BLACKLINE

# Investor Day

November 17, 2026

# BeyondTheBlack®




**NOVEMBER 16-18, 2026**

# Agenda

| | | |
|---|---|---|
| 1:30 pm – 1:35 pm | **Introduction** | **David Pluto**<br>Head of Strategy & Corporate Development |
| 1:35 pm – 1:50 pm | **Strategy Update** | **Owen Ryan**<br>Chairman & Chief Executive Officer |
| 1:50 pm – 2:10 pm | **Platform and Technology** | **Jeremy Ung**<br>Chief Technology Officer |
| 2:10 pm – 2:25 pm | **Product and Innovation** | **Charlie Gaulke**<br>SVP, Product |
| 2:25 pm – 2:40 pm | **Financial Update** | **Patrick Villanova**<br>Chief Financial Officer |
| 2:40 pm – 3:00 pm | **Q&A Panel** | **All Presenters** |



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# 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, 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," "likely" 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.

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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, income (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.

# Owen Ryan

Chairman of the Board and CEO



Strategy Update

# BlackLine Is Positioned to Lead Agentic Finance



CUSTOMER BASE

## Trusted by the largest enterprises

**70%**

of the Fortune 100 are BlackLine customers



ECOSYSTEM

## A best-in-class partner ecosystem

Accenture · Databricks
Deloitte · EY · Google
KPMG · SAP · Snowflake
Workday · more



DATA MOAT

## Proprietary data at scale

**25**

years of financial data across industries, geographies, and economic cycles

NEW



FRONTIER AI

## Collaboration with the leading AI labs

**Three**

leading frontier AI labs as strategic collaborators

NEW



CONTROL LAYER

## The control layer for every agent

**One**

control plane for every finance agent, no matter who built it

INDEPENDENTLY CERTIFIED
AIUC-1

# Executing in an Era of Transformation

1

## The Market Is Moving

Agents are coming to finance, but adoption in critical finance and accounting workflows is still early.

2

## Governance & Controls Are the Unlock

Governance and Control systems unblock agentic demand and represent a substantial market opportunity.

3

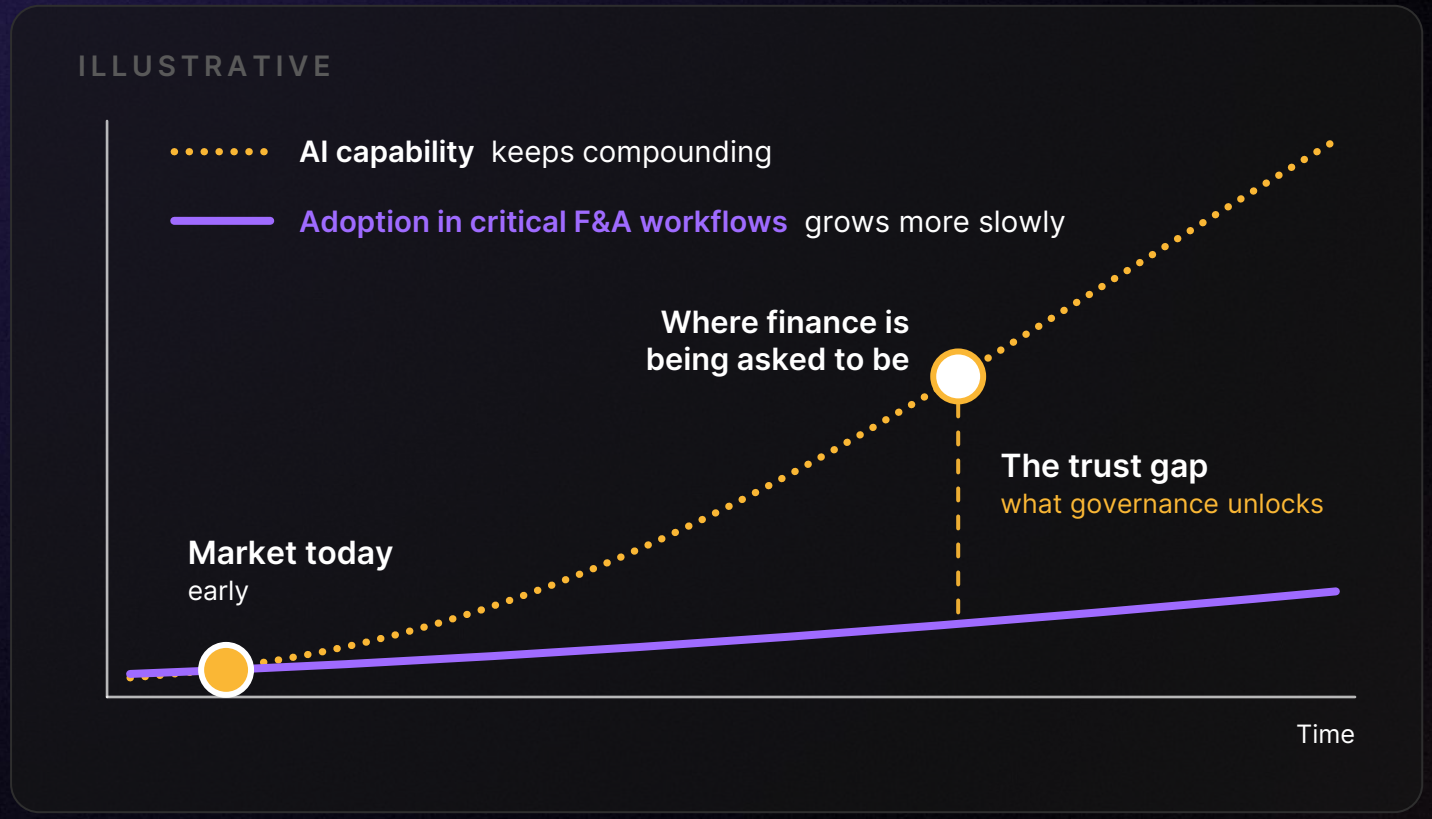
## We Are the First, Best, Safe, and Only Choice

Institutional trust, decades of granular finance data, purpose-built agents for the CFO, and a boundless control plane put BlackLine at the center.

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# The Market Is Moving. Adoption Is Early.

AI capability keeps compounding, but agents running critical finance and accounting workflows are just getting started.




## Finance isn't like other functions

| | |
|---|---|
| **Marketing** | An inaccurate feature claim goes out and is corrected. |
| **Engineering** | A bug ships into the live version and gets patched. |
| **Finance** | **A wrong number reaches auditors, boards, regulators, and potentially the market.** |

**Most of the market is still in that first stage. The opportunity is intact, and governance is what accelerates it.**

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# AI has a governance and control problem

How can CFOs ensure **accuracy**, **efficiency**, **intelligence**, and **compliance** in a complex and rapidly evolving environment?

## TRUST is on the LINE.

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# Governance Unlocks Agentic Demand

AI has a governance and control problem. CFOs need accuracy, efficiency, intelligence, and compliance before agents touch the books.

THE GOVERNANCE CHASM

**~13%**

**of companies feel ready to govern AI at the scale it's arriving**

In finance, trust isn't optional and can't be worked around.

AGENT DEMAND

## Pilots and proofs of concept

Finance teams are experimenting, but most agents stop short of the books.

GOVERNANCE

## The control layer

- Policies
- Observability
- Agent Registry
- Audit Trail
- Risk Scoring
- Any Agent

PRODUCTION

## Agents in critical workflows

Governed agents move from pilots into high-stakes finance and accounting processes at scale.

**BlackLine's answer: the Finance Control Console**

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Source: Gartner, "Gartner Identifies Six Steps to Manage AI Agent Sprawl," April 2026.

We know, listen, and partner with the ecosystem

# and they’re all asking for the same thing: trust and governance.



**RUN ON BLACKLINE**

Their finance and accounting processes and controls run on us

- BlackLine Users
- CFOs & Finance Leaders
- CIOs & CTOs
- Controllers & CAOs

**ASSURE THE NUMBERS**

They look to our controls and audit trail as evidence

- Audit Committees
- Audit Firms
- Internal Auditors
- Regulators

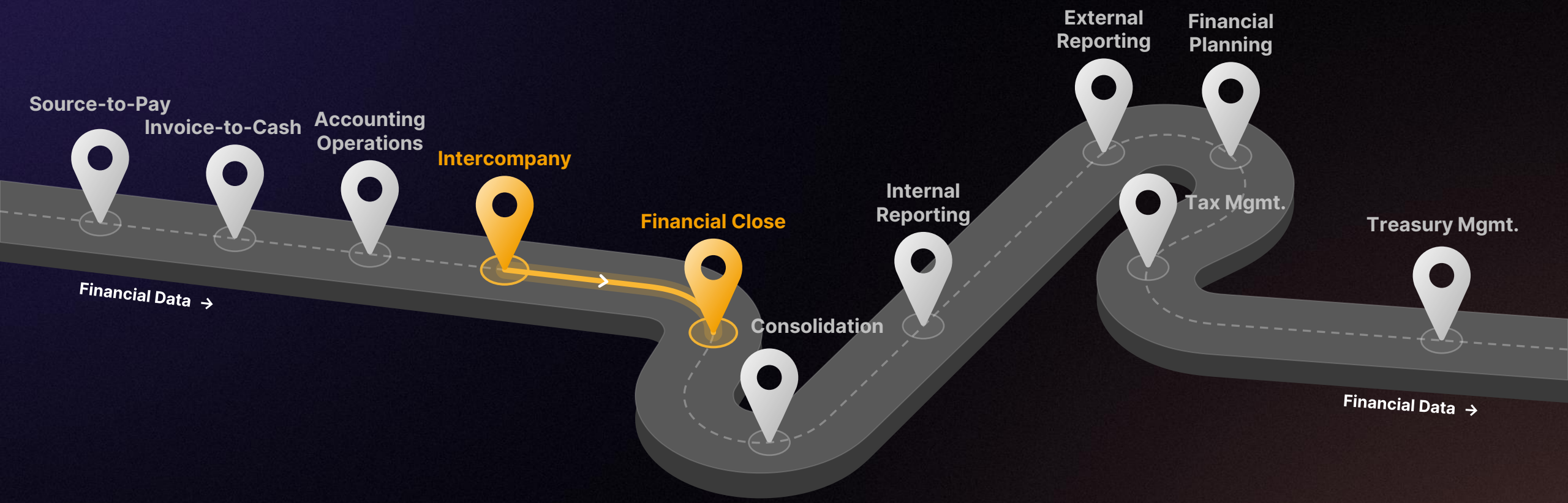
**BUILD WITH US**

They need a trusted control layer to reach finance

- Consulting Firms
- Finance Outsourcers
- ERP & Software Vendors
- Frontier AI Labs

