| $\mathrm{NW}^{\prime}$ |  | 1 | $N$ | －NKE |  |  |  | $\text { ECENT } \operatorname{CRICE}$ | $88.6$ | $\begin{array}{\|l\|l\|} \hline \text { P/E } \\ \text { RAT } \end{array}$ | $33$ | $\left(\begin{array}{l} \text { Traili } \\ \text { Medi } \end{array}\right.$ | $\begin{aligned} & \text { g: } 35.6 \\ & n: 21.0 \end{aligned}$ | $\begin{aligned} & \text { RELATIV } \\ & \text { P/E RAT } \end{aligned}$ | $1.9$ | $\begin{aligned} & \text { DIV'D } \\ & \text { YLD } \end{aligned}$ |  |  | $\begin{aligned} & \text { ALUE } \\ & \text { LINE } \end{aligned}$ |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| TIMELIN | $\text { NESS } 3$ | Lowered |  | High： Low： | 17.7 10.7 | $\begin{array}{r} 16.7 \\ 9.6 \end{array}$ | 23.1 15.2 | $\begin{aligned} & 24.6 \\ & 17.4 \end{aligned}$ | $\begin{aligned} & 28.7 \\ & 21.3 \end{aligned}$ | $\begin{aligned} & 40.1 \\ & 25.7 \end{aligned}$ | $\begin{aligned} & 49.9 \\ & 34.9 \end{aligned}$ | $\begin{aligned} & 68.2 \\ & 45.3 \end{aligned}$ | $\begin{aligned} & 65.4 \\ & 49.0 \end{aligned}$ | $\begin{aligned} & 65.2 \\ & 50.3 \end{aligned}$ | $\begin{aligned} & 86.0 \\ & 62.1 \end{aligned}$ | $\begin{aligned} & 1 \\ & 90.0 \\ & 71.2 \end{aligned}$ |  |  | Target Pric 20222023 | Range 2024 |
| SAFET <br> TECH | CAL | Raised <br> Lowered | $\begin{aligned} & 11 / 06 \\ & 7 / 12 / 19 \end{aligned}$ | $\begin{array}{\|c\|} \hline \text { LEGEN } \\ \hline \cdots \cdot 16 . \\ \hline \cdots \\ \text { Rel } \end{array}$ | DS $0 \times$＂Cash elative Pric | Flow＂ Strength |  |  |  |  |  |  |  |  |  |  |  |  |  | $-160$ |
| BETA | $35 \quad(1.00=$ | Market） |  |  | it $4 / 07$ |  |  |  |  |  |  |  |  |  |  |  |  |  |  | －120 |
|  | $2-24 \text { PR }$ | JJECTIC | NS n＇। Total | 2－for－1 sp Shaded | it $12 / 1$ area ind ares | ; rec |  |  |  |  |  |  |  |  | 小川1听｜ | $\left\\|^{\prime 1}\right\\|^{\bullet}$ |  |  |  | －80 |
|  | ice | ain | Return |  | ea ind |  |  |  |  |  |  | 川 | ${ }^{1}, 111$ | $\left.\left.\right\|^{1}\right\|_{1}{ }^{\prime}$ | 111 |  |  |  |  | $\begin{array}{r} -60 \\ -50 \end{array}$ |
| High Low |  | 0\% | 8\% |  |  |  |  |  |  |  | 11 |  |  |  |  |  |  |  |  | 40 |
| Inside | Decis | Ons |  |  |  |  |  |  |  | ， |  |  |  |  |  |  |  |  |  | 30 |
|  | SON | $\begin{array}{lll}\text { D } & \text { J F } \\ 0 & 0 & 0\end{array}$ | $\begin{array}{ccc} M & A & M \\ 0 & 0 & 0 \end{array}$ |  |  |  |  | 年 | ＋14 |  |  |  |  |  |  |  |  |  |  | 20 |
| $\text { Options } 1$ to Sell | $\begin{array}{lll}3 & 1 & 1 \\ 2 & 0 & 0\end{array}$ | $\begin{array}{llll}0 & 2 & 1 \\ 0 & 2 & 1\end{array}$ | $\begin{array}{lll}12 & 0 \\ 12 & 0\end{array}$ |  |  |  |  |  |  |  |  |  |  |  | $\ldots$ |  |  |  |  | －15 |
