

# Vivliostyle Foundation FY2022 Activity Report



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## chapter 1: Financial Report for FY2022

(The 4th Fiscal Year: from April 1, 2022 to March 31, 2023)

### Foreword

After achieving a profit for the first time in a single fiscal year in the previous fiscal year, the corporation unfortunately posted a loss again in the current fiscal year. The details are explained below.

### Balance Sheet for FY2022

The following table shows the status of assets held (balance sheet) as of the end of this fiscal year (March 31, 2023). The figures are in yen.

Title	This FY (2022)	Prev. FY (2021)	Increase/Decrease
<b>I. Assets</b>			
1. Current assets			
Cash and deposits	493,367	1,180,342	-686,975
Other current assets	211,750	1,058,750	-847,000
Total current assets	705,117	2,239,092	-1,533,975
2 Fixed Assets			
(1) Other fixed assets			
Founding expenses	113,050	113,050	0
Total other fixed assets	113,050	113,050	0
Total fixed assets	113,050	113,050	0
Total assets	818,167	2,352,142	-1,533,975
<b>II. Liabilities</b>			
1. Current liabilities			
Withholdings	31,139	31,139	0
Loan from officer	4,806,561	4,806,561	0
Accounts payable	11,000	11,000	0
Accrued income taxes	20,000	20,000	0
Total current liabilities	4,868,700	4,868,700	0
Total liabilities	4,868,700	4,868,700	0
<b>III. Net Assets</b>			
1. General Net Assets	-4,050,533	-2,516,558	-1,533,975
Total net assets	-4,050,533	-2,516,558	-1,533,975
Total liabilities and net assets	818,167	2,352,142	-1,533,975

Total liabilities were unchanged from the previous fiscal year. On the other hand, total assets fell significantly below the previous fiscal year's level. This is precisely what characterized this term's financial results. Specifically, total assets were 2,239,092 yen in the previous period, while they were 1,533,975 yen lower this period, at 705,117 yen. Let us now take a look at the changes in the main indicators (Light blue cells in the table) on the balance sheet since its establishment (Fig-1).

