



Company Update

January 2023



Important Information

FORWARD-LOOKING STATEMENTS: This presentation contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Such forward-looking statements include statements relating to our 2022 outlook and all underlying assumptions, our expected acquisition, disposition, development and redevelopment activity, supply and demand for our self-storage facilities, information relating to operating trends in our markets, expectations regarding operating expenses, including property tax changes, expectations regarding the impacts from inflation and a potential future recession, our strategic priorities, expectations with respect to financing activities, rental rates, cap rates and yields, leasing expectations, our credit ratings, and all other statements other than statements of historical fact. Such statements are based on management's beliefs and assumptions made based on information currently available to management. All statements in this presentation, other than statements of historical fact, are forward-looking statements that may be identified by the use of the words "outlook," "guidance," "expects," "believes," "anticipates," "should," "estimates," and similar expressions. These forward-looking statements involve known and unknown risks and uncertainties, which may cause our actual results and performance to be materially different from those expressed or implied in the forward-looking statements. Factors and risks that may impact future results and performance include, but are not limited to those factors and risks described in Part 1, Item 1A, "Risk Factors" in our most recent Annual Report on Form 10-K filed with the Securities and Exchange Commission (the "SEC") on February 22, 2022 and in our other filings with the SEC. These include changes in demand for our facilities, impacts of natural disasters, adverse changes in laws and regulations including governing property tax, evictions, rental rates, minimum wage levels, and insurance, adverse economic effects from the COVID-19 pandemic, international military conflicts, or similar events impacting public health and/or economic activity, increases in the costs of our primary customer acquisition channels, adverse impacts to us and our customers from inflation, unfavorable foreign currency rate fluctuations, changes in federal or state tax laws related to the taxation of REITs, and security breaches, including ransomware, or a failure of our networks, systems or technology.

NON-GAAP MEASURES: This presentation contains non-GAAP measures, including FFO and NOI. Non-GAAP measures should not be considered as an alternative to, or more meaningful than, net income (determined in accordance with GAAP) or other GAAP financial measures, as an indicator of financial performance and is not an alternative to, or more meaningful than, cash flow from operating activities (determined in accordance with GAAP) as a measure of liquidity. Non-GAAP measures have limitations as they do not include all items of income and expense that affect operations and, accordingly, should always be considered as supplemental financial results to those presented in accordance with GAAP. In addition, other REITs may compute these measures differently, so comparisons among REITs may not be helpful. Please refer to our SEC periodic reports for definitions of our non-GAAP measures and reconciliations to the nearest GAAP measures.



Company Highlights

- I. Self-Storage Industry Leader**
- II. Innovation-Powered Organic Growth**
- III. Multi-Factor External Growth**
- IV. Growth-Oriented Balance Sheet**
- V. Attractive Valuation and Outlook**

Appendix: 4Q22 Operating Update

The Self-Storage Industry Leader

NYSE / S&P 500

company

50

years in operation

A2 / A

credit rating (Moody's/S&P)

\$4.0B

TTM revenues

\$3.0B

TTM net operating
income (NOI)

2,836

owned properties

202M

owned rentable square feet

40

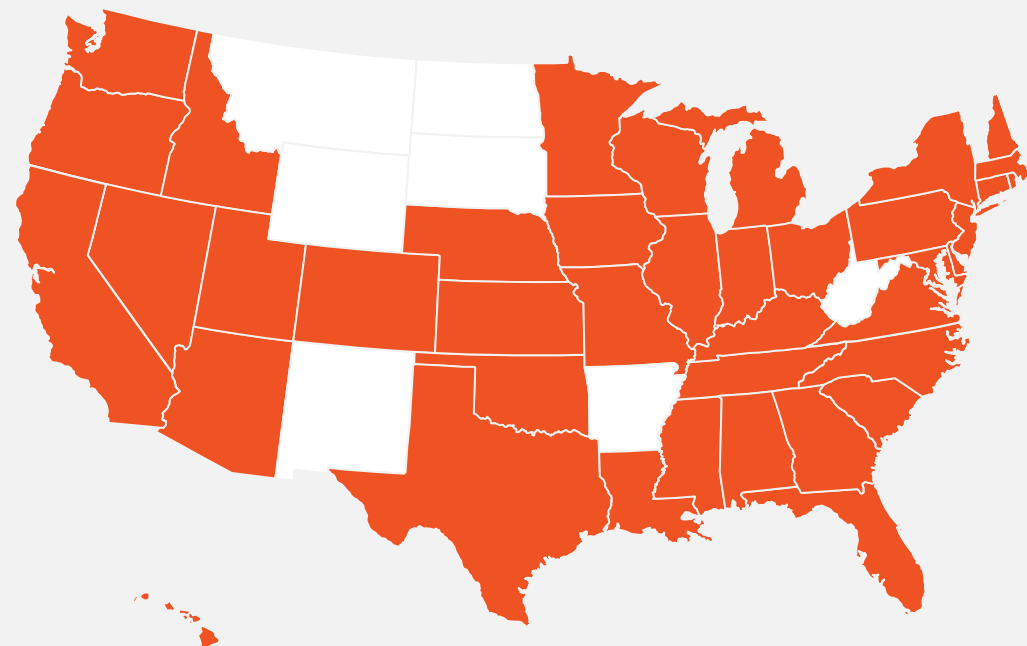
states

1.8M

customers in place

26%

portfolio expansion through
\$8 billion of investment since
the beginning of 2019



Unique Competitive Advantages



Unmatched Scale & Locations

Half of the U.S. population lives within a Public Storage trade area



Platform Strength & Innovation

Continuous first-mover strategy, technology, and platform innovation with an unmatched data set