| Institut | tional D | 4 ecision |  |  |  | －． |  |  |  |  |  |  |  |  |  |  |  |  | $\begin{aligned} & \text { T. RETURN } 6 / 19 \\ & \text { THIS } \\ & \text { STLARK } \\ & \text { VLITH. } \\ & \text { INDEX. } \end{aligned}$ |  |
| to Buy | 596 | 733 | 760 |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 1 yr. 3 yr dre | $\begin{array}{rr}6.5 & -1.2 \\ 577 & 337\end{array}$ |  |
| to Sell HId＇s（000 | 76 102035 | ${ }_{0}^{696}$ | 700 032318 | traded |  |  |  |  |  |  | 析 | 1 | 的 | ｜｜ |  |  |  |  | 57.7 33.7 <br> 129.5 35.3 |  |
| 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | $\bigcirc$ | E LINE PUB．LLC | 22－24 |
| 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 | 20.91 | 22.73 | 24.77 | 26.95 | Sales | sh A | 35.20 |
| ． 48 | ． 59 | ． 66 | ． 80 | ． 86 | 1.04 | 1.06 | 1.15 | 1.30 | 1.42 | 1.62 | 1.85 | 2.26 | 2.62 | 3.01 | 2.95 | 3.00 | 3.40 | ＂Cash | ow＂per sh | 5.80 |
| ． 35 | ． 44 | ． 56 | ． 66 | ． 72 | ． 86 | ． 88 | ． 97 | 1.10 | 1.18 | 1.35 | 1.49 | 1.85 | 2.16 | 2.51 | 2.40 | 2.49 | 2.90 | Earning | per sh AB | 5.20 |
| ． 07 | ． 09 | ． 12 | ． 15 | ． 18 | ． 22 | ． 25 | ． 27 | ． 30 | ． 35 | ． 41 | ． 47 | ． 54 | ． 62 | ． 70 | ． 78 | ． 86 | ． 94 | Div＇ds | del＇d per sh CD | 1.34 |
| ． 09 | ． 10 | ． 12 | ． 16 | ． 16 | ． 23 | ． 23 | ． 17 | ． 23 | ． 33 | ． 36 | ． 51 | ． 56 | ． 68 | ． 67 | ． 64 | ． 75 | ． 80 | Cap＇I | ending per sh | 1.05 |
| 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 | 7.55 | 6.13 | 5.73 | 6.30 | Book V | ue per sh | 8.45 |
| 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 | 1643.0 | 1601.0 | 1579.0 | 1565.0 | Comm | Shs Outst＇g EF | 1535.0 |
| 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 | 21.6 | 25.3 | Bold figu | res are | Avg A | IP／E Ratio | 20.0 |
| ． 97 | ． 97 | ． 95 | ． 86 | ． 88 | 1.07 | 1.02 | 1.04 | 1.14 | 1.30 | 1.09 | 1.27 | 1.23 | 1.44 | 1.09 | 1.35 | Value | Line | Relative | P／E Ratio | 1.10 |
| 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\％ | 1．3\％ | 1．3\％ |  |  | Avg An | I Div＇d Yield | 1．3\％ |
| CAPITAL STRUCTURE as of $5 / 31 / 19$ <br> Total Debt $\$ 3479$ mill．Due in 5 Yrs $\$ 800$ mill． LT Debt $\$ 3464$ mill．LT Interest $\$ 190$ mill． （28\％of Capital） |  |  |  |  |  | 19176 | 19014 | 20862 | 24128 | 25313 | 27799 | 30601 | 32376 | 34350 | 36397 | 39117 | 42210 | Sales | nill）${ }^{\text {A }}$ | 54000 |
|  |  |  |  |  |  | 14．5\％ | 14．7\％ | 15．1\％ | 14．1\％ | 14．6\％ | 15．1\％ | 15．6\％ | 15．9\％ | 15．9\％ | 14．3\％ | 15．6\％ | 16．2\％ | Opera | g Margin | 19．5\％ |
