



The Met  
ropolitan  
Opera

# ANNUAL REPORT

2012-13

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## Introduction

The Metropolitan Opera's 2012–13 season featured an extraordinary number of artistic highlights, earning high praise for new productions, while the company nevertheless faced new financial challenges. The Met presented seven new stagings during the 2012–13 season, including the Met premieres of Thomas Adès's *The Tempest* and Donizetti's *Maria Stuarda*, the second of the composer's trilogy of Tudor operas (with the third installment planned for a future season). All seven new productions, plus five revivals, were presented in movie theaters around the world as part of the Met's groundbreaking *Live in HD* series, which continued to be an important revenue source for the Met, earning \$28 million. Combined earned revenue for the Met (*Live in HD* and box office) totaled \$117.3 million. This figure was lower than anticipated as the company continued to face a flat box office, complicated by the effects of Hurricane Sandy, the aftermath of which had a negative impact of approximately \$2 million.

As always, the season featured the talents of the world's leading singers, conductors, directors, designers, choreographers, and video artists. Two directors made stunning company debuts: François Girard, with his mesmerizing production of *Parsifal* on the occasion of Wagner's bicentennial, and Michael Mayer, whose bold reimagining of Verdi's *Rigoletto* in 1960 Las Vegas was the talk of the opera world and beyond. Robert Lepage returned to direct the highly anticipated company premiere of Thomas Adès's *The Tempest*, with the composer on the podium. New productions were also staged by David Alden (*Un Ballo in Maschera*), Bartlett Sher (the season-opening *L'Elisir d'Amore*) and Sir David McVicar, who directed two new productions, Donizetti's *Maria Stuarda* and Handel's *Giulio Cesare*. The critical and audience response to these new productions was the best the Met had enjoyed in several years.

The season offered some extraordinary performances from the world's top singers, including Marcelo Álvarez, Piotr Beczala, Diana Damrau, David Daniels, Natalie Dessay, Joyce DiDonato, Dmitri Hvorostovsky, Jonas Kaufmann, Simon Keenlyside, Mariusz Kwiecien, Željko Lučić, Peter Mattei, Anna Netrebko, René Pape, Matthew Polenzani, Sondra Radvanovsky, and Dolora Zajick, all of whom starred in new productions. Revivals were cast with such star singers as Renée Fleming, Elīna Garanča, Susan Graham, Deborah Voigt, and the ageless Plácido Domingo, among others. Music Director James Levine was once again absent from the podium for the season as he recovered from a serious back injury. Principal Conductor Fabio Luisi led seven productions, including all four operas of Wagner's *Ring*, presented in complete cycles in the spring. Maestro Luisi was joined by such esteemed visiting conductors as Harry Bicket, Semyon Bychkov, Daniele Gatti, Louis Langrée, Lorin Maazel, and Yannick Nézet-Séguin, among others.

Total box office for the season was 69.1%. The holiday presentation of an English-language version of Rossini's *The Barber of Seville* sold out its run, as did revivals of Verdi's *La Traviata* and Poulenc's *Dialogues des Carmélites*.

The *Live in HD* season offered 12 cinema presentations around the world, with ten countries added to the global network from the previous season for a total of 64 countries and nearly 2,000 movie theaters. Total attendance for the HD series in 2012-13 was 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 33 school districts across the United States. Performances were also shared through Metropolitan Opera Radio on SiriusXM, which presented 101 live performances, and on the Met's website, which streamed 33 live performances. The season-opening new production, of *L'Elisir d'Amore*, was presented live to audiences in Times Square and on the Lincoln Center Plaza for the seventh 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 \$157.9 million in FY13. This amount represented a record 48% of the Met's operating expenses, a warning call that in future seasons the Met's finances must be rebalanced by lowering costs and raising the Met's endowment.

In 2012-13, a number of new members joined the Met Board of Directors and others took on new Board roles. Misook Doolittle and Dafna Meitar-Nechmad were elected Managing Directors; Jacques E. Brand, Linda E. Johnson, Sana H. Sabbagh, and Richard S. Tedlow were elected Advisory Directors; Sandra Ourusoff Massey and Cynthia D. Sculco were elected Members of the Association; and Yung Hee Kim and Joshua Kindler were appointed Young Associate Directors. Adrienne Arsht and Hartley R. Rogers moved from Managing Director to Advisory Director. Rena De Sisto, Rolf Heitmeyer, and Mrs. Corbin R. Miller moved from Advisory Director to Managing Director. Sanford H. Fisher moved from Managing Director to Member of the Association and Eleanor N. Caulkins moved from Advisory Director to Member of the Association.

I was once again very pleased to work closely with President and Chief Executive Officer Kevin W. Kennedy. Together, he and I enjoyed a positive collaboration with General Manager Peter Gelb and Music Director James Levine.



Ann Ziff  
Chairman



# Metropolitan Opera Board of Directors 2012–13

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Arete S. Warren

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Mrs. William F. Sondericker  
Barry Tucker  
Mrs. Robert Wagenfeld  
Mrs. Ralph M. Wyman  
and all the Directors

## YOUNG ASSOCIATE DIRECTORS

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Heather H. Georges  
Matthew G. Hurd  
Vikas Kapoor  
Yung Hee Kim

Joshua Kindler  
So-Chung Shinn Lee  
Helen Lee-Warren  
Harrison T. LeFrak

Pedro Magalhães  
Evelyn M. M. Popp  
Itai Shoffman  
Langdon Van Norden, Jr.

Dale Westreich  
Satoko Yahata  
Simon Yates

# *The Season Repertory*

*2012-13*

## 2012–13 Season Repertory

### NEW PRODUCTIONS

*Giuseppe Verdi*

#### UN BALLO IN MASCHERA

CONDUCTOR Fabio Luisi

PRODUCTION David Alden

SET DESIGNER Paul Steinberg\*

COSTUME DESIGNER Brigitte Reiffenstuel

LIGHTING DESIGNER Adam Silverman\*

CHOREOGRAPHER Maxine Braham\*

Production a gift of the Betsy and Edward Cohen/  
Areté Foundation Fund for New Productions and Revivals,  
and Daisy and Paul Soros

Additional funding from The Gilbert S. Kahn &  
John J. Noffo Kahn Foundation, and  
Mr. and Mrs. William R. Miller

*Gaetano Donizetti*

#### L'ELISIR D'AMORE

CONDUCTOR Maurizio Benini

PRODUCTION Bartlett Sher

SET DESIGNER Michael Yeargan

COSTUME DESIGNER Catherine Zuber

LIGHTING DESIGNED BY Jennifer Tipton

Production a gift of The Monteforte Foundation,  
in honor of Wim Kooyker

*George Frideric Handel*

#### GIULIO CESARE

CONDUCTOR Harry Bicket

PRODUCTION David McVicar

SET DESIGNER Robert Jones

COSTUME DESIGNER Brigitte Reiffenstuel

LIGHTING DESIGNER Paule Constable

CHOREOGRAPHER Andrew George

Production a gift of the  
Arthur F. and Alice E. Adams Charitable  
Foundation, in memory of William B. Warren,  
former Co-Trustee and Governor  
of the Foundation; and the  
Mercedes T. Bass Charitable Corporation

Additional funding from  
The Annenberg Foundation, and the  
National Endowment for the Arts

Production owned by Glyndebourne Festival Opera

*Gaetano Donizetti*

#### MARIA STUARDA

CONDUCTOR Maurizio Benini

PRODUCTION David McVicar

SET & COSTUME DESIGNER John Macfarlane

LIGHTING DESIGNED BY Jennifer Tipton

CHOREOGRAPHER Leah Hausman

Production a gift of The Sybil B. Harrington  
Endowment Fund

*Richard Wagner*

#### PARSIFAL

CONDUCTOR Daniele Gatti/Asher Fisch

PRODUCTION François Girard\*

SET DESIGNER Michael Levine

COSTUME DESIGNER Thibault Vancraenenbroeck\*

LIGHTING DESIGNER David Finn\*

VIDEO DESIGNER Peter Flaherty\*

CHOREOGRAPHER Carolyn Choa

DRAMATURG Serge Lamothe\*

Production a gift of the Gramma Fisher Foundation,  
Marshalltown, Iowa

Major funding from Rolex

Additional funding from Marina Kellen French,  
and the Edgar Foster Daniels Foundation

A co-production of the Metropolitan Opera,  
the Opéra National de Lyon, and  
the Canadian Opera Company

The 2012–13 season featured 12 *Live in HD* transmissions,  
23 Saturday radio broadcasts (21 live and 2 pre-taped),  
101 SiriusXM live broadcasts, and 33 web streams.

*Giuseppe Verdi*

## RIGOLETTO

CONDUCTOR Michele Mariotti/Marco Armiliato

PRODUCTION Michael Mayer\*

SET DESIGNER Christine Jones\*

COSTUME DESIGNER Susan Hilferty\*

LIGHTING DESIGNER Kevin Adams\*

CHOREOGRAPHER Steven Hoggett\*

Production a gift of the Hermione Foundation, Laura Sloate, Trustee; and Mr. and Mrs. Paul M. Montrone

*Thomas Adès*

## THE TEMPEST

CONDUCTOR Thomas Adès\*

PRODUCTION Robert Lepage

SET DESIGNER Jasmine Catudal\*

COSTUME DESIGNER Kym Barrett\*

LIGHTING DESIGNER Michel Beaulieu\*

VIDEO IMAGE ARTIST David Leclerc\*

CHOREOGRAPHER Crystal Pite\*

Production a gift of Mrs. Bert S. Turner and Robert L. Turner

Additional funding from the Wyncote Foundation, as recommended by Frederick R. Haas and Daniel K. Meyer, M.D.

