



AMERCO (U-HAUL)



History

- ▶ 1945 – Started U-haul with just trailers
- ▶ 1949 – Could rent trailers city to city throughout US
- ▶ 1955 – More than 10,000 trailers
- ▶ 1974 – First company U-Haul Centers
- ▶ 2003 – Amerco filed Chapter 11 bankruptcy
- ▶ 2004 – Refinanced debt and emerges from bankruptcy



Joe Shoen

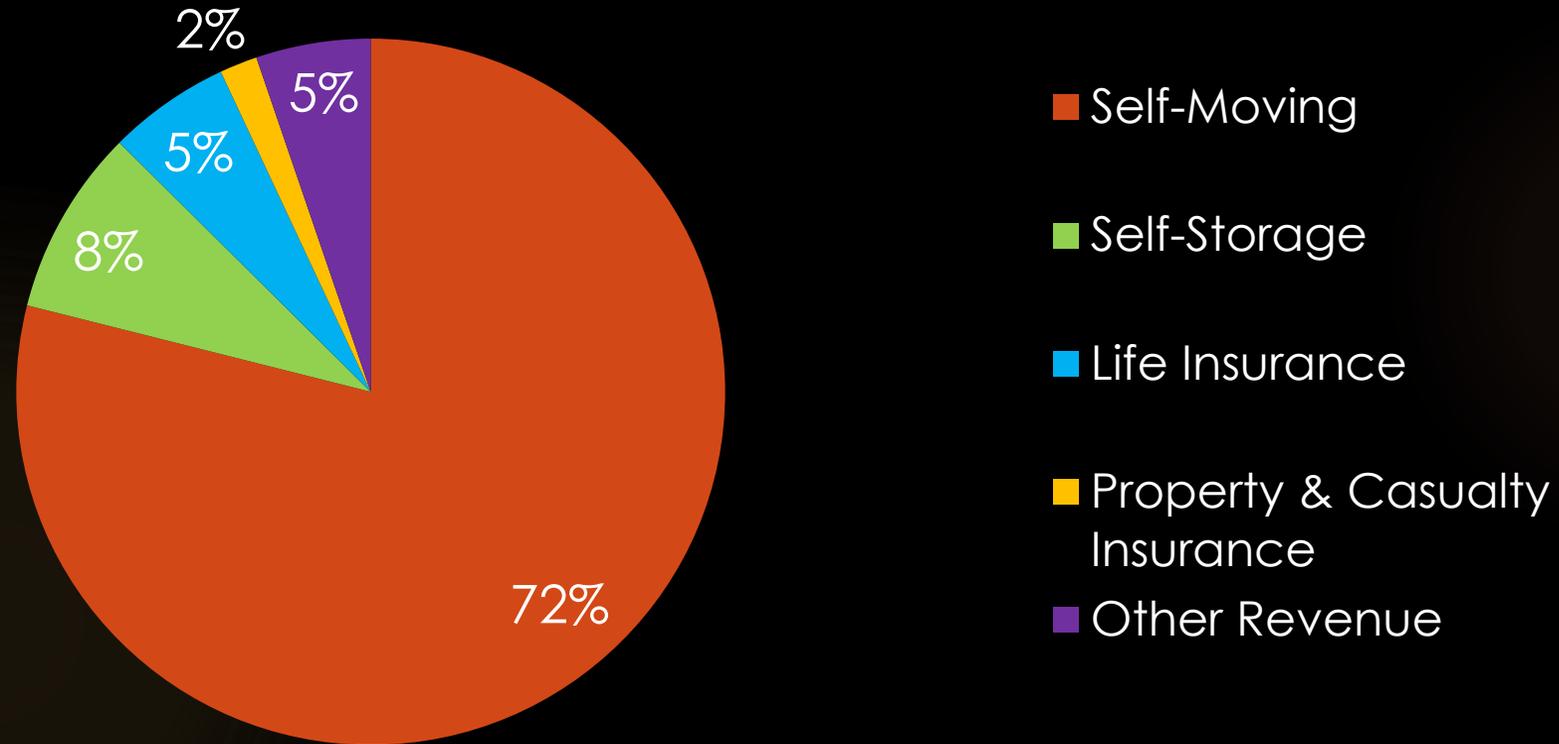
- ▶ Owns 52% of the shares outstanding



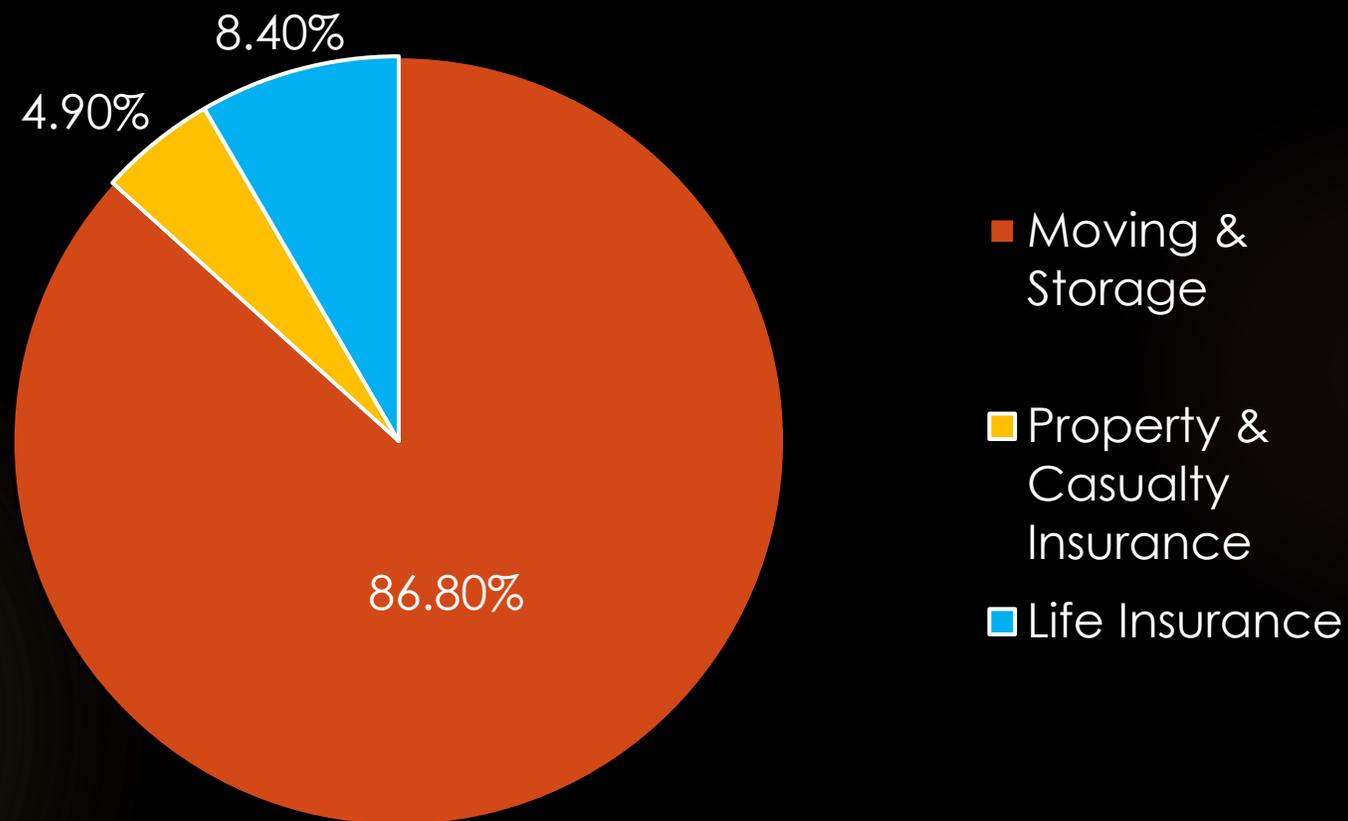
Business Segments

- ▶ Self-Moving
- ▶ Self-Storage
- ▶ Life Insurance
- ▶ Property and Casualty Insurance

Revenues By Segment



Operating Income by Segment



Moving Statistics

- ▶ 17 to 20 million people move during the Summer
- ▶ 1 out of 5 people move every year with 75% being “do it yourself”
- ▶ The average person moves 11 times in their life
- ▶ The annual mileage of U-Haul trucks, trailers, and dolly's would travel around the Earth 177 times a day, or to the moon and back 9.9 times a day

