

Annual Report

2014-15



The Met
ropolitan
Opera

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Introduction

The start of the Metropolitan Opera's 2014-15 season was jeopardized by difficult union negotiations that extended past the original deadline of July 31, 2014, and which raised the possibility of a delayed opening. As Opening Night approached, however, the company was able to implement historic new labor agreements and a program of cross-departmental spending reductions to help create a more sustainable financial model for the future, allowing the season to open as planned on September 22, 2014, with a new production of Mozart's *Le Nozze di Figaro*.

A total of six new productions were seen during the 2014-15 season, along with 18 revivals. Ten of our productions were also presented in movie theaters around the world as part of the Met's *Live in HD* series, which earned \$26.6 million. Combined earned revenue for the Met (*Live in HD* and box office) totaled \$117 million. Total paid attendance for the season in the opera house was 74.4%.

The season-opening new *Figaro* was directed by Richard Eyre, his third Met production, and conducted by Music Director James Levine. Four important directors made well-received Met debuts over the course of the season: Tom Morris with John Adams's *The Death of Klinghoffer*, Susan Stroman with Lehár's *The Merry Widow*, Paul Curran with Rossini's *La Donna del Lago*, and Mariusz Treliński with the double bill of Tchaikovsky's *Iolanta* and Bartók's *Bluebeard's Castle*. Sir David McVicar returned to the Met to direct his fifth new production: the double bill of Mascagni's *Cavalleria Rusticana* and Leoncavallo's *Pagliacci*.

In addition to Maestro Levine, conductors who led new productions were Sir Andrew Davis, Valery Gergiev, Michele Mariotti, David Robertson, and Principal Conductor Fabio Luisi. Conductors of revivals included Marco Armiliato, Maurizio Benini, James Conlon, Plácido Domingo, Riccardo Frizza, Alan Gilbert, Pablo Heras-Casado, Louis Langrée, and Yannick Nézet-Séguin.

As always, the season featured many of the greatest singers in opera. New productions featured such stars as Joyce DiDonato, Renée Fleming, Isabel Leonard, Anna Netrebko, Marlis Petersen, Patricia Racette, Eva-Maria Westbroek, Ildar Abdrazakov, Marcelo Álvarez, Piotr Beczala, and Juan Diego Flórez, among others. Artists including Stephanie Blythe, Olga Borodina, Diana Damrau, Anita Hartig, Angela Meade, Kristine Opolais, Susanna Phillips, Anita Rachvelishvili, Sondra Radvanovsky, Sonya Yoncheva, Dolora Zajick, Roberto Alagna, Johan Botha, Joseph Calleja, Plácido Domingo, Gerald Finley, Ferruccio Furlanetto, Marcello Giordani, Vittorio Grigolo, Dmitri Hvorostovsky, Bryan Hymel, Željko Lučić, Peter Mattei, René Pape, Luca Pisaroni, and Matthew Polenzani appeared in revivals. Amanda Majeski, Kelli O'Hara, Ailyn Pérez, Adam Plachetka, and Brindley Sherratt were among the artists who made notable company debuts.

The *Live in HD* season was seen in more than 2,000 movie theaters in 70 countries around the world. Total attendance for the HD series in 2014-15 was 2.6 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 37 school districts across the United States to experience Met HD transmissions free of charge. Performances were also shared through Metropolitan Opera Radio on Sirius XM, which presented 84 performances, and on the Met's website, which streamed 34 performances. The season-opening new production, of *Le Nozze di Figaro*, was presented live to audiences in Times Square and on the Lincoln Center Plaza for the ninth consecutive year. Twenty live Saturday radio broadcasts were heard over the Toll Brothers-Metropolitan Opera International Radio Network.

A number of new members joined the Board and two Directors changed categories during the 2014-15 season. Mrs. Veronica Atkins, Elizabeth M. Eveillard, and Marc I. Stern were elected Managing Directors. Richard Gilbert and Marguerite L. Lee were elected Advisory Directors. Dr. Joan Taub Ades was elected a Member of the Association. Amy H. Lee, Kathleen Kimiko Phillips, Chad J. Shampine, Siddhartha Shukla and Kevin M. Tagami were appointed Young Associate Directors. Kevin Kennedy moved from Managing Director to Honorary Director, and Alexa Bator Chae moved from Young Associate Director to Managing Director.

I was delighted that Judith-Ann Corrente assumed the role of Board President and CEO and that Jeanette Lerman-Neubauer became Board Secretary. We all enjoyed working closely with General Manager Peter Gelb and Music Director James Levine. I know I speak for the full Met Board of Directors when I thank the entire Met company, both administrative staff and union personnel, for their dedicated work to find financial solutions to our challenges and sustain the incomparable artistry for which the company is globally renowned.



Ann Ziff
CHAIRMAN
METROPOLITAN OPERA BOARD OF DIRECTORS

Metropolitan Opera Board of Directors

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HONORARY CHAIRMAN

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Robert I. Toll

Robert L. Turner

Ann Ziff

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William A. Haseltine

Thomas J. Hubbard

Linda E. Johnson

Tod Johnson

Klaus Kleinfeld

Dr. Herbert G. Kloiber

Dr. David G. Knott

Meyer G. Koplou

Theodore A. Kurz

Dominique Laffont

Mitchell L. Lathrop

Dr. Coco Lazaroff

Marguerite L. Lee

Helen Y. Little

Andrew J. Martin-Weber

Dr. Richard J. Massey

Anne Welsh McNulty

Richard J. Miller, Jr.

Linda Mirels

Ellen F. Oelsner

Katharina Otto-Bernstein

Joseph R. Perella

Miss Leontyne Price

Winthrop Rutherford, Jr.

Sana H. Sabbagh

Jacqui Smith

Daisy M. Soros

John J. Veronis

Arete S. Warren

MEMBERS OF THE ASSOCIATION

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Dr. Joan Taub Ades

Tonio Arcaini

R. Joseph Barnett

Jane Beasley

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Eleanor N. Caulkins

Dr. Patrizia A. Cavazzoni

Robert J. Cubitto

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Brian Duperreault

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Dr. Steve Prystowsky

Hartley R. Rogers

Joan C. Schwartz

Cynthia D. Sculco

Mrs. William F. Sondericker

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

Vikas Kapoor

Yung Hee Kim

Joshua Kindler

Melissa Ko

Amy H. Lee

So-Chung Shinn Lee

Helen Lee-Warren

Pedro Magalhães

Julie Warner McAskin

Kathleen Kimiko Phillips

Evelyn M. M. Popp

Chad J. Shampine

Itai Shoffman

Siddhartha Shukla

Kevin M. Tagami

Langdon Van Norden, Jr.

Satoko Yahata

Simon Yates

*Season Repertory
and Events*

Season Repertory

NEW PRODUCTIONS

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

John Adams

THE DEATH OF KLINGHOFFER

LIBRETTO BY Alice Goodman

MET PREMIERE

CONDUCTOR David Robertson

PRODUCTION Tom Morris*

SET DESIGNER Tom Pye

COSTUME DESIGNER Laura Hopkins*

LIGHTING DESIGNER Jean Kalman

VIDEO DESIGNER Finn Ross

SOUND DESIGNER Mark Grey

CHOREOGRAPHER Arthur Pita*

Production a gift of an anonymous donor, in honor of John Adams
Additional funding from the Ann & Gordon Getty Foundation
Co-production of the Metropolitan Opera and English National Opera

Gioachino Rossini

LA DONNA DEL LAGO

MET PREMIERE

CONDUCTOR Michele Mariotti

PRODUCTION Paul Curran*

SET & COSTUME DESIGNER Kevin Knight*

LIGHTING DESIGNER Duane Schuler

PROJECTION DESIGNER Driscoll Otto*

Production a gift of the Betsy and Edward Cohen/Areté Foundation Fund
for New Productions and Revivals, and Dominique and Frédéric Laffont
Additional funding from The Annenberg Foundation,
Mr. and Mrs. William R. Miller, and William and Helen Little
Co-production of the Metropolitan Opera and the Santa Fe Opera

