

**FINANCIAL STATEMENTS**  
**For**  
**DIEFENBUNKER, CANADA'S COLD WAR MUSEUM/  
MUSÉE CANADIEN DE LA GUERRE FROIDE**  
**For the year ended**  
**DECEMBER 31, 2025**

**INDEPENDENT AUDITOR'S REPORT**

To the members of

**DIEFENBUNKER, CANADA'S COLD WAR MUSEUM/  
MUSÉE CANADIEN DE LA GUERRE FROIDE**

*Opinion*

We have audited the accompanying financial statements of Diefenbunker, Canada's Cold War Museum/ Musée canadien de la guerre froide, which comprise the statement of financial position as at December 31, 2025, the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

In our opinion, the financial statements present fairly, in all material respects, the financial position of Diefenbunker, Canada's Cold War Museum/Musée canadien de la guerre froide as at December 31, 2025, the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

*Basis for Opinion*

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

*Responsibilities of Management and Those Charged with Governance for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

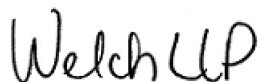
## *Auditor's Responsibilities for the Audit of the Financial Statement*

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the Organization's financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the Organization's financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the Organization's financial statements, including the disclosures, and whether the Organization's financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Chartered Professional Accountants  
Licensed Public Accountants

Ottawa, Ontario  
April 22, 2026.

**DIEFENBUNKER, CANADA'S COLD WAR MUSEUM/  
MUSÉE CANADIEN DE LA GUERRE FROIDE**

**STATEMENT OF FINANCIAL POSITION**

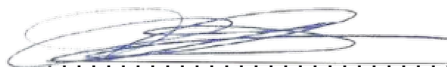
**DECEMBER 31, 2025**

	<u>2025</u>	<u>2024</u>
<b><u>ASSETS</u></b>		
<b>CURRENT ASSETS</b>		
Cash	\$ 1,098,088	\$ 1,212,673
Accounts receivable	95,214	53,429
Inventories	8,987	12,028
Prepaid expenses	<u>15,074</u>	<u>18,670</u>
	1,217,363	1,296,800
<b>TANGIBLE CAPITAL ASSETS</b> (note 4)	4,600,927	4,017,528
<b>ARTIFACT COLLECTION</b> (note 2)	<u>1</u>	<u>1</u>
	<u>\$ 5,818,291</u>	<u>\$ 5,314,329</u>
<b><u>LIABILITIES AND NET ASSETS</u></b>		
<b>CURRENT LIABILITIES</b>		
Accounts payable and accrued liabilities (note 5)	\$ 261,216	\$ 211,334
Deferred revenue	5,370	8,263
Deferred contributions (note 6)	-	32,784
Advanced contributions from funder related to tangible capital assets (note 7)	<u>92,728</u>	<u>117,958</u>
	359,314	370,339
<b>DEFERRED CONTRIBUTIONS RELATED TO TANGIBLE CAPITAL ASSETS</b> (note 7)	<u>3,630,806</u>	<u>3,226,455</u>
	<u>3,990,120</u>	<u>3,596,794</u>
<b>NET ASSETS</b>		
Working Capital Fund - unrestricted	1,502,294	1,263,091
Capital Acquisition Fund - internally restricted	<u>325,877</u>	<u>454,444</u>
	<u>1,828,171</u>	<u>1,717,535</u>
	<u>\$ 5,818,291</u>	<u>\$ 5,314,329</u>

Approved by the Board:



..... Chair



..... Treasurer

(See accompanying notes)

**DIEFENBUNKER, CANADA'S COLD WAR MUSEUM/  
MUSÉE CANADIEN DE LA GUERRE FROIDE**

**STATEMENT OF CHANGES IN NET ASSETS**

**YEAR ENDED DECEMBER 31, 2025**

	2025			2024
	Working Capital Fund (Unrestricted)	Capital Acquisition Fund (Internally Restricted) (note 2)	Total	Total
Net assets, beginning of year	\$ 1,263,091	\$ 454,444	\$ 1,717,535	\$ 1,584,646
Excess of revenue over expenses	110,636	-	110,636	132,889
Interfund transfers (note 2):				
Allocation of part of surplus	(82,977)	82,977	-	-
Net tangible capital asset purchases	211,544	(211,544)	-	-
Net assets, end of year	\$ 1,502,294	\$ 325,877	\$ 1,828,171	\$ 1,717,535

(See accompanying notes)