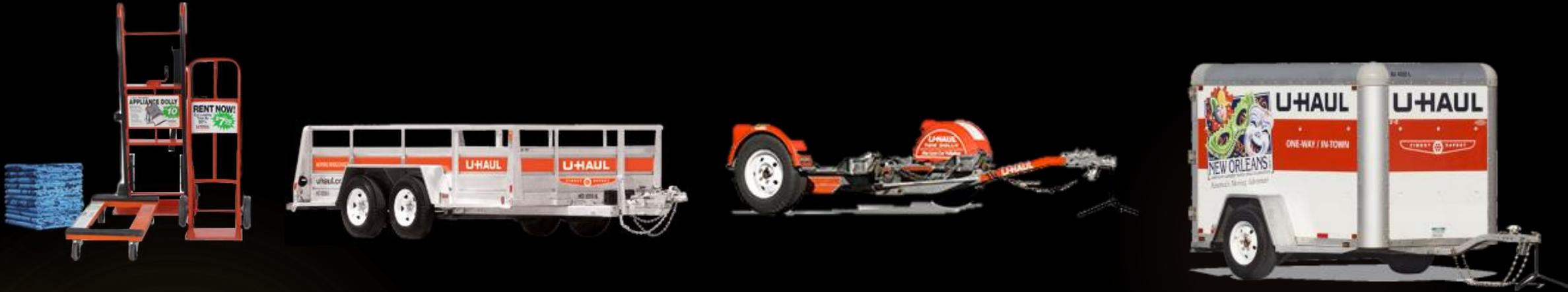


Self-Moving: U-Hauls Rental Fleet

- ▶ Fleet Consists of
 - ▶ 139,000 Trucks
 - ▶ 108,000 Trailers
 - ▶ 38,000 Towing Devices
- ▶ In-Town Trucks/Trailers
- ▶ One-Way Trucks/Trailers



Self-Moving Equipment



Top Notch Equipment

- ▶ Lowest Deck Trucks
- ▶ Widest Loading Ramps
- ▶ Gentle Ride Suspension
- ▶ Mom's Attic
- ▶ Unleaded Fuel





Convenience

- ▶ Make online reservations
- ▶ Employees have truck ready or hook up trailer for you
- ▶ Drop off can be done without having to go inside
- ▶ Overnight drop off
- ▶ 21,500 drop off locations
- ▶ Roadside assistance



Rental Locations



U-Haul Rental Network – Company Operated

- ▶ 1,700 company operated retail stores
- ▶ Sell boxes, tape, packing materials
- ▶ Largest seller and installer of hitches
- ▶ Largest propane refilling network

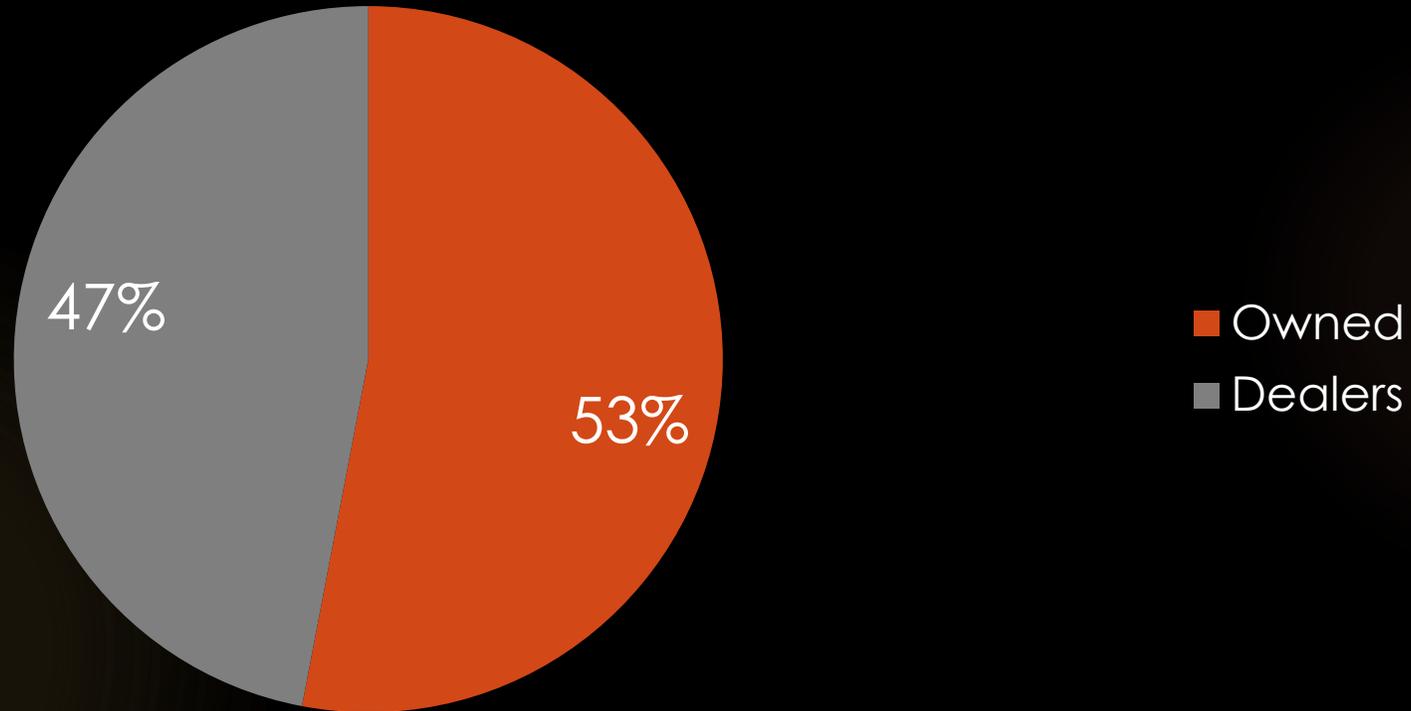


U-Haul Rental Network - Dealers

- ▶ 19,500 independent U-Haul dealers
- ▶ Dealers average 21% commission
- ▶ Creates more locations with less cost



Owned vs. Dealer Revenues



Employees

- ▶ Total of 26,400 employees
- ▶ 98% work with Moving and Storage
- ▶ 55% of employees are part-time
- ▶ Can run a U-Haul location with limited number of staff



Moving Help

- ▶ Connects movers with 3rd party partners to help move
- ▶ Largest network 3rd party movers
- ▶ Thousands of 3rd party partners



Self-Storage



Unit Size		Equivalent to:
5'X5' (25 Sq. Ft.)		Regular Closet
5'X10' (50 Sq. Ft.)		Walk-in Closet
7.5'X10' (75 Sq. Ft.)		Large Closet
10'X10' (100 Sq. Ft.)		Half of a one-car garage
10'X15' (150 Sq. Ft.)		Two-thirds of a one-car garage
10'X20' (200 Sq. Ft.)		Standard one-car garage
10'X30' (300 Sq. Ft.)		Standard two-car garage

Self-Storage

- ▶ Owns/Manages
 - ▶ 536,000 rentable rooms
 - ▶ 47.9 million square feet
 - ▶ In 49 states and 10 providences



Storage Units - Owned

- ▶ 1,360 self-storage locations
- ▶ 275,000 rentable rooms
- ▶ 23.9 million square feet of rentable storage space
- ▶ Average occupancy rate 80.1%
- ▶ Square footage increased by 17.9% from 2015 to 2016
- ▶ Price increases as occupancy increases



Superior Storage Units

- ▶ Max Security
- ▶ First month free
- ▶ Electronic System monitors facility 24 hours a day
- ▶ Climate Control
- ▶ Internet based reservation system



U-Box

- ▶ Growth Opportunity
- ▶ Moving and Storage All-in-one
- ▶ Customer can transport themselves or have U-Haul move it
- ▶ Can be stored at U-Box warehouse
- ▶ Cheap to build



U-Box Warehouse



Life Insurance

- ▶ Provides life and health insurance senior market
- ▶ Direct writing and reinsuring of life insurance
- ▶ Accounts for 7% of revenue
- ▶ Net cash provided was \$50.4 million

Property and Casualty Insurance

- ▶ Underwrites components of U-Haul
- ▶ Insure themselves
- ▶ Revenues come from
 - ▶ Safemove
 - ▶ Safetow
 - ▶ Safemove plus
 - ▶ Safemovestore
 - ▶ Safestor protection



