



## FY2023 Second Quarter Financial Results

Representative Director and President Toshihiro Suzuki

SUZUKI MOTOR CORPORATION

November 7, 2023

# Financial Summary

## FY2023 2Q Results

### ■ Summary of 1H (April - September)

▶ Net Sales, Operating Profit, Ordinary Profit : Record-high

- Tailwind of the weak yen
- Calming of raw material prices

+

- Overcoming semiconductor shortage and maintaining production normalization
- Improvement of changes in sales composition including price revision

### ■ Summary of Q2 (July - September)

▶ Operating profit for Q2 was 129.7 billion yen : an increase of about 30 billion yen compared to Q1

Improvement of unit volume increase, change in sales structure, etc.

Quality improvement initiatives (reduction of quality-related costs)

>  
Cover

Accelerate sowing seeds for the future (growth investment) (Increase in R&D expenses and Depreciation Expenses)

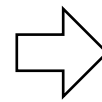
- Solid management of operations, based on philosophy of conduct “Three Actuals”
- Increased profit even as growth investments such as Capex and R&D expenses accelerate
- Continue these efforts without ending temporarily

# Full Year Forecast Summary

## Forecast for the FY2023

- Upward revision based on 1H results and updates to 2H plans
- Operating profit is expected to reach a record 430 billion yen (the previous record was 374.2 billion yen in the FY2017)
- Key Assumptions
  - ▶ Unit sales: Market conditions and uncertainties have been factored in
  - ▶ R&D and fixed costs
    - 1H : We factored in expenses with business promotion as the top priority, but slightly below plan (bad profit increase against plan)
    - 2H : We factored in expenses with business promotion as the top priority, continuously.

- Strengthen PDCA within the company
- Closely follow the progress of the business plan



Steady implementation of sowing seeds for the future (growth investment)

- Major Risk
  - ▶ In addition to the situation in Ukraine, the situation in Palestine has deepened. Increase instability in world affairs.

# Shareholder Return

## Shareholder Return

- Shareholder return is one of the important management issues  
Our policy is to pay a continuous and stable dividend, and we will consider improving the total return ratio

- Dividend

- The interim dividend was 55 yen per share (up 5 yen from 50 yen in the previous fiscal year)

- Acquisition of treasury shares

- 20 billion yen (8.3% return ratio) implemented in 1H

# FY2023 Second Quarter Financial Results

Director and Senior Managing Officer Masahiko Nagao

Second Quarter Results .....	(6-15)
Highlights .....	6
Quarter Results .....	7
Factors of Change in Operating Profit .....	8
Operating Results by Segment .....	9
Production and Sales Volume of Automobiles .....	10-14
Production and Sales Volume of Motorcycles .....	15
Full Year Forecast .....	(16-20)
Highlights .....	16
Factors of Change in Operating Profit .....	17-18
Production and Sales Volume of Auto. and MC. ....	19-20

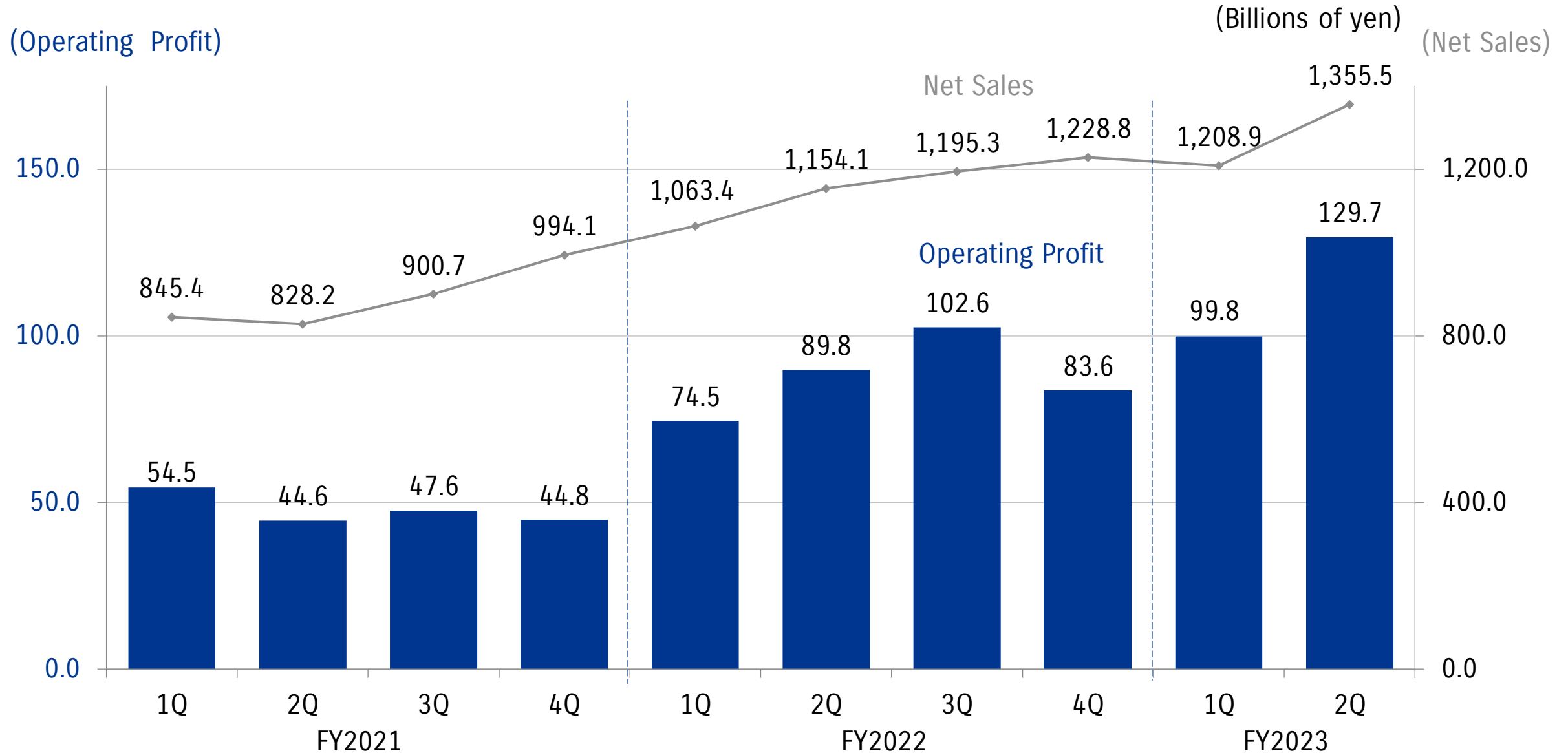
# FY2023 Second Quarter Results | Highlights

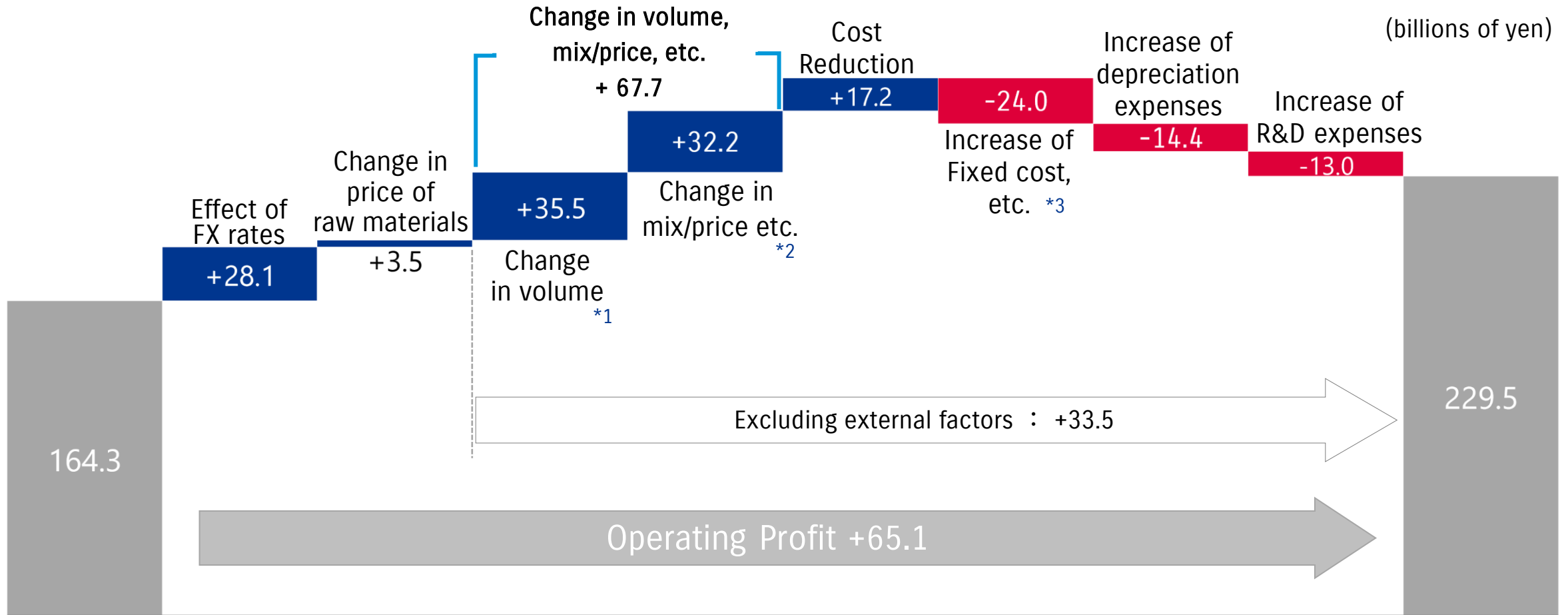


(Billions of yen)		FY2023 ( '23/4-9)	FY2022 ( '22/4-9)	Change		Record <sup>*1</sup>
					Ratio	
Consolidated Financial Results	Net Sales	2,564.4	2,217.5	+346.9	+15.6%	Record-high, increased for the 3rd consecutive period
	Operating Profit (Margin)	229.5 (8.9%)	164.3 (7.4%)	+65.1	+39.6%	Record-high, increased for the 3rd consecutive period
	Ordinary Profit (Margin)	241.0 (9.4%)	192.3 (8.7%)	+48.6	+25.3%	Record-high, increased for the 3rd consecutive period
	Profit <sup>*2</sup> (Margin)	129.3 (5.0%)	115.1 (5.2%)	+14.2	+12.4%	2nd all-time, increased for the 3rd consecutive period
FX Rates	US Dollar	141 yen	134 yen	+7 yen	+5.2%	
	Euro	153 yen	139 yen	+15 yen	+10.6%	
	Indian Rupee	1.72 yen	1.72 yen	-	-	
Global Sales Volume (Thousand units)	Automobile	1,535	1,463	+72	+4.9%	
	Motorcycle	958	966	-8	-0.8%	
Cash Dividends	Interim Cash Dividends Per Share	55 yen	50 yen	+5 yen		Record-high interim dividend

\*1 Record comments refer to the second quarter evaluation \*2 Profit attributable to owners of parent

# FY2023 Second Quarter Results | Trends in Operating Results by Quarter





FY2022  
Apr.-Sep.

FY2023  
Apr.-Sep.

\*1 Breakdown for Change in volume

- Non-Consolidated + 26.0
- Maruti Suzuki India + 8.2

\*2 Breakdown for Change in mix/price etc.

- Maruti Suzuki India + 22.6
- Non-Consolidated + 13.4

\*3 Breakdown for Fixed cost, etc.

