Public Storage

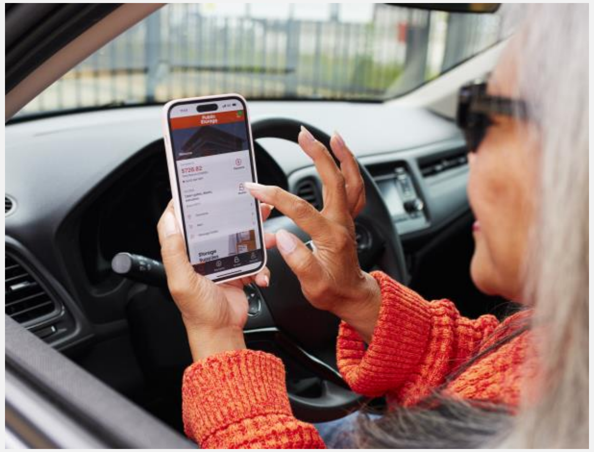
Company Update

September 2025

Important Information

FORWARD-LOOKING STATEMENTS: This presentation contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements include statements relating to our 2025 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 changes in macroeconomic conditions; 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 and 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. Risks and uncertainties that may impact future results and performance include, but are not limited to those risks and uncertainties 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 24, 2025 and in our other filings with the SEC. These include changes in demand for our facilities; changes in macroeconomic conditions; changes in national self-storage facility development activity; impacts from our strategic corporate transformation initiative; 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 public health emergencies, international military conflicts, international trade disputes (including threatened or implemented tariffs imposed by the U.S. and threatened or implemented tariffs imposed by foreign countries in retaliation), 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 high interest rates, inflation, unfavorable foreign currency rate fluctuations, or changes in federal or state tax laws related to the taxation of REITs; security breaches, including ransomware; or a failure of our networks, systems, or technology. These forward-looking statements speak only as of the date of this presentation or as of the dates indicated in the statements. All of our forward-looking statements, including those in this presentation, are qualified in their entirety by this cautionary statement. We expressly disclaim any obligation to update publicly or otherwise revise any forward-looking statements, whether as a result of new information, new estimates, or other factors, events, or circumstances after the date of these forward-looking statements, except when expressly required by law. Given these risks and uncertainties, you should not rely on any forward-looking statements in this presentation, or which management may make orally or in writing from time to time, neither as predictions of future events nor guarantees of future performance.

NON-GAAP MEASURES: This presentation contains non-GAAP measures, including FFO, NOI, and EBITDA. 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 are 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 and the reconciliations attached to this presentation for definitions of our non-GAAP measures and reconciliations to the nearest GAAP measures.



Company Highlights

I. An Exceptional Industry

- Favorable demand dynamics
- Declining new competitive supply
- Fragmentation leads to portfolio growth
- A superior cash flow profile
- Operational improvement occurring

II. Public Storage: Leading the Industry

- Unique competitive advantages
- Powerful compounding-returns platform
- Margin-enhancing transformation advancing
- Leading operations & external growth
- Growth-oriented balance sheet
- Attractive valuation

Appendix: July & August Operating Update

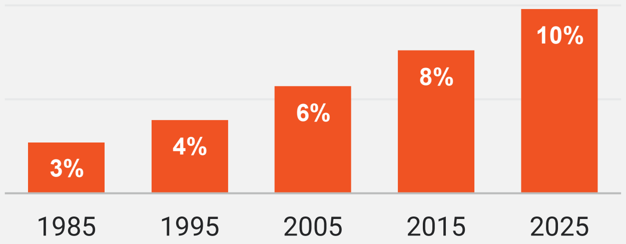
Favorable Fundamentals With Embedded Growth

Growing Secular Demand

- Needs-based, multi-faceted demand from individuals and business
- Net pro-cyclical, but with strong recession resilience
- The affordable option among space alternatives

Rising Utilization

% of U.S. Population Using Self Storage

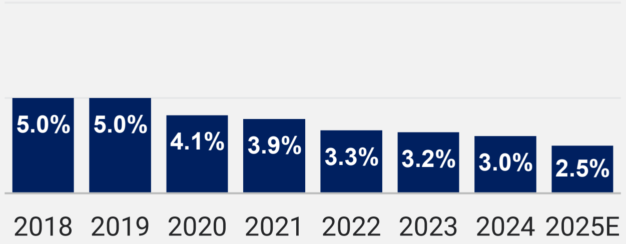


New Supply Constraints

- Primarily small regional developers that are highly subject to pressures including:
  - ❖ Economic cycles
  - ❖ Interest rates
  - ❖ Construction costs
  - ❖ Municipal processes
  - ❖ Underwriting complexity
  - ❖ Operational intensity
- Pressures create acquisition and third-party management opportunity

Declining Competitive New Supply

New Supply Growth[1]

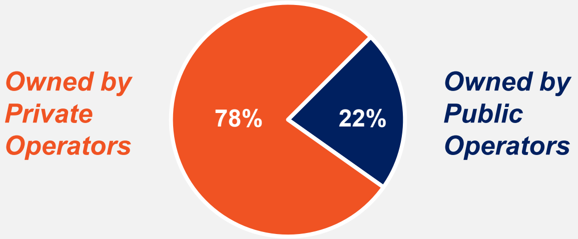


Fragmentation Leads to Growth

- Majority of properties are owned by smaller regional and individual operators
- Institutional ownership with defined hold periods increasing over the past decade
- Strong operational upside potential on more-sophisticated owner platforms

Fragmented Ownership

~2.7 billion square feet[2]



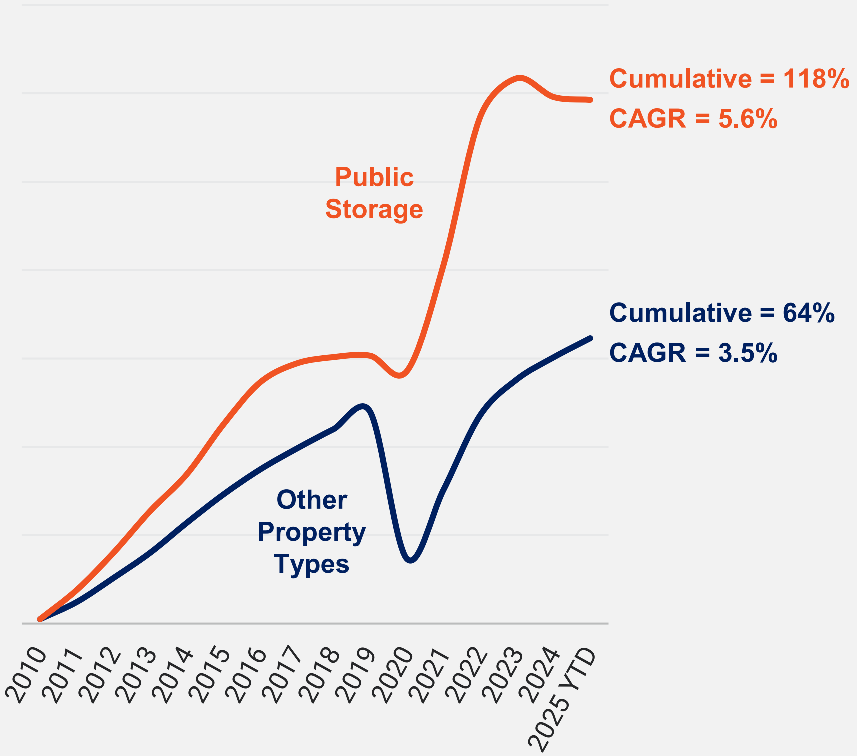
A fundamentally strong industry with benefits accruing to the larger and more-sophisticated operators

Source: U.S. Census, The Self Storage Almanac, Radius+, Yardi Matrix, and Public Storage

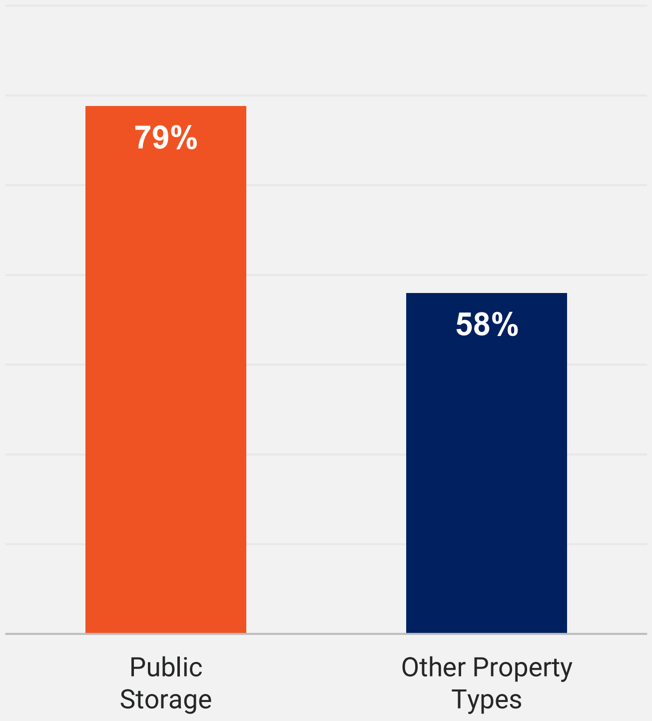
1. Reflects estimated annual expansion of total self storage net rentable square footage in the United States.
2. Public owners include Public Storage, CubeSmart, Extra Space, National Storage Affiliates, SmartStop, and U-Haul.

