Hertz Presentation – DB AutoTech conference

December 9, 2021

Courtesy of Tesla, Inc.

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Hertz Global Overview

Hertz Global Holdings, Inc. is the top-level holding company of The Hertz Corporation. The Companies operate their vehicle rental business globally, primarily through the Hertz, Dollar and Thrifty brands.

Hertz Global has two reportable segments as follows:

- Americas RAC – Rental of vehicles, as well as sales of value-added services, in the United States, Canada, Latin America and Caribbean;
- International RAC – Rental and leasing of vehicles, as well as sales of value-added services, internationally; and
- In addition to the above reportable segments, Hertz Global has corporate operations.

Non-GAAP Measures

Adjusted Corporate EBITDA represents income or loss attributable to Hertz as adjusted to eliminate the impact of GAAP income tax, non-vehicle depreciation and amortization, net non-vehicle debt interest, vehicle debt-related charges and losses, restructuring and restructuring related charges, goodwill, intangible and tangible asset impairments and write-downs, information technology and finance transformation costs, reorganization items, pre-reorganization and non-debtor financing charges, gain from the sale of a business and certain other miscellaneous items.

Management uses these measures as operating performance metrics for internal monitoring and planning purposes, including the preparation of Hertz's annual operating budget and monthly operating reviews, and analysis of investment decisions, profitability and performance trends. These measures enable management and investors to isolate the effects on profitability of operating metrics most meaningful to the business of renting and leasing vehicles. They also allow management and investors to assess the performance of the entire business on the same basis as its reportable segments. Adjusted Corporate EBITDA is also utilized in the determination of certain executive compensation. Adjusted Corporate EBITDA is a non-GAAP measure. Its most comparable GAAP measure is net income (loss) attributable to Hertz.

For further discussion of Non-GAAP Measures, please refer to Hertz's filings with the SEC, including its Annual Reports on Form 10-K, Quarterly Reports on Form 10-Q and Current Reports on Form 8-K.

Key Metrics

Depreciation Per Unit Per Month – important key metric to management and investors as depreciation of revenue earning vehicles and lease charges is one of our largest expenses for the vehicle rental business and is driven by the number of vehicles, expected residual values at the expected time of disposal and expected hold period of the vehicles. Depreciation Per Unit Per Month is reflective of how we are managing the costs of our vehicles and facilitates a comparison with other participants in the vehicle rental industry.

Total Revenue Per Transaction Day ("Total RPD," also referred to as "pricing") – important key metric to management and investors as it represents a measurement of the changes in underlying pricing in the vehicle rental business and encompasses the elements in vehicle rental pricing that management has the ability to control.

Total Revenue Per Unit Per Month ("Total RPU") – important key metric to management and investors as it provides a measure of revenue productivity relative to the total number of vehicles in our fleet whether owned or leased ("Average Vehicles" or "fleet capacity").

Transaction Days – important key metric to management and investors as it represents the number of revenue generating days ("volume"). It is used as a component to measure Total RPD and Vehicle Utilization. Transaction Days represent the total number of 24-hour periods, with any partial period counted as one Transaction Day, that vehicles were on rent (the period between when a rental contract is opened and closed) in a given period. Thus, it is possible for a vehicle to attain more than one Transaction Day in a 24-hour period.

Vehicle Utilization – important key metric to management and investors because it is the measurement of the proportion of our vehicles that are being used to generate revenues relative to fleet capacity. Higher Vehicle Utilization means more vehicles are being utilized to generate revenues

Disclaimer ***(Continued)***

Forward-Looking Statements

Certain statements contained in this presentation, and in related comments by Hertz's management, include "forward-looking statements." Forward-looking statements include information concerning Hertz's liquidity and its possible or assumed future results of operations, including descriptions of its business strategies. These statements often include words such as "believe," "expect," "project," "potential," "anticipate," "intend," "plan," "estimate," "seek," "will," "may," "would," "should," "could," "forecasts" or similar expressions. These statements are based on certain assumptions that Hertz has made in light of its experience in the industry as well as its perceptions of historical trends, current conditions, expected future developments and other factors it believes are appropriate in these circumstances. Hertz believes these judgments are reasonable, but you should understand that these statements are not guarantees of performance or results, and Hertz's actual results could differ materially from those expressed in the forward-looking statements due to a variety of important factors, both positive and negative.