A co-production of the Metropolitan Opera, L'Opéra de Québec, and the Wiener Staatsoper, Vienna

In collaboration with Ex Machina

## REPERTORY

*Giuseppe Verdi*

## AIDA

CONDUCTOR Fabio Luisi

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

*Gioachino Rossini*

## THE BARBER OF SEVILLE

CONDUCTOR Yves Abel

PRODUCTION Bartlett Sher

SET DESIGNER Michael Yeagan

COSTUME DESIGNER Catherine Zuber

LIGHTING DESIGNER Christopher Akerlind

ENGLISH TRANSLATION J. D. McClatchy

Abridged production a gift of Mr. and Mrs. Wilmer J. Thomas, Jr.

Original production a gift of The Sybil B. Harrington Endowment Fund

*Georges Bizet*

## CARMEN

CONDUCTOR Michele Mariotti\*

PRODUCTION Richard Eyre

SET & COSTUME DESIGNER Rob Howell

LIGHTING DESIGNER Peter Mumford

CHOREOGRAPHER Christopher Wheeldon

Production a gift of Mrs. Paul Desmarais Sr.

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



*Wolfgang Amadeus Mozart*

## LA CLEMENZA DI TITO

CONDUCTOR **Harry Bicket**

PRODUCTION **Jean-Pierre Ponnelle**

SET & COSTUME DESIGNER **Jean-Pierre Ponnelle**

LIGHTING DESIGNER **Gil Wechsler**

Production a gift of the Lila Acheson and DeWitt Wallace Fund, established by the founders of The Reader's Digest Association, Inc.

*Gioachino Rossini*

## LE COMTE ORY

CONDUCTOR **Maurizio Benini**

PRODUCTION **Bartlett Sher**

SET DESIGNER **Michael Yeagan**

COSTUME DESIGNER **Catherine Zuber**

LIGHTING DESIGNER **Brian MacDevitt**

Production a gift of The Sybil B. Harrington Endowment Fund

*Francis Poulenc*

## DIALOGUES DES CARMÉLITES

CONDUCTOR **Louis Langrée**

PRODUCTION **John Dexter**

SET DESIGNER **David Reppa**

COSTUME DESIGNER **Jane Greenwood**

LIGHTING DESIGNER **Gil Wechsler**

Production a gift of Francis Goelet

*Giuseppe Verdi*

## DON CARLO

CONDUCTOR **Lorin Maazel**

PRODUCTION **Nicholas Hytner**

SET & COSTUME DESIGNER **Bob Crowley**

LIGHTING DESIGNER **Mark Henderson**

Production a gift of Mr. and Mrs. William R. Miller

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

A co-production of the Metropolitan Opera; Royal Opera House, Covent Garden; and The Norwegian National Opera and Ballet

*Wolfgang Amadeus Mozart*

## DON GIOVANNI

CONDUCTOR **Edward Gardner**

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

Revival a gift of The NPD Group, Inc.

*Charles Gounod*

## FAUST

CONDUCTOR **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

A co-production of the Metropolitan Opera and English National Opera

*Riccardo Zandonai*

## FRANCESCA DA RIMINI

CONDUCTOR **Marco Armiliato**

PRODUCTION **Piero Faggioni**

SET DESIGNER **Ezio Frigerio**

COSTUME DESIGNER **Franca Squarciapino**

LIGHTING DESIGNER **Gil Wechsler**

CHOREOGRAPHER **Donald Mahler**

Production a gift of Mrs. Donald D. Harrington

*Wolfgang Amadeus Mozart*

## LE NOZZE DI FIGARO

CONDUCTOR **David Robertson**

PRODUCTION **Jonathan Miller**

SET DESIGNER **Peter J. Davison**

COSTUME DESIGNER **James Acheson**

LIGHTING DESIGNER **Mark McCullough**

CHOREOGRAPHER **Terry John Bates**

Production a gift of Alberto Vilar

Revival a gift of The Horace W. Goldsmith Foundation, in memory of James C. Slaughter

*Giuseppe Verdi*

## OTELLO

CONDUCTOR Semyon Bychkov/Alain Altinoglu  
PRODUCTION Elijah Moshinsky  
SET DESIGNER Michael Yeargan  
COSTUME DESIGNER Peter J. Hall  
LIGHTING DESIGNER Duane Schuler  
CHOREOGRAPHER Eleanor Fazan

Production a gift of Mrs. Donald D. Harrington  
Revival a gift of Rolex

*Richard Wagner*

## DER RING DES NIBELUNGEN

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 ARTISTS Boris Firquet (*Das Rheingold*  
and *Die Walküre*), Pedro Pires (*Siegfried*),  
Lionel Arnould (*Götterdämmerung*)

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

*Giacomo Puccini*

## LA RONDINE

CONDUCTOR Ion Marin  
PRODUCTION Nicolas Joël  
STAGED BY Stephen Barlow  
SET DESIGNER Ezio Frigerio  
COSTUME DESIGNER Franca Squarciapino  
LIGHTING DESIGNER Duane Schuler

Production a gift of The Sybil B. Harrington Endowment Fund  
A co-production of Théâtre du Capitole, Toulouse;  
and the Royal Opera House, Covent Garden

*Giuseppe Verdi*

## LA TRAVIATA

CONDUCTOR Yannick Nézet-Séguin  
PRODUCTION Willy Decker  
SET & COSTUME DESIGNER Wolfgang Gussmann  
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 Rolex  
Original production of the Salzburger Festspiele;  
with thanks to De Nederlandse Opera

*Giuseppe Verdi*

## IL TROVATORE

CONDUCTOR Daniele Callegari  
PRODUCTION David McVicar  
SET DESIGNER Charles Edwards  
COSTUME DESIGNER Brigitte Reiffenstuel  
LIGHTING DESIGNED BY Jennifer Tipton  
CHOREOGRAPHER Leah Hausman

Production a gift of The Annenberg Foundation  
Revival a gift of the Metropolitan Opera Club  
A co-production of the Metropolitan Opera,  
Lyric Opera of Chicago, and the  
San Francisco Opera Association

*Hector Berlioz*

## LES TROYENS

CONDUCTOR Fabio Luisi  
PRODUCTION Francesca Zambello  
SET DESIGNER Maria Bjørnson  
COSTUME DESIGNER Anita Yavich  
LIGHTING DESIGNER James F. Ingalls  
CHOREOGRAPHER Doug Varone

Production a gift of the Estate of Francis Goelet,  
Mr. and Mrs. Ezra K. Zilkha, Mercedes and  
Sid Bass, the Edgar Foster Daniels Foundation,  
Mr. and Mrs. William R. Miller, and  
Mr. and Mrs. Paul M. Montrone

Additional funding from The Annenberg Foundation,  
Gilbert S. Kahn and John J. Noffo Kahn,  
and the National Endowment for the Arts

*Giacomo Puccini*

## TURANDOT

CONDUCTOR Dan Ettinger  
PRODUCTION Franco Zeffirelli  
SET DESIGNER Franco Zeffirelli  
COSTUME DESIGNERS Anna Anni & Dada Saligeri  
LIGHTING DESIGNER Gil Wechsler  
CHOREOGRAPHER Chiang Ching

Production a gift of Mrs. Donald D. Harrington  
Revival a gift of The Dr. M. Lee Pearce Foundation

## *The MET Orchestra at Carnegie Hall*

**OCTOBER 14, 2012**

Semyon Bychkov, *conductor*

Michelle DeYoung, *mezzo-soprano*

WAGNER: *Tannhäuser*, Overture

WAGNER: *Wesendonck Lieder*

STRAUSS: *Eine Alpensinfonie*, Op. 64

**SUNDAY, DECEMBER 2, 2012**

Fabio Luisi, *conductor*

Yefim Bronfman, *piano*

David Chan, *violin*

GUBAIDULINA: *In tempus praesens*

BEETHOVEN: Piano Concerto No. 5 in E-flat Major, Op. 73, "Emperor"

STRAVINSKY: *The Firebird Suite* (1945 version)

**MAY 19, 2013**

James Levine, *conductor*

Evgeny Kissin, *piano*

WAGNER: *Lohengrin*, Prelude to Act I

BEETHOVEN: Piano Concerto No. 4 in G Major, Op. 58

SCHUBERT: Symphony No. 9 in C Major, "Great," D. 944

## *The Met: Live in HD 2012–13 Transmissions*

**OCTOBER 13, 2012**

L'ELISIR D'AMORE *Donizetti*

**OCTOBER 27, 2012**

OTELLO *Verdi*

**NOVEMBER 10, 2012**

THE TEMPEST *Adès*

**DECEMBER 1, 2012**

LA CLEMENZA DI TITO *Mozart*

**DECEMBER 8, 2012**

UN BALLO IN MASCHERA *Verdi*

**DECEMBER 15, 2012**

AIDA *Verdi*

**JANUARY 5, 2013**

LES TROYENS *Berlioz*

**JANUARY 19, 2013**

MARIA STUARDA *Donizetti*

**FEBRUARY 16, 2013**

RIGOLETTO *Verdi*

**MARCH 2, 2013**

PARSIFAL *Wagner*

**MARCH 16, 2013**

FRANCESCA DA RIMINI *Zandonai*

**APRIL 27, 2013**

GIULIO CESARE *Handel*

Total audience: 2,593,930

1,935 theaters; 64 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 33 school districts in states across the country.

## 2012–13 Events

AUGUST 2 – 9, 2012

Free Summer Recital Series

AUGUST 25 – SEPTEMBER 3, 2012

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

SEPTEMBER 20, 2012

*L'Elisir d'Amore* Donizetti: Open House Final Dress Rehearsal

SEPTEMBER 24, 2012

*L'Elisir d'Amore* Donizetti: Opening Night live relay at Lincoln Center and in Times Square

OCTOBER 8, 2012

Guggenheim Museum: Works & Process—*The Tempest*; Met artists performing excerpts from Thomas Adès's *The Tempest*, including a panel discussion moderated by Peter Gelb with Adès and director Robert Lepage.

OCTOBER 26, 2012

Le Poisson Rouge & The Met: An Evening with Thomas Adès & *The Tempest*; an evening of music inspired by Shakespeare's Play.

