

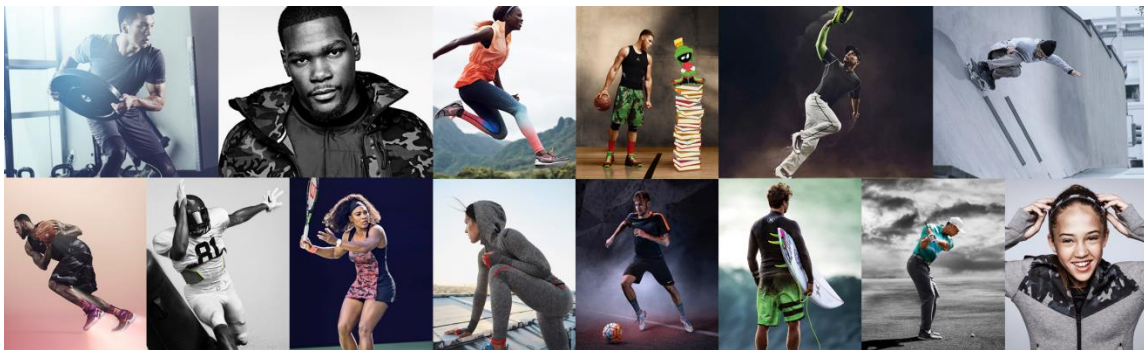
2015 NIKE, INC. INVESTOR MEETING



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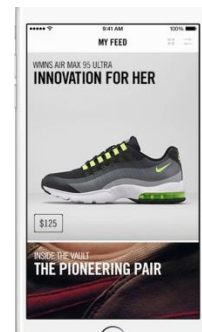
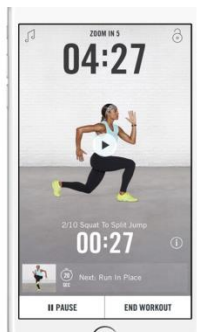
Jayme Martin, VP & GM – Global Categories

Thanks Jeanne. Good morning. My name is Jayme Martin and I'm the Vice President and GM of the Global Categories here at Nike. I'm excited to be here to talk to you about our Category Offense. As Trevor said, we exist to serve athletes, and through that goal we drive growth. Now, when we talk about serving athletes, we mean that completely. At Nike, we serve every possible product need of the athlete: for when they compete, for when they train, and for their entire lifestyle 24/7/365.



We have category teams dialed deep throughout the world, connecting with consumers everywhere they live and play. And with our global marketplace footprint, we find and target new opportunities. When we land these opportunities, we then scale them with a power and at a scale and a pace no one can approach. By serving athletes' needs beyond product through services and experiences, we are with them every step of the way.

This means that we keep our athletes coming back while also inviting more consumers into the brand every single day. At the same time, we are focused on leveraging the insights from our global digital ecosystem to serve consumers personally at scale. When consumers share information with us, we are able to offer more products and services tailored to their needs and interests. This community is defined by the quality of the connection, which is why so many consumers around the world are choosing to join in.



We are their partner. We are not just focused on consumers downloading our app. We care about athletes making us an authentic part of our lives. And they are doing just that. In the last 12 months, our runners have run nearly 500 million miles with us. When they join in, they're more active. They run more, they run farther, and they run faster.

