Our Key Milestones, Accomplishments and Learnings

**2014**
- Early craft learning
- Established NPI center
- V1 Automation (5 Patents)
- Assembly Production begins
- New Craft #1 concluded

**2015**
- Development of new Flyknit solution
- Construction begins on new factory
- Supply Chain Development
- Established new Flyknit solution
- Construction begins on new factory
- Supply Chain Development
- V1 Automation (5 Patents)
- Assembly Production begins
- New Craft #1 concluded

**2016**
- Development of new Flyknit solution
- Construction begins on new factory
- Supply Chain Development
- V2 Automation (7 Patents)
- Construction completed on factory
- DFM for automation
- Bottoms innovation
- Hyper Adapt Engine and charging
- Integrated Tops and Bottoms for Flyknit
- DFM for automation
- Construction completed on factory
- V2 Automation (7 Patents)
- Consolidation of manufacturing to new building
- Launched NIKEiD
- New Craft #2 concluded
- New Designs for Solemente
- Consolidation of manufacturing to new building
- Launches NIKEiD
- New Craft #2 concluded
- New Designs for Solemente

**2017**
- Consolidation of manufacturing to new building
- Launches NIKEiD
- New Craft #2 concluded
- Finalized Solemente
- Consolidation of manufacturing to new building
- Launches NIKEiD
- New Craft #2 concluded
- Finalized Solemente

**2018**
- Re-design of high volume models
- New Flex/NIKE planning model for responsiveness
- Deeper materials alignment with Asian suppliers
- New designs for Solemente
- Launch Solemente for production
- Re-design of high volume models
- New Flex/NIKE planning model for responsiveness
- Deeper materials alignment with Asian suppliers
- New designs for Solemente
- Launch Solemente for production
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

**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

Flex Portfolio Expansion

Sketch-to-Scale®

Platform Leverage