



Trustees' annual report and financial statements

For the year ended 31 December 2024

mary's
meals

Mary's Meals International Organisation

(A company limited by guarantee)

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An important note on organisation names

"Mary's Meals International Organisation" is the legal name for the entity which co-ordinates and leads the global network of Mary's Meals organisations. In practice, this is often referred to simply as Mary's Meals International or MMI.

"Mary's Meals" is the legal name for the entity which raises awareness and funds for the network's programmes in the United Kingdom.

Since the term "Mary's Meals" is reasonably used in practice to refer to the work of the entire Mary's Meals movement around the world, we will – for the purposes of clarity – refer to the UK-focused organisation, in this document, as Mary's Meals UK or MM UK.

Legal and administrative information

Charity number SC045223

Company registration number SC488380

Business address

Craig Lodge
Dalmally
Argyll
Scotland
PA33 1AR

Registered office

Craig Lodge
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Trustees

David Clayton
Peter Higgins (resigned 19 September 2024)
Jacob Allen
Dr Željka Markić
Dr Christian Stelzer (resigned 30 July 2024)
Ana Luisa Diez de Rivera-Laffont
Bishop John Keenan
Marie Da Silva
John Darley
Sebastian Bailey
Dr Cornelius Chipoma
Graham Paterson
Michael George
Karel Necesal
Anthony Colella (appointed 26 June 2024)

Secretary

Michael Ferguson (resigned 31 January 2025)
Rhian Cooke (appointed 1 February 2025)

Chief Executive

Magnus MacFarlane-Barrow

Auditor

RSM UK Audit LLP
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Bankers

Royal Bank of Scotland plc
88 Main Street
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Executive Leadership Team (ELT)

Magnus MacFarlane-Barrow
Michael Ferguson (resigned 31 January 2025)
Graeme Little
Rhian Cooke
Leah Swindon (transitioned out 11 August 2024)
Cheryl McGeachie (appointed 12 August 2024)





Chair's report



As I reflect on the last year, I would firstly like to extend my deepest gratitude to all the supporters, volunteers, staff, and partners whose unwavering dedication makes our work possible. Your commitment allows us to continue our mission of providing children with a daily meal in a place of education, transforming their lives and the communities they live in.

By the end of 2024, our school feeding programmes, in collaboration with some of the world's most disadvantaged communities, are providing life-changing meals to 2,594,868 children in 16 countries every school day. This marks a growth of 9% compared to 2023's year end number of children, with children joining the programme through both expansions and natural growth over the year. The numbers are inspiring, and they highlight our collective dedication to expanding access to nutritious meals in places where it is most needed.

The need for food in schools remains as urgent as ever, and this year, we have expanded our presence in regions where the challenges are most acute. Despite logistical and economic hurdles, we have been able to meet the increasing demand for our school feeding programmes and continue to make an indelible impact on the lives of children in need.

Total group income for 2024 has risen to £49.5m (2023: £48.7m). This increase reflects continued growth in our fundraising efforts and the continued generosity of our supporters despite global challenges reflecting the strength of our message and the continued belief in our mission. We have seen significant growth in donations from some National Affiliates with seven of them now raising around £2 million or more. 2024 saw us receive the largest donation we have ever received and this has helped us grow in a period where there are challenges in some locations at grassroots level.

We continue to navigate the challenges posed by inflation, particularly in food and fuel prices, across many of the countries in which we operate. These rising costs are a persistent issue, but we are committed to ensuring that we maintain the efficiency of our operations while preserving the quality of the meals we provide. Our focus remains on innovation and maximizing the impact of every donation we receive.

Despite these challenges, I am pleased to report that MMI continued its commitment to good stewardship, with 99% of our total expenditure (2023: 99%) being directed to charitable activities. We remain committed to keeping our operational costs low and ensuring that every pound donated goes as far as possible in providing meals for children in need.

The global cost to provide a child with Mary's Meals for an entire school year in 2024 was £17.47 (2023: £17.26). We remain determined to ensure that we are delivering maximum value from every donation, working with local communities to keep our operational costs as low as possible.

We continued to invest in organisational development, strengthening our capabilities and expanding our reach including continuing development across our functions and the continued roll-out of the Integrated Digital Platform which is crucial for our ongoing growth aspirations. Our fundraising activities continued to evolve to meet changing needs and circumstances, building upon the successes of our global movement in previous years.

In 2024, we have made significant progress in providing life-changing meals to just under 2.6 million children, but the work is far from done. We face ongoing challenges, but we are buoyed by the unwavering support of our community and the knowledge that we are making a tangible difference and are ready to reach more children when funding allows that. I extend my heartfelt thanks to all those who contribute to this mission in whatever way they can – whether through donations, volunteering, advocacy, or partnership. It is through your continued dedication that we can continue to bring hope to hungry children and help fuel their dreams for a brighter future.

A handwritten signature in black ink that reads "David Clayton".

David Clayton
Chair

Chief Executive's report



At the start of 2024, Ethiopia was very much at the front of our minds. Our colleagues in Tigray were keeping us updated on the dire hunger situation in the aftermath of the brutal regional conflict they had endured and, although we had already managed to reinstate our small programme there feeding around 45,000 schoolchildren, we felt compelled to do all that we could to reach more children in desperate need of school meals.

The Crisis in Ethiopia campaign was the focus of our communications and fundraising for much of the first half of the year and the incredible response to our plea on behalf of the people of Tigray allowed us to rapidly expand our school feeding programme through our heroic local partner, Daughters of Charity. Today, more than 110,000 children in Tigray receive our nutritious meals in their place of education and Mary's Meals is the largest provider of school meals in the region.

The beauty of that response and what it has allowed us to do is not something we take lightly. Of course, as we add more children to the programme, the income required to sustain our operations and keep our promise to the communities we serve also must increase. We are thankful to report that we did experience such an increase, with this year's annual income slightly above that of 2023.



Following the deliberate strengthening activities of 2023, where adjustments to our programmes allowed us to refocus our efforts and ensure we are reaching those children most in need of a daily meal, it is wonderful to see us expanding again. During 2024, Mary's Meals staff and partners spent time meeting communities in areas of great need that were ready to come alongside us and give their time, skills, commitment, and enthusiasm to deliver daily meals at their local school. It is the expansion of our programmes – most recently in Malawi, Zambia, Mozambique, South Sudan, Haiti, and Ethiopia – alongside the growth we are seeing and encouraging throughout our National Affiliate network, that brings us closer to our vision.

This desire we see in people from all walks of life to share their blessings with others has been evident throughout 2024, in so many ways. We were delighted when global beauty and skincare brand Clarins chose to partner with Mary's Meals internationally, bringing our work to the attention of customers all over the world through point-of-sale marketing and merchandise.



And then, when I visited Tigray to hear people's stories about the hunger crisis, I was amazed to see two primary school girls sharing some of their precious Mary's Meals lunch with hungry children who were not yet enrolled in school and lined up by the gates to beg for food. These young learners featured in footage gathered from the trip, which was subsequently shown in the UK Parliament as we worked to raise awareness of the Tigray situation among relevant contacts.

Across our National Affiliates, we have also seen many beautiful examples of people finding ways to share their gifts and resources to grow our movement and help to feed more children.

A second Night of Hope event in Germany brought 300 guests together for a valuable insight to some of our school feeding programmes through tailored presentations from key staff and partners. The auction-style evening raised enough funds to provide 14,000 children with daily meals for a whole school year, and other affiliates are now considering hosting similar events.

Of course, as ever, throughout the year, groups of supporters and volunteers all over the world have found wonderful ways to turn their talents, interests, and innovative ideas into meals for children in areas of great need. From sporting-based challenges to musical concerts and even monetised recycling, we saw people making great efforts for this work. As an organisation that champions and relies on grassroots support, this is so encouraging to see.

Whilst we did grow in 2024, we were blessed by several large gifts, including the highest single donation in our charity's history. At a time when school feeding is so desperately needed – a recent report estimated that more than 71 million primary-age children remain out of school – these gifts were absolutely crucial in enabling us to expand our programmes rapidly to children in desperate need.

While we continue to do all we can to encourage larger transformative gifts, we will also continue to prioritise the growth of our global grassroots movement which provides the sustainable income streams that allow us to make long term commitments to some of the world's most impoverished communities.

As we step into 2025, ever thankful for the chance to do this work and connect with like-minded people all over the world as we strive to help build a brighter future, we remain focused on the children at the heart of our programmes. And across Mary's Meals International, we will continue to look for effective ways to support National Affiliates and International Fundraising Groups as they share compelling evidence for school feeding and use inspiring stories from within the Mary's Meals family to invite new hearts and minds to join our movement and play their part in the realisation of our vision.

Magnus MacFarlane-Barrow
Chief Executive



Trustees' annual report

(including the strategic report and directors' report)

The trustees, who are also directors of the charitable company, present their annual report together with the audited consolidated financial statements of the charity and group for the year ended 31 December 2024. The trustees of Mary's Meals International Organisation (MMI) who served during the period and up to the date of this report are set out on page 2.

This report reflects the work and results of MMI, which acts as the international organisation of the Mary's Meals network and for which it provides a focus of unity, stability and continuity. Our school feeding programmes are delivered directly through Programme Affiliates in Kenya, Liberia, Malawi and Zambia and through partner organisations in other countries. These financial statements incorporate the full costs to carry out, monitor and support the delivery of these school feeding programmes. Income is generated by National Affiliates who raise awareness of the work of Mary's Meals and are entirely independent legal entities. As such, the results of these entities are not incorporated into this report. More detail on the group structure is set out on page 27.

All organisations across the Mary's Meals network share the following vision and mission:

Our vision

Our vision is that every child receives one daily meal in their place of education and that all those who have more than they need, share with those who lack even the most basic things.

Our mission

Mary's Meals is a global movement supported by people from many walks of life and different backgrounds.

Our mission is to enable people to offer their money, goods, skills, time, or prayer, and through this involvement, provide the most effective help to those suffering the effects of extreme poverty in the world's poorest communities.

We welcome all into the Mary's Meals family and we believe everyone has something important to contribute to the realisation of our vision.

Our charitable objects

MMI has a specific role in the Mary's Meals movement to deliver on the vision and mission through the following charitable objects:

- a. To provide a daily meal, in a place of education, for children in the world's poorest communities;
- b. To provide relief for those suffering, in any part of the world, as a result of humanitarian crises or poverty, to help people escape poverty and to provide care for orphaned, abandoned and vulnerable children and to work for the prevention thereof;
- c. To raise awareness worldwide of poverty issues through education and;
- d. To assist and support the work of other organisations, financially or otherwise, in particular members of the Mary's Meals network throughout the world, the objects of which would be considered to be charitable purposes and similar in nature to these objects.

Our strategic aims

We work towards the above charitable objects by focusing our efforts on three core strategic aims:

1. To feed more children in a place of education and help those suffering the effects of extreme poverty in the world's poorest communities.
2. To grow the global movement and enable more people to offer their money, goods, time, or prayer to advance the work of Mary's Meals.
3. To strengthen the organisation and Mary's Meals global network in the furtherance of the vision, mission and values.

We firmly believe that the children receiving Mary's Meals today can one day grow up, well-nourished and well-educated, to become the men and women who will lift their communities out of poverty.

