

Annual Report

2015-16



The Met
ropolitan
Opera

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Introduction

The Metropolitan Opera's 2015–16 season featured numerous memorable artistic successes and represented a second consecutive year of nearly-balanced financial results, despite the ongoing economic challenges of presenting grand opera. Six new productions arrived throughout the season, beginning with the Opening Night premiere of the Met's new production of Verdi's *Otello*, alongside 18 revivals. The *Live in HD* series of transmissions to cinemas worldwide continued, with ten live broadcasts earning a total of \$25 million. Combined earned revenue for the Met (*Live in HD* and box office) totaled \$112 million. Total paid attendance for the season in the opera house was 70.6%.

Of the 2015–16 season's six new productions, three marked the sophomore efforts of directors who had made outstanding Met debuts in recent years. Renowned visual artist William Kentridge followed his 2010 success in Shostakovich's *The Nose* with a gripping new production of Berg's *Lulu*, Penny Woolcock delivered a sumptuous realization of Bizet's *Les Pêcheurs des Perles* following her direction of the 2008 Met premiere of John Adams's *Doctor Atomic*, and the Met welcomed the first return of Patrice Chéreau's brilliant vision since Janáček's *From the House of the Dead* in 2009 with a new production of Strauss's *Elektra*, overseen in New York by Chéreau's longtime assistant Vincent Huguet following the legendary director's death in 2013. The other three new productions added new chapters to some of the company's most fruitful artistic relationships, as Bartlett Sher directed his sixth Met production with *Otello*, Sir Richard Eyre brought a fourth production to the Met with Puccini's *Manon Lescaut*, and Sir David McVicar completed his trio of Donizetti's Tudor operas with *Roberto Devereux*, his sixth Met production.

A distinguished roster of conductors led the six new productions, including Music Director James Levine, Principal Conductor Fabio Luisi, Maurizio Benini, Adam Fischer, Yannick Nézet-Séguin, Gianandrea Noseda, and Esa-Pekka Salonen.

The Met continued to host the world's greatest opera singers, with new productions headlined by such stars as Diana Damrau, Elīna Garanča, Waltraud Meier, Kristine Opolais, Marlis Petersen, Sondra Radvanovsky, Nina Stemme, Sonya Yoncheva, Roberto Alagna, Aleksandrs Antonenko, Mariusz Kwiecien, Željko Lučić, and Matthew Polenzani, among others. Revivals featured Joyce DiDonato, Angela Gheorghiu, Christine Goerke, Anita Hartig, Isabel Leonard, Angela Meade, Liudmyla Monastyrskaya, Anna Netrebko, Olga Peretyatko, Susanna Phillips, Patricia Racette, Eva-Maria Westbroek, Ildar Abdrazakov, Marcelo Álvarez, Piotr Beczala, Joseph Calleja, Javier Camarena, Stephen Costello, Plácido Domingo, Vittorio Grigolo, Dmitri Hvorostovsky, Bryan Hymel, Simon Keenlyside, Ambrogio Maestri, Peter Mattei, James Morris, Luca Pisaroni, Paolo Szot, and many more. Notable artists making Met debuts in the 2015–16 season included Maria Agresta, Eleonora Buratto, and Nadine Sierra.

Through the *Live in HD* series, the Met transmitted performances to more than 2,000 movie theaters in 72 countries around the world. Total HD attendance for the 2015–16 season was 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 enabled thousands of students in 40 school districts across 30 states to experience live opera performances free of charge. Performances were also shared through Metropolitan Opera Radio on Sirius XM, which presented 82 performances; on the Met’s website, which streamed 33 performances; and over the Toll Brothers–Metropolitan Opera International Radio Network, which broadcast 21 live Saturday performances. The season-opening new production, of *Otello*, was presented live to audiences in Times Square for the tenth consecutive year.

A number of new members joined the Board and four Directors changed categories during the 2015–16 season. Michael Angelakos, Noreen Buckfire, Betsy Cohn, and Kimberly V. Strauss were elected Members of the Association, while Kathryn Beal, M.D., and Fonzarelli Ong were appointed Young Associate Directors. Mrs. Walter J. Laughery, Jr. moved from Managing Director to Honorary Director, Beth A. Grosshans and Sana H. Sabbagh moved from Advisory Director to Managing Director, and Vikas Kapoor moved from Young Associate Director to Member of the Association.

The close of the 2015–16 also marked the end of an era for the Met. After 45 unforgettable years with the company, maestro James Levine stepped down from his position as Music Director and assumed the newly created role of Music Director Emeritus.

As always, the Board members and I have enjoyed working closely with General Manager Peter Gelb and the entire Met company, and I look forward to our continued collaboration.

A handwritten signature in black ink, appearing to read "Ann Ziff". The signature is fluid and cursive, with a large initial "A" and "Z".

Ann Ziff
CHAIRMAN
METROPOLITAN OPERA BOARD OF DIRECTORS

Metropolitan Opera Board of Directors

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Betsy Cohen
TREASURER

Frayda B. Lindemann
VICE PRESIDENT

Christine F. Hunter
HONORARY CHAIRMAN

James W. Kinnear
HONORARY CHAIRMAN

Paul M. Montrone
PRESIDENT EMERITUS

Mrs. Ezra K. Zilkha
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Beth A. Grosshans

Ekkehart Hassels-Weiler

Rolf Heitmeyer

Marlene Hess

H. M. Agnes Hsu-Tang,
Ph.D.

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Neubauer

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Sana H. Sabbagh

Laura J. Sloate

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Taubman

Douglas Dockery Thomas

Robert I. Toll

Robert L. Turner

Ann Ziff

HONORARY DIRECTORS

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Mrs. Walter J. Laughery, Jr.

Mrs. Alexander M. Laughlin

Paul M. Montrone

Dr. M. Lee Pearce

Mrs. Ezra K. Zilkha

ADVISORY DIRECTORS

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Stanley M. Bergman

Jacques Brand

Ms. Angela Chao

Nabil N. Chartouni

Christopher H. Cheever

Daniel C. Cochran

Gary B. Flom

Gordon P. Getty

Richard Gilbert

Nancy A. Green

Ephraim Greenwall

H. Alexandra Kauka Hamill

Thomas J. Hubbard

Linda E. Johnson

Tod Johnson

Klaus Kleinfeld

Dr. Herbert G. Kloiber

Dr. David G. Knott

Meyer G. Koplow

Theodore A. Kurz

Dominique Laffont

Mitchell L. Lathrop

Dr. Coco Lazaroff

Marguerite L. Lee

Helen Y. Little

Andrew J. Martin-Weber

Dr. Richard J. Massey

Anne Welsh McNulty

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Linda Mirels

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Katharina Otto-Bernstein

Joseph R. Perella

Miss Leontyne Price

Winthrop Rutherford, Jr.

Jacqui Smith

Daisy M. Soros

John J. Veronis

Arete S. Warren

MEMBERS OF THE ASSOCIATION

Mahmoud M. Abdallah

Dr. Joan Taub Ades

Michael Angelakos

Tonio Arcaini

R. Joseph Barnett

Jane Beasley

Mrs. Thomas S. Brush

Noreen Buckfire

Eleanor N. Caulkins

Dr. Patrizia A. Cavazzoni

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Joan C. Schwartz

Cynthia D. Sculco

Mrs. William F. Sondericker

Kimberly V. Strauss

Jackson Tai

Barry Tucker

Mrs. Robert Wagenfeld

and all the Directors

YOUNG ASSOCIATE DIRECTORS

Agnieszka R. Balaban

Diego De Giorgi

Heather H. Georges

Matthew G. Hurd

Joshua Kindler

Melissa Ko

Amy H. Lee

So-Chung Shinn Lee

Helen Lee-Warren

Pedro Magalhães

Julie Warner McAskin

Fonzarelli Ong

Evelyn M. M. Popp

Chad J. Shampine

Itai Shoffman

Siddhartha Shukla

Kevin M. Tagami

Satoko Yahata

Simon Yates

*Season Repertory
and Events*

Season Repertory

NEW PRODUCTIONS

Richard Strauss

ELEKTRA

CONDUCTOR **Esa-Pekka Salonen**

PRODUCTION **Patrice Chéreau**

SET DESIGNER **Richard Peduzzi**

COSTUME DESIGNER **Caroline de Vivaise**

LIGHTING DESIGNER **Dominique Brugière***

STAGE DIRECTOR **Vincent Huguet***

Production a gift of Robert L. Turner

Additional funding from the National Endowment for the Arts

Alban Berg

LULU

CONDUCTOR **Lothar Koenigs/Derrick Inouye**

PRODUCTION **William Kentridge**

CO-DIRECTOR **Luc De Wit**

PROJECTION DESIGNER **Catherine Meyburgh**

SET DESIGNER **Sabine Theunissen**

COSTUME DESIGNER **Greta Goiris**

LIGHTING DESIGNER **Urs Schönebaum**

Production a gift of The Kirsh Family Foundation

Giacomo Puccini

MANON LESCAUT

CONDUCTOR **Fabio Luisi**

PRODUCTION **Sir Richard Eyre**

SET DESIGNER **Rob Howell**

COSTUME DESIGNER **Fotini Dimou***

LIGHTING DESIGNER **Peter Mumford**

CHOREOGRAPHER **Sara Erde**

Production a gift of Helen and Bengt Agerup and Rolex

Giuseppe Verdi

OTELLO

CONDUCTOR **Yannick Nézet-Séguin/Adam Fischer**

PRODUCTION **Bartlett Sher**

SET DESIGNER **Es Devlin***

COSTUME DESIGNER **Catherine Zuber**

LIGHTING DESIGNER **Donald Holder**

PROJECTION DESIGNER **Luke Halls***

Production a gift of Jacqueline Desmarais,
in memory of Paul G. Desmarais Sr.

Georges Bizet

LES PÊCHEURS DE PERLES

CONDUCTOR **Gianandrea Noseda/Antony Walker**

PRODUCTION **Penny Woolcock**

SET DESIGNER **Dick Bird***

COSTUME DESIGNER **Kevin Pollard**

LIGHTING DESIGNER **Jen Schriever**

PROJECTION DESIGN **59 Productions**

MOVEMENT DIRECTOR **Andrew Dawson**

Production a gift of the Gramma Fisher Foundation, Marshalltown, Iowa
Additional funding from The Annenberg Foundation;
Mr. William R. Miller, in memory of Irene D. Miller;
and American Express

Gaetano Donizetti

ROBERTO DEVEREUX

MET PREMIERE

CONDUCTOR **Maurizio Benini**

PRODUCTION **Sir David McVicar**

SET DESIGNER **Sir David McVicar***

COSTUME DESIGNER **Moritz Junge**

LIGHTING DESIGNER **Paule Constable**

CHOREOGRAPHER **Leah Hausman**

Production a gift of The Sybil B. Harrington Endowment Fund

The presentation of Donizetti's three Tudor queen operas
this season is made possible through a generous grant from Daisy Soros,
in memory of Paul Soros and Beverly Sills

The 2015–16 season featured 10 *Live in HD* transmissions,
23 Saturday radio broadcasts (21 live and 2 pre-recorded),
82 SiriusXM live broadcasts, and 33 web streams.

