

# Annual Report

2016-17



The Met  
ropolitan  
Opera



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## Introduction

In the 2016–17 season, the Metropolitan Opera continued to present outstanding grand opera, featuring the world’s finest artists, while maintaining balanced financial results—the third year running in which the company’s finances were balanced or very nearly so. The season opened with the premiere of a new production of Wagner’s *Tristan und Isolde* and also included five other new stagings, as well as 20 revivals. The *Live in HD* series of cinema transmissions brought opera to audiences around the world for the 11th year, with ten broadcasts reaching approximately 2.3 million people. Combined earned revenue for the Met (*Live in HD* and box office) totaled \$111 million. Total paid attendance for the season in the opera house was 75%.

All six new productions in the 2016–17 season were the work of distinguished directors who had previous success at the Met. The compelling Opening Night new production of *Tristan und Isolde* was directed by Mariusz Treliński, who made his Met debut in 2015 with the double bill of Tchaikovsky’s *Iolanta* and Bartók’s *Bluebeard’s Castle*. French-Lebanese director Pierre Audi brought his distinctive vision to Rossini’s final operatic masterpiece *Guillaume Tell*, following his earlier staging of Verdi’s *Attila* in 2010. Robert Carsen, who first worked at the Met in 1997 on his popular production of Tchaikovsky’s *Eugene Onegin*, directed a riveting new *Der Rosenkavalier*, the company’s first new staging of Strauss’s grand comedy since 1969. Three of the Met’s most prolific directors in recent years also returned, with Robert Lepage, Bartlett Sher, and Mary Zimmerman overseeing new productions of Kaija Saariaho’s *L’Amour de Loin*, Gounod’s *Roméo et Juliette*, and Dvořák’s *Rusalka*, respectively.

Several of the world’s most sought-after conductors were on the podium for the six new productions, including Sir Simon Rattle, Met Principal Conductor Fabio Luisi, Susanna Mälkki, Gianandrea Noseda, Sir Mark Elder, and Sebastian Weigle.

As always, the Met welcomed the world’s greatest opera singers, with new productions alone featuring such stars as Jamie Barton, Diana Damrau, Renée Fleming, Elina Garanča, Erin Morley, Kristine Opolais, Marina Rebeka, Nina Stemme, Gerald Finley, Vittorio Grigolo, Günther Groissböck, Bryan Hymel, Brandon Jovanovich, Eric Owens, René Pape, Matthew Polenzani, and Stuart Skelton, among others. Revivals featured Alice Coote, Isabel Leonard, Karita Mattila, Angela Meade, Anna Netrebko, Ailyn Pérez, Patricia Racette, Nadine Sierra, Elza van den Heever, Sonya Yoncheva, Ildar Abdrazakov, Roberto Alagna, Marcelo Álvarez, Piotr Beczala, Joseph Calleja, Javier Camarena, Plácido Domingo, Michael Fabiano, Thomas Hampson, Simon Keenlyside, Mariusz Kwiecien, Christopher Maltman, Peter Mattei, Luca Pisaroni, Michael Volle, Pretty Yende.

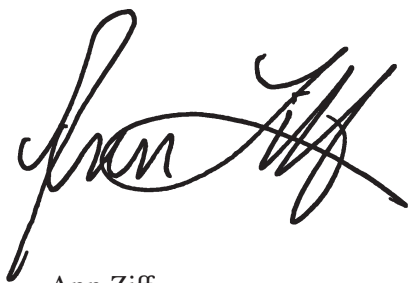
Through the *Live in HD* series, the Met transmitted performances to more than 2,000 movie theaters in 73 countries around the world. Total HD attendance for the 2016–17 season was 2.3 million. The series was once again supported by its founding sponsor, the Neubauer Family Foundation, and its digital sponsor, Bloomberg

Philanthropies. The *HD Live in Schools* program enabled thousands of students in 43 school districts across 33 states to experience live opera performances free of charge. Performances were also shared through Metropolitan Opera Radio on Sirius XM, which presented 87 performances; on the Met’s website, which streamed 33 performances; and over the Toll Brothers–Metropolitan Opera International Radio Network, which broadcast 24 live Saturday performances. The Opening Night performance of *Tristan und Isolde* was presented live to audiences in Times Square for the 11th consecutive year.

A number of new members joined the Board and three Directors changed categories during the 2016–17 season. David Henry Jacobs was elected a Managing Director and Stephen Berger, John Cryan, Howard W. Hunter, Frances Marzio, Franci Neely, and Marta Nottebohm were elected Advisory Directors. Amanda S. Brainerd, Aslanbek Dzhaliev, Jordan A. D. Fudge, Bryan L. McCalister, Frederick Perlberg, and Michael J. Woods were elected Young Associate Directors. Tod Johnson moved from Advisory Director to Managing Director; Dafna Meitar-Nechmad moved from Managing Director to Advisory Director; and Noreen Buckfire moved from Member of the Association to Advisory Director.

In June 2016, the Met made a major artistic announcement, naming Yannick Nézet-Séguin as the company’s next Music Director—just the third in its history.

The Board members and I have enjoyed working closely with General Manager Peter Gelb and all the members of the Met company, whom I thank for their work and dedication. I look forward to more successful seasons ahead, with all of them as well as Maestro Nézet-Séguin.

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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Gordon P. Getty  
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Meyer G. Koplów  
Theodore A. Kurz  
Dominique Laffont  
Mitchell L. Lathrop  
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Dafna Meitar-Nechmad  
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Linda Mirels  
Franci Neely  
Marta Nottebohm  
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Katharina Otto-Bernstein  
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Miss Leontyne Price  
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Jacqui Smith  
Daisy M. Soros  
John J. Veronis  
Arete S. Warren

## MEMBERS OF THE ASSOCIATION

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Cynthia D. Sculco  
Mrs. William F. Sondericker  
Kimberly V. Strauss  
Jackson Tai  
Barry Tucker

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Amanda S. Brainerd  
Diego De Giorgi  
Aslanbek Dzhaliiev  
Jordan A. D. Fudge  
Heather H. Georges  
Matthew G. Hurd  
Amy H. Lee  
So-Chung Shinn Lee  
Pedro Magalhães  
Julie Warner McAskin  
Bryan L. McCalister  
Fonzarelli Ong  
Frederick Perlberg  
Evelyn M. M. Popp  
Chad J. Shampine  
Itai Shoffman  
Siddhartha Shukla  
Kevin M. Tagami  
Michael J. Woods  
Satoko Yahata

*Season Repertory  
and Events*

# Season Repertory

## NEW PRODUCTIONS

*Kaija Saariaho / Libretto by Amin Maalouf*

### L'AMOUR DE LOIN

CONDUCTOR Susanna Mälkki\*

PRODUCTION Robert Lepage

ASSOCIATE DIRECTOR Sybille Wilson\*

SET AND COSTUME DESIGNER Michael Curry

LIGHTING DESIGNER Kevin Adams

LIGHTSCAPE IMAGE DESIGNER Lionel Arnould

SOUND DESIGNER Mark Grey

Production a gift of the Francis Goelet Trusts

Additional funding from The H.M. Agnes Hsu-Tang, PhD, and Oscar Tang Endowment Fund

*Gioachino Rossini*

### GUILLAUME TELL

CONDUCTOR Fabio Luisi

PRODUCTION Pierre Audi

SET DESIGNER George Tsypin

COSTUME DESIGNER Andrea Schmidt-Futterer

LIGHTING DESIGNER Jean Kalman

CHOREOGRAPHER Kim Brandstrup

DRAMATURG Klaus Bertisch\*

Production a gift of The Fan Fox and Leslie R. Samuels Foundation, Inc.

Additional funding from The Walter and Leonore Annenberg Endowment Fund

*Charles Gounod*

### ROMÉO ET JULIETTE

CONDUCTOR Gianandrea Noseda/Emmanuel Villaume

PRODUCTION Bartlett Sher

SET DESIGNER Michael Yeagan

COSTUME DESIGNER Catherine Zuber

LIGHTING DESIGNER Jennifer Tipton

CHOREOGRAPHER Chase Brock\*

FIGHT DIRECTOR B. H. Barry

Production a gift of The Sybil B. Harrington Endowment Fund

*Richard Strauss*

### DER ROSENKAVALIER

CONDUCTOR Sebastian Weigle

PRODUCTION Robert Carsen

SET DESIGNER Paul Steinberg

COSTUME DESIGNER Brigitte Reiffenstuel

LIGHTING DESIGNERS Robert Carsen and Peter Van Praet

CHOREOGRAPHER Philippe Giraudeau

Production a gift of Howard Solomon and Sarah Billingham Solomon

*Antonín Dvořák*

### RUSALKA

CONDUCTOR Sir Mark Elder

PRODUCTION Mary Zimmerman

SET DESIGNER Daniel Ostling

COSTUME DESIGNER Mara Blumenfeld

LIGHTING DESIGNER T. J. Gerckens

CHOREOGRAPHER Austin McCormick\*

Production a gift of the Betsy and Ed Cohen / Areté Foundation

Additional funding from Mr. William R. Miller, in memory of Irene D. Miller; and the National Endowment for the Arts

*Richard Wagner*

### TRISTAN UND ISOLDE

CONDUCTOR Sir Simon Rattle/Asher Fisch

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 the Estates of Alan and Ruth Broder

Additional funding from Marina Kellen French and the Gramma Fisher Foundation, Marshalltown, Iowa

\* Debut

The 2016–17 season featured 10 *Live in HD* transmissions, 24 Saturday radio broadcasts (20 live and 4 pre-recorded), 87 SiriusXM live broadcasts, and 33 web streams.



