TESLA MOTORS DENMARK APS

LOKESVEJ 8, DK-3400 HILLERØD

ANNUAL REPORT

1 JANUARY - 31 DECEMBER 2023

The Annual Report has been presented and adopted at the Company's Annual General Meeting on 7 May 2024

Stephan William Werkman

CVR NO. 32 78 73 47

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COMPANY DETAILS

Company	Tesla Motors Denmark ApS Lokesvej 8 DK-3400 Hillerød	
	CVR No.:	32 78 73 47
	Established:	15 March 2010
	Municipality:	Copenhagen
	Financial Year:	1 January - 31 December
Executive Board	Stephan William Werkman Joseph Gruber Kim Gaba Jensen	
Auditor	PricewaterhouseCoopers Statsautoriseret Revisionspartnerselskab CVR nr. 33771237 Strandvejen 44 Dk-2900 Hellerup	

MANAGEMENT'S STATEMENT

Today the Executive Board have discussed and approved the Annual Report of Tesla Motors Denmark ApS for the financial year 1 January - 31 December 2023.

The Annual Report is presented in accordance with the Danish Financial Statements Act.

In our opinion the Financial Statements give a true and fair view of the Company's assets, liabilities and financial position at 31 December 2023 and of the results of the Company's operations for the financial year 1 January - 31 December 2023.

The Management Commentary includes in our opinion a fair presentation of the matters dealt with in the Commentary.

We recommend the Annual Report be approved at the Annual General Meeting.

Copenhagen, 7 May 2024

Executive Board

Stephan William Werkman	Joseph Gruber	Kim Gaba Jensen

INDEPENDENT AUDITOR'S REPORT

To the Shareholder of Tesla Motors Denmark ApS

Opinion

We have audited the Financial Statements of Tesla Motors Denmark ApS for the financial year 1 January - 31 December 2023, which comprise income statement, Balance Sheet, statement of changes in equity, notes and a summary of significant accounting policies. The Financial Statements are prepared in accordance with the Danish Financial Statements Act.

In our opinion, the Financial Statements give a true and fair view of the assets, liabilities and financial position of the Company at 31 December 2023 and of the results of the Company's operations for the financial year 1 January - 31 December 2023 in accordance with the Danish Financial Statements Act.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) and the additional requirements applicable in Denmark. Our responsibilities under those standards and requirements are further described in the Auditor’s Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company in accordance with the International Ethics Standards Board for Accountants’ International Code of Ethics for Professional Accountants (IESBA Code) and the additional ethical requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Statement on Management Commentary

Management is responsible for Management Commentary.

Our opinion on the Financial Statements does not cover Management Commentary, and we do not express any form of assurance conclusion thereon.

In connection with our audit of the Financial Statements, our responsibility is to read Management Commentary and, in doing so, consider whether Management Commentary is materially inconsistent with the Financial Statements or our knowledge obtained during the audit, or otherwise appears to be materially misstated.

Moreover, it is our responsibility to consider whether Management Commentary provides the information required under the Danish Financial Statements Act.

Based on the work we have performed, we conclude that Management Commentary is in accordance with the Financial Statements and has been prepared in accordance with the requirements of the Danish Financial Statements Act. We did not identify any material misstatement of Management Commentary.

Management's Responsibilities for the Financial Statements

Management is responsible for the preparation of Financial Statements that give a true and fair view in accordance with the Danish Financial Statements Act and for such Internal control as Management determines is necessary to enable the preparation of Financial Statements that are free from material misstatement, whether due to fraud or error.

In preparing the Financial Statements, Management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting in preparing the Financial Statements unless Management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

INDEPENDENT AUDITOR'S REPORT

Auditor’s Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the Financial Statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these Financial Statements.

As part of an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the Financial Statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.
- Conclude on the appropriateness of Management’s use of the going concern basis of accounting in preparing the Financial Statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the Financial Statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and contents of the Financial Statements, including the disclosures, and whether the Financial Statements represent the underlying transactions and events in a manner that gives a true and fair view.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Hellerup, 7 May 2024

PricewaterhouseCoopers
Statsautoriseret Revisionspartnerselskab
CVR no. 33 77 12 37

Bo Schou-Jacobsen
State Authorised Public Accountant
MNE no. mne28703

FINANCIAL HIGHLIGHTS

	2023 DKK '000	2022 DKK '000	2021 DKK '000	2020 DKK '000	2019 DKK '000
Income statement					
Net revenue	8.072.117	1.588.629	1.530.659	1.909.056	1.172.731
Gross profit/loss	271.611	123.097	93.699	84.335	79.628
Operating profit/loss of main activities	121.081	23.830	22.960	28.635	17.890
Financial income and expenses, net	-326	-69	-444	-274	-445
Profit/loss for the year before tax	120.755	23.761	22.516	28.361	17.445
Profit/loss for the year	94.438	18.866	17.494	20.305	30.361
Balance sheet					
Total assets	1.196.859	341.544	416.946	972.314	543.578
Equity	98.960	129.522	110.656	93.162	72.857
Invested capital	60.303	107.154	87.783	58.166	52.903
Investment in tangible fixed assets	93.006	74.598	19.290	7.033	8.272
Key ratios					
Rate of return	144.6	24.4	31.5	51.6	38.2
Solvency ratio	8.3	37.9	26.5	9.6	13.4
Return on equity	82.7	15.7	17.2	24.5	52.6

The ratios follow in all material respects the recommendations of the Danish Finance Society.

The ratios stated in the list of key figures and ratios have been calculated as follows:

Invested capital:	Intangible fixed assets (ex goodwill) + tangible assets + inventories + receivables + other working current assets – trade payables – other provisions – other long and short term working liabilities
Rate of return:	$\frac{\text{Profit/loss on ordinary activities x 100}}{\text{Average invested capital}}$
Solvency ratio:	$\frac{\text{Equity, at year end x 100}}{\text{Total equity and liabilities, at year end}}$
Return on equity:	$\frac{\text{Profit/loss after tax x 100}}{\text{Average equity}}$

MANAGEMENT COMMENTARY

Business Overview
Tesla Motors Denmark ApS (hereinafter 'the Company') is a wholly-owned subsidiary of Tesla International B.V., Amsterdam, The Netherlands. The ultimate parent company is Tesla, Inc., Delaware, United States of America which is a public NASDAQ listed company (hereafter the Group', or 'Tesla', or "We").

The Group designs, develops, manufactures, sells, and leases high-performance fully electric vehicles and energy generation and storage systems, and offers services related to our sustainable energy products. The Company operates as a limited-risk distributor and performs marketing, sales, services, and distribution activities on behalf of Tesla Motors Netherlands B.V. Currently, the Company sells the Model 3, Model Y, Model S, and Model X which are all high-performance fully electric vehicles. The Company has established its network of sales and service centers and supercharger stations nationally to accelerate the widespread adoption of electric Vehicles.

We emphasize performance, attractive styling, and the safety of our users and workforce in the design and manufacture of our products and are continuing to develop full self-driving technology for improved safety. We also strive to lower the cost of ownership for our customers through continuous efforts to reduce manufacturing costs and by offering financial services tailored to our products. Our mission to accelerate the world's transition to sustainable energy, engineering expertise, vertically integrated business model, and focus on user experience differentiate us from other companies.

Development in activities and financial and economic position
The income statement of the Company for 2023 shows a result of DKK 94,438 thousand (2022: 18,866 thousand), and on 31 December 2023, the balance sheet of the Company shows equity of DKK 98,960 thousand (2022: 129,522 thousand).

