

Strategic Plan
2027 - 2036

INPI
INSTITUTO NACIONAL DA PROPRIEDADE INDUSTRIAL



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National Institute Of Industrial Property - INPI

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List Of Acronyms and Abbreviations

CGU – Comptroller General of the Union

CVM – Securities and Exchange Commission

ENPI – National Intellectual Property Strategy

EUIPO – European Union Intellectual Property Office

AI – Artificial Intelligence

INPI – National Institute of Industrial Property

LPI – Industrial Property Law

SDG – Sustainable Development Goals

WIPO – World Intellectual Property Organization

UN – United Nations

PGD – Management and Performance Program

IP – Intellectual Property



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Presentation

The Strategic Plan 2027-2036 inaugurates a new ten-year cycle of institutional planning. While this guideline aims to consolidate and sustain the technical and operational advances achieved, it also reflects the Institute's readiness to respond to the evolution of the demands and challenges of the Intellectual Property system, based on the commitment to protect the rights of creators and connect the country's creative intelligence to the market and to the world.

INPI reaffirms its Mission to protect and promote Intellectual Property as a stimulus for innovation for the sustainable development of Brazil. Aligned with its Vision, the Institute follows the path to consolidate itself as a world reference, positioning itself as a strong, structured institution and protagonist of the innovation ecosystem.

The 2023-2026 strategic cycle was marked by institutional advances and the improvement of services provided. From here on, incremental efficiency advances will not be sufficient to respond to the speed of technological innovation. Long-term institutional sustainability will also require the definitive expansion of installed capacity, making possible greater processing agility with the standard of quality and legal certainty that the business environment demands.

To this end, it is imperative to ensure the predictability and budgetary sufficiency of the Institute. The scope of this long-term plan is not restricted to providing INPI with temporary infrastructure; it is about institutionalizing permanent mechanisms that ensure the full and continuous allocation of resources collected by the Institute itself for reinvestment in modernization and in the provision of services to users.

The essence of the long-term strategy positions INPI as an institution with world-class performance, a protagonist on the international Intellectual Property scene and more present in people's lives. It consolidates the Institute as an agent of economic development of the country and regulator of the national market, in addition to positioning it among the references in management and the best places to work in Brazil.

This is the commitment and the challenge of INPI.



1. The Planning System

Strategic Planning consists of a continuous methodological management process, conceived to diagnose the institutional scenario, define the organization's market positioning and mitigate risks through the predictive allocation of resources. It is the basal governance instrument that aligns the long-term vision of senior management with tactical-operational deliverables, ensuring the sustainability and continuity of the institution.

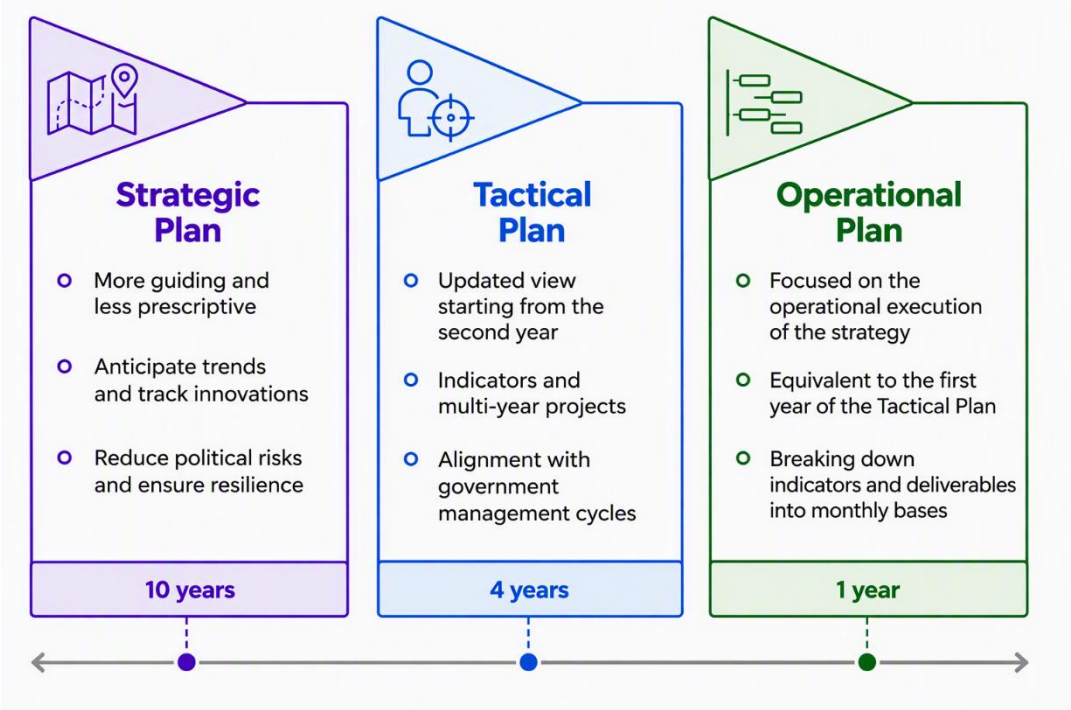
Its execution is based on the structured response to three guiding pillars:

- Scenario Analysis (Status Quo): Holistic evaluation of internal capabilities, operational vulnerabilities and dynamics of the external environment.
- Institutional Direction: Establishment of the mission and the vision of the future to be achieved in a long-term time horizon.
- Implementation Plan: Formulation of strategic objectives and strategies that enable the production of results.

The Tactical Plan is the intermediate level of organizational management that acts as the essential link between Strategic Planning and Operational Planning. While strategic planning defines where the organization is going, the Tactical Plan acts as the link that converts the long-term guiding guidelines into real, structured and measurable delivery capacity for the organization through the definition of annual goals, annual projects/deliverables and annual budget (aggregated revenues and expenses).

The Operational Plan consists of the short-term instrument conceived to materialize the intermediate-level guidelines (Tactical Plans/Business Plans) into daily routines, work schedules and tangible deliverables. It is the traction vector at the base of the organizational architecture, responsible for converting conceptual goals into real, standardized and monitorable execution capacity. It defines the programming (breakdown) of annual goals, projects and budget.

INPI proposes a paradigm shift with the conception of the Strategic Plan for the ten-year horizon. Under this new perspective, the long-term plan adopts an eminently guiding and less prescriptive character. The central focus shifts from the prescription of activities to the definition of the major long-term strategic drivers of the organization.



