

**Company registration number: 601853**

**Irish Opera Transformations Company Limited by Guarantee  
Trading as Irish National Opera  
(A Company Limited by Guarantee and not having Share Capital)**

**Financial statements**

**for the financial year ended 31 December 2021**

**Irish Opera Transformations Company Limited by Guarantee  
(A Company Limited by Guarantee and not having Share Capital)**

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**Irish Opera Transformations Company Limited by Guarantee**  
**Company limited by guarantee**

**Directors and other information**

<b>Directors</b>	Jennifer Caldwell Karen Stella Litchfield Sara Moorhead Yvonne Mary Shields Ann Nolan Tara Erraught Gary Joyce Gaby Smyth Gerard Howlin Victor Stanley Michael Patrick Wall (Resigned 19/10/2021) Joseph Murphy (Resigned 19/10/2021)
<b>Secretary</b>	Jennifer Caldwell
<b>Company number</b>	601853
<b>Registered office</b>	69 Dame Street Dublin 2
<b>Auditor</b>	Byrne Moreau Connell 2 Clanwilliam Square Grand Canal Quay Dublin 2
<b>Bankers</b>	AIB PLC 7/12 Dame Street Dublin 2

**Irish Opera Transformations Company Limited by Guarantee  
(A Company Limited by Guarantee and not having Share Capital)**

**Directors report**

The directors present their annual report and the audited financial statements of the company for the financial year ended 31 December 2021.

**Directors**

The names of the persons who at any time during the financial year were directors of the company are as follows:

Jennifer Caldwell  
Karen Stella Litchfield  
Sara Moorhead  
Yvonne Mary Shields  
Ann Nolan  
Tara Erraught  
Gary Joyce  
Gaby Smyth (Chair)  
Gerard Howlin  
Michael Patrick Wall (Resigned 19/10/2021)  
Joseph Murphy (Resigned 19/10/2021)

Below changes to the board of directors were made between 31st December 2021 and the date of signing the financial statements;

Victor Stanley - Appointed 01/01/2022  
Gaby Smyth - Resigned 01/01/2022

The Board of Directors is delighted to announce that Jennifer Caldwell was appointed as Chair with effect from 1 January 2022

**Principal activities**

As Ireland's national opera company, we produce high-quality, accessible opera in venues throughout Ireland and overseas.

We are dedicated to an unprecedented commitment to showcasing internationally-acclaimed, world-class Irish opera singers alongside guest artists from all over the world. We are also committed to maximising public engagement with opera, brokering and sustaining key institutional partnerships and ensuring strong leadership and a sustainable governance structure.

**Development and performance**

Irish National Opera had a busy and successful 2021 despite the fact that there were varying degrees of Covid restrictions in place throughout the year.

As a total lockdown was in place at the beginning of the year performances with live audiences were prohibited. The company had planned to present *La bohème* at the Bord Gáis Energy Theatre in March. Instead, it employed the same principal singers, chorus and musicians to produce an album of the opera, using the Bord Gáis Energy Theatre as the recording studio. The size of the theatre allowed the company to spread out the singers and musicians, ensuring adherence to social distancing regulations. This recording was released in March 2022 under the recording contract signed by INO with Signum Classics in March 2021. The company also presented a live online concert version of *La bohème* on 13 March.

**Irish Opera Transformations Company Limited by Guarantee  
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**Directors report (continued)**

**Development and performance continued...**

INO also used this time in the same theatre to pre-record a new online concert series "Friday Opera Explorer". This series, featuring ten singers interpreting repertoire not yet produced by INO, was streamed weekly from 23 April with a live introduction and commentary.

The restrictions on live performances also required the company to postpone its production of Bajazet by Vivaldi (a co-production with the Royal Opera, Covent Garden) until 2022.

In April and May the company produced two opera films: The Lighthouse by Peter Maxwell Davies and Alice's Adventure's Under Ground by Gerald Barry. The Alice film was based on the original world premiere opera production, which was a co-production between the Royal Opera, Covent Garden and Irish National Opera. The company also recorded this opera as an album, which was released in November under the recording contract with Signum Classics.

