



**Management Discussion and Analysis
– Fiscal Year 2025/26**

2026 Annual Meeting
September 12, 2026

2025–2026 Year in Review

The 2025–2026 fiscal year was an important year of progress and transition for Canada Artistic Swimming as we reached the halfway point of our 2024–2028 Strategic Plan, Empowering the Canadian Style of Winning.

CAS continued to strengthen the foundations for future success with the launch of our 2026–2032 High Performance Plan, introducing enhanced international benchmarking, podium-result gap analysis and an updated Gold Medal Profile (GMP) to guide athlete and team development. We also launched the 2026–2030 Sustainability Strategic Plan and continued to expand We All Swim Together, reinforcing our commitment to a safe, respectful and inclusive sport environment.

The year also brought important organizational and sector developments. CAS reached a settlement of the longstanding class action lawsuit, allowing the organization to continue moving forward. Nationally, the release of the Future of Sport in Canada Commission's final report, followed by increased federal investment in sport announced in the spring economic statement, provided encouraging signals for the future of Canada's sport system.

CAS continued to demonstrate its strength as an event host, delivering the World Cup and National Championships in Markham in May 2025, followed by the National Qualifier in Quebec City as part of the 2025–2026 competition season.

Internationally, Canada's Senior National Team continued its progression. Audrey Lamothe opened the 2026 World Cup season in Medellín with gold medals in both Solo Technical and Solo Free, while Canada earned bronze in Team Technical. In Spain, Audrey finished fourth in Solo Free, the new duet combinations gained valuable international experience, and Canada captured bronze in Team Free and gold in Acrobatic, defeating Spain on home soil.

The season culminated at the World Cup Super Final in Toronto, where Audrey won silver in Solo Free and Canada recorded strong results across all three team events. Fifth-place finishes in Team Technical and Team Free, combined with fourth in Acrobatic, achieved our Top-5 team objective for the 2026 season and provided another important benchmark on our pathway toward LA 2028.

Overall, 2025–2026 was a year of building for the future while continuing to demonstrate progress today, strategically, organizationally and in the pool.

The Financial Year in Review

In 2025–2026, Canada Artistic Swimming achieved a significantly stronger financial result than originally budgeted. Despite a planned six-figure deficit, which reflected reduced Sport Canada funding and the significant cost of competing at the World Championships overseas, strong event hosting revenue, increased membership revenue and disciplined expense management resulted in a near break-even year, with a net loss of only \$7,000 on approximately \$3 million in revenue. This financial summary highlights our fiscal position, challenges and capacity while reflecting our continued commitment to athlete performance, participation growth, increased visibility and strong governance.



Balance Sheet Review:

CANADA ARTISTIC SWIMMING

Statement of Financial Position

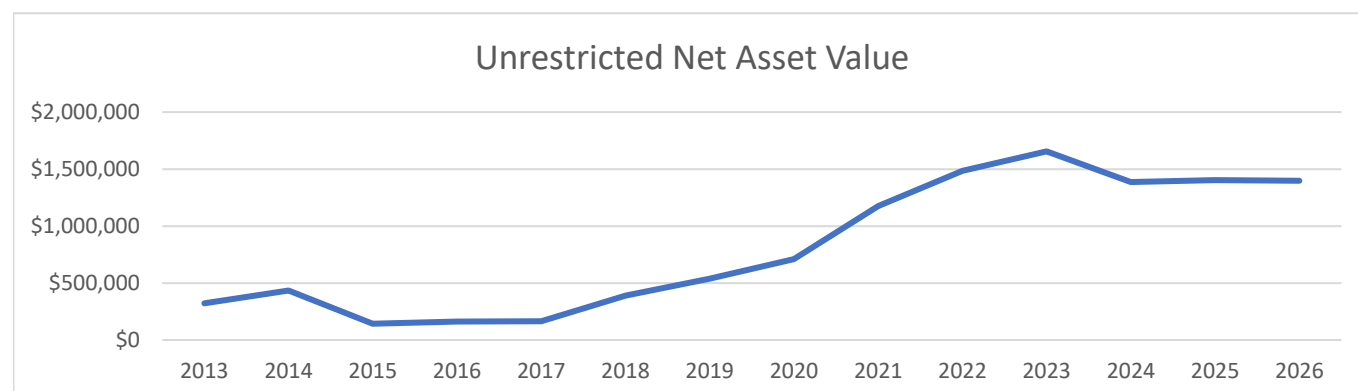
March 31, 2026, with comparative information for 2025

