ExtraSpaceStorage

COMPANY PRESENTATION

January 2022

ExtraSpace Storage

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:

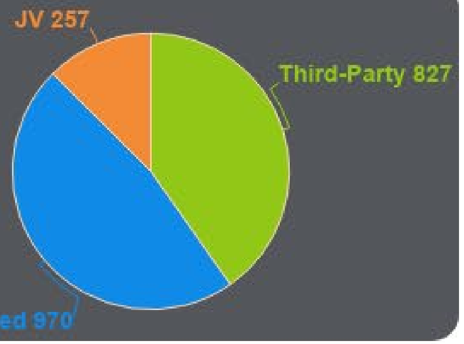
- adverse changes in general economic conditions, the real estate industry and the markets in which we operate;
- failure to close pending acquisitions and developments on expected terms, or at all;
- the effect of competition from new and existing stores or other storage alternatives, which could cause 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;
- 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 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 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.

QUICK FACTS
Q3 2021

41.2%
FFO Growth Per Share

2,054 PROPERTIES



S&P 500

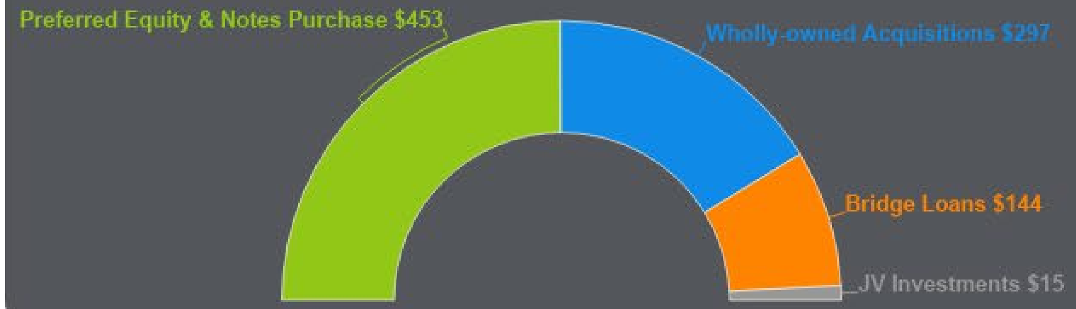
$29.3 BILLION
Equity Market Cap

1,168.3%
10-Year Total Shareholder Return

BBB/BAA2
Public Credit Ratings

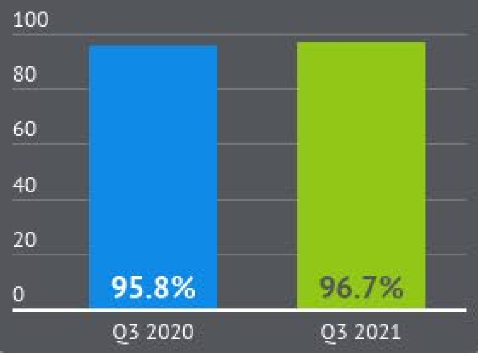
27.8%
Same-store NOI Growth

$908 MILLION 2020 External Growth Investment



60.3% INCREASE
5-year Dividend Increase

96.7% OCCUPANCY
Q3 Same-store Ending



* All metrics presented for the quarter ended September 30, 2021, with the exception of External Growth Investment, which reflects the full year ending December 31, 2020.

EXTRA SPACE STORAGE TIMELINE

1977 Founded by Ken Woolley (Current Chairman)

1998 Recapitalized through joint venture with Prudential Real Estate Investors (PREI)

2004 Completed Initial Public Offering

2005 Acquired Storage USA (458 Stores) for $2.3 Billion in a joint venture with PREI

2008 Started third-party property management program

2015 Acquired SmartStop Self Storage (122 owned & 43 managed stores) for $1.4 Billion

2016 Added to the S&P 500 Index

2018 Glassdoor Best Places to Work Winner (Ranked 73 out of 700,000+ Companies)

2019 Assigned a BBB/Stable credit rating by S&P Global Ratings

2020 Glassdoor Best Places to Work Winner (Ranked 90 out of 1 Million+ Companies)

2021 Assigned a Baa2 Issuer Credit Rating by Moody's Investor Services

Extra Space Storage

WHY INVEST IN EXTRA SPACE (EXR)?

AN ATTRACTIVE SECTOR

Need-based, recession resilient asset class with high operating margins and low cap-ex requirements, resulting in high FAD. The granularity of asset and tenant base reduces volatility and risk.

OPERATIONAL EXCELLENCE

Enhanced value of existing and newly acquired self-storage facilities, through best-in-class customer acquisition, revenue management and customer service platforms.

DISCIPLINED GROWTH

Consistent growth of our geographically diverse portfolio through accretive acquisitions, mutually beneficial joint-venture partnerships, and third-party management services in a highly fragmented sector.

SOLID BALANCE SHEET

Appropriately leveraged balance sheet consisting of diversified capital sources to provide access to the cheapest sources of funds in different economic climates.

STRONG PARTNERSHIPS

Creating growth opportunities through Joint Venture and third-party management relationships. Our partnerships provide capital, additional income streams, leveraged returns and future acquisition opportunities.

ExtraSpace® Storage

MANAGEMENT DEPTH

CFO
20 Years

CEO
16 Years*

CMO
18 Years

CLO
16 Years

COO
14 Years

CSO
15 Years

CIO
19 Years

*Includes Mr. Margolis' time as Director on Extra Space Storage's board.

SUSTAINABILITY

SUSTAINABILITY HIGHLIGHTS

GRESB

HIGHEST-RATED U.S. SELF-STORAGE REIT BY GRESB

GRESB PUBLIC DISCLOSURE LEVEL

E D C B A

GLOBAL AVERAGE: C
COMPARISON GROUP AVERAGE: D

NAREIT Leader In The Light
Sustainable Real Estate Practices

Extra Space Storage

2020 & 2021 WINNER
FIRST STORAGE REIT RECOGNIZED

SUSTAINALYTICS
Best ESG Risk Rating of U.S. Self-storage REIT
5th Percentile – Company Risk (Lowest = Best)

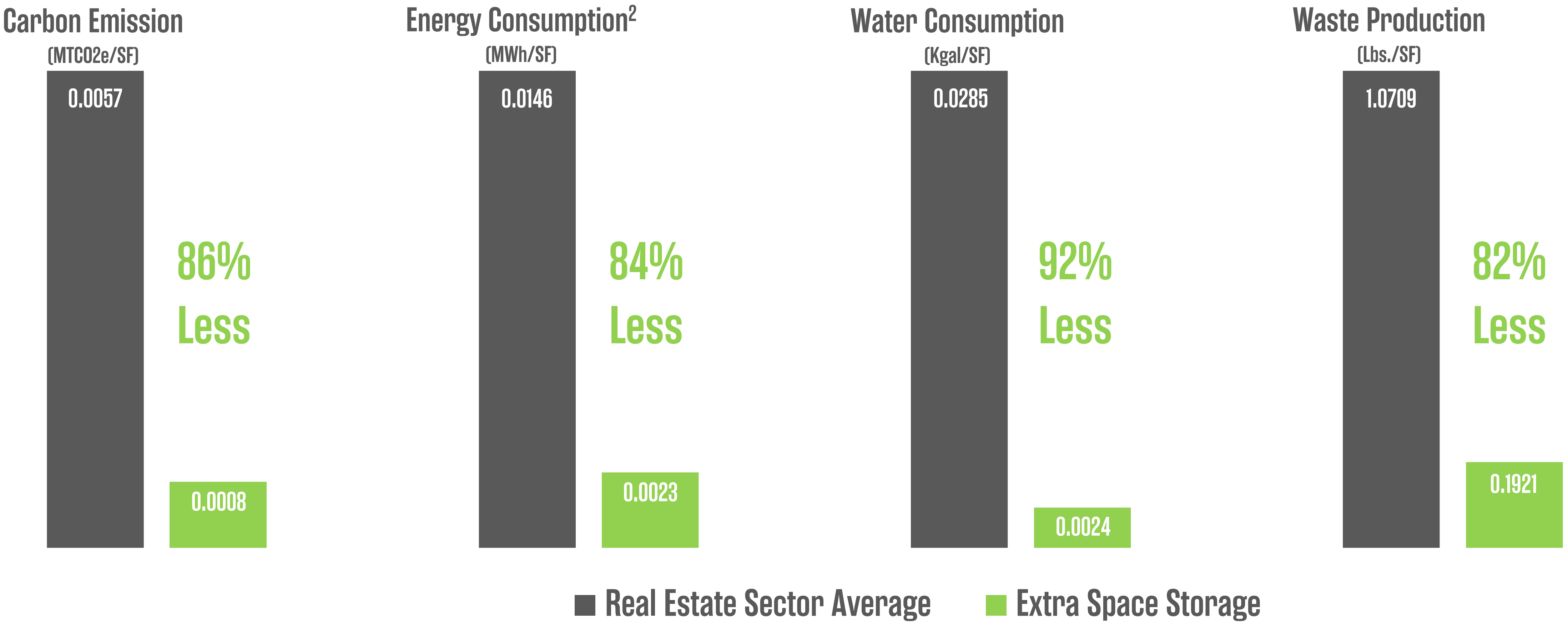
RANKED AS TOP 5 REAL ESTATE COMPANY

By Just Capital, 2020 rankings
Forbes

Extra Space Storage

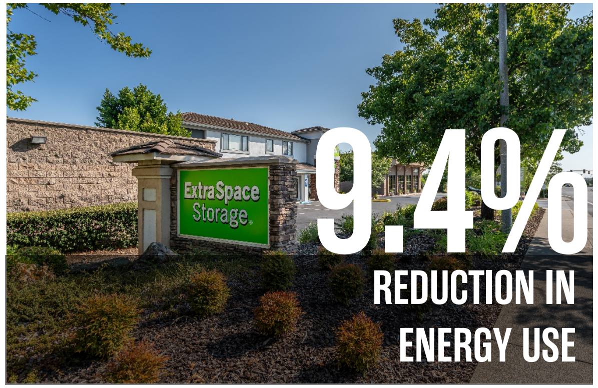
ENVIRONMENTAL HIGHLIGHTS

Low Consumption and Emissions Intensity Relative to Other Asset Classes[1]



1. Real Estate Sector Average data from Urban Land Institute, Greenprint Performance Report, Volume 11, and includes multifamily, office, industrial, retail and hotel sectors. Extra Space Storage intensity data is for all properties managed during 2020 as provided in the appendix to this report.
2. Extra Space Storage energy consumption reported net of solar energy produced and consumed on site within the portfolio.

ENVIRONMENTAL HIGHLIGHTS

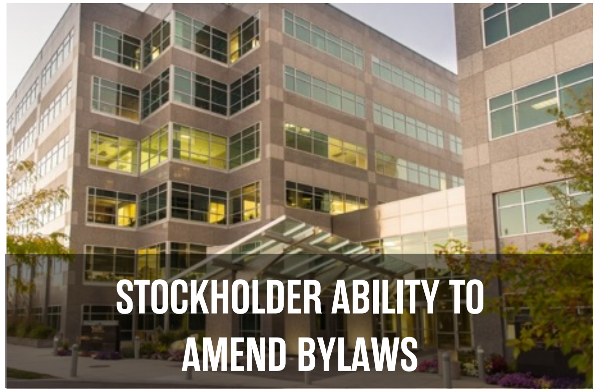


1. Represents year-over-year change in consumption for all properties managed for the full years ending December 31, 2019 and 2020.

