



Musubie

Certified Nonprofit Corporation
Nationwide Children's Cafeteria Support Center

Certified Nonprofit Corporation
Nationwide Children's Cafeteria Support Center Musubie

Annual Report 2024



Message from Yuasa Makoto



To celebrate or to commiserate, that is the question

In 2024, Kodomo Shokudo reached 10,000 nationwide, surpassing the number of junior high schools.*1 Now, if a junior high school is 1 km away, it is common to find a Kodomo Shokudo within that radius.

There are differing views on whether this situation should be celebrated or commiserated.

For those who see Kodomo Shokudo as a means of alleviating poverty, the increase in numbers is proof that many children live in poverty, which is lamentable. The goal is a society without poverty where Kodomo Shokudo are no longer needed.

On the other hand, if Kodomo Shokudo are seen as community hubs, their growth reflects stronger ties among people and is something to celebrate. From this perspective, the goal is for them to be everywhere, too many to count.

Musubie supports the latter view, since many Kodomo Shokudo openly welcome all community members. We ask that discussions about Kodomo Shokudo reflect these facts and realities.

However, Kodomo Shokudo are not unrelated to poverty. Seeking help takes courage, and many do not realize they need support. Because anyone can attend without stigma, these cafeterias often help people recognize their struggles through connection. While not a cure-all, they play an important role in addressing poverty.

We hope Kodomo Shokudo, which embrace those facing difficulties within the community, will continue to spread throughout society.

As of the General Meeting in June 2025, I stepped down as President and CEO of Musubie.*2

I am deeply grateful for all the support received to date, and I sincerely ask for your continued support for Kodomo Shokudo and the people who gather there.

June 2025
Yuasa Makoto
Former President and CEO, Nationwide Children's Cafeteria Support Center Musubie
Social activist / Specially Appointed Professor,
Research Center for Advanced Science and Technology, The University of Tokyo

湯浅誠
Yuasa Makoto

*1 Combined total of public junior high schools and public compulsory education schools, based on the Ministry of Education, Culture, Sports, Science and Technology (MEXT), "2024 School Basic Survey (final figures)"

*2 On June 16, 2025, Yuasa Makoto stepped down as President and CEO, and Rie Mishima assumed the position. For details on the changes in the executive structure, see p.15.

Annual Report Contents: Introduction

Kodomo Shokudo Reach 10,000 Locations Nationwide
With your warm support, we have been able to expand
a range of activities across Japan.

What are Kodomo Shokudo?

Kodomo Shokudo reflect the care of their organizers and serve as a warm, welcoming space in the community. Many may have heard the name but never visited. It is a place apart from home or school, a place to feel at ease. Here, we share the latest on Kodomo Shokudo.



P.05~

Musubie's Activities Over the Year

Musubie is continuously engaged in multiple projects. This report introduces some of our initiatives from the past year aimed at building a society where no one is left behind. These include providing ongoing support to regional network organizations across Japan, coordinating supplies for Kodomo Shokudo, planning and delivering financial support, connecting contributions from businesses, and engaging with government agencies. We also share the voices of the donors who have supported these efforts.



P.06~

Activity Reports on Musubie's Three Core Projects

We will highlight the activities carried out in FY2024 across Musubie's three core areas: Regional Network Support, Collaboration with Corporations and Partners, and Surveys and Research. These will be introduced together with messages from collaborating partners, voices from supported organizations and Kodomo Shokudo, and reflections from Musubie staff.



P.08~

Financial Report and Steps Toward a New Structure

We present our financial report for FY2024 with heartfelt gratitude, outlining the support received and how it was used. In June 2025, Musubie began a new organizational structure. Here, we share the careful process behind the leadership transition and our commitments for the future.



P.14~

Kodomo means 'child,' and shokudo means 'cafeteria' in Japanese. However, the term 'Kodomo Shokudo,' which can be translated as 'Children's Cafeteria,' often carries a much broader meaning than the name suggests. It frequently refers to community-led initiatives that not only provide meals but also create inclusive spaces that bring together people of all ages.

01

About Musubie

Creating a Society Where No One is Left Behind

It means a society where human connections are alive and everyone feels safe and accepted, knowing “I belong here.”

We believe that Kodomo Shokudo have the power to create such a society, where people of all generations, from children to the elderly, come together and share a meal. At Musubie, we continue our work with the hope that more people will join these efforts and that Kodomo Shokudo will keep growing and spreading in communities across Japan.



Vision

Create a society where no one is left behind through support for Kodomo Shokudo (children’s cafeterias)

Mission

We will create an environment where Kodomo Shokudo (children’s cafeterias) can be found in every community across Japan, providing places where everyone can feel safe and welcome.

