CANADIAN MUSEUM OF NATURE

QUARTERLY FINANCIAL REPORT

(Unaudited)

For the three and six-month periods
ended September 30, 2025

Canada

canadian museum of nature
nature
musée canadien de la nature

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MANAGEMENT DISCUSSION AND ANALYSIS

OVERVIEW

These quarterly financial statements must be read in conjunction with the most recent audited annual financial statements for the year ended March 31, 2025, and with the narrative discussion included in this quarterly financial report of the Canadian Museum of Nature (the "Museum").

The Canadian Museum of Nature pursues its national mandate as described in the *Museums Act*, within the context of the governance and accountability regime established in Part X of the *Financial Administration Act*. The Museum's Board of Trustees and management are firmly committed to managing the public and private funds invested in the institution in a transparent, accountable manner, and optimizing the value of the contribution the Museum makes to Canadians and Canadian society.

The Museum's mission is to advance the understanding and appreciation of nature through evidence, knowledge, engagement, and a sense of wonder. The Museum is a leading research and collections facility with demonstrated national and international leadership in bio- and geo-diversity. The need for applying this research and using the collections, as accessed through the national and global networks of knowledge that it supports, is expected to become increasingly important. Canada's role in the global dialogue about the environment and climate change will raise expectations for the national museum of nature to continue to contribute to the body of knowledge about nature's past, present and future based on the evidence of nature collected over time.

Achieving financial sustainability has been, and will continue to be, one of the Museum's main priorities. The Museum has in place a number of strategies designed to manage known and anticipated pressures. An enterprise risk management approach that aims to identify, assess and mitigate potential risk is being used to manage these strategies and pressures in support of the vision to be a national institution providing maximum value and service to the public.

In 2024-25, the Museum received $4.8 million of temporary funding through Budget 2023 to address gaps between the Museum's operating costs and parliamentary appropriations, and $2.4 million of this funding had been received as at September 30 2024. $4.8 million of similar temporary funding for 2025-26 was approved in June 2025. The funding is anticipated to be received in late 2025-26. None of this funding was received as at September 30, 2025.

FINANCIAL PERFORMANCE

REVENUE AND PARLIAMENTARY APPROPRIATIONS

Revenue and parliamentary appropriations decreased by $1.1 million (4%) to $26.3 million for the six months ended September 30, 2025 from $27.4 million for the six months ended September 30, 2024, with parliamentary appropriations representing 68% of the total for the six months ended September 30, 2025, compared to 71% for the six months ended September 30, 2024. Revenue and parliamentary appropriations decreased by $1.1 million (8%) for the three months ended September 30, 2025 to $13.2 million, compared to $14.3 million for the three months ended September 2024, with parliamentary appropriations representing 68% of the total for the 2025-26 period and 69% for the 2024-25 period.

Parliamentary appropriations as a percentage of total revenue decreased for the six-month period ending September 30, 2025 as parliamentary appropriations decreased and earned revenues increased. For the three month periods of 2025-26 and 2024-25, parliamentary appropriations as a percentage of total revenue remained consistent as decreases to earned revenues in the 2025-26 periods were proportionately matched by decreases to parliamentary appropriations due to Budget 2023 funding not yet received as at September 30 2025.

Parliamentary Appropriations

On an accrual basis, parliamentary appropriations decreased by $1.6 million (8%) to $17.7 million for the six months ended September 30, 2025 from $19.3 million for the six months ended September 30, 2024. The decrease was primarily due to $2.4 million of Budget 2023 funding received in the 2024-25 period, and differences in the timing and amount of capital asset acquisitions in each period. In 2024-25, $4.8 million Budget 2023 funding was received in equal quarterly installments throughout

the year. $4.8 million of similar funding was approved in June 2025. This funding as well as funding for the Summer 2025 Canada Strong Pass program is expected to be received in late 2025-26. As at September 30, 2025, no funding had been received.

On an accrual basis, parliamentary appropriations decreased by $0.8 million (8%) to $9.0 million for the three months ended September 30, 2025 from $9.8 million for the three months ended September 30, 2024. The decrease was primarily due to differences in the timing and amount of capital asset acquisitions between the periods.

Admission and Program Fees

Revenue generated from admission and program fees decreased by $0.2 million (6%) to $3.2 million for the six months ended September 30, 2025 compared to $3.4 million for the six months ended September 30, 2024. General admission visitation totaled 238,607 for the first half of 2025-26, compared to 228,563 for the same period of 2024-25.

Revenue generated from admission and program fees was $1.6 million for the three months ended September 30, 2025, a decrease of $0.3 million (16%) compared to $1.9 million earned in the same period of 2024-25. General admission visitation was 149,457 for the three months ended September 30, 2025, compared to 138,468 for the same period of 2024-25.

From June 20 to September 2, 2025, the Museum offered free admission to children aged 17 and under and a 50% discount for young adults aged 18 to 24 as part of the Canada Strong Pass. As a result of the pass, the Museum experienced higher attendance in 2025-26, but lower revenues from both admissions and memberships.

Ancillary Operations

Revenue associated with ancillary operations includes rentals of its VMMB and NHC facilities, boutique sales, cafeteria leases, parking, and collection services. Revenue from ancillary operations increased by $0.2 million (11%) to $2.1 million for the six months ended September 30, 2025 from $1.9 million for the six months ended September 30, 2024. For the three months ended September 30, 2025, revenue from ancillary operations increased by $0.1 million (10%) to $1.1 million from $1.0 million for the three months ended September 30, 2024. The increases between the periods were primarily due to parking revenues.

Contributions

Contributions recognized as revenue vary from period to period based upon the resources required to fund research, collections and public education programs including installing or modifying permanent galleries. On an accrual basis, contributions including cash contributions, sponsorships, specimen and in-kind donations were $1.3 million for the six months ended September 30, 2025, an increase of $0.2 million (18%) from $1.1 million for the six months ended September 30, 2024.

On an accrual basis, contributions including cash contributions, sponsorships, specimen and in-kind donations remained consistent at $0.8 million for the three-month periods ended September 30, 2025 and 2024.

Interest

Interest revenue generated from cash deposits and investments increased by $0.1 million (8%) to $1.3 million for the six months ended September 30, 2025, compared to $1.2 million for the six months ended September 30, 2024. Interest revenue generated from cash deposits and investments decreased by $0.2 million (33%) to $0.4 million for the three months ended September 30, 2025, compared to $0.6 million for the three months ended September 30, 2024. The increase in interest revenue for the six-month period ended September 30, 2025 was primarily due to net remeasurement gains realized upon the settlement of investments during the 2025-26 period. The decrease in interest revenue for the three-month period ended September 30, 2025 was primarily due to lower interest rates and fewer investments held by the Museum in the current period. During 2024-25 and 2025-26, the Museum's investments generated interest at higher rates than cash held in bank accounts.

