

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