



O School Ltd
FY 2024-2025 Annual Report

Committed to building the dance community and developing the dance economy.

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ABOUT US

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 was also a National Arts Council Major Company grant recipient for the period April 2015 to March 2023. 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

FY2024 – 2025 marks the 19th year of O School's operations. Much has changed over these years. The street dance we once needed to advocate for has now become a well-accepted style, performed in Singapore's most prestigious theatres. Social media platforms such as TikTok have further elevated dance into a core communicative language that transcends cultures and languages. In today's increasingly anxious society, dance has also been called upon as a tool for therapy and personal wellness. Practices that were once considered "underground" can now be instantly shared and widely distributed through the mobile phones in our hands.

As we ride the waves of popular culture, we remain mindful of the need to consistently define our value-add to the sector, so as not to lose our cutting edge. Our journey has evolved: from offering dance classes to the public, we now also build capacity and capabilities to provide space solutions for movement instruction entrepreneurs and the self-employed.

From organising dance competitions, we aspire to develop cultural icons that add distinction and definition to our city-state. From presenting dance recitals, we dream of staging longer-running shows that create sustainable employment for performing artists and creative directors. From training dance instructors, we aim to foster communities that enable professional mobility within the performing arts sector.

These are not small goals – they require constant experimentation, courage, and creativity. But this is also O School: a place where we believe, together, we can move our world.

OUR KEY PILLARS

BUILDING DANCE COMMUNITIES



We continue to invest in Singapore's dance community through impactful platforms and programmes. **Super 24**, which has grown to become Singapore's largest mega crew dance competition, brought together top-tier teams from across the region, celebrating creativity, resilience, and the collective spirit of dance.

O School Recital 2025 showcased the artistry of our students and instructors, weaving a true Singaporean story through multi-purpose sets, highlighting the growth of our community on stage.

Beyond events, our **Dance Instructorship Programme** provided structured pathways for skill development, mentorship, and industry readiness, nurturing the next generation of artists and leaders.

DEVELOPING THE DANCE ECONOMY



We strive to nurture homegrown talent through the works of **Six.5**, O School's resident dance company. By bringing performances into educational institutions and public spheres, Six.5 connects with young audiences and the wider community, using dance as a medium to inspire, educate, and build appreciation for the arts.

Through close collaboration with industry partners, our **L5 Space** is positioned as a network of talent, connecting dancers with meaningful opportunities. From weekly classes, supporting institutional clubs, to providing dancers a platform for commercial work, productions, and events, we work to bridge the gap between the arts and industry needs, enhancing the vibrancy and sustainability of the dance sector.

BUILDING DANCE COMMUNITIES



SUPER 24 2024

Super 24 continues to be a cornerstone of Singapore's dance landscape, bringing together thousands of youth, educators, and dancers in one of the most anticipated annual celebrations of movement and creativity. The mega crew dance competition returned to the Singapore Indoor Stadium in August 2024, where the iconic 8m x 8m square once again became the stage for high-intensity performances and four-sided judging.

This year saw participation from local schools, tertiary institutions, open-category crews, and international teams from across Asia Pacific, each pushing the boundaries of precision, artistry, and teamwork. With unprecedented participation numbers, the event affirmed its role as both a competition and a cultural exchange, uniting communities through a shared passion for dance.

As Super 24 continues to grow, we would like to express gratitude to the National Arts Council (NAC) and Kallang Alive Sports Management (KASM) for their committed support in elevating the visibility of Singapore's dance ecosystem, creating meaningful opportunities for recognition, collaboration, and inspiration on a regional scale.

 **31** SECONDARY SCHOOLS

 **13** TERTIARY INSTITUTIONS

 **2,000+** PARTICIPANTS

 **6** COUNTRIES REPRESENTED

 **10,000+** AUDIENCE REACHED

BUILDING DANCE COMMUNITIES



O SCHOOL RECITAL 2025

The biannual O School Recital returned as a key platform for O School to give back to the wider community of students. It serves as both a celebration of learning and a chance to stretch the boundaries of creativity through dance.

In March 2025, the recital presented *Halal Caifan*, a multi-genre theatre piece that ran at Republic Polytechnic's The Republic Cultural Centre Theatre. The production follows Ah Boy as he struggles with the looming closure of his family's cai fan stall, a story that resonates with themes of success, failure, and community spirit.

