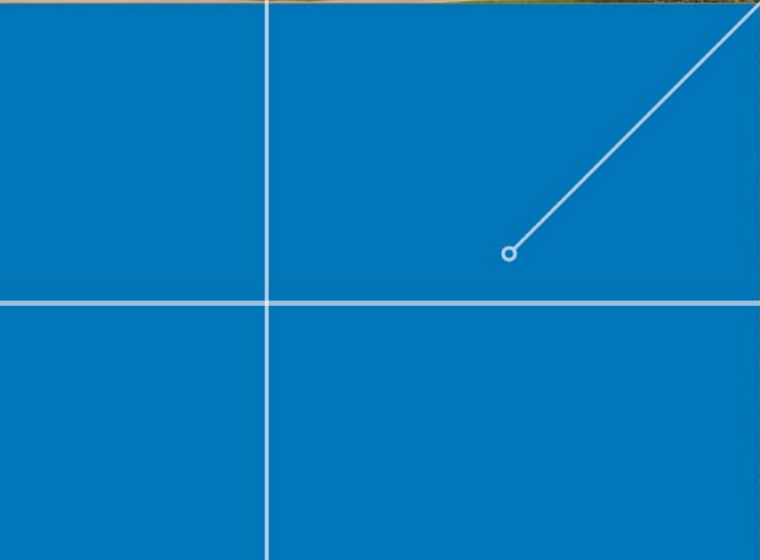




FORWARD  
IN  
EXCELLENCE



**JUNE 2024:**  
**COMPANY PRESENTATION**

# SAFE HARBOR

## 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, statements concerning the impact of the Life Storage Merger, including the anticipated expense run rate, 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, estimated hurricane-related insurance claims 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 realize the expected benefits of the Life Storage Merger;
- the risk that Life Storage’s business will not be fully integrated successfully or that such integration may be more difficult, time-consuming or costly than expected, including our ability to retain and hire key personnel;
- the uncertainty of expected future financial performance and results of the combined company following completion of the Life Storage Merger;
- 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, including increased or unanticipated competition for our or Life Storage’s properties, 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;
- our ability to recover losses under our insurance policies;
- 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;
  - our reliance on information technologies, which are vulnerable to, among other things, attack from computer viruses and malware, hacking, cyberattacks and other unauthorized access or misuse, any of which could adversely affect our business and 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;
  - impacts from any outbreak of highly infectious or contagious diseases, including reduced demand for self-storage space and ancillary products, and potential decreases in occupancy and rental rates and staffing levels, which could adversely affect our results; 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.

# COMPANY OVERVIEW

**289 Million+**  
Sq Ft of Rentable Space

**2.6 Million**  
Storage Units

**3,793**  
Properties

**42**  
States

**S&P 500**  
Member since 2015

## GROWTH

---

**1.0%**  
Q1 2024 Same-Store  
Revenue Growth

**94%**  
2023  
Average Occupancy

**\$15 Billion**  
2023  
Merger with Life Storage

**336.7%**  
10-Year Total  
Shareholder Return

## BALANCE SHEET

---

**Moody's  
Baa2**

**S&P Global  
BBB+**

**\$32.6 Billion**  
Equity Market Cap

**4.9x**  
Net Debt to EBITDA

# EXTRA SPACE 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  
(Today, largest in the industry)



**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** Started Bridge Loan program  
(Over \$1.9 billion in originations to date)



**2020** Glassdoor Best Places to Work winner  
(Ranked 90 out of 1 million+ companies)



**2020, 2021, 2022**  
NARIET Leader in the Light



**2022** Bought Bargold Storage Systems and  
Storage Express



**2023** Merged with Life Storage  
(Over 1,200 stores) for \$15 billion



**WHY STORAGE?**

# WHY STORAGE?

## RESILIENT & GROWING DEMAND

Need-based, recession resilient asset class with increasing awareness, utilization, length of customer stay, and demand drivers in positive and negative economic environments.



## STEADY CASH FLOWS

High operating margins, the ability to increase rents monthly and low cap-ex requirements, resulting in high FAD and consistent dividend growth.



## DIVERSIFIED CUSTOMER & ASSET BASE

No material customer concentrations, granular asset values creating efficient asset level and geographic diversification.



## CONSOLIDATION OPPORTUNITY

Highly-fragmented industry, with the majority of properties managed by less sophisticated small operators. Significant opportunity for consolidation due to large operators' scale, technology and cost of capital advantages.



## TOP SHAREHOLDER RETURNS

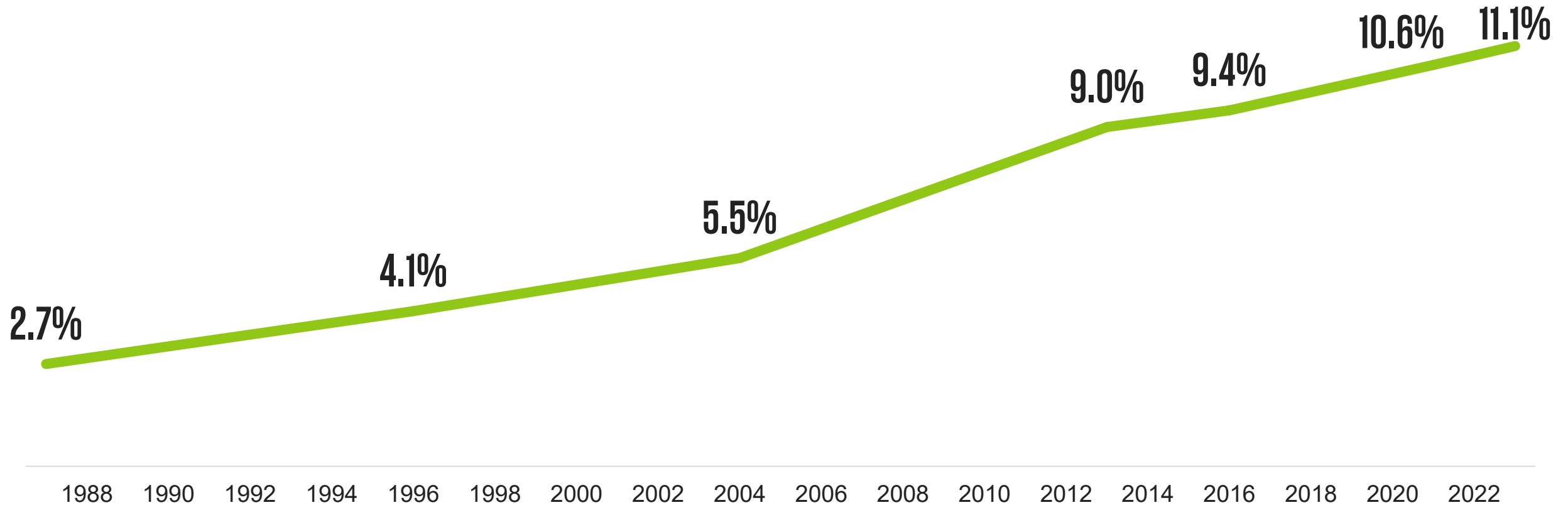
Storage has the highest cumulative total return of any real estate sector since 1999<sup>1</sup>.



1. Wolfe Research Coverage Stock Performance Including Dividends REIT Leaderboard.

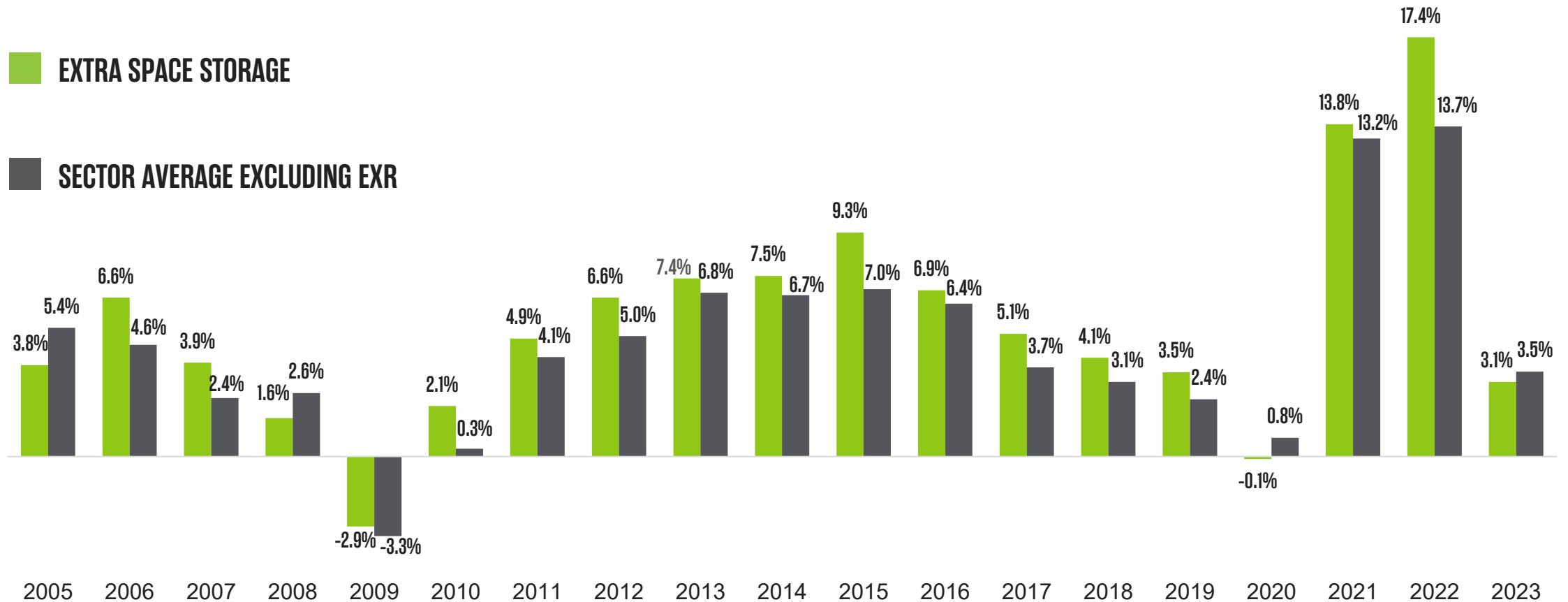
# STEADY DEMAND GROWTH

Percentage of U.S. Households Utilizing Storage  
*(as a Percentage of Total Households)*



# RESILIENT REVENUE GROWTH

Same-store Revenue Growth for EXR and Storage Sector (Year-Over-Year)

