The Walt Disney Company

2030 Environmental Goals: Strategic Framework

Updated 2026

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FORWARD-LOOKING STATEMENTS

Certain statements and information in this communication may constitute "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995, including statements regarding our commitments; plans; targets; beliefs; expectations; continuation or future execution of initiatives, programs, activities, policies, or disclosures; strategies; goals; objectives; intentions; priorities; and other statements that are not historical in nature. Any information that is not historical in nature included in this report is subject to change. These statements are made on the basis of management's views and assumptions regarding future events and business performance, as of the time the statements are made. Management does not undertake any obligation to update these statements, unless required by applicable laws or regulations.

Actual results may differ materially from those expressed or implied. Such differences may result from actions taken by the company – including restructuring or strategic initiatives (including capital investments, asset acquisitions or dispositions, new or expanded business lines, or cessation of certain operations), our execution of our business plans (including the content we create and intellectual property we invest in, our pricing decisions, our cost structure, and our management and other personnel decisions), our ability to quickly execute on cost rationalization while preserving revenue, the discovery of additional information or other business decisions, as well as from developments beyond the company's control, including:

- the occurrence of subsequent events;
- deterioration in domestic and global economic conditions or failure of conditions to improve as anticipated;
- deterioration in or pressures from competitive conditions, including competition to create or acquire content, competition for talent, and competition for advertising revenue;
- consumer preferences for and acceptance of our content offerings and the distribution channel (including pricing and bundling of our streaming services and impact on churn and subscriber additions) and our travel destinations;
- the market for advertising sales on our streaming services and linear networks;
- health concerns and their impact on our businesses and productions;
- global economy-wide transitions and availability of economically feasible solutions;
- actions by our suppliers to reduce their emissions;
- international, including tariffs and other trade policies, political or military developments;
- regulatory and legal developments;
- technological developments;
- labor markets and activities, including work stoppages;
- adverse weather conditions or natural disasters and environmental developments; and
- availability of content.
- Such developments may further affect entertainment, travel, and leisure businesses generally and may, among other things, affect (or further affect, as applicable):
- our operations, business plans, or profitability;
- demand for our products and services;
- the performance of the company's content;
- our ability to create or obtain desirable content at or under the value we assign the content;
- the advertising market for programming;
- construction;
- taxation; and
- performance of some or all company businesses either directly or through their impact on those that distribute our products.

Additional factors are set forth in the company's most recent Annual Report on Form 10-K, including under the captions "Risk Factors," "Management's Discussion and Analysis of Financial Condition and Results of Operations," and "Business"; subsequent quarterly reports on Form 10-Q, including under the captions "Risk Factors" and "Management's Discussion and Analysis of Financial Condition and Results of Operations"; and subsequent filings with the Securities and Exchange Commission.

The terms "the company," "we," "Disney," and "our" are used to refer collectively to the parent company and the subsidiaries through which our various businesses are actually conducted. Inclusion of information in this report should not be construed as a characterization of the materiality or financial impact of that information. In some regions, including the European Union (EU), some of our environmental goals are legal requirements.

2030 ENVIRONMENTAL GOALS

Our commitment to environmental sustainability started with our founding more than 100 years ago. Walt Disney himself said, “Conservation isn’t just the business of a few people. It’s a matter that concerns all of us." Our environmental commitments represent some of the ways we are helping to build on that legacy across communities and around the globe.

Our Approach to Goal Setting

Our environmental commitments and goals are based on a set of guiding principles that drive both our long-term environmental strategy and the everyday decision-making of our leadership, employees, and cast members around the world. Our approach is grounded in science and data, as well as assessments of where our company and value chain have the most significant environmental impacts, and where we can most effectively and efficiently mitigate those impacts.

Based on these criteria, we identified five areas on which to focus our efforts: **emissions, water, waste, materials, and sustainable design**. While these are inextricably linked and often overlap, we state our commitments and plan of action for each in the following sections. We hold ourselves accountable and report progress toward these goals annually in our Sustainability & Social Impact Report, which is available at impact.disney.com.

Understanding Our Strategic Framework

Our environmental framework brings together key priorities, clearly defined goals, and practical approaches designed to advance progress in ways that reflect local conditions and feasibility.

This framework is informed by assessments of where our environmental impacts are most significant and where action can be most effective. It is designed to support consistent decision-making across diverse businesses and geographies, while allowing flexibility to adapt as technologies, markets, and regulatory environments evolve over time. Implementation is integrated into long-term planning processes, including capital allocation and operational planning at both corporate and site levels.

