

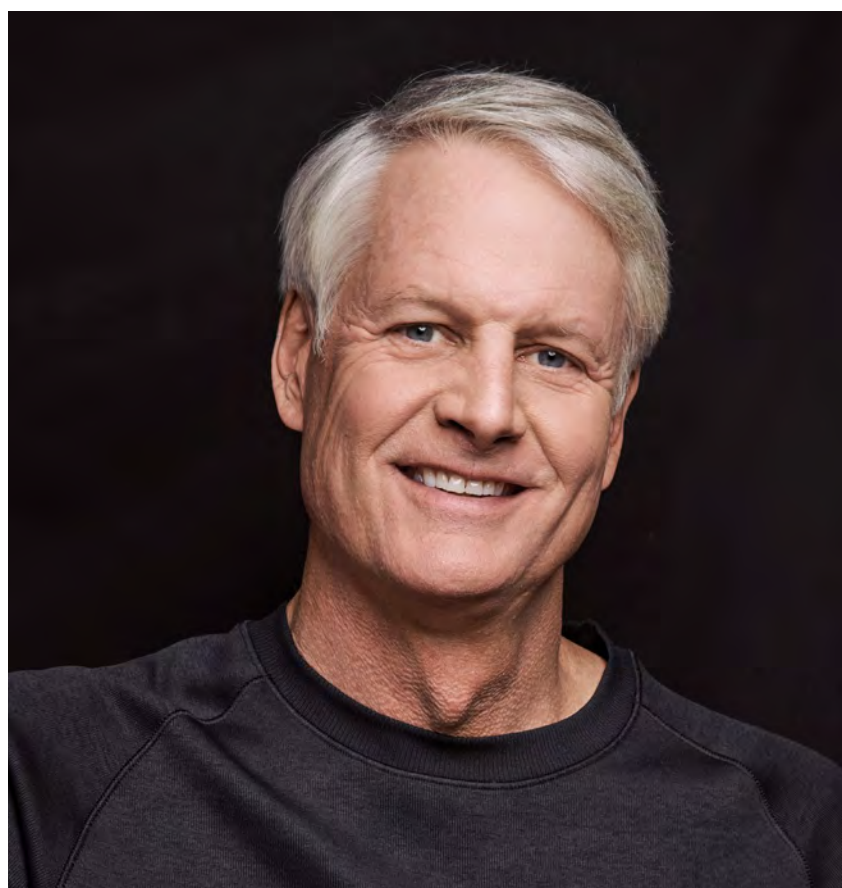
NIKE, Inc.
Impact Report
Executive Summary
FY22

GENERATION FOR THE NEXT GEN





Our purpose is to move the world forward through the power of sport.



*John Donahoe
President and CEO, NIKE, Inc.*

If you're reading this letter, it's because you understand the power of sport.

You know that sport changes the way we see ourselves, and the way we see the world. Sport connects us with a shared language – the joy of a run, the thrill of a game, the power of movement, the calm of a deep breath. Sport builds community, opens minds, and changes hearts.

To me, that's what NIKE's potential for impact is all about. NIKE's mission is to bring inspiration and innovation to every athlete in the world. Our purpose is to move the world forward through the power of sport. And in the face of society's most pressing challenges, our belief is that sport can bring us together to change the world for the better.

More than 50 years ago, the passage of Title IX in the United States opened doors of opportunity for women and girls through sport. Within the same week, a small startup in Oregon would introduce its running shoes at the U.S. Olympic Track and Field Trials. And from the beginning, NIKE would define the word "athlete" through the lens of equality: "If you have a body, you are an athlete."

The way we see it, sport has always been one of society's most powerful catalysts for change. And over the years, what we've learned has moved NIKE forward, too.

Our inspiration comes in many forms, and from many voices. The teammates who help shape a more equal and inclusive culture. The coaches and community leaders who step up to expand access to youth sport. The innovators who help protect our planet, and the future of sport. The athletes who stand up, speak out, and push us to grow.

Above all, NIKE's journey is a work in progress. We continue to listen, learn, and evolve. We grow not just to serve today's athletes, but also for the next generation – the next Shelly-Ann, Ada, Li Na, Megan, Bebe, and Serena. The future changemakers. And just like the athletes we serve, we'll keep pushing to realize our full potential.

Sport moves us forward. It always has, and it always will.

*John Donahoe
President and CEO
NIKE, Inc.*



NIKE has long challenged itself to share its journey with humility and transparency.

When I think about how NIKE leads with purpose, two words that come to mind are boldness and humility. NIKE has never been shy about setting bold, ambitious goals to create a better world through sport. Equally, NIKE has long challenged itself to share its journey with humility and transparency.

More than twenty years ago, the NIKE, Inc. Board of Directors first established a committee tasked with overseeing matters related to environmental and sustainability initiatives, labor practices, diversity and equal opportunity, and other issues related to corporate responsibility. Since then, NIKE's commitment to corporate purpose has only deepened and grown – building on the continuing commitment to strong governance, sustainable growth and responsible leadership.

Today, the Board's Corporate Responsibility, Sustainability & Governance Committee oversees NIKE's corporate governance, as well as the risks and opportunities associated with NIKE's three Purpose pillars – People, Planet, and Play. As a committee, our responsibilities include monitoring NIKE's progress against its five-year Purpose targets and long-term sustainability goals; providing oversight of significant Purpose-related strategies, activities, policies, investments and programs; and reviewing and providing guidance to management regarding the development of this annual Impact Report.

Purpose is embedded in NIKE's DNA, and continues to guide NIKE's growth. On behalf of the NIKE, Inc. Board, we are pleased to share this FY22 NIKE Impact Report.

