|  |  | $J_{1}$ | $\mathrm{N}$ | :-NKE |  |  |  | ENT |  | $\|\mathrm{P} /\|$ | $22$ | $\left(\begin{array}{l} \mathrm{Tra} \\ \mathrm{Me} \end{array}\right.$ | $\begin{aligned} & \text { g: } 23.1 \\ & \text { n: } 19.0 \end{aligned}$ | $\begin{array}{\|l\|l\|} \text { RELATIVE } \\ \text { P/E RATIC } \end{array}$ | $1.2$ | $\begin{array}{\|l\|l\|} \hline \text { DIV'D } \\ \text { YLD } \end{array}$ |  |  | $\begin{aligned} & \text { ALUE } \\ & \text { INE } \end{aligned}$ |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| TIMELIN |  | Lowered | 78／16 | High： Low： | $\begin{array}{r}11.4 \\ 9.4 \\ \hline\end{array}$ | $\begin{array}{r} 12.6 \\ 9.4 \end{array}$ | 17.0 11.9 | $\begin{aligned} & 17.7 \\ & 10.7 \end{aligned}$ | $\begin{array}{r} 16.7 \\ 9.6 \end{array}$ | $\begin{aligned} & 123.1 \\ & 15.2 \end{aligned}$ | $\begin{aligned} & 24.6 \\ & 17.4 \end{aligned}$ | $\begin{aligned} & \hline 28.7 \\ & 21.3 \end{aligned}$ | $\begin{aligned} & 40.1 \\ & 25.7 \end{aligned}$ | $\begin{aligned} & \hline 49.9 \\ & 34.9 \end{aligned}$ | $\begin{aligned} & 68.2 \\ & 45.3 \end{aligned}$ | $\begin{aligned} & 65.4 \\ & 51.0 \end{aligned}$ |  |  | Target Pric $2019 \mid 202$ | Range 2021 |
| SAFET |  | Raised 8 | 11/06 | LEGEN |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| TECHN | ICAL | Lowered |  | $\overline{\cdots \cdots}$ | $0 \times 1$＂Ca $4 / 07$ | ow" poth ther |  |  |  |  |  |  |  |  |  | －1 |  |  |  | －128 |
| BETA | $85 \quad(1.00=$ | arket） |  | 2－for－1 sp | it 12／12 |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 86 |
|  |  |  |  | 2－for－1 Sp | it 12／15 |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 80 |
|  |  |  | n＇I Total | Options： <br> Shaded | area indic | recess |  |  |  |  |  |  |  |  | ，$\\|^{1 \mid}{ }^{\text {IT }}$ | や，少。 |  |  |  | 48 |
|  | Price | in |  |  |  |  |  |  |  |  |  |  |  | ${ }_{101}{ }^{1}$ |  |  |  |  |  | 40 |
| High Low |  | $5 \%$ | 13\% |  |  |  |  |  |  |  |  |  | IT，${ }^{\text {l }}$ |  |  |  |  |  |  | 32 |
| Insider | Decisi | ons |  |  |  |  |  |  |  |  |  | ${ }^{\prime \prime \prime}$ |  |  |  |  |  |  |  | －24 |
| insider | D J F | M A M | J J A |  |  |  |  |  |  | 小4n14 | ＋1 |  |  |  | $\therefore$ | $\because$ |  |  |  | －16 |
| to Buy Options | $\begin{array}{lll}0 & 0 & 0 \\ 2 & 1 & 1\end{array}$ | $\begin{array}{llll}0 & 1 & 0 \\ 1 & 2 & 3\end{array}$ | （1） $\begin{array}{lll}0 & 1 & 0 \\ 0 & 9 & 0\end{array}$ |  |  |  |  | ， | ｜l｜ |  |  |  |  |  |  |  |  |  |  | 16 |
| to Sell | 2 2 1 | 12 | 020 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 12 |
| Institut | tional D | ecision |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | THIS VLARITH．＊ |  |
|  | 402015 | 102016 | 202016 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | $\begin{array}{rl} \text { STOSK } & \text { INDEX } \\ -13.4 & 17.7 \end{array}$ |  |
| $\begin{aligned} & \text { to Buy } \\ & \text { to Sell } \end{aligned}$ | $\begin{array}{r} 1206 \\ 117 \end{array}$ | $\begin{aligned} & 641 \\ & 583 \end{aligned}$ |  | shares <br> shares |  |  |  |  |  |  |  |  |  |  |  |  |  | $\begin{aligned} & 1 \\ & 3 \mathrm{yr} . \end{aligned}$ | $\begin{array}{rr} -13.4 & 17.7 \\ 50.0 & 23.7 \end{array}$ |  |
| Held＇s（000）1 | $1080642$ | 0724921 |  |  |  |  |  |  | $\text { \| } 1 \text { In }$ | 呗 |  |  | ｜｜11 | ｜$\\|$ \｜ |  |  |  |  | 162.3108 .1 |  |
| 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |  | LINE PUB．LLC | 19－21 |
| 4.17 | 4.42 | 4.65 | 5.07 | 5.82 | 6.54 | 7.22 | 8.10 | 9.48 | 9.87 | 9.82 | 10.97 | 13.17 | 14.16 | 15.98 | 17.85 | 19.25 | 21.20 | Sales | sh A | 29.05 |
| ． 37 | ． 37 | ． 44 | ． 48 | ． 59 | ． 66 | ． 80 | ． 86 | 1.04 | 1.06 | 1.15 | 1.30 | 1.42 | 1.62 | 1.85 | 2.26 | 2.62 | 2.90 | ＂Cash | ow＂per sh | 4.20 |