* Debut

REPERTORY PRODUCTIONS

Gaetano Donizetti

ANNA BOLENA

CONDUCTOR **Marco Armiliato**
PRODUCTION **Sir David McVicar**
SET DESIGNER **Robert Jones**
COSTUME DESIGNER **Jenny Tiramani**
LIGHTING DESIGNER **Paule Constable**
CHOREOGRAPHER **Andrew George**

Production a gift of Mercedes and Sid Bass
Revival a gift of the Metropolitan Opera Club
The presentation of Donizetti's three Tudor queen operas
this season is made possible through a generous grant from Daisy Soros,
in memory of Paul Soros and Beverly Sills

Gioachino Rossini

THE BARBER OF SEVILLE

CONDUCTOR **Antony Walker**
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

Giacomo Puccini

LA BOHÈME

CONDUCTOR **Paolo Carignani/Dan Ettinger**
PRODUCTION **Franco Zeffirelli**
SET DESIGNER **Franco Zeffirelli**
COSTUME DESIGNER **Peter J. Hall**
LIGHTING DESIGNER **Gil Wechsler**

Production a gift of Mrs. Donald D. Harrington
Revival a gift of Rolex and the Betsy and Edward Cohen/Areté Foundation

Pietro Mascagni/Ruggero Leoncavallo

CAVALLERIA RUSTICANA/ PAGLIACCI

CONDUCTOR **Fabio Luisi**
PRODUCTION **Sir David McVicar**
SET DESIGNER **Rae Smith**
COSTUME DESIGNER **Moritz Junge**
LIGHTING DESIGNER **Paule Constable**
CHOREOGRAPHER **Andrew George**
VAUDEVILLE CONSULTANT **Emil Wolk**

Production a gift of M. Beverly and Robert G. Bartner,
Mr. and Mrs. Paul M. Montrone, and
the Estate of Anne Tallman
Major funding from Rolex
Additional funding from John J. Noffo Kahn and Mark Addison,
and Paul Underwood

Gaetano Donizetti

DON PASQUALE

CONDUCTOR **Maurizio Benini**
PRODUCTION **Otto Schenk**
SET AND COSTUME DESIGNER **Rolf Langenfass**
LIGHTING DESIGNER **Duane Schuler**

Production a gift of The Sybil B. Harrington Endowment Fund

Gioachino Rossini

LA DONNA DEL LAGO

CONDUCTOR **Michele Mariotti**
PRODUCTION **Paul Curran**
SET AND COSTUME DESIGNER **Kevin Knight**
LIGHTING DESIGNER **Duane Schuler**
PROJECTION DESIGNER **Driscoll Otto**

Production a gift of the Betsy and Edward Cohen/Areté Foundation, and
Dominique and Frédéric Laffont
Additional funding from The Annenberg Foundation, Mr. and Mrs.
William R. Miller, and William and Helen Little

Gaetano Donizetti

L'ELISIR D'AMORE

CONDUCTOR Enrique Mazzola*/Joseph Colaneri

PRODUCTION Bartlett Sher

SET DESIGNER Michael Yeargan

COSTUME DESIGNER Catherine Zuber

LIGHTING DESIGNER Jennifer Tipton

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

Wolfgang Amadeus Mozart

DIE ENTFÜHRUNG AUS DEM SERAIL

CONDUCTOR James Levine

PRODUCTION John Dexter

SET AND COSTUME DESIGNER Jocelyn Herbert

LIGHTING DESIGNER Gil Wechsler

Production a gift of the Edith C. Blum Foundation

Johann Strauss II

DIE FLEDERMAUS

CONDUCTOR James Levine

PRODUCTION Jeremy Sams

SET AND COSTUME DESIGNER Robert Jones

LIGHTING DESIGNER Jen Schriever

CHOREOGRAPHER Stephen Mear

LYRICS BY Jeremy Sams

DIALOGUE BY Douglas Carter Beane

Production a gift of The Sybil B. Harrington Endowment Fund; and Howard Solomon, in honor of his wife, Sarah Billingham Solomon

Giacomo Puccini

MADAMA BUTTERFLY

CONDUCTOR Karel Mark Chichon*

PRODUCTION Anthony Minghella

DIRECTOR AND CHOREOGRAPHER Carolyn Choa

SET DESIGNER Michael Levine

COSTUME DESIGNER Han Feng

LIGHTING DESIGNER Peter Mumford

PUPPETRY Blind Summit Theatre

Production a gift of Mercedes and Sid Bass

Revival a gift of the NPD Group, Inc.

Gaetano Donizetti

MARIA STUARDA

CONDUCTOR Riccardo Frizza

PRODUCTION Sir David McVicar

SET AND COSTUME DESIGNER John Macfarlane

LIGHTING DESIGNER Jennifer Tipton

CHOREOGRAPHER Leah Hausman

Production a gift of The Sybil B. Harrington Endowment Fund

Revival a gift of Mrs. Jayne Wrightsman

The presentation of Donizetti's three Tudor queen operas this season is made possible through a generous grant from Daisy Soros, in memory of Paul Soros and Beverly Sills

Wolfgang Amadeus Mozart

LE NOZZE DI FIGARO

CONDUCTOR Fabio Luisi

PRODUCTION Sir Richard Eyre

SET AND COSTUME DESIGNER Rob Howell

LIGHTING DESIGNER Paule Constable

CHOREOGRAPHER Sara Erde

Production a gift of Mercedes T. Bass, and Jerry and Jane del Missier

* Debut

Giuseppe Verdi

RIGOLETTO

CONDUCTOR Pablo Heras-Casado/Roberto Abbado

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

Revival a gift of the Estate of Francine Berry

Giuseppe Verdi

SIMON BOCCANEGRA

CONDUCTOR James Levine

PRODUCTION Giancarlo del Monaco

SET AND COSTUME DESIGNER Michael Scott

LIGHTING DESIGNER Wayne Chouinard

Production a gift of the Estate of Anna Case Mackay
Additional funding from the Metropolitan Opera Club,
the Annie Laurie Aitken Charitable Trust,
The Eleanor Naylor Dana Charitable Trust,
and Mr. and Mrs. Paul M. Montrone

Revival a gift of Rolex

Richard Wagner

TANNHÄUSER

CONDUCTOR James Levine

PRODUCTION Otto Schenk

SET DESIGNER Günther Schneider-Siemssen

COSTUME DESIGNER Patricia Zippodt

LIGHTING DESIGNER Gil Wechsler

CHOREOGRAPHER Norbert Vesak

Production a gift of the Fan Fox and Leslie R. Samuels Foundation;
and the Metropolitan Opera Guild

Revival a gift of Ambassador and Mrs. Nicholas F. Taubman

Giacomo Puccini

TOSCA

CONDUCTOR Marco Armiliato/Paolo Carignani/
Plácido Domingo/Joseph Colaneri

PRODUCTION Luc Bondy

SET DESIGNER Richard Peduzzi

COSTUME DESIGNER Milena Canonero

LIGHTING DESIGNER Max Keller

Production a gift of The Annenberg Foundation

Revival a gift of The Agnes Varis Trust and from the Svokos Family,
in memory of Giovanni Rechichi

Giuseppe Verdi

IL TROVATORE

CONDUCTOR Marco Armiliato

PRODUCTION Sir David McVicar

SET DESIGNER Charles Edwards

COSTUME DESIGNER Brigitte Reiffenstuel

LIGHTING DESIGNER Jennifer Tipton

CHOREOGRAPHER Leah Hausman

Production a gift of The Annenberg Foundation

Revival a gift of the Estate of Francine Berry

Giacomo Puccini

TURANDOT

CONDUCTOR Paolo Carignani

PRODUCTION Franco Zeffirelli

SET DESIGNER Franco Zeffirelli

COSTUME DESIGNERS Anna Anni and Dada Saligeri

LIGHTING DESIGNER Gil Wechsler

CHOREOGRAPHER Chiang Ching

Production a gift of Mrs. Donald D. Harrington

Revival a gift of the Betsy and Edward Cohen/Areté Foundation

The Met Orchestra at Carnegie Hall

MAY 19, 2016

James Levine, *conductor*

Evgeny Kissin, *piano*

GLINKA Overture to *Ruslan and Lyudmila*

RACHMANINOFF Piano Concerto No. 2 in C Minor, Op. 18

TCHAIKOVSKY Symphony No. 6 in B Minor, Op. 74,
"Pathétique"

MAY 22, 2016

David Robertson, *conductor*

Renée Fleming, *soprano*

RICHARD STRAUSS

Don Juan, Op. 20

Vier letzte Lieder (1948)

Meinem Kinde, Op. 37, No. 3

Liebeshymnus, Op. 32, No. 3

Das Bächlein, Op. 88, No. 1

Ruhe, meine Seele, Op. 27, No. 1

Die heiligen drei Könige aus Morgenland, Op. 56, No. 6

Also sprach Zarathustra, Op. 30

MAY 26, 2016

James Levine, *conductor*

Christine Goerke, *soprano*

Stefan Vinke, *tenor*

WAGNER Excerpts from *Der Ring des Nibelungen*, WWV 86

The Met: Live in HD Transmissions

OCTOBER 3, 2015

IL TROVATORE *Verdi*

OCTOBER 17, 2015

OTELLO *Verdi*

OCTOBER 31, 2015

TANNHÄUSER *Wagner*

NOVEMBER 21, 2015

LULU *Berg*

JANUARY 16, 2016

LES PÊCHEURS DE PERLES *Bizet*

JANUARY 30, 2016

TURANDOT *Puccini*

MARCH 5, 2016

MANON LESCAUT *Puccini*

APRIL 2, 2016

MADAMA BUTTERFLY *Puccini*

APRIL 16, 2016

ROBERTO DEVEREUX *Donizetti*

APRIL 30, 2016

ELEKTRA *Strauss*

Total audience: 2.6 million

More than 2,000 theaters; 70 countries

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 to New York City public schools and 40 school districts in 30 states across the country.

