

Analyst & Investor Day

November 15, 2017



Modernizing the Way Accounting & Finance Work

01 / Introduction

Mark Partin, Chief Financial Officer

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 strategic relationships, 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 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.

AGENDA



- 12:00 PM – 12:30 PM **Registration and Lunch**
- 12:30 PM – 12:35 PM **Introduction** | Mark Partin, Chief Financial Officer
- 12:35 PM – 1:15 PM **Strategy, Product, Execution** | Therese Tucker, Founder & CEO
- 1:15 PM – 1:45 PM **Customer Success** | Karen Flathers, Chief Customer Officer
- 1:45 PM – 2:15 PM **Go-to-Market** | Chris Murphy, Chief Revenue Officer
- 2:15 PM – 2:30 PM **Break**
- 2:30 PM – 3:10 PM **Customer Panel** | Moderator - Mario Spanicciati, Chief Marketing Officer
- 3:10 PM – 3:25 PM **Finance Transformation using BlackLine** | Tammy Coley, Chief Strategy Officer
- 3:25 PM – 3:40 PM **Financial Review** | Mark Partin, Chief Financial Officer
- 3:40 PM – 4:00 PM **Question & Answer**

02 / Strategy, Product, Execution

Therese Tucker, Founder & CEO

KEY THEMES

1. Seismic Shifts for the Future of Finance
2. Our Vision
3. Expanding on Our Opportunity
4. Product Roadmap
5. Key Initiatives

SEISMIC SHIFTS

Coming to Finance & Accounting



1

Repetitive accounting automation with ML & AI

- Rule-based systems
- Workflow automation
- Robotics
- Artificial Intelligence

2

Record-to-report shifts to real time

- In-memory and cloud-scale computing
- Continuous Accounting
- Managing by exception

3

Office of Finance shifts to analytics

- Predictive modeling
- Machine learning
- Continuous planning
- Real-time actuals

4

F&A shifts to business partnering

- Self-service analytics
- Interpreting data
- Translating insights
- Guiding decisions

5

General Ledger grows to Distributed Ledger

- Decentralized systems
- Transaction-level evolution
- Smart contracts
- End of invoicing

When will this happen?



AI Automated

30-50% of traditional shared services roles, including those in finance, will disappear over the next five years

ACCENTURE



Analytics

By 2020, insights-driven businesses will steal \$1.2 trillion per annum from their less-informed peers

FORRESTER



Real Time

60% of the world's top 1,000 companies will be using cloud financial corporate performance management (FCPM) capabilities

GARTNER

**We help our customers ensure
integrity in their financials.**

ENSURING INTEGRITY

Trust is in the Balance



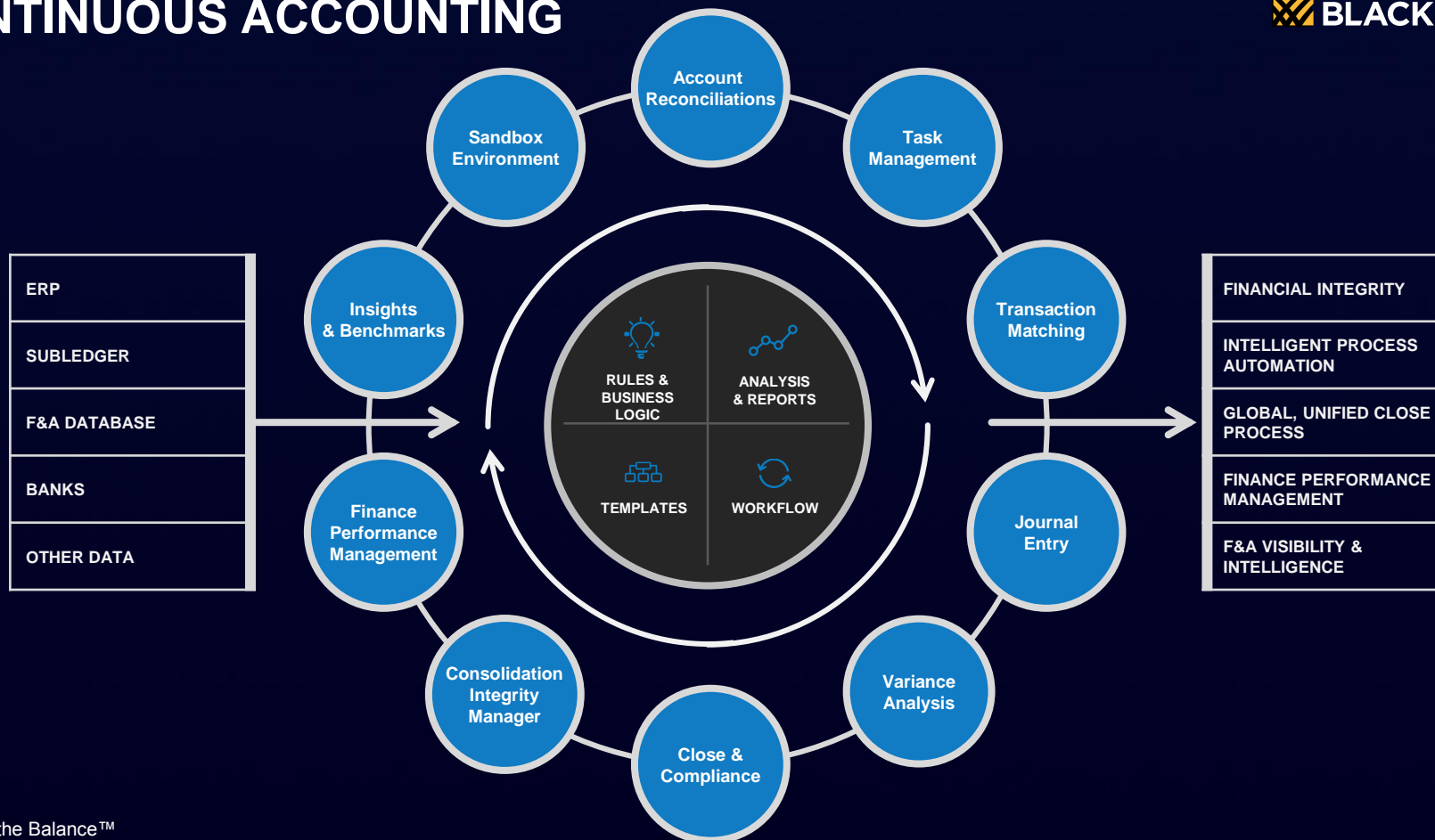
1 Empower finance to provide strategic value and better guide business operations with real-time intelligence

2 Facilitate process standardization, technical automation, and continuous analysis

3 Break the rigid accounting calendar of legacy processes to meet the needs of modern business

4 Enable continuous improvement in quality, accuracy, and efficiency of accounting operations

CONTINUOUS ACCOUNTING



OUR OPPORTUNITY



Augmenting the ERP

BlackLine is a system of interaction that simplifies F&A by augmenting the system of record



Freeing Accountants

BlackLine removes the need for humans to manually complete high volume, repetitive tasks



Embedding Data Integrity

BlackLine embeds integrity in financial data and every finance and accounting process

