

BLUE NILE INC  
Form 10-Q  
November 13, 2006

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**UNITED STATES SECURITIES AND EXCHANGE COMMISSION  
WASHINGTON, DC 20549  
FORM 10-Q**

**QUARTERLY REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES  
EXCHANGE ACT OF 1934**

**For the quarterly period ended October 1, 2006**

**OR**

**TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES  
EXCHANGE ACT OF 1934**

**For the transition period from \_\_\_\_\_ to \_\_\_\_\_**

**Commission file number 000-50763**

**BLUE NILE, INC.**

(Exact name of Registrant as specified in its charter)

Delaware

(State or other jurisdiction of  
incorporation or organization)

91-1963165

(I.R.S. Employer Identification No.)

705 Fifth Avenue South, Suite 900, Seattle, Washington

(Address of principal executive offices)

98104

(Zip code)

(206) 336-6700

(Registrant's telephone number, including area code)

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes  No

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer or a non-accelerated filer. See definition of "accelerated filer" and "large accelerated filer" in Rule 12b-2 of the Exchange Act.

Large accelerated filer  Accelerated filer  Non-accelerated filer

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act).

Yes  No

As of October 27, 2006, the registrant had 16,023,955 shares of common stock outstanding.

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**Cautionary Note Regarding Forward-Looking Statements**

This quarterly report on Form 10-Q contains forward-looking statements that involve many risks and uncertainties. These statements, related to future events and our future performance, are based on current expectations, estimates, forecasts and projections about the industries in which we operate and the beliefs and assumptions of management as of the date of this filing. In some cases, you can identify forward-looking statements by terms such as would, could, may, will, should, expect, intend, plan, anticipate, believe, estimate, predict, potential, target, negative of these terms or other variations of such terms. In addition, any statements that refer to projections of our future financial performance, our anticipated growth and trends in our business and other characterizations of future events or circumstances, are forward-looking statements. These statements are only predictions based upon assumptions made that are believed to be reasonable at the time, and are subject to risk and uncertainties. Therefore, actual events or results may differ materially and adversely from those expressed in any forward-looking statement. In evaluating these statements, you should specifically consider the risks described under the caption Item 1A Risk Factors and elsewhere in this Form 10-Q. These factors, and other factors, may cause our actual results to differ materially from any forward-looking statement. Except as required by law, we undertake no obligation to publicly update or revise any forward-looking statement, whether as a result of new information, future events or otherwise.

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## ITEM 1. Financial Statements

**BLUE NILE, INC.**  
**Consolidated Balance Sheets**  
(in thousands, except par value)

|   | <b>October 1,<br/>2006</b> | <b>January 1,<br/>2006</b> |
|---|----------------------------|----------------------------|
|   | <b>(unaudited)</b>         |                            |
| <b>Assets</b>   |                            |                            |
| Current assets:   |                            |                            |
| Cash and cash equivalents   | \$ 24,009                  | \$ 71,921                  |
| Restricted cash   | 119                        | 119                        |
| Marketable securities   | 29,789                     | 42,748                     |
| Trade accounts receivable   | 850                        | 1,567                      |
| Other accounts receivable   | 127                        | 310                        |
| Inventories   | 12,675                     | 11,764                     |
| Deferred income taxes   | 940                        | 3,223                      |
| Prepays and other current assets  | 834                        | 844                        |
| <br>  |                            |                            |
| Total current assets  | 69,343                     | 132,496                    |
| Property and equipment, net   | 3,586                      | 3,261                      |
| Intangible assets, net  | 328                        | 352                        |
| Deferred income taxes   | 1,953                      | 1,819                      |
| Other assets  | 93                         | 77                         |
| <br>  |                            |                            |
| Total assets  | \$ 75,303                  | \$ 138,005                 |
| <br><b>Liabilities and Stockholders Equity</b>  |                            |                            |
| Current liabilities:  |                            |                            |
| Accounts payable  | \$ 29,845                  | \$ 50,157                  |
| Accrued liabilities   | 3,918                      | 5,262                      |
| Current portion of deferred rent  | 198                        | 208                        |
| <br>  |                            |                            |
| Total current liabilities   | 33,961                     | 55,627                     |
| Deferred rent, less current portion   | 722                        | 863                        |
| Commitments and contingencies   |                            |                            |
| Stockholders equity:  |                            |                            |
| Preferred stock, \$0.001 par value; 5,000 shares authorized, none issued and outstanding  |                            |                            |
| Common stock, \$0.001 par value; 300,000 shares authorized 19,030 shares and 18,646 shares issued, respectively 16,021 shares and 17,331 shares outstanding, respectively | 19                         | 19                         |
| Additional paid-in capital  | 112,091                    | 106,341                    |
| Deferred compensation   | (252)                      | (480)                      |
| Accumulated other comprehensive income  | 5                          | 5                          |
| Retained earnings (accumulated deficit)   | 949                        | (6,362)                    |
| Treasury stock, at cost; 3,009 shares and 1,315 shares outstanding, respectively  | (72,192)                   | (18,008)                   |

|  |           |            |
|--|-----------|------------|
| Total stockholders' equity                 | 40,620    | 81,515     |
| Total liabilities and stockholders' equity | \$ 75,303 | \$ 138,005 |

The accompanying notes are an integral part of these consolidated financial statements

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**BLUE NILE, INC.**  
**Consolidated Statements of Operations**  
**(unaudited)**  
**(in thousands, except per share data)**

|  | Quarter ended         |                       | Year to date ended    |                    |
|--|-----------------------|-----------------------|-----------------------|--------------------|
|  | October<br>1,<br>2006 | October<br>2,<br>2005 | October<br>1,<br>2006 | October 2,<br>2005 |
| Net sales                                    | \$ 53,248             | \$ 41,996             | \$ 160,858            | \$ 129,938         |
| Cost of sales                                | 42,817                | 32,751                | 128,710               | 101,016            |
| Gross profit                                 | 10,431                | 9,245                 | 32,148                | 28,922             |
| Selling, general and administrative expenses | 8,271                 | 6,049                 | 23,721                | 18,356             |
| Operating income                             | 2,160                 | 3,196                 | 8,427                 | 10,566             |
| Other income (expense), net:                 |                       |                       |                       |                    |
| Interest income                              | 670                   | 663                   | 2,536                 | 1,723              |
| Other income                                 | 1                     |                       | 101                   |                    |
| Total other income (expense), net            | 671                   | 663                   | 2,637                 | 1,723              |
| Income before income taxes                   | 2,831                 | 3,859                 | 11,064                | 12,289             |
| Income tax expense                           | 1,007                 | 1,390                 | 3,753                 | 4,425              |
| Net income                                   | \$ 1,824              | \$ 2,469              | \$ 7,311              | \$ 7,864           |
| Basic net income per share                   | \$ 0.11               | \$ 0.14               | \$ 0.44               | \$ 0.45            |
| Diluted net income per share                 | \$ 0.11               | \$ 0.13               | \$ 0.42               | \$ 0.42            |

The accompanying notes are an integral part of these consolidated financial statements

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**BLUE NILE, INC.**  
**Consolidated Statements of Changes in Stockholders Equity**  
**(unaudited)**  
**(in thousands)**

|   | <b>Common stock</b> |               | <b>Additional paid-in capital</b> | <b>Deferred compensation</b> | <b>Retained earnings (accumulated deficit)</b> | <b>Accumulated other comprehensive income (loss)</b> | <b>Treasury stock</b> |               | <b>Total stockholders equity</b> |
|---|---------------------|---------------|-----------------------------------|------------------------------|--|--|-----------------------|---------------|----------------------------------|
|   | <b>Shares</b>       | <b>Amount</b> |                                   |                              |  |  | <b>Shares</b>         | <b>Amount</b> |                                  |
| Balance, January 1, 2006  | 18,646              | \$ 19         | \$ 106,341                        | \$ (480)                     | \$ (6,362)                                     | \$ 5   | (1,315)               | \$(18,008)    | \$ 81,515                        |
| Net income and comprehensive income                             |                     |               |                                   |                              | 7,311  |  |                       |               | 7,311                            |
| Shares repurchased  |                     |               |                                   |                              |  |  | (1,694)               | (54,184)      | (54,184)                         |
| Amortization of deferred stock compensation                     |                     |               |                                   | 205                          |  |  |                       |               | 205                              |
| Reversal of deferred compensation relating to forfeited options |                     |               | (23)                              | 23                           |  |  |                       |               |                                  |
| Stock-based compensation  |                     |               | 2,952                             |                              |  |  |                       |               | 2,952                            |
| Exercise of stock options                                       | 383                 |               | 1,685                             |                              |  |  |                       |               | 1,685                            |
| Tax benefit from exercise of stock options                      |                     |               | 1,079                             |                              |  |  |                       |               | 1,079                            |
| Issuance of common stock to directors                           | 1                   |               | 57                                |                              |  |  |                       |               | 57                               |
| Balance, October 1, 2006  | 19,030              | \$ 19         | \$ 112,091                        | \$ (252)                     | \$ 949   | \$ 5   | (3,009)               | \$(72,192)    | \$ 40,620                        |

The accompanying notes are an integral part of these consolidated financial statements



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**BLUE NILE, INC.**  
**Consolidated Statements of Cash Flows**  
**(unaudited)**  
**(in thousands)**

|   | <b>Year to date ended</b>      |                            |
|---|--------------------------------|----------------------------|
|   | <b>October<br/>1,<br/>2006</b> | <b>October 2,<br/>2005</b> |
| <b>Operating activities:</b>  |                                |                            |
| Net income  | \$ 7,311                       | \$ 7,864                   |
| Adjustments to reconcile net income to net cash used in operating activities: |                                |                            |
| Depreciation and amortization   | 1,441                          | 1,269                      |
| Loss on disposal of fixed assets  | 4                              | 9                          |
| Stock-based compensation  | 3,155                          | 258                        |
| Deferred income taxes   | 2,222                          | 3,451                      |
| Tax benefit from exercise of stock options                                    | 1,007                          | 730                        |
| Excess tax benefit from exercise of stock options                             | (44)                           |                            |
| Changes in assets and liabilities:  |                                |                            |
| Receivables, net  | 900                            | (578)                      |
| Inventories   | (912)                          | 798                        |
| Prepaid expenses and other assets   | (5)                            | 11                         |
| Accounts payable  | (20,312)                       | (17,237)                   |
| Accrued liabilities   | (1,378)                        | (2,250)                    |
| Deferred rent   | (151)                          | (144)                      |
| Net cash used in operating activities   | (6,762)                        | (5,819)                    |
| <b>Investing activities:</b>  |                                |                            |
| Purchases of property and equipment   | (1,690)                        | (745)                      |
| Proceeds from the sale of property and equipment                              | 1                              | 8                          |
| Purchases of marketable securities  | (55,042)                       | (113,900)                  |
| Proceeds from the maturity of marketable securities                           | 68,000                         | 109,000                    |
| Transfers of restricted cash  |                                | (118)                      |
| Net cash provided by (used in) investing activities                           | 11,269                         | (5,755)                    |
| <b>Financing activities:</b>  |                                |                            |
| Repurchase of common stock  | (54,148)                       | (13,947)                   |
| Proceeds from stock option exercises  | 1,685                          | 228                        |
| Excess tax benefit from exercise of stock options                             | 44                             |                            |
| Net cash used in financing activities   | (52,419)                       | (13,719)                   |
| Net decrease in cash and cash equivalents                                     | (47,912)                       | (25,293)                   |
| Cash and cash equivalents, beginning of period                                | 71,921                         | 59,499                     |

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|  |           |           |
|--|-----------|-----------|
| Cash and cash equivalents, end of period | \$ 24,009 | \$ 34,206 |
|--|-----------|-----------|

The accompanying notes are an integral part of these consolidated financial statements

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**BLUE NILE, INC.**

Notes to Consolidated Financial Statements

**Note 1. Description of the Company and Summary of Significant Accounting Policies**

***The Company***

Blue Nile, Inc. (the Company) is a leading online retailer of high quality diamonds and fine jewelry in the United States. In addition to sales of diamonds, fine jewelry and watches, the Company provides guidance and support to enable customers to more effectively learn about and purchase diamonds as well as classically styled fine jewelry. The Company, a Delaware corporation, based in Seattle, Washington, was formed in March 1999. The Company maintains its primary website at www.bluenile.com. The Company also operates the www.bluenile.co.uk and www.bluenile.ca websites.

