



Basic Information and Financial Standing

1. Non-Financial Information

Name of Organisation: The Necessary Stage Ltd Address: 278 Marine Parade Road #B1-02 Marine Parade Community Building Singapore 449282	Contact Information Name of Contact Person: Melissa Lim Telephone No: 6440 8115 Fax No: 6440 9002 Email Address: admin@necessary.org Web-site Address: www.necessary.org
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Charity Status 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	IPC Status Effective Date : 01/Oct/2002 – 30/Sep/2020 Last Renewal Period : 2 years (01/Oct/2018 – 30/Sep/2020)
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Objectives: Non-profit theatre company that stages an average of 2 main season productions each year as well as organise the annual M1 Singapore Fringe Festival Vision/Mission: 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 exploration, through the use of our unique devising methodology. No. of Beneficiaries: N.A.



Programs/Activities

For current year (Year ending 31 March 2021):

- *Digital Traces: The Year of No Return*, a commissioned digital work for SIFA v2.020, comprising two webinars (held on 25 May 2020 and 5 June 2020), one online play-reading, and four vodcast episodes, to be released on SIFA's website, 15 August – 15 November 2020
- *Model Citizens*, a main season production to be presented at The Necessary Stage Black Box, 24 March – 4 April 2021
- *Off Centre*, as part of Esplanade's Feed our Imagination series, presented digitally via Zoom, 27 July – 6 August 2020
- Online Playwriting Workshops, two series of workshops held over six sessions (five group sessions, one one-on-one consultation), which ran online via Zoom, 30 May – 11 July 2020
- Playwrights' Cove, part of The Necessary Stage's new Devising Platform, a five-month training and mentorship programme, 18 July to 12 December 2020, culminating in play-readings scheduled from 18 – 20 December 2020
- VR Laboratory, part of The Necessary Stage's new Devising Platform, a series of practitioners' workshops and exploration, The Necessary Stage Black Box, 5 September – 2 October 2020
- Devising Laboratory, part of The Necessary Stage's new Devising Platform, a five-month training and mentorship programme, The Necessary Stage, December 2020 – April 2021
- *Reflections from Home*, a web series of improvisation for Theatre for Seniors, online at tnsarchives.com, 21 April – 29 May 2020
- *M1 Singapore Fringe Festival 2021: Quiet Riot*, at various venues and online, 20 – 31 January 2021
- tnsarchives.com, an online archival portal detailing TNS' history since 1987, with access to the public to artefacts including photos, scripts, articles and videos
- Publication of the e-book version of *Off Centre: A Necessary Resource*, April 2020
- School workshops and consultancies as part of Theatre for Youth and Community arm
- Paper fundraising drive

For last year (Year ending 31 March 2019):

- *Civilised*, a main season production, at The Necessary Stage Black Box, 15 – 26 May 2019
- *Kebaya Homies*, a main season production, part of the M1 Singapore Fringe Festival, at Esplanade Theatre Studio, 15 – 19 January 2020
- *Don't Know, Don't Care*, as part of Esplanade's Feed our Imagination series, at Esplanade Theatre Studio, 8 – 12 July 2019
- The Orange Production, featuring *We Were So Hopeful Then*, at The Necessary Stage Black Box, 31 July – 4 August 2019
- The Orange Production, featuring *Acting Mad*, at The Necessary Stage Black Box, 7 – 11 August 2019
- Viewpoints workshops for Theatre for Seniors, at The Necessary Stage Black Box, 5 – 22 November 2019 (with a public showing on 22 November 2019)
- Workshops for Theatre for Seniors on socially engaged work, at The Necessary Stage Black Box, June 2018 to March 2019 (with public showings in March 2019)
- *M1 Singapore Fringe Festival 2020: My Country and My People*, at various venues, 8 – 17 January 2020
- *Merry Time*, a commission of Singapore Maritime Foundation, at various secondary schools, 14 – 25



October 2019 and 3 – 21 February 2020

- tnsarchives.com, an online archival portal detailing 'TNS' history since 1987, with access to the public to artefacts including photos, scripts, articles and videos
- Publication of *Off Centre: A Necessary Resource*, April 2019
- School workshops and consultancies as part of Theatre for Youth and Community arm
- Paper fundraising drive

Patrons N.A.