2030 GOAL SUMMARY

EMISSIONS

Emissions From Our Direct Operations (Scope 1 & 2)

- Reduce absolute emissions by 46.2% from 2019 baseline
- Purchase or produce 100% zero-carbon electricity[1]
- Achieve net zero emissions[2]

Emissions From Our Value Chain (Scope 3)

- Reduce Scope 3 emissions by 27.5% through absolute reductions in key categories from 2019 baseline
- Engage suppliers and licensees to set emissions reduction targets by fiscal 2027

WATER

- Implement localized watershed stewardship strategies
- Source sustainable seafood[3] for U.S. theme parks and resorts, and on our cruise ships

WASTE

- Strive toward zero waste-to-landfill[4] for our wholly owned and operated parks, resorts, and cruise ships
- Increase food waste diversion to at least 50%
- Reduce single-use plastics in parks and resorts
- Eliminate single-use plastics on cruise ships by 2025

MATERIALS

For Disney-Branded Products

- Paper & Wood: Source 100% recycled, certified, or approved alternatives[5]
- Palm Oil: Source using approved certification programs
- Plastics: Source ≥30% recycled content or approved alternatives
- Textiles: Source ≥50% recycled content or approved alternatives
- Packaging: Design for reuse, recycling, or composting
- Manufacturing: Facilities to maintain Higg FEM or an approved equivalent assessment

SUSTAINABLE DESIGN

- Design new projects to sustainable design standards
- Achieve ≥90% diversion of construction waste across projects in the U.S. and Europe

In some regions, including the EU, some of our environmental goals are legal requirements.

[1] Zero-carbon electricity is defined in footnote 10 on p.7.
[2] Net zero emissions is defined in footnote 11 on p.7.
[3] Sustainable seafood is defined on p.13.
[4] Zero waste-to-landfill is defined in footnote 19 on p.14.
[5] Approved alternatives across goal areas are defined in footnote 28 on p.17.

EMISSIONS

The Intergovernmental Panel on Climate Change (IPCC) Special Report "Global Warming of 1.5°C" indicates that limiting the most severe impacts of climate change requires rapid, sustained reductions in greenhouse gas emissions (GHG), reaching net zero CO_2 emissions around mid-century.[6] Scientific guidance recommends that a mix of GHG emissions reductions, innovations in zero-carbon and low-carbon sources of energy and storage, and natural climate solutions should all be part of the global solution.

Businesses play an important role in the transition to a low-carbon future. By reducing our own reliance on fossil fuels and investing in clean energy, we expect to find ways to lower our operational costs and improve the resilience of our energy supply.

Where Our Emissions Occur

GHG emissions from our direct operations (Scope 1 & 2) primarily come from energy use at our parks, resorts, and major corporate campuses, as well as fuel consumption across our cruise operations. A substantial portion of our emissions also occurs across our extended value chain (Scope 3) and is associated with the production of consumer products, media production and distribution, and our suppliers and licensees.

FISCAL 2019 EMISSIONS BASELINE

The table below summarizes our fiscal 2019 GHG emissions across Scope 1, Scope 2, and Scope 3. This baseline, developed in accordance with the Greenhouse Gas Protocol, represents emissions from our operations and extended value chains and is the reference point for our emissions reduction goals.

Emissions Scope	Fiscal 2019 Emissions (thousand metric tons CO_2e)
Scope 1	910
Scope 2	900
Scope 3	9,250

[6] IPCC, "Global Warming of 1.5°C," Summary for Policymakers, Section C.1 (2018).

Our Climate Commitments

Our climate targets include both science-based targets aligned with the **Science Based Targets initiative (SBTi)** and additional **Disney commitments** that support our decarbonization efforts.

Our Science-Based Targets

In alignment with the Paris Climate Agreement, Disney set science-based targets covering Scope 1 & 2 emissions from direct operations and Scope 3 emissions across our value chain. These targets were validated by the SBTi in 2023.[7,8] Progress toward our emissions goals is supported by annual independent verification of Scope 1, Scope 2, and Scope 3 emissions, with results publicly disclosed, and with ongoing exploration of expanding verification to additional goals over time.

2030 SCOPE 1 & 2 ABSOLUTE REDUCTION GOAL:

- Reduce absolute emissions from direct operations (Scope 1 & 2) by 46.2%, against a fiscal 2019 baseline

2030 SCOPE 3 ABSOLUTE REDUCTION GOAL:

- Reduce absolute Scope 3 GHG emissions from purchased goods and services, capital goods, fuel- and energy-related activities, upstream transportation and distribution, waste generated in operations, business travel, employee commuting, and franchises by a minimum of 27.5% against a fiscal 2019 baseline

2027 SCOPE 3 SUPPLIER AND LICENSEE ENGAGEMENT GOALS:

- Commit that 20% of our suppliers, measured by emissions covering purchased goods and services, will have science-based targets by fiscal 2027
- Commit that 72% of our licensees, measured by emissions covering franchises, will have science-based targets by fiscal 2027

[7] The target boundary includes biogenic land-related emissions and removals from bioenergy feedstocks.