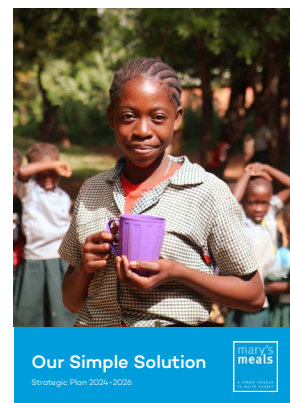
Strategic report

Mary's Meals Strategic Plan 2024-2026

Throughout 2024, the focus has been on the rollout of our 2024-2026 Strategic Plan titled “Our Simple Solution”, and working towards the strategic aims that it contains.

The plan sets out a bold commitment to keep simplicity at the heart of our mission and focussing on our strategic pillars of Feeding More Children, Growing the Movement and Strengthening the Organisation to elevate our current work to radically increase the number of children we reach.

The sections that follow illustrate the progress we have made against each of our overarching strategic aims and highlight the impact that we believe these achievements have delivered for the children we serve and for the global movement we seek to inspire.



Strategic aim one

Feeding more children

Throughout 2024 we continued to serve children across 16 countries globally thanks to the hard work of our four Programme Affiliates and 21 Programme Partners implementing feeding programmes. The total number of children fed at the end of 2024 was 2,594,868 (2023: 2,379,374). The average number of children reached across 2024 was 2,431,819 (2023: 2,511,284).

Some key programme activities during 2024 include:

- We expanded our programmes in five further countries where Mary's Meals were already being served, including in Ethiopia, Haiti, Malawi, South Sudan and Zambia.
- We started serving Mary's Meals in Mozambique through the establishment of a new partnership with Mozambique School Lunch Initiative (MSLI).
- We implemented planned programme exits with our partners working in Myanmar and Thailand and worked alongside them through a consultative exit process to ensure responsible handover.
- With the national government of Kenya confirming their commitment to feeding in Turkana primary schools, we successfully transitioned out of primary schools.
- We continued to conduct need assessments as an ongoing process in existing programme schools and carried out several programme development activities to continue ensuring programme excellence, good stewardship, reaching the most vulnerable children we can, and maximising impact.
- We engaged and implemented food system innovations pilots across targeted programmes to strengthen our school feeding approach while remaining true to our core school feeding principles and values including maintaining our daily promise to the children.



New partner serving Mary's Meals in Mozambique

In May, we announced a new partnership and expansion to Mozambique where we started serving Mary's Meals to more than 5,000 children living in the Mabalane District through our partnership with MSLI.

Following a thorough global need analysis process, we selected and targeted Mozambique, and the Mabalane District area in particular, because of its high need relating to hunger, education, and low school feeding coverage building on our experience and strong relationships in southern Africa through our well-established work in Malawi, Zambia, and Zimbabwe.

An impact study was facilitated with children and teachers before the implementation of the school feeding programme and following the start of feeding. Prior to the feeding programme, 93% of children reported that they felt hungry every school day. Positively, once the children started receiving the meals, 92% of children reported that they never worry about hunger at school.

Expansions in post-conflict Tigray, Ethiopia

Towards the end of 2023, as many thousands of people returned to their villages to begin rebuilding their lives after the civil war, Mary's Meals, in partnership with Daughters of Charity, was able to resume its school feeding.

During 2024, the partnership has been able to scale significantly. In January, 45,000 children in Tigray were receiving Mary's Meals which increased to more than 110,000 children by December, more than doubling the programme.



Reaching the next child

Beyond our new partnership in Mozambique and significant scaling in Tigray, Ethiopia, we also expanded our programmes in Malawi, Zambia, Haiti and South Sudan.

By the close of 2024 and working closely with government representatives and other key stakeholders, the Mary's Meals Zambia programme reached over 500,000 children in over 1,100 places of education across 14 of the 15 districts in the Eastern Province. The Mary's Meals Malawi programme also continued to expand and we reached a further 100,000 children across the country by the close of the year.

Long-term political instability and widespread violence in Haiti continued during 2024. By September, the majority of the country was at widespread crisis level with the challenging context causing major delays at customs, disrupted supply chains, fuel shortages and countless gang checkpoints. With such high-need levels, in partnership with Summits Education who operate in Haiti's Central Plateau, we expanded our programme in October to reach over 9,000 additional children.

In South Sudan, during the first half of 2024 we expanded to 28 schools reaching approximately 12,000 children in Western Barh el Ghazal through our partner, Mary Help Association (MHA). MHA worked with local stakeholders to identify remote schools in the most vulnerable communities. A further expansion towards the end of 2024 enabled us to reach a further 15,000 children, taking the total additional children reached during 2024 in South Sudan to over 27,000.

Programmatic exits

In early 2024, the National Council for Nomadic Education in Kenya (NACONEK), a semi-autonomous government body, engaged Mary's Meals to discuss the future of our primary school feeding programme in Turkana. After confirmation they were able to commit to feeding all primary children in Turkana, we exited all primary schools in April 2024 (over 34,000 children) to facilitate a transition to NACONEK as the implementer of primary school feeding. This is a positive outcome for these children and allows us to focus on feeding Early Childhood Development (ECD) children in Turkana through our implementers Mary's Meals Kenya and Diocese of Lodwar.

Aligned with our decision to focus on feeding pre-primary and primary children, we continued our work to responsibly exit secondary grades and schools in early 2024, with two partners in Haiti and with our India partner in January (around 24,000 children), with reallocations of those exits to highest need pre/primary programmes later in 2024,

We responsibly exited our partnership and programmes in Thailand with our partner Living Water Foundation, who we have been working with since 2008, serving meals to children in four schools when the partnership ended; and in Myanmar where we have been partnering with the Episcopal Commission for Education since 2008, reaching more than 2,000 children.

Innovating our School Feeding Approach

We have also been proactively piloting and learning from innovation projects in a number of programmes. These have allowed us to explore alternative models to keep evolving our programmatic work, while remaining true to our core school feeding principles and values.

These pilot projects have been exploring the potential of food system innovations, such as increased local sourcing where that has been challenging in the past, home grown school feeding, and enterprising for sustainable community-led school feeding.

The contribution these innovations can make will positively impact local communities and economies and the wider learnings will be used to support and engage improvements across our global programmes.

Mary's Meals Zambia food systems innovation pilot

One example of a food system innovation that we have piloted and learned from during 2024 is from our work in Zambia. Mary's Meals Zambia is piloting direct crop production at seven schools through a home-grown school feeding (HGSF) model. So far, the project has prioritised multilayered government stakeholder engagement in response to learnings from regional HGSF programmes to ensure community role expectations are clear well from the outset.



Summits Education food systems innovation pilot

The Mary's Meals and Summits Education partnership has been providing daily school meals since 2018. The menu has consisted of key staples of beans with either corn or rice, all of which have historically had to be imported due to the situation in Haiti.

Working through our partner, Summits Education, we are piloting an innovation to replace a portion of the imported beans with locally grown beans so we can learn from this localisation and explore if it can be maintained and further scaled in time. Over 30,000 children in Summits Education School Feeding Programme received locally produced beans through the months of October to December 2024.



Strategic aim two

Growing the Global Movement

In 2024, amidst ongoing global uncertainty, the generosity of our supporters shone brighter than ever. Across the world, donors continued to give generously, demonstrating deep commitment to our mission. Our National Affiliates play a vital role, stewarding relationships with care and sharing the Mary's Meals story in creative and dynamic ways to ensure we met our needs as an organisation. However, with growth in income being the largest challenge the global movement faces, the Growth directorate underwent further refinement including the building of a centralised Philanthropy function and to focus efforts on expanding ways of growing our income base, recognising that each income stream plays a vital role in supporting our mission. Senior leaders across the organisation continued to speak with our largest donors on the challenges we face and this played a key role in securing the large donations during 2024 that generated the increase in income from 2023.

Through compelling campaigns and the expansion of global partnerships, we not only upheld our promise to the children we serve but also strengthened the foundation for future growth. The resilience and dedication of our movement allowed us to finish the year in a position of strength, reinforcing our ability to plan ahead with confidence.

2024 also marked a pivotal year for philanthropy within Mary's Meals, with the set-up of a dedicated Philanthropy team to provide focused support to National Affiliates and build a network of high net worth donors through strategic guidance, training, and resources. This approach is to empower our National Affiliates to deepen engagement with donors, cultivate transformational giving, and sustain long-term growth.

As we look ahead, our focus remains on reaching the next child with a life-changing meal. We are committed to deepening relationships with our supporters, growing sustainable funding streams, and equipping our National Affiliates with the tools and resources they need to inspire generosity.



Communications

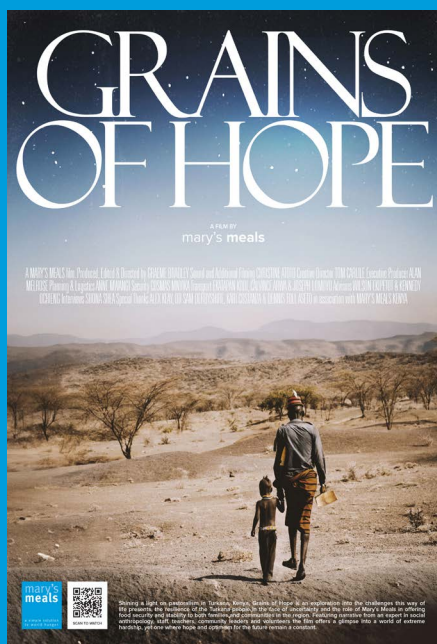
A full programme of Communications activity was delivered across the year and achieved significant progress in a number of areas. The core objective was to deliver elevated storytelling and increased media presence, which was delivered, alongside marketing, through a number of compelling campaigns and packages, including the Ethiopia Tigray appeal, which was supported with a media trip resulting in over 20 articles published across Europe. We worked closely with the team in Zambia to deliver a low-cost high impact film for their 20th anniversary in October, which resulted in strong content to share with National Affiliates.

Campaigns

The year commenced with the launch of the Ethiopia Appeal, one of the most engaged and successful appeals in Mary's Meals history with the majority of National Affiliates taking part over the first half of 2024 and raising £2.4 million. Overall, £3.1m of funds were raised for our Ethiopia programme during 2024, boosted by the filming of Zero Hunger Ethiopia which was delivered to National Affiliates for events and private showings including a full marketing pack.

In August, we launched Grains of Hope, a short film entirely created within the MM family. Grains of Hope was the most successful launch of any film in the Mary's Meals catalogue reaching 50,000 views for the main film with additional 15,000 views of the trailers.

We also supported local campaigns across the Mary's Meals network during the year and concluded the year with a global Christmas Campaign titled Put Hope on the Menu. For the first time, we created a promotional video advert to accompany the campaign and this incredibly successful video had a total of 250,000 views.



National Affiliate Initiatives

Through a relationship with MM France, our partnership with Clarins commenced in 2024, pledging 3 million school meals annually to support our work. Our joint initiative is active in-store across the UK, Europe, North and South America, the Middle East, and Asia.

Several of our national affiliates celebrated milestones this year, including Mary's Meals Croatia and Mary's Meals USA marking 15 years of fundraising and support for this mission, while Mary's Meals Slovakia celebrated its 5-year anniversary.

MM Germany and MM Canada held 'Night of Hope' events. Supporters were treated to an evening of powerful presentations from Programme Affiliate and Partner representatives. The events were a great success and raised both significant income and awareness of our global programme.

Our Youth Ambassador initiative continued to grow across the globe and during 2024 we took a group of some of the most actively engaged Youth Ambassadors to witness our school feeding programme in Malawi and help to launch the Youth Ambassador Programme in Malawi.