Professional and Scientific Services

Professional and scientific services include revenue earned during the period from funding received for specific research and operational projects. Funding received for externally specified purposes is recognized as revenue as related expenses are incurred. Professional and scientific services decreased by $0.1 million (25%) to $0.3 million for the six months ended September 30, 2025, compared to $0.4 million for the six months ended September 30, 2024. Professional and scientific services decreased by $0.1 million (50%) to $0.1 million for the three months ended September 30, 2025, compared to $0.2 million for the three months ended September 30, 2024. Professional and scientific services revenue may fluctuate significantly between periods depending on projects that have received funding, and the timing and scope of projects.

Other

Other revenue includes revenue generated from travelling exhibitions, royalties, and non-routine activities. Other revenue was $0.3 million for the six months ended September 30, 2025 and $0.2 million for the three months ended September 30, 2025. Other revenue was minimal for the three and six months ended September 30, 2024. The higher other revenue in the 2025-26 periods was primarily due to revenue generated from leasing the Museum's Planet Ice travelling exhibit. The exhibit was not leased 2024-25.

EXPENSES

Expenses increased by $1.3 million (5%) to $26.8 million for the six months ended September 30, 2025, compared to $25.5 million for the six months ended September 30, 2024. Expenses increased by $0.6 million (5%) to $13.7 million for the three months ended September 30, 2025, compared to $13.1 million for the three months ended September 30, 2024.

Increased costs in the current periods were mainly due to higher personnel costs and variable costs associated with one-time projects, and facilities costs, including utilities, security, and cleaning costs.

Experience and Engagement

Expenses related to experience and engagement increased by $0.5 million (8%) to $7.0 million for the six months ended September 30, 2025 from $6.5 million for the six months ended September 30, 2024.

Expenses related to experience and engagement increased by $0.5 million (16%) to $3.7 million for the three months ended September 30, 2025, compared to $3.2 million for the three months ended September 30, 2024.

The increase in both periods was mainly due to temporary and travelling exhibits, and higher personnel costs.

Collections Care and Access

Expenses related to collections care and access remained consistent at $2.1 million for the six months ended September 30, 2025 and 2024. For the three months ended September 30, 2025 and 2024 expenses remained consistent at $1.1 million.

Research and Discovery

Expenses related to research and discovery remained relatively consistent at $3.5 and $3.6 million respectively for the six months ended September 30, 2025 and 2024. Expenses related to research and discovery decreased by $0.3 million (15%) to $1.7 million for the three months ended September 30, 2025, compared to $2.0 million for the three months ended September 30, 2024. The fluctuation in expenses in each of the current periods was primarily related to the timing of fieldwork and costs associated with externally funded projects, and personnel costs for ongoing operations and externally funded projects.

Corporate Services

Expenses related to corporate services increased by $0.7 million (21%) from $3.3 million for the six months ended September 30, 2024 to $4.0 million for the six months ended September 30, 2025. Expenses related to corporate services increased by $0.3 million (18%) from $1.7 million for the three months ended September 30, 2024 to $2.0 million for the three months ended September 30, 2025.

Higher costs between the periods were due to internal governance and development initiatives, and inflationary cost pressures on services required to support the Museum's operations.

Facilities

Expenses related to the Museum's facilities increased by $0.2 million (2%) from $10.0 million for the six months ended September 30, 2024 to $10.2 million for the six months ended September 30, 2025.

Expenses related to the Museum's buildings and grounds increased by $0.2 million (4%) from $5.1 million for the three months ended September 30, 2024 to $5.3 million for the three months ended September 30, 2025.

The increase in both periods was primarily attributable to Museum's increased activity levels requiring a corresponding increase in security.

NET RESULTS OF OPERATIONS

Net results of operations for the six and three months ended September 30, 2025 generated deficits of $0.5 million. The deficits were attributable to higher expenses related to travelling exhibits and projects, partially offset by earned revenues generated during the period.

For the six and three months ended September 30, 2024, the net results of operations generated surpluses of $1.9 million and $1.2 million, respectively. The surpluses were attributable to earned revenues generated during these periods and the receipt of $2.4 million of supplementary funding received through Budget 2023, which were partially offset by additional personnel costs, costs associated with temporary exhibits, and higher non-discretionary operating costs.

FINANCIAL SITUATION

Assets

Cash increased by $3.4 million (13%) to $30.2 million at September 30, 2025 from $26.8 million at March 31, 2025. The increase was mainly due to the redemption of long-term investments with a principal value of $6.0 million and accrued remeasurement gains of $0.5 million during the period, partially offset by decreases resulting from negative net results from operations for the six months ended September 30, 2025, and the timing of payments to suppliers and employees.

Capital assets decreased by $3.7 million (3%) to $133.0 million at September 30, 2025, compared to $136.7 million at March 31, 2025, primarily due to amortization expense of $4.2 million, partially offset by capital additions made during the period.

Liabilities

Deferred revenues and contributions decreased by $0.2 million (4%) to $4.5 million at September 30, 2025 from $4.7 million at March 31, 2025. The decrease was mainly attributable to $2.5 million of previously deferred revenue recognized for the provision of goods and services during the period, partially offset by $2.3 million of restricted contributions and revenues received during the period and deferred for use in future periods.

Deferred capital funding decreased by $3.3 million (3%) to $126.5 million at September 30, 2025 from $129.8 million at March 31, 2025 due to $3.7 million of deferred capital funding recognized as revenue, partially offset by $0.5 million of capital asset acquisitions made during the six months ended September 30, 2025. Deferred capital funding is recognized as revenue at the same pace as the amortization of the corresponding capital assets.

Net Assets

Unrestricted net assets of $36.2 million as at September 30, 2025 are due to a cumulative operating surplus, which was partially offset by negative net results of operations for the six months ended September 30, 2025, and a $0.6 million net change to investment in capital assets.

Accumulated remeasurement gains of $0.5 million recognized up to the date of settlement and which were attributable to the Museum's investment measured at fair value were recognized in the current period, resulting in a net realized remeasurement gain being recognized through the Statement of Operations. The gain is included in interest.

Investments in capital assets is impacted by the accounting treatment of the Museum's Natural Heritage Campus located in Gatineau, Quebec, which is recorded in the Statement of Financial Position as an obligation under capital lease. Due to the higher interest at the start of the lease, it had a negative impact on the Museum's Net Assets for many years. As the interest component of the lease has continued to decrease, the deficit related to this accounting treatment began to reverse in 2019-20 and will continue to do so until it is fully eliminated by the end of the lease term in 2031. The accounting treatment of the lease does not impact the Museum's cash flow or financial stability in any way.

MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

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 and cash flows of the Corporation, as at the date of and for the periods presented in the quarterly financial statements.