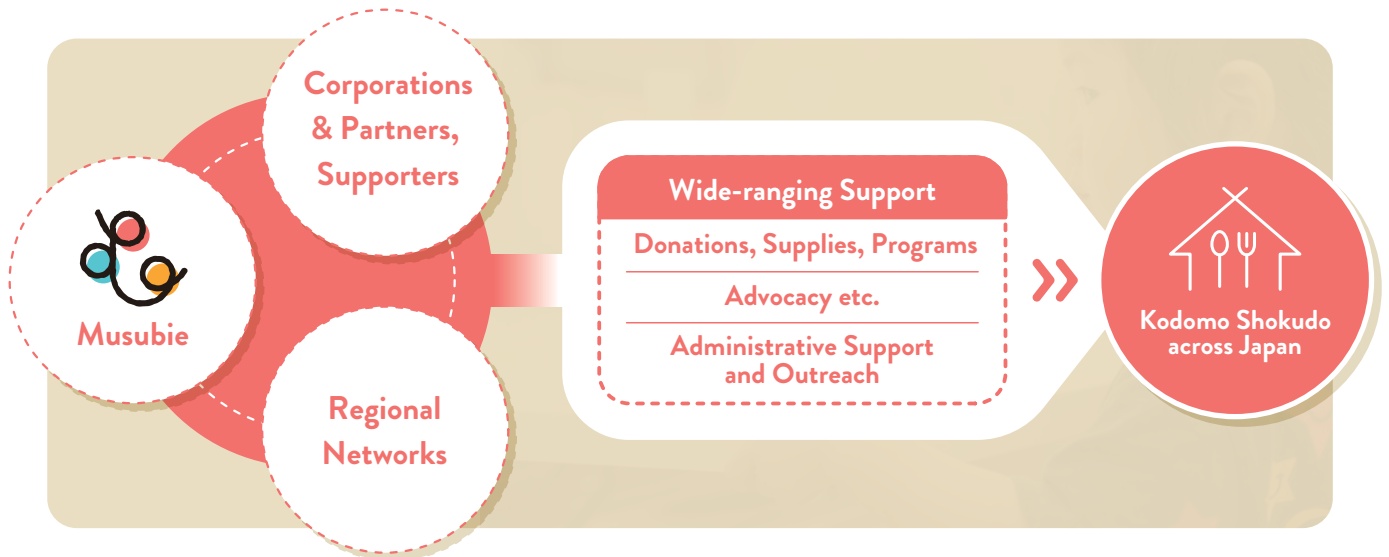
Through Kodomo Shokudo, we will enable many people to take part in social activities that help shape the future.

Action

We work with the aspiration of creating a society in Japan where no one is left behind.

Our journey is guided by three main pillars:

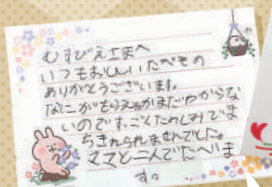
1. Supporting regional network organizations that assist Kodomo Shokudo across the country
2. Connecting with businesses and organizations that wish to contribute to society and delivering their support to Kodomo Shokudo
3. Carrying out surveys and research to raise awareness



❖ We received letters from Kodomo Shokudo and participating children! ❖

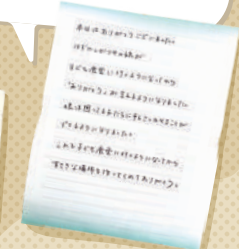
*Excerpts

With rising prices making electricity and gasoline more expensive, times have been tough, but I feel we are supported every day by these kind and caring connections.



Since my shy daughter started going to the Kodomo Shokudo, she has learned to say “thank you.”

I was so excited I couldn’t wait. Mom and I will eat it together.



02

What are Kodomo Shokudo?

Introduction to Kodomo Shokudo, based on Musubie's FY2024 survey

I'm Teebui, here to give my full support to Kodomo Shokudo!



Copyright © Musubie x Interbrand

What are Kodomo Shokudo?

Musubie defines it, regardless of the name, as a free or low-cost cafeteria where children can go on their own and feel safe and welcome.



Is it true that adults can go too?

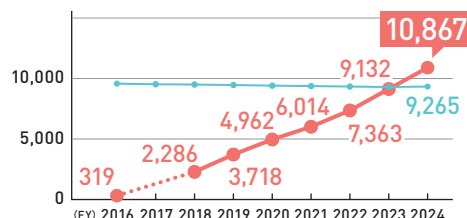
About 70% of Kodomo Shokudo have no participation requirements. They serve as community spaces where people of all ages, with children at the center, come together over meals. They also help revitalize communities, give the elderly a sense of purpose, and address issues such as loneliness, isolation, and poverty.

Who run Kodomo Shokudo?

Kodomo Shokudo are grassroots initiatives, most commonly run by voluntary groups, followed by NPOs and individuals. Their style and approach vary depending on the vision of the organizers. Many are volunteer-based and supported by generous assistance from many others.