SOCIAL HIGHLIGHTS

ExtraSpace® Storage

GOVERNANCE HIGHLIGHTS



PORTFOLIO
& PEFORMANCE

FLEXIBLE OWNERSHIP STRUCTURE

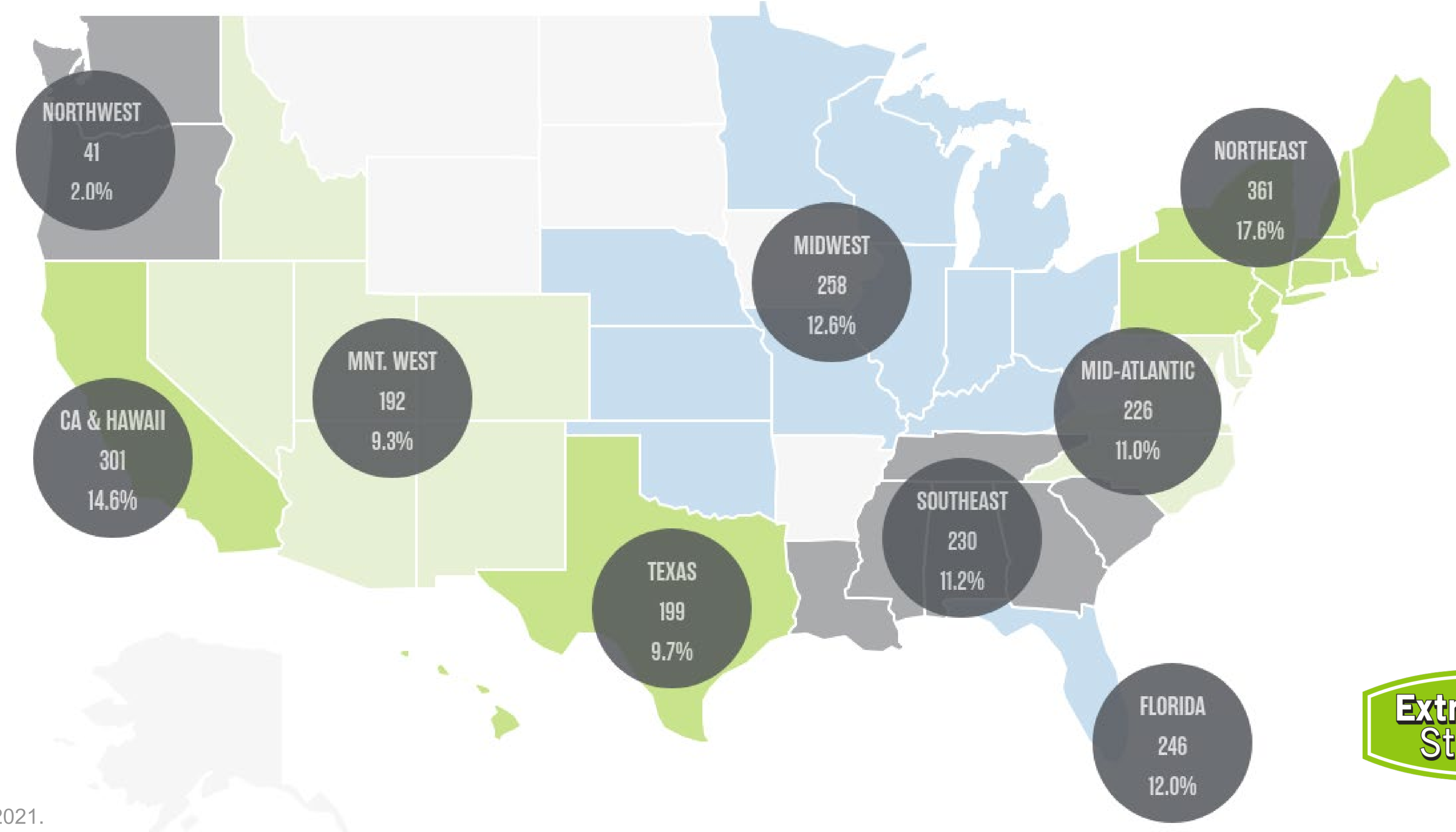
Extra Space Storage

2,054 PROPERTIES

970	257	827
WHOLLY-OWNED/ CONSOLIDATED	JOINT VENTURE	MANAGED
(47%)	(13%)	(40%)

*As of September 30, 2021.

DIVERSIFICATION AND SCALE



*As of September 30, 2021.

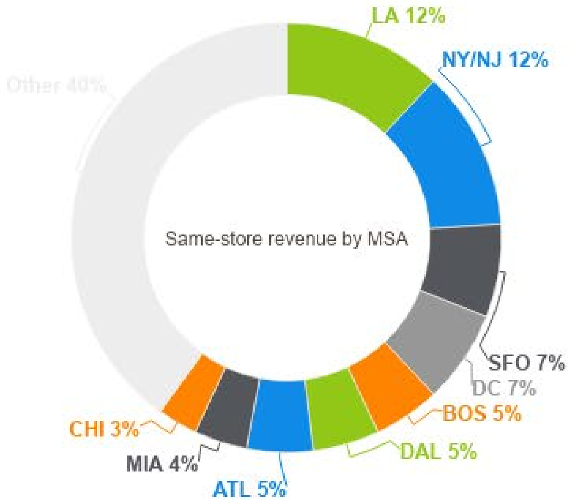
GRANULARITY LEADS TO STABILITY

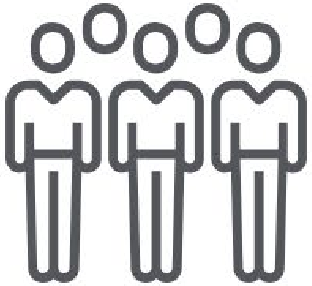
PROPERTIES

With over 2,000 stores, no singular property is worth more than 1% of portfolio

REVENUE

No MSA contributes more than 12% of same-store revenue



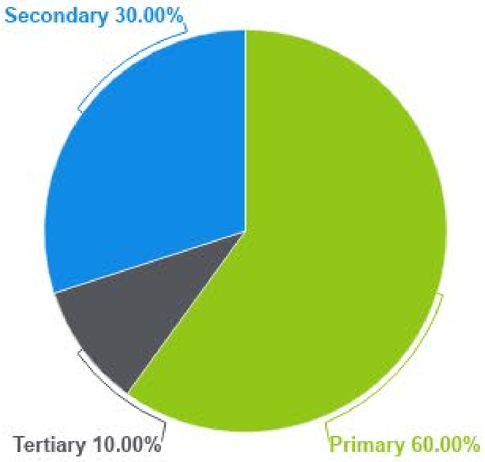


CUSTOMERS

1.2 Million+ customers across all demographics

MARKETS

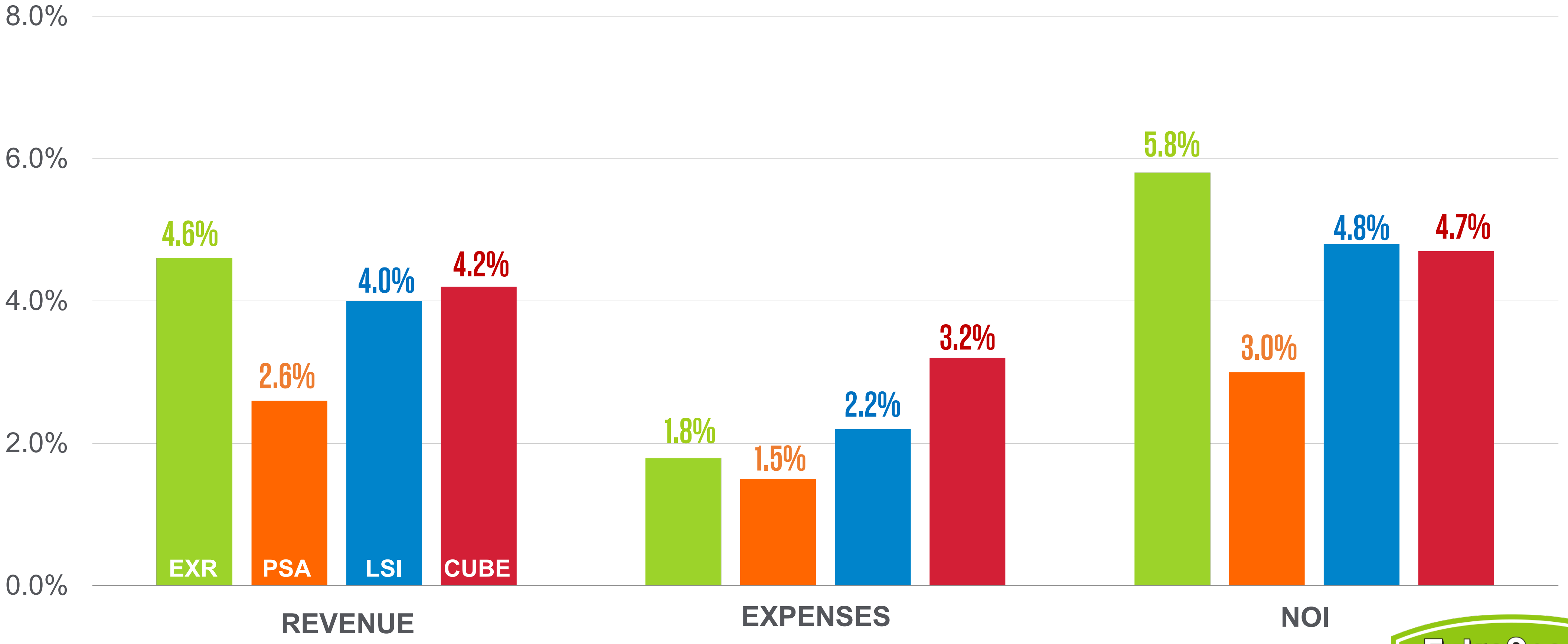
Balanced presence in markets of varying size



*As of September 30, 2021.

BEST IN-CLASS OPERATOR

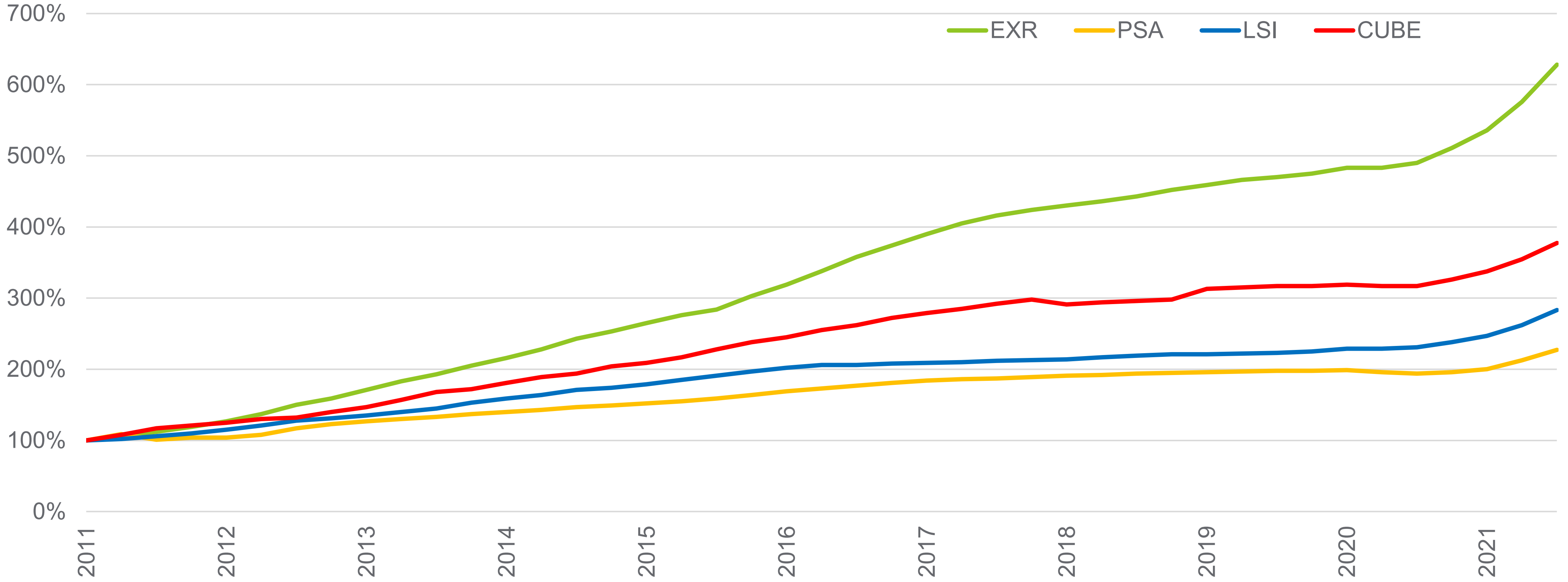
5-years of Average Same-Store Outperformance



*Data as of September 30, 2021 as reported in public filings. EXR and PSA results exclude tenant reinsurance revenues and expenses. CUBE results prior to 2021 and LSI results prior to 2019 include the benefit from tenant insurance revenue.