Profit/loss for the year compared to expectations
The Company delivered 22,512 cars in 2023 (2022: 3,057 cars) which is made up of Model Y which sold 18,148 cars (2022: 2,327), Model 3 which sold 4,208 cars (2022: 671), and Models S/X which sold 156 cars (2021: 59).

During the year, the Company achieved a net turnover of DKK 8,072,117 thousand (2022: 1,588,629 thousand). This consists of an automotive turnover of DKK 7,801,326 thousand (2022: 1,409,649 thousand) and Service and other revenue of DKK 270,791 thousand (2022: 178,980 thousand).

The Company's significant growth in revenues and deliveries are mostly driven by market dynamics, brand awareness, and the impact of the price reduction programs during the year. Model Y was the best-selling car in Denmark during the year and has remained in the top position in the first two months of 2024.

For 2024, the Company expects profit before tax to remain at similar levels as the prior year.

Significant events after the end of the financial year
No events have occurred after the end of the financial year of material importance for the Company's financial position.

Knowledge resources
The Training programs, knowledge, and development activities are managed by the (ultimate) parent company and primarily take place there. These activities comprise continuous learning and development of staff to maintain a high-quality level among the employees.

Uncertainty relating to recognition and measurement
The following financial statement line items involve some degree of uncertainty:
- Revenue
- Deferred income

MANAGEMENT COMMENTARY

Research and development activities
The Company did not engage in research and development activities in 2023 or 2022. These activities are primarily undertaken by Tesla, Inc., the ultimate parent company.

Future development, risks and uncertainties

Market risk and currency risk
The Company is operating in Denmark and therefore it's currency risk mainly pertains to the currency positions and future transactions in Danish kroner.

Credit risk
The Company has no significant credit risk. Sales are made to customers who meet the Company's credit rating. Goods and services are sold subject to payment periods ranging from 0 to 14 days.

Liquidity risk
The Company is included in the Group Cash Pool managed by Tesla Motors Netherlands B.V. for its access to liquidity. The Group bank accounts are placed with high-credit quality financial institutions.

Risks associated with the company's operations and management of these risks
The Company defines risk management as a process of identifying, assessing, and managing risk to minimize the negative effects that would prevent the Company from achieving its goals, namely to create value for Tesla, Inc.

The significant risks of the Company are dependent on the risks of Tesla, Inc. and can be set out as follows:

We may experience delays in launching and ramping the production of our products and features, or we may be unable to control our manufacturing costs.
We have previously experienced and may in the future experience launch and production ramp delays for new products and features. For example, we encountered unanticipated supplier issues that led to delays during the initial ramp of our first Model X and experienced challenges with a supplier and with ramping full automation for certain of our initial Model 3 manufacturing processes.
In addition, we may introduce in the future new or unique manufacturing processes and design features for our products. As we expand our vehicle offerings and global footprint, there is no guarantee that we will be able to successfully and timely introduce and scale such processes or features.

In particular, our future business depends in large part on increasing the production of mass-market vehicles. To be successful, we will need to implement, maintain, and ramp efficient and cost-effective manufacturing capabilities, processes, and supply chains and achieve the design tolerances, high quality, and output rates we have planned at our manufacturing facilities in California, Nevada, Texas, China, Germany, and any future sites such as Mexico. We will also need to hire, train, and compensate skilled employees to operate these facilities. Bottlenecks and other unexpected challenges such as those we experienced in the past may arise during our production ramps, and we must address them promptly while continuing to improve manufacturing processes and reducing costs. If we are not successful in achieving these goals, we could face delays in establishing and/or sustaining our product ramps or be unable to meet our related cost and profitability targets.

We have experienced, and may also experience similar future delays in launching and ramping up production of our energy storage products and Solar Roof; new product versions or variants; new vehicles; and future features and services based on artificial intelligence. Likewise, we may encounter delays with the design, construction, and regulatory or other approvals necessary to build and bring online future manufacturing facilities and products.

Any delay or other complication in ramping the production of our current products or the development, manufacture, launch, and production ramp of our future products, features, and services, or in doing so cost-effectively and with high quality, may harm our brand, business, prospects, financial condition and operating results.

MANAGEMENT COMMENTARY

Future development, risks and uncertainties (continued)
We may be unable to grow our global product sales, delivery and installation capabilities, and our servicing and vehicle charging networks, or we may be unable to accurately project and effectively manage our growth.
Our success will depend on our ability to continue to expand our sales capabilities. We are targeting a global mass demographic with a broad range of potential customers, in which we have relatively limited experience projecting demand and pricing our products. We currently produce numerous international variants at a limited number of factories, and if our specific demand expectations for these variants prove inaccurate, we may not be able to timely generate deliveries matched to the vehicles that we produce in the same timeframe or that are commensurate with the size of our operations in a given region. Likewise, as we develop and grow our energy products and services worldwide, our success will depend on our ability to correctly forecast demand in various markets.

Because we do not have independent dealer networks, we are responsible for delivering all of our vehicles to our customers. As our production volumes continue to grow, we have faced in the past and may face challenges with deliveries at increasing volumes, particularly in international markets requiring significant transit times. We have also deployed several delivery models, such as deliveries to customers' homes and workplaces and touchless deliveries, but there is no guarantee that such models will be scalable or be accepted globally. Likewise, as we ramp up our energy products, we are working to substantially increase our production and installation capabilities. If we experience production delays or inaccurately forecast demand, our business, financial condition and operating results may be harmed.

Moreover, because of our unique expertise with our vehicles, we recommend that our vehicles be serviced by us or by certain authorized professionals. If we experience delays in adding servicing capacity or servicing our vehicles efficiently or experience unforeseen issues with the reliability of our vehicles, particularly higher-volume additions to our fleet such as Model 3 and Model Y, it could overburden our servicing capabilities and parts inventory. Similarly, the increasing number of Tesla vehicles also requires us to continue to rapidly increase the number of our Supercharger stations and connectors throughout the world.

There is no assurance that we will be able to ramp up our business to meet our sales, delivery, installation, servicing, and vehicle charging targets globally, that our projections on which such targets are based will prove accurate, or that the pace of growth or coverage of our customer infrastructure network will meet customer expectations. These plans require significant cash investments and management resources and there is no guarantee that they will generate additional sales or installations of our products, or that we will be able to avoid cost overruns or be able to hire additional personnel to support them. As we expand, we will also need to ensure our compliance with regulatory requirements in various jurisdictions applicable to the sale, installation, and servicing of our products, the sale or dispatch of electricity related to our energy products, and the operation of Superchargers. If we fail to manage our growth effectively, it may harm our brand, business, prospects, financial condition, and operating results.

Our future growth and success are dependent upon consumers' demand for electric vehicles specifically our vehicles in an automotive industry that is generally competitive, cyclical, and volatile.
We continue to see increased interest and adoption of electric vehicles if the market for electric vehicles in general and Tesla vehicles in particular does not develop as we expect, develops more slowly than we expect, or if demand for our vehicles decreases in our markets or our vehicles compete with each other, our business, prospects, financial condition, and operating results may be harmed.
In addition, electric vehicles still constitute a small percentage of overall vehicle sales. As a result, the market for our vehicles could be negatively
affected by numerous factors, such as:

• perceptions about electric vehicle features, quality, safety, performance, and cost;
• perceptions about the limited range over which electric vehicles may be driven on a single battery charge and access to charging facilities;
• competition, including from other types of alternative fuel vehicles, plug-in hybrid electric vehicles, and high fuel-economy internal combustion engine vehicles;

MANAGEMENT COMMENTARY

Future development, risks and uncertainties (continued)
• volatility in the cost of oil, gasoline, and energy;
• government regulations and economic incentives and conditions; and
• concerns about our future viability.