Other Events

AUGUST 28–SEPTEMBER 7, 2015

Free Outdoor Summer HD Festival

Ten screenings of popular HD productions plus a special film screening co-presented with the Film Society of Lincoln Center

SEPTEMBER 9, 2015

MetTalk: *Otello*

SEPTEMBER 15, 2015

Guggenheim Museum: Works and Process—*Otello*

Met General Manager Peter Gelb led a conversation with director Bartlett Sher, set designer Es Devlin, and conductor Yannick Nézet-Séguin. Met artists Aleksandrs Antonenko, Sonya Yoncheva, and Željko Lučić performed excerpts from the opera, accompanied by Dan Saunders.

SEPTEMBER 18, 2015

The New York Times: *TimesTalk*

New York Times classical music and dance reporter Michael Cooper moderated a discussion with soprano Anna Netrebko, Bartlett Sher, and Peter Gelb.

SEPTEMBER 21, 2015

Opening Night: *Otello*

Live relay to Times Square

OCTOBER 7, 2015

The Shakespeare Society: *Othello & Otello*

Bartlett Sher, Shakespeare Society Artistic Director Michael Sexton, and Shakespeare scholar Stephen Greenblatt discussed Shakespeare's great tragedy and Verdi's operatic adaptation. Actors John Douglas Thompson, Michael Stuhlbarg, and Kelley Curran, and singers Stefan Ignat and Francesco Anile, accompanied by Nimrod Pfeffer, performed excerpts from both works.

OCTOBER 28, 2015

MetTalk: *Lulu*

NOVEMBER 19, 2015

Open Rehearsal: *La Bohème*

DECEMBER 9, 2015

MetTalk: *Les Pêcheurs de Perles*

DECEMBER 18, 2015

Open Rehearsal: *The Barber of Seville*

DECEMBER 14, 2015

WQXR Presents: Metropolitan Opera Sneak Preview—*The Pearl Fishers*

WQXR's Nimet Habachy interviewed director Penny Woolcock and conductor Gianandrea Noseda at the Greene Space. Met artists Diana Damrau, Matthew

Polenzani, and Hyung Yun performed selections from Bizet's *Les Pêcheurs de Perles*, and Ginger Costa-Jackson performed an excerpt from *Il Barbiere di Siviglia*.

DECEMBER 30, 2015

Open House

Prior to the abridged, holiday presentation of Rossini's *The Barber of Seville*, the Met presented special activities for families on the Grand Tier, including an insider's look at the production's sets and props.

JANUARY 27, 2016

MetTalk: *Manon Lescaut*

JANUARY 18, 2016

Guggenheim Museum: Works and Process—*A Triple Crown Quest*

Peter Gelb joined director Sir David McVicar and soprano Sondra Radvanovsky to discuss their approach to bringing Donizetti's "Three Queens" to the Met stage. Radvanovsky and soprano Elza van den Heever performed excerpts from the operas, accompanied by Vlad Iftinca.

MARCH 07, 2016

Open Rehearsal: *L'Elisir d'Amore*

MARCH 09, 2016

MetTalk: *Roberto Devereux*

MARCH 30, 2016

MetTalk: *Elektra*

APRIL 6, 2016

FIAF: Discovering Chéreau's *Elektra* at the Metropolitan Opera

Peter Gelb moderated a discussion with soprano Nina Stemme, set designer Richard Peduzzi, costume designer Caroline de Vivaise, and stage director Vincent Huguet about the Met's new staging of Richard Strauss's *Elektra*.

JUNE 22–JULY 13, 2016

Free Summer Recital Series

The Arnold and Marie Schwartz Gallery Met

Desdemona for Celia by Hilton, a collaboration of artist Celia Paul and *New Yorker* staff writer Hilton Als, featured 14 works displayed on the Grand Tier level and in Gallery Met in conjunction with the season-opening, new production of Verdi's *Otello*. The solo exhibition *Manon Lescaut* by Elizabeth Peyton, coincided with the Met's new production premiere of Puccini's opera of the same name.

Artist Roster

SOPRANOS

Mireille Asselin
Emma Bell
Anne-Carolyn Bird
Jennifer Black
Angela Brown
Janai Brugger
Wendy Bryn-Harmer
Janinah Burnett
Jennifer Check
Andriana Chuchman
Layla Claire
Diana Damrau
Annette Dasch
Danielle de Niese
Kiri Deonarine
Helena Dix
Mary Dunleavy
Ana Durlovski
Oksana Dyka
Ashley Emerson
Ying Fang
Amelia Farrugia
Renée Fleming
Barbara Frittoli
Gabriela Georgieva
Hibla Gerzmava
Angela Gheorghiu
Lori Guilbeau
Meredith Hansen
Lianna Haroutounian
Holly Harrison
Anita Hartig
Nicole Haslett
Kelly Cae Hogan
Haeran Hong
Hei-Kyung Hong
Jihee Kim
Aleksandra Kurzak
Jenny Laroche
Dísella Lárusdóttir
Kathryn Lewek
Cecilia Violetta Lopez
Inna Los
Audrey Luna
Caitlin Lynch
Amanda Majeski
Olga Makarina
Maureen McKay
Angela Meade
Nadja Michael
Kate Miller-Heidke
Liudmyla Monastyrska
Erin Morley
Olga Mykytenko
Anna Netrebko
Kelli O'Hara
Kristine Opolais
Marjorie Owens
Myrtò Papatnasiu
Ailyn Pérez
Miah Persson

Marlis Petersen
Lyubov Petrova
Lori Phillips
Susanna Phillips
Marina Poplavskaya
Emily Pynenburg
Patricia Racette
Sondra Radvanovsky
Marina Rebeka
Jennifer Rowley
Tatiana Ryaguzova
Emalie Savoy
Ekaterina Scherbachenko
Albina Shagimuratova
Oxana Shilova
Amy Shoremount-Obra
Heidi Stober
Danielle Talamantes
Artist Roster
Elza van den Heever
Amber Wagner
Claudia Waite
Eva-Maria Westbroek
Katherine Whyte
Rachel Willis-Sørensen
Tamara Wilson
Amanda Woodbury
Margaret Jane Wray
Pretty Yende
Sonya Yoncheva
Jennifer Zetlan

MEZZO-SOPRANOS

Daniela Barcellona
Rachel Marie Bell
Nicole Birkland
Stephanie Blythe
Olga Borodina
Jane Bunnell
Karen Cargill
Ginger Costa-Jackson
Sara Couden
Kathryn Day
Karine Deshayes
Barbara Dever
Joyce DiDonato
Shirin Eskandani
Elina Garanča
Natalia Gavrilan
Ingeborg Gillebo
Wallis Giunta
Katharine Goeldner
Susan Graham
Ekaterina Gubanova
Cecelia Hall
Diana Haller
Catherine Hamilton
Cynthia Hanna
Theodora Hanslowe
Leah Hofmann
Jennifer Johnson Cano
Heather Johnson

Amanda Kloots
Nadia Krasteva
Edyta Kulczak
Maya Lahyani
Sarah Larsen
Margaret Lattimore
Isabel Leonard
Kate Lindsey
Synthia Link
Serena Malfi
Megan Marino
Michaela Martens
Elena Maximova
Mary Ann McCormick
Susanne Mentzer
Sarah Mesko
Alison Mixon
Tamara Mumford
Milijana Nikolic
Mzia Nioradze
Brenda Patterson
Olesya Petrova
Kristin Piro
Anita Rachvelishvili
Christine Rice
Rebecca Ringle
Angie Schworer
Jane Shaulis
Nora Sourouzian
Carolyn Sproule
René Tatum
Violeta Urmana
Cassandra Zoé Velasco
Oksana Volkova
Dolora Zajick
Maria Zifchak

TENORS

Roberto Alagna
Marcelo Álvarez
Michele Angelini
Aleksandrs Antonenko
Paul Appleby
Noah Baetge
Piotr Beczala
Marco Berti
Ben Bliss
Jean-François Borras
Johan Botha
Lawrence Brownlee
Robert Brubaker
Joseph Calleja
David Cangelosi
Charles Castronovo
Luis Chapa
Salvatore Cordella
Stephen Costello
Richard Cox
Francesco Demuro
Plácido Domingo
John Easterlin
Michael Fabiano

Greg Fedderly
Juan Diego Flórez
Marcello Giordani
Allan Glassman
Vittorio Grigolo
Bryan Hymel
Keith Jameson
Brandon Jovanovich
Anthony Kalil
Adam Klein
Dmitry Korchak
Robert Künzli
Yonghoon Lee
Alexander Lewis
Ian McEuen
Robert McPherson
John McVeigh
Harold Meers
Francesco Meli
Raúl Melo
Christophe Mortagne
Antonio Nagore
Ronald Naldi
Alan Oke
John Osborn
Antonello Palombi
Sean Panikkar
Dennis Petersen
Dimitri Pittas
Matthew Plenk
Matthew Polenzani
Marcelo Puente
Luc Robert
Issachah Savage
Gregory Schmidt
Mark Schowalter
Cameron Schutzza
Scott Scully
Chad Shelton
Aleck Shrader
Garrett Sorenson
Toby Spence
Taylor Stayton
Andrew Stenson
Tony Stevenson
Ricardo Tamura
Carl Tanner
Richard Troxell
Eduardo Valdes
Frank van Aken
Dinyar Vania
Hugo Vera
Raymond Very

BARITONES

Sir Thomas Allen
Maksim Aniskin
Alessio Arduini
Elchin Azizov
David Bizic
Russell Braun
José Carbó
Massimo Cavalletti
Vladimir Chmelo
Dwayne Croft
Andrzej Dobber
Tyler Duncan
Christopher Feigum
Gerald Finley
Stephen Gaertner
George Gagnidze
Martin Gantner
Rod Gilfry
Nathan Gunn
Thomas Hampson
John Hancock
Keith Harris
Levi Hernandez
Dmitri Hvorostovsky
Quinn Kelsey
Johannes Martin Kränzle
Mariusz Kwiecien
Alexey Lavrov
Željko Lučić
Malcolm MacKenzie
Christopher Maltman
Aleksei Markov
Peter Mattei
Jeff Mattsey
Donald Maxwell
Lucas Meachem
Brian Montgomery
John Moore
Fikile Mvinjelwa
Zurab Ninua
Alan Opie
Sidney Outlaw
Nicholas Pallesen
Edward Parks
Kyle Pfortmiller
Franco Pomponi
Ron Raines
Mark Rucker
Luca Salsi
Trevor Scheunemann
Gary Simpson
Michael Todd Simpson
Jason Stearns
Paulo Szot
Serban Velise
Fabian Veloz
Michael Volle
Yunpeng Wang
Markus Werba
David Won

BASS-BARITONES

Ildar Abdrazakov
 Kyle Albertson
 Aubrey Allicock
 Joseph Barron
 Gábor Bretz
 Brandon Cedel
 James Courtney
 David Crawford
 John Del Carlo
 Ryan Speedo Green
 Brian Kontes
 Ao Li
 Ryan McKinny
 Keith Miller
 Daniel Mobbs
 James Morris
 Maurizio Muraro
 Laurent Naouri
 Rod Nelman
 Luca Pisaroni
 David Pittsinger
 Adam Plachetka
 Jukka Rasilainen
 Mark Schnaible
 Tyler Simpson
 Donovan Singletary
 Nicolas Testé
 Alfred Walker

