



CL King Best Ideas Conference 2016

September 13, 2016



AMERCO

Forward-Looking Statement

Certain matters discussed in this presentation and oral statements made from time to time by representatives of the Company may constitute forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995 and the Federal securities laws. Although AMERCO believes that the expectations reflected in such forward-looking statements are based upon reasonable assumptions, it can give no assurance that its expectations will be achieved. Forward-looking information is subject to certain risks, trends and uncertainties that could cause actual results to differ materially from those projected. Many of these factors are beyond AMERCO's ability to control or predict. Important factors that may cause actual results to differ materially and could impact AMERCO and the statements contained in this presentation can be found in AMERCO's filings with the Securities and Exchange Commission, including quarterly reports on Form 10-Q, current reports on Form 8-K and annual reports on Form 10-K. The discussion in this presentation of AMERCO's financial performance includes financial measures that are non-GAAP.

- **Company Overview**
- **Operational Update**
- **Financial Review**



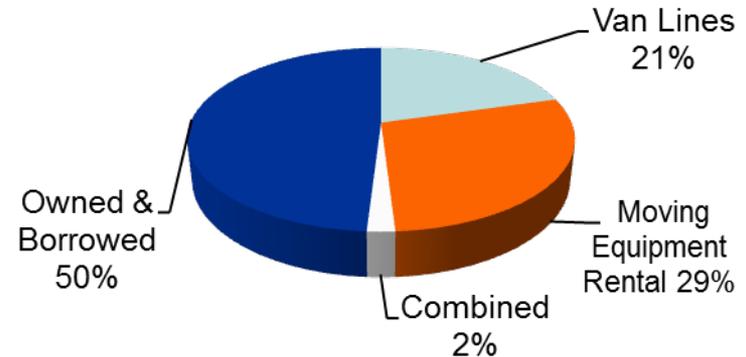
Company Overview – Key Statistics

We are the leader in the North American “do-it-yourself” moving and self-storage industry. Our objective is to provide a better product and service to more people at a lower cost. AMERCO common stock (UHAL) trades on Nasdaq.

| | Fiscal 2016 | Fiscal 2015 |
|--|-----------------|-----------------|
| Rental equipment revenue | \$2,297,980,000 | \$2,146,391,000 |
| Owned or operated locations* | 1,685 | 1,600 |
| Independent dealers* | 19,500 | 18,200 |
| Rental trucks* | 139,000 | 135,000 |
| Rental trailers* | 108,000 | 107,000 |
| Rental towing devices* | 38,000 | 38,000 |
| Self-storage sq. ft. (owned/operated)* | 47,926,000 | 44,227,000 |

* Information as of March 31, 2016 and 2015

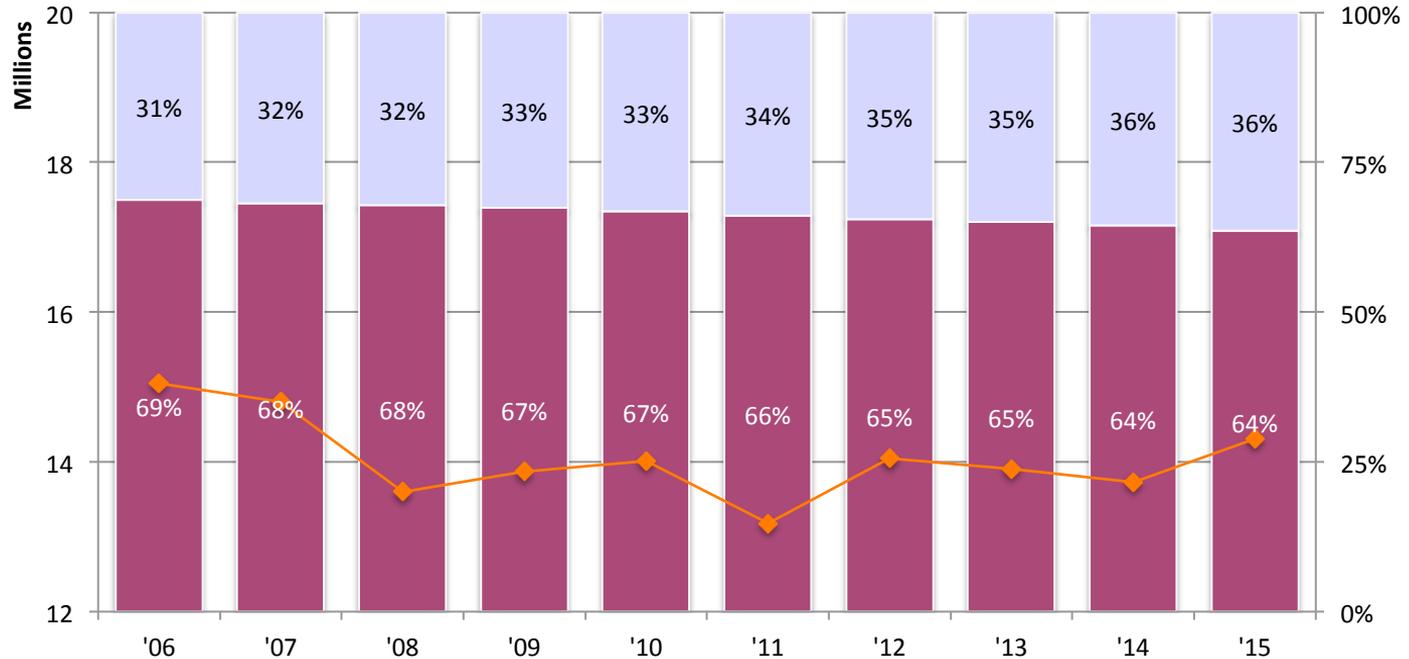
Estimate of the Total Moving Market



* Van Lines and Equipment rental include an estimate of portable storage data.

