



O SCHOOL

ANNUAL REPORT

2023 FY
2024

**COMMITTED TO
BUILDING THE DANCE COMMUNITY
& DEVELOPING THE DANCE ECONOMY**

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ABOUT US

ABOUT US



O2 PTE LTD

Founded in 2006, O School Ltd (“O School”) is a company limited by guarantee and a charity with IPC status.

Our mission is to build communities and develop the dance

economy through various programmes and initiatives in the local arts scene. We believe in harnessing the power of movement expression to provide both individuals and groups with the tools to thrive.

O School also wholly owns O2 Pte Ltd (“O2”), which provides dance enrichment opportunities such as coaching programmes and creative production services.



Today, O School's ecosystem presents itself as a vibrant performing arts hub covering a wide suite of

**community events,
school outreach,
dance classes,
talent management,
and space solutions**

We are proud of our strong track record of community engagement,

reaching over

**10,000
participants annually**

and are committed to expanding our reach even further.

OUR CORE VALUES

INTEGRITY

EXCELLENCE

INNOVATION

REGISTERED ADDRESS

**O SCHOOL LTD
1 SELEGIE ROAD, #05-01/02,
SINGAPORE 188306**

UNIQUE REGISTRATION NUMBER (UEN)

200905934E

WEBSITE

WWW.OSCHOOL.COM.SG

CONNECT WITH US

**@OSCHOOLOFFICIAL @SUPER24SG
@L4DCAMP @SIXPOINT5**

MANAGING DIRECTOR'S NOTE



KENNY LOW

The past year has been a landmark one for O School, filled with new milestones, expanding partnerships, and strengthening our role in building Singapore's dance community. As we continue to push boundaries and develop the local dance economy, I am incredibly proud of what we have achieved together as an organization.

A major breakthrough this year was Super 24 being staged at the Singapore Indoor Stadium for the first time, an iconic step forward for O School. We were able to sell over 7,300 tickets, solidifying Super 24 as a must-watch event in Singapore's cultural calendar. This edition also attracted participation from four international teams representing Thailand, Malaysia, and the Philippines, enhancing the event's international profile. This year marked the start of a three-year partnership with Kallang Sports Alive Management (KASM), and we are excited about the opportunities this collaboration will open up. This is a key milestone for us in our vision to make Super 24 an internationally recognized and iconic Singapore event.

In 2023, we successfully restarted our Dance Instructorship Programme, welcoming a strong cohort of 16 participants. The programme was met with glowing reviews, supported by an esteemed faculty, including Melissa Quek, Head of Dance and Theatre at Lasalle College. This initiative has opened up new partnership opportunities with the University of the Arts Singapore and promises to bridge graduates from their dance programmes into meaningful employment within the dance sector. We are excited about the potential this partnership holds for future cohorts and the impact it will have on the local dance ecosystem.

Our Six.5 tours have continued to gain momentum, reaching out to various communities. Our school tours engaged nearly 6,000 students on campus, helping us cultivate a deeper appreciation for dance among the younger generation. Furthermore, the 5678 programme, presented in collaboration with the Esplanade, showcased 12 dance works to over 7,000 audience members. These are critical steps for O School in our goal of audience development, and we remain committed to making the performing arts more accessible to all.

This year also saw the introduction of the L5 co-sharing space at GR.ID, a concept designed to support dance businesses and independent creatives. Beyond hosting O School's own classes and programmes, L5 provides business solutions and venue hire opportunities for other arts collectives and micro-entrepreneurs. The space has not only unlocked new revenue streams for O School but also created employment opportunities. By passing on institutional rental savings to our space partners, we've been able to nurture and support the growth of these smaller enterprises while helping them manage their risks. L5 has become an essential building block in the Singapore Creative Economy, and I'm proud to share that the annual value created for space partners at L5 is close to \$1 million.

None of these achievements would have been possible without the dedication and support of our incredible staff, clients, sponsors, donors, and partners. Together, we are moving our world and I am excited for the future we will continue to build.

Thank you for being a part of O School's journey.

OUR KEY PILLARS



CULTIVATING OUR AUDIENCE

We believe in the importance of fostering a love and appreciation for the arts from an early age. By recognizing the potential of engaging with young audiences, we collaborate with primary, secondary, and tertiary schools to bring dance performances directly into school halls and classrooms.



