



Strategic Plan

2023
2026

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Brazilian Patents and Trademarks Office (BPTO)

Instituto Nacional da Propriedade Industrial – INPI

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INTRODUCTION

The 2023-2026 Strategic Plan ushers in a new four-year institutional strategic planning cycle. While on the one hand it strives to uphold and consolidate the advances achieved in recent years, it also indicates the new paths and challenges that we intend to address from now on, based on a firm commitment to the ongoing improvement of the services rendered to society.

The major strategic guidelines are in place and respond to the challenges, guidelines and targets of Brazil's National Intellectual Property Strategy: its Mission is to make IP a driver of innovation; and its Vision is to build a World Class Patents and Trademarks Office for Brazil.

The cornerstone of the last Strategic Planning Cycle (2018-2022) was the Challenge of Efficiency: doing more with less. Chronic scarcities of resources played leading roles in leveraging the ceaseless search for innovative and transformative solutions in organizational practices and processes. Historical problems have been addressed in this way. The outstanding results of the patent backlog catch-up program are the most visible and best-known emblem of the firmness of the BPTO's determination to surmount hurdles and offer public services that are constantly more efficient.

Rising productivity through the effective use of resources has clearly awakened the other side of performance excellence. While not ceasing to pursue efficiency, these challenges change, with gains in scale and guaranteed quality becoming priorities.

Improvements in efficiency will always be important, but they will not be enough to underpin the sustainable construction of a BPTO that is powerful enough to respond to the demands of a dynamic and innovative economy. This transformation comes from a leap in scale, reaching higher installed capacity levels that can handle larger volumes with assured service quality.

It is vital to resolve structural issues related to unpredictability and sparse resources. More than merely providing Brazil's PTO with a better operating structure for a certain period of time, this is about ensuring that the institutional framework allocating the necessary resources is fully and continuously focused on upgrading user services.

This 2023-2026 Strategic Plan outlines a path for moving forward and building up the strong and pro-active PTO needed by Brazil.

This is the challenge.

1. INSTITUTIONAL IDENTITY

This Institutional Identity section presents a set of declaratory elements that distinguish the BPTO as an institution: its Mission, its Vision, and its Values.

Its Mission represents a broad-ranging and enduring statement of purpose that identifies and distinguishes this organization, explaining its *raison d'être*. The wording of this Mission includes (but is not limited to) its legal purpose, outlining the formal duties and responsibilities of this institution.

Its Vision is a description of the status pursued by this institution, with its aspirations for a specific year or period covered by its defined planning horizon.

Its Values guide the actions of all public agents involved with the BPTO, reflected in its management practices and the attitudes of its managers, civil servants and employees.

MISSION

DRIVING INNOVATION THROUGH INDUSTRIAL PROPERTY

The protection of Industrial Property rights plays a strategic role in the context of the Knowledge Economy, enabling the transformation of knowledge resulting from intellectual activity into valuable economic assets that are tradable in the market.

Consequently, its Mission to make IP a driver of innovation throughout Brazil is aligned with the *raison d'être* of an institution whose legal purpose is "*to implement the rules that regulate industrial property at the national level, pursuant to its social, economic, legal and technical functions, while also issuing opinions on the convenience of signing, ratifying, and withdrawing from industrial property conventions, treaties, covenants and agreements.*"

(Law N° 9,279 promulgated on May 14, 1996).

VISION

CONSOLIDATE ITS STATUS AS A WORLD-CLASS INDUSTRIAL PROPERTY OFFICE

The ambition of a World-Class PTO includes, but is not limited to, the delivery of a standard of performance comparable to that of the world's best IP offices.

The realization of the Future Vision will require a broad spectrum of transformations. A World Class performance must be sustained by an equally World Class institution.

In this trajectory, planned and systematic advances will be required in different fields, such as quality assurance, technological capacity, and appreciation of the workforce, financial autonomy, modernization of governance and management, among others.

The challenge will be to provide the Institute with the necessary means to modernize and gain the scale needed to operate at a high level and fulfill the Mission of boosting innovation throughout Brazil.

VALUES

The definition of its institutional identity encompasses the selection of the Values steering its institutional performance and the attitudes of its managers, civil servants and other employees. The following Values were defined for the BPTO:

✓ EXCELLENCE

Pursue standards of excellence in work processes, in services rendered to its users, and in its governance and management practices.

✓ FOCUS ON USERS

Actively and systematically know and continuously guide individual and institutional actions, based on the legitimate needs and expectations of internal and external users of its processes and services.

✓ **PUBLIC VOCATION**

Recognize that being a civil servant is more than a duty; it is a personal choice to serve a common good and society with dedication and satisfaction, in the spirit of collectivity."¹

To appreciate and ensure the integrity of its acts and the active transparency of information of interest to society.

✓ **APPRECIATION OF PEOPLE**

Provide an organizational environment that fosters personal development and enhances the quality of life, acknowledging the quest for professional satisfaction as a legitimate individual aspiration and a critical factor for engagement and flawless workplace performance.

✓ **INNOVATIVE SPIRIT**

Encourage the search for innovative, feasible and effective solutions to solving problems, recognizing and managing the risks inherent in the design and implementation of new ways of addressing and responding to challenges that are both old and new.

✓ **COOPERATION**

Recognize and encourage internal and external cooperation as an individual and organizational practice for mobilizing resources and competencies that provide leverage for transformative outcomes.

¹ Values of the Brazilian Public Service, CGU.

2. STRATEGIC GOALS

The nine **STRATEGIC GOALS** of the BPTO define the core themes and transformational axes that guide its actions in pursuit of support and management outcomes focused on achieving its Vision of the Future and fulfilling its institutional Mission.

They are:

- 1. Optimize quality and agility for granting and registering industrial property rights, achieving performance standards that are international benchmarks;*
- 2. Promote the culture and strategic use of industrial property for enhancing competitiveness and innovation, for the development of Brazil;*
- 3. Consolidate the inclusion of Brazil as a protagonist in the international industrial property system;*
- 4. Highlight knowledge and acknowledgment of the value of the BPTO to society;*
- 5. Deepen digital transformations while striving to upgrade its performance and the services it renders to users;*
- 6. Ensure sustainable financing for the modernization and expansion of service delivery capacity;*
- 7. Ensure the restructuring and retention of its workforce, scaled to meet rising demands while upholding outstanding performance for services rendered;*
- 8. Provide logistics support and thrifty, efficient and sustainable infrastructure; and*
- 9. Upgrade governance and management practices, while strengthening institutional relationships.*

In turn, its Directors establish guidelines and priorities focused on institutional actions for pursuing its Strategic Goals.

The Strategic Map (below) lists the Strategic Goals for the BPTO Vision, Mission and Values, together with the 2023 Global Targets.

It is important to note that these ENPI Global Targets do not define parameters for measuring BPTO management performances. Instead, they measure the desired impacts over the long term, based on contributions from a range of public and private actors, under the coordination of their own governance infrastructure.

BPTO STRATEGIC MAP: 2023 – 2026

MISSION

DRIVING INNOVATION THROUGH INDUSTRIAL PROPERTY.

VISION

CONSOLIDATE ITS STATUS AS A WORLD-CLASS INDUSTRIAL PROPERTY OFFICE.

IMPACTS ON SOCIETY

CONTRIBUTION TO THE GLOBAL GOALS OF THE NATIONAL INDUSTRIAL PROPERTY STRATEGY (ENPI) FOR 2031



1. The direct contribution of intellectual property-intensive productive sectors to Brazil's GDP should exceed 30%.



2. The percentage of innovative companies that use some method of protection for innovation should reach 80%.



3. Brazil should be among the 10 nations with the highest number of applications filed for protection of IP rights.

INSTITUTIONAL RESULTS



1 Optimize quality and agility for granting and registering industrial property rights, achieving performance standards that are international benchmarks.



2 Promote the culture and strategic use of industrial property for enhancing competitiveness and innovation, for the development of Brazil.



3 Consolidate the inclusion of Brazil as a protagonist in the international industrial property system.



4 Highlight knowledge and acknowledgment of the value of the BPTO to society.

ORGANIZATIONAL SUPPORT AND MANAGEMENT



5 Deepen digital transformations while striving to upgrade its performance and the services it renders to users.



6 Ensure sustainable financing for the modernization and expansion of service delivery capacity.



7 Ensure the restructuring and retention of its workforce, scaled to meet rising demands while upholding outstanding performance for services rendered.



8 Provide logistics support and thrifty, efficient and sustainable infrastructure.



9 Upgrade governance and management practices, while strengthening institutional relationships.

VALUES

Excellence

Focus on Users

Public Vocation

Appreciation of People

Innovative Spirit

Cooperation



1. OPTIMIZE QUALITY AND AGILITY IN GRANTING AND REGISTERING INDUSTRIAL PROPERTY RIGHTS, ESTABLISHING PERFORMANCE STANDARDS THAT ARE INTERNATIONAL BENCHMARKS

The strategy for the BPTO to achieve performance levels that are comparable to those of the world's top IP Offices will assign high priority to achieving an optimal balance between quality and agility when granting and registering IP rights.

A new cycle of sustainable advances in the operational performance of IP examination activities requires multiple action fronts and institutional transformations. They include: drafting proposed alterations to Brazil's Industrial Property Act (LPI – *Lei da Propriedade Industrial*); forging ahead with procedural streamlining efforts; systematizing quality assurance mechanisms and the quest for gains in scale of operation; ensuring the human, financial and technological resources needed for the BPTO to operate at a high level, responding to current and potential demands.

DRIVERS:

- Quality compliance of IP examinations should be a priority and a strategic comparative advantage of the BPTO.
- Draft the revision of the Industrial Property Act with a view to optimizing the processing of IP rights applications.
- Outsource patent searches.
- Optimize and modernize the automation of IP application examination procedures, at the first and second instances.
- Improve the harmonization of initial and secondary stage procedures, pursuing greater predictability and juridical security.
- Accept Anon-traditional s, such as those based on sounds and fragrances.
- Systematically and steadily establish interaction procedures with stakeholders and service quality assessments by users.



