

**NIKE, Inc. Annual Shareholder Meeting Transcript
September 22, 2016**

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PRESENTATION

Mark Parker, NIKE, Inc., Chairman of the Board of Directors: Good morning everyone and thank you for joining us. Earlier this summer, our co-founder and Chairman, Phil Knight, announced his retirement from the Board, and he now serves as Chairman Emeritus. Phil is not only a founder of this Company, but also has been an incredible leader and an inspiration to all of us. His drive to serve athletes, to innovate, and compete is firmly engrained in NIKE's culture. I believe it's only fitting that in honor of his retirement, that we ask Phil to be our honorary chair for this meeting, which he has conducted for so many years, 35 to be exact. So Phil, please?

Philip Knight, NIKE, Inc., Chairman Emeritus: Thank you, Mark, for those nice words. But I would say, well Mark, what does the honorary chair do at the annual meeting? He says, all the things I don't want to do which is really to go through the script and keep everything legal. So I will call the meeting to order and welcome you to the 36th annual shareholders' meeting. We have the same board as we had this time last year, so I won't go through individual introductions. But I will just make a comment that, in my opinion, this is the best board in the world. You have leaders from major U.S. companies. You have a President of a University, and in John Thompson's case, a University employee who is higher than the President and they have all subverted their egos and learned the NIKE culture and acted as team players much to the betterment of this company and your shareholder value. And so on behalf of shareholders and myself personally, thank you very much. It is also part of my duty to refer to the presence of Steve Barr and Trevor Tyacke from PricewaterhouseCoopers, NIKE's auditors. And in addition, Tom McDonough of ComputerShare will serve as our inspector of elections.

The agenda for the meeting will be first to consider the five matters to be voted on by shareholders. Second, our new Chairman, Mark Parker, will report on the state of the business. And finally, the officers will ask questions from the shareholders. You should have received a card on which you can write your questions. The question cards will be collected shortly and at the end of the meeting, we will answer as many questions as time permits. The results of the balloting will be announced shortly after voting. I will point out that our Corporate Secretary, John Coburn has also announced his retirement after 25 years with NIKE and I will point out, in those 25 years, NIKE has not had a single problem with the SEC, much to his credit. John, was the notice to this meeting duly and properly given and a quorum present?

John Coburn, NIKE, Inc., Corporate Secretary: Yes, Phil. The notices were mailed in accordance with the bylaws on August 4, 2016. A quorum of both Class A and Class B common stock is present today. There are present in person or by proxy 100 percent of the total outstanding Class A shares entitled to vote at this meeting and 86 percent of the total outstanding Class B shares entitled to vote at this meeting which, in both cases, is more than the required majority needed for a quorum.

Philip Knight, NIKE, Inc., Chairman Emeritus: Thank you, John. Since a quorum is present, I declare the annual meeting for the shareholders of NIKE Incorporated duly convened. We will dispense with the reading of the minutes of the last annual meeting and proceed to the matters to be voted on.

There are five matters to be voted on at this annual meeting, each of which is described in your proxy statement. One, the election of directors. Two, an advisory vote to approve executive compensation. Three, an amendment to NIKE Incorporated employee stock option purchase plan to increase the number of shares authorized under the plan. Four, a shareholder proposal regarding political contribution disclosure and five, ratification of the appointment of PricewaterhouseCoopers as NIKE's independent auditors for the current fiscal year. I would like to ask the Secretary to present the Board of Directors' recommendations to the shareholders at this time.

John Coburn, NIKE, Inc., Corporate Secretary: The first matter we will vote on is the election of directors. The Board's nominees for election by class A shares are Beth J. Comstock, John G. Connors, Timothy D. Cook, John J. Donahoe, Travis A. Knight, John C. Lechleiter, Mark G. Parker, Jonathan A. Rogers, and John R. Thompson, Jr. The Board's nominees for election by the class B shares are Alan B. Graft, Jr., Michele A. Peluso, and Phyllis M. Wise. I move that these nominees be elected to the Board of Directors.