Institutional Planning Model

The planning system is based on the catchball methodology, ensuring that the breakdown of goals and guidelines occurs bidirectionally between the plans (top-down and bottom-up relationship). The Catchball methodology is an organizational communication process focused on the breakdown and alignment of goals and guidelines through the bidirectional flow of information, in which an idea or guideline is launched from one managerial level to another, and must be analysed, refined and "returned" with contributions before being formalized. The operational dynamics of the methodology are based on the following pillars: Bidirectional Flow (top-down and bottom-up); integrated negotiation, alignment and synergy between the plans.

This process connects macro-guidelines set by senior management to the specific realities and deliverables of each unit. Under the perspective of integrated governance, the model breaks down the strategies into tactical and operational plans through the establishment of top indicators and goals by leadership.

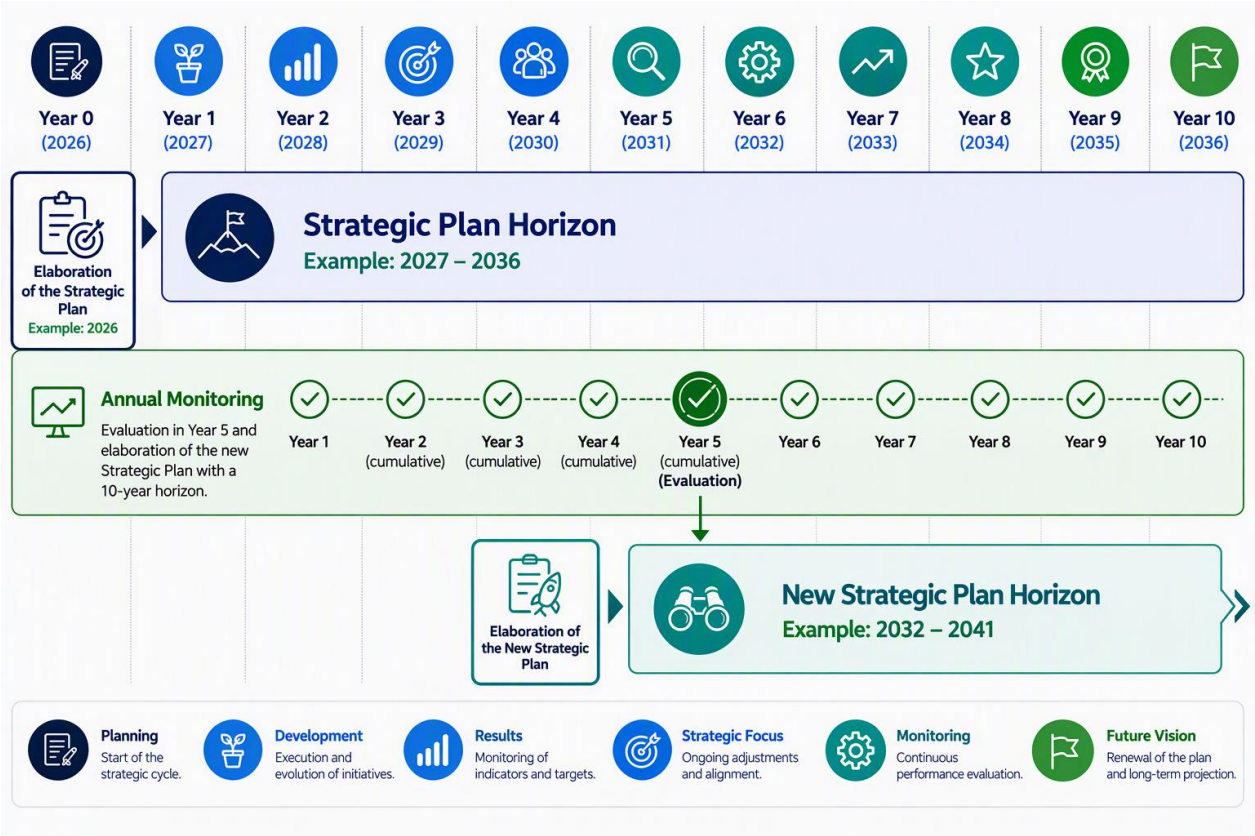
The processes directly impacted by this methodological modernization comprise: Drafting, Monitoring, Evaluation and Revision of the Strategic Plan.

The chronological distribution and review milestones of the plan were designed to guarantee both institutional predictability and flexibility in the face of scenario changes:

- **Drafting Phase**
  Year 0 (2026) – Period dedicated to conceptual construction, diagnosis and approval of the plan.
- **Current Hotizon**
  Years 1 to 10 (2027 to 2036) – Period of validity of the initial Strategic Plan (Example: 2027–2036 cycle).
- **Monitoring**
  Annual Monitoring – Carried out continuously at the end of each fiscal year (Year 1, Year 2 and accumulated, Year 3 and accumulated, and so on) to compare execution with respect to the Strategic Plan (SP).

Mid-Cycle Evaluation (Year 5 / 2031) – Temporal milestone in which the formal evaluation of the first five-year cycle is carried out and, simultaneously, the evaluation on the need to draft a new Strategic Plan is initiated.

To avoid planning gaps and guarantee the continuity of organizational guidelines, the model adopts a planned overlap mechanism, where in Year 5 (2031) the development process of the new Strategic Plan begins. This system ensures that, at the end of the current cycle, the institution already has a new strategic planning horizon (Example: 2032 to 2041) duly structured, keeping the organization permanently aligned with a ten-year horizon.



Integrated Vision of Institutional Planning

Governance

The new Strategic Planning model establishes synergy, monitoring rites and limits of authority for the different levels of INPI planning.

Governance Matrix: Flows and Management Cycles

Organizational plans are categorized by their scope, temporality and management rites, as structured below:



MANAGEMENT DIMENSION	INSTITUCIONAL LEVEL			SECTORAL LEVEL
	STRATEGIC PLAN	BUSINESS PLAN	ACTION PLAN	SECTORAL / THEMATIC PLAN
Horizon	10 years	4 years	12 months	**Director or Specific Committee**
Drafting	Five-yearly	Annual	Annual	
Monitoring	Annual	Monthly	Monthly	
Evaluation	Four-yearly	Annual	Monthly	
Revision	*New Cicle**	*New Cicle**	Semiannual	
Approval	**Internal Governance Committee (CGI)**			

Note (*): In the Strategic Plan and in the Business Plan, the review rite does not occur in isolation, as it coincides with the drafting and launch cycle of a new version of the plan.

To ensure conformity of workflows and decision-making instances, the following institutional guidelines must be observed:

- **Sectoral (or thematic) Plans:** They must be mandatorily drafted and approved within the scope of their respective directorates or by specific technical committees, guaranteeing decentralized autonomy for the sectoral level; and

- **Institutional Plans:** Their governance is centralized. They are formally drafted under the coordination of the Strategic Planning unit of INPI and require the exclusive and sovereign approval of the Internal Governance Committee (CGI).

