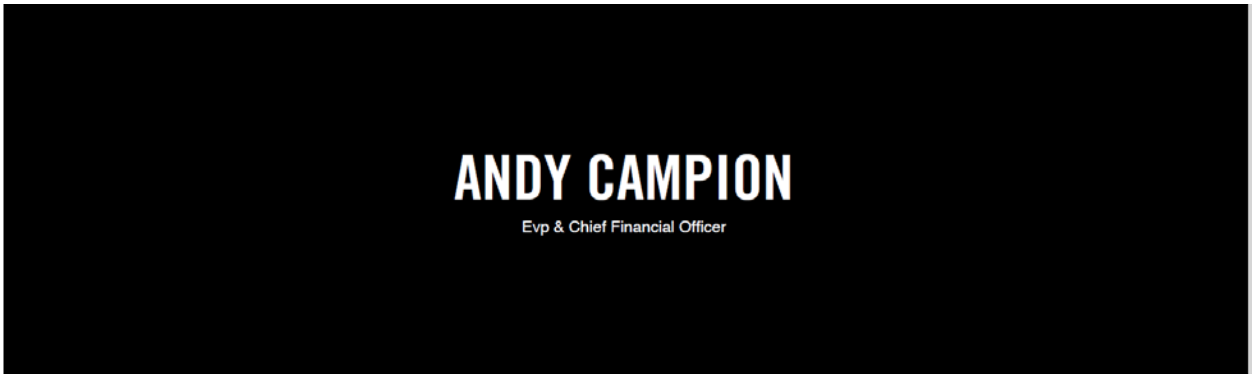
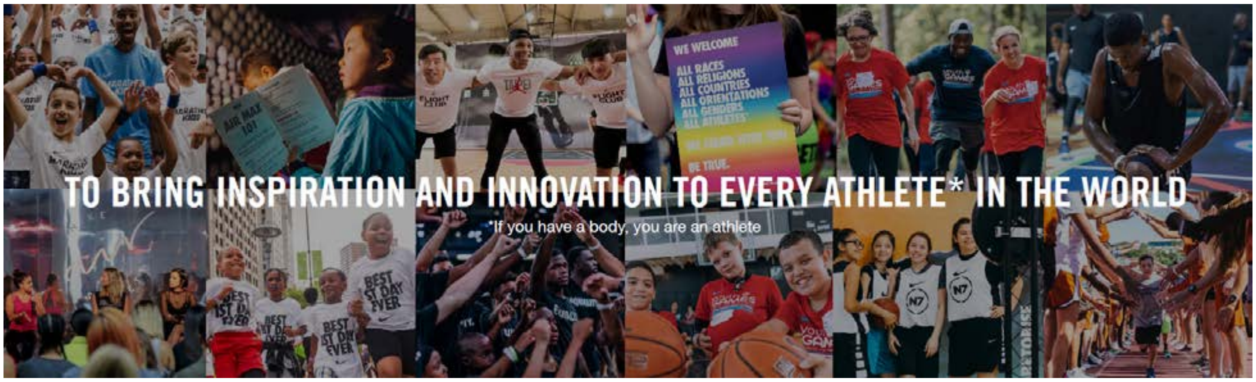


<u>Andy Campion, EVP & Chief Financial Officer:</u>

Good afternoon, everyone. I'm Andy Campion, and thank you all for joining us today.

Mark opened today by sharing NIKE's mission: to bring innovation and inspiration to every athlete in the world. It is a great place to start, because at NIKE, our mission is truly how we define winning, more so than any other metric.



And our authentic and relentless pursuit of that mission is why consumers want NIKE to win. That's one of the most extraordinary competitive advantages that we have. As Trevor shared, consumers in every major market around the world rate NIKE as, by far, their #1 favorite brand. Those consumers have helped us, helped us build the unrivaled global portfolio of businesses that we have today. And in the process, they've developed a deep love for the NIKE brand, and they're always looking forward with great anticipation for the amazing new innovation that we're going to bring to market. And as you've seen today, we're bringing it.