## REPERTORY PRODUCTIONS

*Giuseppe Verdi*

### AIDA

CONDUCTOR **Marco Armiliato/Daniele Rustioni**

PRODUCTION **Sonja Frisell**

SET DESIGNER **Gianni Quaranta**

COSTUME DESIGNER **Dada Saligeri**

LIGHTING DESIGNER **Gil Wechsler**

CHOREOGRAPHER **Alexei Ratmansky**

Production a gift of Mrs. Donald D. Harrington

Revival a gift of the Estate of Francine Berry

*Gioachino Rossini*

### IL BARBIERE DI SIVIGLIA

CONDUCTOR **Maurizio Benini**

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

*Giacomo Puccini*

### LA BOHÈME

CONDUCTOR **Carlo Rizzi/Marco Armiliato**

PRODUCTION **Franco Zeffirelli**

SET DESIGNER **Franco Zeffirelli**

COSTUME DESIGNER **Peter J. Hall**

LIGHTING DESIGNER **Gil Wechsler**

Production a gift of Mrs. Donald D. Harrington

Revival a gift of the Metropolitan Opera Club

*Georges Bizet*

### CARMEN

CONDUCTOR **Asher Fisch/Derrick Inouye/Louis Langrée**

PRODUCTION **Sir Richard Eyre**

SET AND COSTUME DESIGNER **Rob Howell**

LIGHTING DESIGNER **Peter Mumford**

CHOREOGRAPHER **Christopher Wheeldon**

ASSOCIATE COSTUME DESIGNER **Irene Bohan**

Production a gift of Mrs. Paul Desmarais, Sr.

*Franco Alfano*

### CYRANO DE BERGERAC

CONDUCTOR **Marco Armiliato**

PRODUCTION **Francesca Zambello**

SET DESIGNER **Peter J. Davison**

COSTUME DESIGNER **Anita Yavich**

LIGHTING DESIGNER **Natasha Katz**

FIGHT DIRECTOR **Rick Sordelet**

CHOREOGRAPHER **Thomas Baird**

Production gift of the Gramma Fisher Foundation, Marshalltown, Iowa, and Bertita and Guillermo L. Martinez

*Wolfgang Amadeus Mozart*

### DON GIOVANNI

CONDUCTOR **Fabio Luisi/Plácido Domingo**

PRODUCTION **Michael Grandage**

SET AND COSTUME DESIGNER **Christopher Oram**

LIGHTING DESIGNER **Paule Constable**

CHOREOGRAPHER **Ben Wright**

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

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

Revival a gift of Rolex

*Pyotr Ilyich Tchaikovsky*

## EUGENE ONEGIN

CONDUCTOR Robin Ticciati/Joel Revzen

PRODUCTION Deborah Warner

SET DESIGNER Tom Pye

COSTUME DESIGNER Chloe Obolensky

LIGHTING DESIGNER Jean Kalman

VIDEO DESIGNERS Ian William Galloway and Finn Ross

CHOREOGRAPHER Kim Brandstrup

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

Revival a gift of Rolex and Mr. and Mrs. Bruce Crawford

*Ludwig van Beethoven*

## FIDELIO

CONDUCTOR Sebastian Weigle

PRODUCTION Jürgen Flimm

SET DESIGNER Robert Israel

COSTUME DESIGNER Florence von Gerkan

LIGHTING DESIGNER Duane Schuler

Production a gift of Alberto Vilar

Revival a gift of Mr. and Mrs. Bruce Crawford

*Richard Wagner*

## DER FLIEGENDE HOLLÄNDER

CONDUCTOR Yannick Nézet-Séguin

PRODUCTION August Everding

SET DESIGNER Hans Schavernoch

COSTUME DESIGNER Lore Haas

LIGHTING DESIGNER Gil Wechsler

Production a gift of the Lila Acheson and DeWitt Wallace Fund for Lincoln Center, established by the founders of The Reader's Digest Association, Inc., and Mr. and Mrs. Samuel L. Tedlow

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

*Wolfgang Amadeus Mozart*

## IDOMENEO

CONDUCTOR James Levine

PRODUCTION Jean-Pierre Ponnelle

SET AND COSTUME DESIGNER Jean-Pierre Ponnelle

LIGHTING DESIGNER Gil Wechsler

*Gioachino Rossini*

## L'ITALIANA IN ALGERI

CONDUCTOR James Levine

PRODUCTION Jean-Pierre Ponnelle

SET AND COSTUME DESIGNER Jean-Pierre Ponnelle

ASSOCIATE DESIGNER David Reppa

Production a gift of an anonymous donor

*Leoš Janáček*

## JENŮFA

CONDUCTOR David Robertson

PRODUCTION Olivier Tambosi

SET AND COSTUME DESIGNER Frank Philipp Schlössmann

LIGHTING DESIGNER Max Keller

Production a gift of the Catherine and Ephraim Gildor Foundation

*Wolfgang Amadeus Mozart*

## THE MAGIC FLUTE

CONDUCTOR Antony Walker

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

ENGLISH ADAPTATION J. D. McClatchy

Abridged production of *The Magic Flute* a gift of The Andrew W. Mellon Foundation and Bill Rollnick and Nancy Ellison Rollnick

Original production of *Die Zauberflöte* 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

*Giacomo Puccini*

## MANON LESCAUT

CONDUCTOR Marco Armiliato

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

\* Debut

*Giuseppe Verdi*

## NABUCCO

CONDUCTOR James Levine

PRODUCTION Elijah Moshinsky

SET DESIGNER John Napier

COSTUME DESIGNER Andreane Neofitou

LIGHTING DESIGNER Howard Harrison

Production a gift of Bill Rollnick and Nancy Ellison Rollnick

Major funding from Mr. and Mrs. Ezra K. Zilkha, Mercedes and Sid Bass, and Mr. and Mrs. Paul M. Montrone

Additional funding from Gilbert S. Kahn and John J. Noffo Kahn, The Eleanor Naylor Dana Charitable Trust, and the National Endowment for the Arts

Revival a gift of the Estate of Francine Berry

*Vincenzo Bellini*

## I PURITANI

CONDUCTOR Maurizio Benini

PRODUCTION Sandro Sequi

SET DESIGNER Ming Cho Lee

COSTUME DESIGNER Peter J. Hall

LIGHTING DESIGNER Gil Wechsler

Production a gift of Mr. and Mrs. Bruce Crawford

Revival a gift of Dr. Patrizia Cavazzoni

*Giuseppe Verdi*

## RIGOLETTO

CONDUCTOR Pier Giorgio Morandi\*

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 and the NPD Group, Inc.

*Richard Strauss*

## SALOME

CONDUCTOR Johannes Debus\*

PRODUCTION Jürgen Flimm

SET AND COSTUME DESIGNER Santo Loquasto

LIGHTING DESIGNER James F. Ingalls

CHOREOGRAPHER Doug Varone

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

Additional funding from Mr. and Mrs. Sid R. Bass, Agnes Varis and Karl Leichtman, Mr. and Mrs. Ezra K. Zilkha, and The Gilbert S. Kahn & John J. Noffo Kahn Endowment Fund

*Giuseppe Verdi*

## LA TRAVIATA

CONDUCTOR Nicola Luisotti

PRODUCTION Willy Decker

SET AND COSTUME DESIGNER Wolfgang Gussmann

ASSOCIATE COSTUME DESIGNER Susana Mendoza

LIGHTING DESIGNER Hans Toelstede

CHOREOGRAPHER Athol Farmer

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

Revival a gift of Rolex and Stanley and Dr. Marion Bergman & Family / Henry Schein, Inc.

*Jules Massenet*

## WERTHER

CONDUCTOR Edward Gardner

PRODUCTION Sir Richard Eyre

SET AND COSTUME DESIGNER Rob Howell

LIGHTING DESIGNER Peter Mumford

VIDEO DESIGNER Wendall K. Harrington

CHOREOGRAPHER Sara Erde

Production a gift of Elizabeth M. and Jean-Marie R. Eveillard

Major funding from Rolex

Additional funding from The Fan Fox and Leslie R. Samuels Foundation, Inc.; the Gramma Fisher Foundation, Marshalltown, Iowa; and The Gilbert S. Kahn & John J. Noffo Kahn Foundation

Revival a gift of Mrs. Jayne Wrightsman

## *The Met Orchestra at Carnegie Hall*

**MAY 31, 2017**

Esa-Pekka Salonen, *Conductor*  
Susan Graham, *Mezzo-Soprano*  
Matthew Polenzani, *Tenor*

MAHLER Selections from *Des Knaben Wunderhorn*

“Der Schildwache Nachtlied”

“Verlor’ne Müh”

“Trost im Unglück”

“Wer hat dies Liedlein erdacht”

“Das irdische Leben”

“Des Antonius von Padua Fischpredigt”

“Rheinlegendchen”

“Lied des Verfolgten im Turm”

“Wo die schönen Trompeten blasen”

“Lob des hohen Verstandes”

Symphony No. 1 in D Major

**JUNE 3, 2017**

Esa-Pekka Salonen, *Conductor*  
Karen Cargill, *Mezzo-Soprano*  
Stuart Skelton, *Tenor*

SCHUMANN Symphony No. 3 in E-flat Major,  
Op. 97, “Rhenish”

MAHLER *Das Lied von der Erde*

**JUNE 6, 2017**

Esa-Pekka Salonen, *Conductor*  
Christian Tetzlaff, *Violin*  
Anne Sofie von Otter, *Mezzo-Soprano*

MAHLER *Blumine*

SIBELIUS Violin Concerto in D Minor, Op. 47

MAHLER *Kindertotenlieder*

SIBELIUS Symphony No. 7 in C Major, Op. 105

## *The Met: Live in HD Transmissions*

OCTOBER 8, 2016

TRISTAN UND ISOLDE *Wagner*

OCTOBER 22, 2016

DON GIOVANNI *Mozart*

DECEMBER 10, 2016

L'AMOUR DE LOIN *Kaija Saariaho /  
Libretto by Amin Maalouf*

JANUARY 7, 2017

NABUCCO *Verdi*

JANUARY 21, 2017

ROMÉO ET JULIETTE *Gounod*

FEBRUARY 25, 2017

RUSALKA *Dvořák*

MARCH 11, 2017

LA TRAVIATA *Verdi*

MARCH 25, 2017

IDOMENEO *Mozart*

APRIL 22, 2017

EUGENE ONEGIN *Tchaikovsky*

MAY 13, 2017

DER ROSENKAVALIER *R. Strauss*

Total audience: 2.3 million  
2,061 theaters; 73 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 43 school districts in 33 states across the country.