Tactical Plan and Operational Plan

INPI presents the integration and cyclicality model for the medium and short-term planning levels. The model is divided into two complementary structures:

- **Tactical Plan (Business Plan) –** 4-year Horizon (Rolling). Instrument focused on the definition of annual goals, institutional projects/deliverables and consolidation of the annual corporate budget (comprising aggregated revenues and expenses). Its purpose is to make tangible the major drivers set in the Strategic Plan; and

- **Operational Plan (Action Plan) –** 1-year Horizon. Practical detailing and detailed programming of the goals, projects and budgets that will guide the daily execution of the areas.

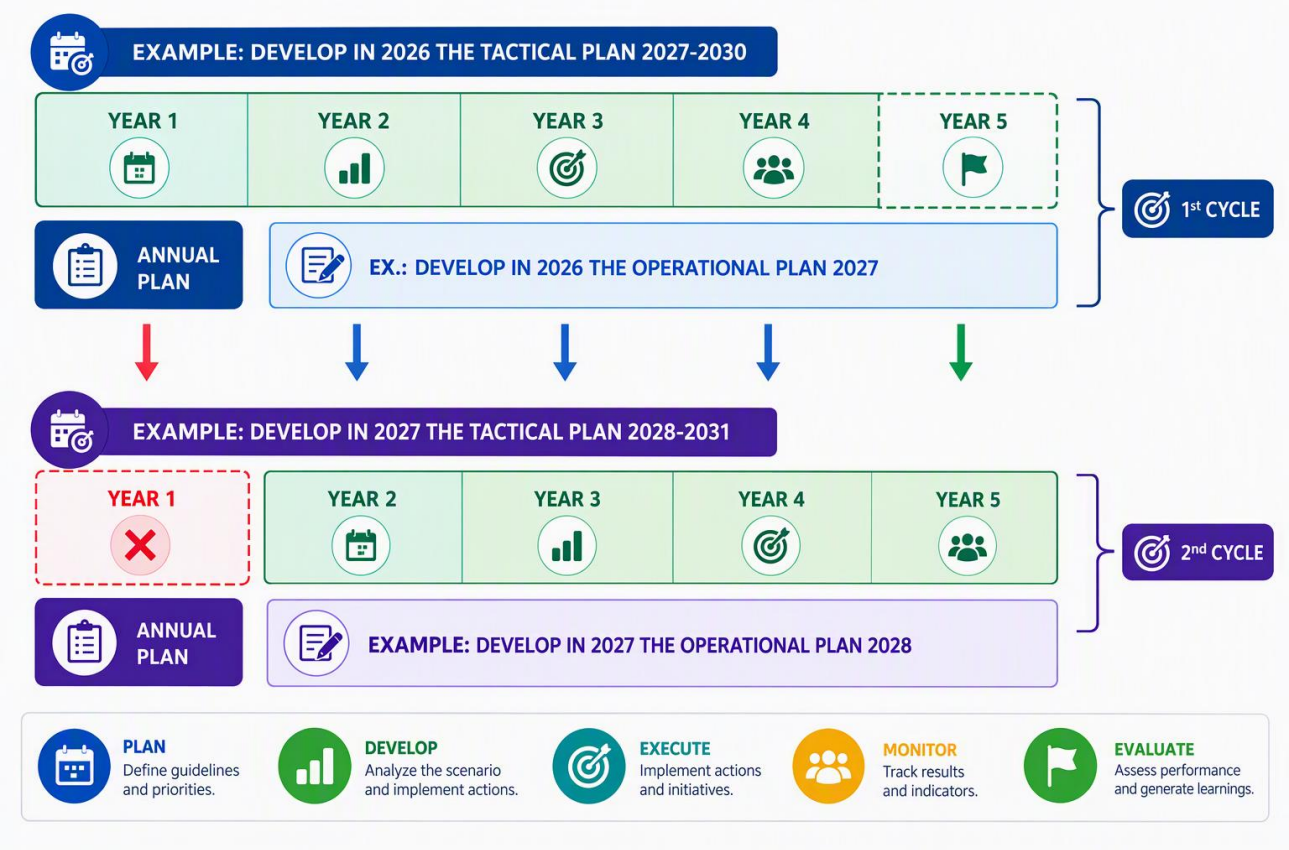
To confer dynamism and adaptability to management, the proposal introduces the concept of a rolling four-year horizon with annual drafting. This mechanism prevents the obsolescence of the Tactical Plan by renewing it in each cycle, according to the logic described below:

- 1st Management Cycle

In relation to tactical planning, using as an example a drafting carried out in the year 2026, the four-year tactical horizon is set for the period from 2027 to 2030 (Year 1 to Year 4), keeping Year 5 (2031) mapped on the radar. Meanwhile, the Operational Plan (Action Plan) materializes strictly as the 1st year of validity of the Tactical Plan. Example: The Operational Plan for the 2027 fiscal year is drafted in 2026, promoting the monthly breakdown of the goals and projects of the areas on the ground.

- 2nd Management Cycle

When advancing to the following year (example: 2027), the model executes a rolling of horizons to begin the 2nd Cycle. The system discards the 1st year that was already executed (Year 1 / 2027) and extends the tactical horizon incorporating the next available period (adding the former Year 5 of the Strategic Plan). With this, a new Tactical Plan is drafted in 2027 with the horizon shifted to 2028 to 2031. Consequently, the 1st year of this new block triggers the drafting of the Operational Plan for 2028.



This entire gear of cycles and deadlines is supported by solid data governance and communication. The breakdown of the strategy into Tactical and Operational Plans is concretized from the establishment of top indicators and goals by senior leadership, whose distribution and refinement are carried out through the catchball process.



Deliberative Instance and Approval Authorities

The processes of Drafting, Monitoring, Evaluation and Revision of the Strategic Plan 2027-2036 are conditioned to the formal approval by the competent collegiate body, as well as the Tactical Plan (Business Plan) and the Operational Plan (Action Plan).

The Internal Governance Committee (CGI) is the collegiate body of a consultative and deliberative nature composed of the highest leaders of INPI, under the terms of Decree No. 11.207, of September 26, 2022, instituted by Ordinance/INPI/PR No. 12, of March 30, 2023.

The CGI is the highest collegiate instance of INPI for decision-making and supervision in relation to the Strategy, the Quality Management System, Risk Management and Integrity Management.

📌 **Note:** The CGI acts in the superior executive deliberation and the Strategic Planning unit of INPI is responsible for the technical governance of the institutional strategy.