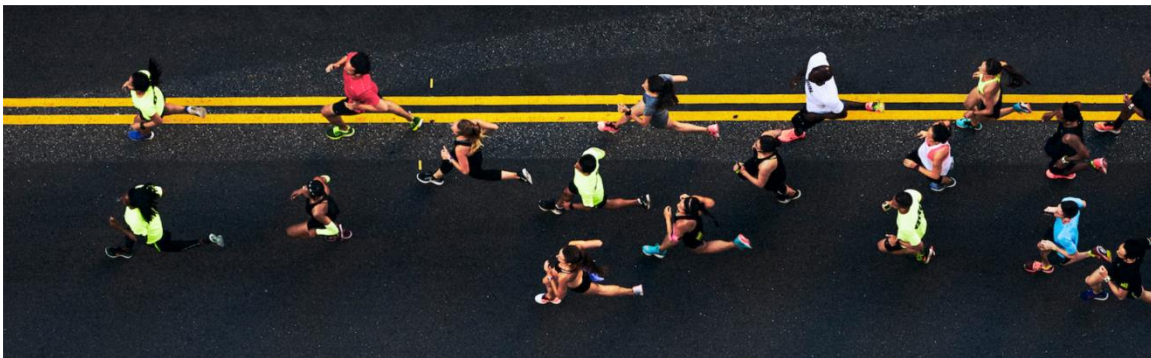
Since we introduced the Category Offense, it has built a solid foundation to fuel sustainable, profitable growth. For instance, Running and Jordan have both more than doubled in size and Running continues to be on track with our FY17 guidance. Our Women's business is ahead of pace to achieve the \$7 billion target we announced two years ago, and the business is accelerating.



And Basketball and our Young Athletes' business have already hit both of their goals of adding \$1 billion by FY17 in FY15. All of this growth is driven by the fact that we lead in product innovation in every category, and we continue to elevate and expand our global premium capacity in the marketplace. This offense is embedded with the power of opportunity.

You can see this most clearly in geographies where we have developed the Category Offense the most, namely North America and Western Europe, which proves what a true growth driver this strategy is when executed completely. And as we perfect the Category Offense in North America and Western Europe and roll it out across the rest of our geographies, as we're doing in China and elsewhere, the sky's the limit. Let's take a closer look at the Category Offense and the foundation Nike has established around the world. Because we know athletes better than anyone else, we see the culture around sport shifting and evolving up close. That foundation lets us continuously create separation in the marketplace.

At Nike, running is our heritage and our biggest performance category. We've committed to make all runners better, whether they're looking to run their first mile, hit a PR in a marathon, or set a world record in the 10,000 meters.



Running today isn't just a way to get fit, it's a lifestyle. And we love fueling this lifestyle across innovative products, services, and experiences that help runners reach their goals. And there's nothing we love more than exceeding runners' expectations. The truth is, our running innovation pipeline is as strong as I've seen it in my 18 years here. And at Nike, we pride ourselves in offering runners experiences they didn't think they could have with a running shoe.

Today, we work with runners to meet their preferences with the choices we have for footwear, focusing on how they personally like to run. We can serve every kind of runner, whether they prefer a fast ride, a natural ride, or an effortlessly easy ride. We have it, and we have the best.



At the same time, for those who just love the look or the comfort of a running shoe, our extensive vault of beloved iconic designs can be refreshed every year, every season, and every week. These stories continue to elevate the energy of these products year-in and year-out, fueling that culture of sneakers.

Of course, we're always innovative head-to-toe and that's the power of the running offense. We have driven a premium and cutting-edge running apparel business, and it has led to 22 consecutive quarters of double-digit growth. That's always wanting to be the best, and never being satisfied.



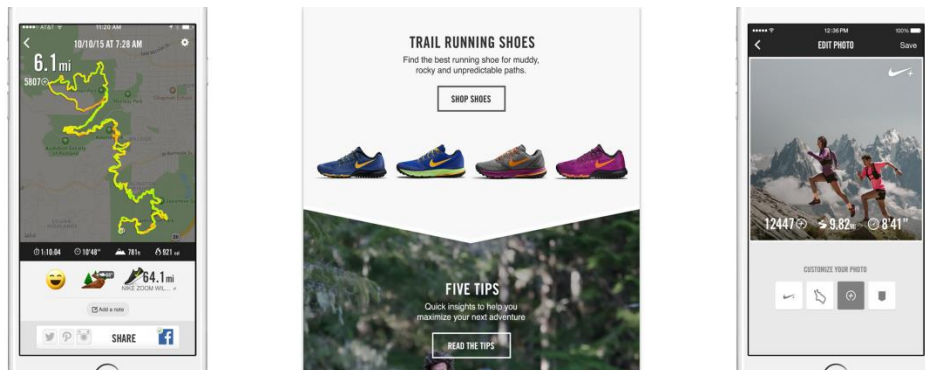
One consumer favorite is our Aero loft Running vest, which offers feather-light insulation, perforated ventilation that keeps the right amount of heat close to the runner. It is now a must have for all runners, beginner and elite.

