



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/2018 Last Renewal Period : 1 year (01/Oct/2017 – 30/Sep/2018)
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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 No. of Beneficiaries: N.A.
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Programs/Activities

For current year (Year ending 31 March 2019):

- *Underclass*, a main season production in collaboration with Drama Box, at The Necessary Stage Black Box, 16 May – 3 June 2018
- *Off Centre*, a main season production, at Victoria Theatre, 7 – 17 February 2019
- *Those Who Can't, Teach*, as part of Esplanade's Feed our Imagination series, at Esplanade Theatre Studio, 26 – 29 June 2018
- The Orange Playground Laboratory #01, with Theatre GUMBO from Japan, at The Necessary Stage Black Box, 30 July – 3 August 2018 (with open rehearsal on 3 August 2018).
- Workshops for *Stories for the Community*, a collaboration between Theatre for Seniors and Setagaya Public Theatre, June, September, November and December 2018, at The Necessary Stage Black Box and Setagaya Public Theatre.
- *MI Singapore Fringe Festival 2019: Still Waters*, at various venues, 16 – 27 January 2019
- Performances of *Stories of the Community* a collaboration between Theatre for Seniors and Setagaya Public Theatre, Marine Parade Community Club Theatre and Theatre TRAM, Setagaya Public Theatre, 1 – 3 March 2019 and 16 – 17 March 2019 respectively.
- 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 resource guide for *Off Centre*, scheduled for March 2019
- School workshops and consultancies as part of Theatre for Youth and Community arm
- Paper fundraising drive

For last year (Year ending 31 March 2018)

- *Being Haresh Sharma*, a main season production, at Drama Centre Theatre, 29 June – 2 July 2017
- *Sanctuary*, 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 *Sanctuary* to Yokohama, Japan, at The Wharf, 30 November – 2 December 2017
- *Drip* and *Whale Fall*, 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
- *MI Singapore Fringe Festival 2018: Let's Walk*, at various venues, 17 – 28 January 2018
- Tour of *untitled cow number one (sapi tak berjudul nomor satu)* to Bali, Indonesia, at GEOK Performance Space, Singapadu, Bali, Indonesia, 23 – 24 March 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



Patrons N.A.

Trustees/Board Members

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

Key Employees

Artistic

Artistic Director
Resident Playwright

Alvin Tan
Hareesh Sharma

Administration

General Manager
Festival Manager
Festival Coordinator
Project Manager

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

Production Manager
Accounts Assistant
Accountant

Azyyati binte Alias
Choo Kok Cheng
Two Point Pte Ltd

Auditor

Verity Partners



2. Financial Information*

Income	FY2015 Year ending 31 Mar 2016 (S\$)	FY2016 Year ending 31 Mar 2017 (S\$)	FY2017 Year ending 31 Mar 2018 (S\$)	% Increase/ (Decrease) [FY2017 on FY2016]
Donations and Sponsorships	331,620	424,910	370,724	(12.8%)
- Tax Deductible	- 293,655	- 390,461	- 360,284	
- Non-Tax Deductible ¹	- 37,965	- 34,449	- 10,440	
Donations in Kind	0	0	0	-
Grants	812,087	934,765	985,629	5.4%
Investment income (Fixed Deposit & Current Account Interests)	10,286	12,025	6,597	(45.1%)
Investment gains	0	0	0	-
Sales of Tickets and Posters	341,273	747,042	239,324	(70.0%)
Royalties / Copyright Fees	6,697	21,406	17,550	(18.0%)
Fair Value Loss on Available-for-sale Financial Asset Written Back	-	-	-	-
Sundry Income	569	3,530	3,316	(6.1%)
Total Income	1,502,532	2,143,678	1,623,140	(24.3%)

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



Expenses	<u>FY2015</u> Year ending 31 Mar 2016 (S\$)	<u>FY2016</u> Year ending 31 Mar 2017 (S\$)	<u>FY2017</u> Year ending 31 Mar 2018 (S\$)	% Increase/ (Decrease) [FY2017 on FY2016]
Direct Fund-raising Expenses ²	-	-	-	-
Charitable Activities Expenses ³	695,897	982,290	790,074	(19.6%)
- Local	- 695,897	- 982,259	- 759,465	- (22.7%)
- Overseas	- 0	- 31	- 34,609	- 1,115%
Other Operating & Administration Expenses ⁴	868,010	973,107	890,783	(8.5%)
Others	0	0	0	0
Total Expenditure	1,563,907	1,955,397	1,684,857	(13.8%)
Surplus / (Deficit)	(61,375)	188,281	(61,717)	(137.9%)

Balance Sheet	<u>FY2015</u> Year ending 31 Mar 2016 (S\$)	<u>FY2016</u> Year ending 31 Mar 2017 (S\$)	<u>FY2017</u> Year ending 31 Mar 2018 (S\$)	% Increase/ (Decrease) [FY2017 on FY2016]
<u>ASSETS</u>				
Land and Buildings	0	0	0	0
Other Tangible Assets	47,133	71,032	55,028	(22.5%)
Investments	0	0	0	0
Inventories	0	0	0	0
Accounts Receivable	225,855	382,582	99,558	(74.0%)
Cash & Deposits	1,375,062	1,220,500	1,388,395	13.8%
Others (please specify if material)	0	0	0	0

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

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>FY2015</u> Year ending 31 Mar 2016 (S\$)	<u>FY2016</u> Year ending 31 Mar 2017 (S\$)	<u>FY2017</u> Year ending 31 Mar 2018 (S\$)	% Increase/ (Decrease) [FY2017 on FY2016]
Total Assets	1,648,050	1,674,114	1,542,981	(7.8%)
<u>FUNDS</u>				
Unrestricted Fund ⁵ (Accumulated Fund at beginning of FY)	878,130	1,066,411	1,004,694	(5.8%)
Surplus for the FY	(61,375)	188,281	(61,717)	(137.9%)
Restricted Fund ⁶	130,000	130,000 ⁷	-	(100%)
Endowment Fund ⁸	370,000	370,000	500,000 ⁹	35.1%
Total Funds	1,316,755	1,566,411	1,504,694	(3.9%)
<u>LIABILITIES</u>				
Long-Term Liabilities	0	0	0	-
Current Liabilities	269,920	107,703	38,287	(64.5%)
Total Liabilities	269,920	107,703	38,287	(64.5%)
Total Funds and Liabilities	1,648,050	1,647,114	1,542,981	(7.8%)

Other Information	<u>FY2015</u> Year ending 31 Mar 2016 (S\$)	<u>FY2016</u> Year ending 31 Mar 2017 (S\$)	<u>FY2017</u> Year ending 31 Mar 2018 (S\$)	% Increase/ (Decrease) [FY2017 on FY2016]
Donations/Grants and Sponsorships given to other Charities	0	0	0	-
No. of Employees	9	9	8	-

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 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 Please refer to Note 7.



Total Employee Costs	674,358	771,499	684,115	(11.3%)
Total Related Party Transactions ¹⁰	0	0	0	0
Fund-raising efficiency ¹¹	0	0	0	0
Ratio of reserves to annual operating expenditure ¹²	0.56	0.55	0.60	9%

¹⁰ 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.

¹¹ 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).

¹² 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.