***Reclassifications***

Certain reclassifications of prior period balances have been made for consistent presentation with the current period. These reclassifications had no impact on net income, net cash used in operating activities or stockholders' equity as previously reported.

***Basis of Presentation***

The accompanying unaudited consolidated financial statements should be read in conjunction with the Notes to Consolidated Financial Statements contained in the Company's annual report on Form 10-K filed for the year ended January 1, 2006 and filed with the Securities and Exchange Commission (SEC) on March 15, 2006. The same accounting policies are followed for preparing quarterly and annual financial statements. In the opinion of management, all adjustments necessary for the fair presentation of the financial position, results of operations and cash flows for the interim period have been included and are of a normal, recurring nature.

The financial information as of January 1, 2006 is derived from the Company's audited consolidated financial statements and notes for the fiscal year ended January 1, 2006, included in Item 8 of the annual report on Form 10-K for the year then ended.

Due to a number of factors, including the seasonal nature of the retail industry and other factors described in this report, quarterly results are not necessarily indicative of the results for the full fiscal year or any other subsequent interim period.

***Use of Estimates***

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Some of the more significant estimates include the allowance for sales returns and the estimated fair value of stock options granted. Actual results could differ materially from those estimates.

***Intangible Assets***

Intangible assets represent the consideration paid for licenses and other similar agreements with finite lives. Amortization is calculated on a straight-line basis over the estimated useful life of the related assets, which range from 10 years to 17 years.

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## Notes to Consolidated Financial Statements

***Stock-Based Compensation***

The Company grants non-qualified stock options under its 2004 Equity Incentive Plan (the 2004 Plan ) and its 2004 Non-Employee Directors Stock Option Plan (the Directors Plan ). Additionally, the Company has outstanding non-qualified and incentive stock options under its 1999 Equity Incentive Plan (the 1999 Plan ). As of May 19, 2004, the effective date of the Company s initial public offering, no additional stock options were granted under the 1999 Plan.

Prior to January 2, 2006, the Company accounted for options granted under its employee compensation plans using the intrinsic value method prescribed in Accounting Principles Board ( APB ) Opinion No. 25, Accounting for Stock Issued to Employees ( APB 25 ) and related interpretations including Financial Accounting Standards Board ( FASB ) Interpretation No. 44, Accounting for Certain Transactions Involving Stock Compensation, an interpretation of APB Opinion No. 25. Under APB 25, compensation expense was recognized for the difference between the market price of the Company s stock on the date of grant and the exercise price of the stock option. As permitted by Statement of Financial Accounting Standards ( SFAS ) No. 123, Accounting for Stock-Based Compensation ( SFAS 123 ), stock-based compensation was included as a pro forma disclosure in the notes to the consolidated financial statements. Effective January 2, 2006, the Company adopted the provisions of SFAS No. 123R (Revised 2004), Share-Based Payment ( SFAS 123R ) using the modified prospective transition method for all stock options issued after becoming a public company. SFAS 123R requires measurement of compensation cost for all options granted based on fair value on the date of grant and recognition of compensation expense over the service period for those options expected to vest. Stock-based compensation expense recorded for the quarter and year to date ended October 1, 2006 included the estimated expense for stock options granted on or subsequent to January 2, 2006, based on the grant date fair value estimated in accordance with the provisions of SFAS 123R, and the estimated expense for the portion vesting in the period for options granted between March 11, 2004 (the date on which the Company was considered to be a public company for accounting purposes) and January 2, 2006, based on the grant date fair value estimated in accordance with the provisions of SFAS 123. Options granted prior to March 11, 2004 have been accounted for using the prospective transition method, which requires that those options continue to be accounted for under APB 25. In accordance with the requirements of APB 25, the Company has recorded deferred stock-based compensation for the difference between the exercise price of the stock option and the deemed fair market value of the Company s stock at the grant date. The deferred stock-based compensation is being amortized over the vesting period of the awards, generally four years. As prescribed under the modified prospective and prospective transition methods, results for the prior periods have not been restated.

We recognize compensation expense on a straight-line basis over the requisite service period for each stock option grant. Total stock-based compensation expense recognized for the quarter and year to date ended October 1, 2006 was approximately \$1.3 million and \$3.1 million, respectively. Of this amount, approximately \$1.2 million and \$3.0 million, respectively, was recognized as selling, general and administrative expense and approximately \$25,000 and \$56,000, respectively, was recognized as cost of sales. The related total tax benefit was approximately \$424,000 and \$1.0 million, respectively. In addition, approximately \$21,000 and \$58,000 of stock-based compensation costs that were recorded for the quarter and year to date ended October 1, 2006, respectively, were capitalized and included in property and equipment as a component of the cost capitalized for the development of software for internal use. Prior to the adoption of SFAS 123R, the Company presented all tax benefits resulting from the exercise of stock options as operating cash inflows in the consolidated statements of cash flows, in accordance with the provisions of Emerging Issues Task Force ( EITF ) Issue No. 00-15, Classification in the Statement of Cash Flows of the Income Tax Benefit Received by a Company upon Exercise of a Nonqualified Employee Stock Option ( EITF 00-15 ). The tax benefits resulting from the exercise of stock options granted prior to March 11, 2004 will continue to be reported as operating cash inflows in accordance with the prospective transition method. SFAS 123R requires the benefits of tax deductions in excess of the compensation cost recognized for those options granted on or subsequent to March 11, 2004 to be classified as financing cash inflows rather than operating cash inflows, on a prospective basis. This amount is shown as Excess tax benefit from exercise of stock options on the consolidated statement of cash flows and

amounted to \$44,000 for the year to date ended October 1, 2006.

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## Notes to Consolidated Financial Statements

The following table shows the effect on net income and earnings per share had stock-based compensation cost been recognized based upon the estimated fair value on the grant date of stock options granted between March 11, 2004 and January 2, 2006 in accordance with SFAS 123 as amended by SFAS No. 148 Accounting for Stock-Based Compensation Transition and Disclosure for the comparable prior year periods (in thousands, except per share data):

|   | <b>Quarter<br/>ended<br/>October 2,<br/>2005</b> | <b>Year to date<br/>ended<br/>October 2,<br/>2005</b> |
|---|--|---|
| Net income, as reported   | \$ 2,469   | \$ 7,864  |
| Deduct: Stock-based compensation expense determined under fair-value-based method, net of tax | (482)  | (1,270)   |
| Pro forma net income  | \$ 1,987   | \$ 6,594  |
| Income per share:   |  |   |
| Basic as reported   | \$ 0.14  | \$ 0.45   |
| Basic pro forma   | \$ 0.11  | \$ 0.37   |
| Diluted as reported   | \$ 0.13  | \$ 0.42   |
| Diluted pro forma   | \$ 0.11  | \$ 0.35   |

Disclosures for the quarter and year to date ended October 1, 2006 are not presented as the amounts are recognized in the consolidated financial statements in accordance with SFAS No. 123R, as discussed above. Stock-based compensation expense and pro forma net income as presented in the table differs from stock-based compensation expense and net income as reported in the current year in accordance with SFAS 123R due to the nature, timing and amount of stock options issued and the accounting methods used to value and account for these stock options. The fair value of each option on the date of grant is estimated using the Black-Scholes-Merton option valuation model. The following weighted-average assumptions were used for the valuation of options granted during the periods ended October 1, 2006 and October 2, 2005:

|                         | <b>Quarter ended</b>       |                            | <b>Year to date ended</b>  |                            |
|-------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
|                         | <b>October 1,<br/>2006</b> | <b>October 2,<br/>2005</b> | <b>October 1,<br/>2006</b> | <b>October 2,<br/>2005</b> |
| Expected term           | 4.5<br>years               | 4 years                    | 4.5<br>years               | 4 years                    |
| Expected volatility     | 36.0%                      | 38.2%                      | 36.0%                      | 44.7%                      |
| Expected dividend yield | 0.0%                       | 0.0%                       | 0.0%                       | 0.0%                       |
| Risk-free interest rate | 4.85%                      | 4.03%                      | 5.00%                      | 3.96%                      |

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|   |         |         |         |         |
|---|---------|---------|---------|---------|
| Estimated fair value per option granted | \$11.49 | \$11.68 | \$11.79 | \$12.57 |
|---|---------|---------|---------|---------|

Expected Term This is the estimated period of time until exercise and is based primarily on historical experience for options with similar terms and conditions, giving consideration to future expectations. We also considered the expected terms of other companies that have contractual terms, expected stock volatility and employee demographics similar to ours.

Expected Volatility This is based on the Company's historical stock price volatility in combination with the two-year implied volatility of its exchange traded options.

Expected Dividend Yield The Company has not paid dividends in the past and does not expect to pay dividends in the near future.

Risk-Free Interest Rate This is the rate on Nominal U.S. Government Treasury Bills with lives commensurate with the expected term of the options on the date of grant.

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**BLUE NILE, INC.**

Notes to Consolidated Financial Statements

***Recent Accounting Pronouncements***

In November 2005, the FASB issued FASB Staff Position ( FSP ) FAS 115-1, The Meaning of Other-Than-Temporary Impairment and Its Application to Certain Investments ( FSP FAS 115-1 ), which provides guidance on determining when investments in certain debt and equity securities are considered impaired, whether that impairment is other-than-temporary, and on measuring such impairment loss. FSP FAS 115-1 also includes accounting considerations subsequent to the recognition of an other-than temporary impairment and requires certain disclosures about unrealized losses that have not been recognized as other-than-temporary impairments. FSP FAS 115-1 is required to be applied to reporting periods beginning after December 15, 2005. We adopted FSP FAS 115-1 on January 2, 2006. The adoption of this statement did not have a material impact on our consolidated results of operations or financial condition.

In February 2006, the EITF reached a consensus on Issue No. 06-3 ( EITF 06-3 ), How Sales Taxes Collected from Customers and Remitted to Governmental Authorities Should Be Presented in the Income Statement (That Is, Gross Versus Net Presentation). The EITF reached a consensus that a company may adopt a policy for presenting taxes on a gross or net basis. If taxes are significant, the accounting policy should be disclosed and if taxes are presented gross, the amounts included in revenue should be disclosed. The consensus reached in this Issue is effective for periods beginning after December 15, 2006 with early application permitted. We will apply this guidance to our first quarter of fiscal 2007. We do not expect that the adoption of this statement will have a material impact on our consolidated results of operations or financial condition.

