

FENG LING PRODUCTIONS LIMITED

REPORT AND FINANCIAL STATEMENTS

31st March 2025

COMPANY REGISTRATION NUMBER: 13570671

CHARITY REGISTRATION NUMBER 1206847

**Frank S Lachman
31 Fairview Way
Edgware
Middlesex
HA8 8JE**

Legal and Administrative Information

31st March 2025

Company Registered Number	13570671	
Registered Charity Number	1206847	
Registered Office	Flat 25 77 Muswell Hill London N10 3PJ	
Directors and Trustees	Professor James Charles Christopher Bannerman Hailing Harper Professor Kelly Yiing Meng Parnwell Penny Mayes Jia Zeng Shuoye Hu	Appointed 23rd May 2024 Appointed 27th March 2025 Appointed 21st July 2025
Examiner	Frank S Lachman Chartered Accountant 31 Fairview Way Edgware Middlesex HA8 8JE	

DIRECTORS' AND TRUSTEES' REPORT

The trustees, who are also directors for the purposes of the Companies Act, have pleasure in presenting their report and the financial statements of the charity for the year ending 31st March 2025.

DIRECTORS' RESPONSIBILITIES

Company Law which is also applicable to charitable companies in England and Wales requires the directors, who are also trustees of the company, to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company and of the results of the company for that period.

In preparing those financial statements, the directors/trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors/trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

PRINCIPAL ACTIVITY AND CHARITABLE OBJECTIVE

The principal activity of the company continues to be the promotion, improvement and advancement of education and the encouragement of the appreciation of the arts in all their aspects but primarily through the dramatic arts.

ORGANISATION AND CONSTITUTION

The company was incorporated on 17th August 2021 and is governed by its Memorandum and Articles of Association. Company Registration number 13570671.

The company is limited by guarantee and has no share capital. The guarantees of individual members are limited to £1.

The company is a registered charity, number 1047991.

The directors of the company form its Committee of Management and Governing Body and are empowered to act as necessary in order for the company to fulfil its objectives. Directors may be appointed by the members of the company or fellow directors at any time.

Registered Office: Flat 25, 77 Muswell Hill, London N10 3PJ

On 1st April 2025 the company was registered as a Registered Charity.

PUBLIC BENEFIT

The Trustees confirm that in compiling this report they have had due regard to the guidance on public benefit issued by the Charity Commission in compliance with the duty set out in section 4 of the Charities Act 2006.

DIRECTORS' AND TRUSTEES' REPORT (continued)

REVIEW OF DEVELOPMENTS, ACTIVITIES AND ACHIEVEMENTS

Financial and Operational Highlights 2024/25

The 2024/25 financial year represented a transformative period for Fengling Productions, characterised by artistic milestones, expanded international reach, and strengthened organisational foundations. This growth was reflected in both our creative output and financial performance, with turnover increasing significantly compared to the previous year.

Our expanded activity and income demonstrate growing recognition of Fengling's unique position at the intersection of UK and East Asian cultural dialogue and artistic output. The financial uplift has enabled us to invest in more ambitious and bold international productions while maintaining our commitment to artistic excellence and talent development. This positive trajectory underscores the increasing demand for our work and the effectiveness of our strategic approach to sustainable growth in the cultural sector.

The increased turnover has been strategically allocated to support our core artistic programmes, talent development initiatives, and the scaling of our operational capacity to meet growing ambitions.

Artistic Highlights

Our flagship production, *Ten Thousand Tons of Moonlight*, generated considerable interest in both the UK and China. The project began with a sold-out work-in-progress performance at Newcastle's Dance City, followed by a lecture demonstration at the British Library, where it sparked meaningful cultural dialogue and captivated audiences. The world premiere in Shanghai was met with critical acclaim, attracting a young and engaged audience drawn to the production's fusion of artistic worlds. This work served as an important platform for Chinese contemporary poet Yu Xiuhua's first-ever stage performance and marked the international debut of a mixed-heritage UK actor. The success of the production has since led to interest in future touring opportunities, affirming its artistic credibility and impact.

This project also represented a milestone for Fengling Productions, as it was the international directorial debut of our Artistic Director, Farooq Chaudhry. Additionally, it provided invaluable producing experience for East Asian producers based in the UK, who navigated the complex challenges of staging the work on an international scale.