[8] Disney follows the latest methodologies defined by the Greenhouse Gas Protocol for measuring and reporting emissions. We may revise published environmental data to reflect corrections to data, updates to methodology, or changes in emissions factors. Significant changes to the Greenhouse Gas Protocol guidance in the future may affect our ability to reach our reduction targets as currently defined.

Additional 2030 Climate Commitments

Since 2009, Disney has operated with a long-term vision to achieve net zero GHG emissions across direct operations.[9] This long-standing commitment is operationalized through two specific 2030 goals for direct operations: the procurement of 100% zero-carbon electricity and the achievement of net zero Scope 1 & 2 emissions, pursued through direct reductions and natural climate solutions.

2030 ZERO-CARBON ELECTRICITY AND NET ZERO GOALS:

- Purchase or produce 100% zero-carbon electricity for direct operations (Scope 2)[10]
- Achieve net zero emissions across direct operations (Scope 1 & 2)[11]

OUR APPROACH FOR DIRECT OPERATIONS

To achieve our climate emissions targets, we have a set of strategies to reduce emissions across our direct operations. These strategies reflect how we design, build, and operate our assets, as well as how we transition energy sources, and address residual emissions.

We apply the following strategies across our direct operations based on feasibility and impact.

- **Sustainable Design:** Designing our built environment to reduce or avoid emissions.
- **Energy Efficiency:** Promoting energy efficiency in our buildings and fuel efficiency for ships and vehicles
- **Electrification:** Switching to vehicles and equipment powered by electricity
- **Zero-Carbon Electricity:** Broadening our procurement of electricity from renewable and other existing zero-carbon sources on the grid
- **Low-Carbon Fuels:** Replacing carbon-intensive fuel sources with lower carbon alternatives

Any Scope 1 and 2 emissions that remain in 2030, after reduction efforts are implemented, are intended to be addressed through high-quality carbon credits from **Natural Climate Solutions**, as part of our corporate net zero approach for direct operations.

More on each lever can be found below.

[9] In some regions, including the EU, there are regulatory obligations that require certain levels of energy efficiency for our buildings, and certain investments in renewable energy.

[10] We define “zero-carbon electricity” as any type of electricity generation that does not generate GHGs, such as solar, wind, geothermal, nuclear, and large-scale hydropower. “Percentage zero-carbon electricity” is zero-carbon electricity consumption divided by total electricity consumption.

[11] We define “net emissions” and “net zero emissions” for our 2030 goals as follows: “Net emissions” = Scope 1 emissions + Scope 2 emissions (market-based) – carbon offsets. Scope 2 emissions (market-based) include emissions reductions attributed to utility green power purchases, power purchase agreements, and unbundled energy attribute certificates. Our approach to carbon offsets is found in our "Natural Climate Solutions" white paper. We will have achieved our 2030 “net zero emissions” goal when “net emissions” as defined above equals 0.

Sustainable Design

Sustainable design plays a foundational role in reducing operational emissions, as early design decisions directly influence energy use and efficiency across Scope 1 and Scope 2 sources.

See additional information in our Sustainable Design section.

Energy Efficiency

Energy efficiency is a primary lever for reducing operational emissions and energy demand. Our approach focuses on optimizing building systems, selecting efficient equipment, and using controls and data to manage energy use over time. This extends to ships and fleet vehicles, where efficiency improvements reduce fuel consumption and associated emissions.

We prioritize solutions that are proven, scalable, and cost-effective, while allowing for flexibility based on local conditions. Together, these efforts support reductions in Scope 1 and Scope 2 emissions by decreasing the energy required to operate our businesses.

Electrification

We are switching from vehicles and equipment powered by fossil fuels to alternatives powered by electricity, where feasible, as part of a broader approach to reducing fuel use and associated emissions. Electrification decisions are informed by operational needs, technology readiness, infrastructure availability, and local conditions, and are considered alongside complementary strategies such as energy efficiency, zero-carbon electricity, and low-carbon fuels.

Zero-Carbon Electricity

Our electricity use is highly concentrated in a small number of key geographies, with most of our total electricity consumption occurring at our theme parks and resorts worldwide.

Electricity-related emissions are reported using both market-based and location-based methods in accordance with the GHG Protocol. Market-based reporting reflects our renewable electricity procurement decisions, while location-based reporting reflects the emissions intensity of the local grids where we operate.

Transitioning to zero-carbon electricity differs across our sites and depends on factors such as access to renewable and other zero-carbon resources, site-specific load profiles, and local regulatory frameworks.

To achieve our zero-carbon electricity goal and support our broader emissions objectives, we pursue a portfolio of procurement pathways.

OUR PRIMARY PATHWAYS INCLUDE:

On-site: Zero-carbon generation. We invest in on-site renewable electricity generation, such as placing solar on parking lot canopies or building arrays in our open spaces. We evaluate opportunities on an ongoing basis across sites globally.

