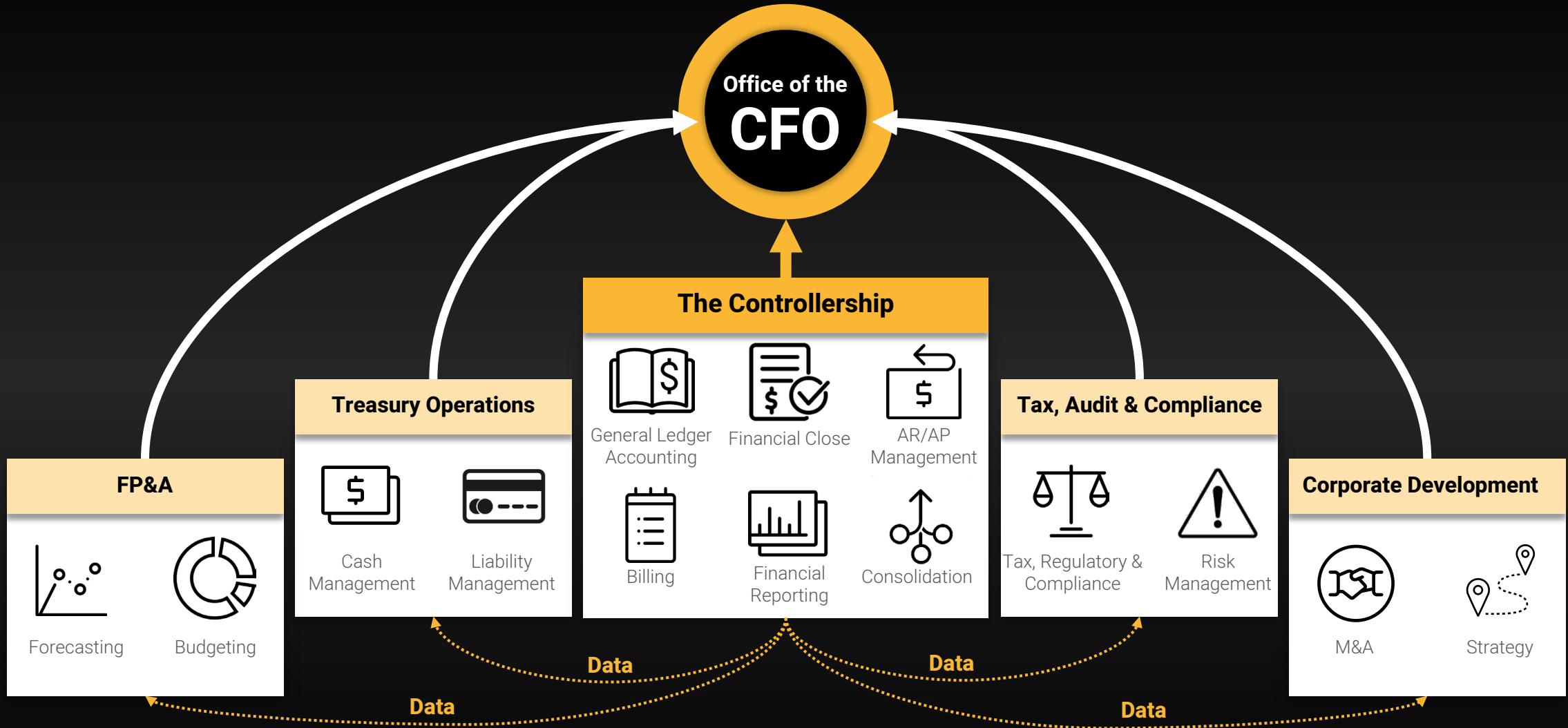
Champions of strategic accounting
and finance transformation