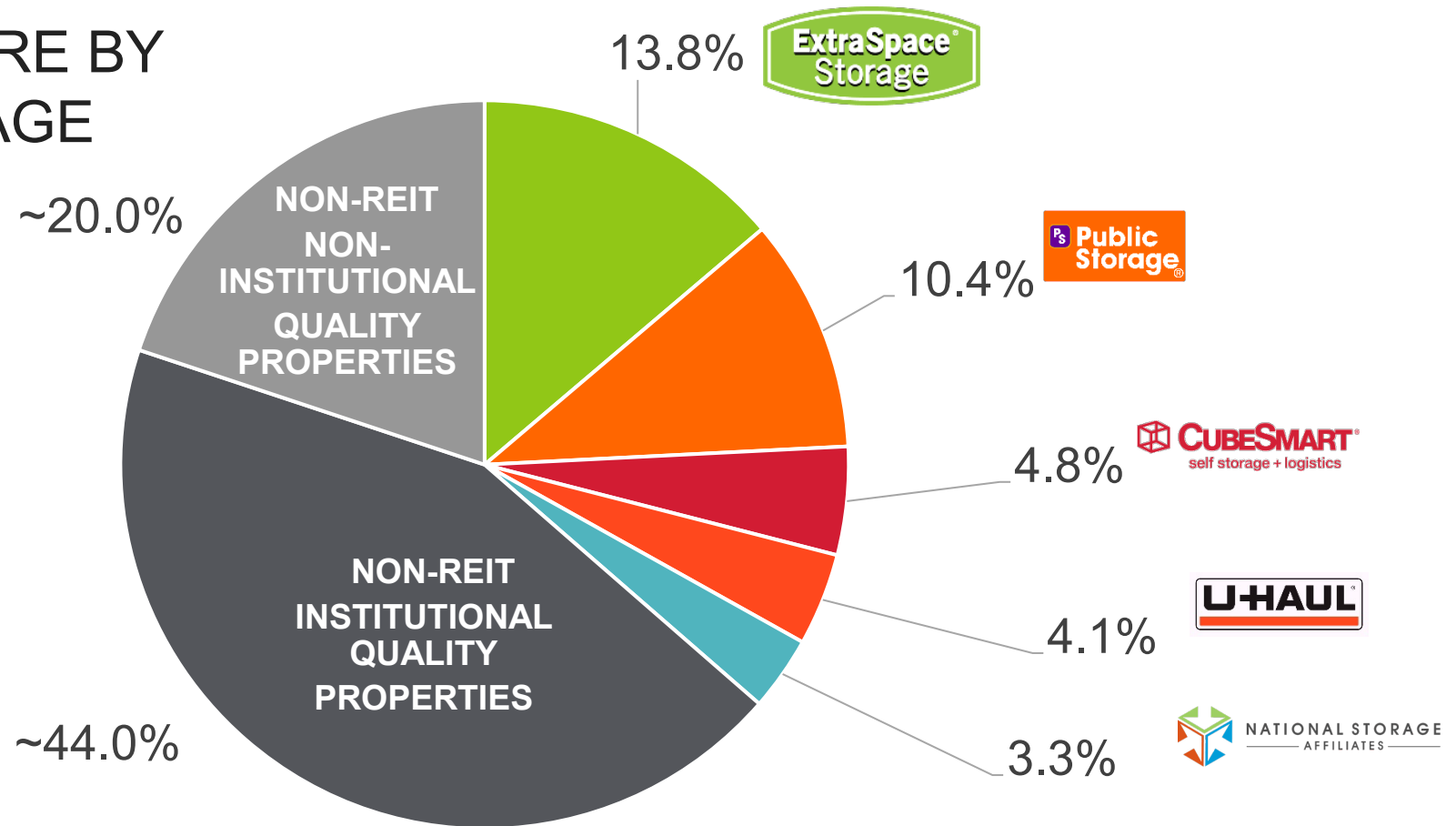


\*As disclosed in Company's filings. Sector average is simple average of all publicly traded storage REITs.



# OPPORTUNITY FOR CONSOLIDATION

## U.S. MARKET SHARE BY SQUARE FOOTAGE



\*REIT data from public filings as of March 31, 2024, with Extra Space Storage and Life Storage square footage combined. U-Haul and total U.S. storage square footage per the 2024 Self-Storage Almanac. Percentage of Institutional and Non-Institutional Quality Properties estimated by Extra Space Storage.

# STRONG RETURNS

Consistently a Top Sector in Total Shareholder Return: #1 Cumulative Sector Since 1999

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
1 <sup>st</sup>	Storage	Data Centers	Manufactured Housing	Storage	Data Centers	Manufactured Housing	Manufactured Housing	Storage	Industrial	Cell Towers	Manufactured Housing	Industrial	Data Centers	Storage	Net Lease	Senior Housing
2 <sup>nd</sup>	Senior Housing	Cell Towers	Apartments	Data Centers	Cell Towers	Storage	Senior Housing	Data Centers	Data Centers	Data Centers	Senior Housing	Data Centers	Industrial	Retail	Senior Housing	Data Centers
3 <sup>rd</sup>	Net Lease	Manufactured Housing	Storage	Retail	Industrial	Cell Towers	Apartments	Manufactured Housing	Industrial	Industrial	Net Lease	Manufactured Housing	Storage	Industrial	Retail	Retail
4 <sup>th</sup>	Manufactured Housing	Retail	Retail	Manufactured Housing	Storage	Office	Data Centers	Apartments	Manufactured Housing	Manufactured Housing	Cell Towers	Cell Towers	Cell Towers	Apartments	Storage	Industrial
5 <sup>th</sup>	Apartments	Apartments	Industrial	Senior Housing	Retail	Industrial	Storage	Retail	Net Lease	Net Lease	Storage	Net Lease	Net Lease	Manufactured Housing	Data Centers	Storage
6 <sup>th</sup>	Retail	Net Lease	Net Lease	Apartments	Net Lease	Net Lease	Retail	Industrial	Office	Apartments	Apartments	Apartments	Manufactured Housing	Cell Towers	Cell Towers	Office
7 <sup>th</sup>	Data Centers	Senior Housing	Office	Net Lease	Office	Retail	Office	Cell Towers	Senior Housing	Office	Retail	Office	Apartments	Senior Housing	Manufactured Housing	Apartments
8 <sup>th</sup>	Office	Office	Senior Housing	Cell Towers	Senior Housing	Apartments	Net Lease	Net Lease	Cell Towers	Storage	Industrial	Senior Housing	Senior Housing	Data Centers	Industrial	Manufactured Housing
9 <sup>th</sup>	Cell Towers	Industrial	Cell Towers	Office	Manufactured Housing	Senior Housing	Cell Towers	Office	Apartments	Senior Housing	Office	Retail	Office	Net Lease	Apartments	Cell Towers
10 <sup>th</sup>	Industrial	Storage	Data Centers	Industrial	Apartments	Data Centers	Industrial	Senior Housing	Retail	Retail	Data Centers	Storage	Retail	Office	Office	Net Lease

\*Wolfe Research Coverage Stock Performance Including Dividends REIT Leaderboard



**WHY EXTRA SPACE STORAGE?**

# WHY EXR?

## TENURED MANAGEMENT TEAM

Executive team has average tenure of 20 years with Extra Space Storage and a strong track record of execution.



## FLEXIBLE STRUCTURE & PARTNERSHIPS

Creating growth opportunities through joint venture, lending and third-party management relationships. Our partnerships provide capital, additional income streams, enhanced returns and future acquisition opportunities.



## DIVERSIFIED & GROWING PORTFOLIO

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.



## OPERATIONAL EXCELLENCE

Enhanced value of existing and newly acquired self-storage facilities, through best-in-class customer acquisition, revenue management and customer service platforms. Consistent outperformance of peers in same-store revenue, net operating income and funds from operations (FFO) growth.



## SOLID BALANCE SHEET

S&P Global: BBB+ Stable  
Moody's: Baa2 Stable  
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.



# FLEXIBLE OWNERSHIP



+



## 3,793 PROPERTIES

1,912

WHOLLY-OWNED/  
CONSOLIDATED  
(51%)

472

JOINT VENTURE  
(13%)

1,409

MANAGED  
(36%)



# ENHANCED DIVERSIFICATION AND SCALE

**289 MILLION**

Rentable Square Feet

**3700+**

Locations

**42 STATES**

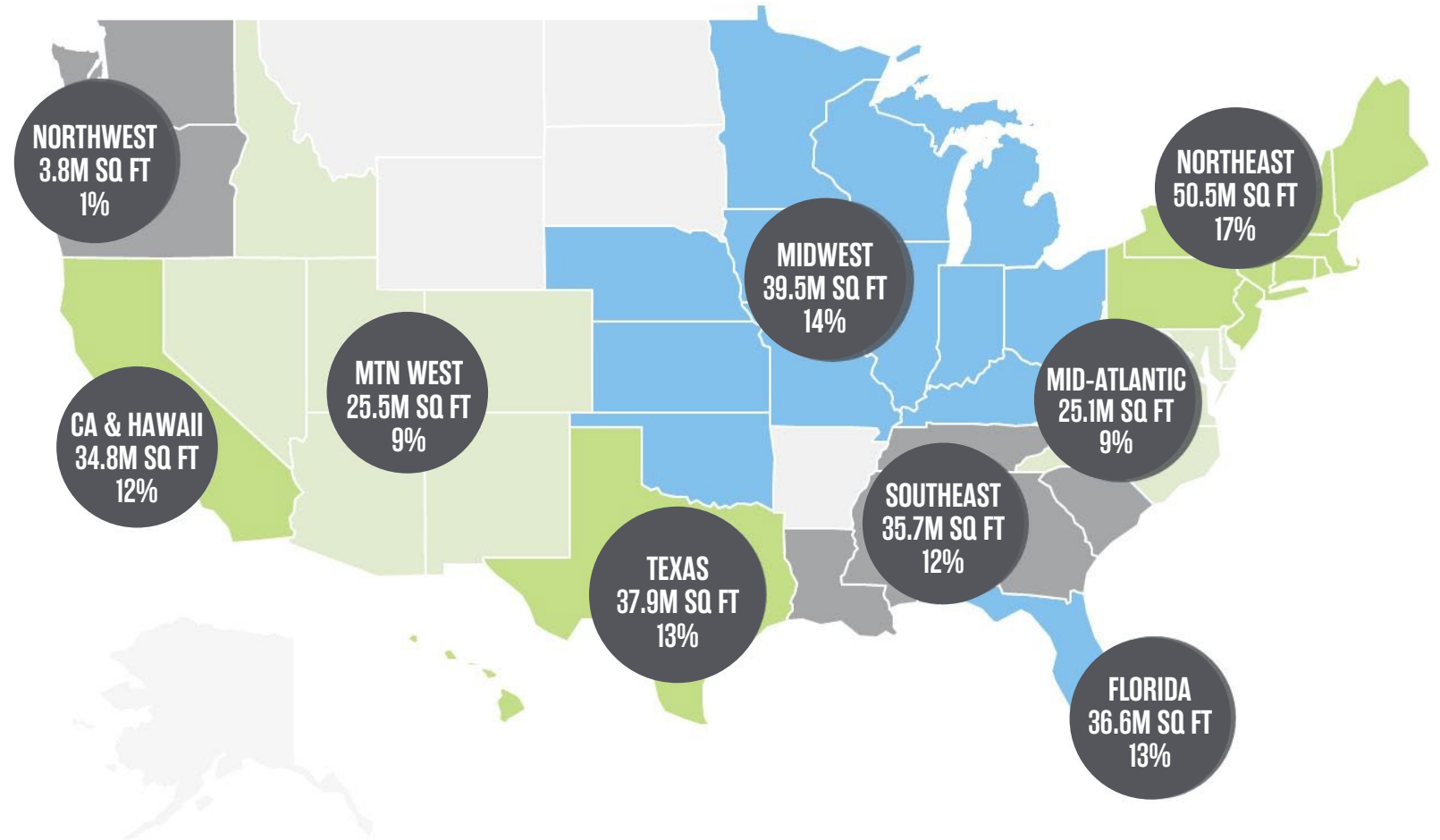
With Extra Space & Life Storage

**+\$5 BILLION**

In Revenue Under Management

**7,600+**

Employees Nationwide

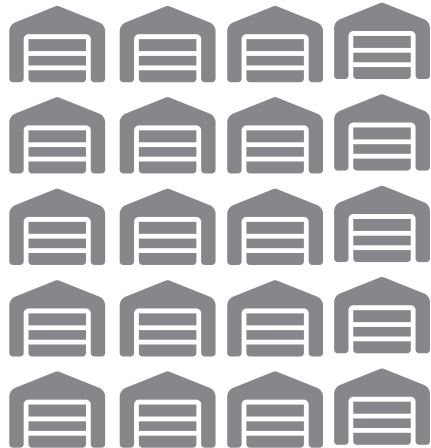


\*Market level square footage as a percentage of total square footage managed by the Company as of March 31, 2024.