This drive doesn't stop at product. Our innovative approach extends to our retail environment and services. Two years ago, I discussed our Flatiron running store. It has become our most innovative and productive Running store in the world, transforming our retail concepts around the globe as well as lifting all of our retail partners. It was our stake in the ground to help us refine how we wanted to elevate retail for our runners to create the most passionate running community in the world. This effort elevated New York City, North America, and the marketplace around the world. And today, we're unlocking global running with a premium distribution model that only Nike could do.



Since I was up here last, we also set out to create the most connected and expansive service model for runners. Our goal was clear: to deliver motivation, coaching and product, with every runner's unique needs in mind. We call this the Nike+ Run Club. We serve every runner around the world with a deep and rich experience they love. This service includes the industry's best running app and individual chats with running experts on Nike.com.

And I mentioned analytics earlier. Through the data we collect from the Nike+ Running app, we have the ability to track a runner's journey and offer guidance, services, and products to meet their needs. For example, when runners mark their runs as Trail, we can have a robust conversation with them about trail-running, offering tips and access to the latest trail collections.



And if you are in one of our 43 Nike+ Run Club cities, with more being added every month, it just gets better. While many brands have group runs, we have running experiences. These runs are fully booked within minutes. We always hear how people never forget these experiences.

And they share their successes with friends and families, bringing new runners into our community every day. We program experiences for runners with a variety of different options, whether it's our beginner's run, called our Ready, Set, Go Run, in which a running coach and a team of pacers are there to support you every step of the way, our speed run, which gets you faster and stronger with a mix of quickness and intensity on the track under the lights, the Run the City run, where runners discover new sights and sounds throughout the city they live.

And that's just a few. We have a comprehensive program for all runners. Only the Nike+ Run Club, and its expert coaches, makes that possible. Take a look. (video in room).

Love that. What I love is when someone finishes our beginner run and they look down at their phone and realize they finished two miles when they didn't think they could run even one. And on top of a million in-person runs with runners in cities around the world, we will go on more than 150 million runs through the Nike+ Running app in FY16. When runners join our community, that depth and energy translates into conversion, both in-store and online.

They come back because we are committed to serving them, driving the business to new heights. Our Running category continues to see incredible growth: We expect Running alone to grow to \$7.5 billion by FY20. Through innovative product, elevated retail, services and experiences, our commitment to runners is to serve and inspire. It's a deep relationship that keeps them coming back. That's our growth model and that's how we keep expanding this market.