OUR VISION

To be the indispensable platform
for the office of the CFO

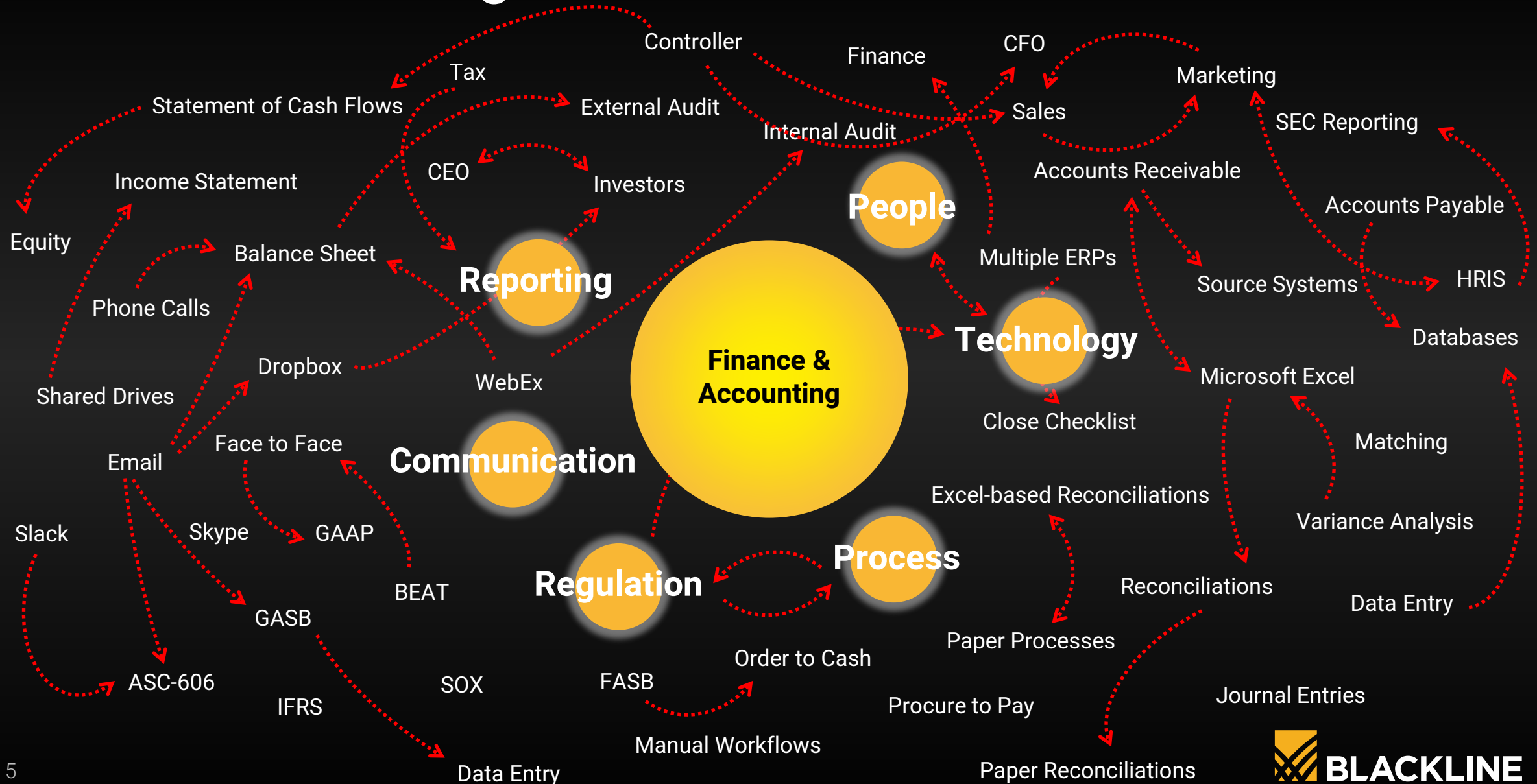


BlackLine's Market: **The Office of the CFO**

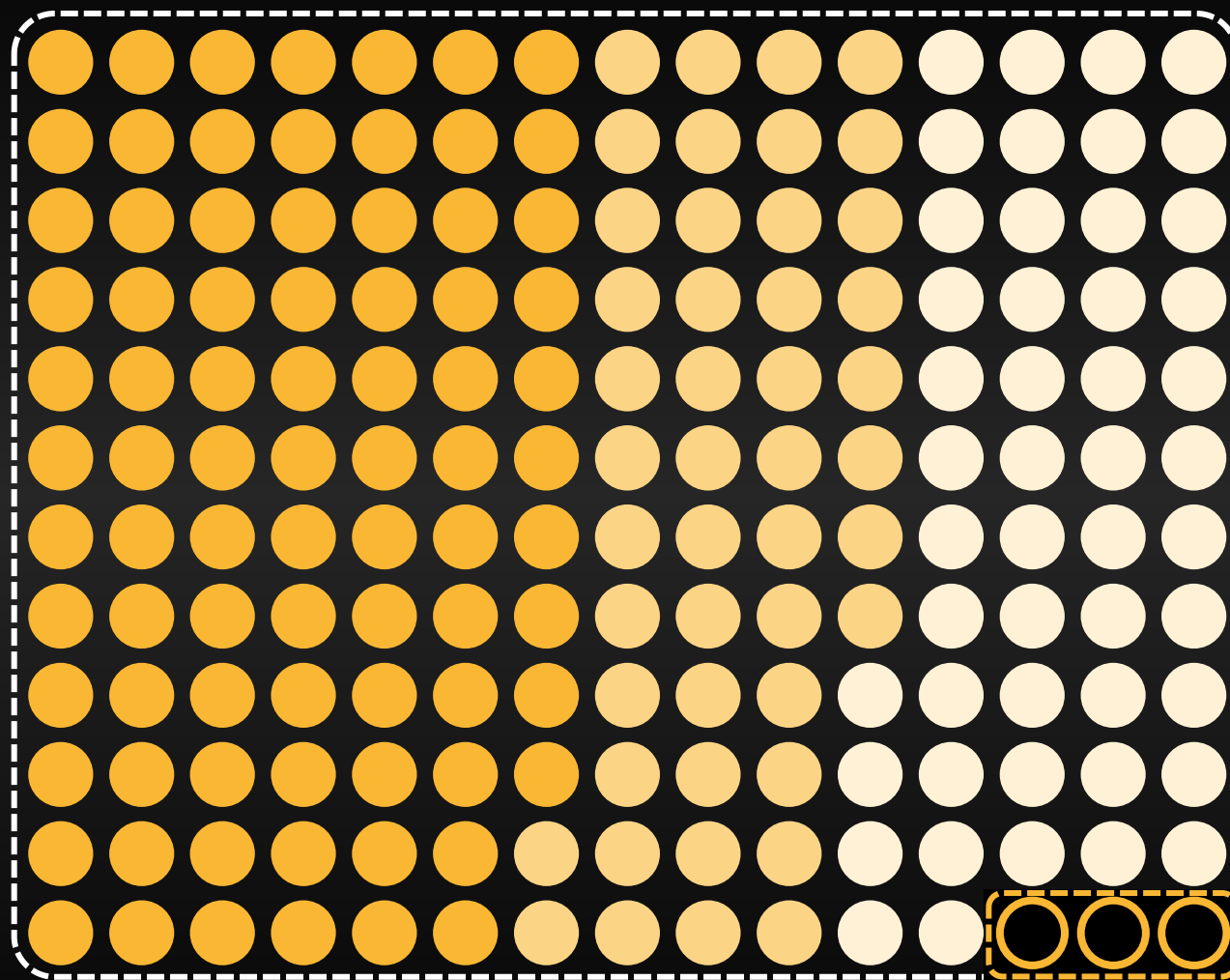


The controllingship's **upstream position** makes it prime real estate within the office of the CFO

Manual Accounting Processes Are Not Sustainable



Market Leader with Large & Underpenetrated TAM



\$39B+

\$18.5B Financial Close Market ¹

\$10B Accounts Receivable Market ²

\$11B Intercompany Financial Management ³

Comprised of >200,000 Target Customers

\$542M BlackLine LTM Revenue
Comprised of 4,200+ Customers ⁴































¹ Source: Frost and Sullivan. TAM for Core Products.

² Source: Independent third-party analysis. Assumes ~40,000 target customers in the US, UK & EMEA with a maximum ARR spend of \$250K.

³ Source: Independent third-party analysis.

⁴ As of March 31, 2023.

Strength Across Geographies, Sectors & Sizes

 CONSUMER AND RETAIL	 TECHNOLOGY	 INDUSTRIAL AND ENERGY	 HEALTHCARE	 SERVICES	 FINANCIAL SERVICES
   	   	   	   	   	   

Building an Industry Leading Automation Platform

BlackLine is closer than ever before in realizing its plan to become a platform financial operations solution provider



Drive accountability through visibility. Reporting & Dashboards

Build accuracy, control, and consistency into every process. Financial Controls from Order to Cash to the Financial Close & Compliance

Automate the repetitive to enable higher-value work. Intelligent Automation

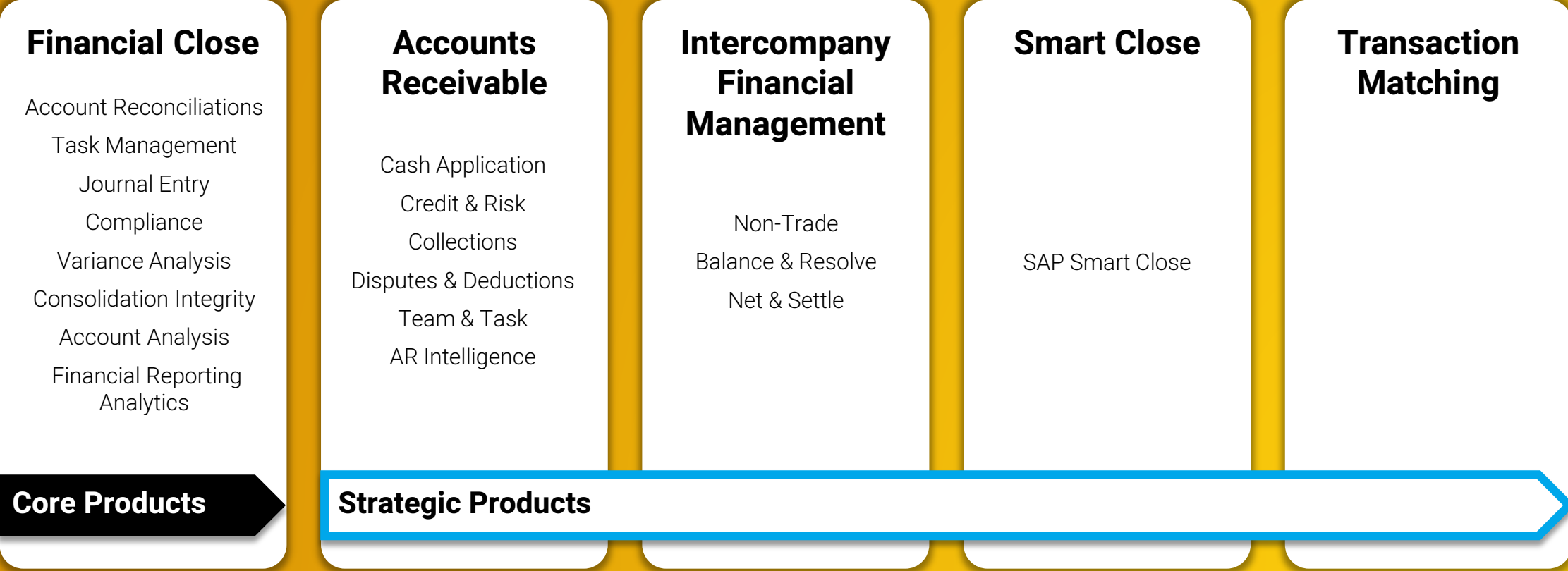
Unify systems and data for a complete financial story. Secure integrations, ERP connectors & APIs

A Platform for the Future

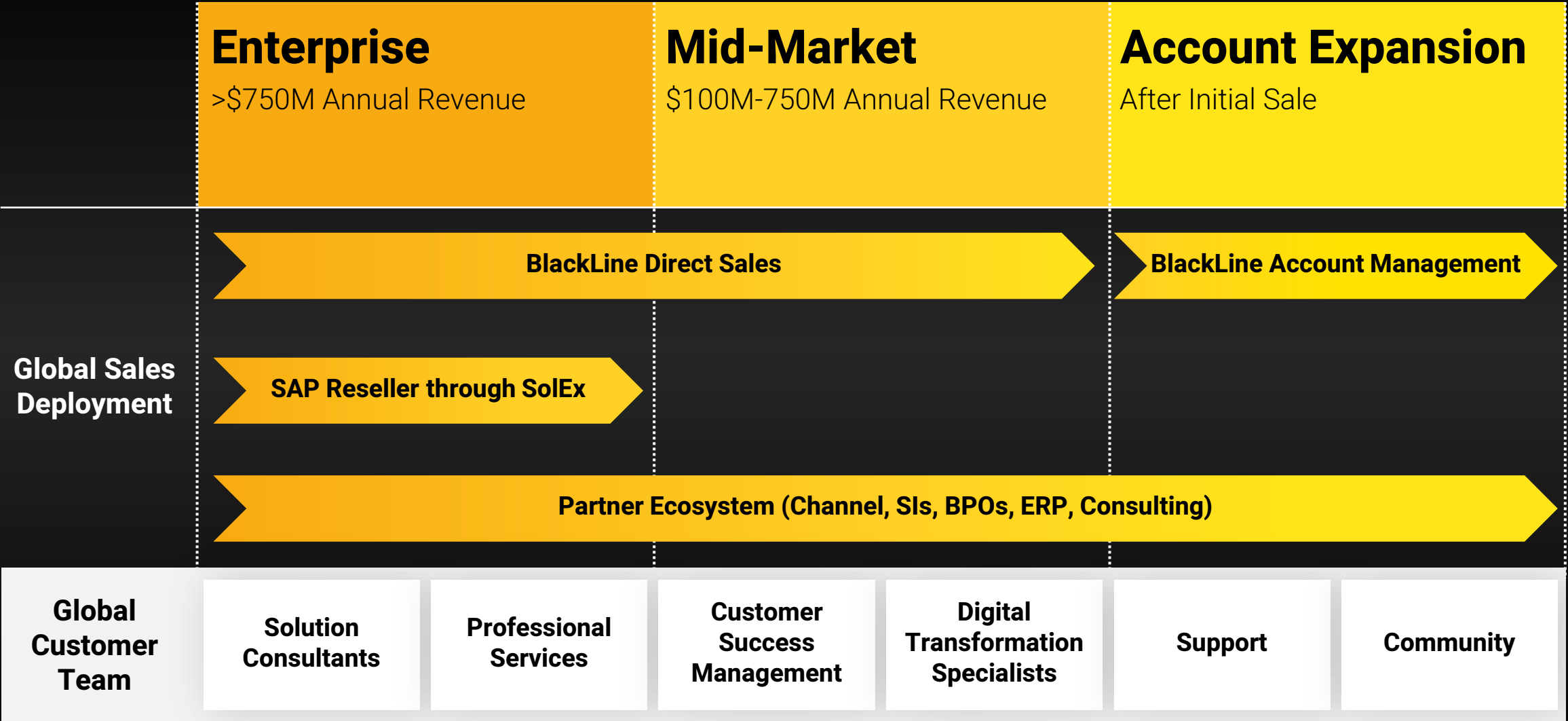
BlackLine's Financial Operations Management Platform drives modern accounting & optimizes financial operations

