



# Pop Quiz!

Berkshire added more equity capital in the last five years (2021-25) than in its first \_\_\_\_\_ years.

A. 10

B. 25

C. 35

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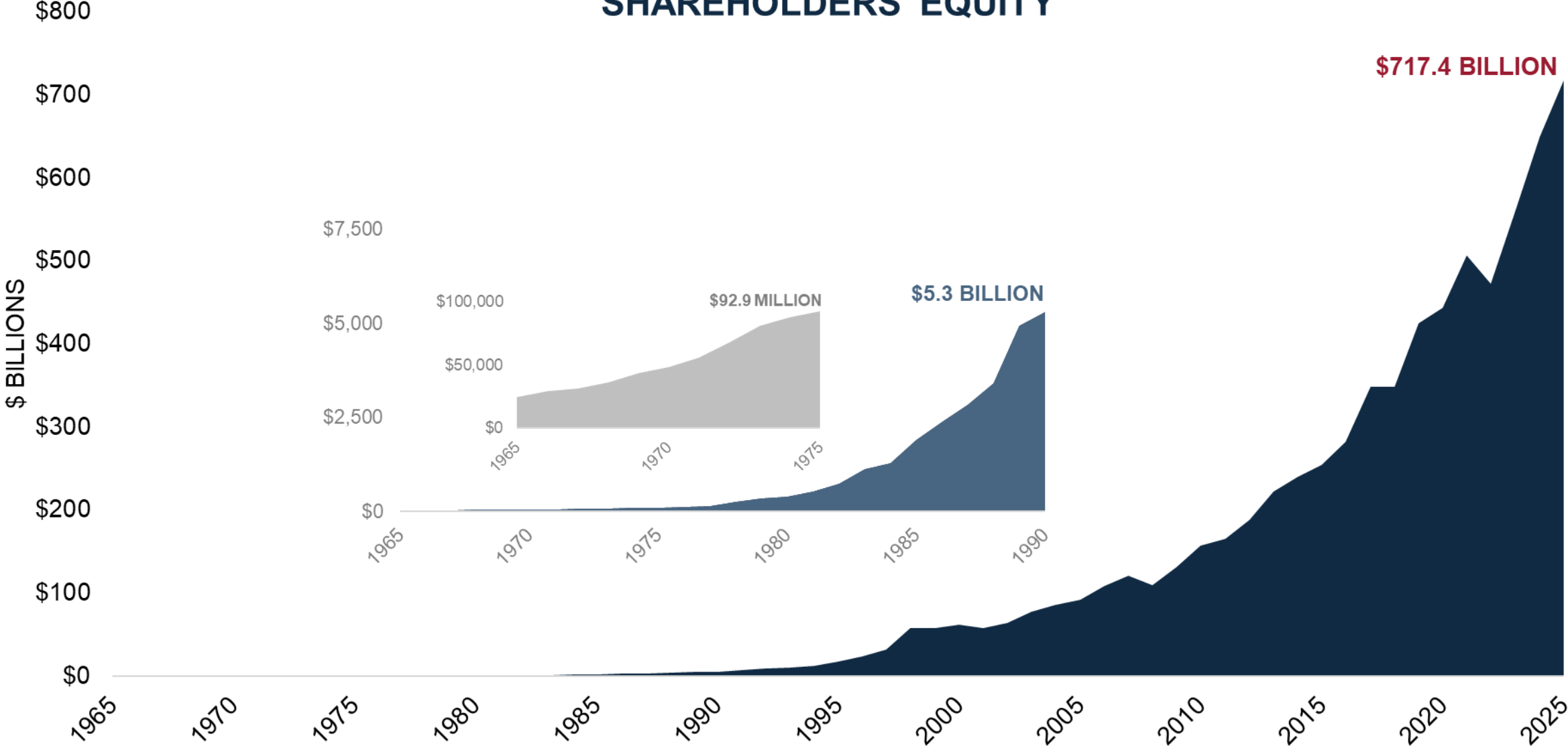
C. 35

D. 52

Shareholder's equity increased by \$274 billion from 2020 to 2025 and Berkshire repurchased \$47 billion → **\$321 billion.**

It took until the 4<sup>th</sup> quarter of 2017 to reach that amount; 52 years after Buffett took control in 1965 and 62 years after Berkshire Fine Spinning Associates merged with Hathaway Manufacturing in 1955.