**DIEFENBUNKER, CANADA'S COLD WAR MUSEUM/  
MUSÉE CANADIEN DE LA GUERRE FROIDE**

**STATEMENT OF OPERATIONS**

**YEAR ENDED DECEMBER 31, 2025**

	<u>2025</u>	<u>2024</u>
<b>Revenue</b>		
Museum tours	\$ 1,058,046	\$ 947,898
Operating grants	517,300	394,484
Facilities rental	273,318	246,649
Deferred contributions related to tangible capital assets (note 7)	116,255	123,263
Special program fees and miscellaneous income	108,272	98,850
Museum store	73,193	75,661
Employment grants	51,528	40,595
Donation and fundraising (note 8)	<u>27,272</u>	<u>33,467</u>
	<u>2,225,184</u>	<u>1,960,867</u>
<b>Expenses</b>		
Salaries and benefits	1,097,888	1,034,444
Professional fees	233,950	100,133
Amortization	147,478	156,366
Repairs and maintenance	128,661	119,649
Office	102,465	64,252
Utilities	94,274	91,683
Marketing	89,017	74,159
Human resources support	80,444	29,553
Museum exhibits and services	30,620	35,195
Museum store	28,437	44,813
Rental	26,510	19,418
Bank charges and interest	25,789	26,053
Insurance	20,526	20,648
Travel and meetings	<u>8,489</u>	<u>11,612</u>
	<u>2,114,548</u>	<u>1,827,978</u>
<b>Excess of revenue over expenses</b>	<u>\$ 110,636</u>	<u>\$ 132,889</u>

(See accompanying notes)

**DIEFENBUNKER, CANADA'S COLD WAR MUSEUM/  
MUSÉE CANADIEN DE LA GUERRE FROIDE**

**STATEMENT OF CASH FLOWS  
YEAR ENDED DECEMBER 31, 2025**

	<u>2025</u>	<u>2024</u>
<b>Cash provided by (used for)</b>		
<b>Operating activities</b>		
Excess of revenue over expenses	\$ 110,636	\$ 132,889
Items not affecting cash:		
Amortization	147,478	156,366
Amortization of deferred contributions related to tangible capital assets	(116,255)	(123,263)
Loss on disposal of tangible capital assets	<u>1,273</u>	<u>-</u>
	143,132	165,992
Change in level of:		
Accounts receivable	(41,785)	79,013
Inventories	3,041	(5,882)
Prepaid expenses	3,596	(10,973)
Accounts payable and accrued liabilities	49,882	104,908
Deferred revenue	(2,893)	(3,693)
Deferred contributions	<u>(32,784)</u>	<u>(10,705)</u>
	<u>122,189</u>	<u>318,660</u>
<b>Investing activities</b>		
Tangible capital asset purchases	(732,150)	(473,085)
Advanced contributions from funder related to tangible capital assets	-	117,958
Application of advances from funder related to tangible capital assets	<u>(25,230)</u>	<u>-</u>
	<u>(757,380)</u>	<u>(355,127)</u>
<b>Financing activities</b>		
Contributions received for capital improvements	<u>520,606</u>	<u>387,682</u>
<b>Increase (decrease) in cash</b>	(114,585)	351,215
<b>Cash at beginning of year</b>	<u>1,212,673</u>	<u>861,458</u>
<b>Cash at end of year</b>	<u>\$ 1,098,088</u>	<u>\$ 1,212,673</u>

(See accompanying notes)

**DIEFENBUNKER, CANADA'S COLD WAR MUSEUM/  
MUSÉE CANADIEN DE LA GUERRE FROIDE**

**NOTES TO FINANCIAL STATEMENTS**

**YEAR ENDED DECEMBER 31, 2025**

**1. PURPOSES OF THE ORGANIZATION**

The Museum was formed to increase throughout Canada and the world, an interest in, and an understanding of, the Cold War by preserving the Diefenbunker as a National Historical Site and operating a Cold War Museum.

The Diefenbunker, Canada's Cold War Museum/Musée canadien de la guerre froide was incorporated under the Canada Corporations Act in November 1997 without share capital as a not-for-profit organization and was continued under the Canada Not-for-profit Corporations Act on September 5, 2014. The Museum is a registered charity under the Income Tax Act; hence, it is exempt from paying income taxes pursuant to Section 149 of the Income Tax Act.

**2. SIGNIFICANT ACCOUNTING POLICIES**

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

*Financial instruments*

i) *Measurement of financial instruments*

All financial assets and liabilities are initially recognized at fair value and are subsequently measured at cost or amortized cost.

ii) *Transaction costs*

Transaction costs associated with the acquisition and disposal of investments are included in the carrying amount of the investments, where applicable.

*Inventories*

Inventory consists of items held for resale at the Museum store. The Museum store's inventory is stated at the lower of cost and net realizable value and is determined on a first-in, first-out basis.

