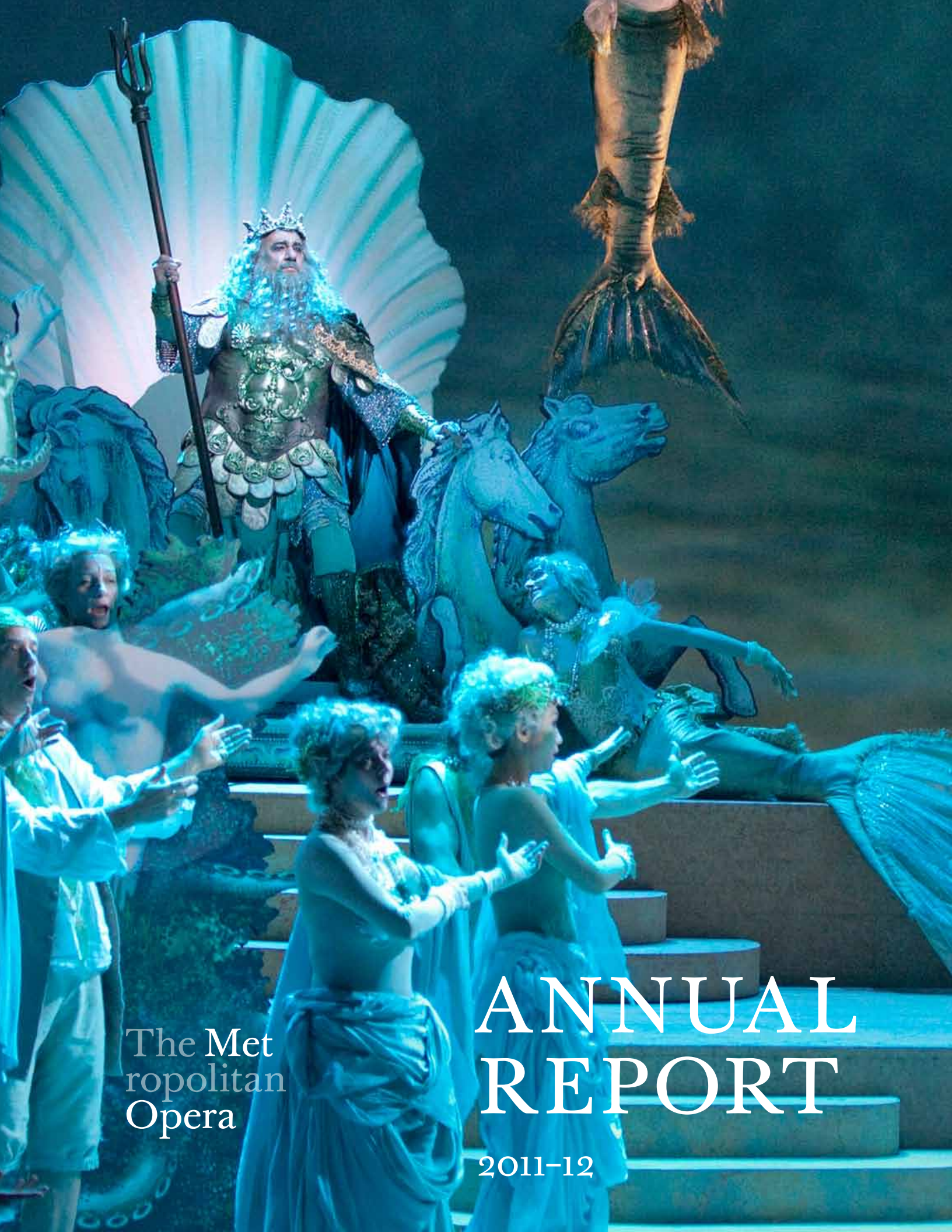




A SCENE FROM *THE ENCHANTED ISLAND*  
PHOTO: KEN HOWARD/METROPOLITAN OPERA



The Met  
ropolitan  
Opera

# ANNUAL REPORT

2011-12

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## Introduction

The Metropolitan Opera's 2011–12 season was marked by an impressive string of artistic successes, while the company continued to address a challenging financial situation in ways that wouldn't affect the high quality of productions. The company presented seven new stagings during the 2011–12 season, including the final two installments of a new *Ring* cycle, the Metropolitan Opera premiere of Donizetti's *Anna Bolena*, and the world premiere of a new Baroque pastiche, *The Enchanted Island*, conceived by the Met. All seven new productions, along with four revivals, were presented in movie theaters around the world as part of the Met's *Live in HD* series, which has enabled the Met to assume a global leadership position as a provider of special cinema content. The *Live in HD* series continued to be a money-maker for the Met, earning \$27.1 million. Combined earned revenue for the Met (*Live in HD* and box office) totaled \$121.5 million.

The 2011–12 season once again brought together the finest singers, conductors, directors, designers, choreographers, and video artists in the world. Such extraordinary directors as Robert Lepage, Phelim McDermott, David McVicar, and Laurent Pelly returned to create new productions, with Michael Grandage and Des McAnuff making directorial debuts with the company. The culmination of Lepage's new Met *Ring* cycle was the talk of the opera world, and the new Baroque pastiche *The Enchanted Island*, devised and written by Jeremy Sams, represented a remarkable new creative endeavor.

The world's greatest singers were in full force in new productions this season, including Joyce DiDonato, Anna Netrebko, Marina Poplavskaya, Deborah Voigt, Piotr Beczala, Plácido Domingo, Jonas Kaufmann, Mariusz Kwiecien, and René Pape, among others. Unfortunately, injury kept Music Director James Levine off the podium for the entire season. As a result, Principal Conductor Fabio Luisi assumed an expanded workload, leading performances of *Don Giovanni*, *Manon*, *La Traviata*, and the complete *Ring* cycle. Other important conductors on the season roster included Harry Bicket, William Christie, Louis Langrée, Yannick Nézet-Séguin, Gianandrea Noseda, and Kirill Petrenko.

Total box office for the season was 78.4%, less than a point below the previous season's results. New productions of *Anna Bolena* and *Manon* and revivals of *La Bohème*, *Madama Butterfly*, and *La Traviata* all sold out their runs.

The *Live in HD* season continued its remarkable growth, with the global network expanding to reach 54 countries and an additional 200 movie theaters. Total attendance grew from the previous season to just over 2.5 million. The series was once again supported by its founding sponsor, the Neubauer Family Foundation. Bloomberg provided global corporate sponsorship. The *HD Live in Schools* program grew to reach 25 school

districts in 19 states. Performances were also shared through Metropolitan Opera Radio on SIRIUS XM, which presented 102 live performances, and on the Met's website, which streamed 33 live performances. The season-opening new production, of *Anna Bolena*, was presented live to audiences in Times Square and on the Lincoln Center Plaza for the sixth consecutive year. Twenty-one live Saturday radio broadcasts were heard over the Toll Brothers–Metropolitan Opera International Radio Network.

The Met's amounts available from fundraising to support operations including net assets released from restrictions were \$150.3 million in FY12, compared to \$140.8 million in FY11.

In 2011-12, a number of new members joined the Met Board of Directors and others took on new Board roles. Jerry del Missier, John J. Noffo Kahn, Hartley R. Rogers, and Robert L. Turner all became Managing Directors. Tod Johnson, Meyer G. Koplou, Dominique Laffont, Andrew J. Martin-Weber, Katharina Otto-Bernstein, and Jacqui Smith became Advisory Directors. Dr. M. Lee Pearce became an Honorary Director, and Beatrice Esteve was elected as a Member. Diego De Giorgi, Stephanie Potter Foster, Helen Lee-Warren, Itai Shoffman, and Dale Westreich were all appointed Young Associate Directors.

Kevin W. Kennedy assumed the role of President and Chief Executive Officer, and he and I continued to work very closely with William C. Morris, who became Chairman of the Executive Committee. We all once again enjoyed a close and productive collaboration with General Manager Peter Gelb and Music Director James Levine.

A handwritten signature in black ink, appearing to read 'Ann Ziff', with a long, sweeping underline that extends to the left.

Ann Ziff  
Chairman

# Metropolitan Opera Board of Directors 2011-12

Ann Ziff  
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Miss Risè Stevens  
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Harvey R. Miller

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Socrates Nicholas  
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John J. Veronis  
Arete S. Warren

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Mrs. William F. Sondericker  
Stephanie Landess Suslak  
Barry Tucker

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Mrs. Ralph M. Wyman  
and all the Directors

## YOUNG ASSOCIATE DIRECTORS

Alexa Bator Chae  
Lawrence S. Chu  
Diego De Giorgi

Stephanie Potter Foster  
Heather H. Georges  
Matthew G. Hurd  
Vikas Kapoor

Roelfien Kuijpers  
So-Chung Shinn Lee  
Helen Lee-Warren  
Harrison T. LeFrak

Pedro Magalhães  
Mary E. Peck  
Evelyn M. M. Popp  
Itai Shoffman

Langdon Van Norden, Jr.  
Dale Westreich  
Satoko Yahata  
Simon Yates





# *The Season Repertory*

*2011-12*

## 2011-12 Season Repertory

### NEW PRODUCTIONS

*Gaetano Donizetti*

## ANNA BOLENA

CONDUCTOR Marco Armiliato

PRODUCTION David McVicar

SET DESIGNER Robert Jones\*

COSTUME DESIGNER Jenny Tiramani\*

LIGHTING DESIGNER Paule Constable

CHOREOGRAPHER Andrew George

Production a gift of Mercedes and Sid Bass

*Wolfgang Amadeus Mozart*

## DON GIOVANNI

CONDUCTOR Fabio Luisi/Louis Langrée /Andrew Davis

PRODUCTION Michael Grandage\*

SET & COSTUME DESIGNER Christopher Oram\*

LIGHTING DESIGNER Paule Constable

CHOREOGRAPHER Ben Wright\*

Production a gift of the Richard and Susan Braddock Family Foundation, and Sarah and Howard Solomon

Additional funding from Jane and Jerry del Missier, and Mr. and Mrs. Ezra K. Zilkha

*Handel, Vivaldi, Rameau*

## THE ENCHANTED ISLAND

CONDUCTOR William Christie

DEvised & WRITTEN BY Jeremy Sams\*

PRODUCTION Phelim McDermott

ASSOCIATE DIRECTOR & SET DESIGNER Julian Crouch

COSTUME DESIGNER Kevin Pollard

LIGHTING DESIGNER Brian MacDevitt

CHOREOGRAPHER Graciela Daniele

ANIMATION & PROJECTION DESIGN 59 Productions

Production a gift of Dr. David G. Knott and Ms. Françoise Girard

Major funding from Rolex

Additional funding from The Annenberg Foundation, Edgar Foster Daniels Foundation, Mr. and Mrs. William R. Miller, American Express, and the National Endowment for the Arts

*Charles Gounod*

## FAUST

CONDUCTOR Yannick Nézet-Séguin/Pierre Vallet\*/Alain Altinoglu

PRODUCTION Des McAnuff\*

SET DESIGNER Robert Brill\*

COSTUME DESIGNER Paul Tazewell\*

LIGHTING DESIGNER Peter Mumford

VIDEO DESIGNER Sean Nieuwenhuis\*

CHOREOGRAPHER Kelly Devine\*

Production a gift of Mercedes T. Bass, and the Betsy and Edward Cohen/Areté Foundation Fund for New Productions and Revivals

Additional funding from the Gramma Fisher Foundation, Marshalltown, Iowa; the Richard J. Massey Foundation for the Arts and Sciences; and the Metropolitan Opera Club

Co-production of the Metropolitan Opera and English National Opera

*Richard Wagner*

## GÖTTERDÄMMERUNG

CONDUCTOR Fabio Luisi/John Keenan

PRODUCTION Robert Lepage

ASSOCIATE DIRECTOR Neilson Vignola

SET DESIGNER Carl Fillion

COSTUME DESIGNER François St-Aubin

LIGHTING DESIGNER Etienne Boucher

VIDEO IMAGE ARTIST Lionel Arnould\*

Production a gift of Ann Ziff and the Ziff Family, in memory of William Ziff

In collaboration with Ex Machina

The 2011-12 season featured 11 *Live in HD* transmissions, 21 live Saturday radio broadcasts, 102 SiriusXM broadcasts, and 33 web streams.