- Labor costs -15.7
- Marketing costs -3.1
- Quality-related costs +5.8



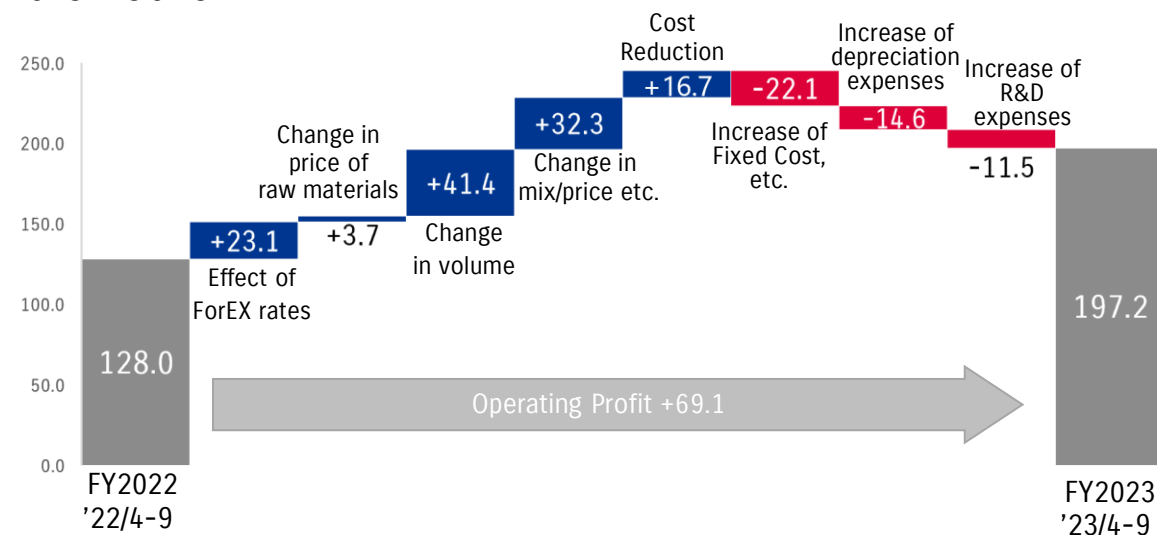
# FY2023 Second Quarter Results | Operating Results by Segment

## Operating Results by Segment

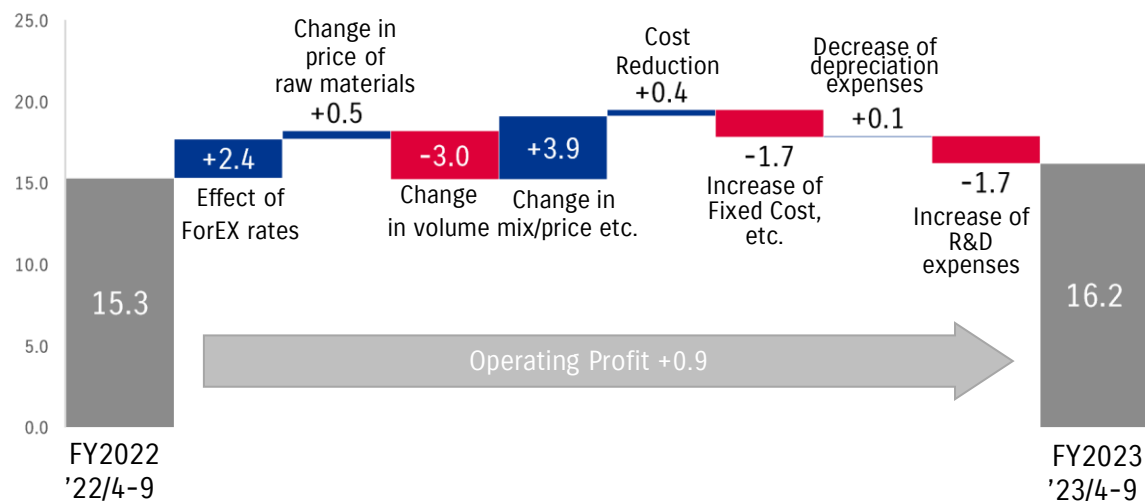
(Billions of yen)

	'23/4-9					'23/7-9				
	Sales		Operating profit			Sales		Operating profit		
		YoY		YoY	Margin		YoY		YoY	Margin
Auto.	2,317.9	+18%	197.2	+54%	8.5%	1,231.3	+20%	113.8	+59%	9.2%
Moto.	179.7	+2%	16.2	+6%	9.0%	93.3	+4%	9.7	+40%	10.4%
Marine	61.3	-11%	14.6	-26%	23.8%	27.9	-19%	5.4	-49%	19.2%
Others	5.5	-3%	1.5	+22%	27.9%	3.0	+1%	0.8	+32%	27.4%
<b>Total</b>	<b>2,564.4</b>	<b>+16%</b>	<b>229.5</b>	<b>+40%</b>	<b>8.9%</b>	<b>1,355.5</b>	<b>+17%</b>	<b>129.7</b>	<b>+44%</b>	<b>9.6%</b>

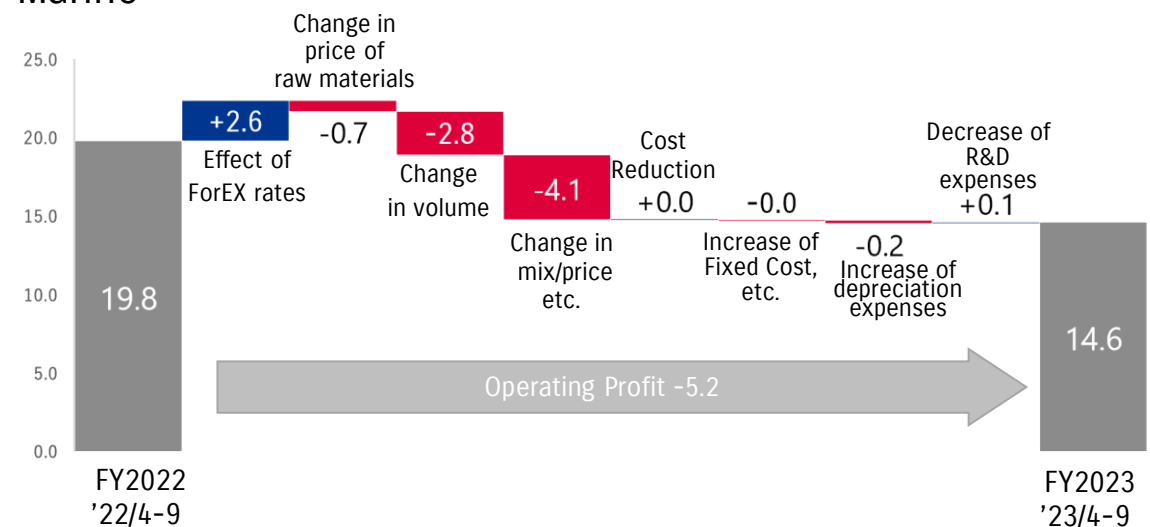
## Automobile



## Motorcycle



## Marine



## Production Result

-2 (-0.1%)

(Thousand units)

## Sales Result

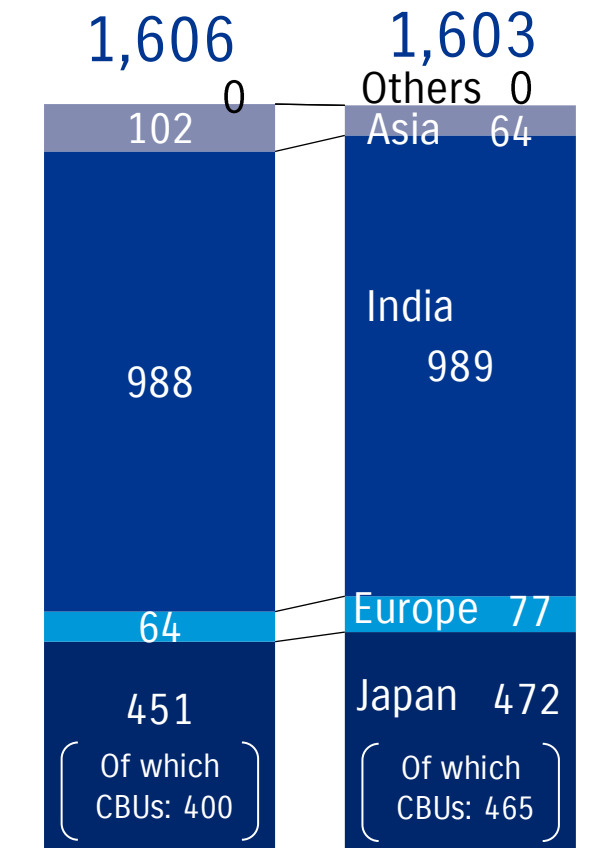
+72 (+4.9%)

(Thousand units)

## FY2023 Second Quarter global sales

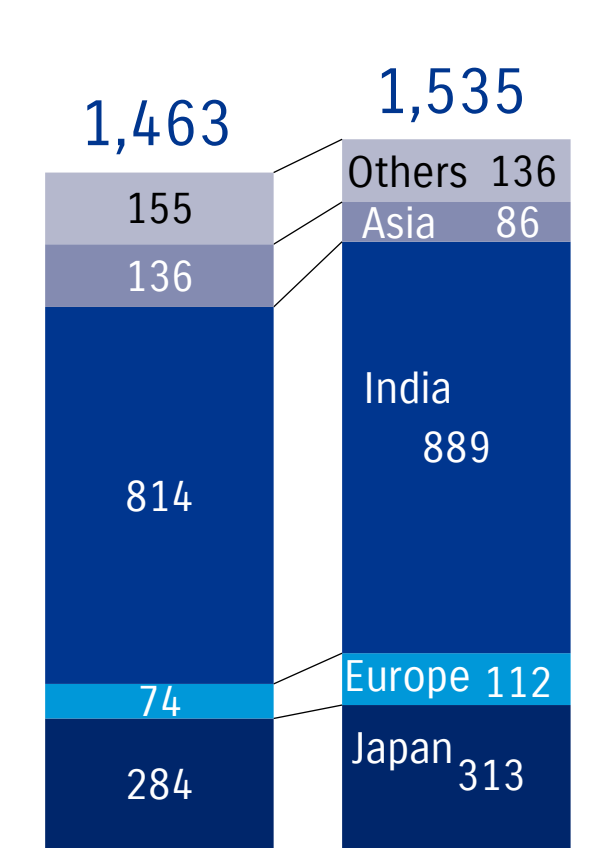
(Thousand units)      Volume      Year-on-year

(Thousand units)	Volume	Year-on-year	
Global Sales	1,535	+72	+4.9%
Japan	313	+29	+10.2%
Europe	112	+38	+50.6%
India	889	+75	+9.2%
Asia (excl. India)	86	-51	-37.0%
Indonesia	38	-4	-9.5%
Pakistan	18	-39	-68.0%
Thailand	6	-3	-34.2%
Others	23	-4	-15.0%
Others	136	-19	-12.2%



FY2022  
'22/4-9

FY2023  
'23/4-9



FY2022  
'22/4-9

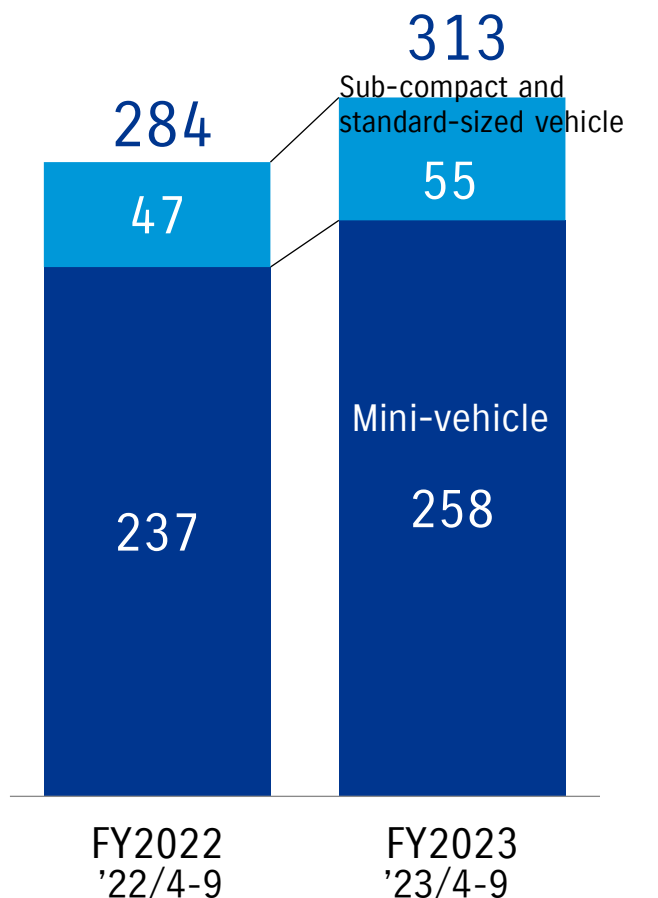
FY2023  
'23/4-9

# Sales Volume of Automobiles | Japan

## Second Quarter Result

+29 (+10.2%)

(Thousand units)



## ● Improved model mix

- Since August, the impact of the semiconductor shortage has been resolved.
- As a result, in addition to the overall number of units, production and sales of relatively expensive models increased.