NOVEMBER 14, 17, 19, 2012

*Così fan tutte* Mozart: 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.

JANUARY 21, 2013

Guggenheim Museum: Works & Process—*Rigoletto*; Met artists performing excerpts from *Rigoletto*, including a panel discussion moderated by Ira Glass with Susan Hilferty, Christine Jones, and director Michael Mayer.

JANUARY 25, 2013

*Rigoletto* Verdi: Open House Final Dress Rehearsal

MARCH 10, 2013

National Council Grand Finals Concert, conducted by Marco Armiliato

MARCH 11, 2013

*La Traviata* Verdi: Open House Final Dress Rehearsal

MAY 14, 2013

Le Poisson Rouge & The Met: An Evening with Nico Muhly, *Two Boys*, and other works; an evening of music in anticipation of the Met premiere of Muhly's *Two Boys*.

JULY 16 – JULY 30, 2013

Free Summer Recital Series

## *The Arnold and Marie Schwartz Gallery Met*

Exhibitions included *Ariel and Other Spirits*, original works by artist David Salle on the occasion of the Met premiere of Thomas Adès's *The Tempest*, and George Condo's *Jesters*, which was timed to the new production of Verdi's *Rigoletto*.

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

## 2012-13 Artist Roster

### SOPRANOS

Emma Bell  
 Anne-Carolyn Bird  
 Jennifer Black  
 Deanna Breiwick  
 Janai Brugger  
 Janinah Burnett  
 Elizabeth Byrne  
 Jennifer Check  
 Anna Christy  
 Andriana Chuchman  
 Melissa Citro  
 Lucy Crowe  
 Katarina Dalayman  
 Diana Damrau  
 Siân Davies  
 Natalie Dessay  
 Kiera Duffy  
 Mary Dunleavy  
 Ashley Emerson  
 Mojca Erdmann  
 Ying Fang  
 Molly Fillmore  
 Renée Fleming  
 Jennifer Forni  
 Barbara Frittoli  
 Maria Gavrilova  
 Hibla Gerzmava  
 Carmen Giannattasio  
 Lori Guilbeau  
 Maria Guleghina  
 Meredith Hansen  
 Wendy Bryn Harmer  
 Holli Harrison  
 Hui He  
 Haeran Hong  
 Hei-Kyung Hong  
 Georgia Jarman  
 Shannon Kessler Dooley  
 Jihee Kim  
 Kathleen Kim  
 Maija Kovalevska  
 Dina Kuznetsova  
 Dísella Lárusdóttir  
 Inna Los  
 Audrey Luna  
 Caitlin Lynch  
 Olga Makarina  
 Angela Mannino  
 Angela Marambio  
 Angela Meade  
 Laure Meloy  
 Heidi Melton  
 Liudmyla Monastyrska  
 Latonia Moore  
 Erin Morley  
 Olga Mykytenko  
 Anna Netrebko  
 Susan Neves  
 Emily Newton  
 Kristine Opolais  
 Lisette Oropesa  
 Marjorie Owens  
 Danielle Pastin  
 Lyubov Petrova  
 Lori Phillips  
 Susanna Phillips  
 Marina Poplavskaya  
 Patricia Racette  
 Sondra Radvanovsky  
 Jennifer Rowley  
 Kate Royal  
 Emalie Savoy

Christine Schäfer  
 Ekaterina Scherbachenko  
 Martina Serafin  
 Oxana Shilova  
 Ekaterina Siurina  
 Krassimira Stoyanova  
 Chiara Taigi  
 Danielle Talamantes  
 Iréne Theorin  
 Elza van den Heever  
 Katie Van Kooten  
 Deborah Voigt  
 Amber Wagner  
 Claudia Waite  
 Nina Warren  
 Eva-Maria Westbroek  
 Katherine Whyte  
 Corinne Winters  
 Caroline Worra  
 Margaret Jane Wray  
 Elena Xanthoudakis  
 Lei Xu  
 Pretty Yende  
 Guanqun Yu  
 Monica Yunus  
 Jennifer Zetlan

### MEZZO-SOPRANOS

Meredith Arwady  
 Patricia Bardon  
 Elizabeth Bishop  
 Stephanie Blythe  
 Olga Borodina  
 Julie Boulianne  
 Karen Cargill  
 Géraldine Chauvet  
 Catherine Cook  
 Alice Coote  
 Ginger Costa-Jackson  
 Kathryn Day  
 Karine Deshayes  
 Elizabeth DeShong  
 Barbara Dever  
 Michelle DeYoung  
 Joyce DiDonato  
 Marjorie Elinor Dix  
 Deborah Domanski  
 Emily Fons  
 Ivonne Fuchs  
 Blythe Gaisert  
 Elina Garanča  
 Eve Gigliotti  
 Ingeborg Gillebo  
 Wallis Giunta  
 Katharine Goeldner  
 Susan Graham  
 Elizabeth Grohowski  
 Theodora Hanslowe  
 Teresa S. Herold  
 Nancy Fabiola Herrera  
 Jennifer Holloway  
 Jennifer Johnson Cano  
 Heather Johnson  
 Daveda Karanas  
 Edyta Kulczak  
 Maya Lahyani  
 Margaret Lattimore  
 Isabel Leonard  
 Kate Lindsey  
 Elena Manistina  
 Michaela Martens  
 Mary Ann McCormick

Lauren McNeese  
 Ronnita Miller  
 Maria Jose Montiel  
 Mzia Nioradze  
 Felicity Palmer  
 Brenda Patterson  
 Olesya Petrova  
 Mary Phillips  
 Anita Rachvelishvili  
 Susanne Resmark  
 Rebecca Ringle  
 Patricia Risley  
 Irene Roberts  
 Jane Shaulis  
 Anna Smirnova  
 Krysty Swann  
 Renée Tatum  
 Margaret Thompson  
 Oksana Volkova  
 Guang Yang  
 Dolora Zajick  
 Maria Zifchak

### COUNTERTENORS

Rachid Ben Abdeslam  
 Anthony Roth Costanzo  
 David Daniels  
 Iestyn Davies  
 Christophe Dumaux  
 John Holiday  
 Jeffrey Mandelbaum  
 Andrey Nemzer

### TENORS

Roberto Alagna  
 Marcelo Álvarez  
 Avgust Amonov  
 Michele Angelini  
 Paul Appleby  
 Noah Baetge  
 Piotr Beczala  
 Marco Berti  
 Johan Botha  
 Marius Brenciu  
 Robert Brubaker  
 William Burden  
 David Cangelosi  
 Philippe Castagner  
 Charles Castronovo  
 Mario Chang  
 Luis Chapa  
 Lars Cleveman  
 Salvatore Cordella  
 Stephen Costello  
 Richard Cox  
 Richard Crawley  
 José Cura  
 Eric Cutler  
 Richard Decker  
 Alexey Dolgov  
 Plácido Domingo  
 Michael Fabiano  
 Giuseppe Filianoti  
 Bernard Fitch  
 Juan Diego Flórez  
 Michael Forest  
 Walter Fraccaro  
 Brian Frutiger  
 Marcello Giordani  
 John Graham-Hall  
 Vittorio Grigolo  
 Adam Laurence  
 Herskowitz

Gwyn Hughes Jones  
 Bryan Hymel  
 Keith Jameson  
 Jonas Kaufmann  
 Adam Klein  
 James Kryshak  
 Yonghoon Lee  
 Richard Leech  
 Alexander Lewis  
 Richard Margison  
 Stefan Margita  
 Raúl Melo  
 Zvetan Michailov  
 Jay Hunter Morris  
 Ronald Naldi  
 Alan Oke  
 Simon O'Neill  
 Sean Panikkar  
 Nikolai Schukoff  
 Matthew Plenk  
 Matthew Polenzani  
 David Pomeroy  
 Frank Porretta  
 Andrew Richards  
 Gregory Schmidt  
 Mark Schowalter  
 Nikolai Schukoff  
 Scott Scully  
 Norman Shankle  
 Alek Shradler  
 Gerhard Siegel  
 Bruce Sledge  
 Toby Spence  
 Andrew Sritheran  
 Taylor Stayton  
 Andrew Stenson  
 Tony Stevenson  
 Ricardo Tamura  
 Carl Tanner  
 Russell Thomas  
 Eduardo Valdes  
 Ramón Vargas  
 Hugo Vera  
 Philip Webb  
 Lu Yuan

### BARITONES

Maksim Aniskin  
 Joshua Benaim  
 Michael Chioldi  
 Vladimir Chmelo  
 Troy Cook  
 Dwayne Croft  
 Mark Delavan  
 Tyler Duncan  
 Christopher Feigum  
 Gerald Finley  
 Stephen Gaertner  
 George Gagnidze  
 Rod Gilrly  
 Greer Grimsley  
 Nathan Gunn  
 Thomas Hampson  
 John Hancock  
 Levi Hernandez  
 Joshua Hopkins  
 Dmitri Hvorostovsky  
 Simon Keenlyside  
 Mariusz Kwiecien  
 Alexey Lavrov  
 Guido Loconsolo  
 Željko Lučić  
 Malcolm MacKenzie

Ambrogio Maestri  
 Alexey Markov  
 Alberto Mastromarino  
 Peter Mattei  
 Jeff Mattsey  
 John Moore  
 Fikile Mvinjelwa  
 Zurab Ninua  
 Marco Nisticò  
 Àngel Odena  
 Nicholas Pallesen  
 Edward Parks  
 David Pershall  
 Kyle Pfortmiller  
 Rodion Pogossoff  
 Luthando Qave  
 Teddy Tahu Rhodes  
 Mark Rucker  
 Christopher Schaldenbrand  
 Trevor Scheunemann  
 Jason Stearns  
 Falk Struckmann  
 Franco Vassallo  
 Marco Vratogna  
 David Won  
 Hyung Yun

