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American stock market index composed of 30 industry leaders "Dow Jones index" redirects here. For other indices, see Dow Jones Industrial AverageHistorical logarithmic graph of the DJIA from 1896 to 2018FoundationFebruary 16, 1885; 140 years ago (1885-02-16) (as DJA)[1]May 26, 1896 (1896-05-26) (as DJIA)[2]OperatorS&P Dow
 Jones IndicesExchangesNew York Stock ExchangeNasdaqTrading symbol^DJI$INDU.DJIDJIAConstituents30TypeLarge capMarket capUS$19.5 trillion(as of December 31, 2024[update])[3]Weighting methodPrice-weighted indexWebsitewww.spglobal.com/spdji/en/ The Dow Jones Industrial Average (DJIA), Dow Jones, or simply the Dow (/'daʊ/), is a
 stock market index of 30 prominent companies listed on stock exchanges in the United States. The DJIA is one of the oldest and most commonly followed equity indices. It is price-weighted, unlike other common indexes such as the Nasdaq Composite or S&P 500, which use market capitalization. [4][5] The DJIA also contains fewer stocks, which could
exhibit higher risk; however, it could be less volatile when the market is rapidly rising or falling due to its components being well-established large-cap companies included in the index, divided by a factor, which is approximately 0.163 as of
November 2024[update]. The factor is changed whenever a constituent company undergoes a stock split so that the value of the index is unaffected by the stock split. First calculated on May 26, 1896,[2] the index is unaffected by the stock split. First calculated on May 26, 1896,[2] the index is unaffected by the stock split. First calculated on May 26, 1896,[2] the index is unaffected by the stock split.
both The Wall Street Journal and Dow Jones & Company, and named after him and his business associate, statistician Edward Jones. The index is maintained by S&P Global. Its components are selected by a committee. The ten components with the largest dividend yields are commonly referred to
as the Dogs of the Dow. As with all stock prices, the prices of the constituent stocks and consequently the value of the index itself are affected by the performance of the respective companies as well as macroeconomic factors. Dow Jones Industrial Average consists of the
 following companies, with a weighting as shown:[7] This table's "industry" column's factual accuracy is disputed. Relevant discussion may be found on Talk:Dow Jones Industrial Average. Please help to ensure that disputed statements are reliably sourced. (October 2024) (Learn how and when to remove this message) DJIA component companies,
 showing trading exchange, ticker symbols and industry Company Exchange Symbol Industry Date added Notes Index weighting 3M NYSE MMM Conglomerate 1976-08-09 As Minnesota Mining and Manufacturing 2.11% American Express NYSE AXP Financial services 1982-08-30 4.37% Amgen NASDAQ AMGN Biopharmaceutical 2020-08-31 3.89%
Amazon NASDAQ AMZN Retailing 2024-02-26 3.21% Apple NASDAQ AAPL Information technology 2015-03-19 3.25% Boeing NYSE BA Aerospace and defense 1987-03-12 2.46% Caterpillar NYSE CAT Construction and mining 1991-05-06 5.13% Chevron NYSE CVX Petroleum industry 2008-02-19 Also 1930-07-18 to 1999-11-01 2.14% Cisco NASDAQ
CSCO Information technology 2009-06-08 0.83% Coca-Cola NYSE KO Drink industry 1987-03-12 Also 1932-05-26 to 1935-11-20 0.88% Disney NYSE DIS Broadcasting and entertainment 1991-05-06 1.55% Goldman Sachs NYSE GS Financial services 2013-09-23 8.84% Home Depot NYSE HD Home Improvement 1999-11-01 5.67% Honeywell NASDAQ
 HON Conglomerate 2020-08-31 AlliedSignal and Honeywell 3.07% IBM NYSE IBM Information technology 1979-06-29 Also 1932-05-26 to 1939-03-17 2.09% JPMorgan Chase NYSE JPM Financial services 1991-05-06 3.67% McDonald's NYSE MCD Food industry 1985-10-30
3.97% Merck NYSE MRK Pharmaceutical industry 1979-06-29 1.35% Microsoft NASDAQ MSFT Information technology 2024-11-08 1.71% Procter & Gamble NYSE PG Fast-moving consumer goods 1932-05-26 2.29% Salesforce
 NYSE CRM Information technology 2020-08-31 4.70% Sherwin-Williams NYSE SHW Specialty chemicals 2024-11-08 5.00% Travelers NYSE TRV Insurance 2009-06-08 3.41% UnitedHealth Group NYSE UNH Managed health care 2012-09-24 7.47% Verizon NYSE VZ Telecommunications industry 2004-04-08 0.54% Visa NYSE V Financial services
2013-09-23 4.70% Walmart NYSE WMT Retailing 1997-03-17 1.35% Main article: Historical components of the DJIA have changed 59 times since its beginning on May 26, 1896. General Electric had the longest presence on the index, beginning in the original index in 1896.