BASSES

Matthew Anchel
 Ilya Bannik
 Dmitry Belosselskiy
 Richard Bernstein
 Jordan Bisch
 Matt Boehler
 Paata Burchuladze
 Philip Cokorinos
 Paul Corona
 Nikolay Didenko
 David Salsbery Fry
 Andrew Funk
 Ferruccio Furlanetto
 Andrew Gangestad
 Oren Gradus
 Ethan Herschenfeld
 Soloman Howard
 Enrico Giuseppe Iori
 Christopher Job

Eric Jordan
 Tobias Kehrer
 Štefan Kocán
 Mikhail Kolelishvili
 Hans-Peter König
 Anatoli Kotscherga
 Valeriano Lanchas
 Anders Lorentzson
 Ricardo Lugo
 Ayk Martirosian
 Nicholas Masters
 Alastair Miles
 Liam Moran
 Vladimir Ognovenko
 Ievgen Orlov
 René Pape
 Mikhail Petrenko
 Robert Pomakov
 Julien Robbins
 Matthew Rose
 Erwin Schrott
 Brindley Sherratt
 David Soar
 Christophoros Stamboglis
 Stefan Szkarafarowsky
 Alexei Tanovitski
 Harold Wilson

CONDUCTORS

Yves Abel
 Marco Armiliato
 Maurizio Benini
 James Conlon
 Sir Andrew Davis
 Edo de Waart
 Plácido Domingo
 Adam Fischer
 Riccardo Frizza
 Valery Gergiev
 Alan Gilbert
 Pablo Heras-Casado
 Louis Langrée
 James Levine
 Fabio Luisi
 Michele Mariotti
 Paul Nadler
 Yannick Nézet-Séguin
 David Robertson
 Pavel Smelkov
 Emmanuel Villaume

GUEST ARTISTS

Rob Besserer
 Yefim Bronfman
 Tom Deckman
 Carson Elrod
 Martin Harvey
 Jesse Kovarsky
 Maria Kowroski
 Maurizio Pollini
 Camillo Radicke

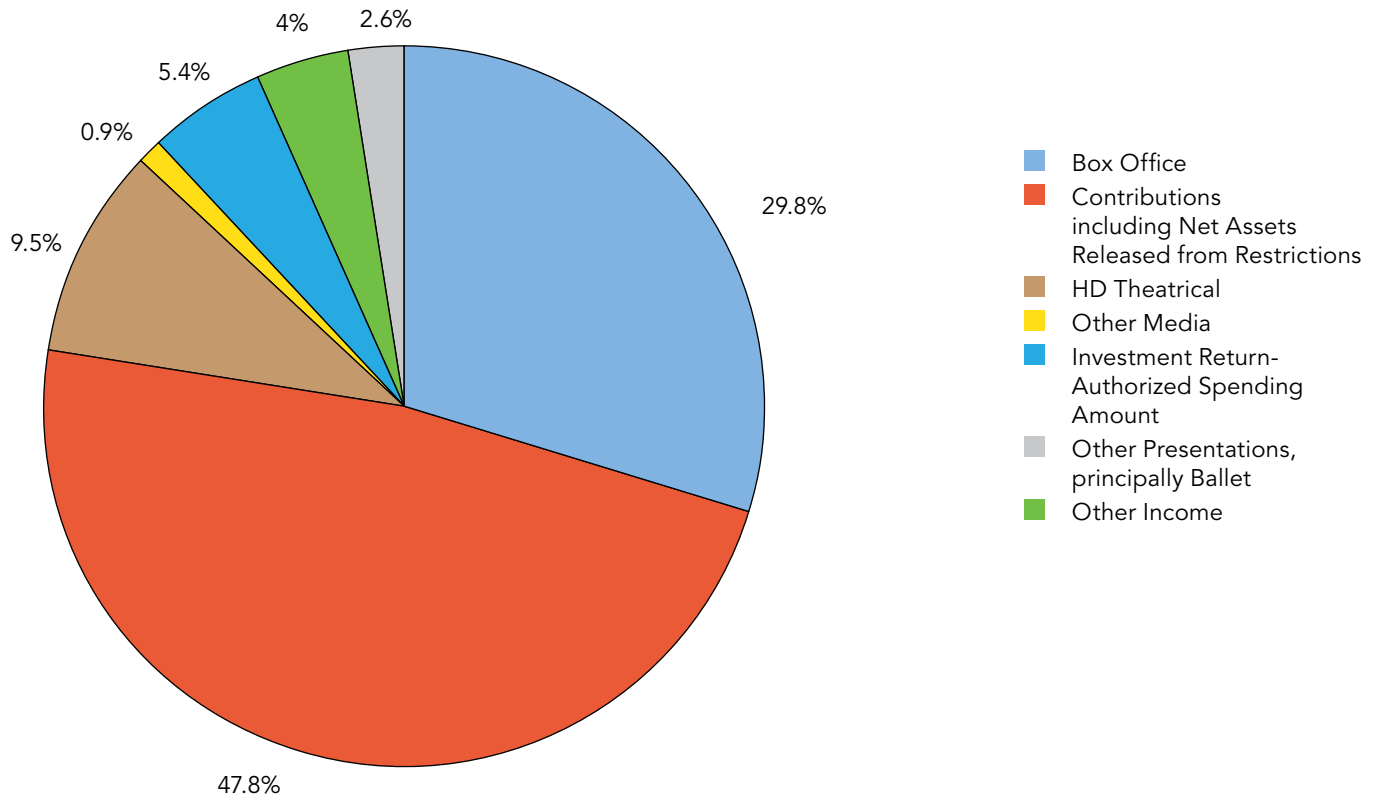
**LINDEMANN
YOUNG ARTIST
DEVELOPMENT
PROGRAM**

Benjamin Bliss
 Brandon Cedel
*Sponsored by
 Annette Merle-Smith*
 Sara Couden
 Ekaterina Deleu
 Dimitri Dover
 Ying Fang
 Lachlan Glen
 Anthony Kalil
*Sponsored by the
 Elroy and Terry
 Krumholz Foundation*
 Mary-Jane Lee
 Sophia Muñoz
 Andrew Stenson
*Sponsored by the
 Kern Family, in memory of
 Ralph W. Kern*
 Daniel Stewart
 Sava Vemić
 Yunpeng Wang