2. The Drafting Process

History and Evolution of the Strategic Planning Process

The current four-year cycle of Institutional Strategic Planning of INPI concludes at the end of 2026. Continuing the search for excellence in management, the drafting of the long-term Strategic Plan was consolidated, with a ten-year horizon for the period from 2027 to 2036.

Phase 1: Diagnosis

The evaluation of the INPI planning process focused on the review and innovation of the Institute's Strategic Planning model, aligning with the learnings and opportunities for improvement. This effort encompassed four lines of work:

- Planning of Demands: Definition of the scope of processes for the analysis and detailing of the macro-activities involved;
- Design of the current situation of the processes: Mapping of the practices then in force of Planning, Monitoring, Evaluation and Revision of the Strategy, including the breakdown to the Action Plan;
- Analysis and Prioritization of Improvements in the Processes: Conducting workshops with INPI managers and interviews with the President and Directors to identify opportunities for improvement in Strategic Planning; and
- Analysis of Trends and Benchmarking of Process Evolution: Comparative study of strategic planning practices with national and international reference organizations.

The information consolidated with senior management, INPI managers and the results of the benchmarking diagnosis confirmed the need for evolution of the Strategic Planning model used until the 2023-2026 cycle. The drafting of the new Strategic Plan integrated an expanded proposal for revision of the INPI Institutional Planning model, comprehensively covering the strategic, tactical and operational levels.

Phase 2: Structuring and Engagement

The new Institutional Planning model was presented at the meeting of the INPI Board of Directors (REDIR) in October 2025, receiving approval from senior management. To disseminate the new approach to the entire Institute, an institutional presentation was made during the 5th Quality Week, held in November 2025.

Subsequently, the proposal was formalized and ratified by the Internal Governance Committee (CGI) in December 2025, guaranteeing strict conformity with the institutional governance guidelines. The collegiate body endorsed the methodological conduction of a partner in the process together with INPI, as well as authorized the opening of the contracting process of a service provider company for the organization of the workshop.

The process of drafting the Strategic Planning 2027-2036 was carried out by INPI in partnership with the Laboratory of Innovation in Public Management (Pólen) of the National School of Public Health Sergio Arouca (ENSP) of the Oswaldo Cruz Foundation (Fiocruz). Pólen acted as technical-methodological facilitator of the workshop, conducting

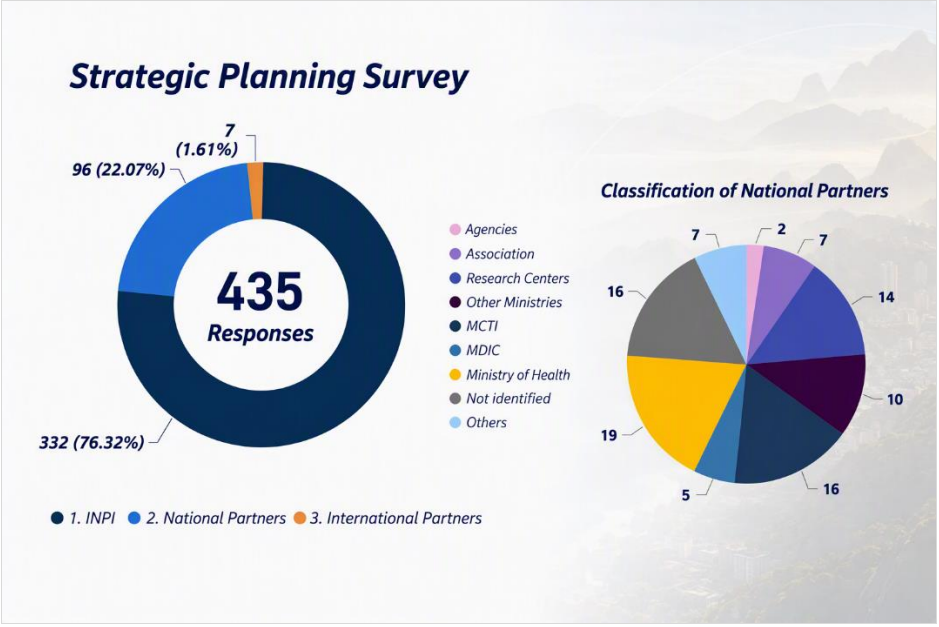
collaborative activities, mediating strategic dialogues and supporting the participants in the collective construction of reflections, proposals and strategic paths for the future of INPI. The methodological conduction proposal was defined in three pillars of joint action, in order to form an integrated strategy: Design Thinking and Strategic Co-creation Workshops, Change Management and Behavioral Sciences.

1. The first pillar encompassed Design Thinking and Strategic Co-creation, operationalized through customized canvases and templates that guided collaborative activities of collective prioritization and strategic prototyping. This approach integrated traditional strategic planning tools aimed at diagnosis, the construction of organizational identity and the definition of objectives and guidelines — with robust foresight exercises, trend analysis, mapping of uncertainties and construction of prospective scenarios.

2. Complementarily, Behavioral Sciences were incorporated through the application of the international BASIC methodology (Behaviour, Analysis, Strategies, Intervention and Change). This process was carried out with the use of the instrumental deck SIMPLES MENTE, developed by the National School of Public Administration (ENAP), which systematized twelve essential behavioral elements, in which each letter of the acronym corresponded to a cognitive bias mapped by the behavioral sciences.

3. Finally, the support of the deliverables was guaranteed by Organizational Change Management (GMO) and Engaging Communication. This front was based on the EloGroup methodology, using specific tools and indicators of Change Management. The set of agile approach tools applied to change management in projects was also adopted, structuring in an integrated manner the stages of Mobilization, Communication, Impacts and Training through artifacts such as the Change Readiness Analysis, the Impact Matrix and the mapping of stakeholders.

The methodological gear for the construction of the strategy had the capture of visions of different stakeholders of the Intellectual Property system. The realization of surveys sought to actively listen to public servants, collaborators and national and international partners, addressing the main internal challenges faced by INPI and which relevant themes should be addressed in the construction of strategic planning. A mixed methodological approach was adopted, combining qualitative and quantitative analyses to obtain better measurement, considering the details and depth of the responses.





Phase 3: Workshop Cycle

As part of the strategy construction process, preparatory workshops were conducted directed at the senior management of the Institute — comprising general coordinators, directors and the president.

Five **preparatory workshops** were also held, in person or virtual, with the Directorates and the General Coordination of Technology Contracts, between March and April 2026, with an average duration of two hours each.

The holding of the preparatory workshops configured a fundamental stage of the Strategic Planning process, with the purpose of promoting a structured space for collective reflection, institutional alignment and construction of conceptual and analytical bases that supported the subsequent stages of planning.