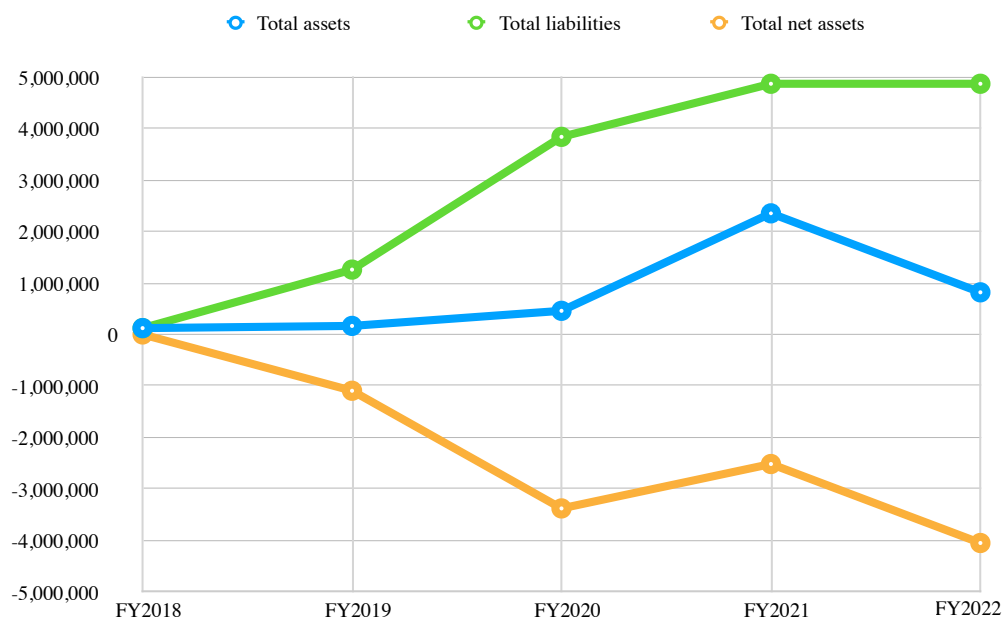


Fig-1: Changes in Main Indicators in the Balance Sheet since Foundation

Total assets rose slightly in FY2020 and FY2021, but dropped in FY2022. Net assets had been continued to fall and picked up in FY2021, but dropped again in FY2022. Only total liabilities remained flat, as mentioned above. As a matter of fact, this fiscal year was the first time since the founding of the corporation that it did not increase its debt. As a top priority for the foundation, we will continue to aim to control and reduce the amount of debt in the next fiscal year and beyond.

### Net Assets Increase/Decrease Statement for FY2022

The value of assets minus liabilities is called “net assets”. ”The Statement of Net Assets Increase/Decrease” records the increase/decrease in net assets, and shows how money was spent and sales during the current term (from April 1, 2022 to March 31, 2023).

Title	This FY (2022)	Prev. FY (2021)	Increase/Decrease
<b>I. General Net Assets Increase/Decrease</b>			
1. Ordinary Increase/Decrease			
(1) Ordinary revenues			
① Business income	( 3,235,750 )	(6,267,250)	(-3,031,500)
Business income	3,235,750	6,267,250	-3,031,500

## Vivliostyle Foundation FY2022 Activity Report

Title	This FY (2022)	Prev. FY (2021)	Increase/Decrease
② Donation received	(148,498)	(116,546)	(31,952)
Donation received	148,498	116,546	31,952
③ Other revenues	(10)	(6)	(4)
Interest received	10	6	4
Total ordinary revenues	3,384,258	6,383,802	-2,999,544
(2) Ordinary expenses			
① Business expenses			
Business expenses	(668,733)	(325,918)	(342,815)
Travel and transportation expenses	1,676	0	1,676
Communication transportation costs	1,848	940	908
Consumables costs	204	22,000	-21,796
Commission fee	461,405	97,624	363,781
Compensation paid	198,000	198,000	0
Newspaper book expenses	5,600	7,354	-1,754
Total business expenses	668,733	325,918	342,815
② Administrative expenses			
Outsourcing costs	4,229,500	5,175,500	-946,000
Total administrative expenses	4,229,500	5,175,500	-946,000
Total ordinary expenses	4,898,233	5,501,418	-603,185
Ordinary increase/decrease before valuation gain/loss this FY	-1,513,975	882,384	-2,396,359
Total valuation gain/loss	0	0	0
Ordinary increase/decrease this FY	-1,513,975	882,384	-2,396,359
2. Non-ordinary Increase/Decrease			
(1) Non-ordinary revenues			
Total non-ordinary revenues	0	0	0
(2) Non-ordinary expenses			
Total non-ordinary expenses	0	0	0
Non-ordinary increase/decrease this FY	0	0	0
General net assets increase/decrease before transfer to other accounts this FY	-1,513,975	882,384	-2,396,359
General net assets increase/decrease before taxes this FY	-1,513,975	882,384	-2,396,359
Corporate tax, resident tax and business tax	20,000	20,000	0
General net assets increase/decrease this FY	-1,513,975	862,384	-2,396,359

Title	This FY (2022)	Prev. FY (2021)	Increase/Decrease
General net assets at beginning of FY	-2,516,558	-3,378,942	862,384
General net assets at end of FY	-4,050,533	-2,516,558	-1,533,975
<b>II. Designated Net Assets</b>			
<b>Increase/Decrease</b>			
Designated net assets increase/decrease this FY	0	0	0
Designated net assets at beginning of FY	0	0	0
Designated net assets at end of FY	0	0	0
<b>III. Net Assets at End of FY</b>	-4,050,533	-2,516,558	-1,513,975

The main indicators (Light blue cells in the table) in “The Statement of Net Assets Increase/Decrease” are shown in the graph below (Fig-2), which shows the increase or decrease since the foundation of the foundation.