2. PROMOTE AN INDUSTRIAL PROPERTY CULTURE AND ITS STRATEGIC USE FOR ENHANCING COMPETITIVENESS AND INNOVATION, FOSTERING THE DEVELOPMENT OF BRAZIL

The end-purpose of BPTO actions in the public IP promotion field includes the expansion of institutional actions directed towards inserting IP in basic and higher education. Nimble approaches will also be developed for internalizing regional actions by the BPTO, particularly for innovation ecosystems. Among other lines of action, priority will be assigned to the consolidation and implementation of the IP mentoring program, as well as the production of strategic intelligence studies in IP, through partnerships with innovation system actors, as well as technical cooperation with Brazil's National Anti-Piracy and Prevention of Crimes Against Intellectual Property Council (CNCP – *Conselho Nacional de Combate à Pirataria e Delitos Contra a Propriedade Intelectual*), engaging in the nationwide battle against counterfeiting.

DRIVERS:

- The target audiences for IP dissemination actions should be Scientific and Technological Institutions (ICTs) and micro, small and medium innovative enterprises in sectors that are strategic for the nation's industrial development policy.
- Head up the insertion of IP in basic and higher education.
- Actively participate in the formulation of public IP policies.
- Firm up its status as an IP and innovation teaching and research benchmark, upholding the highest University Level Staff Further Education Coordination Office (CAPES) grade for professional Master's degrees and Doctorates.
- Produce strategic IP intelligence studies through activities integrated with innovation ecosystem partners.
- Expand the coverage and capillarity (interiorization) of its activities with innovation ecosystems, regardless of the establishment of new regional offices.
- Provide technical support for promoting compliance with industrial property rights in Brazil, in partnership with the National Anti-Piracy and Prevention of Crimes Against Intellectual Property Council (CNCP).
- Encourage Brazilians to participate in the Madrid Protocol, the Patent Cooperation Treaty (PCT), and other international IP agreements and treaties implemented by the BPTO.
- Expand technical assistance to Scientific and Technological Institutions, as well as micro, small and medium enterprises through mentoring actions.
- Foster gender equity, diversity and inclusion in IP.



3. FIRM UP THE INCLUSION OF BRAZIL AS PROTAGONIST IN THE INTERNATIONAL INDUSTRIAL PROPERTY SYSTEM

The international agenda established by the BPTO will prioritize the expansion of Brazil's participation in global IP agreements and treaties, initially emphasizing the operationalization of the Hague Agreement on the International Registration of Industrial Designs. Regional IP integration will gain new momentum, particularly among the Mercosur countries, while conditions will be assured for to play a leading role at international IP forums, especially the World Intellectual Property Organization (WIPO) and the World Trade Organization (WTO).

DRIVERS:

- Prepare studies for Brazil's eventual accession to the Lisbon Agreement.
- Promote regional IP integration, taking the existing arrangements into account, particularly the MERCOSUR.
- Ensure that its structure can keep pace with fast-track patent examination requests.
- Establish cooperation with major international IP Offices for technical and managerial training in institutional strategic planning for the BPTO.
- Participate systematically and purposefully in international IP discussion and governance forums, particularly the WIPO and the WTO.
- Internationalize the IP and Innovation Graduate Studies Program run by the BPTO.



4. ENHANCE KNOWLEDGE AND ACKNOWLEDGMENT OF THE VALUE OF THE BPTO FOR SOCIETY

The challenge of building a positive institutional image in society will be addressed actively and intensely. More specifically, presenting the BPTO to the general public will require new communication approaches that convey the importance of BPTO functions and IP value, not only for the construction of a modern and competitive nation, but also for the daily lives of its people.

DRIVERS:

- Segment the BPTO communications strategy by each audience of interest.
- Present the BPTO to the general public.
- Participate in the communications strategy for Brazil's National Intellectual Property Strategy (ENPI).
- Position the BPTO as an office of excellence for the protection of IP rights throughout Brazil, through intensive communication of its institutional performance.



5. DEEPENING DIGITAL TRANSFORMATION WITH FOCUS ON ENHANCING PERFORMANCE AND UPGRADING USER SERVICES

Digital transformation is at the heart of building up an institution able to respond quickly and with quality to society's demands for IP services. Multiple lines of work and significant resources will be allocated to the technological modernization of the BPTO in all its dimensions. They range from strengthening its basic infrastructure to developing new solutions based on Artificial Intelligence, and include digitizing user services and restructuring governance and management models for Scientific and Technological Institutions.

DRIVERS:

- Establish proactive and systematic dialogs between the IT area and the, striving to align IT decisions and solutions with those adopted by the Federal Civil Service.
- Improve and systematize governance and management for Scientific and Technological Institutions.
- Replace legacy systems that use *Informix*.
- Migrate to cloud operations.
- Adopt system development models by software factory or by contracting software projects with defined scope.
- Enable contingency model and redundancy of ICT services.
- Deploy Artificial Intelligence (AI) solutions.
- Structure, treat, sanitize and harmonize BPTO data.



6. ENSURE SUSTAINABLE FINANCING FOR MODERNIZATION AND EXPANSION OF SERVICE DELIVERY CAPACITY

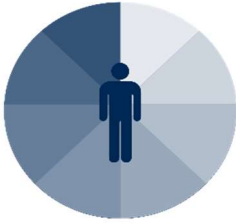
The construction of alternatives to expand its financial independence will be decisive for underpinning sufficient and continuous conditions for the BPTO to progress towards sustainably delivering World Class services to users of the Brazilian IP system.

This will include approval and implementation of the BPTO Pricing Policy, with technical support from a modern and consistent costs system.

This discussion also encompasses assessing the modernization possibilities of the institutional model selected for the BPTO, particularly greater financial and administrative autonomy, while preserving the state-controlled status of the activities performed by this Institute.

DRIVERS:

- Ensure financial and administrative autonomy for the BPTO.
- Implement the BPTO Pricing Policy and approve its new Price List.



7. ENSURE RESTRUCTURING AND RETENTION OF A WORKFORCE SIZED TO RESPOND TO RISING DEMANDS WHILE UPHOLDING HIGH SERVICE DELIVERY PERFORMANCES

Ensuring a staff that is compatible with the size and complexity of its institutional modernization and operating demands, while also building personnel management practices that attract, retain, and reward talents, will be critical factors for the successful implementation of institutional strategies and the delivery of material results that are transformative and permanent for society.

Restructuring the BPTO staff is a proven need and should be rated as an immediate priority. Without this, gains in scale and performance will fall short or will not be sustained over time.

DRIVERS:

- Carry out a public tender to expand the staff of effective employees in the IP Career, based on the sizing of the workforce.
- Propose a new career path for BPTO employees.
- Consolidate the Management and Performance Program as a new results-oriented model.
- Integrate employee's development strategies, including: (1) collaboration with the BPTO Academy; (2) partnership with government schools; (3) international cooperation offered by IP offices; (4) contracting educational services in the market.
- Invest in initial and ongoing managerial and technical training at all levels.
- Establish succession policies for managers and critical positions.
- Actively promote the deployment of diversity, gender and inclusion policies and practices.
- Engage staff in the BPTO Mission, Vision and Values, through upgrading and implementing updated endo-marketing tools, with commitment to the quality of downward, upward, and lateral internal communication flows.
- Strive to enhance the quality of life and well-being of people at work and monitor the organizational climate.
- Provide internship opportunities for technical college and university graduates and post-graduates, opening up opportunities for gaining professional experience and basic expertise in IP.



8. PROVIDE LOGISTICS SUPPORT AND ECONOMIC, EFFICIENT AND SUSTAINABLE INFRASTRUCTURE

The main challenges of the logistics and physical infrastructure at the BPTO are related to building occupancy optimization, in addition to environmental sustainability, upgrading premises, lowering costs, and streamlining real estate management.

Priority will also be given to the solution of fully digitizing the BPTO's document archives.

DRIVERS:

- Ensure the necessary infrastructure for the operation and expansion of regional action.
- Continue the property leasing model for the four years of the 2023-2026 period.
- Use the Public-Private Partnership (PPP) model in a renovation project for the building in the Praça da Bandeira square.
- Consolidate and achieve public recognition of the sustainable logistics program.
- Digitize the hardcopy document collection at the BPTO, while also structuring a searchable database that allows access to these documents.



9. PRIORITIZE GOVERNANCE AND MANAGEMENT PRACTICES, WITH INSTITUTIONAL RELATIONSHIPS

The BPTO will advance towards the modernization of governance practices, aligning with benchmark models of administrative excellence, while also strengthening relationships with its many stakeholders.

DRIVERS:

- Modernize the institutional model, particularly with greater financial and administrative autonomy, while preserving the exclusively state-controlled status of the Institute's activities.
- Continuously improve and achieve public recognition of the excellence of the BPTO management, based on the benchmark Excellence in Management Model established Brazil's National Quality Foundation (MEG/FNQ).
- Improve the organizational structure, particularly through alignment with procedural integration, horizontalization and strategy.
- Upgrade and systematize institutional governance.
- Develop a culture of excellence for customer services, with transparency and enhancement of user experiences.
- Structure institutional relationships with the Legislative, Executive and Judiciary Branches.
- Strengthen institutional links with State Courts, assisting them with information for the rendering decisions in cases involving IP matters.
- Systematize outflows of IP rules and regulations at the institutional level.

3. PERFORMANCE TARGETS

The targets quantify the projected results for the Strategic Goals. For aspects still under consideration, target definitions will depend on the prior development of tools and methods for calculating selected performance indicators, which are not yet available.

It is important to emphasize that part of the targets set is particularly exposed to external constraints, not controlled by the BPTO, which will require intense institutional articulation, but also actions and decisions of other stakeholders in strengthening the BPTO.



1. OPTIMIZE QUALITY AND AGILITY FOR GRANTING AND REGISTERING INDUSTRIAL PROPERTY RIGHTS, ATTAINING INTERNATIONAL BENCHMARK PERFORMANCE STANDARDS

INDICATORS AND TARGETS:

PERFORMANCE INDICATOR	BASELINE	2026 TARGET
Examination quality review compliance (Category 1*)	-	Under Construction
Decision times for technical examinations of patent applications (calculated from filing dates)**	6.9 years	2.0 years
Decision times for technical examinations of trademark registration applications <u>without</u> opposition (calculated from application filing for first examination)	10 months	1 month
Decision times for technical examinations of trademark registration applications <u>with</u> opposition (calculated from the application publication after the first examination)	16 months	7 months
Decision times for technical examinations of industrial design registration applications	3.7 months	3.5 months
Decision times for technical examinations of geographical indication registration applications	19.7 months	18 months

PERFORMANCE INDICATOR	BASELINE	2026 TARGET
Decision times for notified technology contract protocols	27 days	Up to 25 days
Decision times for appeals in patent proceedings	13 months	13 months
Decision times for patent annulment administrative proceedings	5 months	5 months
Decision times for appeals in trademark proceedings	10 months	10 months
Decision times for trademark annulment administrative proceedings	42 months	15 months
Decision times for appeals related to industrial designs and other registrations	6 months	5 months
Decision times for administrative proceedings seeking the annulment of industrial design proceedings and other registrations	4 months	4 months

* Criteria related to issues that directly (or might) affect the validity of IP rights.