*Tangible capital assets and amortization*

Tangible capital assets are stated at acquisition cost. Amortization is recorded on a declining balance basis using the following annual rates, provided at one-half the annual rates in the years of acquisition and disposition:

Building and improvements	4%
Exhibits	20%
Furniture and equipment	20%
Computer equipment	55%
Computer software	55%

Contributions received specifically for the acquisition of tangible capital assets are deferred and amortized using the same basis as the respective asset.

**DIEFENBUNKER, CANADA'S COLD WAR MUSEUM/  
MUSÉE CANADIEN DE LA GUERRE FROIDE**

**NOTES TO FINANCIAL STATEMENTS - Cont'd.**

**YEAR ENDED DECEMBER 31, 2025**

**2. SIGNIFICANT ACCOUNTING POLICIES - Cont'd.**

*Contributed services and materials*

Contributed services and materials are recognized in the financial statements at fair market value (see note 8 for details). The contributed materials or services are used in the normal course of operations and would have otherwise been purchased.

Volunteers contribute hundreds of hours per year to assist in the operations of the Museum. Contributed labour is not recognized in the financial statements due to the difficulty in determining its fair value.

*Artifact collection*

The Museum's collection consists of Cold War artifacts and is recorded at a nominal value of \$1 due to the practical difficulties in determining a meaningful value for this asset. The Museum acquires some of its artifacts through purchase or by in-kind donations. Items purchased for the collection are recorded as an expense on the statement of operations in the year of acquisition. In-kind artifact donations are recorded as revenues and expenses in the statement of operations at their appraised value.

*Revenue recognition*

The Museum follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenditures are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Grants received specifically for the acquisition of depreciable tangible capital assets are deferred and amortized using the same basis as the respective asset.

The principal sources of revenue and their respective recognition policies are as follows:

- Museum tour and hospitality services revenue is recognized as services are provided;
- Museum store sales are recognized when sales are made;
- Facilities rental revenue is recognized when the rental agreement is fulfilled;
- Donations and fundraising revenue is recognized as revenue when received; and
- All other revenue is recognized when received or receivable, if the amount to be received can be reasonably estimated and collection is reasonably assured.

*Internally restricted fund*

The purpose of the capital acquisition fund is to build a reserve for capital projects relating to the building as needed to ensure that building is in good condition at all times for receiving visitors. During the year, the net amount of \$128,567 was transferred from the capital acquisition fund to the working capital fund (2024 - \$14,264 was transferred from the working capital fund to the capital acquisition fund). This amount is calculated as 75% of current year excess of revenue over expenses, less net capital asset purchases.

*Use of estimates*

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations 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 revenue and expenses during the reporting period. Significant estimates include the valuation of inventory, the determination of accrued receivables and the collectibility of accounts receivable, the fair value of contributed artifacts, the estimated useful life of tangible capital assets, and accrued liabilities. Actual results could differ from these estimates and adjustments are made to the statement of operations as appropriate in the year they become known.

**DIEFENBUNKER, CANADA'S COLD WAR MUSEUM/  
MUSÉE CANADIEN DE LA GUERRE FROIDE**

**NOTES TO FINANCIAL STATEMENTS - Cont'd.**

**YEAR ENDED DECEMBER 31, 2025**

**3. FINANCIAL INSTRUMENTS**

The Museum is exposed to various risks through its financial instruments. The following analysis provides a measure of the Museum's risk exposure and concentrations.

The Museum does not use derivative financial instruments to manage its risks.

*Credit risk*

The Museum is exposed to credit risk resulting from the possibility that parties may default on their financial obligations. The Museum's maximum exposure to credit risk represents the sum of the carrying value of its cash and its accounts receivable. The Museum's cash is deposited with a Canadian chartered bank and as a result, management believes the risk of loss on these items to be remote. The Museum manages its credit risk by reviewing accounts receivable aging monthly and following up on outstanding amounts. Management believes that all accounts receivable at year end will be collected and that a provision for uncollectible amounts is not considered necessary.

*Liquidity risk*

Liquidity risk is the risk that the organization cannot meet a demand for cash or fund its obligations as they become due. The Museum meets its liquidity requirements by preparing and monitoring detailed forecasts of cash flow from operations, anticipated investing and financing activities and holding assets that can be readily converted into cash. In addition, the Museum has access to an available operating line of credit, as described in Note 9, which may be drawn upon to manage short-term liquidity requirements.

*Market risk*

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk is comprised of currency risk, interest rate risk and other price risk.

i) *Currency risk*

Currency risk refers to the risk that the fair value of instruments or future cash flows associated with the instruments will fluctuate relative to the Canadian dollar due to changes in foreign exchange rates.