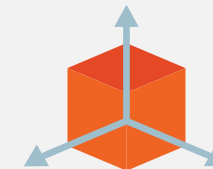
High-Integrity Team & Culture

An innovation-driven culture with broad diversity

**Public
Storage**

Iconic Brand

Strongest consumer recognition with accompanying scalable economic benefits



Multi-Lever External Growth

Acquisition, development, and redevelopment expertise drives value creation



Growth-Oriented Balance Sheet

Capacity to fund further accretive growth

Committed to Sustainable Growth



Environmental

A Low Impact Company



Social

A People Focus



Governance

Integral to operational, financial, and reputational resilience

- ✓ **Light footprint** | Energy, carbon, water, and waste intensities 82% lower than other property types on average
- ✓ **Proactive initiatives** | Focus on further reducing our impact and generating ROIC through initiatives including LED lighting, solar power, and low water use landscaping across the portfolio
- ✓ **Low obsolescence** | Properties retain physical and functional usefulness over decades
- ✓ **High structural resilience** | Designed and built to mitigate the impact of climate and natural disasters

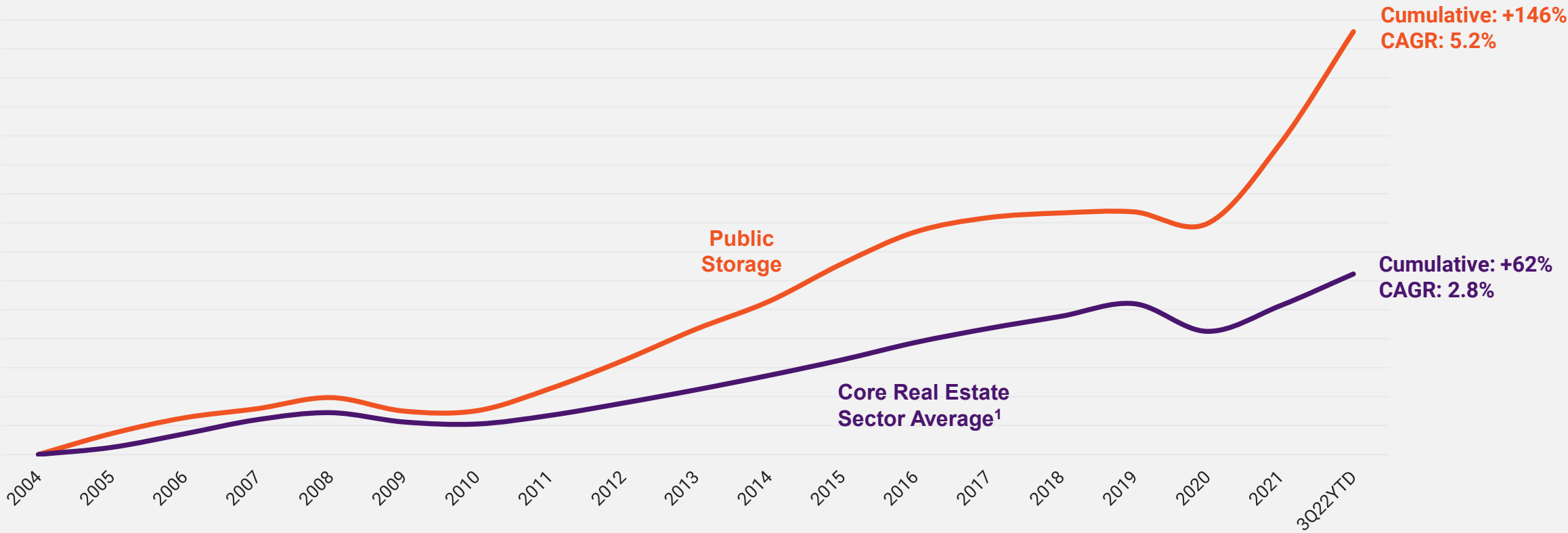
- ✓ **Great Place to Work®** | Received prestigious Great Place to Work® recognition based entirely on employee feedback
- ✓ **Diverse team** | 52% people of color and 68% female
- ✓ **High-integrity culture** | Built on accountability, entrepreneurship, employee development, diversity, and inclusion
- ✓ **Career advancement** | Recently created three new positions for our property and customer care center employees
- ✓ **Health, safety, and wellbeing** | Comprehensive benefits and programs provided to nearly all employees, including part-time

- ✓ **Significant board refreshment** | Added 7 new trustees over 2 years, increasing diversity and reducing average tenure to less than 6 years
- ✓ **Enhanced communication** | Committed to deep and frequent communication with investors and analysts
- ✓ **Enterprise Risk Management** | Focused on strategic, operational, financial, and governance risks, including cyber security and data privacy
- ✓ **Highest ethical standards** | Foundational structure for oversight and accountability, promoting fairness and compliance, and proactively managing risk
- ✓ **Executive compensation plan** | Well-aligned with our strategy of creating sustainable long-term value through a multi-year and multi-metric approach

Strong and Resilient Income Growth Profile

Public Storage’s income generation outpaces and is more resilient than the broader real estate space

Same-Store Net Operating Income Growth
Indexed to 2004



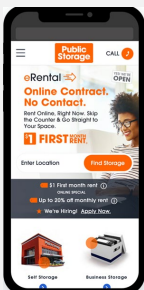
Source: Company filings
1. Core real estate sector average includes apartment, industrial, office, and retail REITs.