The Youth Ambassador Programme was further developed in 2024 with the addition of a global leadership committee and strong representation of our Youth Ambassadors from across our National Affiliates and International Fundraising groups. This new structure will allow the Youth Ambassadors to support each other in growing their local programmes and to develop further global youth initiatives.

We had a large presence of Youth Ambassadors supporting the Mary's Meals presence at Medjugorje Youth Festival, with some presenting their activities to an audience of over 60,000.

During November and December, Mary's Meals UK once again ran their Double The Love campaign, a matched giving initiative designed to encourage support at Christmas time. From 12 November 2024, all donations were matched by a group of generous supporters, up to £1.1 million. The campaign ended after 38 days, having successfully utilised the match pot.

From November, MMUSA ran their annual Giving Tuesday and end-of-year matched-giving campaigns, allowing supporters to have their donations doubled. These campaigns remain highly successful at engaging existing supporters and drawing new people into our movement. There was an increase of 12% in new donors on the previous year.

Strategic aim three

Strengthening the organisation

MMI continued to strengthen the organisation throughout 2024 through enhancement of our structure, policies, inter-organisational communication, and system infrastructure. These activities all contribute to ensure our growth is scalable and sustainable, allowing us to deliver on our strategic aims.

Strategic Planning

In 2024, MMI moved to a three-year rolling strategic plan approach, which is embedded across the global organisation. This planning process allows for both a three-year line of sight and for appropriate checkpoints to determine if the strategy should be adjusted. Based on learnings from both positive and negative global events, the leadership of the organisation moved to support a process that allows for efficient and effective changes of course when necessary. A Strategic Steer Committee that includes both MMI Board members and MMI ELT has been established to select, support and develop new initiatives or determine if preventative measures should be put in place.

Key benefits that are included in the process are: Global alignment with the three-year strategic plan, an annual and a quarterly plan across each pillar of the organisation that would indicate how the three-year plan is being operationalised and monitoring key issues that could come up as barriers to achieving what is included in the planning process.

This model allows the organisation to prioritize keeping our promise to feed the children we currently serve and at the same time, exploring new opportunities to rapidly scale our growth to reach many more children.

Governance

MMI has continued to strengthen governance practices throughout 2024 in line with our commitment to uphold high standards of governance across the global movement. We concluded a review of our MMI Scheme of Delegation that outlines the responsibilities reserved to our Board of Directors, its committees and the Chief Executive. Changes were made to reflect our current governance structure and ensure the ways of working captured remain fit for purpose.

Throughout 2024, the MMI Board met in person or virtually four times and were consulted on strategic or significant issues as necessary between meetings. The Board operates two sub committees who have delegated authority to consider issues within their remit. These are: The Finance, Risk and Audit Committee (FRAC) who meet four times in 2024 and the Nominations and Remunerations Committee (NRC) who meet once a year.

During 2024, MMI also reviewed governance arrangements across Programme Affiliates in Malawi and Zambia and liaised with local advisors to ensure our legal structures continued to be appropriate. We implemented minor changes to constitutions where necessary to provide greater clarity on board membership and responsibilities.

We also continued to build on the work done in previous years in the policy space for Programme Partners, by creating a tailored Partner Data Protection policy, which has been annexed to the 2025 Partner Agreements alongside the tailored Partner policies drafted in 2023.

Finally, significant work was undertaken in 2024 with respect to our due diligence processes. These processes are designed to provide MMI with comfort that the organisations and individuals that we choose to work alongside, and fund are financially and reputationally sound, and are aligned with our mission, vision and values. We completed a review over our due diligence practices for our Programme Affiliates and Programme Partners to ensure the process is robust. We also worked alongside the Philanthropy team to design and implement a new due diligence process and associated documents to support our affiliation with corporate partners.



Developing our systems

As a global organisation, we serve a movement across many different countries and time zones. To support this, we added more online 'Hubs' and 'Service Desks' to ensure information is highly accessible, communication is simple and effective, and actions are carried out to support each other across the global network.

The key strategic technology programme focused on growing the organisation is the rollout and enhancement of our Integrated Digital Platform (IDP), our technology backbone for supporting growth across the Mary's Meals network. This provides all National Affiliates with access to a centralised digital platform to simplify, standardise and enrich our engagements with our supporters and schools and provides us with global insights into supporter behaviours which will help advise future fundraising campaigns and products. The platform is also the mechanism for collection of programme monitoring data. The IDP roadmap is informed by, and aligned with all our growth initiatives, for example the launch of our new flagship fundraising product Feed A School (FAS), Data Warehouse and Segmentation. By the end of 2024, twelve National Affiliates were migrated onto the IDP, with the remaining three migrating in 2025. It is our intention that all new National Affiliates will be given the IDP as they join the family.

We have continued to deliver key IT projects related to organisational cyber security and data management and protection and these all sit within the objective of moving our cyber security posture to a 'zero-trust' model under the banner of Mary's Meals GUARDIAN. Our data management and protection projects are linked to our cyber security initiatives to ensure we continue to comply with GDPR and other data regulations for protecting, storing and managing our data across the organisation. In 2024 we introduced a robust Major Incident Management (MIM) process.



Developing our people

A new Learning Management System hosted by the Charity Learning Consortium, was implemented across MMI. This hosts learning and development content created by the Charity Learning Consortium as well as bespoke e-learning modules created by our in-house Learning and Development team.

We continued to implement Insights Discovery – a psychometric tool that highlights key personality preferences and associated behaviours – across the global network with individual and team effective sessions being provided to colleagues globally. In 2024, we evaluated the programme to date and found that participants regularly reported increased self-awareness and use of workplace preference to build stronger, more collaborative working relationships.

We designed and delivered a line managers essential programme which was attended by all MMI managers in 2024. To support the ongoing development of MMI employees, a new Development Conversations process has been launched which provides the opportunity for employees and their managers to have a dedicated conversation to reflect on development needs and to identify appropriate responses.



Financial review

For the year to 31 December 2024, MMI recorded an overall surplus of £3.9m (2023: surplus £1.3m). Total group income was £49.5m (2023: £48.7m); a year-on-year growth rate of 1.6%, which continues our trend of positive growth that we have seen dating back to before the Covid pandemic. At the same time, we note that we were fortunate to receive several large gifts in 2023 and 2024 which contributed to our overall growth and these gifts have been applied to expand and reach more children across our Programmes. Virtually all of this income was generated by the many Mary's Meals National Affiliates across the world, with 65% (2023: 64%) of total cash income coming from the National Affiliates in the UK and in the US. The remaining funds are generated by other National Affiliates, international fundraising groups and individuals all around the world. It is very pleasing to see that there are now seven National Affiliates who have raised around £2m or more in the year.

In particular, we note the following significant year-on-year upward trends: MM USA £4.7m, and MM Croatia £0.4m. The increase recorded by MM USA was driven by a major donation from a donor, the largest donation we have ever received. MM UK recorded a decrease of £4.3m year-on-year partly driven by one-off gifts not repeating as well as challenges in sustaining grassroots income. Achieving sustainable underlying growth remains a significant area of focus across the National Affiliate network and this growth will be key to growing our income in a sustainable way and allowing us to keep the promise to the children we have added to our programmes in recent years. MM Czech Republic also recorded a year-on-year decrease of £2.4m, driven solely by a one-off gift not repeating in 2024. More detail is given on the significant contributions of all affiliates in note 6 to the accounts.

Total expenditure for the year was £45.9m (2023: £47.9m) which represents a decrease of 4% (2023: 16% increase versus 2022) year on year. This decreased expenditure is primarily due to the following three areas. The first is the impact of the temporary decrease in the number of children fed as we entered 2024 and although we expanded to reach more children by the end of 2024, the average number of children we reached was lower in 2024 than the average in 2023. We expect to see a significant increase in cost in 2025 showing the full-year impact of these 2024 expansions and the positive exits from programmes allows us to focus our resources on areas of greatest need. Secondly, there were significant interruptions in feeding in a number of our programmes during 2024 (e.g. Haiti and South Sudan due to insecurity), which led to lower than expected costs. Thirdly, we saw the full year impact of efficiency measures and standardisation of certain programmes which were undertaken in the second half of 2023.

Despite these key trends, we are continuing to see prices rise across the countries we work in where inflationary pressures and climatic conditions have led to increases in the costs of food and fuel, although strengthening GBP has partly mitigated the impact of this. With global uncertainty expected to continue in these areas, food and fuel prices will remain a challenge in 2025 and beyond.

We spent £45.6m (2023: £47.6m), or 99% (2023: 99%), on charitable activities (which are explained in full on page 5). The year on year increase in support cost spend shown in note 10 primarily reflects an investment by MMI in the Growth pillar of the organisation as we look to better support our National Affiliates delivering the levels of growth needed to continue meeting our promise. This, coupled with the year on year decrease in programme delivery spend caused by the driving factors noted above, has temporarily distorted the support cost spend proportion which we would expect to decrease going forward as we see the full year impact of committed expansions take effect. We continue to significantly exceed our long-term commitment to spend at least 93p of every £1 on our charitable activities. Direct fundraising is carried out on our behalf by independent National Affiliates, whose financial results are not included in these financial statements.

As outlined in note 8 to the financial statements, it cost £40.5m (2023: £43.3m) to deliver our core school feeding programme in all the countries where we work. We use core KPIs, including the number of children fed and charitable spend, along with cost per child, to accurately assess and demonstrate the significant progress that has been achieved in the reporting period as we look to feed more children as efficiently as possible.

The cost per child incorporates the total cost of delivering the school feeding programmes each year, inclusive of support costs. The actual average cost of feeding a child for our financial year 2024 was £17.47 (2023: £17.26) against our public commitment of £19.15 (2023: £19.15), evidencing our strong commitment to keeping costs under control and achieving value for money against a challenging backdrop of increasing prices for food. The average cost is comparable with the prior year reflecting that although we continue to see costs of food and fuel increasing, the impact of these are partly suppressed by strengthening GBP and our recent trend of expanding our school feeding in locations where the costs of running the programmes are lower than our global average.

Prior year KPI results are shown in the table below. The individual results of our consolidated subsidiaries are detailed in note 24.

KPI	2020	2021	2022	2023	2024
Year end number of children fed	1,838,859	2,279,941	2,538,918	2,379,374	2,594,868
Cost per child (£)	12.60	14.56	15.47	17.26	17.47
Charitable spend (%)	99	99	99	99	99

The reserves policy is reviewed annually. As at 31 December 2024, the policy was to retain sufficient funds required to meet three months of central running costs and 1.5 months of committed programme expenditure, along with an amount to cover the net book value of forecasted group tangible and intangible fixed assets. On this basis, the charity would expect to hold £8.8m (2023: £9.1m), as a minimum. At 31 December 2024, the group unrestricted reserves were £18.9m (2023: £15.4m).

Designated funds are part of unrestricted funds but earmarked for a particular purpose and therefore designated as a separate fund. It should be noted that this designation does not legally restrict the trustees. The value of such designated funds are determined by the Board. Funds have been designated in the year to cover planned deficits over the coming years (2025-2027), reflecting our intention to keep the promise to the children already in our programmes and our hope to reach more children over this period. This amounts to £8.9m at the end of 2024.