Off-site: Utility green power programs. We aim to maximize our use of zero-carbon electricity from our utilities and retail electricity partners by exploring physically delivered zero-carbon electricity to our sites as well as opportunities for off-site partnerships. In regulated markets where direct access is not possible, we will work together with our utilities and regulatory partners to identify renewable energy tariffs that can deliver carbon-free electricity to our sites and are equitable to utility customers.[12]

Off-site: Power Purchase Agreements (PPAs). Where permitted, we will look to supplement our renewable energy use with PPAs for new, additional zero-carbon electricity projects. This may include both physical PPAs[13] in proximity to our sites and virtual PPAs.[14]

We regularly evaluate opportunities to expand direct sourcing of zero-carbon electricity and to prioritize approaches that contribute to broader grid decarbonization. We use energy attribute certificates (EACs) to convey the zero-carbon attributes of electricity and support consistent accounting and reporting, particularly in markets where direct procurement options are limited.

Zero-carbon electricity investments are supported by an internal carbon allocation mechanism, with costs distributed across our businesses based on emissions associated with their electricity consumption, to drive clean energy procurement across our operations.

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[12] In some regions, including the EU, there are regulatory obligations that require certain investments in renewable energy, with specification about where or how they are purchased.

[13] Physical PPAs: A physical PPA allows us to buy renewable energy from a developer and take title to the physical energy at a specified delivery point on the grid.

[14] Virtual PPAs: A financial or virtual PPA is not tied to a specific site's electricity consumption and can be executed independently of local electricity service providers. The associated EACs may be applied across our company's portfolio within the permitted geographic boundary. Because virtual PPAs are location-agnostic, they enable investment in renewable projects on other grids where physical procurement is constrained by regulatory or technical limitations.

Low-Carbon Fuels

Advancing low-carbon fuel innovation is an important element of our approach to achieving net zero GHG emissions for direct operations. Most of our current fuel use is for Disney Cruise Line operations, followed by the transportation fleets at Walt Disney World® Resort as well as our other parks and resorts. We are committed to supporting development of low-carbon fuels by investing in research and development, providing support for emerging technologies and supply chain logistics and collaborating with our supplier and industry partners to promote change across the industry.

Natural Climate Solutions

Natural climate solutions can help protect, regenerate, and improve the management of forests and other natural ecosystems around the world. Investing in high-quality, verified, rigorous natural climate solutions can support ecosystems protection and improved management of natural resources for future generations, while also offering potential related benefits such as job creation and community development.

As part of our strategy to achieve net zero for Scope 1 & 2 emissions, we use natural climate solutions to address residual emissions after feasible reduction efforts have been implemented. We seek natural climate solutions that support nature's ability to remove or reduce emissions, while also protecting biodiversity and healthy ecosystems. We are cautious and selective in the projects we support, collaborating with experienced partners guided by international standards.

Our practices include detailed reviews of project design, management, overall impacts, and ongoing follow-up on project progress.

Natural climate solutions investments are funded by an internal carbon allocation mechanism with costs allocated across our businesses based on their emissions profiles, in order to incentivize emissions reductions at the source.

Read more about our approach to natural climate solutions for further details and to learn about the impacts that have been realized as a result of projects in our portfolio.

OUR APPROACH TO VALUE CHAIN EMISSIONS: SCOPE 3

While emissions from direct operations are largely within our operational control, Scope 3 emissions occur predominantly outside of our direct operations. Accordingly, our ability to measure, manage, and influence Scope 3 emissions varies by category, geography, and business model. These differences inform how our Scope 3 targets are structured.

In developing our targets, we evaluated a range of Scope 3 reduction strategies based on their potential emissions impact, economic feasibility, and our ability to influence outcomes across the value chain. Our approach centers on scaling the most feasible, high-impact actions while maintaining flexibility to adapt as markets, technologies, and infrastructure evolve.

- **Consumer products:** Increase our focus on material choices and production processes to reduce emissions, while working with suppliers to support the adoption of lower carbon technologies and renewable energy. (See the Materials in Consumer Products section for more information).
- **Construction:** Advance lower-impact material selection and specifications across land-based assets to reduce embodied carbon and other construction-related emissions, working with suppliers and relevant value-chain actors.
- **Productions:** Promote asset reuse and reduce waste-related emissions through landfill diversion strategies such as donation, reuse, recycling, and composting, while supporting reductions in Scope 1 and Scope 2 emissions associated with third-party production activities.
- **Supplier and licensee engagement:** Collaborate with suppliers and licensees to help build capacity, including technical knowledge and resources, to set and implement science-based emissions reduction targets and support progress across the value chain.
- **Industry collaboration and innovation:** Engage in industry collaborations and monitor emerging solutions that can support longer-term emissions reductions as they become more accessible and scalable.