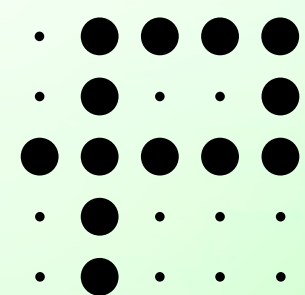
Michelle Peluso
Chair, Corporate Responsibility,
Sustainability & Governance Committee
NIKE, Inc. Board of Directors



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Introduction *Impact Summary*

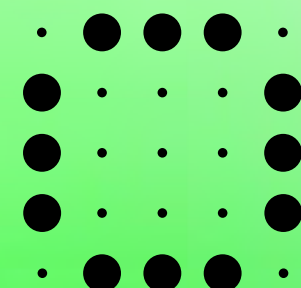


Play

There's an inclusive, welcoming place to play just around the corner.

375K

We have engaged 375k+ girls in local play and sport programs this year.

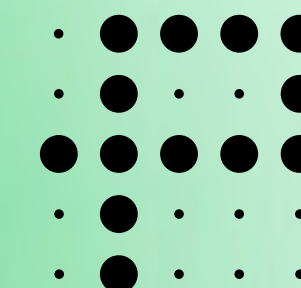


Planet

Your favorite college track star shares that she can train at any time of day without worries of excessive heat.

64%

Since 2020, we've reduced Scope 1 and 2 emissions by 64% through multiple avenues including 93% renewable electricity.



Play

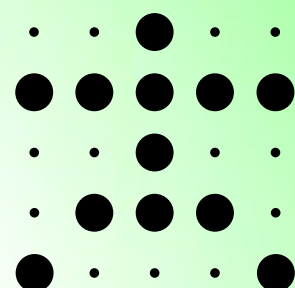
An inspiring female coach encourages a young trans athlete to join the team. They feel supported and included.

17K

In FY22, we supported 17k coaches with our training tools.

MOVING THE WORLD FORWARD

We're well on our way to the world we want to see. It's a place where **women and girls** have a voice, inspire as athletes and serve as proud protectors of their planet. It's a world where everyone in our next generation sees a brighter future.

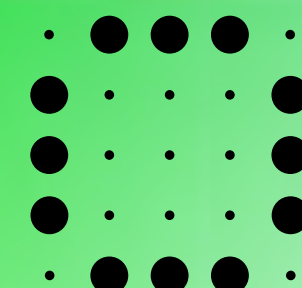


People

A colleague's promotion confirms your own path is just as possible as hers. Her mentorship and support of you has made all the difference.

51%

51% of our global corporate workforce are women.

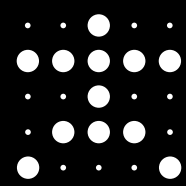


Planet

A world where waste is transformed into something new.

97%

97% of our waste is diverted from landfill, with 72% of our waste recycled.



PEOPLE



Target Progression *People*

Favorable Increase/Decrease
 Unfavorable Increase/Decrease

Target met

*Corporate***REPRESENTATION & HIRING**

	Metric	FY20 ¹	FY21	FY22	FY22 change vs FY21	FY22 change vs Baseline	FY25 target	
50% representation of women in global corporate workforce and 45% in leadership positions	% women in global workforce	50.2%	50.4%	51.1%	+0.6 p.p. ² 	+0.9 p.p. ² 	50%	
	% women in leadership positions	39.3%	43.0%	44.1%	+1.1 p.p. 	+4.8 p.p. 	45%	
30% representation of U.S. racial and ethnic minorities ³ at Director level and above	% U.S. racial and ethnic minorities at Director level and above	26.2%	30.5% ⁴	34.5%	+4.0 p.p. 	+8.3 p.p. 	30%	
35% representation of U.S. racial and ethnic minorities ³ in our U.S. corporate workforce ⁵	% U.S. racial and ethnic minorities in U.S. corporate workforce	31.5%	34.5% ⁴	38.8%	+4.3 p.p. 	+7.3 p.p. 	35%	
\$10 million investment in Historically Black Colleges and Universities (HBCUs) and Hispanic-Serving Institutions (HSIs)	\$ invested (cumulative)	—	\$0.45M	\$1.75M	\$1.3M 	\$1.75M 	\$10M	
Enhance opportunities and marketing of open roles for Firstline athletes ⁶ to compete for corporate roles	Qualitative	—	—	—	—	—	—	

PAY & BENEFITS

	Metric	FY20	FY21	FY22	FY22 change vs FY21	FY22 change vs Baseline	FY25 target	
100% pay equity across all employee levels on an annual basis	\$ earned by men/women; \$ earned by white/U.S. racial and ethnic minorities	100%	100%	100%	—	—	100%	
Provide competitive and equitable benefits for all employees	Qualitative	—	—	—	—	—	—	

Target Progression *People*

Favorable Increase/Decrease
 Unfavorable Increase/Decrease

Target met

*Corporate***INCLUSIVE CULTURE & ENGAGEMENT**

Top quartile of benchmarked companies for both engagement⁷ and inclusion⁸

Average percent favorability engagement⁹

—

80%

79%

-1.0 p.p.

—

Top Quartile
FY22: 83%

Average percent favorability inclusion⁹

—

75%

77%

+2.0 p.p.

—

Top Quartile
FY22: 82%

Continue to focus on improving access to athletes* of all abilities for our brand, our experiences, our product, our facilities and our company

Qualitative

—

—

—

—

—

—

EDUCATION & PROFESSIONAL DEVELOPMENT

100% of Vice Presidents complete and be credentialed on Inclusive Leadership education

% VPs completing training

—

0%

45%¹⁰+45 p.p.

