

Quarterly Financial Statements of

NATIONAL ARTS CENTRE CORPORATION

For the nine-month period ended May 31, 2025

Management Responsibilities

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 the other information in this quarterly financial report is consistent, where appropriate, with the quarterly financial statements.

Based on our knowledge, the unaudited quarterly financial report presents 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 report.



Christopher Deacon
President and Chief Executive Officer



Ikram Zouari, CPA
Chief Financial Officer

July 25, 2025

National Arts Centre Corporation

Statement of Financial Position

As at May 31, 2025

(Unaudited)

	May 31 2025	August 31 2024
<i>(in thousands of dollars)</i>		
Assets		
Current		
Cash and cash equivalents (Note 4)	\$ 48,260	\$ 57,324
Restricted cash held for specified capital projects (Note 5)	2,352	2,294
Investments	205	291
Accounts receivable	11,566	2,875
Inventories	206	162
Prepaid expenses	3,526	2,697
	66,115	65,643
Investments	1,639	1,291
Capital assets	178,282	188,637
	\$ 246,036	\$ 255,571
Liabilities		
Current		
Accounts payable and accrued liabilities (Note 6)	\$ 20,147	\$ 20,817
Deferred parliamentary appropriations (Note 7)	2,262	2,030
Deferred revenue	4,723	5,631
Deferred parliamentary appropriations, specified capital projects (Note 5)	2,335	2,292
	29,467	30,770
Deferred capital funding (Note 8)	173,785	184,280
Asset Retirement Obligations	1,612	1,612
Long-term portion of provision for employee future benefits	1,662	1,762
	206,526	218,424
Accumulated Surplus		
Unrestricted	39,510	37,147
	\$ 246,036	\$ 255,571

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

National Arts Centre Corporation

Statement of Operations

For the three and nine months ended May 31, 2025
(Unaudited)

	Three month period ended		Nine month period ended	
	May 31 2025	May 31 2024	May 31 2025	May 31 2024
<i>(in thousands of dollars)</i>				
Revenues				
Commercial operations	\$ 4,874	\$ 6,006	\$ 17,371	\$ 16,262
Programming	3,436	2,669	10,132	8,959
Grant from the NAC Foundation	1,470	940	4,607	3,840
Other Income	366	586	1,552	1,581
Investment income	16	24	65	62
	10,162	10,225	33,727	30,704
Parliamentary appropriations (Note 9)	17,163	25,882	55,898	70,396
	27,325	36,107	89,625	101,100
Expenses (Note 10)				
Commercial operations	2,877	3,444	10,099	9,609
Programming	19,087	15,317	50,500	44,523
Building operations	5,781	5,128	17,830	15,990
Administration and technology	3,287	3,207	8,833	8,530
	31,032	27,096	87,262	78,652
Net results of operations	\$ (3,707)	\$ 9,011	\$ 2,363	\$ 22,448

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

Statement of Changes in Accumulated Surplus

For the three and nine months ended May 31, 2025
(Unaudited)

	Three month period ended		Nine month period ended	
	May 31 2025	May 31 2024	May 31 2025	May 31 2024
<i>(in thousands of dollars)</i>				
Unrestricted, beginning of the period	\$ 43,217	\$ 31,719	\$ 37,147	\$ 18,282
Net results of operations	(3,707)	9,011	2,363	22,448
Unrestricted, end of the period	\$ 39,510	\$ 40,730	\$ 39,510	\$ 40,730

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

National Arts Centre Corporation

Statement of Cash Flows

For the nine months ended May 31, 2025

(Unaudited)

	Nine month period ended	
	May 31 2025	May 31 2024
<i>(in thousands of dollars)</i>		
Operating Activities		
Net results of operations	\$ 2,363	\$ 22,448
Items not affecting cash		
Amortization of capital assets	12,077	10,854
Amortization of deferred capital funding	(11,697)	(10,467)
Loss on disposal of capital assets	(31)	-
Change in non-cash operating assets and liabilities	(10,901)	(2,615)
Change in long-term portion of provision for employee future benefits	(100)	(186)
Cash flow for operating activities	(8,289)	20,034
Capital Activities		
Additions to capital assets, net	(1,571)	(2,356)
Cash flow used for capital activities	(1,571)	(2,356)
Investing Activities		
Purchase of investments	(348)	(948)
Sale of Investments		107
Cash flow used for investment activities	(348)	(841)
Financing Activities		
Restricted cash used (received) for specified projects	(58)	493
Parliamentary appropriations used for the acquisition of capital assets	1,202	2,281
Cash flow from financing activities	1,144	2,774
Increase (decrease) in cash position	(9,064)	19,611
Cash and cash equivalents at beginning of period	57,324	31,027
Cash and cash equivalents at end of period	\$ 48,260	\$ 50,638

