

CANADIAN MUSEUM FOR HUMAN RIGHTS

QUARTERLY FINANCIAL REPORT

For the nine months ended December 31, 2025

(Unaudited)



Canadian Museum for Human Rights

Quarterly Financial Report

(Unaudited)

For the nine months ended December 31, 2025

Narrative Discussion

This section of the quarterly financial report presents management's narrative discussion of the financial performance of the Canadian Museum for Human Rights ("CMHR" or "the Museum") during the nine months ended December 31, 2025. It must be read in conjunction with the March 31, 2025 Management Discussion and Analysis and Annual Audited Financial Statements.

FINANCIAL RESULTS

A summary of the financial activity for the nine months ended December 31, 2025 includes the following:

OVERVIEW

Total on-site visitation during this time was 141,230, 10% lower than the 156,626 of the same period last year. The Museum's education programming had 14,151 students, teachers and chaperones participating in-person and 4,830 participating in virtual field trips, totalling 18,981, compared to 17,621 students, teachers and chaperones participating in-person and 5,940 participating in virtual field trips for the nine months ending December 31, 2024.

The Museum's website, humanrights.ca and droitsdelapersonne.ca, attracted 1,025,130 website visits in the nine months ended December 31, 2025, 11% percent less than the previous year, with 1,154,881 website visits.

The Museum finished the nine months with an excess of revenue over expenses of \$1.3 million, a \$0.5 million decrease compared to \$1.8 million recorded in the same period of the previous year. The decrease in the current period was due to a lower amount in parliamentary appropriations received in the same period. These decreases were offset by increased operating revenue and contributions and lower operating expenses.

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STATEMENT OF OPERATIONS

Parliamentary appropriations

Total parliamentary appropriations, reported on an accrual basis, are \$26.0 million for the nine months ended December 31, 2025. This is \$1.2 million lower than the \$27.2 million in appropriations for the nine months that ended December 31, 2024.

For the fiscal year 2025-2026, the total voted Parliamentary appropriations are \$28.7 million including \$26.9 million of the total voted main estimate appropriations, \$1.7 million of support for national museums and \$0.1 million for Canada Strong Pass initiative. The total appropriations are \$0.1 million higher than 2024-2025.

Revenues

Operating revenues for the nine months ended December 31, 2025 were \$1.9 million, 21% percent higher compared to the previous year. This figure represents revenue from admissions, memberships, programming, Boutique sales, facility rentals, restaurant and catering, and travelling exhibitions.

Contributions of \$5.9 million are largely comprised of the amortization of deferred contributions related to capital assets received in previous periods from funding partners other than the Government of Canada, which are amortized over the same period as the capital asset purchased with the contributions. The funding partners include the Province of Manitoba, the City of Winnipeg and the Friends of the Canadian Museum for Human Rights (Friends).

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Expenses

Total operating expenses were \$32.9 million for the nine months ended December 31, 2025, a \$0.2 million decrease from \$33.1 million for the nine months ended December 31, 2024.

The breakdown of expenses by core responsibility is as follows:

- Museum content, programs and engagement expenses were \$10.5 million, \$0.4 million lower than \$10.9 million in the previous year. The decrease is mainly due to a decrease in exhibit development and equipment costs.
- Accommodation expenses were \$16.0 million in comparison to \$15.3 million in the previous year. The increase was mainly due to the increase in PILT and amortization, offset by a decrease in building operations expenses.
- Internal services expenses were \$6.4 million, \$0.5 million lower than \$6.9 million in the previous year. The decrease was due to reduced personnel, travel and professional services.

For the nine months ended December 31, 2025, the Museum finished the quarter with an excess of revenue over expenses of \$1.3 million.

STATEMENT OF FINANCIAL POSITION

Total assets decreased by \$9.9 million from \$253.5 million on March 31, 2025 to \$243.6 million on December 31, 2025. The decrease was due to the amortization of capital assets.

Total liabilities decreased by \$11.2 million from \$239.2 million on March 31, 2025 to \$228.0 million on December 31, 2025. The decrease was due to the amortization of deferred contributions for capital assets received in previous years.

Net assets increased by \$1.3 million from March 31, 2025, representing an excess of revenue over expenses.