In July 2006, the FASB issued FASB Interpretation No. 48, Accounting for Uncertainty in Income Taxes ( FIN 48 ). FIN 48 is an interpretation of FASB Statement No. 109, Accounting for Income Taxes. FIN 48 prescribes how a company should recognize, measure, present and disclose in its financial statements uncertain tax positions that the company has taken or expects to take on a tax return. FIN 48 is effective for fiscal years beginning after December 15, 2006. We are currently evaluating the implications of this statement and the impact on our consolidated results of operations and financial condition.

In September 2006, the SEC issued Staff Accounting Bulletin No. 108 ( SAB 108 ). Due to diversity in practice among registrants, SAB 108 expresses SEC staff views regarding the process by which misstatements in financial statements are evaluated for purposes of determining whether financial statement restatement is necessary. SAB 108 is effective for fiscal years ending after November 15, 2006, with early application encouraged. We will apply this guidance to our fiscal year ending December 31, 2006. We do not expect that the adoption of this statement will have a material impact on our consolidated results of operations or financial condition.

In September 2006, the FASB issued SFAS No. 157, Fair Value Measurements ( SFAS 157 ). SFAS 157 establishes a common definition for fair value, establishes a framework for measuring fair value, and expands disclosure about such fair value measurements. SFAS 157 is effective for fiscal years beginning after November 15, 2007. We will apply this guidance to our first quarter of fiscal 2008. We do not expect that the adoption of this statement will have a material impact on our consolidated results of operations or financial condition.

**Note 2. Stock-based Compensation**

Stock options are granted at prices equal to the fair market value of the Company's common stock on the date of grant. Stock options granted generally provide for 25% vesting on the first anniversary of the date of grant, with the remainder vesting monthly over three years, and expire 10 years from the date of grant. As of October 1, 2006, the Company had four stock option plans. Additional information regarding these plans is disclosed in Note 1 and in our annual report on Form 10-K for the year ended January 1, 2006.



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## Notes to Consolidated Financial Statements

A summary of stock option activity for the year to date ended October 1, 2006 is as follows (in thousands, except exercise price and weighted average remaining contractual term):

|                              | <b>Options</b> | <b>Weighted<br/>average<br/>exercise price</b> | <b>Weighted average<br/>remaining<br/>contractual term<br/>(in years)</b> | <b>Aggregate<br/>intrinsic<br/>value</b> |
|------------------------------|----------------|--|---|--|
| Balance, January 1, 2006     | 2,095          | \$ 15.84                                       |   |  |
| Granted                      | 562            | 31.26  |   |  |
| Exercised                    | (382)          | 4.41   |   |  |
| Cancelled                    | (56)           | 26.61  |   |  |
| Balance, October 1, 2006     | 2,219          | \$ 21.45                                       | 7.84  | \$ 33,062                                |
| Exercisable, October 1, 2006 | 1,078          | \$ 12.69                                       | 6.71  | \$ 25,508                                |

Stock options granted during the year to date ended October 1, 2006 have a weighted average grant-date fair value of \$11.79. The total intrinsic value of options exercised during the year to date ended October 1, 2006 was \$11.2 million. As of October 1, 2006, the Company had total unrecognized compensation costs related to unvested stock options accounted for using the modified prospective and prospective methods under SFAS 123R of \$11.8 million. We expect to recognize this cost over a weighted average period of 1.5 years. The unrecognized compensation cost related to stock options granted subsequent to March 11, 2004 will be adjusted for any future changes in the rate of estimated forfeitures. The unrecognized compensation cost related to stock options granted prior to March 11, 2004 and accounted for under the prospective application method will be adjusted for actual forfeitures as they occur. The following table summarizes information about stock options outstanding at October 1, 2006:

| <b>Range of exercise price</b> | <b>Outstanding</b>                    |   |                           | <b>Exercisable</b>                    |  |
|--------------------------------|---------------------------------------|---|---------------------------|---------------------------------------|--|
|                                | <b>Options<br/>(in<br/>thousands)</b> | <b>Weighted average<br/>Remaining<br/>contractual<br/>life<br/>(in<br/>years)</b> | <b>Exercise<br/>price</b> | <b>Options<br/>(in<br/>thousands)</b> | <b>Weighted<br/>average<br/>exercise<br/>price</b> |
| \$0.25 \$0.275                 | 480                                   | 5.40  | \$ 0.26                   | 479                                   | \$ 0.26  |
| \$0.50 \$30.00                 | 781                                   | 7.55  | 21.57                     | 464                                   | 19.72  |
| \$30.04 \$30.92                | 77                                    | 9.67  | 30.38                     | 11                                    | 30.34  |
| \$31.26 \$31.26                | 455                                   | 9.66  | 31.26                     |                                       |  |
| \$31.43 \$42.15                | 426                                   | 8.88  | 33.03                     | 124                                   | 32.88  |
|                                | 2,219                                 | 7.84  | 21.45                     | 1,078                                 | 12.69  |

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## Notes to Consolidated Financial Statements

**Note 3. Inventories**

Inventories are stated at cost and consist of the following (in thousands):

|                                 | <b>October 1,<br/>2006</b> | <b>January 1,<br/>2006</b> |
|---------------------------------|----------------------------|----------------------------|
| Loose diamonds                  | \$ 328                     | \$ 629                     |
| Fine jewelry, watches and other | 12,347                     | 11,135                     |
|                                 | <b>\$ 12,675</b>           | <b>\$ 11,764</b>           |

**Note 4. Marketable Securities**

The Company's marketable securities are classified as available-for-sale as defined by SFAS No. 115, Accounting for Certain Investments in Debt and Equity Securities (SFAS 115). At October 1, 2006, marketable securities consisted of U.S. government and agencies securities maturing within one year. The securities are carried at fair value, with the unrealized gains and losses included in accumulated other comprehensive income (loss). Realized gains or losses on the sale of marketable securities are identified on a specific identification basis and are reflected as a component of interest income or expense.

Marketable securities totaled \$29.8 million and \$42.7 million at October 1, 2006 and January 1, 2006, respectively.

There were no realized gains or losses on the sales of marketable securities for the quarter ended October 1, 2006.

Gross unrealized gains and losses at October 1, 2006 and January 1, 2006 were not significant.

Any unrealized losses are considered temporary as the duration of the decline in value has been short, the extent of the decline is not severe and the Company has the ability to hold the investments until it recovers substantially all of the cost of the investment.

**Note 5. Net Income Per Share**

Basic net income per share is based on the weighted average number of common shares outstanding. Diluted net income per share is based on the weighted average number of common shares and common share equivalents outstanding. Common share equivalents included in the computation represent common shares issuable upon assumed exercise of outstanding stock options, except when the effect of their inclusion would be antidilutive.

The following tables set forth the computation of basic and diluted net income per share (in thousands, except per share data):

|  | <b>Quarter ended</b>           |                                | <b>Year to date ended</b>      |                                |
|--|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
|  | <b>October<br/>1,<br/>2006</b> | <b>October<br/>2,<br/>2005</b> | <b>October<br/>1,<br/>2006</b> | <b>October<br/>2,<br/>2005</b> |
| Net income                                 | \$ 1,824                       | \$ 2,469                       | \$ 7,311                       | \$ 7,864                       |
| Weighted average common shares outstanding | 16,014                         | 17,500                         | 16,747                         | 17,626                         |
| Basic net income per share                 | \$ 0.11                        | \$ 0.14                        | \$ 0.44                        | \$ 0.45                        |
| Dilutive effect of stock options           | 656                            | 1,040                          | 742                            | 1,031                          |
| Common stock and common stock equivalents  | 16,670                         | 18,540                         | 17,489                         | 18,657                         |

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|                              |         |         |         |         |
|------------------------------|---------|---------|---------|---------|
| Diluted net income per share | \$ 0.11 | \$ 0.13 | \$ 0.42 | \$ 0.42 |
|------------------------------|---------|---------|---------|---------|

For the quarter and year to date ended October 1, 2006, there were 1,363,134 and 1,094,574, respectively, stock option shares excluded from the computation of net income per diluted share due to their antidilutive effect. For the quarter and year to date ended October 2, 2005, there were 35,743 and 102,959, respectively, stock option shares excluded from the computation of net income per diluted share due to their antidilutive effect.

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## Notes to Consolidated Financial Statements

**Item 2. Management's Discussion and Analysis of Financial Condition and Results of Operations**

The following discussion should be read in conjunction with our Consolidated Financial Statements and the related Notes contained elsewhere in this quarterly report on Form 10-Q and the annual report on Form 10-K filed for our fiscal year ended January 1, 2006.

**Management Overview**

During our third quarter ended October 1, 2006, net sales increased 26.8% to \$53.2 million from \$42.0 million during the third quarter of 2005. The increase in net sales is attributable to an increase in sales volume. Gross profit of \$10.4 million increased \$1.2 million in the third quarter ended October 1, 2006 compared to the same period in 2005. Operating income for the quarter ended October 1, 2006 decreased 32.4% to \$2.2 million from \$3.2 million as a result of an increase in selling, general and administrative expenses, primarily due to an increase in stock-based compensation expense related to the implementation of SFAS 123R, as described below. Net income decreased 26.1% to \$1.8 million from \$2.5 million generated in the third quarter of 2005. Sales through our U.K. and Canada websites totaled \$2.2 million for the quarter ended October 1, 2006 compared to \$614,000 for the same period in 2005.

During the year to date ended October 1, 2006, net sales increased 23.8% to \$160.9 million compared to \$129.9 million in the year to date ended October 2, 2005. The increase in net sales is due to higher sales volume. Gross profit increased \$3.2 million to \$32.1 million for the year to date ended October 1, 2006 compared to the same period in 2005. Operating income for the year to date ended October 1, 2006 decreased 20.2% to \$8.4 million from \$10.6 million in the year to date ended October 2, 2005, due to an increase in selling, general and administrative expenses, resulting primarily from an increase in stock-based compensation expense related to the implementation of SFAS 123R, as described below. Net income decreased 7.0% to \$7.3 million from \$7.9 million during the same period in 2005. Factors offsetting the decrease in net income for the year to date ended October 1, 2006 were higher interest income and lower income tax expense compared to the same period in 2005. Sales through our U.K. and Canada websites totaled \$5.5 million for the year to date ended October 1, 2006 compared to \$1.6 million for the same period in 2005.

On January 2, 2006, we adopted SFAS 123R, which requires the fair value of stock options granted to be included in our financial statements. Prior period financial statements are precluded from being revised to reflect this change. Stock-based compensation expense during the third quarter of 2006 was \$1.3 million compared to \$82,000 for the third quarter of 2005 and was \$3.1 million during the year to date ended October 1, 2006 compared to \$236,000 during the corresponding period of 2005. The accounting for stock-based compensation under SFAS 123R in the third quarter of 2006 and in the year to date ended October 1, 2006 had an impact of reducing diluted earnings per share by \$0.05 and \$0.10, respectively. We expect future stock-based compensation expense to be significant. Actual expense will depend on the nature, timing, and amount of stock options granted and the assumptions used in valuing these stock options. Our tax accounting may also be impacted by actual exercise behavior and the relative market prices at exercise.