Danika Goosney, Ph.D.
President & Chief Executive Officer

Lisa Tallim, CPA-CA
Chief Financial Officer

Ottawa, Canada
November 20, 2025

Statement of Financial Position
(Unaudited)

(in thousands of dollars)	September 30 2025	March 31 2025
Assets		
Current		
Cash	30,246	26,813
Restricted cash	2,189	2,553
Accounts receivable		
Trade	342	578
Government departments and agencies (Note 3)	105	558
Inventories	248	221
Prepaid expenses	753	629
	33,883	31,352
Collections	1	1
Prepaid expenses	106	144
Employee advances	121	157
Restricted investments (Note 4)	973	973
Investments (Note 4)	12,170	18,302
Capital assets (Note 5)	133,026	136,698
	180,280	**187,627**
Liabilities		
Current		
Accounts payable and accrued liabilities		
Trade and other	4,033	5,153
Government departments and agencies (Note 3)	28	715
Obligation under capital lease (Note 6)	2,024	1,926
Deferred revenues and contributions (Note 7)	4,465	4,683
	10,550	12,477
Obligation under capital lease (Note 6)	13,750	14,787
Deferred capital funding (Note 7)	126,534	129,779
Asset retirement obligation (Note 8)	862	919
Employee future benefits	2,515	2,694
	154,211	**160,656**
Net assets		
Unrestricted	36,213	37,282
Accumulated remeasurement gains	-	402
Investment in capital assets (Note 9)	(10,144)	(10,713)
	26,069	**26,971**
	180,280	**187,627**

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

Statement of Operations for the three and six-month periods ended September 30 (Unaudited)

	Three-month period ended September 30		Six-month period ended September 30	
(in thousands of dollars)	**2025**	**2024**	**2025**	**2024**
Revenue (Note 10)				
Admission and program fees	1,601	1,860	3,221	3,402
Ancillary operations	1,094	987	2,059	1,860
Contributions	832	784	1,334	1,096
Interest	367	636	1,321	1,211
Professional and scientific services	108	228	250	424
Other	172	23	349	41
	4,174	**4,518**	**8,534**	**8,034**
Expenses (Note 11)				
Experience and engagement	3,664	3,243	6,973	6,466
Collections care and access	1,130	1,095	2,133	2,125
Research and discovery	1,667	1,987	3,529	3,557
Corporate services	1,993	1,671	3,969	3,332
Facilities	5,252	5,110	10,173	9,986
	13,706	**13,106**	**26,777**	**25,466**
Net result of operations before parliamentary appropriations	**(9,532)**	**(8,588)**	**(18,243)**	**(17,432)**
Parliamentary appropriations (Note 12)	8,996	9,788	17,743	19,323
Net result of operations	**(536)**	**1,200**	**(500)**	**1,891**

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

Statement of Remeasurement Gains and Losses for the three and six-month periods ended September 30 (Unaudited)

	Three-month period ended September 30		Six-month period ended September 30	
(in thousands of dollars)	**2025**	**2024**	**2025**	**2024**
Accumulated remeasurement gains, beginning of period	-	-	402	-
Unrealized gains attributed to investments	-	-	119	-
Amounts reclassified to the Statement of Operations attributed to investments	-	-	(521)	-
Net change in accumulated remeasurement gains for the period	-	-	(402)	-
Accumulated remeasurement gains, end of period	**-**	**-**	**-**	**-**

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

Statement of Changes in Net Assets
(Unaudited)

For the three-month period ended September 30

(in thousands of dollars)	Unrestricted	Invested in capital assets (Note 9)	Accumulated remeasurement gains	2025	2024
Net assets, beginning of period	37,116	(10,511)	-	26,605	20,638
Net result of operations	(536)	-	-	(536)	1,200
Net change in investment in capital assets	(367)	367	-	-	-
Net assets, end of period	**36,213**	**(10,144)**	-	**26,069**	**21,838**

For the six-month period ended September 30

(in thousands of dollars)	Unrestricted	Invested in capital assets (Note 9)	Accumulated remeasurement gains	2025	2024
Net assets, beginning of period	37,282	(10,713)	402	26,971	19,947
Net result of operations	(500)	-	-	(500)	1,891
Net change in accumulated remeasurement gains	-	-	(402)	(402)	-
Net change in investment in capital assets	(569)	569	-	-	-
Net assets, end of period	**36,213**	**(10,144)**	-	**26,069**	**21,838**

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

Statement of Cash Flows for the three and six-month periods ended September 30 (Unaudited)

	Three-month period ended September 30		Six-month period ended September 30	
(in thousands of dollars)	**2025**	**2024**	**2025**	**2024**
Operating activities				
Cash receipts - customers and donors	3,173	4,064	7,145	7,297
Cash receipts - parliamentary appropriations	7,355	8,134	14,577	16,267
Cash disbursements - employees	(5,403)	(5,857)	(12,392)	(11,528)
Cash disbursements - suppliers	(5,177)	(5,623)	(10,852)	(10,137)
Interest received	231	372	1,050	947
Interest paid	(400)	(444)	(811)	(899)
Cash (used) provided by operating activities	**(221)**	**646**	**(1,283)**	**1,947**
Capital investment activities				
Acquisition of capital assets	(314)	(251)	(709)	(812)
Cash used by capital investment activities	**(314)**	**(251)**	**(709)**	**(812)**
Investing activities				
Purchase of investments	-	-	-	(16,500)
Proceeds from disposition of investments	-	-	6,000	-
Cash provided (used) in investment activities	**-**	**-**	**6,000**	**(16,500)**
Financing activities				
Obligation under capital lease	(475)	(431)	(939)	(851)
Cash used by financing activities	**(475)**	**(431)**	**(939)**	**(851)**
Increase (decrease) in cash and restricted cash	**(1,010)**	**(36)**	**3,069**	**(16,216)**
Cash, beginning of period	30,715	22,650	26,813	38,998
Restricted cash, beginning of period	2,730	2,633	2,553	2,465
Cash and restricted cash, end of period	**32,435**	**25,247**	**32,435**	**25,247**
Cash, end of period	30,246	22,137	30,246	22,137
Restricted cash, end of period	2,189	3,110	2,189	3,110
Cash and restricted cash, end of period	**32,435**	**25,247**	**32,435**	**25,247**

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

1. Authority and Mission

The Canadian Museum of Nature (the "Corporation") was established by the *Museums Act* on July 1, 1990. It is an agent Crown corporation named in Part I of Schedule III of the *Financial Administration Act* (FAA) and is not subject to the provisions of the *Income Tax Act.* The Corporation is classified as a government not-for-profit organization (GNPO).

The Corporation's mission is to increase, throughout Canada and internationally, interest in, knowledge of and appreciation and respect for the natural world by establishing, maintaining and developing for research and posterity a collection of natural history objects, with special but not exclusive reference to Canada, and by demonstrating the natural world, the knowledge derived from it and the understanding it represents.