Philip Knight, NIKE, Inc., Chairman Emeritus: Is there a second?

Unidentified Speaker: I second.

Philip Knight, NIKE, Inc., Chairman Emeritus: Okay. The company has not received notice of any other nominations as required by the bylaws. Therefore I declare the nominations closed.

John Coburn, NIKE, Inc., Corporate Secretary: The second matter to be voted on is an advisory vote on executive compensation. I move that the compensation of the named executive officers, as described in the proxy statement, be approved.

Philip Knight, NIKE, Inc., Chairman Emeritus: Is there a second?

Unidentified Speaker: Second.

John Coburn, NIKE, Inc., Corporate Secretary: The third matter to be voted on is an amendment to the NIKE Inc. employee stock purchase plan to increase the number of shares authorized under the plan. I move that the amendment be approved.

Philip Knight, NIKE, Inc., Chairman Emeritus: Is there a second?

Unidentified Speaker: Second.

John Coburn, NIKE, Inc., Corporate Secretary: The fourth matter to be voted on is a shareholder proposal regarding political contributions disclosure. Is the proponent or its representative here to present the proposal?

Unidentified Speaker: Yes.

EVERETT VERMEER: Okay. Good morning, my name is Everett Vermeer and I stand on behalf of Newground Social Investment to prove, to move proposal number four, which asks NIKE to meaningfully disclose how it spends shareholder money for political purposes. NIKE is not in the mainstream of companies that have adopted such policies. The CPA-Zicklin Index ranks companies on the quality of their disclosure. And the forthcoming 2016 index ranks NIKE at 298th in the S&P 500. With a score of 57, NIKE falters in comparison to its northwest peers from a range of industries. Costco's is 74, Boeing's is 90, and Microsoft's is 95. 306 companies practice some form of disclosure. This includes 153 companies that have adopted these policies as a result of engagement with investors. Despite NIKE's fears that disclosure could expose the company to competitive harm, there is no evidence that harm has befallen any company with such policies. NIKE's language around disclosure is contorted and confusing. And current policies generate tremendous loopholes that render them ineffective. Its approach incorporates a system design flaw which makes the current practices unsuitable for an enduring transparent long-term policy. Proposal four seeks clarity around the undisclosed payments that NIKE makes through entities like trade associations and so-called social welfare organizations, some of which are highly political and used as conduits for laundering money. A system of secretive front groups that trade in dark money is neither accountable nor democratic, and it taints the American political landscape. In contrast, disclosure, one, protects against liability and supporting groups whose activities could harm NIKE's reputation. Two, it allows the Board to do its job, and shareholders to evaluate their risk. Today's policies allow neither. Three, it would move NIKE from the rear of the pack, and rank it high amongst its peers which is the only place a world leading company should aspire to be. Therefore, we ask NIKE to join its top-flight peers and for each of you to vote for this democratic good governance proposal. Thank you.

Philip Knight, NIKE, Inc., Chairman Emeritus: Is there a second?

Unidentified Speaker: Second.

John Coburn, NIKE, Inc., Corporate Secretary: The final matter to be voted on is shareholder ratification of the appointment of PricewaterhouseCoopers as the company's independent registered public accounting firm for fiscal 2017. I move that the selection of PricewaterhouseCoopers be ratified.

Philip Knight, NIKE, Inc., Chairman Emeritus: Is there a second?

Unidentified Speaker: Second.

Philip Knight, NIKE, Inc., Chairman Emeritus: Does anyone need a ballot? Any shareholder who wants a ballot should raise his or her hand, and the ushers will provide a ballot. It is not necessary to ask for ballot if you have already sent in your proxy. If you have previously sent in a proxy, please do not execute a separate ballot unless you mark your ballot to show that a proxy was previously submitted and you desire to revoke your proxy. These are separate; there are separate ballots for class A and class B shareholders. If any of you have questions written on your cards, please also pass them to the aisle, and the ushers will collect them at this time.