Delivering the Digital Customer Experience

Digital transformation enhances the customer experience while also enabling our operating model transformation

Finding a Space

Website



Industry-Leading Platform

- ✓ Mobile centric
- ✓ Click-to-call and AI-enabled chat
- ✓ Dynamic pricing across channels
- ✓ 24 million visitors per year

Lease Execution

Digital Rental Agreement



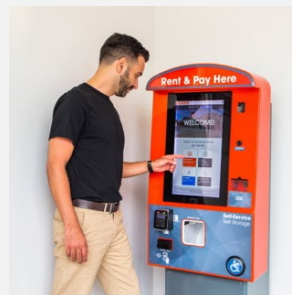
Leading Adoption by Customers Enables Operating Efficiency

~55%
of move-ins
Public Storage

~30%
of move-ins
Self-Storage
Peer Average

Account Management

Remote Customer Care

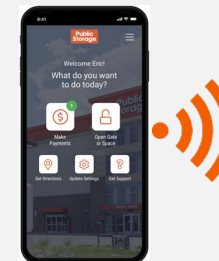


Development Complete and on Location in Several Markets

- ✓ Full leasing, account management, and customer care functionality
- ✓ Live video interaction with customer care representatives

Daily Property Use

Comprehensive Mobile App



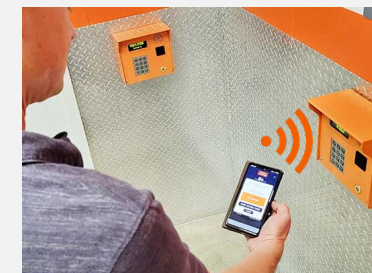
Highest Customer Utilization and Satisfaction (out of 5)¹

4.5 stars
54,000 reviews
Public Storage

2.6 stars
2,300 reviews
Self-Storage
Peer Average

- ✓ Full leasing, account and stored inventory management, customer care, and digital property access functionality

Digital Property Access²



Enabling Customer Access and Data on Property Utilization

First company to
100% of properties
Public Storage

- ✓ Electronic locks in testing to complement building access



Source: Company disclosure and data, Apple, Google

1. Based on Apple and Android reviews.

2. Digital property access systems provide hands-free digital access through parking gates, doors, and elevators via the PS App.

Infusing Remote Property Management

Proprietary digital ecosystem enables transformation beyond the traditional property manager dependent operating model

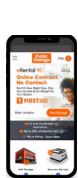
Remote Property Operating Model

At more than 400 Public Storage properties

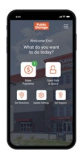
Digital Enterprise Platform

Remote Customer Experience

Omni-Channel Customer Engagement



Website



PS App



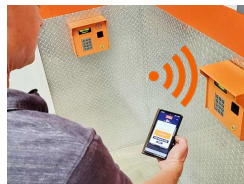
Kiosk



Remote Care Team

- ✓ Unit rentals
- ✓ Account management
- ✓ Live-video customer service
- ✓ Customer demand driven staffing

Convenience, Monitoring, and Safety



Digital Access Systems



Smart Camera Security



Asset Management

- ✓ Solar energy capabilities
- ✓ Analytics-driven preventative maintenance
- ✓ Specialized cleaning personnel



Multi-Property Local Teams



Centralized Data-Driven Operating Model

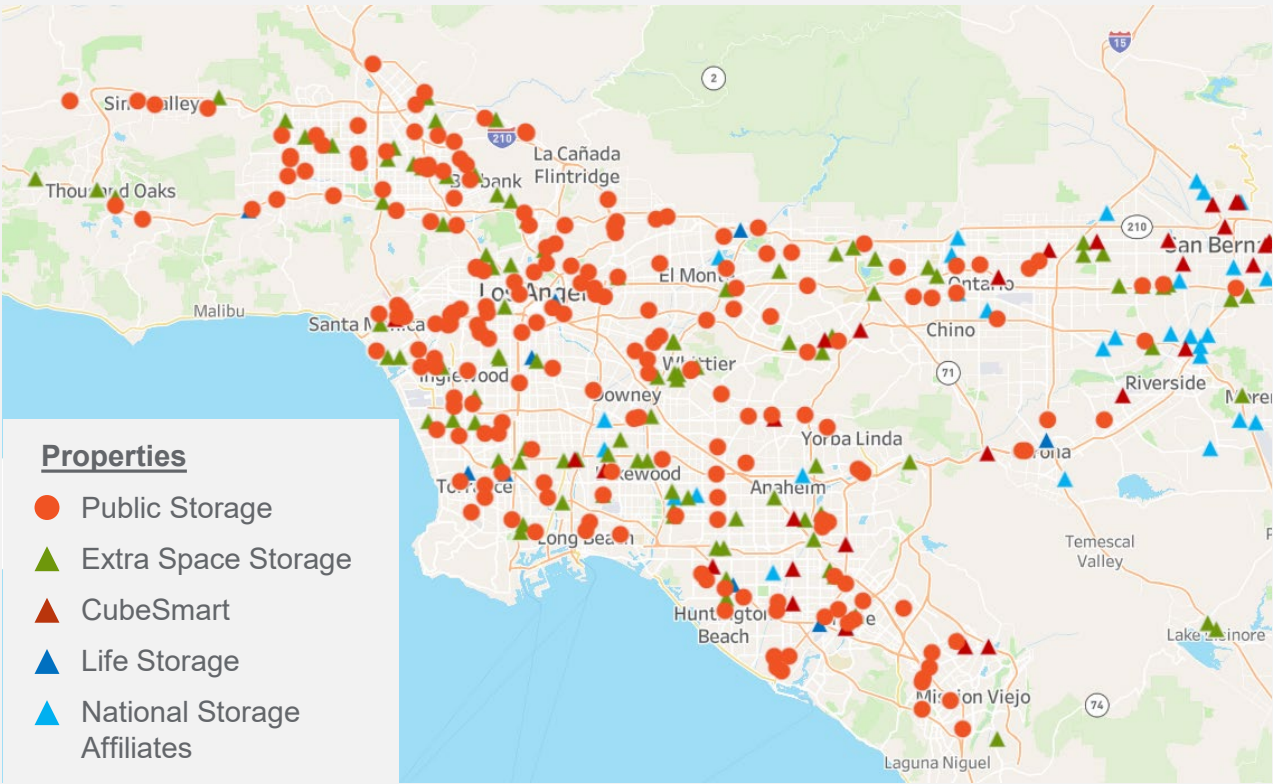
Accelerating Growth in Our Largest Market