Census Data

Total U.S. Household Moves vs. Home Ownership Rate 2006-2015



Source: U.S. Bureau of the Census

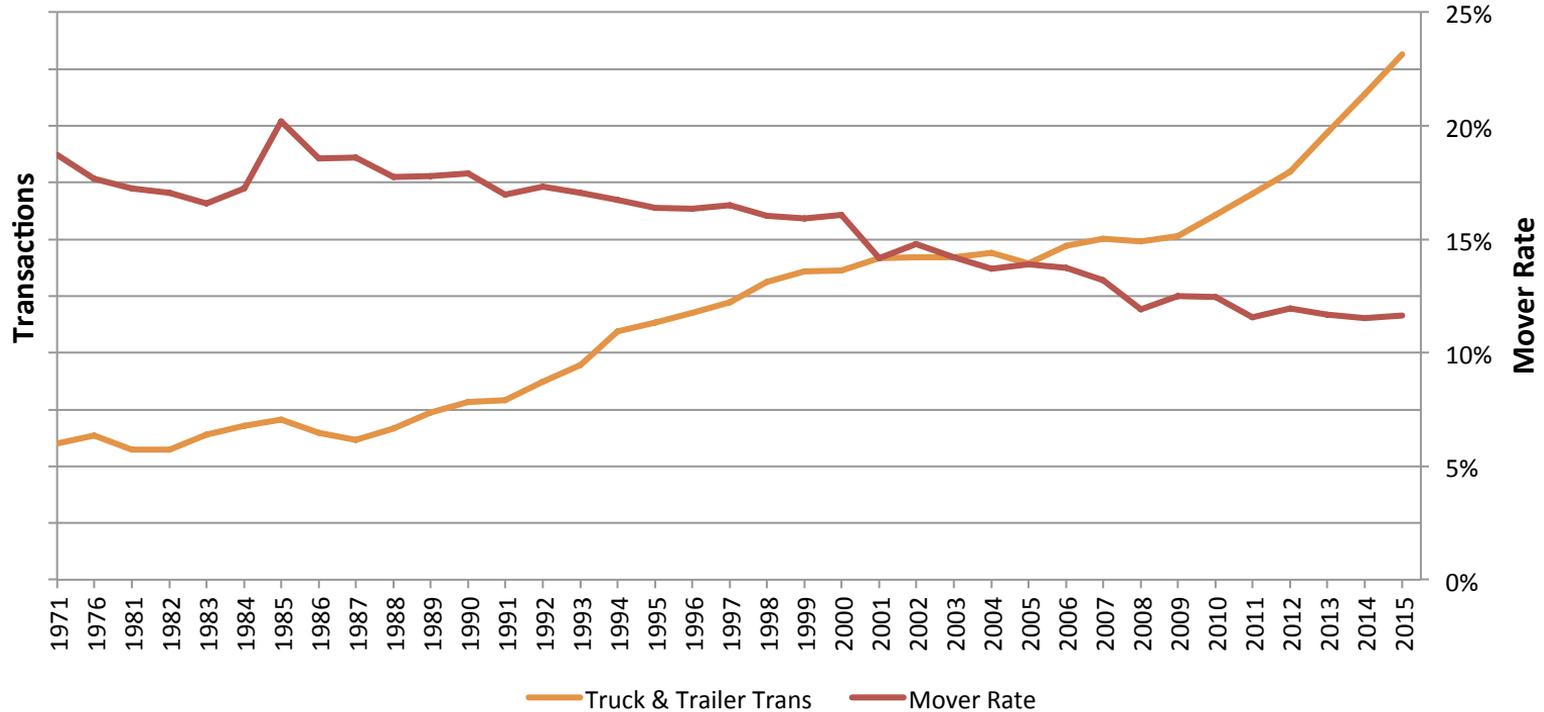
■ % Home Owners

■ % Renters

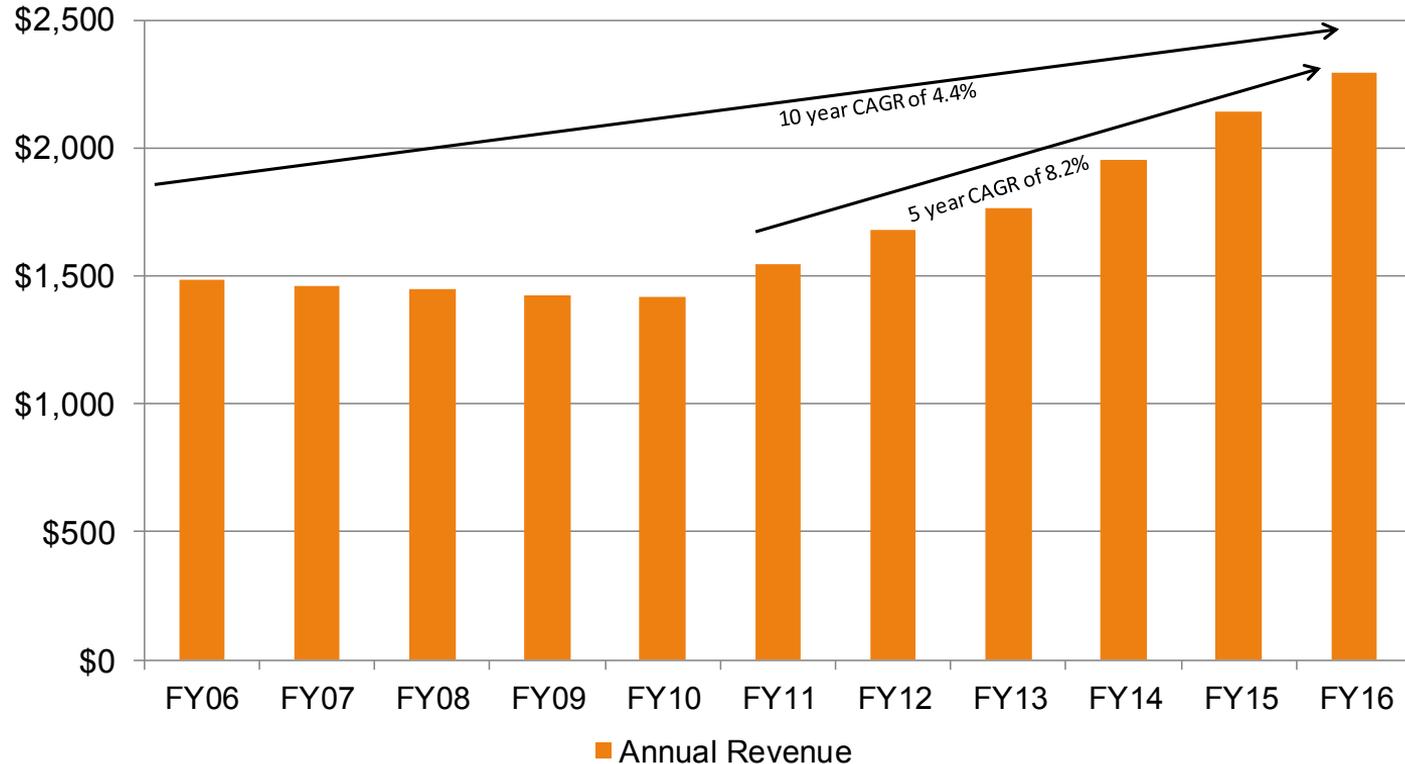
◆ Total U.S. Household Moves (millions)

