

CANADIAN MUSEUM OF HISTORY

Quarterly Financial Statements

For the nine-month period ended December 31, 2025

Unaudited

NARRATIVE DISCUSSION

These quarterly financial statements must be read in conjunction with the March 31, 2025, audited financial statements of the Canadian Museum of History (CMH) and with this narrative discussion.

OVERVIEW

The Corporation is committed to sustaining a strong financial and operational foundation for the delivery of quality museum programs and services. Responding to the Strategic Directions of its Board of Trustees, the Corporation builds accountability into its operational planning and reporting. The Corporation has at its core a management culture that fosters excellence and adaptation of best practices for continued improvement. It is accountable to Parliament and Canadians in implementing its mandate.

The Canadian tourism market shows signs of stabilizing in 2025, with increased attendance from U.S., Mexican, and European visitors, supported by new direct flights from London and Paris. However, recovery in Asia-Pacific markets remains slow. The Museum continues to develop targeted marketing strategies to attract international visitors while enhancing domestic engagement to ensure sustained attendance. The Canada Strong Pass, announced by the new Liberal government, does seem to have had an impact on museum attendance.

STRATEGIC DIRECTIONS

In 2022, the Corporation's Board of Trustees unveiled five Strategic Directions, building on the previous ones, and maintaining their overall intent. A detailed set of goals and objectives addresses each direction. The Corporation's five Strategic Directions are as follows:

1. Engage people from across Canada in diverse histories and stories.
2. Foster an innovative workforce culture that promotes equity, respect, and a sense of belonging.
3. Advance reconciliation and strengthen our commitment to recognizing the rights of Indigenous Peoples.
4. Build organizational resilience through sustainable practices.
5. Leverage technology to drive innovation and deepen access to Museum activities.

STATEMENT OF OPERATIONS

The Corporation's net results of operations for the nine-month period ended December 31, 2025, reflects a \$4.1 million surplus, compared to a surplus of \$2.9 million for the comparative period of the previous fiscal year.

Parliamentary appropriations for the period total \$73.5 million, compared to \$71.5 million for the same period in the previous fiscal year.

Revenues for the nine-month period total \$17.9 million, compared to \$16.5 million for the same period of the previous fiscal year, an increase of \$1.4 million. Operating revenue results for the current period are higher when compared to the prior fiscal year, as a result of higher attendance levels.

Operating expenses for the nine-month period total \$87.2 million, compared to \$85.1 million for the same period of the previous fiscal year, an increase of \$2.1 million. This is mostly explained by the increase in salary costs and the implementation costs for the new Human Resources Information System.

STATEMENT OF FINANCIAL POSITION

The Museum's unrestricted net assets as of December 31, 2025, represent \$12.9 million. They were \$8.7 million as of March 31, 2025.

To date, the Museum's restricted net assets totaling \$20 million are for the renewal of permanent exhibition galleries, including the Canadian Children's Museum Renewal project. In 2017–2018, an upgrade to a permanent gallery was completed at the Canadian War Museum.

OUTLOOK

Current economic uncertainties, including inflation and soft growth, impact museum operations and attendance. Wage pressures and labor shortages present further challenges, while rising living costs affect discretionary spending on arts and culture. The Museum continues to explore new revenue and funding models and partnerships to navigate these economic pressures and uncertainties effectively.

The Museum receives an annual base capital funding of \$2.5 million in 2025–2026. This base funding remains below the level necessary to keep two aging buildings in good condition and to address the requirements associated with the IT and security infrastructure. The Corporation will continue to work with the Department of Canadian Heritage on a long-term solution to address operating challenges such as escalating non-discretionary costs and the need to address critical capital projects.

STATEMENT OF MANAGEMENT RESPONSIBILITY

Management is responsible for the preparation and fair presentation of these quarterly financial statements in accordance with the Treasury Board of Canada Standard on Quarterly Financial Reports for Crown Corporations and for such internal controls as management determines is necessary to enable the preparation of quarterly financial statements that are free from material misstatement. Management is also responsible for ensuring all other information in this quarterly financial report is consistent, where appropriate, with the quarterly financial statements.