BUILDING THE COMMUNITY

We invest in nurturing a vibrant dance community through our flagship events, Super 24 and L4D (Love for Dance) Varsity Dance Camp. Super 24, a unique mega crew dance competition, elevates Singapore's dance scene by attracting both local and international talent. L4D Varsity Dance Camp unites youth from diverse backgrounds, fostering growth in both dance skills and character development.



DEVELOPING THE DANCE ECONOMY

We strive to be a driving force in the dance economy by creating accessible employment opportunities and nurturing homegrown talent through the Dance Instructorship Programme (DIP). Through studio-based classes, managing dance coaches for institutional clubs, and offering commercial opportunities such as concerts and video shoots, we are committed to enhancing the vibrancy and demand of the dance sector.



CREATING ART TOGETHER

We offer a supportive platform for emerging choreographers to thrive by creating opportunities for them to showcase their work to a wider audience. Through curated performances and public showcases such as "5.6.7.8" at Esplanade, we elevate their visibility and foster their artistic growth.



CULTIVATING OUR AUDIENCE

At the core of O School's mission is a deep commitment to nurturing an early appreciation for the arts, especially dance. We recognize that cultivating a passion for artistic expression in young people has the potential to shape their creativity, critical thinking, and emotional intelligence.

Through collaborations with primary, secondary, and tertiary schools, we bring professionally crafted dance performances into spaces where youth aged 21 and below can easily engage, making the arts more accessible and relatable. Some of such programmes directed in-house by the Six.5 dance company include:



ARTS APPRECIATION ASSEMBLY PROGRAMME

which exposes elements and spreads knowledge of Hip Hop and traditional cultural dance forms to our young audiences.

MENTAL HEALTH AWARENESS THROUGH DANCE & EXPRESSION

a 3-part art experience programme integrating dance and film to bring about awareness and conversation regarding common mental states.

VR 360 DANCE EXPERIENCE

where older youths are immersed in VR dance works that bridge art and technology to create new experiences and possibilities.

By integrating dance into school environments, we aim not only to encourage the love for dance from an early age but also invest in and foster the next generation of artistic talents.

40 SCHOOLS REACHED
FROM APRIL 2023 TO MARCH 2024

9500 STUDENTS REACHED

125 TALENTS ENGAGED

Super 24

BUILDING THE COMMUNITY



SUPER 24

Super 24 stands as a pillar of Singapore's vibrant dance community. This unique mega crew dance competition, which draws participants of all ages from the secondary school level to the international level, reached new heights in the 2023 edition with it being held at the Singapore Indoor Stadium for the very first time.

Over a single weekend, the regional event attracted the participation of over 9,000 dancers and audiences, with teams from countries like Malaysia, Vietnam, Indonesia and The Philippines flying in to present their own rendition of groundbreaking four-sided performances.

By drawing participants, judges and supporters from a variety of backgrounds, Super 24 not only highlights the diversity within the dance scene but also creates a platform for cross-cultural exchange and collaboration. Through the continued growth of Super 24, we aim to elevate the visibility of the local dance scene, offering opportunities for dancers to gain recognition, build connections, and inspire one another on a global stage.

BUILDING THE COMMUNITY



L4D (LOVE FOR DANCE)

Held at our very own L5 space, L4D (Love for Dance) Varsity Dance Camp was a transformative experience for our youth community, blending intensive dance training with character development. Through various team activities and workshops, we saw 124 young dancers come together from diverse backgrounds, representing their tertiary school clubs, stepping out of their comfort zones to embrace new friendships and new skills.

Beyond improving dance techniques, the camp focused on building leadership, teamwork, and resilience, qualities that are essential both on and off the dance floor. Through 12 community leaders and 18 teaching faculty, the camp brings a sense of community and shows our young ones that they are a part of something bigger, empowering them to contribute positively to society.

OS
CHOOL
OF
DANCE
INSTRUCTORS
PRO
GRAMME

DEVELOPING THE DANCE ECONOMY



DANCE INSTRUCTORSHIP PROGRAMME (DIP)

O School energizes the dance economy by creating accessible and sustainable employment opportunities for dancers across various platforms.

The Dance Instructorship Programme (DIP), supported by the National Arts Council (NAC) and the National Instructors and Coaches Association (NICA), is a 4-day initiative that seeks to elevate the standards of dance education by providing essential pedagogical training.