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RISK ANALYSIS AND OUTLOOK

The Museum continually updates its risk-management framework to identify, evaluate and mitigate all factors that pose a substantive threat to its ongoing operations or long-term success. Risks will continue to be monitored on an ongoing basis.

The Museum is committed to building upon its considerable successes since opening in 2014 and will continue to work closely with its partners, the Government of Canada and the Friends, to assess its long-term funding requirements. Current pressures on the Museum's operating and capital budgets include an increasingly competitive tourism market, renewed economic uncertainty related to inflation, tariffs and trade wars and their impact on consumer spending, work required to create an equitable museum, and the significant capital requirements of maintaining a digitally based museum in an iconic building.

In July 2025 the Government of Canada initiated a Comprehensive Expenditure Review (CER) as part of a broader effort to streamline government operations and redirect funds towards priority areas. As a Crown corporation, the CMHR was subject to this review and its base appropriations will be reduced by \$3.2 million by the end of the 2028-29 fiscal year. These reductions, alongside inflationary pressures, and a significant increase to its payments in lieu of property taxes will have an impact on the outlook and future operations of the Museum.

The Museum will have an even greater need to continue its efforts to maximize earned revenue. In partnership with Friends, the Museum also plans to supplement its parliamentary appropriations through sponsorships and philanthropic support.

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STATEMENT OF MANAGEMENT RESPONSIBILITY BY SENIOR OFFICIALS

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 are 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.



Isha Khan, Chief Executive Officer



Michael Schroeder, CPA, Chief Financial Officer

February 9, 2026

Quarterly Financial Statements of

CANADIAN MUSEUM FOR HUMAN RIGHTS

Nine months ended December 31, 2025

(Unaudited)



Canadian Museum for Human Rights

Statement of Financial Position

(Unaudited)

(In thousands of dollars)

As at	December 31, 2025	March 31, 2025
Assets		
Current assets		
Cash and restricted cash	\$ 21,542	\$ 21,139
Accounts receivable	72	194
Inventories	99	108
Prepaid expenses	357	386
	22,070	21,827
Investments and restricted investments	11,239	11,346
Collections	1	1
Capital assets	210,339	220,372
Total assets	\$ 243,649	\$ 253,546
Liabilities and net assets		
Current liabilities		
Accounts payable and accrued liabilities	\$ 3,716	\$ 3,799
Obligation under capital lease (note 4)	294	277
Deferred revenue	398	704
	4,408	4,780
Obligation under capital lease (note 4)	826	1,049
Deferred contributions (note 5)	18,499	19,310
Deferred contributions related to capital assets (note 6)	204,240	214,067
Total liabilities	227,973	239,206
Net assets		
Unrestricted	10,697	9,361
Invested in capital assets (note 7)	4,979	4,979
	15,676	14,340
Total liabilities and net assets	\$ 243,649	\$ 253,546

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

Canadian Museum for Human Rights

Statement of Operations

(Unaudited)

(In thousands of dollars)

	Three months ended		Nine months ended	
	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Revenue (Schedule 1)				
Operating	\$ 612	\$ 528	\$ 1,891	\$ 1,564
Contributions	1,946	1,890	5,858	5,583
Other income	158	207	489	613
Total revenue	2,716	2,625	8,238	7,760
Expenses (Schedule 2)				
Museum content, programs and engagement	3,337	3,641	10,539	10,944
Accommodation	5,292	5,148	15,967	15,277
Internal services	2,138	2,167	6,376	6,925
Total expenses	10,767	10,956	32,882	33,146
Excess of expenses over revenue before parliamentary appropriations	(8,051)	(8,331)	(24,644)	(25,386)
Parliamentary appropriations (note 8)	8,602	9,166	25,980	27,216
Excess of revenue over expenses	\$ 551	\$ 835	\$ 1,336	\$ 1,830

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

Statement of Changes in Net Assets

(Unaudited)

(In thousands of dollars)

Nine months ended December 31,	2025		2024	
	Unrestricted	Invested in capital assets		
Net assets, beginning of period	\$ 9,361	\$ 4,979	\$ 14,340	\$ 14,180
Excess of revenue over expenses	1,336	-	1,336	1,830
Net assets, end of period	\$ 10,697	\$ 4,979	\$ 15,676	\$ 16,010