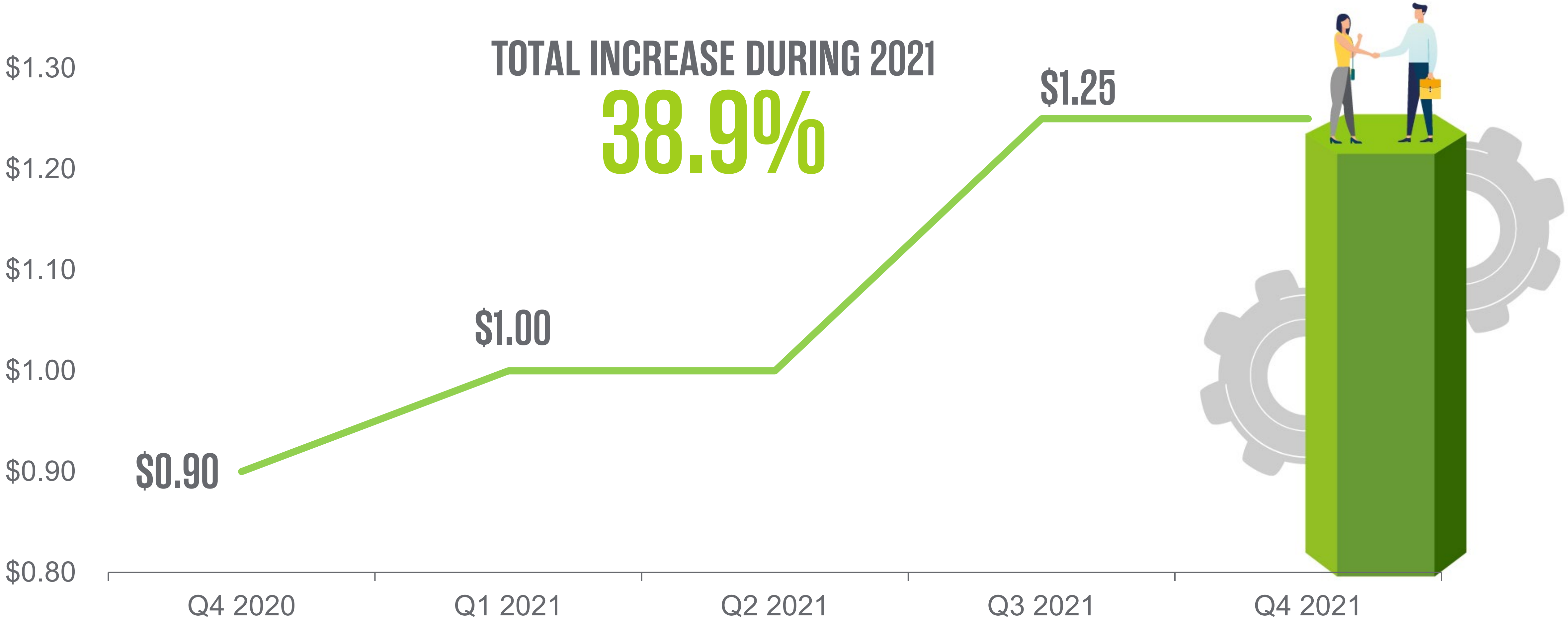
SECTOR-LEADING CORE FFO GROWTH

Core FFO Per Share Growth[1]



1. Core FFO per share growth shown as a rolling four-quarter average. Data as of September 30, 2021 as reported in public filings.

SIGNIFICANT DIVIDEND GROWTH



*As reported in public filings or announcements.

BEST-IN-CLASS STOCK PERFORMANCE

10-Year Total Return

STORAGE SECTOR

1.	Extra Space Storage (EXR)	1,208.9%
2.	Life Storage (LSI)	685.5%
3.	CubeSmart (CUBE)	658.2%
4.	Public Storage (PSA)	290.5%

ALL PUBLIC REITS

1.	Extra Space Storage (EXR)	1,208.9%
2.	Equinix REIT (EQIX)	935.3%
3.	SBA Comms REIT (SBAC)	821.0%
4.	Sun Communities (SUI)	728.3%
5.	First Industrial Realty (FR)	710.9%

Results from “KeyBanc Leaderboard as of December 31, 2021.

QUICK FACTS
Extra Space Balance Sheet

6.4x
Fixed Charge Ratio

$1.4 BILLION
Revolving Capacity

2.8%
Weighted Average Interest Rate

7.8x INTEREST COVERAGE RATIO

NET DEBT TO EBITDA

$11.7 BILLION
Unencumbered Asset Value

STABLE PUBLIC CREDIT RATINGS

Baa2 Rating from Moody's Investor Services

BBB Rating from S&P Global

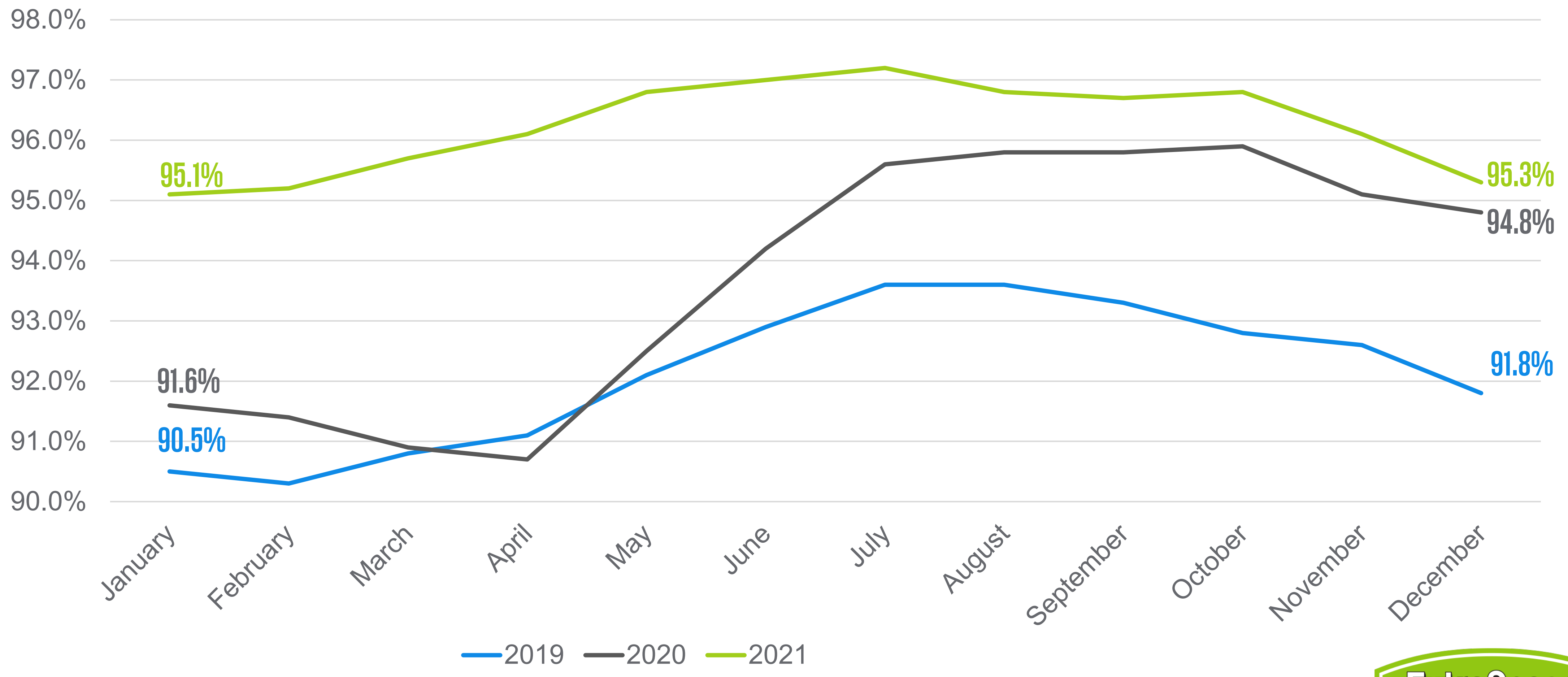
*Data as of September 30, 2021

SECTOR TRENDS

CURRENT SECTOR TRENDS

- Peak occupancy levels
- Significant pricing power
- State of emergency orders have mostly been removed (reducing drag on revenue growth)
- New supply in many markets, but gradually moderating from 2018 peak
- Scale and technology advantage of REITS
- Ownership and management consolidation
- Competitive acquisitions environment

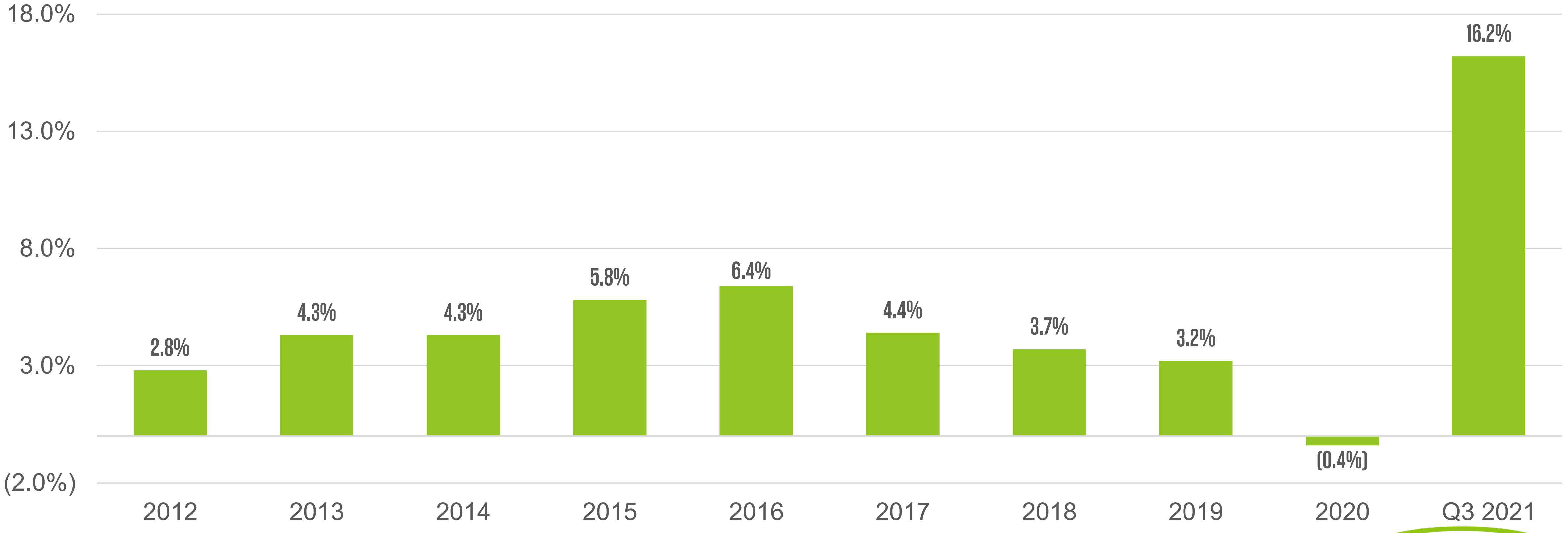
OCCUPANCY TRENDS



* End of month occupancy for 2021 "Same-store" pool of 860 stores.