### BASS-BARITONES

Ildar Abdrazakov  
 Kyle Albertson  
 Patrick Carfizzi  
 Brandon Cedel  
 James Courtney  
 David Crawford  
 John Del Carlo  
 Richard Paul Fink  
 Bradley Garvin  
 Ryan Speedo Green  
 Philip Horst  
 Evan Hughes  
 Kyle Ketelsen  
 Keith Miller  
 James Morris  
 Maurizio Muraro  
 Rod Nelman  
 Evgeny Nikitin  
 Daniel Okulitch  
 Eric Owens  
 Iain Paterson  
 David Pittsinger  
 John Relyea  
 Mark Rucker  
 Tyler Simpson  
 Donovan Singletary  
 Philip Skinner  
 Nicolas Testé  
 Alexander Tsybalyuk  
 Alfred Walker  
 Jeffrey Wells

### BASSES

Raymond Aceto  
 Ilya Bannik  
 Richard Bernstein  
 Jordan Bisch  
 Rúni Brattaberg  
 Kevin Burdette  
 Philip Cokorinos  
 Paul Corona  
 Kirk Eichelberger  
 Ferruccio Furlanetto  
 Andrew Gangestad

Oren Gradus  
 Eric Halfvarson  
 Enrico Giuseppe Iori  
 Christopher Job  
 Eric Jordan  
 Mika Kares  
 Štefan Kocán  
 Hans-Peter König  
 Ievgen Orlov  
 René Pape  
 Robert Pomakov  
 Samuel Ramey  
 Julien Robbins  
 Morris Robinson  
 Matthew Rose  
 Erwin Schrott  
 Miklós Sebestyén  
 Franz-Josef Selig  
 David Soar  
 Christophoros Stamboglis  
 Giorgio Surian  
 Nicola Ulivieri  
 Harold Wilson  
 Kwangchul Youn

### CONDUCTORS

Yves Abel  
 Thomas Adès  
 Alain Altinoglu  
 Marco Armiliato  
 Maurizio Benini  
 Harry Bicket  
 Semyon Bychkov  
 Daniele Callegari  
 Dan Ettinger  
 Asher Fisch  
 Edward Gardner  
 Daniele Gatti  
 Louis Langrée  
 Fabio Luisi  
 Lorin Maazel  
 Ion Marin  
 Michele Mariotti  
 Yannick Nézet-Séguin  
 David Robertson

### GUEST ARTISTS

Rob Besserer  
 Yefim Bronfman  
 Evgeny Kissin  
 Maria Kowroski  
 Michael Lewis  
 James Patterson

### MEMBERS OF THE LINDEMANN YOUNG ARTIST DEVELOPMENT PROGRAM

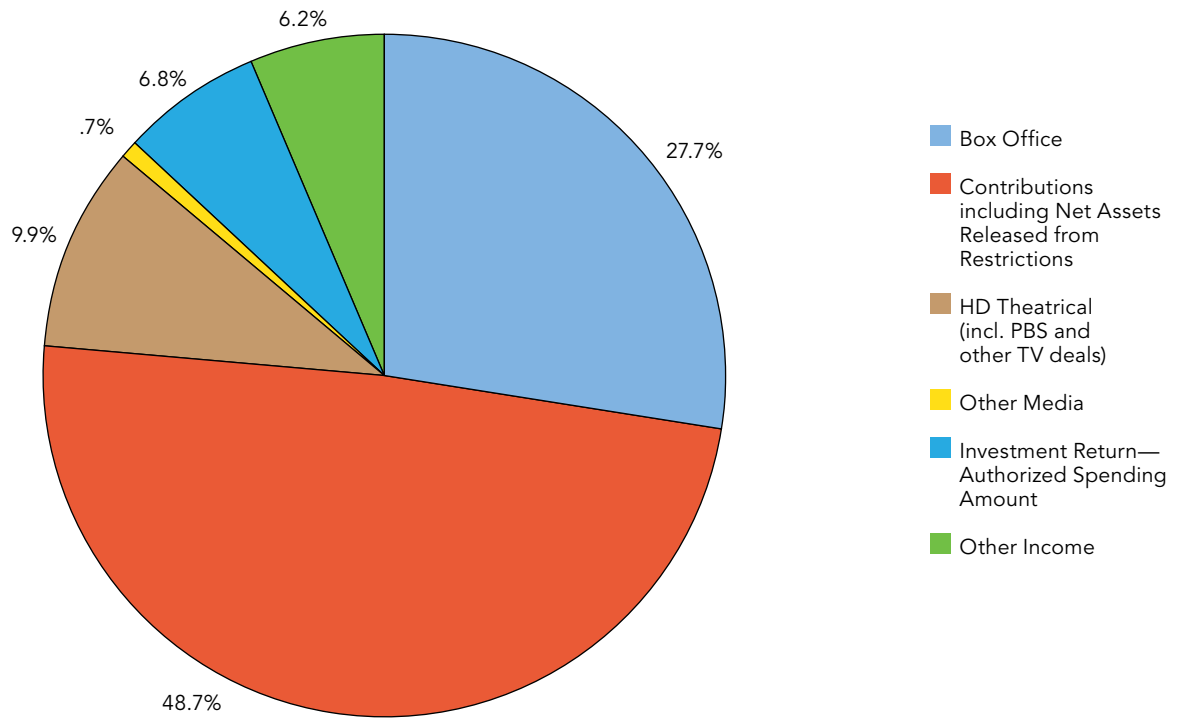
Mario Chang  
 Wallis Giunta  
 Ryan Speedo Green  
 Evan Hughes  
 Anthony Kalil  
 Alexey Lavrov  
 Alexander Lewis  
 Alexandra Naumenko  
 Nimrod David Pfeffer  
 Luthando Qave  
 Emalie Savoy  
 Andrew Stenson  
 Renée Tatum  
 Bryan Wagorn  
 Lei Xu

