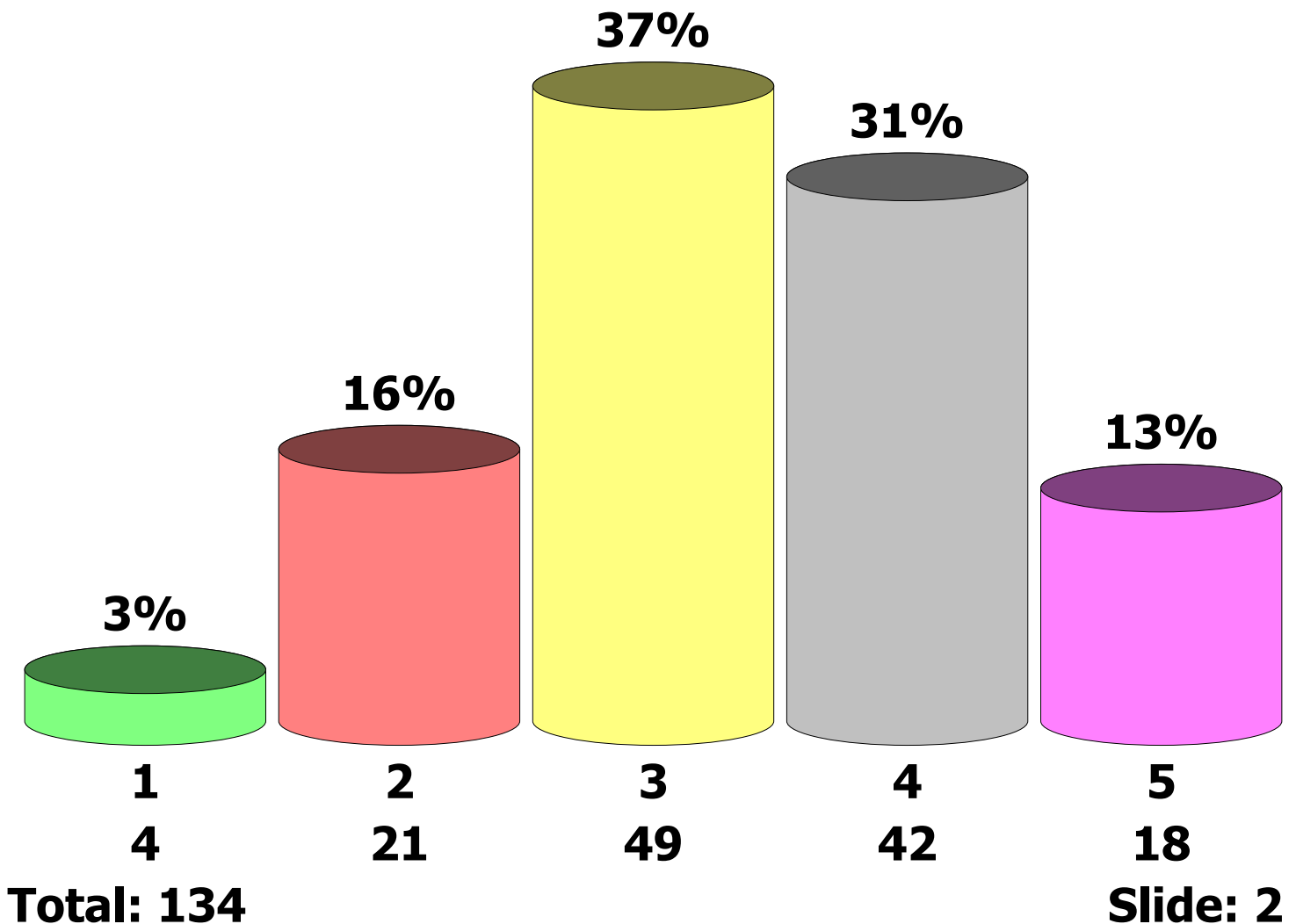


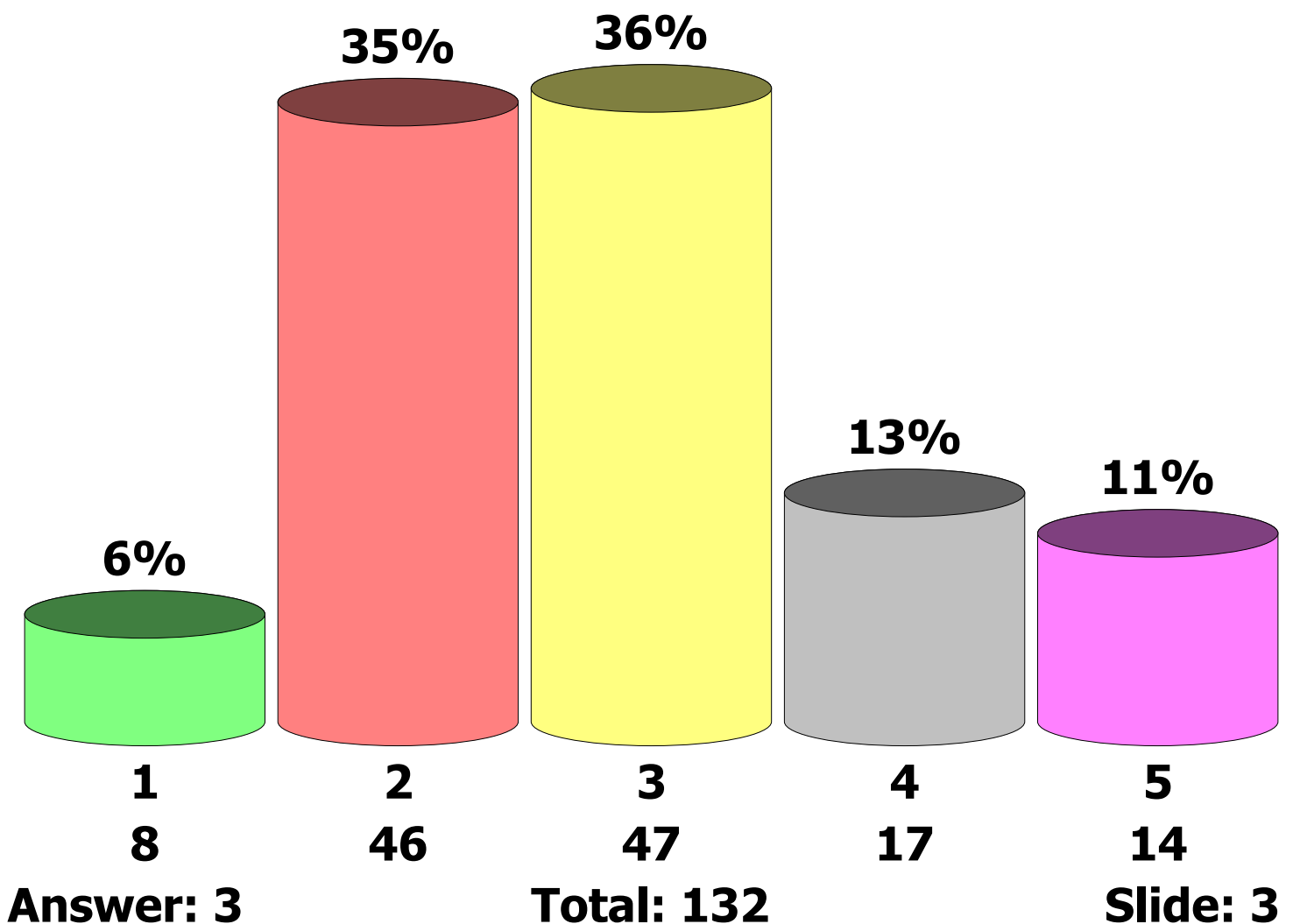
1. From 1 to 5 how would you rate how innovation is included in your company's strategy?

