

MARCH 2022



COMPANY PRESENTATION

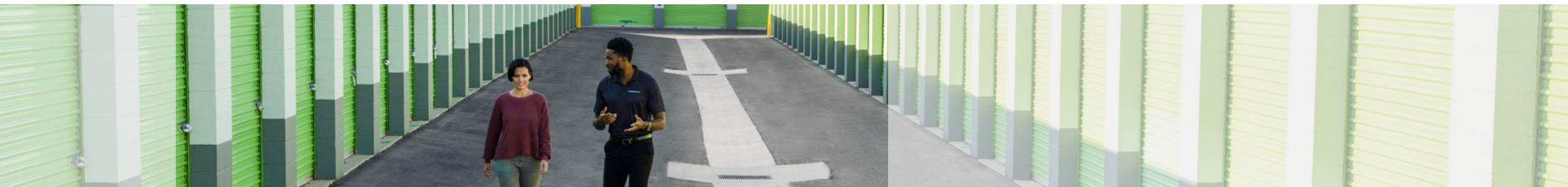


FORWARD LOOKING STATEMENTS.

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

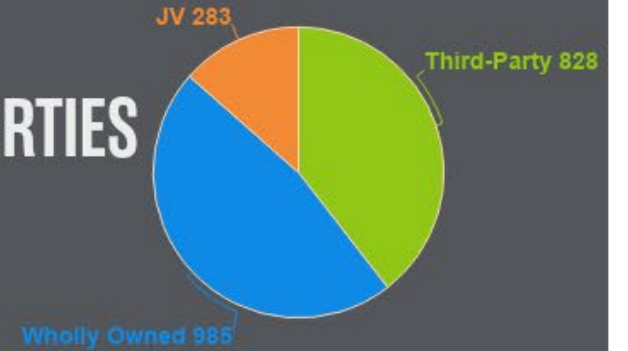
Q4 2021



29.1%

FFO Growth Per Share

2,096 PROPERTIES



S&P 500

\$32.0 BILLION
Equity Market Cap

1,208.9%

10-Year Total Shareholder Return



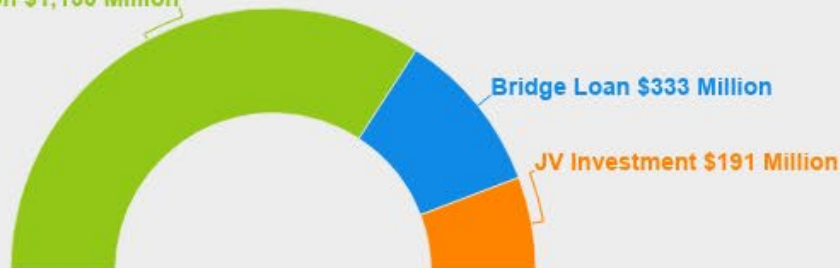
BBB/BAA2
Public Credit Ratings



24.2%
Same-Store NOI Growth

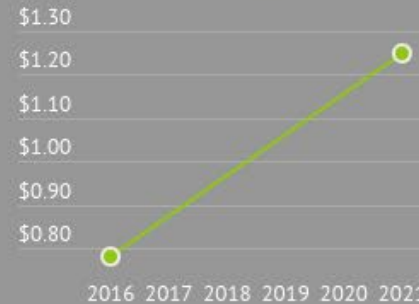
\$1.7 BILLION 2021 External Growth Investment

Wholly-owned Acquisition \$1,130 Million



60.3% INCREASE

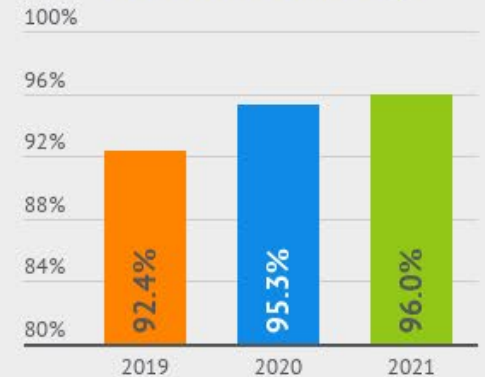
5-year Dividend Increase



Dividend Growth Per Share

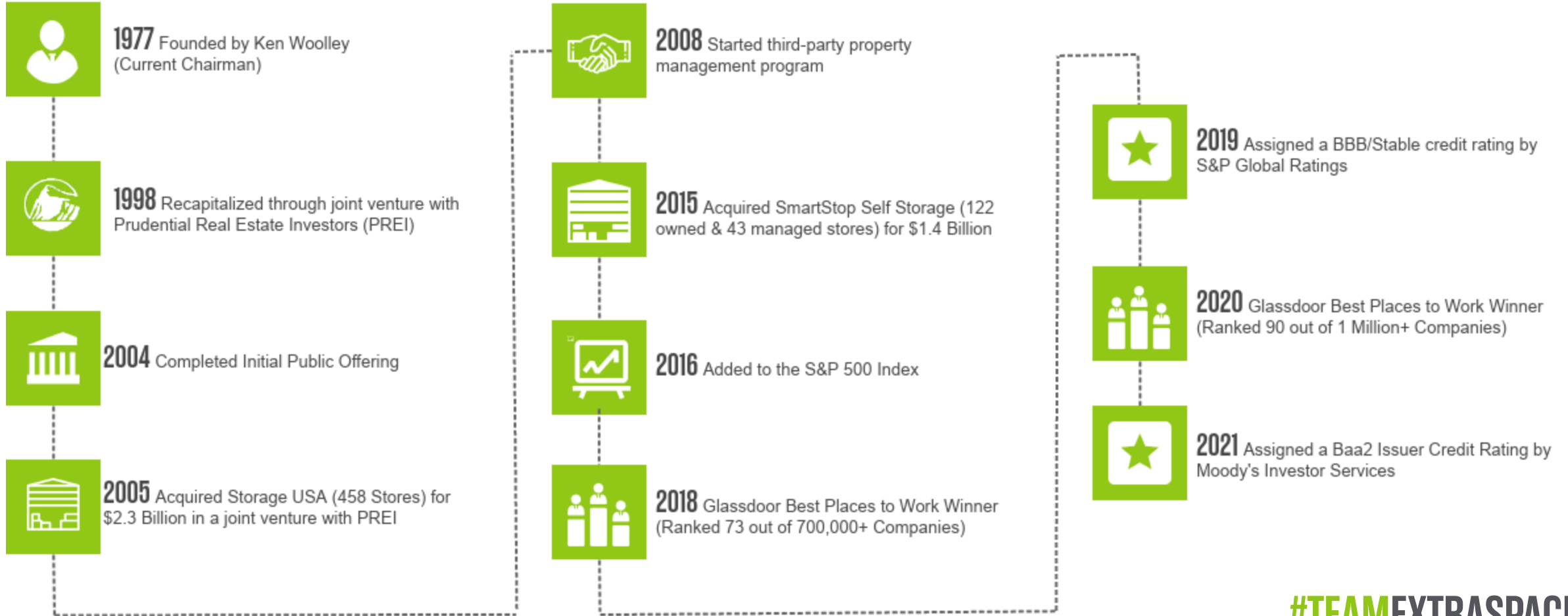
96.0% OCCUPANCY

Same-Store Average



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

EXTRA SPACE STORAGE TIMELINE.



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WHY INVEST IN EXR?



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.



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.



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.



OPERATIONAL EXCELLENCE

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



SOLID BALANCE SHEET

Appropriately leveraged investment grade rated balance sheet consisting of diversified capital sources to provide access to the cheapest sources of funds in different economic climates.
BBB Stable: S&P Global
Baa2 Stable : Moody's

MGMT DEPTH.

AVERAGE TENURE OF 18 YEARS WITH
EXTRA SPACE STORAGE

SUCCESSION PLANS AT EVERY LEVEL OF MANAGEMENT

85% CEO APPROVAL RATING ON GLASSDOOR

PUBLIC AND PRIVATE BOARD OF DIRECTORS
EXPERIENCE OUTSIDE OF EXR

STRONG TRACK RECORD OF EXECUTION:
HIGHEST 10-YEAR TOTAL RETURN (AMONG PUBLIC REITS)



SUSTAINABILITY HIGHLIGHTS.



**HIGHEST-RATED
U.S. SELF-STORAGE
REIT BY GRESB FOR
5th CONSECUTIVE
YEAR**



**Nareit[®]
LEADER IN THE LIGHT**



**2020 & 2021 WINNER
AND ONLY STORAGE
REIT RECOGNIZED**



SUSTAINALYTICS

**Best ESG Risk
Rating of
U.S. Self-storage
REIT**
*6th Percentile –
Company Risk
(Lowest = Best)*

GRESB PUBLIC DISCLOSURE

E D C B A

GLOBAL AVERAGE: C
COMPARISON GROUP AVERAGE: D

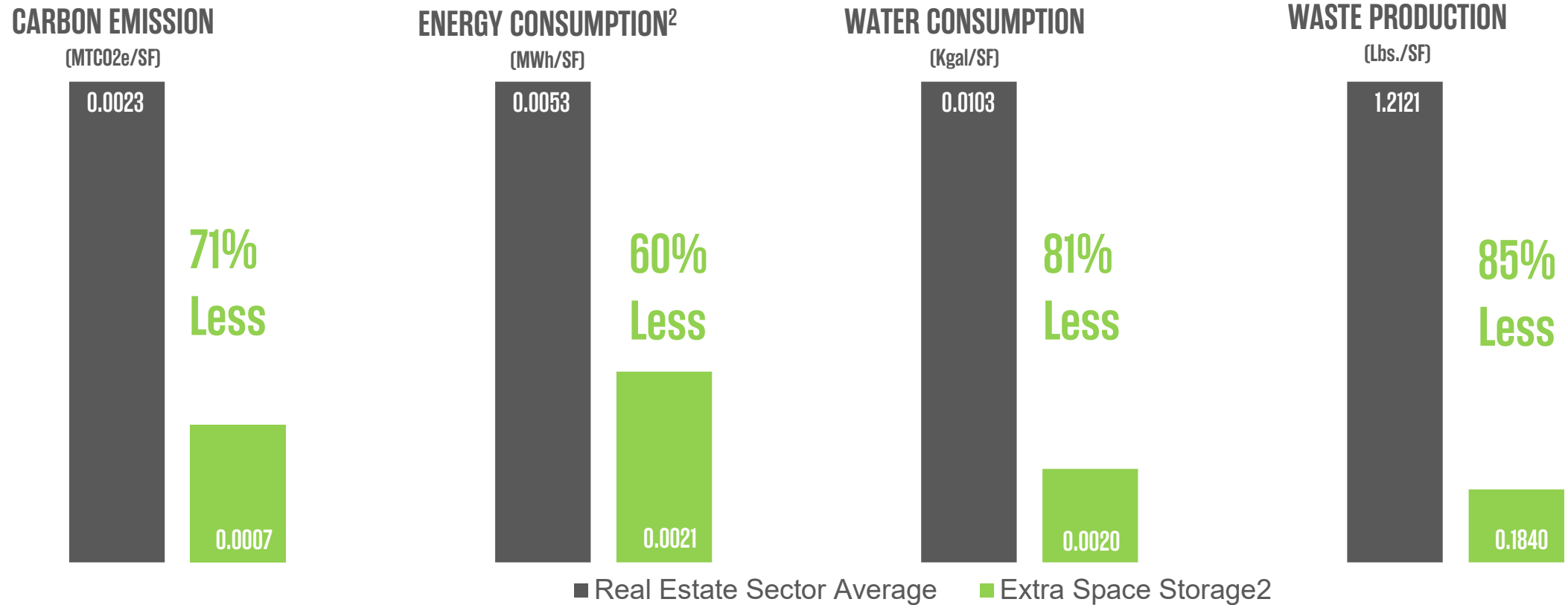
**RANKED AS TOP
SELF-STORAGE
COMPANY**

By Just Capital, 2021
Forbes

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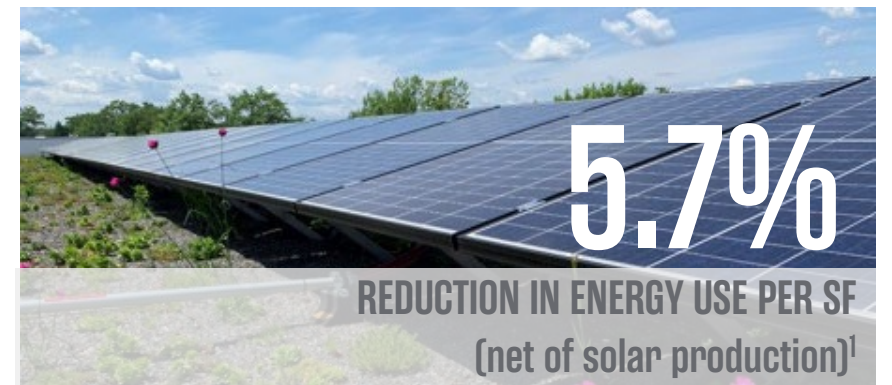
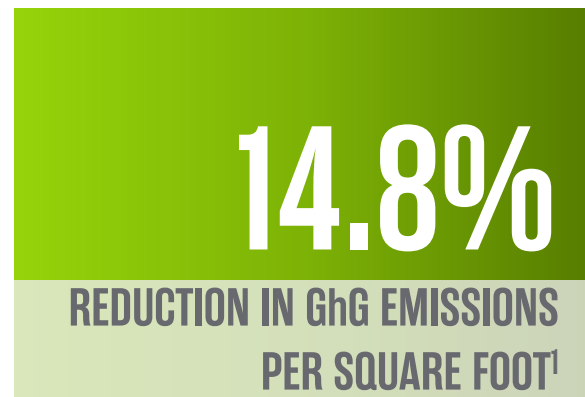
ENVIRONMENTAL HIGHLIGHTS.

