# BLACKLINE 

MODERNIZING THE WAY ACCOUNTING \& FINANCE WORK

As of May 2, 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

- Modernizing Accounting and Finance with 100\% SaaS-Based Platform
- Award Winning Solutions with Strong Culture of Innovation
- Global, Diverse Customer Base with Demonstrated Expansion Opportunities

25\%
Q12019 REVENUE GROWTH ${ }^{1}$

## 108\%

DOLLAR-BASED NET REVENUE RETENTION (at 3/31/2019)
$\sim 18 \mathrm{~B}$
TOTAL CORE
ADDRESSABLE
MARKET ${ }^{2}$

## WHAT WE DO

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 gives accountants




Strong
Internal Controls


Real-Time Visibility

## ACCELERATING CHALLENGES FOR KEY BUSINESS FUNCTIONS

## Increasing Regulatory Scrutiny

SOX Compliance | COSO Framework | BEPS | IRS Section 385


## Rising Business Complexity

M\&A | Globalization | Transfer Pricing Agreements | Disparate IT Investments

## Expectation of Accuracy \& Real-Time Data

Automation | Robotics | Business Intelligence | Agile Decision-making

## Exponentially Growing Data Volume

Unstructured Information | System Interoperability | Big Data

## CURRENT METHODS ARE INEFFICIENT AND ERROR PRONE



## BLACKLINE TRANSFORMS THE FINANCIAL CLOSE



## THE FUTURE IS CONTINUOUS ACCOUNTING



## CONTINUOUS ACCOUNTING JOURNEY

MODERNIZEDRECORD-TO-REPORT
Account Reconciliations
Task Management
INTERNAL CONTROLS
Variance Analysis Compliance


## SIGNIFICANT MARKET OPPORTUNITY


227,000
BLACKLINE
USERS
(at 3/31/19)


## STRENGTH ACROSS GEOGRAPHIES, SECTORS \& SIZES

| CONSUMER <br> \& RETAIL | technology | INDUSTRIAL \& ENERGY | HEALTHCARE | SERVICES | FINANCIAL SERVICES |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Cochooly | A AUTODESK | centrica |  | IIIBRINKS |  |
| Costrac | ${ }^{35} 60 \text { Daddy" }$ | HUBEEL | Shire | Rempinsti | RSA ${ }^{\text {O }}$ |
|  | zendesk | Nich | Davîta. |  | SUNTRUST |
| - | Pricte | $\underset{\substack{\text { Johnson (1) } \\ \text { Controls }}}{ }$ | ( Ascension | ([sirusxmin) | $\mathrm{UBT}_{\text {Union Bonk atrust }}$ |
|  | $227,00$ <br> Finance End |  | Globa | 00+ <br> ustomers |  |

## APPEAL ACROSS THE ENTIRE ORGANIZATION

## CFOs \& SENIOR EXECS

- Greater confidence and visibility in financial reporting
- Increased compliance with regulations such as Sarbanes-Oxley
- Reduced head counts and increased strategic focus


## AUDITORS

- Electronic access to remote reconciliations
- PBC lists maintained in BlackLine
- Clear communication channel


## CONTROLLERS \& MANAGERS

- Lives with manual close processes
- Directly responsible for quality


## ACCOUNTANTS

- Automation completes rote work
- More time for value-add analysis
- Proactive alerting


## GO TO MARKET APPROACH



## PROVEN LAND \& EXPAND

## 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
© 100\% SaaS-based platform

- ERP agnostic
© Highly scalable and configurable


## STATUS QUO <br> X圀 Excel

## POINT SOLUTIONS

Trintech

ERPs


Ni NETSUITE $\longrightarrow$ BLACKLINE
$\qquad$

OTHER ERP VENDORS

## ERPs PROVIDE A LOT OF FUNCTIONALITY



## "BEST OF BREED" PROVIDE SUPERIOR SOLUTIONS



## CLIACKLINE <br> sungari PD kyriba

# BLACKLINE FINANCIALS 

## FINANCIAL HIGHLIGHTS

High Growth Subscription Model

25\%
Q1'19 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 3/31/2019

High predictability
from successful land
and expand strategy

High
Gross
Margins
$83 \%$
Q1'19 GROSS MARGIN (NON-GAAP)

96\% SaaS recurring revenue

## DEMONSTRATED OPERATING LEVERAGE

1\%
Q1'19 OPERATING MARGIN (NON-GAAP)

Operating leverage driving profitability

See Appendix for GAAP financial measures and reconciliations.