Important factors that could affect our actual results and cause them to differ materially from those expressed in forward-looking statements include, among other things, those that may be disclosed, revised or supplemented from time to time in subsequent reports on Forms 10-K, 10-Q and 8-K filed with or furnished to the SEC, the impact of our recent emergence from Chapter 11 on our business and relationships; levels of travel demand, particularly with respect to business and leisure travel in the U.S. and in global markets; the length and severity of COVID-19 and the impact on our vehicle rental business as a result of travel restrictions and business closures or disruptions; the impact of COVID-19 and actions taken in response to the pandemic on global and regional economies and economic factors; general economic uncertainty and the pace of economic recovery, including in key global markets, when COVID-19 subsides; our ability to implement our business strategy, including our ability to implement plans to support a large scale electric vehicle fleet and to play a central role in the modern mobility ecosystem; our ability to attract and retain key personnel following our emergence from bankruptcy; our ability to utilize our net operating loss carryforwards and built-in losses as a result of our emergence from bankruptcy; our ability to remediate the material weaknesses in our internal controls over financial reporting; our ability to maintain an effective employee retention and talent management strategy and resulting changes in personnel and employee relations; the recoverability of our goodwill and indefinite-lived intangible assets when performing impairment analysis; our ability to dispose of vehicles in the used-vehicle market, use the proceeds of such sales to acquire new vehicles and to reduce exposure to residual risk; actions creditors may take with respect to the vehicles used in the rental car operations; significant changes in the competitive environment and the effect of competition in our markets on rental volume and pricing; occurrences that disrupt rental activity during our peak periods; our ability to accurately estimate future levels of rental activity and adjust the number and mix of vehicles used in our rental operations accordingly; our ability to retain and increase customer loyalty and market share; increased vehicle costs due to declining value of our non-program vehicles; our ability to maintain sufficient liquidity and the availability to us of additional or continued sources of financing for our revenue earning vehicles and to refinance our existing indebtedness; risks related to our indebtedness, including our present level of debt, our ability to incur substantially more debt, the fact that substantially all of our consolidated assets secure certain of our outstanding indebtedness and increases in interest rates or in our borrowing margins; our ability to meet the financial and other covenants contained in our First Lien Credit Agreement and certain asset-backed and asset-based arrangements; our ability to access financial markets, including the financing of our vehicle fleet through the issuance of asset-backed securities; fluctuations in interest rates, foreign currency exchange rates and commodity prices; our ability to sustain operations during adverse economic cycles and unfavorable external events (including war, escalation of hostilities, terrorist acts, natural disasters and epidemic disease); our ability to prevent the misuse or theft of information we possess, including as a result of cyber security breaches and other security threats; our ability to adequately respond to changes in technology, customer demands and market competition; our ability to successfully implement any strategic transactions; our ability to achieve anticipated cost savings from on-going strategic initiatives; the impact on the value of, or interest earned on, any LIBOR-based marketable securities, fleet leases, loans and derivatives as a result of changes to the LIBOR reference rate; our ability to purchase adequate supplies of competitively priced vehicles at a reasonable cost as a result of the continuing global chip manufacturing shortage and other raw material supply constraints; the impact of the global chip shortage and other raw material supply constraints on asset acquisition costs, resulting depreciation expense and ultimately the residual values on the disposition of vehicles in our fleet; our recognition of previously deferred tax gains on the disposition of revenue earning vehicles; financial instability of the manufacturers of our vehicles, which could impact their ability to fulfill obligations under repurchase or guaranteed depreciation programs; an increase in our vehicle costs or disruption to our rental activity, particularly during our peak periods, due to safety recalls by the manufacturers of our vehicles; our ability to execute a business continuity plan; our access to third-party distribution channels and related prices, commission structures and transaction volumes; risks associated with operating in many different countries, including the risk of a violation or alleged violation of applicable anti-corruption or anti-bribery laws and our ability to repatriate cash from non-U.S. affiliates without adverse tax consequences; a major disruption in our communication or centralized information networks; a failure to maintain, upgrade and consolidate our information technology systems; costs and risks associated with potential litigation and investigations or any failure or inability to comply with laws and regulations or any changes in the legal and regulatory environment; our ability to maintain our network of leases and vehicle rental concessions at airports in the U.S. and internationally; our ability to maintain favorable brand recognition and a coordinated branding and portfolio strategy; changes in the existing, or the adoption of new laws, regulations, policies or other activities of governments, agencies and similar organizations, where such actions may affect our operations, the cost thereof or applicable tax rates; risks relating to our deferred tax assets, including the risk of an "ownership change" under the Internal Revenue Code of 1986, as amended; our exposure to uninsured claims in excess of historical levels and inability to collect on subrogation; risks relating to our participation in multiemployer pension plans; shortages of fuel and increases or volatility in fuel costs; our ability to manage our relationships with unions; changes in accounting principles, or their application or interpretation, and our ability to make accurate estimates and the assumptions underlying the estimates; and other risks and uncertainties described from time to time in periodic and current reports that we file with the SEC.

Additional information concerning these and other factors can be found in Hertz's filings with the SEC, including its Annual Reports on Form 10-K, Quarterly Reports on Form 10-Q and Current Reports on Form 8-K.