|  |  |  |  |  |  | 335.0 | 323.7 | 335.0 | 373.0 | 438.0 | 518.0 | 606.0 | 649.0 | 706.0 | 747.0 | 705 | 750 | Depre | tion（\＄mill） | 900 |
|  |  |  |  |  |  | 1727.4 | 1906.7 | 2133.0 | 2223.0 | 2464.0 | 2693.0 | 3273.0 | 3760.0 | 4240.0 | 3974.0 | 4029.0 | 4540 | Net Pro | （\＄mill） | 7980 |
| Leases，Uncapitalized Annual rentals $\$ 491$ mill． No Defined Benefit Pension Plan |  |  |  |  |  | 26．7\％ | 24．2\％ | 25．0\％ | 25．5\％ | 24．7\％ | 24．0\％ | 22．2\％ | 18．7\％ | 13．2\％ | 8．1\％ | 20．0\％ | 20．0\％ | Incom | Tax Rate | 21．0\％ |
|  |  |  |  |  |  | 9．0\％ | 10．0\％ | 10．2\％ | 9．2\％ | 9．7\％ | 9．7\％ | 10．7\％ | 11．6\％ | 12．3\％ | 10．9\％ | 10．3\％ | 10．8\％ | Net Pro | Margin | 14．8\％ |
| Preferred Stock None |  |  |  |  |  | 6457.0 | 7595.0 | 7339.0 | 7666.0 | 9700.0 | 8669.0 | 9642.0 | 9667.0 | 10587 | 9094.0 | 8659.0 | 9000 | Workin | Cap＇I（\＄mill） | 10200 |
|  |  |  |  |  |  | 437.2 | 445.8 | 276.0 | 228.0 | 1210.0 | 1199.0 | 1079.0 | 2010.0 | 3471.0 | 3468.0 | 3464.0 | 3350 | Long－T | m Debt（\＄mill） | 3050 |
| Common Stock 1，579，749，591 shares |  |  |  |  |  | 8693.1 | 9753.7 | 9843.0 | 10381 | 11156 | 10824 | 12707 | 12258 | 12407 | 9812.0 | 9040.0 | 9850 | Shr．Eq | ity（\＄mill） | 13000 |
| Class B shares：1，264，724，839 |  |  |  |  |  | 19．1\％ | 18．7\％ | 21．1\％ | 21．0\％ | 20．0\％ | 22．6\％ | 23．8\％ | 26．5\％ | 26．9\％ | 30．3\％ | 33．0\％ | 35．0\％ | Return | Total Cap＇l | 50．0\％ |
|  |  |  |  |  |  | 19．9\％ | 19．5\％ | 21．7\％ | 21．4\％ | 22．1\％ | 24．9\％ | 25．8\％ | 30．7\％ | 34．2\％ | 40．5\％ | 44．6\％ | 46．0\％ | Return | Shr．Equity | 61．5\％ |
| MARKET CAP： $\mathbf{\$ 1 4 0 . 0}$ billion（Large Cap） |  |  |  |  |  | $\begin{array}{\|r\|} \hline 14.5 \% \\ 27 \% \\ \hline \end{array}$ | $\begin{array}{r} 14.4 \% \\ 27 \% \\ \hline \end{array}$ | $\begin{array}{r} 16.0 \% \\ 26 \% \\ \hline \end{array}$ | $\begin{array}{\|r\|} \hline 15.5 \% \\ 28 \% \end{array}$ | $\begin{array}{r} 15.8 \% \\ 29 \% \\ \hline \end{array}$ | $\begin{gathered} \hline 17.5 \% \\ 30 \% \end{gathered}$ | $\begin{array}{r} \hline 18.7 \% \\ 27 \% \end{array}$ | $\begin{array}{r} 22.3 \% \\ 27 \% \end{array}$ | $\begin{array}{r} 25.0 \% \\ 27 \% \end{array}$ | $\begin{gathered} \hline 27.8 \% \\ 31 \% \end{gathered}$ | $\begin{array}{r\|} \hline 29.5 \% \\ 35 \% \end{array}$ | $\begin{array}{r} \hline 31.0 \% \\ 32 \% \end{array}$ | Retained to Com Eq All Div＇ds to Net Prof |  | 45．5\％ |
| CURRENT POSITION （\＄MILL．） |  |  | $20172018$ |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 26\％ |


| Cash Assets | 6179 | 5245 | 4663 |
| :---: | :---: | :---: | :---: |
| Receivables | 3677 | 3498 | 4272 |
| Inventory（LIFO） | 5055 | 5261 | 5622 |
| Other | 1150 | 1130 | 1968 |
| Current Assets | 16061 | 15134 | 16525 |