The target demographics for our vehicles are highly competitive. Sales of vehicles in the automotive industry tend to be cyclical in many markets, which may expose us to further volatility. We also cannot predict the duration or direction of current global trends or their sustained impact on consumer demand. Ultimately, we continue to monitor macroeconomic conditions to remain flexible to optimize and evolve our business as appropriate and attempt to accurately project demand and infrastructure requirements globally and deploy our production, workforce, and other resources accordingly.

Rising interest rates may lead consumers to increasingly pull back spending, including on our products, which may harm our demand, business, and operating results. If we experience unfavorable global market conditions, or if we cannot or do not maintain operations at a scope that is commensurate with such conditions or are later required to or choose to suspend such operations again, our business, prospects, financial condition, and operating results may be harmed.

Our information technology systems or data, or those of our service providers customers, or users could be subject to cyberattacks or other security incidents, which could result in data breaches, intellectual property theft, claims, litigation, regulatory investigations, significant liability, reputational damage, and other adverse consequences.

We continue to expand our information technology systems as our operations grow, such as product data management, procurement, inventory management, production planning, and execution, sales, service and logistics, dealer management, and financial, tax, and regulatory compliance systems. This includes the implementation of new internally developed systems and the deployment of such systems in the U.S. and abroad. While, we maintain information technology measures designed to protect us against intellectual property theft, data breaches, sabotage, and other external or internal cyberattacks or misappropriation, our systems and those of our service providers are potentially vulnerable to malware, ransomware, viruses, denial-of-service attacks, phishing attacks, social engineering, computer hacking, unauthorized access, exploitation of bugs, defects and vulnerabilities, breakdowns, damage, interruptions, system malfunctions, power outages, terrorism, acts of vandalism, security breaches, security incidents, inadvertent or intentional actions by employees or other third parties, and other cyber-attacks.

To the extent any security incident results in unauthorized access or damage to or acquisition, use, corruption, loss, destruction, alteration or dissemination of our data, including intellectual property and personal information, or our products or vehicles, or for it to be believed or reported that any of these occurred, it could disrupt our business, harm our reputation, compel us to comply with applicable data breach notification laws, subject us to time-consuming, distracting and expensive litigation, regulatory investigation and oversight, mandatory corrective action, require us to verify the correctness of database contents, or otherwise subject us to liability under laws, regulations and contractual obligations, including those that protect the privacy and security of personal information. This could result in increased costs to us and result in significant legal and financial exposure and/or reputational harm.

We also rely on service providers, and similar incidents relating to their information technology systems could also have a material adverse effect on our business. There have been and may continue to be significant supply chain attacks. Our service providers, including our workforce management software provider, have been subject to ransomware and other security incidents, and we cannot guarantee that our or our service providers' systems have not been breached or that they do not contain exploitable defects, bugs, or vulnerabilities that could result in a security incident, or other disruption to, our or our service providers' systems. Our ability to monitor our service providers' security measures is limited, and, in any event, malicious third parties may be able to circumvent those security measures.

Further, the implementation, maintenance, segregation, and improvement of these systems require significant management time, support and cost, and there are inherent risks associated with

MANAGEMENT COMMENTARY

Future development, risks and uncertainties (continued)
developing, improving, and expanding our core systems as well as implementing new systems and updating current systems, including disruptions to the related areas of business operation. These risks may affect our ability to manage our data and inventory, procure parts or supplies manufacture, sell, deliver, and service products, adequately protect our intellectual property or achieve and maintain compliance with, or realize available benefits under, tax laws and other applicable regulations.
Moreover, if we do not successfully implement, maintain or expand these systems as planned, our operations may be disrupted, our ability to accurately and/or timely report our financial results could be impaired and deficiencies may arise in our internal control over financial reporting, which may impact our ability to certify our financial results. Moreover, our proprietary information, including intellectual property and personal information, could be compromised or misappropriated and our reputation may be adversely affected. If these systems or their functionality do not operate as we expect them to, we may be required to expend significant resources to make corrections or find alternative sources for performing these functions.

Our suppliers may fail to deliver components according to schedules, prices, quality, and volumes that are acceptable to us, or we may be unable to manage these components effectively.
Our products contain thousands of parts purchased globally from hundreds of suppliers, including single-source direct suppliers, which exposes us to multiple potential sources of component shortages. Unexpected changes in business conditions, materials pricing, including inflation of raw material costs, labor issues, wars, trade policies, natural disasters, health epidemics such as the global COVID-19 pandemic, trade and shipping disruptions, port congestions, cyberattacks, and other factors beyond our or our suppliers' control could also affect these suppliers' ability to deliver components to us or to remain solvent and operational. For example, a global shortage of semiconductors beginning in early 2021 has caused challenges in the manufacturing industry and impacted our supply chain and production. Additionally, if our suppliers do not accurately forecast and effectively allocate production if they are not willing to allocate sufficient production to us, or face other challenges such as insolvency, it may reduce our access to components and require us to search for new suppliers. The unavailability of any component or supplier could result in production delays, idle manufacturing facilities, product design changes, and loss of access to important technology and tools for producing and supporting our products, as well as impact our capacity expansion and our ability to fulfill our obligations under customer contracts. Moreover, significant increases in our production or product design changes have required and may in the future require us to procure additional components in a short amount of time. We have faced in the past and may face suppliers who are unwilling or unable to sustainably meet our timelines or our cost, quality, and volume needs, which may increase our costs or require us to replace them with other sources. Finally, as we construct new manufacturing facilities and add production lines to existing facilities, we may experience issues in correspondingly increasing the level of localized procurement at those facilities. While we believe that we will be able to secure additional or alternate sources or develop replacements for most of our components, there is no assurance that we will be able to do so quickly or at all. Additionally, we may be unsuccessful in our continuous efforts to negotiate with existing suppliers to obtain cost reductions and avoid unfavorable changes to terms, source less expensive suppliers for certain parts, and redesign certain parts to make them less expensive to produce, especially in the case of increases in materials pricing. Any of these occurrences may harm our business, prospects, financial condition, and operating results.

As the scale of our vehicle production increases, we will also need to accurately forecast, purchase, warehouse, and transport components at high volumes to our manufacturing facilities and servicing locations internationally. If we are unable to accurately match the timing and quantities of component purchases to our actual needs or successfully implement automation, inventory management, and other systems to accommodate the increased complexity in our supply chain and parts management, we may incur unexpected production disruption, storage, transportation, and write-off costs, which may harm our business and operating results.

Management Opportunities, Challenges and Uncertainties and 2024 Outlook
The Company's success remains dependent on the overall success of the vehicles at the global level. The group aims to increase manufacturing capacity, improve production efficiency and rates at current factories, and add battery cell supply. Our goals are to enhance vehicle performance, decrease costs, and boost affordability and awareness. These plans face uncertainties from launching new technologies, component constraints, labor shortages, and external events. We have ambitious targets

Future development, risks and uncertainties (continued)

for battery cells and iterative design and manufacturing enhancements. Our cost reduction efforts, cost innovation strategies, and additional localized procurement and manufacturing are key to our vehicles' affordability and have allowed us to competitively price our vehicles. In 2024 and beyond, we will continue to generate demand and brand awareness by improving our vehicles' performance and functionality. Moreover, we expect to continue to benefit from ongoing electrification of the automotive sector and increasing environmental regulations and initiatives.