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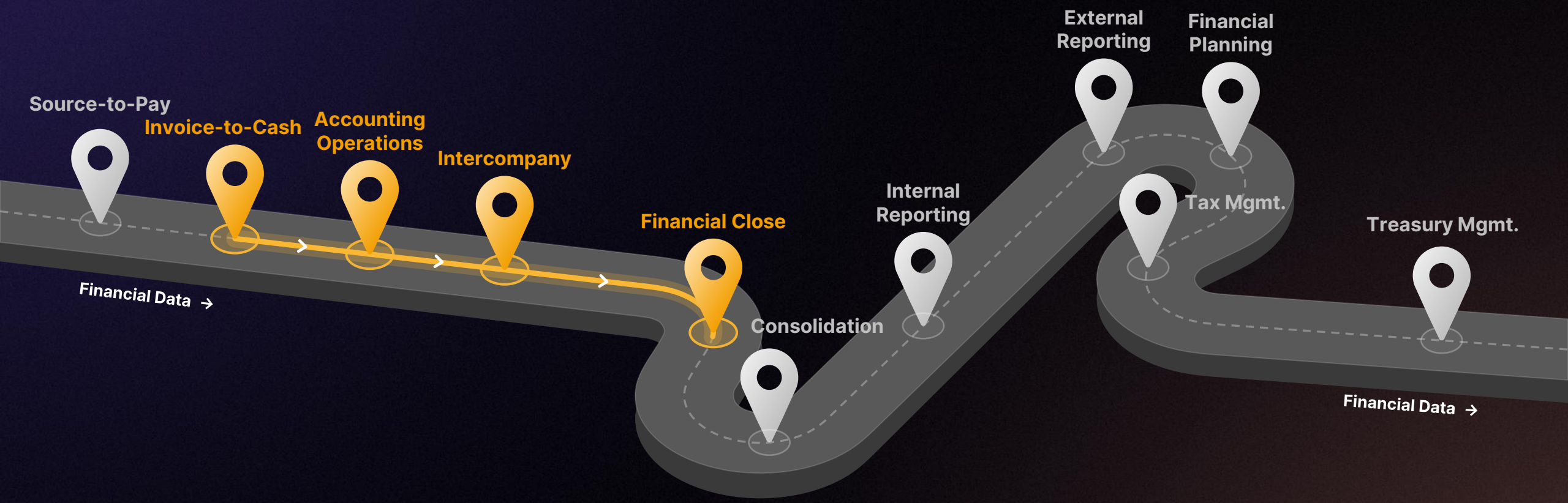
# Our Journey: BlackLine 1.0




**BlackLine pioneered a new software category** with purpose-built financial close automation, then expanded across the Controllership through new products like Intercompany Hub and SmartClose.

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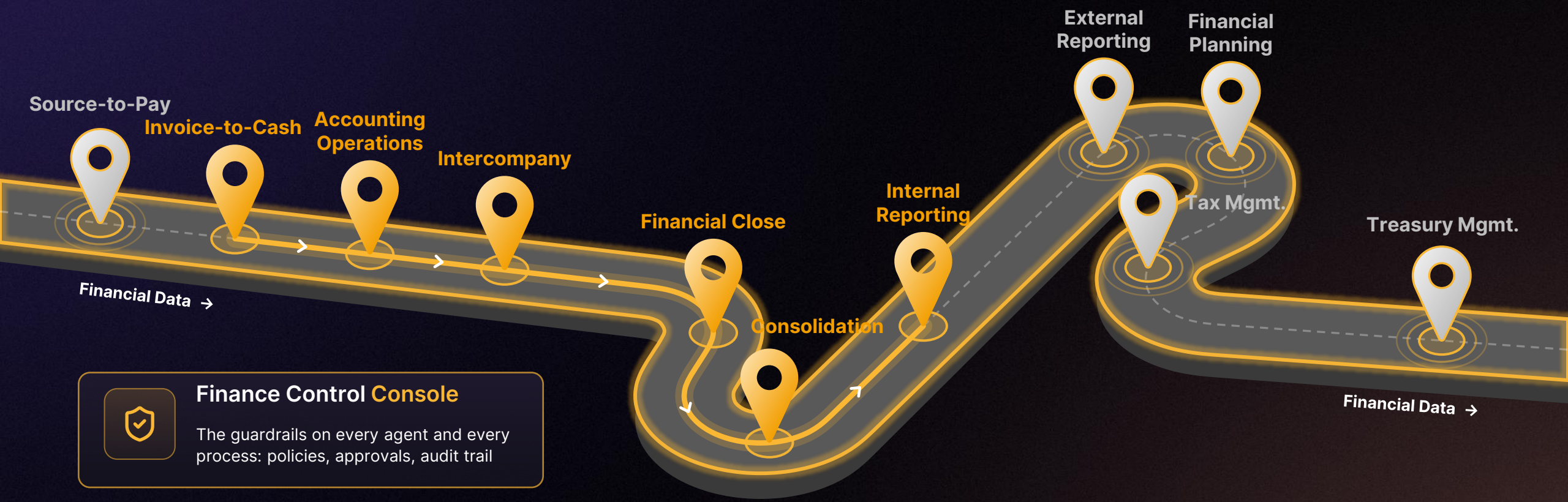
# Our Journey: BlackLine 2.0




Organic development and M&A across Record-to-Report and Invoice-to-Cash deepened our end-to-end capabilities and **extended BlackLine from the Controllership to the Office of the CFO.**

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# BlackLine 3.0: Agentic Financial Operations




BlackLine 3.0 vision delivers agentic financial operations across the Office of the CFO through an expanding platform of native solutions, strategic partnerships, and a growing connector ecosystem, **with one control plane governing every finance agent.**

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# BlackLine Is Uniquely Positioned to Meet this Challenge

## Trust, Governance, & Enterprise Readiness

- Embedded SOX controls, audit trails, and segregation of duties
- Explainable, auditable AI built alongside auditors
- AIUC-1 certified: Independent validation of BlackLine's AI controls and governance

## Deep Embedded Domain Expertise

- Two decades of transaction, exception, and auditor interaction data
- Human judgment captured across ~4,300 customers' financial operations

## Purpose-Built for the CFO

- Pre-trained agents for reconciliations, accruals, collections, and more
- Designed for zero tolerance for error and full auditability

## The Unified Data Control Plane

- A boundless control plane across ERPs, EPMs, banks, and other financial data sources
- Harmonized data gives every agent one trusted foundation

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# Our Strategy to Capture the Opportunity

Three strategic priorities to execute against the BlackLine 3.0 vision.

## Product & Technology

### One Governed Platform for Agentic Finance

- Complete and agentify our core across Record-to-Report and Invoice-to-Cash
- Make the Finance Control Console the governance layer for every agent
- Open the platform to partners and customers

**Differentiation that ERPs and model providers aren't built to own**

## Go-to-Market

### An Evolving Go-to-Market & Monetization Strategy

- Engage the C-suite; place industry experts to drive AI adoption
- Partners as channels, through a curated ecosystem
- Platform and consumption pricing built for outcomes customers achieve
- Accelerate implementations and time to value for customers

**An efficient growth engine that naturally expands with customer usage**

## Efficiency

### Disciplined Investment and Margin Expansion

- Drive further productivity gains from internal AI deployments
- Shift employee footprint
- Invest within our margin framework

**Driving margin expansion while executing efficient platform innovation**

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# Our Strategy at Work: An Evolving Europe

European economies are re-examining their dependence on other global economies, and cloud and AI decisions are following.

THE SHIFT

**~1/4**

**of world GDP is European**

### Europe is re-examining its global dependencies

Data control and regulation increasingly shape cloud and AI decisions

A CORE MARKET

**~20%**

**of our ARR comes from EMEA**

### A core BlackLine market

| 40% | 50% | 60% |
|---|---|---|
| FTSE 100 | CAC 40 | DAX 40 |

THE DEMAND

**Regulated private sector**
Aerospace and defense, energy, financial services

**European governments**

### Regulated buyers are requiring sovereign options

Demand is growing, and we're ahead of it

Serving this demand requires a sovereign cloud option, and we're moving to capture it.

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# BlackLine + S3NS

TRUSTED CLOUD PARTNERSHIP

GO-TO-MARKET

Through our customers and partners, we have our finger on the pulse of this market and see where it's heading. We're positioning ourselves to capture sizable demand from regulated industries and European governments.

PRODUCT & TECHNOLOGY

To serve this demand, we've partnered with S3NS, a leading sovereign cloud provider, to offer our platform on its hyper-secure infrastructure.

EFFICIENCY

We're supporting this strategy with prudent, deliberate investment. Pipeline is building, and in Q3 we closed our first customer, an eight-figure, five-year deal.



# Jeremy Ung

**Chief Technology Officer**

**Platform & Technology**

# Better Models Haven't Unlocked Finance AI. Trust Will.

AI is transforming every function. In finance, adoption is gated by trust and governance, not model capability.