**Critical Accounting Policies**

The preparation of our consolidated financial statements requires that we make certain estimates and judgments that affect amounts reported and disclosed in our consolidated financial statements and related notes. We base our estimates on historical experience and on other assumptions that we believe to be reasonable under the circumstances. Actual results may differ from those estimates. We consider revenue recognition, stock-based compensation and income taxes to be the most critical accounting policies in understanding the judgments that are involved in preparing the consolidated financial statements. With the adoption of SFAS 123R on January 2, 2006, we have modified our critical accounting policy relating to Stock-based Compensation.

*Stock-based Compensation*

We account for stock-based compensation in accordance with the fair value recognition provisions of SFAS 123R. We use the Black-Scholes-Merton option valuation model, which requires the input of highly subjective assumptions. These assumptions include estimating the length of time employees will retain their vested stock options before exercising them (expected term), the estimated volatility of the Company's common stock price over the expected

term, and the number of options that will ultimately not complete their vesting requirements ( forfeitures ). Changes in these assumptions can materially affect the estimate of the fair value of employee stock options and consequently, the related amount of stock-based compensation expense recognized in the consolidated statements of operations.

**Table of Contents****Results of Operations****Comparison of the Quarter Ended October 1, 2006 to the Quarter Ended October 2, 2005**

The following table presents our operating results for the quarters ended October 1, 2006 and October 2, 2005, respectively, including a comparison of the financial results for these periods (dollars in thousands, except per share data):

|   | Quarter<br>ended<br>October 1,<br><br>2006 | Quarter<br>ended<br>October 2,<br><br>2005 | \$<br>Change | %<br>Change |
|---|--|--|--------------|-------------|
| Net sales                                     | \$ 53,248                                  | \$ 41,996                                  | \$ 11,252    | 26.8%       |
| Cost of sales                                 | 42,817                                     | 32,751                                     | 10,066       | 30.7%       |
| Gross profit                                  | 10,431                                     | 9,245                                      | 1,186        | 12.8%       |
| Selling, general and administrative expenses: | 8,271                                      | 6,049                                      | 2,222        | 36.7%       |
| Operating income                              | 2,160                                      | 3,196                                      | (1,036)      | -32.4%      |
| Other income (expense), net:                  |  |  |              |             |
| Interest income                               | 670  | 663  | 7            | 1.1%        |
| Other income                                  | 1  |  | 1            | 100.0%      |
| Total other income (expense), net             | 671  | 663  | 8            | 1.2%        |
| Income before income taxes                    | 2,831                                      | 3,859                                      | (1,028)      | -26.6%      |
| Income tax expense                            | 1,007                                      | 1,390                                      | (383)        | -27.6%      |
| Net income                                    | \$ 1,824                                   | \$ 2,469                                   | \$ (645)     | -26.1%      |
| Basic net income per share                    | \$ 0.11                                    | \$ 0.14                                    | \$ (0.03)    | -21.4%      |
| Diluted net income per share                  | \$ 0.11                                    | \$ 0.13                                    | \$ (0.02)    | -15.4%      |

**Net Sales**

Net sales increased 26.8% to \$53.2 million in the third quarter of 2006 from \$42.0 million in the third quarter of 2005. The increase in net sales in the third quarter of 2006 was primarily due to higher net sales volume across most product categories.

**Gross Profit**

The increase in gross profit in the third quarter of 2006 resulted primarily from higher sales volume, as discussed above. Gross profit as a percentage of net sales was 19.6% in the third quarter of 2006 compared to 22.0% in the third quarter of 2005. The decrease in gross profit as a percentage of net sales was primarily due to retail price reductions in diamonds that were instituted in the first quarter of 2006 to optimize gross profit, and to a lesser extent, to cost

increases in gold, silver and platinum jewelry that were not fully passed on to our customers. We expect that gross profit will fluctuate in the future based primarily on changes in product acquisition costs, product mix and pricing decisions.

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***Selling, General and Administrative Expenses***

The increase in selling, general and administrative expenses in the third quarter of 2006 was due to several factors. Stock-based compensation increased approximately \$1.2 million compared to the corresponding period in 2005 as a result of the adoption of SFAS 123R. Marketing costs increased approximately \$449,000 compared to the corresponding period in 2005 due to higher sales volume. Payroll and related costs increased approximately \$241,000 compared to the corresponding period in 2005 due to additional headcount and increased compensation costs. Credit card processing fees increased approximately \$143,000 compared to the corresponding period in 2005 due to the increase in sales volume. As a percentage of net sales, selling, general and administrative expenses were 15.5% and 14.4% in the third quarter of 2006 and the third quarter of 2005, respectively. The increase in selling, general and administrative expenses as a percentage of net sales in the third quarter of 2006 resulted primarily from the addition of stock-based compensation expenses as a result of the implementation of SFAS 123R, as discussed above. In the third quarter of 2006, selling, general and administrative expenses included approximately \$1.2 million of stock-based compensation expense as compared to \$80,000 in the third quarter of 2005.

We expect selling, general and administrative expenses to increase in absolute dollars in future periods as a result of anticipated higher net sales, growth in our fulfillment and customer service operations and other personnel to support higher sales volumes, increases in credit card processing fees and other variable expenses. We also expect selling, general and administrative expenses to fluctuate based on the nature, amount and timing of stock options granted in the future.

***Other Income (Expense), Net***

Other income (expense), net consists primarily of interest income. The slight increase in interest income in the third quarter of 2006 is primarily due to an increase in interest rates offset by a decrease in average balances of cash, cash equivalents and marketable securities during the third quarter of 2006 as compared to the third quarter of 2005.



**Table of Contents****Comparison of the Year To Date Ended October 1, 2006 to the Year To Date Ended October 2, 2005**

The following table presents our operating results for the year to date periods ended October 1, 2006 and October 2, 2005 respectively, including a comparison of the financial results for these periods (dollars in thousands, except per share data):

|   | Year to date<br>ended<br>October 1, | Year to date<br>ended<br>October 2, | \$        | %      |
|---|-------------------------------------|-------------------------------------|-----------|--------|
|   | 2006                                | 2005                                | Change    | Change |
| Net sales                                     | \$ 160,858                          | \$ 129,938                          | \$ 30,920 | 23.8%  |
| Cost of sales                                 | 128,710                             | 101,016                             | 27,694    | 27.4%  |
| Gross profit                                  | 32,148                              | 28,922                              | 3,226     | 11.2%  |
| Selling, general and administrative expenses: | 23,721                              | 18,356                              | 5,365     | 29.2%  |
| Operating income                              | 8,427                               | 10,566                              | (2,139)   | -20.2% |
| Other income (expense), net:                  |                                     |                                     |           |        |
| Interest income                               | 2,536                               | 1,723                               | 813       | 47.2%  |
| Other income                                  | 101                                 |                                     | 101       | 100.0% |
| Total other income (expense), net             | 2,637                               | 1,723                               | 914       | 53.0%  |
| Income before income taxes                    | 11,064                              | 12,289                              | (1,225)   | -10.0% |
| Income tax expense                            | 3,753                               | 4,425                               | (672)     | -15.2% |
| Net income                                    | \$ 7,311                            | \$ 7,864                            | \$ (553)  | -7.0%  |
| Basic net income per share                    | \$ 0.44                             | \$ 0.45                             | \$ (0.01) | -2.2%  |
| Diluted net income per share                  | \$ 0.42                             | \$ 0.42                             | \$        | 0.0%   |

**Net Sales**

Net sales increased 23.8% to \$160.9 million for the year to date ended October 1, 2006 from \$129.9 million for the year to date ended October 2, 2005. The increase in net sales was primarily due to higher net sales volume in all product categories.

**Gross Profit**

The increase in gross profit for the year to date ended October 1, 2006 resulted primarily from higher sales volume, as discussed above. Gross profit as a percentage of net sales was 20.0% for the year to date ended October 1, 2006 compared to 22.3% for the year to date ended October 2, 2005. The decrease in gross profit as a percentage of net sales was primarily due to retail price reductions in diamonds that were instituted in the first quarter of 2006 to optimize gross profit, and to a lesser extent, to cost increases in gold, silver and platinum jewelry that were not fully

passed on to our customers.

**Table of Contents*****Selling, General and Administrative Expenses***

The increase in selling, general and administrative expenses for the year to date ended October 1, 2006 was due to several factors. Stock-based compensation increased approximately \$2.8 million as a result of the adoption of SFAS 123R. Marketing costs increased approximately \$1.7 million due to higher sales volume and increases in online marketing costs. Credit card processing fees increased approximately \$640,000 due primarily to the increase in sales volume. Payroll and related costs increased approximately \$381,000 due primarily to the addition of new employees and increased compensation costs. These increases were partially offset by lower contractor and consultant costs for the year to date ended October 1, 2006 as compared to the year to date ended October 2, 2005, which included costs related to the implementation of Sarbanes-Oxley 404. As a percentage of net sales, selling, general and administrative expenses were 14.7% for the year to date ended October 1, 2006 compared to 14.1% for the year to date ended October 2, 2005. The increase in selling, general and administrative expenses as a percentage of net sales for the year to date ended October 1, 2006 resulted primarily from the addition of stock-based compensation expenses as a result of the implementation of SFAS 123R. For the year to date ended October 1, 2006, selling, general and administrative expenses included approximately \$3.0 million of stock-based compensation expense as compared to \$230,000 for the year to date ended October 2, 2005.

***Other Income (Expense), Net***

Other income (expense), net consists primarily of interest income. The increase of \$813,000 in interest income for the year to date ended October 1, 2006 is primarily due to an increase in interest rates during the year to date ended October 1, 2006 as compared to the same period in 2005.

***Income Tax Expense***

The effective income tax rate for the year to date ended October 1, 2006 was 33.9%, as compared to 36.0% for the prior year period. This change resulted from adjustments arising from the final determination of our 2005 income tax expense and adjustments to deferred taxes for the year to date ended October 1, 2006.

The Company currently estimates that its effective income tax rate for the remainder of its fiscal year 2006 is expected to be approximately 35.5%, as compared to 36.0% for fiscal year 2005.

***Liquidity and Capital Resources***

As of October 1, 2006, working capital totaled \$35.4 million, including cash and cash equivalents of \$24.0 million and marketable securities of \$29.8 million, partially offset by accounts payable of \$29.9 million. We believe that our current cash and cash equivalents and marketable securities as well as cash flows from operations will be sufficient to continue our operations and meet our capital needs for the foreseeable future. During the third quarter, we fully utilized our net operating loss carryforwards for federal income tax purposes.

Net cash of \$6.8 million was used for operating activities for the year to date ended October 1, 2006, compared to cash used in operating activities of \$5.8 million for the year to date ended October 2, 2005. Cash was provided by earnings of \$7.3 million and \$7.9 million for the year to date ended October 1, 2006 and the year to date ended October 2, 2005, respectively. This was primarily offset by net payments of payables totaling \$20.3 million for the year to date ended October 1, 2006 and \$17.2 million for the year to date ended October 2, 2005. The increase in net payments of payables in 2006 relates primarily to higher payments to suppliers in the first quarter of 2006 for inventory sold in the fourth quarter of 2005. The volume of sales in the fourth quarter of 2005 was greater than the volume of sales in the fourth quarter of 2004, resulting in an increase in the net payment of payables in the first quarter of 2006 compared to the first quarter of 2005. This payment cycle reflects what we believe to be the beneficial working capital characteristics of our business model, wherein we collect cash from customers within several business days following a related sale while we typically have longer payment terms with our suppliers.

