



Nike, Inc.

ANNUAL REPORT 2005

EVOLVE IMMEDIATELY





Carmelo Anthony // Jordan



Maria Sharapova // Nike



Michael Vick // Nike



Yang Yang // Nike



Christiano Ronaldo // Nike



Rob Machado // Hurley



Freddy Adu // Nike



Grace Park // Nike Golf



Lebron James // Nike



Paul Rodriguez // Nike



Dwayne Wade // Converse



Rafael Nadal // Nike

LeBron James. Maria Sharapova. Freddy Adu.

When Lance Armstrong was winning his first Tour, these athletes were in grade school. Perhaps more importantly, when Lance was breaking in, Nike was a single, predominantly U.S.-based brand.

Today, with over half of our business in international markets and a growing number of subsidiaries, that all feels like ages ago. But to Lance—and to a lot of people—it probably feels like yesterday. Around here, we look back every now and then, but only for inspiration.

We always push ahead to seize the opportunities.





Philip H. Knight
Chairman of the Board,
Nike, Inc.

To our shareholders,

Each year we devote this space to my thoughts about Nike. Each year I wonder why we do it. There is something artificial about the effort. We attempt to freeze time and talk about a company that is in constant motion. It's like trying to sketch Asafa Powell running the 100m.

But that won't stop me from trying.

So what does Nike's evolution look like at this moment? Profitable.

Fiscal Year '05 is a record year for sales and profitability. Again. We closed the year with our seventh consecutive quarter of double-digit earnings per share growth. Footwear revenues are up 11% over last year. Apparel revenues are up 10%. Equipment revenues are up 15%. A dollar invested in Nike stock one year ago was worth \$1.17 at year-end.

Lance gives us a peek at the true nature of evolution. It isn't about change for the sake of change. Evolution is a search for significance. New and different isn't enough. New and better is the way.

Looks like we're finally figuring out some things.

Like soccer. Ten years ago our boots were dismissed by athletes and retailers. "You don't get it," they said. But we knew we could learn. And we knew we could innovate.

Today Nike is the footwear market-share leader in Europe. This year we watched FC Barcelona win the Spanish League. Juventus win the Italian League. PSV win the Dutch League. Arsenal win the FA Cup. Ronaldinho win FIFA Player of the Year. Thierry Henry win Europe's Golden Boot Award. Brasil win the Copa America. All won in Nike Gear.

Next year the World Cup finals will be in Berlin. Some people think this will be ground zero for an epic battle of the brands. Not so. The soccer wars won't be won in someone's backyard. They'll be won on stadium pitches and brown dirt patches around the world. I think we get it now.

In Athens we showed that Nike, more than anybody else, "gets" running. Nike

athletes earned Olympic gold in every men's running event except the marathon. It would have been a sweep but for the full moon, which prompted a crazed spectator to jump from the crowd and mug race leader Vanderlei Lima.

As this book goes to print, Lance Armstrong is competing in his final Tour de France. If he wins, it will be an unprecedented seven consecutive victories. But win or lose, the Lance Armstrong story transcends the great race. He represents the strength it takes to overcome . . . anything.

A year ago, we cooked up a little yellow bracelet that said LiveSTRONG. Our goal was to sell 5 million bands to benefit the Lance Armstrong Foundation. We're at 50 million and counting.

Lance gives us a peek at the true nature of evolution. It isn't about change for the sake of change. Evolution is a search for significance. New and different isn't enough. New and better is the way.

We're clearly getting better at presenting our products to consumers. NikeTown stores posted a stellar performance this year. We now have eight NikeWomen stores in key cities throughout the U.S. and one just opened in Munich, Germany. We're on firm footing with our key retail partners. And we're opening 1.5 retail doors per day in China, where we nearly doubled revenues over last year. Any country where a 110-meter hurdler can become a national hero is a country where Nike can succeed.

Looks like we're evolving into a truly global company.

Revenues in every Nike region outside the U.S. are up double digits over last year. Even in the U.S., where momentum flagged a few years ago, we're seeing revenues up 7%. And one year after launching a direct presence in Russia, we see strong brand acceptance and growth. But we still have a lot of work to do. Evolution isn't easy.