- 1. Not included**
- 2. Included, but not a priority**
- 3. Very important**
- 4. A critical priority**
- 5. Our company most strategic priority**



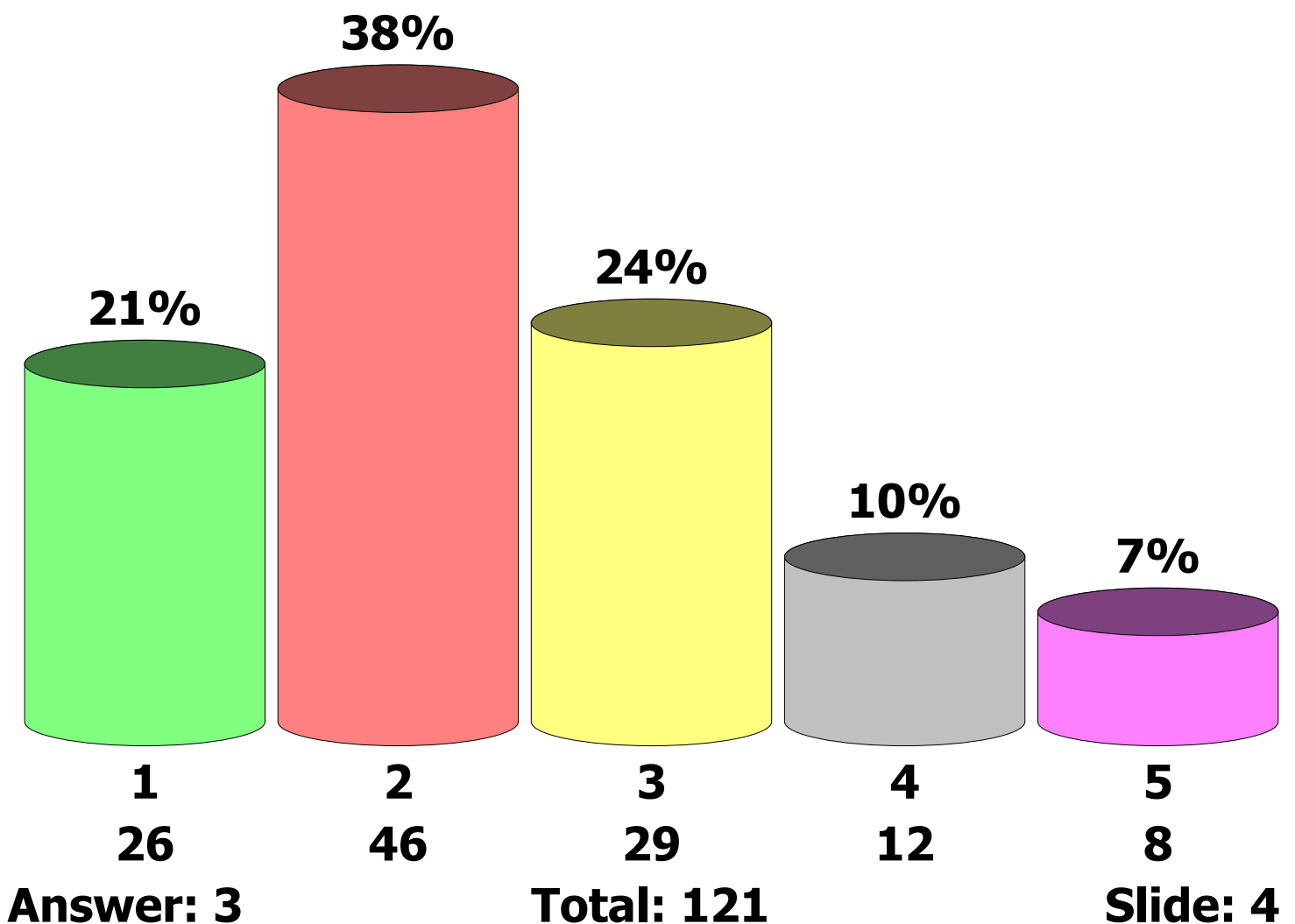
2. From 1 to 5 how would you rate the practice of innovation in your company?