LARGE & GROWING MARKET OPPORTUNITY



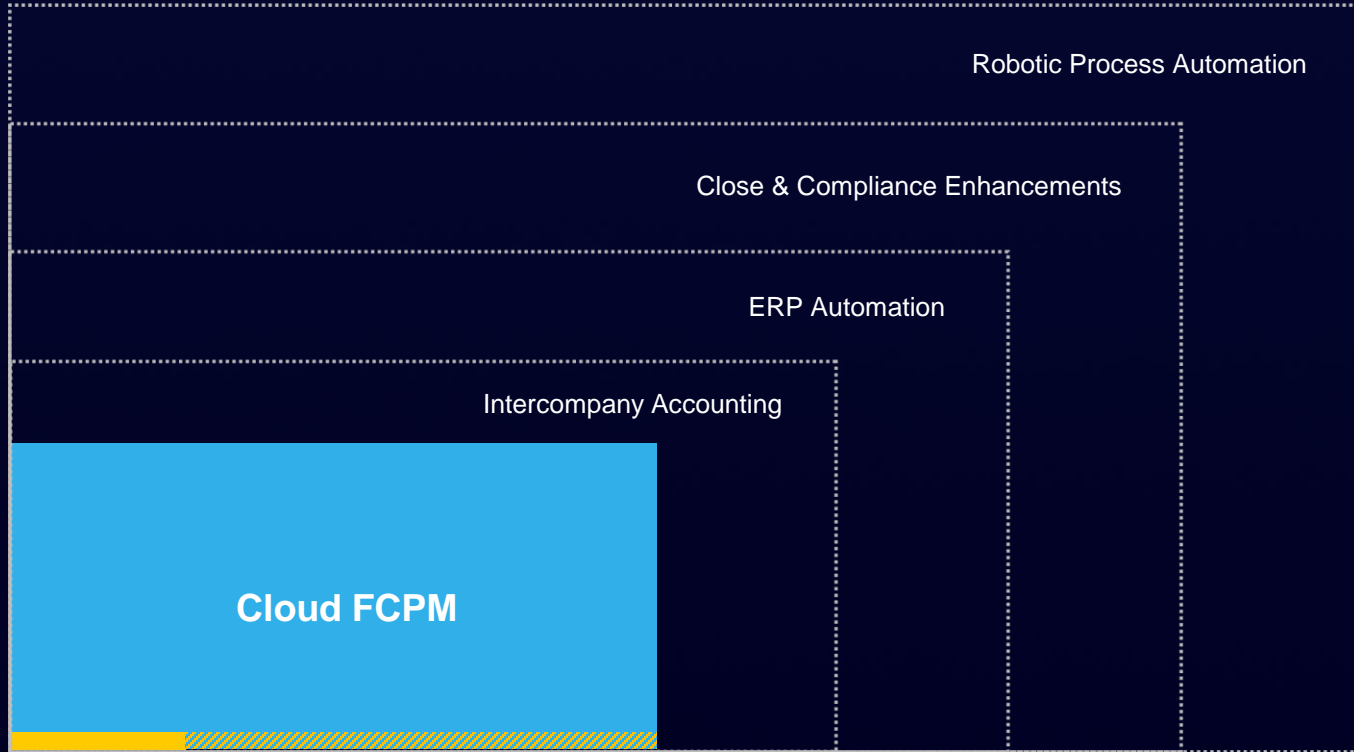
165,000
Target Customers

2,000+
Current Customers



* Source: Frost and Sullivan/ 2018 TAM for Core Products

STRATEGIC EXPANSION OPPORTUNITIES



MARKET LEADERSHIP



**Leading Cloud
FCPM Vendor***



**Domain Expertise:
Close, Reconciliation,
and Intercompany**



**2,000+ Customers
Across the World**

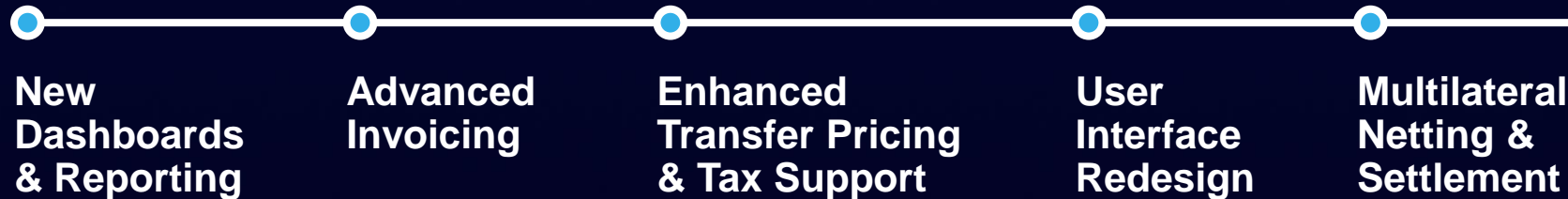
* Source: Gartner

KEY PRODUCT INITIATIVES

1. **Intercompany Accounting**
2. **Visualizing Intelligence for Finance**
3. **Reconciliation, Close & Compliance**

KEY PRODUCT INITIATIVES

Intercompany Accounting



KEY PRODUCT INITIATIVES

1. Intercompany Accounting
2. Visualizing Intelligence for Finance
3. Reconciliation, Close & Compliance



Reporting / ITB17 - Account Reconciliation Open Item Aging

Preview Data ?

▶ Run Report



SUM OF ITEM AMOUNT ACCOUNT

● Atlanta ● Auckland ● BlackLine ● Chicago ● London ● Paris ● Sydney ● United States



Grid

Visualize

Global Filters

Reconciliations Only ▾

Current Period ▾

Pivot Columns 1

Item Age Category

Row Groups 1

Entity

Sorting 0

Fields 2

Abs(Item Amount Account) (Sum)

Item ID (Count)

(2) Filters Applied – Item ID (1), Item Age Category (1)

ITEM AGE CAT...	1. 0 - 10		2. 11-30		3. 31-60		4. 61-90		5. 91-
ENTITY	ABS(ITEM AM...	ITEM ID (COU...	ABS(ITEM AM...	ITEM ID (COU...	ABS(ITEM AM...	ITEM ID (COU...	ABS(ITEM AM...	ITEM ID (COU...	ABS(I
Atlanta	(137,759,660...	19	(485,137.02)	17	230,587.59	262	257.88		2
Auckland	300,000.00	2							
BlackLine	16,273,870.77	16							
Chicago	(12,000.00)	2							
London	(108,681.93)	15	204,373.11	269			80,291.00		2
Paris	137,986,776.00	7							
Sydney	(801.92)	8	179,549.55	342			55,725.00		2
United States	(2,117.74)	1							

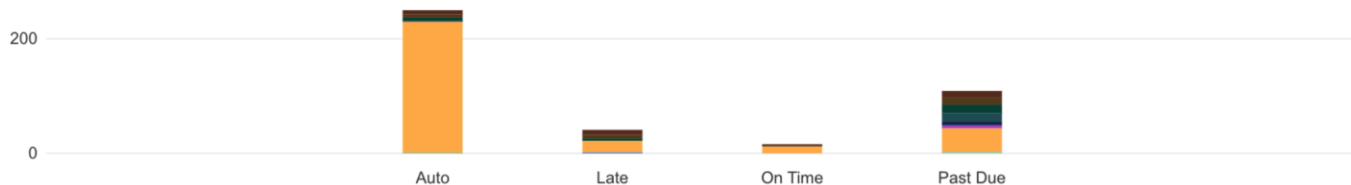


Reporting / ITB17 - Timeliness

Preview Data ?

COUNT OF ACCOUNT

- Black, Pat
- Brady, Pamela
- Buac, James
- Green, Tom
- Miller, Chris
- Stevens, Tyler
- System Administrator
- Unassigned
- Wilson, Kim
- Wolfe, Ken
- Wong, Kay



(1) Filter Applied – Active Status (1)

PREPARER TIMELINESS		AUTO		LATE		ON TIME		PAST DUE
ENTITY	PREPARER N...	ACCOUNT	% ACCOUNT (...)	ACCOUNT	% ACCOUNT (...)	ACCOUNT	% ACCOUNT (...)	ACCOUNT
Atlanta	Black, Pat			2	100.00 %			
Atlanta	Brady, Pamela							
Atlanta	Buac, James	1	50.00 %					
Atlanta	Miller, Chris							
Atlanta	System Admi...	1	100.00 %					
Atlanta	Unassigned							
Atlanta	Wilson, Kim	4	23.53 %	4	23.53 %			
Atlanta	Wong, Kay			1	100.00 %			
Auckland	System Admi...							
Australia	Wong, Kay							
Berlin	Green, Tom					2	18.18 %	
BlackLine	Green, Tom					4	100.00 %	
BlackLine	Unassigned							

▶ Run Report



Grid

Visualize

Global Filters

Reconciliations Only ▾

Current Period ▾

Pivot Columns 1

Preparer Timeliness

Row Groups 2

Entity

Preparer Name

Sorting 0

Fields 2

Account

% Account (Count)



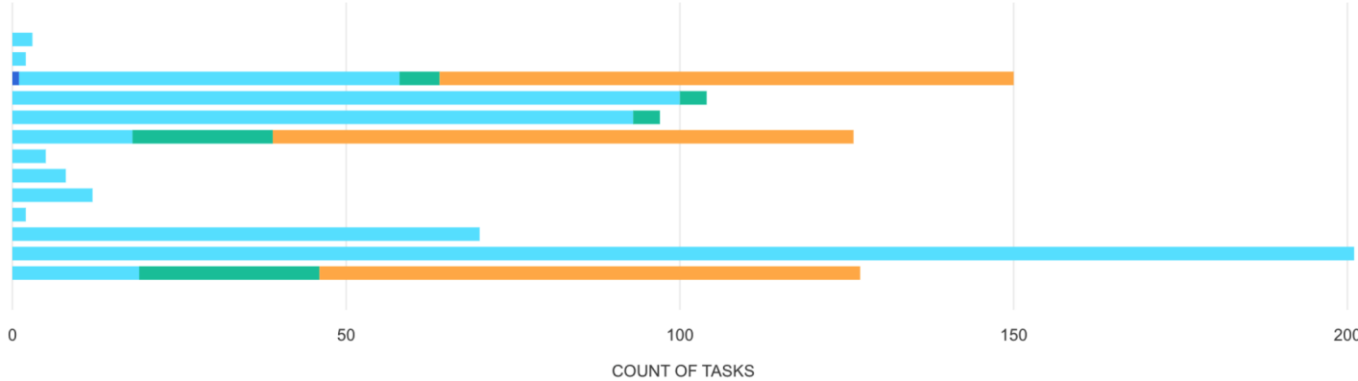
Reporting / ITB17 - Completeness of Tasks

Preview Data ?

▶ Run Report



ENTITY ● Account Managed ● Not Prepared ● Prepared ● Reviewed



Grid

Visualize

Global Filters

Current Period ▾

Pivot Columns 1

Active Certification Status

Row Groups 1

Entity

Sorting 0

Fields 2

Tasks (Count)

% Tasks (Count)

🔍 Create a filter (i.e. GL Balance > 2,000)

ACTIVE CERTIF...	ACCOUNT MANAGED		NOT PREPARED		PREPARED		REVIEWED	
	TASKS (COU...	% TASKS (CO...	TASKS (COU...	% TASKS (CO...	TASKS (COU...	% TASKS (CO...	TASKS (COU...	% TASKS (CO...
Accounts Paya...			3	100.00 %				
Americas			2	100.00 %				
Atlanta	1	0.67 %	57	38.00 %	6	4.00 %	86	57.33 %
COSO Framew...			100	96.15 %	4	3.85 %		
Internal Control			93	95.88 %	4	4.12 %		
London			18	14.29 %	21	16.67 %	87	69.05 %
Northeast			5	100.00 %				



Reporting / ITB17 - Assignment Workload Control

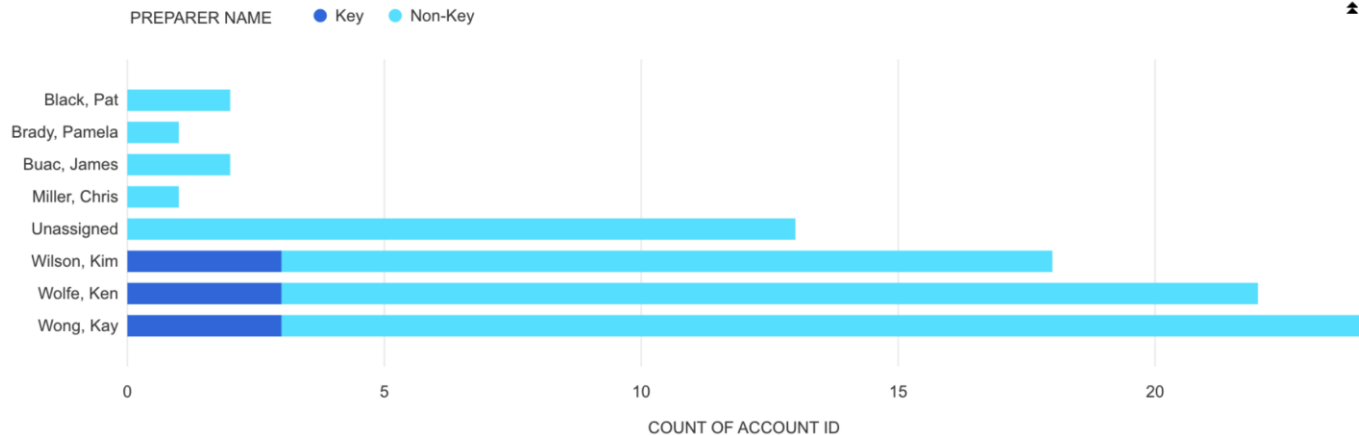
Preview Data ?