Based on our knowledge, these unaudited quarterly financial statements present fairly, in all material respects, the financial position, results of operations, changes in net assets and cash flows of the Corporation, as at the date of and for the periods presented in the quarterly financial statements.



Caroline Dromaguet
President and Chief Executive Officer



Eric Doiron, CPA
Chief Financial Officer and Vice-President of Finance, Infrastructure and Visitor Services

Gatineau, Quebec

February 19, 2026

CANADIAN MUSEUM OF HISTORY

(Unaudited)

Statement of Financial Position

As at December 31

(In thousands of dollars)

	December 31, 2025	March 31, 2025
Assets		
Current assets		
Cash	\$ 6,123	\$ 7,067
Restricted cash and investments	1,543	3,393
Investments	5,553	8,118
Accounts receivable	5,854	3,184
Inventories	648	662
Prepaid expenses	1,544	1,372
	21,265	23,796
Restricted investments	16,153	14,409
Investments	78,163	86,018
Collections	1	1
Capital assets	172,757	178,258
	\$ 288,339	\$ 302,482
Liabilities and net assets		
Current liabilities		
Accounts payable and accrued liabilities	\$ 14,108	\$ 20,655
Deferred contributions (note 3)	21,014	23,164
Unearned revenues	623	732
	35,745	44,551
Deferred contributions - National Collection Fund (note 4)	12,269	11,893
Deferred contributions related to capital assets (note 5)	143,066	153,464
Employee future benefits	19,087	18,107
Asset retirement obligations	4,379	4,385
	214,546	232,400
Net assets		
Unrestricted	12,879	8,707
Restricted for permanent exhibit renewal	19,589	19,621
Investment in capital assets	40,868	40,868
Accumulated remeasurement gains	457	886
	73,793	70,082
	\$ 288,339	\$ 302,482

The accompanying notes and schedules form an integral part of the financial statements.

CANADIAN MUSEUM OF HISTORY

(Unaudited)

Statement of Operations

For the three- and nine-month periods ended December 31

(In thousands of dollars)

	Three-month period ended		Nine-month period ended	
	December 31		December 31	
	2025	2024	2025	2024
Revenues				
Donations and sponsorships (note 6)	\$ 1,220	\$ 703	\$ 2,052	\$ 1,593
Interest income	1,000	1,008	3,197	3,306
Operating (schedule 1)	3,425	3,140	12,676	11,646
	5,645	4,851	17,925	16,545
Expenses (schedule 2)				
Collect and research	\$ 3,748	\$ 4,570	\$ 11,511	\$ 12,403
Exhibit, educate and communicate	7,311	7,580	22,605	22,610
Accommodation	11,015	11,030	33,055	32,534
Corporate management	6,480	5,809	20,075	17,546
	28,554	28,989	87,246	85,093
Net result of operations before parliamentary appropriations	(22,909)	(24,138)	(69,321)	(68,548)
Parliamentary appropriations (note 7)	29,441	25,992	73,461	71,460
Net result of operations	\$ 6,532	\$ 1,854	\$ 4,140	\$ 2,912

The accompanying notes and schedules form an integral part of the financial statements.

Statement of Remeasurement Gains and Losses

For the three- and nine-month periods ended December 31

(In thousands of dollars)

	Three-month period ended		Nine-month period ended	
	December 31		December 31	
	2025	2024	2025	2024
Accumulated remeasurement gains, beginning of period	\$ 654	\$ 826	\$ 886	\$ 238
Unrealized gains (losses) attributed to investments	(294)	4	(13)	695
Amounts reclassified to the Statement of Operations - investments	97	(12)	(416)	(115)
Net change in accumulated remeasurement gains (losses) for the period	(197)	(8)	(429)	580
Accumulated remeasurement gains, end of period	\$ 457	\$ 818	\$ 457	\$ 818

The accompanying notes and schedules form an integral part of the financial statements.

