



Extra Space Storage Inc. Reports 2021 Third Quarter Results

October 27, 2021

SALT LAKE CITY, Oct. 27, 2021 /PRNewswire/ -- Extra Space Storage Inc. (NYSE: EXR) (the "Company"), a leading owner and operator of self-storage facilities in the United States and a member of the S&P 500, announced operating results for the three and nine months ended September 30, 2021.



Highlights for the three months ended September 30, 2021:

- Achieved net income attributable to common stockholders of \$1.40 per diluted share, representing a 59.1% increase compared to the same period in 2020.
- Achieved funds from operations attributable to common stockholders and unit holders ("FFO") of \$1.85 per diluted share. FFO, excluding adjustments for non-cash interest ("Core FFO"), was also \$1.85 per diluted share, representing a 41.2% increase compared to the same period in 2020.
- Increased same-store revenue by 18.4% and same-store net operating income ("NOI") by 27.8% compared to the same period in 2020.
- Reported same-store occupancy of 96.7% as of September 30, 2021, compared to 95.8% as of September 30, 2020.
- Acquired 10 operating stores and four stores at completion of construction (a "Certificate of Occupancy store" or "C of O store") for a total cost of approximately \$198.0 million.
- In conjunction with joint venture partners, acquired 10 operating stores for a total cost of approximately \$133.6 million, of which the Company invested \$13.4 million.
- Closed \$75.5 million in mortgage and mezzanine bridge loans, and sold \$30.1 million in mortgage bridge loans.
- Completed a public bond offering issuing \$600.0 million of 2.35% senior unsecured notes due 2032.
- Added 96 stores (gross) to the Company's third-party management platform. As of September 30, 2021, the Company managed 827 stores for third parties and 261 stores in joint ventures, for a total of 1,088 managed stores.
- Paid a quarterly dividend of \$1.25 per share, a 25% increase over the second quarter 2021 dividend.

Highlights for the nine months ended September 30, 2021

- Achieved net income attributable to common stockholders of \$4.19 per diluted share, representing a 67.6% increase compared to the same period in 2020.
- Achieved FFO of \$5.00 per diluted share. Core FFO was also \$5.00 per diluted share, representing a 32.3% increase compared to the same period in 2020.
- Increased same-store revenue by 12.2% and same-store NOI by 18.1% compared to the same period in 2020.
- Acquired 32 operating stores and six C of O stores for a total cost of approximately \$530.4 million.
- In conjunction with joint venture partners, acquired 15 operating stores for a total cost of approximately \$202.2 million, of which the Company invested \$20.2 million.
- Sold 16 wholly-owned stores into a new joint venture for a total sales price of \$168.9 million, resulting in a gain on real estate transactions of \$64.8 million. The Company retained a 55% interest in the joint venture.
- Closed \$145.6 million in mortgage and mezzanine bridge loans, and sold \$117.9 million in mortgage bridge loans.
- Sold 1,600,000 shares of common stock through an overnight offering and an additional 585,685 shares of common stock using the Company's "at the market" ("ATM") program resulting in total net proceeds of approximately \$273.7 million.
- Added 196 stores (gross) to the Company's third-party management platform.

Joe Margolis, CEO of Extra Space Storage Inc., commented: "Same-store revenue and NOI accelerated in the third quarter to 18.4% and 27.8%, respectively, due to record setting occupancy and exceptionally strong rental rates. We also continue to experience strong external growth, and during the quarter surpassed 2,000 Extra Space Storage branded locations. Our excellent property performance, coupled with our disciplined investment strategy, led to FFO growth of 41.2% in the quarter."