The methodological design of the meetings was guided by contemporary approaches to innovation in the public sector, combining collaborative tools and Design Thinking practices, participatory strategic analysis and foresight. The facilitation was structured in two complementary moments: (i) the **Strategic Exploration Workshop**, aimed at the consolidation of the institutional diagnosis, review of the organizational identity (mission, vision and values), identification of essential competencies, analysis of trends and future scenarios and preliminary construction of strategic objectives and strategies, or strategic drivers; and (ii) the **Strategic Convergence Workshop**, dedicated to the discussion and integration of the results produced in the previous stage and to the prioritization of the strategic objectives for the ten-year horizon.

The previous workshops culminated in the holding of the Expanded Workshop, executed in May 2026. The conclusive stages for the consolidation of the new INPI Strategic Plan, aligned with the approved planning model, comprised the indication of the participants of the workshops by the respective areas and the realization of the preparatory training activities aimed at the event.

The **Expanded Workshop**, held from May 12 to 14, 2026, brought together the president, directors, coordinators and sectoral representatives — including, mandatorily, two staff members per general coordination, one of them without a leadership position —, totaling 134 participants. Prior to the event, these representatives consulted their respective teams to map essential strategic themes for the ten-year horizon of the Institute.

During the days of immersion, the works were structured based on concepts that chained the strategy from the macro level to its practical application. In this way, the Strategic Objectives (proposed by senior management in the preparatory stages) were revisited and prioritized; the Strategic Themes (brought by the representatives from listening to their bases) were defined as the core of the planning; and the Strategies were collectively designed.

It was precisely in this continuity — between the qualified diagnosis of senior management and the technical engagement of the staff — that the main asset of the planning process resided: the legitimacy built by the participatory method and the coherence guaranteed by listening to those who, every day, operate, deliver and experience INPI.

At the end of the activities, the consolidation and systematization of the proposals formulated during the realization of the Expanded Workshop was carried out.

After the conclusion of the Expanded Workshop, the technical treatment of the generated inputs was proceeded. Wording refinements focused on clarity and precision of the proposals of certain Strategic Objectives were promoted, and primarily, on the rationalization of the Strategies — a segment that concentrated the greatest volume of contributions at the close of the works. It is highlighted that there was no structural or substantive alteration in the collectively prioritized proposals.

Additionally, the holders of the units with a scope of action aligned with the themes debated were urged to contribute to the formal improvement of the Strategic Objectives. In parallel, the respective areas conducted the detailing of the Strategies, aiming to confer greater intelligibility, applicability and transparency to each of the agreed strategic drivers.

The Internal Governance Committee (CGI) formally approved the INPI Strategic Plan for the 2027-2036 horizon in July 2026. The favorable deliberation of the collegiate body represents the conclusive milestone of a broadly participatory cycle, which involved the structured diagnosis of institutional practices, the active listening of stakeholders and the realization of integrated workshops together with the leadership and the technical staff of the Institute.

With the approval of the new planning model, the guidelines and priorities that will guide institutional action for the next ten years are consolidated, ensuring greater predictability and efficiency to accompany the dynamism of the institutional context and, especially, of the Intellectual Property segment.

Main Milestones

The path that guided the conception of the new institutional planning model was distributed in temporal and logical interdependent milestones. These stages comprised from the initial diagnostic evaluation and the mapping of current flows to the methodological agreement and the participatory consolidation of the long-term strategic direction.

Below, the main milestones and lines of work that ensured conformity, operational viability and institutional legitimacy necessary to project the Institute's route towards the next ten years are presented.





3. Strategic Indentity

The Strategic Identity brings together the set of declaratory and distinctive elements of the institution, composed of the Mission, Vision and Values.

The Mission represents a broad and lasting declaration of purposes, which identifies and distinguishes the organization from others and makes explicit its reason for being. The formulation of the Mission considered, but was not restricted to, its legal purpose, which refers to the attributions and formal responsibilities of the institution.

The Vision is the description of the desired situation, of the institution's aspiration in a certain future year, considering the defined planning horizon.

The Values must guide the action of all public agents involved with INPI and must be reflected in the management practices and in the attitude of managers, public servants and collaborators of the institution.

Mission

PROTECT AND PROMOTE INTELLECTUAL PROPERTY AS A STIMULUS FOR INNOVATION FOR THE SUSTAINABLE DEVELOPMENT OF BRAZIL

The protection of Intellectual Property rights plays a strategic role in the context of the Knowledge Economy, by enabling the transformation of knowledge into valuable economic assets that are transactable in the market.

In this sense, assuming as Mission the protection and promotion of Intellectual Property as a stimulus for innovation for the sustainable development of the country, aligns with the reason for being of an institution whose legal purpose is "to execute, at the national level, the norms that regulate industrial property, taking into account its social, economic, legal and technical function, as well as to pronounce on the convenience of signing, ratifying and denouncing conventions, treaties, agreements and accords on industrial property" (Law No. 9.279, of 05/14/1996).

The Mission of INPI accurately translates the role of the Institute as an essential instrument for stimulating innovation, competitiveness and sustainable development of the country. It starts from the understanding that the protection of Intellectual Property is not an end in itself nor a mere bureaucratic procedure; it is the supporting pillar that transforms abstract ideas into real and secure economic assets.

Protection ensures legal certainty and predictability. It guarantees that the time, effort, and capital invested by creators are safeguarded. Promoting means democratizing access and showing the path to transforming creativity into national wealth.



In summary, the Mission of the Institute assumes that the stimulus to innovation requires the secure protection of rights combined with the active promotion of the culture of Intellectual Property. It is based on the commitment to protect the rights of creators and connect the country's creative intelligence to the market and to the world.

Vision

BE A WORLD REFERENCE IN INTELLECTUAL PROPERTY

The ambition to make INPI a reference as a world-class office includes reaching a standard of performance comparable to that of the best Intellectual Property offices in the world.

The realization of the Vision of the future will require various transformations. A world-class performance must be supported by an equally world-class institution.

The trajectory will require planned and systematic advances in different fields, such as the guarantee of quality, technological capacity, the recomposition and valorization of the workforce, financial autonomy and the modernization of governance and management.

The challenge will be to provide the Institute with the necessary means to modernize and gain scale to operate at a high level and fulfil the Mission of protecting and promoting Intellectual Property as a stimulus for innovation for the sustainable development of Brazil.

Values

The Values established for INPI are based on the balance of four fundamental cultural pillars: control, performance, innovation and collaboration. Control guarantees legal certainty and conformity with the rules and legality. The culture of performance stimulates operational excellence, focus on results, international prominence and attention to the demands of society.