—

100%

2x investments focused on professional development for racial and ethnic minorities in the U.S. and women globally

\$ invested in professional development

\$76K

\$85K
1.1x\$685K
9.0x\$600K
\$609K

2x

**BUSINESS DIVERSITY & INCLUSION**

\$1 billion cumulative spend on diverse suppliers¹¹

\$ spent on diverse suppliers (cumulative)

—

\$282M¹²

\$777M

+\$495M
\$777M

\$1B



Target Progression *People*

Favorable Increase/Decrease
 Unfavorable Increase/Decrease

Target met

Supplier¹³

HEALTH & SAFETY

Metric	FY20	FY21	FY22	FY22 change vs FY21	FY22 change vs Baseline	FY25 target
100% of strategic suppliers ¹⁴ are building healthy and safe workplaces ¹⁵	22%	27%	46%	+19 p.p. 	+24 p.p. 	100%

GENDER EQUITY

Metric	FY20	FY21	FY22	FY22 change vs FY21	FY22 change vs Baseline	FY25 target
100% of strategic suppliers ¹⁴ have gender equitable workplaces ¹⁶	—	0%	2%	+2 p.p. 	+2 p.p. 	100%

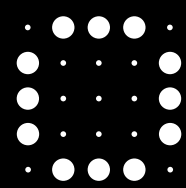
WORKER ENGAGEMENT

Metric	FY20	FY21	FY22	FY22 change vs FY21	FY22 change vs Baseline	FY25 target
100% of strategic suppliers ¹⁴ are measuring and improving worker engagement ¹⁷	—	0%	21%	+21 p.p. 	+21 p.p. 	100%

Foundational Expectations¹⁸

CODE OF CONDUCT¹⁹

Metric	FY20	FY21	FY22	FY22 change vs FY21	FY22 change vs Baseline	FY25 target
100% of facilities in our extended supply chain meet NIKE's foundational labor, health, safety and environmental standards	94%	85%	60%	-25 p.p. 	-34 p.p. 	100%
% of facilities measured for compliance of anticipated total scope	66%	79%	97%	+18 p.p. 	+31 p.p. 	100%



PLANET





Target Progression *Planet*

Favorable Increase/Decrease
 Unfavorable Increase/Decrease

Target met

CARBON

70% absolute reduction of greenhouse gas (GHG) emissions in owned or operated facilities through 100% renewable electricity and fleet electrification^{20, 21}

Metric	FY20	FY21	FY22	FY22 change vs FY21	FY22 change vs Baseline	FY25 target
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Owned or operated facility GHG emissions (metric tons CO ₂ e)	213,152	122,882	75,768 ²²	-38% 	-64% 	-70%
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% renewable electricity	48%	78%	93% ²²	+15 p.p. 	+45 p.p. ²³ 	100%
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0% emissions change in manufacturing and transportation²⁴

Manufacturing and transportation GHG emissions (metric tons CO ₂ e)	3,650,162	2,864,812	3,086,965	+8% 	-15% 	0% change
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0.5M metric tons emissions reduction through 50% environmentally preferred materials (EPM)²⁵

Materials GHG emissions reduced (metric tons CO ₂ e)	96,020	123,367	182,611	48% 	90% 	500,000
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% EPM	31%	32%	39%	+7 p.p. 	+8 p.p. 	50%
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Target Progression *Planet*

Favorable Increase/Decrease
 Unfavorable Increase/Decrease

Target met

WASTE

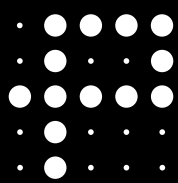
	Metric	FY20	FY21	FY22	FY22 change vs FY21	FY22 change vs Baseline	FY25 target
10% waste reduction per unit in manufacturing, distribution centers (DCs) and headquarters (HQs) ²⁶	Waste/unit (g/unit)	292.38	274.58	269.40	-2% 	-8% 	-10%
100% waste diverted; 80% recycled in manufacturing, packaging, DCs and HQs ²⁷	% waste diverted from landfill and incineration	96%	97%	97%	0%	+1% 	100%
	% waste recycled	68%	70%	72%	+2 p.p. 	+4 p.p. 	80%
10x finished product waste (FPW) refurbished, recycled or donated ²⁸	FPW collected and recycled or donated (units)	1.28M	2.44M 1.9x	3.11M 2.4x	+0.66M 	+1.83M 	10x

WATER

25% reduction in freshwater usage per kg textile dyeing and finishing ²⁹	Freshwater use/kg textile dyeing and finishing (L/kg)	84.36	78.68	76.91	-2% 	-9% 	-25%
13B liters water restored in our extended cotton supply chain ³⁰	Water restored (L)	0.65B	2.06B	3.72B	+1.66B 	+3.07B 	13B

CHEMISTRY

Adopt clean chemistry alternatives for our 10 priority chemistries across our supply chain	# priority chemistries with clean chemistry alternative	0	0	0	—	—	10
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PLAY



Target Progression *Play*

Favorable Increase/Decrease
 Unfavorable Increase/Decrease

Target met

ACTIVE KIDS

	Metric	FY20	FY21	FY22	FY22 change vs FY21	FY22 change vs baseline	FY25 target
Drive sustained community impact by getting kids moving in our key cities and sourcing backyards with 50% girl participation	% girl participation	—	52% ³¹	50%	-2 p.p. 	—	50%

INCLUSIVE COMMUNITY

Invest \$125 million to support organizations working to level the playing field and addressing racial inequality	\$ invested (cumulative)	—	\$36.6M	\$69.6M	\$33M 	\$69.6M 	\$125M
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EMPLOYEE ENGAGEMENT

Increase the number of employees engaged in their communities to a minimum of 35%	% of employees engaged in their communities	37%	35%	35%	—	—	35%	
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COMMUNITY INVESTMENT

Invest 2% of prior-year, pre-tax income to drive positive impact in communities	% of prior-year, pre-tax income invested	1.9%	3.4%	2.2%	-1.2 p.p. 	+0.3 p.p. 	2%	
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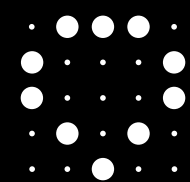