*Jules Massenet*

## MANON

CONDUCTOR **Fabio Luisi**

PRODUCTION **Laurent Pelly**

SET DESIGNER **Chantal Thomas**

COSTUME DESIGNER **Laurent Pelly**

LIGHTING DESIGNER **Joël Adam**

CHOREOGRAPHER **Lionel Hoche\***

ASSOCIATE DIRECTOR **Christian R  th**

Production a gift of The Sybil B. Harrington Endowment Fund

Co-production of the Metropolitan Opera;  
Royal Opera House, Covent Garden, London;  
Teatro alla Scala, Milan; and Th   tre du Capitole, Toulouse

*Richard Wagner*

## SIEGFRIED

CONDUCTOR **Fabio Luisi/Derrick Inouye**

PRODUCTION **Robert Lepage**

ASSOCIATE DIRECTOR **Neilson Vignola**

SET DESIGNER **Carl Fillion**

COSTUME DESIGNER **Fran  ois St-Aubin**

LIGHTING DESIGNER **Etienne Boucher**

VIDEO IMAGE ARTIST **Pedro Pires\***

Production a gift of Ann Ziff and the Ziff Family,  
in memory of William Ziff

In collaboration with Ex Machina

## REPERTORY

*Giuseppe Verdi*

## AIDA

CONDUCTOR **Marco Armiliato**

PRODUCTION **Sonja Frisell**

SET DESIGNER **Gianni Quaranta**

COSTUME DESIGNER **Dada Saligeri**

LIGHTING DESIGNER **Gil Wechsler**

CHOREOGRAPHER **Alexei Ratmansky**

Production a gift of Mrs. Donald D. Harrington

Revival dedicated to the memory of James C. Slaughter,  
a Managing Director of the Metropolitan Opera from 1994 to 2009

*Gioachino Rossini*

## IL BARBIERE DI SIVIGLIA

CONDUCTOR **Maurizio Benini/Marco Armiliato**

PRODUCTION **Bartlett Sher**

SET DESIGNER **Michael Yeagan**

COSTUME DESIGNER **Catherine Zuber**

LIGHTING DESIGNER **Christopher Akerlind**

Production a gift of The Sybil B. Harrington Endowment Fund

*Benjamin Britten*

## BILLY BUDD

CONDUCTOR **David Robertson**

PRODUCTION **John Dexter**

SET & COSTUME DESIGNER **William Dudley**

LIGHTING DESIGNER **Gil Wechsler**

*Giacomo Puccini*

## LA BOH  ME

CONDUCTOR **Louis Langr  e**

PRODUCTION **Franco Zeffirelli**

SET DESIGNER **Franco Zeffirelli**

COSTUME DESIGNER **Peter J. Hall**

LIGHTING DESIGNER **Gil Wechsler**

Production a gift of Mrs. Donald D. Harrington

Revival a gift of The Dr. M. Lee Pearce Foundation

*Gaetano Donizetti*

## L'ELISIR D'AMORE

CONDUCTOR **Donato Renzetti**

PRODUCTION **John Copley**

SET & COSTUME DESIGNER **Beni Montresor**

LIGHTING DESIGNER **Gil Wechsler**

Production a gift of the Annie Laurie Aitken Charitable Trust  
Additional funding from The William T. Morris Foundation  
Revival a gift of The NPD Group, Inc.

*Giuseppe Verdi*

## ERNANI

CONDUCTOR **Marco Armiliato**

PRODUCTION **Pier Luigi Samaritani**

STAGED BY **Peter McClintock**

SET DESIGNER **Pier Luigi Samaritani**

COSTUME DESIGNER **Peter J. Hall**

LIGHTING DESIGNER **Gil Wechsler**

Production a gift of the Gramma Fisher Foundation, Marshalltown, Iowa  
Revival a gift of the Metropolitan Opera Club

*Gaetano Donizetti*

## LA FILLE DU RÉGIMENT

CONDUCTOR **Yves Abel**

PRODUCTION **Laurent Pelly**

SET DESIGNER **Chantal Thomas**

COSTUME DESIGNER **Laurent Pelly**

LIGHTING DESIGNER **Joël Adam**

CHOREOGRAPHER **Laura Scozzi**

ASSOCIATE DIRECTOR & DIALOGUE **Agathe Mélinand**

Production a gift of The Annenberg Foundation  
Co-production of the Metropolitan Opera; Royal Opera House, Covent Garden, London; and Wiener Staatsoper, Vienna

*Engelbert Humperdinck*

## HANSEL AND GRETEL

CONDUCTOR **Robin Ticciati\***

PRODUCTION **Richard Jones**

SET & COSTUME DESIGNER **John Macfarlane**

LIGHTING DESIGNED BY **Jennifer Tipton**

CHOREOGRAPHER **Linda Dobell**

TRANSLATION **David Pountney**

Production a gift of the Gramma Fisher Foundation, Marshalltown, Iowa; and Karen and Kevin Kennedy  
Additional funding from Dr. Coco Lazaroff, and Joan Taub Ades and Alan M. Ades  
Revival a gift of Dr. Coco Lazaroff  
Originally created for Welsh National Opera and Lyric Opera of Chicago

*Modest Mussorgsky*

## KHOVANSCHINA

CONDUCTOR **Kirill Petrenko**

PRODUCTION **August Everding**

SET DESIGNER **Ming Cho Lee**

COSTUME DESIGNER **John Conklin**

LIGHTING DESIGNER **Gil Wechsler**

CHOREOGRAPHER **Benjamin Millepied\***

Production a gift of the Lila Acheson and DeWitt Wallace Fund for Lincoln Center, established by the founders of The Reader's Digest Association, Inc.  
Revival a gift of The Dr. M. Lee Pearce Foundation

*Giuseppe Verdi*

## MACBETH

CONDUCTOR **Gianandrea Noseda**

PRODUCTION **Adrian Noble**

SET & COSTUME DESIGNER **Mark Thompson**

LIGHTING DESIGNER **Jean Kalman**

CHOREOGRAPHER **Sue Lefton**

Production a gift of Mr. and Mrs. Paul M. Montrone  
Additional funding from Mr. and Mrs. William R. Miller, Hermione Foundation, and The Gilbert S. Kahn and John J. Noffo Kahn Endowment Fund

*Giacomo Puccini*

## MADAMA BUTTERFLY

CONDUCTOR **Plácido Domingo/Yves Abel/Marco Armiliato**

PRODUCTION **Anthony Minghella**

DIRECTOR & CHOREOGRAPHER **Carolyn Choa**

SET DESIGNER **Michael Levine**

COSTUME DESIGNER **Han Feng**

LIGHTING DESIGNER **Peter Mumford**

PUPPETRY **Blind Summit Theatre**

Production a gift of Mercedes and Sid Bass

Revival a gift of Rolex

Co-production of the Metropolitan Opera; English National Opera; and Lithuanian National Opera

*Leo Janáček*

## THE MAKROPULOS CASE

CONDUCTOR **Jiří Bělohávek**

PRODUCTION **Elijah Moshinsky**

SET DESIGNER **Anthony Ward**

COSTUME DESIGNER **Dona Granata**

LIGHTING DESIGNER **Howard Harrison**

Production a gift of the Edgar Foster Daniels Foundation

*Giuseppe Verdi*

## NABUCCO

CONDUCTOR **Paolo Carignani**  
PRODUCTION **Elijah Moshinsky**  
SET DESIGNER **John Napier**  
COSTUME DESIGNER **Andreane Neofitou**  
LIGHTING DESIGNER **Howard Harrison**

Production a gift of Bill Rollnick and Nancy Ellison Rollnick  
Major funding from Mr. and Mrs. Ezra K. Zilkha,  
Mercedes and Sid Bass, and Mr. and Mrs. Paul M. Montrone  
Additional funding from Gilbert S. Kahn and  
John J. Noffo Kahn, The Eleanor Naylor Dana Charitable Trust,  
and the National Endowment for the Arts  
Revival a gift of The Dr. M. Lee Pearce Foundation

*Richard Wagner*

## DAS RHEINGOLD

CONDUCTOR **Fabio Luisi**  
PRODUCTION **Robert Lepage**  
ASSOCIATE DIRECTOR **Neilson Vignola**  
SET DESIGNER **Carl Fillion**  
COSTUME DESIGNER **François St-Aubin**  
LIGHTING DESIGNER **Etienne Boucher**  
VIDEO IMAGE ARTIST **Boris Firquet**

Production a gift of Ann Ziff and the Ziff Family,  
in memory of William Ziff  
In collaboration with Ex Machina

*George Frideric Handel*

## RODELINDA

CONDUCTOR **Harry Bicket**  
PRODUCTION **Stephen Wadsworth**  
SET DESIGNER **Thomas Lynch**  
COSTUME DESIGNER **Martin Pakledinaz**  
LIGHTING DESIGNER **Peter Kaczorowski**

Production a gift of John Van Meter  
Additional funding from Mercedes and Sid Bass,  
and the Hermione Foundation, Laura Sloate, Trustee

*Philip Glass*

## SATYAGRAHA

CONDUCTOR **Dante Anzolini**  
PRODUCTION **Phelim McDermott**  
ASSOCIATE DIRECTOR & SET DESIGNER **Julian Crouch**  
COSTUME DESIGNER **Kevin Pollard**  
LIGHTING DESIGNER **Paule Constable**  
VIDEO DESIGN **Leo Warner and Mark Grimmer for 59 Productions**

Production a gift of Agnes Varis and Karl Leichtman  
Additional funding from Stanley, Marion, Paul, Sara, and Eddie  
Bergman; American Express; the National Endowment for the Arts; and  
Henry Schein, Inc.  
Revival a gift of Mr. and Mrs. Vikas Kapoor, The Goatie Foundation,  
and the Satyagraha Revival Funders Committee  
Co-production of the Metropolitan Opera and English National Opera,  
in collaboration with Improbable

*Giacomo Puccini*

## TOSCA

CONDUCTOR **Mikko Franck\***  
PRODUCTION **Luc Bondy**  
SET DESIGNER **Richard Peduzzi**  
COSTUME DESIGNER **Milena Canonero**  
LIGHTING DESIGNER **Max Keller**

Production a gift of The Annenberg Foundation  
Co-production of the Metropolitan Opera;  
Teatro alla Scala, Milan; and Bayerische Staatsoper, Munich

*Giuseppe Verdi*

## LA TRAVIATA

CONDUCTOR **Fabio Luisi/Steven White**  
PRODUCTION **Willy Decker**  
SET & COSTUME DESIGNER **Wolfgang Gussmann**  
ASSOCIATE COSTUME DESIGNER **Susana Mendoza**  
LIGHTING DESIGNER **Hans Toelstede**  
CHOREOGRAPHER **Athol Farmer**

Production a gift of Karen and Kevin Kennedy, and  
Mr. and Mrs. Paul M. Montrone  
Revival a gift of The Dr. M. Lee Pearce Foundation  
Original production of the Salzburger Festspiele;  
with thanks to De Nederlandse Opera, Amsterdam

*Richard Wagner*

## DIE WALKÜRE

CONDUCTOR **Fabio Luisi**  
PRODUCTION **Robert Lepage**  
ASSOCIATE DIRECTOR **Neilson Vignola**  
SET DESIGNER **Carl Fillion**  
COSTUME DESIGNER **François St-Aubin**  
LIGHTING DESIGNER **Etienne Boucher**  
VIDEO IMAGE ARTIST **Boris Firquet**

Production a gift of Ann Ziff and the Ziff Family,  
in memory of William Ziff  
In collaboration with Ex Machina

## *The Met Orchestra at Carnegie Hall*

**OCTOBER 16, 2011**

Fabio Luisi, *conductor*

Christine Rice, *mezzo soprano*

Richard Goode, *piano*

MOZART: *Die Zauberflöte*: Overture

MOZART: Piano Concerto No. 25 in C Major, K. 503

JOHN HARBISON/ALICE MUNRO: Closer to my own life  
[World premiere]

R. STRAUSS: Till Eulenspiegels lustige Streiche

**JANUARY 15, 2012**

Fabio Luisi, *conductor*

Renée Fleming, *soprano*

Stephen Williamson and

Anthony McGill, *clarinet*

MOZART: Clarinet Concerto in A Major, K. 622

MAHLER: Rückert Lieder:  
Ich atmet' einen linden Duft  
Liebst du um Schönheit  
Um Mitternacht  
Blicke mir nicht in die Lieder  
Ich bin der Welt abhanden gekommen

COPLAND: Clarinet Concerto

BARBER: *Antony and Cleopatra*: Give me some music

HERRMANN: *Wuthering Heights*: I have dreamt

BARBER: *Vanessa*: Do not utter a word

PREVIN: *A Streetcar Named Desire*: I can smell the sea air

**MAY 20, 2012**

David Robertson, *conductor*

Christian Tetzlaff, *violin*

MOZART: Adagio in E Major, K. 261

MENDELSSOHN: Violin concerto in E Minor, Op.64

SCHOENBERG: Violin Concerto, Op. 36

MOZART: Rondo in C Major, K. 373

## *The Met: Live in HD 2011–12 Transmissions*

**OCTOBER 15, 2011**

ANNA BOLENA *Donizetti*

**OCTOBER 29, 2011**

DON GIOVANNI *Mozart*

**NOVEMBER 5, 2011**

SIEGFRIED *Wagner*

**NOVEMBER 19, 2011**

SATYAGRAHA *Glass*

**DECEMBER 3, 2011**

RODELINDA *Handel*

**DECEMBER 10, 2011**

FAUST *Gounod*

**JANUARY 21, 2012**

THE ENCHANTED ISLAND

*Handel, Vivaldi, Rameau, and others*

**FEBRUARY 11, 2012**

GÖTTERDÄMMERUNG *Wagner*

**FEBRUARY 25, 2012**

ERNANI *Verdi*

**APRIL 7, 2012**

MANON *Massenet*

**APRIL 14, 2012**

LA TRAVIATA *Verdi*

Total audience: 2,547,000

1,700 theaters; 54 countries

## *The Met: HD Live in Schools*

In partnership with the New York City Department of Education and with support from Bank of America, the program brought free high-definition transmissions of live opera to five New York City public schools and 25 school districts in 19 states across the country.