The 2020/21 ABL Aviation Opera Studio programme ended in June with the filming of the opera A Thing I Cannot Name, composed by studio member Amanda Feery with a libretto by Megan Nolan. The opera was performed by studio singers Rachel Goode, Aebh Kelly and Kelli-Ann Masterson and conducted by studio conductor Elaine Kelly and premiered online on 27 July as part of the West Cork Literary Festival. The other members of the 2020/21 Opera Studio programme were Bass-baritone David Howes, director Davey Kelleher and répétiteur Luke Lally Maguire.

Carlow Arts Festival, which ran from 4 to 6 June, presented Invisible Opera in partnership with Irish National Opera. It consisted of Act II of the company's recording of La bohème, which was presented in surround sound with forty separate tracks. Each character of the opera and each group of instruments was represented by a small tent or pavilion which lit up when in use during the performance. This experience allowed audiences to experience the music from many different vantage points.

In spring and summer, the Department of Tourism, Culture, Arts, Gaeltacht, Sport & Media conducted pilot events in various venues to test how, and with what measures in place, venues could safely reopen to the public. As part of this initiative INO, was asked to partner with Cork Opera House, and presented a concert, Casta Diva, on 10 July.

In July the company also set up a tour of outdoor screenings of its opera film The Lighthouse. As the title suggests, the opera is set in a lighthouse and, in collaboration with Irish Lights, the screenings took place at lighthouses and in coastal areas around the country. The film was screened at Hook Head Lighthouse, Wexford; Kinsale; Valentia Island Lighthouse; Limerick; Listowel; Kylemore Abbey, Galway; and Fanad Lighthouse, Donegal.

In collaboration with the Kilkenny Arts Festival, the company presented an outdoor production of Richard Strauss' Elektra in Castle Yard at Kilkenny Castle. The orchestra was pre-recorded and the production featured projected video, including of the orchestra. The maximum audience allowed was 50 and social distancing measures were in place. The opening night had to be cancelled due to severe weather warnings. Performances took place on 7, 10, 12 and 14 August.

By September indoor performances were allowed, albeit with restrictions on audience numbers. The company presented Least Like The Other - Searching for Rosemary Kennedy in the O'Reilly Theatre in Dublin on 11, 14, 15, 16, 17, 18 September; Cork Opera House on 22 September; and Lime Tree Theatre Limerick on 25 September.

**Irish Opera Transformations Company Limited by Guarantee  
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**Directors report (continued)**

**Development and performance continued...**

The world premiere of *The First Child* by Donnacha Dennehy and Enda Walsh was produced by Landmark Productions in association with Irish National Opera. It is the final instalment in a trilogy of works conceived by the same creative team. *The First Child* was presented as part of the Dublin Theatre Festival on 2, 4, 6, 8 and 9 October and was available to stream online between 20 and 24 October.

In November the company presented *Fidelio* by Beethoven. Though restrictions on audience numbers were in place, the company was able to present this opera in a full production and with full orchestra. Performances took place on 7, 9, 10, 12 and 13 November.

The film version of Gerald Barry's *Alice's Adventures Under Ground* premiered online on 5 November and was streamed simultaneously by Irish National Opera and the Royal Opera House, London.

The final production of the year was *The Lighthouse* by Peter Maxwell Davies. The film version was screened on 16 November in eight cinemas in Dublin, Galway, Cork and Waterford. The stage version with live audiences, possible only with restrictions on audience numbers, was on tour in November and December. The planned opening night on 20 November in Dundalk had to be cancelled due to cast illness. The tour started at the Everyman Theatre, Cork on 23 November and continued to Siamsa Tíre, Tralee; Glór, Ennis; Solstice Arts Centre, Navan; O'Reilly Theatre, Dublin; Mermaid, Bray; and An Grianán, Letterkenny.

**Acknowledgements**

The company wishes to acknowledge the continued support of its principal funder, The Arts Council/An Chomhairle Ealaíon. The company also acknowledges additional support from Culture Ireland, Dublin City Council, Istituto Italiano di Cultura, Goethe-Institut and its corporate and individual supporters. Irish National Opera is a member of Theatre Forum, Business to Arts, Association of Irish Stage Technicians, Opera Europa, OperaVision, RESEO, Fedora and the International Society for the Performing Arts.