## Other Events

AUGUST 26–SEPTEMBER 5, 2016

### Free Outdoor Summer HD Festival

The Met presented screenings of popular HD productions, plus a special film screening co-presented with the Film Society of Lincoln Center, on a screen on the opera house's façade.

SEPTEMBER 14, 2016

### MetTalk: *Tristan und Isolde*

OCTOBER 6, 2016

### MetTalk: *Guillaume Tell*

OCTOBER 16, 2016

### Open House New York Weekend

As part of the Open House New York program, the Met opened its doors to the public and offered tours that included visits to the auditorium, backstage areas, and stage itself.

NOVEMBER 7, 2017

### Guggenheim Museum, Works & Process—*L'Amour de Loin*

Prior to the Met premiere of Kaija Saariaho's *L'Amour de Loin*, Met General Manager Peter Gelb moderated a conversation with the composer and the new production's creative team. Met artists also appeared to perform excerpts from the piece.

NOVEMBER 13, 2016

### Kathleen Battle, The Underground Railroad: A Spiritual Journey—Pre-Show Discussion

Prior to soprano Kathleen Battle's recital on the Met stage, WQXR's Terrance McKnight led a discussion with Dr. Spencer Crew and the Rev. Dr. James Forbe in List Hall at the Metropolitan Opera House.

NOVEMBER 15, 2016

### Met Talk: *L'Amour de Loin*

NOVEMBER 21, 2016

### FIAF-MET: *L'Amour de Loin*

Hosted at New York's French Institute Alliance Française (FIAF), Peter Gelb moderated an intimate conversation with composer Kaija Saariaho and librettist Amin Maalouf, who created the opera *L'Amour de Loin*. Met singers also appeared on the FIAF stage to perform excerpts from the work.

DECEMBER 7, 2016

### The Shakespeare Society: Shakespeare and the Romantics

In connection with this season's new production of *Roméo et Juliette*, actors and Met singers performed selections from both Gounod's opera and the iconic Shakespeare play that inspired it. Jonathan Bate, the author of *The Genius of Shakespeare*, also presented a lecture exploring the connections between the works of Shakespeare and French Romanticism.

DECEMBER 14, 2016

### MetTalk: *Roméo et Juliette*

DECEMBER 29–30, 2016

### Open Houses

Prior to the abridged, holiday performances of Mozart's *The Magic Flute*, the Met presented special activities for families on the Mercedes T. Bass Grand Tier, including hands-on demonstrations, photo opportunities, and craft and dress-up stations.

JANUARY 18, 2017

### MetTalk: *Rusalka*

JANUARY 23, 2017

### Guggenheim Museum, Works & Process—*Rusalka*

Prior to the opening of the season's new staging of Dvořák's *Rusalka* by Mary Zimmerman, Peter Gelb interviews the director about her creative process. Met artists also appeared to sing selections from the opera.

JANUARY 31, 2017

### Czech Center New York: *Rusalka*

In coordination with the Met's new-production premiere of Dvořák's *Rusalka*, Czech Center New York presented a rare collection of original scores, letters, artifacts, films, and costumes related to the beloved fairy tale opera—before the exhibition opened to the public. For the first time, the opera's original manuscript, as well as the composers diary, from the National Museum in Prague, were on display to American audiences.

MARCH 29, 2017

### MetTalk: *Der Rosenkavalier*

JUNE 12–24, 2017

### Free Summer Recital Series

## *The Arnold and Marie Schwartz Gallery Met*

The 2016–17 season featured three exhibitions by contemporary artists, with works presented both in the Arnold and Marie Schwartz Gallery Met and around the opera house. Elizabeth Peyton's *Tristan und Isolde* appeared in conjunction with the season-opening, new production of Wagner's *Tristan und Isolde*. Later in the season, Irish artist Genieve Figgis presented *Romeo and Juliet*, which coincided with the New Year's Eve gala premiere of the new production of Gounod's *Roméo et Juliette*. The final show of the season, Shara Hughes's *Lamenting, Sighing, Weeping*, premiered alongside the opening of Mary Zimmerman's new staging of *Rusalka*.

## Artist Roster

### SOPRANOS

Maria Agresta  
Elaine Alvarez  
Mireille Asselin  
Jennifer Black  
Kathryn Bowden  
Michelle Bradley  
Janai Brugger  
Malin Byström  
Kirsten Chambers  
Jennifer Check  
Anna Christy  
Marina Costa-Jackson  
Tracy Cox  
Katarina Dalayman  
Diana Damrau  
Ellie Dehn  
Helena Dix  
Grazia Doronzio  
Mary Dunleavy  
Oksana Dyka  
Ying Fang  
Renée Fleming  
Hibla Gerzmava  
Carmen Giannattasio  
Eglise Gutiérrez  
Meredith Hansen  
Wendy Bryn Harmer  
Holli Harrison  
Haeran Hong  
Hei-Kyung Hong  
Iulia Isaev  
Brigitta Kele  
Jihee Kim  
Dísella Lárusdóttir  
Kathryn Lewek  
Caitlin Lynch  
Clarissa Lyons  
Amanda Majeski  
Angela Mannino  
Karita Mattila

Maureen McKay  
Angela Meade  
Tatiana Melnychenko  
Liudmyla Monastyrskya  
Latonia Moore  
Erin Morley  
Hanna-Elisabeth Müller  
Olga Mykytenko  
Catherine Naglestad  
Anna Netrebko  
Susan Neves  
Allison Oakes  
Kristine Opolais  
Marjorie Owens  
Hyesang Park  
Olga Peretyatko  
Ailyn Pérez  
Susanna Phillips  
Adrienne Pieczonka  
Jessica Pratt  
Patricia Racette  
Sondra Radvanovsky  
Desirée Rancatore  
Marina Rebeka  
Jennifer Rowley  
Jessica Sandidge  
Amy Shoremount-Obra  
Nadine Sierra  
Nina Stemme  
Krassimira Stoyanova  
Danielle Talamantes  
Elza van den Heever  
Amber Wagner  
Katherine Whyte  
Amanda Woodbury  
Pretty Yende  
Sonya Yoncheva

### MEZZO-SOPRANOS

Avery Amereau  
Jamie Barton  
Nicole Birkland  
Elizabeth Bishop  
Stephanie Blythe  
Monika Bohinec  
Jane Bunnell  
Karen Cargill  
Rihab Chaieb  
Kirstin Chávez  
Alice Coote  
Marianne Cornetti  
Sara Couden  
Kathryn Day  
Elizabeth DeShong  
Barbara Dever  
Larissa Diadkova  
Joyce DiDonato  
Sandra Piques Eddy  
Shirin Eskandani  
Elina Garanča  
Susan Graham  
Ekaterina Gubanova  
Kristee Haney  
Nancy Fabiola Herrera  
Andrea Hill  
Jennifer Johnson Cano  
Sophie Koch  
Edyta Kulczak  
Maya Lahyani  
Sarah Larsen  
Margaret Lattimore  
Isabel Leonard  
Rebecca Jo Loeb  
Daniela Mack  
Serena Malfi  
Clémentine Margaine  
Megan Marino  
Michaela Martens  
Elena Maximova

MaryAnn McCormick  
Sarah Mesko  
Diana Montague  
Tamara Mumford  
Paula Murrihy  
Olesya Petrova  
Mary Phillips  
Karolina Pilou  
Marianna Pizzolato  
Rebecca Ringle  
Jennifer Roderer  
Helene Schneiderman  
Hanna Schwarz  
Jane Shaulis  
Veronica Simeoni  
Carolyn Sproule  
Violeta Urmana  
Cassandra Zoé Velasco  
Virginie Verrez  
Oksana Volkova  
Anne Sofie von Otter  
Dolora Zajick  
Elena Zarembo  
Maria Zifchak

### COUNTERTENOR

David Daniels

### TENORS

Julius Ahn  
Roberto Alagna  
Marcelo Álvarez  
Michele Angelini  
Francesco Anile  
Paul Appleby  
Roberto Aronica  
Atalla Ayan  
Noah Baetge  
Santiago Ballerini  
René Barbera  
Piotr Beczala  
Marco Berti  
Corey Bix  
Aaron Blake  
Ben Bliss  
Zach Borichevsky  
Jean-François Borras  
Daniel Brenna  
Robert Brubaker  
Joseph Calleja  
Javier Camarena  
Neal Cooper  
Stephen Costello  
Richard Cox  
Rafael Davila  
Jorge de León  
Adam Diegel  
Alexey Dolgov  
Plácido Domingo  
Brian Downen  
Yusif Eyvazov  
Michael Fabiano  
Bernard Fitch  
Juan Diego Flórez  
Brian Frutiger  
Allan Glassman

Vittorio Grigolo  
Bryan Hymel  
Brandon Jovanovich  
Joseph Kaiser  
Dmitry Korchak  
Yi Li  
Riccardo Massi  
Jamez McCorkle  
John McVeigh  
Jay Hunter Morris  
Antonio Nagore  
Ronald Naldi  
Zoltán Nyari  
Alan Oke  
John Osborn  
Sean Panikkar  
Matthew Polenzani  
Dmytro Popov  
David Portillo  
Alex Richardson  
Rolando Sanz  
Gregory Schmidt  
Mark Schowalter  
Cameron Schutzka  
Scott Scully  
Chad Shelton  
Andrea Shin  
Gerhard Siegel  
Diego Silva  
Stuart Skelton  
Bruce Sledge  
Roy Cornelius Smith  
Garrett Sorenson  
Tony Stevenson  
Philippe Talbot  
Russell Thomas  
Eduardo Valdes  
Rolando Villazón  
Klaus Florian Vogt  
Kang Wang  
Mario Zeffiri