### AI capability is compounding

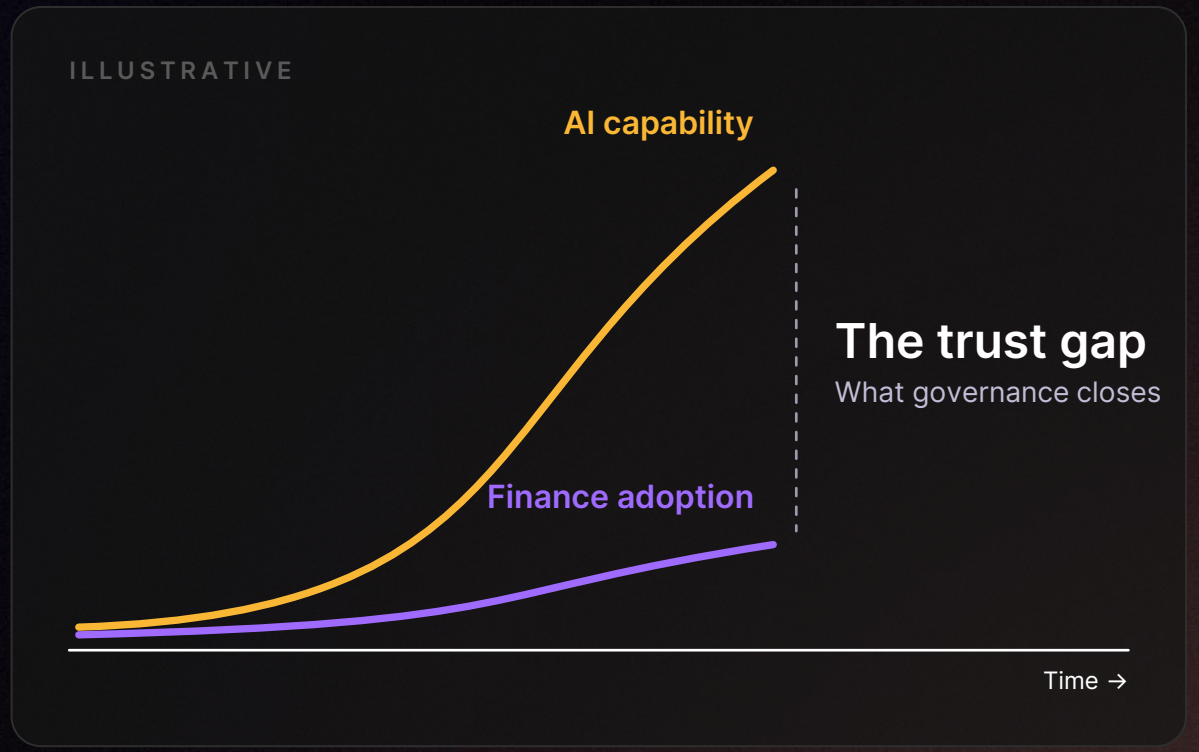
Rapid gains in model performance; software, marketing, and content are already transforming

### Finance carries unique risk

Regulated, audited, zero tolerance for error: trust can't be worked around

### Trust is what unlocks adoption

Auditors, customers, and partners all say the same thing: governance comes first




**The unlock is trust and governance, and that is what BlackLine has always built.**

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# A platform for builders.

## Follow the instructions in the box

Account reconciliations and transaction matching, working end to end.

## Or build something new

Every piece fits together, so capabilities combine into new use cases.

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# BlackLine Agentic Financial Operations

Distinctly accurate | Exceptionally efficient | Financially intelligent

## Unified Data Foundation

AI is only as good as its data. BlackLine unifies and harmonizes financial data for integrity and trust.

PROOF POINT
**25 years of transaction, exception, and auditor data across ~4,300 customers**

## Auditable Trust & Governance

Every AI decision is explainable, traceable, and governed by policy.

PROOF POINT
**AIUC-1 certified, attested by a third-party auditor**

## Real-time Agentic Orchestration

Finance operates continuously through intelligent, event-driven AI workflows, not month-end batches.

PROOF POINT
**200M transactions matched in 30 minutes**

## Humans in Control Driving Decisions

AI agents reasoning, learning, and predicting within financial workflows, but humans remain in control.

PROOF POINT
**Verity agents already in production with customers**

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# The Foundation

## Unified Financial Data

- One control plane, every financial system
- Structured and unstructured data
- One clean, reliable source of truth, with operational context




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ANNOUNCED · STRATEGIC PARTNERSHIP

# BlackLine + Databricks

- **A native connection between your Databricks environment and BlackLine**
- Hydrates the platform with the Record-to-Report data you've already assembled
- No middleware, file transfers, or custom API calls




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# The Engine Underneath

## Orchestration

- Workflow orchestration with callable, composable services
- Agents sequence into governed workflows
- Open to any agent through MCP

### Agentic Orchestration

COMPOSABLE WORKFLOWS | BLUEPRINT LIBRARY | GOVERNED EXECUTION

### Unified Data Foundation

NORMALIZED DATA PLANE | KNOWLEDGE GRAPH | TRANSACTION LINEAGE

**CONNECTS TO YOUR SYSTEMS OF RECORD**

ERPs, HCM, CRM, spreadsheets & flat files




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# Where the Work Gets Done

## Agentic Solutions

- Our core applications, rearchitected for agent scale
- New agentic use cases across the Office of the CFO

### Agentic Solutions

OFFICE OF THE CFO USE CASES

### Agentic Orchestration

COMPOSABLE WORKFLOWS | BLUEPRINT LIBRARY | GOVERNED EXECUTION

### Unified Data Foundation

NORMALIZED DATA PLANE | KNOWLEDGE GRAPH | TRANSACTION LINEAGE

**CONNECTS TO YOUR SYSTEMS OF RECORD**

ERPs, HCM, CRM, spreadsheets & flat files

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# The Control Layer

## Finance Control Console

- Human-in-the-loop governance plane
- Real-time observability, policy, control, and auditability
- Every agent in finance: BlackLine, partner, or customer-built

### Finance Control Console

POLICIES | OBSERVABILITY | AGENT REGISTRY | AUDIT TRAIL | RISK SCORING | ANY AGENT

### Agentic Solutions

OFFICE OF THE CFO USE CASES

### Agentic Orchestration

COMPOSABLE WORKFLOWS | BLUEPRINT LIBRARY | GOVERNED EXECUTION

### Unified Data Foundation

NORMALIZED DATA PLANE | KNOWLEDGE GRAPH | TRANSACTION LINEAGE

**CONNECTS TO YOUR SYSTEMS OF RECORD**

ERPs, HCM, CRM, spreadsheets & flat files

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# Governance Across the Whole Office of the CFO

The Finance Control Console governs agents in every finance process, not just BlackLine's.

## Finance Control Console

Policies | Observability | Agent Registry | Audit Trail | Risk Scoring | Any Agent

### AGENTIC SOLUTIONS TODAY

- Close
- Reconciliations
- Accruals
- Consolidation
- Intercompany
- Financial reporting
- Invoice-to-Cash
- Collections

### EXTENDING ACROSS THE OFFICE OF THE CFO

- FP&A
- Treasury
- Tax
- Procure-to-Pay
- Revenue recognition
- Lease accounting
- Audit & SOX
- ESG reporting
- Payroll
- Board reporting

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# One Enterprise. Many Sources of Agents

Enterprise AI won't belong to one vendor. Partners, ERPs, and customers bring agents, all on one governed platform.

**Finance Control Console** governs every agent, no matter who built it: registry · policies · governance log

## BlackLine agents

- Verity Match
- Verity Accruals
- Verity Collect
- Verity Prepare
- Verity Remit
- Verity Forecast
- *+ dozens more*

Agentic Solutions

## ERP agents

- SAP
- Oracle
- Workday
- *+ more*

Systems of record

## Partner-built agents

- Transfer pricing
- Industry revenue recognition
- Statutory reporting
- Lease portfolio

Packs · tools · connectors

## Customer-built agents

- Entity rollup
- Regional VAT
- Board pack
- Vendor disputes

Workflows · tools · data

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ANNOUNCED · UNIFIED AUTONOMOUS FINANCE VISION

# BlackLine + SAP

- By combining BlackLine's Verity™ agentic AI solutions with Joule, this collaboration complements SAP's Autonomous Finance vision, bringing BlackLine's accounting-specific controls and cross-ERP data integrity directly into SAP's ecosystem.
- Initial phase will add three Verity agentic AI solutions designed to automate the most critical, labor-intensive stages of period-end close execution
- Planned availability to run on SAP Business AI Platform




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# An open standard

Finance Control Console and our orchestration layer, published for any vendor to adopt.