Target Progression *Footnotes*

- 1 FY20 was the target year for our FY20 targets (FY15–20) and is the baseline year for the majority of our 2025 targets. The continual expansion of our Purpose targets’ depth and breadth is a key element of our strategy. As such, we introduced new areas included in target scope with the 2025 targets. As a result, in many cases, FY20 values disclosed in the FY20 NIKE Impact Report differ from those provided in this report, reflecting the more inclusive measurement scope in our most current targets. For the nine Planet targets and the three Supply Chain targets, the target year (when target value achievement is measured) is considered the full FY25. For the Foundational Expectations target and the People targets, FY25 Q4 constitutes the final measurement period.
- 2 p.p. = percentage points.
- 3 U.S. racial and ethnic minorities as defined by EEO1 categories including American Indian or Alaskan Native, Asian, Black or African American, Hispanic/Latino, Native Hawaiian or other Pacific Islander.
- 4 Updated from FY21 Report based on changes in how employees self identify.
- 5 U.S. corporate workforce includes all U.S.-based full-time employees who do not work in our retail stores, distribution centers (DCs) or Air Manufacturing Innovation (Air MI).
- 6 Firstline athletes include full-time employees who work in our retail stores, DCs or Air MI.
- 7 This index measures the emotional commitment our teammates have for NIKE, influenced by their day-to-day experiences.
- 8 This index measures the extent that our teammates feel that NIKE supports a culture of diversity and inclusion, as well as their personal perceptions around feeling valued and included.
- 9 Due to change in vendor, we are no longer able to measure our percentile metric. We are able to measure our percent favorability, and assess whether we score within the top quartile. See target narrative for further detail.
- 10 Due to terminating our relationship with our credentialing vendor, we would like to note that moving forward we will be using an internal credentialing program and that our target progression in FY22 should be viewed as a standalone year.
- 11 A diverse supplier is one that must be majority (at least 51%) owned, operated, managed and controlled by a diverse* person or persons who are either U.S. citizens or lawful permanent residents. *A “diverse person” may be defined as a minority**, woman, disabled, LGBTQ and/or veteran. **Minority is defined as African American, Hispanic, Asian American, Native American, Pacific Islander or other types of ethnic minorities here in the United States.
- 12 The basis for the revised spend data is based on three driving factors: We validated existing suppliers that qualified as diverse, but were not previously designated. This included researching the suppliers’ certification, that the certification had been accurately recorded in our systems, and that the resulting spend data was reflected correctly. We have increased our outreach to Tier 1 suppliers (prime contractors) to report their Tier 2 (subcontractor) spend. We increased our survey scope from 16 to 200 suppliers (representing the majority of total indirect spend). This resulted in suppliers retroactively reporting their historic Tier 2 spend, which was not previously asked for by NIKE. We have been able to significantly improve the frequency and maturity of our data quality (validation) reviews.
- 13 Targets focused on Tier 1 finished goods and Tier 2 materials suppliers within our extended supply chain and their workers.
- 14 Strategic suppliers: strategic finished goods suppliers; suppliers representing approximately 80% of total footwear and apparel production.
- 15 Healthy and safe workplaces: Supplier must reach Level 3 safety and health maturity on Culture of Safety Maturity Assessment.
- 16 In order to reach mature gender equity, suppliers must achieve an overall Gender Equity Self-Diagnostic Tool (SDT) score of 71% and perform at a certain threshold in each of the SDT’s 10 domains. The baseline for this target was created in FY21 as the tools to measure didn’t exist when the target period started. While none of the strategic suppliers reached a mature level of gender equity in FY21, more than 95% of suppliers met our FY21 milestone to deploy and validate the SDT, develop an action plan and implement actions.
- 17 Criteria for measuring and improving engagement must be met for the factory to count toward the target key performance indicator of measuring and improving. While most suppliers have started to measure worker voice in their facilities, none have advanced to the next phase, which involves responding to and improving worker experience. We will begin reporting on progress next year as suppliers begin to enter this next phase. The baseline for this target was created in FY21 and this information wasn’t measured in FY20.
- 18 Targets focused across the NIKE supply chain – including Tier 1 finished goods and Tier 2 materials suppliers, their workers and facilities, as well as NIKE employees at owned-and-operated facilities (Air MI and DCs).
- 19 The Nike Code of Conduct and Code Leadership Standards lay out the minimum standards we expect each supplier facility to meet. Our scope for this target includes Tier 1 finished good suppliers, Tier 2 material suppliers representing approximately 90% of our footwear uppers and apparel materials, focus DCs representing at least 80% of volume, and our NIKE owned or operated manufacturing facilities (Air MI).
- 20 Target represents NIKE’s Scope 1 and 2 emissions footprint, including facilities and HQ fleet vehicles, and corporate jets.
- 21 FY15 is the baseline for NIKE’s RE100 target, which was 14% renewable energy.
- 22 This metric is part of Management’s Assertion on select sustainability metrics, which PwC has performed limited assurance over for the period from June 1, 2021, to May 31, 2022, as indicated in the Assurance Report.
- 23 Renewable electricity use was 14% when the baseline for this target was created.
- 24 Scope includes suppliers representing approximately 80% of total footwear and apparel production; suppliers representing approximately 80% of total footwear upper materials and apparel textiles production; and about 95% of both inbound and outbound transportation.
- 25 Footwear EPMs: recycled polyester, recycled rubber, leather that reduces NIKE’s enterprise carbon impact; currently includes synthetic leather and NIKE’s non-leather substitute for leather, Flyleather. Apparel EPMs: recycled polyester, organic cotton, recycled cotton, third-party certified cotton.
- 26 Scope includes packaging applied in finished goods manufacturing; suppliers representing approximately 95% of total footwear production; Air MI; DCs; and HQ locations. Apparel manufacturing waste not yet included in reporting scope as data sources for target tracking are under establishment.
- 27 Scope includes suppliers representing approximately 95% of total footwear production and about 60% of apparel; Air MI; DCs; and HQ locations. Diverted: Includes waste to energy incineration, recycled waste and composted waste. Recycled: Includes recycled and composted waste.
- 28 FPW consists of unsellable inventory in NIKE’s marketplace (product deemed as unsellable through normal sales channels including aged inventory, samples, defectives, consumer returns) and end-of-life product owned by the consumer. We use an apportioned methodology when accounting for units recycled, to address the constraint that a full unit cannot always be recycled. To avoid overclaiming benefits from recycling, we only count the portion of the unit that is recycled in our target performance numbers.
- 29 Scope includes suppliers representing approximately 80% of total footwear upper materials and apparel textiles production.
- 30 Restored through a portfolio of projects that support long-term resilience for water-stressed ecosystems and communities within our extended cotton supply chain.
- 31 FY21 percentage has been updated for consistency with FY22 data which is inclusive of girls ages 0 through 17.