Sales units in 2Q (Thousand units)	(YoY) vs FY22 2Q		(QoQ) vs FY23 1Q	
	FY23 2Q			
Mini-vehicle	136	124 +12	121	+15
Spacia	30	24 +6	27	+3
Hustler	24	17 +8	16	+8
Others	82	84 -2	78	+3
Sub-compact and standard-sized vehicle	28	26 +2	27	+1

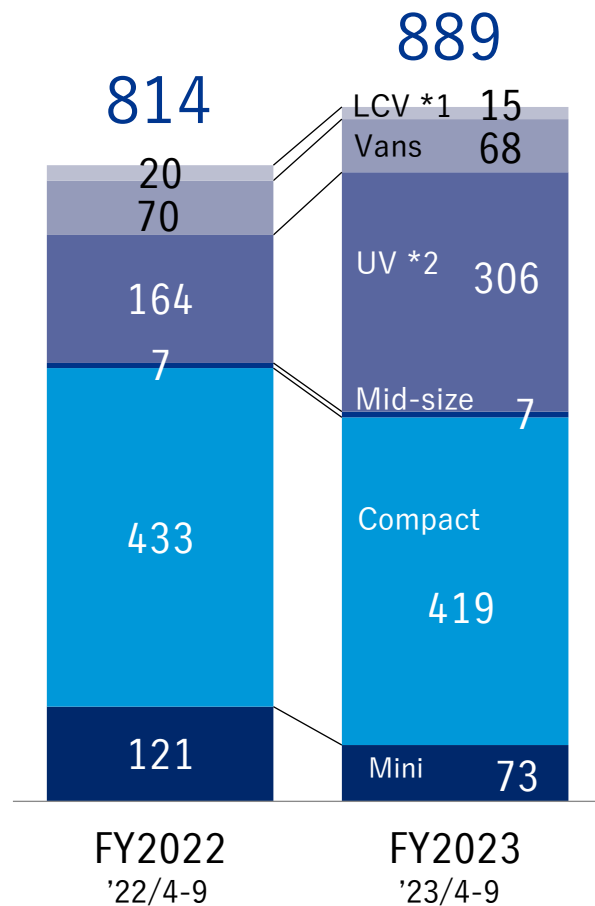


## ● Price Revision

- From this fiscal year, we have been revising prices in line with specification changes.
- Reflected higher raw material prices, in addition to higher costs due to improved specifications and equipment.

## Second Quarter Result

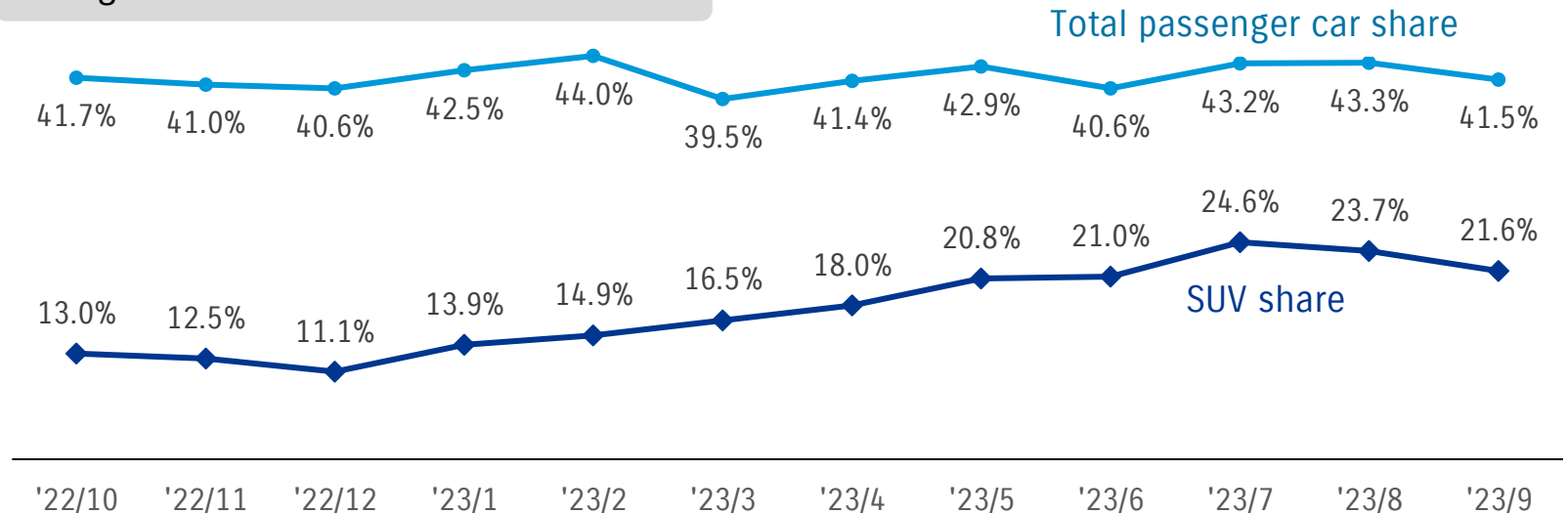
+75 (+9.2%)  
(Thousand units)



## 2Q Sales in India

- Due to the effect of the aggressive introduction of SUV models, it was the top market share in the SUV segment

Changes in Suzuki's Market Share in India



For more information on topics related to the Indian Automobile Business, please refer to materials of the JMS (Japan Mobility Show) conference held on October 24, 2023.

Link

- [Japan Mobility Conference 2023 Update on the Indian Market Situation and Outlook of Suzuki](#)
- [Japan Mobility Conference 2023 Update on the Indian Market Situation and Outlook of Suzuki \(with transcripts\)](#)

Note. The left graph shows wholesale sales including commercial vehicles, excluding OEMs  
\*1 LCV=Light Commercial Vehicles \*2 UV=Utility Vehicles

# Sales Volume of Automobiles | Europe / Asia (excluding India)

## Europe

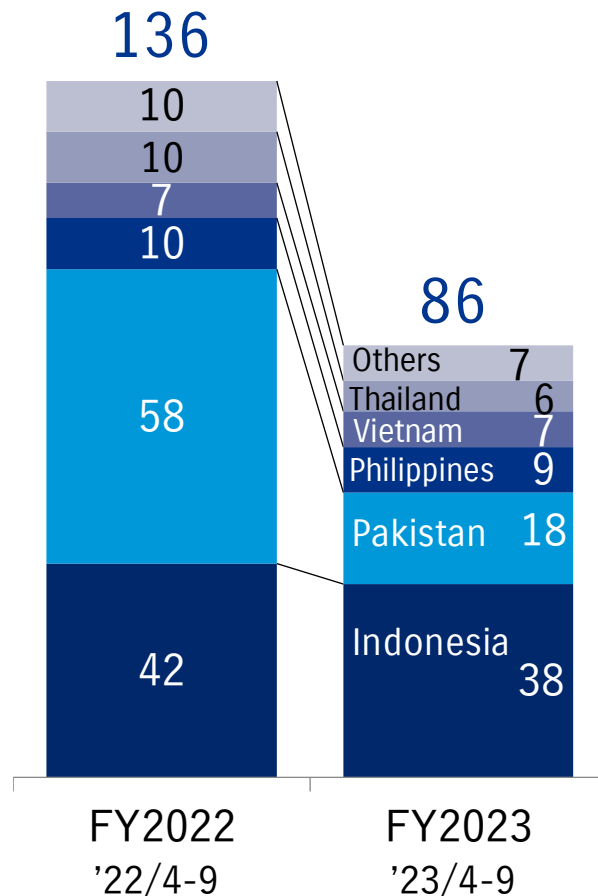
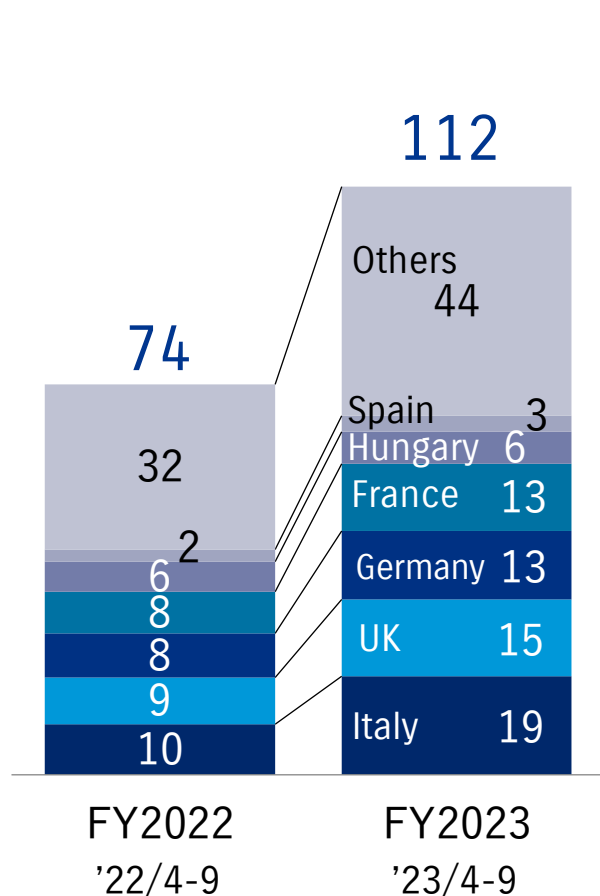
+ 38 (+50.6%)

(Thousand units)

## Asia (excluding India)

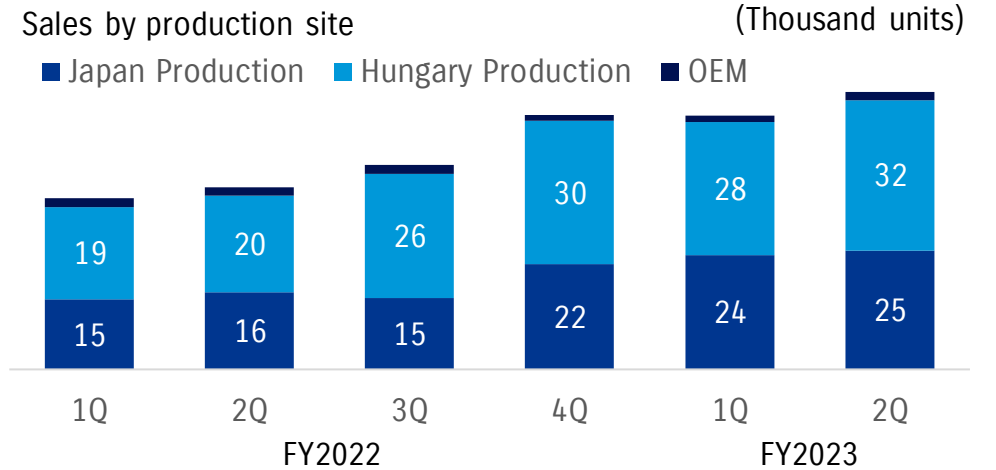
-51 (-37.0%)

(Thousand units)



## ● Topics of Europe

Supplies from Japan recovered.