Financial Operations Management Platform

BlackLine Accounting Studio

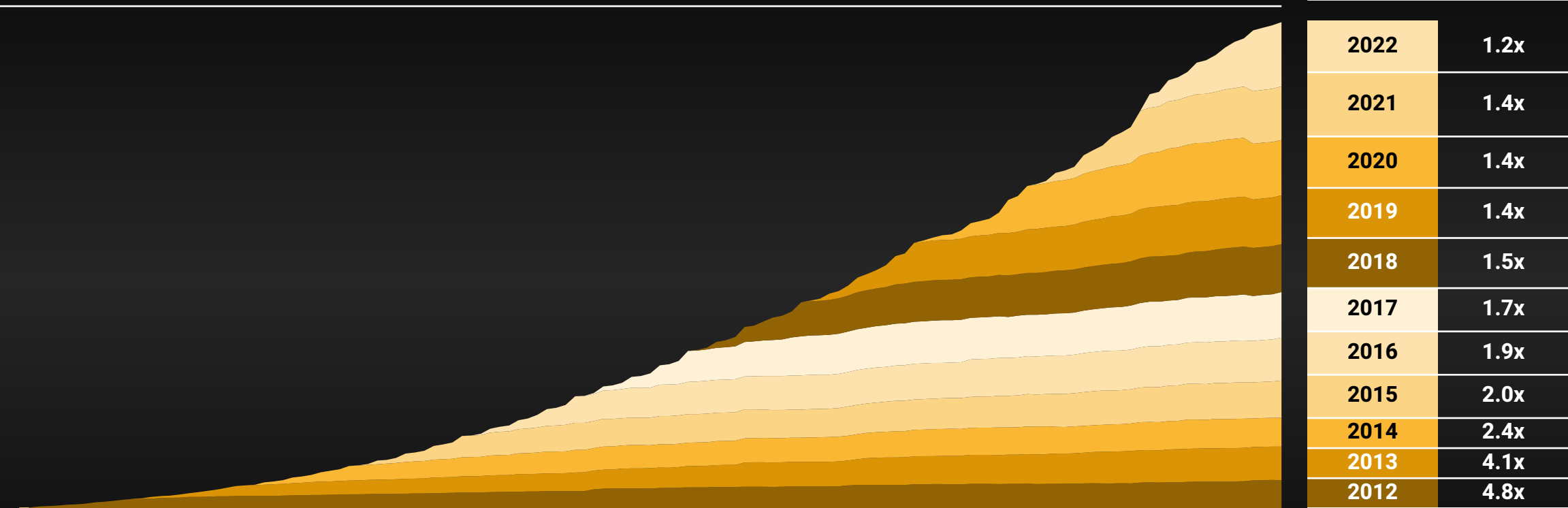


Our Go-To-Market & Customer Strategy



Demonstrated Ability to Drive Land and Expand Platform

Annualized Revenue by Customer Cohort¹

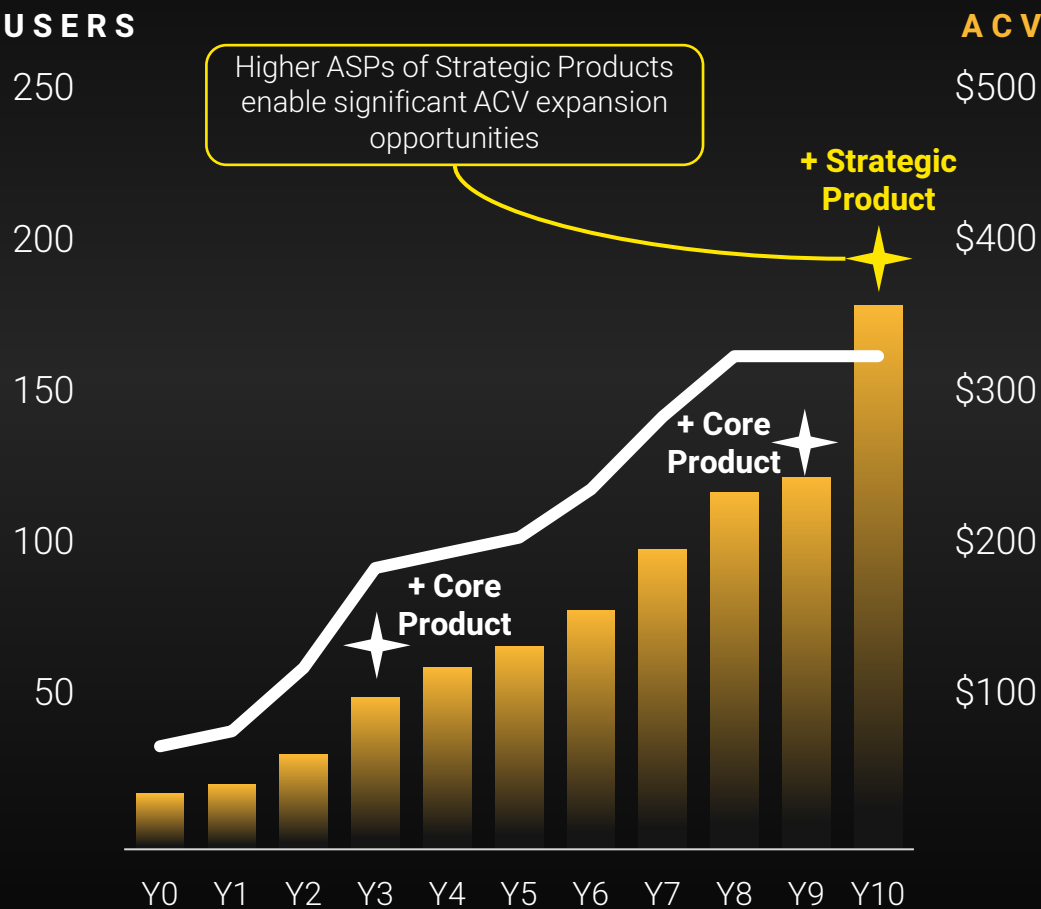


¹Reflects annualized subscription and support revenue for the group of customers that became our customers in each respective cohort year. A “cohort” is a grouping of customers by the year specified. For instance, the 2012 cohort includes all customers whose contract start date is between January 1, 2012, and December 31, 2012. We calculate annualized subscription and support revenue at a particular date as the total amount of minimum subscription and support revenue contractually committed under each of our customer agreements for that month through the remaining term of the agreement, divided by the remaining number of months in the term of the agreement, multiplied by twelve. We calculate initial annualized subscription and support revenue for any given cohort year as the sum of annualized subscription and support revenue as of the first month of each customer agreement that was entered into within that given cohort year. Accordingly, in contrast to annualized subscription and support revenue, initial annualized subscription and support revenue does not reflect any changes in the payments due under or the duration of customer agreements following the first month of the customer agreement. Our annualized subscription and support revenue as of March 31, 2023, for each of our 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021 and 2022 customer cohorts represented an increase over the initial annualized subscription and support revenue for such customer cohorts, shown as the “Growth Multiple” above.