STRONG PRICING POWER

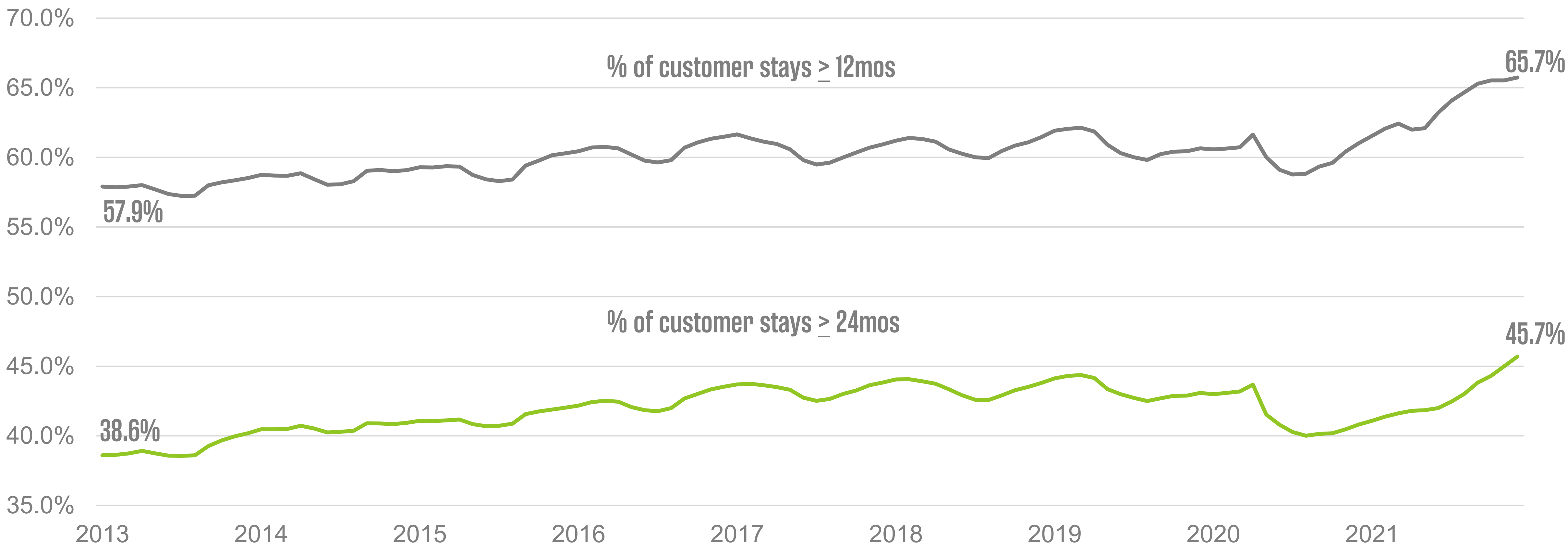
Net Rent per Occupied Square Foot Growth (Year-Over-Year)



ExtraSpace Storage

*As disclosed in Company's supplemental financials for the reported year's same-store pool.

LENGTH OF TENANT STAY



*Data measured for in-place customers mid-month to reduce volatility. 597 "Core" EXR stores.

NEW SUPPLY IN MANY MARKETS

- Continued impact in higher delivery markets
- Markets with elevated supply still maintaining high occupancy and pricing power
- Physical lease-up at or ahead of historical levels, but economic stabilization may take longer
- Development yields near all-time lows, but stabilizing due to improved performance
- Projects under construction still expected to deliver, but with delays and cost overruns
- Deliveries have gradually moderated from late 2018 – present, but still above historical levels

FLEXIBLE DIGITAL PLATFORM

FOCUSED ON:

AGILITY • CUSTOMER EXPERIENCE • SCALABILITY • EFFICIENCIES • FUTURE PROOF

CUSTOMER FACING
"Customer Experience"

WEBSITE | MOBILE APP | ONLINE LEASE | CALL CENTER | SOCIAL MEDIA | CUSTOMER ACCOUNT | BLUETOOTH TECH | KIOSK

BACKOFFICE
"Secret Sauce"

POINT OF SALE | PRICING | DIGITAL MARKETING | DATA WAREHOUSE | FACILITIES MGT | FINANCIAL REPORTING | PROCUREMENT | FP&A

FOUNDATION
"Scalable Infrastructure"

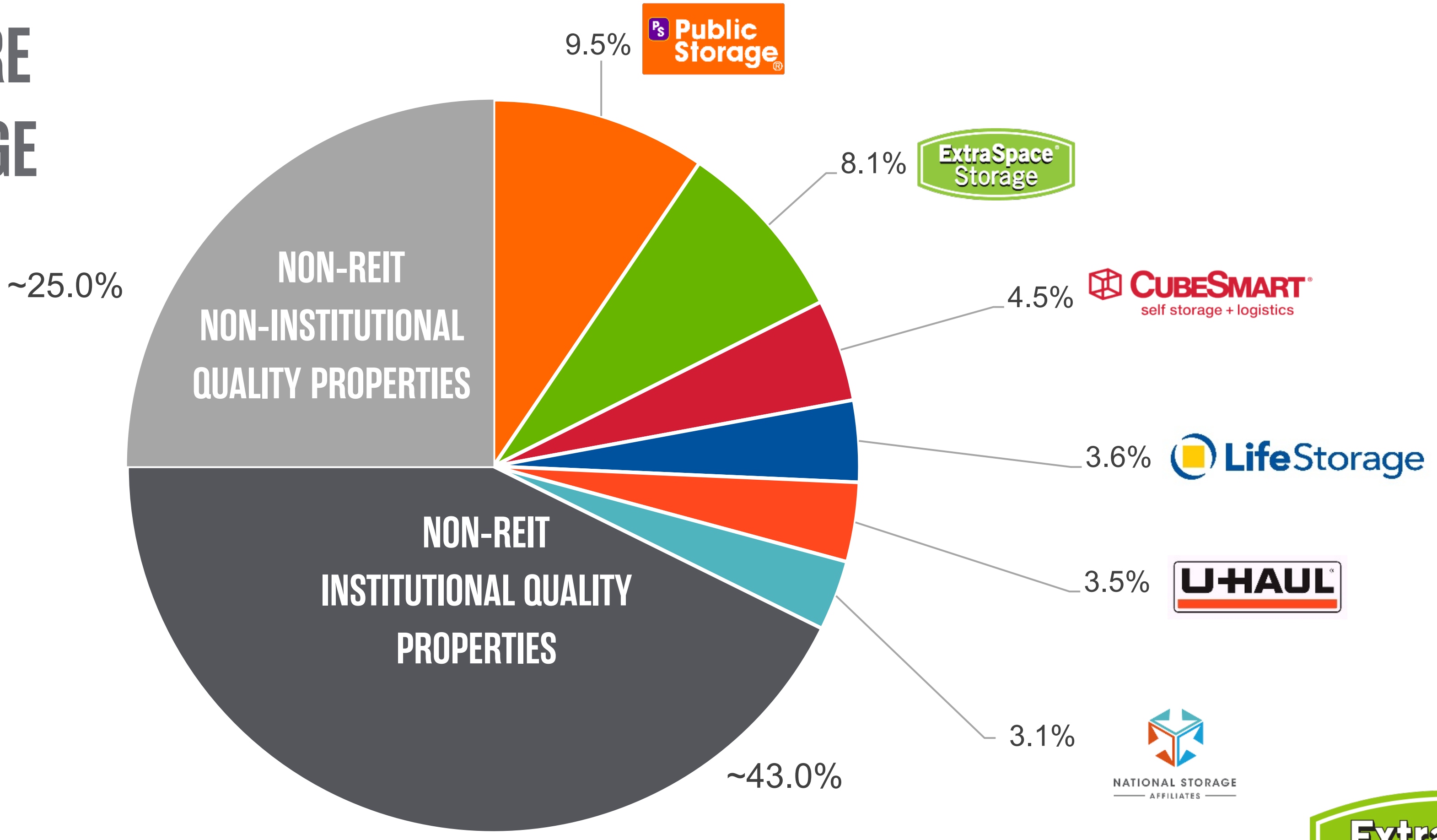
CLOUD PLATFORMS | TELECOMM | CYBERSECURITY | SCALABILITY | DATA REDUNDANCY

ENHANCED CUSTOMER EXPERIENCE

- A focus on a seamless customer experience
- Increasing channels for engagement with potential and existing customers
- Empowering EXR employees for single-contact resolution
- Adding service tools for existing customer accounts
- Emphasis on removing barriers to acquire and retain customers

OPPORTUNITY FOR CONSOLIDATION

U.S. MARKET SHARE BY SQUARE FOOTAGE



*REIT data from public filings as of September 30, 2021. U-Haul and total U.S. storage square footage per the 2021 Self-Storage Almanac. Percentage of Institutional and Non-Institutional Quality Properties estimated by Extra Space Storage.

GROWTH STRATEGY

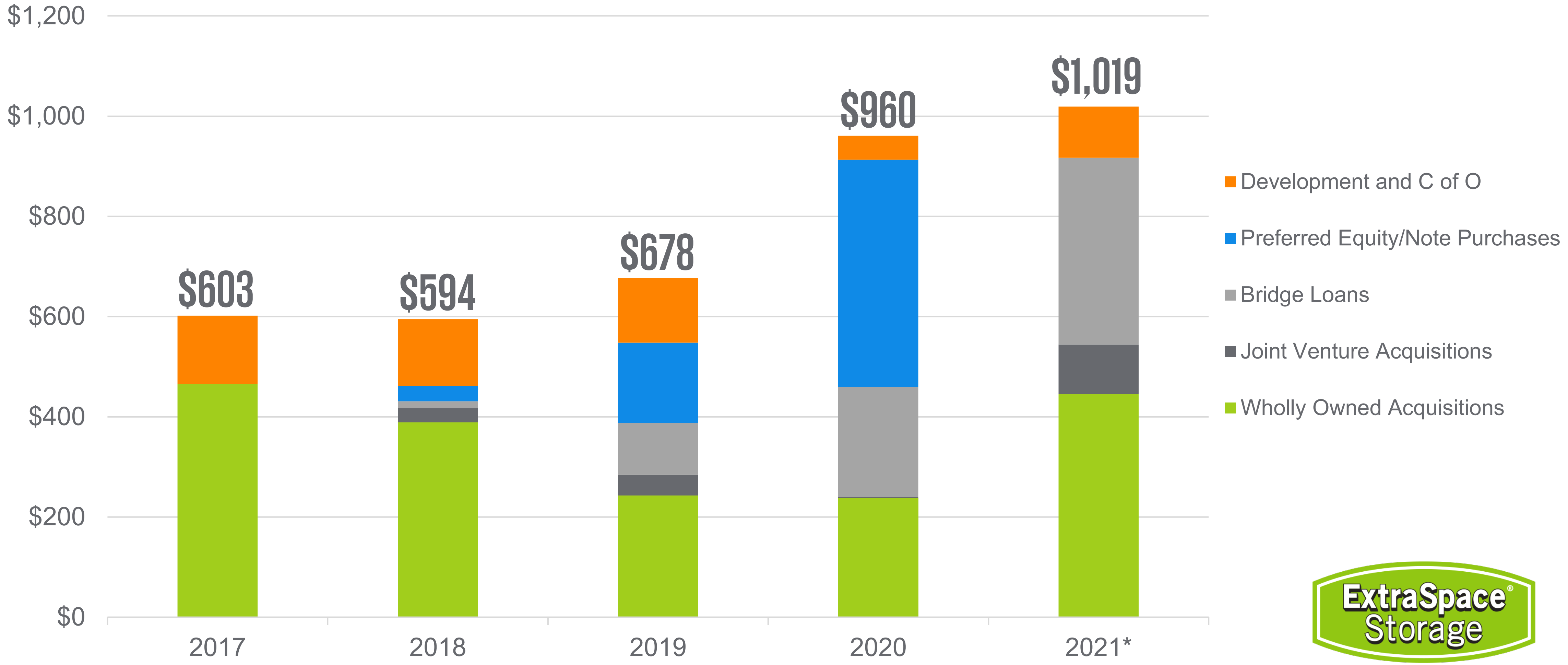
DIVERSE GROWTH STRATEGIES

- ACQUISITION
- THIRD PARTY MANAGEMENT
- CERTIFICATE OF OCCUPANCY & DEVELOPMENT
- BRIDGE LENDING
- SITE EXPANSION & REDEVELOPMENT
- PREFERRED EQUITY
- NET LEASE
- NOTE PURCHASES

