# UNITED STATES
# SECURITIES AND EXCHANGE COMMISSION
**Washington, D.C. 20549**

# FORM 8-K

**CURRENT REPORT**

**Pursuant to Section 13 or 15(d) of the Securities Exchange Act of 1934**

Date of Report (Date of Earliest Event Reported): **November 17, 2026**

# The Walt Disney Company

(Exact name of registrant as specified in its charter)

| **Delaware** | **001-38842** | **83-0940635** |
|---|---|---|
| (State or other jurisdiction of incorporation) | (Commission File Number) | (IRS Employer Identification No.) |

**500 South Buena Vista Street**
**Burbank, California 91521**
(Address of Principal Executive Offices and Zip Code)

**(818) 560-1000**
(Registrant's telephone number, including area code)

**Not applicable**
(Former name or address, if changed since last report)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions:

☐ Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)

☐ Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)

☐ Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))

☐ Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Securities registered pursuant to Section 12(b) of the Act:

| Title of each class | Trading Symbol(s) | Name of each exchange on which registered |
|---|---|---|
| Common Stock, $0.01 par value | DIS | New York Stock Exchange |

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (§230.405 of this chapter) or Rule 12b-2 of the Securities Exchange Act of 1934 (§240.12b-2 of this chapter).

Emerging growth company ☐

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act. ☐

**Item 7.01 Regulation FD disclosure**

This document provides summary supplemental segment financial information for fiscal years 2024, 2025 and 2026 to reflect the following:

Shift of Disney Consumer Products Businesses to Entertainment

To more directly link our consumer products businesses with the creative and business teams behind the content, we will shift the following consumer products businesses from the Experiences segment to the Entertainment segment, and, effective with the first quarter of fiscal 2027, the financial results of these businesses will be reported as part of the Entertainment segment:

- Merchandise Licensing, which includes the licensing of our trade names, characters, visual, literary and other intellectual property (IP) to various manufacturers, game developers, publishers and retailers throughout the world, for use on merchandise, published materials and games
- Publishing, which includes the development and publishing of books, comic books and magazines primarily sold through wholesalers

Within the Experiences segment, the remaining consumer products business, Branded Retail, which consists of branded merchandise sold online and at retail locations, will be reported as part of Domestic Parks and Experiences.

Presentation of Entertainment Revenues

Effective with the first quarter of fiscal 2027, the Company will report Entertainment segment revenues as follows:

- Subscription-video-on-demand (SVOD) services, primarily consisting of subscription fees and advertising
- Content and IP, primarily consisting of content sales and consumer products
- Linear networks and virtual multi-channel video programming distributor (vMVPD) services, primarily consisting of subscription and affiliate fees and advertising

Exclusion of Equity Income from Entertainment Segment Operating Results

On September 30, 2026, we sold our 50% interest in A+E Global Media, which was the most significant equity investment included in the Entertainment segment. Effective with the first quarter of fiscal 2027, the Company will exclude equity income from Entertainment segment operating results.

The information contained in this Item 7.01, including Exhibit 99.1 incorporated herein by reference, is furnished and shall not be deemed to be filed for purposes of the Securities Exchange Act of 1934, as amended, or otherwise subject to the liabilities of that section, nor shall such information be deemed incorporated by reference in any filing under the Securities Act of 1933, as amended, except as shall be expressly set forth by specific reference in such filing.

**Item 9.01 Financial Statements and Exhibits**

(d) Exhibits

| Exhibit Number | Description |
|---|---|
| 99.1 | Supplemental information regarding fiscal 2026, 2025 and 2024 segment operating results under the new segment reporting structure |
| 104 | Cover Page Interactive Data File (embedded within the Inline XBRL document) |

Signatures

Pursuant to the requirements of the Securities Exchange Act of 1934, the Registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

The Walt Disney Company

By: /s/ Brent A. Woodford

Brent A. Woodford

Executive Vice President
Controllership, Financial Planning and Tax

Dated: November 17, 2026

**Exhibit 99.1**

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## SEGMENT REPORTING CHANGES

This document provides summary supplemental segment financial information for fiscal years 2024, 2025 and 2026 and supplemental segment financial information for fiscal years 2024, 2025 and 2026 to reflect the following (which have no impact on our historically reported net income or earnings per share):

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**SIGNIFICANT OPERATIONS AND MAJOR REVENUE AND EXPENSE CATEGORIES BY SEGMENT**

The significant operations and major revenue and expense categories for each segment are as follows:

*Entertainment*

- Significant activities include the following:
  - SVOD services
    - Disney+: a global direct-to-consumer (DTC) service that primarily offers general entertainment and family programming
    - Hulu: a U.S. DTC service that primarily offers general entertainment programming
  - Content sales and IP
    - Content Sales
      - Television and video-on-demand (TV/VOD) distribution through the licensing of film and episodic content to third-party television networks, television stations and other video service providers, including other DTC services
      - Theatrical distribution
      - Home entertainment distribution through electronic home video licenses, video-on-demand rentals and licensing of physical (DVD/Blu-ray discs) distribution rights
    - Consumer Products
      - Merchandise Licensing, which includes the licensing of our trade names, characters, visual, literary and other IP to various manufacturers, game developers, publishers and retailers throughout the world, for use on merchandise, published materials and games
      - Publishing, which includes the development and publishing of books, comic books and magazines primarily sold through wholesalers
    - Content sales and IP also includes the following activities:
      - Development, production and licensing of live entertainment events on Broadway and around the world (Stage Plays)
      - Distribution of music in both digital and physical formats, as well as licensing of music in various forms of media, including: television, print, gaming and consumer products
      - Post-production services by Industrial Light & Magic and Skywalker Sound
      - National Geographic magazine (owned 73% by the Company)
  - Linear networks and vMVPD services
    - Domestic linear networks: ABC Television Network (ABC Network); Disney, Freeform, FX and National Geographic (owned 73% by the Company) branded television channels; and eight owned ABC television stations
    - International linear networks: Disney, FX and National Geographic (owned 73% by the Company) branded television channels
    - vMVPD services: Hulu Live TV and Fubo: U.S. DTC services that include live linear streams of various cable and broadcast networks. FuboTV Inc. (FuboTV) is a U.S. publicly-traded company that operates Fubo and Hulu Live and in which the Company has an approximate 70% interest
- The revenues of Entertainment are as follows:
  - Subscription fees - Fees charged to our subscribers for our DTC streaming services, including fees charged to multi-channel video programming distributors (i.e. cable, satellite and telecommunications providers and vMVPDs) (MVPDs) and other distributors
  - Affiliate fees - Fees charged to MVPDs for the right to deliver our programming to their customers. ABC Network also generates revenue from fees charged to affiliated television stations.
  - Advertising - Sales of advertising time/space
  - TV/VOD and home entertainment distribution
    - Licensing fees charged to third-party television networks, television stations and other video service providers, including other DTC services, for the right to distribute our film and episodic content
    - Electronic sales and rentals of film and episodic content through distributors
    - Fees from the licensing of physical (DVD/Blu-ray discs) distribution rights

- Theatrical distribution - Rentals from licensing our films to theaters
- Merchandise Licensing - Royalties from licensing our IP for use on consumer goods
- Other revenue - Primarily consists of revenues from licensing our music, ticket sales from stage play performances, fees from licensing our IP for use in stage plays, sales of post-production services and sales of branded books, comic books and magazines to wholesalers

- The expenses of Entertainment are as follows:
  - Operating expenses, consisting of the following:
    - Programming and production costs, which include:
      - Amortization of capitalized production costs
      - Amortization of the costs of licensed programming rights
      - Subscriber-based fees for programming our vMVPD services, including fees paid by the Entertainment vMVPD services to the Sports and Entertainment linear networks for the right to air the networks on the Hulu Live TV and Fubo services
      - Production costs related to live programming (primarily news)
      - Participation and residual expenses
      - Fees paid to the Sports segment to program sports content on ABC Network and Disney+
    - Other operating expenses, which include technology support costs, distribution costs and costs of goods sold
  - Selling, general and administrative costs, including marketing costs
  - Depreciation and amortization

*Sports*

- Significant activities include the following:
  - Domestic:
    - ESPN-branded television channels
    - ESPN DTC streaming service
    - ESPN on ABC (sports programmed on the ABC Network by ESPN)
    - NFL Network and the linear feed of NFL RedZone
    - MLB.tv streaming service
  - International: ESPN-branded channels outside of the U.S.
  - Certain Sports content can be accessed through the Disney+ platform

The entities within the Sports segment are generally owned 72% by the Company.