### One workflow

Agents, policy checks, and human review orchestrated together

### Human review

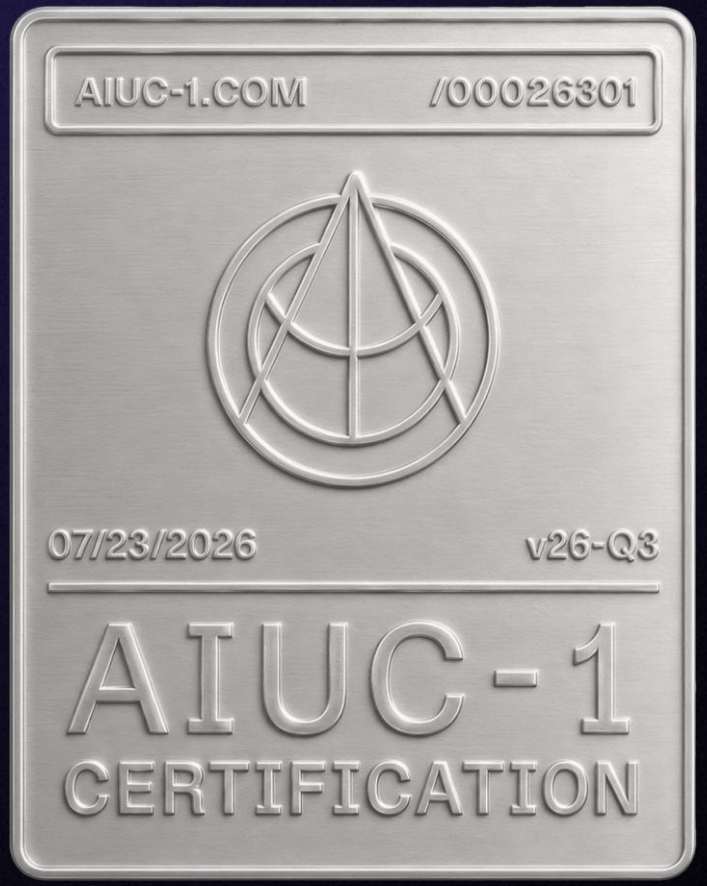
Set exactly when a human steps in

### Any vendor

Visibility and control for ad-hoc agents, whoever built them



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# AIUC-1 certification

Independent validation of AI controls and governance

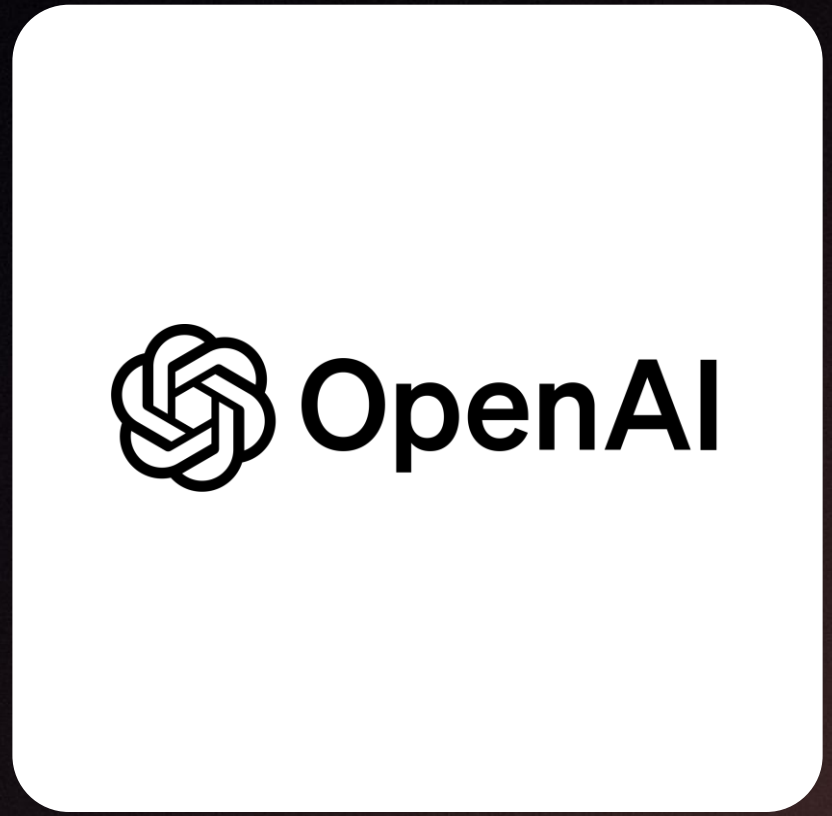
- Goes beyond ISO 42001 and SOC 2, and is tested quarterly
- Your auditors can trust AI-generated outputs from BlackLine
- BlackLine was invited to join the AIUC Consortium to help shape the standard

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ANNOUNCED · STRATEGIC COLLABORATION

# BlackLine + OpenAI

- Bringing OpenAI frontier models to the BlackLine platform
- BlackLine will integrate its Finance Control Console with OpenAI
- Accelerate audit-ready adoption of agentic AI across the Office of the CFO




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NOW AVAILABLE · CLAUDE MARKETPLACE

# BlackLine + Anthropic

- BlackLine products and Verity AI are now available on Anthropic's Claude Marketplace
- Eligible Anthropic customers can apply a portion of their committed spend directly to BlackLine products
- Verity AI integrates Claude's advanced reasoning with BlackLine's accounting logic, financial data graphs, and governed workflows

ANTHROP\C

BLACKLINE

ANNOUNCED

# BlackLine's Model Context Protocol (MCP)

BlackLine's agents, data, and controls inside the AI tool of choice.



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+ New chat

Chats
Projects
Artifacts
Connectors

Recents
Prepaid insurance close
Agent registry review
Q2 reconciliation notes

# Connectors

Give Claude access to your tools and data.

## BL BlackLine MCP

FinOS catalogue · …/mcp/finos

● Connected

Signed in as Jeremy.Ung · role 14 · test tenant

### 17 tools

`finos_agents_list` `finos_agent_register` `finos_agent_update`
`finos_policy_definition_get` `finos_policy_definition_upsert` `finos_workflow_create`
`finos_workflow_defs_list` `finos_workflow_config_create`
`finos_policy_configuration_put` `finos_workflow_config_replace`
`finos_workflow_config_activate` `finos_workflow_run_start` `finos_run_status_get`
`finos_hitl_tasks_list` `finos_execution_get` `finos_workflow_history_get`
`finos_tenant_history_get`

Claude

+ New chat

Chats
Projects
Artifacts
Connectors

Recents

Prepaid insurance close
Agent registry review
Q2 reconciliation notes

JU Jeremy Ung
BlackLine

I'm a BlackLine customer or partner. Check my FinOS connection and tell me what's in my agent registry right now.

**Used BlackLine MCP · 3 tool calls** finos_agents_list ×3

**Connected. Your agent registry holds 69 agents: 59 active, 10 inactive. 5 of them are yours.**

| Your agent | Status | Workflow |
|---|---|---|
| Invoice Document Analyst (v1–v4) | active | Prepaid Insurance Reconciliation |
| Reconciliation Item Suggester v1 | active | Prepaid Insurance Reconciliation |

The rest belong to other customers' and partners' runs and to BlackLine's own Verity agents.

Reply to Claude…

+ BlackLine MCP · 17 tools

Claude

Configure it for the Prepaid Insurance reconciliation. Any amount over 500 should go to a human for review.

**Used BlackLine MCP · 7 tool calls** `finos_policy_definition_get` `finos_workflow_config_create`

**"Over 500 → human review" is now the rule amount > 500 → AttentionRequired on all four gates.**

| Policy gate | Checks | Expected |
|---|---|---|
| Invoice amount | 850 | Human review |
| Suggested item total | 850 | Human review |
| Draft difference | 0 | Pass |
| Committed difference | 0 | Pass |

Config prepaid-insurance-q2-2026 is complete and runnable.

# Charlie Gaulke

SVP, Product



Product & Innovation

# Proof in Production, Not the Lab

Customers already running Verity agents are reporting measurable outcomes.

VERITY ACCRUALS

**Intelligent accrual estimation**

**80%**

time savings

CLOSE CYCLE

3 days faster

VERITY PREPARE

**AI-powered account preparation**

**94%**

time savings

AUTO-CERTIFY RATE

75% → 90%

VERITY MATCH

**Autonomous transaction matching**

**91%**

average auto-match rate

AUTO-MATCH RATE

76% → 91%

VERITY COLLECT

**Agentic collections & AI-assisted resolution**

**99%**

reduction in human call time

TIME TO COMPLETE

45h → 30min

VERITY REMIT

**AI-powered remittance capture & matching**

**92%**

STP rate on genuine remittances

AUTO-PROCESSING

41% → 73%

> With BlackLine's Verity AI, we've gone from concept to real-life practical use cases. We are already rolling out AI agents and adopting where the future of the work is going.

Senior Manager of Corporate Accounting, Delaware North

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Customer outcomes above represent preliminary results from early adopters of BlackLine's Verity AI products.

# Illustrating How AI Adoption Lands

Each of the customers below cleared customer-owned gates: AI governance challenges, trust on their own data, and new ways of working. None chose to build it themselves.

CLEAR AI GOVERNANCE

## Lightspeed

Verity Accruals

**2 hrs**

line-by-line accrual review per close, down from 1.5+ days

*"The fact that the solution doesn't have write access into our ERP made everyone comfortable."*

**Marie-Claude Théorêt**
Sr. Manager, Finance Transformation

TRUST ON THEIR DATA

## Mosaic

Verity Prepare

**1–3 days**

of close time per accountant could be reclaimed (pilot testing)

*"Building a custom solution wasn't an option with our IT team already overwhelmed."*

**Jason Blanchard**
System Administrator

NEW WAYS OF WORKING

## Retired.com

Verity Prepare

**Upgraded**

to a full platform contract at renewal, specifically to get Verity

*"As the team worked more with it, it got easier — it's definitely a snowball."*

**Allison Piet**
Director of Finance

**Customers chose AI inside BlackLine instead of building it themselves**

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# Governed Agents Reach Production

The Finance Control Console gives customers a controlled path from pilot to production.

STAGE 1

## Pilot

Agents suggest. People do the work.

STAGE 2

## Supervised

Agents act. People approve.

STAGE 3

## Autonomous

Agents run the process. People handle the exceptions.

**The dial: customers set exactly when a human steps in, and loosen it as trust builds**

GENERALLY AVAILABLE TODAY

### Finance Control Console

- Policies
- Observability
- Agent Registry
- Audit Trail
- Risk Scoring
- Any Agent

WHAT WE'RE WATCHING

- Early Finance Control Console adoption
- Next: find shadow-AI agents touching finance data

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# Announced: Agentic Consolidation

Generally available today. We start at the source transactions, not at the end of the process.

ANNOUNCING · GENERALLY AVAILABLE TODAY

## Agentic Consolidation

Consolidation that runs any day of the month, not only at period end, built on the work already done upstream.

CONSOLIDATION HAPPENS DOWNSTREAM OF WHERE THE NUMBERS ORIGINATE

Transaction matching → Reconciliations → Intercompany → Journals → Agentic Consolidation

Where BlackLine already operates, across the transactions behind the close

NEW TODAY

### Closer to the work

Runs any day of the month, closer to the work done all period.

