







# THE CANADIAN SHIELD





# Gameplan



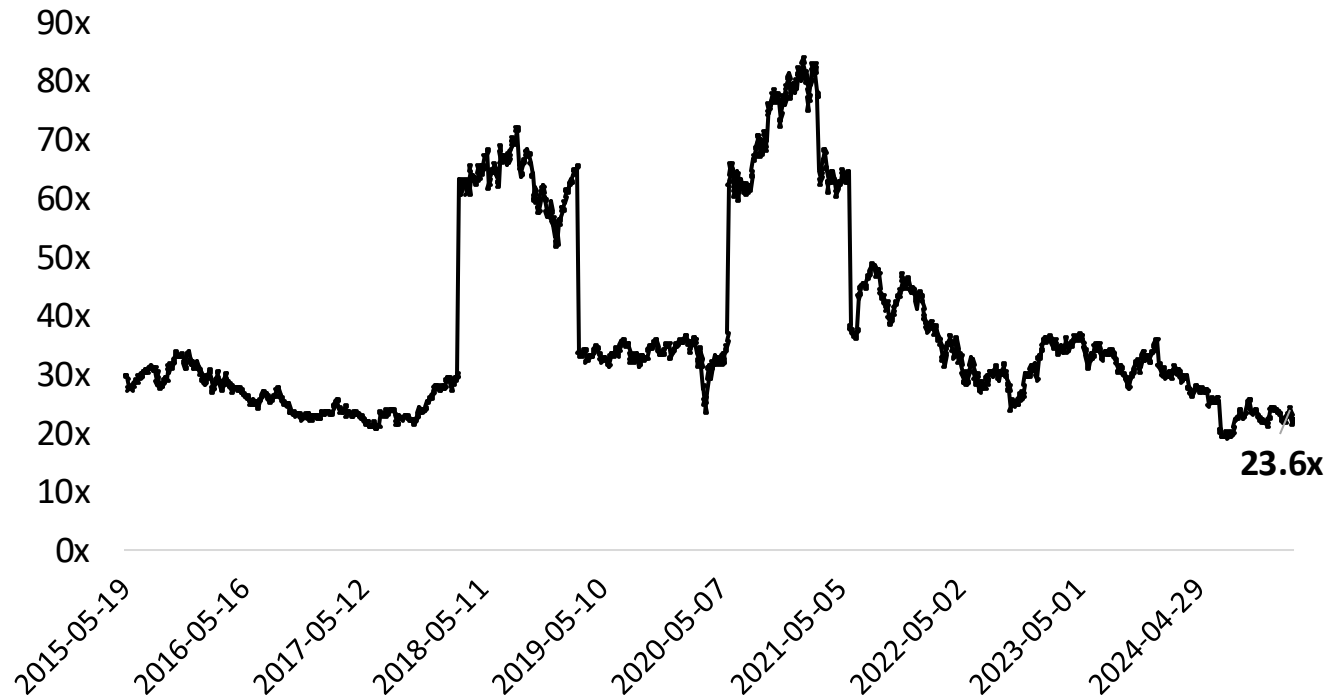
Speaker	Segment
Carson Alldredge	Company Overview, Competitor Analysis, and Growth Opportunities
Daniel Foulk	Management & Capital Allocation
Tristan Smith	Revenue Breakdown & Economic Moat
Pablo Samanez	IOFS, Risk Factors, Value Bands & Intra-portfolio Analysis, and Valuation & Conclusion



# Why Nike?



- Strong Wide Moat
- NEW CEO's Sharp Focus
- Predictable & Consistent
- Trading at Low Multiples



# Company Overview

Carson Alldredge



2/21/2025







# What is Nike?

**Nike is the largest athletic footwear and apparel brand in the world.**

**Nike designs, develops, and markets footwear, apparel, equipment, and accessories.**

**Nike sells products to retail accounts, through Nike-owned stores and the Internet, and through a mix of independent distributors and licensees in numerous countries.**

# Company Information & History



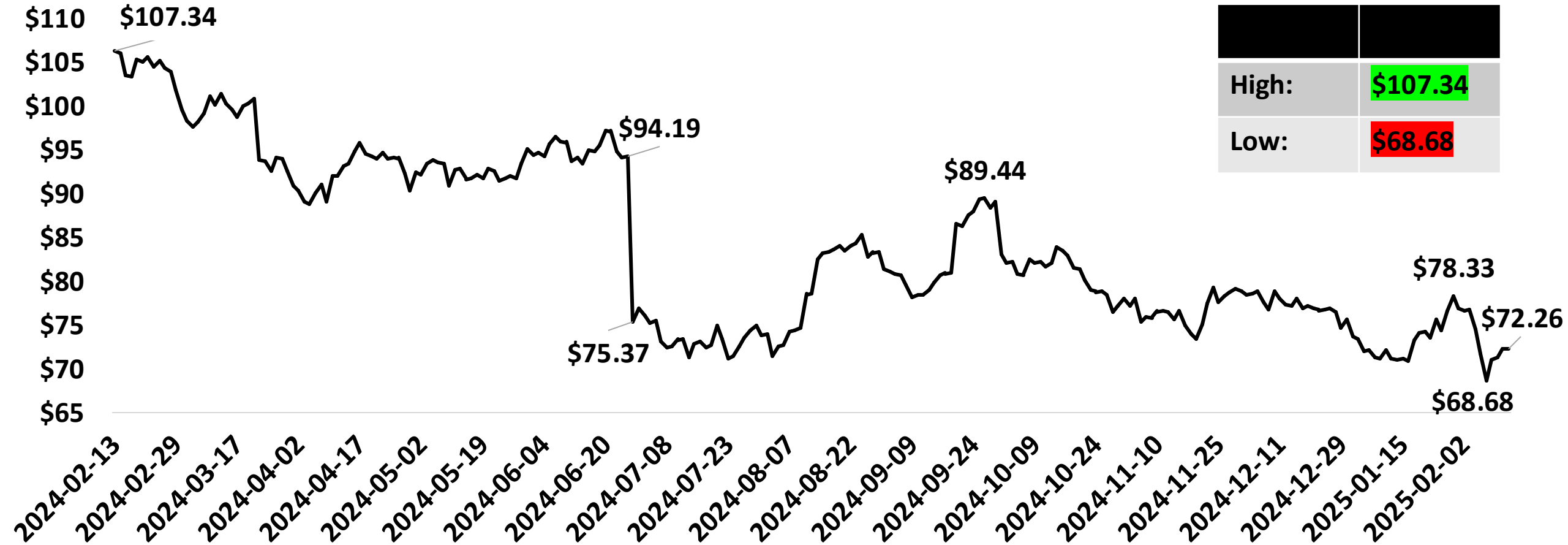
- Ticker: NKE (NYSE)
- Market Cap: 105.52 Billion
- Stock Price: \$71.34
- Founded: 1964
- IPO: 1980
- Revenue (FY 2024): \$51.36 Billion
- Headquarters: Beaverton, Oregon







# 52 Week Price Performance



# 5 Year Performance



High:	\$177.51
Low:	\$62.80



# Company History



**Bill Bowerman and Phil Knight  
create Blue Ribbon Sports**

**1<sup>st</sup> Nike brand shoe is  
launched**

**“Just Do It” campaign is  
launched**

**1971**

**1984**

**1964**

**1972**

**1988**

**Company is renamed Nike,  
Inc., Swoosh Logo designed  
for \$35**

**Nike signs Michael Jordan**

# Company History



**Nike signs LeBron James.  
Acquires converse for \$309  
Million**

**2003**

**2012**

**Becomes NFL official supplier  
for Uniforms**

**Nike becomes NBA's official  
apparel supplier**

**2017**

**2018**

**Nike signs a lifetime  
endorsement deal with  
basketball superstar LeBron  
James**

# Company History



**Nike signs an unprecedented deal with the NBA, reportedly worth \$1 billion, extending its partnership for eight years**

2024

2024

**Caitlin Clark signed a groundbreaking \$28 million, 8-year endorsement deal with Nike in April 2024**

**In September, Nike announced the appointment of Elliott Hill as its new President and Chief Executive Officer**

2024





# Recent News

## BUSINESS INSIDER

DOW JONES ▼ -0.99% NASDAQ ▼ -1.3% S&P 500 ▼ -0.95% AAPL ▼ -1.56% NVDA ▲ +1.13% MSFT ▼ -0.64% AMZN ▼ -3.52%

SPORTS

### Nike is making a surprise comeback at the Super Bowl — and JPMorgan analysts broke the news

Ashley Rodriguez Feb 7, 2025, 2:53 PM CT

Share Save



A Nike billboard featuring Serena Williams on display in London in July 2024. Mike Kemp/In Pictures via Getty Images

- Nike will air its first ad in the Super Bowl in 27 years on Sunday.
- The brand's return to the big game comes as its new CEO looks to reverse a sales slump.
- It has shaken up its marketing division and wants to create cultural moments to elevate its brands.

Nike is making a surprise return as a Super Bowl advertiser for the first time in 27 years.

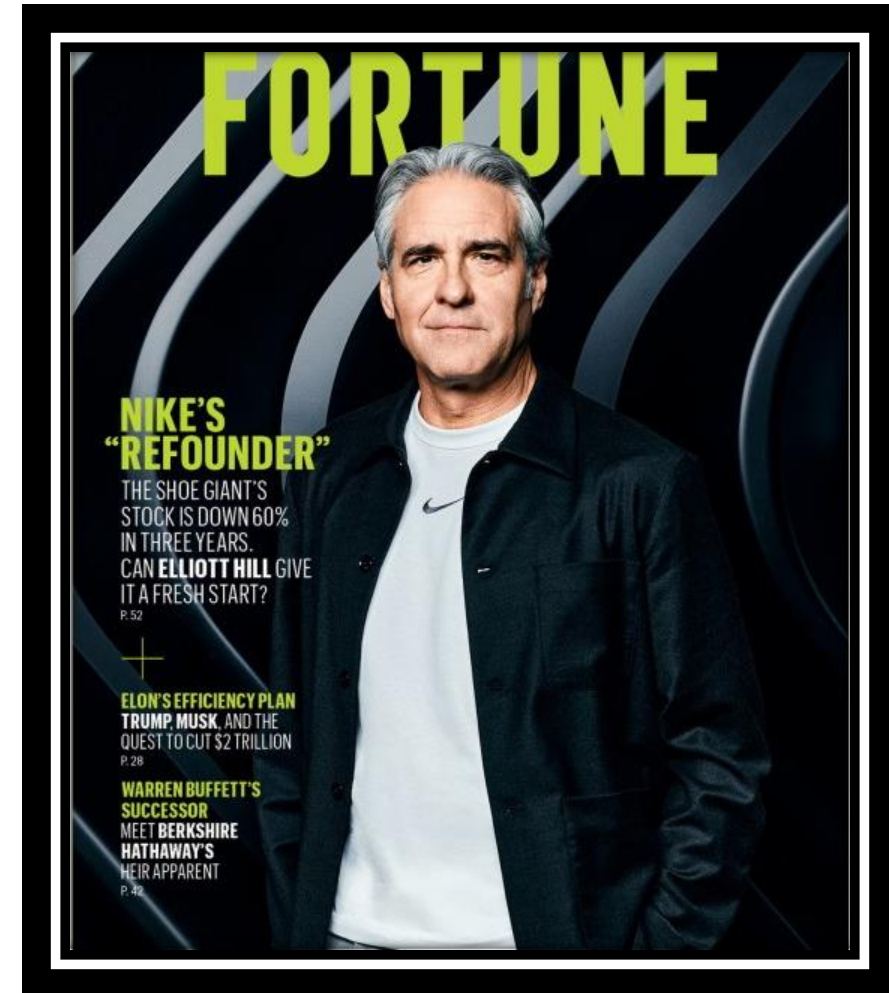


# Management

Dan The Man



2/21/2025

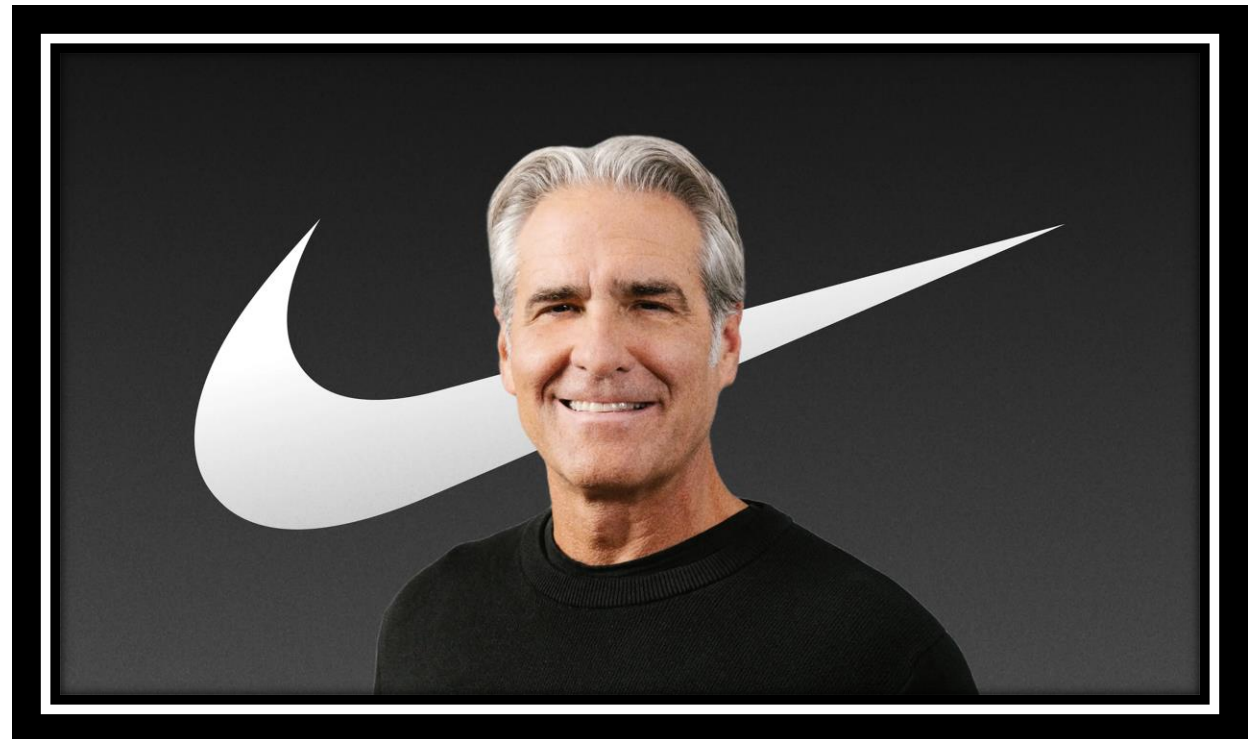


15

# ELLIOT HILL



- **President and CEO**
- 32-year veteran within Nike
- Unretired to serve as CEO
- **Refocus strategy to**
  - Put the athlete first
  - Rebuild relations with retail store
  - Cut discounts





# MANAGEMENT



**Mark G. Parker**  
**Executive Chairman**

- CEO from 2006-2020
- Employee since 1970



**Matthew Friend**  
**Chief Financial Officer**

- Leads Supply and Demand management
- Joined Nike in 2009 for Corporate Strategy and Development



**Ann Miller**  
**Global Sports Marketing**

- Joined in 2007 to serve as Chief Legal Officer

# Management



**CRAIG WILLIAMS**  
**PRESIDENT, GEOGRAPHIES &  
MARKETPLACE**

- Joined in 2019 as  
head of Jordan division



**HEIDI O'NEILL**  
**PRESIDENT, CONSUMER,  
PRODUCT & BRAND**

- Joined in 1998

# Nike Founder



## Co-Founder of NIKE

- President from 1968-1990 and from 2000-2004
- A Director since 1968-Present
- Graduated from Oregon and Ran Track
- Donated \$3.6 Billion through Knight foundation





# Incentive Multiplier

- **CEO- 8x Salary**

- John Donahoe
  - Base Salary- \$1.5M
  - Stock Incentives- \$12.4

- **Other Executives- 3x Salary**

- Matthew Friend- \$1.298M/\$5.2 M
- Heidi O'Neill- \$1.298M/\$5.2 M
- Craig Williams- \$1.298M/\$5.2 M
- Mark Parker- \$1.03/N/A

FISCAL 2024 TARGET TOTAL DIRECT COMPOSITION MIX

CEO



Other NEOs\*





# Capital Allocation

Dan The Man





# Buy Back Plan

- Nike spent \$1.18 billion on stock buybacks from June through August 2024
- The company has a stock buyback plan in place that authorizes a total of \$18 billion in share repurchases between 2022 and 2026.
- There is now \$8 billion left of that share repurchase authorization.

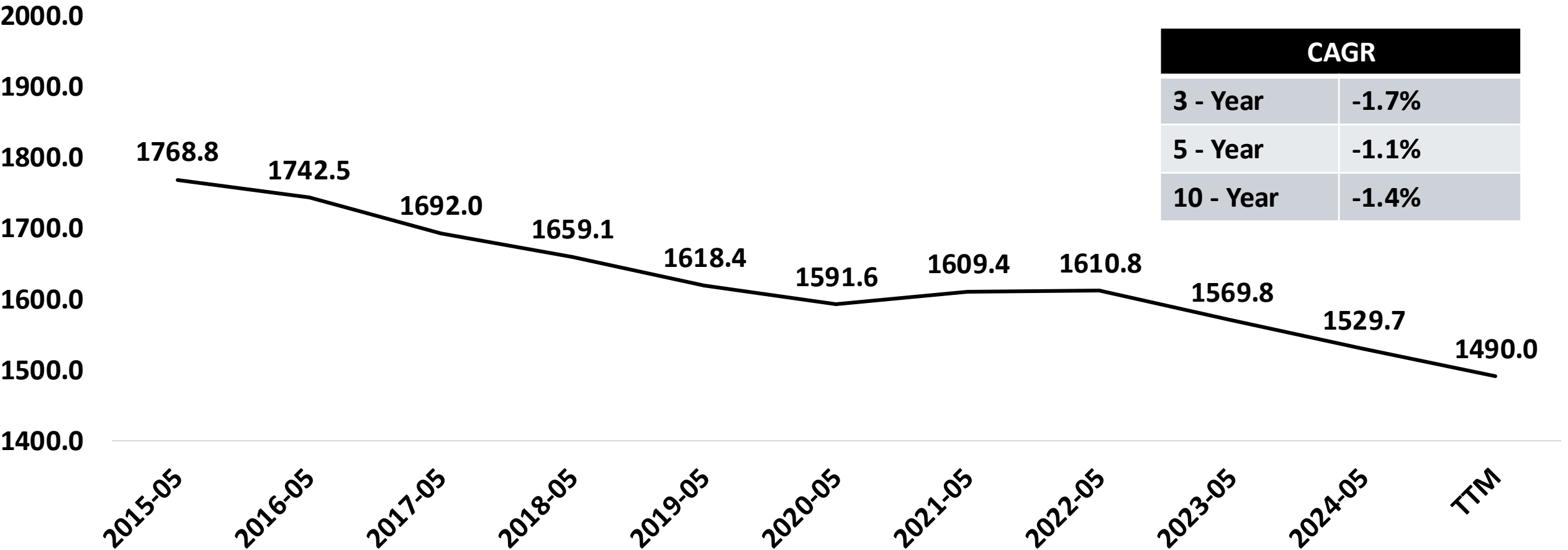






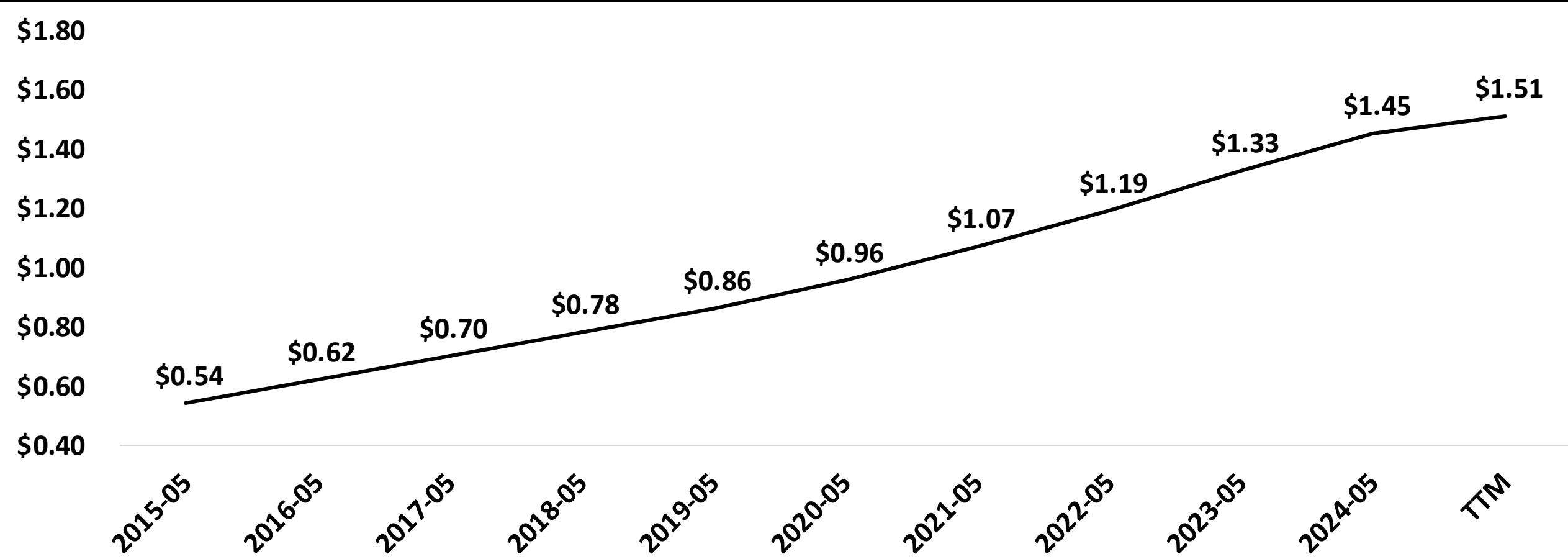
# Shares Outstanding

CAGR	
3 - Year	-1.7%
5 - Year	-1.1%
10 - Year	-1.4%



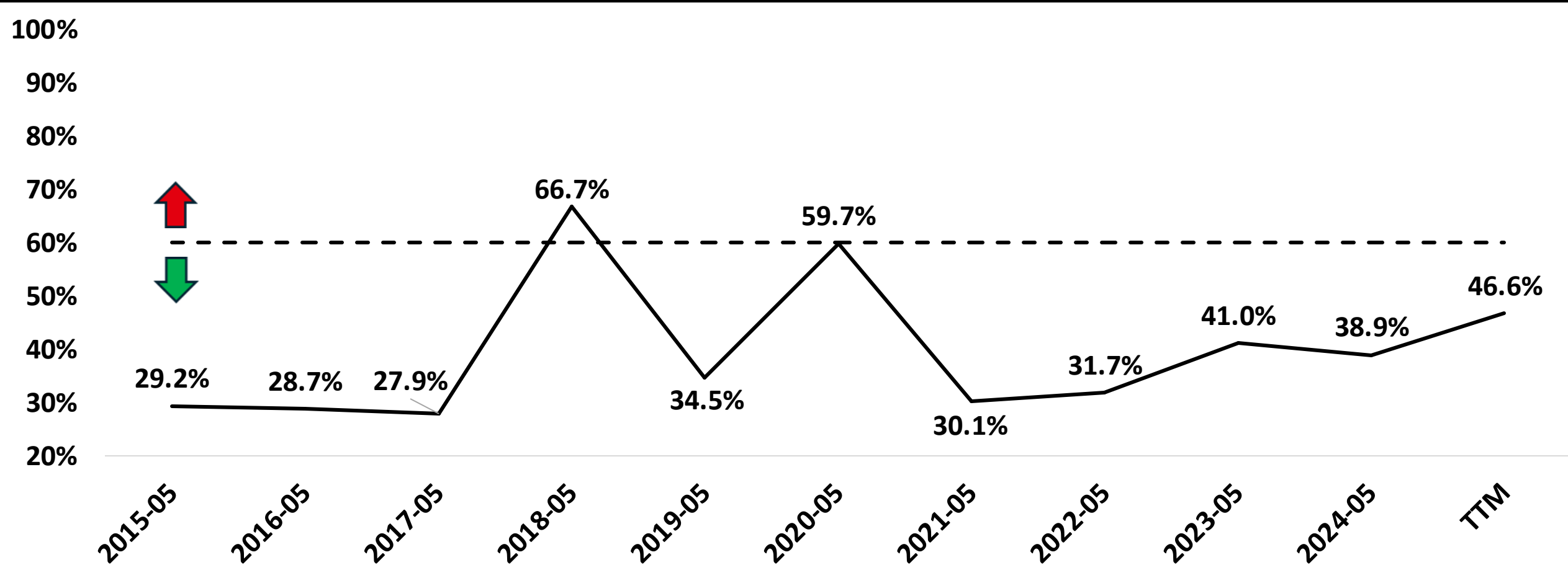


# Dividends Per Share



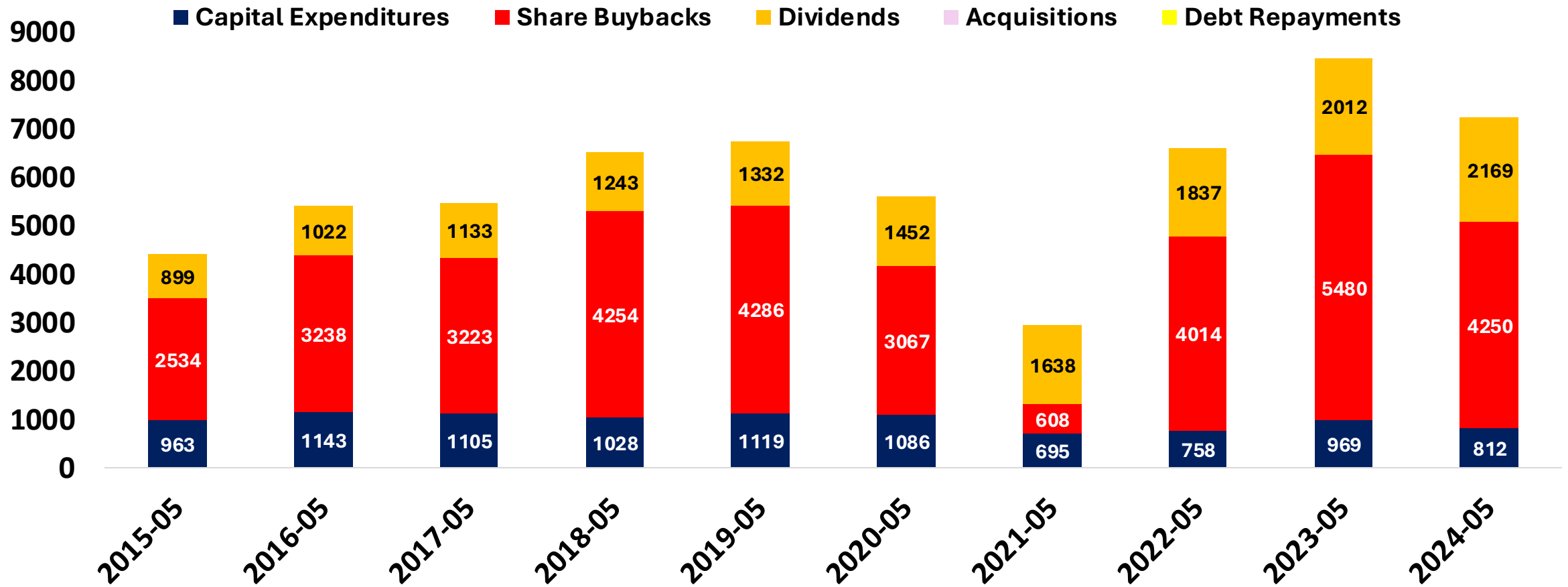


# Dividend Payout Ratio





# Capital Allocation Breakdown







# Divestitures

- **Starter:** Nike sold the Starter brand in 2007.
- **Bauer Hockey:** In 2008, Nike divested Bauer Hockey.
- **Umbro:** Nike sold to Iconix Brand Group late in 2012 that year.
- **Cole Haan:** Nike finalized the sale Cole Haan in 2013.