Expanding Within Our Customers

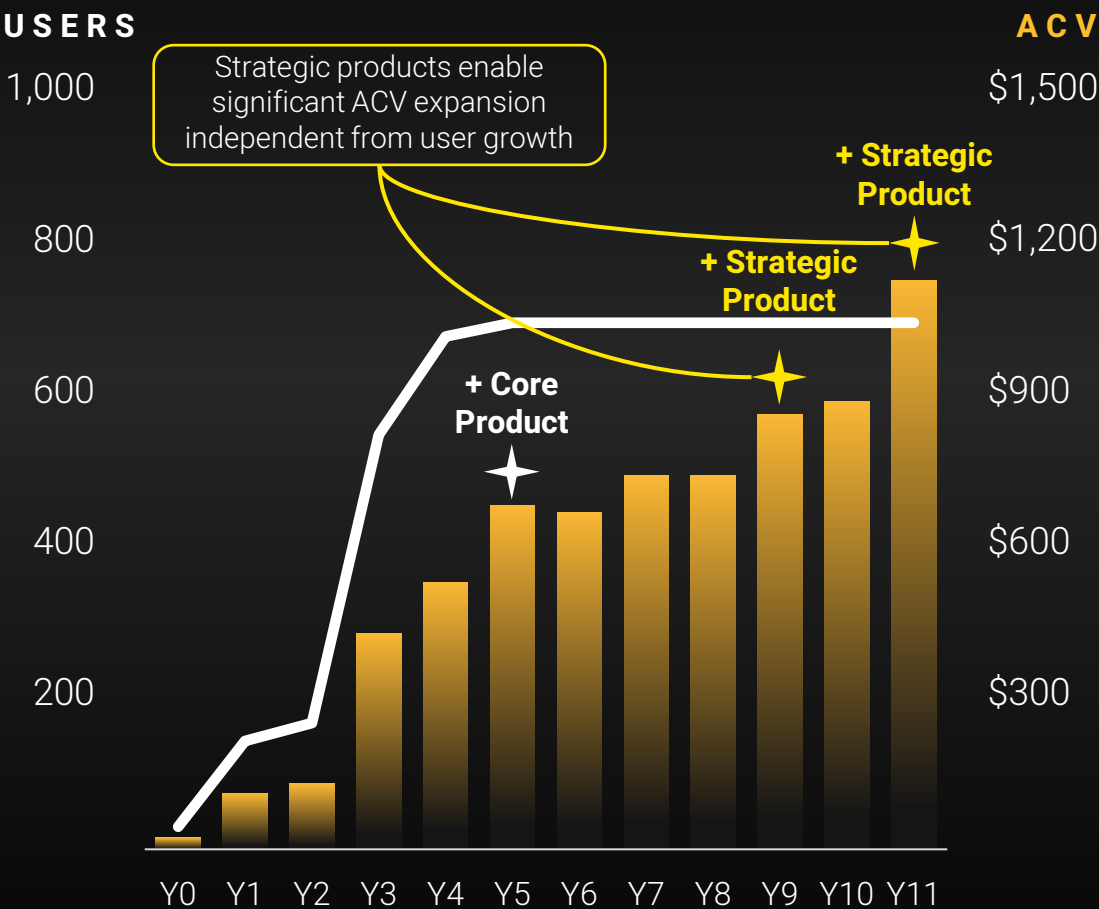
Enterprise Consumer Retail Customer

Current ACV of ~\$350k



Enterprise Global Industrials Customer

Current ACV of ~\$1.1M



Extending the Competitive Moat Drives Further Growth

Indispensable Platform for the Office of the CFO

- **Expanded functionality for the controllership**
- SaaS-based platform
- End-to-end accounting automation technology
- Highly scalable and configurable
- ERP agnostic

Strong Partner Ecosystem

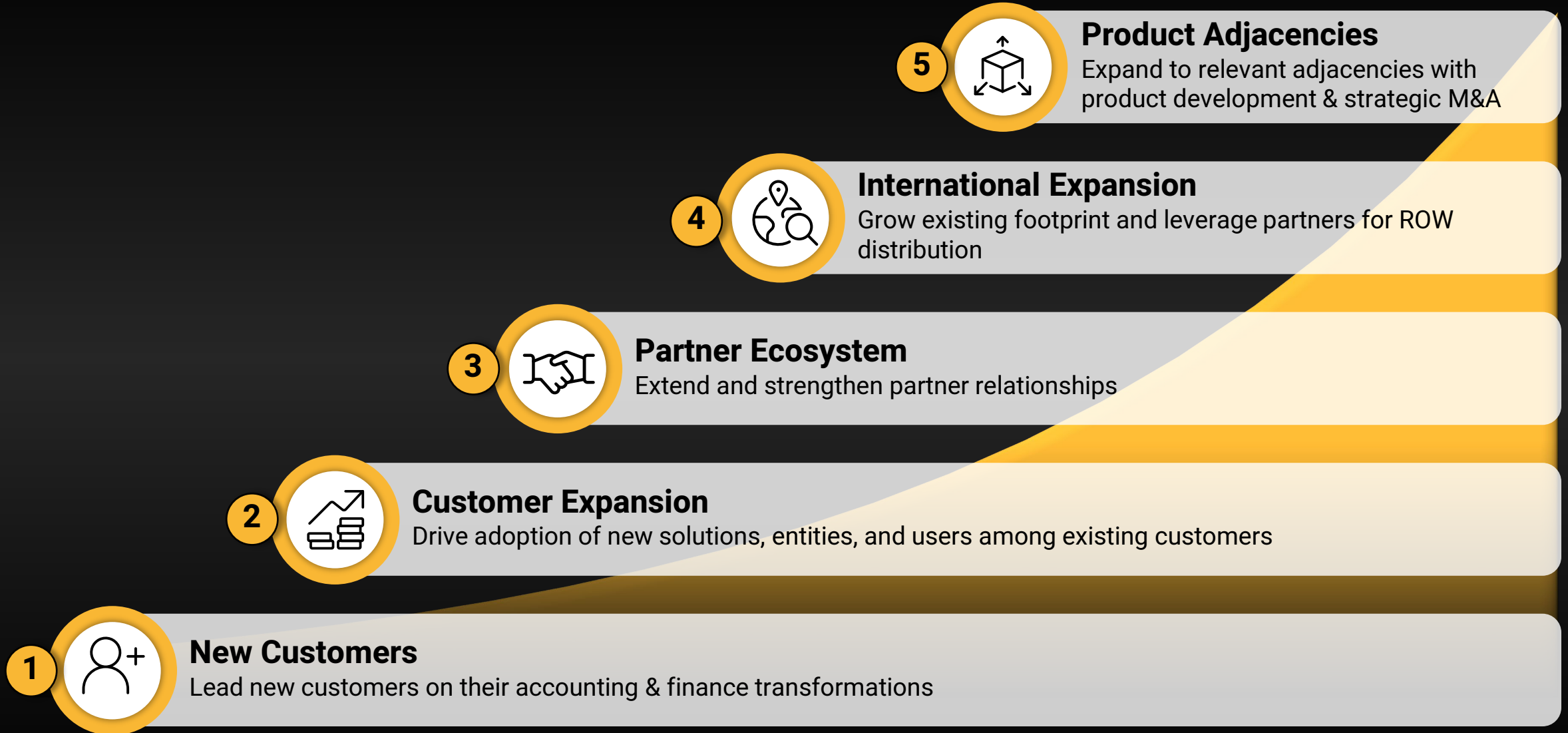
- Strategic reseller partnership with SAP Solution Extensions
- Global & regional consulting alliances
- Partner validation, C-Suite access & influence, and partner deployments
- Comprehensive partner enablement program

Customer Engagement & Success

- Guide all 4,200+ customers along their path to digital transformation, accelerate platform adoption and expand net revenue retention via:
- Leveraging Blackline expertise and best practices
 - Providing one-on-one and one-to-many optimization workshops
 - BeyondTheBlack user conference attended by 5,000+ participants