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

Notes to the Financial Statements

(Unaudited)

As of May 31, 2025

1. Authority, objectives and operations

The National Arts Centre Corporation (the “Corporation”) was established in 1966 pursuant to the National Arts Centre Act and began operating the National Arts Centre (the “Centre”) in 1969. In accordance with Section 85 (1.1) of Part X of the Financial Administration Act, Divisions I to IV of this Act do not apply to the Corporation, except for sections 89.8 to 89.92, subsections 105(2) and sections 113.1, 119, 131 to 148 and section 154.01, which do apply to the Corporation. The Corporation is not an agent of His Majesty and is deemed, under Section 15 of the National Arts Centre Act, to be a registered charity within the meaning of that expression in the Income Tax Act. As a result, the Corporation is not subject to the provisions of the Income Tax Act. Except for the purposes of the Public Service Superannuation Act and the Government Employees Compensation Act, employees of the Corporation are not part of the federal public administration.

The objectives of the Corporation are to operate and maintain the Centre, to develop the performing arts in the National Capital Region, and to assist the Canada Council for the Arts in the development of the performing arts elsewhere in Canada.

2. Notice to reader

These quarterly financial statements have not been audited and must be read in conjunction with the most recent annual financial statements for the year ended August 31, 2024, and the accompanying Narrative Discussion. Totals may not add due to rounding.

3. Basis of presentation

These unaudited financial statements have been prepared in accordance with Canadian public sector accounting standards (PSAS) including series 4200 accounting standards for government not-for-profit organizations (GNFPO).

The standard on quarterly financial reports for crown corporations requires that the statement of financial position includes the ending balances of the most current quarter and the balances at the end of the immediately preceding fiscal year as the comparative. The statement of operations must include the current quarterly results as well as the year-to-date results, along with comparable quarterly and year-to-date results from the previous fiscal year.

4. Cash and cash equivalents

At May 31, the cash and cash equivalents were as follows:

<i>(in thousands of dollars)</i>	May 31 2025	August 31 2024
Operating	\$ 36,397	\$ 43,572
Advanced ticket sales (Note 6)	8,705	9,484
Deferred revenue	2,717	4,043
Employee benefits	441	225
Balance at end of period	\$ 48,260	\$ 57,324

5. Restricted cash held for specified capital projects and deferred parliamentary appropriations, specified capital projects

Restricted cash held for specified capital projects represents the unused portion of Parliamentary appropriations received and designated for specified capital projects within the Centre.

Changes in the fund balance are as follows:

<i>(in thousands of dollars)</i>	May 31 2025	August 31 2024
Restricted cash at beginning of period	\$ 2,294	\$ 760
Appropriations received to fund specified capital projects (Digital Infrastructure)	633	2,962
Appropriations invested in specified capital projects	(575)	(1,428)
Restricted cash held for specified capital project balance at end of period	\$ 2,352	\$ 2,294
Project related accounts payable	(17)	(2)
Deferred parliamentary appropriations, specified capital projects balance at end of period	\$ 2,335	\$ 2,292

6. Accounts payable and accrued liabilities

The balance consists of:

<i>(in thousands of dollars)</i>	May 31 2025	August 31 2024
Advanced ticket sales (Note 4)	\$ 10,872	\$ 9,484
Trade payables and accrued liabilities	8,834	10,892
Employee short term benefits	441	441
Balance at end of period	\$ 20,147	\$ 20,817

Advanced ticket sales are monies received for future non-NAC programming. For the nine months ending May 31, 2025, total advanced ticket sales of \$10,872 were recorded. \$2,167 remained receivable at the end of the period, while the remaining balance was received in cash.