	2026	2025
Assets		
Current assets:		
Cash	\$ 360,621	\$ 872,579
Amounts receivable	124,937	229,072
Investments (note 2)	1,130,713	508,785
Inventories	19,864	23,473
Prepaid expenses	84,252	250,647
	<u>1,720,387</u>	<u>1,884,556</u>
Endowment assets	11,217	10,971
	<u>\$ 1,731,604</u>	<u>\$ 1,895,527</u>
Liabilities and Net Assets		
Current liabilities:		
Accounts payable and accrued liabilities (note 4)	\$ 202,338	\$ 196,783
Deferred revenue (note 5)	137,150	283,999
	<u>339,488</u>	<u>480,782</u>
Net assets:		
Unrestricted (note 6)	1,380,899	1,403,774
Endowment	11,217	10,971
	<u>1,392,116</u>	<u>1,414,745</u>
Contingencies and commitments (note 7)		
	<u>\$ 1,731,604</u>	<u>\$ 1,895,527</u>

Notes on Balance Sheet

- The cash position decreased with a shift in assets to guaranteed investment certificates.
- Current asset value declined with reductions in accounts receivable and prepaid expenses.
- Current liabilities decreased with reductions in accounts payable and deferred event revenue.
- Unrestricted net assets have stabilized at approximately equivalent to six months of operating revenue.

Comparison of Net Assets (unrestricted)



Statement of Operations Summary:

CANADA ARTISTIC SWIMMING

Statement of Operations

Year ended March 31, 2026, with comparative information for 2025

	2026	2025
Revenue:		
Registration, affiliation and entry fees	\$ 1,828,259	\$ 1,474,297
Sport Canada contributions	951,500	1,190,500
Rebates, interest and other revenue	140,736	289,487
Sport Canada - OTP contributions to INS	80,000	92,500
Canadian Olympic Committee	66,000	107,500
Coaching Association	9,866	7,200
Sale of products	7,433	10,579
Competition revenue (prize money)	8,187	123,194
Sponsorship and fundraising	–	13,686
	3,091,981	3,308,943
Expenses:		
High performance	1,121,652	1,439,634
Sport development	1,030,532	881,753
Cost of products sold	4,244	7,374
Administration:		
Payroll and benefits	648,848	588,304
Association	151,585	197,433
National office	70,388	82,490
Promotions and communication	64,733	71,165
Planning and management	22,628	23,944
	3,114,610	3,292,097
Excess (deficiency) of revenue over expenses	\$ (22,629)	\$ 16,846

Notes on Revenues

- **Contributions:** Funding from Sport Canada and Own the Podium decreased by approximately \$300,000 during the fiscal year.
- **Registration and Event Revenues:** Continued membership growth and strong participation in national competitions and the World Cup contributed to increased registration and event revenues.
- **Other Revenues:** Other revenues declined due to lower international prize money and the end of subsidies related to the 2024 fire at the National Training Centre.

Notes on Costs

- **High Performance Costs:** High performance expenses decreased in 2025–2026, primarily due to fewer training camps and a smaller athlete training group at the Centre of Excellence.
- **Sport Development Costs:** Sport development expenses increased, reflecting stronger participation in national events and increased program delivery.
- **Administration Costs:** Administration expenses decreased slightly, primarily due to lower legal and Safe Sport costs.