Pyotr Tchaikovsky / Béla Bartók

IOLANTA† / BLUEBEARD'S CASTLE

MET PREMIERE

CONDUCTOR Valery Gergiev/Pavel Smelkov

PRODUCTION Mariusz Treliński*

SET DESIGNER Boris Kudlička*

COSTUME DESIGNER Marek Adamski*

LIGHTING DESIGNER Marc Heinz*

VIDEO PROJECTION DESIGNER Bartek Macias*

CHOREOGRAPHER Tomasz Wygoda*

Production a gift of Ambassador and Mrs. Nicholas F. Taubman
Additional funding from Mrs. Veronica Atkins;
Dr. Magdalena Berenyi, in memory of Dr. Kalman Berenyi;
and the National Endowment for the Arts

Co-production of the Metropolitan Opera and Teatr Wielki-Polish
National Opera

Franz Lehár

THE MERRY WIDOW

ENGLISH TRANSLATION Jeremy Sams

CONDUCTOR Sir Andrew Davis/Paul Nadler/Fabio Luisi

PRODUCTION Susan Stroman*

SET DESIGNER Julian Crouch

COSTUME DESIGNER William Ivey Long*

LIGHTING DESIGNER Paule Constable

CHOREOGRAPHER Susan Stroman*

Production a gift of The Sybil B. Harrington Endowment Fund

Wolfgang Amadeus Mozart

LE NOZZE DI FIGARO

CONDUCTOR James Levine/Edo de Waart

PRODUCTION Sir Richard Eyre

SET & COSTUME DESIGNER Rob Howell

LIGHTING DESIGNER Paule Constable

CHOREOGRAPHER Sara Erde

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

The 2014-15 season featured 10 *Live in HD* transmissions,
23 Saturday radio broadcasts (20 live and 3 pre-recorded),
84 SiriusXM live broadcasts, and 34 web streams.

* Debut

REPERTORY PRODUCTIONS

Giuseppe Verdi

AIDA

CONDUCTOR Marco Armiliato/Plácido Domingo

PRODUCTION Sonja Frisell

SET DESIGNER Gianni Quaranta

COSTUME DESIGNER Dada Saligeri

LIGHTING DESIGNER Gil Wechsler

CHOREOGRAPHER Alexei Ratmansky

Production a gift of Mrs. Donald D. Harrington

Giuseppe Verdi

UN BALLO IN MASCHERA

CONDUCTOR James Levine

PRODUCTION David Alden

SET DESIGNER Paul Steinberg

COSTUME DESIGNER Brigitte Reiffenstuel

LIGHTING DESIGNER Adam Silverman

CHOREOGRAPHER Maxine Braham

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

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

Revival a gift of the Metropolitan Opera Club and the Estate of Francine Berry

Gioachino Rossini

IL BARBIERE DI SIVIGLIA

CONDUCTOR Michele Mariotti

PRODUCTION Bartlett Sher

SET DESIGNER Michael Yeargan

COSTUME DESIGNER Catherine Zuber

LIGHTING DESIGNER Christopher Akerlind

Production a gift of The Sybil B. Harrington Endowment Fund

Revival a gift of Rolex

Giacomo Puccini

LA BOHÈME

CONDUCTOR Riccardo Frizza

PRODUCTION Franco Zeffirelli

SET DESIGNER Franco Zeffirelli

COSTUME DESIGNER Peter J. Hall

LIGHTING DESIGNER Gil Wechsler

Production a gift of Mrs. Donald D. Harrington

Georges Bizet

CARMEN

CONDUCTOR Pablo Heras-Casado/Louis Langrée

PRODUCTION Sir Richard Eyre

SET & COSTUME DESIGNER Rob Howell

LIGHTING DESIGNER Peter Mumford

CHOREOGRAPHER Christopher Wheeldon

Production a gift of Mrs. Paul Desmarais Sr.

Revival a gift of Rolex

Jacques Offenbach

LES CONTES D'HOFFMANN

CONDUCTOR Yves Abel/James Levine

PRODUCTION Bartlett Sher

SET DESIGNER Michael Yeargan

COSTUME DESIGNER Catherine Zuber

LIGHTING DESIGNER James F. Ingalls

CHOREOGRAPHER Dou Dou Huang

Production a gift of the Hermione Foundation, Laura Sloate, Trustee; and the Gramma Fisher Foundation, Marshalltown, Iowa

Additional funding from the Estate of Helen F. Kelbert, and Mr. and Mrs. William R. Miller

Giuseppe Verdi

DON CARLO

CONDUCTOR Yannick Nézet-Séguin

PRODUCTION Nicholas Hytner

SET & COSTUME DESIGNER Bob Crowley

LIGHTING DESIGNER Mark Henderson

Production a gift of Mr. and Mrs. William R. Miller
Revival a gift of Mrs. Jayne Wrightsman and the Estate of Francine Berry
Co-production of the Metropolitan Opera; Royal Opera House,
Covent Garden; and The Norwegian National Opera and Ballet

Wolfgang Amadeus Mozart

DON GIOVANNI

CONDUCTOR Alan Gilbert

PRODUCTION Michael Grandage

SET & COSTUME DESIGNER Christopher Oram

LIGHTING DESIGNER Paule Constable

CHOREOGRAPHER Ben Wright

Production a gift of the Richard and Susan Braddock Family Foundation,
and Sarah and Howard Solomon
Additional funding from Jane and Jerry del Missier, and
Mr. and Mrs. Ezra K. Zilkha

Giuseppe Verdi

ERNANI

CONDUCTOR James Levine/Paul Nadler

PRODUCTION Pier Luigi Samaritani

STAGED BY Peter McClintock

SET DESIGNER Pier Luigi Samaritani

COSTUME DESIGNER Peter J. Hall

LIGHTING DESIGNER Gil Wechsler

Production a gift of the Gramma Fisher Foundation, Marshalltown, Iowa
Revival a gift of Barbara Augusta Teichert and the Estate of Francine Berry

Engelbert Humperdinck

HANSEL AND GRETEL

CONDUCTOR Sir Andrew Davis

PRODUCTION Richard Jones

SET & COSTUME DESIGNER John Macfarlane

LIGHTING DESIGNED BY Jennifer Tipton

CHOREOGRAPHER Linda Dobell

TRANSLATION David Pountney

Production a gift of the Gramma Fisher Foundation, Marshalltown, Iowa;
and Karen and Kevin Kennedy

Additional funding from Dr. Coco Lazaroff, and Joan Taub Ades and
Alan M. Ades

Originally created for Welsh National Opera and Lyric Opera of Chicago

Dmitri Shostakovich

LADY MACBETH OF MTSENSK

CONDUCTOR James Conlon

PRODUCTION Graham Vick

SET & COSTUME DESIGNER Paul Brown

LIGHTING DESIGNER Nick Chelton

CHOREOGRAPHER Ron Howell

Gaetano Donizetti

LUCIA DI LAMMERMOOR

CONDUCTOR Maurizio Benini

PRODUCTION Mary Zimmerman

SET DESIGNER Daniel Ostling

COSTUME DESIGNER Mara Blumenfeld

LIGHTING DESIGNER T.J. Gerckens

CHOREOGRAPHER Daniel Pelzig

Production a gift of The Sybil B. Harrington Endowment Fund

* Debut

Giuseppe Verdi

MACBETH

CONDUCTOR Fabio Luisi

PRODUCTION Adrian Noble

SET & COSTUME DESIGNER Mark Thompson

LIGHTING DESIGNER Jean Kalman

CHOREOGRAPHER Sue Lefton

Production a gift of Mr. and Mrs. Paul M. Montrone

Additional funding from Mr. and Mrs. William R. Miller;
Hermione Foundation, Laura Sloate, Trustee; and
The Gilbert S. Kahn & John J. Noffo Kahn Endowment Fund