# GRANULARITY AND STABILITY

## PROPERTIES

With ~1,900 owned stores, no property is worth more than 1% of the portfolio



## CUSTOMERS

2 Million+ customers across all demographics



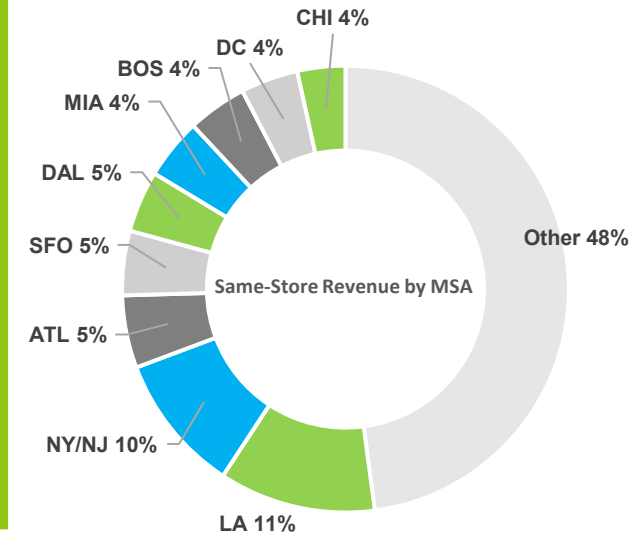
## MARKETS

Balanced presence in markets of varying size.



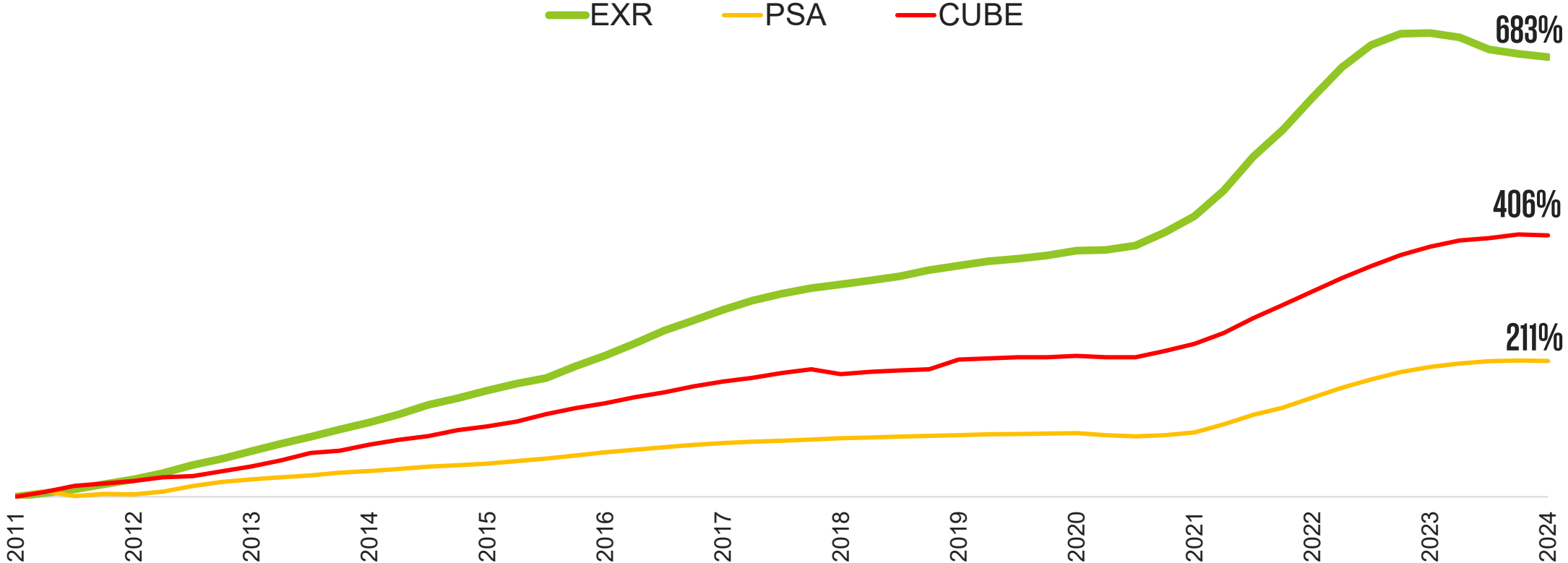
## REVENUE

Diversified contribution of same-store revenue.



# OPERATIONAL OUTPERFORMANCE

Core FFO Per Share Growth<sup>1</sup>



1. Core FFO per share growth shown as a rolling four-quarter average. Data as of December 31, 2023, as reported in public filings or company supplementals.



# BEST-IN-CLASS STOCK PERFORMANCE

## 10-YEAR TOTAL RETURN

### STORAGE SECTOR

1. **Extra Space Storage (EXR) 336.7%**
2. CubeSmart (CUBE) 294.0%
3. Public Storage (PSA) 152.9%

### ALL PUBLIC REITS

1. Iron Mountain Inc 506.4%
2. Equinix 481.1%
3. Terreno Realty 358.4%
4. Rexford Industrial 354.5%
5. **Extra Space Storage (EXR) 336.7%**

# SUSTAINABILITY LEADER

## BENCHMARKS

**Nareit**  
**LEADER IN THE LIGHT**  
**2020, 2021 & 2022 WINNER**



GRESB PUBLIC DISCLOSURE

E D C B A

GLOBAL AVERAGE: C  
COMPARISON GROUP AVERAGE: D

## ENVIRONMENTAL

**33%**

of wholly-owned stores  
with solar.

**\$24 Million**

In solar investment in 2023.

**\$4.9 Million**

In HVAC retrofit  
investment in 2023.

## SOCIAL

DEI efforts include employee resource groups, CEO action pledge, scholarship, internship program with Project Destined & published EEO-1 report for transparency.

Named by Newsweek in “Most Trustworthy Companies” and “Best Customer Service Companies” based on consumer surveys.

Community solar installations in New Jersey, that offer green energy to surrounding communities.

510,000 meals donated to foodbanks & on-going philanthropic support to charities supporting foster children.

## GOVERNANCE

**90%**

Independent directors.

**40%**

Diverse directors based on gender or race\*.

Supplier, Vendor and Business Codes of Conduct.

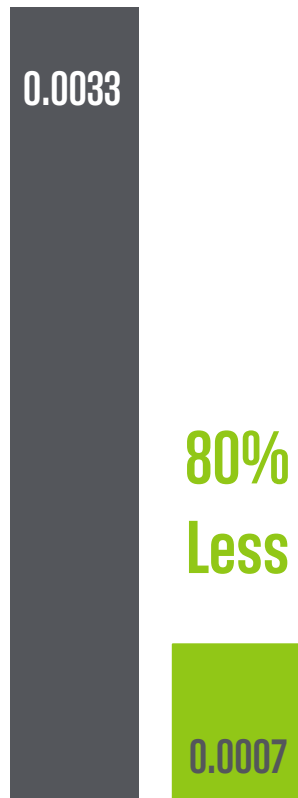
Robust cybersecurity systems with regular tests and employee training.

# SUSTAINABILITY LEADER

Consumption Relative To Other Real Estate Asset Classes<sup>1</sup>

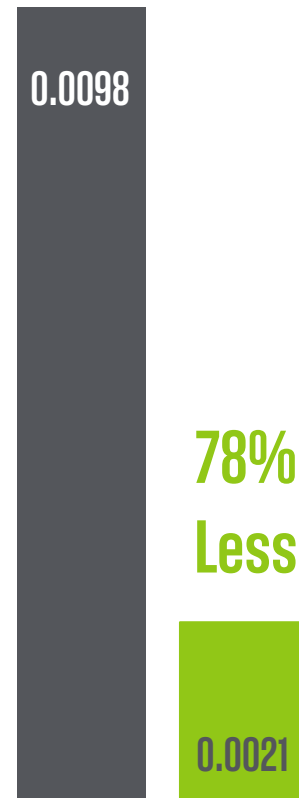
## CARBON EMISSION

(MTCO<sub>2</sub>e/SF)



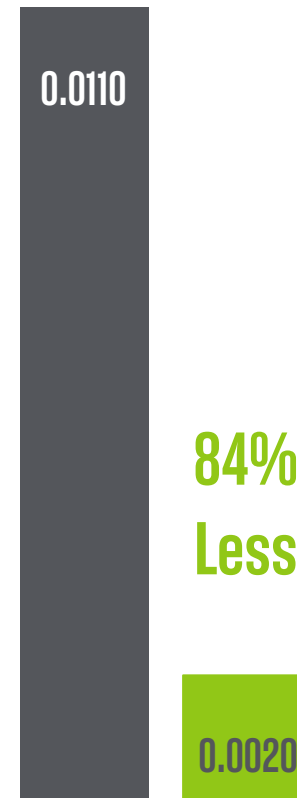
## ENERGY CONSUMPTION<sup>2</sup>

(MWh/SF)



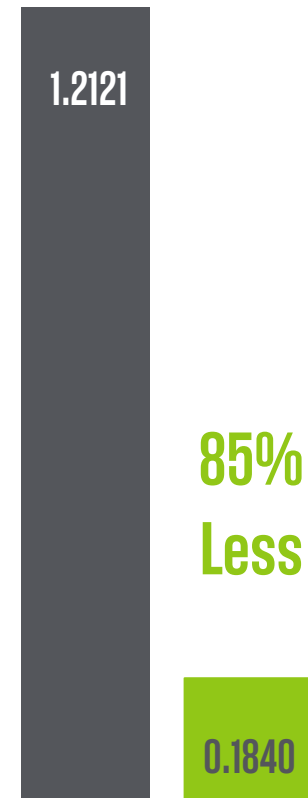
## WATER CONSUMPTION

(Kgal/SF)



## WASTE PRODUCTION

(Lbs./SF)



■ Real Estate Sector Average ■ Extra Space Storage

1. Real Estate Sector Average data from Urban Land Institute, Greenprint Performance Report, Volume 13, 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 managed during 2022.

2. Extra Space Storage energy consumption reported net of solar energy produced and consumed on site within the portfolio.