Low Consumption and Emissions Intensity
Relative to Other Asset Classes¹



1. Real Estate Sector Average data from Urban Land Institute, Greenprint Performance Report, Volume 12, and includes multifamily, office, industrial, retail sectors (hospitality, which was previously included, was removed in Volume 12). Extra Space Storage intensity data is for all properties owned and/or managed during 2021 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.



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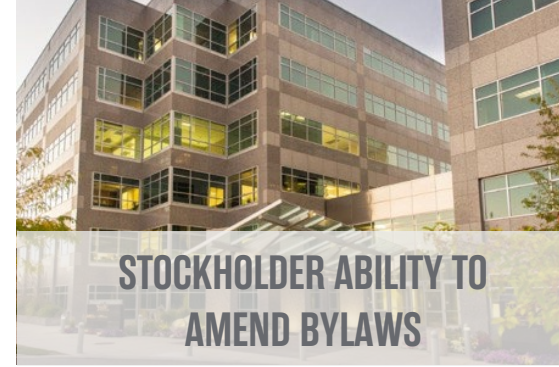
1. Represents year-over-year change in consumption per square foot for all properties owned and/or managed during the years ending December 31, 2020 and 2021.

SOCIAL HIGHLIGHTS.



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GOVERNANCE HIGHLIGHTS.



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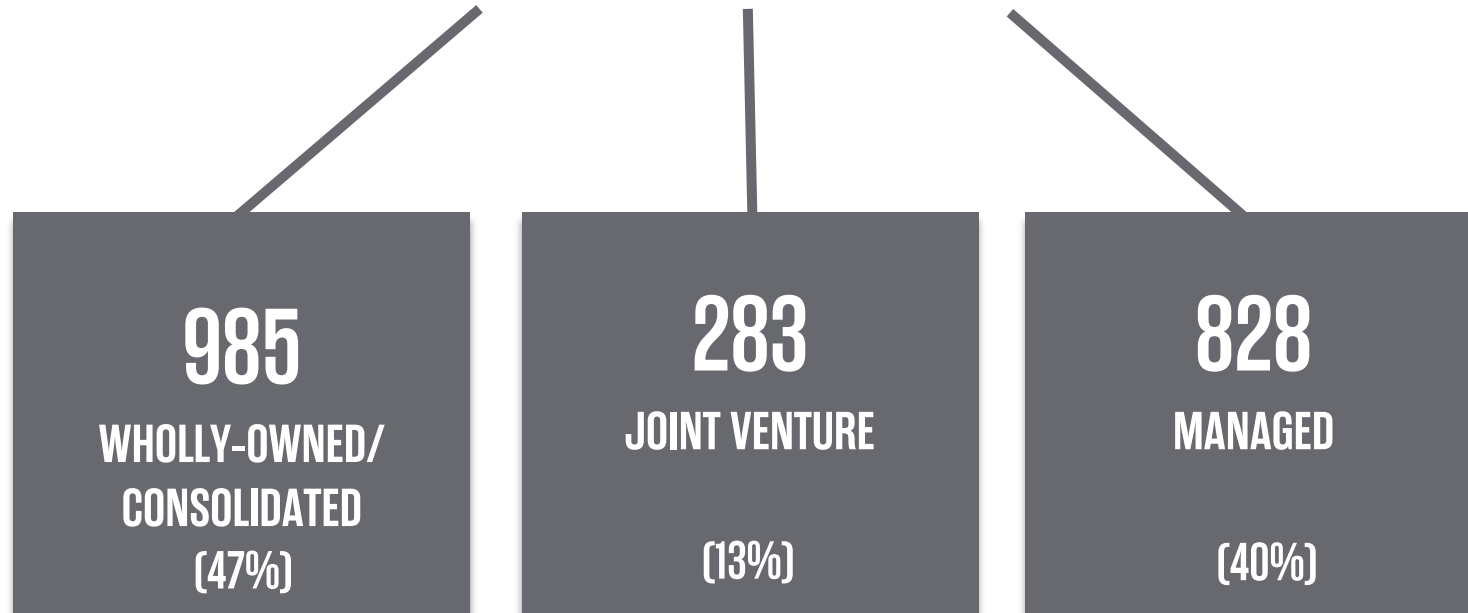
PORTFOLIO & PERFORMANCE



FLEXIBLE OWNERSHIP STRUCTURE.



2,096 PROPERTIES



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DIVERSIFICATION AND SCALE.

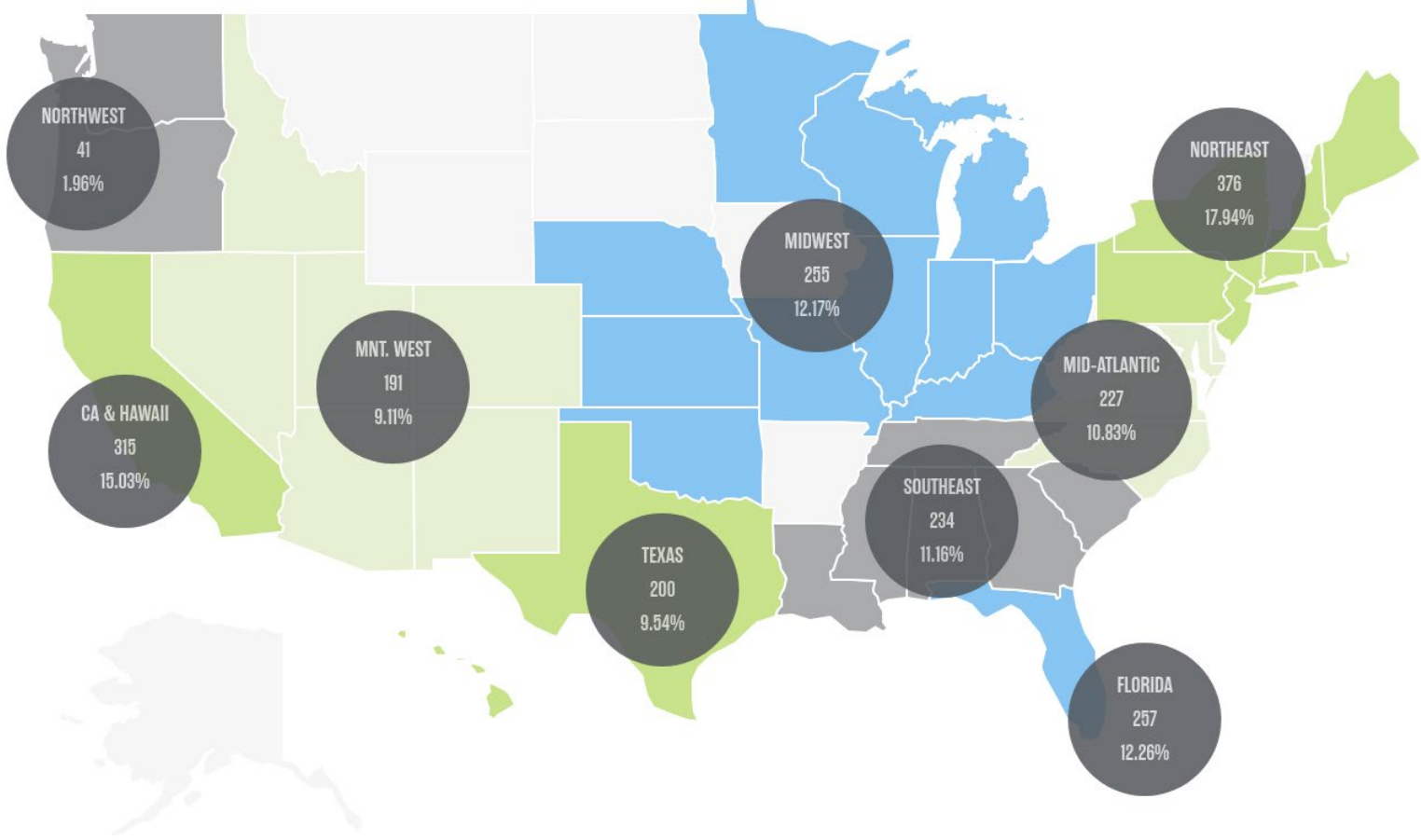
161 MILLION NET RENTABLE SQ FT

1.5 MILLION UNITS

OPERATING IN 41 STATES

~\$3 BILLION IN REVENUE UNDER MANAGEMENT

4,000+ EMPLOYEES



*As of December 31, 2021.

GRANULARITY LEADS TO STABILITY.

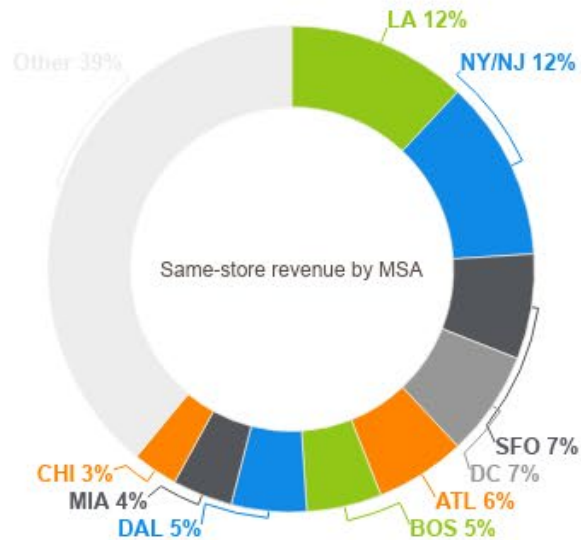
PROPERTIES

With ~2,100 stores, no singular property is worth more than 1% of portfolio



REVENUE

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



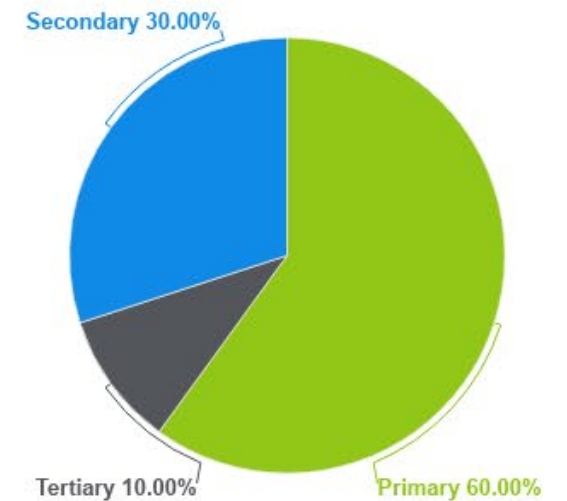
CUSTOMERS

1.3 Million+ customers across all demographics



MARKETS

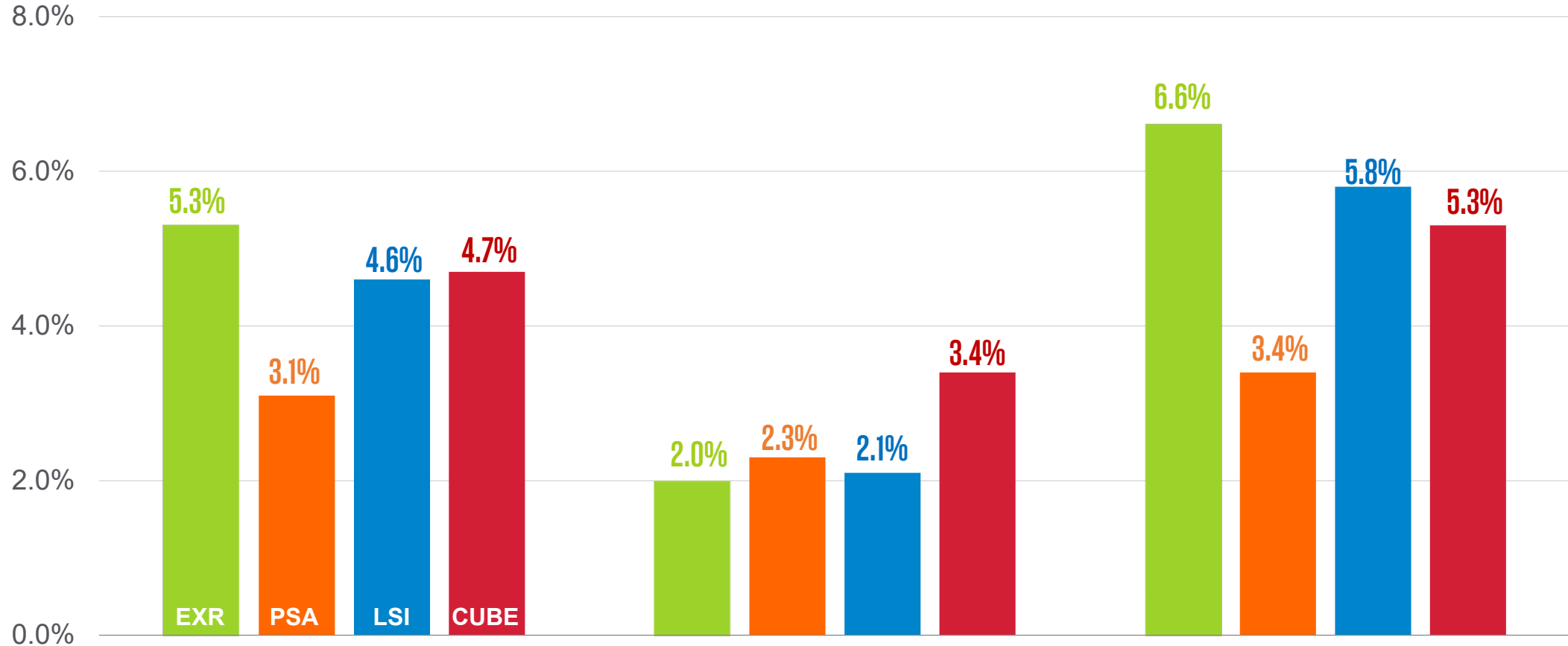
Balanced presence in markets of varying size



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BEST IN-CLASS OPERATOR.