FFO Per Share:

The following table (unaudited) outlines the Company's FFO and Core FFO for the three and nine months ended September 30, 2021 and 2020. The table also provides a reconciliation to GAAP net income attributable to common stockholders and earnings per diluted share for each period presented (amounts shown in thousands, except share and per share data):

	For the Three Months Ended September 30,				For the Nine Months Ended September 30,			
	2021		2020		2021		2020	
	(per share) ¹		(per share) ¹		(per share) ¹		(per share) ¹	
Net income attributable to common stockholders	\$ 188,276	\$ 1.40	\$ 114,633	\$ 0.88	\$ 559,222	\$ 4.19	\$ 325,723	\$ 2.50
Impact of the difference in weighted average number of shares – diluted ²		(0.07)		(0.05)		(0.23)		(0.15)
Adjustments:								
Real estate depreciation	58,177	0.41	53,909	0.38	170,462	1.21	160,202	1.16
Amortization of intangibles	1,262	0.01	247	—	2,963	0.02	1,402	0.01
Gain on real estate transactions	—	—	—	—	(63,883)	(0.45)	—	—
Unconsolidated joint venture real estate depreciation and amortization	3,051	0.02	2,279	0.02	8,635	0.06	6,667	0.05
Unconsolidated joint venture gain on sale of real estate assets and purchase of partner's interest	—	—	—	—	(6,251)	(0.04)	—	—
Distributions paid on Series A Preferred Operating Partnership units	(572)	—	(572)	—	(1,716)	(0.01)	(1,716)	(0.01)
Income allocated to Operating Partnership noncontrolling interests	11,544	0.08	9,221	0.07	34,678	0.25	25,550	0.18
FFO	\$ 261,738	\$ 1.85	\$ 179,717	\$ 1.30	\$ 704,110	\$ 5.00	\$ 517,828	\$ 3.74
Adjustments:								
Acceleration of share-based compensation expense due to executive officer retirement	—	—	—	—	—	—	1,823	0.01
Non-cash interest expense related to amortization of discount on equity portion of exchangeable senior notes	—	—	1,233	0.01	—	—	3,675	0.03
CORE FFO	\$ 261,738	\$ 1.85	\$ 180,950	\$ 1.31	\$ 704,110	\$ 5.00	\$ 523,326	\$ 3.78
Weighted average number of shares – diluted ³	141,315,129		138,719,395		140,910,152		138,415,939	

(1) Per share amounts may not recalculate due to rounding.

(2) Adjustment to account for the difference between the number of shares used to calculate earnings per share and the number of shares used to calculate FFO per share. Earnings per share is calculated using the two-class method, which uses a lower number of shares than the calculation for FFO per share and Core FFO per share, which are calculated assuming full redemption of all OP units as described in note (3).

(3) Extra Space Storage LP (the "Operating Partnership") has outstanding preferred and common Operating Partnership units ("OP units"). These OP units can be redeemed for cash or, at the Company's election, shares of the Company's common stock. Redemption of all OP units for common stock has been assumed for purposes of calculating the weighted average number of shares — diluted, as presented above. The computation of weighted average number of shares — diluted, for FFO per share and Core FFO per share also includes the effect of share-based compensation plans and our exchangeable senior notes using the treasury stock method.

Operating Results and Same-Store Performance:

The following table (unaudited) outlines the Company's same-store performance for the three and nine months ended September 30, 2021 and 2020 (amounts shown in thousands, except store count data)¹:

	For the Three Months Ended September 30,			For the Nine Months Ended September 30,		
	2021	2020	Percent Change	2021	2020	Percent Change
	Same-store rental revenues ²	\$ 318,448	\$ 268,889	18.4%	\$ 892,100	\$ 795,207
Same-store operating expenses ²	75,909	79,090	(4.0)%	228,691	233,699	(2.1)%
Same-store net operating income ²	<u>\$ 242,539</u>	<u>\$ 189,799</u>	<u>27.8%</u>	<u>\$ 663,409</u>	<u>\$ 561,508</u>	<u>18.1%</u>
Same-store square foot occupancy as of quarter end	96.7%	95.8%		96.7%	95.8%	
Properties included in same-store	860	860		860	860	

(1) A reconciliation of net income to same-store net operating income is provided later in this release, entitled "Reconciliation of GAAP Net Income to Total Same-Store Net Operating Income."

(2) Same-store revenues, operating expenses and net operating income do not include tenant reinsurance revenue or expense.

