# Disaster relief efforts

## North Carolina

The 11 MPUs originally deployed for Hurricane Helene recovery in late 2024 have been integrated into permanent community infrastructure. What started as emergency power for distribution centers became part of a resilience network for first responders and rural communities, generating over 8,700 kWh of clean energy in 2025 and replacing diesel generators that have run continuously since the storm. In total, the energy generated is enough to power a rural emergency shelter for over eight months or keep critical medical refrigeration running at a field hospital for more than a year.

## Los Angeles

We deployed MPUs to support wildfire relief operations, powering a community support center where first responders and displaced residents relied on air conditioning, refrigeration and communications equipment. The over 1,000 kWh delivered replaced diesel generators that would have produced over 3 metric tons of $CO_2e$.

## New Orleans

We pre-positioned five MPUs to support community disaster readiness, producing nearly 9,900 kWh of clean energy, the equivalent of powering 15 homes for a month, helping communities access reliable power when they need it most.

## Sudan

We donated one MPU to power a primary care facility, our first deployment into an active conflict zone, providing reliable energy to power critical medical operations, including medicine storage and diagnostics.

## Embry-Riddle Aeronautical University

We donated one MPU to support engineering students researching off-grid renewable energy systems, enabling the next generation of clean energy innovation.

## Jamaica

When Hurricane Melissa struck in October 2025, we deployed five MPUs to power health clinics and a water filtration facility, coordinating with four NGO partners. Two units were redirected from pre-staged positions in Puerto Rico and Barbados, reducing the deployment time from weeks to days and validating the Caribbean forward-staging strategy. The nearly 1,800 kWh generated kept vaccine refrigerators, diagnostic equipment and water purification systems running through extended grid outages, directly supporting care for thousands of patients.

## Austin

One MPU powered the construction of a 17-acre free public art park, generating nearly 3,800 kWh of clean energy and eliminating the need for diesel generators on a project designed to serve underserved communities.


Supply Chain



# True abundance relies on sourcing materials sustainably from the beginning

We use our purchasing power to ensure every step in our supply chain supports a sustainable future for the land we source from, the individuals and communities we work with and the customers who trust us to do it right.

Tesla is one of the largest EV and battery energy storage system (BESS) material buyers in the world.

## Supply Chain


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# Our positive impact starts with our supply chain

We aim to build products that have a positive impact on our world and the people living in it. To do this, we strive to align with high sustainability, quality and safety standards.

As we are one of the world's largest purchasers of raw materials used to build electric vehicles and energy products, our supply chain is expansive and involves material sourcing from 52 countries across five continents.

In 2025, we continued to use our purchasing power and influence to improve the industries we source from, helping to avoid, prevent and mitigate adverse impacts on the communities impacted by our supply chain.

## Lead the Charge ranking (2025)

Ranking of companies' efforts to eliminate fossil fuels, environmental harms and human rights abuses from their supply chains, from mining to manufacturing

#1

Tesla was ranked as the leading supply chain sustainability program by Lead the Charge,* for the second year in a row

* Lead the Charge is an independent network of local, national and global advocacy organizations.

| Rank | Company |
|---|---|
| 1 | Tesla |
| 2 | Ford |
| 3 | Volvo |
| 4 | Mercedes-Benz |
| 5 | Volkswagen |
| 6 | BMW |
| 7 | Renault |
| 8 | Geely |
| 9 | Hyundai |
| 10 | GM |

# We are committed to responsible sourcing

Our Responsible Sourcing Policy, Global Human Rights Policy and Supplier Code of Conduct document the high standards we have set for Tesla and for our suppliers.

Every supplier we work with is contractually required to formally accept these policies and must fulfill the requirements laid out within them throughout the course of their business relationship with us. We monitor supplier adherence through audits, our Supplier Self-Assessment Questionnaire (SAQ) and due diligence. Where we do not source materials directly from mines and refiners, we require suppliers to cascade our requirements to their sub-suppliers.

Additionally, these documents and our responsible sourcing work are aligned with international frameworks like the Organization for Economic Cooperation and Development (OECD) Guidelines for Multinational Enterprises, OECD Due Diligence Guidance for Responsible Business Conduct and the United Nations Guiding Principles on Business and Human Rights (UNGPs).



# Our vertical integration and localized supply chain supports our sustainability goals

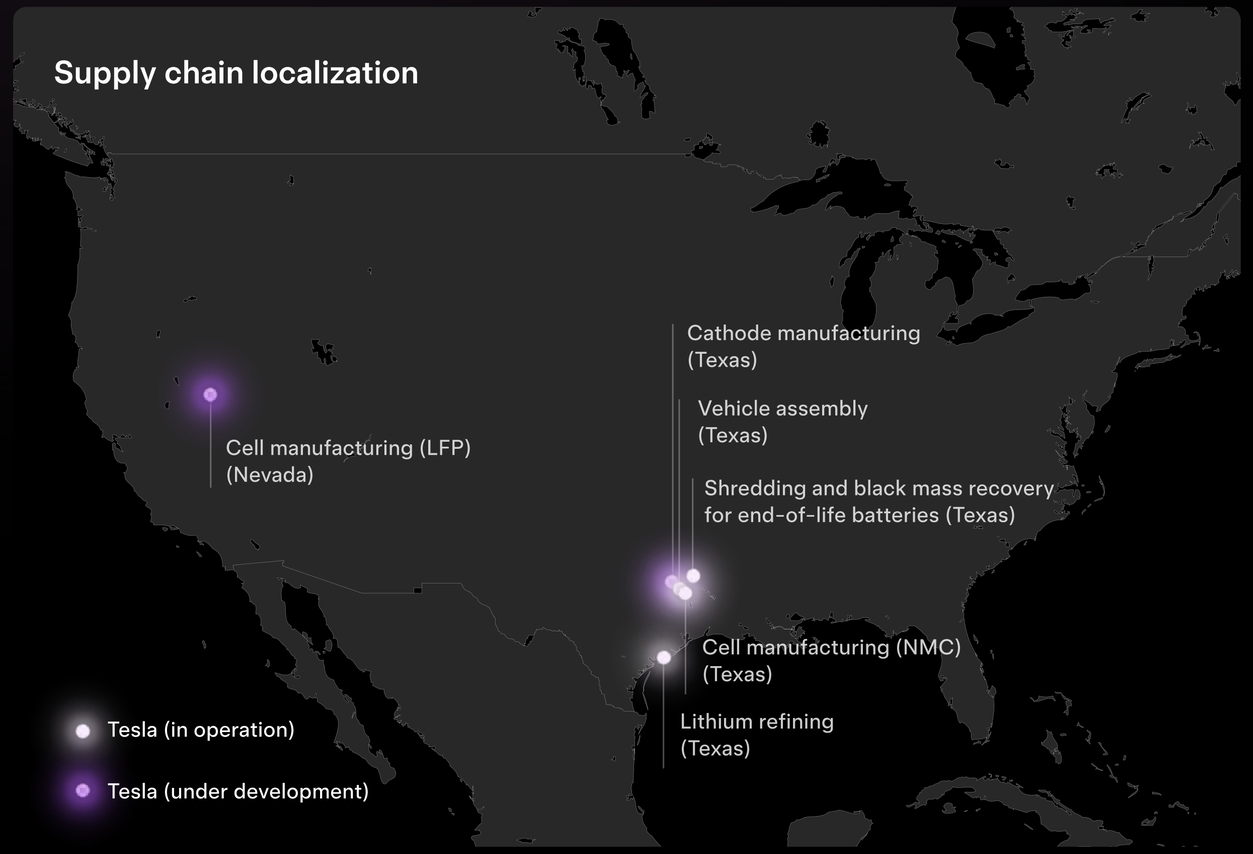
Our vertical integration and supply chain localization in North America has many advantages. From a commercial perspective, it provides greater supply chain control, stability and resilience all while continuing to invest in the domestic production of critical materials for batteries and the creation of jobs.

From a sustainability standpoint, it gives us more control over the design of these manufacturing processes, which means we can optimize them to have a more positive environmental impact than incumbent external processes. We can also leverage lessons from the internal design of these processes for improvements with our external suppliers.

We continue to invest in vertical integration in crucial parts of the supply chain, including in-house battery cell (both nickel-based and iron-based cells), cathode, lithium, solar and semiconductor production, all while also investing in our local capacity to recycle and re-integrate the recovered battery materials into our supply chain.

We continue to focus our sustainability efforts with external suppliers, which will be critical to achieving our goals.

For more information on how these activities have a positive environmental impact, see pages 51 and 58–59 of this report and pages 156–157 and 172–173 of our 2024 Impact Report.



# Our work focuses on priority materials and issues

Each of our products is made up of thousands of parts and materials sourced from an extensive network of suppliers around the world. We prioritize which materials and issues we focus on according to the following:

- We consider which materials are most essential to the production of our products.
- We review which high-risk materials are likely, in general, to have the greatest impact on the typical profile of these materials' supply chain.
- We conduct structured due diligence to evaluate the likelihood, presence and severity of these risks within our supply chain and develop appropriate responses to mitigate them.

## Priority industry-wide supply chain risks

| | Lithium | Nickel | Cobalt | Graphite | Aluminum | Ferrous metals | 3TG | Phlogopite Mica |
|---|---|---|---|---|---|---|---|---|
| Respect for human and Indigenous rights | ● | ● | ● | ● | ● | ● | ● | ● |
| Prevention of child labor | | | ● | | | | ● | ● |
| Freely chosen employment | ● | ● | ● | ● | ● | ● | | |
| Decarbonization | ● | ● | | ● | ● | ● | | |
| Protection of water quality | ● | ● | ● | ● | | | | |
| Protection of landscapes and biodiversity | ● | ● | ● | ● | | | | |
| Avoidance of armed conflict financing | | | | | | | ● | |

## Priority raw materials



# We collect extensive data from our supply chain

In 2025, we continued expanding the use of our Supplier Self-Assessment Questionnaire (SAQ). The SAQ requires each supplier to confirm what environmental and social conditions and processes are in place at each supplier site. This helps our teams identify high-risk suppliers and proactively exercise more extensive due diligence processes.*

Rather than relying on secondary greenhouse gas (GHG) emissions data and estimates, we also use tools like our GHG Survey to collect our own primary GHG data and estimates from our suppliers to inform our decarbonization efforts.**

In our battery supply chain, we requested and received lifecycle assessments (LCAs) from our suppliers, which we then validated against our internal and against external industry benchmarks.***

In addition to the data we received from our suppliers, we also continued to review information from external stakeholders. This included grievances received through our Integrity Line (which is open to any supply chain stakeholder****) and other anonymous channels. We also continued to engage with non-governmental and civil society organizations that can help us better understand the perspectives of the communities that are impacted by our suppliers' operations.

For example, we collaborated on a research project with a coalition of NGOs, including two based in the southern Democratic Republic of the Congo (DRC), to investigate the environmental, social and economic impacts that mining has on the communities living in the region. This continues to inform our responsible sourcing work there.*****

* For more information on our SAQ process and results, see pages 201–202 in the Appendix section of this report.

** For more information on GHG Survey and results, see page 203 in the Appendix section of this report.

*** For a breakdown of GHG data coverage in our battery supply chain, see page 204 in the Appendix section of this report.

**** For more information on grievances received through our Integrity Line, see pages 137–139 in the People and Community section and page 205 in the Appendix section of this report.

***** For more information on our responsible sourcing work in the DRC, see pages 164–167 and 174 of this report.

**50**

LCAs received and reviewed from suppliers at all tiers of the battery supply chain

**+540**

responses received to our GHG Survey

**84%**

GHG data in our battery supply chain is sourced directly from our suppliers (rather than from the secondary databases typically used by other downstream companies), up by 17% from 2024

# Our comprehensive audits give us insight into our supplier sites

In 2025, we continued to use our Supplier Responsibility (SR) Audit Program to assess suppliers' adherence to all aspects of our Supplier Code of Conduct. The program is also aligned with the Responsible Business Alliance (RBA) Code of Conduct.

For high-focus supply chains like the battery supply chain, we also use independent third-party audit programs that result in Corrective Action Plans (CAPs) with clearly defined timelines for closure. These independent programs offer multi-stakeholder governance, which gives a voice to communities in how the audits are conducted and their results used.*

We also expanded our support for the SLR Better Mining (part of SLR Consulting) monitoring and traceability system at artisanal and small-scale mines (ASM) in the 3TG and mica supply chains. Independent SLR Better Mining staff collected data from pit to export for this system using a mobile app and conducted risk analysis and mitigation activities, including ongoing monitoring and CAPs.

Our responsible sourcing teams complement these audits with on-site visits to supplier operations, often accompanied by commercial purchasing and engineering teams.

* For a detailed breakdown of how refiners and mines in our battery supply chain performed against these audits, see pages 206–207 in the Appendix section of this report.

**11**

Tesla SR or equivalent audits completed at battery cell, cathode and anode suppliers

**212**

supplier sites audited by the Tesla SR Audit Program (170 full audits and 42 closure audits) across tiers 1 and 2 of our supply chain

**89,000**

workers represented during the above-mentioned audits

# Our comprehensive audits give us insight into our supplier sites (cont'd)



**17**

Mines and refiners of battery materials completed audits against the Responsible Minerals Initiative (RMI), Initiative for Responsible Mining Assurance (IRMA) and CopperMark

**35**

3T mine sites, "comptoirs" (trading posts) and mining operators in the DRC and Rwanda covered by onsite monitoring, improvements and digital traceability through SLR Better Mining, which has been partially funded by Tesla

**2**

Mica ASM mines and processors engaged in SLR Better Mining, funded by Tesla

# We map our supply chains

In 2025, we continued to map our supply chains and have increased our visibility across prioritized materials since 2024.*

In our battery supply chain, we buy many minerals directly from mines and refiners and require our midstream suppliers to buy from designated sources. This allows for increased traceability and leverage.