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Net cash provided by investing activities was \$11.3 million for the year to date ended October 1, 2006. Cash provided in 2006 was primarily from net sales of marketable securities of \$13.0 million partially offset by capital expenditures for our technology system infrastructure, including software. Cash used in investing activities was \$5.8 million for the year to date ended October 2, 2005, which related primarily to net purchases of marketable securities of \$4.9 million. Net cash used in financing activities for the year to date ended October 1, 2006 was \$52.4 million, related primarily to repurchases of Blue Nile, Inc. common stock. In February 2006, our board of directors authorized the repurchase of common stock with an aggregate total value of up to \$100 million within the 24 month period following the approval date of such repurchase. In July 2006, our board of directors authorized the repurchase of an additional \$50 million within the 24 month period following the approval date of such repurchase. The timing and amount of any shares repurchased is determined by the Company's management based on its evaluation of market conditions and other factors. Repurchases may also be made under a Rule 10b5-1 plan, which permits shares to be repurchased when the Company might otherwise be precluded from doing so under insider trading laws. During the third quarter of 2006, we purchased approximately 239,000 shares of our common stock for approximately \$7.8 million. Cash used in financing activities for the year to date ended October 2, 2005 was \$13.7 million related primarily to repurchases of Blue Nile, Inc. common stock under a repurchase plan authorized by the board of directors in February 2005. The increase in net cash used in financing activities in 2006 was partially offset by an increase in proceeds from stock option exercises and excess tax benefits from stock option exercises. In 2005, the excess tax benefits from stock option exercises were presented as operating cash inflows in accordance with EITF 00-15.

**Item 3. Quantitative and Qualitative Disclosures About Market Risk**

The Company's exposure to financial market risk results primarily from fluctuations in interest rates. There have been no material changes to our market risks as disclosed in our annual report on Form 10-K for the year ended January 1, 2006.

**Item 4. Controls and Procedures***Evaluation of Disclosure Controls and Procedures*

During the quarter ended October 1, 2006, an evaluation was performed under the supervision and with the participation of our management, including our chief executive officer and chief financial officer (collectively, our certifying officers), of the effectiveness of the design and operation of our disclosure controls and procedures. Disclosure controls and procedures are controls and other procedures designed to ensure that information required to be disclosed by us in our periodic reports filed with the Securities and Exchange Commission (SEC) is recorded, processed, summarized and reported within the time periods specified by the SEC's rules and SEC reports. Based on their evaluation, our certifying officers concluded that as of the end of the period covered by this report, these disclosure controls and procedures are effective in the timely recording, processing, summarizing and reporting of material financial and non-financial information.

*Changes in Internal Control Over Financial Reporting*

There were no changes in our internal control over financial reporting during the quarter ended October 1, 2006, that our certifying officers concluded materially affected, or are reasonably likely to materially affect, our internal control over financial reporting.

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**PART II. OTHER INFORMATION**

**Item 1A. Risk Factors**

You should carefully consider the risks described below and elsewhere in this report, which could materially and adversely affect our business, results of operations or financial condition. In those cases, the trading price of our common stock could decline and you may lose all or part of your investment. For the current quarter there have been no material changes to the risk factors disclosed below.

***Our limited operating history makes it difficult for us to accurately forecast net sales and appropriately plan our expenses.***

We were incorporated in March 1999 and have a limited operating history. As a result, it is difficult to accurately forecast our net sales and plan our operating expenses. We base our current and future expense levels on our operating forecasts and estimates of future net sales. Net sales and operating results are difficult to forecast because they generally depend on the volume and timing of the orders we receive, which are uncertain. Some of our expenses are fixed, and, as a result, we may be unable to adjust our spending in a timely manner to compensate for any unexpected shortfall in net sales. This inability could cause our net income in a given quarter to be lower than expected. We also make certain assumptions when forecasting the amount of expense we expect related to our stock-based compensation including the expected volatility of our stock price, the expected life of options granted and the expected rate of stock option forfeitures. These assumptions are partly based on historical results. If actual results differ from our estimates, our net income in a given quarter may be lower than expected.

***We expect our quarterly financial results to fluctuate, which may lead to volatility in our stock price.***

We expect our net sales and operating results to vary significantly from quarter to quarter due to a number of factors, including changes in:

demand for our products;

the costs to acquire diamonds and precious metals;

our ability to attract visitors to our websites and convert those visitors into customers;

our ability to retain existing customers or encourage repeat purchases;

our ability to manage our product mix and inventory;

wholesale diamond prices;

consumer tastes and preferences for diamonds and fine jewelry;

our ability to manage our operations;

the extent to which we provide for and pay taxes;

stock-based compensation expense as a result of the nature, timing and amount of stock options granted, the underlying assumptions used in valuing these options, the estimated rate of stock option forfeitures and other factors;

advertising and other marketing costs;

our, or our competitors', pricing and marketing strategies;

general economic conditions;

conditions or trends in the diamond and fine jewelry industry;

conditions or trends in the Internet and e-commerce industry; and

costs of expanding or enhancing our technology or websites.

As a result of the variability of these and other factors, our operating results in future quarters may be below the expectations of public market analysts and investors. In this event, the price of our common stock may decline.

**Table of Contents*****As a result of seasonal fluctuations in our net sales, our quarterly results may fluctuate and could be below expectations.***

We have experienced and expect to continue to experience seasonal fluctuations in our net sales. In particular, a disproportionate amount of our net sales has been realized during the fourth quarter as a result of the December holiday season, and we expect this seasonality to continue in the future. Approximately 36%, 38% and 38% of our net sales in 2005, 2004 and 2003, respectively, were generated during the fourth quarter of each year. In anticipation of increased sales activity during the fourth quarter, we may incur significant additional expenses, including higher inventory of jewelry and additional staffing in our fulfillment and customer support operations. If we were to experience lower than expected net sales during any future fourth quarter, it would have a disproportionately large impact on our operating results and financial condition for that year. We also experience considerable fluctuations in net sales in periods preceding other annual occasions such as Valentine's Day and Mother's Day. In the future, our seasonal sales patterns may become more pronounced, may strain our personnel and fulfillment activities and may cause a shortfall in net sales as compared to expenses in a given period, which would substantially harm our business and results of operations.

***Our failure to acquire quality diamonds and fine jewelry at commercially reasonable prices would result in higher costs and lower net sales and damage our competitive position.***

If we are unable to acquire quality diamonds and fine jewelry at commercially reasonable prices, our costs may exceed our forecasts, our gross margins and operating results may suffer and our competitive position could be damaged. The success of our business model depends, in part, on our ability to offer quality products to customers at prices that are below those of traditional jewelry retailers. A majority of the world's supply of rough diamonds is controlled by a small number of diamond mining firms. As a result, any decisions made to restrict the supply of rough diamonds by these firms to our suppliers could substantially impair our ability to acquire diamonds at commercially reasonable prices, if at all. We do not currently have any direct supply relationship with these firms nor do we expect to enter into any such relationship in the foreseeable future. Our ability to acquire diamonds and fine jewelry is also substantially dependent on our relationships with various suppliers. Approximately 25%, 25% and 36% of our payments to our diamond and fine jewelry suppliers in 2005, 2004 and 2003, respectively, were made to our top three suppliers. Our inability to maintain and expand these and other future diamond and fine jewelry supply relationships on commercially reasonable terms or the inability of our current and future suppliers to maintain arrangements for the supply of products sold to us on commercially reasonable terms would substantially harm our business and results of operations.

Suppliers and manufacturers of diamonds as well as retailers of diamonds and diamond jewelry are vertically integrated and we expect they will continue to vertically integrate their operations either by developing retail channels for the products they manufacture or acquiring sources of supply, including, without limitation, diamond mining operations for the products that they sell. To the extent such vertical integration efforts are successful, some of the fragmentation in the existing diamond supply chain could be eliminated and our ability to obtain an adequate supply of diamonds and fine jewelry from multiple sources could be limited and our competitors may be able to obtain diamonds at lower prices.

***Our failure to meet customer expectations with respect to price would adversely affect our business and results of operations.***

Demand for our products has been highly sensitive to pricing changes. Changes in our pricing strategies have had and may continue to have a significant impact on our net sales, gross margins and net income. In the past, we have instituted retail price changes as part of our strategy to optimize gross profit. We may institute similar price changes in the future. Such price changes may not result in the optimization of gross profits. In addition, many external factors, including the costs to acquire diamonds and precious metals and our competitors' pricing and marketing strategies, can significantly impact our pricing strategies. If we fail to meet customer expectations with respect to price in any given period, our business and results of operations would suffer.

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***Purchasers of diamonds and fine jewelry may not choose to shop online, which would prevent us from increasing net sales.***

The online market for diamonds and fine jewelry is significantly less developed than the online market for books, music, toys and other consumer products. If this market does not gain widespread acceptance, our business may suffer. Our success will depend, in part, on our ability to attract consumers who have historically purchased diamonds and fine jewelry through traditional retailers. Furthermore, we may have to incur significantly higher and more sustained advertising and promotional expenditures or price our products more competitively than we currently anticipate in order to attract additional online consumers to our websites and convert them into purchasing customers. Specific factors that could prevent consumers from purchasing diamonds and fine jewelry from us include:

concerns about buying luxury products such as diamonds and fine jewelry without a physical storefront, face-to-face interaction with sales personnel and the ability to physically handle and examine products;

delivery time associated with Internet orders;

product offerings that do not reflect consumer tastes and preferences;

pricing that does not meet consumer expectations;

concerns about the security of online transactions and the privacy of personal information;

delayed shipments or shipments of incorrect or damaged products;

inconvenience associated with returning or exchanging purchased items; and

usability, functions and features of our websites.

***We may not succeed in continuing to establish the Blue Nile brand, which would prevent us from acquiring customers and increasing our net sales.***

A significant component of our business strategy is the continued establishment and promotion of the Blue Nile brand. Due to the competitive nature of the online market for diamonds and fine jewelry, if we do not continue to establish our brand and branded products, we may fail to build the critical mass of customers required to substantially increase our net sales. Promoting and positioning our brand will depend largely on the success of our marketing and merchandising efforts and our ability to provide a consistent, high quality customer experience. To promote our brand and branded products, we have incurred and will continue to incur substantial expense related to advertising and other marketing efforts.