Philip Knight, NIKE, Inc., Chairman Emeritus: I now declare the polls closed. The inspector of elections will now tally all the votes on the measures, and return the results to the Secretary. I'll now turn the floor back to Mark Parker, who will review our performance in the fiscal year 2016.

Mark Parker, NIKE, Inc., Chairman of the Board of Directors: Okay. Thank you, Phil. Thank you again for joining us at this 2016 shareholders' meeting. You know here at NIKE, we don't just adapt to the future, we anticipate it. And by investing in innovation, we create products that help athletes realize their potential. Innovation has never been more important for us because at this time of relentless change, the state of play has never been more dynamic. Around the world, healthy living is becoming a priority. Sport is now a part of everyday lifestyle, and sneaker culture is booming. At retail, our industry is in the early stages of unprecedented transformation. Mobile innovation and personal services are dominating the landscape. For the consumer, the connection between the digital and physical worlds is closer than ever. At the same time, every global company is faced with foreign currency pressures, constrained resources, and the realities of geopolitical volatility. These seismic shifts demand all of our ingenuity, but also create tremendous opportunity for NIKE.

This year we managed uncertainty in the near-term, and targeted our investments to accelerate growth for years to come. We developed promising technologies. We formed groundbreaking partnerships and we grew our global footprint. We expanded access to sport. We boosted our digital presence, evolved our supply chain, and harnessed sustainable innovation to enhance our efficiency. These investments represent a fundamental shift in how we do business. And in doing so, we not only accelerated our mission of serving the athlete, but also envisioned the future of sport. This past year, we demonstrated the power of our complete offense. On a constant currency

basis, five of our six geographies grew by double digits. Greater China grew by an impressive 27%. Western Europe was up 14%. And North America, our largest geography, continued to deliver strong results by growing 8%. In every market, our consumers are moving online. And that's why we expanded nike.com's reach in additional, to an additional 20 countries this year. We're now present in more than 40 countries worldwide. Empowered by this growth, we reached over \$32,000,000,000 in revenue in fiscal 2016. Earnings per share grew 17% to \$2.16. And NIKE's return on invested capital increased to 29.7%. All this underscores our ability to drive both profitable growth and significant shareholder value. In fiscal '16, we not only expanded our leadership position, but we also set the foundation for long-term growth across every dimension of our business. And that's why I'm confident that we're on our way to a goal of \$50,000,000,000 in revenue by 2020. And that journey starts, first and foremost, with groundbreaking products.

In March, we debuted an unprecedented wave of innovation, headlined by the HyperAdapt 1.0, which is the most adaptive footwear ever created. Featuring an advanced fit system, it represents the first step toward a future where our products will adjust to our athlete's real time. As a company founded by a runner and his coach, we also built on our legacy of excellence in running with an array of high performance shoes.

The LunarEpic Flyknit, a revolutionary mid-height running shoe. The Free RN Motion, our most natural ride yet. And the featherweight, lightweight Air Vapor Max, our most complete Air Sole cushioning system ever. Our innovations are built with the insights of elite athletes. And nowhere is that more clear than the Olympics, where NIKE athletes shined on the biggest stage in sports. Rio showcased our brand like never before. After two intense weeks of competition, over 189 medals were worn by athletes wearing NIKE product. If we were a country, NIKE would have finished first in the medal count. We made a statement in track and field, where legends are born by fractions of a second.