International Collaborations

Beyond *Ten Thousand Tons of Moonlight*, Fengling Productions was invited to create a new work at the historic site of Eleusis in Greece, hosted by the World Human Forum and Eleusis European Capital of Culture. The event brought together influential leaders from the global cultural community, reinforcing the Charity's contribution to international artistic discourse.

We also undertook a small tour of our programme *Portraits in Otherness* to Thessaloniki, Greece, showcasing artists from the global majority and furthering our commitment to diverse and inclusive storytelling.

Organisational Growth & Talent Development

This year, we strengthened our governance by welcoming an additional trustee with significant business acumen, enhancing our strategic oversight.

In line with our mission to nurture emerging talent, we provided placements for graduate producers from Goldsmiths, University of London, offering them essential industry experience. Furthermore, we formalised our relationship with Goldsmiths through a Memorandum of Understanding, bridging academia and professional practice. This partnership ensures a pipeline for new talent while integrating real-world insights into academic study.

Future Prospects

The year's achievements have laid the foundation for an exciting future. We are proud to announce a major co-production with Shenzhen Opera and Dance Theatre for *A Bridge Across Heaven* in the coming year. This project represents a significant step forward in scale, ambition, budget and international touring opportunities serving as a vital talent development initiative for artists and producers working with the Charity.

Financial review

DIRECTORS' AND TRUSTEES' REPORT (continued)

The charity's inaugural financial year was a successful one, with our first touring production completed during the period, underwritten by revenue from two smaller projects. During this year, we also benefitted from sponsorship, specifically to underwrite our core costs. Overheads were, however, minimised to prioritise artistic output and to establish a stable financial foundation.

Longer-term the charity is looking to diversify its funding sources and generate other income streams.

We concluded the year with a surplus of £17,301, and a positive balance sheet position of £13,265.

As we begin the 2025-26 financial year, our strategic and opportunity-led approach to artistic work is likely to generate a variety of financial and programming opportunities and our flexible and adaptable approach should allow us to maximise the charity's potential.

Our aim is to build reserves steadily over the coming years, which will be allocated as follows:

- Restricted Reserves: received from grants and restricted to particular projects by the funder.
- Designated Reserves: unrestricted reserves earmarked for projects of our choice.
- Unrestricted Reserves: funds to be spent on our charitable objectives, without restriction.

Closing Statement

As Fengling Productions moves into its next phase, we are poised to deepen our artistic impact and broaden our reach across the UK and internationally. The past year has reinforced our unique role in the cultural landscape—bridging artistic innovation with meaningful representation, particularly for East Asian communities and underrepresented talent.

With growing ambition comes the need to strengthen our operational capacity and governance. We recognise the importance of expanding our infrastructure, diversifying skills at the leadership level, and ensuring sustainable growth. This evolution will enable us to meet increasing demand while maintaining the high artistic standards for which we are known.

Our work this year has not only filled a vital niche in the UK's cultural sector but has also delivered exceptional artistic experiences that resonate deeply with audiences and creators alike. As we build on this momentum, we remain steadfast in our mission to foster cross-cultural dialogue, elevate emerging voices, and produce groundbreaking work that challenges and inspires.

DIRECTORS/TRUSTEES

The directors/trustees set out below have held office during the whole year of this report unless otherwise stated:

Professor James Charles Christopher Bannerman
Hailing Harper
Professor Kelly Yiing Meng Parnwell
Penny Mayes
Jia Zeng
Shuoye Hu

RESERVES POLICY

The company endeavours to maintain a level of reserves that will enable it, if the situation arises that funding is curtailed, to carry on its activities whilst alternative sources of funding are obtained.

The unrestricted reserves as at 31st March 2025 were £13,265 (2024 (£4,036))
The movement in reserves is shown in note 7 to the accounts.

DIRECTORS' AND TRUSTEES' REPORT (continued)

ACCOUNTANTS

A resolution proposing the re-appointment of Frank S Lachman as Independent Examiner will be submitted at the Annual General Meeting.

INVESTMENTS

The charity has no investments.

RELATED PARTIES

The charity has relationships with other charities on a project-by-project basis.

GOING CONCERN

The directors confirm that:

A going concern basis is appropriate for these accounts.

The company has sufficient reserves to continue for at least 12 months after the date of signing these accounts.

RISK MANAGEMENT

The company undertakes periodic reviews for different areas of risk including insurance cover, health and safety policies in the workplace and whilst performing, working with young children, financial affairs; personnel practices; ICT technology.

This report has been prepared in accordance with the provisions in Section 419(2) of the Companies Act 2006 applicable to companies subject to the small companies regime.