Jules Massenet

MANON

CONDUCTOR Emmanuel Villaume

PRODUCTION Laurent Pelly

SET DESIGNER Chantal Thomas

COSTUME DESIGNER Laurent Pelly

LIGHTING DESIGNER Joël Adam

CHOREOGRAPHER Lionel Hoche

Production a gift of The Sybil B. Harrington Endowment Fund

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

Richard Wagner

DIE MEISTERSINGER VON NÜRNBERG

CONDUCTOR James Levine

PRODUCTION Otto Schenk

SET DESIGNER Günther Schneider-Siemssen

COSTUME DESIGNER Rolf Langenfass

LIGHTING DESIGNER Gil Wechsler

CHOREOGRAPHER Carmen de Lavallade

Production a gift of Mrs. Donald D. Harrington

Revival a gift of Mr. and Mrs. Corbin R. Miller and
Mr. and Mrs. Charles Scribner III, in honor of Father Owen Lee

Igor Stravinsky

THE RAKE'S PROGRESS

CONDUCTOR James Levine

PRODUCTION Jonathan Miller

SET DESIGNER Peter J. Davison

COSTUME DESIGNER Judy Levin

LIGHTING DESIGNED BY Jennifer Tipton

Production a gift of the Edgar Foster Daniels Foundation

Giuseppe Verdi

LA TRAVIATA

CONDUCTOR Marco Armiliato

PRODUCTION Willy Decker

SET & COSTUME DESIGNER Wolfgang Gussmann

LIGHTING DESIGNER Hans Toelstede

CHOREOGRAPHER Athol Farmer

Production a gift of Karen and Kevin Kennedy, and
Mr. and Mrs. Paul M. Montrone

Revival a gift of The NPD Group, Inc.

Original production of the Salzburger Festspiele; with thanks to the Dutch
National Opera, Amsterdam

Wolfgang Amadeus Mozart

DIE ZAUBERFLÖTE

CONDUCTOR Adam Fischer

PRODUCTION Julie Taymor

SET DESIGNER George Tsypin

COSTUME DESIGNER Julie Taymor

LIGHTING DESIGNER Donald Holder

PUPPET DESIGNERS Julie Taymor and Michael Curry

CHOREOGRAPHER Mark Dendy

Production a gift of Mr. and Mrs. Henry R. Kravis

Additional funding from John Van Meter, The Annenberg Foundation,
Karen and Kevin Kennedy, Bill Rollnick and Nancy Ellison Rollnick,
Mr. and Mrs. William R. Miller, Agnes Varis and Karl Leichtman, and
Mr. and Mrs. Ezra K. Zilkha

The MET Orchestra at Carnegie Hall

OCTOBER 12, 2014

James Levine, *conductor*

Maurizio Pollini, *piano*

MOZART Piano Concerto No. 21 in C Major, K. 467

MAHLER Symphony No. 9

FEBRUARY 8, 2015

James Levine, *conductor*

Anna Netrebko, *soprano*

BEETHOVEN Symphony No. 2 in D Major, Op. 36

DVOŘÁK “Song to the Moon” from *Rusalka*

STRAUSS “Cécilie,” Op. 27, No. 2

CARTER *Three Illusions*

SCHUMANN Symphony No. 2 in C Major, Op. 61

MAY 17, 2015

James Levine, *conductor*

Yefim Bronfman, *piano*

BRAHMS Piano Concerto No. 1 in D Minor, Op. 15

BERLIOZ *Symphonie fantastique*, Op. 14

The Met: Live in HD Transmissions

OCTOBER 11, 2014

MACBETH *Verdi*

OCTOBER 18, 2014

LE NOZZE DI FIGARO *Mozart*

NOVEMBER 1, 2014

CARMEN *Bizet*

NOVEMBER 22, 2014

IL BARBIERE DI SIVIGLIA *Rossini*

DECEMBER 13, 2014

DIE MEISTERSINGER VON NÜRNBERG
Wagner

JANUARY 17, 2015

THE MERRY WIDOW *Lehár*

JANUARY 31, 2015

LES CONTES D’HOFFMANN *Offenbach*

FEBRUARY 14, 2015

IOLANTA / BLUEBEARD’S CASTLE
Tchaikovsky / Bartók

MARCH 14, 2015

LA DONNA DEL LAGO *Rossini*

APRIL 25, 2015

CAVALLERIA RUSTICANA / PAGLIACCI
Mascagni / Leoncavallo

Total audience: 2.6 million

More than 2,000 theaters; 70 countries

The Met: HD Live in Schools

In partnership with the New York City Department of Education and with support from Bank of America, the program brought free high-definition transmissions to New York City public schools and 37 school districts in states across the country.

Other Events

AUGUST 22–SEPTEMBER 1, 2014

Free Outdoor Summer HD Festival:

10 screenings of popular HD productions

SEPTEMBER 9, 2014

Guggenheim Museum: Works & Process

Le Nozze di Figaro

Peter Gelb moderated a discussion with director Richard Eyre and set designer Rob Howell.

Amanda Majeski, Marlis Petersen, Isabel Leonard, Ildar Abdrazakov, and Peter Mattei performed excerpts.

SEPTEMBER 22, 2014

Opening Night: *Le Nozze di Figaro*

Live relay at Lincoln Center and in Times Square

SEPTEMBER 26, 2014

Open Rehearsal: *Carmen*

NOVEMBER 14, 2014

Open Rehearsal: *Il Barbiere di Siviglia*

MARCH 13, 2015

Open Rehearsal: *Lucia di Lammermoor*

MARCH 19, 2015

Brooklyn Museum: *The Grand Temples of Egypt*

The Met collaborated with Brooklyn Museum to explore the fascinating connections between the museum's illustrious collection of Egyptian antiquities and the Met's spectacular production of Verdi's *Aida*.

APRIL 6, 2015

WQXR Presents: Metropolitan Opera Spring Highlights

WQXR's Naomi Lewin hosted an evening at The Greene Space featuring favorite selections from the company's spring productions, sung by Albina Shagimuratova, Oksana Dyka, Piotr Beczala, George Gagnidze, Dmitry Belosselskiy, and Susan Graham.

JUNE 15–30, 2015

Free Summer Recital Series

The Arnold and Marie Schwartz Gallery Met

Figaro, a solo exhibition by pop artist Peter Saul, included five original paintings presented in conjunction with the Met's season-opening new production of *Le Nozze di Figaro*. Another solo exhibition, *Tribal Frog Tattoo* by Michael Williams, coincided with the Met's new production of Bartók's *Bluebeard's Castle*.

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

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 Papatanasíu
Ailyn Pérez
Míah 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
Eli`na Garanc`a
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
Alek 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 Vasile
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 Szkarafowsky
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