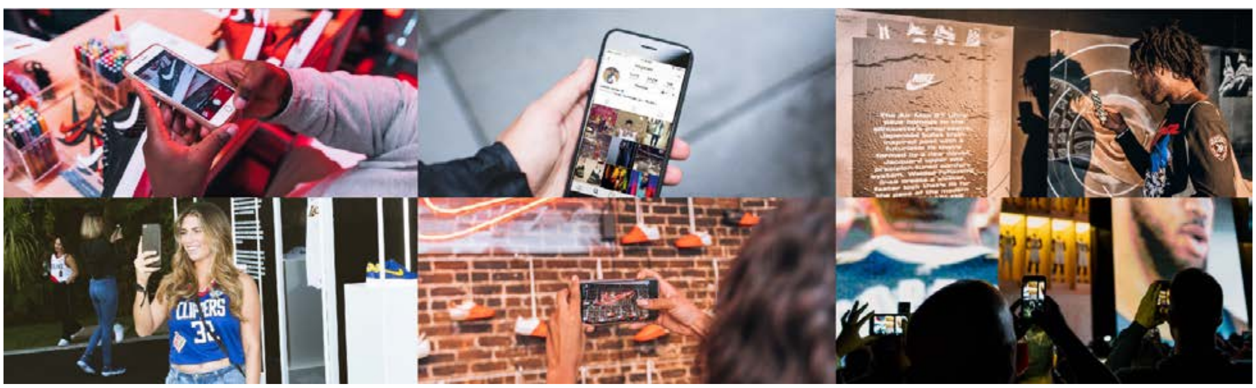
I'd like to do 2 things this afternoon. First, I'll summarize some of the key takeaways from all that you've heard over the course of the day. And then, I'll share deeper perspectives into our new long-term financial model.

One of your key takeaways will probably be that all of us said just a few words almost incessantly over the course of the day: the athlete, the consumer, innovation, speed, direct and digital. And I want to take just a few moments to explain why we're so focused.

As we all know, growth is never linear in any industry. There are periods of time when it seems that everything is working and the momentum is almost self-sustaining. And those periods are always followed by more dynamic times. And during dynamic times, there are many that feel as if they need to do everything and anything possible to change the circumstances.

But at NIKE, we've learned over time that in the more dynamic times, you don't actually need to do everything. You need to do the right things. And doing the right things is about knowing your values, and it's a function of knowing what matters most. That is how leaders deliver growth over the long term.

So you may be asking, how do we know what matters most. One of the best aspects of our relationship with consumers is that they never hesitate to tell us exactly what they want, either through their words or their actions. When we exceed their expectations, they tell us they want more. And when we fall short of their expectations, they make it very clear where we missed.



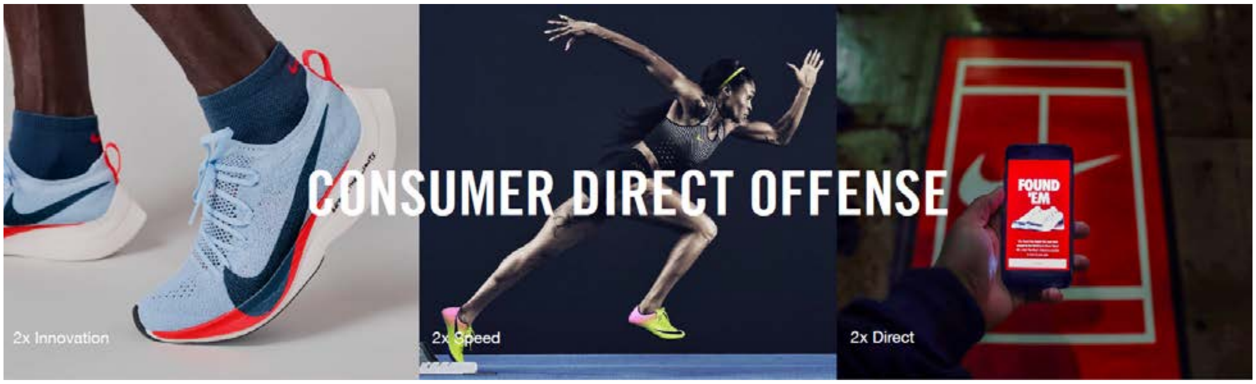
Today, consumers are telling us that what matters most to them is evolving.

First, they want to be even more directly connected to sport and the athletes that inspire them. As Mark and Kobe noted, well over 1 billion consumers have chosen to connect directly through social media with NIKE and the athletes and teams with whom we partner.