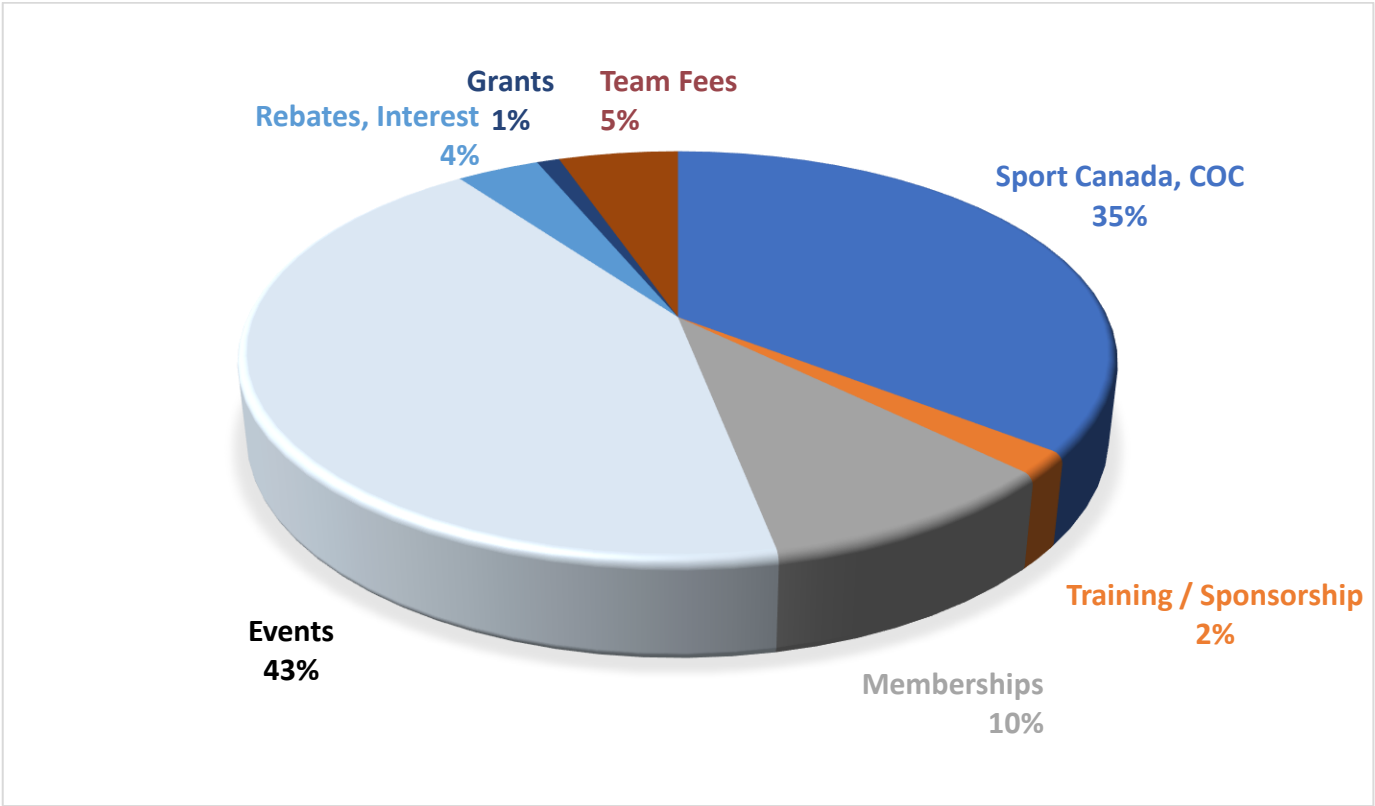
Overall Financial Performance

Canada Artistic Swimming finished the 2025–2026 fiscal year close to break-even, a stronger result than anticipated in the approved financial plan despite significant reductions in government and high performance funding.

