QUESTION AND ANSWER SECTION

Nitesh Sharan, Vice President, Investor Relations and Treasurer:

Okay. Guys, want to come on up? Why don't we take the first question over here from Matt?

Matthew J. McClintock - Barclays PLC:

Matt McClintock, Barclays. So just on gross margin, Andy, you talked about up to 50 basis points per year going forward. Historically, you have annually guided a 30 to 50 basis points gross margin expansion. This year specifically, you said greater than that range, 30 to 50 basis points. Can you talk about what's driving that? Because it would seem like you're increasing that mix shift towards DTC. You are going back towards more full-price selling. So it would seem like there's lot of pressures that would be -- or not pressures, benefits, tailwinds that would be driving up better than what we're seeing this year in terms of gross margin expansion. What's offsetting that and getting to that up to 50 basis points?

Andy Campion, EVP & Chief Financial Officer:

Yes, it's a great question, Matt. The other thing that was different this year were the primary drivers of gross margin expansion, and you touched on a couple of them. Most notably, I started with the shift in our business towards more direct, and that is more impactful tailwind going forward than it has been. We've obviously grown that dimension of our business at a faster rate, but in certain geographies we see that business shifting more materially. The real theme is digital. Digital is a potentially much more profitable dimension, both owned and partnered, from a margin perspective. There are several other drivers that we see as potentially significant opportunities going forward. I'll tell you on the other end of the spectrum, as you know, FX has been a significant headwind for us particularly over the last couple of years based on where rates are today and the strategies that we have in place. We certainly see that having moderated or being less material, if not a slight tailwind going forward. And so on that end of the spectrum, we are fortunately, as we emerge from fiscal year '18, putting that headwind behind us.

Nitesh Sharan, Vice President, Investor Relations and Treasurer:

Why don't we take one on the other side of the room?

Jamie Susan Merriman - Sanford C. Bernstein & Co., LLC:

Jamie Merriman from Bernstein. You gave the goal in terms of full-priced sell-through of 65%. Can you just tell us where you are today and how you think you get there?

Andy Campion, EVP & Chief Financial Officer:

I can start on that one. It is -- it does vary by season and by market. We are not at that number today, so we do see that as an opportunity for improvement. We don't report on that number externally. But what we will be reporting on externally, as we continue to do, is how our business is doing from a supply and demand management perspective, how we're managing inventory and where we see consumer demand strongest. We often refer to it is a pull market. That's more of an internal measure of success, but it's certainly measure of success that will be increasingly giving you some dimension and, at a minimum, some qualitative perspective into. But it does vary by market, by season. That was an overall for the annual period metric.

Nitesh Sharan, Vice President, Investor Relations and Treasurer:

Let's go back on this side. Can we grab one over here? Bob?

Robert Scott Drbul - Guggenheim Securities, LLC:

It's Bob Drbul from Guggenheim Securities. Eric, you have the coolest shoes up on the stage.

Elliott Hill, President Geographies and Integrated Marketplace:

A lot of debate the last couple of nights, who is wearing what up on stage.

Eric Sprunk, Chief Operating Officer:

For us that's a big deal and I am going to celebrate that comment.

Robert Scott Drbul - Guggenheim Securities, LLC:

Doesn't it match his jacket very nicely?

Robert Scott Drbul - Guggenheim Securities, LLC:

I'm just glad you don't have toning shoes on.

Eric Sprunk, Chief Operating Officer:

Thank you for your question, Bob.

Robert Scott Drbul - Guggenheim Securities, LLC:

I was just wondering if you could address the industry pricing paradigm that's going on today. A lot of new shoes that you have coming out in the pipeline the next 12 to 24 months, just wondering if you could just walk through some of the price points on the -- was it the Epic React, and the Shox, the 270, any -- if we could just walk through and understand where you think the industry is going based on especially where we are today.