Geo Spotlight *Asia-Pacific & Latin America*



ASIA-PACIFIC & LATIN AMERICA





Highlights

100%

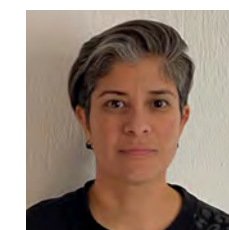
renewable energy coverage for all three DCs in Japan

21

metric tons of footwear collected through Recycle and Donation across 14 stores in Korea.

*JUMP-JAM
kids' program*

People Profile



Violeta Contreras
Mexico Technology Manager for Marketplace Supply Chain, Corporate Functions, Planning and Manufacturing

"I am grateful knowing that my partner and I are both eligible to get the health benefits she and I may need, including mental health support. It is exciting that we are promoting inclusion in this way."



Appreciation Day at NIKE Korea office

APLA COMMUNITY

To celebrate employees returning to offices, teams and territories invested in community, connection, culture and employee experiences, grounded in what inspires us all – sport. From dynamic conversations with local community partners for NIKE’s inaugural Appreciation Day to anniversary events in Melbourne, Mexico City and Tokyo, our teams created festival-like experiences that captured the ultimate celebration of sport and the Just Do It spirit that unites our team.

HR BENEFITS EXPANSION

Ensuring we’re creating a culture of inclusivity and belonging within and across our teams, NIKE Mexico extended medical and dental coverage to domestic partners for all Mexican employees, regardless of gender, and their dependent children. With this new benefit, employees were able to affiliate their partners regardless of a marriage certificate or whether they have children in common, as well as affiliating their partner’s stepchildren without a rate increase.



OCEAN BIOFUEL PROGRAM

APLA began participating in the NIKE Ocean Biofuel Program, to use biofuel for ocean freight shipments into Mexico. In this pilot, launched in FY22, NIKE began using a biofuel made from used cooking oil that offers an estimated 85% reduction in carbon emissions compared to fossil fuels. The pilot in Mexico reduced carbon emissions by 840 metric tons (equal to planting almost 14,000 trees). APLA is scaling the program in FY23 across the region, with a goal to increase biofuel usage to 40% of its ocean freight volume.

RECYCLE AND DONATION (RAD) PROGRAM

Korea launched its RAD program, which aims to recycle and donate finished product that is at the end of its life. RAD collects used product from consumers, as well as aged inventory or unsellable product that is then sorted for its best use: donation, upcycling and recycling. For recycling, examples include materials for new store openings (like fiber panels or store fixtures) and playgrounds for revamped schools or community facilities.

In FY22, RAD was live in 14 locations across Korea, collecting 21 metric tons of footwear and 10 metric tons of apparel. We plan to continue expanding in FY23.

RENEWABLE ENERGY

The Japan Logistics team secured renewable energy, sourced from a combination of solar and wind energy to cover 100% of the electricity needs for all three distribution centers in Japan.



Drop-off recycling bin at NIKE Gangnam store in Seoul, South Korea



*Jugamos Juntas
girls initiative*

JUGAMOS JUNTAS

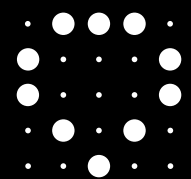
In Mexico City, we launched Jugamos Juntas, an initiative designed to give girls access to safe, inclusive and fun experiences in play and sport, in collaboration with Laureus Sport for Good. The three-year investment provides funds which will strengthen five community organizations so they can expand opportunities for girls to play. Jugamos Juntas also emphasizes the important role that coaches play in inspiring girls on and off the field. The program will recruit and train coaches, with a focus on women, to help them create positive environments where girls and boys play and thrive together.

JUMP-JAM

NIKE Japan expanded JUMP-JAM, a play-based physical activity program that combines sports and free play, to 132 children’s centers in Tokyo. The kids’ program, developed by NIKE and the Foundation for Promoting Sound Growth of Children back in 2017, focuses on developing the physical strength, agility, muscle strength and coordinated motor skills required to enjoy sports, and helps children develop the social and life skills they need. JUMP-JAM is conducted in a safe environment with trained staff and is open to both boys and girls, providing an opportunity for kids of different ages to interact with each other.

ACTIVE MODOO

In Seoul, we launched Active Modoo in partnership with Childfund Korea and We Meet Up Sports. The program’s name is inspired by its aim to help “modoo” – meaning “everyone” in Korean – get active by providing equal access to play and sport. Active Modoo provides positive coaching skills to professional coaches and teachers as well as parents and NIKE employees. The program offers workshops to help parents understand the benefits of physical activity and how it’s been proven to increase kids’ concentration and overall well-being.



EUROPE, MIDDLE EAST & AFRICA





Highlights

35,000

kids reached across all EMEA programs

BEBE VIO ACADEMY

launched in FY22

*Asisat Oshoala
Foundation*

People Profile



Mariette Brethouwer
Made to Play Director,
EMEA Social &
Community Impact

"I want to give every girl the opportunity to explore her love for sport, movement and play, regardless of where she is born, her ability or her beliefs. Last year, we helped train more coaches in gender inclusivity and reached more girls than ever – from Paris to Johannesburg. I feel grateful every day to support so many amazing young girls and women in pursuing their dreams."



ATHLETE COMMUNITY PROJECTS

Across EMEA we partner with athletes who are pioneering the future of sport. Our aim is to unlock access to play, education and creative opportunities through projects spearheaded by leaders in sport and community organizations. FY22 saw the launch of inspiring initiatives like the Bebe Vio Academy in Milan, which aims to promote Paralympic sport and focuses on making sport accessible to all, and the Asisat Oshoala Foundation in Lagos, which creates a space for girls to excel in football.

And in Berlin, Jordan Brand collaborated with WNBA athlete Satou Sabally to connect with the grassroots basketball community and refurbish a local court in her hometown, allowing everyone to play and offering a specific program for girls, inviting more into the sport. Our athlete projects reached more than 5,000 young people; looking toward FY23 we plan to expand our work with sporting stars to impact the communities that connect with them.