Growth Opportunities

- ▶ Rental Space
- ▶ U-Box
- ▶ Dealers
- ▶ Moving Help



Risk

- ▶ Cyclical Business
- ▶ Purchases trucks from two manufacturers (Ford and GM)
- ▶ Substantial amount of shares owned by few shareholders
- ▶ Liability is an issue because customers can be careless
- ▶ Highly regulated industry on trucks/trailers

Competitive Analysis

- ▶ Low Cost
- ▶ Network Effect
- ▶ Brand Name
- ▶ Convenience
- ▶ One stop shop

Qualitative Review	
What type of business is this: commodity or sustained competitive advantage?	Sustained Competitive Advantage
Can you easily explain what the business does?	Yes
Is it heavily unionized?	No
Does it require heavy capital infusion?	Yes
Does it require lots of research and development?	No
Can inventory become obsolete?	No*
Are there chronic "one time" write offs?	No
Is the company able to raise its prices to offset inflation?	Yes
Will the company be able to sell more in the future?	Yes
If I gave you \$1 billion could you develop a competitor?	No

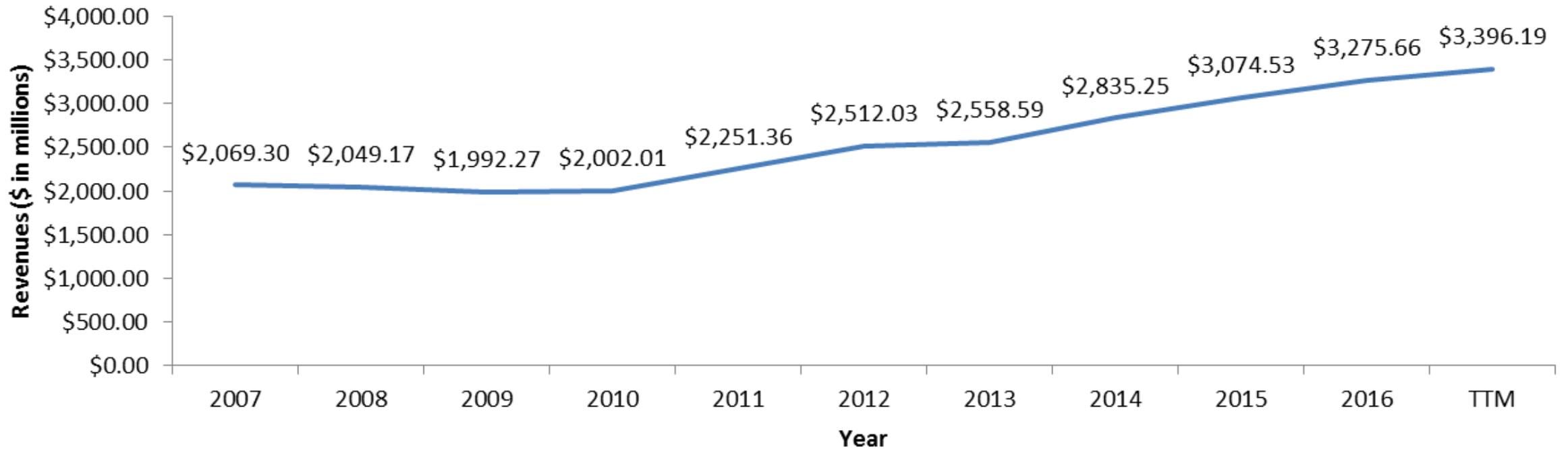


Quantitative Analysis

IOFS

<u>TTM</u>	Value	Low Threshold	Pass?
Gross Profit Margin	50.88%	$\geq 20\%$	Yes
% SGA	27.94%	$\leq 80\%$	Yes
% R&D	0.00%	$\leq 10\%$	Yes
% Depreciation	26.39%	$\leq 10\%$	No
Interest % of OP	13.65%	$\leq 15\%$	Yes
Net Profit Margin	13.00%	$\geq 10\%$	Yes
Current Ratio	1.41	≥ 1	Yes
Obligation Ratio	0.80	< 5 years	Yes
Adj. Debt to Shareholder Equity	1.98	< 0.8	No
Return on Equity	16.59%	$\geq 15\%$	Yes
Return on Capital	7.53%	$\geq 15\%$	No
Dividend Payout Ratio	8.87%	$\leq 60\%$	Yes
Preferred Stock	None	None	Yes
Capital Expenditures	329.37%	$\leq 25\%$	No
Net Earning Trend	Up	Up	Yes
Retained Earnings Trend	Up	Up	Yes

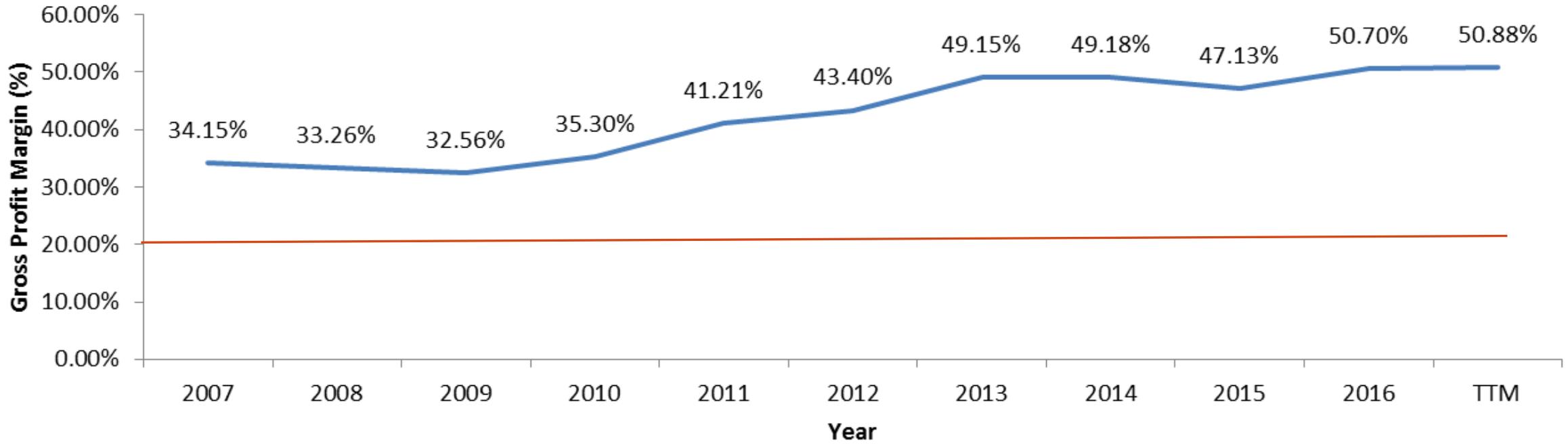
Revenues (10 year)