Corporate social responsibility (CSR) report

Through our principal activities, the Company contributes to Tesla's goal to accelerate the world's transition to sustainable energy.

We adhere to Tesla Corporate guidelines which provide a framework within which the Company's directors, management, and employees effectively pursue Tesla's objectives for the benefit of all stockholders. Tesla's Code of Business Conduct, Ethics, and Corporate Governance Guidelines are available on Tesla's website at: http://ir.tesla.com/corporate-governance/highlights.

We comply with local, national, and international laws and regulations as well as the spirit thereof and we conduct our business operations with honesty and integrity.

Furthermore, Tesla's Code of Business Conduct organizes the basic attitudes necessary for people working at the Company and in society by describing basic conduct. We respect our stakeholders and aim to establish a long-term mutually beneficial relationship based on mutual trust with our business partners.

The Company does not produce locally, but sources from a worldwide supply chain. In terms of supply chain, our products use thousands of purchased parts, which we source globally from hundreds of suppliers. We are committed to only sourcing responsibly produced materials. We comply with the Tesla Corporate Supplier Code of Conduct, as well as the Corporate Human Rights and Conflict Minerals policy which outlines Tesla's expectations to all suppliers and partners that work with us. All our contracts require suppliers to adhere to our human rights policy and environmental and safety requirements. Tesla is committed to making working conditions in Tesla's supply chain safe and humane, ensuring that workers are treated with respect and dignity and that manufacturing processes are environmentally responsible.

Tesla's direct suppliers are required to adhere to the responsible sourcing principles of our Supplier Code of Conduct in addition they are also required to enforce the requirements throughout the supply chain. The Code is the foundation for ensuring social and environmental responsibility and ethical conduct throughout our supply chain, no matter what industry, region, or materials. Tesla continues to identify and do business with organizations that conduct their business with principles that are consistent with the Code. Additionally, they are required to register and complete the domestic and international material compliance requirements in the International Material Data System ("IMDS") to meet European Union and other international material and environmental-related regulations. This requirement is mandatory for all suppliers who deliver products or raw materials to us as part of our production process. Supplier-provided data collected via the IMDS process is the starting point for our conflict minerals' due diligence efforts. In addition to the material requirements above, we also require direct suppliers to fully disclose material sourcing of certain materials as specified in supply chain purchasing contracts.

Corporate social responsibility (CSR) report (continued)

Employee health & safety

The health and safety of our employees is regularly monitored. Incidents at work, especially in service centers are our largest risk. At our service centers and remote sites, we improve physical security by educating individuals with the basic security requirements for their building, to allow them to present the issues to their site manager for resolution and be able to escalate larger issues to the security team for support. Regular audits take place and improvements are continuous.

Our commitment to maintaining a safe workplace in Denmark has been reinforced with the introduction of the MyEHS incident management system. This system has enabled our employees to report incidents and near-misses with greater ease and efficiency, leading to an increase in the number of reported incidents with minor to moderate injuries. In 2023, the Company recorded 2 near-miss cases and 23 injuries and illness cases. We believe that the reporting in 2023 is a positive trend, as it demonstrates a more thorough and diligent reporting culture, enabled by the MyEHS system. We remain committed to continuously evaluating and improving our health and safety practices and the MyEHS system has been a valuable addition to our program, helping us to identify areas for improvement.

We are confident that the MyEHS system will continue to support us in maintaining a strong safety culture throughout our organization, ensuring the well-being of our employees

Environmental impact from energy use

The Company's main energy use is to operate its network of Superchargers throughout the country. Our Supercharger electricity consumption in Denmark is 100% renewable energy. To create an entire sustainable energy ecosystem, Tesla manufactures a unique set of energy products, enabling homeowners, businesses, and utilities to manage renewable energy generation, storage, and consumption. Empowering the individual as their utility, homeowners can adopt solar panels or solar roofs to power their home using the sun, and store excess energy in a power wall, which makes electricity available during peak energy use periods or a power outage. Meanwhile, utilities and businesses can use Powerpack – a scalable energy storage system that provides greater control, efficiency, and reliability across the electric grid.

With these products, we can live on electricity generated from the most sustainable energy source: the sun. As deployment continues to accelerate, we can scale the adoption of renewable energy, cost-effectively modernize our aging infrastructure, and improve the resilience of our electric grid to benefit everyone. We're doing this because the faster the world stops relying on fossil fuels and moves towards a zero-emission future, the better.

We are committed to sustainable energy management as a key driver of decarbonization across our operations. In 2023, we took a significant step forward by sourcing 100% of the electricity for our service centers from renewable energy providers. This strategic procurement decision reduces the carbon footprint associated with our facilities.

Our energy efficiency initiatives enabled us to maintain stable electricity consumption levels despite a 51% increase in vehicle repairs compared to 2022. The electricity usage per vehicle repaired decreased only slightly from 957 kWh in 2022 to 948 kWh in 2023. This decoupling of energy consumption from operational growth demonstrates our commitment to optimizing energy utilization.

Our renewable energy procurement coupled with stable energy intensity metrics represents meaningful progress toward our decarbonization strategy. We remain focused on sustainable energy management practices as we expand operations in pursuit of our environmental goals.

Pollution prevention and control

The Company complies with all local and national laws and regulations. Through the whole life cycle of electing, designing, constructing, operating, and maintenance of our facilities and service centers, environmental specialists are part of the process to make sure all environmental requirements from external authorities as well as Tesla's internal requirements are met. Periodic auditing and follow-up are part of every step in this process.

Corporate social responsibility (CSR) report (continued)
Direct and indirect atmospheric emissions
There are minimal direct and indirect atmospheric emissions. In comparison to petrol-fueled cars, our cars do not produce any noise, nor do they emit any harmful gas emissions. Our washbay locations have oil-water separators in place. We also use chemicals that do not accumulate in the waterways.

Use and protection of natural resources
An important distinction between lithium-ion batteries and fossil fuels as an energy source is that none of the materials in a lithium-ion battery are ever consumed during its lifetime. Petroleum as a fuel is pumped out of the ground, chemically converted, and then burned – releasing harmful gas emissions into the atmosphere and never covered again. On the other hand, battery materials are refined and put into a cell, and at the end of their life, all materials remain. When a battery is no longer producing enough energy for its purpose, it can be broken apart and the important mineral components can be extracted through a targeted chemical recovery process. These minerals can then be refined and used again for making new batteries.

Waste management
Waste management at Tesla plays an important part in all of our day-to-day operations and it is our mission to continually assess how we manage our waste streams. Part of what we do is to ensure that we reduce the volume of waste generated and dispose of all waste items most sustainably and economically according to local standards. To ensure this, we work with established programs, the EMEA Waste Solutions, together with the local waste vendor are focused on supporting operations by providing the waste solutions needed by the local team and ensuring that local regulations are followed.

In 2023, the number of vehicles repaired at our service locations increased by 51% compared to the previous year. Despite this significant operational growth, we successfully prevented a corresponding increase in waste generation through close collaboration with our waste management partner on optimization initiatives. The amount of waste generated per vehicle repaired actually decreased by over 10%.