# BERKSHIRE HATHAWAY SHAREHOLDERS' EQUITY



Adam J. Mead

# BERKSHIRE HATHAWAY

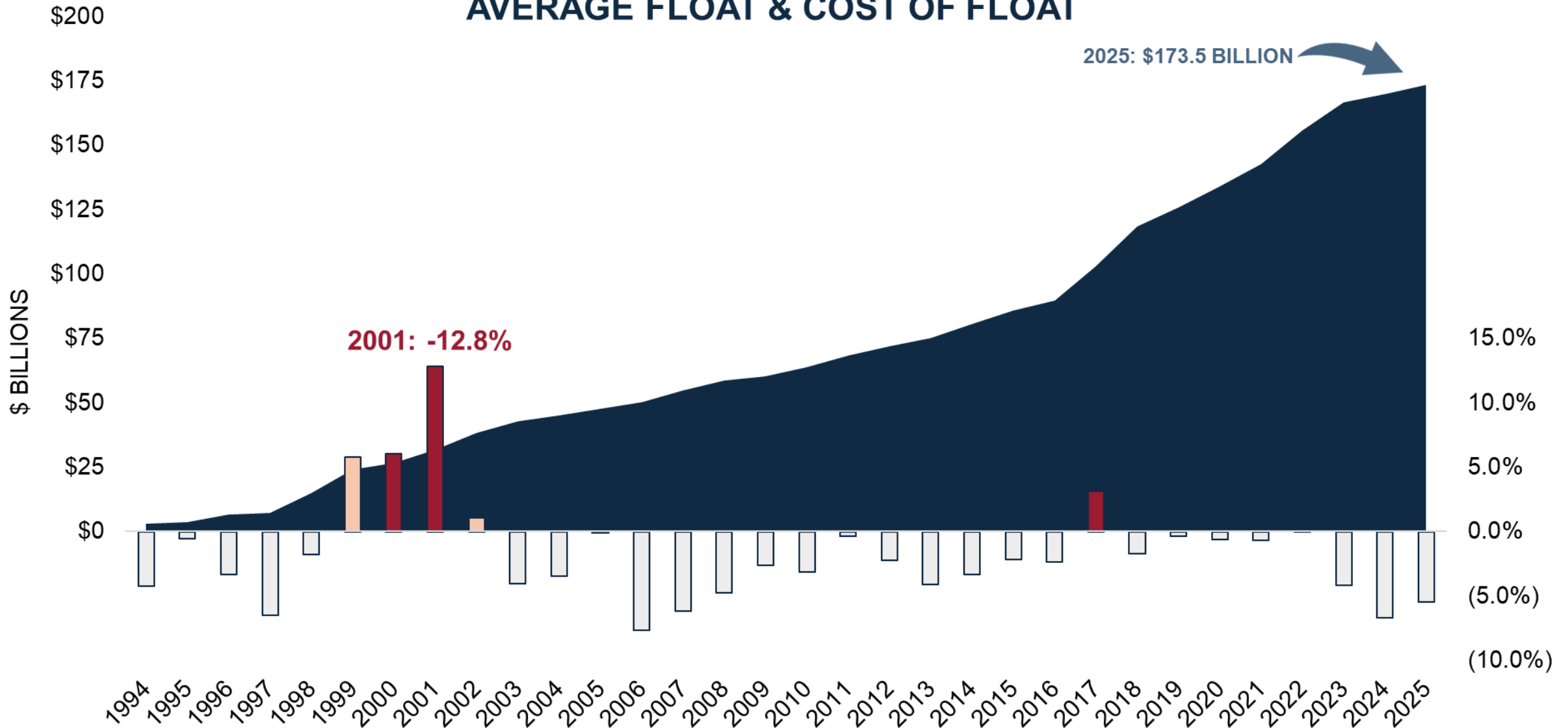
## AFTER TAX OPERATING EARNINGS



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# BERKSHIRE HATHAWAY

## AVERAGE FLOAT & COST OF FLOAT



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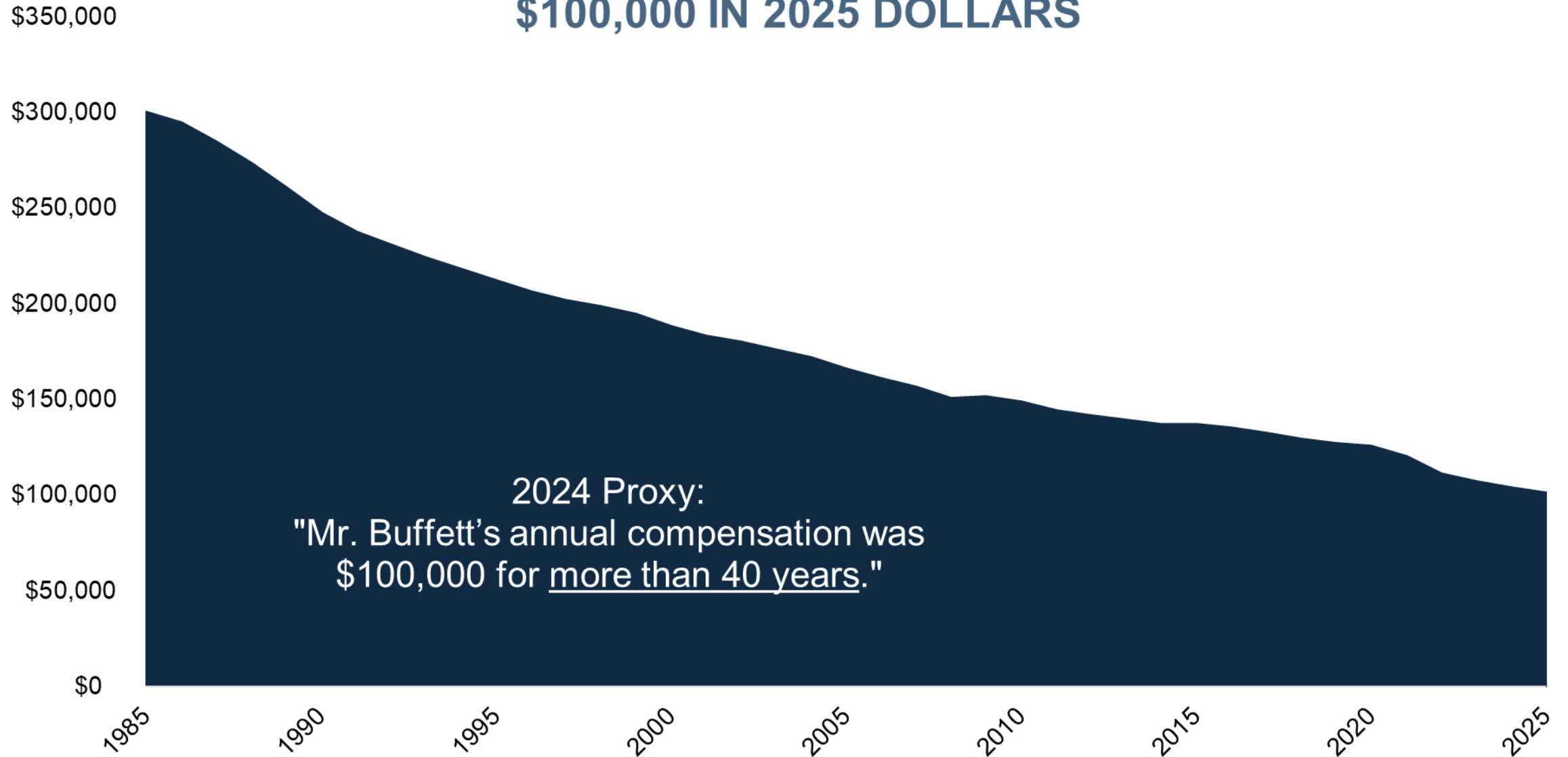
# BERKSHIRE HATHAWAY CLASS A SHARE PRICE QUARTER AVERAGE



