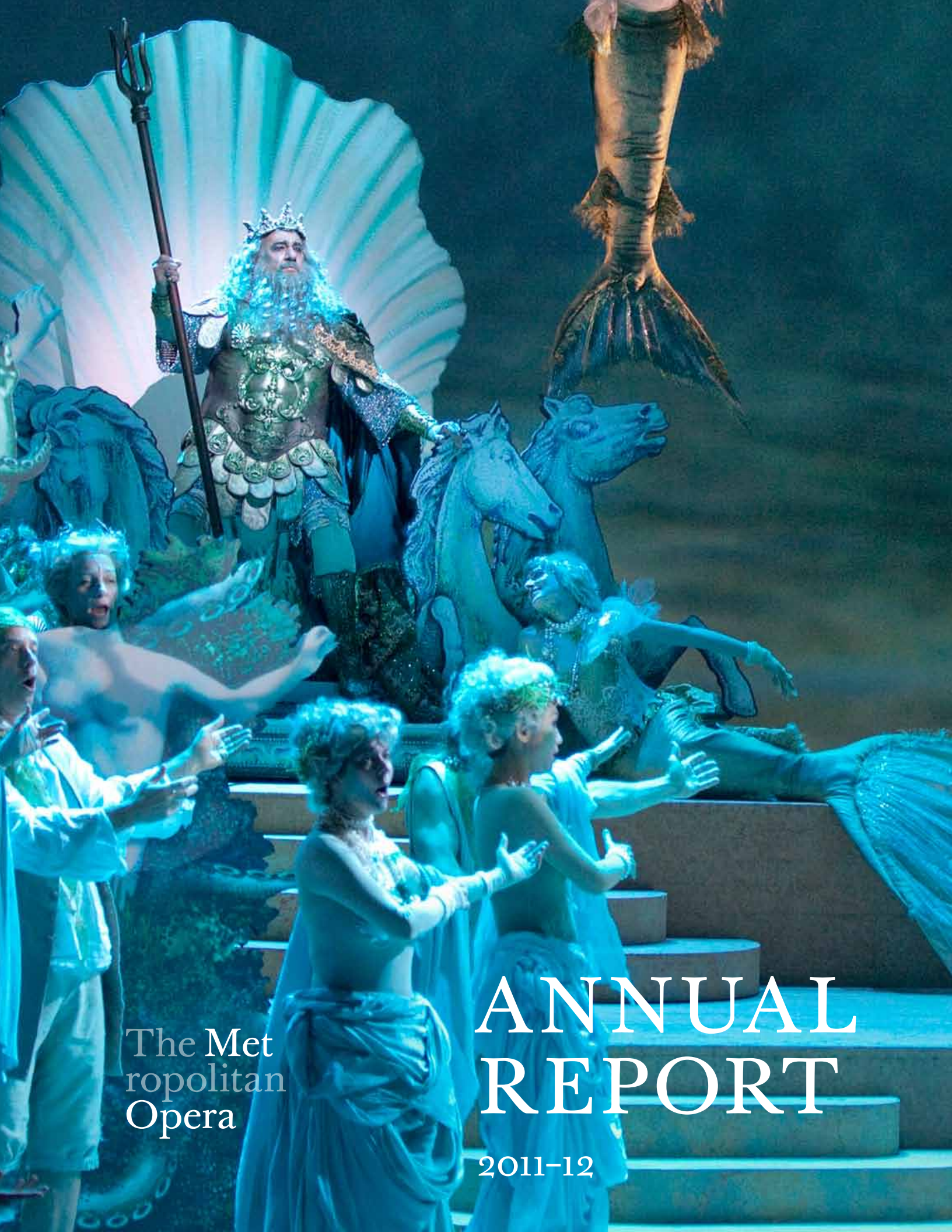




A SCENE FROM *THE ENCHANTED ISLAND*
PHOTO: KEN HOWARD/METROPOLITAN OPERA



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
Chairman

Kevin W. Kennedy
President and Chief Executive Officer

Mercedes T. Bass
Vice Chairman

William C. Morris
Chairman of the
Executive Committee

Judith-Ann Corrente
Secretary

Betsy Cohen
Treasurer

Frayda B. Lindemann
Vice President

Christine F. Hunter
Honorary Chairman

James W. Kinnear
Honorary Chairman

Paul M. Montrone
President Emeritus

Mrs. Ezra K. Zilkha
Vice Chairman Emerita

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Betsy Cohen
Leonard S. Coleman, Jr.
Judith-Ann Corrente
Edgar Foster Daniels

Jerry del Missier
Mrs. Paul Desmarais Sr.
Sanford H. Fisher
Marina Kellen French
Mark Getty
Beth W. Glynn
Eugene P. Grisanti
Marlene Hess
Christine F. Hunter

Frederick Iseman
John J. Noffo Kahn
Kevin W. Kennedy
James W. Kinnear
Bruce Kovner
Camille D. LaBarre
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Frayda B. Lindemann
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Elena A. Prokupets
Hartley R. Rogers
Laura J. Sloate
Howard Solomon

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Ambassador Nicholas F.
Taubman
Mrs. Wilmer J. Thomas, Jr.
Robert I. Toll
Robert L. Turner
Ann Ziff

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Bruce Crawford
Emily Fisher Landau

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Laurence D. Lovett
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John K. McKinley
