



COMPANY PRESENTATION









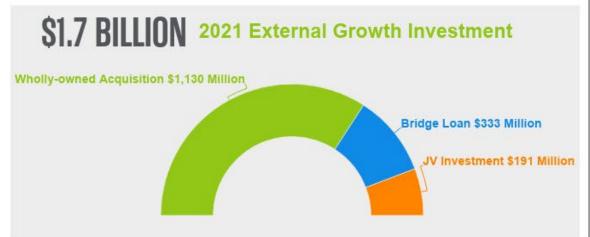
S&P 500

\$24.3 BILLION Equity Market Cap 629.8%

10-Year Total
Shareholder
Return



Same-Store NOI Growth

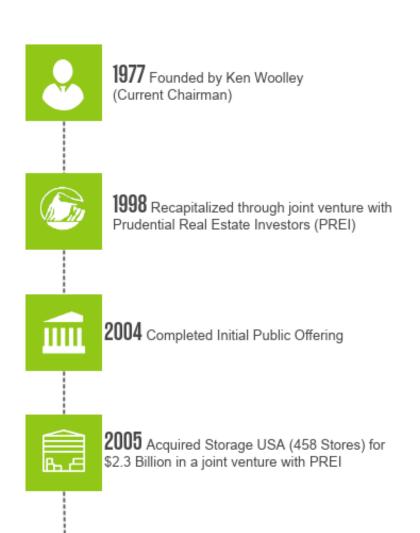


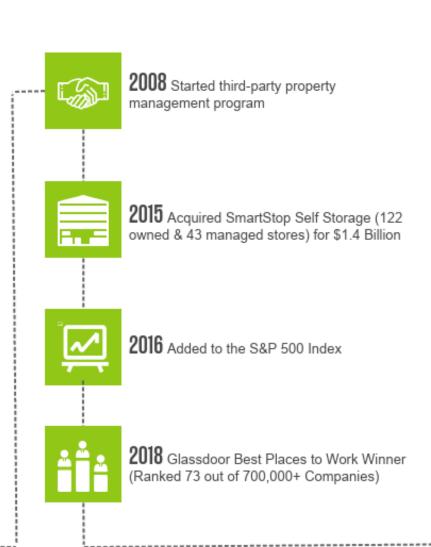


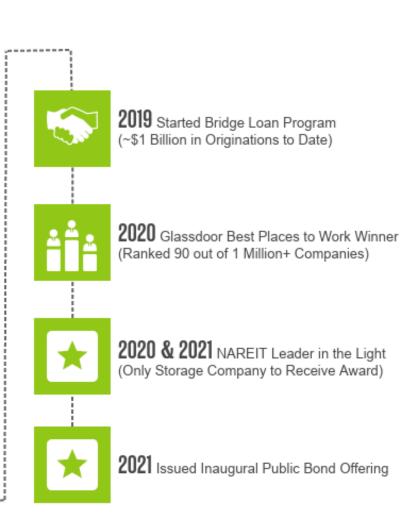


^{*} All metrics presented for the quarter ended Sept. 30, 2022, with the exception of External Growth Investment, which reflects the full year ending December 31, 2021.

EXTRA SPACE STORAGE TIMELINE.







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, lending 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

MANAGEMENT DEPTH.



AVERAGE TENURE OF 18 YEARS WITH EXTRA SPACE STORAGE

SUCCESSION PLANS AT EVERY LEVEL OF MANAGEMENT

STRONG TRACK RECORD OF EXECUTION:

HIGHEST 10-YEAR TOTAL RETURN (AMONG PUBLIC REITS)

85% CEO APPROVAL RATING ON GLASSDOOR





SUSTAINABILITY



SUSTAINABILITY HIGHLIGHTS.









AMONG LOWEST ESG Risk Ratings in REIT SECTOR 6th Percentile – Company Risk (Lowest = Best) GRESB PUBLIC DISCLOSURE

E D G B

GLOBAL AVERAGE: C

COMPARISON GROUP AVERAGE: D

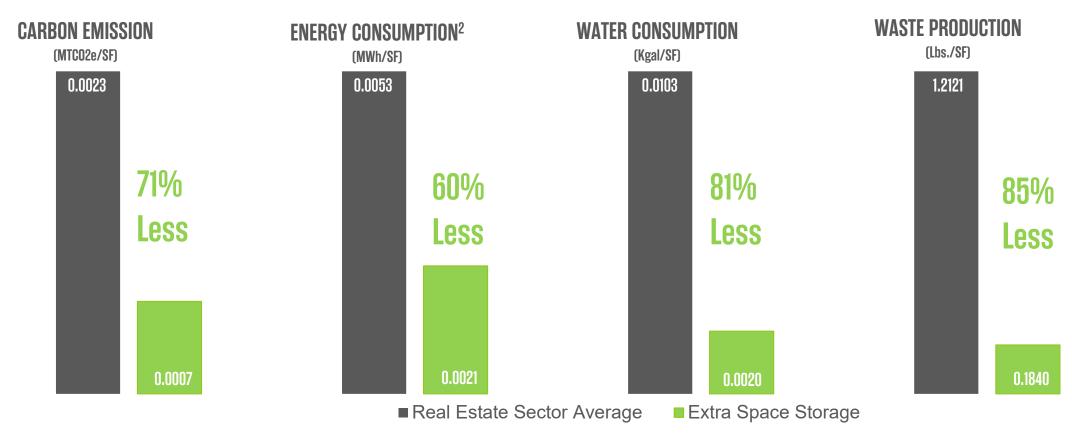
RANKED AS TOP
SELF-STORAGE
COMPANY
By Just Capital, 2021

#TEAMEXTRASPACE

Forbes

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).

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

ENVIRONMENTAL HIGHLIGHTS.







14.8%
REDUCTION IN GHG EMISSIONS
PER SQUARE FOOT¹



#TEAMEXTRASPACE

SOCIAL HIGHLIGHTS.











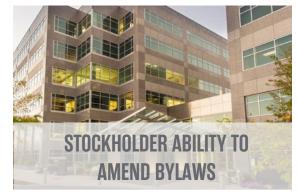
GOVERNANCE HIGHLIGHTS.