### Built on transaction-level data

Draws on work already matched and reconciled upstream.

### Across ERPs

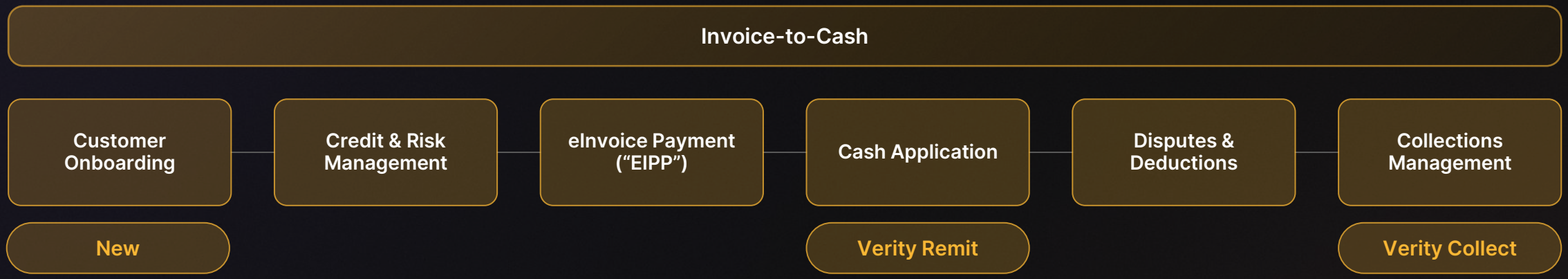
One data foundation across ERPs, so consolidation isn't tied to a single ledger.

**Tools that start at consolidation start at the end of the process. We start at the source.**

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# Completing Invoice-to-Cash

THE INVOICE-TO-CASH WORKFLOW




A DRIVER OF GROWTH

## Our largest I2C deal ever, signed in Q3 FY26

EFFICIENT INNOVATION

## Built in our development center in Kraków



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# Roadmap: Agents Live Today

A calibrated roadmap. Each step builds on the products customers already run.

| | TODAY | 2027 | 2028 |
|---|---|---|---|
| **Record-to-Report** | **Agents Perform the Close**<br>Prepare & Retrieve, Match, Accruals and AI-native Consolidation; Verity Assist for Intercompany | | |
| **Invoice-to-Cash** | **AI Applies the Cash**<br>Verity Collect and Remit GA; modernized AR management | | |
| **Platform & Governance** | **Our Agentic Platform Is Live**<br>Finance Control Console GA and AIUC-1 certified; Snowflake and Databricks partnerships | | |

**Every product customers run today becomes a step the platform orchestrates**

BLACKLINE

# Roadmap: Complete the Suites in 2027

Complete Record-to-Report and Invoice-to-Cash on one governed platform.

| | TODAY | 2027 | 2028 |
|---|---|---|---|
| **Record-to-Report** | **Agents Perform the Close**<br>Prepare & Retrieve, Match, Accruals and AI-native Consolidation; Verity Assist for Intercompany | **Complete AI-Native Record-to-Report Suite** | |
| **Invoice-to-Cash** | **AI Applies the Cash**<br>Verity Collect and Remit GA; modernized AR management | **Complete End-to-End Invoice-to-Cash Suite** | |
| **Platform & Governance** | **Our Agentic Platform Is Live**<br>Finance Control Console GA and AIUC-1 certified; Snowflake and Databricks partnerships | **Governance for every Office of the CFO agent** | |

**2027 completes the suites and brings every agent under governance**

BLACKLINE

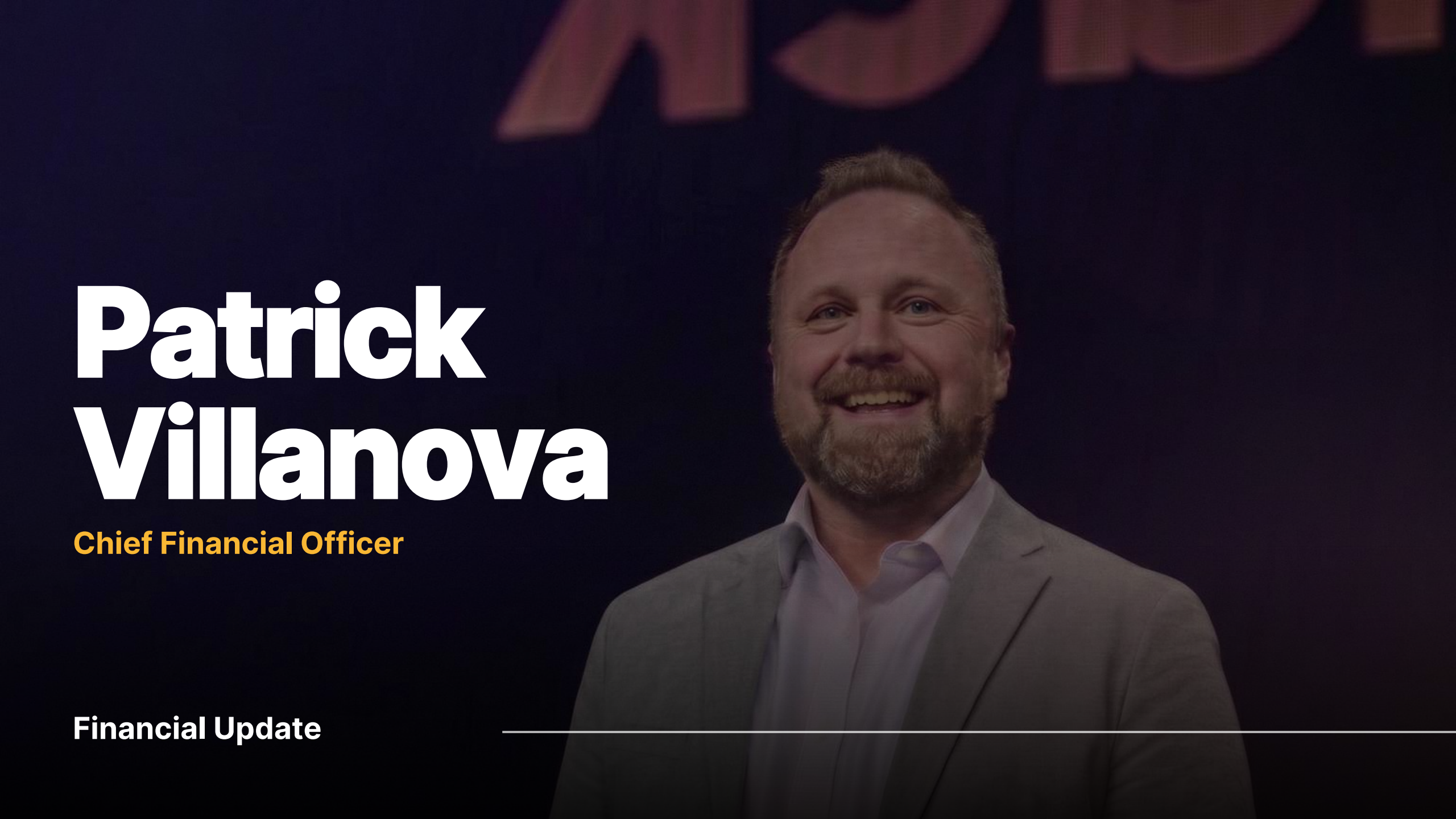
# Roadmap: The End-State Vision

Where finance is heading: AI-native, continuous and governed end to end.

| | TODAY | 2027 | 2028 |
|---|---|---|---|
| **Record-to-Report** | **Agents Perform the Close**<br>Prepare & Retrieve, Match, Accruals and AI-native Consolidation; Verity Assist for Intercompany | **Complete AI-Native Record-to-Report Suite** | **Close is Autonomous and Continuous – Finance Never Waits for Period End** |
| **Invoice-to-Cash** | **AI Applies the Cash**<br>Verity Collect and Remit GA; modernized AR management | **Complete End-to-End Invoice-to-Cash Suite** | **One, Fully Connected Close-to-Cash Workflow** |
| **Platform & Governance** | **Our Agentic Platform Is Live**<br>Finance Control Console GA and AIUC-1 certified; Snowflake and Databricks partnerships | **Governance for every Office of the CFO agent** | **Partners Extend Agentic Workflows Across the Entire Office of the CFO** |

**The destination: finance that never waits for period end**

BLACKLINE



# Patrick Villanova

Chief Financial Officer

Financial Update

# A Durable Base: Contracts Growing Ahead of Revenue

The foundation under our FY27 baseline: longer commitments, larger customers, and a base moving to platform.

**CURRENT RPO**

**+10%**

growth, ahead of revenue growth of 8.5%

**TOTAL RPO**

**$1.1B, +14%**

**PLATFORM**

**23%**

of eligible ARR now on platform[1]

**LAST QUARTER**

**17% → 23%**

**ENTERPRISE**

**95%**

revenue renewal rate in enterprise accounts[2]

**TOTAL DOLLAR NRR**

**103.5%**

**$1M+ CUSTOMERS**

**98**

customers above $1M in ARR

**YEAR OVER YEAR**

**+18%**

**NEW DEAL SIZE**

**+37%**

average new customer deal size

**ARR per CUSTOMER**

**$170k+**

**Record high**

**Our baseline starts from what is already contracted: cRPO is growing faster than revenue.**

Q3 FY26. Growth rates year over year. Revenue growth reflects Q3 FY26 total revenue.

[1] Platform pricing ARR as a percentage of eligible ARR is calculated as platform annual recurring revenue divided by our eligible annual recurring revenue. We define eligible ARR as total annual recurring revenue, excluding revenue from SAP solutions-extensions ("SolEx") and the public sector.

[2] Enterprise accounts are defined as customers with annual revenue greater than $750 million.