Restricted funds of £2.5m (2023: £2.1m) were held at year end. These cover our pilot projects around food innovation which will be ongoing in 2025, along with funds for Ethiopia and Syria following our appeals and the expected time it will take to spend down those funds. We anticipate these funds will be drawn down significantly in 2025, particularly in the case of Ethiopia where we will be expanding further based on the success of the 2024 appeal.

The remaining unrestricted free funds held over year end will be utilised to maintain our commitment to reach the children we currently feed during this continued period of high prices globally.

In accordance with the articles of association, the charity has the power to invest as it sees fit. Surplus funds are held in a combination of current and investment accounts in a mixture of currencies to minimise bank charges, to optimise interest earned and accessibility and to minimise risk.

Food prices have continued to rise across many of the countries we work in reflecting continued challenges due to global and local economic conditions and, in many cases, a scarcity of supply due to local climatic events. Despite this, we have continued to work hard to achieve the best value for money in the major procurements we have undertaken in 2024. Owing to the nature of our main charitable activities, food prices remain a significant risk to our overall future financial position and continue to be monitored carefully. A more agile approach to tendering in 2024 included locking in prices when they were at their lowest as well as longer term contracts in key locations. In addition, we are working to ensure that alternative menu options are available should prices of our agreed menus become unsustainable.

While the bulk of our work is delivered directly through Programme Affiliates (in Kenya, Liberia, Malawi and Zambia), we also have significant partnerships with other organisations who implement our programmes in other countries. By working with these partner organisations, we are able to extend the work of Mary's Meals to reach hungry children in some particularly challenging environments. The costs of our directly-delivered programmes and those delivered through partner organisations are shown in note 9 to the financial statements.

In addition to our school feeding programmes, we continued to work with the Rhema Foundation in Romania during 2024 to serve nutritious meals to young adults living in residential care, providing all-round care for HIV-positive young people who were abandoned in hospital in Bucharest in the 1990s. The partnership came to an end in December 2024.

After many years of successfully running the residential Oscar Romero School (ORS) for the Deaf in Liberia, the ownership and running of the school was transferred to a third-party partner with additional specialist experience – Sisters of Our Lady of the Apostles (OLA) in September 2024. This allows Mary's Meals to remain focused on our core school feeding activities while enabling OLA to further develop the school and children with OLA's expertise gained in other similar settings.

We will continue to provide school feeding at ORS and maintain a temporary commitment to fund the school on a reducing basis for three years following handover to ensure sustainability. As there is no TUPE provision in Liberian law, all employees were made redundant and statutory severance payments were made before some individuals were rehired by the new management company. These form the majority of the redundancy costs referred to in note 12 to the financial statements.

The costs associated with these two projects do not form part of the core school feeding programme and are shown separately in notes 8 and 9 to the financial statements.

Consistent with previous years, Mary's Meals continues to benefit enormously from the contribution of many volunteers who have willingly given their time to help realise our vision. Across the global movement, volunteers are engaged every day in fundraising activities, promoting awareness of the Mary's Meals vision and delivering our feeding programmes. While the financial impact cannot be quantified, the selfless contribution of so many volunteers has a huge impact on the success of Mary's Meals and will continue to rely on volunteers being an essential part of our global movement in the future.

Despite the challenges of price increases and the cost-of-living crisis, 2024 was our most successful year to date. We are grateful to those supporters who continued to respond positively and give generously of their money, goods, skills, time, or prayer. In 2025, MMI hopes to build on the more active and direct role we took in raising funds in 2024 by continuing to use connections to engage with existing and new major donors and by further assisting our National Affiliates to enhance grassroots engagement.

The financial statements have been prepared on a going concern basis. The trustees continue to believe this is reasonable, in view of our reserves position, our controllable costs, and the diversity of our income base and our plans to grow.



Risk review

Risk management is crucial to safeguarding the delivery of our vision through timely action to manage known threats. The trustees have overall responsibility for identifying and assessing the charity's strategic risks. The risk register is subject to periodic review by both trustees and the ELT to confirm the risks identified continue to be relevant. We then design and implement suitable mitigating strategies to manage each risk, either through preventing the risk or minimising its impact on the charity should it occur. The trustees delegate responsibility for delivering the mitigating strategies to ELT.

Risk registers are in place for each pillar of the organisation to support delivery of the mitigating strategies at an operational level and to better inform our assessment of our strategic risk profile. The pillar registers mirror our strategic register and each pillar risk is linked to an overarching strategic risk.

Risk registers are also in place to manage risks to our programme affiliates, with escalation from those registers to our pillar and strategic risk registers taking place as appropriate.

We regularly monitor risk performance through our risk governance structure. ELT receive a quarterly report on our strategic risks, which highlights movements in our risk profile and provides details of new and existing mitigating strategies being deployed to manage critical risks. Quarterly reporting is also provided to our trustees through the Finance, Risk and Audit Committee and the Board.



The strategic risks for MMI are as follows:

No.	Strategic risk themes	Key mitigation strategies	Strategic aim
1	We fail to deliver quality feeding programmes	<ul style="list-style-type: none"> Clearly defined School Feeding Approach setting out key principles for how our programmes should operate School Feeding Delivery Model providing applications and tools to support effective delivery and oversight of feeding programmes 	Feeding more children
2	Our readiness to grow our programmes is not in line with our ambition and desired impact	<ul style="list-style-type: none"> Three year programme strategy and expansion roadmap outlining planned activity Robust programme partner identification and assessment process to support growth 	Feeding more children
3	Our financial planning and stewardship is inadequate to support programme delivery and growth	<ul style="list-style-type: none"> Five-year financial plan, supported by annual budgets and ongoing financial monitoring Regular monitoring and reporting on financial management and outlook 	Feeding more children
4	We don't consistently measure the effectiveness of our storytelling and campaigns, inhibiting global campaign decisions	<ul style="list-style-type: none"> Delivery of new and existing campaigns Communications staff providing advice and support on raising brand awareness to the global movement 	Growing the global movement
5	We lose supporters if our systems don't provide a simple, intuitive user experience	<ul style="list-style-type: none"> Ongoing roll out of the Integrated Digital Platform to National Affiliates to provide better supporter engagement Digital Content Library available to provide appropriate and engaging content for communications with supporters 	Growing the global movement
6	Our top three level funding segments are not growing in a sustainable and predictable basis	<ul style="list-style-type: none"> Access to geographical and cultural spread of donors and funding via National Affiliates MMI works closely with National Affiliates to assess and deliver what is needed to achieve funding growth 	Growing the global movement
7	Inadequate or underperforming workforce	<ul style="list-style-type: none"> Established processes to facilitate staff recruitment, performance management and capacity building Targeted programme for management to develop their leadership and line management skills 	Strengthening the organisation

8	We fail to adequately prevent or address safeguarding concerns	<ul style="list-style-type: none"> Revised Safeguarding policy and new global standards and procedures in place with training provided to all staff MMI Safeguarding Committee established to oversee safeguarding framework and respond to concerns raised 	Strengthening the organisation
9	Breach of systems holding critical data	<ul style="list-style-type: none"> Comprehensive suite of IT security measures in place across MMI system Annual renewal of Cyber Essentials Plus accreditation that verifies IT security measures 	Strengthening the organisation
10	We fail to protect MM, our people, beneficiaries or brand from insecure, unsafe or unethical situations	<ul style="list-style-type: none"> Dedicated Security team, comprised of global and locally based staff, advise on day-to-day security and incidents Crisis Management Teams established to respond to crises 	Strengthening the organisation
11	The global movement operates inconsistently in silos	<ul style="list-style-type: none"> Assorted forums, conferences and meetings established across National Affiliates to enhance relationships and encourage cross-sharing of objectives and information 	Strengthening the organisation
12	Staff, affiliates or partners act contrary to MM values and culture	<ul style="list-style-type: none"> Comprehensive due diligence exercises conducted over affiliates, partners, and suppliers Screening for compatibility with our values completed during the recruitment process and strengthened employee reference and background checks in force 	Strengthening the organisation
13	We are unable to respond to the increased need or operational challenges caused by environmental changes, and/or minimise our own environmental impact	<ul style="list-style-type: none"> Environmental Statement published on our website Environmental impact and legislative requirements considered in programmatic initiatives and general operations 	Strengthening the organisation



Section 172 statement

The Board of trustees consider, both individually and collectively, that they have acted in the way they consider, for the benefit of its members as a whole (having regard to the stakeholders and matters set out in S172(1)(a-f) of the Companies Act 2006) in the decisions taken in the year ended 31st December 2024 and summarise those actions in the table below.

Section 172 Interest	Actions in the period
a. Likely consequences of any decision in the long term	<p>The trustees consider all decisions on the basis of reports made to them by the ELT. Supporting papers setting out the relevant facts are provided and set out the background and reasons for any proposals and associated costs, benefits, risks and impacts on our stakeholders. All decisions are taken with the long-term interest of our stakeholders in mind and with reference to our three-year strategy.</p> <p>Key decisions made / actions taken during the year include:</p> <ul style="list-style-type: none"> • Regular review of financial information during the year showing progress against the additional income assumptions made for the 2024 budget • Approval of the 2025 budget containing assumptions on income growth requirement • Clear focus on the future growth of the organisation through the restructure of the Growth pillar and the development of a dedicated Philanthropy function
b. Interest of employees	<p>Due to the global nature of the organisation, we have a diverse workforce both in terms of gender and ethnicity. MMI continues to take an equal opportunity approach in all that we do. Mary's Meals is a global movement supported by people from many walks of life and different backgrounds. We welcome all into the Mary's Meals family and we believe everyone has something important to contribute to the realisation of our vision. MMI's equal opportunities policy means that all candidates are considered on merit. Full and fair consideration of applications for employment made by disabled persons, having regard to their particular aptitudes and abilities. The MMI Equal Opportunities and Dignity at Work policy was reviewed, updated and relaunched in 2024.</p> <p>In 2024, we:</p> <ul style="list-style-type: none"> • Introduced a new employee appraisal scheme. My Agile Performance (MAP) now provides regular opportunities for employees and their managers to discuss ongoing performance and pivot to the needs of the organisation in real time. More employees than ever before have an opportunity to move up through the pay scales and be rewarded for being strongly on track • MMI worked with an external organisation who specialise in workforce culture to devise and launch a global culture survey. MMI achieved a set of strong results and working through an action plan focusing on those areas that matter most • Developed and launched a new Wellbeing Agenda to provide support for all MMI to positively support wellbeing. Interventions in 2024 included workshops, mental health training, embracing neurodiversity and supporting employees to stay connected in a remote working environment

<p>c. Foster business relationships with suppliers, customers and others</p>	<ul style="list-style-type: none"> • The success of MMI is dependent upon the strong relationships it builds with its supporters, regulatory authorities, suppliers and internally with employees • Where possible, we seek to build long-term partnerships with key suppliers and delivery partners, recognising the long-term nature of the school feeding programmes that we are delivering
<p>d. Impact of our operations on the community and the environment</p>	<ul style="list-style-type: none"> • Our approach relies on community volunteers to serve meals each day – this commitment is vital for a long-term, sustainable school feeding programme • We are mindful of what we do in respect of our impact on the environment and now have a statement on our website that sets out our programmatic environmental commitment
<p>e. Maintaining a reputation for high standards of business conduct</p>	<ul style="list-style-type: none"> • We always strive to conduct ourselves to the highest ethical and professional standards
<p>f. Act fairly as between members of the company</p>	<ul style="list-style-type: none"> • The continued success of MMI is dependent on the continued collaboration of all parts of the Mary's Meals family • Membership of MMI (the company) has continued to grow, with a significant majority of Members now representing our Programme Affiliates and National Affiliates. This reflects an intentional process for the membership to evolve away from the original Founding Members of MMI • In 2024, we hosted our second Festival that brought together people from all parts of our movement to share and discuss topics of common interest



Energy and carbon reporting

Mary's Meals International has measured the carbon emissions of our UK operations since 2021. This section includes our mandatory reporting of energy and greenhouse gas emissions for the year ended 31 December 2024 pursuant to the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018, implementing the UK Government's Streamlined Energy and Carbon Reporting (SECR) policy.