## 2011–12 Events

AUGUST 27–SEPTEMBER 5, 2011

Free Outdoor Summer HD Festival:  
10 screenings of popular HD productions

SEPTEMBER 18, 2011

Tony Bennett in Concert

SEPTEMBER 22, 2011

*Anna Bolena* Open House final Dress  
Rehearsal

SEPTEMBER 26, 2011

*Anna Bolena* Opening Night live relay at  
Lincoln Center and in Times Square

OCTOBER 30, 2011

Jonas Kaufmann in Recital

DECEMBER 28, 2011

*The Enchanted Island* Open House Final  
Dress Rehearsal

FEBRUARY 8 & 11, 2012

Gluck's *Armide*: The Metropolitan Opera's  
Lindemann Young Artist Development  
program in partnership with The Juilliard  
School. Performances given in the Peter Jay  
Sharp Theater at Juilliard

MARCH 18, 2012

National Council Grand Finals Concert,  
conducted by Andrew Davis

APRIL 3, 2012

*La Traviata* Open House Final Dress  
Rehearsal

JULY 25–31, 2012

Free Summer Recital Series

## The Arnold and Marie Schwartz Gallery Met

Exhibitions included the second two installment of a four-part series of shows coinciding with the Met's new productions of Wagner's *Der Ring des Nibelungen*: artist Peter Doig created *Siegfried + Poster Project* on the occasion of *Siegfried*, while artist Dana Schultz's *Götterdämmerung* was timed to the premiere of the titular opera.

*In addition, the Met co-presented related events around the city, as well as activities with the Metropolitan Opera Guild.*

## 2011–12 Artist Roster

### SOPRANOS

Anne-Carolyn Bird  
 Jennifer Black  
 Elizabeth Blancke-Biggs  
 Deanna Breiwick  
 Elizabeth Byrne  
 Malin Byström  
 Jennifer Check  
 Melissa Citro  
 Layla Claire  
 Katarina Dalayman  
 Diana Damrau  
 Ellie Dehn  
 Danielle de Niese  
 Alexandra Deshorties  
 Natalie Dessay  
 Kiera Duffy  
 Mary Dunleavy  
 Rachelle Durkin  
 Ashley Emerson  
 Mojca Erdmann  
 Amelia Farrugia  
 Molly Fillmore  
 Renée Fleming  
 Barbara Frittoli  
 Maria Gavrilova  
 Hibla Gerzmava  
 Lori Guilbeau  
 Maria Guleghina  
 Wendy Bryn Harmer  
 Holli Harrison  
 Kelly Cae Hogan  
 Sabine Hogrefe  
 Haeran Hong  
 Hei-Kyung Hong  
 Anita Johnson  
 Maria Jooste  
 Jihee Kim  
 Aleksandra Kurzak  
 Dísella Lárusdóttir  
 Inna Los  
 Nino Machaidze  
 Olga Makarina  
 Elisabete Matos  
 Karita Mattila  
 Maureen McKay  
 Angela Meade  
 Heidi Melton  
 Nadja Michael  
 Joanna Mongiardo  
 Latonia Moore  
 Erin Morley  
 Anna Netrebko  
 Emily Newton  
 Lisette Oropesa  
 Danielle Pastin  
 Lori Phillips  
 Susanna Phillips  
 Marina Poplavskaya  
 Patricia Racette  
 Sondra Radvanovsky  
 Marina Rebeka  
 Emalie Savoy  
 Elisabeth Stevens  
 Heidi Stober  
 Erica Strauss  
 Violeta Urmana

Deborah Voigt  
 Amber Wagner  
 Claudia Waite  
 Nina Warren  
 Eva-Maria Westbroek  
 Katherine Whyte  
 Caroline Worra  
 Margaret Jane Wray  
 Lei Xu  
 Monica Yunus  
 Jennifer Zetlan  
 Liping Zhang

### MEZZO-SOPRANOS

Lindsay Ammann  
 Patricia Bardon  
 Jamie Barton  
 Elizabeth Bishop  
 Stephanie Blythe  
 Olga Borodina  
 Jane Bunnell  
 Karen Cargill  
 Sasha Cooke  
 Alice Coote  
 Marianne Cornetti  
 Ginger Costa-Jackson  
 Kathryn Day  
 Elizabeth DeShong  
 Barbara Dever  
 Joyce DiDonato  
 Marjorie Elinor Dix  
 Sandra Piques Eddy  
 Rosalind Elias  
 Ivonne Fuchs  
 Blythe Gaissert  
 Eve Gigliotti  
 Katharine Goeldner  
 Elizabeth Grohowski  
 Jill Grove  
 Ekaterina Gubanova  
 Theodora Hanslowe  
 Teresa S. Herold  
 Jennifer Holloway  
 Heather Johnson  
 Jennifer Johnson Cano  
 Edyta Kulczak  
 Isabel Leonard  
 Stephanie Lewis  
 Kate Lindsey  
 Michèle Losier  
 Michaela Martens  
 Mary Ann McCormick  
 Waltraud Meier  
 Tamara Mumford  
 Ann Murray  
 Brenda Patterson  
 Mary Phillips  
 Maria Radner  
 Christine Rice  
 Rebecca Ringle  
 Patricia Risley  
 Jane Shaulis  
 Krysty Swann  
 Renée Tatum  
 Margaret Thompson  
 Wendy White  
 Maria Zifchak

### COUNTERTENORS

Anthony Roth Costanzo  
 David Daniels  
 Iestyn Davies  
 Jeffrey Mandelbaum  
 Andreas Scholl  
 Gerald Thompson

### TENORS

Roberto Alagna  
 Marcelo Álvarez  
 Michele Angelini  
 Paul Appleby  
 Piotr Beczala  
 Lawrence Brownlee  
 Robert Brubaker  
 Joseph Calleja  
 Javier Camarena  
 Gregory Carroll  
 Philippe Castagner  
 Paul Charles Clarke  
 Stephen Costello  
 Richard Cox  
 Richard Crawley  
 Richard Croft  
 John Daszak  
 Roberto De Biasio  
 Misha Didyk  
 Adam Diegel  
 Rodrick Dixon  
 Plácido Domingo  
 José Luis Duval  
 John Easterlin  
 Michael Fabiano  
 Bernard Fitch  
 Juan Diego Flórez  
 Brian Frutiger  
 Vladimir Galouzine  
 Marcello Giordani  
 Allan Glassman  
 Stephen Gould  
 Adam Hall  
 Adam Laurence  
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 Joseph Kaiser  
 Jonas Kaufmann  
 Adam Klein  
 Alexey Kudrya  
 Colin Lee  
 Yonghoon Lee  
 Richard Leech  
 Gary Lehman  
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 Luca Lombardo  
 Stefan Margita  
 Riccardo Massi  
 John McVeigh  
 Raúl Melo  
 Jay Hunter Morris  
 Christophe Mortagne  
 Alan Oke  
 Dimitri Pittas  
 Matthew Plenk  
 Matthew Polenzani  
 David Pomeroy  
 Piero Pretti

Charles Reid  
 Mark Schowalter  
 Scott Scully  
 Chad Shelton  
 Gerhard Siegel  
 Stuart Skelton  
 Bruce Sledge  
 Robert Dean Smith  
 Joel Sorensen  
 Andrew Sritheran  
 Taylor Stayton  
 Andrew Stenson  
 Tony Stevenson  
 Kurt Streit  
 Eduardo Valdes  
 Ramón Vargas  
 Mikhail Vekua  
 Hugo Vera  
 Philip Webb  
 Jon Fredric West  
 Todd Wilander

### BARITONES

Carlos Almaguer  
 Lado Ataneli  
 Joshua Benaim  
 Jonathan Beyer  
 Vitaliy Bilyy  
 Russell Braun  
 Vladimir Chmelo  
 Alessandro Corbelli  
 Dwayne Croft  
 Mark Delavan  
 Christopher Feigum  
 Gerald Finley  
 Tom Fox  
 Stephen Gaertner  
 George Gagnidze  
 Nathan Gunn  
 Thomas Hampson  
 John Hancock  
 Dmitri Hvorostovsky  
 Kim Josephson  
 Mariusz Kwiecien  
 Željko Lučić  
 Elliot Madore  
 Alexey Markov  
 Peter Mattei  
 Jeff Mattsey  
 John Moore  
 Brian Mulligan  
 Fikile Mvinjelwa  
 Zurab Ninua  
 Nicholas Pallesen  
 Edward Parks  
 George Petean  
 Kyle Pfortmiller  
 Rodion Pogossof  
 Franco Pomponi  
 Luthando Qave  
 Johan Reuter  
 Mark Rucker  
 Luca Salsi  
 Michael Todd Simpson  
 Jason Stearns  
 Paulo Szot  
 David Won

### BASS-BARITONES

Ildar Abdrazakov  
 Kyle Albertson  
 Patrick Carfizzi  
 James Courtney  
 David Crawford  
 John Del Carlo  
 Richard Paul Fink  
 Bradley Garvin  
 Thomas Goertz  
 Philip Horst  
 Kyle Ketelsen  
 Ryan McKinny  
 Keith Miller  
 James Morris  
 Maurizio Muraro  
 Laurent Naouri  
 Rod Nelman  
 Eric Owens  
 Iain Paterson  
 Luca Pisaroni  
 David Pittsinger  
 Jukka Rasilainen  
 Shenyang  
 Tyler Simpson  
 Donovan Singletary  
 Philip Skinner  
 Daniel Sumegi  
 Bryn Terfel  
 Dale Travis  
 Alfred Walker  
 Jeffrey Wells

### BASSES

Alexey Antonov  
 Dmitry Belosselskiy  
 Richard Bernstein  
 Jordan Bisch  
 Joshua Bloom  
 Rúni Brattaberg  
 Paata Burchuladze  
 John Cheek  
 Julian Close  
 Philip Cokorinos  
 Carlo Colombara  
 Paul Corona  
 Vitaly Efanov  
 Kirk Eichelberger  
 Ferruccio Furlanetto  
 Jeremy Galyon  
 Giorgio Giuseppini  
 Oren Gradus  
 Günther Groissböck  
 Christopher Job  
 Štefan Kocán  
 Hans-Peter König  
 Anatoli Kotscherga  
 Ricardo Lugo  
 Ievgen Orlov  
 René Pape  
 Paul Plishka  
 Samuel Ramey  
 Gregory Reinhart  
 Julien Robbins  
 Luigi Roni  
 Matthew Rose  
 Miklos Sebestyén

Franz-Josef Selig  
 Andrea Silvestrelli  
 Christophoros  
 Stamboglis  
 Nathan Stark  
 Giorgio Surian  
 Stefan Szkafarowsky  
 Peter Volpe  
 Harold Wilson  
 Yanni Yannissis

### CONDUCTORS

Yves Abel  
 Alain Altinoglu  
 Dante Anzolini  
 Marco Armiliato  
 Jiří Bělohlávek  
 Maurizio Benini  
 Harry Bicket  
 Paolo Carignani  
 William Christie  
 Andrew Davis  
 Plácido Domingo  
 Mikko Franck  
 Derrick Inouye  
 John Keenan  
 Louis Langrée  
 James Levine  
 Fabio Luisi  
 Yannick Nézet-Séguin  
 Gianandrea Noseda  
 Kirill Petrenko  
 Donato Renzetti  
 David Robertson  
 Robin Ticciati  
 Pierre Vallet

### GUEST ARTISTS

Rob Besserer  
 Helmut Deutsch  
 Richard Goode  
 Kiri Te Kanawa  
 Christian Tetzlaff

### MEMBERS OF THE LINDEMANN YOUNG ARTIST DEVELOPMENT PROGRAM

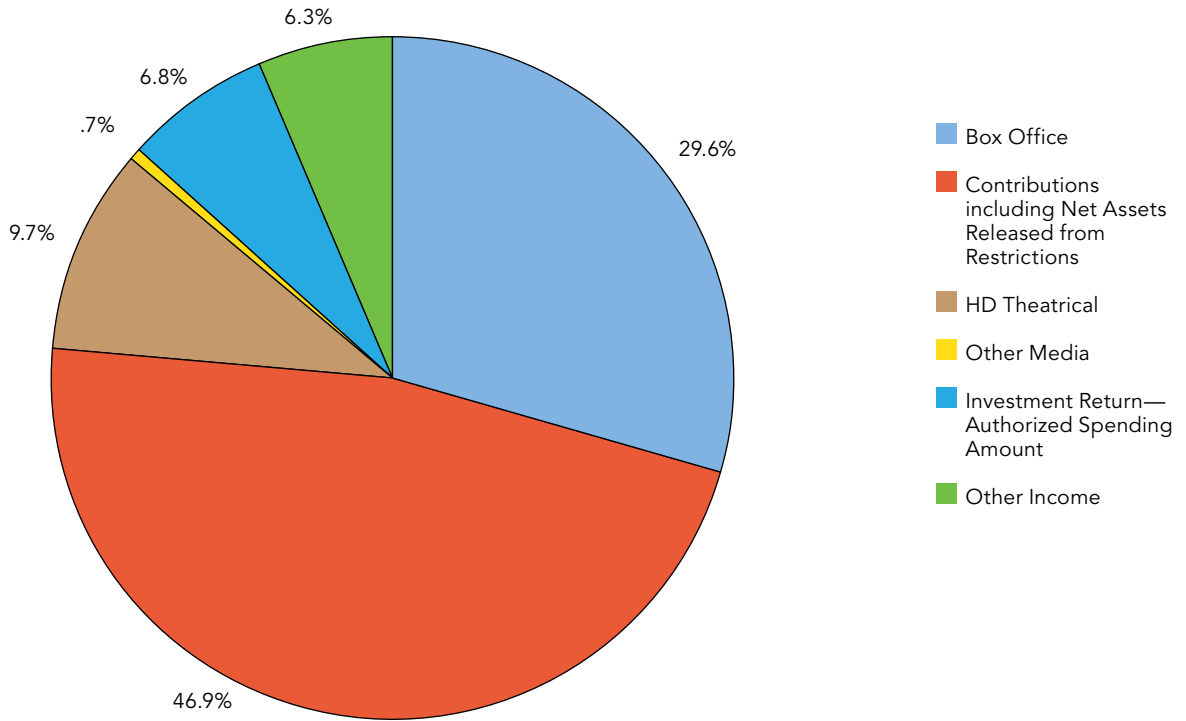
Paul Appleby  
 Mario Chang  
 Layla Claire  
 Wallis Giunta  
 Ryan Speedo Green  
 Evan Hughes  
 Natalia Katjukova  
 Alexander Lewis  
 Elliot Madore  
 Alexandra Naumenko  
 Luthando Qave  
 Emalie Savoy  
 Renée Tatum  
 Bryan Wagorn  
 Lei Xu