You should not place undue reliance on forward-looking statements. All forward-looking statements attributable to Hertz or persons acting on its behalf are expressly qualified in their entirety by the foregoing cautionary statements. All such statements speak only as of the date hereof, and except as required by law, Hertz undertakes no obligation to update or revise publicly any forward-looking statements, whether as a result of new information, future events or otherwise.

The New Hertz… Accelerating Forward

Executive Summary

Hertz

Actively performing a **central role in the modern mobility ecosystem** by leveraging Hertz's vast platform and capabilities

Significant **structural improvements**[1] to existing business[2]

Enhanced future potential of rental car business through relationships with Amex GBT, TripAdvisor and Carvana

Positioned for growth by leading the adoption of electric vehicles (EVs) through new relationships with **Tesla and Uber**, executing on our commitment to being an environmentally forward company

Key **fleet management competencies**: financing, insurance, repair, maintenance, cleaning & charging

Initiatives underpinned by Hertz's **industry-leading balance sheet** and **high free cash flow conversion from net income**

Hertz's current and completed actions, as well as its business plan, reflect a focus on optimizing all aspects of its operations, and a commitment to the pursuit of profitable growth opportunities

Hertz dollar. CAR RENTAL Thrifty CAR RENTAL

Note:

1. As of Q3 2021, compared to 2019 baselines
2. Adjusted Corporate EBITDA ~$1.4B "as adjusted" in 2019 terms

Global Car Rental Leader, Well Positioned For Future Growth

Hertz

Leading Rental Car Franchise

- ✓ Global leader in vehicle rental industry with operations in the Americas, Europe and EMEA
- ✓ Well-diversified business mix by customer type and location (~40% business vs. ~60% leisure; ~50% on-airport vs. ~50% off-airport)[1]
- ✓ Diverse global fleet mix
- ✓ Large scale in-house retail network

Iconic Family of Brands

Hertz

Thrifty CAR RENTAL

dollar. CAR RENTAL

Leading Customer Satisfaction

2020 JD Power Award

Business Traveler Award

Women's Choice Award

FlyerTalk Awards

Travel Weekly Readers' Choice Awards

Global Traveler Award

Drive The Future of Mobility

- ✓ Transform the customer experience through digitalization
- ✓ Win exclusive partnerships with mobility leaders
- ✓ Be the first mover in electric vehicle ("EV") adoption through large-scale investment in fleet and infrastructure
- ✓ Optimize asset disposition to improve lifecycle economics

Strategic Relationships

Tripadvisor

CARVANA

AMERICAN EXPRESS GLOBAL BUSINESS TRAVEL

TESLA

Uber

Well Capitalized

Net Corporate Debt and Preferred Stock ($B)

$0.1[2]

Hertz

($ billions)	*As of Sep-2021*
Cash	$2.7
Net Leverage[3]	0.1x
Liquidity[4]	$3.8

Source: Company Public Filings and IBES estimates

Hertz dollar. CAR RENTAL Thrifty CAR RENTAL

Note: Leverage based on LTM Adj. EBITDA as of latest filing

1. As of 2020 10-K
2. Net corporate debt and leverage calculations based on gross corporate debt (Term Loan B, Other) and preferred stock, net of unrestricted cash
3. Net Corporate Leverage is calculated as ratio of outstanding Non-vehicle Debt, excluding Term Loan C and the related Restricted Cash that collateralizes Term Loan C obligations, Net of Unrestricted Cash to Adjusted EBITDA for the trailing four fiscal quarters
4. Liquidity defined as cash plus RCF capacity

Transforming Into "New" Hertz – A New, Healthier Business Poised for Profitable Growth

	Metric	"Legacy" Hertz[1]	"New" Hertz[2]
Improved Growth Profile and Customer Experience	Revenue per Unit ("RPU")	$1,165[5]	~$1,260+[2,3]
	Customer Experience	Brick & Mortar	Revamped, All-Digital Customer Experience
Optimized, Leaner Operations	Disposition Channels	Wholesale, Dealer, Retail	Online Retail, Carvana Partnership
Enhanced Liquidity and Financing Profile	Net Leverage	~4.5x	< 1.5x[4]
	Liquidity	$1.4B	~$4B[5]
ESG Initiatives	Fleet Carbon Footprint	ICE	EV Fleet & Infrastructure
	ESG Focus	Limited	Key Focus

Source: Company Public Filings

1. Based on 2019
2. Reflects long-term trends
3. Based on 2019 RPU inclusive of $95 structural improvement, does not include potential increase due to favorable market forces
4. Long term ceiling
5. Based on Q3 2021, see page 19 for further detail on RPU