Second, consumers are telling us that they want even more innovation and they want it faster. The timeline from seeding innovation to scaling innovation has collapsed. Consumer's access to information about new innovative products is real-time and global. Take the NIKE Air VaporMax, for example, which went from launch to the top-selling running shoe over $150 around the world in just months.

And finally, consumers don't want to have to look any further than the palm of their hand to both find and get what they want. Everything from discovery to purchase is becoming increasingly easier, leveraging digital technology.

NIKE's new Consumer Direct Offense reflects our focus on what matters most to consumers. And it also reflects a very deliberate shift away from operating models of the past and acceleration toward the operating models of the future that leverage digital to serve consumers more personally at scale.



The Triple Double concisely summarizes the impact of these shifts we're making. We will double the cadence and impact of innovation on our revenue. We will double our speed, cutting our time-to-market in half. And we will double our direct connection to the consumers in the marketplace.

And driving change of this magnitude can often be easier said than done. We know that. So today, our objective was not just to tell you about the plans that we have but rather to show you actions that we are already taking.

In the 2X innovation breakout space, Tom and Jamie showed you our incredible pipeline of innovative product. And we've started to bringing some of that to market in fiscal year '18. Most notably, the 3 platforms that we believe will revolutionize running: Air VaporMax, ZoomX and React.

They also gave you a glimpse into some other game-changing innovation already in development. With Heidi and Adam, you were able to experience the new features and services that will fuel 2X direct, and many of those will be coming to life with our relaunch of Nike.com and NikePlus membership in November.

You also saw, in that room, some of the new services that we're creating that leverage the power of digital in the physical retail environment in a way that only NIKE can. And later today, Eric and Heidi will host you over at the Advanced Product Creation Center, and there you'll see some of the amazing innovation and digital product creation as well as manufacturing innovations that will enable 2X speed.

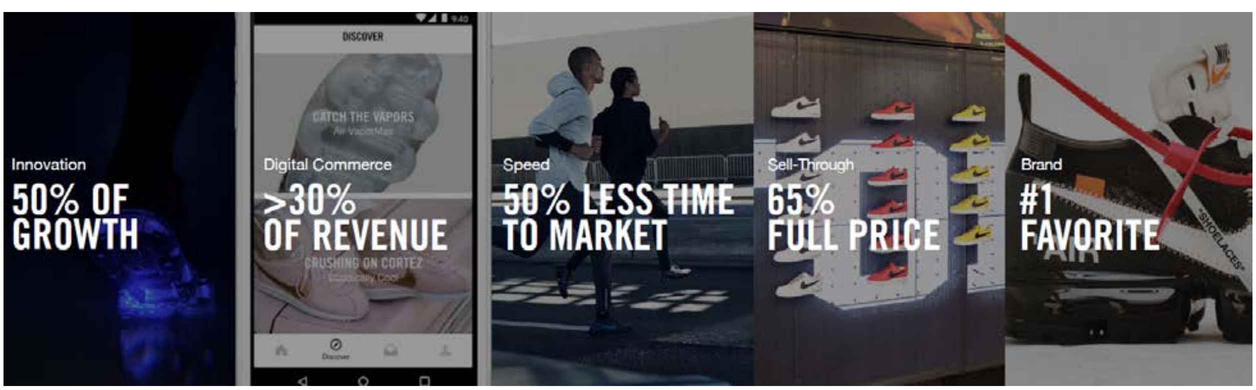
We're also confident that now is the right time to drive transformational change in our industry. We've implemented new consumer focused strategy several times in our company's history. And in each instance, they've ignited NIKE's next horizon of long-term growth.

For example, in the late 1980s, we were just scratching the surface in international markets. So we implemented a new global expansion strategy and that strategy focused on more deeply connecting with sport and the diverse cultures in key international markets. The result was over 20% compound annual growth over the next decade. In the late '90s, distribution had become stagnant, particularly in the U.S. As a result, retailers and brands were becoming promotional, fighting for share within a low-growth environment. Sound familiar? What followed was NIKE's consumer focused channel segmentation and differentiation strategy. That strategy significantly expanded the capacity for our brand in the U.S. through athletic specialty, sporting goods, department stores and even the early stages of NIKE digital commerce. The result was a doubling of our business from $9 billion to over $19 billion.