1. Not structured
2. Some initiatives
3. Well defined but delimited to few units/divisions
4. Well defined and operating in several units
5. Disseminated in the whole organization



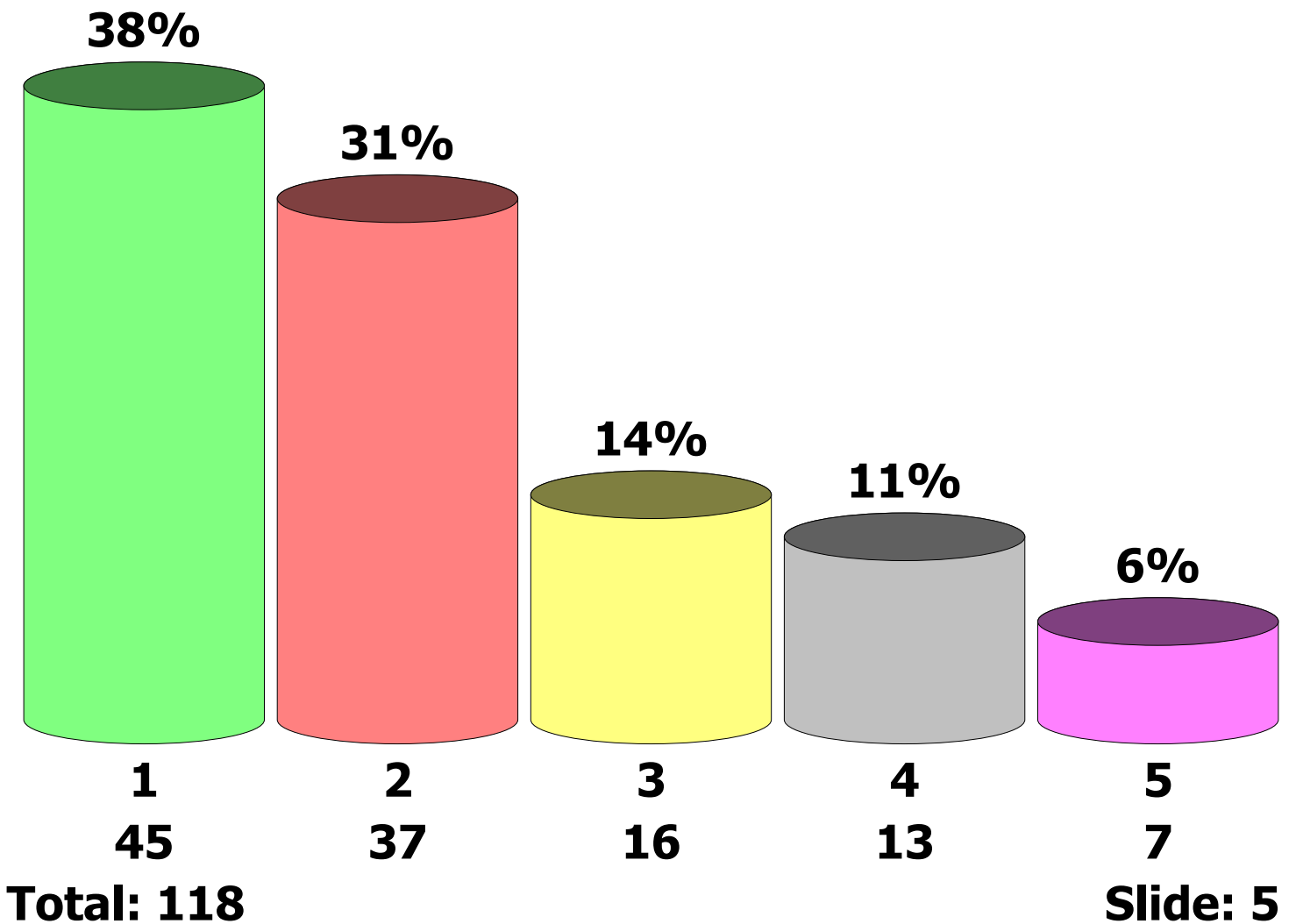
3. From 1 to 5 how would you rate the practice of innovation in your company in emerging countries?

