

伯克希尔·哈撒韦 Berkshire Hathaway (BRK.A US)

60 周年伯克希尔超越周期的神话: 持有股票犹如坐拥公司

Berkshire Hathaway's 60-Year Myth of Transcending Cycles: Holding Stocks is Like Owning the Company

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热点速评 Flash Analysis

(Please see APPENDIX 1 for English summary)

在 2025 年 5 月 3 日的伯克希尔股东大会上,巴菲特宣布将于年底卸任其担任了长达 60 年的伯克希尔首席执行官一职,并将该职位交给格雷格 (Greg Abel)接任。1965 年巴菲特合伙基金正式收购并重组了伯克希尔公司,此后巴菲特担任伯克希尔的首席执行官,并于 1970 年成为公司董事长,逐步将伯克希尔打造成为庞大的综合业务公司,拥有包含保险、能源、铁路、制造业等多个领域的子公司。

3477 亿美元现金储备,耐心等待投资良机。自 1957 年创立巴菲特合伙基金以来,巴菲特始终秉持"持有股票如同拥有公司"的投资哲学。在缺乏理想投资机会的情况下,伯克希尔在 2025 年一季度末持有的现金达到了创纪录的 3477 亿美元,占总资产近 30%,而股票投资则持续下降至 2637 亿美元。巴菲特表示"并不急于花掉这笔钱,预计在 5 年内找到合适的投资机会",并认为"找到好投资标的的概率会随着时间推移而上升"。尽管巴菲特的投资策略已从早期以低廉价格收购合适公司,转向以合理价格买入优秀公司,但他寻找相对低估值的公司的核心原则从未改变(当然,他也进行套利交易)。作为衡量股票市场估值的"巴菲特指标",即美国股票总市值与 GDP 的比值,巴菲特认为 0.9 至 1 的区间为合理估值,超过 1.2 则视为高估,而当该比率接近 2 时买入美股则如同"玩火"。当前美股在经历前几个月的下跌后,巴菲特指标仍高达 195%。

回顾 1998-99 年,伯克希尔也曾大幅提高现金持有比例。在互联网泡沫前夕的股东大会上,巴菲特就曾警示"投机行为大爆发的时候最后都会被修正","创造财富的只能是企业本身"。类似的,1969 年巴菲特选择解散合伙基金,并建议合伙人在未来十年考虑投资收益率为 6.5% 的免税市政债券,因为他预判未来十年股票投资的整体收益率可能不会高于这一水平(税后约 6.5%)。而 1969-81 年间,道琼斯指数确实经历了长达十余年的横盘震荡。

如今,我们面临着更为严峻的不确定性,贸易战便是其一。对此,巴菲特告诫:"对世界其他国家加征惩罚性关税是一个重大错误,别把贸易当成武器来使用。"他深刻地指出:"当世界上的 75 亿人对你心存不满,而 3 亿人还在对自己的成就沾沾自喜,这显然既不正确也不明智。"

抛售苹果、银行、汽车等,增持 Chubb 保险与石油股。伯克希尔从 2022 年下半年开始连续净卖出股票,主要减持了苹果、美银等,并清仓了宝洁、强生、通用汽车、比亚迪和联合包裹以及家具零售商。与此同时,伯克希尔增持了能源股、买入 Chubb 保险,并在消费领域投资了达美乐和 Pool,以及酒类生产商 Diageo 和 Constellation。

偏好具有"护城河"和稳定现金流的企业,如喜诗糖果和可口可乐。基于此,巴菲特持续增持日本五大商社的股份, 巴菲特称: "这些日本公司非常优秀,打算继续持有这些商社的股票 50 到 60 年,并且希望和这些公司建立长期深厚的合作关系"; 甚至希望"当初投日本的金额应该是 1000 亿美元,而不是 200 亿美元"。

对于 AI,保险业务副董事长阿吉特称:"我们的风格是先观察,看清楚之后再行动。只有当机会明朗,我们对失败概率、收益风险比有清晰认知时,才会真正大举投入。"鉴于 AI 目前仍处于发展初期,商业模式尚未成熟,且参考巴菲特在苹果成为"Cash Cow"后才开始投资的先例,我们认为伯克希尔投资 AI 可能至少要等待二十年。

巴菲特多次强调其成功受益于生在美国。在 2025 年的股东大会上,尽管他对美国货币的长期稳定性和财政政策表示担忧,但他仍然坚信美国将持续为投资者提供极具吸引力的投资机会。