I was there to witness Mo Farah cement his status as one of the best distance runners of all time, earning back to back Olympic gold medals in the 5,000 and 10,000 meters. Elaine Thompson became the first woman to win the, both the 100 and 200 meter sprints at the Olympics since 1988. One of the many Olympians with ties to Oregon, Ashton Eaton, defended his title as the world's greatest athlete, winning his second straight gold medal in the men's decathlon. And Allyson Felix became the first woman in track and field history to win six gold medals. Of course, NIKE is also known for basketball. And in Rio, Team USA made its mark. The men's squad, headlined by K.D., Kyrie and Carmelo, capped off the games with their third straight gold medal. And the women's team, led by our own Elena Delle Donne, Diana Taurasi, and Sue Bird maintained their unbeaten streak at the Olympics, winning their sixth gold. But for Brazil, no medal was more coveted than gold in men's football. We couldn't have scripted a better ending for the Olympics. Wearing his signature Jordan boots, Neymar scored the final penalty kick that lifted Brazil to the top of the medal stand and into the history books. You know, looking back on the past few months, it's been an extraordinary summer of sport for NIKE. In June, LeBron and Kyrie led

the Cleveland Cavaliers back from an unprecedented 3-1 deficit in the finals to win the NBA title. You know, that storyline of LeBron bringing a championship back to his hometown, will clearly go down as one of the greatest in recent memory. And then weeks later, Serena won her seventh Wimbledon championship. And she's now tied for the most major titles in the Open era. And at the European championships, Cristiano Ronaldo led Portugal to its' first-ever victory in the tournament. He's since been named UEFA's best player in Europe.

These icons aren't just making history, they're changing the game. And inspired by their achievements, we're transforming the way we serve the athlete. Today, NIKE is ushering in the new era of personalized performance, allowing us to serve the consumer completely both on and off the field. Nowhere is that shift more clear than in the new NIKE+ app, the all-access pass to your potential. It offers the best of NIKE at your fingertips, from a personal store to customized on-demand coaching. Through the app, consumers can receive targeted offers, share their progress on social media, and earn invitations to exclusive in-person events. And best of all, it works seamlessly with the rest of NIKE Digital, nikeplusrun.com or NIKE+ Training Club, NIKE.com, and NIKEiD, all together to create a single home for year entire athletic life. In partnership with Apple, we also just announced the new Apple Watch NIKE+, giving runners the best of what they really need. And NIKE+ continues to represent our conviction that technology is at its best, its' most powerful when it serves people. And to put that principle into practice, we're continuing to invest in digital platforms that fuel authentic connections with consumers. And that's why, across NIKE, we are driving our manufacturing revolution, a series of investments that are transforming how our products are made. And it starts with partnering with the innovators who help us accelerate systemic change at scale. With Flex, for example, we're driving the modernization of footwear manufacturing across our supply chain. With HP, we're testing 3D printers that will deliver customized product. And with the Ellen MacArthur Foundation, we're exploring new business models that keep materials in play through reuse and regeneration.

And that's not all. At NIKE, we believe in the power of sustainable innovation to help us get faster and more efficient. In May, we released our sustainable business report to better understand track, and decrease carbon across our value chain. And that means reducing CO2 emissions through an increased efficiency and renewable energy, developing a new palette of sustainable materials and raising standards in contract factories to ensure that workers are protected, valued and engaged. Fiscal '16 also saw NIKE go deeper in communities where we live and play. In celebration of the Olympics, we worked closely with communities in Rio to revitalize community and sport centers. In China, we renewed our partnership with the Ministry of Education to help millions of children be more active before, during and after school. And here in the U.S., we opened new community stores such as Detroit and East L.A., where our store associates come from and give back to the communities that they live in. All of this adds up to a recipe for consistent, long-term success. And looking back on fiscal 2016, I'm inspired by our strong performance. Despite challenging macro business dynamics, we continued to drive robust growth across the globe. And we did it by staying true to the formula that got us here, relentless innovation mindset and partnerships with the

world's greatest athletes. And moving forward, we see incredible opportunities for growth, and we have a bold plan to seize them. And it starts by taking a global approach. We will continue to deliver on our potential across our biggest markets in North America and Western Europe. And at the same time, we'll deepen our leadership in our fast-growing geographies, especially greater China and the emerging markets.