Census Data

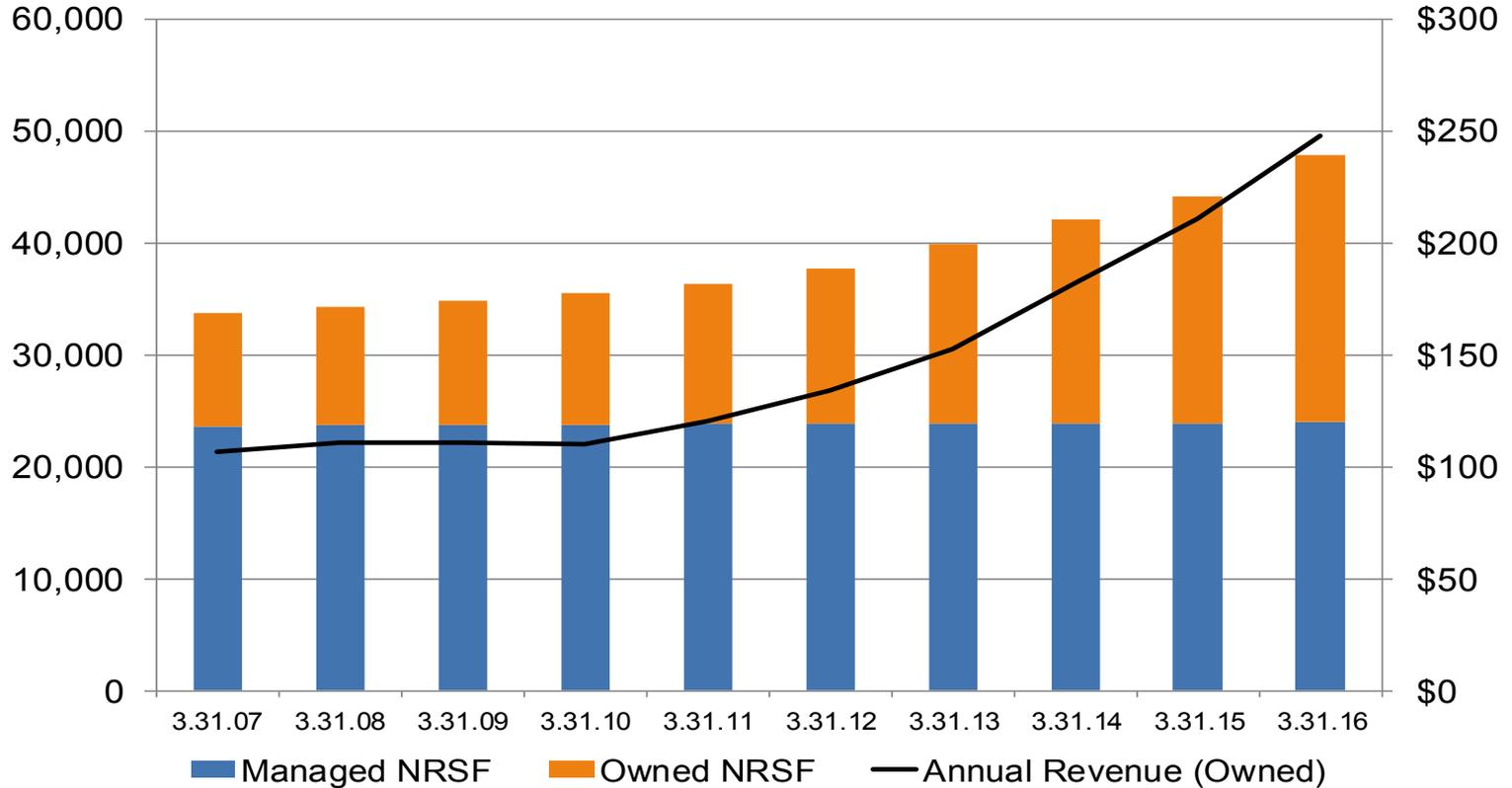
U-Haul Transactions vs Census Mover Rate: 1971 - 2015