Increase of 64%



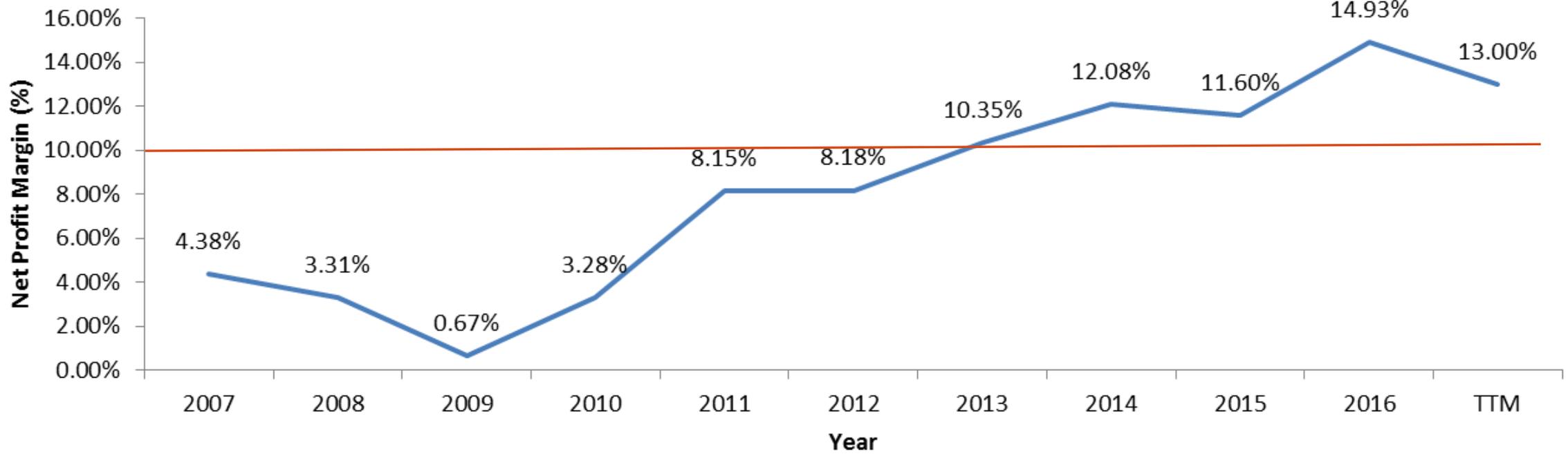
Gross Profit Margin



Increase of 49%

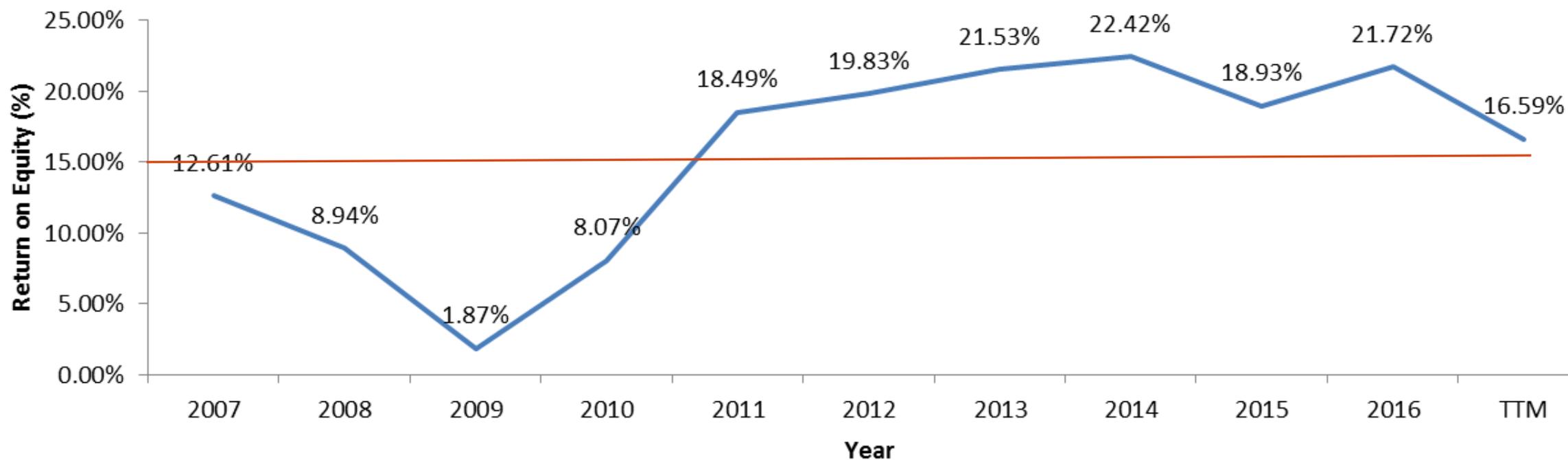


Net Profit Margin

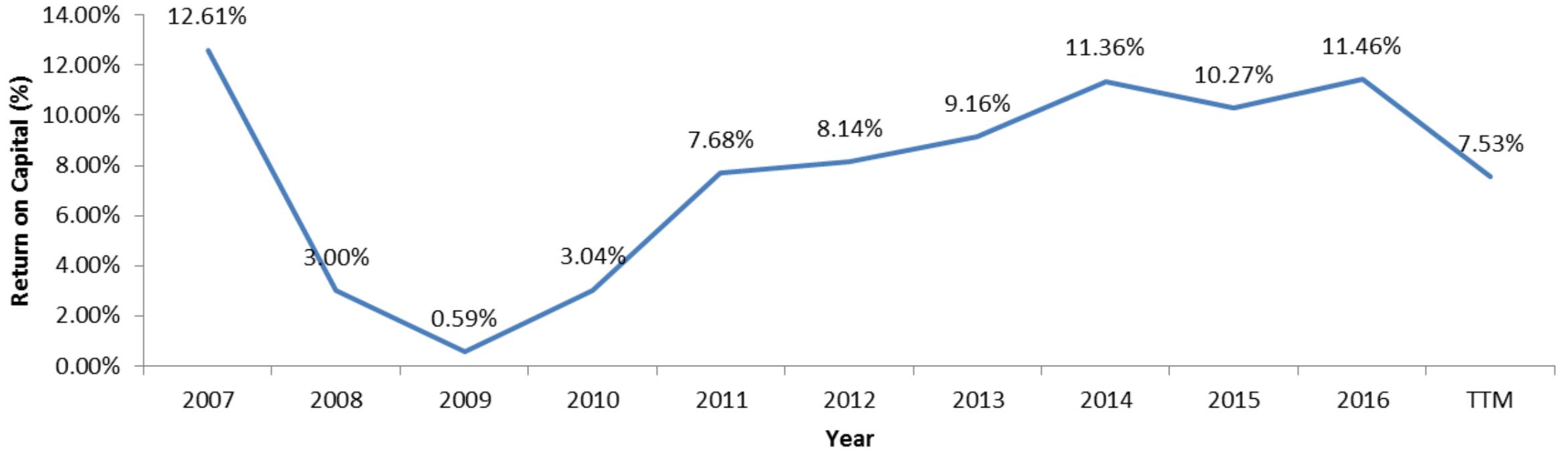


Increase of 197%

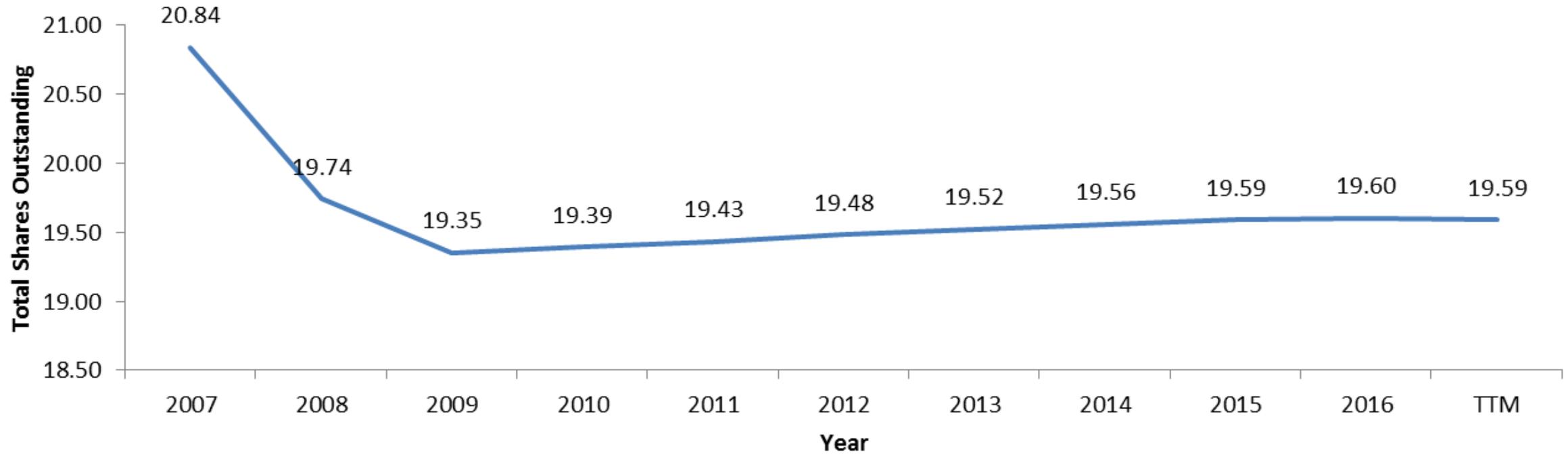
Return on Equity



Return on Capital



Total Shares Outstanding



Statistical Array Analysis

<i>Increasing trends?</i>	
Sales per Share	Increasing
Cashflows per Share	Increasing
Earnings per Share	Increasing
Dividends Declared per Share	N/A
Capital Spending per Share	Increasing
Book Value per Share	Increasing
Revenues (Sales)	Increasing
Gross Profit Margin	Increasing
Operating Profit Margin	Increasing
Number of Stores	Increasing
Net Profit	Increasing
Net Profit Margin	Increasing
Working Capital	Consistent
Shareholder's Equity	Increasing
Return on Total Capital	Stable
Return on Shareholder's Equity	Stable
Common Shares Outstanding	Stable
Long-Term Debt	Increasing
LT Debt Payable in 5 years	Yes
All Dividends to Net Profit under 60%	N/A