5-years of Average Same-Store Outperformance

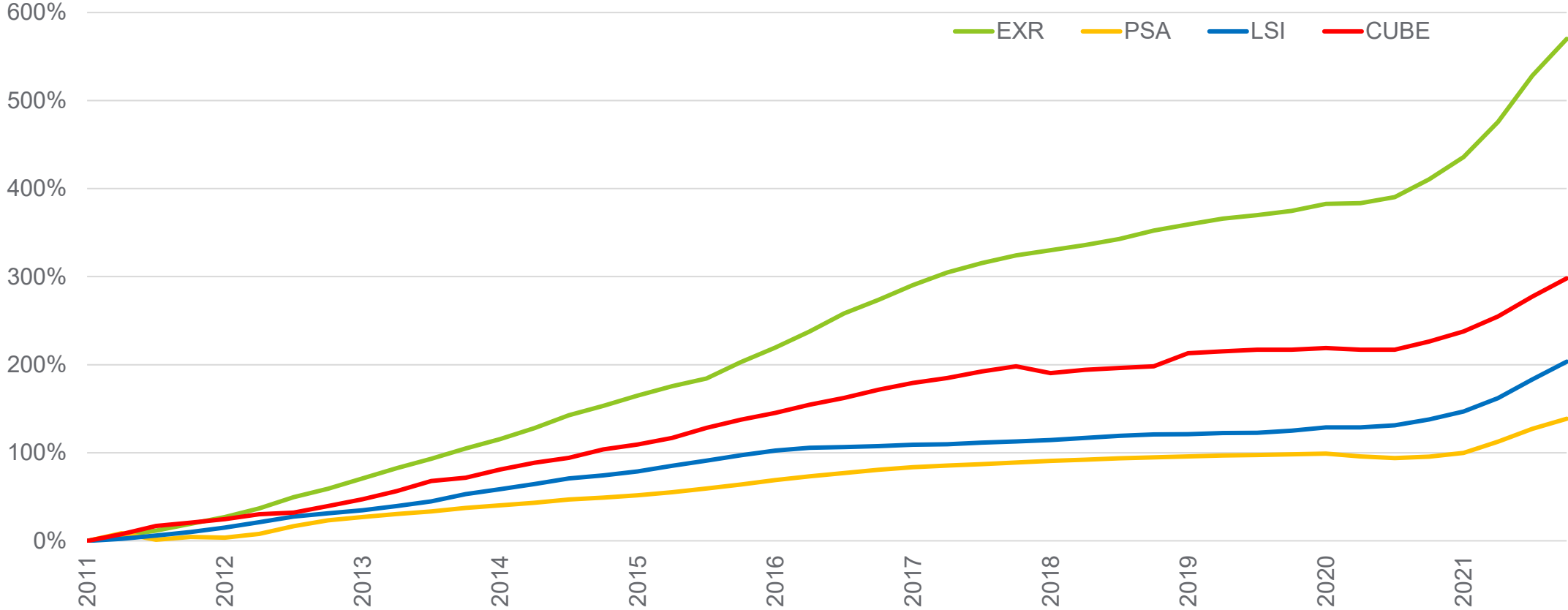


#TEAMEXTRASPACE

*Data as of December 31, 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.

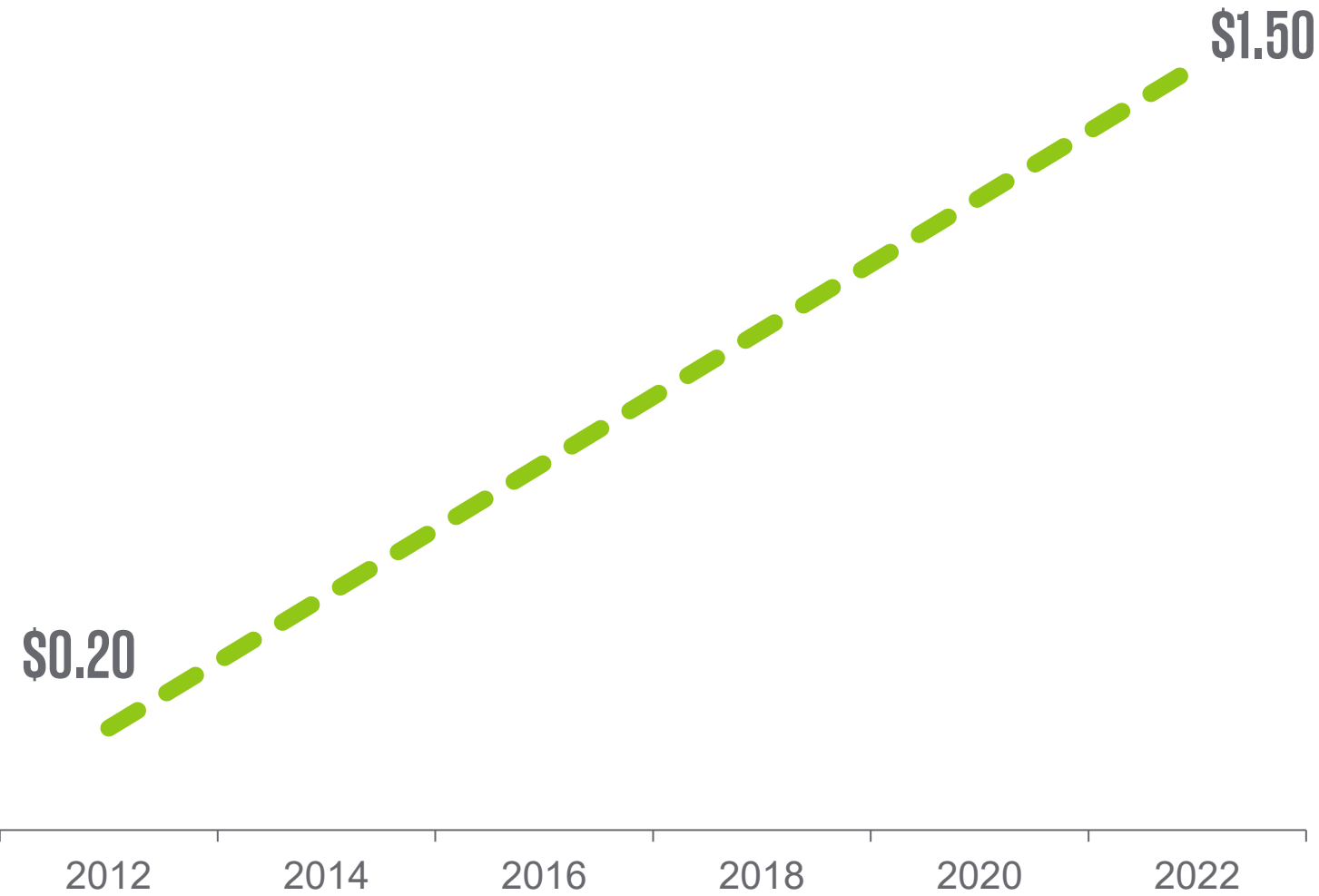
Core FFO Per Share Growth¹



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1. Core FFO per share growth shown as a rolling four-quarter average. Data as of December 31, 2021 as reported in public filings.

DIVIDEND GROWTH.



1-YEAR INCREASE

50.0%

5-YEAR INCREASE

92.3%

10-YEAR INCREASE

650.0%

*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%

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QUICK FACTS

Extra Space Balance Sheet¹



5.8x

Fixed
Charge
Ratio

\$1.4 BILLION

Revolving
Capacity



2.6%

Weighted Average
Interest Rate

7.0x INTEREST COVERAGE RATIO



NET DEBT TO EBITDA



**\$13.5
BILLION**
Unencumbered
Assets²



STABLE PUBLIC CREDIT RATINGS



Baa2 Rating from
Moody's Investor Services



BBB Rating from
S&P Global

1. Data as of December 31, 2021

2. Unencumbered Assets as defined in the Company's public bond covenants



SECTOR TRENDS



CURRENT SECTOR TRENDS.

PEAK OCCUPANCY LEVELS

SIGNIFICANT PRICING POWER

NEW SUPPLY IN MANY MARKETS,
BUT GRADUALLY MODERATING FROM 2018 PEAK

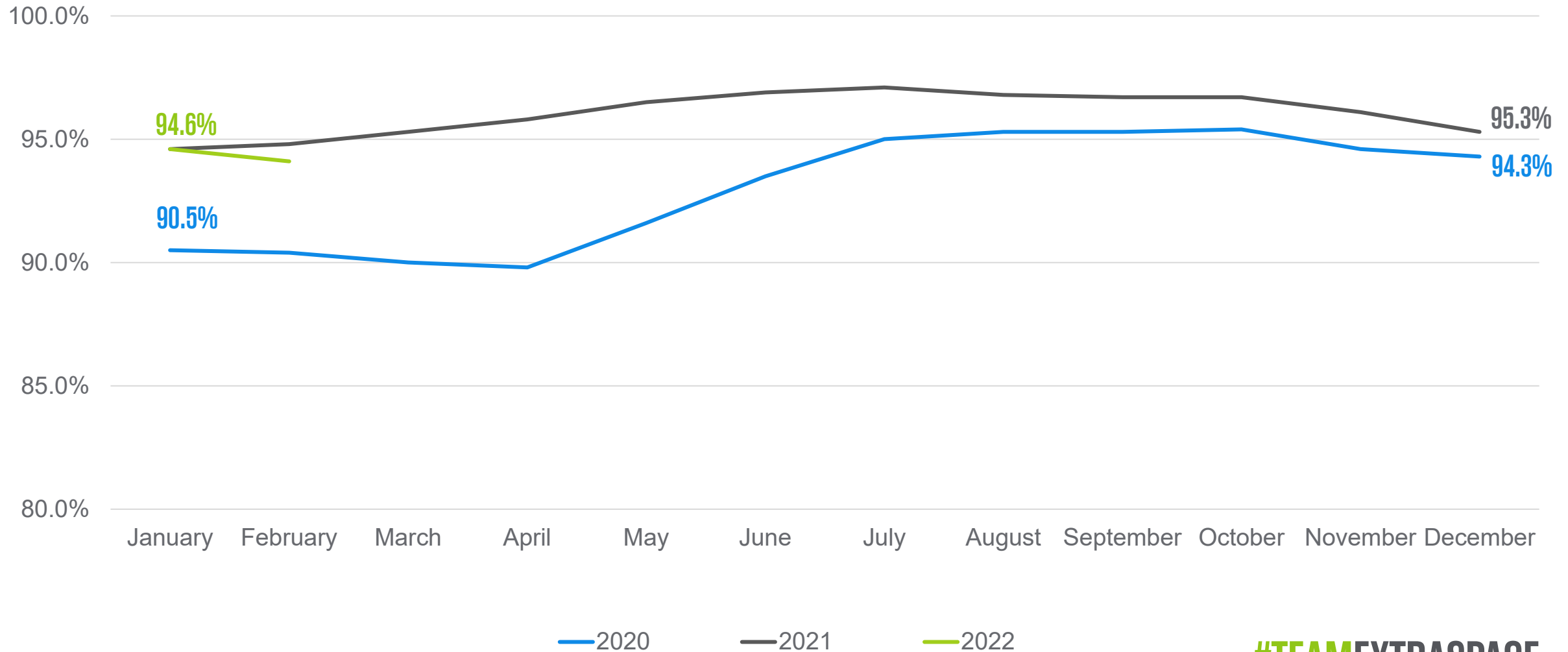
SCALE TECHNOLOGY ADVANTAGE OF REITS

OWNERSHIP AND MANAGEMENT CONSOLIDATION

COMPETITIVE ACQUISITIONS ENVIRONMENT



OCCUPANY TRENDS.