Same-store revenues for the three and nine months ended September 30, 2021 increased compared to the same periods in 2020 due to higher average occupancy, higher average rates to new and existing customers, higher late fees and lower bad debt, partially offset by higher discounts.

Same-store expenses were lower for the three months ended September 30, 2021 compared to the same period in 2020 due to decreases in payroll, marketing expense and property taxes, partially offset by credit card processing fees, repairs and maintenance expense and insurance expense.

Same-store expenses were also lower for the nine months ended September 30, 2021 compared to the same period in 2020 due to decreases in payroll and marketing expense, partially offset by increases in property taxes, credit card processing fees, repairs and maintenance expense and insurance expense.

Details related to the same-store performance of stores by metropolitan statistical area ("MSA") for the three and nine months ended September 30, 2021 are provided in the supplemental financial information published on the Company's Investor Relations website at <https://ir.extraspace.com/>.

Investment and Property Management Activity:

The following table (unaudited) outlines the Company's acquisitions and developments that are closed, completed or under agreement (dollars in thousands):

	Closed through September 30, 2021		Closed/Completed Subsequent to September 30, 2021		Scheduled to Still Close/Complete in 2021		Total 2021	
	Stores	Price	Stores	Price	Stores	Price	Stores	Price
Wholly-Owned Investment								
Operating Stores	32	\$ 439,990	9	\$ 151,250	6	\$ 78,500	47	\$ 669,740
Less: Proposed interest to be sold into a joint venture ¹	—	—	—	—	(13)	(224,973)	(13)	(224,973)
C of O and Development Stores ²	6	90,400	—	—	1	11,400	7	101,800
EXR Investment in Wholly-Owned Stores	38	530,390	9	151,250	(6)	(135,073)	41	546,567
Joint Venture Investment								
EXR Investment in JV Acquisition of Operating Stores ²	15	20,220	1	1,910	9	20,265	25	42,395
Add: Proposed interest to be sold into a joint venture ¹	—	—	—	—	13	56,243	13	56,243
EXR Investment in Joint Ventures	15	20,220	1	1,910	22	76,508	38	98,638
Total EXR Investment	53	\$ 550,610	10	\$ 153,160	16	\$ (58,565)	79	\$ 645,205

(1) The Company acquired a six-store portfolio during the three months ended September 30, 2021 and a seven-store portfolio subsequent to quarter end on a wholly-owned basis, which it plans to transfer into a joint venture in the fourth quarter of 2021. The combined investment of the two portfolios was \$225.0 million, and it is anticipated the Company's ultimate investment will be reduced to \$56.2 million upon completion of the proposed joint venture.

(2) The locations of C of O and development stores and joint venture ownership interest details are included in the supplemental financial information published on the Company's Investor Relations website at <https://ir.extraspace.com/>.

The projected developments and acquisitions under agreement described above are subject to customary closing conditions and no assurance can be provided that these developments and acquisitions will be completed on the terms described, or at all.

Bridge Loans:

During the three months ended September 30, 2021 the Company closed \$75.5 million in bridge loans, and the Company has an additional \$306.0 million closed or under agreement to close in 2021 and 2022. The Company sold \$30.1 million in loans during the three months ended September 30, 2021. Additional details related to the Company's loan activity and balances held are included in the supplemental financial information published on the Company's Investor Relations website at <https://ir.extraspace.com/>.

Dispositions:

As previously announced, the Company sold 16 properties into a new unconsolidated joint venture during the first quarter 2021, retaining a 55% interest, with the expectation to sell a 39% interest to a third joint venture partner in the third quarter. The Company did not sell and no longer anticipates selling any additional interest, and will retain a 55% interest in the joint venture.

The Company has an additional 16 properties held for sale that are under agreement, all of which are anticipated to close during 2021. The Company does not anticipate retaining any ownership in these properties, but will retain management of 14 stores.

Property Management:

As of September 30, 2021, the Company managed 827 stores for third-party owners and 261 stores owned in joint ventures, for a total of 1,088 stores under management. The Company is the largest self-storage management company in the United States.