# STRONG, RATED BALANCE SHEET

		2017	2023	CHANGE
SIZE & LIQUIDITY	Enterprise Value	\$15.9 Billion	\$46.9 Billion	▲
	Unencumbered Assets <sup>2</sup>	\$4.5 Billion	\$31.9 Billion	▲
	Revolving capacity	\$600 Million	\$2.1 Billion	▲
RATIOS	Net Debt to EBITDA	6.0x	4.8x	▲
	Fixed Charge Ratio	3.7x	4.4x	▲
	Interest Coverage Ratio	5.0	4.5	▲
RATES	Weighted Average Interest Rate	3.3%	4.6%	▼
RATINGS	<b>Moody's</b> <b>S&amp;P Global<sup>3</sup></b>	<b>NONE</b>	<b>Baa2</b> <b>BBB+</b>	▲

1. Per Company Supplemental Financials.

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

# CURRENT SECTOR TRENDS

## **Maintaining Strong Occupancy Levels**

Occupancy Remains above Historical Levels, Outside of COVID Years

## **Length of Stay Stabilizing at Pre-COVID Levels**

In-place and Vacating Customer Average Length of Stay Remain High

## **Consumer Weakness Impacting NRSF growth**

Average NRSF Growth Declining from Historically High Covid Levels

## **New Supply in Many Markets**

But More Pronounced Delivery Moderation in 2024 and New Starts Slowing Significantly

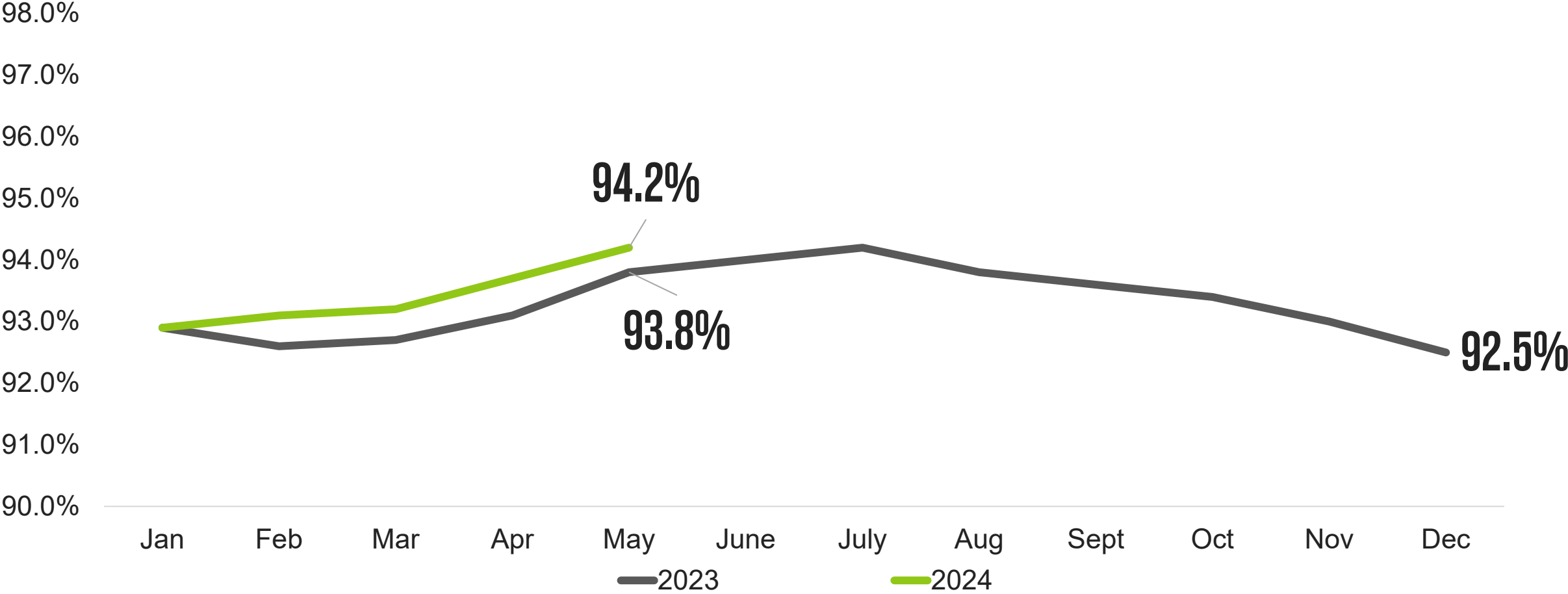
## **Scale Technology Advantages of REITs**

Greater Digital Presence and More Sophisticated Platforms Provide Efficiencies in Customer Acquisition, Customer Experience and Revenue Management

## **Acquisitions Landscape**

Lower Volume; Bid-ask Spread Remains Between Buyers And Sellers

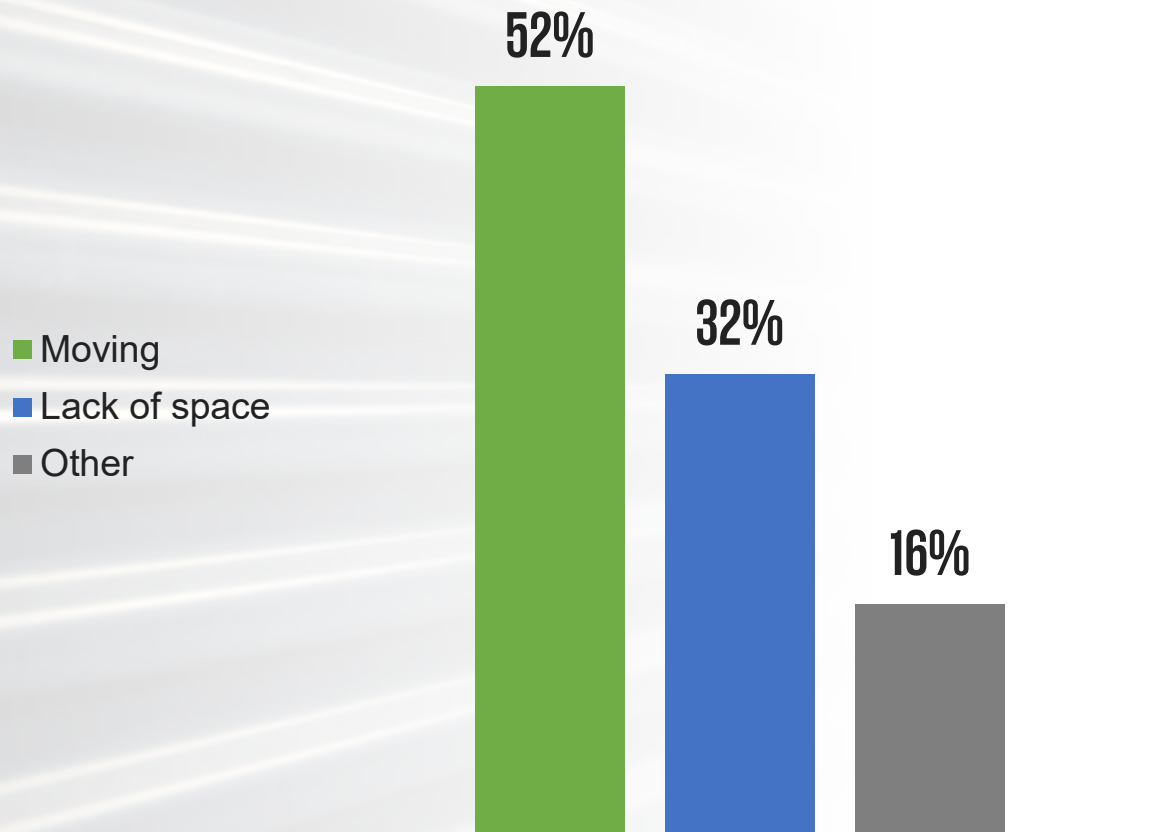
# MAINTAINING STRONG OCCUPANCY LEVELS



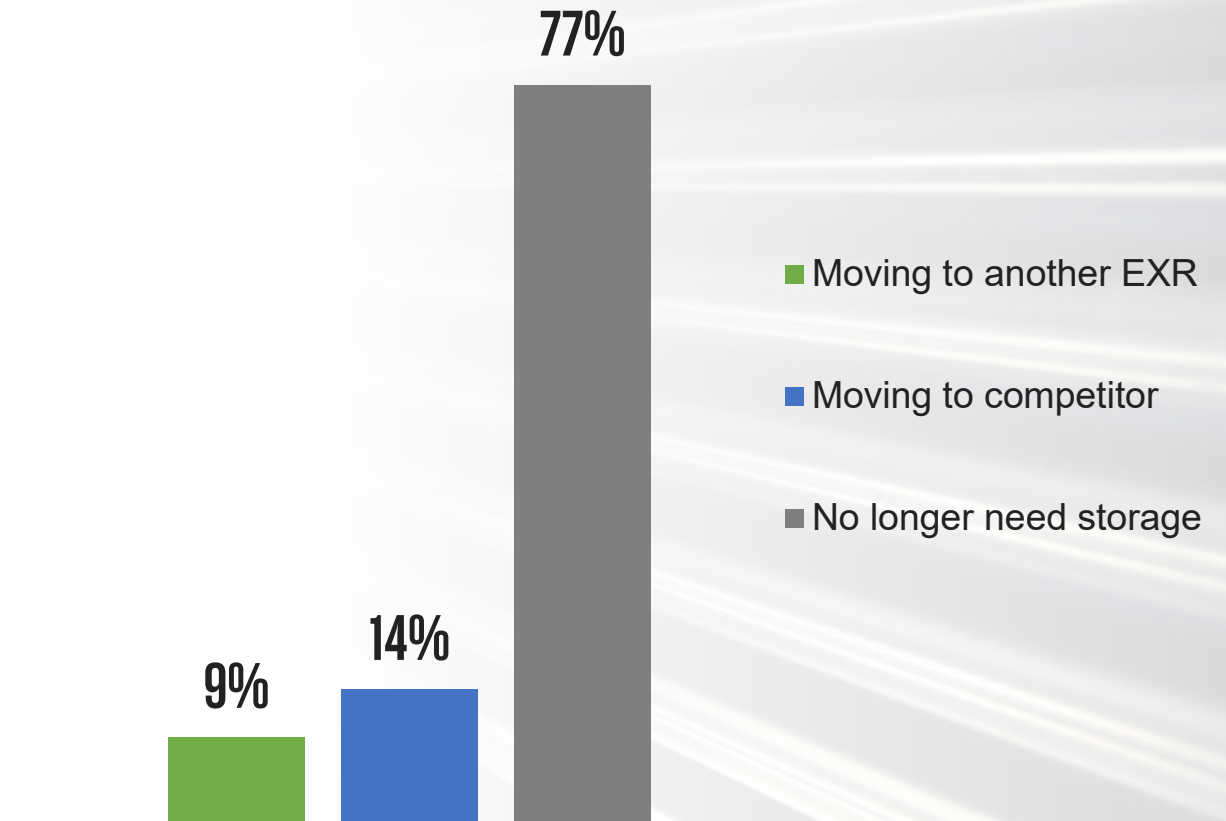
\* End of month occupancy for the EXR 2024 "Same-store" pool.

