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Prospectus Supplement to Prospectus dated October 7, 2010

Up to \$100,000

4.5% Secured Notes Series UIC-09A due 2015

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AMERCO is offering up to \$100,000 aggregate principal amount of 4.5% Secured Notes Series UIC-09A due 2015 (the "notes"). The notes mature four years from the issue date and are fully amortizing. Principal and interest on the notes will be credited to each holder's U-Haul Investors Club<sup>TM</sup> account in arrears every three months, beginning three months from the issue date, until the maturity date. The notes are secured by a first-priority lien on 250 designated U-Box<sup>TM</sup> portable storage containers, subject to collateral substitutions as provided herein.

No underwriter or other third-party has been engaged to facilitate the sale of the notes in this offering.

The notes are not savings accounts, deposit accounts or money market funds. The notes are not guaranteed or insured by the Federal Deposit Insurance Corporation, the Federal Reserve or any other governmental agency.

See "Risk Factors" beginning on page S-8 of this prospectus supplement to read about important facts you should consider before buying the notes.

Neither the Securities and Exchange Commission nor any other regulatory body has approved or disapproved of these securities or passed upon the accuracy or adequacy of this prospectus supplement or the accompanying prospectus. Any representation to the contrary is a criminal offense.

	Per Note	Total	
Offering Price	100%	\$100,000	
Proceeds to AMERCO (before expenses)	100%	\$100,000	
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The notes are being issued in uncertificated book-entry form only, and will not be listed on any securities exchange.

Prospectus Supplement dated March 1, 2011.

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#### ABOUT THIS PROSPECTUS SUPPLEMENT

This document is in two parts. The first part is the prospectus supplement, which contains the terms of this offering of notes. The second part, the accompanying prospectus dated October 7, 2010, gives more general information, some of which may not apply to this offering.

We have not authorized anyone to provide any information or to make any representations other than those contained or incorporated by reference in this prospectus supplement, the accompanying prospectus or in any free writing prospectuses that AMERCO may prepare. We take no responsibility for, and can provide no assurance as to the reliability of, any other information that others may give you. This prospectus supplement and the accompanying prospectus is an offer to invite subscriptions to purchase notes, but only under circumstances and in jurisdictions where it is lawful to do so. The information contained in this prospectus supplement and the accompanying prospectus is current only as of the respective dates of such documents.

If there is any inconsistency between the information in this prospectus supplement and the accompanying prospectus, you should rely on the information in this prospectus supplement.

#### WHERE YOU CAN FIND MORE INFORMATION

AMERCO is subject to the informational requirements of the Securities and Exchange Act of 1934, as amended (the "Exchange Act"), and in accordance therewith files reports, proxy statements and other information with the Securities and Exchange Commission (the "SEC"). AMERCO's filings are available to the public over the Internet at the SEC's website at sec.gov, as well as at AMERCO's website, amerco.com. You may also read and copy, at prescribed rates, any document AMERCO files with the SEC at the Public Reference Room of the Securities and Exchange Commission located at 100 F Street, N.E., Washington, D.C. 20549. Please call the SEC at 1-800-732-0330 for further information on the SEC's Public Reference Room.

In this prospectus supplement, as permitted by law, we "incorporate by reference" information from other documents that AMERCO files with the SEC. This means that we can disclose important information to you by referring you to those documents. The information incorporated by reference is considered to be a part of this prospectus supplement and should be read with the same care. When AMERCO updates the information contained in documents that have been incorporated by reference by making future filings with the SEC, the information incorporated by reference in this prospectus supplement is considered to be automatically updated and superseded. In other words, in case of a conflict or inconsistency between information contained in this prospectus supplement and information incorporated by reference into this prospectus supplement, you should rely on the information contained in the document that was filed later.

We incorporate by reference in this prospectus supplement the documents listed below:

- our Annual Report on Form 10-K for the fiscal year ended March 31, 2010;
- those portions of our definitive proxy statement on Schedule 14A dated July 15, 2010, incorporated by reference in our Annual Report on Form 10-K for the year ended March 31, 2010;
- our Quarterly Reports on Form 10-Q for the fiscal quarters ended June 30, 2010, September 30, 2010 and December 31, 2010; and
- our current reports on Form 8-K filed on August 27, 2010, September 10, 2010, February 3, 2011, February 22, 2011 and February 25, 2011.

Unless stated otherwise in the applicable report, information furnished under Item 2.02 or 7.01 of our Current Reports on Form 8-K is not incorporated by reference.

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Other than any documents expressly incorporated by reference, the information on our website and any other website that is referred to in this prospectus supplement is not part of this prospectus supplement.

You may obtain any of the documents incorporated by reference in this prospectus supplement from the SEC through the SEC's website at the address provided above. You also may request a copy of any document incorporated by reference in this prospectus (excluding any exhibits to those documents, unless the exhibit is specifically incorporated by reference in this document), at no cost. Requests should be directed to AMERCO, Corporate Secretary, c/o U-Haul International, Inc., 2727 N. Central Avenue, Phoenix, AZ 85004, telephone (602) 263-6788.

We own the registered trademarks or service marks "U-Haul®", "AMERCO®", "In-Town®", "eMove®" "C.A.R.D.®", "Safemove®", "WebSelfStorage®", "webselfstorage.com(SM)", "uhaul.com®", "Lowest Decks(SM)", "Gentl Suspension(SM)", "Mom's Attic®", "U-Box®", "Moving Help®", "Safestor®", "U-Haul Investors Clubaulinvestorsclub.com(SM)", "U-Note<sup>TM</sup>", among others, for use in connection with the moving and storage business. This prospectus supplement also includes product name and other trade names and service marks owned by AMERCO or its affiliates.

#### NOTE REGARDING FORWARD-LOOKING STATEMENTS

This prospectus supplement contains "forward-looking statements" regarding future events and our future results of operations. AMERCO may make additional written or oral forward-looking statements from time to time in filings with the SEC or otherwise. We believe such forward-looking statements are within the meaning of the safe-harbor provisions of Section 27A of the Securities Act of 1933, as amended (the "Securities Act"), and Section 21E of the Exchange Act. Such statements may include, but are not limited to, projections of revenues, earnings or loss, estimates of capital expenditures, plans for future operations, products or services, financing needs and plans; our perceptions of our legal positions and anticipated outcomes of government investigations and pending litigation against us, liquidity, goals and strategies, plans for new business, storage occupancy, growth rate assumptions, pricing, costs, and access to capital and leasing markets as well as assumptions relating to the foregoing. The words "believe," "expect," "anticipate," "estimate," "project" and similar expressions identify forward-looking statements, which specified to the date the statement was made.

Forward-looking statements are inherently subject to risks and uncertainties, some of which cannot be predicted or quantified. Factors that could significantly affect results include, without limitation: the risks enumerated in the "Risk Factors" section beginning on page S-8 of this prospectus supplement, as well as the following: our ability to operate pursuant to the terms of our credit facilities; our ability to maintain contracts that are critical to our operations; the costs and availability of financing; our ability to execute our business plan; our ability to attract, motivate and retain employees; general economic conditions; fluctuations in our costs to maintain and update our fleet and facilities; our ability to refinance our debt; changes in government regulations, particularly environmental regulations; our credit ratings; the availability of credit; changes in demand for our products; changes in the general domestic economy; the degree and nature of our competition; the resolution of pending litigation against us; changes in accounting standards and other factors described in this report or the other documents AMERCO files with the SEC. The above factors, as well as other statements in this prospectus supplement or in the incorporated documents, could contribute to or cause such risks or uncertainties, or could cause our performance to fluctuate dramatically. Consequently, forward-looking statements should not be regarded as representations or warranties by us that such matters will be realized and readers are cautioned not to place undue reliance on them. We assume no obligation to update or revise any forward-looking statements, whether in response to new information, unforeseen events, changed circumstances or otherwise.

You should carefully consider the trends, risks and uncertainties described in the "Risk Factors" section beginning on page S-8 of this prospectus supplement and other information in this prospectus

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and reports filed with the SEC before making any investment decision with respect to the notes. If any of these trends, risks or uncertainties actually occurs or continues, our business, financial condition or operating results could be materially adversely affected. All forward-looking statements attributable to us or persons acting on our behalf are expressly qualified in their entirety by this cautionary statement.

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#### PROSPECTUS SUPPLEMENT SUMMARY

This summary highlights selected information contained elsewhere or incorporated by reference in this prospectus supplement and may not contain all the information that you need to consider in making your investment decision with respect to the notes. You should carefully read this entire prospectus supplement, and the accompanying prospectus, as well as the information incorporated by reference herein, before deciding whether to invest. You should pay special attention to the "Risk Factors" section beginning on page S-8 of this prospectus supplement to determine whether an investment in the notes is appropriate for you.

#### About AMERCO and U-Haul

AMERCO, a Nevada corporation ("AMERCO"), is the holding company for U-Haul International, Inc. ("U-Haul"), Amerco Real Estate Company ("Real Estate"), Repwest Insurance Company ("Repwest") and Oxford Life Insurance Company ("Oxford"). Unless otherwise indicated or unless the context requires otherwise, all references in this prospectus supplement to "we," "us," "our" or the "Company" mean AMERCO and its subsidiaries; and all references in thi prospectus supplement to "AMERCO" mean AMERCO only, excluding its subsidiaries.

