



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/2017 Last Renewal Period : 3 years (01/Oct/2014 – 30/Sep/2017)



<p>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</p> <p>Vision/Mission: Our mission is to create challenging, indigenous and innovative theatre that touches the heart and mind</p>	<p>No. of Beneficiaries: N.A.</p> <p>Programs/Activities</p> <p><u>For current year (Year ending 31 March 2017):</u></p> <ul style="list-style-type: none">▲ <i>Ghost Writer</i>, a main season production, at Esplanade Theatre Studio, 9 – 12 June 2016▲ <i>Rosnab</i>, a main season production, commissioned as part of Pesta Raya, at Esplanade Theatre Studio, 4 – 7 August 2016▲ <i>Best Of (His Story)</i>, a main season production, at The Necessary Stage Black Box, 2 – 13 November 2016▲ <i>Actor, Forty</i>, a main season production, commissioned as part of Huayi, at Esplanade Theatre Studio, 3 – 6 February 2017▲ <i>Those Who Can't, Teach</i>, a main season production, at Drama Centre Theatre, 9 – 19 March 2017▲ <i>The Orange Playground</i>, a laboratory series by The Necessary Stage [3 laboratories throughout the current year, with two open rehearsals after each laboratory], at The Necessary Stage Black Box▲ <i>M1 Singapore Fringe Festival 2017: Art & Skin</i> at various venues, 13 – 24 January 2016▲ <i>Abuse Suxxx!!! and Other Plays</i>, published by The Necessary Stage in October 2016▲ <i>Child's Play</i>, a youth-oriented production by Centre for Biomedical Ethics, National University of Singapore, at Dalton Hall, Science Centre, 4 – 15 July 2016▲ <i>International Friendship Day</i>, a theatre-in-education production commissioned by Singapore Kindness Movement, and restaged at Peer Pleasure, at Esplanade Recital Studio, 26 – 28 July 2016▲ <i>Family Secrets</i>, comprising two plays <i>Don't Forget to Remember Me</i> and <i>Don't Know, Don't Care</i>, by the Theatre for Seniors, commissioned as part of Esplanade's A Date with Friends festival, at Esplanade Theatre Studio, 10 – 12 March 2017▲ School workshops and consultancies as part of Theatre for Youth and Community arm▲ Various theatre-making workshops for senior participants as part of Theatre for Seniors arm▲ Paper fundraising drive
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Programs/Activities

For last year (Year ending 31 March 2016)

- ▲ *Manifesto*, a main season production in collaboration with Drama Box, at The Necessary Stage Black Box, 9 – 20 March 2015
- ▲ *The Orange Playground*, a laboratory series by The Necessary Stage [3 laboratories throughout the current year, with three open rehearsals after each laboratory], at The Necessary Stage Black Box
- ▲ *M1 Singapore Fringe Festival 2016: Art & the Animal* at various venues, 13 – 24 January 2016
- ▲ *Poor Thing*, published by The Necessary Stage in July 2015
- ▲ *International Friendship Day*, a theatre-in-education production commissioned by Singapore Kindness Movement, at The Necessary Stage Black Box, 21 - 31 July 2015
- ▲ *Best Of* tours to Brisbane Festival, Australia and Something to Write Home About Festival, New York, USA
- ▲ *Rise of the Phoenix*, comprising two plays *Waste* and *Loss*, by the Theatre for Seniors, commissioned as part of Esplanade's A Date with Friends festival, at Esplanade Theatre Studio, 6 – 8 November 2015
- ▲ Participation by Artistic Director Alvin Tan at Bicara Titian Budaya: Engaging Communities and Community Engaged Arts: Regional Conference and Roundtables (both in December 2015)
- ▲ Haresh Sharma at Ubud Writers and Readers Festival (October 2015) and Hong Kong International Literary Festival (November 2015)
- ▲ Participation by Resident Playwright Haresh Sharma at Ubud Writers and Readers Festival (October 2015) and Hong Kong International Literary Festival (November 2015)
- ▲ School workshops and consultancies as part of Theatre for Youth and Community arm
- ▲ Paper fundraising drive



Patrons N.A.