Last year I wrote, "You want to see an opportunity for Nike akin to becoming global? Look to the subs." Since I mention that now, you can assume I was right. This year revenue for the subsidiaries is up a collective 22%.

Cole Haan was named Footwear Company of the Year in *Footwear News*. We acquired Starter and launched footwear for that brand. Ten years ago Nike Golf was struggling to be taken seriously. Today our gear is used by some of

the greatest golfers in the world. Like soccer, I think we get it now. Converse and the inimitable Chuck Taylors are flourishing. Hurley continues to gain traction in the fast growing surf-culture market. Bauer NIKE Hockey continues to innovate, and we look forward to seeing those ideas on the ice in a full NHL season next year. It's a portfolio of great performance and opportunity.


This year we published our first Corporate Responsibility Report in three years. A truly evolutionary report. In it we list our contract supplier base, a first for our industry. Some people say it will erode a competitive advantage, leaving our supply chain open to those who want to steal away suppliers. Is it a risk? Maybe, but this kind of transparency can be key to unlocking collaboration. The industry is changing, and we believe the best way to deal with change is to create it.

In the case of Nike, evolution isn't the result of natural selection. It comes from talking with consumers and serving athletes. It comes from the bright, passionate people who make and manage Nike products—Nike Free footwear, Nike Pro first layer apparel, the Air Jordan XX shoe, the Hi-Vis Total 90 football, and customizable NIKEiD products.

It comes from those magic moments that reaffirm the sanctity of sports. You never know when they're going to happen, but you just know they're coming. Tiger Woods chips from the back of the 16th green at Augusta, the ball rolls impossibly slow to the hole, hangs on the edge, the Swoosh teasing the field before it drops into the cup. The Boston Red Sox shake off a dozen strangleholds to bust a curse 86 years in the haunting. Paula Radcliffe, devastated after pulling out at mile 23 of the Olympic marathon, toughs out a three-second win at the New York City Marathon. These are the incremental moments in the evolution of human potential, and I feel privileged to be their witness.

This is my 25th letter to you as Chairman of Nike. It is the first letter that I will sign without CEO in the title. That challenge now falls to Bill Perez. He's used to managing multiple brands in a global environment. He holds strong beliefs about corporate citizenship. He steps in at a time when Nike is at an all-time high in revenues and earnings. His timing is excellent.

Philip H. Knight


Chairman of the Board,
Nike, Inc.

After 34 years with S.C. Johnson—eight of which he served as CEO and President, Bill Perez takes a few minutes to talk about his first six months as Nike’s new CEO, where he’s leading the company and how he plans to get us there.



WHAT WAS YOUR FIRST REACTION TO THE IDEA OF BEING NIKE'S CEO?

DAY ONE, THE PHONE CALL COMES...

(BP) I had mixed emotions. If you love sports, you couldn't help but be excited about being able to work with the greatest sports brand in the world. But leaving a company after thirty-four-and-a-half years is not easy, and leaving the people was difficult. Still, Nike was my brand. I had been running in Nike shoes for many, many years and I was going from a company I loved to a brand I loved.

SO WHEN YOU ARRIVED, HOW DID NIKE SURPRISE YOU?

I was surprised by the energy, enthusiasm, passion and excitement of the people here, and the sense that we can do anything. Everybody competes, not against each other, but against everyone in the marketplace.

"We have to be as hungry tomorrow as we were yesterday—as hungry as Phil Knight was when he was selling shoes out of his car. My sense is that the people here are very hungry to achieve new success. I know I am."

HOW DO YOU FEEL THAT YOU HAVE SURPRISED NIKE?

I think I was culturally aligned with Nike more than anybody expected other than Phil Knight. I think people probably expected me to take a longer time to get indoctrinated into the Nike culture, but I have felt at home here.

HOW DID YOU APPROACH ENTERING A \$14 BILLION COMPANY?

I tried to learn as much as I could. This is not a turnaround situation, so I've been able to focus my efforts on learning as fast as I can. And I've had the opportunity to meet and understand the culture and the people.

WHAT ADVICE HAS PHIL KNIGHT GIVEN YOU?

Phil and the Board gave me advice in terms of understanding what should never change at Nike and what we want to perpetuate. At the same time, this helped give me an idea of the types of things that might be appropriate to change if sensible.

