

**Reconciliation of Non-GAAP Financial Measures
To Corresponding GAAP Financial Measures
September 27, 2025**

Diluted earnings per share (EPS) excluding certain items (also referred to as adjusted EPS), total segment operating income, free cash flow and Entertainment DTC SVOD operating income and operating margin (operating income divided by revenue) are not measures of performance defined by, or calculated in accordance with, generally accepted accounting principles (GAAP).

These measures should be reviewed in conjunction with the most comparable GAAP financial measures and are not presented as alternative measures of diluted EPS, income before income taxes, cash provided by operations or Entertainment segment operating income as determined in accordance with GAAP. Diluted EPS excluding certain items, total segment operating income, free cash flow and Entertainment DTC SVOD operating income as we have calculated them may not be comparable to similarly titled measures reported by other companies.

Our definitions and calculations of diluted EPS excluding certain items, total segment operating income and free cash flow, as well as quantitative reconciliations of each of these measures to the most directly comparable GAAP financial measure, are provided below. In addition, our definition of Entertainment DTC SVOD operating income is provided below.

The Company is not providing the forward-looking measure for diluted EPS or Entertainment segment operating income (and related margin), which are the most directly comparable GAAP measures to diluted EPS excluding certain items and Entertainment DTC SVOD operating income (and related margin), respectively, or quantitative reconciliations of forward-looking diluted EPS excluding certain items and Entertainment DTC SVOD operating income (and related margin) to those most directly comparable GAAP measures. The Company is unable to predict or estimate with reasonable certainty the ultimate outcome of certain significant items required for such GAAP measures without unreasonable effort. Information about other adjusting items that is currently not available to the Company could have a potentially unpredictable and significant impact on future GAAP financial results.

Diluted EPS excluding certain items

The Company uses diluted EPS excluding (1) certain items affecting comparability of results from period to period and (2) amortization of TFCF and Hulu intangible assets, including purchase accounting step-up adjustments for released content, to facilitate the evaluation of the performance of the Company's operations exclusive of these items, and these adjustments reflect how senior management is evaluating segment performance.

The Company believes that providing diluted EPS exclusive of certain items impacting comparability is useful to investors, particularly where the impact of the excluded items is significant in relation to reported earnings and because the measure allows for comparability between periods of the operating performance of the Company's business and allows investors to evaluate the impact of these items separately.

The Company further believes that providing diluted EPS exclusive of amortization of TFCF and Hulu intangible assets associated with the acquisition in 2019 is useful to investors because the TFCF and Hulu acquisition was considerably larger than the Company's historic acquisitions with a significantly greater acquisition accounting impact.

The following table reconciles reported diluted EPS to diluted EPS excluding certain items for the fourth quarter:

(\$ in millions except EPS)	Pre-Tax Income/ Loss	Tax Benefit/ Expense ⁽¹⁾	After-Tax Income/ Loss ⁽²⁾	Diluted EPS ⁽³⁾	Change vs. prior-year period
Quarter Ended September 27, 2025					
As reported	\$ 2,045	\$ (602)	\$ 1,443	\$ 0.73	>100 %
Exclude:					
Restructuring and impairment charges ⁽⁴⁾	382	28	410	0.23	
Amortization of TFCF and Hulu intangible assets and fair value step-up on film and television costs ⁽⁵⁾	388	(90)	298	0.16	
Hulu Transaction Impacts ⁽⁶⁾	—	—	—	(0.01)	
Excluding certain items	<u>\$ 2,815</u>	<u>\$ (664)</u>	<u>\$ 2,151</u>	<u>\$ 1.11</u>	(3) %
Quarter Ended September 28, 2024					
As reported	\$ 948	\$ (384)	\$ 564	\$ 0.25	
Exclude:					
Restructuring and impairment charges ⁽⁴⁾	1,543	(172)	1,371	0.73	
Amortization of TFCF and Hulu intangible assets and fair value step-up on film and television costs ⁽⁵⁾	395	(92)	303	0.16	
Excluding certain items	<u>\$ 2,886</u>	<u>\$ (648)</u>	<u>\$ 2,238</u>	<u>\$ 1.14</u>	

⁽¹⁾ Tax benefit/expense is determined using the tax rate applicable to the individual item.

⁽²⁾ Before noncontrolling interest share.

⁽³⁾ Net of noncontrolling interest share, where applicable. Total may not equal the sum of the column due to rounding.

