## BLACKLINE

MODERNIZING THE WAY ACCOUNTING \& FINANCE WORK

As of August 1, 2019

## SAFE HARBOR






 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.





 otherwise.


 cautioned not to unduly rely upon these statements.





## BLACKLINE HIGHLIGHTS



26\% Topline Growth with 108\% Dollarbased Net Revenue Retention ${ }^{3}$

## Strong Competitive Moat Across Broad Customer Base

The Industry-Recognized Leader in Financial Close Solutions ${ }^{2}$
Large and Growing \$18.5B Estimated Core TAM ${ }^{1}$ with Multiple Financial Close Adjacencies

## OUR MISSION

## To optimize financial reporting for all organizations worldwide.

FINANCIAL REPORTING IS UNVERSAL \& MISSION CRITICAL,

Public and private companies are responsible for:

- oversight of financial transactions
- management of enterprise
performance
- attestation of financial reporting
- timely close
- consolidation of financial data

BUT CURRENT METHODS ARE INEFFICIENT \& ERROR-PRONE...


CONTROLLERS \& MANAGERS

AUDITORS

CFOs \& SENIOR EXECS

## ...AND IT IS BECOMING INCREASINGLY MORE CHALLENGING

| Increasing <br> Regulatory <br> Scrutiny | Rising Business <br> Complexity | M\&A <br> sox Compliance <br> coso Framework <br> BEPS |  |
| :---: | :---: | :---: | :---: |

## BLACKLINE TRANSFORMS THE FINANCIAL CLOSE

The Financial Close is a recurring process that transforms raw data into the audited financials that investors and senior management review. Today these functions are typically performed in widely dispersed disconnected spreadsheets.

## BlackLine's Cloud Platform Offers:



## BLACKLINE'S CONTINUOUS ACCOUNTING PLATFORM

Balance Sheet Integrity

Close Process
Management

## Accounting Process Automation

Finance
Transformation Solution

## Account Reconciliation

- Accurate and effective account reconciliation process

Task Management

- Visibility and control for any accounting checklist


## Journal Entry

- Centralize, manage and automate journal entries


Variance Analysis

- Continuously monitor for risk with automated fluctuation analysis

Consolidation Integrity Manager
Automate system-to-system reconciliation


## Smart Close

- Simplify, Standardize, and Automate Your Financial Close in SAP


## THE CONTINUOUS ACCOUNTING JOURNEY



## SIGNIFICANT MARKET OPPORTUNITY



 Entry, Variance Analysis, Consolidation Integrity Manager and Daily Reconciliation) would be approximately $\$ 18.5$ billion by 2018. The actual TAM may vary materially from such estimate ${ }^{2}$ Trailing twelve months as of 6/30/2019

## OUR GO-TO-MARKET STRATEGY



## STRENGTH ACROSS GEOGRAPHIES, SECTORS \& SIZES

| CONSUMER <br> \& RETAIL | TECHNOLOGY | INDUSTRIAL \& ENERGY | HEALTHCARE | SERVICES | FINANCIAL SERVICES |
| :---: | :---: | :---: | :---: | :---: | :---: |
| GOMOOW | A AUTODESK. | centrica |  | IIIIBRINKS | W/a ${ }_{\text {Insestments }}^{\text {Rusell }}$ |
|  | Go Daddy | HUBEEL | Shire | Rempinsti | RSA ${ }^{\text {- }}$ |
|  | zendesk |  | Davita. | Arment | $\begin{aligned} & \text { SUNTRUST } \\ & \text { SUNTR } \end{aligned}$ |
| $\alpha$ | CPite | Johnson Controls | (1) Ascension | ((1siriusxm)) | UBT <br> Union Bank a Trust |

$$
\begin{array}{cc}
\sim 237,000 & 2,800+ \\
\text { Finance End-Users } & \text { Global Customers }
\end{array}
$$

## PROVEN LAND \& EXPAND MODEL

## Customer Adoption Example

- Purchased Full Suite of Products
- Continued Automation of Finance Function
- 30 users grew to 690+
- Expanded Globally to All Entities