The Museum's financial instruments are all denominated in Canadian dollars and it transacts primarily in Canadian dollars. As a result, management does not believe it is exposed to significant currency risk.

ii) *Interest rate risk*

Interest rate risk refers to the risk that the fair value of financial instruments or future cash flows associated with the instruments will fluctuate due to changes in market interest rates.

The Museum's exposure to interest rate risk arises from its saving account that earns interest at the market rate.

iii) *Other price risk*

Other price risk refers to the risk that the fair value of financial instruments or future cash flows associated with the instruments will fluctuate because of the changes in market prices (other than those arising from currency risk or interest rate risk), whether those changes are caused by factors specific to the individual instrument or its issuer or factors affecting all similar instruments traded in the market. Since the Museum does not have investments in marketable securities, it is not exposed to other price risk.

*Changes in risk*

There have been no significant changes in the Museum's risk exposures from the prior year.

**DIEFENBUNKER, CANADA'S COLD WAR MUSEUM/  
MUSÉE CANADIEN DE LA GUERRE FROIDE**

**NOTES TO FINANCIAL STATEMENTS - Cont'd.**

**YEAR ENDED DECEMBER 31, 2025**

**4. TANGIBLE CAPITAL ASSETS**

Tangible capital assets are comprised of:

	<u>2025</u>		<u>2024</u>	
	<u>Cost</u>	<u>Accumulated amortization</u>	<u>Cost</u>	<u>Accumulated amortization</u>
Land	\$ 1	\$ -	\$ 1	\$ -
Buildings	128,710	46,171	128,710	42,732
Building retrofit and improvements	5,547,664	1,064,760	4,770,795	930,488
Exhibits	50,900	28,097	95,618	22,396
Furniture and equipment	193,138	181,023	222,954	206,264
Computer equipment	26,595	26,037	65,388	64,065
Computer software	<u>27,919</u>	<u>27,912</u>	<u>27,919</u>	<u>27,912</u>
	<u>5,974,927</u>	<u>\$ 1,374,000</u>	<u>5,311,385</u>	<u>\$ 1,293,857</u>
Accumulated amortization		<u>1,374,000</u>		<u>1,293,857</u>
		<u>\$ 4,600,927</u>		<u>\$ 4,017,528</u>

**5. GOVERNMENT REMITTANCES PAYABLE**

Included in accounts payable and accrued liabilities are \$2,955 (2024 - \$3,759) in government remittances payable.

**6. DEFERRED CONTRIBUTIONS**

Deferred contributions represent dedicated funding received that relates to expenses that will be incurred in the future.

	<u>2025</u>	<u>2024</u>
Balance, beginning of the year	\$ 32,784	\$ 43,489
Restricted contributions received or receivable in the year	536,199	428,224
Restricted contributions recognized as revenue in the year	<u>(568,983)</u>	<u>(438,929)</u>
Balance, end of the year	<u>\$ -</u>	<u>\$ 32,784</u>

**DIEFENBUNKER, CANADA'S COLD WAR MUSEUM/  
MUSÉE CANADIEN DE LA GUERRE FROIDE**

**NOTES TO FINANCIAL STATEMENTS - Cont'd.**

**YEAR ENDED DECEMBER 31, 2025**

**7. DEFERRED CONTRIBUTIONS RELATED TO TANGIBLE CAPITAL ASSETS**

Deferred contributions related to tangible capital assets represent restricted project funding received from governments, government agencies and other sources that are related to the purchase of tangible capital assets:

	<u>Beginning balance</u>	<u>Contributions</u>	<u>Revenue recognized</u>	<u>Ending balance</u>
Building retrofit and improvements	\$ 3,070,040	\$ 449,324	\$ (107,649)	\$ 3,411,715
Buildings	78,420	-	(2,132)	76,288
Exhibits	74,306	71,282	(5,864)	139,724
Furniture and equipment	<u>3,689</u>	<u>-</u>	<u>(610)</u>	<u>3,079</u>
	<u>\$ 3,226,455</u>	<u>\$ 520,606</u>	<u>\$ (116,255)</u>	<u>\$ 3,630,806</u>

Contributions received of \$520,606 consist of \$424,094 from *Green and Inclusive Community Buildings Program*, plus the use of previously advanced funds leaving in the amount of \$25,230 and \$71,282 from *Tourism Grant Program*.

**8. DONATION AND FUNDRAISING**

Included in donation and fundraising revenue are \$4,754 (2024 - \$2,381) of contributed supplies and materials.

**9. BANK LINE OF CREDIT**

The Museum has available an unsecured operating line of credit of \$20,000 bearing interest at 6.45%, none of which was drawn upon at year-end.