1. Not structured
2. Some initiatives
3. Well defined but delimited to few units/divisions
4. Well defined and operating in several countries
5. Disseminated in the whole organization



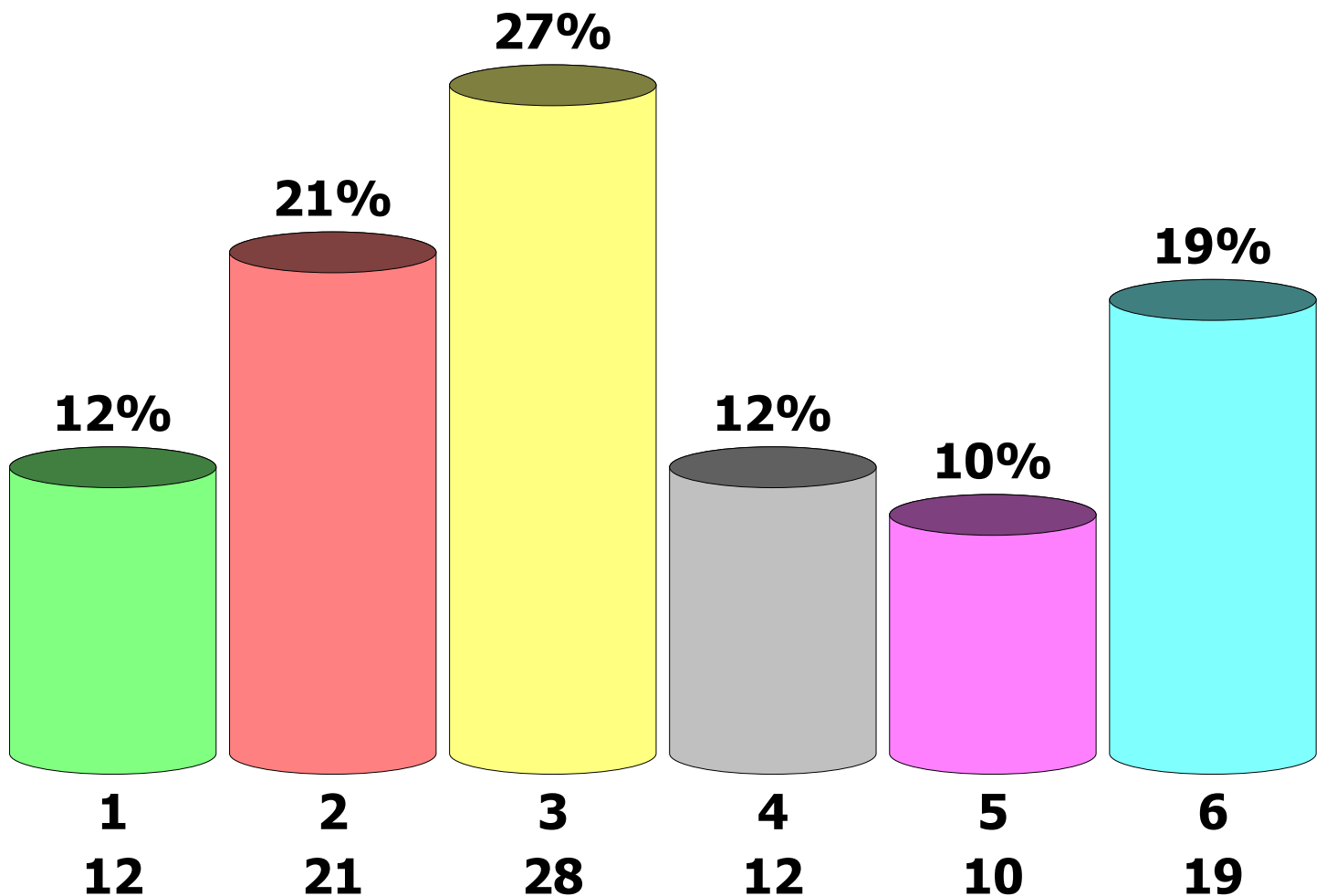
4. What percentage of your total revenue is invested in innovation in emerging countries?

- 1. Less than 1%,
- 2. between 1 and 2%,
- 3. between 2 and 4%,
- 4. between 4 and 6%,
- 5. More than 6%



5. What is the main strategy adopted in your company to leverage innovation in emerging countries?

1. Investments in local R&D centers for nationalization of products and technologies
2. Investments in local R&D centers to develop solutions (technologies/products/services) for the local market
3. Investments in local R&D centers to develop solutions (technologies/products/services) for the whole company
4. Investments and or acquisition of local innovative companies (corporate venture capital)
5. Incubating local innovative companies
6. Others