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Dr. M. Lee Pearce

Miss Risè Stevens
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Daniel C. Cochran

Alberto Cribiore
Rena De Sisto
Gordon P. Getty
F. Malcolm Graff, Jr.
Nancy A. Green
Ephraim Greenwall
Ray J. Groves
H. Alexandra Kauka
Hamill

William A. Haseltine
Rolf Heitmeyer
Perk Hixon
Thomas J. Hubbard
Tod Johnson
Klaus Kleinfeld
Dr. Herbert G. Kloiber
Dr. David G. Knott
Meyer G. Koplou

Theodore A. Kurz
Dominique Laffont
Mitchell L. Lathrop
Dr. Coco Lazaroff
Andrew J. Martin-Weber
Dr. Richard J. Massey
Anne Welsh McNulty
Mrs. Corbin R. Miller
Harvey R. Miller

Richard J. Miller, Jr.
Linda Mirels
William E. Mitchell
Socrates Nicholas
Ellen F. Oelsner
Katharina Otto-Bernstein
Kevin Parker
Joseph R. Perella
Miss Leontyne Price

Winthrop Rutherford, Jr.
Mrs. Arnold Schwartz
Barry Shenkman
Donald G. Sisler
Jacqui Smith
Daisy M. Soros
Daniel F. Terry, Jr.
John J. Veronis
Arete S. Warren

MEMBERS OF THE ASSOCIATION

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Joan C. Schwartz
Mrs. William F. Sondericker
Stephanie Landess Suslak
Barry Tucker

Mrs. Robert Wagenfeld
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  atre 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 Bělohlávek**

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
 Herskowitz
 Keith Jameson
 Joseph Kaiser
 Jonas Kaufmann
 Adam Klein
 Alexey Kudrya
 Colin Lee
 Yonghoon Lee
 Richard Leech
 Gary Lehman
 Alexander Lewis
 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