This program goes beyond teaching dance techniques to connect industry professionals with budding talents, equipping participants with first-hand knowledge necessary to create impactful and enriching learning experiences. By creating a safe space to learn and ask questions, we hope to inspire, motivate, and cultivate a deeper understanding of a career in arts for the next generation.

OSCHOOL

DEVELOPING THE DANCE ECONOMY



L5 SPACE

Besides organizing our own programmes, O School has also facilitated many new events through our L5 space established in 2022. It has since become a stirring ground for art, conversation and culture to happen.

Through our studio-based classes, we provide a consistent avenue for instructors to share their expertise while engaging diverse student groups. Beyond dance programmes, the space has catered to music performances, art lectures, yoga classes and even flea markets, hosting over 40 events in partnership with key collaborators.



DEVELOPING THE DANCE ECONOMY



COMMERCIAL OPPORTUNITIES

Beyond our space, we have continued to play our part in the development of institutional dance clubs by managing dance coaches for schools and ensuring that talented professionals can nurture and develop the next generation of dancers within educational and community settings. Additionally, we offer commercial opportunities through concerts, video shoots, and corporate events, enabling dancers to showcase their artistry on larger stages and within creative industries.

We contribute to job creation within our own organization as well, extending opportunities to the wider community. We generate jobs not only for dance but in parallel to the arts industry, covering roles such as production, media, event organization and marketing so as to ensure that as dance grows, the ecosystem continues to thrive in tandem. Our commitment is to foster a thriving dance ecosystem where both passion and profession can coexist.

 **26** COACHES ENGAGED FOR  **22** INSTITUTIONS

 **41** TALENTS ENGAGED FOR  **125** JOBS

 **37** STUDIO INSTRUCTORS

 **OVER 3800** DANCERS REACHED

CREATING ART TOGETHER



5.6.7.8

Over the years, O School has established new and meaningful relationships in the industry that help provide dynamic platforms for artists to flourish, giving them opportunities to present their work to wider and more diverse audiences.

As part of *dans:focus* – FL/OW, and in collaboration with Esplanade, we put up a series of performances titled “5.6.7.8” - engaging up-and-coming young choreographers to create fresh works or reimagine recent pieces for the DBS Foundation Outdoor Theatre.

This opportunity featured both individual talents and crews such as Six.5, HRCY and The Nooooice! Academy, offering them a larger stage and direct connection with the public. Such curated performances help to increase the visibility of homegrown talent, offering them a unique space to experiment, innovate, and showcase their creativity.

Through these collaborative showcases, we hope to continue to support the art-making of emerging choreographers, inspiring them to push the boundaries of street dance and contribute to the ever-evolving cultural landscape.

LEADERSHIP

MANAGEMENT BOARD

The charity is governed by the Management Board at O School. With unwavering dedication, they oversee decisions related to policy and strategic direction, ensuring that every step aligns with O School's mission to build the dance community and develop the dance economy.

The board plays an integral role in the decision-making processes that encompass establishing policies, annual budgets, funding allocations, annual reports and accounts, and the strategic direction of the organization. Their discerning eye is essential in identifying, reviewing and monitoring key risks that impact O School's operations.

BOARD PROFILE

NAME	OCCUPATION	BOARD ROLE IN FY23/24	BOARD TERM
Chan Choon Yow Lester	Chief Executive Officer	Treasurer	7
June Chiam Wei Wei	Realtor	Member	7
Matthias Yeo Chiow Leng	Chief Operating Officer	Member	7
Elim Chew Soo Gim	Chairman	Member	4
Saw Wei Jie	Private Investor	Member	2
Low Heng Khuen (Kenny)	Managing Director	Member	14

CHARITY'S EXECUTIVE LEADERSHIP

NAME: LOW HENG KHUEN (KENNY)

TITLE: MANAGING DIRECTOR

APPOINTED SINCE: 1 MAY 2015

Disclosure: Low Heng Khuen (Kenny) is the founder of O School and also a founding member of the Board. He has served more than 10 years in the Board and took up the appointment of Managing Director from 2015. His continued service in the board is necessary to allow time for the next generation of leadership to develop the needed skills and experience. He received an annual remuneration exceeding SGD \$50,000 but lesser than SGD \$100,000 for the FY ending 31 March 2024.