SO WHAT DO YOU THINK IS THE BIGGEST MISPERCEPTION ABOUT NIKE?

That Nike is simply an opportunity for people who want to invest in the sports business. We are a high growth consumer business investment and we've been generating high returns for the last several years. I'm not sure that is always recognized. In addition, we have Converse and Cole Haan; the fast-growing Starter brand; Bauer, one of the leading hockey brands in the world; and Hurley, an up-and-coming surf-culture lifestyle brand.

WHERE WILL NIKE'S NEXT BIG GROWTH OPPORTUNITY COME FROM?

From developing markets—India, Thailand, Indonesia, Brasil, China, Russia—and the development of Converse, Starter and our other subsidiaries. We've just scratched the surface in women's fitness. In soccer, we have become one of the world's leading on-field performance brands. And we've been able to leverage that on-field success by creating an entirely new category of soccer-inspired street footwear. And we see opportunities like this throughout the portfolio.

HOW WILL YOU KNOW YOU ARE SUCCEEDING IN THIS JOB?

If we can sustain the growth, which obviously gets more challenging as the company gets larger. If we can keep the Nike Brand healthy, and if we can establish Starter and Converse as major players in the market—that will look like success to me.

WHAT IS A GREAT MISTAKE YOU THINK BIG COMPANIES MAKE?

Complacency. If we start reading our own press, we have big problems. We have to be as hungry tomorrow as we were yesterday—as hungry as Phil Knight was back when he was selling shoes out of his car. My sense is that the people here are very hungry to achieve new success. I know I am.

HOW DO YOU ACCOMPLISH THAT WHEN YOU ARE ALREADY NUMBER ONE?

You redefine the market in bigger chunks so that you can aspire to double your business. A lot of companies make the mistake of narrowly defining the business segments in which they are working so they can talk to themselves about being market leaders. I worry about complacency, but then again, this company has proven time and time again that it can continue to grow.

As 26-year veterans with the company, Nike Brand Co-Presidents Mark Parker and Charlie Denson know how to run a successful business, overseeing nearly 90% of Nike, Inc.'s total revenue. In nearly three decades, they've not only seen Nike, Inc.'s annual revenues grow from \$149 million to nearly \$14 billion, they've witnessed many pivotal events in sports history. So we asked them to describe one moment that embodies everything we do in business. One moment that represents our inspiration, our obsession with sport, and why we continue to evolve as a company.



Charlie Denson
President, Nike Brand

I was an American, at a foreign sporting event, in a foreign country. It was the semifinal match of the 1998 World Cup and I sat with the Dutch National Federation as they played Argentina. The match was tied with about two minutes left in the game.

Frank De Boer made a brilliant steal and fired the ball for what seemed like the entire length of the field. Dennis Bergkamp brought it down from mid-air. It bounced once, he shot and scored the winning goal that launched Holland into the semifinals against Brasil. It was considered one of the top goals ever scored in a World Cup game. Everyone went crazy. It was incredible.

At that moment, I was able to see what sport does to bring the world together, not only to transcend social, political and economic barriers, but to transcend all natural barriers. Sport is a global language. And as a company, we embody sport—intense, focused, competitive, always striving to be the best, breaking through old barriers, and setting new records. It doesn't get any richer than that.

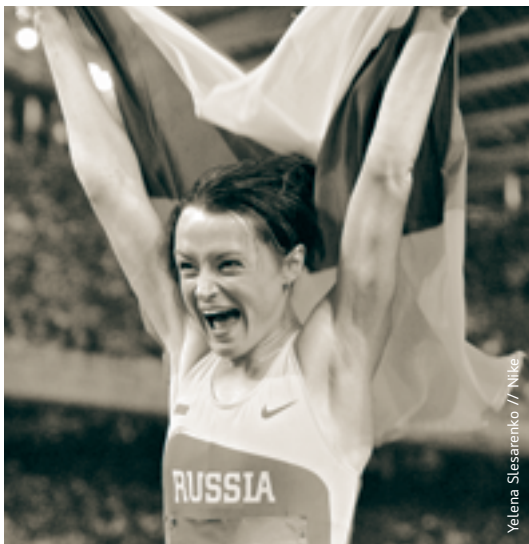


Mark Parker
President, Nike Brand

It was the 15th stage of the 2003 Tour de France. I was in the US Postal car, following the riders, with the team coach, Johan Bruyneel. It was hot. Lance was fighting a virus and he had already avoided a fatal crash that knocked out one of the pre-race favorites. And,