Through U-Haul, we believe that we are North America's largest and most comprehensive "do-it-yourself" moving and storage operator. Our primary focus is to provide our customers with a wide selection of moving rental equipment, convenient self-storage rental facilities and related moving and self-storage products and services. We aim to expand our distribution and improve customer service by increasing the amount of moving equipment and storage rooms available for rent, expanding the number of independent dealers in our network and expanding and taking advantage of our growing eMove® capabilities, an online marketplace that connects consumers to independent Moving Help<sup>TM</sup> service providers and independent self-storage facilities.

As of December 31, 2010, the U-Haul system included over 1,400 owned and managed retail moving centers and approximately 14,900 independent dealer locations. U-Haul is a leader in supplying products and services to help people move and store their household and commercial goods.

Each of the owned and managed retail moving centers and the independent dealer locations rent distinctive orange and white U-Haul trucks and trailers. The owned and managed retail moving centers typically also offer self-storage rooms to customers, and U-Haul has over 5,100 independent storage affiliates. Many of the locations also sell U-Haul brand boxes, tape and other moving and self-storage products and services to moving and storage customers, and U-Haul sells similar products and services to such customers through its website, uhaul.com.

In addition, customers are offered moving and storage protection packages such as SafeMove<sup>TM</sup> and SafeTow<sup>TM</sup>, providing moving and towing customers with a collision damage waiver, cargo protection and medical and life coverage. For customers who desire additional coverage over and above the standard SafeMove<sup>TM</sup> protection, U-Haul also offers its Super SafeMove<sup>TM</sup> product. This package provides the rental customer with a layer of primary liability protection. The current provider of SafeMove<sup>TM</sup> and Super SafeMove<sup>TM</sup> coverage is Repwest.

We believe that U-Haul is the most convenient supplier of products and services addressing the needs of the United States and Canadian "do-it-yourself" moving and storage market. The U-Haul system's broad geographic coverage throughout the United States and Canada and the extensive selection of U-Haul brand moving equipment rentals, self-storage rooms and related moving and storage products and services provide U-Haul customers with convenient "one-stop" shopping. As of December 31, 2010, the U-Haul rental fleet consisted of approximately 104,000 trucks and

vans, 80,000 trailers and 36,000 tow devices.

Prior and subsequent to this offering of notes, AMERCO is issuing additional series of collateralized notes through the U-Haul Investors Club. Additionally, AMERCO intends to offer further series of notes, in the future, through the U-Haul Investors Club.

AMERCO is a publicly traded Nevada corporation. AMERCO's common stock is listed on the NASDAQ Global Select Market under the symbol "UHAL". AMERCO's principal executive offices are located at 1325 Airmotive Way, Suite 100, Reno, Nevada 89502-3239. Its website address is amerco.com.

You can get more information regarding our business by reading our Annual Report on Form 10-K for the fiscal year ended March 31, 2010 and the other reports and information that AMERCO files with the SEC. See "Where You Can Find More Information" on page S-i of this prospectus supplement.

### The Offering

The following summary describes the principal terms of the notes and the U-Haul Investors Club. Certain of the terms and conditions below are subject to important limitations and exceptions. For a more detailed description of the terms and conditions of the notes and the U-Haul Investors Club, see "Description of the Notes" beginning on page S-19 of this prospectus supplement and "U-Haul Investors Club" beginning on page S-29 of this prospectus supplement.

Issuer AMERCO.

Notes Offered Up to \$100,000 aggregate principal amount of 4.5% Secured Notes

Series UIC-09A due 2015 (the "notes").

Issue Date The notes will be issued within five business day following our receipt

> and acceptance of investor subscriptions in the aggregate principal amount of up to \$100,000 or at such other time as AMERCO

determines in its sole discretion.

Maturity Date The payment date, exactly four years from the issue date, in 2015.

Interest Rate The notes accrue interest at a rate of 4.5% per year on the outstanding

> principal amount, commencing as of the issue date. Interest on the notes is computed on the basis of a 360-day year comprised of twelve

30-day months.

Minimum Investment \$100.

Principal and Interest The notes are fully amortizing. Principal and interest on the notes will **Payment** 

be credited to each holder's U-Haul Investors Club account in arrears, on Date; Credited to the payment date, which is every three months, beginning three months Holders' U-Haul from the date of issuance, through the maturity date. Principal and interest will be credited to the U-Haul Investors Club accounts of the

holders who own the notes as of each applicable record date.

Record Date The record date is the first day of the month preceding the related due

date for the crediting of principal and interest on the notes.

Initial Collateral The notes are initially secured by a first-priority lien on 250 designated

> U-Box portable storage containers as specifically identified in the pledge agreement (the "Initial Collateral"). The Initial Collateral is owned by U-Haul Co. of Arizona, an Arizona corporation ("Owner"), an affiliate of AMERCO. The Initial Collateral is utilized in the operations of the U-Haul system, in which U-Haul rental equipment and self-storage units are rented to customers in the ordinary course of business. No appraisal of the Initial Collateral has been or will be

prepared by us or on our behalf in connection with this offering.

Substitution of Collateral

**Investors Club** 

Account

AMERCO has the right, in its sole discretion, to substitute or to cause any third party or affiliate to substitute any assets (the "Replacement Collateral") for all or part of the Collateral that from time to time secures

the notes, including the Initial Collateral and any Replacement Collateral (the "Collateral"), provided that the value of the Replacement Collateral is at least 100% of the value of the Collateral that is released at the time of substitution (the "Released Collateral"). In connection with any substitution of Collateral, the value of the Replacement Collateral and the Released Collateral is determinable by AMERCO in its sole discretion, and no appraisal will be prepared by us or on our behalf in this regard. AMERCO is permitted to make an unlimited number Collateral substitutions.

The value of the Collateral at any time will depend on market and other

economic conditions, including the availability of suitable buyers for the Collateral.

Ranking The notes are secured in the Collateral and will rank equally among

themselves.

No Subsidiary Guarantees The notes are not guaranteed by any subsidiary of AMERCO, and therefore will be effectively structurally subordinated to all of the existing and future claims of creditors of each of AMERCO's subsidiaries, including U-Haul.

Covenants The notes are being issued under a base indenture ("base indenture")

between AMERCO and U.S. Bank National Association, as trustee (the "trustee"), an indenture supplement ("indenture supplement") between AMERCO and the trustee, and a pledge and security agreement ("security agreement", and together with the base indenture, the indenture supplement, and any other instruments and documents executed and delivered pursuant to the foregoing documents, as the same may be amended, supplemented or otherwise modified from time to time, the "financing documents") among AMERCO, the trustee and Owner. The financing documents contain certain covenants for the benefit of the holders. These covenants consist of:

noiders. These covenants consist of.

· maintenance of a first-priority lien on the Collateral; and

· prohibition of additional liens on the Collateral.

Optional Redemption Under the terms of the financing documents, the notes may be redeemed

by AMERCO in its sole discretion at any time, in whole or in part on a pro rata basis, without penalty, premium or fee, at a price equal to 100% of the principal amount then outstanding, plus accrued and unpaid

interest, if any, through the date of redemption.

Use of Proceeds AMERCO intends to use the net proceeds from this offering to

reimburse its subsidiaries and affiliates for the cost of production of the

Collateral and for other general corporate purposes.

Listing The notes will not be listed on any national securities exchange.

Rating The notes will not be rated by any statistical rating organization.

U-Haul Investors Through this offering, AMERCO is extending to investors the opportunity to subscribe to purchase notes. In order to subscribe to

purchase notes, prospective investors must become a member of the U-Haul Investors Club and comply with the instructions available on our website at uhaulinvestorsclub.com. Among other things, this will

require the prospective investor to:

- · complete a membership application;
- · complete a note subscription offer;
- $\cdot$  set up a U-Haul Investors Club online account through which you will be able to transfer funds from your linked U.S. bank account to pay for the notes; and
- $\cdot$  receive and deliver in electronic format any and all documents, statements and communications related to the offering, the notes and the U-Haul Investors Club.

AMERCO reserves the right to reject, in whole or in part, in its sole discretion, any subscription to purchase notes. Before AMERCO closes the offering, you may withdraw your subscription to purchase notes.

AMERCO intends to offer additional securities through the U-Haul Investors Club simultaneously with this offering and in the future.

Form of Notes The notes are being issued in uncertificated book-entry form only,

through the U-Haul Investors Club website.

Transferability The notes are not transferable except between members of the U-Haul

Investors Club through privately negotiated transactions. The notes will not be listed on any securities exchange, and there is no anticipated public market for the notes. Therefore, you must be prepared to hold

your notes until the maturity date.

Servicer The notes will be serviced exclusively by U-Haul International, Inc., a

subsidiary of AMERCO, or its designee.

Risk Factors An investment in the notes involves substantial risk. See "Risk Factors"

beginning on page S-8 for a description of certain risks you should

consider before investing in the notes.

#### SUMMARY SELECTED CONSOLIDATED FINANCIAL INFORMATION

The following table sets forth summary historical consolidated financial information for AMERCO and its consolidated subsidiaries as of and for the years ended March 31, 2010, 2009, 2008, 2007 and 2006, and as of and for the nine months ended December 31, 2010 and 2009. The summary historical financial information as of and for the nine months ended December 31, 2010 and 2009 is unaudited. This unaudited financial information has been prepared on the same basis as our audited financial statements and includes, in the opinion of management, all adjustments necessary to fairly present the data for such period. The results of operations for the nine months ended December 31, 2010 are not necessarily indicative of the results of operations to be expected for the full year or any future period. You should read this summary of selected consolidated financial information together with Management's Discussion and Analysis of Financial Condition and Results of Operations and the consolidated financial statements and related notes in our Annual Report on Form 10-K for the fiscal year ended March 31, 2010 and our Quarterly Reports on Form 10-Q for the fiscal quarters ended June 30, 2010, September 30, 2010 and December 31, 2010, which are incorporated by reference herein.