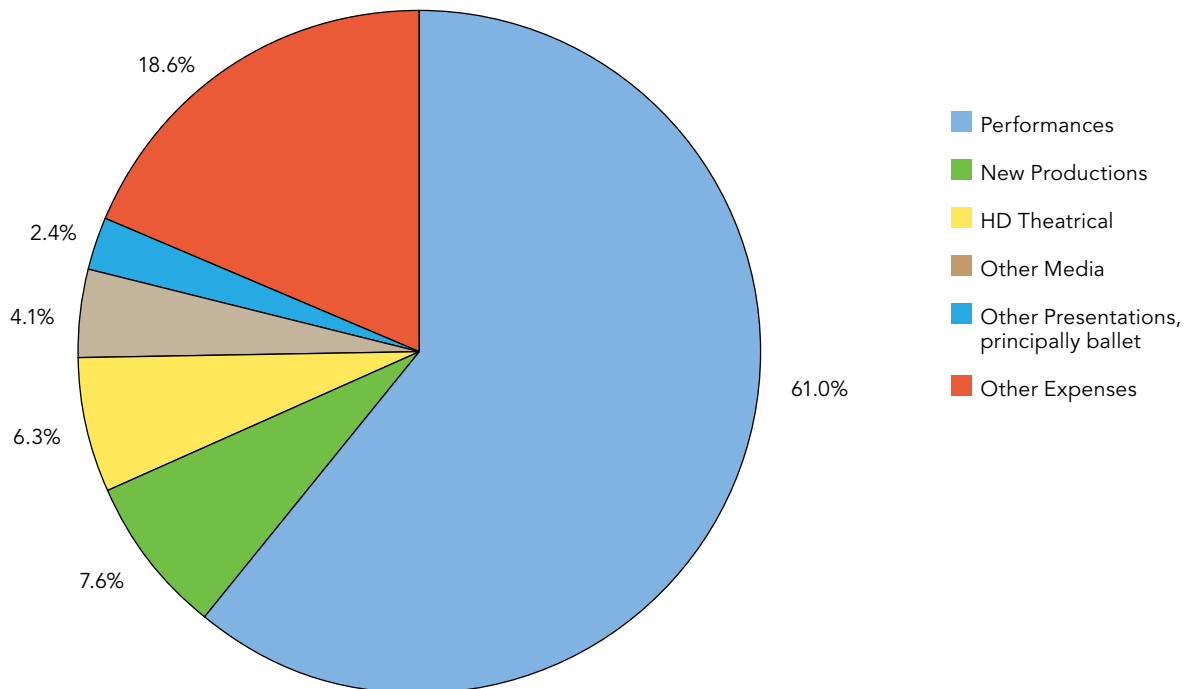
# *The Financial Results*

*2011-12*

## 2012 Unrestricted Operating Revenues



## 2012 Operating Expenses



Note: The Metropolitan Opera fiscal year runs from August 1 to July 31.

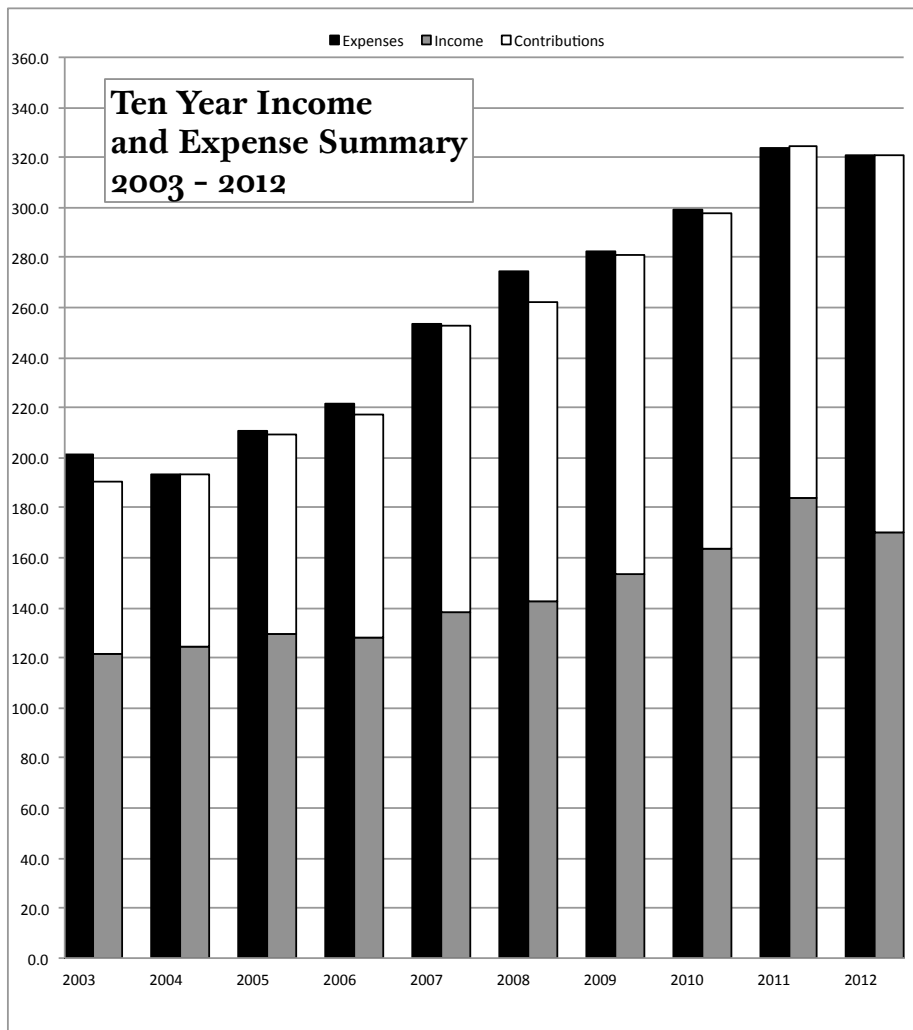
Operating revenues in Fiscal Year 2012 totaled \$170.2 million, compared to \$184.0 million in Fiscal Year 2011. The change is largely attributable to the Japan Tour that took place during FY11. Operating revenues include box office revenues from the New York season, tour revenue, media revenues, revenues from outside presentations, and amounts drawn from the Association's endowment. Opera box office revenues totaled \$94.4 million, slightly below the \$94.7 million in FY11. Media revenues were \$33.3 million in FY12, compared to \$33.5 million in FY11. Presentation revenue was \$8.0 million in FY12. Additional presentations in FY11 resulted in higher revenue of \$10.7 million. Authorized spending from the Association's endowment and reserves included in operating revenues totaled \$21.9 million compared to \$21.4 million in FY11.

Contributions and other development revenues allocated for operations totaled \$150.3 million in FY12 and \$140.8 million in FY11. Individual support continues to be the largest source of contributions, amounting to \$126.3 million and \$115.2 million in FY12 and FY11, respectively. Foundation and corporate support totaled \$23.3 million in FY12 compared to \$25.1 million in FY11. Government agencies, including the National Endowment for the Arts, the New York State Council on the Arts, and the New York City Department of Cultural Affairs, contributed a total of \$0.7 million and \$0.5 million in FY 12 and FY 11, respectively. Fundraising expenses totaled \$15.3 million, or 10.2% of operating contributions in FY12, an increase from \$14.2 million or 10.1% of operating contributions in FY11.

Total operating expenses excluding fundraising expenses were \$305.3 million in FY12, a decrease of \$4.6 million or 1.5% from \$309.9 million in FY11, primarily due to the FY11 Japan tour. Total compensation and benefits in FY12 was \$245 million, compared to \$249 million in FY11.

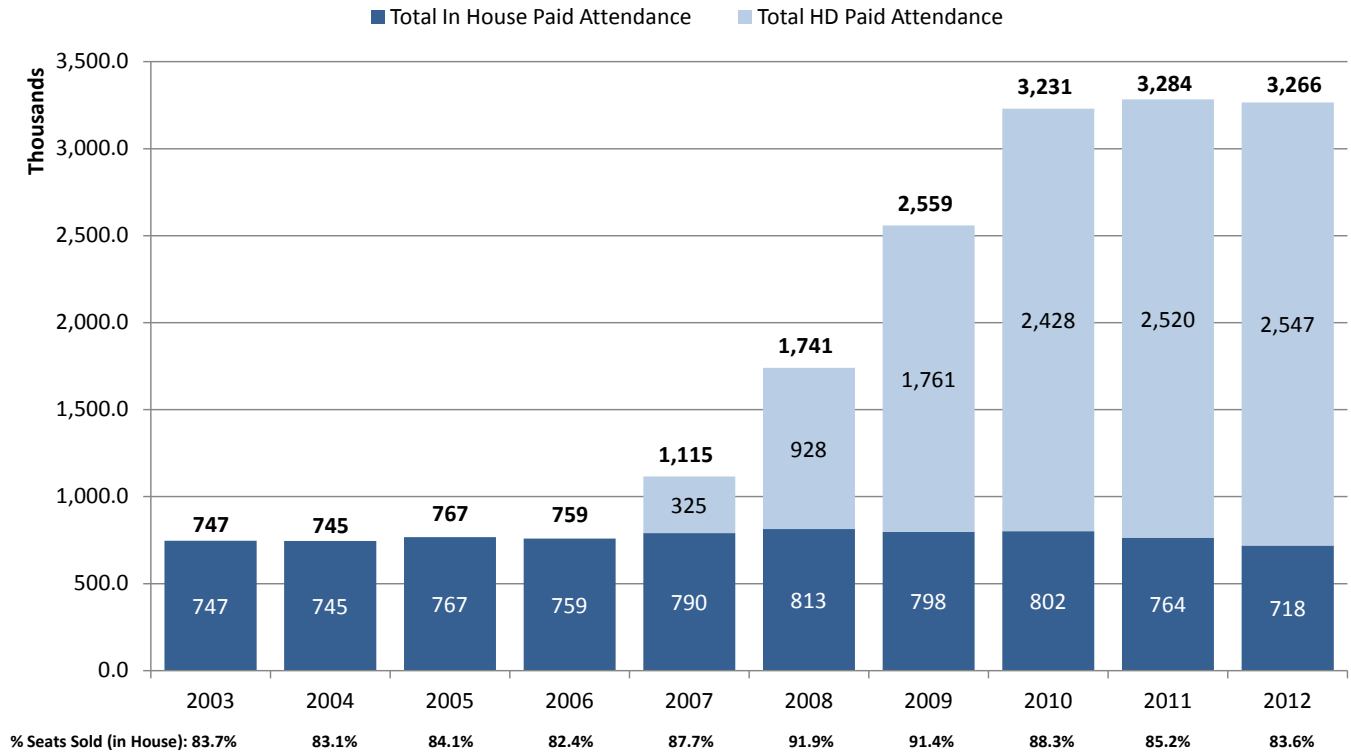
The FY12 operating budget was balanced; FY11 showed a surplus of \$0.6 million.

Net assets, however, showed a decrease in FY12, in large part because of a \$55.3 million increase in the unfunded liability of the Met's defined benefit pension plan, caused mostly by historically low interest rates. In addition, funds released from temporarily restricted net assets exceeded new additions by about \$30.6 million; this contrasts with the prior year, when new additions exceeded funds released by \$38.3 million. Finally, endowment investment earnings fell short of the authorized spending withdrawal by \$17.3 million. Net assets were \$163.9 million at the end of FY12 and \$256.9 million at the end of FY11.