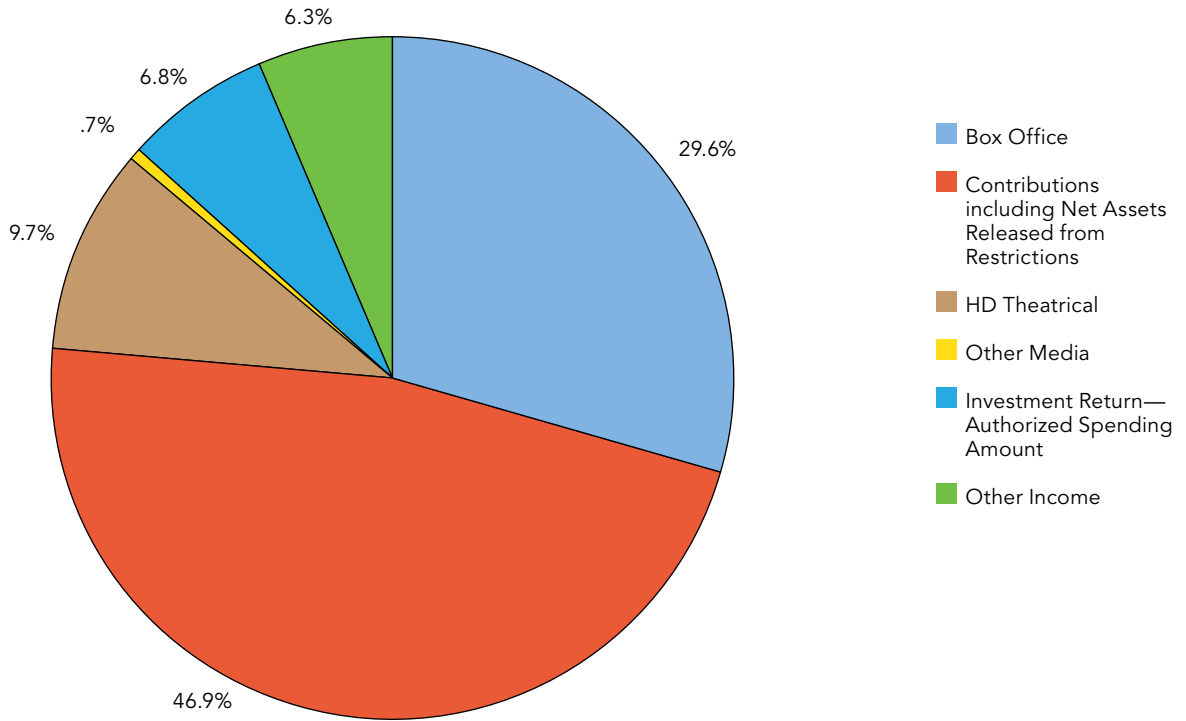
MEMBERS OF THE LINDEMANN YOUNG ARTIST DEVELOPMENT PROGRAM

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

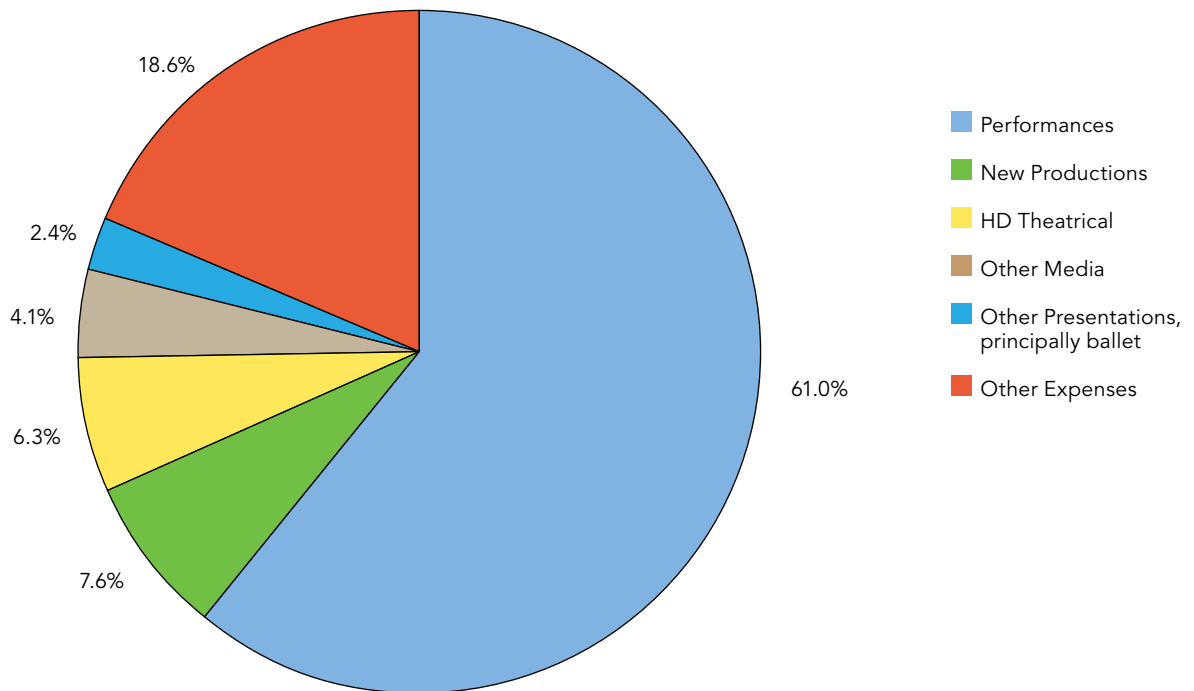
The Financial Results

2011-12

2012 Unrestricted Operating Revenues



2012 Operating Expenses



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

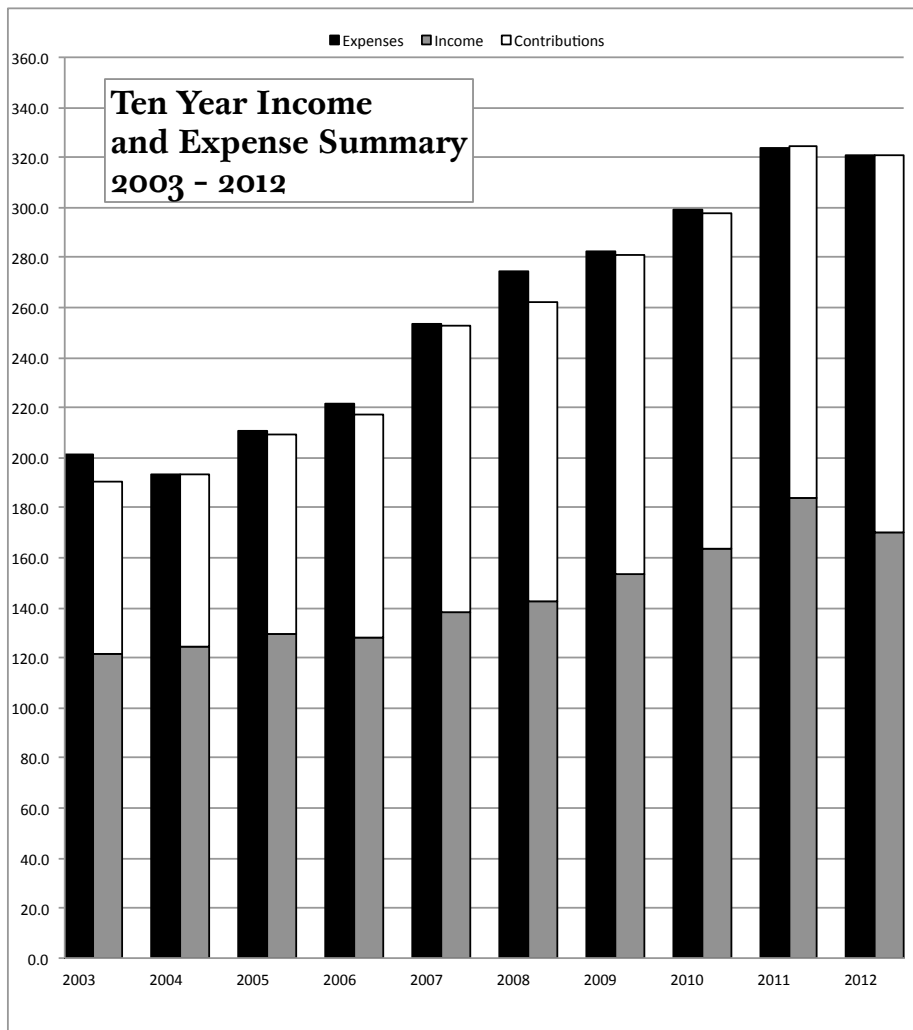
Operating revenues in Fiscal Year 2012 totaled \$170.2 million, compared to \$184.0 million in Fiscal Year 2011. The change is largely attributable to the Japan Tour that took place during FY11. Operating revenues include box office revenues from the New York season, tour revenue, media revenues, revenues 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.