## ● Topics of Asia

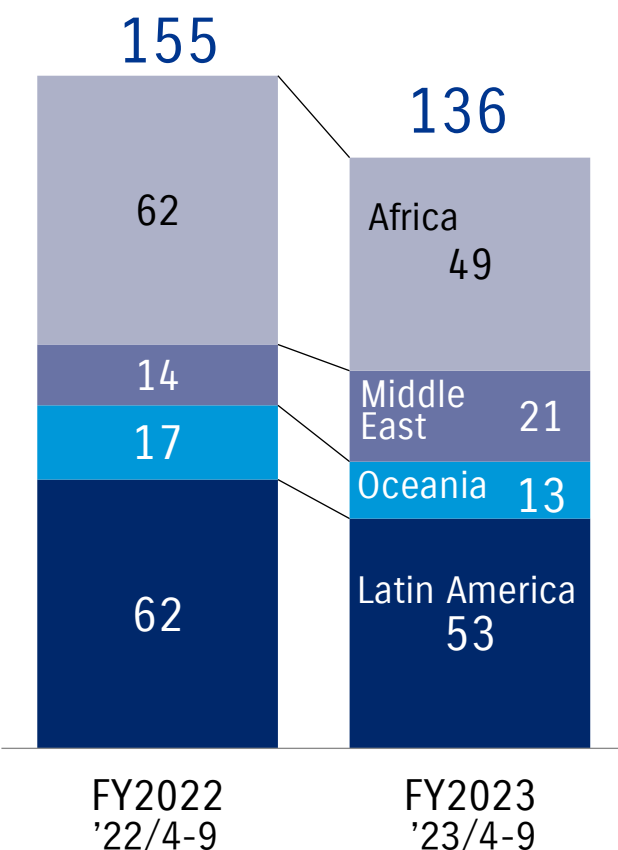
In Pakistan, with the easing of restrictions on the import of parts, we are making efforts to ensure stable operations, although the production volume is small.



## Second Quarter Result

-19 (-12.2%)

(Thousand units)



## FY2023 Second Quarter sales

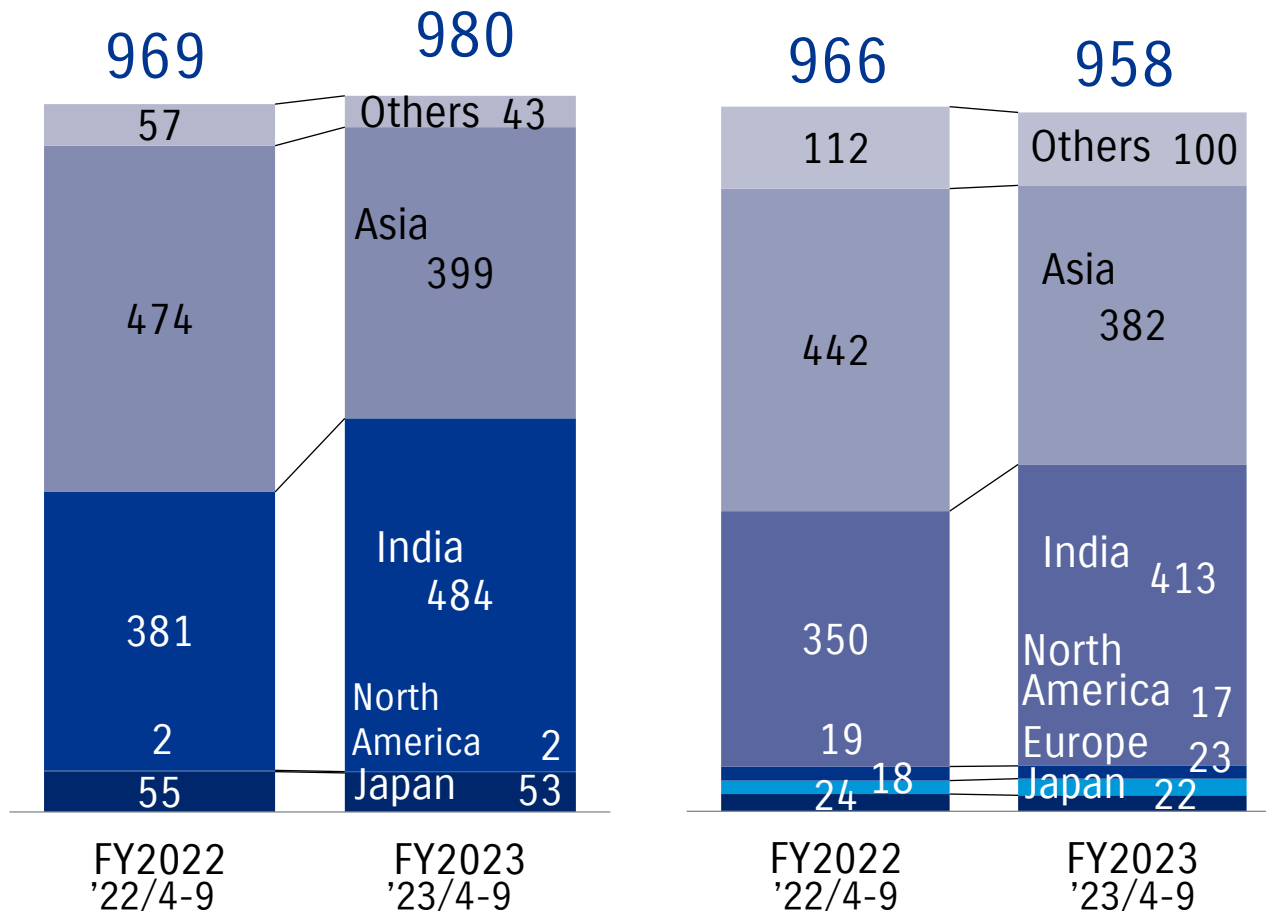
(Thousand units)	Volume	Year-on-year	
Africa	49	-13	-20.4%
South Africa	25	-1	-4.0%
Angola	6	+2	+67.8%
Cote d'Ivoire	6	+1	+15.8%
Egypt	3	-7	-69.2%
Ethiopia	2	-6	-73.5%
Middle East	21	+7	+52.3%
Saudi Arabia	10	+5	+113.7%
Oceania	13	-4	-23.2%
Australia	9	-3	-27.0%
Latin America	53	-9	-15.0%
Mexico	18	-3	-15.0%
Chile	8	-2	-15.9%
Colombia	5	-6	-57.4%

## Production Result

+11 (+1.1%)  
(Thousand units)

## Sales Result

-8 (-0.8%)  
(Thousand units)



## FY2023 Second Quarter global sales

(Thousand units)	Volume	Year-on-year	
Global Sales	958	-8	-0.8%
Japan	22	-2	-9.9%
Europe	23	+6	+31.4%
North America	17	-2	-10.9%
India	413	+62	+17.8%
Asia (excl. India)	382	-59	-13.4%
China	229	-16	-6.7%
Phillipines	80	-19	-19.1%
Others	74	-24	-24.6%
Others	100	-12	-10.8%
Latin America	91	-11	-10.4%
Others	9	-2	-14.5%

# Full Year Forecast | Highlights

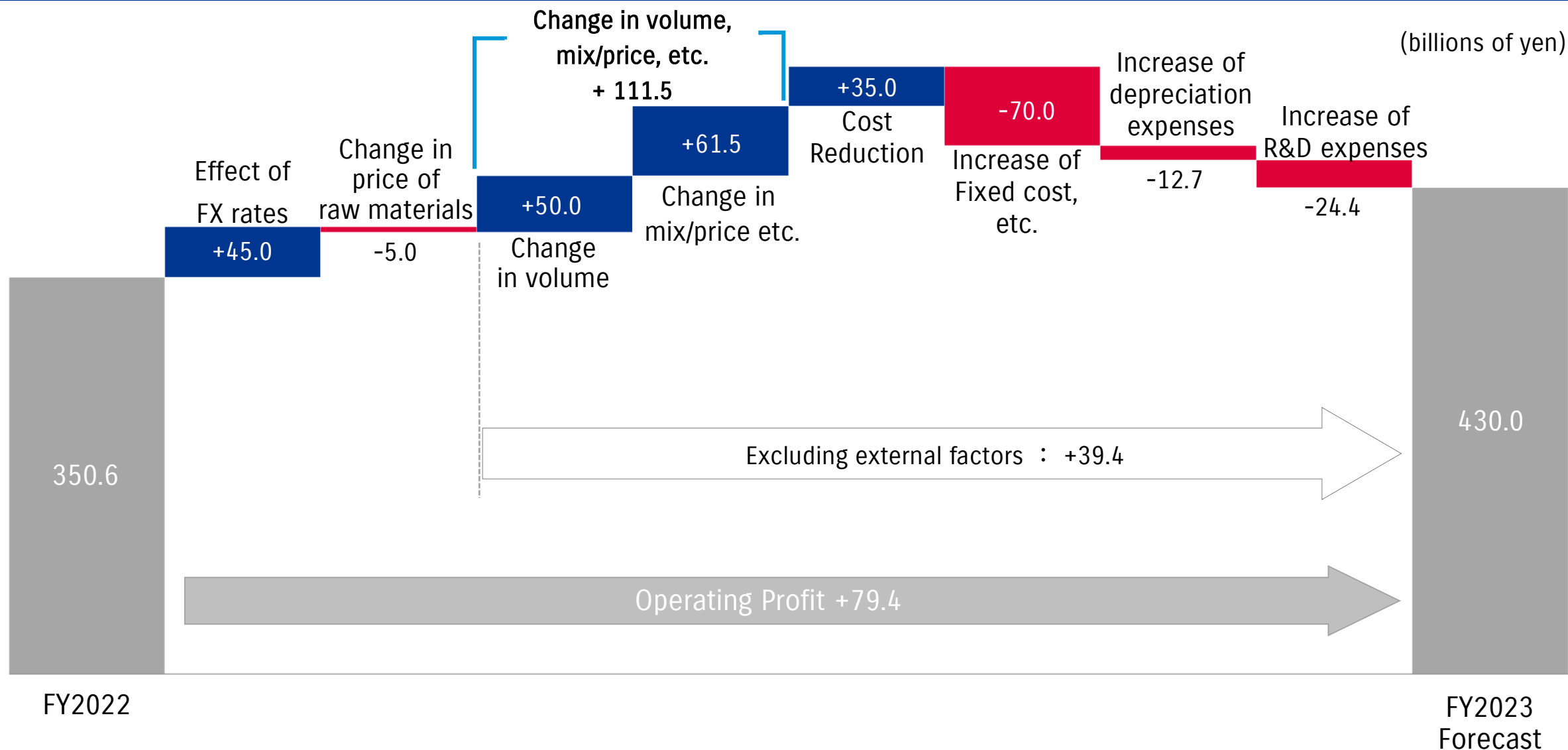


(Billions of yen)		FY2023 ( '23/4-'24/3)	FY2022 ( '22/4-'23/3)	Change		Record	Comparison with previous forecast (Aug.)	
					Ratio		FY2023	Change
Consolidated Financial Results	Net Sales	5,200.0	4,641.6	+558.4	+12.0%	record-high	5,000.0	+200.0
	Operating Profit (Margin)	430.0 (8.3%)	350.6 (7.6%)	+79.4	+22.7%	record-high	360.0 (7.2%)	+70.0
	Ordinary Profit (Margin)	450.0 (8.7%)	382.8 (8.2%)	+67.2	+17.6%	record-high	370.0 (7.4%)	+80.0
	Profit* (Margin)	240.0 (4.6%)	221.1 (4.8%)	+18.9	+8.5%	record-high	210.0 (4.2%)	+30.0
FX Rates	US Dollar	141 yen	136 yen	+5 yen	+4.0%		134 yen	+7 yen
	Euro	152 yen	141 yen	+11 yen	+7.8%		148 yen	+4 yen
	Indian Rupee	1.72 yen	1.70 yen	+0.02 yen	+1.2%		1.64 yen	+0.08 yen
Global Sales Volume (Thousand units)	Automobile	3,188	3,000	+188	+6.3%		3,181	+7
	Motorcycle	1,880	1,867	+12	+0.7%		1,919	-39
Cash Dividends	Annual cash dividends per share	-	100 yen	-	-		100 yen or more	-