How many Kodomo Shokudo are there?

There are now over 10,000 across Japan, exceeding the number of public junior high schools.



In FY2024, 10,867 Kodomo Shokudo were confirmed nationwide, surpassing the combined total of public junior high schools and compulsory education schools (9,265). Musubie aims to create an environment where everyone can feel safe and welcome, with the goal of establishing at least one Kodomo Shokudo in every elementary school district so that children always have one within walking distance.

Why is it good to have many Kodomo Shokudo?

In recent times, as community ties weaken, it is vital to have nearby places where everyone feels they belong and where children are supported as they grow. Musubie aims for a society where Kodomo Shokudo are a natural part of the community, providing safe and welcoming spaces for all.



\ Exploring Kodomo Shokudo through Data /
[Surveys & Research Page] ▶
Japanese website



03

Our Initiatives

▲AC Japan launched 2024 campaign featuring Matsushige Yutaka: “Kodomo Shokudo Are Your Cafeteria.”

★Starbucks Coffee Japan supported craft experience programs in Niigata Prefecture.



★Musubie’s Kodomo Shokudo Fund (Spring) funded 432 cafeterias and 13 regional networks.



むすびえ・こども食堂基金
MUSUBIE KODOMO SHOKUDO FUND

★Facilitated rice provision for Kodomo Shokudo September events amid sudden shortage.

★Signed “MOU on Intergenerational and Children’s Community Spaces” with Takahama City, Aichi Prefecture.

▲Released Musubie’s podcast “Muni Muni: Social Entrepreneurs Changing the World,” sharing insights on building a society where no one is left behind.



2024

Apr.

May.

Jun.

Jul.

Aug.

Sep.

Ongoing Support

●In collaboration with local networks and Kodomo Shokudo, groups in Ishikawa Prefecture, together with other NPOs and with support from the prefectural government, we continued relief efforts for the Noto Peninsula. In FY2024, 11 on-site Kodomo Shokudo events and 10 startup consultation sessions were held.



★Together with the Pokémon With You Foundation and regional networks, TOHO cinemas organized a Fun Pokemon Outing to the Multiplex!



© Pokémon. © Nintendo/Creatures Inc./GAME FREAK inc.

★Keizai Doyukai executives visited Kodomo Shokudo, leading to support for the Winter Holiday Kodomo Shokudo Support Program.



Messages from Individual Supporters of Musubie

Thank you!

“

As a parent of a young teenager, I worry about the future of communities in Japan. I support this initiative in the hope it creates places that give people hope and new possibilities.

Ito Kazuyoshi



“

I want to give back the happiness society has given me.

Anonymous



★Musubie's Kodomo Shokudo Fund (Fall) supported 326 cafeterias and 9 regional networks.

◆National Survey: Number of Kodomo Shokudo exceeded 10,000 for the first time, surpassing public junior high schools (10,867 confirmed in FY2024).

★With generous pro bono support from Interbrand Japan, the mascot "Teebui" was created to share the joy and appeal of Kodomo Shokudo.



★Through its grant programs, FamilyMart provided ¥99,831,219 in support to 1,718 organizations nationwide (FY2024).



▲Municipal officials from Geumcheon-gu, Seoul, visited Musubie.



▲Selected for Shibuya City's "Hometown Tax" crowdfunding program, raising 18.19 million yen in donations.

2025

▲Held the first "Supporters' Gathering" to strengthen bonds with our supporter.



Index of related projects

- Regional Network Support Projects
- ★ Collaborative Projects with Corporations & Partners
- ◆ Surveys and Research Projects
- ▲ Other

●Held the "National Exchange Meeting 2025," bringing together about 200 participants, including regional networks, local governments, and corporate groups from all 41 prefectures.



★Received donation from the U.S.-Japan Foundation and the Los Angeles Dodgers.



©Keio University Office of Communications and Public Relations

Oct.

Nov.

Dec.

Jan.

Feb.

Mar.

▲Chosen as Forbes JAPAN "50 Noteworthy NPOs".

★Support from Koana Tori via 2025 Curling Cares Calendar charity project.



◆Awareness Survey on Kodomo Shokudo: Awareness surpassed 90% for the first time (91.4%), detailed knowledge rose to 49.4%, and participation increased to 6.1%.

●Regional Networks are established in all prefectures.



★"Richard Mille Japan x Musubie Kodomo Shokudo Support Project"

A trial event was held using donated SNAG golf sets, where 50 parents and children experienced both SNAG golf and Kodomo Shokudo.



★Implemented FY2024 "Meal and Related Support Program for Children in Single-Parent Households" by the Children and Families Agency.



“

This activity may not be glamorous, but I believe it is essential. I hope to see it grow further through collaboration with companies to secure funding and support.

Sugiyama Mitsuo



“

As social divisions grow, Kodomo Shokudo are increasingly seen as "Everyone's Cafeteria" with the potential to expand even further. I hope this wonderful initiative continues to thrive and reach more people.

