Safe Harbor Statement

Certain statements in this presentation, including statements relating to Model S demand, market share and gross margin; future manufacturing expansion, future store, service center and Supercharger network opening and expansion plans; and statements regarding future vehicles such as Model X and Gen III are “forward-looking statements” that are subject to risks and uncertainties. These forward-looking statements are based on management’s current expectations, and as a result of certain risks and uncertainties, actual results may differ materially from those projected.

The following important factors, without limitation, could cause actual results to differ materially from those in the forward-looking statements: delays in the ramping of production capacity and delivery of Model S, including the ability of suppliers to supply parts at desired quality levels and quantities; market acceptance of electric vehicles in general and new Tesla vehicle models, specifically Model S, Model X and Gen III; Tesla’s ability to control the costs associated with our business; Tesla’s ability to establish, maintain and strengthen the Tesla brand; Tesla’s ability to execute on its retail strategy and for new store, service center and Supercharger openings; potential difficulties in finding suitable Tesla store, service center and Supercharger sites as well as the risks and uncertainties identified under the section captioned “Risk Factors” in our quarterly report on Form 10-Q filed with the SEC on November 8, 2013. Except as required by law, Tesla disclaims any obligation to update information contained in these forward-looking statements.
“Our goal when we created Tesla a decade ago was the same as it is today: to drive the world’s transition to electric mobility by bringing a full range of increasingly affordable electric cars to market.”

-Elon Musk | CEO
Corporate Overview

Founded: 2003
Employees: ≈6,000
Retail Locations: 100+
Tesla Electric Miles Driven: 190 million

Headquarters
Palo Alto, California

Tesla Factory
Fremont, California

Tesla Assembly
Tilburg, Netherlands

Design / Advanced Eng.
Hawthorne, California
Solid Foundation

For Future Success

- Brand
- Partnerships
- IP Leadership
- Financial
- Management
Comprehensive Capabilities

Direct feedback loop accelerates development
Tesla Culture
Our Greatest Asset

Move Fast
Do the Impossible
Constantly Innovate
Reason from “First Principles”
Think Like Owners
We are ALL IN
Culture Drives Success
*Proven by Model S*

1. Streamlined Development
   - *Developed in ≈2 years*
   - *Cost to market ≈$650 million*

2. Better vehicles
   - *“The best car we have ever tested”*  
     Consumer Reports

3. Superior Economics
   - *Profitable on low volume*
   - *25%+ gross margin (LT target)*

*Market share gains are the evidence*
Leading F-Segment Vehicles

US Units Sold YTD thru Q3’13

- Tesla Model S
- MB S-Class
- BMW 7-Series
- Lexus LS
- BMW 6-Series
- Audi A7
- Porsche Panamera
Invest to Grow
Vehicles, Production, Customer Support

Vehicles
Production
Customer Support
Strong Growth Potential

Tesla 2013 Market Share

- 2-3% of the U.S. premium auto market (with minimal penetration)
- ≈ 1% of the global premium auto market
- ≈ 0.02% share of the global auto market
Expand Production

Supply Chain & Capacity

Suppliers

Production Capacity
Customer Support
Stores & Service

55 retail outlets in North America
24 in Europe
4 in Asia

More stores & service centers coming
Customer Support
Supercharging

Free long distance driving, forever
Tesla Product Strategy

Better Driving at a Lower Price

Time

1st Generation

2nd Generation

3rd Generation

Units

$$$

$$$

$$$

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Roadster

0 - 60mph: **3.7 seconds** • EPA Driving Range: **244 miles** • Base Price: **$109,000**
Model S - Most Awarded Car of 2013

Popular Mechanics
TIME
MEN'S JOURNAL

Motor Trend Car of the Year 2013

c|net
Yahoo!
PopSci
Automobile

Consumer Reports
Over 80% of Tesla owners use Model S as their primary vehicle
Model X

A New Vehicle Category

Functionality, style & performance
Dual motor AWD
Starts production late 2014
Gen 3

Next Vehicle Platform Targets

D-segment sedan

Available in ≈3 years

Base price $30-35K

Tesla performance & range

Category-leading gross margin
Design

Inspired by the endurance athlete
Blend of aerodynamics and beautiful design
Incredible interior utility and cargo space
Details: Door Handles, Charge Port, Key, Panoramic Roof
Vehicle Engineering

Entirely in-house team
All aluminum chassis construction (Extrusions, stampings, and castings)
Lightweight, low center of gravity & high torsional rigidity
5-star NHTSA rating
Powertrain Engineering

Integration Value: A system that is greater than the sum of its parts

Small Cells  Battery  Inverter  Motor  Gear Box
Software Engineering

Advanced software
Core focus and Tesla DNA
- Battery Management
- Motor Control
- Diagnostics
- Touchscreen
- Traction and Stability Control

Customizable and upgradable
**Powertrain Manufacturing**

- Highly scalable
- Superior cost dynamics
- Trade secret methodologies

**Vehicle Manufacturing**

- Efficient
- Multi-platform
- Superior ECO throughput
Reinventing Sales

*Distribution & Marketing Combined*

Superior customer experience
Streamlined purchase process
Direct relationship
Capture retail mark-up
More efficient

Santa Monica Store
Reinventing Service

Best Service is No Service

No Scheduled Maintenance

Valet Loaner Service

Ranger Remote Service