Bebe Vio Academy



FOOTBALL FOR HER

Last summer saw England’s Lionesses make history on the pitch – inspiring girls across the region to start playing football. But our journey did not start there. We’ve been investing at a grassroots level, making sport more accessible for girls, and in FY22 together with our partners we reached more than 35,000 kids across all EMEA programs. Working with organizations who are leading the way in creating a future of football that is equal and inclusive no matter your gender.

Our partners are widespread, and the scale of their impact is far-reaching – from organizations such as FC Barcelona’s Barça Foundation, which uses football as a tool to empower girls, to Girls United and its initiative, Love the Game, which helps girls across London fall in love with sport through football. We also work with Women Win’s ONSIDE Fund Middle East and North Africa (MENA), supporting female leaders who are building sporting communities for women and girls, including in Lebanon, Jordan, Mali and Sudan, where they are focusing on football. It is inspiring to see the evolution of football for women and girls, and together with our community partners we continue to keep pushing and breaking barriers to elevate the game for all.

Barça Foundation



INCLUSIVE COMMUNITY INVESTMENTS

We believe in taking tangible action to build a better world, and part of this is investing in inclusive communities who are building a more equitable future for all athletes*. In FY21, we launched a series of grants aimed at the Black community in London, which we evolved in FY22 to reach more marginalized communities – and address inequities across race, gender, sexual orientation and disability.

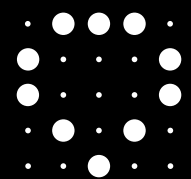
In FY22, we kicked off partnerships with Not A Phase and our employee-led networks to invest in organizations connected to their community and mission through the King Baudouin Foundation. These organizations included She Matters (Women of EMEA Network), Mentelity Foundation (Ability* Network), The Black Archives (Black Employee Network), Casa Migrante (Latino & Friends Network) and COC Nederland (PRIDE Network). The ambition of the Inclusive Community investments is to remove barriers to sport and provide equal opportunities on and off the field of play, and throughout FY23 we have continued to extend this work, collaborating with and investing in additional organizations – for example Disability Sports Coach in London and Special Olympics in Berlin – to reach even more people.



Disability Sports Coach



Geo Spotlight *Greater China*



GREATER CHINA





Highlights

90,000

girls reached by the Boundless Girls Program

110,000

hours spent as mentors by NIKE employees for the Jordan Wings program

*Fun Sports
Courses brought
by Boundless
Girls Summer
Camp Volunteers*

People Profile



Vivian Xiao
Nike Service &
Athlete Experience
Manager, GC

"I cherished the time I spent with girls in rural areas through the Boundless Girls 2.0 program, encouraging them to be brave, confident and positive. Serving athletes as an athlete, I hope I can inspire girls and encourage them to make sport a daily habit."*

NIKE'S ENVIRONMENTAL PROTECTION AND CULTURE

NIKE believes that to protect the planet is to protect our playground and with it, the future of sport. NIKE has been working on solutions to Move to Zero. Sustainability is not a catchword at NIKE, but a long-term, ubiquitous corporate culture.

NIKE continually works to accelerate sustainable innovation across its business operation and cooperates with more and more local experts to co-create. We are expanding renewable energy at owned and operated facilities and driving initiatives to achieve greener logistics and packaging. Our culture of sustainability is also reflected in the facilities and services of our office environment and lives at the core of our retail design ethos.

We are committed to creating circular solutions to accelerate toward our Move to Zero vision and are inviting our customers to join us on this journey. Our shift in corporate culture and strategy will help transform the footwear and apparel industry and chart a path toward a better future.

A PATH TOWARD A MORE CIRCULAR FUTURE

Waste Prevention

NIKE and our Chinese suppliers continue to achieve breakthroughs in this area based on long-term relationships. For example, NIKE and local supplier Stella International focused on reducing the biggest driver of NIKE's manufacturing waste stream: rubber flashing generated in the molding process. In FY22, by applying lean methodology to 80% of its rubber outsole footwear production, the Stella International factory successfully reduced flashing by 10% against FY21. The relevant learning from this experience is being shared with global footwear suppliers, helping inform how other factories achieve reduction targets.

Waste Recycling and Reuse

NIKE's factories in Greater China have already achieved 100% landfill diversion of the waste generated during production and processing.

Since the end of 2021, NIKE has worked with the Circular Economy Research Institute of Tongji University on a strategic cooperation on the closed-loop recycling of used shoes. In the first phase of

cooperation, by innovating the existing recycling technology, we co-created and developed an automated decomposition and treatment process for used shoes, which overcame the technical difficulties of recycling and reusing shoe upper materials and used apparel materials. The partnership is researching and developing new products from repurposed recycled materials.

By the end of FY22, NIKE had built 16 Nike Grind courts across the country, enabling more school kids and athletes* in the community to make sport a daily habit. NIKE plans to build a total of 100 Nike Grind courts in Greater China by 2030, and expects to reach around 300 million consumers throughout the journey.

Following the construction of a public Nike Grind court in the Shek Lei neighborhood NIKE Hong Kong continued to integrate art and community-based environmental projects in an experiential journey to celebrate the brand's 50th anniversary in 2022, and to deliver the idea of circularity to the public. In this journey, six local creative visionaries repurposed NIKE manufacturing waste in artistic productions, reusing waste including unwanted shoe boxes from local NIKE stores and strike-off fabrics from the manufacturing process.



A long-term commitment of building 100 Nike Grind courts in Greater China before 2030



Liu Xiang playing sports with girls at the Boundless Girls Summer Camp

THE POWER OF SPORT: ACTIVE KIDS, BETTER WORLD

By the end of FY22, NIKE Greater China had invested nearly 270 million yuan in key programs such as Active Schools, Boundless Girls and Jordan Wings to create positive, lasting social impact.

NIKE's long-standing Active Schools program, in partnership with China's Ministry of Education and China Education Development Foundation, has reached more than 5.4 million kids and 12,000 physical education teachers across 10,500 schools.

Boundless Girls, an innovative program that unleashes girls' potential through sport and inspiring role models, has reached more than 90,000 girls across over 500 schools in Greater China.