Brief descriptions of the Corporation's activities are as follows:

- **Experience and engagement**
  The Corporation creates, disseminates, and inspires engagement with the public through high-quality immersive experiences in its permanent galleries and exhibitions, digital dialogue, programming, revenue generating activities including admissions, rentals, and contributions, audience research and partnerships, to foster an understanding of, and respect for, nature and inspire philanthropic support. Expenses attributed to these activities are primarily personnel costs, exhibition costs, and marketing and advancement costs.

- **Collections care and access**
  The Corporation acquires, develops, preserves, and makes accessible collections of natural history specimens, objects, images, and information to meet the growing needs of the public and private sectors for research, education, and informed decision-making about the natural world and how it is changing. The collection comprises biodiversity and geodiversity specimens including genomic samples, library and archives collections, and art, photo, and historical materials collections. This national collection is a significant part of Canada's scientific and cultural resources and enables global research and discovery. Expenses attributed to collection activities are primarily personnel costs, collections care, preservation, and development costs, and collections digitization costs, including digitization equipment and information technology infrastructure. Revenue is generated primarily through external grants, sponsorships, partnerships, and donations.

- **Research and discovery**
  The Corporation is a recognized collections-based science leader that advances knowledge and understanding about biodiversity, geodiversity, and the Arctic through research and discovery and that develops and maintains networks and linkages with Canadian and international science communities. The Corporation's research informs our understanding of Earth's mineral diversity, the global biodiversity crisis, and the impacts of climate change and other change drivers on the natural world. Expenses attributed to these activities are primarily personnel costs, costs associated with field and laboratory-based research, and publishing costs. Revenue is generated primarily through external grants, sponsorships, partnerships, and donations.

- **Corporate Services**
  The Corporation develops and implements the policies, processes and an accountability structure to oversee the fulfillment of its mandate, including governance, strategic direction, corporate services, monitoring of corporate performance, and reporting to Parliament. Corporate services functions support all divisions of the Corporation. Functions include human resources, finance, information technology, internal and external reporting, compliance, risk management, strategic affairs, and governance. Expenses attributed to these activities are primarily personnel costs.

- **Facilities**
  The Corporation provides secure and functional facilities that meet all safety and building code requirements. These facilities are the Victoria Memorial Museum Building ("VMMB") located in Ottawa, Ontario, and the Natural Heritage Campus ("NHC") located in Gatineau, Quebec. Expenses attributed to these activities are primarily personnel costs, and costs associated with maintaining, cleaning, securing, heating, cooling, and otherwise operating the facilities.

On July 16, 2015, the Corporation was directed by the Governor General in Council (P.C. 2015-1105) pursuant to Section 89 of the FAA to align its travel, hospitality, conference and event expenditure policies, guidelines and practices with Treasury Board policies, directives and related instruments on travel, hospitality, conference and event expenditures in a manner that is consistent with its legal obligations, and to report on the implementation of this directive in the Corporation's Corporate Plan. Since February 2017, the Corporation has complied with this directive and has aligned its policies and practices to the Treasury Board policies, directives and related instruments for travel, conference, hospitality and event expenditures.

2. Significant Accounting Policies

A) Basis of Presentation

The financial statements were prepared in accordance with Canadian Public Sector Accounting Standards ("PSAS"). The Corporation has elected to apply the Section 4200 series for government not-for-profit organizations, and the deferral method of accounting for contributions, in addition to the following significant accounting policies:

B) Financial Instruments

The Corporation's financial assets and liabilities are measured at cost, amortized cost, or fair value. Financial assets include restricted and unrestricted cash, restricted and unrestricted investments, investments that include embedded derivatives, and accounts receivable, while financial liabilities include accounts payable and accrued liabilities.

Financial instruments are assessed annually for impairment at the date of the year-end financial statements. Any impairment losses resulting from these assessments are reported in the Statement of Operations. Accounts receivable are reported net of any provision for impairment or inability to collect. Accounts payable and accrued liabilities are derecognized only when the underlying liability has been extinguished.

Transaction costs are added to the carrying value of financial instruments at the time they are initially recognized. Transaction costs related to the acquisition of financial instruments measured at fair value are expensed.

C) Cash and Restricted Cash

Cash, both restricted and unrestricted, consist of deposits with a financial institution that can be withdrawn without prior notice or penalty. Restricted cash reflects the unused portion of deferred contributions received from individuals and corporate entities for a specified purpose.

D) Inventories

Inventory for resale is valued at the lower of cost and net realizable value, where cost is determined by using the weighted average cost method and net realizable value is based on retail price.

E) Collections

The Corporation holds and preserves an invaluable collection of natural history specimens for the benefit of Canadians, present and future. The Corporation divides the collection into the following four discipline-related groups:

- Earth Sciences, consisting of minerals, rocks, gems and fossils,
- Vertebrates, consisting of mammals, birds, fish, amphibians, and reptiles,
- Invertebrates, consisting of mollusks, insects, crustaceans, parasites and annelids, and
- Botany, consisting of algae, vascular plants, bryophytes and lichens

The collections are shown as a nominal value of $1.0 thousand in the Statement of Financial Position due to practical difficulties in determining a meaningful fair market value for these assets. Specimens purchased for the collections are recorded as an expense in the Statement of Operations in the year of their acquisition.

F) Investments and Restricted Investments

Investments within the Ottawa Community Foundation ("OCF") and established as a 10-year term fund are recorded at amortized cost in the Statement of Financial Position. Investments in notes which have terms allowing redemption at the earlier of maturity or the redemption date, as determined by the issuer, are measured at amortized cost using the effective interest rate method through the Statement of Operations.

Restricted investments were funded from contributions made by external parties for use on specified initiatives. The restricted investments are held within the OCF and are established as a spend-down fund recorded at amortized cost in the Statement of Financial Position. Spend-down amounts and investment income distributed from the fund for the purchase of depreciable capital assets are recorded as deferred revenues in the Statement of Financial Position.

The Corporation's investments and restricted investments held with the OCF, are managed by the OCF. Management includes investing funds, issuing distributions to the Corporation, and administering the funds. Service fees charged by the OCF for the management of the fund are recorded as expenses in the Statement of Operations in the year incurred.

The Corporation also holds endowments with the OCF. The Corporation receives annual distributions from the endowment funds, but does not control the underlying endowment funds. The Corporation recognized the distributions as additions to restricted cash and to deferred revenues, contributions, parliamentary appropriations, and capital funding when they are issued by the OCF. The endowments are not recognized as investments or restricted investments on the Statement of Financial Position.