** Decision time indicator calculations for technical examinations of patent applications have been changed, and are now calculated from the application filing date, rather than the date of the request for examination by the BPTO, as calculated in 2022 and previous years.

Note₁: The decision time targets for technical examinations of patent and trademark applications depend on the alterations to the Industrial Property Act (LPI) proposed by the BPTO, as well as an expected inflow of new civil servants.

Note₂: Until 2022, the indicators and targets of the second instance measured the technical instruction time – administrative act of the examiners. As of 2023, indicators will be adopted to measure the complete time until the final decision - that is, considering, in addition to the time for the technical instruction, also the time for the edition of the administrative act of the President of the BPTO regarding the effective decision of appeals and administrative proceedings seeking annulment. Decision targets for appeals and administrative proceedings seeking annulment depend on the intake of new senior trademark examiners in 2024, the implementation of automatic publication of the President's decisions on trademark appeals and administrative proceedings seeking annulment from 2025 onwards, and no (or minor) alterations to the number of appeals and administrative proceedings seeking annulment for industrial designs during the period.



2. FOSTER AN IP CULTURE AND ITS STRATEGIC USE FOR COMPETITIVENESS, INNOVATION AND DEVELOPMENT IN BRAZIL

INDICATORS AND TARGETS:

PERFORMANCE INDICATOR	BASELINE	2026 TARGET
Intellectual Property and Innovation Graduate Studies Program Grade as assessed by the University Level Staff Further Education Coordination Office (CAPES)	Grade 5	Grade 5
Percentage of intention to protect IP assets by IP Mentoring Program alums	87%	90%
Percentage increase in the number of new institutions reached by the regional offices compared to the previous two-year period.	-	15%
Ensuring the availability of full-text data from published patent applications to other offices* *In XML format, compliant with WIPO Standard ST.36.	0%	100%
Ensuring the availability of a list of patent applications published by the BPTO* *Compliant with WIPO Standard ST.37 – Authority Files. Measures the percentage coverage of the list of applications published by the BPTO since 1972.	0%	100%
Technological prospecting studies published by the BPTO	3	18
Strategic intelligence studies in IP	4	2
Number of initiatives entered in the IP In Schools Award	51 (2021)	Under Construction



3. CONSOLIDATE THE INSERTION OF BRAZIL AS A PROTAGONIST IN THE INTERNATIONAL INDUSTRIAL PROPERTY SYSTEM

INDICATORS AND TARGETS:

PERFORMANCE INDICATOR	BASELINE	2026 TARGET
Number of courses offered to partner offices in South America	-	Under Construction
Start-up of operations under the Hague Agreement	-	-
Technical contributions in AI submitted to WIPO technical discussions in 2024	-	Under Construction
BPTO participation in WIPO and WTO forums*	-	Under Construction

*Forums selected by the BPTO.



4. ENHANCE KNOWLEDGE AND ACKNOWLEDGMENT OF THE VALUE OF THE BPTO TO SOCIETY

INDICATORS AND TARGETS:

PERFORMANCE INDICATOR	BASELINE	2026 TARGET
Engagement of target and potential audiences of Brazil's Industrial Property System with BPTO social networks (Facebook, Instagram, and LinkedIn)	Facebook: 21,935 Instagram: 15,365 LinkedIn: 7,919	20% increase in Followers compared to 2022
Positive image of BPTO	-	Under Construction
Examination quality perceptions survey	-	Under Construction
User satisfaction with services rendered**	-	4,8

*In 2023, BPTO target audience mapping will be handled under the Communications strategy for Brazil's National Intellectual Property Strategy (ENPI), with subsequent definitions of priority audiences for image surveys.

**Scale of 1 to 5 stars for post-consumption ratings (according to Ordinance SGD/ME N° 548/2022).



5. DEEPEN DIGITAL TRANSFORMATIONS WITH A FOCUS ON ENHANCING PERFORMANCES AND UPGRADING USER SERVICES

INDICATORS AND TARGETS:

PERFORMANCE INDICATOR	BASELINE	2026 TARGET
iGovTI - IT Governance and Management Index, Federal Audit Court (TCU) *	48.1% (INT) (2021)	70% (APR)
Availability of petitioning and PAG systems	98%	99%
Number of downtime events for systems interfacing with external users (Search, PAG and Petitions)	12	1
Execution Index of the PDTIC – Information and Communication Technology Master Plan (PDTIC)	-	Under construction

*Classification Ranges: INT - Intermediate; APR – Enhanced.



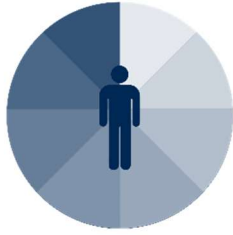
6. ENSURE SUSTAINABLE FINANCING FOR MODERNIZATION AND EXPANSION OF THE ABILITY TO RENDER SERVICES

INDICATORS AND TARGETS:

PERFORMANCE INDICATOR	BASELINE	2026 TARGET
iGovBudget - Budget Management and Governance Index Federal Audit Court (TCU)*	28.8% (INI) (2021)	70% (APR)
Service Revenue Utilization**	53%	Under construction
Budget Execution	98%	99%

*Classification Ranges: INT - Intermediate; APR – Enhanced.

The service revenue utilization target (under construction) will be conditional on the actual budget availability at the BPTO.



7. ENSURE RESTRUCTURING AND RETENTION OF A WORKFORCE SCALED TO RESPOND TO GROWING DEMANDS WHILE UPHOLDING HIGH SERVICE DELIVERY PERFORMANCES

INDICATORS AND TARGETS:

PERFORMANCE INDICATOR	BASELINE	2026 TARGET
iGovPessoas - Governance and Personnel Management Index Federal Audit Court (TCU)	42.1% (INT) (2021)	70 – 79% (APR)
Projected staff restructuring percentage for civil servants	-	97%

*Classification Ranges: INT - Intermediate; APR – Enhanced.

Note: Full or partial materialization of the staff restructuring indicator projections for civil servants will be dependent on Ministerial authorization to conduct a public competitive civil service entrance examination at the request of the BPTO.



8. PROVIDE LOGISTICS SUPPORT AND THRIFTY, EFFICIENT AND SUSTAINABLE INFRASTRUCTURE

INDICATORS AND TARGETS:

PERFORMANCE INDICATOR	BASELINE	2026 TARGET
iGovContrat - Hiring Governance and Management Index Federal Audit Court (TCU)	35.4% (INI) (2021)	60% (INT)
Annual Hiring Plan (PCA) Implementation Index	-	100%
Sustainable Logistics Program Implementation Index (cumulative)	-	100%
Obtaining the Civil Service Environmental Agenda A3P Seal	-	-
Building Occupancy Rate (m ² /person) at the BPTO Headquarters in Rio de Janeiro	8.5 m ²	7 m ²

*Classification Ranges: INT - Intermediate; APR - Enhanced.



9. PRIORITIZE GOVERNANCE AND MANAGEMENT PRACTICES, WITH INSTITUTIONAL RELATIONSHIPS

INDICATORS AND TARGETS:

PERFORMANCE INDICATOR	BASELINE	2026 TARGET
iGovPub - Public Governance Index Federal Audit Court (TCU)	50.7% (INT) (2021)	80 (APR)
Management Excellence® Model Level (MEG/FNQ)	-	Bronze
Average Response Times for Institutional Statement Processing Channels*	7.81 days	5 days
Satisfaction with Institutional Relationship and Transparency*	88.78%	90%

*Classification Ranges: INT - Intermediate; APR - Enhanced.

4. PROJECT PORTFOLIO

The project portfolio structures and schedules the implementation of institutional actions with the most significant impacts for achieving the Strategic Goals and reaching outcome targets.

Linked to the Strategic Goal Drivers, these selected projects will materialize the establishment of guidelines and priorities, while helping reach the projected targets.



1. OPTIMIZE QUALITY AND AGILITY IN GRANTING AND REGULATING INDUSTRIAL PROPERTY RIGHTS AND ACHIEVING INTERNATIONAL BENCHMARK PERFORMANCE STANDARDS

BPMS - Patent Flow Automation

GOAL: To implement a patent processing automation solution through the adoption of Business Process Management (BPM) and an automated Business Process Management System (BPMS).

SCOPE: To finalize the research project with IBICT, seeking a patent processing automation solution, while paving the way for contracting the BPMS solution, contracting the BPMS solution, implementing Business Process Management (BPM), and phasing in the Business Process Management System (BPMS).

TIMEFRAME: 2023 to 2026.

Patent Search Optimization

GOAL: To implement different initiatives supporting, pursuing greater efficiency and better-quality technical examinations.

SCOPE: To implement Phase 2 of the search outsourcing project, including the expansion of searches to other social agents (universities, etc.), while also seeking strategies for adopting search-related artificial intelligence systems.

TIMEFRAME: 2023 to 2025.

e-Patents 4.0 – Smart IP Filings

GOAL: To streamline patent filing procedures by providing external users with tools and guidance, stepping up their probabilities of success for obtaining patents.

SCOPE: To upgrade patent application drafting support materials, establishing patent application submission standards (docx for example), adopting content pre-validation mechanisms for use when filing, and introducing pre-validation and filing tools.

TIMEFRAME: 2023 to 2024.

Patent Database Modernization

GOAL: To provide information on the bibliographic content of patent applications according to standards established by the WIPO, modernizing the patent database structure.

SCOPE: To sanitize information on patent applications in the databases, providing information on applications stored in the databases according to WIPO standards, and making information on the full content of patent applications available to other offices.

TIMEFRAME: 2023 to 2026.