For materials that we do not directly manage the minerals sourcing of, we continued to develop supply chain maps, which we validated through audits and on-site spot checks of transport documentation and business records.

We also onboarded several priority supply chains to a digital traceability platform that provides precise batch-level tracking, and we expanded our supply chain mapping to include graphite, iron, phosphate and copper.

* For details on countries of origin, see page 208 in the Appendix section of this report.

**65%**
Increase in 3TG material tagged at locations monitored and digitally traced by SLR Better Mining, partially funded by Tesla

**13**
countries of origin identified in the steel supply chain

**12**
countries of origin identified in the aluminum supply chain

**100%**
visibility across lithium, nickel and cobalt supply chains up to mine for battery cell cathode, as supported by our direct sourcing approach

**79%**
Lithium directly sourced from mines and refiners

**46%**
Nickel directly sourced from mines and refiners

**38%**
Cobalt directly sourced from mines and refiners

# We translate data into action

Before we sign contracts with new suppliers, we consider a variety of environmental and social criteria. Our contracts include firm commitments to our Supplier Code of Conduct and policies.

After contracts are awarded, we regularly collect and analyze the data received (SAQs, GHG Surveys, audits, LCAs, Integrity Line and direct stakeholder engagement, etc.) and translate it into supplier-specific action plans with concrete timelines. In some instances, we included these action plans in new and existing supplier contracts. We directly translate suppliers' performance against these action plans into other commercial decisions such as awarding new business or increasing or decreasing purchasing volumes.

Where we find breaches to our policies, or where identified risks are not sufficiently addressed after several rounds of engagement, we consider removing the suppliers from our supply chain, an action we have taken in the past.

In 2025, we piloted an internal monthly risk forum within our supply chain organization to escalate and further mitigate suppliers' non-conformance with our standards. This led to accelerated targeted risk mitigation in collaboration with Tesla supply chain leadership and supply chain managers.

We also continued to increase the amount of lithium, nickel, cobalt and copper recovered from our batteries and made progress on using it in our own refining and recycling operations and with external recycling partners. This helped replace primary mined material and its associated socio-environmental risks.

For more information on our Supplier Code of Conduct and policies, see page 156 of this report.

83%

of escalated concerns related to noncooperation with SR Audit processes or poor audit performance were resolved as facilitated by internal monthly risk forums.

# We continue to protect human rights

Mines can impact the communities near them. To enable local support and avoid conflict, we continued to directly engage companies in our battery supply chain to ensure they proactively and regularly speak with nearby communities, and that this dialogue leads to improvements in how they operate.

For example, we asked major lithium producers in the South American Lithium Triangle to show how direct dialogue with local communities addressed concerns around water and land management. One supplier completed a 10-month Indigenous Peoples consultation across 28 local communities that resulted in a new approach to investments in local economic development. To independently validate these efforts, Tesla's suppliers from this region are conformant with the Initiative for Responsible Mining Assurance (IRMA) Standard.

Similarly, in Indonesia's nickel sector, we continued to advocate that parts of mine sites should be set aside for the protection of Indigenous Peoples and asked suppliers for documentation of Free, Prior and Informed Consent (FPIC) (e.g., independent studies and evidence for appropriate engagement).

External audits of our DRC cobalt supply chain to date have not identified the use of child labor or sourcing of ASM material.*

While we do not source from ASM, we recognize the sector's importance for local livelihoods. This is why we continued to participate in the Fair Cobalt Alliance (FCA) and the SLR Better Mining program, which support improvements at cobalt, 3T and mica ASM sites in the DRC, Rwanda and other parts of Africa.

This included a comprehensive child labor remediation program in communities we do not source from and workshops to inform families about children's right to education. A 3T site in Rwanda established a childcare facility and security personnel were trained to prevent the use of excessive force at another 3T site.

* We disclose DRC cobalt and Indonesia nickel suppliers' due diligence status on pages 206-207 of the Appendix section of this report. For DRC cobalt, we are continuing to monitor a multi-year audit program with Glencore started in 2021 that included five second- and third-party audits and assessments against several international standards, including the Responsible Mineral Assurance Process (RMAP), the CopperMark and the International Council on Mining and Metals (ICMM) Performance Expectations. See our 2024 Impact Report for a detailed summary of the latest audit findings.

# We continue to protect human rights (cont'd)



External audits of our cobalt supply chain in the DRC to date have not identified the use of child labor or the sourcing of material from ASM sites.

# We are improving working conditions

The most effective way to protect workers in our supply chain is to ensure they can air grievances, are fairly paid and can work in safe conditions.

Across our battery supply chain, we required suppliers to have effective* grievance mechanisms in place. In 2026, we will require data on the number of grievances received and resolved, as well as any remedial action taken.

Examples of improved working conditions include a cobalt supplier implementing a methodology to calculate whether employees and select contractors on their mine sites were paid a living wage based on local standards of living. This review led to targeted salary adjustments. We will continue to evaluate compliance annually and work to expand this methodology to other suppliers. This supplier also increased oversight of contractors using targeted audits.

We also confirmed that all Indonesian nickel smelters in our supply chain made improvements on worker safety, such as by implementing comprehensive Occupational Health and Safety (OHS) trainings and accident reporting mechanisms, which led to a reduction in safety incidents. Site visits to Indonesia further confirmed improved road safety and worker transport methods.

After observing conditions that could have led to safety issues at a potential graphite supplier, we worked with them to hold more regular OHS briefings and upgrade workers' personal protective equipment (PPE).

The SLR Better Mining program (partially funded by Tesla) also led to new PPE (boots, helmets and gloves) at a 3T mine in Rwanda, the closure of abandoned tunnels at another 3T site, and a new latrine near a mica ASM mine in collaboration with the local CAP monitoring committee and the traditional community authority.

Additionally, a Tesla-initiated SAQ action plan resulted in a raw materials supplier in China committing to providing rest days for workers and promising to compensate workers for any lost rest days.

* "Effective" for us means aligned with the UNGPs Effectiveness Criteria and that grievance mechanisms are legitimate, accessible, predictable, equitable and transparent.

83%

of battery cell, cathode, anode, lithium, nickel, cobalt and graphite suppliers now confirmed to have grievance mechanisms in place that are considered effective per UNGPs, meaning they are legitimate, accessible, predictable, equitable and transparent

# We continue to advocate for freely chosen employment

We continue to focus on addressing indicators that, if further left unmitigated, could lead to infringements on freely chosen employment.

In our battery supply chain, we conducted in-depth on-site reviews of cell suppliers' digital traceability systems. As a result of multi-year engagements and capacity building, these systems now allow us and our suppliers to accurately track transaction records like invoices and shipments through the supply chain to demonstrate an unbroken chain of custody. Separately, all cell supplier facilities are audited for risks and instances of forced labor, with identified gaps addressed through site-specific remediation plans.

When risk persists, we act. Following multiple rounds of unsuccessful engagement, Tesla and a cell supplier initiated removal of an upstream supplier to mitigate potential forced labor risks.

We also increased the number of suppliers across our battery supply chain publicly committed to and enforcing a ban on recruitment fees, securing commitment from three additional suppliers in 2025.

In nickel-producing industrial parks in Indonesia, we confirmed that worker passport retention was not practiced and that all workers in our supply chain held appropriate visas.

We continued to vet all suppliers in our solar and battery cell supply chain using third-party tools specifically designed to evaluate forced labor risk. The results helped steer sourcing decisions for upstream materials and resulted in the removal of at-risk suppliers.

The same vetting process was also applied in our magnetics supply chains to identify sourcing strategies that presented lower risks of forced labor.

Further examples included a power electronics supplier in the Czech Republic committing to discontinue disciplinary wage reductions and a castings supplier in Turkey committing to reimburse medical examination costs.

For more detail on our forced labor mitigation work, see our Global Modern Slavery and Child Labor Transparency Statement.

**13,000+**

workers reimbursed around $555,000 by their employers (Tesla suppliers) since 2023, upon Tesla request. These reimbursements cover fees workers should not have paid.

**67%**

of suppliers in our battery supply chain now have public commitments to not use recruitment fees (three additional commitments secured in 2025)

# We are reducing emissions from aluminum and steel

Based on data collected through our GHG Survey and specific industry data collection tools (used for data collection beyond our tier 1 suppliers), aluminum and steel represent about 20% of our total supply chain emissions, making both materials the second and third largest GHG emission-contributing categories.

To accelerate our decarbonization efforts in aluminum supply, the Tesla supply chain team (in collaboration with material engineering and manufacturing teams) launched the production of a new casting alloy at Gigafactory Texas.

We also use emissions data to inform new supplier selection by providing a shadow price for carbon emission to help the purchasing organization understand the externalized costs.

For a detailed breakdown of the supply chain GHG emission contribution material categories, see page 203 in the Appendix section of this report.

For more information on the impact of our new casting alloy, see page 54 in the Environment section of this report.



# We are reducing emissions of battery materials

We continually improve our collection of primary GHG data, including through LCAs. Based on this improved data, our battery supply chain represents 26% of our total supply chain emissions, making it the largest contributing category.

We were able to reduce our battery supply chain GHG emissions in 2025 by identifying and sourcing from lower impact sources, working with existing suppliers to improve efficiency and install and/or purchase more renewable energy and through vertical integration. Examples include one battery cell supplier installing 47.6 MW of solar capacity and our largest lithium carbonate supplier purchasing 100% renewable energy. In 2025, we also sourced nickel from smelters that used self-generated electricity from steam heat recovery for the majority of power demand, minimizing their reliance on coal-based electricity.

We developed a renewable energy checklist to validate suppliers' reported renewable energy purchases and continued to monitor the implementation of targeted decarbonization roadmaps developed with suppliers, which include asset-specific interim targets and concrete electrification and/or energy efficiency projects.

Vertical integration in the battery supply chain also supported decarbonization, as our planned in-house battery, lithium and cathode production will (based on production estimates) result in lower GHG emissions than comparable peers, driven in part by dry electrode technology (for cells) and a more efficient flowsheet (for cathode and lithium).*

We plan to continue these efforts to support the Tesla-wide target of net zero GHG emissions across our whole value chain by 2040.

For more information on our circular solutions program, see pages 54-61 in the Environment section of this report.

For more information on our decarbonization targets, see pages 18-19 in the Environment section of this report.

* This is primarily due to our novel processing technology that uses alkaline leach technology, resulting in lower energy consumption and chemical use.

**9%**

absolute GHG emissions reduction in our battery supply chain. This represents a 14% intensity reduction. Most reduction came from investments in renewable energy purchases at battery cell production

**3.5 TWh**

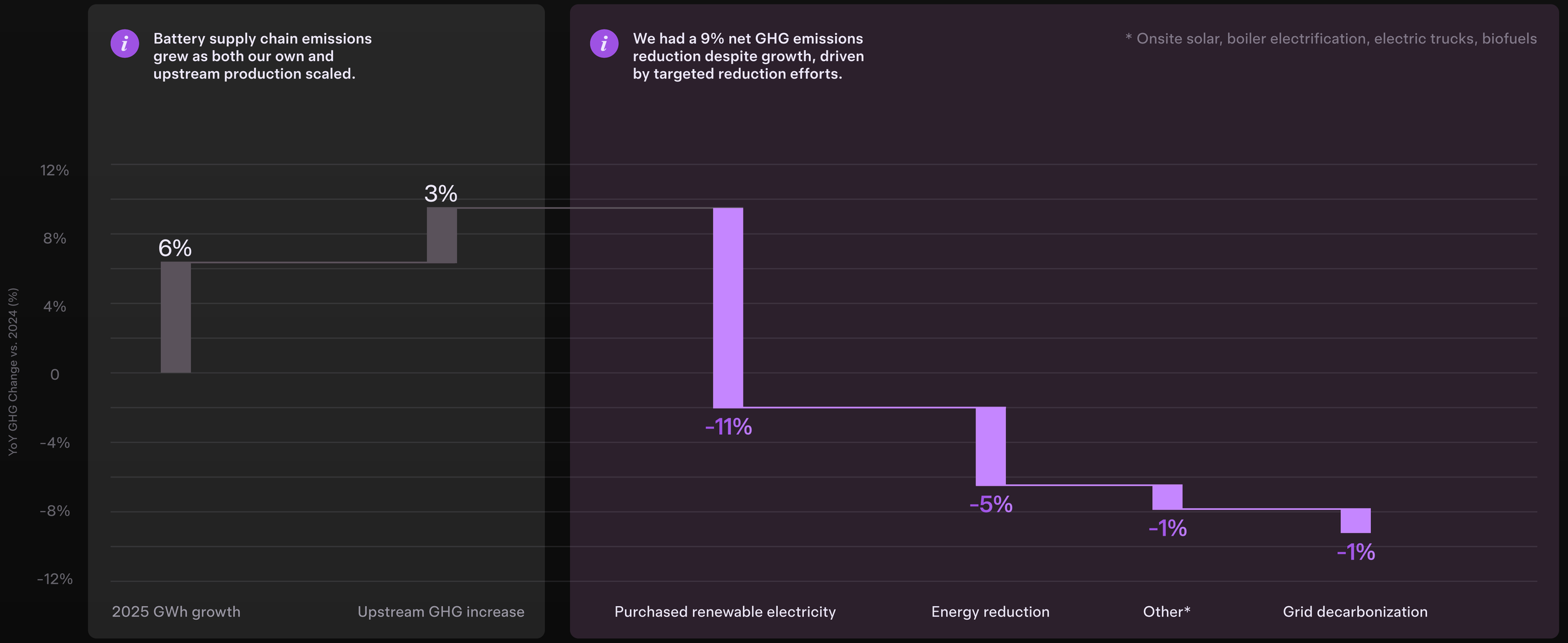
of renewable energy used in our battery supply chain from solar, wind or hydropower

**94%**

of battery cell, cathode, anode and minerals suppliers shared a decarbonization pathway that we assessed against our decarbonization guidelines

## GHG emissions reductions of battery materials

YoY GHG Change vs. 2024 (%)



# We protect natural landscapes

The amount of land needed to source raw materials has a large impact on natural habitats and species. In 2025, we took proactive steps to address the impact of deforestation in our supply chain, particularly nickel sourcing, while starting to look at materials like rubber.