# Acquisitions



- **Major Acquisitions**

- **Converse** for \$305 Million in 2003

- **Minor Acquisitions**

- **Datalogue**- AI company in Feb. 2021
- **Celect**- Analytic company to improve inventory management and DTC sales strategies acquired in August 2019
- **Zodiac**- Analytic firm focused on predictive analytics and customer lifetime value modeling was acquired in March 2018



# Digital Fashion Acquisition



**RTFKT-** is a digital fashion and NFT company for virtual sneakers and collectables. Acquired in Dec. 2021

# Quality Malfunctions







# Revenue Breakdown

Tristan Smith



# Business Segments

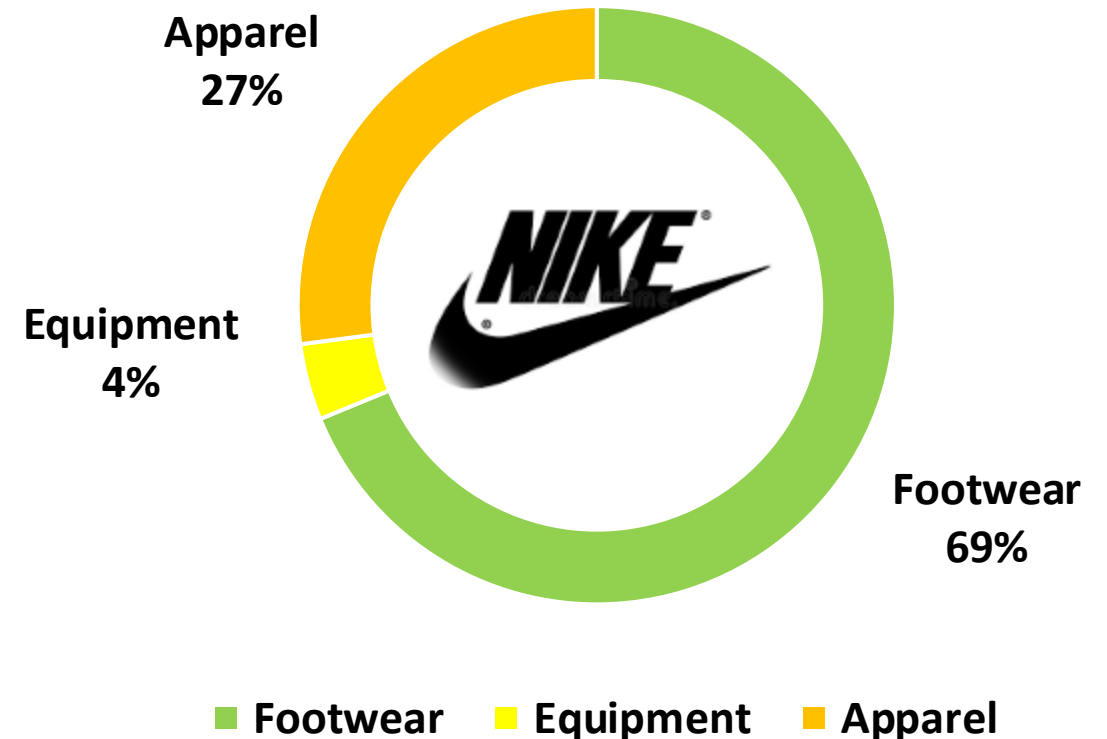


- Three Segments
- Nike Brand
  - Apparel, Footwear, Equipment
  - Global Brand Divisions
- Converse
  - Apparel, Footwear, Equipment
- Corporate
  - Foreign Currency Hedging



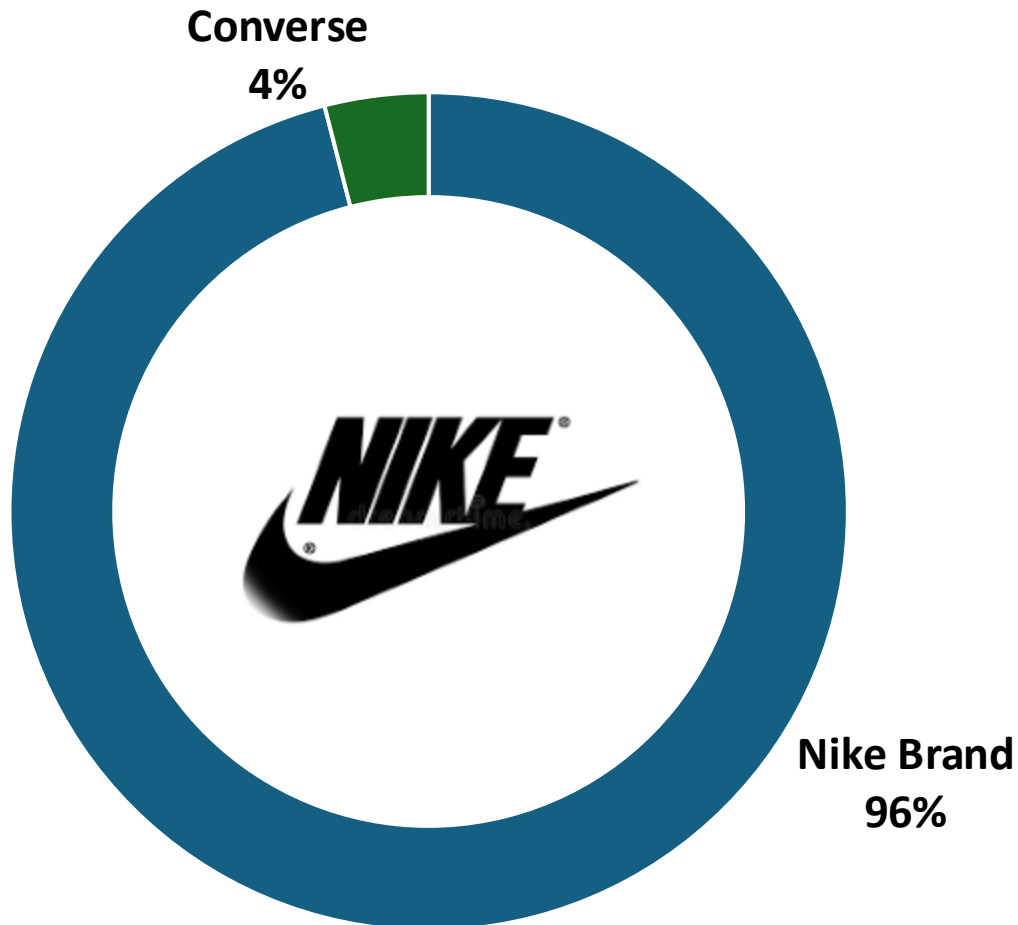
# How does Nike make money?

- Nike generates revenues through
  - Footwear
  - Apparel
  - Equipment and Other
- Nike revenues in 2024
  - Footwear: \$35,227,000
  - Apparel: 13,868,000
  - Equipment/Other: \$2,267,000
  - Total: \$51,362,000





# Nike Brand Apparel



- Men's, Women's and Kids'
  - Athletic Footwear
  - Sports Apparel
  - Performance Equipment and Accessories
- Global Brand Divisions

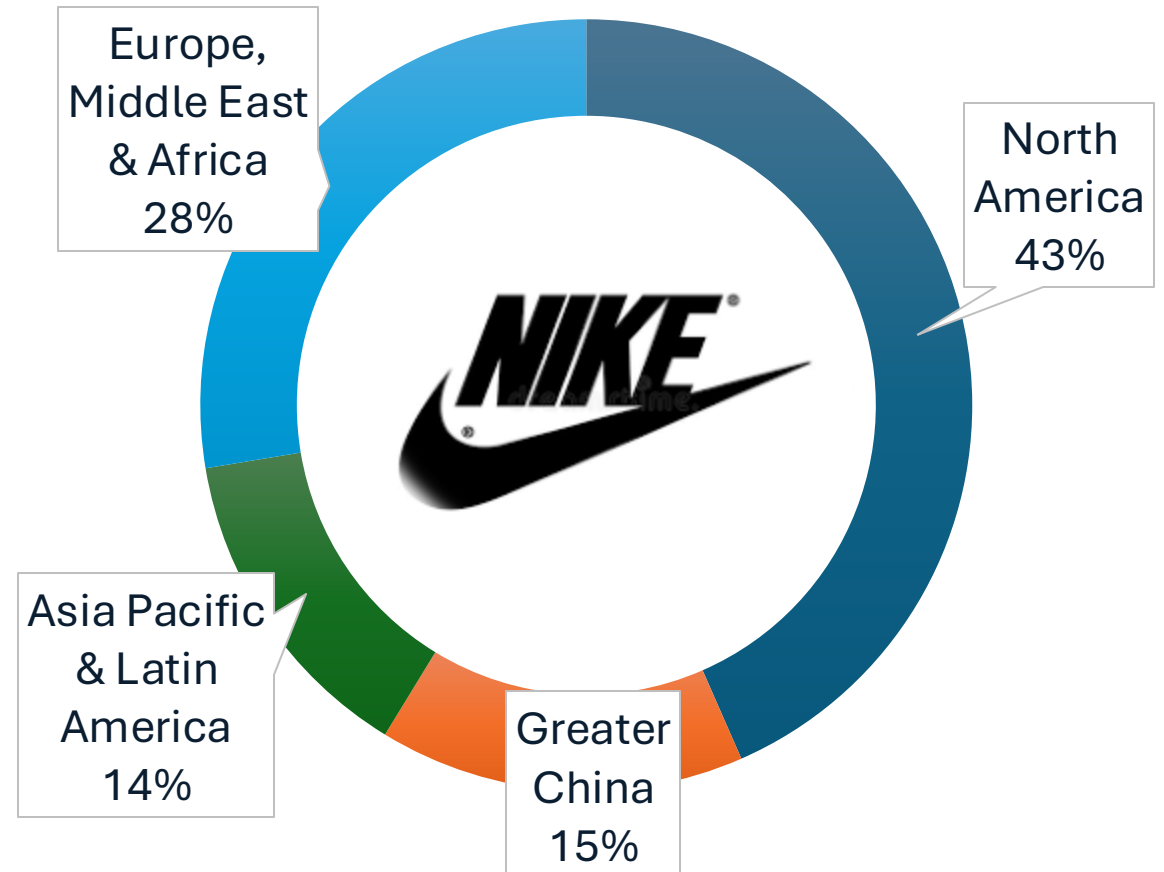






# Nike Brand Revenue by Geography

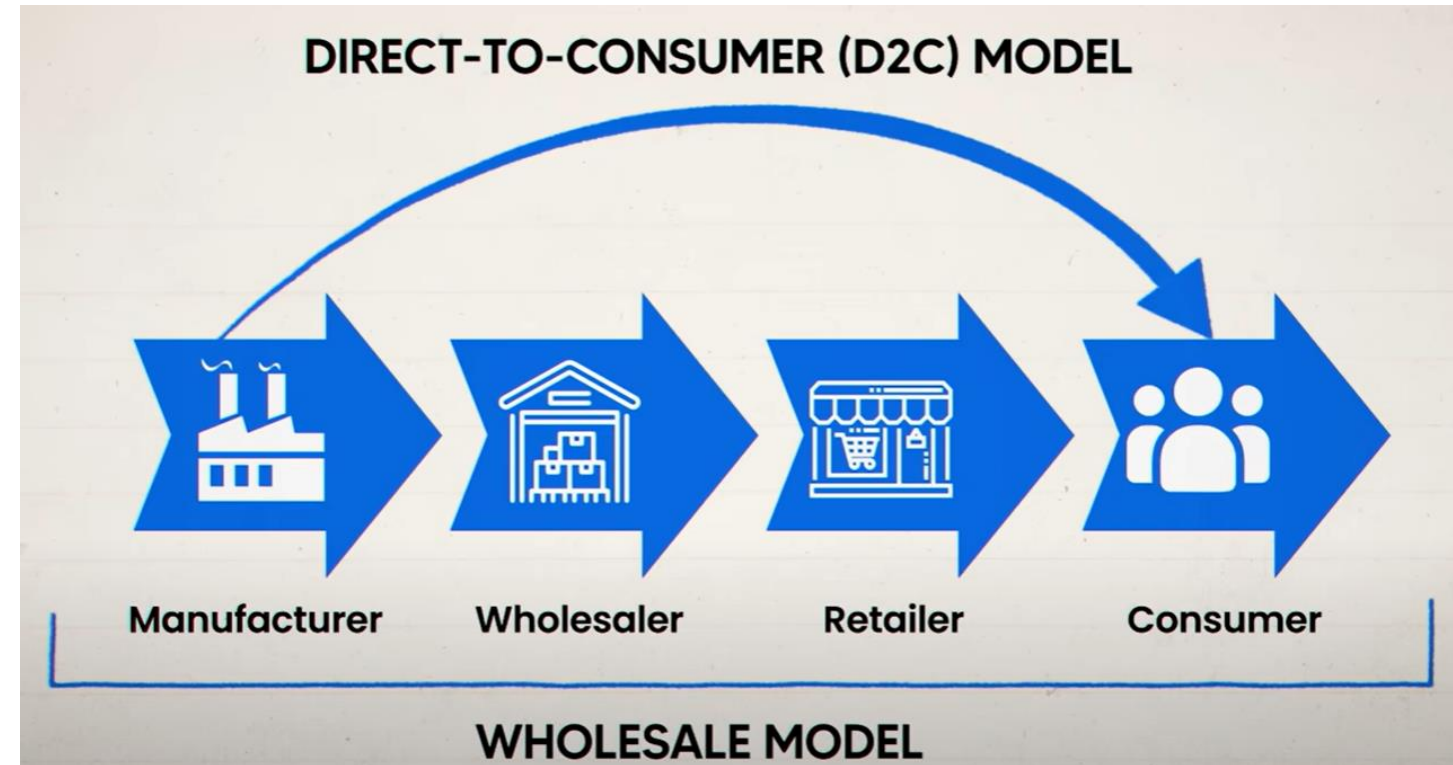
- North America
  - **\$21.4 Billion**
  - 5-year CAGR: 5.40%
  - 10-year CAGR: 4.80%
- Europe, Middle East & Africa
  - **\$13.6 Billion**
  - 5-year CAGR: 10.26%
  - 10-year CAGR: 5.02%
- Greater China
  - **\$7.5 Billion**
  - 5-Year CAGR: -1.52%
  - 10-Year CAGR: 8.48%
- Asia Pacific & Latin America
  - **\$6.7 Billion**
  - 5-Year CAGR: 3.51%
  - 10 Year CAGR: 5.62%





# Nike Business Models

- For the Fiscal year ending in 2024
  - Direct To Consumer Model
    - 41.9% of revenues
    - 21.52 Billion
  - Wholesale Model
    - 58.1% of revenues
    - 29.84 Billion
- Nike has been heavily prioritizing D2C since 2020
- Recently, with Hill's appointment, they have been shifting from D2C back to wholesale





# Sales Channel Growth

Sales Channel	Recent Growth Trend
Nike Direct (D2C)	Sales grew +2% YoY, but facing margin pressure from increased discounting
Nike Wholesale	Revenue declined -3% YoY as inventory cleanup efforts impacted sales
Nike Digital (E-Commerce)	Web traffic declined modestly YoY, though app downloads remain above competitors
Foot Locker (Wholesale Partner)	Nike sales showed softness, impacting overall performance
Dick's Sporting Goods (Wholesale Partner)	Nike represents about 24% of DIKS's business, with increased premium footwear offerings supporting growth
Academy Sports and Outdoors	Expanding Nike product offerings across 140+ stores in 1Q25