A Superior Cash Flow Profile

Strong NOI Growth[1]

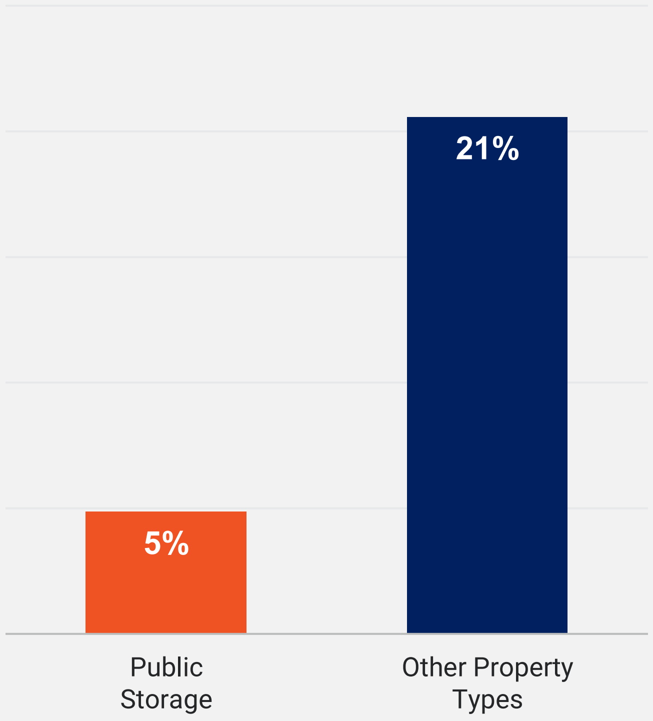


High NOI Margin[1]



Low Capital Expenditures[1]

% of NOI

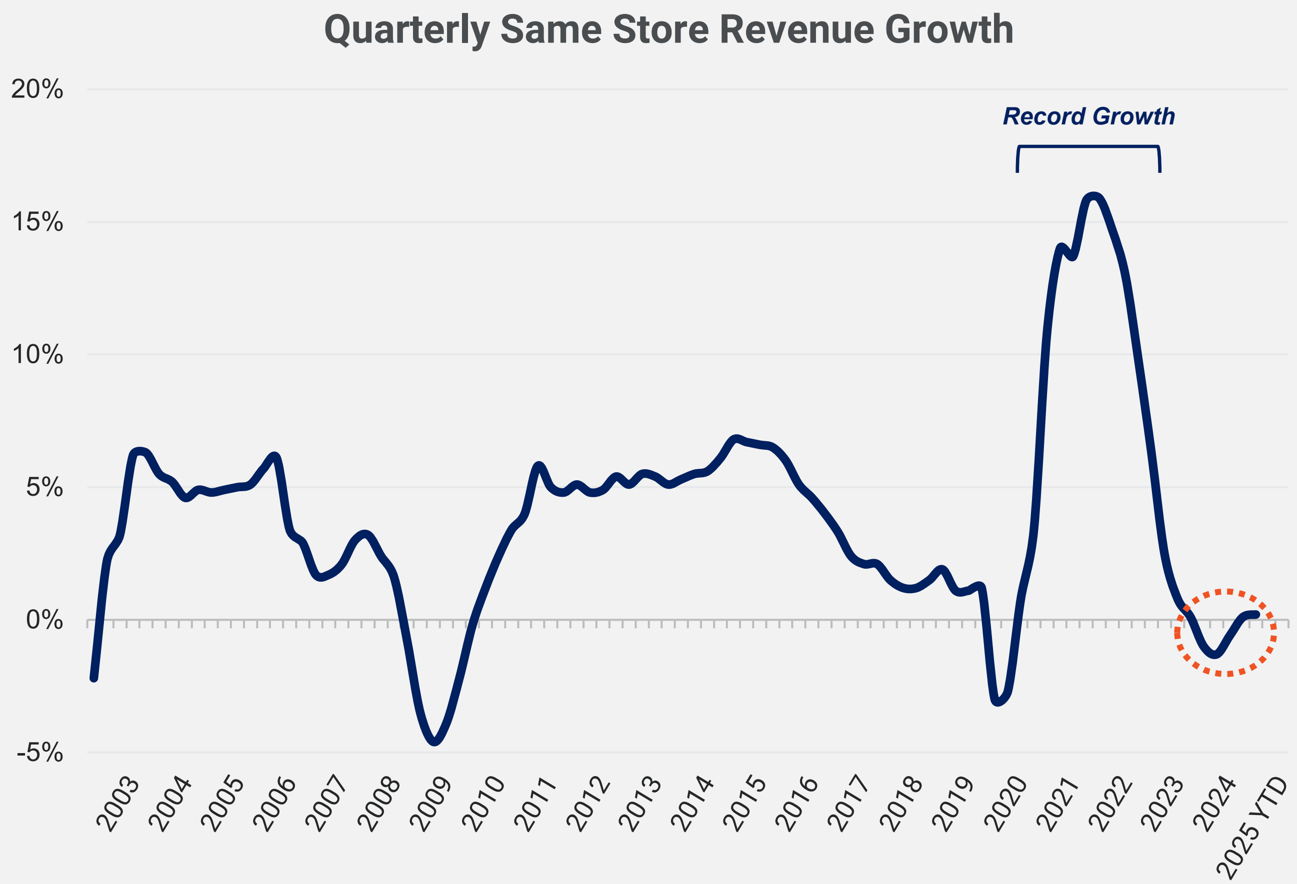


Public Storage's competitive advantages combine with industry dynamics to drive robust cash flows and returns

Source: Company filings and Green Street

1. NOI growth and margins are for respective same store pools. Maintenance capital expenditures are for consolidated pools. Other Property Types is an average of apartments, office, industrial, mall, strip center, manufactured housing, and lodging sectors.

Operations Stabilizing From Extraordinary Times



Stabilization Considerations

- Broad-based improvement occurring across markets
- Versus the past, a more gradual total same store acceleration expected due to:
  - ➢ Impact of pricing restrictions in Los Angeles[1]
  - ➢ Competitive customer move-in environment
  - ➢ Muted housing market activity

