

BUSINESS: NIKE designs, develops, and markets footwear, apparel, equipment, and accessories. Sells products to retail accounts, through NIKE-owned stores and the Internet, and through a mix of independent distributors and licensees in approximately 190 countries. Has 339 domestic and 592 international locations (including factory stores) as of 5/31/15. Has about 62,600 employees (in-

cluding part-time employees). Swoosh, LLC, owns 72.4% Cl. A shares, 16.0% Cl. B (representing Chairman Philip H. Knight's holdings); other officers and directors, 9.8% of Cl. A and 3.7% of Cl. B; The Vanguard Group, 6.1%; BlackRock, 5.4% (7/15 proxy). CEO: Mark G. Parker. Inc.: OR. Address: One Bowerman Dr., Beaverton, OR 97005. Tel.: 503-671-6453. Internet: www.nikeinc.com.

 ANNUAL RATES of change (per sh) Sales
 Past (Cash Flow)
 Past (Past)
 Est'd '13-'15 to '18-'20

 "Cash Flow"
 10.5%
 10.5%
 13.5%

 "Cash Flow"
 12.5%
 12.0%
 19.5%

 Earnings
 13.5%
 11.5%
 20.5%

 Dividends
 17.5%
 14.0%
 19.5%

 Book Value
 11.0%
 8.0%
 12.0%

13696

1930

2923

5027

174

15976

2131 181

4022

6334

16755

1915

5511

104

**Current Assets** 

Accts Payable Debt Due

Current Liab

Fiscal Year Ends	QUA Aug.31	RTERLY S Nov.30	ALES (\$ m Feb.28	ill.) <sup>A</sup> May 31	Full Fiscal Year
2012	6081	5731	5846	6470	24128
2013	6474	5955	6187	6697	25313
2014	6971	6431	6972	7425	27799
2015	7982	7380	7460	7779	30601
2016	8414	7686	8155	8645	32900
Fiscal	EARNINGS PER SHARE AB				Full .
Year Ends	Aug.31	Nov.30	Feb.28	May 31	Fiscal Year
2012	.34	.25	.30	.29	1.18
2013	.32	.29	.37	.37	1.35
2014	.43	.30	.38	.38	1.49
2015	.54	.37	.45	.49	1.85
2016	.67	.45	.48	.55	2.15
Cal-	QUARTERLY DIVIDENDS PAID C■				Full
endar	Mar.31	Jun.30	Sep.30	Dec.31	Year
2012	.09	.09	.095	.195¤	.47
2013		.105	.105	.105	.32
2014	.12	.12	.12	.12	.48
2015	.14	.14	.14	.14	.56
2016	.16				

Accelerating orders are encouraging for NIKE. Fiscal second-quarter (ended November 30th) futures (orders for delivery over the next six months) grew to 20% from 17% at the end of August, indicating continued sales momentum.

Long-term growth drivers aplenty, too. NIKE is aiming for annual run-rate sales of \$50 billion by the end of 2020. It sees geographic opportunities, especially in the Greater China region, where it expects sales to increase at an annual mid-teens rate, reaching \$6.5 billion. Direct-to-consumer sales are targeted to more than double. to \$16 hillion representing 32% of the top line compared to 20% today. The women's and running categories, which are underrepresented now, are planned at \$11 billion and \$7.5 billion, respectively. (There is some overlap in these numbers, naturally.)

The dominant player won't go unchallenged, however. Under Armour reported a 28% jump in Septemberquarter sales. That rival aims to double revenue to about \$7.5 billion by 2018. And Skechers, which had a 27% top-line improvement in its third quarter, hopes to

double sales, to \$6 billion, by 2020. In the near term, the market appears overstocked, including at NIKE, where November wholesale inventories were up 8%, ahead of a 2% sales gain. This may pressure margins for a time.

NIKE has made manufacturing processes a top priority. Its Flyknit program, for the past few years, revolved around automation, modernization, and getting new product to the market quicker. NIKE recently stepped up its game, forming a partnership with Flex, a design, engineering, and manufacturing consultant across a broad range of industries. Flex will do a top-to-bottom review, with the goal to more closely perfect NIKE's supply-chain platforms.

This stock prestigiously is top-ranked for both Timeliness and Safety. Our preliminary sales and share-net estimates for fiscal 2017 are \$35.5 billion and \$2.45, respectively, boosted by the upcoming Olympic games and share repurchases. However, we think longer-term investors should stay on the sidelines based on the issue's high valuation.

Craig Sirois January 29, 2016

(A) Fiscal years end May 31st. (B) Diluted earnings. Excludes nonrecurring: 99, (3¢); '03, (25¢); '07, 2¢; '08, 8¢; '09, (13¢); '13, 1¢. Quarterly EPS may not sum due to change in

share count. Next earnings report due late March. (C) Dividends historically paid in early January, April, July, and October. ■ Reinvestment plan available. (D) Includes 21¢ dividend

paid December 26th. (E) In millions, adjusted for splits. (F) Each share of Class A is convertible to one share of Class B.

Company's Financial Strength A++
Stock's Price Stability 85
Price Growth Persistence 100
Earnings Predictability 95