# Interpretation of Financial Statement

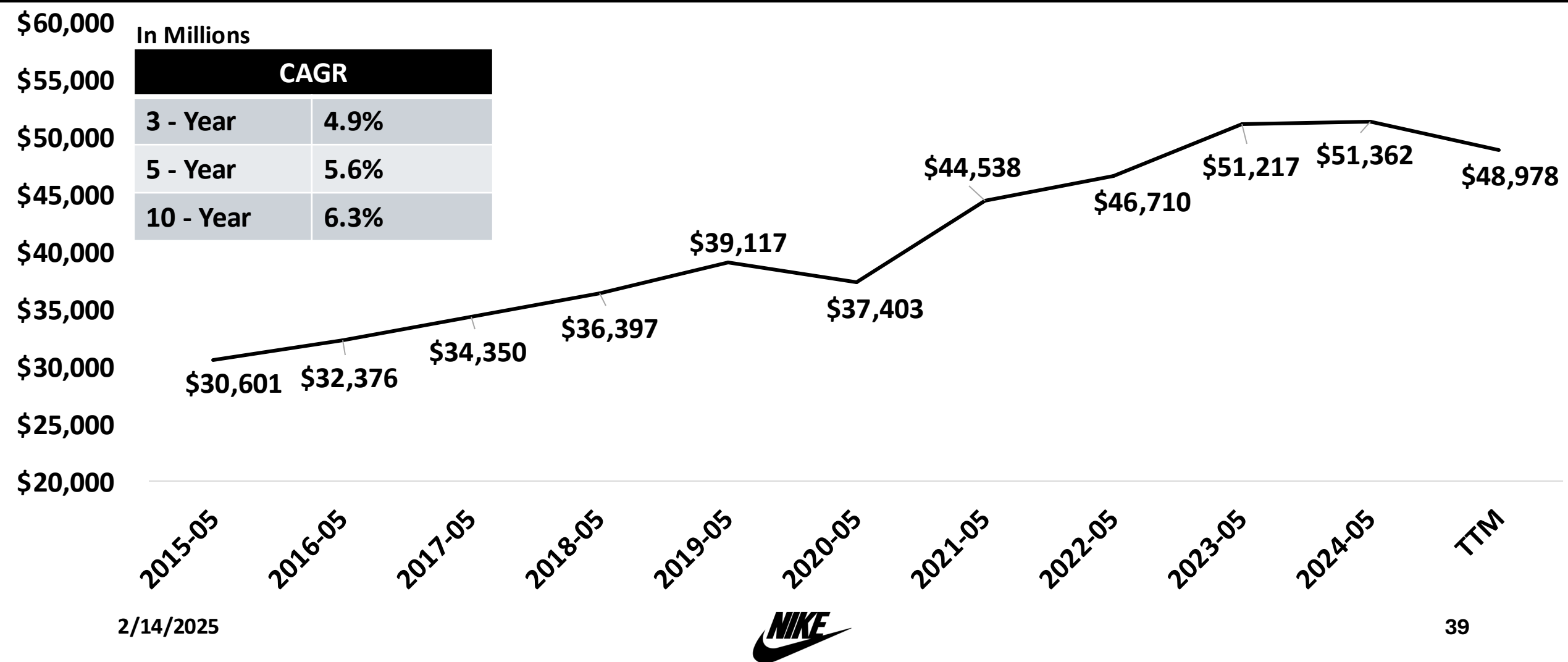
Pablo Picasso





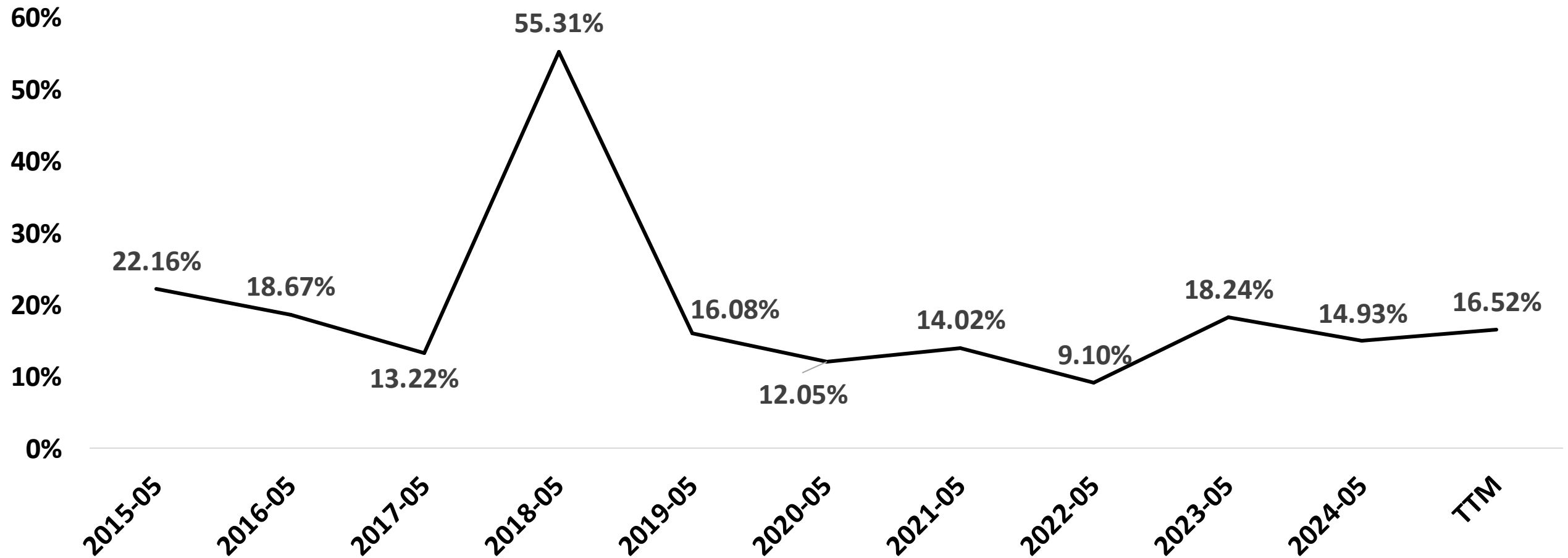


# Revenue





# Tax Rate



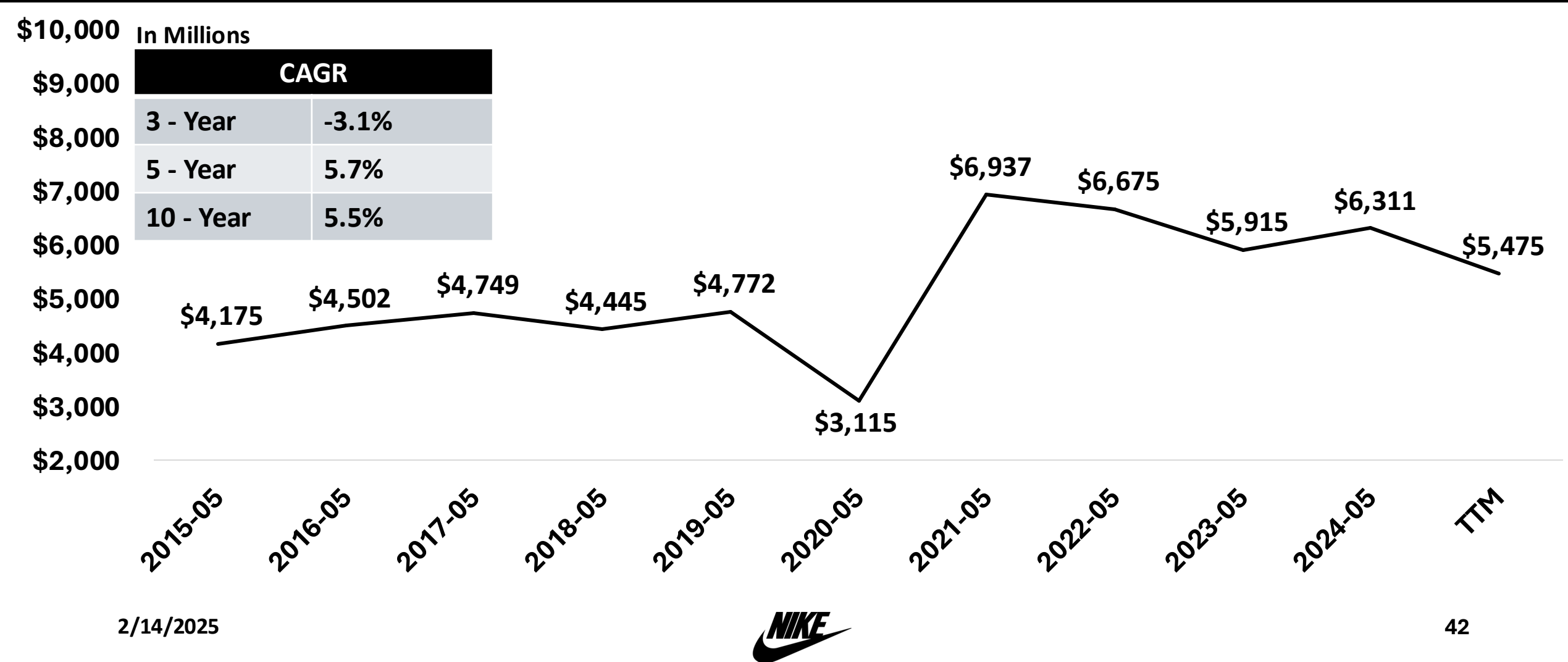


# Net Income

NI = Revenue - Expense

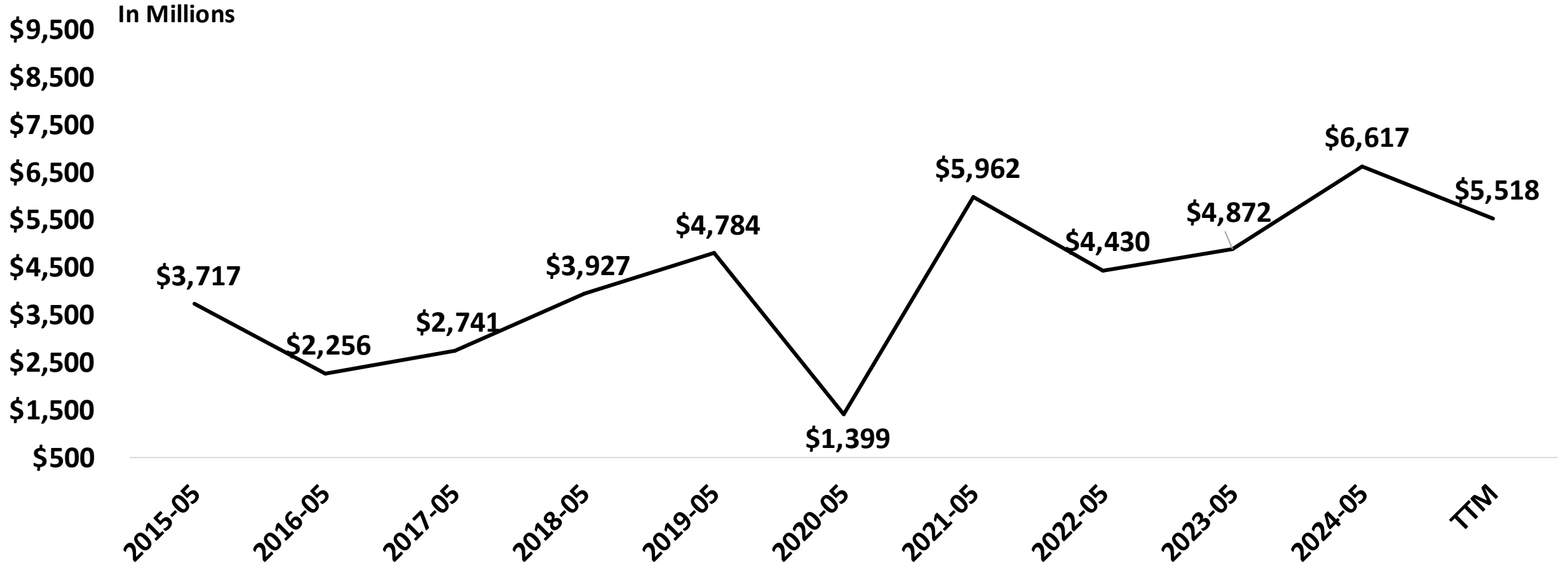


# EBIT





# Free Cash Flow





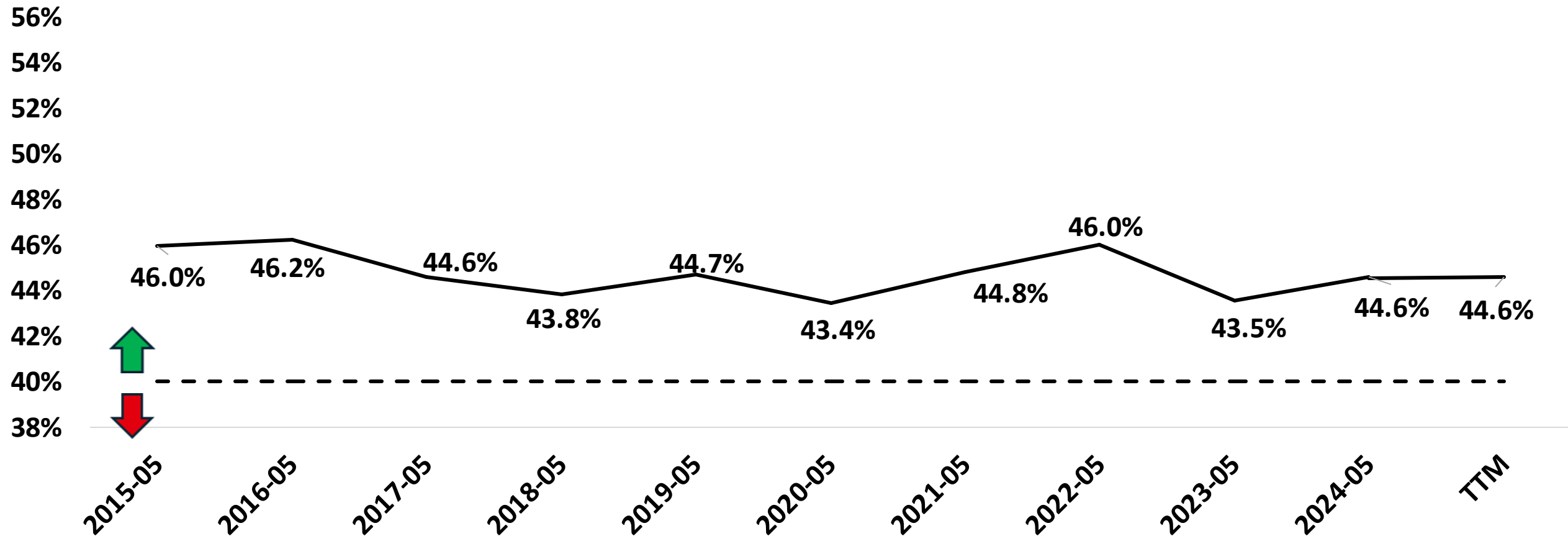


# Earnings Per Share



# Gross Margin %

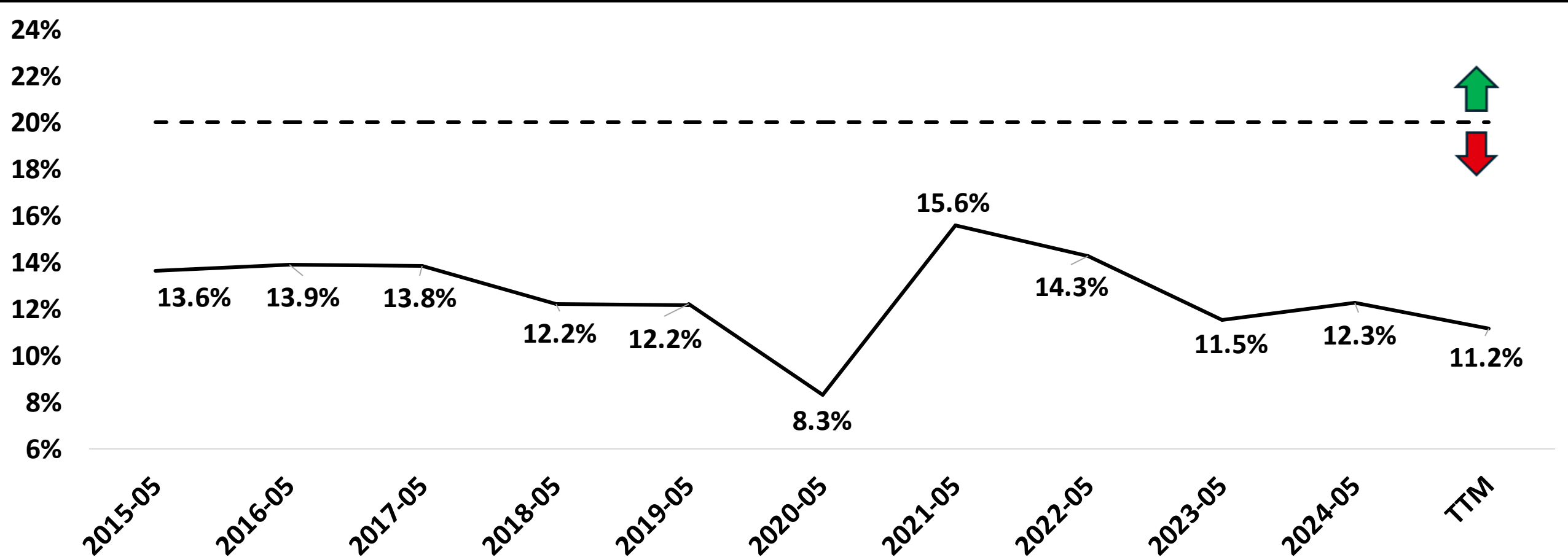
Gross Margin = Gross Profit/Revenue





# Operating Margin %

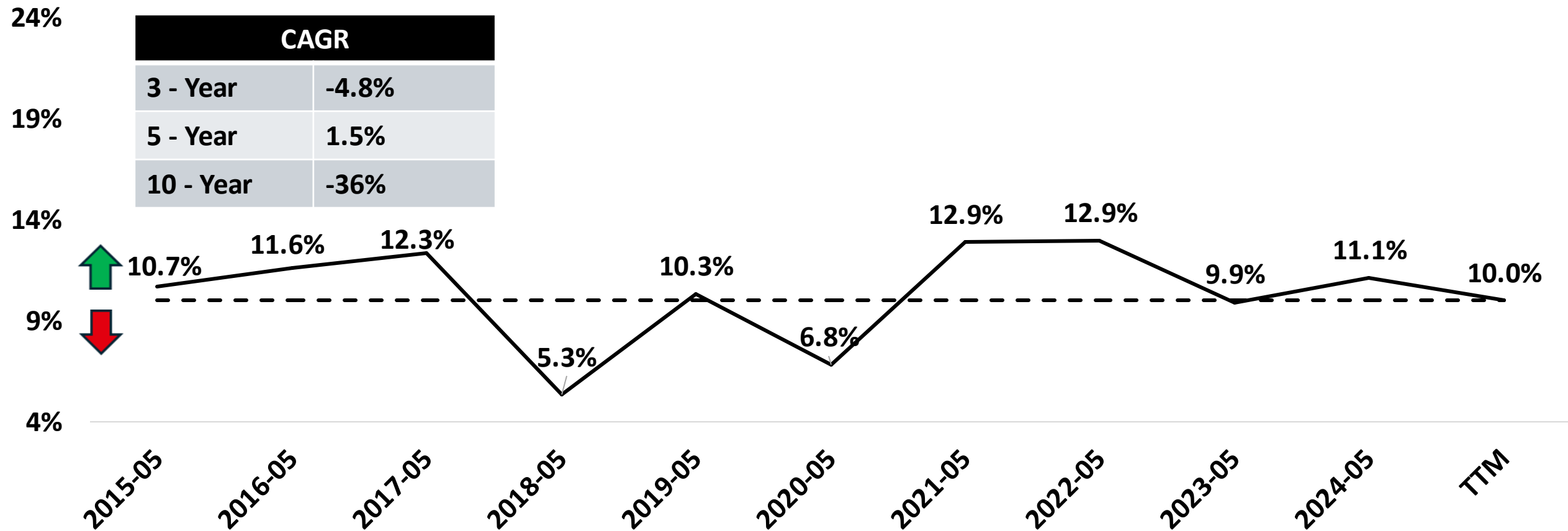
Operating Margin = Operating Income/Revenue





# Net Margin %

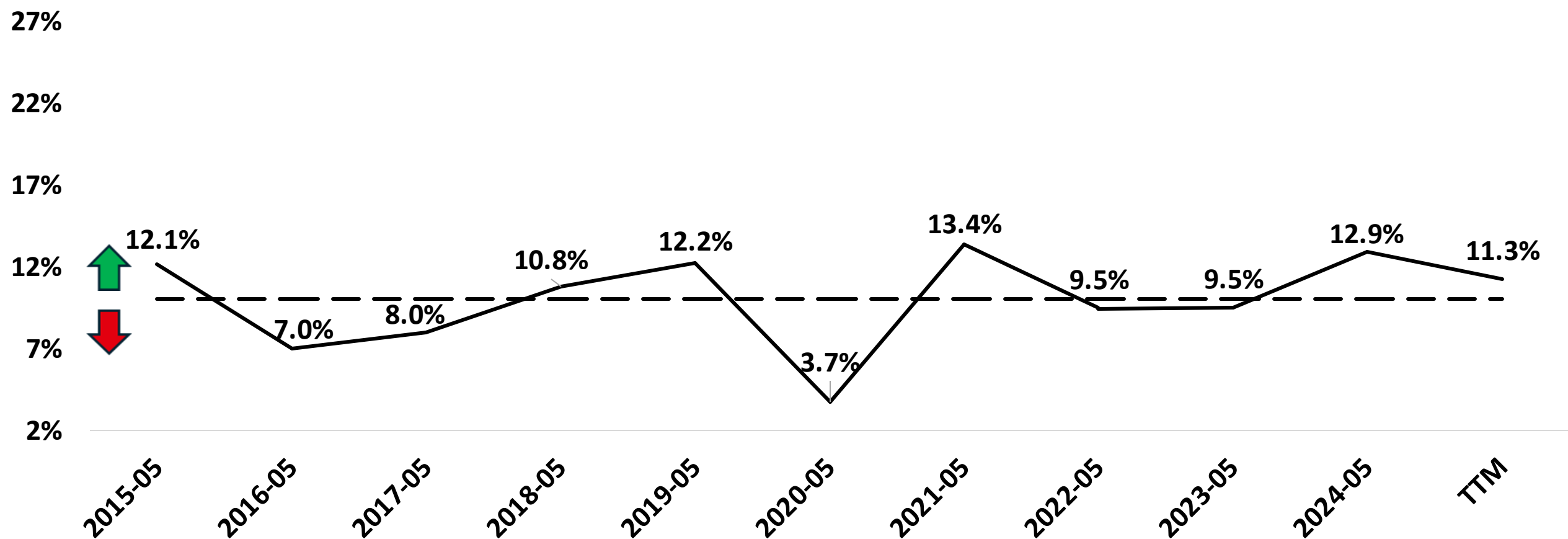
Net Margin = Net Income/Revenue





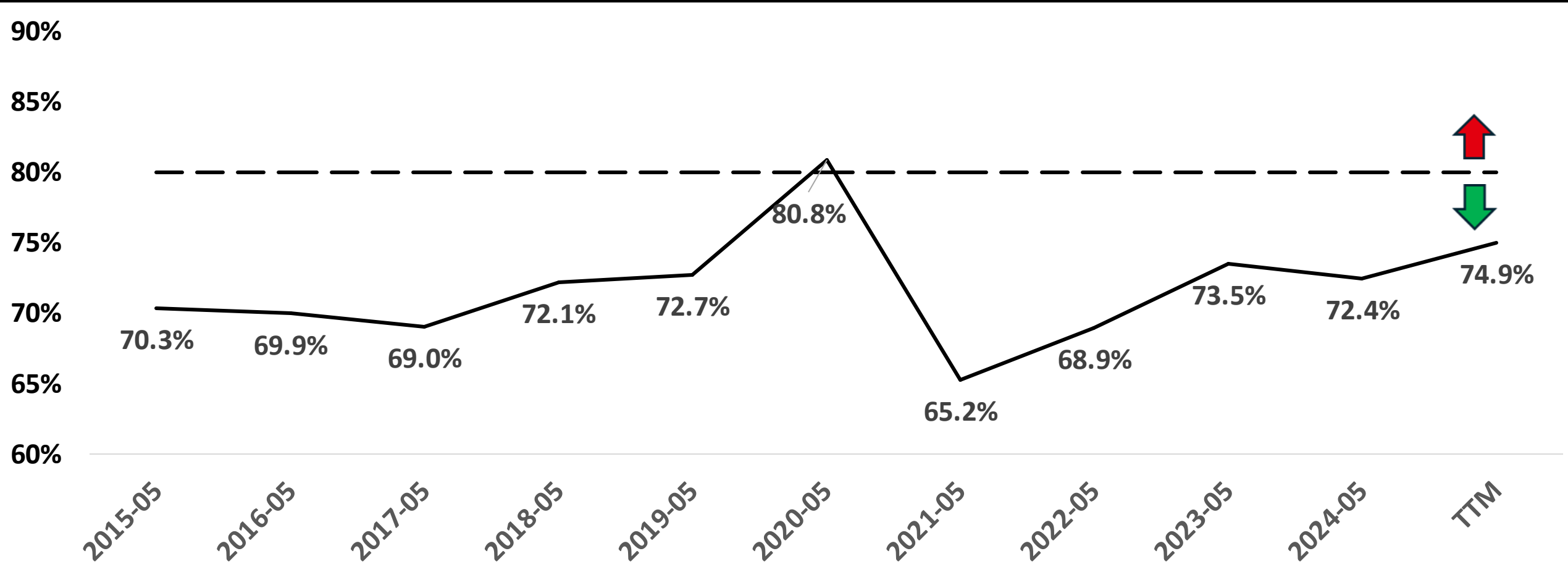
# Free Cash Flow Margin

Free Cash Flow Margin = Free Cash Flow/Revenue





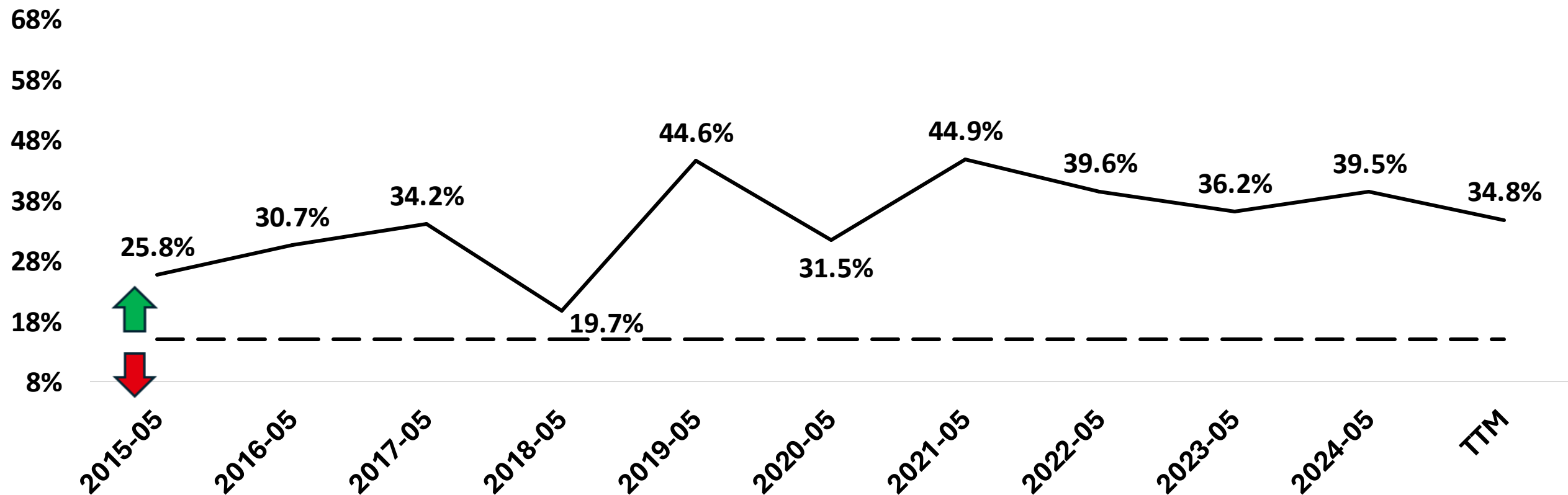
# SGA as a % of Gross Profit





# Return on Equity

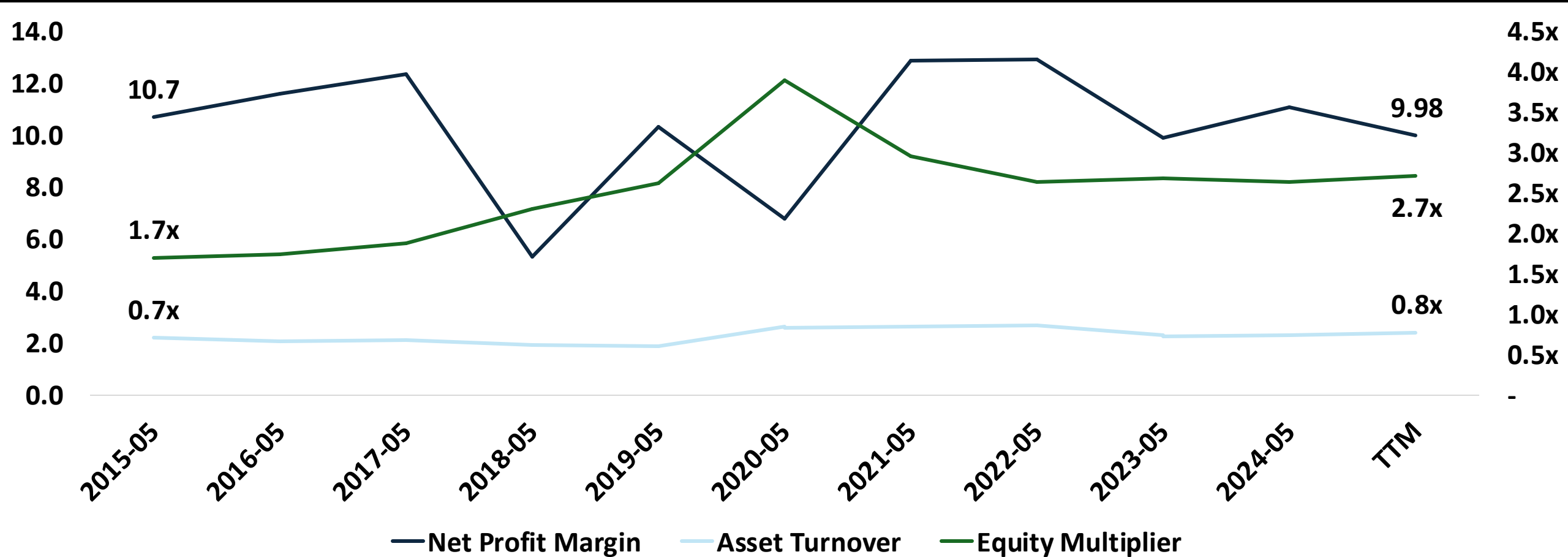
Return On Equity = Net Income/Shareholders Equity





