



Basic Information and Financial Standing

1. Non-Financial Information

Name of Organisation: The Necessary Stage Ltd Address: 180 Paya Lebar Road #10-06 Yi Guang Building Singapore 409032	Contact Information Name of Contact Person: Melissa Lim Telephone No: 6440 8115 Email Address: admin@necessary.org Web-site Address: 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/2024 – 30/Sep/2026 Last Renewal Period : 2 years (01/Oct/2022 – 30/Sep/2024)
Objectives: Non-profit theatre company that stages an average of one to two main season productions each year as well as organises and curates 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 and interdisciplinary exploration, through the use of our unique devising methodology. No. of Beneficiaries: N.A.	



Programs/Activities

For current year (Year ending 31 March 2026):

- Associate Artist Programme, featuring up-and-coming theatre-makers Deonn Yang, Sindhura Kalidas, A Yagnya, Lim Shien Hian, Liu Yong Huay and Safuan Johari for 2025/2026, who will be helming or involved in the company's productions in various capacities
- *SG Insecure*, a main season production, at Practice Space, The Theatre Practice, 29 October – 8 November 2025
- *Invisible*, a main season production to be featured as part of the Singapore Fringe Festival 2026 (see below), at Esplanade Theatre Studio, 21 – 25 January 2026
- *History, Whose Story?*, as part of Esplanade's Feed our Imagination series, at Esplanade Theatre Studio, 2 – 4 July 2025
- *From Forum Theatre to Devising Theatre*, part of The Necessary Stage's Devising Platform, a nine-month training and mentorship programme, 1 April – 8 December 2025, culminating in showcases of the works-in-progress at Drama Centre Black Box, 5 – 7 December 2025
- *Singapore Fringe Festival 2026* at various venues, 14 – 25 January 2026
- 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

For last year (Year ending 31 March 2025)

- Associate Artist Programme, featuring up-and-coming theatre-makers Deonn Yang, Sindhura Kalidas, A Yagnya and Lim Shien Hian for 2024/2025, who will be helming or involved in the company's productions in various capacities
- *ANAK*, a commissioned work-in-progress featured as part of Singapore International Festival of Arts (SIFA) 2024's *Tomorrow and tomorrow* showcase, at Stamford Arts Centre, 18 – 19 May 2024
- *White, All White*, a main season production, at Esplanade Theatre Studio, 25 – 28 October 2024
- *Eclipse*, a main season production to be featured as part of the M1 Singapore Fringe Festival 2025 (see below), at Practice Space, The Theatre Practice, 15 – 18 January 2025
- *International Friendship Day*, as part of Esplanade's Feed our Imagination series, at Esplanade Theatre Studio, 25 – 28 June 2024
- Playwrights Cove, part of The Necessary Stage's Devising Platform, a six-month training and mentorship programme, 8 June – 30 November 2024. culminating in showcases of the works-in-progress at Drama Centre Black Box, 20 – 24 November
- *M1 Singapore Fringe Festival 2025* at various venues, 8 – 19 January 2025
- 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 and online fundraising drive



Patrons N.A.

Trustees/Board Members

- Mr Sunder Iyer (Chairperson)
- Mr Andy Yeo (Treasurer)
- Ms Ana Dhoraisingam
- Ms Sharanjit Leye
- Mr Haresh Sharma
- Ms Dawn Westerhout
- Mr Yang Jian

Key Employees

Artistic

Artistic Director
Resident Playwright

Alvin Tan
Haresh Sharma

Administration

General Manager
Festival Manager
Project Managers

Melissa Lim
Jezamine Tan
Nicole Lim
Natasha Fathin Jupri
Choo Kok Cheng
Two Point Pte Ltd

