

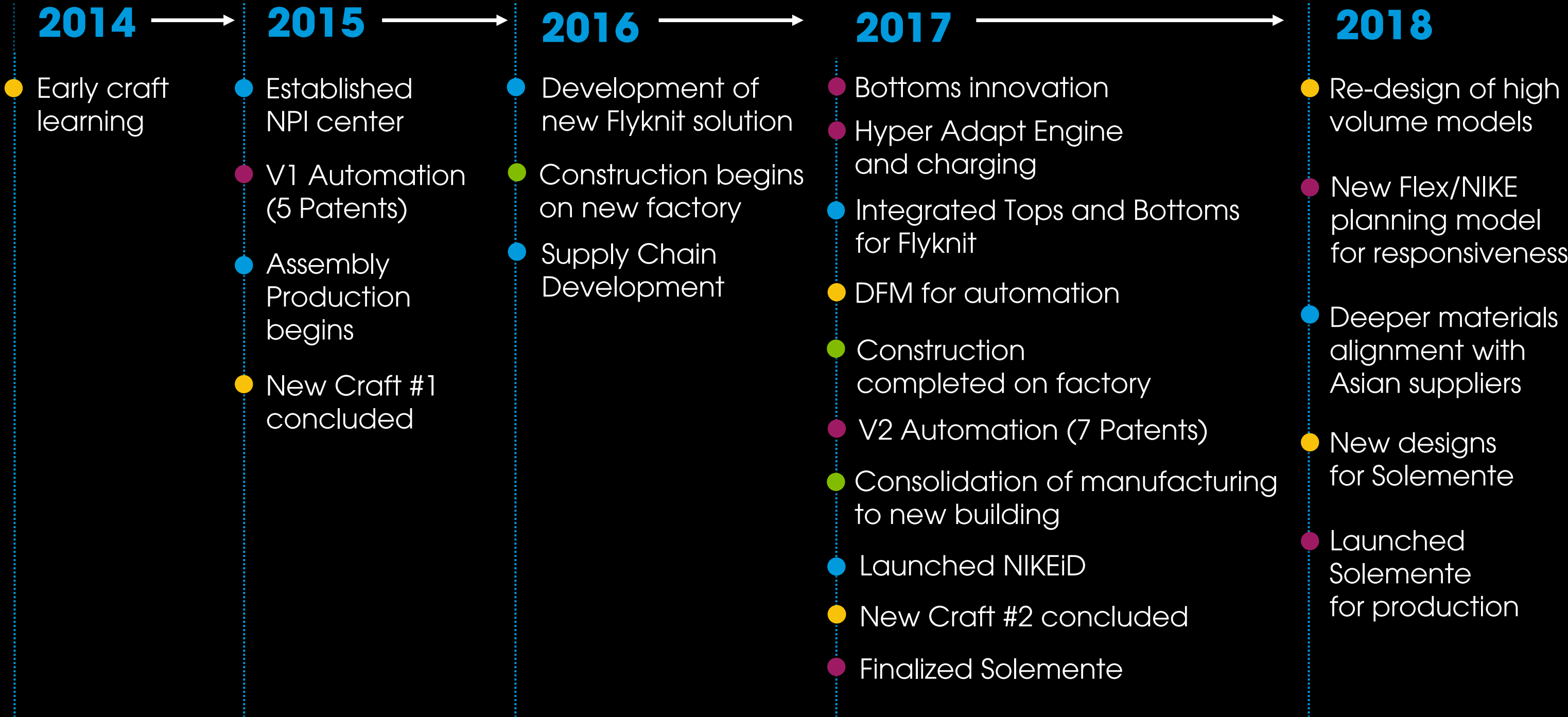
**Investor &
Analyst Day**

**20
18**

The Future of Making - Our NIKE Partnership

Mike Dennison
President and Chief
Marketing Officer

Our Key Milestones, Accomplishments and Learnings



● Infrastructure ● Craft ● Capability ● Solution



Scaling a Complex New Business

Learning

- Materials
- Supply Chain
- Commercialization
- Vertical integration
- Workforce

Evolving

- Repatterning/re-design
- Bottoms innovation
- Lean factory
- Flexible automation
- Predictability

Revolutionizing

- Design for Automation
- Advanced delivery model
- Speed to market
- Customization
- Inventory Optimization

Our Goal and the Opportunity Remain

A strong partnership, technology and automation advancements, and a growing market all combine to bolster long-term value



FY13

FY16

FY18

FY19

FY20

FY21 & Beyond

FuelBand

Invest and Create

- Investing in automation
- Moved into purpose built footwear factory
- Launched NIKEiD
- \$100M+ revenue

Ramp and Optimize

- Significant Y/Y revenue growth
- Moving from losses to profitability in 2H'FY19
- Margins improving to CTG+ levels in FY20

Expand

- Continued Regional Expansion
- Realize HRS-like margins
- Top 10 Customer

Our Mutual Commitment Drives Value Creation