And most recently, in 2007, we implemented the category offense, an even more consumer-focused approach to segmentation and differentiation, serving consumers through the lens of the sports they love. The category offense led to yet another area of extraordinary growth from $19 billion to over $34 billion and counting.

About 1 year ago, we saw the earliest signs of consumer-led disruption in our industry. And that disruption was, of course, digital. We told you that we didn't believe retail was in a steady -- or we did believe that retail was not in a steady state, rather retail would continue to be challenged. However, at NIKE, we view digital disruption as a tremendous opportunity, a tremendous opportunity to once again connect more deeply and directly serving consumers and ultimately igniting NIKE's next horizon of growth. So we developed the Consumer Direct Offense, we realigned our organization against that offense and we're now accelerating our execution.

It's been proven that when performance is measured, the rate of improvement accelerates. So we established what we've been referring to internally as operational key measures of success. We've actually already shared many of those with you today, but I'd like to highlight just 5 of them. Five that we believe are most critical to fueling financial goals that I'll share in a few minutes.



First, we will double the cadence and impact of innovation with new innovation platforms comprising over 50% of our incremental revenue growth over the next 5 years. We've already doubled the investment that we make in innovation, and our projections now reflect the return that we expected on that investment. Those returns will be fueled by perhaps the most robust pipeline of innovation that we have ever had at one time in NIKE's history.

Second, we'll grow our digital commerce business, both owned and partnered, from less than 15% of our revenue in fiscal year '18 to over 30% over the next 5 years. As a result, digital commerce will drive over 50% of NIKE's incremental revenue growth over the same horizon. Now over the longer term, we actually envisioned digital comprising the vast majority of our business in the market fueled by the broader application of new digital technologies that we are starting to see today, including, for example, artificial intelligence, voice command, augmented reality and image recognition.

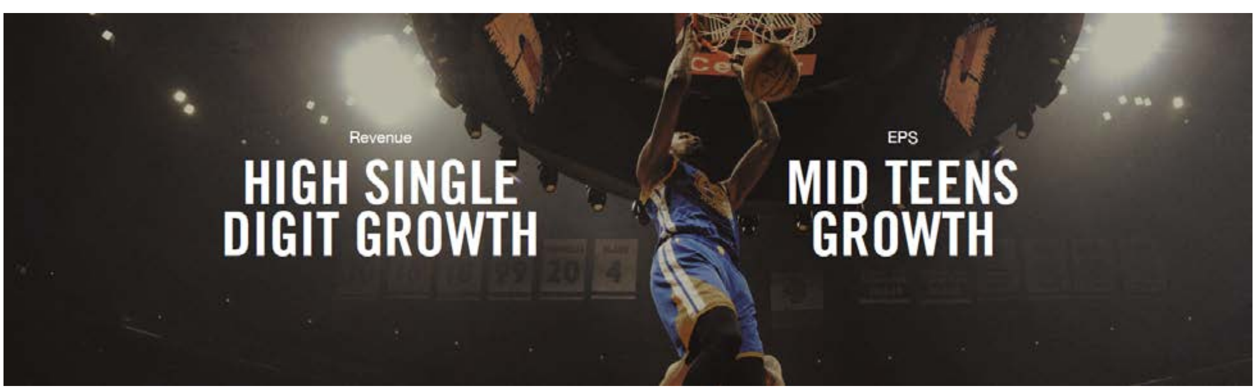
NIKE's digital commerce expansion will also increasingly be driven by NikePlus membership. As NIKE's ability to both acquire members and engage them is actually unrivaled. NIKE's organic touch points with consumers range from the 2.8 billion visits to our stores each year to the billions of consumers that we engage with on social media, to the well over 1 billion products that we ship each year. And those products will increasingly be connected serving as a seamless on-ramp to membership services. And again, when consumers give us the opportunity to serve them as members, they spend 3x more per year on NIKE.

So third, we will double our speed to market, reducing our average product creation timelines by 50%. Through the Express Lane initiatives specifically, we've already begun to: one, create products in less than 6 months, from design to delivery to the consumer; two, update products in less than 3 months, from demand signal to delivery to the consumer; and three, fulfill or replenish sold-out product in just a matter of days. We're building these capabilities with the view that will ultimately leverage these shorter timelines across our entire business; fourth, we will leverage the Triple Double to drive higher, more consistent full price sell-through in season. We're targeting 65% full price sell-through in season with 25% surgical markdowns in season. And that results in less than 10% of products needing to be sold out of season. Each percentage point of improvement in full price sell-through over a year for NIKE could deliver as much as $100 million in margin benefit.