#### BARITONES

Nicola Alaimo  
Alessio Arduini  
Javier Arrey  
Peter Barrett  
David Bizic  
Marcus Brück  
Massimo Cavalletti  
Dwayne Croft  
Davide Damiani  
Roberto de Candia  
Mark Delavan  
Tyler Duncan  
Anthony Clark Evans  
Christopher Feigum  
Gerald Finley  
Roberto Frontali  
Stephen Gaertner  
George Gagnidze  
Greer Grimsley  
Thomas Hampson  
John Hancock  
Keith Harris  
Simon Keenlyside  
Mariusz Kwiecien  
Alexey Lavrov  
Joseph Lim  
Željko Lučić  
Malcolm MacKenzie  
Elliot Madore  
Christopher Maltman  
Alexey Markov  
Nelson Martinez  
Peter Mattei  
Jeff Mattsey  
John Moore  
Fikile Mvinjelwa  
Alan Opie  
Edward Parks  
George Petean  
Kyle Pfortmiller  
Rodion Pogossov  
Franco Pomponi  
Juan Jesús Rodríguez  
Mark Rucker  
Trevor Scheunemann  
Michael Todd Simpson  
Jason Stearns  
Falk Struckmann  
Michael Volle  
Yunpeng Wang  
David Won  
Hyung Yun

#### BASS-BARITONES

Ildar Abdrazakov  
Joseph Barron  
Nicholas Brownlee  
Patrick Carfizzi  
Jeongcheol Cha  
James Courtney  
David Crawford  
Richard Paul Fink  
Bradley Garvin  
Ryan Speedo Green  
Sam Handley  
Philip Horst  
Christopher Job  
Kyle Ketelsen  
Brian Kontes  
Ao Li  
James Morris  
Maurizio Muraro  
Laurent Naouri  
Rod Nelman  
Evgeny Nikitin  
Eric Owens  
Luca Pisaroni  
David Pittsinger  
Adam Plachetka  
John Relyea  
Mark Schnaible  
Shenyang  
Philip Skinner  
Daniel Sumegi  
Nicolas Testé  
Alfred Walker  
Carsten Wittmoser

#### BASSES

Rubén Amoretti  
Matthew Anchel  
Dmitry Belosselskiy  
Richard Bernstein  
Peixin Chen  
Julian Close  
Philip Cokorinos  
Scott Conner  
Paul Corona  
Nikolay Didenko  
Gregory Frank  
Ferruccio Furlanetto  
Jeremy Galyon  
Oren Gradus  
Günther Groissböck  
Soloman Howard  
Giorgi Kirof  
Štefan Kocán  
Valeriano Lanchas  
Ricardo Lugo  
Andrea Mastroni  
Liam Moran  
Ievgen Orlov  
René Pape  
Mikhail Petrenko  
Paul Plishka  
Robert Pomakov  
Gregory Reinhart  
Julien Robbins  
Morris Robinson  
Matthew Rose  
Erwin Schrott  
Franz-Josef Selig  
Brindley Sherratt  
Kevin Short  
Marco Spotti  
Stefan Szkarafowsky  
Christian Van Horn  
Sava Vemić  
Wei Wu  
Kwangchul Youn  
Christian Zarembo

#### CONDUCTORS

Marco Armiliato  
Maurizio Benini  
Johannes Debus  
Plácido Domingo  
Mark Elder  
Asher Fisch  
Edward Gardner  
Derrick Inouye  
Louis Langrée  
James Levine  
Fabio Luisi  
Nicola Luisotti  
Susanna Mälkki  
Pier Giorgio Morandi  
Yannick Nézet-Séguin  
Gianandrea Noseda  
Simon Rattle  
Carlo Rizzi  
David Robertson  
Daniele Rustioni  
Esa-Pekka Salonen  
Robin Ticciati  
Emmanuel Villaume  
Antony Walker  
Sebastian Weigle

#### GUEST ARTISTS

Rob Besserer  
Maria Kowroski  
Martin Harvey  
Christian Tetzlaff

#### LINDEMANN YOUNG ARTIST DEVELOPMENT PROGRAM

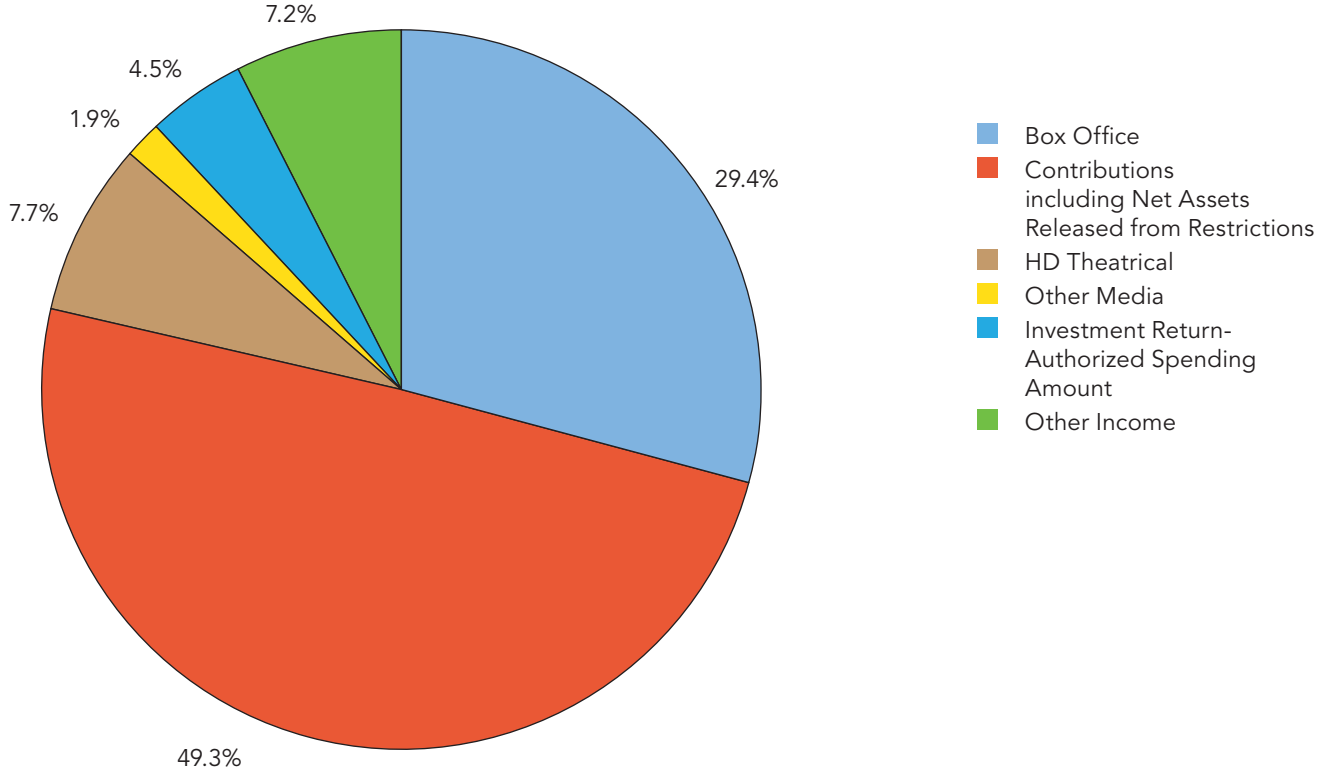
Michelle Bradley  
*Sponsored by  
The Etroy and Terry  
Krumholz Foundation*  
Rihab Chaieb  
*Sponsored by the  
Kern Family, in memory of  
Ralph W. Kern*  
Sara Couden  
Zalman Kelber  
Ian Koziara  
David Leigh  
Clarissa Lyons  
Giuseppe Mentuccia  
Petr Nekoranec  
Hyesang Park  
Valeriya Polunina  
Sava Vemić  
Virginie Verrez  
Kang Wang  
Yunpeng Wang