Revenue growth in our Los Angeles market is accelerating on strong demand, limited new supply, and the expiration of pricing restrictions

Revenue Growth Acceleration
Los Angeles Market (yoy)¹



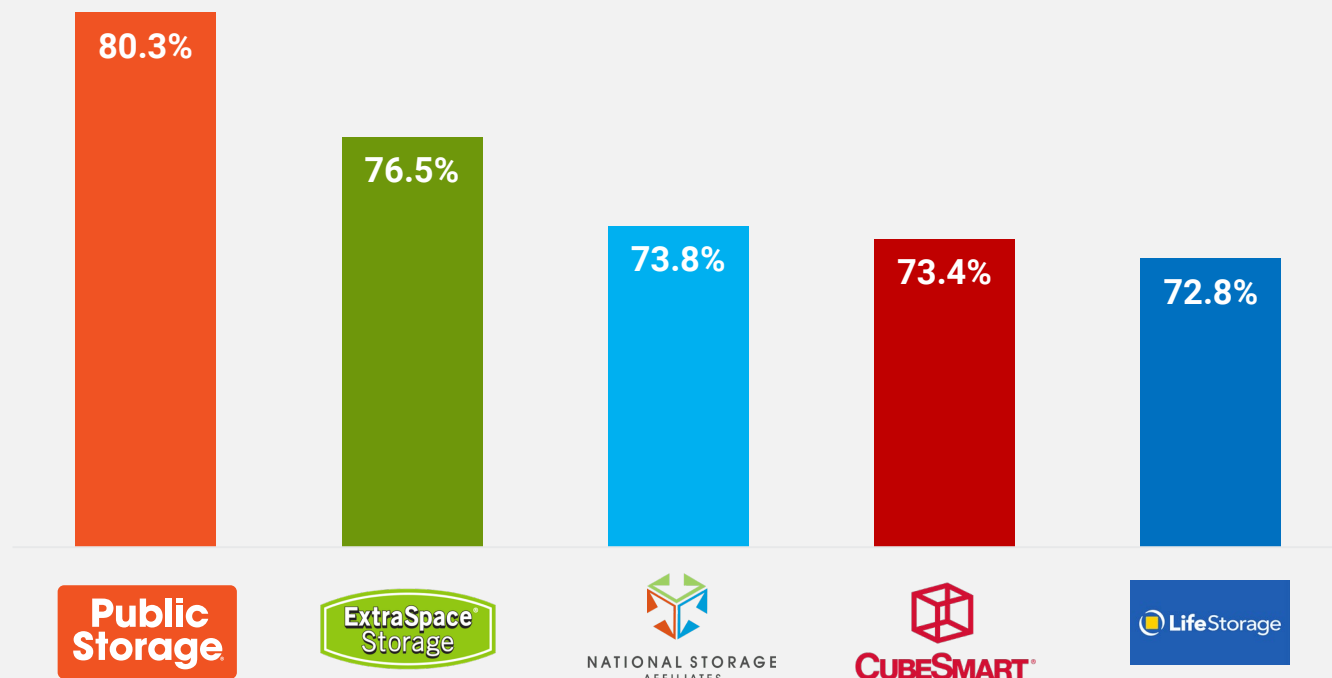
An Irreplaceable Portfolio



Strengthening Our Operating Advantage

First-mover technology implementation and operating model transformation are further enhancing our profitability

Same-Store NOI Margin¹



Further margin expansion through operating model transformation and sustainability initiatives over the next few years, including:

25%

Payroll cost savings through customer experience optimization²

30%

Utility cost savings through solar power and LED light implementation²



Source: Company filings

1. Quarter ended 9/30/22. National Storage Affiliates margin benefits from the inclusion of tenant insurance.

2. Savings in hours for on-site property manager payroll and supervisory payroll from specialization and technology enablement compared to 2019 levels. Please see 2021 Investor Day presentation for further detail.