**Principal risks and uncertainties**

At the time of completing this report there are currently no COVID restrictions in place impacting on the organisation. However, COVID is still circulating and it is a concern that singers, musicians and other personnel may become infected and cause disruption to the rehearsal process or to scheduled performances. In addition, it is unclear to what extent two years of living with COVID have affected the customer base and ticket purchasing patterns. Another risk factor is high inflation which will impact production costs.

The board are confident that they have the necessary procedures in place to help combat these risks.

**Accounting records**

The measures taken by the directors to secure compliance with the requirements of sections 281 to 285 of the Companies Act 2014 with regard to the keeping of accounting records are the implementation of necessary policies and procedures for recording transactions, the employment of competent accounting personnel with appropriate expertise and the provision of adequate resources to the financial function. The accounting records of the company are located at 69 Dame Street, Dublin 2.

**Irish Opera Transformations Company Limited by Guarantee  
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**Directors report (continued)**

**Relevant audit information**

In the case of each of the persons who are directors at the time this report is approved in accordance with section 332 of Companies Act 2014:

- so far as each director is aware, there is no relevant audit information of which the company's statutory auditors are unaware, and
- each director has taken all the steps that he or she ought to have taken as a director in order to make himself or herself aware of any relevant audit information and to establish that the company's statutory auditors are aware of that information.

This report was approved by the board of directors on 13 June 2022 and signed on behalf of the board by:



Jennifer Caldwell  
Director



Victor Stanley  
Director

**Irish Opera Transformations Company Limited by Guarantee  
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**Directors responsibilities statement**

The directors are responsible for preparing the directors report and the financial statements in accordance with applicable Irish law and regulations.

Irish company law requires the directors to prepare financial statements for each financial year. Under the law, the directors have elected to prepare the financial statements in accordance with the Companies Act 2014 and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" issued by the Financial Reporting Council. Under company law, the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities and financial position of the company as at the financial year end date and of the profit or loss of the company for the financial year and otherwise comply with the Companies Act 2014.

In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether the financial statements have been prepared in accordance with applicable accounting standards, identify those standards, and note the effect and the reasons for any material departure from those standards; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for ensuring that the company keeps or causes to be kept adequate accounting records which correctly explain and record the transactions of the company, enable at any time the assets, liabilities, financial position and profit or loss of the company to be determined with reasonable accuracy, enable them to ensure that the financial statements and directors report comply with the Companies Act 2014 and enable the financial statements to be audited. 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.



**Independent auditor's report to the members of  
Irish Opera Transformations Company Limited by Guarantee**

**Report on the audit of the financial statements**

***Opinion***

We have audited the financial statements of Irish Opera Transformations Company Limited by Guarantee (the 'company') for the financial year ended 31 December 2021 which comprise the profit and loss account, statement of income and retained earnings, balance sheet, statement of cash flows and notes to the financial statements, including a summary of significant accounting policies set out in note 3. The financial reporting framework that has been applied in their preparation is Irish law and FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland.

In our opinion, the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the company as at 31 December 2021 and of its profit for the financial year then ended;
- have been properly prepared in accordance with FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland; and
- have been prepared in accordance with the requirements of the Companies Act 2014.

***Basis for opinion***

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in Ireland, including the Ethical Standard issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

***Conclusions relating to going concern***

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Company's ability to continue as a going concern for a period of at least twelve months from the date when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

***Other Information***

The directors are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Independent auditor's report to the members of  
Irish Opera Transformations Company Limited by Guarantee (continued)**

***Opinions on other matters prescribed by the Companies Act 2014***

Based solely on the work undertaken in the course of the audit, we report that:

- in our opinion, the information given in the directors' report is consistent with the financial statements; and
- in our opinion, the directors' report has been prepared in accordance with applicable legal requirements.

We have obtained all the information and explanations which, to the best of our knowledge and belief, are necessary for the purposes of our audit.

In our opinion the accounting records of the company were sufficient to permit the financial statements to be readily and properly audited, and financial statements are in agreement with the accounting records.

***Matters on which we are required to report by exception***

Based on the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

The Companies Act 2014 requires us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions required by sections 305 to 312 of the Act are not made. We have nothing to report in this regard.

