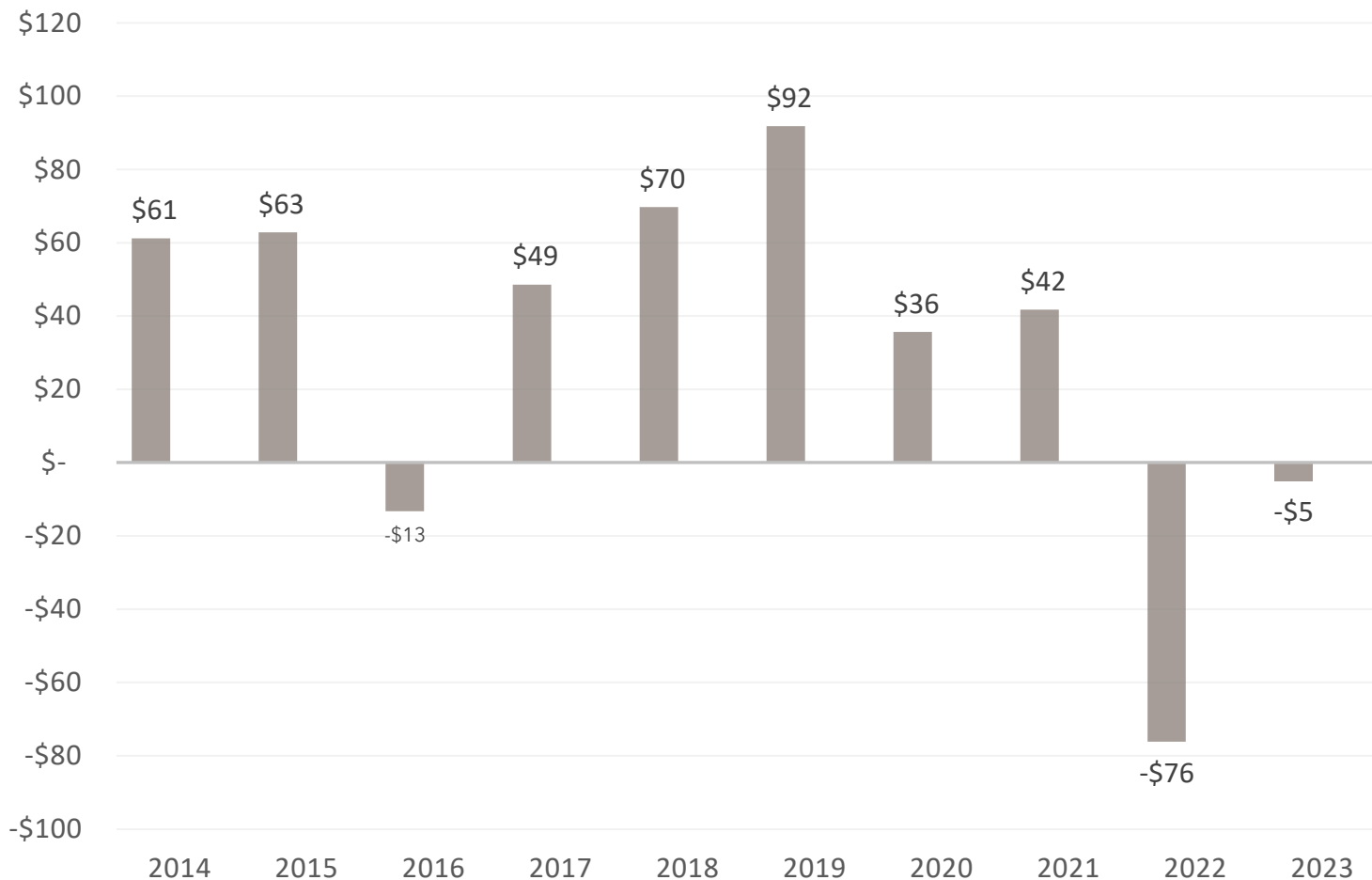


Figure 1: Surplus (Deficit), University of Ottawa, 2013-2014 to 2023-2024, in millions of dollars



Source : Consolidated Financial Statements