▶ Run Report



Grid

Visualize



🔍 Create a filter (i.e. GL Balance > 2,000)

PERIOD END DATE			5/31/2013
PREPARER NAME	APPROVER N...	KEY ACCOUNT	ACCOUNT ID
Black, Pat	Block, Patty	Non-Key	1
Black, Pat	Wilson, Kim	Non-Key	1
Brady, Pamela	McCray, Joe	Non-Key	1
Buac, James	Black, Pat	Non-Key	1
Buac, James	Unassigned	Non-Key	1
Miller, Chris	Black, Pat	Non-Key	1
Unassigned	Unassigned	Non-Key	12

Global Filters

Reconciliations Only ▾

Prior Period ▾

Pivot Columns 1

Period End Date

Row Groups 3

Preparer Name

Approver Name

Key Account

Sorting 0

Fields 1

Account ID



Reporting / ITB17 - Rejections and Reasons

Preview Data ?

[▶ Run Report](#)



Grid

Visualize

COUNT OF ACCOUNT ID ● Black, Pat ● Miller, Chris ● Wilson, Kim ● Wolfe, Ken ● Wong, Kay



(1) Filter Applied – Certification Reason (1)

PERIOD END ...	KEY ACCOUNT	ACCOUNT ID	CERTIFICATION REASON	CERTIFICATION REASON CODE	PREPARER NAME	APPROVER NAME
6/30/2013	Key	882	Admin Decertified	Insufficient Documents	Wilson, Kim	Black, Pat
6/30/2013	Key	882	Admin Decertified	Missing/Incorrect Data	Wilson, Kim	Black, Pat
6/30/2013	Key	882	User Rejected	Missing/Incorrect Data	Wilson, Kim	Black, Pat
6/30/2013	Key	898	Admin Decertified	Missing/Incorrect Data	Wilson, Kim	Black, Pat
6/30/2013	Key	899	Admin Decertified	Insufficient Documents	Wilson, Kim	Black, Pat
6/30/2013	Non-Key	880	Admin Decertified	Accounting Policy Not Applied Corre...	Miller, Chris	Black, Pat
6/30/2013	Non-Key	880	Admin Decertified	Missing/Incorrect Data	Miller, Chris	Black, Pat
6/30/2013	Non-Key	880	Admin Decertified	Unclear Comments	Miller, Chris	Black, Pat
6/30/2013	Non-Key	880	User Rejected	Policy and Procedures Not Current	Miller, Chris	Black, Pat
6/30/2013	Non-Key	881	User Rejected	Accounting Policy Not Applied Corre...	Wong, Kay	Black, Pat
6/30/2013	Non-Key	881	User Rejected	Insufficient Documents	Wong, Kay	Black, Pat
6/30/2013	Non-Key	883	Admin Decertified	Insufficient Documents	Black, Pat	Wilson, Kim
6/30/2013	Non-Key	883	Admin Decertified	Missing/Incorrect Data	Black, Pat	Wilson, Kim

Global Filters

Reconciliations Only ▾

Current Period ▾

Pivot Columns 0

Row Groups 0

Sorting 0

Fields 8

- Period End Date
- Key Account
- Account ID
- Certification Reason
- Certification Reason Code
- Preparer Name
- Approver Name
- Certification Status

KEY PRODUCT INITIATIVES

1. **Intercompany Accounting**
2. **Visualizing Intelligence for Finance**
3. **Reconciliation, Close & Compliance**

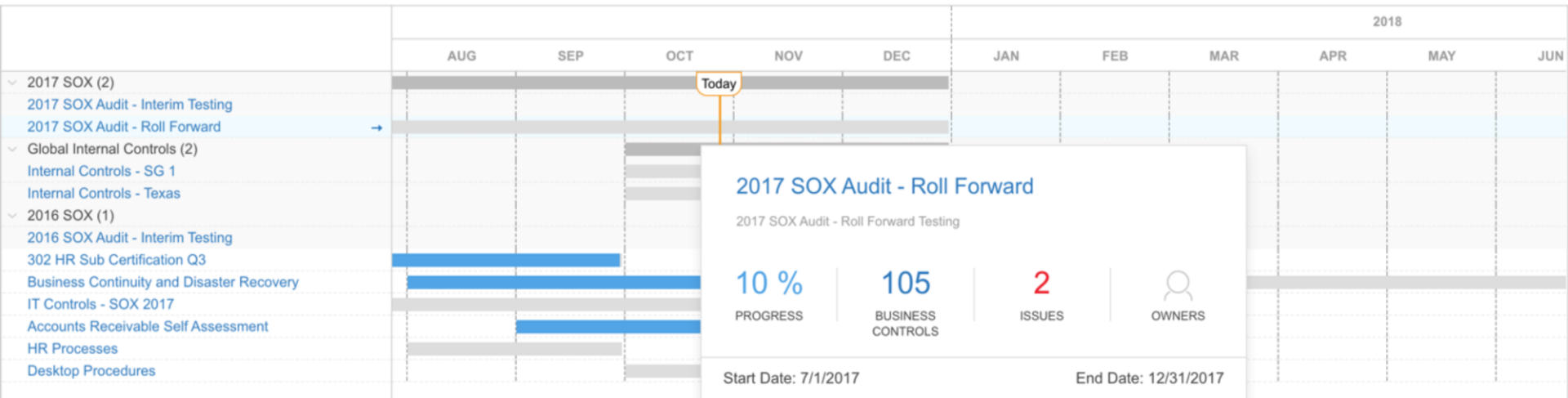


Programs ▾ 11

Add New



▼ Create a filter (i.e. GL Balance > 2,000)





Programs / 302 Sub Certification

Actions ▾


[Edit Program](#)
[OVERVIEW](#) [CONTROLS](#) [DOCUMENTS](#) [COMMENTS](#)


Start Date

January 1, 2017

End Date

December 31, 2017

Business Controls

33

Issues

0

Owners


 Description [SHOW MORE](#)

302 Sub Certification

Controls 33

Actions ▾

[Add Controls](#)


Create a filter (i.e. GL Balance > 2,000)



ID	NAME	ISSUES	REMIADIATIONS	ENTITY	OWNER	TEMPLATE	WORKFLOW
<input type="checkbox"/>	AP15-1 Vendor Bank Validation-1	0	0	APAC	Kay Wong	Business Co...	Standard Wo...
<input type="checkbox"/>	AP11-1 Duplicate Record Alert-1	0	0	BlackLine	Pat Black	Business Co...	Standard Wo...
<input type="checkbox"/>	AP10-1 Vendor Master File Access US-1	0	0	BlackLine	Chris Miller	Business Co...	Standard Wo...
<input type="checkbox"/>	AP32-1 Manual Checks Access-1	0	0	BlackLine	Pat Black	Business Co...	Standard Wo...
<input type="checkbox"/>	AP36-1 Approve Wire Access-1	0	0	BlackLine	Chris Miller	Business Co...	Standard Wo...
<input type="checkbox"/>	AP35-1 Prepaid Expenses-1	0	0	BlackLine	Kay Wong	Business Co...	Standard Wo...
<input type="checkbox"/>	FA02-1 Fixed Assets-1	0	0	BlackLine	Pat Black	Business Co...	Standard Wo...
<input type="checkbox"/>	AR01-1 Check Deposits-1	0	0	BlackLine	Kim Wilson	Business Co...	Standard Wo...



Reconciliation / Atlanta-1009

Actions ▾



Back



- SUMMARY ITEMS
- SUPPORTING ITEMS
- COMMENTS
- DOCUMENTS
- HYPERLINKS
- ...

Auto-Certification Settings

Auto-Certify Exempt

Auto-Certification Threshold Amount

Recurring Auto-Certification Limit

Override Global Auto Certification Rules

No

1.00

Unlimited

No

Assignments Settings

Preparer (Monthly)



Kim Wilson

Date Certified
12/6/2013



Approver (Monthly)



Pat Black

Date Certified
12/6/2013



Reviewer (Monthly)



Not Required

Date Certified
12/6/2013



Consult

Policy, Purpose & Procedure

Company Policy

✓ Certify

Summary

USD ▾

GL Balance	1,369,540.11
Unidentified Difference	0.00
Subtotal	3,200.34

Certification Statement

I certify that...