CANADIAN MUSEUM OF HISTORY

(Unaudited)

Statement of Changes in Net Assets

For the three- and nine-month periods ended December 31

(In thousands of dollars)

For the three-month period ended	Unrestricted	Restricted for permanent exhibit renewal	Investment in capital assets	Accumulated remeasurement gains	December 31 2025	December 31 2024
Net assets, beginning of period	\$ 6,337	\$ 19,599	\$ 40,868	\$ 654	\$ 67,458	\$ 70,121
Net result of operations	6,542	(10)	-	-	6,532	1,854
Net change in accumulated gains	-	-	-	(197)	(197)	(8)
Net assets, end of period	\$ 12,879	\$ 19,589	\$ 40,868	\$ 457	\$ 73,793	\$ 71,967

For the nine-month period ended	Unrestricted	Restricted for permanent exhibit renewal	Investment in capital assets	Accumulated remeasurement gains (losses)	December 31 2025	December 31 2024
Net assets, beginning of period	\$ 8,707	\$ 19,621	\$ 40,868	\$ 886	\$ 70,082	\$ 68,475
Net result of operations	4,172	(32)	-	-	4,140	2,912
Net change in accumulated gains (losses)	-	-	-	(429)	(429)	580
Net assets, end of period	\$ 12,879	\$ 19,589	\$ 40,868	\$ 457	\$ 73,793	\$ 71,967

The accompanying notes and schedules form an integral part of the financial statements.

CANADIAN MUSEUM OF HISTORY

(Unaudited)

Statement of Cash Flows

For the three- and nine-month periods ended December 31

(In thousands of dollars)

	Three-month period ended December 31		Nine-month-period ended December 31	
	2025	2024	2025	2024
Operating activities				
Cash receipts from clients and other receivables	\$ 5,281	\$ 3,277	\$ 18,261	\$ 14,656
Cash receipts from parliamentary appropriations	21,009	15,293	51,461	45,811
Cash paid to and on behalf of employees	(12,760)	(10,544)	(37,191)	(38,667)
Cash paid to suppliers	(11,543)	(11,043)	(43,328)	(38,552)
Restricted contributions and related investment income	368	(142)	(121)	350
Interest received	1,348	1,186	2,453	3,036
Net cash through operating activities	3,703	(1,973)	(8,465)	(13,366)
Investing activities				
Increase in investments and restricted investments	(3,031)	(1,323)	(6,620)	(26,091)
Decrease in investments and restricted investments	4,613	5,127	17,422	29,573
Net cash through investing activities	1,582	3,804	10,802	3,482
Capital activities				
Acquisition of capital assets	(2,126)	(7,329)	(10,586)	(16,400)
Financing activities				
Parliamentary appropriations for the acquisition of capital assets	1,109	6,324	6,594	13,959
Decrease in cash and restricted cash	4,268	826	(1,655)	(12,325)
Cash and restricted cash, beginning of year				
Cash	796	2,069	7,067	15,211
Restricted cash	1,740	2,374	1,392	2,383
	2,536	4,443	8,459	17,594
Cash and restricted cash, end of period				
Cash	6,123	4,082	6,123	4,082
Restricted cash	681	1,187	681	1,187
	\$ 6,804	\$ 5,269	\$ 6,804	\$ 5,269

The accompanying notes and schedules form an integral part of the financial statements.

CANADIAN MUSEUM OF HISTORY

(Unaudited)

Notes to the Financial Statements

For the nine-month period ended December 31, 2025

(In thousands of dollars)

1. Mission and mandate

The Canadian Museum of History (the “Corporation”), formerly named the Canadian Museum of Civilization, was established on December 12, 2013 through an amendment to the *Museums Act*. The Canadian Museum of History is an agent Crown corporation named in *Part I of Schedule III to the Financial Administration Act* and is not subject to income tax under the provisions of the *Income Tax Act*. The Canadian Museum of History includes the Canadian War Museum.

The mission, as stated in the *Museums Act*, is as follows:

“to enhance Canadians’ knowledge, understanding and appreciation of events, experiences, people and objects that reflect and have shaped Canada’s history and identity, and also to enhance their awareness of world history and cultures.”

The Canadian Museum of History’s operations are divided into four mutually supportive activities which work together to meet all aspects of its mandate. These activities are:

Collect and research

Manages, develops, conserves, and undertakes research on the collections to enhance program delivery and augment the scientific knowledge base.