# *The Financial Results*

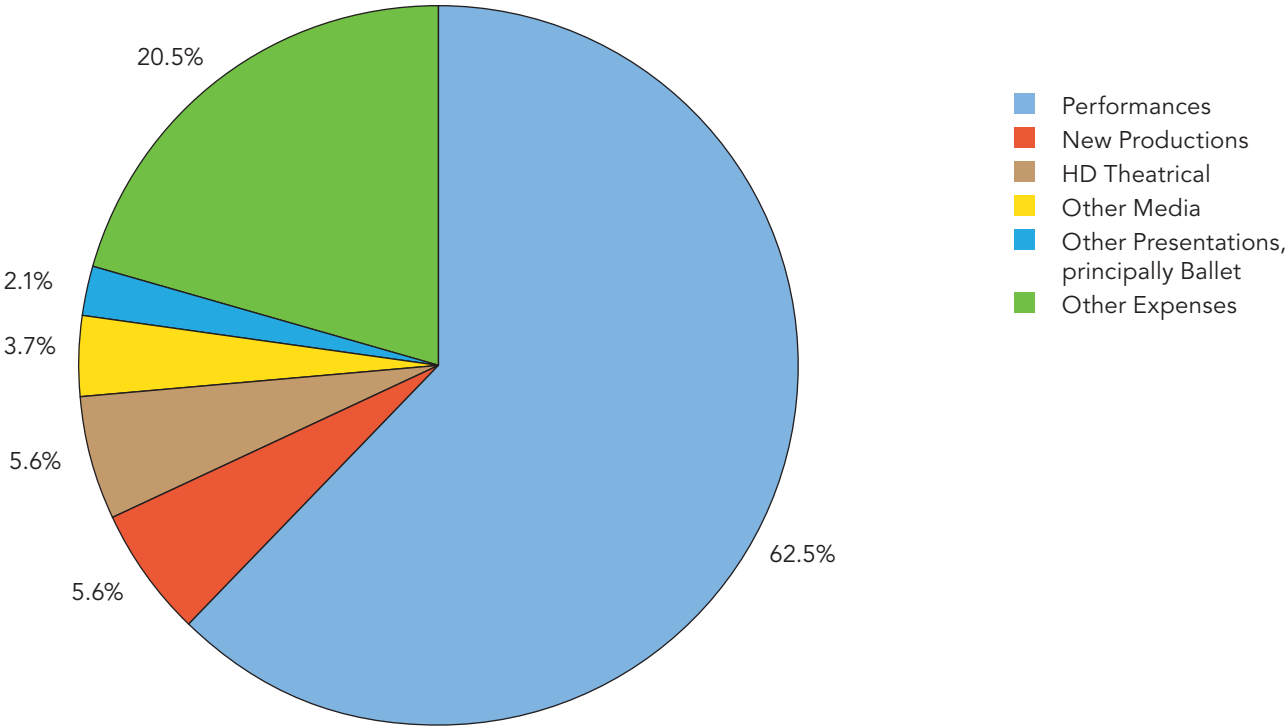
*2016-17*



# 2017 Unrestricted Operating Revenues



# 2017 Operating Expenses



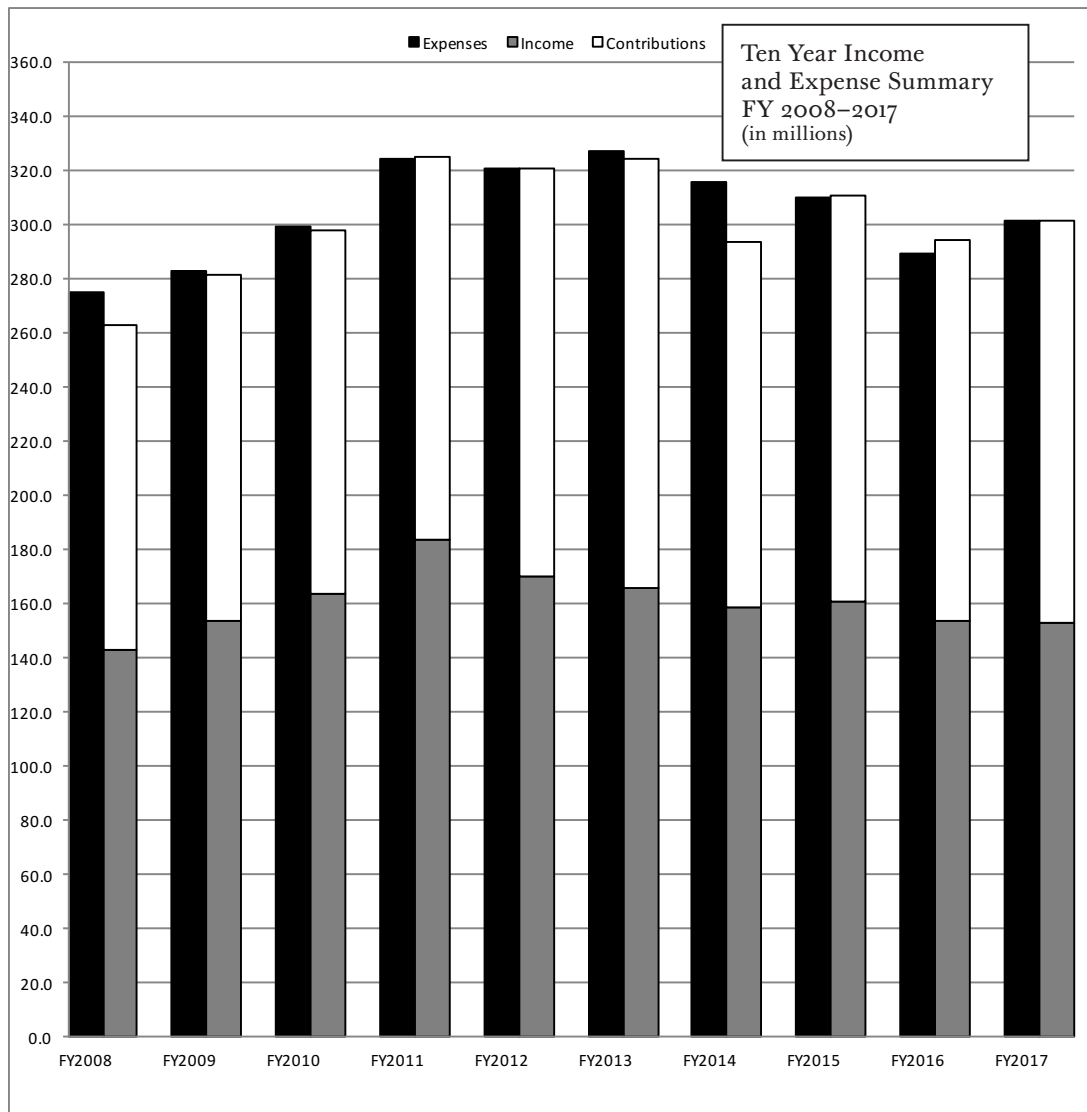
Operating results for the fiscal year ended July 31, 2017 were balanced. Expenses were \$301 million, while contributed revenue was \$148 million. These compared to \$289 million and \$141 million in the prior year, respectively.

Overall operating revenue, including contributions and bequests, and other development revenue released for operations in FY17 totaled \$301.1 million, compared to \$294.1 million in FY16. Operating revenue includes box office revenue from the New York season; media revenue, including *Live in HD*; presentations revenue; amounts drawn from the Association's endowment; and contributions and bequests, including net assets released from restrictions.

Box office revenues increased from \$87.6 million in FY16 to \$88.5 million in FY17. Media revenues decreased from \$30.5 million in FY16 to \$28.9 million in FY17. Presentation revenue was \$7.5 million in FY17, compared to \$7.9 million in FY16.

The Association reduced its authorized endowment spending rate from 6% in FY16 to 5.5% in FY17 as part of its plan to reduce the spending draw to 5% in FY18.

Net assets were \$179.2 million at the end of FY17 and \$137.4 million at the end of FY16. The change in net assets was largely attributable to a \$24.1 million decrease in the unfunded liability for the Met's defined benefit pension plan and to a \$16.5 million increase in net assets relative to investment performance. The pension change, which directly impacted unrestricted net assets, was caused primarily by an increase in the discount rate. Endowment contributions amounted to \$2.9 million.



	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Opera box office income*	\$93.5	\$93.1	\$92.1	\$94.7	\$94.4	\$89.3	\$90.8	\$90.5	\$87.6	\$88.5
Percent of box office capacity**	88%	88%	83%	79%	78%	70%	73%	69%	65%	66%
Other income	\$49.4	\$60.7	\$71.8	\$89.2	\$75.8	\$76.8	\$67.7	\$70.5	\$66.6	\$64.1
<b>Total earned income</b>	<b>\$142.9</b>	<b>\$153.8</b>	<b>\$163.9</b>	<b>\$183.9</b>	<b>\$170.2</b>	<b>\$166.1</b>	<b>\$158.5</b>	<b>\$161.0</b>	<b>\$153.6</b>	<b>\$152.6</b>
Compensation and employee benefits	\$207.5	\$215.2	\$231.1	\$248.6	\$245.1	\$253.5	\$246.3	\$243.5	\$227.9	\$231.6
Other expenses	\$67.2	\$67.2	\$68.0	\$75.5	\$75.4	\$73.3	\$69.1	\$66.2	\$61.6	\$69.5
<b>Total expenses</b>	<b>\$274.7</b>	<b>\$282.4</b>	<b>\$299.1</b>	<b>\$324.1</b>	<b>\$320.5</b>	<b>\$326.8</b>	<b>\$315.4</b>	<b>\$309.7</b>	<b>\$289.5</b>	<b>\$301.1</b>
Gross before Unrestricted Contributions (including net assets released from restrictions)	(\$131.8)	(\$128.6)	(\$135.2)	(\$140.2)	(\$150.3)	(\$160.7)	(\$156.9)	(\$148.7)	(\$135.9)	(\$148.5)
<b>Unrestricted Contributions</b> (including net assets released from restrictions)	<b>\$119.6</b>	<b>\$127.3</b>	<b>\$133.5</b>	<b>\$140.8</b>	<b>\$150.3</b>	<b>\$157.9</b>	<b>\$135.0</b>	<b>\$149.8</b>	<b>\$140.5</b>	<b>\$148.5</b>
Excess (deficiency) of operating revenues over expenses	(\$12.2)	(\$1.3)	(\$1.7)	\$0.6	(\$0.0)	(\$2.8)	(\$21.9)	\$1.1	\$4.6	\$0.0
Percent of expenses covered by contributions	44%	45%	45%	43%	47%	48%	43%	48%	49%	49%
New York Season Opera Performances	219	216	225	222	213	207	218	220	225	226
Other Opera Performances (parks, tours, concerts)	6	9	15	25	9	11	12	12	12	12
Presentations	64	64	65	72	64	64	64	65	65	64
Total Performances	289	289	305	319	286	282	294	297	302	302

\* Excludes Carnegie Hall box office income

\*\* Percent of seat capacity for FY17 was 75%



**METROPOLITAN OPERA ASSOCIATION, INC.**

Consolidated Financial Statements

July 31, 2017 and 2016

(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, 2017 and 2016, 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, 2017 and 2016, 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, 2017

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, 2017 and 2016

(In thousands)

Assets	2017	2016
Cash and cash equivalents	\$ 3,646	4,188
Accounts receivable	3,278	3,702
Contributions receivable, net (notes 2 and 10)	90,821	90,117
Prepaid production and telecast costs	9,656	11,187
Other assets (note 5)	4,888	5,537
Investments (notes 3 and 8)	285,865	270,209
Interests in split-interest agreements (note 3)	21,530	19,347
Property and equipment, net (note 4)	50,395	51,724
<b>Total assets</b>	<b>\$ 470,079</b>	<b>456,011</b>
<b>Liabilities and Net Assets</b>		
Liabilities:		
Accounts payable and accrued expenses	\$ 23,964	23,942
Borrowings under line of credit (note 5)	11,000	9,000
Deferred revenue	42,649	46,609
Other liabilities	19,471	19,021
Long-term debt (note 5)	92,788	94,915
Unfunded accumulated benefit obligation (note 6)	101,048	125,156
<b>Total liabilities</b>	<b>290,920</b>	<b>318,643</b>
Net assets (notes 7 and 8):		
Unrestricted (accumulated deficit):		
Unfunded accumulated benefit obligation	(101,048)	(125,156)
Accumulated losses on endowment funds	(295)	(2,569)
Other	(70,089)	(72,171)
<b>Total accumulated deficit – unrestricted</b>	<b>(171,432)</b>	<b>(199,896)</b>
Temporarily restricted	114,216	105,082
Permanently restricted	236,375	232,182
<b>Total net assets</b>	<b>179,159</b>	<b>137,368</b>
<b>Total liabilities and net assets</b>	<b>\$ 470,079</b>	<b>456,011</b>

See accompanying notes to consolidated financial statements.

