



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 2020):

- *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

For last year (Year ending 31 March 2018)

- *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)
- The Orange Playground Laboratory #02, focusing on *Stranger to Myself: Diary of a Bangladeshi Worker*, at The Necessary Stage Black Box, 12 – 25 November 2018 (with open rehearsals from 22 – 25 November 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
- *M1 Singapore Fringe Festival 2019: Still Waters*, at various venues, 16 – 27 January 2019
- *It Takes All Kinds*, a Theatre for Seniors production, at Marine Parade Community Club Theatre, 1 – 3 March 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
- 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 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
Choo Kok Cheng
Two Point Pte Ltd

Accounts Assistant
Accountant

Auditor

Verity Partners



2. Financial Information*

Income	FY2016 Year ending 31 Mar 2017 (S\$)	FY2017 Year ending 31 Mar 2018 (S\$)	FY2018 Year ending 31 Mar 2019 (S\$)	% Increase/ (Decrease) [FY2018 on FY2017]
Donations and Sponsorships	424,910	370,724	349,959	(5.6%)
- Tax Deductible	- 390,461	- 360,284	- 338,914	
- Non-Tax Deductible ¹	- 34,449	- 10,440	- 11,045	
Donations in Kind	0	0	0	-
Grants	934,765	985,629	674,463	(31.6%)
Investment income (Fixed Deposit & Current Account Interests)	12,025	6,597	11,789	78.7%
Investment gains	0	0	0	-
Sales of Tickets and Posters	747,042	239,324	493,557	106%
Royalties / Copyright Fees	21,406	17,550	4,748	(72.9%)
Fair Value Loss on Available-for-sale Financial Asset Written Back	-	-	-	-
Sundry Income	3,530	3,316	8,757	164.1%
Total Income	2,143,678	1,623,140	1,543,273	(4.9%)

Expenses	FY2016 Year ending 31 Mar 2017 (S\$)	FY2017 Year ending 31 Mar 2018 (S\$)	FY2018 Year ending 31 Mar 2019 (S\$)	% Increase/ (Decrease) [FY2018 on FY2017]
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>FY2016</u> Year ending 31 Mar 2017 (S\$)	<u>FY2017</u> Year ending 31 Mar 2018 (S\$)	<u>FY2018</u> Year ending 31 Mar 2019 (S\$)	% Increase/ (Decrease) [FY2018 on FY2017]
Other Operating & Administration Expenses ⁴	1,955,397	1,684,857	1,586,683	(5.8%)
Others	0	0	0	0
Total Expenditure	1,955,397	1,684,857	1,586,683	(5.8%)
Surplus / (Deficit)	188,281	(61,717)	(43,410)	(29.7%)

Balance Sheet	<u>FY2016</u> Year ending 31 Mar 2017 (S\$)	<u>FY2017</u> Year ending 31 Mar 2018 (S\$)	<u>FY2018</u> Year ending 31 Mar 2019 (S\$)	% Increase/ (Decrease) [FY2018 on FY2017]
<u>ASSETS</u>				
Land and Buildings	0	0	0	0
Other Tangible Assets	71,032	55,028	33,080	(39.9%)
Investments	0	0	0	0
Inventories	0	0	0	0
Accounts Receivable	382,582	99,558	219,651	120.6%
Cash & Deposits	1,220,500	1,388,395	1,288,228	(7.2%)
Others (please specify if material)	0	0	0	0
Total Assets	1,674,114	1,542,981	1,540,959	(0.1%)
<u>FUNDS</u>				
Unrestricted Fund ⁵ (Accumulated Fund at beginning of FY)	1,066,411	1,004,694	961,284	(4.3%)
Surplus for the FY	188,281	(61,717)	(43,410)	(29.7%)

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>FY2016</u> Year ending 31 Mar 2017 (S\$)	<u>FY2017</u> Year ending 31 Mar 2018 (S\$)	<u>FY2018</u> Year ending 31 Mar 2019 (S\$)	% Increase/ (Decrease) [FY2018 on FY2017]
Restricted Fund ⁶	130,000 ⁷	-	-	-
Endowment Fund ⁸	370,000	500,000 ⁹	500,000	-
Total Funds	1,566,411	1,504,694	1,461,284	(2.9%)
<u>LIABILITIES</u>				
Long-Term Liabilities	0	0	0	-
Current Liabilities	107,703	38,287	79,675	108.1%
Total Liabilities	107,703	38,287	79,675	108.1%
Total Funds and Liabilities	1,647,114	1,542,981	1,540,959	(0.1%)

Other Information	<u>FY2016</u> Year ending 31 Mar 2017 (S\$)	<u>FY2017</u> Year ending 31 Mar 2018 (S\$)	<u>FY2018</u> Year ending 31 Mar 2019 (S\$)	% Increase/ (Decrease) [FY2018 on FY2017]
Donations/Grants and Sponsorships given to other Charities	0	0	0	-
No. of Employees	9	8	8	-
Total Employee Costs	771,499	684,115	688,435	0.6%
Total Related Party Transactions ¹⁰	0	0	0	0
Fund-raising efficiency ¹¹	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 Please refer to Note 7.

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).



Ratio of reserves to annual operating expenditure ¹²	0.55	0.60	0.61	1.6%
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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.