## CONSISTENT SUBSCRIPTION REVENUE GROWTH




## STRONG GLOBAL CUSTOMER \& USER GROWTH




## INCREASING AVERAGE REVENUE PER CUSTOMER

Average Revenue Per Customer - Total
(Non-GAAP) \$000's


## COMPELLING LAND AND EXPAND MODEL



## OPPORTUNITIES TO EXPAND RELATIONSHIPS WITH CUSTOMERS



## STRONG GROSS MARGIN \& DEMONSTRATED OPERATING LEVERAGE

Gross Margin
(Non-GAAP)



Sales \& Marketing Expense
(\% of Non-GAAP Revenue)



General \& Administrative Expense
(\% of Non-GAAP Revenue)

## DEMONSTRATED OPERATING LEVERAGE DRIVING PROFITABILITY



## LONG-TERM TARGET MODEL

| \% of Non-GAAP | FY14 | FY15 | FY16 | FY17 | FY18 | LT Target <br> Revenue |
| :--- | :--- | :--- | :--- | :--- | :--- | :--- |
| Model |  |  |  |  |  |  |


| Gross Margin | $82 \%$ | $81 \%$ | $81 \%$ | $81 \%$ | $82 \%$ |  |
| :--- | :---: | :---: | :---: | :---: | :---: | :---: |
| S\&M | $48 \%$ | $61 \%$ | $58 \%$ | $51 \%$ | $51 \%$ |  |
| R\&D | $17 \%$ | $21 \%$ | $16 \%$ | $13 \%$ | $12 \%$ | $10 \%-40 \%$ |
| G\&A | $17 \%$ | $20 \%$ | $17 \%$ | $16 \%$ | $17 \%$ | $7 \%-9 \%$ |
| Operating Margin | $0 \%$ | $-21 \%$ | $-10 \%$ | $1 \%$ | $2 \%$ | $20 \%+$ |

## GROWTH STRATEGY

 EXPANSIONGrow footprint across
Europe, South America, and Asia


FOCUS ON MID-MARKET

Deliver finance
automation to this
large, underserved, and high-growth market

EXTEND OUR ECOSYSTEM

Build new ERP, BPO, Channel, and Consulting partnerships

## INNOVATE

 CONTINUOUSLYBuild new products to automate accounting everywhere

## BUILDING FOR THE FUTURE

## 2019

## 2018

## 2017

## 2016

- More full-platform customer successes
- Stratification of ENT \& MM
- Monetize the Installed Base
- Globalization - Delivering on internal expansion
- Build and improve internal communication
- Be the model for CX
- Execute an effective and united GTM strategy
- Maintain our people and customer centric culture
- Be the partner for Finance Transformation
- Be the model for CX
- Maintain our people and customer centric culture
- Whole Product Offering
- Enhance the customer journey
- Tailor S\&M initiatives by geography
- Pursue larger deals
- Focus on new strategic products
- Enhance BlackLine's platform and products


## BLACKLINE HIGHLIGHTS

- Modernizing Accounting and Finance with 100\% SaaS-Based Platform
- Award Winning Solutions with Strong Culture of Innovation
- Global, Diverse Customer Base with Demonstrated Expansion Opportunities

25\%
Q12019 REVENUE GROWTH ${ }^{1}$

## 108\%

DOLLAR-BASED NET REVENUE RETENTION (at 3/31/2019)
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# APPENDIX MATERIALS 