7. Deferred parliamentary appropriations

Deferred parliamentary appropriations represent amounts approved or received in advance of the period they were intended to cover, or for building refurbishment or specific programs, as follows:

(in thousands of dollars)	Building Refurbishment	Specific Programs	May 31 2025	August 31 2024
			Total	Total
Balance at beginning of period	\$ 30	\$ 2,000	\$ 2,030	\$1,245
Appropriations received	5,250	640	5,890	9,350
Appropriations used	(5,280)	(378)	(5,658)	(8,565)
Balance at end of period	\$ -	\$ 2,262	\$ 2,262	\$ 2,030

8. Deferred capital funding

Deferred capital funding represents the unamortized portion of parliamentary appropriations and funding used to purchase depreciable capital assets.

Changes in the deferred capital funding balance are as follows:

(in thousands of dollars)	May 31 2025	August 31 2024
Balance at beginning of period	\$ 184,280	\$ 195,820
Appropriations used to purchase depreciable capital assets	572	2,425
Recognition of deferred capital funding	(11,697)	(13,965)
Deferred ESAP funding	630	
Balance at end of period	\$ 173,785	\$ 184,280

9. Parliamentary appropriations

The Corporation receives parliamentary appropriations from the Government of Canada in support of its operating and capital activities. The table below illustrates the parliamentary appropriations approved for the fiscal year, and the accounting adjustments required to arrive at the calculation of revenue that conforms to PSAS.

(in thousands of dollars)	May 31 2025	May 31 2024
Appropriations received and receivable:		
Main estimates amount provided for operating and capital expenditures	\$ 44,226	\$ 40,908
Digital Infrastructure	632	974
Supplementary Funding	190	20,866
Appropriations approved	45,048	62,748
Portion of parliamentary appropriations received in current year deferred for building refurbishment or specific projects (Note 5 and 7)	(4,599)	(3,193)
Previous year's appropriations used in current year to complete specific projects (Note 5 and 7)	4,324	2,005
Appropriation used to purchase depreciable capital assets (Note 8)	(572)	(1,631)
Deferred capital funding – amortization and write down (Note 8)	11,697	10,467
Parliamentary appropriations	\$ 55,898	\$ 70,396

10. Summary of expenses by object

For the three and nine months ended May 31, 2025
(Unaudited)

(in thousands of dollars)	Three month period ended		Nine month period ended	
	May 31 2025	May 31 2024	May 31 2025	May 31 2024
Salaries and benefits	\$ 12,312	\$ 11,731	\$ 36,217	\$ 33,082
Artistic fees	6,058	4,261	14,719	12,148
Amortization of capital assets	3,825	3,597	12,077	10,854
National Arts Centre Orchestra fees	2,281	2,034	6,559	6,135
Advertising	1,014	910	2,368	2,388
Professional fees	728	567	1,832	1,749
Production	656	78	1,017	483
Software & Licenses	605	179	605	356
Payments to municipalities	595	586	1,762	1,708
Utilities	554	396	1,856	1,521
Cost of sales	536	650	1,845	1,972
Promotion	323	166	645	507
Maintenance and repairs	285	628	1,983	2,154
Staff travel	278	154	620	393
Service charges	276	273	869	854
Education and training	181	264	390	523
Insurance	146	144	423	451
Telecommunications	125	60	357	187
Office	65	89	140	215
Supplies	64	83	278	280
Equipment rental	64	134	236	297
Rental of facilities	40	7	133	107
Board	32	13	117	101
Miscellaneous	20	33	78	54
Loss on disposal of capital assets	20	-	31	-
In-kind contributions of goods and services	-	2	-	2
Uncoded Credit Cards	(51)	57	105	131
	\$ 31,032	\$ 27,096	\$ 87,262	\$ 78,652

Narrative Discussion

Objects of Corporation

The NAC is governed by the National Arts Centre Act, which defines its mandate as follows: to operate and maintain the Centre; to develop the performing arts in the National Capital Region; and to assist the Canada Council for the Arts in the development of the performing arts elsewhere in Canada. As a Crown Corporation, the NAC reports to Parliament through the Minister of Canadian Heritage.