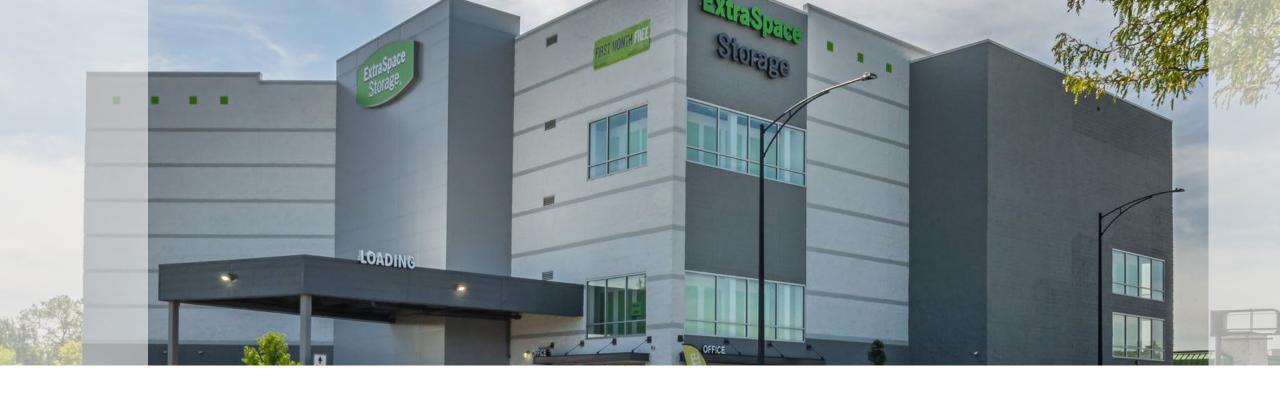










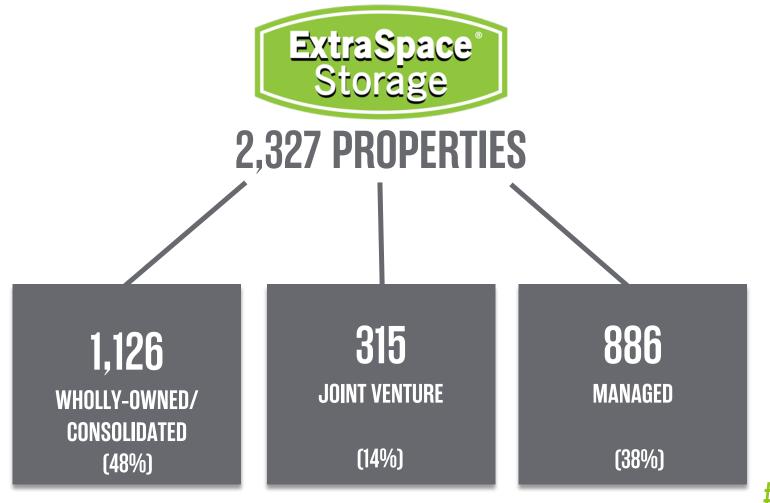




ExtraSpace PORTFOLIO & PERFORMANCE



FLEXIBLE OWNERSHIP STRUCTURE.



DIVERSIFICATION AND SCALE.

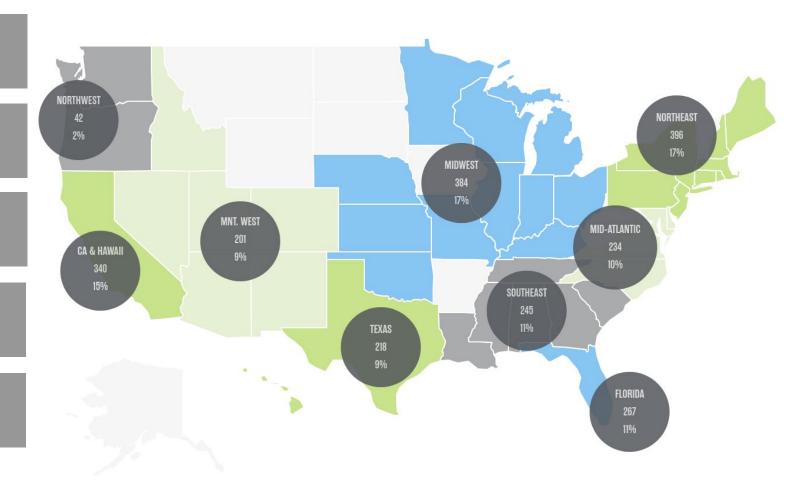
175.1 MILLION NET RENTABLE SQ FT

1.6 MILLION UNITS

OPERATING IN 41 STATES

~\$3 BILLION IN REVENUE UNDER MANAGEMENT

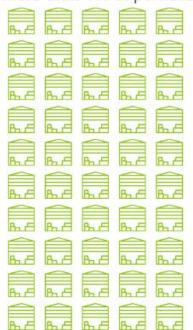
4,000+ EMPLOYEES



GRANULARITY LEADS TO STABILITY.