Partnerships

Significant Commercial Partnerships with Leading Online Travel Platforms

AMERICAN EXPRESS GLOBAL BUSINESS TRAVEL

Tripadvisor

World's Leading B2B travel platform:

GBT customers include:

40%
of the top 100 U.S. companies by travel spend[1]

50%
of the 10 largest healthcare companies and banks[2, 3]

75% of "Big Four" accounting firms

- ✓ Stable volume and margin
- ✓ Access to high-value frequent travelers
- ✓ Smooths fleet utilization

$150M of estimated long-term Adjusted Corporate EBITDA uplift

One of the world's largest online travel websites

460 million
Average unique monthly visitors

830 million
Reviews for 8.6+ million travel experiences

- ✓ TripAdvisor Plus partnership
- ✓ Enhanced position with high-value leisure travelers

Path to further upside through TripAdvisor relationship

Hertz dollar. CAR RENTAL Thrifty CAR RENTAL

(1) Per BTN's 2020 Corporate Travel 100
(2) Per Federal Financial Institutions Examination Council, largest holding companies by total assets as of June 30, 2021
(3) Per Pharm Exec / Evaluation Ltd. 2020 rankings of largest pharmaceutical companies by revenue

Hertz dollar. CAR RENTAL Thrifty CAR RENTAL

Platform for Modern Mobility

Positioned to be a Leader in the Future Mobility Ecosystem

Hertz

TESLA | Uber | CARVANA

Buy	Deploy	Dispose
▪ 100k EVs ordered in 2021 ▪ 4 million+ "test drives" annually once fully operational ▪ Premium brand correlation	▪ Accelerates achievement of zero-emissions ▪ Exclusive nationwide contract ▪ Platform differentiation ▪ Superior driver economics	▪ Significant supply volume ▪ Well-maintained vehicles ▪ Substantial access to electric vehicles
▪ High brand value ▪ Reduced maintenance ▪ Corporate account appeal ▪ Leading safety / better insurance ▪ Longer product life	▪ Extends fleet life ▪ Improves utilization ▪ Positions for autonomous ▪ Attractive economics	▪ Efficient deletions ▪ Higher disposition prices ▪ Improved data ▪ Better purchasing

Hertz

Acquisition	Fleet Financing	Asset Utilization	Parking / Storage	Charging Infrastructure	Cleaning & Maintenance	Fleet Disposals

Core Assets & Capabilities are the Foundation of Future Mobility

Hertz | dollar. CAR RENTAL | Thrifty CAR RENTAL

Tesla Relationship "Democratizes" EVs for Consumers

Hertz

~100k EVs ordered in 2021	Equivalent to **~22%** of Hertz's global fleet today	Access to **~3k chargers** in **65+ markets** by YE2022 (Level 2 chargers)	Access to **~4k chargers** in **100+ markets** by YE2023 (mix of DC Fast and Level 2)

Mutually-Beneficial Relationship…

Tesla

- Exposure to EV driving experience accelerates adoption
  - Consumers who have driven EVs are 3x more likely to purchase
- Access to consumer feedback from Hertz' mainstream customer base

Hertz

- Higher revenue and margins
- Lower maintenance costs
- Shallower depreciation curve
- Lower carbon footprint
- Better insurance economics

…Creating Customer Value

- High experiential value for leisure customers
- Significant social benefits from decarbonizing leisure travel

- Enabler of corporate emissions-reduction commitments
- Willingness to pay to decarbonize and make good on corporate ESG commitments
- Provides leading safety and reliability vehicle optionality

EV fleet and infrastructure investment funded entirely through excess cash flow

Extensive Charging Infrastructure Rollout Underway

Hertz-owned infrastructure will meet 100% of our operational needs, with third-party networks providing on-rent charging support to customers