In furtherance of its objects as defined in the NAC Act, but without limiting the generality of subsection (1), of its objects the Corporation may:

- (a) arrange for and sponsor performing arts activities at the Centre.
- (b) encourage and assist in the development of performing arts companies' resident at the Centre.
- (c) arrange for or sponsor radio and television broadcasts from the Centre and the showing of films in the Centre.
- (d) provide accommodation at the Centre, on such terms and conditions as the Corporation may fix, for national and local organizations the objects of which include the development and encouragement of the performing arts in Canada; and
- (e) at the request of the Government of Canada or the Canada Council for the Arts, arrange for performances elsewhere in Canada by performing arts companies, whether resident or non-resident in Canada, and arrange for performances outside Canada by performing arts companies' resident in Canada.

Strategic Goals

The Journey Ahead: Our 2023–2026 Strategic Plan

Beginning on September 1, 2023, and over the next three years, the NAC will work with artists and arts organizations from across Canada to revitalize the performing arts sector. The journey ahead will pursue five strategic goals:

1. Develop the Canadian performing arts through the work on the stage.
2. Elevate Indigenous voices and stories at the NAC and across the land.
3. Engage meaningfully with audiences and communities.
4. Support engagement in the arts for children, youth, and families.
5. Foster best practices in management.

Through collaboration and investment in creation, production, co-production, and dissemination, along with a heightened focus on community engagement, learning and innovation, the NAC is shaping a more diverse, equitable, accessible, and inclusive future for the performing arts in Canada. While the performing arts sector responds to profound challenges flowing from changes by the tumultuous events from the past three years, it has also witnessed an extraordinary burst of creativity from artists and arts organizations, and realized new opportunities presented by the changed landscape.

The following six values will guide the NAC priorities and actions:

1. Creativity.
2. Grounded in Communities.
3. Sense of Belonging.
4. Generous Collaboration.
5. Walking Gently on the Land.
6. Children of Today, Future of Tomorrow.

Analysis

The Corporation is a bilingual multi-disciplinary Centre for the performing arts. It presents, creates, produces and co-produces performing arts programming in various streams — the NAC Orchestra, Dance, English Theatre, French Theatre, Indigenous Theatre, and Popular Music and Variety. The type of program, the availability of performances on specific dates, the number of performers, the scale of the program, and the complexity of the technical elements are different for each performance. In addition, each season is different from the previous one. For instance, one season's first quarter may include a full-scale ballet with orchestra, while the same quarter the next season may include a small modern dance duet with recorded music and minimal sets. The Corporation's Food and Beverage Services and Parking Services are also influenced by the level of programming because of the number of patrons that the performances bring to the National Arts Centre.

The Corporation manages this normal business variability through detailed budgeting and scheduling and by careful analysis of expenditures. For that reason, variances between quarters are to be expected. The Corporation relies on comparisons to expected revenues and expenditure to manage its financial performance.

Financial Highlights

The NAC is entrepreneurial reallocating resources internally while developing new programming streams, diversifying artistic programming, engaging new audiences, and investing in the arts across Canada through co-productions. In addition, developing new revenue streams through philanthropy and sponsorships through the fundraising activities of the NAC Foundation.

The NAC continues to offer online streaming in addition to in-person performances. According to national surveys, the performing arts and live entertainment sector is one of the hardest hit and amongst the last ones to recover. The return to normal operations, post pandemic, has significantly impacted the NAC's expenses by increasing many areas of expenses, including scheduling of part-time and contractual workers, and increasing programming, building maintenance, office overhead and artistic travel.

Revenue

Revenue for the nine-month period ended May 31, 2025, amounted to \$33.7 million, an increase of \$3.0 million compared to \$ 30.7 million for the nine-month period of the previous year. The increase in revenue is primarily due to higher commercial, primarily parking, programming revenue and timing in the recognition of the NAC Foundation show specific grants.

Revenue for the three-month period ended May 31, 2025, amounted to \$10.2 million, consistent with the same period in the previous year.

On an accrual basis, parliamentary appropriations for the nine-month period ended May 31, 2025, amounted to \$55.9 million compared to \$70.4 million for the nine-month period of the previous year. The difference is due to the sunset of viability funding for Canadian creative, cultural, and heritage organizations received in the prior fiscal year, partially offset by the timing of appropriations drawdown schedule.