Balance Sheet:

During the three months ended September 30, 2021, the Company reestablished its ATM program by entering into a new equity distribution agreement for \$800.0 million. The Company did not issue any shares on its ATM program during the third quarter. During the three months ended September 30, 2021, the Company completed a public bond offering issuing \$600.0 million of 2.35% senior unsecured notes due 2032.

As of September 30, 2021, the Company's percentage of fixed-rate debt to total debt was 80.4%. The weighted average interest rates of the Company's fixed and variable-rate debt were 3.1% and 1.5%, respectively. The combined weighted average interest rate was 2.8% with a weighted average maturity of approximately 5.8 years.

Dividends:

On September 30, 2021, the Company paid a third quarter common stock dividend of \$1.25 per share to stockholders of record at the close of business on September 15, 2021. The dividend represented a 25% increase over the previous quarter's dividend and a 38.9% increase over the third quarter 2020 dividend.

Outlook:

The following table outlines the Company's FFO estimates and annual assumptions for the year ending December 31, 2021¹:

	Ranges for 2021 Annual Assumptions		Notes
	Low	High	
FFO	\$ 6.75	\$ 6.85	
Core FFO	\$ 6.75	\$ 6.85	
Dilution per share from C of O and value add acquisitions	\$ 0.11	\$ 0.11	
Same-store revenue growth	12.50 %	13.50 %	Same-store pool of 860 stores
Same-store expense growth	(1.00) %	— %	Same-store pool of 860 stores
Same-store NOI growth	18.00 %	19.50 %	Same-store pool of 860 stores
Weighted average one-month LIBOR	0.10 %	0.10 %	
Net tenant reinsurance income	\$ 141,000,000	\$ 142,000,000	
Management fees and other income	\$ 63,000,000	\$ 64,000,000	
Interest income	\$ 46,500,000	\$ 47,500,000	Includes dividends from JCAP preferred investment Includes non-cash compensation
General and administrative expenses	\$ 100,000,000	\$ 101,000,000	
Average monthly cash balance	\$ 60,000,000	\$ 60,000,000	
Equity in earnings of real estate ventures	\$ 31,500,000	\$ 32,500,000	Includes dividends from SmartStop preferred investment
Acquisitions	\$ 700,000,000	\$ 700,000,000	Represents the Company's investment
Bridge loans	\$ 100,000,000	\$ 100,000,000	Represents the Company's share of loans net of loan sales

Interest expense	\$ 163,500,000	\$ 164,500,000	
Taxes associated with Company's taxable REIT subsidiary	\$ 22,000,000	\$ 23,000,000	
Weighted average share count	141,100,000	141,100,000	Assumes redemption of all OP units for common stock

- (1) A reconciliation of net income outlook to same-store net operating income outlook is provided later in this release entitled "Reconciliation of Estimated GAAP Net Income to Estimated Same-Store Net Operating Income." The reconciliation includes details related to same-store revenue and same-store expense outlooks. A reconciliation of net income per share outlook to funds from operations per share outlook is provided later in this release entitled "Reconciliation of the Range of Estimated GAAP Fully Diluted Earnings Per Share to Estimated Fully Diluted FFO Per Share."

FFO estimates for the year are fully diluted for an estimated average number of shares and OP units outstanding during the year. The Company's estimates are forward-looking and based on management's view of current and future market conditions. The Company's actual results may differ materially from these estimates.

Supplemental Financial Information:

Supplemental unaudited financial information regarding the Company's performance can be found on the Company's website at www.extraspace.com. Under the "Company Info" navigation menu on the home page, click on "Investor Relations," then under the "Financials & Stock Information" navigation menu click on "Quarterly Earnings." This supplemental information provides additional detail on items that include store occupancy and financial performance by portfolio and market, debt maturity schedules and performance of lease-up assets.

Conference Call:

The Company will host a conference call at 1:00 p.m. Eastern Time on Thursday, October 28, 2021, to discuss its financial results. To participate in the conference call, please dial 855-791-2026 or 631-485-4899 for international participants; audience passcode: 3194845. The conference call will also be available on the Company's investor relations website at <https://ir.extraspace.com>. To listen to a live broadcast, go to the site at least 15 minutes prior to the scheduled start time in order to register, download and install any necessary audio software. A replay of the call will be available for 30 days on the Company's website in the Investor Relations section.