## COMPETITIVE LANDSCAPE

## 6 BLACKLINE

© Market Pioneer

- SaaS-based platform
- ERP agnostic
- Highly scalable and configurable


## STATUS <br> QUO

POINT
SOLUTIONS

ERPs

## x里 Excel

Trintech


N NetSUITE


MBLACKLINE

ORACLE $\qquad$ \# Hyperion

OTHER ERP VENDORS

## ERPs PROVIDE A LOT OF FUNCTIONALITY



## "BEST OF BREED" PROVIDE SUPERIOR SOLUTIONS



## CLIACKLINE <br> SUNGARD <br> FP? kyriba

## RECOGNIZED INDUSTRY LEADER

Magic Quadrant for Cloud Financial Close Solutions


# Recognized as a Leader in Gartner's Magic Quadrant for Cloud Financial Close Solutions <br> 3 years in a row ${ }^{1}$ 

## STRONG AND PASSIONATE MANAGEMENT TEAM



Therese Tucker
Founder and Chief
Executive Officer


Karole Morgan-Prager
Chief Legal and
Administrative Officer


## Pete Hirsch

Chief Technology Officer


Andres Botero
Chief Marketing Officer


Mario Spanicciati
Chief Strategy Officer


Karen Flathers
Chief Customer Officer


Susan Otto
Chief People Officer


Marc Huffman
Chief Operating Officer


Max Solonski
Chief Security Officer


Tammy Coley
Chief Transformation
Officer


Patrick Villanova
Chief Accounting Officer

## BLACKLINE FINANCIALS

## FINANCIAL HIGHLIGHTS

High Growth Subscription Model

26\%
Q2'19 REVENUE GROWTH ${ }^{1}$

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

Compelling Expansion Model

108\%
dollar-based net revenue RETENTION AT 6/30/2019

High predictability
from successful land
and expand strategy


## DEMONSTRATED OPERATING LEVERAGE

## 8\%

Q2'19 OPERATING MARGIN (NON-GAAP)

Operating leverage driving profitability

## CONSISTENT SUBSCRIPTION REVENUE GROWTH



[^0]2017, 2018 Revenue under ASC 606 standard/ Prior periods are under ASC 605 standard

## INCREASING AVERAGE REVENUE PER CUSTOMER...

Average Revenue Per Customer - Total
\$000's


## ...AND CONSISTENTLY HIGH RENEWAL RATES

Renewal Rates


## COMPELLING LAND AND EXPAND MODEL



[^1] subscription and support revenue for such customer cohorts, shown as the "CAGR" above.

## STRONG GROSS MARGIN \& DEMONSTRATED OPERATING LEVERAGE






Sales \& Marketing Expense ${ }^{1}$
(\% of Revenue)


Research \& Development Expense ${ }^{1}$
(\% of Revenue)


General \& Administrative Expense ${ }^{1}$
(\% of Revenue)

## LONG-TERM TARGET MODEL

| FY14 |  | FY15 | FY16 | FY17 | FY18 | LT Target <br> Model |
| :--- | :---: | :---: | :---: | :---: | :---: | :---: |
| Gross Margin | $82 \%$ | $81 \%$ | $81 \%$ | $81 \%$ | $82 \%$ | $\sim 80 \%$ |
| S\&M | $48 \%$ | $61 \%$ | $58 \%$ | $51 \%$ | $51 \%$ | $40 \%-45 \%$ |
| R\&D | $17 \%$ | $21 \%$ | $16 \%$ | $13 \%$ | $12 \%$ | $10 \%-12 \%$ |
| G\&A | $17 \%$ | $20 \%$ | $17 \%$ | $16 \%$ | $17 \%$ | $7 \%-9 \%$ |
| Operating Margin | $0 \%$ | $-21 \%$ | $-10 \%$ | $1 \%$ | $2 \%$ | $20 \%+$ |

## GROWTH STRATEGY

## DELIVER CUSTOMER VALUE

Be a strategic partner who leads our customers on their accounting and finance transformations

## INTERNATIONAL EXPANSION

Grow footprint across Europe and Asia Pacific regions

## LAND \& <br> EXPAND

Drive adoption of new solutions, entities and users across our 2,800+ enterprise and mid-market customers

## EXTEND OUR ECOSYSTEM

Expand and strengthen our ERP, BPO, channel and consulting partnerships

## CONTINUOUS INNOVATION

Build and enhance products to automate accounting everywhere

## BLACKLINE HIGHLIGHTS



26\% Topline Growth with 108\% Dollarbased Net Revenue Retention ${ }^{3}$
SaaS-Based Platform Modernizing Accounting \& Finance

Large and Growing \$18.5B Estimated Core TAM ${ }^{1}$ with Multiple Close Adjacencies

The Industry-Recognized Leader in Financial Close Solutions ${ }^{2}$

## Strong Competitive Moat Across Broad Customer Base

# APPENDIX MATERIALS 

## NON-GAAP RECONCILIATIONS AND DEFINITIONS

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


## "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, September 30, 2017, December 31, 2017, and March 31, 2018 related to the Runbook Acquisition were not meaningful and were thus not presented.