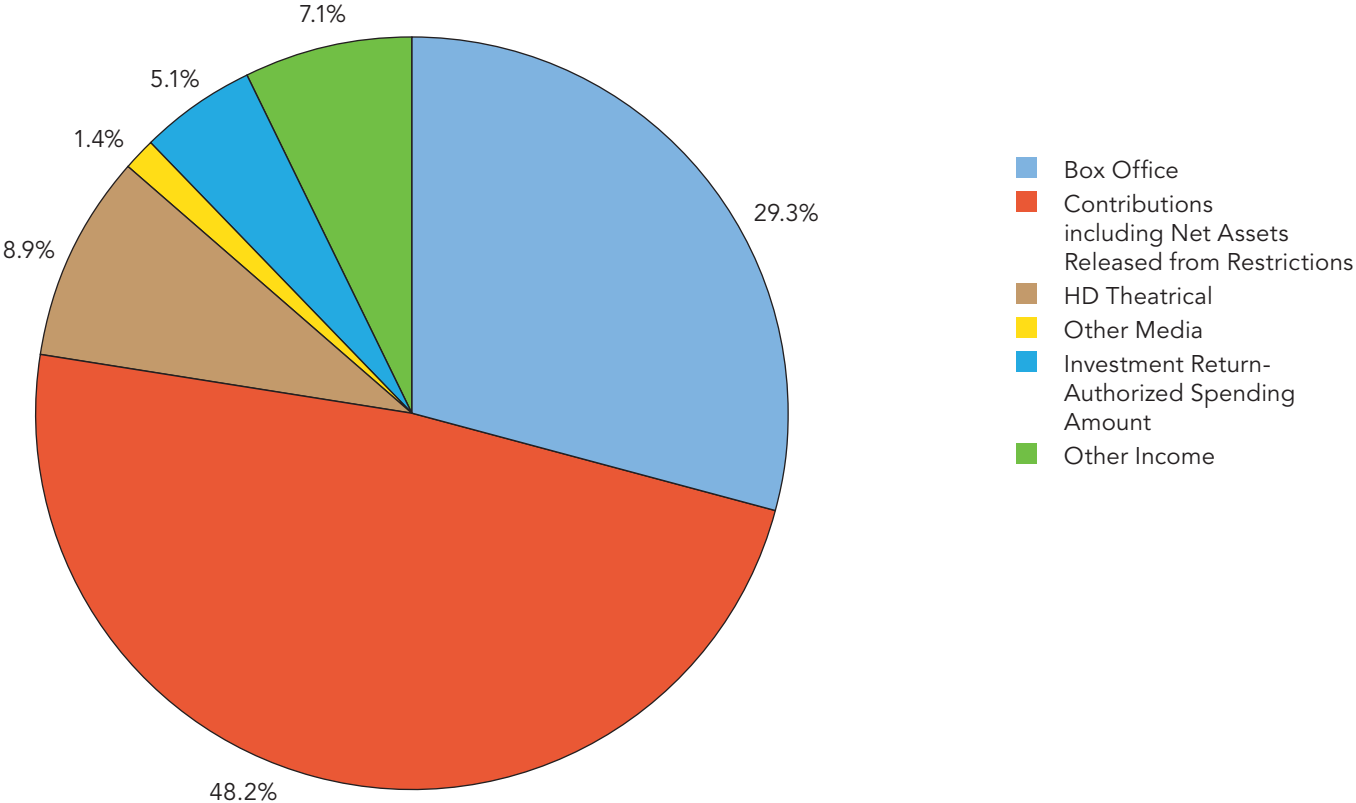
MEMBERS OF THE LINDEMANN YOUNG ARTIST DEVELOPMENT PROGRAM

Ben 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

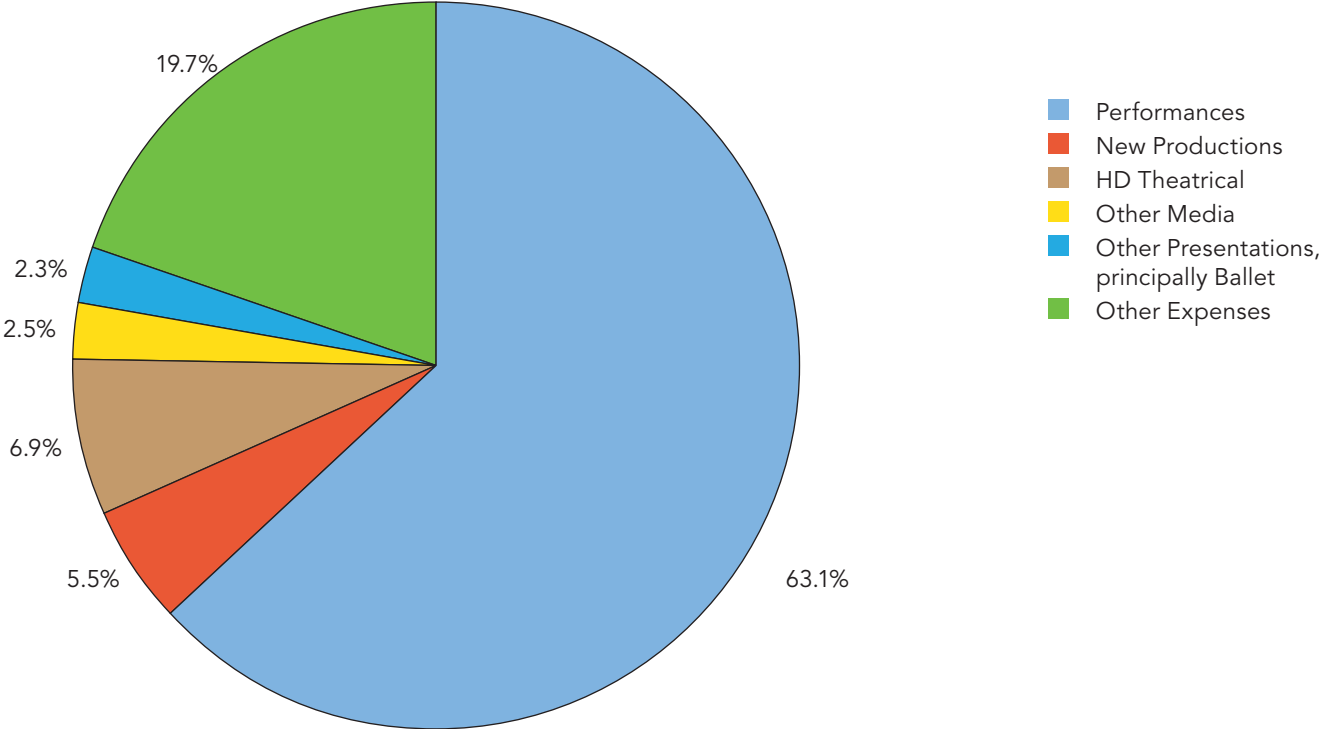
The Financial Results

2014-15

2015 Unrestricted Operating Revenues



2015 Operating Expenses



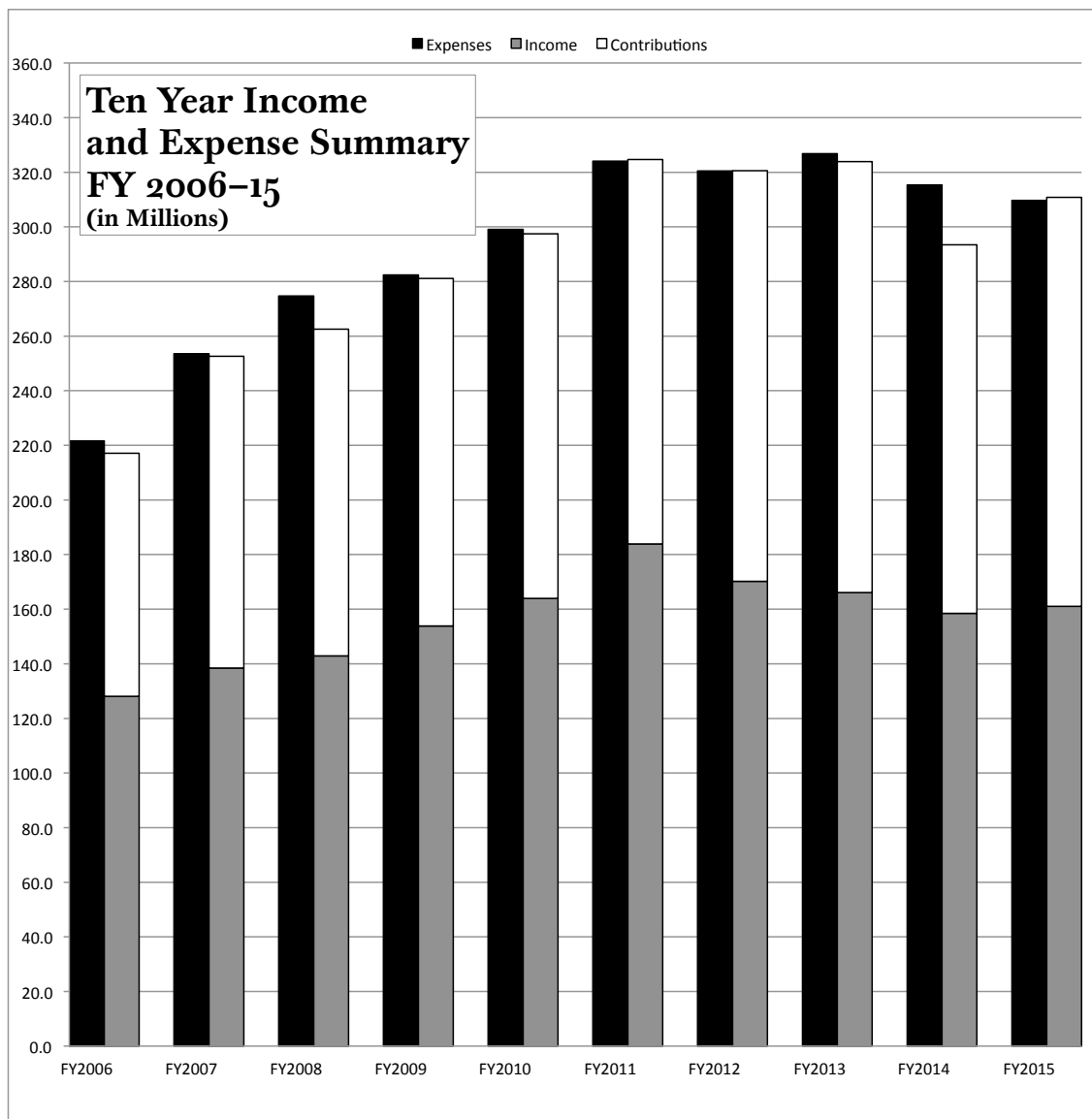
Operating revenues include box office revenues from the New York season, media revenues, revenues from presentations, amounts drawn from the Met's endowment, and contributions and bequests (including net assets released from restrictions). Operating revenues in Fiscal Year 2015 totaled \$310.8 million, compared to \$293.5 million in Fiscal Year 2014. Opera box office revenues decreased from \$90.8 million in FY14 to \$90.5 million in FY15. Media revenues increased to \$31.9 million in FY15, compared to \$31.6 million in FY14. FY15 media expenses of \$29.1 million were lower than FY14 media expenses of \$29.9 million resulting in an increase to net media revenue of approximately \$1.1 million. Presentation revenue was \$8.1 million in FY15, compared to \$7.4 million in FY14. The Met lowered its authorized endowment spending rate from 6.5% in FY14 to 6% in FY15 as part of its plan to reduce the spending draw to 5% by FY18. The overall draw increased from \$15.8 million to \$16.1 million due to higher endowment market values.

