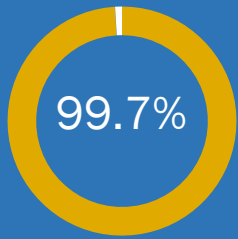


The Walt Disney Company Pay Ratio Dashboard – FYE 2023

Pay Ratios – Base Pay Only

WOMEN



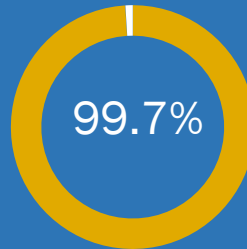
Women earn
99.7% of men

ASIAN



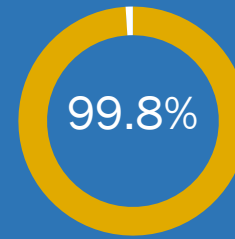
Asian employees earn
100.0% of white
employees

BLACK



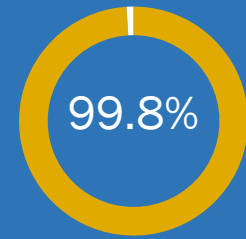
Black employees
earn 99.7% of white
employees

HISPANIC



Hispanic employees
earn 99.8% of white
employees

PEOPLE OF COLOR



People of color earn
99.8% of white
employees

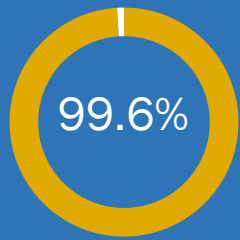
Data as of FYE September 2023. We are presenting the results of our adjusted pay ratio analysis which compares base pay of U.S. employees based on gender, race and ethnicity.

This represents a cents on the dollar pay ratio that compares the base pay for one group to the base pay for another group, controlling for role, experience and location. The pay ratios are expressed as a percentage of full-time equivalent annualized base pay. The adjusted gender pay ratios cover 98.9% of the total U.S. based employees and the adjusted race and ethnicity pay ratios cover 91.4% of the total U.S. based employees. Exclusions in the data are primarily due to employees who chose not to report their gender, race or ethnicity. The analysis reflects our U.S. based employees within The Walt Disney Company together with its subsidiaries. Per our commitment, in March 2024, we will disclose our unadjusted median analysis of pay (with no accounting for factors such as role, experience or location).

The Walt Disney Company Pay Ratio Dashboard – FYE 2023

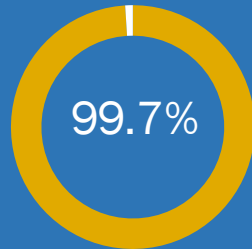
Pay Ratios – Base Pay, Annual Bonus, Annual Long-Term Incentive

WOMEN



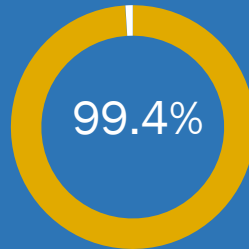
Women earn
99.6% of men

ASIAN



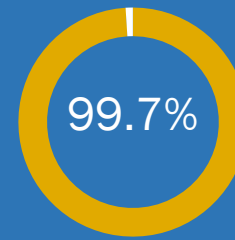
Asian employees earn
99.7% of white
employees

BLACK



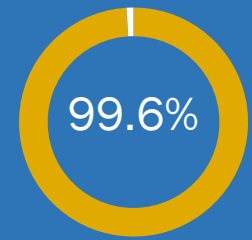
Black employees
earn 99.4% of white
employees

HISPANIC



Hispanic employees
earn 99.7% of white
employees

PEOPLE OF COLOR



People of color earn
99.6% of white
employees

Data as of FYE September 2023. We are presenting the results of our adjusted pay ratio analysis which compares base pay, annual bonus and annual long-term incentive of U.S. employees based on gender, race and ethnicity. This represents a cents on the dollar pay ratio that compares the base pay, annual bonus and annual long-term incentive for one group to the base pay, annual bonus and annual long-term incentive for another group, controlling for role, experience and location. The pay ratios are expressed as a percentage of full-time equivalent annualized base pay, annual bonus and annual long-term incentive. The adjusted gender pay ratios cover 98.9% of the total U.S. based employees and the adjusted race and ethnicity pay ratios cover 91.4% of the total U.S. based employees. Exclusions in the data are primarily due to employees who chose not to report their gender, race or ethnicity. The analysis reflects our U.S. based employees within The Walt Disney Company together with its subsidiaries. Per our commitment, in March 2024, we will disclose our unadjusted median analysis of pay (with no accounting for factors such as role, experience or location).