Our methodology to calculate our greenhouse gas emissions is based on the 'Environmental Reporting Guidelines: Including streamlined energy and carbon reporting guidance (March 2019)' issued by DEFRA. We report using a financial control approach to define our organisational boundary. We have reported all material emission sources required by the regulations for which we deem ourselves to be responsible and have maintained records of all source data and calculations.

The table below includes energy consumption (reported as kWh for gas and electricity consumption in our office and thousands of miles for travel) and greenhouse gas emissions for the sources required by the legislation, along with our intensity ratio.

	2024	2023
UK energy use – Scope 2		
Electricity ('000 kWh)	19	16
Gas ('000 kWh)	83	67
Transport ('000 miles)	616	510
Associated greenhouse gas emissions (GHG) – Scope 2		
Electricity (tonnes of CO ₂ e)	4.5	3.2
Gas (tonnes of CO ₂ e)	15.2	12.3
Transport (tonnes of CO ₂ e)	288	238
Intensity Ratio		
Tonnes of CO ₂ e per UK-based MMI employee	3.07	2.56

The increase in transport use and related emissions reflects the increased travel to monitor school feeding programmes and raising awareness of our work reflecting the increased number of children we are feeding at the end of 2024.

During the reporting period, our UK-based staff continued to be primarily located remotely which minimises the amount of travel to and from offices through the continued and enhanced use of technology to facilitate team and staff interaction.





Structure, governance and management

MMI is a company limited by guarantee governed by its memorandum and articles of association dated 3 October 2014. It is registered as a charity with the Office of the Scottish Charity Regulator. There are 12 founder members and the trustees are obliged to appoint, subject to certain conditions being satisfied, representatives from National Affiliates, each of whom agrees to contribute £1 in the event of the charity winding up. As at 31 December 2024, there were 36 members of MMI.

Scottish International Relief Malawi, Mary's Meals Zambia, Mary's Meals Liberia and Mary's Meals Kenya are subsidiary entities whose main function is to implement Mary's Meals' projects in those countries. MMI is represented on the boards of these organisations. For the purposes of this annual report, and on the basis of control, these entities have been consolidated as subsidiaries.

Mary's Meals International and Bosnia-Herzegovina (which is a branch of MMI) make up the charity results as presented in this report and the group results include the consolidated subsidiaries, Malawi, Zambia, Liberia and Kenya. Mary's Meals fundraising National Affiliates are entirely independent entities and therefore not included in these financial statements.

The charity is governed by the board of trustees, as listed on page 2, which meets on a quarterly basis. The composition of the board is monitored on a regular basis to ensure that the trustees have the necessary skills and expertise required to govern the charity. A budget is set annually in advance and submitted to the trustees for approval.

The Board operates two sub committees who have delegated authority to consider issues within their remit. These are: The Finance, Risk and Audit Committee (FRAC) and the Nominations and Remunerations Committee (NRC) who meet once a year.

Appointment of trustees and training

As set out in the articles of association, the minimum number of trustees is three. There is no maximum number, unless determined by ordinary resolution. New trustees are appointed by the charity by ordinary resolution and are thoroughly vetted prior to appointment. They are briefed on their legal responsibilities and supplied with copies of the governing documents through the resource hubs available to MMI trustees. They commit to a code of conduct, including upholding the aims and values of the charity. A list of the trustees who served during the financial period is included on page 2 of this report.

During the financial period to 31 December 2024, the day-to-day running of the charity was managed by the Chief Executive Officer and Founder Magnus MacFarlane-Barrow, reporting to the board of Trustees, and supported by the Executive Leadership Team (ELT) which includes the Chief Growth Officer, Chief Programmes Officer, Chief Services Officer and the Director of People.

Subsequent to the year end, the ELT was restructured. However it still contains three Chief Officer roles in addition to the Chief Executive Officer. The roles going forward are the Chief Officer - Growth, Chief Officer - Operations and Chief Officer - People and Governance.

Approach to remuneration

Our Global Pay Philosophy ensures that the following principles are maintained when making decisions that impact on pay and reward at MMI:

- People in all locations are paid a fair salary that is proportionate to the complexity of their role
- Reward policies will be free from bias and discrimination, and decisions are made transparently
- To ensure internal equity, roles will be evaluated and compared to ensure that all roles are paid fairly in relation to other comparable roles
- Our pay policies will ensure that the highest paid employee is not paid significantly more than the lowest paid employee in any given location. Appropriate ratios will be used to ensure that this principle is maintained
- We will use reliable and relevant salary benchmarking data to make decisions that affect pay and benefits
- We work extremely hard to keep our running costs low as possible. Salaries and benefits will represent good stewardship of the resources entrusted to us. We therefore aim to pay no higher than the median of any labour market. exceed similar organisations in the charity sector

MMI has a salary scale in place which is benchmarked externally periodically. In addition, we review salary scales annually and adjust where necessary to recognise the impact of inflation and the cost of living.

Trustees' insurance and indemnities

The trustees, who are also the directors, have the benefit of the indemnity provisions contained in the company's articles of association ("articles"), and the company has maintained throughout the year directors' and officers' liability insurance for the benefit of the company, the directors and its officers. The company has entered into qualifying third-party indemnity arrangements for the benefit of all its directors in a form and scope which comply with the requirements of the Companies Act 2006 and which were in place throughout the year and remain in force.



Auditor

RSM UK Audit LLP has indicated its willingness to continue in office.



Statement of trustees' responsibilities

The trustees (who are also directors of Mary's Meals International Organisation for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company and the group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business

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

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement of disclosure to auditor

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

The trustees approve the trustees' annual report (including the strategic report and directors' report) in their capacity as trustees.

On behalf of the Board



David Clayton

Authorised on 25 June 2025 and signed on 29 June 2025



Independent auditor's report

to the trustees and members of Mary's Meals International Organisation

Opinion

We have audited the financial statements of Mary's Meals International Organisation (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2024 which comprise the consolidated group statement of financial activities, charity statement of financial activities, the consolidated group and charity balance sheets, the consolidated group and charity cash flow statements and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 December 2024; and of the group's and the parent charitable company's incoming resources and application of resources, including their income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended)

Basis for opinion

We have been appointed auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) 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 group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard 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 trustees' 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 group's or parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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.

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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the directors' report and the strategic report, prepared for the purposes of company law and included within the trustees' annual report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report and the strategic report, included within the trustees' annual report, have been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the directors' report or the strategic report, included within the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

- sufficient, adequate and proper accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities on page 29 the trustees (who are also the directors of the charitable company for the purposes of company law) 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 trustees 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 trustees are responsible for assessing the group's and parent charitable 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 trustees either intend to liquidate the group or parent charitable company or to cease operations, or have 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 (UK) 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.

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the group audit engagement team and component auditors:

- obtained an understanding of the nature of the sector, including the legal and regulatory frameworks that the group and parent charitable company operates in and how the group and parent charitable company are complying with the legal and regulatory frameworks;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), regulation 8 of the Charity Accounts (Scotland) Regulations 2006, the Charities SORP (FRS 102) and the Charities and Trustee Investment (Scotland) Act 2005. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing financial statement disclosures.

The most significant laws and regulations that have an indirect impact on the financial statements are The Children Act 2004, the Scottish Adult Support and Protection Act 2007 and employment legislation. We have performed audit procedures to inquire of management and those charged with governance whether the Group is in compliance with these law and regulations and inspected correspondence with licensing or regulatory authorities and relevant policies management have implemented.

The group audit engagement team identified the risk of management override of controls and validity of overseas expenditure, payroll and fixed assets as the areas where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to, testing journal entries and other adjustments and evaluating the business rationale in relation to any significant, unusual transactions and transactions entered into outside the normal course of business.

All relevant laws and regulations identified at a Group level and areas susceptible to fraud that could have a material effect on the consolidated financial statements were communicated to component auditors. Any instances of non-compliance with laws and regulations identified and communicated by a component auditor were considered in our group audit approach.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made exclusively to the members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended). Our audit work has been undertaken so that we might state to the members and the charitable company's trustees 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 charitable company, its members as a body, and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Kelly Adams CA MA (Hons) (Senior Statutory Auditor)
For and on behalf of RSM UK Audit LLP, Statutory Auditor
Chartered Accountants
Third Floor
2 Semple Street
Edinburgh
EH3 8BL

Date: 02/07/25

RSM UK Audit LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.



Consolidated group statement of financial activities

(including consolidated income and expenditure account
for the year ended 31 December 2024)

		Unrestricted funds £'000	Restricted funds £'000	2024 Total £'000	2023 Total £'000
	Note				
Income from:					
Donations	6	35,975	12,630	48,605	48,458
Investments		764	-	764	173
Other		90	-	90	32
Total income		36,829	12,630	49,459	48,663
Expenditure on:					
Raising funds	7	302	-	302	296
Charitable activities	8, 9	33,313	12,241	45,554	47,564
Total expenditure		33,615	12,241	45,856	47,860
Net income for the year	11	3,214	389	3,603	803
Other recognised gains:					
Currency gains		267	-	267	495
Net movement in funds		3,481	389	3,870	1,298
Reconciliation of funds					
Total funds brought forward		15,408	2,112	17,520	16,222
Net movement in funds for the year		3,481	389	3,870	1,298
Total funds carried forward	20-22	18,889	2,501	21,390	17,520

All amounts relate to continuing operations. There is no material difference between the surplus on ordinary activities and the surplus for the financial year stated above and their historical costs equivalents.

All gains and losses recognised in the year are included in the statement of financial activities.

The notes on pages 41-63 form an integral part of these financial statements.

See note 4 for comparative consolidated statement of financial activities analysed by funds.

Charity statement of financial activities

(including income and expenditure account
for the year ended 31 December 2024)

		Unrestricted funds £'000	Restricted funds £'000	2024 Total £'000	2023 Total £'000
	Note				
Income from:					
Donations	6	35,726	12,630	48,356	48,343
Investments		761	-	761	171
Other		31	-	31	3
Total income		36,518	12,630	49,148	48,517
Expenditure on:					
Raising funds	7	302	-	302	296
Charitable activities	8, 9	31,632	12,241	43,873	46,612
Total expenditure		31,934	12,241	44,175	46,908
Net income/(expenditure) for the year	11	4,584	389	4,973	1,609
Other recognised gains:					
Currency (losses)/gains		(375)	-	(375)	40
Net movement in funds		4,209	389	4,598	1,649
Reconciliation of funds					
Total funds brought forward		14,592	2,112	16,704	15,123
Net movement in funds for the year		4,209	389	4,598	1,649
Transfer to group		-	-	-	(68)
Total funds carried forward	20-22	18,801	2,501	21,302	16,704

All amounts relate to continuing operations. There is no material difference between the surplus on ordinary activities and the surplus for the financial year stated above and their historical costs equivalents.

