Master Plan Part 3
Current Energy Consumption is Wasteful

Switch to sustainable economy halves total energy consumption

Current State

Sustainable Energy Economy
Global Mining Will Reduce in Sustainable Economy

Current Mining Extraction

[Fossil fuel extraction]

Fully Sustainable Economy

[Note: These are the minerals that we focus our responsible battery sourcing efforts on—particularly lithium, nickel and cobalt.]
Required Production Increases of Solar & Batteries are Absolutely Achievable

- Solar & Wind Deployment (TW/yr)
  - 2022 Deployment: 0.36
  - Required Deployment Per Year: 1.0
  - Increase: 3x

- Vehicle, Stationary & Thermal Battery Production (TWh/yr)
  - 2022 Deployment: 0.54
  - Required Deployment Per Year: 16
  - Increase: 29x

- Electric Vehicle Production (Millions/yr)
  - 2022 Deployment: 8
  - Required Deployment Per Year: 85
  - Increase: 11x
Total Need for Fully Sustainable Economy

- **Renewable power**: 30 TW
- **Storage**: 240 TWh
- **Land area required**: 0.2%
- **Manufacturing investment**: $10T
- **The energy required**: 1/2
- **2022 world GDP**: 10%
- **Insurmountable resource challenges**: Zero
EV vs. ICE Emissions Impact Over Time

CO\textsubscript{2}e of EVs become lower in <2 years of usage; ultimately saving over 55 tons of CO\textsubscript{2}e over lifetime
Avoided releasing about 13.4 million metric tons of CO2e

Reduced manufacturing GHG per vehicle by ~30% YoY

Reduced water use per vehicle by 15% YoY
We Made Our Factories Safer

The more employee engagement, the safer the factory
Created Over 125,000 Jobs in a Decade

<table>
<thead>
<tr>
<th>Total Global Employee Count</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>127,855</td>
<td></td>
</tr>
<tr>
<td>2021</td>
<td>99,290</td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>70,757</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>48,016</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>48,817</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>37,543</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>30,025</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>13,058</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>10,161</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>5,859</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>2,964</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>1,417</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>899</td>
<td></td>
</tr>
</tbody>
</table>
All-Time Record of Job Applications

We received 3.6 million job applications in 2022.
Announced Next Gen Drive Unit

- **75%**
  - Reduction in Silicon Carbide

- **Zero**
  - Rare Earths required

- **50%**
  - Reduction in Factory Footprint

- **~$1,000**
  - All-In Cost
Announced Insourcing of Controllers and 48V Architecture
FSD Beta Growing at an Accelerated Rate

Nearly 200 million miles driven since inception
We need everyone to make millions of EVs

The Largest EV Maker in the World

- Tesla
- BYD
- VW Group
- Hyundai Motor
- R-N-M Alliance
- Stellantis
- BMW Group
- Ford
- GM
- Toyota Motor Corp.
- Jaguar Land Rover (Tata)
The Highest Margin Volume OEM in 2022

Operating margin of 17% in 2022

Source: OEM websites
Making EVs Profitably is Hard

Operating margin - most EV OEMs remain loss-making

Source: Bloomberg
Free Cash Flow by Year

Reversal driven by Model 3 ramp

$7.6B Free Cash Flow in 2022
Tesla Operating System

- Omni Channel Customer Experiences
- Fulfillment & Charging
- Service & Support
- Captive Financials & Insurance
- Supply Chain & Logistics
- Factory Software
- Health & Safety
- Employee Experiences
- Data Centers & Infrastructure
- Information Security
- Risk & Compliance
- Analytics & Insights

Our custom-built software significantly simplifies the architecture & seamlessly combines Tesla’s vertically integrated business operations
Model Y On Track To Become the Best-Selling Vehicle Globally in 2023

United States
Best-selling non pick-up vehicle in Q1

Europe
Best-selling vehicle of any kind in Q1

China
Best-selling SUV in Q1
New Benchmark for Safety

Our cars keep getting safer through software updates
Not All Active Safety Systems are Created Equal

Euro NCAP Safety Assist Rating 2022

<table>
<thead>
<tr>
<th>Car</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tesla Model Y</td>
<td>98%</td>
</tr>
<tr>
<td>Tesla Model S</td>
<td>98%</td>
</tr>
<tr>
<td>NIO ET7</td>
<td>95%</td>
</tr>
<tr>
<td>WEY Coffee 01</td>
<td>94%</td>
</tr>
<tr>
<td>ORA Funky Cat</td>
<td>93%</td>
</tr>
<tr>
<td>Nissan Ariya</td>
<td>93%</td>
</tr>
<tr>
<td>WEY Coffee 02</td>
<td>93%</td>
</tr>
<tr>
<td>BMW 2 Series AT</td>
<td>92%</td>
</tr>
<tr>
<td>BMW X1</td>
<td>92%</td>
</tr>
<tr>
<td>Lexus NX</td>
<td>91%</td>
</tr>
<tr>
<td>Subaru Solterra</td>
<td>91%</td>
</tr>
<tr>
<td>Toyota bZ4X</td>
<td>91%</td>
</tr>
</tbody>
</table>

Our active safety will keep improving
Low Total Cost of Ownership

Cost per mile after 5 years, 60,000 miles

Model 3  RWD
$0.49 per mile

Toyota Corolla*
$0.46 per mile

- Depreciation, Taxes, Fees, Incentives & Financing
- Maintenance, Tires & Repairs
- Insurance
- Fuel (Electricity or Gasoline)

*Based on 2023 Model Base Trims

All-in cost per mile similar to a Corolla, not a BMW
# Superchargers That Just Work

<table>
<thead>
<tr>
<th>Year</th>
<th>Uptime</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>99.94%</td>
</tr>
<tr>
<td>2019</td>
<td>99.90%</td>
</tr>
<tr>
<td>2020</td>
<td>99.74%</td>
</tr>
<tr>
<td>2021</td>
<td>99.96%</td>
</tr>
<tr>
<td>2022</td>
<td>99.95%</td>
</tr>
</tbody>
</table>

*Uptime of Supercharger sites reflects the average percentage of sites globally that had at least 50% of their daily capacity functional for the year.*
Megapack is Already Cost Competitive with Conventional Energy Sources

Levelized Cost of Energy Comparison for Megapack and Conventional Resources $/MWh

- Solar PV + Megapack 2 XL
- Natural Gas Peaker Plant
- Nuclear Power Plant
- Coal Plant
- Combined-Cycle Natural Gas

Source: Lazard April 2023 analysis. Megapack 2 XL figures are for our 4-hour duration product and are based on Tesla estimates.
From 6.5 GWh in 2022 to 80+ GWh with Lathrop, CA and Shanghai in the future
Gigafactory Nevada Expansion

Tesla Semi production line

4680 in-house cell production
Lithium Refinery in Texas

60 GWh/year capacity

Starts commissioning end of 2023
Gigafactory Mexico

Manufacturing next gen vehicle
Cybertruck Delivery Event

Later this year
Your Vote Matters

Shareholder Vote Guide

We advise Tesla shareholders to vote with management recommendations. To learn more, please read our 2023 Proxy Statement.

How To Vote Your TSLA Shares

The voting process may vary depending on your broker. To learn how to cast your vote, please select your broker from the list below. If your broker is not listed, select 'All Other Brokers'.

Many brokers outside of the US don't allow retail shareholders to vote. Check with your broker if proxy voting is allowed.

- Fidelity
- Robinhood
- Interactive Brokers LLC
ANNUAL SHAREHOLDER MEETING

CYBER ROUNDUP

2023
TEXAS