| Accts Payable | 2048 | 2279 | 2612 |
| Debt Due | 331 | 342 | 15 |
| Other | 3095 | 3419 | 5239 |
| Current Liab． | 5474 | 6040 | 7866 |


| ANNUAL RATES | Past | Past | Est＇d＇16－＇18 |
| :--- | ---: | :---: | :---: |
| of change（per sh） | 10 Yrs． | 5YYs． | to 22.24 |
| Sales | $10.0 \%$ | $10.5 \%$ | $9.0 \%$ |
| ＂Cash Flow＂ | $12.5 \%$ | $14.5 \%$ | $13.0 \%$ |
| Earnings | $12.0 \%$ | $14.5 \%$ | $14.0 \%$ |
| Dividends | $14.5 \%$ | $15.0 \%$ | $12.0 \%$ |
| Book Value | $7.0 \%$ | $4.0 \%$ | $3.0 \%$ |


| Book Value |  | 7．0\％4．0\％ |  |  | 3．0\％ |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Fiscal YearEnds | QUARTERLY SALES（\＄mill．）${ }^{\text {A }}$ |  |  |  | $\begin{aligned} & \hline \text { Full } \\ & \text { Fiscal } \\ & \text { Year } \end{aligned}$ |
|  | Aug． 31 | Nov． 30 | Feb． 28 | May 31 |  |
| 2016 | 8414 | 7686 | 8032 | 8244 | 32376 |
| 2017 | 9061 | 8180 | 8432 | 8677 | 34350 |
| 2018 | 9070 | 8554 | 8984 | 9789 | 36397 |
| 2019 | 9948 | 9374 | 9611 | 10184 | 39117 |
| 2020 | 10440 | 10150 | 10450 | 11170 | 42210 |
| $\begin{aligned} & \hline \text { Fiscal } \\ & \text { Year } \\ & \text { Ends } \end{aligned}$ | EARNINGS PER SHARE AB |  |  |  | $\begin{gathered} \text { Full } \\ \begin{array}{c} \text { Fiscal } \\ \text { Year } \end{array} \end{gathered}$ |
|  | Aug． 31 | Nov． 30 | Feb． 28 | May 31 |  |
| 2016 | ． 67 | ． 45 | ． 55 | 49 | 2.16 |
| 2017 | ． 73 | ． 50 | ． 68 | ． 60 | 2.51 |
| 2018 | ． 57 | ． 46 | ． 68 | ． 69 | 2.40 |
| 2019 | ． 67 | ． 52 | ． 68 | ． 62 | 2.49 |
| 2020 | ． 71 | ． 61 | ． 75 | ． 83 | 2.90 |
| $\begin{aligned} & \text { Cal- } \\ & \text { endar } \end{aligned}$ | QUARTERLY DIVIDENDS PAID C． |  |  |  | Full |
|  | Mar． 31 | Jun． 30 | Sep． 30 | Dec． 31 | Year |
| 2015 | ． 14 | ． 14 | ． 14 | ． 14 | ． 56 |
| 2016 | ． 16 | ． 16 | ． 16 | ． 16 | .64 |
| 2017 | ． 18 | ． 18 | ． 18 | ． 18 | ． 72 |
| 2018 | ． 20 | ． 20 | 20 | ． 20 | ． 80 |
| 2019 | 22 | 22 | 22 |  |  |

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 numerous coun－ tries．Offerings are focused in six categories：running，basketball， the Jordan brand，football（soccer），training，and sportswear．There
NIKE looks poised to post earnings growth north of 15\％in fiscal 2020. （Fiscal years end May 31st．）The company closed out fiscal 2019 in fine fashion，and most operating metrics heading into the new campaign looked good．Notably， growth in the vital North American mar－ ket was handsome，as was operations in China and various other parts of the world．Additionally，sales of women＇s items were perking up（more color below） and the direct－to－consumer option was growing in popularity．These two areas were ones that management wanted to build out，and successes are visible on both fronts．Finally，in the fiscal fourth－quarter press rel ease，management stated that the tariff situation was not having a noticeable impact on profitability，alleviating a major overhang heading into fiscal 2020.