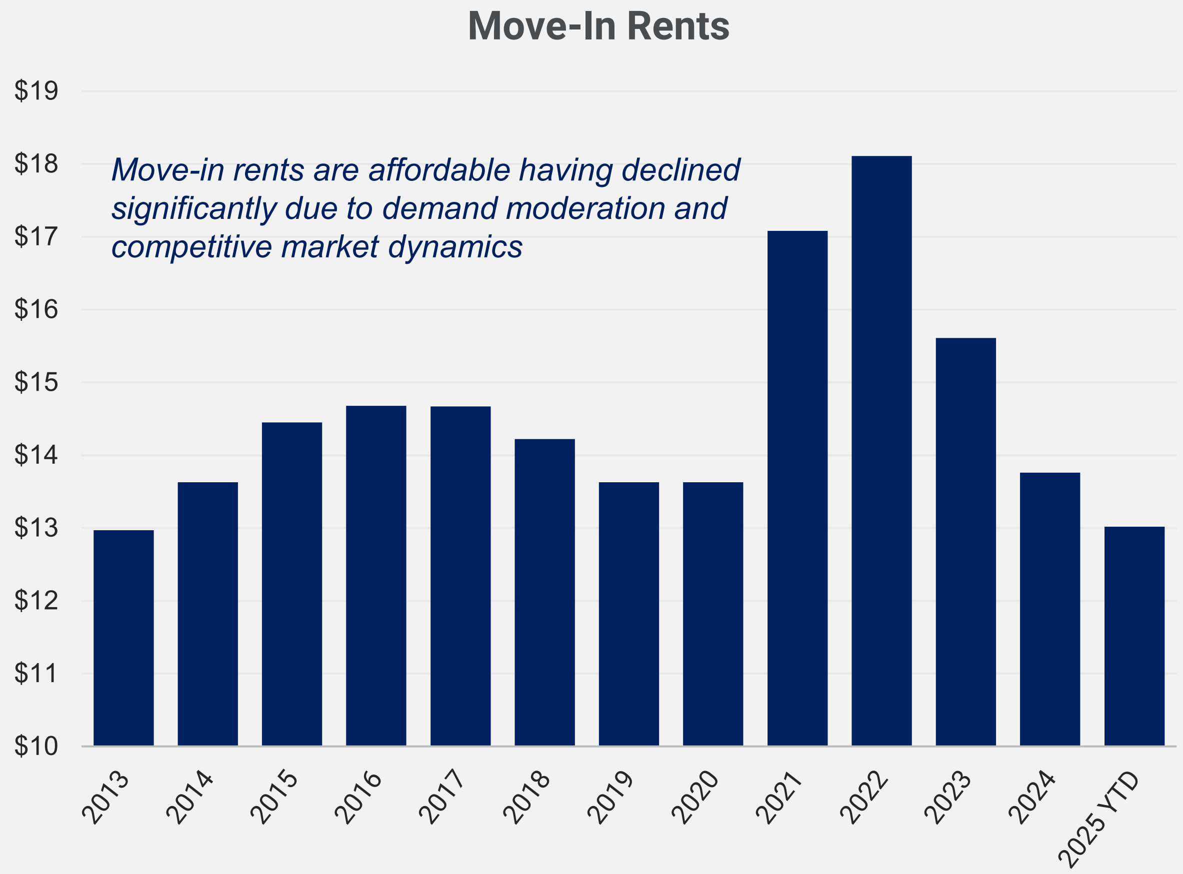
Improvement following tough comparisons, demand moderation, and competitive market move-in rent dynamics

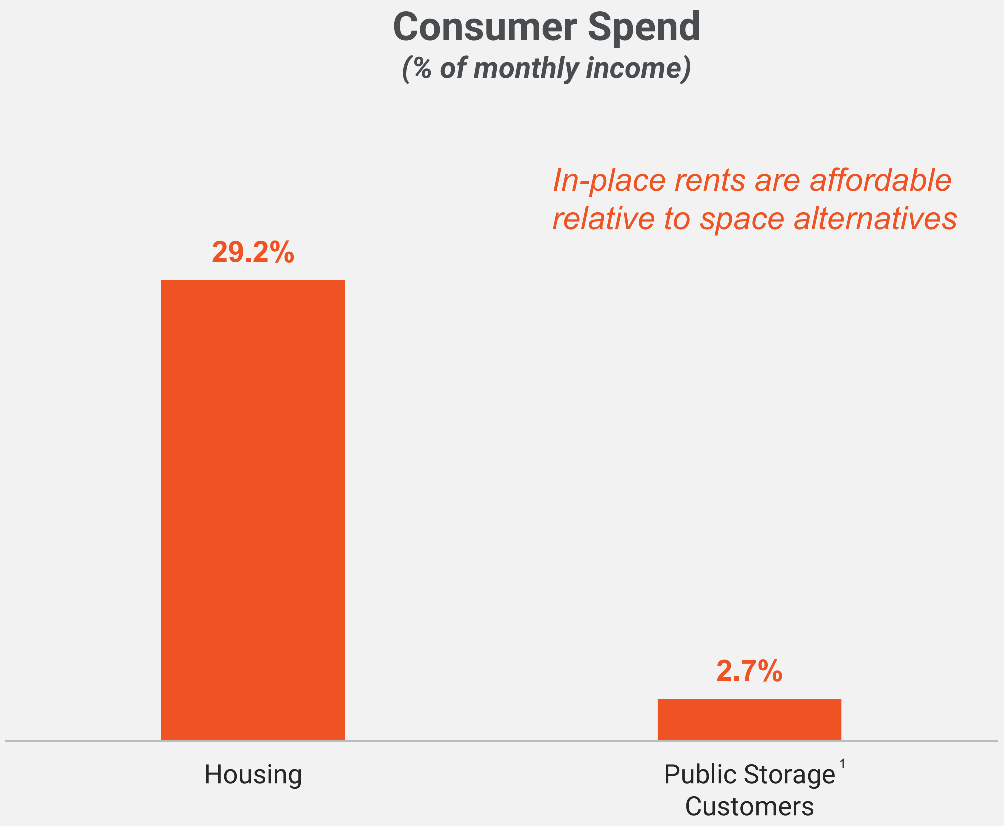
Public Storage

Source: Company filings

1. Pricing restrictions resulting from the State of Emergency declared in response to the recent fires expected to have a 100 basis point negative impact on same store revenue growth relative to what would have otherwise occurred in 2025.

The Affordable Space Alternative





Self storage rents are affordable on a nominal basis and relative to space alternatives including housing

Source: Company filings, Bureau of Labor Statistics, Census Bureau, National Association of Realtors, Rent.com, Yardi

1. Based on Public Storage overall same store average rent per square foot for Q2 2025 YTD.

Public Storage: Leading the Industry

NYSE / S&P 500
company

52
years in operation

A2 / A
credit rating (Moody's/S&P)

$4.7B
TTM revenues

$3.7B
TTM net operating income (NOI)

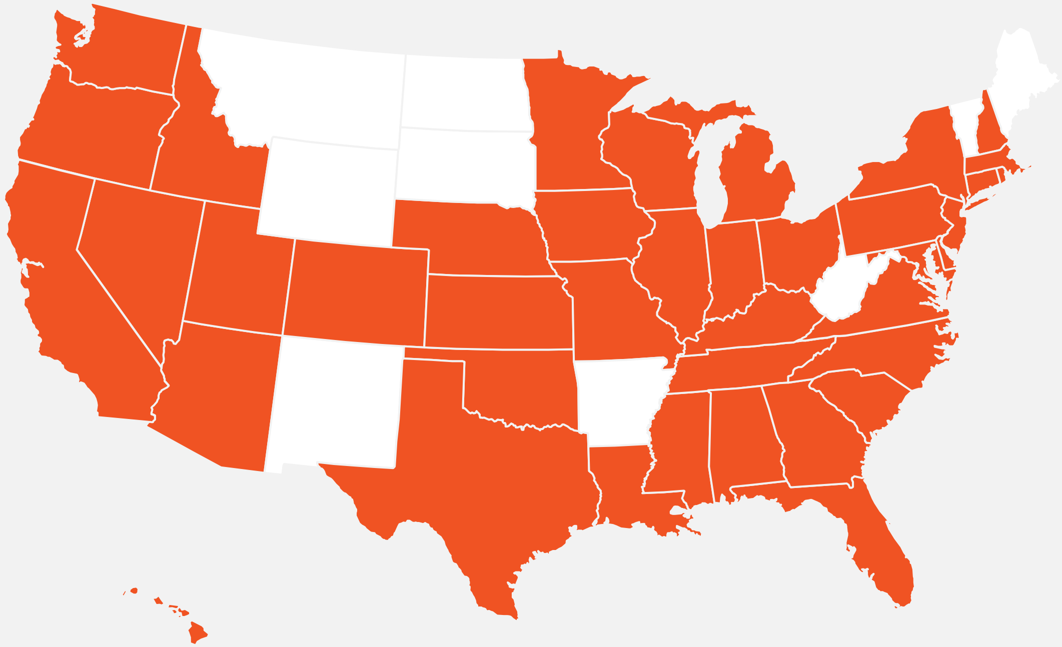
3,432
properties

250M
rentable square feet

40
states

2.0M
customers in place

22%
of total portfolio is in the high-growth lease-up pool with $110 million of NOI upside beyond 2025