# *The Financial Results*

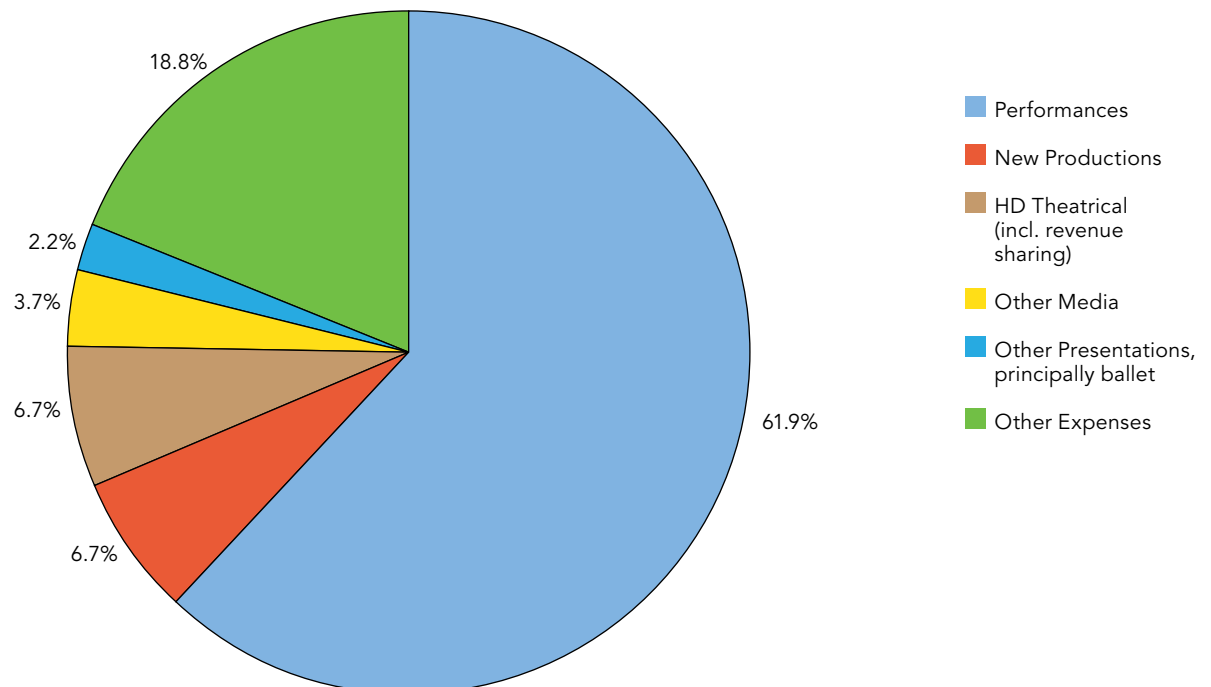
*2012-13*



## 2013 Unrestricted Operating Revenues



## 2013 Operating Expenses



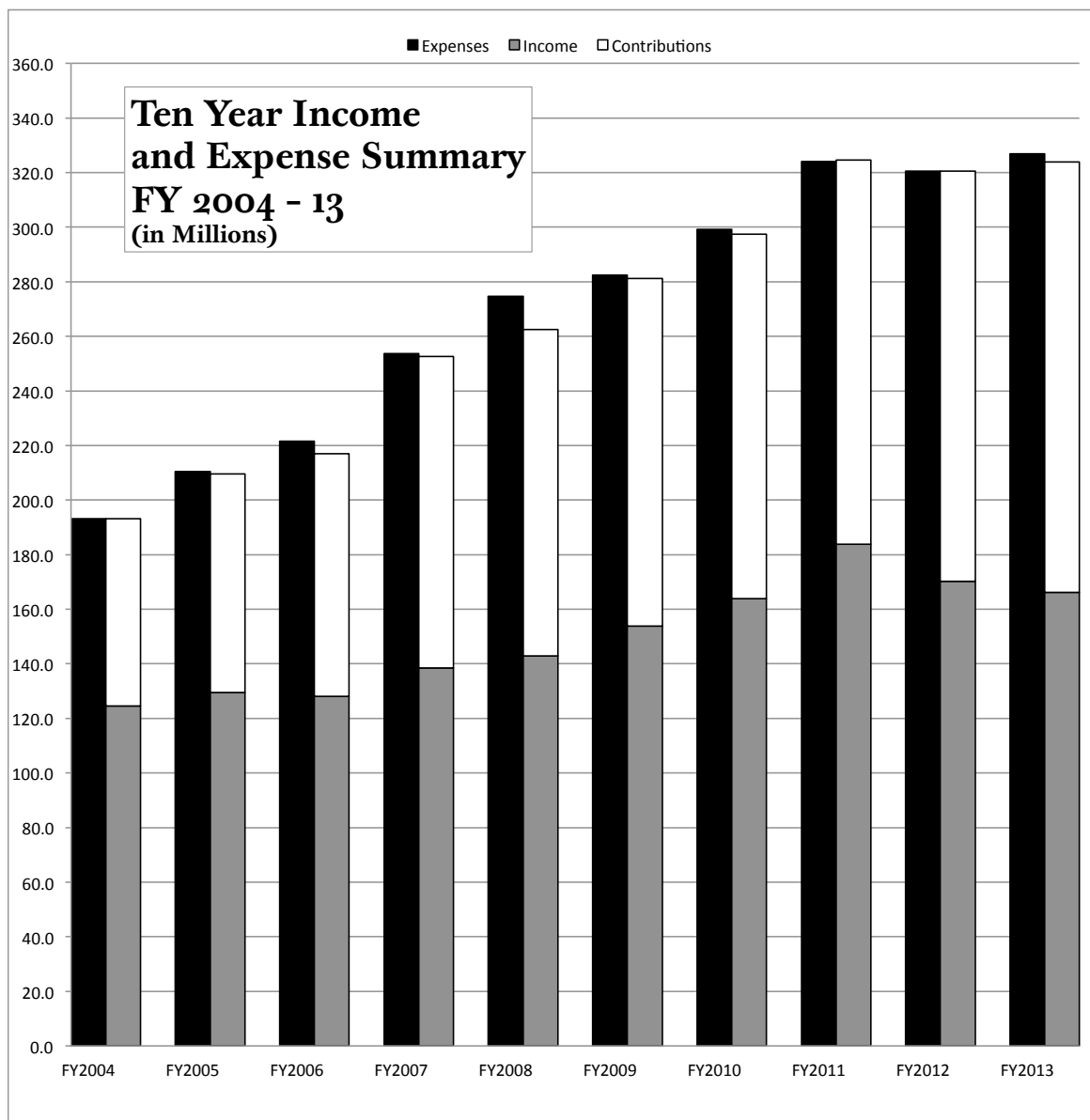
Note: The Metropolitan Opera fiscal year runs from August 1 to July 31.

Operating revenues, including contributions, bequests, and other development revenues allocated for operations in Fiscal Year 2013 totaled \$324.0 million, compared to \$320.5 million in Fiscal Year 2012. Operating revenues include box office revenues from the New York season, media revenues, revenues from presentations, amounts drawn from the Met's endowment, and contributions and bequests (including net assets released from restrictions). Opera box office revenues totaled \$89.3 million in FY13, compared to \$94.4 million in FY12. Media revenues were \$34.5 million in FY13, compared to \$33.3 million in FY12. Presentation revenue was \$7.5 million in FY13, compared to \$8.0 million in FY12. Authorized spending from the Met's endowment and reserves included in operating revenues totaled approximately \$21.9 million in both FY13 and FY12.

Contributions, bequests, and other development revenues allocated for operations totaled \$157.9 million in FY13 and \$150.3 million in FY12. Individual support continues to be the largest source of contributions, amounting to \$136.5 million and \$126.3 million in FY13 and FY12, respectively. Foundation and corporate support totaled \$20.9 million in FY13 compared to \$23.3 million in FY12. 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 \$0.5 million and \$0.7 million in FY13 and FY12, respectively. Fundraising expenses totaled \$15.4 million, or 9.7% of operating contributions in FY13, compared to \$15.3 million or 10.2% of operating contributions in FY12. Contributions for capital were \$13.3 million in FY13, an increase of \$9.3 million over the \$4 million raised in FY12.

Total operating expenses including fundraising expenses were \$326.8 million in FY13, an increase of \$6.3 million or 2.0% from \$320.5 million in FY12. Total compensation and benefits in FY13 was \$253.5 million, compared to \$245.1 million in FY12. The Association ended FY13 with an operating budget deficit of \$2.8 million.

Net assets were \$226 million at the end of FY13 and \$163.9 million at the end of FY12. The improvement was largely attributable to the effect of higher interest rates and market performance on the Met's defined benefit pension plan, which reduced the unfunded liability from \$128.4 million to \$68.4 million. Investment earnings of the Met's endowment exceeded the authorized spending withdrawal by \$13.2 million. Temporarily restricted net assets declined, as funds released from for operations exceeded new contributions and bequests for operations by about \$31.3 million; in FY12, there was a decline of \$30.6 million. In December 2012, the Met issued \$100 million in 30-year taxable bonds. The funds were used to refinance existing debts over the long-term at historically low interest rates, and to create working capital funds for operations and capital projects.



	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
Opera box office income	79.3	82.2	82.7	90.1	93.5	93.1	92.1	94.7	94.4	89.3
Percent of box office capacity	79%	79%	77%	84%	88%	88%	83%	79%	78%	69%
Other income	45.2	47.3	45.4	48.4	49.4	60.7	71.8	89.2	75.8	76.8
<b>Total earned income</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>	<b>166.1</b>
Compensation and employee benefits	156.2	167.7	177.7	194.9	207.5	215.2	231.1	248.6	245.1	253.5
Other expenses	36.9	42.7	43.9	58.7	67.2	67.2	68.0	75.5	75.4	73.3
<b>Total expenses</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>	<b>326.8</b>
Gross before Unrestricted Contributions (including net assets released from restrictions)	(68.6)	(80.9)	(93.5)	(115.1)	(131.8)	(128.6)	(135.2)	(140.2)	(150.3)	(160.7)
<b>Unrestricted Contributions</b> (including net assets released from restrictions)	<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>	<b>157.9</b>
Excess (deficiency) of operating revenues over expenses	\$0.0	(\$0.8)	(\$4.5)	(\$1.0)	(\$12.2)	(\$1.3)	(\$1.7)	\$0.6	(\$0.0)	(\$2.8)
Percent of expenses covered by contributions	36%	38%	40%	45%	44%	45%	45%	43%	47%	48%
New York Season Opera Performances	222	226	228	223	219	216	225	222	213	207
Other Opera Performances (parks, tours, concerts)	17	13	18	23	6	9	15	25	9	11
Presentations	77	79	64	75	64	64	65	72	64	64
Total Performances	316	318	310	321	289	289	305	319	286	282



**METROPOLITAN OPERA ASSOCIATION, INC.**

Consolidated Financial Statements

July 31, 2013 and 2012

(With Independent Auditors' Report Thereon)



KPMG LLP  
345 Park Avenue  
New York, NY 10154-0102

## Independent Auditors' Report

The Board of Managing Directors  
Metropolitan Opera Association, Inc.:

We have audited the accompanying consolidated financial statements of the Metropolitan Opera Association, Inc., which comprise the consolidated balance sheets as of July 31, 2013 and 2012, and the related consolidated statements of activities, and cash flows for the years then ended, and the related notes to the consolidated financial statements.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with U.S. generally accepted accounting principles; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

### Auditors' Responsibility

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 consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the organization's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organization's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### 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, 2013 and 2012, and the changes in its net assets and its cash flows for the years then ended in accordance with U.S. generally accepted accounting principles.

KPMG LLP

December 20, 2013

KPMG LLP is a Delaware limited liability partnership, the U.S. member firm of KPMG International Cooperative ("KPMG International"), a Swiss entity.

**METROPOLITAN OPERA ASSOCIATION, INC.**

Consolidated Balance Sheets

July 31, 2013 and 2012

(In thousands)

Assets	2013	2012
Cash and cash equivalents	\$ 1,812	3,980
Accounts receivable	3,812	3,234
Contributions receivable, net (notes 2 and 10)	82,498	81,290
Prepaid production and telecast costs	10,510	17,484
Other assets	6,505	5,529
Investments (notes 3 and 8)	302,832	262,607
Interests in split-interest agreements (note 3)	20,324	18,798
Property and equipment, net (note 4)	45,831	42,079
Total assets	\$ 474,124	435,001
<b>Liabilities and Net Assets</b>		
Liabilities:		
Accounts payable and accrued expenses	\$ 22,554	23,485
Borrowings under line of credit (note 5)	—	25,000
Deferred revenue	40,180	42,477
Long-term debt (note 5)	100,000	33,654
Unfunded accumulated benefit obligation (note 6)	68,352	128,369
Other liabilities (note 5)	17,058	18,117
Total liabilities	248,144	271,102
Net assets (notes 7 and 8):		
Unrestricted (accumulated deficit):		
Unfunded accumulated benefit obligation	(68,352)	(128,369)
Accumulated losses on endowment funds	(1,160)	(10,317)
Fair value of interest rate swap	—	(2,613)
Other	(49,481)	(49,305)
Total accumulated deficit – unrestricted	(118,993)	(190,604)
Temporarily restricted	120,245	135,014
Permanently restricted	224,728	219,489
Total net assets	225,980	163,899
Total liabilities and net assets	\$ 474,124	435,001

See accompanying notes to consolidated financial statements.