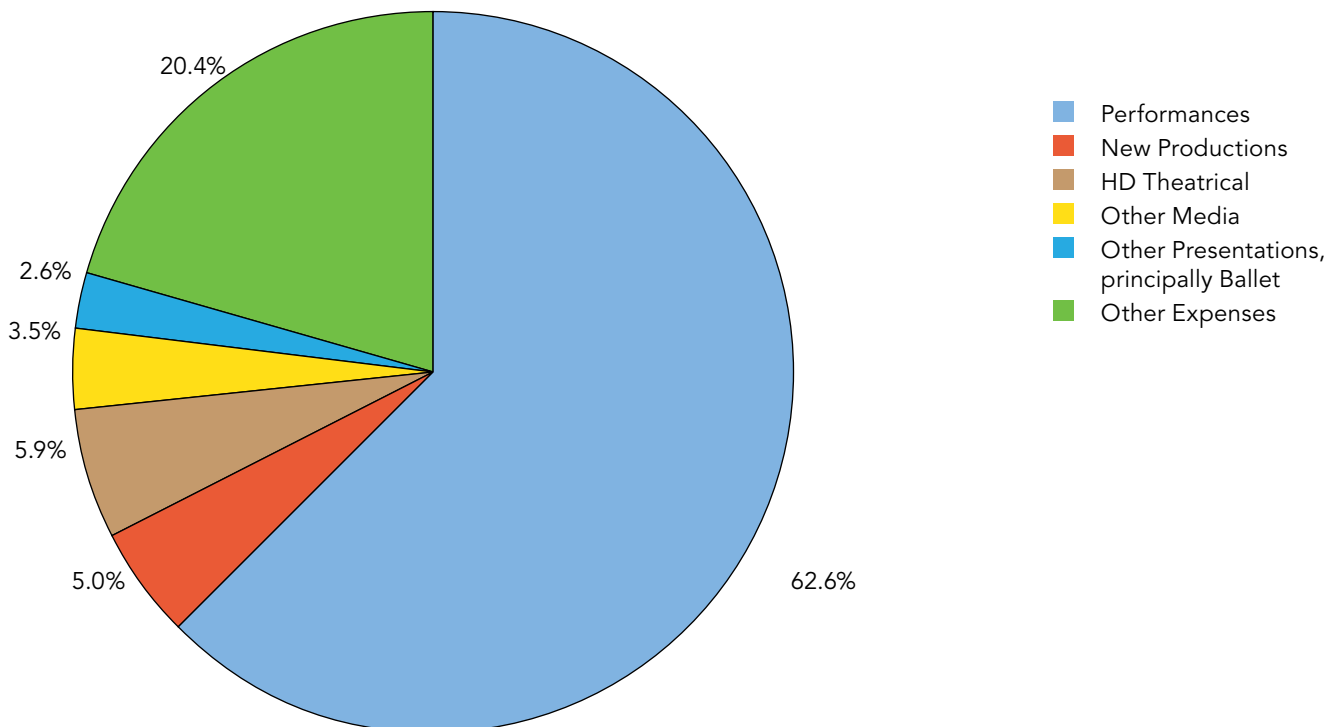
The Financial Results

2015-16

2016 Unrestricted Operating Revenues



2016 Operating Expenses

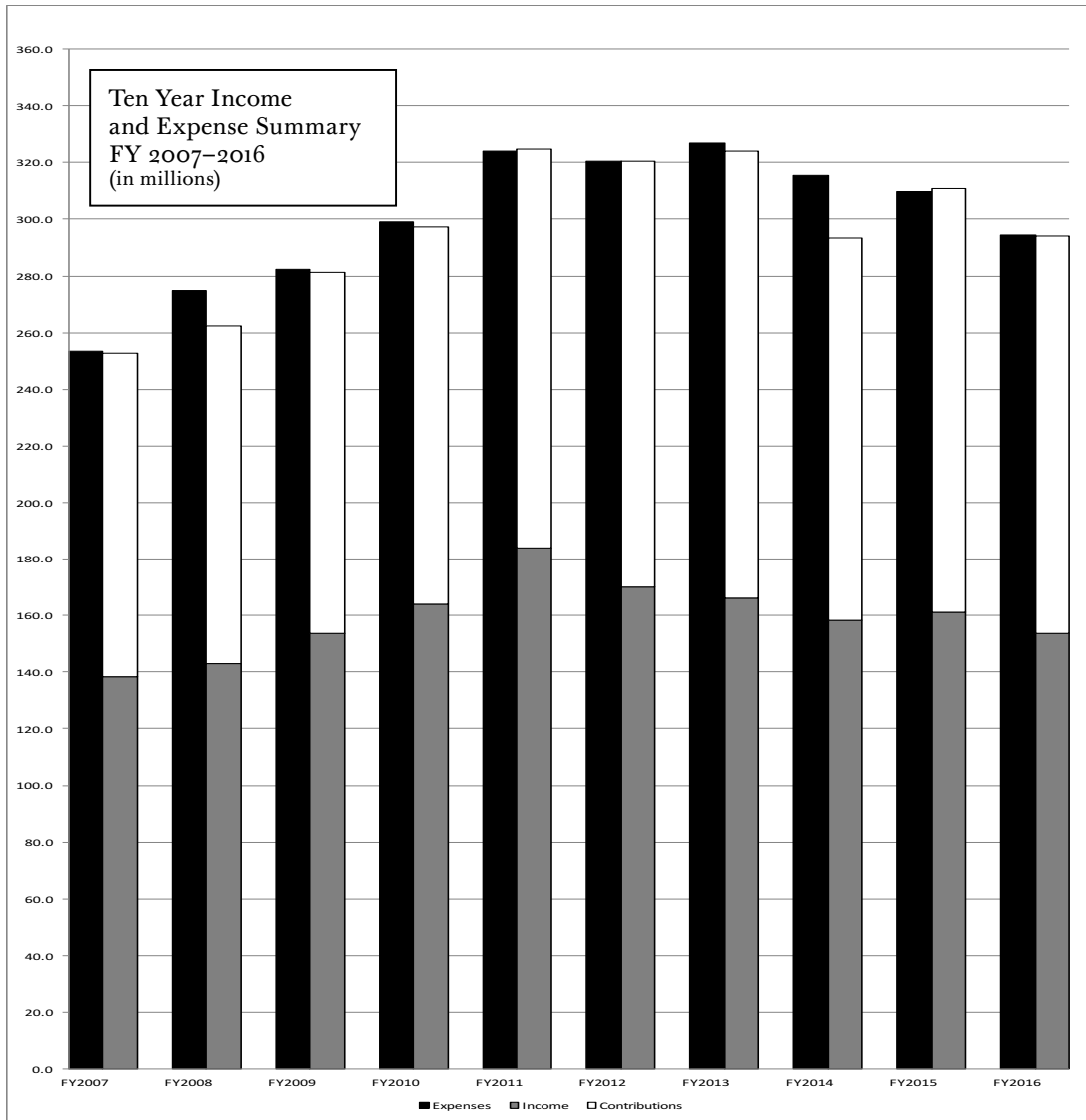


Operating results for the fiscal year ending July 31, 2016, were very close to balanced, with a small deficit of only \$177,000 on spending of \$294 million. Expenses decreased from \$310 million the prior year and continued the trend of reduced expenses begun after fiscal year 2013, when expenses were \$327 million. Savings were achieved through spending reductions throughout the organization, including previously negotiated union agreements. These reductions allowed the Met to rely less on operating contributions, decreasing them from \$149.8 million in FY15 to \$140.5 million in FY16; and to absorb a slight box office decrease from \$91 million in FY15 to \$88 million in FY16.

Overall operating revenue, including contributions and bequests, and other development revenue released for operations in FY16 totaled \$294.1 million, compared to \$310.8 million in FY15. Operating revenue includes box office revenue from the New York season, media revenue, revenue from presentations, amounts drawn from the Met's endowment, and contributions and bequests (including net assets released from restrictions).

While media program revenues decreased from \$31.9 million in FY15 to \$30.5 million in FY16, FY16 media expenses of \$27.7 million were lower than FY15 media expenses of \$29.1 million, resulting in a small increase to net media revenue of approximately \$63,000. Presentation revenue was \$7.9 million in FY16, compared to \$8.1 million in FY15. The Met maintained its authorized spending rate of 6% in both FY15 and FY16 as part of its plan to reduce the spending draw to 5.5% in FY17 and 5% in FY18.

Net assets were \$137.4 million at the end of FY16 and \$210.6 million at the end of FY15. The change in net assets was largely attributable to a \$36.9 million increase in the unfunded liability for the Met's defined benefit pension plan and to a \$35 million decrease in temporarily restricted net assets related to the timing of campaign gifts. The pension change, which directly impacted unrestricted net assets, was caused primarily by a reduction in the discount rate. Endowment contributions amounted to \$8.0 million.



	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Opera box office income*	\$90.1	\$93.5	\$93.1	\$92.1	\$94.7	\$94.4	\$89.3	\$90.8	\$90.5	\$87.0
Percent of box office capacity**	84%	88%	88%	83%	79%	78%	70%	73%	69%	65%
Other income	\$48.4	\$49.4	\$60.7	\$71.8	\$89.2	\$75.8	\$76.8	\$67.7	\$70.5	\$66.6
Total earned income	\$138.5	\$142.9	\$153.8	\$163.9	\$183.9	\$170.2	\$166.1	\$158.5	\$161.0	\$153.6
Compensation and employee benefits	\$194.9	\$207.5	\$215.2	\$231.1	\$248.6	\$245.1	\$253.5	\$246.3	\$243.5	\$227.9
Other expenses	\$58.7	\$67.2	\$67.2	\$68.0	\$75.5	\$75.4	\$73.3	\$69.1	\$66.2	\$66.4
Total expenses	\$253.6	\$274.7	\$282.4	\$299.1	\$324.1	\$320.5	\$326.8	\$315.4	\$309.7	\$294.3
Gross before Unrestricted Contributions (including net assets released from restrictions)	(\$115.1)	(\$131.8)	(\$128.6)	(\$135.2)	(\$140.2)	(\$150.3)	(\$160.7)	(\$156.9)	(\$148.7)	(\$140.7)
Unrestricted Contributions (including net assets released from restrictions)	\$114.1	\$119.6	\$127.3	\$133.5	\$140.8	\$150.3	\$157.9	\$135.0	\$149.8	\$140.5
Excess (deficiency) of operating revenues over expenses	(\$1.0)	(\$12.2)	(\$1.3)	(\$1.7)	\$0.6	(\$0.0)	(\$2.8)	(\$21.9)	\$1.1	(\$0.2)
Percent of expenses covered by contributions	45%	44%	45%	45%	43%	47%	48%	43%	48%	48%
New York Season Opera Performances	223	219	216	225	222	213	207	218	220	225
Other Opera Performances (parks, tours, concerts)	23	6	9	15	25	9	11	12	12	12
Presentations	75	64	64	65	72	64	64	64	65	65
Total Performances	321	289	289	305	319	286	282	294	297	302

* Excludes Carnegie Hall box office income

** Percent of seat capacity for FY16 was 72%



METROPOLITAN OPERA ASSOCIATION, INC.

Consolidated Financial Statements

July 31, 2016 and 2015

(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, 2016 and 2015, 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 Consolidated 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, 2016 and 2015, 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 21, 2016

KPMG LLP is a Delaware limited liability partnership and the U.S. member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity.

METROPOLITAN OPERA ASSOCIATION, INC.

Consolidated Balance Sheets

July 31, 2016 and 2015

(In thousands)

Assets	2016	2015
Cash and cash equivalents	\$ 4,188	4,590
Accounts receivable	3,702	4,517
Contributions receivable, net (notes 2 and 10)	90,117	100,072
Prepaid production and telecast costs	11,187	11,418
Other assets	5,537	5,653
Investments (notes 3 and 8)	270,209	307,119
Interests in split-interest agreements (note 3)	19,347	21,156
Property and equipment, net (note 4)	51,724	51,094
	\$ 456,011	505,619
	\$ 456,011	505,619
Liabilities and Net Assets		
Liabilities:		
Accounts payable and accrued expenses	\$ 23,942	25,948
Borrowings under line of credit (note 5)	9,000	17,000
Deferred revenue	46,609	47,801
Other liabilities	19,021	18,970
Long-term debt (note 5)	94,915	97,013
Unfunded accumulated benefit obligation (note 6)	125,156	88,243
	318,643	294,975
	318,643	294,975
Net assets (notes 7 and 8):		
Unrestricted (accumulated deficit):		
Unfunded accumulated benefit obligation	(125,156)	(88,243)
Accumulated losses on endowment funds	(2,569)	(191)
Other	(72,171)	(71,095)
	(199,896)	(159,529)
	(199,896)	(159,529)
Temporarily restricted	105,082	140,049
Permanently restricted	232,182	230,124
	137,368	210,644
	137,368	210,644
Total net assets	137,368	210,644
	\$ 456,011	505,619
	\$ 456,011	505,619

See accompanying notes to consolidated financial statements.

METROPOLITAN OPERA ASSOCIATION, INC.

Consolidated Statements of Activities

Years ended July 31, 2016 and 2015

(In thousands)

	<u>2016</u>	<u>2015</u>
Change in unrestricted net assets:		
Operating revenues:		
Contributions and bequests	\$ 95,244	121,734
Net assets released from restrictions	<u>45,264</u>	<u>28,107</u>
	140,508	149,841
Opera activities:		
Box office and tours	87,582	90,942
Media revenues	30,484	31,908
Other revenues	5,261	4,912
Ballet and other presentations	7,875	8,096
Investment return and bequest authorized spending amount (notes 3 and 8)	15,808	15,950
Other income (note 3)	<u>6,555</u>	<u>9,103</u>
Total	<u>294,073</u>	<u>310,752</u>
Operating expenses:		
Opera activities:		
Performances	184,132	195,409
Media	27,659	29,146
New productions	14,823	17,042
Other expenses	7,664	7,751
Ballet and other presentations	7,726	7,147
Opera House	20,457	19,879
General management (note 5)	18,689	19,840
Fund-raising expenses	<u>13,100</u>	<u>13,483</u>
Total	<u>294,250</u>	<u>309,697</u>
(Deficiency) excess of operating revenues over expenses	(177)	1,055
Nonoperating:		
Net assets released for capital	56	84
Investment return less than spending amount (note 3)	(3,226)	(1,026)
Pension plan changes other than net periodic cost (note 6)	(34,667)	(12,008)
Change in value of interests in split-interest agreements	(258)	(821)
Other	<u>(2,095)</u>	<u>(772)</u>
Decrease in unrestricted net assets	<u>(40,367)</u>	<u>(13,488)</u>
Change in temporarily restricted net assets:		
Contributions and bequests for operations	21,100	49,400
Contributions and bequests for capital	358	84
Investment return, net (note 3)	(12,353)	451
Change in value of interests in split-interest agreements	(760)	278
Other	2,008	(1,039)
Net assets released from restrictions:		
For operations	(45,264)	(28,107)
For capital	<u>(56)</u>	<u>(84)</u>
(Decrease) increase in temporarily restricted net assets	<u>(34,967)</u>	<u>20,983</u>
Change in permanently restricted net assets:		
Endowment contributions	8,030	4,550
Investment return, net (note 3)	(5,198)	921
Other	(62)	(324)
Change in value of interests in split-interest agreements	<u>(712)</u>	<u>(905)</u>
Increase in permanently restricted net assets	<u>2,058</u>	<u>4,242</u>
Change in net assets	(73,276)	11,737
Net assets:		
Beginning of year	<u>210,644</u>	<u>198,907</u>
End of year	\$ <u>137,368</u>	<u>210,644</u>

See accompanying notes to consolidated financial statements.