Michael Spillane, President, Product and Categories

I'll take that, and thanks. Look, I think we -- with each category, we have a very specific pricing period that we put together to try to serve all consumers at all price points. I think, we talked about earlier, we want to have the best product at every price point. And ultimately, consumer demand will weight where the majority of the business goes. What we've seen with the VaporMax, we price that at the high-end of the marketplace, and it's probably been our best-selling product. So what we've really learned through the process is when you have a great product with great innovation and it connects with the consumer, pricing really doesn't matter. It's really about solving what the consumer's looking for. So we see as long as -- and I think you walked through our innovation and product room as well as the membership area, we have a lot of amazing things coming, so we're pretty confident in terms of where pricing goes forward.

Mark Parker, Chairman, President & Chief Executive Officer, NIKE, Inc.

I'm just going to add, pricing -- innovation and pricing, there's a relationship too. In this Complete Offense in the sense that we're focused on bringing innovation down in price points as well. The old model was to innovate at the top and then essentially strip it down to a lower price -- more accessible price point. We're actually applying our innovation to the lower and mid-price points as well to create more balance in the product creation process. So it's not just the takedown approach. And I think, that, in the end, will give us a more balance innovation offering for the consumer, up and down the price point.

Nitesh Sharan, Vice President, Investor Relations and Treasurer:

Why don't we come in the middle here to Lindsay?

Lindsay Drucker Mann - Goldman Sachs Group Inc., Research Division – MD:

I have one question, but it's in 2 parts because I think one part you may not answer. In one of the -- sorry, Lindsay Drucker Mann from Goldman Sachs. In of the breakout sessions, the membership session, I noticed on the app that Morgan could buy a pair of blue VaporMaxes either at the NIKE store or at a Foot Locker. So I was wondering what your plan was as it relates to shared inventory in the future. We didn't discuss that but I observed that. And second, as you think about your differentiated retailers, the 40% that will grow to 80% over time, is there an -- what happens to the 60% today that are undifferentiated? Is there sort of an orderly wind down process because that going out of business or whatever dynamic could be disruptive to you guys?

Elliott Hill, President Geographies and Integrated Marketplace:

That's really 2 questions. I think I'll take both of them. You may have to remind me on the second one though. I'll take the first question around seamless inventory. I think, go back to the consumer, and that's where we always start. We've stated it time and time again today, the consumer wants fast, easy, personal and premium. So that's the journey that we're on. And we're starting first with our sales back half of '18. We will have a seamless integrated inventory with our own NIKE Direct. We've had a number of conversations with our strategic partners and they share a vision where we will also seamlessly share inventory. We've already got a couple pilots up around the world, one I referenced in the presentation around Zalando. So at Zalando, a consumer comes in and wants to buy a style, size, color of NIKE and they don't have it, we actually complete the transaction through our NIKE Direct inventory. So that's already up and running. So again, over time, we see a vision where you'll see more and more shared inventory between NIKE Direct and our strategic partners. In terms of the shift, and again that was a North America-specific conversation. We've identified the strategic partners that share the same vision that we have for their consumer, fast, easy, personal and premium. And again, premium is at all price points to play off the product conversations. And so we see that shift continuing to take place, and we'll accelerate that. And we have ways, a list of things that we can do to accelerate that shift, and I won't go through the whole list, but I'll share a few. One, we are shifting people and resources to that differentiated side. We are shifting high heat product allocations to the differentiated and marketing [fronts] to the differentiated. So we will accelerate the shift to serve the consumer. And I think there will be an orderly fashion in that undifferentiated. It's not like we're going to go and just close every one. There will be an orderly fashion that takes place over time. And again, we believe we must do this in service to the consumer, and we believe it's a critical part of our overall Triple Double strategy to accelerate growth in North America.

Nitesh Sharan, Vice President, Investor Relations and Treasurer:

Why don't we go over here to John?