Following the launch of a new fundraising drive in FY15, contributions, bequests, and other development revenues allocated for operations amounted to \$149.8 million in FY15, an increase of \$14.8 million from \$135.0 million in FY14. Fundraising expenses totaled \$13.5 million, or 9.0% of operating contributions in FY15, compared to \$15.5 million or 11.5% of operating contributions in FY14.

Total operating expenses including fundraising expenses were \$309.7 million in FY15, a decrease of \$5.7 million or 1.8% from \$315.4 million in FY14.

The Met ended FY15 with operating revenues in excess of expenses of approximately \$1.1 million. This result was achieved through new union agreements, spending reductions, and increased contributions from donors.

Net assets were \$210.6 million at the end of FY15 and \$198.9 million at the end of FY14. The change in net assets was largely attributable to a \$21 million increase in temporarily restricted net assets related to campaign gifts. Unrestricted net assets decreased by \$13.5 million primarily due to an increase in the unfunded liability for the Met's defined benefit plan primarily resulting from mortality assumption changes. Endowment contributions amounted to \$4.6 million.



	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
Opera box office income	82.7	90.1	93.5	93.1	92.1	94.7	94.4	89.3	90.8	90.5
Percent of box office capacity	77%	84%	88%	88%	83%	79%	78%	70%	73%	69%
Other income	45.4	48.4	49.4	60.7	71.8	89.2	75.8	76.8	67.7	70.5
Total earned income	128.1	138.5	142.9	153.8	163.9	183.9	170.2	166.1	158.5	161.0
Compensation and employee benefits	177.7	194.9	207.5	215.2	231.1	248.6	245.1	253.5	246.3	243.5
Other expenses	43.9	58.7	67.2	67.2	68.0	75.5	75.4	73.3	69.1	66.2
Total expenses	221.6	253.6	274.7	282.4	299.1	324.1	320.5	326.8	315.4	309.7
Gross before Unrestricted Contributions	(93.5)	(115.1)	(131.8)	(128.6)	(135.2)	(140.2)	(150.3)	(160.7)	(156.9)	(148.7)
Unrestricted Contributions (including net assets released from restrictions)	89.0	114.1	119.6	127.3	133.5	140.8	150.3	157.9	135.0	149.8
Excess (deficiency) of operating revenues over expenses	(\$4.5)	(\$1.0)	(\$12.2)	(\$1.3)	(\$1.7)	\$0.6	(\$0.0)	(\$2.8)	(\$21.9)	\$1.1
Percent of expenses covered by contributions	40%	45%	44%	45%	45%	43%	47%	48%	43%	48%
New York Season Opera Performances	228	223	219	216	225	222	213	207	218	220
Other Opera Performances (parks, tours, concerts)	18	23	6	9	15	25	9	11	12	12
Presentations	64	75	64	64	65	72	64	64	64	65
Total Performances	310	321	289	289	305	319	286	282	294	297



METROPOLITAN OPERA ASSOCIATION, INC.

Consolidated Financial Statements

July 31, 2015 and 2014

(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, 2015 and 2014, 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, 2015 and 2014, 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 18, 2015

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

METROPOLITAN OPERA ASSOCIATION, INC.

Consolidated Balance Sheets

July 31, 2015 and 2014

(In thousands)

Assets	2015	2014
Cash and cash equivalents	\$ 4,590	2,138
Accounts receivable	4,517	4,139
Contributions receivable, net (notes 2 and 10)	100,072	79,051
Prepaid production and telecast costs	11,418	12,138
Other assets (note 5)	6,535	5,870
Investments (notes 3 and 8)	307,119	298,443
Interests in split-interest agreements (note 3)	21,156	22,172
Property and equipment, net (note 4)	51,094	48,369
Total assets	\$ <u>506,501</u>	<u>472,320</u>
Liabilities and Net Assets		
Liabilities:		
Accounts payable and accrued expenses	\$ 25,948	24,324
Borrowings under line of credit (note 5)	17,000	17,000
Deferred revenue	47,801	40,259
Other liabilities	18,970	16,832
Long-term debt (note 5)	97,895	100,000
Unfunded accumulated benefit obligation (note 6)	88,243	74,998
Total liabilities	<u>295,857</u>	<u>273,413</u>
Net assets (notes 7 and 8):		
Unrestricted (accumulated deficit):		
Unfunded accumulated benefit obligation	(88,243)	(74,998)
Accumulated losses on endowment funds	(191)	(115)
Other	(71,095)	(70,928)
Total accumulated deficit – unrestricted	<u>(159,529)</u>	<u>(146,041)</u>
Temporarily restricted	140,049	119,066
Permanently restricted	230,124	225,882
Total net assets	<u>210,644</u>	<u>198,907</u>
Total liabilities and net assets	\$ <u>506,501</u>	<u>472,320</u>

See accompanying notes to consolidated financial statements.

METROPOLITAN OPERA ASSOCIATION, INC.

