

NIKE, Inc.
CONSOLIDATED STATEMENTS OF INCOME
(Unaudited)

(In millions, except per share data)	THREE MONTHS ENDED			%	SIX MONTHS ENDED			%
	11/30/2025	11/30/2024	Change		11/30/2025	11/30/2024	Change	
Revenues	\$ 12,427	\$ 12,354	1%		\$ 24,147	\$ 23,943	1%	
Cost of sales	7,382	6,965	6%		14,159	13,297	6%	
Gross profit	5,045	5,389	-6%		9,988	10,646	-6%	
Gross margin	40.6 %	43.6 %			41.4 %	44.5 %		
Demand creation expense	1,273	1,122	13%		2,461	2,348	5%	
Operating overhead expense	2,766	2,883	-4%		5,594	5,705	-2%	
Total selling and administrative expense	4,039	4,005	1%		8,055	8,053	0%	
% of revenues	32.5 %	32.4 %			33.4 %	33.6 %		
Interest (income) expense, net	(9)	(24)	—		(27)	(67)	—	
Other (income) expense, net	16	(8)	—		39	(63)	—	
Income before income taxes	999	1,416	-29%		1,921	2,723	-29%	
Income tax expense	207	253	-18%		402	509	-21%	
Effective tax rate	20.7 %	17.9 %			20.9 %	18.7 %		
NET INCOME	\$ 792	\$ 1,163	-32%		\$ 1,519	\$ 2,214	-31%	
Earnings per common share:								
Basic	\$ 0.54	\$ 0.78	-31%		\$ 1.03	\$ 1.48	-30%	
Diluted	\$ 0.53	\$ 0.78	-32%		\$ 1.03	\$ 1.48	-30%	
Weighted average common shares outstanding:								
Basic	1,479.5	1,486.8			1,478.1	1,492.3		
Diluted	1,481.0	1,490.0			1,480.0	1,495.9		
Dividends declared per common share	\$ 0.410	\$ 0.400			\$ 0.810	\$ 0.770		

NIKE, Inc.
CONSOLIDATED BALANCE SHEETS
(Unaudited)

<i>(Dollars in millions)</i>	November 30, 2025	November 30, 2024	% Change
ASSETS			
Current assets:			
Cash and equivalents	\$ 6,974	\$ 7,979	-13%
Short-term investments	1,371	1,782	-23%
Accounts receivable, net	5,738	5,302	8%
Inventories	7,726	7,981	-3%
Prepaid expenses and other current assets	2,206	1,936	14%
Total current assets	24,015	24,980	-4%
Property, plant and equipment, net	4,843	4,857	0%
Operating lease right-of-use assets, net	2,894	2,736	6%
Identifiable intangible assets, net	259	259	0%
Goodwill	240	240	0%
Deferred income taxes and other assets	5,536	4,887	13%
TOTAL ASSETS	\$ 37,787	\$ 37,959	0%
LIABILITIES AND SHAREHOLDERS' EQUITY			
Current liabilities:			
Current portion of long-term debt	\$ 999	\$ 1,000	0%
Notes payable	—	49	-100%
Accounts payable	3,717	3,255	14%
Current portion of operating lease liabilities	513	481	7%
Accrued liabilities	5,919	5,694	4%
Income taxes payable	492	767	-36%
Total current liabilities	11,640	11,246	4%
Long-term debt	7,016	7,973	-12%
Operating lease liabilities	2,754	2,562	7%
Deferred income taxes and other liabilities	2,292	2,141	7%
Redeemable preferred stock	—	—	—
Shareholders' equity	14,085	14,037	0%
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY	\$ 37,787	\$ 37,959	0%

NIKE, Inc.
DIVISIONAL REVENUES
(Unaudited)

	THREE MONTHS ENDED		%	% Change Excluding Currency Changes ¹	SIX MONTHS ENDED		%	% Change Excluding Currency Changes ¹
(Dollars in millions)	11/30/2025	11/30/2024	Change		11/30/2025	11/30/2024	Change	
North America								
Footwear	\$ 3,542	\$ 3,236	9%	9%	\$ 6,761	\$ 6,448	5%	5%
Apparel	1,811	1,693	7%	7%	3,285	3,024	9%	9%
Equipment	280	250	12%	12%	607	533	14%	14%
Total	5,633	5,179	9%	9%	10,653	10,005	6%	7%
Europe, Middle East & Africa								
Footwear	2,012	1,982	2%	-2%	4,033	3,934	3%	-2%
Apparel	1,196	1,136	5%	1%	2,302	2,129	8%	3%
Equipment	184	185	-1%	-5%	388	383	1%	-4%
Total	3,392	3,303	3%	-1%	6,723	6,446	4%	0%
Greater China								
Footwear	954	1,203	-21%	-20%	2,063	2,449	-16%	-16%
Apparel	442	472	-6%	-6%	804	832	-3%	-3%
Equipment	27	36	-25%	-24%	68	96	-29%	-30%
Total	1,423	1,711	-17%	-16%	2,935	3,377	-13%	-13%
Asia Pacific & Latin America								
Footwear	1,151	1,234	-7%	-7%	2,212	2,286	-3%	-3%
Apparel	457	437	5%	6%	828	785	5%	6%
Equipment	59	73	-19%	-18%	117	135	-13%	-13%
Total	1,667	1,744	-4%	-4%	3,157	3,206	-2%	-2%
Global Brand Divisions ²	9	13	-31%	-23%	18	27	-33%	-32%
TOTAL NIKE BRAND	12,124	11,950	1%	1%	23,486	23,061	2%	1%
Converse	300	429	-30%	-31%	666	930	-28%	-29%
Corporate ³	3	(25)	—	—	(5)	(48)	—	—
TOTAL NIKE, INC. REVENUES	\$ 12,427	\$ 12,354	1%	0%	\$ 24,147	\$ 23,943	1%	-1%
TOTAL NIKE BRAND								
Footwear	\$ 7,659	\$ 7,655	0%	-1%	\$ 15,069	\$ 15,117	0%	-2%
Apparel	3,906	3,738	4%	4%	7,219	6,770	7%	5%
Equipment	550	544	1%	0%	1,180	1,147	3%	1%
Global Brand Divisions ²	9	13	-31%	-23%	18	27	-33%	-32%
TOTAL NIKE BRAND REVENUES	\$ 12,124	\$ 11,950	1%	1%	\$ 23,486	\$ 23,061	2%	1%