⁽⁴⁾ Charges for the current quarter consisted of an impairment of our investment in A+E (\$450 million), partially offset by a benefit from the resolution of certain matters related to the Star India Transaction (\$68 million). Charges for the prior-year quarter included impairments related to goodwill (\$584 million), assets at our retail business (\$328 million), the Star India Transaction (\$210 million), content (\$187 million) and equity investments (\$165 million), and severance costs (\$69 million).

⁽⁵⁾ For the current quarter, intangible asset amortization was \$327 million and step-up amortization was \$61 million. For the prior-year quarter, intangible asset amortization was \$326 million, step-up amortization was \$66 million and amortization of intangible assets related to a TFCF equity investee was \$3 million.

⁽⁶⁾ Reflects \$15 million recognized in “Net income attributable to noncontrolling interests” related to the acquisition of Hulu

The following table reconciles reported diluted EPS to diluted EPS excluding certain items for the year:

(\$ in millions except EPS)	Pre-Tax Income/ Loss	Tax Benefit/ Expense ⁽¹⁾	After-Tax Income/ Loss ⁽²⁾	Diluted EPS ⁽³⁾	Change vs. prior year
Year Ended September 27, 2025:					
As reported	\$ 12,003	\$ 1,428	\$ 13,431	\$ 6.85	>100 %
Exclude:					
Hulu Transaction Impacts ⁽⁴⁾	—	(3,277)	(3,277)	(1.55)	
Resolution of a prior-year tax matter	—	(1,016)	(1,016)	(0.56)	
Amortization of TFCF and Hulu intangible assets and fair value step-up on film and television costs ⁽⁵⁾	1,576	(366)	1,210	0.64	
Restructuring and impairment charges ⁽⁶⁾	819	173	992	0.55	
Excluding certain items	<u>\$ 14,398</u>	<u>\$ (3,058)</u>	<u>\$ 11,340</u>	<u>\$ 5.93</u>	19 %
Year Ended September 28, 2024:					
As reported	\$ 7,569	\$ (1,796)	\$ 5,773	\$ 2.72	
Exclude:					
Restructuring and impairment charges ⁽⁶⁾	3,595	(293)	3,302	1.78	
Amortization of TFCF and Hulu intangible assets and fair value step-up on film and television costs ⁽⁵⁾	1,677	(391)	1,286	0.68	
Other expense ⁽⁷⁾	65	(11)	54	0.03	
Favorable adjustments related to prior-year tax matters	—	(418)	(418)	(0.23)	
Excluding certain items	<u>\$ 12,906</u>	<u>\$ (2,909)</u>	<u>\$ 9,997</u>	<u>\$ 4.97</u>	

⁽¹⁾ Tax benefit/expense is determined using the tax rate applicable to the individual item.

⁽²⁾ Before noncontrolling interest share.

⁽³⁾ Net of noncontrolling interest share, where applicable. Total may not equal the sum of the column due to rounding.

⁽⁴⁾ Reflects a \$3,277 million non-cash tax benefit recognized upon the change in Hulu's U.S. income tax classification and \$462 million recognized in "Net income attributable to noncontrolling interests" related to the acquisition of Hulu.

⁽⁵⁾ For the current year, intangible asset amortization was \$1,307 million, step-up amortization was \$260 million and amortization of intangible assets related to a TFCF equity investee was \$9 million. For the prior year, intangible asset amortization was \$1,394 million, step-up amortization was \$271 million and amortization of intangible assets related to a TFCF equity investee was \$12 million.

⁽⁶⁾ Charges for the current year included impairment charges related to our investments in A+E and Tata Play Limited (\$635 million), content (\$109 million) and the Star India Transaction (\$143 million), partially offset by a benefit from the resolution of certain matters related to the Star India Transaction (\$68 million). Tax expense in the current year includes the estimated tax impact of these charges and a non-cash tax charge of \$244 million related to the Star India Transaction. Charges for the prior year included impairments related to the Star India Transaction (\$1,545 million), goodwill (\$1,287 million), assets at our retail business (\$328 million), content (\$187 million) and equity investments (\$165 million), and severance costs (\$83 million).