However, our waste segregation performance fell short of our target. Across all locations, we achieved a 71.4% segregation rate against our goal of 86%. Effective waste segregation is crucial, as it enables greater recycling and diversion from landfills.

To drive improvement in 2024, the EMEA Waste Solutions team is taking decisive action on two fronts. First, we are implementing enhanced waste monitoring and reporting systems to provide deeper insights into our waste streams. Second, we will work strategically with local teams to strengthen waste segregation practices. Through data-driven analysis and on-site engagement, we aim to meet our ambitious waste diversion targets.

Responsible environmental stewardship remains a core priority as we expand our operations. We are dedicated to continuously innovating and identifying solutions to reduce our ecological footprint, contributing to a more sustainable future for all.

We have established a remanufacturing facility in Tilburg, the Netherlands, where batteries and drive-units are refurbished to minimize the need for new materials and optimize our waste value stream.

MANAGEMENT COMMENTARY

Corporate social responsibility (CSR) report (continued)
Conflict Minerals Disclosure
Ensuring Supplier Compliance: Tesla is committed to sourcing responsibly and considers mining activities that fuel conflict as unacceptable. Under Tesla’s Human Rights and Responsible Sourcing policies, Tesla’s suppliers are expected to use reasonable efforts to ensure that parts and products supplied to Tesla do not contribute to armed conflict, human rights abuses, or environmental degradation, regardless of sourcing location. This commitment extends to ensuring "DRC conflict-free" materials, meaning that such conflict minerals do not benefit armed groups in the Democratic Republic of the Congo or any adjoining countries. The "Conflict-minerals" also known as the 3TG include:

- columbite-tantalite (tantalum);
- cassiterite (tin);
- gold;
- wolframite (tungsten); and
- any derivatives of the above.

These efforts aim to guarantee that Tesla's products do not directly or indirectly finance or benefit armed groups through mining or mineral trading in the DRC or adjoining countries. We also require suppliers to establish policies, due diligence frameworks, and management systems consistent with the OECD Due Diligence Guidance for Responsible Business Conduct, and the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas ("OECD Guidance"). We also require that suppliers source only from smelters and refiners that are conformant to the Responsible Minerals Initiative’s Responsible Minerals Assurance Program, or those assurance programs that are cross-recognized.

All of Tesla’s battery cell suppliers and sub-suppliers are required to conduct annual third-party audits following the latest edition of OECD Guidelines and the commitments adopted by the RMI, including the Cobalt Refiner Supply Chain Due Diligence Standard. Following audit results, Tesla engages with its suppliers to implement audit recommendations as part of a process of continuous improvement of our supply chain.

Tesla’s Human Rights and Responsible Sourcing policies also include a grievance mechanism where concerned parties can contact Tesla’s Executive Board to provide comments about conflict minerals and other sourcing matters. Our Grievance Mechanism is now much more independent and robust. For more information regarding Tesla’s Human Rights and Responsible Sourcing policies, visit https://www.tesla.com/legal/additional-resources#conflict-minerals-report.
This approach is part of Tesla's broader mission to ensure social and environmental responsibility, and ethical conduct throughout our supply chain, and support the acceleration of the world’s transition to sustainable energy.

Corporate social responsibility (CSR) report (continued)

Risks related include fiduciary risks (e.g. risk of theft) and favouritism (e.g. with suppliers).
Management takes leadership in fostering a corporate culture and implementing policies that promote ethical behavior. To reduce potential risks and to ensure full compliance with all anticorruption and bribery laws and regulations, Tesla has established internal controls and accounting practices. Furthermore, employees are expected to report genuine facts, concerns, or suspicions they would become aware of regarding corruption, bribery, and violations of our policies at the earliest possible stage to their superiors or through an established whistle-blowing process. All new employees in 2023 similar to 2022 receive the Code of Business Ethics and the Worldwide Bribery and Anti-Competition Policy. This is required to be signed by all new employees. Furthermore, current 2023 employees are required to take the Anti-Corruption and Anti-Bribery Training.

Our corporate Code of Business Ethics states that we do not tolerate bribery of or by any business partner, government agency, or public authority and maintain honest and fair relationships with government agencies and public authorities. Our employees are expected to adhere to the corporate Code of Business Ethics. Furthermore, the Company has adopted a Worldwide Bribery and Anti-Corruption Policy to provide further guidance to employees. Both policies are mandatory for new employees to acknowledge (by confirmation of compliance) during their onboarding process. The Tesla Code of Business Ethics also covers areas such as insider trading, competition and fair dealing, conflict of interests, gifts and donations, money laundering, and suspicious activities among others. The Compliance Department of Tesla monitors compliance with the Code of Business Ethics and the Worldwide Bribery and Anti-Competition Policy across all Tesla subsidiaries including Tesla Denmark ApS. More details about the Code of Business Ethics can be found here https://www.tesla.com/legal/additional-resources#tesla-business-code-of-ethics

MANAGEMENT COMMENTARY

Report of target figures and policies for the under-represented gender

Gender distribution within Management

	2023
Number of members of the supreme management body	3
Under-represented gender, share in % of the supreme management body	0%
Number of people at other management levels	31
Under-represented gender, share in % at other management levels	9%

Target figures for the supreme management body

	2023
Target figures in % for the supreme management body	33%
Year, in which the target figures are expected to be met	2026

Status of meeting the target figures set for the supreme management body
In 2023, Tesla Denmark employed 237 individuals, increasing the total number of employees by year-end 2023 to 280. Women comprised 15% of all new recruitments. The Executive Board currently consists of three members, all of whom are men. While we recognize the gender imbalance at the Board level, we remain committed to promoting diversity through our hiring initiatives. Our goal has been to prioritize the recruitment of qualified women for executive roles, with an ambition of achieving 33% female representation on the Board by 2023. This target was set in 2020; however, as of end-2023, no changes have been made to the Board's composition. We continue to be dedicated to fostering gender diversity and inclusiveness within both our leadership team and the broader organization.

The primary reason for not fulfilling the 2023 target relates to the overall challenges in attracting and securing requisite talent, particularly skilled technicians representing our largest employee group. Technicians also tend to be more reticent to change companies amidst the currently tenuous economic climate, given the hesitation to leave assured employment. Nevertheless, we have augmented our employment value proposition through enhanced benefits benchmarked to local market best practices. One area requiring further development is our maternity leave offering, which will be extended to align with competitive policies that appeal to female candidates.

Looking ahead to 2026, we remain firmly committed to pursuing the 33% Board gender diversity target. Our efforts will emphasize identifying and developing high-potential women leaders from within while also recruiting external female talent into executive pipeline roles. Presently across the first and second levels of management, women occupy 6% and 17% of positions respectively; our goal is to achieve 33% female leaders at both levels by 2026 through focused organizational development and succession planning initiatives.

Looking ahead to 2026, we remain firmly committed to pursuing the 33% Board gender diversity target. Our efforts will emphasize identifying and developing high-potential women leaders from within while also recruiting external female talent into executive pipeline roles. Presently across the first and second levels of management, women occupy 6% and 17% of positions respectively; our goal is to achieve 33% female leaders at both levels by 2026 through focused organizational development and succession planning initiatives.

