

## Consolidated Future-Oriented Statement of Operations

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For the year ending March 31, 2027

Non-sensitive



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## Consolidated future-oriented statement of operations

For the year ending March 31, 2027

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<i>(in thousands of dollars)</i>	<b>Forecast Results 2025-26</b>	<b>Planned Results 2026-27</b>
<b>Expenses</b>		
Science and innovation	1,642,406	1,526,678
Internal services	180,291	167,588
<b>Total Expenses</b>	<b>1,822,697</b>	<b>1,694,266</b>
<b>Revenues</b>		
Research services	94,396	81,146
Technical services	96,060	82,577
Intellectual property, royalties and fees	2,634	2,264
Sales of goods and information products	3,374	3,374
Rentals	9,132	9,132
Grants and contributions	41,238	30,336
Lease inducement revenue	2,148	2,148
Other	337	337
Revenues earned on behalf of Government	(185)	(184)
<b>Total revenues</b>	<b>249,134</b>	<b>211,130</b>
<b>Net cost of operations before government funding and transfers</b>	<b>1,573,563</b>	<b>1,483,136</b>

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The accompanying notes form an integral part of the consolidated future-oriented statement of operations.

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# Notes to the consolidated future-oriented statement of operations

## For the year ending March 31, 2027

### 1. Methodology and significant assumptions

The Consolidated Future-Oriented Statement of Operations has been prepared on the basis of government priorities and the plans of the National Research Council (NRC) as described in the Departmental Plan.

The main assumptions underlying the forecasts are as follows:

- (a) Expenses and revenues, including the determination of amounts internal and external to the government, are based on a combination of information obtained through an organization-wide business planning process, monthly financial forecasts, and historical information. The forecast results presented for 2025-26 are based on the September 30, 2025 financial update used by NRC for internal forecasting purposes, and the planned results presented for 2026-27 are based on the Annual Reference Level Update (ARLU).
- (b) NRC presents financial information on plans and expected performance by Core Responsibility. Expenses related to National Science Library, Research Information Technology Platforms and Special Purpose Real Property and Business Management Support are included in the Science and Innovation Core Responsibility.

Internal Services refers to the activities and resources of the 10 distinct service categories that support Program delivery in the NRC, regardless of the Internal Services delivery model. The 10 service categories are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

- (c) No significant change in foreign exchange rates is expected.

These assumptions are made as at January 23, 2026.

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## **2. Variations and changes to the forecast financial information**

Although every attempt has been made to forecast final results for the remainder of 2025-26 and for 2026-27, actual results achieved for both years are likely to vary from the forecast information presented, and this variation could be material.

In preparing this Consolidated Future-Oriented Statement of Operations, NRC has made estimates and assumptions concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Factors that could lead to material differences between the consolidated future-oriented statement of operations and the historical consolidated statement of operations include:

- (a) This statement is based on approvals received as at January 23, 2026. Subsequent increases or decreases to these approvals would have an impact on spending.
- (b) Revenues generated for 2026-27 are based on targets set by NRC management. Economic conditions may affect both the amount of revenue earned and the collectability of accounts receivables. Variations to revenue earned would have an impact on spending.
- (c) Further changes to the operating budget through additional new initiatives, technical adjustments or reductions to program funding.
- (d) The timing and amounts of acquisitions and disposals of tangible capital assets may affect gains/losses and amortization expense.
- (e) Expenses for 2026-27 include anticipated payments on expired collective agreements.
- (f) During the Construction phase of the Thirty Meter Telescope, NRC records the contribution as capital assets under construction and therefore the contribution is excluded from expenses.

After the Departmental Plan is tabled in Parliament, the NRC will not be updating its forecasts for any changes in financial resources made in ensuing supplementary estimates. Variances will be explained in the Departmental Results Report.

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### 3. Summary of Significant Accounting Policies

This Consolidated Future-Oriented Statement of Operations has been prepared using the Government of Canada's accounting policies in effect for fiscal year 2025-26 and is based on Canadian public sector accounting standards. The presentation and results using the stated accounting policies do not result in any significant differences from Canadian public sector accounting standards.

Significant accounting policies are as follows:

a) Consolidation

This Consolidated Future-Oriented Statement of Operations includes both the NRC and its portion of the accounts of the Canada-France-Hawaii Telescope Corporation (CFHT), TMT International Observatory LLC (TIO), and the Square Kilometre Array Observatory (SKAO). The NRC relationship with CFHT, TIO, and SKAO meets the definition of a government partnership under Canadian public sector accounting standards, which requires that their results be proportionally consolidated within those of the NRC. All inter-organizational balances and transactions are eliminated as part of the consolidation process.

b) Expenses

- The NRC's expenses are recorded on an accrual basis.
- Expenses for the NRC's operations are recorded when goods are received or services are rendered.
- Vacation pay and compensatory leave are accrued as the benefits are earned by employees under their respective terms of employment.
- Services provided without charge by other government departments and agencies for accommodation, employer contributions to the health and dental insurance plans, legal services and workers' compensation are recorded as operating expenses at their estimated cost, when estimable.
- Contributions are recognized in the year in which the recipient has met the eligibility criteria or fulfilled the terms of a contractual transfer agreement, provided that the transfer is authorized and a reasonable estimate can be made.
- Grants are recognized in the year in which the conditions for payment are met. In the case of grants which do not form part of an existing program, the expense is recognized when the Government announces a decision to make a non-recurring transfer, provided the enabling legislation or authorization for payment receives parliamentary approval prior to the completion of the consolidated statement of operations.