DuPont Historical



Amerco	Total Asset Turnover	Net Profit Margin (%)	Financial Leverage Multiplier	Return on Equity (%)
TTM	.37	13.00%	3.49	16.79%
2016	.40	14.93%	3.62	21.62%
2015	.45	11.60%	3.65	19.05%
2014	.47	12.08%	3.93	22.31%

Debt Analysis



Industry Breakdown



Industry Comparison

Industry Breakdown	Amerco	Penske	Avis Budget Group	Public storage	Extra space Storage
Market cap	7.52B	4.57B	3.57B	37.65B	9.25B
Revenue	3.40B	20.12B	8.68B	2.52B	957M
P/E	17.05	13.44	18.44	33.08	31.65
P/S	2.23	0.22	.43	14.89	9.99
P/B	2.85	2.55	7.30	7.41	4.19
EV/EBIT	9.47	15.11	34.50	28.1	34.38
ROA	4.75%	3.87%	0.97%	14.22%	4.34%
ROE	16.79%	19.22%	40.31%	15.79%	32.54%
Operating margins	23.73%	2.86%	12.43%	53.44%	38.36%
Net margins	13.00%	1.70%	2.18%	55.72%	30.57%

Industry DuPont Analysis

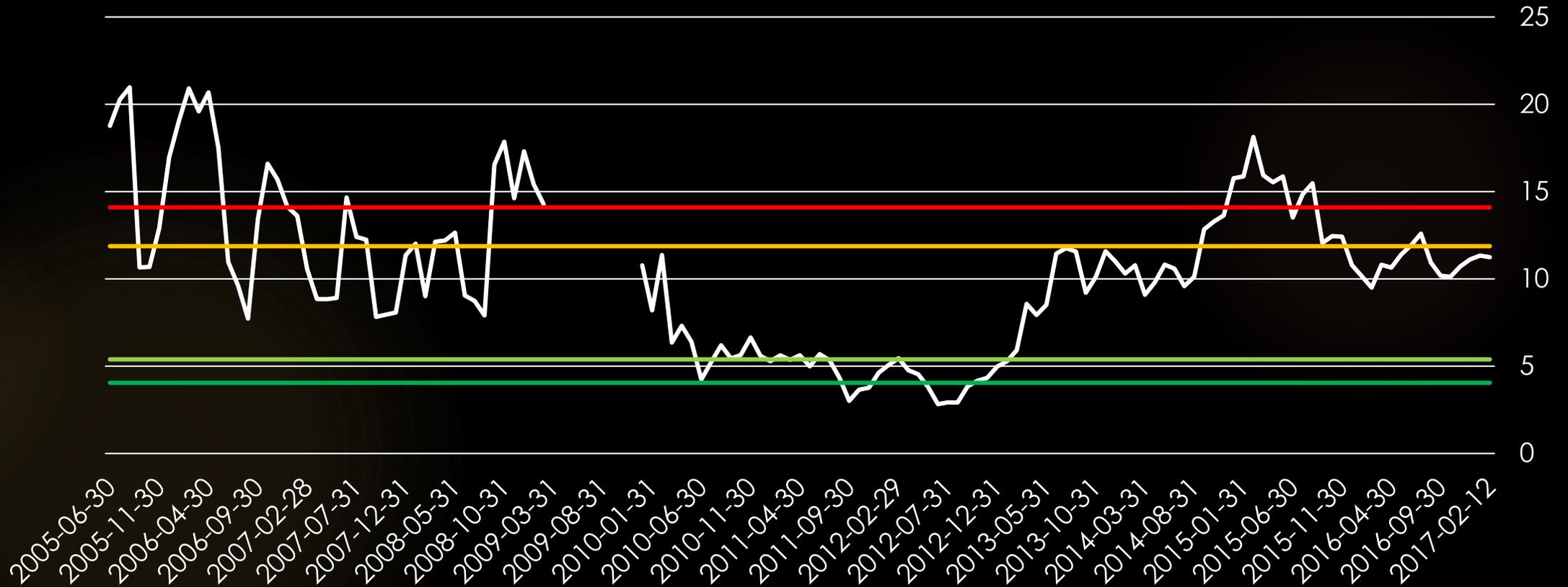
Industry Breakdown	Total Asset Turnover	Net Profit Margin (%)	Financial Leverage Multiplier	Return on Equity (%)
Amerco	.37	13.00%	3.49	16.79%
Penske	2.27	1.7%	4.98	19.22%
Avis Budget Group	.45	2.18%	41.09	40.31%
Public storage	.26	55.72%	1.09	15.79%
Extra Space storage	.14	72.71%	3.07	32.54%

