TESLA

Dear Tesla Shareholders,

Our shareholders are among the most highly engaged shareholders in the world. You have shown that you take your ownership of Tesla seriously, exercising your vote at our annual meetings in record numbers. In doing so, you help drive the future of Tesla. The time to do so again has come.

We are asking you to vote with the Board's recommendations on ALL proposals at the 2026 Annual Meeting of Shareholders — most importantly, the re-election of our Class I Directors.

Thank you for your continued support of Tesla.

Sincerely,
The Tesla Board of Directors



2026 Annual Meeting of Shareholders

December 3, 2026 at 3:00pm CT

Vote "FOR" the re-election of our Class I Directors and ALL proposals on this year's ballot.

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From Master Plan to a Life-Changing Reality

Last year, we presented Part IV of the Tesla Master Plan, designed to create a world of amazing abundance for all — and generate extraordinary value for you as a shareholder. In 2026, we have been executing that plan, investing in the infrastructure and super intelligence to bring it to the physical world and laying the groundwork for our next phase of transformational growth and value creation. This tremendous progress is the result of our management team and this Board working together toward our shared vision for Tesla and for the world. And we are just getting started.

Vehicles



Delivered more than 10 million vehicles to date — scaling our core vehicle production 10x in just six years

Energy Storage



Deployed more than 130 gigawatt-hours of energy storage to date — with record deployments out of Megafactory Shanghai

Robotaxi



Expanded Robotaxi service to seven U.S. cities

Megapack 3



Began production of the new Megapack 3 at our Megafactory in Texas

Cybercab



Launched Cybercab, deploying fully autonomous vehicles without steering wheels or pedals in our Robotaxi fleet

Full Self-Driving



Grew FSD (Supervised) usage exponentially, reaching nearly 1.5 million paid customers and more than 15 billion cumulative miles driven to date

Terafab



Launched our Terafab initiative to secure supply of critical components at scale

Manufacturing



Continued building the manufacturing backbone for our next phase of growth — Semi factory opening in Nevada and high-volume Optimus production line in Fremont

Please vote "FOR" the re-election of our Class I Directors and ALL proposals on this year's ballot.

VoteTesla.com

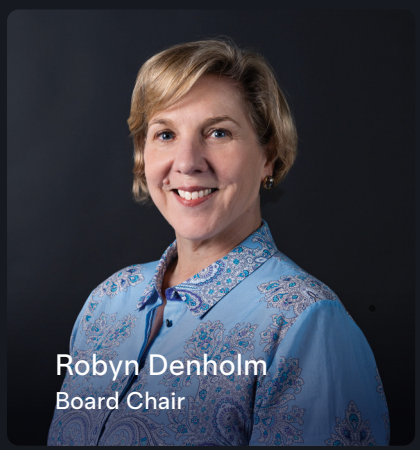
Your Vote Matters

We believe that Tesla has the right strategy, infrastructure and team in place, and we are asking for your vote to ensure we remain on track to deliver on our promise. At a moment of rapid technological change, consistent progress requires proven hands to see our transformation through. That includes the re-election of the three Class I Tesla directors being voted on this year.

What makes our Board so formidable is the complementary skillsets of our directors — and these three bring irreplaceable value to the Boardroom. This is the team that has steered Tesla to become one of the most valuable companies in the world. Your vote to re-elect them is essential to delivering on our bold objectives and everything that comes next.

Tesla Directors Nominated for Re-Election







How to Vote Your Shares

Vote Online

Locate your control number on your proxy materials, visit the listed website, and follow the instructions. If received by email, click the link and follow the instructions.

Vote by QR Code

If your proxy materials include a QR code, scan the QR code using your mobile device and follow the instructions.

Vote by Phone

Registered shareholders can locate the number on your proxy materials, dial the number indicated and follow the prompts.

Vote by Mail

Mark, sign and date the proxy card and return it in the pre-paid envelope provided.

Questions?

If you need help voting your shares or have any questions, please contact our proxy solicitor, Innisfree M&A Incorporated.

Shareholders

+1 (877) 717-3936 (U.S. and Canada) OR

+1 (412) 232-3651 (all other countries)

Banks and Brokers

+1 (212) 750-5833 (collect)



Additional Information and Where to Find It

Tesla, Inc. ("Tesla") has filed with the U.S. Securities and Exchange Commission (the "SEC") a definitive proxy statement on Schedule 14A (the "Definitive Proxy Statement") and a proxy card with respect to its solicitation of proxies for Tesla's 2026 Annual Meeting of Shareholders (the "2026 Annual Meeting"). The Definitive Proxy Statement contains important information about the matters to be voted on at the 2026 Annual Meeting. SHAREHOLDERS OF TESLA ARE URGED TO READ THESE MATERIALS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO) AND ANY OTHER RELEVANT DOCUMENTS THAT TESLA HAS FILED OR WILL FILE WITH THE SEC BECAUSE THEY CONTAIN OR WILL CONTAIN IMPORTANT INFORMATION ABOUT TESLA AND THE MATTERS TO BE VOTED ON AT THE 2026 ANNUAL MEETING. Shareholders are able to obtain free copies of these documents, and other documents filed with the SEC by Tesla, through the website maintained by the SEC at www.sec.gov. In addition, shareholders are able to obtain free copies of these documents from Tesla by contacting Tesla's Investor Relations by e-mail at ir@tesla.com, or by going to Tesla's Investor Relations page on its website at ir.tesla.com.

Participant Information

Tesla, its directors (Elon Musk, Robyn Denholm, Ira Ehrenpreis, Joe Gebbia, Jack Hartung, James Murdoch, Kimbal Musk, JB Straubel and Kathleen Wilson-Thompson), and certain of its executive officers (Vaibhav Taneja and Tom Zhu) are deemed to be "participants" (as defined in Section 14(a) of the Securities Exchange Act of 1934, as amended) in the solicitation of proxies from Tesla's shareholders in connection with the matters to be considered at the 2026 Annual Meeting. Information about the compensation of our named executive officers and our non-employee directors is set forth in the sections titled "Executive Compensation for Fiscal Year 2025" and "Compensation of Directors" in the Definitive Proxy Statement. Information regarding the participants' holdings of Tesla's securities can be found in the section titled "Ownership of Securities" in the Definitive Proxy Statement.

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