All gains and losses recognised in the year are included in the statement of financial activities.

The notes on pages 41-63 form an integral part of these financial statements.

See note 5 for comparative charity statement of financial activities analysed by funds.

Consolidated group and charity balance sheets

as at 31 December 2024

		Group 2024 £'000	Group 2023 £'000	Charity 2024 £'000	Charity 2023 £'000
	Note				
Fixed assets					
Intangible assets	14	1,120	1,455	1,120	1,455
Tangible assets	15	621	611	52	62
Total fixed assets		1,741	2,066	1,172	1,517
Current assets					
Stocks	16	658	876	-	-
Debtors	17	2,083	3,187	1,846	3,107
Cash at bank and in hand		19,157	15,060	18,889	13,252
Total current assets		21,898	19,123	20,735	16,359
Liabilities					
Creditors: amounts falling due within one year	18	2,249	3,669	605	1,172
Net current assets		19,649	15,454	20,130	15,187
Net assets		21,390	17,520	21,302	16,704
Funds					
Unrestricted funds	20,21	18,889	15,408	18,801	14,592
Restricted funds	20,22	2,501	2,112	2,501	2,112
Total funds		21,390	17,520	21,302	16,704

These financial statements of Mary's Meals International Organisation on pages 35-63 were approved by the Board of Trustees and authorised for issue on 25 June 2025 and signed on its behalf on 29 June 2025 by:



David Clayton
Chair

Charity Number SC045223
Company Number SC488380

Consolidated group and charity cash flow statements

for the year ended 31 December 2024

	Group 2024 £'000	Group 2023 £'000	Charity 2024 £'000	Charity 2023 £'000
Net cash flows from operating activities	3,281	4,937	5,277	4,879
Cash flows from investing activities				
Interest income	754	173	752	171
Purchase of fixed assets	(277)	(686)	(18)	(521)
Proceeds from disposal of fixed assets	78	31	-	-
Net cash change in investing activities	555	(482)	734	(350)
Change in cash and cash equivalents	3,836	4,455	6,011	4,529
Cash and cash equivalents				
Cash and cash equivalents brought forward	15,060	9,961	13,252	8,726
Change in cash and cash equivalents due to exchange rate movements	261	644	(374)	48
Transfer to group	-	-	-	(51)
Cash and cash equivalents carried forward	19,157	15,060	18,889	13,252

Cash and cash equivalents are represented by cash at bank and in hand.



Note to the consolidated group and charity cash flow statements

Reconciliation of net cash flows from operating activities

	Group 2024 £'000	Group 2023 £'000	Charity 2024 £'000	Charity 2023 £'000
Net income	3,603	803	4,973	1,609
Bank interest	(754)	(173)	(751)	(171)
Depreciation and amortisation charge	599	568	361	339
(Gain) on disposal of fixed assets	(69)	(23)	-	-
Decrease in stocks	218	190	-	15
Decrease in debtors	1,104	2,441	1,261	2,419
(Decrease)/Increase in creditors/accruals	(1,420)	1,131	(567)	668
Net cash provided by operating activities	3,281	4,937	5,277	4,879





Notes to the financial statements

for the year ended 31 December 2024

1. General information

MMI is a charity incorporated in Scotland and a company limited by guarantee. The registered address is detailed on page 2.

MMI meets the definition of a public benefit entity under FRS 102.

2. Statement of compliance

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - Charities SORP (FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Companies Act 2006, the Charity Accounts (Scotland) Regulations 2006 and the Charities and Trustee Investment (Scotland) Act 2005.

3. Accounting policies

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year.

3.1 Basis of preparation

The financial statements have been prepared on the going concern assumption and accruals concept.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £'000.

3.2 Basis of consolidation

The financial statements consolidate the results of the organisation on a line-by-line basis using the acquisition method. All intra-group transactions, balances and unrealised gains on transactions between group companies are eliminated on consolidation.

The charity consists of MMI, a UK registered company, plus its branch in Bosnia-Herzegovina. The group comprises the charity plus its subsidiaries Mary's Meals Liberia, Scottish International Relief Malawi, Mary's Meals Zambia and Mary's Meals Kenya.

Mary's Meals Kenya, Mary's Meals Liberia, Scottish International Relief Malawi and Mary's Meals Zambia: these entities are controlled by MMI and implement its projects in Kenya, Liberia, Malawi and Zambia respectively. In accordance with accounting standards, the financial statements of Mary's Meals Kenya, Mary's Meals Liberia, Scottish International Relief Malawi and Mary's Meals Zambia have been consolidated in the group financial statements. This is based on the guidelines in the Statement of Recommended Practice for charities that, where there is dominant influence due to control, the financial statements should be consolidated. Specifically, MMI appoints senior staff, sets budget and longer-term financial strategy, defines strategic objectives, provides the framework (school feeding model) within which they operate and transfers cash to enable their operations.

None of the Mary's Meals National Affiliates are controlled or consolidated by MMI.

3.3 Going concern

The organisation's activities and future plans are set out in the trustees' annual report. The organisation has considerable financial resources and a wide and stable fundraising base in place across the Mary's Meals network. The trustees have considered the appropriateness of the going concern basis of preparation and are satisfied that the charity is well placed for at least the next twelve months from the date of approving this annual report based on the budget and forecasts prepared and strong cash reserves. The going concern basis of accounting continues to be adopted in preparing the annual financial statements.

3.4 Income

All income is included in the statement of financial activities (SoFA) when the charity is entitled to the income, it is probable the income will be received and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

Donations are included in full in the SoFA when receivable. Donated services and facilities are included at the value to the charity where this can be quantified. The value of services provided by volunteers has not been included.

3.4 Income (continued)

Income from grants is recognised when the Group has entitlement to the funds, performance conditions attached to the grants have been met, it is probable that the income will be received and can be measured reliably.

Income that the Group is entitled to but has not yet received is included as accrued income.

Bank interest is included in the year in which it is receivable.

3.5 Expenditure

All expenditure is included on an accruals basis and is recognised where there is a legal or constructive obligation to pay. Any costs directly attributable to specific categories have been included in those cost categories in the SoFA. Other costs, which are attributable to more than one activity, are apportioned across categories on the basis of an estimate of the proportion attributable.

Costs are allocated on a transactional basis and are assigned on an activity or role basis, with each activity allocated to a particular function. General office expenditure, such as property costs and office services are split on the basis of headcount. Governance costs are apportioned over each core activity on a proportionate expenditure basis.

Costs of raising funds include the apportioned costs associated with attracting donations and legacies.

Support costs are those costs incurred directly in support of expenditure on the objects of the charity and include project management.

Governance costs are those incurred directly in connection with compliance with constitutional and statutory requirements, together with a proportion of salary costs relating solely to the strategic management of the charity.

3.6 Taxation

The charity's activities fall within the exemptions afforded by the provisions of the Corporation Tax Act 2010. The subsidiaries that form part of the group also fall within exemptions provided for in the relevant taxation laws in each country. Accordingly, there is no taxation charge in these financial statements.

3.7 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less accumulated depreciation.

Depreciation is provided at rates calculated to write off the cost less residual value of each asset over its expected useful life. Depreciation rates are as follows:

Plant and machinery - 15% - 33% straight-line

Fixtures, fittings and equipment - 5% - 33% straight-line

Motor vehicles - 25% - 33% straight-line

Computer equipment - 25% - 33% straight-line

3.8 Intangible assets and amortisation

Intangible fixed assets are stated at cost less accumulated amortisation.

Amortisation is provided at rates calculated to write off the cost less residual value of each asset over its expected useful life. Amortisation rates are as follows:

Software development costs - 14% straight-line

This rate reflects a common approach to technology assets of this type and has been confirmed by the MMI project team as appropriate for our particular circumstances.

Software development costs are capitalised only after the technical and financial feasibility of the asset for use is established. Internal staff time is capitalised after an appropriate assessment of time spent on developing each asset.

3.9 Stocks

Stocks are valued at the lower of cost or net realisable value.

3.10 Financial instruments

The group has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised when the group becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset and the net amounts presented in the financial statements when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include trade and other debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the financial asset is measured at the present value of the future receipts discounted at a market rate of interest. Cash and cash equivalents include amounts held on short term deposits of up to 95 days.

Impairment of financial assets

Financial assets, other than those held at fair value through profit and loss, are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in profit or loss.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been, had the impairment not previously been recognised. The impairment reversal is recognised in profit or loss.



Derecognition of financial assets

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the group transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

Classification of financial liabilities

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the group after deducting all of its liabilities.

Basic financial liabilities

Basic financial liabilities, including trade and other creditors, bank loans and loans from fellow group companies, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Derecognition of financial liabilities

Financial liabilities are derecognised when, and only when, the group's contractual obligations are discharged, cancelled, or they expire.

3.11 Leases

Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership of the leased asset to the group. All other leases are classified as operating leases.

Rentals payable under operating leases are taken to the SoFA on a straight-line basis over the lease term.

3.12 Defined contribution pension schemes

The charity has in place a group pension scheme to make available pension provision to all eligible employees in the UK who have been continuously employed for 3 months. Contributions in respect of the company's defined contribution pension scheme are charged to the income and expenditure account for the year in which they are payable to the scheme. Differences between contributions payable and contributions actually paid in the year are shown as either accruals or prepayments at the year end. Contributions are allocated across activities based on a percentage split of an employee's contribution to said activities.

3.13 Foreign currencies

Transactions in foreign currencies are recorded at an appropriate forecasted rate on the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated into sterling at the spot rate prevailing at the balance sheet date. Foreign branches and subsidiaries are consolidated by converting income and expenditure at an average rate for the year, with assets and liabilities being converted at the spot rate prevailing at the balance sheet date. All differences are taken to the SoFA.

3.14 Value of donated goods

All goods donated to the group are evaluated to establish how it can maximise the value of the gift, except where appeals are made specifically for items to send overseas i.e. school backpacks.

A wide variety of goods is donated to the charity and sent overseas. In placing a value on these items, the following factors are taken into account:

- the purchase price or market value for new/unused items;
- the price of an equivalent substitute in the recipient area;
- the income which could be generated if the goods were sold; and
- the depreciation of second-hand goods, or value added through reconditioning or checking by volunteers

3.15 Transfers between funds and reserves

Transfers from unrestricted to restricted funds enable MMI to continue to fund projects furthering its charitable activities, in different countries, using donations to the general fund. Restricted funds are held for each country where MMI performs its charitable activities.

A designated retranslation reserve is held to account for currency gains and losses realised on consolidated reserves.

Designated funds are part of unrestricted funds but earmarked for a particular purpose and therefore designated as a separate fund. It should be noted that this designation does not legally restrict the trustees. The value of such designated funds are determined by the Board.

Further detail is shown in note 21.

3.16 Critical accounting judgements and key sources of estimation uncertainty

In the application of MMI's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The trustees do not consider there are any critical judgements or sources of estimation uncertainty requiring disclosure.