The Jordan Wings program, which supports youth in undeveloped areas, has engaged more than 500 NIKE employees who volunteered over 110,000 hours as program mentors, helping more than 2,800 rural high school students since 2015.

We know that girls drop out of sport at twice the rate of boys and experience more barriers to sport overall. In FY22, one of our key focus areas was to further increase girls' participation in play and sport.

In March 2022, Boundless Girls 2.0 was officially launched, with the aim of building role models in girls' sport to motivate and guide girls' development.

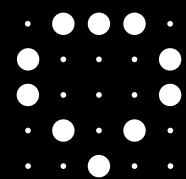
In FY22, the Boundless Girls program organized a Philanthropy Summer Camp by recruiting and training nearly 120 college students from Greater China. These college students, as well as NIKE employee volunteers, brought a variety of fun play and sport courses to kids in rural elementary schools across Greater China.

In the past few years, many outstanding women have participated in the program, including university students, NIKE employees and elite female athletes such as Li Na, Liu Xiang, Wu Haiyan, Wang Shanshan, Wang Shuang and Rong Jing. So far university students and NIKE employees have volunteered over 10,000 hours and reached more than 90,000 girls.

The success of the program is a result of strong collaboration by NIKE and local partners. Since the start of the second phase, NIKE has partnered with the China Foundation for Rural Development as well as the China Children and Teenagers' Fund. We have also worked with industry partners including The Effective Philanthropy Multiplier, Enjoy Volunteering and 12 grassroots organizations.



Geo Spotlight *North America*



NORTH AMERICA





Highlights

10M

invested in Black Community Commitment

25K

counseling sessions for NIKE employees

197

kids reached through programs with our community partners

NIKE, Inc. invests in solutions across economic empowerment, social justice and education.

People Profile



Ja'Lynn Whitley
Talent Acquisition Recruiter

"I get extremely emotional when I think about my job and where I started. As a recruiter, I have the potential to change someone's life. Lane Four provided me with the opportunity to earn my degree and grow my career at NIKE, and I encourage all of my candidates to participate. If I can do it, so can they!"



no
off-season



SUPPORTING ATHLETES’* HOLISTIC WELLNESS JOURNEYS

NIKE is committed to destigmatizing conversations around mental health. In the U.S., we launched a new engagement with Lyra Health to provide mental health support for our employees. With Lyra, our employees have access to timely care through a high-quality and diverse provider network and a rich library of research-based self-care resources. In FY22, NIKE employees engaged in approximately 25,000 Lyra counseling sessions. Through our partnership with Crisis Text Line in the U.S. and Canada, we have helped ensure volunteer crisis counselors are always just a text away. We also came together to share candid conversations with Laurie Hernandez, Karl-Anthony Towns, Michelle Wie West and more on our No Off-Season podcast, underscoring for those who are facing mental health challenges that they are not alone.

In No Off-Season, Michelle Wie West reflects on her mental health journey.

CHAMPIONING, AMPLIFYING AND INVESTING IN THE BLACK COMMUNITY

In FY22, NIKE delivered \$15 million in Black Community Commitment investments from NIKE, Inc. and Jordan Brand in North America, which was amplified by another \$5M from Michael Jordan personally (not included in this total). This supported national and local grantees in the U.S. focused on economic empowerment, education and social justice to address racial inequality for Black Americans. The investment included five new grantees: Pensole Lewis College of Business and Design, Son of a Saint, All Star Code and Big Brothers Big Sisters of America. In addition to financial support, we hosted experiences with Black Girls CODE, where girls were challenged to create an app that would help

make well-being a team sport and build a community of support around mental health for athletes. The hackathon was hosted in partnership with employees from our recently announced Nike Atlanta Technology Center, a center of excellence for consumer-first innovation and a local hub for recruiting more diverse, tech-savvy talent.

We are deeply invested in creating a more inclusive and diverse future through our NIKE North America DEI Advisory Council and continued support of HBCUs. In FY22, we delivered \$1,300,000 in academic scholarships to eight HBCUs and the United Negro College Fund. In FY22, an additional \$25,000 in scholarships went directly to Howard University students through a bespoke Storytelling by Design Panel and Sneaker Lab Competition.



Geo Spotlight *North America*

INCREASING GIRLS' ACCESS TO PLAY AND SPORT

When it comes to inspiring a lifelong love of play and sport, especially among girls, coaching makes all the difference. NIKE is a proud founding partner of The Center for Healing and Justice Through Sport (CHJS), a community of coaches, sports experts, psychologists, scientists and strategists who believe in making sport healing for all youth through training, consulting and movement building. In partnership with CHJS, we created the Made to Play Coaching Girls Guide, a free, open-source guide that equips coaches and other caring adults with tools that can help make sport fun for girls. We now offer CHJS coaching as a healing tool for all Made to Play partners across North America. In FY22, more than 6,200 coaches were provided with resources and training, and we reached 197,000 kids, 47% of whom were girls, through programs with 41 partners.