# REASONS FOR STORAGE

Reason for storing



Reason for moving out



# LENGTH OF TENANT STAY

## Stabilizing at Pre-Covid Levels

% of customer stays  $\geq$  12mos

60.8%

% of customer stays  $\geq$  24mos

43.9%

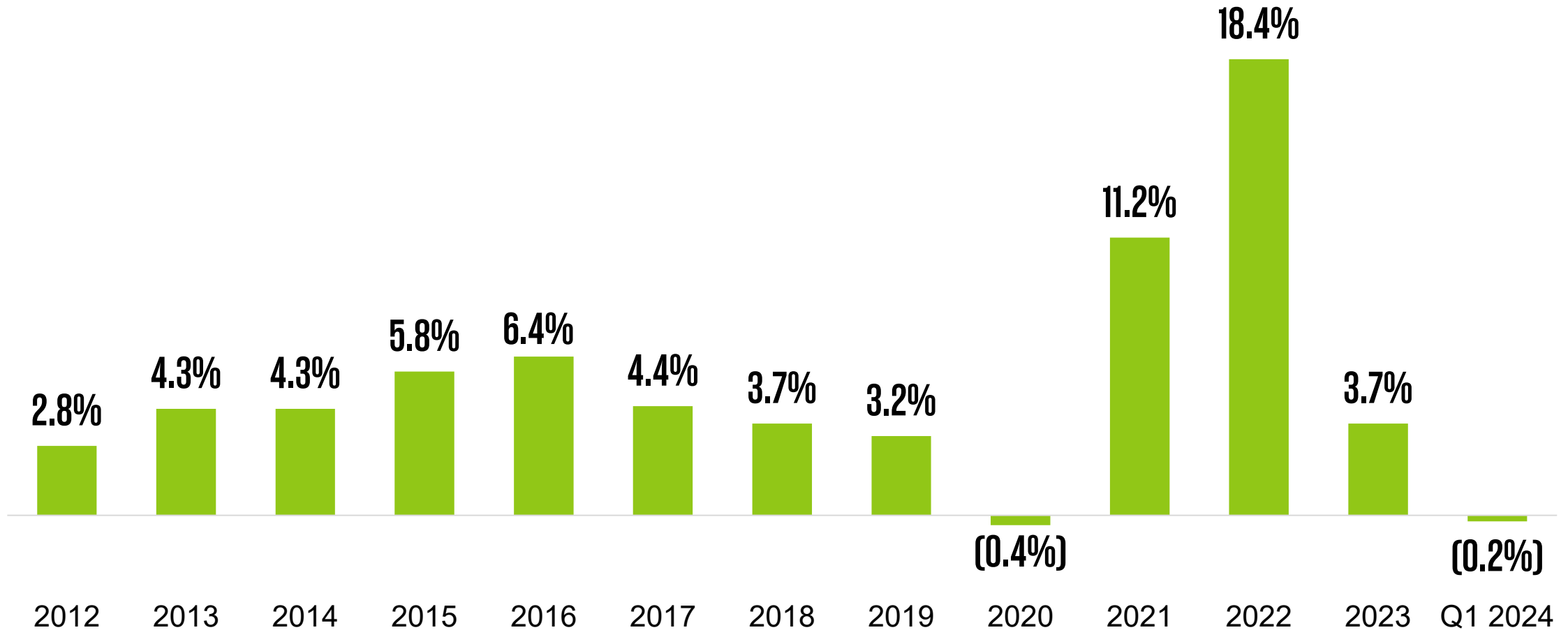
2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024

\*Data measured for in-place customers mid-month to reduce volatility. 592 "Core" EXR stores.



# RATE GROWTH

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



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

# NEW SUPPLY IN MARKETS

## New Deliveries Expected to Decrease in 2024

- ~18% of EXR Same-Store Pool had a Competing Delivery in 2022 & 2023 – Down from ~28% in 2019
- Deliveries are Expected to Decrease Meaningfully in 2024, as of Q1 2024, only ~3% of EXR Same-Store Pool had a Competing Delivery
- Continued Impact in Markets with Higher Deliveries
- Markets With Elevated Supply Still Maintaining High Occupancy With Softer Rates to New Customers

## Physical Lease-up Ahead of Historical Levels

And Economic Stabilization In-line With Historical Levels

## Headwinds to New Development Continue

Elevated material and labor costs, increasing interest rates, reduced availability of debt and equity capital and longer entitlement periods all contributing to new development moderation and delayed deliveries

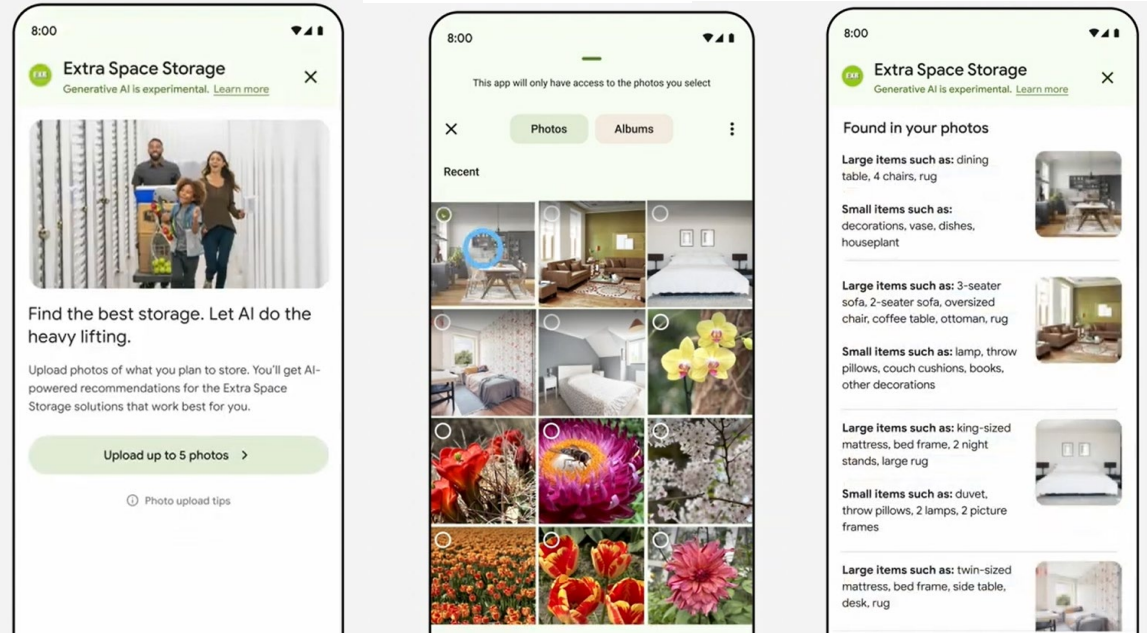


# TECHNOLOGY ADVANTAGE OF LARGE OPERATORS

## Example: Google AI



It's an  
experience



Presented at the May 2024 Google Marketing Live

“We’re also currently testing a new ad experience in Search to help guide people through complex purchase decisions. Let’s say friends are renovating and they search for “short term storage.” Clicking an ad for a storage facility may lead to a dynamic experience where AI helps them figure out what they need. If they share details, like photos of furniture and their budget, Google AI could then recommend storage unit sizing and packing materials with a link to purchase on the website.”