NON-GAAP RECONCILIATIONS
NON-GAAP OPERATING INCOME (LOSS) AND NON-GAAP NET INCOME (LOSS) (\$ IN 000’S)

|  | Q1 2016 | Q2 2016 | Q3 2016 | Q4 2016 | Q1 2017 | Q2 2017 | Q3 2017 | Q4 2017 | Q1 2018 | Q2 2018 | Q3 2018 | Q4 2018 | Q1 2019 | Q2 2019 | 2014 | 2015 | 2016 | 2017 | 2018 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Non-GAAP Income (Loss) from Operations |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| GAAP Loss from Operations | (59,799) | ( 58,259$)$ | ( 57,167 ) | ( 58.709 ) | S (7,050) s | $(6,843)$ \$ | (12,298) s | $(4,218) \mathrm{s}$ | (7,560) \$ | \$ $(8,831)$ \$ | \$ (5,021) s | s (8,424) s | s (9,323) s | S (5,978) | (\$18,179) | (\$34,812) | (533,934) | ( 530,409 ) s | $(29,836)$ |
| Purchase Accounting Adjustment to Revenue | - | - | 179 | 537 | - | - | - | - | - | - | - | - | - | - | 4,952 | - | 716 | - | - |
| Amorrization of Acquired Intangible Assets | 3,023 | 3,023 | 3,138 | 3,321 | 3,330 | 3,333 | 3,325 | 3,322 | 3,323 | 3,312 | 3,305 | 3,083 | 3,077 | 3,079 | 12,092 | 12,092 | 12,505 | 13,310 | 13,023 |
| Stock-Based Compensation Expense | 1,625 | 1,549 | 1,360 | 1,992 | 1,849 | 1,987 | 9,115 | 3,093 | 3,974 | 5,393 | 5,340 | 6,188 | 6,452 | 8,012 | 2,017 | 5,497 | 6,526 | 16,044 | 20,895 |
| Change in Fair of Contingent Consideration | 62 | 81 | 135 | 93 | 93 | 96 | 178 | 261 | 112 | 78 | 97 | 163 | (9) | 193 | (781) | 41 | 371 | 628 | 450 |
| Acquisition-Related Costs | - | - | 1,372 | 210 | - | - | - | - | - | - | - | - | - | - | - | . | 1,582 | - | - |
| Compensation costs for payments to stock option holders in association with the Acquisition | . | . | . | . | - | . | . | . | - | . | . | - | . | - | - | - | - | - | . |
| Secondary offering costs | . | - | - | - | . | 809 | - | - | . | - | . | - | - | - | . | - | - | 809 | - |
| Shelf offering costs | - | - | - | - | - | - | - | 818 | 177 | 224 | - | - | 212 | - | - | - | - | 818 | 401 |
| Total Non-GAAP Income (Loss) From Operations | (55,089) | $(53,606)$ | (5983) | ( 52,556 ) | (\$1,788) | (5618) | \$320 | \$3,276 | \$26 | \$176 | \$3,721 | \$1,010 | \$409 s | s 5,306 | \$101 | (\$177,182) | (\$12,234) | \$1,200 | \$4,933 |
| Non-GAAP Net Income (Loss) attributable to BlackLine |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Net income (loss) attributable to BlackLine | (59,335) | (57,541) | (56,619) | (\$15,664) s | 5 (7,685) \$ | \% (9,126) \$ | (12,074) s | $(4,166) \mathrm{s}$ | (7,155) s | \$ $(8,457)$ \$ | \$ (4,460) s | s (7,732) s | s (8,583) s | s (5,225) | (\$16,752) | (\$24,734) | (539,159) | (533,051) | ( 527,804 ) |