M.S.



“

My dream is to run a Kodomo Shokudo myself someday. I would like to start by doing what I can to make that happen.

Hirata Miyuki



Regional Network
Support Projects

Musubie provides support to facilitate the work of Kodomo Shokudo Networks (intermediary organizations) in regions across Japan.

PROJECT 01

Sharing the Reality of Kodomo Shokudo Support Activities
Otakara (Treasure) Sharing Meeting Project

Every month, regional network groups from across Japan, which support the launch and continuation of Kodomo Shokudo in their communities, gather online to share success stories and challenges as “treasures” from their activities. Now in its fifth year, the initiative has fostered trust and reassurance through regular exchanges. Building on these connections, an advisor dispatch system and in-person Otakara meetings have also begun, further deepening mutual learning and collaboration.

VOICE > From Sharing Challenges to Connecting
with Supporting Companies

Sato Yukari
Board Member, Kanagawa Kodomo Shokudo &
Community Cafeteria Network (NPO)



Through the advisor dispatch program, I visited the Iwate Prefecture network. In Morioka and Rikuzentakata, a city that had been on my mind since the Great East Japan Earthquake and Tsunami, I met with government officials and Kodomo Shokudo leaders to discuss current challenges. Participants said the visit provided a valuable opportunity for dialogue, which also led to new connections with supporting companies.

PROJECT 02

Community Resource Circulation Project Centered on
Kodomo Shokudo Building Communities Where Generations
Connect and Care for Children

As a fund-distributing organization under the Dormant Accounts Utilization Act, Musubie supported five regional networks in Niigata, Yamaguchi, Saga, Kumamoto, and Kagoshima for three years (April 2022–March 2025) through the FY2021 Regular Funding Framework. The project strengthened the foundation for revitalizing and sustaining Kodomo Shokudo activities across each prefecture. It also developed systems that position Kodomo Shokudo as hubs for local resource circulation, enabling collaboration with a wide range of stakeholders to address regional challenges.

VOICE > Building New Systems with Fellow
Members

Takayama Tetsuya
Coordinator (Corporate Partnerships),
Saga Children's Future Support Project, GIA



Across five prefectures, we worked on the shared challenge of creating better systems to secure and distribute support. Each organization engaged different stakeholders, including governments, social welfare councils, companies, and financial institutions, and developed its own approach. I hope these efforts will be useful for other prefectures. I am grateful for three years of working with such wonderful colleagues.

PROJECT 03

Fostering Exchange and Problem-Solving among
Kodomo Shokudo

As part of efforts to strengthen connections among Kodomo Shokudo, regional networks led the “Exchange and Problem-Solving Project.” Many exchange meetings were held, especially at the municipal level, giving organizers opportunities to support each other, boost motivation, and find solutions to challenges.

VOICE > Strengthening Community Ties through
Face-to-Face Relationships

Matsumoto Katsuhiro
Executive Director, Kodomo Shokudo Hokkaido Network



To raise awareness of Kodomo Shokudo across Hokkaido, we held a panel exhibition in Sapporo, which attracted strong interest from local residents. In the Kushiro and Sapporo/Ebetsu regions, local network groups organized exchange meetings to foster visible, trusting relationships between supporters and organizers, helping to strengthen community ties.

VOICE > Comments from Kodomo Shokudo that participates in
the exchange meetings

- **Sapporo/Ebetsu Area Exchange Meeting** : The relaxed gathering over tea and donuts was a lot of fun. I really hope that there will be a second one!
- **Kushiro Area Exchange Meeting** : The learning and exchange session on safeguarding children gave me many insights and reinforced the importance of creating safe and welcoming places.

and more!

Collaborative Projects with Corporations & Partners

We collaborate with corporations and other partners that share our commitment to supporting Kodomo Shokudo, bridging various forms of assistance.

PROJECT 01

From Financial Support to Collaboration with Regional Networks

Now in its second year, this initiative channels donations from Starbucks Coffee Japan Co., Ltd. to regional networks. In Niigata Prefecture, local stores partnered with the regional network to strengthen community ties by hosting workshops at Kodomo Shokudo and setting up booths at exchange events.



VOICE > Spreading Warm Connections

Starbucks Coffee Japan Co., Ltd.

Through our "Food Loss Reduction Program," a portion of sales is donated to Musubie. Beyond donations, we work together with the Niigata Kodomo Shokudo & Ibasho Network "Nikonet," seeking to create warm connections and meaningful encounters through each cup of coffee.

VOICE > It Brought Smiles to the Children's Faces!

Shimbo Eri
Niigata Kodomo Shokudo & Ibasho Network "Nikonet"



With Musubie's support, we were able to collaborate with Starbucks to host workshops at Kodomo Shokudo across the prefecture and take part in awareness-raising events. We are truly grateful. At every event, the children's smiles lit up the room.