We will drive the new reality of retail, integrating digital and physical retail seamlessly, giving our consumers better access to the products that they want. We will expand the core pillars of our business, running and basketball, with a relentless flow of innovation. We will create inspirational sportswear that unifies performance and lifestyle for both men and women. We will unleash the power of the Jordan brand across multiple categories. And to focus the audiences with the biggest potential, we will invest in our women's and young athletes' offenses. But more than anything, we know who we are and how we got here. And that brings me to Phil Knight. As you all know, Phil is now serving as Chairman Emeritus. Apart from his brilliant business mind, Phil's greatest gifts to our culture are his determination, his competitive spirit, and his obsession with serving the athlete. His entrepreneurial drive is and always will be part of our DNA. You know, Phil leaves a giant footprint on the world. And now he can add best-selling author to that long list of accomplishments. Not bad. As he evolves into his next role within NIKE, Phil remains the voice that inspires us all. And what's more, there's no better way to honor the transition, his transition, than by accelerating our mission of bringing innovation and inspiration to every athlete. And we've never been closer to realizing this daring dream. Powered by our extraordinary team, our innovative mindset, and our global brand leadership, I've never been more confident in the future that NIKE is creating. And building off a strong fiscal 2016, I'm incredibly excited about what's in store for fiscal 2017 and beyond. Thank you.

Philip Knight, NIKE, Inc., Chairman Emeritus: Well, thank you Mark. You said you weren't going to do that, but thank you. And I would also echo that I don't think NIKE's future has ever been brighter and I'm really looking forward to the next few years with great confidence. John, I see you received the vote. You've received the report of the inspector of elections. Will you please give the results?

John Coburn, NIKE, Inc., Corporate Secretary: Yes, Phil. Holders of 100% of the class A shares present voted in favor of the election of the Board's nominees for class A directors. And holders of 97.9% of the class B shares present voted in favor of the Board's nominees for class B directors. Holders of 85.9% of the class A and class B shares present and voting together voted to approve the compensation of the named executive officers listed in the proxy statement. Holders of 99.5% of the class A and class B shares present and voting together approved the amendment to the NIKE Inc. employee stock purchase plan. Holders of 71.4% of the class A and class B shares present and voting together voted against the shareholder resolution. So it did not pass. Holders of 99.3% of the class A and class B shares present and voting together ratified the selection of PricewaterhouseCoopers as the company's independent registered public accounting firm.

Philip Knight, NIKE, Inc., Chairman Emeritus: Thank you. The 12 nominees have been duly elected as directors of this company for the ensuing year. The compensation of the named executive officers has been approved. The amendment to the NIKE Incorporated employee stock purchase plan has been approved. The shareholder proposal did not pass. And PricewaterhouseCoopers' selection as the independent registered public accounting firm for the current fiscal year has been ratified. We will now answer some questions from the cards you have handed in.

QUESTION AND ANSWER SECTION

Mark Parker, NIKE, Inc., Chairman of the Board of Directors: Thank you. Okay, Shareholders questions. Okay, this one's for Phil, obviously. I loved Shoe Dog. Will you write a part two?

Philip Knight, NIKE, Inc., Chairman Emeritus: No plans to do that. I've been told, you know, authoring a book is a little like a woman giving birth to a baby. You have to forget how much pain there was before you engage in a second one. And I'm not there yet.

Mark Parker, NIKE, Inc., Chairman of the Board of Directors: Well, we'll stay tuned. Another one for Phil. How involved will you be with NIKE going forward?

Philip Knight, NIKE, Inc., Chairman Emeritus: Well, obviously, NIKE's by far the most significant thing I've ever done in my professional career. And it's part of my blood, and it will never leave me. And so I'll be here as needed.