**\$755,400**  
December 31, 2025

# BUFFETT'S SALARY

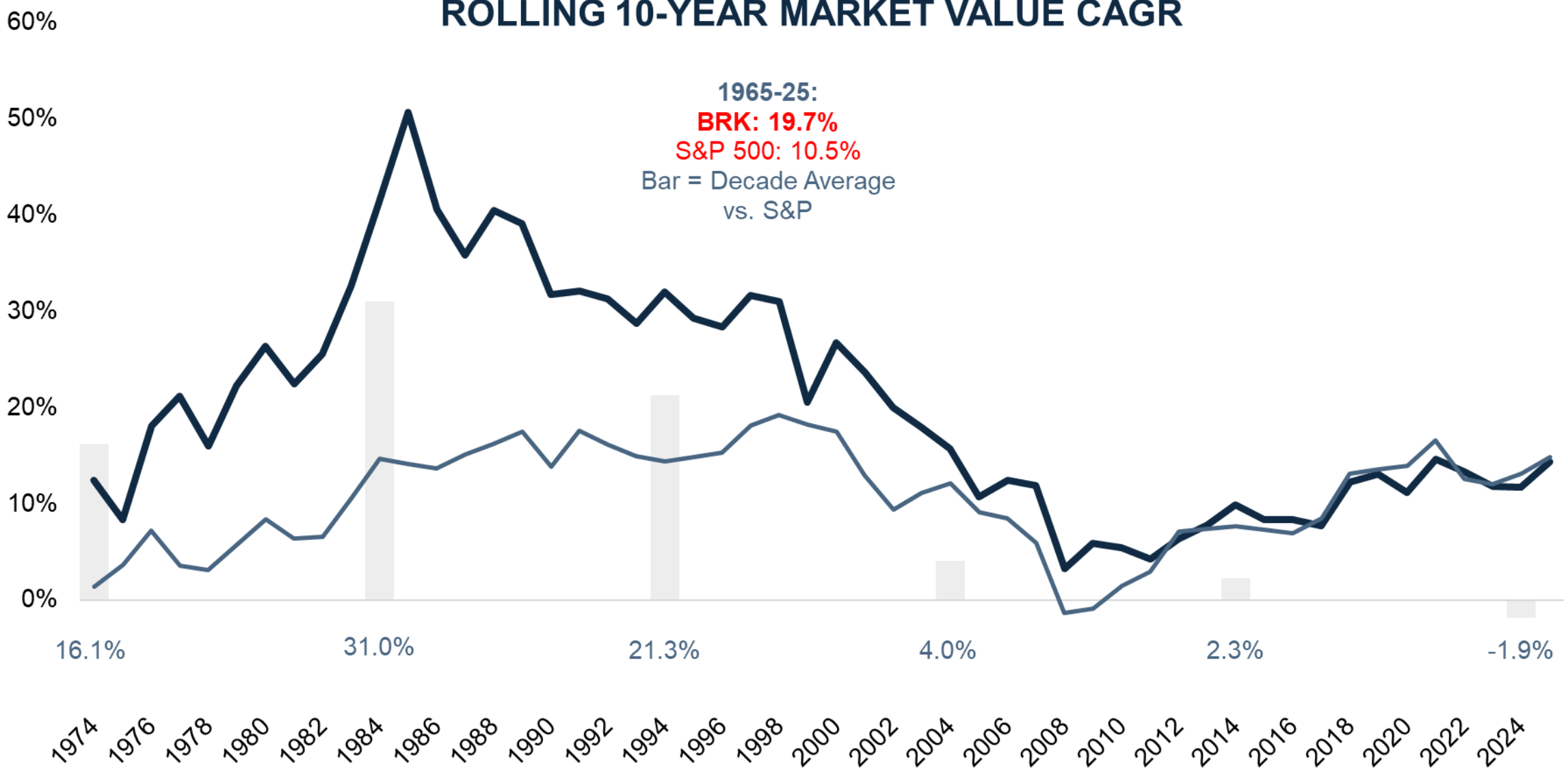
## \$100,000 IN 2025 DOLLARS



2024 Proxy:  
"Mr. Buffett's annual compensation was  
\$100,000 for more than 40 years."

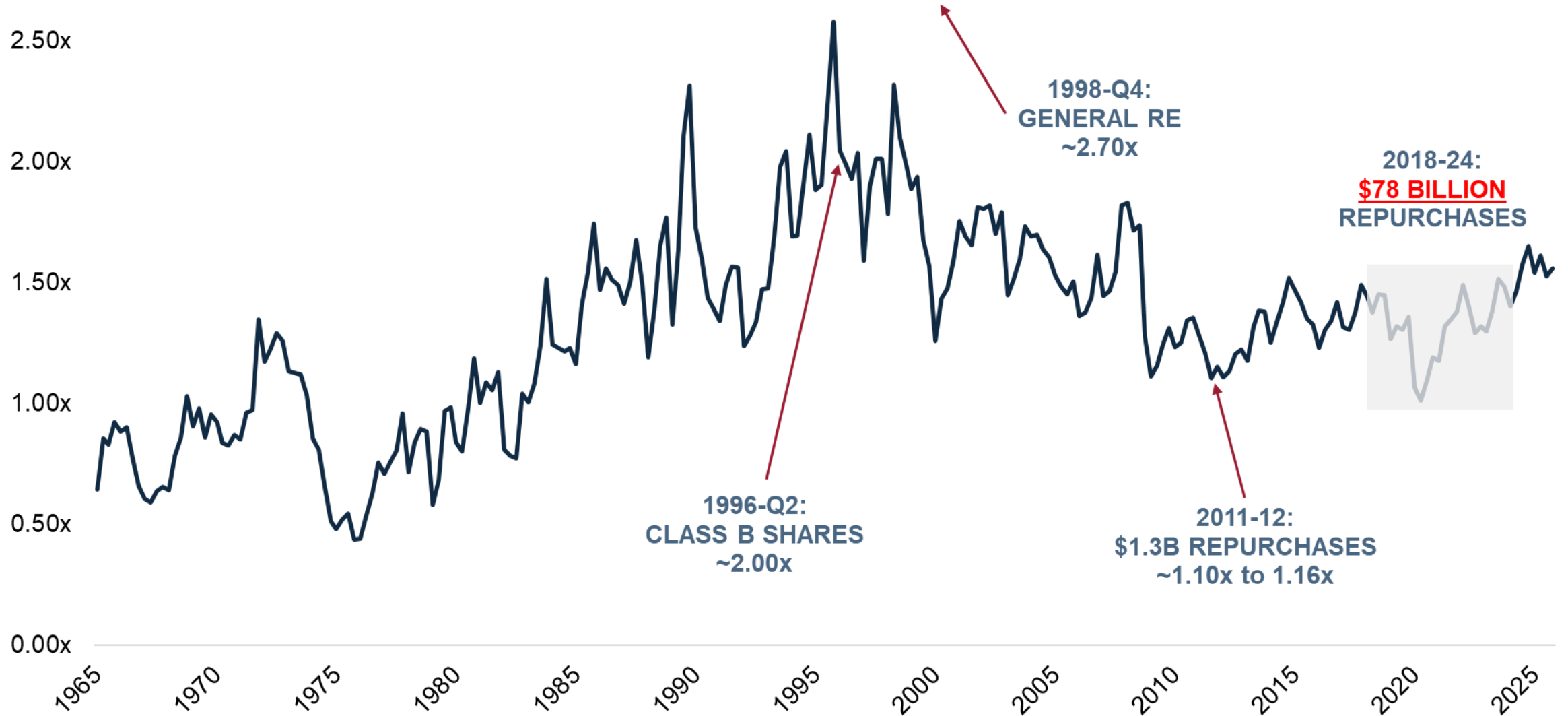
# BERKSHIRE HATHAWAY VS. S&P 500

## ROLLING 10-YEAR MARKET VALUE CAGR



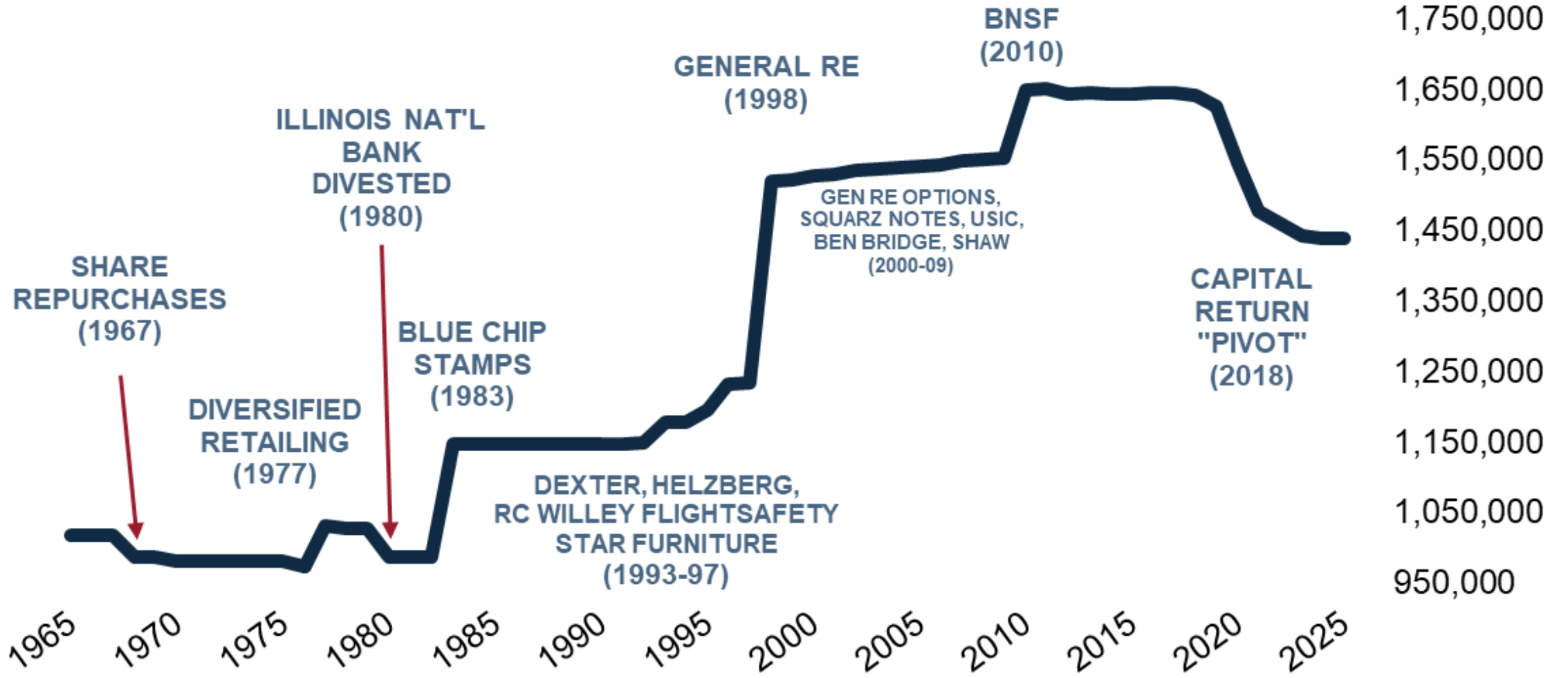
# BERKSHIRE HATHAWAY

## AVERAGE QUARTERLY PRICE-TO-BOOK RATIO

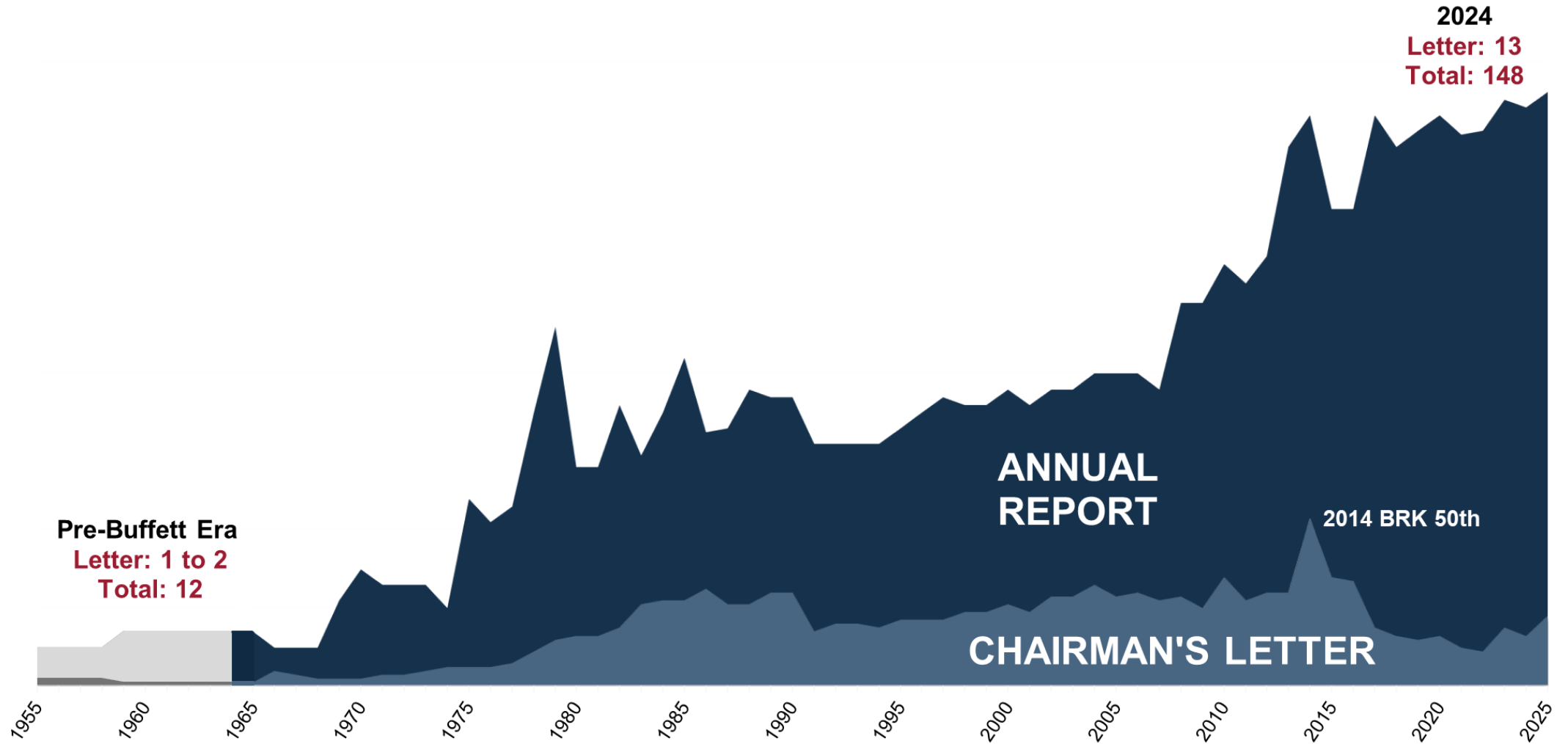


# BERKSHIRE HATHAWAY

## CLASS A EQUIVALENT SHARES OUTSTANDING



# Berkshire Hathaway Annual Report Length 1955-2025



# SCOTT FETZER

## 1986 Major Acquisition

### The Scott & Fetzer Company

In a cash merger transaction on January 6, 1986, Berkshire succeeded to all of the assets of The Scott & Fetzer Company ("Scott Fetzer") subject to all of Scott Fetzer's liabilities. Scott Fetzer, headquartered in Westlake, Ohio, conducts diversified manufacturing and marketing activities. Two of Scott Fetzer's principal product lines are vacuum cleaners and related accessories primarily for home use sold under the Kirby and other brand names, and encyclopedias and related products for education sold under the World Book and Childcraft names. Scott Fetzer had more than a dozen other operating units, the businesses of which involve manufacture and sale of a variety of products and services. The cash cost to Berkshire of the Scott Fetzer businesses was approximately \$315,000. The business combination was accounted for as a purchase, and assets and liabilities of Scott Fetzer at estimated fair values as of January 6, 1986 were recorded as follows:

Current assets .....	\$ 215,230
Properties and plants .....	148,960
Investment in unconsolidated finance subsidiaries .....	93,589
Other (including \$26,687 goodwill) .....	<u>34,210</u>
	491,989
Liabilities, other than term debt .....	\$ 137,674
Term debt .....	<u>39,319</u>
Net assets .....	<u>\$ 314,996</u>

Since the January 6, 1986 date of acquisition, the accounts of Scott Fetzer have been included in Berkshire's consolidated data except that the acquired unconsolidated finance subsidiaries are accounted for by the equity method of accounting.

### The Fechheimer Brothers Company

In June, 1986, Berkshire acquired for approximately \$46,000 cash approximately 84% of the outstanding capital stock of The Fechheimer Brothers Company, ("Fechheimer's"). This business is headquartered in Cincinnati, Ohio. It manufactures and distributes uniforms. This business combination was accounted for as a purchase. Assets, liabilities and minority interest of Fechheimer's recorded by Berkshire as of June 3, 1986, were as follows:

Current assets .....	\$ 25,863
Property, plant and equipment .....	6,469
Other (including \$28,279 goodwill) .....	<u>29,259</u>
	\$ 61,591
Liabilities, other than term debt .....	\$ 5,648
Term debt .....	6,822
Minority interest .....	<u>3,247</u>
	<u>\$ 45,874</u>

Since the June 3, 1986 date of acquisition, the accounts of Fechheimer's have been included in Berkshire's consolidated data.

### Pro Forma Data

The consolidated financial statements for 1985 do not reflect the accounts of Scott Fetzer and Fechheimer's. The following sets forth on an unaudited pro forma basis certain consolidated statement of earnings information for 1985, as if those businesses were acquired at the beginning of 1985, on the same purchase terms.

Total income items .....	\$1,709,893
Net earnings .....	<u>\$ 447,817</u>
Net earnings per share .....	<u>\$ 390.46</u>

## 2003 An "Other" Business

Other businesses not specifically identified consist of: Scott Fetzer, a diversified manufacturer and distributor of commercial and industrial products; Buffalo News, a newspaper publisher in Western New York; International Dairy Queen, which licenses and services a system of about 6,000 Dairy Queen stores; See's Candies, a manufacturer and distributor of boxed chocolates and other confectionery products; Larson-Juhl, which designs, manufactures, and distributes custom picture framing products; CTB International, a manufacturer of equipment and systems for the poultry, hog, egg production and grain industries and The Pampered Chef, a direct seller of kitchen tools.

## 2024 Part of Marmon

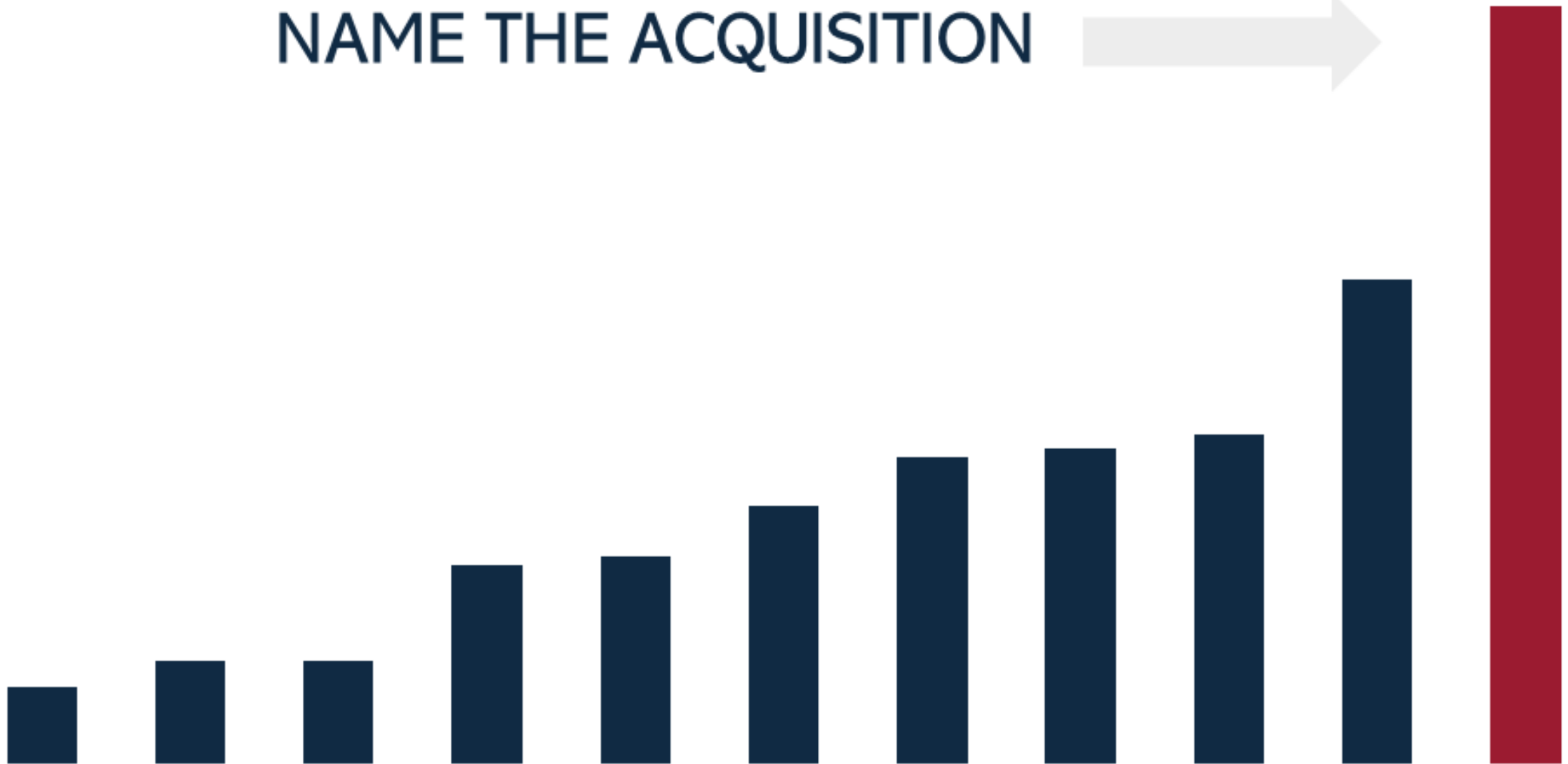
Beginning in 2024, Marmon includes the Scott Fetzer companies, which were previously included in other industrial products businesses. The Scott Fetzer companies manufacture, distribute, service and finance a wide variety of products for residential, industrial and institutional use. Certain Marmon businesses, including the Rail and Medical groups, are subject to government regulation and oversight. Marmon has numerous known environmental matters which are subject to on-going monitoring and/or remediation efforts. Marmon follows all federal, state and local environmental regulations.