Numerous Levers to Drive Sustained Growth



1Q'23 Financial Highlights



4,200+

Customers

In 130+ countries



16%

Revenue Growth

94% SaaS recurring revenue



~\$550M

Total ARR¹

14% YoY increase



10%

FCF Margin²

>\$14M of FCF generated



\$1.4k+

ARPU³

On our 369,000+ user base



79%

Gross Margin²

Highly-profitable business model



\$773M

RPO

17% YoY increase



106%

Net Revenue Retention

Compelling value proposition

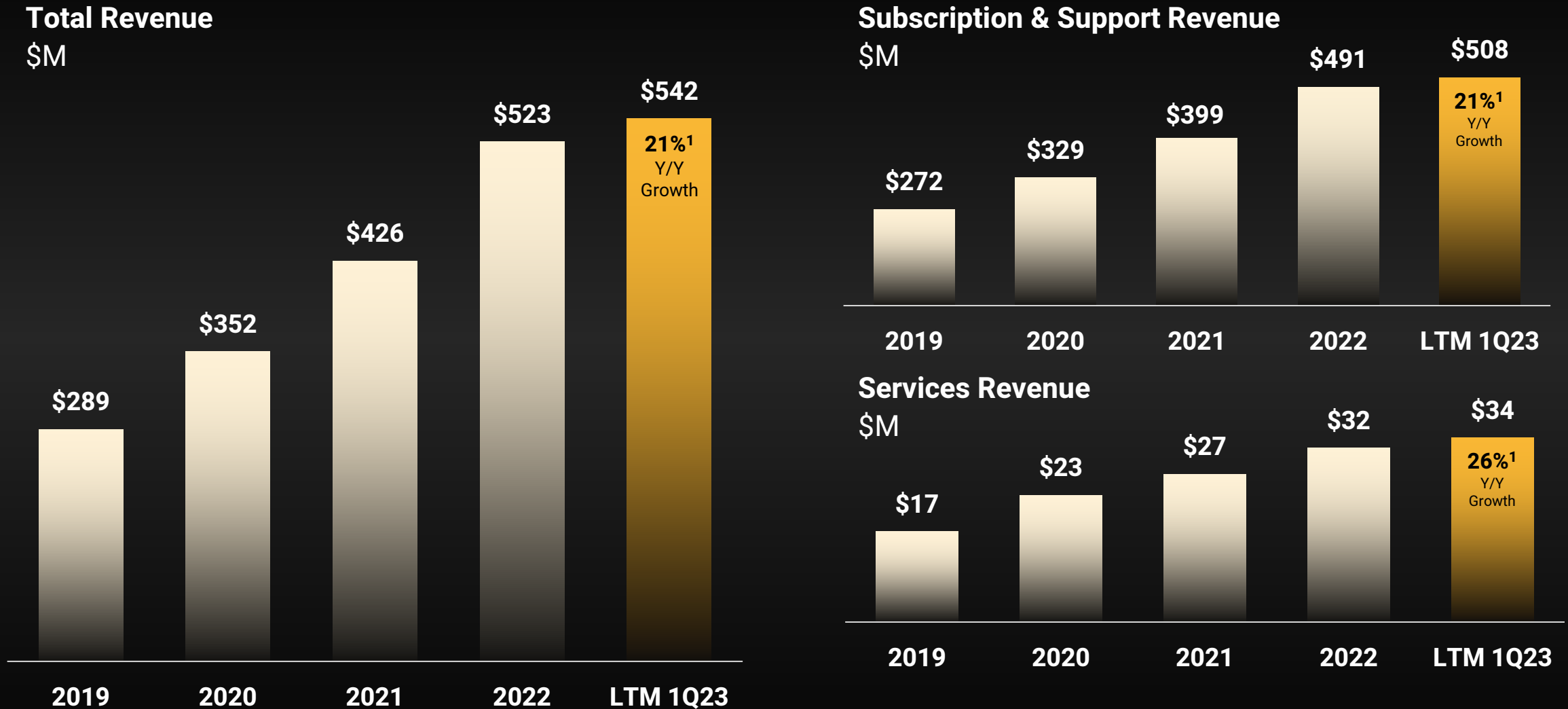
Note: YoY growth as of March 31, 2023.

¹ BlackLine defines ARR as: contracted recurring revenue components of term subscriptions and support normalized to a one-year period.

² Represents a Non-GAAP metric. See appendix for GAAP financial measures and reconciliations.

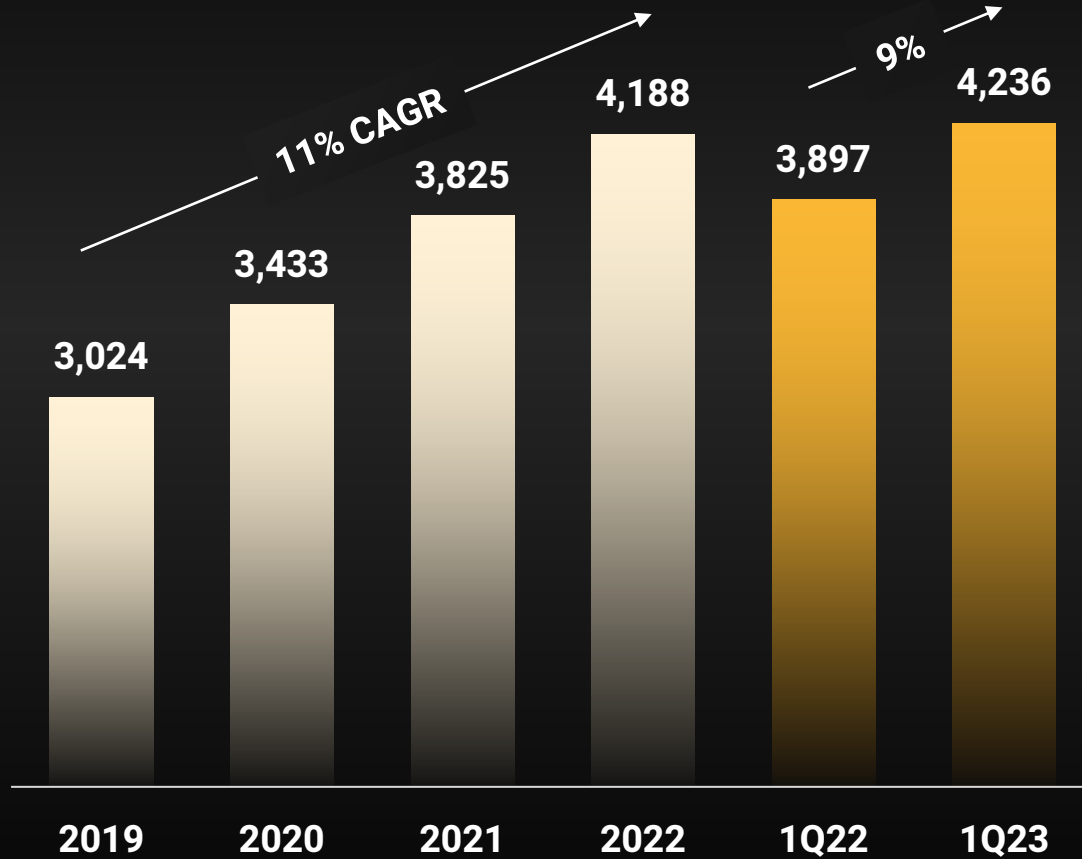
³ Calculated as total ARR divided by total users as of March 31, 2023.