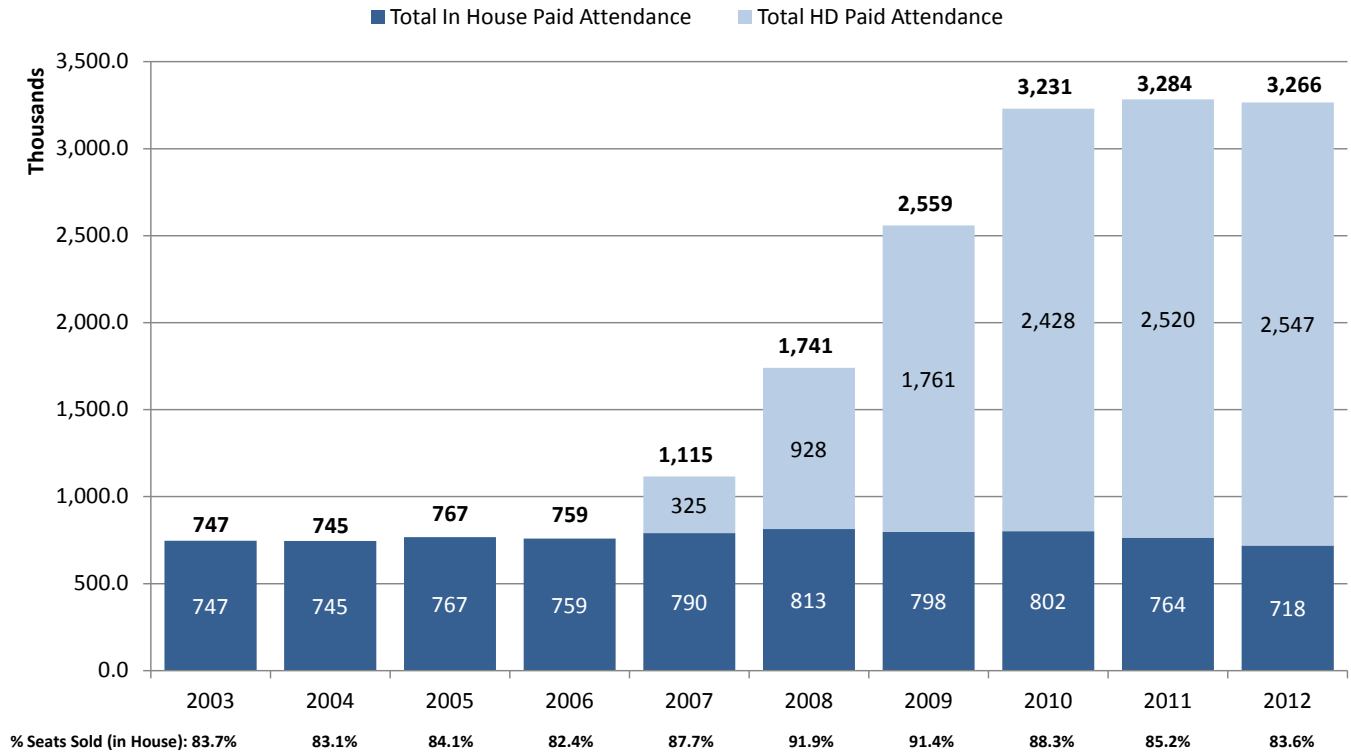
The FY12 operating budget was balanced; FY11 showed a surplus of \$0.6 million.