# DuPont Analysis

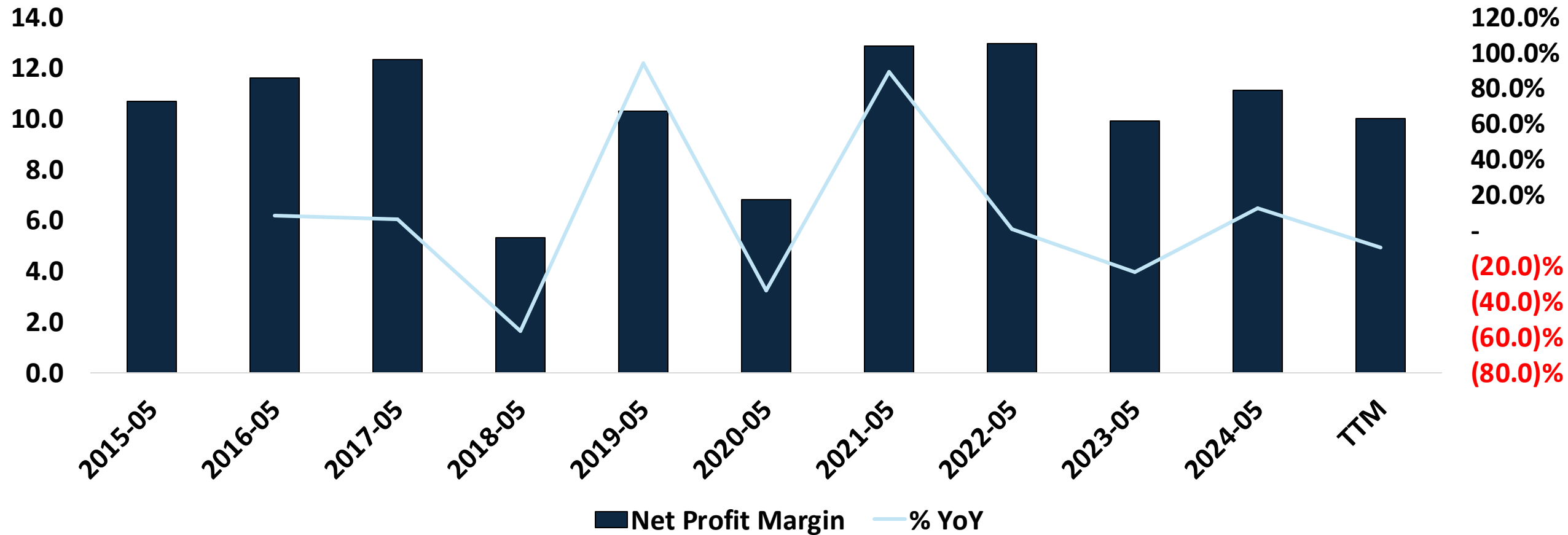
$$\text{ROE} = (\text{Net Income/Sales}) \quad (\text{Assets/Equity}) \quad (\text{Sales/Assets})$$





# Net Profit Margin

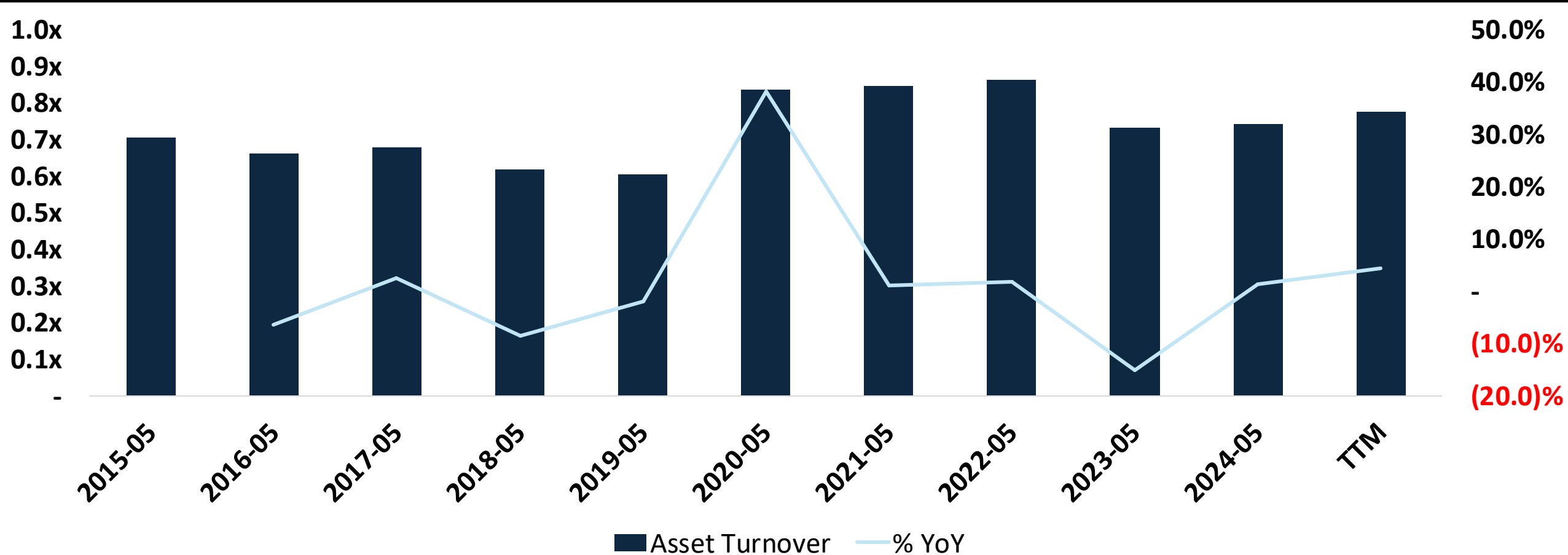
(Net Income/Sales)





# Asset Turnover

(Assets/Equity)

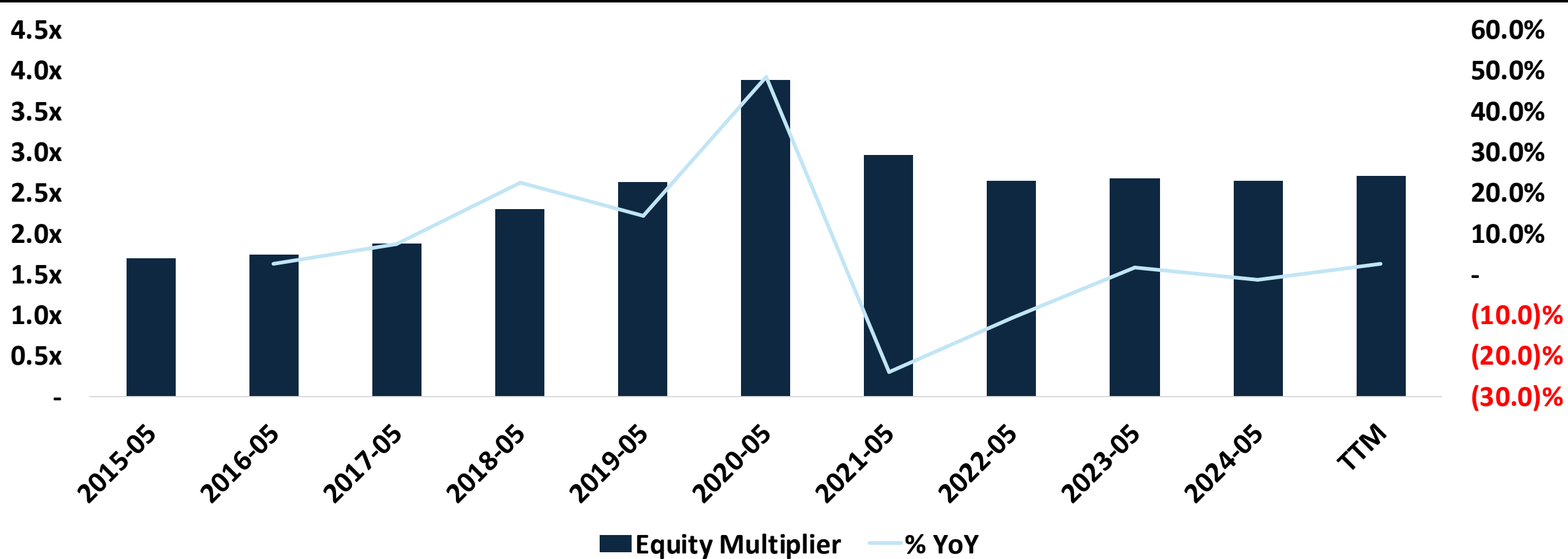






# Equity Multiplier

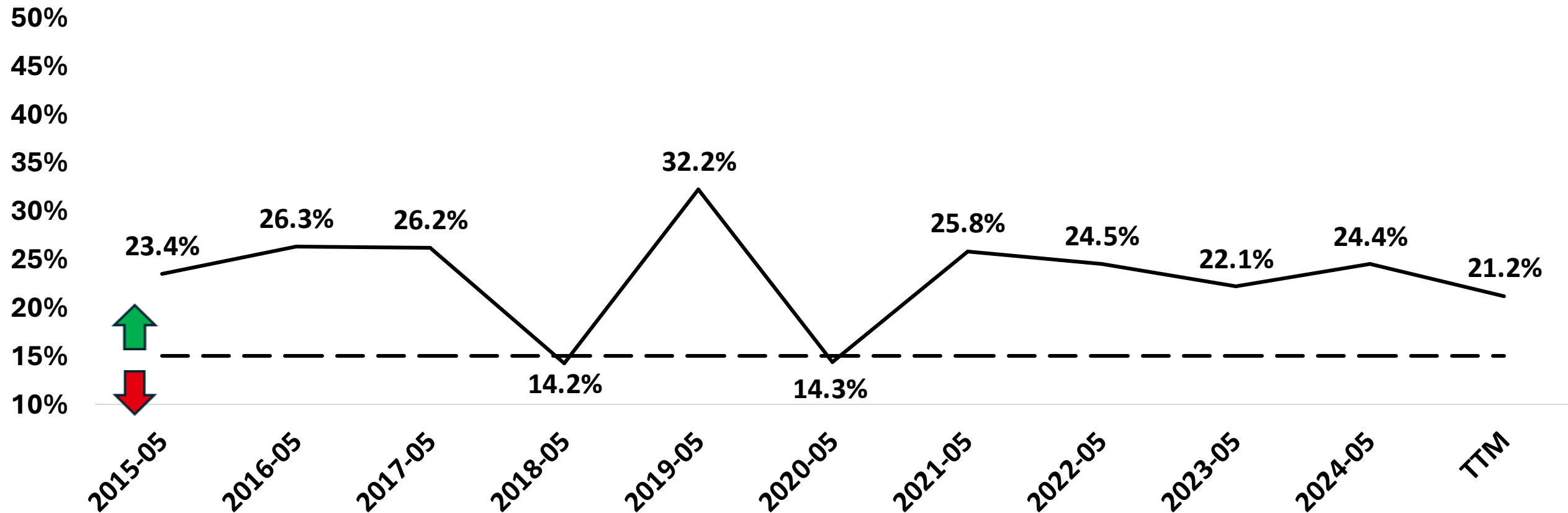
(Sales/Assets)





# Return on Capital

Return On Capital =  $\text{Net Income} / (\text{Shareholder's Equity} + \text{LT Debt})$





# Obligation Ratio

Long-term debt	7973
(+) Short-term debt	(+)1049
(+) Preferred stock	(+) 0
(+) Pension funding shortfall	(+) 0
(+) Annual leases multiplied by 7	(+)5929
(-) Cash	(-)7979
<hr/>	<hr/>
Divided by Annual Net Income	4886 = 1.4x

