



## **Basic Information and Financial Standing**

### **1. Non-Financial Information**

<b>Name of Organisation:</b> The Necessary Stage Ltd  <b>Address:</b> 180 Paya Lebar Road #10-06 Yi Guang Building Singapore 409032	<b>Contact Information</b>  Name of Contact Person: Melissa Lim Telephone No: 6440 8115 Email Address: admin@necessary.org Web-site Address: necessary.org
<b>Charity Status</b>  Charity Regn No: 01095 Charity Regn Date: 06/05/1995  Constitution: Company Limited by Guarantee Date of Establishment: 11/05/1992 ROS/RCB Regn No: 199202435N	<b>IPC Status</b>  Effective Date : 01/Oct/2002 – 30/Sep/2024 Last Renewal Period : 2 years (01/Oct/2022 – 30/Sep/2024)
<b>Objectives:</b>  Non-profit theatre company that stages an average of two main season productions each year as well as organises and curates the annual M1 Singapore Fringe Festival  <b>Vision/Mission:</b>  Our mission is to create challenging, indigenous and innovative theatre that touches the heart and mind. Our vision is to become internationally known for our work in intercultural and interdisciplinary exploration, through the use of our unique devising methodology.  <b>No. of Beneficiaries:</b> N.A.	



## Programs/Activities

### For current year (Year ending 31 March 2024):

- Associate Artist Programme, featuring up-and-coming theatre-makers Deonn Yang and Sindhura Kalidas for 2023/2024, who will be helming or involved in the company's productions in various capacities
- *Three Years in the Life and Death of Land*, a commissioned production for Esplanade's The Studios 2023, at Singtel Waterfront Theatre, 5 – 13 August
- *Happy Indian Women*, a main season production, at Drama Centre Black Box, 2 – 5 November 2023
- *Oo-woo*, a main season production to be featured as part of the M1 Singapore Fringe Festival 2024 (see below), at Esplanade Theatre Studio, 24 – 28 January 2024
- *Hi, Can You Hear Me?*, a main season production, at Esplanade Theatre Studio, 21 – 31 March 2024
- *Survivor Singapore*, as part of Esplanade's Feed our Imagination series, at Esplanade Theatre Studio, 4 – 7 July 2023
- Devising with Actors and Playwrights 2023, part of The Necessary Stage's Devising Platform, a six-month training and mentorship programme, 25 May – 3 December 2023, culminating in showcases of the works-in-progress at Practice Space, The Theatre Practice, 30 November – 3 December 2023
- *M1 Singapore Fringe Festival 2024* at various venues, 17 – 28 January 2024
- [tnsarchives.com](https://tnsarchives.com), an online archival portal detailing TNS' history since 1987, with access to the public to artefacts including photos, scripts, articles and videos
- School workshops and consultancies as part of Theatre for Youth and Community arm
- Paper fundraising drive

### For last year (Year ending 31 March 2023):

- *Acting Mad*, a commissioned production for Esplanade's The Studios at Esplanade Theatre Studio, 25 – 28 August 2022
- *Never the Bride*, presented as part of the M1 Singapore Fringe Festival 2023, at Esplanade Theatre Studio, 4 – 8 January 2023
- *Old Gaze*, a main season production, to be presented at Victoria Theatre, 8 – 12 March 2023
- *Don't Know, Don't Care*, as part of Esplanade's Feed our Imagination series, presented at Esplanade Theatre Studio, 28 June – 1 July 2022
- Playwrights' Cove 2022, part of The Necessary Stage's Devising Platform, a six-month training and mentorship programme, 21 May – 6 November, culminating in play-readings scheduled from 2 – 6 November 2022 at Practice Space, The Theatre Practice
- Two Theatre Laboratories, part of The Necessary Stage's Devising Platform, a series of practitioners' workshops and exploration, The Necessary Stage Black Box. The first laboratory is from 21 November – 3 December 2022, and the second laboratory is scheduled for the first quarter of 2023, dates to be confirmed
- *M1 Singapore Fringe Festival 2023* at various venues and online, 4 – 15 January 2023
- [tnsarchives.com](https://tnsarchives.com), an online archival portal detailing TNS' history since 1987, with access to the public to artefacts including photos, scripts, articles and videos
- School workshops and consultancies as part of Theatre for Youth and Community arm
- Paper fundraising drive