风险提示:对伯克希尔公司理念理解不到位。

在2025年5月3日的伯克希尔股东大会上,巴菲特宣布将于年底卸任其担任了长达60年的伯克希尔首席执行官一职,并将该职位交给格雷格 (Greg Abel)接任。1965年巴菲特合伙基金正式收购并重组了伯克希尔公司,此后巴菲特担任伯克希尔的首席执行官,并于1970年成为公司董事长,逐步将伯克希尔打造成为庞大的综合业务公司,拥有包含保险、能源、铁路、制造业等多个领域的子公司。

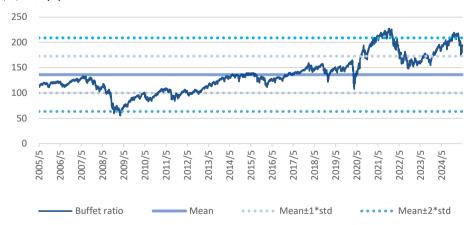
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伯克希尔现金占总资产比例



Source: Bloomberg, HTI

巴菲特指标 (%)



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回顾 1998-99年,伯克希尔也曾大幅提高现金持有比例。在互联网泡沫前夕的股东大会上,巴菲特就曾警示"投机行为大爆发的时候最后都会被修正","创造财富的只能是企业本身"。类似的,1969年巴菲特选择解散合伙基金,并建议合伙人在未来十年考虑投资收益率为 6.5% 的免税市政债券,因为他预判未来十年股票投资的整体收益率 (税后约 6.5%) 可能不会高于这一水平。而 1969-81年间,道琼斯指数确实经历了长达十余年的横盘震荡。

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从 2022 年下半年开始连续净卖出股票: 抛售苹果、银行、汽车等,增持 Chubb 保险与能源股伯克希尔在 2024 年抛售了所持苹果公司 (AAPL US)股权的 2/3,持股数量降至 3 亿股,持有市值降至 740 亿美元; 尽管如此,苹果公司仍为伯克希尔第一大重仓股。巴菲特表示: "这是出于税收原因,除非发生真正改变资本配置的戏剧性事件,否则我们将把苹果作为我们最大的投资,伯克希尔将继续拥有目前的重仓股,如苹果、可口可乐和美国运通"。巴菲特认为: "当你找到一个真正了不起的企业时,坚持下去; 耐心是有回报的,一个了不起的企业可以抵消许多不可避免的平庸决策。"截至 2024 年底,苹果的 PER (TTM)已达到近 40x,大幅高于 10 年平均,这或许也是伯克希尔减持的部分原因。

除了苹果,伯克希尔在 2024 年还抛售 3.5 亿股美国银行 (BAC US)股票,占其持股的 34%,持有市值降至 49 亿美元;其占美国银行总股份下降至 8.9%,距离第二大股东 Vangard 的 8%差距继续缩小。我们推测,伯克希尔可能有意退出美国银行最大股东的地位。回顾 2023 年硅谷银行和签名银行倒闭后不久,巴菲特便开始清仓美国合众银行 (US Bancorp, USB US)、纽约梅隆银行 (Bank Of New York Mellon, BK US)及富国银行 (WELLS FARGO, WFC US)。巴菲特曾公开表达对银行业的谨慎态度,主要原因是政府对存款的担保信息传递不畅,以及银行业监管可能带来的扭曲激励。2024 年,伯克希尔继续大幅减持 NU (NU US),花旗银行 (CITIGROUP, C US)。然而,伯克希尔还继续持有美国运通 (American Express, AXP US)以及两家信用卡公司 VISA (V US)和 Mastercard (MA US)。

进入 1Q25, 伯克希尔出售了 95 万股价值 1.5 亿美元的 DaVita (DVA US), 占其持仓的 2.6%, 减持后 DaVita 仍是伯克希尔的第十大重仓股。DaVita 是全球第二大血液透析服务提供商,巴菲特于 2011 年首次投资该公司。此次出售是基于双方在 2024 年 5 月 1 日发布的股票回购协议,该协议要求 DaVita 从伯克希尔手中回购股票,以确保伯克希尔的持股比例低于 45%。由于DaVita 的流通股数量减少,导致伯克希尔的持股比例一度超过 45%,减持后已降至 44%。另一方面,伯克希尔从 2024 年 12 月至 2025 年 1 月持续增持 VeriSign (VRSN US),共增持 47 万股,使其在 VeriSign 的持股比例从 13.6%上升至 14.2%。VeriSign 是一家提供互联网基础设施服务的公司,具有稳定的现金流和高利润率。