GOVERNANCE

GOVERNANCE

BOARD MEETINGS

Throughout the fiscal year, the board convened at least 3 times with a quorum of 4 members present to ensure robust discussions and informed decision-making. This dedication to governance extends to the Annual General Meeting, where vital decisions requiring the board's approval are circulated in writing, promoting transparency and accountability.

Disclosure: All board directors, except for the Managing Director (Low Heng Khuen (Kenny)), serve on a voluntary basis and do not receive remuneration for their invaluable services.

BOARD ATTENDANCE

MEMBER	22 AUG 2022	28 SEP 2023	5 MAR 2024
Chan Choon Yow Lester	Present	Present	Present
June Chiam Wei Wei	Present	Present	Present
Matthias Yeo Chiow Leng	Present	Present	Present
Elim Chew Soo Gim	Present	Present	Present
Saw Wei Jie	Appointed Oct 2022	Present	Present
Low Heng Khuen (Kenny)	Present	Present	Present

HUMAN RESOURCE MANAGEMENT

Performance appraisal for staff members are conducted annually. This exercise evaluates staff progress and provides constructive feedback on their past year's performance. This enables the organization to recognize their accomplishments, identify areas for improvement and jointly develop strategies for professional growth while taking into account any new or budding talents that may be joining the ecosystem.

O School has policies and procedures in place to ensure no staff member is involved in setting or approving his/her own remuneration.

Disclosure: There are no paid staff members who are close members of the family of the Managing Director or Board Members who received remuneration exceeding SGD \$50,000 during the fiscal year. There are no paid staff members who received remuneration exceeding SGD \$100,000 during the fiscal year.

DISCLOSURE AND TRANSPARENCY

O School's annual fiscal statements are prepared in accordance with the provisions of the Companies Act 1967, Charities Act 1994 and the Charities Account Standards.

FINANCIAL SUMMARY

FINANCIAL SUMMARY

OF O SCHOOL LTD AND O2 PTE LTD
FOR FY 2023 - 2024

INCOME	AMOUNT (S\$)
Donations	37,400
Government Grants	575,613
Income from Charitable Activities	875,409
Other Income	882,549
Total Income	2,370,971
EXPENSES	AMOUNT (S\$)
Cost of Charitable Activities	1,005,515
Governance and Administrative Costs	496,359
Other Expenditure	831,033
Finance Cost	38,084
Total Expenses	2,370,991
Income Tax	(3,700)
Net Income for FY 2023 - 2024	3,680

BANKER: DEVELOPMENT BANK OF SINGAPORE LIMITED (DBS)
AUDITOR: FIDUCIA LLP

THANK YOU

**TO ALL OUR PARTNERS, PATRONS, DONORS AND STUDENTS
FOR MAKING OUR WORK POSSIBLE.**

FINANCIAL SUMMARY

OF O SCHOOL LTD AND O2 PTE LTD FOR FY 2023 - 2024

RESERVE POSITION	AMOUNT (S\$)
Accumulated General Funds	364,000
Restricted Funds	65,000
Total Funds	429,000
Total Annual Operating Expenditure	2,371,000
Ratio of Funds to Annual Operating Expenditure	0.154

RESERVE POLICY

O School shall try to maintain its reserve at a minimum level equivalent to a reserve ratio of 0.25 which corresponds to three (3) months' operational expenditures and shall not exceed the reserve ratio of 2. This is to ensure that the organization has enough liquidity to tide through unforeseen temporal economic downturns while at the same time be committed to using the funds raised for charitable activities.

The reserve ratio for FY ending March 2024 was below 0.25. This is largely due to the expenditure in the renovation of the new space at GR:ID. The management team will work on rebuilding the reserves of O School.

STATEMENTS OF POLICY

CONFLICT OF INTEREST POLICY

At O School, we do our best to uphold high standards of integrity and transparency. We have put in place a Conflict of Interest Policy (COI) to ensure that any conflicts between personal interests and the best interest of O School are identified and managed appropriately. All staff/directors are required to disclose any potential conflicts of interest by completing a COI declaration form upon appointment, annually and on an as-needed basis. Annual declarations will be informed to the Managing Director or the Board in the event a conflict of interest may arise. Staff/directors are to abstain from decision-making or voting on matters where they have a conflict of interest.