Accelerated External Growth

Multiple channels to grow and enhance our portfolio

Growth Since Beginning of 2019¹

\$8 billion

of investment in acquisitions,
development, and redevelopment

42 million

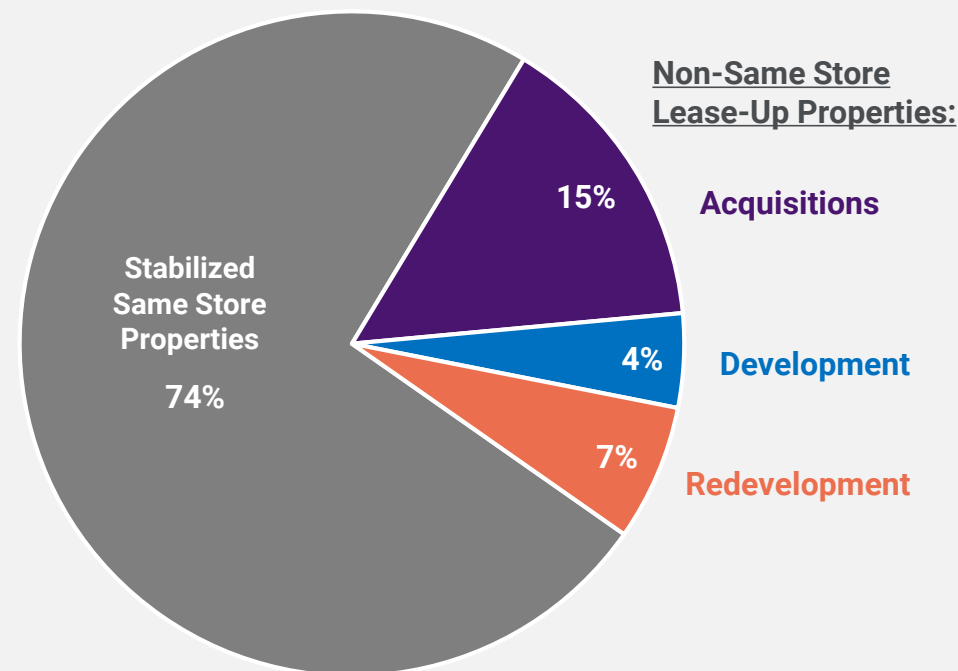
square feet added to the portfolio

26%

increase in portfolio size

Total Owned Portfolio By Property Type¹






200+ million square feet



High growth lease-up properties are now 26% of the total portfolio and growing

Advantages and Unique Capabilities Drive Growth

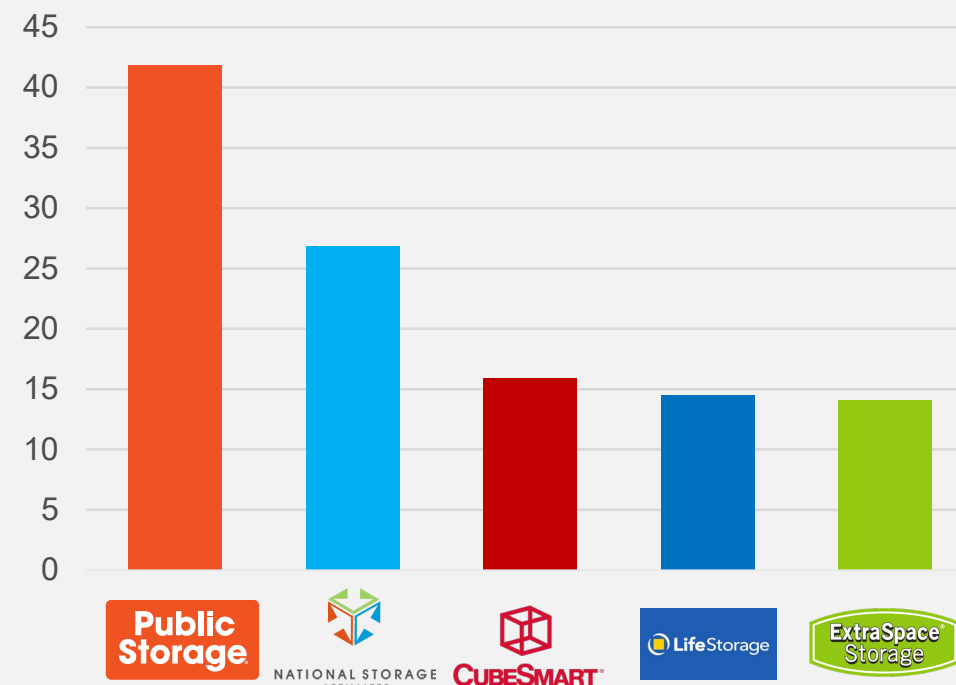
Differentiated Acquisition Strategy

- 
Infuses Proprietary Big Data and Analytics
Deep analytics underpin investment decisions made by our experienced team
- 
Enhances Benefits of Diversification and Coverage
Unique operating upside is fully captured within markets and across the portfolio
- 
Generates Industry-Leading Income Performance
Platform advantages drive NOI in lease-up and seasoned properties acquired
- 
Unlocks Redevelopment and Expansion Opportunities
Only REIT in-house development team identifies and executes on additive growth
- 
Achieves Superior Returns
Retained cash flow and debt funding complement our operating outperformance

Reputation as a preferred property acquirer with no contingencies, execution certainty, and speed to close on a cash basis