Jonathan Robert Komp - Robert W. Baird & Co.:

Jon Komp from Baird. Kind of an open-ended question, but, Andy, you put up the slide about the multiple decades and the various challenges the brand has overcome in the past. Maybe correct me if I'm wrong, but it seems like some of those challenges have taken multiple years to get through. I'm just wondering if that's the right historic context to view the past and how that applies in the current period we're in today.

Andy Campion, EVP & Chief Financial Officer:

Well, hopefully, what you felt today is that we're already taking the actions. Again, today, the -- this Investor Day, maybe more so than any you might experience was about experiencing what we're actually doing versus us telling you what our plans are for the future. So we think we're well underway in terms of driving some of those shifts, 2X Innovation, 2X Speed and 2X Direct that will fuel that acceleration in next horizon of long-term growth for NIKE. I'd say maybe most notably, I referenced that we doubled our investment innovation. That is a past tense conversation. And we really are seeing the returns from that now. And you saw it in the 2X Innovation space earlier. So we think we're well into it.

Trevor Edwards, President, NIKE Brand:

Yes, and you could also add that when you think about digital as an example, we doubled down on that investment earlier, because we did believe that that's where the market was going. Having said that, we have seen that actually shift at an even faster pace. And so part of -- for us it's always trying to get ahead of the -- where we see the market going and make sure we're doubling down on where we believe the market will go, and to Elliott's point, that's why we said we will go down the path of differentiated retail because we believe that is the future. Obviously, Direct is the future. So I think some of these things we might have started them. Now the acceleration is happening at a much faster pace and our task is to constantly go even harder on the things that we know are critical.

Nitesh Sharan, Vice President, Investor Relations and Treasurer:

Thanks, John. why don't we go here to Paul?

Paul Trussell - Deutsche Bank AG:

Paul Trussell, Deutsche Bank. Thank you for the color you provided today. Just to be clear on guidance, are you reiterating revenue and earnings guidance for this current year? And how should we think about the cadence and the curve of revenue and gross margin over the next few years, both domestically and internationally? I just want to make sure that we do understand that caveat that you outlined around potential challenges in the wholesale market.

Andy Campion, EVP & Chief Financial Officer:

Yes, today is about our long-term growth trajectory. And what hopefully you gathered was the very rigorous approach that we take to developing that perspective over the next 5 years. Today wasn't about quarterly performance or even annual performance. One thing I did note and wanted to make sure was very clear is we do see some potential disruption ahead in the North American marketplace. Again, we've rigorously quantified that potential risk. And as I said earlier, we can't predict the precise timing of retail store closures. You go through disruption of this nature, everybody's in a different circumstance. We have retailers who share our strategic vision and are accelerating and people -- there are others who are in a different circumstance. But again, for context, should the aggregate amount of the risk, without taking into account any potential recapture, take place in a fiscal year like fiscal year '19, it would only impact our trajectory by a couple -- not trajectory, but it would only impact revenue growth in a specific period like that by a couple of points. And again, our objective as you saw today is to accelerate the Nike Consumer Experiences and, importantly, Nike.com and membership that recapture that demand that's there in the marketplace, but may be disrupted based upon a specific retailer situation.

Nitesh Sharan, Vice President, Investor Relations and Treasurer:

Why don't we go back to the back corner? Simeon, you want to go?

Simeon Avram Siegel - Nomura Securities Co. Ltd.:

Simeon Siegel at Nomura Instinet. You mentioned last year, you noticed the channel disruption towards Digital. Can you comment in a similar vein regarding marketing? Has anything changed in terms of the power of the athlete versus celebrity versus social media influencer? And just in light of the comment around SG&A leverage, maybe talk to me about how you're viewing marketing over the next several years?