**METROPOLITAN OPERA ASSOCIATION, INC.**  
Consolidated Statements of Activities  
Years ended July 31, 2013 and 2012  
(In thousands)

	<b>2013</b>	<b>2012</b>
Change in unrestricted net assets:		
Operating revenues:		
Contributions and bequests	\$ 99,863	90,851
Net assets released from restrictions	57,989	59,487
	157,852	150,338
Opera activities:		
Box office and tours	89,771	94,795
Media revenues	34,534	33,295
Other revenues	4,602	5,022
Ballet and other presentations	7,531	7,961
Investment return and bequest authorized spending amount (note 3)	21,854	21,920
Other income (note 3)	7,902	7,231
Total	324,046	320,562
Operating expenses:		
Opera activities:		
Performances	202,451	195,593
Media	33,902	33,463
New productions	21,788	24,348
Other expenses	8,652	8,277
Ballet and other presentations	7,193	7,615
Opera House	18,730	18,713
General management (note 5)	18,747	17,290
Fund-raising expenses	15,351	15,263
Total	326,814	320,562
(Deficiency) excess of operating revenues over expenses	(2,768)	—
Nonoperating:		
Capital contributions	1,300	500
Investment return greater (less) than spending amount (note 3)	7,774	(3,238)
Bequests received greater than amounts appropriated for operations	—	1,026
Pension plan changes other than net periodic cost (note 6)	65,746	(54,160)
Change in value of interests in split-interest agreements	392	(444)
Change in fair value of interest rate swap (note 5)	231	(813)
Other	(1,064)	(128)
Increase (decrease) in unrestricted net assets	71,611	(57,257)
Change in temporarily restricted net assets:		
Contributions and bequests for operations	26,697	28,864
Contributions and bequests for capital	13,200	4,000
Investment return, net (note 3)	1,618	(13,616)
Change in value of interests in split-interest agreements	1,660	2,126
Other	1,245	—
Net assets released from restrictions:		
For operations	(57,989)	(59,487)
For capital	(1,200)	(500)
Decrease in temporarily restricted net assets	(14,769)	(38,613)
Change in permanently restricted net assets:		
Endowment contributions	1,288	4,134
Investment return, net (note 3)	3,779	(1,558)
Change in value of interests in split-interest agreements	172	278
Increase in permanently restricted net assets	5,239	2,854
Change in net assets	62,081	(93,016)
Net assets:		
Beginning of year	163,899	256,915
End of year	\$ 225,980	163,899

See accompanying notes to consolidated financial statements.

**METROPOLITAN OPERA ASSOCIATION, INC.**

Consolidated Statements of Cash Flows

Years ended July 31, 2013 and 2012

(In thousands)

	<u>2013</u>	<u>2012</u>
Cash flows from operating activities:		
Change in net assets	\$ 62,081	(93,016)
Adjustments to reconcile change in net assets to net cash used in operating activities:		
Depreciation and amortization	4,400	4,363
Pension plan changes other than net periodic cost	(65,746)	54,160
Net gains on investments	(32,300)	(868)
Fair value of interest rate swap	(231)	813
Donated securities	—	(2,593)
Contributions permanently restricted for endowment	(1,288)	(4,134)
Contributions restricted for investments in property and equipment	(13,300)	(4,000)
Changes in operating assets and liabilities:		
Accounts receivable	(578)	1,203
Contributions receivable, net	(1,067)	26,883
Prepaid production and other assets	6,966	(1,201)
Interests in split-interest agreements	(1,526)	(2,248)
Accounts payable, accrued expenses, and other liabilities	5,403	(2,154)
Deferred revenue	(2,297)	(3,894)
Net cash used in operating activities	<u>(39,483)</u>	<u>(26,686)</u>
Cash flows from investing activities:		
Acquisition of property and equipment	(8,152)	(4,640)
(Decrease) increase in accounts payable and accrued expenses related to construction in progress	(1,433)	118
Purchases of investments	(142,844)	(157,500)
Proceeds from sale of investments	134,919	180,975
Net cash (used in) provided by investing activities	<u>(17,510)</u>	<u>18,953</u>
Cash flows from financing activities:		
Borrowings under line of credit	26,700	31,000
Repayments of line of credit	(51,700)	(24,000)
Borrowings on long-term debt	100,000	—
Repayment on long-term debt	(33,654)	(1,243)
Bond issuance costs	(968)	—
Cash contributions for permanently restricted endowment	3,175	506
Cash received for contributions restricted for investments in property and equipment	11,272	2,850
Net cash provided by financing activities	<u>54,825</u>	<u>9,113</u>
Net (decrease) increase in cash and cash equivalents	(2,168)	1,380
Cash and cash equivalents, beginning of year	<u>3,980</u>	<u>2,600</u>
Cash and cash equivalents, end of year	\$ <u><u>1,812</u></u>	\$ <u><u>3,980</u></u>
Supplemental information:		
Cash paid for interest	\$ 608	1,579

See accompanying notes to consolidated financial statements.

## METROPOLITAN OPERA ASSOCIATION, INC.

Notes to Consolidated Financial Statements

July 31, 2013 and 2012

### (1) Organization, 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, which has developed and licensed 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.

#### *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. The Met follows the provisions of Accounting Standards Codification (ASC) 958, Section 205-45, *Classification of Donor Restricted Endowment Funds Subject to UPMIFA*, which 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 New York Prudent Management of Institutional Funds Act (NYPMIFA).
- 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.

(Continued)

## METROPOLITAN OPERA ASSOCIATION, INC.

Notes to Consolidated Financial Statements

July 31, 2013 and 2012

### **(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.
- Fund-raising – Expenses related to the solicitation of contributions to the Met.

### **Summary of Significant Accounting Policies**

The following is a summary of significant accounting policies:

#### **(a) 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.

#### **(b) 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 (within 90 days). |

(Continued)

**METROPOLITAN OPERA ASSOCIATION, INC.**

Notes to Consolidated Financial Statements

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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 short-term financial instruments approximates fair value because of their short maturity. The carrying value of contributions receivable approximates their fair value. The carrying amount of annuity and other split-interest obligations approximates fair value because these instruments are recorded at the estimated net present value of future cash flows. These estimated fair values, however, involves unobservable inputs considered to be Level 3 in the fair value hierarchy. At July 31, 2013, the fair value of long-term debt is approximately \$92.3 million. The estimated fair value of the Met's long-term debt is based on the discounted future cash payments to be made for each issue. The discount used approximates current market rates for loans of similar maturities and credit quality and is considered Level 2 in the fair value hierarchy.

**(c) 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. 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.

**(d) 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.

**(e) Income Taxes**

The Met and the Trust are exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code. Impresario, LLC is considered a disregarded entity for tax purposes. Management believes that the Met will continue to be exempt from taxes and that the Met has taken no significant uncertain tax positions.

**(f) 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.

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## METROPOLITAN OPERA ASSOCIATION, INC.

### Notes to Consolidated Financial Statements

July 31, 2013 and 2012

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.)

**(g) *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 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.

**(h) *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 \$882,000 and \$1.15 million at July 31, 2013 and 2012, respectively. Total marketing expenses recognized were \$15.2 million and \$14.6 million in 2013 and 2012, 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 \$1,073,000 and \$1,104,000 in 2013 and 2012, 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.

**(i) *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 of future cash flows at a risk-adjusted rate, which is considered Level 3 in the fair value hierarchy. 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, 2013, the Met has raised \$94.4 million under

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## METROPOLITAN OPERA ASSOCIATION, INC.

### Notes to Consolidated Financial Statements

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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.

Fundraising expenses reflected in the accompanying consolidated statements of activities of \$15.4 million and \$15.3 million have been incurred to raise contributions and bequests, including temporarily and permanently restricted contributions and bequests, totaling \$141 million and \$127.8 million in 2013 and 2012, respectively.

#### **(j) 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 utilized 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 was based upon a value provided by an investment banking institution.

#### **(k) 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, adjustments to the discount on multi-year pledges related to the Opera fund, 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 2013 and 2012, bequests appropriated for operations from prior year bequests were \$1,000,000 and \$1,104,000, respectively and is included in investment return and bequests authorized spending amount.

#### **(l) 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.

(Continued)

**METROPOLITAN OPERA ASSOCIATION, INC.**

Notes to Consolidated Financial Statements

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**(m) 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.

**(n) Reclassifications**

Certain reclassifications have been made to the prior year consolidated 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):

	<u>2013</u>	<u>2012</u>
Within one year	\$ 40,137	38,568
One to five years	38,619	34,474
More than five years	<u>7,364</u>	<u>12,329</u>
Total	86,120	85,371
Less allowance for uncollectibility	(356)	(362)
Less discount to present value (average discount rate used is 2.18% and 1.69% for 2013 and 2012, respectively)	<u>(3,266)</u>	<u>(3,719)</u>
	<u>\$ 82,498</u>	<u>81,290</u>

In 2013 and 2012, contributions receivable include approximately \$44.4 million and \$48.1 million, respectively, due from ten donors.

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**METROPOLITAN OPERA ASSOCIATION, INC.**

Notes to Consolidated Financial Statements

July 31, 2013 and 2012

**(3) Investments**

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

	<b>2013</b>	<b>2012</b>
Endowment investments:		
Cash equivalents and short-term investments	\$ 19,321	11,881
Fixed income	47,130	62,196
U.S. equities	77,568	64,917
Global equities	46,717	31,045
Other alternative investment strategies	62,561	66,025
	253,297	236,064
Other investments:		
Cash equivalents and short-term investments	14,951	13,107
Fixed income	24,455	4,119
U.S. equities	4,521	1,996
Global equities	1,029	569
Balanced mutual funds	2,986	2,874
Alternative investments	1,593	3,878
	49,535	26,543
	\$ 302,832	262,607

Investment activity is summarized below for the years ended July 31, 2013 and 2012 (in thousands):

	<b>2013</b>	<b>2012</b>
Investments, beginning of year	\$ 262,607	282,621
Investment return:		
Interest and dividends	4,927	3,542
Net gains	32,300	868
Less investment expenses	(1,160)	(617)
Investment return	36,067	3,793
Gifts and other additions	40,473	9,934
Amounts utilized for operations:		
Investment return and bequest authorized spending amount	(21,854)	(21,920)
Transfers to fund Save the Met Broadcasts	(6,800)	(6,800)
Other transfers	(7,661)	(5,021)
Investments, end of year	\$ 302,832	262,607

(Continued)

**METROPOLITAN OPERA ASSOCIATION, INC.**

Notes to Consolidated Financial Statements

July 31, 2013 and 2012

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

	<u>2013</u>	<u>2012</u>
Investment return and bequest authorized spending amount	\$ 21,854	21,920
Other investment return included in other income or change in value of split-interest agreements	1,042	285
Investment return greater (less) than authorized spending amount	<u>13,171</u>	<u>(18,412)</u>
Investment return	<u>\$ 36,067</u>	<u>3,793</u>

At July 31, 2013, the Met had outstanding commitments, net of investments already made, to invest in a private equity fund totaling \$296,000.