此外,伯克希尔于 3Q23 抛售了投资十多年的宝洁 (PG US)、强生 (Johnson & Johnson, JNJ US)、及通用汽车 (General Motors, GM US)股票; 也从 2022 年 8 月开始大幅减持比亚迪 (BYD US),但在持股比例低于比亚迪股份 5% 后不再对外披露。同时,伯克希尔清仓了联合包裹服务 (United Parcel, UPS US),这是由于该公司基本面下滑,另一部分原因在于伯克希尔全资拥有的 BNSF 铁路公司已使其在交通运输领域获得了充分的敞口。2023 年,伯克希尔还清仓了三家保险公司,分别是 Globe Life (GL US)、Markel (MKL US) 和 Marsh & Mclennan (MMC US)。与此同时,伯克希尔于 3Q23 开始大幅买入 Chubb (CB US),这是一家全球最大的上市财产险公司之一,以其稳定的盈利能力和高质量的管理层著称。目前,Chubb 已成为伯克希尔的第九大重仓股。



2019 年,在西方石油(Occidental Petroleum, OXY US)与雪佛龙 (Chevron, CVX US)竞购阿纳达科石油的交易中,西方石油总裁获得了巴菲特 100 亿美元的并购资金支持,最终以 380 亿美元的报价成功收购了阿纳达科石油。此后,巴菲特基于对长期石油价格的看好持续增持西方石油。然而,2020 年的疫情导致油价暴跌,西方石油股价也随之大幅下跌,巴菲特认为他们在油价走势的判断上出现了失误,因此清仓了西方石油的股票。不过,随着疫情不确定性的消退,西方石油采取了一系列积极措施,包括停止大规模增产和并购,转而专注于减少公司债务,并计划后续开始派息和股票回购。巴菲特认为这些举措是正确的,并于 1Q22 开始重新买入西方石油,同时大幅增持了雪佛龙; 2023 年至 1Q25 巴菲特持续大幅增持西方石油,不过减持了所持雪佛龙股份的 27%。芒格认为:"持有西方石油和雪佛龙,相当于拥有二叠纪盆地的石油和天然气资源。"此外,伯克希尔于 4Q22 买入 Vitesse Energy (VTS US),这是一家通过收购Lucero Energy 等资产来扩大其在石油和天然气领域布局的独立能源公司。巴菲特提到,伯克希尔在能源领域的投资取得了显著成效,伯克希尔在 2023 年继续寻找新的投资机会,特别是在能源和基础设施领域。

在消费领域,伯克希尔在 2023-24 年清仓了家具零售商 Restoration Hardware (RH US)和 Floor & Decor (FND US),而这两家公司在 2025 年均遭遇了大幅下跌,尤其受到贸易战的影响。由于持续的销售疲软,伯克希尔还清仓了休闲食品制造商亿滋国际 MONDELEZ INTL (MDLZ US),转而投资达美乐比萨 (DOMINOS PIZZA, DPZ US)和 Pool Corp (POOL US)。与此同时,伯克希尔分别于4Q22 和 4Q24 买入了两个知名的酒类生产商: Diageo (DEO US)和 Constellation Brands (STZ US)。这两家公司都拥有强大的品牌影响力和消费者忠诚度,且酒类业务通常具有较强的抗周期性和稳定的现金流。

2024 年底 前十大重仓股

Name	Amount (USD mn)	Position (mn)	Position Change (mn)	GICS Sector
APPLE INC	75,126	300	0	Information Technology
AMERICAN EXPRESS CO	44,997	152	0	Financials
BANK AMER CORP	29,896	680	(117)	Financials
COCA COLA CO	24,904	400	0	Consumer Staples
CHEVRON CORP NEW	17,180	119	0	Energy
OCCIDENTAL PETE CORP	13,053	264	9	Energy
MOODYS CORP	11,678	25	0	Financials
KRAFT HEINZ CO	10,000	326	0	Consumer Staples
CHUBB LIMITED	7,469	27	0	Financials
DAVITA INC	5,398	36	0	Health Care
Sum of top 10	239,701			
Total	267,175			
Proportion	89.72%			

Source: Berkshire, HTI



4Q24 持仓变动明细

Name	Amount (USDmn)	Position (mn)	Position Change (mn)	GICS Sector
BANK AMER CORP	29,896	680	(117)	Financials
OCCIDENTAL PETE CORP	13,053	264	9	Energy
VERISIGN INC	2,747	13	0	Communication Services
SIRIUS XM HOLDINGS INC	2,678	117	12	Communication Services
LIBERTY MEDIA CORP DEL	1,705	23	(1)	Financials
CAPITAL ONE FINL CORP	1,328	7	(2)	Consumer Staples
CONSTELLATION BRANDS INC	1,243	6	6	Financials
CITIGROUP INC	1,030	15	(41)	Consumer Discretionary
DOMINOS PIZZA INC	1,000	2	1.10	Communication Services
T-MOBILE US INC	960	4	(0.32)	Communication Services
CHARTER COMMUNICATION:	683	2	(0.83)	Materials
LOUISIANA PAC CORP	587	6	(0.30)	Financials
NU HLDGS LTD	416	40	(46)	Consumer Discretionary
POOL CORP	204	1	0.19	Industrials
ULTA BEAUTY INC	0	0	(0.02)	Consumer Discretionary