	Years Ended March 31,								
	·						2006		
	2010	(Iı		ev		_		ata)	2000
(In thousands, except share and per share data) Summary of Operations:									
Self-moving equipment rentals	\$1,419,726		\$1,423,022		\$1,451,292		\$1,462,470	)	\$1,489,429
Self-storage revenues	110,369		110,548		122,248		126,424		119,742
Self-moving and self-storage products and	,		,-		,- : •		,		,
service sales	198,785		199,394		217,798		224,722		223,721
Property management fees	21,632		23,192		22,820		21,154		21,195
Life insurance premiums	134,345		109,572		111,996		120,399		118,833
Property and casualty insurance premiums	27,625		28,337		28,388		24,335		26,001
Net investment and interest income	49,989		58,021		62,110		59,696		48,279
Other revenue	39,534		40,180		32,522		30,098		40,325
Total revenues	2,002,005		1,992,266		2,049,174		2,069,298		2,087,525
Operating expenses	1,022,061		1,057,880		1,089,543		1,091,792		1,092,552
Commission expenses	169,104		171,303		167,945		162,899		165,961
Cost of sales	104,049		114,387		120,210		117,648		113,135
Benefits and losses	121,105		97,617		98,760		107,345		106,766
Amortization of deferred policy									
acquisition costs	7,569		12,394		13,181		17,138		24,261
Lease expense	156,951		152,424		133,931		147,659		136,652
Depreciation, net of (gains) losses on									
disposals (e)	227,629		265,213		221,882		189,589		142,817
Total costs and expenses	1,808,468		1,871,218		1,845,452		1,834,070	)	1,782,144
Earnings from operations	193,537		121,048		203,722		235,228		305,381
Interest expense	(93,347	)	(98,470	)	(101,420	)	(82,436	)	(69,481)
Fees and amortization on early									
extinguishment of debt (a)	-		-		-		(6,969	)	(35,627)
Pretax earnings	100,190		22,578		102,302		145,823		200,273
Income tax expense	(34,567	)	(9,168	)	(34,518	)	(55,270	)	(79,119)
Net earnings	65,623		13,410		67,784		90,553		121,154
	388		-		-		-		-

Excess carrying amount of preferred

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SIUCK	UVCI	constactation	paru

(12,856)	(12,963)	(12,963)	(12,963)	(12,963)
\$53,155	\$447	\$54,821	\$77,590	\$108,191
\$2.74	\$0.02	\$2.78	\$3.72	\$5.19
19,386,791	19,350,041	19,740,571	20,838,570	20,857,108
\$12,963	\$12,963	\$12,963	\$12,963	\$12,963
\$1,948,388	\$2,013,928	\$2,011,176	\$1,897,071	\$1,535,165
3,762,454	3,825,073	3,832,487	3,523,048	3,367,218
1,347,635	1,546,490	1,504,677	1,181,165	965,634
-	-	-	74,887	76,232
812,911	717,629	758,431	718,098	695,604
	\$53,155 \$2.74 19,386,791 \$12,963 \$1,948,388 3,762,454 1,347,635	\$53,155 \$447 \$2.74 \$0.02 19,386,791 19,350,041 \$12,963 \$12,963 \$1,948,388 \$2,013,928 3,762,454 3,825,073 1,347,635 1,546,490	\$53,155 \$447 \$54,821 \$2.74 \$0.02 \$2.78 19,386,791 19,350,041 19,740,571 \$12,963 \$12,963 \$12,963 \$1,948,388 \$2,013,928 \$2,011,176 3,762,454 3,825,073 3,832,487 1,347,635 1,546,490 1,504,677	\$53,155       \$447       \$54,821       \$77,590         \$2.74       \$0.02       \$2.78       \$3.72         \$19,386,791       \$19,350,041       \$19,740,571       \$20,838,570         \$12,963       \$12,963       \$12,963       \$12,963         \$1,948,388       \$2,013,928       \$2,011,176       \$1,897,071         3,762,454       3,825,073       3,832,487       3,523,048         1,347,635       1,546,490       1,504,677       1,181,165         -       -       74,887

- (a) Includes the write-off of debt issuance costs of \$7.0 million in fiscal 2007 and \$14.4 million in fiscal 2006.
- (b) Fiscal 2008 summary of operations includes 7 months of activity for SAC Holding II which was deconsolidated effective October 31, 2007.
- (c) Fiscal 2008 balance sheet data does not include SAC Holding II which was deconsolidated effective October 31, 2007.
- (d) Fiscal 2010 reflects elimination of
- \$107 thousand paid to an affiliate.
- (e) (Gains) losses were (1,960), 16,644, (5,916), 3,483 and 9,245 for fiscal 2010, 2009, 2008, 2007 and 2006, respectively.