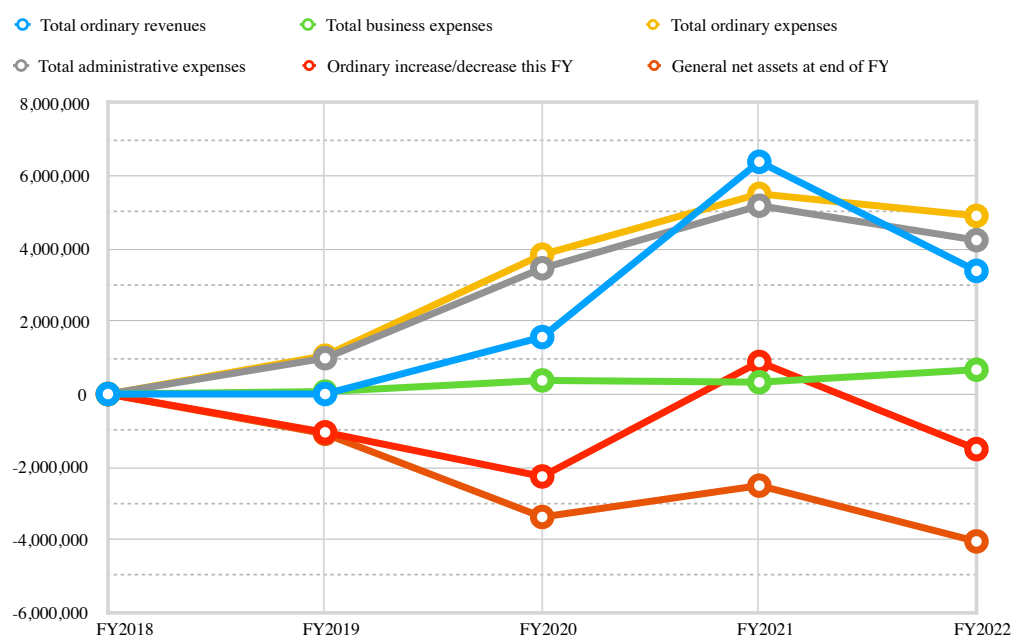


Fig-2: Changes in Major Indicators in the Statement of Changes in Net Assets since Foundation

Let's look at them one by one. First, if we look at the change in “Total ordinary revenues” (yellow line), which represents the ordinary revenue earned by the foundation, it continued to rise until FY2021, but then dropped in FY2022. This is the same movement as that of total assets in the previous section.

To begin with, Ordinary revenues consist of ① Business income (yellow cells in the table), ② Donation received, and ③ Other revenues. As can be seen from the Statement of Changes in Net Assets, although ② did well, exceeding the previous period by 31,952 yen, it is ① that accounts for most of the total. In

other words, the reason for the decrease in Ordinary revenues was due to the decline in Business income from the previous fiscal year.

Looking at the indicator “current year ordinary income/expenses” (pink line), which indicates whether the business results in a loss or a profit, FY2021 showed a surplus of 882,384 yen, while FY2022 showed a negative figure of -1,513,975 yen.

Business and administrative expenses are the costs of generating ordinary income, and ordinary expenses are the sum of the two. Business expenses were 668,733 yen, up 342,815 yen from FY2021. Administrative expenses, on the other hand, were ¥4,229,500, down ¥946,000 from FY2021. Also, recurring expenses were ¥4,898,233, down ¥603,185 from FY2021.

Looking at the “General net assets at end of FY” (red line), which is the amount of net assets at the end of FY2022, the deficit, which had continued to grow until FY2020, recovered somewhat in FY2021, but amounted to 4,050,533 yen in FY2022. The issue will be how to reduce the deficit in the next fiscal year and beyond.

Now, as the last part of this section, let us explore the causes of the decline in recurring revenue. Again, business revenue (yellow cells in the table) accounts for most of the recurring revenue. Therefore, we have graphed the breakdown of business revenue of 6,267,250 yen in FY2021 and 3,235,750 yen in FY2022.