	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Opera box office income	77.1	79.3	82.2	82.7	90.1	93.5	93.1	92.1	94.7	94.4
Percent of box office capacity	80%	79%	79%	77%	84%	88%	88%	83%	79%	78%
Other income	44.8	45.2	47.3	45.4	48.4	49.4	60.7	71.8	89.2	75.8
<b>Total earned income</b>	<b>121.9</b>	<b>124.5</b>	<b>129.5</b>	<b>128.1</b>	<b>138.5</b>	<b>142.9</b>	<b>153.8</b>	<b>163.9</b>	<b>183.9</b>	<b>170.2</b>
Compensation and employee benefits	158.9	156.2	167.7	177.7	194.9	207.5	215.2	231.1	248.6	245.1
Other expenses	42.1	36.9	42.7	43.9	58.7	67.2	67.2	68.0	75.5	75.4
<b>Total expenses</b>	<b>201.0</b>	<b>193.1</b>	<b>210.4</b>	<b>221.6</b>	<b>253.6</b>	<b>274.7</b>	<b>282.4</b>	<b>299.1</b>	<b>324.1</b>	<b>320.5</b>
Gross before Unrestricted Contributions (including net assets released from restrictions)	(79.1)	(68.6)	(80.9)	(93.5)	(115.1)	(131.8)	(128.6)	(135.2)	(140.2)	(150.3)
<b>Unrestricted Contributions</b> (including net assets released from restrictions)	<b>68.8</b>	<b>68.6</b>	<b>80.1</b>	<b>89.0</b>	<b>114.1</b>	<b>119.6</b>	<b>127.3</b>	<b>133.5</b>	<b>140.8</b>	<b>150.3</b>
Excess (deficiency) of operating revenues over expenses	(\$10.3)	\$0.0	(\$0.8)	(\$4.5)	(\$1.0)	(\$12.2)	(\$1.3)	(\$1.7)	\$0.6	\$0.0
Percent of expenses covered by contributions	34%	36%	38%	40%	45%	44%	45%	45%	43%	47%
New York Season Opera Performances	221	222	226	228	223	219	216	225	222	213
Other Opera Performances (parks, tours, concerts)	22	17	13	17	23	6	9	15	25	9
Presentations	85	77	79	64	74	64	64	65	72	64
<b>Total Performances</b>	<b>328</b>	<b>316</b>	<b>318</b>	<b>309</b>	<b>320</b>	<b>289</b>	<b>289</b>	<b>305</b>	<b>319</b>	<b>286</b>

### Paid Attendance 2003-2012 in Number of Tickets



# *Independent Auditors' Report*

The Board of Managing Directors

Metropolitan Opera Association, Inc.:

We have audited the accompanying consolidated balance sheets of the Metropolitan Opera Association, Inc. (the Met) as of July 31, 2012 and 2011, and the related consolidated statements of activities and cash flows for the years then ended. These consolidated financial statements are the responsibility of the Met's management. Our responsibility is to express an opinion on these consolidated financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Met's internal control over financial reporting. Accordingly, we express no such opinion. An audit also includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of the Metropolitan Opera Association, Inc. as of July 31, 2012 and 2011, and the changes in its net assets and its cash flows for the years then ended, in conformity with U.S. generally accepted accounting principles.

**KPMG LLP**

December 5, 2012

METROPOLITAN OPERA ASSOCIATION, INC.

*Consolidated Balance Sheets*

July 31, 2012 and 2011 (In thousands)

<b>ASSETS</b>	<u>2012</u>	<u>2011</u>
Cash and cash equivalents	\$ 3,980	2,600
Accounts receivable	3,234	4,437
Contributions receivable, net (note 2)	81,290	103,321
Prepaid production and telecast costs	17,484	15,352
Other assets	5,529	6,460
Investments (notes 3 and 8)	262,607	282,621
Interests in split-interest agreements (note 3)	18,798	16,624
Property and equipment, net (note 4)	<u>42,079</u>	<u>41,802</u>
Total assets	<u>\$ 435,001</u>	<u>473,217</u>
 <b>LIABILITIES AND NET ASSETS</b>		
Liabilities:		
Accounts payable and accrued expenses	\$ 23,485	25,770
Borrowings under line of credit (notes 1 and 5)	25,000	18,000
Deferred revenue – advance ticket sales	42,477	46,371
Long-term debt (note 5)	33,654	34,897
Unfunded accumulated benefit obligation (note 6)	128,369	73,090
Other liabilities (note 5)	<u>18,117</u>	<u>18,174</u>
Total liabilities	<u>271,102</u>	<u>216,302</u>
Net assets (notes 1, 7, and 8):		
Unrestricted (accumulated deficit):		
Unfunded accumulated benefit obligation	(128,369)	(73,090)
Accumulated losses on endowment funds	(10,317)	(8,076)
Fair value of interest rate swap	(2,613)	(1,800)
Other	<u>(49,305)</u>	<u>(50,381)</u>
Total accumulated deficit – unrestricted	(190,604)	(133,347)
Temporarily restricted	135,014	173,627
Permanently restricted	<u>219,489</u>	<u>216,635</u>
Total net assets	<u>163,899</u>	<u>256,915</u>
Total liabilities and net assets	<u>\$ 435,001</u>	<u>473,217</u>

See accompanying notes to consolidated financial statements.

METROPOLITAN OPERA ASSOCIATION, INC.

*Consolidated Statements of Activities*

Years ended July 31, 2012 and 2011 (In thousands)

	<b>2012</b>			Total
	Unrestricted	Temporarily restricted	Permanently restricted	
Operating revenues:				
Opera activities:				
Box office and tours	\$ 94,795	—	—	94,795
Media revenues	33,295	—	—	33,295
Other revenues	5,022	—	—	5,022
Ballet and other presentations	7,961	—	—	7,961
Investment return and bequest authorized spending amount (note 3)	21,920	—	—	21,920
Other income (note 3)	7,231	—	—	7,231
Total	<u>170,224</u>	<u>—</u>	<u>—</u>	<u>170,224</u>
Operating expenses:				
Opera activities:				
Performances	195,593	—	—	195,593
Media	33,463	—	—	33,463
New productions	24,348	—	—	24,348
Other expenses	8,277	—	—	8,277
Ballet and other presentations	7,615	—	—	7,615
Opera House	18,713	—	—	18,713
General management (note 5)	17,290	—	—	17,290
Total	<u>305,299</u>	<u>—</u>	<u>—</u>	<u>305,299</u>
Loss from operations before contribution activities	<u>(135,075)</u>	<u>—</u>	<u>—</u>	<u>(135,075)</u>
Contributions and bequests	90,851	28,864	4,134	123,849
Net assets released from restrictions	59,487	<u>(59,487)</u>	—	—
	150,338	(30,623)	4,134	123,849
Fund-raising expenses	<u>(15,263)</u>	—	—	<u>(15,263)</u>
Net contribution activities	<u>135,075</u>	<u>(30,623)</u>	4,134	<u>108,586</u>
(Deficiency) excess of operating revenues over expenses	—	(30,623)	4,134	(26,489)
Investment return (less) greater than spending amount (note 3)	(3,238)	(13,616)	(1,558)	(18,412)
Bequests received greater than amounts appropriated for operations	1,026	—	—	1,026
Pension plan changes other than net periodic cost (note 6)	(54,160)	—	—	(54,160)
Change in value of interests in split-interest agreements	(444)	2,126	278	1,960
Change in fair value of interest rate swap (note 5)	(813)	—	—	(813)
Capital contributions and other	372	3,500	—	3,872
Change in donor designation	—	—	—	—
Reclassification of net assets due to adoption of ASC 958-205 (note 8)	—	—	—	—
Change in net assets	(57,257)	(38,613)	2,854	(93,016)
Net assets (accumulated deficit):				
Beginning of year	<u>(133,347)</u>	<u>173,627</u>	<u>216,635</u>	<u>256,915</u>
End of year	<u>\$ (190,604)</u>	<u>135,014</u>	<u>219,489</u>	<u>163,899</u>

See accompanying notes to consolidated financial statements.



**2011**

Unrestricted	Temporarily restricted	Permanently restricted	Total
105,609	—	—	105,609
33,455	—	—	33,455
5,058	—	—	5,058
10,682	—	—	10,682
21,420	—	—	21,420
<u>7,726</u>	<u>—</u>	<u>—</u>	<u>7,726</u>
<u>183,950</u>	<u>—</u>	<u>—</u>	<u>183,950</u>
201,049	—	—	201,049
32,937	—	—	32,937
21,879	—	—	21,879
8,701	—	—	8,701
9,381	—	—	9,381
18,572	—	—	18,572
<u>17,423</u>	<u>—</u>	<u>—</u>	<u>17,423</u>
<u>309,942</u>	<u>—</u>	<u>—</u>	<u>309,942</u>
<u>(125,992)</u>	<u>—</u>	<u>—</u>	<u>(125,992)</u>
88,937	90,133	263	179,333
<u>51,841</u>	<u>(51,841)</u>	<u>—</u>	<u>—</u>
140,778	38,292	263	179,333
<u>(14,182)</u>	<u>—</u>	<u>—</u>	<u>(14,182)</u>
<u>126,596</u>	<u>38,292</u>	<u>263</u>	<u>165,151</u>
604	38,292	263	39,159
6,660	(4,423)	2,839	5,076
1,113	—	—	1,113
4,994	—	—	4,994
—	1,140	351	1,491
(1,800)	—	—	(1,800)
3,744	(500)	—	3,244
—	416	(416)	—
<u>(1,706)</u>	<u>1,706</u>	<u>—</u>	<u>—</u>
13,609	36,631	3,037	53,277
<u>(146,956)</u>	<u>136,996</u>	<u>213,598</u>	<u>203,638</u>
<u>(133,347)</u>	<u>173,627</u>	<u>216,635</u>	<u>256,915</u>

METROPOLITAN OPERA ASSOCIATION, INC.

*Consolidated Statements of Cash Flows*

Years ended July 31, 2012 and 2011 (In thousands)

<u>CASH FLOWS FROM OPERATING ACTIVITIES:</u>	<u>2012</u>	<u>2011</u>
Change in net assets	\$ (93,016)	53,277
Adjustments to reconcile change in net assets to net cash used in operating activities:		
Depreciation and amortization	4,363	4,237
Pension plan changes other than net periodic cost	54,160	(4,994)
Net gains on investments	(868)	(22,917)
Fair value of interest rate swap	813	1,800
Donated securities	(2,593)	—
Contributions permanently restricted for endowment	(4,134)	(263)
Contributions restricted for investments in property and equipment	(4,000)	(3,000)
Changes in operating assets and liabilities:		
Accounts receivable	1,203	(330)
Contributions receivable, net	26,883	(46,817)
Prepaid production and other assets	(1,201)	1,469
Interests in split-interest agreements	(2,248)	(488)
Accounts payable, accrued expenses and other liabilities	(2,154)	1,036
Deferred revenue – advance ticket sales	(3,894)	1,441
Net cash used in operating activities	<u>(26,686)</u>	<u>(15,549)</u>
 <u>CASH FLOWS FROM INVESTING ACTIVITIES:</u>		
Acquisition of property and equipment	(4,640)	(5,881)
Increase in accounts payable and accrued expenses related to construction in progress	118	362
Purchases of investments	(157,500)	(170,754)
Proceeds from sale of investments	<u>180,975</u>	<u>188,542</u>
Net cash provided by investing activities	<u>18,953</u>	<u>12,269</u>
 <u>CASH FLOWS FROM FINANCING ACTIVITIES:</u>		
Borrowings under line of credit	31,000	39,000
Repayments of line of credit	(24,000)	(39,000)
Borrowings on long-term loan	—	35,000
Repayment on long-term loan	(1,243)	(35,103)
Cash contributions for permanently restricted endowment	506	622
Cash received for contributions restricted for investments in property and equipment	<u>2,850</u>	<u>479</u>
Net cash provided by financing activities	<u>9,113</u>	<u>998</u>
Net increase (decrease) in cash and cash equivalents	1,380	(2,282)
Cash and cash equivalents, beginning of year	<u>2,600</u>	<u>4,882</u>
Cash and cash equivalents, end of year	<u>\$ 3,980</u>	<u>2,600</u>
 <u>SUPPLEMENTAL INFORMATION:</u>		
Cash paid for interest	\$ 1,579	2,138

See accompanying notes to consolidated financial statements.

## *Notes to Consolidated Financial Statements*

Years ended July 31, 2012 and 2011

### *(1) Organization, Business Matters, Financial Statement Presentation, and Summary of Significant Accounting Policies*

#### ORGANIZATION

The Metropolitan Opera Association, Inc. (the Met) is a not-for-profit membership corporation incorporated in the State of New York, and organized for the primary purpose of sustaining, encouraging, and promoting musical art, and educating the general public about music, particularly opera.

The Met has a wholly owned for-profit subsidiary, Impresario, LLC, that commenced operations in fiscal year 2001 to develop and license box office and development software to other not-for-profit organizations. The consolidated financial statements also include the Metropolitan Opera Endowment Trust (the Trust). The Trust is governed by a Trust Committee. Vacancies on the Trust Committee, which governs the Trust, are filled by the Met's appointment.

#### BUSINESS MATTERS

For the fiscal year ended July 31, 2012, the Met's unrestricted net assets decreased by \$57.3 million, primarily due to a \$55.3 million increase in the unfunded accumulated benefit obligation. The other unrestricted net assets deficit decreased slightly from \$50.4 million to \$49.3 million.