and ending in 2018, but was dropped and re-added twice between 1898 and 1907. Changes to the index since 1991 are as follows: On May 6, 1991, Caterpillar Inc., J.P. Morgan & Co., and The Walt Disney Company replaced American Can, Navistar, and U.S. Steel.[8] On March 17, 1997, Travelers Inc., Hewlett-Packard, Johnson & Johnson, and
 Walmart replaced Westinghouse Electric, Texaco, Bethlehem Steel, and F. W. Woolworth Company. [9] On November 1, 1999, Microsoft, Intel, SBC Communications, and Home Depot replaced Goodyear Tire, Sears Roebuck, Union Carbide, and Chevron Corporation. [10] Intel and Microsoft became the first and second companies traded on the Nasdaq
to be part of the Dow.[10] On April 8, 2004, American International Group, Pfizer, and Verizon Communications replaced Altria Group and Honeywell. Chevron was previously a Dow component from July 18, 1930, to
 November 1, 1999. During Chevron's absence, its split-adjusted price per share went from $44 to $85, while the price of petroleum rose from $24 to $100 per barrel.[12] On September 22, 2008, Kraft Foods Inc. replaced American International Group (AIG) in the index.[13][14] On June 8, 2009, The Travelers Companies and Cisco Systems replaced
 Motors Liquidation Company (formerly General Motors) and Citigroup. Cisco became the third company traded on the NASDAQ to be part of the Dow.[15] On September 24, 2012, UnitedHealth Group replaced Kraft Foods Inc. following Kraft's split into Mondelez International and Kraft Foods.[16][17] On September 23, 2013, Goldman Sachs, Nike,
Inc., and Visa Inc. replaced Alcoa, Bank of America, and Hewlett-Packard Enterprise. [18][20] On March 19, 2015, Apple Inc. replaced AT&T, which had been a component of the DJIA since November 1916. [21][22] Apple became the fourth company traded on
the NASDAQ to be part of the Dow. On September 1, 2017, DowDuPont replaced DuPont. DowDuPont was formed by the merger of Dow Chemical Company with DuPont. [23] On June 26, 2018, Walgreens Boots Alliance replaced General Electric, which had been a component of the DJIA since November 1907, after being part of the inaugural index in
May 1896 and much of the 1896 to 1907 period. [24][25][26] On April 2, 2019, Dow Inc. replaced DowDuPont. Dow, Inc. is a spin-off of DowDuPont, itself a merger of Dow Chemical Company and DuPont. [27][28][29] On April 6, 2020, Raytheon Technologies replaced United Technologies. Raytheon is the name of the combination of United
Technologies and the Raytheon Company, which merged as of April 3, 2020. The newly combined conglomerate does not include previous subsidiaries Carrier Global or Otis Worldwide.[30] On August 31, 2020, Amgen, Honeywell, and Salesforce.com replaced ExxonMobil, Pfizer, and Raytheon Technologies.[31] On February 26, 2024, Amazon
replaced Walgreens Boots Alliance.[32] On November 8, 2024, Nvidia replaced Intel, and Sherwin-Williams replaced Dow Inc.[33] Investing in the DJIA is possible via index funds as well as via derivatives such as option contracts and futures contracts. Index funds, including mutual funds and exchange-traded funds (ETF) can replicate, before fees and
 expenses, the performance of the index by holding the same stocks as the index in the same proportions. An ETF that replicates the performance of the index is issued by State Street Corporation (NYSE Arca: UDOW) or
 shorting (NYSE Arca: SDOW) the Dow Jones Industrial Average. [35] In the derivatives market, the CME Group through its subsidiaries the Chicago Mercantile Exchange (CME) and the Chicago Mercantile Exchange (CME) and the Chicago Mercantile Exchange floors respectively.
Trading is typically carried out in an open outcry auction, or over an electronic network such as CME's Globex platform. The Chicago Board Options Exchange (CBOE) issues option contracts on the Dow through the root symbol DJX. Options on various Dow-underlying ETFs are also available for trading. [36] The following table shows the annual development of the Dow Jones Index, which was calculated back to 1896. [37] [38] End-of-year closing values for DJIA Year Closing Value Net Change % Change 1896 60.52 +11.11 +22.49 1899 66.08 +5.56 +9.19 1900 70.71 +4.63 +7.01 1901 64.56 -6.15 -8.70 1902 64.29 -0.27 -0.42 1903 49.11 -15.18 -23.61 1904 69.61 +20.50 +41.74 1905 96.20 +26.59 +38.20 1906 94.35 -1.85 -1.92 1907 58.75 -35.60 -37.73 1908 86.15 +27.40 +46.64 1909 99.05 +12.90 +14.97 1910 81.36 -17.69 -17.86 1911 81.68 +0.32 +0.39 1912 87.87 +6.19 +7.58 1913 78.78 -9.09 -10.34 1914 54.58 -24.20 -30.72 1915 99.15 +44.57 +81.66 1916 95.00
 -4.15 -4.19 1917 74.38 -20.62 -21.71 1918 82.20 +7.82 +10.51 1919 107.23 +25.03 +30.45 1920 71.95 -35.28 -32.90 1921 81.10 +9.15 +12.72 1922 98.73 +17.63 +21.74 1923 95.52 -3.21 -3.25 1924 120.51 +24.99 +26.16 1925 156.66 +36.15 +30.00 1926 157.20 +0.54 +0.34 1927 202.40 +45.20 +28.75 1928 300.00 +97.60 +48.22 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1929 1
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+1,149.46 +11.02 2011 12,217.56 +640.05 +5.53 2012 13,104.14 +886.58 +7.26 2013 16,576.66 +3,472.52 +26.50 2014 17,823.07 +1,246.41 +7.52 2015 17,425.03 -398.04 -2.23 2016 19,762.60 +2,337.57 +13.42 2017 24,719.22 +4,956.62 +25.08 2018 23,327.46 -1,391.76 -5.63 2019 28,538.44 +5,210.98 +22.34 2020 30,606.48 +2,068.04
 +7.25 2021 36,338.30 +5,731.82 +18.73 2022 33,147.25 -3,191.05 -8.78 2023 37,689.54 +4,542.29 +13.70 2024 42,544.22 +4,854.68 +12.88 See also: Closing milestones of the Dow Jones Industrial Average and List of largest daily changes in the Dow Jones Industrial Average DJIA monthly trading volume in shares from 1929 to 2012 In 1884,
 Charles Dow composed his first stock average, which contained nine railroads and two industrial companies that appeared in the Customer's Afternoon Letter, a daily two-page financial news bulletin which was the precursor to The Wall Street Journal. On January 2, 1886, the number of stocks represented in what is now the Dow Jones Transportation
Average dropped from 14 to 12, as the Central Pacific Railroad and Central Railroad of New Jersey were removed. Though comprising the same number of stocks, this index contained only one of the original twelve industrials that would eventually form Dow's most famous index.[39] Dow calculated his first average purely of industrial stocks on May
26, 1896, creating what is now known as the Dow Jones Industrial Average. None of the original 12 industrials still remain part of Unilever.[41] American Sugar Refining Company, became Domino Sugar in 1900, now Domino Foods, Inc.