Trustees/Board Members

- A/P Kenneth Paul Tan(chairperson)
- Mr Sunder Iyer (treasurer)
- Mr Vincent Lim
- Mr Haresh Sharma
- Mr Alvin Tan
- Mr Christopher Tan
- Mr Jian Yang
- Mr Andy Yeo

Key Employees

Artistic

Artistic Director
Resident Playwright

Alvin Tan
Haresh Sharma

Administration

General Manager
Festival Manager
Project Manager

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	FY2017 Year ending 31 Mar 2018 (S\$)	FY2018 Year ending 31 Mar 2019 (S\$)	FY2019 Year ending 31 Mar 2020 (S\$)	% Increase/ (Decrease) [FY2019 on FY2018]
Donations and Sponsorships	370,724	349,959	325,139	(7.1%)
- Tax Deductible	- 360,284	- 312,503	- 314,100	
- Non-Tax Deductible ¹	- 10,440	- 37,456	- 11,039	
Donations in Kind	0	0	0	-
Grants	985,629	672,117	546,817	(18.6%)
Investment income (Fixed Deposit & Current Account Interests)	6,597	6,747	13,806	104.6%
Investment gains	0	0	0	-
Sales of Tickets and Posters	239,324	493,557	326,486	(33.9%)
Royalties / Copyright Fees	17,550	4,748	4,686	(1.3%)
Fair Value Loss on Available-for-sale Financial Asset Written Back	-	-	-	-
Sundry Income	3,316	8,757	12,510	42.9%
Total Income	1,623,140	1,538,231	1,229,444	(20.1%)

Expenses	FY2017 Year ending 31 Mar 2018 (S\$)	FY2018 Year ending 31 Mar 2019 (S\$)	FY2019 Year ending 31 Mar 2020 (S\$)	% Increase/ (Decrease) [FY2019 on FY2018]
Direct Fund-raising Expenses ²	-	-	-	-
Charitable Activities Expenses ³	-	-	-	-
- Local				
- Overseas				

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

² 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.

³ 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



Expenses	<u>FY2017</u> Year ending 31 Mar 2018 (S\$)	<u>FY2018</u> Year ending 31 Mar 2019 (S\$)	<u>FY2019</u> Year ending 31 Mar 2020 (S\$)	% Increase/ (Decrease) [FY2019 on FY2018]
Other Operating & Administration Expenses ⁴	1,684,857	1,586,683	1,292,946	(18.5%)
Others	0	0	0	0
Total Expenditure	1,684,857	1,586,683	1,292,946	(18.5%)
Surplus / (Deficit)	(61,717)	(48,452)	(63,502)	(31.1%)

Balance Sheet	<u>FY2017</u> Year ending 31 Mar 2018 (S\$)	<u>FY2018</u> Year ending 31 Mar 2019 (S\$)	<u>FY2019</u> Year ending 31 Mar 2020 (S\$)	% Increase/ (Decrease) [FY2019 on FY2018]
<u>ASSETS</u>				
Land and Buildings	0	0	0	0
Other Tangible Assets	55,028	33,080	29,156	(11.9%)
Investments	0	0	0	0
Inventories	0	0	0	0
Accounts Receivable	99,558	219,651	120,184	(45.3%)
Cash & Deposits	1,388,395	1,288,228	1,585,978	23.1%
Others (please specify if material)	0	0	0	0
Total Assets	1,542,981	1,540,959	1,735,318	12.6%
<u>FUNDS</u>				
Unrestricted Fund ⁵ (Accumulated Fund at beginning of FY)	1,004,694	944,034	880,532	(6.7%)
Surplus for the FY	(61,717)	(48,452)	(63,502)	(31.1%)
Restricted Fund ⁶	-	-	-	-

⁴ 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.

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

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



Balance Sheet	<u>FY2017</u> Year ending 31 Mar 2018 (S\$)	<u>FY2018</u> Year ending 31 Mar 2019 (S\$)	<u>FY2019</u> Year ending 31 Mar 2020 (S\$)	% Increase/ (Decrease) [FY2019 on FY2018]
Endowment Fund ⁷	500,000 ⁸	517,250	529,819	2.4%
Total Funds	1,504,694	1,461,284	1,410,351	(3.5%)
<u>LIABILITIES</u>				
Long-Term Liabilities	0	0	4,226	-
Current Liabilities	38,287	79,675	320,741	302.6%
Total Liabilities	38,287	79,675	324,967	307.9%
Total Funds and Liabilities	1,542,981	1,540,959	1,735,318	12.6%
Other Information	<u>FY2017</u> Year ending 31 Mar 2018 (S\$)	<u>FY2018</u> Year ending 31 Mar 2019 (S\$)	<u>FY2019</u> Year ending 31 Mar 2020 (S\$)	% Increase/ (Decrease) [FY2019 on FY2018]
Donations/Grants and Sponsorships given to other Charities	0	0	0	-
No. of Employees	8	8	6	(25%)
Total Employee Costs	684,115	688,435	628,731	(8.7%)
Total Related Party Transactions ⁹	326,910	330,099	329,620	(0.1%)
Fund-raising efficiency ¹⁰	0	0	0	0
Ratio of reserves to annual operating expenditure ¹¹	0.60	0.59	0.68	15.3%

⁷ 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.

⁸ Please refer to Note 7.

⁹ 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.

¹⁰ 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).

¹¹ 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.