Fast-Track Patent Prosecution Program

GOAL: To standardize and expand fast-track prosecution programs for patent applications by the BPTO, including the Patent Prosecution Highway (PPH).

SCOPE: To assess areas open for fast-track processing, checking entry into the Global PPH, updating BPTO regulations and the criteria for granting fast-track processing, including the PPH.

TIMEFRAME: 2023 to 2026.

No-Search Trademarks Examinations

GOAL: To conduct legal analyses, public consultations, regulatory impact analyses, and technical studies on eliminating formal searches during technical examinations of trademarks, whereby only absolute bans are examined *ex officio* and relative bans (trademarks with prior registration) are considered only with third-party opposition.

SCOPE: To prepare legal feasibility analyses, conducting international comparative studies, exploring stakeholder needs and expectations, preparing Regulatory Impact Analyses, performing technical studies on the preparation of technical procedures and redesigning processes, with public consultations on the Trademarks Handbook, and Regulations, and adaptation of IT systems.

TIMEFRAME: 2023 to 2024.

Opposition 2.0 for Trademarks

GOAL: To develop a simplified opposition filing form, with streamlined examinations and lower costs for users.

SCOPE: To conduct an international comparative study, surveying stakeholder needs and expectations, drafting technical specification for the simplified form, with a proposal to alter the simplified opposition fees list, with simplified opposition form, while adapting IT systems (IPAS, PAG, BuscaWeb, RPI, RPI-XML, MarcasData) and empowering external and internal users.

TIMEFRAME: 2024 to 2025.

Revision of the Industrial Property Act – LPI

GOAL: To draft a bill updating the Industrial Property Act (LPI), optimizing and streamlining IP rights application processing systems.

SCOPE: To prepare a proposal for amending the Trademark Titles, Industrial Designs and Geographical Indication Titles. Proposal to amend Articles 19, 31, 32, 33 and 38. Preparing a proposal to revise the way in which IP appeals and administrative proceedings seeking annulment are handled, especially with regard to jurisdiction for taking decisions that terminate administrative matters.

TIMEFRAME: 2023 to 2026.

Acquired Distinctiveness and Non-Traditional trademarks

GOAL: To develop technical examination procedures for acknowledging acquired distinctiveness ("secondary meaning") in trademarks, and for technical examinations and registrations of non-traditional trademarks.

SCOPE: To conduct an international comparative study of Acquired Distinctiveness, exploring stakeholder needs and expectations about Acquired Distinctiveness, with a Regulatory Impact Analysis on Acquired Distinctiveness. Conduct technical studies for the preparation of technical procedures on Acquisition Distinctiveness and process redesign. Conduct public consultation on an Acquired Distinctiveness Handbook, and Regulations. Adapt IT systems for Acquired Distinctiveness. Conduct an international comparative study on sound trademarks. Explore stakeholder needs and expectations about sound trademarks. Conduct a technical study on the preparation of technical procedures for sound trademarks and process redesign. Conduct a public consultation of the Sound Trademarks Draft Bill, Handbook, and Regulations. Adapt IT systems for sound trademarks. Conduct an international comparative study of olfactory trademarks. Explore stakeholder needs and expectations about olfactory trademarks. Conduct a technical study on the preparation, of technical procedures for olfactory trademarks and process redesign. Conduct a public consultation of the Olfactory Trademarks, Draft Bill, Handbook, and Regulations. Adapt IT systems for olfactory trademarks.

TIMEFRAME: 2023 to 2026.

AI Search for Trademarks, ID and Patents

GOAL: To implement and consolidate the use of Artificial Intelligence solutions applied to search activities for the examination of IP applications.

SCOPE: To use search techniques with artificial intelligence from the Global Mark Database (GBD) to perform figurative trademark searches (through the BPTO website, the filing form, and the technical examination). Contract a commercial system to perform industrial design searches with access to multiple international databases. Conduct a study on the implementation of an upgraded phonetic search using artificial intelligence, to speed up the identification of similar s when comparing product and service listings that indicate market affinities among products and services. Conduct a study for the implementation of an automatic products and services classification system using artificial intelligence. Conduct a study of artificial intelligence adoption strategies applied to patent application searches.

TIMEFRAME: 2023 to 2026.

IPAS 4.0 for Trademarks

GOAL: To improve the management and automation of the macro process of granting trademark registration through the implementation of IPAS 4.0, the latest generation of the system provided by WIPO.

SCOPE: To analyze the technical and functional requirements of IPAS 4.0 for Marks, using cloud infrastructure and migrating tag data to IPAS 4.0. Integration of IPAS 4.0 with connected IT systems (eMarcas, PAG, BuscaWeb, RPIXML, MarcasData, Badepi, TMView, Global Mark Database). Empower external and internal users. Implement IPAS 4.0.

TIMEFRAME: 2025 to 2026.

IPAS-DI - Industrial Design Flow Automation

GOAL: To optimize the management and automation of the macro process of granting industrial designs by replacing legacy ID systems with the IPAS system, provided by the World Intellectual Property Organization (WIPO).

SCOPE: To collect data for IPAS-DI, configuring workflows and business rules in IPAS-DI. Provide integration with connected IT systems (petitioning, Icaro, OVAZ, migration of applications being processed, BuscaWeb, RPI, RPI-XML, Badepi, MarcasData). IT infrastructure. Communications with external users. Training for internal users. IPAS-DI implemented. Develop flows for appeals and administrative proceedings seeking annulment. Upgrade connected IT systems.

TIMEFRAME: 2023 to 2024.

IPAS-IG: Geographical Indication Flow Automation

GOAL: To automate and optimize the management of the macro process of granting geographical indications through the implementation of the IPAS system, provided by the World Intellectual Property Organization (WIPO).

SCOPE: To perform data migration to IPAS-Geographical Indications, configuring workflows and business rules. Develop integration with connected IT systems (petitioning, Icaro, OVAZ, migration of applications being processed, BuscaWeb, RPI, RPI-XML, Badepi, MarcasData). Provide IT infrastructure. Communications with external users. Empower internal users. Implement IPAS-Geographical Indications.

TIMEFRAME: 2025 to 2026.

MarcasData 2.0 for Trademarks, Industrial Designs and Geographical Indications

GOAL: To expand the MarcasData production and productivity management system, for all Trademarks, Industrial Designs and Geographical Indications proceedings, with indicator dashboards and management reports, for both the initial and s.

SCOPE: To analyze and structure the Data, specifying technical and functional requirements. Adapt the IT data retrieval system. Develop MarcasData 2.0.

TIMEFRAME: 2024 to 2026.

Pre-Filing Facilities for Trademarks

GOAL: To develop simplified but smart petitioning systems that raise the quality of trademark applications, with fewer office actions, rejections and oppositions (through integrating word-based and figure-based AI-steered searches into the filing form, with automated checks of the specifications of products and services, etc.).

SCOPE: To conduct an international comparative study, and explore stakeholder needs and expectations. Prepare a technical specification for the smart form and develop it. Empower external and internal users.

TIMEFRAME: 2024 to 2026.

Contract Flow Optimization and Automation

GOAL: To upgrade examination procedures and release the new Contract System, streamlining analyses contract registration and registration of Contracts.

SCOPE: To complete process flow mapping and suggest improvements, with adjustments to the current Contract System. Perform a survey of technical requirements for the development of the new Contract System. Make the New Contract System available.

TIMEFRAME: 2023 to 2026.

Quality Enhancement Resources

GOAL: To review the second instance procedures, in order to optimize procedures with quality gains for technical examinations that underpin decisions rendered by the BPTO President on appeals and administrative proceedings seeking annulment, as well as management and administrative support activities. Furthermore, progress will be achieved in the quest for increased conformity in technical understandings between the first and second instances, thus assuring users of greater predictability and juridical security in the acts undertaken by this Institute.

SCOPE: To define and mobilize the project team, drawing up a project schedule for the assessment and adoption of procedural improvements proposed in the Procomex report. Develop a project schedule for assessing the current situation and identifying opportunities for improvement. Conduct a study with institutional and legal restructuring proposals, based on benchmarking initiatives with other offices and institutions. Prepare an Internal Procedures Handbook. Implement and consolidate a broad, systematic and permanent first instance compliance review method.

TIMEFRAME: 2023 to 2026.

Automatic Publication of Second Instance Decisions on Trademarks

GOAL: To increase automation levels and speed up the publication stage of decisions on appeals and administrative proceedings seeking the annulment of trademarks.

SCOPE: To include decisions handed down by the BPTO President in the IPAS System, automatically generating the respective ruling for each proceeding, with the decision and its publication in the Industrial Property Gazette (RPI).

TIMEFRAME: 2024 to 2025.

Examination Quality Review Program

GOAL: To establish and operate an IP law compliance verification process for examinations, ensuring that they meet the minimum quality standards established by the BPTO and expected by its clients.

SCOPE: To develop an automated compliance review system, with procedures, conduct training and communication, as the start of the following processes: Patent Grant, PCT (ISA & IPEA), Trademark Registration Grant and Industrial Design Registration Grant.

TIMEFRAME: 2023 to 2024.



2. FOSTER AN IP CULTURE AND ITS STRATEGIC USE FOR COMPETITIVENESS, INNOVATION AND DEVELOPMENT IN BRAZIL

IP Mentoring Program

GOAL: To encourage the expansion of the use of the IP system by mentored companies and ICTs.

SCOPE: To develop Phase 2 of the IP Mentoring Pilot Program, with the expansion of the program and the inclusion of geographical indication mentorships. Launch of the Advanced Customer Service system for Regional Office users.

TIMEFRAME: 2023.

CEP Inovar - Regional IP, Business, and Innovation Centers

GOAL: To a) provide infrastructure and logistics solutions appropriate to the mission of the Regional Intellectual Property, Business, and Innovation Centers (CEP Inovar); b) provide these Centers with sufficient human resources for the dissemination and activation of IP demand actions; c) expand the capillarity of regional actions through agile models, increasing their insertion in regional innovation ecosystems, for all IP assets.

SCOPE: To publish internal and external job posting notices for Regional Offices. Hold public competitive civil service entrance examinations to fill vacancies and positions in the Regional Offices. To prepare a study focused on a new regional action model that includes a review of the quantity and location of physical offices and the proposal of a regional representation model, using the Management and Performance Program (PGD): civil servants as IP *attachés* in regions little reached by the BPTO. Create an exclusive budget for the Centers (per diems, air tickets, travel expenses, corporate card, etc.). Strengthen Regional Offices through an isonomic approach to management bonuses and allowances.

