



## TO OUR SHAREHOLDERS,

This year, Nike celebrates our 50th anniversary. It's been a moment to honor our past and look with excitement to our future. It also serves as a reminder that for 50 years now, Nike has been a growth company. For five decades, we have innovated for athletes, redefining sport for generation after generation.

That focus continued in FY22, driving strong financial results amidst a truly dynamic operating environment. Our talented and resilient team united and delivered, steadfastly serving the athlete\* with creativity and resilience. Fueled by our unique competitive advantages, our strong FY22 results offer definitive proof that our strategy is working.

Our financial performance for the fiscal year was led by strong double-digit growth in our owned digital business. Nike-owned digital continues to increase market share, even as physical retail returns. These results are driven by our core belief in having a direct connection with the consumer, either through Nike-owned retail or one of our wholesale partners. It's clear that the power we have across the marketplace – without sacrificing either digital or physical – continues to fuel our momentum with consumers.

Another key competitive advantage for us is the strength of our global portfolio, with Nike, Jordan and Converse three of the most connected brands across diverse markets worldwide. Our strong brands and our rich authenticity in sport continue to create even deeper and more direct consumer relationships, driving differentiation for us all over the globe.

And as we look ahead, the structural changes we see give us confidence in our strategy and growth outlook. These tailwinds – including the societal movement toward health & wellness and the fundamental shift in consumer behavior toward digital – represent a consumer-led transformation that continues to create energy for us.

All this momentum is fueled by Nike's remarkable underlying strengths. Ultimately, we drive lifelong relationships with consumers thanks to:

- a culture of innovation,
- a true digital advantage, and
- a brand that inspires as we remain the champion for athletes and sport.

As always, at Nike, everything starts with **innovation**. In FY22, our leadership in performance innovation could be felt across our consumer construct of Men's, Women's and Kids. For instance, we're fueling apparel growth for Women's, led by our yoga business that features multiple industry-leading innovations including Dri-FIT and Infinalon. And in Kids, the popular Dynamo Go uses FlyEase to help our youngest athletes quickly get their shoes on and off. We also continue to drive our sustainability innovation agenda as we strategically grow Space Hippy to global scale through deliberate franchise and innovation management. Today, there are more than 40 styles using Space Hippy innovations across four sports, three brands and our full consumer construct.

Our work to innovate the future can also be felt across the **marketplace**. We continue to bring to life our vision of giving consumers personalized digital experiences regardless of channel. We know consumers expect us to know them online or offline – and across the full array of monobrand stores, Nike Digital and our wholesale partners. In FY22, we were laser-focused on building a better shopping experience through online-to-offline services that drive growth. Today, 100% of our North America stores offer at least one element of

O2O. In addition to our owned physical retail, we continue to innovate and co-design partner experiences and business models to better know and serve consumers. We started this journey through connected inventory, and increasingly we're serving our consumers as Nike members even when shopping through our retail partners. This is an exciting step on our journey within our marketplace strategy because it continues to prove how powerful it is when brands and retailers work together.

Finally, our mission of **inspiration** for athletes everywhere connects all that we do. The values we share with consumers are a major reason why they continuously seek relationships with our brand, and why Nike is again the #1 favorite brand in all 12 of our key cities. We maintain these deep connections thanks to the investments we make. This past year, we furthered our 25-year commitment to the WNBA by becoming an equity investor in the league, as we work together to bring more girls into basketball at the local level. FY22 also saw the debut collection of the Serena Williams Design Crew, our apprenticeship program that advances diversity in design. And we began the next chapter of our relationship with Kobe Bryant and his family with a launch with deep global resonance across all four of our geographies. As our values continue to move us forward, we stay close with our consumers as we write the future together.

As we look to FY23 and beyond, Nike will stay on the offense. We're excited by what we see as we look at the vast growth opportunities ahead of us. We have the right team and the right strategy in place, all fueled by a culture of innovation and creativity that will extend our leadership position for many years to come. The possibilities are endless, and I can't wait for what's next.

Respectfully,

John

A handwritten signature in black ink, appearing to read "John Donahoe", with a stylized, cursive script.

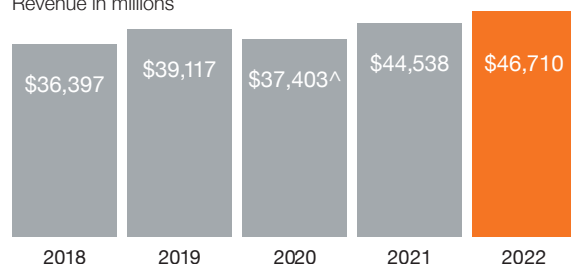
**JOHN DONAHOE**

President and Chief Executive Officer  
NIKE, Inc.

## NIKE, Inc. Revenue Performance

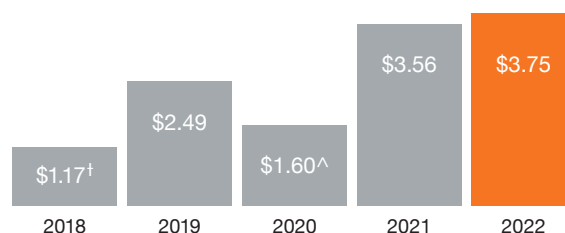
Fiscal Years 2018-2022

Revenue in millions



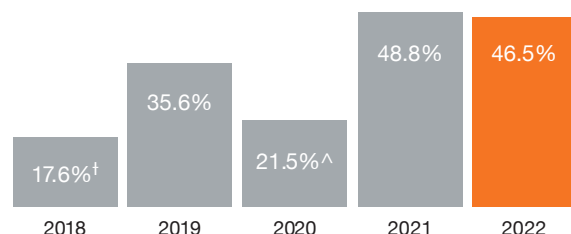
## NIKE, Inc. Earnings Per Share Performance

Fiscal Years 2018-2022



## NIKE, Inc. Return on Invested Capital\*

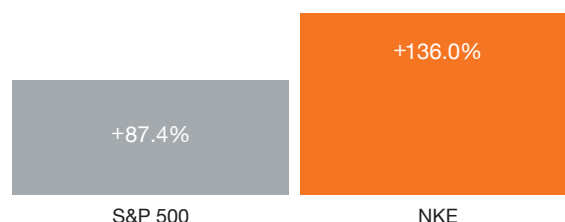
Fiscal Years 2018-2022



\* ROIC is considered a non-GAAP financial measure and should not be considered in isolation or as a substitute for other financial measures calculated and presented in accordance with U.S. GAAP and may not be comparable to similarly titled non-GAAP measures used by other companies. In Fiscal 2020, the Company updated the way in which it calculates ROIC; fiscal years prior to 2019 are calculated and presented under the historical method. ROIC is included in the quarterly earnings section of our investor relations website, <http://investors.nike.com>. Please refer to this site for more detail on this calculation.

## NIKE, Inc. Stock Performance vs. S&P 500\*

Fiscal Years 2018-2022



\* Performance of the S&P 500 and NIKE stock is calculated by comparing the total returns of each assuming the reinvestment of dividends over the time period of 5/31/2017 to 5/31/2022.

<sup>^</sup> Fiscal 2020 reflects the material adverse impacts to NIKE, Inc.'s business from COVID-19. Refer to Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations in the Company's FY20 Annual Report on Form 10-K for additional information on the impacts of COVID-19 to the Company's results.

<sup>†</sup> Fiscal 2018 reflects the impacts of the U.S. Tax Cuts and Jobs Act. Refer to Note 9 - Income Taxes in the Company's FY20 Annual Reporting on Form 10-K for additional information on the impact of the U.S. Tax Cuts and Jobs Act.