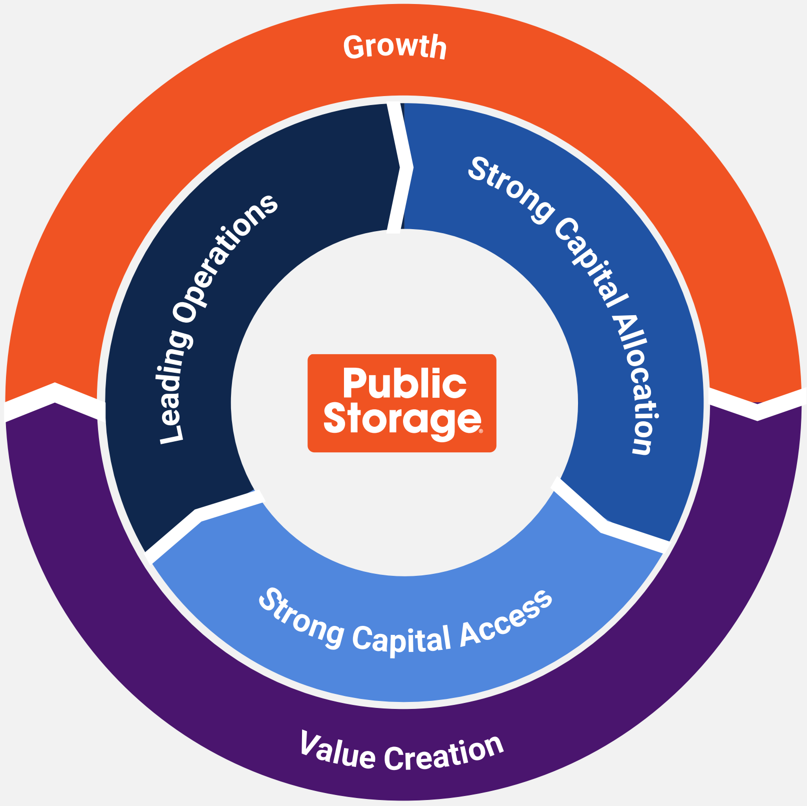


Source: Company filings and data
Note: As of 6/30/25 unless otherwise noted. Properties, square footage, states, and customers in place include owned and third-party managed properties, including acquisitions announced subsequent to 6/30/25.

A Powerful Compounding-Returns Platform

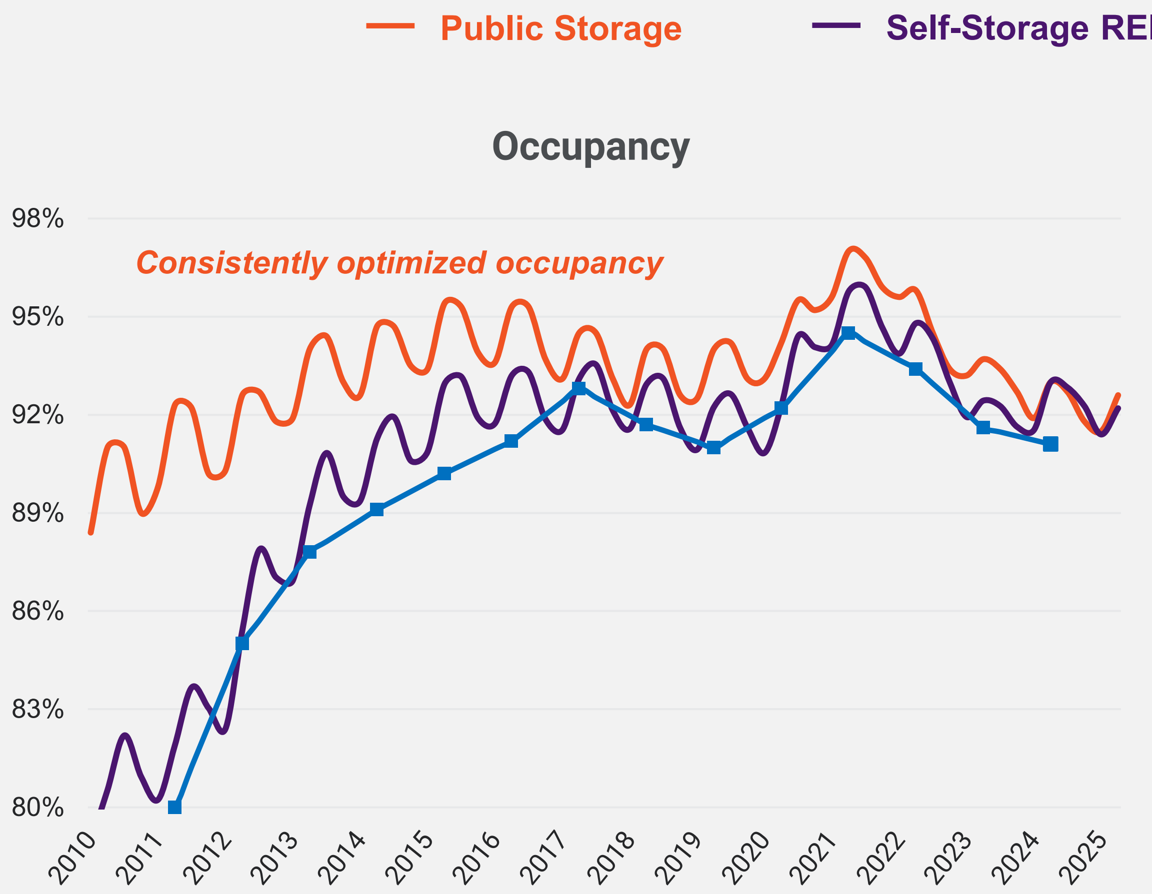
Select Competitive Advantages

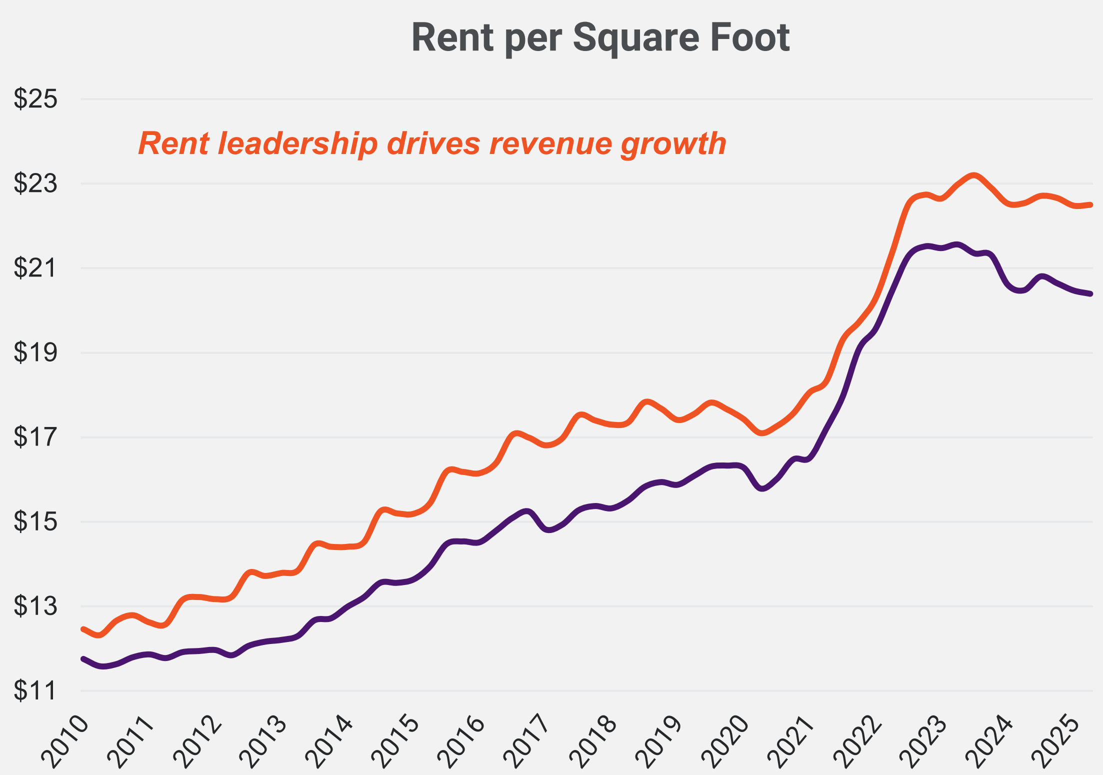
- Portfolio Locations & Scale
- High-Performing Team & Culture
- Platform & Innovation Strength
- Multi-Factor External Growth
- Growth-Oriented Balance Sheet



Growth and value creation driven by mutually reinforcing competitive advantages

Maximizing Revenue Management





Data-driven and AI-based revenue optimization

Source: Company filings, The Self-Storage Almanac, and Radius+

1. Includes CubeSmart, Extra Space, and Life Storage (post-merger with Extra Space from 2023 on). Excludes National Storage Affiliates and SmartStop due to lack of data history prior to the respective IPOs.
2. Includes estimate of private and public operators nationwide. Data only available through 2024.