Highly Visible Subscription Growth Model

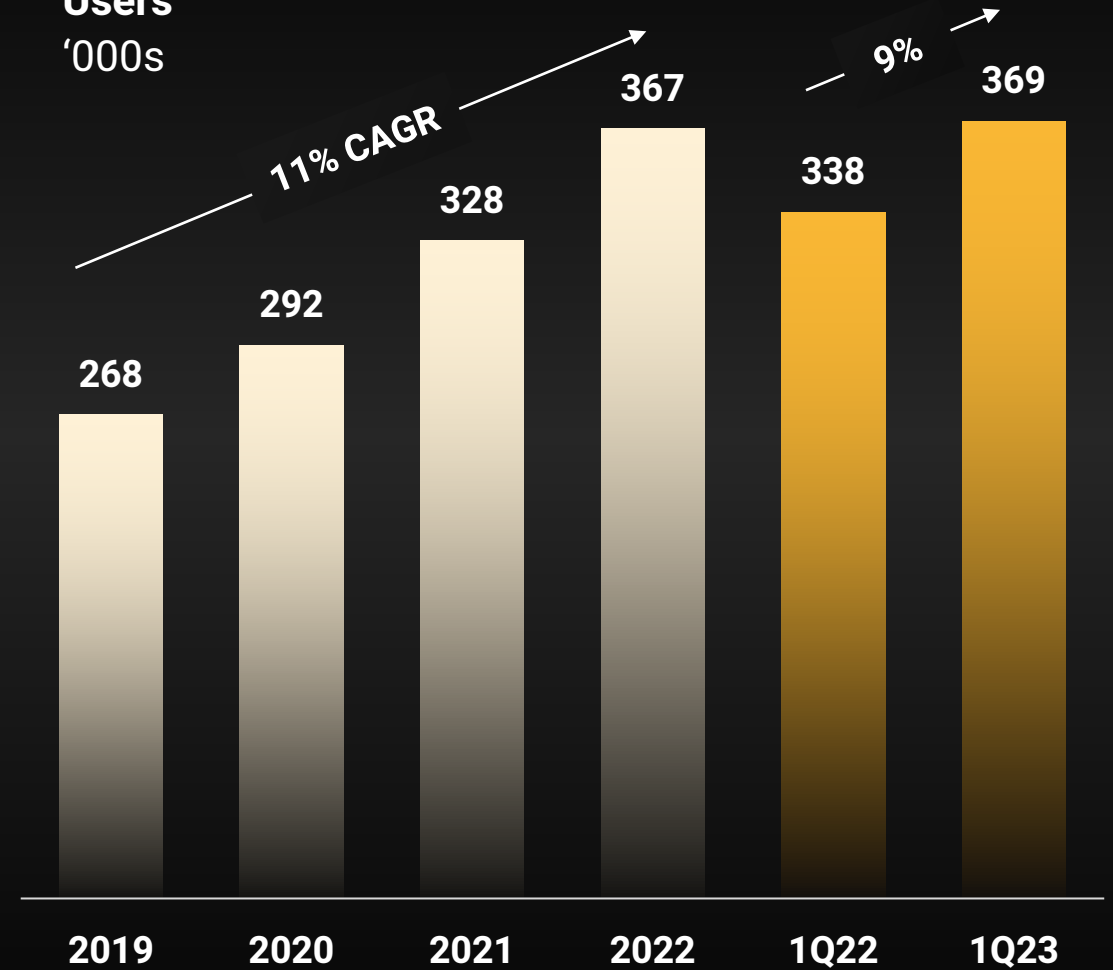


Consistent Customer and User Growth

Customers

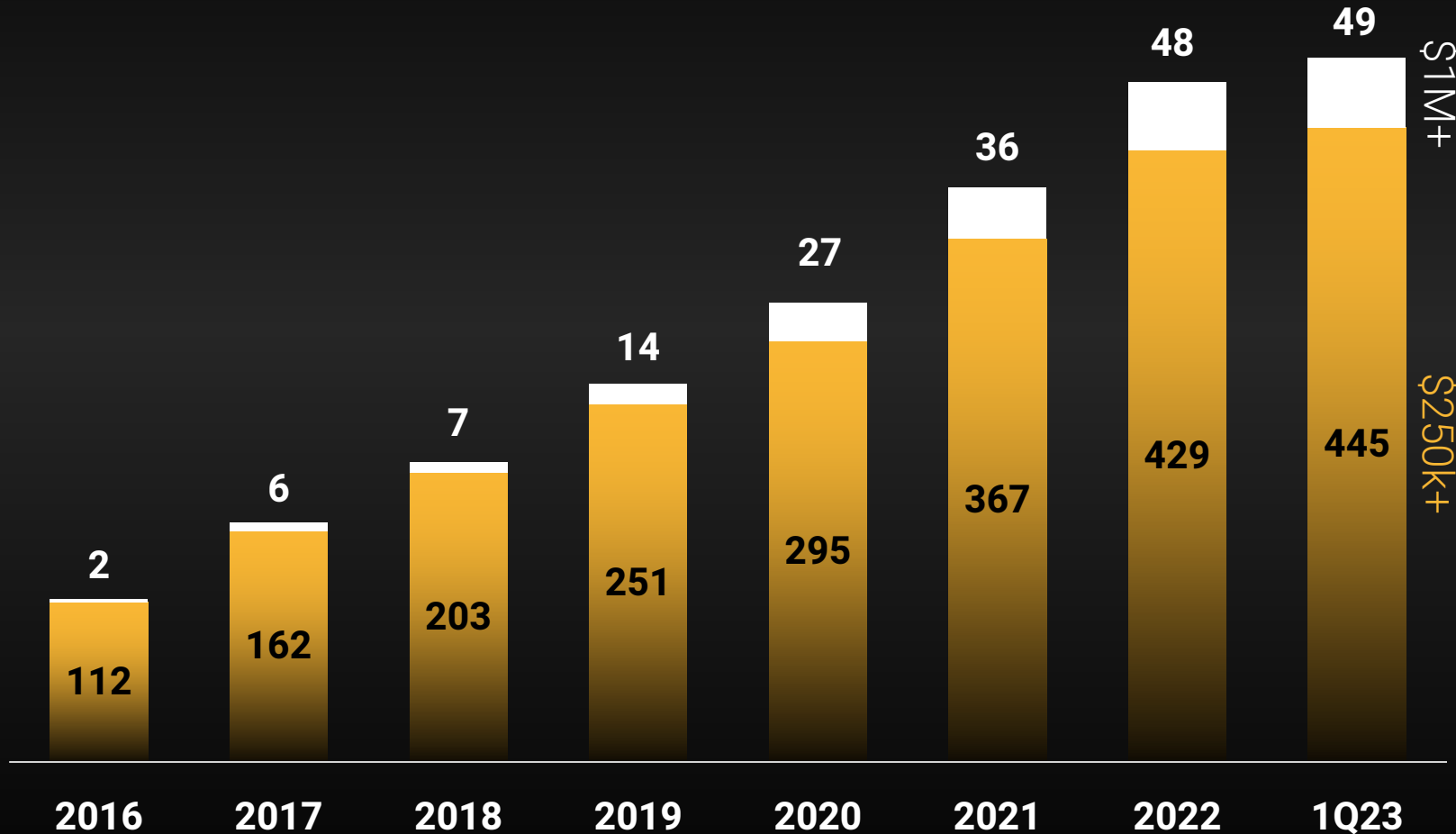


Users
'000s



Continuously Growing Our Customer Wallet Share

More than 490 customers with an ARR¹ of \$250k+



67%

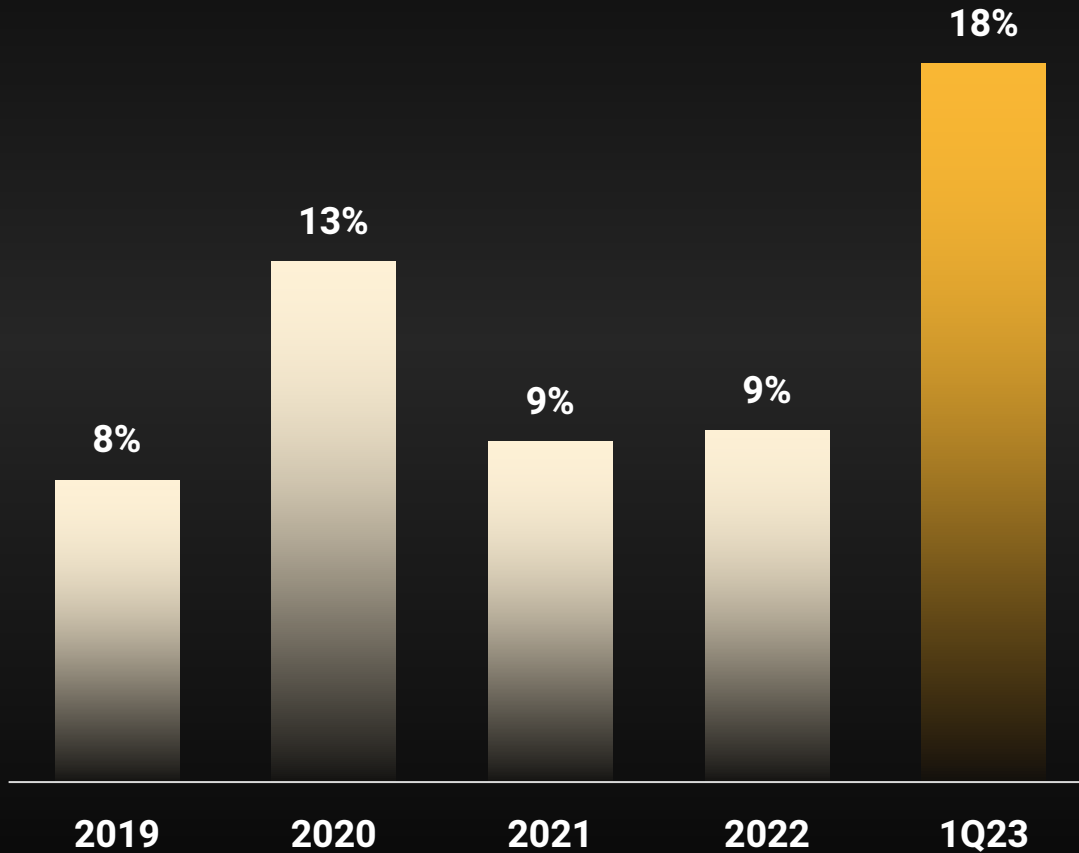
CAGR in customers
spending \$1M or more

26%

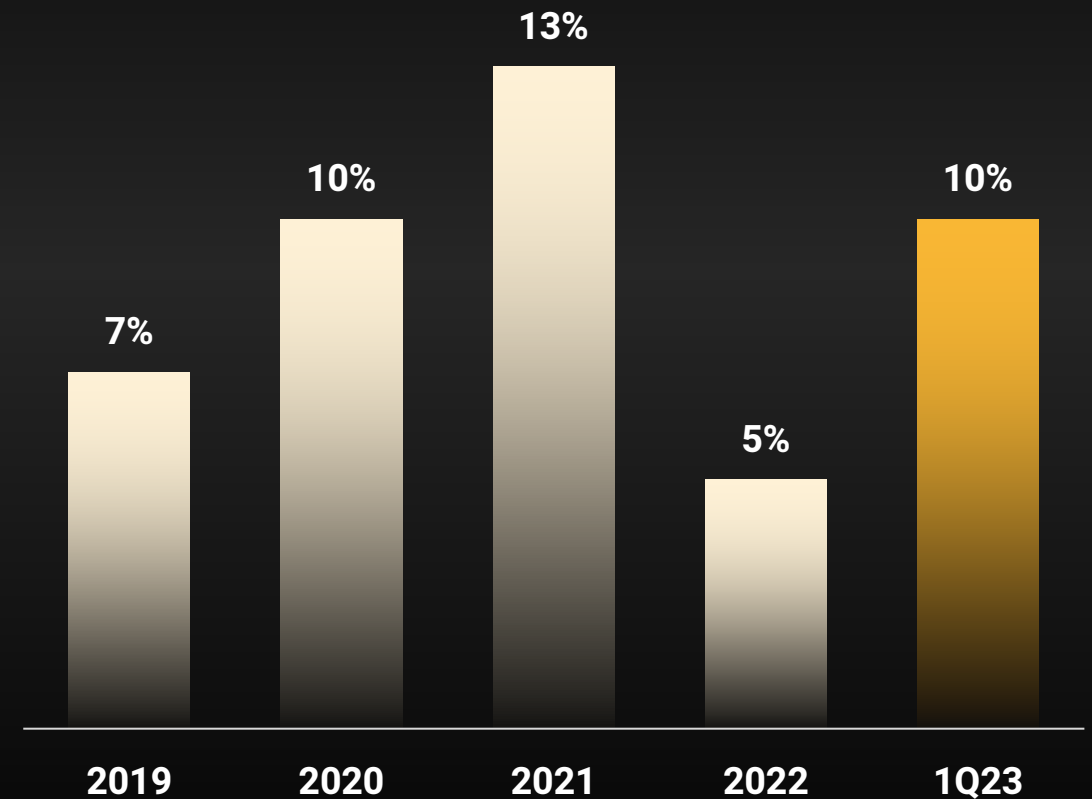
CAGR in customers
spending \$250K or more