- The revenues of Sports are as follows:
  - Subscription and affiliate fees
  - Advertising
  - Other revenue - Primarily consists of fees for programming ESPN on ABC and sports content on Disney+ and from sub-licensing of sports rights
- The expenses of Sports are as follows:
  - Operating expenses, consisting of programming and production costs and other operating expenses. Programming and production costs include amortization of licensed sports rights and production costs related to live sports and other sports-related programming. Other operating expenses include technology support costs and distribution costs.
  - Selling, general and administrative costs, including marketing costs
  - Depreciation and amortization

*Experiences*

- Significant activities include the following:
  - Parks & Experiences:
    - Domestic:
      - Theme parks and resorts:
        - Walt Disney World Resort in Florida

        - Disneyland Resort in California
      - Experiences:
        - Disney Cruise Line
        - Disney Vacation Club, including Aulani, a Disney Resort & Spa in Hawaii
        - National Geographic Expeditions (owned 73% by the Company) and Adventures by Disney
      - Branded Retail, which includes the direct sale of branded merchandise through online and retail locations
    - International:
      - Theme parks and resorts:
        - Disneyland Paris
        - Hong Kong Disneyland Resort (48% ownership interest and consolidated in our financial results)
        - Shanghai Disney Resort (43% ownership interest and consolidated in our financial results)
        - In addition, the Company licenses its IP to a third party that owns and operates Tokyo Disney Resort
- The revenues of Experiences are as follows:
  - Theme park admissions - Sales of tickets for admission to our theme parks and for premium access to certain attractions
  - Resorts and vacations - Sales of room nights at hotels, sales of cruise and other vacations and sales and rentals of vacation club properties
  - Merchandise, food and beverage:
    - Sales of merchandise, food and beverages at our theme parks and resorts and cruise ships
    - Sales of merchandise through internet shopping sites and at The Disney Store
  - Licensing and other - Primarily consists of revenues from sponsorships and co-branding opportunities, real estate rentals and sales and royalties earned on Tokyo Disney Resort revenues
- The expenses of Experiences are as follows:
  - Operating expenses, consisting of operating labor, infrastructure costs, costs of goods sold and distribution costs and other operating expenses. Infrastructure costs include technology support costs, repairs and maintenance, utilities and fuel, property taxes, retail occupancy costs, insurance and transportation. Other operating expenses include costs for such items as supplies, processing fees and entertainment offerings.
  - Selling, general and administrative costs, including marketing costs
  - Depreciation and amortization

*Eliminations*

- The following transactions are recognized in segment revenues and eliminated in total Company revenue:
  - Fees paid by the Entertainment vMVPD services to the Sports and Entertainment linear networks for the right to air the networks on the Hulu Live TV and Fubo services
  - Fees paid by the Entertainment segment to the Sports segment to program sports content on ABC Network and Disney+

**SUMMARY OF FISCAL 2026, 2025 AND 2024 SEGMENT REPORTING CHANGES**

The following tables present reconciliations of previously reported segment results to the recast segment results reflecting (1) the shift of Merchandise Licensing and Publishing from Experiences to Entertainment and (2) the exclusion of equity income from Entertainment segment operating results.

The reconciliation of previously reported segment results for fiscal year 2026 to the recast segment results for fiscal year 2026 is as follows:

| | Year Ended October 3, 2026 | | | |
|---|---|---|---|---|
| (unaudited; in millions) | As Originally Reported | Shift of Merchandise Licensing and Publishing to Entertainment | Exclusion of Equity Income from Entertainment segment operating results | As Recast |
| **Revenues:** | | | | |
| Entertainment | $ 46,562 | $ 3,711 | $ — | $ 50,273 |
| Sports | 18,632 | — | — | 18,632 |
| Experiences | 39,566 | (3,711) | — | 35,855 |
| Eliminations | (2,416) | — | — | (2,416) |
| **Segment operating income:** | | | | |
| Entertainment | $ 5,443 | $ 2,332 | $ (408) | $ 7,367 |
| Sports | 3,094 | — | — | 3,094 |
| Experiences | 11,191 | (2,332) | — | 8,859 |

The reconciliation of previously reported segment results for fiscal year 2025 to the recast segment results for fiscal year 2025 is as follows:

| | Year Ended September 27, 2025 | | | |
|---|---|---|---|---|
| (unaudited; in millions) | As Originally Reported | Shift of Merchandise Licensing and Publishing to Entertainment | Exclusion of Equity Income from Entertainment segment operating results | As Recast |
| **Revenues:** | | | | |
| Entertainment | $ 42,466 | $ 3,554 | $ — | $ 46,020 |
| Sports | 17,672 | — | — | 17,672 |
| Experiences | 36,156 | (3,554) | — | 32,602 |
| Eliminations | (1,869) | — | — | (1,869) |
| **Segment operating income:** | | | | |
| Entertainment | $ 4,674 | $ 2,167 | $ (439) | $ 6,402 |
| Sports | 2,882 | — | — | 2,882 |
| Experiences | 9,995 | (2,167) | — | 7,828 |