We also continue to assess employee commuting and business travel as part of our Scope 3 footprint, while exploring opportunities to influence emissions in these categories over time.

Progress toward other environmental goals may, in some cases, also support reductions in Scope 3 emissions. Efforts related to energy, materials, waste, and sustainable design may influence emissions associated with purchased goods and services, fuel and energy related activities, waste generated in operations, and upstream transportation, reflecting the interconnected nature of our environmental goals.

Like most companies with aspirational Scope 3 targets, we recognize that these goals are challenging, and success depends on several external factors, including actions by our suppliers and licensees to reduce their emissions, broader economy-wide transitions to cleaner fuels, the availability of economically feasible solutions at scale, and changes in consumer behavior.

WATER

In our approach to water management, we recognize that water-related risks and opportunities vary across our operations. Rather than relying on a single global target, our strategy emphasizes prioritization and action at locations where water considerations are most significant.

Our water goals are organized around three complementary focus areas: **water stewardship**, which addresses shared watershed-level risks; **water conservation**, which targets water use and management across operations; and **sustainable seafood sourcing**, which promotes the long-term health of marine ecosystems.

Water Stewardship

Water stewardship identifies and addresses water-related risks and opportunities at priority locations, informed by operational scale and watershed conditions.

WATER STEWARDSHIP GOAL:

- Implement localized watershed stewardship strategies at key sites

OUR APPROACH

Our effort to invest in watershed stewardship at key sites annually, with reporting through 2030, is supported by an approach that emphasizes localized assessment, flexibility, and responsiveness to site-level conditions.

We identified key sites based on a combination of water consumption levels[15] and location in regions experiencing higher water stress. Key sites include large-scale properties such as our global parks, our corporate campus in Burbank, California, and our Aulani resort in Hawaii. These locations represent a meaningful portion of overall water use and operate within diverse regional water contexts. We determined baseline water stress using external data from the World Resource Institute's Aqueduct tool and World Wildlife Fund's Water Risk Filter, among other sources.

For each key site, we established localized stewardship objectives based on assessments of water-related risks and opportunities. These assessments guide the selection of strategies tailored to the needs of the surrounding watershed, which may address priorities related to water availability, quality, or access. Where appropriate, sites may collaborate with local stakeholders, including industry partners and nonprofit organizations, to support the long-term health and sustainability of shared water resources.

Water Conservation

We conserve water across our operations by reducing overall use and limiting reliance on potable water where possible. Drawing on our Sustainable Design approaches, this includes improving water efficiency, reusing water for appropriate non-potable purposes, and designing systems and operations to minimize unnecessary water demand.

[15] Sites that use more than 10 million gallons per year are considered high consumption sites.

We apply conservation efforts across facilities, productions, and cruise ship and theme park operations to decrease freshwater consumption and improve operational efficiency while maintaining safe and reliable operations. We track water use annually and disclose publicly as part of our reporting to support internal management and continuous improvement.

Sustainable Seafood

As part of our broader water strategy, thoughtful sourcing of seafood is important to the future of our business, to the livelihoods of the fishing industry worldwide, and to the health of the planet for future generations. We are committed to sourcing seafood in ways that support healthy fisheries and aquaculture systems.

We define sustainable seafood as follows:

- Sourced using Monterey Bay Aquarium's Seafood Watch or other regionally relevant third-party programs[16]

  or

- Sourced from providers actively engaged in credible[17] Fishery Improvement Projects (FIPs) or Aquaculture Improvement Projects (AIPs), and not listed as threatened or endangered in accordance with the International Union for Conservation of Nature (IUCN) Red List

SUSTAINABLE SEAFOOD GOAL:

- We strive to serve 100% sustainable seafood in our U.S. theme parks and resorts, and on our cruise ships[18]

OUR APPROACH

We align the culinary practices of our U.S. theme parks and cruise line with regionally appropriate sustainable seafood-sourcing practices and third-party certifications where applicable. We have been sourcing sustainable seafood since 2014 and have long-standing relationships with both the Monterey Bay Aquarium and the Sustainable Fisheries Partnership.

Through collaboration with these organizations, we track seafood sourcing in our operations and move away from purchasing items that do not align with our environmental goals. Implementation varies by region to reflect differences in availability, regulatory environments, and market conditions, and we work on developing strategies and partnerships that support continuous improvement in the communities where we operate.

[16] For U.S. purchases, Monterey Bay Aquarium's Seafood Watch green or yellow rating or other eco-certifications recommended by Seafood Watch. Unrated species are evaluated for risk case-by-case.
[17] FIPs and AIPs must have publicly posted work plans and progress reporting, and all FIPs must have a progress rating of C or higher on FishSource.
[18] This has been in effect at U.S.-based theme parks and resorts since 2022.