At the same time, innovation promotes creation, agility and the development of new practices, processes and services to users. In addition, it is necessary to value talents, promote active listening and professional well-being and collaboration, in order to stimulate an action oriented to excellence and the generation of public value for society.

The cultural alignment around shared Values strengthens institutional resilience, expands the capacity for adaptation to context transformations and guarantees the integration between efficiency, market intelligence, innovation and quality of life of staff, consolidating INPI as a world reference and agent of the economic, social and sustainable development of Brazil.



The following Values were defined for INPI:

COMMITMENT TO THE PUBLIC INTEREST

We act oriented by the collective interest, recognizing the impact of INPI on the economic, social and technological development of the country. We assume the responsibility to guarantee rights and make decisions guided by legality, equity and responsibility with society.

We seek to protect and stimulate creativity and innovation. We place the needs of inventors, companies, researchers and society at the center of decisions, developing more accessible, agile and qualified services. We seek to improve the user experience, reduce barriers and promote access, efficiency and respect for the Intellectual Property system in Brazil.

HUMANIZED MANAGEMENT AND VALORIZATION OF TALENTS

We value people as the main asset of INPI, promoting an environment that stimulates development, recognition and well-being. We encourage training, collaboration and engagement, essential to generate value for society.

We encourage healthy, inclusive and integrated work environments, capable of strengthening engagement, cooperation between areas and adaptation to changes. We understand that institutional excellence, innovation and the generation of value for society depend on people who are prepared, valued and committed to the public purpose of INPI.

RELIABILITY AND LEGAL CERTAINTY

We offer consistent, predictable and well-founded decisions, ensuring legal certainty to users of the Intellectual Property system. Our action strengthens trust in INPI as an essential institution for the innovation environment.

We ensure strict observance of the law in all decisions and administrative acts of INPI, based on the current legal system, to confer robustness, clarity and reliability to the granted Intellectual Property rights.

INTEGRITY AND IMPARTIALITY

We act with ethics, transparency and technical rigor, ensuring that all decisions are made based on norms, objective and legal criteria. We guarantee equal treatment to users and preserve the institutional credibility of INPI.

We make information available in an objective, accessible and timely manner, promoting social control and the trust of society. Transparency strengthens our legitimacy and improves the quality of public management.

OPERATIONAL EXCELLENCE

We pursue standards of excellence in work processes and in governance and management practices, with the intention of delivering results that meet the needs and expectations of stakeholders in the Intellectual Property system.



We seek to optimize resources and processes to deliver more value to society. Efficiency is oriented by purpose: rationalize costs, reduce deadlines and continuously improve the provision of services.

INNOVATION WITH PURPOSE

We seek solutions that expand the efficiency, quality and impact of the services provided by INPI. We stimulate creativity, the qualified use of technologies and responsible experimentation. We recognize that innovating involves permanent learning, openness to the improvement of practices and conscious management of the risks associated with changes.



4. Strategic Objectives

The Strategic Objectives and associated Strategies define the focuses of INPI's action towards achieving the Vision of the future and fulfilling the institutional Mission.

There are seven Strategic Objectives of INPI for the 2027-2036 horizon:

STRATEGIC OBJECTIVE 1:

Achieve levels of **productivity** and **quality** that meet society's demands regarding Intellectual Property;

STRATEGIC OBJECTIVE 2:

Value **personnel** to enhance capabilities and strengthen institutional action;

STRATEGIC OBJECTIVE 3:

Strengthen **governance** mechanisms and **management** practices to achieve excellence;

STRATEGIC OBJECTIVE 4:

Popularize the **use** of Intellectual Property;

STRATEGIC OBJECTIVE 5:

Expand INPI's **protagonism** in the International Intellectual Property System on topics of national interest;

STRATEGIC OBJECTIVE 6:

Stimulate the **monetization** of Intellectual Property rights for the strategic use of intangible assets;

STRATEGIC OBJECTIVE 7:

Promote the **regulatory environment** that guarantees the effectiveness and balance of the Intellectual Property system.

The Strategic Map diagram below relates the Vision, the Mission, the Strategic Objectives and the Values of INPI.

Strategic Map 2027 – 2036



STRATEGIC OBJECTIVE 1

ACHIEVE LEVELS OF **PRODUCTIVITY** AND QUALITY THAT MEET SOCIETY'S DEMANDS REGARDING INTELLECTUAL PROPERTY

INPI will pursue the optimal balance between quality and productivity in the granting of Intellectual Property rights, having as reference the performance of the largest and best Intellectual Property offices in the world.

A new cycle of sustainable advances in the examination of Intellectual Property assets requires multiple fronts of institutional transformation. This includes the continuous optimization of processes, the guarantee of quality and the gain of operational scale, supported by the human, financial and technological resources necessary for INPI to operate at a high level.

The Strategies for aligning the Institute's capacity to the demands of society are based on three major pillars: operational efficiency (through process management and new metrics), digital transformation (with the use of new technologies and data integration) and strengthening of the technical quality of the granting of Intellectual Property rights.

It is worth highlighting the alignment of the Strategic Objective with the Sustainable Development Goals (SDG) of the United Nations (UN):

- SDG 8 – Decent Work and Economic Growth: Achieving high levels of productivity that serve society stimulates entrepreneurship, the competitiveness of Brazilian companies and attracts foreign investments. Sectors that depend heavily on Intellectual Property generate high-skilled jobs and greater added value.
- SDG 9 – Industry, Innovation and Infrastructure: Intellectual Property is the legal engine that enables and protects technological innovation and industrial development. By increasing productivity and quality in examinations, INPI reduces waiting time (backlog) and provides legal certainty for companies and researchers to invest in the protection of their assets.
- SDG 16 – Peace, Justice and Strong Institutions: The objective is aimed at public governance and management excellence. The Strategic Objective seeks the construction of a more effective, transparent and responsible public institution. The administrative efficiency of INPI is a direct delivery of public value to the citizen and to the productive sector.





ESTRATEGY 1.1:

Consolidate a process management model.

Structure process management at all organizational levels, overcoming departmental barriers and connecting the institutional strategy to day-to-day activities. Organizational improvements and transformations must be carried out under the perspective of process management.

ESTRATEGY 1.2:

Incorporate new technologies and implement an integrated data architecture.

Promote the digital transformation of the organization through the adoption of Artificial Intelligence (AI) solutions, process automation and emerging technologies that increase operational efficiency, the quality of services provided and the capacity for institutional innovation.

Reduce manual activities, support decision-making based on data and expand the productivity of teams, ensuring that the use of these technologies occurs in a safe, ethical manner and aligned with the strategic objectives of the institution.