The line of credit as discussed in note 5 has been extended to August 31, 2013. Any outstanding principal and interest is due at the line's expiration date. At December 5, 2012, the amount outstanding under the line of credit was \$30 million. Based upon the most recent information available and the Met's actions taken to improve access to cash and reduce costs, the Met estimates that it has sufficient liquidity through July 31, 2013 to support operations.

#### FINANCIAL STATEMENT PRESENTATION

The consolidated financial statements of the Met are presented using the accrual basis of accounting. All intercompany balances and transactions have been eliminated in consolidation.

##### *(a) Net Asset Classifications*

The Met's consolidated financial statements present information regarding its financial position and changes in net assets in three classes of net assets: unrestricted, temporarily restricted, and permanently restricted.

- *Unrestricted* – Includes all resources over which the Board of Managing Directors has discretionary control.
- *Temporarily restricted* – Includes net assets subject to donor imposed restrictions that permit the Met to expend the assets as specified. The restrictions are satisfied either by the passage of time or by actions of the Met in accordance with those specified by the donor. Restricted contributions and investment income from endowment funds whose restrictions are met in the same reporting period are reported as increases in unrestricted net assets. To the extent not satisfied in the same period, the Met reports contributions that must be used to acquire property and equipment as temporarily restricted net assets. When the restriction has been satisfied and the acquired assets are placed in service, the temporarily restricted net assets are reclassified to unrestricted net assets.
- *Permanently restricted* – Includes net assets subject to donor imposed restrictions that stipulate that the original contribution be maintained permanently, but permits the Met to expend part or all of the income, and in some cases all or part of the appreciation, derived for either specified or unrestricted purposes. In addition, permanently restricted net assets include certain gifts that require the use of a spending rate (see note 7).

### *(b) Presentation of Revenues and Expenses*

The following is an explanation of certain revenue and expense categories presented in the consolidated statements of activities:

- *Opera activities* – Revenues and expenses directly related to the production and presentation of opera performances.
- *Ballet and other presentations* – Revenues and expenses directly related to the presentation of attractions other than opera, where the Met either presents the attractions or licenses the Metropolitan Opera House at Lincoln Center (the Opera House) to third parties.
- *Opera House* – Expenses directly related to managing and operating the Opera House. The majority of Opera House expenses relates to program activities.
- *General management* – Expenses related to the overall operation of the Met that are not related to any single program or other supporting service
- *Fundraising* – Expenses related to the solicitation of contributions to the Met.

## SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The following is a summary of significant accounting policies:

### *(c) Cash Equivalents and Cash Flows*

Cash equivalents include short-term investments purchased with original maturities of three months or less, except for those cash equivalents held for long-term investment purposes. Contributions of donated financial assets that are not restricted for long-term purposes and are sold immediately are reported as operating activities in the statements of cash flows. Otherwise, such amounts are reported as investing or financing activities.

### *(d) Fair Value Measurements*

Fair value is defined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Inputs to the valuation techniques used to measure fair value are prioritized by giving the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (Level 1 measurements) and the lowest priority to measurements involving significant unobservable inputs (Level 3 measurements).

The three levels of the fair value hierarchy are as follows:

**Level 1** Inputs that reflect unadjusted quoted prices in active markets for identical assets or liabilities that the Met has the ability to access at the measurement date

**Level 2** Inputs other than quoted prices included in Level 1 that are observable for the asset or liability either directly or indirectly, including inputs in markets that are not considered to be active and investment funds that are redeemable at or near the balance sheet date

**Level 3** Inputs that are unobservable and investment funds that are not redeemable at or near the balance sheet date

A financial instrument's level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement. The fair value of the Met's investments is presented in note 3. The carrying value of the Met's other financial instruments approximate fair value.

### *(e) Investments*

Investments in marketable equity securities in managed accounts and debt securities, and exchange traded mutual funds, are reported at fair value based on quoted market prices.

The fair value of the Met's interest in common trusts, business trusts, and other alternative investments is reported at net asset value. The Met reviews and evaluates the values provided by the investment managers and agrees with the valuation methods and assumptions used in determining the net asset values of these investments. These estimated fair values may differ significantly from the values that would have been used had a ready market for these securities existed. Most investments classified in Levels 2 and 3 consist of shares or units in investment funds as opposed to direct interests in the funds' underlying holdings, which may be marketable. Because the net asset value reported by each fund is used as a practical expedient to estimate the fair value of the Met's interest therein, its classification in Level 2 or 3 is based on the Met's ability to redeem its interest at or near July 31. If the interest can be redeemed in the near term, the investment is classified as Level 2. The classification of investments in the fair value hierarchy is not necessarily an indication of the risks, liquidity, or degree of difficulty in estimating the fair value of each investment's underlying assets and liabilities.

### *(f) Property, Equipment, and Depreciation*

Property and equipment including leasehold improvements are carried at cost, less accumulated depreciation or amortization. Depreciation and amortization are recorded as operating expenses using the straight-line method based on estimated useful lives of 5 to 30 years.

### *(g) Income Taxes*

The Met is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code. Management believes that the Met will continue to be exempt from taxes and that the Met has taken no significant uncertain tax positions.

### *(h) Split-Interest Agreements*

The Met receives contributions in the form of charitable gift annuities, under which the Met agrees to pay the donor or the donor's designee a fixed amount for a period of time. The obligation is recorded at its present value in other liabilities. The difference between the assets received and the obligation is reported as unrestricted contribution revenue.

The Met has interests in charitable remainder and other trusts, and remainder interests in a pooled income fund held by a third-party trustee. These interests are reported at their present value and, when received, are included in temporarily or permanently restricted contribution revenue, depending on donor restrictions. (Charitable gift annuities, other charitable remainder trusts and pooled income funds are discounted based on the rate at the time of the gift.)

### *(i) Box Office, Tour Revenues, and Media Revenues*

Ticket sales are recognized in the consolidated statements of activities as box office revenue on a specific performance basis. Advance ticket sales, representing the receipt of payments for subscription ticket sales for the next opera season, are reported as deferred revenue in the consolidated balance sheets. Tour revenue is recognized in the year the tour takes place. Media revenue is recognized in the year the showing takes place.

### *(j) Operating Expenses*

In accordance with policies generally followed by performing arts organizations, costumes and scenery costs for recurring productions are charged to expense when incurred. Production costs (labor and materials) relating to future new productions are deferred until the year in which the production is first presented.

Marketing expenses for the Met's programs are charged to expense as incurred, except for direct response marketing and other expenses incurred related to the following season when the related revenues are recognized. Such deferred costs were approximately \$1.15 million and \$1.25 million at July 31, 2012 and 2011, respectively. Total marketing expenses recognized were \$14.6 million and \$14.9 million in 2012 and 2011, respectively. Such amounts, which represent management and general activities, are included in performance expense in the accompanying consolidated statements of activities.

On occasion, the Met provides tickets for fund-raising and media purposes at no cost. The value of these tickets is approximately \$1,104,000 and \$947,000 in 2012 and 2011, respectively, and appears in both revenue and expenses in the accompanying consolidated statements of activities. The revenue is included as part of box office revenue; the expenses appear as performance, media, or fund-raising expenses.

### *(k) Contributions and Bequests*

Contributions and unconditional promises to give are reported as revenues in the period they are received or made, respectively. Contributed securities are recorded at fair value as of the date of the contribution. Unconditional bequests (donations received under terms of a will) are reported as revenues when notification of the bequest is received and the amount is reasonably determinable and the probate court declares the will valid. Contributions to be received after one year are discounted to present value. Amortization of the discount is recorded as additional contribution revenue in accordance with the donor imposed restrictions, if any, on the contributions.

In fiscal 2010, the Met established the Opera Company Fund (the Fund) with a \$110 million goal as part of a larger fundraising campaign. Through July 31, 2012, the Met has raised \$90.5 million under the Opera Fund campaign. Contributions to the Fund are recognized as unrestricted revenue up to a cumulative limit each year, as predetermined by the Met's Board of Managing Directors and communicated to donors: \$15.0 million through 2010; \$38.75 million through 2011; \$62.5 million through 2012; \$86.25 million through 2013; and \$110 million through 2014. Cumulative gifts to the Fund in excess of these limits, if any, will be recognized as temporarily restricted net assets and released as the limits permit.

### *(l) Derivative Instruments*

The Met reports all derivative financial instruments at fair value. Changes in the fair value of derivative instruments are recognized as a change in net assets in the period of change. The Met utilizes an interest rate-related derivative instrument to manage its exposure on adjustable rate long-term debt, as more fully discussed in note 5 to the consolidated financial statements. The fair value of the derivative instrument held is based upon a value provided by an investment banking institution.

### *(m) Measure of Operations*

The Met's excess (deficiency) of operating revenues over operating expenses (the Measure of Operations) includes all unrestricted operating revenues and expenses that are an integral part of its programs and supporting activities, including unrestricted contributions and net assets released from donor restrictions to support its operating activities. The Measure of Operations also includes distributions from the endowment made in accordance with the Met's spending policy. The Measure of Operations excludes net gains and losses on the endowment, which exceed or are less than the distribution determined by the spending policy, retirement plan adjustments, change in the fair value of the interest rate swap, capital contributions, changes in the value of split-interest agreements, and nonrecurring activities. The Measure of Operations also excludes unrestricted bequests in excess of the amount required to fund approved budgeted costs and expenditures. In 2012 and 2011, bequests appropriated for operations from prior year bequests were \$1,104,000 and \$3,346,000, respectively and is included in investment return and bequests authorized spending amount.

### *(n) Use of Estimates*

The preparation of the consolidated financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures at the date of the consolidated financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates. Significant estimates and assumptions include allowances for uncollectible receivables, the present value of multi-year contributions receivables, the valuation of investments, actuarial assumptions, valuation of interest rate swap, and the allocation of expenses to functional classifications.

### *(o) Risks and Uncertainties*

The Met invests in various types of investment securities. Investment securities are exposed to various risks, such as interest rate, market, and credit risks. Due to the level of risk associated with certain investment securities, it is at least reasonably possible that changes in the values of investment securities will occur in the near term and that such changes could materially affect the amounts reported in the consolidated financial statements.

### *(p) Reclassifications*

Certain reclassifications have been made to the prior year financial statements to conform to the current year presentation.

## *(2) Contributions Receivable*

Contributions receivable as of July 31 are scheduled to be collected as follows (in thousands):

	2012	2011
Within one year	\$ 38,568	49,183
One to five years	34,474	41,839
More than five years	<u>12,329</u>	<u>15,929</u>
Total	85,371	106,951
Less allowance for uncollectibility	(362)	(335)
Less discount to present value (average discount rate used is 1.69% and 3.4% for 2012 and 2011, respectively)	<u>(3,719)</u>	<u>(3,295)</u>
	<u>\$ 81,290</u>	<u>103,321</u>

In 2012 and 2011, contributions receivable include approximately \$48.1 million and \$66.3 million, respectively, due from ten donors.

### (3) Investments

Investments consist of the following as of July 31 (in thousands):

	2012	2011
<b>Endowment investments:</b>		
Cash equivalents and short-term investments	\$ 11,881	30,790
<b>Fixed income:</b>		
Common trust fund	6,252	17,023
Mutual funds	55,944	42,990
<b>U.S. equities:</b>		
Managed accounts	56,556	64,191
Mutual fund	8,361	4,159
<b>Global equities:</b>		
Business trust	6,662	6,767
Mutual fund	7,932	10,062
<b>Other alternative investments:</b>		
Inflation-sensitive – common trust fund	7,920	8,897
Multi-strategy – limited partnerships	19,133	27,397
Long/short equity – limited partnerships	22,255	22,963
Distressed securities – limited partnerships	14,485	14,937
Global equities – limited partnership	16,451	—
Private equity	2,232	2,678
	<u>236,064</u>	<u>252,854</u>
<b>Other investments:</b>		
Cash equivalents and short-term investments	13,107	20,950
<b>Fixed income:</b>		
Common trust fund	1,040	1,229
Mutual fund	2,995	—
U.S. government obligations	84	72
<b>U.S. equities:</b>		
Common trust funds	381	442
Mutual funds	1,615	1,803
Global equities – common trust funds	569	635
Balanced mutual funds	2,874	3,138
<b>Alternative investments:</b>		
Private equity	2,457	73
Real estate investment trust	119	151
Other real estate	1,302	1,274
	<u>26,543</u>	<u>29,767</u>
	<u>\$ 262,607</u>	<u>282,621</u>

Information with respect to investment strategies and redemption terms for alternative investments, including common trust funds and business trusts, (referred to as alternative investments) in 2012 is as follows:

**Fixed income – common trust fund:** includes an investment, where diversification is used to reduce risk. The strategy used by this fund is treasury inflation protected securities. Redemption is allowed daily.

**Global equities business trust:** includes an international equity investment which permits monthly redemptions.

**Inflation-sensitive common trust fund:** This fund invests in areas that seek to offer strong relative performance against inflation. Redemption is allowed monthly.

**Multi-strategy – limited partnerships:** One multi-strategy fund seeks to deliver superior risk-adjusted returns over a multi-year period with an absolute return orientation. Redemptions are available without fees on three-year anniversary dates. Another fund's goal is to achieve position annual returns superior to long-term equity market returns with low beta and low volatility. Redemption is allowed annually. Notice for a full redemption effective October 31, 2012, is in process.