BLACKLINE

# FY27 & Long-Term Growth Drivers

## Long-term drivers

Structural; build over time

## Near-term drivers

Shape the pace of FY27

## ▲ Supporting Growth

- **Platform & pricing**
  23% of eligible ARR on platform; price increase
- **Consumption pricing**
  Revenue grows with the work agents deliver
- **New products**
  AI-native consolidation, invoice-to-cash, NetNow
- **Contracted backlog**
  cRPO +10%; record contract duration

- **SAP / SolEx**
  Approval received; Premium Qualification after year end
- **Public sector**
  Pipeline built; award timing slipped
- **Middle East / Europe**
  Pipeline building; award timing slipped
- **Control Console launch**
  Gives customers something to adopt AI against



BLACKLINE

# Monetizing Value: Platform Pricing has Momentum

Pricing that aligns what customers pay with the value they receive, and adoption is accelerating.

## HOW WE MONETIZE

**PLATFORM**
**Revenue Scale & Complexity**

+

**CONSUMPTION & EXPANSION**

- Governance
- Workflows
- Transaction Volume
- Invoice-to-Cash
- Intercompany

**Unlock Platform Value**
Unlocks the value of the Agentic Financial Operations Platform

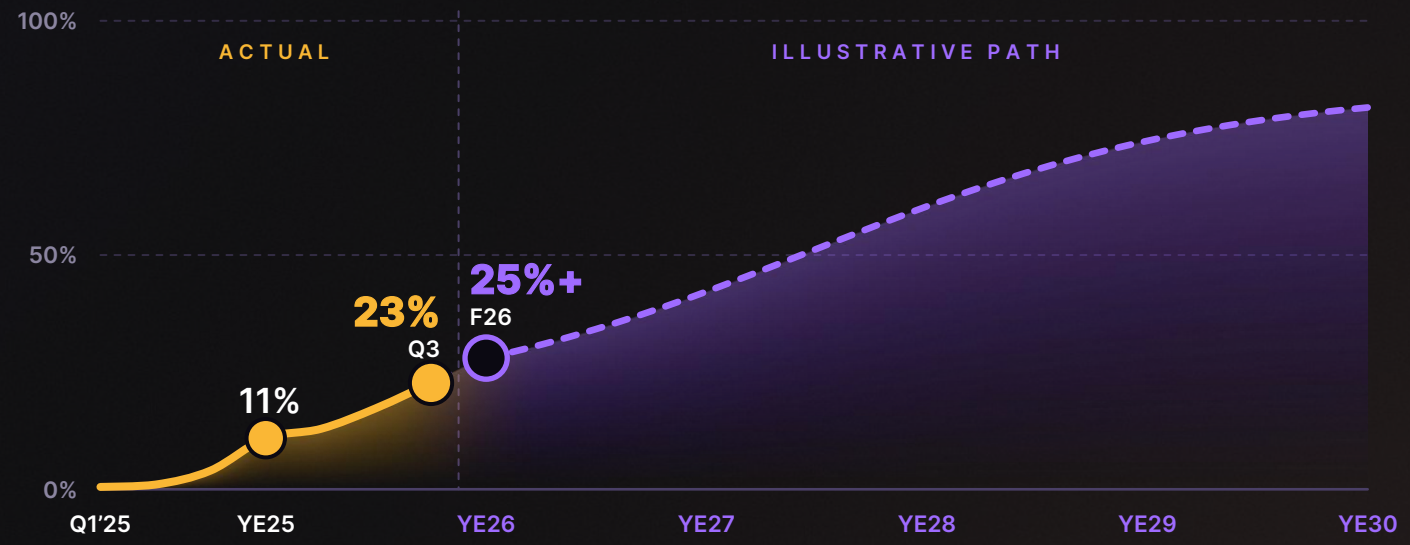
**AI Monetization**
Lays the groundwork to monetize governance and agentic solutions

**Improve Stickiness**
Aligns price to value, with no seat management or seat-based attrition

## THE MOMENTUM

PLATFORM PRICING ARR AS A % OF ELIGIBLE ARR[1]

**23%** of eligible ARR[1] on platform pricing






[1] Eligible ARR is defined as total annual recurring revenue, excluding revenue from SAP solutions-extensions ("SolEx") and the public sector.

BLACKLINE

# The Consumption Motion: Migrate, Then Compound

A ~10-40% migration uplift, followed by consumption revenue that ramps with agentic usage.

CUSTOMER ACV ($ IN M)

ACTUAL (HEALTHCARE CUSTOMER MEGA-ENTERPRISE)

ILLUSTRATIVE

ACV EXPANSION

BL 1.0 → BL 2.0

**~4x**

PLATFORM MIGRATION

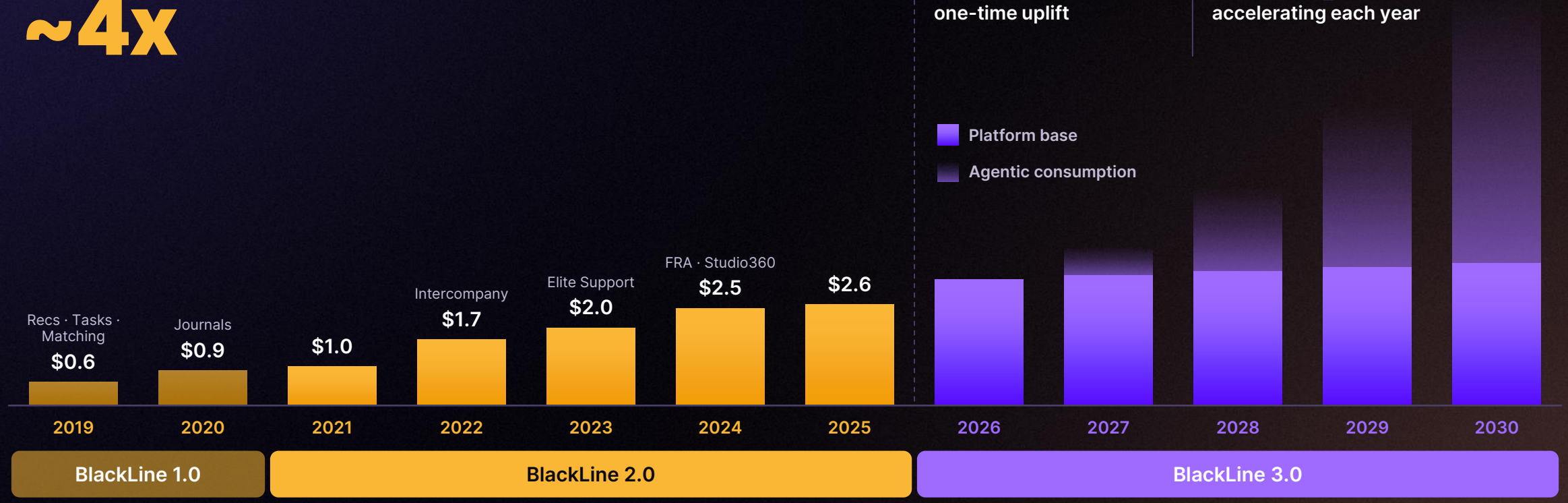
**~10-40%**

one-time uplift

AGENTIC CONSUMPTION

**Ramps**

accelerating each year




BLACKLINE

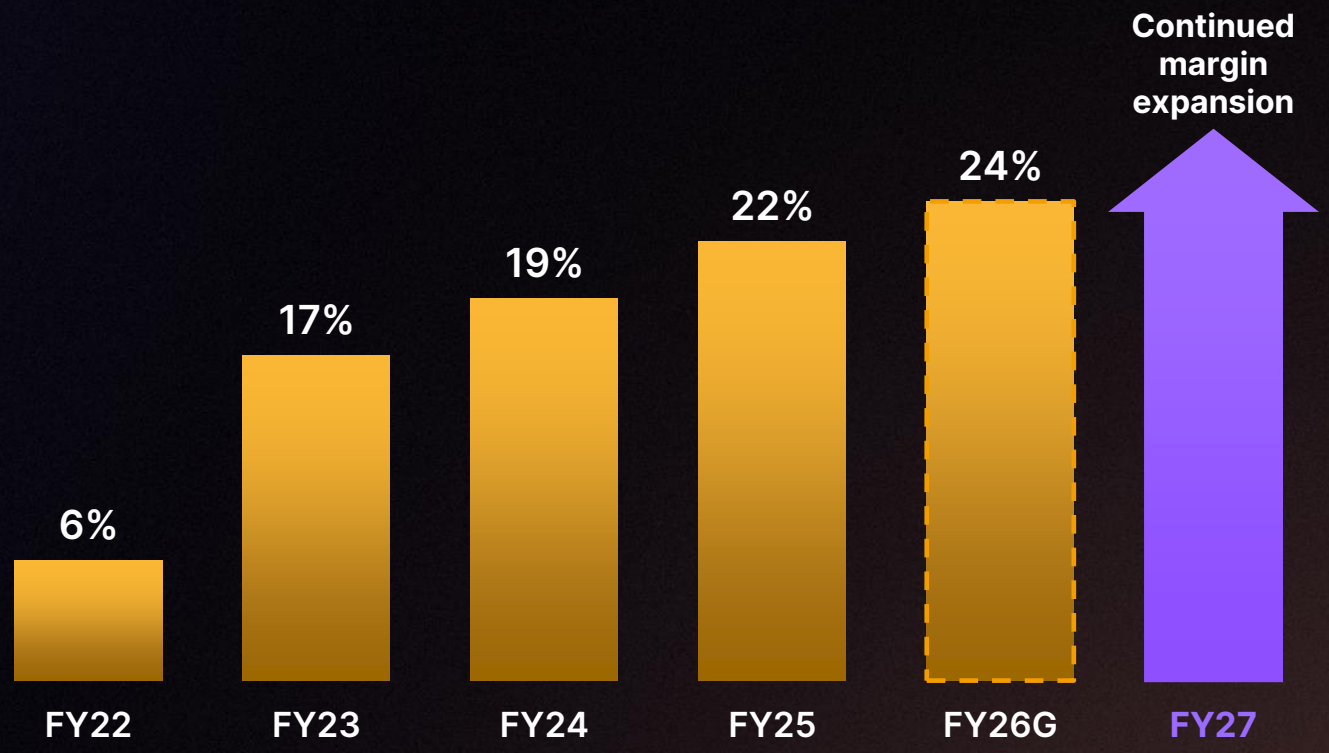


BlackLine 1.0 and 2.0 reflect actual customer spend. BlackLine 3.0 is illustrative and assumes a one-time 25% platform uplift, a 3% annualized increase at renewal, and consumption-based revenue from agent usage beginning in 2027.