- I have prepared the account reconciliation for the Period End noted and all comments have been explained
- I have prepared the account reconciliation for the Period End noted and all comments have been explained
- I have prepared the account reconciliation for the Period End noted and all comments have been explained

KEY INITIATIVES



1

Strengthen

our position of leadership in the reconciliations/close space and capitalize on the spread of Continuous Accounting

2

Increase

adoption, advanced usage, and upsell revenue for additional products within the installed base

3

Extend

our leadership in the broader financial software landscape by further modernizing our technology and investing in our platform

4

Expand

strategic value to our customers through enhanced features, systems integration, partner ecosystems, and end-to-end automation

**Our customers' success
is our success.**

03 / Customer Success

Karen Flathers, Chief Customer Officer

**Be the model for superlative
customer service in the SaaS industry.**

BALANCING CUSTOMER CENTRICITY AND SCALE



Knowledgeable
Accessible
Personal

Technology
Efficiency
Self-service

CUSTOMER CENTRICITY

SCALING

ORGANIZED AROUND THE CUSTOMER JOURNEY



1. The customer journey is non-linear
2. Roles and processes are fluid and evolving
3. Customer touch points are optimized

CUSTOMER SERVICE GROUPS & METRICS

Team	Key Metrics	Success Metrics
Solutions Consultants	<ul style="list-style-type: none">• 67% in North America, 33% International• 800 demos per quarter	<ul style="list-style-type: none">• Win rate• ARR \$
Professional Services	<ul style="list-style-type: none">• 81% in North America, 19% International• 275 projects per quarter	<ul style="list-style-type: none">• NPS• % Utilization• Project success
Training	<ul style="list-style-type: none">• 100+ eLearning classes• 3 certification tracks	<ul style="list-style-type: none">• NPS• Classes available / taken
Support	<ul style="list-style-type: none">• 81% in North America, 19% International• ~400 cases per month	<ul style="list-style-type: none">• NPS• Time to resolution
Customer Success Management	<ul style="list-style-type: none">• 85% in North America, 15% International• 70 customer success reviews per quarter	<ul style="list-style-type: none">• NPS• Churn / Attrition• Adoption

EVOLVING THE CUSTOMER EXPERIENCE



04 / Go-to-Market

Chris Murphy, Chief Revenue Officer

STRENGTH ACROSS GEOGRAPHIES, SECTORS & SIZES



CONSUMER
& RETAIL

TECHNOLOGY

INDUSTRIAL
& ENERGY

HEALTHCARE

SERVICES

FINANCIAL
SERVICES



186,000+
Finance End-Users

2,000+
Global Customers

130+
Countries Reached

GLOBAL SALES DEPLOYMENT

AMERICAS

- Los Angeles
- Atlanta
- New York
- Vancouver

EMEA

- London
- Paris
- Frankfurt
- Netherlands
- South Africa

APAC

- Sydney
- Melbourne
- Singapore
- Kuala Lumpur

>US\$500M

Enterprise Market

DIRECT – FIELD SALES

US\$50M - \$500M

Mid-Market

DIRECT – INSIDE SALES



Solutions Consultants / Value Engineering



Customer Success Management



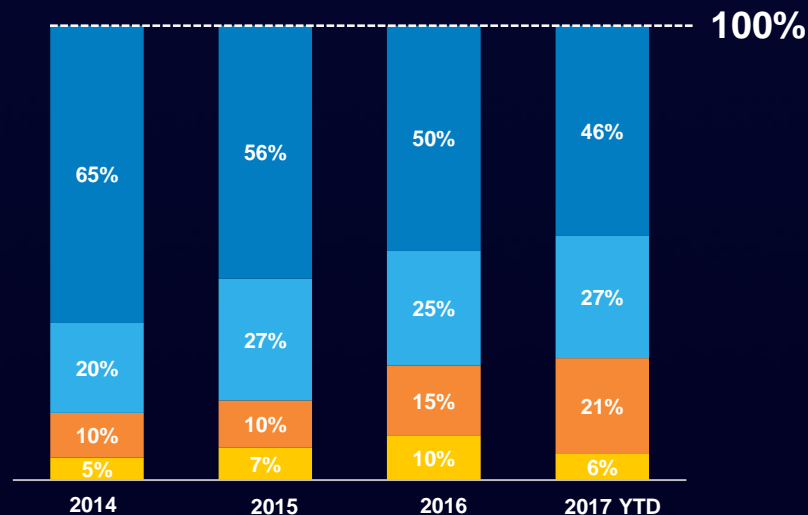
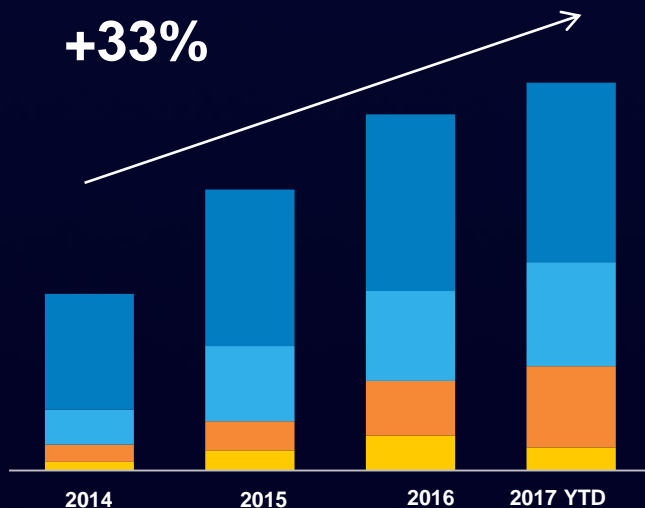
BlackLine Ecosystem (BPO, Consulting, ERP, Channel)

BLACKLINE ECOSYSTEM



QCR HEADCOUNT

Investing to Capture a Large Market Opportunity



GLOBAL REVENUE MIX

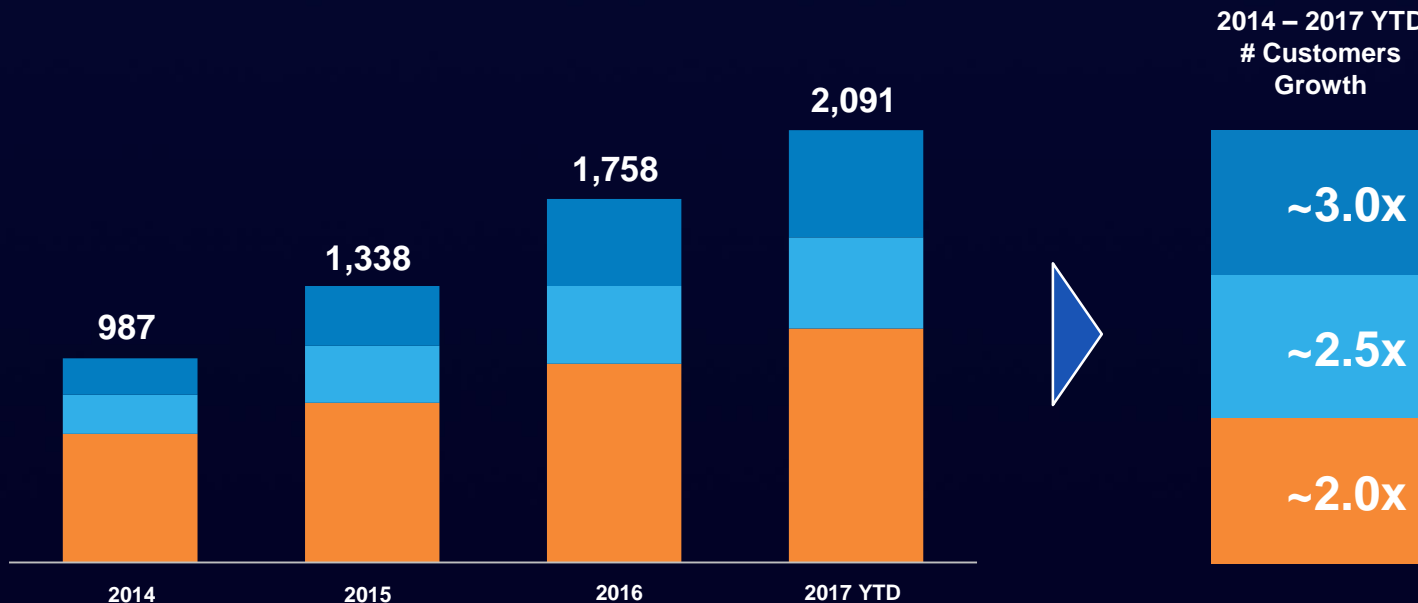


89% US
11% International



80% US
20% International

ACCELERATING GROWTH IN CUSTOMERS WITH LARGE DEAL SIZES



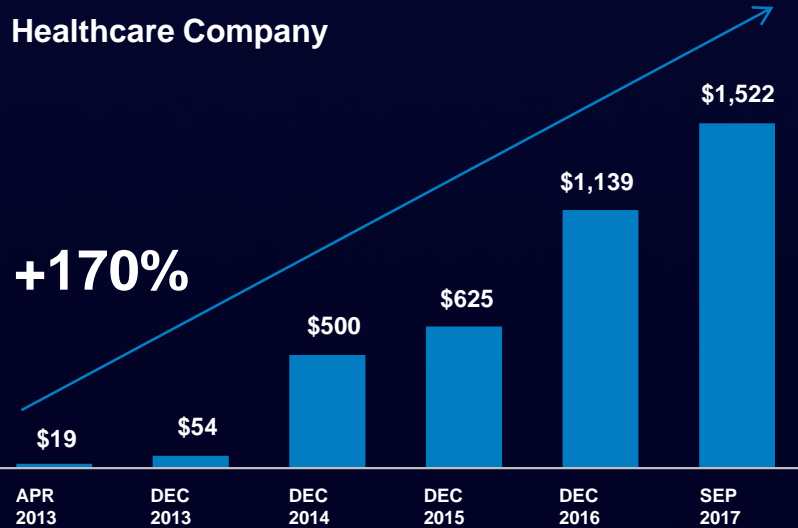
Deal Size

ENTERPRISE – LAND & EXPAND

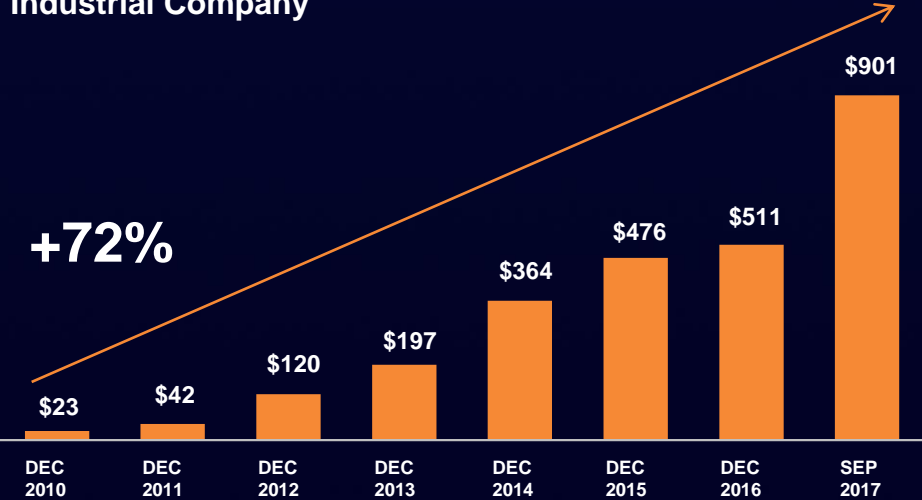
Customer Examples (ARR in \$000s)