suddenly, at one of the steepest climbs of the Alps, Lance went down. But he got up, proceeded to dig in and managed to gain strength to not only win the stage, but the Tour. To be able to see him pull away—with tenacity, focus, and the drive to do everything he could to win—was amazing.

Like Lance, Nike is able to turn adversity, pressure and competition into energy and opportunity. It is a strength for any athlete, team or business. We are in a competitive market. There are always people trying to get pieces of what we do and do it better. And the ability to turn that pressure and competition into the impetus to do our best, as individuals and as a team, is a huge part of Nike. We dig in, we come together, adapt and change to be more competitive . . . always focused on serving the athlete. It's when we are at our best.



Yelena Slesarenko // Nike



Fernando Torres // Nike



Liu Xiang // Nike



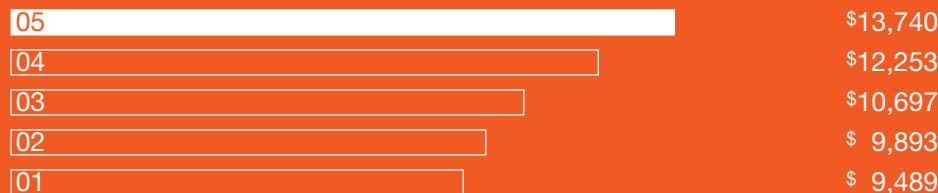
Kirk Hinrich // Converse

NIKE, Inc. Revenue Performance

Fiscal Year 2001-2005

5-Year CAGR 9%*

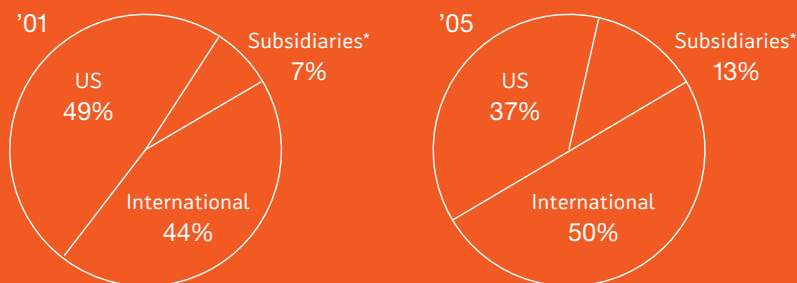
Revenue in Millions



*5-Year CAGR based on 2000 Revenue of \$8,995 million.

NIKE, Inc. Revenue Distribution

Fiscal Year 2001 vs. 2005

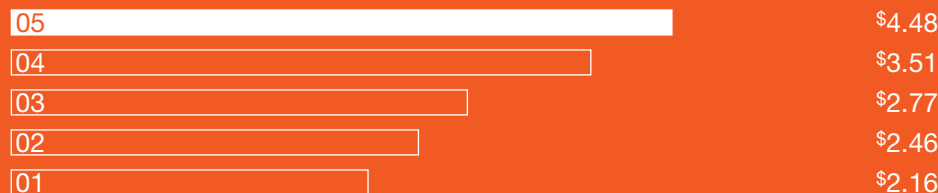


*The segment labeled "Subsidiaries" represents revenues from NIKE Golf, Cole Haan Holdings, Inc. and Bauer NIKE Hockey, Inc. for fiscal year 2001, and also includes Hurley International LLC, Converse Inc. and Exeter Brands Group LLC for fiscal year 2005.

NIKE, Inc. EPS Performance*

Fiscal Year 2001-2005

5-Year CAGR 17%**



*EPS based on diluted earnings per share before accounting change.

**5-Year CAGR based on 2000 EPS of \$2.07.

NIKE, Inc. Return on Invested Capital*

Fiscal Year 2001-2005



*Return on Invested Capital calculation available at www.nikebiz.com/investors/financials.