Demonstrated Profitability & Cash Flow

Non-GAAP Net Income Margin¹



Free Cash Flow Margin



Medium-Term Targets & Long-Term Target Model

Metric	2019	2020	2021	2022	MT ¹ Target	LT Model	Primary Drivers
Total Revenue Growth	27%	22%	21%	23%	20% - 25%		Customer expansion, upsell/cross-sell, new logo growth
Gross Margin ²	83%	83%	80%	79%	80% - 82%	83%+	Completion of cloud-transition, scaled expansion
S&M (% of revenue) ²	48%	42%	41%	42%	38% - 40%	~38%	Efficiency, shrinking CAC with evolving upsell/cross-sell mix
R&D (% of revenue) ²	13%	14%	16%	17%	15% - 16%	~15%	Continue to fund product & innovation roadmap
G&A (% of revenue) ²	16%	15%	15%	15%	11% - 12%	7% - 9%	G&A investment inflection point, economies of scale
Operating Margin ²	6%	12%	9%	6%	15% - 20%	21% - 23%	Operating efficiencies & scale
Free Cash Flow ²	7%	10%	13%	5%	16% - 21%		Operating efficiencies & scale

2019-21 are under ASC 606.

¹ Medium-Term ("MT") defined as forward-looking 3 to 5-year horizon established 11/8/22.

² Represents a Non-GAAP metric. See appendix for GAAP financial measures and reconciliations.

Appendix

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

	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	2018	2019	2020	2021	2022
Non-GAAP Revenues																		
GAAP Revenues	\$82,598	\$83,272	\$90,157	\$95,710	\$98,856	\$102,122	\$109,402	\$115,326	\$120,236	\$128,477	\$134,268	\$139,957	\$138,984	\$227,788	\$288,976	\$351,737	\$425,706	\$522,938
Purchase accounting adjustment to revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-GAAP Revenues	\$82,598	\$83,272	\$90,157	\$95,710	\$98,856	\$102,122	\$109,402	\$115,326	\$120,236	\$128,477	\$134,268	\$139,957	\$138,984	\$227,788	\$288,976	\$351,737	\$425,706	\$522,938
Non-GAAP Gross Profit																		
GAAP Gross Profit	\$66,533	\$66,529	\$73,175	\$76,528	\$76,966	\$78,550	\$84,965	\$87,354	\$89,563	\$95,554	\$101,842	\$106,594	\$103,713	\$176,914	\$230,001	\$282,765	\$327,835	\$393,553
Amortization of acquired developed technology	175	176	176	665	665	670	675	675	2,337	2,957	3,011	3,010	2,949	6,863	4,797	1,192	2,685	11,315
Stock-based compensation expense ¹	1,323	1,706	1,871	1,996	1,750	2,227	2,213	2,220	1,714	2,249	2,346	2,286	2,797	3,265	4,814	6,896	8,410	8,595
Transaction-related costs	-	-	-	-	-	-	-	-	272	374	352	357	213	-	-	-	-	1,355
Total Non-GAAP Gross Profit	\$68,031	\$68,411	\$75,222	\$79,189	\$79,381	\$81,447	\$87,853	\$90,249	\$93,886	\$101,134	\$107,551	\$112,247	\$109,672	\$187,042	\$239,612	\$290,853	\$338,930	\$414,818
Total Non-GAAP Gross Profit Margin	82.4%	82.2%	83.4%	82.7%	80.3%	79.8%	80.3%	78.3%	78.1%	78.7%	80.1%	80.2%	78.9%	82.1%	82.9%	82.7%	79.6%	79.3%
Free Cash Flow																		
Cash flows from operating activities	\$8,517	\$9,617	\$21,789	\$14,812	\$28,505	\$12,388	\$17,074	\$22,126	\$176	\$5,907	\$24,176	\$25,754	\$22,867	\$16,140	\$29,724	\$54,735	\$80,093	\$56,013
Capitalized software development costs	(2,289)	(2,705)	(2,844)	(2,740)	(4,021)	(3,542)	(3,677)	(3,296)	(4,657)	(5,109)	(5,186)	(4,256)	(6,879)	(5,675)	(5,060)	(10,578)	(14,536)	(19,208)
Purchase of property and equipment	(1,152)	(1,072)	(291)	(3,998)	(1,096)	(626)	(3,475)	(3,532)	(1,528)	(5,775)	(2,439)	(1,232)	(1,676)	(6,284)	(4,632)	(6,513)	(8,729)	(10,974)
Financed purchases of property and equipment	(169)	(56)	(169)	(168)	(169)	(252)	(128)	-	-	(84)	-	-	-	-	(427)	(562)	(549)	(84)
Purchases of intangible assets	-	(2,333)	-	-	-	-	-	-	-	-	-	-	-	-	-	(2,333)	-	-
Free Cash Flow	\$4,907	\$3,451	\$18,485	\$7,906	\$23,219	\$7,968	\$9,794	\$15,298	(\$6,009)	(\$5,061)	\$16,551	\$20,266	\$14,312	\$4,181	\$19,605	\$34,749	\$56,279	\$25,747
Free Cash Flow Margin	5.9%	4.1%	20.5%	8.3%	23.5%	7.8%	9.0%	13.3%	(5.0%)	(3.9%)	12.3%	14.5%	10.3%	1.8%	6.8%	9.9%	13.2%	4.9%

¹ Beginning in 2023, includes amortization related to stock-based compensation that was capitalized in capitalized software development costs in previous periods and totaled \$0.4 million for the quarter ended March 31, 2023.