PROPERTIES

With ~2,300 stores, no singular property is worth more than 1% of portfolio



REVENUE

No MSA contributes more than 13% of same-store revenue



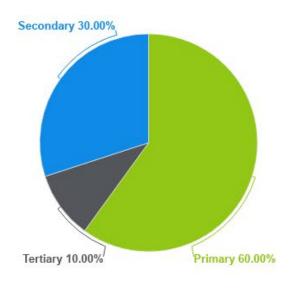
CUSTOMERS

1.3 Million+ customers across all demographics



MARKETS

Balanced presence in markets of varying size

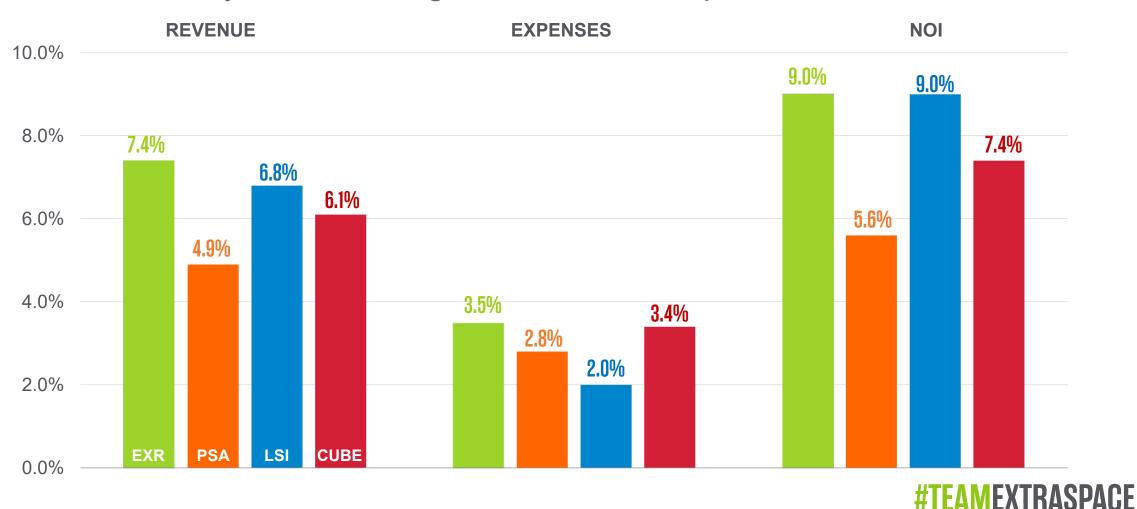






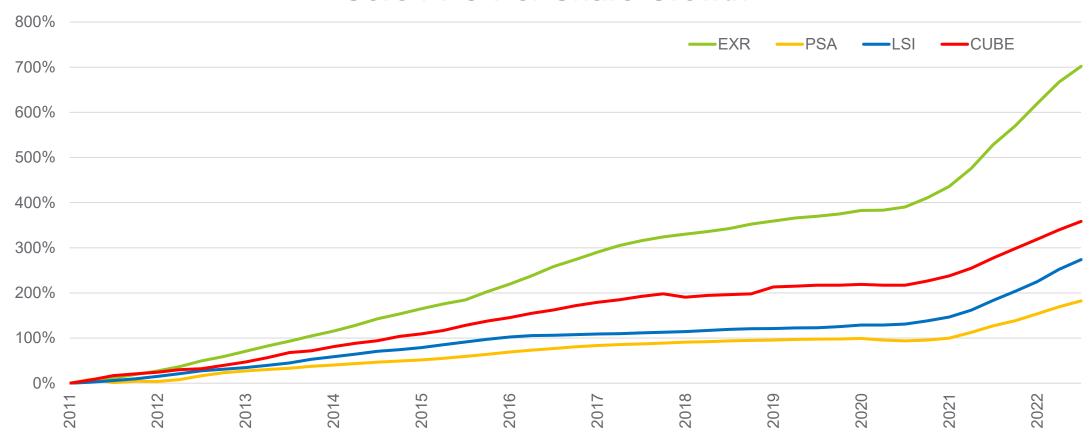
BEST IN-CLASS OPERATOR.

5-years of Average Same-Store Outperformance



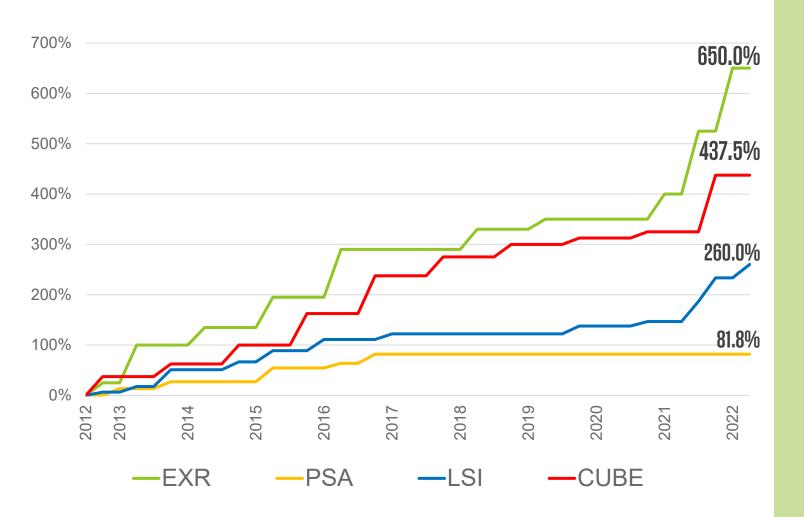
SECTOR LEADING CORE FFO GROWTH.

Core FFO Per Share Growth¹





DIVIDEND GROWTH.



1-YEAR INCREASE 50.0%

5-YEAR INCREASE 92.3%

10-YEAR INCREASE 650.0%

^{*}As reported on Yahoo Finance (excludes one-time special dividends).

BEST-IN-CLASS STOCK PERFORMANCE

10-YEAR TOTAL RETURN

STORAGE SECTOR

1. Extra S	space Storag	je (EXR	629.8%
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- 2. CubeSmart (CUBE) 341.9%
- 3. Life Storage (LSI) 318.5%
- 4. Public Storage (PSA) 205.2%

ALL PUBLIC REITS

1. Extra Space Storage (EXR) 629.8%

2. Equity LifeStyle (ELS) 369.0%

3. Duke Realty Corp (DRE) 363.8%

4. SBA Comms REIT (SBAC) 363.3%

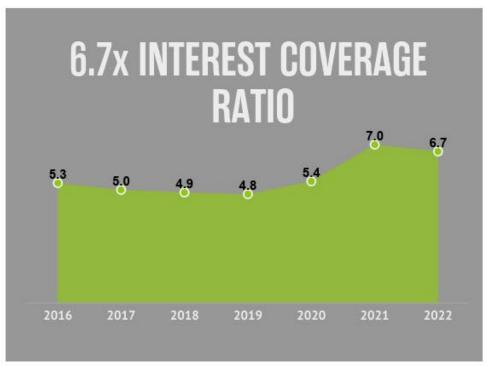
5. CubeSmart (CUBE) 341.9%

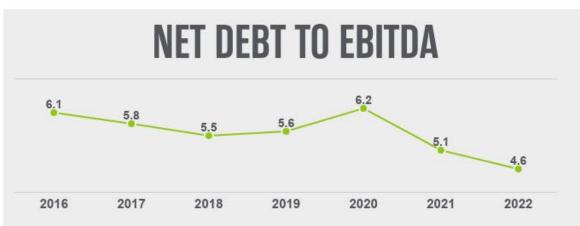
QUICK FACTS Extra Space Balance Sheet

6.2x
Fixed
Charge
Ratio



3.6%
Weighted Average
Interest Rate









- 1. Data as of Sept. 30, 2022
- 2. Unencumbered Assets as defined in the Company's public bond covenants





SECTOR TRENDS



CURRENT SECTOR TRENDS.