4. Comparative consolidated statement of financial activities

		Unrestricted funds £'000	Restricted funds £'000	2023 Total £'000
	Note			
Income from:				
Donations	6	30,357	18,101	48,458
Other		205	-	205
Total income		30,562	18,101	48,663
Expenditure on:				
Raising funds	7	296	-	296
Charitable activities	8, 9	30,766	16,798	47,564
Total expenditure		31,062	16,798	47,860
Net (expenditure)/income for the year	11	(500)	1,303	803
Other recognised gains:				
Currency gains		495	-	495
Net movement in funds		(5)	1,303	1,298
Reconciliation of funds				
Total funds brought forward		15,413	809	16,222
Net movement in funds for the year		(5)	1,303	1,298
Total funds carried forward	20-22	15,408	2,112	17,520

5. Comparative charity statement of financial activities

		Unrestricted funds £'000	Restricted funds £'000	2023 Total £'000
	Note			
Income from:				
Donations	6	30,242	18,101	48,343
Other		174	-	174
Total income		30,416	18,101	48,517
Expenditure on:				
Raising funds	7	296	-	296
Charitable activities	8, 9	29,814	16,798	46,612
Total expenditure		30,110	16,798	46,908
Net (expenditure)/income for the year	11	306	1,303	1,609
Other recognised gains:				
Currency gains		40	-	40
Net movement in funds		346	1,303	1,649
Reconciliation of funds				
Total funds brought forward		14,314	809	15,123
Net movement in funds for the year		346	1,303	1,649
Transfer to group		(68)	-	(68)
Total funds carried forward	20-22	14,592	2,112	16,704



6. Donations

Summary financial performance

Donations	Unrestricted funds £'000	Restricted funds £'000	2024 Total £'000	Unrestricted funds £'000	Restricted funds £'000	2023 Total £'000
Benin	-	75	75	-	89	89
Ecuador	-	7	7	-	10	10
Ethiopia	-	3,139	3,139	-	315	315
Haiti	-	189	189	-	114	114
India	-	217	217	-	183	183
Kenya	-	716	716	-	1,091	1,091
Lebanon	-	3	3	-	5	5
Liberia	-	1,975	1,975	-	3,120	3,120
Madagascar	-	295	295	-	576	576
Malawi	-	3,745	3,745	-	7,013	7,013
Global Feeding	35,726	-	35,726	30,242	-	30,242
Mozambique	-	84	84	-	-	-
Myanmar	-	-	-	-	1	1
Niger	-	-	-	-	1	1
Romania Houses	-	13	13	-	15	15
South Sudan	-	362	362	-	557	557
Syria	-	22	22	-	1,071	1,071
Uganda	-	-	-	-	9	9
Yemen	-	42	42	-	45	45
Zambia	-	1,692	1,692	-	1,556	1,556
Zimbabwe	-	54	54	-	1,140	1,140
Pilot Projects	-	-	-	-	1,190	1,190
Total Charity Donations	35,726	12,630	48,356	30,242	18,101	48,343
Value of Donated Aid	-	-	-	-	-	-
Total Charity	35,726	12,630	48,356	30,242	18,101	48,343
Malawi	28	-	28	23	-	23
Liberia	-	-	-	6	-	6
Zambia	-	-	-	18	-	18
Value of Donated Aid	221	-	221	68	-	68
Total Group	35,975	12,630	48,605	30,357	18,101	48,458

6. Donations (continued)

Analysis of donations (excluding grants and donated aid) by geography of donor

Donations	Group 2024 £'000	Group 2023 £'000	Charity 2024 £'000	Charity 2023 £'000
Australia	62	89	62	89
Austria	1,957	1,672	1,957	1,672
Belgium	73	57	73	57
Bosnia-Herzegovina	281	221	281	221
Canada	1,169	969	1,169	969
Croatia	2,113	1,681	2,113	1,681
Czech Republic	2,026	4,463	2,026	4,463
France	408	64	408	64
Germany	3,892	3,588	3,892	3,588
Hungary	26	-	26	-
Ireland	1,934	1,618	1,934	1,618
Italy	327	278	327	278
Kenya	-	5	-	5
Liberia	-	6	-	-
Malawi	28	23	-	-
Netherlands	24	68	24	68
Poland	88	62	88	62
Portugal	83	80	83	80
Slovakia	834	683	834	683
Slovenia	79	64	79	64
Spain	576	371	576	371
Switzerland	439	465	439	465
UK	16,867	21,199	16,867	21,199
USA	14,645	9,958	14,645	9,958
Zambia	-	18	-	-
Other	453	688	453	688
Total	48,384	48,390	48,356	48,343

7. Costs of raising funds

Group and Charity	2024 Total £'000	2023 Total £'000
Employee costs	199	215
Office services	70	55
Transport and travel	13	5
Depreciation and amortisation	20	21
Total	302	296

Costs of raising funds include the apportioned costs associated with attracting donations. The independent National Affiliates who donate to the group are responsible for their own fundraising.



8. Charitable activities – by fund type

Group	Unrestricted funds £'000	Restricted funds £'000	2024 Total £'000	Unrestricted funds £'000	Restricted funds £'000	2023 Total £'000
Mary's Meals feeding	28,251	12,227	40,478	26,544	16,740	43,284
Romania Houses	72	13	85	66	15	81
Oscar Romero School	620	-	620	403	-	403
Raising awareness	955	-	955	880	17	897
Network support	3,270	1	3,271	2,575	26	2,601
Backpacks and shipped aid	145	-	145	298	-	298
Total	33,313	12,241	45,554	30,766	16,798	47,564

Charity	Unrestricted funds £'000	Restricted funds £'000	2024 Total £'000	Unrestricted funds £'000	Restricted funds £'000	2023 Total £'000
Mary's Meals feeding	26,715	12,227	38,942	25,890	16,740	42,630
Romania Houses	72	13	85	66	15	81
Raising awareness	620	-	620	403	-	403
Network support	955	-	955	880	17	897
Backpacks and shipped aid	3,270	1	3,271	2,575	26	2,601
Total	31,632	12,241	43,873	29,814	16,798	46,612



9. Charitable activities – by activity

Group	Activities undertaken directly £'000	Activities through partners & affiliates £'000	Support costs £'000	2024 Total £'000	Activities undertaken directly £'000	Activities through partners & affiliates £'000	Support costs £'000	2023 Total £'000
Mary's Meals feeding	23,975	13,689	2,814	40,478	25,066	15,581	2,637	43,284
Romania Houses	-	85	-	85	-	81	-	81
Oscar Romero School	491	129	-	620	403	-	-	403
Raising awareness	88	192	675	955	76	308	513	897
Network support	-	-	3,271	3,271	-	-	2,601	2,601
Backpacks and shipped aid	145	-	-	145	298	-	-	298
Total	24,699	14,095	6,760	45,554	25,843	15,970	5,751	47,564

Charity	Activities undertaken directly £'000	Activities through partners & affiliates £'000	Support costs £'000	2024 Total £'000	Activities undertaken directly £'000	Activities through partners & affiliates £'000	Support costs £'000	2023 Total £'000
Mary's Meals feeding	22,468	13,689	2,785	38,942	24,436	15,581	2,613	42,630
Romania Houses	-	85	-	85	-	81	-	81
Raising awareness	491	129	-	620	403	-	-	403
Network support	88	192	675	955	76	308	513	897
Backpacks and shipped aid	-	-	3,271	3,271	-	-	2,601	2,601
Total	23,047	14,095	6,731	43,873	24,915	15,970	5,727	46,612

Support costs are allocated to the core mission of the group – running of the Mary's Meals school feeding programmes, raising awareness of poverty and supporting the global network. Note 10 details the basis of allocation.

Network support as presented here and in note 8 reflects the costs incurred in furthering charitable objectives as detailed on page 9.

10. Analysis of support costs

Group and Charity	Employee costs £'000	Property costs £'000	Office services £'000	Transport and travel £'000	Depreciation and amortisation £'000	Governance £'000	Software Licensing £'000	External Support Costs £'000	2024 Total £'000
Mary's Meals feeding	2,112	57	30	92	95	127	215	57	2,785
Raising awareness	448	-	68	43	-	34	1	81	675
Network support	2,197	57	108	95	243	133	261	177	3,271
Total Charity	4,757	114	206	230	338	294	477	315	6,731
Mary's Meals feeding	-	-	-	-	-	29	-	-	29
Total Group	4,757	114	206	230	338	323	477	315	6,760

Group and Charity	Employee costs £'000	Property costs £'000	Office services £'000	Transport and travel £'000	Depreciation and amortisation £'000	Governance £'000	Software Licensing £'000	External Support Costs £'000	2023 Total £'000
Mary's Meals feeding	2,009	62	27	72	80	118	205	40	2,613
Raising awareness	339	-	51	18	-	31	1	73	513
Network support	1,667	62	82	48	225	105	243	169	2,601
Total Charity	4,015	124	160	138	305	254	449	282	5,727
Mary's Meals feeding	-	-	-	-	-	24	-	-	24
Total Group	4,015	124	160	138	305	278	449	282	5,751

Costs are allocated on a transactional basis and are assigned on an activity or role basis, with each activity allocated to a particular function. General office expenditure, such as property costs and office services, are split on the basis of headcount. Governance costs are apportioned over each core activity on a proportionate expenditure basis.

11. Net (income)/expenditure for the year is stated after charging:

	Group 2024 £'000	Group 2023 £'000	Charity 2024 £'000	Charity 2023 £'000
Depreciation and other amounts written off tangible fixed assets	264	266	27	38
Amortisation of intangible fixed assets	335	301	335	301
Gain/(loss) on disposal of fixed assets	69	23	-	-
Auditor remuneration – UK	65	52	65	52
Auditor remuneration – Subsidiaries	28	24	-	-
Operating lease charges	153	164	82	97

12. Employees

Employment costs	Group 2024 £'000	Group 2023 £'000	Charity 2024 £'000	Charity 2023 £'000
Wages and salaries	8,402	8,507	5,052	5,368
Social security costs	560	571	471	478
Pension costs	441	437	308	316
Total	9,403	9,515	5,831	6,162

Number of employees	Group 2024	Group 2023	Charity 2024	Charity 2023
Monthly Average	Number	Number	Number	Number
Mary's Meals feeding	464	537	54	110
Raising funds	4	5	4	5
Raising awareness	16	18	16	18
Network support	48	45	48	45
Governance	3	3	3	3
Total	535	608	125	181

The tables above represent employed and contracted staff. They do not include the thousands of volunteers who give their time throughout the network. Their roles vary from spreading the word of the Mary's Meals mission in the UK and fundraising affiliate countries to cooking and serving meals to children in programme countries.

The number of group employees whose emoluments, excluding pension contributions and employers' national insurance, but including benefits in kind, were in excess of £60k was:

	2024 Number	2023 Number
£60k - £70k	3	1
£70k - £80k	4	4

Key management compensation

The key management personnel of the charity and group comprise the 5 (2023: 5) individuals who were part of the ELT over the course of the year. The total remuneration (including pension contributions and employers' national insurance) of key management personnel totalled £464k (2023: £441k).

No trustees received remuneration for services from the charity or group in the year ended 31 December 2024 (2023: £Nil). The charity met £5k (2023: £13k) worth of travel and accommodation expenses on behalf of trustees.

Included in the above employee costs are redundancy and termination costs of £347k. The majority relates to the transfer of the running of the Oscar Romero School in Liberia to a third-party provider during the year.

13. Pension costs

The organisation operates a defined contribution pension scheme in respect of staff. The scheme and its assets are held by independent managers. MMI contributes 8% of employees' salary. Employers are required under the Act to remit aggregated contributions to any of the licensed Pension Administrators. The pension charge represents contributions due from the company and amounted to £308k (2023: £286k). At 31 December 2024, £Nil (2023: £Nil) was accrued in the financial statements.