¹ The percent change has been calculated using actual exchange rates in use during the comparative prior year period and is provided to enhance the visibility of the underlying business trends by excluding the impact of translation arising from foreign currency exchange rate fluctuations, which is considered a non-GAAP financial measure. Management uses this non-GAAP financial measure when evaluating the Company's performance, including when making financial and operating decisions. Additionally, management believes this non-GAAP financial measure provides investors with additional financial information that should be considered when assessing the Company's underlying business performance and trends. References to this measure should not be considered in isolation or as a substitute for other financial measures calculated and presented in accordance with U.S. GAAP and may not be comparable to similarly titled non-GAAP measures used by other companies.

² Global Brand Divisions revenues include NIKE Brand licensing and other miscellaneous revenues that are not part of a geographic operating segment.

³ Corporate revenues primarily consist of foreign currency hedge gains and losses related to revenues generated by entities within the NIKE Brand geographic operating segments and Converse, but managed through the Company's central foreign exchange risk management program.

NIKE, Inc.
EARNINGS BEFORE INTEREST AND TAXES¹
(Unaudited)

	THREE MONTHS ENDED			%	SIX MONTHS ENDED			%
<i>(Dollars in millions)</i>	11/30/2025	11/30/2024	Change		11/30/2025	11/30/2024	Change	
North America	\$ 1,261	\$ 1,371	-8%		\$ 2,395	\$ 2,587	-7%	
Europe, Middle East & Africa	733	831	-12%		1,468	1,623	-10%	
Greater China	191	375	-49%		568	877	-35%	
Asia Pacific & Latin America	389	460	-15%		739	862	-14%	
Global Brand Divisions ²	(1,072)	(1,133)	5%		(2,264)	(2,360)	4%	
TOTAL NIKE BRAND¹	1,502	1,904	-21%		2,906	3,589	-19%	
Converse	(4)	53	-108%		35	174	-80%	
Corporate ³	(508)	(565)	10%		(1,047)	(1,107)	5%	
TOTAL NIKE, INC. EARNINGS BEFORE INTEREST AND TAXES¹	990	1,392	-29%		1,894	2,656	-29%	
<i>EBIT margin¹</i>	<i>8.0 %</i>	<i>11.3 %</i>			<i>7.8 %</i>	<i>11.1 %</i>		
Interest (income) expense, net	(9)	(24)	—		(27)	(67)	—	
TOTAL NIKE, INC. INCOME BEFORE INCOME TAXES	\$ 999	\$ 1,416	-29%		\$ 1,921	\$ 2,723	-29%	

¹ Management evaluates the performance of the Company's segments and allocates resources based on earnings before interest and taxes (commonly referred to as "EBIT"), which represents Net income before Interest (income) expense, net and Income tax expense. Total NIKE Brand EBIT, Total NIKE, Inc. EBIT and EBIT margin are considered non-GAAP financial measures. Management uses these non-GAAP financial measures when evaluating the Company's performance, including when making financial and operating decisions. Additionally, management believes these non-GAAP financial measures provide investors with additional financial information that should be considered when assessing the Company's underlying business performance and trends. EBIT margin is calculated as total NIKE, Inc. EBIT divided by total NIKE, Inc. Revenues. References to EBIT and EBIT margin should not be considered in isolation or as a substitute for other financial measures calculated and presented in accordance with U.S. GAAP and may not be comparable to similarly titled non-GAAP measures used by other companies.

² Global Brand Divisions primarily represents costs, including product creation and design expenses, that are centrally managed for the NIKE Brand, as well as costs associated with NIKE Direct global digital operations and enterprise technology. Global Brand Divisions revenues include NIKE Brand licensing and other miscellaneous revenues that are not part of a geographic operating segment.

³ Corporate consists primarily of unallocated general and administrative expenses, including expenses associated with centrally managed departments; depreciation and amortization related to the Company's corporate headquarters; unallocated insurance, benefit and compensation programs, including stock-based compensation; and certain foreign currency gains and losses, including certain hedge gains and losses.