METROPOLITAN OPERA ASSOCIATION, INC.

Consolidated Statements of Cash Flows

Years ended July 31, 2016 and 2015

(In thousands)

	<u>2016</u>	<u>2015</u>
Cash flows from operating activities:		
Change in net assets	\$ (73,276)	11,737
Adjustments to reconcile change in net assets to net cash (used in) provided by operating activities:		
Depreciation and amortization	5,031	4,770
Pension plan changes other than net periodic cost	34,667	12,008
Net gains/losses on investments	8,275	(13,557)
Change in value of interests in split-interest agreements	1,809	1,016
Contributions permanently restricted for endowment	(8,030)	(4,550)
Contributions restricted for investments in property and equipment	(358)	(84)
Changes in operating assets and liabilities:		
Accounts receivable	815	(378)
Contributions receivable, net	10,799	(17,757)
Prepaid production and other assets	347	23
Accounts payable, accrued expenses, and other liabilities	291	4,999
Deferred revenue	(1,192)	7,542
Net cash (used in) provided by operating activities	<u>(20,822)</u>	<u>5,769</u>
Cash flows from investing activities:		
Acquisition/sale of property and equipment	(5,629)	(7,463)
Purchases of investments	(120,587)	(161,433)
Proceeds from sale of investments	149,222	166,314
Net cash provided by (used in) investing activities	<u>23,006</u>	<u>(2,582)</u>
Cash flows from financing activities:		
Borrowings under line of credit	29,000	22,500
Repayment of line of credit	(37,000)	(22,500)
Repayment of long-term debt	(2,130)	(2,105)
Cash contributions for permanently restricted endowment	6,295	400
Cash received for contributions restricted for investments in property and equipment	1,249	970
Net cash used in financing activities	<u>(2,586)</u>	<u>(735)</u>
Net (decrease) increase in cash and cash equivalents	(402)	2,452
Cash and cash equivalents, beginning of year	4,590	2,138
Cash and cash equivalents, end of year	\$ <u>4,188</u>	<u>4,590</u>
Supplemental information:		
Cash paid for interest	\$ 4,330	4,264

See accompanying notes to consolidated financial statements.

METROPOLITAN OPERA ASSOCIATION, INC.

Notes to Consolidated Financial Statements

July 31, 2016 and 2015

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

Organization

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

The Met has a wholly owned for-profit subsidiary, Impresario, LLC, 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.

Business Matters

During the fiscal year ended July 31, 2016, the Met had operating expenses in excess of revenues of approximately \$177,000. Unrestricted net assets decreased primarily due to an increase in the unfunded accumulated pension benefit obligation as a result of a lower discount rate. As discussed in note 5, the line of credit has been extended to September 30, 2017. Based upon the most recent information available and the Met's continued efforts to improve access to cash and reduce costs, the Met estimates that it will have sufficient liquidity through July 31, 2017 to support operations.

Financial Statement Presentation

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

(a) Net Asset Classifications

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

- Unrestricted – Includes all resources over which the Board of Managing Directors has discretionary control.
- Temporarily restricted – Includes net assets subject to donor-imposed restrictions that permit the Met to expend the assets as specified. The restrictions are satisfied either by the passage of time or by actions of the Met in accordance with those specified by the donor. Restricted contributions and investment income from endowment funds whose restrictions are met in the same reporting period are reported as increases in unrestricted net assets. To the extent not satisfied and placed in service 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, except as disclosed in note 7. 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

METROPOLITAN OPERA ASSOCIATION, INC.

Notes to Consolidated Financial Statements

July 31, 2016 and 2015

restricted net assets until appropriated for expenditure in a manner consistent with the standard of prudence prescribed by the 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.

(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 relate 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.

(c) 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, capital contributions, adjustments to the discount on multi-year pledges, changes in the value of split-interest agreements, and nonrecurring activities.

(d) 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 the allowances for uncollectible receivables, the present value of multi-year

METROPOLITAN OPERA ASSOCIATION, INC.

Notes to Consolidated Financial Statements

July 31, 2016 and 2015

contributions receivable, the valuation of investments, actuarial assumptions, and the allocation of expenses to functional classifications.

Summary of Significant Accounting Policies

The following is a summary of significant accounting policies:

(a) 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.
- Level 3 Inputs that are unobservable.

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.

(b) 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 consolidated statements of cash flows. Otherwise, such amounts are reported as investing or financing activities.

(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 business trusts and other alternative investments is reported at net asset value, as a practical expedient. 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

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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) 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. Amortization of the discount is recorded as other change in net assets in accordance with the donor-imposed restrictions, if any, on the contributions.

In fiscal 2010, the Met established the Opera Company Fund (the Opera Fund) with a \$110 million goal as part of a larger fundraising campaign. Through July 31, 2014, the Met raised \$113.8 million under the Opera Fund campaign. Contributions to the Opera Fund were recognized as unrestricted revenue up to a cumulative limit each year, as predetermined by the Met's Board of Managing Directors.

In fiscal 2015, the Met began a new five-year campaign. The overall campaign seeks to raise a combined \$600 million over five years, including \$300 million for endowment, \$137 million for the Opera Fund, \$64 million for capital projects, \$61 million for new productions, and \$38 million for other purposes. Through July 31, 2016, the Met raised \$65 million under the Opera Fund campaign of which \$33 million was recognized as unrestricted revenue for the year ended July 31, 2016.

Fundraising expenses reflected in the accompanying consolidated statements of activities of \$13.2 million and \$13.5 million have been incurred to raise contributions and bequests, including temporarily and permanently restricted contributions and bequests, totaling \$124.7 million and \$175.8 million in 2016 and 2015, respectively.

(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 in the change in value of interests in split-interest agreements in unrestricted net assets.

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

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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 and Live in HD 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. *Live in HD* program media revenue is recognized in the year the showing takes place.

(h) Operating Expenses

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 \$936,000 and \$1.3 million at July 31, 2016 and 2015, respectively. Total marketing expenses recognized were \$14.3 million and \$14.1 million in 2016 and 2015, 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 \$1,035,000 and \$829,000 in 2016 and 2015, 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) 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.

(j) 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.

(k) Recently Issued Accounting Pronouncements

In 2015, the Financial Accounting Standards Board (FASB) issued Accounting Standards Update No. 2015-03 (Update 2015-03), *Simplifying the Presentation of Debt Issuance Cost*. Under the guidance in Update 2015-03, debt issuance costs are presented in the consolidated balance sheets

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as a reduction from the related debt. Update 2015-03 is effective for fiscal years beginning after December 15, 2015. The Met elected to early adopt the provisions of Update 2015-07 in 2016 and applied the provisions retrospectively to 2015.

In 2015, the FASB issued Accounting Standards Update No. 2015-07 (Update 2015-07), *Disclosures for Investments in Certain Entities That Calculate Net Asset Value per Share (or Its Equivalent)*. The guidance removes the requirement to categorize within the fair value hierarchy all investments for which fair value is measured using the net asset value per share practical expedient and removes the requirement to make certain disclosures for all investments that are eligible to be measured at fair value using the net asset value per share practical expedient. Update 2015-07 is effective for fiscal years beginning after December 15, 2015. The Met elected to early adopt the provisions of Update 2015-07 in 2016 and applied the provisions retrospectively to 2015.

In 2015, the FASB issued Accounting Standards Update No. 2015-10, *Technical Corrections and Improvements*, which clarified the definition of an equity security to include an investment in a structure similar to a mutual fund. The fair value of an equity security is considered to be readily determinable if the fair value per share is determined and published, and is the basis for current transactions. Certain investments in both the Met's investment portfolio and the defined benefit pension plan investment portfolio that meet this definition were previously reported as Level 2 in the fair value hierarchy. The 2015 disclosure has been corrected to reflect these investments in Level 1 of the fair value hierarchy table.

(1) 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>2016</u>	<u>2015</u>
Within one year	\$ 41,218	43,327
One to five years	50,826	59,096
More than five years	<u>600</u>	<u>1,050</u>
Total	92,644	103,473
Less:		
Allowance for uncollectibility	(540)	(600)
Discount to present value discount rate used ranging from 1.62% - 3.37% for both 2016 and 2015	<u>(1,987)</u>	<u>(2,801)</u>
	<u>\$ 90,117</u>	<u>100,072</u>

In 2016 and 2015, contributions receivable include approximately \$47.6 million and \$63.4 million, respectively, due from ten donors.

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(3) Investments

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

	<u>2016</u>	<u>2015</u>
Endowment investments:		
Cash equivalents and short-term investments	\$ 3,901	10,788
Fixed income	47,428	38,100
U.S. equities	109,391	114,146
Global equities (including alternative investments)	56,086	62,740
Other alternative investment strategies	38,505	40,124
	<u>255,311</u>	<u>265,898</u>
Other investments:		
Cash equivalents and short-term investments	7,032	31,722
Fixed income	2,756	1,894
U.S. equities	3,480	3,993
Global equities	464	1,921
Balanced mutual funds	1,037	1,242
Alternative investments	129	449
	<u>14,898</u>	<u>41,221</u>
	\$ <u>270,209</u>	\$ <u>307,119</u>

Investment activity is summarized below for the years ended July 31, 2016 and 2015 (in thousands):

	<u>2016</u>	<u>2015</u>
Investments, beginning of year	\$ 307,119	298,443
Investment return:		
Interest and dividends	4,292	4,027
Net (losses) gains	(8,275)	13,557
Less investment expenses	(990)	(1,035)
Investment return	(4,973)	16,549
Gifts and other additions	36,751	40,610
Amounts utilized for operations:		
Investment return authorized spending amount	(15,886)	(16,060)
Transfers to fund Save the Met Broadcasts	(6,245)	(6,800)
Other transfers	(46,557)	(25,623)
Investments, end of year	\$ <u>270,209</u>	\$ <u>307,119</u>

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

	<u>2016</u>	<u>2015</u>
Investment return authorized spending amount included in:		
Unrestricted operating revenues	\$ 15,808	15,950
Temporarily restricted investment returns	78	110
	<u>15,886</u>	<u>16,060</u>
Other investment return included in other income or change in value of split-interest agreements	(82)	253
Investment return (less than) greater than authorized spending amount	<u>(20,777)</u>	<u>236</u>
Investment return	<u><u>\$ (4,973)</u></u>	<u><u>16,549</u></u>

At July 31, 2016, the Met had outstanding commitments, net of investments already made, to invest in a private equity fund totaling \$296 thousand.