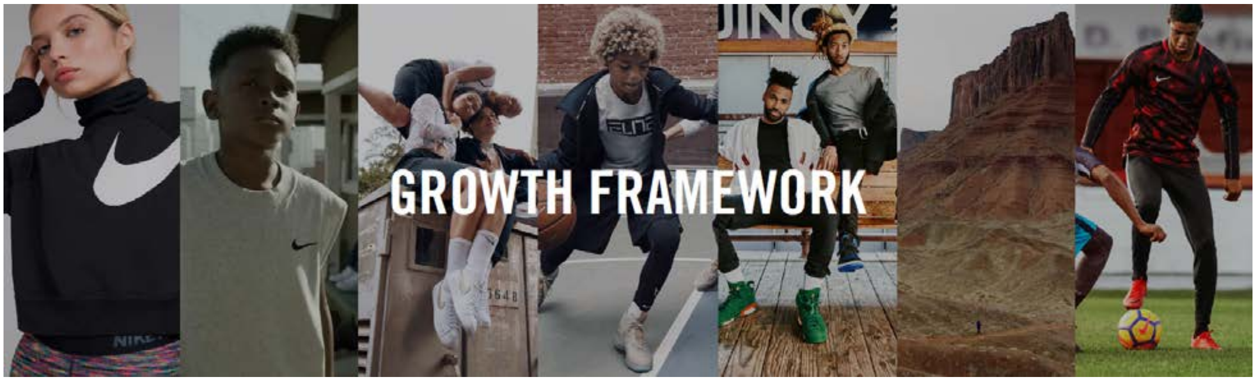
The closer we are to market, the stronger the demand signal. The stronger to demand signal, the better the assortment and the tighter the supply that we put in front of the consumer. And that's what drives full price sell-through. Fifth, everything you've heard from us today is about ensuring that NIKE is the #1 favorite brand as rated by consumers in each of the 12 key cities and 10 key countries that we see fueling over 80% of our projected revenue growth. We will continue to track consumer's perception of our brand and increasingly how they engage with us digitally and obsess over those insights.

These key measures of success and the others that you heard over the course of today are already impacting everything we do at NIKE, from where and how much product we allocate within the marketplace, to our investment prioritization, to the athletes and teams with whom we choose to partner, to brand marketing and our demand creation mix to talent acquisition and development.

So with that, I will turn over to our new long-term financial model.



As Mark said this morning, we expect high single-digit revenue growth and mid-teens EPS growth over the next 5 years. As I provide deeper perspective into each of our growth, profitability, investment and returns, there will be one important thread running throughout: digital. Our growth will be amplified by digital. Our profitability will expand based upon the impact of digital. And our investment will over-index toward digital. So with that, I'll share a bit more detail on the dimensions of our growth. I'll begin by describing how we develop our projections for each of the 12 key cities and 10 key countries that ultimately roll up into the 4 geographies.



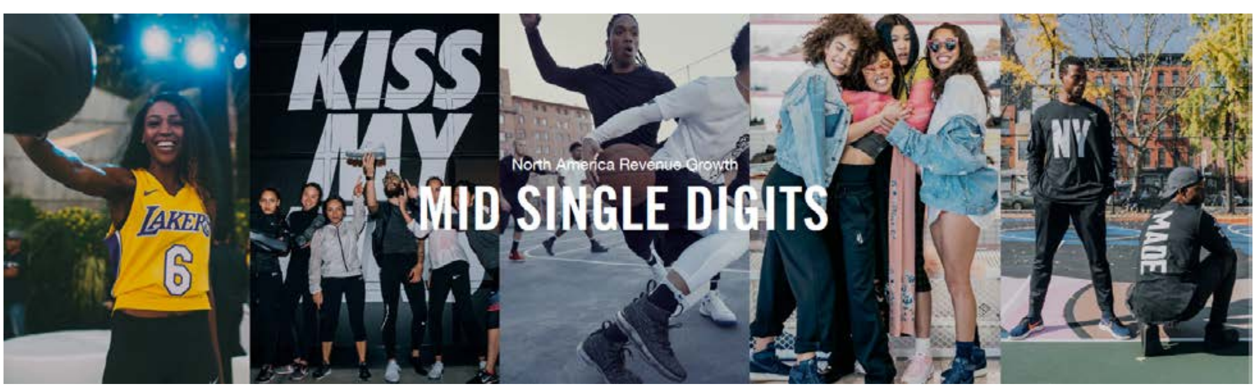
First, we build our own internal projections as to athletic footwear and apparel market growth. While external productions are a valuable input, we know that as the leader, we can impact the trajectory of the market based upon the products that we're bringing to market.