A replay of the call will also be available by telephone from 4:30 p.m. Eastern Time on October 28, 2021, until 4:30 p.m. Eastern Time on November 4, 2021. The replay dial-in numbers are 855-859-2056 or 404-537-3406 for international callers; passcode: 3194845.

Forward-Looking Statements:

Certain information set forth in this release contains "forward-looking statements" within the meaning of the federal securities laws. Forward-looking statements include statements concerning the benefits of store acquisitions, developments, favorable market conditions, our outlook and estimates for the year and other statements concerning our plans, objectives, goals, strategies, future events, future revenues or performance, capital expenditures, financing needs, the competitive landscape, plans or intentions relating to acquisitions and developments and other information that is not historical information. In some cases, forward-looking statements can be identified by terminology such as "believes," "estimates," "expects," "may," "will," "should," "anticipates," or "intends," or the negative of such terms or other comparable terminology, or by discussions of strategy. We may also make additional forward-looking statements from time to time. All such subsequent forward-looking statements, whether written or oral, by us or on our behalf, are also expressly qualified by these cautionary statements. There are a number of risks and uncertainties that could cause our actual results to differ materially from the forward-looking statements contained in or contemplated by this release. Any forward-looking statements should be considered in light of the risks referenced in the "Risk Factors" section included in our most recent Annual Report on Form 10-K and Quarterly Reports on Form 10-Q. Such factors include, but are not limited to:

- adverse changes in general economic conditions, the real estate industry and the markets in which we operate;
- failure to close pending acquisitions and developments on expected terms, or at all;
- the effect of competition from new and existing stores or other storage alternatives, which could cause rents and occupancy rates to decline;
- potential liability for uninsured losses and environmental contamination;
- the impact of the regulatory environment as well as national, state and local laws and regulations, including, without limitation, those governing real estate investment trusts ("REITs"), tenant reinsurance and other aspects of our business, which could adversely affect our results;
- disruptions in credit and financial markets and resulting difficulties in raising capital or obtaining credit at reasonable rates or at all, which could impede our ability to grow;
- impacts from the COVID-19 pandemic or the future outbreak of other highly infectious or contagious diseases, including reduced demand for self-storage space and ancillary products and services such as tenant reinsurance, and potential decreases in occupancy and rental rates and staffing levels, which could adversely affect our results;
- increases in interest rates;
- reductions in asset valuations and related impairment charges;
- our lack of sole decision-making authority with respect to our joint venture investments;
- the effect of recent or future changes to U.S. tax laws;
- the failure to maintain our REIT status for U.S. federal income tax purposes; and
- economic uncertainty due to the impact of natural disasters, war or terrorism, which could adversely affect our business plan.

All forward-looking statements are based upon our current expectations and various assumptions. Our expectations, beliefs and projections are expressed in good faith and we believe there is a reasonable basis for them, but there can be no assurance that management's expectations, beliefs and projections will result or be achieved. All forward-looking statements apply only as of the date made. We undertake no obligation to publicly update or revise forward-looking statements which may be made to reflect events or circumstances after the date made or to reflect the occurrence of unanticipated events.

Definition of FFO:

FFO provides relevant and meaningful information about the Company's operating performance that is necessary, along with net income and cash flows, for an understanding of the Company's operating results. The Company believes FFO is a meaningful disclosure as a supplement to net income. Net income assumes that the values of real estate assets diminish predictably over time as reflected through depreciation and amortization expenses. The values of real estate assets fluctuate due to market conditions and the Company believes FFO more accurately reflects the value of the Company's real estate assets. FFO is defined by the National Association of Real Estate Investment Trusts, Inc. ("NAREIT") as net income computed in accordance with U.S. generally accepted accounting principles ("GAAP"), excluding gains or losses on sales of operating stores and impairment write downs of depreciable real estate assets, plus depreciation and amortization related to real estate and after adjustments to record unconsolidated partnerships and joint ventures on the same basis. The Company believes that to further understand the Company's performance, FFO should be considered along with the reported net income and cash flows in accordance with GAAP, as presented in the Company's consolidated financial statements. FFO should not be considered a replacement of net income computed in accordance with GAAP.