Self-Moving Equipment Revenue

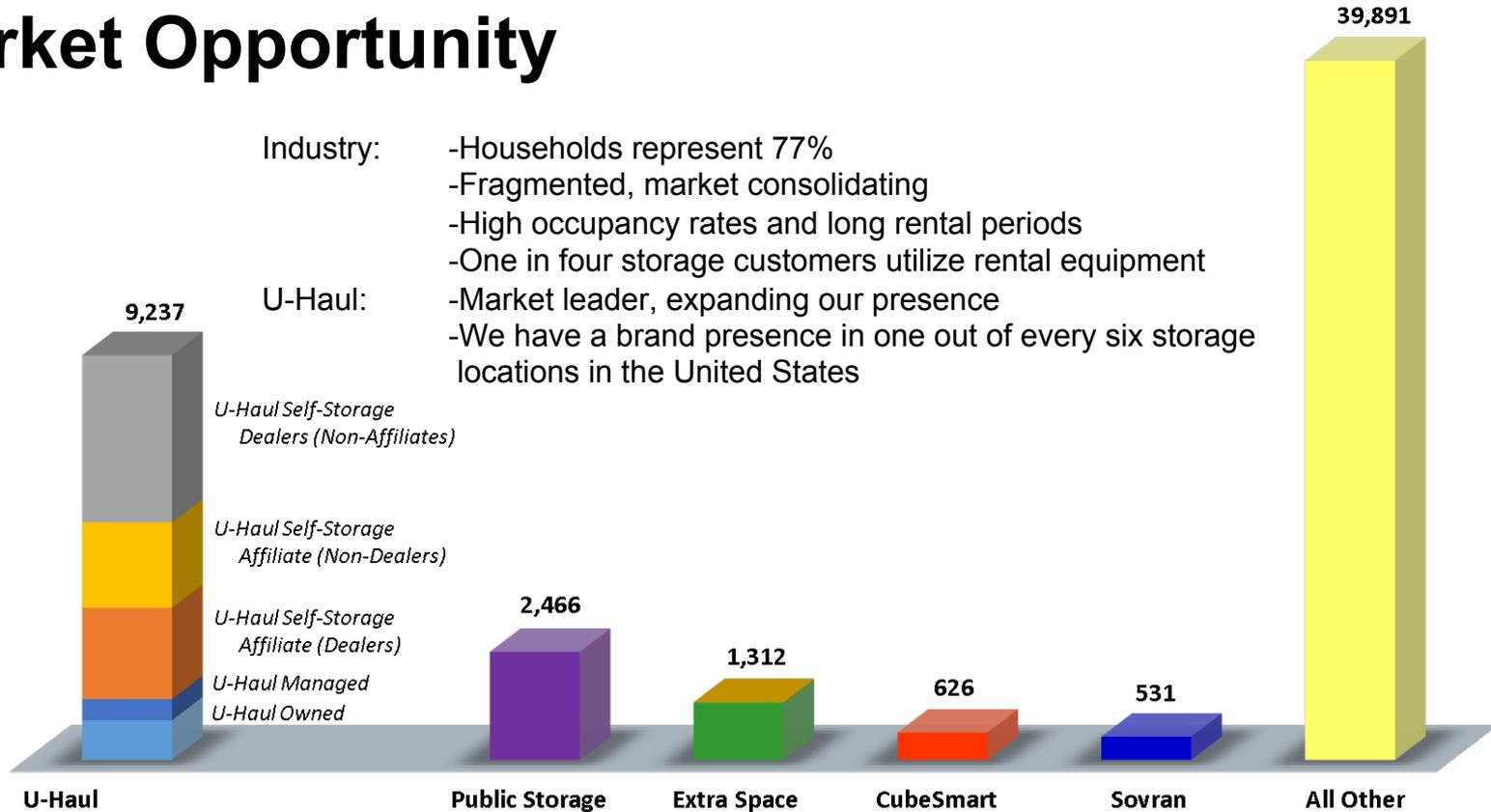


Self-Storage



Market Opportunity

- Industry:
- Households represent 77%
 - Fragmented, market consolidating
 - High occupancy rates and long rental periods
 - One in four storage customers utilize rental equipment
- U-Haul:
- Market leader, expanding our presence
 - We have a brand presence in one out of every six storage locations in the United States

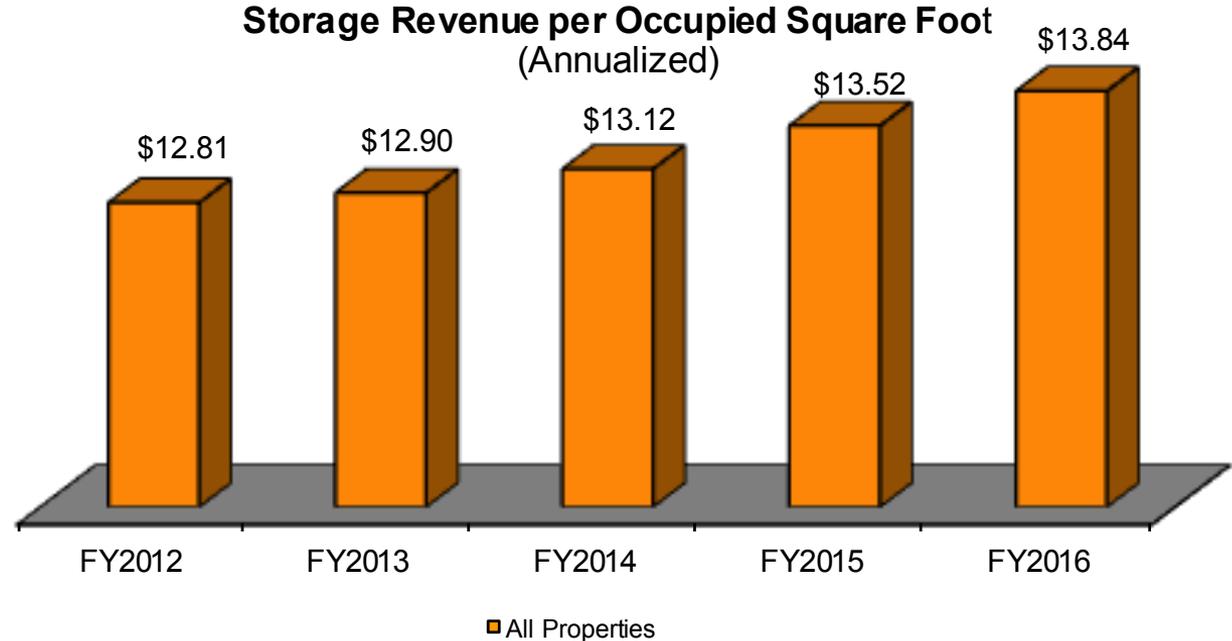


*2016 Self-Storage Almanac estimates that there are approximately 41,443 self-storage facilities having self-storage as the core business.

**Sparefoot.com estimates total self-storage facilities in the U.S. at approximately 54,009.

Self-Storage Results

- Last twelve months ended June 2016 we have added 4.2 million net rentable square feet to the owned portfolio
- We have increased average monthly occupied square feet by 2.5 million in 1Q17 vs. 1Q16
- 77% average monthly occupancy rate in 1Q17 vs. 82% in 1Q16



Acquisition of Existing Storage Facilities



Conversion Projects



North Bergen, NJ



Poughkeepsie, NY



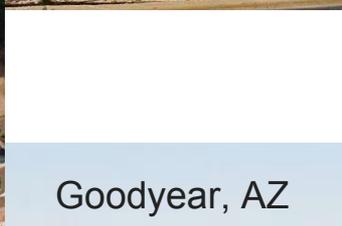
St. Louis, MO



Conversion Projects



Ground-Up Development



Operational Update

- Network growth
- Fleet expansion
- U-Box
- Technology



Consolidated Highlights

| (3 months) | | <i>Amounts in Millions, Except Per Share Data</i> | | (12 months) | | |
|------------|------------|---|--|-------------|------------|------------|
| 1Q17 | 1Q16 | Consolidated Financial Results | | FY16 | FY15 | FY14 |
| \$ 923.4 | \$ 884.8 | Revenues | | \$ 3,275.7 | \$ 3,074.5 | \$ 2,835.3 |
| 259.8 | 291.1 | Earnings from operations | | 866.8 | 663.0 | 630.2 |
| (26.6) | (22.1) | Interest expense | | (97.9) | (97.5) | (92.7) |
| (86.0) | (97.7) | Income tax expense | | (279.9) | (204.7) | (195.1) |
| 147.2 | 171.3 | Net earnings | | 489.0 | 356.7 | 342.4 |
| \$ 7.51 | \$ 8.74 | Net earnings per share | | \$ 24.95 | \$ 18.21 | \$ 17.51 |
| \$ 7.51 | \$ 8.74 | Adjusted net earnings per share * | | \$ 24.95 | \$ 20.17 | \$ 17.51 |
| 6.30.16 | 6.30.15 | Selected Balance Sheet Data as of: | | 3.31.16 | 3.31.15 | 3.31.14 |
| \$ 5,305.7 | \$ 4,265.2 | Property, plant and equipment, net | | \$ 5,017.5 | \$ 4,107.6 | \$ 3,409.2 |
| 634.7 | 459.6 | Cash (Moving and Storage segment) | | 585.7 | 431.9 | 464.7 |
| 8,543.8 | 7,074.8 | Total assets | | 8,127.4 | 6,855.6 | 5,990.0 |
| 2,827.1 | 2,146.9 | Notes, loans and leases payable | | 2,665.4 | 2,174.3 | 1,933.3 |
| 2,680.8 | 2,049.1 | Stockholder's equity | | 2,251.4 | 1,884.4 | 1,527.4 |
| 19,586 | 19,596 | Weighted average common shares o/s (in '000s) | | 19,596 | 19,587 | 19,559 |