**Long/short equity – limited partnerships:** The long/short hedge funds seek appreciation through investments in a number of long/short equity positions. Redemptions are available at certain periods during the year.

**Distressed securities – limited partnerships:** A distressed hedge fund seeks to achieve superior risk-adjusted returns over time primarily through investment opportunities that are generated by the various phases of the credit cycles. One fund is in the stage of making quarterly distributions as investments are liquidated. The other distressed fund provides for annual redemptions.

**Global equities – limited partnership:** This investment's objective is to achieve compound annual long-term returns that are superior to the Morgan Stanley World Cap Index; however, it is not managed to mirror the geographic or industry composition of any index. The initial commitment is nonredeemable for 60 months expiring July 31, 2016.

**Private equity:** includes investments that are focused exclusively on the financial services sector and funds that are in liquidation status via special purpose vehicles. In 2012, a new investment was added whose purpose is to make capital investments by investing primarily in companies related to China, Hong Kong, or Taiwan. Redemptions are issued periodically as determined by the manager.

The Met's other real estate investment includes a real estate property held by the Met for investment purposes.

Investment activity is summarized below for the years ended July 31, 2012 and 2011 (in thousands):

	<u>2012</u>	<u>2011</u>
Investments, beginning of year	\$ 282,621	277,492
Investment return:		
Interest and dividends	3,542	5,268
Net gains	868	22,917
Less investment expenses	<u>(617)</u>	<u>(788)</u>
Investment return	3,793	27,397
Gifts and other additions	9,934	8,541
Amounts utilized for operations	<u>(33,741)</u>	<u>(30,809)</u>
Investments, end of year	<u>\$ 262,607</u>	<u>282,621</u>

Investment return is presented as follows for the years ended July 31 (in thousands):

	<u>2012</u>	<u>2011</u>
Investment return and bequest authorized spending amount	\$ 21,920	21,420
Other investment return included in other income	285	901
Investment return (less) greater than authorized spending amount	<u>(18,412)</u>	<u>5,076</u>
Investment return	<u>\$ 3,793</u>	<u>27,397</u>

At July 31, 2012, the Met had outstanding commitments, net of investments already made, to invest in a private equity fund totaling \$299 thousand.

The following represents management's estimate of the remaining life of the (nonredeemable) limited partnerships held in the Met's investment portfolio at July 31, 2012 and 2011 (in thousands):

	<u>2012</u>	<u>2011</u>
1 – 5 years	\$ 21,020	4,942
6 – 12 years	4,689	2,752
	<u>\$ 25,709</u>	<u>7,694</u>

The redeemable alternative investment funds included in the Met's investment portfolio at July 31, 2012 and 2011 are redeemable based on the following terms and conditions (in thousands):

	<u>2012</u>	<u>2011</u>
Daily redemption with 1 day's notice	\$ 6,252	17,023
Monthly redemption with 15 days' notice	14,582	15,665
Quarterly redemption with 45 – 90 days' notice	22,255	22,963
Quarterly redemption (subject to lock-up)	11,023	19,127
Annual redemption with 45 – 90 days' notice	<u>18,026</u>	<u>18,264</u>
	<u>\$ 72,138</u>	<u>93,042</u>

The following tables present the fair value hierarchy of assets that are measured at fair value on a recurring basis at July 31, 2012 and 2011 (in thousands):

	<u>2012 Total</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>
<b>Investments:</b>				
Cash equivalents and short-term investments	\$ 24,988	24,988	—	—
<b>Fixed income:</b>				
Common trust fund	7,292	1,040	6,252	—
Mutual fund	58,939	58,939	—	—
U.S. government obligations	84	84	—	—
<b>U.S. equities:</b>				
Managed accounts	56,556	56,556	—	—
Mutual funds	9,976	9,976	—	—
Common trust funds	381	381	—	—
<b>Global equities:</b>				
Business trusts	6,662	—	6,662	—
Common trust funds	569	569	—	—
Mutual funds	7,932	7,932	—	—
<b>Balanced mutual funds:</b>	2,874	2,874	—	—
<b>Alternative investments:</b>				
Inflation-sensitive – common trust fund	7,920	—	7,920	—
Multi-strategy – limited partnerships	19,133	—	—	19,133
Long/short equity – limited partnerships	22,255	—	22,255	—
Distressed securities – limited partnerships	14,485	—	—	14,485
Global equities – limited partnerships	16,451	—	—	16,451
Private equity	4,689	—	—	4,689
Real estate investment trust	119	119	—	—
Other real estate	<u>1,302</u>	<u>—</u>	<u>—</u>	<u>1,302</u>
	<u>\$ 262,607</u>	<u>163,458</u>	<u>43,089</u>	<u>56,060</u>
Interests in split-interest agreements	<u>\$ 18,798</u>	<u>—</u>	<u>—</u>	<u>18,798</u>



	<u>2011 Total</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>
<b>Investments:</b>				
Cash equivalents and short-term investments	\$ 51,740	51,705	35	—
<b>Fixed income:</b>				
Common trust fund	18,252	1,229	17,023	—
Mutual fund	42,990	42,990	—	—
U.S. government	72	72	—	—
<b>U.S. equities:</b>				
Managed accounts	64,191	64,191	—	—
Mutual funds	5,962	5,962	—	—
Common trust funds	442	442	—	—
<b>Global equities:</b>				
Business trusts	6,767	—	6,767	—
Common trust funds	635	635	—	—
Mutual funds	10,062	10,062	—	—
Balanced mutual funds	3,138	3,138	—	—
<b>Alternative investments:</b>				
Inflation-sensitive – common trust fund	8,897	—	8,897	—
Multi-strategy – limited partnerships	27,397	—	—	27,397
Long/short equity – limited partnerships	22,963	—	22,963	—
Distressed securities – limited partnerships	14,937	—	—	14,937
Private equity	2,751	—	—	2,751
Real estate investment trust	151	151	—	—
Other real estate	1,274	—	—	1,274
	<u>\$ 282,621</u>	<u>180,577</u>	<u>55,685</u>	<u>46,359</u>
Interests in split-interest agreements	<u>\$ 16,624</u>	<u>—</u>	<u>—</u>	<u>16,624</u>

The following table presents the Met's activity for investments measured at fair value on a recurring basis using significant unobservable inputs (Level 3) at July 31 (in thousands):

	2012					<u>Total</u>
	<u>Multi-strategy</u>	<u>Distressed securities</u>	<u>Global equities</u>	<u>Private equity</u>	<u>Other real estate</u>	
Beginning balance	\$ 27,397	14,937	—	2,751	1,274	46,359
Net (depreciation) appreciation in fair value	(3,285)	340	1,451	(389)	28	(1,855)
Purchases	—	—	15,000	2,596	—	17,596
Redemptions	(4,979)	(792)	—	(269)	—	(6,040)
Ending balance	<u>\$ 19,133</u>	<u>14,485</u>	<u>16,451</u>	<u>4,689</u>	<u>1,302</u>	<u>56,060</u>

	2011					<u>Total</u>
	<u>Multi-strategy</u>	<u>Distressed securities</u>	<u>Global equities</u>	<u>Private equity</u>	<u>Other real estate</u>	
Beginning balance	\$ 38,460	14,450	—	3,049	969	56,928
Net appreciation in fair value	5,859	1,653	—	(276)	305	7,541
Purchases and redemptions, net	(2,500)	(1,166)	—	(22)	—	(3,688)
Transfer to Level 2	(14,422)	—	—	—	—	(14,422)
Ending balance	<u>\$ 27,397</u>	<u>14,937</u>	<u>—</u>	<u>2,751</u>	<u>1,274</u>	<u>46,359</u>

Interests in split-interest agreements increased by new agreements of \$2,268,000, decreased by terminated agreements of approximately \$56,000 and increased by net investment losses of \$38,000.

#### *(4) Property and Equipment*

Property and equipment as of July 31 are summarized by major classification as follows (in thousands):

	2012	2011
Land	\$ 91	91
Warehouses	1,773	1,773
Leasehold improvements	22,578	21,106
Furniture and fixtures, including information systems equipment	29,943	26,950
Theatrical equipment	41,925	40,174
Construction in progress	<u>2,222</u>	<u>3,797</u>
	98,532	93,891
Less accumulated depreciation and amortization	<u>(56,453)</u>	<u>(52,089)</u>
	<u>\$ 42,079</u>	<u>41,802</u>

#### *(5) Long-Term Debt and Line of Credit*

In 2011, the Met refinanced a bank loan in the amount of \$35 million. The principal balance as of July 31, 2012 and 2011 was approximately \$33.7 million and \$34.9 million, respectively. The loan requires collateral equal to the principal balance. The amount of collateral at July 31, 2012 was approximately \$47.7 million (\$37.7 million in endowment investments and \$10 million in Met artwork). The interest rate for the term of the loan is equal to adjusted one-month LIBOR plus 0.76%. Interest expense was approximately \$1.2 million and \$1.8 million for 2012 and 2011, respectively, and is included in general management expenses.

The scheduled payments relating to long-term debt are as follows (in thousands):

	Amount
Year(s) ending July 31:	
2013	\$ 1,289
2014	1,334
2015	1,380
2016	<u>29,651</u>
	<u>\$ 33,654</u>

Effective June 2011, the Met executed an interest rate swap agreement (the Agreement) to manage its exposure on its adjustable rate debt. The Agreement, expiring on June 20, 2016, calls for the Met to pay the counterparty a fixed rate of 3.365% on the outstanding notional amount, which is equal to the outstanding principal balance on the underlying loan. The Met has the option to terminate the Agreement at any time, in whole or in part, subject to a termination fee. The fair value of the interest rate swap was a liability of \$2.6 million and \$1.8 million at July 31, 2012 and 2011, respectively, and is considered to be

Level 2 in the fair value hierarchy. Such amount is included in other liabilities.

The Met maintains a bank line of credit of \$30 million, which is renewable annually in August. The agreement requires that borrowings under the line of credit be reduced to \$7.5 million during any 30-day period. Borrowings under the line bear interest at LIBOR plus 1.50%. The line of credit is charged a fee of 0.25% on the unborrowed portion of the line. Interest expense related to borrowings under the line of credit was approximately \$404,000 and \$359,000 for 2012 and 2011, respectively, and is included in general management expenses. At July 31, 2012 and 2011, the amount outstanding under the line of credit was \$25 million and \$18 million, respectively.

#### *(6) Retirement Plans*

The Met has a defined benefit pension plan (the Plan), which covers many of its employees. Benefits are based on years of service and employees' compensation. The Met uses a July 31 measurement date.

The Met's policy is to fund amounts not less than the minimum statutory funding requirements. The Met recognizes the Plan's funded status as an asset or a liability and recognizes the changes in its funded status in the year in which the changes occur through a separate line within the change in unrestricted net assets, apart from expenses, to the extent those changes are not included in the net periodic cost.

Financial information regarding the Plan as of July 31 follows (in thousands):

	<u>2012</u>	<u>2011</u>
<b>Change in benefit obligation:</b>		
Benefit obligation at beginning of year	\$ 220,444	205,743
Service cost	4,816	4,638
Interest cost	10,938	10,601
Actuarial losses	54,612	9,842
Benefits paid	<u>(10,621)</u>	<u>(10,380)</u>
Benefit obligation at end of year	<u>\$ 280,189</u>	<u>220,444</u>
<b>Change in plan assets:</b>		
Fair value of plan assets at beginning of year	\$ 147,354	127,887
Actual return	5,015	20,108
Employer contributions	10,287	10,000
Benefits paid and actual expenses	<u>(10,836)</u>	<u>(10,641)</u>
Fair value of plan assets at end of year	<u>151,820</u>	<u>147,354</u>
Funded status	<u>\$ (128,369)</u>	<u>(73,090)</u>
<b>Components of net periodic cost:</b>		
Service cost	\$ 4,816	4,638
Interest cost	10,938	10,601
Expected return on plan assets	(12,406)	(12,204)
Other, net	<u>8,058</u>	<u>7,194</u>
Net periodic cost	<u>\$ 11,406</u>	<u>10,229</u>

	<u>2012</u>	<u>2011</u>
<b>Items not yet recognized as a component of net periodic benefit cost (in thousands):</b>		
Unrecognized prior service cost	\$ 18,159	21,847
Unrecognized net loss	<u>134,242</u>	<u>76,394</u>
Total	<u>\$ 152,401</u>	<u>98,241</u>

<b>Weighted average assumptions used to determine net periodic benefit costs:</b>		
Discount rate	5.03%	5.17%
Expected long-term return on plan assets	8.00	8.00

<b>Weighted average assumptions used to determine benefit obligations:</b>		
Discount rate	3.47%	5.03%

The net loss expected to be recognized as a component of net periodic pension cost over the next twelve months is \$12,891,000. This includes the amortization of the net loss and the amortization of prior service costs.

The accumulated benefit obligation for the Plan at July 31, 2012 and 2011 was \$280,189,000 and \$220,444,000, respectively.