Trevor Edwards, President, NIKE Brand:

Yes, I'll take that. I think one of the things and I think you heard that as maybe a common theme about kind of how we work and we talk about edit to amplify. And in some respects, what we have seen around marketing is to make sure that we are investing the marketing dollars against the most important things. And for us, that certainly is -- and you heard us talk a lot about innovation as we've powered up our storytelling. So you will see us do that even clearer. So rather than do multiple tasks, make sure that we're really singularly focused -- to make sure that the brand is strong. At the same time, we believe that investing across many -- different dimensions, so whether you go from television or film or you go into social media that actually guides and helps the consumer and at the same time, or some of the investments we're doing around membership. All of those things are part of what I would say is the new way that we're doing marketing. Now in terms of some of the things that we're utilizing, so you asked about athletes and influencers, what I would say is that the idea that athletes are not a powerhouse of influence would be kind of missing it. I think athletes are clearly, in today's world, it's -- you can kind of see everywhere, the power of athletes. When you think about someone like Cristiano Ronaldo, he has 300 million followers, right? Neymar has 200 million followers. And so, I think some of these things are sometimes important to sort of put in context. At the same time, what we do believe is that being able to use other influences to help amplify our business, to amplify the story. So you saw whether we're using Virgil Abloh to help us with some -- help design products and give his interpretation or Riccardo Tisci or any or Comme des Garcons so we're using multitudes of different approaches to actually make sure that we stay tapped in, the kids can get new and sort of fresh perspectives about our band. So we believe it's the combination of those things. So we think of it as a multiplayer as opposed to -- it's not an or. Definitely it isn't an or. We firmly believe athletes have incredible residence and we certainly get that from the youth that we connect with.

Nitesh Sharan, Vice President, Investor Relations and Treasurer:

Thanks, Simeon. Why don't we just come right in front here to Cedric?

Cedric Lecasble - Raymond James Euro Equities:

Cedric Lecasble, Raymond James. I have a question on the way you want to meet the consumer needs in terms of speed with your different production facilities. We've seen 2 aspects. You mentioned quickly the fact that you could put many more automation -- much more automation in Asia, for instance in your partners. We don't -- you didn't focus too much on that, but as Chinese is very fast, Chinese consumers, highly connected, you have to be as fast in China as you should be in the U.S. We mentioned Flex, we mentioned partners, but not that much your Chinese facilities and partners. How fast can you think you can combine both? And how fast do you think you can put your Asian facilities, maybe not at the level of the top U.S. new facilities, but how does everything match?

Eric Sprunk, Chief Operating Officer:

Yes, it's good question. I think, I talked a lot about speed and scale across every product and across every factory in the store space. And while we spend a little bit of extra time today on Tegra and Flex because it's mostly relative to the North American market, we're trying to get onshore and nearshore in all of our major markets around the world. China is a great example where we have a really robust innovative source base in China to serve the China consumer. As we set up the Express Lane that Michael talked about in Shanghai for the China consumer using that source base, which is just 1, 2 or 3 days away from those major markets is the agenda and is the game plan for us for China. Same -- that's not really copy-paste, but the same approach around speed and scale, literally everywhere around the world.

Mark Parker, Chairman, President & Chief Executive Officer, NIKE, Inc.:

In some ways, the Chinese consumer is actually more demanding than the consumer in North America in that respect. So there is a major focus on accelerating speed to market in China and being really responsive to those consumer needs.

Eric Sprunk, Chief Operating Officer:

The video we showed on the Air Jordan XIII today, I said it was our manufacturing partner Feng Tay, it's Taiwanese-based manufacturing partner with great footprint in China. So they're well out ahead of the automation curve, and we are also innovating in those factories as well.

Nitesh Sharan, Vice President, Investor Relations and Treasurer:

Great. Now we'll go back to that side, right there.

Laurent Andre Vasilescu - Macquarie Research:

Laurent Vasilescu from Macquarie. I wanted to follow up on the manufacturing revolution. I think a year ago, it was called out that about – there were tens and millions of dollars saved by quarter with regards to the manufacturing revolution. Can you tell us where that can go over the next 5 years as part of the gross margin algorithm? And then in terms of Tegra is just a housekeeping question, is that the partnership with Apollo Global Management?