"I used to be a reportable segment!"



Adam J. Mead

NAME THE ACQUISITION



Adam J. Mead

# % EQUITY CAPITAL AT ACQUISITION

1. ILLINOIS NATIONAL BANK & TRUST (1969) 44%

2. NATIONAL INDEMNITY (1967) 28%

3. SCOTT FETZER (1986) 19%

4. BNSF (2010) 18%

5. GENERAL RE (1998) 18% (based on increase in share count)

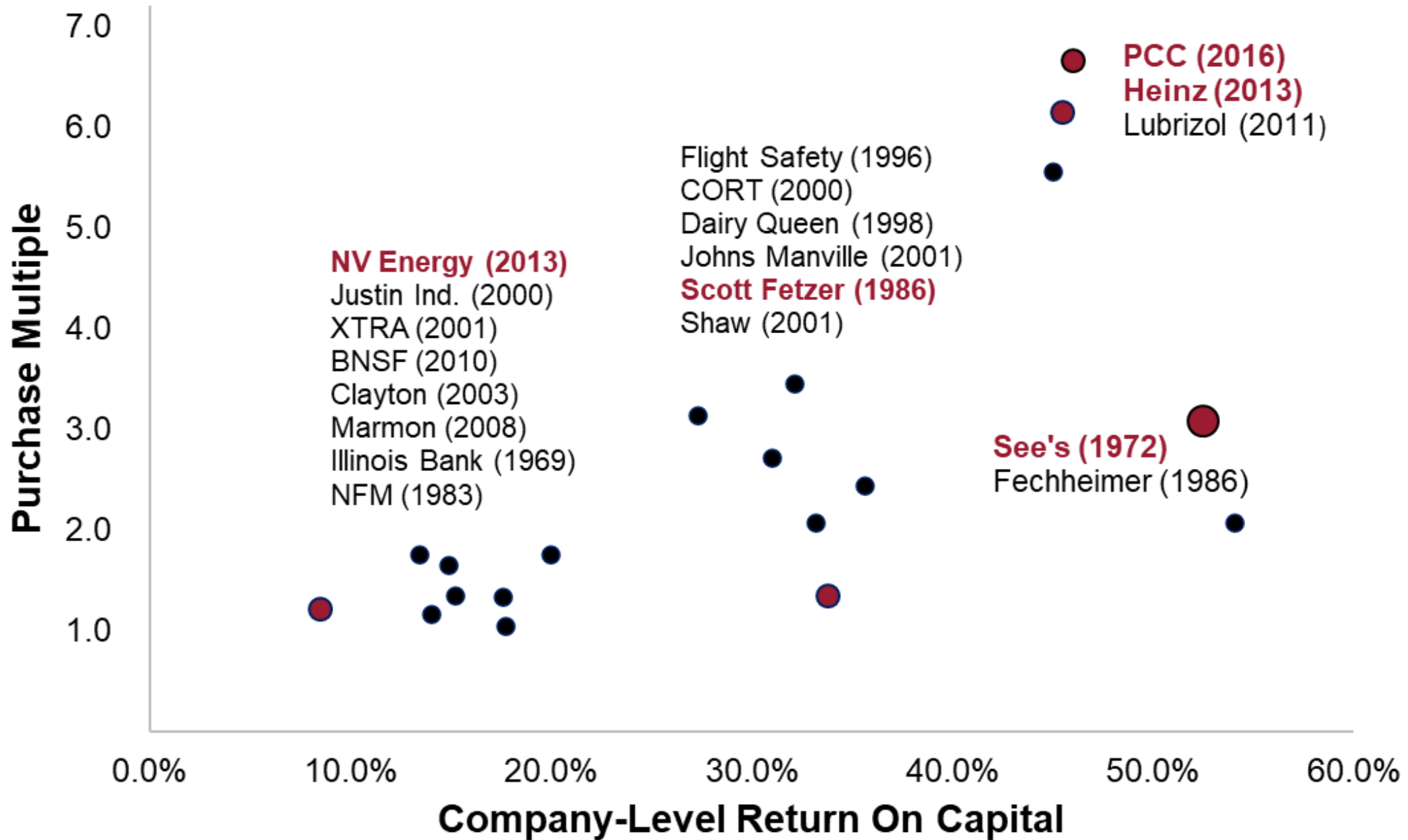
6. BUFFALO NEWS (1977) 15%

7. PRECISION CASTPARTS (2016) 12%

8. GEICO (1996) 12%

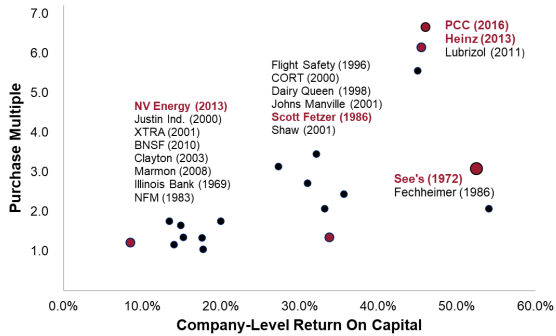
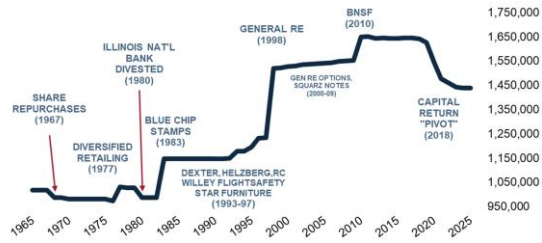
9. NEBRASKA FURNITURE MART (1983) 6%

10. HEINZ (2013) 6%

