

From: Ron Baron <rbaron@baronfunds.com>
Sent: Wednesday, August 1, 2018 9:59 PM
To: Deepak Ahuja <deepak@tesla.com>
Subject: FW: Jackie Robinson, Mandela, MLK, Ghandi, Reed Hastings

Now you are up to date on essence of my recent emails to Elon.

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From: Ron Baron <rbaron@baronfunds.com>
Date: Sunday, Jul 15, 2018, 10:21 PM
To: Elon Musk <erm@tesla.com>
Cc: Todd Maron <todd@tesla.com>, Martin Viecha <mviecha@tesla.com>, Linda Martinson <lmartinson@baronfunds.com>, Pat Patalino <ppatalino@baronfunds.com>, David Baron <dbaron@baronfunds.com>, Michael Baron <mbaron@baronfunds.com>
Subject: Jackie Robinson, Mandela, MLK, Ghandi, Reed Hastings

What do they all have in common? Turned the other cheek. My personal favorite, as Brooklyn Dodger fan and Jackie Robinson fan, Jackie Robinson. All ultimately successful.

We have spoken before about all the interests aligned against you and Tesla. Shortsellers. OEMs. Dealers. Unions. Oil and gas companies. Utilities. All want to see you fail. Not to have Tesla stock fall. They want you to go bankrupt. They want people to believe you cant make the cars. If you do they wont be safe. If they are safe, they can't be profitable. You are an unstable leader. Competition is coming. You will need capital you cant obtain. You got the drill. Your job is just to make the cars and sell them and make them better every day. That's all. Its a lot. But that is under your control. Media is not. That is the answer. Dont let them distract you from the mission.

Number 1.

You should not mention or think about any of your antagonists again. You should not respond to any criticism in the news or on twitter. You should consider all critiques of you whether obvious or not as produced by them. Whether it is from an English diver in Thailand or an employee who steals from us trying to induce us to sue him or someone who says we shortcutted the test process to produce cars or you cant make the cars in a tent. Same idea. **Trying to bait you and cause you to act in a fashion that will seem irrational to many.** They are trying to destroy your credibility as a leader. The more you react, the more likely they will win. If something really upsets you, go for a walk around the factory. Get an ice cream cone. Just dont use Twitter.

Number 2.

No political contributions to anyone or any party. Regardless of how small. When I met with President-Elect Trump whom I have known pretty well for a very long time immediately after the election he asked me first whom I voted for? When I said I was a lifelong Democrat and voted for Hillary, he actually shouted at me, "you know me all these years (since 1979) and you voted for Hillary?!!!" "Did you support her financially?" "No. We have a rule that prohibits me or anyone in our business to give to politicians. Dont want to be accused of 'pay for play.'" "How do you do business if you don't give to politicians?" he asked. I am OK. Tesla and you will be too if no political contributions. Any amount at all will get negative reaction from half the people.

Number 3.

Be unfailingly polite to everyone. No fights with anyone. Distracting. If asked a question you don't want to answer, just say if you answered that would help competitors. Recommend you also have Deepak, JB, Franz

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Angella Meuleman, Deputy Clerk	



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and anyone else you think strong answer at least half the questions you get from analysts on your next earnings call.

Number 4.

Communicate with employees regularly ie at least twice a month with Letters from Elon. Whatever you say will make its way into the press. You can then no comment the press and make your audience feel that we are all in this together.

Number 5.

Be BORING! Enough excitement about the business. You dont need to add any more personality. Only detracts from mission. Makes you appear unfocused. Makes you vulnerable to criticism.

I plan to be in California at the beginning of next week. Would love to chat for half hour. Will let you know my schedule tomorrow.

Hope this email not too long. I know you are incredibly busy. Hope this is helpful.

Ron

PS. Also have what I consider a great idea that dont want to write about.

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