TESLA

Dear Tesla Shareholders,

You believed in the potential of Tesla when others doubted. You voted to support the company when it mattered most. And you held on when others sold. This support is one of the reasons Tesla is where it is today, and why the future we are building together is within reach.

Your Board of Directors believes that Tesla belongs to you — our shareholders. At our upcoming Annual Meeting on December 3, 2026, we are asking you to exercise your right to vote and, once again, help drive the next wave of growth for the company.

Being a Tesla shareholder is not like holding stock in any other company. It is a statement of belief. It is a relationship, and one we do not take lightly.

Thank you for your continued support of Tesla.

Sincerely,
The Tesla Board of Directors

2026 Annual Meeting of Shareholders

December 3, 2026 at 3:00 PM CT

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

VoteTesla.com

You Act Like the Owners You Are

At Tesla, we are accustomed to naysayers. We have never accepted the limits others set — and neither have our shareholders. You are not passive holders. Collectively, our retail shareholders are one of the largest, most engaged groups of shareholders of any company in the world.

With your support over the years, we have created tremendous value for shareholders. Indeed, Tesla has delivered a total shareholder return of ~343x[1] since our IPO, substantially outperforming almost all peers and the broader market with respect to TSR. By casting your votes in prior years, you have helped us retain critical leaders who have propelled us into a new era of Super Intelligence and laid the groundwork for Tesla to bring our Master Plan Part IV into reality.

Your votes in support of the Tesla team have helped make these achievements possible. And because we believe the best is yet to come, it is more important than ever that you continue to demonstrate your support by voting at the upcoming Annual Meeting.



VoteTesla.com

It's Time to Make Your Voice Heard Once Again

When individual shareholders don't participate in our shareholder votes, decisions about the company's future do not include your input, your understanding of what we are creating, or your belief in a world of amazing abundance. Tesla shareholders have never let that happen.

Over the years you have participated at record levels and exercised your ownership rights. And even in the face of outside voices, you have voted with us because you knew what was at stake and you understand what Tesla can become. This year is no different.



Please Vote "FOR" the Re-Election of Our Class I Directors and ALL Proposals on This Year's Ballot



Elon Musk, CEO and Director



Robyn Denholm, Board Chair



JB Straubel, Director

Voting Is Quick and Easy

To learn more, visit VoteTesla.com

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)

1. Source: FactSet; Total Shareholder Return (TSR) calculated from June 29, 2010 (Tesla's IPO price per share) through close of business on November 13, 2026, based on Tesla, Inc. (TSLA) share price performance and reinvested dividends over the period.

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 email 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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