[41] American Tobacco Company, broken up in a 1911 antitrust action. Chicago Gas Company, bought by Peoples Gas Light in 1897, was an operating subsidiary of the now-defunct Integrys Energy Group until 2014.[41] Distilling & Cattle Feeding Company, now Millennium Chemicals, formerly a division of LyondellBasell.[42][41] General Electric
still in operation, removed from the Dow Jones Industrial Average in 2018.[41] Laclede Gas Company, still in operation as Spire Inc, removed from the Dow Jones Industrial Average in 1916.[41] North American Company, an electric utility
holding company, broken up by the U.S. Securities and Exchange Commission (SEC) in 1946.[41] Tennessee Coal, Iron and Railroad Company in Birmingham, Alabama, bought by U.S. Steel in 1907; U.S. Steel was removed from the Dow Jones Industrial Average in 1991.[41] United States
 Rubber Company, changed its name to Uniroyal in 1961, merged with private Goodrich Corporation in 1986, tire business bought by Michelin in 1990.[41] The remainder of Goodrich remained independent until it was acquired by United Technologies in 2012 and became a part of UTC Aerospace Systems, now Collins Aerospace, a Raytheon
Technologies subsidiary. When it was first published in the mid-1880s, the index stood at a level of 62.76. It reached a peak of 78.38 during the Panic of 1896. Many of the biggest percentage price moves in the Dow occurred early in its history, as the nascent
 industrial economy matured. In the 1900s, the Dow halted its momentum as it worked its way through two financial crises: the Panic of 1901 and the Panic of 1907. The Dow remained stuck in a range between 53 and 103 until late 1914. The negativity surrounding the 1906 San Francisco earthquake did little to improve the economic climate; thereof the panic of 1907 and the Panic of 1907 and the Panic of 1908 are the Panic of 1908 and 103 until late 1914. The negativity surrounding the 1908 are the Panic of 1907 and the Panic of
 index broke 100 for the first time in 1906.[43] At the start of the 1910s, the Panic of 1910-1911 stifled economic growth. On July 30, 1914, as the average stood at a level of 71.42, a decision was made to close the New York Stock Exchange, and suspend trading for a span of four and a half months. Some historians believe the exchange was closed
 because of a concern that markets would plunge as a result of panic over the onset of World War I. An alternative explanation is that the United States Secretary of the Treasury, William Gibbs McAdoo, closed the exchange to conserve the U.S. gold stock in order to launch the Federal Reserve System later that year, with enough gold to keep the
 United States on par with the gold standard. When the markets reopened on December 12, 1914, the index closed at 74.56, a gain of 4.4%. This is frequently reported as a large drop, due to using a later redefinition. Reports from the time say that the day was positive [44] Following World War I, the United States experienced another economic
 downturn, the Post-World War I recession. The Dow's performance remained unchanged from the closing value of the previous decade, adding only 8.26%, from 99.05 at the beginning of 1910, to a level of 107.23 at the end of 1919.[45] The Dow experienced a long bull run from 1920 to late 1929 when it rose from 73 to 381 points.[46] In 1928, the
components of the Dow were increased to 30 stocks near the economic height of that decade, which was nicknamed the Roaring Twenties. This period downplayed the influence of the Depression of 1920-1921 and certain international conflicts such as the Polish-Soviet War, the Irish Civil War, the Turkish War of Independence and the initial phase of
the Chinese Civil War. After a peak of 381.17 on September 3, 1929, the bottom of the 1929 crash came just 2 months later on November 13, 1929, at 195.35 intraday, closing slightly higher at 198.69.[47] The Wall Street Crash of 1929 and the ensuing Great Depression over the next several years saw the Dow continue to fall until July 8, 1932, when
it closed at 41.22,[48] roughly two-thirds of its mid-1880s starting point and almost 90% below its peak. Overall for the 1920s decade, the Dow still ended with a healthy 131.7% gain, from 107.23 to 248.48 at the end of 1929.[46] In inflation-adjusted numbers, the high of 381.17 on September 3, 1929, was not surpassed until 1954. Marked by global
 instability and the Great Depression, the 1930s contended with several consequential European and Asian outbreaks of war, leading to the catastrophic World War II in 1939. Other conflicts during the decade which affected the stock market included the 1936-1939 Spanish Civil War, the 1935-1936 Second Italo-Abyssinian War, the Soviet-Japanese
 Border War of 1939, and the Second Sino-Japanese War of 1937. The United States experienced the Recession of 1937-1938, which temporarily brought economic recovery to a halt. The largest one-day percentage gain in the index happened in the depths of the 1930s bear market on March 15, 1933, when the Dow gained 15.34% to close at 62.10.
 However, as a whole throughout the Great Depression, the Dow posted some of its worst performances, for a negative return during most of the 1930s for new and old stock market investors. For the decade, the Dow Jones average was down from 248.48 at the beginning of 1930, to a stable level of 150.24 at the end of 1939, a loss of about 40%.[49]
 Post-war reconstruction during the 1940s, along with renewed optimism of peace and prosperity, brought about a 33% surge in the Dow from 150.24 to 200.13. The strength in the Dow occurred despite the Recession of 1949 and various global conflicts. During the 1950s, the Korean War and the Cold War did not stop the Dow's climb higher. A nearly
240% increase in the average from 200.13 to 679.36 ensued over the course of that decade. The Dow began to stall during the 1960s as the markets trudged through the Kennedy Slide of 1962, but still managed an 18% gain from 679.36 to 800.36. The 1970s marked a time of economic uncertainty and troubled relations between the U.S. and certain
Middle-Eastern countries. The 1970s energy crisis was a prelude to a disastrous economic climate along with stagflation, the combination of high unemployment and high inflation. However, on November 14, 1972, the average closed at 1,003.16, above the 1,000 mark for the first time, during a brief relief rally in the midst of a lengthy bear market.
 [43] Between January 1973 and December 1974, the average lost 48% of its value in what became known as the 1973-1974 stock market crash, closing at 577.60 on December 6, 1974.[50] The nadir came after prices dropped more than 45% over two years since the NYSE's high point of 1,003.16 on November 4, 1972. In 1976, the index reached
 1,000 several times and it closed the year at 1,004.75. Although the Vietnam War ended in 1975, new tensions arose towards Iran surrounding the Iranian Revolution in 1979. Performance-wise for the 1970s, the index remained virtually flat, rising 4.8% from 800.36 to 838.74. The Dow fell 22.61% on Black Monday (1987) from about the 2,500 level to
 around 1,750. Two days later, it rose 10.15% above the 2,000 level for a mild recovery attempt. The 1980s began with the early 1980s recession. In early 1981, the index broke above 2,000 in January 1987,[43] the largest one-day percentage drop occurred on Black Monday, October 19,000 in January 1981, the index broke above 1,000 several times, but then retreated.