| ． 26 | ． 27 | ． 31 | ． 35 | ． 44 | ． 56 | ． 66 | ． 72 | ． 86 | ． 88 | ． 97 | 1.10 | 1.18 | 1.35 | 1.49 | 1.85 | 2.16 | 2.40 | Earning | per sh AB | 3.60 |
| ． 06 | ． 06 | ． 06 | ． 07 | ． 09 | ． 12 | ． 15 | ． 18 | ． 22 | ． 25 | ． 27 | ． 30 | ． 35 | ． 41 | ． 47 | ． 52 | ． 60 | ． 70 | Div＇ds | ecl＇d per sh Cm | 1.00 |
| ． 19 | ． 15 | ． 13 | ． 09 | ． 10 | ． 12 | ． 16 | ． 16 | ． 23 | ． 23 | ． 17 | ． 23 | ． 33 | ． 36 | ． 51 | ． 56 | ． 68 | ． 85 | Cap＇I | ending per sh | 1.10 |
| 1.45 | 1.63 | 1.80 | 1.89 | 2.27 | 2.69 | 3.03 | 3.49 | 3.98 | 4.48 | 5.04 | 5.18 | 5.67 | 6.24 | 6.22 | 7.41 | 7.29 | 7.95 | Book V | ue per sh | 11.35 |
| 2156.8 | 2148.8 | 2128.8 | 2108.8 | 2104.8 | 2100.8 | 2072.0 | 2015.2 | 1964.4 | 1942.0 | 1936.0 | 1902.0 | 1832.0 | 1788.0 | 1740.0 | 1714.0 | 1682.0 | 1650.0 | Comm | Shs Outst＇g EF | 1550.0 |
| 22.7 | 20.2 | 21.2 | 17.1 | 18.4 | 17.9 | 16.0 | 16.5 | 17.8 | 15.3 | 16.4 | 18.2 | 20.4 | 19.4 | 24.2 | 24.4 | 27.5 |  | Avg A | IP／E Ratio | 20.0 |
| 1.48 | 1.04 | 1.16 | ． 97 | ． 97 | ． 95 | ． 86 | ． 88 | 1.07 | 1.02 | 1.04 | 1.14 | 1.30 | 1.09 | 1.27 | 1.24 | 1.45 |  | Relativ | P／E Ratio | 1.25 |
| 1．0\％ | 1．1\％ | ．9\％ | 1．1\％ | 1．1\％ | 1．2\％ | 1．4\％ | 1．5\％ | 1．4\％ | 1．8\％ | 1．7\％ | 1．5\％ | 1．4\％ | 1．5\％ | 1．3\％ | 1．2\％ | 1．0\％ |  | Avg An | I Div＇d Yield | 1．4\％ |
| CAPITAL STRUCTURE as of $8 / 31 / 16$ <br> Total Debt $\$ 2059$ mill．Due in 5 Yrs $\$ 70$ mill． <br> LT Debt $\$ 1993$ mill．LT Interest $\$ 68$ mill． <br> （14\％of Capital） |  |  |  |  |  | 14955 | 16326 | 18627 | 19176 | 19014 | 20862 | 24128 | 25313 | 27799 | 30601 | 32376 | 34960 | Sales | mill）A | 45000 |
|  |  |  |  |  |  | 16．0\％ | 14．7\％ | 14．7\％ | 14．5\％ | 14．7\％ | 15．1\％ | 14．1\％ | 14．6\％ | 15．1\％ | 15．6\％ | 15．9\％ | 16．0\％ | Operati | $g$ Margin | 18．0\％ |
|  |  |  |  |  |  | 282.0 | 269.7 | 303.6 | 335.0 | 323.7 | 335.0 | 373.0 | 438.0 | 518.0 | 606.0 | 649.0 | 700 | Deprec | tion（\＄mill） | 850 |
|  |  |  |  |  |  | 1392.0 | 1458.3 | 1734.1 | 1727.4 | 1906.7 | 2133.0 | 2223.0 | 2464.0 | 2693.0 | 3273.0 | 3760.0 | 4085 | Net Pro | t（\＄mill） | 5655 |
| Leases，Uncapitalized Annual rentals $\$ 491$ mill． No Defined Benefit Pension Plan |  |  |  |  |  | 35．0\％ | 33．7\％ | 30．7\％ | 26．7\％ | 24．2\％ | 25．0\％ | 25．5\％ | 24．7\％ | 24．0\％ | 22．2\％ | 18．7\％ | 17．0\％ | Incom | ax Rate | 22．0\％ |
|  |  |  |  |  |  | 9．3\％ | 8．9\％ | 9．3\％ | 9．0\％ | 10．0\％ | 10．2\％ | 9．2\％ | 9．7\％ | 9．7\％ | 10．7\％ | 11．6\％ | 11．7\％ | Net Pro | Margin | 12．6\％ |
| Preferred Stock None |  |  |  |  |  | 4735.7 | 5492.5 | 5517.8 | 6457.0 | 7595.0 | 7339.0 | 7666.0 | 9700.0 | 8669.0 | 9642.0 | 9667.0 | 9980 | Worki | Cap＇I（\＄mill） | 12300 |
|  |  |  |  |  |  | 410.7 | 409.9 | 441.1 | 437.2 | 445.8 | 276.0 | 228.0 | 1210.0 | 1199.0 | 1079.0 | 2010.0 | 2100 | Long－T | m Debt（\＄mill） | 1400 |
| Common Stock 1，677，618，635 shares （ 329 mill．Class A shares； 1349 mill．Class B shares．）as of $7 / 15 / 16$ <br> MARKET CAP：$\$ 85.9$ billion（Large Cap） |  |  |  |  |  | 6285.2 | 7025.4 | 7825.3 | 8693.1 | 9753.7 | 9843.0 | 10381 | 11156 | 10824 | 12707 | 12258 | 13110 | Shr．Eq | ity（\＄mill） | 17565 |
|  |  |  |  |  |  | 20．8\％ | 19．9\％ | 21．2\％ | 19．1\％ | 18．7\％ | 21．1\％ | 21．0\％ | 20．0\％ | 22．6\％ | 23．8\％ | 26．6\％ | 27．0\％ | Return | Total Cap＇l | 30．0\％ |
|  |  |  |  |  |  | 22．1\％ | 20．8\％ | 22．2\％ | 19．9\％ | 19．5\％ | 21．7\％ | 21．4\％ | 22．1\％ | 24．9\％ | 25．8\％ | 30．7\％ | 31．0\％ | Return | Shr．Equity | 32．0\％ |
|  |  |  |  |  |  | $\begin{array}{r} 17.2 \% \\ 22 \% \end{array}$ | 15．9\％ | 16．9\％ | 14．5\％ | 14．4\％ | 16．0\％ | 15．5\％ | 15．8\％ | 17．5\％ | 18．7\％ | 22．3\％ | 22．0\％ | Retaine | to Com Eq | 23．5\％ |
| CURRENT POSITION （\＄MILL．） |  |  | 2015 2016 8／31／16 |  |  |  | 24\％ | 24\％ | 27\％ | 27\％ | 26\％ | 28\％ | 29\％ | 30\％ | 27\％ | 28\％ | 29\％ | All Div＇ | sto Net Prof | 28\％ |