On an accrual basis, parliamentary appropriations for the three-month period ended May 31, 2025, amounted to \$17.2 million compared to \$25.9 million for the three-month period of the previous year. The difference is due to the sunset of viability funding for Canadian creative, cultural, and heritage organizations received in the prior fiscal year, partially offset by the timing of appropriations drawdown schedule.

Expenses

Expenses for the nine-month period ended May 31, 2025, amounted to \$87.3 million, an increase of \$8.6 million compared to \$78.7 million for the nine-month period of the previous year. The nine-month period ended May 31, 2025 period featured higher, programming, building operations and commercial compared to the nine-month period of the previous year.

Expenses for the three-month period ended May 31, 2025, amounted to \$31.0 million, an increase of \$3.9 million compared to \$27.1 million for the three-month period of the previous year. The three-month period ended May 31, 2025, period featured higher programming and building operations expenses compared to the three-month period of the previous year.

Net Results of Operations

The net results of operations for the nine-month period ended May 31, 2025, was a surplus of \$2.4 million. The surplus compared to budget is primarily attributable to the timing difference in the recognition of appropriation and higher commercial revenue

Statement of Financial Position

Assets

The level of cash and cash equivalents of \$48.3 million as at May 31, 2025, represents a decrease of \$9.0 million from the August 31, 2024, level of \$57.3 million. This decrease is mainly due to the timing of payment of accounts payable and accrued liabilities.

Accounts receivables of \$11.6 million as at May 31, 2025, represent an increase of \$8.7 million from the August 31, 2024, level of \$2.9 million. This increase is mainly due to advanced tickets receivable and the timing of grant disbursement from NAC Foundation.

Capital assets decreased to \$178.3 million as of May 31, 2025, from \$188.6 million as at August 31, 2024, mainly due to capital assets acquisitions of \$1.6 million offset by amortization of capital assets of \$11.9 million.

Liabilities

Deferred capital funding as of May 31, 2025, is \$173.8 million, decreased by \$10.5 million from August 31, 2024, level of \$184.3 million. The decrease is mainly due to the amortization of capital assets of \$11.7 million offset by capital assets acquisitions of \$1.2 million.

Accounts payable and accrued liabilities decreased by \$0.7 million to \$20.1 million as at May 31, 2025, compared to \$20.8 million as at August 31, 2024. This decrease is mainly due to payment of accounts payable and accrued liabilities.

Accumulated Surplus

Accumulated surplus as of May 31, 2025, is \$39.5 million. An increase due to the net result of the operating surplus of \$2.4 million.

Risks

The Corporation's Corporate Risk Profile identifies five top risks and their related mitigation strategies. The mitigation step involves the identification of strategies designed to manage, eliminate or reduce risk to an acceptable level.

1. **Uncertain Financial Environment** – The Corporation may not have an appropriate funding model to navigate through the changing environment. This risk is mitigated by ongoing dialogue around long-term sustainable funding, exploring additional opportunities for revenue generation through unconventional models, transformation of audience development approaches, and the gradual increase of programming traditional revenue-generating performances over time.
2. **Building infrastructure** The NAC may be unable to undertake imperative physical infrastructure repairs required to meet basic code and statutory requirements. This risk is mitigated by the completion for a building condition report and the establishment of a long-term capital plan. The Corporation submitted both reports to the government.
3. **Equity, Diversity, and Inclusion** – The Corporation may not be able to effectively deliver on Equity, Diversity, and Inclusion (EDI) engagements. This risk is mitigated by an audit of EDI practices within the Corporation, developing a strategy and prioritized action plan throughout the Corporation, and monitoring the results on an ongoing basis.
4. **Programming** – The Corporation may be unable to regain both its artistic programming integrity and re-engage its audience through relevance within its community. This risk is mitigated by monitoring the results of surveys to track the responses of audiences and stakeholders, working with artists and arts companies from Equity-Deserving Groups to deliver more representative and relevant programming, and by ensuring digital experiences and online content find diverse audiences.
5. **Human Capital** – The Corporation might not have sufficient human resources with the necessary skills and/or training to effectively support this transformational period. This risk is mitigated by working with collective bargaining units, by adopting new recruitment strategies to diversify the workforce, by ensuring training of staff and providing professional development opportunities, and by engaging with new and diverse companies or communities across the country to obtain support and help with productions.