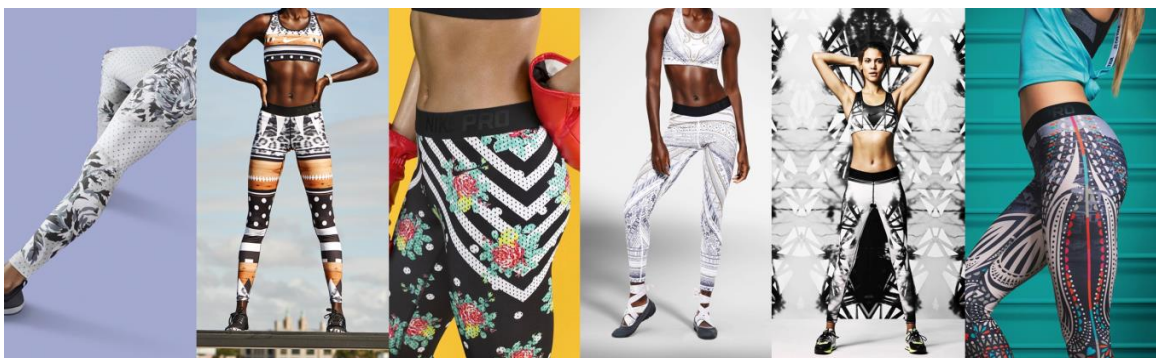


Now let's talk about Nike Women's. Nike Women's continues to be one of our biggest opportunities. As Trevor said, Nike Women's is now a \$5.7 billion business growing to an \$11 billion business by FY20. We know this athlete is demanding more from brands across product, across service, and across experience.



And we are there every step of the way throughout her journey, serving her completely through her run/train/live lifestyle and a host of sport categories. We obsess the innovative product she loves and are staples for her run or workout, serving her complete sport and fitness lifestyle.

Tights are one of her most important apparel items. As Jeanne said, we build the best tights in the world, at every level. We then bring it to our bottoms bars at nearly 4,000 doors around the world.



And all of this energy is accelerated through activations like the Tight of the Moment. This is a product that when we release it, it evaporates. These special stories, prints and patterns create demand that drives our productivity, enabling us to nearly triple our tight business over the past couple years. Today, tights, along with other staples, like bras and tanks are favorites we've scaled globally.

Now in 2013, I also talked to you about the Sky Hi Dunk becoming a \$100 million franchise, and igniting a sneaker culture for her. Fueled by this fast-paced connection to the newest and freshest styles, our Women's sportswear sneaker business is booming. Today we have six Women's footwear styles each at over \$100 million, which shows how we bring to life iconic silhouettes and styles designed just for her. We are relentless about giving her the looks she loves, new colors, new aesthetics, and new stories. And in doing so, we create a massive growth opportunity for the company.



And we deliver these amazing product stories to premium shopping experiences for her, while scaling them globally, both physically and digitally. Nike's hallmark in-store services are beyond compare with bra-fitting, gait analysis and much more.

Ultimately though, that premium shopping experience starts at Nike.com. Our focus on getting this right lets us create amazing product stories, which we can translate to wholesale partners around the world. Over the past year, Nike.com has seen incredible growth as we connect services such as the Style Guide, Get Fit Tools and the Nike+ Training Club to make it easy and fun for her to shop. And we never stop trying new things to make it easier for her to shop and connect.



Just earlier this year, we partnered with Instagram to give her a new way to shop for her favorites. Partnerships like these keep us far ahead of the rest of the industry.

And today, Nike has the largest training community of women on the planet, in 146 countries. Nike's global consumers have 18 languages to choose from in our training community. Our scale across the globe is driving real growth. In just one month this summer, this community completed

nearly a million NTC workouts, and the numbers just keep climbing. And like in Running, we bring unrivaled experiences to this athlete through our NTC tour and broader Event Series. This energy around our Women's business can be felt up-close with one-of-a-kind activations in iconic locations. And naturally, the connection never stops, as she can live this experience digitally every day through Nike+ Training Club.