Consolidated Statements of Activities

Years ended July 31, 2015 and 2014

(In thousands)

	2015	2014
Change in unrestricted net assets:		
Operating revenues:		
Contributions and bequests	\$ 121,734	98,348
Net assets released from restrictions	28,107	36,647
	149,841	134,995
Opera activities:		
Box office and tours	90,942	91,319
Media revenues	31,908	31,567
Other revenues	4,912	4,345
Ballet and other presentations	8,096	7,413
Investment return and bequest authorized spending amount (notes 3 and 8)	15,950	15,800
Other income (note 3)	9,103	8,034
Total	310,752	293,473
Operating expenses:		
Opera activities:		
Performances	195,409	198,608
Media	29,146	29,905
New productions	17,042	16,814
Other expenses	7,751	8,389
Ballet and other presentations	7,147	7,248
Opera House	19,879	18,526
General management (note 5)	19,840	20,365
Fund-raising expenses	13,483	15,526
Total	309,697	315,381
Excess (deficiency) of operating revenues over expenses	1,055	(21,908)
Nonoperating:		
Net assets released for capital	84	2,767
Investment return less than spending amount (note 3)	(1,026)	(160)
Pension plan changes other than net periodic cost (note 6)	(12,008)	(5,911)
Change in value of interests in split-interest agreements	(821)	(3)
Other	(772)	(1,833)
Decrease in unrestricted net assets	(13,488)	(27,048)
Change in temporarily restricted net assets:		
Contributions and bequests for operations	49,400	26,139
Contributions and bequests for capital	84	754
Investment return, net (note 3)	451	7,535
Change in value of interests in split-interest agreements	278	1,400
Other	(1,039)	2,407
Net assets released from restrictions:		
For operations	(28,107)	(36,647)
For capital	(84)	(2,767)
Increase (decrease) in temporarily restricted net assets	20,983	(1,179)
Change in permanently restricted net assets:		
Endowment contributions	4,550	160
Investment return, net (note 3)	921	1,543
Other	(324)	(999)
Change in value of interests in split-interest agreements	(905)	450
Increase in permanently restricted net assets	4,242	1,154
Change in net assets	11,737	(27,073)
Net assets:		
Beginning of year	198,907	225,980
End of year	\$ 210,644	198,907

See accompanying notes to consolidated financial statements.

METROPOLITAN OPERA ASSOCIATION, INC.

Consolidated Statements of Cash Flows

Years ended July 31, 2015 and 2014

(In thousands)

	2015	2014
Cash flows from operating activities:		
Change in net assets	\$ 11,737	(27,073)
Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities:		
Depreciation and amortization	4,770	4,550
Pension plan changes other than net periodic cost	12,008	5,911
Net gains on investments	(13,557)	(21,591)
Contributions permanently restricted for endowment	(4,550)	(160)
Contributions restricted for investments in property and equipment	(84)	(754)
Changes in operating assets and liabilities:		
Accounts receivable	(378)	(327)
Contributions receivable, net	(17,757)	(122)
Prepaid production and other assets	23	(1,025)
Interests in split-interest agreements	1,016	(1,848)
Accounts payable, accrued expenses, and other liabilities	4,999	2,279
Deferred revenue	7,542	79
Net cash provided by (used in) operating activities	5,769	(40,081)
Cash flows from investing activities:		
Acquisition of property and equipment	(7,463)	(7,056)
Purchases of investments	(161,433)	(88,244)
Proceeds from sale of investments	166,314	114,224
Net cash (used in) provided by investing activities	(2,582)	18,924
Cash flows from financing activities:		
Borrowings under line of credit	22,500	17,000
Repayment of line of credit	(22,500)	—
Repayment of long-term debt	(2,105)	—
Cash contributions for permanently restricted endowment	400	2,441
Cash received for contributions restricted for investments in property and equipment	970	2,042
Net cash (used in) provided by financing activities	(735)	21,483
Net increase in cash and cash equivalents	2,452	326
Cash and cash equivalents, beginning of year	2,138	1,812
Cash and cash equivalents, end of year	\$ 4,590	2,138
Supplemental information:		
Cash paid for interest	\$ 4,264	5,282

See accompanying notes to consolidated financial statements.

METROPOLITAN OPERA ASSOCIATION, INC.

Notes to Consolidated Financial Statements

July 31, 2015 and 2014

(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

For the fiscal year ended July 31, 2015, the Met had operating revenues in excess of expenses of approximately \$1.1 million. This result was achieved through new union agreements, spending reductions, and increased contributions from donors following the launch of a new fundraising drive. Nevertheless, unrestricted net assets decreased principally due to an increase in the unfunded accumulated pension benefit obligation. This increase was caused primarily by updated mortality tables. As discussed in note 5, the line of credit has been extended to September 30, 2016. Based upon the most recent information available and the Met's actions taken to improve access to cash and reduce costs, the Met estimates that it has sufficient liquidity through July 31, 2016 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*

METROPOLITAN OPERA ASSOCIATION, INC.

Notes to Consolidated Financial Statements

July 31, 2015 and 2014

Restricted Endowment Funds Subject to UPMIFA, which requires the portion of a donor-restricted endowment fund that is not classified as permanently restricted to be classified as temporarily restricted net assets until appropriated for expenditure in a manner consistent with the standard of prudence prescribed by 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

METROPOLITAN OPERA ASSOCIATION, INC.

Notes to Consolidated Financial Statements

July 31, 2015 and 2014

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 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 and investment funds that are redeemable at or near the balance sheet date (generally within 90 days).
- Level 3 Inputs that are unobservable and investment funds that are not redeemable at or near the balance sheet date.

A financial instrument's level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement. The fair value of the Met's investments is presented in note 3. The carrying value of the Met's short-term financial instruments approximates fair value because of their short maturity. The carrying value of contributions receivable approximates their fair value. The carrying amount of annuity and other split-interest obligations approximates fair value because these instruments are recorded at the estimated net present value of future cash flows. These estimated fair values, however, involves unobservable inputs considered to be Level 3 in the fair value hierarchy. At July 31, 2015, the fair value of long-term debt is approximately \$93.5 million. The estimated fair value of the Met's long-term debt is based on the discounted future cash payments to be made for each issue. The discount used approximates current market rates for loans of similar maturities and credit quality and is considered Level 2 in the fair value hierarchy.

(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

METROPOLITAN OPERA ASSOCIATION, INC.

Notes to Consolidated Financial Statements

July 31, 2015 and 2014

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 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, which is considered Level 3 in the fair value hierarchy. 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, 2015, the Met raised \$47.7 million under the Opera Fund campaign of which \$31.75 million was recognized as unrestricted revenue for the year ended July 31, 2015.

Fundraising expenses reflected in the accompanying consolidated statements of activities of \$13.5 million and \$15.5 million have been incurred to raise contributions and bequests, including

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temporarily and permanently restricted contributions and bequests, totaling \$176 million and \$125 million in 2015 and 2014, 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 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 \$1.1 million and \$913,000 at July 31, 2015 and 2014, respectively. Total marketing expenses recognized were \$14.1 million and \$15.0 million in 2015 and 2014, 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 \$829,000 and \$1 million in 2015 and 2014, 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

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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) 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>2015</u>	<u>2014</u>
Within one year	\$ 43,327	36,958
One to five years	59,096	36,613
More than five years	<u>1,050</u>	<u>8,763</u>
Total	103,473	82,334
Less allowance for uncollectibility	(600)	(325)
Less discount to present value (average discount rate used is 1.62% and 2.08% for 2015 and 2014, respectively)	<u>(2,801)</u>	<u>(2,958)</u>
	<u>\$ 100,072</u>	<u>79,051</u>

In 2015 and 2014, contributions receivable include approximately \$63.4 million and \$49.4 million, respectively, due from ten donors.

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(3) Investments

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

	2015	2014
Endowment investments:		
Cash equivalents and short-term investments	\$ 10,788	23,616
Fixed income	38,100	32,216
U.S. equities	114,146	103,796
Global equities (including alternative investments)	62,740	63,227
Other alternative investment strategies	40,124	42,373
	265,898	265,228
Other investments:		
Cash equivalents and short-term investments	31,722	22,078
Fixed income	1,894	1,859
U.S. equities	3,993	3,884
Global equities	1,921	1,733
Balanced mutual funds	1,242	2,965
Alternative investments	449	696
	41,221	33,215
	\$ 307,119	298,443

Investment activity is summarized below for the years ended July 31, 2015 and 2014 (in thousands):

	2015	2014
Investments, beginning of year	\$ 298,443	302,832
Investment return:		
Interest and dividends	4,027	4,645
Net gains	13,557	21,591
Less investment expenses	(1,035)	(751)
Investment return	16,549	25,485
Gifts and other additions	40,610	24,455
Amounts utilized for operations:		
Investment return authorized spending amount	(16,060)	(15,800)
Transfers to fund Save the Met Broadcasts	(6,800)	(6,800)
Other transfers	(25,623)	(31,729)
Investments, end of year	\$ 307,119	298,443

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

	2015	2014
Investment return authorized spending amount included in:		
Unrestricted operating revenues	\$ 15,950	15,800
Temporarily restricted investment return	110	—
	16,060	15,800
Other investment return included in other income or change in value of split-interest agreements	253	767
Investment return greater than authorized spending amount	236	8,918
Investment return	\$ 16,549	25,485

At July 31, 2015, 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, 2015 and 2014 of \$5.4 million and \$6 million, respectively, is one to five years.