Valuebands

Price/Sales



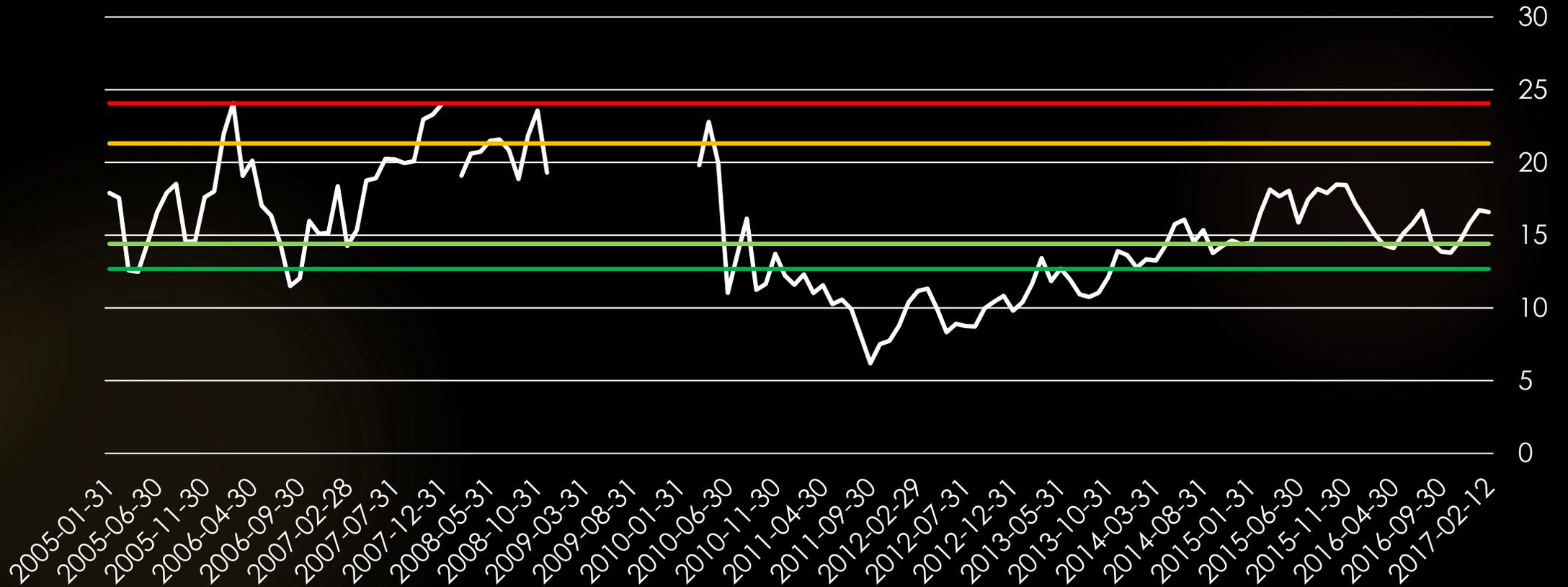
Price/Owner's Earnings



Price/Earnings Less Cash



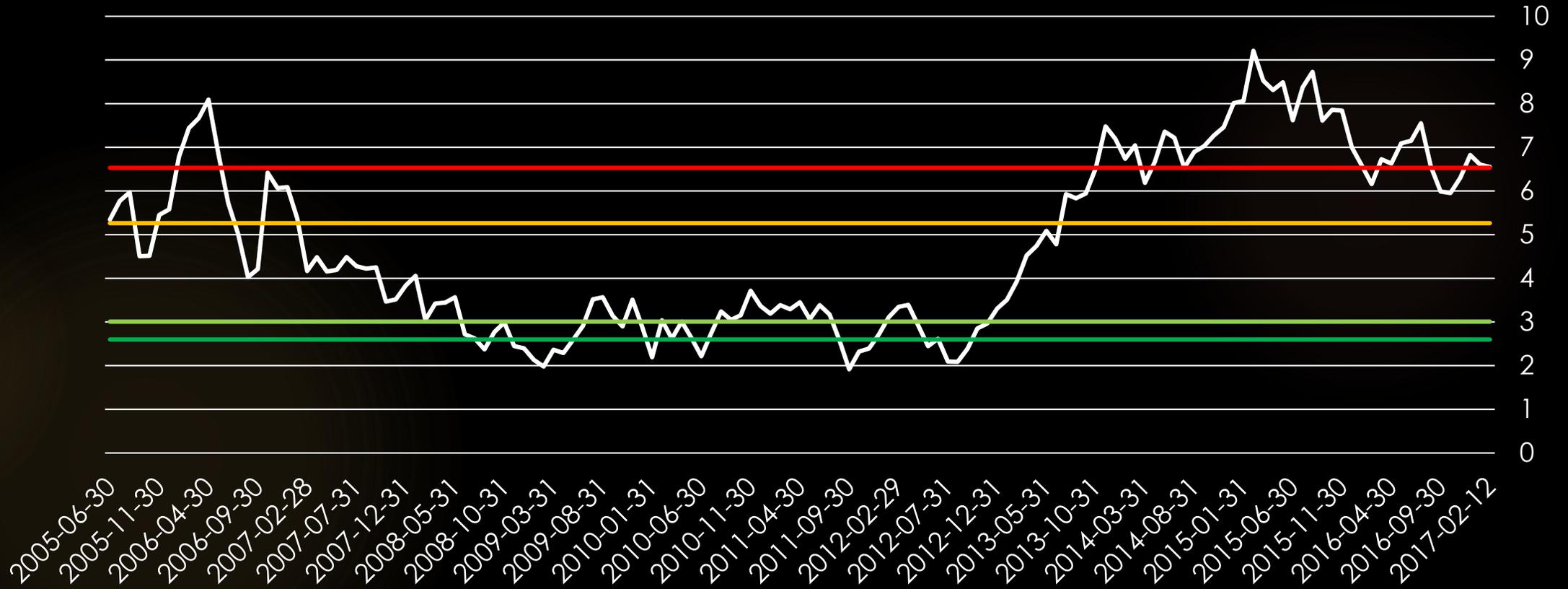
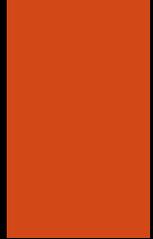
Price/Earnings



Price/Book



Price/Cashflow



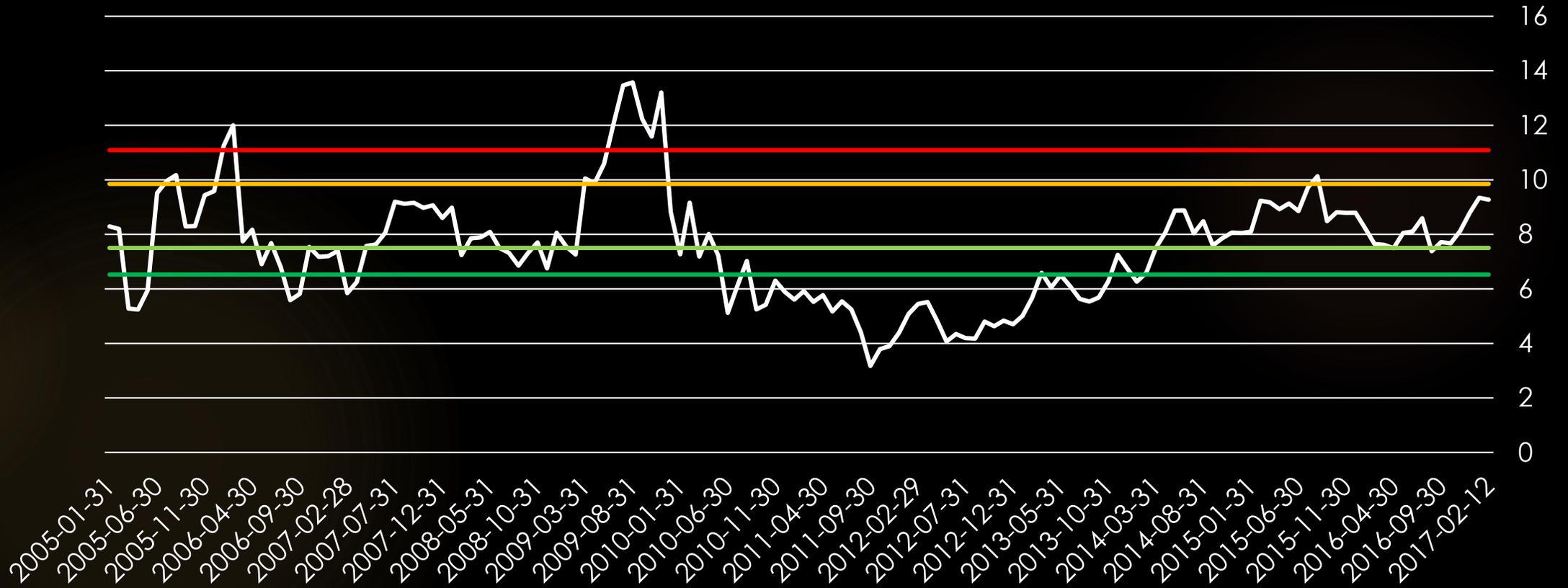
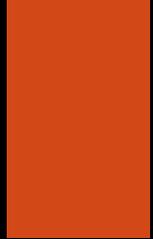
EV/Revenue