1987, when the average fell 22.61%. There were no clear reasons given to explain the crash. On October 13, 1989, the Friday the 13th mini-crash, which initiated the collapse of the junk bond market, resulted in a loss of almost 7% of the index in a single day.[51] During the 1980s, the Dow increased 228% from 838.74 to 2,753.20; despite the market
crashes, Silver Thursday, an early 1980s recession, the 1980s oil glut, the Japanese asset price bubble, and other political distractions. The index had only two negative years in the 1980s: in 1981 and 1984. The 1990s brought on rapid advances in technology along with the introduction of the dot-com era. The markets contended with the 1990 oil
price shock compounded with the effects of the early 1990s recession and a brief European situation surrounding Black Wednesday.[citation needed] Certain influential foreign conflicts such as the 1991 Soviet coup d'état attempt which took place as part of the initial stages of the Dissolution of the Soviet Union and the Revolutions of 1989; the First
 Chechen War and the Second Chechen War, the Gulf War, and the "irrational exuberance" (a phrase coined by Alan Greenspan[52]) of the dot-com bubble. [citation needed] Between late 1992 and early 1993, the Dow staggered through the 3,000
level making only modest gains as the biotechnology sector suffered through the downfall of the Biotech Bubble; as many biotech companies saw their share prices rapidly rise to record levels and then subsequently fall to new all-time lows.[53] The Dow soared from 2,753 to 8,000 between January 1990 to July 1997.[43] In October 1997, the events
surrounding the 1997 Asian financial crisis plunged the Dow into a 554-point loss to a close of 7,161.15; a retrenchment of 7.18% in what became known as the October 27, 1997 mini-crash. However, the Dow continued climbing past 9,000 despite negativity surrounding the 1998 Russian financial crisis along with the subsequent fallout from the
 from 2,753.20 to 11,497.12, which equates to 12.3% annually. The Dow averaged a 5.3% return compounded annually for the 20th century, a record Warren Buffett called "a wonderful century"; when he calculated that to achieve that return again, the index would need to close at about 2,000,000 by December 2099.[56] The Dow fell 14.3% after the
September 11 attacks. Exchanges were closed from September 12 through September 17, 2001. On September 17, 2001, the first day of trading after the September 11 attacks, and regained all lost ground to close above 10,000 for the year. In
2002, the Dow dropped to a four-year low of 7,286 on September 24, 2002, due to the stock market downturn of 2002 and lingering effects of the dot-com bubble. Overall, while the NASDAQ index fell roughly 75% and the S&P 500 index fell roughly 50% between 2000, the Dow only fell 27% during the same period. In 2003, the Dow held
steady within the 7,000 to 9,000-point level and recovered to the 10,000 mark by year end.[57] The Dow continued climbing and reached a record high of 14,198.10 on October 11, 2007, a mark which was not matched until March 2013.[58] It then dropped over the next year due to the 2008 financial crisis. On September 15, 2008, a wider financial
crisis became evident after the Bankruptcy of Lehman Brothers along with the economic effect of record high oil prices which had reached almost $150 per barrel two months earlier. The Dow lost more than 500 points for the day, returning to its mid-July lows below 11,000.[59][60] A series of bailout packages, including the Emergency Economic
Stabilization Act of 2008, proposed and implemented by the Federal Reserve and United States Department of the Treasury did not prevent further losses. After nearly six months of extreme volatility during which the Dow experienced its largest one-day point loss, largest daily point gain, and largest intraday range (of more than 1,000 points) at the
time, the index closed at a new 12-year low of 6,547.05 on March 9, 2009,[61] its lowest close since April 1997. The Dow had lost 20% of its value in only six weeks. Towards the latter half of 2009, the average rallied towards the 10,000 level amid optimism that the Great Recession, the United States housing bubble and the 2008 financial crisis, were
easing and possibly coming to an end. For the decade, the Dow saw a rather substantial pullback for a negative return from 11,497.12 to 10,428.05, a loss of a 9.3%.[62] The Dow from January 2015 During the first half of the 2010s decade, aided by the Federal Reserve's loose monetary policy including quantitative easing, the
Dow made a notable rally attempt. This was despite significant volatility due to growing global concerns such as the European debt crisis, the Dubai World 2009 debt standstill, and the 2011 United States debt-ceiling crisis. [citation needed] On May 6, 2010, the Dow lost 9.2% intra-day and regained nearly all of it within a single hour. This event,
which became known as the 2010 Flash Crash, sparked new regulations to prevent future incidents. [63] Six years after its previous high in 2007, the Dow finally closed at a new record high on March 5, 2013. [64] It continued rising for the next several years past 17,000 points until a brief 2015–2016 stock market selloff in the second half of 2015. [65]
It then picked up again in early 2016 and climbed past 25,000 points on January 4, 2018.[66] On November 9, 2016, the day after Donald Trump's victory over Hillary Clinton in the U.S. presidential election, the index soared, coming within roughly 25 points of its all-time intraday high to that point.[67] Volatility returned in 2018 when the Dow fell
nearly 20%.[68][69][70] By early January 2019, the index had quickly rallied more than 10% from its Christmas Eve low.[71] Overall in the 2010s decade, the Dow Jones Industrial Average daily closing value plotted on a log-10 scale Despite the emerging COVID-19
pandemic, the Dow continued its bull run from the previous decade before peaking at 29,551.42 on February 12, 2020 (29,568.57 intraday on the same day). The index slowly retreated for the remainder of the week and into the next week, before coronavirus fears and an oil price war between Saudi Arabia and Russia sent the index into a tailspin,
recording several days of losses[73] (and gains[74]) of at least 1,000 points, a typical symptom of a bear market[75] as previously seen in October 2008 during the 2008 financial crisis. Volatility rose high enough to trigger multiple 15-minute trading halts.[76] In the first quarter of 2020, the DJIA fell 23%, its worst quarter since 1987.[77] The market[75] as previously seen in October 2008 during the 2008 financial crisis.
recovered in the third quarter, returning to 28,837.52 on October 12, 2020, and peaked momentarily at a new all-time high of 29,675.25 on November 9, 2020, at 14:00 ET, following that day's announcement of the success of the Pfizer-BioNTech COVID-19 vaccine in Phase III clinical trials.[78] The Dow (as reported by the United Press International)
closed over 30,000 on December 31, 2020, at a record 30,606.48. On November 24, following news that the presidential transition of Joe Biden was approved, the Dow Jones crossed 38,000 points for the first time; a month later it surpassed 39,000; and in May, it
surpassed 40,000 points. The DJIA is computed as the sum of the prices of all thirty stocks divided by a divisor, the Dow Divisor. The divisor is adjusted in case of stock splits, spinoffs or similar structural changes, to ensure that such events do not in themselves alter the numerical value of the DJIA. Early on, the initial divisor was composed of the
original number of component companies; this initially made the DJIA a simple arithmetic average. The present divisor, after many adjustments, is less than one, making the index larger than the sum of the prices of the component stocks
and d is the Dow Divisor. Events such as stock splits or changes in the list of the component prices. In these cases, in order to avoid discontinuity in the index, the Dow Divisor is updated so that the quotations right before and after the event coincide: DJIA = \sum p old dold = \sum p new domain and the component prices. In these cases, in order to avoid discontinuity in the index, the Dow Divisor is updated so that the quotations right before and after the event coincide: DJIA = \sum p old dold = \sum p new domain and the component prices.