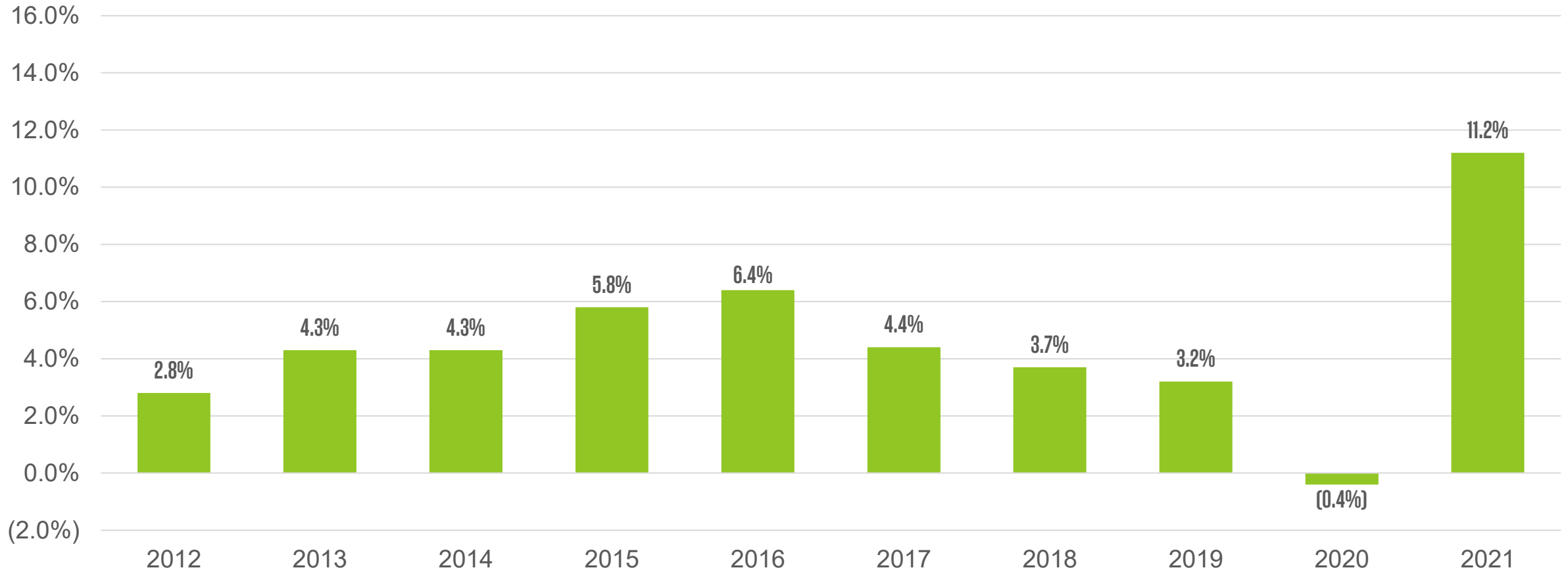


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* End of month occupancy for 2022 "Same-store" pool of 870 stores.

STRONG PRICING POWER.

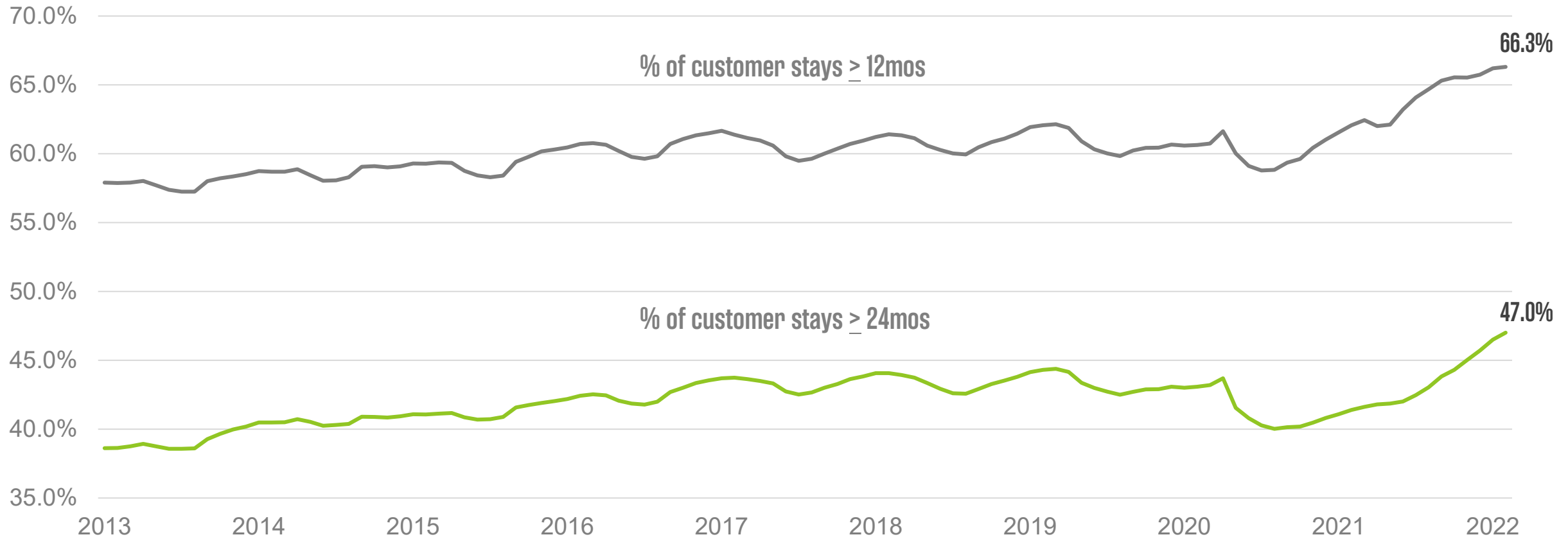
Net Rent per Occupied Square Foot Growth (Year-Over-Year)



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*As disclosed in Company's 10-K for all stabilized properties.

LENGTH OF TENANT STAY.



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

NEW SUPPLY IN 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

AVAILABILITY OF CAPITAL AND STRENGTH OF SECTOR
EXPECTED TO DRIVE ADDITIONAL DEVELOPMENT



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
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BACKOFFICE
“Secret Sauce”

 POINT OF SALE	 PRICING	 DIGITAL MARKETING	 DATA WAREHOUSE	 FACILITIES MGT	 FINANCIAL REPORTING	 PROCUREMENT	 FP&A
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FOUNDATION
“Scalable Infrastructure”

 CLOUD PLATFORMS	 TELECOMM	 CYBERSECURITY	 SCALABILITY	 DATA REDUNDANCY
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ENHANCED CUSTOMER EXPERIENCE.

A FOCUS ON A SEAMLESS, OMNI-CHANNEL CUSTOMER EXPERIENCE

INCREASING CHANNELS FOR ENGAGEMENT WITH
POTENTIAL AND EXISTING CUSTOMERS

EMPOWERING EXR EMPLOYEES FOR SINGLE-CONTACT RESOLUTION

ADDITIONAL SERVICE TOOLS FOR EXISTING CUSTOMER ACCOUNTS

EMPHASIS ON REMOVING BARRIERS TO
ACQUIRE AND RETAIN CUSTOMERS



OMNI-CHANNEL CUSTOMER JOURNEY.

• FRICTIONLESS • CROSS PLATFORM • INTUITIVE

NEED FOR STORAGE



MOVING



LACK OF SPACE



REMODELING



BUSINESS



FAMILY EVENT



MILITARY

AWARENESS OF EXTRA SPACE



SEARCH ENGINES



SOCIAL MEDIA



DRIVE-BY



OTHER BRAND OUTREACH



REFERRAL

CUSTOMER ENGAGEMENT



PROPERTY OFFICE



WEBSITE



CALL CENTER



CLICK TO CHAT

RENTAL COMPLETION



IN STORE



RAPID RENTAL/ONLINE LEASE



CALL CENTER



KIOSK



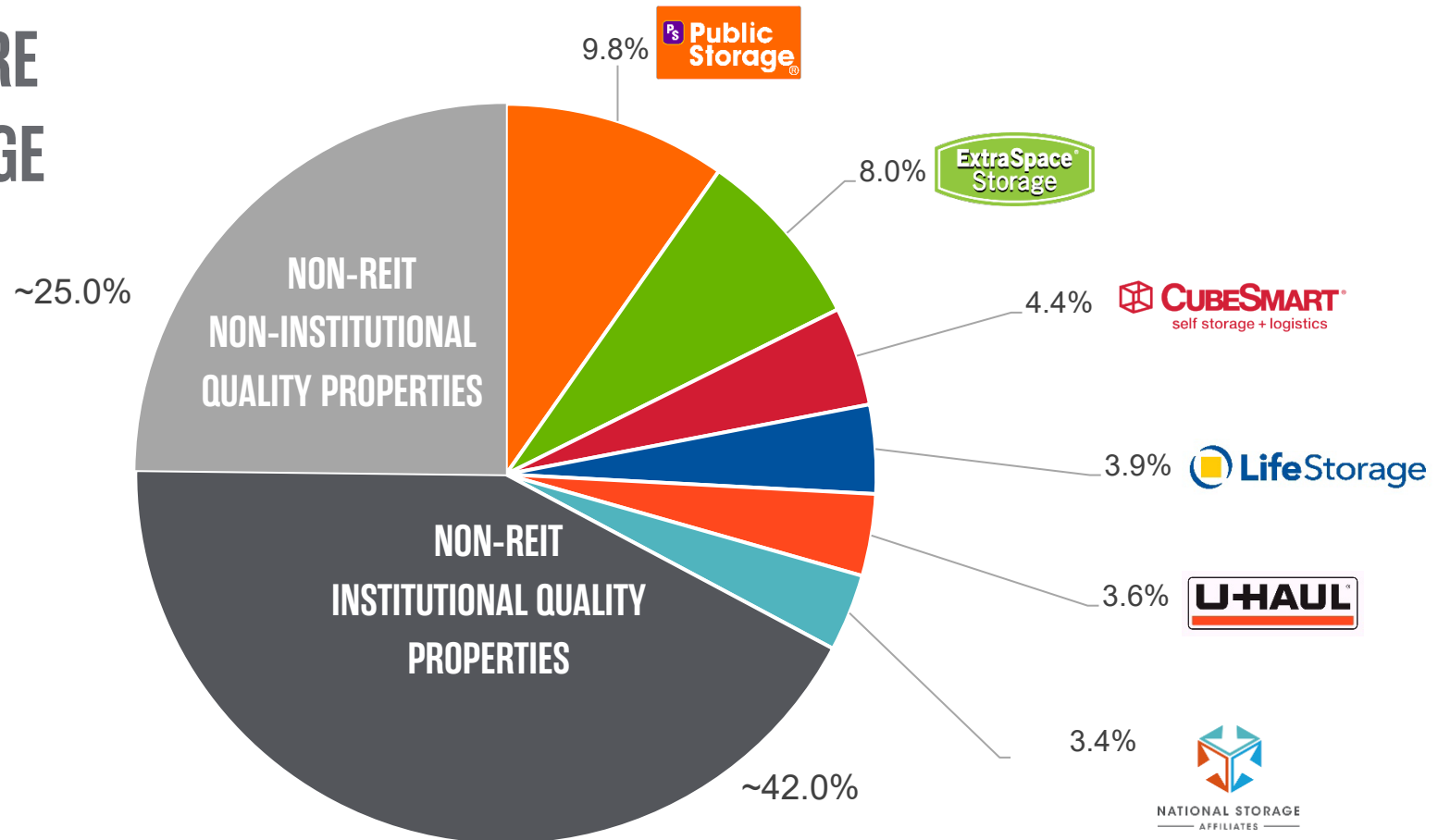
MANAGER PHONE ASSISTED



QR CODE

OPPORTUNITY FOR CONSOLIDATION.

U.S. MARKET SHARE BY SQUARE FOOTAGE



#TEAMEXTRASPACE

*REIT data from public filings as of December 31, 2021. U-Haul and total U.S. storage square footage per the 2022 Self-Storage Almanac. Percentage of Institutional and Non-Institutional Quality Properties estimated by Extra Space Storage.



GROWTH STRATEGY



MULTIPLE EXTERNAL GROWTH CHANNELS.