Summary of Operations:   Summary of Operations:   Self-moving equipment rentals   \$1,229,544   \$1,121,419   \$1,616,510		Nine Months Ended	
Clination   Company   Co			
Summary of Operations:   Summary of Operations:   Summary of Operations:   Self-moving equipment rentals   \$1,229,544   \$1,121,419   \$2,347   \$2,347   \$2,347   \$2,347   \$3,343   \$3,512   \$3,343   \$3,512   \$3,343   \$3,512   \$3,343   \$3,512   \$3,343   \$3,512   \$3,343   \$3,512   \$3,343   \$3,512   \$3,343   \$3,512   \$3,343   \$3,512   \$3,343   \$3,512   \$3,343   \$3,			
Summary of Operations:   Self-moving equipment rentals   S1,229,544   S1,121,419   Self-storage revenues   S9,512   S2,347   S2,348   S2,347   S2		`	,
Summary of Operations:   Self-moving equipment rentals   \$1,229,544   \$1,121,419   \$1,215,070   \$2,215   \$2,347   \$2,347   \$2,347   \$2,347   \$2,347   \$2,442   \$2,4			_
Self-moving equipment rentals         \$1,229,544         \$1,121,419           Self-storage revenues         89,512         82,347           Self-moving and self-storage products and service sales         161,644         154,421           Property management fees         14,245         14,322           Life insurance premiums         152,131         95,353           Property and casualty insurance premiums         39,442         38,908           Other revenue         42,910         30,260           Total revenues         776,379         776,944           Operating expenses         776,379         776,944           Commission expenses         152,149         133,483           Cost of sales         83,854         79,606           Benefits and losses         143,117         87,460           Amortization of deferred policy acquisition costs         6,549         6,367           Lease expense         113,789         117,746           Depreciation, net of (gains) losses on disposals ((\$18,964) and (\$1,506), respectively)         139,561         173,033           Total costs and expenses         (65,489         (67,68)         173,033           Total costs and expenses         (101,690         (42,253         )           Earnings from operations		and per s	hare data)
Self-moving equipment rentals         \$1,229,544         \$1,121,419           Self-storage revenues         89,512         82,347           Self-moving and self-storage products and service sales         161,644         154,421           Property management fees         14,245         14,322           Life insurance premiums         152,131         95,353           Property and casualty insurance premiums         39,442         38,908           Other revenue         42,910         30,260           Total revenues         776,379         776,944           Operating expenses         776,379         776,944           Commission expenses         152,149         133,483           Cost of sales         83,854         79,606           Benefits and losses         143,117         87,460           Amortization of deferred policy acquisition costs         6,549         6,367           Lease expense         113,789         117,746           Depreciation, net of (gains) losses on disposals ((\$18,964) and (\$1,506), respectively)         139,561         173,033           Total costs and expenses         (65,489         (70,676         19           Earnings from operations         337,507         183,572           Earnings from operations         170,329			
Self-storage revenues         89,512         82,347           Self-moving and self-storage products and service sales         161,644         154,421           Property management fees         14,245         14,432           Life insurance premiums         152,131         95,353           Property and casualty insurance premiums         23,477         21,071           Net investment and interest income         39,442         38,008           Other revenue         42,910         30,260           Total revenues         776,379         776,944           Commission expenses         776,379         776,944           Commission expenses         152,149         133,483           Cost of sales         83,854         79,606           Benefits and losses         143,117         87,460           Benefits and losses         143,117         87,460           Amortization of deferred policy acquisition costs         6,549         6,367           Lease expense         113,789         117,746           Depreciation, net of (gains) losses on disposals ((S18,964) and (S1,506), respectively)         139,561         173,033           Total costs and expenses         (65,488)         (70,676         179,746           Earnings from operations         337,507 </td <td>· ·</td> <td></td> <td></td>	· ·		
Self-moving and self-storage products and service sales         161,644         154,421           Property management fees         14,245         14,332           Life insurance premiums         152,131         95,353           Property and casualty insurance premiums         23,477         21,071           Net investment and interest income         39,442         38,908           Other revenue         42,910         30,260           Total revenues         1,752,905         1,558,211           Operating expenses         776,379         776,944           Commission expenses         152,149         133,483           Cost of sales         33,854         79,606           Benefits and losses         143,117         87,460           Amortization of deferred policy acquisition costs         6,549         6,367           Lease expense         113,789         117,746           Depreciation, net of (gains) losses on disposals ((\$18,964) and (\$1,506), respectively)         139,561         173,033           Total costs and expenses         (65,488         ) (70,676         )           Earnings from operations         337,507         183,572           Interest expense         (65,488         ) (70,676         )           Pretax earnings			
Property management fees         14,245         14,325           Life insurance premiums         152,131         95,353           Property and casualty insurance premiums         23,477         21,071           Net investment and interest income         39,442         38,908           Other revenue         42,910         30,260           Total revenues         776,379         776,944           Commission expenses         152,149         133,483           Cost of sales         83,854         79,606           Benefits and losses         143,117         87,460           Amortization of deferred policy acquisition costs         6,549         6,367           Lease expense         113,789         117,746           Depreciation, net of (gains) losses on disposals ((\$18,964) and (\$1,506), respectively)         139,561         173,033           Total costs and expenses         1,415,398         1,374,639           Earnings from operations         337,507         183,572           Interest expense         (65,488         ) (70,676         )           Pretax earnings         272,019         112,896           Income tax expense         101,690         ) (42,253         )           Net earnings         170,329         70,643	- C	89,512	82,347
Life insurance premiums         152,131         95,353           Property and casualty insurance premiums         23,477         21,071           Net investment and interest income         39,442         38,908           Other revenue         42,910         30,260           Total revenues         776,379         776,944           Operating expenses         776,379         776,944           Commission expenses         152,149         133,483           Cost of sales         83,854         79,606           Benefits and losses         4143,117         87,460           Amortization of deferred policy acquisition costs         6,549         6,367           Lease expense         113,789         117,746           Depreciation, net of (gains) losses on disposals ((\$18,964) and (\$1,506), respectively)         139,561         173,033           Total costs and expenses         1,415,398         1,374,639           Earnings from operations         337,507         183,572           Interest expense         (65,488         ) (70,676         )           Pretax earnings         170,303         170,303         170,303           Income tax expense         (101,690         (42,253         )           Net earnings         170,329		161,644	154,421
Property and casualty insurance premiums         23,477         21,071           Net investment and interest income         39,442         38,908           Other revenue         42,910         30,260           Total revenues         1,752,905         1,558,211           Operating expenses         776,379         776,944           Commission expenses         152,149         133,483           Cost of sales         83,854         79,606           Benefits and losses         143,117         87,460           Amortization of deferred policy acquisition costs         6,549         6,367           Lease expense         113,789         117,746           Depreciation, net of (gains) losses on disposals ((\$18,964) and (\$1,506), respectively)         139,561         173,033           Total costs and expenses         (\$5,488         (70,676         )           Earnings from operations         337,507         183,572           Interest expense         (\$5,488         (\$70,676         )           Pretax earnings         170,329         70,643           Excess (loss) of carrying amount of preferred stock over consideration paid         (171         381           Less: Preferred stock dividends (a)         (9,336         (9,658         )           <	Property management fees	14,245	14,432
Net investment and interest income         39,442         38,908           Other revenue         42,910         30,260           Total revenues         1,752,905         1,558,211           Operating expenses         776,379         776,944           Commission expenses         152,149         133,483           Cost of sales         83,854         79,606           Benefits and losses         143,117         87,460           Amortization of deferred policy acquisition costs         6,549         6,367           Lease expense         113,789         117,746           Depreciation, net of (gains) losses on disposals ((\$18,964) and (\$1,506), respectively)         139,561         173,033           Total costs and expenses         (55,488         ) (70,676         )           Earnings from operations         337,507         183,572           Interest expense         (65,488         ) (70,676         )           Pretax earnings         170,329         70,643           Excess (loss) of carrying amount of preferred stock over consideration paid         (171         381           Less: Preferred stock dividends (a)         (9,336         (9,658         )           Earnings available to common shares outstanding: Basic and diluted         19,427,294         19,381,	Life insurance premiums	152,131	95,353
Other revenue         42,910         30,260           Total revenues         1,752,905         1,558,211           Operating expenses         776,379         776,944           Commission expenses         152,149         133,483           Cost of sales         83,854         79,606           Benefits and losses         143,117         87,460           Amortization of deferred policy acquisition costs         6,549         6,367           Lease expense         113,789         117,746           Depreciation, net of (gains) losses on disposals ((\$18,964) and (\$1,506), respectively)         139,561         173,033           Total costs and expenses         337,507         183,572         183,572           Interest expense         (65,488         70,676         9           Fearnings from operations         337,507         183,572         1           Income tax expense         (101,690         (42,253         )           Income tax expense         (101,690         42,253         )           Net earnings         170,329         70,643         1           Excess (loss) of carrying amount of preferred stock over consideration paid         (17)         381           Less: Preferred stock dividends (a)         (9,368         ) <td>Property and casualty insurance premiums</td> <td>23,477</td> <td>21,071</td>	Property and casualty insurance premiums	23,477	21,071
Total revenues         1,752,905         1,558,211           Operating expenses         776,379         776,944           Commission expenses         152,149         133,483           Cost of sales         83,854         79,606           Benefits and losses         143,117         87,460           Amortization of deferred policy acquisition costs         6,549         6,367           Lease expense         113,789         117,746           Depreciation, net of (gains) losses on disposals ((\$18,964) and (\$1,506), respectively)         139,561         173,033           Total costs and expenses         1,415,398         1,374,639           Earnings from operations         337,507         183,572           Interest expense         (65,488         ) (70,676         )           Pretax earnings         272,019         112,896           Income tax expense         (101,690         \(42,253<\)	Net investment and interest income	39,442	38,908
Operating expenses         776,379         776,944           Commission expenses         152,149         133,483           Cost of sales         83,854         79,606           Benefits and losses         143,117         87,460           Amortization of deferred policy acquisition costs         6,549         6,367           Lease expense         113,789         117,746           Depreciation, net of (gains) losses on disposals ((\$18,964) and (\$1,506), respectively)         139,561         173,033           Total costs and expenses         1,415,398         1,374,639           Earnings from operations         337,507         183,572           Interest expense         (65,488)         (70,676)           Pretax earnings         272,019         112,896           Income tax expense         (101,690)         (42,253)           Net earnings         170,329         70,643           Excess (loss) of carrying amount of preferred stock over consideration paid         (171         381           Less: Preferred stock dividends (a)         (9,336)         (9,658)           Earnings available to common shareholders         \$160,822         \$61,366           Basic and diluted earnings per common share         \$8.28         \$3.17           Weighted average common shares o	Other revenue	42,910	30,260
Operating expenses         776,379         776,944           Commission expenses         152,149         133,483           Cost of sales         83,854         79,606           Benefits and losses         143,117         87,460           Amortization of deferred policy acquisition costs         6,549         6,367           Lease expense         113,789         117,746           Depreciation, net of (gains) losses on disposals ((\$18,964) and (\$1,506), respectively)         139,561         173,033           Total costs and expenses         1,415,398         1,374,639           Earnings from operations         337,507         183,572           Interest expense         (65,488         ) (70,676         )           Pretax earnings         272,019         112,896           Income tax expense         (101,690         1,42,253         )           Net earnings         170,329         70,643           Excess (loss) of carrying amount of preferred stock over consideration paid         (171         ) 381           Less: Preferred stock dividends (a)         (9,336         (9,658         )           Earnings available to common shareholders         \$160,822         \$61,366           Basic and diluted earnings per common share         \$8.28         \$3.17 <td>Total revenues</td> <td>1,752,905</td> <td>1,558,211</td>	Total revenues	1,752,905	1,558,211
Commission expenses         152,149         133,483           Cost of sales         83,854         79,606           Benefits and losses         143,117         87,460           Amortization of deferred policy acquisition costs         6,549         6,367           Lease expense         113,789         117,746           Depreciation, net of (gains) losses on disposals ((\$18,964) and (\$1,506), respectively)         139,561         173,033           Total costs and expenses         1,415,398         1,374,639           Earnings from operations         337,507         183,572           Interest expense         (65,488         (70,676         )           Pretax earnings         272,019         112,896           Income tax expense         (101,690         (42,253         )           Net earnings         170,329         70,643         2           Excess (loss) of carrying amount of preferred stock over consideration paid         (171         381           Less: Preferred stock dividends (a)         (9,336         (9,658         )           Earnings available to common shareholders         \$160,822         \$61,366           Basic and diluted earnings per common share         \$8.28         \$3.17           Weighted average common shares outstanding: Basic and diluted		, ,	, ,