| Provision for (benefitit rom) Income Taxes | ${ }^{(1,402)}$ | (1,493) | (1,926) | $(2,135)$ | ${ }^{(235)}$ | ${ }^{43}$ | ${ }^{(258)}$ | (61) | (125) | (65) | (137) | (213) | - | (18) | $(8,282)$ | $(1,934)$ | (6,956) | (511) | (540) |
| Secondary offering costs | . | . | . | . | . | 809 | . | . | . | . | . | . | . | . | . | . | - | 809 | . |
| Shelf offering costs | . | - | - | - | - | . | . | 818 | 177 | 224 | . | . | 212 | - | . | $\cdot$ | . | 818 | 401 |
| Stock-Based Compensation Expense | 1,625 | 1,549 | 1,360 | 1,992 | 1,849 | 1,987 | 9,115 | 3,093 | 3,974 | 5,393 | 5,340 | 6,188 | 6,452 | 8,012 | 2,017 | 5,497 | 6,526 | 16,044 | 20,895 |
| Amortization of Acquired Intangible Assets | ${ }^{3,023}$ | 3,023 | 3,138 | 3,321 | 3,330 | 3,333 | 3,325 | 3,322 | 3,323 | 3,312 | 3,305 | 3,083 | 3,077 | ${ }^{3,079}$ | 12,092 | 12,092 | 12,505 | 13,310 | 13,023 |
| Accretion of Debt Discount | 65 | 81 | 96 | 1,061 | - | - | - | - | . | - | . | . | - | - | 228 | 228 | 1,303 | - | - |
| Accretion of Warrant Discount | 69 | 69 | ${ }^{69}$ | 547 | $\cdot$ | $\cdot$ | $\cdot$ | $\cdot$ | $\cdot$ | $\cdot$ | - | $\cdot$ | $\cdot$ | $\cdot$ | 276 | ${ }^{276}$ | 754 | $\cdot$ | $\cdot$ |
| Purchase Accounting Adjustment to Revenue | - | - | 179 | 537 | . | . | - | . | . | . | . | . | . | $\cdot$ | 4,952 | $\cdot$ | 716 | - | - |
| Change in Fair Value of Contingent Consideration | 62 | 81 | 135 | ${ }^{93}$ | ${ }^{93}$ | ${ }^{96}$ | 178 | 261 | 112 | ${ }^{78}$ | 97 | 163 | (9) | 193 | (781) | ${ }^{41}$ | 371 | ${ }^{628}$ | 450 |
| Change in Fair Value of Common Stock Warrant Liability | - | (300) | $\cdot$ | 6,180 | 1,000 | 2,990 | - | $\cdot$ | - | $\cdot$ | - | - | - | $\cdot$ | 3,700 | 420 | 5,880 | 3,490 | $\cdot$ |
| Acquisition-Related Costs | - | - | 1,372 | 210 | - | . | - | - | $\cdot$ | $\cdot$ | - | $\cdot$ | $\cdot$ | $\cdot$ | - | - | ${ }^{1,582}$ | $\cdot$ | . |
| Adjustment to redeemable non-controlling interest | $\cdot$ | $\cdot$ | $\cdot$ | $\cdot$ | $\cdot$ | $\cdot$ | $\cdot$ | $\cdot$ | $\cdot$ | $\cdot$ | $\cdot$ | $\cdot$ | $\cdot$ | 54 | $\cdot$ | $\cdot$ | $\cdot$ | $\cdot$ | . |
| Total Non-GAAP Net Income (Loss) attributable to BlackLine | $(55,893)$ | $(54,531)$ | ( 52,196 ) | (53,858) | ( 51.648 ) | (5368) | \$286 | s3,267 | \$306 | \$485 | \$4,145 | \$1,489 s | s 1,149 s | s 6,095 | ( 52,550 ) | ( 520,114 ) | (\$16,478) | \$1,537 | s6,425 |