***Respective responsibilities***

***Responsibilities of directors for the financial statements***

As explained more fully in the directors' responsibilities statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the management either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

***Auditor's responsibilities for the audit of the financial statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (Ireland) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

**Independent auditor's report to the members of  
Irish Opera Transformations Company Limited by Guarantee (continued)**

As part of an audit in accordance with ISAs (Ireland), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

***The purpose of our audit work and to whom we owe our responsibilities***

Our report is made solely to the company's members, as a body, in accordance with section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

**Independent auditor's report to the members of  
Irish Opera Transformations Company Limited by Guarantee (continued)**



**Joseph Moreau FCA**

For and on behalf of  
**Byrne Moreau Connell**  
Chartered Accountants and Statutory Audit firm  
2 Clanwilliam Square  
Grand Canal Quay  
Dublin 2

13 June 2022

**Irish Opera Transformations Company Limited by Guarantee**  
**(A Company Limited by Guarantee and not having Share Capital)**

**Profit and loss account**  
**Financial year ended 31 December 2021**

	Note	2021 €	2020 €
<b>Turnover</b>	<b>5</b>	4,896,355	3,579,919
Cost of sales		(4,012,627)	(2,652,200)
<b>Gross profit</b>		<u>883,728</u>	<u>927,719</u>
Administrative expenses		(716,734)	(771,453)
<b>Operating profit</b>	<b>7</b>	<u>166,994</u>	<u>156,266</u>
<b>Profit before taxation</b>		<u>166,994</u>	<u>156,266</u>
Tax on profit		-	-
<b>Profit for the financial year</b>		<u><u>166,994</u></u>	<u><u>156,266</u></u>

All the activities of the company are from continuing operations.

The company has no other recognised items of income and expenses other than the results for the financial year as set out above.

**The notes on pages 15 to 23 form part of these financial statements.**

**Irish Opera Transformations Company Limited by Guarantee**  
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**Statement of income and retained earnings**  
**Financial year ended 31 December 2021**


	<b>2021</b>	<b>2020</b>
	<b>€</b>	<b>€</b>
Profit for the financial year	166,994	156,266
<b>Retained earnings at the start of the financial year</b>	<u>147,560</u>	<u>(8,706)</u>
<b>Retained earnings at the end of the financial year</b>	<u><u>314,554</u></u>	<u><u>147,560</u></u>

**Irish Opera Transformations Company Limited by Guarantee**  
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**Balance sheet**  
**As at 31 December 2021**

	Note	2021 €	€	2020 €	€
<b>Fixed assets</b>					
Tangible assets	11	51,126		45,035	
			51,126		45,035
<b>Current assets</b>					
Debtors	12	428,461		61,105	
Cash at bank and in hand		1,561,231		1,190,220	
		1,989,692		1,251,325	
<b>Creditors: amounts falling due within one year</b>	13	(1,726,264)		(1,148,800)	
<b>Net current assets</b>			263,428		102,525
<b>Total assets less current liabilities</b>			314,554		147,560
<b>Net assets</b>			314,554		147,560
<b>Capital and reserves</b>					
Profit and loss account	15		314,554		147,560
<b>Members funds</b>			314,554		147,560

These financial statements were approved by the board of directors on 13 June 2022 and signed on behalf of the board by:



Jennifer Caldwell  
Director



Victor Stanley  
Director

The notes on pages 15 to 23 form part of these financial statements.

**Irish Opera Transformations Company Limited by Guarantee**  
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**Statement of cash flows**  
**Financial year ended 31 December 2021**

	<b>2021</b>	<b>2020</b>
	<b>€</b>	<b>€</b>
<b>Cash flows from operating activities</b>		
Profit for the financial year	166,994	156,266
<i>Adjustments for:</i>		
Depreciation of tangible assets	12,113	9,591
(Gain)/loss on disposal of tangible assets	1,303	-
Accrued expenses/(income)	17,898	21,068
<i>Changes in:</i>		
Trade and other debtors	(367,356)	337,976
Trade and other creditors	559,564	380,944
Cash generated from operations	<u>390,516</u>	<u>905,845</u>
Net cash from operating activities	<u>390,516</u>	<u>905,845</u>
<b>Cash flows from investing activities</b>		
Purchase of tangible assets	(19,505)	(34,653)
Net cash used in investing activities	<u>(19,505)</u>	<u>(34,653)</u>
<b>Net increase/(decrease) in cash and cash equivalents</b>	371,011	871,192
<b>Cash and cash equivalents at beginning of financial year</b>	<u>1,190,220</u>	<u>319,028</u>
<b>Cash and cash equivalents at end of financial year</b>	<u>1,561,231</u>	<u>1,190,220</u>