# Sustained Progress on Margin Expansion

## +18 pts

Operating margin expansion
FY22–FY26 (6% → 24%)




**WHAT DROVE THE DELTA?**

| | % of Revenue | Margin Impact |
|---|---|---|
| Sales & marketing | 42% → 31% | +11 pts |
| G&A | 15% → 11% | +4 pts |
| R&D | 17% → 14% | +3 pts |
| Cloud & Support | 21% → 20% | +1 pt |

Total P&T investment[1] dollars grew: $106M → $129M TTM.

**26%**
Q3 FY26 operating margin, in line with FY27 target

**$179M**
TTM operating income



Non-GAAP. TTM = Q4 FY25–Q3 FY26. Incremental margin = change in operating income ÷ change in revenue, FY22 vs. TTM. See appendix for GAAP reconciliation.
[1] Non-GAAP R&D expense plus capitalized software development costs.

BLACKLINE

# Our Capital Allocation Priorities: FCF/Share Growth

Growing free cash flow, deployed with discipline across three levers, all compounding into FCF per share.

**Free Cash Flow Generation** ~20% growth in FY26E

INVEST

## Organic Growth

- Agentic Financial Operations platform
- Public sector, Middle East
- Go-to-market

ACQUIRE

## Strategic M&A

- Capability tuck-ins
- NetNow: $20M, September 2026
- Accelerate the product roadmap

RETURN

## Share Repurchases

- $124M Q1-Q3'26, 95% of FCF
- ~$240M authorization remaining
- Lower fully diluted share count

BALANCE SHEET

**$532M cash, equivalents & marketable securities · $668M debt**

## Free Cash Flow / Share Growth

BLACKLINE

# Owen Ryan

**Chairman of the Board and CEO**



## Closing Remarks

Across the entire finance ecosystem, **trust is on the line**,

## and BlackLine is the trust layer at the center of agentic finance



# Non-GAAP Reconciliations

# Non-GAAP Gross Profit & Free Cash Flow

## ($ IN 000'S)

| | Q1 2024 | Q2 2024 | Q3 2024 | Q4 2024 | Q1 2025 | Q2 2025 | Q3 2025 | Q4 2025 | Q1 2026 | Q2 2026 | Q3 2026 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Non-GAAP Revenues** | | | | | | | | | | | | | | | | | |
| GAAP revenues | $157,461 | $160,506 | $165,909 | $169,460 | $166,931 | $172,025 | $178,290 | $183,181 | $183,155 | $187,822 | $193,396 | $351,737 | $425,706 | $522,938 | $589,996 | $653,336 | $700,427 |
| **Total Non-GAAP Revenues** | **$157,461** | **$160,506** | **$165,909** | **$169,460** | **$166,931** | **$172,025** | **$178,290** | **$183,181** | **$183,155** | **$187,822** | **$193,396** | **$351,737** | **$425,706** | **$522,938** | **$589,996** | **$653,336** | **$700,427** |
| **Non-GAAP Gross Profit** | | | | | | | | | | | | | | | | | |
| GAAP gross profit | $118,364 | $120,158 | $124,803 | $128,046 | $126,007 | $129,403 | $133,901 | $137,731 | $139,150 | $142,678 | $146,487 | $282,765 | $327,835 | $393,553 | $443,203 | $491,371 | $527,042 |
| Amortization of acquired developed technology | 3,384 | 3,383 | 3,360 | 3,243 | 3,173 | 3,207 | 3,243 | 3,282 | 3,522 | 3,541 | 3,615 | 1,192 | 2,685 | 11,315 | 12,438 | 13,370 | 12,905 |
| Stock-based compensation expense | 2,596 | 3,653 | 3,537 | 3,561 | 3,646 | 4,535 | 4,382 | 4,669 | 4,281 | 4,725 | 4,037 | 6,896 | 8,410 | 8,595 | 12,440 | 13,347 | 17,232 |
| Transaction-related costs | 52 | 38 | 36 | 25 | 8 | - | - | - | - | - | - | - | - | 1,355 | 478 | 151 | 8 |
| **Total Non-GAAP Gross Profit** | **$124,396** | **$127,232** | **$131,736** | **$134,875** | **$132,834** | **$137,145** | **$141,526** | **$145,682** | **$146,953** | **$150,944** | **$154,139** | **$290,853** | **$338,930** | **$414,818** | **$468,559** | **$518,239** | **$557,187** |
| ***Total Non-GAAP Gross Profit Margin*** | ***79.0%*** | ***79.3%*** | ***79.4%*** | ***79.6%*** | ***79.6%*** | ***79.7%*** | ***79.4%*** | ***79.5%*** | ***80.2%*** | ***80.4%*** | ***79.7%*** | ***82.7%*** | ***79.6%*** | ***79.3%*** | ***79.4%*** | ***79.3%*** | ***79.5%*** |
| **Free Cash Flow** | | | | | | | | | | | | | | | | | |
| Cash flows from operating activities | $50,425 | $40,698 | $55,919 | $43,794 | $46,742 | $32,345 | $63,800 | $26,680 | $46,296 | $44,991 | $67,078 | $54,735 | $80,093 | $56,013 | $126,613 | $190,836 | $169,567 |
| Capitalized software development costs | (6,450) | (5,637) | (6,114) | (6,513) | (8,167) | (5,994) | (6,259) | (6,177) | (8,411) | (6,609) | (6,972) | (10,578) | (14,536) | (19,208) | (21,644) | (24,714) | (26,597) |
| Purchase of property and equipment | (299) | (677) | (394) | (756) | (5,951) | (966) | (534) | (623) | (2,117) | (1,917) | (2,593) | (6,513) | (8,729) | (10,974) | (5,953) | (2,126) | (8,074) |
| Financed purchases of property and equipment | - | - | - | - | - | - | - | - | - | - | - | (562) | (549) | (84) | - | - | - |
| Purchases of intangible assets | - | - | - | - | - | - | - | - | - | - | - | (2,333) | - | - | - | - | - |
| **Free Cash Flow** | **$43,676** | **$34,384** | **$49,411** | **$36,525** | **$32,624** | **$25,385** | **$57,007** | **$19,880** | **$35,768** | **$36,465** | **$57,513** | **$34,749** | **$56,279** | **$25,747** | **$99,016** | **$163,996** | **$134,896** |
| ***Free Cash Flow Margin*** | ***27.7%*** | ***21.4%*** | ***29.8%*** | ***21.6%*** | ***19.5%*** | ***14.8%*** | ***32.0%*** | ***10.9%*** | ***19.5%*** | ***19.4%*** | ***29.7%*** | ***9.9%*** | ***13.2%*** | ***4.9%*** | ***16.8%*** | ***25.1%*** | ***19.3%*** |