STABILIZED AND VALUE-ADD ACQUISITIONS

THIRD PARTY MANAGEMENT

CERTIFICATE OF OCCUPANCY AND DEVELOPMENT

BRIDGE LENDING

SITE EXPANSION & REDEVELOPMENT

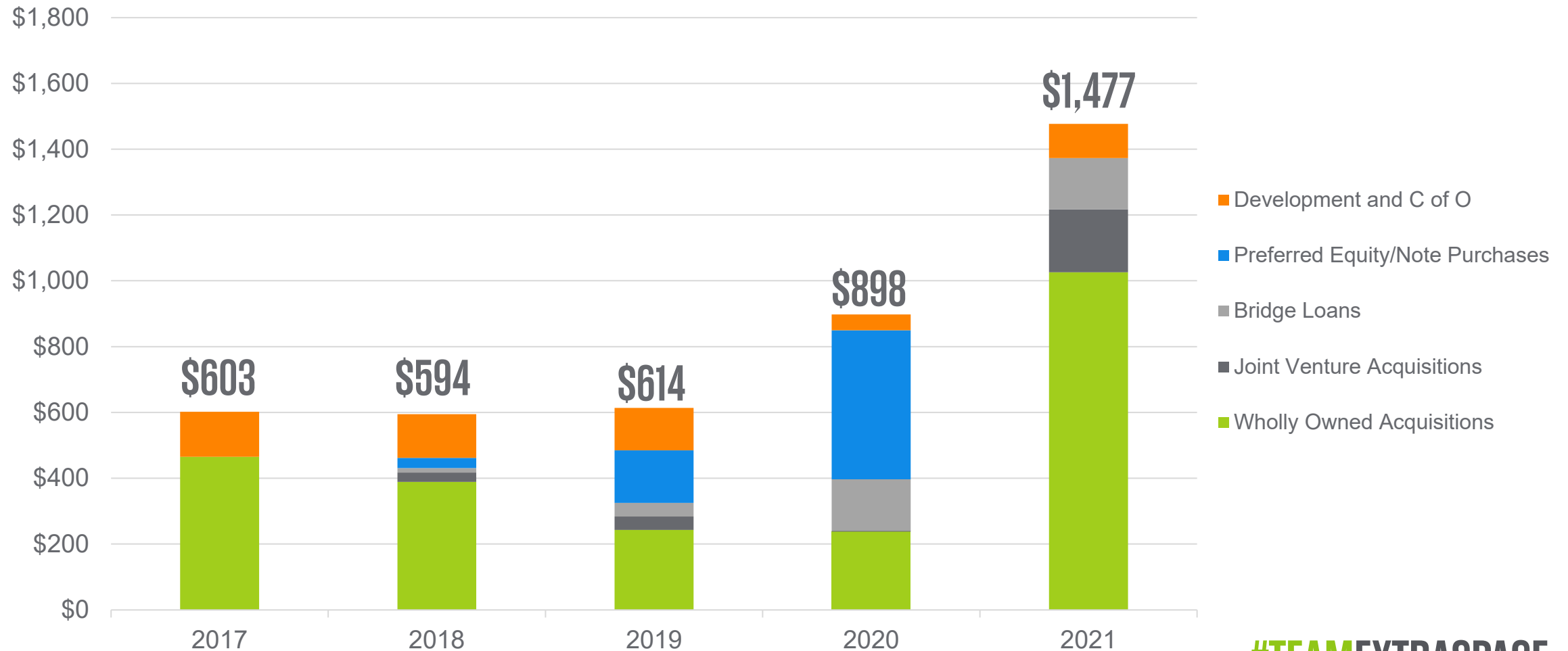
PREFERRED EQUITY & NOTE PURCHASES

NET LEASE



DISCIPLINED INVESTMENT ACTIVITY.

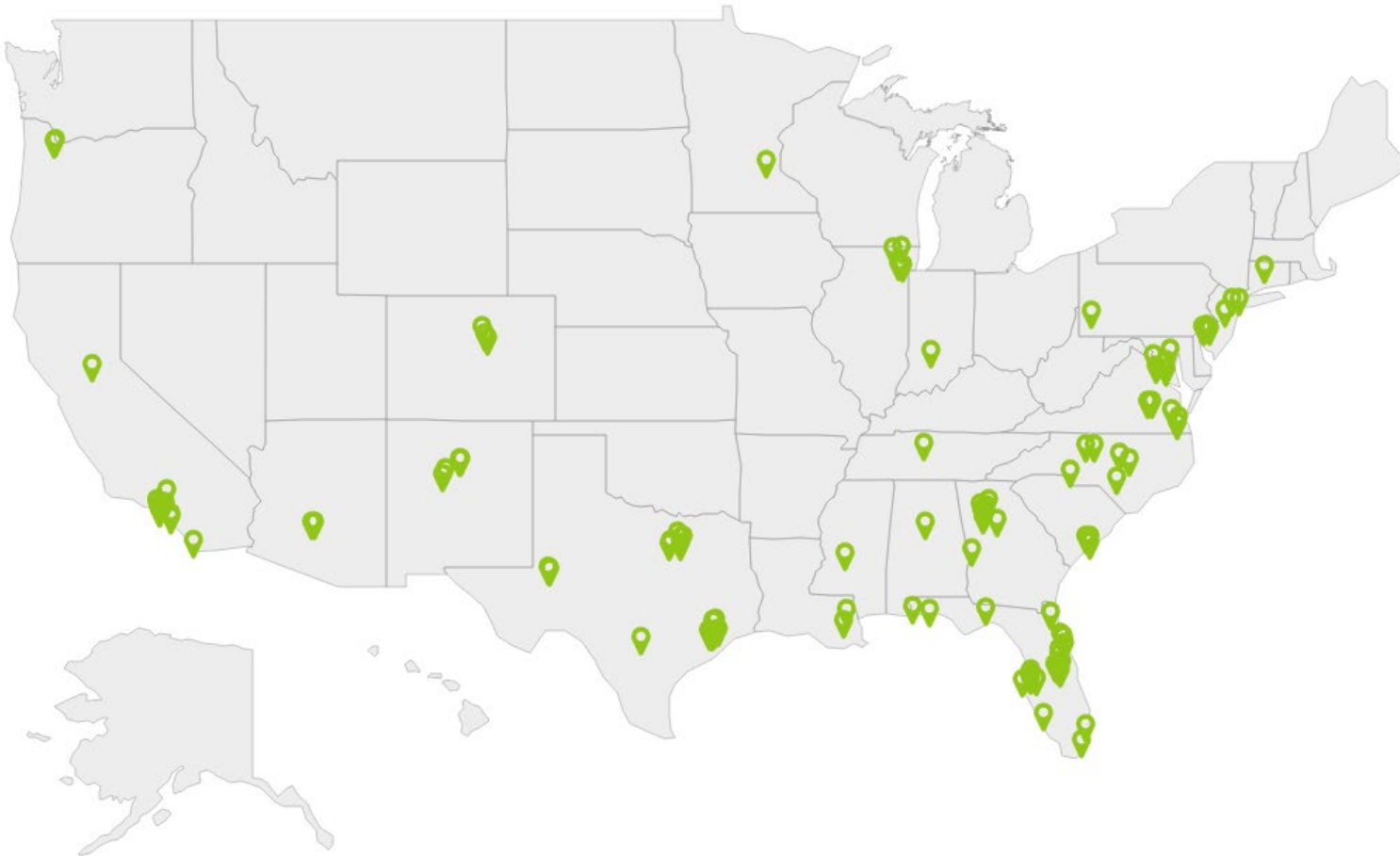
(in millions)



#TEAMEXTRASPACE

*As of December 31, 2021, per the Company's 4th quarter earnings release. Investments in joint ventures are considered at EXR net investment in the joint venture, bridge loans are loan originations, net of note sales.

NEW STORES ACQUIRED IN 2021.



119 STORES

\$2.0 BILLION IN TOTAL ASSETS ACQUIRED

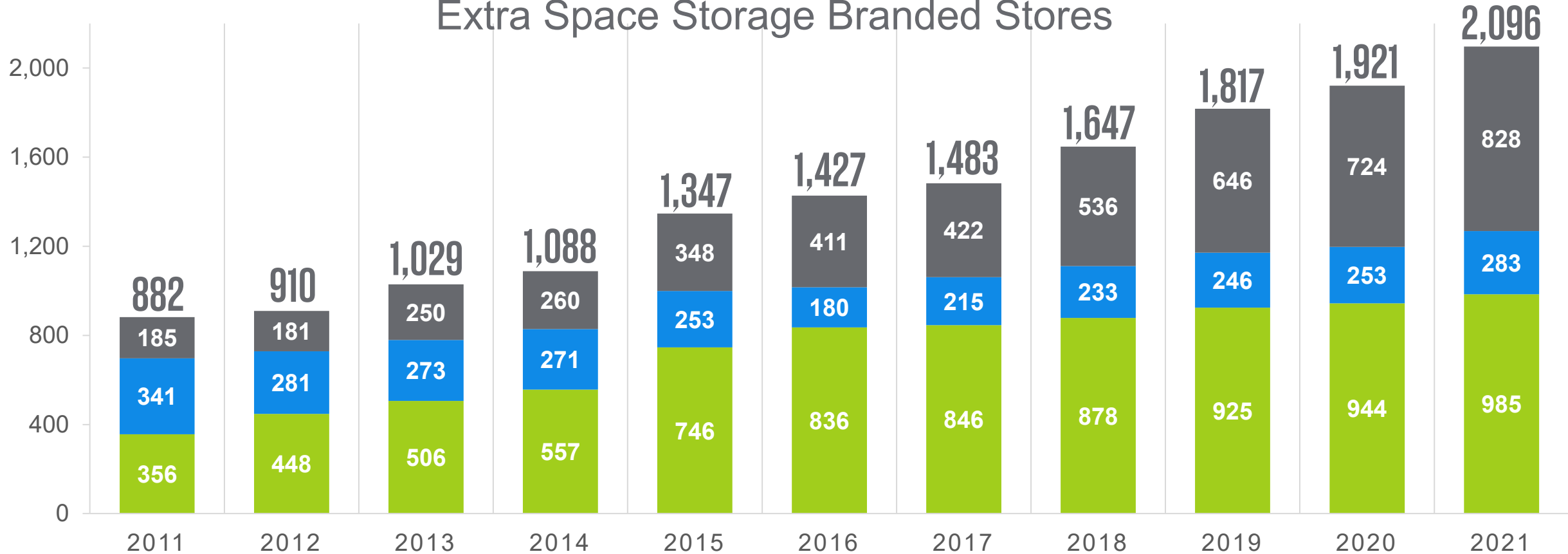
\$1.3 BILLION IN TOTAL EXR INVESTMENT
(NET OF JV PARTNER INVESTMENT)

AVERAGE Q4 OCCUPANCY OF 76.2%
(2021 ACQUISITIONS)

22 STATES

CONSISTENT GROWTH.

Extra Space Storage Branded Stores



■ Wholly-Owned/Consolidated ■ Joint Venture ■ Managed

#TEAMEXTRASPACE

*As of December 31, 2021

ACQUISITION STRATEGY.

ENHANCED RETURNS BY INTEGRATING STORES ON EXR PLATFORM AND INCREASING NET OPERATING INCOME

EMPHASIS ON GEOGRAPHICAL DIVERSIFICATION AND HIGHER GROWTH MARKETS

ACQUIRE STORES PRIMARILY IN OFF-MARKET TRANSACTIONS THROUGH EXISTING RELATIONSHIPS

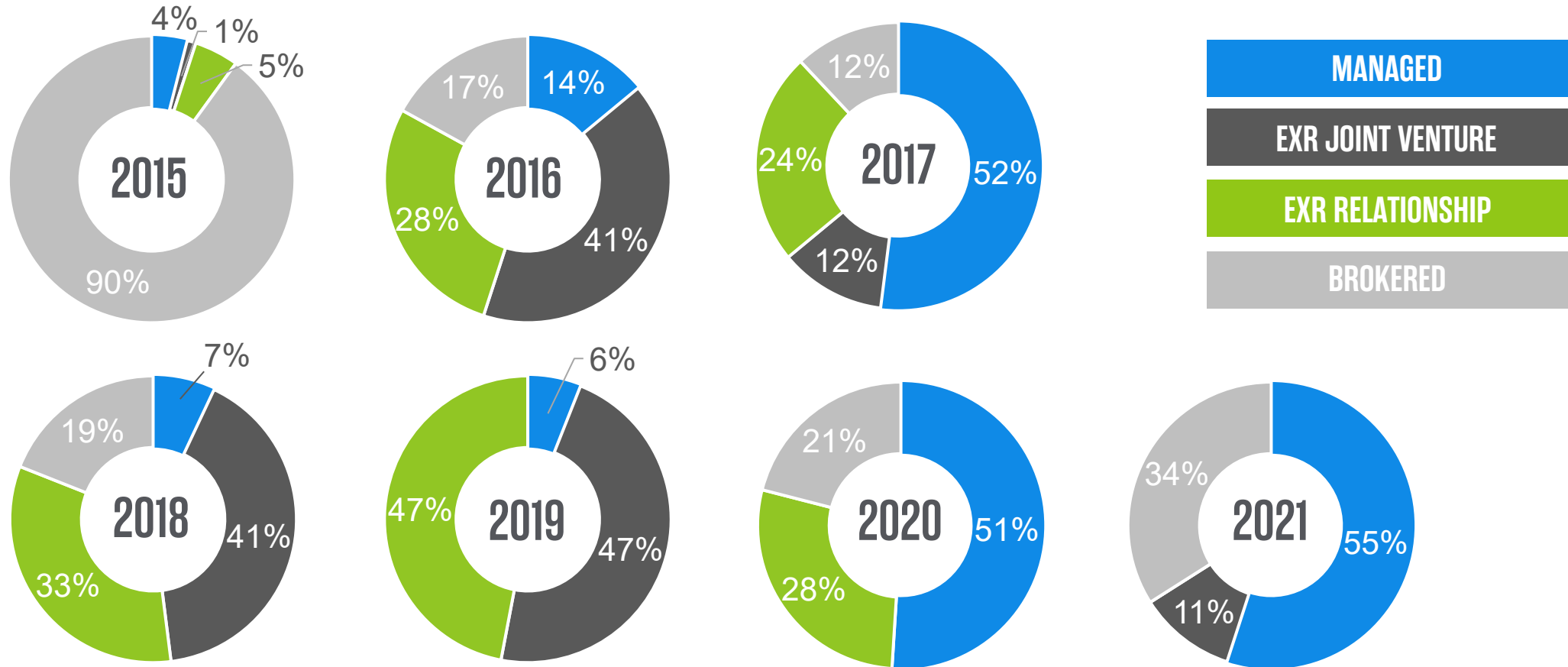
CAPITALIZE MANY TRANSACTIONS THROUGH JOINT VENTURES TO ENHANCE RETURN ON INVESTED CAPITAL

A MAJORITY OF 2021 ACQUISITIONS ARE NON-STABILIZED PROPERTIES



SOURCES OF ACQUISITIONS.