In our battery supply chain, we enforced best-practice environmental management at mines to assess where the impacts were greatest. This included reviewing supplier-specific Environmental Impact Assessments (EIAs) and enacting plans to address gaps. We used our environmental due diligence checklist to evaluate mines on water and air quality, land clearing and mine closure management and will continue to deploy audits to track improvements. Two smelters improved their practices by reducing water use, recycling rainwater in closed-loop systems and providing evidence that a third party tested their air emissions.

We required all nickel mines in our supply chain in Indonesia to demonstrate native plant restoration on previously cleared land. Another nickel and cobalt mine in New Caledonia continued their transition to dry stacked tailings, a method that filters out moisture from earth set aside during mining. This makes storage of mine waste more stable and less prone to mudslides and environmental impacts. We conducted similar mine waste and overburden (rock waste) reviews at lithium extraction sites.

Suppliers installed tarpaulins to prevent air pollution from mine waste at a mica processing site and established a tree nursery to grow mixed-use tree species for crop integration and rehabilitating mined-out arable land at 3T mines in Rwanda. The nursery produces seeds used to restore areas affected by mining. In the DRC, a 3T mine operator held an awareness session for workers on the importance of preserving flora and fauna.

56%

of mines in our battery supply chain shared further information to our enhanced environmental due diligence requirements, which include EIAs; maps of land opened, closed and restored; and biodiversity and water management strategies

# We protect water quality

Mining affects the water sources used by local communities, such as rivers, groundwater and oceans. As part of our environmental review of Indonesian nickel suppliers, we verified good practice on-site water management, such as settling ponds (to reduce soil runoff into rivers and oceans) and sampling and downstream monitoring stations (to ensure soil runoff does not contain harmful concentrations of minerals).

Tesla and other stakeholders also helped drive improvements to mitigate water pollution risks at cobalt supplier sites. A 2025 Copper Mark audit showed that suppliers established dedicated on-site water management teams and improved water and soil monitoring. Due diligence in this area continues.

In the very dry South American lithium extraction regions, we are working with suppliers to investigate and reduce the impacts of brine (lithium-containing saltwater) extraction on freshwater and groundwater, including through new technologies. When we received allegations from civil society about excessive water use, we worked with our suppliers to ensure their water use stayed within legal limits. From there, we continued to push for improvements in both water use as well as water management. As a result, one supplier modified internal controls to trigger additional alerts when water use approached agreed limits.

Suppliers also installed new wastewater management systems at a mica processing site in Africa and 3T mines in Rwanda. At the site in Rwanda, the new system enables water reuse for minerals separation.



# The Nickel Efforts for a Sustainable Transition (NEST) program in Indonesia supports local conservation

Co-funded by Tesla, NEST entered its second year in 2025. The goal of NEST is to enable downstream and midstream buyers to support local efforts to address the environmental consequences of nickel mining and processing in Indonesia. NEST is implemented by a local team with deep biodiversity and mining knowledge in consultation with local NGOs and is supported by international experts from consulting firm ERM. In 2024, NEST used a screening methodology to identify areas with particularly high conservation value and at particularly high risk of deforestation. Among other data points, this screening used stakeholder workshops (with over 150 participants, including local communities) and satellite imagery.

In 2025, NEST moved to implementation by securing agreements with three mine sites in Central and Southwest Sulawesi to undertake targeted activities, including:

- Identifying endangered native species present at site;
- Training mining staff and contractors to monitor the impact of mining operations on high-conservation value forests and endangered native species;
- Developing plans to preserve soil stability and enhance forest restoration after mining activities;
- Designating no-mining zones in concession areas that are critical to protecting biodiversity and high-conservation value forests.

In 2026, the program is expanding to new sites and is open to additional partners, both international funding partners as well as local implementation partners.



# We use a multi-dimensional approach to engagement in the DRC

We source 3TG and cobalt from the DRC, making the country a priority for us. Our DRC efforts continue to be informed by ongoing developments regarding potential resolutions to the military conflict in the East. In 2025, we conducted targeted stakeholder engagement to explore new approaches to traceability, sourcing and on-the-ground activities, and we continue to recognize the limitations of existing industry-wide approaches, including paper-based traceability mechanisms.

This approach will build on previous years' activities, including our partnership with Panzi Foundation to reinforce service infrastructure for survivors of gender-based violence, deployment of Tesla Powerwall units to mining-impacted communities and expansion of SLR Better Mining ASM monitoring and improvement efforts in the region. It will also build on the community research project Tesla funded in 2025 in areas impacted by cobalt mining.



# We continue to responsibly source materials for Megapack and Powerwall

Our responsible sourcing efforts cover all Tesla products. Megapack and Powerwall are two of the fastest growing products in our energy portfolio.

Both Megapack and Powerwall are built exclusively with lithium iron phosphate (LFP) batteries, which eliminate the use of cobalt and nickel, reducing environmental and social risk.

Building on the progress detailed in our 2024 Impact Report, we strengthened sustainability practices across these supply chains through the following initiatives:

- Full traceability from cell to raw materials (lithium, iron phosphate, graphite, aluminum and copper), verified by Tesla on-site visits and independent audits to review transport, production, inventory and financial records;
- Screening of upstream suppliers using industry-leading risk intelligence tools;
- Audits of cell production facilities, refiners and smelters against standards;*
- Supply chain decarbonization plans, including emissions monitoring, energy-efficiency measures and renewable energy adoption;
- Supplier capacity building, including requirements for supplier investments in resources, personnel and specialized legal and compliance expertise;
- Increased integration of Tesla-purchased and fully traced lithium into these supply chains.

Any new cell suppliers for these products undergo an enhanced preparatory due diligence protocol that incorporates all of the above measures.

* See more on pages 206–207 and 209 in the Appendix section of this report.

For more information on how Megapack and Powerwall also avoid emissions, see pages 30-33 in the Environment section of this report.



# We seek collective solutions

Our mission extends far beyond our factory walls. It requires transforming complex supply chains that provide essential materials to our industry, and no single company can solve these systemic challenges alone. That is why we are deeply engaged in efforts that build solutions collectively with several external stakeholders, including membership in the Responsible Business Alliance (RBA), the Initiative for Responsible Mining Assurance (IRMA), the Global Battery Alliance (GBA) and other groups to establish and enforce higher standards for responsible sourcing.

We are aware of the deep-rooted challenges in factories, mines and other locations where materials for our products are sourced. This work is difficult, and progress can be incremental. But our goal is to build a supply chain that benefits everyone involved, directly and indirectly. We have made great progress, but our work is far from finished.

13

mining suppliers are now engaged in the IRMA process, including at our request



# Appendix



# An abundant future relies on the sustainability of every part of our operations.

This appendix provides supporting information that expands upon the content presented in the earlier sections of this report. It includes additional data, explanations and references that may be useful for further clarification or in-depth analysis.

## Appendix

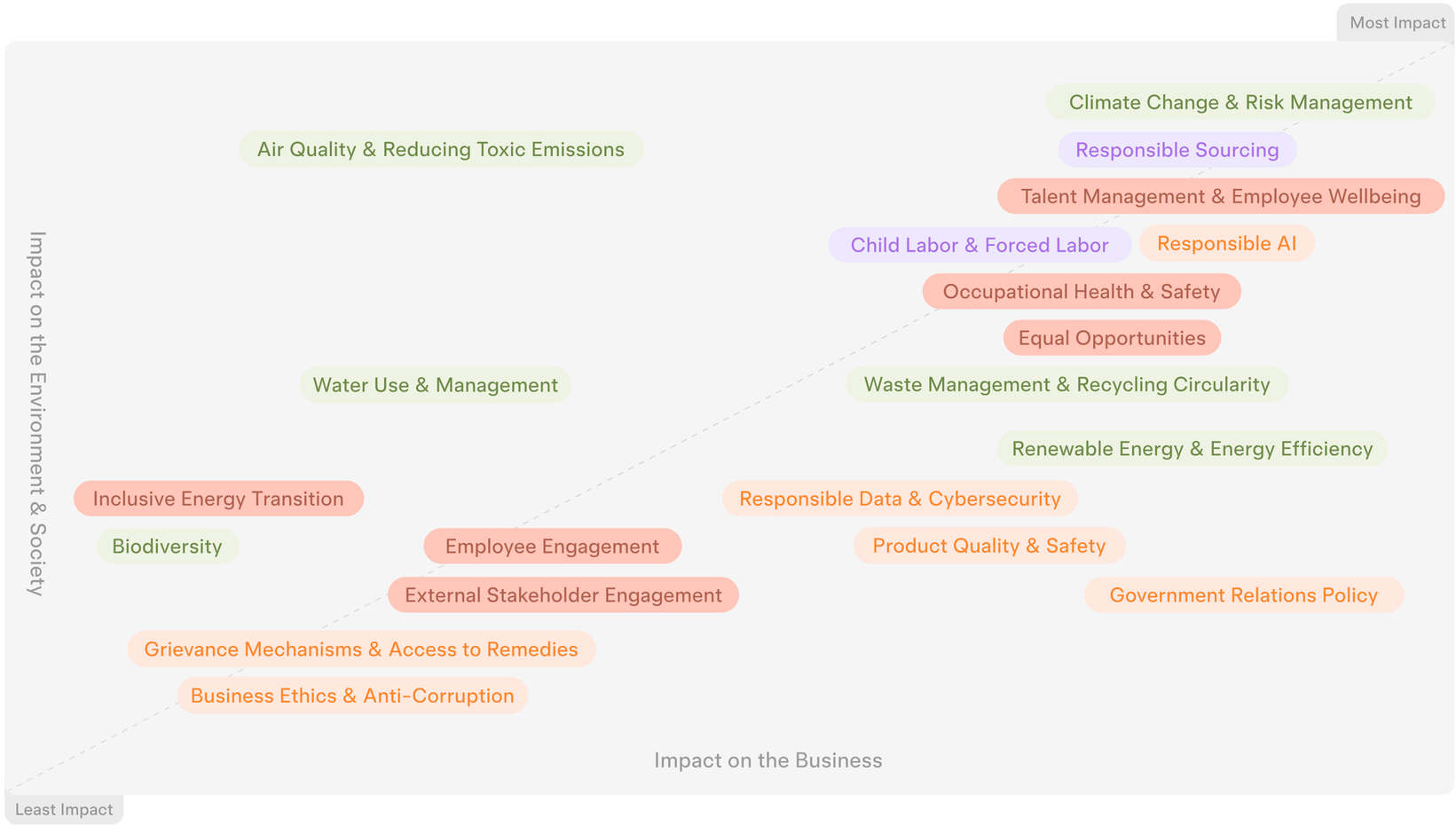

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# Sustainability Assessment:
## Final assessment findings

Note: The following focus areas are ranked relative to each other and not relative to overall importance. We recognize this as a snapshot in time. As we continue to grow and as the world changes, the degree of impact could naturally shift.

For more information on our sustainability assessment, see page 8 in the Governance section of this report.

- Our Employees
- Our Supply Chain
- Our Environment
- Our Governance



# TCFD and IFRS S2

Task Force on Climate-Related Financial Disclosures and International Financial Reporting Standards S2: Climate-Related Disclosures

| Topic | Accounting metric | Response | |
|---|---|---|---|
| Governance | Describe the Board of Directors's (BoD) oversight of climate-related risks and opportunities. | See the "Governance overview" on page 6 and the "Board of Directors overview" on page 7 in the Governance section of this report. | |
| | Describe management's role in assessing and managing climate-related risks and opportunities. | Our Sustainability and Impact team works with executives across Tesla to make decisions affecting the business with consideration for our climate change strategy. The Vice President of Environmental, Health, Safety and Security (EHS&S) leads these interactions and is responsible for our decarbonization strategy, its implementation and its TCFD and IFRS S2 alignment.<br><br>Our Sustainability and Impact Team reports directly to the VP of EHS&S and the Responsible Sourcing programs report directly to the VPs of Supply Chain. These teams meet regularly with stakeholders from our Engineering, Design, Finance, Investor Relations, Legal, Policy and Supply Chain teams, among others, to present megatrends and material climate change updates. Where relevant, organizations across Tesla, including EHS&S, Supply Chain, and others, can conduct their independent risk assessments. Executives report material events directly to our BoD. Through this process, sustainability-related risks, including climate-related risks, can be flagged to the relevant leadership teams for management.<br><br>We complete an annual Enterprise Risk Assessment (ERA). Any material sustainability-related risks could be discussed as part of the interviews and surveys conducted with management. | In 2025, we conducted a TCFD- and IFRS S2-aligned assessment that identified both physical and transition climate-related risks and opportunities across our sustainability reporting site portfolio.<br><br>We continue to build our current and future sites in preparation for the potential physical impacts of climate change by integrating relevant results from the assessments into the many considerations for site design and future expansion plans.<br><br>Using the results from these analyses, we work to harden our current and planned sustainability reporting site portfolio against short-, medium- and long-term climate impacts, where material. Over time, we will further evaluate other aspects of our business.<br><br>For more information, see the "TCFD and IFRS S2 alignment" on page 9 in the Governance section of this report. |