⁽⁷⁾ Due to a charge related to a legal ruling (\$65 million)

The following table reconciles the three-year compound annual growth rate (CAGR) in diluted EPS to the three-year compound annual growth rate in diluted EPS excluding certain items for fiscal 2025:

	Year Ended			CAGR
	Sept. 27, 2025	Oct. 1, 2022		
Diluted EPS (as reported)	\$ 6.85	\$ 1.75		57.6 %
Exclude:				
Hulu Transaction Impacts	(1.55)	—		
Resolution of a prior-year tax matter	(0.56)	—		
Amortization of TFCF and Hulu intangible assets and fair value step-up on film and television costs	0.64	0.97		
Restructuring and impairment charges	0.55	0.10		
Contract license early termination	—	0.43		
Other expense, net	—	0.28		
Excluding certain items	<u>\$ 5.93</u>	<u>\$ 3.53</u>		18.9 %

Total segment operating income

The Company evaluates the performance of its operating segments based on segment operating income, and management uses total segment operating income (the sum of segment operating income from all of the Company's segments) as a measure of the performance of operating businesses separate from non-operating factors. The Company believes that information about total segment operating income assists investors by allowing them to evaluate changes in the operating results of the Company's portfolio of businesses separate from non-operational factors that affect net income, thus providing separate insight into both operations and other factors that affect reported results.

The following table reconciles income before income taxes to total segment operating income:

(\$ in millions)	Quarter Ended			Year Ended		
	Sept. 27, 2025	Sept. 28, 2024	Change	Sept. 27, 2025	Sept. 28, 2024	Change
Income before income taxes	\$ 2,045	\$ 948	>100 %	\$ 12,003	\$ 7,569	59 %
Add (subtract):						
Corporate and unallocated shared expenses	381	408	7 %	1,646	1,435	(15) %
Equity in the loss of India joint venture	16	—	nm	202	—	nm
Restructuring and impairment charges	382	1,543	75 %	819	3,595	77 %
Other expense	—	—	— %	—	65	100 %
Interest expense, net	268	361	26 %	1,305	1,260	(4) %
Amortization of TFCF and Hulu intangible assets and fair value step-up on film and television costs	388	395	2 %	1,576	1,677	6 %
Total segment operating income	<u>\$ 3,480</u>	<u>\$ 3,655</u>	(5) %	<u>\$ 17,551</u>	<u>\$ 15,601</u>	12 %

Free cash flow

The Company uses free cash flow (cash provided by operations less investments in parks, resorts and other property), among other measures, to evaluate the ability of its operations to generate cash that is available for purposes other than capital expenditures. Management believes that information about free cash flow provides investors with an important perspective on the cash available to service debt obligations, make strategic acquisitions and investments and pay dividends or repurchase shares.

The following table presents a summary of the Company's consolidated cash flows:

(\$ in millions)	Quarter Ended		Year Ended	
	Sept. 27, 2025	Sept. 28, 2024	Sept. 27, 2025	Sept. 28, 2024
Cash provided by operations	\$ 4,474	\$ 5,518	\$ 18,101	\$ 13,971
Cash used in investing activities	(1,850)	(1,978)	(8,043)	(6,881)
Cash used in financing activities	(2,276)	(3,566)	(10,366)	(15,288)
Impact of exchange rates on cash, cash equivalents and restricted cash	(26)	79	5	65
Change in cash, cash equivalents and restricted cash	322	53	(303)	(8,133)
Cash, cash equivalents and restricted cash, beginning of period	5,477	6,049	6,102	14,235
Cash, cash equivalents and restricted cash, end of period	<u>\$ 5,799</u>	<u>\$ 6,102</u>	<u>\$ 5,799</u>	<u>\$ 6,102</u>

The following table reconciles the Company's consolidated cash provided by operations to free cash flow:

(\$ in millions)	Quarter Ended		Change	Year Ended		Change
	Sept. 27, 2025	Sept. 28, 2024		Sept. 27, 2025	Sept. 28, 2024	
Cash provided by operations	\$ 4,474	\$ 5,518	\$ (1,044)	\$ 18,101	\$ 13,971	\$ 4,130
Investments in parks, resorts and other property	(1,916)	(1,489)	(427)	(8,024)	(5,412)	(2,612)
Free cash flow	<u>\$ 2,558</u>	<u>\$ 4,029</u>	<u>\$ (1,471)</u>	<u>\$ 10,077</u>	<u>\$ 8,559</u>	<u>\$ 1,518</u>

Entertainment DTC SVOD operating income

Entertainment DTC SVOD operating income consists of operating income for the Direct-to-Consumer line of business at the Entertainment segment excluding virtual multichannel video programming distributor services reported in the Direct-to-Consumer line of business. Operating margin for Entertainment DTC SVOD is calculated as operating income divided by revenue.

The Company uses Entertainment DTC SVOD operating income (and related margin) as a measure of the performance of our Entertainment DTC SVOD services and we believe Entertainment DTC SVOD operating income (and related margin) assists investors by allowing them to evaluate the performance of these DTC SVOD services.