For informational purposes, the Company also presents Core FFO. Core FFO excludes revenues and expenses not core to our operations and non-cash interest. Although the Company's calculation of Core FFO differs from NAREIT's definition of FFO and may not be comparable to that of other REITs and real estate companies, the Company believes it provides a meaningful supplemental measure of operating performance. The Company believes that by excluding revenues and expenses not core to our operations and non-cash interest charges, stockholders and potential investors are presented with an indicator of our operating performance that more closely achieves the objectives of the real estate industry in presenting FFO. Core FFO by the Company should not be considered a replacement of the NAREIT definition of FFO. The computation of FFO may not be comparable to FFO reported by other REITs or real estate companies that do not define the term in accordance with the current NAREIT definition or that interpret the current NAREIT definition differently. FFO does not represent cash generated from operating activities determined in accordance with GAAP, and should not be considered as an alternative to net income as an indication of the Company's performance, as an alternative to net cash flow from operating activities as a measure of liquidity, or as an indicator of the Company's ability to make

cash distributions.

Definition of Same-Store:

The Company's same-store pool for the periods presented consists of 860 stores that are wholly-owned and operated and that were stabilized by the first day of the earliest calendar year presented. The Company considers a store to be stabilized once it has been open for three years or has sustained average square foot occupancy of 80.0% or more for one calendar year. The Company believes that by providing same-store results from a stabilized pool of stores, with accompanying operating metrics including, but not limited to occupancy, rental revenue (growth), operating expenses (growth), net operating income (growth), etc., stockholders and potential investors are able to evaluate operating performance without the effects of non-stabilized occupancy levels, rent levels, expense levels, acquisitions or completed developments. Same-store results should not be used as a basis for future same-store performance or for the performance of the Company's stores as a whole.

About Extra Space Storage Inc.:

Extra Space Storage Inc., headquartered in Salt Lake City, Utah, is a self-administered and self-managed REIT and a member of the S&P 500. As of September 30, 2021, the Company owned and/or operated 2,054 self-storage stores in 41 states and Washington, D.C. The Company's stores comprise approximately 1.5 million units and approximately 159.0 million square feet of rentable space. The Company offers customers a wide selection of conveniently located and secure storage units across the country, including boat storage, RV storage and business storage. The Company is the second largest owner and/or operator of self-storage stores in the United States and is the largest self-storage management company in the United States.

**Extra Space Storage Inc.
Condensed Consolidated Balance Sheets**
(In thousands, except share data)

	<u>September 30, 2021</u>	<u>December 31, 2020</u>
	(Unaudited)	
Assets:		
Real estate assets, net	\$ 8,272,671	\$ 7,893,802
Real estate assets - operating lease right-of-use assets	229,184	252,172
Investments in unconsolidated real estate entities	373,765	397,444
Investments in debt securities and notes receivable	606,115	593,810
Cash and cash equivalents	65,565	109,124
Restricted cash	15,717	18,885
Other assets, net	145,341	130,611
Total assets	<u>\$ 9,708,358</u>	<u>\$ 9,395,848</u>
Liabilities, Noncontrolling Interests and Equity:		
Notes payable, net	\$ 5,409,828	\$ 4,797,303
Revolving lines of credit	174,000	949,000
Operating lease liabilities	234,118	263,485
Cash distributions in unconsolidated real estate ventures	63,196	47,126
Accounts payable and accrued expenses	164,674	130,012
Other liabilities	279,668	272,798
Total liabilities	<u>6,325,484</u>	<u>6,459,724</u>
Commitments and contingencies		
Noncontrolling Interests and Equity:		
Extra Space Storage Inc. stockholders' equity:		
Preferred stock, \$0.01 par value, 50,000,000 shares authorized, no shares issued or outstanding	—	—
Common stock, \$0.01 par value, 500,000,000 shares authorized, 133,819,163 and 131,357,961 shares issued and outstanding at September 30, 2021 and December 31, 2020, respectively	1,338	1,314
Additional paid-in capital	3,283,847	3,000,458
Accumulated other comprehensive loss	(64,155)	(99,093)
Accumulated deficit	(229,269)	(354,900)
Total Extra Space Storage Inc. stockholders' equity	<u>2,991,761</u>	<u>2,547,779</u>
Noncontrolling interest represented by Preferred Operating Partnership units, net	170,248	172,052
Noncontrolling interests in Operating Partnership, net and other noncontrolling interests	220,865	216,293
Total noncontrolling interests and equity	<u>3,382,874</u>	<u>2,936,124</u>
Total liabilities, noncontrolling interests and equity	<u>\$ 9,708,358</u>	<u>\$ 9,395,848</u>