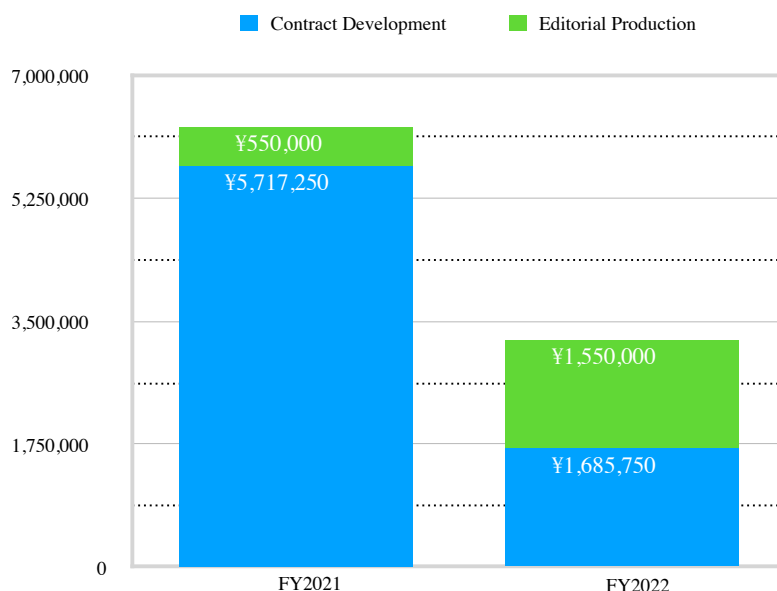


Fig-3: Breakdown of Business Revenue in FY2021 and FY2022

While editorial production increased by 1,000,000 yen from the previous period, contracted development from outside sources, including maintenance contracts, decreased to 1,685,750 yen, a decrease of 4,031,500 yen from the previous period (Katsuhiro Ogata is in charge of editorial production, while

Representative Director Shinyu Murakami is mainly responsible for contracted development). In the [business report for FY2021](#), commissioned development is explained as follows.

Catches the eye is that “Business income” raised 6,267,250 yen, which is 4,763,529 yen more than the previous fiscal year. (omitted) This was due to the expansion of contract development from external companies.

In other words, the company’s contracted development sales declined significantly in the current fiscal year, resulting in a loss.

## Income and Expenditure Statement for FY2021

At the end of Chapter 1, we will look at “Income and Expenditure Statement”, which compares the budgeted amount to the closing amount during the current fiscal year (April 1, 2020 to March 31, 2021). However, since we have not developed a budget, it will remain a formality and will be substantially the same as the statement of changes in net assets in the previous section. The unit of measure is also yen.

Title	Budgetary Amount	Settlement Amount	Difference	Note
<b>I. General Net Assets Increase/Decrease</b>				
1. Ordinary Increase/Decrease				
(1) Ordinary revenues				
① Business income	(0)	(3,235,750)	-3,235,750	
Business income		3,235,750	-3,235,750	
② Donation received	(0)	(148,498)	(-148,498)	
Donation received		148,498	-148,498	
③ Other revenues	(0)	(10)	(-10)	
Interest received	0	10	-10	
Total ordinary revenues	0	3,384,258	-3,384,258	
(2) Ordinary expenses				
① Business expenses				
Business expenses	(0)	(668,733)	-668,733	
Travel and transportation expenses		1,676	-1,676	
Communication transportation costs		1,848	-1,848	
Consumables costs		204	-204	
支払手数料		461,405	-461,405	
Compensation paid		198,000	-198,000	
Newspaper book expenses		5,600	-5,600	
Total business expenses	0	668,733	-668,733	
② Administrative expenses				