The redeemable alternative investment funds included in the Met's investment portfolio at July 31, 2015 and 2014 are redeemable based on the following terms and conditions (in thousands):

	2015	2014
Daily	\$ 96	107
Fortnightly redemption with 3 days' notice	13,107	11,477
Monthly redemption with 6–60 days' notice	9,685	15,545
Quarterly redemption with 30 days' notice (subject to initial lock-up)	32,914	28,293
Quarterly redemption with 65 days' notice	13,908	13,815
Annual redemption with 45–90 days' notice	13,223	14,214
Other	1,922	3,952
	\$ 84,855	87,403

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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, 2015 and 2014 (in thousands):

	<u>2015 Total</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</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	—	13,107	26,898
Balanced mutual funds	1,242	1,242	—	—
Alternative investments:				
Multi-strategy – limited partnerships	15,830	—	13,908	1,922
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>213,776</u>	<u>39,876</u>	<u>53,467</u>
Interests in split-interest agreements	\$ 21,156	—	—	21,156

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	2014 Total	Level 1	Level 2	Level 3
Investments:				
Cash equivalents and short-term investments	\$ 45,694	45,694	—	—
Fixed income:				
Common trust fund	975	—	975	—
Mutual fund	33,023	33,023	—	—
U.S. government obligations	77	77	—	—
U.S. equities:				
Managed accounts	92,520	92,520	—	—
Mutual funds	13,735	13,735	—	—
Common trust funds	1,425	—	1,425	—
Global equities:				
Business trusts	9,676	—	9,676	—
Common trust funds	932	—	932	—
Mutual funds	13,661	13,661	—	—
Limited liability company	5,869	—	5,869	—
Limited partnerships	34,822	—	11,477	23,345
Balanced mutual funds	2,965	2,965	—	—
Alternative investments:				
Multi-strategy – limited partnerships	16,814	—	13,815	2,999
Long/short equity – limited partnership	982	—	—	982
Long/short equity – limited liability company	4,948	—	—	4,948
Distressed securities – limited partnerships	16,597	—	—	16,597
Private equity	3,621	—	—	3,621
Real estate investment trust	107	—	107	—
	\$ 298,443	201,675	44,276	52,492
Interests in split-interest agreements	\$ 22,172	—	—	22,172

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

	2015					
	<u>Multi-strategy</u>	<u>Distressed securities</u>	<u>Global equities</u>	<u>Private equity</u>	<u>Long/short equity</u>	<u>Total</u>
Beginning balance	\$ 2,999	16,597	23,345	3,621	5,930	52,492
Net appreciation (depreciation) in fair value	3,151	(717)	3,553	(55)	1,068	7,000
Redemptions	(4,228)	(604)	—	(211)	(982)	(6,025)
Ending balance	<u>\$ 1,922</u>	<u>15,276</u>	<u>26,898</u>	<u>3,355</u>	<u>6,016</u>	<u>53,467</u>

	2014					
	<u>Multi-strategy</u>	<u>Distressed securities</u>	<u>Global equities</u>	<u>Private equity</u>	<u>Long/short equity</u>	<u>Total</u>
Beginning balance	\$ 7,465	14,651	21,266	4,323	—	47,705
Net appreciation (depreciation) in fair value	397	2,961	2,079	(494)	(52)	4,891
Transfer from Level 2	—	—	—	—	982	982
Purchases	444	—	—	—	5,000	5,444
Redemptions	(5,307)	(1,015)	—	(208)	—	(6,530)
Ending balance	<u>\$ 2,999</u>	<u>16,597</u>	<u>23,345</u>	<u>3,621</u>	<u>5,930</u>	<u>52,492</u>

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. For the year ended July 31, 2014, interests in split-interest agreements increased by new agreements of \$139,000 and increased by net investment gains of \$1,709,000.

Information with respect to investment strategies and redemption terms for alternative investments in 2015 is as follows:

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

Global equities – limited liability company: This investment objective is to achieve long-term capital appreciation by investing in publicly traded equity, fixed income, and other types of securities including common stocks, securities convertible into common stock, and rights and warrants to purchase common stock that are trading at what the investment manager believes to be a discount to their net asset value. Redemptions are allowed monthly with 30 days' prior written notice. In 2015, this investment was redeemed.

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

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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 partnership: The long/short hedge fund seeks appreciation through investments in a number of long/short equity positions. The fund was redeemed during the year ended July 31, 2014. The remaining holdback amount was received during the year ended July 31, 2015.

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):

	2015	2014
Land	\$ 91	91
Warehouses	1,773	1,773
Leasehold improvements	27,267	27,180
Furniture, fixtures, and other, including information systems equipment	34,904	32,337
Theatrical equipment	52,551	50,021
Construction in progress	4,617	2,338
	121,203	113,740
Less accumulated depreciation and amortization	(70,109)	(65,371)
	\$ 51,094	48,369

(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, 2015 and expires September 30, 2016. The Line of Credit amount is \$30 million for the period from September 30, 2015 through June 29, 2016; \$23 million from June 30, 2016 through July 30, 2016; \$19 million from July 31, 2016 through August 31, 2016; and \$7.5 million from September 1, 2016 to September 30, 2016. The line year is the period from October 1, 2015 to September 30, 2016, 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 \$22.7 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 \$343,000 and \$238,000 for 2015 and 2014, respectively, and is included in general management expenses. At both July 31, 2015 and 2014, the amount outstanding under the Line of Credit was \$17 million.

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 until final maturity on October 1, 2042. The fixed rate serial bonds bear interest at rates ranging from 1.000% to 3.128%

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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 in other assets and are being amortized over the life of the Bonds. Interest expense for the Bonds for each of the years ended July 31, 2015 and 2014 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:

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Year(s) ending July 31:			
2016	\$ 2,130	3,897	6,027
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
Thereafter	86,890	51,640	138,530
	<u>\$ 97,895</u>	<u>70,757</u>	<u>168,652</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>2015</u>	<u>2014</u>
Change in benefit obligation:		
Benefit obligation at beginning of year	\$ 266,954	244,333
Service cost	5,339	5,210
Interest cost	11,660	11,744
Actuarial losses	14,059	17,860
Benefits paid	<u>(13,609)</u>	<u>(12,193)</u>
Benefit obligation at end of year	<u>284,403</u>	<u>266,954</u>
Change in plan assets:		
Fair value of plan assets at beginning of year	191,956	175,981
Actual return	8,425	18,168
Employer contributions	9,265	10,297
Benefits paid and actual expenses	<u>(13,486)</u>	<u>(12,490)</u>
Fair value of plan assets at end of year	<u>196,160</u>	<u>191,956</u>
Funded status	<u>\$ (88,243)</u>	<u>(74,998)</u>
Components of net periodic cost:		
Service cost	\$ 5,339	5,210
Interest cost	11,660	11,744
Expected return on plan assets	(14,790)	(13,751)
Other, net	<u>8,293</u>	<u>7,829</u>
Net periodic cost	<u>\$ 10,502</u>	<u>11,032</u>
Items not yet recognized as a component of net periodic benefit cost:		
Unrecognized prior service cost	\$ 8,816	11,564
Unrecognized net loss	<u>95,758</u>	<u>81,002</u>
Total	<u>\$ 104,574</u>	<u>92,566</u>
Weighted average assumptions used to determine net periodic benefit costs:		
Discount rate	4.44%	4.84%
Expected long-term return on plan assets	8.00	8.00
Weighted average assumptions used to determine benefit obligations:		
Discount rate	4.43%	4.44%

The net loss expected to be recognized as a component of net periodic pension cost over the next twelve months is \$7,797,000. This includes the amortization of the net loss and the amortization of prior service costs.