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The Leading Omni-Channel Customer Experience

The Public Storage Approach

An omni-channel experience that allows customers to choose their preferred mix of digital and in-person care

CUSTOMER Benefits

- ✓ Ability to interact and transact 24-hours a day
- ✓ Flexibility to engage when, where, and how they prefer:
  - Rental/move-in
  - Making payments
  - Visiting the property
  - Customer service
- ✓ Choice between digital and team member engagement
- ✓ Enhanced speed, efficiency, and quality of experience

PUBLIC STORAGE Benefits

- ✓ Revenue maximization
  - Highest revenue per square foot
  - Increasing customer conversion
  - Interaction data enhances algorithms
- ✓ Expense efficiency
  - Most optimized labor costs
  - Lowest utility costs
- ✓ Highest NOI margin

Digital Options Across the Customer Journey

Website & Chatbots

eRental

Online Rentals

PS App

Kiosk (w/ live team members)

Digital Customer Care Team

Digital Access Systems

Smart Camera Security (w/centralized monitoring)

***85%** of customer transactions & interactions are now digital*

An innovative customer experience that drives performance while facilitating broader platform transformation

Source: Company filings

The Leading End-to-End Digital Operating Model

Digital Transformation Facilitates Best-In-Class Operating Model

Digitally Enabled Operations

+

Digital Corporate Platform

- ✓ Proprietary and cloud based
- ✓ Optimized data warehouse
- ✓ Fully integrated with field operations
- ✓ Algorithms enable optimized local field decisions and execution

Key Operating Model Attributes

Digital Revenue Platforms

- SEO/GEO marketing optimization
- ML-based revenue management
- Conversion & revenue maximization

Field Operations & Customer Care

- Predictive and efficient staffing
- AI-enhanced call center

Asset Management

- Renewable energy program
- Centralized security monitoring
- Data-driven maintenance

Corporate Operations

- Innovation and modernization

Team Member Benefits

- ✓ Job-enhancing technology adoption
- ✓ Focus on higher-value initiatives
- ✓ Greater role specialization
- ✓ Faster career advancement
- ✓ Higher job satisfaction

Public Storage Benefits

- ✓ Enhanced customer experience and satisfaction
- ✓ Higher employee engagement and satisfaction
- ✓ Streamlined, efficient, and modern operations
- ✓ Higher operating and financial profitability
- ✓ Scalability enhances future growth

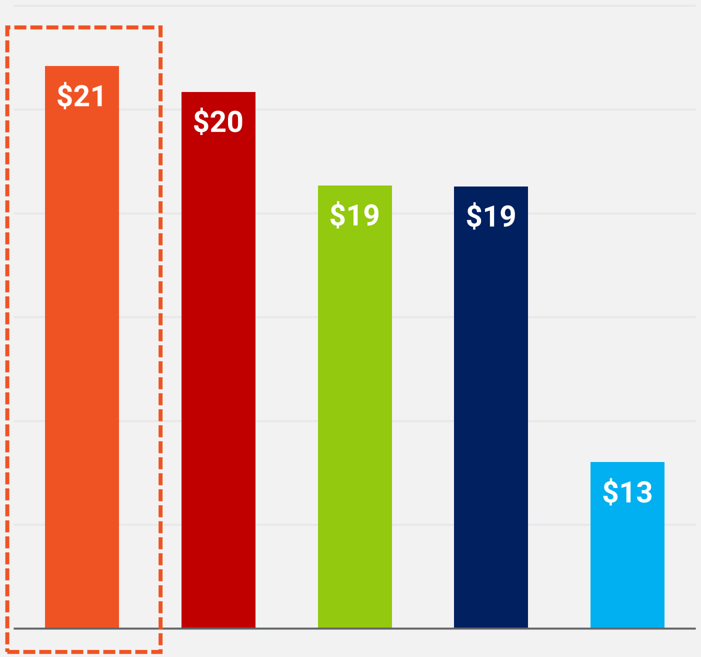
Our model benefits Public Storage's customers, team members, and financial performance

Public Storage

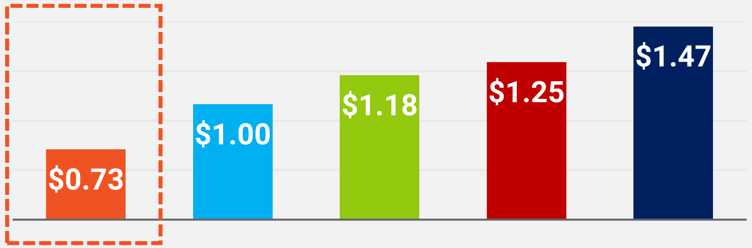
Source: Company filings

Transformation Is Enhancing Our Leading Performance

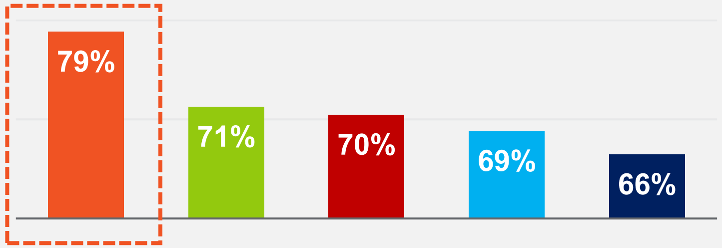
Highest Revenues Per Square Foot[1]



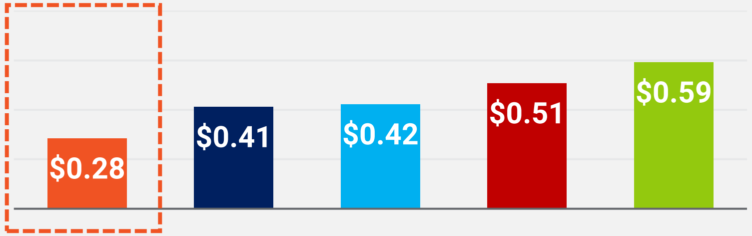
Most Optimized Labor Hours[1]
(payroll costs per square foot)



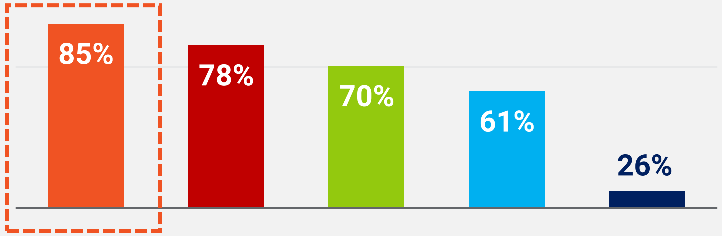
Most Profitable NOI Margin[1]



Most Controlled Utility Usage[1]
(utility costs per square foot)



Highest Free Cash Flow Conversion[2]



Public Storage CubeSmart Extra Space National Storage Affiliates SmartStop

Company-wide advantages and transformation drive operational and financial outperformance

Source: Company filings
1. Same store pools for the quarter ended 6/30/25.
2. Free cash flow relative to EBITDA for twelve months ended 6/30/25.