Healthcare Company



Industrial Company

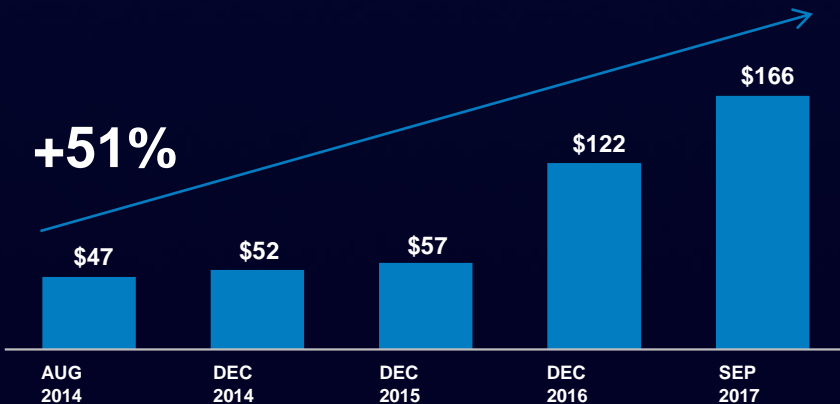


MID-MARKET – LAND & EXPAND

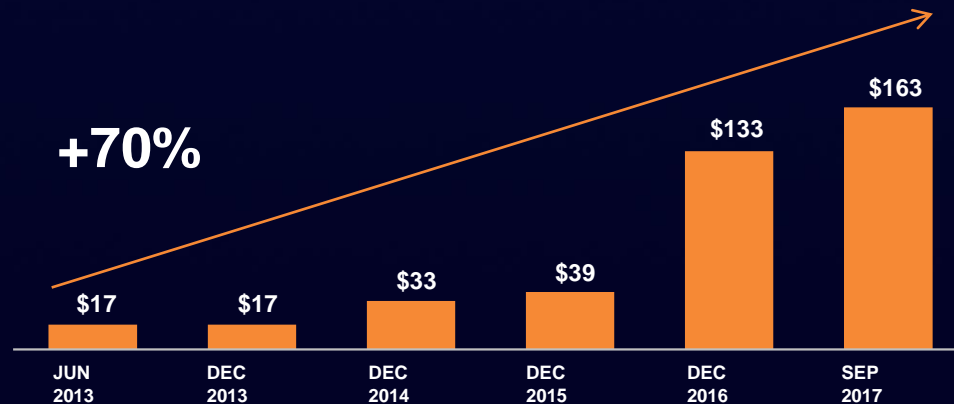
Customer Examples (ARR in \$000s)



Financial Company



Technology Company



COMPETITION



Why We Win

BlackLine

FCPM Focused Competitor

ERP Competitor

Niche Competitor

Why We Win	BlackLine	FCPM Focused Competitor	ERP Competitor	Niche Competitor
Cloud Platform, Security & Delivery Model				
Transaction Processing, Account Reconciliation, Balance Sheet Substantiation				
Global Close Process Management				
Data Connectivity & Reporting				
Customer Satisfaction				

KEY TAKEAWAYS



1. Significant Market Opportunity
2. Structured for Growth and Scalability
3. Strong Momentum Across Markets
4. Market Leader

05 / Customer Panel

Mario Spanicciati, Chief Marketing Officer

CUSTOMER PANEL



Jenna Stengert



Molly Boyle



Wendy Shapiro

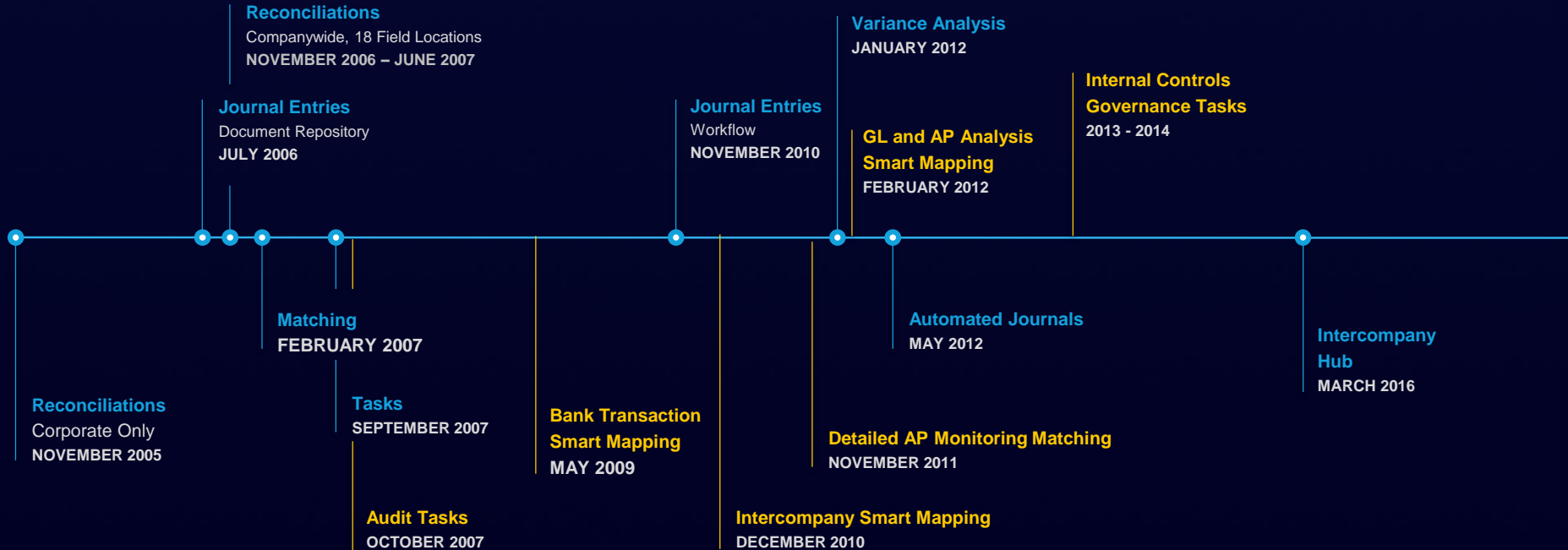


06 / Finance Transformation Using BlackLine

Tammy Coley, Chief Strategy Officer

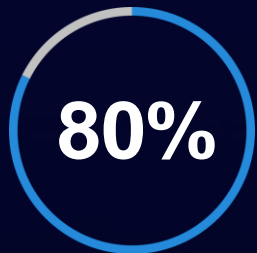
CONTINUOUS IMPROVEMENT

Accounting Transformation Journey

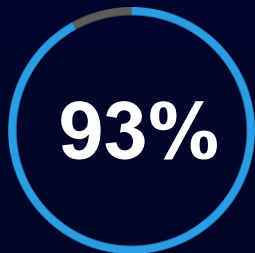


CONTINUOUS IMPROVEMENT

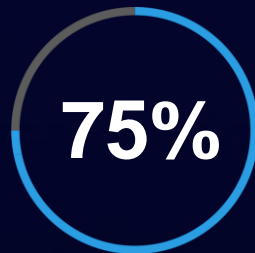
Results



of 4,000 recs
(20,000 accounts)
auto-certified



reduction in manual
journals from 3,000
to <200 per month



of journals
recorded pre-close



of journals
automated

POST TRANSFORMATION

Visibility, Integrity & Efficiency



Heightened emphasis on the accuracy of the accounting



Significantly enhanced internal controls



Fewer resources required



Shortened month-end close to 3 to 4 days

POST TRANSFORMATION

Value-Adding Business Partner



- 1 Greater focus on non-routine accounting and analysis in partnership with the business
- 2 Frequent discussions with business partners embedded in accounting process
- 3 Reliance on accounting for contributions to key decision-making
- 4 Ongoing process reviews and analysis
- 5 Review of subledger activity and initiation of corrective actions during the month

7 FOUNDATIONAL ELEMENTS OF FINANCE TRANSFORMATION

- Evolution of mindset – continuous improvement
- Establish and track metrics
- Eliminate unnecessary tasks / activities
- Stop Chasing pennies and implement materiality thresholds
- Automate the calculation and posting of routine journal entries and preparation of balance sheet account reconciliations
- Account for transactions and reconcile as close to real-time as reasonably possible
- Eliminate over-reliance on managing activities with spreadsheets

Making the journey accessible and achievable for all customers.

07 / Financial Review

Mark Partin, Chief Financial Officer

FINANCIAL HIGHLIGHTS

Strong Revenue Growth

42%

Q3 FY2017 REVENUE GROWTH
(vs. Q3 FY2016)

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

Compelling Expansion Model

113%

DOLLAR-BASED NET REVENUE RETENTION AT 9/30/2017


High predictability from successful land and expand strategy

High Gross Margins

81%

Q3 FY2017 GROSS MARGIN (NON-GAAP)

~95% SaaS recurring revenue



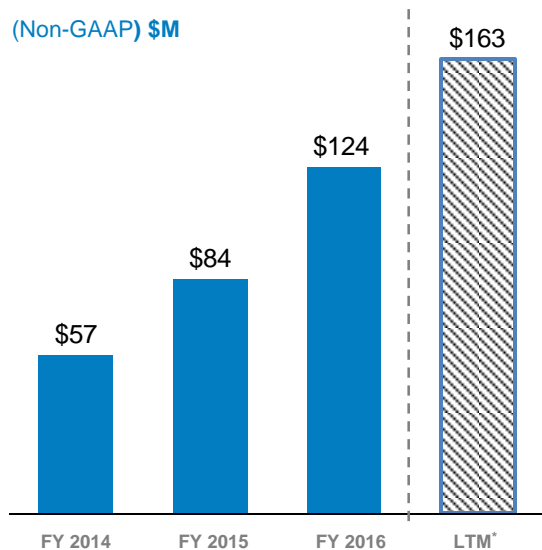
Demonstrated Operating Leverage

See Appendix for GAAP financial measures and reconciliations, and additional detail on the Acquisition.

