



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/2018 Last Renewal Period : 1 year (01/Oct/2017 – 30/Sep/2018)



<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 2018):</u></p> <ul style="list-style-type: none">▲ <i>Being Haresb Sharma</i>, a main season production, at Drama Centre Theatre, 29 June – 2 July 2017▲ <i>Sanctuary</i>, a main season production that is a collaboration with Japanese theatre company HANCHU-YUEI, at The Necessary Stage Black Box, 1 – 12 November 2017▲ Tour of <i>Sanctuary</i> to Yokohama, Japan, at The Wharf, 30 November – 2 December 2017▲ <i>Drip and Whale Fall</i>, as part of the inaugural platform The Orange Production, 10 – 13 August 2017, at The Necessary Stage Black Box▲ Launch of tnsarchives.com, an online archival portal detailing TNS' history since 1987, with access to the public to artefacts including photos, scripts, articles and videos▲ <i>M1 Singapore Fringe Festival 2018: Let's Walk</i>, at various venues, 17 – 28 January 2018▲ 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 <p><u>For last 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>Rosnah</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
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	<ul style="list-style-type: none">▲ <i>Abuse Suxxxx!!! 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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Patrons N.A.

Trustees/Board Members

- Dr. Tan Chong Kee (chairperson)
- Mr Sunder Iyer (treasurer)
- 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
Edlyn Ng

Production Manager
Accounts Assistant
Accountant

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

Auditor

Verity Partners



2. Financial Information*

Income	<u>FY2014</u> Year ending 31 Mar 2015 (S\$)	<u>FY2015</u> Year ending 31 Mar 2016 (S\$)	<u>FY2016</u> Year ending 31 Mar 2017 (S\$)	% Increase/ (Decrease) [FY2016 on FY2015]
Donations in Cash	355,990	101,564	147,046	44.8%
- Tax Deductible	- 351,840	- 97,365	- 139,921	
- Non-Tax Deductible ¹	- 4,150	- 4,199	- 7,125	
Donations in Kind	0	0	0	-
Grants / Sponsorships	966,847	1,022,346	1,200,301	17.4%
Investment income (Fixed Deposit & Current Account Interests)	9,945	10,286	12,025	16.9%
Investment gains	0	0	0	-
Sales of Tickets and Posters	196,633	341,273	747,042	118.9%
Royalties / Copyright Fees	4,474	6,697	21,406	219.6%
Fair Value Loss on Available-for-sale Financial Asset Written Back	-	-	-	-
Sundry Income	10,129	569	3,530	520.4%
Total Income	1,554,534	1,502,532	2,143,678	42.7%

Expenses	<u>FY2014</u> Year ending 31 Mar 2015 (S\$)	<u>FY2015</u> Year ending 31 Mar 2016 (S\$)	<u>FY2016</u> Year ending 31 Mar 2017 (S\$)	% Increase/ (Decrease) [FY2016 on FY2015]
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>FY2014</u> Year ending 31 Mar 2015 (S\$)	<u>FY2015</u> Year ending 31 Mar 2016 (S\$)	<u>FY2016</u> Year ending 31 Mar 2017 (S\$)	% Increase/ (Decrease) [FY2016 on FY2015]
Charitable Activities Expenses ³ - Local - Overseas	-	-	-	-
Other Operating & Administration Expenses ⁴	1,500,946	1,563,907	1,955,397	25%
Others	0	0	0	0
Total Expenditure	1,500,946	1,563,907	1,955,397	25%
Surplus / (Deficit)	53,588	(61,375)	188,281	306.8%

Balance Sheet	<u>FY2014</u> Year ending 31 Mar 2015 (S\$)	<u>FY2015</u> Year ending 31 Mar 2016 (S\$)	<u>FY2016</u> Year ending 31 Mar 2017 (S\$)	% Increase/ (Decrease) [FY2016 on FY2015]
<u>ASSETS</u>				
Land and Buildings	0	0	0	0
Other Tangible Assets	47,166	47,133	71,032	50.7%
Investments	0	0	0	0
Inventories	0	0	0	0
Accounts Receivable	124,477	225,855	382,582	69.4%
Cash & Deposits	1,177,883	1,375,062	1,220,500	(11.2%)
Others (please specify if material)	0	0	0	0
Total Assets	1,349,526	1,648,050	1,674,114	15.8%
<u>FUNDS</u>				
Unrestricted Fund ⁵ (Accumulated Fund)	939,505	878,130	1,066,411	21.4%

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.

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



Balance Sheet	<u>FY2014</u> Year ending 31 Mar 2015 (S\$)	<u>FY2015</u> Year ending 31 Mar 2016 (S\$)	<u>FY2016</u> Year ending 31 Mar 2017 (S\$)	% Increase/ (Decrease) [FY2016 on FY2015]
at beginning of FY)				
Surplus for the FY	53,588	(61,375)	188,281	306.8%
Restricted Fund ⁶	130,000	130,000	130,000 ⁷	-
Endowment Fund ⁸	0	370,000	370,000	-
Total Funds	1,123,093	1,316,755	1,566,411	19.0%
<u>LIABILITIES</u>				
Long-Term Liabilities	0	0	0	-
Current Liabilities	280,021	269,920	107,703	(60.1%)
Total Liabilities	280,021	269,920	107,703	(60.1%)
Total Funds and Liabilities	1,349,526	1,648,050	1,647,114	(0.1%)

Other Information	<u>FY2014</u> Year ending 31 Mar 2015 (S\$)	<u>FY2015</u> Year ending 31 Mar 2016 (S\$)	<u>FY2016</u> Year ending 31 Mar 2017 (S\$)	% Increase/ (Decrease) [FY2016 on FY2015]
Donations/Grants and Sponsorships given to other Charities	0	0	0	-
No. of Employees	8	9	9	-
Total Employee Costs	634,026	674,358	771,499	14.4%
Total Related Party Transactions ⁹	0	0	0	0
Fund-raising efficiency ¹⁰	0	0	0	0

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

⁷ Please note that this Restricted Fund was transferred to the Endowment Fund as of 2 May 2017 following the EOGM.

⁸ 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.

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



Ratio of reserves to annual operating expenditure ¹¹	0.63	0.56	0.55	(1.7%)
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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.