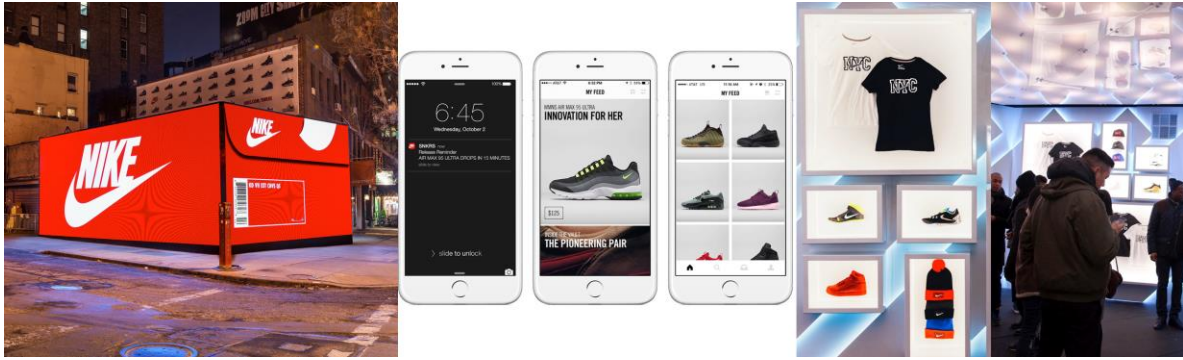
And all together, these pieces add up to our complete formula for growth: product that combines performance innovation and style, retail concepts that scale globally to where she lives, and services that inspire and enable her to achieve her goals. And because our approach keeps this consumer returning again and again, the Women's business continues to be on fire.

All right, now let's talk Basketball. Our roster of players is the greatest in the world, period. And they push us to be our best. Their pursuit of being the best fuels us to create the most innovative product that drives this category. And together, we've built substantial signature businesses behind each of these athletes, crossing over performance and lifestyle.



And we know LeBron, Kyrie, KD and Kobe are ready to go this season, and we're very excited to see the energy they bring to the court in a couple weeks. But we know these players transcend the sport of basketball all around the globe. No brand has helped drive the culture around basketball more than Nike. We are, and always have been, the most connected brand with those who love the game. And that tradition continues with our storytelling and work connecting younger generations to the sport.

Basketball has the power to serve both hoops-crazy kids and longtime sneaker-heads around the world by leveraging our iconic styles. Just look at the energy at this past season's NBA All-Star Weekend. All over New York City, we brought the heat for hundreds of thousands of basketball fans. With retail and consumer experiences, we showcased basketball's unique culture and passion.



We used All-Star Week to debut the Nike SNKRS App by leveraging our SNKRS Station, a pop-up store that launched the most exclusive performance and lifestyle sneakers throughout the week. Styles like Foamposite, Air Force 1, and the Kobe X were available to consumers on the hour throughout the weekend. This was an opportunity to show the world what happens every week on our SNKRS app. Frequently dropping fresh sneaks to our consumers is just a normal cadence for us.

These iconic sneakers transcend the sport of basketball as well as the boundaries of the U.S. For example, the Air Force 1 is still today one of the most powerful franchises and styles inside and outside of sport.

We saw the global power of our athletes yet again with Rise 2.0 in Shanghai, Manila and Beijing this past summer. Rise was designed to help kids reach their full potential both on and off the court. This summer, Anthony Davis, Paul George, Kobe and LeBron worked with young athletes to develop both their basketball skills and what's even more important: heart, hustle, determination. It was an experience that made something we've long believed quite clear: sometimes it's not just who you partner with but the quality and the richness of the insight and the relationship that counts.