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 its unusual weighting by price rather than market capitalization, the Dow Jones Industrial Average is highly correlated with other proxies of the US equities market, particularly the S&P 500 Index.[6] Between (1980-January-{{{day}}}) (2023-November-{{{day}}}) (2023-November-{{{day}}}) (2023-November 2023, the DJIA returned an annualized 8.90%, with the S&P
500 returning a nearly identical 8.91%.[81] With the inclusion of only 30 stocks, critics such as Ric Edelman argue that the DJIA is an inaccurate representation of overall market performance compared to more comprehensive indices such as Ric Edelman argue that the DJIA is an inaccurate representation of overall market performance compared to more compared to m
 index, which gives higher-priced stocks more influence over the average than their lower-priced counterparts, but takes no account of the relative industry size or market capitalization of the components. For example, a $1 increase in a much higher-priced stock, even though the lower-priced
stock experienced a larger percentage change. In addition, a $1 move in the smallest component of the DJIA has the same effect as a $1 move in the largest component of the average. For example, during September-October 2008, former component of the average that the largest component of the DJIA has the same effect as a $1 move in the largest component of the average. For example, during September-October 2008, former component of the DJIA has the same effect as a $1 move in the largest component of the DJIA has the same effect as a $1 move in the largest component of the DJIA has the same effect as a $1 move in the largest component of the DJIA has the same effect as a $1 move in the largest component of the DJIA has the same effect as a $1 move in the largest component of the DJIA has the same effect as a $1 move in the largest component of the DJIA has the same effect as a $1 move in the largest component of the DJIA has the same effect as a $1 move in the largest component of the DJIA has the same effect as a $1 move in the largest component of the largest component of the DJIA has the same effect as a $1 move in the largest component of the largest component of the DJIA has the largest component of the largest component of
27; contributing to a roughly 3,000-point drop in the index.[82] As of June 2021, [update] Goldman Sachs and UnitedHealth Group are among the highest-priced stocks in the average and have the least sway in
 the price movement.[83] Critics of the DJIA and most securities professionals[who?] recommend the market-capitalization weighted S&P 500 Index or the Wilshire 5000, the latter of which includes most publicly listed U.S. stocks, as better indicators of the U.S. stock market. A study between the correlation of components of the Dow Jones Industrial
Average compared with the movement of the index finds that the correlation is higher when the average is flat or rises a modest amount. [84] Capitalism portal Business and economics portal Closing milestones of the Dow Jones Industrial Average List of largest daily changes in the Dow
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2American multinational corporation For other uses, see 3M (disambiguation). 3M Company (1902–2002)Company typePublicTraded asNYSE: MMMDJIA componentS&P 100 componentS&P 500
componentISINUS88579Y1010IndustryConglomerateFoundedJune 13, 1902; 122 years ago (1902-06-13) in Two Harbors, Minnesota, U.S.Area servedWorldwideKey people Michael F. Roman
(chairman) William M. Brown (CEO)[3] Revenue US$4.58 billion (2024)Notal equity US$3.842 billion (2024)Number of employeesc. 61,500 (2024)Website3m.comFootnotes / references[4] 3M Company (originally the Minnesota Mining
and Manufacturing Company) is an American multinational conglomerate operating in the fields of industry, worker safety, and consumer goods. [5] Based in the Maplewood suburb of Saint Paul, Minnesota, [6] the company produces over 60,000 products, [7] including adhesives, abrasives, laminates, passive fire protection, personal protective
equipment, window films, paint protection film, electrical, electronic connecting, insulating materials, car-care products, [8] electronic circuits, and optical films. [9] Among its best-known consumer brands are Scotch Tape, Scotchgard surface protection film, electronic circuits, and optical films.
the New York Stock Exchange, Inc. (NYSE), the Chicago Stock Exchange, Inc., and the SIX Swiss Exchange, Inc., and the SIX Swiss Exchange, Inc., and the SIX Swiss Exchange, Inc. (NYSE), the Chicago Stock Exchange, Inc., and the SIX Swiss Exchange, Inc. (NYSE), the Chicago Stock Exchange, Inc., and the SIX Swiss Exchange, Inc. (NYSE), the Chicago Stock Exchange, Inc. (NYSE), the Chicago Stock Exchange, Inc., and the SIX Swiss Exchange, Inc., and the SIX Swiss Exchange, Inc., and the SIX Swiss Exchange, Inc. (NYSE), the Chicago Stock Exchange, Inc. (NYSE), the Chicago Stock Exchange, Inc., and the SIX Swiss Exchange, Inc., and the SIX Swiss Exchange, Inc. (NYSE), the Chicago Stock Exchange, Inc., and the SIX Swiss Exchange Inc., and the SIX Swiss Exchan
in more than 70 countries.[11] There are a few international subsidiaries, such as 3M India, 3M Japan, and 3M Canada.[12] In June 2023, 3M reached a settlement to pay more than $10 billion to US public water systems to resolve claims over the company's contamination of water with PFASs (so-called forever chemicals).[13] It has been revealed
that the company knew of the health harms of PFAS in the 1990s, yet concealed these harms and continues to sell contaminated products.[14][15] Five businessmen founded the Minnesota, making their first sale on June 13, 1902.[1] The goal was to mine corundum
a crystalline form of aluminium oxide, which failed because the mine's mineral holdings were anorthosite, a feldspar which had no commercial value. Co-founder John Dwan solicited funds in exchange for stock and Edgar Ober and Lucius Ordway took over the company in 1905. The company moved to Duluth and began researching and producing
sandpaper products. William L. McKnight, later a key executive, joined the company in 1907, and A. G. Bush joined in 1909. 3M finally became financially stable in 1916 and was able to pay dividends. [definition needed] [16] The company moved to Saint Paul in 1910, where it remained for 52 years before outgrowing the campus and moving to its
current headquarters at 3M Center in Maplewood, Minnesota, in 1962.[17] The John Dwan Office Building, where 3M was founded, now a museum In 1947, 3M began producing perfluorooctanoic acid (PFOA), an industrial surfactant and chemical fluorination.[18] In 1951, DuPont purchased PFOA from then-Minnesota
Mining and Manufacturing Company for use in the manufacturing of teflon, a product that brought DuPont referred to PFOA as C8.[20] The original formula for Scotchgard, a water repellent applied to fabrics, was discovered accidentally in 1952 by 3M chemists Patsy Sherman and Samuel Smith
Sales began in 1956, and in 1973 the two chemists received a patent for the formula.[21][22] In the late 1950s, 3M produced the first asthma inhaler,[23] but the company did not enter the pharmaceutical industry until the mid-1960s with the acquisition of Riker Laboratories, moving it from California to Minnesota.[24] 3M retained the Riker