Eric Sprunk, Chief Operating Officer:

I can take both. Andy doesn’t always let us talk about the savings from ManRev the way you wanted to so. Tegra is the Apollo Capital, effectively the verticalization of the -- of nearshore onshore apparel for promoting the license that we've had a great relationship with in a strategic partnership with. I'll mention -- the more -- the faster the better and the more the better on the savings from ManRev. We feel really, really good about those. Fair point that we didn't give you a target or a financial quantification of those savings, but they are -- we're well into the tens and millions of dollars each year from those savings. I mentioned today, we rolled out some of the automation techniques to over 1,500 of our models, 1,200 pieces of equipment that get to that automation. It's having a significant impact on our cost. Frankly, ManRev is multifold, right? It's reducing labor and eliminating waste, driving the cost of the product down. It's driving speed and responsiveness so that we get more full price sales and we get better inventory optimization and maybe most importantly, it makes our product better. That combination has proven really beneficial for us, and we are now at a point -- I hope that you took away today that we're not just kind of finding this step in the process to automate. We're putting them together, and we're doing it a scale across the source base.

Andy Campion, EVP & Chief Financial Officer:

And I think the series of implementations of automation and the types of things that reduce our reliance on labor do add up and, to some extent, aren't separate and distinct. At the same time, some of the step changes that we're now seeing, Flyleather was a great example. If you may recall a couple of years ago, I shared with you that over $1 billion worth of what we spent on product cost is actually waste. I think what's most exciting about this journey we've been on manufacturing revolution-wise is we're starting to tap into some of these innovations that are true unlocks of that potential scale in terms of benefit.

Eric Sprunk, Chief Operating Officer:

Flyknit being the first of the significant ones a couple of years ago.

Andy Campion, EVP & Chief Financial Officer:

Yes. And so we're seeing some step function changed type opportunities with some of the new innovations that are being created.

Nitesh Sharan, Vice President, Investor Relations and Treasurer:

Okay. Why don't we go back here to Kate?

Kate McShane - Citigroup Inc.:

Kate McShane from Citi. I don't mean this to be provocative at all. I'm just very curious and a little nervous to ask it, so just bear with me. I'm just wondering, what would have happened if you launched all of these new platforms 2 years ago? I'm asking the question because, is it a foregone conclusion that innovation prevents more fashion casual silhouettes from becoming a trend? Or is it more that you think the consumer is ready for this innovation now versus 2 years ago?

Mark Parker, Chairman, President & Chief Executive Officer, NIKE, Inc.:

Let me touch on that. First of all, there is -- we tend to make this sharp distinction between performance and style. And our point of view is that there isn't, from a consumer standpoint, that sharp a difference. There is a lot of traveling back and forth across that spectrum. So you'll see even what we're wearing here, there's performance that is bought for style and style that is bought -- we're actually bringing performance into style. And that's a big part of our innovation agenda. So I think you'll see more innovation coming from NIKE not only on the performance side but on the sportswear side of the business, not just in footwear, but also in apparel, for men and for women. And I think performance done well is actually quite stylish and has much more consumer appeal than just the performance intended end use target. So that's really the important thing. It's not just the innovation, it's the style that you being with the innovation. So it's -- we're not looking at those as 2 completely separate categories, if you will. Trevor, you want to...

Trevor Edwards, President, NIKE Brand:

No, I mean, the only thing I'd probably add there which is that I think as you heard us say the consumer has an insatiable demand for newness, and perhaps that's one of the things that -- I would say that is the hallmark of the market right now, and I think we think that will continue. And one of the reasons it will continue is because of what we see is people are being more active in their lifestyles. And at the same time, we're seeing people wear more athletic product for more occasions. And that's giving the consumer more reasons to have different choices in their wardrobes. And so to Mark's point, we can sometimes take a -- what is a classically looking performance product that is stylish and through color and material, you actually make it much more of a lifestyle product. So we're seeing that mix go -- continue to go. But the key point is, more and more people are wearing athletic products for more and more occasions, whether sport or through their life, and that provides great opportunity for us to keep growing.