\*Profit attributable to owners of parent

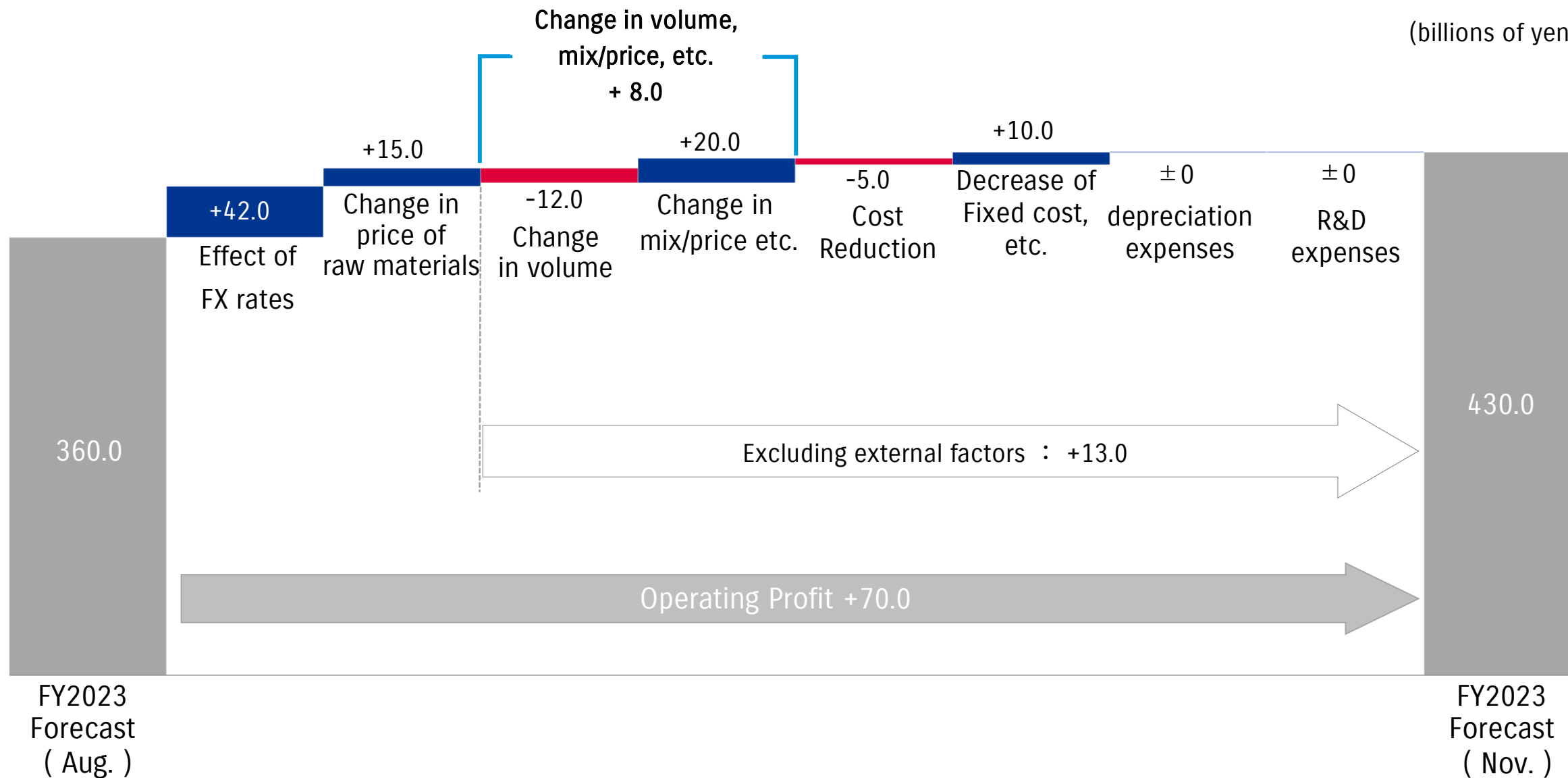


# Full Year Forecast | Factors of Change in Operating Profit - Compared with FY2022



# Full Year Forecast | Factors of Change in Operating Profit - Compared with August

(billions of yen)

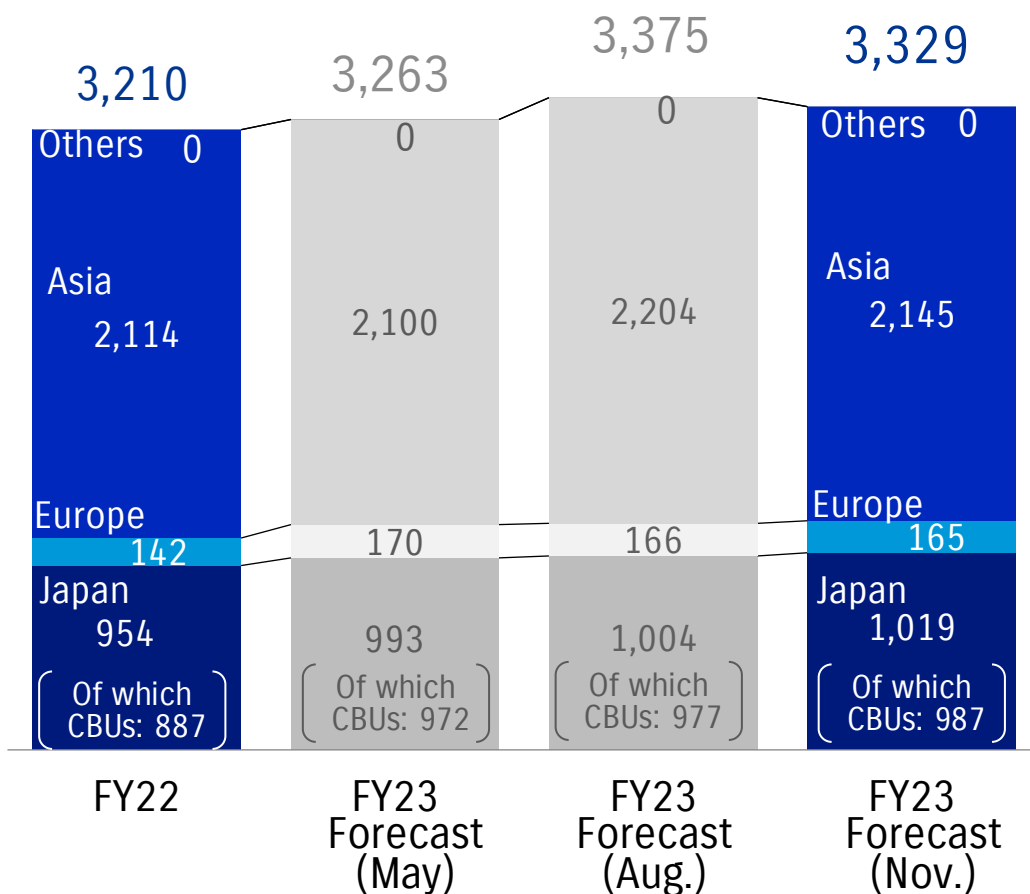


# Full Year Forecast | Production and Sales Volume of Automobiles

## Production

3,329 YoY +119 (+3.7%)  
vs Previous Forecast -46 (-1.4%)

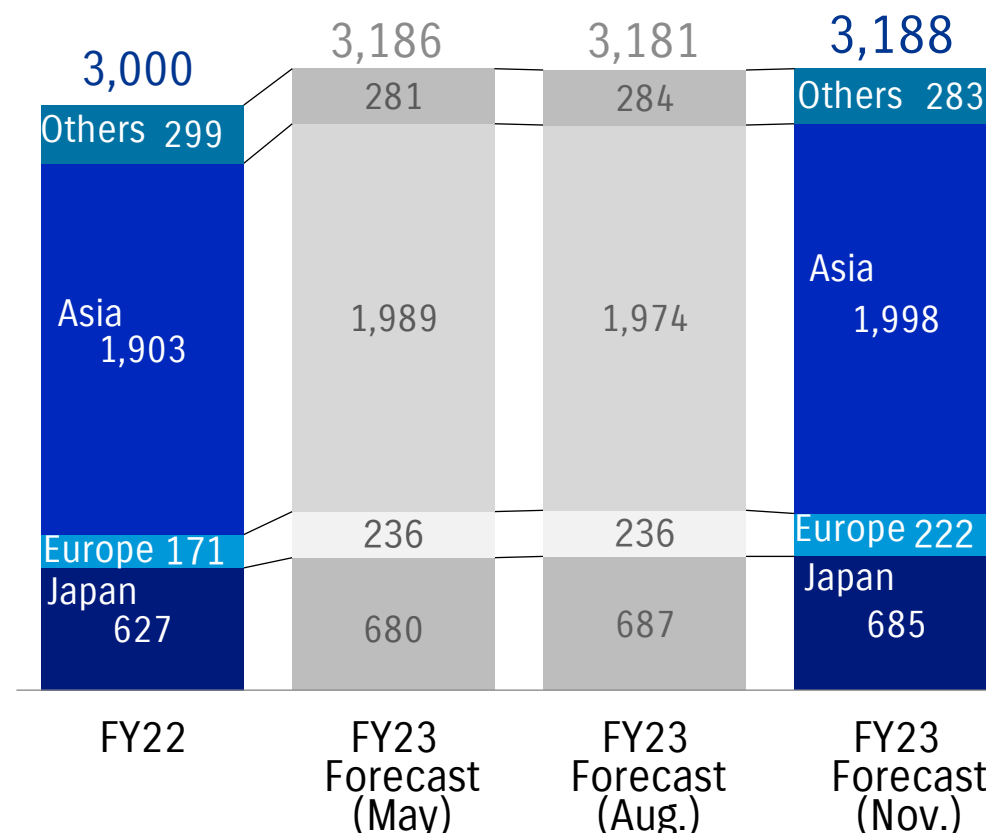
(Thousand units)



## Sales

3,188 YoY +188 (+6.3%)  
vs Previous Forecast +7 (+0.2%)

(Thousand units)

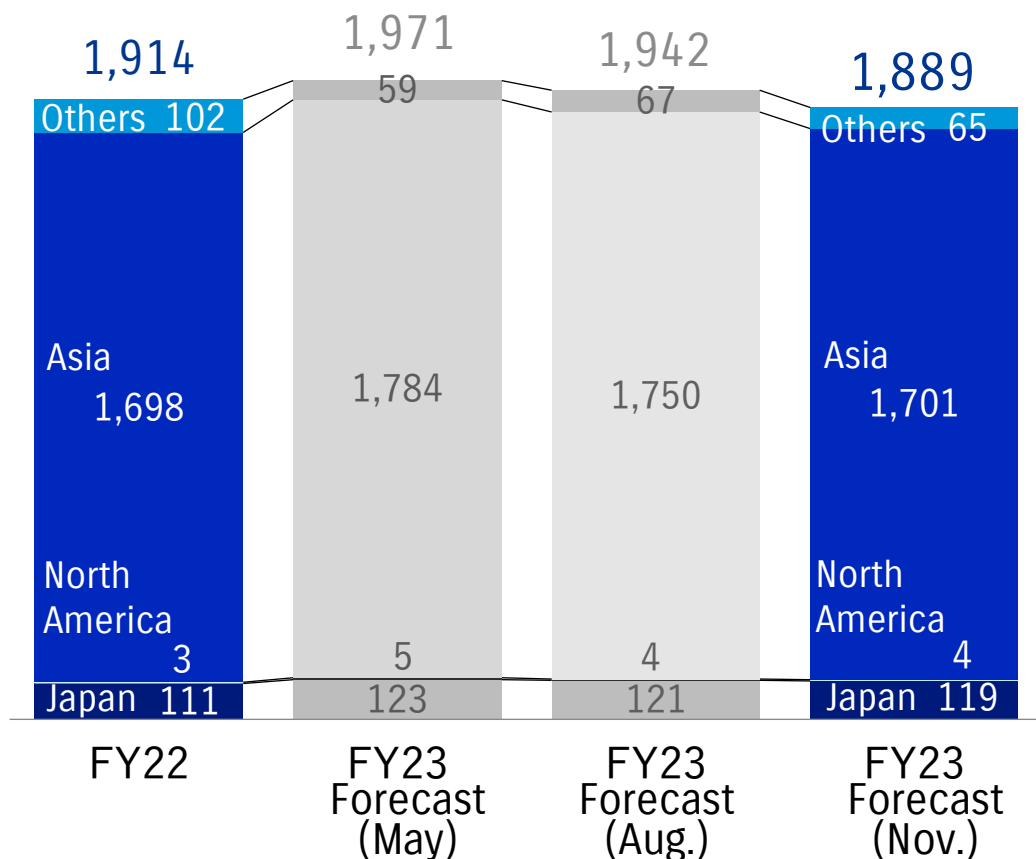


# Full Year Forecast | Production and Sales Volume of Motorcycles

## Production

1,889 YoY vs Previous Forecast -25 (-1.3%)  
 -53 (-2.7%)