≤ 5 Years

# Competitor Analysis

Carson Alldredge



2/21/2025



57

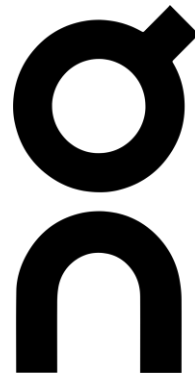
# Main Competitors



***SKECHERS***



**DECKERS**  
— BRANDS —





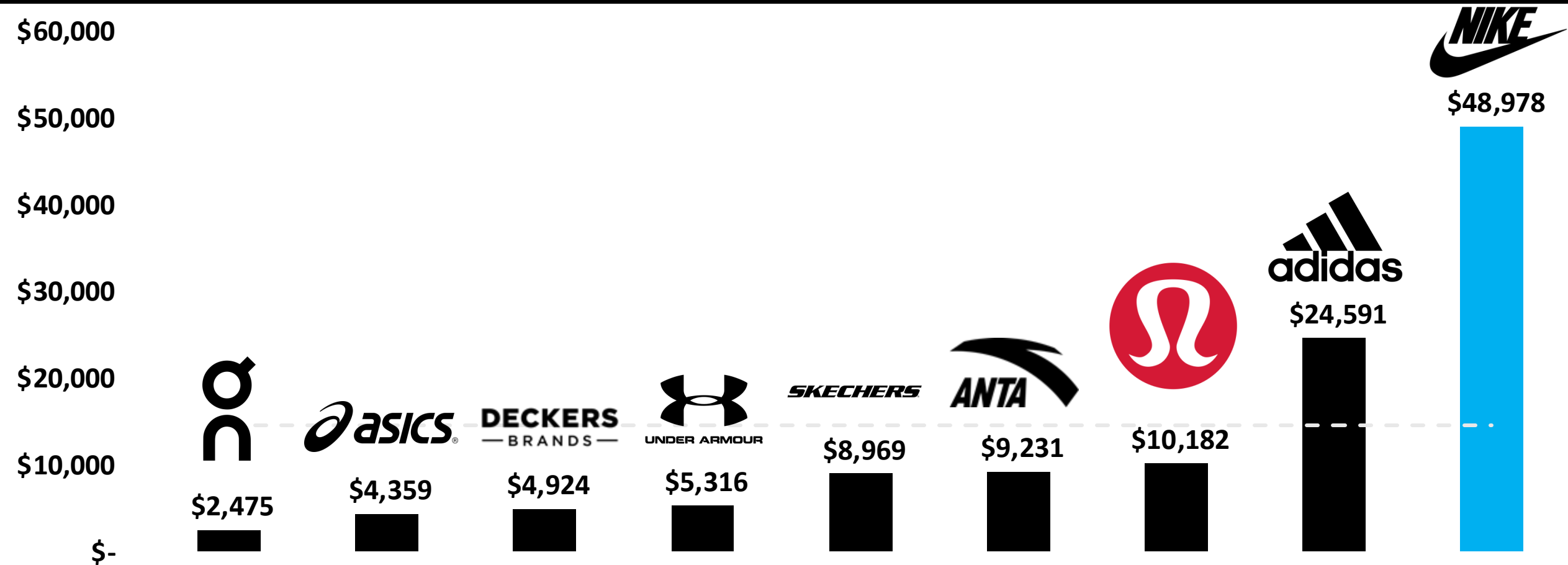
# Other Competitors





# Revenue

In Millions



2/14/2025

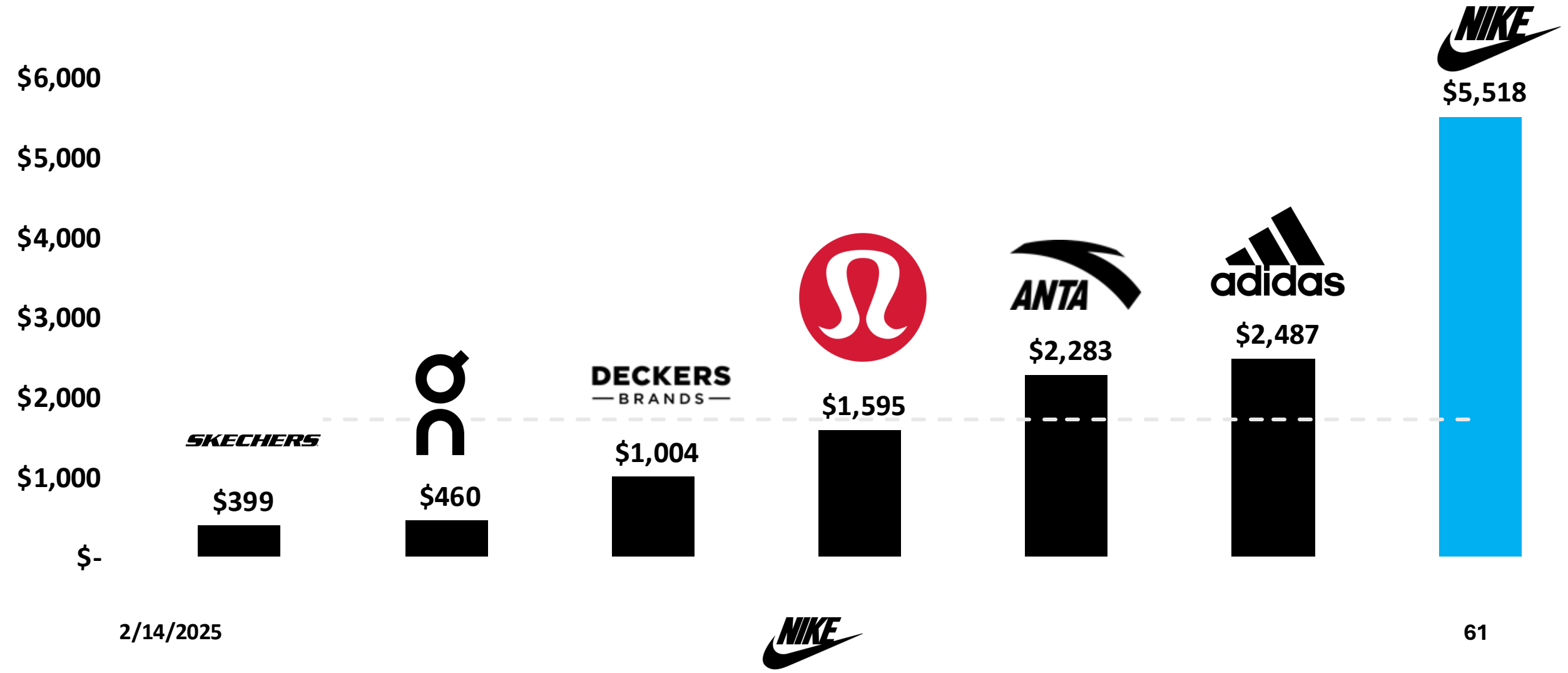


60

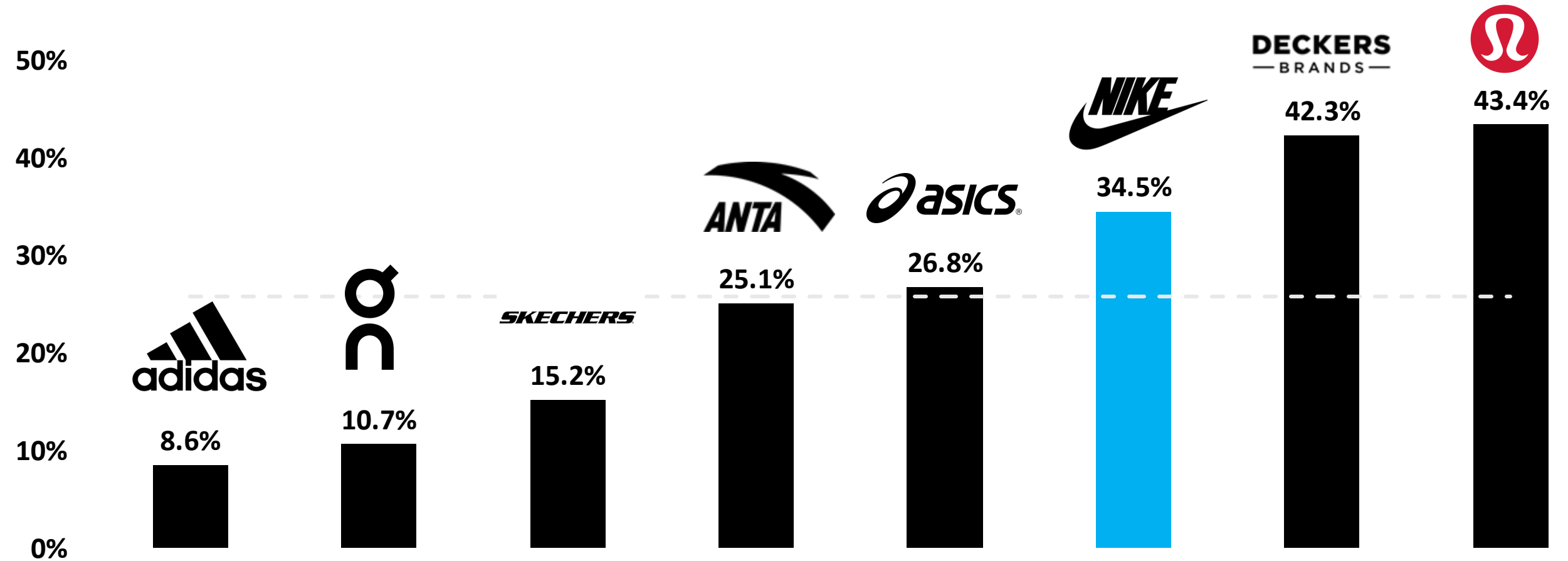


# Free Cash Flow

In Millions

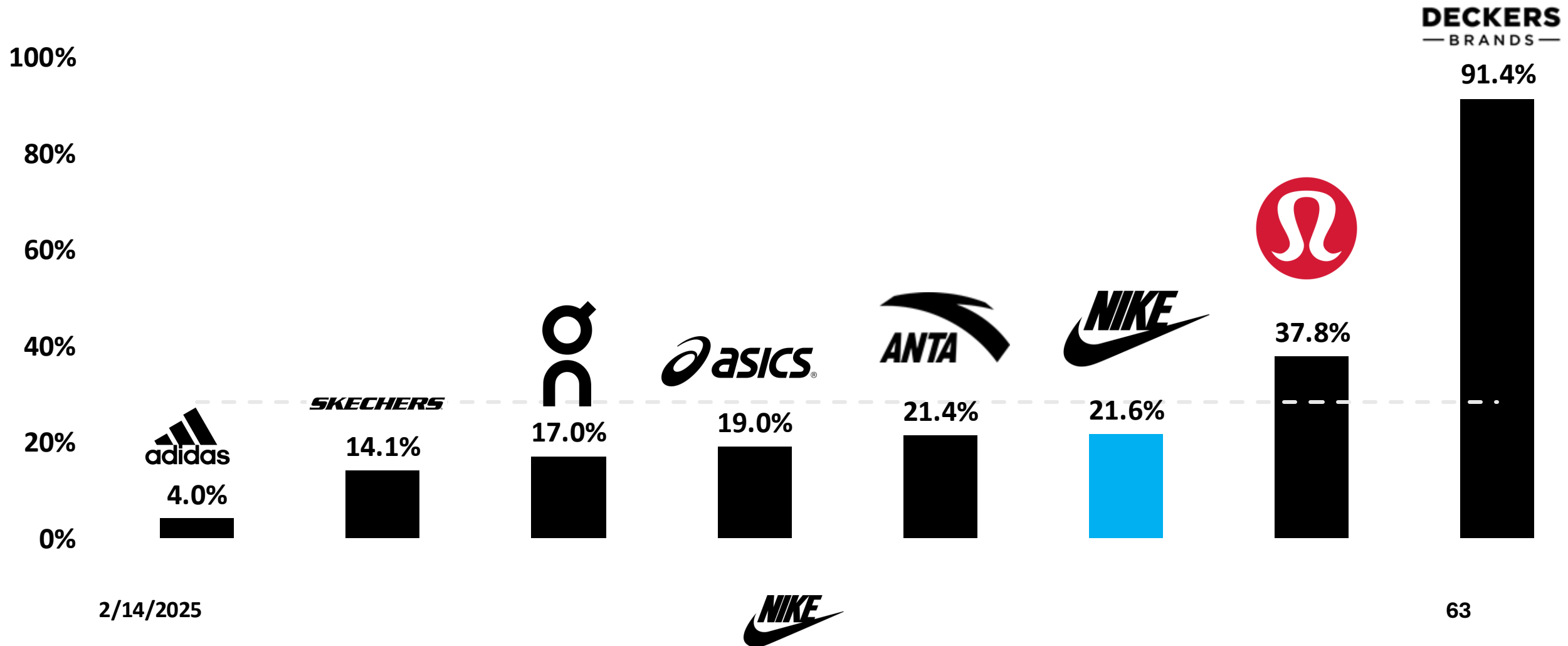


# Return on Equity



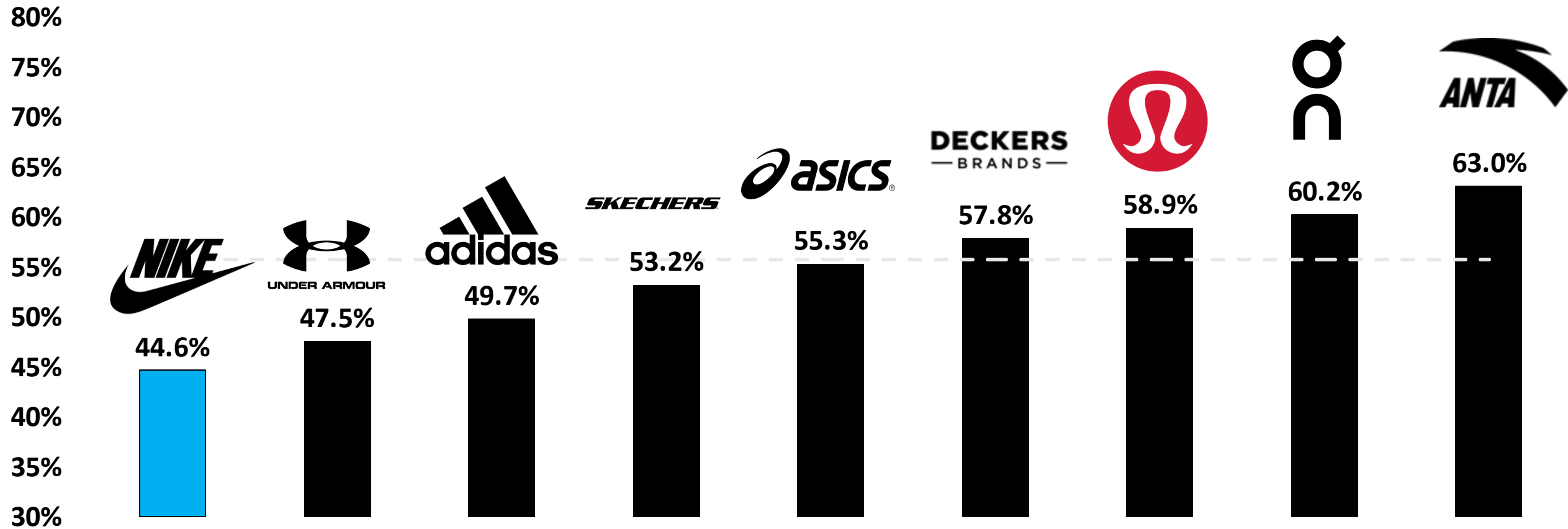


# Return on Invested Capital

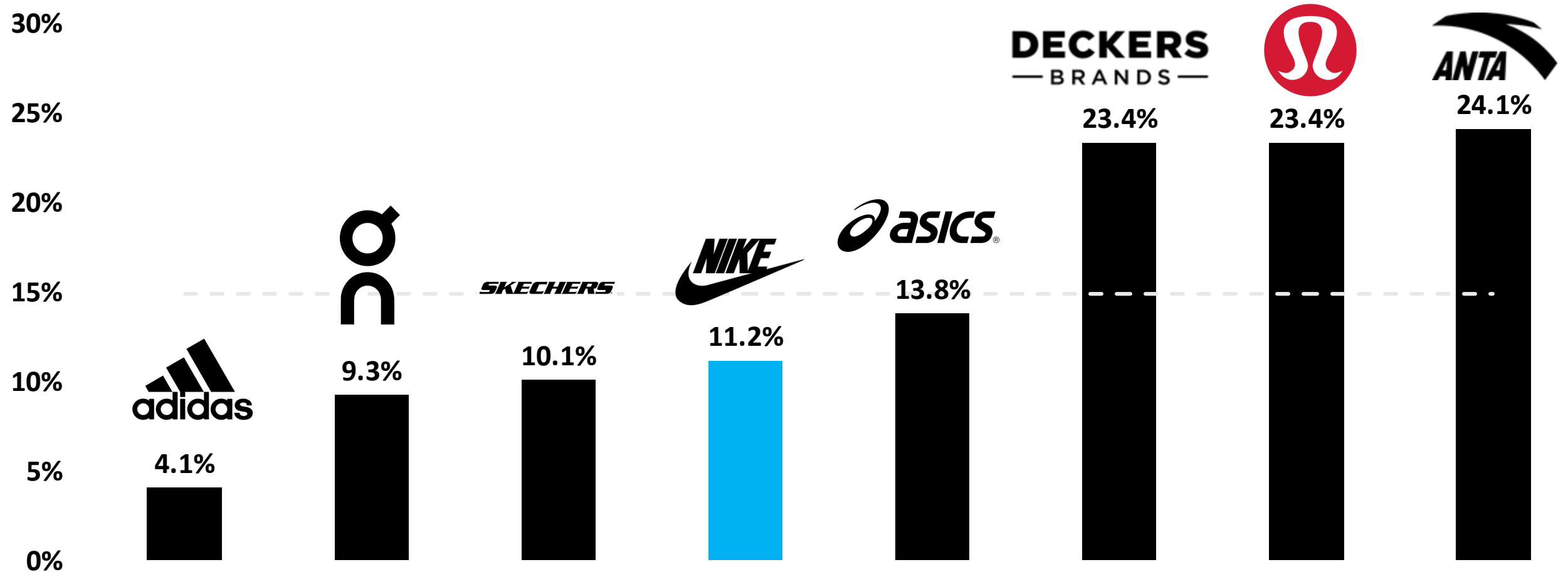




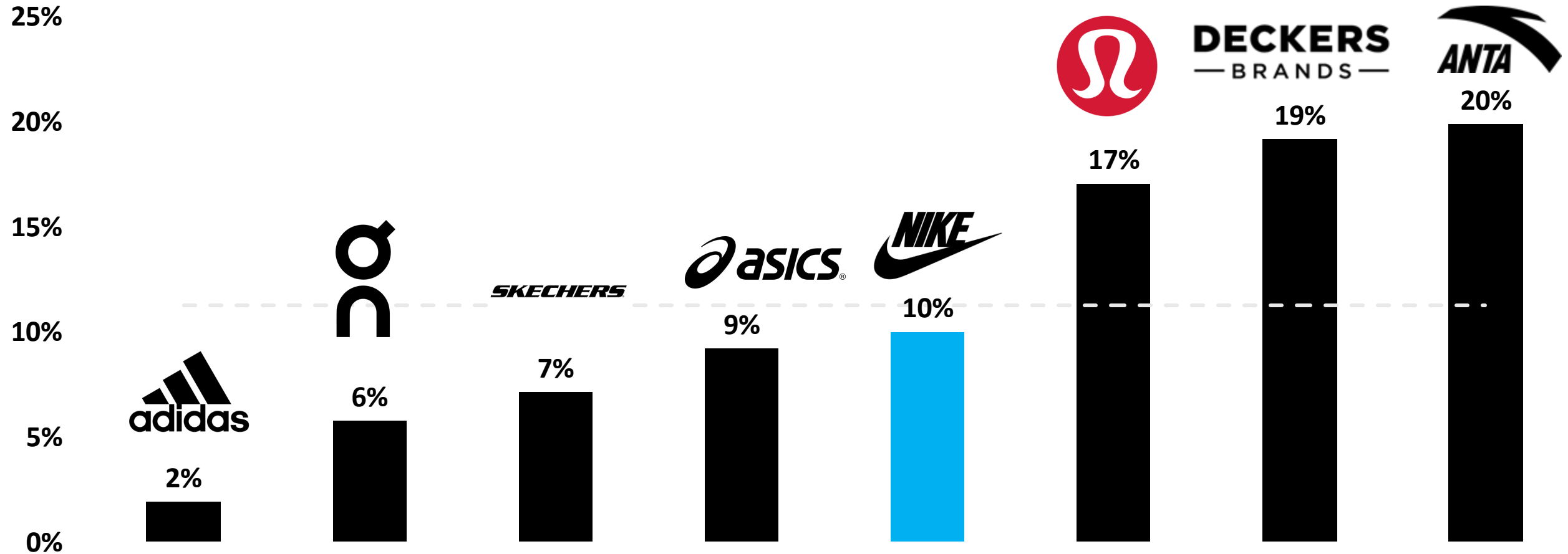
# Gross Margin %



# Operating Margin %










# Net Margin %



# Obligation Ratio

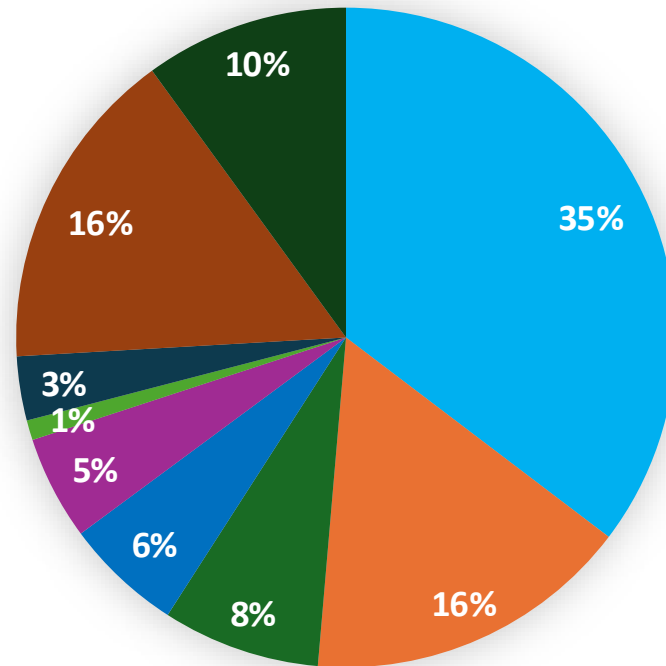


Company	Obligation Ratio
	-1.8x
	1.4x
	1.4x
	2.2x
	4.1x
	10.6x
	17.6x

≤ 5 Years



# Market share



■ NKE Nike Inc

■ ONON On Holding AG

■ SKX Skechers USA Inc

■ ADDYY adidas AG

■ ASCCY ASICS Corp

■ LULU Lululemon Athletica Inc

■ DECK Deckers Outdoor Corp

■ UAA Under Armour Inc

■ ANPDY ANTA Sports Products Ltd



# Economic Moat

Tristan Smith



2/21/2025



69



# Types of Economic Moats



**SWITCHING  
COSTS**



**NETWORK  
EFFECT**



**COST  
ADVANTAGES**



**INTANGIBLE  
ASSETS**

# Intangible Assets



GLOBAL BRAND  
RECOGNITION

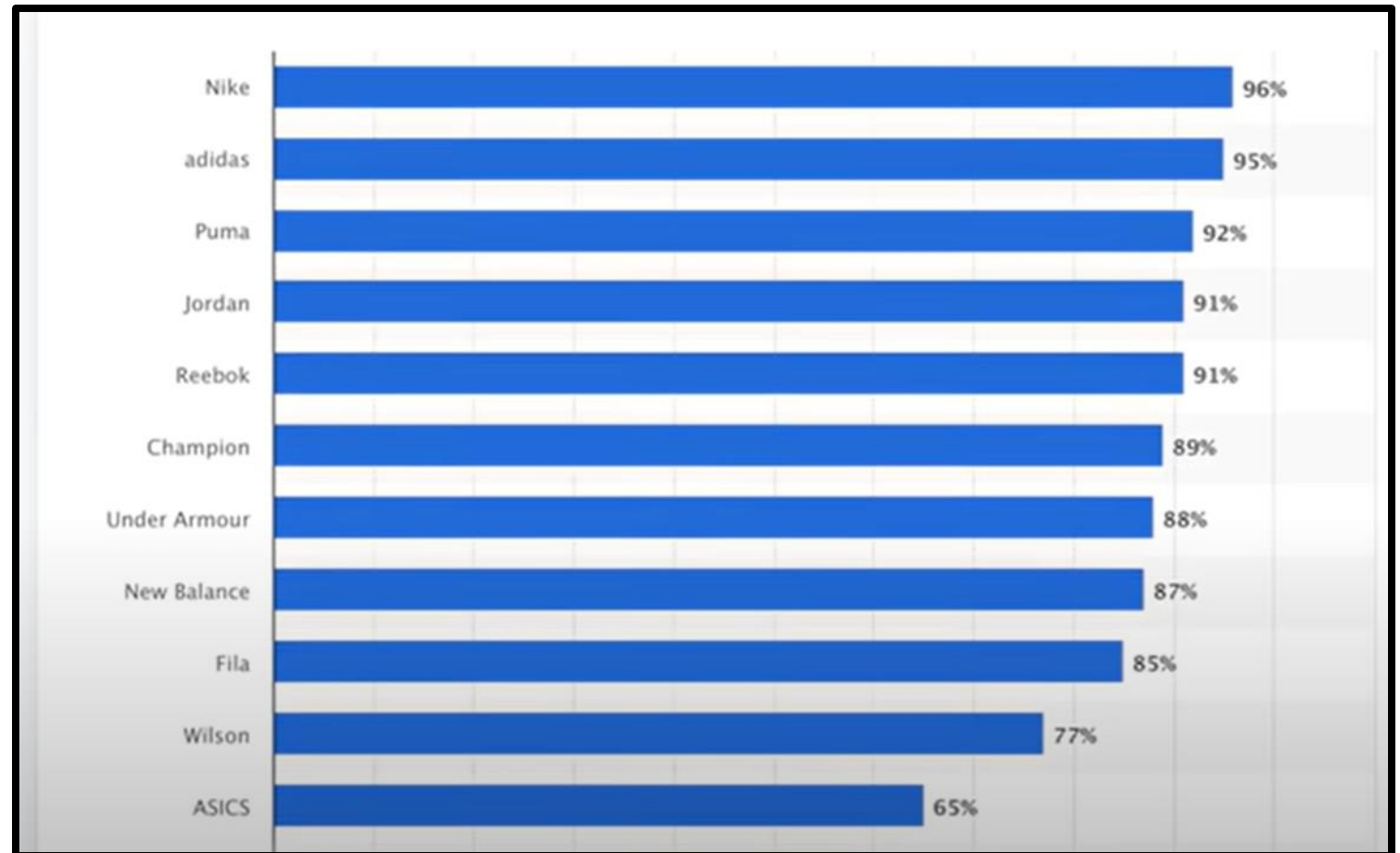


STRATEGIC  
PARTNERSHIPS

# Global Brand Recognition



- Leading sportswear brands ranked by brand awareness in the United States in 2024
- Nike led with 96% recognition among US survey participants





# Nike Swoosh

- Nike paid \$35 for the swoosh logo
  - Graphic design student, Carolyn Davidson
- Currently valued at \$26 Billion
  - According to Forbes
- One of the most valuable and recognizable logos in the world
  - Global recognition, strong brand equity, emotional impact, and association with elite athletes.



# Jumpman



- Early Years
  - Micheal Jordan signed with Nike in 1984 after being drafted into the NBA
  - Nike paid Jordan's \$5,000 fine every time he wore his signature shoe
- Impact
  - Helped evolve Nike into more than a running brand
  - The Air Jordan 1 began the modern era of sneaker collecting and streetwear



# Strategic Partnerships



**MLB**



**NBA**



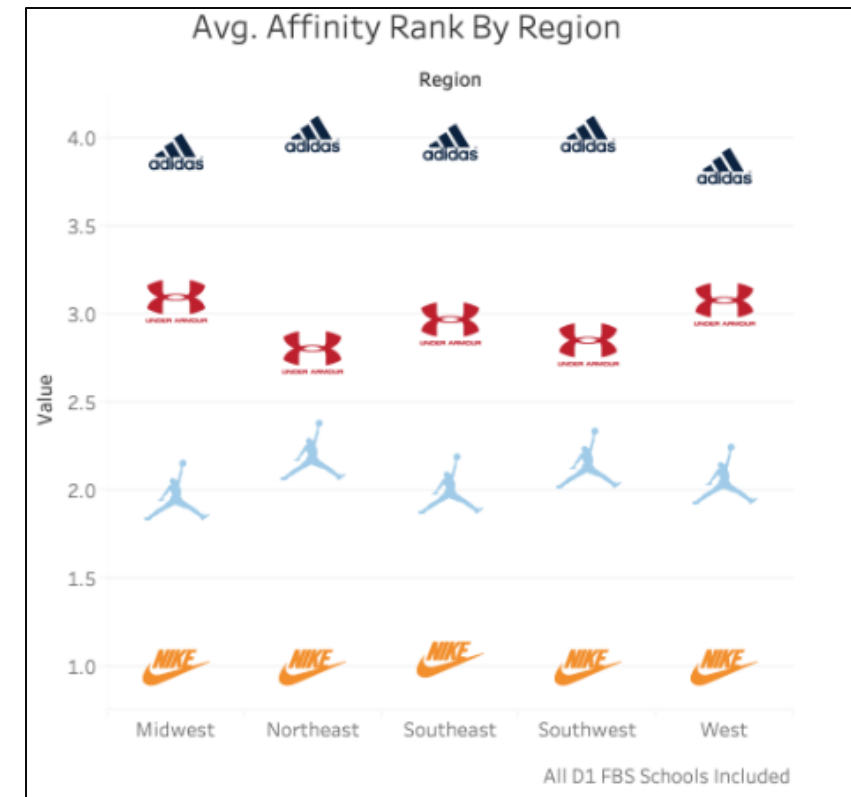
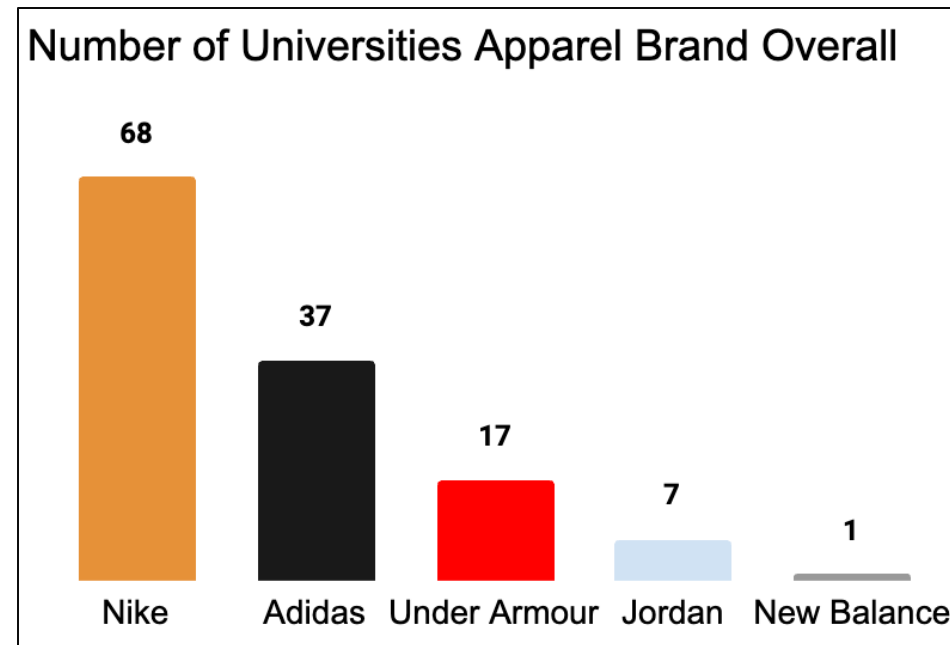
**NFL**



# University Partnerships



- Sponsors 52% of D1 Schools
- 17/25 of pre-season top 25 poll in college football
- Sponsors the 2024 college football, baseball and basketball national champions



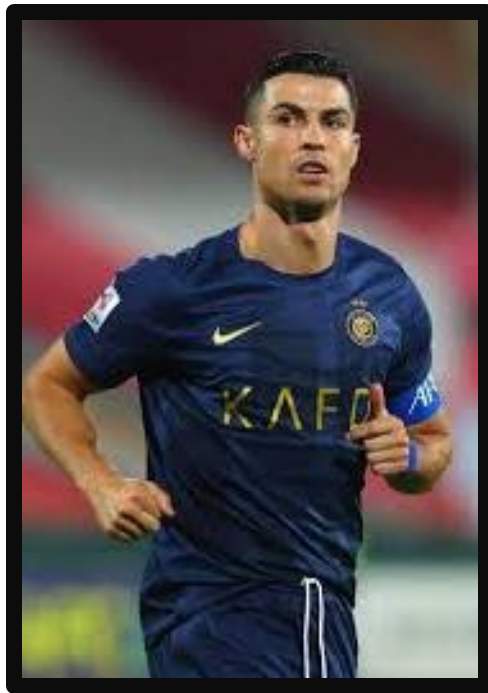


# Athlete Partnerships

**Lebron  
James**



**Christiano  
Ronaldo**



**Saquon  
Barkley**



**Mike  
Trout**



**Rafael  
Nadal**



# Artist Partnerships



**Jerry  
Lorenzo**



2/14/2025

**Travis  
Scott**



**Virgil  
Abloh**





# Indestructible Brand Recognition



- Nike's economic moat is nearly unbreakable
- Nike's brand strength, cultural relevance, retail control, and financial power
- Hoka and On Running are far more vulnerable to missteps



I always invest in companies an idiot could run, because one day one will.

— Warren Buffett —

# Risk

Pablo Picasso



2/21/2025



**RISK EVERYTHING**



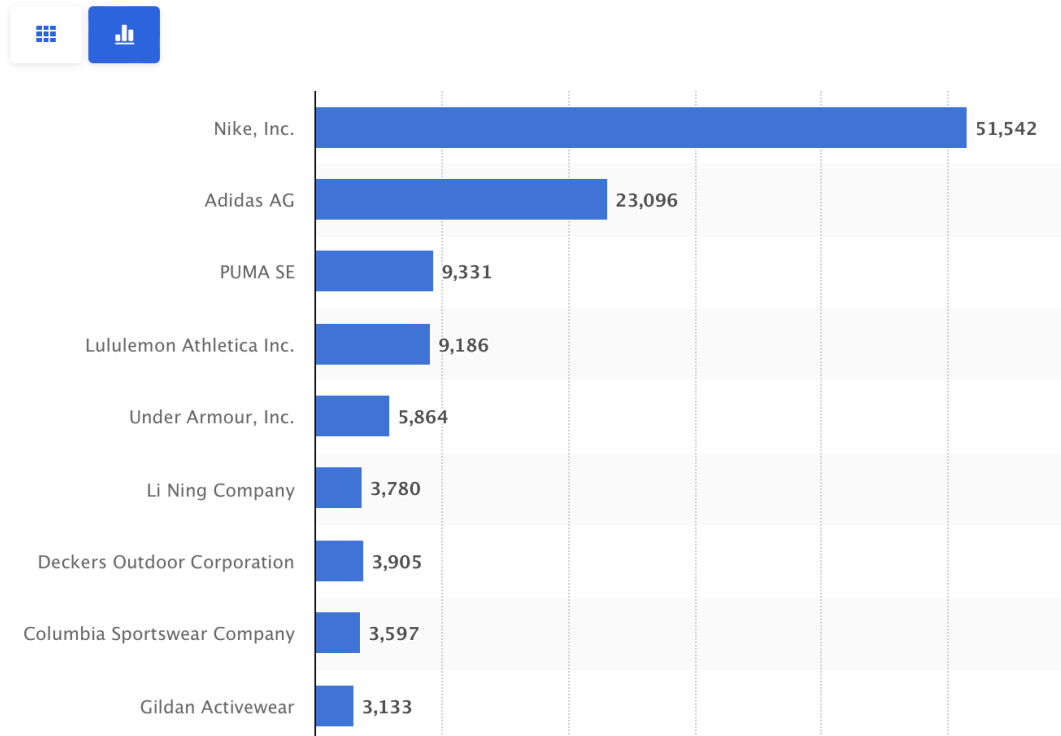




# External Risks

Sales of the biggest athletic apparel, accessories and footwear companies worldwide in 2023

(in million U.S. dollars)



- Competitive Landscape
  - Global Sports apparel market \$211.57 Billion
  - Large hold but industry but lots of competitors
- Emerging competitors
  - Ex: Hoka

# External Risks



- Tariffs- Trumps Global  
Tariffs impact on costs
- Chinese markets  
trending down
- Inflation



# Internal Risks



- Online Retail
- Store Presence/Relations
  - Rebuilding trust with key wholesale partners: Dick's Sporting Goods, JD Sports, Foot Locker, Topsports, Pou Sheng
- Discounted Products
  - Restructuring inventory allocation to reduce discounting



# Internal Risks

- Quality
- Performance and Reliability
- Innovation and Development
- Designs
- Effective Sourcing and Distribution of Product
- Customer Brand Loyalty
- Identification with Leagues and Players





# Growth Opportunities

Carson Alldredge





# Return of Elliot Hill



- Elliot Hill steps back into Nike as the CEO
- Deep understanding of Nike's Brand Strategy\*
- Deep Knowledge of Nike's Wholesale Strategy
- Lives and Breaths Nike





# Hill Experience



**Elliott Hill**

President and Chief Executive Officer, NIKE Inc.