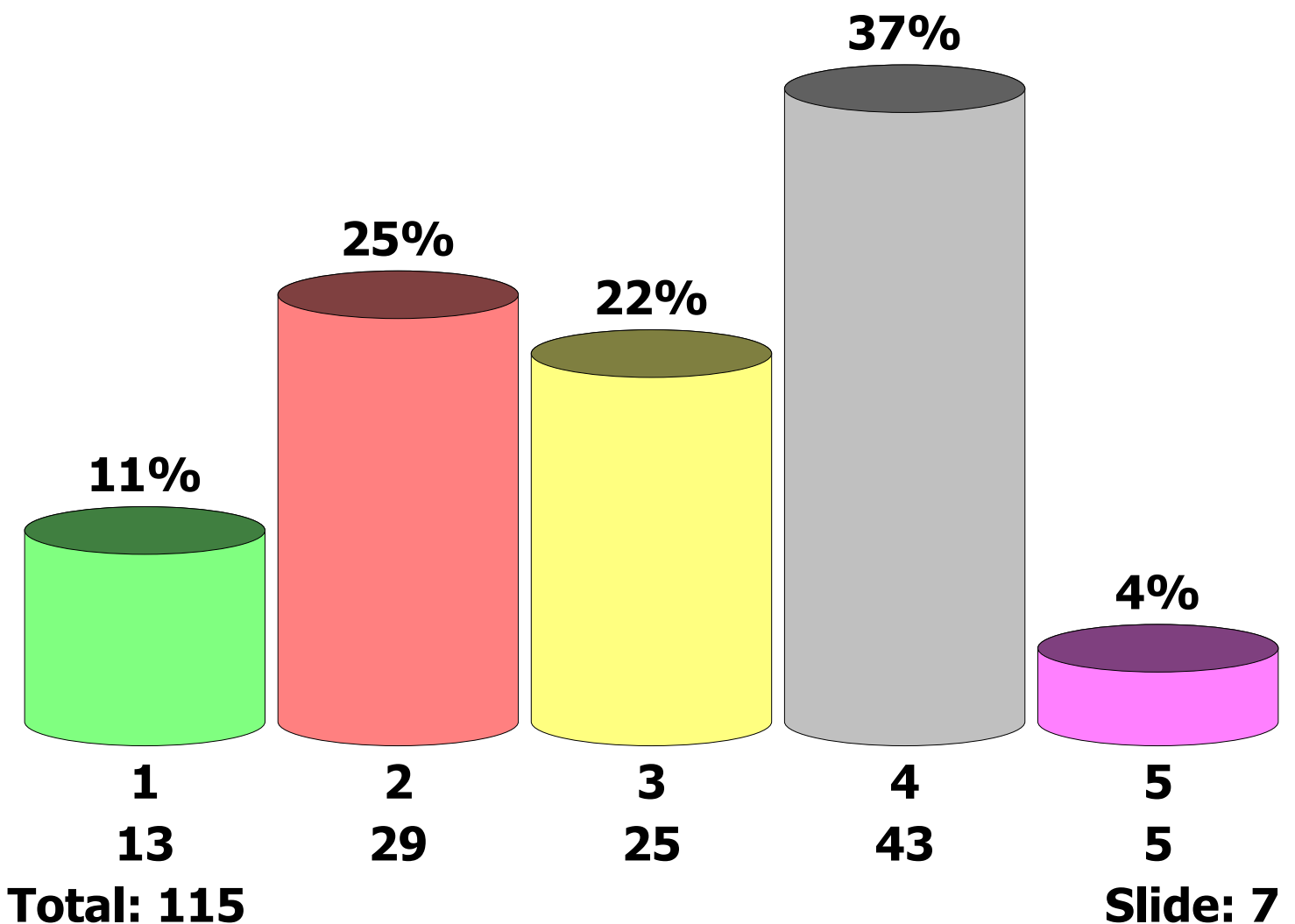


Total: 102

Slide: 6

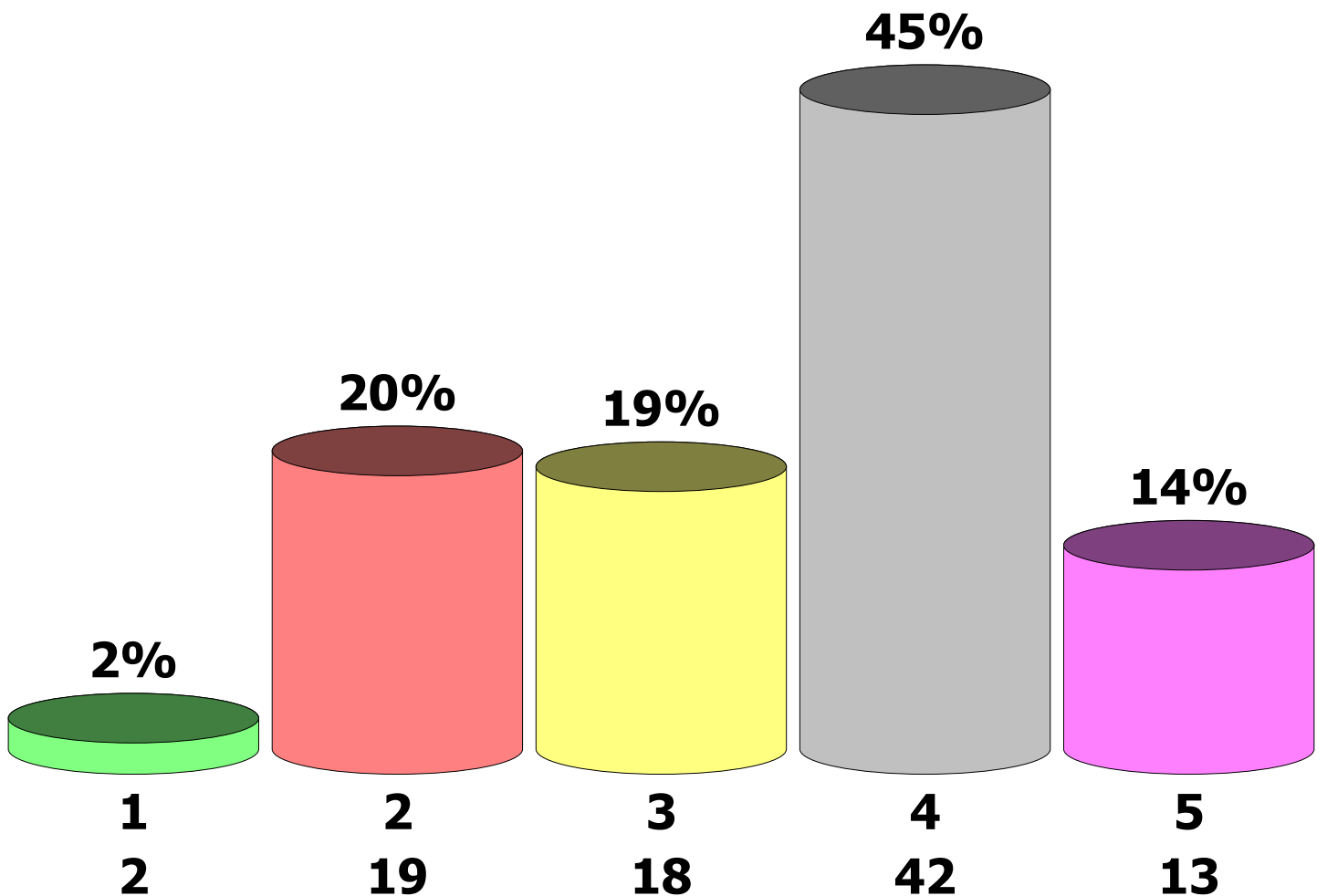
6. What is the main action an emerging country could take to create an environment that favors innovation and entrepreneurship?

- 1. Easy access to funds for innovation**
- 2. Facilitate the interaction between universities and companies**
- 3. Implement a national innovation policy**
- 4. Include innovation and entrepreneurship in the basic education**
- 5. Others**



7. What are your company's plans for the coming year:

- 1. To reduce investments on innovation in emerging countries**
- 2. To keep about the same budget as this year**
- 3. To increase the budget on innovation in emerging countries, but below the overall increase in the company**
- 4. To increase the budget on innovation in emerging countries above the overall increase in the company**
- 5. Don't know**



Total: 94

Slide: 8