Strong External Growth Platform

Unique Multi-Factor External Growth

Acquisition

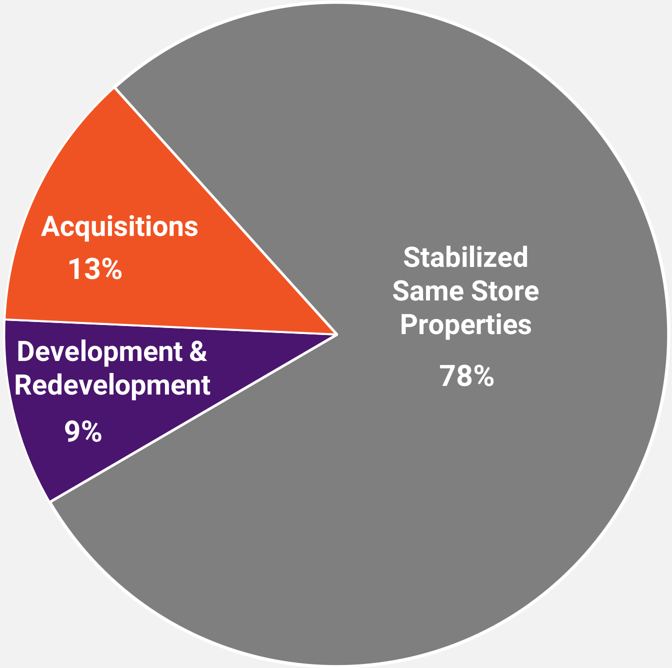
Development

Redevelopment & Expansion

High-growth properties are 22% of the portfolio with $110 million of NOI upside beyond 2025

Total Owned Portfolio By Property Type[1]

~224 million square feet



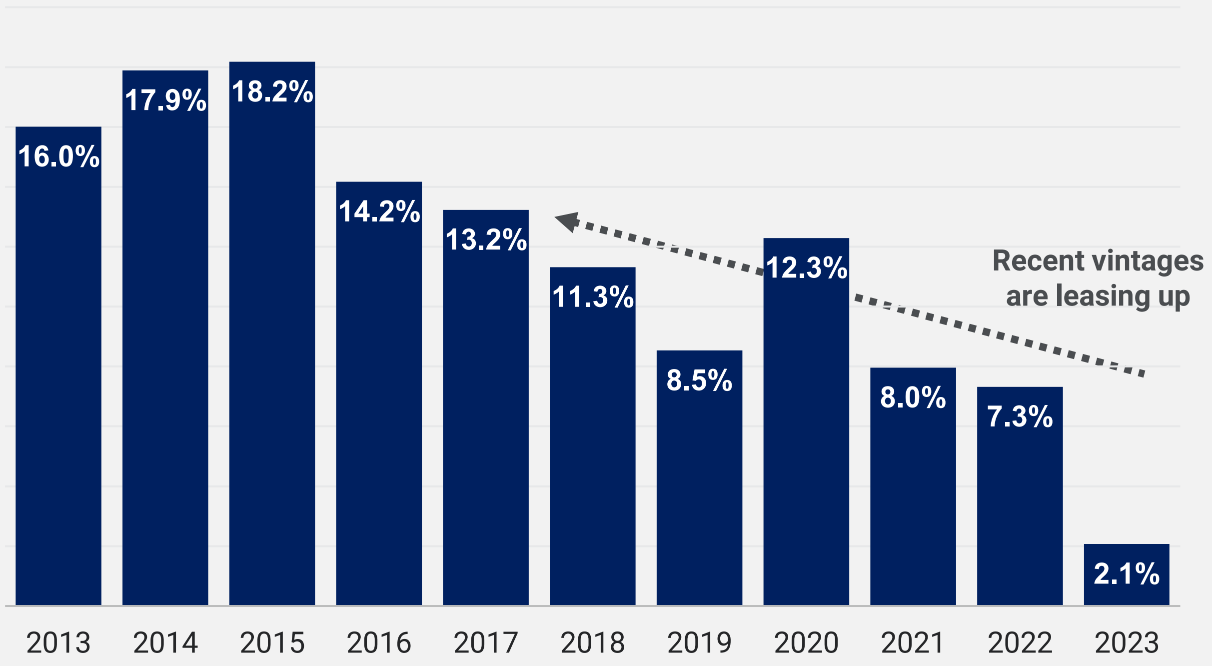
Expertise across the operational and external growth spectrum drive superior returns

Source: Company filings

Best-in-Class Development Program

- Largest and most experienced team in the industry
- Data-driven submarket and site selection
- Optimized property size, design, and unit mixing
- Construction costs supported by efficiencies of scale and long-standing vendor relationships
- Primarily funded with retained cash flow
- Significant value creation

NOI Yield by Delivery Year[1]



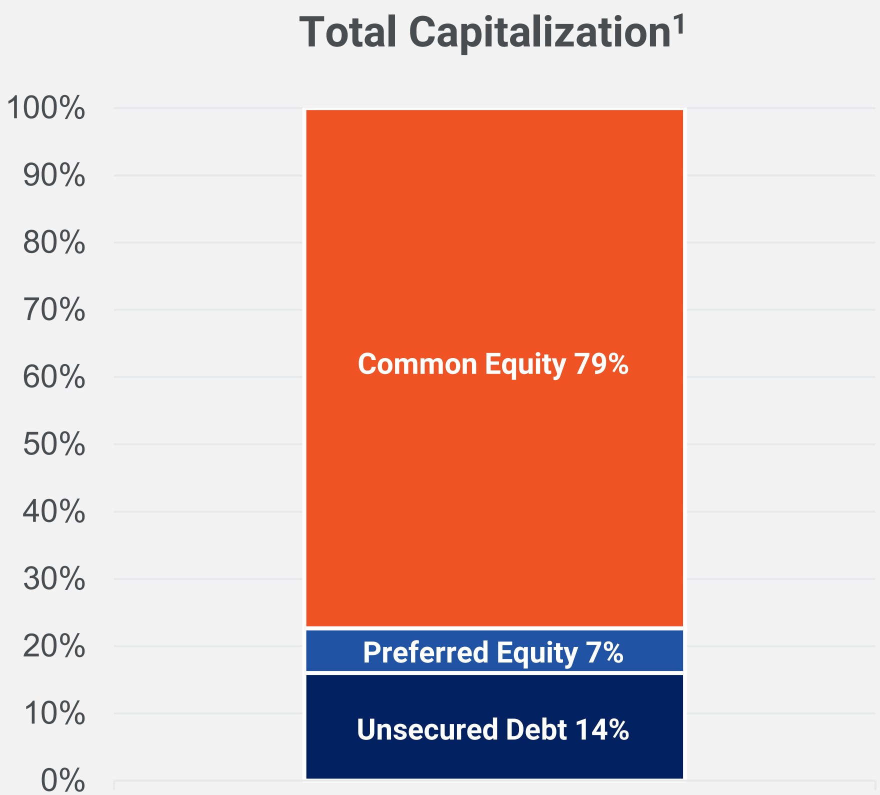
Industry-leading development delivery volumes and returns

Public Storage

Source: Company filings

1. Based on NOI for the trailing twelve months, ended 6/30/25.

A Growth-Oriented Balance Sheet



A2 / A
credit rating (Moody's/S&P)

4.1x
net debt + preferred equity to EBITDA[2]

3.5%
cost of in-place debt and preferred equity

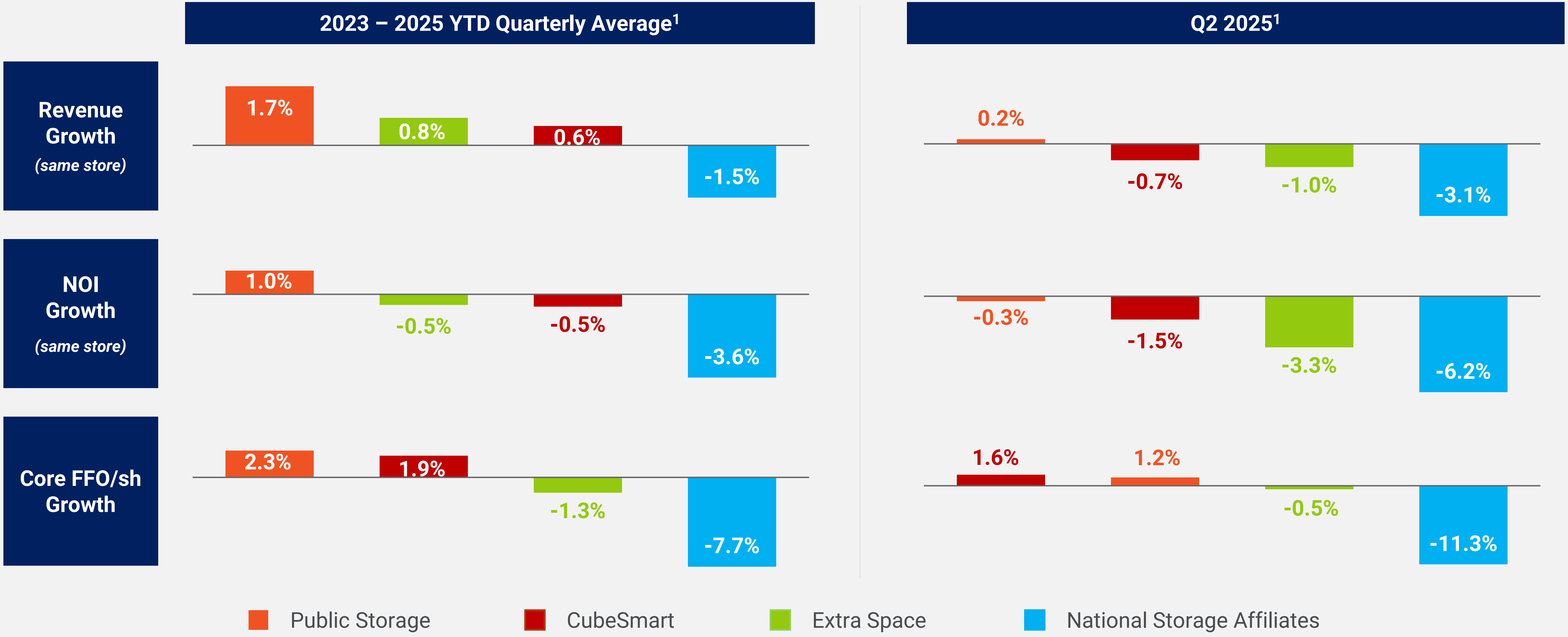
$2.6B
near-term available liquidity[3]