## ← Experience



### President and Chief Executive Officer

Nike · Full-time

Oct 2024 - Present · 1 mo

Portland, Oregon, United States · On-site



### Nike

14 yrs 1 mo

- **President, Consumer & Marketplace**  
2018 - 2020 · 2 yrs
- **President, Geographies & Integrated Marketplace**  
2016 - 2018 · 2 yrs
- **President, Geographies & Sales**  
2013 - 2016 · 3 yrs
- **Vice President and General Manager, North America**  
2010 - 2013 · 3 yrs
- **Vice President, Global Retail**  
2006 - 2010 · 4 yrs



### Nike

17 yrs 1 mo

- **Vice President, USA Commerce**  
2004 - 2005 · 1 yr
- **Vice President and General Manager, USA Retail**  
2003 - 2004 · 1 yr
- **Vice President, EMEA Sales and Retail**  
2000 - 2003 · 3 yrs
- **Director, Team Sports Division**  
1998 - 2000 · 2 yrs
- **Sales Management**  
1996 - 1998 · 2 yrs
- **Sales Representative**  
1994 - 1996 · 2 yrs
- **Team Sales**  
1991 - 1994 · 3 yrs
- **Sales, Sports Graphics**  
1990 - 1991 · 1 yr
- **Intern, Apparel Sales Representative**  
1988 - 1990 · 2 yrs

# Focus Back to Athletes



- Putting the Athletes over “Sports Wear Silhouette”
- *“Athletes are the creative fuel for our brand.” “... powers innovation our brand voice, and our revenue.”*
- BIG 3
  - Nike, Jordan, Converse
- New athletes
  - Victor Wembanyama, Caitlin Clark, Sha 'Carri Richardson
  - NIL Deals



# Getting Back to Sports



- Obsession with sport
  - “Sport is what authenticates our brand”*
- Sharper on Specific Sports
- Resolidifying Positions with NFL, NBA, WNBA, MLB, & NWSL



# Strength In Partners & Price



- Strengthening Price
- Re-Prioritizing Relationships with Partners
- Bringing back Wholesale Partnerships







# Long-term Goals

## “Marathon not a Sprint”

2025 is viewed as a transition year

- Setting up long-term sports partnerships
- Rebuilding with wholesale partners
- Premium Pricing
- Prioritizing high-volume categories

# NIKE's APP FAMILY





# Marketing



- \$1.1 Billion spent in Marketing
- Behavioral Data is being used from Nike Run Club/Nike Training Club events to connect with consumers on a personal level.



# New Products

- Brand new lines of products innovated from athletes
- Pushing a new market towards Woman's basketball with Caitlin Clark's shoes to be released
- Travis Scott has 5 upcoming releases



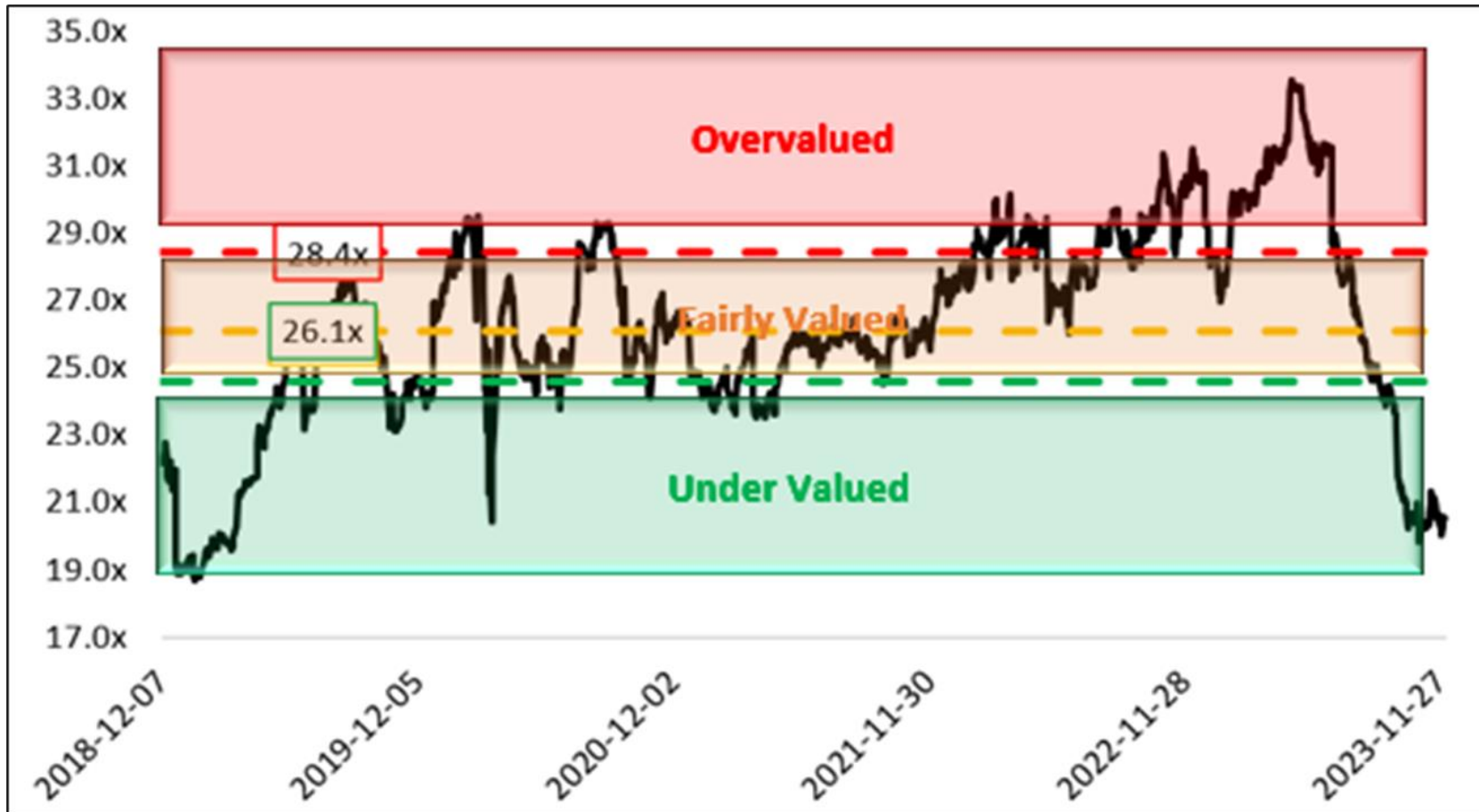
# Value Bands and Intraportfolio

Pablo Picasso



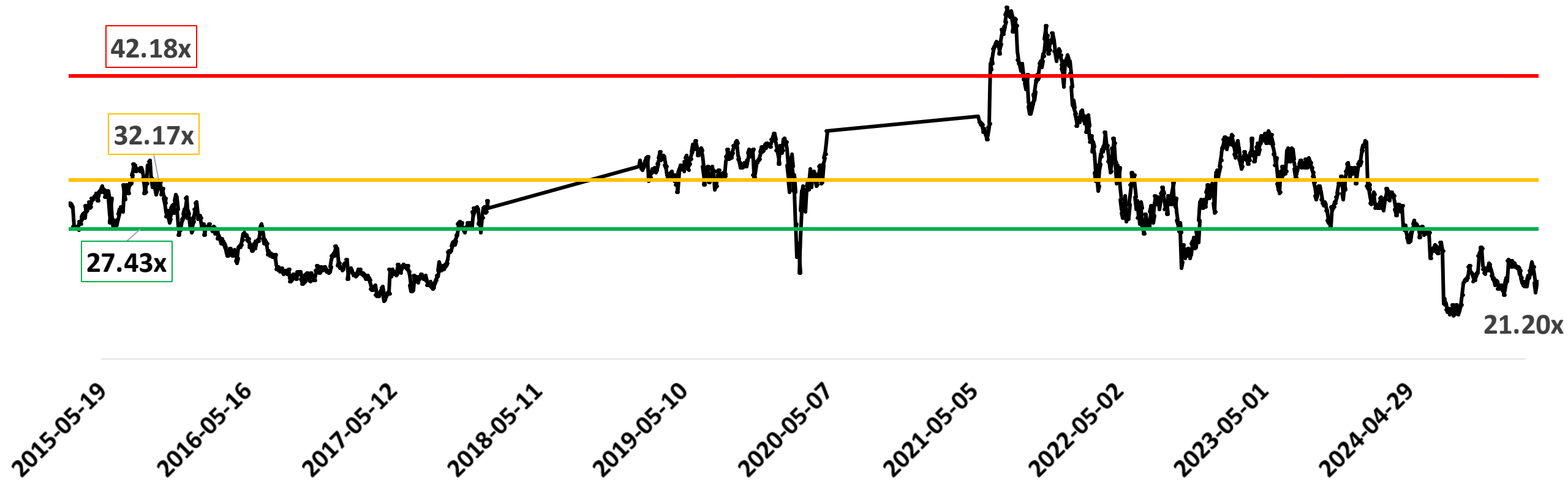


# Value Bands



# Price to Earnings

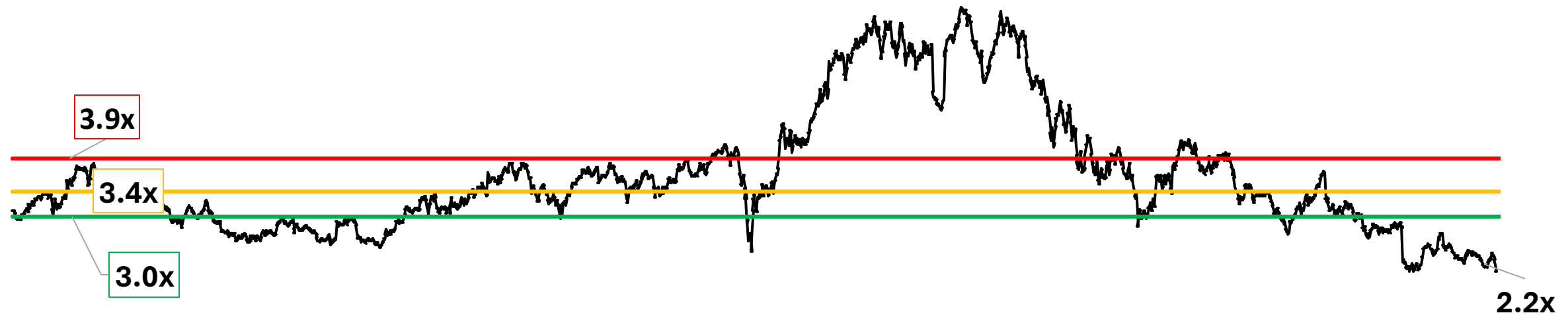
$P/E = \text{Share Price} / \text{Earnings Per Share}$