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- Expenses also include provisions to reflect changes in the value of assets, including provisions for bad debt on accounts receivable, provision for valuation on loans, investments and advances and inventory obsolescence or liabilities, including contingent liabilities and environmental liabilities, to the extent the future event is likely to occur and a reasonable estimate can be made.
  - Expenses also include amortization of tangible capital assets, which are capitalized at their acquisition cost. Amortization of tangible capital assets is done on a straight-line basis over the estimated useful life of the asset.

#### c) Revenues

Revenues are recognized in the year in which the underlying transaction or event occurred that gave rise to revenue as follows:

- Research and technical services: The performance obligation is satisfied over time as services are provided based on percentage of completion.
- Licences and fees for intellectual property: Revenues are recognized at the point of time when the customer has a right to use NRC's intellectual property and the performance obligation is satisfied.
- Royalties generated from usage-based or based on customers' sales from licences are recognized when the subsequent sale or usage occurs.
- Sales of goods and information products: The performance obligation is satisfied at a point in time when goods or information products are delivered to the client.
- Rentals: Revenues are recognized in the period to which the lease or use of property relates.
- Grants and contributions: Revenues are recognized when the transfer payment is authorized and eligibility criteria are met, except to the extent that transfer stipulations give rise to an obligation that meets the definition of a liability.

Revenues received for which performance obligations have not been satisfied are recorded as deferred revenues.

Receipts are deposited to the Consolidated Revenue Fund (CRF). Under the *National Research Council Act* (NRC Act), money received by the NRC through the conduct of its operations is respendable in the current or in subsequent years.

Revenues that are non-respendable are not available to discharge NRC's liabilities. While the President of the NRC is expected to maintain accounting control, he has no authority regarding the disposition of non-respendable revenues. As a result, non-respendable revenues are considered to be earned on behalf of the Government of Canada and are therefore presented as a reduction of the NRC's gross revenues.

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#### **4. Parliamentary authorities**

The NRC is financed by the Government of Canada through parliamentary authorities. Financial reporting of authorities provided to NRC differs from financial reporting according to generally accepted accounting principles since authorities are based mainly on cash flow requirements. Items recognized in the Consolidated Future-Oriented Statement of Operations in one year may be funded through parliamentary authorities in prior, current, or future years. Accordingly, the NRC has different net cost of operations for the year on a government funding basis than on an accrual accounting basis. The differences are reconciled in the following tables:

**a) Reconciliation of net cost of operations to requested authorities:**

<i>(in thousands of dollars)</i>	<b>Forecast results 2025-26</b>	<b>Planned results 2026-27</b>
<b>Net cost of operations before government funding and transfers</b>	1,573,563	1,483,136
<b>Adjustments for items affecting net cost of operations but not affecting authorities:</b>		
Revenues	249,134	211,130
Amortization of tangible capital assets	(74,571)	(74,794)
Services provided without charge by other government departments and agencies	(47,852)	(44,506)
Bad debt expenses	(610)	(610)
Portion of accounts of CFHT, TIO and SKAO	(18,837)	(21,445)
Loss on disposal of capital assets	(2,231)	(250)
Increase (decrease) in accrued wages and employee benefits	35,663	-
Other	(100)	(100)
<b>Total items affecting net cost of operations but not affecting authorities</b>	140,596	69,425
<b>Adjustment for items not affecting net cost of operations but affecting authorities</b>		
Acquisitions of tangible capital assets and additions to assets under construction	254,485	362,579
<b>Requested authorities</b>	<b>1,965,644</b>	<b>1,915,140</b>

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**b) Authorities requested:**

<i>(in thousands of dollars)</i>	<b>Forecast results 2025-26</b>	<b>Planned results 2026-27</b>
<b>Authorities requested:</b>		
Vote 1 – Operating expenditures	648,329	595,203
Vote 5 – Capital expenditures	269,967	317,579
Vote 10 – Grants and contributions	816,334	736,370
Statutory amounts:		
Revenues pursuant to paragraph 5(1)(e) of the <i>National Research Council Act</i>	422,184	422,206
Contributions to employee benefit plans	83,941	83,988
Less:		
Revenues available for use in future years	(240,206)	(240,206)
Lapsed authorities:		
Lapsed – Grants and contributions	(15,510)	-
Lapsed – Capital	(19,395)	-
<b>Requested authorities</b>	<b>1,965,644</b>	<b>1,915,140</b>