STRONG OCCUPANY LEVELS

STRONG TOTAL NRSF GROWTH;
NEW CUSTOMER ACHIEVED RATES MODERATING YEAR-OVER-YEAR

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

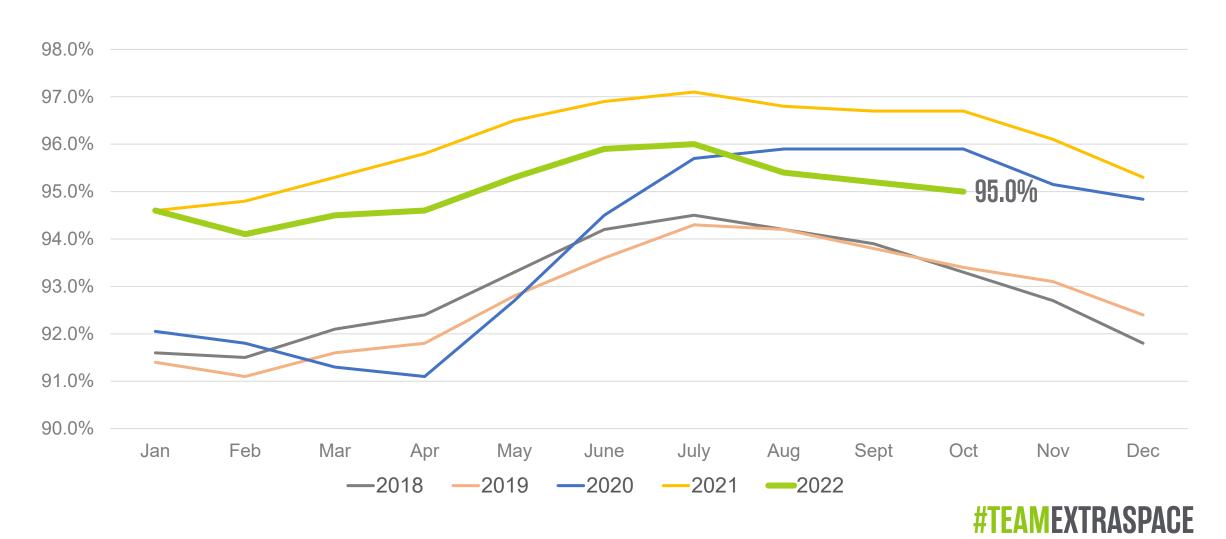
SCALE TECHNOLOGY ADVANTAGE OF REITS

OWNERSHIP AND MANAGEMENT CONSOLIDATION

ACQUISITIONS LANDSCAPE: LOWER VOLUME
BID-ASK SPREAD REMAINS BETWEEN BUYERS AND SELLERS



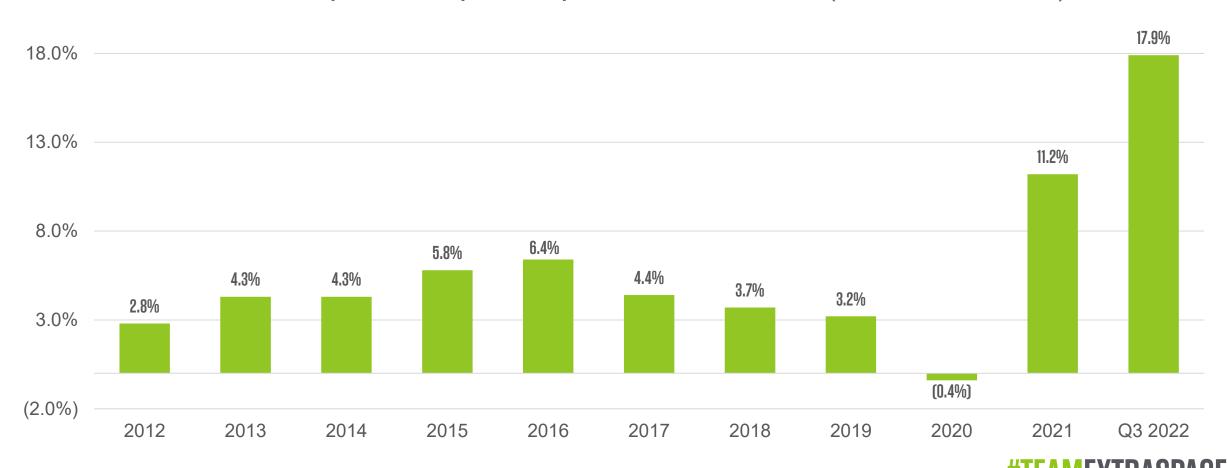
OCCUPANCY TRENDS.



^{*} End of month occupancy for 2018, 2019, 2020, 2021 & 2022 "Same-store" pools.

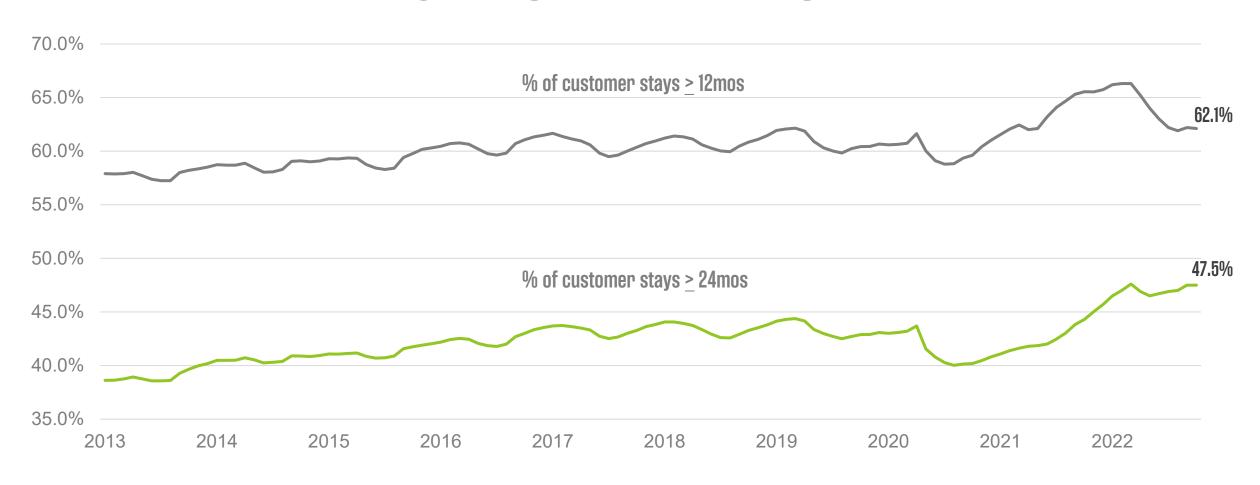
STRONG RATE GROWTH.

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



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

LENGTH OF TENANT STAY.





NEW SUPPLY IN MARKETS.

CONTINUED IMPACT IN HIGHER DELIVERY MARKETS

MARKETS WITH ELEVATED SUPPLY STILL MAINTAINING HIGH OCCUPANCY AND STRONG RATES

PHYSICAL LEASE-UP AT OR AHEAD OF HISTORICAL LEVELS, AND ECONOMIC STABILIZATION IN-LINE WITH HISTORICAL LEVELS

DEVELOPMENT YIELDS NEAR ALL-TIME LOWS

STRENGTH OF SECTOR EXPECTED TO CREATE DEMAND FOR DEVELOPMENT, WITH COST OF CAPITAL AND INCREASING COSTS PARTIALLY OFFSETTING DEMAND



FLEXIBLE DIGITAL PLATFORM.



FOCUSED ON:

AGILITY • CUSTOMER EXPERIENCE • SCALABILITY • EFFICIENCIES • FUTURE PROOF

CUSTOMER FACING

"Customer Experience"

















BACKOFFICE

"Secret Sauce"



POINT OF SALE



3



DIGITAL MARKETING



DATA WAREHOUSE



FACILITIES MGT



FINANCIAL REPORTING



PROCUREMENT FP&A

FOUNDATION

"Scalable Infrastructure"











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 SERIVCE 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















AWARENESS OF EXTRA SPACE



SEARCH ENGINES



SOCIAL MEDIA









CUSTOMER ENGAGEMENT











RENTAL COMPLETION













OPPORTUNITY FOR CONSOLIDATION.