**Irish Opera Transformations Company Limited by Guarantee  
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**Notes to the financial statements  
Financial year ended 31 December 2021**

**1. General information**

The company is a private company limited by guarantee, registered in Ireland. The address of the registered office is 69 Dame Street, Dublin 2.

**2. Statement of compliance**

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

**3. Accounting policies and measurement bases**

**Basis of preparation**

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities and investment properties measured at fair value through profit or loss.

The financial statements are prepared in Euro, which is the functional currency of the entity.

**Going concern**

The company posted a surplus of €162,633 (2020: €156,266) during the year ended 31st December 2021 and as at that date had net assets of €310,193 (2020: €147,560).

Earned income increased during the year when compared to 2020 however was still close to 47% down on the 2019 comparative figures. The company availed of the Revenue subsidies on offer to ensure employee salaries and operations remained unaffected.

Along with the continued support of the Arts Council, revision of budgets and cashflows and creation of a detailed COVID-19 response policy, there is a reasonable expectation that the Company can continue to carefully monitor its cash flow to ensure that the Company has sufficient funds to be able to meet its liabilities as they fall due for a period of at least 12 months from the date of signing of the financial statements. On this basis the directors are satisfied that the financial statements should be prepared on a going concern basis

**Irish Opera Transformations Company Limited by Guarantee  
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**Notes to the financial statements (continued)  
Financial year ended 31 December 2021**

**Turnover**

Turnover is measured at the fair value of the consideration received or receivable for goods supplied and services rendered, net of discounts and Value Added Tax.

Revenue from the sale of goods is recognised when the significant risks and rewards of ownership have transferred to the buyer, usually on despatch of the goods; the amount of revenue can be measured reliably; it is probable that the associated economic benefits will flow to the entity and the costs incurred or to be incurred in respect of the transactions can be measured reliably.

When the outcome of a transaction involving the rendering of services can be reliably estimated, revenue from the rendering of services is measured by reference to the stage of completion of the service transaction at the end of the reporting period.

When the outcome of a transaction involving the rendering of services cannot be reliably estimated, revenue is recognised only to the extent that it is probable the expenses recognised will be recovered.

**Tangible assets**

Tangible assets are initially recorded at cost, and are subsequently stated at cost less any accumulated depreciation and impairment losses.

Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

An increase in the carrying amount of an asset as a result of a revaluation, is recognised in other comprehensive income and accumulated in capital and reserves, except to the extent it reverses a revaluation decrease of the same asset previously recognised in profit or loss. A decrease in the carrying amount of an asset as a result of revaluation is recognised in other comprehensive income to the extent of any previously recognised revaluation increase accumulated in capital and reserves in respect of that asset. Where a revaluation decrease exceeds the accumulated revaluation gains accumulated in capital and reserves in respect of that asset, the excess shall be recognised in profit or loss.

**Depreciation**

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Plant and machinery	- 10 / 14% straight line
Fittings fixtures and equipment	- 33% straight line

If there is an indication that there has been a significant change in depreciation rate, useful life or residual value of tangible assets, the depreciation is revised prospectively to reflect the new estimates.

**Irish Opera Transformations Company Limited by Guarantee  
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**Notes to the financial statements (continued)  
Financial year ended 31 December 2021**

**Impairment**

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

When it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that are largely independent of the cash inflows from other assets or groups of assets.

**Financial instruments**

A financial asset or a financial liability is recognised only when the company becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the transaction price, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Debt instruments are subsequently measured at amortised cost.

Where investments in non-convertible preference shares and non-puttable ordinary shares or preference shares are publicly traded or their fair value can otherwise be measured reliably, the investment is subsequently measured at fair value with changes in fair value recognised in profit or loss. All other such investments are subsequently measured at cost less impairment.