Source: Berkshire, HTI

偏好具有"护城河"和稳定现金流的企业,如喜诗糖果和可口可乐。基于此,巴菲特持续增持日本五大商社的股份,巴菲特称:"这些日本公司非常优秀,打算继续持有这些商社的股票 50 到 60 年,并且希望和这些公司建立长期深厚的合作关系";甚至希望"当初投日本的金额应该是 1000 亿美元,而不是 200 亿美元"。

2020年8月,伯克希尔公司首次披露持有日本五大商社(伊藤忠商事、丸红、三菱商事、三井物产和住友商事)各5%的股份,其购入始于2019年7月。巴菲特在2025年致股东信中透露,该项投资的总成本为138亿美元,截至目前市场价值已达235亿美元。伯克希尔主要通过发行日元债券为这些投资提供资金,自2019年至2024年间多次在日本发债,利用当地低利率环境获取廉价资金,并用五大商社的部分股息支付日元债券利息。巴菲特指出,这些商社多元化的业务、高股息、高自由现金流以及审慎的股票增发是其投资的关键原因。它们在适当时候增加股息和回购股份,且高管薪酬计划远不如美国同行激进。同时,这些公司通常将约三分之一的收益用于分红,剩余的大量资金用于业务扩张和适度的股票回购。预计2025年伯克希尔将从这些日本投资中获得约8.12亿美元的年度股息收入,远高于其约1.35亿美元的日元债务利息成本。

巴菲特多次强调其成功受益于生在美国。在 2025 年的股东大会上,尽管他对美国货币的长期稳定性和财政政策表示担忧,但他仍然坚信美国将持续为投资者提供极具吸引力的投资机会。1957 年,巴菲特创立了自己的合伙基金,他基于对美国经济长期向好的判断,认为道琼斯指数的年复合收益率有望达到 5-7%,并将合伙基金的投资目标设定为长期超越道琼斯指数 10%。在 1957-1969 年美国二战后经济繁荣时期,道琼斯指数整体收益率为 153%,年复合收益率为 7.4%。巴菲特通过在市场下跌时侧重于低估值型投资,在市场上涨时侧重于套利型,市场走向不明确时重点投资控股型投资,成功超越了投资目标。1969 年,他关闭了合伙基金,专注于伯克希尔公司的发展。巴菲特诞生于一个最好的市场,而我们认为未来中国股市可能成为下一个充满机遇的市场,长期投资理念也将日益受到市场的认可。

风险提示:对伯克希尔公司理念理解不到位。



APPENDIX 1

Summary

At Berkshire Hathaway's annual shareholder meeting on May 3, 2025, Warren Buffett announced his retirement at the end of the year from his role as Chief Executive Officer, a position he has held for 60 years. Greg Abel will succeed him in this role. In 1965, Buffett Partnership, Ltd. officially acquired and restructured Berkshire Hathaway. Since then, Buffett has served as Berkshire's CEO and became Chairman in 1970, gradually transforming Berkshire into a vast conglomerate with subsidiaries spanning insurance, energy, railway, manufacturing, and other sectors.

\$347.7 Billion in Cash Reserves, Patiently Awaiting Investment Opportunities. Since founding Buffett Partnership, Ltd. in 1957, Buffett has consistently adhered to the investment philosophy of "holding stocks as if owning the company." In the absence of ideal investment opportunities, Berkshire's cash holdings reached a record \$347.7 billion at the end of the first quarter of 2025, accounting for nearly 30% of its total assets, while stock investments continued to decline to \$263.7 billion. Buffett stated that he is "not in a hurry to spend this money" and expects to find suitable investment opportunities within five years, believing that "the probability of finding good investment targets will increase over time." Although Buffett's investment strategy has shifted from acquiring suitable companies at bargain prices in the early days to buying excellent companies at reasonable prices, his core principle of seeking relatively undervalued companies has never changed (of course, he also engages in arbitrage trading). As for the "Buffett indicator," which measures the valuation of the stock market (the ratio of total U.S. stock market capitalization to GDP), Buffett considers the range of 0.9 to 1 to be reasonable valuation, above 1.2 as overvalued, and buying U.S. stocks when the ratio approaches 2 as "playing with fire." Currently, after the recent months' decline, the Buffett indicator for U.S. stocks remains as high as 195%.