 Laboratories name for the subsidiary until at least 1985.[25] In the mid-1990s, 3M Pharmaceuticals, as the division came to be called, produced the first CFC-free asthma inhaler in response to adoption of the Montreal Protocol by the United States. [26][27] In the 1980s and 1990s, the company spent fifteen years developing a topical cream delivery
technology which led in 1997 to health authority approval and marketing of a symptomatic treatment for genital warts, Aldara.[28][29] 3M divested its pharmaceuticals comprised about 20% of 3M's healthcare business and employed just over a
thousand people. [30] By the 1970s, 3M developed a theatrical blood formula based on red colorfast microbeads suspended in a carrier liquid. [32] This stage blood was sold as Nextel Simulated Blood formula based on red colorfast microbeads suspended in a carrier liquid. [32] This stage blood was sold as Nextel Simulated Blood formula based on red colorfast microbeads suspended in a carrier liquid. [32] This stage blood was sold as Nextel Simulated Blood formula based on red colorfast microbeads suspended in a carrier liquid. [32] This stage blood was sold as Nextel Simulated Blood formula based on red colorfast microbeads suspended in a carrier liquid. [32] This stage blood was sold as Nextel Simulated Blood formula based on red colorfast microbeads suspended in a carrier liquid.
was involved in some of the first digital audio recordings to see commercial release when a prototype machine was brought to the Sound 80 studios in Minneapolis. In 1979 3M introduced a digital audio recording system called "3M Digital Audio Mastering System".[35] 3M launched "Press 'n Peel" a sticky bookmark page holder in stores in four cities
in 1977, but the results were disappointing. [36][37] A year later 3M instead issued free samples of it as a sticky note directly to consumers in Boise, Idaho, with 95% of those who tried them indicating they would buy the product. [36] The product was sold as "Post-Its" in 1979 when the rollout introduction began, [38] and was sold across the United
States[38] from April 6, 1980.[39] The following year they were launched in Canada and Europe.[40] In 1980, the company acquired Comtal, a manufacturer of digital image processors.[41] On April 8, 2002, 3M's 100th anniversary, the company acquired Comtal, a manufacturer of digital image processors.[41] On April 8, 2002, 3M's 100th anniversary, the company acquired Comtal, a manufacturer of digital image processors.[41] On April 8, 2002, 3M's 100th anniversary, the company acquired Comtal, a manufacturer of digital image processors.[41] On April 8, 2002, 3M's 100th anniversary, the company acquired Comtal, a manufacturer of digital image processors.[41] On April 8, 2002, 3M's 100th anniversary, the company acquired Comtal, a manufacturer of digital image processors.[41] On April 8, 2002, 3M's 100th anniversary, the company acquired Comtal, a manufacturer of digital image processors.[41] On April 8, 2002, 3M's 100th anniversary, the company acquired Comtal, a manufacturer of digital image processors.[41] On April 8, 2002, 3M's 100th anniversary, the company acquired Comtal, a manufacturer of digital image processors.[41] On April 8, 2002, 3M's 100th anniversary, the company acquired Comtal, a manufacturer of digital image processors.[41] On April 8, 2002, 3M's 100th anniversary, the company acquired Comtal, a manufacturer of digital image processors.[41] On April 8, 2002, 3M's 100th anniversary acquired Comtal, a manufacturer of digital image processors.[41] On April 8, 2002, 3M's 100th anniversary acquired Comtal, a manufacturer of digital image processors.[41] On April 8, 2002, 3M's 100th anniversary acquired Comtal, a manufacturer of digital image processors.[41] On April 8, 2002, 3M's 100th anniversary acquired Comtal, a manufacturer of digital image processors.[41] On April 8, 2002, 3M's 100th anniversary acquired Comtal, a manufacturer of digital image processors.[41] On April 8, 2002, 3M's 100th anniversary acquired Comtal, a manufacturer of digital image processors.[41] On April 8, 2002, 3M's 100th annive
acquire Meguiar's, a car-care products company that was family-owned for over a century, [44] In August 2010, 3M acquired Cogent Systems for $943 million, [45] and on October 13, 2010, 3M completed acquisition of Arizant Inc. [46] In December 2011, 3M completed the acquisition of the Winterthur Technology Group, a bonded abrasives company.
In 2011 by 3M created CloudLibrary as part of its library systems unit as a competitor to OverDrive, Inc.; in 2015 3M sold the North American part of that unit to Bibliotheca Group GmbH, a company founded in 2011 that was funded by One Equity Partners Capital Advisors, a division of JP Morgan Chase, [47][48] As of 2012, 3M was one of the 30
companies included in the Dow Jones Industrial Average, added on August 9, 1976, and was 97 on the 2011 Fortune 500 list. [49] On January 3, 2012, it was announced that the Office and Consumer Products Division of Avery Dennison was being bought by 3M for $550 million. [50] The transaction was canceled by 3M in September 2012 amid
antitrust concerns, [51] In May 2013, 3M sold Scientific Anglers and Ross Reels to Orvis. Ros
before.[54] In 2018, it was reported that the company would pay $850 million to end the Minnesota water pollution case concerning perfluorochemicals.[55] On May 25, 2018, Michael F. Roman was appointed CEO by the board of directors.[56] On December 19, 2018, 3M announced it had entered into a definitive agreement to acquire the technology
business of M*Modal, for a total enterprise value of $1.0 billion.[57] In October 2019, 3M purchased Acelity and its KCI subsidiaries for $6.7 billion, including assumption of debt and other adjustments.[58] On May 1, 2020, 3M divested substantially all of its drug delivery business to an affiliate of Altaris Capital Partners, LLC. for approximately $650
million, including a 17% interest in the new operating company, Kindeva Drug Delivery. [59] In December 2021, 3M announced that it would merge its food-safety business with food testing and animal healthcare products maker Neogen. [60] The deal, with an enterprise value of about $5.3 billion, [60] closed in September 2022. [61] In July 2022, the
company announced it would spin off its healthcare assets to form a new, independent firm, likely completing the transaction in 2023.[62] 3M will retain an ownership stake of 19.9% in the new, publicly-traded health care company and gradually divest the holdings.[62][63] The company will be known as Solventum Corporation.[64] In December
2022, the company announced plans to stop producing and using so-called forever chemicals (per and polyfluoroalkyl[65]), which have been commonly used in items such as food packaging, cellphones, nonstick pans, firefighting foams, and clothing. These chemicals are well known for their water-resistant and nonstick properties, but they are also
dangerous pollutants that are linked to serious health problems, including ulcerative colitis and cancer. [66][67] The move comes as governments in the Netherlands and the United States consider actions against 3M. [68][69] In March 2024, 3M announced the appointment of William "Bill" Brown as chief executive officer to take effect on May 1, 2024.