Investments that include an embedded derivative with economic characteristics and risks that are not considered to be closely related to the host contract are assessed on a contract-by contract basis. When the Corporation designates an entire hybrid instrument to be a financial instrument measured at fair value, then the entire hybrid instrument is recognized at fair value. When the Corporation does not make this designation, the embedded derivative is bifurcated and separately recognized at fair value, and the host contract is accounted for at cost or amortized cost. Subsequent to their initial recognition, these investments are remeasured quarterly at each reporting date based on trading prices in secondary markets. The unrealized gains or losses resulting from changes in the fair value of these investments is recognized through the Statement of Remeasurement Gains and Losses. When the investment is settled, any accumulated remeasurement gains or losses are recognized through the Statement of Operations.

Investments that do not include an embedded derivative or that include embedded derivatives that are considered to be closely related to the host contract are measured at amortized cost using the effective interest rate method through the Statement of Operations.

The Corporation's investments in notes are issued by Schedule 1 Canadian Chartered Banks.

G) Capital Assets

Land and buildings owned by the Government of Canada and under the control of the Corporation are recorded at their estimated historical cost for land and their estimated historical cost less accumulated amortization for buildings. The historical net costs of the building have been credited to deferred contributions for the amortization of capital assets, and the estimated historical cost of the land has been credited to net assets.

Leasehold improvements are amortized over the lesser of the remaining lease term and estimated future life. Properties under capital lease are recorded at the present value of the minimum principal payments at the inception of the lease and are amortized

by their annual principal payments, to associate the asset to the matching liability, which is most reflective of the expiration of the economic benefit.

Amounts included in capital projects in progress are transferred to the appropriate capital asset classification upon completion and are amortized accordingly. All other capital assets are recorded at cost and are amortized over their estimated useful life, using the straight-line method. Useful lives are as follows:

Capital Asset	Useful life (Years)
Victoria Memorial Museum Building	40
Property under capital lease	35
Permanent exhibitions	5 to 15
Leasehold improvements	The lesser of the lease term and the economic useful life of the
Building improvements	5 to 25
Equipment and furnishings	5 to 30
Collection cabinets and compactors	35
Website	5
Computer equipment	3 to 5

When conditions indicate that a capital asset is no longer able to contribute to the Corporation's ability to provide goods or services, the capital asset is written down to its residual value, if any, and the resulting impairment loss is recognized as an expense in the Statement of Operations. When the value of future economic benefits associated with the capital asset is less than the net book value of the capital asset, the capital asset is written down to its residual value, if any, and the resulting impairment loss is recognized as an expense in the Statement of Operations.

Management is required to estimate the expected useful lives of capital assets. In determining the expected useful lives of these assets, Management takes into account past experience, industry trends and specific factors such as changing technologies and expectations for the in-service period of these assets. The appropriateness of useful lives of these assets and depreciation method are assessed periodically, with the effect of any changes in estimates accounted for on a prospective basis.

H) Asset Retirement Obligation

The Corporation recognizes an asset retirement obligation associated with the Corporation's capital assets. The Corporation has an asset retirement obligation associated with certain of its operating equipment, including chillers, diesel reservoirs, piping, and freezers, as well as remaining asbestos in the Victoria Memorial Museum Building. The asset retirement obligation is recognized when, as of the financial reporting date, there is a legal obligation to incur retirement costs in relation to a capital asset that are the result of a past transaction or event that has occurred, where it is expected that future economic benefits will be given up, and a reasonable estimate of the amount can be made.

To determine the asset retirement obligation, the best estimate of the expenditures required to settle the present obligation at the statement of financial position date is recorded on a discounted basis using the risk-free interest rate at each reporting date. The value of the asset retirement obligation is added to the capital asset class of the underlying asset and is depreciated on a straight-line basis over the remaining useful life of the underlying asset. The asset retirement obligation is accreted over time and recognized as an expense on the statement of operations. The asset retirement obligation is revalued at the end of each reporting period for changes in estimates. Changes in the future cash flow estimates resulting from revisions to the estimated timing or amount of undiscounted cash flows or the discount rate are recognized as increases or decreases to the asset

retirement obligation and associated asset retirement cost included in capital assets in the year they become known. Actual asset retirement obligation expenditures up to the recorded liability at the time are charged against the obligation as the costs are incurred.

Expenditures required to settle the Corporation's asset retirement obligation include, but are not limited to, costs required to decommission or dismantle a tangible capital asset that was acquired, constructed, or developed, to remediate contamination of a tangible capital asset created by its normal use, post-retirement activities such as monitoring, and to construct other tangible capital assets to perform post-retirement activities.

I) Employee Future Benefits

i) Pension benefits

Eligible employees of the Corporation are covered by the public service pension plan (the "Plan"), a contributory defined benefit plan established through legislation and sponsored by the Government of Canada. Contributions are required by both the employees and the Corporation to cover current service costs. Pursuant to legislation currently in place, the Corporation has no legal or constructive obligation to pay further contributions with respect to any past service or funding deficiencies of the Plan. Consequently, contributions are recognized as an expense in the year when employees have rendered service and represent the total pension obligation of the Corporation.

ii) Severance and sick leave benefits

Employees were entitled to severance benefits up to March 31, 2012, as provided for under labour contracts and conditions of employment.

The severance benefit obligation for employees who retire or resign, that accrued up to March 31, 2012, and remains unpaid, is measured using the projected benefit method. The actuarial gains (losses) are recognized on a systematic basis over the expected average remaining service life of the related employee group.

Other termination benefits are recognized in the period when the event that obligates the Corporation occurs.

The Corporation provides sick leave benefits for employees that accumulate but do not vest. The Corporation recognizes a liability and an expense for sick leave in the period in which employees render services in return for the benefits.

The cost of the accrued severance obligation is actuarially determined using the projected benefit method prorated on service and management's best estimates of future costs. The cost of the accrued sick leave obligation is actuarially determined using the Last-in-First-Out method and management's best estimates of future costs. Such estimates include inflation rates, discount rates, employee demographics and, for sick leave benefits, sick leave usage of active employees. Actuarial gains (losses) on the accrued benefit obligation arise from differences between actual and expected experience and from changes in the actuarial assumptions used to determine the accrued benefit obligation. Actuarial gains (losses) are recognized on a systematic basis over the remaining service life of active employees covered by these benefits.

J) Revenue Recognition

i) Admission and program fees, ancillary operations and other revenues

Admission and program fees

Admission and program fees include general admission, temporary exhibit admission, programming, and memberships. Revenues from admission and program fees are recognized when an arrangement exists, the price is fixed and determinable and payment has been collected in the case of admissions, or collection is reasonably assured for program fees that were not paid in advance of program delivery, and the Museum has granted access to view general exhibits, or temporary exhibits, or the delivered guided tours, workshops, or other specified programming.

For memberships, the Museum's performance obligations include providing unlimited access to the Museum during public operating hours and providing specified discounts on Museum goods and services. Memberships have a one-

year term and are purchased by customers in advance. Membership purchases are recognized as deferred revenue when purchased, then recognized as revenue on a monthly basis over the one-year term.