| （\＄MILL．） |  |  |  |
| :--- | ---: | ---: | ---: |
| Cash Assets | 5924 | 5457 | 4787 |
| Receivables | 3358 | 3241 | 3526 |
| Inventory（LIFO） | 4337 | 4838 | 4896 |
| Other | 2357 | 1489 | 1380 |
|  | 15976 | 15025 | 14589 |
| Current Assets | 2131 | 2191 | 2088 |
| Accts Payable | 181 | 45 | 66 |
| Debt Due | 4022 | 3122 | 3209 |
| Other | 6334 | 5358 | 5363 |


| ANNUAL RATES | Past | Past | Est＇d＇14－＇16 |
| :--- | ---: | :---: | :---: |
| of change（per sh） | 10 Yrs． | 5 Yrs． | to＇19．＇21 |
| Sales | $10.5 \%$ | $11.5 \%$ | $13.0 \%$ |
| ＂Cash Flow＂ | $12.5 \%$ | $14.0 \%$ | $17.0 \%$ |
| Earnings | $12.5 \%$ | $13.5 \%$ | $18.5 \%$ |
| Dividends | $16.0 \%$ | $14.5 \%$ | $17.0 \%$ |
| Book Value | $10.0 \%$ | $7.5 \%$ | $13.0 \%$ |
|  |  |  |  |