Second, we identify opportunities within each category, where we can better serve the consumer than we have to date and gain share. It's worth noting that we assess share dynamics based upon all of the information available to us. That's across all channels and including NIKE Direct sales.

Third, we take into account how our business model shifts will impact our reported revenue growth. As both Trevor and Elliott shared, we're leveraging a new marketplace framework that will drive the transformation of the marketplace and create Nike Consumer Experiences. That same framework also helps sharpen our growth algorithm. Within that framework, we see growth in our NIKE Direct businesses continuing to outpace third-party wholesale. That over-indexing growth in NIKE Direct drives an inflection in our reported revenue and gross margin as we capture the full retail price at which NIKE Direct sells to consumers.

And finally, reconsider risk or potential discontinuities in each market, ranging from macro risk in developing markets to industry risk such as retail disruption right here in the U.S.

So with that, let's turn to North America. We have the leading brand and a roughly $15 billion business in North America that we expect to grow in the mid-single-digit range over the next 5 years. As Elliott said, over 60% of our North America business today is transacted through undifferentiated multibrand wholesale.



Now while that distribution has created capacity to serve strong consumer demand to date, we see that component of distribution contracting over the next 5 years. Over the same horizon, we project that Nike

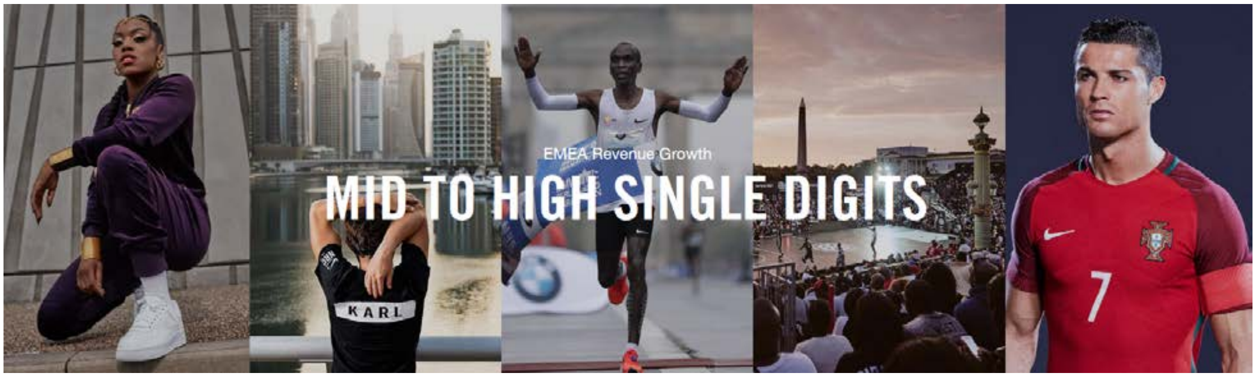
Consumer Experiences, digital and physical, owned and partnered, will expand to over 80% of the business.

Our projected rate of growth for North America does take into account the risk of further retail disruption. While we can't predict, with precise timing, potential store closures, we have quantified the aggregate risk. And if the aggregate risk were to materialized in fiscal year '19, for example, with no in-year recapture of that demand, our targeted rate of revenue growth for NIKE overall could be impacted by about a couple points. We view that as a discrete, short-term impact. What's more important is fueling the Nike Consumer Experiences that will recapture that demand and drive long-term growth. We will provide you with our initial guidance for fiscal year '19 later this fiscal year, taking into account all of the factors in play at that time.

So let's turn to our international markets. We project low double-digit revenue growth in our international geographies in aggregate over the next 5 years. Now today, international represents roughly 55% of our business, and we see that expanding.