Consolidated Statement of Operations for the Three and Nine Months Ended September 30, 2021 and 2020

(In thousands, except share and per share data) - Unaudited

	<u>For the Three Months Ended</u>		<u>For the Nine Months Ended</u>	
	<u>September 30,</u>		<u>September 30,</u>	
	<u>2021</u>	<u>2020</u>	<u>2021</u>	<u>2020</u>
Revenues:				
Property rental	\$ 351,355	\$ 290,423	\$ 976,448	\$ 856,438
Tenant reinsurance	44,258	39,294	126,211	107,985
Management fees and other income	16,879	13,307	47,320	38,299
Total revenues	<u>412,492</u>	<u>343,024</u>	<u>1,149,979</u>	<u>1,002,722</u>
Expenses:				
Property operations	92,794	92,322	274,316	271,659
Tenant reinsurance	7,509	7,189	21,405	20,725
General and administrative	24,395	23,894	74,276	72,242
Depreciation and amortization	61,516	56,412	179,685	167,705
Total expenses	<u>186,214</u>	<u>179,817</u>	<u>549,682</u>	<u>532,331</u>
Gain on real estate transactions	—	—	63,883	—
Income from operations	<u>226,278</u>	<u>163,207</u>	<u>664,180</u>	<u>470,391</u>

Interest expense	(39,670)	(42,213)	(120,605)	(127,610)
Non-cash interest expense related to amortization of discount on equity component of exchangeable senior notes	—	(1,233)	—	(3,675)
Interest income	11,729	3,145	36,871	6,488
Income before equity in earnings and dividend income from unconsolidated real estate ventures and income tax expense	198,337	122,906	580,446	345,594
Equity in earnings and dividend income from unconsolidated real estate entities	8,255	5,605	23,533	15,692
Equity in earnings of unconsolidated real estate ventures - gain on sale of real estate assets and purchase of joint venture partner's interest	—	—	6,251	—
Income tax expense	(6,772)	(4,657)	(16,330)	(10,013)
Net income	199,820	123,854	593,900	351,273
Net income allocated to Preferred Operating Partnership noncontrolling interests	(3,529)	(3,248)	(10,647)	(9,498)
Net income allocated to Operating Partnership and other noncontrolling interests	(8,015)	(5,973)	(24,031)	(16,052)
Net income attributable to common stockholders	<u>\$ 188,276</u>	<u>\$ 114,633</u>	<u>\$ 559,222</u>	<u>\$ 325,723</u>
Earnings per common share				
Basic	<u>\$ 1.41</u>	<u>\$ 0.89</u>	<u>\$ 4.19</u>	<u>\$ 2.52</u>
Diluted	<u>\$ 1.40</u>	<u>\$ 0.88</u>	<u>\$ 4.19</u>	<u>\$ 2.50</u>
Weighted average number of shares				
Basic	133,809,750	128,862,341	133,197,903	129,044,954
Diluted	140,425,269	129,871,096	139,854,881	130,066,121
Cash dividends paid per common share	<u>\$ 1.25</u>	<u>\$ 0.90</u>	<u>\$ 3.25</u>	<u>\$ 2.70</u>