Accounts Assistant
Accountant

Auditor

Verity Partners



2. Financial Information*

Income	<u>FY2022</u> Year ending 31 Mar 2023 (S\$)	<u>FY2023</u> Year ending 31 Mar 2024 (S\$)	<u>FY2024</u> Year ending 31 Mar 2025 (S\$)	% Increase/ (Decrease) [FY2024 on FY2023]
Donations and Sponsorships	242,506	136,262	142,467	4.6%
- Tax Deductible	- 241,192	- 134,367	- 137,958	
- Non-Tax Deductible ¹	- 1,314	- 1,915	- 4,509	
Donations in Kind	0	0	0	-
Grants	756,632	723,500	567,610	(21.5%)
Investment income (Fixed Deposit & Current Account Interests)	17,412	3,377	3,366	(0.3%)
Investment gains	0	0	0	-
Sales of Tickets and Posters	217,916	145,714	76,334	(47.6%)
Income from Commissioned Work	192,260	386,360	70,721	(81.7%)
Production Fee	-	-	26,745	-
Workshops and Consultancy Income	1,000	6,225	-	-
Sale of Publications and DVDs	3,276	2,115	1,492	(29.5%)
Royalties / Copyright Fees	3,620	6,825	29,250	328.6%
Amortisation of Deferred Capital Grant	-	8,046	8,046	-
Fair Value Loss on Available-for-sale Financial Asset Written Back	-	-	-	-
Sundry Income	1,402	682	3,222	372.4%
Total Income	1,436,024	1,419,126	929,253	(34.5%)

Expenses	<u>FY2022</u> Year ending 31 Mar 2023 (S\$)	<u>FY2023</u> Year ending 31 Mar 2024 (S\$)	<u>FY2024</u> Year ending 31 Mar 2025 (S\$)	% Increase/ (Decrease) [FY2024 on FY2023]
Direct Fund-raising Expenses ²	414	202	701.01	247%

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



Expenses	<u>FY2022</u> Year ending 31 Mar 2023 (S\$)	<u>FY2023</u> Year ending 31 Mar 2024 (S\$)	<u>FY2024</u> Year ending 31 Mar 2025 (S\$)	% Increase/ (Decrease) [FY2024 on FY2023]
Charitable Activities Expenses ³	672,360	593,864	462,119	(22.2%)
- Local				
- Overseas				
Other Operating & Administration Expenses ⁴	754,817	771,831	804,808	4.3%
Others	0	0	0	0
Total Expenditure	1,356,695	1,613,452	1,266,927	(21.5%)
Surplus / (Deficit)	70,329	(194,326)	(337,675)	(73.7%)

Balance Sheet	<u>FY2022</u> Year ending 31 Mar 2023 (S\$)	<u>FY2023</u> Year ending 31 Mar 2024 (S\$)	<u>FY2024</u> Year ending 31 Mar 2025 (S\$)	% Increase/ (Decrease) [FY2024 on FY2023]
<u>ASSETS</u>				
Land and Buildings	0	0	0	0
Other Tangible Assets	231,378	137,464	50,430	(63.3%)
Intangible Assets	29,167	19,167	9,167	(52.2%)
Investments	0	0	0	0
Inventories	0	0	0	0
Accounts Receivable	52,122	52,877	64,739	22.4%
Cash & Deposits	2,290,413	2,217,228	1,841,097	(17%)
Others (please specify if material)	0	0	0	0
Total Assets	2,603,080	2,426,736	1,965,433	(19%)

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>FY2022</u> Year ending 31 Mar 2023 (S\$)	<u>FY2023</u> Year ending 31 Mar 2024 (S\$)	<u>FY2024</u> Year ending 31 Mar 2025 (S\$)	% Increase/ (Decrease) [FY2024 on FY2023]
<u>FUNDS</u>				
Unrestricted Fund ⁵ (Accumulated Fund at beginning of FY)	1,867,120	1,672,794	1,335,120	(20.2%)
Restricted Fund ⁶	-	-	-	-
Endowment Fund ⁷	542,638	547,729	552,815	0.9%
Total Funds	2,409,758	2,220,523	1,887,935	(15%)
<u>LIABILITIES</u>				
Non-Current Liabilities (Lease Liabilities)	81,661	32,064	958	(97%)
Current Liabilities	111,661	174,167	76,540	(56.1%)
Total Liabilities	193,322	206,213	77,498	(62.4%)
Total Funds and Liabilities	2,603,080	2,426,736	1,965,433	(19%)
Other Information	<u>FY2022</u> Year ending 31 Mar 2023 (S\$)	<u>FY2023</u> Year ending 31 Mar 2024 (S\$)	<u>FY2024</u> Year ending 31 Mar 2025 (S\$)	% Increase/ (Decrease) [FY2024 on FY2023]
Donations/Grants and Sponsorships given to other Charities	0	0	0	-
No. of Employees	6	6	6	-
Total Employee Costs	620,277	636,584	658,169	3.4%
Total Related Party Transactions ⁸	295,735	333,634	333,634	-

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.



Fund-raising efficiency ⁹	0.06%	0.15%	0.49%	226.7%
Ratio of reserves to annual operating expenditure ¹⁰	1.38	1.04	1.05	1

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.