Portfolio Expansion (2019 – 2022 YTD)¹

Square feet added, millions



Significant Income Growth & Value Creation

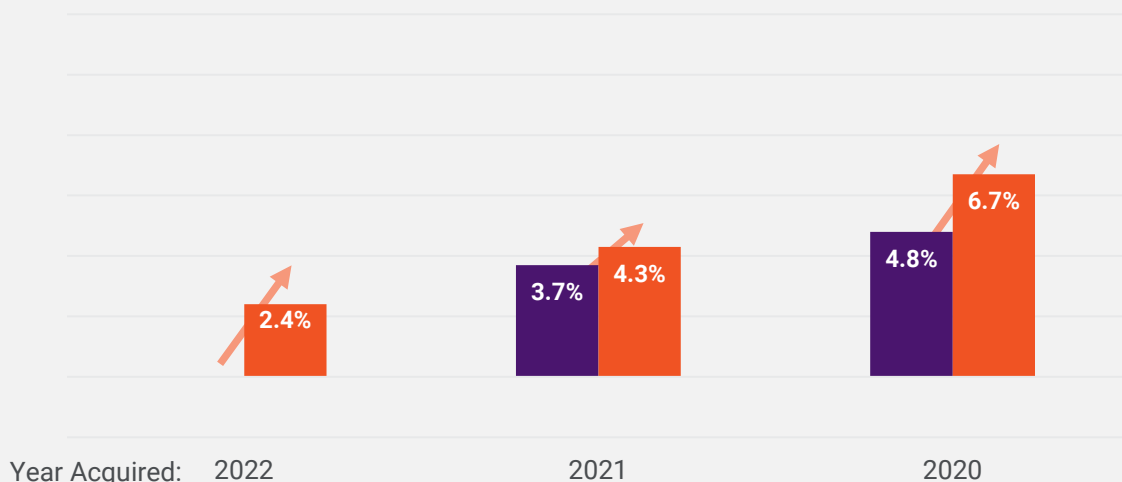
Historically strong acquisition and development performance with embedded earnings upside



Considerable future earnings growth through occupancy and rent lease-up

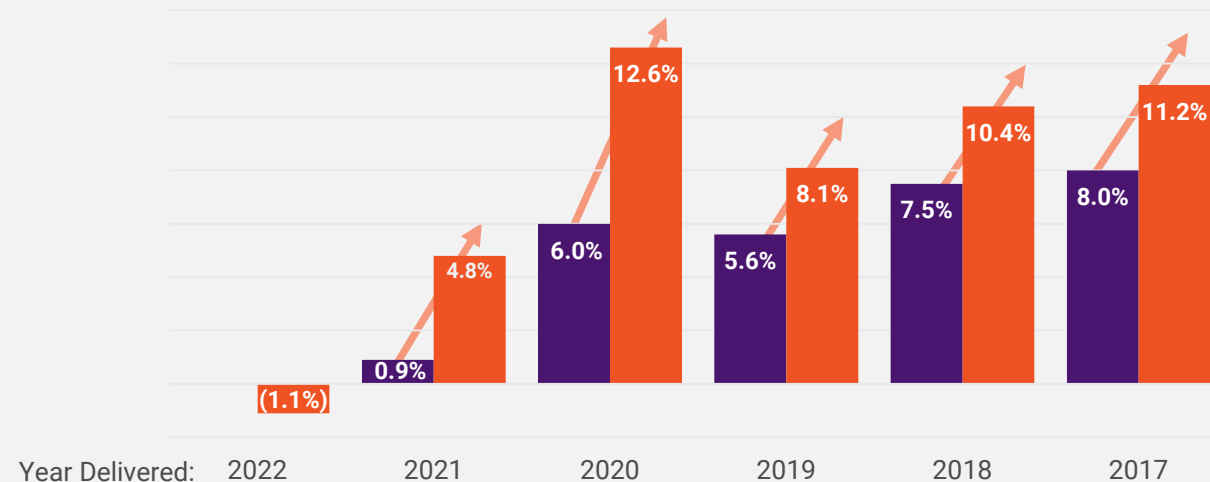
Acquisition Yields¹

■ Yield in 2021 ■ Yield in 2022



Development Yields¹

■ Yield in 2021 ■ Yield in 2022



Occupancy / Growth (yoy)²:

91% (+1%)

93% (+3%)

88% (-2%)

89% (-1%)

91% (-1%)

Rent Growth (yoy)³:

23%

42%

33%

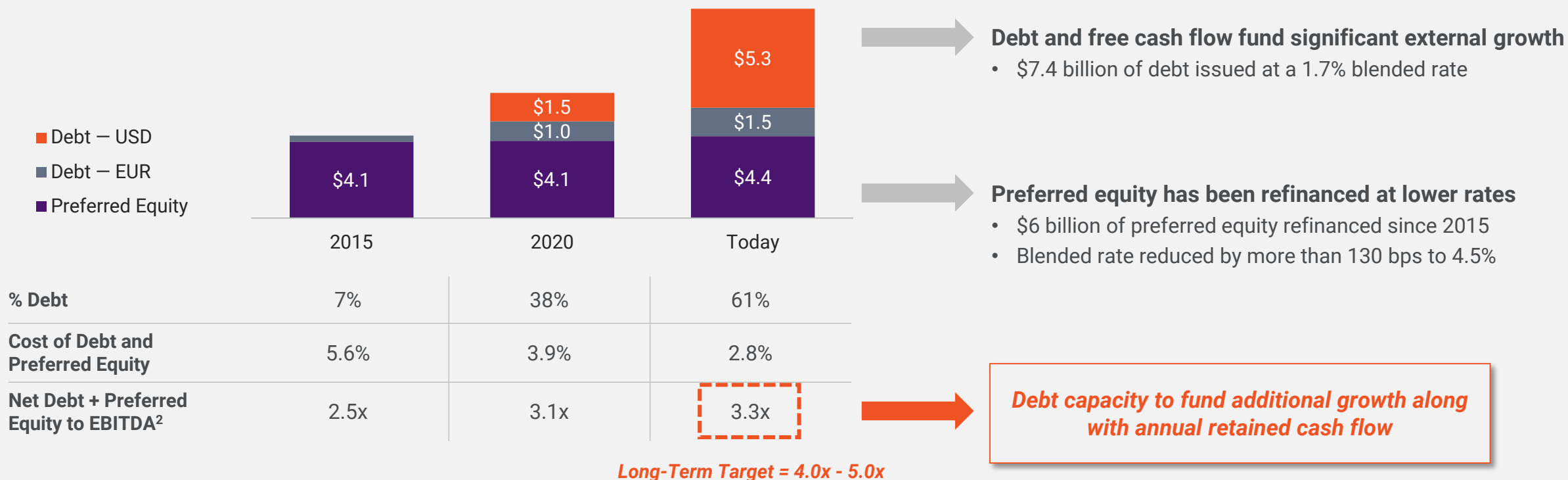
28%

27%

Balance Sheet Positioned to Fund Additional Growth

Capacity remains following balance sheet evolution towards utilizing debt to fund external growth