MANAGEMENT COMMENTARY

Report of target figures and policies for the under-represented gender (continued)
Target figures for other management levels

	2023
Target figures in % for the other management levels	33%
Year, in which the target fig-ures are expected to be met	2026

Policy for other management levels
As part of our ambition to fulful the 2026 target figures for underrepresented gender, we have started taking steps to work towards gender equality and increase the representation of women in our workforce in Denmark.

In our recruitment process, we have made the following changes from 2023:

- We have updated the language in our job postings to use more gender-neutral phrasing that appeals to candidates of all genders.
- We have started using new job boards that help us reach a more diverse talent pool.
- In intake meetings, our recruiters collaborate with hiring managers to develop plans for improving gender balance in teams.
- We have strengthened our onboarding process to support the retention and experience of new hires of all genders.
- Regular reviews of compensation ensure salaries are equitable across genders.

Moving forward, we remain committed to promoting gender diversity and inclusion at Tesla. We will continue to examine our policies and processes to identify opportunities to build a more gender-balanced workforce in Denmark. These activities are inline with our global human rights policy which can be found on https://www.tesla.com/legal/additional-resources#global-human-rights-policy

MANAGEMENT COMMENTARY

Policy on Data Ethics
As part of Tesla's privacy and data ethics program and in line with Tesla's Code of Business Ethics, Tesla has set some basic principles for the ethical handling of data:

Do the right thing with data
Responsible data handling is a prerequisite for innovation. We maintain data by handling data as customers expect, keeping it accurate and complete, and properly destroying it when it is no longer needed. This improves our products, earns, and keeps our customers' trust, and differentiates us in the market.

Transparent in our data practices
We are forthright about the data (including personal data) we collect and how we're using and sharing it. We do what we say.

Give customers choice
We give users clear choices about their privacy and controls that are easy to use so that they can manage their data.

Embed privacy from start to finish
Privacy is an important component for building world-class products and services, from idea to launch, and beyond. Performing privacy reviews on new or revised products, technologies (including artificial intelligence), and services ensure they fulfill users' expectations as well as our internal privacy and data ethics standards.

Safeguard data
We provide reasonable and appropriate safeguards to prevent the loss, unauthorized use, or disclosure, of data, including personal data.

Accountability
Tesla is committed to instilling customer trust in our data practices for all Tesla products. To further that commitment, Tesla employees are asked to follow internal procedures, e.g., laid out for privacy reviews or data privacy incidents. Additionally, to ensure that employees know and understand their responsibilities under Tesla's privacy and data ethics program, Tesla has put in place several trainings and resources tackling the lawful, secure, and ethical handling of data (including personal data, but also other types of confidential data.

INCOME STATEMENT 1 JANUARY - 31 DECEMBER

	Note	2023 DKK '000	2022 DKK '000
NET REVENUE	1	**8.072.117**	**1.588.629**
Cost of sales		-8.204.323	-1.366.626
Change in inventories of goods for resale		521.024	-14.015
Other external expenses	2, 3	-117.207	-84.891
GROSS PROFIT/LOSS		**271.611**	**123.097**
Staff costs	4	-124.963	-87.237
Depreciation, amortisation and impairment		-25.567	-12.030
OPERATING PROFIT		**121.081**	**23.830**
Other financial expenses	5	-326	-69
PROFIT BEFORE TAX		**120.755**	**23.761**
Tax on profit/loss for the year	6	-26.317	-4.895
PROFIT FOR THE YEAR	7	**94.438**	**18.866**

BALANCE SHEET AT 31 DECEMBER

ASSETS	Note	2023 DKK '000	2022 DKK '000
Land and buildings		2.090	2.107
Plant, machinery, tools and equipment		64.459	46.314
Leasehold improvements		85.927	38.072
Tangible fixed assets in progress and prepayment		16.335	16.627
Property, plant and equipment	8	**168.811**	**103.120**
Rent and other deposits		2.960	2.884
Financial non-current assets	9	**2.960**	**2.884**
NON-CURRENT ASSETS		**171.771**	**106.004**
Goods for resale		580.683	59.659
Inventories		**580.683**	**59.659**
Trade receivables		342.294	37.343
Receivables from group enterprises	10	11.870	107.554
Deferred tax assets	11	35.697	19.484
Other receivables		38.700	9.019
Prepayments		15.844	2.481
Receivables		**444.405**	**175.881**
CURRENT ASSETS		**1.025.088**	**235.540**
ASSETS		**1.196.859**	**341.544**

BALANCE SHEET AT 31 DECEMBER

EQUITY AND LIABILITIES	Note	2023 DKK '000	2022 DKK '000
Share Capital		125	125
Retained profit		98.835	129.397
EQUITY		**98.960**	**129.522**
Other provision		5.190	0
Deferred income		128.776	72.206
Non-current liabilities	12	**133.966**	**72.206**
Prepayments received from customers		13.630	15.401
Trade payables		65.384	35.861
Payables to group enterprises	13	558.822	6.012
Corporation tax		39.076	1.614
Other liabilities	14	230.711	68.715
Deferred income	15	56.310	12.213
Current liabilities		**963.933**	**139.816**
LIABILITIES		**1.097.899**	**212.022**
EQUITY AND LIABILITIES		**1.196.859**	**341.544**

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EQUITY

	Share capital	Retained earnings	Proposed dividend	Total
Equity at 1 January 2023	125	129.397	0	129.522
Proposed distribution of profit, Note 7		-30.562	125.000	94.438
Transactions with owners				
Extraordinary dividend paid			-125.000	-125.000
Equity at 31 December 2023	**125**	**98.835**	**0**	**98.960**

NOTES

	2023 DKK '000	2022 DKK '000	Note
Net revenue			1
Segment details (geography)			
Denmark	7.808.273	1.500.370	
Netherlands	118.880	86.675	
Europe (excl Denmark and Netherlands)	144.964	1.584	
	8.072.117	**1.588.629**	
Segment details (activities)			
Automotive	7.801.327	1.409.649	
Service and Other	270.790	178.980	
	8.072.117	**1.588.629**	

Other external expenses 2

Other external expenses of 117,207 (2022: 84,891) thousand in 2023 relates to property rental expenses, selling and distribution expenses and other expenses.

	2023	2022	Note
Fee to statutory auditor			3
Total fees:			
PWC	318	280	
	318	**280**	
Specification of fees:			
Statutory audit	318	280	
	318	**280**	
Staff costs			4
Number of full time employees	237	180	
Wages and salaries	114.783	79.456	
Pensions	10.092	7.539	
Other staff costs	88	242	
	124.963	**87.237**	

The executive board does not receive any remuneration for their work performed.