Commission expenses         152,149         133,483           Cost of sales         83,854         79,606           Benefits and losses         143,117         87,460           Amortization of deferred policy acquisition costs         6,549         6,367           Lease expense         113,789         117,746           Depreciation, net of (gains) losses on disposals ((\$18,964) and (\$1,506), respectively)         139,561         173,033           Total costs and expenses         1,415,398         1,374,639           Earnings from operations         337,507         183,572           Interest expense         (65,488         ) (70,676         )           Pretax earnings         272,019         112,896           Income tax expense         (101,690         ) (42,253         )           Net earnings         170,329         70,643           Excess (loss) of carrying amount of preferred stock over consideration paid         (171         ) 381           Less: Preferred stock dividends (a)         (9,336         ) 9,658         )           Earnings available to common shareholders         \$160,822         \$61,366           Basic and diluted earnings per common share         \$8.28         \$3.17           Weighted average common shares outstanding: Basic and diluted	Operating expenses	776,379	776,944
Cost of sales         83,854         79,606           Benefits and losses         143,117         87,460           Amortization of deferred policy acquisition costs         6,549         6,367           Lease expense         113,789         117,746           Depreciation, net of (gains) losses on disposals ((\$18,964) and (\$1,506), respectively)         139,561         173,033           Total costs and expenses         1,415,398         1,374,639           Earnings from operations         337,507         183,572           Interest expense         (65,488         ) (70,676         )           Pretax earnings         272,019         112,896           Income tax expense         (101,690         (42,253         )           Net earnings         170,329         70,643           Excess (loss) of carrying amount of preferred stock over consideration paid         (171         381           Less: Preferred stock dividends (a)         (9,336         (9,658         )           Earnings available to common shareholders         \$160,822         \$61,366           Basic and diluted earnings per common share         \$8.28         \$3.17           Weighted average common shares outstanding: Basic and diluted         19,427,294         19,381,579           Cash dividends declared and accrued		·	· ·
Benefits and losses         143,117         87,460           Amortization of deferred policy acquisition costs         6,549         6,367           Lease expense         113,789         117,746           Depreciation, net of (gains) losses on disposals ((\$18,964) and (\$1,506), respectively)         139,561         173,033           Total costs and expenses         1,415,398         1,374,639           Earnings from operations         337,507         183,572           Interest expense         (65,488)         (70,676)         )           Pretax earnings         272,019         112,896           Income tax expense         (101,690)         (42,253)           Net earnings         170,329         70,643           Excess (loss) of carrying amount of preferred stock over consideration paid         (171         381           Less: Preferred stock dividends (a)         (9,336)         (9,658)         )           Earnings available to common shareholders         \$160,822         \$61,366           Basic and diluted earnings per common share         \$8.28         \$3.17           Weighted average common shares outstanding: Basic and diluted         19,427,294         19,381,579           Cash dividends declared and accrued Preferred stock         \$9,723         \$9,723           Balance Sheet	•		
Amortization of deferred policy acquisition costs       6,549       6,367         Lease expense       113,789       117,746         Depreciation, net of (gains) losses on disposals ((\$18,964) and (\$1,506), respectively)       139,561       173,033         Total costs and expenses       1,415,398       1,374,639         Earnings from operations       337,507       183,572         Interest expense       (65,488       ) (70,676       )         Pretax earnings       272,019       112,896         Income tax expense       (101,690       ) (42,253       )         Net earnings       170,329       70,643         Excess (loss) of carrying amount of preferred stock over consideration paid       (171       ) 381         Less: Preferred stock dividends (a)       (9,336       ) (9,658       )         Earnings available to common shareholders       \$160,822       \$61,366         Basic and diluted earnings per common share       \$8.28       \$3.17         Weighted average common shares outstanding: Basic and diluted       19,427,294       19,381,579         Cash dividends declared and accrued Preferred stock       \$9,723       \$9,723         Balance Sheet Data:       Property, plant and equipment, net       \$2,021,591       \$1,968,355         Total assets       4		•	
Lease expense       113,789       117,746         Depreciation, net of (gains) losses on disposals ((\$18,964) and (\$1,506), respectively)       139,561       173,033         Total costs and expenses       1,415,398       1,374,639         Earnings from operations       337,507       183,572         Interest expense       (65,488       ) (70,676       )         Pretax earnings       272,019       112,896         Income tax expense       (101,690       ) (42,253       )         Net earnings       170,329       70,643         Excess (loss) of carrying amount of preferred stock over consideration paid       (171       ) 381         Less: Preferred stock dividends (a)       (9,336       ) (9,658       )         Earnings available to common shareholders       \$160,822       \$61,366         Basic and diluted earnings per common share       \$8.28       \$3.17         Weighted average common shares outstanding: Basic and diluted       19,427,294       19,381,579         Cash dividends declared and accrued Preferred stock       \$9,723       \$9,723         Balance Sheet Data:       Property, plant and equipment, net       \$2,021,591       \$1,968,355         Total assets       4,155,530       3,969,689         Notes, loans and leases payable       1,417,974 </td <td></td> <td></td> <td></td>			
Depreciation, net of (gains) losses on disposals ((\$18,964) and (\$1,506), respectively)         139,561         173,033           Total costs and expenses         1,415,398         1,374,639           Earnings from operations         337,507         183,572           Interest expense         (65,488         ) (70,676         )           Pretax earnings         272,019         112,896           Income tax expense         (101,690         ) (42,253         )           Net earnings         170,329         70,643           Excess (loss) of carrying amount of preferred stock over consideration paid         (171         ) 381           Less: Preferred stock dividends (a)         (9,336         ) (9,658         )           Earnings available to common shareholders         \$160,822         \$61,366           Basic and diluted earnings per common share         \$8.28         \$3.17           Weighted average common shares outstanding: Basic and diluted         19,427,294         19,381,579           Cash dividends declared and accrued Preferred stock         \$9,723         \$9,723           Balance Sheet Data:         **Property, plant and equipment, net         \$2,021,591         \$1,968,355           Total assets         4,155,530         3,969,689           Notes, loans and leases payable         1,417,974 </td <td></td> <td></td> <td></td>			
Total costs and expenses       1,415,398       1,374,639         Earnings from operations       337,507       183,572         Interest expense       (65,488       ) (70,676       )         Pretax earnings       272,019       112,896         Income tax expense       (101,690       ) (42,253       )         Net earnings       170,329       70,643         Excess (loss) of carrying amount of preferred stock over consideration paid       (171       ) 381         Less: Preferred stock dividends (a)       (9,336       ) (9,658       )         Earnings available to common shareholders       \$160,822       \$61,366         Basic and diluted earnings per common share       \$8.28       \$3.17         Weighted average common shares outstanding: Basic and diluted       19,427,294       19,381,579         Cash dividends declared and accrued Preferred stock       \$9,723       \$9,723         Balance Sheet Data:       Property, plant and equipment, net       \$2,021,591       \$1,968,355         Total assets       4,155,530       3,969,689         Notes, loans and leases payable       1,417,974       1,537,903	•		
Earnings from operations 337,507 183,572 Interest expense (65,488 ) (70,676 ) Pretax earnings 272,019 112,896 Income tax expense (101,690 ) (42,253 ) Net earnings 170,329 70,643 Excess (loss) of carrying amount of preferred stock over consideration paid (171 ) 381 Less: Preferred stock dividends (a) (9,336 ) (9,658 ) Earnings available to common shareholders \$160,822 \$61,366  Basic and diluted earnings per common share \$8.28 \$3.17  Weighted average common shares outstanding: Basic and diluted 19,427,294 19,381,579  Cash dividends declared and accrued Preferred stock \$9,723 \$9,723  Balance Sheet Data: Property, plant and equipment, net \$2,021,591 \$1,968,355 Total assets 4,155,530 3,969,689 Notes, loans and leases payable 1,417,974 1,537,903		·	·
Interest expense       (65,488 ) (70,676 )         Pretax earnings       272,019 112,896         Income tax expense       (101,690 ) (42,253 )         Net earnings       170,329 70,643         Excess (loss) of carrying amount of preferred stock over consideration paid       (171 ) 381         Less: Preferred stock dividends (a)       (9,336 ) (9,658 )         Earnings available to common shareholders       \$160,822 \$61,366         Basic and diluted earnings per common share       \$8.28 \$3.17         Weighted average common shares outstanding: Basic and diluted       19,427,294 19,381,579         Cash dividends declared and accrued Preferred stock       \$9,723 \$9,723         Balance Sheet Data:       Property, plant and equipment, net       \$2,021,591 \$1,968,355 1,968	Total costs and expenses	1,713,376	1,374,037
Interest expense       (65,488 ) (70,676 )         Pretax earnings       272,019 112,896         Income tax expense       (101,690 ) (42,253 )         Net earnings       170,329 70,643         Excess (loss) of carrying amount of preferred stock over consideration paid       (171 ) 381         Less: Preferred stock dividends (a)       (9,336 ) (9,658 )         Earnings available to common shareholders       \$160,822 \$61,366         Basic and diluted earnings per common share       \$8.28 \$3.17         Weighted average common shares outstanding: Basic and diluted       19,427,294 19,381,579         Cash dividends declared and accrued Preferred stock       \$9,723 \$9,723         Balance Sheet Data:       Property, plant and equipment, net       \$2,021,591 \$1,968,355         Total assets       4,155,530 3,969,689         Notes, loans and leases payable       1,417,974 1,537,903	Earnings from operations	337,507	183,572
Pretax earnings         272,019         112,896           Income tax expense         (101,690 )         (42,253 )           Net earnings         170,329         70,643           Excess (loss) of carrying amount of preferred stock over consideration paid         (171 )         381           Less: Preferred stock dividends (a)         (9,336 )         (9,658 )           Earnings available to common shareholders         \$160,822 \$61,366           Basic and diluted earnings per common share         \$8.28 \$3.17           Weighted average common shares outstanding: Basic and diluted         19,427,294 19,381,579           Cash dividends declared and accrued Preferred stock         \$9,723 \$9,723           Balance Sheet Data:         Property, plant and equipment, net         \$2,021,591 \$1,968,355           Total assets         4,155,530 3,969,689           Notes, loans and leases payable         1,417,974 1,537,903		(65,488	(70,676)
Income tax expense       (101,690 ) (42,253 )         Net earnings       170,329 70,643         Excess (loss) of carrying amount of preferred stock over consideration paid       (171 ) 381         Less: Preferred stock dividends (a)       (9,336 ) (9,658 )         Earnings available to common shareholders       \$160,822 \$61,366         Basic and diluted earnings per common share       \$8.28 \$3.17         Weighted average common shares outstanding: Basic and diluted       19,427,294 19,381,579         Cash dividends declared and accrued Preferred stock       \$9,723 \$9,723         Balance Sheet Data:       \$2,021,591 \$1,968,355         Total assets       4,155,530 3,969,689         Notes, loans and leases payable       1,417,974 1,537,903	•	272,019	112,896
Net earnings 170,329 70,643 Excess (loss) of carrying amount of preferred stock over consideration paid (171 ) 381 Less: Preferred stock dividends (a) (9,336 ) (9,658 ) Earnings available to common shareholders \$160,822 \$61,366  Basic and diluted earnings per common share \$8.28 \$3.17  Weighted average common shares outstanding: Basic and diluted 19,427,294 19,381,579  Cash dividends declared and accrued Preferred stock \$9,723 \$9,723  Balance Sheet Data: Property, plant and equipment, net \$2,021,591 \$1,968,355 Total assets 4,155,530 3,969,689  Notes, loans and leases payable 1,417,974 1,537,903		(101,690	(42,253)
Excess (loss) of carrying amount of preferred stock over consideration paid  Less: Preferred stock dividends (a)  Earnings available to common shareholders  Basic and diluted earnings per common share  \$8.28  \$3.17  Weighted average common shares outstanding: Basic and diluted  19,427,294  19,381,579  Cash dividends declared and accrued Preferred stock  \$9,723  \$9,723  Balance Sheet Data:  Property, plant and equipment, net  \$2,021,591  \$1,968,355  Total assets  4,155,530  3,969,689  Notes, loans and leases payable  1,417,974  1,537,903	•	, , ,	
Less: Preferred stock dividends (a) (9,336) (9,658) Earnings available to common shareholders \$160,822 \$61,366  Basic and diluted earnings per common share \$8.28 \$3.17  Weighted average common shares outstanding: Basic and diluted 19,427,294 19,381,579  Cash dividends declared and accrued Preferred stock \$9,723 \$9,723  Balance Sheet Data: Property, plant and equipment, net \$2,021,591 \$1,968,355  Total assets 4,155,530 3,969,689  Notes, loans and leases payable 1,417,974 1,537,903			
Earnings available to common shareholders \$160,822 \$61,366  Basic and diluted earnings per common share \$8.28 \$3.17  Weighted average common shares outstanding: Basic and diluted 19,427,294 19,381,579  Cash dividends declared and accrued Preferred stock \$9,723 \$9,723  Balance Sheet Data:  Property, plant and equipment, net \$2,021,591 \$1,968,355  Total assets \$4,155,530 3,969,689  Notes, loans and leases payable 1,417,974 1,537,903			
Basic and diluted earnings per common share \$8.28 \$3.17  Weighted average common shares outstanding: Basic and diluted 19,427,294 19,381,579  Cash dividends declared and accrued Preferred stock \$9,723 \$9,723  Balance Sheet Data:  Property, plant and equipment, net \$2,021,591 \$1,968,355  Total assets \$4,155,530 3,969,689  Notes, loans and leases payable 1,417,974 1,537,903			
Weighted average common shares outstanding: Basic and diluted  19,427,294  19,381,579  Cash dividends declared and accrued Preferred stock  \$9,723  \$9,723  Balance Sheet Data:  Property, plant and equipment, net  \$2,021,591  \$1,968,355  Total assets  4,155,530  3,969,689  Notes, loans and leases payable  1,417,974  1,537,903		+	7 0 2 ) 0 0 0
Weighted average common shares outstanding: Basic and diluted  19,427,294  19,381,579  Cash dividends declared and accrued Preferred stock  \$9,723  \$9,723  Balance Sheet Data:  Property, plant and equipment, net  \$2,021,591  \$1,968,355  Total assets  4,155,530  3,969,689  Notes, loans and leases payable  1,417,974  1,537,903	Basic and diluted earnings per common share	\$8.28	\$3.17
Cash dividends declared and accrued Preferred stock \$9,723 \$9,723  Balance Sheet Data:  Property, plant and equipment, net \$2,021,591 \$1,968,355  Total assets \$4,155,530 \$3,969,689  Notes, loans and leases payable \$1,417,974 \$1,537,903			
Balance Sheet Data:         Property, plant and equipment, net       \$2,021,591       \$1,968,355         Total assets       4,155,530       3,969,689         Notes, loans and leases payable       1,417,974       1,537,903	Weighted average common shares outstanding: Basic and diluted	19,427,294	19,381,579
Balance Sheet Data:         Property, plant and equipment, net       \$2,021,591       \$1,968,355         Total assets       4,155,530       3,969,689         Notes, loans and leases payable       1,417,974       1,537,903			
Property, plant and equipment, net       \$2,021,591       \$1,968,355         Total assets       4,155,530       3,969,689         Notes, loans and leases payable       1,417,974       1,537,903	Cash dividends declared and accrued Preferred stock	\$9,723	\$9,723
Total assets       4,155,530       3,969,689         Notes, loans and leases payable       1,417,974       1,537,903	Balance Sheet Data:		
Total assets       4,155,530       3,969,689         Notes, loans and leases payable       1,417,974       1,537,903	Property, plant and equipment, net	\$2,021,591	\$1,968,355
Notes, loans and leases payable 1,417,974 1,537,903		4,155,530	3,969,689
	Notes, loans and leases payable		
, , , , , , , , , , , , , , , , , , , ,	Stockholders' equity		