|  | Q1 2016 | Q2 2016 | Q3 2016 | Q4 2016 |  | 12017 |  | 22017 |  | 32017 |  | 42017 |  | 2018 |  | 22018 |  | 32018 |  | 42018 |  | 12019 |  | 2019 | 2014 | 2015 | 2016 | 2017 | 2018 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| GAAP Sales and Marketing Expense | \$ 18,169 | \$19,073 | \$19,037 | \$21,531 | s | 21,820 | s | 23,992 | \$ | 32,048 | s | 26,107 | s | 29,227 | s | 32,150 | s | 31,709 | s | 35,722 | s | 35,848 | s | 37,192 | \$31,837 | \$56,546 | \$77,810 | \$103,967 | \$ 128,808 |
| A mortization of Intangible Assets | 872 | 872 | 896 | 965 |  | 965 |  | 968 |  | 970 |  | 969 |  | 969 |  | 966 |  | 987 |  | 965 |  | 968 |  | 968 | 3,487 | 3,487 | 3,605 | 3,872 | 3,887 |
| Stock-Based Compensation Expense | 672 | 661 | 501 | 656 |  | 660 |  | 748 |  | 7,761 |  | 1,642 |  | 1,437 |  | 2,308 |  | 2,182 |  | 2,747 |  | 2,994 |  | 3,558 | 1,059 | 2,418 | 2,490 | 10,811 | 8,674 |
| Non-GAAP Sales and M arketing Expense | \$16,625 | \$17,540 | \$17,640 | \$19,910 |  | \$20,195 |  | \$22,276 |  | \$23,317 |  | \$23,496 |  | \$26,821 |  | \$28,876 |  | \$28,540 |  | \$32,010 |  | \$31,886 | s | 32,666 | \$27,291 | \$50,641 | \$71,715 | \$89,284 | \$ 116,247 |
| GAAP Research and Development Expense | \$5,272 | \$5,193 | \$5,087 | \$5,573 | s | 5,948 | s | 6,009 | s | 5,883 | s | 6,034 |  | 6,929 | s | 7,811 | s | 7,261 | s | 8,753 | s | 10,307 | s | 10,829 | \$9,705 | \$ 18,216 | \$21,125 | \$23,874 | \$30,754 |
| Stock-Based Compensation Expense | 161 | 173 | 198 | 277 |  | 83 |  | 215 |  | 236 |  | 233 |  | 429 |  | 675 |  | 651 |  | 815 |  | 944 | s | 1,235 | 229 | 588 | 809 | 767 | 2,570 |
| Non-GAAP Research and Development Expense | \$5,111 | \$5,020 | \$4,889 | \$5,296 |  | \$5,865 |  | \$5,794 |  | \$5,647 |  | \$5,801 |  | \$6,500 |  | \$7,136 |  | \$6,610 |  | \$7,938 |  | \$9,363 | s | 9,594 | \$9,476 | \$17,628 | \$20,316 | \$23,107 | \$28,184 |
| GAAP General and Administrative Expense | \$5,979 | \$5,956 | \$7,698 | \$8,278 | s | 8,253 | s | 8,466 | s | 8,920 | s | 11,147 | s | 11,082 | s | 12,458 | s | 11,268 | s | 12,380 | s | 13,679 | s | 12,677 | \$11,716 | \$20,928 | \$27,911 | \$36,786 | \$47,188 |
| Amortization of Intangible Assets | 617 | 616 | 647 | 652 |  | 661 |  | 652 |  | 639 |  | ${ }^{639}$ |  | 639 |  | 638 |  | 597 |  | 399 |  | 398 |  | 399 | 2,466 | 2,466 | 2,532 | 2,591 | 2,273 |
| Stock-Based Compensation Expense | 651 | 581 | 511 | 769 |  | 856 |  | 753 |  | 784 |  | 924 |  | 1,270 |  | 1,728 |  | 1,638 |  | 1,750 |  | 1,626 |  | 2,060 | 480 | 2,025 | 2,512 | 3,317 | 6,386 |
| C hange in Fair Value of Contingent Consideration | 62 | 81 | 135 | 93 |  | ${ }^{93}$ |  | 96 |  | 178 |  | 261 |  | 112 |  | ${ }^{78}$ |  | 97 |  | 163 |  | 9 |  | 193 | (781) | 41 | 371 | 628 | 450 |
| Acquisition Related Costs | $\cdot$ | - | ${ }^{1,372}$ | 210 |  | - |  | $\cdot$ |  | - |  | - |  | - |  | - |  | - |  | - |  | - |  | - | - | - | 1,582 | - | - |
| Secondary offering Costs | - | - | - | - |  | - |  | 809 |  | - |  | - |  | - |  | - |  | - |  | - |  | - |  | - | - | - | - | 809 | $\cdot$ |
| Shelf offering Costs | $\cdot$ | $\cdot$ | - | $\cdot$ |  | - |  | $\cdot$ |  | - |  | 818 |  | 177 |  | 224 |  | $\cdot$ |  | $\cdot$ |  | 212 |  | $\cdot$ | - | $\cdot$ | $\cdot$ | ${ }^{818}$ | 401 |
| Non-GAAP General and Administrative Expense | \$4,649 | \$4,678 | \$5,033 | \$6,554 |  | \$6,643 |  | \$6,156 |  | \$7,319 |  | \$8,505 |  | \$8,884 |  | \$9,790 |  | \$8,936 |  | \$10,068 |  | \$11,452 | s | 10,025 | \$9,551 | \$16,396 | \$20,914 | \$28,623 | \$37,678 |


[^0]:    Represents 2 year CAGR from 2016 to 2018

[^1]:    
     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.
    
    
    