Other financial instruments, including derivatives, are initially recognised at fair value, unless payment for an asset is deferred beyond normal business terms or financed at a rate of interest that is not a market rate, in which case the asset is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Other financial instruments are subsequently measured at fair value, with any changes recognised in profit or loss, with the exception of hedging instruments in a designated hedging relationship.

Financial assets that are measured at cost or amortised cost are reviewed for objective evidence of impairment at the end of each reporting date. If there is objective evidence of impairment, an impairment loss is recognised in profit or loss immediately.

For all equity instruments regardless of significance, and other financial assets that are individually significant, these are assessed individually for impairment. Other financial assets are either assessed individually or grouped on the basis of similar credit risk characteristics.

Any reversals of impairment are recognised in profit or loss immediately, to the extent that the reversal does not result in a carrying amount of the financial asset that exceeds what the carrying amount would have been had the impairment not previously been recognised.

**Irish Opera Transformations Company Limited by Guarantee**  
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**Notes to the financial statements (continued)**  
**Financial year ended 31 December 2021**

**Defined contribution plans**

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

When contributions are not expected to be settled wholly within 12 months of the end of the reporting date in which the employees render the related service, the liability is measured on a discounted present value basis. The unwinding of the discount is recognised in finance costs in profit or loss in the period in which it arises.

**4. Limited by guarantee**

The company is limited by guarantee. The liability of each member in the event of the company being wound up is limited to €1.

**5. Turnover**

Turnover arises from:

	<b>2021</b>	<b>2020</b>
	<b>€</b>	<b>€</b>
Arts Council Funding	3,941,984	3,080,400
Box Office Sales	224,238	21,219
In-Kind Support	57,170	28,473
Corporate and International Funding	192,746	78,935
Guarantees & Fees	386,094	203,561
Grants	2,296	29,304
Fundraising	78,585	96,900
Other Income	13,242	41,127
	<u>4,896,355</u>	<u>3,579,919</u>

The Company has adequate financial controls in place to manage granted funds. Public funds are listed in note 6

The whole of the turnover is attributable to the principal activity of the company which is undertaken in Ireland and UK

**Irish Opera Transformations Company Limited by Guarantee  
(A Company Limited by Guarantee and not having Share Capital)**

**Notes to the financial statements (continued)  
Financial year ended 31 December 2021**

**6. Public funds**

	Accrued / (Deferred) Grant 31 Dec 2020	Amount Of Grant Awarded 2021	Cash Received In Period	Recognised As Income In 2021	Accrued (Deferred) Grant 31 Dec 2021
<b><u>Arts Council - Strategic Funding 2021</u></b>					
Funding for core and artistic purposes, Duration: 12months	(768,000)	3,826,400	3,058,400	3,826,400	-
Touring & Dissemination of work	-	100,000	80,000	100,000	20,000
<b><u>Arts Council - Capacity Building Support Scheme - 2020</u></b>					
Purpose: Support to review and adapt their artistic and/or business models and support strategic development	-	-	15,584	15,584	-
<b><u>Dublin City Council - Arts Grant</u></b>					
Purpose: Arts Legacy project for UEFA EURO 2020	(2,296)	-	-	2,296	-
<b><u>Arts Council - Strategic Funding 2022</u></b>					
Funding for core and artistic purposes, Duration: 12months			1,079,080	-	(1,079,080)
	<u>(770,296)</u>	<u>3,926,400</u>	<u>4,233,064</u>	<u>3,944,280</u>	<u>(1,059,080)</u>

**7. Operating profit**

Operating profit is stated after charging/(crediting):

	2021	2020
	€	€
Depreciation of tangible assets	12,113	9,591
(Gain)/loss on disposal of tangible assets	1,303	-
Impairment of trade debtors	-	844
Fees payable for the audit of the financial statements	7,380	7,380

**Irish Opera Transformations Company Limited by Guarantee**  
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**Notes to the financial statements (continued)**  
**Financial year ended 31 December 2021**

**8. Staff costs**

The average number of persons employed by the company during the financial year, including the directors, was as follows:

	<b>2021</b>	<b>2020</b>
	<b>Number</b>	<b>Number</b>
Administrative	13	11

The aggregate payroll costs incurred during the financial year were:

	<b>2021</b>	<b>2020</b>
	<b>€</b>	<b>€</b>
Wages and salaries	650,850	557,687
Receipt under Employment Wage Subsidy Scheme	(217,467)	(59,727)
Social insurance costs	71,978	61,425
PRSI credit under Employment Wage Subsidy Scheme	(62,254)	(18,782)
Other retirement benefit costs	31,162	25,859
	<u>474,269</u>	<u>566,462</u>

As highlighted above, the company availed of the Employment Wage Subsidy Scheme on offer due to the COVID-19 pandemic.