Five-Year NIKE, Inc. Stock Performance vs. S&P 500

Fiscal Year 2001-2005



Directors

John G. Connors (2)
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Bellevue, Washington

Jill K. Conway (4) (5) (6)
Visiting Scholar
Massachusetts Institute of Technology
Boston, Massachusetts

Ralph D. DeNunzio (3) (4) (6)
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private investment and consulting firm
New York, New York

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Chief Financial Officer, FedEx Corporation
Memphis, Tennessee

Delbert J. Hayes (2) (3)
Newberg, Oregon

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Partner – Bullivant, Houser, Bailey, P.C.,
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Founder & CEO, MSP Capital
Newport Coast, California

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Chairman of the Board, NIKE, Inc.
Beaverton, Oregon

William D. Perez (1)
Chief Executive Officer & President,
NIKE, Inc.
Beaverton, OR

Orin C. Smith (2)
Chief Executive Officer (Retired)
Starbucks Corporation
Seattle, Washington

John R. Thompson, Jr. (4) (5)
Former Head Basketball Coach
Georgetown University
Washington, D.C.

- (1) Member – Executive Committee
- (2) Member – Audit Committee
- (3) Member – Finance Committee
- (4) Member – Compensation Committee
- (5) Member – Corporate Responsibility Committee
- (6) Member – Nominating and Corporate Governance Committee

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Chairman of the Board

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Chief Executive Officer & President

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Vice President & Chief Financial Officer

Thomas E. Clarke
President of New Ventures

Wesley A. Coleman
Vice President, Global Human Resources

Charles D. Denson
President, NIKE Brand

Gary M. DeStefano
President, USA Operations

Trevor A. Edwards
Vice President, Global Brand Management

Mindy F. Grossman
Vice President & General Manager,
Global Apparel

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Vice President, New Business Development

Adam S. Helfant
Vice President, Global Sports Marketing

P. Eunan McLaughlin
Vice President & General Manager,
Europe, Middle East & Africa (EMEA)

D. Scott Olivet
Vice President, NIKE Subsidiaries
& New Business Development

Mark G. Parker
President, NIKE Brand

Eric D. Sprunk
Vice President & General Manager,
Global Footwear

Lindsay D. Stewart
Vice President, Chief of Staff & Secretary

Roland P. Wolfram
Vice President & General Manager,
Asia Pacific

Robert W. Woodruff
Treasurer

John F. Coburn III
Assistant Secretary

William E. Berner, Jr.
Assistant Secretary

Divisional Vice Presidents

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Vice President, EMEA Finance,
Operations & Strategic Planning
Hilversum, The Netherlands

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Beaverton, Oregon

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Beaverton, Oregon

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Vice President, Special Projects
Beaverton, Oregon

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Americas
Beaverton, Oregon

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Hilversum, The Netherlands

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Beaverton, Oregon

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Beaverton, Oregon

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Global Active Life Apparel
Hilversum, The Netherlands

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& Government Relations
Beaverton, Oregon

Tinker L. Hatfield
Vice President,
Innovation Design & Special Projects
Beaverton, Oregon

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Timing, Vision & Tech Ventures
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NIKE Equipment
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Robert James Tucker
Vice President, NIKE UK
United Kingdom

Johannes Henricus Reiner van Alebeek
Vice President,
NIKE Global Operations & Technology
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Howard L. White
Vice President, The Jordan Brand
Beaverton, Oregon

Michael J. Wilskey
Vice President, Brand Management,
Subsidiaries & New Business
Beaverton, Oregon

Robert C. Wood
President, NIKE Golf
Beaverton, Oregon

Craig G. Zanon
Vice President & General Manager,
USA Geographic Business Units
Beaverton, Oregon

Subsidiaries

BAUER

Bauer NIKE Hockey Inc.
Chris Zimmerman
President

COLE HAAN

Cole Haan Holdings Incorporated

CONVERSE

Converse Inc.
Jack L. Boys
CEO

Hurley

Hurley International LLC
Robert M. Hurley
President and CEO



Exeter Brands Group LLC
Mary F. Gleason
President

Advisory Council

Michael Jordan
President
The Michael Jordan Foundation
Chicago, Illinois

Gareth C.C. Chang
Managing Partner
GC3 & Associates International LLC
Manhattan Beach, California