* FY 15 - Adjusted net earnings per share excluding the after-tax PODS accrual of \$1.96 per share

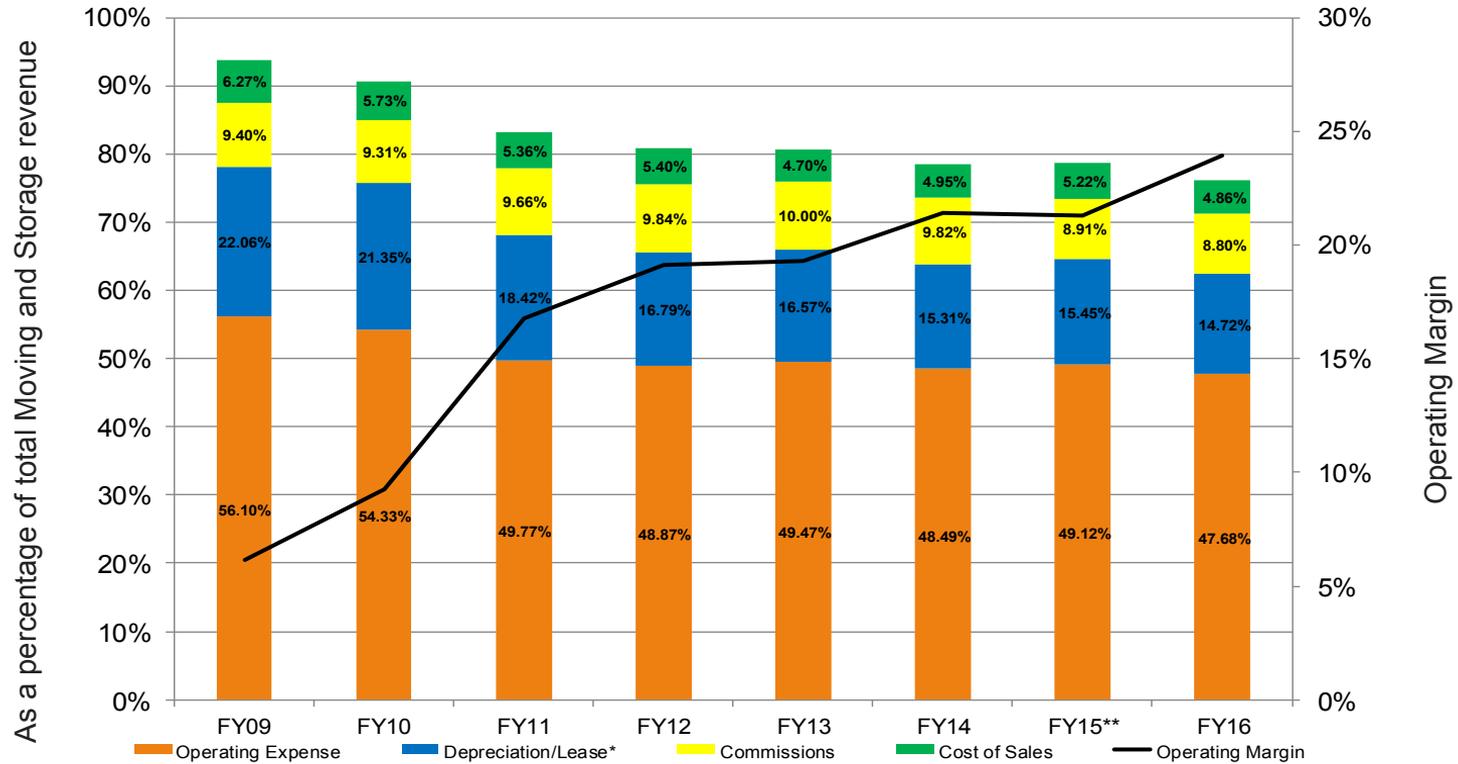
Insurance Company Operations

| (3 months) | | Amounts in Millions | | | (12 months) | | |
|-------------------|-------------------|------------------------------------|--|-------------------|-------------------|-------------------|--|
| 1Q17 | 1Q16 | Insurance Company Results | | FY16 | FY15 | FY14 | |
| \$ 40.9 | \$ 40.3 | Life insurance premiums | | \$ 162.7 | \$ 156.1 | \$ 157.9 | |
| 11.3 | 10.6 | Property & casualty ins. premiums | | 50.0 | 46.5 | 41.1 | |
| 25.6 | 19.4 | Net investment income | | 78.8 | 71.9 | 65.0 | |
| 0.9 | 0.7 | Other revenue | | 4.6 | 4.5 | 3.2 | |
| <u>78.7</u> | <u>71.0</u> | Total revenues | | <u>296.1</u> | <u>279.0</u> | <u>267.2</u> | |
| 12.3 | 12.1 | Operating expenses | | 51.0 | 47.3 | 44.5 | |
| 47.0 | 43.4 | Benefits and losses | | 167.4 | 158.8 | 156.7 | |
| 7.9 | 4.8 | Amortization of DAC | | 23.3 | 19.7 | 20.0 | |
| <u>67.2</u> | <u>60.3</u> | Total expenses | | <u>241.7</u> | <u>225.8</u> | <u>221.2</u> | |
| 11.5 | 10.7 | Earnings from operations | | 54.4 | 53.2 | 46.0 | |
| (3.9) | (3.8) | Income tax expense | | (18.8) | (18.4) | (16.0) | |
| <u>\$ 7.6</u> | <u>\$ 6.9</u> | Net earnings | | <u>\$ 35.6</u> | <u>\$ 34.8</u> | <u>\$ 30.0</u> | |
| 2.7 | 2.7 | Net earnings - Life Ins. | | 19.4 | 19.4 | 17.3 | |
| 4.9 | 4.2 | Net earnings - P&C Ins. | | 16.2 | 15.4 | 12.7 | |
| 3.31.16 | 3.31.15 | Selected Balance Sheet Data as of: | | 12.31.15 | 12.31.14 | 12.31.13 | |
| <u>\$ 1,775.5</u> | <u>\$ 1,495.7</u> | Total assets - Life Ins. | | <u>\$ 1,682.3</u> | <u>\$ 1,418.7</u> | <u>\$ 1,274.1</u> | |
| 436.7 | 435.1 | Total assets - P&C Ins. | | 427.5 | 428.6 | 416.9 | |
| 289.9 | 282.3 | GAAP equity - Life Ins. | | 271.7 | 274.2 | 226.7 | |
| 169.3 | 175.0 | GAAP equity - P&C Ins. | | 160.6 | 169.3 | 146.8 | |