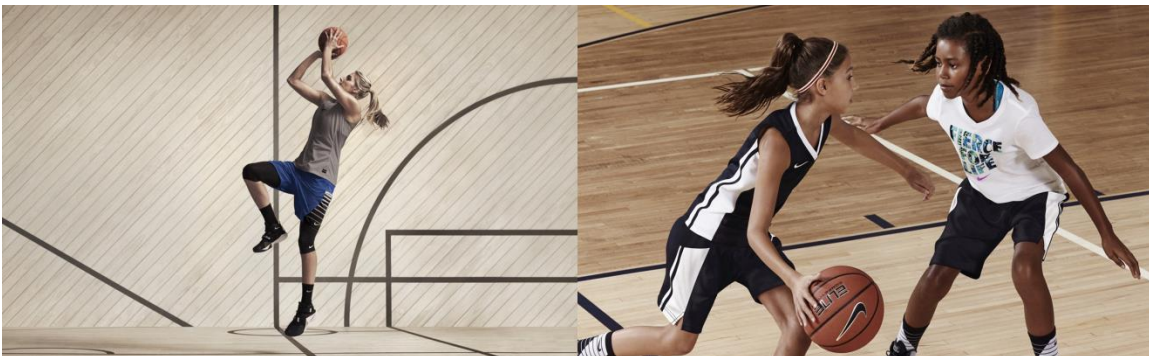


One story still stands out for me. Kobe was doing a morning workout in Beijing. Word got out, and 19,000 people showed up outside just to catch a glimpse. So he came out to say "hi", greeted everyone, then took off his shoes, signed them, gave them away. He then took off his shirt, signed it, and gave it away. Like he knew these kids had come from all over the country to see him in person. And he knew what a rare and special moment this was, so he made it a point to make it personal and special for them. It's why he's one of the most loved athletes in all of China. The power and influence of our Basketball athletes when combined with the innovative approach to live experiences only Nike can bring creates an unmatched environment for consumers. And though we physically connected with just a few hundred kids in those three cities, more than 40 million people watched Rise 2.0 on TV, following the entire journey.



The worldwide market opportunity for basketball is huge because the game is growing and the lifestyle is exploding. And as a result, we're seeing strong revenue growth around the globe. Mark mentioned this morning our partnership with the NBA. We have a shared vision for the game: to grow the game globally and be the most innovative sport on the planet. And if you think of the power of what we've done at the college level and the Olympics, it is clear to expect big things from Nike and the NBA in the next few years.

The growth opportunities as we spread the lifestyle of basketball around the world are clear, but in particular I'm thrilled about how the NBA partnership will ignite other areas of growth like Women's, Young Athletes and Sportswear. Our growth in Basketball is not defined by the current market size, it never has been. We have strong momentum in the U.S., and the game of basketball and the culture around it is expanding with the global opportunities in China, the Philippines and around the world.



This takes us to the Jordan Brand, a brand that stands for greatness. And athletes all over the globe are drawn to that idea of greatness. This emotional connection to the Jordan Brand sets it up to scale globally, a perfect complement to the Nike Brand and its ability to leverage the Nike footprint. As Mark said, Jordan has been building a product and marketplace foundation to unleash its power across multiple categories.



Recent moves, like our University of Michigan deal, and building a foundation in Training and Young Athletes, have started a transition Jordan into a multi-category, global sports brand, which gives us confidence of its growth potential.



Today we plan to accelerate Jordan's growth and treat it separately from Nike Basketball. We expect this business to double to \$4.5 billion by FY20. That's the kind of global scale and brand strength you can expect from the next era of Jordan. In other words, the Jordan Brand has come to play.

Before I wrap up, I have to say a few words about one of our true powerhouse categories: Global Football. You're going to hear so much more about what we've got planned for football as we prepare for Euro Champs and Copa America next summer. And as you've heard all day, we harness the power of our athletes like Cristiano, who just recently scored his 501st career goal and also just won a record 4th Golden Boot, which is more than any other player in history.



Today, I may have only touched a few categories but that just scratches the surface. The simple power of our Category Offense is that we run it to perfection across 13 categories, 6 geographies, 31 territories, which cover nearly every country in the world, all serving hundreds of millions of athletes.

In the end, we put ourselves in position to solve the problems of tomorrow today, thanks to the strategies and investments we continue to make. The service mindset of the Category Offense is the key that unlocks our connection with consumers to meet their needs. Because ultimately, it's the consumer who decides. Our brand is rooted in deep understanding of the consumer by knowing them and serving them.

It sounds easy, and some may even think it is. But at Nike, we've done it. And we're going to stay in the lead by doing it more and better than anyone else. Like no other brand, Nike is built to serve, both today and for decades to come. Thank you.

Presenters during this meeting made forward-looking statements based on current expectations and those statements are subject to certain risks and uncertainties that could cause actual results to differ materially. These risks and uncertainties are detailed in the reports filed with the SEC, including forms 8-K, 10-K, and 10-Q.

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