## NON-GAAP RECONCILIATIONS AND DEFINITIONS

NON-GAAP REVENUE, NON-GAAP GROSS PROFIT, AND FREE CASH FLOW (\$ 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 | 2014 | 2015 | 2016 | 2017 | 2018 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Non-GAAP Revenues |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| GAAP Revenues | \$26,561 | \$29,026 | \$32,196 | \$35,340 | \$38,181 | \$41,981 | \$45,424 | \$50,017 | \$51,284 | \$55,454 | \$58,734 | \$62,316 | \$64,129 | \$51,677 | \$83,607 | \$123,123 | \$175,603 | \$227,788 |
| Purchase Accounting Adjustment to Revenue | - | - | 179 | 537 | - | - | - | - | - | - | - | - | - | 4,952 | . | 716 | - | - |
| Total Non-GAAP Revenues | \$26,561 | \$29,026 | \$32,375 | \$35,877 | \$38,181 | \$41,981 | \$45,424 | \$50,017 | \$51,284 | \$55,454 | \$58,734 | \$62,316 | \$64,129 | \$56,629 | \$83,607 | \$123,839 | \$175,603 | \$227,788 |
| Non-GAAP Gross Profit |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| GAAP Gross Profit | \$19,621 | \$21,963 | \$24,655 | \$26,673 \$ | \$ 28,971 \$ | \$ 31,624 | \$ 34,553 | \$ 39,070 | \$ 39,678 | \$ 43,588 | s 45,217 | S 48,431 | S 50,511 | \$35,079 | \$60,878 | \$92,912 | \$134,218 | \$176,914 |
| Purchase Accounting Adjustment to Revenue | - | - | 179 | 537 | - | - | - | - | - | - | - | - | - | 4,952 | - | 716 | - | - |
| Amortization of Developed Technology | 1,534 | 1,535 | 1,595 | 1,704 | 1,704 | 1,713 | 1,716 | 1,714 | 1,715 | 1,708 | 1,721 | 1,719 | 1,711 | 6,139 | 6,139 | 6,368 | 6,847 | 6,863 |
| Stock-Based Compensation Expense | 141 | 134 | 150 | 290 | 250 | 271 | 334 | 294 | 838 | 682 | 869 | 876 | 888 | 249 | 466 | 715 | 1,149 | 3,265 |
| Total Non-GAAP Gross Profit | \$21,296 | \$23,632 | \$26,579 | \$29,204 | \$30,925 | \$33,608 | \$36,603 | \$41,078 | \$42,231 | \$45,978 | \$47,807 | \$51,026 | \$53,110 | \$46,419 | \$67,483 | \$100,711 | \$142,214 | \$187,042 |
| Free Cash Flow |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Cash flows from operating activities | ( 54,651 ) | \$1,561 | \$4,139 | ( 55,857 ) \$ | \$ (1,705) \$ | \$ 1,872 | \$ 3,507 s | \$ 2,750 | \$ 1,822 | \$ 4,681 | s 4,814 | S 4,823 | \$ 3,026 | \$8,943 | \$1,006 | ( 54,808 ) | \$6,424 | \$16,140 |
| Capitalized software development costs | (807) | (665) | (854) | (944) | $(1,083)$ | (900) | $(1,362)$ | $(1,279)$ | $(1,653)$ | $(1,460)$ | $(1,527)$ | $(1,035)$ | $(1,232)$ | $(1,437)$ | $(2,273)$ | $(3,270)$ | $(4,624)$ | (5,675) |
| Purchase of property and equipment | (409) | (493) | (406) | (416) | (488) | (630) | $(2,611)$ | (273) | $(1,634)$ | $(2,062)$ | (892) | $(1,696)$ | $(1,103)$ | $(1,429)$ | $(10,094)$ | (1,724) | $(4,002)$ | $(6,284)$ |
| Free Cash Flow | ( 59,867 ) | \$403 | \$2,879 | $(57,217)$ | $(53,276)$ | \$342 | (\$466) | \$1,198 | $(\$ 1,465)$ | \$1,159 | \$2,395 | \$2,092 | \$691 | \$6,077 | ( 111,361 ) | ( 59,802 ) | $(\$ 2,202)$ | \$4,181 |