A critical component of our brand promotion strategy is establishing a relationship of trust with our customers, which we believe can be achieved by providing a high quality customer experience. In order to provide a high quality customer experience, we have invested and will continue to invest substantial amounts of resources in our website development and functionality, technology infrastructure, fulfillment operations and customer service operations. Our ability to provide a high quality customer experience is also dependent, in large part, on external factors over which we may have little or no control, including, without limitation, the reliability and performance of our suppliers, third-party jewelry assemblers, third-party carriers and networking vendors. During our peak seasons, we rely on temporary employees to supplement our full-time customer service and fulfillment employees. Temporary employees may not have the same level of commitment to our customers as our full-time employees. If our customers are dissatisfied with the quality of the products or the customer service they receive, or if we are unable to deliver products to our customers in a timely manner or at all, our customers may stop purchasing products from us. We also rely on third parties for information, including product characteristics and availability that we present to consumers on our websites, which may, on occasion, be inaccurate. Our failure to provide our customers with high quality customer experiences for any reason could substantially harm our reputation and adversely impact our efforts to develop Blue Nile as a trusted brand. The failure of our brand promotion activities could adversely affect our ability to attract new



customers and maintain customer relationships, and, as a result, substantially harm our business and results of operations.

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***We face significant competition and may be unsuccessful in competing against current and future competitors.***

The retail jewelry industry is intensely competitive, and we expect competition in the sale of diamonds and fine jewelry to increase and intensify in the future. Increased competition may result in price pressure, reduced gross margins and loss of market share, any of which could substantially harm our business and results of operations. Current and potential competitors include:

independent jewelry stores;

retail jewelry store chains, such as Tiffany & Co. and Bailey Banks & Biddle;

other online retailers that sell jewelry, such as Amazon.com;

department stores, chain stores and mass retailers, such as Nordstrom and Neiman Marcus;

online auction sites, such as eBay;

catalog and television shopping retailers, such as Home Shopping Network and QVC; and

discount superstores and wholesale clubs, such as Costco Wholesale and Wal-Mart.

In addition to these competitors, we may face competition from suppliers of our products that decide to sell directly to consumers, either through physical retail outlets or through an online store.

Many of our current and potential competitors have advantages over us, including longer operating histories, greater brand recognition, existing customer and supplier relationships, and significantly greater financial, marketing and other resources. In addition, traditional store-based retailers offer consumers the ability to physically handle and examine products in a manner that is not possible over the Internet as well as a more convenient means of returning and exchanging purchased products.

Some of our competitors seeking to establish an online presence may be able to devote substantially more resources to website systems development and exert more leverage over the supply chain for diamonds and fine jewelry than we can. In addition, larger, more established and better capitalized entities may acquire, invest or partner with traditional and online competitors as use of the Internet and other online services increases. Our online competitors can duplicate many of the products, services and content we offer, which could harm our business and results of operations.

***In order to increase net sales and to sustain or increase profitability, we must attract customers in a cost-effective manner.***

Our success depends on our ability to attract customers in a cost-effective manner. We have relationships with providers of online services, search engines, directories and other websites and e-commerce businesses to provide content, advertising banners and other links that direct customers to our websites. We rely on these relationships as significant sources of traffic to our websites. Our agreements with these providers generally have terms of one year or less. If we are unable to develop or maintain these relationships on acceptable terms, our ability to attract new customers would be harmed. In addition, many of the parties with which we have online-advertising arrangements could provide advertising services to other online or traditional retailers, including retailers with whom we compete. As competition for online advertising has increased, the cost for these services has also increased. A significant increase in the cost of the marketing vehicles upon which we rely could adversely impact our ability to attract customers in a cost-effective manner.

***We rely exclusively on the sale of diamonds and fine jewelry for our net sales, and demand for these products could decline.***

Luxury products, such as diamonds and fine jewelry, are discretionary purchases for consumers. The volume and dollar value of such purchases may significantly decrease during economic downturns. The success of our business depends in part on many macroeconomic factors, including employment levels, salary levels, tax rates and credit availability, all of which affect consumer spending and disposable income. Any reduction in consumer spending or disposable income may affect us more significantly than companies in other industries.

Our net sales and results of operations are highly dependent on the demand for diamonds and diamond jewelry, particularly engagement rings. Should prevailing consumer tastes for diamonds decline or customs with respect to engagement shift away from the presentation of diamond jewelry, demand for our products would decline and our business and results of operations would be substantially harmed.

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The significant cost of diamonds results in large part from their scarcity. From time to time, attempts have been made to develop and market synthetic stones and gems to compete in the market for diamonds and diamond jewelry. We expect such efforts to continue in the future. If any such efforts are successful in creating widespread demand for alternative diamond products, demand and price levels for our products would decline and our business and results of operations would be substantially harmed.

In recent years, increasing attention has been focused on conflict diamonds, which are diamonds extracted from war-torn regions in Africa and sold by rebel forces to fund insurrection. Diamonds are, in some cases, also believed to be used to fund terrorist activities in some regions. Blue Nile supports the Kimberley Process, an international initiative intended to ensure diamonds are not illegally traded to fund conflict. As part of this initiative, we require our diamond suppliers to sign a statement acknowledging compliance with the Kimberley Process, and invoices received for diamonds purchased by us must include a certification from the vendor that the diamonds are conflict free. In addition, Blue Nile prohibits the use of its business or services for money laundering or terrorist financing in accordance with the USA Patriot Act. Through these and other efforts, we believe that the suppliers from whom we purchase our diamonds seek to exclude conflict diamonds from their inventories. However, we cannot independently determine whether any diamond we offer was extracted from these regions. Current efforts to increase consumer awareness of this issue and encourage legislative response could adversely affect consumer demand for diamonds. Consumer confidence is dependent, in part, on the certification of our diamonds by independent laboratories. A decline in the quality of the certifications provided by these laboratories could adversely impact demand for our products. Additionally, a decline in consumer confidence in the credibility of independent diamond grading certifications could adversely impact demand for our diamond products.

Our jewelry offerings must reflect the tastes and preferences of a wide range of consumers whose preferences may change regularly. Our strategy has been to offer primarily what we consider to be classic styles of fine jewelry, but there can be no assurance that these styles will continue to be popular with consumers in the future. If the styles we offer become less popular with consumers and we are not able to adjust our product offerings in a timely manner, our net sales may decline or fail to meet expected levels.

***We rely on our suppliers, third-party carriers and third-party jewelers as part of our fulfillment process, and these third parties may fail to adequately serve our customers.***

In general, we rely on our suppliers to promptly ship us diamonds ordered by our customers. Any failure by our suppliers to sell and ship such products to us in a timely manner will have an adverse effect on our ability to fulfill customer orders and harm our business and results of operations. Our suppliers, in turn, rely on third-party carriers to ship diamonds to us, and in some cases, directly to our customers. We also rely on third-party carriers for product shipments to our customers. We and our suppliers are therefore subject to the risks, including employee strikes and inclement weather, associated with such carriers' abilities to provide delivery services to meet our and our suppliers shipping needs. In addition, for some customer orders we rely on third-party jewelers to assemble the product. Our suppliers, third-party carriers or third-party jewelers' failure to deliver products to us or our customers in a timely manner or to otherwise adequately serve our customers would damage our reputation and brand and substantially harm our business and results of operations.

***If our fulfillment operations are interrupted for any significant period of time, our business and results of operations would be substantially harmed.***

Our success depends on our ability to successfully receive and fulfill orders and to promptly and securely deliver our products to our customers. Most of our inventory management, jewelry assembly, packaging, labeling and product return processes are performed in a single fulfillment center. This facility is susceptible to damage or interruption from human error, fire, flood, power loss, telecommunications failure, terrorist attacks, acts of war, break-ins, earthquake and similar events. We do not presently have a formal disaster recovery plan and our business interruption insurance may be insufficient to compensate us for losses that may occur in the event operations at our fulfillment center are interrupted. We have expanded and may further expand our existing fulfillment center in the near future. Any interruptions in our fulfillment center operations for any significant period of time, including interruptions resulting from the expansion of our existing facility, could damage our reputation and brand and substantially harm our business and results of operations.



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***We face the risk of theft of our products from inventory or during shipment.***

We may experience theft of our products while they are being held in our fulfillment center or during the course of shipment to our customers by third-party shipping carriers. We have taken steps to prevent such theft and we maintain insurance to cover losses resulting from theft. However, if security measures fail, losses exceed our insurance coverage or we are not able to maintain insurance at a reasonable cost, we could incur significant losses from theft, which would substantially harm our business and results of operations.

***Our failure to protect confidential information of our customers and our network against security breaches could damage our reputation and brand and substantially harm our business and results of operations.***

A significant barrier to online commerce and communications is the secure transmission of confidential information over public networks. Our failure to prevent these security breaches could damage our reputation and brand and substantially harm our business and results of operations. Currently, a majority of our sales are billed to our customers credit card accounts directly. We rely on encryption and authentication technology licensed from third parties to effect secure transmission of confidential information, including credit card numbers. Advances in computer capabilities, human errors, new discoveries in the field of cryptography or other developments may result in a compromise or breach of the technology used by us to protect customer transaction data. In addition, any party who is able to illicitly obtain a user's password could access the customer's transaction data. An increasing number of websites and Internet companies have reported breaches of their security. Any such compromise of our security could damage our reputation, business and brand and expose us to a risk of loss or litigation and possible liability, which would substantially harm our business and results of operations. In addition, anyone who is able to circumvent our security measures could misappropriate proprietary information or cause interruptions in our operations, damage our computers or those of our users, or otherwise damage our reputation and business. These issues are likely to become more difficult as we expand the number of places where we operate. We may need to expend significant resources to protect against security breaches or to address problems caused by breaches.

***Our failure to effectively manage the growth in our operations may prevent us from successfully expanding our business.***

We have experienced, and in the future may experience, rapid growth in operations, which has placed, and could continue to place, a significant strain on our operations, services, internal controls and other managerial, operational and financial resources. To effectively manage future expansion, we will need to maintain our operational and financial systems and managerial controls and procedures, which include the following processes:

transaction-processing and fulfillment;

inventory management;

customer support;

management of multiple supplier relationships;

operational, financial and managerial controls;

reporting procedures;

recruitment, training, supervision, retention and management of our employees; and

technology operations.

If we are unable to manage future expansion, our ability to provide a high quality customer experience could be harmed, which would damage our reputation and brand and substantially harm our business and results of operations.

***The success of our business may depend on our ability to successfully expand our product offerings.***

Our ability to significantly increase our net sales and maintain and increase our profitability may depend on our ability to successfully expand our product lines beyond our current offerings. If we offer a new product category that is not

accepted by consumers, the Blue Nile brand and reputation could be adversely affected, our net sales may fall short of expectations and we may incur substantial expenses that are not offset by increased net sales. Expansion of our product lines may also strain our management and operational resources.

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***If we are unable to accurately manage our inventory of fine jewelry, our reputation and results of operations could suffer.***

Except for loose diamonds, substantially all of the fine jewelry we sell is from our physical inventory. Changes in consumer tastes for these products subject us to significant inventory risks. The demand for specific products can change between the time we order an item and the date we receive it. If we under-stock one or more of our products, we may not be able to obtain additional units in a timely manner on terms favorable to us, if at all, which would damage our reputation and substantially harm our business and results of operations. In addition, if demand for our products increases over time, we may be forced to increase inventory levels. If one or more of our products does not achieve widespread consumer acceptance, we may be required to take significant inventory markdowns, or may not be able to sell the product at all, which would substantially harm our results of operations.