BLACKLINE

# Non-GAAP Operating Income & Net Income

## ($ IN 000'S)

| | Q1 2024 | Q2 2024 | Q3 2024 | Q4 2024 | Q1 2025 | Q2 2025 | Q3 2025 | Q4 2025 | Q1 2026 | Q2 2026 | Q3 2026 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Non-GAAP Income from Operations** | | | | | | | | | | | | | | | | | |
| GAAP income (loss) from operations | $1,748 | $2,208 | $8,363 | $6,217 | $3,575 | $7,545 | $7,609 | $6,823 | $6,235 | $10,990 | $16,723 | ($19,891) | ($38,614) | ($56,198) | $14,348 | $18,536 | $25,552 |
| Amortization of intangible assets | 5,196 | 5,195 | 5,190 | 4,305 | 3,650 | 3,468 | 3,505 | 3,545 | 3,783 | 3,801 | 3,847 | 7,679 | 10,479 | 19,731 | 20,608 | 19,886 | 14,168 |
| Stock-based compensation expense | 19,196 | 23,406 | 23,357 | 20,138 | 19,419 | 25,571 | 24,353 | 26,982 | 24,785 | 28,566 | 22,838 | 49,690 | 65,870 | 75,884 | 80,068 | 86,097 | 96,325 |
| Change in fair value of contingent consideration | - | - | - | - | - | - | - | - | - | - | - | 28 | (2,758) | (35,130) | (33,549) | - | - |
| Restructuring and legal settlement costs (gains) | 444 | 928 | 356 | (8) | 5,299 | 1,295 | 2,668 | 6,192 | 1,878 | 455 | 5,434 | - | - | 5,550 | 10,964 | 1,720 | 15,454 |
| Transaction-related costs | 216 | (6) | 358 | - | 3,010 | 128 | - | 1,642 | 2,923 | - | 1,251 | 4,736 | 1,586 | 16,831 | 5,078 | 568 | 4,780 |
| Impairment of capitalized software implementation costs | - | - | - | - | - | - | - | - | - | - | - | - | - | 5,330 | - | - | - |
| **Total Non-GAAP Income From Operations** | **$26,800** | **$31,731** | **$37,624** | **$30,652** | **$34,953** | **$38,007** | **$38,135** | **$45,184** | **$39,604** | **$43,812** | **$50,093** | **$42,242** | **$36,563** | **$31,998** | **$97,517** | **$126,807** | **$156,279** |
| ***Total Non-GAAP Income From Operations Margin*** | ***17.0%*** | ***19.8%*** | ***22.7%*** | ***18.1%*** | ***20.9%*** | ***22.1%*** | ***21.4%*** | ***24.7%*** | ***21.6%*** | ***23.3%*** | ***25.9%*** | ***12.0%*** | ***8.6%*** | ***6.1%*** | ***16.5%*** | ***19.4%*** | ***22.3%*** |
| **Non-GAAP Net Income Attributable to BlackLine** | | | | | | | | | | | | | | | | | |
| Net income (loss) attributable to BlackLine | $10,829 | $76,690 | $17,238 | $56,417 | $6,055 | $8,292 | $5,285 | $4,886 | $8,126 | $16,481 | $10,622 | ($46,911) | ($115,161) | ($29,391) | $52,833 | $161,174 | $24,518 |
| Provision for (benefit from) income taxes related to acquisitions | (583) | 2,902 | 84 | (53,351) | (654) | (12) | (632) | 516 | 1,935 | 1,115 | 427 | (669) | (961) | (13,634) | (1,196) | (50,948) | (782) |
| Stock-based compensation expense | 19,085 | 23,292 | 23,233 | 20,044 | 19,308 | 25,447 | 24,231 | 26,864 | 24,785 | 28,566 | 22,838 | 49,690 | 65,723 | 75,576 | 79,588 | 85,654 | 95,850 |
| Amortization of debt discount and issuance costs | 1,385 | 1,294 | 958 | 849 | 834 | 845 | 856 | 859 | 805 | 641 | 650 | 22,689 | 55,538 | 5,511 | 5,535 | 4,486 | 3,394 |
| Amortization of acquired intangible assets | 5,196 | 5,195 | 5,190 | 4,305 | 3,650 | 3,468 | 3,505 | 3,545 | 3,783 | 3,801 | 3,847 | 7,679 | 10,479 | 19,731 | 20,608 | 19,886 | 14,168 |
| Change in fair value of contingent consideration | - | - | - | - | - | - | - | - | - | - | - | 28 | (2,758) | (35,130) | (33,549) | - | - |
| Transaction-related costs (credits) | 216 | (6) | 358 | - | 3,010 | 128 | - | 1,642 | 2,923 | - | 1,251 | 4,736 | 1,586 | 16,831 | 5,078 | 568 | 4,780 |
| Impairment of capitalized software implementation costs | - | - | - | - | - | - | - | - | - | - | - | - | - | 5,330 | - | - | - |
| Restructuring and legal settlement costs (gains) | 444 | 928 | 356 | (8) | 5,299 | 1,295 | 2,668 | 6,192 | 1,878 | 455 | 5,434 | - | - | 5,550 | 10,964 | 1,720 | 15,454 |
| Adjustment to redeemable non-controlling interest | 3,503 | (2,255) | (2,989) | 6,380 | (1,178) | (1,561) | 1,677 | 715 | (4,629) | (8,150) | (344) | 8,858 | 15,077 | (4,131) | 5,334 | 4,639 | (347) |
| (Gain) loss on extinguishment of convertible senior notes | - | (65,112) | - | - | - | - | - | - | - | - | - | - | 7,012 | - | - | (65,112) | - |
| **Total Non-GAAP Net Income Attributable to BlackLine** | **$40,075** | **$42,928** | **$44,428** | **$34,636** | **$36,324** | **$37,902** | **$37,590** | **$45,219** | **$39,606** | **$42,909** | **$44,725** | **$46,100** | **$36,535** | **$46,243** | **$145,195** | **$162,067** | **$157,035** |
| ***Total Non-GAAP Net Income Attributable to BlackLine Margin*** | ***25.5%*** | ***26.7%*** | ***26.8%*** | ***20.4%*** | ***21.8%*** | ***22.0%*** | ***21.1%*** | ***24.7%*** | ***21.6%*** | ***22.8%*** | ***23.1%*** | ***13.1%*** | ***8.6%*** | ***8.8%*** | ***24.6%*** | ***24.8%*** | ***22.4%*** |

# Non-GAAP S&M, R&D & G&A

## ($ IN 000'S)

| | Q1 2024 | Q2 2024 | Q3 2024 | Q4 2024 | Q1 2025 | Q2 2025 | Q3 2025 | Q4 2025 | Q1 2026 | Q2 2026 | Q3 2026 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **GAAP Sales and Marketing Expense** | **$61,111** | **$60,248** | **$62,219** | **$64,769** | **$63,063** | **$64,712** | **$67,493** | **$63,662** | **$67,421** | **$68,489** | **$64,888** | **$174,581** | **$202,620** | **$256,862** | **$243,154** | **$248,347** | **$258,930** |
| Amortization of intangible assets | (1,733) | (1,734) | (1,751) | (983) | (398) | (183) | (183) | (184) | (182) | (182) | (153) | (4,655) | (5,883) | (6,505) | (6,791) | (6,201) | (948) |
| Stock-based compensation expense | (5,794) | (6,629) | (6,745) | (6,260) | (6,044) | (6,900) | (7,051) | (7,243) | (6,947) | (8,368) | (6,726) | (21,546) | (22,756) | (26,310) | (24,152) | (25,428) | (27,238) |
| Transaction-related costs (credits) | 33 | (54) | (163) | (136) | (10) | - | - | - | - | - | - | - | - | (2,399) | (397) | (320) | (10) |
| Impairment of capitalized software implementation costs | - | - | - | - | - | - | - | - | - | - | - | - | - | (3,361) | - | - | - |
| **Non-GAAP Sales and Marketing Expense** | **$53,617** | **$51,831** | **$53,560** | **$57,390** | **$56,611** | **$57,629** | **$60,259** | **$56,235** | **$60,292** | **$59,939** | **$58,009** | **$148,380** | **$173,981** | **$218,287** | **$211,814** | **$216,398** | **$230,734** |
| ***% of Total Revenue*** | ***34.1%*** | ***32.3%*** | ***32.3%*** | ***33.9%*** | ***33.9%*** | ***33.5%*** | ***33.8%*** | ***30.7%*** | ***32.9%*** | ***31.9%*** | ***30.0%*** | ***42.2%*** | ***40.9%*** | ***41.7%*** | ***35.9%*** | ***33.1%*** | ***32.9%*** |
| **GAAP Research and Development Expense** | **$25,015** | **$25,721** | **$25,649** | **$24,588** | **$25,725** | **$27,964** | **$27,331** | **$28,182** | **$30,560** | **$31,294** | **$30,566** | **$56,464** | **$77,322** | **$108,893** | **$103,207** | **$100,973** | **$109,202** |
| Stock-based compensation expense | (2,851) | (3,499) | (3,605) | (3,390) | (3,350) | (4,451) | (4,195) | (4,637) | (4,732) | (5,471) | (4,741) | (7,398) | (11,110) | (14,382) | (13,095) | (13,345) | (16,633) |
| Transaction-related costs (credits) | (171) | 106 | (151) | 170 | (21) | - | - | - | - | - | - | - | - | (7,797) | (2,857) | (46) | (21) |
| **Non-GAAP Research and Development Expense** | **$21,993** | **$22,328** | **$21,893** | **$21,368** | **$22,354** | **$23,513** | **$23,136** | **$23,545** | **$25,828** | **$25,823** | **$25,825** | **$49,066** | **$66,212** | **$86,714** | **$87,255** | **$87,582** | **$92,548** |
| ***% of Total Revenue*** | ***14.0%*** | ***13.9%*** | ***13.2%*** | ***12.6%*** | ***13.4%*** | ***13.7%*** | ***13.0%*** | ***12.9%*** | ***14.1%*** | ***13.7%*** | ***13.4%*** | ***13.9%*** | ***15.6%*** | ***16.6%*** | ***14.8%*** | ***13.4%*** | ***13.2%*** |
| **GAAP General and Administrative Expense** | **$30,046** | **$31,053** | **$28,216** | **$32,480** | **$28,345** | **$28,138** | **$29,201** | **$33,048** | **$33,241** | **$30,788** | **$29,315** | **$71,611** | **$86,507** | **$80,155** | **$71,530** | **$121,795** | **$118,732** |
| Amortization of intangible assets | (79) | (78) | (79) | (79) | (79) | (78) | (79) | (79) | (79) | (78) | (79) | (1,832) | (1,911) | (1,911) | (1,379) | (315) | (315) |
| Stock-based compensation expense | (7,955) | (9,625) | (9,470) | (6,927) | (6,379) | (9,685) | (8,725) | (10,433) | (8,825) | (10,002) | (7,334) | (13,850) | (23,594) | (26,597) | (30,381) | (33,977) | (35,222) |
| Change in fair value of contingent consideration | - | - | - | - | - | - | - | - | - | - | - | (28) | 2,758 | 35,130 | 33,549 | - | - |
| Legal settlement costs (gains) | - | - | - | - | - | (251) | (401) | (176) | (185) | 662 | (439) | - | - | (1,709) | - | - | (828) |
| Transaction-related costs (credits) | (26) | (8) | (8) | (9) | (2,971) | (128) | - | (1,642) | (2,923) | - | (1,251) | (4,736) | (1,586) | (5,280) | (1,346) | (51) | (4,741) |
| Impairment of capitalized software implementation costs | - | - | - | - | - | - | - | - | - | - | - | - | - | (1,969) | - | - | - |
| **Non-GAAP General and Administrative Expense** | **$21,986** | **$21,342** | **$18,659** | **$25,465** | **$18,916** | **$17,996** | **$19,996** | **$20,718** | **$21,229** | **$21,370** | **$20,212** | **$51,165** | **$62,174** | **$77,819** | **$71,973** | **$87,452** | **$77,626** |
| ***% of Total Revenue*** | ***14.0%*** | ***13.3%*** | ***11.2%*** | ***15.0%*** | ***11.3%*** | ***10.5%*** | ***11.2%*** | ***11.3%*** | ***11.6%*** | ***11.4%*** | ***10.5%*** | ***14.5%*** | ***14.6%*** | ***14.9%*** | ***12.2%*** | ***13.4%*** | ***11.1%*** |



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