Scottish International Relief Malawi contributes to a mandatory and defined contribution Pension scheme on behalf of its local employees prescribed by the Government of Malawi under the Pension Act of 2010 which came into effect on 1 June 2011.

Mary's Meals Zambia contributes to NAPSA for its eligible employees as provided for by law. Membership is compulsory and monthly contributions by both employer and employees are made. The employer's contribution is charged to the income statement in the period in which it arises.

Mary's Meals Liberia contributes to NASSCORP for its eligible employees as required by law. Monthly contributions are made by both employer and employees. The employer's contribution is charged to the income statement in the period in which it arises.

Mary's Meals Kenya makes contributes to an accredited pension fund for its eligible employee as required by law. Monthly contributions are made by both employer and employees. The employer's contribution is charged to the income statement in the period in which it arises.

14. Intangible fixed assets

Group and Charity	Software development costs £'000
Cost	
At 1 January 2024	2,345
Additions	-
At 31 December 2024	2,345
Accumulated amortisation	
At 1 January 2024	890
Charge for the year	335
At 31 December 2024	1,225
Net book value	
At 31 December 2024	1,120
At 31 December 2023	1,455

The software development costs above consist of capitalised development time on our CRM system, our SFDM system and our Integrated Digital Platform. No costs have been capitalised during the year as, in the view of the Trustees, the asset is substantially complete and has been rolled out to the majority of the intended National Affiliate users.

15. Tangible fixed assets

Group	Plant and machinery £'000	Fixtures, fittings and equipment £'000	Motor vehicles £'000	Computer equipment £'000	Total £'000
Cost					
At 1 January 2024	54	149	1,487	213	1,903
Exchange variance	(1)	2	14	2	17
Additions	-	28	211	38	277
Disposals	-	(2)	(90)	(6)	(98)
At 31 December 2024	53	177	1,622	247	2,099
Accumulated depreciation					
At 1 January 2024	26	95	1,032	139	1,292
Exchange variance	(0)	-	9	2	11
Charge for the year	4	21	186	53	264
Released on disposals	-	(2)	(81)	(6)	(89)
At 31 December 2024	30	114	1,146	188	1,478
Net book value					
At 31 December 2024	23	63	476	59	621
At 31 December 2023	28	54	455	74	611





Charity	Plant and machinery £'000	Fixtures, fittings and equipment £'000	Motor vehicles £'000	Computer equipment £'000	Total £'000
Cost					
At 1 January 2024	18	44	10	114	186
Exchange variance	-	(2)	-	-	(2)
Additions	-	7	-	11	18
Disposals	-	-	-	(4)	(4)
At 31 December 2024	18	49	10	121	198
Accumulated depreciation					
At 1 January 2024	18	15	10	81	124
Exchange variance	-	(1)	-	-	(1)
Charge for the year	-	3	-	24	27
Released on disposals	-	-	-	(4)	(4)
At 31 December 2024	18	17	10	101	146
Net book value					
At 31 December 2024	-	32	-	20	52
At 31 December 2023	-	29	-	33	62

16. Stock

	Group		Charity	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Food	547	750	-	-
Non-food items	111	126	-	-
Total	658	876	-	-

17. Debtors

	Group		Charity	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Prepayments	347	328	269	252
Other debtors	194	44	35	40
Accrued income	1,542	2,815	1,542	2,815
Total	2,083	3,187	1,846	3,107

18. Creditors: amounts falling due within one year

	Group		Charity	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Trade creditors	1,043	2,146	328	636
Other creditors	5	9	5	5
Accruals	1,010	1,342	139	401
Taxation and social security	191	172	133	130
Total	2,249	3,669	605	1,172

19. Operating lease commitments

The group and charity have the following future minimum lease payment commitments under non-cancellable operating leases:

	Group		Charity	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Within one year	101	144	40	85
Between one and five years	222	250	16	40
In more than five years	50	99	-	-
Total	373	493	56	125

20. Analysis of net assets between funds

	Group			Charity		
	Unrestricted funds £'000	Restricted funds £'000	Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	Total funds £'000
Fixed assets	1,741	-	1,741	1,172	-	1,172
Current assets	19,397	2,501	21,898	18,234	2,501	20,735
Current liabilities	(2,249)	-	(2,249)	(605)	-	(605)
At 31 December 2024	18,889	2,501	21,390	18,801	2,501	21,302

	Group			Charity		
	Unrestricted funds £'000	Restricted funds £'000	Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	Total funds £'000
Fixed assets	2,066	-	2,066	1,517	-	1,517
Current assets	17,011	2,112	19,123	14,247	2,112	16,359
Current liabilities	(3,669)	-	(3,669)	(1,172)	-	(1,172)
At 31 December 2023	15,408	2,112	17,520	14,592	2,112	16,704



21. Unrestricted and restricted funds

	At 1 Jan 2024 £'000	Income £'000	Expenditure £'000	Currency gains/ (losses) £'000	Transfer £'000	At 31 Dec 2024 £'000
Unrestricted funds:						
General	14,399	36,517	(31,934)	(181)	(8,900)	9,901
Retranslation reserve	193	-	-	(193)	-	-
Designated Funds	-	-	-	-	8,900	8,900
Unrestricted funds total	14,592	36,517	(31,934)	(374)	-	18,801
Restricted funds:	2,112	12,630	(12,241)	-	-	2,501
Total Charity funds	16,704	49,147	(44,175)	(374)	-	21,302
Unrestricted funds:						
General	130	312	(1,681)	641	598	-
Retranslation reserve	686	-	-	-	(598)	88
	816	312	(1,681)	641	-	88
Total Group funds	17,520	49,459	(45,856)	267	-	21,390

	At 1 Jan 2023 £'000	Income £'000	Expenditure £' 000	Currency gains/ (losses) £'000	Transfer £'000	At 31 Dec 2023 £'000
Unrestricted funds:						
General	14,079	30,416	(30,110)	82	(68)	14,399
Retranslation reserve	235	-	-	(42)	-	193
Unrestricted funds total	14,314	30,416	(30,110)	40	(68)	14,592
Restricted funds:	809	18,101	(16,798)	-	-	2,112
Total Charity funds	15,123	48,517	(46,908)	40	(68)	16,704
Unrestricted funds:						
General	-	146	(952)	868	68	130
Retranslation reserve	1,099	-	-	(413)	-	686
	1,099	146	(952)	455	68	816
Total Group funds	16,222	48,663	(47,860)	495	-	17,520

The transfer into a designated fund within Unrestricted funds was approved by the MMI Board in December 2024 and reflects funds earmarked for future expansion activity in 2025.

22. Restricted funds

Group and Charity	At 1 January 2024 £'000	Income £'000	Expenditure £'000	At 31 December 2024 £'000
Benin	-	75	(75)	-
Ecuador	-	7	(7)	-
Ethiopia	384	3,139	(2,543)	980
Haiti	-	189	(189)	-
India	-	217	(217)	-
Kenya	-	716	(716)	-
Lebanon	-	3	(3)	-
Liberia	-	1,975	(1,975)	-
Madagascar	-	295	(295)	-
Malawi	-	3,745	(3,745)	-
Mozambique	-	84	(84)	-
Romania Houses	-	13	(13)	-
South Sudan	-	362	(362)	-
Syria	538	22	(39)	521
Yemen	-	42	(42)	-
Zambia	-	1,692	(1,692)	-
Zimbabwe	-	54	(54)	-
Pilot Projects	1,190	-	(190)	1,000
Total	2,112	12,630	(12,241)	2,501

The restricted funds above represent the geographical locations and purpose to which funds are restricted, based on donors' wishes. Restricted funds are used at the earliest opportunity.



22. Restricted funds (continued)

Group and Charity	At 1 January 2023 £'000	Income £'000	Expenditure £'000	At 31 December 2023 £'000
Benin	-	89	(89)	-
Ecuador	-	10	(10)	-
Ethiopia	746	315	(677)	384
Haiti	-	114	(114)	-
India	-	183	(183)	-
Kenya	-	1,091	(1,091)	-
Lebanon	-	5	(5)	-
Liberia	-	3,120	(3,120)	-
Madagascar	-	576	(576)	-
Malawi	-	7,013	(7,013)	-
MMI Growth Plan	63	-	(63)	-
Myanmar	-	1	(1)	-
Niger	-	1	(1)	-
Romania Houses	-	15	(15)	-
South Sudan	-	557	(557)	-
Syria	-	1,071	(533)	538
Uganda	-	9	(9)	-
Yemen	-	45	(45)	-
Zambia	-	1,556	(1,556)	-
Zimbabwe	-	1,140	(1,140)	-
Pilot Projects	-	1,190	-	1,190
Total	809	18,101	(16,798)	2,112

23. Contingent Liability

In the ordinary course of its operations, the group and charity are subject to a number of legal claims in respect of operational and employment matters. The impact of resolving these claims cannot be reliably quantified, but the trustees are of the opinion that it would be unlikely to have a material impact on the group and charity's financial position.

24. Group structure

The charity consists of MMI, a UK-registered charitable company, including its branch in Bosnia-Herzegovina. The group comprises the charity plus its charitable subsidiaries Scottish International Relief Malawi, Mary's Meals Zambia, Mary's Meals Liberia and Mary's Meals Kenya.

Details of the subsidiaries are included below.

	Mary's Meals Kenya	Mary's Meals Liberia	Scottish International Relief Malawi	Mary's Meals Zambia
Company number	OP.218/051/15-082/12376	051499549		122443
Charity registration number			NGO/R/07/18	
Registered office	Nawoitong Road, Nawoi Court, Lodwar, Turkana County, Kenya	Mary's Meals Liberia Tubmanburg Bomi County Liberia	Blantyre East 169 Salim Armour Road Ginnery Corner Blantyre, Malawi PO Box E386 Post Dot Net	Base Office Park Plot 35184 Alick Nkhata Avenue PO Box 50794 Lusaka, Zambia
Assets	£107k	£717k	£406k	£502k
Liabilities	£188k	£145k	£1,228k	£83k
Net assets	(£80k)	£572k	(£822k)	£419k
Income for the year	£1,430k	£5,235k	£8,836k	£7,539k
Expenditure for the year	£2,072k	£5,208k	£9,725k	£7,401k
Surplus/(deficit) for the year	(£642k)	£27k	(£889k)	£139k

25. Related party transactions

During the year, MMI transferred Scottish International Relief Malawi £8,232k (2023: £10,271k) to enable their operations. Scottish International Relief Malawi is a subsidiary of MMI.

During the year MMI transferred Mary's Meals Zambia £7,591k (2023: £5,941k) to enable their operations. Mary's Meals Zambia is a subsidiary of MMI.

During the year MMI transferred Mary's Meals Liberia £5,190k (2023: £4,941k) to enable their operations. Mary's Meals Liberia is a subsidiary of MMI.

During the year MMI transferred Mary's Meals Kenya £1,436k (2023: £763k) to enable their operations. Mary's Meals Kenya became a subsidiary of MMI on 1 October 2023.

26. Company limited by guarantee

MMI is a company limited by guarantee and accordingly does not have any share capital.

All 36 members of the company have undertaken to contribute such amount as may be required not exceeding £1 to the assets of the charitable company in the event of its being wound up while he or she is a member, or within one year after he or she ceases to be a member.





Mary's Meals International Organisation
Craig Lodge, Dalmally, Argyll, Scotland, PA33 1AR
Charity number: SC045223 Company number: SC488380