This report was approved by the board on 4th July 2025

and signed on its behalf by

Professor James Charles Christopher Bannerman

ACCOUNTANTS REPORT

Independent Examiner's Report on the Accounts

I report to the charity trustees on my examination of the accounts of the company for the year ended 31st March 2025 which are set out on pages 7 to 12 .

Responsibilities and basis of report

As the charity's trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 (the '2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's report

Since the company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England & Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

(1) accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or

(2) the accounts do not accord with those accounting records; or

(3) the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or

(4) the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Frank S Lachman FCA
Member Institute of Chartered Accountants in England and Wales
Chartered Accountant
Independent Examiner



31 Fairview Way
Edgware
Middlesex HA8 8JE

Dated: 4th July 2025

Feng Ling Productions Limited

Statement of Financial Activities For the Year Ended 31st March 2025

	Notes	Unrestricted Funds	Total Funds 2025	Unrestricted Funds	Total Funds 2024
Income					
Charitable activities	2	269,346	269,346	16,500	16,500
Total income		<u>269,346</u>	<u>269,346</u>	<u>16,500</u>	<u>16,500</u>
Expenditure					
Charitable Activity Costs	3	252,045	252,045	19,072	19,072
Total expenditure		<u>252,045</u>	<u>252,045</u>	<u>19,072</u>	<u>19,072</u>
Surplus for the year		17,301	17,301	(2,572)	(2,572)
Funds brought forward		(4,036)	(4,036)	(1,464)	(1,464)
Funds carried forward	7	<u>13,265</u>	<u>13,265</u>	<u>(4,036)</u>	<u>(4,036)</u>

The statement of Financial Activities reflects the results of continuing activities for the year.

There were no recognised gains or losses other than the net outgoing resources for the year.

The net outgoing resources for the year have been calculated on the historical cost basis.

The notes on pages 9 to 12 form part of these accounts.

Feng Ling Productions Limited

Balance Sheet at 31st March 2025

	Notes	2025	2024
		£	£
Current assets			
Debtors	4	54,064	33,100
Cash at bank and in hand		88,387	47,618
Total current assets		<u>142,451</u>	<u>80,718</u>
Creditors falling due within one year	5	<u>129,186</u>	<u>84,754</u>
Net current assets		13,265	(4,036)
Net assets		<u>13,265</u>	<u>(4,036)</u>
The Funds of the Charity			
Unrestricted Funds	6	13,265	(4,036)
Total Charity Funds		<u>13,265</u>	<u>(4,036)</u>

a) For the year ended 31 March 2025 the company was entitled to exemption under section 477(2) of the Companies Act 2006.

(b) No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006.

(c) The directors acknowledge their responsibility for:

- i. ensuring the company keeps accounting records which comply with section 386; and
- ii. preparing accounts which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its profit and loss for the financial year in accordance with the section 393, and which otherwise comply with the requirements of the Companies Act relating to accounts, so far as applicable to the company.

(d) The accounts have been prepared in accordance with the special provisions in Part 15 of the Companies Act 2006 applicable to companies subject to the small companies regime, and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company

Approved by the directors on 4th July 2025, and signed on their behalf by

Professor James Charles Christopher Bannerman

Trustee

The notes on pages 9 to 12 form part of these accounts.

**Notes to the Financial Statements
For the Year Ended 31st March 2025**

1 Accounting Policies

(a) The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2022) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Feng Ling Productions Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

(b) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the items of income have been met, it is probable that the income will be received and the amount can be measured reliably. Income from grants, whether capital or revenue grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants has been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

(c) Expenditure

All expenditure is accounted for on an accruals basis. Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party. It is probable that settlement will be required and the amount of the obligation can be measured reliably.

Costs are allocated to a category either because such costs are directly incurred in relation to such category, or because they are support costs in respect of which an apportionment has been made between the categories.

Support costs consist of infrastructure costs for salaries, premises, office administration. Such costs are apportioned on a reasonable and consistent basis to the various categories with a view to determining, as accurately as possible, the total resources expended for each category. The basis of apportionment used is either a function of staff time applied to a given activity, or an estimate of the proportion of costs associated with the same, or a combination of both.

Direct and Support costs are separately shown by natural classification in Note 5 to these accounts for each category of cost.

(d) Taxation

The company as a registered charity (number 1206847) is exempt from taxation on most investment income insofar as it is applied for charitable purposes. The company is also exempt from taxation on capital gains.