**EXTERNAL GROWTH**

# MULTIPLE GROWTH CHANNELS

**Stabilized and Value-add Acquisitions**

**Third Party Management**

**Certificate of Occupancy and Development**

**Bridge Lending**

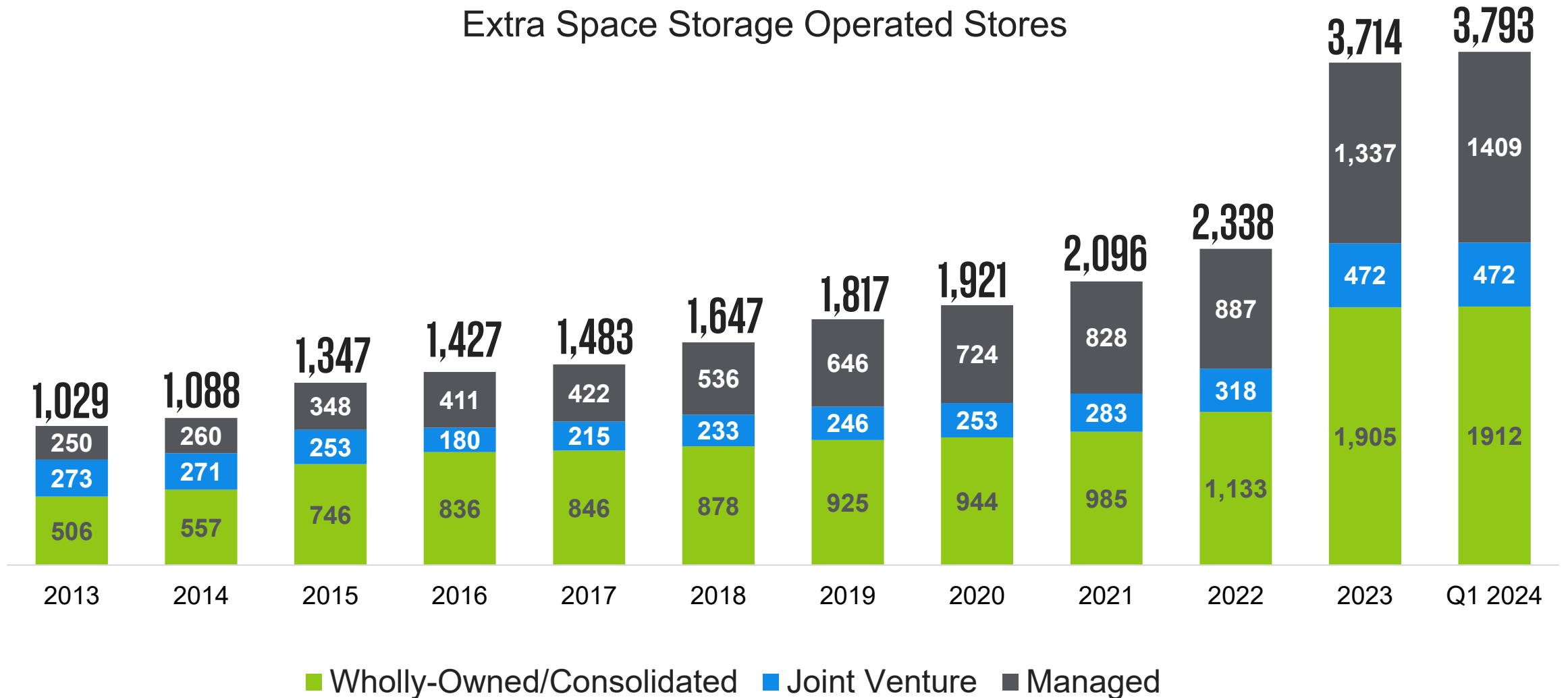
**Site Expansion and Redevelopment**

**Preferred Equity**



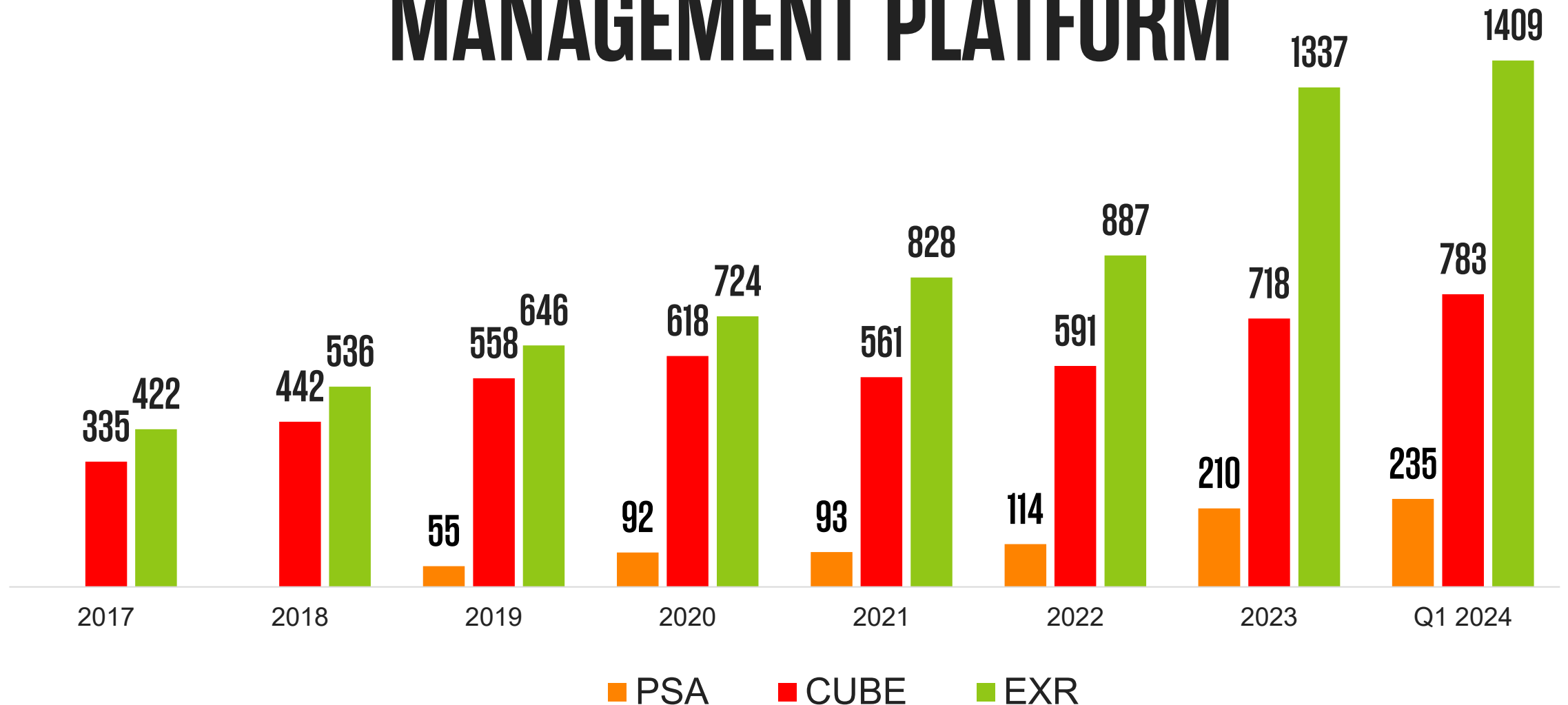
# CONSISTENT GROWTH

## Extra Space Storage Operated Stores



\*As of March 31, 2024

# LARGEST AND FASTEST GROWING THIRD-PARTY MANAGEMENT PLATFORM



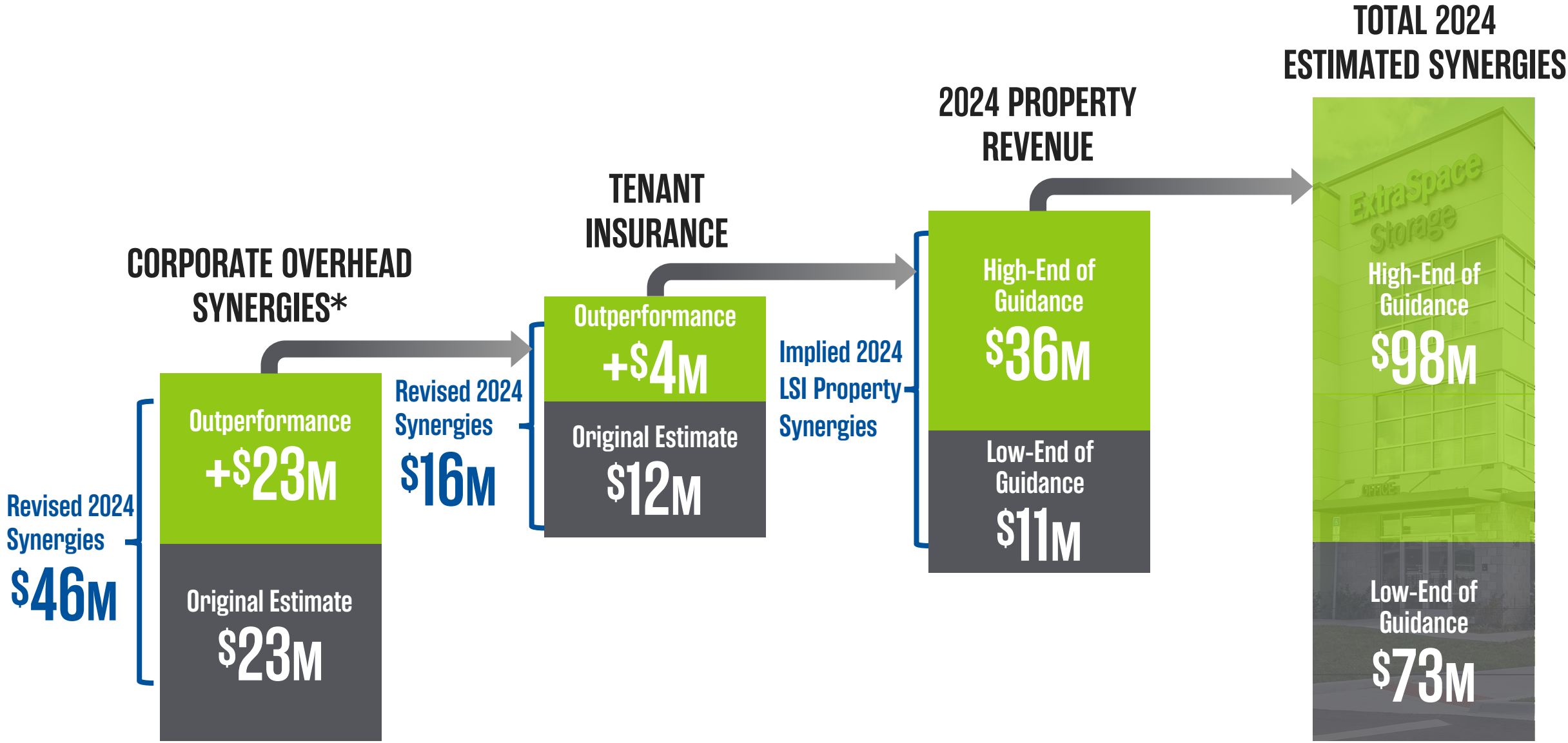
\*As of March 31, 2024, excludes joint venture managed properties.





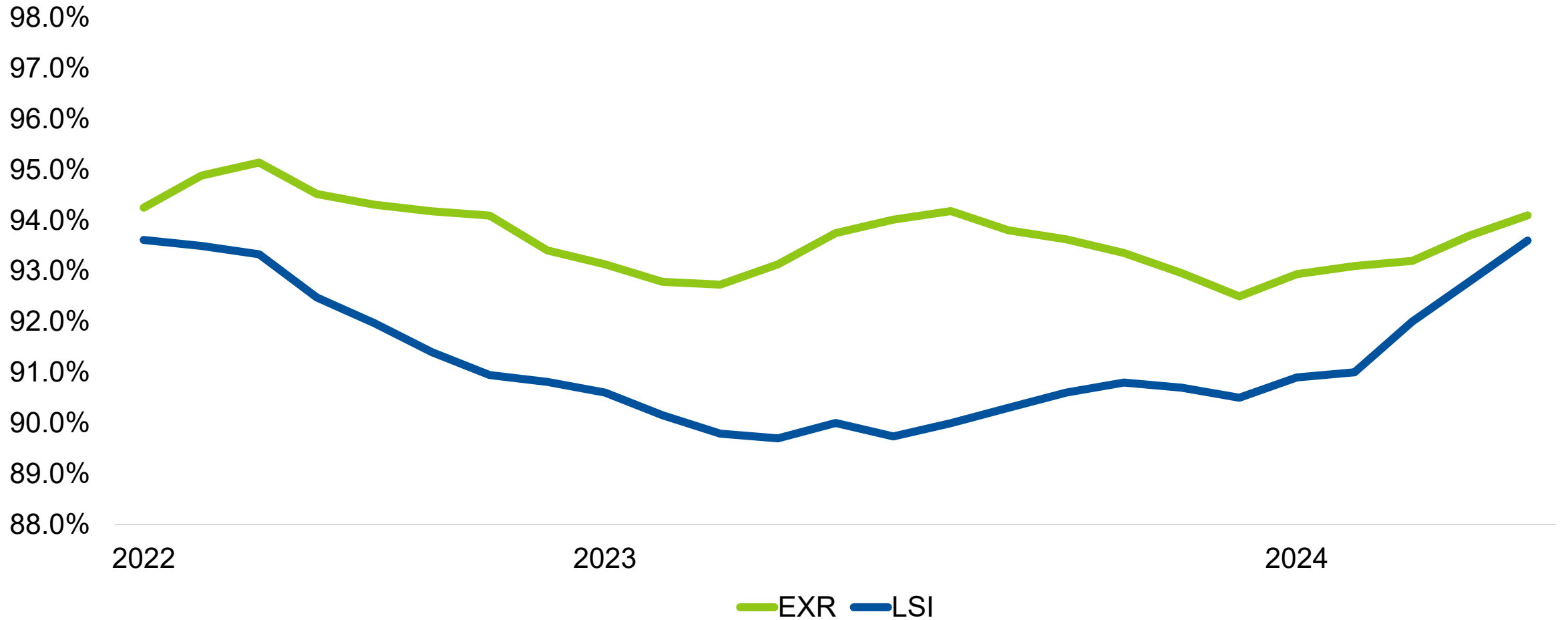
**UPDATE: LIFE STORAGE**

# SYNERGY & VALUE CREATION



\*Corporate overhead synergies includes \$3 million in estimated interest savings from S&P Global Credit Ratings upgrade.