WASTE

Our waste goals are supported by targeted efforts addressing three priority areas: **landfill diversion across our operations, food waste, and single-use plastics.** Each of these presents distinct challenges and opportunities depending on material type and operating context.

Landfill Diversion Goal

By reducing the amount of waste we generate, reusing or donating what we can, and recycling materials, we can help avoid sending materials to landfill.

2030 LANDFILL DIVERSION GOAL:

- Strive toward zero waste-to-landfill for our wholly owned and operated parks, resorts, and cruise ships[19, 20]

OUR APPROACH

We aim to achieve these results through a waste management plan that relies primarily on reducing waste on our properties, including food waste; reducing single-use and other plastics; reusing products and materials; being deliberate about material sourcing; maximizing recycling; and promoting education for our guests and employees.

However, in our highly varied and complex operations some waste may be unfit for these preferred diversion efforts. In these cases, we will work with partners in our communities to research and test emerging technologies that can eliminate or reduce waste. We may supplement those efforts with waste-to-energy solutions where environmentally and socially responsible options exist. Our specific strategy and our ability to meet this goal will be impacted by developments in technology and the local waste infrastructure where our operations are based.

[19] "Zero waste-to-landfill" is defined as 90% operational waste diversion, including thermal waste to energy for Walt Disney World, Disneyland® Resort, Disneyland Paris, and Disney Cruise Line.
[20] In some regions, including the EU, there are regulatory obligations that require certain recycling mandates, diversion levels, or other waste disposal activities.

Food Waste

Disney has been committed to reducing food waste for more than a decade. Our zero waste-to-landfill efforts will specifically target reducing food waste in our wholly owned parks, resorts, and cruise ships. Food waste represents a loss not only of the food itself, but of all the resources required to grow, process, package, and transport it.

2030 FOOD WASTE GOAL:

- Aim to maximize food waste diversion and meet at least 50% food waste diversion[21,22]

OUR APPROACH

We prioritize food waste reduction initiatives according to the U.S. Environmental Protection Agency Food Recovery Hierarchy. Sites use available technologies and programs to reduce and divert food waste, including community donations, animal feed, composting, and anaerobic digestion.

[21] Food waste diversion goal includes Walt Disney World Resort, Disneyland Resort, Disneyland Paris, and Disney Cruise Line.

[22] In some regions, including the EU, there are regulatory obligations that require certain food disposal or diversion requirements.

Single-Use Plastics

We recognize that plastics in the natural environment threaten the health of our ecosystems, particularly marine environments. Our approach to plastics centers on reducing unnecessary single-use items and transitioning to reusable or refillable alternatives where feasible across our operations.

Across our businesses, we advance this approach through a set of plastics reduction strategies tailored to our operations:[23]

- Reducing plastics in our hotels
- Reducing single-use plastics in food and beverage service areas
- Implementing and expanding reuse systems
- Engaging suppliers to reduce single-use plastics throughout the supply chain

These strategies are exemplified by initiatives such as eliminating plastic straws and stirrers, phasing out polystyrene cups, transitioning to refillable in-room amenities in hotels and on cruise ships, and reducing single-use plastic shopping bags across owned and operated parks and cruise ships. Waste management on our cruise ships is a particular focus given the proximity to oceans and our desire to minimize the risk that plastics or other solid wastes could enter the natural environment.

2030 SINGLE-USE PLASTICS GOALS:

- Eliminate all single-use plastics on cruise ships by the end of fiscal year 2025
- Reduce single-use plastics in parks and resorts

OUR APPROACH

DISNEY CRUISE LINE

Following the end of fiscal 2025, our approach builds on our 2022 commitment to eliminate single-use plastics and reflects our continued ambition to address single-use plastics across Disney Cruise Line operations. This effort addresses remaining uses of non-essential single-use plastics and prioritizes elimination through material substitution, supplier engagement, and formal reuse systems, while allowing essential uses such as medical or safety purposes. We will continue to implement strategies such as bulk purchasing and requesting non-plastic packaging options from suppliers as part of our ongoing efforts toward plastic elimination.

PARKS AND RESORTS

Our approach to reducing single-use plastics in our parks and resorts focuses on increasing avoided plastics[24]. This includes elimination, reuse or refill systems, reduction measures, and material substitution.

We intend to quantitatively disclose the reduction, elimination, or avoidance of single-use plastics throughout parks and resorts operations beginning in fiscal 2026 through 2030.[25]

[23] In some regions, including the EU and Asia, there are regulatory obligations that ban or reduce single-use plastics that can be used on our properties or in our products.
[24] "Avoided plastics" is defined as the estimated weight of single-use plastic no longer sourced or used due to operational initiatives, including elimination, reuse or refill systems, reduction measures, and material substitution.
[25] Parks and resorts includes Walt Disney World, Disneyland Resort, Disneyland Paris, Hong Kong Disneyland, and Shanghai Disneyland Resort.