Management's estimate of the remaining life of the (nonredeemable) limited partnerships held in the Met's investment portfolio at July 31, 2016 and 2015 of \$3.2 million and \$5.4 million, respectively, is one to five years.

The redeemable alternative investment funds included in the Met's investment portfolio at July 31, 2016 and 2015 are redeemable based on the following terms and conditions (in thousands):

	<u>2016</u>	<u>2015</u>
Daily	\$ —	96
Fortnightly redemption with 3 days' notice	13,990	13,107
Monthly redemption with 6–60 days' notice	8,729	9,685
Quarterly redemption with 30 days' notice (subject to initial lock-up)	30,104	32,914
Quarterly redemption with 65 days' notice	16,320	13,908
Annual redemption with 45–90 days' notice	11,792	13,223
Other	1,660	1,922
	<u>82,595</u>	<u>84,855</u>
	<u><u>\$ 82,595</u></u>	<u><u>84,855</u></u>

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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, 2016 and 2015 (in thousands):

	2016 Total	Level 1	Level 3	Investments at net asset value
Investments:				
Cash equivalents and short-term investments	\$ 10,933	10,933	—	—
Fixed income:				
Common trust fund	1,017	1,017	—	—
Mutual fund	48,780	48,780	—	—
U.S. government obligations	387	387	—	—
U.S. equities:				
Managed accounts	31,852	31,852	—	—
Mutual funds	51,810	51,810	—	—
Common trust funds	29,209	29,209	—	—
Global equities:				
Business trusts	8,729	—	—	8,729
Common trust funds	28	28	—	—
Mutual funds	9,406	9,406	—	—
Limited partnerships	38,387	—	—	38,387
Balanced mutual funds	1,037	1,037	—	—
Alternative investments:				
Multi-strategy – limited partnerships	17,980	—	—	17,980
Long/short equity – limited liability company	5,707	—	—	5,707
Distressed securities – limited partnerships	12,897	—	—	12,897
Private equity	2,050	—	—	2,050
	<u>\$ 270,209</u>	<u>184,459</u>	<u>—</u>	<u>85,750</u>
Interests in split-interest agreements	\$ 19,347	—	19,347	—

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	<u>2015</u> <u>Total</u>	<u>Level 1</u>	<u>Level 3</u>	<u>Investments at</u> <u>net asset value</u>
Investments:				
Cash equivalents and short-term investments	\$ 42,510	42,510	—	—
Fixed income:				
Common trust fund	926	926	—	—
Mutual fund	38,991	38,991	—	—
U.S. government obligations	77	77	—	—
U.S. equities:				
Managed accounts	101,863	101,863	—	—
Mutual funds	14,950	14,950	—	—
Common trust funds	1,326	1,326	—	—
Global equities:				
Business trusts	9,685	—	—	9,685
Common trust funds	828	828	—	—
Mutual funds	14,143	14,143	—	—
Limited partnerships	40,005	—	—	40,005
Balanced mutual funds	1,242	1,242	—	—
Alternative investments:				
Multi-strategy – limited partnerships	15,830	—	—	15,830
Long/short equity – limited liability company	6,016	—	—	6,016
Distressed securities – limited partnerships	15,276	—	—	15,276
Private equity	3,355	—	—	3,355
Real estate investment trust	96	96	—	—
	<u>\$ 307,119</u>	<u>216,952</u>	<u>—</u>	<u>90,167</u>
Interests in split-interest agreements	\$ 21,156	—	21,156	—

For the year ended July 31, 2016, interests in split-interest agreements increased by new agreements of \$56,000, decreased by net investment losses of \$1,603,000, and decreased by terminations of \$262,000. For the year ended July 31, 2015, interests in split-interest agreements increased by new agreements of \$117,000, decreased by net investment losses of \$827,000, and decreased by terminations of \$306,000.

Information with respect to investment strategies and redemption terms for alternative investments in 2016 is as follows:

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

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Global equities – limited partnerships: One limited partnership's investment 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. The other limited partnership's investment objective is to seek to achieve an attractive long-term rate of return and to outperform the MSCI World (Net) Index over a full market cycle. Redemptions are allowed fortnightly.

Multi-strategy – limited partnerships: One multi-strategy fund with an event driven focus 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. Another multi-strategy fund seeks to deliver superior risk adjusted returns over a multi-year period with an absolute return orientation. A full redemption has been requested. A third fund's goal is to achieve annual returns superior to long-term equity market returns with low beta and low volatility. A full redemption has been requested. The remaining investment in the funds where redemption has been requested includes illiquid investments that are redeemable as they are fully monetized.

Long/short equity – limited liability company: Seeks to provide compound annual long-term returns before incentive allocations that are superior to the broad market averages, while seeking to have less risk than the overall stock market. Redemptions are allowed with receipt of 30 days' prior written notice as of the last business day of the fiscal quarter ending on or immediately after the end of the 36th month following January 1, 2014. Fees of 3%, 2%, or 1% apply to withdrawals during the commitment period.

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 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.

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(4) Property and Equipment

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

	2016	2015
Land	\$ 91	91
Warehouses	1,773	1,773
Leasehold improvements	27,753	27,267
Furniture, fixtures, and other, including information systems equipment	37,262	34,904
Theatrical equipment	55,718	52,551
Construction in progress	4,234	4,617
	126,831	121,203
Less accumulated depreciation and amortization	(75,107)	(70,109)
	\$ 51,724	51,094

(5) Long-Term Debt and Line of Credit

The Met maintains a bank line of credit of \$30 million (the Line of Credit). The Line of Credit was extended on September 30, 2016 and expires September 30, 2017. The Line of Credit amount is \$30 million for the period from September 30, 2016 through June 29, 2017; \$23 million from June 30, 2017 through July 30, 2017; \$19 million from July 31, 2017 through August 31, 2017; and \$7.5 million from September 1, 2017 to September 30, 2017. The line year is the period from October 1, 2016 to September 30, 2017, and each subsequent one-year period. The Met has pledged: (i) certain artwork to collateralize the Line of Credit and the \$11.6 million standby letter of credit facility (the Letter of Credit) (see note 9); (ii) certain endowment funds totaling \$21.3 million for which the respective donors have agreed to allow such funds to serve as collateral for the Line of Credit; and (iii) a warehouse to collateralize the Letter of Credit. Borrowings under the Line of Credit bear interest at LIBOR plus 1.50% or the Prime Rate. 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 \$433,000 and \$343,000 for 2017 and 2016, respectively, and is included in general management expenses. At July 31, 2017 and 2016, the amount outstanding under the Line of Credit was \$9 million and \$17 million, respectively.

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 \$33.2 million outstanding on a \$35 million bank loan, amounts outstanding under the \$30 million Line of Credit, and terminate a related interest rate swap agreement. 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

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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 included as a reduction to the bond liability and are being amortized over the life of the Bonds. Interest expense for the Bonds for each of the years ended July 31, 2016 and 2015 was \$3.9 million and is included in general management expenses.

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

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Year(s) ending July 31:			
2017	\$ 2,160	3,867	6,027
2018	2,195	3,830	6,025
2019	2,235	3,787	6,022
2020	2,285	3,736	6,021
2021	2,345	3,676	6,021
Thereafter	<u>84,545</u>	<u>47,964</u>	<u>132,509</u>
	\$ <u>95,765</u>	<u>66,860</u>	<u>162,625</u>
Bond issuance costs	<u>(850)</u>		
	<u>\$ 94,915</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.

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.

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

	<u>2016</u>	<u>2015</u>
Change in benefit obligation:		
Benefit obligation at beginning of year	\$ 284,403	266,954
Service cost	6,143	5,339
Interest cost	12,276	11,660
Actuarial losses	25,899	14,059
Benefits paid	<u>(15,001)</u>	<u>(13,609)</u>
Benefit obligation at end of year	<u>313,720</u>	<u>284,403</u>
Change in plan assets:		
Fair value of plan assets at beginning of year	196,160	191,956
Actual return	(476)	8,425
Employer contributions	8,658	9,265
Benefits paid and actual expenses	<u>(15,778)</u>	<u>(13,486)</u>
Fair value of plan assets at end of year	<u>188,564</u>	<u>196,160</u>
Funded status	\$ <u>(125,156)</u>	<u>(88,243)</u>
Components of net periodic cost:		
Service cost	\$ 6,143	5,339
Interest cost	12,276	11,660
Expected return on plan assets	(15,604)	(14,790)
Other, net	<u>8,089</u>	<u>8,293</u>
Net periodic cost	\$ <u>10,904</u>	<u>10,502</u>
Items not yet recognized as a component of net periodic benefit cost:		
Unrecognized prior service cost	\$ 6,847	8,816
Unrecognized net loss	<u>132,394</u>	<u>95,758</u>
Total	\$ <u>139,241</u>	<u>104,574</u>
Weighted average assumptions used to determine net periodic benefit costs:		
Discount rate	4.43%	4.44%
Expected long-term return on plan assets	8.00	8.00
Weighted average assumptions used to determine benefit obligations:		
Discount rate	3.79%	4.43%

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During the years ended July 31, 2016 and 2015, a net charge of \$34,667,384 and \$12,007,786, respectively, was reported as pension plan charges other than net periodic cost. The components of the net charge are as follows (in thousands):

	<u>2016</u>	<u>2015</u>
Net actuarial loss	\$ 42,755	20,301
Amortization of prior service cost	(1,969)	(2,747)
Amortization of actuarial loss	<u>(6,119)</u>	<u>(5,546)</u>
	<u>\$ 34,667</u>	<u>12,008</u>

The amortization of net loss and amortization of prior service costs expected to be recognized as a component of net periodic pension cost over the next twelve months is \$8,903,000 and \$1,892,000, respectively.

The accumulated benefit obligation for the Plan at July 31, 2016 and 2015 was \$313,720,000 and \$284,403,000, respectively.