U.S. MARKET SHARE BY SQUARE FOOTAGE ExtraSpace Storage **NON-REIT** ~25.0% 4.4% CUBESMART **NON-INSTITUTIONAL QUALITY PROPERTIES** 4.2% LifeStorage **NON-REIT INSTITUTIONAL QUALITY UHAUL PROPERTIES** 3.5% ~41.0%



NATIONAL STORAGE



ExtraSpace GROWTH STRATEGY Storage



MULTIPLE GROWTH CHANNELS.

STABILIZED AND VALUE-ADD ACQUISITIONS

THIRD PARTY MANAGEMENT

CERTIFICATE OF OCCUPANCY AND DEVELOPMENT

BRIDGE LENDING

SITE EXPANSION & REDEVELOPMENT

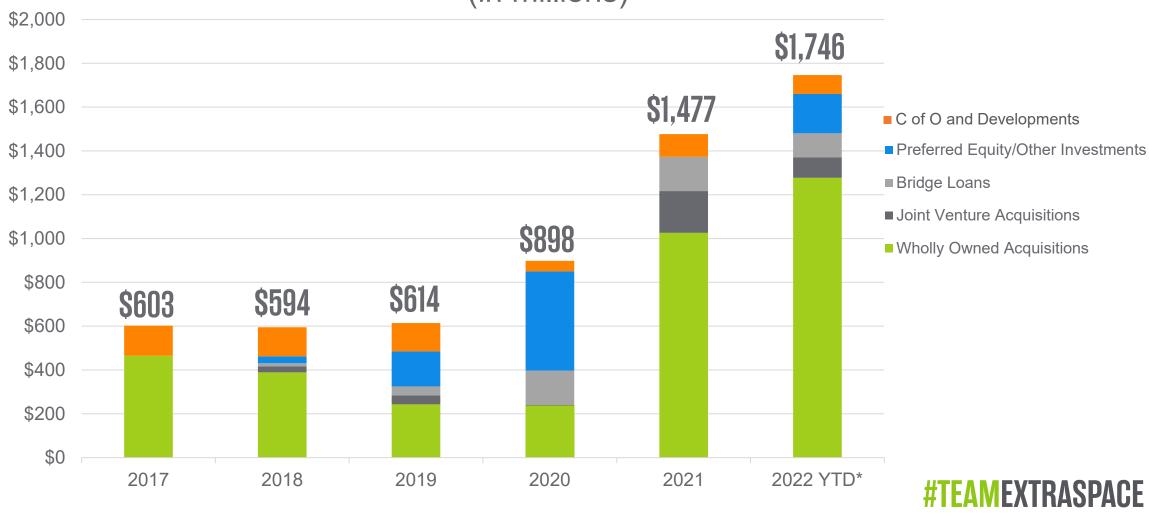
PREFERRED EQUITY & NOTE PURCHASES

NET LEASE



DISCIPLINED INVESTMENT ACTIVITY.

(in millions)



^{*}As of September 30, 2022, per the Company's 3rd quarter earnings release. Investments in joint ventures are considered at EXR net investment, bridge loans are loan originations, net of note sales and other investments in 2022 includes Bargold.

STORAGE EXPRESS ACQUISITION.

THE LARGEST REMOTELY MANAGED STORAGE PLATFORM IN THE INDUSTRY

ACQUIRED FOR \$590 MILLION; \$125 MILLION IN OP UNITS ISSUED

107 STORES WITH 3.8 MILLION SF IN INDIANA, ILLINOIS, OHIO & KENTUCKY

IN-PLACE NRSF UPSIDE OF 15%-20%; OCCUPANCY UPSIDE OF ~300 BPS

TRANSACTION INCLUDES 14 FUTURE DEVELOPMENT PROJECTS & SITES



STORAGE EXPRESS ACQUISITION.



STORAGE EXPRESS ACQUISITION.



BARGOLD ACQUISITION.

NYC STORAGE BUSINESS LEASING UNITS IN APARTMENT BUILDINGS TO RESIDENTS

ACQUIRED FOR \$180 MILLION

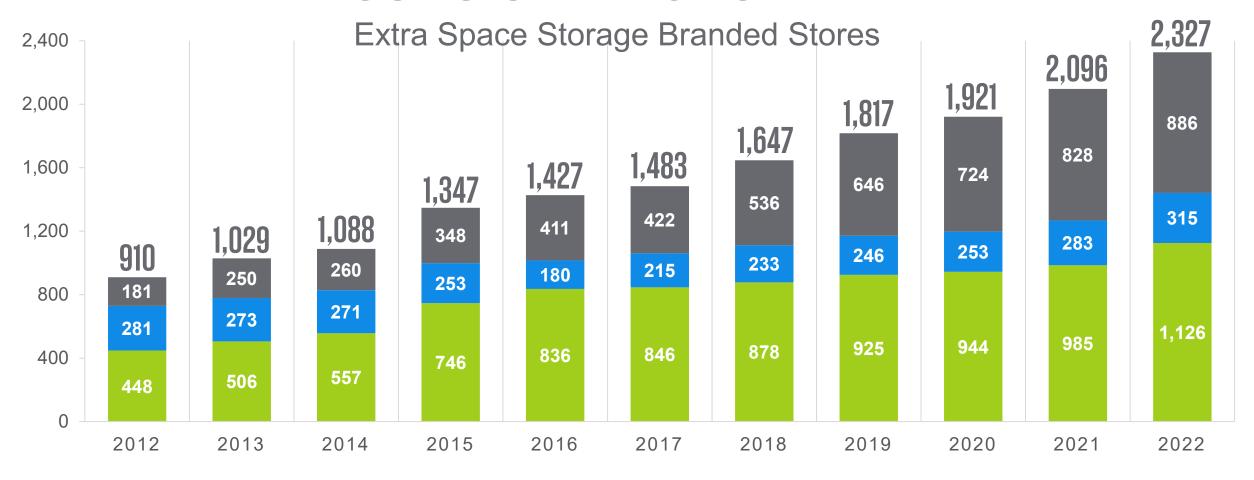
17,000 UNITS WITH OCCUPANCY OF OVER 97%

OVER 1,000 CUSTOMERS ON THE WAITING LIST

DIFFERENT BUSINESS MODEL — RUNNING AS A STAND-ALONE BUSINESS



CONSISTENT GROWTH.



■ Wholly-Owned/Consolidated ■ Joint Venture ■ Managed



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 & 2022 ACQUISTIONS ARE NON-STABILIZED PROPERTIES



ACQUISITION QUICK FACTS.