MATERIALS IN CONSUMER PRODUCTS

Disney brings stories, characters, and experiences to life through innovative and engaging physical products and digital experiences across hundreds of categories, including toys, t-shirts, books, games, and food. We sell products directly to consumers through our parks and stores and also license our characters and stories to third parties to make and sell Disney-branded products.

Disney-branded products using our intellectual property are produced under a range of different business models and manufactured at facilities around the world. This manufacturing network and global footprint create a highly complex system of suppliers, many of them several degrees removed from our direct operations.

We identified materials that are used in high volumes across multiple product categories in both our direct and licensed manufacturing and/or that are associated with significant environmental impacts during their production and use: **paper, wood, palm oil, textiles, and plastics.** Our materials goals focus on reducing the environmental impacts of these materials, improving how products are packaged and designed for end-of-life **recovery**, and helping our **manufacturing** network move toward more sustainable practices.

Our approach is grounded in recognized third-party certifications, industry standards, and evaluated alternative materials, informed by life-cycle considerations and continuously evolving best practices, and implemented through defined internal governance processes.

Scoping

The scope of the materials goals applies to Disney-branded products[26] and excludes promotional products and non-merchandise. Packaging goals apply to primary packaging, and palm oil goals apply to its use as an ingredient, including major derivatives. Detailed criteria are outlined in internal guidance.[27]

Approved Alternatives

References throughout this section to approved alternatives[28] reflect our internal process for evaluating and approving materials that meet the materials goals. Approved alternatives are documented in our Materials, Programs and Certifications (MPC) Index, which is made available to our suppliers and licensees.

[26] Excludes products produced or distributed by Oriental Land Company (OLC). The manufacturing goal excludes licensed products.

[27] Internal guidance establishes material applicability thresholds for packaging and product goals. Certain materials present in small quantities that do not meet these thresholds may be excluded from scope.

[28] "Approved alternatives" for products and packaging are informed by recognized third-party standards, life-cycle considerations, and internal governance processes.

Paper, Wood, and Palm Oil

Disney aims to help prevent deforestation across the world. We commit to sourcing forest products in ways that reduce our direct impacts on deforestation, as follows.[29]

2030 PAPER, WOOD AND PALM OIL GOALS:

- Paper sourced for Disney-branded **products and packaging** to contain 100% recycled, certified or approved alternatives
- Wood sourced for Disney-branded **products** to contain 100% recycled, certified or approved alternatives
- Palm oil as an ingredient in Disney-branded **products** to be sourced using approved certification programs

OUR APPROACH

PAPER AND WOOD

Disney prefers fiber sourced from internationally recognized forest certification systems, including the Forest Stewardship Council's Forest Management and Chain of Custody certification. Other acceptable sources for fiber-based paper and packaging include certifications recognized through internal governance processes, such as the Programme for the Endorsement of Forest Certification and the Sustainable Forestry Initiative.

PALM OIL

Palm oil used in Disney-branded products to be sourced from approved certification programs, particularly those aligned with the Roundtable on Sustainable Palm Oil.

Textiles

Our products use many types of textiles and fibers, ranging from natural to synthetic to complex blends. We seek to incorporate environmental sourcing considerations for raw materials, informed by current understanding of their impacts.

2030 TEXTILE GOAL:

- Textiles sourced for Disney-branded **products** to contain at least 50% recycled content or approved alternatives

OUR APPROACH

We seek to increase the use of recycled and bio-based fibers, as well as other approved alternatives, while considering the environmental impacts associated with fiber production and processing. Sourcing decisions are informed by recognized third-party certifications, industry standards, and evaluated alternative materials and are supported by internal governance processes and supplier engagement.

[29] In some regions, including the EU, there are regulatory obligations that include specific requirements for forest commodities.

Plastics in Consumer Products

Our products use a range of plastic materials across components and packaging. There are scenarios in which plastic is preferable to the alternatives because of issues related to safety, health, and transportability. We are committed to balancing these benefits while addressing the environmental concerns of plastic materials, including those that arise when plastic enters the natural environment.

2030 PLASTICS GOAL:

- Plastics sourced for Disney-branded **products and packaging** to contain at least 30% recycled content or approved alternatives[30]

OUR APPROACH

In our approach to plastics, we aim to increase recycled content and the use of other approved alternative materials in Disney-branded products and packaging. Sourcing decisions are informed by material considerations, including recycled and other approved alternatives, and supported by internal governance processes to ensure consistency with our materials goals.

[30] In some regions, including the EU, there are regulatory obligations that ban or reduce plastics usage, or charge for their use in packaging or waste materials.

Recyclability, Reusability and Compostability

Materials used in our packaging ultimately enter waste streams at end-of-use. Improving end-of-use outcomes requires thoughtful design and material selection that considers how packaging is managed across diverse and evolving global recovery systems.