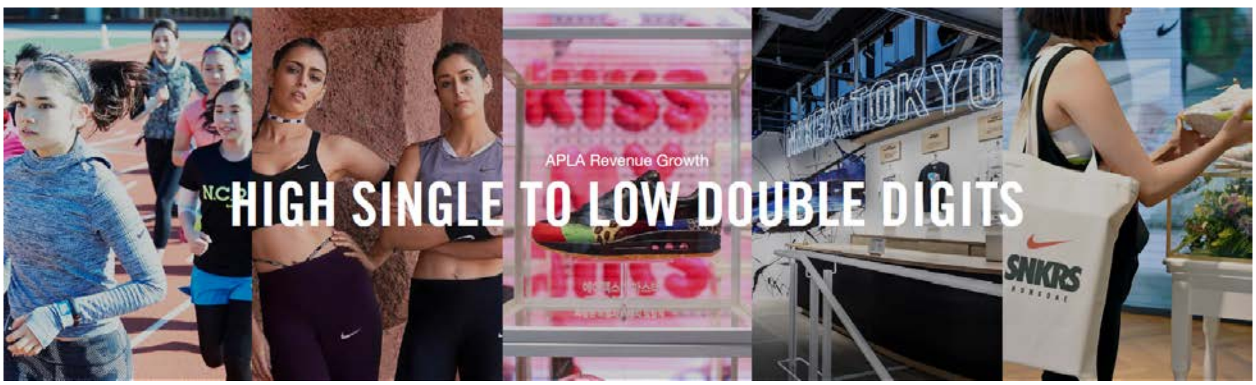
Leading the way will be Greater China. In Greater China, we will target low to mid-teens revenue growth. As Mark highlighted earlier, there are incredibly strong macro and consumer tailwinds supporting NIKE's growth in China. And sport participation and the culture of sport are also expanding. Finally, distribution in China is already very well-suited to our Offense. China has leapfrogged many of the stages of physical and digital retail development that we've undergone here in the U.S. So we are incredibly bullish about China.

Now let's transition to EMEA. We have very strong momentum across this newly constructed geography, which largely comprises our former Western Europe and CEE geographies. And NIKE is currently the #1 favorite brand in all 5 key cities across this region. For EMEA, we project mid to high single digit revenue growth over the next 5 years.



To serve this very strong demand that we see for the NIKE brand in EMEA, we're aggressively rolling out Nike.com and our mobile apps across this diverse geography while also investing in enhanced local digital capabilities.

Finally, we have another newly constituted geography, Asia-Pacific and Latin America. APLA combines the countries previously included in our emerging markets geography with Japan. In APLA, we expect high single digit to low double-digit revenue growth over the next 5 years.



And growth in this dynamic region benefits from an emerging middle class as well as an incredible passion for sport, most notably, the sport of football. The influence of key cities will also drive extraordinary growth in APLA. 3 of our 12 key cities are in this diverse geography: Tokyo, Mexico City and Seoul. And today, NIKE is already the #1 favorite brand with the over 85 million consumers in just those 3 cities alone.

But that said, from a business perspective, we still have tremendous untapped opportunity to grow in those cities and in the geography more broadly. We see opportunities not only in football and sportswear but also in women, running, basketball and Jordan.

So while the Consumer Direct Offense is, first and foremost, a growth strategy, our new offense will also drive expanding profitability. We expect strong gross margin expansion over the next 5 years, as much as 50 basis points annually on average.

Going forward, there are 4 primary drivers of our gross margin expansion. The first driver is the faster rate of growth in our NIKE Direct businesses as compared to third-party wholesale. Our NIKE Direct businesses in aggregate are significantly higher margin than our third-party wholesale business. As a result, the shift in mix has a favorable impact on gross margin.

Second, we see the opportunity to continually enhance the price-value relationship for the consumer. That will be a function of doubling the impact of innovation within our product mix and editing our assortments to amplify the products that consumers love most, including through our approach to the Power Franchises which Michael referenced earlier today.

Third, product cost optimization initiatives will yield significant benefits in terms of margin. Flyleather is a great example of a product innovation that improves performance while also significantly reducing the cost of materials to NIKE by reducing waste. The new method of make that Eric shared earlier today is an example of greater automation and speed, which reduces our reliance on labor.