This year's recital also marks a leap forward in production design, introducing movable, multi-purpose sets that transform the stage into an ever-shifting canvas. By pairing authentic storytelling with inventive staging, O School Recital 2025 is a celebration of student achievement, challenging young dancers to think beyond convention and discover how movement can reimagine the world around them.

8 **16** CHOREOGRAPHERS

8 **400** STUDENT PERFORMERS

8 **3,400+** AUDIENCE REACHED

BUILDING DANCE COMMUNITIES



DANCE INSTRUCTORSHIP PROGRAMME

In January 2025, O School continued to energize the dance economy by creating accessible and sustainable employment opportunities for dancers across platforms.

The Dance Instructorship Programme (DIP), supported by the National Arts Council (NAC) and the National Instructors and Coaches Association (NICA), returned as a 4-day initiative designed to raise the standards of dance education through essential pedagogical training.

More than just the mastery of technique, the programme connected industry professionals with established instructors, equipping them with practical insights to design impactful and enriching learning experiences. By providing a safe space to learn, question, and grow, DIP sought to inspire the next generation to imagine dance not only as an art form, but also as a meaningful and sustainable career path.

 **4 TRAINING SESSIONS**

 **4 INDUSTRY PROFESSIONALS**

 **7 PARTICIPANTS**

DEVELOPING THE DANCE ECONOMY



L5 SPACE

Beyond our own programmes, O School has continued to cultivate a vibrant hub through our L5 studio space. It has become a dynamic environment where art, dialogue, and culture intersect.

Through weekly classes and courses, instructors consistently share their expertise while connecting with diverse student groups. Beyond dance, the space has hosted street dance battles, music performances, art-focused workshops and community markets, serving as a versatile platform for creative expression and collaborative projects with partners across the arts ecosystem.

 **36**

EVENTS HELD

 **1,722**

CLASSES HELD

 **56**

LOCAL TALENTS ENGAGED

 **32**

INDUSTRY PARTNERS ENGAGED

 **5,200+**

PARTICIPANTS REACHED

DEVELOPING THE DANCE ECONOMY



DANCE TALENT AGENCY

As a dance talent agency, O School actively supports the growth and development of dancers across educational and community settings. We manage and place professional dance coaches in institutional clubs, ensuring that emerging talent receives guidance and mentorship from experienced practitioners.

Through our event design and management expertise, we also create commercial opportunities through concerts, video productions, and corporate events, allowing dancers to expand their reach and build sustainable careers within the wider creative industry.

 **67** DANCE EDUCATORS REPRESENTED

 **125** JOBS ACROSS  **20** INSTITUTIONS

 **123** TALENTS ENGAGED FOR  **12** TOTAL CLIENTS

DEVELOPING THE DANCE ECONOMY



SIX.5 WORKS

At the core of O School's mission is a deep commitment to nurturing appreciation for the arts. Through our resident dance company, Six.5, we have developed works that not only showcase artistic excellence but also bring dance into the heart of the community.

In January 2025, Six.5 presented *Classick* at Our Tampines Hub to an audience of over 400. Adapted from a previous iteration, *Classick* caricatures two contrasting social classes and their interactions, using humor in everyday scenarios to merge worlds through a fusion of classical and contemporary music. Blending humor with everyday themes, it offered a fresh and engaging experience that highlighted community connection while upholding high standards of artistry and production.

Six.5 also brings theatre works into schools, deepening engagement with youth communities. In collaboration with NUS Dance Blast!, we staged *Classick Lite* as part of their biannual concert Shut Up and Dance (SUAD) in October 2024. The 30-minute Lite version was performed by both BLAST! members and the original Six.5 cast, creating a vibrant showcase of collaboration and artistry.

DEVELOPING THE DANCE ECONOMY



SCHOOL TOURS

Through collaborations with primary, secondary, and tertiary schools, Six.5 brings professionally crafted presentations into learning spaces, reaching youths in environments where they feel most connected. These initiatives are designed to make the arts more accessible, relatable, and meaningful, while demonstrating how dance can be a tool for cultural appreciation and personal expression.

1. Our “Arts Appreciation Assembly Programme” exposes elements and spreads knowledge of Hip Hop and traditional cultural dance forms to our young audiences;
2. Our “Mental Health Awareness through Dance & Expression” integrates dance and film to bring about awareness and conversation regarding common mental states; and
3. Our “VR 360 Dance Experience”, immerses older youth in VR dance works that bridge art and technology to create new experiences and possibilities.

By bringing dance directly into schools, we not only cultivate an early love for the arts but also nurture the next generation of creative talents.