The reconciliation of previously reported segment results for fiscal year 2024 to the recast segment results for fiscal year 2024 is as follows:

| | Year Ended September 28, 2024 | | | |
|---|---|---|---|---|
| (unaudited; in millions) | As Originally Reported | Shift of Merchandise Licensing and Publishing to Entertainment | Exclusion of Equity Income from Entertainment segment operating results | As Recast |
| **Revenues:** | | | | |
| Entertainment | $ 41,186 | $ 3,517 | $ — | $ 44,703 |
| Sports | 17,619 | — | — | 17,619 |
| Experiences | 34,151 | (3,517) | — | 30,634 |
| Eliminations | (1,595) | — | — | (1,595) |
| **Segment operating income:** | | | | |
| Entertainment | $ 3,923 | $ 2,142 | $ (529) | $ 5,536 |
| Sports | 2,406 | — | — | 2,406 |
| Experiences | 9,272 | (2,142) | — | 7,130 |

**SUMMARY SUPPLEMENTAL SEGMENT RESULTS FOR FISCAL 2026, 2025 and 2024**

The following is a summary of segment revenues and operating income presented under the new segment reporting structure for fiscal 2026, 2025 and 2024:

| (unaudited; in millions) | Quarter Ended Dec. 27, 2025 | Quarter Ended Mar. 28, 2026 | Quarter Ended Jun. 27, 2026 | Quarter Ended Oct. 3, 2026 [1] | Year Ended Oct. 3, 2026 [1] | Year Ended Sep. 27, 2025 | Year Ended Sep 28, 2024 |
|---|---|---|---|---|---|---|---|
| Revenues: | | | | | | | |
| Entertainment | $ 12,614 | $ 12,495 | $ 12,210 | $ 12,954 | $ 50,273 | $ 46,020 | $ 44,703 |
| Sports | 4,909 | 4,609 | 4,500 | 4,614 | 18,632 | 17,672 | 17,619 |
| Experiences | 9,001 | 8,707 | 9,103 | 9,044 | 35,855 | 32,602 | 30,634 |
| Eliminations | (543) | (643) | (565) | (665) | (2,416) | (1,869) | (1,595) |
| Segment operating income: | | | | | | | |
| Entertainment | $ 1,667 | $ 1,704 | $ 2,122 | $ 1,874 | $ 7,367 | $ 6,402 | $ 5,536 |
| Sports | 191 | 652 | 858 | 1,393 | 3,094 | 2,882 | 2,406 |
| Experiences | 2,624 | 2,139 | 2,483 | 1,613 | 8,859 | 7,828 | 7,130 |

[1] Fiscal 2026 results for the fourth quarter and full year include the benefit from one additional week of operations compared to the prior-year quarter and prior year due to our fiscal period end. The estimated benefit from one additional week of operations on full year segment revenue and operating income was as follows:

| ($ in millions) | Revenues | Estimated Impact from One Additional Week of Operations on Segment Revenue Growth Percentage vs. Prior Year | Segment operating income | Estimated Impact from One Additional Week of Operations on Segment Operating Income Growth Percentage vs. Prior Year |
|---|---|---|---|---|
| Entertainment | $ 840 | 2 ppts | $ 260 | 4 ppts |
| Sports | 290 | 2 ppts | 80 | 3 ppts |
| Experiences | 550 | 2 ppts | 150 | 2 ppts |
| Eliminations | (50) | nm | — | — |

The impact of the additional week reflects an estimate of the impact of an additional week on segment revenues and expenses in the fourth quarter of fiscal 2026.

**Entertainment**

Operating results for the Entertainment segment are as follows:

| (unaudited; in millions) | Quarter Ended Dec. 27, 2025 | Quarter Ended Mar. 28, 2026 | Quarter Ended Jun. 27, 2026 | Quarter Ended Oct. 3, 2026 | Year Ended Oct. 3, 2026 | Year Ended Sep. 27, 2025 | Year Ended Sep. 28, 2024 |
|---|---|---|---|---|---|---|---|
| Revenues | | | | | | | |
| SVOD | | | | | | | |
| Subscription fees | $ 4,424 | $ 4,708 | $ 4,715 | $ 5,127 | $ 18,974 | $ 16,302 | $ 14,564 |
| Advertising | 928 | 821 | 851 | 931 | 3,531 | 3,281 | 3,224 |
| Other [1] | (6) | (43) | (34) | (8) | (91) | 148 | 261 |
| | 5,346 | 5,486 | 5,532 | 6,050 | 22,414 | 19,731 | 18,049 |
| Content and IP | | | | | | | |
| Content sales | 1,931 | 1,721 | 1,589 | 1,474 | 6,715 | 6,050 | 5,274 |
| Consumer products | 1,203 | 925 | 1,037 | 1,220 | 4,385 | 4,195 | 4,147 |
| Other [1] | 455 | 418 | 442 | 498 | 1,813 | 1,797 | 1,814 |
| | 3,589 | 3,064 | 3,068 | 3,192 | 12,913 | 12,042 | 11,235 |
| Networks and vMVPD | | | | | | | |
| Subscription and affiliate fees | 2,826 | 3,093 | 2,830 | 2,957 | 11,706 | 10,818 | 11,104 |
| Advertising | 816 | 815 | 737 | 719 | 3,087 | 3,259 | 4,159 |
| Other [1] | 37 | 37 | 43 | 36 | 153 | 170 | 156 |
| | 3,679 | 3,945 | 3,610 | 3,712 | 14,946 | 14,247 | 15,419 |
| Total revenues | 12,614 | 12,495 | 12,210 | 12,954 | 50,273 | 46,020 | 44,703 |
| Operating expenses | (7,938) | (8,024) | (7,379) | (7,958) | (31,299) | (28,274) | (28,373) |
| Selling, general, administrative and other | (2,766) | (2,487) | (2,463) | (2,866) | (10,582) | (10,404) | (9,948) |
| Depreciation and amortization | (243) | (280) | (246) | (256) | (1,025) | (940) | (846) |
| Operating income | $ 1,667 | $ 1,704 | $ 2,122 | $ 1,874 | $ 7,367 | $ 6,402 | $ 5,536 |

[1] Includes the impact of our foreign exchange hedging program

**Experiences**

Operating results for the Experiences segment are as follows:

| (unaudited; in millions) | Quarter Ended Dec. 27, 2025 | Quarter Ended Mar. 28, 2026 | Quarter Ended Jun. 27, 2026 | Quarter Ended Oct. 3, 2026 | Year Ended Oct. 3, 2026 | Year Ended Sep. 27, 2025 | Year Ended Sep. 28, 2024 |
|---|---|---|---|---|---|---|---|
| Revenues | | | | | | | |
| Theme park admissions | $ 3,301 | $ 3,092 | $ 3,253 | $ 3,063 | $ 12,709 | $ 11,707 | $ 11,171 |
| Resorts and vacations | 2,410 | 2,564 | 2,766 | 2,804 | 10,544 | 9,210 | 8,375 |
| Merchandise, food and beverage | 2,675 | 2,382 | 2,473 | 2,532 | 10,062 | 9,326 | 8,841 |
| Licensing and other [1] | 615 | 669 | 611 | 645 | 2,540 | 2,359 | 2,247 |
| Total revenues | 9,001 | 8,707 | 9,103 | 9,044 | 35,855 | 32,602 | 30,634 |
| Operating expenses | (4,821) | (4,851) | (4,924) | (5,567) | (20,163) | (18,623) | (17,715) |
| Selling, general, administrative and other | (822) | (958) | (903) | (1,038) | (3,721) | (3,443) | (3,322) |
| Depreciation and amortization | (734) | (759) | (793) | (826) | (3,112) | (2,708) | (2,467) |
| Operating income | $ 2,624 | $ 2,139 | $ 2,483 | $ 1,613 | $ 8,859 | $ 7,828 | $ 7,130 |

[1] Includes the impact of our foreign exchange hedging program

The following table presents supplemental revenue and operating income detail for the Experiences segment:

| (unaudited; in millions) | Quarter Ended Dec. 27, 2025 | Quarter Ended Mar. 28, 2026 | Quarter Ended Jun. 27, 2026 | Quarter Ended Oct. 3, 2026 | Year Ended Oct. 3, 2026 | Year Ended Sep. 27, 2025 | Year Ended Sep. 28, 2024 |
|---|---|---|---|---|---|---|---|
| *Supplemental revenue detail* | | | | | | | |
| Domestic | $ 7,248 | $ 7,111 | $ 7,316 | $ 7,224 | $ 28,899 | $ 26,082 | $ 24,451 |
| International | 1,753 | 1,596 | 1,787 | 1,820 | 6,956 | 6,520 | 6,183 |
| | $ 9,001 | $ 8,707 | $ 9,103 | $ 9,044 | $ 35,855 | $ 32,602 | $ 30,634 |
| *Supplemental operating income detail* | | | | | | | |
| Domestic | $ 2,196 | $ 1,912 | $ 2,114 | $ 1,266 | $ 7,488 | $ 6,386 | $ 5,776 |
| International | 428 | 227 | 369 | 347 | 1,371 | 1,442 | 1,354 |
| | $ 2,624 | $ 2,139 | $ 2,483 | $ 1,613 | $ 8,859 | $ 7,828 | $ 7,130 |