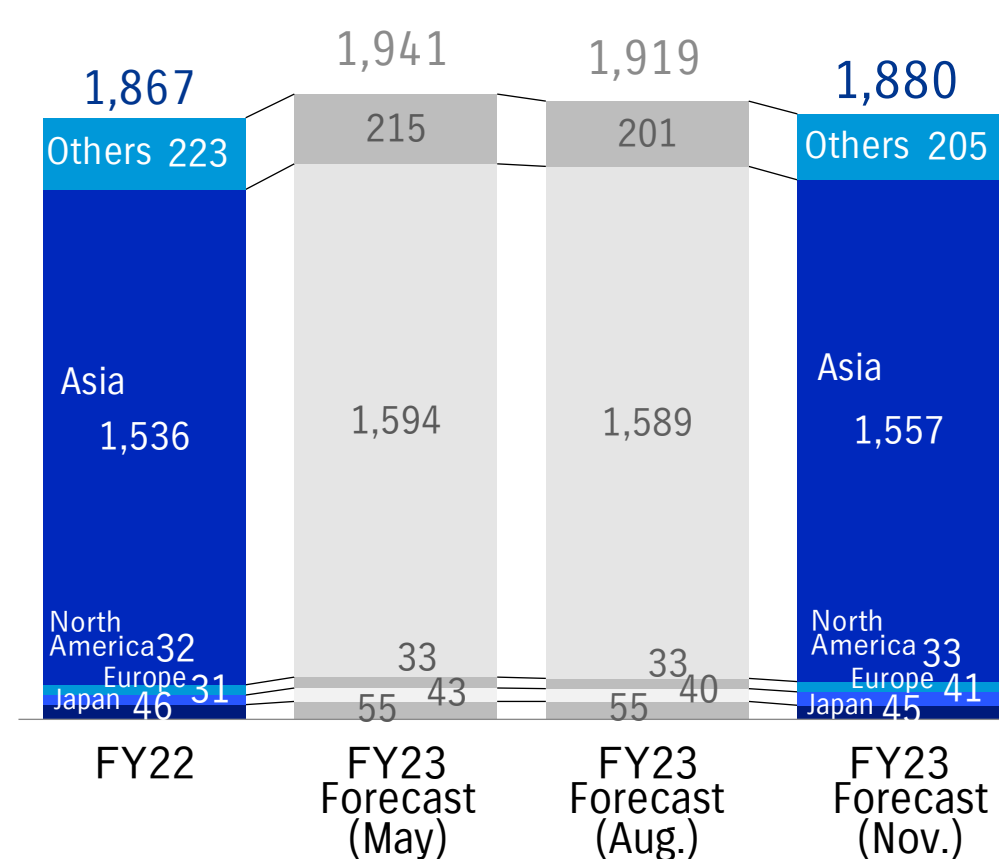
(Thousand units)



## Sales

1,880 YoY vs Previous Forecast +12 (+0.7%)  
 -39 (-2.0%)

(Thousand units)



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# Appendix

# FY2023 Second Quarter Results | Net Sales

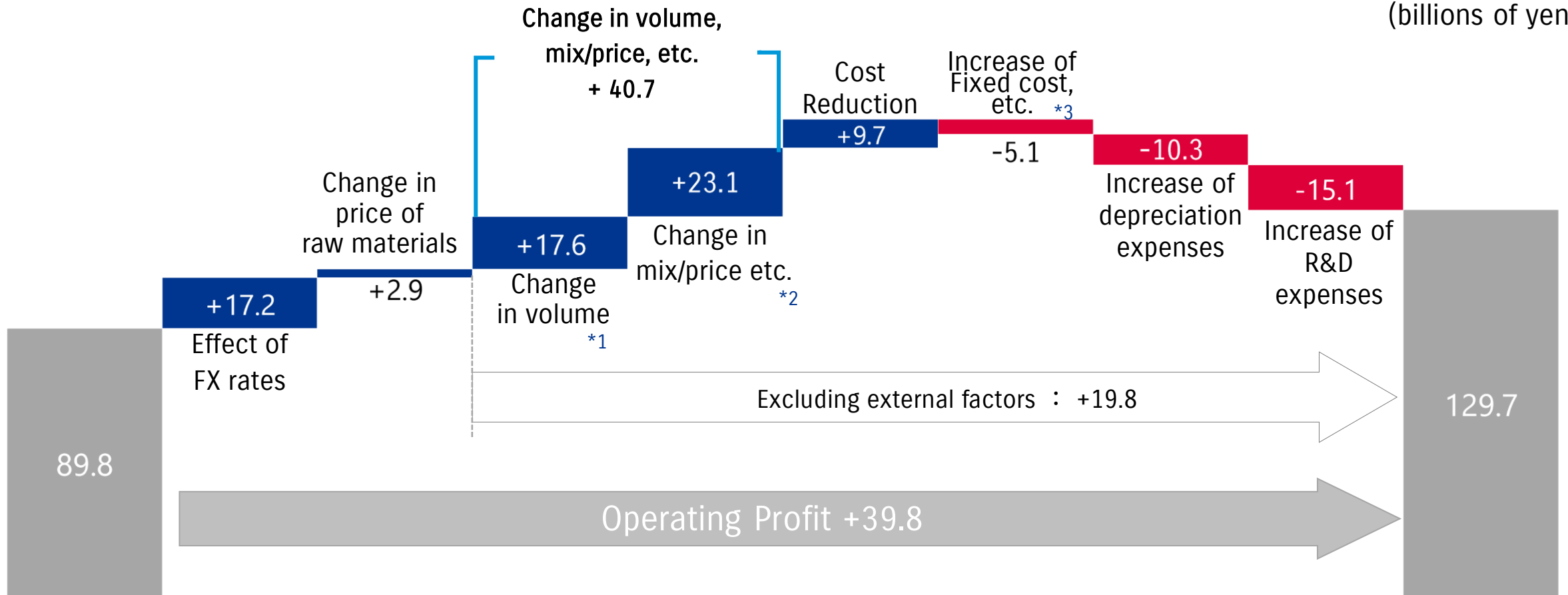


(Billions of yen)	Automobile			Motorcycle			Marine			Others			Total			of which effect of FX rates conversion	volume change
	FY2023 ('23/4-9)	FY2022 ('22/4-9)	Change	FY2023 ('23/4-9)	FY2022 ('22/4-9)	Change	FY2023 ('23/4-9)	FY2022 ('22/4-9)	Change	FY2023 ('23/4-9)	FY2022 ('22/4-9)	Change	FY2023 ('23/4-9)	FY2022 ('22/4-9)	Change		
Japan total	594.0	539.5	+54.5	11.0	13.2	-2.1	1.9	1.9	+0.0	5.5	5.7	-0.2	612.4	560.2	+52.2		
Suzuki brand	544.5	496.5	+48.0	11.0	13.2	-2.1	1.9	1.9	+0.0	5.5	5.7	-0.2	562.9	517.2	+45.7		
OEM	49.5	43.0	+6.5										49.5	43.0	+6.5		
Overseas total	1,723.9	1,427.6	+296.3	168.7	162.7	+5.9	59.5	66.9	-7.5				1,952.0	1,657.3	+294.7	+42.5	
Europe	289.8	168.3	+121.5	24.8	20.7	+4.0	9.9	13.2	-3.3				324.6	202.3	+122.3	+30.5	
N. America	0.3	0.3	-0.1	23.1	26.5	-3.4	32.5	38.7	-6.2				55.9	65.5	-9.6	+2.5	
Asia	1,161.1	1,008.7	+152.4	89.5	85.5	+4.0	6.8	5.2	+1.7				1,257.4	1,099.4	+158.0	-3.9	
India	1,023.9	822.7	+201.2	56.9	44.5	+12.3	0.4	0.4	+0.0				1,081.2	867.6	+213.6		
Others	137.1	186.0	-48.8	32.6	41.0	-8.3	6.4	4.8	+1.6				176.2	231.8	-55.5	-3.9	
Others	272.7	250.3	+22.4	31.3	30.0	+1.2	10.2	9.9	+0.3				314.2	290.2	+24.0	+13.3	
Grand total	2,317.9	1,967.1	+350.8	179.7	175.9	+3.8	61.3	68.8	-7.5	5.5	5.7	-0.2	2,564.4	2,217.5	+346.9	+42.5	
of which effect of FX rates conversion			+35.0			+4.9			+2.5						+42.5		

Note: North America : United States and Canada

Automobile in North America : Sales of parts and accessories

(billions of yen)



FY2022 Jul.-Sep.

\*1 Breakdown for Change in volume

- Non-Consolidated + 12.8
- Maruti Suzuki India + 4.8

\*2 Breakdown for Change in mix/price etc.

- Non-Consolidated + 11.4
- Maruti Suzuki India + 9.5

\*3 Breakdown for Fixed cost, etc.

- Labor costs -7.2
- Marketing costs -1.7
- Quality-related costs +7.1

FY2023 Jul.-Sep.

## FY2023 Second Quarter Results | Foreign Exchange Rates



	FY2023 ( '23/4-9 ) ( yen )	FY2022 ( '22/4-9 ) ( yen )	Change from FY2022 ( yen )   (%)		Effect of ForEX rates in operating profit	
					Exchange sensitivity* ( bln yen )	Impact amount ( bln yen )
Euro	153	139	+15	+10.6%	+1.2	+13.2
Mexican Peso	8.13	6.66	+1.47	+22.1%	+0.4	+9.6
Sterling Pound	178	163	+15	+9.0%	+0.4	+4.0
US Dollar	141	134	+7	+5.2%	+0.7	+3.7
Indian Rupee	1.72	1.72	-	-	+1.9	-
South African Rand	7.56	8.23	-0.67	-8.1%	+0.2	-2.0
Pakistan Rupee	0.49	0.65	-0.16	-24.6%	+0.1	-2.4
Others*	-	-	-	-	+0.7	+2.1
<b>Total</b>					<b>+5.8</b>	<b>+28.1</b>

\*Others... Polish Zloty + 1.3bln yen, Indonesian Rupiah +0.5 bln yen etc.