Michael Roman would remain in the role of executive chairman. Brown, 61, is the former chairman of the board and chief executive officer of L3Harris Technologies.[70] As of 2019, 3M produces approximately 60,000 products,[71] and has four business groups focused on safety and industrial, transportation and electronics, health care, and
consumer products. [72] 3M obtained its first patent in 1924 and acquires approximately 3,000 new patents annually. The company surpassed the 100,000-patent threshold in 2014. [73] The Target Light System, built by 3M at Target headquarters in Minneapolis [74] 3M's Pollution Prevention Pays (3P) program was established in 1975. The program
initially focused on pollution reduction at the plant level and was expanded to promote recycling and reduce waste across all divisions in 1989. By the early 1990s, approximately 2,500 3P projects decreased the company's total global pollutant generation by 50 percent and saved 3M $500-600 million by eliminating the production of waste requiring
subsequent treatment.[75][76] In 1983, the Oakdale Dump in Oakdale, Minnesota, was listed as an EPA Superfund site after significant groundwater and soil contamination by VOCs and heavy metals was uncovered.[77] The Oakdale Dump was a 3M dumping site utilized through the 1940s and 1950s. During the 1990s and 2000s, 3M reduced
releases of toxic pollutants by 99 percent and greenhouse gas emissions by 72 percent. As of 2012, the United States Environmental Protection Agency (EPA) had awarded 3M with the Energy Star Award each year that it has been presented. [78] In 1999, the EPA began investigating perfluorinated chemicals after receiving data on the global
distribution and toxicity of perfluorooctanesulfonic acid (PFOS).[79] These materials are part of a broad group of perfluorooctanoic acid (PFOS).[80] 3M, the former primary producer of PFOS from the U.S., announced the phase-out of PFOS, perfluorooctanoic
acid, and PFOS-related product product products. The Cottage Grove facility manufactured PFAS from the 1940s to 2002.[83] In response to PFAS contamination of the Mississippi River and surrounding area,
3M stated the area will be "cleaned through a combination of groundwater pump-out wells and soil sediment excavation". The restoration plan was based on an analysis of the company property and surrounding lands. [84] The on-site water treatment facility that handled the plant's post-production water was not capable of removing PFAS, which were
released into the nearby Mississippi River.[83] The clean-up cost estimate, which included a granular activated carbon system to remove PFAS from the ground water was $50 to $56 million,[85] funded from a $147 million environmental reserve set aside in 2006.[86] In 2008, 3M created the Renewable Energy Division within 3M's Industrial and
Transportation Business to focus on Energy Generation and Energy Management. [87][88] In late 2010, the state of Minnesota sued 3M for $5 billion in punitive damages, claiming they released PFCs—classified a toxic chemical by the EPA—into local waterways. [89] A settlement for $850 million was reached in February 2018. [90][82][91] In 2019,
3M, along with the Chemours Company and DuPont, appeared before lawmakers to deny responsibility, with company Senior VP of Corporate Affairs Denise Rutherford arguing that the chemicals pose no human health threats at current levels and that there were no victims. [92] In 2021, research had determined that 3M's Zwijndrecht (Belgium)
factory caused PFOS pollution that may be contaminating agricultural products within a 15 kilometer radius of the plant which includes Antwerp. [93] The Flemish Government has paid 63 million euros for cleanup costs so far with 3M contributing 75,000 euros. [95] The Flemish Government has paid 63 million euros for cleanup costs so far with 3M contributing 75,000 euros.
for example, home-grown eggs within a radius of 5 kilometers. [96] In 2023, 3M reached an agreement to pay a $10.3bn settlement with numerous US public water systems to resolve thousands of lawsuits over PFAS contamination. [13] 3M reported Total CO2e emissions (Direct + Indirect) for the twelve months ending December 31, 2020, at 5,280 Kt
(-550/-9.4\% \text{ y-o-y})[97] and plans to reduce emissions 50% by 2030 from a 2019 base year. [98] The company also aims achieve carbon neutrality by 2050. [99] 3M's annual Total CO2e Emissions 50% by 2030 from a 2019 Dec 2010 
5,840[103] 6,650[104] 5,830[105] 5,280[97] The Combat Arms Earplugs, Version 2 (CAEv2), was developed by Aearo Technologies for U.S. military and civilian use. The CAEv2 was a double ended earplug that 3M claimed would offer users different levels of protection.[106] Between 2003 and 2015, these earplugs were standard issue to members of
the U.S. military.[107] 3M acquired Aearo Technologies in 2008.[108] In May 2016, Moldex-Metric, Inc., a 3M competitor, filed a whistleblower complaint against 3M under the False Claims Act. Moldex-Metric claimed that 3M made false claims to the U.S. government about the safety of its earplugs and that it knew the earplugs had an inherently
defective design.[109] In 2018, 3M agreed to pay $9.1 million to the U.S. government to resolve the allegations, without admitting liability.[110] Since 2018, more than 140,000 former users of the earplugs (primarily U.S. military veterans) have filed suit against 3M claiming they suffer from hearing loss, tinnitus, and other damage as a consequence
of the defective design.[111] Internal emails showed that 3M officials boasted about charging $7.63 per piece for the earplugs which cost 85 cents to produce. The company's official response indicated that the cost to the government includes R&D costs.[112] 3M settled close to 260,000 lawsuits in August 2023 by agreeing to pay $6 billion to current
and former U.S. military members who were affected.[113] The N95 respirator mask was developed by 3M and approved in 1972.[114] Due to its ability to filter viral particulates, its use was recommended during the COVID-19 pandemic but supply soon became short.[114] Much of the company's supply had already been sold prior to the outbreak.