TIMEFRAME: 2023 to 2025.

IP in Schools Program

GOAL: To a) demystify intellectual property, making it accessible to everyone; b) insert intellectual property in Brazilian Basic Education; c) help raise the quality of education in Brazil, especially technical and vocational training; d) provide cross-disciplinary IP skills and competences through its application in the different areas of the National Common Syllabus Base; and e) encourage innovation and the development and use of technologies in the school environment.

SCOPE: To produce educational materials on intellectual property that are appropriate for classroom use. Promote nationwide partnerships, events and activities underpinning the development of intellectual property in Basic Education. Reach out to and heighten awareness among teachers and school administrators, in addition to faculty and students of vocational training courses, teaching training courses, and university-level technology courses, on the inclusion intellectual property classes in private and government schools. Engage IP specialists to convey their expertise to Basic Education teachers and pupils. Promote intellectual property as an interdisciplinary subject aligned with the new secondary school syllabus. Stimulate and develop knowledge of intellectual property among students enrolled in the BPTO Internship Program.

TIMEFRAME: 2023 to 2026.

IP Intelligence Program

GOAL: To produce strategic IP intelligence studies in an integrated manner, with partners in the innovation ecosystem.

SCOPE: To prepare technological prospecting studies, technological radars or customized solutions in the area of patent search. Develop economic studies in IP, including upgrades of the methodology for projecting IP demands. Define methodologies for joint work among different areas of the BPTO and outside partners on IP Intelligence studies. Build up a network of internal and external contributors for the production of working papers.

TIMEFRAME: 2023 to 2026.

Technology Market 4.0: Supplying Technology Transfer Information

GOAL: To improve the portfolio of services offered to economic agents and public agents, providing information on the technology market that steers investment decision-making and marketing based on intangible assets, as well as the preparation and assessment of public policies.

SCOPE: To provide information underpinning registration procedures. Provide technology transfer information that supports investor decisions. Contribute with public agents to provide input for the preparation and assessment of public policies related to the sale of intangible assets in Brazil. Promote the dissemination of technology transfers, and offer technology transfer advice to users through the BPTO service channels.

TIMEFRAME: 2023 to 2026.

Anti-Counterfeiting Program

GOAL: To enhance the BPTO Anti-Counterfeiting Program by strengthening and expanding the National Trademark Counterfeiting Prevention Directory, through its interface with the National Anti-Piracy Plan (PNCP) and the National Intellectual Property Strategy.

SCOPE: To establish a disclosure routine for data in the National Trademark Counterfeiting Prevention Directory (CNCP-INPI), assessing the feasibility of including other types of intellectual property rights in this Directory. Draft a Technical Cooperation Agreement specific to this Directory. Complete the first Six-Month Assessment Report (Note: the reference date of these half-yearly reports will be December 1, 2022, completing the first year on December 1, 2023 and continuing successively until 2026). Improve the training course for the use of the National Trademark Counterfeiting Prevention Directory (CNCP-INPI). Expand and consolidate the National Trademark Counterfeiting Prevention Directory (CNCP-INPI) increasing the participation of law enforcement and public institutions. Organize training courses and classes on the use of the National Trademark Counterfeiting Prevention Directory (CNCP-INPI). Complete the second Six-Month Assessment Report (Note: the reference date of these annual reports will be December 1, 2022, completing the first year on December 1, 2023 and continuing successively until 2026). Prepare the Annual Report (Note: the reference date of these half-yearly reports will be December 1, 2022, completing the first year on December 1, 2023 and continuing successively until 2026).

TIMEFRAME: 2023 to 2026.

PDPI - Industrial Property Development Program

GOAL: To upgrade BPTO services through studies and projects, awarding grants and fellowships to external researchers in different lines of research, including post-doctoral fellows.

SCOPE: To improve internal procedures related to the technical educational activities. Consolidation of the case law established by the second administrative tier at the BPTO. Conduct economic studies in the industrial property field. Plan and implement other deliverables (projects) to be defined by the areas requesting them.

TIMEFRAME: 2024 to 2026.



3. CONSOLIDATE THE INSERTION OF BRAZIL AS PROTAGONIST IN THE INTERNATIONAL INDUSTRIAL PROPERTY SYSTEM

Operationalization of the Hague Agreement

GOAL: To operationalize the Hague Agreement and automate inflows and processing of its designations.

SCOPE: To publish the 2nd Edition of the, which will provide training and guidance for civil servants. Publish a Normative Act on designations and registrations arising from the Hague Agreement. Train examiners for examine and process of designations arising from the Hague Agreement. Automate the submission, acceptance, translation, and processing of designations under the Hague Agreement.

TIMEFRAME: 2023 to 2024.

Studies for the Lisbon Agreement

GOAL: To conduct a study to support the decision of eventual accession of Brazil to the Lisbon System for the registration of geographical indications abroad, covering the costs and requirements of operational preparation, IT systems development, the accession process and the consolidation of its operationalization.

SCOPE: To prepare an international comparison, with a technical feasibility study, costs and operational impacts, together with studies of the legislative and IT requirements.

TIMEFRAME: 2023 to 2026.

Promoting the Use of International IP Agreements by Residents

GOAL: To support the growth and competitiveness of Brazilian companies engaged in internationalization processes through expanding the use of WIPO international treaties (Madrid, PCT, The Hague and Lisbon), through actions offering guidance and dissemination to users and potential users.

SCOPE: To identify major user groups in Brazil who might be interested in using the WIPO international treaty route to introduce their products to international markets. Disseminate the use of such treaties in Latin America, which is a region with large accession gaps, and thus expanding potential consumer markets for Brazilian products, with the support of the WIPO and associations – such as the Brazilian Intellectual Property Association (ABPI) and the Brazilian Industrial Property Agents Association (ABAPI) – as well as other professional institutions. Inform user groups of the characteristics and potential of each treaty. Assess the desirability and opportunity of Brazil acceding to the Lisbon Agreement for the Protection of Appellations of Origin and their International Registration.

TIMEFRAME: 2023 to 2026.

Consolidation of the Operationalization of the Madrid Protocol

GOAL: To complete the implementation of the technical, administrative and normative conditions needed for the sustainable operation of the Madrid Protocol.

SCOPE: To complete the automation of INPI-WIPO communication, and complete the automation of the examination of designations in production.

TIMEFRAME: 2023.

Promotion of Innovation Cooperation Agreements

GOAL: To expand the international market for Brazilian technology developers, based on the cooperation model with the Danish Government adopted in 2019, involving business rounds between Brazilian and international partners that open up opportunities for cooperation in different strategic areas.

SCOPE: To identify technology seekers and suppliers, particularly SMEs and ICTs. Identify partners to participate in business rounds, with the core theme (on the Brazilian side) of renewable energy technologies, leaving the addition of new fields open to negotiation. Conduct discussion rounds and follow up to monitor and disseminate the outcomes, while preserving participant confidentiality.

TIMEFRAME: 2023 to 2026.

Promoting Regional IP Integration

GOAL: To promote regional integration under the existing arrangements, particularly the Mercosur.

SCOPE: To maintain dialogs with partners in PROSUR, IBEPI and MERCOSUR, as a priority. Open a dialog with the Brazilian Cooperation Agency (ABC), under the aegis of the Brazilian Ministry of Foreign Affairs (Itamaraty), seeking operational and financial support for multilateral bilateral contacts with identified partners. Verify the future directions of the existing multilateral groups and align with MERCOSUR partners + Chile, for better dissemination of understandings to other countries, in pursuit of material outcomes, such as good practice exchanges and technology transfers among nationals of the countries involved.

TIMEFRAME: 2023 to 2026.

Internationalization of the Intellectual Property and Innovation Graduate Studies Program (PPGPI)

GOAL: To extend the internationalization of the Intellectual Property and Innovation Graduate Studies Program (PPGPI), generating knowledge with international insertion and transforming the BPTO Academy into an international benchmark for IP education, research and extension courses.

SCOPE: To develop international teaching, research and extension projects. Encourage the internationalization of intellectual production, expanding international mobility, and attracting foreign students, lecturers and researchers, while also internationalizing the curriculum.

TIMEFRAME: 2023 to 2026.



4. EXPAND KNOWLEDGE AND ACKNOWLEDGMENT OF THE VALUE OF THE BPTO FOR SOCIETY

BPTO Communication Actions Perception Survey

GOAL: To survey and analyze the main hurdles, types of language, appropriate channels, and publication timing, among other aspects that increase the effectiveness of segmented communication actions and the BPTO, adapted to the specific characteristics of each audience.

SCOPE: To survey target audiences for the intellectual property system, in cooperation with the Ministry for Development, Industry and Foreign Trade (MDIC), through Brazil's National Intellectual Property Strategy (ENPI) Communications Strategy. Survey of priority audiences. Identify partner institutions with the support of the General Information Dissemination Coordination Office, and define the methodology. Produce and collect information, with diagnoses and adaptations to Communications Plan.

TIMEFRAME: 2024 to 2025.

Preparation of the Communication Plan

GOAL: To map opportunities for dissemination of the BPTO to its external and internal target audiences, according to its priorities set for a four-year cycle, and establish strategies for reaching out to these audiences through different channels and forms of dissemination. The Communications Plan shall be reviewed annually, based on the targets reached by the Institute the previous year.

SCOPE: To produce a four-year in 2023, mapping BPTO target audiences in cooperation with the Ministry for Development, Industry and Foreign Trade (MDIC) through the National Intellectual Property Strategy (ENPI) Communications Strategy. Perform Image Searches and map public potential, channels and vehicles available for reaching out to audiences. Prioritize BPTO communications demands with its Presidents Office. Build a usage schedule for integrated communication tools: events, press releases, multimedia publishing, corporate image, institutional advertising, marketing, endo-marketing and digital marketing. Modernize communications tools and technologies to improve contacts with the public, and conduct a review for every annual cycle.

TIMEFRAME: 2023 to 2026.

Preparation of the Image Crisis Management Plan

GOAL: To develop procedures and structures to prevent and manage image crises.