Moving and Storage Operations

| (3 Months) | | <u>Amounts in Millions</u> | | | (12 Months) | |
|--|----------|---------------------------------------|------------|------------|-------------|--|
| 1Q17 | 1Q16 | Moving and Storage Results | FY16 | FY15 | FY14 | |
| \$ 647.1 | \$ 630.0 | Self-moving equipment rentals | \$ 2,301.6 | \$ 2,150.0 | \$ 1,958.2 | |
| 67.7 | 57.2 | Self-storage revenues | 247.9 | 211.1 | 181.8 | |
| 77.3 | 77.3 | Retail product sales | 251.5 | 244.2 | 234.2 | |
| 6.6 | 6.1 | Property management fees | 26.5 | 25.3 | 24.5 | |
| 47.1 | 44.2 | Other revenue | 156.9 | 169.8 | 173.3 | |
| 845.8 | 814.8 | Total revenues | 2,984.4 | 2,800.4 | 2,572.0 | |
| 373.6 | 351.7 | Operating expenses | 1,423.0 | 1,436.1 | 1,272.4 | |
| 73.8 | 73.1 | Commission expenses | 262.6 | 249.6 | 227.3 | |
| 43.4 | 41.3 | Cost of sales | 145.0 | 146.1 | 127.3 | |
| 11.1 | 17.1 | Lease expense | 50.0 | 80.0 | 100.7 | |
| 95.4 | 51.0 | Depreciation, net of (gains)/losses | 290.7 | 278.2 | 259.6 | |
| 597.3 | 534.2 | Total costs and expenses | 2,171.3 | 2,190.0 | 1,987.3 | |
| \$ 248.5 | \$ 280.6 | Earnings from operations | \$ 813.1 | \$ 610.4 | \$ 584.7 | |
| Cash Flows from Operating Activities: | | | | | | |
| \$ 139.6 | \$ 164.4 | Earnings - Moving and Storage | \$ 453.5 | \$ 321.9 | \$ 312.4 | |
| 114.0 | 97.0 | Add depreciation | 389.4 | 352.8 | 293.2 | |
| (18.6) | (46.0) | Eliminate (gain)loss on sale of prpty | (98.7) | (74.6) | (33.6) | |
| 113.8 | 141.2 | Other changes, net | 227.4 | 100.2 | 90.0 | |
| 348.8 | 356.6 | Net cash provided by operations | 971.6 | 700.3 | 662.0 | |

