



BASIC INFORMATION AND FINANCIAL STANDING

1. Non-Financial Information

Name of Organisation: The Necessary Stage Ltd Address: 180 Paya Lebar Road #07-05 Yi Guang Building Singapore 409032	Contact Information	
	Name of Contact Person:	Melissa Lim
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	Website:	necessary.org tnsarchives.com

Charity Status	IPC Status		
Charity Regn No: 01095	Effective Date :	1 Oct 2024	to 30 Sep 2026
Charity Regn Date: 6 May 1995	Last Renewal Period :		
	Two years	1 Oct 2022	to 30 Sep 2024
Constitution:	Company Limited by Guarantee		
Date of Establishment:	11 May 1992		
UEN No:	199202435N		

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 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:	15,602 audience members over the last three years.

Programs/Activities

For current year (Year ending 31 March 2026):

3 Queens, a main season production, at The Ngee Ann Kongsi Theatre @ Funan, 3 – 13 September 2026

Best Of (Both Words), a main season production to be featured as part of the Singapore Fringe Festival 2027 (see below), at Esplanade Theatre Studio, dates to be confirmed

ERROR 403: This School is Mine, a co-production with Esplanade's Feed our Imagination youth-oriented platform, at Esplanade Theatre Studio, 20 – 23 July 2026

Peranakan Devising Lab, part of The Necessary Stage's Devising Platform, an 11-month training and mentorship programme, 25 April 2026 – February 2027, culminating in showcases of the works-in-progress at Ngee Ann Auditorium, Asian Civilisations Museum, 19 – 21 March 2027

Playwrights' Cove 2026: From Page to Stage, part of The Necessary Stage's Devising Platform, a five-month training and mentorship programme, 6 June – 18 November 2026, culminating in showcases of the works-in-progress at Ngee Ann Auditorium, Asian Civilisations Museum, 19 – 22 November 2026

Devising with Emerging Actors, part of The Necessary Stage's Devising Platform, a condensed 10-day creative devising workshop from 13 – 23 January 2027, presented as part of the Singapore Fringe Festival 2027, culminating in showcases of the works-in-progress at Esplanade Black Room, 23 January 2027

Singapore Fringe Festival 2027 at various venues, 13 – 24 January 2027

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 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 and collaboration with disability arts company ART:DIS. featured as part of the Singapore Fringe Festival 2026 (see below), at Esplanade Theatre Studio, 21 – 25 January 2026

History, Whose Story?, a co-production with Esplanade's Feed our Imagination youth-oriented platform, 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

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Patron(s)	N.A.	
Trustees/Board Members	Mr Sunder Iyer (Chairperson) Mr Andy Yeo (Treasurer) Ms Ana Dhoraisingam Ms Sharanjit Leyl Mr Haresh Sharma Ms Dawn Westerhout	
Key Employees	<u>Artistic</u> Artistic Director Resident Playwright	Alvin Tan
	<u>Administration</u> General Manager / Executive Producer Festival Manager Project Managers	Melissa Lim Jezamine Tan Nicole Lim Natasha Fathin
	Accounts Assistant	Choo Kok Cheng
Accountant	Twopoint Pte Ltd	
Auditors	Verity Partners LLP	

2. Financial Information*

Income	<u>FY2023</u> Year ending 31 Mar 2024 (S\$)	<u>FY2024</u> Year ending 31 Mar 2025 (S\$)	<u>FY2025</u> Year ending 31 Mar 2026 (S\$)	% Increase/ (Decrease) [FY2025 on FY2024]
Donations and Sponsorships	136,282	142,467	108,440	-23.88%
- Tax Deductible	134,367	137,958	72,484	
- Non-Tax Deductible [1]	1,915	4,509	35,956	
Donations in Kind	0	0	0	0.00%
Grants	723,500	567,610	531,879	-6.29%
Investment income (Fixed Deposit & Current Account Interests)	3,377	3,366	3,309	-1.69%
Investment gains	0	0	0	0.00%
Sales of Tickets and Posters	145,714	76,334	174,522	135.98%
Income from Commissioned Work	386,360	70,721	0	-37.82%
Production Fee	0	26,745	70,850	264.91%
Workshops and Consultancy Income	6,225	0	0	0.00%
Sale of Publications and DVDs	2,115	1,492	2,511	-1792.16%
Royalties / Copyright Fees	6,825	29,250	32,917	85.03%
Amortisation of Deferred Capital Grant	8,046	8,046	7,375	91.66%
Fair Value Loss on Available-for-sale Financial Asset Written Back	0	0	0	0.00%
Sundry Income	682	3,222	691	-28819.43%
Total Income	1,419,126	929,253	932,494	0.35%