PROJECT 02

School Holiday Kodomo Shokudo Support Campaign launched in response to rising prices.

In response to the impact of rising prices revealed by the Kodomo Shokudo Current Status and Challenges Questionnaire, Keizai Doyukai (the Japan Association of Corporate Executives) and Musubie launched a joint corporate campaign. During the 2024 winter break, a variety of gifts including rice, food items, and toys were delivered to approximately 1,500 Kodomo Shokudo nationwide.



VOICE > Delicious Meals, Even When There's No School Lunch

Ohkuma Takumu
Head of Corporate Communications Department 'WeSupport Family' Leader
Oisix ra daichi Inc.



Long school breaks without school lunches can create many challenges. We joined the winter gift project both as a company and through WeSupport Family, the food support platform we manage. It was heartening to hear so many voices saying how delicious the food was. We hope this initiative will help nurture a warm society where children are supported by their communities.

VOICE > Sharing Deliciousness and Joy with Over 10,000 People

Tanaka Terumi
Executive Director, Chiba City Kodomo Shokudo Network



Through the Winter Holiday Kodomo Shokudo Exciting Gift initiative, our network distributed treats and joy to more than 10,000 people across 50 children's cafeterias, community spaces, and in-school cafés in Chiba City. We are deeply grateful for all the support that made this possible.

PROJECT 03

"Learning Journey": A Catalyst for Kodomo Shokudo Support

We carried out "Learning Journey" programs with 17 companies and organizations interested in supporting Kodomo Shokudo. Participants visited sites, experienced activities firsthand, and explored ways to contribute. This deepened understanding and, for many, led to the early start of support initiatives.

VOICE > Understanding the Real Needs of Children

Hayashi Junichi
Manager, Social Contribution Group,
General Affairs Department
NEC Networks & System Integration
Corporation



We wanted employees to take their first steps in social contribution as something personal. Hearing a child say, "I want condiments," made me realize how limited their food choices are. That moment inspired me to donate seasonings and work with our group companies to support food distribution during spring break. I am grateful to Musubie for giving us this chance to learn and act.

VOICE > Sharing the Appeal of Kodomo Shokudo

Miyamoto Akihiko
Chairperson,
Kodomo Shokudo Garumaru



We have been running our Kodomo Shokudo since 2017, with a strong commitment to continue for many years to come. I was delighted that Garumaru was chosen as a Learning Journey site. The participating companies showed great enthusiasm and a genuine desire to carry the appeal of Kodomo Shokudo back with them. Although there are challenges behind the scenes, having more people who support us is truly encouraging.

and more!

Surveys and Research Projects

We carry out surveys and research, such as the National Survey of Kodomo Shokudo Numbers, to highlight their significance, share their realities, and broaden understanding.

PROJECT 01

Demonstrating Diverse Value through Data

- ① Quantitative survey on changes among participants
- ② Survey of participants and non-participants in Kodomo Shokudo

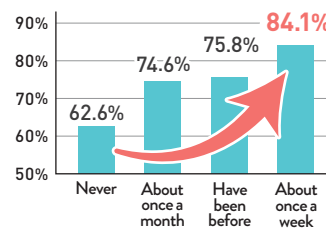
Children and parents who attend Kodomo Shokudo more than 10 times are more likely to feel they have someone to talk to or rely on, and more children see it as “a safe place.” Participating children are also 12% more likely than non-participants to say they have someone in the community to turn to, showing that trust and security grow with frequent participation.

VOICE From Musubie Staff Yamada & Machida

We carried out this survey to show the many values and impacts of Kodomo Shokudo with data, aiming to build greater understanding and grow the movement. Up to now, we have mostly shared anecdotes and observations, but presenting clear evidence allows us to reach more people. As the first nationwide survey of its kind, we hope to share the results widely and use them to guide and strengthen future support initiatives.



Percentage of children who said there is someone in the community they can turn to



Frequency of attending Kodomo Shokudo

Quantitative Survey on Participant Changes

Japanese website



Survey of Participants and Non-Participants in Kodomo Shokudo

Japanese website



PROJECT 02

Hearing from Organizers: Questionnaire on Kodomo Shokudo Status & Challenges

83.5% of Kodomo Shokudo have returned to communal dining, back to pre-pandemic levels. Meanwhile, 88.5% reported being affected by rising prices. The main concerns were shortages of operating funds and food ingredients, with rice topping the list of most requested donations at 80.1%. Musubie is taking action based on these findings to continue supporting Kodomo Shokudo.