# SAME-STORE OCCUPANCY COMPARISON

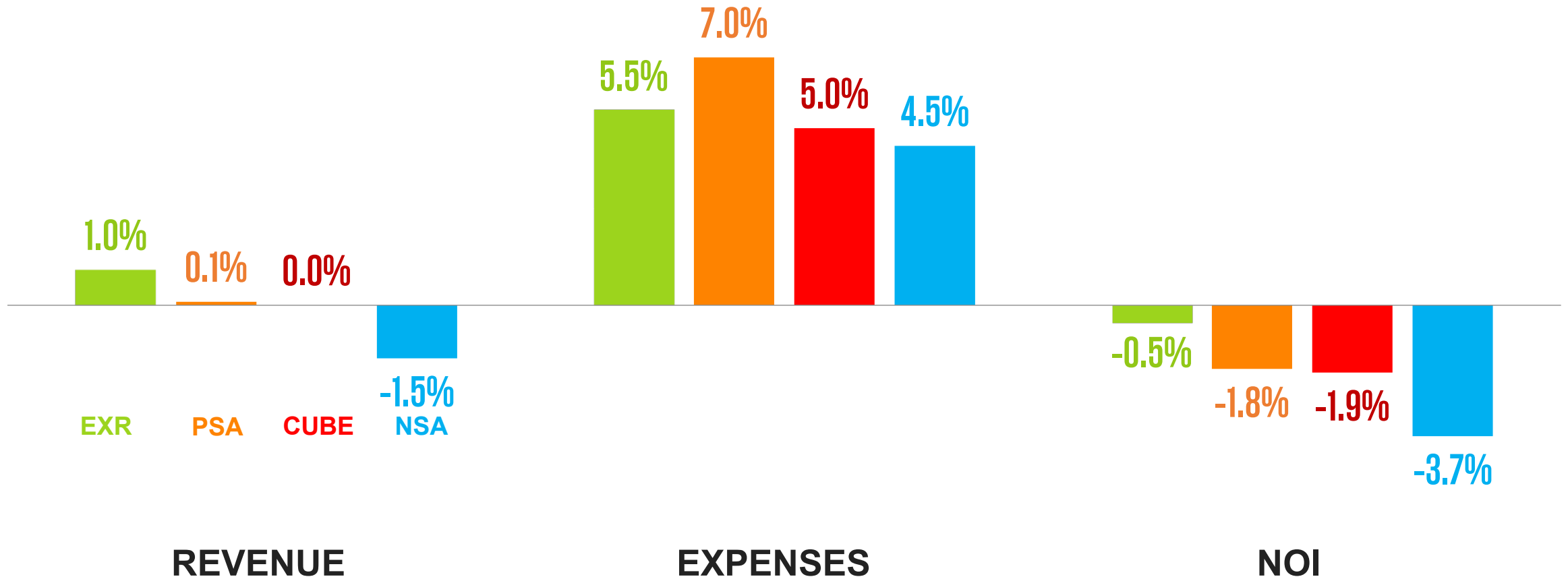


\* End of month occupancy for the Legacy LSI & EXR 2022, 2023 & 2024 "Same-store" pools.



**Q1 2024: QUARTERLY UPDATE**

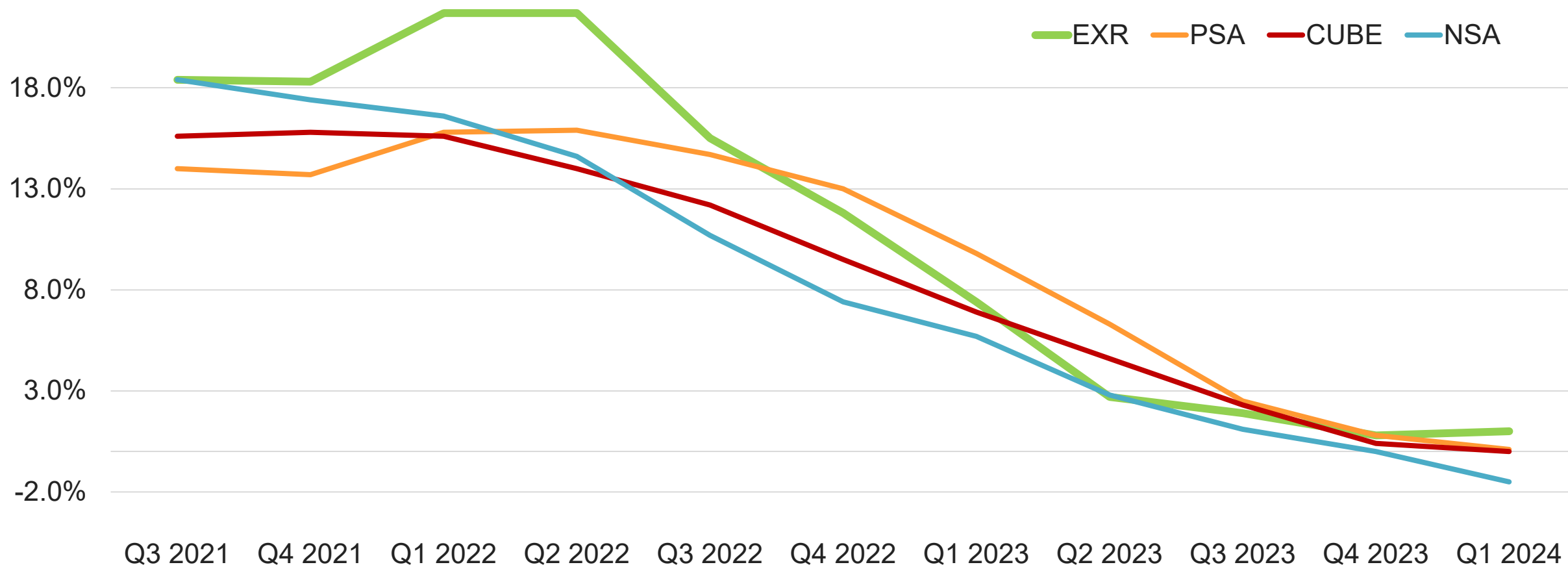
# 2024 Q1 SAME-STORE GROWTH



\*Data as of March 31, 2024, as reported in public filings or company supplemental financial statements.

# SAME-STORE REVENUE GROWTH TREND

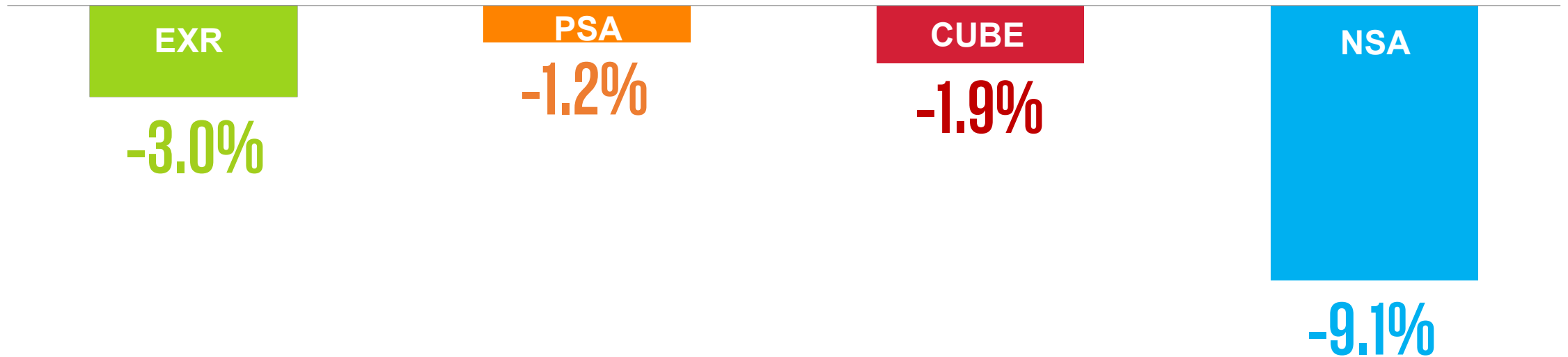
Quarterly Same-Store Growth Year-Over-Year



\*Data as of March 31, 2024, as reported in public filings or company supplemental financial statements.

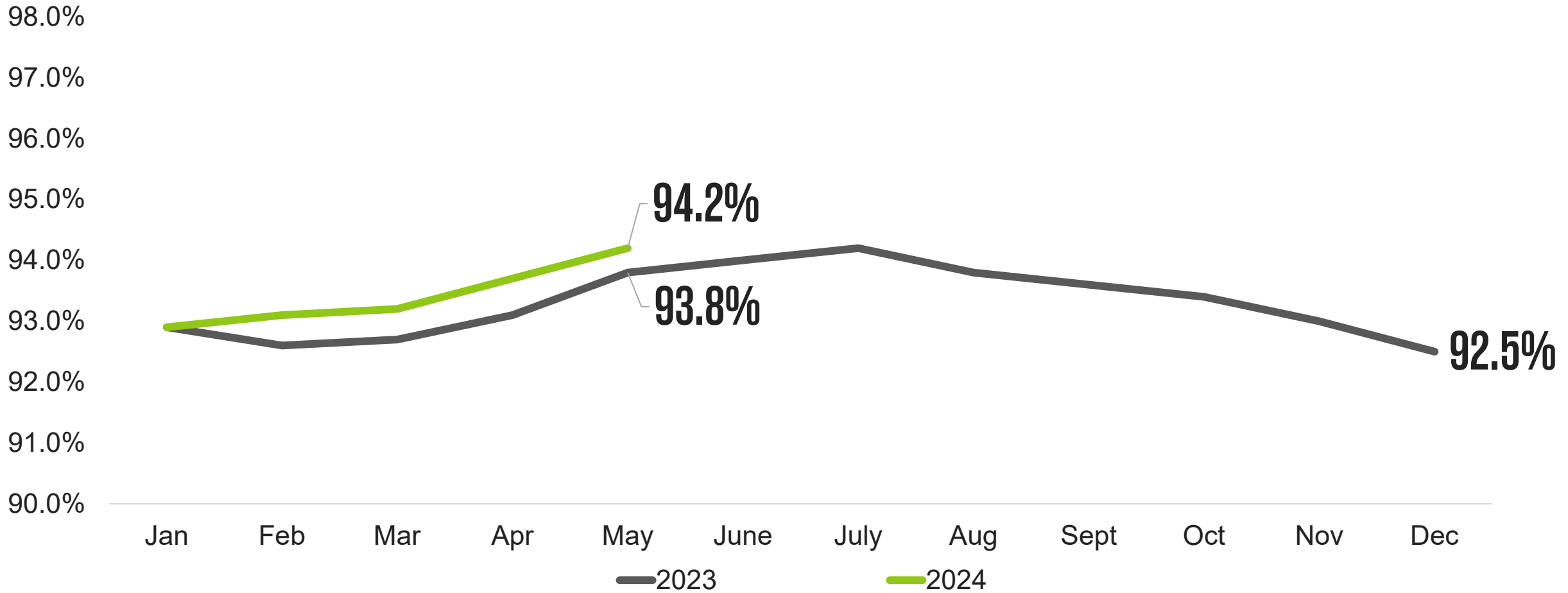
# 2024 Q1 CORE FFO GROWTH

Includes Dilutive Impact of LSI Merger



\*Data on a per share basis as of March 31, 2024, as reported in public filings or company supplemental financial statements.