Moving and Storage Margin – Fiscal Year

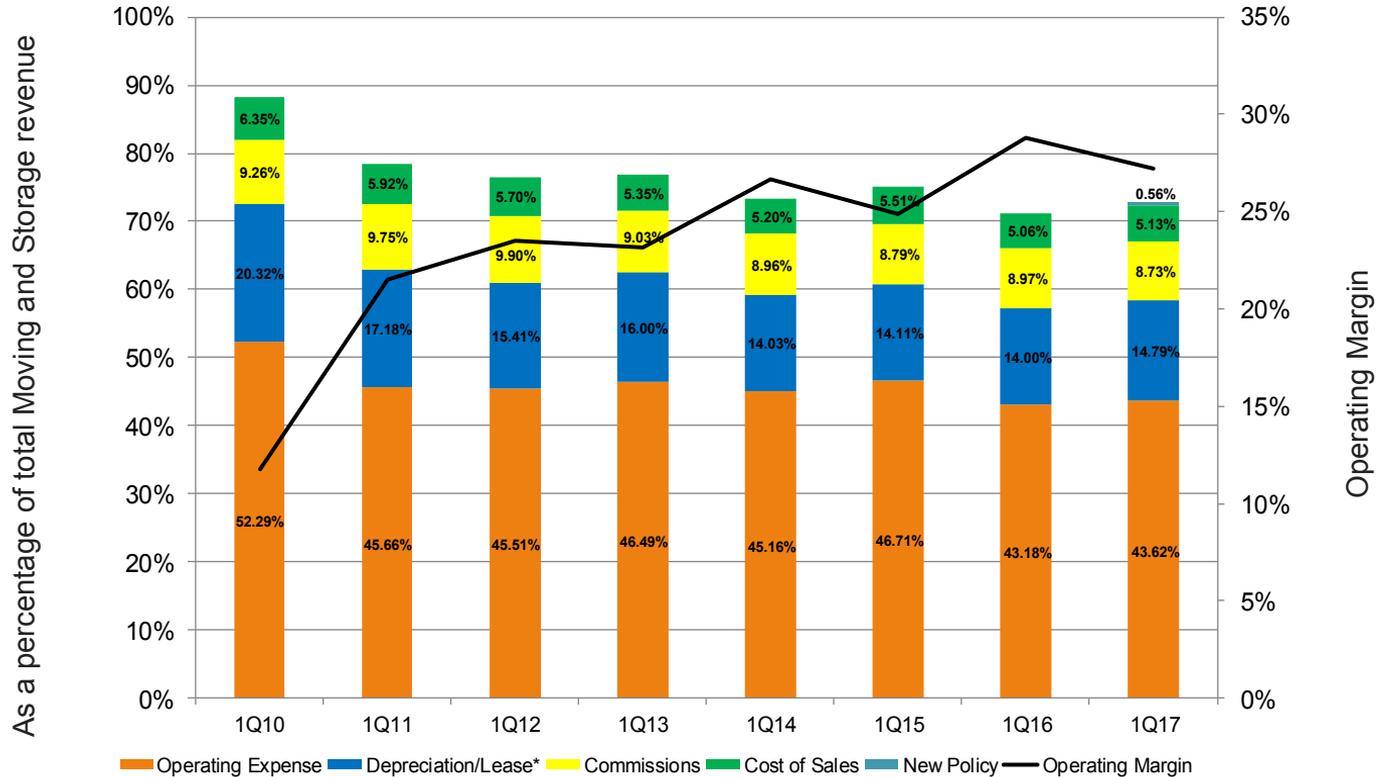


* Depreciation/lease excludes gains on disposal

** FY15 excludes effect of PODS litigation accrual

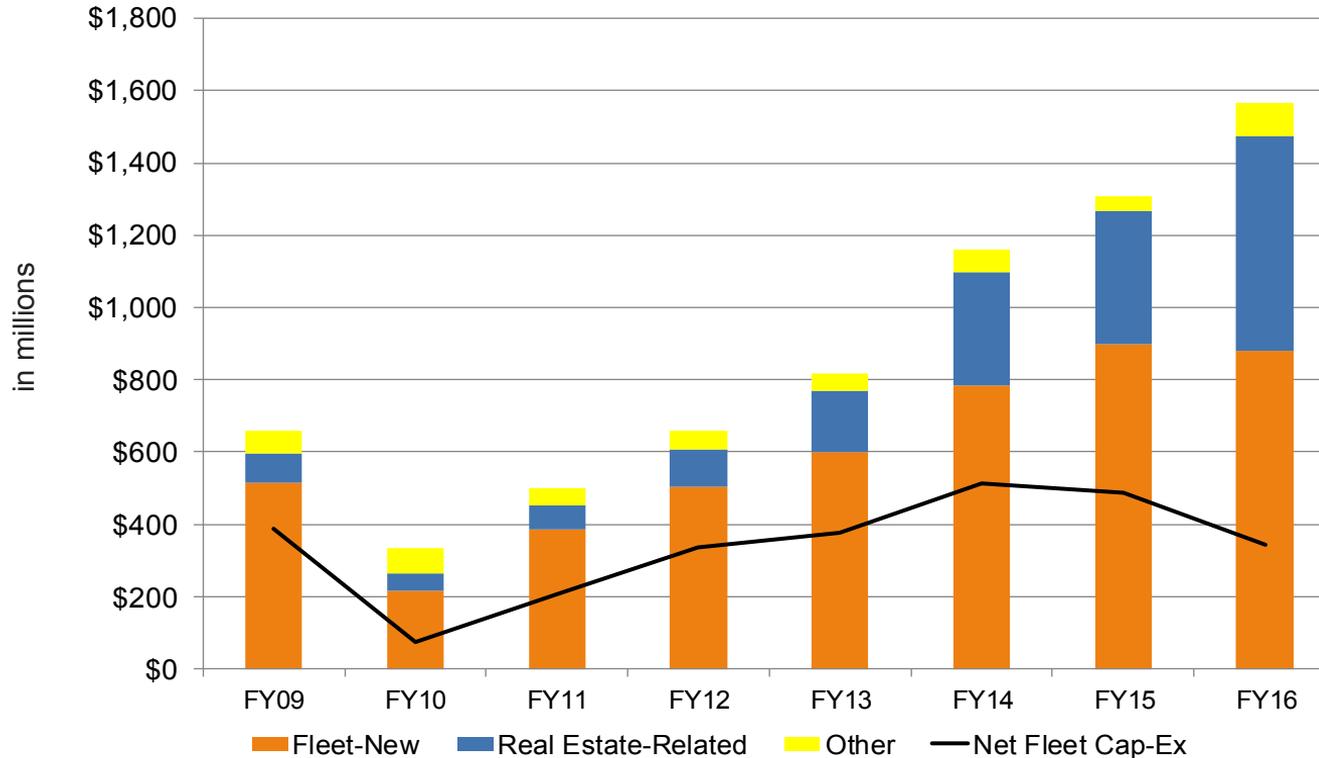


Moving and Storage Margin – First Quarter

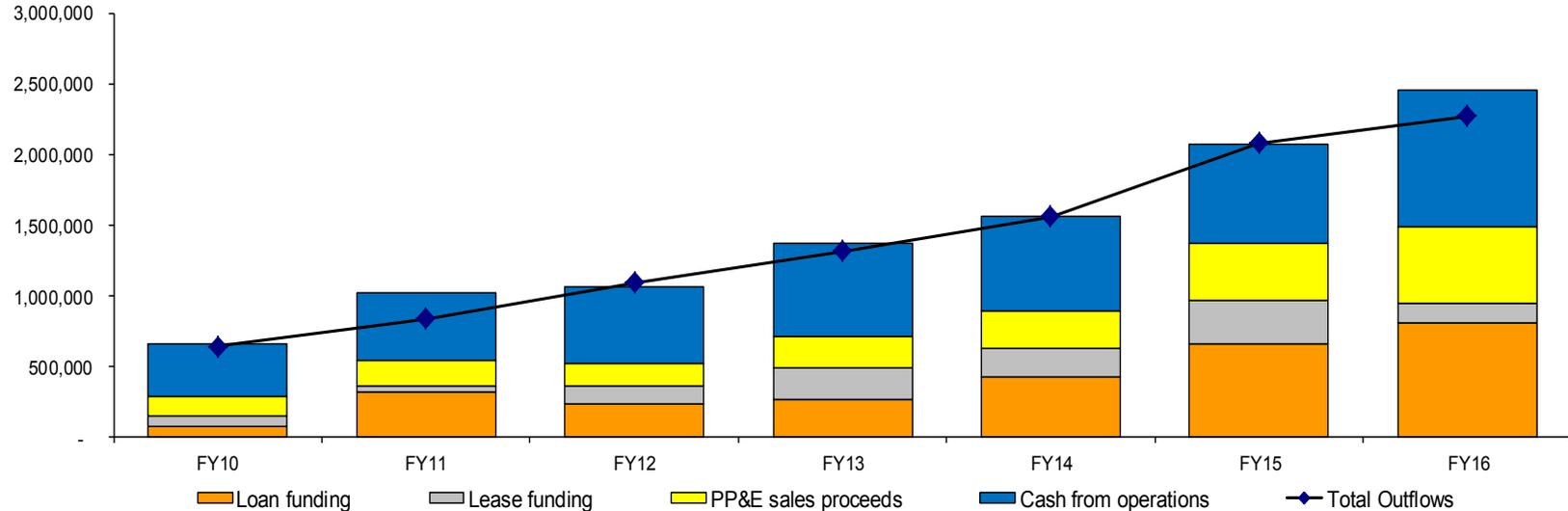


* Depreciation/lease excludes gains on disposal

Moving and Storage: Capital Expenditures



Moving and Storage: Cash Flows



-Cash from operations: amounts from GAAP cash flow statement, net cash provided by operating activities.