Preferred Donated Items

No.1 Rice	80.1%
No.2 Snacks	64.6%
No.3 Side dishes	64.5%

Kodomo Shokudo Current Status and Challenges Questionnaire 2024

Japanese website



VOICE From Musubie Staff Naya

Since 2020, when COVID-19 was confirmed in Japan, we have regularly carried out surveys to hear directly from Kodomo Shokudo organizers about their current situation and challenges. Our goal is to listen to voices on the ground and connect them with the support they need. These surveys have revealed both immediate issues such as rising costs and rice shortages, and chronic challenges like funding and staffing shortages.



PROJECT 03

Survey on Promoting Kodomo Shokudo in Diverse Settings

Survey on Kodomo Shokudo and Multigenerational Exchange in Social Welfare Facilities

Of the 511 facilities that responded, 75 (14.7%) reported hosting Kodomo Shokudo. The survey found that these initiatives provided support for children and parents (70.7%), offered a place for children to belong (54.7%), and created spaces for multigenerational exchange (52.0%). They also produced outcomes unique to social welfare facilities, such as building community understanding of the facility (69.3%), encouraging interaction between facility users and local residents (44.0%), and boosting the motivation of staff and stakeholders (38.7%).

Outcomes of Hosting Kodomo Shokudo in Social Welfare Facilities

Helped build community understanding of the facilities and strengthened ties between the facilities and the local community.

69.3%

Survey on Kodomo Shokudo and Multigenerational Exchange Initiatives in Social Welfare Facilities

Japanese website



Kodomo Shokudo in Diverse Forms

YouTube/ in Japanese



VOICE From Musubie Staff Inoue

While many Kodomo Shokudo are run by voluntary groups, NPOs, or individuals, initiatives by businesses and other organizations are also expanding. This survey showed positive impacts not only for children and the wider community but also for facility users and staff, with unique benefits seen in social welfare settings. By sharing these findings and good practices, we hope to see Kodomo Shokudo initiatives spread to even more diverse locations.



and more!

05

What Your Donations Have Helped Us to Achieve



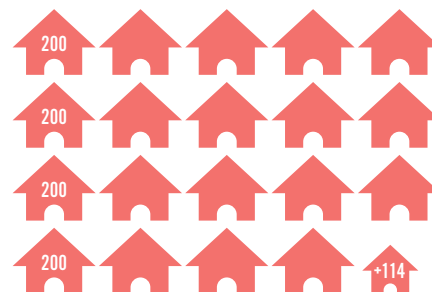
Thanks to the generous support and donations from individuals, companies, and organizations, we have been able to provide Kodomo Shokudo across Japan with funding, supplies, and a diverse variety of programs.

Funding Provided

Funding was provided through a range of grant programs, including the FamilyMart Collaborative Grant Program, the Tsuruha Group "Kodomo Shokudo Yutakasa Fund," the Maruetsu-Musubie Kodomo Shokudo Fund Mini, the Musubie Kodomo Shokudo Fund, the FY2024 Noto Peninsula Earthquake Support Grant for Kodomo Shokudo, and the Children and Families Agency's "Support Program for Meals and Related Assistance for Children in Single-Parent Households."

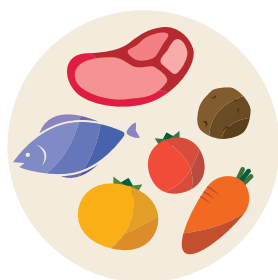


Distributed a total of **696 million yen** to a total of **3,914** organizations



Supplies Donated

Acted as an intermediary for the needs-based donation of a wide variety of supplies, including not only foodstuffs, but also toys, stationary, household appliances, housing equipment and sanitary/hygiene products.



Distributed supplies to a total of **10,532** organizations

*Equivalent to 470 million yen's worth of supplies (value calculated based on sales prices)



We extend our sincere gratitude to everyone who has supported the journey of Kodomo Shokudo.

Individual Supporters



11,091 people

[Breakdown]

Monthly supporters **8,651**

One-off donors* **2,440**

*Includes 15 legacy gifts

Corporate Supporters



791 entities

[Breakdown]

Entities which provided donations **688**

Entities which provided grants **8**

Entities which provided material support **85**

Corporations & Partners that have provided donations and support

Financial Support

We have received donations and support from numerous Corporations & Partners that share Musubie's mission of creating "a society where no one is left behind." Thanks to this support, we have been able to provide a range of assistance to Kodomo Shokudo across Japan. Thank you.

Material Assistance



Grants



*Association of Living and Amenity's "ALIA Children's Support Project" Partner Companies AGC Inc. / Takubo Industrial Co., Ltd. / Osaka Gas Co., Ltd. / Seiki Hanbai Co., Ltd. / Panasonic Housing Solutions Co., Ltd. / Sankyo Tateyama, Inc. / New Cosmos Electric Co., Ltd. / Takara Standard Co., Ltd. / DAIKEN Corporation / Tokyo Gas Co., Ltd. / TOTO Ltd. / Noritz Corporation / Paloma Co., Ltd. / LIXIL Corporation / Ryobi Limited / Rinnai Corporation / YKK AP Inc.