Exhibit, educate and communicate

Develops, maintains, and communicates exhibits, programs and activities to further knowledge, critical understanding, appreciation and respect for human cultural achievements and human behaviour.

Accommodation

Managing and maintaining all facilities and related security and hosting services.

Corporate management

Governance, corporate management, audit and evaluation, fundraising, commercial activities, finance and administration, human resources and information systems.

CANADIAN MUSEUM OF HISTORY

(Unaudited)

Notes to the Financial Statements

For the nine-month period ended December 31, 2025

(In thousands of dollars)

2. Significant accounting policies

Basis of accounting

These unaudited financial statements have been prepared in accordance with Canadian public sector accounting standards. The Corporation has elected to apply the Section 4200 series for government-not-for-profit organizations, and the deferral method of accounting for contributions.

Basis of preparation

These interim financial statements are intended to provide an update on the latest complete set of audited annual financial statements for the year ended March 31, 2025. Accordingly, they should be read in conjunction with the audited annual financial statements. The interim financial statements are unaudited for all periods presented. The accounting policies used in the preparation of these interim condensed financial statements are consistent with those disclosed in the Corporation's last audited annual financial statements.

Contingencies

In the normal course of its operations, the Corporation becomes involved in various claims or legal actions. Some of these potential liabilities may become actual liabilities when one or more future events occur or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued and an expense recorded in the Corporation's financial statements.

Measurement uncertainty

The preparation of financial statements in accordance with Canadian public sector accounting standards applicable for government not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of income and expenses for the period. Employee future benefits, artifact donations and the estimated useful lives of capital assets are the most significant items where estimates are used. Actual results could differ significantly from those estimated.

CANADIAN MUSEUM OF HISTORY

(Unaudited)

Notes to the Financial Statements

For the nine-month period ended December 31, 2025

(In thousands of dollars)

3. Deferred contributions

Deferred contributions represent contributions from non-government sources and Parliamentary appropriations received by the Corporation that are restricted for specific purposes and are deferred until spent on intended purpose.

Changes in the deferred contributions balance during the period were as follows:

	Non- government sources	Parliamentary appropriations	December 31, 2025 (9 months)	March 31, 2025 (12 months)
Balance, beginning of year	\$ 6,069	\$ 17,095	\$ 23,164	\$ 24,002
Additions				
Amounts received during the period	362	-	362	2,754
Deferred investment income	192	-	192	296
	554	-	554	3,050
Deductions				
Amounts recognized as revenue	(1,066)	(1,638)	(2,704)	(3,888)
Balance, end of period	\$ 5,557	\$ 15,457	\$ 21,014	\$ 23,164

CANADIAN MUSEUM OF HISTORY

(Unaudited)

Notes to the Financial Statements

For the nine-month period ended December 31, 2025

(In thousands of dollars)

4. Deferred contributions - National Collection Fund

The National Collection Fund represents funds for the acquisition of artifacts by the Canadian Museum of History and the Canadian War Museum. Funds are deducted from the National Collection Fund upon acquisition of selected artifacts.

Changes in the National Collection Fund balance during the period were as follows:

	Parliamentary appropriations	Non- government entities	December 31, 2025 (9 months)	March 31, 2025 (12 months)
Balance, beginning of year	\$ 10,764	\$ 1,129	\$ 11,893	\$ 11,471
Additions				
Amounts received during the period	-	-	-	55
Deferred investment income	303	73	376	504
	303	73	376	559
Deductions				
Amounts recognized as revenue	-	-	-	(137)
Balance, end of period	\$ 11,067	\$ 1,202	\$ 12,269	\$ 11,893

CANADIAN MUSEUM OF HISTORY

(Unaudited)

Notes to the Financial Statements

For the nine-month period ended December 31, 2025

(In thousands of dollars)

5. Deferred contributions related to capital assets

Changes in the deferred contributions related to capital assets balance during the period were as follows:

	<u>Used for acquisitions</u>		<u>To be used for capital asset acquisitions</u>		December 31,	March 31,
	Non-government sources	Parliamentary appropriations	Parliamentary appropriations		2025	2025
					(9 months)	(12 months)
Balance, beginning of year	\$ 1,313	\$ 133,698	\$ 18,453	\$	153,464	\$ 166,878
Additions						
Capital asset acquisitions	-	5,867	-		5,867	13,588
Parliamentary appropriations deferred for capital asset acquisitions in future periods	-	-	-		-	-
	-	5,867	-		5,867	13,588
Deductions						
Amounts used during the period	(49)	(12,224)	(3,992)		(16,265)	(27,002)
Balance, end of period	\$ 1,264	\$ 127,341	\$ 14,461	\$	143,066	\$ 153,464

Deferred capital contributions from non-government sources represent the unamortized portion of donations from non-government sources restricted and used to acquire depreciable capital assets.

Deferred capital funding through Parliamentary appropriations represents the unamortized portion of Parliamentary appropriations restricted and used to acquire depreciable capital assets or restricted to be used for future acquisitions of depreciable capital assets.

CANADIAN MUSEUM OF HISTORY

(Unaudited)

Notes to the Financial Statements

For the nine-month period ended December 31, 2025

(In thousands of dollars)

6. Donations and sponsorships

Donations and sponsorships revenue is composed of:

	December 31, 2025		December 31, 2024	
Cash donations and sponsorships	\$	1,794	\$	1,506
In-kind sponsorships and artifact donations		258		87
	\$	2,052	\$	1,593

7. Parliamentary appropriations

The Corporation receives Parliamentary appropriations from the Government of Canada to support its operating and capital activities. The table below illustrates the Parliamentary appropriations received during the period, and the accounting adjustments required to arrive at the calculation of revenue that conforms to public sector accounting standards.

	December 31, 2025		December 31, 2024	
Main Estimates amount provided for operating and capital activities	\$	61,474	\$	59,598
Less current period Parliamentary appropriations not recognized as revenue:				
Used for capital asset acquisitions		(1,875)		(944)
Add prior period Parliamentary appropriations recognized as revenue in current period:				
Amortization of deferred capital funding		12,224		11,848
Restricted amounts used in current period		1,638		958
Parliamentary appropriations recognized as revenue	\$	73,461	\$	71,460

CANADIAN MUSEUM OF HISTORY

(Unaudited)

Schedule 1 - Operating Revenues

For the nine-month period ended December 31
(In thousands of dollars)

	Three-month period ended		Nine-month period ended	
	December 31		December 31	
	2025	2024	2025	2024
General admission and programs	\$ 1,340	\$ 1,261	\$ 6,150	\$ 5,572
Facility rentals, events and concessions	1,018	890	2,780	2,590
Boutique sales	442	403	1,644	1,552
Parking	439	434	1,584	1,442
Memberships	123	120	381	368
Travelling exhibits	49	11	90	51
Other	14	21	47	71
	\$ 3,425	\$ 3,140	\$ 12,676	\$ 11,646

Schedule 2 - Expenses

For the nine-month period ended December 31
(In thousands of dollars)

	Three month-period ended		Nine-month period ended	
	December 31		December 31	
	2025	2024	2025	2024
Personnel costs	\$ 13,189	\$ 12,679	\$ 40,202	\$ 37,820
Amortization of capital assets	4,172	3,979	12,306	11,929
Payments in lieu of property taxes	2,612	2,435	7,856	7,321
Building operations	1,923	1,952	6,463	6,246
Online programs assistance	1,239	1,076	3,211	2,985
Professional and special services	1,007	1,483	3,075	3,396
Repairs and maintenance	985	1,179	2,809	3,087
IT infrastructure and systems	713	616	2,541	1,715
Utilities	762	748	2,187	2,184
Exhibit fabrication and rental	436	736	1,629	2,302
Marketing and advertising	328	368	1,512	1,649
Cost of goods sold	195	194	898	803
Materials and supplies	292	341	745	993
Collection acquisitions	200	594	489	948
Travel and hospitality	151	270	420	802
Rentals and leases	91	72	252	205
Royalties	23	8	62	76
Other	236	259	589	632
	\$ 28,554	\$ 28,989	\$ 87,246	\$ 85,093