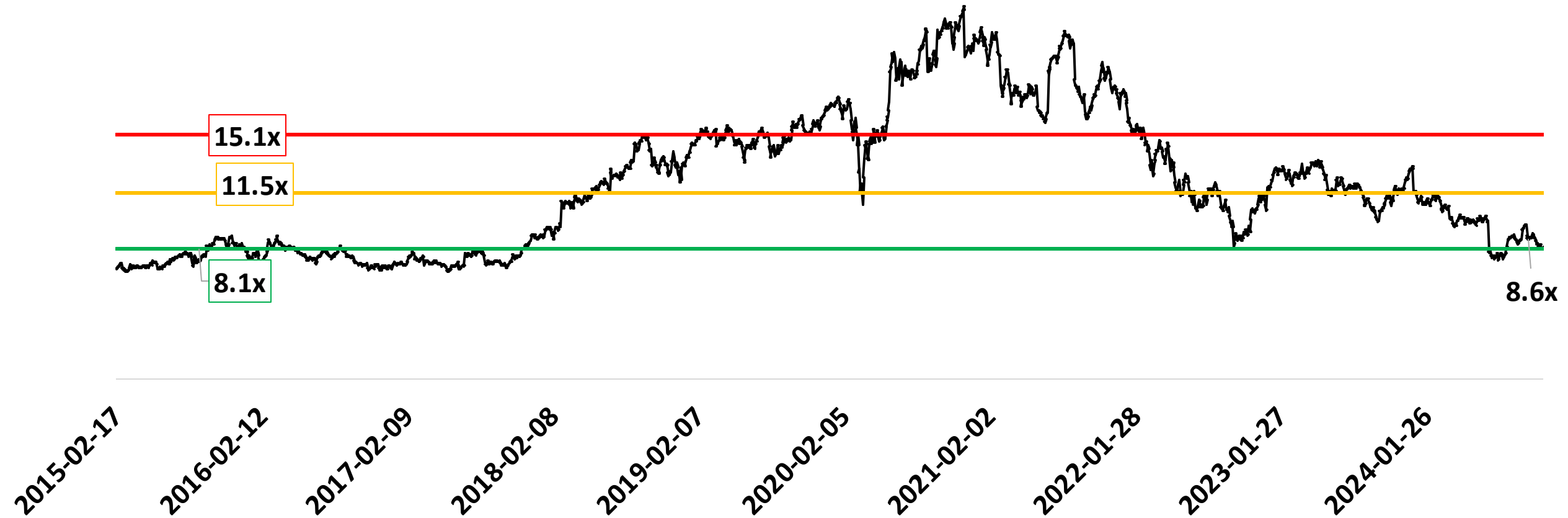
# Price to Sales

$P/S = \text{Market Capitalization} / \text{Annual Return}$

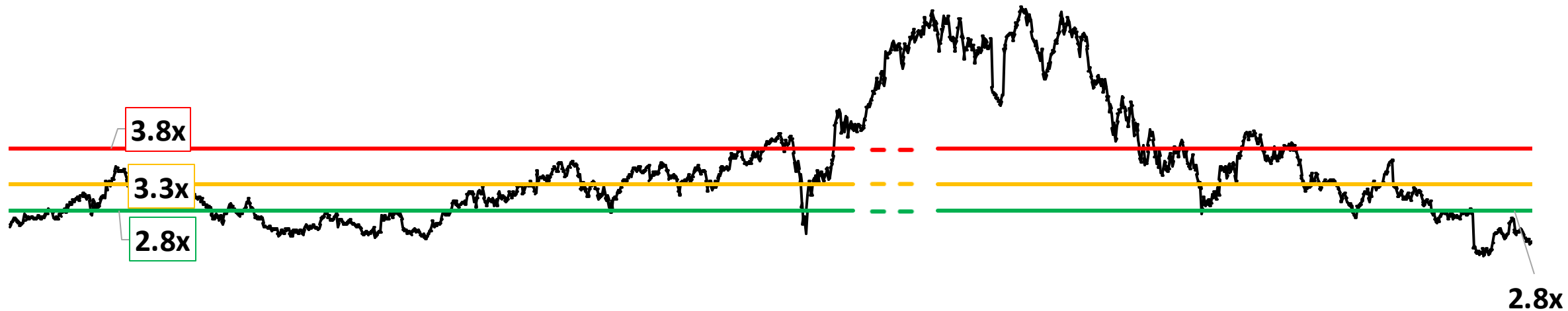




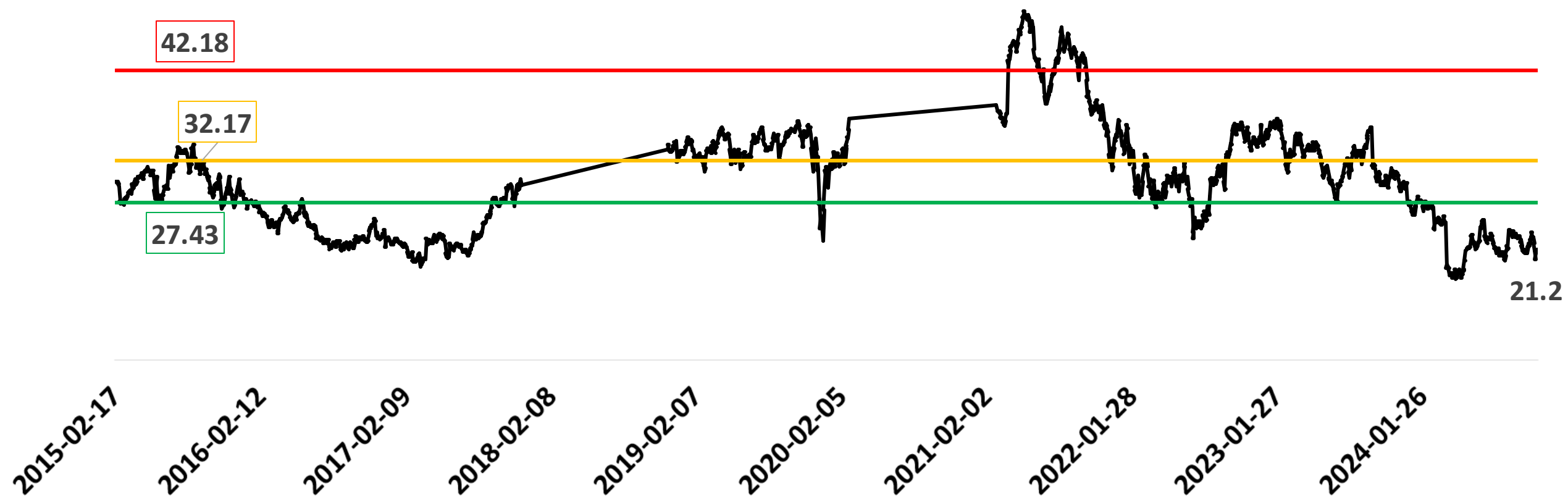
# Price to Book



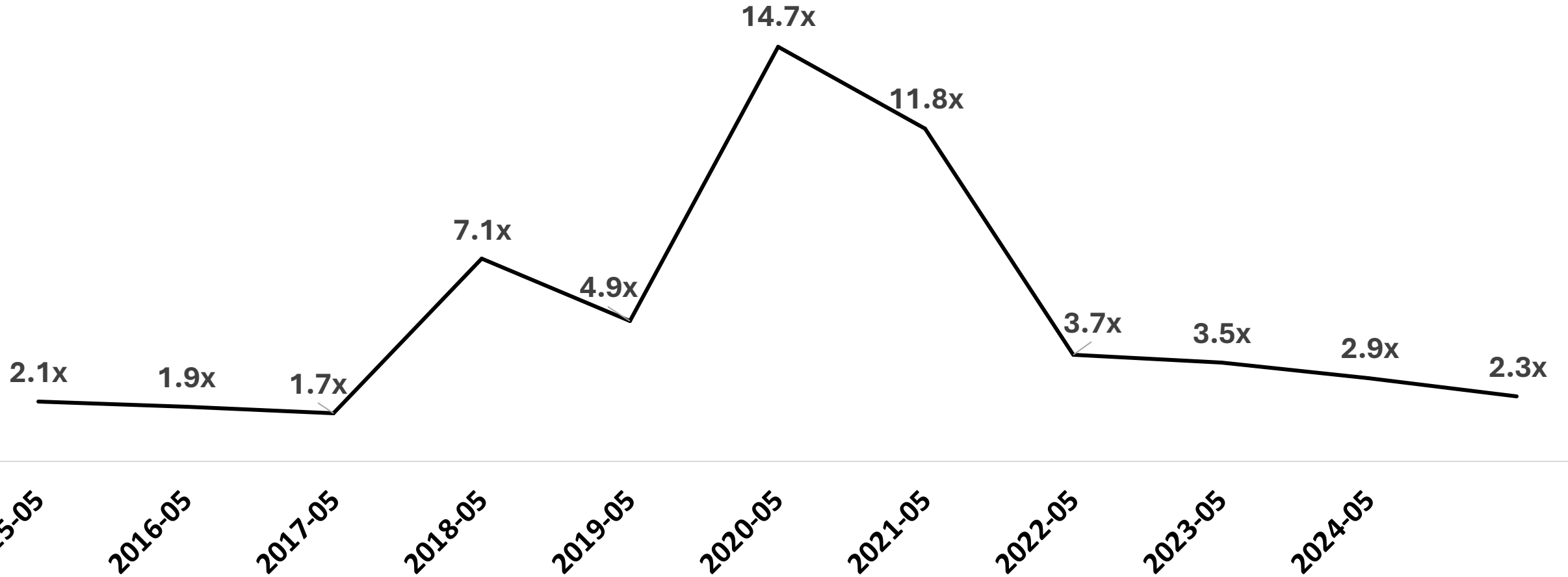
# EV/ Revenue



# EV / EBIT

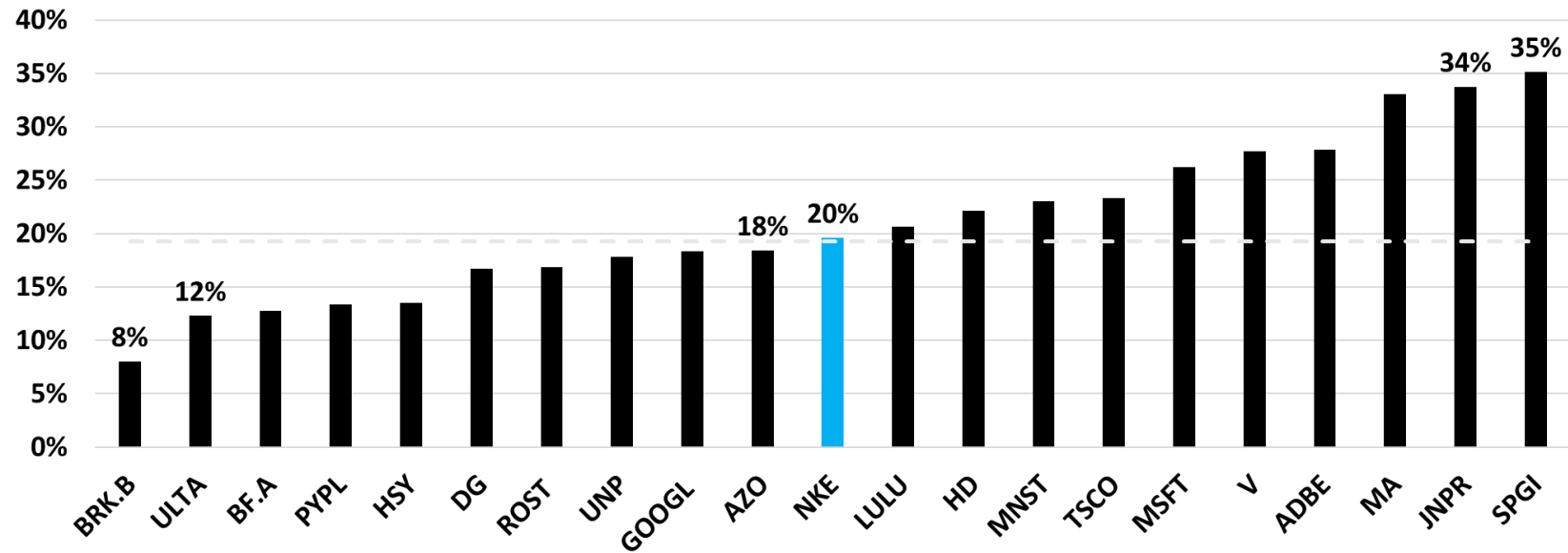


# PEG



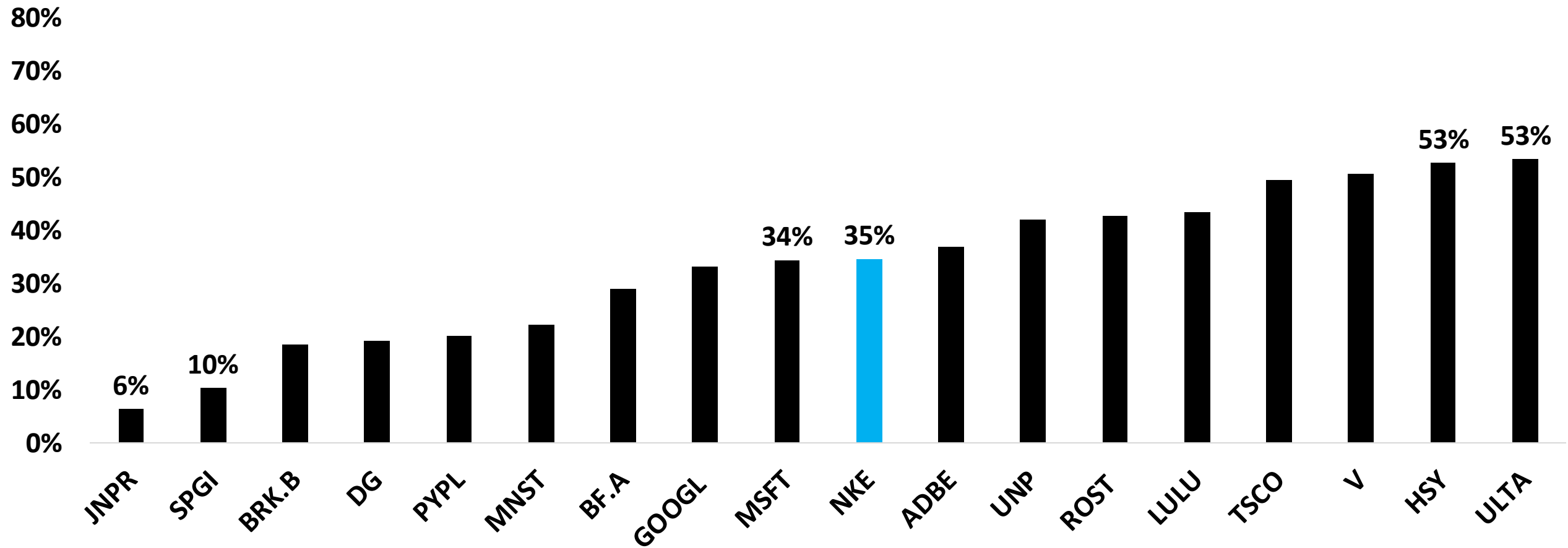


# Intraportfolio Analysis





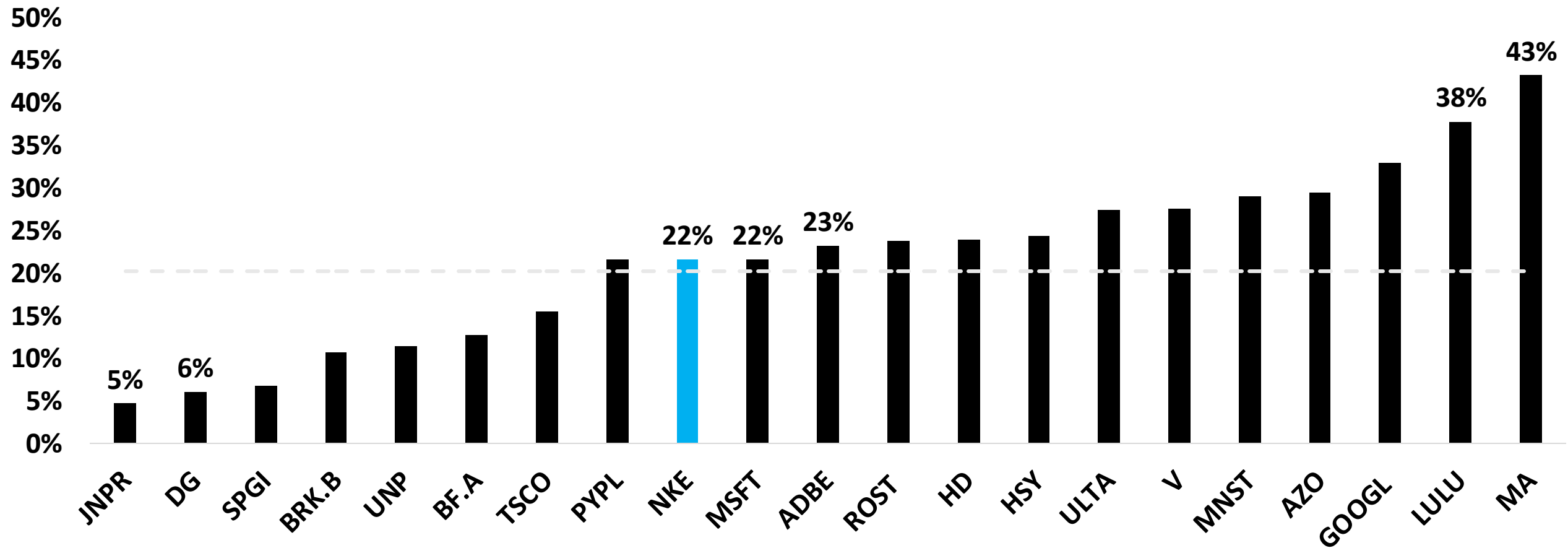
# Return on Equity





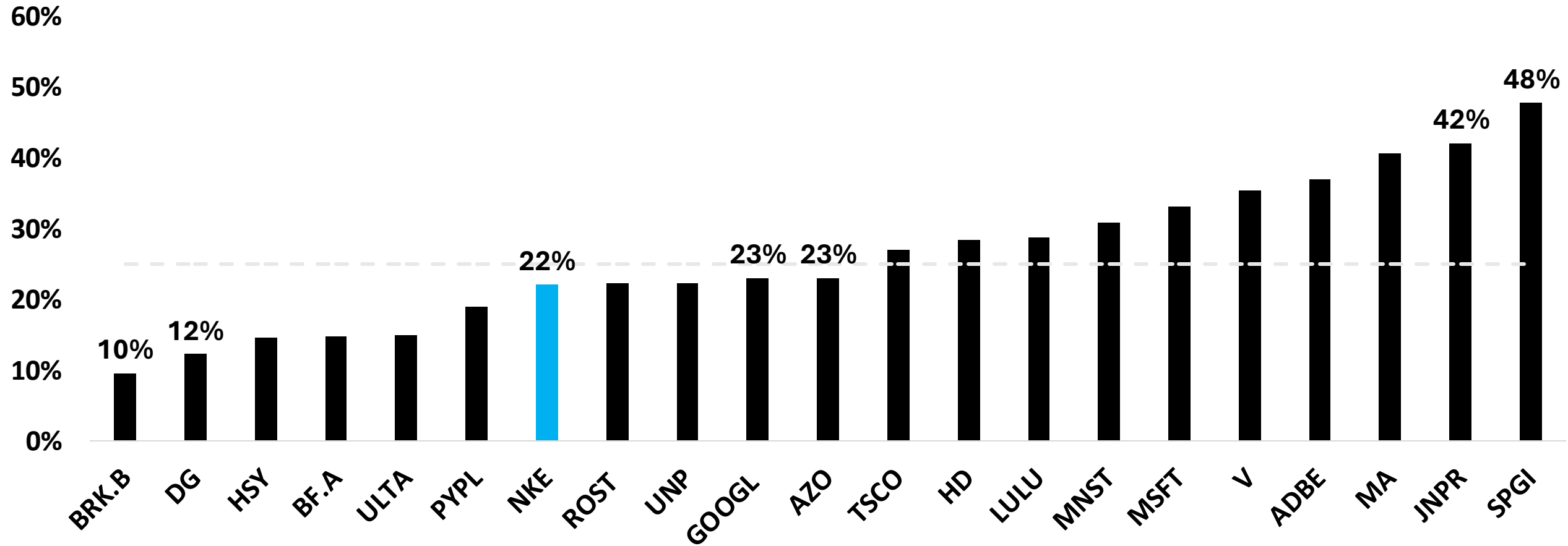


# Return on Invested Capital



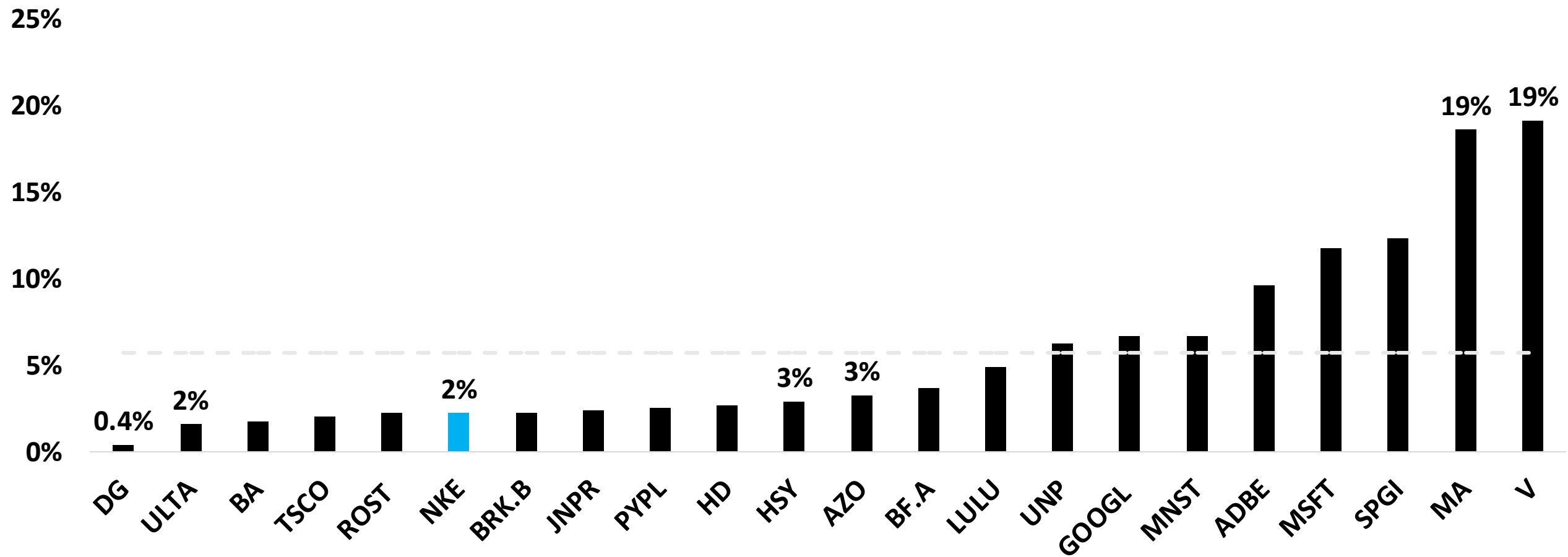


# Price to Earnings



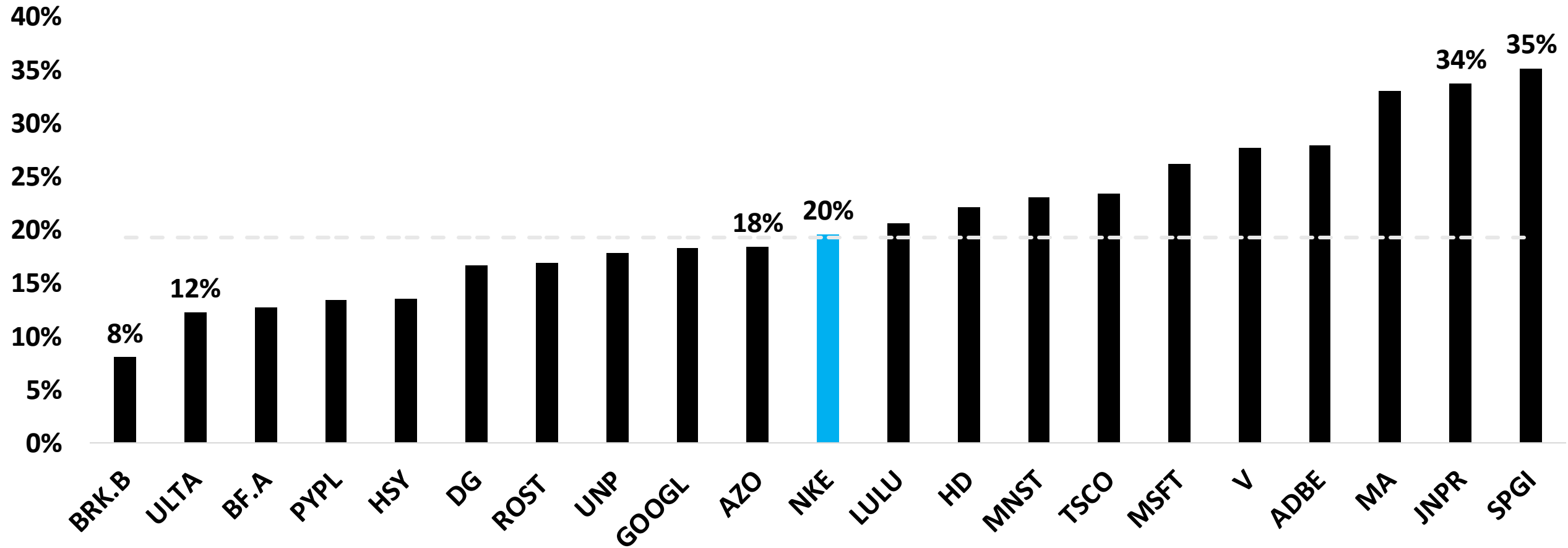


# Price to Sales



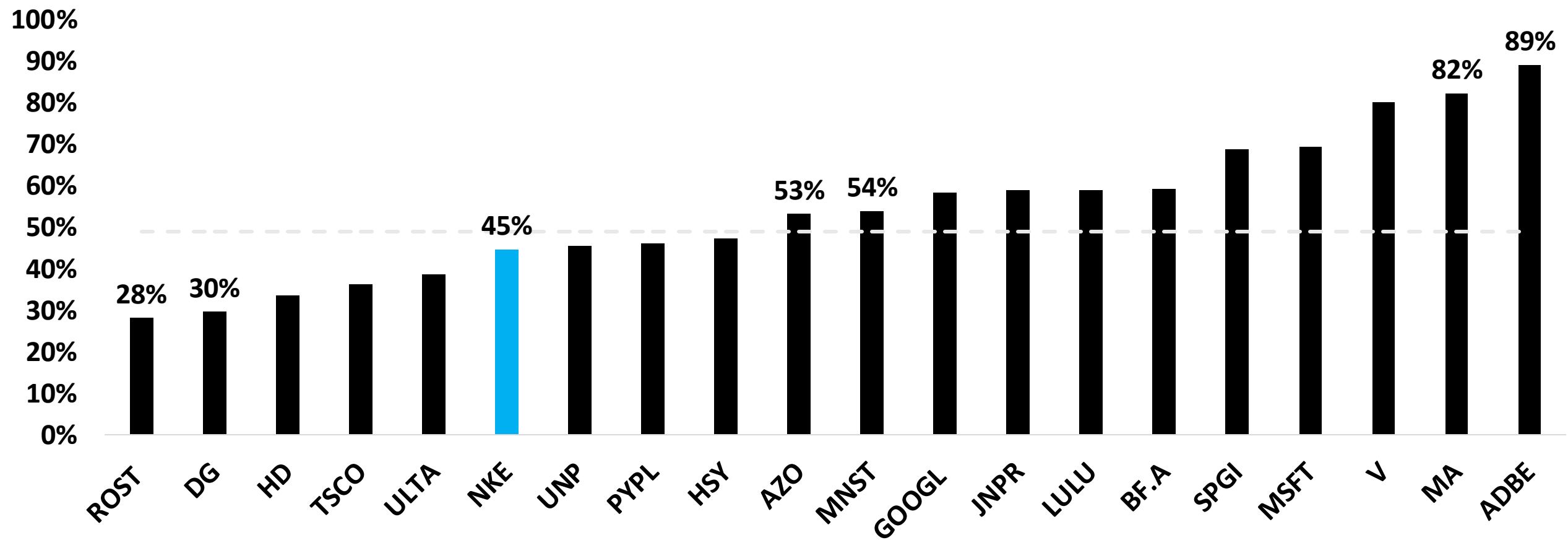


# EV/ EBIT



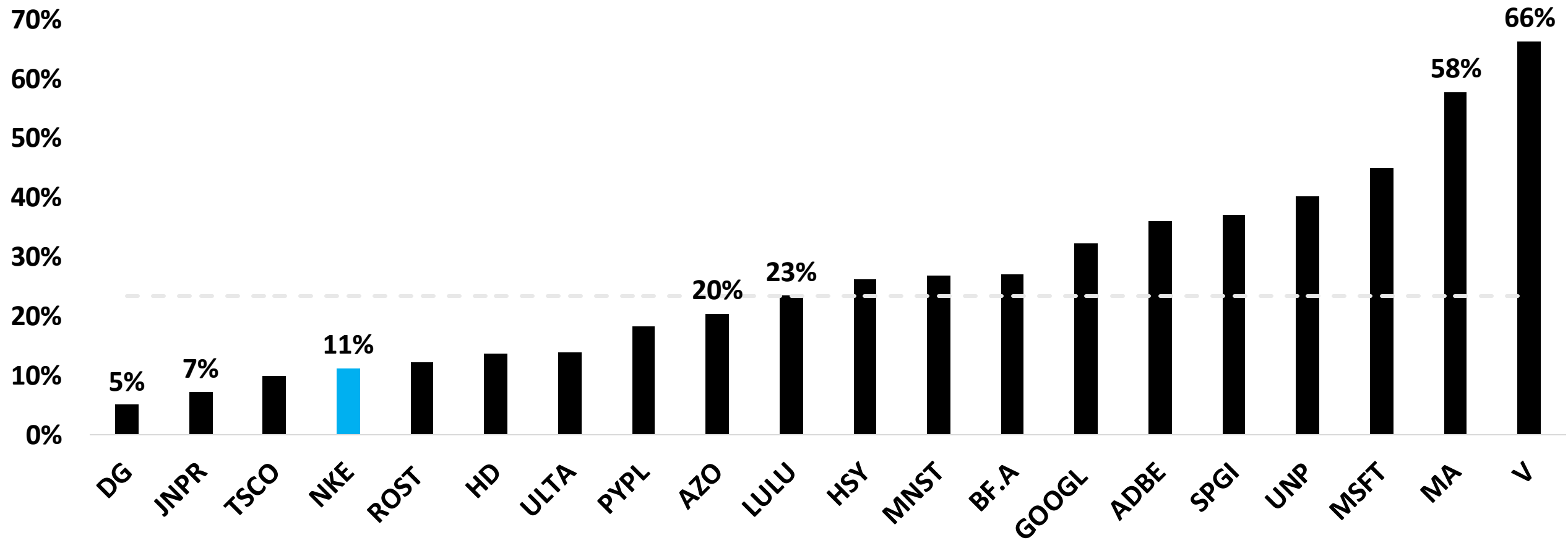


# Gross Margin %





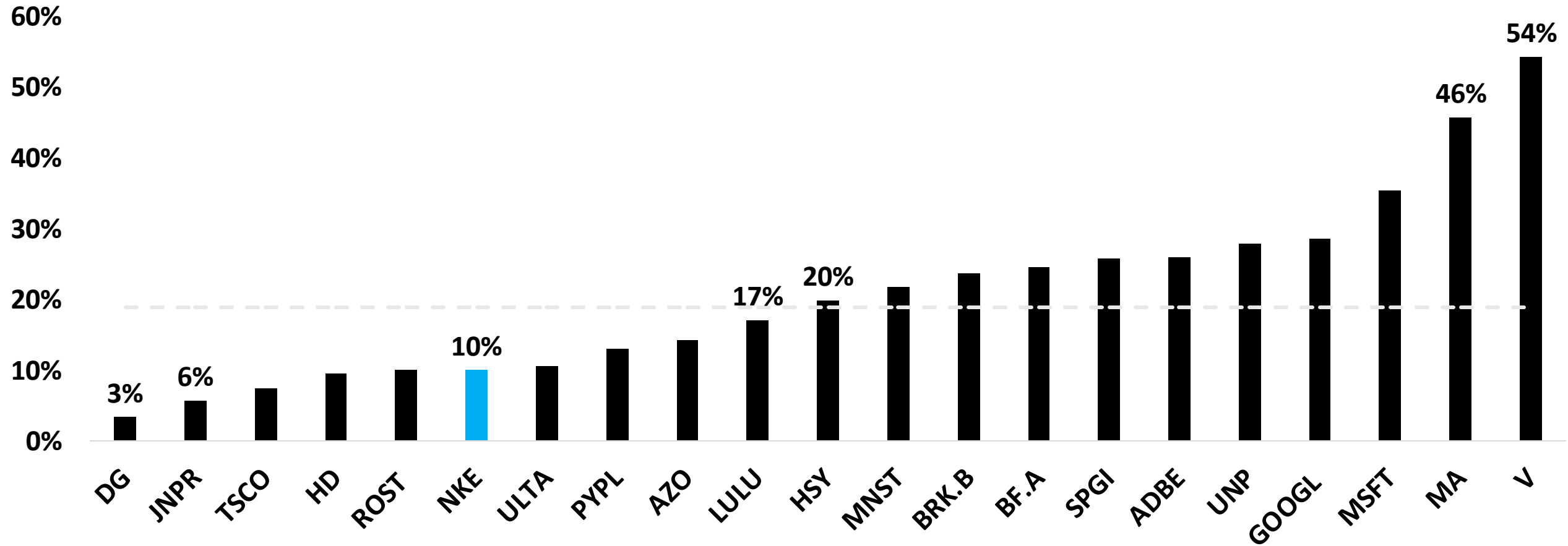
# Operating Margin %







# Net Margin %



# Valuation and Conclusion

Pablo Picasso



2/21/2025



112



# Growth Rate Inputs

	Bear	Base	Bull
Net Margin Growth	9%	12%	15%
Revenue Growth	2%	3.5%	5%
Share Buybacks	2%	3%	4%
EPS Growth Rate	9%	12.5%	16%



# 5 Year EPS Model

5 Year Discounted Cash Flow												
Ticker: NKE		Price: \$73.34										
								P/E	Total Return Price	PV	5 YR Return	Annual Return
Bear	EPS	Current	2026	2027	2028	2029	2030	25.0x	\$124.63	\$73.96	69.9%	11.2%
		\$3.24	\$3.53	\$3.85	\$4.20	\$4.57	\$4.99	30.0x	\$149.55	\$88.75	103.9%	15.3%
		9%	9%	9%	9%	9%	35.0x	\$174.48	\$103.55	137.9%	18.9%	
Base	EPS	Current	2026	2027	2028	2029	2030	25.0x	\$145.96	\$86.62	99.0%	14.8%
		\$3.24	\$3.65	\$4.10	\$4.61	\$5.19	\$5.84	30.0x	\$175.16	\$103.95	138.8%	19.0%
		13%	13%	13%	13%	13%	35.0x	\$204.35	\$121.27	178.6%	22.7%	
Bull	EPS	Current	2026	2027	2028	2029	2030	25.0x	\$170.13	\$100.96	132.0%	18.3%
		\$3.24	\$3.76	\$4.36	\$5.06	\$5.87	\$6.81	30.0x	\$204.15	\$121.15	178.4%	22.7%
		16%	16%	16%	16%	16%	35.0x	\$238.18	\$141.35	224.8%	26.6%	
											Discount rate:	
											11%	

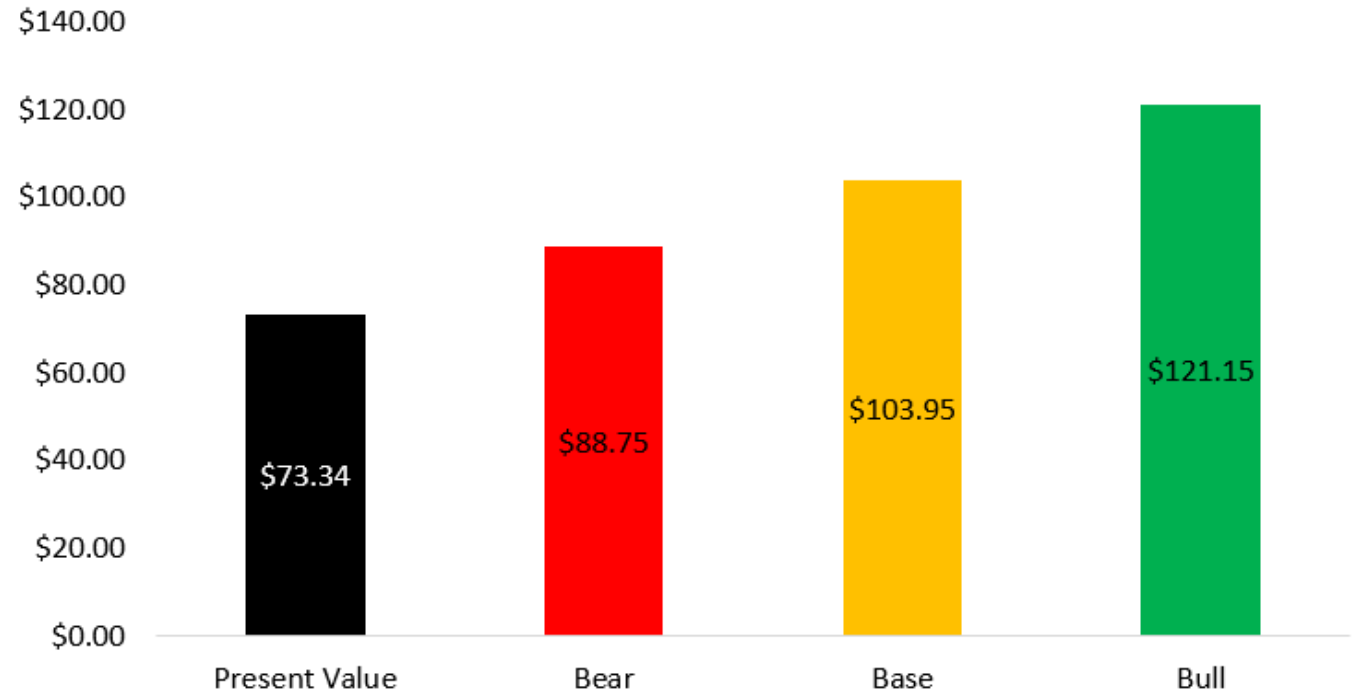


# Margin of Safety

## Margin of Safety

- Bull: **39.45%**
- Base: **29.45%**
- Bear: **17.37%**

Market Value vs Intrinsic Value





# Sensitivity Analysis

## Total RoR Sensitivity

		Est. EPS growth rate		
		9%	13%	16%
P/E	35.0x	18.9%	22.7%	26.6%
	30.0x	15.3%	19.0%	22.7%
	25.0x	11.2%	14.8%	18.3%



# Recap

- **Strong Wide Moat**
- **Management has the right priorities**
- **Future Looks Bright with Elliott Hill**
- **Dominant Market Share**



# JUST BUY IT...



- Buy 750 shares of NKE outright at Market Price
- Make NKE 2% of Portfolio



# Questions?



# Thank You!



# Appendix







# Direct Compensation Elements

ELEMENT		KEY CHARACTERISTICS	PURPOSE
Base Salary		Fixed cash compensation	Provides market competitive baseline compensation to attract and retain top-tier talent
Annual Cash Incentive Award – PSP		Variable cash incentive compensation earned at 0% – 200% based on Company performance over a 1-year performance period	Motivates and rewards achievement of sustainable and profitable growth
Long-Term Incentive Award – SIP	PSUs (50% <sup>(1)</sup> )	Variable stock-based incentive compensation earned at 0% – 200% based on Company performance over a 3-year performance period; value dependent upon achievement of performance metrics and our stock price	Aligns NEOs' interests with those of our shareholders by motivating and rewarding achievement of long-term shareholder value and growth; promotes retention
	Stock Options (35% <sup>(1)</sup> )	Stock-based incentive compensation that generally vests in 4 equal annual installments; only provides value if our stock price appreciates	Aligns NEOs' interests with those of our shareholders by rewarding achievement of upside potential; promotes retention
	RSUs (15% <sup>(1)</sup> )	Stock-based incentive compensation that generally vests in 3 equal annual installments; value tied to our stock price	Aligns NEOs' interests with those of our shareholders by rewarding long-term value creation; promotes retention

(1) Percentages reflect the long-term incentive award mix for all NEOs except Mr. Parker who, due to his role as Executive Chairman, received his long-term incentive award 100% in the form of stock options.