**METROPOLITAN OPERA ASSOCIATION, INC.**

Consolidated Statements of Activities

Years ended July 31, 2017 and 2016

(In thousands)

	<u>2017</u>	<u>2016</u>
Change in unrestricted net assets:		
Operating revenues:		
Contributions and bequests	\$ 126,829	95,244
Net assets released from restrictions	21,638	45,264
	<u>148,467</u>	<u>140,508</u>
Opera activities:		
Box office and tours (inclusive of contributions to subsidize ticket discount programs)	88,514	87,582
Media revenues	28,915	30,484
Other revenues	4,830	5,261
Ballet and other presentations	7,525	7,875
Investment return and bequest authorized spending amount (notes 3 and 8)	13,432	15,808
Other income (note 3)	9,397	6,555
	<u>301,080</u>	<u>294,073</u>
Operating expenses:		
Opera activities:		
Performances	188,097	180,495
Media	27,974	27,373
New productions	17,003	14,753
Other expenses	7,847	7,548
Ballet and other presentations	6,391	7,601
Opera House	21,468	20,279
General management (note 5)	18,225	18,476
Fund-raising expenses	14,075	12,964
	<u>301,080</u>	<u>289,489</u>
Excess of operating revenues over expenses (note 1k)	—	4,584
Nonoperating:		
Contributions for capital	1,511	—
Net assets released for capital	1,935	56
Investment return in excess of (less than) spending amount (note 3)	1,948	(3,226)
Other components of net periodic pension cost (note 6)	(5,952)	(4,761)
Pension-related changes other than net periodic pension cost (note 6)	28,245	(34,667)
Change in value of interests in split-interest agreements	(156)	(258)
Other	933	(2,095)
	<u>28,464</u>	<u>(40,367)</u>
Increase (decrease) in unrestricted net assets		
Change in temporarily restricted net assets:		
Contributions and bequests for operations	20,410	21,100
Contributions and bequests for capital	30	358
Investment return, net (note 3)	10,897	(12,353)
Change in value of interests in split-interest agreements	1,812	(760)
Other	(442)	2,008
Net assets released from restrictions:		
For operations	(21,638)	(45,264)
For capital	(1,935)	(56)
	<u>9,134</u>	<u>(34,967)</u>
Increase (decrease) in temporarily restricted net assets		
Change in permanently restricted net assets:		
Endowment contributions	2,910	8,030
Investment return, net (note 3)	3,680	(5,198)
Other	(2,924)	(62)
Change in value of interests in split-interest agreements	527	(712)
	<u>4,193</u>	<u>2,058</u>
Increase in permanently restricted net assets		
Change in net assets	41,791	(73,276)
Net assets:		
Beginning of year	<u>137,368</u>	<u>210,644</u>
End of year	\$ <u>179,159</u>	\$ <u>137,368</u>

**METROPOLITAN OPERA ASSOCIATION, INC.**

Consolidated Statements of Cash Flows

Years ended July 31, 2017 and 2016

(In thousands)

	<u>2017</u>	<u>2016</u>
Cash flows from operating activities:		
Change in net assets	\$ 41,791	(73,276)
Adjustments to reconcile change in net assets to net cash used in operating activities:		
Depreciation and amortization	5,219	5,031
Other components of net periodic pension cost	5,952	4,761
Pension-related changes other than net periodic pension cost	(28,245)	34,667
Net (gains) losses on investments	(28,415)	8,275
Gain on sale of property and equipment	(3,286)	—
Change in value of interests in split-interest agreements	(2,183)	1,809
Contributions permanently restricted for endowment	(2,910)	(8,030)
Contributions restricted for investments in property and equipment	(30)	(358)
Changes in operating assets and liabilities:		
Accounts receivable	424	815
Contributions receivable, net	(3,185)	10,799
Prepaid production and other assets	2,180	347
Accounts payable, accrued expenses, and other liabilities	(1,343)	(4,470)
Deferred revenue	(3,960)	(1,192)
Net cash used in operating activities	<u>(17,991)</u>	<u>(20,822)</u>
Cash flows from investing activities:		
Acquisition of property and equipment	(3,869)	(5,629)
Proceeds from sale of property and equipment	3,298	—
Purchases of investments	(211,402)	(120,587)
Proceeds from sale of investments	<u>224,161</u>	<u>149,222</u>
Net cash provided by investing activities	<u>12,188</u>	<u>23,006</u>
Cash flows from financing activities:		
Borrowings under line of credit	26,500	29,000
Repayment of line of credit	(24,500)	(37,000)
Repayment of long-term debt	(2,160)	(2,130)
Cash contributions for permanently restricted endowment	4,912	6,295
Cash received for contributions restricted for investments in property and equipment	<u>509</u>	<u>1,249</u>
Net cash provided by (used in) financing activities	<u>5,261</u>	<u>(2,586)</u>
Net decrease in cash and cash equivalents	(542)	(402)
Cash and cash equivalents, beginning of year	<u>4,188</u>	<u>4,590</u>
Cash and cash equivalents, end of year	\$ <u><u>3,646</u></u>	\$ <u><u>4,188</u></u>
Supplemental information:		
Cash paid for interest	\$ 4,426	4,335

See accompanying notes to consolidated financial statements.



## METROPOLITAN OPERA ASSOCIATION, INC.

Notes to Consolidated Financial Statements

July 31, 2017 and 2016

### (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*

The Met reported balanced operating results for the fiscal year ended July 31, 2017. Unrestricted net assets increased primarily due to a decrease in the unfunded accumulated pension benefit obligation as a result of a higher discount rate. As discussed in note 5, the line of credit has been extended to September 30, 2018. Based upon the most recent information available and the Met's strategic planning and continued efforts to reduce its expenses further, the Met estimates that it will have sufficient liquidity through December 21, 2018 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 restricted net assets until

## METROPOLITAN OPERA ASSOCIATION, INC.

### Notes to Consolidated Financial Statements

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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 investment return which exceeds or is less than the distribution determined by the spending policy, retirement plan adjustments, capital contributions and net assets released for capital, 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 contributions receivable, the valuation of investments, actuarial assumptions, and the allocation of expenses to functional classifications.

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*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 or published 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 or published 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 or published 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.

**(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 or published 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.

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**(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 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, 2017, the Met raised \$111 million under the Opera Fund campaign of which \$40 million was recognized as unrestricted revenue for the year ended July 31, 2017.

Fundraising expenses reflected in the accompanying consolidated statements of activities of \$14.1 million and \$13.0 million have been incurred to raise contributions and bequests, including temporarily and permanently restricted contributions and bequests, totaling \$151.7 million and \$124.7 million in 2017 and 2016, 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.

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#### **(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 and significant improvements necessary for the production of revivals are deferred.

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 \$893,000 and \$936,000 at July 31, 2017 and 2016, respectively. Total marketing expenses recognized were \$15.5 million and \$14.3 million in 2017 and 2016, 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 \$832,000 and \$1,007,000 in 2017 and 2016, 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 2017, the FASB issued Accounting Standards Update No. 2017-07 (Update 2017-07), *Improving the Presentation of Net Periodic Benefit Cost and Net Periodic Postretirement Benefit Cost*, which requires that an employer with a postretirement benefit plan disaggregate the service cost component from other components of the net benefit cost. Service costs must be included within operating expenses while all other components of net benefit cost must be presented within nonoperating costs. Update 2017-07 is effective for fiscal years beginning after December 15, 2017. The Met elected to adopt the provisions of Update 2017-07 in 2017 and applied the provisions retrospectively to 2016, which resulted in a reclassification of approximately \$4,761,000 from operating to nonoperating in the consolidated statement of activities.

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**(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>2017</u>	<u>2016</u>
Within one year	\$ 37,539	41,218
One to five years	53,067	50,826
More than five years	<u>4,400</u>	<u>600</u>
Total	95,006	92,644
Less:		
Allowance for uncollectibility	(540)	(540)
Discount to present value discount rate used ranging from 1.62% – 3.37% for both 2017 and 2016	<u>(3,645)</u>	<u>(1,987)</u>
	<u>\$ 90,821</u>	<u>90,117</u>

In 2017 and 2016, contributions receivable include approximately \$53.5 million and \$47.6 million, respectively, due from ten donors.