SCOPE: Phase 1: Risk assessment. Phase 2: Definition of preventive actions and preparation of the Crisis Management Plan. Phase 3: Approval of the Plan, including a proposal to set up a Crisis Management Committee.

TIMEFRAME: 2025 and 2026.

Preparation of the Digital Marketing Plan

GOAL: To Reformulate the strategy and tactical actions for the Institute's digital channels, pursuing the strategic goals set by the BPTO for 2023-2026 and encompassing internal and external audiences. Like the Communications Plan, the Marketing Plan will be prepared in a four-year format and revised every annual cycle, according diagnoses of its reach towards the Institute's targets.

SCOPE: To define strategic goals and select audiences of interest. Develop the strategy and draw up a tactical plan: channels, resources, messages and formats to be used. Identification of appropriate performance indicators. Implement automatic translation of the BPTO portal. Continuous improvement of the portal centered on users and focused on services. Develop the new intranet. Conduct user surveys. Develop an editorial plan for social networks. Create user support content (such as video tutorials).

TIMEFRAME: 2023 to 2026.

Spokesperson Training and Media Training

GOAL: To train managers and the main internal sources to work with the press.

SCOPE: Phase 1: To perform benchmarking for training Civil Service spokespersons. Phase 2: Define the method to be used at the BPTO. Phase 3: Provide training for managers and spokespersons. Phase 4: Monitor spokesperson performances in press interviews.

TIMEFRAME: 2024 and 2025.

Examination Quality Perception Survey

GOAL: To establish and implement a survey system for assessing user perceptions of the quality of examinations for granting and registering industrial property rights.

SCOPE: To conceptualize the project and establish procedures. Hire outsourced experts to conduct the surveys. Conduct surveys of Technical Examination Processes for Granting Patents, PCT Reports (ISA & IPEA), Technical Examinations for Granting Trademark Registration and Technical Examinations for Granting Industrial Design Registration.

TIMEFRAME: 2023 to 2024.



5. DEEPENING DIGITAL TRANSFORMATION WITH A FOCUS ON UPGRADING PERFORMANCE AND USER SERVICES

Digital IP Plan

GOAL: To a) improve access to services and information within the scope of BPTO actions; b) digitize the analog stages of the services rendered by the BPTO; c) review, streamline and automate relationships; and d) modernize the publication of results, access to proceedings, and service ratings.

SCOPE: To implement solutions developed by the Digital Government Bureau (SGD) for the digital transformation of services, with digital channel unification, and system interoperability, security and privacy. Develop user-focused front-end solutions for the BPTO Portal. Conduct surveys with user focus groups to build and test solutions. Promote actions disseminating a digital transformation culture. Expand the databases availability in open format and encourage data use by data design mechanisms.

TIMEFRAME: 2023 to 2026.

Technological Capacity Modernization

GOAL: To prepare BPTO data for use as information in the next strategic planning cycle.

SCOPE: To improve governance and management for Scientific and Technological Institutions, replacing legacy systems that use Informix databases. Operate in the cloud. Implement service contingency and redundancy systems at these institutions and develop a new software factory contracting model. Commission software projects with defined scope.

TIMEFRAME: 2023 to 2026.

Structuring the BPTO Data Area

GOAL: To prepare BPTO data for use as information in the next strategic planning cycle.

SCOPE: To structure, treat and sanitize the data from the internal BPTO systems. Set up the BPTO data area and hire unbiased research and advice on information and communications technology. Define the data architecture for the Data Analysis, and allow the business area to generate information from the data.

TIMEFRAME: 2023 to 2026.

New Search Solution

GOAL: To allow access to the information actions of IP assets published by the BPTO, as well as mitigate the occurrence of intermittencies and unavailability of the search service.

SCOPE: To Hire technical staff to define the technological architecture and data structure that best meet BPTO needs and preferences. Contract development, with defined scope, of the BPTO process search solution with API.

TIMEFRAME: 2023 to 2025.



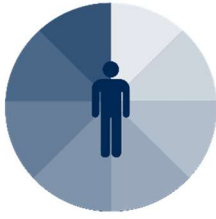
6. ENSURE SUSTAINABLE FINANCING FOR MODERNIZATION AND EXPANSION OF SERVICE DELIVERY CAPACITY

Approval and Implementation of the BPTO Pricing Policy

GOAL: To a) Develop technical skills for the implementation of the Pricing Policy (with possible disbursement for contracting services / advice); b) Enable the approval of the Pricing Policy; and c) Prepare and approve a new price list for the BPTO.

SCOPE: To create a regulatory office in charge of the implementation and monitoring of the BPTO's Pricing Policy. Obtain Pricing Policy approval, and prepare and approve a new Price List for the BPTO.

TIMEFRAME: 2023 and 2024.



7. ENSURE THE RESTRUCTURING AND RETENTION OF A WORKFORCE SIZED TO RESPOND TO RISING DEMANDS, WHILE UPHOLDING HIGH SERVICE DELIVERY PERFORMANCES

Restructuring the Workforce

GOAL: To promote the strengthening of institutional capacity through running a public competitive civil service entrance examination for fulltime permanent positions and opening up new positions based on the findings of the Workforce Sizing Project.

SCOPE: To forward to the claims oversight Ministry a public competitive civil service entrance examination for fulltime permanent positions and opening up new positions as needed through the Workforce Sizing Project. Hire an organizing company and conduct a public competitive civil service entrance examination for an intake of new civil servants, and continue the Workforce Sizing Project.

TIMEFRAME: 2023 to 2026.

IP Career Restructuring

GOAL: To propose a new law for modernizing and enhancing the appeal of the BPTO Careers and Positions Plan.

SCOPE: To draw up a Draft Bill to restructure and redesign the BPTO Careers and Positions Plan.

TIMEFRAME: 2024 to 2025.

PDG - Manager Development Program

GOAL: To train managers based on new trends and strategies in the development of leadership skills, in addition to preparing successors and training new managerial talents.

SCOPE: To integrate development strategies for current and potential managers, including cooperation with the BPTO Academy, partnerships with government schools, international cooperation with IP Offices and contracting educational services in the market. Invest in initial and ongoing managerial training at all levels. Establish management development and training tracks. Provide opportunities to prepare successors and new managerial talents.

TIMEFRAME: 2023 to 2026.

PDTEC – Technical Development Program

GOAL: To promote high-level technical courses and training with a focus on the education of industrial property rights examiners.

SCOPE: To integrate civil servant development strategies, including cooperation with the BPTO Academy, partnerships with government schools, international cooperation offered by IP Offices and contracting educational services in the market. Invest in initial and ongoing technical training of BPTO staff. Establish management development and training tracks. Offer opportunities for technical education to civil servants in critical positions.

TIMEFRAME: 2023 to 2026.

PDE – Team Development Program

GOAL: To promote the strengthening and integration of teams, including preparation for dealing with the challenges of new hybrid and virtual working relationships; b) Strengthen team integration in order to build up their identification as winners able to boost outcomes through joint actions tied to institutional purposes; and c) Prepare teams for the challenges of new hybrid and virtual working relationships, with training actions in support of the Management and Performance Program (PGD).

SCOPE: To implement the program based on strategic planning, the findings of the organizational climate survey, and mapped needs. Organize team integration events and workshops, with investments in training for hybrid and virtual teams.

TIMEFRAME: 2023 to 2026.

Critical Occupations and Managers Succession Program

GOAL: To build succession plans for management functions and critical occupations, in order to ensure knowledge management and avoid bottlenecks in succession processes.

SCOPE: To map critical occupations, as well as managerial and technical skills. Develop the Internal Organizational Mentoring Program, and draw up succession plans for managerial functions and critical occupations.

TIMEFRAME: 2023 to 2026.

Individual Performance Management and Incentive System

GOAL: To improve the individual performance management and incentive model, as a meritocracy tool that strengthens the financial and social acknowledgment of civil servants as a form of positive distinction, reinforcement and encouragement of their commitment to the public vocation, with an innovative spirit and for the purpose of continuous improvement.

SCOPE: To perform internal consultation of the new performance appraisal model, publishing a new performance appraisal and acknowledgment standard. Implement and monitor the Incentive and Individual Performance Management System (SIGDI).

TIMEFRAME: 2023 to 2024.

PGD - Management and Performance Program

GOAL: To expand the BPTO Management and Performance Program, in order to pave the way for new participants and new institutional units, in addition to promoting its ongoing improvement through the upgrading the outcome measurement and environmental monitoring mechanisms, in order to ensure links between participants with their purposes, as well as institutional strategic planning, rendering BPTO services to its users and society with quality and efficiency.

SCOPE: To continuously improve the PGD-INPI, monitor participant integration actions and contexts. Develop a PGD-INPI Information Transparency Panel in the BPTO Portal. Oversee the monitoring of PGD-INPI outcomes.

TIMEFRAME: 2023 to 2026.

Strategic Workforce Management

GOAL: To improve the management of the BPTO workforce, based on workforce sizing indicators and outcomes.

SCOPE: To perform intelligence work based on information drawn from the Workforce Sizing Project for improving and restructuring personnel management actions and policies, starting with redrafting the internal movements policy and skills mapping (including management skills).

TIMEFRAME: 2023 to 2026.

Quality of Life Program

GOAL: To promote improvements in the quality of life at work and in the work environment, as a way of enhancing the value of people at the BPTO.

SCOPE: To implement an assortment of actions that promote improvements in the quality of life at work and ensure a healthy work environment, as a way of enhancing the value of people at the BPTO.

TIMEFRAME: 2023 to 2026.

Organizational Culture and Climate Management

GOAL: To conduct workplace climate survey and outline a communications plan with proposals for strategies addressing the issues raised in the survey, underpinning the construction of a healthy and collaborative working environment that encourages innovation and engagement with institutional purposes.

SCOPE: To conduct workplace climate surveys in 2023 and 2025, developing a communications plan with proposals for strategies addressing the issues raised in the survey. Implement actions intended to improve the organizational climate.

TIMEFRAME: 2023 to 2026.

Internship Program

GOAL: To a) Identify talents, helping them reach their full potential while also adding value to the institution, and establishing an interface between knowledge disseminated in universities and professional practices; b) Promote the BPTO Internship Program with an educational slant, presented as a tool for the dissemination of IP to its participants.

SCOPE: To develop, implement and monitor the BPTO Internship Program.