(e) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

(f) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

**Notes to the Financial Statements
For the Year Ended 31st March 2025**

2 Charitable activity

	Unrestricted Funds	2024/2025	Unrestricted Funds	2023/2024
Project Grants, sponsorship and donations				
Arts Council England	73,900	73,900	-	-
The British Council	4,500	4,500	-	-
Dance North	9,000	9,000	-	-
China Dance Association	27,477	27,477	-	-
Aerolink Safety	30,000	30,000	-	-
Tmali	6,106	6,106	-	-
Skye Blue Productions Limited	30,000	30,000	-	-
	180,983	180,983	-	-
Ticket sales, fees, commissions, co-productions	88,363	88,363	16,500	16,500
	269,346	269,346	16,500	16,500

3 Charitable activity costs

	Support Costs	Charitable Activity Costs	Governance Costs	Total 2024/2025
	Unrestricted	Unrestricted		
Charitable Activity Costs				
Artist fees	-	7,677	-	7,677
Technical staff	-	10,347	-	10,347
Visuals, animation and projections	-	11,000	-	11,000
Creative fees	-	52,250	-	52,250
Poet, writer and dramaturgy	-	21,341	-	21,341
Travel, hotels and PDs	-	66,048	-	66,048
Sound, light, materials, costumes and props	-	20,295	-	20,295
Production costs	-	1,267	-	1,267
Marketing	-	5,402	-	5,402
Freight	-	605	-	605
Rehearsal studio	-	1,363	-	1,363
Touring costs	-	27,100	-	27,100
Artistic development and R & D	-	10,100	-	10,100
Support costs				
Accountancy	4,135	-	-	4,135
Examination fee	-	-	1,500	1,500
Bank charges	-	-	119	119
Exchange loss	1,445	-	-	1,445
Printing, post and stationery	189	-	-	189
Insurance	1,185	-	-	1,185
Subscriptions and memberships	225	-	-	225
Travel, Visas and Subsistence	3,040	-	-	3,040
Fees	5,000	-	-	5,000
Sundry expenses	412	-	-	412
Total 2025	15,631	234,795	1,619	252,045

Notes to the Financial Statements
For the Year Ended 31st March 2025

3 Charitable activity costs

	Support Costs Unrestricted	Charitable Activity Costs Unrestricted	Governance Costs	Total 2023/2024
Charitable Activity Costs				
Artist fees	-	3,835	-	3,835
Travel, hotels and PDs	-	6,208	-	6,208
Sound, light, materials	-	31	-	31
Creative fees	-	3,042	-	3,042
Marketing	-	1,366	-	1,366
Support costs				
Accountancy	2,052	-	-	2,052
Examination fee	-	-	850	850
Bank charges	-	-	57	57
Printing, post and stationery	34	-	-	34
Insurance	112	-	-	112
Computer and IT costs	259	-	-	259
Travel and Subsistence	1,184	-	-	1,184
Administration	42	-	-	42
Total 2024	3,683	14,482	907	19,072

The company did not employ any staff during the year. (2024 None)

4 Debtors

	2024/2025	2023/2024
Accrued income	31,693	28,397
Deferred production costs	3,000	-
Other taxes	8,892	-
Other debtors and prepayments	10,479	4,703
	54,064	33,100

5 Creditors due within one year

	2024/2025	2023/2024
Trade creditors	32,421	29,108
Deferred income	1,500	49,925
Other creditors	57,641	3,319
Accruals	37,624	2,402
	129,186	84,754

**Notes to the Financial Statements
For the Year Ended 31st March 2025**

6 Reconciliation of movement of funds

		Funds at 1st April 2024	Income	Expenses	Transfers	Funds at 31st March 2025
Unrestricted Funds						
	General	(4,036)	269,346	(252,045)	-	13,265
		<u>(4,036)</u>	<u>269,346</u>	<u>(252,045)</u>	<u>-</u>	<u>13,265</u>

The above funds comprise:

General Fund: are moneys which can be used by the Trustees at their discretion for any purpose and which have not been designated by them previously

7 Analysis of assets over funds

		Net Current Assets	2024/2025	2023/2024
Unrestricted Funds:				
	General	13,265	13,265	(4,036)
		<u>13,265</u>	<u>13,265</u>	<u>(4,036)</u>

8 Trustees

During the year, none of the trustees received any remuneration from the charity and no expenses were reimbursed to any of them.