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

Canadian Museum for Human Rights

Statement of Cash Flows

(Unaudited)

(In thousands of dollars)

Nine months ended December 31,	2025	2024
Operating activities		
Cash receipts from customers	\$ 1,804	\$ 1,533
Cash receipts from contributions	335	1,019
Cash receipts from parliamentary appropriations	20,041	21,753
Cash receipts from other income	146	136
Cash payments to and on behalf of employees	(14,526)	(13,978)
Cash payments to suppliers	(7,952)	(8,881)
Interest received	383	665
Interest paid	(77)	(24)
	154	2,223
Capital activities		
Payments for acquisition of capital assets	(96)	(1,454)
	(96)	(1,454)
Investing activities		
Disposal of investments	-	11,129
	-	11,129
Financing activities		
Parliamentary appropriation for the acquisition of capital assets	17	348
Contributions from non-government sources for capital assets	533	1,092
Obligation under capital lease	(205)	(64)
	345	1,376
Increase in cash	403	13,274
Cash and restricted cash, beginning of period	21,139	9,037
Cash and restricted cash, end of period	\$21,542	\$22,311

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

Canadian Museum for Human Rights

Notes to Quarterly Financial Statements

For the nine months ended December 31, 2025

(Unaudited)

(In thousands of dollars, unless otherwise noted)

1. (a) Authority and mandate

The Canadian Museum for Human Rights (the “Museum”) was established through an amendment to the *Museums Act* on August 10, 2008, and is a Crown corporation named in Part I of Schedule III to the *Financial Administration Act* (FAA). It is accountable to Parliament through the Minister of Canadian Identity and Culture and Minister responsible for Official Languages.

The Museum is not subject to income tax under the provisions of the *Income Tax Act of Canada*.

The Museum’s mandate, as stated in an amendment to the *Museums Act*, is as follows:

“to explore the subject of human rights, with special but not exclusive reference to Canada, in order to enhance the public’s understanding of human rights, to promote respect for others and to encourage reflection and dialogue.”

The Government of Canada has approved the Museum’s corporate plan for the 2025-2026 to 2029-2030 planning period. The Corporate Plan Summary was tabled on October 23, 2025 and is available on the Museum’s website humanrights.ca.

(b) Operations

To meet all aspects of its mandate, the Museum has divided its operations into three mutually supportive activities:

Museum content, programs and engagement

- Accessible and engaging exhibitions including online
- Programming that promotes reflection and dialogue
- Sound and balanced research, scholarship and collections management
- National outreach, engagement and service
- Communications and marketing

Accommodation

- Building operations
- Protection services
- Information technology infrastructure

Internal services

- Corporate governance
- Administration
- Earned-revenue generation

Canadian Museum for Human Rights

Notes to Quarterly Financial Statements

For the nine months ended December 31, 2025

(Unaudited)

(In thousands of dollars, unless otherwise noted)

2. Significant accounting policies

The quarterly financial statements have been prepared in accordance with the Canadian public sector accounting standards (PSAS) for government not-for-profit organizations. The Museum has elected to apply the 4200 series for government-not-for-profit organizations and applies the deferral method of accounting for contributions for not-for-profit organizations. The same accounting policies and methods of computation are followed in the quarterly financial statements as compared to the March 31, 2025 Annual Audited Financial Statements.

3. Basis of presentation

The note disclosures in these unaudited financial statements do not conform in all respects to the requirements of PSAS for government not-for-profit organizations for annual audited financial statements. These unaudited financial statements should be read in conjunction with the Narrative Discussion for the nine months ended December 31, 2025 and with the Museum's annual audited financial statements as at and for the year ended March 31, 2025.

4. Obligation under capital lease

In the prior year, the Museum completed an upgrade and replacement of its core information technology network through a lease-purchase agreement with a term of five years. Management intends to completely discharge its obligation under the lease and obtain ownership of all network computer equipment, hardware and software in 2029-30, upon final payment.

	December 31, 2025
Total minimum future lease payments ⁽¹⁾	\$ 1,298
Deduct imputed interest	(178)
Present value of financing obligations	1,120
Current portion	294
Long term portion	826
	1,120

1) The amounts payable under the capital lease are based on the fixed nominal interest rate of 8.31%, for a period of five years, established at the time of signing the agreement.