Percentage of Annual Acquisitions Investment by Seller Type



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

THIRD-PARTY MANAGEMENT STRATEGY.

CREATE ADDITIONAL INCOME STREAMS FROM
MANAGEMENT FEES, TENANT INSURANCE & LOAN INTEREST

INCREASE OPERATIONAL EFFICIENCY THROUGH SCALE OF
DATA, STORES & BRAND RECOGNITION

ACQUIRE STORES PRIMARILY IN OFF MARKET TRANSACTIONS
THROUGH EXISTING RELATIONSHIPS

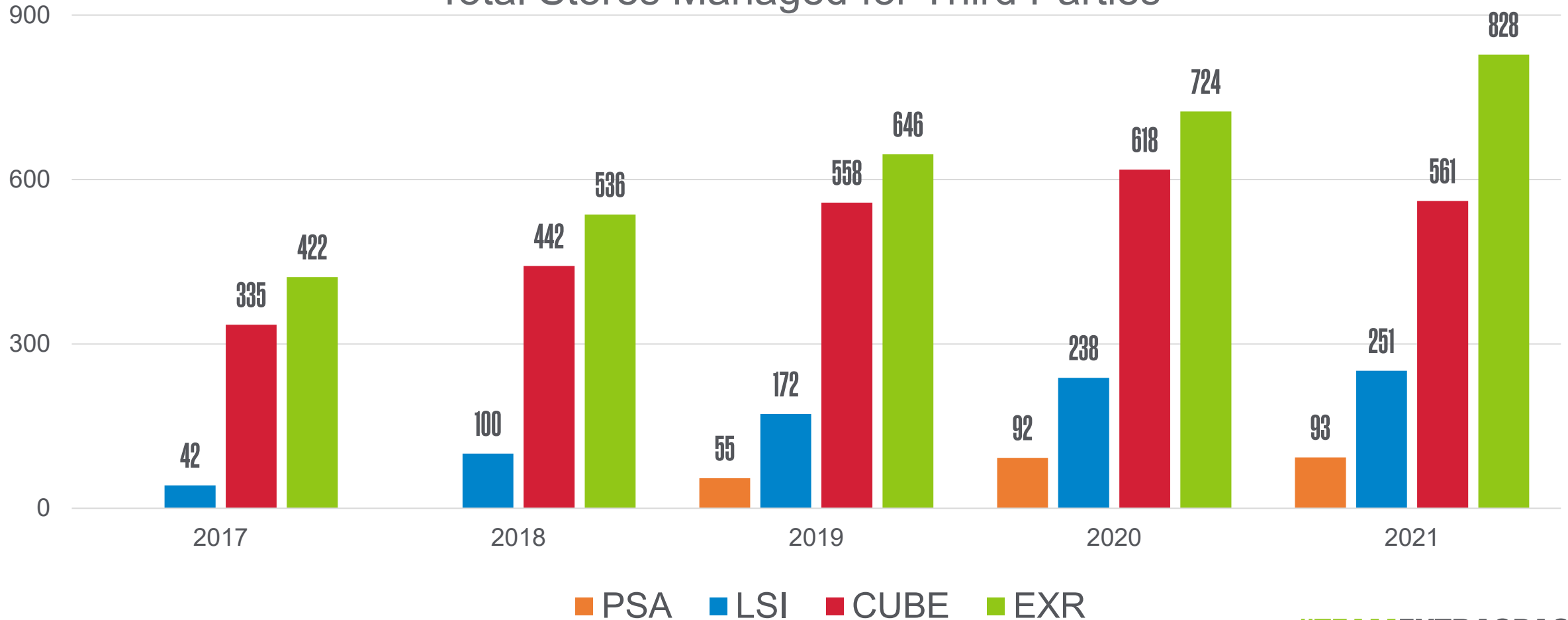
BUILD ACQUISITIONS PIPELINE FROM MANAGED PORTFOLIO
FOR LOWER RISK AND OFF MARKET TRANSACTIONS

BUILD AND MAINTAIN A DIVERSE PARTERSHIP GROUP
AND EXPAND INDUSTRY RELATIONSHIPS



THIRD-PARTY MANAGEMENT GROWTH.

Total Stores Managed for Third Parties



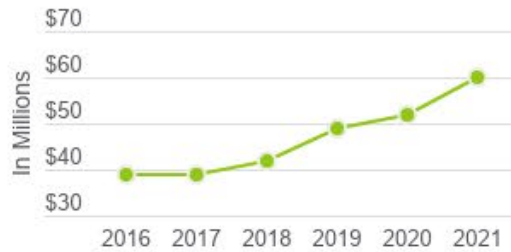
#TEAMEXTRASPACE

*As of December 31, 2021, excludes joint venture managed properties.

THIRD-PARTY MANAGEMENT QUICK FACTS.

INCOME

\$60 Million in 2021 Management Fees



\$80 Million in 2021 Tenant Insurance



SCALE

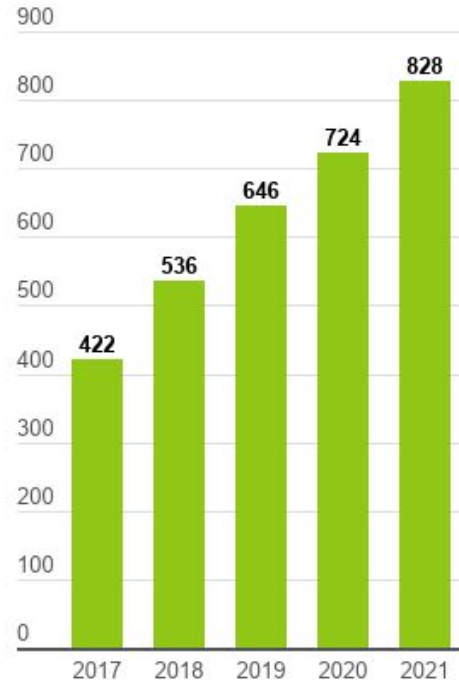
~40% of stores, customers and customer data points come from third-party stores



● Third-Party Managed
● Wholly-owned ● JV

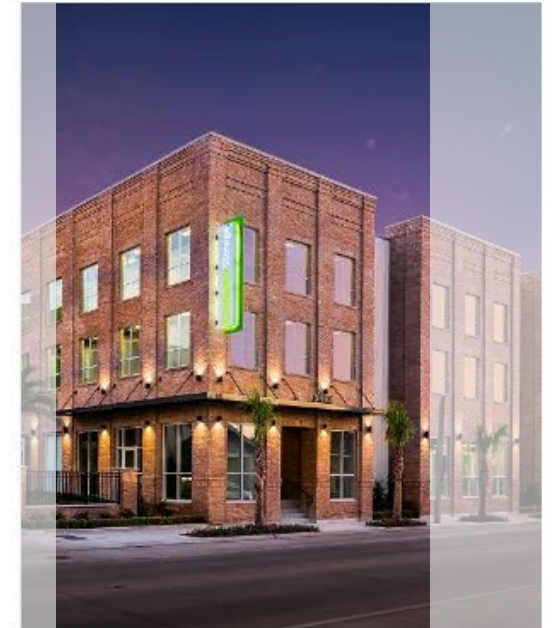
RELATIONSHIPS

Over 200+ ownership groups creating acquisitions pipeline



GROWTH

Added 265 stores (gross) in 2021. More than one store per business day.



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 NON-STABILIZED STORAGE PROPERTIES

LEND ON COMPLETED PROJECTS ONLY
(NO CONSTRUCTION LOANS)

LOANS ORIGINATED IN MORTGAGE/MEZZANINE LOAN STRUCTURE WITH MORTGAGE LOANS PRIMARILY SOLD IN SECONDARY MARKET

EXR MANAGEMENT IS A REQUIREMENT OF THE LOAN, CREATING THIRD-PARTY MANAGEMENT OPPORTUNITIES

CREATES ACQUISITION PIPELINE - EXR ACQUIRED 13 STORES FROM LOAN PLATFORM FOR \$161 MILLION IN 2021

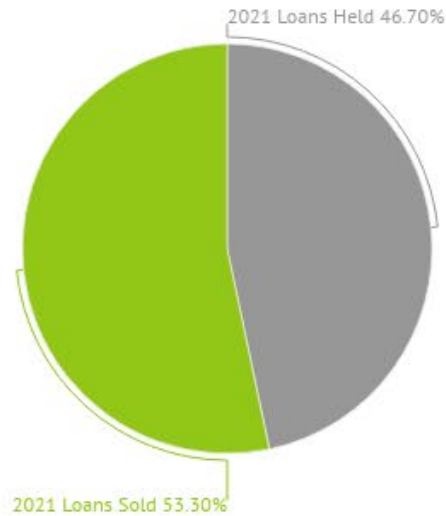


BRIDGE LENDING QUICK FACTS.

\$333 MILLION
in loans closed in 2021

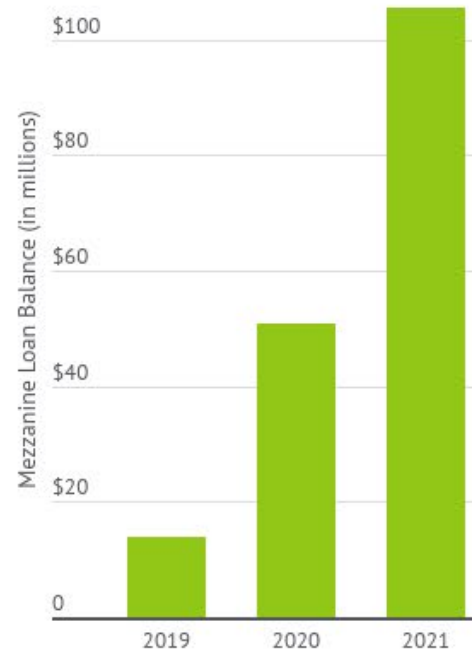


\$177 MILLION
in loans sold 2021



9.1%

Weighted average return of
mezzanine notes



\$227 MILLION

Under agreement to
close in 2022



SITE EXPANSION & REDEVELOPMENT.