2030 RECYCLABILITY, REUSABILITY AND COMPOSTABILITY GOAL:

- Disney-branded **packaging** to be designed to support reuse, recycling, or composting[31]

OUR APPROACH

Our approach focuses on integrating recyclability, reusability, and compostability considerations into packaging design and material selection. We work across packaging development and sourcing processes, providing resources and guidance to support design decisions and align materials with existing and emerging recovery systems.

We evaluate reusability, recyclability, and compostability using defined internal criteria that consider material composition, format, and compatibility with relevant recovery systems. These criteria are informed by evolving regulations and generally accepted industry best practices, recognizing that recovery systems and standards vary across markets.

Manufacturing

We are committed to working with facilities globally to track environmental impacts, with the long-term aim of reducing our environmental footprint where Disney-branded products are made.

2030 MANUFACTURING GOAL:

- Manufacturing **facilities** to maintain a Higg Facility Environmental Module (FEM) or equivalent approved manufacturing assessment[32]

OUR APPROACH

For this goal, annual environmental assessments are used and maintained through internal governance processes and informed by industry standards.

[31] "Compost" is defined as non-industrial compost.

[32] In some regions, including the EU, there are regulatory obligations on the environmental impacts of upstream manufacturing of products, including supply chain obligations.

SUSTAINABLE DESIGN

New assets and major renovations present an opportunity to avoid emissions and broader environmental impacts through design and construction choices that endure over the life of an asset. These choices include reducing consumption of non-renewable resources, conserving water, and minimizing material use and waste.

2030 SUSTAINABLE DESIGN GOALS:

- Design new projects to sustainable design standards that achieve near net zero emissions, maximize water efficiencies, and support zero waste operations[33]
- Achieve at least 90% diversion of construction waste across projects in the U.S. and Europe[34]

OUR APPROACH

Disney integrates sustainability into the planning, design, and construction of new assets and major renovations through design standards and project-level decision-making. These standards help translate sustainability priorities into practical guidance while allowing flexibility based on asset type, location, and feasibility.

Our sustainable design strategy supports how we plan, build, and operate facilities to help minimize emissions, water, and waste over the life cycle of our assets. It also supports progress toward our 2030 goals as our businesses grow.

In this context, near net zero[33] refers to building-level design and efficiency strategies intended to minimize operational emissions and does not rely on carbon offsets; this approach supports, but is distinct from, the company's corporate net zero emissions goal for Scope 1 & 2 emissions for direct operations.

OUR DESIGN STANDARDS

Our design standards establish energy, water, and waste requirements informed by industry standards such as the US Green Building Council's Leadership in Energy and Environmental Design (LEED), California Building Energy Efficiency Standards, New York City Energy Conservation Code, Building Research Establishment Environmental Assessment Method (BREEAM), Green Building Evaluation Label (China 3-Star), Building Environmental Assessment Method Plus (BEAM Plus), and International Green Construction Code (IGCC).

These standards help integrate sustainability considerations into the planning and design of new projects, to support informed decision-making and to incorporate strategies that reduce environmental impact for the life cycle of the project.

[33] In this context, the term "near net zero" means new buildings will aim to use all the design and efficiency features found in net zero buildings. However, we know that generating 100% of our energy needs through renewables on-site is not feasible for all new projects. We aim to maximize on-site renewables wherever we can, while integrating new near net zero buildings into our broader renewable energy procurement strategy to achieve our corporate goal of net zero Scope 1 & 2 emissions by 2030.

[34] Projects in the U.S. and Europe include Walt Disney World, Disneyland Resort, Disneyland Paris, Disney Cruise Line, and owned real estate projects.

Sustainable Design Principles

Through the application of these design standards, projects are guided by the following design principles:

- **Near net zero design:** Improving energy efficiency and advancing electrification to reduce fuel use, and incorporating on-site renewables
- **Water efficient design**: Minimizing water consumption through efficiency measures, water capture and reuse, and increased use of non-potable sources
- **Design for zero waste operations**: Planning for reuse where possible, particularly in restaurants and kitchens and providing dedicated areas for waste sorting

Construction waste diversion

Principles to achieve construction waste diversion include zero-waste certification processes, earthwork management and reuse, on-site waste treatment and innovation methods such as adaptive reuse and pre-fabrication design.

Continuous Improvement

These standards apply to all new design and construction, renovation, and equipment replacement projects. Capital projects above a certain dollar threshold must include an Environmental Assessment Statement that details environmental impacts and opportunities. This statement is a critical part of the approval process and is reviewed by senior executives both inside and outside of the business segment.

We acknowledge that design innovations do not stand still, and every design allows us the opportunity to learn how to improve on the next project. We are committed to learning from the efforts of others, regularly evaluating our sustainable design standards by tracking projects, benchmarking industry practices, researching new technologies, and using these practices to help us continually improve.