Mark Parker, Chairman, President & Chief Executive Officer, NIKE, Inc.:

I'm trying to think of an example that you might have saw in the innovation space. And one that I think is particularly good is the LeBron 15. Traditionally, we would have brought that style out in one color. We would have updated the color at Christmas. We would have updated the color at the All-Star break. They'd be decidedly athletic colors. I think what you see, with the examples in the room was much more creative interpretation of that style to make it much more relevant across a broader access point. And I think you'll see a lot more of that coming into the performance innovation product as well. It doesn't compromise the performance. It just opens up the access point to that type of product, and makes it more relevant to more people.

Nitesh Sharan, Vice President, Investor Relations and Treasurer:

Why don't we take one in the front right over there.

Mitchel John Kummetz - Pivotal Research Group LLC:

Mitch Kummetz with Pivotal Research. I was just hoping to get some clarity, Andy, on the digital percentage. You're saying, go from 15% to 30%, I believe, and that's a combined, owned and partnered percentage. So is that like some sort of a wholesale equivalent basis? Or is that based on sort of reported dollars? And is there anyway like on the 30% that you can kind of parse out what's owned versus partner?

Andy Campion, EVP & Chief Financial Officer:

Yes. It is including both owned and partnered. It is including our business that retail partners at wholesale, because that number was a metric in comparison to our total reported revenue growth. And the only thing I'd add to that is, and I touched on this, we see accelerating pass that number. The investments we're making are setting up capabilities, we shared some of those with you that we frankly believe that consumer will want more and more of. That's a number within the next 5-year horizon. It's one of the numbers that we could see potentially accelerating past within that horizon, but we certainly see opportunity well beyond that -- out beyond 5 years.

Nitesh Sharan, Vice President, Investor Relations and Treasurer:

Okay, we're going to take two more questions. So why don't we go here to Sam.

Samuel Marc Poser - Susquehanna Financial Group:

Sam Poser, Susquehanna. Just -- the U.S. inventory situation. At what point in the -- how long is it going to take to sort of get the model back to a full pull model here and clear through the excess inventory that's out there. For instance, you have a lot of big launches coming out this holiday season. Are you reducing the amount of inventory going into the marketplace to support those launches to make sure you clear out, not have residual carryover.

Trevor Edwards, President, NIKE Brand:

Yes, so I'll start off and then I think that a couple will jump in here. I think -- when I think of -- maybe I'll give a context to it, first and foremost. I think Mark said it earlier, every time we think about the North America market and we think about what is the key to the North America market, we say first and foremost, it's great product. Right? And so one of the things that we've done and as we've talked about the idea of bringing more innovation into the marketplace, that's really, really critical for us. We will continue to strengthen our storytelling in the marketplace. We have made progress around inventory. In fact over the last couple of seasons, we've actually seen the decline in inventory in North America, specifically. The other piece that we are doing is that we will make sure that we are managing the marketplace in terms of MAP pricing. So there are things like that we're doing. But if you start up top, the first thing we want you to think most and foremost about is about actually creating demand for the brand is really, really critical and we believe that pull market then starts to actually alleviate all the other pieces.

Elliott Hill, President, Geographies and Integrated Marketplace:

I'll just be real tactical for you, Sam. Just we have -- take a look at forward orders and we have really decelerated the futures orders going in, so were trying to right-size inventory. We came off of MAP. You can -- we all know that the North America marketplace is being promotional. Moving through that inventory and now we see sales exceeding inventory at retail. Then you've seen our own inventory numbers, we reported those at Q1, where we've come down in inventory. So as we move to the back half, we will move back to MAP in the United States, MAP pricing, and actively manage MAP pricing program in January and we see moving through the inventory and the promotional activity in the back half of the year.