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The accumulated benefit obligation for the Plan at July 31, 2015 and 2014 was \$284,403,000 and \$266,954,000, respectively.

The Met expects to contribute at least the minimum required amount of approximately \$8.7 million to the Plan in fiscal year 2016. 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:	
2016	\$ 14,437
2017	14,960
2018	15,487
2019	15,852
2020	16,144
2021–2025	86,148

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, 2015 and 2014 by asset category are as follows:

<u>Asset category</u>	<u>Target policy allocation</u>	<u>Percentage of plan assets</u>	
		<u>2015</u>	<u>2014</u>
Domestic and international fixed income	0%–40%	27%	23%
Domestic and international equity	0–50	68	68
Alternative assets and private equity	0–25	5	9
Total		<u>100%</u>	<u>100%</u>

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

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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):

	<u>2015 Total</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>
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	<u>\$ 196,160</u>	<u>140,773</u>	<u>55,387</u>	<u>—</u>

The following table presents the fair value hierarchy of the pension assets that are measured at fair value on a recurring basis at July 31, 2014 (in thousands):

	<u>2014 Total</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>
Cash equivalents and short-term investments	\$ 5,853	5,853	—	—
Fixed income – mutual fund	22,458	22,458	—	—
U.S. equity:				
Managed accounts	51,888	51,888	—	—
Mutual fund	4,132	4,132	—	—
Common trust fund	9,237	—	9,237	—
Global equity:				
Limited partnership	16,637	—	16,637	—
Limited liability company	4,044	—	4,044	—
Business trust	16,533	—	16,533	—
Balanced fund – mutual fund	51,628	51,628	—	—
Other alternative investments	9,546	—	9,546	—
Total pension assets	<u>\$ 191,956</u>	<u>135,959</u>	<u>55,997</u>	<u>—</u>

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The alternative investment funds included in the Met’s pension asset portfolio at July 31, 2015 and 2014 are redeemable based on the following terms and conditions (in thousands):

	<u>2015</u>	<u>2014</u>
Daily redemption with 1 day’s notice	\$ 10,266	9,237
Fortnightly redemption with 3 days’ notice	18,998	16,637
Monthly with 6 days’ notice	16,562	16,533
Monthly with 30 days’ notice	—	4,044
Quarterly with 65 days’ notice	<u>9,561</u>	<u>9,546</u>
Total	<u>\$ 55,387</u>	<u>55,997</u>

Certain employees not covered by the Plan are covered by multi-employer plans as part of collective bargaining agreements. Amounts contributed to these union plans were \$4,947,000 and \$5,079,000 in 2015 and 2014, 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 31, 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 \$3,004,000 and \$3,104,000 for the years ended July 31, 2015 and 2014, 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, 2014 valuation, the plan’s funded percentage is 113.3% 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 \$513,000 and \$515,000 for the years ended July 31, 2015 and 2014, 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, 2014 valuation, the plan’s funded percentage is 85.7%; 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 \$511,000 and \$494,000 for the years ended July 31, 2015 and 2014, respectively.

METROPOLITAN OPERA ASSOCIATION, INC.

Notes to Consolidated Financial Statements

July 31, 2015 and 2014

- Amounts contributed to eleven other union plans amounted to \$919,000 and \$966,000 for the years ended July 31, 2015 and 2014, 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. Three memorandums of agreement are in place for the period from August 1, 2014 to July 31, 2019. Two memorandums of agreement are in place for the period from August 1, 2014 to July 31, 2020. A six-month extension for one union in place until January 31, 2015 was extended to September 30, 2015 and is currently being negotiated. Of the two other unions for whom contributions are made, one agreement expires December 31, 2015, and one other agreement expired in 2006 and a new agreement is not in place.

(7) Net Assets

(a) Temporarily Restricted Net Assets

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

	2015	2014
Program activities:		
A combination of new productions, tours, educational, or audience outreach programs	\$ 25,143	24,353
New productions	26,331	23,526
Telecasts and other media activities	12,046	8,593
Save the Met Broadcasts	10,873	10,373
Young artists and other specified activities	9,711	9,741
Future operating activities (time restricted)	29,802	15,319
Endowment draw appropriation restricted for program	110	—
Capital	11,787	11,787
Other time restrictions including interests in charitable trusts and pooled income funds	14,246	15,374
	\$ 140,049	119,066

Included in temporarily restricted net assets in both fiscal 2015 and 2014 is \$754,000 expended for capital appropriations funded by the City of New York (the City) relating to the Met's fly rigging system. 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.

METROPOLITAN OPERA ASSOCIATION, INC.

Notes to Consolidated Financial Statements

July 31, 2015 and 2014

(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>2015</u>	<u>2014</u>
Income for:		
New York Season (unrestricted)	\$ 110,930	108,133
New productions	73,006	72,479
Telecasts	14,470	14,162
Young artists	19,614	20,179
Other specified activities	12,104	10,929
	<u>\$ 230,124</u>	<u>225,882</u>

Included in permanently restricted net assets are two donor-restricted gifts that require the use of a spending rate to be applied to such funds. Investment income greater than the spending rate is required to be reinvested in the fund and, accordingly, is classified as permanently restricted. 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, 2015 and 2014, the value of such funds included in permanently restricted net assets was \$71.2 million and \$70.2 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.

METROPOLITAN OPERA ASSOCIATION, INC.

Notes to Consolidated Financial Statements

July 31, 2015 and 2014

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 the year ended July 31, 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 \$191,000 and \$115,000 as of July 31, 2015 and 2014, respectively. This deficiency results from unfavorable market fluctuations subsequent to the investment of permanently restricted contributions. Subsequent gains that restore the fair value of the assets of the donor-restricted endowment fund to the required level will be classified as an increase in unrestricted net assets.

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

	Unrestricted	Temporarily restricted	Permanently restricted	Total
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>

The Met's endowment fund consists of the following at July 31, 2014 (in thousands):

	Unrestricted	Temporarily restricted	Permanently restricted	Total
Donor-restricted	\$ (115)	33,746	216,309	249,940
Board-designated	15,288	—	—	15,288
Total endowment net assets	\$ <u>15,173</u>	<u>33,746</u>	<u>216,309</u>	<u>265,228</u>

METROPOLITAN OPERA ASSOCIATION, INC.

Notes to Consolidated Financial Statements

July 31, 2015 and 2014

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>

Changes in endowment funds for the year ended July 31, 2014 (in thousands):

	<u>Unrestricted</u>	<u>Temporarily restricted</u>	<u>Permanently restricted</u>	<u>Total</u>
Endowment net assets, July 31, 2013	\$ 14,863	26,109	212,325	253,297
Investment return, net	16,110	7,107	1,543	24,760
Contributions	—	530	2,441	2,971
Appropriation for expenditure	<u>(15,800)</u>	<u>—</u>	<u>—</u>	<u>(15,800)</u>
Endowment net assets, July 31, 2014	\$ <u>15,173</u>	<u>33,746</u>	<u>216,309</u>	<u>265,228</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 \$597,000 and \$604,000 due from the

METROPOLITAN OPERA ASSOCIATION, INC.

Notes to Consolidated Financial Statements

July 31, 2015 and 2014

Guild at July 31, 2015 and 2014, respectively. Revenues from the Guild were \$6.1 million and \$6.4 million for the years ended July 31, 2015 and 2014, respectively.

(11) Subsequent Events

In connection with the preparation of the consolidated financial statements, the Met evaluated events after the consolidated balance sheet date of July 31, 2015 through December 18, 2015, which was the date the consolidated financial statements were available to be issued and has concluded that there are no other subsequent events requiring disclosure.

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