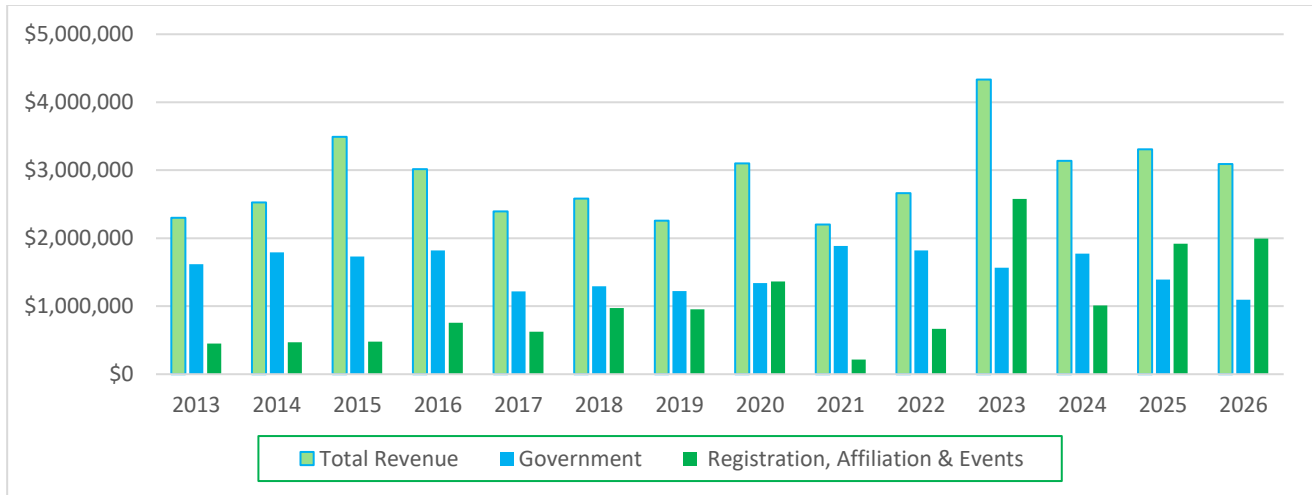


Revenue Summary 2025-2026

Sources of Revenue

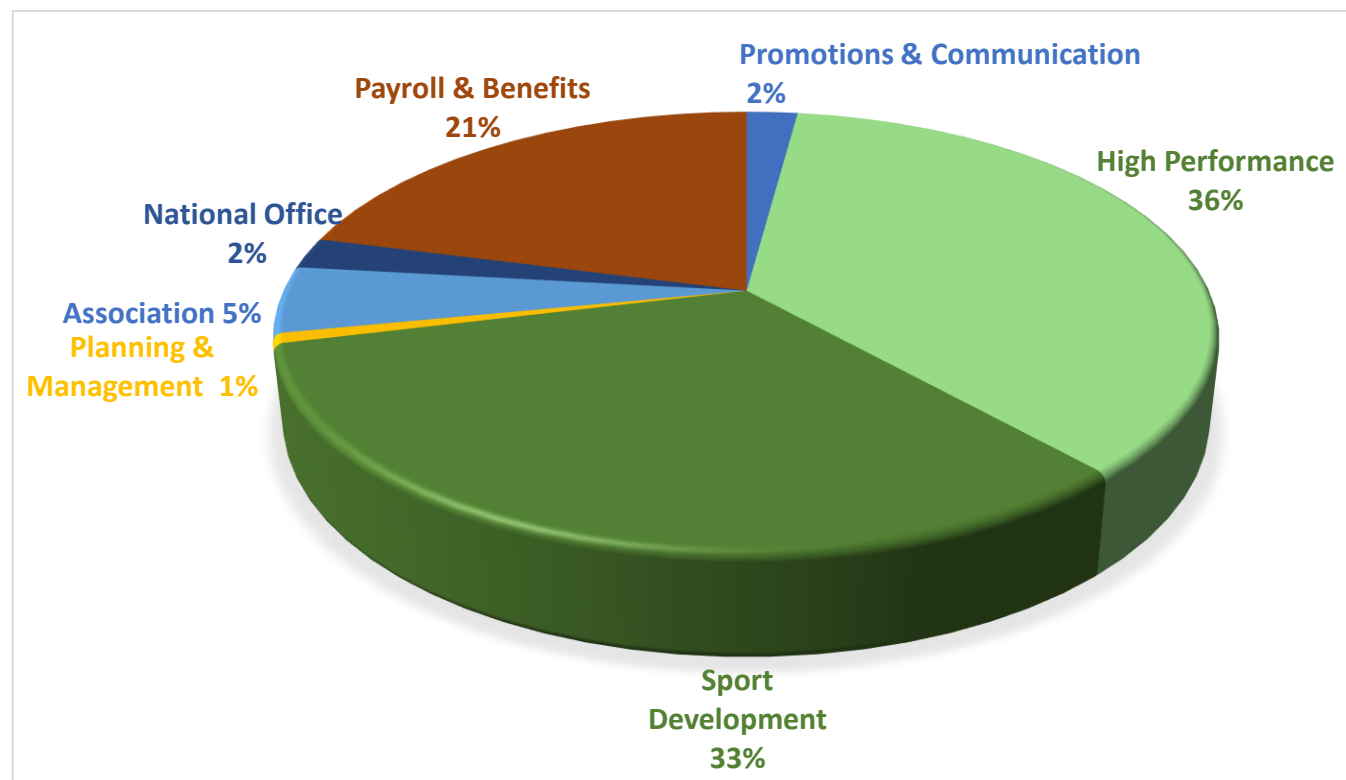


Revenue Trends



Expense Summary 2024-2025

Breakdown of Expenses



Expenditure Highlights – High Performance

	2025 - 2026	2024 - 2025	Notes
Sr. National Team Competitions and camps	\$375,613	\$446,999	World Championships in Singapore and three World Cups in 2025-2026
Jr. Team Competitions and camps	\$52,016	\$200,213	No Junior Worlds in 2025; duets at PAQ Championships, Junior Pan Am Games
Coaching & Other Support	\$471,292	\$571,299	Smaller Centre of Excellence team reduced coaching and IST costs
INS expenses	\$213,271	\$230,511	
Total	\$1.1 million	\$1.4 million	No Junior National Team program in summer 2025 due to Canada Games

Expenditure Highlights – Sport Development

	2025 - 2026	2024 - 2025	Notes
Events and Hosting	\$1,018,607	\$787,653	Stronger participation with larger events for World Cup, National Championships and Qualifier
Coach & Officials dev't & AquaGO!	\$16,168	\$16,721	
Annual Meeting and convention	0	\$102,466	In-person development conference was held in Montreal 2024. Virtual in 2025
Total	\$1.0 million	\$0.9 million	



Financial Risks and Opportunities – Looking Forward

2025–2026 was a World Championship year and resulted in a planned operating loss. Reductions in funding from Sport Canada, the Canadian Olympic Committee and Own the Podium, combined with the significant cost of participating in the World Championships in Singapore, placed pressure on the year's financial results. These impacts were mostly offset by strong revenues from hosted events and disciplined expense management. A smaller training group at the Centre of Excellence and the absence of a Junior World Championship program also helped contain costs.

Looking ahead to 2026–2027, Canada Artistic Swimming remains focused on advancing our 2024–2028 Strategic Plan and implementing our new High Performance Plan, with an increased emphasis on strengthening performance across the Youth, Junior and Senior National Team pathways. We will continue to invest in athletes, coaches and officials while building the programs and systems required for sustained international success and growth of the sport.

A significant reduction in Own the Podium funding, combined with a busy international competition calendar, will result in another planned operating loss in 2026–2027. Balancing performance investment with financial sustainability will require CAS to continue developing new revenue sources, improving operational efficiencies and pursuing additional funding opportunities. We are encouraged by the recommendations of the Future of Sport in Canada Commission and the additional federal investment in sport, which could help strengthen CAS's capacity and financial position to support the future growth of artistic swimming in Canada.



S. Wallace, CEO
September 2026