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

Expenses	FY2023 Year ending 31 Mar 2024 (S\$)	FY2024 Year ending 31 Mar 2025 (S\$)	FY2025 Year ending 31 Mar 2026 (S\$)	% Increase/ (Decrease) [FY2025 on FY2024]
Direct Fund-raising Expenses [2]	202	701	1,264	80%
Charitable Activities Expenses [3]				
- Local	800,449	462,118	591,666	28.03%
- Overseas	0	0	0	
Staff Costs	636,584	658,169	635,261	-3.48%
Other Operating Expenses [4]	170,839	143,504	130,017	-9.40%
Finance Costs (Accretion of Lease Liabilities)	5,580	3,136	3,415	8.90%
Others	0	0	0	0.00%
Total Expenditure	1,613,452	1,266,927	1,361,623	7.47%
Surplus / (Deficit)	-194,326	-337,674	-429,129	27.08%

[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, organising 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>FY2023</u> Year ending 31 Mar 2024 (S\$)	<u>FY2024</u> Year ending 31 Mar 2025 (S\$)	<u>FY2025</u> Year ending 31 Mar 2026 (S\$)	% Increase/ (Decrease) [FY2025 on FY2024]
<u>ASSETS</u>				
Land and Buildings	0	0	0	0.00%
Other Tangible Assets	137,464	50,430	336,652	567.56%
Intangible Assets	19,167	9,167	0	-100.00%
Investments	0	0	0	0.00%
Inventories	0	0	0	0.00%
Accounts Receivable (excludes deposits, pre-payments, and grants receivable)	19,839	12,683	5,761	-54.58%
Cash & Deposits	2,217,228	1,841,097	1,388,149	-24.60%
Other Assets (deferred expenditure, interest receivable, prepayments, production advance, refundable deposits)	33,038	52,056	55,251	6.14%
Total Assets	2,426,736	1,965,433	1,785,813	-9%
<u>FUNDS</u>				
Unrestricted Fund [5] (Accumulated Fund at beginning of FY; Reserves)	1,672,794	1,335,120	905,991	0.00%
Restricted Fund [6]	0	0	0	0.00%
Endowment Fund [7]	547,729	552,815	560,784	1.44%
Total Funds	2,220,523	1,887,935	1,466,775	-22%
<u>LIABILITIES</u>				
Non-Current Liabilities (Lease Liabilities)	32,064	958	191,671	19907.41%
Current Liabilities	174,167	76,540	127,367	66.41%
Total Liabilities	206,231	77,498	319,038	311.67%
Total Funds and Liabilities	2,426,754	1,965,433	1,785,813	-9%

[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.

Other Information	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	% Increase/ (Decrease)
	Year ending 31 Mar 2024	Year ending 31 Mar 2025	Year ending 31 Mar 2026	[FY2025 on FY2024]
	(S\$)	(S\$)	(S\$)	
Donations/Grants and Sponsorships given to other Charities	0	0	0	0.00%
No. of Employees	6	6	6	0%
Total Employee Costs	636,584	658,169	635,261	-3%
Total Related Party Transactions [8]	333,634	172,533	171,056	-1%
Fund-raising efficiency [9]	0.15%	0.49%	1.17%	139%
Ratio of reserves to annual operating expenditure [10]	1.04	1.05	0.67	0

[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] Reserves refers to Unrestricted Funds. Annual Operating Expenditure refers to Charitable Activities Expenses and Other Operating and Administration Expenses.