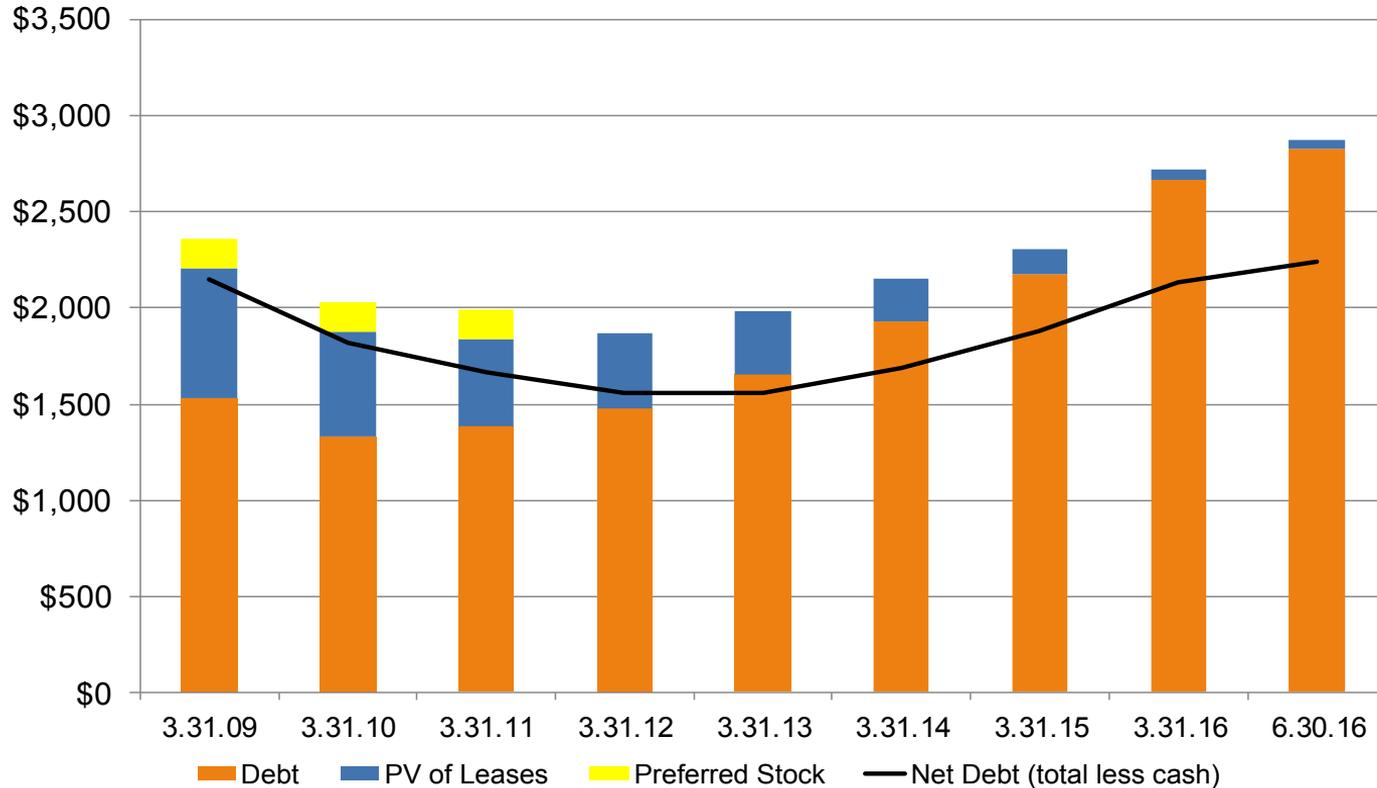
-Lease funding: operating and capital leases entered into during time period. Amounts presented net with purchases of PP&E in the GAAP cash flow statement.

-Loan funding: amounts from GAAP cash flow statement, borrowing from credit facilities.

-PP&E sales proceeds: amounts from GAAP cash flow statement, includes both equipment and real estate.

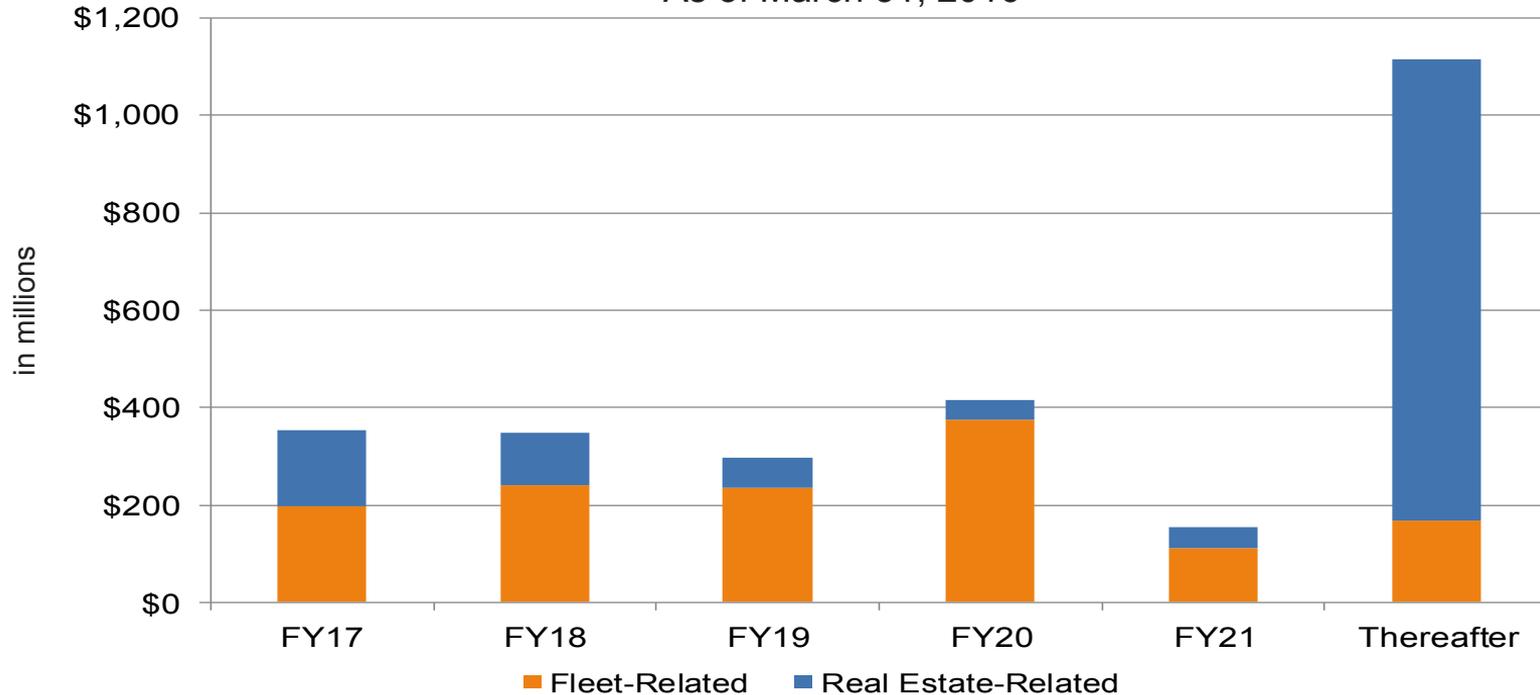
-Total Outflows: amounts from GAAP cash flow statement and include purchases of PP&E (gross before leases), principal repayments on credit facilities, and capital leases, common and preferred stock dividends and preferred stock repurchase (FY12).

Moving and Storage: Leverage



Moving and Storage: Debt and Capitalized Lease Amortization and Maturity Schedule

As of March 31, 2016



Highlights

- Revenue – Twenty-seven consecutive quarters of Moving/Storage growth
- Capital expenditures – Investing in growth opportunities
- Cash – Conservative, providing flexibility
- Debt – Manageable maturity schedule, additional leverage available
- Equity – Paid \$253 million in special cash dividends since FY12
- Significant Shoen family ownership
- Company is managed to maximize long-term value