\$1.65 BILLON

186 STORES

Closed or Under Contract in 20221

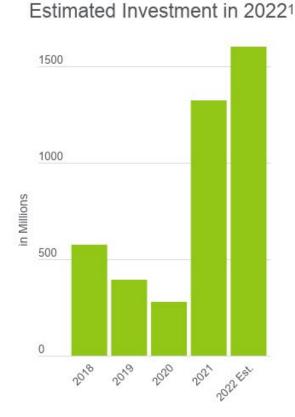
t in 20221

66%

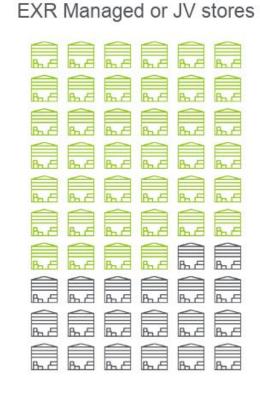
Of 2021 acquisitions were

85.5%

Average occupancy of 2022 acquisitions¹



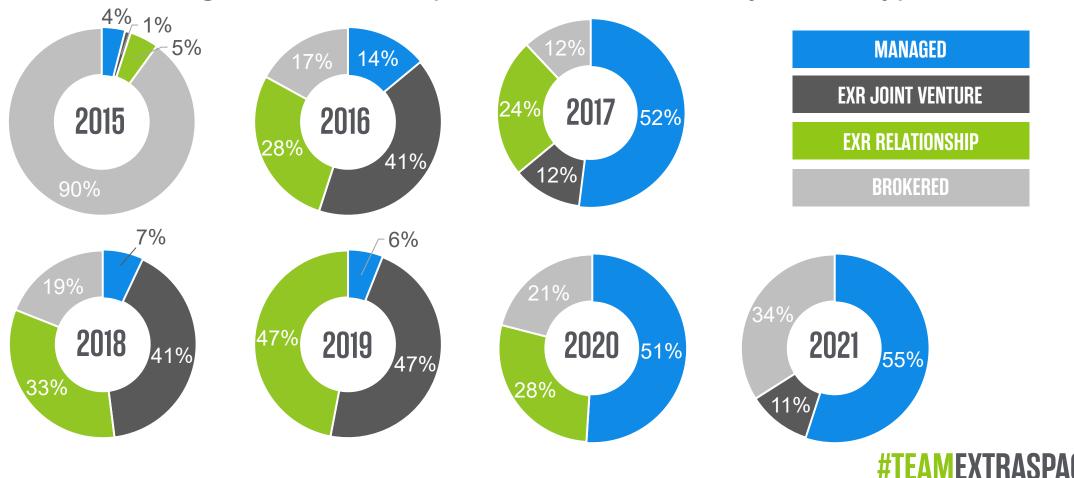






SOURCES OF ACQUISITIONS.

Percentage of Annual Acquisitions Investment by Seller Type



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

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

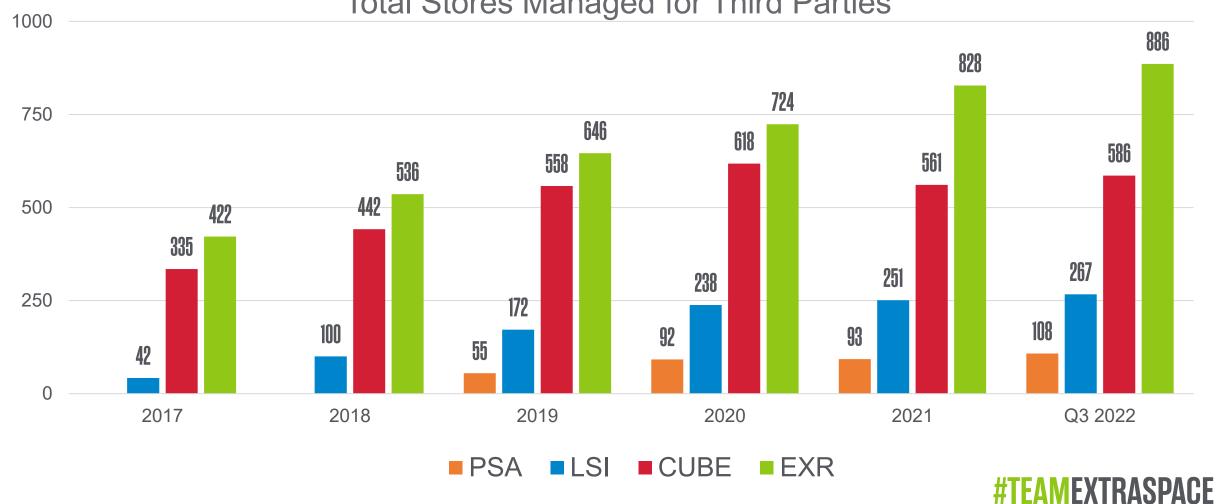
BUILD AND MAINTAIN A DIVERSE PARTNERSHIP GROUP AND EXPAND INDUSTRY RELATIONSHIPS

GAIN BROADER VISIBILITY TO DEVELOPMENT PIPELINE AND OTHER INDUSTRY TRENDS



THIRD-PARTY MANAGEMENT GROWTH.

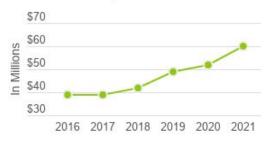
Total Stores Managed for Third Parties



THIRD-PARTY MANAGEMENT QUICK FACTS.

INCOME

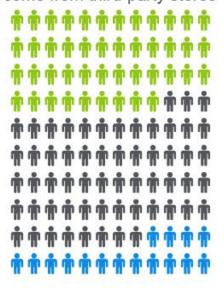
\$60 Million in 2021 Management Fees





SCALE

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

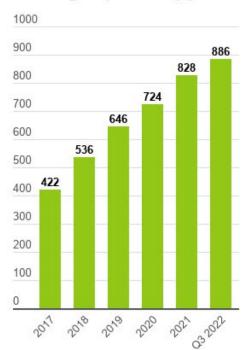


Third-Party Managed

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.



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 HAS ACQUIRED OR WILL AQUIRE 29 STORES FROM LOAN PLATFORM FOR \$515 MILLION



BRIDGE LENDING QUICK FACTS.

Over \$1 Billion In Originations Program-To-Date

\$322 MILLON

in loans closed through Q3 2022

\$212 MILLON

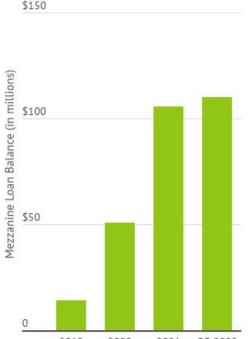
2022 Loans Sold 66 009

in loans sold through Q3 2022

2022 Loans Held 34.00%

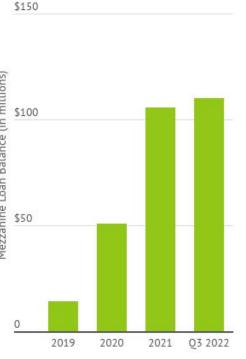
11.0%

Weighted average return of mezzanine notes



\$531 MILLON

Under agreement to close in 2022 & 2023





*As reported in the Company's 3^{4d} quarter 2022 earnings release.