# TCFD and IFRS S2 (cont'd)

| Topic | Accounting metric | Response |
| --- | --- | --- |
| Strategy | Describe the climate-related risks and opportunities the organization has identified over short, medium and long term time horizons.<br><br>Describe the impact of climate-related risks and opportunities on the organization's operations, strategy and financial planning.<br><br>Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2 °C or lower scenario. | Physical Climate Risks and Opportunities<br><br>We perform physical climate risk assessments for our full sustainability reporting site portfolio.<br><br>We assess these sites against the following Intergovernmental Panel on Climate Change (IPCC) scenarios: business as usual, emissions peaking in 2040 and 1.5°C-aligned—a combined approach using the latest Shared Socioeconomic Pathways (SSPs) and Representative Concentration Pathways (RCPs).<br><br>This includes the combined physical risks related to flooding, sea-level rise, wind, heat stress, wildfires, precipitation and drought. We assess these physical hazards against the three scenarios across short- (2025), medium- (2030) and long-term (2050) time horizons.<br><br>For physical climate risks, see the Physical Climate Risk Assessment section on page 183 of this report.<br><br>Transition Climate Risks and Opportunities<br><br>The global transition to mitigate climate change presents both risks and significant opportunities. While we carefully assess transition-related risks, our mission and business model position us at the forefront of this transition. We are not merely adapting to a changing world—we are helping to build it. Through our products and services, we continue to drive the transition to a sustainable, low-carbon economy.<br><br>For transition risks and opportunities, see the Transition Climate Risk and Opportunity Assessment section on page 184 of this report.<br><br>Impact of Climate-Related Risks and Opportunities on Operations, Strategy and Financial Planning<br><br>As we build a world of amazing abundance, we center our work on decarbonization across our value chain—from sourcing and manufacturing to use and disposal. Our business remains focused on mitigating climate change through our products, which is central to our mission. The Sustainability and Impact Team works with executives and key stakeholders to align climate strategy with business decisions. Climate-related risks and opportunities are integrated into our annual ERA, ensuring they are embedded in financial planning and strategy when relevant, with ongoing evaluation as the business and external environment evolve. For more information on financial planning, see the Physical Climate Risk Assessment section on page 183 and the Transition Climate Risk and Opportunity Assessment section on page 184 of this report. |

# TCFD and IFRS S2 (cont'd)

| Topic | Accounting metric | Response |
|---|---|---|
| Risk Management | Describe the organization's processes for identifying and assessing climate-related risks.<br><br>Describe the organization's processes for managing climate-related risks.<br><br>Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management. | See the Governance Overview section and the Board of Directors Overview section on pages 6-7 in the Governance section of this report. See the Sustainability Assessment section on page 8 in the Governance section and page 179 of this report. See our Governance responses on page 180 of this report. |
| Metrics and Targets | Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.<br><br>Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.<br><br>Describe the targets used by the organization to manage climate-related risks as well as opportunities and performance against targets.<br><br>For more information on our approach to metrics and methodology, see the Key Metrics section on pages 189-190 of this report. | See the GHG emissions, waste and water metrics on pages 191-193 of this report. See the Strategy response on page 181 of this report.<br><br>See the GHG emissions, waste and water metrics on pages 191-193 of this report. See the Strategy response on page 181 of this report.<br><br>See our decarbonization strategy on pages 18-19 in the Environment section of this report and pages 157, 159 and 168-170 in the Supply Chain section of this report. For our discussion on opportunities and performance against targets, see pages 35-48 in the Environment section of this report.<br><br>Information related to assessments conducted before 2025 can be found in our previous Impact Reports. |

# TCFD and IFRS S2 (cont'd)

## Physical Climate Risk Assessment and Financial-Related Impacts

| Risk | Description | | Time Horizon |
|---|---|---|---|
| Extreme Weather Events | In the short term, extreme weather events such as flooding and wildfires pose the biggest risk to our manufacturing portfolio. These events could cause potential damage to support locations as well as within our supply chain, potentially affecting financial impact. | Coastal flood exposure is present but concentrated to a smaller subset of locations, primarily within our Sales, Service and Delivery (SSD) locations, posing a less material risk. | Short term |
| Climate-Related Water Stress | In the medium term, high levels of climate-related water stress and drought could pose a risk to our operations. Some of these sites could be more vulnerable to the effects of reduced water availability and potential costs associated. | | Medium term |
| Heat Stress | In the long term, heat stress will become a more severe climate hazard. Higher average temperatures across our value chain can disrupt our supply chain and operations through power outages and the risk of heat stress to the health and safety of employees. | The continued monitoring of temperatures across our operations allows us to mitigate these effects and ensure the continued safety of our employees and value chain. | Long term |

# TCFD and IFRS S2 (cont'd)

## Transition Climate Risk and Opportunity Assessment and Financial-Related Impacts

| Risk | Description | | Time Horizon |
|---|---|---|---|
| Policy and Regulatory | Evolving climate-related regulations may require additional capital investments or accelerated timelines, potentially impacting financial results. | The rescindment of incentives or electric vehicle credit programs could also negatively affect potential revenue. | Short term |
| Reputational Risk | We recognize the reputational risk associated with raw-material procurement, particularly concerning the sourcing of minerals such as lithium, graphite, nickel and cobalt. We manage this through our responsible sourcing program, | which includes direct supplier engagement, supply chain audits and corrective action plans. For more information, see the Supply Chain section of this report. | Short term |
| Transition to Low-Carbon Technology | While we have made significant progress in reducing GHG emissions, certain value chain emissions—such as those | from metals manufacturing—remain difficult to abate with current technologies and will require future solutions. | Long term |

| Opportunity | Description | | Time Horizon |
|---|---|---|---|
| Our mission to transition the world to sustainable transportation, energy generation and amazing abundance | Our product portfolio, spanning electric vehicles, charging infrastructure, solar, energy storage and AI-enabled technologies, is purpose-built to accelerate the world's | transition to sustainable energy. New business lines could positively affect financial planning. | Short to long term |
| Investment in sustainable factories and operations | Our growth projections enable us to design and source efficient and increasingly sustainable sites from the outset that legacy companies often struggle to retrofit into existing operations. | Extending this to our products, we are at the leading edge of vehicle use efficiency. | Short to long term |
| Changing customer behavior | Rising demand for zero direct-emissions products across energy, transportation and AI aligns with our full ecosystem and positions us to benefit as sustainability becomes a key | driver of consumer choice, which could positively affect potential revenue. | Medium term |
| Investment in new technologies | Continued innovation in areas such as virtual power plants, autonomous driving and next-generation vehicle platforms | enhances grid reliability, improves efficiency and accelerates global electric vehicles (EV) adoption. | Medium term |

# SASB

Sustainability Accounting Standards Board

| Topic | Accounting metric | Response |
|---|---|---|
| Product Safety | Percentage of models rated by NCAP programs with overall five-star safety ratings, by region. | For information on vehicle safety, see pages 77 and 85-93 in the Product and Safety section of this report.<br>For specifics related to our five-star safety ratings, see page 86 in the Product and Safety section of this report. |
| | Describe management's role in assessing and managing climate-related risks and opportunities. | We review 100% of National Highway Traffic Safety Administration (NHTSA) Vehicle Owner's Questionnaire (VOQ) complaints filed for any and all Tesla vehicles produced. |
| | Number of vehicles recalled (percentage conducted with OTA software update). | Number of U.S. recalls in 2025 (how many of those were software only): 11 (27%)<br>Number of U.S. vehicles affected in 2025 (how many of those were software only): 745,075 (91%)<br>Number of global recalls in 2025 (how many of those were software only): 16 (50%)<br>Number of global vehicles affected in 2025 (how many of those were software only): 2,722,598 (98%) |
| Labor Practices | Active workforce covered under collective bargaining agreements. | No Tesla employees in the U.S. are covered by a collective bargaining agreement.<br>Some Tesla employees outside of the U.S. are covered by collective bargaining agreements only to the extent required by law. |
| | (1) Number of work stoppages and (2) total days idle. | 0/0 |
| Fuel Economy and Use-Phase Emissions | Sales-weighted average passenger fleet fuel economy, by region. | For additional information and data, see page 24 in the Environment section of this report and pages 194-196 of this report. |
| | Number of (1) zero-emission vehicles (ZEV), (2) hybrid vehicles and (3) plug-in hybrid vehicles sold. | Tesla only sells zero-emission vehicles. In 2025, we delivered 1,636,129 vehicles. |
| | Discussion of strategy for managing fleet fuel economy and emissions risks and opportunities. | For additional discussion on fleet fuel economy, see page 194 of this report.<br>See the Sustainability Assessment section on page 8 in the Governance section and page 179 of this report.<br>For a discussion on climate-related risks and opportunities, see the "TCFD and IFRS S2" alignment on page 9 in the Governance section of this report and pages 180-184 of this report. |
| Materials Sourcing | Description of the management of risks associated with the use of critical materials. | See the Supply Chain section of this report. |

# SASB (cont'd)

| Topic | Accounting metric | Response |
|---|---|---|
| Materials Efficiency and Recycling | Total amount of waste from manufacturing and percentage recycled. | See "Key Metrics" on page 193 of this report. |
| | Weight of end-of-life material recovered and percentage recycled. | We make the best effort to recycle every battery pack we can.<br><br>For a discussion on our waste, circular solutions and remanufacturing programs, see pages 53-61 in the Environment section of this report. |
| | Average recyclability of vehicles sold. | For a discussion on our waste, circular solutions and remanufacturing programs, see pages 53-61 in the Environment section of this report.<br><br>For a discussion on our end-of-life methodology, see page 190 of this report.<br><br>For our end-of-life emissions, see "Key Metrics" on page 192 of this report. |
| Number of Vehicles Manufactured | | 1,654,667 |
| Number of Vehicles Delivered | | 1,636,129 |

# UN SDG Alignment

United Nations Sustainable Development Goals

The United Nations defined a blueprint of 17 sustainable development goals to meet the urgent environmental, social, political and economic challenges facing our world. We understand that companies can play a critical role in providing solutions to these challenges. Our mission to build a world of amazing abundance directly addresses some of these challenges, and our products and services have helped to create industry demand for sustainable energy products globally.

In 2023, we conducted a sustainability assessment to identify areas that are material to our business and salient to society and the environment. This assessment was updated in early 2025 and resulted in the identification and ranking of 20 focus areas. We have mapped our focus areas to include the most relevant Sustainable Development Goals (UN SDGs).

# UN SDG Alignment

| UN SDGs | Focus areas | Page reference |
|---|---|---|
| No Poverty | Responsible Sourcing | See the Supply Chain section of this report and pages 200-209 of this report. |
| Zero Hunger | Child Labor & Forced Labor | See the Supply Chain section of this report and pages 200-209 of this report. |
| Good Health and Well-Being | 1. Talent Management and Employee Wellbeing<br>2. Occupational Health and Safety<br>3. Product Quality and Safety<br>4. Responsible Sourcing | 1. See pages 117-128, 135-136 and 142-147 in the People and Community section of this report.<br>2. See pages 129-134 in the People and Community section of this report.<br>3. See pages see pages 77, 85-93 and 112 in the Product and Safety section of this report.<br>4. See the Supply Chain section of this report and pages 200-209 of this report. |
| Quality Education | External Stakeholder Engagement | See pages 117-124 in the People and Community section of this report. |
| Gender Equality | Equal Opportunities | For more information, see page 140 in the People and Community section of this report. |
| Clean Water and Sanitation | Water Use and Management | For more information, see pages 49-52 in the Environment section of this report. |
| Affordable and Clean Energy | Inclusive Energy Transition | For more information, see pages 117-128 in the People and Community section of this report. |
| Decent Work and Economic Growth | 1. Product Quality and Safety<br>2. Responsible Sourcing<br>3. Grievance Mechanisms and Access to Remedy<br>4. Responsible Data and Cybersecurity<br>5. Responsible AI<br>6. Inclusive Energy Transition<br>7. Occupational Health and Safety<br>8. Employee Engagement<br>9. External Stakeholder Engagement<br>10. Equal Opportunities | 1. See pages see pages 77, 85-93 and 112 in the Product and Safety section of this report.<br>2. See the Supply Chain section of this report and pages 200-209 of this report.<br>3. See pages 137–139 in the People and Community Section and 205 of this report.<br>4. See pages 11-14 in the Governance Section of this report.<br>5. See page 15 in the Governance Section of this report.<br>6. For more information, see pages 117-128 in the People and Community section of this report.<br>7. See pages 129-134 in the People and Community section of this report.<br>8. See pages 130-132 and 135 in the People and Community section of this report.<br>9. See pages 148-152 in the People and Community section of this report.<br>10. See pages 140 and 142-147 in the People and Community section of this report. |
| Industry, Innovation and Infrastructure | Government Relations Policy | See the Governance section of this report |
| Reduced Inequalities | 1. Government Relations Policy<br>2. Inclusive Energy Transition | 1. See the Governance section of this report<br>2. For more information, see pages 117-128 in the People and Community section of this report. |
| Sustainable Cities and Communities | 1. Inclusive Energy Transition<br>2. External Stakeholder Engagement | 1. For more information, see pages 117-128 in the People and Community section of this report.<br>2. See page 148-152 in the People and Community section of this report. |

# Key Metrics

## Our approach to metrics and methodology

As our product portfolio and business operations continue to evolve—particularly the future introduction of Tesla Optimus and the expansion of our energy business—we are committed to refining our reporting methodology to ensure our intensity metrics accurately reflect our diverse operations and products. To better capture this complexity, for 2025, we report our intensity metrics in relation to revenue. This change provides a more accurate, scalable and comparable view of our performance across a broader range of products and services and supports more meaningful benchmarking across industries.

We have established sustainability reporting boundaries defined by operational control to ensure consistency across reporting frameworks and external requirements, including TCFD and IFRS S2. These boundaries apply to all energy, waste, water, Scope 1 and 2 GHG emissions and any climate-related external disclosures, unless otherwise required. A site must have been open on or before January 1st of the previous reporting year and under Tesla's full operational control.