## "ACQUISITION" DEFINITION



 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 | Q12018 | Q2 2018 | Q3 2018 | Q4 2018 | Q1 2019 | 2014 | 2015 | 2016 | 2017 | 2018 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Non-GAAP Income (Loss) from Operations |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| GAAP Loss from Operations | (59,799) | ( 58,259$)$ | (\$7,167) | ( 58,709 ) \$ | s (7,050) \$ | \$ (6,843) \$ | \$ (12,298) \$ | \$ $(4,218)$ \$ | \$ (7,560) \$ | \$ $(8,831)$ s | s (5,021) | \$ $(8,424) \mathrm{s}$ | \$ $\quad(9,323)$ | ( 518,179 ) | (\$34,812) | (533,934) | ( 530,409 ) \$ | (29,836) |
| Purchase Accounting Adjustment to Revenue | - | - | 179 | 537 | - | - | - | - | - | - | - | - | - | 4,952 | - | 716 | - | - |
| 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 | 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 | 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) | (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) | ( $\$ 2,556)$ | (\$1,778) | (5618) | \$320 | \$3,276 | \$26 | \$176 | \$3,721 | \$1,010 | \$409 | \$101 | ( 517,182 ) | (\$12,234) | \$1,200 | \$4,933 |
| Non-GAAP Net Income (Loss) atrributable to BlackLine |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Net income (loss) attributable to BlackLine | ( 59,335 ) | (57,541) | ( 56,619 ) | (\$15,664) \$ | \$ (7,685) \$ | \$ $(9,126)$ \$ | \$ $(12,074)$ \$ | \$ $(4,166)$ | \$ $(7,155)$ \$ | \$ $(8,457)$ \$ | S (4,460) | \$ (7,732) \$ | \$ (8,583) | ( 516,752 ) | ( 524,734 ) | ( 539,159 ) | ( 533,051 ) | ( $\$ 27,804)$ |
| Provision for (benefitit from) Income Taxes | ${ }^{(1,402)}$ | ${ }^{(1,493)}$ | ${ }^{(1,926)}$ | $(2,135)$ | ${ }^{(235)}$ | ${ }^{43}$ | (258) | (61) | ${ }^{(125)}$ | (65) | (137) | (213) | . | $(8,282)$ | (13,934) | ${ }^{(6,956)}$ | (511) | (540) |
| Secondary offering costs | - | - | - | - | . | 809 | - | - | - | - | - | - | - | - | - | - | 809 | - |
| Shelfo offering costs | - | - | - | - | - | - | - | 818 | 177 | 224 | - | - | 212 | - | - | - | 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 | 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 | ${ }^{3,083}$ | ${ }^{3,077}$ | 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 | - | - | . | - | - | - | - | - | - | 276 | 276 | 754 | - | $\cdot$ |
| Purchase Accounting Adjustment to Revenue | $\cdot$ | $\cdot$ | 179 | ${ }_{537}$ | $\cdot$ | $\cdot$ | $\cdot$ | $\cdot$ | $\cdot$ | $\cdot$ | $\cdot$ | . | $\cdot$ | 4,952 | $\cdot$ | 716 | $\cdot$ | $\cdot$ |
| Change in Fair Value of Contingent Consideration | 62 | 81 | 135 | 93 | 93 | 96 | 178 | ${ }^{261}$ | 112 | 78 | ${ }^{97}$ | 163 | (9) | ${ }^{(781)}$ | 41 | 371 | 628 | 450 |
| Change in Fair Value of Common Stock Warrant Liability | . | (300) | - | 6,180 | 1,000 | 2,490 | . | - | - | . | - | . | . | 3,700 | 420 | 5,880 | 3,490 | - |
| Acquisition-Related Costs | - | . | 1,372 | 210 | - | . | - | - | - | . | - | - | - | . | . | 1,582 | - | $\cdot$ |
| Total Non-GAAP Net Income (Loss) attributable to BlackLine | $(55,893)$ | ( 54,531 ) | $(52,196)$ | ( 53,858 ) | (\$1,648) | (\$368) | \$286 | \$3,267 | \$306 | \$485 | \$4,145 | \$1,489 \$ | \$ 1,149 | ( 52,550 ) | ( 520,114 ) | ( 516,478 ) | \$1,537 | \$6,425 |


|  | Q1 2016 | Q2 2016 | Q3 2016 | Q4 2016 |  | 12017 |  | 2017 |  | 32017 |  | 2017 |  | 2018 |  | 2018 |  | 2018 |  | 42018 |  | 12019 | 2014 | 2015 | 2016 | 2017 | 2018 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| GAAP Sales and Marketing Expense | \$18,169 | \$19,073 | \$19,037 | \$21,531 | s | 21,820 | s | 23,992 | s | 32,048 | s | 26,107 | s | 29,227 | s | 32,150 | s | 31,709 | s | 35,722 | s | 35,848 | \$31,837 | \$56,546 | \$77,810 | \$103,967 | S 128,808 |
| Amortization of Intangible Assets | 872 | 872 | 896 | 965 |  | 965 |  | 968 |  | 970 |  | 969 |  | 969 |  | 966 |  | 987 |  | 965 |  | 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 | 1,059 | 2,418 | 2,490 | 10,811 | 8,674 |
| Non-GAAP Sales and Marketing 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 | \$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 | s | 6,929 | s | 7,811 | s | 7,261 | s | 8,753 | s | 10,307 | \$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 | 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 | \$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 | \$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 | 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 | 480 | 2,025 | 2,512 | 3,317 | 6,386 |
| Change in Fair Value of Contingent Consideration | 62 | 81 | 135 | 93 |  | 93 |  | 96 |  | 178 |  | 261 |  | 112 |  | 78 |  | 97 |  | 163 |  | 9 | (781) | 41 | 371 | 628 | 450 |
| Acquisition Related Costs | - | - | 1,372 | 210 |  | - |  | - |  | - |  | - |  | - |  | - |  | - |  | - |  | - | - | - | 1,582 | - | - |
| Secondary offering Costs | $\cdot$ | - | - | $\cdot$ |  | . |  | 809 |  | . |  | - |  | - |  | - |  | - |  | - |  | $\cdot$ | - | - | - | 809 | $\cdot$ |
| Shelf offering Costs | - | - | - | - |  | - |  | - |  | - |  | 818 |  | 177 |  | 224 |  | - |  | - |  | 212 | - | $\cdot$ | - | 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 | \$9,551 | \$16,396 | \$20,914 | \$28,623 | \$37,678 |