The Met expects to contribute \$10,324,000 to the Plan in fiscal year 2013. Benefit payments, which reflect expected future service as appropriate, are expected to be paid as follows (in thousands):

Year(s) ending July 31:	<u>Amount</u>
2013	\$ 12,117
2014	12,477
2015	12,828
2016	13,420
2017	13,795
2018 – 2022	72,556

The expected long-term rate of return for the Plan's total assets is based on the Plan's investment policy. The investment policy is to maximize the rate of return on assets with the objective of ensuring a total return that will preserve and enhance the principal and provide sufficient liquidity to meet benefit obligations. In order to minimize risks, the Plan's assets are diversified within the fixed income and equity portions of the portfolio. The Plan's weighted average asset allocations at July 31, 2012 and 2011 by asset category are as follows:

ASSET CATEGORY	TARGET POLICY ALLOCATION	PERCENTAGE OF PLAN ASSETS	
		2012	2011
Domestic and international fixed income	0% – 40%	23%	20%
Domestic and international equity	0 – 50	77	80
Alternative assets and private equity	0 – 25	<u>—</u>	<u>—</u>
Total		<u>100%</u>	<u>100%</u>

The following table presents the fair value hierarchy of the pension assets that are measured at fair value on a recurring basis at July 31, 2012 (in thousands):

	<u>2012 Total</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>
<b>Pension assets:</b>				
Cash equivalents and short-term investments	\$ 1,746	1,746	—	—
Fixed income – mutual fund	9,881	9,881	—	—
<b>U.S. equity:</b>				
Managed accounts	26,835	26,835	—	—
Mutual fund	3,056	3,056	—	—
Common trust fund	18,397	—	18,397	—
<b>Global equity:</b>				
Limited partnership	12,398	—	12,398	—
Business trust	11,367	—	11,367	—
Balanced fund – mutual fund	67,986	67,986	—	—
Other alternative investments	154	—	—	154
Total pension assets	<u>\$ 151,820</u>	<u>109,504</u>	<u>42,162</u>	<u>154</u>

The redeemable alternative investment funds included in the Met's pension asset portfolio at July 31, 2012 and 2011 are redeemable based on the following terms and conditions (in thousands):

	<u>2012</u>	<u>2011</u>
Daily redemption with 1 day's notice	\$ 18,397	16,860
Fortnightly redemption with 1 day's notice	12,398	11,339
Monthly with 6 day's notice	<u>11,367</u>	<u>—</u>
Total	<u>\$ 42,162</u>	<u>28,199</u>

Management estimates the remaining life of the nonredeemable limited partnership to be one year at July 31, 2012.

The following table presents the fair value hierarchy of the pension assets that are measured at fair value on a recurring basis at July 31, 2011 (in thousands):

	<u>2011 Total</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>
<b>Pension assets</b>				
Cash equivalents and short-term investments	\$ 1,235	1,235	—	—
U.S. equity:				
Managed accounts	38,322	38,322	—	—
Mutual fund	9,371	9,371	—	—
Common trust fund	16,860	—	16,860	—
Global equity – limited partnership	11,339	—	11,339	—
Balanced fund – mutual fund	70,026	70,026	—	—
Alternative investments	<u>201</u>	<u>—</u>	<u>—</u>	<u>201</u>
Total pension assets	<u>\$ 147,354</u>	<u>118,954</u>	<u>28,199</u>	<u>201</u>

The following table presents the Met's activity for pension assets measured at fair value on a recurring basis using significant unobservable inputs (Level 3) at July 31 (in thousands):

	<u>2012</u>	<u>2011</u>
Beginning balance	\$ 201	544
Net depreciation in fair value	(47)	(88)
Purchases and redemptions, net	<u>—</u>	<u>(255)</u>
Ending balance	<u>\$ 154</u>	<u>201</u>

Certain employees not covered by the Plan are covered by multi-employer plans as part of collective bargaining agreements. Amounts contributed to these union plans were \$5,031,000 and \$4,839,000 in 2012 and 2011, respectively. A summary of these plans follows:

- The Met participates in a multi-employer union pension plan, the Pension Fund of Local No. 1 of I.A.T.S.E. The most recent Pension Protection Act (PPA) zone status as of January 31, 2012 reports that the plan's funded percentage is 95.1% and that it is in the green zone. The zone status is based on information from the respective unions and, as required by the PPA, is certified by the plan's actuary. Among other factors, plans in the red zone are generally less than 65% funded, plans in the yellow zone are less than 80% funded, and plans in the green zone are at least 80% funded. The expiration of the collective bargaining agreement requiring contributions to the plan is July 31, 2014. The contributions by the Met to the union pension fund were \$3,342,000 and \$3,360,000 for the years ended July 31, 2012 and 2011, respectively.
- The Met participates in a multi-employer union pension plan, the Pension Fund of Local 764 I.A.T.S.E. As of the January 31, 2012 valuation, the plan's funded percentage is 116.9% and it is in the green zone. The expiration of the collective bargaining agreement requiring contributions to the plan is July 31, 2014. The contributions by the Met to the union pension fund were \$548,000 and \$482,000 for the years ended July 31, 2012 and 2011, respectively.
- The Met participates in a multi-employer union pension plan, the American Federation of Musicians and Employers' Pension Fund. As of the April 31, 2011 valuation, the plan's funded percentage is 91.7%; however, the plan is considered to be in critical status because the plan is projected to have an accumulated funding deficiency for the Plan year ending March 31, 2019. The expiration of the collective bargaining agreement requiring contributions to the plan is July 31, 2014. The contributions by the Met to the union pension fund were \$548,000 and \$427,000 for the years ended July 31, 2012 and 2011, respectively.
- Amounts contributed to eight other union plans amounted to \$593,000 and \$570,000 for the years ended July 31, 2012 and 2011, respectively. The expiration of the collective bargaining agreements requiring contributions for five of these plans is July 31, 2014. Two agreements expired July 31, 2011 and extension agreements were signed. One agreement expired in 2006 and a new agreement is not in place.

## (7) Net Assets

### (a) Temporarily Restricted Net Assets

Temporarily restricted net assets are available for specified purposes or are time restricted as of July 31 as follows (in thousands):

	2012	2011
Program activities:		
A combination of new productions, tours, educational, or audience outreach programs	\$ 3,386	5,088
Bridge/Opera Company fund (future operations)	28,004	53,636
New productions	29,546	39,682
Telecasts	12,266	11,376
Save the Met Broadcasts	15,149	17,421
Young artists and other specified activities	8,593	9,717
New York Season (time restricted)	20,682	20,226
Interests in charitable trusts and pooled income funds (time restricted)	13,824	11,827
Golden Horseshoe and other (time restricted)	3,564	4,654
	<u>\$ 135,014</u>	<u>173,627</u>

### (b) Permanently Restricted Net Assets

Permanently restricted net assets as of July 31 consist of endowment contributions and interests in charitable trusts from which investment income is or will be available to support unrestricted or donor specified activities, as follows (in thousands):

	2012	2011
Income for:		
New York Season (unrestricted)	\$ 110,279	110,645
New productions	66,275	67,597
Telecasts	13,683	13,985
Young artists	20,163	14,271
Other specified activities	9,089	10,137
	<u>\$ 219,489</u>	<u>216,635</u>

Included in permanently restricted net assets are two donor restricted gifts that require the use of a spending rate to be applied to such funds. Investment income greater than the spending rate is required to be reinvested in the fund and, accordingly, is classified as permanently restricted. At July 31, 2012 and 2011, the value of such funds included in permanently restricted net assets was \$50.9 million and \$52.8 million, respectively.

## (8) Endowment Funds

The Met's endowment consists of approximately 250 individual funds established for a variety of purposes including both donor restricted endowment funds and funds designated by the Met to function as endowment funds, and related net assets are classified and reported based on the existence or absence of donor imposed restrictions.

In September 2010, New York State enacted the *New York Prudent Management of Institutional Funds Act* (NYPMIFA). The Met is subject to NYPMIFA and in the case of the Trust, the New York State trust laws. The Met has interpreted NYPMIFA as allowing it to appropriate for expenditure or accumulate so much of the donor restricted endowment fund as is prudent for the uses, benefits, purposes, and duration for which the endowment fund is established, subject to the intent of the donor as expressed in the gift instrument absent explicit donor stipulations to the contrary. Accounting guidance associated with the enactment of NYPMIFA as set forth in Accounting Standards Codification (ASC) 958, Section 205-45, *Classification of Donor Restricted Endowment Funds Subject to UPMIFA*, requires the portion of a donor restricted endowment fund that is not classified as permanently restricted to be classified as temporarily restricted net assets until appropriated for expenditure in a manner consistent with the standard of prudence prescribed by NYPMIFA. The adoption of the ASC's guidance resulted in a \$1,706,000 reclassification from unrestricted to temporarily restricted net assets in 2011.

The investment objective of the Met's investment portfolio is to provide that future growth of the portfolio is sufficient to offset normal inflation plus reasonable spending, thereby preserving the constant dollar value and purchasing power of the endowment fund. The objective of the investment program is to enhance the portfolio's long-term viability by maximizing the value of the portfolio with prudent level of risk. The assets are managed on a total return basis. The Investment Committee of the Board of Managing Directors has adopted long-term asset allocation policy mid-range targets for equities, fixed income, and alternative investments.

The Met's Board of Managing Directors approved a spending policy under which a predetermined amount of investment return is authorized to fund current operations. This spending amount represents the Met's determination of a prudent amount of the fair value of the endowment investments available as needed for current operations. This determination is made in accordance with NYPMIFA and New York State trust laws.

From time to time, the fair value of assets associated with donor-restricted endowment funds may fall below the historic dollar amount of the fund. Deficiencies of this nature that are reported in unrestricted net assets totaled \$10.3 million and \$8.1 million as of July 31, 2012 and 2011, respectively.

This deficiency results from unfavorable market fluctuations subsequent to the investment of permanently restricted contributions. Subsequent gains that restore the fair value of the assets of the donor-restricted endowment fund to the required level will be classified as an increase in unrestricted net assets.

The Met's endowment fund consists of the following at July 31, 2012 (in thousands):

	Unrestricted	Temporarily restricted	Permanently restricted	Total
Donor-restricted	\$ (10,317)	25,055	205,571	220,309
Board-designated	15,755	—	—	15,755
Total endowment net assets	<u>\$ 5,438</u>	<u>25,055</u>	<u>205,571</u>	<u>236,064</u>

The endowment fund consisted of the following at July 31, 2011 (in thousands):

	Unrestricted	Temporarily restricted	Permanently restricted	Total
Donor-restricted	\$ (8,076)	38,761	206,623	237,308
Board-designated	15,546	—	—	15,546
Total endowment net assets	<u>\$ 7,470</u>	<u>38,761</u>	<u>206,623</u>	<u>252,854</u>

Changes in endowment funds for the year ended July 31, 2012 (in thousands):

	Unrestricted	Temporarily restricted	Permanently restricted	Total
Endowment net assets, July 31, 2011	\$ 7,470	38,761	206,623	252,854
Investment return, net	18,784	(13,706)	(1,558)	3,520
Contributions	—	—	506	506
Appropriation for expenditure	(20,816)	—	—	(20,816)
Endowment net assets, July 31, 2012	<u>\$ 5,438</u>	<u>25,055</u>	<u>205,571</u>	<u>236,064</u>

Changes in endowment and reserve funds for the year ended July 31, 2011 (in thousands):

	Unrestricted	Temporarily restricted	Permanently restricted	Total
Endowment net assets, July 31, 2010	\$ (934)	41,062	203,162	243,290
Investment return, net	28,078	(4,423)	2,839	26,494
Contributions	—	—	622	622
Appropriation for expenditure	(17,968)	—	—	(17,968)
Change in donor designations	—	416	—	416
Reclassification of net assets due to adoption of ASC 958-205	(1,706)	1,706	—	—
Endowment net assets, July 31, 2011	<u>\$ 7,470</u>	<u>38,761</u>	<u>206,623</u>	<u>252,854</u>

## (9) Commitments and Contingencies

The Met has a letter of credit with a bank in the amount of \$9.6 million, which serves as security with the Hartford Insurance Company for unpaid workers' compensation claims.

The Opera House is leased, under an operating lease agreement, from Lincoln Center for the Performing Arts, Inc., until the year 2016, with renewal options for two additional 25-year periods. Under the terms of the lease, the Met is obligated to pay the expenses of maintaining and operating the Opera House and the Met's portion of the expenses for the common facilities of Lincoln Center.

## (10) Related Party

The Metropolitan Opera Guild (the Guild) is an independent not-for-profit organization that, in addition to carrying out its own educational program activities, makes contributions to the Met. Certain officers of the Guild are members of the Met's Board of Managing Directors. The Met also maintains the membership records of the Guild and the Guild remits to the Met its membership revenues less the operating expenses of its magazine. Included in contributions receivable is approximately \$765,000 and \$1,335,000 due from the Guild at July 31, 2012 and 2011, respectively.

## (11) Subsequent Events

In connection with the preparation of the consolidated financial statements, the Met evaluated events after the consolidated balance sheet date of July 31, 2012, through December 5, 2012, which was the date the consolidated financial statements were available to be issued and has concluded that there are no subsequent events requiring disclosure, except as follows:

On November 15, 2012, the Board of Managing Directors approved the issuance and sale of up to \$100,000,000 of Metropolitan Opera Taxable Bonds to refinance certain existing indebtedness, finance certain capital and operating expenditures and for general corporate purposes.





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