Sites operated by third parties, contractors or temporary setups such as pop-ups, mobile service units or virtual locations are excluded. Additionally, each site must include at least one permanent on-site building.

Unlike the New European Driving Cycle (NEDC), Worldwide Harmonized Light Vehicles Test Procedure (WLTP) and Environmental Protection Agency (EPA), which rely on a snapshot of one vehicle model, we used real-world energy consumption data from the full Model 3 and Model Y fleet to analyze EV energy consumption.

For ICE fuel consumption, we used data provided by Consumer Reports, which states that model year 2025 mid-size premium vehicles achieve 24.4 MPG on average. This translates to approximately 407 grams of $CO_2e$ per mile once we account for emissions generated through the extraction, refining and shipment of oil.

# Key Metrics

**Our approach to metrics and methodology (cont'd)**

Additionally, our approach to understanding the end-of-life impact of our products goes beyond standard frameworks and emissions factors. Our circular solutions program offers an avenue for obtaining primary data for the end of life of our products. This includes gathering data on the GHG emissions impact of our recycling processes, enabling more precise emissions calculations compared to relying solely on standard global carbon impact methodologies for battery recycling.

Recognizing that our products will reach their end of life far in the future, we also forecast regional grid mixes to accurately model future energy scenarios. This innovative methodology ensures that we reflect the true environmental impact of our products, setting a higher standard for GHG emissions management in the industry. Continuously enhancing the granularity of our data collection processes across all Scope 3 categories is a priority.

Given that Scope 3 emissions make up most of an original equipment manufacturer's (OEM) total GHG impact, leveraging real and accurate data empowers us to begin implementing impactful emissions reduction strategies.

As we consistently monitor and refine our GHG emissions reporting, it is inevitable that we will need to update emissions data from previous years. Our methodologies have only gotten more precise as we have been able to gather more real, granular and regionalized data.

Refer to the most recent Impact Report for accurate GHG emissions figures for historical years.

For additional details on calculation methodologies for our Scope 1 and 2 GHG emissions, see the Management assertion section on pages 210–215 of this report.

## Scope 1 and 2 GHG Emissions ($mtCO_2e$)

### 2025

| | Location based | | | Market based** | |
|---|---|---|---|---|---|
| GHG Emissions ($mtCO_2e$) | Scope 1 | Scope 2 | Totals | Scope 2 | Totals |
| Manufacturing and Support | 244,000 | 607,000 | | | |
| SSD | 39,000 | 197,000 | | | |
| Other | 19,000 | 33,000 | | | |
| Totals | 302,000* | 837,000* | 1,139,000 | 755,000* | 1,057,000 |
| YoY Manufacturing GHG Emissions ($mtCO_2e$/$1M of revenue)*** | 5% | | | | |

*Third-party assurance provider performed an attest review engagement on Scope 1 and Scope 2 (location based) and Scope 2 (market based) GHG emission totals, but did not assure GHG emissions by site type. For more information, see the assurance letter at the end of this report.
**In 2025, 100% of Gigafactory Berlin-Brandenburg's and 28% of Gigafactory Texas's electricity usage was matched with renewable electricity. For more information on our renewable energy program, see pages pages 37-40 in the Environment section of this report.
***For a discussion on our evolving intensity metrics, see the introduction to our key metrics on page 189 of this report.

### 2024

| GHG Emissions ($mtCO_2e$) | Scope 1 | Scope 2 | Totals | Scope 2 | Totals |
|---|---|---|---|---|---|
| Manufacturing and Support | 250,000 | 583,000 | | | |
| SSD | 29,000 | 148,000 | | | |
| Other | 23,000 | 23,000 | | | |
| Totals | 302,000 | 754,000 | 1,056,000 | 677,000 | 979,000 |
| YoY Manufacturing GHG Emissions ($mtCO_2e$/$1M of revenue) | 71% | | | | |

### 2023

| GHG Emissions ($mtCO_2e$) | Scope 1 | Scope 2 | Totals |
|---|---|---|---|
| Manufacturing and Support | 151,000 | 331,000 | |
| SSD | 29,000 | 98,000 | |
| Other | 31,000 | 37,000 | |
| Totals | 211,00 | 466,000 | 677,000 |
| YoY Manufacturing GHG Emissions ($mtCO_2e$/$1M of revenue) | -10% | | |

## Scope 3 GHG Emissions ($mtCO_2e$)

| Scope 3 Categories | 2025 | 2024 | 2023 |
|---|---|---|---|
| Category 1 | 41,009,000 | 40,376,000 | 39,020,000 |
| Category 2 | 3,186,000 | 3,998,000 | 4,490,000 |
| Category 3 | 378,000 | 351,000 | 247,000 |
| Category 4 | 651,000 | 573,000 | 558,000 |
| Category 5 | 334,000 | 296,000 | 255,000 |
| Category 6 | 60,000 | 51,000 | 53,000 |
| Category 7 | 337,000 | 436,000 | 369,000 |
| Category 8 | 39,000 | 59,000 | 75,000 |
| Category 9 | 517,000 | 569,000 | 314,000 |
| Category 11 | 8,469,000 | 6,660,000 | 3,207,000 |
| Category 12 | 1,557,000 | 1,598,000 | 766,000 |
| Total Emissions | 56,416,000 | 54,967,000 | 49,354,000 |
| YoY Scope 3 GHG Emissions ($mtCO_2e$/$1M of revenue) | 5.7% | 10.3% | 0.9% |

Scope 3 Categories 14 (franchises) and 15 (investments) are excluded because they are not applicable to our business operations. Category 13 is already accounted for in other categories.

## Vehicle Safety

Number of Major Incidents per Million Miles Driven

| | 2025 | 2024 |
|---|---|---|
| FSD (Supervised) Engaged | 0.19 | 0.21 |
| Teslas Driven Manually (Active Safety Features) | 0.46 | 0.45 |
| Teslas Driven Manually (No Active Safety Features) | 1.17 | 0.94 |
| U.S. Average* | 1.51 | 1.51 |

* Figures reflect most recent NHTSA data

## Vehicle Safety

Number of Minor Incidents per Million Miles Driven

| | 2025 | 2024 |
|---|---|---|
| FSD (Supervised) Engaged | 0.64 | 0.75 |
| Teslas Driven Manually (Active Safety Features) | 1.39 | 1.38 |
| Teslas Driven Manually (No Active Safety Features) | 3.56 | 2.90 |
| U.S. Average* | 4.50 | 4.50 |

* Figures reflect most recent NHTSA data

## Health and Safety

| | 2025 | 2024 | 2023 |
|---|---|---|---|
| ASTM Level One Rate | 2.30 | 2.30 | 2.50 |
| Fatalities | 0 | 1 | 1 |

## Uptime of Supercharger Sites*

| | 2025 | 2024 | 2023 |
|---|---|---|---|
| Uptime | 99.95% | 99.95% | 99.97% |

* Uptime of Supercharger Sites reflects the average percentage of sites globally that had at least 50% of their daily capacity functional for the year.

## Energy Consumption

(kWh)

| | 2025 | 2024 | 2023 |
|---|---|---|---|
| Electricity Consumption* (non-renewable) | 1,444,849,499 | 1,673,681,511 | 1,129,864,000 |
| Electricity Consumption* (renewable) | 1,088,919,397 | 681,364,318 | 420,083,000 |
| % Change Year-Over-Year* (renewable) | 59.8% | 62.2% | - |
| Fuel Consumption | 1,439,457,724 | 1,477,221,711 | 1,029,221,000 |

* These figures use a different calculation methodology than the Scope 2 market-based emissions presented, as they incorporate extra inputs like local grid mix data, utility contracts and on-site generation. As sources continue to mature and standardize, we expect methodologies to converge over time.

## Waste Generated in Manufacturing

(metric tons)

| | 2025 | 2024 | 2023 |
|---|---|---|---|
| Recycled Hazardous Waste | 50,489 | 12,038 | 6,273 |
| Recycled Non-Hazardous Waste | 464,591 | 581,763 | 347,304 |
| Disposed Hazardous Waste | 17,271 | 7,414 | 4,345 |
| Disposed Non-Hazardous Waste | 122,520 | 72,006 | 29,307 |
| Incinerated Hazardous Waste | 8,168 | 7,755 | 7,567 |
| Incinerated Non-Hazardous Waste | 6,811 | 18,715 | 2,415 |
| Total | 670,209 | 699,691 | 397,211 |
| YoY Total Waste/$1M of revenue** | -1.3% | 74.5% | -5.1% |

** For a discussion on our evolving intensity metrics, see the Key Metrics section on page 189 of this report.

## Water Withdrawal for Manufacturing

(cubic meters)

| | 2025 | 2024 | 2023 |
|---|---|---|---|
| Total Freshwater Withdrawal | 5,447,800 | 6,042,627 | 3,871,927 |
| YoY Total Water/$1M of revenue* | -7.1% | 54.6% | -3.1% |

* For a discussion on our evolving intensity metrics and the impact of our new factories on our metrics, see the Key Metrics section on page 189 of this report.

# Lifecycle Assessments (LCAs)

LCAs provide a comprehensive view of our environmental impact by evaluating every stage of a product's life—from raw material extraction and manufacturing through use and end-of-life. This approach enables us to identify key emission hotspots, prioritize improvement opportunities and optimize resource efficiency across our value chain. For Model 3 and Model Y, lifecycle emissions are calculated using the ISO 14040 and ISO 14044 frameworks as their foundation. The analysis includes upstream supply chain emissions, manufacturing-phase emissions and use-phase emissions from electricity consumption, accounting for the geographic distribution of vehicle deliveries across the U.S., Europe and China.

## Key assumptions

Solar and Powerwall Charging: Lifecycle emissions from using solar panels and Powerwall exclusively to charge Model 3/ Model Y adds emissions to the manufacturing phase and reduces use-phase emissions to as low as zero.

Grid Decarbonization: No additional renewable energy capacity on the grid during the life of the vehicle (the shape of the renewable energy adoption curve is still under debate).

Manufacturing-phase emissions for Model and Model Y across three regions:

- U.S.: Vehicles produced in Fremont and Texas
- Europe: Vehicles produced in Berlin and Shanghai
- China: Vehicles produced in Shanghai

In 2025, we are presenting revised long range all-wheel drive variants of Model 3 and Model Y, incorporating data from all global manufacturing sites. These updates reflect enhanced data granularity and improved accuracy in GHG emissions modeling. As we continue to collect more real-world, site-specific data, we will further refine and expand our LCAs for future reporting.

### Scenarios for Model 3 and Model Y

| Scenario | Description |
|---|---|
| Personal Use, solar charged | Emissions per mile if Model 3 and Model Y are primarily charged at home using a solar system and energy storage |
| Personal Use, grid charged | Emissions per mile if Model 3 and Model Y are primarily charged at home from the grid |
| Average Premium ICE Vehicle | Based on an average of mid-size premium sedans and mid-size premium crossover SUVs with a real-world fuel economy of 24.4 MPG |

* In 2025, we followed the same methodology as 2024 to present the LCAs as a weighted average of Model 3 and Model Y based on production share for each vehicle (for manufacturing-phase emissions) and delivery volumes in each region (for use-phase emissions). Given that Model 3 and Model Y have 70%-plus parts commonality and share many manufacturing processes, their GHG emissions are very similar. As our data quality and modeling accuracy improve, LCA results will inevitably change to reflect more precise information.

For this year's presentation of Lifecycle Assessments, see page 24 in the Environment section of this report.

# Product Lifecycle Assessments (LCAs)

## United States ($gCO_2e/mi$)

| Model 3/Y (Long Range AWD) | Manufacturing Phase and Supply Chain | Use Phase | Total | % Decrease compared to ICE vehicles |
|---|---|---|---|---|
| Personal Use (solar charged) | 73 | 0 | 73 | -84% |
| Personal Use (grid charged) | 62 | 73 | 135 | -71% |
| ICE | 54 | 411 | 465 | |

## New York ($gCO_2e/mi$)

| Model 3/Y (Long Range AWD) | Manufacturing Phase and Supply Chain | Use Phase | Total | % Decrease compared to ICE vehicles |
|---|---|---|---|---|
| Personal Use (solar charged) | 73 | 0 | 73 | -84% |
| Personal Use (grid charged) | 62 | 55 | 118 | -75% |
| ICE | 54 | 411 | 465 | |

## Europe ($gCO_2e/mi$)

| Model 3/Y (Long Range AWD) | Manufacturing Phase and Supply Chain | Use Phase | Total | % Decrease compared to ICE vehicles |
|---|---|---|---|---|
| Personal Use (solar charged) | 104 | 0 | 104 | -78% |
| Personal Use (grid charged) | 94 | 38 | 131 | -73% |
| ICE | 72 | 411 | 483 | |

## France ($gCO_2e/mi$)

| Model 3/Y (Long Range AWD) | Manufacturing Phase and Supply Chain | Use Phase | Total | % Decrease compared to ICE vehicles |
|---|---|---|---|---|
| Personal Use (solar charged) | 104 | 0 | 104 | -78% |
| Personal Use (grid charged) | 94 | 11 | 105 | -78% |
| ICE | 72 | 411 | 483 | |

## China ($gCO_2e/mi$)

| Model 3/Y (Long Range AWD) | Manufacturing Phase and Supply Chain | Use Phase | Total | % Decrease compared to ICE vehicles |
|---|---|---|---|---|
| Personal Use (solar charged) | 128 | 0 | 128 | -74% |
| Personal Use (grid charged) | 117 | 149 | 267 | -45% |
| ICE | 72 | 411 | 483 | |