Ancillary operations

Significant ancillary operations include boutique sales, parking, and VMMB facility rentals. Boutique revenues are generated from sales of merchandise at the Museum's Nature Boutique. The Museum's performance obligations are achieved when possession of purchased goods is transferred to the payor. Revenue is recognized at the time of sale.

For parking, the Corporation's performance obligations are satisfied when the payor is granted access to the Museum's parking lots at the VMMB. Parking is offered on a daily and monthly basis. For daily parking, revenue is recognized when the visitor leaves the Museum's parking lot. For monthly parking, parking is paid for and recognized in the same month. Monthly parking is unlimited and not tied to the frequency of use.

The Museum offers several spaces at the VMMB for rental by external parties for weddings, conferences, and other events. In addition to use of the physical space, the Museum also offers services such as audio-visual at the payor's discretion. The Museum's performance obligations are satisfied when access is provided to the Museum's facilities on the date of the event, and any contracted services are provided. Revenue is recognized when the event takes place. Payments received in advance are recognized as deferred revenue until the event takes place.

Other revenues

Other revenues consist primarily of temporary rentals of the Corporation's exhibits ("exhibit loans") for display at customer facilities. The Corporation's performance obligations related to exhibit loans include the delivery and permitted use of temporary exhibit structures, materials and collections items. When payments are received in advance of the exhibit loan or prior to the completion of the loan, any unearned portion is recorded as deferred revenue. Exhibit loan revenue is recognized equally over the term of the loan.

ii) Contributions

Contributions consist of cash contributions, sponsorships, specimen and in-kind donations.

Cash contributions

Contributions are comprised of donations received from individuals, foundations and corporations, and donations of specimens. The Corporation applies the deferral method to recognize its contributions as applicable for not-for-profit organizations.

Unrestricted contributions are recognized as revenue in the Statement of Operations when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Externally restricted contributions are recorded as deferred revenue until the related expenses are incurred, at which time revenue is recognized.

Contributions that are externally restricted for the purchase of depreciable capital assets are deferred in the Statement of Financial Position when funds are received. When the depreciable capital assets are purchased, the portion of the contribution used for acquisition of these capital assets is then reclassified as deferred capital funding in the Statement of Financial Position and recognized as revenue in the Statement of Operations on the same basis as the amortization of the corresponding capital assets.

Investment income related to restricted contributions is first recorded in the Statement of Financial Position as deferred revenues and then recognized as revenue in the Statement of Operations in the fiscal year in which the related expenses are incurred.

Sponsorships

Sponsorships are comprised of cash or in-kind support received from individuals, foundations and corporations for specific programs or initiatives. Sponsorships are accounted for as exchange transactions. Sponsorships are recorded as deferred revenue until the Corporation's performance obligations are met, at which time revenue is recognized.

Performance obligations associated with sponsorships may include provision of marketing, use of designated space at Museum facilities during specified events, naming rights, admission to specific events, or other non-cash consideration.

Specimen and in-kind donations

Donations of specimens are recorded as in-kind contributions using the fair value at the date of the contribution when the fair value of the donation has been determined through a professional appraisal. If an appraisal value cannot be determined, no value is assigned to the specimen donation and no transaction is recognized for financial reporting purposes. For in-kind donations, including sponsorships, the transaction price is considered to be the fair value of goods or services received.

iii) Professional and scientific services

Professional and scientific services include externally restricted funding received for specific research, scientific, or other professional projects. When externally restricted project funding is received in advance of a project, it is recorded as deferred revenue. When expenses are incurred to progress or complete the projects in accordance with terms specified in the related funding agreement, an equal amount of deferred revenue is recognized as professional and scientific services revenue.

iv) Parliamentary appropriations

Parliamentary appropriations are recognized as revenue when the payments are authorized and all eligibility criteria have been met, except when there is a stipulation that gives rise to an obligation that meets the definition of a liability. In that case, the funding is recorded as deferred revenue and recognized as revenue in the year in which the related expenses are recognized. As such, appropriations for the purchase of capital assets are recorded as deferred revenue and recognized as revenue on the same basis as the amortization of the capital assets acquired.

v) Interest income

Interest on cash and unrestricted investments is recognized as revenue in the year it is earned using the effective interest rate method. Interest earned from externally restricted investments is recorded as deferred revenue and recognized as revenue in the year in which the related expenses are recognized, including on the same basis as amortization for those related to the purchase of capital assets.

vi) Investments and Restricted investments

Investment income distributed from the 10-year term fund is recognized as revenue in the Statement of Operations.

Spend-down amounts and investment income distributed from the fund for the purchase of depreciable capital assets are recorded as deferred revenues in the Statement of Financial Position. When the depreciable capital assets are purchased, the portion of the revenues used for acquisition of these capital assets is then reclassified as deferred capital funding in the Statement of Financial Position and recognized as revenue in the Statement of Operations on the same basis as the amortization of the corresponding capital assets. Spend-down amounts and investment income distributed from the fund for specific expenses are deferred in the Statement of Financial Position and recognized as revenue in the Statement of Operations in the fiscal year in which related obligations are fulfilled and the related expenses are incurred.

K) Volunteer Services

Volunteers contribute a significant number of hours every year. Due to the difficulty of determining their fair value, those contributed services are not recognized in the financial statements.

L) Inter-Entity Transactions

Related party transactions, other than inter-entity transactions, are recorded at their exchange amount. Inter-entity transactions are transactions between two commonly controlled entities, which are recorded on a gross basis and are measured at the carrying amount, except for the following:

- Inter-entity transactions are measured at the exchange amount when undertaken on similar terms and conditions to those adopted if the entities were dealing at arm's length, or where the costs provided are covered.

- Goods or services received without charge between commonly controlled entities are not recognized in the financial statements, including audit services from the Office of the Auditor General of Canada and pension services from Public Services and Procurement Canada.

M) Measurement Uncertainty

The preparation of financial statements requires Management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities, at the date of the financial statements and the reported amounts of the revenue and expenses for the year. Employee future benefits, the estimated useful lives of capital assets, and asset retirement obligations are the most significant items for which estimates are used. Actual results could differ significantly from those estimates. These estimates are reviewed periodically and as adjustments become necessary, they are recorded in the fiscal year in which they become known.

N) Contingent Liabilities

Contingent liabilities are potential liabilities which may become actual liabilities when one or more future events occur or fail to occur. If 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 recognized, and an expense is recorded. If the likelihood is not determinable, or the amount cannot be reasonably estimated, the contingency is disclosed in the notes to the financial statements.

O) Allocation of Expenses

The Corporation does not apply the method of allocating costs for the purpose of distributing expenses between functions.

3. Inter-Entity Transactions

The Corporation is related to all Government of Canada departments, agencies and Crown corporations. The Corporation conducted transactions with these entities in the normal course of operations, under the same terms and conditions that applied to outside parties and recorded these transactions at the exchange amount.