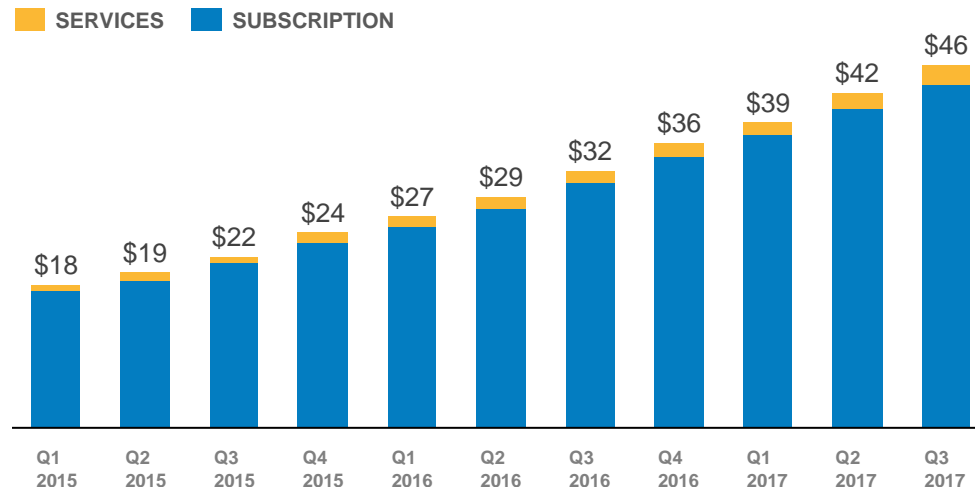
CONSISTENT REVENUE GROWTH & STRONG SUBSCRIPTION REVENUE



Annual (Non-GAAP) \$M



Quarterly (Non-GAAP) \$M



* LTM period ending September 30, 2017

NON-GAAP REVENUE GROWTH

2014 GAAP revenues adjusted for the impact of purchase accounting resulting from the Acquisition.

2016 GAAP revenues adjusted for the impact of purchase accounting resulting from the Runbook Acquisition.

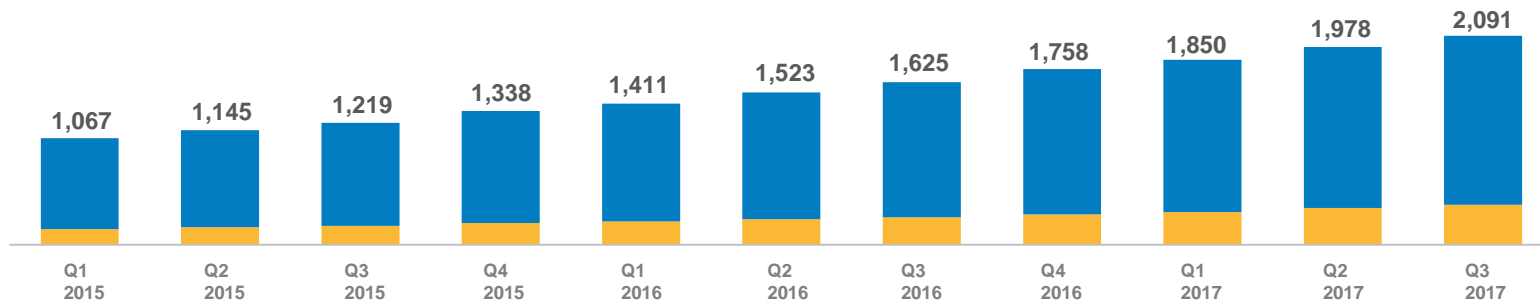
The purchase accounting adjustments for the quarters ended March 31, 2017, June 30, 2017 and September 30, 2017 related to the Runbook Acquisition were not meaningful and were thus not presented.

See Appendix for GAAP financial measures and reconciliations, and additional detail on the Acquisition.

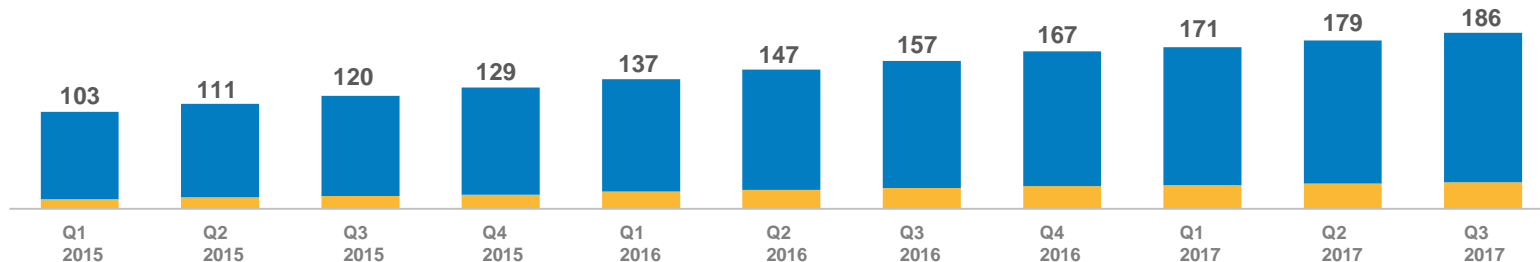
STRONG GLOBAL CUSTOMER & USER GROWTH



Customers
**28%
CAGR**



Users
000's
**24%
CAGR**

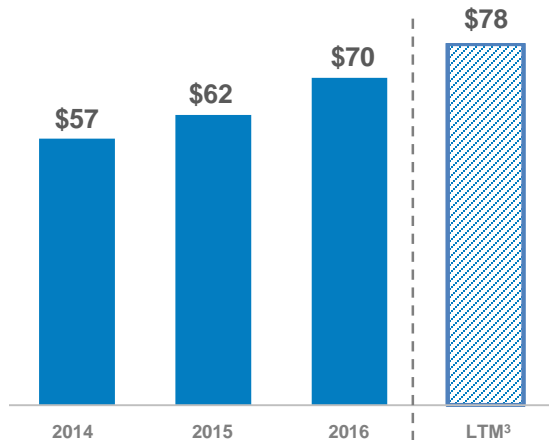


INCREASING AVERAGE REVENUE PER CUSTOMER



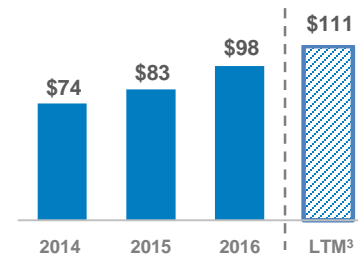
Average Revenue Per Customer - Total^{1,2}

(Non-GAAP) \$000s



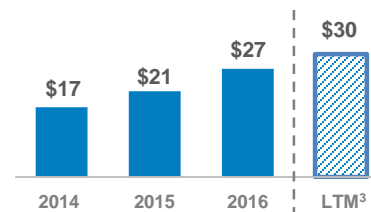
Average Revenue Per Customer - Enterprise^{1,2}

(Non-GAAP) \$000s



Average Revenue Per Customer - Mid-Market^{1,2}

(Non-GAAP) \$000s



¹ Excludes the impact of the Runbook Acquisition

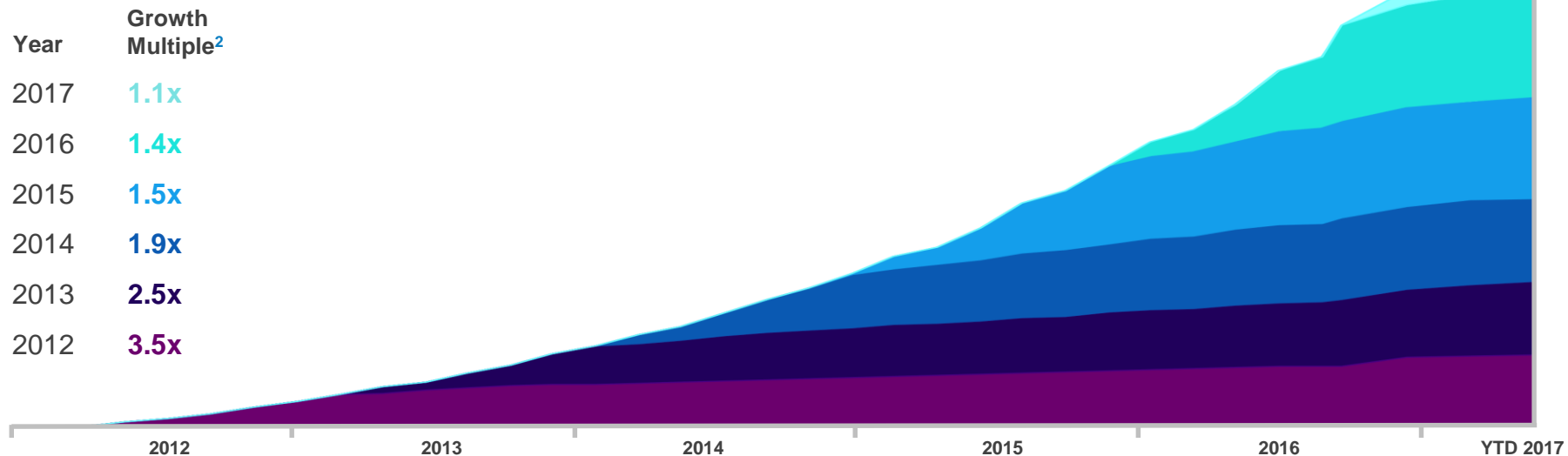
² Average revenue per customer calculated as the non-GAAP revenue in a given period divided by the number of customers at the end of the period. See Appendix for GAAP financial measures and reconciliations.