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, 2013 and 2012 (in thousands):

	<u>2013</u>	<u>2012</u>
1–5 years	\$ 24,053	21,020
6–12 years	4,323	4,689
	<u>\$ 28,376</u>	<u>25,709</u>

The redeemable alternative investment funds included in the Met's investment portfolio at July 31, 2013 and 2012 are redeemable based on the following terms and conditions (in thousands):

	<u>2013</u>	<u>2012</u>
Daily redemption with 1 day's notice	\$ —	6,252
Monthly redemption with 6–60 days' notice	21,227	14,582
Quarterly redemption with 45–90 days' notice	30,011	22,255
Quarterly redemption (subject to lock-up)	7,037	11,023
Annual redemption with 45–90 days' notice	12,292	18,026
	<u>\$ 70,567</u>	<u>72,138</u>

(Continued)

**METROPOLITAN OPERA ASSOCIATION, INC.**

Notes to Consolidated Financial Statements

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The following tables present the fair value hierarchy of assets that are measured at fair value on a recurring basis at July 31, 2013 and 2012 (in thousands):

	<u>2013 Total</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>
Investments:				
Cash equivalents and short-term investments	\$ 34,272	34,272	—	—
Fixed income:				
Common trust fund	1,007	1,007	—	—
Mutual fund	70,496	70,496	—	—
U.S. government obligations	82	82	—	—
U.S. equities:				
Managed accounts	67,567	67,567	—	—
Mutual funds	12,571	12,571	—	—
Common trust funds	1,951	1,951	—	—
Global equities:				
Business trusts	8,434	—	8,434	—
Common trust funds	546	546	—	—
Mutual funds	12,297	12,297	—	—
Limited liability company	5,203	—	5,203	—
Limited partnership	21,266	—	—	21,266
Balanced mutual funds	2,986	2,986	—	—
Alternative investments:				
Inflation-sensitive – common trust fund	7,590	—	7,590	—
Multi-strategy – limited partnerships	18,815	—	11,350	7,465
Long/short equity – limited partnerships	18,661	—	18,661	—
Distressed securities – limited partnerships	14,651	—	—	14,651
Private equity	4,323	—	—	4,323
Real estate investment trust	114	114	—	—
	<u>\$ 302,832</u>	<u>203,889</u>	<u>51,238</u>	<u>47,705</u>
Interests in split-interest agreements	<u>\$ 20,324</u>	<u>—</u>	<u>—</u>	<u>20,324</u>

(Continue)

**METROPOLITAN OPERA ASSOCIATION, INC.**

Notes to Consolidated Financial Statements

July 31, 2013 and 2012

	<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	—	—
Limited partnership	16,451	—	—	16,451
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
Private equity	4,689	—	—	4,689
Real estate investment trust	119	119	—	—
Other real estate	1,302	—	—	1,302
	<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>

(Continued)

**METROPOLITAN OPERA ASSOCIATION, INC.**

Notes to Consolidated Financial Statements

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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):

		2013					
		<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	\$	19,133	14,485	16,451	4,689	1,302	56,060
Net appreciation in fair value		1,550	2,191	5,108	236	—	9,085
Purchases		233	—	—	—	—	233
Redemptions		(13,451)	(2,025)	(293)	(602)	(1,302)	(17,673)
Ending balance	\$	<u>7,465</u>	<u>14,651</u>	<u>21,266</u>	<u>4,323</u>	<u>—</u>	<u>47,705</u>
		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>

Interests in split-interest agreements increased by new agreements of \$333,000, decreased by terminated agreements of approximately \$469,000 and increased by net investment gains of \$1,662,000.

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 2013 is as follows:

*Global equities business trust:* comprised of an international equity investment that permits monthly redemptions.

*Global equities – limited liability company:* This investment objective is to achieve long-term capital appreciation by investing in publicly traded equity, fixed income, and other types of securities including common stocks, securities convertible into common stock, and rights and warrants to purchase common stock, that are trading at what the investment manager believes to be a discount to their net asset value. Redemptions are allowed monthly with 30 days prior written notice.

*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 sixty months expiring July 31, 2016.

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

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**METROPOLITAN OPERA ASSOCIATION, INC.**

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*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. These redemptions are being initiated by the Met as the anniversary dates arise. Another fund's goal is to achieve annual returns superior to long-term equity market returns with low beta and low volatility. Redemption is allowed annually. A full redemption has been requested. The remaining investment includes only illiquid side pocket investments that are redeemable as they are fully monetized. A third investment is a multi-strategy fund with an event driven focus that seeks to exploit situations in which announced or anticipated events create opportunities to invest in securities and other financial instruments at a discount to their exit values. Redemptions are allowed quarterly with 65 days prior written notice.

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

*Distressed securities – limited partnerships:* 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.

*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, an 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 in 2012 included a real estate property held by the Met for investment purposes. During the year ended July 31, 2013, the property was sold for \$1.3 million.

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Notes to Consolidated Financial Statements

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**(4) Property and Equipment**

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

	<u>2013</u>	<u>2012</u>
Land	\$ 91	91
Warehouses	1,773	1,773
Leasehold improvements	24,225	22,578
Furniture and fixtures, including information systems equipment	30,871	29,943
Theatrical equipment	42,775	41,925
Construction in progress	6,949	2,222
	<u>106,684</u>	<u>98,532</u>
Less accumulated depreciation and amortization	<u>(60,853)</u>	<u>(56,453)</u>
	<u>\$ 45,831</u>	<u>42,079</u>

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

In 2011, the Met refinanced a bank loan in the amount of \$35 million (the Long-term Loan). The principal balance as of July 31, 2012 was approximately \$33.7 million. The Long-term Loan required collateral equal to the principal balance. The interest rate for the term of the Long-term Loan was equal to adjusted one-month LIBOR plus 0.76%. Interest expense was approximately \$3.0 million and \$1.2 million for 2013 and 2012, respectively, and is included in general management expenses.

In June 2011, the Met executed an interest rate swap agreement (the Swap) to manage its exposure on its adjustable rate debt. The Swap, which would have expired on June 20, 2016, called 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 had the option to terminate the Swap at any time, in whole or in part, subject to a termination fee. The fair value of the Swap was a liability of \$2.6 million at July 31, 2012 and is considered to be Level 2 in the fair value hierarchy. Such amount is included in other liabilities as of July 31, 2012.

The Met maintains a bank line of credit of \$30 million, which is renewable annually in August (the Line of Credit). The agreement requires that borrowings under the Line of Credit be reduced to not more than \$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 \$432,000 and \$404,000 for 2013 and 2012, respectively, and is included in general management expenses. At July 31, 2012, the amount outstanding under the Line of Credit was \$25 million. No balance was outstanding on the Line of Credit as of July 31, 2013.

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**METROPOLITAN OPERA ASSOCIATION, INC.**

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In December 2012, the Met issued The Metropolitan Opera Taxable Bonds, Series 2012 (the Bonds) in the amount of \$100 million. The proceeds were used to repay in full the Long-Term Loan and the Line of Credit and to terminate the related Swap. In addition, the proceeds fund working capital and operating expenses of the Met. Pursuant to various agreements, including an “Indenture of Trust” (the Indenture), the Met is obligated to make required payments of principal, sinking fund installments, and interest on the Bonds. No collateral is required under the Bonds.

The Bonds comprise, at par, \$20.355 million of fixed rate serial bonds with maturity dates commencing October 1, 2014 and annually thereafter until October 1, 2022, and \$79.645 million of fixed rate term bonds with mandatory sinking fund requirements commencing October 1, 2023 and annually thereafter until final maturity on October 1, 2042. The fixed rate serial bonds bear interest at rates ranging from 1.000% to 3.128% payable each April 1 and October 1, commencing October 1, 2013. The fixed rate term bonds bear interest at rates ranging from 3.728% to 4.524%, payable each April 1 and October 1, commencing October 1, 2013. The Bonds are subject to optional redemption by the Met prior to maturity on any business day. The Bonds are also subject to mandatory redemption pursuant to Sinking Fund installments at the redemption price equal to 100% of the principal amount of the Bonds to be redeemed, plus accrued interest. The Bonds may also be redeemed prior to maturity at the election of the Met at a price equal to the greater of 100% of the principal to be redeemed and the sum of the discounted present value of the remaining scheduled payments, plus accrued interest. The discount rate is a treasury rate plus, in the case of the bonds maturing October 1, 2014 through October 1, 2022, 20 basis points, and plus, in the case of the bonds maturing October 1, 2027, October 1, 2032, and October 1, 2042, 30 basis points.

In connection with the issuance of the Bonds, bond issuance costs of \$968,000 have been deferred and are being amortized over the life of the Bonds. Interest expense for the year ended July 31, 2013 was \$2.4 million.