 **10** TOTAL PRESENTATIONS

 **7,000+** AUDIENCE REACHED

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 FY24/25	Board Term
Chan Choon Yow Lester	Chief Executive Officer	Chairman	8
June Chiam Wei Wei	Realtor	Member	8
Matthias Yeo Chiow Leng	Chief Operating Officer	Member	8
Elim Chew Soo Gim	Chairman	Member	8
Saw Wei Jie	Private Investor	Member	3
Low Heng Khuen (Kenny)	Managing Director	Member	15

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.

GOVERNANCE

BOARD MEETINGS

Throughout the fiscal year, the board convened at least 2 times with a quorum of 5 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 serve on a voluntary basis and do not receive remuneration for their invaluable services.

BOARD ATTENDANCE

Member	27 Aug 2024	16 Oct 2024
Chan Choon Yow Lester	Present	Present
June Chiam Wei Wei	Present	Present
Matthias Yeo Chiow Leng	Present	Absent
Elim Chew Soo Gim	Absent	Present
Saw Wei Jie	Present	Present
Low Heng Khuen (Kenny)	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

OF O SCHOOL LTD FOR FY 2024 - 2025

Income	Amount (S\$)
Donations	18,950
Government Grants	360,197
Sponsorship Income	19,839
Income from Charitable Activities	1,321,754
Other Income	176,772
Total Income	1,897,512
Expenses	Amount (S\$)
Cost of Charitable Activities	1,454,194
Governance and Administrative Costs	498,240
Finance Cost	30,123
Total Expenses	1,982,557
Income Tax	(0)
Net Income for FY 2024 - 2025	(85,045)

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 FOR FY 2024 - 2025

Reserve Position	Amount (S\$)
Accumulated General Funds	345,888
Restricted Funds	(0)
Total Funds	345,888
Total Annual Operating Expenditure	2,760,193
Ratio of Funds to Annual Operating Expenditure	0.125

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 2025 was below 0.25. Management recognises the importance of strengthening our financial position and has commenced efforts to address this shortfall. In the coming financial year, we will be implementing measures to increase revenue generation while reducing programme and event deficits through closer cost management and improved operational efficiency. We anticipate an improved reserve ratio in the subsequent financial year.

POLICY STATEMENTS

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 whistleblower'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.



FUNDRAISING PLANS

Since its inception, O School has functioned as a social enterprise, raising revenue through market mechanisms for our cause, which is the **promotion of dance as a performing art, the strengthening of the dance community, and the growth of the dance economy**. These include ticketing sales, dance classes and programmes, choreography and performances, space solutions, and event and talent management services, which collectively contribute close to 70% of our annual revenue.

In the coming year, we will continue to strengthen these streams through capability and capacity building, while ensuring that they remain avenues for creating employment in the performing arts sector.

The remaining 30% of our revenue comes from government grants, and we will continue to work closely with agencies such as the National Arts Council to advance the goals of the Arts Plan, particularly in building communities through the arts and growing Singapore's creative economy.

Beyond this, we will also reach out to individuals and private companies that find alignment with our mission, seeking partnerships that can expand and enrich programmes requiring higher subsidies, such as schools outreach and youth development initiatives. In addition, we will mount fundraising campaigns on platforms such as giving.sg to invite the wider public to take part in supporting our cause.

THE YEAR AHEAD



As changes in the global and local landscape accelerate, O School recognises the importance of equipping dance professionals to remain adaptable and resilient. In response, we are launching a new initiative: *The Cocoon Fellowship (TCF)*. TCF will build supportive spaces and communities that allow aspiring dance professionals to enter, grow within, and eventually transition from the sector with confidence. This will be achieved through internship opportunities, professional development pathways, and networking platforms that strengthen both skills and connections.

At the same time, *Super 24* continues to expand in recognition and influence across the region. Moving forward, we plan to bring the platform to partner cities, while also nurturing local audiences. These efforts aim to position Super 24 not just as a competition, but as a cultural icon of our city, one that reflects both our creative energy and our place in the wider regional arts ecosystem.

Beyond training and competitions, we also see the need to deepen the performance landscape. While dance classes and training programmes continue to grow in popularity, O School will invest in developing *longer-running dance presentations*. This approach will create more stable performance opportunities for artists, while also enabling us to tap into the *Cultural Pass Scheme* introduced by the government in September 2025. Through these efforts, we aspire to strengthen the sustainability of the dance sector and open new avenues for audiences to experience dance and the performing arts as a meaningful part of the regular lifestyle of Singaporeans.