We have also received support from many other corporations & partners. For full details, please refer to our website (Japanese website) ▶



Financial Report

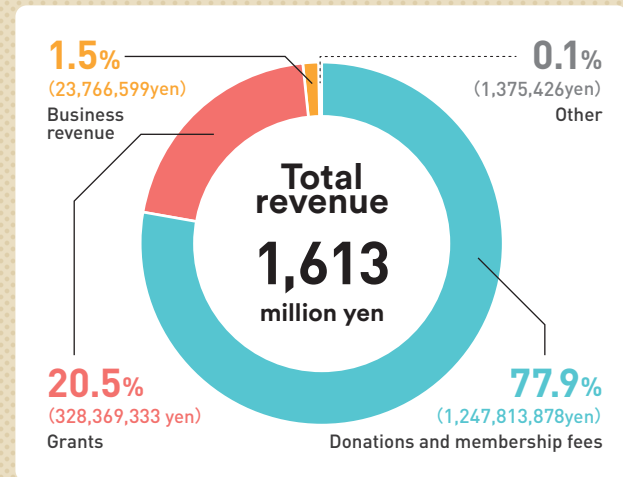
FY2024 Statement of Activities

(all units are in Japanese yen)

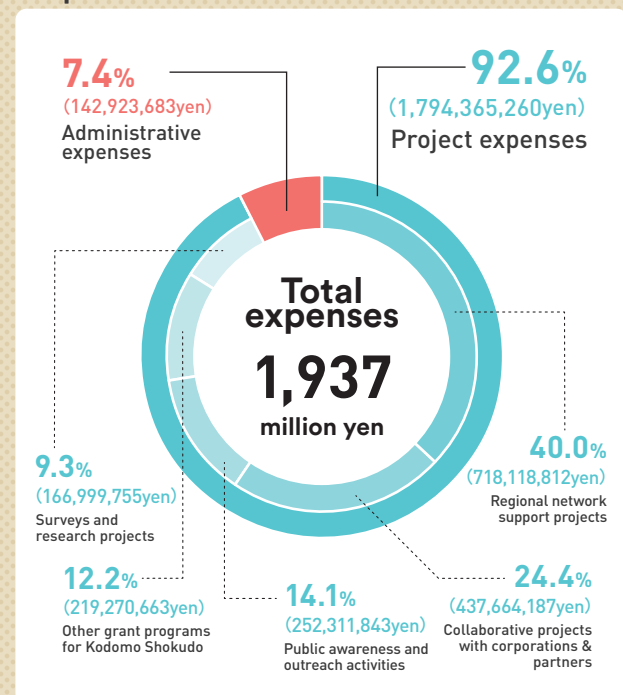
Item	Amount
A Ordinary revenue	
① Membership fees	215,000
② Donations	1,247,598,878
③ Grants, etc.	328,369,333
④ Operating revenue	23,766,599
⑤ Other revenue	1,375,426
Total ordinary revenue	1,601,325,236
B Ordinary expenses	
① Operating expenses	1,794,365,260
(1) Labor	317,679,905
(2) Other expenses	1,476,685,355
② Administrative fees	142,923,683
(1) Labor	42,853,030
(2) Other expenses	100,070,653
Total ordinary expenses	1,937,288,943
Current net increase (decrease) in ordinary income [A]–[B]=①	-335,963,707
C Non-recurring revenue	
Total non-recurring revenue	0
D Non-recurring expenses	
Total non-recurring expenses	0
Current non-recurring increase (decrease) [C]–[D]=②	0
Increase (decrease) in current net assets before tax ①+②=③	-335,963,707
Income taxes – current ④	411,000
Net assets carried forward from previous period ⑤	708,533,416
Net assets carried forward to next period ③–④+⑤	372,158,709

In FY2024, Musubie reached a major milestone as the number of Kodomo Shokudo nationwide exceeded 10,000 for the first time, bringing them closer to becoming a familiar part of community infrastructure. During the same period, our operating revenue was ¥1,601,330,000, an increase of ¥249,040,000 compared to the previous year. 77.9% of revenue came from donations and 20.5% from grants. Revenue growth was driven largely by ongoing monthly contributions, along with corporate donations and legacy gifts. Meanwhile, continuing from FY2023, we actively advanced financial support for the 2024 Noto Peninsula Earthquake, startup assistance for Kodomo Shokudo, the “School Holiday Kodomo Shokudo Support Campaign” in collaboration with Keizai Doyukai (the Japan Association of Corporate Executives), and the provision and coordination of donated supplies

Revenue breakdown



Expense breakdown



• Complete set of financial statements and balance sheets are available on our website (Japanese).
 • Auditor, Mr. Inamura Yuto, reported that, as a result of his internal audit, the execution of business by directors was in compliance with laws and regulations, the Articles of Incorporation, and the business plan, and that there were no improper acts or material facts that violate of laws, regulations, or the Articles of Incorporation. The detailed financial statements and the audit report for the fiscal year 2024 are available on our organization's website (Japanese).

from corporations and other partners.