***If the single facility where substantially all of our computer and communications hardware is located fails, our business, results of operations and financial condition would be harmed.***

Our ability to successfully receive and fulfill orders and to provide high quality customer service depends in part on the efficient and uninterrupted operation of our computer and communications systems. Substantially all of the computer hardware necessary to operate our websites is located at a single leased facility. Our systems and operations are vulnerable to damage or interruption from human error, fire, flood, power loss, telecommunications failure, terrorist attacks, acts of war, break-ins, earthquake and similar events. We do not presently have redundant systems in multiple locations or a formal disaster recovery plan, and our business interruption insurance may be insufficient to compensate us for losses that may occur. In addition, our servers are vulnerable to computer viruses, physical or electronic break-ins and similar disruptions, which could lead to interruptions, delays, loss of critical data, the inability to accept and fulfill customer orders or the unauthorized disclosure of confidential customer data. The occurrence of any of the foregoing risks could substantially harm our business and results of operations.

***Repurchases of our common stock may not prove to be the best use of our cash resources.***

On February 2, 2006, our board of directors authorized the repurchase of up to \$100 million of Blue Nile, Inc. common stock during the subsequent 24 month period following the approval date of such repurchases. On July 27, 2006, our board of directors authorized the repurchase of up to an additional \$50 million of Blue Nile, Inc. common stock during the subsequent 24 month period following the approval date of such repurchase. During the third quarter of 2006, we repurchased approximately 239,000 shares of our common stock for approximately \$7.8 million. These repurchases and any repurchases we may make in the future may not prove to be at optimal prices and our use of cash for the stock repurchase program may not prove to be the best use of our cash resources and may adversely impact our future liquidity.

***We have incurred significant operating losses in the past and may not be able to sustain profitability in the future.***

We experienced significant operating losses in each quarter from our inception in 1999 through the second quarter of 2002. As a result, our business has a limited record of profitability and may not continue to be profitable or increase profitability. If we are unable to acquire diamonds and fine jewelry at commercially reasonable prices, if net sales decline or if our expenses otherwise exceed our expectations, we may not be able to sustain or increase profitability on a quarterly or annual basis.

***We rely on the services of our key personnel, any of whom would be difficult to replace.***

We rely upon the continued service and performance of key technical, fulfillment and senior management personnel. If we lose any of these personnel, our business could suffer. Competition for qualified personnel in our industry is intense. We believe that our future success will depend on our continued ability to attract, hire and retain key employees, including Mark Vadon, our Chief Executive Officer, on whom we rely for management of our company, development of our business strategy and management of our strategic relationships. Other than for Mr. Vadon, we do not have key person life insurance policies covering any of our employees.



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***Failure to adequately protect our intellectual property could substantially harm our business and results of operations.***

We rely on a combination of patent, trademark, trade secret and copyright law and contractual restrictions to protect our intellectual property. These afford only limited protection. Despite our efforts to protect our proprietary rights, unauthorized parties have attempted and may in the future attempt to copy aspects of our website features and functionality or to obtain and use information that we consider as proprietary, such as the technology used to operate our websites, our content and our trademarks. We have registered Blue Nile, bluenile.com, the BN logo and the Blue Nile BN stylized logo as trademarks in the United States and in certain other countries. Our competitors have, and other competitors may, adopt service names similar to ours, thereby impeding our ability to build brand identity and possibly leading to customer confusion. In addition, there could be potential trade name or trademark infringement claims brought by owners of other registered trademarks or trademarks that incorporate variations of the term Blue Nile or our other trademarks. Any claims or customer confusion related to our trademarks could damage our reputation and brand and substantially harm our business and results of operations.

We currently hold the bluenile.com, bluenile.co.uk and bluenile.ca Internet domain names and various other related domain names. Domain names generally are regulated by Internet regulatory bodies. If we lose the ability to use a domain name in a particular country, we would be forced to either incur significant additional expenses to market our products within that country, including the development of a new brand and the creation of new promotional materials and packaging, or elect not to sell products in that country. Either result could substantially harm our business and results of operations. The regulation of domain names in the United States and in foreign countries is subject to change. Regulatory bodies could establish additional top-level domains, appoint additional domain name registrars or modify the requirements for holding domain names. As a result, we may not be able to acquire or maintain the domain names that utilize the name Blue Nile in all of the countries in which we currently or intend to conduct business. Litigation or proceedings before the U.S. Patent and Trademark Office or similar international regulatory agencies may be necessary in the future to enforce our intellectual property rights, to protect our trade secrets and domain names and to determine the validity and scope of the proprietary rights of others. Any litigation or adverse priority proceeding could result in substantial costs and diversion of resources and could substantially harm our business and results of operations. We sell and intend to increasingly sell our products internationally, and the laws of many countries do not protect our proprietary rights to as great an extent as do the laws of the United States.

***Assertions by third parties of infringement by us of their intellectual property rights could result in significant costs and substantially harm our business and results of operations.***

Third parties have, and may in the future, assert that we have infringed their technology or other intellectual property rights. We cannot predict whether any such assertions or claims arising from such assertions will substantially harm our business and results of operations. If we are forced to defend against any infringement claims, whether they are with or without merit or are determined in our favor, we may face costly litigation, diversion of technical and management personnel or product shipment delays. Furthermore, the outcome of a dispute may be that we would need to develop non-infringing technology or enter into royalty or licensing agreements. Royalty or licensing agreements, if required, may be unavailable on terms acceptable to us, or at all.

***Increased product returns and the failure to accurately predict product returns could substantially harm our business and results of operations.***

We offer our customers an unconditional 30-day return policy that allows our customers to return most products if they are not satisfied for any reason. We make allowances for product returns in our financial statements based on historical return rates. Actual merchandise returns are difficult to predict and may differ from our allowances. Any significant increase in merchandise returns above our allowances would substantially harm our business and results of operations.

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***Interruptions to our systems that impair customer access to our websites would damage our reputation and brand and substantially harm our business and results of operations.***

The satisfactory performance, reliability and availability of our websites, transaction processing systems and network infrastructure are critical to our reputation and our ability to attract and retain customers and to maintain adequate customer service levels. Any future systems interruptions or downtime or technical difficulties that result in the unavailability of our websites or reduced order fulfillment performance could result in negative publicity, damage our reputation and brand and cause our business and results of operations to suffer. We may be susceptible to such disruptions in the future. We may also experience temporary system interruptions for a variety of other reasons in the future, including power failures, software or human errors or an overwhelming number of visitors trying to reach our websites during periods of strong seasonal demand or promotions. Because we are dependent in part on third parties for the implementation and maintenance of certain aspects of our systems and because some of the causes of system interruptions may be outside of our control, we may not be able to remedy such interruptions in a timely manner, or at all.

***We may be unsuccessful in further expanding our operations internationally.***

To date, we have made limited international sales, but we have recently expanded our product offerings and marketing and sales efforts in the United Kingdom and Canada and anticipate continuing to expand our international sales and operations in the future either by expanding local versions of our website for foreign markets or through acquisitions or alliances with third parties. Any international expansion plans we choose to undertake will require management attention and resources and may be unsuccessful. We have minimal experience in selling our products in international markets and in conforming to the local cultures, standards or policies necessary to successfully compete in those markets. We do not currently have any overseas fulfillment or distribution or server facilities, and outside of the United Kingdom and Canada, we have very limited web content localized for foreign markets and we cannot be certain that we will be able to expand our global presence if we choose to further expand internationally. In addition, we may have to compete with retailers that have more experience with local markets. Our ability to expand and succeed internationally may also be limited by the demand for our products and the adoption of electronic commerce in these markets. Different privacy, censorship and liability standards and regulations and different intellectual property laws in foreign countries may prohibit expansion into such markets or cause our business and results of operations to suffer.

Our current and future international operations may also fail to succeed due to other risks inherent in foreign operations, including:

the need to develop new supplier and jeweler relationships;

international regulatory requirements and tariffs;

difficulties in staffing and managing foreign operations;

longer payment cycles from credit card companies;

greater difficulty in accounts receivable collection;

our reliance on third-party carriers for product shipments to our customers;

risk of theft of our products during shipment;

potential adverse tax consequences;

foreign currency exchange risk;

lack of infrastructure to adequately conduct electronic commerce transactions or fulfillment operations;

price controls or other restrictions on foreign currency;

difficulties in obtaining export and import licenses;

increased payment risk and greater difficulty addressing credit card fraud;

consumer and data protection laws;

lower levels of adoption or use of the Internet; and

geopolitical events, including war and terrorism.

Our failure to successfully expand our international operations may cause our business and results of operations to suffer.

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***Our failure to rapidly respond to technological change could result in our services or systems becoming obsolete and substantially harm our business and results of operations.***

As the Internet and online commerce industries evolve, we may be required to license emerging technologies useful in our business, enhance our existing services, develop new services and technologies that address the increasingly sophisticated and varied needs of our prospective customers and respond to technological advances and emerging industry standards and practices on a cost-effective and timely basis. We may not be able to successfully implement new technologies or adapt our websites, proprietary technologies and transaction-processing systems to customer requirements or emerging industry standards. Our failure to do so would substantially harm our business and results of operations. We may be required to upgrade existing technologies or business applications, or implement new technologies or business applications. Our results of operations may be affected by the timing, effectiveness, costs and successful implementation of any upgrades or changes to our systems and infrastructure.

***If use of the Internet, particularly with respect to online commerce, does not continue to increase as rapidly as we anticipate, our business will be harmed.***

Our future net sales and profits are substantially dependent upon the continued growth in the use of the Internet as an effective medium of business and communication by our target customers. Internet use may not continue to develop at historical rates and consumers may not continue to use the Internet and other online services as a medium for commerce. Highly publicized failures by some online retailers to meet consumer demands could result in consumer reluctance to adopt the Internet as a means for commerce, and thereby damage our reputation and brand and substantially harm our business and results of operations.

In addition, the Internet may not be accepted as a viable long-term commercial marketplace for a number of reasons, including:

actual or perceived lack of security of information or privacy protection;

possible disruptions, computer viruses, spyware, phishing, attacks or other damage to the Internet servers, service providers, network carriers and Internet companies or to users' computers; and

excessive governmental regulation.

Our success will depend, in large part, upon third parties maintaining the Internet infrastructure to provide a reliable network backbone with the speed, data capacity, security and hardware necessary for reliable Internet access and services. Our business, which relies on a contextually rich website that requires the transmission of substantial data, is also significantly dependent upon the availability and adoption of broadband Internet access and other high speed Internet connectivity technologies.

***We rely on our relationship with a third-party consumer credit company to offer financing for the purchase of our products.***

The purchase of the diamond and fine jewelry products we sell is a substantial expense for many of our customers. We currently rely on our relationship with a single financial institution to provide financing to our customers. If we are unable to maintain this or other similar arrangements, we may not be able to offer financing alternatives to our customers, which may reduce demand for our products and substantially harm our business and results of operations.