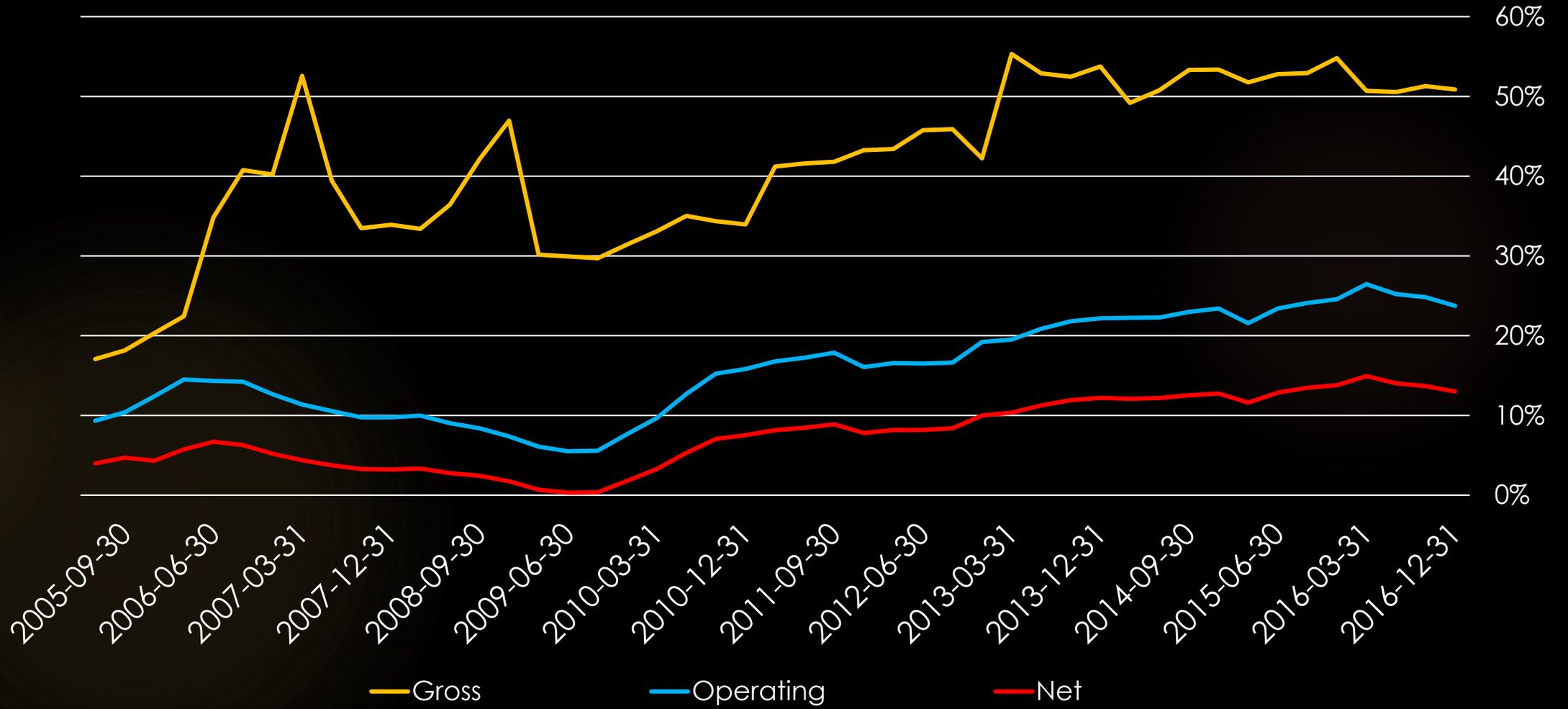
EV/EBITDA



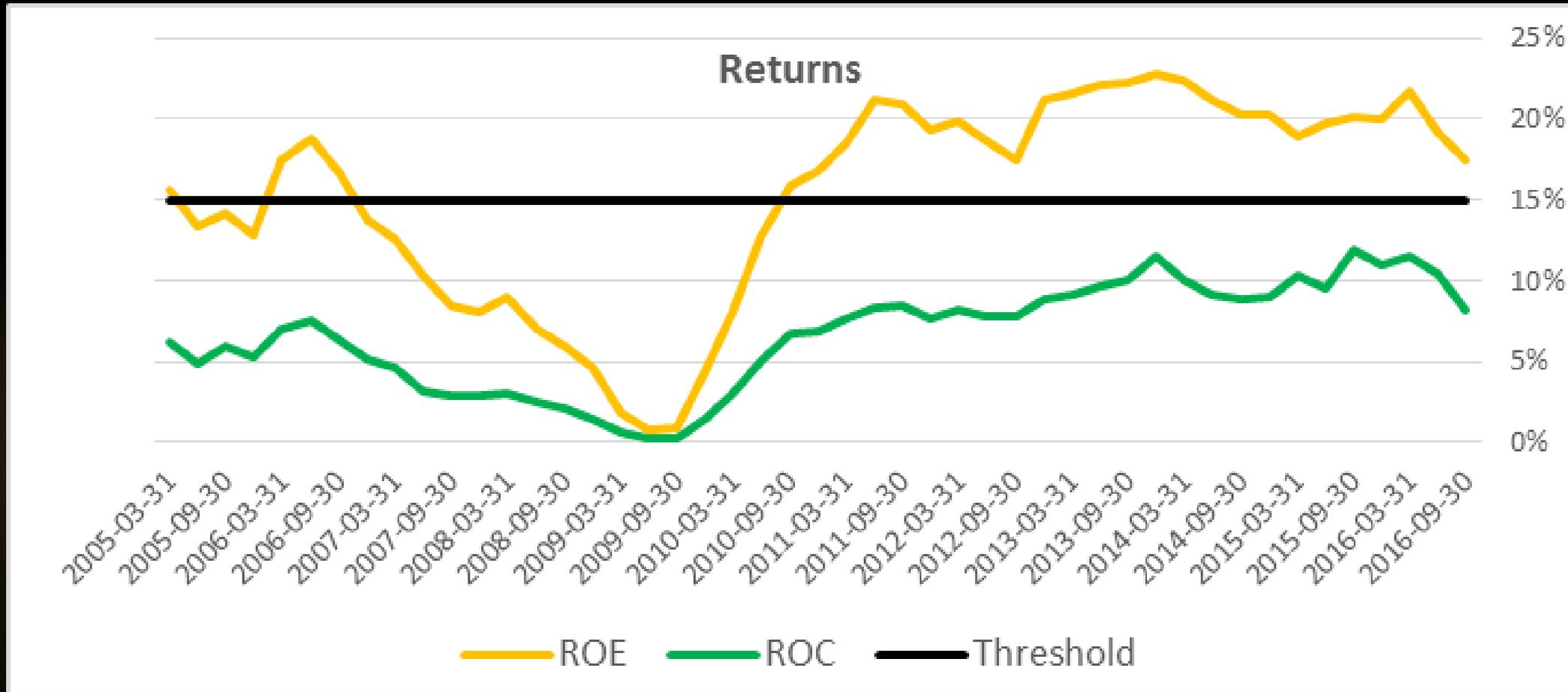
EV/EBIT



Margins



Returns



Intrinsic Valuation

Intrinsic Value – Fair Valuation

Segments	Revenue (Millions)	Enterprise Value/Revenue Estimation	Implied Enterprise Value	
Self-Moving	2,548.98	1.65x	4,205.82	
Self-Storage	272.94	12.0x	3,275.28	
Life Insurance	162.66	0.9x	146.39	
Property/Casualty Insurance	50.02	1.5x	75.03	
Total			7,964.52	
(Long-term Debt)			(2,800)	
+Cash			3,062	
Shares Outstanding			19.6	
Share Price Value			\$406.35	7% Discount to Current Price

Intrinsic Value – Kill It

Segments	Revenue (Millions)	Enterprise Value/Revenue Estimation	Implied Enterprise Value	
Self-Moving	2,548.98	1.45x	3,696.02	
Self-Storage	272.94	10.0x	2,729.40	
Life Insurance	162.66	0.7x	113.86	
Property/Casualty Insurance	50.02	1.3x	65.03	
Total			6,604.31	
(Long-term Debt)			(2,800)	
+Cash			3,062	
Shares Outstanding			19.6	
Share Price Value			\$350.32	6.90% Premium to Current Price

Intrinsic Value – Best Case

Segments	Revenue (Millions)	Enterprise Value/Revenue Estimation	Implied Enterprise Value	
Self-Moving	2,548.98	1.85x	4,715.61	
Self-Storage	272.94	15.0x	4,094.1	
Life Insurance	162.66	1.0x	162.66	
Property/Casualty Insurance	50.02	1.65x	82.50	
Other Revenues*	152.17	1.0x	152.17	
Total			9,207.04	
(Long-term Debt)			(2,800)	
+Cash			3,062	
Shares Outstanding			19.6	
Share Price Value			\$483.11	28.1% Discount to Current Price

Discounted Cash Flow Model

DCF - Guru

Earnings Per Share  : \$ 22.53

Growth Rate In the Next  : 10 Years: 11 %

Terminal Growth Rate  : 4 %

Years of Terminal Growth  : 10

Discount Rate  : 12 %

Business Predictability  :  

Fair Value  : **\$ 354.68**

Tangible Book Value  : \$ 135.68

Add to Fair Value

Growth Value  : \$ 214.53

Terminal Value  : \$ 140.15

Stock Price: \$ 383.59

Margin Of Safety: **-8%**

Financial Data of Amerco Inc

Annual Rates (per share)	10 yrs	5 yrs	12 months
Revenue Growth (%)	5.70	7.50	5.00
EBITDA Growth (%)	13.00	16.30	7.30
EBIT Growth (%)	16.60	17.80	1.40
EPS without NRI Growth (%)	36.30	23.00	-1.00
Free Cash Flow Growth (%)			
Book Value Growth (%)	13.20	19.10	19.60

DCF – Value Line

Earnings Per Share ? :

\$ 22.53

Growth Rate In the Next ? :

10 Years: 8.5 %

Terminal Growth Rate ? :

4 %

Years of Terminal Growth ? :

10

Discount Rate ? :

12 %

Business Predictability ? :



Fair Value ? :

\$ 301.59

Tangible Book Value ? :

\$ 135.68

Add to Fair Value

Growth Value ? :

\$ 189.99

Terminal Value ? :

\$ 111.6

Stock Price:

\$ 383.59

Margin Of Safety:

-27%

Reverse DCF

Earnings Per Share ? :	\$ 22.53
Growth Rate In the Next ? :	10 Years
Terminal Growth Rate ? :	4 %
Years of Terminal Growth ? :	10
Discount Rate ? :	12 %
Business Predictability ? :	

Growth Rate ? :	12.20%
Revenue Growth Rate ? :	5.70%(10y) 7.50%(5y) 5.00%(1y)
EBITDA Growth Rate ? :	13.00%(10y) 16.30%(5y) 7.30%(1y)
Earnings Growth Rate ? :	36.30%(10y) 23.00%(5y) -1.00%(1y)
Free Cash Flow Growth Rate ? :	0.00%(10y) 0.00%(5y) 0.00%(1y)
Book Value Growth Rate ? :	13.20%(10y) 19.10%(5y) 19.60%(1y)

Discounted Cash Flow Model With Tangible Book

DCF – Guru

Earnings Per Share ? : \$ 22.53

Growth Rate In the Next ? : 10 Years: 11 %

Terminal Growth Rate ? : 4 %

Years of Terminal Growth ? : 10

Discount Rate ? : 12 %

Business Predictability ? :  ?