	Three-month period ended September 30		Six-month period ended September 30	
	2025	2024	2025	2024
Revenues from Government of Canada related parties:				
Contributions	376	6	407	7
Professional and scientific services	27	142	92	260
Other	5	20	15	37
Ancillary operations	-	2	6	17
	408	**170**	**520**	**321**

	Three-month period ended September 30		Six-month period ended September 30	
	2025	2024	2025	2024
Expenses with Government of Canada related parties:				
Personnel costs	562	789	1,378	1,306
Real property taxes	329	318	663	635
Professional and special services	110	51	110	51
Marketing and communications	22	20	23	20
Information management, infrastructure and systems	5	5	10	10
Freight and cartage	3	3	5	5
Operation and maintenance of buildings	-	1	-	1
	1,031	**1,187**	**2,189**	**2,028**

The following balances with Government of Canada related parties were outstanding at the end of the period:

	September 30 2025	March 31 2025
Due from related parties	105	558
Due to related parties	28	715

4. Restricted Investments and Investments

As at September 30, 2025 the Corporation held restricted investments in a spend-down fund and an endowment fund within the OCF. The restricted investments are measured at amortized cost.

As at September 30, 2025, the Corporation's investments consist of two unsecured AA-rated bank-callable accrual notes held with a Schedule 1 Canadian Chartered Bank with principal amounts of $5,250,000 each, and a term fund held with the OCF. The investments are measured at amortized cost.

During the six months ended September 30, 2025, the Corporation's AA-rated principal-protected deposit note held through a Schedule 1 Canadian Chartered Bank was settled. The note had a principal amount of $6,000,000 and accrued remeasurement gains of $0.5 million at the time of settlement. The note was accounted for at fair value.

Changes in restricted investments and investments are as follows:

	Investments (OCF)	(Accrual Notes)	Investments (Deposit Note)	Total Investments	Restricted Investments
Balance, March 31, 2024	950	-	-	950	1,059
Acquisitions	-	10,500	6,000	16,500	-
Accrued interest	-	419	-	419	-
Income	94	-	-	94	145
Net remeasurement gains	-	-	402	402	-
Fees	(11)	-	-	(11)	(31)
Distributions	(52)	-	-	(52)	(200)
Balance, March 31, 2025	981	10,919	6,402	18,302	973
Accrued interest	-	270	-	**270**	-
Income	-	-	-	**-**	-
Net remeasurement gains	-	-	119	**119**	-
Disposition of investments	-	-	(6,521)	**(6,521)**	-
Balance, September 30, 2025	**981**	**11,189**	**-**	**12,170**	**973**

5. Capital Assets

Cost

	March 31 2025			September 30 2025
	Opening Balance	Additions	Transfers	Closing Balance
Victoria Memorial Museum Building	205,016	(69)	-	**204,947**
Property under capital lease	35,040	-	-	**35,040**
Building improvements	10,160	54	121	**10,335**
Permanent exhibitions	13,279	-	-	**13,279**
Leasehold improvements	12,933	(1)	-	**12,932**
Equipment and furnishings	8,031	154	142	**8,327**
Collection cabinets and compactors	3,985	-	-	**3,985**
Land	627	-	-	**627**
Capital projects in progress	441	388	(347)	**482**
Computer equipment	4,863	11	84	**4,958**
Website	486	-	-	**486**
	294,861	**537**	**-**	**295,398**

Accumulated Amortization

	March 31 2025		September 30 2025
	Opening Balance	Additions	Closing Balance
Victoria Memorial Museum Building	89,151	2,503	**91,654**
Property under capital lease	28,757	495	**29,252**
Building improvements	5,052	267	**5,319**
Permanent exhibitions	10,220	395	**10,615**
Leasehold improvements	10,779	191	**10,970**
Equipment and furnishings	6,184	197	**6,381**
Collection cabinets and compactors	3,089	57	**3,146**
Computer equipment	4,639	55	**4,694**
Website	292	49	**341**
	158,163	**4,209**	**162,372**

Net Book Value

	September 30 2025	March 31 2025
Victoria Memorial Museum Building	**113,293**	115,865
Property under capital lease	**5,788**	6,283
Building improvements	**5,016**	5,108
Permanent exhibitions	**2,664**	3,059
Leasehold improvements	**1,962**	2,154
Equipment and furnishings	**1,946**	1,847
Collection cabinets and compactors	**839**	896
Land	**627**	627
Capital projects in progress	**482**	441
Computer equipment	**264**	224
Website	**145**	194
	133,026	**136,698**

Amortization expense for the six months ended September 30, 2025 was $4.2 million (September 30, 2024 - $4.3 million). No assets were sold and no capital projects in progress were derecognized during the six months ended September 30, 2025 and September 30, 2024.

6. Obligation Under Capital Lease

The Natural Heritage Campus houses the Corporation's natural history collections and administrative functions, on the Corporation's site in Gatineau, Quebec. The Corporation is acquiring the building through a lease-purchase agreement with a term of 35 years. It is committed to pay rent under all circumstances and in the event of termination of the lease, at the Corporation's option or otherwise, pay sufficient rent to repay all financing on the building. Management intends to completely

discharge its obligation under the lease and obtain free title to the building in 2031, after the Corporation uses its right to purchase the building for ten dollars.

Future minimum lease payments in aggregate, under the financing obligation are as follows:

		September 30 2025	March 31 2025
Total minimum future payments	(1)	21,000	22,750
Less: Interest component of minimum future payments		(5,226)	(6,037)
Present value of principal payments		**15,774**	**16,713**
Current liability		2,024	1,926
Long term liability		13,750	14,787
		15,774	**16,713**

1) The amounts payable under the capital lease are based on the fixed interest rate of 9.88%, for a period of 35 years, established at the time of signing the lease.

Future minimum lease payments under the financing obligation, by year, are as follows:

	2026	2027	2028	2029	2030	Thereafter
Future minimum payments	1,750	3,500	3,500	3,500	3,500	5,250

7. Deferred Revenues, Contributions and Capital Funding

Deferred revenues and contributions represent payments received from customers, donors, sponsors, partners, or the federal government that are restricted for specific purposes. The funding is deferred when it is received and is recognized when the funding has been used for the specified purposes. Changes in deferred revenues and contributions are as follows:

Deferred revenues and contributions

	March 31 2025			Sept 30 2025
	Opening Balance	Funding received	Funding recognized	Closing Balance
Contributions	3,936	498	(986)	3,448
Operating revenues	747	1,775	(1,505)	1,017
	4,683	**2,273**	**(2,491)**	**4,465**

	March 31 2024			March 31 2025
	Opening Balance	Funding received	Funding recognized	Closing Balance
Contributions	3,946	2,165	(2,175)	3,936
Operating revenues	697	1,851	(1,801)	747
	4,643	**4,016**	**(3,976)**	**4,683**