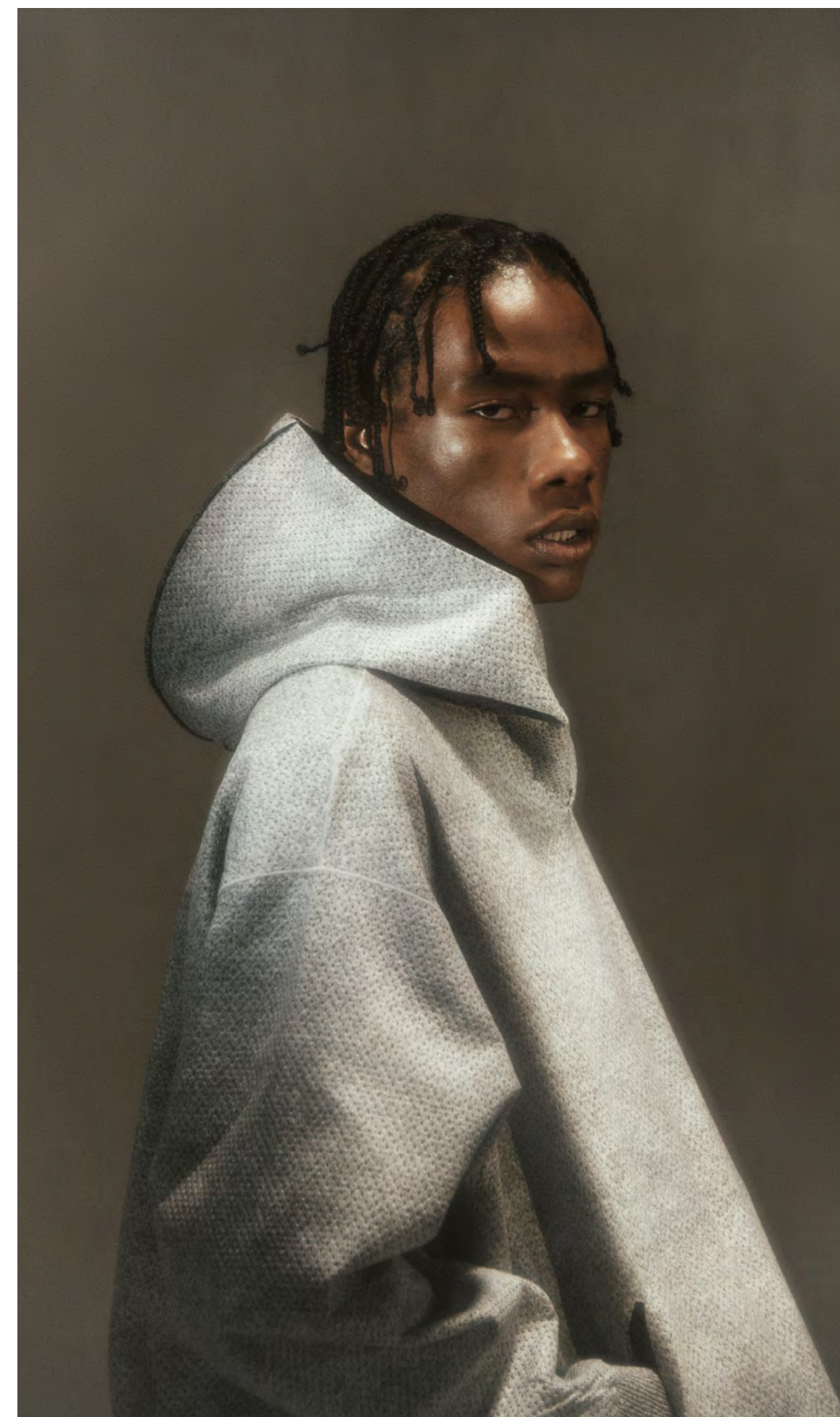
Made to Play LA provides girls with access to the benefits of sports and play.



REDUCING CARBON FOOTPRINT THROUGH APPAREL INNOVATION

Athletes around the world are telling us that climate change is a barrier to sport. Environmental hazards pose a threat to our physical and mental well-being. As the biggest apparel company in the world, we have a responsibility to reimagine sustainable innovation and scale solutions to reduce our impact. That's why we developed NIKE Forward, an innovation platform purpose-built to drastically reduce environmental impact. The first iteration of NIKE Forward material reduces carbon emissions by an average of 75% compared to our traditional knit fleece. We also continue to make significant strides forward in sustainably minded design in NIKE Football. For the first time, more than 75% of the entire NIKE Football apparel collection is made with 100% recycled polyester. In addition, as an expression of our circular vision, we launched the Nike Re-Creation program at The Grove in Los Angeles, transforming locally collected vintage and dead stock pieces into new locally designed and manufactured products.

NIKE Forward highlights our culture of innovation and commitment to help create a better world.





Geo Spotlight *North America*

WORKING TO DECARBONIZING THE LAST MILE

We continue to focus on identifying innovative ways to deliver our products with less waste and fewer carbon emissions. In North America, we were able to reduce our digital outbound air freight usage by 10% from FY21. In FY22, we implemented our “No Rush” sustainable shipping option, which is one-fifteenth as carbon intensive as an air freight. Combined with the discontinuation of our free two-day shipping upgrade program, expansion of our Regional Service Centers and fulfillment optimization efforts, we have seen a 23% reduction in emissions of CO₂e/unit for purchases made through nike.com in North America in FY22. Additionally, two distribution centers – NIKE Adapt in Memphis, Tennessee, and NIKE Relay in Ontario, California – were awarded LEED Gold Certification, emphasizing the minimal impact of the buildings and the operational life of the facilities.

INVESTING IN THE CAREERS OF OUR FIRSTLINE ATHLETES

We invest in the career development of our Firstline athletes to provide exposure to various areas of the business while expanding skill sets. Track Stretch HQ, a six-month development experience across functions at NIKE World Headquarters (WHQ), jump-starts development and lets athletes explore different career paths and specializations. In FY22, 81 Firstline athletes participated, with 18 taking on new roles at WHQ.

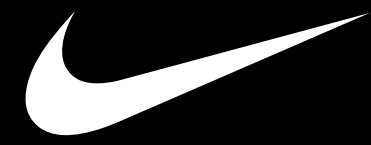
Additional initiatives include Retail Experience Program, a four-month program within NIKE Tech and Digital disciplines, and The Academy, a one-year rotational conversion program for head coaches and assistant head coaches.

We also introduced two new programs in FY22: Track Stretch Retail, a talent pipeline of future Nike Direct leaders that yielded a 40% career growth rate from the initial cohort, and Unified Firstline, a program that enables our part-time athletes to serve consumers digitally on our nike.com and Nike app channels as Nike experts on demand.

Additionally, through our Lane Four partnership with the University of Memphis, NIKE offers a direct-pay education program for distribution center and Air MI team members to complete their first bachelor’s degrees. In FY22, 31 employees received their first ever bachelor’s degrees.



Our Firstline athletes can access programs to learn more about the business while upskilling.



FY22 NIKE, Inc. Impact Report
Executive Summary
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