Additionally, we focused on public relations and awareness raising, actively utilizing AC advertising in collaboration with regional networks across Japan to promote a more accurate understanding of Kodomo Shokudo. In line with the expansion of our activities and scope, we also increased project expenditures this fiscal year.

As a result, total project expenses rose by ¥633.81 million (54.6% year-on-year) to ¥1,794.37 million, of which ¥722.15 million was allocated to grants and donations. After taxes, the net increase in net assets amounted to ¥336.37 million. In FY2025, we are focusing on both launching new Kodomo Shokudo and strengthening ongoing support, actively allocating funds to achieve the Second Mid-Term Plan target of 20,000 locations (one per elementary school district).

Change of Executive Structure



Musubie announced changes to its executive structure following resolutions passed at the General Meeting of Regular Members and Board of Directors meeting held on Monday, June 16, 2025.

Yuasa Makoto, who has led Musubie's activities as President and CEO since its founding, and Shibuya Masato, who has supported the organization as an Executive Managing Director since 2022, have stepped down. Mishima Rie, one of Musubie's founding members who has contributed to the organization's growth as an Executive Managing Director, has been newly appointed as President and CEO. Additionally, three new Directors have joined Musubie: Endo Noriko, who has served as Project Director; Nitta Nobuyuki, who has served as an advisor since 2023; and Banno Tomoyuki, who has been involved as a consultant. Executive Managing Director Kim Yangho and Auditor Inamura Hiroto will remain in their positions. The process of selecting the new President began in May 2024 with the establishment of a "Qualifications Committee for Candidate Selection." This committee included third-party members such as representatives from other NPOs, Kodomo Shokudo stakeholders, and external experts, and began by reviewing the qualifications of potential candidates.

Next, a Selection Committee was formed, consisting of Musubie officers, staff, and external stakeholders, which held 12 review sessions in total. Once the candidates were identified, an internal survey was conducted with all Musubie members, and the final decision was made by resolution at the Management Meeting. After stepping down from their executive roles, Yuasa will continue to contribute as Public Policy Advisor, working with central ministries and local governments. Shibuya will remain engaged as Director of Regional Network Support, assisting the development of regional networks nationwide, and will also take on a new role as Director of Organizational Development, focusing on internal capacity building at Musubie.

You can find more information, including messages and profiles from our officers, on our website (in Japanese).



President and CEO

Mishima Rie



Executive Managing Director

Endo Noriko



Executive Managing Director

Nitta Nobuyuki



Executive Managing Director

Banno Tomoyuki



Executive Managing Director

Kim Yangho

Annual Report 2024

Please join the Kodomo Shokudo movement through Musubie!

Support by making a donation

There are various ways to support us, including one-off donations, recurring donations, and legacy giving.

*Musubie is a certified NPO under the Tokyo Metropolitan Government. Your donations are eligible for tax deductions in Japan.

For more details

Japanese website



Support by donating items

You can support us by donating items you have at home (such as books, DVDs, games, postcards, stamps, jewelry, and commemorative coins.)

For more details

Japanese website



Messages from Musubie Members

With the release of the FY2024 Activity Report, we would like to share messages from Musubie members.



Musubie's Officers and Advisors

Officers

President and CEO Mishima Rie

Executive Managing Directors Endo Noriko / Nitta Nobuyuki / Banno Tomoyuki / Kim Yangho

Auditor Inamura Hiroto
Attorney, Waseda Legal Commons, LPC

Executive Advisor

Kiyohara Keiko Special Advisor to Children and Families Agency / Visiting Professor of Kyorin University / Former Mayor of Mitaka City, Tokyo

Advisors

Saito Hiromichi CEO, Legacy Gift Promotion Organization, Inc

Wakisaka Seiya Wakisaka Tax and Accounting Office

Sekiguchi Hiroaki Representative Director, NPO SEIEN

Nagahama Yoji CEO, Mojo Consulting LLC

Kamozaki Yoshihiro Executive Director, Japan Fundraising Association

Yusa Makoto Social activist / Specially Appointed Professor, Research Center for Advanced Science and Technology, The University of Tokyo / Former President and CEO of Musubie

Musubie and SDGs



The Sustainable Development Goals (SDGs) are a call to action unanimously adopted by 193 member states of the United Nations in September 2015. There are 17 goals in total, including ending poverty in all its forms, ensuring good health and well-being, and developing sustainable cities and communities. The year 2030 has been set as the date by which to achieve the goals.

Musubie is working to contribute towards achieving six of the 17 SDGs.