## Sichuan Province ($gCO_2e/mi$)

| Model 3/Y (Long Range AWD) | Manufacturing Phase and Supply Chain | Use Phase | Total | % Decrease compared to ICE vehicles |
|---|---|---|---|---|
| Personal Use (solar charged) | 128 | 0 | 128 | -74% |
| Personal Use (grid charged) | 117 | 43 | 160 | -67% |
| ICE | 72 | 411 | 483 | |

# Product LCAs

## United States ($gCO_2e/mi$)

| Model 3/Y (Standard Range RWD) | Manufacturing Phase & Supply Chain | Use Phase | Total | % Decrease compared to ICE vehicles |
|---|---|---|---|---|
| Personal Use (solar charged) | 72 | 0 | 72 | -38% |
| Personal Use (grid charged) | 62 | 54 | 116 | -74% |
| ICE | 48 | 397 | 445 | |

## New York ($gCO_2e/mi$)

| Model 3/Y (Standard Range RWD) | Manufacturing Phase & Supply Chain | Use Phase | Total | % Decrease compared to ICE vehicles |
|---|---|---|---|---|
| Personal Use (solar charged) | 72 | 0 | 72 | -84% |
| Personal Use (grid charged) | 62 | 46 | 108 | -76% |
| ICE | 48 | 397 | 445 | |

## Europe ($gCO_2e/mi$)

| Model 3/Y (Standard Range RWD) | Manufacturing Phase & Supply Chain | Use Phase | Total | % Decrease compared to ICE vehicles |
|---|---|---|---|---|
| Personal Use (solar charged) | 114 | 0 | 114 | -75% |
| Personal Use (grid charged) | 103 | 37 | 139 | -70% |
| ICE | 64 | 396 | 459 | |

## France ($gCO_2e/mi$)

| Model 3/Y (Standard Range RWD) | Manufacturing Phase & Supply Chain | Use Phase | Total | % Decrease compared to ICE vehicles |
|---|---|---|---|---|
| Personal Use (solar charged) | 114 | 0 | 114 | -75% |
| Personal Use (grid charged) | 103 | 11 | 113 | -75% |
| ICE | 64 | 396 | 459 | |

## China ($gCO_2e/mi$)

| Model 3/Y (Standard Range RWD) | Manufacturing Phase & Supply Chain | Use Phase | Total | % Decrease compared to ICE vehicles |
|---|---|---|---|---|
| Personal Use (solar charged) | 114 | 0 | 114 | -76% |
| Personal Use (grid charged) | 103 | 129 | 231 | -50% |
| ICE | 65 | 400 | 466 | |

## Sichuan Province ($gCO_2e/mi$)

| Model 3/Y (Standard Range RWD) | Manufacturing Phase & Supply Chain | Use Phase | Total | % Decrease compared to ICE vehicles |
|---|---|---|---|---|
| Personal Use (solar charged) | 114 | 0 | 114 | -76% |
| Personal Use (grid charged) | 103 | 32 | 134 | -71% |
| ICE | 65 | 400 | 466 | |

# Product LCAs

### United States ($gCO_2e/kWh$)

| Megapack 2XL | Manufacturing Phase and Supply Chain | Use Phase | End-Of-Life (EOL) | Total |
|---|---|---|---|---|
| Personal Use (solar charged) | 16 | 0 | 4 | 19 |
| Personal Use (grid charged) | 16 | 7 | 4 | 26 |

### China ($gCO_2e/kWh$)

| Megapack 2XL | Manufacturing Phase and Supply Chain | Use Phase | End-Of-Life (EOL) | Total |
|---|---|---|---|---|
| Personal Use (solar charged) | 17 | 0 | 4 | 20 |
| Personal Use (grid charged) | 17 | 16 | 4 | 37 |

| Powerwall 3 | Manufacturing Phase and Supply Chain | Use Phase | End-Of-Life (EOL) | Total |
|---|---|---|---|---|
| Personal Use (solar charged) | 53 | 0 | 13 | 65 |
| Personal Use (grid charged) | 51 | 42 | 12 | 106 |

Life cycle emissions for energy products are normalized by the battery's lifetime energy output. Use-phase emissions include charge-discharge cycle losses and operational energy use. End-of-life emissions calculation includes battery pack recycling emissions.

# Awards and Certifications

## Environmental, Health, Safety, and Security (EHS&S) awards

Global EHS&S:

The National Safety Council Innovation Award Runner Up for the creation and implementation of the leadership engagement tool used to verify and validate essential safeguards

Gigafactory Texas:

Austin Water Excellence in Pretreatment Award

Austin Water Excellence in Water Protection Award

Fremont Factory:

True CBCI Gold Certified zero waste

Certificate of Merit Award–Union Sanitary District for "exceeding USD's standards for compliance, working in a collaborative relationship with USD's Environmental Compliance team and working with USD in protecting our communities and SF Bay"

Gigafactory Shanghai:

UL 2999 Zero Waste to Landfill Platinum Award

China National Green Factory Award

## Certifications

Gigafactory Nevada, Gigafactory New York, Gigafactory Shanghai, Megafactory Lathrop, Lathrop-Harlan Castings & Machining, Tesla Automation GmbH:
ISO 14001 and ISO 45001 certified

Tesla, Inc. Information Security, Cybersecurity and Privacy Protection:
ISO/IEC 27001 certified

Australia Energy:
EHS management system certification from the OFSC, Office of the Federal Safety Commission

Tesla Automation and Tesla Germany:
ISO50001 certified

Tesla Automation, Gigafactory Shanghai, Megafactory Lathrop, Gigafactory New York and Gigafactory Nevada (Energy, LFP and Energy Remanufacturing):
ISO 9001 certified

Gigafactory Berlin-Brandenburg:
EMAS (Eco Management and Audit Scheme) Certified

Gulf Coast lithium refinery:
International Lithium Association's Product Carbon Footprint stamp

# Diversity EEO-1 Table

* Data only includes U.S. employees (Active/On Leave as of 12/31/2024) who identified their Gender as Male or Female, identified Race in their profile and has an EEO Category assigned.

| Job categories | Total | | | | | | | | Male | | | | | | | | Female | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | White | Hispanic or Latino | Black or African American | Native Hawaiian or other Pacific Islander | Asian | American Indian or Alaska Native | Two or more Races | Overall totals | White | Hispanic or Latino | Black or African American | Native Hawaiian or other Pacific Islander | Asian | American Indian or Alaska Native | Two or more Races | Total male | White | Hispanic or Latino | Black or African American | Native Hawaiian or other Pacific Islander | Asian | American Indian or Alaska Native | Two or more Races | Total female |
| Service Workers | 33% | 27% | 13% | 5% | 14% | 1% | 6% | 100% | 27% | 19% | 9% | 5% | 13% | 0% | 5% | 79% | 7% | 8% | 4% | 0% | 1% | 1% | 1% | 21% |
| Laborers and Helpers | 26% | 42% | 14% | 3% | 12% | 1% | 3% | 100% | 25% | 37% | 12% | 2% | 10% | 1% | 3% | 89% | 1% | 5% | 2% | 1% | 2% | 0% | 0% | 11% |
| Operatives | 18% | 39% | 18% | 3% | 18% | 2% | 4% | 100% | 13% | 28% | 13% | 2% | 13% | 1% | 2% | 72% | 5% | 11% | 5% | 1% | 5% | 0% | 1% | 28% |
| Craft Workers | 33% | 44% | 6% | 1% | 11% | 1% | 3% | 100% | 32% | 42% | 6% | 1% | 11% | 1% | 2% | 95% | 2% | 2% | 0% | 0% | 1% | 0% | 0% | 5% |
| Administrative Support | 34% | 33% | 10% | 2% | 17% | 1% | 4% | 100% | 25% | 24% | 7% | 1% | 12% | 1% | 3% | 73% | 9% | 8% | 3% | 0% | 4% | 0% | 1% | 27% |
| Sales Workers | 34% | 28% | 13% | 1% | 18% | 1% | 5% | 100% | 25% | 20% | 9% | 1% | 13% | 1% | 4% | 72% | 9% | 8% | 4% | 0% | 5% | 0% | 2% | 28% |
| Technicians | 27% | 38% | 9% | 2% | 20% | 1% | 3% | 100% | 25% | 34% | 7% | 2% | 17% | 1% | 3% | 89% | 2% | 4% | 1% | 0% | 3% | 0% | 0% | 11% |
| Professionals | 33% | 14% | 2% | 0% | 48% | 0% | 3% | 100% | 27% | 11% | 2% | 0% | 37% | 0% | 2% | 79% | 6% | 3% | 1% | 0% | 11% | 0% | 1% | 21% |
| First/Mid Officials and Mgrs | 42% | 23% | 7% | 2% | 22% | 1% | 4% | 100% | 35% | 20% | 5% | 2% | 18% | 1% | 3% | 83% | 7% | 4% | 1% | 0% | 4% | 0% | 1% | 17% |
| Exec/Sr. Officials and Mgrs | 57% | 4% | 2% | 0% | 33% | 2% | 2% | 100% | 46% | 4% | 1% | 0% | 27 | 1% | 2% | 81% | 11% | 0% | 1% | 0% | 7% | 1% | 0% | 19% |
| Total | 26% | 33% | 11% | 2% | 23% | 1% | 3% | 100% | 22% | 26% | 8% | 1% | 18% | 1% | 3% | 79% | 5% | 7% | 3% | 0% | 5% | 0% | 1% | 21% |

# International Labour Organization (ILO) indicators annex in our Supply Chain

| Indicator | Explanation |
|---|---|
| Abuse of vulnerability | Exploiting workers' vulnerable situations, such as their lack of education, financial hardship or legal status |
| Deception | Lying to or misleading workers about the terms of their employment, wages or working conditions |
| Restriction of movement | Preventing workers from leaving their workplace or the area in which they live or work |
| Isolation | Separating workers from their families, friends or other support networks |
| Physical and sexual violence | Using or threatening physical or sexual violence against workers |
| Intimidation and threats | Using threats or intimidation to coerce workers into staying in a forced labor situation |
| Retention of identity documents | Taking away or controlling workers' identity documents, such as passports or visas, to prevent them from leaving |
| Withholding of wages | Not paying workers their wages or other promised benefits |
| Debt bondage | Using debt to trap workers in a forced labor situation |
| Abusive working and living conditions | Subjecting workers to dangerous, unhealthy or inhumane working and living conditions |
| Excessive overtime | Requiring workers to work excessive hours or days beyond national legal limits or collective agreements |

# Supplier Self-Assessment Questionnaire (SAQ)

Launched in 2022, the Supplier Self-Assessment Questionnaire (SAQ) is a tool used to identify and assess the potential adverse impacts of Tesla's supply chain operations on people, the planet and society. By having suppliers affirm that they have policies, processes and controls in place at the manufacturing-site level consistent with Tesla's Supplier Code of Conduct requirements—including labor, health and safety, environment, ethics and supply chain responsibility—we can identify potential risk areas. This systematic process enables us to identify risks at scale based on actual supplier practices, which allows our teams to proactively prioritize more extensive due diligence for high-risk suppliers based on the extent of the potential impact on workers' health, safety or fundamental human rights and the number of workers and employees impacted at the supplier site.

The SAQ pushes our responsible sourcing due diligence beyond the generalized, inherent risk associated with certain commodities and countries toward the identification of concrete risks by requiring each unique location that provides production parts, materials or services to Tesla to submit their respective responses. We leverage this approach for all direct supplier categories, including batteries, aluminum, chemicals and indirect materials and services, including service centers, construction and on-site contractors.

## Focus areas and actions taken in 2025:

| Focus area | Actions |
| --- | --- |
| Supplier awareness and capacity building to address key human rights risks | Requested action plans to improve working conditions at supplier sites with an indication of non-conformance to our Supplier Code of Conduct, providing guidelines on expectations and requirements along with structured problem-solving approach on how to address risks |
| Insufficient risk prioritization due to reliance on abstract risk assessments only | Continued to use SAQ results to inform SR audit prioritization |

# How we use SAQ Data

In 2025, we increased the number of new supplier site responses by 66% for a total of over 1,700 submissions since launching the first SAQ requests in 2022. Submissions reflect facilities across 40+ countries that impact over 2.4 million supply chain workers. SAQ results have led to suppliers proactively closing identified gaps ahead of audits because of action plan requests to investigate risks, take action and submit evidence of improvements.