**Patrons** N.A.

**Trustees/Board Members**

- Mr Sunder Iyer (Chairperson)
- Mr Andy Yeo (Treasurer)
- Ms Ana Dhoraisingam
- Ms Sharanjit Lyl
- Mr Haresh Sharma
- Mr Alvin Tan
- Ms Dawn Westerhout

**Key Employees**

*Artistic*

Artistic Director  
Resident Playwright

**Alvin Tan**  
**Haresh Sharma**

*Administration*

General Manager  
Festival Manager  
Project Managers

**Melissa Lim**  
**Jezamine Tan**  
**Nicole Lim**  
**Natasha Fathin Jupri**  
**Choo Kok Cheng**  
**Two Point Pte Ltd**

Accounts Assistant  
Accountant

**Auditor**

Verity Partners



## 2. Financial Information\*

Income	<u>FY2020</u> Year ending 31 Mar 2021 (S\$)	<u>FY2021</u> Year ending 31 Mar 2022 (S\$)	<u>FY2022</u> Year ending 31 Mar 2023 (S\$)	% Increase/ (Decrease) [FY2022 on FY2021]
Donations and Sponsorships	350,321	337,551	242,506	(28.2%)
- Tax Deductible	- 325,676	- 325,098	- 241,192	
- Non-Tax Deductible <sup>1</sup>	- 24,645	- 12,453	- 1,314	
Donations in Kind	0	0	0	-
Grants	950,629	842,325	756,632	(10.2%)
Investment income (Fixed Deposit & Current Account Interests)	21	16	17,412	108,725%
Investment gains	0	0	0	-
Sales of Tickets and Posters	24,014	515,256	217,916	(57.7%)
Income from Commissioned Work	99,891	121,213	192,260	58.6%
Workshops and Consultancy Income	20,600	3,500	1,000	(71.4%)
Sale of Publications and DVDs	19,032	7,668	3,276	(57.3%)
Royalties / Copyright Fees	6,184	2,400	3,620	50.8%
Fair Value Loss on Available-for-sale Financial Asset Written Back	-	-	-	-
Sundry Income	142	5,947	1,402	(76.4%)
<b>Total Income</b>	<b>1,470,834</b>	<b>1,835,876</b>	<b>1,436,024</b>	<b>(21.8%)</b>

Expenses	<u>FY2020</u> Year ending 31 Mar 2021 (S\$)	<u>FY2021</u> Year ending 31 Mar 2022 (S\$)	<u>FY2022</u> Year ending 31 Mar 2023 (S\$)	% Increase/ (Decrease) [FY2022 on FY2021]
Direct Fund-raising Expenses <sup>2</sup>	-	-	-	-

<sup>1</sup> These include donations collected through flag days, donations that entail benefits to the donors and donations received for overseas purposes.

<sup>2</sup> This refers to costs directly incurred and paid for during fund-raising. They include such costs as advertisements, printing, publicity materials, rental of premises, logistics, hiring of commercial third-party fund-raisers, organizing games of chance, etc.



Expenses	<u>FY2020</u> Year ending 31 Mar 2021 (S\$)	<u>FY2021</u> Year ending 31 Mar 2022 (S\$)	<u>FY2022</u> Year ending 31 Mar 2023 (S\$)	% Increase/ (Decrease) [FY2022 on FY2021]
Charitable Activities Expenses <sup>3</sup>	-	-	-	-
- Local				
- Overseas				
Other Operating & Administration Expenses <sup>4</sup>	963,062	1,427,389	1,365,695	(4.3%)
Others	0	0	0	0
<b>Total Expenditure</b>	<b>963,062</b>	<b>1,427,389</b>	<b>1,356,695</b>	<b>(4.3%)</b>
<b>Surplus / (Deficit)</b>	<b>507,772</b>	<b>408,487</b>	<b>70,329</b>	<b>(82.8%)</b>