\*Exchange sensitivity... Represents the impact on operating profit when the rate of each currency increased by 1% yen from the previous second quarter



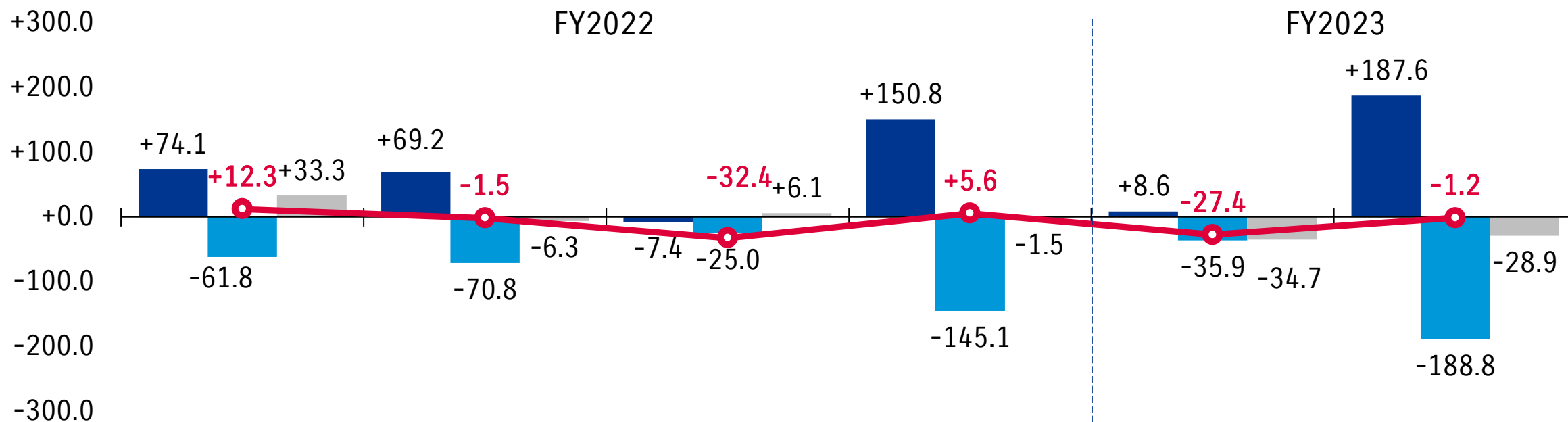
	FY2023 ( '23/4-9)	FY2022 ( '22/4-9)	Change
(Non-consolidated)	29.0 bln yen	32.9 bln yen	-3.9 bln yen
(Subsidiaries)	105.8 bln yen	98.8 bln yen	+6.9 bln yen
Capital Expenditures	134.7 bln yen	131.7 bln yen	+3.0 bln yen
Depreciation Expenses	92.5 bln yen	78.1 bln yen	+14.4 bln yen
R&D Expenses	108.4 bln yen	95.4 bln yen	+13.0 bln yen

	FY2023 ( '23/9)	FY2022		FY2022 Q4	
		( '22/9)	Change	( '23/3)	Change
Interest-Bearing Debt balance	767.2 bln yen	744.1 bln yen	+23.1 bln yen	763.8 bln yen	+3.4 bln yen
Consolidated Subsidiaries	118	119	-1	120	-2
Entities accounted for using equity method	31	32	-1	32	-1
Employees	72,444	70,746	1,698	70,012	2,432

# FY2023 Second Quarter Results | Cash Flows (Quarterly trends)

(Billions of yen)

■ Operating C/F   
 ■ Investing C/F   
 ■ Financing C/F   
 ○ Free C/F



	FY2022				FY2023	
	1Q	2Q	3Q	4Q	1Q	2Q
Operating C/F	+74.1	+69.2	-7.4	+150.8	+8.6	+187.6
Investing C/F	-61.8	-70.8	-25.0	-145.1	-35.9	-188.8
Free C/F	+12.3	-1.5	-32.4	+5.6	-27.4	-1.2
Financing C/F	+33.3	-6.3	+6.1	-1.5	-34.7	-28.9
(of which dividend payout*)	(-22.5)	(-13.6)	(-24.3)	(+0.2)	(-24.5)	(-20.3)
Cash balance	921.5	917.1	874.0	882.1	849.9	823.0

\* Including dividends paid to non-controlling interests

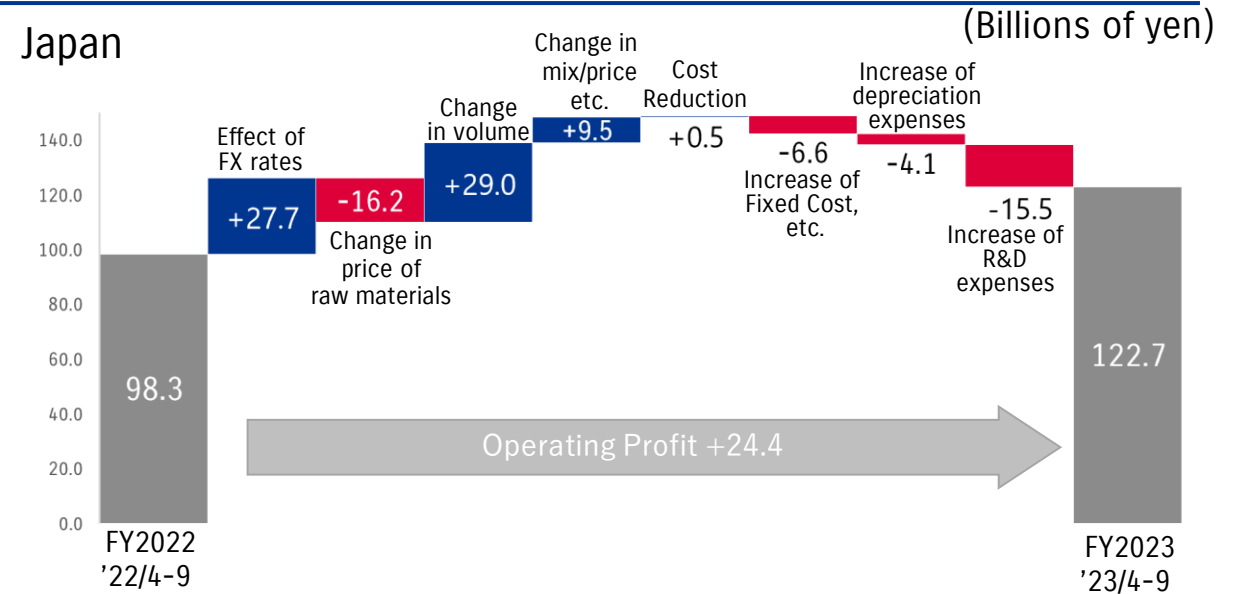
# FY2023 Second Quarter Results | Operating Results by Geographic Region



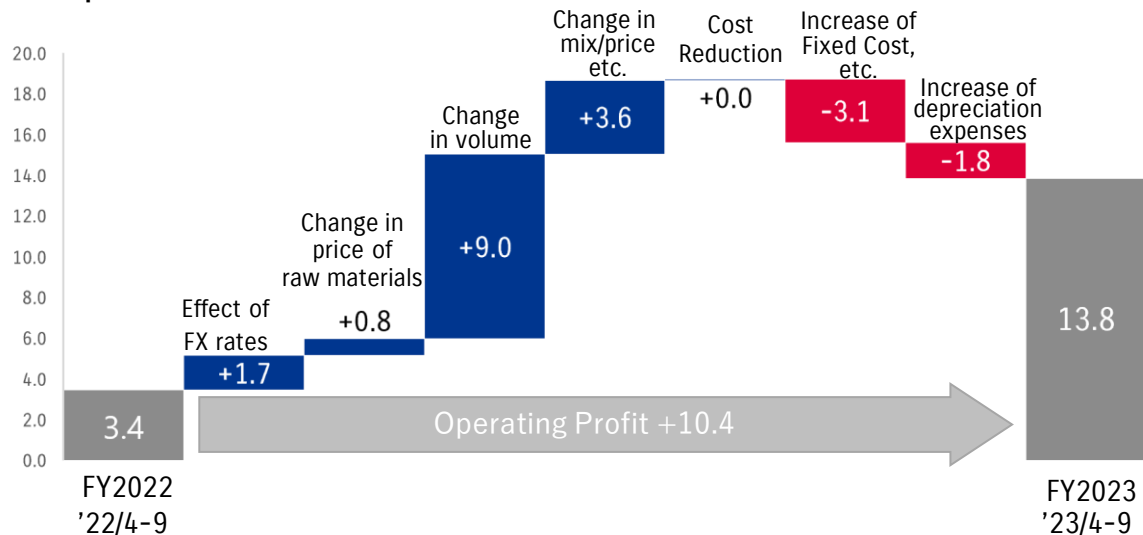
## Operating Results by Geographic Region

	'23/4-9					'23/7-9				
	Sales		Operating profit			Sales		Operating profit		
		YoY		YoY	Margin		YoY	YoY	Margin	
Japan	1,342.5	+17%	122.7	+25%	9.1%	697.7	+18%	57.5	+27%	8.2%
Europe	441.6	+62%	13.8	+302%	3.1%	229.8	+62%	5.3	+349%	2.3%
Asia	1,422.7	+14%	123.8	+91%	8.7%	765.3	+18%	80.4	+91%	10.5%
Others	198.0	-3%	7.3	-42%	3.7%	98.0	-2%	2.4	-49%	2.5%
<b>Total</b>	<b>2,564.4</b>	<b>+16%</b>	<b>229.5</b>	<b>+40%</b>	<b>8.9%</b>	<b>1,355.5</b>	<b>+17%</b>	<b>129.7</b>	<b>+44%</b>	<b>9.6%</b>

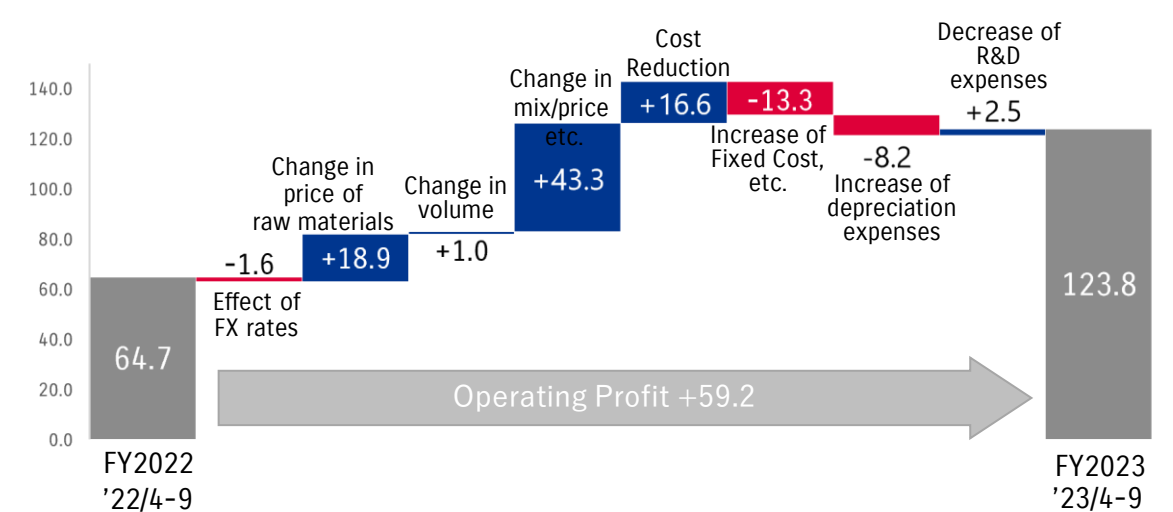
## Japan



## Europe



## Asia



# FY2023 Second Quarter Results | Operating Results of Maruti Suzuki India



		Rupees (Billions of Rupees) <sup>*1</sup>			Yen Conversion (Billions of yen)		
		FY2023 ( '23/4-9)	FY2022 ( '22/4-9)	Change	FY2023 ( '23/4-9)	FY2022 ( '22/4-9)	Change
Consoli- dated	Net Sales	663.9	538.3	+125.5	1,141.8	926.0	+215.9
	Operating Profit <sup>*2</sup> (Margin)	62.3 (9.4%)	33.1 (6.1%)	+29.2	107.2 (9.4%)	56.9 (6.1%)	+50.3
	Profit before taxes (Margin)	80.8 (12.2%)	40.3 (7.5%)	+40.5	139.0 (12.2%)	69.2 (7.5%)	+69.7
	Profit after taxes (Margin)	62.9 (9.5%)	31.5 (5.8%)	+31.4	108.2 (9.5%)	54.2 (5.8%)	+54.0
	EX rate	1.72 yen	1.72 yen	-			
Whole- sales (Thousand units)	Domestic <sup>*3</sup>	918	853	+65			
	Exports <sup>*3</sup>	133	133	-0			
	Total	1,050	985	+65			

\*1 Results shown in Rupees are consolidated results announced by Maruti Suzuki India on October 27