DCF Reverse DCF ^{NEW}

Fair Value ? : \$ 490.36

Tangible Book Value ? : \$ 135.68

Add to Fair Value

Growth Value ? : \$ 214.53

Terminal Value ? : \$ 140.15

Stock Price: \$ 383.59

Margin Of Safety: 22%

Financial Data of Amerco Inc

Annual Rates (per share)	10 yrs	5 yrs	12 months
Revenue Growth (%)	5.70	7.50	5.00
EBITDA Growth (%)	13.00	16.30	7.30
EBIT Growth (%)	16.60	17.80	1.40
EPS without NRI Growth (%)	36.30	23.00	-1.00
Free Cash Flow Growth (%)			
Book Value Growth (%)	13.20	19.10	19.60

DCF – Value Line

Earnings Per Share [?] : \$ 22.53

Growth Rate In the Next [?] : 10 Years: 8.5 %

Terminal Growth Rate [?] : 4 %

Years of Terminal Growth [?] : 10

Discount Rate [?] : 12 %

Business Predictability [?] :  [?]

Fair Value [?] : \$ 437.27

Tangible Book Value [?] : \$ 135.68

Add to Fair Value

Growth Value [?] : \$ 189.99

Terminal Value [?] : \$ 111.6

Stock Price: \$ 377.46

Margin Of Safety: 14%

Financial Data of Amerco Inc

Annual Rates (per share)	10 yrs	5 yrs	12 months
Revenue Growth (%)	5.70	7.50	5.00
EBITDA Growth (%)	13.00	16.30	7.30
EBIT Growth (%)	16.60	17.80	1.40
EPS without NRI Growth (%)	36.30	23.00	-1.00
Free Cash Flow Growth (%)			
Book Value Growth (%)	13.20	19.10	19.60

Reverse DCF

Earnings Per Share [?] : \$ 22.53

Growth Rate In the Next [?] : 10 Years

Terminal Growth Rate [?] : 4 %

Years of Terminal Growth [?] : 10

Discount Rate [?] : 12 %

Business Predictability [?] : 

Growth Rate [?] : 5.04%

Revenue Growth Rate [?] : 5.70%(10y) 7.50%(5y) 5.00%(1y)

EBITDA Growth Rate [?] : 13.00%(10y) 16.30%(5y) 7.30%(1y)

Earnings Growth Rate [?] : 36.30%(10y) 23.00%(5y) -1.00%(1y)

Free Cash Flow Growth Rate [?] : 0.00%(10y) 0.00%(5y) 0.00%(1y)

Book Value Growth Rate [?] : 13.20%(10y) 19.10%(5y) 19.60%(1y)

Financial Data of Amerco Inc

Annual Rates (per share)	10 yrs	5 yrs	12 months
Revenue Growth (%)	5.70	7.50	5.00
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Free Cash Flow Growth (%)			
Book Value Growth (%)	13.20	19.10	19.60



Conscious Investor

Conscious Investor – 10 year

	3/07	3/08	3/09	3/10	3/11	3/12	3/13	3/14	3/15	3/16	EPSttm	Years	HGROWTH	STAEGR®
EPS (\$)	3.720	2.780	0.020	2.740	8.800	10.090	13.560	17.510	18.210	24.950		10	47.59%	11.39%
											\$22.530			
SPS (\$)	103.574	104.383	98.646	99.553	111.620	124.363	126.260	140.539	152.480	162.632		10	5.86%	94.84%

Conscious Investor - 6 year

	3/07	3/08	3/09	3/10	3/11	3/12	3/13	3/14	3/15	3/16	EPSttm	Years	HGROWTH	STAEGR®
EPS (\$)	3.720	2.780	0.020	2.740	8.800	10.090	13.560	17.510	18.210	24.950		6	23.02%	95.14%
											\$22.530			
SPS (\$)	103.574	104.383	98.646	99.553	111.620	124.363	126.260	140.539	152.480	162.632		6	7.75%	98.74%

Conscious Investor - 3 year

	3/07	3/08	3/09	3/10	3/11	3/12	3/13	3/14	3/15	3/16	EPSttm	Years	HGROWTH	STAEGR®
EPS (\$)	3.720	2.780	0.020	2.740	8.800	10.090	13.560	17.510	18.210	24.950		3	19.37%	94.59%
											\$22.530			
SPS (\$)	103.574	104.383	98.646	99.553	111.620	124.363	126.260	140.539	152.480	162.632		3	7.57%	99.80%



Conscious Investor – 6 year

	Price	EPSttm	P/E Ratio	HGrowth	Payout	STRET®
Default	377.46	\$22.530	15.05	23.02%	0.0%	17.94%
Safety	377.46	\$22.530	13.46	9.23%	0.0%	4.36%

Cut P/E by 10.5%
Cut Growth by 60%

Kill it

	Price	EPSttm	P/E Ratio	HGrowth	Payout	STRET®
Default	378.00	\$22.530	15.06	23.02%	0.0%	17.92%
Safety	378.00	\$22.530	13.47	9.23%	0.0%	4.35%
🔄 Saved 2017-02-15	378.00	\$22.530	10.28	8.50%	0.0%	0.00%

Cut P/E by 32%,
Cut Growth by 70%

Intraportfolio Valuations



Symbol	P/E
BBBY	8.84
IBM	14.51
WMT	14.88
UHAL	16.75
QCOM	16.92
BRK.B	17.69
CMI	18.46
ORCL	19.84
UNP	21.49
CHRW	21.52
PEP	23.47
NSRGY	26.20
PII	26.81
MSFT	30.32
AIG	115.33



Symbol	P/S
WMT	0.44
BBBY	0.52
CHRW	0.83
PII	1.27
CMI	1.47
AIG	1.48
BRK.B	1.86
IBM	2.14
UHAL	2.17
PEP	2.54
NSRGY	2.58
QCOM	3.51
UNP	4.59
ORCL	4.69
MSFT	5.96



Symbol	EV/EBIT
BBBY	5.99
UHAL	9.32
WMT	11.11
BRK.B	12.20
ORCL	12.45
CMI	13.16
QCOM	13.24
UNP	13.64
CHRW	14.34
IBM	15.71
PEP	17.89
PII	19.91
NSRGY	20.10
MSFT	21.49
AIG	51.66



Symbol	Price to Free Cash Flow
UHAL	N/A
BBBY	7.15
WMT	10.19
IBM	13.76
ORCL	13.96
QCOM	15.06
PII	15.76
MSFT	18.56
CMI	19.17
PEP	20.76
BRK.B	21.88
UNP	22.79
NSRGY	22.90
CHRW	25.22
AIG	32.36



Symbol	ROE
AIG	0.39
BRK.B	8.98
NSRGY	14.40
QCOM	15.92
UHAL	16.79
WMT	18.56
ORCL	18.77
CMI	19.92
UNP	20.79
PII	22.99
MSFT	23.11
BBBY	28.03
CHRW	41.86
PEP	54.16
IBM	78.91



Symbol	ROIC
AIG	0.33
BRK.B	8.25
NSRGY	10.74
WMT	13.52
UNP	13.60
PII	17.11
QCOM	17.25
CMI	18.87
UHAL	20.01
BBBY	21.84
PEP	23.86
CHRW	25.32
ORCL	26.14
IBM	27.62
MSFT	95.95



Conclusion

- ▶ Network Effect
- ▶ Convenience
- ▶ Low Cost
- ▶ Becoming a better business
- ▶ Trading at a discount to intrinsic value



“Remember... Winners Ride U-Haul”
-Envestors

Recommendation

- ▶ Market Order
 - ▶ Current Price around \$380 per a share