The Met expects to contribute at least the minimum required amount of approximately \$8.8 million to the Plan in fiscal year 2017. 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:	
2017	\$ 14,936
2018	15,473
2019	15,863
2020	16,190
2021	16,633
2022–2026	87,742

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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, 2016 and 2015 by asset category are as follows:

<u>Asset category</u>	<u>Target policy allocation</u>	<u>Percentage of plan assets</u>	
		<u>2016</u>	<u>2015</u>
Fixed income, including credit and cash	0%–40%	25%	27%
Domestic and international equity	0–50	66	68
Private equity and other alternatives	0–25	9	5
Total		100%	100%

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

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, 2016 (in thousands):

	<u>2016 Total</u>	<u>Level 1</u>	<u>Investments at net asset value</u>
Cash equivalents and short-term investments	\$ 2,630	2,630	—
Fixed income – mutual fund	45,218	45,218	—
U.S. equity:			
Managed accounts	34,763	34,763	—
Mutual fund	5,279	5,279	—
Common trust fund	48,594	48,594	—
Global equity:			
Limited partnership	20,288	—	20,288
Business trust	14,955	—	14,955
Other alternative investments	16,837	—	16,837
Total pension assets	\$ 188,564	136,484	52,080

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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, 2015 (in thousands):

	2015 Total	Level 1	Investments at net asset value
Cash equivalents and short-term investments	\$ 5,247	5,247	—
Fixed income – mutual fund	32,790	32,790	—
U.S. equity:			
Managed accounts	57,025	57,025	—
Mutual fund	4,840	4,840	—
Common trust fund	10,266	10,266	—
Global equity:			
Limited partnership	18,998	—	18,998
Business trust	16,562	—	16,562
Balanced fund – mutual fund	40,871	40,871	—
Other alternative investments	9,561	—	9,561
Total pension assets	\$ 196,160	151,039	45,121

The alternative investment funds included in the Met's pension asset portfolio at July 31, 2016 and 2015 are redeemable based on the following terms and conditions (in thousands):

	2016	2015
Daily redemption with 1 day's notice	\$ 48,594	10,266
Fortnightly redemption with 3 days' notice	20,288	18,998
Monthly with 6 days' notice	14,955	16,562
Quarterly with 65 days' notice	16,837	9,561
Total	\$ 100,674	55,387

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 \$11,441,000 and \$11,970,000 in 2016 and 2015, respectively. The zone status of the multi-employer plans is based on information from the respective unions and, as required by the Pension Protection Act (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. A summary of these plans follows:

- The Met participates in a multi-employer union pension plan, the Pension Fund of Local No. 1 of I.A.T.S.E. The most recent PPA zone status as of January 1, 2015 reports that the plan's funded percentage is 97.3% and that it is in the green zone. The collective bargaining agreement requiring contributions to the plan expired July 31, 2014. A memorandum of agreement is in place for the period from August 1, 2014 to July 31, 2020. The contributions by the Met to the union pension fund were

METROPOLITAN OPERA ASSOCIATION, INC.

Notes to Consolidated Financial Statements

July 31, 2016 and 2015

\$2,819,000 and \$3,004,000 for the years ended July 31, 2016 and 2015, respectively. The contributions by the Met to the annuity fund were \$5,490,000 and \$5,847,000 for the years ended July 31, 2016 and 2015, respectively.

- The Met participates in a multi-employer union pension plan, the Pension Fund of Local 764 I.A.T.S.E. As of the January 1, 2015 valuation, the plan's funded percentage is 111.3% and it is in the green zone. The collective bargaining agreement requiring contributions to the plan expired July 31, 2014. A memorandum of agreement is in place for the period from August 1, 2014 to July 31, 2018. The contributions by the Met to the union pension fund were \$479,000 and \$513,000 for the years ended July 31, 2016 and 2015, respectively. The contributions by the Met to the annuity fund were \$333,000 and \$420,000 for the years ended July 31, 2016 and 2015, respectively.
- The Met participates in a multi-employer union pension plan, the American Federation of Musicians and Employers' Pension Fund. As of the April 1, 2015 valuation, the plan's funded percentage is 81.6%; however, the plan is considered to be in critical status because (i) the plan was in critical status last year, and, over the next nine years, it is projected to have an accumulated funding deficiency for the plan year ending March 31, 2019 and (ii) the sum of the plan's normal cost and interest on the unfunded benefits for the current plan year exceeds the present value of all expected contributions for the year; the present value of vested benefits of inactive participants is greater than the present value of vested benefits of active participants; and over the next four plan years, the plan is projected to have an accumulated funding deficiency in the plan year noted above. The collective bargaining agreement requiring contributions to the plan expired July 31, 2014. A memorandum of agreement is in place for the period from August 1, 2014 to July 31, 2018. The contributions by the Met to the union pension fund were \$538,000 and \$511,000 for the years ended July 31, 2016 and 2015, respectively.
- Amounts contributed to nine other union plans amounted to \$1,781,000 and \$1,675,000 for the years ended July 31, 2016 and 2015, respectively. The expiration of eight of the collective bargaining agreements requiring contributions expired July 31, 2014. Three memorandums of agreement are in place for the period from August 1, 2014 to July 31, 2018. Two memorandums of agreement are in place for the period from August 1, 2014 to July 31, 2019. Three memorandums of agreement are in place for the period from August 1, 2014 to July 31, 2020. One other agreement expired in 2006 and a new agreement is not in place.

METROPOLITAN OPERA ASSOCIATION, INC.

Notes to Consolidated Financial Statements

July 31, 2016 and 2015

(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):

	<u>2016</u>	<u>2015</u>
Program activities:		
Future operating activities (time restricted)	\$ 25,892	48,937
New productions	20,852	27,231
Telecasts and other media activities	9,832	14,851
Save the Met Broadcasts	10,078	10,873
Young artists and other specified activities	10,740	12,014
Endowment draw appropriation restricted for program	221	110
Capital	12,089	11,787
Other time restrictions including interests in charitable trusts and pooled income funds	<u>15,378</u>	<u>14,246</u>
	<u>\$ 105,082</u>	<u>140,049</u>

Included in temporarily restricted net assets in fiscal 2016 and 2015 is \$698,000 and \$754,000, respectively, expended for capital appropriations funded by the City of New York (the City) relating to the Met's fly rigging system. Additionally, in fiscal 2016, the City spent \$8,000 in pass-through funding related to the Met's fly rigging system and roof renovation projects. The City's investment of capital funding obligates the Met to operate the facility and/or maintain equipment for the respective bonding term as a nonprofit entity, open to and used and maintained for the benefit of the people of the City for cultural, educational, or artistic uses and/or related purposes approved by the City.

(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>2016</u>	<u>2015</u>
Income for:		
New York Season	\$ 121,998	118,120
New productions	64,105	67,983
Telecasts	14,162	14,567
Young artists	18,630	18,535
Other specified activities	<u>13,287</u>	<u>10,919</u>
	<u>\$ 232,182</u>	<u>230,124</u>

METROPOLITAN OPERA ASSOCIATION, INC.

Notes to Consolidated Financial Statements

July 31, 2016 and 2015

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. In addition, permanently restricted net assets include other funds that allow only interest and dividends to be spent and net appreciation is required to be reinvested in the fund and, accordingly, is classified as permanently restricted. At July 31, 2016 and 2015, the value of such funds included in permanently restricted net assets was \$66.1 million and \$71.2 million, respectively.

(8) Endowment Funds

The Met's endowment consists of approximately 260 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 an annually approved portion of investment return is authorized to fund current operations. This spending amount represents the Met's determination of a prudent amount of the fair value of the endowment investments available as needed for current operations. This determination is made in accordance with NYPMIFA and New York State trust laws. For both of the years ended July 31, 2016 and 2015, the Board of Managing Directors approved an overall spending rate of 6%.

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 \$2,569,000 and \$191,000 as of July 31, 2016 and 2015, respectively. This deficiency results from the combination of unfavorable market fluctuations and spending 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.

METROPOLITAN OPERA ASSOCIATION, INC.

Notes to Consolidated Financial Statements

July 31, 2016 and 2015

The Met's endowment fund consists of the following at July 31, 2016 (in thousands):

	<u>Unrestricted</u>	<u>Temporarily restricted</u>	<u>Permanently restricted</u>	<u>Total</u>
Donor-restricted	\$ (2,569)	25,865	218,727	242,023
Board-designated	13,288	—	—	13,288
Total endowment net assets	\$ <u>10,719</u>	<u>25,865</u>	<u>218,727</u>	<u>255,311</u>

The Met's endowment fund consists of the following at July 31, 2015 (in thousands):

	<u>Unrestricted</u>	<u>Temporarily restricted</u>	<u>Permanently restricted</u>	<u>Total</u>
Donor-restricted	\$ (191)	34,350	217,630	251,789
Board-designated	14,109	—	—	14,109
Total endowment net assets	\$ <u>13,918</u>	<u>34,350</u>	<u>217,630</u>	<u>265,898</u>

Changes in endowment funds for the year ended July 31, 2016 (in thousands):

	<u>Unrestricted</u>	<u>Temporarily restricted</u>	<u>Permanently restricted</u>	<u>Total</u>
Endowment net assets, July 31, 2015	\$ 13,918	34,350	217,630	265,898
Investment return, net	12,609	(12,266)	(5,198)	(4,855)
Contributions	—	3,859	6,295	10,154
Appropriation for expenditure	<u>(15,808)</u>	<u>(78)</u>	<u>—</u>	<u>(15,886)</u>
Endowment net assets, July 31, 2016	\$ <u>10,719</u>	<u>25,865</u>	<u>218,727</u>	<u>255,311</u>

METROPOLITAN OPERA ASSOCIATION, INC.

Notes to Consolidated Financial Statements

July 31, 2016 and 2015

Changes in endowment funds for the year ended July 31, 2015 (in thousands):

	<u>Unrestricted</u>	<u>Temporarily restricted</u>	<u>Permanently restricted</u>	<u>Total</u>
Endowment net assets, July 31, 2014	\$ 15,173	33,746	216,309	265,228
Investment return, net	14,695	212	921	15,828
Contributions	—	502	400	902
Appropriation for expenditure	<u>(15,950)</u>	<u>(110)</u>	<u>—</u>	<u>(16,060)</u>
Endowment net assets, July 31, 2015	\$ <u>13,918</u>	<u>34,350</u>	<u>217,630</u>	<u>265,898</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. On January 30, 2014, the Met exercised its option to renew the lease for the period from June 1, 2016 until May 31, 2041. The Met has an additional option to renew for a further 25-year period after 2041. 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 \$547,000 and \$597,000 due from the Guild at July 31, 2016 and 2015, respectively. Revenues from the Guild were \$6.1 million for both of the years ended July 31, 2016 and 2015.

(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, 2016 through December 21, 2016, which was the date the consolidated financial statements were available to be issued and has concluded that, other than what is disclosed in note 5, there are no subsequent events requiring disclosure.

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