CODE OF CONDUCT

The Code of Conduct underscores the commitment of staff and directors at O School to uphold the organization's core values of inter-racial and non-religious harmony within the legal framework of Singapore. Those bound by this code pledge to abide by Singaporean laws and regulations, fostering positive social relationships, and treating clients and individuals with respect and empathy. We are committed to respecting clients' autonomy, especially those under the legal age of majority, and ensuring voluntary participation in events and activities. Furthermore, we pledge to maintain racial and religious harmony, refraining from derogatory remarks about religions, races, or political causes, and avoiding activities that could disrupt social or political stability.

WHISTLE-BLOWING POLICY

O School is dedicated to upholding the highest standards of corporate governance and integrity. In line with O School's values of transparency and accountability, our Whistle Blowing Policy establishes a confidential and protected process for employees, volunteers, stakeholders, and the public to report any suspected malpractice, misconduct, or unethical behavior. Reports are expected to be made in good faith and based on reasonable grounds, relating to matters detrimental to O School and the public interest, including fraud, corruption, and breaches of laws and regulations. The policy ensures strict confidentiality of the whistle-blower's identity and report information, only disclosing it on a need-to-know basis or as required by law. O School is committed to protecting whistle-blowers from retaliation or discrimination and will take disciplinary actions against those who engage in such behaviors. The policy underscores O School's unwavering commitment to ethical conduct and sound governance.

VOLUNTEER MANAGEMENT POLICY

O School recognizes the immense value that volunteers bring to the organization, enriching it with diverse skills and perspectives. The Volunteer Management Policy outlines the process of engaging with volunteers in an equitable manner, ensuring a positive experience for both volunteers and O School.

DATA PROTECTION POLICY

O School, in strict compliance with the Personal Data Protection Act (PDPA), is deeply committed to safeguarding Personal Data. We use data responsibly, ensuring its security and confidentiality. Our policy covers the collection, use, and protection of Personal Data, and it applies to our official and unofficial relationships with stakeholders, encompassing members, clients, beneficiaries, volunteers, and anyone interacting with us.



THE YEAR AHEAD

As O School continues to grow, we remain grounded in our dual identity as a charity with a social enterprise set-up. This structure enables us to balance our commercial and community objectives effectively.

Our business units, such as studio classes and space solutions, will continue to be managed with a strong sense of business discipline, ensuring that we operate sustainably while serving the needs of the dance community. These revenue-generating activities are essential to support the core operations of O School and to build a thriving dance economy in Singapore.

At the same time, donations and grants will remain key enablers in our mission. These resources will be dedicated to community building, sector development programmes/events, and capability development within the local dance ecosystem. By keeping these initiatives well-funded, we can ensure that the wider community, including aspiring dancers and independent professionals, benefits from our efforts.

IN THE COMING FINANCIAL YEAR, O SCHOOL WILL FOCUS ON THE FOLLOWING KEY AREAS:



FURTHER DEVELOPING THE SUPER 24 EXPERIENCE

Our goal is to enhance the international profile of this event by attracting more overseas teams and boosting overall participation. We also aim to increase the ticketing revenue to ensure the long-term viability of Super 24 as an iconic Singaporean event.



REVIEWING THE L4D VARSITY DANCE CAMP STRATEGY

While this initiative has been a valuable programme for developing youth dance leaders, we recognize the overlap with similar offerings from the Ministry of Education. Instead of competing, we will seek opportunities for collaboration with the Ministry to strengthen the development of young dance leaders across Singapore.



LEVERAGING TECHNOLOGY FOR GREATER PRODUCTIVITY

We plan to invest further in technology to streamline operations and maximize the utilization of our resources. By incorporating new technological solutions, we hope to unlock more spaces for higher usage, improve operational efficiency, and enhance the experience for our clients and partners.



EXPANDING THE L5 CO-SHARING SPACE CONCEPT

The success of L5 at GR.ID has shown that this model is an important stepping stone for the development of micro-entrepreneurs in the dance industry. In the upcoming year, we will explore the possibility of securing new locations to expand this co-sharing space concept, allowing more dancers and collectives to benefit from affordable, supportive workspaces.

These strategic focuses will guide us as we move into the next phase of growth, ensuring that O School remains at the forefront of Singapore's dance community while continuing to nurture the next generation of dance talent.

WE LOOK FORWARD TO YOUR CONTINUED SUPPORT AS WE EMBARK ON THIS JOURNEY TOGETHER.