**9. Employee benefits**

The amount recognised in profit or loss in relation to defined contribution plans was €31,162 (2020: €25,859).

**10. Appropriations of profit and loss account**

	<b>2021</b>	<b>2020</b>
	<b>€</b>	<b>€</b>
At the start of the financial year	147,560	(8,706)
Profit for the financial year	166,994	156,266
<b>At the end of the financial year</b>	<u><b>314,554</b></u>	<u><b>147,560</b></u>

**Irish Opera Transformations Company Limited by Guarantee**  
**(A Company Limited by Guarantee and not having Share Capital)**

**Notes to the financial statements (continued)**  
**Financial year ended 31 December 2021**

**11. Tangible assets**

	Plant and machinery	Fixtures, fittings and equipment	Total
	€	€	€
<b>Cost</b>			
At 1 January 2021	39,547	21,127	60,674
Additions	9,873	9,632	19,505
Disposals	-	(1,868)	(1,868)
<b>At 31 December 2021</b>	<u>49,420</u>	<u>28,891</u>	<u>78,311</u>
<b>Depreciation</b>			
At 1 January 2021	4,570	11,067	15,637
Charge for the financial year	5,086	7,027	12,113
Disposals	-	(565)	(565)
<b>At 31 December 2021</b>	<u>9,656</u>	<u>17,529</u>	<u>27,185</u>
<b>Carrying amount</b>			
<b>At 31 December 2021</b>	<u>39,764</u>	<u>11,362</u>	<u>51,126</u>
At 31 December 2020	<u>34,977</u>	<u>10,060</u>	<u>45,037</u>

**12. Debtors**

	2021	2020
	€	€
Trade debtors	48,014	779
Other debtors	81,044	21,564
Prepayments	299,403	38,762
	<u>428,461</u>	<u>61,105</u>

**Irish Opera Transformations Company Limited by Guarantee**  
**(A Company Limited by Guarantee and not having Share Capital)**

**Notes to the financial statements (continued)**  
**Financial year ended 31 December 2021**

**13. Creditors: amounts falling due within one year**

	<b>2021</b>	<b>2020</b>
	<b>€</b>	<b>€</b>
Trade creditors	227,320	25,056
Pension contributions	5,808	266
Other creditors	8,951	9,572
Tax and social insurance:		
PAYE and social welfare	41,069	7,275
VAT	25,195	36,530
Accruals	55,049	37,149
Deferred income	1,362,872	1,032,952
	<u>1,726,264</u>	<u>1,148,800</u>

**14. Financial instruments**

The carrying amount for each category of financial instruments is as follows:

	<b>2021</b>	<b>2020</b>
	<b>€</b>	<b>€</b>
<b>Financial assets that are debt instruments measured at amortised cost</b>		
Trade debtors	49,514	779
Other debtors	81,044	21,564
Cash at bank and in hand	1,561,231	1,190,220
	<u>1,691,789</u>	<u>1,212,563</u>
<b>Financial liabilities measured at amortised cost</b>		
Trade creditors	<u>2,273</u>	<u>25,056</u>

**15. Reserves**

Profit and loss account:

This reserve records retained surplus and accumulated losses of the company



**Irish Opera Transformations Company Limited by Guarantee**  
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**Notes to the financial statements (continued)**  
**Financial year ended 31 December 2021**

**16. Analysis of changes in net debt**

	At 1 January 2021	Cash flows	At 31 December 2021
	€	€	€
Cash and cash equivalents	1,190,220	371,011	1,561,231
Credit Cards	(7,702)	(1,249)	(8,951)
	<u>1,182,518</u>	<u>369,762</u>	<u>1,552,280</u>

**17. Related party transactions**

Gaby Smyth & Company Chartered Accountants offered bookkeeping services to the company free of charge. The cost of these services has been reflected as inkind income and expenditure in the profit and loss account. The commercial value of this service was €7,800.