SAQ results inform downstream risk due diligence processes such as SAQ action plans and audit prioritization to ensure resources are allocated to high-risk suppliers.

| | 2023 | 2024 | 2025 |
|---|---|---|---|
| SAQ response rate | 68% | 61% | 69% |
| Number of impacted workers/ employees to date | 1.5 million | 2.1 million | 2.4 million |
| SAQ action plan response rate | N/A | N/A | 45%* |

* New initiative in 2025

Increasing risk

SAQ results analyzed

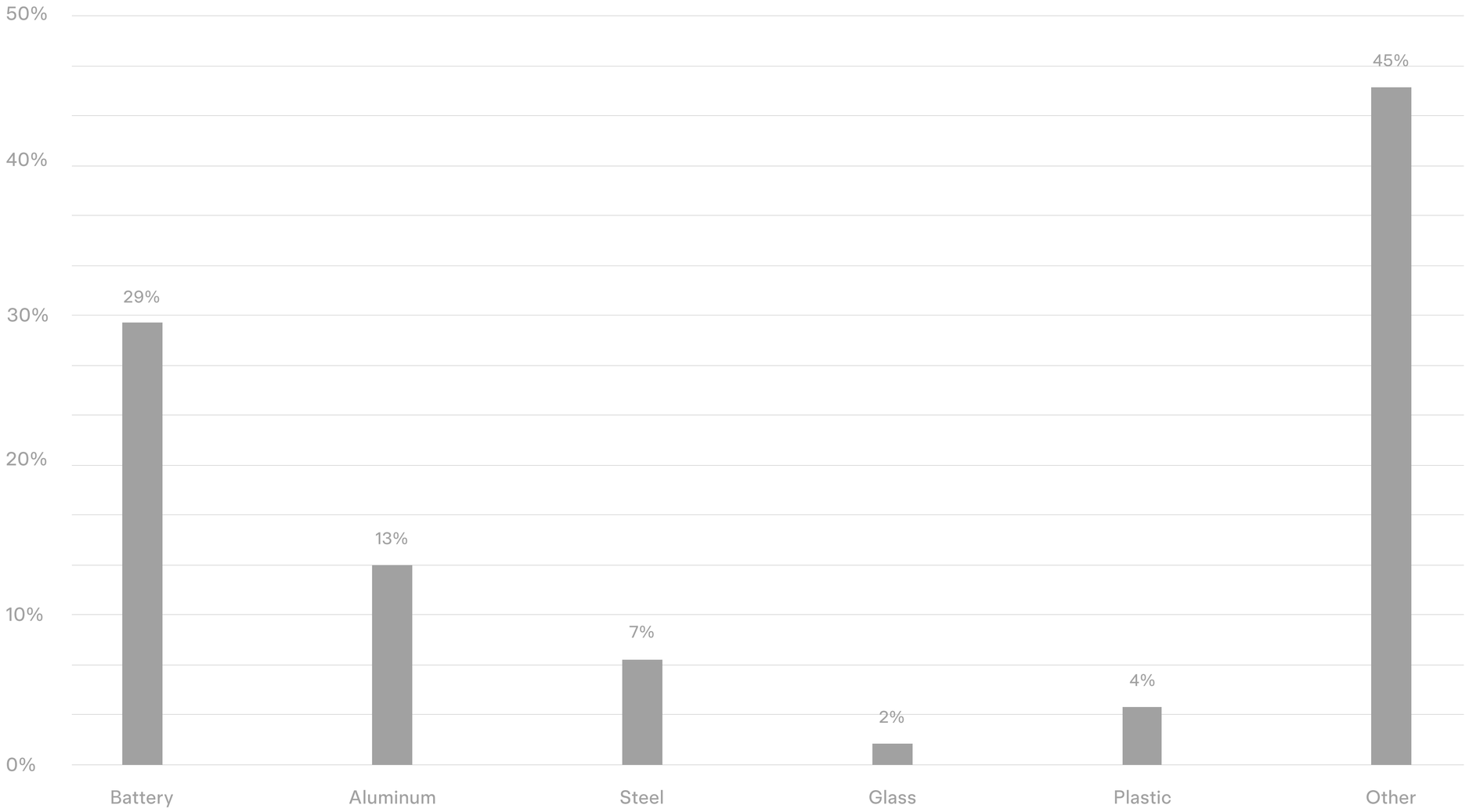
SAQ Action Plans requested from high-risk suppliers

Audits prioritized based on additional criteria

Post-audit corrective action plans developed and implemented

## 2025 Supply Chain GHG Emissions*

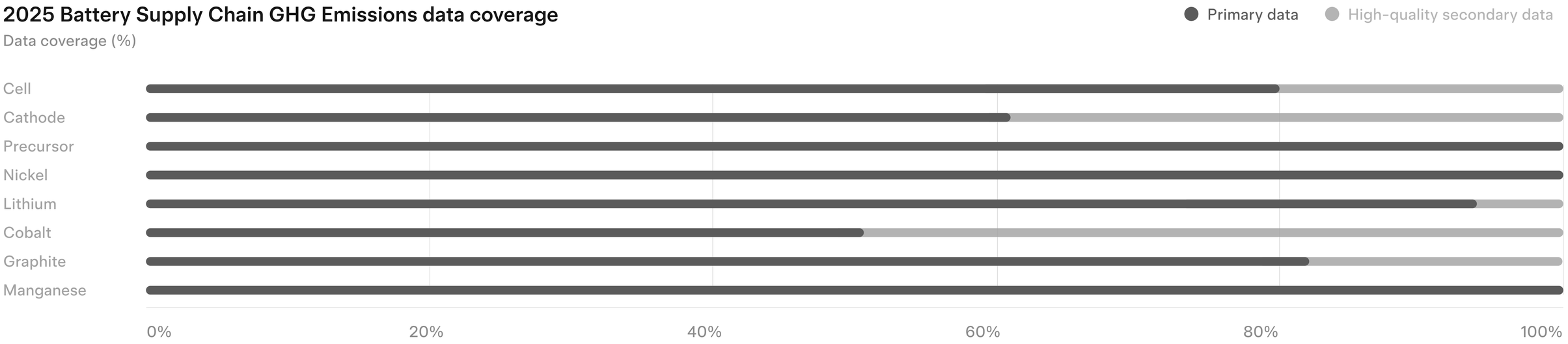
Contribution by material type




* This data refers to emissions related to purchased goods and services (Category 1, Scope 3 GHG emissions).

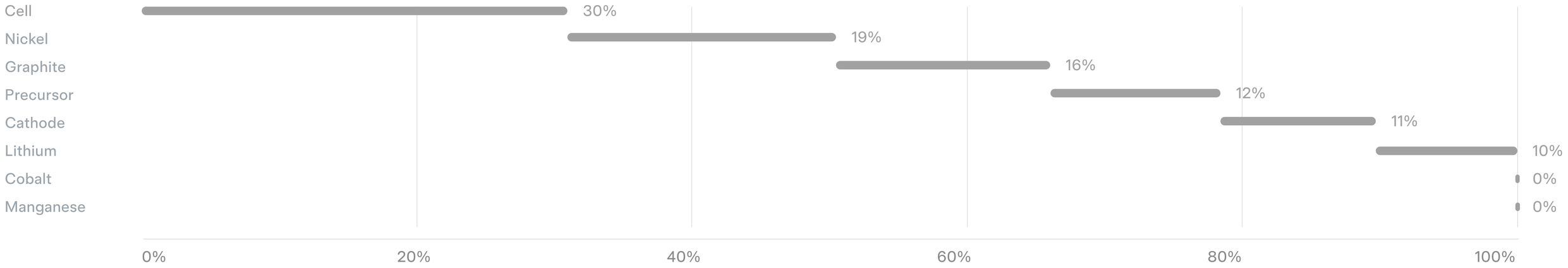
## 2025 Battery Supply Chain GHG Emissions data coverage

Data coverage (%)




## 2025 Battery Supply Chain GHG Emissions contribution

Contribution to total impact



# Grievance mechanism data

We receive concerns related to responsible sourcing through a variety of channels, including formalized grievance mechanisms like our Integrity Line and informal channels like email. Our Integrity Line is open 24 hours a day, seven days a week and allows employees, contractors and third parties, including suppliers, their employees, community members, civil society organizations and other stakeholders or affected persons, to report concerns anonymously and without fear of retaliation.

Concerns are investigated promptly and impartially in a manner appropriate to the circumstances, and remedial action is taken when necessary.

Read more about the Integrity Line on pages 137-139 of the People and Community section of this report.

| | | |
|---|---|---|
| Total number of grievances* | | 9 |
| Status | Resolved/Closed | 6 |
| | Escalated | 3 |
| Topic | Social | 5 |
| | Health and Safety | 2 |
| | Environment | 1 |
| | Other | 1 |

* This table shows all responsible sourcing cases reported in 2025 through the Integrity Line or communicated directly to Tesla. We also screen reputable media and third-party sources for potential supply chain issues.

## Cobalt, Lithium, Nickel supplier list and Due Diligence status

For footnotes, see the next page.

| Supplier | Tier | Material | Location | Audit status* | LCA** | Status of Decarbonization planning*** |
|---|---|---|---|---|---|---|
| Albemarle | Mine | Lithium | Chile | Complete (IRMA) | Complete | Complete |
| | Refiner | Lithium | Chile | Committed (RMAP) | Complete | Complete |
| | Refiner | Lithium | USA | No commitment | Committed | Complete |
| | Mine | Lithium | Australia | In Progress (IRMA) | Complete | Complete |
| | Refiner | Lithium | Australia**** | No commitment | No commitment | No commitment |
| | Refiner | Lithium | China | Complete (Tesla SR, RMAP) | Complete | Complete |
| Chengxin | Refiner | Lithium | Indonesia | Complete (RMAP) | Committed | Committed |
| Elevra | Mine | Lithium | Canada | In Progress (TSM) | Complete | Committed |
| Liontown Resources | Mine | Lithium | Australia | Committed (IRMA) | Complete | Committed |
| Rio Tinto Lithium | Mine + Refiner | Lithium | Argentina | Complete (IRMA, RMAP + RMI ESG) | Complete | Committed |
| | Refiner | Lithium | USA | Complete (RMAP + RMI ESG) | Complete | Committed |
| | Refiner | Lithium | China | Complete (RMAP + RMI ESG) | Complete | Committed |
| Novandino Lithium (formerly SQM Salar) | Mine + Refiner | Lithium | Chile | Complete (IRMA, RMAP) | Complete | Complete |
| Yahua | Refiner | Lithium | China | Complete (RMAP + RMI ESG) | Complete | Complete |
| CNGR | Refiner | Nickel, Cobalt | China | Complete (RMAP + RMI ESG) | Complete | Complete |
| | Refiner | Nickel | Indonesia | Complete (RMAP + RMI ESG) | Complete | Committed |
| Huayou | Refiner | Nickel, Cobalt | China | Complete (RMAP + RMI ESG) | Complete | Committed |
| | Refiner | Nickel, Cobalt | Indonesia | Complete (RMAP + RMI ESG) | Complete | Complete |
| Prony | Mine + Refiner | Nickel | New Caledonia | Committed (IRMA) | Committed | Committed |

## Cobalt, Lithium, Nickel supplier list and Due Diligence status

| Supplier | Tier | Material | Location | Audit status* | LCA** | Status of Decarbonization planning*** |
|---|---|---|---|---|---|---|
| Glencore Nickel (Murrin Murrin) | Mine + Refiner | Nickel | Australia | Complete (RMAP) | Complete | Committed |
| Vale Sudbury | Mine + Refiner | Nickel | Canada | Complete (TSM) | Complete | Complete |
| Glencore (KCC and Mumi) | Mine + Refiner | Cobalt | DRC | Complete (Copper Mark, RMAP) | Complete | Complete |

The status of the above chart is as of December 31, 2025.

* Tesla's accepted third-party audit frameworks for 2025 included: Initiative for Responsible Mining Assurance (IRMA), the Responsible Minerals Initiative (RMI)'s Responsible Minerals Assurance Process (RMAP), the Responsible Minerals Initiative (RMI)'s ESG Standard (RMI ESG), Towards Sustainable Mining (TSM) and CopperMark. N.b.: Tesla is aiming to no longer accept RMAP audits at smelters or refiners of battery minerals in favor of the more appropriate RMAP+ / SCCDP frameworks offered by the RMI.

** For both "Audit" and "LCA" columns, "complete" means that we received a report with sufficient data, on which we continue to engage to continuously improve audit / LCA results.
"Committed": written commitment to complete an asset specific life cycle assessment within the calendar year
"Complete": LCA results or representative data that can be used for LCA modelling for the specific asset has been shared with Tesla and verified by Tesla team to be representative of real-world emissions intensity as per international best practice methodologies. Tesla continues engagement with suppliers to improve LCA results, representation and harmonization.

*** For "Status of Decarbonization Planning" column:
"Committed": written commitment to deliver a decarbonization plan to Tesla within the calendar year.
"Completed": decarbonization plan has been shared and reviewed to include GHG monitoring system covering scope 1, and 3 emissions, interim GHG reduction targets, asset specific roadmaps and renewable energy purchases.

**** This facility has been placed under care and maintenance as of February 2026.

# Countries of origin: Steel, Aluminum

From our efforts to map our upstream supply chain we have identified the countries below through information provided by our suppliers:

**Aluminum:**

Argentina, Australia, Canada, China, Indonesia, Japan, Malaysia, Mexico, South Korea, Taiwan, United States and Vietnam

**Steel:**

Brazil, Canada, China, Colombia, Germany, Japan, Malaysia, Mexico, South Korea, Sweden, Taiwan, Turkey and United States

## Supplier Responsibility (SR) audit data

| | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|
| Audits Conducted (Initial + Closure) | 55 | 170 | 229 | 226 | 203 |
| Average Non-Conformance per Audit* | 15 | 20 | 19 | 17 | 17 |

### Breakdown of findings by topic (%)*

| | | | | | |
|---|---|---|---|---|---|
| Labor | 37.6% | 33.0% | 31.9% | 37.2% | 36.5% |
| Health and Safety | 31.3% | 31.5% | 33.9% | 33.7% | 30.3% |
| Environment | 13.0% | 14.2% | 13.0% | 15.0% | 13.7% |
| Ethics | 0.5% | 1.8% | 1.4% | 6.3% | 10.2% |
| Management Systems/Supply Chain Management | 17.7% | 19.5% | 19.8% | 7.8% | 9.3% |

* Only includes initial audit

# Report of Independent Accountants

To the Board of Directors of Tesla, Inc.

We have reviewed the accompanying management assertion of Tesla, Inc. (Tesla) that the GHG emissions metrics and the criteria for the year ended December 31, 2025 in management's assertion, are presented in accordance with the assessment criteria set forth in management's assertion. Tesla's management is responsible for its assertion and for the selection of the criteria, which management believes provide an objective basis for measuring and reporting on the GHG emissions metrics. Our responsibility is to express a conclusion on management's assertion based on our review.