Reviewing 1998-99, Berkshire also significantly increased its cash holding ratio. At the shareholder meeting on the eve of the internet bubble, Buffett warned that "speculative frenzies will eventually be corrected" and that "only businesses themselves can create wealth." Similarly, in 1969, Buffett chose to dissolve his partnership fund and advised his partners to consider investing in tax-exempt municipal bonds with a potential 6.5% return over the next decade, as he predicted that the overall return on stock investments in the next ten years might not exceed this level (approximately 6.5% after tax). Indeed, the Dow Jones Industrial Average experienced a sideways trend for more than a decade between 1969 and 1981.

Today, we face even more severe uncertainties, with trade wars being one of them. In this regard, Buffett cautioned: "Imposing punitive tariffs on the rest of the world is a major mistake. Don't use trade as a weapon." He profoundly pointed out: "When 7.5 billion people in the world are dissatisfied with you, and 300 million people are still complacent about their achievements, this is clearly neither correct nor wise."

Selling Off Apple, Banks, Automobiles, Increasing Holdings in Chubb Insurance and Oil Stocks. Berkshire has been a net seller of stocks since the second half of 2022, mainly reducing its holdings in Apple and Bank of America, and liquidating its positions in Procter & Gamble, Johnson & Johnson, General Motors, BYD, United Parcel Service, and a furniture retailer. Simultaneously, Berkshire increased its holdings in energy stocks, bought Chubb Insurance, and invested in Domino's and Pool in the consumer sector, as well as liquor producers Diageo and Constellation.

Preference for Companies with "Moats" and Stable Cash Flow, Such as See's Candies and Coca-Cola. Based on this, Buffett has continuously increased his stake in Japan's five major trading companies. Buffett stated: "These Japanese companies are very good, and we intend to hold their shares for 50 to 60 years and hope to establish long-term and deep cooperative relationships with these companies"; he even wished that "the initial investment in Japan should have been \$100 billion instead of \$20 billion."

Regarding AI, Ajit Jain, Berkshire's Vice Chairman of Insurance Operations, said: "Our style is to observe first, and then act clearly. Only when the opportunity is clear, and we have a clear understanding of the probability of failure and the risk-reward ratio, will we truly invest heavily." Given that AI is still in its early stages of development, its business model is not yet mature, and referring to Buffett's precedent of investing in Apple only after it became a "cash cow," we believe Berkshire's investment in AI may have to wait at least two decades.

Buffett has repeatedly emphasized that his success has benefited from being born in America. At the 2025 shareholder meeting, despite expressing concerns about the long-term stability of the U.S. currency and fiscal policy, he remains confident that the United States will continue to provide highly attractive investment opportunities for investors.

Risks: Insufficient understanding of Berkshire Hathaway's investment philosophy.



附录 APPENDIX

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各地股票基准指数:日本-TOPIX, 韩国-KOSPI, 台湾-TAIEX, 印度-Nifty100, 美国-SP500; 其他所有中国概念股-MSCI China.

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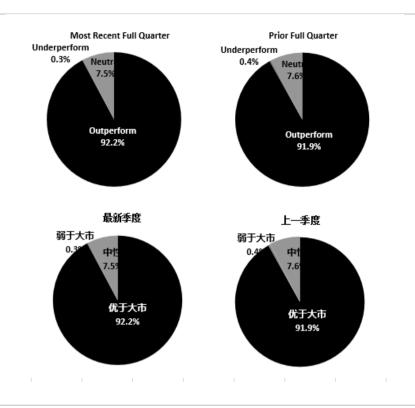
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		化工士

	优于大市	中性	弱于大市
		(持有)	
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	Outperform	Neutral	Underperform
		(hold)	
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^{*}Percentage of investment banking clients in each rating category.

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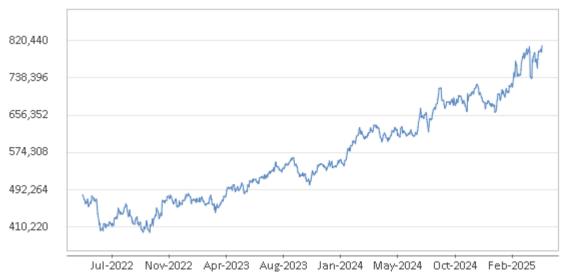
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Recommendation Chart

Berkshire Hathaway - BRK.A US



Source: Company data Bloomberg, HTI estimates