Title	Budgetary Amount	Settlement Amount	Difference	Note
Outsourcing costs		4,229,500	-4,229,500	
Total administrative expenses	0	4,229,500	-4,229,500	
Total ordinary expenses	0	4,898,233	-4,898,233	
Ordinary increase/decrease before valuation gain/loss this FY	0	-1,513,975	-1,513,975	
Total valuation gain/loss	0	0	0	
Ordinary increase/decrease this FY	0	-1,513,975	1,513,975	
<b>2. Non-ordinary Increase/Decrease</b>				
(1) Non-ordinary revenues				
Total non-ordinary revenues	0	0	0	
(2) Non-ordinary expenses				
Total non-ordinary expenses	0	0	0	
Non-ordinary increase/decrease this FY	0	0	0	
General net assets increase/decrease before transfer to other accounts this FY	0	-1,513,975	1,513,975	
General net assets increase/decrease before taxes this FY	0	-1,513,975	1,513,975	
Corporate tax, resident tax and business tax	0	20,000	-20,000	
General net assets increase/decrease this FY	0	-1,513,975	1,513,975	
General net assets at beginning of FY	0	-2,516,558	2,516,558	
General net assets at end of FY	0	-4,050,533	4,050,533	
<b>II. Designated Net Assets Increase/Decrease</b>				
II. Designated Net Assets Increase/Decrease	0	0	0	
Designated net assets at beginning of FY	0	0	0	
Designated net assets at end of FY	0	0	0	
<b>III. Net Assets at End of FY</b>	0	-4,050,533	4,050,533	



## Chapter 2: Activity Report for FY2022

### PR 数からみたプロダクトの開発状況

この章では、今期おこなった事業について報告する。当法人の設立目的でもあるプロダクト開発はどうだったのだろうか。当法人の主要なプロダクトのプルリクエスト（PR）数を集計してみた（図4）。なお、ここではbotによるPRは排除し、人間によるものだけを集計している。

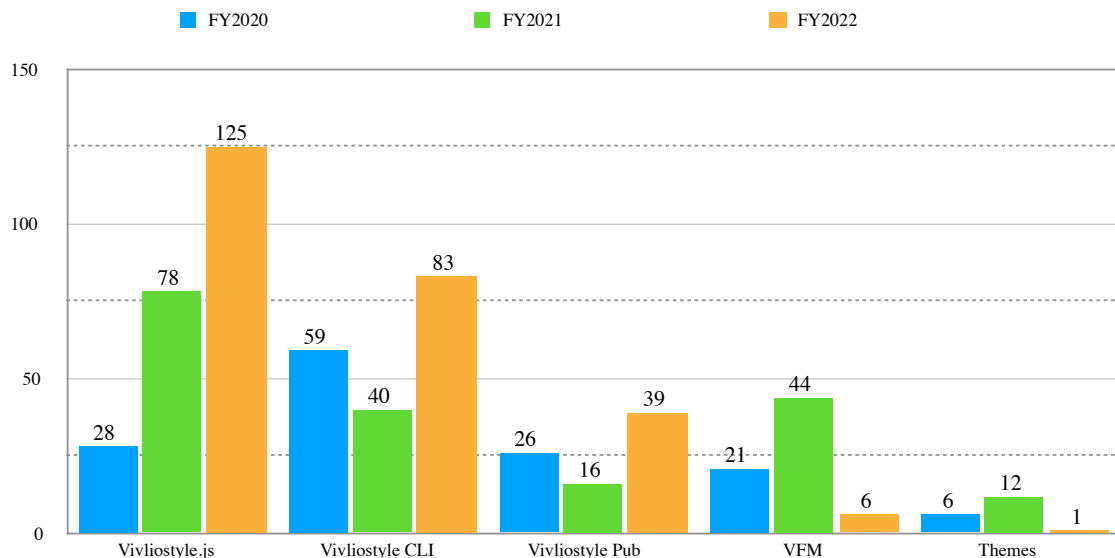


図4 過去3期分の主要プロダクトPR数

すべての基盤となるプロダクト、[Vivliostyle.js](#)のPR数が飛び抜けて多く、開発が大きく進捗したことが分かる（当法人のプロダクト構成については[前年度活動報告書](#)を参照）。それに次ぐのが、[Vivliostyle CLI](#)、[Vivliostyle Pub](#)で、これらの開発も順調に進んだと言える。ただし、この3つ以外のプロダクトのPR数は低調だった。