Extra Space Storage

DISCIPLINED INVESTMENT ACTIVITY

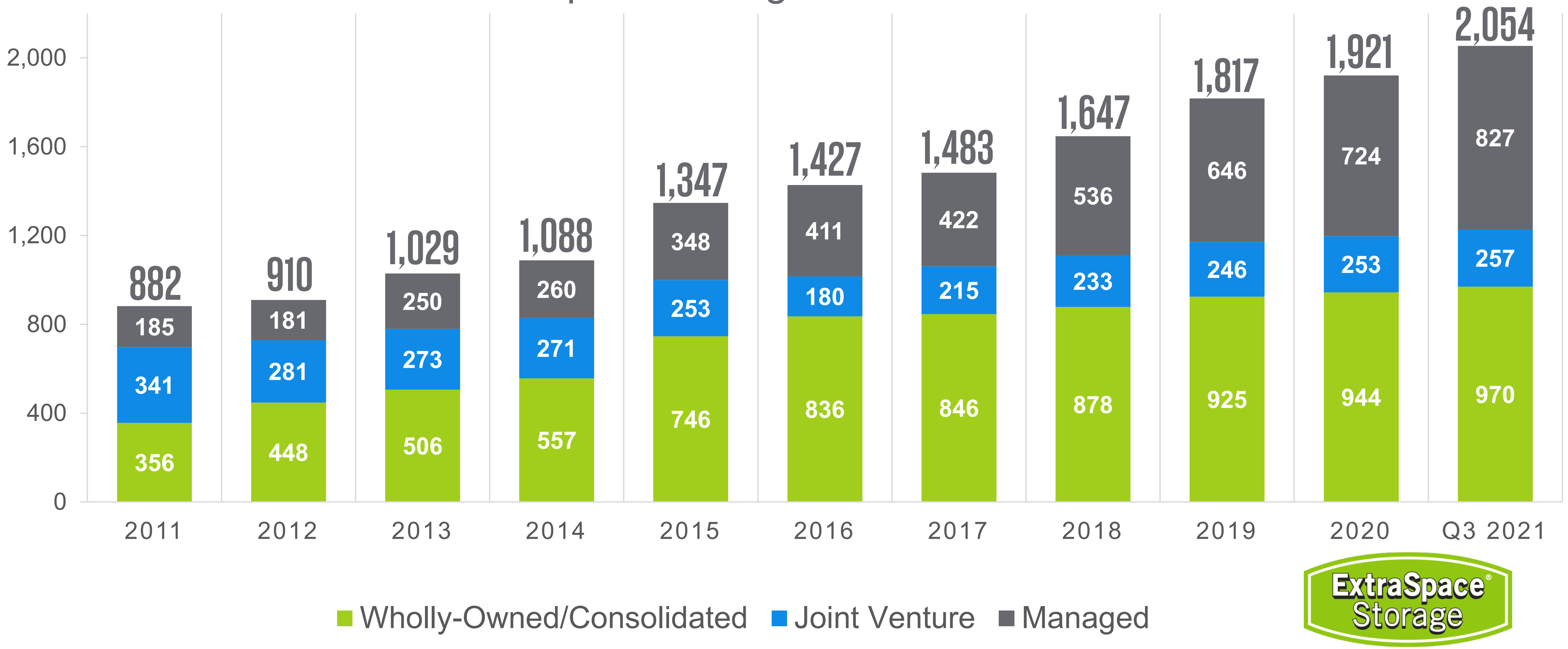
(in millions)



*As of October 27, 2021, per the Company's 3rd quarter earnings release. 2021 includes investments that have closed or are under agreement to close in 2021. Investments in joint ventures are considered at EXR net investment in the joint venture, bridge loans are gross loan originations closed or schedule to close (prior to loan sales).

CONSISTENT GROWTH

Extra Space Storage Branded Stores



*As of September 30, 2021

ACQUISITION STRATEGY

Enhance returns by integrating stores on EXR platform & increasing net operating income

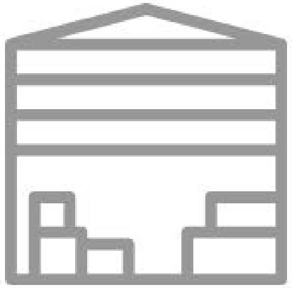
Emphasis on geographic diversification and higher growth markets

Acquire stores primarily in off-market transactions through existing relationships

Capitalize many transactions through joint ventures to enhance return on invested capital

A majority of 2021 acquisitions are non-stabilized properties

ACQUISITION QUICK FACTS



$645 MILLON

Closed or under contract in 2021[1]

79 STORES

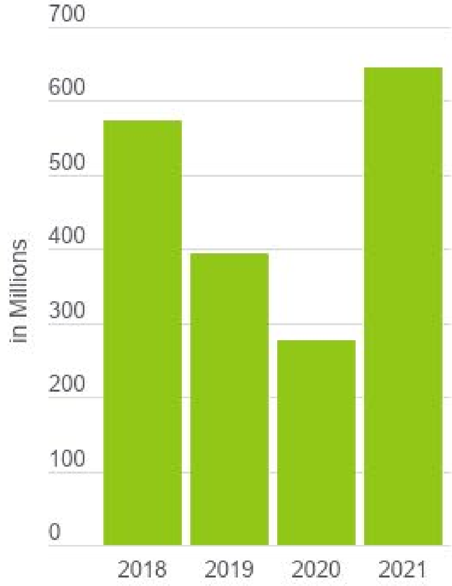
Closed or under contract in 2021[1]

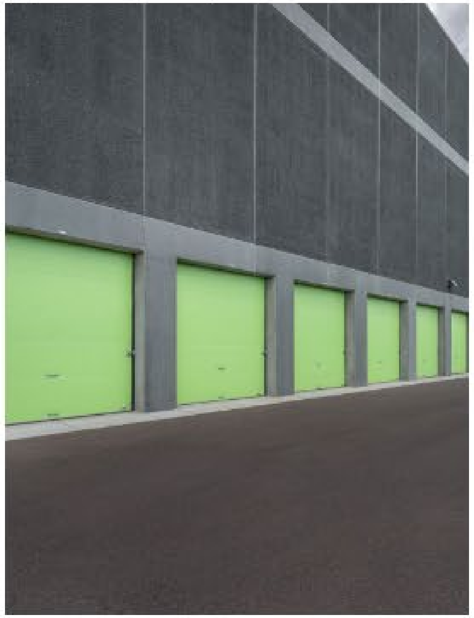
79%

Of 2020 acquisitions were through off market transactions

75.5%

Average occupancy of 2021 acquisitions[1]

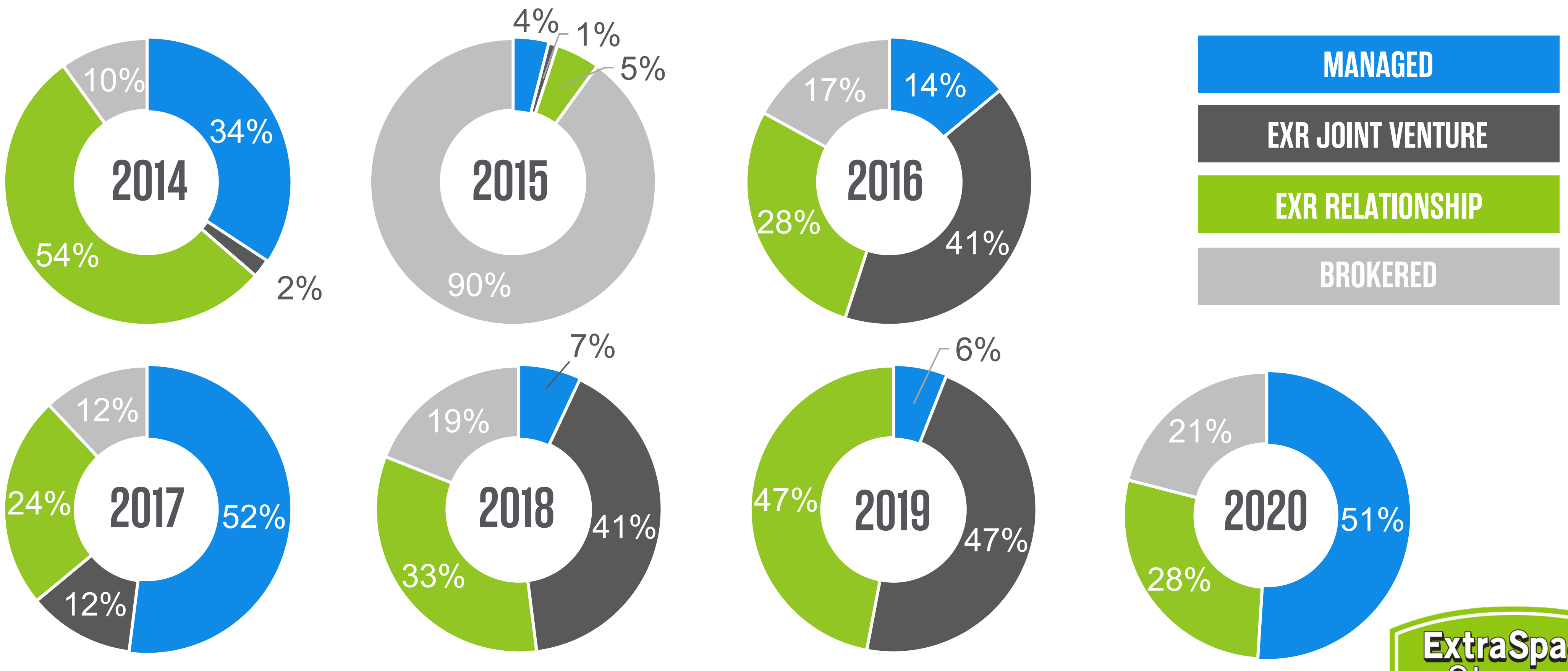




As of October 27, 2021 as reported in the Company's 3rd quarter 2021 earnings release. Investments in joint ventures are considered at EXR net investment in the joint venture.

SOURCES OF ACQUISITIONS

Percentage of Annual Acquisitions Investment by Seller Type

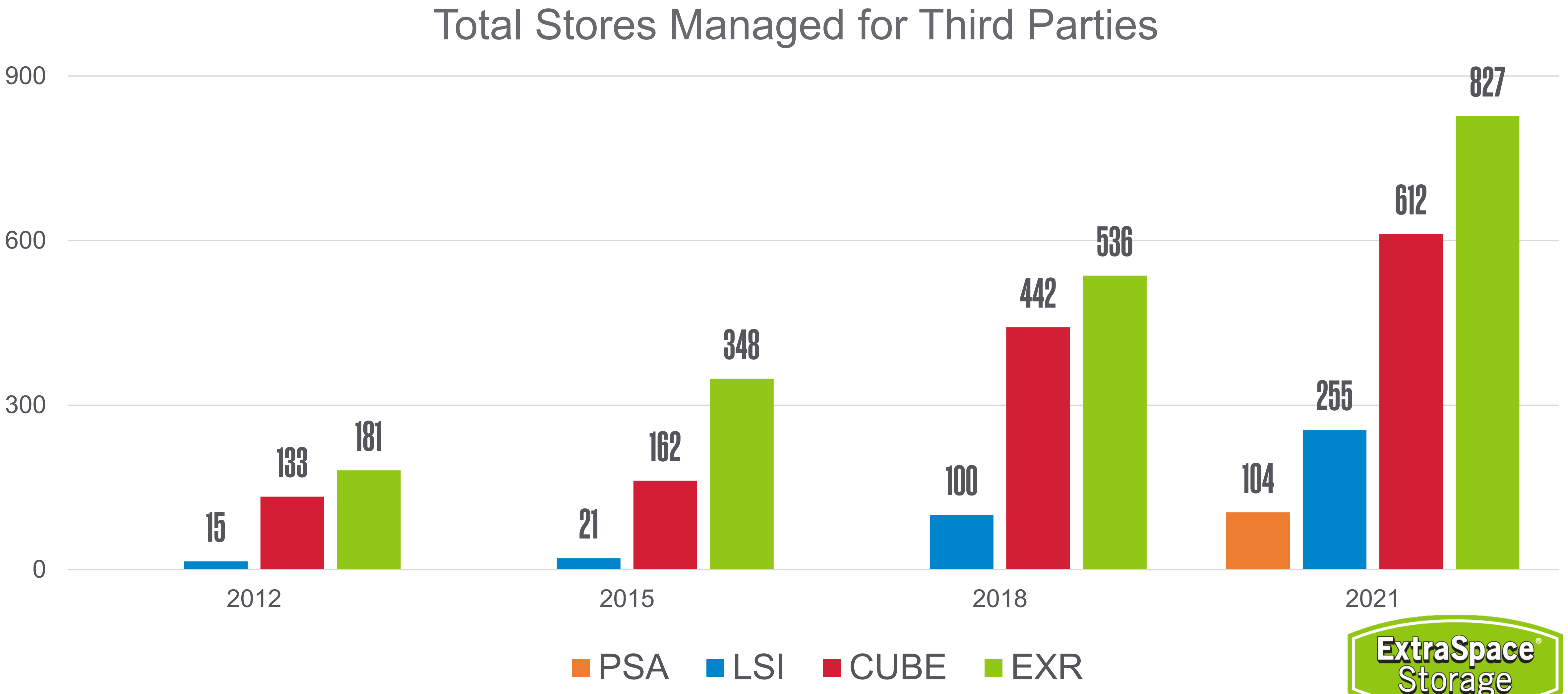


*Data based on the Company's investment dollar volume.

