



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
---	--

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/2022 Last Renewal Period : 2 years (01/Oct/2020 – 30/Sep/2022)
---	---

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 2022):

- *The Year of No Return*, a commissioned production for SIFA 2021, Victoria Theatre, 21 – 22 May 2021
- _____ *Can Change*, a main season production, to be presented at Esplanade Recital Studio, 10 – 14 November 2021
- *Opposition*, a main season production and collaboration with Drama Box, to be presented at Drama Centre Black Box, 23 March – 10 April 2022
- *International Friendship Day*, as part of Esplanade's Feed our Imagination series, presented digitally via Zoom, 27 July – 6 August 2020
- Devising with Actors and Playwrights, part of The Necessary Stage's Devising Platform, a six-month training and mentorship programme, 17 April – 5 September 2021, culminating in play-readings scheduled from 1 – 5 September 2021
- Theatre x Tech Laboratory, part of The Necessary Stage's Devising Platform, a series of practitioners' workshops and exploration, The Necessary Stage Black Box, 22 November – 17 December 2021
- Theatre, Dance & Tech Laboratory, part of The Necessary Stage's Devising Platform, a series of practitioners' workshops and exploration, The Necessary Stage Black Box, early 2022
- *M1 Singapore Fringe Festival 2022: The Helpers* at various venues and online, 12 – 23 January 2022
- tnsarchives.com, an online archival portal detailing TNS' history since 1987, with access to the public to artefacts including photos, scripts, articles and videos
- Distribution of the publication *Reading the Room: A Playwright's Devising Journey* by Haresh Sharma
- School workshops and consultancies as part of Theatre for Youth and Community arm
- Paper fundraising drive

For last year (Year ending 31 March 2020)

- *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

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

Accounts Assistant
Accountant

Choo Kok Cheng
Two Point Pte Ltd

Auditor

Verity Partners



2. Financial Information*

Income	FY2018 Year ending 31 Mar 2019 (S\$)	FY2019 Year ending 31 Mar 2020 (S\$)	FY2020 Year ending 31 Mar 2021 (S\$)	% Increase/ (Decrease) [FY2020 on FY2019]
Donations and Sponsorships	349,959	325,139	350,321	10.7%
- Tax Deductible	- 312,503	- 314,000	- 325,676	
- Non-Tax Deductible ¹	- 37,456	- 11,139	- 24,645	
Donations in Kind	0	0	0	-
Grants	672,117	546,817	950,629	73.8%
Investment income (Fixed Deposit & Current Account Interests)	6,747	13,806	21	(99.8%)
Investment gains	0	0	0	-
Sales of Tickets and Posters	488,507	172,968	24,014	(86.1%)
Income from Commissioned Work	-	120,770	99,891	(17.3%)
Workshops and Consultancy Income	5,050	6,500	20,600	216.9%
Sale of Publications and DVDs	-	26,248	19,032	(27.5%)
Royalties / Copyright Fees	4,748	4,686	6,184	32.0%
Fair Value Loss on Available-for-sale Financial Asset Written Back	-	-	-	-
Sundry Income	8,757	10,600	142	(98.7%)
Total Income	1,538,231	1,229,444	1,470,834	19.6%

Expenses	FY2018 Year ending 31 Mar 2019 (S\$)	FY2019 Year ending 31 Mar 2020 (S\$)	FY2020 Year ending 31 Mar 2021 (S\$)	% Increase/ (Decrease) [FY2020 on FY2019]
Direct Fund-raising Expenses ²	-	-	-	-

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.



Expenses	<u>FY2018</u> Year ending 31 Mar 2019 (S\$)	<u>FY2019</u> Year ending 31 Mar 2020 (S\$)	<u>FY2020</u> Year ending 31 Mar 2021 (S\$)	% Increase/ (Decrease) [FY2020 on FY2019]
Charitable Activities Expenses ³ - Local - Overseas	-	-	-	-
Other Operating & Administration Expenses ⁴	1,586,683	1,292,946	963,062	(25.5%)
Others	0	0	0	0
Total Expenditure	1,586,683	1,292,946	963,062	(25.5%)
Surplus / (Deficit)	(48,452)	(63,502)	507,772	899.6%

Balance Sheet	<u>FY2018</u> Year ending 31 Mar 2019 (S\$)	<u>FY2019</u> Year ending 31 Mar 2020 (S\$)	<u>FY2020</u> Year ending 31 Mar 2021 (S\$)	% Increase/ (Decrease) [FY2020 on FY2019]
<u>ASSETS</u>				
Land and Buildings	0	0	0	0
Other Tangible Assets	33,080	29,156	14,175	(51.4%)
Investments	0	0	0	0
Inventories	0	0	0	0
Accounts Receivable	219,651	120,184	155,343	29.3%
Cash & Deposits	1,288,228	1,585,978	2,085,286	31.5%
Others (please specify if material)	0	0	0	0
Total Assets	1,540,959	1,735,318	2,254,804	29.9%
<u>FUNDS</u>				
Unrestricted Fund ⁵ (Accumulated Fund at beginning of FY)	944,034	880,532	1,388,304	57.7%

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

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.



Balance Sheet	<u>FY2018</u> Year ending 31 Mar 2019 (S\$)	<u>FY2019</u> Year ending 31 Mar 2020 (S\$)	<u>FY2020</u> Year ending 31 Mar 2021 (S\$)	% Increase/ (Decrease) [FY2020 on FY2019]
Surplus for the FY	(48,452)	(63,502)	507,772	899.6%
Restricted Fund ⁶	-	-	-	-
Endowment Fund ⁷	517,250	529,819	536,119	1.2%
Total Funds	1,461,284	1,410,351	1,924,423	36.4%
<u>LIABILITIES</u>				
Long-Term Liabilities	0	4,226	0	-
Current Liabilities	79,675	320,741	330,381	3.0%
Total Liabilities	79,675	324,967	330,381	1.7%
Total Funds and Liabilities	1,540,959	1,735,318	2,254,804	29.9%
Other Information	<u>FY2018</u> Year ending 31 Mar 2019 (S\$)	<u>FY2019</u> Year ending 31 Mar 2020 (S\$)	<u>FY2020</u> Year ending 31 Mar 2021 (S\$)	% Increase/ (Decrease) [FY2020 on FY2019]
Donations/Grants and Sponsorships given to other Charities	0	0	0	-
No. of Employees	8	6	6	-
Total Employee Costs	688,435	628,731	608,582	(3.2%)
Total Related Party Transactions ⁸	330,099	329,620	326,752	(0.9%)
Fund-raising efficiency ⁹	0	0	0	0

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.

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 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.

⁹ 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).



Ratio of reserves to annual operating expenditure ¹⁰	0.59	0.68	1.44	111.8%
---	------	------	------	--------

¹⁰ 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.