Consolidate and connect information from different systems and business areas, establishing a single, reliable and governed base for analysis, sharing and generation of knowledge.

Improve interoperability between solutions, strengthen data governance and enhance analytical intelligence and AI initiatives, contributing to more agile, transparent and evidence-oriented decisions.

STRATEGY 1.3:

Adopt fair criteria for measuring productivity.

Use an analytical and humanized approach to substantiate the definition of goals and the measurement of productivity, seeking to encourage performance gains, guarantee quality and preserve sustainable work relationships.

ESTRATEGY 1.4:

Optimize and expand the quality review of the Intellectual Property examination.

Implement an effective system for reviewing the quality of the examination of Intellectual Property applications and use the results as inputs for the improvement of the technical decisions of INPI.

ESTRATEGY 1.5:

Promote continuous harmonization of the technical examination between the first and second instances.

Continuous harmonization seeks to align the examination guidelines and the technical and legal interpretations adopted by the core Directorates and the second-instance appellate body. Through the establishment and improvement of permanent channels of dialogue, exchange of understandings and consolidation of administrative positions, the aim is to reduce decision divergences, strengthening the internal coherence of the Institute.



As a direct result, decision predictability for users increases and technical rework is reduced, contributing to operational sustainability and preventing the accumulation of new liabilities.

In addition, by ensuring that the Institute decides in a solid and unified manner, the tendency is to reduce the judicialization of INPI's acts, consolidating the authority and legal certainty of the final decisions of the Institute.

ESTRATEGY 1.6:

Structure a second-instance administrative board of appeals.

The structuring of a second-instance administrative board of appeals represents the evolution of the INPI recursive model, conferring greater robustness, specialization and institutional structure to collegiate decisions. The aim is to provide the Institute with adequate human, technological and procedural resources to face the volume and complexity of second instance processes, consolidating an environment of technical judgment of excellence.

This model of second-degree governance strengthens the independence, maturity and legitimacy of administrative decisions, ensuring compliance with the principles of adversarial proceedings and broad defense. By establishing a delimited and modernized collegiate body, the Institute projects greater legal certainty for investors and users, raising the reliability of the national innovation system and conferring the necessary robustness to respond efficiently to the demands of society.

STRATEGIC OBJECTIVE 2

VALUE **PERSONNEL** TO ENHANCE CAPABILITIES AND STRENGTHEN INSTITUTIONAL ACTION

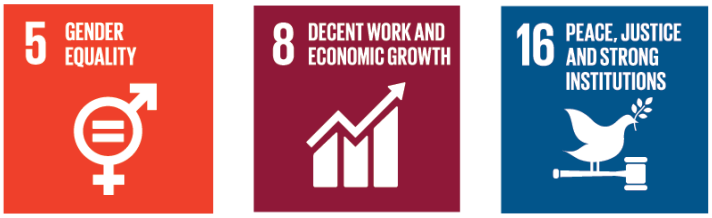
INPI will seek to align with the best practices of people management, cultivating an organizational environment that stimulates engagement and promotes the development of high-performance talents.

This Strategic Objective reflects the conviction that the strengthening of the Institute necessarily passes through the integral development of its human capital. And it materializes in the construction of a stimulating, productive work environment focused on the continuous evolution of competencies, structured based on equity, meritocracy and respect for diversity in all spheres of leadership.

The Strategies focus on two integrated aspects: the adequate dimensioning of the workforce in the face of complex operational and technological demands; and the consolidation of effective policies for attracting, retaining and developing talents.

The Strategic Objective is aligned with the following UN SDGs:

- SDG 5 – Gender Equality: Valuing people requires a fair institutional culture, ensuring that opportunities for development and the occupation of leadership and decision-making positions in INPI are guided by equal opportunities.
- SDG 8 – Decent Work and Economic Growth: Offering a productive environment, with management by competencies, stimulation of protagonism and clear paths of merit valorization is the definition of promoting decent work and productivity within the public administration.
- SDG 16 – Peace, Justice and Strong Institutions: In the public sector, the main asset of an institution is its technical staff. Valuing people through meritocracy, clear performance guidelines and continuous training is what ensures the maintenance and evolution of institutional capacities, mitigates the risk of obsolescence of the staff, promotes knowledge management and guarantees the long-term efficiency of the Institute.





ESTRATEGY 2.1:

Promote an organizational environment favorable to the engagement and high performance of people.

Build an excellent place to work, reconciling operational excellence and quality of services with an organizational environment of excellence.

The best business performance is a consequence of a management that places people at the center of the strategy and invests on sustainability in work relationships. The construction of an increasingly healthy, welcoming and inspiring work environment favours the engagement of people in the institutional purpose and generates significant results and public value.

ESTRATEGY 2.2:

Develop individual, leadership and new technology competencies.

Promote the development of talents through management by competencies, as a way to drive results and generate value for Brazilian society. The strategy must prioritize the development of competencies in new technologies, without dispensing with the humanized vision of leadership, since it is people who will define the guidelines and contours of digital and technological transformation.

ESTRATEGY 2.3:

Institute a permanent policy of attraction and valorization of talents.

INPI must seek the restructuring of the Intellectual Property career to optimize people management and greater efficiency in the application of existing financial resources, valuing the development and retention of staff and reducing the evasion of specialized professionals to other bodies and entities of the Federal Public Administration and also to the private sector.

Promote a healthy organizational environment, including through flexible work policies, which encourage and enhance the balance between high performance and quality of life.

Promote a culture of continuous evaluation, establishing constructive feedback and constant recognition for goals achieved. Offer continuous training tracks, mentorships and opportunities for internal mobility as tools for personal development and valorization of individuals.

ESTRATEGY 2.4:

Optimally size and dynamically redistribute the workforce.

Use strategic and humanized approaches to workforce planning based on data and on the identification and development of professional profiles. It must include the diagnosis, measurement and projection of personnel needs, in an integrated manner and aligned with the institutional strategy.

Workforce planning must provide greater flexibility to the allocation of staff in the different technical and administrative activities of the Institute, involving a mobility policy that allows the efficient allocation of human resources in the institution, including the use of itinerant teams for cross-cutting and innovative projects, stimulating synergy between areas, convergence to the institutional purpose and the vision of belonging and cultural identity for INPI staff.



ESTRATEGY 2.5:

Implement active listening channels to promote clear, empathetic and effective communication.

Establish structured processes of listening to staff that promote improvement in the organizational climate, assertive conflict resolution and more informed decision-making, seeking to strengthen trust and improve interpersonal relationships in the Institute.