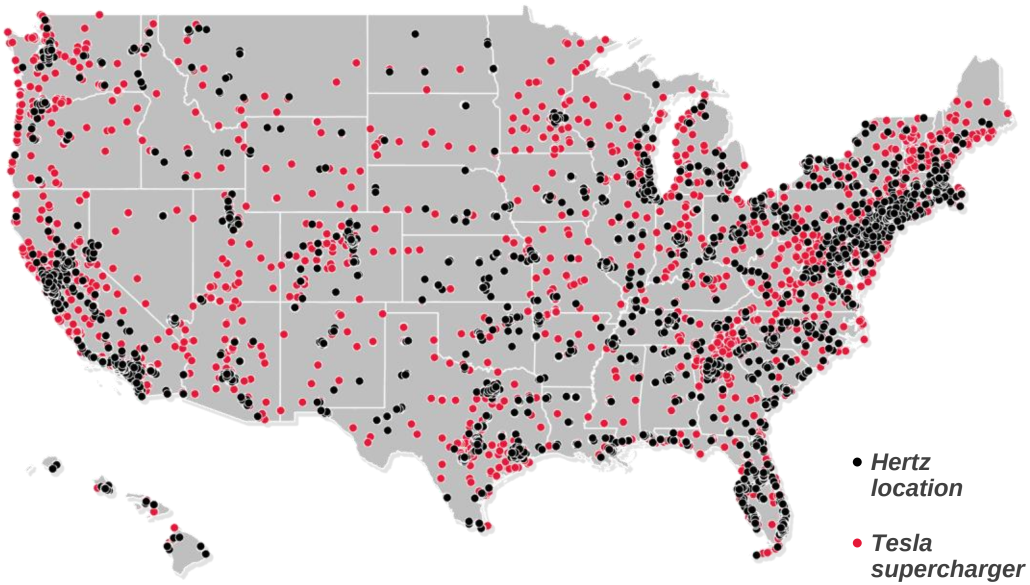
4,000+
Chargers by YE2023

400+
Locations with chargers, addressing 70+% of Hertz's volume

70-80%
Utilization of Hertz charger network

Charging network makes Hertz an attractive EV infrastructure partner

50%
of rental trips don't require charging[1]



More than 70% of U.S. transactions occur within 6 miles of a Supercharger[2]

Focused on Delivering Level 2 Charging now, with DC Fast Charging to Follow

Note:
1. Based on 2019 data; classified as vehicle trips under 220 miles
2. Excludes locations in Hawaii

Exclusive Uber Partnership Creates Value For All

Exclusive, nationwide contract	Superior driver economics & experience	Accelerates Uber's achievement of zero emissions

Hertz Assets & Capabilities Drive Mutual Benefit with Uber's Ride-Hailing Platform

- Differentiates Uber through access to a large fleet of EVs
- Enables Uber to remain asset-light and platform-focused
- Improves driver-level economics & experience relative to ICE
- GM[1] estimates ride hail TAM[2] in US to be $50B, expected to grow significantly

Uber + Hertz

Cleaning	Charging	Geographic Reach	Insurance	Maintenance	Utilization

- Extends fleet life
- Attractive fleet-level economics and experience
- Improves fleet utilization
- Potential dispositions to drivers
- Positions Hertz for autonomous future

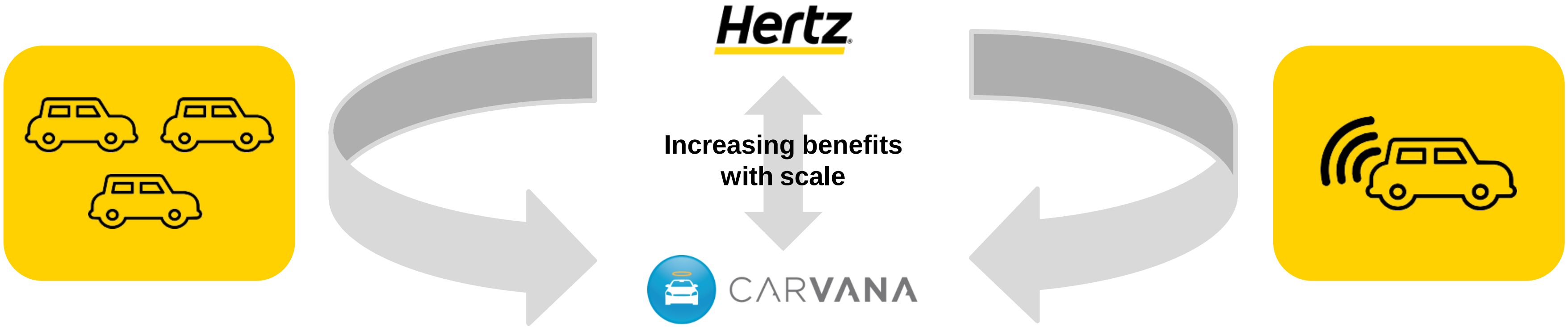
Partnership empowers Uber and its drivers at attractive economics for Hertz

Note:
1. General Motors 2021 Investor presentation, slide 42
2. Total Addressable Market

Digitization of Selling Process To Optimize Fleet Dispositions

200,000+ Vehicles[1]
Typically disposed through wholesale channels

Retail Level Margins
Significant improvement over wholesale disposition



Nationwide Partnership benefits

- Greater visibility into consumer retail pricing trends
- Both Hertz and Carvana have extensive nationwide coverage
- Increased volume at retail margin levels

- Reduces friction costs in vehicle disposition channel
- Sets stage for Hertz to be largest supplier of used EVs
- Provides Carvana access to large and diverse supply of vehicles, distributed across nation

New data-centric paradigm positions Hertz to meaningfully increase downstream profitability and enables proactive management of vehicles across their lifecycles