THIRD-PARTY MANAGEMENT STRATEGY

- Create additional income streams from management fees, tenant insurance & bridge loans
- Increase operational efficiency through scale of customer data, stores & brand awareness
- Acquire stores primarily in off-market transactions through existing relationships
- Build acquisitions pipeline from managed portfolio for low-risk, off market transactions
- Have a diverse partnership group and expand industry relationships

THIRD-PARTY MANAGEMENT GROWTH

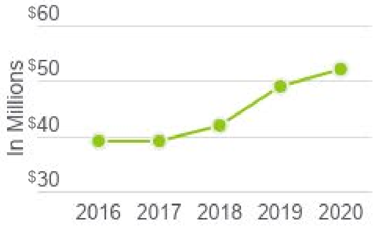


*As of September 30, 2021, excludes joint venture managed properties.

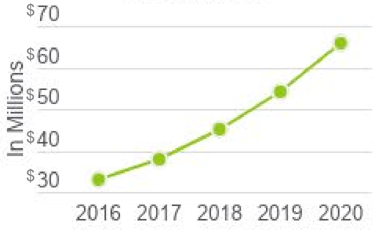
THIRD-PARTY MANAGEMENT QUICK FACTS

INCOME

$52 Million in 2020 Management Fees[1]

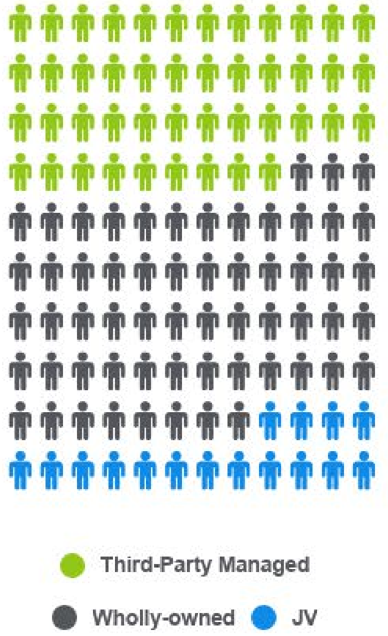


$66 Million in 2020 Tenant Insurance[1]



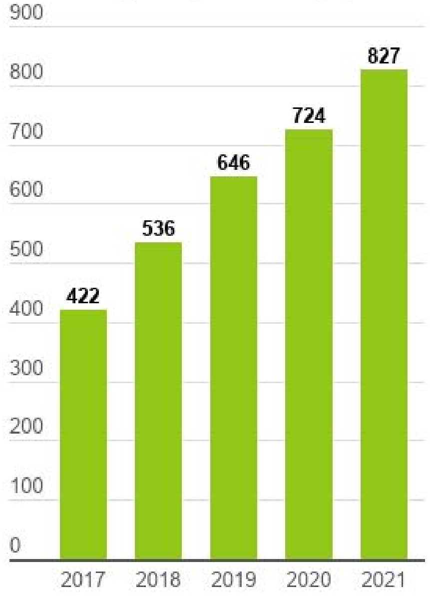
SCALE

~40% of stores, customers and customer data points come from third-party stores



RELATIONSHIPS

Over 200+ ownership groups creating acquisitions pipeline



GROWTH

Acquired $2.0 billion from third-party management platform in low-risk transactions

1. Management fees and tenant insurance income includes income generated on third party and JV stores.

BRIDGE LENDING STRATEGY

- Lending program focused on providing three-year financing for projects in lease-up
- Lend on completed projects only (no construction loans)
- Loans originated in a mortgage/mezzanine loan structure
- Mortgage loans later sold in secondary market to manage concentration and enhance yield
- EXR management is a requirement of loan, creating third-party managed opportunities
- Creates potential acquisition pipeline, with $181 million in acquisitions acquired/contracted

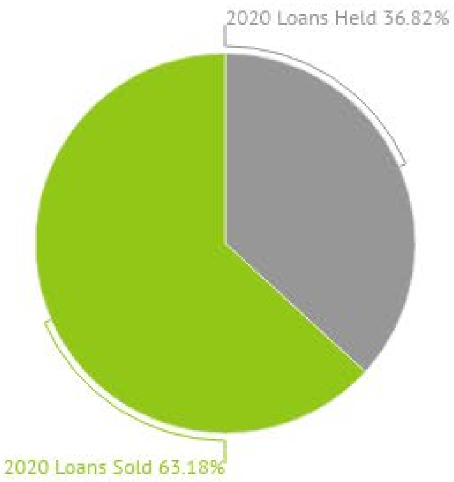
BRIDGE LENDING QUICK FACTS

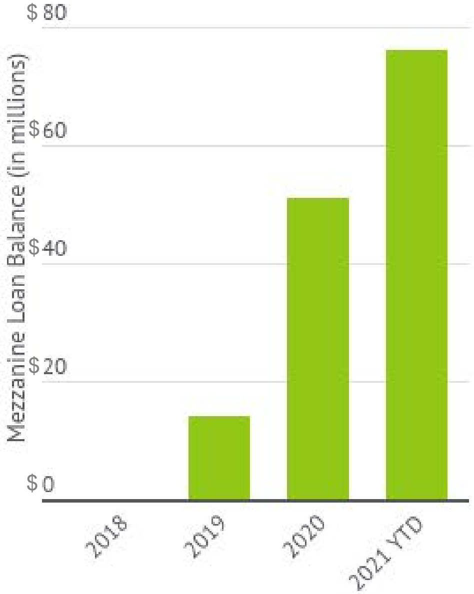
$146 MILLON
in loans closed in 2021

$118 MILLON
in loans sold
(Q1 - Q3 2021)

9.3%
Weighted average return of mezzanine notes

$306 MILLON
Under agreement to close in 2021 and 2022



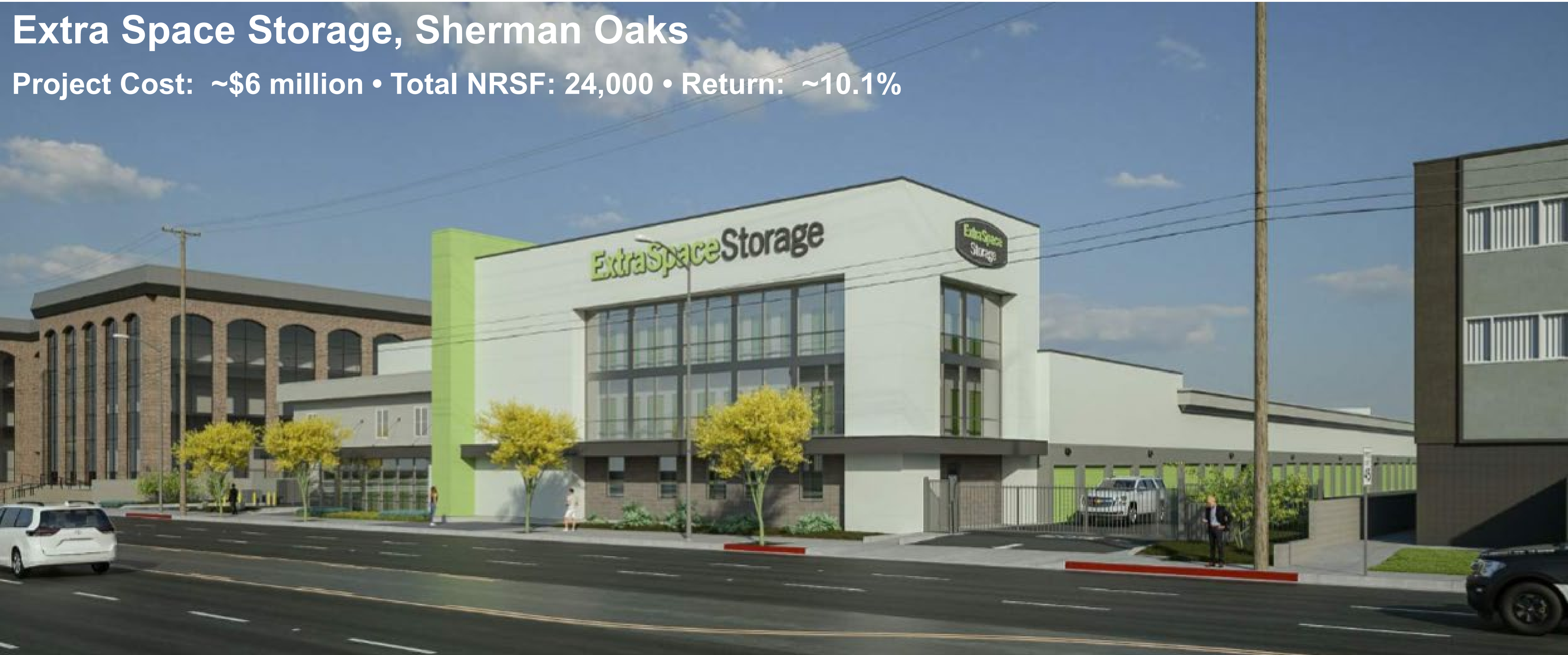


*As of October 27, 2021 as reported in the Company's 3rd quarter 2021 earnings release.