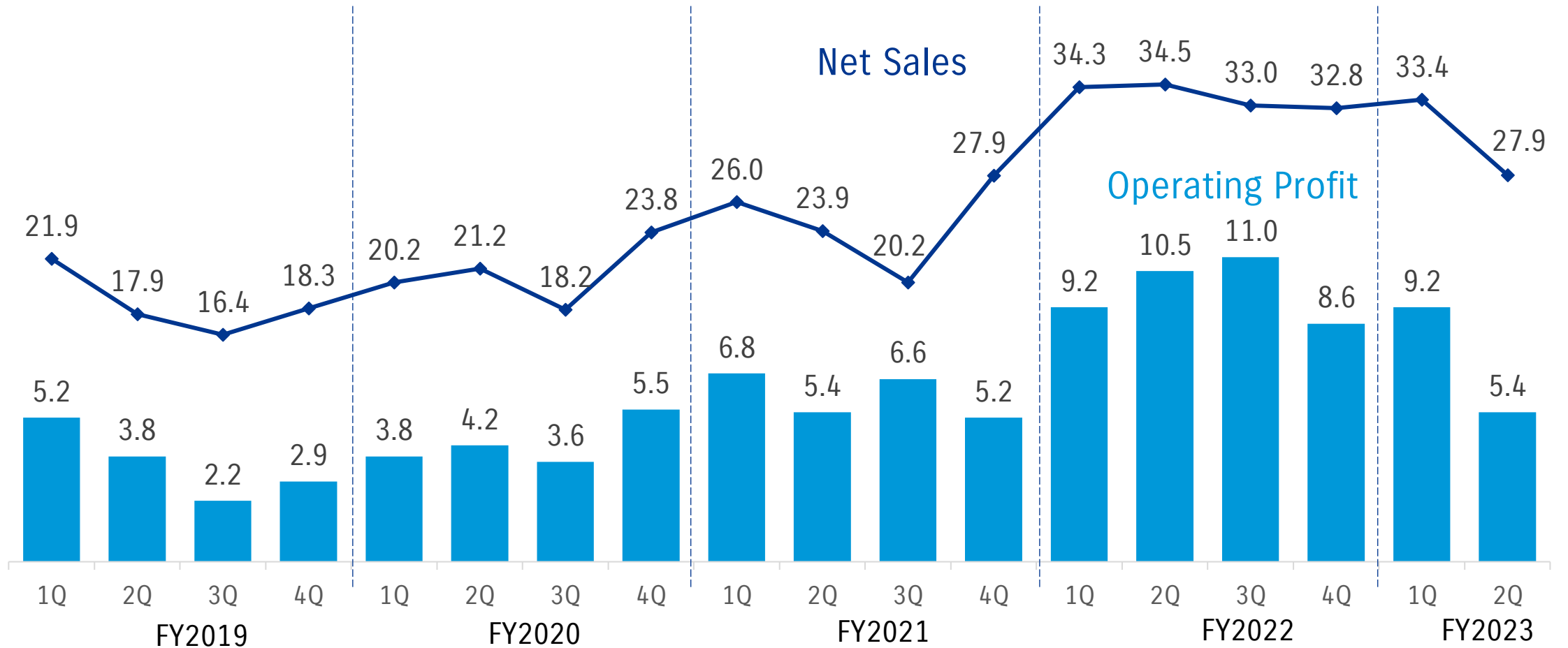
\*2 Operating Profit is calculated by using the following formula:

Operating Profit = Sales of product + Other operating revenues - Total Expenses + Finance costs

\*3 Domestic and exports include OEM units

Note. The above figures are for reference purpose only as financial results of Maruti Suzuki India are based on IndAS (Indian IFRS).

Trends in Marine Operating Results (Billions of yen)



	FY2023 Forecast			FY2022 ( yen )	Change from FY2022		Effect of ForEX rates in operating profit		
	( yen )	'23/10- '24/3 ( yen )	Previous Forecast ( yen )		( yen )	( % )	Exchange sensitivity* (bln yen)	Impact amount (bln yen)	
Euro	152	150	148	141	+11	+7.6%	+2.5	+18.8	
Mexican Peso	8.10	8.06	7.57	6.91	+1.19	+17.1%	+0.9	+15.8	
Sterling Pound	175	173	171	163	+12	+7.4%	+0.8	+6.1	
US Dollar	141	141	134	136	+5	+4.0%	+1.3	+5.2	
Indian Rupee	1.72	1.71	1.64	1.70	+0.02	+0.9%	+3.6	+3.1	
South African Rand	7.48	7.40	7.17	7.99	-0.51	-6.4%	+0.5	-3.3	
Pakistan Rupee	0.49	0.49	0.48	0.61	-0.12	-19.7%	+0.2	-4.7	
Others*	-	-	-	-	-	-	+1.4	+4.0	
<b>Effect of ForEX rates total</b>								<b>+11.3</b>	<b>+45.0</b>

\*Others... Polish Zloty + 2.2bln yen, Indonesian Rupiah +0.8 bln yen etc.

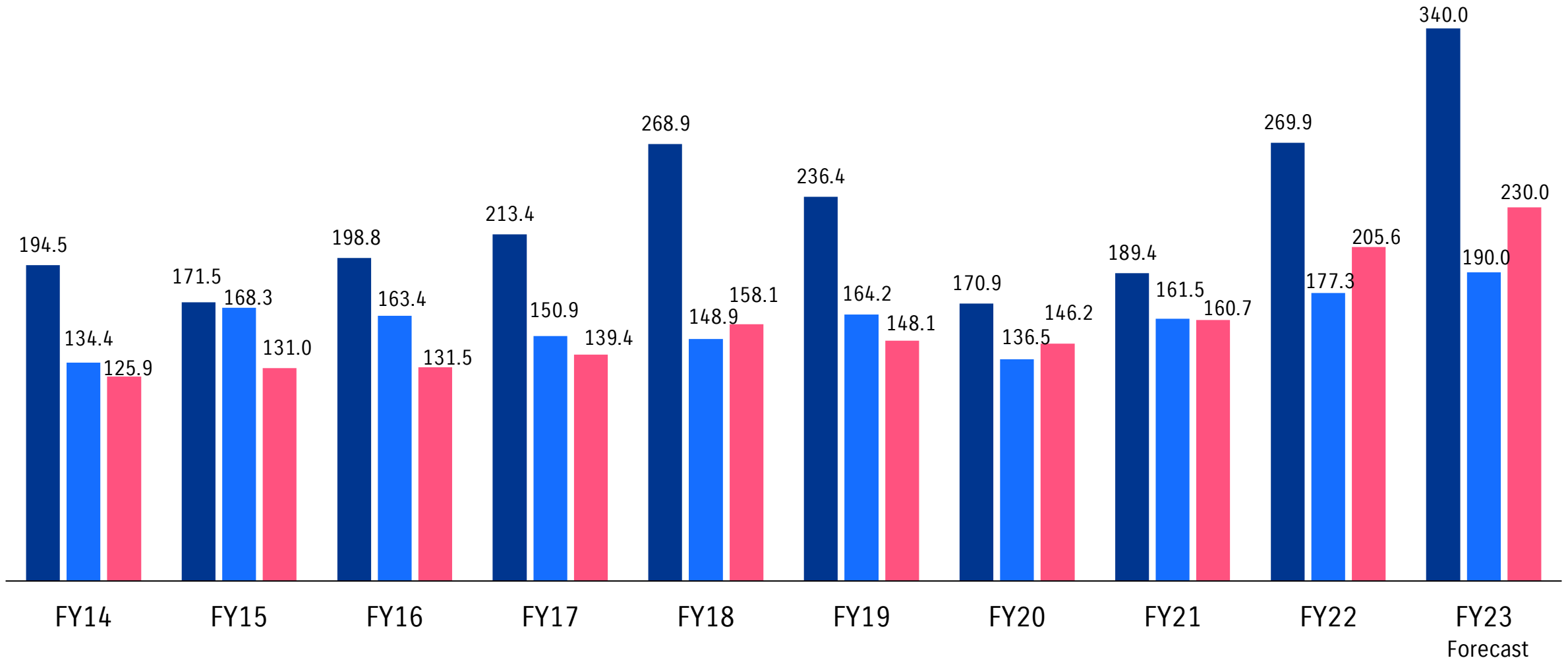
\*Exchange sensitivity... Represents the impact on operating profit when the rate of each currency increased by 1% yen from FY2022

# Full Year Forecast | Trends in Capital expenditures, Depreciation and R&D Expenses



(Billions of yen)

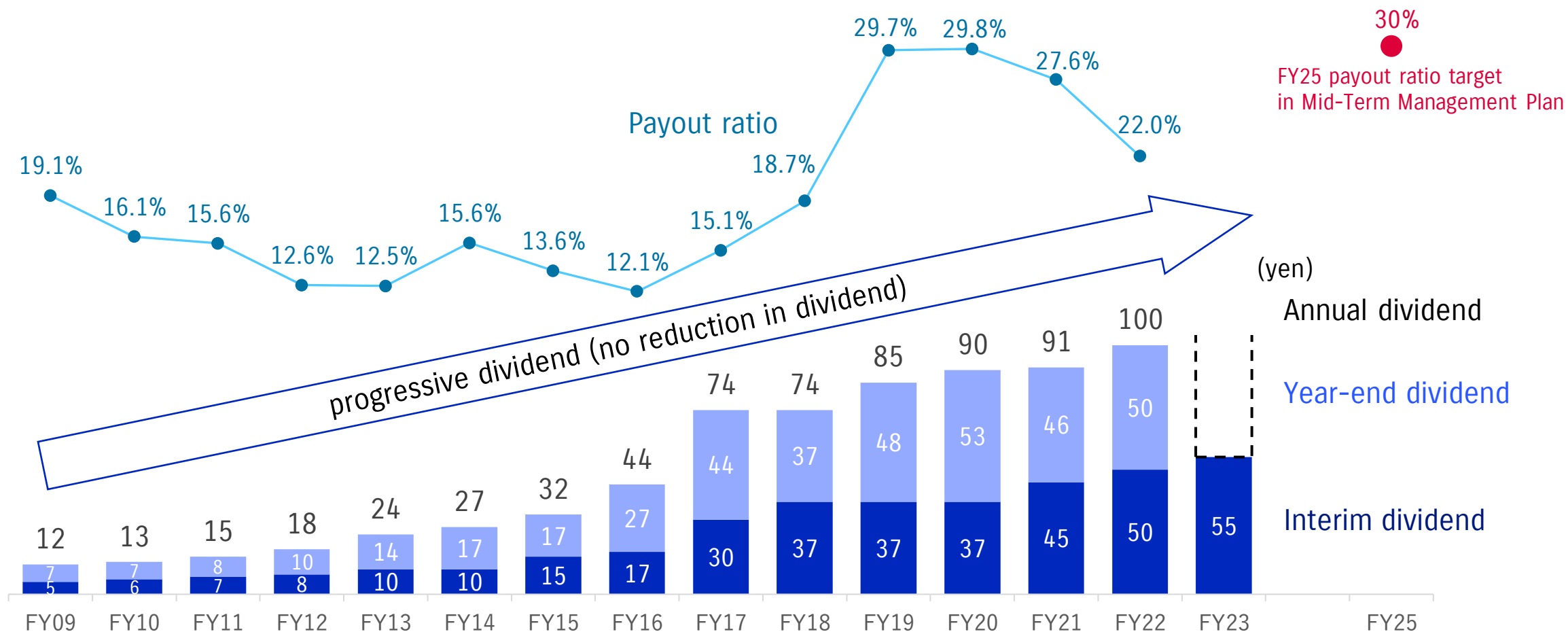
■ Capital expenditures   ■ Depreciation expenses   ■ R&D expenses



# Shareholder Return | Dividend per share

Interim dividend: **55 yen** (up 5 yen from FY2022): Record-high

Acquisition of Treasury Shares: Acquired 20 billion yen (3,768 thousand shares) (equivalent to 8.3% return ratio)





## Publication of Integrated Report and Sustainability Report

Integrated Report and Sustainability Report were published this November.  
Documents are now only available in Japanese and the English version will follow soon.



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For the **WORLD**,  
**PASSION** to create  
A new **ANSWER**.

JAPAN MOBILITY SHOW 2023





### **Caution with respect to Forward-Looking Statements**

- The forward-looking statements mentioned in this presentation are based on currently available information and assumptions, contain risks and uncertainty and do not constitute guarantees of future achievement.
- Please note that the future results may greatly vary by the changes of various factors.
- Those factors, which may influence the future results, include economic conditions and the trend of demand in major markets and the fluctuations of foreign exchange rates.

[English translation from the original Japanese language document]