$600M
retained cash flow expected in 2025

Debt capacity to fund growth along with other capital sources and significant retained cash flow

Source: Company filings. See appendix for a definition of EBITDA, a non-GAAP metric, and a reconciliation of EBITDA to net income in accordance to GAAP.
1. Common equity as of 8/26/25. Unsecured debt and preferred equity as of 6/30/25.
2. Current figure based on EBITDA for the trailing twelve months, ending 6/30/25.
3. Includes cash and line of credit capacity as of 6/30/25.

Platform Advantages Drive Leading Growth



Revenue maximization, expense optimization, portfolio expansion, and additional advantages drive peer-leading growth

Source: Company filings

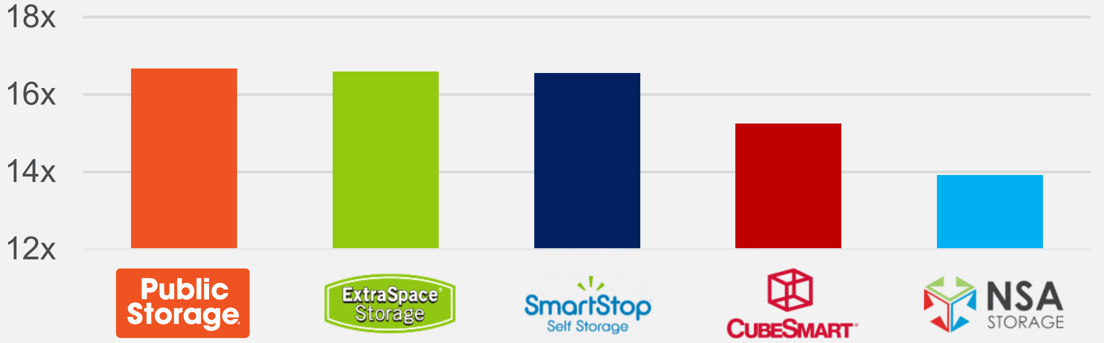
1. Public Storage compared to the two-year prior period same store pools for peers. Peer growth rates in these pools benefit from unstabilized properties, but they are the closest disclosed comparison to Public Storage from a definitional perspective.

Premium Attributes at an Attractive Valuation

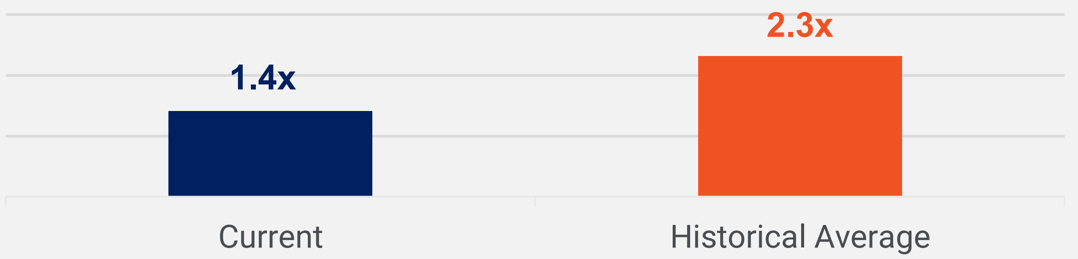
Valuation Drivers

- ☑ Most recognizable brand
- ☑ Unmatched owned portfolio scale and locations
- ☑ Leading end-to-end digital ecosystem
- ☑ Pioneering operating model transformation
- ☑ Strongest revenue and NOI growth[1]
- ☑ Highest revenue, NOI, and NOI margin
- ☑ Industry-leading acquisition and development platforms
- ☑ Significant non-same store NOI growth upside
- ☑ Lowest leverage and cost of capital
- ☑ Highest free cash flow margin and conversion
- ☑ Strongest FFO growth[1]
- ☑ Strongest dividend growth[1]

2026 FFO Multiple[2]



Public Storage Premium to Peer Average[3]



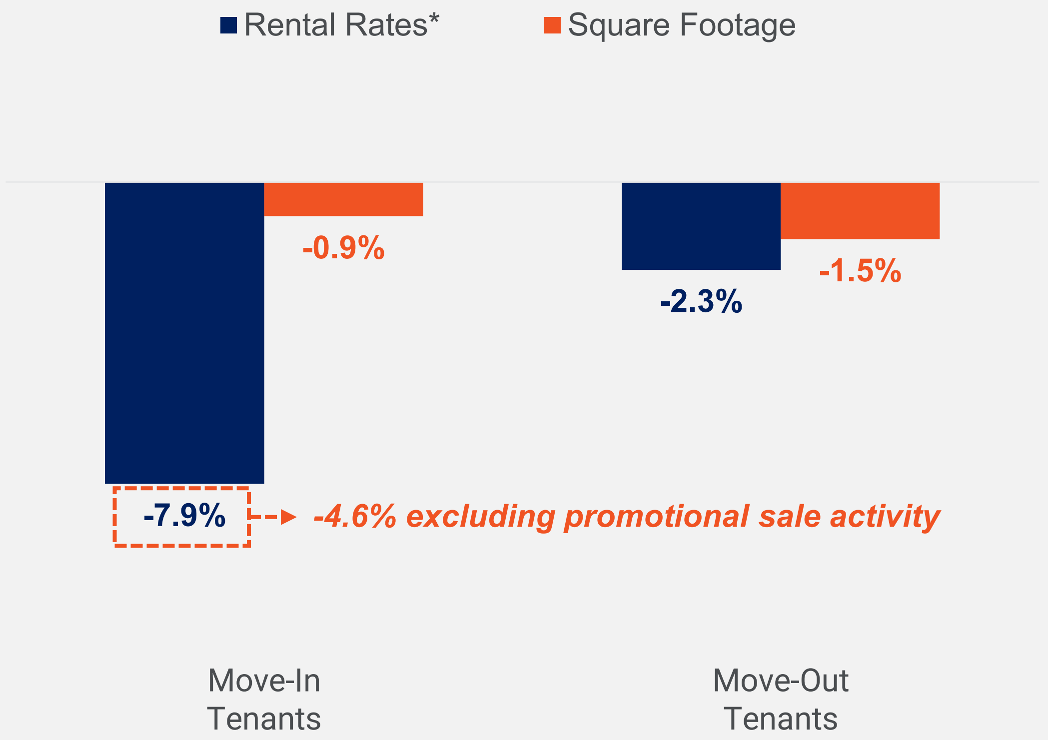
Upside to Public Storage's historical premium valuation

Source: Bloomberg and Company filings
1. Measured since Q4 2022.
2. Based on share prices and analyst consensus as of 8/26/25.
3. Based on pre-pandemic 20-year historical average premium. SMA excluded due to limited history of trading as a public entity.