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
Total earned income	121.9	124.5	129.5	128.1	138.5	142.9	153.8	163.9	183.9	170.2
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
Total expenses	201.0	193.1	210.4	221.6	253.6	274.7	282.4	299.1	324.1	320.5
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)
Unrestricted Contributions (including net assets released from restrictions)	68.8	68.6	80.1	89.0	114.1	119.6	127.3	133.5	140.8	150.3
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
Total Performances	328	316	318	309	320	289	289	305	319	286

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)

ASSETS	<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>
LIABILITIES AND NET ASSETS		
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)

	2012			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
7,726	—	—	7,726
<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
17,423	—	—	17,423
<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
Endowment investments:		
Cash equivalents and short-term investments	\$ 11,881	30,790
Fixed income:		
Common trust fund	6,252	17,023
Mutual funds	55,944	42,990
U.S. equities:		
Managed accounts	56,556	64,191
Mutual fund	8,361	4,159
Global equities:		
Business trust	6,662	6,767
Mutual fund	7,932	10,062
Other alternative investments:		
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>
Other investments:		
Cash equivalents and short-term investments	13,107	20,950
Fixed income:		
Common trust fund	1,040	1,229
Mutual fund	2,995	—
U.S. government obligations	84	72
U.S. equities:		
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
Alternative investments:		
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>
Investments:				
Cash equivalents and short-term investments	\$ 24,988	24,988	—	—
Fixed income:				
Common trust fund	7,292	1,040	6,252	—
Mutual fund	58,939	58,939	—	—
U.S. government obligations	84	84	—	—
U.S. equities:				
Managed accounts	56,556	56,556	—	—
Mutual funds	9,976	9,976	—	—
Common trust funds	381	381	—	—
Global equities:				
Business trusts	6,662	—	6,662	—
Common trust funds	569	569	—	—
Mutual funds	7,932	7,932	—	—
Balanced mutual funds:	2,874	2,874	—	—
Alternative investments:				
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>
Investments:				
Cash equivalents and short-term investments	\$ 51,740	51,705	35	—
Fixed income:				
Common trust fund	18,252	1,229	17,023	—
Mutual fund	42,990	42,990	—	—
U.S. government	72	72	—	—
U.S. equities:				
Managed accounts	64,191	64,191	—	—
Mutual funds	5,962	5,962	—	—
Common trust funds	442	442	—	—
Global equities:				
Business trusts	6,767	—	6,767	—
Common trust funds	635	635	—	—
Mutual funds	10,062	10,062	—	—
Balanced mutual funds	3,138	3,138	—	—
Alternative investments:				
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>Multi-strategy</u>	<u>Distressed securities</u>	<u>Global equities</u>	<u>Private equity</u>	<u>Other real estate</u>	<u>Total</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>Multi-strategy</u>	<u>Distressed securities</u>	<u>Global equities</u>	<u>Private equity</u>	<u>Other real estate</u>	<u>Total</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>
Change in benefit obligation:		
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>
Change in plan assets:		
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>
Components of net periodic cost:		
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>
Items not yet recognized as a component of net periodic benefit cost (in thousands):		
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>

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

Weighted average assumptions used to determine benefit obligations:		
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>
Pension assets:				
Cash equivalents and short-term investments	\$ 1,746	1,746	—	—
Fixed income – mutual fund	9,881	9,881	—	—
U.S. equity:				
Managed accounts	26,835	26,835	—	—
Mutual fund	3,056	3,056	—	—
Common trust fund	18,397	—	18,397	—
Global equity:				
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>
Pension assets				
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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