During the year a number of directors donated money to the company. As outlined on the company's website, certain benefits are conferred to donors depending on the amount of money pledged. No additional benefits were received by the directors outside of those listed on the website.

A number of musicians and photographers were engaged during the year who were related to company staff. The company has strict conflict of interest policies in place to ensure no preferential treatment is given to related party contractors. The value of these transactions during the year totalled €31,032 (2020: €19,231) and were conducted on an arm's length basis.

**18. Approval of financial statements**

The board of directors approved these financial statements for issue on 13 June 2022.

**Irish Opera Transformations Company Limited by Guarantee  
(A Company Limited by Guarantee and not having Share Capital)**

**The following pages do not form part of the statutory accounts.**

**Irish Opera Transformations Company Limited by Guarantee**  
**(A Company Limited by Guarantee and not having Share Capital)**

**Detailed profit and loss account**  
**Financial year ended 31 December 2021**

	2021 €	2020 €
<b>Turnover</b>		
Arts Council Funding	3,941,984	3,080,400
Fundraising	271,331	175,835
Box Office	224,238	21,219
Dublin City Council	2,296	29,304
Guarantees & Fees	386,094	203,561
Other Sales	6,042	29,527
Income In-Kind	57,170	28,473
Other income	7,200	11,600
	<u>4,896,355</u>	<u>3,579,919</u>
<b>Cost of sales</b>		
Direct costs	(3,960,388)	(2,598,476)
Wages and salaries	(72,576)	(54,520)
Wages and salaries - EWSS grant	22,283	5,430
Employer's PRSI contributions	(8,020)	(6,024)
Employer's PRSI contributions - EWSS credit	6,074	1,390
	<u>(4,012,627)</u>	<u>(2,652,200)</u>
<b>Gross profit</b>	<u>883,728</u>	<u>927,719</u>
<b>Gross profit percentage</b>	18.0%	25.9%
<b>Overheads</b>		
<b>Administrative expenses</b>		
Wages and salaries	(578,274)	(503,167)
Wages and Salaries - EWSS grant	195,184	54,297
Employer's PRSI contributions	(63,958)	(55,401)
Employers PRSI - EWSS credit	56,180	17,392
Staff pension costs - defined contribution	(31,162)	(25,859)
Staff training	(2,263)	(957)
Rent payable	(32,917)	(45,928)
Insurance	(20,803)	(18,380)
Light and heat	(8,878)	(8,147)
Cleaning	(2,687)	(2,450)
Repairs and maintenance	(2,458)	(2,629)
Printing, postage and stationery	(5,771)	(5,337)
Advertising	(39,189)	(43,565)
Telephone	(743)	(829)
Computer costs	(9,565)	(10,592)
Storage Costs	(52,944)	(46,029)
Travelling and entertainment	(4,848)	(3,435)
Entertaining	(239)	(116)
Legal and professional	-	(3,468)
Consultancy fees	(49,683)	(11,185)
Accountancy fees	(11,203)	(14,409)

**Irish Opera Transformations Company Limited by Guarantee**  
**(A Company Limited by Guarantee and not having Share Capital)**

**Detailed profit and loss account (continued)**  
**Financial year ended 31 December 2021**

	<b>2021</b>	<b>2020</b>
	<b>€</b>	<b>€</b>
Auditors remuneration	(7,380)	(7,380)
Bank charges	(2,241)	(2,033)
Bad debts	-	(844)
Canteen	(650)	(2,134)
Staff welfare	(5,436)	(6,018)
General expenses	(4,088)	2,207
Subscriptions	(17,302)	(15,466)
Depreciation of tangible assets	(12,113)	(9,591)
Gain/loss on disposal of tangible assets	(1,303)	-
	<u>(716,734)</u>	<u>(771,453)</u>
<b>Operating profit</b>	<b>166,994</b>	<b>156,266</b>
<b>Operating profit percentage</b>	<b>3.4%</b>	<b>4.4%</b>
<b>Profit before taxation</b>	<b><u>166,994</u></b>	<b><u>156,266</u></b>