The 4th of July holiday saw NIKE caught up in some controversy．The planned release of the Air Max 1 USA was scrapped when pitchman Colin K aepernick opined that the Betsy Ross flag on the heel of the sneaker was offensive because of ties to the time of slavery．As is often the case today，angry rhetoric on whether or
is another product line for kids．Has about 73,100 employees（in－ cluding part－timers）．Swoosh，LLC，owns $77.5 \% \mathrm{Cl}$ ．A shares， $16.7 \% \mathrm{Cl}$ ．B；officers／directors， $3.9 \%$ of CI．B；The Vanguard Group， 7．8\％；BlackRock， $6.1 \%$（8／18 proxy）．Chairman \＆CEO：Mark G． Parker．Inc．：Oregon．Address：One Bowerman Drive，Beaverton， OR 97005．Telephone：503－671－6453．Internet：www．nikeinc．com．
not that particular flag is offensive poured out on both sides of the argument and so－ cial media and the media in general ran with the topic／debate．NIKE got free publicity it likely could have done without， and the $\$ 120$ pair of sneakers quickly sold for $\$ 2,500$ online due to their rarity and controversial back story．
The company＇s investments in women＇s sports are paying off．N ot all the news surrounding the American flag was negative．The U．S．Women＇s World Cup wrapped up this month，and the jer－ sey of our national team is now Nike．com＇s highest－selling soccer jersey of all time （men＇s or women＇s）．Obviously，NIKE was a sponsor of the successful team，and along with the related press releases，we also learned that the swoosh is now the biggest seller of sports bras in the North America market．
These high－quality shares do not have much investment appeal at recent price points．The stock is neutrally ranked for year－ahead relative price per－ formance，and longer－term capital appreci－ ation potential is subpar．
Erik M．Manning
J uly 26， 2019
（A）Fiscal years end May 31st．（B）Diluted earnings．Excludes nonrecurring：＇03，（25¢） ＇07，2¢；＇08，8¢；＇09，（13¢）；＇13，1ф；＇18，（\＄1．23） due to tax law change．Next egs．report due
late September．
（C）Dividends historically paid in early January April，July，and October．－Reinvestment plan
available． available．
（D）Includes 21c dividend paid December 2012．（E）In millions，adjusted for splits． （F）Each share of Class A is convertible to one （F）Each share of
share of Class B．

Company＇s Financial Strength
Stock＇s Price Stability
Price Growth Persistence
Earnings Predictability