SITE EXPANSION & REDEVELOPMENT

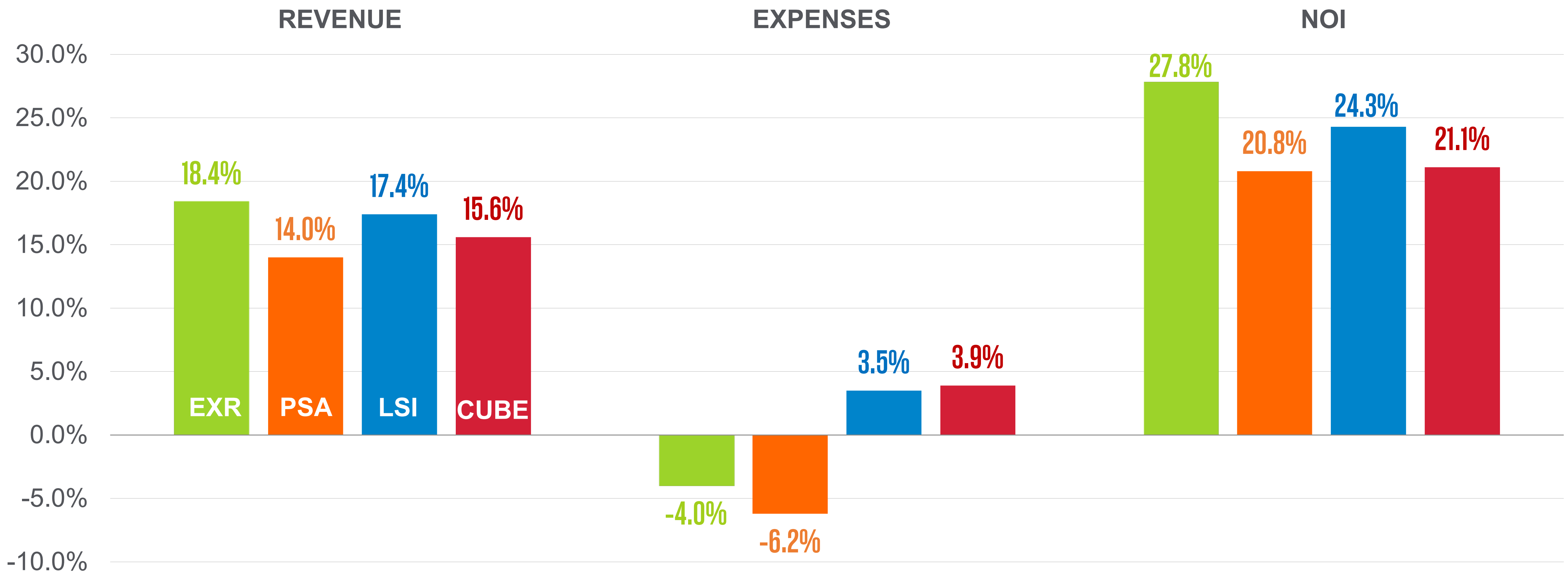
Extra Space Storage, Sherman Oaks

Project Cost: ~$6 million • Total NRSF: 24,000 • Return: ~10.1%



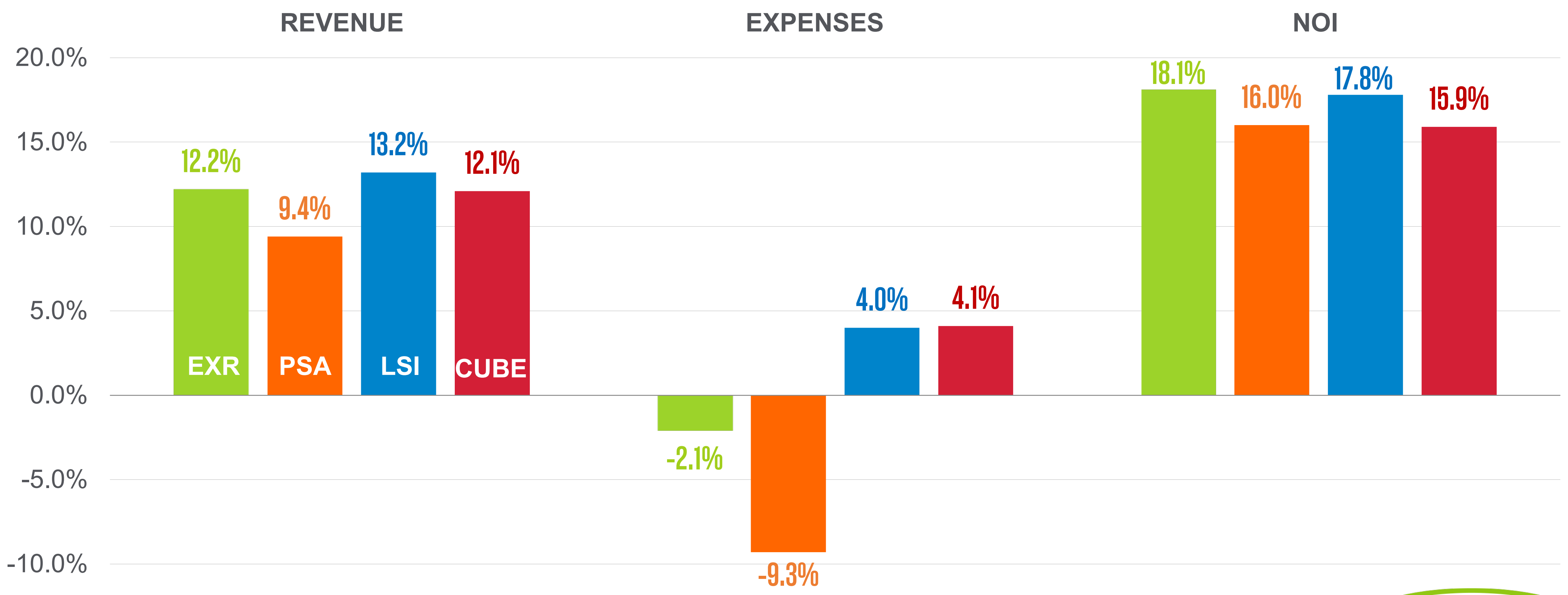
QUARTERLY UPDATE

2021 Q3 SAME-STORE PERFORMANCE



*Data as of September 30, 2021 as reported in public filings. Public Storage expense benefits from a one-time adjustment to property tax expense methodology.

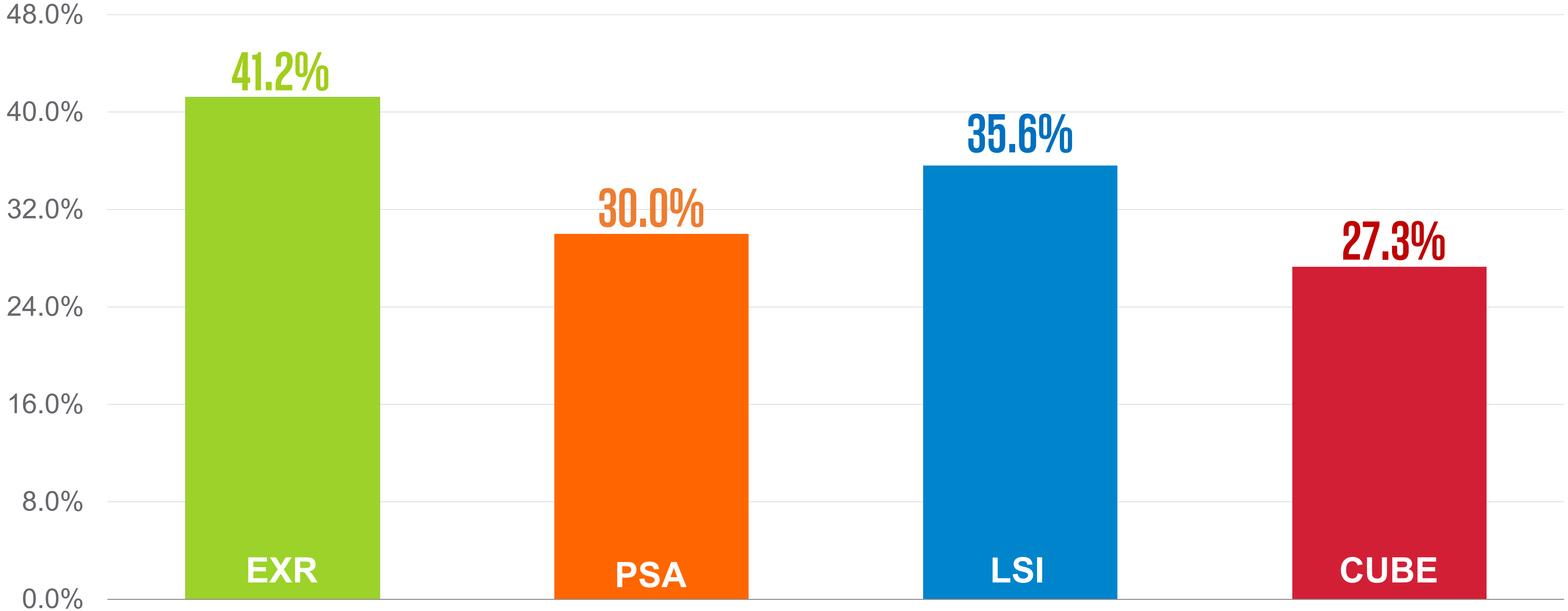
YEAR-TO-DATE 2021 SAME-STORE PERFORMANCE



*Data as of September 30, 2021 as reported in public filings. Public Storage expense benefits from a one-time adjustment to property tax expense methodology.

2021 Q3 CORE FFO GROWTH

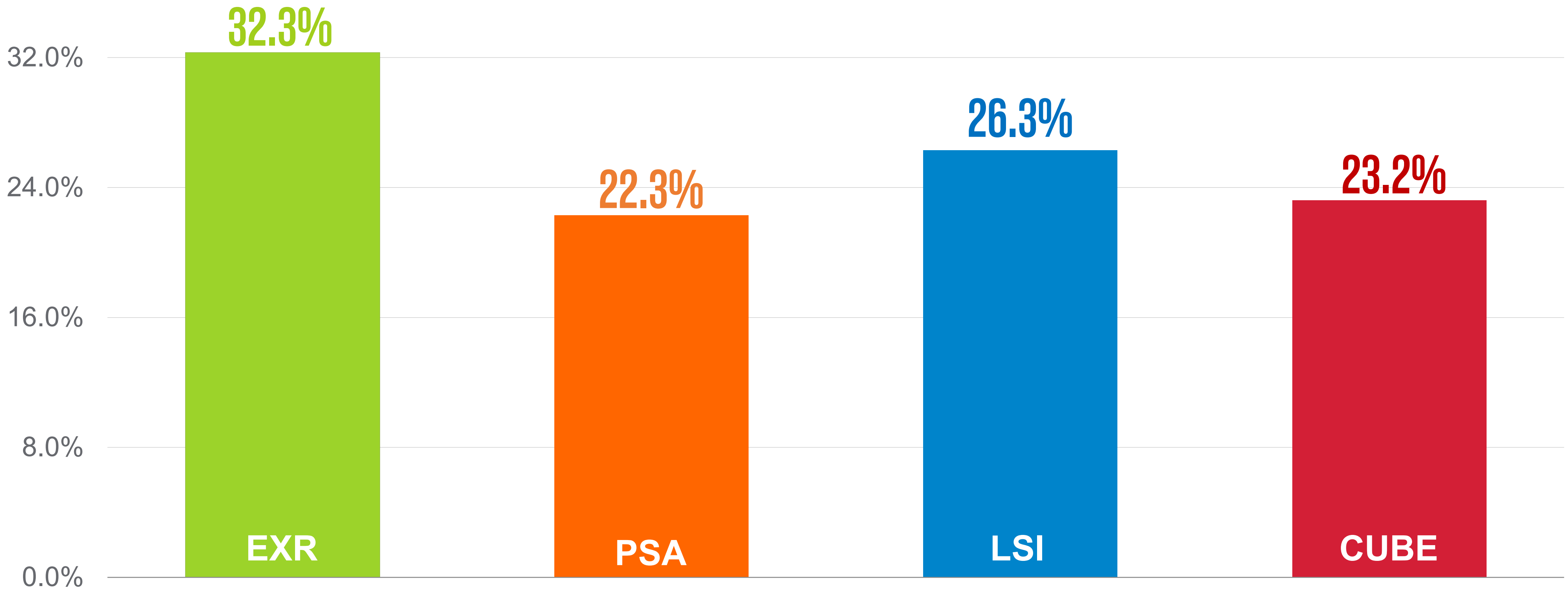
(Per Share)



*Data as of September 30, 2021 as reported in public filings.

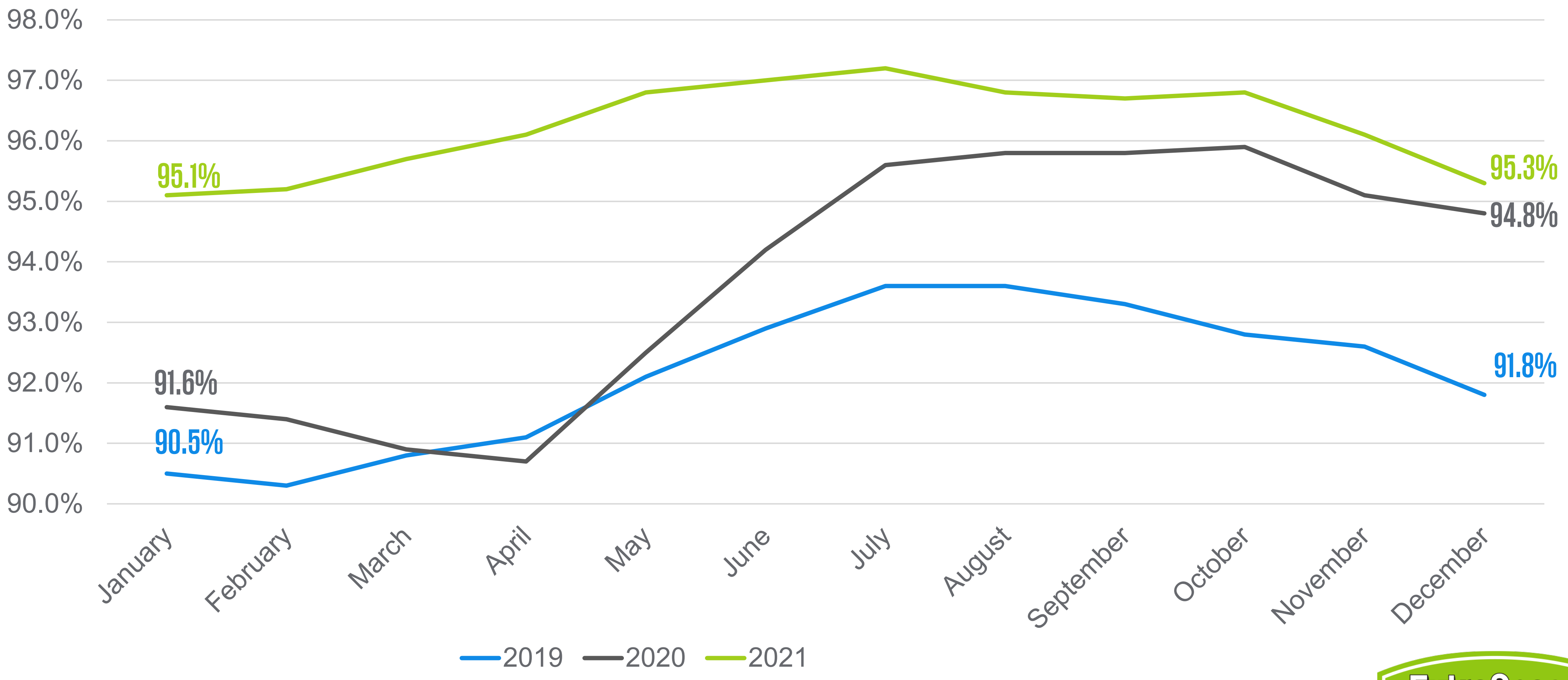
YEAR-TO-DATE 2021 CORE FFO GROWTH

(Per Share)