Elizabeth G. Dolan
Satellite Sisters
Santa Monica, California

Locations

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European Headquarters
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The Netherlands

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Cole Haan Holdings Incorporated
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Converse Inc.
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North Andover, Massachusetts 01845-2601

Exeter Brands Group LLC
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Hurley International LLC
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Costa Mesa, California 92627

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Providence, RI 02940-3069
800-756-8200
Hearing Impaired #
TDD: 800-952-9245
<http://www.equiserve.com>

Shareholder Information

Copies of the Company's Form 10-K or Form 10-Q reports filed with the Securities and Exchange Commission are available from the Company without charge. To request a copy, please call 800-640-8007 or write to NIKE's Investor Relations Department at NIKE World Headquarters, One Bowerman Drive, Beaverton, Oregon 97005-6453. Financial information is also available via the internet at www.NikeBiz.com.

Dividend Payments

Quarterly dividends on NIKE common stock, when declared by the Board of Directors, are paid on or about July 5, October 5, January 5, and April 5.

Other Shareholder Assistance

Communications concerning shareholder address changes, stock transfers, changes of ownership, lost stock certificates, payment of dividends, dividend check replacements, duplicate mailings, or other account services should be directed to the Company's Registrar and Stock Transfer Agent at the address or telephone number listed in this section.

NIKE, Inc. designs and markets a wide variety of athletic footwear, apparel and equipment for competitive and recreational uses.

NIKE has attained its premier position in the industry through high quality production, innovative products and aggressive marketing.

Certifications

On September 29, 2004, Philip H. Knight, NIKE's then Chief Executive Officer, certified to the NYSE that he was not aware of any violation by the Company of the NYSE's corporate governance listing standards, without any qualifications. NIKE has filed with the Securities and Exchange Commission, as exhibits to its Annual Report on Form 10-K for the year ended May 31, 2005, all required certificates of its Chief Executive Officer and Chief Financial Officer regarding the quality of NIKE's public disclosures.

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Lance Armstrong is retiring this year—from this phase of his life.

Things change;
it's constant and inevitable.

Legendary athletes retire and new ones come along. Just like in business—technology advances, trends come and go, and markets shift. But like change, one thing remains constant—our ability to evolve immediately.



Richard Jefferson // Nike



Robinho // Nike



Xing Huina // Nike



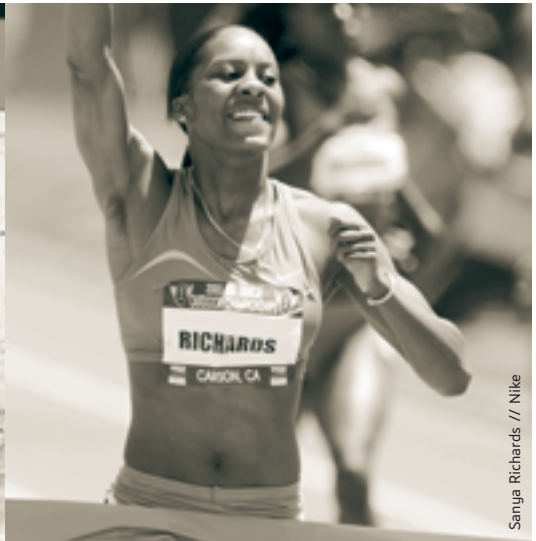
Bobby Crosby // Nike



Omar Salazar // Nike



Martin St. Louis // Bauer Nike Hockey



Sanja Richards // Nike



Paul Casey // Nike Golf



Diego da Cunha // Nike



Champ Bailey // Nike



Jason Lezak // Nike



Chris Bosh // Converse



Wayne Rooney // Nike



Jason Bay // Nike



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Ai Sugiyama // Nike



Adriano Riboldi // Nike



Thomas Voeckler // Nike



Tim Curran // Hurley



Marianne Timmer // Nike



Kaitlin Sandeno // Nike



Marion Hossa // Bauer Nike Hockey



LaDainian Tomlinson // Nike



Shiqiang Guo // Nike



Asafa Powell // Nike



Quentin Richardson // Jordan

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