	2023	2022	Note
Other financial expenses			5
Other financial expenses	326	69	
	326	**69**	

NOTES

	2023 DKK '000	2022 DKK '000	Note
Tax on profit/loss for the year			6
Calculated tax on taxable income of the year	42.530	4.390	
Adjustment of deferred tax	-16.213	505	
	26.317	**4.895**	
Proposed distribution of profit			7
Extraordinary dividend	125.000	0	
Retained earnings	-30.562	18.866	
	94.438	**18.866**	

Property, plant and equipment 8

	Land and buildings	Plant, machinery, tools and equipment
Cost at 1 January 2023	2.133	71.420
Transferred	0	10.414
Additions	0	25.966
Disposals	0	-2.994
Cost at 31 December 2023	**2.133**	**104.806**
Depreciation and impairment losses at 1 January 2023	26	25.106
Reversal of depreciation of assets disposed of	0	-1.968
Depreciation for the year	17	17.209
Depreciation and impairment losses at 31 December 2023	**43**	**40.347**
Carrying amount at 31 December 2023	**2.090**	**64.459**

	Leasehold improvements	Tangible fixed assets in progress and prepayment
Cost at 1 January 2023	83.425	16.627
Transferred	25.576	-35.990
Additions	30.622	35.698
Cost at 31 December 2023	**139.623**	**16.335**
Depreciation and impairment losses at 1 January 2023	45.353	
Depreciation for the year	8.343	
Depreciation and impairment losses at 31 December 2023	**53.696**	
Carrying amount at 31 December 2023	**85.927**	**16.335**

NOTES

		Note
Financial non-current assets		9
	Rent and other deposits	
Cost at 1 January 2023	2.884	
Additions	76	
Cost at 31 December 2023	**2.960**	
Carrying amount at 31 December 2023	**2.960**	

	2023	2022	
	DKK '000	DKK '000	
Receivables from group enterprises			10
Cash pool receivables	0	107.543	
Trade receivables	11.870	11	
	11.870	**107.554**	

Deferred tax assets 11

Provision for deferred tax comprises deferred tax on tangible fixed assets, deferred income from contracts and other accruals under liabilities.

	2023	2022
Deferred tax specified:		
Fixed assets	-2.088	592
Deferred income from contracts	36.643	17.987
Other accruals	1.142	905
	35.697	**19.484**
Deferred tax, beginning of year	19.484	19.989
Deferred tax of the year, income statement	16.213	-505
Deferred tax assets 31 December 2023	**35.697**	**19.484**
It is recognized as follows:		
Deferred tax (assets)	35.697	19.484
	35.697	**19.484**

The Company's deferred tax assets are recognized in the balance sheet with 35,697 thousand. The tax asset solely relates to differences between tax legislation and accounting principles. The tax asset is recognized on the basis of expectations of positive tax surpluses over the next 2-3 years. The assessments are based on the Company's budget for the following 2-3 years. The budget statements have been prepared in accordance with the Company's normal budget procedure.

NOTES

					Note
Long-term liabilities					**12**
	31/12 2023 total liabilities	**Repayment next year**	**Debt outstanding after 5 years**	**31/12 2022 total liabilities**	
Other provisions	5.190	0	0	0	
Accruals and deferred income	185.086	56.310	58.786	84.419	
	190.276	**56.310**	**58.786**	**84.419**	

The other provision relates to asset retirement obligation for our lease properties.

	2023 DKK '000	**2022** DKK '000	
Payables to group enterprises			**13**
Cash pool payable	556.702	0	
Trade payable	2.120	6.012	
	558.822	**6.012**	

Other liabilities **14**

Other liabilities consist of VAT, vehicle registration fee, salaries related payable etc.

Deferred income **15**

Deferred income recognised as liabilities consists of payments received regarding revenue in subsequent years.

Contingencies etc. **16**

Contingent liabilities

At the balance sheet date, the Company has operational lease commitments concerning future rent in the amount of DKK ('000) 16,669 for the financial year 2024 and DKK ('000) 101,287 for the financial years thereafter, respectively.

Assets pledged as security **17**

None as per 31.12.2023 or 31.12.2022.

NOTES

Note

Related parties 18
The Company's related parties include:

Controlling interest
Tesla International B.V.
Burgemeester Stramanweg 122
1101 Amsterdam Zuid-Oost
Netherlands

Ultimate parent
Tesla, Inc.
13101 Harold Green Road, Austin,
Texas, United States.

Other related parties having performed transactions with the Company
The Company's related parties having a significant influence comprise parent companies and associates as well as the companies' Board of Executives and executive officers and their relatives. Related parties include also companies in which the above mentioned group of persons has material interests.

Transactions with related parties
The Company did not carry out any transactions that were not concluded on market conditions. According to section 98c, subsection 7 of the Danish Financial Statements Act information is given only on transactions that were not performed on common market conditions.

Stock option plan 19
The ultimate parent company, Tesla, Inc., USA adopted an Equity Incentive Plan. Tesla, Inc. uses the fair value method of accounting for the stock options and restricted stock units ("RSUs") granted to employees to measure the cost of employee services received in exchange for the stock-based awards. The fair value of stock option awards with only service and/or performance conditions is estimated on the grant or offering date using the Black-Scholes option-pricing model. The Black-Scholes option-pricing model requires inputs such as the risk-free interest rate, expected term and expected volatility. These inputs are subjective and generally require significant judgment. The fair value of RSUs is measured on the grant date based on the closing fair market value of our common stock. The resulting cost is recognized over the period during which an employee is required to provide service in exchange for the awards, usually the vesting period, which is generally four years for stock options and RSUs. The Stock-based compensation expense is recognised by the parent company, Tesla Inc. and not recharged to the Company.

Consolidated Financial Statements 20
The Company's primary parent, Tesla International B.V., Netherlands, does not prepare consolidated financial statements. The Company's ultimate parent, which prepares consolidated financial statements into which the Company is incorporated as a subsidiary, is:

Tesla, Inc.
13101 Harold Green Road, Austin,
Texas, United States.

The consolidated financial statement can be obtained at the following address: www.ir.tesla.com.

ACCOUNTING POLICIES

The Annual Report of Tesla Motors Denmark ApS for 2023 has been presented in accordance with the provisions of the Danish Financial Statements Act for enterprises in reporting class C.

The Annual Report is prepared consistently with the accounting principles applied last year.

Recognition and measurement

Revenues are recognized in the income statement as earned. Furthermore, value adjustments of financial assets and liabilities measured at fair value or amortized cost are recognized.

Moreover, all expenses incurred to achieve the earnings for the year are recognized in the income statement, including depreciation, amortization, impairment losses and provisions as well as reversals due to changed accounting estimates of amounts that have previously been recognized in the income statement.

Assets are recognized in the balance sheet when it is probable that future economic benefits will flow to the Company and the value of the asset can be measured reliably.

Liabilities are recognized in the balance sheet when it is probable that future economic benefits will flow from the Company and the value of the liability can be measured reliably.

Assets and liabilities are initially measured at cost. Subsequently, assets and liabilities are measured as described for each item below.

Danish kroner is used as the measurement currency. All other currencies are regarded as foreign currencies.

INCOME STATEMENT

Net revenue

Net revenue from sale of merchandise and finished goods is recognised in the Income Statement. Net revenue is recognised exclusive of VAT, duties and less discounts related to the sale.

Automotive sales revenue includes revenues related to deliveries of new vehicles, and specific other features and services that meet the definition of a performance obligation, including access to our Supercharger network, internet connectivity, Autopilot, full self-driving and over-the-air software updates. We recognize revenue on automotive sales upon delivery to the customer, which is when the control of a vehicle transfers. Payments are typically received at the point control transfers or in accordance with payment terms customary to the business. Other features and services such as access to our Supercharger network, internet connectivity and over-the-air software updates are provisioned upon control transfer of a vehicle and recognized over time on a straight-line basis as we have a stand-ready obligation to deliver such services to the customer. We recognize revenue related to these other features and services over the performance period, which is generally the expected ownership life of the vehicle or the eight-year life of the vehicle. Revenue related to Autopilot and full self-driving features is recognized when functionality is delivered to the customer. For our obligations related to automotive sales, we estimate standalone selling price by considering costs used to develop and deliver the service, third-party pricing of similar options and other information that may be available.