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**(3) Investments**

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

	<u>2017</u>	<u>2016</u>
Endowment investments:		
Cash equivalents and short-term investments	\$ 16,453	3,901
Cash pending investment	9,000	—
Fixed income	40,693	47,428
U.S. equities	47,468	109,391
Global equities (including alternative investments)	118,814	56,086
Other alternative investment strategies	44,638	38,505
	<u>277,066</u>	<u>255,311</u>
Other investments:		
Cash equivalents and short-term investments	833	7,032
Fixed income	2,960	2,756
U.S. equities	3,547	3,480
Global equities	538	464
Balanced mutual funds	853	1,037
Alternative investments	68	129
	<u>8,799</u>	<u>14,898</u>
	\$ <u>285,865</u>	<u>270,209</u>

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

	<u>2017</u>	<u>2016</u>
Investments, beginning of year	\$ 270,209	307,119
Investment return:		
Interest and dividends	3,026	4,292
Net gains (losses)	28,415	(8,275)
Less investment expenses	(742)	(990)
Investment return	30,699	(4,973)
Gifts and other additions	29,257	36,751
Amounts utilized for operations:		
Investment return authorized spending amount	(13,615)	(15,886)
Save the Met Broadcast account transfers	(6,215)	(6,245)
Other transfers	(24,470)	(46,557)
Investments, end of year	\$ <u>285,865</u>	<u>270,209</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>2017</u>	<u>2016</u>
Investment return authorized spending amount included in:		
Unrestricted operating revenues	\$ 13,456	15,808
Temporarily restricted investment returns	<u>159</u>	<u>78</u>
	13,615	15,886
Other investment return included in other income or change in value of split-interest agreements	559	(82)
Investment return greater than (less than) authorized spending amount	<u>16,525</u>	<u>(20,777)</u>
Investment return	\$ <u><u>30,699</u></u>	\$ <u><u>(4,973)</u></u>

Management's estimate of the remaining life of the (nonredeemable) limited partnerships held in the Met's investment portfolio at July 31, 2017 and 2016 of \$3.1 million and \$3.2 million, respectively, is one to thirteen years. At July 31, 2017, the Met had unpaid investment consultant fees of \$491,000. At July 31, 2017, the Met had unfunded outstanding commitments, net of investments already made, totaling \$12.3 million.

The redeemable alternative investment funds included in the Met's investment portfolio at July 31, 2017 and 2016 are redeemable based on the following terms and conditions (in thousands):

	<u>2017</u>	<u>2016</u>
Fortnightly redemption with 3 days' notice	\$ 15,434	13,990
Monthly redemption with 6–60 days' notice	34,290	8,729
Monthly redemption with 95 days' notice	6,276	—
Monthly redemption with 120 days' notice subject to 2 year lock up	12,608	
Quarterly redemption with 30 days' notice	26,028	30,104
Quarterly redemption with 60–90 days' notice (\$4,342 subject to initial 1 year lock up)	17,117	16,320
Annual redemption with 90 days' notice subject to 1 year lock up	5,064	11,792
Other	<u>5,770</u>	<u>1,660</u>
	\$ <u><u>122,587</u></u>	\$ <u><u>82,595</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, 2017 and 2016 (in thousands):

	<u>2017 Total</u>	<u>Level 1</u>	<u>Level 3</u>	<u>Investments at net asset value</u>
Investments:				
Cash equivalents and short-term investments	\$ 17,286	17,286	—	—
Cash pending investment	9,000	9,000	—	—
Fixed income:				
Common trust fund	485	485	—	—
Exchange traded funds	2,408	2,408	—	—
Mutual fund	40,693	40,693	—	—
U.S. government obligations	67	67	—	—
U.S. equities:				
Managed accounts	26,339	26,339	—	—
Mutual funds	16,344	16,344	—	—
Exchange traded funds	7,299	7,299	—	—
Common trust funds	1,033	1,033	—	—
Global equities:				
Managed accounts	12,330	12,330	—	—
Mutual funds	19,451	19,451	—	—
Exchange traded funds	6,516	6,516	—	—
Limited partnerships	66,522	—	—	66,522
Common trust funds	30	30	—	—
Other	14,503	—	—	14,503
Balanced mutual funds	853	853	—	—
Alternative investments:				
Long/short equity	11,292	—	—	11,292
Absolute return	16,317	—	—	16,317
Credit	13,217	—	—	13,217
Private equity	3,880	—	—	3,880
	<u>\$ 285,865</u>	<u>160,134</u>	<u>—</u>	<u>125,731</u>
Interests in split-interest agreements	\$ 21,530	—	21,530	—

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	<u>2016 Total</u>	<u>Level 1</u>	<u>Level 3</u>	<u>Investments at net asset value</u>
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 trust	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	17,980	—	—	17,980
Long/short equity	5,707	—	—	5,707
Distressed securities	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	—

For the year ended July 31, 2017, interests in split-interest agreements increased by new agreements of \$20,000, increased by net investment gains of \$2,182,000, and decreased by terminations of \$19,000. 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.

Information with respect to investment strategies for alternative investments in 2017 is as follows:

*Global equities limited partnerships:* Includes international investments, including funds with publicly listed equities that seek to achieve an attractive long-term rate of return and to outperform the MSCI World Index.

*Global equities other:* Includes investments in other global equity investment managers including investments in Asian markets.

*Long/short equity:* Includes investments that take long and short positions in stocks to capitalize on changes in the market.

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*Absolute return:* Includes investments that seek to underwrite and capitalize on the successful completion of mergers and acquisitions including investments that follow a systematic, quantitative equity market neutral strategy and investments in fully collateralized reinsurance contracts.

*Credit:* Includes investments across the credit spectrum, including investments in residential mortgage-backed securities and bank loans.

*Private equity:* Includes investments that are focused on the financial services sector and funds that are in liquidation status via special purpose vehicles.

#### (4) Property and Equipment

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

	<u>2017</u>	<u>2016</u>
Land	\$ 80	91
Warehouses	1,604	1,773
Leasehold improvements	27,855	27,753
Furniture, fixtures, and other, including information systems equipment	38,090	37,262
Theatrical equipment	57,213	55,718
Construction in progress	5,677	4,234
	<u>130,519</u>	<u>126,831</u>
Less accumulated depreciation and amortization	<u>(80,124)</u>	<u>(75,107)</u>
	<u>\$ 50,395</u>	<u>51,724</u>

In fiscal 2017 and 2016, City of New York (the City) spent \$1.483 million and \$8,000 related to the Met's roof renovation and fly rigging projects, respectively. 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.

#### (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, 2017 and expires September 30, 2018. The Line of Credit amount is \$30 million for the period from September 30, 2017 through June 29, 2018; \$23 million from June 30, 2018 through July 30, 2018; \$19 million from July 31, 2018 through August 31, 2018; and \$7.5 million from September 1, 2018 to September 30, 2018. The line year is the period from October 1, 2017 to September 30, 2018, 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 \$23.2 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 (2.6944% at July 31, 2017). The

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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 \$560,000 and \$433,000 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 \$11 million and \$9 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 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, 2017 and 2016 was \$3.9 million and is included in general management expenses.

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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:			
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
2022	2,415	3,609	6,024
Thereafter	<u>82,130</u>	<u>44,356</u>	<u>126,486</u>
	93,605	\$ <u>62,994</u>	<u>156,599</u>
Bond issuance costs	<u>(817)</u>		
	\$ <u>92,788</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 and service cost.

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

	<u>2017</u>	<u>2016</u>
Change in benefit obligation:		
Benefit obligation at beginning of year	\$ 313,720	284,403
Service cost	7,030	6,143
Interest cost	11,586	12,276
Actuarial (gains) losses	(15,409)	25,899
Benefits paid	<u>(15,917)</u>	<u>(15,001)</u>
Benefit obligation at end of year	<u>301,010</u>	<u>313,720</u>

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	<u>2017</u>	<u>2016</u>
Change in plan assets:		
Fair value of plan assets at beginning of year	\$ 188,564	196,160
Actual return	18,720	(476)
Employer contributions	8,845	8,658
Benefits paid and actual expenses	<u>(16,167)</u>	<u>(15,778)</u>
Fair value of plan assets at end of year	<u>199,962</u>	<u>188,564</u>
Funded status	\$ <u><u>(101,048)</u></u>	<u><u>(125,156)</u></u>
Components of net periodic cost:		
Service cost	\$ 7,030	6,143
Interest cost	11,586	12,276
Expected return on plan assets	(15,734)	(15,604)
Other, net	<u>10,100</u>	<u>8,089</u>
Net periodic cost	\$ <u><u>12,982</u></u>	<u><u>10,904</u></u>
Items not yet recognized as a component of net periodic benefit cost:		
Unrecognized prior service cost	\$ 4,956	6,847
Unrecognized net loss	<u>106,040</u>	<u>132,394</u>
Total	\$ <u><u>110,996</u></u>	<u><u>139,241</u></u>
Weighted average assumptions used to determine net periodic benefit costs:		
Discount rate	3.79 %	4.43 %
Expected long-term return on plan assets	7.90	8.00
Weighted average assumptions used to determine benefit obligations:		
Discount rate	4.09 %	3.79 %

During the years ended July 31, 2017 and 2016, a net credit of \$28,245,302 and a net charge of \$34,667,384, respectively was reported as pension-related changes other than net period pension cost. The components of the net change are as follows (in thousands):

	<u>2017</u>	<u>2016</u>
Net actuarial (gain) loss	\$ (18,144)	42,755
Amortization of prior service cost	(1,891)	(1,969)
Amortization of actuarial loss	<u>(8,210)</u>	<u>(6,119)</u>
	\$ <u><u>(28,245)</u></u>	<u><u>34,667</u></u>

**METROPOLITAN OPERA ASSOCIATION, INC.**

Notes to Consolidated Financial Statements

July 31, 2017 and 2016

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 are \$5,781,000 and \$1,891,000, respectively.

The accumulated benefit obligation for the Plan at July 31, 2017 and 2016 was \$301,010,000 and \$313,720,000, respectively.