(a) Reflects elimination of \$387 thousand and \$65 thousand in 2010 and 2009 paid to an affiliate.

#### RISK FACTORS

An investment in the notes involves substantial risk. You should carefully consider the risks described below and the risk factors included in our Annual Report on Form 10-K for the year ended March 31, 2010, as well as the other information included or incorporated by reference in this prospectus supplement and the accompanying prospectus, before making an investment decision. Our business, financial condition or results of operations could be materially adversely affected by any of these risks. The market value of the notes, if any market develops or exists, could decline due to any of these risks, and you may lose all or part of your investment. This prospectus supplement also contains forward-looking statements that involve risks and uncertainties. Our actual results could differ materially from those anticipated in these forward-looking statements as a result of certain factors, including the risks faced by us described below and elsewhere in this prospectus supplement and the accompanying prospectus.

### Risk Relating to Our Business

We operate in a highly competitive industry.

The truck rental industry is highly competitive and includes a number of significant national, regional and local competitors. We believe the principal competitive factors in this industry are convenience of rental locations, availability of quality rental moving equipment, breadth of essential services and products and total cost. Financial results for the Company can be adversely impacted by aggressive pricing from our competitors. Some of our competitors may have greater financial resources than we have. We cannot assure you that we will be able to maintain existing rental prices or implement price increases. Moreover, if our competitors reduce prices and we are not able or willing to do so as well, we may lose rental volume, which would likely have a materially adverse affect on our results of operations.

The self-storage industry is large and highly fragmented. We believe the principal competitive factors in this industry are convenience of storage rental locations, cleanliness, security and price. Competition in the market areas in which we operate is significant and affects the occupancy levels, rental rates and operating expenses of our facilities. Competition might cause us to experience a decrease in occupancy levels, limit our ability to raise rental rates or require us to offer discounted rates that would have a material affect on results of operations and financial condition. Entry into the self-storage business may be accomplished through the acquisition of existing facilities by persons or institutions with the required initial capital. Development of new self-storage facilities is more difficult however, due to land use, zoning, environmental and other regulatory requirements. The self-storage industry has in the past experienced overbuilding in response to perceived increases in demand. We cannot assure you that we will be able to successfully compete in existing markets or expand into new markets.

We are highly leveraged.

As of December 31, 2010, we had total debt outstanding of \$1,418.0 million and total undiscounted lease commitments of \$477.7 million. Although we believe that additional leverage can be supported by the Company's operations, our existing debt could impact us in the following ways among other considerations:

- require us to allocate a considerable portion of cash flows from operations to debt service payments;
- limit our flexibility in planning for, or reacting to, changes in our business and the industry in which we operate;

• limit our ability to obtain additional financing; and

place us at a disadvantage compared to our competitors who may have less debt.

Our ability to make payments on our debt depends upon our ability to maintain and improve our operating performance and generate cash flow. To some extent, this is subject to prevailing economic and competitive conditions and to certain financial, business and other factors, some of which are beyond our control. If we are unable to generate sufficient cash flow from operations to service our debt and meet our other cash needs, we may be forced to reduce or delay capital expenditures, sell assets, seek additional capital or restructure or refinance our indebtedness. If we must sell our assets, it may negatively affect our ability to generate revenue. In addition, we may incur additional debt that would exacerbate the risks associated with our indebtedness.

Current economic conditions, including those related to the credit markets, may adversely affect our industry, business and results of operations.

The United States economy has undergone a period of slowdown and unprecedented volatility, which resulted in a recession. The future economic environment may continue to exhibit weakness for an extended period. This slowdown has and could further lead to reduced consumer and commercial spending in the foreseeable future. Our industries, although not as traditionally cyclical as some, could experience significant downturns in connection with, or in anticipation of, declines in general economic conditions. Declines in consumer spending may drive us and our competitors to reduce pricing further, which would have a negative impact on gross profit. A continued softening in the economy may adversely and materially affect our industry, business and results of operations and we can not accurately predict how severe and prolonged this downturn might be. Moreover, reduced revenues as a result of the softening of the economy may also reduce our working capital and interfere with our long term business strategy.