Net Debt and Preferred Equity on Balance Sheet¹ (billions)



Attractive Valuation

Quality and Growth

Strong geographic mix with the most owned and “A” locations

Margin-expanding operating model transformation underway

Industry-leading external growth with unique development platform

26% of square footage now in the high-growth non same-store pool

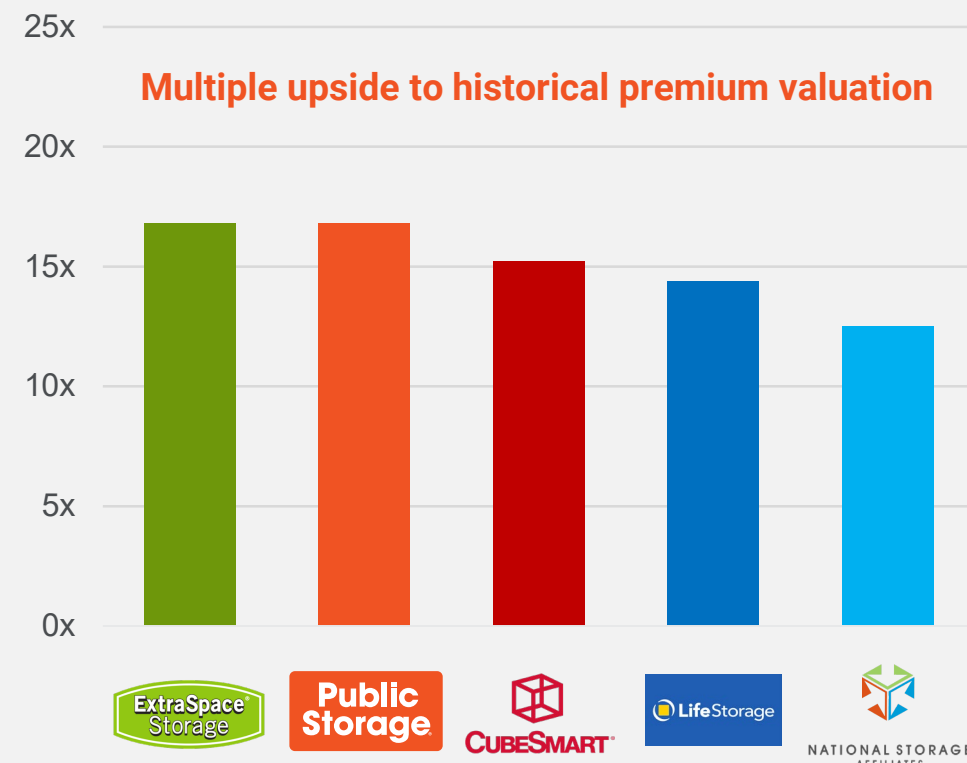
Balance sheet positioned to further growth



Source: Bloomberg

1. Based on Wall Street analyst consensus estimates and share prices on 12/29/22.

2023 FFO Multiple¹



Public Storage is...



Strengthening our wide-ranging **competitive advantages**



Transforming our operating model through customer experience, employee satisfaction, and margin expanding **digitalization**



Enhancing our industry-leading **property and income stream quality**



Generating significant **earnings upside** through multi-factor external growth



Achieving **superior returns** on invested capital through **industry-best operations** and a **growth-oriented balance sheet**



Uniquely positioned for continued industry **leadership, innovation, and growth**

Appendix

Same Store Move-In and Move-Out Update

Rents Gained from Move-Ins

(Amounts in thousands, except for per square foot amounts)

Move-Ins	Three months ended December 31,		
	2022	2021	Δ
Average annual contract rent	\$16.71	\$17.57	-4.9%
Square footage	24,893	22,324	11.5%
Contract rents gained	\$103,991	\$98,058	6.1%