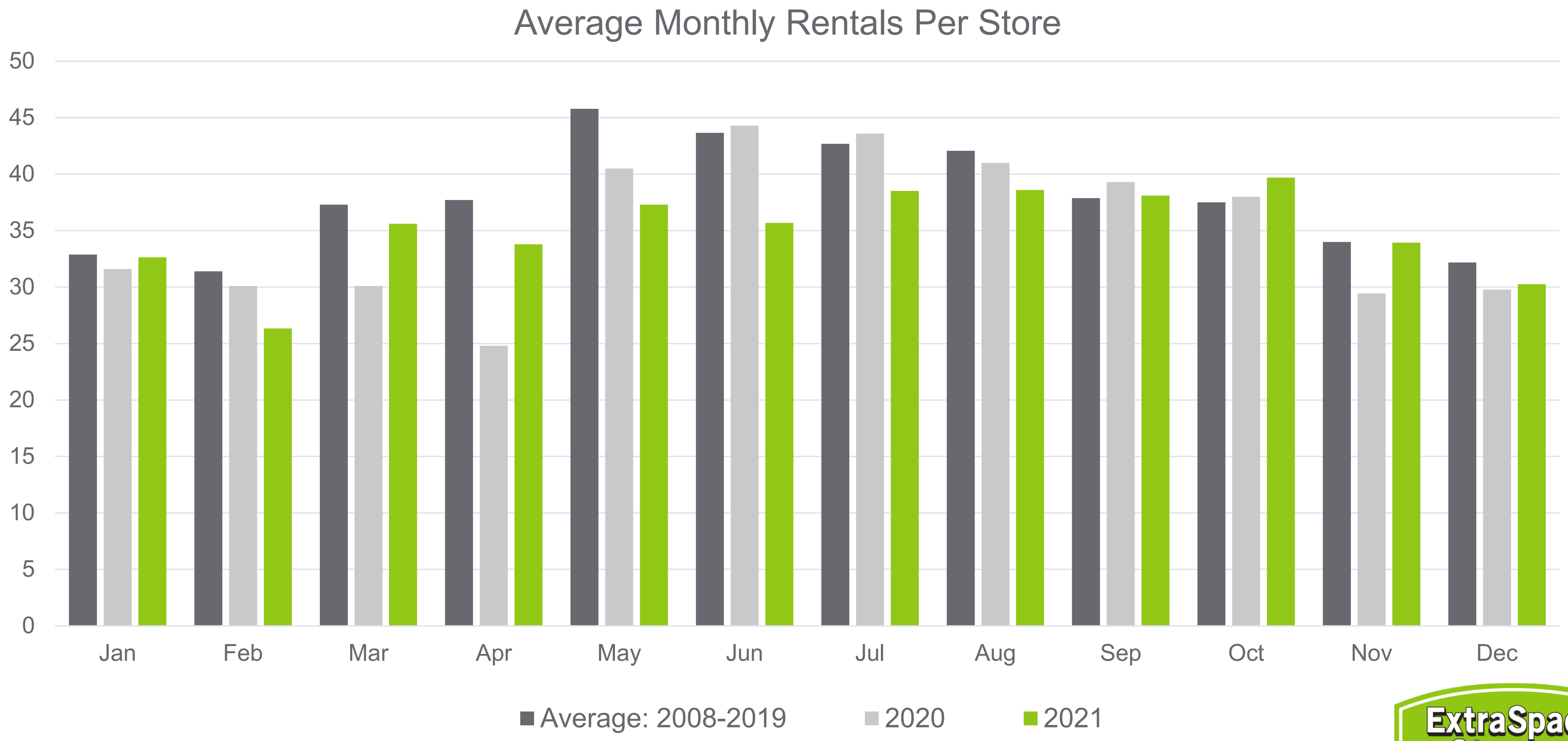
*Data as of September 30, 2021 as reported in public filings.

OCCUPANCY TRENDS



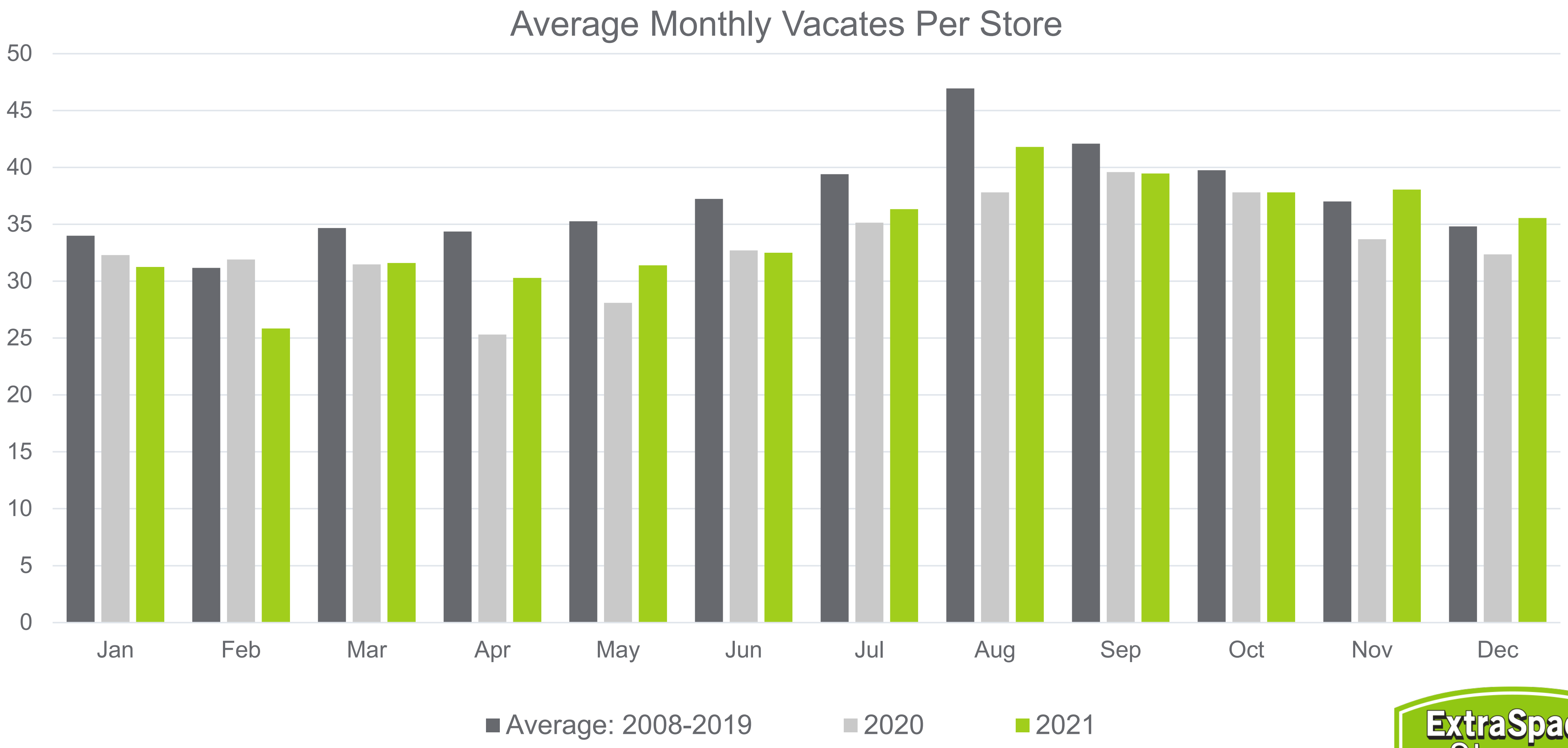
* End of month occupancy for 2021 “Same-store” pool of 860 stores.

RENTAL ACTIVITY



*Data for “Core” pool of 596 stores.

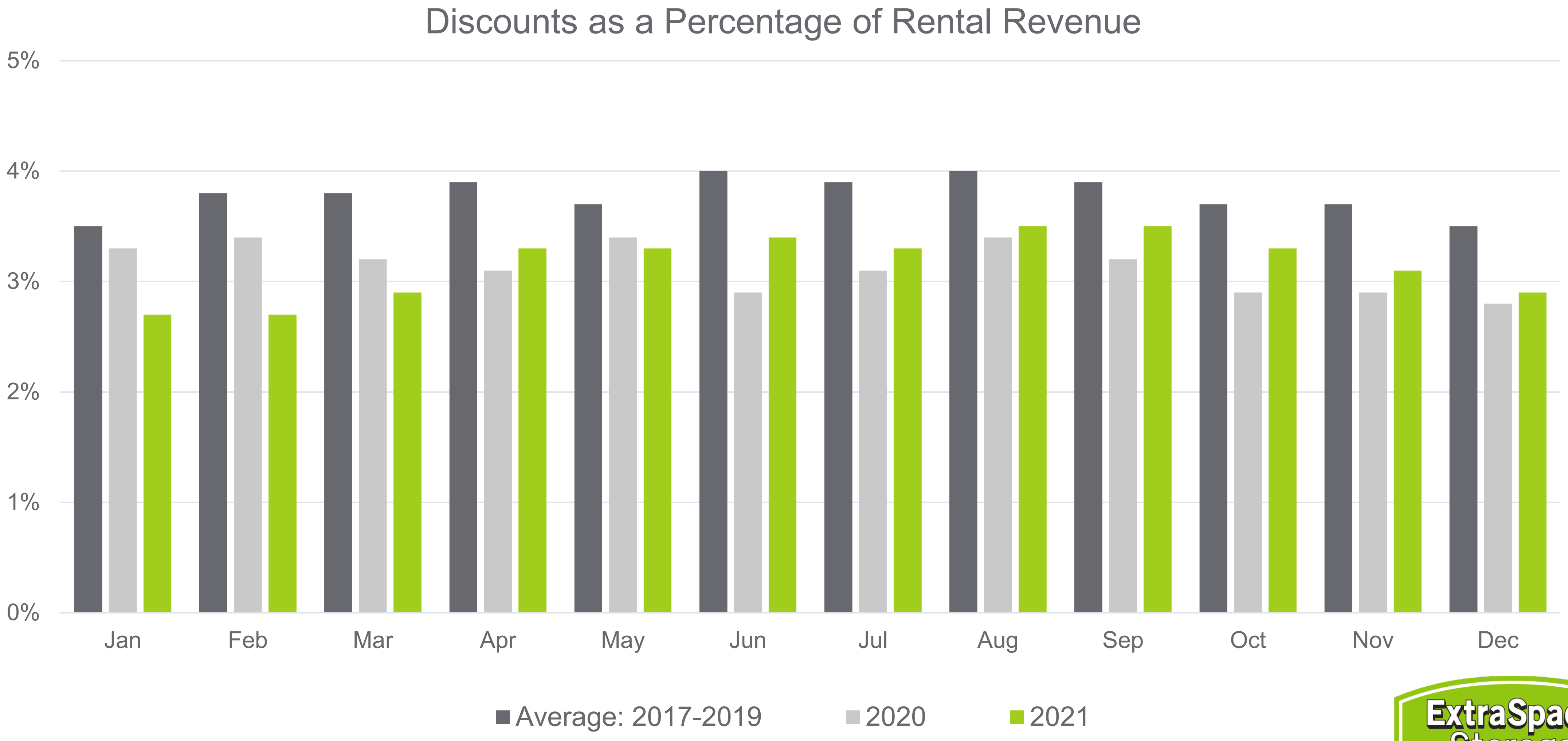
VACATE ACTIVITY



ExtraSpace Storage

*Data for "Core" pool of 596 stores.

DISCOUNT TRENDS



*Data for "Core" pool of 596 stores.

APPENDIX

NON-GAAP FINANCIAL MEASURES

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, which in previous quarters was referred to as FFO as adjusted. There have been no definitional changes between FFO as adjusted and 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, the costs related to acquiring stores and non-cash interest charges, stockholders and potential investors are presented with an indicator of its 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.