Trustees/Board Members

- Dr. Tan Chong Kee (chairperson)
- Mr Sunder Iyer
- Ms Diana Lim-Chong
- Mr Vincent Lim
- Mr Haresh Sharma
- Mr Alvin Tan
- Mr Christopher Tan
- Mr Kenneth Paul Tan
- Mr Andy Yeo

Key Employees

Artistic

Artistic Director
Resident Playwright

Alvin Tan
Haresh Sharma

Administration

General Manager
Festival Manager
Festival Coordinator
Project Manager

Melissa Lim
Jezamine Tan
Mish'aal bin Syed Nasar
Irma Suzanna Ruslan

Production Manager
Accounts Assistant
Accountant

Edlyn Ng
Karmen Wong
Azyyati binte Alias
Choo Kok Cheng
Two Point Pte Ltd

Auditor

Verity Partners



2. Financial Information*

Income	FY2013 Year ending 31 Mar 2014 (S\$)	FY2014 Year ending 31 Mar 2015 (S\$)	FY2015 Year ending 31 Mar 2016 (S\$)	% Increase/ (Decrease) [FY2015 on FY2014]
Donations in Cash	146,845	355,990	101,564	(71%)
- Tax Deductible	- 135,645	- 351,840	- 97,365	
- Non-Tax Deductible ¹	- 11,200	- 4,150	- 4,199	
Donations in Kind	0	0	0	-
Grants / Sponsorships	859,590	966,847	1,022,346	5.7%
Investment income (Fixed Deposit & Current Account Interests)	14,746	9,945	10,286	3.4%
Investment gains	0	0	0	-
Sales of Tickets and Posters	340,362	196,633	341,273	73.6%
Royalties / Copyright Fees	4,300	4,474	6,697	49.7%
Fair Value Loss on Available-for-sale Financial Asset Written Back	-	-	-	-
Sundry Income	7,928	10,129	20,366	101.1%
Total Income	1,373,771	1,554,534	1,502,532	(3.3%)

Expenses	FY2013 Year ending 31 Mar 2014 (S\$)	FY2014 Year ending 31 Mar 2015 (S\$)	FY2015 Year ending 31 Mar 2016 (S\$)	% Increase/ (Decrease) [FY2015 on FY2014]
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>FY2013</u> Year ending 31 Mar 2014 (S\$)	<u>FY2014</u> Year ending 31 Mar 2015 (S\$)	<u>FY2015</u> Year ending 31 Mar 2016 (S\$)	% Increase/ (Decrease) [FY2015 on FY2014]
Other Operating & Administration Expenses ⁴	1,413,218	1,500,946	1,563,896	(4.2%)
Others	0	0	10.87	0
Total Expenditure	1,413,218	1,500,946	1,563,907	(4.2%)
Surplus / (Deficit)	(39,447)	53,588	(61,375)	(215%)

Balance Sheet	<u>FY2013</u> Year ending 31 Mar 2014 (S\$)	<u>FY2014</u> Year ending 31 Mar 2015 (S\$)	<u>FY2015</u> Year ending 31 Mar 2016 (S\$)	% Increase/ (Decrease) [FY2015 on FY2014]
<u>ASSETS</u>				
Land and Buildings	0	0	0	0
Other Tangible Assets	32,205	47,166	47,133	(0.1%)
Investments	0	0	0	0
Inventories	0	0	0	0
Accounts Receivable	145,008	124,477	225,855	81.4%
Cash & Deposits	1,121,830	1,177,883	1,375,062	16.7%
Others (please specify if material)	0	0	0	0
Total Assets	1,299,043	1,349,526	1,648,050	22.1%
<u>FUNDS</u>				
Unrestricted Fund ⁵ (Accumulated Fund at beginning of FY)	1,102,234	939,505	878,130	(6.5%)
Surplus for the FY	(39,447)	53,588	(61,375)	(215%)
Restricted Fund ⁶	130,000	130,000	130,000	-

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>FY2013</u> Year ending 31 Mar 2014 (S\$)	<u>FY2014</u> Year ending 31 Mar 2015 (S\$)	<u>FY2015</u> Year ending 31 Mar 2016 (S\$)	% Increase/ (Decrease) [FY2015 on FY2014]
Endowment Fund ⁷	0	0	370,000	-
Total Funds	1,192,787	1,123,093	1,316,755	17.2%
<u>LIABILITIES</u>				
Long-Term Liabilities	0	0	0	
Current Liabilities	66,809	280,021	269,920	(3.6%)
Total Liabilities	66,809	280,021	269,920	(3.6%)
Total Funds and Liabilities	1,299,043	1,349,526	1,648,050	22.1%

Other Information	<u>FY2013</u> Year ending 31 Mar 2014 (S\$)	<u>FY2014</u> Year ending 31 Mar 2015 (S\$)	<u>FY2015</u> Year ending 31 Mar 2016 (S\$)	% Increase/ (Decrease) [FY2015 on FY2016]
Donations/Grants and Sponsorships given to other Charities	0	0	0	-
No. of Employees	8	8	9	12.5%
Total Employee Costs	582,982	634,026	674,358	6.4%
Total Related Party Transactions ⁸	0	0	0	0
Fund-raising efficiency ⁹	0	0	0	0
Ratio of reserves to annual operating expenditure ¹⁰	0	0	0	0

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).

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.



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