Fourth, the combination of 2X Speed and 2X Direct will bring us closer to consumers than ever, leading to tighter demand and supply management and stronger, more consistent full price sell-through. As I shared earlier, the impact of stronger full price sell-through on margin can be very significant, and especially in comparison to today's promotional environment in the U.S.

Next, let's turn to the investments that we will make to fuel our strong projected growth and profitability.

For SG&A, we're targeting straight -- we're targeting slight leverage. We'll expand investment in areas that will differentiate NIKE as the leader long term, while gaining productivity through only modest investment in other important but less differentiating dimensions of the business.

It's worth noting, while we're targeting slight leverage in our total SG&A, our actual levels in investments may vary year-over-year. We'll always prioritize and never hesitate to make the investments in the short term that we believe are required to fuel long-term growth.

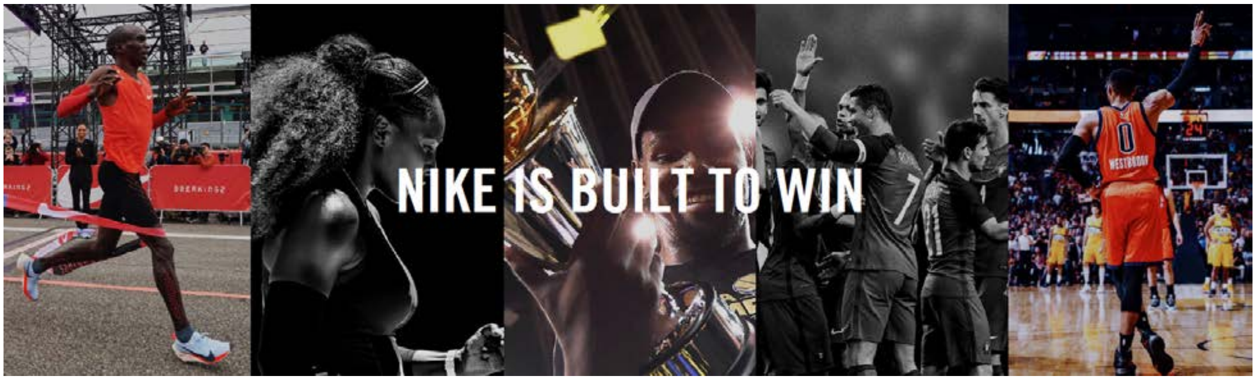
Now as for capital expenditures, we expect to reinvest about 3% to 4% of our revenue over the next 5 years. The specific areas in which we're investing most significantly in terms of both SG&A and CapEx are the following: product innovation, product creation more broadly, including the Express Lane; brand marketing, that drives true brand distinction; and perhaps, most notably over the next 5 years, the digital technologies and talent required to enable more personal service of the consumer at scale.

While many of our direct investments will be around building capabilities in-house, we will also be increasing our investment in the acquisition of capabilities or co-investing with partners in the capabilities required to accelerate our strategies. For example, we're co-investing with Flex to revolutionize manufacturing. We also acquired and are continuing to invest in a talented digital team in New York City, some of whom you met in the breakout room. They're creating new consumer experiences like those you experienced for our sneakers app. Additionally, we're currently pursuing opportunities to invest through acquisition or partnership in areas such as data science and analytics, machine learning, augmented reality, artificial intelligence and digital product creation.

Now finally, I want to touch on our projected returns to you, our shareholders. Our target range for return on invested capital will be slightly higher than the range we shared with you 2 years ago. We now expect ROIC to average in the low 30s over the next 5 years. Our expectations in terms of ROIC are driven by continued efficiencies within working capital as well as a higher return potential associated with the types of incremental investments that we're making in innovation and digital. Those are the types of investments that we see as having asymmetrical returns.

Now over the past 5 years, we have consistently increased our returns to shareholders through dividends and share repurchases, and we will continue to do so. Accordingly, we expect to maintain a 25% to 35% dividend payout ratio, coupled with continued share repurchases.

So I started this session speaking to how we define winning at NIKE. And I want you to make no mistake about it, we are absolutely determined to win.



I want to thank you all for joining us today. We have packed a ton into the day from content to experiences, and we hope you're all enjoying it.

We really appreciate you being here. Thank you.