TIMEFRAME: 2023 to 2026.

Right Here (*Bem Aqui*) Program at the BPTO

GOAL: To a) manage psychosocial risk in the institutional context; b) encourage activities that promote physical well-being and playing sports; c) activate focus and intellectual and emotional skills; d) carry out educational actions and open up volunteering opportunities; e) firm up a sense of belonging and organizational inclusion.

SCOPE: To promote and support actions that spur communicability, solidarity and a sense of unity. Carry out and support projects aimed at engagement and interaction among current and retired civil servants at the BPTO. Encourage sharing creative practices that harmonize of professional and personal aspects of life.

TIMEFRAME: 2023 to 2026.

Gender, Diversity and Inclusion Program

GOAL: To integrate gender, diversity and inclusion aspects into BPTO actions, focused on internal management, as well as Brazilian and international intellectual property systems.

SCOPE: To firm up the activities of the Strategic Committee on Gender, Diversity and Inclusion. To organize, promote and support theme-specific events, as well as awareness, learning and access to information and knowledge. Map bottlenecks and gather data and information to remove them. Perform evidence-based analyses. Support and join in networks of underrepresented groups in the intellectual property field. Engage the BPTO in initiatives to remove systemic barriers to equity in IP.

TIMEFRAME: 2023 to 2026.

Preparation of Internal Marketing Plan

GOAL: To mobilize staff engagement with institutional identity, spotlighting positive outcome, internal talents, sector programs and pursuing the strategic goals of the Institute. The Internal Marketing Plan will be prepared in a four-year format and revised every annual cycle, based on BPTO target achievement diagnoses.

SCOPE: To draw up an internal campaign calendar, organizing internal events for personnel integration. Produce materials with the results achieved by the BPTO sectors. Define the channels for internal disclosure.

TIMEFRAME: 2023 to 2026.



8. PROVIDE LOGISTICS SUPPORT AND THRIFTY, EFFICIENT AND SUSTAINABLE INFRASTRUCTURE

Digitization of Document Archives

GOAL: To digitize the physical documents of the BPTO, with identification and correction of scanning failures, information registration and indexing, and structuring a database that allows the searches and access to documents.

SCOPE: To digitize the microfilm and hardcopy document archives.

TIMEFRAME: 2024 to 2026.

Sustainable Logistics Program

GOAL: To promote the rational use of resources and sustainable practices in the environmental, social and economic dimensions, contributing to the reduction of negative impacts caused by BPTO activities, the consumption of natural resources, and the generation of solid wastes; the efficiency of public spending, reviewing organizational practices and incorporating innovative processes such as shared public procurement tenders and contracts with sustainability criteria; and the generation of opportunities with gender and race equity and quality of life in the workplace, as well as the economic inclusion of new government vendors.

SCOPE: To obtain the A3P seal, and update the BPTO Sustainable Logistics Plan. Implement the ESG concept at the BPTO.

TIMEFRAME: 2023 to 2026.

Public-Private Partnership (PPP) Modeling for Renovation of the Praça da Bandeira Building

GOAL: To find suitable uses for the building in the Praça da Bandeira square, through renovations and modernization, allowing the hand-over of the asset in good conditions for use by the Brazilian Government, including the possibility of altering the lease model for use as the BPTO headquarters.

SCOPE: To model a Public Private Partnership for the renovation of the head office building, selecting a partner for this renovation project.

TIMEFRAME: 2023 to 2026.

Building Occupancy Optimization

GOAL: To optimize the occupancy of the BPTO headquarters at Rua Mayrink Veiga 9 in Rio de Janeiro, as well as other properties used by the BPTO where applicable, in addition to undertaking adjustments to these properties related to their accessibility conditions, in order to include all the adaptations required by laws and regulations on such matters. The products to be developed are intended to comply with the Federal Government's Rationalize (*Rationaliza*) Program, established by Joint Ordinance ME N° 38/2020 and Ordinance SE/ME N° 19,385/2020, which govern occupancy rates and sizing of institutional properties used by the direct federal civil service, as well as semi-independent agencies and foundations.

SCOPE: To adjust the occupancy of the BPTO headquarters building, by creating hotel-type lounges and time-off areas, allowing more efficient implementation of the hybrid work system.

TIMEFRAME: 2023 to 2024.



9. PRIORITIZE MANAGEMENT AND GOVERNANCE PRACTICES AND INSTITUTIONAL RELATIONSHIPS

Management Excellence Program (MEG/FNQ)

GOAL: To improve and achieve excellence for BPTO management, through participation in the appraisal and award process for the Management Excellence Model® (MEG), run by Brazil's National Quality Foundation (FNQ), in order to reach Bronze level by 2026 and establish a benchmark for achieving excellence through ongoing improvement.

SCOPE: To conceptualize the project and set up a multidisciplinary and cross-disciplinary team (Task Force). Allocate budget funding for training and registration in the award process. Perform benchmarking and attend the awards ceremony.

TIMEFRAME: 2023 and 2026.

Process Optimization Program

GOAL: To plan and execute process improvement or transformation projects.

SCOPE: To map and identify problems and opportunities for process improvement, redesign processes, establish indicators for monitoring process performance and implement improvements, both in the focus of the BPTO Program for the XXI Century (Prosperity Fund) and other macroprocesses, including the BPTO Value Chain Review.

TIMEFRAME: 2023 to 2026.

Redesign of the Institutional Model

GOAL: To modernize the institutional model with an emphasis on greater financial and management autonomy, ensuring the exclusively state nature of BPTO activities.

SCOPE: To develop and implement a new institutional model aimed at transforming the BPTO into a Special Semi-Independent Government Agency.

TIMEFRAME: 2023 to 2024.

Remodeling the Organizational Structure

GOAL: To improve the organizational structure with a focus on alignment with the strategy, reduction in hierarchical tiers, and integration of work processes.

SCOPE: To publish By-Laws linked to Decree N° 11,207/2011, for the current regulatory structure. Forward a proposal to the Ministry for Development, Industry and Foreign Trade (MDIC) for a new regulatory structure, draft the By-Laws for the new Decree establishing the regulatory structure.

TIMEFRAME: 2023 to 2024.

TransformaGov - Strategic Management Plan and Institutional Transformation (PGT)

GOAL: To implement improvements in management processes and organizational support through the implementation of BPTO Actions under the Strategic Management and State Transformation Program (PGT) of the TransformaGov.Br platform.

SCOPE: Action 3: Complete the digitization of functional grounds in SIGEPE AFD (Digital Functional Grounds). Action 7: Carry out the survey of the sets of documentation. Action 8: Apply the Classification Code and the Document Timing and Allocation Table for the means-activities of the Federal Executive Branch (Ordinance N° 47/2020, National Archives). Action 9: Proceed with the elimination of documents that have fulfilled their purpose in time, according to the guidelines issued by the National Archives. Action 10: Prepare a Classification Code and Document Timing and Allocation Table for the end-activities. Action 11: Implement a centralized solution for the management of chattels and inventory (SIADS). Action 15: Respond to the Federal Government Transfers Survey.

TIMEFRAME: 2023.

Act BPTO (*Agir INPI*) Program

GOAL: a) To consolidate a user focus as a fundamental value for the excellence of its institutional management; b) Strengthen the institutional relationship of the BPTO through assigning high priority to enhancing user experiences and upgrading public services, with a focus on social compliance; c) Improve routines and systems in use within the scope of the relationship and transparency actions of the BPTO, adopting uniform procedures for Institutional Relationship Agents; d) Emphasize positive user experiences in the consumption of services and underscore perceptions of user satisfaction; and (e) expand digital accessibility and promote inclusion and access to public industrial property services, as well as equal opportunities, diversity and equity in IP.

SCOPE: To train the members of the Institutional Relationship Agents Network (*Rede Agir*) in open government practices. Simplify processes and procedures for serving users and lighten their journeys. Foster the development and reuse of collaborative solutions and digital platforms, especially in the fields of information management and customer service. Monitor and improve the quantitative and qualitative relationship and transparency standards structured in the *Ouvidata* Panel and BPTO ratings on digital platforms. Ensure compliance with the principles and guidelines established in the BPTO Relationship and Transparency Policy. Provide individualized direction, promote the peaceful settlement of disputes, and welcome underrepresented groups in the national industrial property system.

TIMEFRAME: 2023 to 2026.

Institutional Relations Program with the Executive, Legislative and Judicial Branches

GOAL: To a) Improve and systematize institutional relationships between the BPTO and the Executive, Legislative and Judicial Branches, in order to generate greater efficiency for addressing internal and external issues; b) Promote close links between the BPTO and the Parliamentary Advisory Offices of Ministries such as the Ministry for Development, Industry and Foreign Trade (MDIC), the Ministry of Science, Technology and Innovation (MCTI), the Ministry of Administration and Innovation in Public Services (MGI) and the Ministry of Foreign Affairs (MRE), as well as the Legislative Advisory Offices of the Brazilian Congress; and c) to strengthen relationships with State Courts of Justice in IP-related lawsuits.

SCOPE: To design an institutional relationship macro-process and design a pilot project to provide training focused on IP issues to the Parliamentary Advisory Offices at Ministries. Create a pilot project to promote IP-focused training to Legislative Advisory Offices for improving National Legislative processes. Organize institutional events/actions with State Courts of Justice in order to assist them in matters involving IP issues.

TIMEFRAME: 2023 to 2026.

Permanent Dialogue with Stakeholders

GOAL: To map BPTO stakeholders for continuous identification of their needs and expectations, drawing up an engagement and relationship plan.

SCOPE: To define the stakeholders, their needs and expectations and their interrelationship with BPTO strategies and processes. Identify traditional and non-traditional stakeholders and prioritize them. Understand their identified needs and expectations. Prioritize these needs and expectations, based on relevant criteria. Definition of Stakeholder Requirements. Improve and integrate the relationship and communication channels, and ways of handling comments on strategy and processes.

TIMEFRAME: 2023 to 2026.

5. BUDGET FORECAST

This section presents revenue, expense and budget result projections for the period covered by the Strategic Plan, based on assumptions adopted in relation to the BPTO's operating environment.

5.1 Revenue and Expense Projection

The revenue and expense projections presuppose certain assumptions, the main one being the holding of a public tender, to the following extent:

- Effective tender (existing vacancies) – 412 employees, who will take up their duties in October 2024; and Effective tender (creation of vacancies) – 730 employees, who will take up their duties in October 2025.