# Fiscal 2024 Program Enhancements



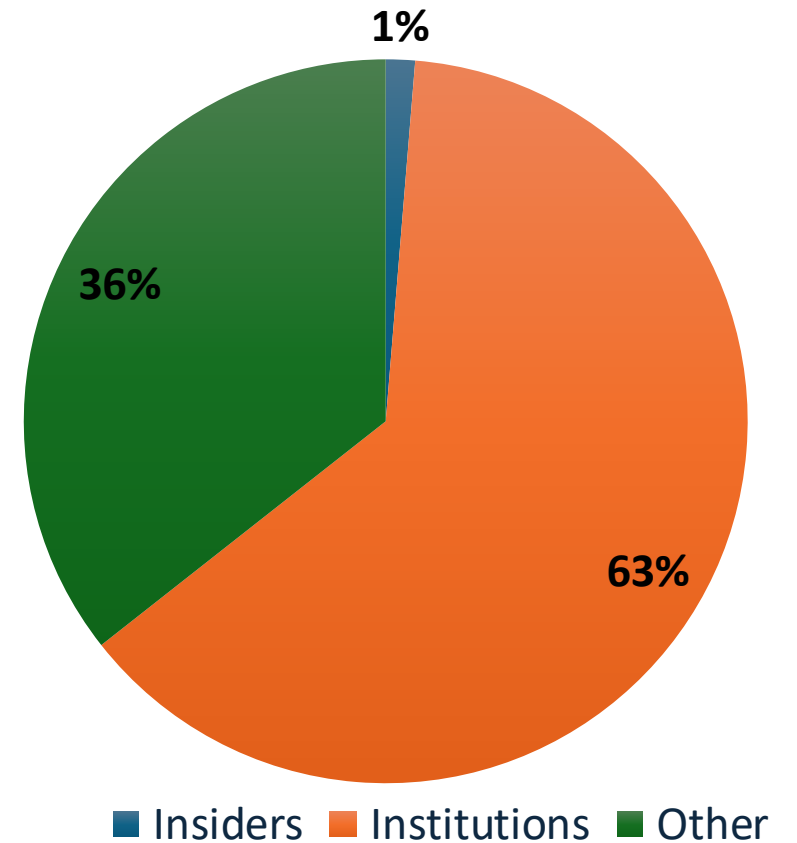
PROGRAM ELEMENT	OBJECTIVE	ENHANCEMENT <sup>(1)</sup>
Annual Cash Incentive Award – PSP	Focus on top-line growth and overall profitability	Streamlined plan to two equally-weighted metrics—Adjusted Revenue (for driving top-line growth) and Adjusted EBIT (for managing overall profitability)—by eliminating adjusted digital revenue as a metric
	Incentivize and reward exceptional performance, while balancing achievability	Increased the spread between threshold and maximum by increasing the maximum level (from 150% to 200%) and decreasing the threshold level (from 50% to 25%)
Long-Term Incentive Award – SIP	Further strengthen the connection between pay and performance, and respond to shareholder feedback	Increased the portion of the long-term incentive award granted in the form of PSUs to 50%, with the remainder delivered in the form of stock options (35%) and RSUs (15%)

(1) Program enhancements applied to all NEOs except Mr. Parker who, due to his role as Executive Chairman, did not receive a PSP award and received his long-term incentive award 100% in the form of stock options.



# Ownership

- Institutions- 63%
  - Large investors like Mutual Funds, Pension Funds, Hedge Funds, Investment Banks, and Insurance Companies
- Insiders- 1%
  - Management, Employees, along with Phil Knight and his family (22%)
- Others- 36%
  - The rest of the public







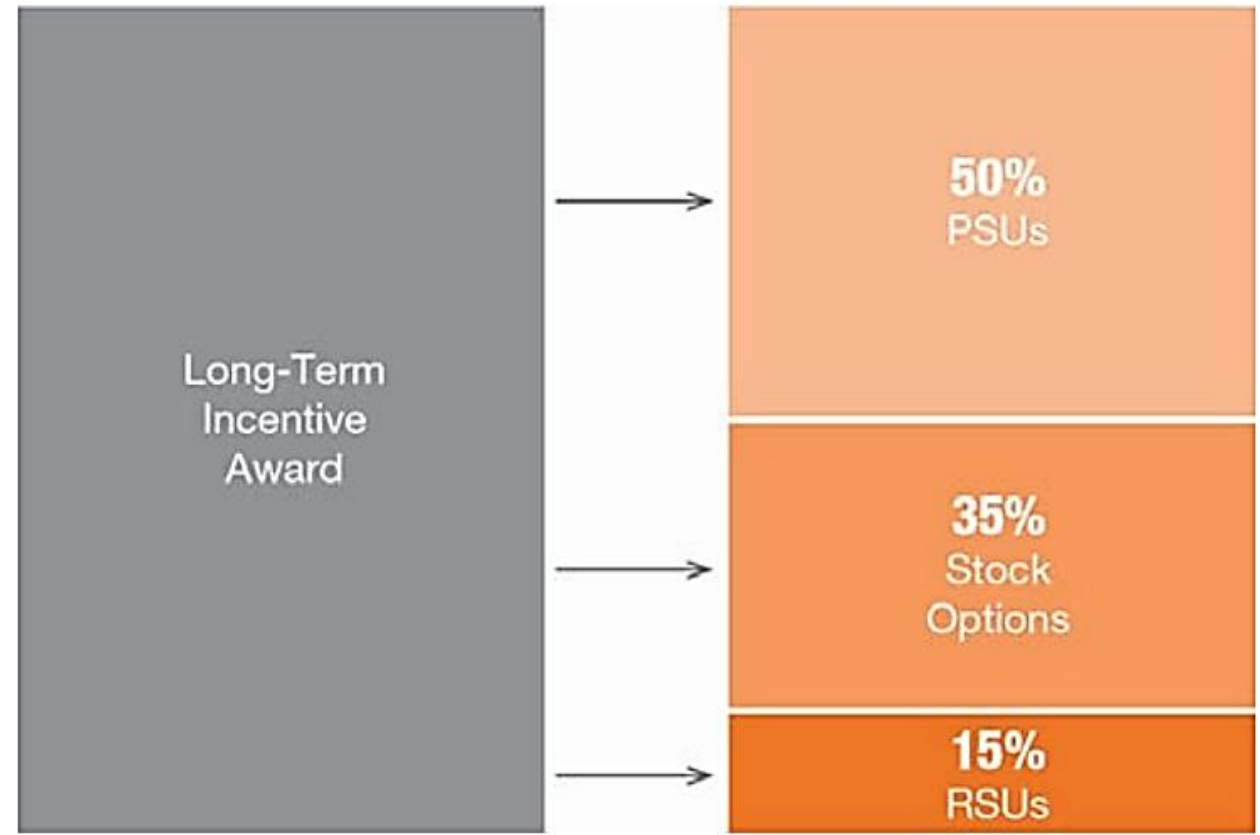
# Executive Compensation Salary

NAME AND PRINCIPAL POSITION	YEAR	SALARY <sup>(1)</sup> (\$)	BONUS <sup>(2)</sup> (\$)	STOCK AWARDS <sup>(3)</sup> (\$)	OPTION AWARDS <sup>(4)</sup> (\$)	INCENTIVE PLAN COMPENSATION <sup>(5)</sup> (\$)	ALL OTHER COMPENSATION <sup>(6)</sup> (\$)	TOTAL (\$)
<b>John Donahoe II</b> President and Chief Executive Officer	2024	1,557,692	—	12,400,986	6,836,722	1,950,000	6,439,301	29,184,701
	2023	1,500,000	—	13,220,455	7,247,371	6,770,000	4,052,059	32,789,885
	2022	1,500,000	—	12,061,812	6,782,995	4,450,000	4,043,253	28,838,060
<b>Matthew Friend</b> Executive Vice President and Chief Financial Officer	2024	1,298,077	—	5,221,473	2,878,629	975,000	17,331	10,390,510
	2023	1,221,154	—	4,080,045	2,415,790	2,425,000	15,250	10,157,239
	2022	1,056,731	1,056,000	2,783,949	1,938,030	890,000	14,500	7,739,210
<b>Heidi O'Neill</b> President, Consumer, Product & Brand	2024	1,298,077	—	5,221,473	2,878,629	975,000	26,208	10,399,387
	2023	1,250,000	—	4,080,045	2,415,790	2,425,000	15,250	10,186,085
	2022	1,221,154	1,200,000	2,990,322	2,261,028	890,000	26,618	8,589,122
<b>Mark Parker</b> Executive Chairman	2024	1,038,461	—	—	2,056,159	—	4,969,977	8,064,597
	2023	1,000,000	—	—	2,300,765	—	6,638,047	9,938,812
	2022	1,134,615	—	—	2,153,362	4,450,000	4,096,391	11,834,368
<b>Craig Williams</b> President, Geographies & Marketplace	2024	1,272,115	—	5,221,473	2,878,629	975,000	16,500	10,363,717



# Long Term Incentive

- Performance Share Unit (PSU)
- Stock Options
- Restricted Share Units



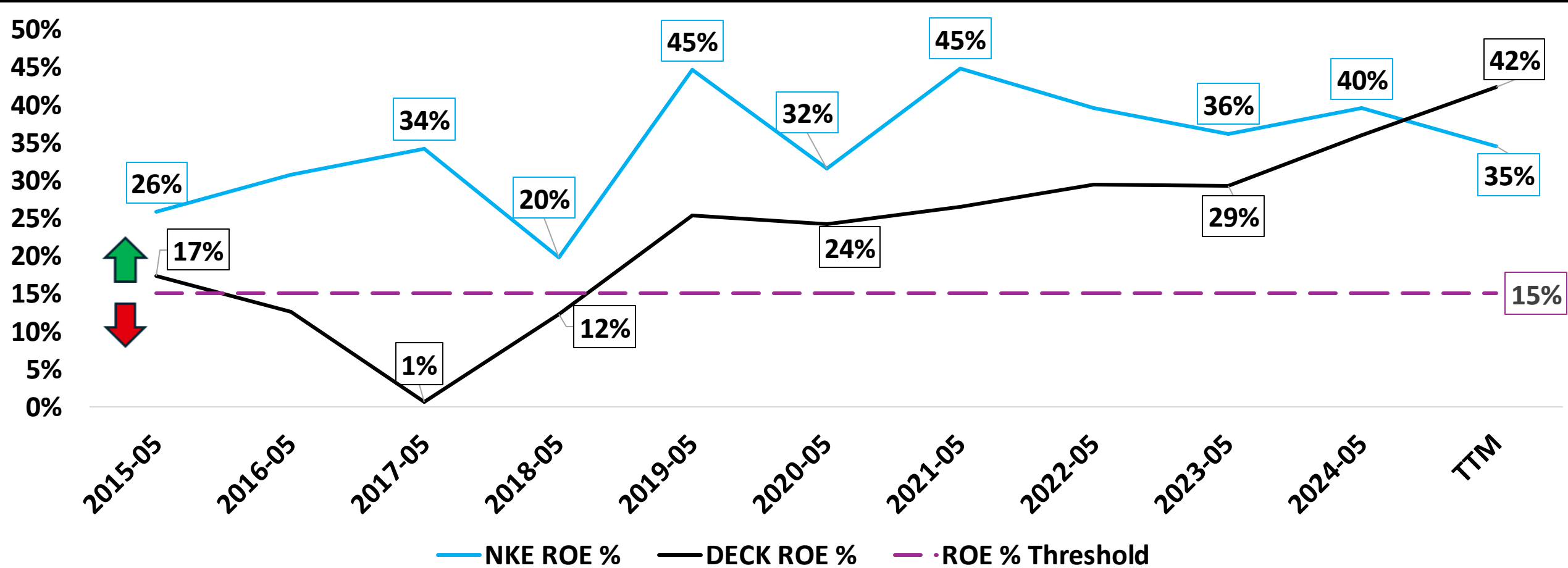


# Debt Maturity Schedule

<i>Scheduled Maturity (Dollars in millions)</i>	ORIGINAL PRINCIPAL	INTEREST RATE	INTEREST PAYMENTS	BOOK VALUE OUTSTANDING AS OF MAY 31,	
				2024	2023
Corporate Term Debt: <sup>(1)(2)</sup>					
March 27, 2025	1,000	2.40 %	Semi-Annually	\$ 999	\$ 998
November 1, 2026	1,000	2.38 %	Semi-Annually	998	997
March 27, 2027	1,000	2.75 %	Semi-Annually	998	997
March 27, 2030	1,500	2.85 %	Semi-Annually	1,494	1,492
March 27, 2040 <sup>(3)</sup>	1,000	3.25 %	Semi-Annually	966	987
May 1, 2043 <sup>(3)</sup>	500	3.63 %	Semi-Annually	488	496
November 1, 2045 <sup>(3)</sup>	1,000	3.88 %	Semi-Annually	986	986
November 1, 2046	500	3.38 %	Semi-Annually	492	492
March 27, 2050	1,500	3.38 %	Semi-Annually	1,482	1,482
Total				8,903	8,927
Less Current Portion of Long-Term Debt				1,000	—
<b>TOTAL LONG-TERM DEBT</b>				<b>\$ 7,903</b>	<b>\$ 8,927</b>



# ROE 10-YR NKE VS DECK



# Products





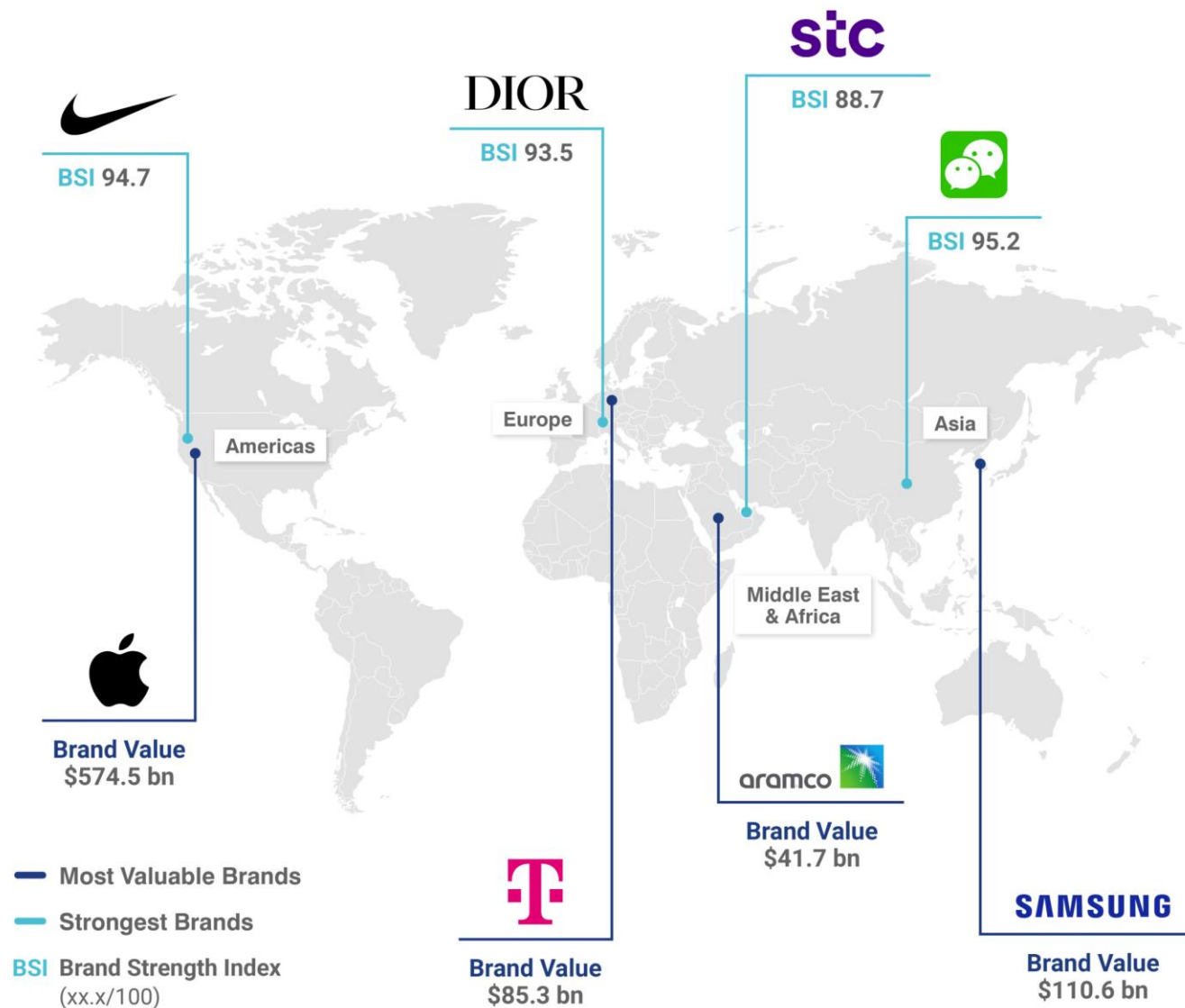
# Off-White Partnership

- How did the collaboration form?
  - Virgil Abloh tapped to design collection for Nike
  - 3% rule
- “The Ten”
  - Abloh’s first collection
  - Fastest and most ambitious collection to date
  - Sold out immediately
- Recent
  - Collaboration with AF1, outerwear & accessories
  - Provides an ultra premium line to Nike’s brand






# Most Valuable & Strongest World Brands Per Region 2025



# The World's Most Valuable & Strongest Brands

Brand Finance  
Global 500

## World's Most Valuable Brands 2025

#1		\$574.5 bn
#2		\$461.1 bn
#3		\$413.0 bn
#4		\$356.4 bn
#5		\$137.2 bn
#6		\$110.6 bn
#7		\$105.8 bn
#8		\$91.5 bn
#9		\$87.9 bn
#10		\$85.6 bn

© Brand Finance Plc. 2025

## World's Strongest Brands 2025

#1		95.2
#2		94.7
#3		94.3
#4		93.9
#5		93.7
#6		93.6
#7		93.5
#8		93.5
#9		93.4
#10		93.4

© Brand Finance Plc. 2025

01  
Apple



-3%  
488.9 \$B

02  
Microsoft



+11%  
352.5 \$B

03  
Amazon



+8%  
298.1 \$B

04  
Google



+12%  
291.3 \$B

05  
Samsung



+10%  
100.8 \$B

06  
Toyota



+13%  
72.8 \$B

07  
Coca-Cola



+5%  
61.2 \$B

08  
Mercedes-Benz



-4%  
58.9 \$B

09  
McDonald's



+4%  
53.0 \$B

10  
BMW



+2%  
52.0 \$B

11  
Louis Vuitton



+9%  
50.9 \$B

12  
Tesla



-9%  
45.5 \$B

13  
Cisco



+5%  
45.5 \$B

14  
Nike



-5%  
45.4 \$B

15  
Instagram



+15%  
45.1 \$B

Similarly, Nike's contract manufacturers operated 285 finished goods apparel factories located in 33 countries. For fiscal year 2024, Nike brand apparel finished goods were manufactured by 68 contract manufacturers, many of which operate multiple factories.

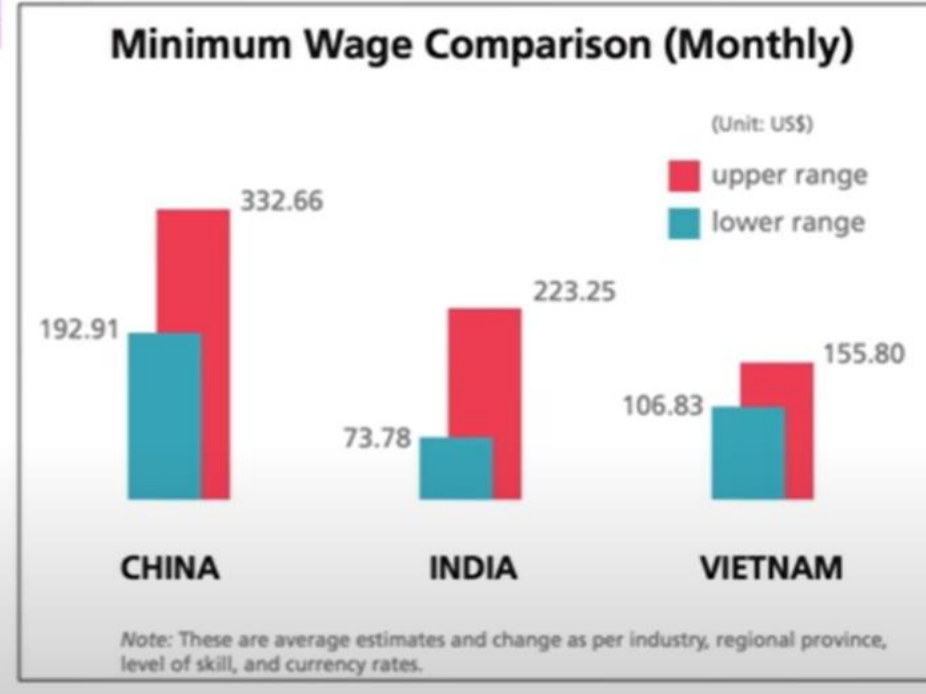
Factories in Vietnam, China, and Cambodia manufactured approximately 28 per cent, 16 per cent, and 15 per cent of total Nike brand apparel, respectively.

Vietnam became Nike's largest manufacturing hub last year, producing 50 per cent of the company's footwear, more than any other country in the world. Vietnam is also the largest producer of Nike apparel, contributing 29 per cent to the brand's global output.



On average, Vietnam is still seen as a wage-competitive market in the region, especially when compared to neighboring countries. The current monthly minimum wage in Vietnam is US\$ 106.83-155.80, while Cambodia's is US\$ 121.90. China's minimum wage rate ranges from US\$ 192.91-332.66, and Thailand's is around US\$ 265.68.

Observations: When comparing their minimum wage policies, it becomes









VIA WALL STREET JOURNAL

**KICKS**



**NIKE**

**8 YEARS/\$28M**

(WITH SIGNATURE SNEAKER INCLUDED)



REPORTING NEWS

**BARCELONA SIGN THE BIGGEST KIT  
SPONSORSHIP DEAL EVER WITH  
NIKE, WORTH \$1.8 BILLION**