Balance Sheet	<u>FY2020</u> Year ending 31 Mar 2021 (S\$)	<u>FY2021</u> Year ending 31 Mar 2022 (S\$)	<u>FY2022</u> Year ending 31 Mar 2023 (S\$)	% Increase/ (Decrease) [FY2022 on FY2021]
<b><u>ASSETS</u></b>				
Land and Buildings	0	0	0	0
Other Tangible Assets	14,175	280,550	231,378	(17.5%)
Intangible Assets	-	-	29,167	-
Investments	0	0	0	0
Inventories	0	0	0	0
Accounts Receivable	155,343	158,451	52,122	(67.1%)
Cash & Deposits	2,085,286	2,181,572	2,290,413	5%
Others (please specify if material)	0	0	0	0
<b>Total Assets</b>	<b>2,254,804</b>	<b>2,620,573</b>	<b>2,603,080</b>	<b>(0.7%)</b>

<sup>3</sup> These are all resources applied by the charity in undertaking its work to meet its charitable objectives in the delivery of goods and services. Such costs include the direct costs of the charitable activities together with those support costs incurred that enable these activities to be undertaken

<sup>4</sup> These are expenses which relate to the general running of the charity that provide the governance infrastructure which allows the charity to operate, to generate the information required for public accountability, and the strategic planning processes that contribute to future development of the charity.



<b>Balance Sheet</b>	<b><u>FY2020</u> Year ending 31 Mar 2021 (S\$)</b>	<b><u>FY2021</u> Year ending 31 Mar 2022 (S\$)</b>	<b><u>FY2022</u> Year ending 31 Mar 2023 (S\$)</b>	<b>% Increase/ (Decrease) [FY2022 on FY2021]</b>
<b><u>FUNDS</u></b>				
Unrestricted Fund <sup>5</sup> (Accumulated Fund at beginning of FY)	1,388,304	1,796,791	1,867,120	3.9%
Restricted Fund <sup>6</sup>	-	-	-	-
Endowment Fund <sup>7</sup>	536,119	541,027	542,638	0.3%
<b>Total Funds</b>	<b>1,924,423</b>	<b>2,337,818</b>	<b>2,409,758</b>	<b>3.1%</b>
<b><u>LIABILITIES</u></b>				
Non-Current Liabilities (Lease Liabilities)	-	131,550	81,661	(37.9%)
Current Liabilities	330,381	151,205	111,661	(26.2%)
<b>Total Liabilities</b>	<b>330,381</b>	<b>282,755</b>	<b>193,322</b>	<b>(31.6%)</b>
<b>Total Funds and Liabilities</b>	<b>2,254,804</b>	<b>2,620,573</b>	<b>2,603,080</b>	<b>(0.7%)</b>
<b>Other Information</b>	<b><u>FY2020</u> Year ending 31 Mar 2021 (S\$)</b>	<b><u>FY2021</u> Year ending 31 Mar 2022 (S\$)</b>	<b><u>FY2022</u> Year ending 31 Mar 2023 (S\$)</b>	<b>% Increase/ (Decrease) [FY2022 on FY2021]</b>
Donations/Grants and Sponsorships given to other Charities	0	0	0	-
No. of Employees	6	6	6	-
Total Employee Costs	608,582	594,882	620,277	4.3%
Total Related Party Transactions <sup>8</sup>	326,752	327,112	295,735	(9.6%)

<sup>5</sup> These are generally unrestricted funds which the IPC is free to use for its programmes and operating costs e.g. General Fund.

<sup>6</sup> These are special funds held by the IPC that can only be applied for specific purposes, e.g. Building Fund.

<sup>7</sup> These are funds which the IPC holds in trust for the benefit of the IPC as a capital fund. Generally, only interest income from Endowment Funds are used, and not the capital sum.

<sup>8</sup> Related Party Transactions refer to transactions between the IPC and another person where either person could have influence over the other. For example, if a board member of an IPC is related to a certain supplier of services for the IPC, the value of the transactions should be disclosed. Refer to the Financial Reporting Standards for the full definition of Related Party Transactions.



Fund-raising efficiency <sup>9</sup>	0	0	0	0
Ratio of reserves to annual operating expenditure <sup>10</sup>	0.68	1.26	1.38	0.1%

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<sup>9</sup> This is expressed in the ratio of A to B, where A refers to Direct Fund-raising Expenses and sponsorships relating to fund-raising (where receipts have been issued by sponsors); and B refers to total donations received from fund-raising and sponsorships relating to fund-raising (where receipts have been issued by sponsors).

<sup>10</sup> This is expressed in the ratio of C to D, where C refers to Unrestricted Funds; and D refers to Charitable Activities Expenses and Other Operating and Administration Expenses.