

ENVIRONMENTAL, SOCIAL, & GOVERNANCE

OBJECTIVES & INITIATIVES

At Extra Space, we believe that part of doing well is doing good. We are committed to being good corporate citizens and to running a company that is built to last. With a focus on the future, we plan to benefit our stakeholders today as well as over the long term. We do so by taking care of our customers, our employees, and our real estate holdings and by reducing our overall impact on the environment. We achieve our goals through our ongoing efforts to improve the sustainability of our operations through environmental, social and governance best practices and initiatives.

ENVIRONMENTAL

As a public REIT and owner and manager of real estate, we are not only stewards of our shareholders' capital, but also of our environment. As stewards, we seek to reduce our carbon impact. We do this through energy-saving initiatives such as installing solar panels, retrofitting properties with high-efficiency lighting systems, installing motionactivated systems to turn lights on and off automatically and replacing older fixtures with modern energy-saving fixtures and bulbs.

Energy Efficiency

Our objectives in promoting sustainability and energy efficiency are backed by a record of action. To date, we have performed lighting retrofits or LED installations at 640 of our Extra Space Storage stores in 28 states — creating an estimated nine million KWh in electricity savings, offsetting the equivalent greenhouse gas emissions of 685 million pounds of coal burned, based on U.S. Environmental Protection Agency metrics. Extra Space Storage maintains conservative indoor temperatures, and regularly updates to energy-efficient HVAC and other systems. Our corporate headquarters is located within a LEED-certified building that includes numerous energy-efficient features (sensorbased lighting, bicycle lockers, on-campus food and exercise options, etc.).

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We have also completed solar installations at over 440 locations in 19 states— generating 26.4 GWh of renewable energy. This offset is the approximate equivalent of over 30 million tree seedlings planted and grown for 10 years. We also added charging stations for electric cars at select facilities. Our sustainability efforts have resulted in achieving LEED Gold Certification at 16 of our stores, and we continue to look for ways to make our facilities more efficient.

Waste Reduction and Recycling

We are committed to using recycled materials in the products we sell in our stores— from cardboard boxes to packing supplies, we seek to use products containing recycled materials—and continue to find ways to reduce our carbon footprint. In fact, the amount of waste we diverted to recycling centers rather than landfills increased 24% in 2019. In our stores, we utilize a digital lease form, reducing the use of paper with every rental transaction, which has saved over 10 million sheets of paper to date. At our corporate headquarters, Extra Space Storage provides water filling stations and fountain drinks and provides every employee with a re-usable cup, greatly reducing the number of cans, bottles, cups and straws consumed on the premises. Recycling bins are also provided and utilized.

Water Consumption

Self-storage properties have historically been low consumers of water and low producers of waste water. We seek to reduce this already low usage through efficient plumbing devices and irrigation systems. We are also mindful of the landscaping we install at our various facilities, seeking to xeriscape when permitted by local municipalities, or to install landscaping which does not require significant watering. This reduces our usage as well as our expense, benefitting all stakeholders.

Energy and Utility Highlights for 2019 include:

- Recognized as a top 10 Corporate User of Solar by the Solar Energy Association
- Completed new solar installation projects at 48 of our stores, and now 43% of all REIT locations have solar
- Generated over 26.4 GWhs through on-site solar panels
- Estimated savings of over 9 million kWh from lighting retrofits, and an estimated financial payback of 5 years
- Reduced water consumption 3.5%, despite increasing property count by more than 10%
- 24% increase in the percentage of waste diverted from landfills to recycling centers

SOCIAL

Our greatest asset is our people. We strongly believe in training and retaining talented employees and having management at all levels engage with our employees, our customers, our board and other stakeholders. At Extra Space Storage, we believe that if we take care of our employees, they will take care of our customers and our facilities. We do so by focusing on employee engagement, wellness, diversity and inclusion, and safety.

Employee Engagement

Extra Space Storage administers an annual anonymous employee engagement survey through an independent third party that seeks feedback regarding employee satisfaction, employees' views of management, and numerous other categories of employee engagement. We regularly revise practices and policies based on feedback received through the annual engagement survey, so our employees know we are listening and take their feedback seriously. In our most recent survey we received a participation rate of 74%, with an overall engagement rating of 85 out of 100. We want our employees to have a career path, not just a job, and offer leadership and development programs, tuition reimbursement and scholarship opportunities, and continuing education—all to help our team members progress in their careers.