# OCCUPANCY UPDATE

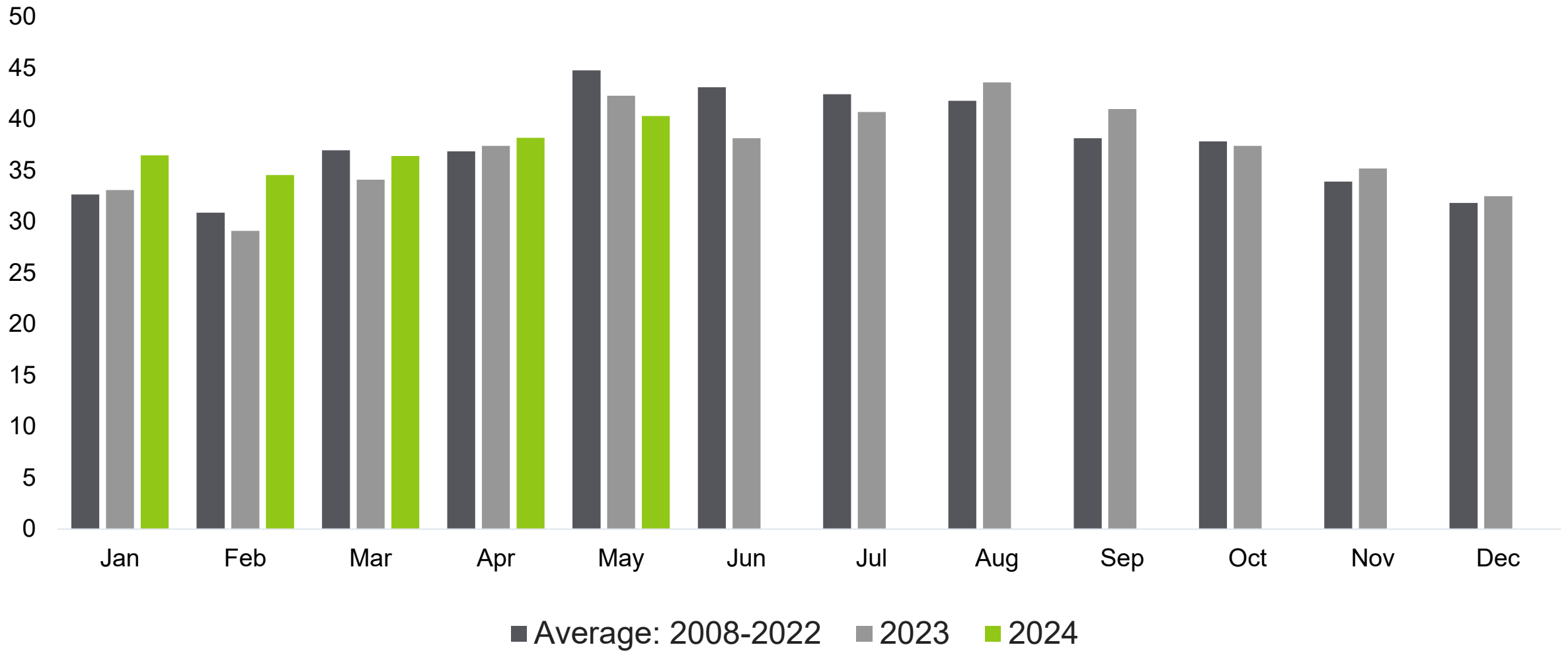


\* End of month occupancy for the EXR 2024 "Same-store" pool.



# RENTAL ACTIVITY

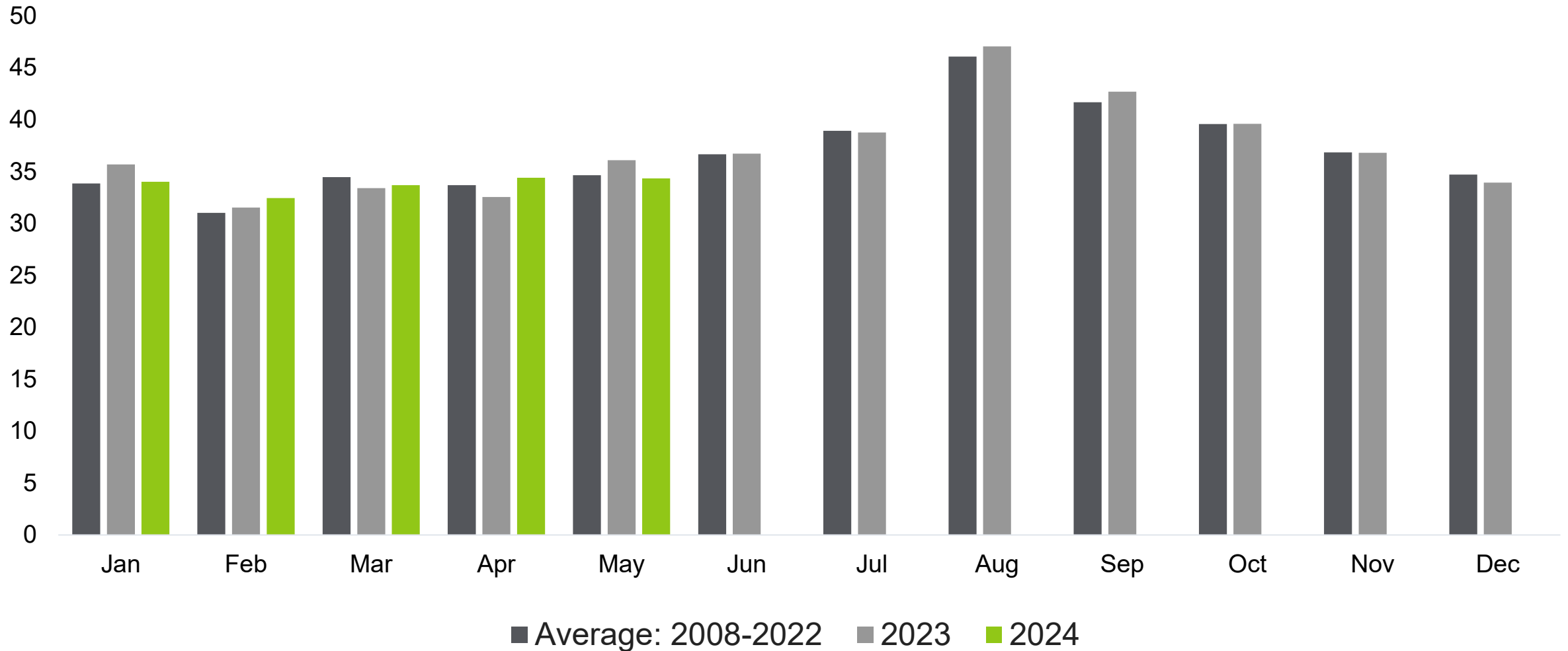
Average Monthly Rentals Per Store



\*Data for "Core" pool of 592 stores.

# VACATE ACTIVITY

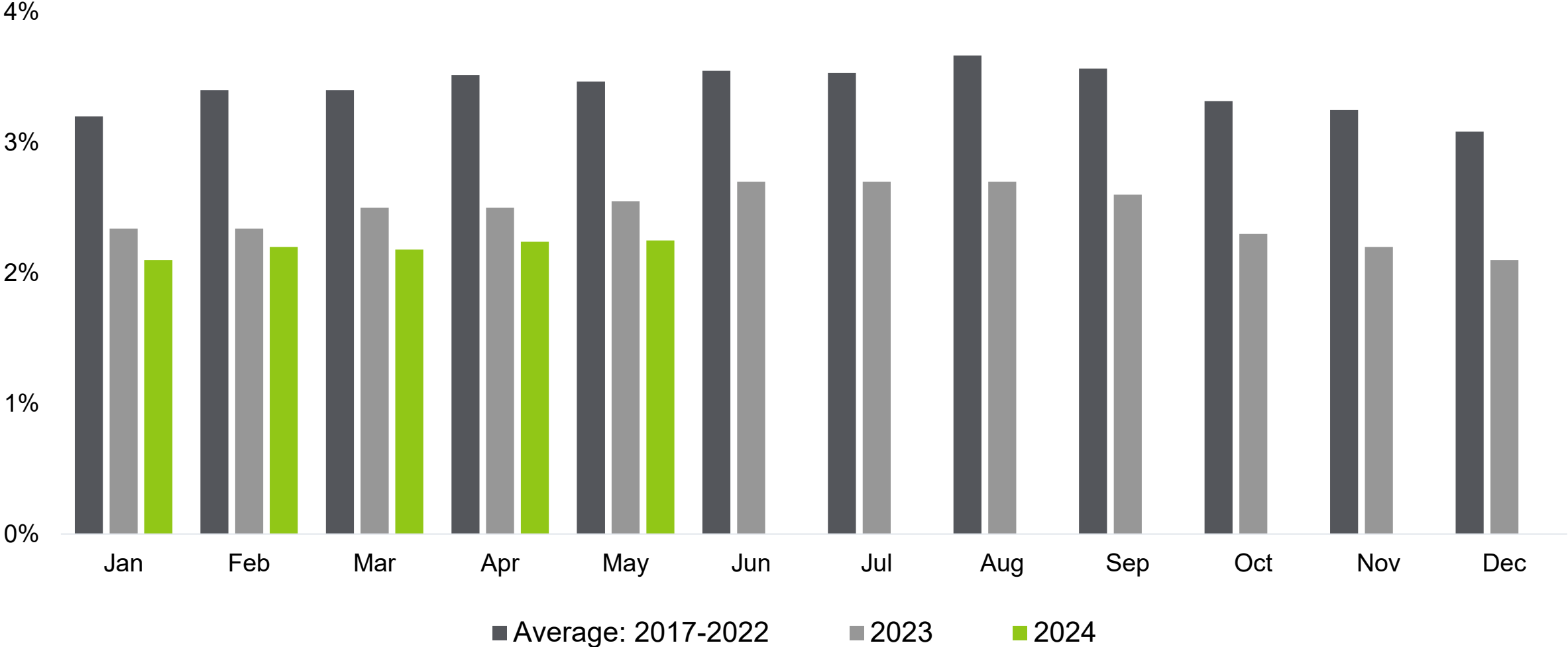
Average Monthly Vacates Per Store



\*Data for "Core" pool of 592 stores.

# PROMOTIONAL TRENDS

Promotions as a Percentage of Rental Revenue



\*Data for "Core" pool of 592 stores.



**June 2024: 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.



# 2024 KEY OUTLOOK ASSUMPTIONS

	<u>Low</u>	<u>High</u>
2024 Core FFO	\$7.85	\$8.15
Same-Store Revenue	(2.00)%	0.50%
Same-Store Expenses	4.00%	5.50%
Same-Store NOI	(4.25)%	(0.50)%
Legacy LSI Same-Store Revenue	2.00%	4.50%
Legacy LSI Same-Store Expenses	6.25%	7.75%
Legacy LSI Same-Store NOI	(0.25)%	4.00%
Net Tenant Insurance Income	\$ 248,000,000	\$ 251,000,000
Management Fees & Other Income	\$ 117,500,000	\$ 118,500,000
Interest Income	\$ 105,000,000	\$ 106,000,000
G&A Expense	\$ 176,000,000	\$ 178,000,000
Equity in Earnings	\$ 66,000,000	\$ 67,000,000
Interest Expense	\$ 537,000,000	\$ 541,000,000

\*Select items as reported in the Company's 1st quarter 2024 earnings release.