MIAMI, FL

32,336 NRSF ADDED

503 UNITS ADDED

\$5.2 MILLION COST

~\$480,000 NOI ADDED

~9.2% RETURN

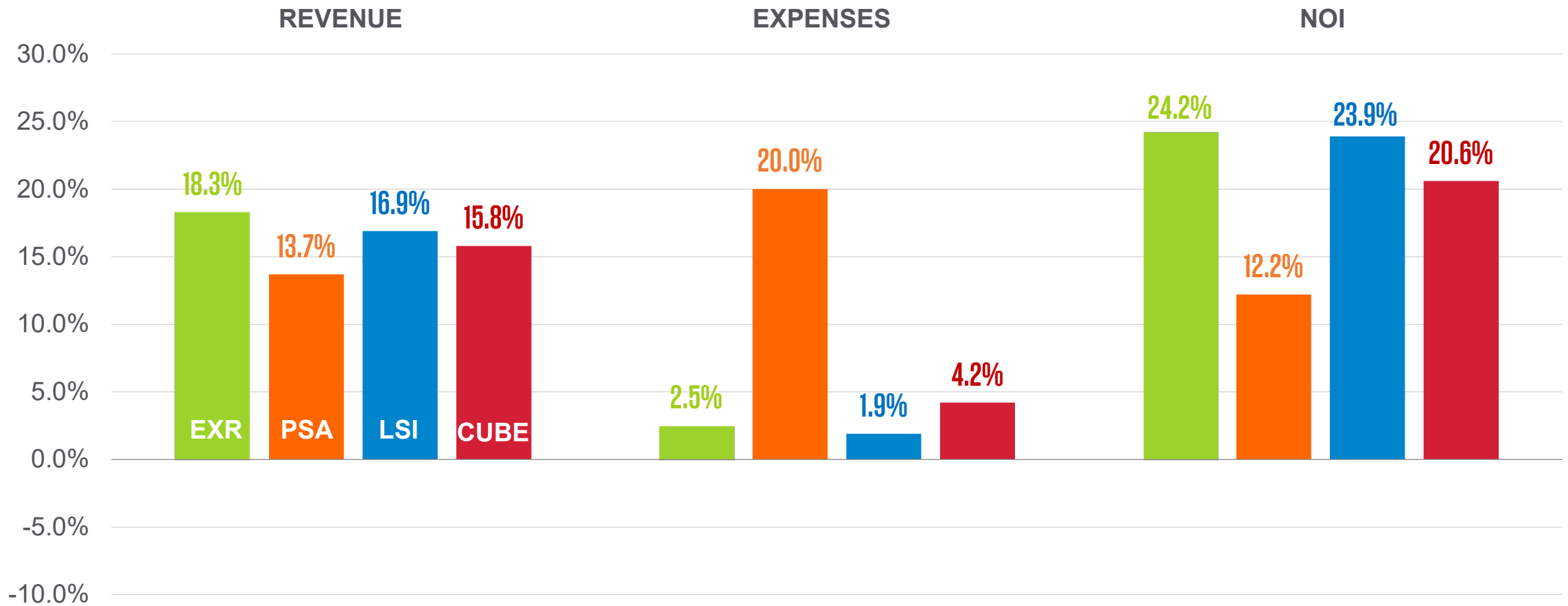




QUARTERLY UPDATE



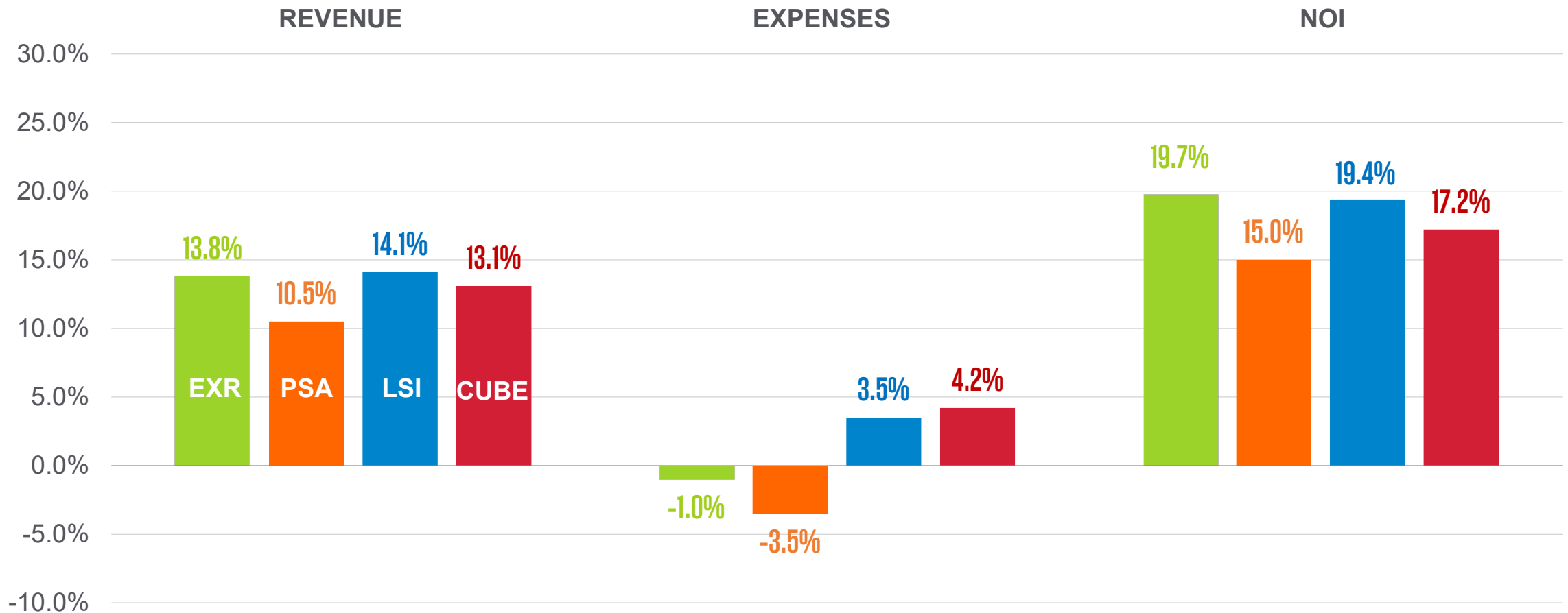
2021 Q4 SAME-STORE PERFORMANCE.



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*Data as of December 31, 2021 as reported in public filings. Public Storage expense impacted from a one-time adjustment to property tax expense methodology.

2021 FULL-YEAR SAME-STORE PERFORMANCE.

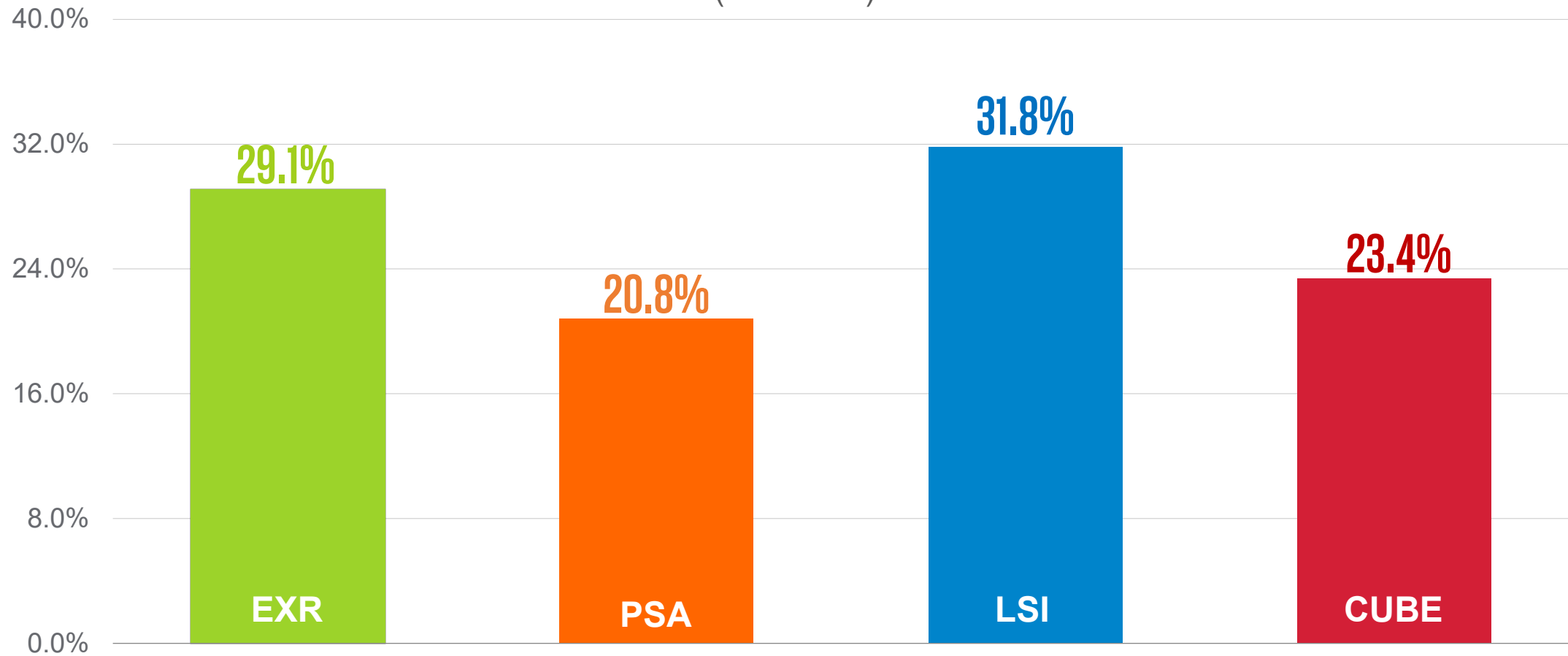


#TEAMEXTRASPACE

*Data as of December 31, 2021 as reported in public filings.

2021 Q4 CORE FFO GROWTH.

(Per Share)

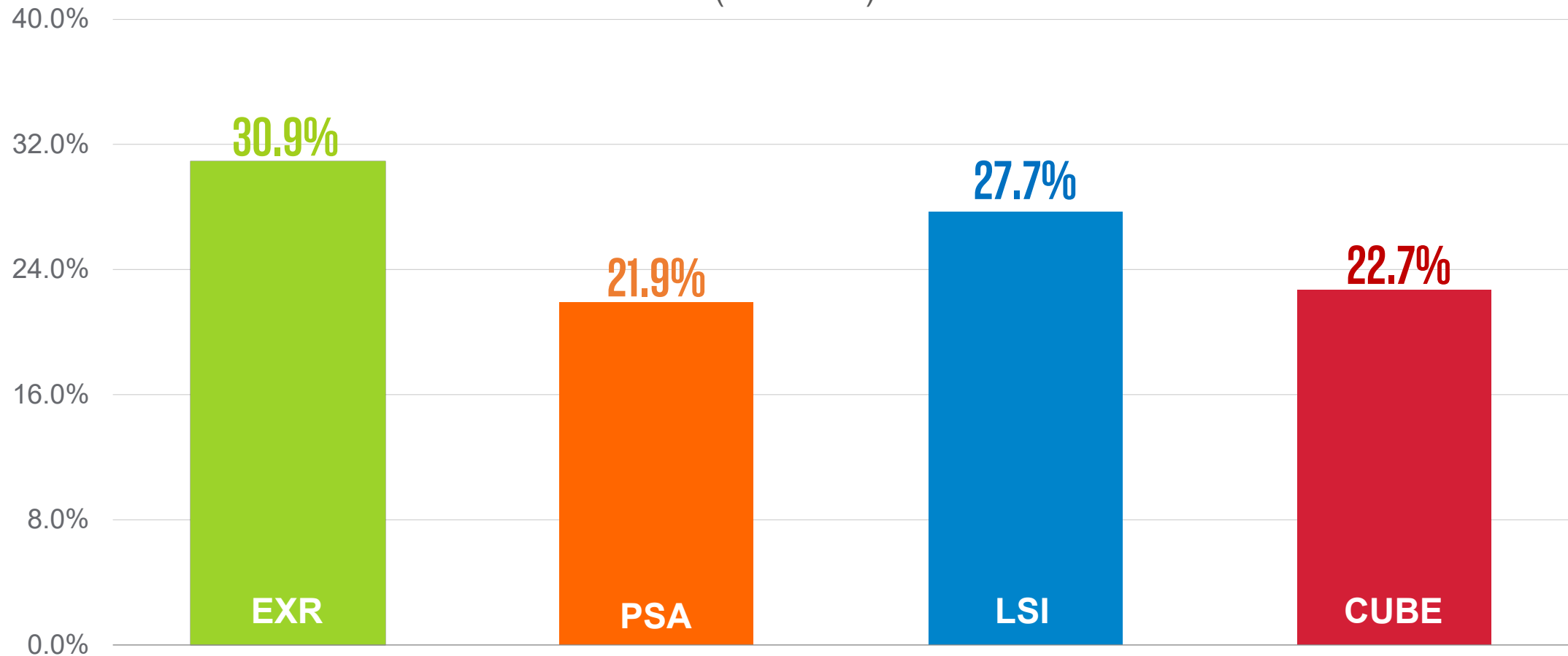


#TEAMEXTRASPACE

*Data as of December 31, 2021 as reported in public filings.

2021 FULL-YEAR CORE FFO GROWTH.

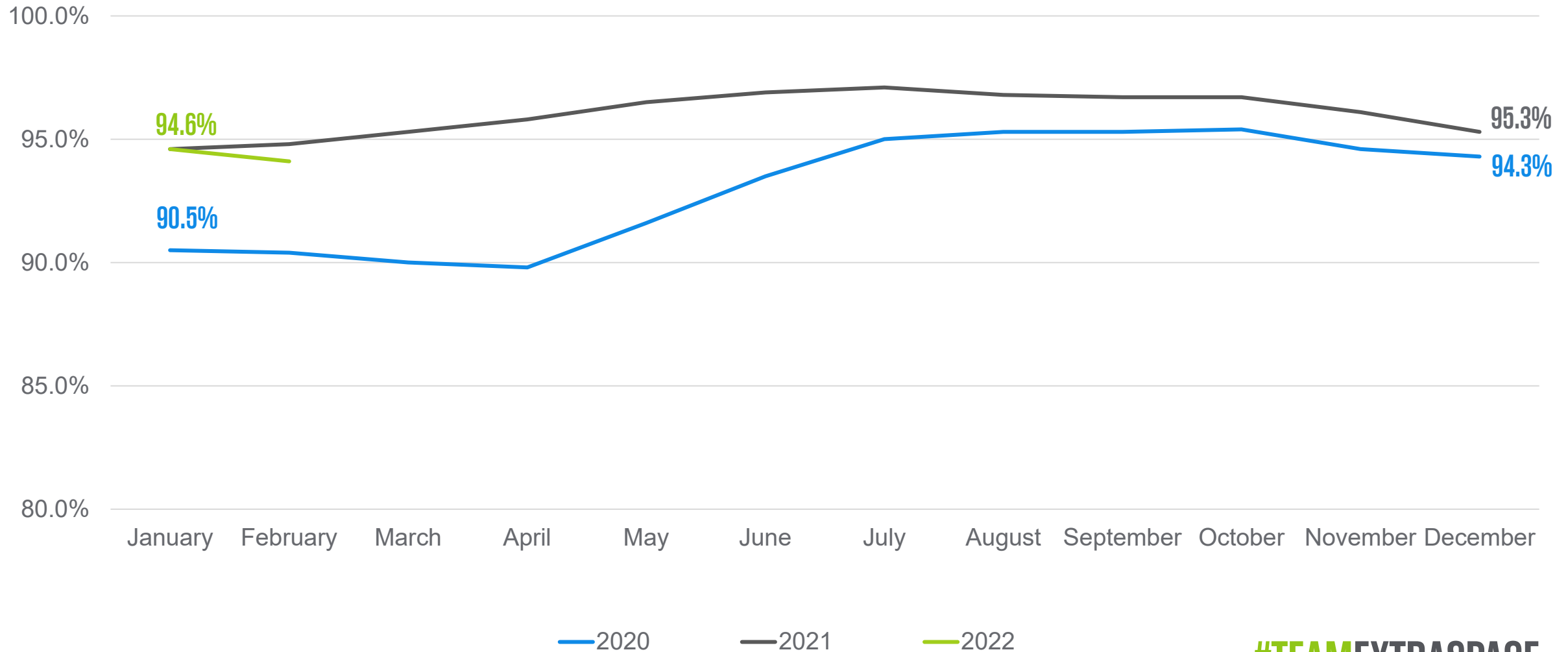
(Per Share)



#TEAMEXTRASPACE

*Data as of December 31, 2021 as reported in public filings.