### PR 作成者の分析

これをまとめると、開発が順調に進んだ Vivliostyle.js、Vivliostyle CLI、Vivliostyle Pub のグループと、あまり順調とは言えなかった [VFM](#)、[themes](#) のグループに明確に分かれる。では、この2つのグループを分けた要因は何か。PRの作成者に注目してみよう。

作成者	PRの数
村上代表理事	<a href="#">119</a>
その他	6
総計	<a href="#">125</a>

表1 Vivliostyle.jsにおけるPR作成者の内訳

作成者	PRの数
村上代表理事	<a href="#">72</a>
spring-raining	<a href="#">6</a>
総計	<a href="#">83</a>

表2 Vivliostyle CLIにおけるPR作成者の内訳

作成者	PRの数
村上代表理事	<a href="#">33</a>
takanakahiko	<a href="#">7</a>
総計	<a href="#">40</a>

表3 Vivliostyle PubにおけるPR作成者の内訳

これらの表を見ると分かるとおり、順調に開発が進んだグループにおいて、多くのPRを作成したのは村上代表理事だった。一方で、あまり順調と言えなかったグループでは、村上代表理事の関与が少なかった。

ちなみに、Vivliostyle CLI と Vivliostyle Pub における村上代表理事のPR内容を見ると、Vivliostyle CLIやVivliostyle Pubに独自の機能を追加するPRという訳ではなく、彼自身がメンテナを務めるVivliostyle.jsにおける機能追加やバグ修正を、それぞれに波及させるためのものであることが分かる。

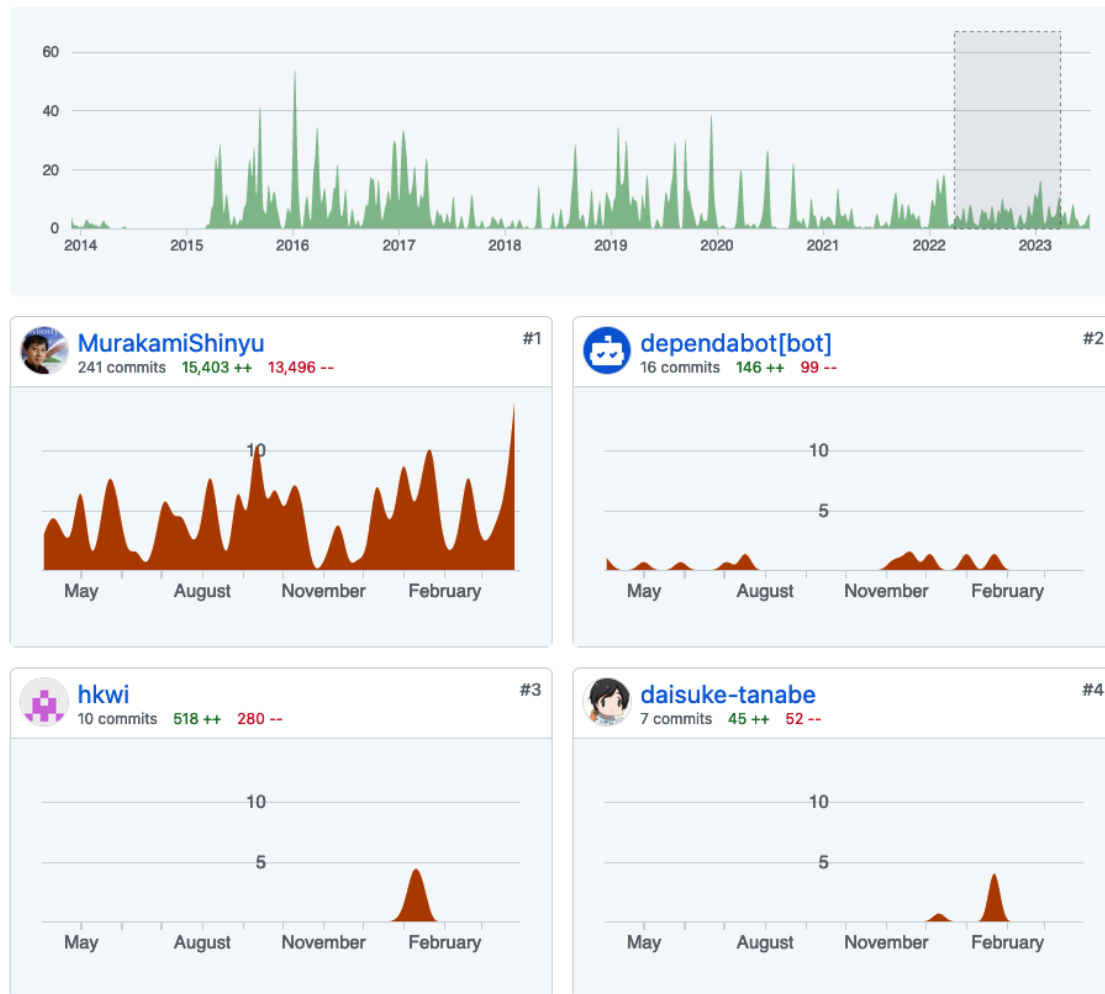
こうして見ていくと、村上代表理事のいわば「孤軍奮闘」といった開発状況が浮かび上がってくる。もちろん、Vivliostyle プロジェクトの創始者である村上代表理事のPRが多いのは当然だ。それでも、オープンソースソフトウェア（OSS）開発において創始者に負荷が集中しすぎるのは、持続性の観点から決して好ましいことではない。