³ LTM period ending September 30, 2017

COMPELLING LAND AND EXPAND MODEL



Annualized Revenue By Customer Cohort¹



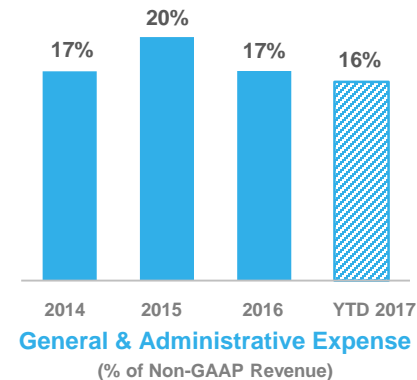
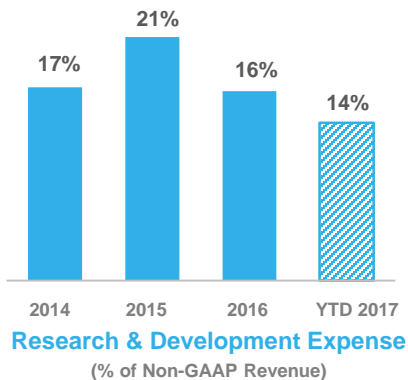
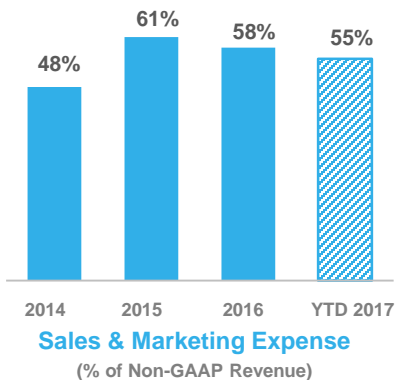
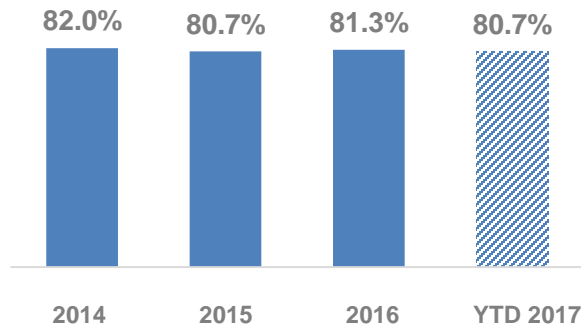
¹ Reflects annualized subscription and support revenue for the group of customers that became our customers in each respective cohort year. A "cohort" is a grouping of customers by the year specified. For instance, the 2012 cohort includes all customers whose contract start date is between January 1, 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.

² 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 September 30, 2017 for each of our 2012, 2013, 2014, 2015, 2016 and 2017 customer cohorts represented an increase over the initial annualized subscription and support revenue for such customer cohorts, shown as the "Growth Multiple" above.

CONSISTENTLY HIGH GROSS MARGIN & HIGH DEGREE OF OPERATING LEVERAGE



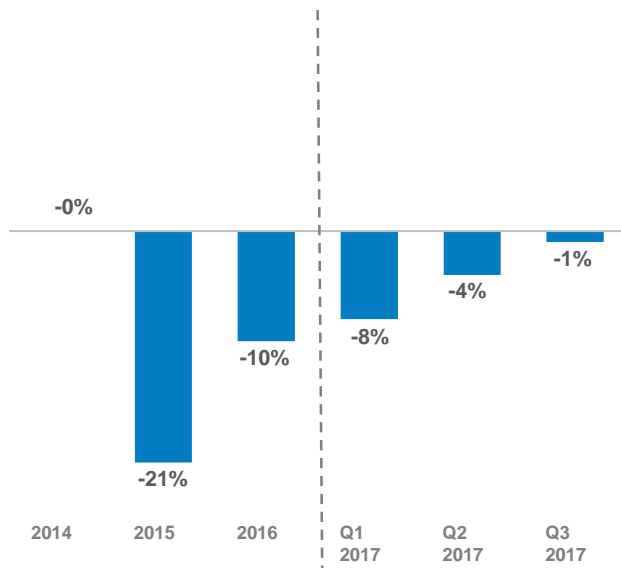
Gross Margin
(Non-GAAP)



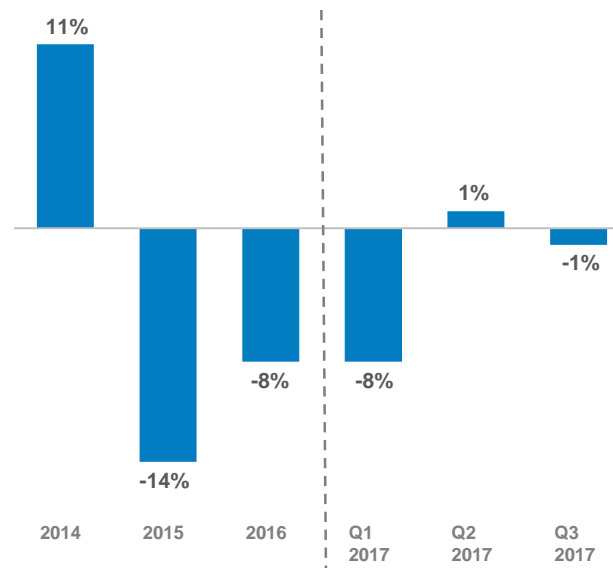
Trust is in the Balance™

See Appendix for GAAP financial measures and reconciliations, and additional detail on the Acquisition.
YTD 2017 – For 9 months ending September 30, 2017

OPERATING LEVERAGE DRIVING PATH TO PROFITABILITY BLACKLINE



Operating Loss¹ Margin
(% of Non-GAAP Revenue)



Free Cash Flow² Margin
(% of Non-GAAP Revenue)

¹ Non-GAAP operating income/(loss) margin is non-GAAP loss from operations as a % of non-GAAP revenue. See Appendix for GAAP financial measures and reconciliations.

² Free cash flow defined as cash flows from operating activities less capex. FY2016 includes \$6.4 million of preferred paid-in-kind interest from operating activity related to the prepayment of debt. See Appendix for GAAP financial measures and reconciliations.

LONG-TERM TARGET OPERATING MODEL



% of Non-GAAP Revenue	2014	2015	2016	Q1 2017	Q2 2017	Q3 2017	LT Target Model
Gross Margin¹	82%	81%	81%	81%	80%	81%	~80%
S&M²	48%	61%	58%	57%	55%	54%	40% - 45%
R&D³	17%	21%	16%	15%	14%	12%	10% - 12%
G&A⁴	17%	20%	17%	17%	15%	16%	7% - 9%
Operating Margin⁵	0%	-21%	-10%	-8%	-4%	-1%	20%+

¹ GAAP gross margins adjusted for the amortization of acquired developed technology resulting from the Acquisition and stock-based compensation. See Appendix for GAAP financial measures and reconciliations.

² GAAP sales and marketing expenses adjusted for the amortization of acquired developed technology resulting from the Acquisition and stock-based compensation. See Appendix for GAAP financial measures and reconciliations.

³ GAAP research and development expenses adjusted for stock-based compensation. See Appendix for GAAP financial measures and reconciliations.

⁴ GAAP general and administrative expenses adjusted for the amortization of acquired developed technology resulting from the Acquisition, stock based compensation, acquisition-related costs, secondary offering costs and the change in the fair value of contingent consideration. See Appendix for GAAP financial measures and reconciliations.

⁵ Non-GAAP operating income/(loss) margin is non-GAAP loss from operations as a % of non-GAAP revenue. Non-GAAP loss from operations is adjusted to revenues for the impact of purchase accounting resulting from the Acquisition (2014) and the Runbook Acquisition, the amortization of acquired intangible assets, stock-based compensation expense, acquisition-related costs, secondary offering costs and the change in the fair value of contingent consideration. See Appendix for GAAP financial measures and reconciliations.

ASC 606



We will adopt the new standard using the full retrospective approach at the beginning of Q1 FY2018

Current Standard ASC 605

New Standard ASC 606

	Current Standard ASC 605	New Standard ASC 606
Subscription / SaaS	Ratable	Ratable
Professional Services	Percentage of completion or over time as hours are incurred	Over time as hours are incurred
Perpetual Software	Upfront*	Upfront
Term License	Ratable	Upfront
Sales Bonuses	Recognized in the period earned	Deferred and recognized over the customers' estimated life
Commission Expense	Deferred and recognized over the non-cancellable term of the contract	Deferred and recognized over the customers' estimated life

* Runbook perpetual software license revenue is recognized using a combined services approach under ASC 605 and will be recognized upfront under ASC 606.