The United States credit markets experienced a contraction. As a result of the tightened credit markets, we may not be able to obtain additional financing on favorable terms, or at all. If one or more of the financial institutions that support our existing credit facilities fails, we may not be able to find a replacement, which would negatively impact our ability to borrow under credit facilities. In addition, if the pressures on credit continue or worsen, we may not be able to refinance, if necessary, our outstanding debt when due, which could have a material adverse effect on our business. While we believe we have adequate sources of liquidity to meet our anticipated requirements for working capital, debt servicing and capital expenditures through the remainder of fiscal year 2011 and into fiscal year 2012, if our operating results worsen significantly and our cash flow or capital resources prove inadequate, or if interest rates increase significantly, we could face liquidity problems that could materially and adversely affect our results of operations and financial condition.

Our fleet program can be adversely affected by financial market conditions.

To meet the needs of our customers, U-Haul maintains a large fleet of rental equipment. Our rental truck fleet program is currently funded internally through operations and externally from debt and lease financing. Our ability to fund our routine fleet program could be adversely affected if financial market conditions limit the general availability of external financing. This could lead to the Company operating trucks longer than initially planned and/or reducing the size of the fleet, either of which could materially and negatively affect our results of operations.

Another important aspect of our fleet program is the sale of used rental equipment. The sale of used equipment provides the organization with funds that can be used to purchase new equipment. Conditions may arise that could lead to the decrease in resale values for our used equipment. This could have a material adverse effect on our financial results, which would result in losses on the sale of equipment and decreases in cash flows from the sales of equipment.

We obtain our rental trucks from a limited number of manufacturers.

In the last ten years, we purchased the majority of our rental trucks from Ford Motor Company and General Motors Corporation. Our fleet can be negatively affected by issues our manufacturers may face within their own supply chain. Also, it is possible that our suppliers may face financial difficulties or organizational changes which could negatively impact their ability to accept future orders or fulfill existing orders. Although we believe that we could contract with alternative manufacturers for our rental trucks, we cannot guarantee or predict how long that would take. In addition, termination of our existing relationship with these suppliers could have a material adverse effect on our business, financial condition or results of operations for an indefinite period of time.

We seek to effectively hedge against interest rate changes in our variable debt.

In certain instances, the Company seeks to manage its exposure to interest rate risk through the use of hedging instruments including interest rate swap agreements and forward swaps. The Company enters into these arrangements with counterparties that are significant financial institutions with whom we generally have other financial arrangements. We are exposed to credit risk should these counterparties not be able to perform on their obligations. Additionally, a failure on our part to effectively hedge against interest rate changes may adversely affect our financial condition and results of operations. We are required to record these financial instruments at their fair value. Changes in interest rates can significantly impact the valuation of the instruments resulting in non-cash changes to our financial position.

We are controlled by a small contingent of stockholders.

As of December 31, 2010, Edward J. Shoen, Chairman of the Board and President of AMERCO, James P. Shoen, a director of AMERCO, and Mark V. Shoen, an executive officer of U-Haul, collectively are the owners of 10,896,719 shares (approximately 55.6%) of the outstanding common shares of AMERCO. In addition, Edward J. Shoen, James P. Shoen, Mark V. Shoen, Rosmarie T. Donovan (Trustee of the Shoen Irrevocable Trusts) and Dunham Trust Company (Successor Trustee of the Irrevocable "C" Trusts) (collectively, the "Reporting Persons") are parties to a stockholder agreement dated June 30, 2006 in which the Reporting Persons agreed to vote as one as provided in this agreement (the "Stockholder Agreement"). Pursuant to the Stockholder Agreement, a collective 10,896,719 shares of the Company's common stock are voted at the direction of a majority in interest of the Reporting Persons. For additional information, refer to the Schedule 13Ds filed on July 13, 2006, March 9, 2007 and on June 26, 2009 with the SEC. In addition, 1,605,094 shares (approximately 8.1%) of the outstanding common shares of AMERCO are held by our Employee Savings and Employee Stock Ownership Trust.

As a result of their stock ownership and the Stockholder Agreement, Edward J. Shoen, Mark V. Shoen and James P. Shoen are in a position to significantly influence the business affairs and policies of the Company, including the approval of significant transactions, the election of the members of the Board of Directors (the "Board") and other matters submitted to our stockholders. There can be no assurance that the interests of the Reporting Persons will not conflict with the interest of our other stockholders. Furthermore, as a result of the Reporting Persons' voting power, the Company is a "controlled company" as defined in the Nasdaq Listing Rules and, therefore, may avail itself of certain exemptions under Nasdaq rules, including exemptions from the rules that require the Company to have (i) a majority of independent directors on the Board; (ii) independent director oversight of executive officer compensation; and (iii) independent director oversight of the exemptions, the Company currently avails itself to the exemption from independent director oversight of executive officer compensation, other than with respect to the compensation of the President of AMERCO.

We bear certain risks related to our notes receivable from SAC Holdings.

At December 31, 2010, we held approximately \$196.4 million of notes receivable from SAC Holding Corporation and its subsidiaries ("SAC Holding Corporation") and SAC Holding II (collectively "SAC Holdings"), which consist of junior

unsecured notes. SAC Holdings is highly leveraged with significant indebtedness to others. If SAC Holdings is unable to meet its obligations to its senior lenders, it could trigger a default of its obligations to us. In such an event of default, we could suffer a loss to the extent the

value of the underlying collateral of SAC Holdings is inadequate to repay SAC Holding's senior lenders and our junior unsecured notes. We cannot assure you that SAC Holdings will not default on its loans to its senior lenders or that the value of SAC Holdings assets upon liquidation would be sufficient to repay us in full.

Our quarterly results of operations fluctuate due to seasonality and other factors associated with our industry.

Our business is seasonal and our results of operations and cash flows fluctuate significantly from quarter to quarter. Historically, revenues have been stronger in the first and second fiscal quarters due to the overall increase in moving activity during the spring and summer months. The fourth fiscal quarter is generally weakest, due to a greater potential for adverse weather conditions and other factors that are not necessarily seasonal. As a result, our operating results for a given quarterly period are not necessarily indicative of operating results for an entire year.

Our operations subject us to numerous environmental regulations and the possibility that environmental liability in the future could adversely affect our operations.

Compliance with environmental requirements of federal, state and local governments significantly affects our business. Among other things, these requirements regulate the discharge of materials into the air, land and water and govern the use and disposal of hazardous substances. Under environmental laws or common law principles, we can be held liable for hazardous substances that are found on real property we have owned or operated. We are aware of issues regarding hazardous substances on some of our real estate and we have put in place a remediation plan at each site where we believe such a plan is necessary. See Note 19, Contingencies of the Notes to Consolidated Financial Statements to our annual report on Form 10-K for the fiscal year ended March 31, 2010. We regularly make capital and operating expenditures to stay in compliance with environmental laws. In particular, we have managed a testing and removal program since 1988 for our underground storage tanks. Despite these compliance efforts, we believe that risk of environmental liability is part of the nature of our business.

Environmental laws and regulations are complex, change frequently and could become more stringent in the future. We cannot assure you that future compliance with these regulations, future environmental liabilities, the cost of defending environmental claims, conducting any environmental remediation or generally resolving liabilities caused by us or related third parties will not have a material adverse effect on our business, financial condition or results of operations.

We operate in a highly regulated industry and changes in existing regulations or violations of existing or future regulations could have a material adverse effect on our operations and profitability.

Our truck and trailer rental business is subject to regulation by various federal, state and foreign governmental entities. Specifically, the U.S. Department of Transportation and various state and federal agencies exercise broad powers over our motor carrier operations, safety, and the generation, handling, storage, treatment and disposal of waste materials. In addition, our storage business is also subject to federal, state and local laws and regulations relating to environmental protection and human health and safety. The failure to adhere to these laws and regulations may adversely affect our ability to sell or rent such property or to use the property as collateral for future borrowings. Compliance with changing regulations could substantially impair real property and equipment productivity and increase our costs.

In addition, the federal government may institute some regulation that limits carbon emissions by setting a maximum amount of carbon entities can emit without penalty. This would likely affect everyone who uses fossil fuels and would disproportionately affect users in the highway transportation industries. While there are too many variables at this time to assess the impact of the various proposed federal and state regulations that could affect carbon emissions, many experts believe these proposed rules could significantly affect the way companies operate in their industries.

Our ability to attract and retain qualified employees, and changes in laws or other labor issues could adversely affect our business and our results of operations.

The success of our business is predicated upon our workforce providing excellent customer service. Our ability to attract and retain this employee base may be inhibited due to prevailing wage rates, benefit costs and the adoption of new or revised employment and labor laws and regulations. Should this occur we may be unable to provide service in certain areas or we may experience significantly increased costs of labor that could adversely affect our results of operations and financial condition.

We are highly dependent upon our automated systems and the Internet for managing our business.

Our information systems are largely Internet-based, including our point-of-sale reservation system and telephone systems. While our reliance on this technology lowers our cost of providing service and expands our abilities to serve, it exposes the Company to various risks including natural and man-made disasters. We have put into place backup systems and alternative procedures to mitigate this risk. However, disruptions or breaches in any portion of these systems could adversely affect our results of operations and financial condition.

A.M. Best financial strength ratings are crucial to our life insurance business.

In March 2010, A.M. Best affirmed the financial strength rating of "B++ with a stable outlook" for Oxford, Christian Fidelity Life Insurance Company ("CFLIC") and Dallas General Life Insurance Company ("DGLIC"), each subsidiaries of Oxford. Financial strength ratings are important external factors that can affect the success of Oxford's business plans. Accordingly, if Oxford's ratings, relative to its competitors, are not maintained or do not continue to improve, Oxford may not be able to retain and attract business as currently planned, which could adversely affect our results of operations and financial condition.