ただし、今期はそうした状況を変えるかもしれない兆候が見られた。これまでほとんど村上代表理事だけで開発を続けてきたVivliostyle.jsに新たなコントリビューターが、しかも2人も表れた（図3）。もちろん彼等のPRによって追加された機能は、他のプロダクトでも使える。

Apr 1, 2022 – Mar 31, 2023

Contributions: Commits ▾

Contributions to master, excluding merge commits and bot accounts

図5 今期 Vivliostyle.js における master ブランチへのコミット数

上図のうち、[hkwi](#) 氏の [PR](#) は以前からの課題だった、目次等でよく使う罫線、CSS `leader()` 機能を追加するもので、待望の機能追加と言える。

また、[daisuke-tanabe](#) 氏の一連の [PR](#) も、ずっと顧みられなかった `@vivliostyle/react` を最新バージョンに引き上げるなどの重要な修正をおこなったものだ。来期もこうした新しいコントリビューターを一人でも増やす努力が必要だ。

他にも当法人の創設以来、ずっと貢献してくれている [spring-raining](#) 氏は、今期 Vivliostyle CLI において、ES Modules に対応した [v6.0.0 \(2022-12-17\)](#)、VFM v2 に対応した [v7.0.0 \(2023-03-13\)](#) をはじめ、着実に持続的な進歩を遂げてくれた。

## 来期への提言

前節で述べたような、村上代表理事が孤軍奮闘をつづける状況をすこしでも改善するため、どんなことが考えられるだろう。以下の2つを挙げておこう。

1. 開発リソースの多角化
2. 事業収益の多角化

上記1について。村上代表理事の孤軍奮闘はなにも今期に限ったことではない。まことに頭が下がる思いではあるが、彼以外のコントリビューターを持続的に増やす方策を考えないと、当法人の持続は危ういだろう。

上記2について。村上代表理事の負担を軽減するためにも、事業収益を受託開発だけに依存しないよう、収益の多角化を図る必要がある。幸いなことに前章図3「前期と今期における事業収益の内訳」を見ると分かるように、編集制作で全体のほぼ半分の収益を得ることができた。来期もこれほどの受注ができるかは不透明だが、引き続き努力を続けるべきだろう。

## 理事

- [村上真雄 \(Shinyu Murakami\)](#) 〈代表理事、設立時社員〉
- [リボアル・フロリアン \(Florian Rivoal\)](#) 〈理事、設立時社員〉
- [ヨハネス・ウィルム \(Johannes Wilm\)](#) 〈理事、設立時社員〉
- [小形克宏 \(Katsuhiko Ogata\)](#) 〈理事、2020年1月21日より〉