OCCUPANY TRENDS.

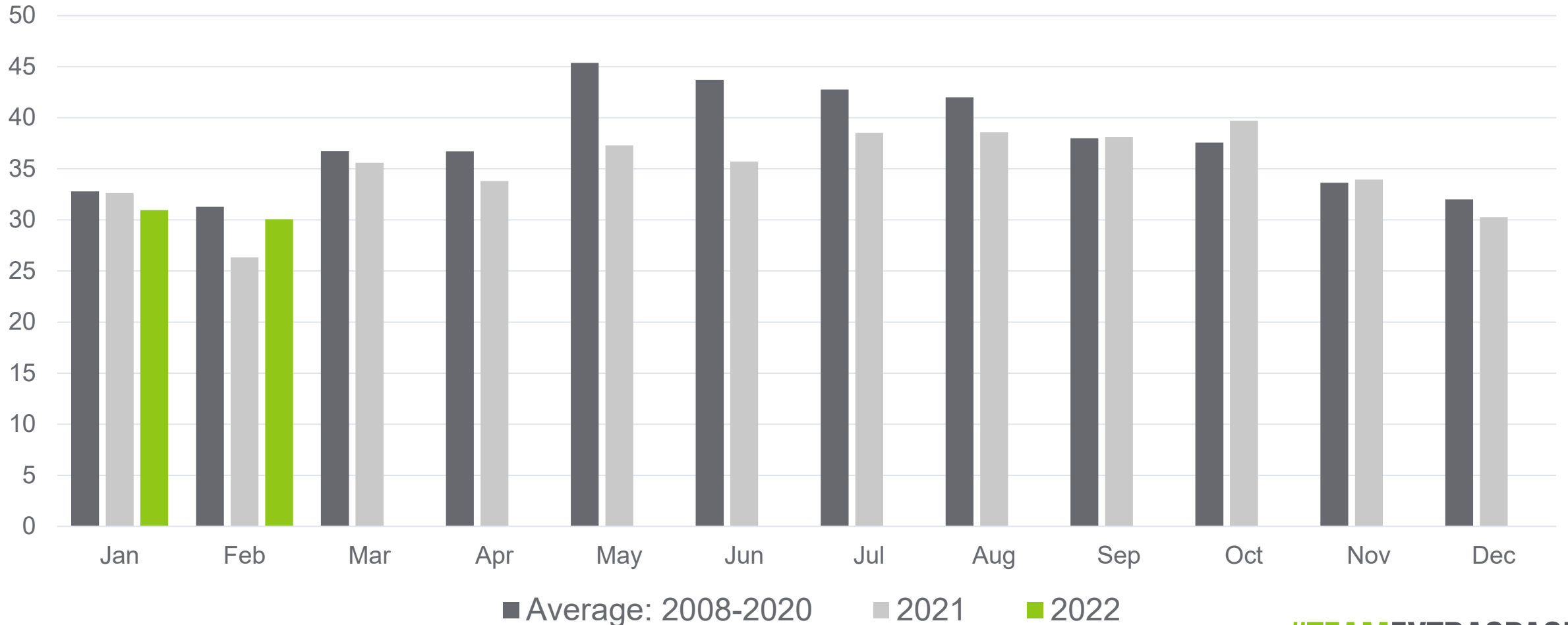


#TEAMEXTRASPACE

* End of month occupancy for 2022 "Same-store" pool of 870 stores.

RENTAL ACTIVITY.

Average Monthly Rentals Per Store

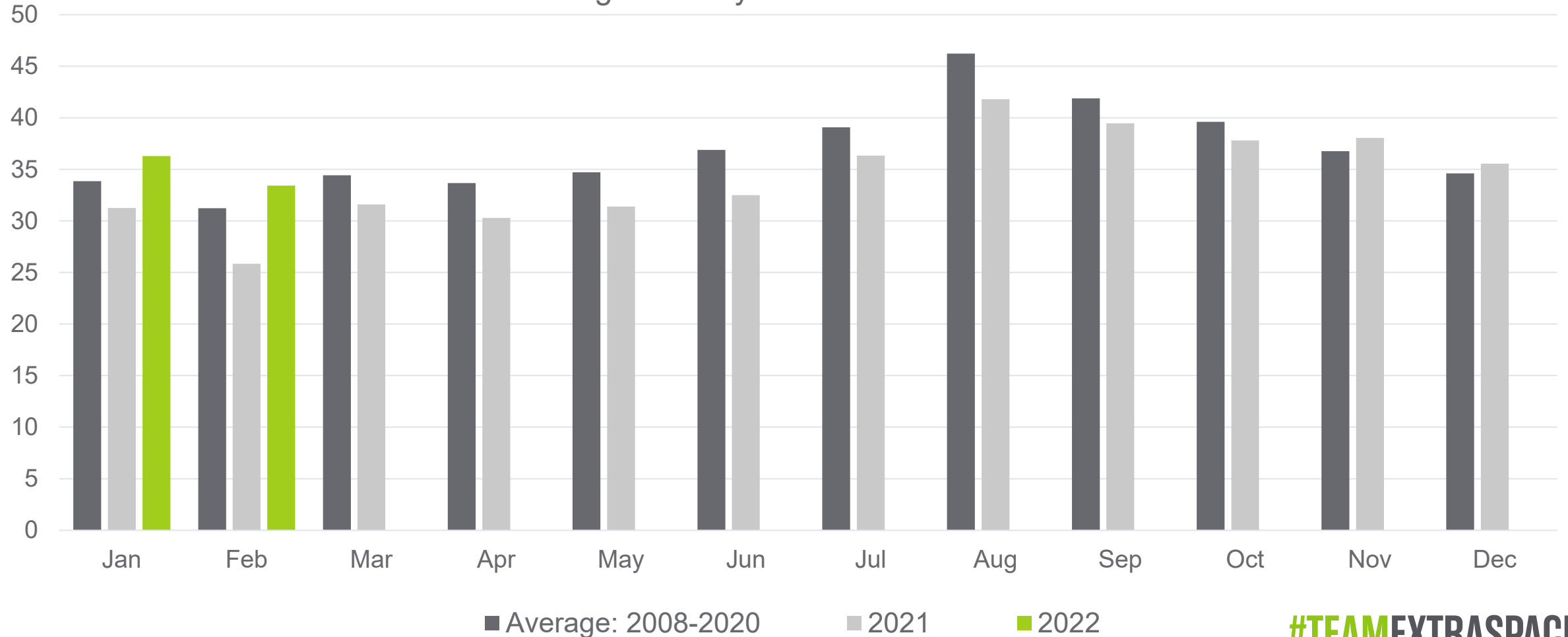


#TEAMEXTRASPACE

*Data for "Core" pool of 596 stores.

VACATE ACTIVITY.

Average Monthly Vacates Per Store

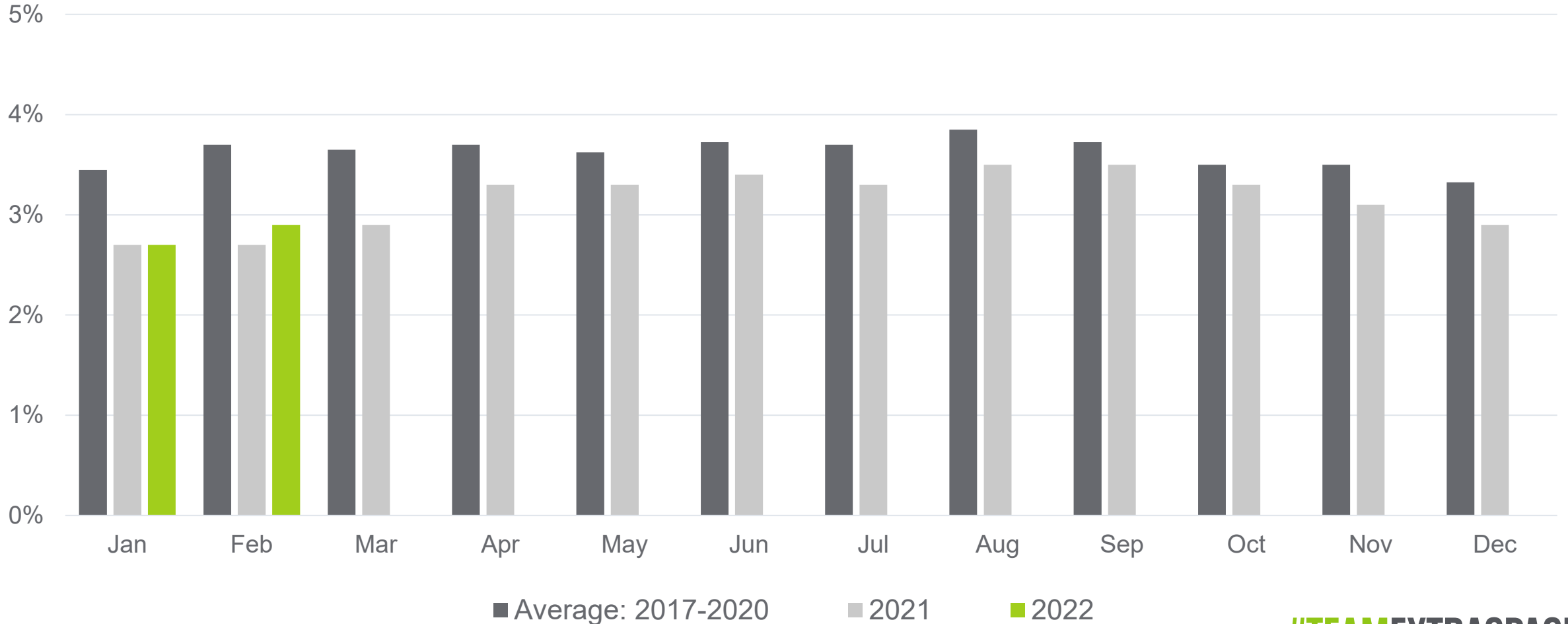


#TEAMEXTRASPACE

*Data for "Core" pool of 596 stores.

DISCOUNT TRENDS.

Discounts as a Percentage of Rental Revenue



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*Data for "Core" pool of 596 stores.



APPENDIX



NON-GAAP FINANCIAL MEASURES.

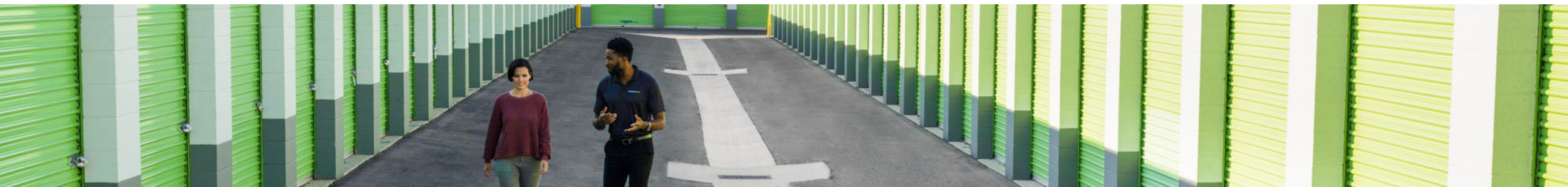
Definition of FFO:

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.





2022 OUTLOOK ASSUMPTIONS.

	<u>Low</u>	<u>High</u>
2021 Core FFO	\$7.70	\$7.95
Dilution/share from C of O/Lease-up	\$0.23	\$0.23
Same-Store Revenue	10.50%	12.50%
Same-Store Expenses	6.00%	7.50%
Same-Store NOI	11.50%	14.50%
Weighted Average 30-day LIBOR	0.80%	0.80%
Net Tenant Insurance Income	\$ 153,500,000	\$ 155,500,000
Management Fees & Other Inc.	\$ 76,000,000	\$ 77,000,000
Interest Income	\$ 50,000,000	\$ 51,000,000
G&A Expense	\$ 121,500,000	\$ 123,000,000
Equity in Earnings	\$ 36,500,000	\$ 37,500,000
Interest expense	\$ 183,500,000	\$ 185,500,000
Acquisitions (company investment)	\$ 500,000,000	\$ 500,000,000
Bridge Loans (company investment)	\$ 120,000,000	\$ 120,000,000
Weighted average share count	143,000,000	143,000,000