We may incur losses due to our reinsurers' or counterparties' failure to perform under existing contracts or we may be unable to secure sufficient reinsurance or hedging protection in the future.

We use reinsurance and derivative contracts to mitigate our risk of loss in various circumstances; primarily at Repwest and for our Moving and Storage operating segment. These agreements do not release us from our primary obligations and therefore we remain ultimately responsible for these potential costs. We cannot provide assurance that these reinsurers or counterparties will fulfill their obligations. Their inability or unwillingness to make payments to us under the terms of the contracts may have a material adverse effect on our financial condition and results of operation.

#### Risks Related to our Indebtedness and an Investment in the Notes

The notes are not transferable except between members of the U-Haul Investors Club through privately negotiated transactions. In addition, the notes will not be listed on any securities exchange, and there is no anticipated public market for the notes. Therefore, you must be prepared to hold the notes until the maturity date.

The notes are not transferable except between members of the U-Haul Investors Club through privately negotiated transactions, as to which neither AMERCO, the servicer, the trustee, nor any of their respective affiliates will have any involvement. In addition, the notes will not be listed on any securities exchange, there is no anticipated public market for the notes, and it is unlikely that a secondary "over-the-counter" market for the notes will develop between bond dealers or bond trading desks at investment houses. Therefore, you must be prepared to hold your notes until the maturity date.

Even if you are able to privately negotiate the sale of your notes to another U-Haul Investors Club member, you may not be able to find a purchaser for the notes who is willing to pay you an amount equal to the principal amount outstanding on the notes, or at all.

Even if you are able to privately negotiate the sale of your notes to another U-Haul Investors Club member, the price of the notes in such market may be lower than the price you pay to purchase the notes from us. If you purchase notes in this offering, you will pay a price that was independently determined by us, and therefore neither established in a competitive market nor negotiated with any representative acting in your best interest, including the trustee. This price may not be indicative of prices that could prevail, if any, after this offering. The ability to sell your notes to another U-Haul Investors Club member through a privately negotiated transaction does not guarantee that you will be able to find a purchaser willing to buy the notes for an amount equal to the principal amount outstanding on the notes, or at all. In addition, our operating performance, the status and condition of the Collateral, general market and economic conditions and other factors could impair the value of your notes and your ability to sell them in a privately negotiated transaction to another U-Haul Investors Club member, if such opportunity were to develop.

Our currently outstanding indebtedness, and additional indebtedness that we are permitted to incur, could prevent AMERCO from fulfilling its obligations under the notes.

In addition to our currently outstanding indebtedness and the indebtedness AMERCO will incur pursuant to the offering of the notes, we are able to incur substantial additional indebtedness, including secured indebtedness, in the future. Any additional indebtedness we may incur could have important consequences for the holders of the notes, and could limit AMERCO's ability to satisfy its obligations to pay principal and interest with respect to the notes.

The value of the Collateral may not be sufficient to satisfy AMERCO's obligations under the notes.

AMERCO's obligations under the notes are secured by a first-priority lien on the Collateral in favor of the trustee (or its agent or nominee), for the benefit of the holders of the notes. By its nature, some or all of the Collateral may be illiquid, is subject to attrition, including casualty, loss or theft, and, to the extent the Collateral includes real property, may be subject to condemnation. The Collateral may have no readily ascertainable market value, and the income generated from the Collateral is not part of the Collateral. In the event of a foreclosure, liquidation, bankruptcy or similar proceeding, no assurance can be given that the proceeds from any sale or liquidation of the Collateral will be sufficient to pay AMERCO's obligations under the notes, in full or at all. There also can be no assurance that the Collateral will be saleable and, even if saleable, the timing of its liquidation would be uncertain. Accordingly, there may not be sufficient Collateral to pay all or any of the amounts due on the notes. Any claim for the difference between the amount, if any, realized by holders of the notes from the sale of the Collateral and the obligations under the notes will rank equally in right of payment with all of AMERCO's other unsecured unsubordinated indebtedness and other obligations, including trade payables. The trustee's security interest and ability to foreclose could also be limited by the need to meet certain requirements of state law. If these requirements cannot be met, the security interests may be invalid and the holders of the notes will not be entitled to the Collateral or any recovery with respect thereto. These requirements may limit the number of potential bidders for the Collateral in any foreclosure and may delay any sale, which may have an adverse effect on the sale price of the Collateral. Therefore, the practical value of realizing on the Collateral may be limited.

AMERCO has the right, in its sole discretion, to make an unlimited number of Collateral substitutions and to determine the value of the Replacement Collateral and the Released Collateral.

AMERCO has the right, in its sole discretion, to make an unlimited number of Collateral substitutions and to determine the value of the Replacement Collateral and the Released Collateral. AMERCO is not required to obtain the consent of the holders of the notes, the trustee or any third party to make a Collateral substitution, and neither the

trustee nor any other third party will review or evaluate AMERCO's

determination of the value of the Replacement Collateral and the Released Collateral on your behalf. Any such determination by AMERCO will be final and binding on the trustee and the holders. Therefore, although it is a condition of each Collateral substitution, there can be no assurance that the value of the Replacement Collateral will in actuality be at least 100% of the value of the Released Collateral, which could diminish the value of the Collateral securing the notes and impair your investment.

No appraisal of the Collateral, including the Initial Collateral, has been or will be prepared by us or on our behalf in connection with this offering or any substitution of Collateral, and to the extent the Collateral constitutes equipment, its value is expected to depreciate.

No appraisal of the Collateral, including the Initial Collateral, has been or will be prepared by us or on our behalf in connection with this offering or any substitution of Collateral, and to the extent the Collateral constitutes equipment, its value is expected to depreciate. The value of the Collateral will depend upon a number of factors, including market and economic conditions at the time, the availability of appropriate buyers and the extent of attrition, if any, with respect to the Collateral. For these and other reasons, we cannot assure the holders of the notes that the proceeds of any sale of the Collateral, in the event of a foreclosure, insolvency proceeding, liquidation or otherwise, would be sufficient to satisfy, or would not be substantially less than, all of AMERCO's obligations under the notes. Moreover, to the extent the Collateral includes real property, no lender's policy of title insurance, real property survey, zoning report, environmental assessment or engineering study has been or will be obtained in connection with the offering.

Although these notes are secured by the Collateral, they are effectively subordinated to AMERCO's other existing or future secured indebtedness.

Although these notes are secured by the Collateral, they are effectively subordinated to AMERCO's other existing and future secured indebtedness, to the extent of the value of the assets securing such other indebtedness. In the event of a bankruptcy or similar proceeding involving AMERCO, any of AMERCO's assets which serve as collateral for AMERCO's existing or future secured indebtedness, other than the Collateral, will be available to satisfy the obligations under such secured indebtedness before any payments are made on the notes or AMERCO's other unsecured indebtedness. In the event that the value of the Collateral is insufficient to repay all amounts due on the notes, the holders of the notes would have "undersecured claims" through which they would only be entitled to participate ratably with all holders of AMERCO's other unsecured indebtedness, and potentially with all of AMERCO's other general creditors, based upon the respective amounts owed to each holder or creditor, in AMERCO's remaining assets. In any of the foregoing events, AMERCO may not have sufficient assets to pay amounts due on the notes. As a result, if holders of the notes receive any payments, they may receive less, ratably, than holders of any other secured indebtedness that AMERCO may incur.

The notes are only the obligations of AMERCO, and will not be guaranteed by any of AMERCO's subsidiaries, including U-Haul.

The notes are only the obligations of AMERCO, and are not guaranteed by any of AMERCO's subsidiaries, including U-Haul, through which we conduct a substantial amount of our operations. All of the obligations of our subsidiaries, including U-Haul, must be satisfied before any of the assets of such subsidiaries would be available for distribution, upon a liquidation or otherwise, to AMERCO or the holders of the notes. This means that claims of holders of the notes will be structurally subordinated to the claims of existing and future creditors of AMERCO's subsidiaries, including U-Haul.

The Collateral is subject to attrition, including casualty risks, theft (to the extent the Collateral includes equipment) and condemnation (to the extent the Collateral includes real property), and we are under no obligation to maintain the condition of the Collateral or to replace damaged, destroyed, condemned, stolen or taken Collateral.

We intend to maintain insurance or otherwise insure against hazards in a manner appropriate and customary for our business. However, we may not maintain casualty insurance on the Collateral and

there are certain other losses in our business that may be either uninsurable or not economically insurable, in whole or in part. In the normal course of our business, to the extent the Collateral includes equipment, we anticipate that a significant amount of the Collateral will be lost through attrition, including due to casualty and theft, and to the extent the Collateral includes real property, it is subject to condemnation in whole or in part. We are under no obligation to replenish or replace damaged, destroyed, condemned, stolen or taken Collateral and we are not obligated to repay the notes in whole or in part as a result of such an occurrence. A reduction in the size of the Collateral pool will reduce the value of the Collateral. In addition, we are under no obligation to maintain the Collateral in good condition, repair and working order, which could impair its value.

The value of the Collateral is dependent upon, among other things, its continued integration in the U-Haul system.

Through the U-Haul system, which involves the participation of numerous independent dealers and affiliates, we rent our moving and storage equipment. If the U-Haul system deteriorates, ceases or fails, and an alternative rental system is not available, or if the Collateral is removed from continuous integration in the U-Haul system, such as through the repossession and sale of the Collateral following a foreclosure on the Collateral, then we may not be able to rent or use the Collateral in an efficient and cost-effective manner and its value could be impaired.

The success of the U-Haul system is in part dependent on continued participation by our numerous independent dealers and affiliates.