SITE EXPANSION & REDEVELOPMENT.

MINNEAPOLIS, MN

32,336 NRSF ADDED

334 UNITS ADDED

\$5.4 MILLION COST

~\$530,000 NOI ADDED

~9.8% RETURN

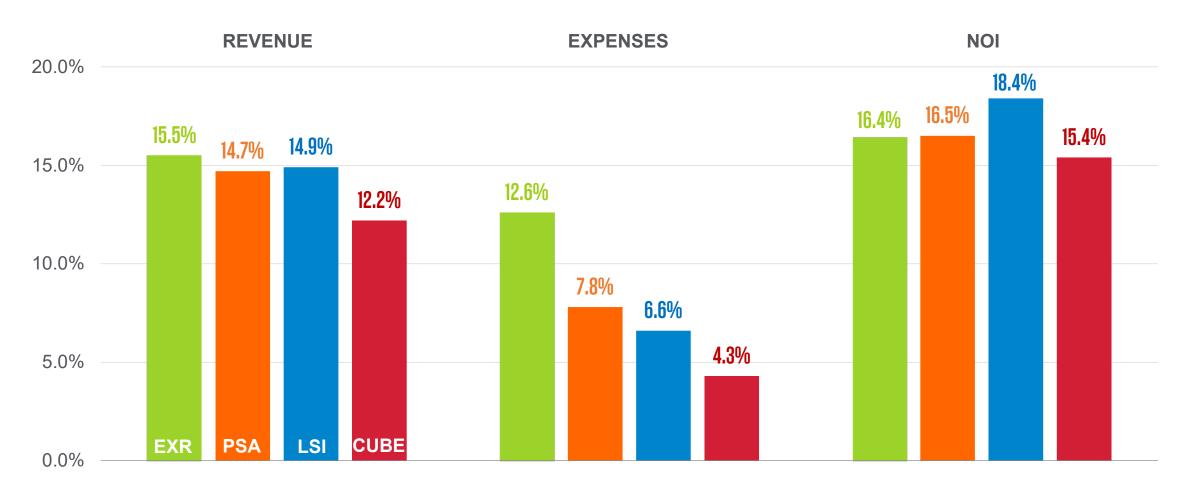








2022 Q3 SAME-STORE PERFORMANCE.





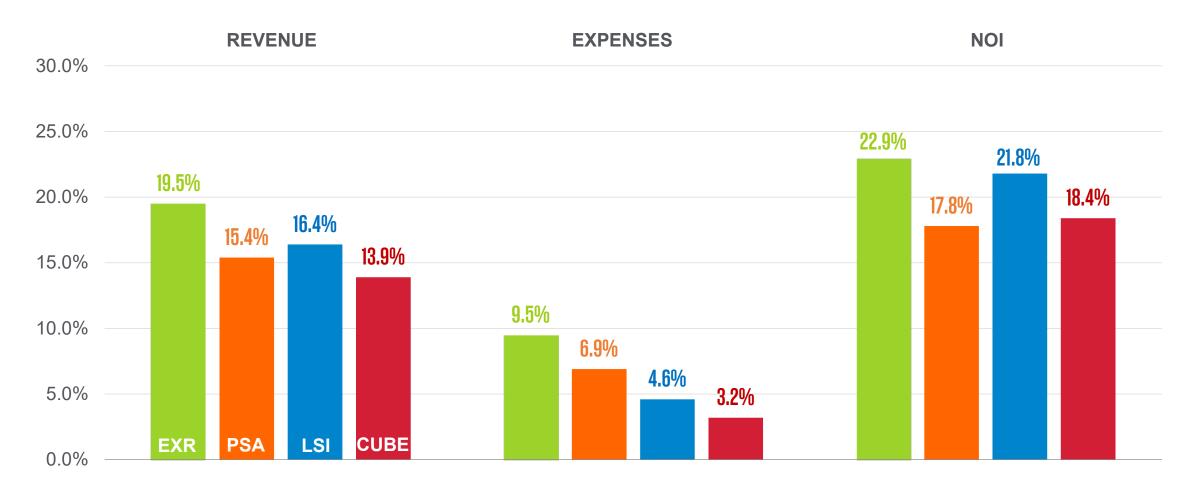
2022 Q3 CORE FFO GROWTH.

(Per Share)





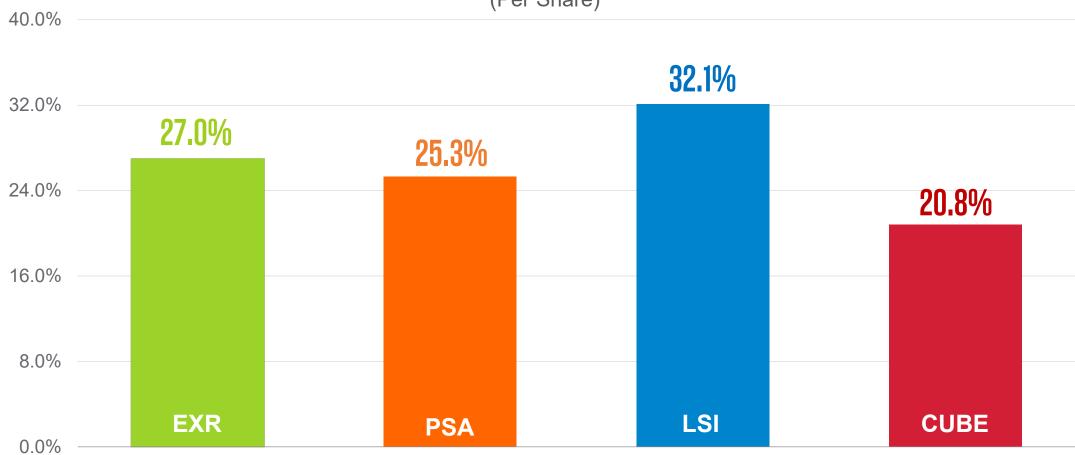
2022 YEAR-TO-DATE SAME-STORE PERFORMANCE.