Employee Wellness

We believe in cultivating a workplace atmosphere that promotes wellness, healthy practices and a positive work-life balance. Our employees benefit from flexible work schedules including work-from-home options, competitive health benefits, paid-time off and other benefits such as maternity/paternity leave and bereavement. We encourage community involvement and offer employees 4 hours a year of paid time off to go and volunteer in the community. We also offer other programs to promote a healthy lifestyle such as our FIT Challenge (which rewards employees for meeting exercise goals), partial reimbursements for purchases of exercise-related equipment and classes, health and wellness coaching and assistance (Health Advocate) as well as an annual wellness fair, a smoking cessation program, health screening and biometric testing, all of which benefits are free to our employees. At our corporate office, we have an on-site gym, provide sit/stand desks and ergonomic furniture, and have made tenant improvements to increase the level of natural light for all employee workspaces.

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Diversity & Inclusion

We strive to create an inclusive environment. Not only do we want to foster a workplace in which people are treated fairly and feel as though they can contribute equally, but we also recognize that having a diverse team allows us to incorporate unique viewpoints into our work, which helps us better serve our customers and realize our company's vision. To demonstrate our commitment to building an inclusive workplace, our Diversity & Inclusion Committee at Extra Space Storage leads initiatives like bias trainings, listening campaigns, and open companywide discussions about diversity and inclusion that help us attract and develop top talent, encourage team members to bring their best selves to work every day, and further champion our company's core values of Integrity, Excellence, Innovation, Teamwork, and Passion.

Continuing to foster an inclusive environment is a priority for Extra Space Storage, and we continue to evolve our recruiting efforts and employee resource and affinity groups, to encourage and celebrate diversity within our company. Our efforts have been noticed, in 2019, we were named one of Forbes Best Employers for Diversity.

Customer and Employee Health & Safety

Safety is another top priority for our employees and our customers. Our risk management department has created a health and safety manual based on decades of operating experience in the storage industry. All store employees are trained on these best practices that promote health and safety at our properties through identifying potential hazards, incident prevention, reporting, security, cleanliness and crisis communication. We want our customers and our employees to find our facilities safe, secure, clean and comfortable. We regularly survey our customers to ensure we are living up to their expectations through our "Voice of the Customer" program, and have processes in place to respond to their feedback.

Social Highlights for 2019 include:

- Glassdoor Employees' Choice Award – Best Places to Work. Extra Space ranked number 90 out of over one million companies on Glassdoor.
- Forbes The Best Employers for Diversity
- Received a 74% response rate and engagement score of 85 out of 100 on most recent annual employee engagement survey.
- 75% participation in employee health and well-being screenings and surveys
- Member of the Women's Leadership Institute's "ElevateHer Challenge" to support advancing women in the workplace

GOVERNANCE

We are committed to strong corporate governance to promote the long-term interests of our stockholders, strengthen management accountability and help maintain public trust in Extra Space Storage.

We encourage open communication and positive working relationships among the members of our board. Our directors have access to, and regularly meet with, senior management and other employees. We actively seek input from our stockholders through our stockholder engagement programs. In addition, stockholders may also contact members of our board or management through our website or by regular mail. We host quarterly earnings conference calls to which all stockholders have access. During the past three years we have adopted several significant governance changes as a result of feedback received through our stockholder outreach efforts. During each of the last three years, we have met or been in contact with a majority of our stockholders. Based on that outreach, we believe the combination of actions we have taken present an overall governance structure responsive to their views.

Corporate Governance Highlights include:

- Lead Independent Director of our board, and independent director-led Audit and CNG Committees
- 67% of our directors are independent
- Separate Chairman and Chief Executive Officer
- 22% of our directors are female
- Annual advisory vote to approve executive compensation
- Anti-pledging policy for officers and directors
- Policy on recoupment of incentive compensation (claw-back policy)
- No stockholder rights plan (poison pill)