**Table of Contents*****We may undertake acquisitions to expand our business, which may pose risks to our business and dilute the ownership of our existing stockholders.***

A key component of our business strategy includes strengthening our competitive position and refining the customer experience on our websites through internal development. However, from time to time, we may selectively pursue acquisitions of businesses, technologies or services. Integrating any newly acquired businesses, technologies or services may be expensive and time-consuming. To finance any acquisitions, it may be necessary for us to raise additional funds through public or private financings. Additional funds may not be available on terms that are favorable to us, and, in the case of equity financings, would result in dilution to our stockholders. If we do complete any acquisitions, we may be unable to operate such acquired businesses profitably or otherwise implement our strategy successfully. If we are unable to integrate any newly acquired entities or technologies effectively, our business and results of operations could suffer. The time and expense associated with finding suitable and compatible businesses, technologies or services could also disrupt our ongoing business and divert our management's attention. Future acquisitions by us could also result in large and immediate write-offs or assumptions of debt and contingent liabilities, any of which could substantially harm our business and results of operations. We have no current plans, agreements or commitments with respect to any such acquisitions.

***Our net sales may be negatively affected if we are required to charge taxes on purchases.***

We do not collect or have imposed upon us sales or other taxes related to the products we sell, except for certain corporate level taxes, sales taxes with respect to purchases by customers located in the State of Washington, and certain taxes required to be collected on sales to customers outside of the United States of America. However, one or more states or foreign countries may seek to impose sales or other tax collection obligations on us in the future. A successful assertion by one or more states or foreign countries that we should be collecting sales or other taxes on the sale of our products could result in substantial tax liabilities for past sales, discourage customers from purchasing products from us, decrease our ability to compete with traditional retailers or otherwise substantially harm our business and results of operations.

Currently, decisions of the U.S. Supreme Court restrict the imposition of obligations to collect state and local sales and use taxes with respect to sales made over the Internet. However, implementation of the restrictions imposed by these Supreme Court decisions is subject to interpretation by state and local taxing authorities. While we believe that these Supreme Court decisions currently restrict state and local taxing authorities outside the State of Washington from requiring us to collect sales and use taxes from purchasers located within their jurisdictions, taxing authorities outside the State of Washington could disagree with our interpretation of these decisions. Moreover, a number of states, as well as the U.S. Congress, have been considering various initiatives that could limit or supersede the Supreme Court's position regarding sales and use taxes on Internet sales. If any state or local taxing jurisdiction were to disagree with our interpretation of the Supreme Court's current position regarding state and local taxation of Internet sales, or if any of these initiatives were to address the Supreme Court's constitutional concerns and result in a reversal of its current position, we could be required to collect sales and use taxes from purchasers located in states other than Washington. The imposition by state and local governments of various taxes upon Internet commerce could create administrative burdens for us and could decrease our future net sales.

***Government regulation of the Internet and e-commerce is evolving and unfavorable changes could substantially harm our business and results of operations.***

We are not currently subject to direct federal, state or local regulation other than regulations applicable to businesses generally or directly applicable to retailing and online commerce. However, as the Internet becomes increasingly popular, it is possible that laws and regulations may be adopted with respect to the Internet, which may impede the growth of the Internet or other online services. These regulations and laws may cover issues such as taxation, advertising, intellectual property rights, freedom of expression, pricing, restrictions on imports and exports, customs, tariffs, information security, privacy, data protection, content, distribution, electronic contracts and other communications, the provision of online payment services, broadband residential Internet access and the characteristics and quality of products and services. Further, the growth of online commerce may prompt calls for more stringent consumer protection laws. Several states have proposed legislation to limit the uses of personal user information gathered online or require online companies to establish privacy policies. The Federal Trade Commission

has also initiated action against at least one online company regarding the manner in which personal information is collected from users and provided to third parties. The adoption of additional privacy or consumer protection laws could create uncertainty in Internet usage and reduce the demand for our products and services.

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We are not certain how our business may be affected by the application of existing laws governing issues such as property ownership, copyrights, personal property, encryption and other intellectual property issues, taxation, libel, obscenity, qualification to do business and export or import matters. The vast majority of these laws were adopted prior to the advent of the Internet. As a result, they do not contemplate or address the unique issues of the Internet and related technologies. Changes in laws intended to address these issues could create uncertainty for those conducting online commerce. This uncertainty could reduce demand for our products and services or increase the cost of doing business as a result of litigation costs or increased fulfillment costs and may substantially harm our business and results of operations.

***Our failure to address risks associated with payment methods, credit card fraud and other consumer fraud could damage our reputation and brand and may cause our business and results of operations to suffer.***

Under current credit card practices, we are liable for fraudulent credit card transactions because we do not obtain a cardholder's signature. We do not currently carry insurance against this risk. To date, we have experienced minimal losses from credit card fraud, but we face the risk of significant losses from this type of fraud as our net sales increase and as we expand internationally. Our failure to adequately control fraudulent credit card transactions could damage our reputation and brand and substantially harm our business and results of operations. Additionally, for certain payment transactions, including credit and debit cards, we pay interchange and other fees, which may increase over time and raise our operating costs and lower our operating margins.

***We may need to implement additional finance and accounting systems, procedures and controls as we grow our business and organization and to satisfy new reporting requirements.***

As a public reporting company, we are required to comply with the Sarbanes-Oxley Act of 2002 and the related rules and regulations of the SEC, including expanded disclosures and accelerated reporting requirements and more complex accounting rules. Compliance with Section 404 of the Sarbanes-Oxley Act of 2002 and other requirements may increase our costs and require additional management time and resources. We may need to continue to implement additional finance and accounting systems, procedures and controls to satisfy new reporting requirements. If our internal control over financial reporting is determined to be ineffective, investors could lose confidence in the reliability of our financial reporting, which could adversely affect our stock price.

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## (c) Repurchases

**Issuer Purchases of Equity Securities**  
(Dollars in thousands except per share amounts)

|  | Total Number<br>of<br>Shares<br>Purchased | Average Price<br>Paid<br>per Share | Total Number<br>of<br>Shares<br>Purchased as<br>Part of Publicly<br>Announced<br>Plans or<br>Programs | Approximate<br>Dollar<br>Value of Shares<br>that May Yet<br>Be<br>Purchased<br>Under<br>the Plans or<br>Programs<br>(1) |
|--|---|------------------------------------|---|---|
| July 3, 2006 through July 30, 2006         | 214,127                                   | \$ 32.69                           | 214,127   | \$ 97,208   |
| July 31, 2006 through August 27, 2006      | 5,300                                     | \$ 30.00                           | 5,300   | \$ 97,049   |
| August 28, 2006 through October 1,<br>2006 | 19,208                                    | \$ 34.17                           | 19,208  | \$ 96,393   |

(1) On February 2, 2006, the board of directors authorized the repurchase of up to \$100 million of the Company's common stock within the 24 month period following the approval date of such repurchase. Such repurchase was announced on February 7, 2006. On July 27, 2006, the board of directors authorized the repurchase of up to an additional



\$50 million of the Company's common stock within the 24 month period following the approval date of such repurchase. Such repurchase authorization was announced on August 1, 2006. The shares may be repurchased from time to time in open market transactions or in negotiated transactions off the market. The timing and amount of any shares repurchased is determined by the Company's management based on its evaluation of market conditions and other factors. Repurchases may also be made under a Rule 10b5-1 plan, which would permit shares to be repurchased when the Company might otherwise be precluded from doing so under insider trading laws.

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**Item 6. Exhibits**

| <b>Exhibit<br/>Number</b> | <b>Description</b>  |
|---------------------------|---|
| 3.1(1)                    | Amended and Restated Certificate of Incorporation of Blue Nile, Inc.  |
| 3.2(2)                    | Amended and Restated Bylaws of Blue Nile, Inc.  |
| 4.1                       | Reference is made to Exhibits 3.1 and 3.2.  |
| 4.2(3)                    | Specimen Stock Certificate.   |
| 4.3(2)                    | Amended and Restated Investor Rights Agreement dated June 29, 2001 by and between Blue Nile, Inc. and certain holders of Blue Nile, Inc.'s preferred stock.   |
| 10.2(4)                   | Commercial Lease, dated July 21, 2006, between Blue Nile, Inc. and Gull Industries Inc.   |
| 31.1(5)                   | Certification of Chief Executive Officer Required Under Rule 13a-14(a) or Rule 15d-14(a) of the Securities Exchange Act of 1934, as amended.  |
| 31.2(5)                   | Certification of Principal Financial Officer Required Under Rule 13a-14(a) or Rule 15d-14(a) of the Securities Exchange Act of 1934, as amended.  |
| 32.1(5)*                  | Certification of Chief Executive Officer Required Under Rule 13a-14(b) or Rule 15d-14(b) of the Securities Exchange Act of 1934, as amended, and 18 U.S.C. Section 1350.  |
| 32.2(5)*                  | Certification of Principal Financial Officer Required Under Rule 13a-14(b) or Rule 15d-14(b) of the Securities Exchange Act of 1934, as amended, and 18 U.S.C. Section 1350.  |
| (1)                       | Previously filed as Exhibit 3.1 to Blue Nile, Inc.'s Form 10-Q for the quarterly period ended July 4, 2004 (No. 000-50763), as filed with the Securities and Exchange Commission on August 6, 2004, and incorporated by reference herein. |
| (2)                       | Previously filed as the like numbered exhibit to Blue Nile, Inc.'s  |

Registration  
Statement on  
Form S-1  
(No. 333-113494),  
as filed with the  
Securities and  
Exchange  
Commission on  
March 11, 2004, as  
amended, and  
incorporated by  
reference herein.

(3) Previously filed as  
Exhibit 4.2 to Blue  
Nile, Inc. s  
Registration  
Statement on Form  
S-1/ A  
(No. 333-113494),  
as filed with the  
Securities and  
Exchange  
Commission on  
May 4, 2004, as  
amended, and  
incorporated by  
reference herein.

(4) Previously filed as  
Exhibit 10.1 to  
Blue Nile, Inc. s  
Form 8-K, as filed  
with the Securities  
and Exchange  
Commission on  
July 27, 2006, and  
incorporated by  
reference herein.

(5) Filed herewith.

\* The certifications  
attached as  
Exhibits 32.1 and  
32.2 accompany  
this quarterly  
report on Form  
10-Q pursuant to  
Section 906 of the  
Sarbanes-Oxley

Act of 2002 and  
shall not be  
deemed filed by  
Blue Nile, Inc. for  
purposes of  
Section 18 of the  
Securities  
Exchange Act of  
1934, as amended.

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**SIGNATURES**

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned thereunto duly authorized.

BLUE NILE, INC.

Registrant

Date: November 9, 2006

/s/ Diane M. Irvine

Diane M. Irvine  
Chief Financial Officer  
(Principal Financial Officer and Duly Authorized Officer)

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Registration Statement on Form S-1 (No. 333-113494), as filed with the Securities and Exchange Commission on March 11, 2004, as amended, and incorporated by reference herein.

(3) Previously filed as Exhibit 4.2 to Blue Nile, Inc.'s Registration Statement on Form S-1/A (No. 333-113494), as filed with the Securities and Exchange Commission on May 4, 2004, as amended, and incorporated by reference herein.

(4) Previously filed as Exhibit 10.1 to Blue Nile, Inc.'s Form 8-K, as filed with the Securities and Exchange Commission on July 27, 2006, and incorporated by reference herein.

(5) Filed herewith.

\* The certifications attached as Exhibits 32.1 and 32.2 accompany this quarterly report on Form 10-Q pursuant to Section 906 of the Sarbanes-Oxley

Act of 2002 and shall not be deemed filed by Blue Nile, Inc. for purposes of Section 18 of the Securities Exchange Act of 1934, as amended.