$\left.$| Fiscal <br> Year <br> Ends | QUARTERLY SALES（\＄mill．）A <br> Aug．31 |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Nov．30 | Feb．28 | May 31 |  |  |  | | Full |
| :---: |
| Fiscal |
| Year | \right\rvert\,

BUSINESS：NIKE designs，develops，and markets footwear，ap－ parel，equipment，and accessories．Sells products to retail ac－ counts，through NIKE－owned stores and the Internet，and through a mix of independent distributors and licensees in approximately 190 countries．Has 362 domestic and 683 international locations（includ－ ing factory stores）as of $5 / 31 / 16$ ．Has about 70,700 employees（in
Evidence of competitive pressures at NIKE continue to mount．The August－ period gross margin declined 200 basis points，year to year，despite higher aver－ age selling prices．There were some tempo－ rary factors like currency headwinds，an accounting shift of certain expenses from overhead to costs of goods，and the exit from the golf equipment business，but profitability was still below guidance．Also， on August 31st，future orders were up a soft $5 \%$（ $7 \%$ excluding currency changes） from a year earlier．True，orders tend to decline following the Olympics，though this was the fourth－consecutive quarter of slower growth．We note that Adidas is making a comeback，especially in North America，where NIKE＇s future orders were up a mere $1 \%$ ．Also，Under Armour is making headway in apparel（casual and fashion，as well as athletic）and basketball shoes．Sales at lululemon are even rebounding after some earlier setbacks．
The company is responding with ac－ celerated across－the－board innova－ tion．The latest examples of new products include different apparel silhouettes， which are selling beyond expectations，and
cluding part－timers）．Swoosh，LLC，owns $78.1 \%$ Cl．A shares， $16.0 \% \mathrm{Cl}$ B（representing director Travis Knight＇s holdings）；other officers／directors， $3.9 \%$ of Cl ．B；The Vanguard Group，6．4\％；FMR LLC，6．2\％；BlackRock，5．9\％（7／16 proxy）．Chairman \＆CEO：Mark G．Parker．Inc．：OR．Address：One Bowerman Dr．，Beaverton，OR 97005．Tel．：503－671－6453．Internet：www．nikeinc．com．

## technical advances for running shoes．

 NIKE is also investing heavily in digital capabilities，and fiscal first－quarter online sales jumped $49 \%$ ．A new partnership with Apple will offer sports－themed devices， such as watches and apps that direct shop－ pers to NIKE apparel and footwear．In－ novation is also being extended into manu－ facturing，including computerized design and speed－to－market improvements．International markets provide a sig－ nificant growth engine．An advantage for NIKE is its superior supply chain and global distribution．On a currency－neutral basis，August－period sales were up at a double－digit pace in all international mar－ kets，and orders were up at least $9 \%$ ．The Greater China region，where future orders were up $19 \%$ ，offers a particularly compell－ ing opportunity．
The stock is untimely，but now has good risk－adjusted 3－to 5－year appre－ ciation potential．NIKE has a strong balance sheet，unparalleled resources，and industry－leading returns on invested capi－ tal．The company has been repurchasing shares at a good clip，as well．
Craig Sirois
October 28， 2016

| count．Next earnings report due late Dec． | （D）Includes 21¢ dividend paid December 26th． |
| :--- | :--- |
| （C）Dividends historically paid in early January， | （E）In millions，adjusted for splits． |
| April，July，and October．－Reinvestment plan | （F）Each share of Class A is convertible to one |
| available． | share of Class B． |

（A）Fiscal years end May 31st．（B）Diluted earnings．Excludes nonrecurring：＇03，（25¢）； EPS may not sum due to change in share