The minimum annual payments for principal and interest related to long-term debt are as follows:

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Year(s) ending July 31:			
2014	\$ —	5,045	5,045
2015	2,105	3,920	6,025
2016	2,130	3,897	6,027
2017	2,160	3,867	6,027
2018	2,195	3,830	6,025
Thereafter	91,410	59,163	150,573
	<u>\$ 100,000</u>	<u>79,722</u>	<u>179,722</u>

**(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.

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**METROPOLITAN OPERA ASSOCIATION, INC.**

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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>2013</u>	<u>2012</u>
Change in benefit obligation:		
Benefit obligation at beginning of year	\$ 280,189	220,444
Service cost	6,410	4,816
Interest cost	9,580	10,938
Actuarial (gains) losses	(40,702)	54,612
Benefits paid	<u>(11,144)</u>	<u>(10,621)</u>
Benefit obligation at end of year	<u>244,333</u>	<u>280,189</u>
Change in plan assets:		
Fair value of plan assets at beginning of year	151,820	147,354
Actual return	25,498	5,015
Employer contributions	10,268	10,287
Benefits paid and actual expenses	<u>(11,605)</u>	<u>(10,836)</u>
Fair value of plan assets at end of year	<u>175,981</u>	<u>151,820</u>
Funded status	<u>\$ (68,352)</u>	<u>(128,369)</u>
Components of net periodic cost:		
Service cost	\$ 6,410	4,816
Interest cost	9,580	10,938
Expected return on plan assets	(12,574)	(12,406)
Other, net	<u>12,581</u>	<u>8,058</u>
Net periodic cost	<u>\$ 15,997</u>	<u>11,406</u>
Items not yet recognized as a component of net periodic benefit cost:		
Unrecognized prior service cost	\$ 14,471	18,159
Unrecognized net loss	<u>72,184</u>	<u>134,242</u>
Total	<u>\$ 86,655</u>	<u>152,401</u>
Weighted average assumptions used to determine net periodic benefit costs:		
Discount rate	3.47%	5.03%
Expected long-term return on plan assets	8.00	8.00
Weighted average assumptions used to determine benefit obligations:		
Discount rate	4.84%	3.47%

(Continued)

**METROPOLITAN OPERA ASSOCIATION, INC.**

Notes to Consolidated Financial Statements

July 31, 2013 and 2012

In previous years, the discount rate used to value the liability was based on the Citigroup Pension Discount Curve. In 2013, the Met calculated a discount rate using a Dedicated Bond Portfolio, which resulted in a discount rate that is approximately 35 basis points higher than the previous method.

The net loss expected to be recognized as a component of net periodic pension cost over the next twelve months is \$8,158,000. 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, 2013 and 2012 was \$244,333,000 and \$280,189,000, respectively.

The Met expects to contribute \$12,022,000 to the Plan in fiscal year 2014. Benefit payments, which reflect expected future service as appropriate, are expected to be paid as follows (in thousands):

	<u>Amount</u>
Year(s) ending July 31:	
2014	\$ 12,750
2015	13,161
2016	13,838
2017	14,419
2018	14,924
2019–2023	80,124

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, 2013 and 2012 by asset category are as follows:

<u>Asset category</u>	<u>Target policy allocation</u>	<u>Percentage of plan assets</u>	
		<u>2013</u>	<u>2012</u>
Domestic and international fixed income	0%–40%	25%	23%
Domestic and international equity	0–50	70	77
Alternative assets and private equity	0–25	5	—
Total		<u>100%</u>	<u>100%</u>

A mutual fund with a balanced investment allocation is allocated to the respective asset category in the table above.

(Continued)

**METROPOLITAN OPERA ASSOCIATION, INC.**

Notes to Consolidated Financial Statements

July 31, 2013 and 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, 2013 (in thousands):

	<u>2013 Total</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>
Cash equivalents and short-term investments	\$ 1,247	1,247	—	—
Fixed income – mutual fund	32,805	32,805	—	—
U.S. equity:				
Managed accounts	35,072	35,072	—	—
Mutual fund	3,696	3,696	—	—
Common trust fund	13,975	—	13,975	—
Global equity:				
Limited partnership	14,816	—	14,816	—
Limited liability company	3,586	—	3,586	—
Business trust	14,399	—	14,399	—
Balanced fund – mutual fund	47,649	47,649	—	—
Other alternative investments	8,736	—	8,736	—
Total pension assets	\$ <u>175,981</u>	<u>120,469</u>	<u>55,512</u>	<u>—</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>
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>

(Continued)

**METROPOLITAN OPERA ASSOCIATION, INC.**

Notes to Consolidated Financial Statements

July 31, 2013 and 2012

The redeemable alternative investment funds included in the Met's pension asset portfolio at July 31, 2013 and 2012 are redeemable based on the following terms and conditions (in thousands):

	<b>2013</b>	<b>2012</b>
Daily redemption with 1 day's notice	\$ 13,975	18,397
Fortnightly redemption with 1 day's notice	14,816	12,398
Monthly with 6 days' notice	14,399	11,367
Monthly with 30 days' notice	3,586	—
Quarterly with 65 days' notice	8,736	—
Total	\$ 55,512	42,162

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):

	<b>2013</b>	<b>2012</b>
Beginning balance	\$ 154	201
Net depreciation in fair value	(8)	(47)
Purchases and redemptions, net	(146)	—
Ending balance	\$ —	154

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 \$5,322,000 and \$5,409,000 in 2013 and 2012, respectively. A summary of these plans follows:

- The Met participates in a multiemployer 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, 2013 reports that the plan's funded percentage is 92.5% 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 \$3,217,000 and \$3,342,000 for the years ended July 31, 2013 and 2012, respectively.
- The Met participates in a multiemployer union pension plan, the Pension Fund of Local 764 I.A.T.S.E. As of the January 1, 2012 valuation, the plan's funded percentage is 116.3% 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 \$471,000 and \$548,000 for the years ended July 31, 2013 and 2012, respectively.
- The Met participates in a multiemployer union pension plan, the American Federation of Musicians and Employers' Pension Fund. As of the April 1, 2012 valuation, the plan's funded percentage is 88.5%; 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

(Continued)

**METROPOLITAN OPERA ASSOCIATION, INC.**

Notes to Consolidated Financial Statements

July 31, 2013 and 2012

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 \$586,000 and \$548,000 for the years ended July 31, 2013 and 2012, respectively.

- Amounts contributed to nine other union plans amounted to \$1,048,000 and \$971,000 for the years ended July 31, 2013 and 2012, respectively. The expiration of the collective bargaining agreements requiring contributions is July 31, 2014, with the exception of one agreement that expires December 31, 2015. One agreement expired in 2004 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):

	<b>2013</b>	<b>2012</b>
Program activities:		
A combination of new productions, tours, educational, or audience outreach programs	\$ 16,217	3,386
Bridge/Opera Company fund (future operations)	8,126	28,004
New productions	23,393	29,546
Telecasts	10,172	12,266
Save the Met Broadcasts	12,071	15,149
Young artists and other specified activities	8,223	11,910
Golden Horseshoe and other (time restricted)	3,854	3,564
New York Season (time restricted)	11,056	16,682
Capital	13,800	4,000
Other time restrictions including interests in charitable trusts and pooled income funds	13,333	10,507
	\$ 120,245	135,014

(Continued)

**METROPOLITAN OPERA ASSOCIATION, INC.**

Notes to Consolidated Financial Statements

July 31, 2013 and 2012

**(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):

	<u>2013</u>	<u>2012</u>
Income for:		
New York Season (unrestricted)	\$ 110,137	110,279
New productions	70,366	66,275
Telecasts	14,129	13,683
Young artists	21,128	20,163
Other specified activities	8,968	9,089
	<u>\$ 224,728</u>	<u>219,489</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, 2013 and 2012, the value of such funds included in permanently restricted net assets was \$55.2 million and \$50.9 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.

The Met is subject to the 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.

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

(Continued)



**METROPOLITAN OPERA ASSOCIATION, INC.**

Notes to Consolidated Financial Statements

July 31, 2013 and 2012

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 approximately \$1.2 million and \$10.3 million as of July 31, 2013 and 2012, 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, 2013 (in thousands):

	<u>Unrestricted</u>	<u>Temporarily restricted</u>	<u>Permanently restricted</u>	<u>Total</u>
Donor-restricted	\$ (1,160)	26,109	212,325	237,274
Board-designated	16,023	—	—	16,023
Total endowment net assets	<u>\$ 14,863</u>	<u>26,109</u>	<u>212,325</u>	<u>253,297</u>

The endowment fund consisted of the following at July 31, 2012 (in thousands):

	<u>Unrestricted</u>	<u>Temporarily restricted</u>	<u>Permanently restricted</u>	<u>Total</u>
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>

Changes in endowment funds for the year ended July 31, 2013 (in thousands):

	<u>Unrestricted</u>	<u>Temporarily restricted</u>	<u>Permanently restricted</u>	<u>Total</u>
Endowment net assets, July 31, 2012	\$ 5,438	25,055	205,571	236,064
Investment return, net	30,279	1,054	3,779	35,112
Contributions	—	—	2,975	2,975
Appropriation for expenditure	<u>(20,854)</u>	<u>—</u>	<u>—</u>	<u>(20,854)</u>
Endowment net assets, July 31, 2013	<u>\$ 14,863</u>	<u>26,109</u>	<u>212,325</u>	<u>253,297</u>

(Continued)

**METROPOLITAN OPERA ASSOCIATION, INC.**

Notes to Consolidated Financial Statements

July 31, 2013 and 2012

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

	<u>Unrestricted</u>	<u>Temporarily restricted</u>	<u>Permanently restricted</u>	<u>Total</u>
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	<u>(20,816)</u>	<u>—</u>	<u>—</u>	<u>(20,816)</u>
Endowment net assets, July 31, 2012	<u>\$ 5,438</u>	<u>25,055</u>	<u>205,571</u>	<u>236,064</u>

**(9) Commitments and Contingencies**

The Met has a letter of credit with a bank in the amount of \$11.6 million, which serves as security with an 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 \$667,000 and \$765,000 due from the Guild at July 31, 2013 and 2012, respectively. Revenues from the Guild for the years ended July 31, 2013 and 2012 were \$6.4 million and \$6.5 million, 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, 2013 through December 20, 2013, which was the date the consolidated financial statements were available to be issued and has concluded that there are no subsequent events requiring disclosure.



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