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

	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	2018	2019	2020	2021	2022
Non-GAAP Income (Loss) from Operations																		
GAAP Income (Loss) from Operations	(\$7,337)	(\$3,326)	(\$2,036)	(\$7,192)	(\$18,705)	(\$9,672)	\$5,951	(\$16,188)	(\$25,364)	(\$12,693)	(\$21,419)	\$3,278	(\$15,313)	(\$29,836)	(\$27,899)	(\$19,891)	(\$38,614)	(\$56,198)
Amortization of intangible assets	1,543	1,622	1,622	2,892	2,893	2,907	2,630	2,049	4,162	5,206	5,182	5,181	5,085	13,023	10,265	7,679	10,479	19,731
Stock-based compensation expense ²	9,456	12,616	13,326	14,292	14,794	17,065	16,930	17,081	15,902	20,609	20,899	18,474	20,883	20,895	34,052	49,690	65,870	75,884
Change in fair value of contingent consideration	145	(221)	(72)	176	7,702	(782)	(10,346)	668	(1,816)	(14,042)	1,745	(21,017)	3,106	450	46	28	(2,758)	(35,130)
Legal settlement costs (gains)	-	-	-	-	-	-	-	-	690	-	1,019	-	-	-	(380)	-	-	1,709
Transaction-related costs	-	-	1,790	2,946	-	-	-	1,586	7,033	3,676	3,272	2,850	790	-	-	4,736	1,586	16,831
Shelf offering costs	-	-	-	-	-	-	-	-	-	-	-	-	-	401	212	-	-	-
Impairment of capitalized software implementation costs	-	-	-	-	-	-	-	-	-	-	-	5,330	-	-	-	-	-	5,330
Restructuring costs	-	-	-	-	-	-	-	-	-	-	-	3,841	1,014	-	-	-	-	3,841
Total Non-GAAP Income (Loss) From Operations	\$3,807	\$10,691	\$14,630	\$13,114	\$6,684	\$9,518	\$15,165	\$5,196	\$607	\$2,756	\$10,698	\$17,937	\$15,565	\$4,933	\$16,296	\$42,242	\$36,563	\$31,998
Total Non-GAAP Income (Loss) From Operations Margin	4.6%	12.8%	16.2%	13.7%	6.8%	9.3%	13.9%	4.5%	0.5%	2.1%	8.0%	12.8%	11.2%	2.2%	5.6%	12.0%	8.6%	6.1%
Non-GAAP Net Income (Loss) attributable to BlackLine																		
Net income (loss) attributable to BlackLine ¹	(\$12,843)	(\$8,332)	(\$8,751)	(\$16,985)	(\$38,964)	(\$25,446)	(\$13,741)	(\$37,010)	(\$10,011)	(\$10,665)	(\$20,019)	\$11,304	(\$12,008)	(\$28,714)	(\$32,535)	(\$46,911)	(\$115,161)	(\$29,391)
Provision for (benefit from) income taxes related to acquisitions	(16)	(72)	35	(616)	81	146	(636)	(552)	(13,136)	145	299	(942)	(181)	(540)	90	(669)	(961)	(13,634)
Shelf offering costs	-	-	-	-	-	-	-	-	-	-	-	-	-	401	212	-	-	-
Stock-based compensation expense ²	9,456	12,616	13,326	14,292	14,787	17,031	16,877	17,028	15,840	20,517	20,802	18,417	20,740	20,895	34,052	49,690	65,723	75,576
Amortization of debt discount and issuance costs	5,532	5,584	5,758	5,815	7,651	15,590	16,031	16,266	1,357	1,373	1,389	1,392	1,362	-	8,410	22,689	55,538	5,511
Amortization of acquired intangible assets	1,543	1,622	1,622	2,892	2,893	2,907	2,630	2,049	4,162	5,206	5,182	5,181	5,085	13,023	10,265	7,679	10,479	19,731
Change in fair value of contingent consideration	145	(221)	(72)	176	7,702	(782)	(10,346)	668	(1,816)	(14,042)	1,745	(21,017)	3,106	450	46	28	(2,758)	(35,130)
Transaction-related costs	-	-	1,790	2,946	-	-	-	1,586	7,033	3,676	3,272	2,850	790	-	-	4,736	1,586	16,831
Legal settlement costs (gains)	-	-	-	-	-	-	-	-	690	-	1,019	-	-	-	(380)	-	-	1,709
Impairment of capitalized software implementation costs	-	-	-	-	-	-	-	-	-	-	-	5,330	-	-	-	-	-	5,330
Restructuring costs	-	-	-	-	-	-	-	-	-	-	-	3,841	1,014	-	-	-	-	3,841
Adjustment to redeemable non-controlling interest	2,201	719	1,319	4,619	5,937	154	4,275	4,711	(3,417)	(1,185)	1,375	(904)	5,192	-	1,833	8,858	15,077	(4,131)
Loss on extinguishment of convertible senior notes	-	-	-	-	7,012	-	-	-	-	-	-	-	-	-	-	-	7,012	-
Total Non-GAAP Net Income (Loss) attributable to BlackLine	\$6,018	\$11,916	\$15,027	\$13,139	\$7,099	\$9,600	\$15,090	\$4,746	\$702	\$5,025	\$15,064	\$25,452	\$25,100	\$5,515	\$21,993	\$46,100	\$36,535	\$46,243
Total Non-GAAP Net Income (Loss) Margin	7.3%	14.3%	16.7%	13.7%	7.2%	9.4%	13.8%	4.1%	0.6%	3.9%	11.2%	18.2%	18.1%	2.4%	7.6%	13.1%	8.6%	8.8%

¹ 2018-2019 net income (loss) attributable to BlackLine has been adjusted for the non-cash, income tax revision.

² Beginning in 2023, includes amortization related to stock-based compensation that was capitalized in capitalized software development costs in previous periods and totaled \$0.4 million for the quarter ended March 31, 2023.

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

	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	2018	2019	2020	2021	2022
GAAP Sales and Marketing Expense	\$44,785	\$41,826	\$42,588	\$45,382	\$48,429	\$49,182	\$48,799	\$56,210	\$60,027	\$66,000	\$64,540	\$66,295	\$61,931	\$128,808	\$158,837	\$174,581	\$202,620	\$256,862
Amortization of intangible assets	(969)	(968)	(968)	(1,750)	(1,750)	(1,759)	(1,477)	(897)	(1,347)	(1,771)	(1,694)	(1,693)	(1,659)	(3,887)	(3,872)	(4,655)	(5,883)	(6,505)
Stock-based compensation expense	(4,393)	(5,577)	(5,675)	(5,901)	(5,251)	(5,861)	(5,760)	(5,884)	(5,924)	(7,438)	(7,257)	(5,691)	(6,483)	(8,674)	(15,389)	(21,546)	(22,756)	(26,310)
Transaction-related costs	-	-	-	-	-	-	-	-	(620)	(825)	(714)	(240)	15	-	-	-	-	(2,399)
Impairment of capitalized software implementation costs	-	-	-	-	-	-	-	-	-	-	-	(3,361)	-	-	-	-	-	(3,361)
Non-GAAP Sales and Marketing Expense	\$39,423	\$35,281	\$35,945	\$37,731	\$41,428	\$41,562	\$41,562	\$49,429	\$52,136	\$55,966	\$54,875	\$55,310	\$53,804	\$116,247	\$139,576	\$148,380	\$173,981	\$218,287
Percent of Total Revenue	47.7%	42.4%	39.9%	39.4%	41.9%	40.7%	38.0%	42.9%	43.4%	43.6%	40.9%	39.5%	38.7%	51.0%	48.3%	42.2%	40.9%	41.7%
GAAP Research and Development Expense	\$11,747	\$11,847	\$14,829	\$18,041	\$18,973	\$18,795	\$18,843	\$20,711	\$25,248	\$27,902	\$27,721	\$28,022	\$27,105	\$30,754	\$43,006	\$56,464	\$77,322	\$108,893
Stock-based compensation expense	(1,229)	(1,735)	(1,954)	(2,480)	(2,611)	(2,865)	(2,788)	(2,846)	(2,897)	(3,810)	(3,847)	(3,828)	(3,824)	(2,570)	(4,729)	(7,398)	(11,110)	(14,382)
Transaction-related costs	-	-	-	-	-	-	-	-	(1,542)	(2,119)	(2,057)	(2,079)	(506)	-	-	-	-	(7,797)
Non-GAAP Research and Development Expense	\$10,518	\$10,112	\$12,875	\$15,561	\$16,362	\$15,930	\$16,055	\$17,865	\$20,809	\$21,973	\$21,817	\$22,115	\$22,775	\$28,184	\$38,277	\$49,066	\$66,212	\$86,714
Percent of Total Revenue	12.7%	12.1%	14.3%	16.3%	16.6%	15.6%	14.7%	15.5%	17.3%	17.1%	16.2%	15.8%	16.4%	12.4%	13.2%	13.9%	15.6%	16.6%
GAAP General and Administrative Expense	\$17,338	\$16,182	\$17,794	\$20,297	\$28,269	\$20,245	\$11,372	\$26,621	\$29,652	\$14,345	\$31,000	\$5,158	\$28,976	\$47,188	\$56,057	\$71,611	\$86,507	\$80,155
Amortization of intangible assets	(399)	(478)	(478)	(477)	(478)	(478)	(478)	(477)	(478)	(478)	(477)	(478)	(477)	(2,273)	(1,596)	(1,832)	(1,911)	(1,911)
Stock-based compensation expense	(2,511)	(3,598)	(3,826)	(3,915)	(5,182)	(6,112)	(6,169)	(6,131)	(5,367)	(7,112)	(7,449)	(6,669)	(7,779)	(6,386)	(9,120)	(13,850)	(23,594)	(26,597)
Change in fair value of contingent consideration	(145)	221	72	(176)	(7,702)	782	10,346	(668)	1,816	14,042	(1,745)	21,017	(3,106)	(450)	(46)	(28)	2,758	35,130
Legal settlement costs (gains)	-	-	-	-	-	-	-	-	(690)	-	(1,019)	-	-	-	380	-	-	(1,709)
Transaction-related costs	-	-	(1,790)	(2,946)	-	-	-	(1,586)	(4,599)	(358)	(149)	(174)	(86)	-	-	(4,736)	(1,586)	(5,280)
Shelf offering costs	-	-	-	-	-	-	-	-	-	-	-	-	-	(401)	(212)	-	-	-
Impairment of capitalized software implementation costs	-	-	-	-	-	-	-	-	-	-	-	(1,969)	-	-	-	-	-	(1,969)
Non-GAAP General and Administrative Expense	\$14,283	\$12,327	\$11,772	\$12,783	\$14,907	\$14,437	\$15,071	\$17,759	\$20,334	\$20,439	\$20,161	\$16,885	\$17,528	\$37,678	\$45,463	\$51,165	\$62,174	\$77,819
Percent of Total Revenue	17.3%	14.8%	13.1%	13.4%	15.1%	14.1%	13.8%	15.4%	16.9%	15.9%	15.0%	12.1%	12.6%	16.5%	15.7%	14.5%	14.6%	14.9%