

Company	Location	Tasks
Hewlett-Packard	Guadalajara (Mexico)	<ul style="list-style-type: none">• Assembles computers• Designs memory boards
3M	Bangalore (India)	<ul style="list-style-type: none">• Manufactures software• Writes software
Motorola	Singapore	<ul style="list-style-type: none">• Manufactures pagers• Designs pagers

EXHIBIT 9.16 Examples of companies seeking and gaining additional roles from offshore plants