The Met expects to contribute at least the minimum required amount of approximately \$12 million to the Plan in fiscal year 2018. Benefit payments, which reflect expected future service as appropriate, are expected to be paid as follows (in thousands):

Year(s) ending July 31:	<u>Amount</u>
2018	\$ 15,300
2019	15,679
2020	15,956
2021	16,599
2022	17,030
2023–2027	88,861

The expected long-term rate of return for the Plan's total assets is based on the Plan's investment policy. The primary long-term investment objectives are to hold, protect, and invest the assets as directed and determined by the Investment Committee. Consistent with prudent standards for preservation of capital and maintenance of liquidity, the goal is to earn the highest possible total rate of return consistent with the Plan's tolerance for risk. The asset allocation should reflect the proper balance of the Plan's need for liquidity, preservation of purchasing power, risk tolerance and meeting the short and long term obligations of the Plan. The Plan's weighted average asset allocations at July 31, 2017 and 2016 by asset category are as follows:

<u>Asset category</u>	<b>2017</b>	<b>2016</b>	<b>Percentage of plan assets</b>	
	<b>Target policy allocation</b>	<b>Target policy allocation</b>	<b>2017</b>	<b>2016</b>
Fixed income, including credit and cash	0%–70%	0%–40%	23 %	25 %
Domestic and international equity	0–60	0–50	62	66
Private equity and other alternatives	0–30	0–25	15	9
Total			<u>100 %</u>	<u>100 %</u>

Management's estimate of remaining life of the (nonredeemable) limited partnerships held in the Plan's investment portfolio at July 31, 2017 is three to thirteen years. At July 31, 2017, the Plan had outstanding unfunded commitments, net of investments already made, totaling \$11 million.

**METROPOLITAN OPERA ASSOCIATION, INC.**

Notes to Consolidated Financial Statements

July 31, 2017 and 2016

The redeemable alternative investment funds included in the Plan's investment portfolio at July 31, 2017 and 2016 are redeemable based on the following terms and conditions (in thousands):

	<u>2017</u>	<u>2016</u>
Daily redemption with 1 days' notice	\$ —	48,594
Fortnightly redemption with 3 days' notice	20,613	20,288
Fortnightly redemption with 15 days' notice	9,156	—
Monthly redemption with 6–60 days' notice	38,662	14,955
Monthly redemption with 95 days' notice	4,184	—
Monthly redemption with 120 days' notice subject to 2 year lock up	10,056	—
Quarterly redemption with 60–90 days' notice (\$4,342 subject to initial 1 year lock up)	13,458	16,837
Annual redemption with 90 days' notice subject to 1 year lock up	<u>5,064</u>	<u>—</u>
Total	\$ <u>101,193</u>	<u>100,674</u>

The following tables present the fair value hierarchy of the Plan's assets that are measured at fair value on a recurring basis at July 31, 2017 and 2016 (in thousands):

	<u>2017 Total</u>	<u>Level 1</u>	<u>Investments at net asset value</u>
Cash equivalents and short-term investments	\$ 12,204	12,204	—
Cash pending investment	21,000	21,000	—
Fixed income – mutual fund	13,297	13,297	—
U.S. equities:			
Managed accounts	26,016	26,016	—
Mutual fund	7,900	7,900	—
Global equities:			
Mutual fund	13,378	13,378	—
Exchange traded fund	4,974	4,974	—
Limited partnerships	57,259	—	57,259
Other	13,498	—	13,498
Alternative investments:			
Long/short equity	3,062	—	3,062
Absolute return	9,248	—	9,248
Credit	<u>18,126</u>	<u>—</u>	<u>18,126</u>
Total pension assets	\$ <u>199,962</u>	<u>98,769</u>	<u>101,193</u>



**METROPOLITAN OPERA ASSOCIATION, INC.**

Notes to Consolidated Financial Statements

July 31, 2017 and 2016

	<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. equities:			
Managed accounts	34,763	34,763	—
Mutual fund	5,279	5,279	—
Common trust fund	48,594	48,594	—
Global equities:			
Limited partnerships	20,288	—	20,288
Business trust	14,955	—	14,955
Alternative investments	<u>16,837</u>	<u>—</u>	<u>16,837</u>
Total pension assets	\$ <u>188,564</u>	<u>136,484</u>	<u>52,080</u>

Information with respect to investment strategies and redemption terms for alternative investments in 2017 is as follows:

*Global equities limited partnerships:* Includes international investments, including funds with publicly listed equities that seek to achieve an attractive long-term rate of return and to outperform the MSCI World Index.

*Global equities other:* Includes investments in other global equity investment managers including investments in Asian markets.

*Long/short equity:* Includes investments that take long and short positions in stocks to capitalize on changes in the market including investments in U.S. based downstream and midstream energy companies.

*Absolute return:* Includes investments that seek to underwrite and capitalize on the successful completion of mergers and acquisitions including investments that follow a systematic, quantitative equity market neutral strategy and investments in fully collateralized reinsurance contracts.

*Credit:* Includes investments across the credit spectrum, including investments in residential mortgage-backed securities and bank loans.

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 approximately \$11,795,000 and \$11,441,000 in 2017 and 2016, 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. As of the January 1, 2016 valuation, the plan's funded percentage is 98.7% which is in the green zone. The collective bargaining agreement requiring contributions to the plan expired July 31,

## METROPOLITAN OPERA ASSOCIATION, INC.

### Notes to Consolidated Financial Statements

July 31, 2017 and 2016

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 approximately \$2,936,000 and \$2,819,000 for the years ended July 31, 2017 and 2016, respectively. The contributions by the Met to the annuity fund were approximately \$5,663,000 and \$5,490,000 for the years ended July 31, 2017 and 2016, 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, 2016 valuation, the plan's funded percentage is 108.8% which 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 approximately \$509,000 and \$479,000 for the years ended July 31, 2017 and 2016, respectively. The contributions by the Met to the annuity fund were approximately \$376,000 and \$333,000 for the years ended July 31, 2017 and 2016, 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, 2016 valuation, the plan's funded percentage is 69.0%; 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, 2018 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 approximately \$532,000 and \$538,000 for the years ended July 31, 2017 and 2016, respectively.
- Amounts contributed to ten other union plans amounted to \$1,779,000 and \$1,781,000 for the years ended July 31, 2017 and 2016, respectively. The expiration of nine of the collective bargaining agreements requiring contributions expired July 31, 2014. Two collective bargaining agreements 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, 2018. One collective bargaining agreement is in place for the period from August 1, 2014 to July 31, 2019. One memorandum of agreement is in place for the period from August 1, 2014 to July 31, 2019. One collective bargaining agreement is in place for the period from August 1, 2014 to July 31, 2020. Two 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, 2017 and 2016

**(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>2017</u>	<u>2016</u>
Program activities:		
Future operating activities (time restricted)	\$ 39,218	25,670
New productions	22,157	21,164
Telecasts and other media activities	7,307	10,482
Save the Met Broadcasts	6,283	9,428
Other program activities	12,006	10,650
Endowment draw appropriation restricted for program	337	221
Capital	10,248	12,089
Other time restrictions including interests in charitable trusts and pooled income funds	<u>16,660</u>	<u>15,378</u>
	<u>\$ 114,216</u>	<u>105,082</u>

Included in temporarily restricted net assets in fiscal 2017 and 2016 is approximately \$642,000 and \$698,000, respectively, expended for capital appropriations funded by the City relating to the Met's fly rigging system.

**(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>2017</u>	<u>2016</u>
Income for:		
New York Season	\$ 125,959	125,622
New productions	67,942	64,105
Telecasts and other media	14,445	14,162
Young artists	18,261	18,520
Other specified activities	<u>9,768</u>	<u>9,773</u>
	<u>\$ 236,375</u>	<u>232,182</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

## METROPOLITAN OPERA ASSOCIATION, INC.

### Notes to Consolidated Financial Statements

July 31, 2017 and 2016

be spent and net appreciation is required to be reinvested in the fund and, accordingly, is classified as permanently restricted. At July 31, 2017 and 2016, the value of such funds included in permanently restricted net assets was \$69.8 million and \$66.1 million, respectively.

#### **(8) Endowment Funds**

The Met's endowment consists of approximately 300 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 attain an average annual total return that exceeds inflation within acceptable levels of risk over a full market cycle. Prudent investment risks are taken with the care, skill, prudence, and diligence under the circumstances then prevailing that a prudent committee acting in a similar capacity and familiar with the endowment investment matters would use in investing fund assets. The assets are managed on a total return basis. The Investment Committee of the Board of Managing Directors has adopted long term asset allocation range targets for equities, fixed income, real estate, private equity and other alternative investments, and cash.

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. The Board of Managing Directors approved an overall spending rate of 5.5% and 6% for the years ended July 31, 2017 and 2016, respectively.

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 \$295,000 and \$2,569,000 as of July 31, 2017 and 2016, 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, 2017 and 2016

The Met's endowment fund consists of the following at July 31, 2017 (in thousands):

	<u>Unrestricted</u>	<u>Temporarily restricted</u>	<u>Permanently restricted</u>	<u>Total</u>
Donor-restricted	\$ (295)	36,283	227,319	263,307
Board-designated	13,759	—	—	13,759
Total endowment net assets	\$ <u>13,464</u>	<u>36,283</u>	<u>227,319</u>	<u>277,066</u>

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>

Changes in endowment funds for the year ended July 31, 2017 (in thousands):

	<u>Unrestricted</u>	<u>Temporarily restricted</u>	<u>Permanently restricted</u>	<u>Total</u>
Endowment net assets, July 31, 2016	\$ 10,719	25,865	218,727	255,311
Investment return, net	16,201	10,577	3,680	30,458
Contributions	—	—	4,912	4,912
Appropriation for expenditure	<u>(13,456)</u>	<u>(159)</u>	<u>—</u>	<u>(13,615)</u>
Endowment net assets, July 31, 2017	\$ <u>13,464</u>	<u>36,283</u>	<u>227,319</u>	<u>277,066</u>

**METROPOLITAN OPERA ASSOCIATION, INC.**

Notes to Consolidated Financial Statements

July 31, 2017 and 2016

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>

**(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 \$586,000 and \$547,000 due from the Guild at July 31, 2017 and 2016, respectively. Revenues from the Guild were \$7.2 million and \$6.1 million for the years ended July 31, 2017 and 2016, 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, 2017 through December 21, 2017, 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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