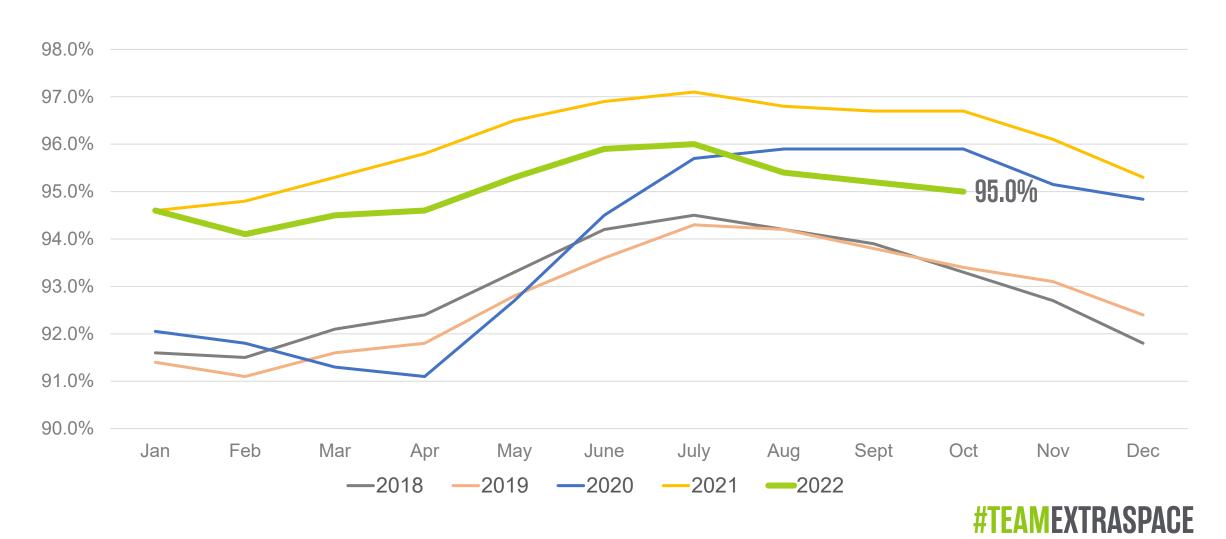
2022 YEAR-TO-DATE CORE FFO GROWTH.

(Per Share)





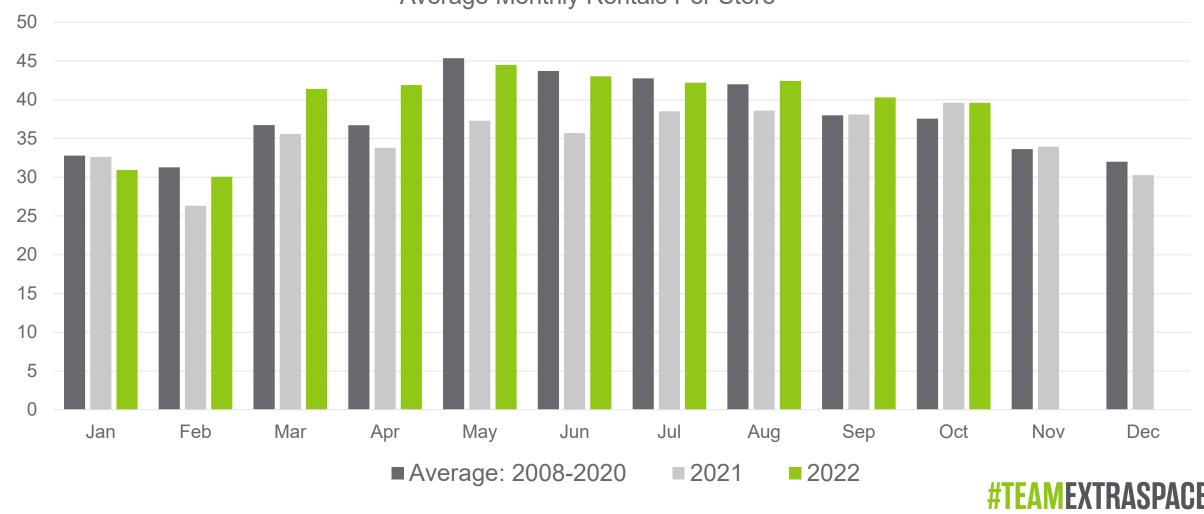
OCCUPANCY TRENDS.



^{*} End of month occupancy for 2018, 2019, 2020, 2021 & 2022 "Same-store" pools.

RENTAL ACTIVITY.

Average Monthly Rentals Per Store



VACATE ACTIVITY.

Average Monthly Vacates Per Store



DISCOUNT TRENDS.

Discounts as a Percentage of Rental Revenue









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.

	Low	High		
2022 Core FFO	\$8.30	\$8.40		
Dilution/share from C of O/Lease-up	\$0.20	\$0.20		
Same-Store Revenue	16.25%	17.25%		
Same-Store Expenses	8.50%	9.50%		
Same-Store NOI	18.50%	20.00%		
Weighted Average 1-month LIBOR	1.94%	1.94%		
Net Tenant Insurance Income	\$ 154,000,000	\$ 155,000,000		
Management Fees & Other Inc.	\$ 83,500,000	\$ 84,500,000		
Interest Income	\$ 69,000,000	\$ 70,000,000		
G&A Expense	\$ 126,500,000	\$ 127,500,000		
Equity in Earnings	\$ 41,000,000	\$ 42,000,000		
Interest expense	\$ 219,000,000	\$ 221,000,000		
Acquisitions (company investment)	\$ 1,650,000,000	\$ 1,650,000,000		
Bridge Loans (net of sales)	\$ 225,000,000	\$ 225,000,000		
Weighted average share count	143,000,000	143,000,000		

^{*}As reported in the Company's 3rd quarter 2022 earnings release.

Q3 2022 EXR COVENANT COMPLIANCE.

(PUBLIC BONDS)

		Public	Bond							
	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022			
Total Debt	5,776,371	5,821,338	6,035,342	6,427,587	6,480,968	6,879,440	7,505,455			
Total Assets	14,749,190	15,591,061	16,503,357	18,111,670	19,160,845	20,235,267	21,568,602			
Limitation on total outstanding debt	39.2%	37.3%	36.6%	35.5%	33.8%	34.0%	34.8%			
Not to exceed 60%	Pass	Pass	Pass	Pass	Pass	Pass	Pas			
	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022			
EBITDA	970,596	1,036,379	1,117,427	1,188,445	1,267,183	1,347,973	1,413,556			
Interest Expense	165,423	162,372	163,350	166,794	169,420	178,057	194,678			
Debt service test	5.87x	6.38x	6.84x	7.13x	7.48x	7.57x	7.26x			
Not to be less than 1.5x	Pass									
	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022			
Secured Debt	2,288,799	2,152,020	1,849,860	1,700,878	1,613,391	1,682,769	1,649,612			
Total Assets	14,749,190	15,591,061	16,503,357	18,111,670	19,160,845	20,235,267	21,568,602			
Limitation on secured debt	15.5%	13.8%	11.2%	9.4%	8.4%	8.3%	7.6%			
Not to exceed 40%	Pass	Pass	Pass	Pass	Pass	Pass	Pas			
	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022			
Total Unencumbered Assets	9,593,164	10,393,861	11,689,651	13,546,274	14,390,116	15,353,015	16,636,222			
Unsecured Debt	3,487,573	3,669,318	4,185,482	4,726,709	4,867,577	5,196,670	5,855,843			
Maintenance of total unencumbered assets	275.1%	283.3%	279.3%	286.6%	295.6%	295.4%	284.1%			
Not to be less than 150%	Pass	Pass	Pass	Pass	Pass	Pass	Pas			