Reconciliation of GAAP Net Income to Total Same-Store Net Operating Income — for the Three and Nine Months Ended September 30, 2021 and 2020 (In thousands) - Unaudited

	For the Three Months Ended September 30,		For the Nine Months Ended September 30,	
	2021	2020	2021	2020
Net Income	\$ 199,820	\$ 123,854	\$ 593,900	\$ 351,273
Adjusted to exclude:				
Gain on real estate transactions	—	—	(63,883)	—
Equity in earnings and dividend income from unconsolidated real estate entities	(8,255)	(5,605)	(23,533)	(15,692)
Equity in earnings of unconsolidated real estate ventures - gain on sale of real estate assets and purchase of joint venture partner's interest	—	—	(6,251)	—
Interest expense	39,670	43,446	120,605	131,285
Depreciation and amortization	61,516	56,412	179,685	167,705
Income tax expense	6,772	4,657	16,330	10,013
General and administrative	24,395	23,894	74,276	72,242
Management fees, other income and interest income	(28,608)	(16,452)	(84,191)	(44,787)
Net tenant insurance	(36,749)	(32,105)	(104,806)	(87,260)
Non-same store rental revenue	(32,907)	(21,534)	(84,348)	(61,231)
Non-same store operating expense	16,885	13,232	45,625	37,960
Total same-store net operating income	<u>\$ 242,539</u>	<u>\$ 189,799</u>	<u>\$ 663,409</u>	<u>\$ 561,508</u>
Same-store rental revenues	318,448	268,889	892,100	795,207
Same-store operating expenses	75,909	79,090	228,691	233,699
Same-store net operating income	<u>\$ 242,539</u>	<u>\$ 189,799</u>	<u>\$ 663,409</u>	<u>\$ 561,508</u>

Reconciliation of the Range of Estimated GAAP Fully Diluted Earnings Per Share to Estimated Fully Diluted FFO Per Share — for the Year Ending December 31, 2021 (Unaudited)

	For the Year Ending December 31, 2021	
	Low End	High End
Net income attributable to common stockholders per diluted share	\$ 5.20	\$ 5.30
Income allocated to noncontrolling interest - Preferred Operating Partnership and Operating Partnership	0.33	0.33
Fixed component of income allocated to non-controlling interest - Preferred Operating Partnership	(0.02)	(0.02)
Net income attributable to common stockholders for diluted computations	5.51	5.61
Adjustments:		
Real estate depreciation	1.63	1.63
Amortization of intangibles	0.02	0.02
Unconsolidated joint venture real estate depreciation and amortization	0.08	0.08
Unconsolidated joint venture gain on sale of real estate assets and purchase of partners' interests	(0.04)	(0.04)
Gain on real estate transactions	(0.45)	(0.45)
Funds from operations attributable to common stockholders	<u>6.75</u>	<u>6.85</u>
Core funds from operations attributable to common stockholders	<u>\$ 6.75</u>	<u>\$ 6.85</u>

Reconciliation of Estimated GAAP Net Income to Estimated Same-Store Net Operating Income — for the Year Ending December 31, 2021 (In thousands, unaudited)

For the Year Ending December 31, 2021	
Low	High

Net Income	\$ 706,500	\$ 727,500
Adjusted to exclude:		
Equity in earnings of unconsolidated joint ventures	(31,500)	(32,500)
Interest expense	164,500	163,500
Depreciation and amortization	242,000	242,000
Income tax expense	23,000	22,000
General and administrative	101,000	100,000
Management fees and other income	(63,000)	(64,000)
Interest income	(46,500)	(47,500)
Net tenant insurance income	(141,000)	(142,000)
Non same-store rental revenues	(119,000)	(119,000)
Non same-store operating expenses	61,000	61,000
Total same-store net operating income¹	\$ 897,000	\$ 911,000
Same-store rental revenues ¹	1,206,000	1,217,000
Same-store operating expenses ¹	309,000	306,000
Total same-store net operating income¹	\$ 897,000	\$ 911,000

(1) Estimated same-store rental revenues, operating expenses and net operating income are for the Company's 2021 same-store pool of 860 stores.

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