[115] The shortages led to the U.S. government asking 3M to stop exporting US-made N95 respirator masks to Canada and to Latin American countries, [117] The dispute was resolved when 3M agreed to import more
respirators, mostly from its factories in China.[117] 3M later struck a CA$70M deal with the federal government to produce N95 masks at their plant in Brockville, Ontario.[118] Former 3M facility in St. Paul, Minnesota 3M's general offices, corporate research laboratories, and some division
laboratories in the U.S. are in St. Paul, Minnesota. In the United States, 3M operates 80 manufacturing facilities in 37 countries outside the U.S. (in 2017).[119] During March 2016, 3M completed a 400,000-square-foot (37,000 m2) research-and-development building on its Maplewood
campus that cost $150 million. Seven hundred scientists from various divisions occupy the building. They were previously scattered across the campus. 3M received $9.6 million in local tax increment financing and relief from state sales taxes in order to
assist with development of the building.[120] Selected factory detail information: Cynthiana, Kentucky, U.S. factory producing Post-it Notes (672 SKU) and Scotch Tape (147 SKU). It has 539 employees and was established in 1969.[121] Newton Aycliffe, County Durham, UK factory producing respirators for workers safety using laser technology. It
has 370 employees. In Minnesota, 3M's Hutchinson facility produces products for more than half of the company's 23 divisions, as of 2019.[122] The "super hub" has manufactured adhesive bandages for Nexcare, furnace filters, and Scotch Tape, among other products.[123][124] The Cottage Grove plant is one of three operated by 3M for the
production of pad conditioners, as of 2011.[125] 3M has operated a manufacturing plant in Columbia, Missouri since 1970. The plant has been used for the products including electronic components [126][127] solar and touchscreen films, and stethoscopes. The facility received a $20 million expansion in 2012 and has approximately 400 million expansion.
employees, [128] [129] 3M opened the Brookings, South Dakota plant in 1971, [130] and announced a $70 million expansion in 2014, [131] The facility manufactures more than 1,700 health care products and employs 1,100 people, as of 2018, making the plant 3M's largest focused on health care, [132] Mask production at the site increased during the
2009 swine flu pandemic, 2002-2004 SARS outbreak, 2018 California wildfires, 2019-20 Australian bushfire season, and COVID-19 pandemic.[133] 3M's Springfield, Missouri plant opened in 1967 and makes industrial adhesives and tapes for aerospace manufacturers. In 2017, 3M had approximately 330 employees in the metropolitan area, and
announced a $40 million expansion project to upgrade the facility and redevelop another building [134] In Iowa, the Ames plant makes sandpaper products and 2018. [135] [136] The Knoxville plant is among 3M's largest and produces approximately
12,000 different products, including adhesives and tapes.[137] 3M's Southeast Asian operations are based in Singapore, where the company has invested $1 billion over 50 years. 3M has a facility in Tuas, a manufacturing plant and Smart Urban Solutions lab in Woodlands, and a customer technical center in Yishun.[138] 3M expanded a factory in
Woodlands in 2011,[125] announced a major expansion of the Tuas plant in 2016,[138] and opened new headquarters in Singapore featuring a Customer Technical Centre in 2018,[139] The company has operated in China since 1984,[140] and was Shanghai's first Wholly Foreign-Owned Enterprise,[141] 3M's seventh plant, and the first dedicated to
health care product product production, opened in Shanghai in 2007.[142] By October 2007, the company had opened an eighth manufacturing facility, for the production of photovoltaics and other renewable energy products, in Hefei in 2011.[144] 3M
announced plans to construct a technology innovation center in Chengdu in 2015,[145] and opened a fifth design center in Shanghai in 2019.[146] 3M wordmark used from 1961 to 1978 Board chairs have included: William L. McKnight (1949–1966),[147][148] Bert S. Cross (1966–1970),[149][150] Harry Heltzer (1970–1975),[151] Raymond H. Herzog
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(1975-1980),[152] Lewis W. Lehr (1980-1986), Allen F. Jacobson (1986-1991),[153] Livio DeSimone (1991-2001),[153] Livio DeSimone (1991-2001),[153] Thulin continued as executive chairman until Michael F. Roman was appointed in 2019.[159] 3M's CEOs have included: Cross (1966-1970),[160] Heltzer (1970-1975),[151] Herzog (1975-1979),[160] [161] Lehr (1979-1986),[152] Robert S. Morrison (2005-2012),[153] Buckley (2005-2012),[154] McNerney (2001-2005),[155] Robert S. Morrison (2005-2012),[156] Buckley (2005-2012),[157] Thulin (2012-2018), and Roman (2018-present),[158] 3M's presidents have included: Edgar B. Ober (1905-1929),[164] McKnight (1929-1949),[165] Richard P. Carlton (1949-1953),[166] Herzog (1970-1975),[169] In the late (1970-1975),[170] I

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overseeing domestic operations was first held by Lehr,[161] followed by John Pitblado from 1979 to 1981,[170] then Jacobson from 1984 to 1991.[171] James A. Thwaits led international operations starting in 1979.[170] then Jacobson from 1984 to 1991.[171] James A. Thwaits led international operations starting in 1979.[170] then Jacobson from 1984 to 1991.[171] James A. Thwaits led international operations starting in 1979.[170] then Jacobson from 1984 to 1991.[171] James A. Thwaits led international operations starting in 1979.[170] then Jacobson from 1984 to 1991.[171] James A. Thwaits led international operations starting in 1979.[170] then Jacobson from 1984 to 1991.[170] then Jacobson from 1984 to 1991.[171] James A. Thwaits led international operations starting in 1979.[170] then Jacobson from 1984 to 1991.[170] th
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McDonald's in Florida has 897 locations, which is 6% of the total number of McDonald's Locations in the US. A number of McDonald's locations in the US. A number of McDonald's in Canada operates more than 1,400 restaurants and there are
more than 90,000 employees. There are 1,396 McDonald's Stores in Canada.
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