Note:
1. Annual estimate based on historical data

Hertz Has Rapidly Positioned Itself At The Center Of The Modern Mobility Ecosystem

Hertz

- First mobility company to offer large fleet of EV rentals, driving demand and higher unit revenue
- National infrastructure and fleet management to run EVs at scale
- Underscores strong commitment to ESG
- First mover advantage

- Strategic partnership with Uber to provide large-scale EV fleet
- Lower total cost of ownership for ride-share drivers
- Provide large-scale fleet management in an autonomous future

TESLA
Electrification

Uber
Shared Mobility

Hertz

Digitalization & Customer Experience

Technology
CARVANA

- Revamped website, app, and demand forecasting
- Industry-leading loyalty program
- Drive customer satisfaction
- Partnerships with AmexGBT and TripAdvisor drive new growth

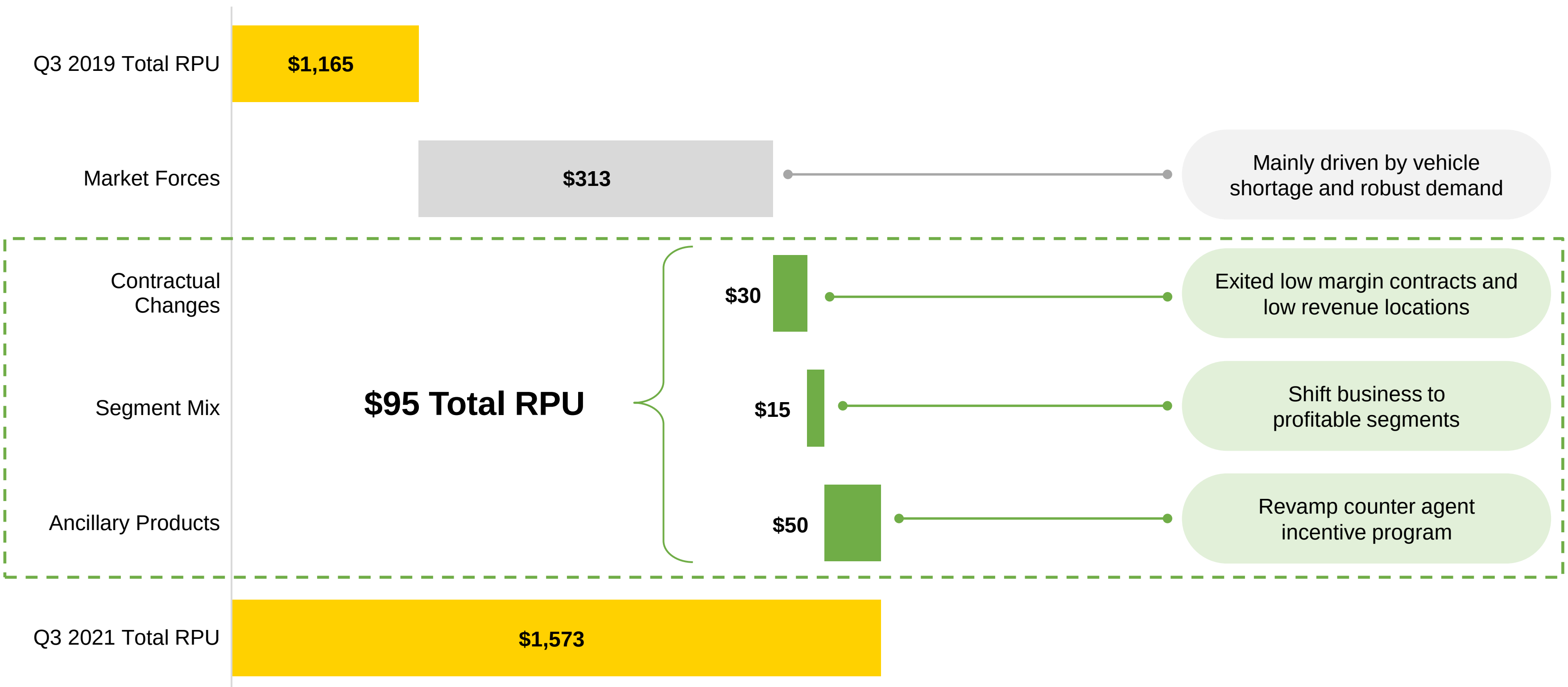
- Technology investments and digital customer applications increase business effectiveness
- Partnership with online car sales platform Carvana
- DTC channel meaningfully more profitable than wholesale
- Digital customer applications
- Strategic tech-focused sponsor