Mark Parker, NIKE, Inc., Chairman of the Board of Directors: Which of your recent innovations are you most excited about? I'll take this one. Actually I showed it to you briefly there, the HyperAdapt 1.0. It's an amazing product that's been over 25 years in the making, since the movie Back to the Future II. The reason I'm excited about it is the obvious new revolutionary fit system. But really what it represents in terms of a new wave of innovation in adaptable performance and adaptable fit. So this is just the tip of the iceberg. There's so much more to come. I see what those next chapters are. I can't speak to them today. But, it's incredibly exciting. So it's just another example of some of the breakthrough innovation that's coming in NIKE's pipeline. But thank you for that. Okay. Can you comment on your policies around diversity and inclusion, including your views on North Carolina's HB2 law? Hanna?

Hannah Jones, Vice President, Chief Sustainability Officer: Yeah. Well, at NIKE we're against discrimination and we're for an equal playing field for all. So we were proud to partner with the Human Rights Campaign and join them on their amicus brief on North Carolina's HB2 policy. And Mark, in his speech, referenced our latest sustainability report. In fact, if you go to that report, you can find all of our policies on diversity and inclusion which include our new updated family care policy. And we just also joined with the White House in a pledge for equal pay for all. So we feel strongly about an equal playing field.

Mark Parker, NIKE, Inc., Chairman of the Board of Directors: What were your favorite Olympic moments? I had some of mine, but I'm going to turn this over to Trevor who was also down in Rio.

Trevor Edwards, President, NIKE Brand: Yeah, no. There's obviously... when the Olympics is on, it could not be more of an energetic moment. For us, being there was truly inspiring. When you saw performances like Ashton Eaton, you know, Mo Farah's race, amazing. You know, you had the chance to see Simone Biles play, Neymar's goal. All of them were just amazing moments and so the thing that maybe captivates me is the fact that at the end of it, we were so proud of our athletes, 189 medals as Mark said earlier. That alone is in itself a feat. So we were very proud of them and obviously very proud of our teams who support and create amazing products for them. You know the one that really comes to mind, there's maybe two that I'll just hit on which is in basketball when you have, on the both, on the women's and the men's USA basketball team we had 21 of the 24 players that were in NIKE product. So, an amazing moment, really exciting. But the one that truly, truly captivates me is watching a young man take the journey and actually took the country on his back to take the penalty to score at the Olympics that actually brings the entire nation together, which is Neymar's goal. That has to be, for me, the most memorable of this Olympics.

Mark Parker, NIKE, Inc., Chairman of the Board of Directors: Yeah, I would second that. Clearly shows the power of sport, and the emotion. Looking forward, what are your priorities in terms of use of cash? Andy?

Andy Campion, Executive Vice President & Chief Financial Officer, NIKE, Inc.: I assume that one's me? It's a great question because we are fortunate to have a lot of cash and we certainly generate very strong cash flows. So we spend, we all spend a lot of time on that question in our business planning process. Our top priority in terms of the use of cash has been and will always be to invest that cash to drive long-term growth. It's proven to be a fantastic model and fiscal year '16, our return on invested capital approached nearly 30%. And while our growth's been extraordinary, as Mark said in his remarks about the state of the business, and as Phil reiterated, we still see tremendous opportunity for growth. And that'll be fueled by investing in product innovation, in digital services, again, as Mark referenced. All the way through to the supply chain where we aspire to more personally serve consumers one to one. So that'll be our priority. At the same time, our strong cash flows have also afforded us the ability to continue to steadily increase our returns to shareholders through share repurchases and dividends. And we expect that to continue.

Mark Parker, NIKE, Inc., Chairman of the Board of Directors: Okay. Thank you for your questions. I think that was it, we had. Since we have not received notice of any other business to come before this meeting, the meeting is now adjourned. Shareholders who would like to have a brief tour of the NIKE World Campus can join us on that tour as you exit the meeting room here after the closing video. So again, thank you all for coming.