Question & Answer

Appendix

NON-GAAP RECONCILIATIONS AND DEFINITIONS

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

	Q1 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	Q2 2016	Q3 2016	Q4 2016	Q1 2017	Q2 2017	Q3 2017	2013	2014	2015	2016
Non-GAAP Revenues															
GAAP Revenues	\$ 18,047	\$ 19,425	\$ 21,661	\$ 24,474	\$ 26,561	\$ 29,026	\$ 32,196	\$ 35,340	\$ 38,634	\$ 42,293	\$ 45,871	\$ 31,967	\$ 51,677	\$ 83,607	\$ 123,123
Purchase Accounting Adjustment to Revenue	-	-	-	-	-	-	179	537	-	-	-	6,045	4,952	-	716
Total Non-GAAP Revenues	\$ 18,047	\$ 19,425	\$ 21,661	\$ 24,474	\$ 26,561	\$ 29,026	\$ 32,375	\$ 35,877	\$ 38,634	\$ 42,293	\$ 45,871	\$ 38,012	\$ 56,629	\$ 83,607	\$ 123,839
Non-GAAP Gross Profit															
GAAP Gross Profit	\$ 13,094	\$ 13,939	\$ 15,718	\$ 18,127	\$ 19,621	\$ 21,963	\$ 24,655	\$ 26,673	\$ 29,402	\$ 31,918	\$ 34,973	\$ 21,535	\$ 35,079	\$ 60,878	\$ 92,912
Purchase Accounting Adjustment to Revenue	-	-	-	-	-	-	179	537	-	-	-	6,045	4,952	-	716
Amortization of Developed Technology	1,534	1,535	1,535	1,535	1,534	1,535	1,595	1,704	1,704	1,713	1,716	2,048	6,139	6,139	6,368
Stock-Based Compensation Expense	87	138	126	115	141	134	150	290	250	271	334	86	249	466	715
Total Non-GAAP Gross Profit	\$ 14,715	\$ 15,612	\$ 17,379	\$ 19,777	\$ 21,296	\$ 23,632	\$ 26,579	\$ 29,204	\$ 31,356	\$ 33,902	\$ 37,023	\$ 29,714	\$ 46,419	\$ 67,483	\$ 100,711
Free Cash Flow															
Cash flows from operating activities	(\$ 793)	(\$ 589)	\$ 1,232	\$ 1,156	(\$ 4,651)	\$ 1,561	\$ 4,139	(\$ 5,857)	(\$ 1,705)	\$ 1,872	\$ 3,507	(\$ 5,334)	\$ 8,943	\$ 1,006	(\$ 4,808)
Capitalized software development costs	(507)	(352)	(647)	(767)	(807)	(665)	(854)	(944)	(1,083)	(900)	(1,362)	(927)	(1,437)	(2,273)	(3,270)
Purchase of property and equipment	(2,356)	(2,848)	(2,142)	(2,748)	(409)	(493)	(406)	(416)	(488)	(630)	(2,611)	(1,321)	(1,429)	(10,094)	(1,724)
Free Cash Flow	(\$ 3,656)	(\$ 3,789)	(\$ 1,557)	(\$ 2,359)	(\$ 5,867)	\$ 403	\$ 2,879	(\$ 7,217)	(\$ 3,276)	\$ 342	(\$ 466)	(\$ 7,582)	\$ 6,077	(\$ 11,361)	(\$ 9,802)

“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.

2016 GAAP revenues were adjusted for the impact of purchase accounting resulting from the Runbook Acquisition on August 31, 2016. The purchase accounting adjustments for the quarters ended March 31, 2017, June 30, 2017, and September 30, 2017 related to the Runbook Acquisition were not meaningful and were thus not presented.

NON-GAAP RECONCILIATIONS

NON-GAAP OPERATING LOSS AND NON-GAAP NET LOSS (\$ IN 000'S)

	Q1 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	Q2 2016	Q3 2016	Q4 2016	Q1 2017	Q2 2017	Q3 2017	2013	2014	2015	2016
Non-GAAP Income (Loss) from Operations															
GAAP Loss from Operations	(\$5,937)	(\$9,070)	(\$9,842)	(\$9,963)	(\$9,799)	(\$8,259)	(\$7,167)	(\$8,709)	(\$8,295)	(\$7,852)	\$ (13,205)	(\$19,801)	(\$18,179)	(\$34,812)	(\$33,934)
Purchase Accounting Adjustment to Revenue	-	-	-	-	-	-	179	537	-	-	-	6,045	4,952	-	716
Amortization of Acquired Intangible Assets	3,023	3,023	3,023	3,023	3,023	3,023	3,138	3,321	3,330	3,333	3,325	4,031	12,092	12,092	12,505
Stock-Based Compensation Expense	788	1,522	1,560	1,627	1,625	1,549	1,360	1,992	1,849	1,987	9,115	900	2,017	5,497	6,526
Change in Fair of Contingent Consideration	13	13	13	2	62	81	135	93	93	96	178	-	(781)	41	371
Acquisition-Related Costs	-	-	-	-	-	-	1,372	210	-	-	-	7,220	-	-	1,582
Compensation costs for payments to stock option holders in association with the Acquisition	-	-	-	-	-	-	-	-	-	-	-	712	-	-	-
Secondary offering costs	-	-	-	-	-	-	-	-	-	809	-	-	-	-	-
Total Non-GAAP Loss From Operations	(\$2,115)	(\$4,512)	(\$5,246)	(\$5,311)	(\$5,089)	(\$3,606)	(\$983)	(\$2,556)	(\$3,023)	(\$1,627)	(\$587)	(\$893)	\$101	(\$17,182)	(\$12,234)
Non-GAAP Operating Margin (Loss)	-12%	-23%	-24%	-22%	-19%	-12%	-3%	-7%	-8%	-4%	-1%	-2%	0%	-21%	-10%
Non-GAAP Net Loss															
Net Loss	(\$4,254)	(\$6,538)	(\$6,735)	(\$7,207)	(\$9,335)	(\$7,541)	(\$6,619)	(\$15,664)	(\$9,010)	\$ (10,114)	\$ (13,092)	(\$16,671)	(\$16,752)	(\$24,734)	(\$39,159)
Provision for (benefit from) Income Taxes	(2,447)	(3,704)	(3,824)	(3,959)	(1,402)	(1,493)	(1,926)	(2,135)	(162)	23	(159)	(3,972)	(8,282)	(13,934)	(6,956)
Secondary offering costs	-	-	-	-	-	-	-	-	-	809	-	-	-	-	-
Stock-Based Compensation Expense	788	1,522	1,560	1,627	1,625	1,549	1,360	1,992	1,849	1,987	9,115	900	2,017	5,497	6,526
Amortization of Acquired Intangible Assets	3,023	3,023	3,023	3,023	3,023	3,023	3,138	3,321	3,330	3,333	3,325	4,031	12,092	12,092	12,505
Accretion of Debt Discount	57	57	57	57	65	81	96	1,061	-	-	-	57	228	228	1,303
Accretion of Warrant Discount	69	69	69	69	69	69	69	547	-	-	-	74	276	276	754
Purchase Accounting Adjustment to Revenue	-	-	-	-	-	-	179	537	-	-	-	6,045	4,952	-	716
Change in Fair Value of Contingent Consideration	13	13	13	2	62	81	135	93	93	96	178	-	(781)	41	371
Change in Fair Value of Common Stock Warrant Liability	(30)	280	(80)	250	-	(300)	-	6,180	1,000	2,490	-	-	3,700	420	5,880
Acquisition-Related Costs	-	-	-	-	-	-	1,372	210	-	-	-	7,220	-	-	1,582
Compensation costs for payments to stock option holders in association with the Acquisition	-	-	-	-	-	-	-	-	-	-	-	712	-	-	-
Total Non-GAAP Net Loss	(\$2,781)	(\$5,278)	(\$5,917)	(\$6,138)	(\$5,893)	(\$4,531)	(\$2,196)	(\$3,858)	(\$2,900)	(\$1,376)	(\$633)	(\$1,604)	(\$2,550)	(\$20,114)	(\$16,478)

NON-GAAP RECONCILIATIONS

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

	Q1 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	Q2 2016	Q3 2016	Q4 2016	Q1 2017	Q2 2017	Q3 2017	2013	2014	2015	2016
GAAP Sales and Marketing Expense	\$ 11,657	\$ 13,297	\$ 14,740	\$ 16,852	\$ 18,169	\$ 19,073	\$ 19,037	\$ 21,531	\$ 23,496	\$ 25,125	\$ 33,375	\$ 17,348	\$ 31,837	\$ 56,546	\$ 77,810
Amortization of Intangible Assets	872	872	872	871	872	872	896	965	965	968	970	1,162	3,487	3,487	3,605
Stock-Based Compensation Expense	463	682	602	671	672	661	501	656	660	748	7,761	124	1,059	2,418	2,490
Non-GAAP Sales and Marketing Expense	\$ 10,322	\$ 11,743	\$ 13,266	\$ 15,310	\$ 16,625	\$ 17,540	\$ 17,640	\$ 19,910	\$ 21,871	\$ 23,409	\$ 24,644	\$ 16,062	\$ 27,291	\$ 50,641	\$ 71,715
GAAP Research and Development Expense	\$ 3,569	\$ 4,465	\$ 4,904	\$ 5,278	\$ 5,272	\$ 5,193	\$ 5,087	\$ 5,573	\$ 5,948	\$ 6,009	\$ 5,883	\$ 6,963	\$ 9,705	\$ 18,216	\$ 21,125
Stock-Based Compensation Expense	89	171	160	168	161	173	198	277	83	215	236	330	229	588	809
Non-GAAP Research and Development Expense	\$ 3,480	\$ 4,294	\$ 4,744	\$ 5,110	\$ 5,111	\$ 5,020	\$ 4,889	\$ 5,296	\$ 5,865	\$ 5,794	\$ 5,647	\$ 6,633	\$ 9,476	\$ 17,628	\$ 20,316
GAAP General and Administrative Expense	\$ 3,805	\$ 5,247	\$ 5,916	\$ 5,960	\$ 5,979	\$ 5,956	\$ 7,698	\$ 8,278	\$ 8,253	\$ 8,636	\$ 8,920	\$ 17,025	\$ 11,716	\$ 20,928	\$ 27,911
Amortization of Intangible Assets	617	616	616	617	617	616	647	652	661	652	639	821	2,466	2,466	2,532
Stock-Based Compensation Expense	149	531	672	673	651	581	511	769	856	753	784	360	480	2,025	2,512
Change in Fair Value of Contingent Consideration	13	13	13	2	62	81	135	93	93	96	178	-	(781)	41	371
Acquisition Related Costs	-	-	-	-	-	-	1,372	210	-	-	-	7,220	-	-	1,582
Compensation Costs for Payments to Stock Option Holders in Association With The Acquisition	-	-	-	-	-	-	-	-	-	-	-	712	-	-	-
Secondary offering Costs	-	-	-	-	-	-	-	-	-	809	-	-	-	-	-
Non-GAAP General and Administrative Expense	\$ 3,026	\$ 4,087	\$ 4,615	\$ 4,668	\$ 4,649	\$ 4,678	\$ 5,033	\$ 6,554	\$ 6,643	\$ 6,326	\$ 7,319	\$ 7,912	\$ 9,551	\$ 16,396	\$ 20,914