Hertz is establishing a critical and defensible position in modern mobility

Financials

Structural Revenue Per Unit Gains

Total RPU Walk Q3 2019 to Q3 2021

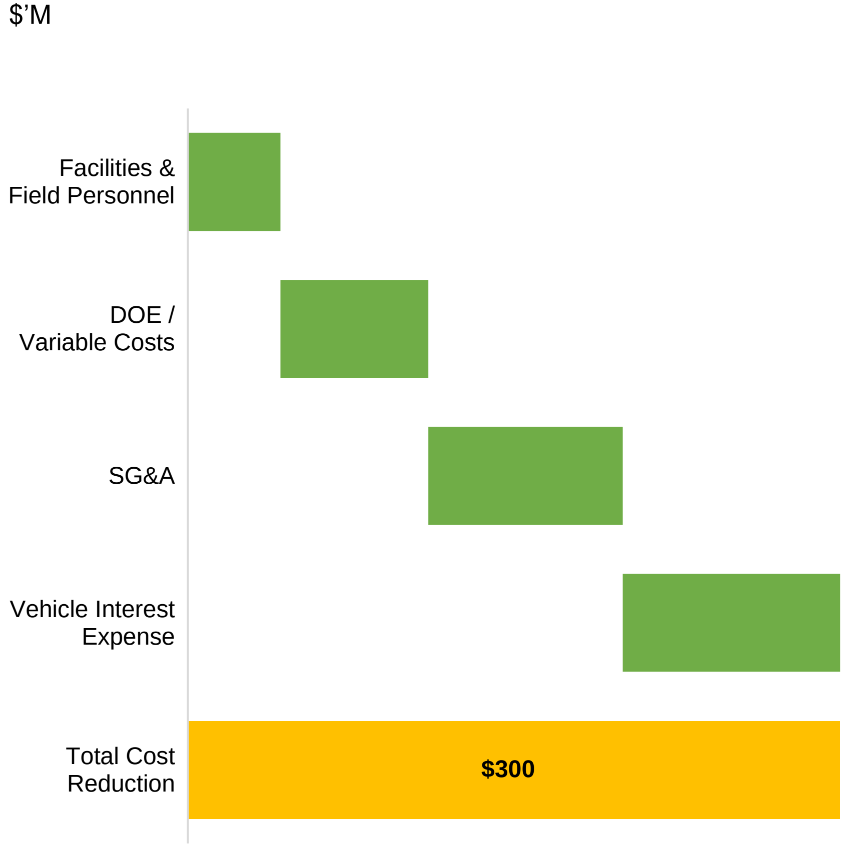


Management actions drive structural improvement

Note: Total RPU includes ancillary retail car sales revenue

Transformed Cost Structure with Additional Opportunity

Structural Cost Reduction Through Restructuring



Achievements

- Achieved $500 million of cost reduction during restructuring of which $200M may return with volume recovery
  - Closed low margin sites
  - Improved partnership agreement economics
  - ~50% reduction in corporate function headcount
  - Simplified organization – combined on- and off-airport functions to compete by region
  - Improved ABS[1] funding structure and terms
- Approx. net $300 million of the cost reduction is structural

Additional Opportunities

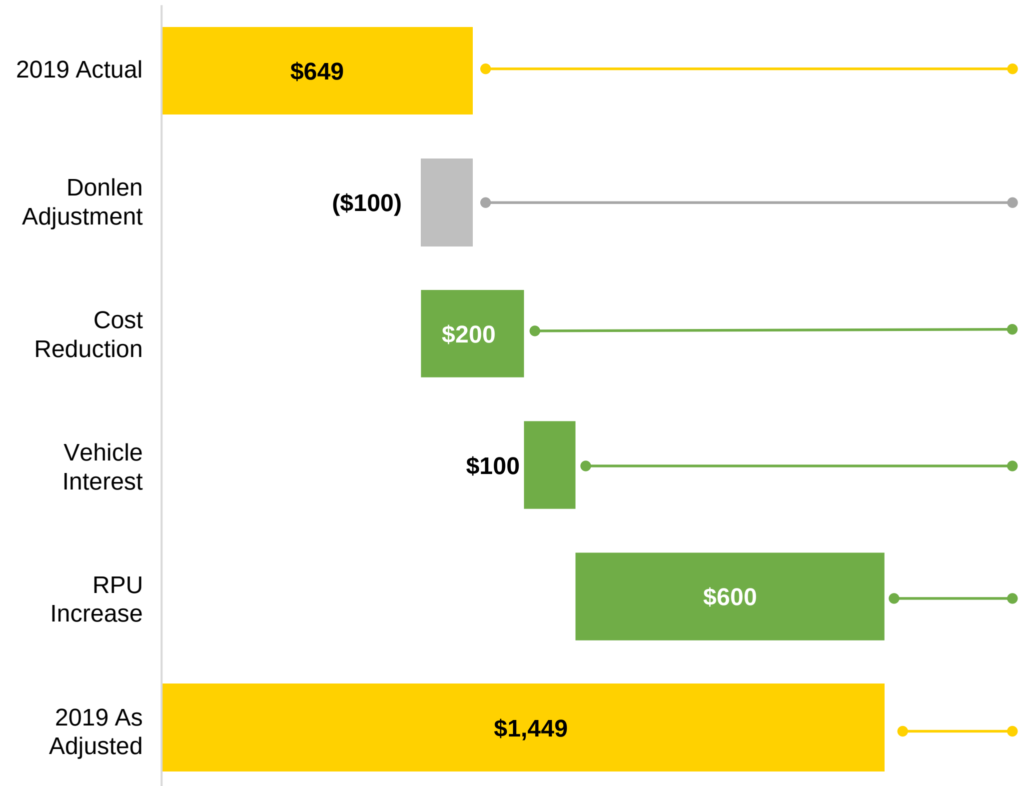
- Incremental opportunities identified and in progress
  - Optimizing business processes
  - Driving efficiencies
  - Vendor and partner optimization