Deferred capital funding represents the portion of the parliamentary appropriations and restricted contributions from non-government sources used to purchase depreciable capital assets. Deferred capital funding is as follows:

Deferred capital funding

	March 31 2025			Sept 30 2025
	Opening Balance	Capital assets acquired	Recognized as revenue	Closing Balance
Parliamentary appropriations	129,088	455	(3,620)	125,923
Contributions	691	-	(80)	611
	129,779	**455**	**(3,700)**	**126,534**

	March 31 2024			March 31 2025
	Opening Balance	Capital assets acquired	Recognized as revenue	Closing Balance
Parliamentary appropriations	135,186	1,273	(7,371)	129,088
Contributions	856	-	(165)	691
	136,042	**1,273**	**(7,536)**	**129,779**

8. Asset Retirement Obligation

The asset retirement obligation represents the present value of estimated future cash flows required to settle the Corporation's legal obligations associated with the retirement of its tangible capital assets. The Corporation has an asset retirement obligation associated with certain of its operating equipment, including chillers, diesel reservoirs, piping, and freezers, as well as asbestos in the Victoria Memorial Museum Building. A risk-free rate of 3.64% (March 31, 2025: 3.23%) and inflation rate of 2.00% (March 31, 2025: 2.00%) were used to determine the present value of the obligation. The Corporation uses Bank of Canada bond yields as the basis for the risk-free rate. The undiscounted, uninflated asset retirement obligation at September 30, 2025, was $1.2 million (March 31, 2025 - $1.2 million). No asset retirement obligation was identified or settled during the six months ended September 30, 2025, nor the year ended March 31, 2025. The asset retirement obligation is expected to be incurred between 2036 and 2046. The Corporation does not have any legal requirements for financial assurance or funding for its current asset retirement obligation.

Changes in the asset retirement obligation are as follows:

	Equipment and Furnishings	Leasehold Improvements	Victoria Memorial Museum Building	Total Asset Retirement Obligation
Balance, March 31, 2024	**16**	**29**	**800**	**845**
Changes in estimates	-	1	43	**44**
Accretion of asset retirement obligation	-	2	28	**30**
Balance, March 31, 2025	**16**	**32**	**871**	**919**
Changes in estimates	(1)	(1)	(69)	(71)
Accretion of asset retirement obligation	-	-	14	14
Balance, September 30, 2025	**15**	**31**	**816**	**862**

9. Investment in Capital Assets

The investment in capital assets is internally restricted and consists of the following:

	September 30 2025	March 31 2025
Capital assets (Note 5)	133,026	136,698
Less amounts financed by:		
Asset retirement obligation (Note 8)	(862)	(919)
Capital lease (Note 6)	(15,774)	(16,713)
Deferred capital funding (Note 7)	(126,534)	(129,779)
	(10,144)	**(10,713)**

Net change in investment in capital assets for the six months ended September 30, 2025, and year ended March 31, 2025, is calculated as follows:

	September 30 2025	March 31 2025
Capital asset additions	537	1,409
Add: repayment of obligation under capital lease	939	1,745
Deduct: accretion of asset retirement obligation	(14)	(30)
Add (deduct): impact of changes in estimates to asset retirement estimate	71	(44)
Deduct: capital assets financed with deferred capital funding	(455)	(1,273)
Capital assets purchased with the Corporation's funds	1,078	1,807
Net disposition of capital assets	-	(12)
Amortization of deferred capital funding	3,700	7,536
Amortization of capital assets	(4,209)	(8,539)
Net change in investment in capital assets	**569**	**792**

10. Revenue

Components of the Corporation's primary sources of revenue are detailed as follows:

Admission and program fees

	Three-month period ended September 30		Six-month period ended September 30	
	2025	2024	2025	2024
Admission fees	1,405	1,717	2,667	2,861
Memberships	93	137	231	270
Programs	103	6	323	271
	1,601	**1,860**	**3,221**	**3,402**

Ancillary operations

	Three-month period ended September 30		Six-month period ended September 30	
	2025	2024	2025	2024
Boutique revenues	391	357	677	648
Parking	393	288	712	511
VMMB facility rentals	144	182	350	396
NHC collection services	87	86	174	171
NHC facility rentals	50	50	100	99
Cafeteria leases	29	24	46	35
	1,094	**987**	**2,059**	**1,860**

Contributions

	Three-month period ended September 30		Six-month period ended September 30	
	2025	2024	2025	2024
Cash contributions and sponsorships	650	492	1,019	793
Specimen and in-kind donations	182	292	315	303
	832	**784**	**1,334**	**1,096**

Interest

	Three-month period ended September 30		Six-month period ended September 30	
	2025	2024	2025	2024
Cash	231	372	530	947
Investments	136	264	270	264
Realized remeasurement gains	-	-	521	-
	367	**636**	**1,321**	**1,211**

Professional and Scientific Services

	Three-month period ended September 30		Six-month period ended September 30	
	2025	2024	2025	2024
Professional and scientific services - cash	36	156	106	280
Professional and scientific services - in-kind	72	72	144	144
	108	**228**	**250**	**424**

Other

	Three-month period ended September 30		Six-month period ended September 30	
	2025	2024	2025	2024
Exhibit loans	57	-	205	-
Other	115	23	144	41
	172	**23**	**349**	**41**

11. Summary of Expenses by Object

	Three-month period ended September 30		Six-month period ended September 30	
	2025	2024	2025	2024
Personnel costs	5,753	5,338	11,514	10,671
Amortization of capital assets	2,116	2,119	4,208	4,257
Professional and special services	1,448	1,580	2,799	2,655
Operation and maintenance of buildings	1,366	1,322	2,511	2,556
Real property taxes	703	661	1,401	1,309
Exhibits	547	354	966	671
Information management infrastructure and systems	440	429	852	873
Interest on capital lease obligation	400	444	811	899
Marketing and communications	319	146	436	288
Repairs and maintenance	183	135	314	345
Travel	127	300	307	427
Cost of goods sold - natureBOUTIQUE	170	156	295	283
Objects for collections	16	50	115	54
Freight and cartage	17	16	26	29
Accretion of asset retirement obligation	8	8	15	15
Other expenses	93	48	207	134
	13,706	**13,106**	**26,777**	**25,466**

12. Parliamentary Appropriations

To achieve its mission, the Corporation relies on government funding. This government funding is comprised as follows:

	Three-month period ended September 30		Six-month period ended September 30	
	2025	2024	2025	2024
Operating	7,355	6,931	14,577	13,861
Supplementary	-	1,203	-	2,406
Amortization of deferred contributions related to capital assets	1,822	1,824	3,620	3,672
Appropriations used to purchase amortizable capital assets	(181)	(170)	(454)	(616)
Appropriations recognized during the period	**8,996**	**9,788**	**17,743**	**19,323**

13. Comparative Figures

Certain comparative figures have been reclassified to conform to the current period's presentation.