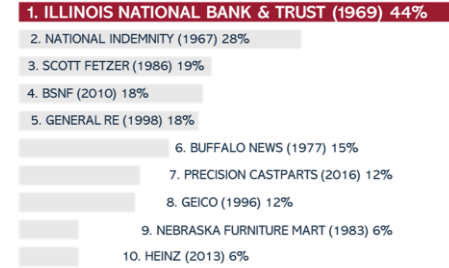


# DOWNLOAD THE CHARTS HERE

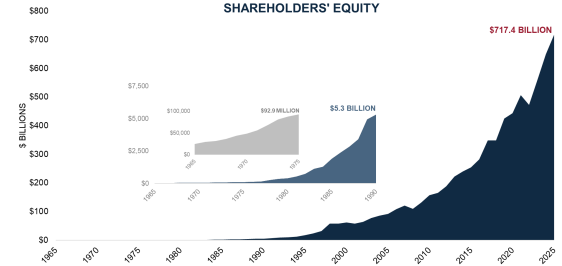
## BERKSHIRE HATHAWAY CLASS A EQUIVALENT SHARES OUTSTANDING



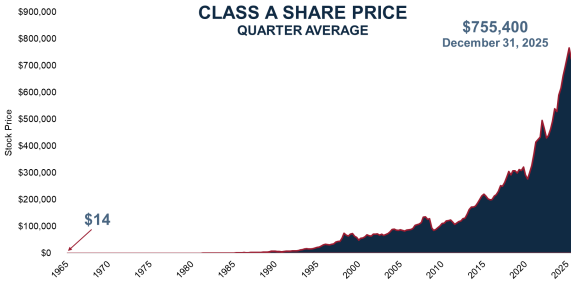
## % EQUITY CAPITAL AT ACQUISITION



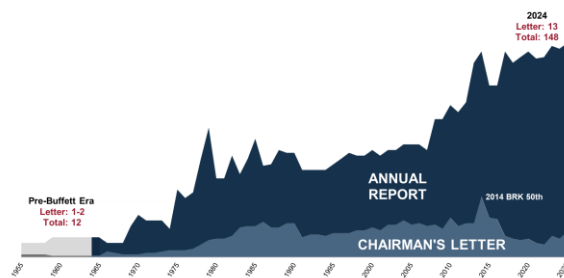
## BERKSHIRE HATHAWAY SHAREHOLDERS' EQUITY



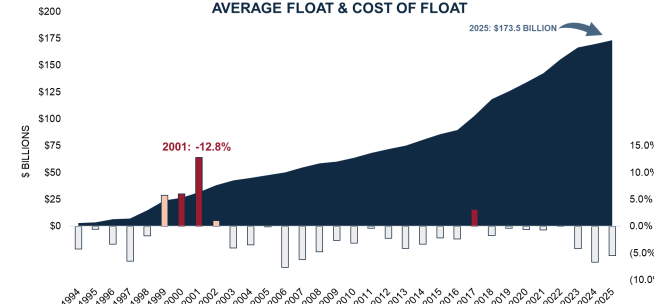
## BERKSHIRE HATHAWAY CLASS A SHARE PRICE QUARTER AVERAGE



## Berkshire Hathaway Annual Report Length 1955-2025



## BERKSHIRE HATHAWAY AVERAGE FLOAT & COST OF FLOAT



## BERKSHIRE HATHAWAY AVERAGE QUARTERLY PRICE-TO-BOOK RATIO