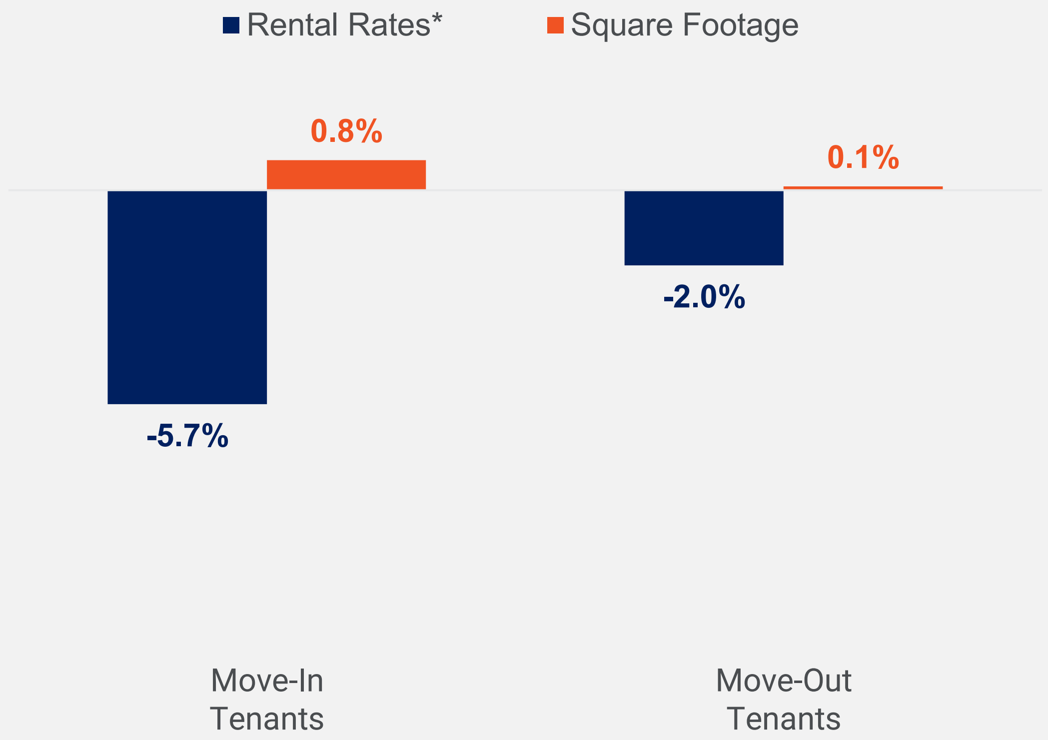
Appendix

Same Store Move-In and Move-Out Update

Two Months Ended August 31, 2025



Year-to-Date as of August 31, 2025



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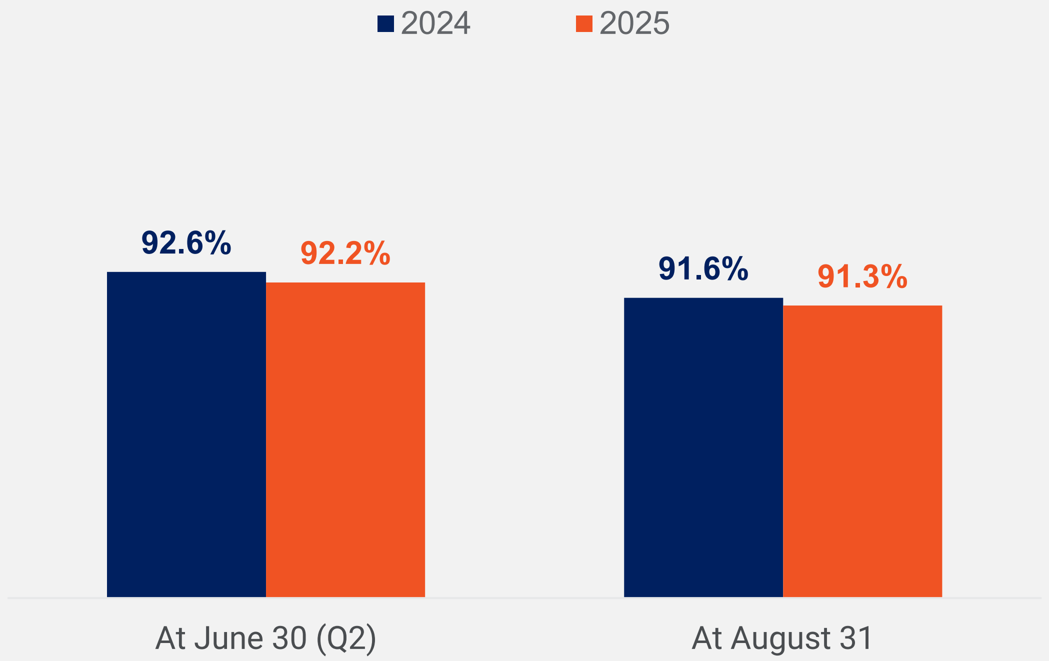
Source: Company filings

* Based on annual contract rent, which represents the agreed upon monthly rate that is paid by the Company's tenants in place at the time of measurement. Contract rates are initially set in the lease agreement upon move-in and the Company adjusts them from time to time with notice. Contract rent excludes other fees that are charged on a per-item basis, such as late charges and administrative fees, does not reflect the impact of promotional discounts, and does not reflect the impact of rents that are written off as uncollectible.

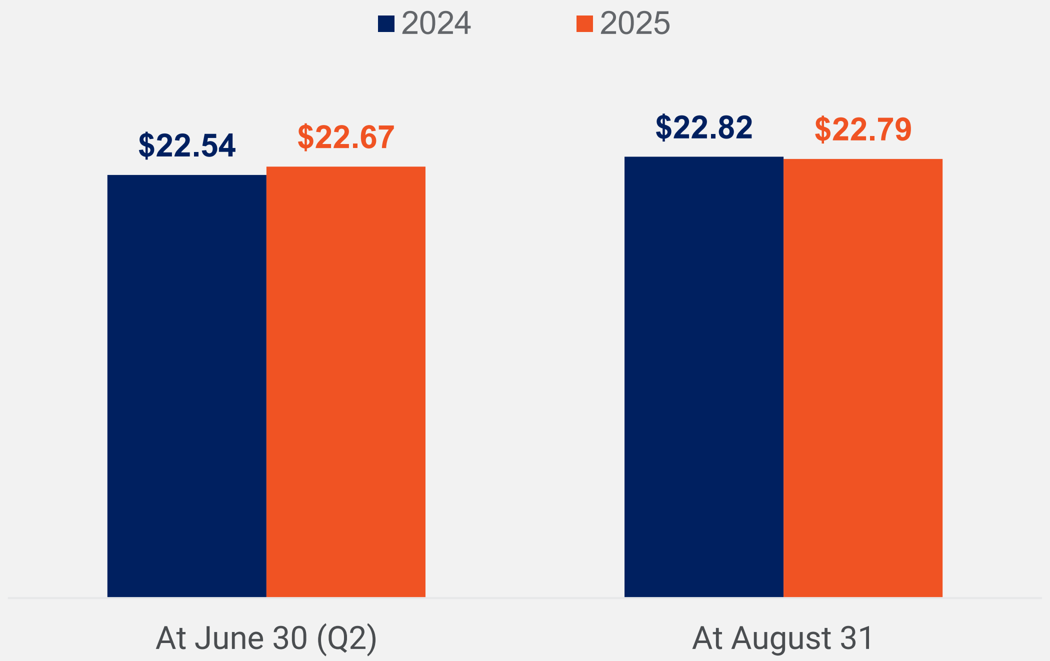
Same Store Occupancy and Rent Trends

Square Foot Occupancy at Period End



Growth:	-40 bps	-30 bps

Annual Contract Rent Per Square Foot at Period End



Growth:	+0.6%	-0.1%

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Source: Company filings

Non-GAAP Reconciliations

Net Income to EBITDA Reconciliation

	2015	2020	2Q25 TTM
Net income	$1,318	$1,361	$1,823
Net operating income attributed to noncontrolling interests	(8)	(6)	(20)
Depreciation and amortization	425	553	1,127
Interest expense	1	56	290
Income tax expense	8	8	6
Extraordinary and nonrecurring gains and losses	(19)	96	162
PS Business Parks and Shurgard equity earnings	(48)	(80)	(8)
Distributions received from PS Business Parks and Shurgard[1]	33	97	2
EBITDA	**$1,710**	**$2,085**	**$3,382**

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Source: Company filings