Mark Parker, Chairman, President & Chief Executive Officer, NIKE, Inc.:

One point I just want to throw in. It's a little bit related, but we talk a lot about product and how important that is. Obviously, that's an obsession, appropriately. But when we say that, we're not talking about more product. I think one of the things that we are completely obsessing on internally, that doesn't come out maybe enough, is that we're trying to edit the product line more effectively and provide more choice at the same time. This is really important. It does affect how we manage demand planning and inventory management. And that's critical. I don't think we need more product. I think we need better choices. One of the things that happened with the category offense is that we created deep insights into each category, which translated into lots of product opportunities. There were actually redundancy between the product categories that we're now managing more effectively through a centralized merchandising effort. So we want to go deep, but we want to be edited and then we want to provide more choice at the same time. And I think that's a win all the way around.

Nitesh Sharan, Vice President, Investor Relations and Treasurer:

We'll take our last question at the back from Omar.

Omar Regis Saad - Evercore ISI:

Omar Saad from Evercore ISI. It's really impressive the capabilities you guys are building, digital, supply chain, product innovation, consumer experiences, on and on. It kind of strikes me that NIKE maybe is evolving from a brand company to more of a platform company. So maybe you could talk a little bit about how you take those learnings to some of the other brands in the portfolio. And maybe longer term, is it possible to add other brands to the portfolio to leverage this what seems to be pretty unique holistic skill set around from end to end?

Mark Parker, Chairman, President & Chief Executive Officer, NIKE, Inc.:

First of all, I think that's a good observation. I think there is an opportunity. I'm not going to say we're moving from to. I think it's more of an and. I think there is an opportunity to leverage the brands that we have in the portfolio currently and then we'll see. We're a growth company. If there's an opportunity to leverage this skill set that we're investing in and obsessed in developing, then that's something we'll be taking a look at. But I'm not going to say no. I'm not going to say it's not an opportunity.

Andy Campion, EVP & Chief Financial Officer:

Yes, Omar one thing I'd add is we do really look at within the Nike Brand having a global portfolio of businesses, whether it's categories, geographies, dimensions of the marketplace. And I think what you've really locked on to is, while we have not been pursuing brands as the opportunity, what we've really been pursuing is investing in-house in capabilities or platforms as you called it, or acquiring platforms and capabilities that we can leverage within that global portfolio of businesses, even within the NIKE brand.

Mark Parker, Chairman, President & Chief Executive Officer, NIKE, Inc.:

We can leverage that competency and we will for sure. But the biggest unlock, frankly, is the connection that we're making with the consumer and that personal relationship in that we can translate into doing a better, stronger business, operating more personal at scale. That's the thing that we are most excited about, but I think it opens up those sorts of opportunities as well.

Nitesh Sharan, Vice President, Investor Relations and Treasurer:

Mark, you want to hit some last thoughts before...

Mark Parker, Chairman, President & Chief Executive Officer, NIKE, Inc.:

I just wanted to -- we're wrapping up, that was the last question. You guys have been kind of hooked up to the firehouse today and we threw a lot at you. We've been very excited about sitting down, spend a little while. There's been a lot going on. As Andy said, this isn't the start of. We're already in the midst of much of the things we talked about today, but we're incredibly excited about the growth plan. We think a lot of what we've talked about today is really -- hopefully, gives you more insight into why we think we can ignite this next phase of long-term growth and make that stronger connection to the consumer and innovate and be faster. In the end, it's all about making us more competitive. We're a sports company. We're very competitive. These sorts of challenges, I think we're in, in terms of the broader disruptive marketplace, particularly in North America, is what makes us better. We've gone through these transitions before and we're very excited about what this means to us right now. So I just want to thank you for your attention, your support and your questions. So cheers.

Nitesh Sharan, Vice President, Investor Relations and Treasurer:

Thank you. Thank you everyone joining on the web. And I want to say to those of you in the room if you just hang on for a brief sec, you'll hear another voice from above.