ACCOUNTING POLICIES

At the time of revenue recognition, we reduce the transaction price and record a reserve against revenue for estimated variable consideration related to future product returns. Such estimates are based on historical experience and are immaterial in all periods presented. In addition, any fees that are paid or payable by us to a customer's lender when we arrange the financing are recognized as an offset against automotive sales revenue. Costs to obtain a contract mainly relate to commissions paid to our sales personnel for the sale of vehicles. Commissions are not paid on other obligations such as access to our Supercharger network, internet connectivity, Autopilot, full self-driving and over-the-air software updates. As our contract costs related to automotive sales are typically fulfilled within one year, the costs to obtain a contract are expensed as incurred. Amounts billed to customers related to shipping and handling are classified as automotive revenue, and we have elected to recognize the cost for freight and shipping when control over vehicles, parts, or accessories have transferred to the customer as an expense in cost of revenues. Our policy is to exclude taxes collected from a customer from the transaction price of automotive contracts.

Segment information on revenue
Information on business segments and geographical segments is based on the Company's risks and returns and its internal financial reporting system. Business segments are regarded as the primary segments. The Company has no significant markets besides the Danish market. The Company’s revenue is therefore not broken down by geographical segment. The Company considers Automotive and Service and other as its two business segments.

Other operating income
Other operating income includes items of a secondary nature in relation to the Group’s and the Company’s activities, including profit from sale of intangible and tangible fixed assets.

Cost of sales
Cost of sales comprise costs incurred to achieve the net revenue for the year, including direct and indirect costs of raw materials and consumables.

Other external expenses
Other external expenses include cost of sales, advertising, administration, buildings, bad debts, operational lease expenses, etc.

Staff costs
Staff costs comprise wages and salaries, including holiday pay and pensions and other costs for social security etc. for the Company’s employees. Repayments from public authorities are deducted from staff costs.

Financial income and expenses
Financial income and expenses include interest income and expenses, financial expenses of finance leases, realised and unrealised gains and losses arising from investments in financial assets, debt and transactions in foreign currencies, amortisation of financial assets and liabilities as well as charges and allowances under the tax-on-account scheme etc. Financial income and expenses are recognised in the income statement by the amounts that relate to the financial year.

Tax
The tax for the year, which consists of the current tax for the year and changes in deferred tax, is recognised in the income statement by the portion that may be attributed to the profit for the year, and is recognised directly in the equity by the portion that may be attributed to entries directly to the equity.

ACCOUNTING POLICIES

BALANCE SHEET

Tangible fixed assets
Land and buildings, production plant and machinery, other plant, fixtures and equipment are measured at cost less accumulated depreciation and impairment losses. Land is not depreciated.

The depreciation base is cost less estimated residual value after end of useful life.

The cost includes the acquisition price and costs incurred directly in connection with the acquisition until the time when the asset is ready to be used.

Straight-line depreciation is provided on the basis of an assessment of the expected useful lives of the assets and their residual value:

	Useful life	Residual value
Land and buildings	50 years	100 %
Other plant, fixtures and equipment	3-12 years	0 %
Leasehold improvements Sales/Service/Delivery	8 years	0 %
Leasehold improvements Supercharger sites	12 years	0 %

Profit or loss on disposal of tangible fixed assets is stated as the difference between the sales price less selling costs and the carrying amount at the time of sale. Profit or loss is recognised in the income statement as other operating income or other operating expenses.

Useful life and residual values are reassessed annually.

Financial non-current assets
Deposits include rental deposits which are recognised and measured at amortised cost. Deposits are not depreciated.

Impairment of fixed assets
The carrying amount of tangible assets together with fixed assets, which are not measured at fair value, are valued on an annual basis for indications of impairment other than that reflected by amortisation and depreciation.

In the event of impairment indications, an impairment test is made for each asset or group of assets, respectively. If the net realisable value is lower than the carrying amount, the assets are written down to the lower value.

The recoverable amount is calculated at the higher of net selling price and capital value. The capital value is determined as the fair value of the expected net cash flows from the use of the asset or group of assets and the expected net cash flows from sale of the asset or group of assets after the end of its useful life.

Inventories
Inventories are measured at cost using the FIFO-principle. If the net realisable value is lower than cost, the inventories are written down to the lower value.

The cost of finished goods and goods for resale are calculated at acquisition price with addition of transportation and similar costs.

The net realisable value of inventories is stated at sales price less completion costs and costs incurred to execute the sale and is determined with due regard to marketability, obsolescence and development in expected sales price.

ACCOUNTING POLICIES

Receivables
Receivables are measured at amortised cost which usually corresponds to nominal value. The value is reduced by impairment losses to meet expected losses.

Prepayments, assets
Prepayments recognised as assets include costs incurred relating to the subsequent financial year.

Other provisions for liabilities
Other provisions for liabilities include the expected cost of warranty commitments, restructuring etc. and deferred tax.

Warranty commitments include liabilities for improvement of work within the warranty period of 1 to 5 years. The provision for liabilities is measured and recognised on the basis of experience with warranty work.

Tax payable and deferred tax
Current tax liabilities and receivable current tax are recognised in the balance sheet as the calculated tax on the taxable income for the year, adjusted for tax on the taxable income for previous years and taxes paid on account.

Deferred tax is measured on the temporary differences between the carrying amount and the tax value of assets and liabilities.

Deferred tax assets, including the tax value of tax loss carry-forwards, are measured at the expected realisable value of the asset, either by set-off against tax on future earnings or by set-off against deferred tax liabilities within the same legal tax entity.

Deferred tax is measured on the basis of the tax rules and tax rates that under the legislation in force on the balance sheet date will be applicable when the deferred tax is expected to crystallise as current tax. Any changes in the deferred tax resulting from changes in tax rates, are recognised in the income statement, except from items recognised directly in equity.

Liabilities
Financial liabilities are recognised at the time of borrowing by the amount of proceeds received less borrowing costs. In subsequent periods, the financial liabilities are measured at amortised cost equal to the capitalised value when using the effective interest, the difference between the proceeds and the nominal value being recognised in the Income Statement over the term of loan.

Amortised cost for short-term liabilities usually corresponds to the nominal value.

Other provisions for liabilities include the expected cost of sales return commitments, restructuring etc.

sales return commitments include liabilities for improvement of work within the warranty period of 1 to 5 years. The provision for liabilities is measured and recognised on the basis of experience with returns.

Prepayments received from customers
Prepayment received from customers consists of deferred income and customer deposits. Deferred income recognised as liabilities include payments received regarding income in subsequent years. Customers deposits are collected from customers at the time they place an order for a vehicle and at certain additional milestones up to the point of delivery. Customer deposit amounts and timing vary depending on the vehicle model. Customer deposits can be refunded or are applied to a customer's purchase balance at time of delivery.

ACCOUNTING POLICIES

Foreign currency translation

Transactions in foreign currencies are translated at the rate of exchange on the transaction date. Exchange differences arising between the rate on the transaction date and the rate on the payment date are recognised in the income statement as a financial income or expense.

Receivables, payables and other monetary items in foreign currencies that are not settled on the balance sheet date are translated at the exchange rate on the balance sheet date. The difference between the exchange rate on the balance sheet date and the exchange rate at the time of occurrence of the receivables or payables is recognised in the income statement as financial income or expenses.

CASH FLOW STATEMENT

With reference to Section 86(4) of the Danish Financial Statements Act, the Company has not prepared a cash flow statement. A cash flow statement has been prepared for the Group.