Note:
1. Asset Backed Securities

Reset Adjusted Corporate EBITDA Baseline

2019 EBITDA Walk, as Adjusted for Realized Operational Initiatives

$'M



As reported in 2019 10-K

Adjustment for sale of Donlen business

Structural cost reduction of $200M (excludes an additional $200M of optimization opportunities currently being actioned)

Vehicle financing facilities refinanced at <2% blended rate

RPU increase of $95, applied to ~610K[1] vehicles (~178M[1] transaction days) at ~85% Adjusted Corporate EBITDA flow through

2019 "as adjusted" for known operational improvements

Operational EBITDA enhancements of ~$0.9B

Note:
1. 2019 vehicles/global transaction days adjusted for discontinued contracts and customers

Long-Term Trends

Global Business	
Measure	
Revenue Per Unit Per Month (RPU)	Sustainable increase of ~$95 per month (~$4 of RPD) vs. 2019 baseline, excluding transient market factors
DOE, SG&A, and vehicle interest	$300M reduction vs. 2019 baseline
Operating Cash Flow Conversion[1]	Approximately 90% of Adjusted Corporate EBITDA
Liquidity	2021 guidance excluded impact of capital restructuring activities (share repurchases, preferred stock settlement)
Fleet Acquisition Dynamics	Matched to demand, with a downward bias due to permanent production losses at OEMs
Electric Vehicles	~100k vehicles ordered in 2021
Incremental Uber TNC vehicles	Up to 150k electric vehicles by 2024
Carvana Dispositions	Improvement in unit economics relative to wholesale dispositions, subject to market cycle
Commercial Partnership	Potential $150M Adjusted EBITDA uplift from Amex GBT, further upside from TripAdvisor relationship

Note:
1. Operating Cash Flow Conversion = Adj Op Cash Flow/Adj Corp EBITDA
Adj Operating Cash Flow: Includes Revenue Earning Vehicle depreciation and excludes impact of General Unsecured Creditors (GUC) /Contract Cure Payments made post bankruptcy exit
Adj Operating Cash Flow is calculated before allowing for vehicle and non-vehicle capex

Our Investment Case

Value Creation

Modern Mobility Platform

EV and Charging	Ride Share	Fleet Optimization	Distribution	Data Analytics
Tesla	Uber	Carvana	Global Business Travel	Tripadvisor

Operational Improvements

Revenue	DOE & SG&A	Fleet Interest	Telematics
+$95 RPU	*$200M reduction*	*$100M reduction*	*Substantially complete by YE2022*

Global Car Rental Leader with Strong Assets and Capabilities

Iconic Global Brand	Locations	Technology	Processes
	Near 90% of US pop.	*AI, predictive*	

Underpinned by motivated management team and engaged sponsor group

Reconciliation of non-GAAP numbers

RECONCILIATION OF GAAP TO NON-GAAP MEASURE - ADJUSTED CORPORATE EBITDA

		FY19
Adjusted Corporate EBITDA		
- Net income/(loss) attributable to Hertz Global	**$'m**	**(58)**
Adjustments:		
- Income tax provision/(benefit)		63
- Non-vehicle depreciation and amortization		203
- Non-vehicle debt interest, net of interest income		311
- Vehicle debt related charges		38
- Technology related intangible and other asset impairments		-
- Restructuring and restructuring related charges		14
- Information technology and finance transform costs		114
- Re-organization items, net		-
- Pre-reorganization and non debtor financing charges		-
- Gain from Donlen sale		-
- Change in fair value of Public Warrants		-
- Other items		(36)
Adjusted Corporate EBITDA	**$'m**	**649**

Image Courtesy of Tesla, Inc.