Our review was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants (AICPA) in AT-C section 105, Concepts Common to All Attestation Engagements and AT-C section 210, Review Engagements. Those standards require that we plan and perform the review to obtain limited assurance about whether any material modifications should be made to management's assertion in order for it to be fairly stated. The procedures performed in a review vary in nature and timing from, and are substantially less in extent than, an examination, the objective of which is to obtain reasonable assurance about whether management's assertion is fairly stated, in all material respects, in order to express an opinion. Accordingly, we do not express such an opinion. Because of the limited nature of the engagement, the level of assurance obtained in a review is substantially lower than the assurance that would have been obtained had an examination been performed. We believe that the review evidence obtained is sufficient and appropriate to provide a reasonable basis for our conclusion.

We are required to be independent and to meet our other ethical responsibilities in accordance with relevant ethical requirements related to the engagement.

The firm applies the Statements on Quality Management Standards established by the AICPA.

The procedures we performed were based on our professional judgment. In performing our review, we performed inquiries, performed tests of mathematical accuracy of computations on a sample basis, read relevant policies to understand terms related to relevant information about the GHG emissions metrics, reviewed supporting documentation in regard to the completeness and accuracy of the data in the GHG emissions metrics on a sample basis, and performed analytical procedures.

GHG emissions quantification is subject to significant inherent measurement uncertainty because of such things as GHG emissions factors that are used in mathematical models to calculate GHG emissions, and the inability of these models, due to incomplete scientific knowledge and other factors, to accurately measure under all circumstances the relationship between various inputs and the resultant GHG emissions. Environmental and energy use data used in GHG emissions calculations are subject to inherent limitations, given the nature and the methods used for measuring such data. The selection by management of different but acceptable measurement techniques could have resulted in materially different amounts or metrics being reported.

As discussed in management's assertion, Tesla has estimated GHG emissions for certain emissions sources for which no primary data is available.

Based on our review, we are not aware of any material modifications that should be made to Tesla's management assertion in order for it to be fairly stated.

/s/ PricewaterhouseCoopers, LLP

New York, New York
May 5, 2026

# Management Assertion for Scope 1 and 2 GHG Emissions

## Overview

With respect to the GHG emissions metrics for the year ended December 31, 2025 presented in table 2 below, which are also included in this Tesla Impact Report 2025 as identified by the "*" symbol, management of Tesla, Inc. (Tesla) asserts that the GHG emissions metrics are presented in accordance with the assessment criteria set forth below.

Management is responsible for the selection of the criteria, which management believes provide an objective basis for measuring and reporting on the GHG emissions metrics, and for the completeness, accuracy and validity of the GHG emissions metrics. Tesla's GHG emissions are rounded up to the nearest thousand.

## Organizational Boundary

Tesla uses the operational control approach to account for and report its global Scope 1 and Scope 2 GHG emissions. This includes sites engaged in manufacturing; sales, service and delivery; and other activities described below, including owned data centers operated by Tesla. Leased data centers (locations that house Tesla computer systems and associated components), Superchargers (electric vehicle fast charging stations) and malls (leased retail storefront within shopping malls for Tesla products) are not included in our boundary as Tesla determined they do not have operational control over emissions from these sites. Data for new or acquired sites are included once the site has been operating for at least a year at the beginning of the reporting period. Conversely, sites that closed or ceased operations during the reporting period are not included in Tesla's organizational boundary.

# Management Assertion for Scope 1 and 2 GHG Emissions

## Table 1: Description of Tesla Sites

| Site Type | Site Activities |
|---|---|
| Manufacturing | Manufacture Tesla products.<br>Support manufacturing through the design and manufacture of equipment and tools used at manufacturing sites or by storing manufacturing materials, parts, or finished products. |
| Sales, Service and Delivery (SSD) | Sell products, provide vehicle service, store parts for vehicle service, and deliver vehicles. |
| Other | Conduct research & development, administration, energy product warehousing and deployment, and other mixed-use warehousing. |

## Table 2: Metrics—GHG Emissions

| GHG Emissions and Assessment Criteria [1,2,3] | Quantity |
|---|---|
| Scope 1 GHG Emissions 4<br>Direct GHG emissions occurring from stationary combustion, mobile combustion, refrigerant losses, and process emissions. | 302,000 Metric Tons $CO_2e$ |
| Scope 2 GHG Emissions (location-based) 5<br>Indirect GHG emissions from the generation of electricity and district heating purchased by Tesla for site operations. | 837,000 Metric Tons $CO_2e$ |
| Scope 2 GHG Emissions (market-based) 5<br>Indirect GHG emissions from the generation of electricity and district heating purchased by Tesla for site operations. | 755,000 Metric Tons $CO_2e$ |

# Management Assertion for Scope 1 and 2 GHG Emissions



## 01

Tesla considers the principles and guidance of the World Resources Institute (WRI) and the World Business Council for Sustainable Development's (WBCSD) Greenhouse Gas Protocol Initiative's A Corporate Accounting and Reporting Standard, Revised Edition, and GHG Protocol Scope 2 Guidance, An Amendment to the GHG Protocol Corporate Standard (together the "GHG Protocol") to guide the criteria to assess, calculate and report GHG emissions.

## 02

GHG emissions quantification is subject to significant inherent measurement uncertainty because of such things as GHG emissions factors that are used in mathematical models to calculate GHG emissions, and the inability of these models, due to incomplete scientific knowledge and other factors, to accurately measure under all circumstances the relationship between various inputs and the resultant GHG emissions. Environmental and energy use data used in GHG emissions calculations are subject to inherent limitations, given the nature and the methods used for measuring such data. The selection by management of different but acceptable measurement techniques could have resulted in materially different amounts or metrics being reported.

## 03

Carbon dioxide equivalent ($CO_2e$) emissions are inclusive of carbon dioxide ($CO_2$), nitrous oxide ($N_2O$), methane ($CH_4$), and industrial gases such as hydrofluorocarbons (HFCs) and sulfur hexafluoride ($SF_6$). Perfluorocarbons (PFCs) and nitrogen trifluoride ($NF_3$) are not emitted by Tesla's sites. Emissions data by individual gas is not disclosed as a majority of $CO_2e$ in Table 2 relates to $CO_2$. These carbon dioxide equivalent emissions utilize Global Warming Potentials (GWPs) defined by the Intergovernmental Panel on Climate Change's (IPCC) Fifth Assessment Report (AR5 – 100 year), unless a different Assessment Report is already embedded in the emission factor source. Carbon dioxide equivalent emissions are calculated by multiplying actual or estimated energy and fuel usage, refrigerant gas loss or process emissions by the relevant emission factor and GWP. All emission factors are updated annually where applicable.

## 04

**Related to Scope 1 GHG emissions:**

- Stationary combustion (natural gas):
  - Combustion from stationary equipment and machinery.
  - Global natural gas usage data was collected from monthly utility invoices obtained from third-party providers.
  - If usage data was not available, Tesla estimated the natural gas usage by determining an annual natural gas usage rate per square foot based on actual 2025 monthly natural gas usage data for sites in a similar geographic location and type of site. This rate was then multiplied by the square footage of the site building space.
  - Emission factors: United States (U.S.) Environmental Protection Agency (EPA) Emission Factors for Greenhouse Gas Inventories 2025.
- Stationary and mobile combustion (propane, diesel, and gasoline):
  - Combustion from emergency and portable generators, powered industrial vehicles (e.g., forklifts), temporary space heaters and other portable equipment (e.g., landscaping equipment).
  - Propane, diesel, and gasoline usage data was collected from invoices and fuel reports obtained from third-party providers.
  - Emission factors: U.S. EPA Emission Factors for Greenhouse Gas Inventories 2025.
- Emissions from refrigerant loss to the atmosphere:
  - Fugitive emissions from refrigeration, air conditioning, or similar equipment resulting from leakage and service over the operational life of the equipment.
  - Loss data was collected from invoices and vendor reports for refrigerant refills purchased and/or installed.
- Fleet mobile combustion (diesel and gasoline):
  - Combustion from the operation of Tesla's on-road and non-road vehicles.

# Management Assertion for Scope 1 and 2 GHG Emissions

GHG Emissions Disclosure

- Diesel and gasoline usage (volume) was collected from fuel cards issued by Tesla's fleet management partner. Vehicle miles driven by Tesla on-road vehicles was collected from odometer readings and real time telemetrics on each vehicle.
- Tesla classified vehicles by type: diesel medium and heavy-duty vehicles, gasoline passenger cars, gasoline light-duty trucks, gasoline heavy-duty vehicles, and non-road industrial/commercial equipment. Temporary light duty fleet additions for operational use were categorized as 'other', for which only $CO_2$ emissions are calculated, because Tesla does not have detailed information on what type of vehicles were rented and miles driven.
- $CO_2$ emissions were calculated by multiplying the relevant emission factor by the volume of diesel and gasoline used by Tesla's on-road and non-road vehicles.
- $CH_4$ and $N_2O$ emissions were calculated by multiplying the relevant emission factor (depending on vehicle type and age) by the miles driven by Tesla's on-road vehicles, and by the volume of diesel and gasoline used by Tesla's non-road vehicles.
  - Emission factors: U.S. EPA Emission Factors for Greenhouse Gas Inventories 2025.
- Process emissions:
  - Lithium-ion battery cell recycling:
    - Emissions from processing manufacturing scrap lithium-ion cells at the Gigafactory Nevada cell recycling site.
    - The concentration of $CO_2$ and $CH_4$ in emissions (emission rates) were measured during two emissions source tests. GHG emissions were calculated by multiplying the quantity of manufacturing scrap processed, as recorded by the recycling plant operations team, by the $CO_2$ and $CH_4$ emission rates developed based on the emissions source tests.
  - Emission of $CO_2$ resulting from cleaning plastic parts with liquid $CO_2$:
    - $CO_2$ emissions were assumed to equal the mass of liquid $CO_2$ used in the cleaning process as measured by liquid $CO_2$ sensors on the tank.
  - Combustion of volatile organic compounds (VOCs) emitted to thermal oxidizers at manufacturing sites:
    - The quantity of VOCs emitted to thermal oxidizers were estimated by calculating the potential to emit or by a continuous emissions monitoring system.
    - The $CO_2$ equivalent emissions were calculated using the number of carbon atoms in the VOCs, the molecular weight and the mass of the VOC exhausted to the thermal oxidizers and multiplied by the destruction efficiency of the thermal oxidizer.
- Estimated emissions from the sources above account for approximately 2.9% of Scope 1 GHG emissions.
- Excluded Scope 1 GHG emissions: Tesla excluded the following sources of GHG emissions, which are estimated to represent less than 1 percent of Tesla's reported Scope 1 GHG emissions:
  - GHG emissions from emergency stabilization of damaged and potentially damaged lithium-ion cells.
  - GHG emissions resulting from the chemical reaction of two-part polyurethane foam adhesives.
  - GHG emissions resulting from oxy-acetylene welding used to maintain sites and equipment.
  - GHG emissions resulting from burning PPG powder used to coat battery cooling tubes.

# Management Assertion for Scope 1 and 2 GHG Emissions



## 05

**Related to Scope 2 GHG emissions (location-based):**

- GHG emissions from the generation of electricity purchased by Tesla for site operations. For sites that include Superchargers, Tesla did not include electricity procured for customer use through the Supercharger stations as those emissions are included in Scope 3, Category 11 Use of Sold Products. For purchased electricity relative to leased data centers, those emissions are included in Scope 3, Category 8 Upstream Leased Assets.
- Global electricity usage data was collected from monthly utility invoices obtained from third-party providers.
- If monthly usage data was not available:
  - For sites with less than 12 months of usage data, Tesla estimated the electricity usage by extrapolating the average consumption for the available months in the reporting period.
  - Tesla estimated the electricity usage by determining an annual electricity rate per area based on 2025 monthly electricity usage data for sites in a similar geographic location and type of site. This rate was then multiplied by the area of the site building space.
  - If cost data was available without the associated usage, Tesla used local unit costs to calculate usage.
- District Heating usage data was collected from invoices obtained from third-party providers. If usage data was not available, Tesla estimated the usage by extrapolating the average consumption for the available months. If no data was reported, usage was based on sites in a similar geographic location and type of site.
- Emission factors (location-based):
  - Electricity:
    - Canada: Environment Canada. 2025 National inventory report: greenhouse gas sources and sinks in Canada.
    - U.S.: U.S. EPA Emission Factors for Greenhouse Gas Inventories 2025.
    - Shanghai: Shanghai Municipal Bureau of Ecology and Environment 2022.
    - China: China Regional Power Grids 2022.
    - Australia: Department of Climate Change, Energy, the Environment and Water (DCCEEW), Australian National Greenhouse Accounts Factors 2025.
    - All other countries: International Energy Agency (IEA) Emissions Factors 2025.
  - District Heating: U.S. EPA Emission Factors for Greenhouse Gas Inventories 2025.
- Emission factors (market-based):
  - Tesla used Guarantees of Origin ("GOs") and Renewable Energy Credits ("RECs") during the year to contractually procure renewable energy.
  - GOs and RECs applicable to the FY25 reporting year have been contracted and will be retired before June 30, 2026.
  - Emission factors were applied based on the GHG Protocol hierarchy and availability of data including the factors below listed from highest to lowest precision:
    - Electricity contract – GOs and RECs considered 0 g $CO_2e$/MWh.
    - Residual Mixes
      - U.S. sites: 2024 Green-e Residual Mix Emissions Rates (2022 Data)
      - Europe sites: Association of Issuing Bodies (AIB) European Residual Mixes 2024
    - Other grid-average emission factors – Same as location-based.
- Estimated emissions from the source above account for approximately 12.9% of Scope 2 (location-based) GHG emissions and approximately 14.0% of Scope 2 (market-based) GHG emissions.




# Feedback on this report

Together, we are building a world of amazing abundance. At Tesla, we always aspire to do the right thing and are constantly looking for ways to do better. If you have any suggestions about how we can improve, send your feedback to ImpactReport@Tesla.com.