Canadian Museum for Human Rights

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For the nine months ended December 31, 2025

(Unaudited)

(In thousands of dollars, unless otherwise noted)

5. Deferred contributions

Changes in the deferred contributions, restricted for the future capital and operational requirements during the period were as follows:

Nine months ended	December 31, 2025
Balance, beginning of period	\$ 19,310
Additions	
Deferred interest income	465
	465
Deductions	
Amounts transferred to deferred contributions related to capital assets	(258)
Amounts recognized as revenue	(1,018)
	(1,276)
Balance, end of period	\$ 18,499

6. Deferred contributions related to capital assets

Changes in the deferred contributions related to capital assets, purchased but not fully amortized during the current period were as follows:

Nine months ended	December 31, 2025
Balance, beginning of period	\$ 214,067
Amounts transferred from deferred contributions	258
Parliamentary appropriations for the acquisition of capital assets	17
Amounts for capital assets funded by non-owners	4
Amortization of deferred contributions related to capital assets	(10,106)
Balance, end of period	\$ 204,240

Canadian Museum for Human Rights

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For the nine months ended December 31, 2025

(Unaudited)

(In thousands of dollars, unless otherwise noted)

7. Net assets invested in capital assets

The net assets invested in capital assets consists of the land donated by the City of Winnipeg and The Forks Renewal Corporation as follows:

	December 31, 2025
Capital assets	\$ 210,339
Less amounts financed by	
Capital lease	(1,120)
Deferred contributions	(204,240)
Balance, end of period	\$ 4,979

8. Parliamentary appropriations

	Three months ended		Nine months ended	
	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Main estimates amount provided for operating and capital expenditures	\$ 6,850	\$ 7,427	\$ 20,057	\$ 22,101
Less current period parliamentary appropriations not recognized as revenue:				
Amounts used to purchase capital assets	-	(53)	(17)	(348)
Add prior year parliamentary appropriations recognized as revenue in the current period:				
Amortization of deferred contributions related to capital assets	1,643	1,618	4,922	4,838
Restricted amounts used in current period for items expensed	109	174	1,018	625
Parliamentary appropriations recognized as revenue for the period	\$ 8,602	\$ 9,166	\$ 25,980	\$ 27,216

Canadian Museum for Human Rights

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(Unaudited)

(In thousands of dollars, unless otherwise noted)

Schedule 1 – Schedule of Revenue

Operating revenue

Nine months ended December 30,	2025	2024
Admissions and programs		
General admission	\$ 709	\$ 507
Memberships	24	28
Public programs	24	36
Education programs	4	5
Retail Boutique sales	281	332
Facility rentals	566	491
Restaurant and catering	205	162
Travelling exhibitions	78	3
Total	\$ 1,891	\$ 1,564

Contributions

Nine months ended December 30,	2025	2024
Revenue related to the amortization of deferred contributions	\$ 5,184	\$ 4,901
Contributions from Friends of the CMHR		
Cash donations and sponsorships	288	222
In-kind donations	52	29
Cash donations and sponsorships	259	422
In-kind and artifact donations	75	9
Total	\$ 5,858	\$ 5,583

Other income

Nine months ended December 30,	2025	2024
Interest revenue	343	477
Cost recoveries from Friends of the CMHR	126	126
Miscellaneous	20	10
Total	\$ 489	\$ 613

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(In thousands of dollars, unless otherwise noted)

Schedule 2 – Schedule of Expenses

Nine months ended December 30,	2025	2024
Salaries and benefits	\$ 13,832	\$ 13,717
Amortization	10,106	9,739
Payment in lieu of taxes	2,697	2,029
Building operations	1,656	1,908
IT management infrastructure	1,151	1,300
Professional services	1,065	1,854
Marketing and communication	492	318
Materials and supplies	478	611
Utilities	380	401
Travel and hospitality	320	497
Exhibitions	180	226
Cost of sales	160	189
Repairs and maintenance	130	179
Other	98	142
Interest on capital lease obligation	77	32
Collections	60	4
Total expenses	\$ 32,882	\$ 33,146