It should be noted that revenue projections consider constant prices, according to the current BPTO price list, and include increments related to technical decisions projected by the business areas, due to the entry of new employees.

As for expenses, personnel projections were made considering the 9% readjustment of salaries, starting in May 2023, and observing the increases resulting from the entry of new employees.

The projections of costing and investment expenses (called Discretionary Expenses in the Public Budget) were built based on the survey of the needs for services, equipment and materials to support the BPTO's strategy over the next four years. Expenses that did not show signs of an increase due to the strategy were updated using the National Consumer Price Index (IPCA) projected by the Central Bank.

5.2 Projected Revenue

The Institute's collection comes mainly from services related to the granting of patents and registration of trademarks, industrial design, geographical indication, topography of integrated circuits and technology transfer.

In addition to revenue from services, specified in the previous paragraph, the Institute's revenue comprises:

- i. equity income, which consists of income from financial investment from the balance of resources collected by the BPTO in the National Treasury Single Account; and
- ii. other revenues, which correspond to the collection from fines and interest provided for in contracts, reimbursements and refunds, in addition to revenues from loan amortizations.

The following table shows the projection of INPI revenue, by group, for the period 2023-2026.

BRL million

REVENUE	MANAGERIAL PROJECTION AT CONSTANT PRICES ⁽¹⁾			
	2023	2024	2025	2026
Service revenue	529,0	594,5	738,0	950,6
Equity income ⁽²⁾	255,3	294,5	332,4	393,8
Other revenues ⁽²⁾	3,2	3,2	3,2	3,2
Total	787,5	892,2	1.073,6	1.347,6

⁽¹⁾ The projection of service revenue considers constant prices according to the Price List in force (Dec/2022). The projection of equity income considers the projection of the cash account balance remunerated at the projected National Treasury Secretariat (STN) rate.

Source: DIRAD/CGOF/DIIRC e SIAFI.

In the period covered by the plan, an average annual growth of 19% is projected in BPTO's total revenue, with emphasis on the years 2025 and 2026, when the revenue growth rate will reach 20% and 26%, respectively.

It is noteworthy that, in the final years of the plan (2025 and 2026), the largest number of technical productions of trademarks and patents is concentrated, resulting from the entry of employees in Oct/2024 and Oct/2025, thus boosting revenue from services - which is projected to grow 24% in 2025 and 29% in 2026.

5.3 Projected Expense

The projected expense for the period shows an average annual growth of 20%, considering the BPTO's total expense in 2022, of BRL 268.9 million.

For a more in-depth analysis of expense projections, the following table presents projected expense for the 23-26 period, divided into two groups: personnel expense and discretionary expense.

BRL million

GROUP OF EXPENSES	PROJECTED			
	2023	2024	2025	2026
Personnel expense ⁽¹⁾ (a)	226,5	257,9	352,6	441,7
Discretionary expense (b)	91,8	118,2	111,8	120,1
Costing	78,4	109,3	101,4	116,4
Investment	13,4	8,9	10,4	3,7
Total projected expenses (a) + (b)	318,3	376,1	464,4	561,8

⁽¹⁾ Personnel expenses, in addition to remuneration, include social security charges and employee benefits

Source: DIRAD/CGOF/DIORC.

The variation in personnel expenses is directly related to the entry of employees in the period. When comparing these expenses for the year 2023 - whose projection considers the current number of employees - with 2026 (+1142 employees), it is noted that it doubles in value (+95%). It should be noted, however, that in the following years, there will be stability in this group of expenses and, on the other hand, there will be a growing revenue from services due to the production of employees who will enter through public tenders.

As for discretionary expenses, there is a variation between the years 2023-2026. With regard to costing expenses, the years 2023 and 2024 have significant amounts, expected for hiring a company specialized in carrying out public tenders (BRL 14.1 million, in 2023, and BRL 23.8 million, in 2026), distorting the costing values of these years.

In 2025, costing expenses show a reduction and, in 2026, they return to a growth compatible with the updating of contracts (+7%).

It is also worth highlighting two costing expenses that represent important projects foreseen in the plan:

- Document scanning – BRL 19.0 million (with disbursement from 2023 to 2026); and
- Subscription to ongoing impartial research and advice on information and communications technology – BRL 7.5 million (with expected disbursement from 2024 to 2026).

Investment expenses are based on the flow of investments in Information Technology, of which we can highlight:

- Purchases of laptops – BRL 14.7 million (with disbursements in the years 2023, 2024 and 2025);
- Evolutionary Software Development and Maintenance, which is a recurring investment at the BPTO, but which will be leveraged in 2025 and 2026. The total expected value from 2023 to 2026 is BRL 8.4 million; and
- Expansion of the production storage capacity (equipment) - BRL 4.0 million (expected to be acquired in 2023).

Despite the increase in the number of employees and the investments and new costing expenses planned for the period, the BPTO's revenue is higher than the total expenses, as shown in the following section.

5.4 Budget Result Projection

From the point of view of results, this section addresses the expected budget result for the period, which considers the revenue and expenses projected in the plan.

For an analysis of the Institute's sustainable funding, which aims to demonstrate the BPTO's revenue from services against the expenses that support the provision of services, the partial result is presented, considering only the revenue from services. Subsequently, for a complete view of BPTO's budgetary capacity, the final result is shown, including equity income and other revenues.

The table below shows that the partial and final results maintain the growth trend from 2023 to 2026.

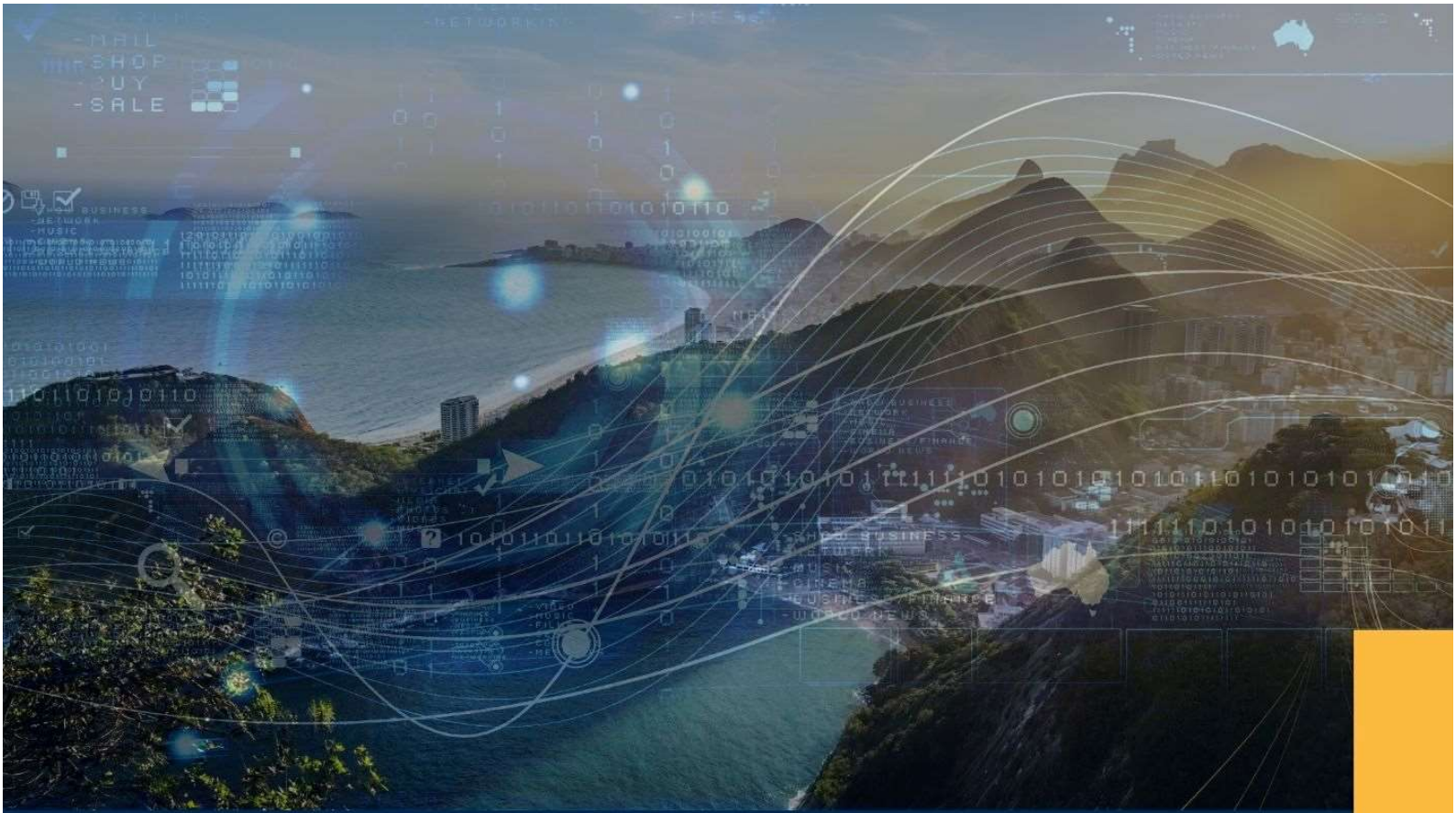
BRL million

RESULT	PROJECTED			
	2023	2024	2025	2026
Service revenue (a)	529,0	594,5	738,0	950,6
Total projected expenses (b)	318,3	376,1	464,4	561,8
Partial Budget Result (c) = (a) – (b)	210,7	218,4	273,6	388,8
Equity income (d)	255,3	294,5	332,4	393,8
Other revenues (e)	3,2	3,2	3,2	3,2
Final Budget Result (f) = (c) + (d) + (e)	469,2	516,1	609,2	785,8

Source: DIRAD/CGOF/DIORC.

Revenue from services grows in monetary terms more than total expenses, mainly in the years 2025 and 2026, when the production of new employees already influences the provision of services. A growth of 25% and 42%, respectively, can be observed. Equity income also maintains the growth trend, due to the income from the surplus revenue produced by the BPTO that does not convert into expenses.

It is concluded, therefore, that the BPTO has a sustainable financing capacity in view of its needs for staff recompositing and investments in Information Technology.



Strategic Plan

2023
2026