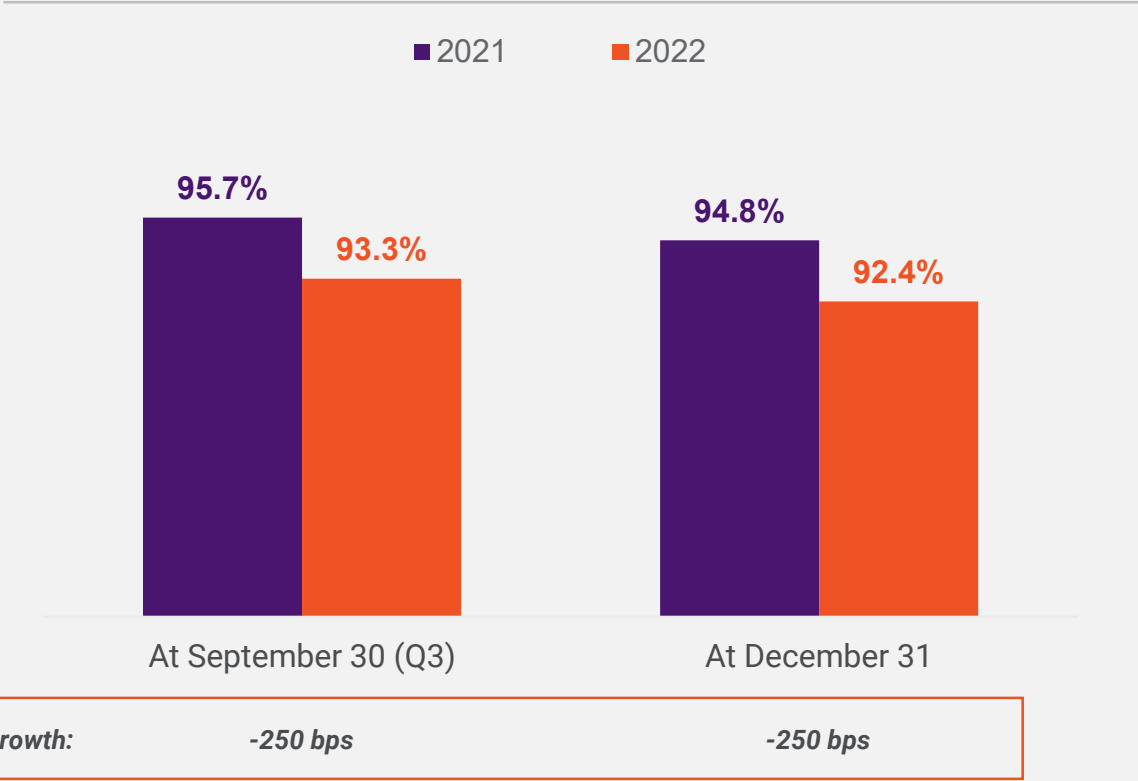
Rents Lost from Move-Outs

(Amounts in thousands, except for per square foot amounts)

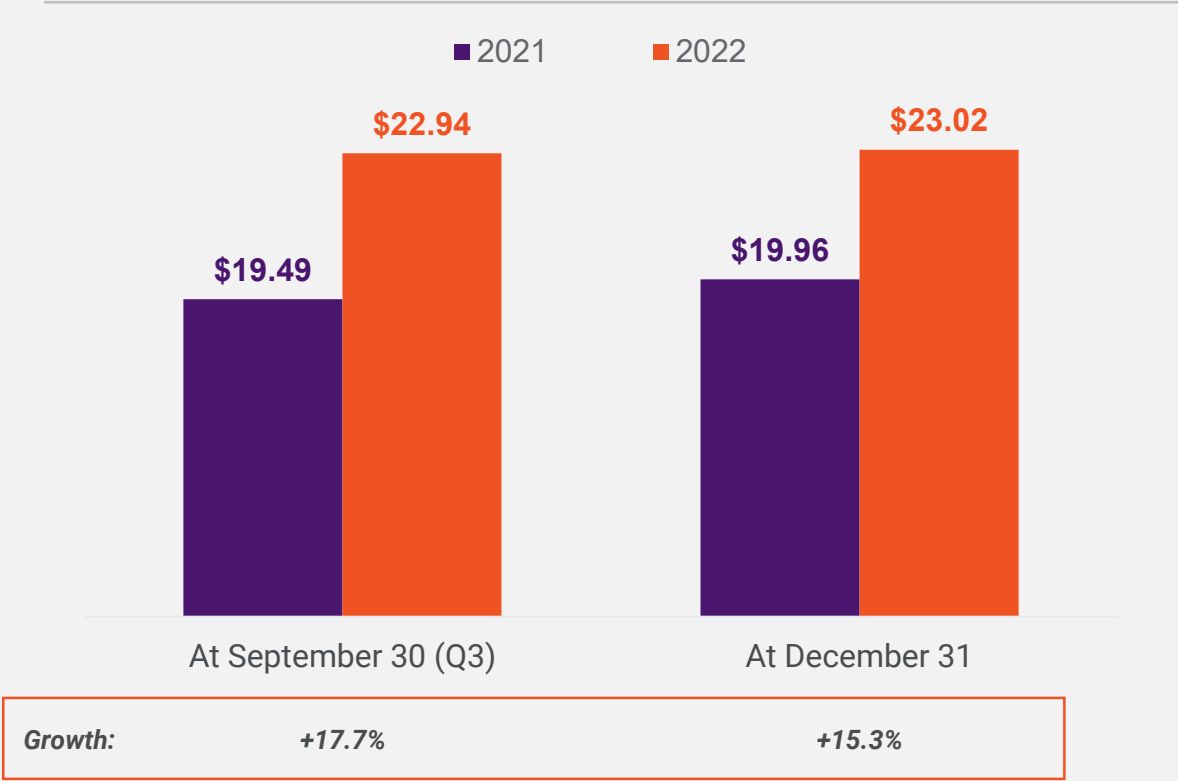
Move-Outs	Three months ended December 31,		
	2022	2021	Δ
Average annual contract rent	\$21.26	\$18.55	14.6%
Square footage	26,406	23,625	11.8%
Contract rents lost	\$140,348	\$109,561	28.1%

Same Store Occupancy and Rent Trends

Square Foot Occupancy at Period End



Annual Contract Rent Per Square Foot at Period End



Non-GAAP Reconciliations

Net Income to EBITDA Reconciliation

	2015	2020	3Q22 TTM
Net income	\$1,318	\$1,361	\$4,573
Net operating income attributed to noncontrolling interests	(8)	(6)	(13)
Depreciation and amortization	425	553	867
Interest expense	1	56	130
Extraordinary and nonrecurring gains and losses	(19)	96	(2,406)
PS Business Parks and Shurgard equity earnings	(48)	(80)	(251)
Distributions received from PS Business Parks and Shurgard ¹	33	97	174
EBITDA	\$1,702	\$2,077	\$3,074