Stimulate trust and camaraderie between leadership, work colleagues and teams through a humanized organizational culture that allows active listening, welcoming, participation and continuous feedback, as well as encouraging diversity and inclusion.

STRATEGIC OBJECTIVE 3

STRENGHTHEN **GOVERNANCE** MECHANISMS AND **MANAGEMENT** PRACTICES TO ACHIEVE **EXCELLENCE**

INPI will seek to align with the best national and international governance and management practices, providing sustainable bases for the construction of a world-class INPI.

Operational efficiency and the generation of value for society depend, invariably, on the maturity of the internal structures that support decision-making. Aware that excellence in the provision of Intellectual Property services requires a solid and transparent administrative backdrop, INPI establishes as a fundamental guideline the Strategic Objective Strengthen Governance Mechanisms and Management Practices to Achieve Excellence.

The Strategic Objective translates the institution's commitment to the continuous improvement of management practices and to results that meet the needs and expectations of the different stakeholders. Strengthening governance and management means raising the Institute's capacity to respond to complex scenarios, ensuring that public resources are applied in a strategic, responsible manner and oriented to tangible results for society.

Strengthening governance mechanisms and management practices to achieve Excellence is aligned with the following SDG:

- SGD 16 – Peace, Justice and Strong Institutions: It represents the commitment to transparency, conformity, administrative efficiency and legal certainty. It is the guarantee that the INPI structure is solid and reliable. The focus on strengthening governance, and on management practices to achieve excellence, aims to build a high-performance, transparent, predictable and free from unnecessary bureaucracies.



ESTRATEGY 3.1:

Position INPI as a protagonist in matters of Intellectual Property in the Government, in the Legislative and in the Judiciary.

Identify and act actively with the three Powers in initiatives related to the increase of the competitiveness of Brazilian creators and entrepreneurs and the attraction of investments, positioning Intellectual Property as an engine of innovation and a factor of technological, economic and social development of the country.



ESTRATEGY 3.2:

Integrate the management of the relationship with stakeholders into the decision-making process.

Structure, standardize and systematize the management of the relationship with stakeholders in the different organizational units and ensure their integration with the decision-making processes of INPI.

ESTRATEGY 3.3:

Structure permanent capacity for prospecting and development of new Intellectual Property services.

The prospecting and development of Intellectual Property services must consider the territorial specificities, the regional vocations in Brazil and the needs of the different publics, in order to expand the adherence and relevance of INPI services and the generation of value for society, reduce access asymmetries and strengthen innovation ecosystems.

ESTRATEGY 3.4:

Defend an institutional redesign model that preserves and reinforces its status as a core state institution.

Develop and defend a proposal for the transformation of the legal nature of INPI with a focus on the professionalization of management, the expansion of administrative and financial autonomy and the valorization of staff, seeking to provide the Institute with the necessary and sufficient conditions for the continuous and sustainable improvement of the services provided to society.

ESTRATEGY 3.5:

Expand and improve user support services.

Promote the unification of the systems used for the deposit and maintenance of Intellectual Property assets, simplifying and making navigation intuitive, adopting simple language and Artificial Intelligence, generating automatic alerts to users about the obligations to be fulfilled.

Create new channels of primary service and technical support to the user, using as a parameter the needs exposed by the stakeholders.

Improve user support services through the training of the staff for the adoption of simple language, for the provision of customized service according to the need exposed by the user, and to provide additional information that anticipates the unfolding of the following phases of treatment of the Intellectual Property asset.

ESTRATEGY 3.6:

Consolidate knowledge management practices and structure the innovation process.

The strategy of institutionalizing knowledge management practices and structuring the innovation process aims to strengthen the positioning of INPI before its stakeholders through the consolidation of a system capable of identifying, creating, organizing, sharing, preserving and applying the strategic knowledge of the institution, to reduce the vulnerability arising from the loss of specialized knowledge, expand the capacity for organizational learning and qualify the response to the demands of the National System of Intellectual Property and Innovation.



Complementarily, it seeks to establish a structured and continuous innovation process, apt to transform institutional challenges, opportunities for improvement and knowledge produced by the staff into implemented, scalable and measurable solutions, promoting the improvement of processes, the strengthening of the innovation culture, the generation of public value and the improvement of the institutional relationship with stakeholders.

ESTRATEGY 3.7:

Act in the implementation of legislative and administrative changes that guarantee budgetary and financial sustainability.

INPI must act proactively and actively on different fronts to guarantee budgetary and financial sustainability. This includes both the presentation, defense and monitoring of legislative initiatives, as well as the action with the ministries and the bodies of the budget and finance and control system, with a view to greater predictability and sufficiency of the resources available for the continuity, modernization and expansion of the services provided to society.

ESTRATEGY 3.8:

Implement best management practices in accordance with national and international reference models.

INPI must seek excellence in management with adherence to ESG (Environmental, Social and Governance) practices, guided by nationally recognized models, such as the Model of Excellence in Management® (MEG), of the National Quality Foundation (FNQ), and the Governance, Sustainability and Innovation Index, of the Federal Court of Accounts (TCU). International references, such as the Ibero-American Model of Excellence in Management, may also guide INPI in the implementation of the best governance and management practices.

STRATEGIC OBJECTIVE 4

POPULARIZE THE **USE** OF INTELLECTUAL PROPERTY

INPI will promote access, use and respect for Intellectual Property rights by a broader and more diverse public, beyond users, specialists and authorities directly interested.

Access to knowledge must be democratized to demystify processes and bring Intellectual Property closer to all of society. The central objective is to make Intellectual Property assets widely understood and used by a diverse base of actors.

The promotion of Intellectual Property for the general public will require new communication approaches that transmit its function and its economic and social value. Popularizing Intellectual Property transfers the impact from the technological field to the field of socioeconomic development. It is the transition from purely technical Intellectual Property to Intellectual Property as a tool for citizenship and business.

The Strategic Objective of popularizing the use of Intellectual Property is compatible with a reading oriented to education, innovation and the reduction of access barriers, being aligned with the following UN SDGs:

- SGD 4 – Quality Education: The popularization of Intellectual Property necessarily passes through the dissemination of knowledge and through literacy in Intellectual Property in the educational system. By developing academic partnerships to demystify the topic, INPI promotes technical and practical competencies aimed at entrepreneurship and innovation from the educational base.

- SDG 9 – Industry, Innovation and Infrastructure: Popularizing Intellectual Property guarantees that the country's innovation infrastructure is inclusive and open to all, allowing small entrepreneurs and micro-entrepreneurs to add value to their products, protect themselves from unfair competition and grow sustainably.

- SDG 10 – Reduced Inequalities: The asymmetry of information is one of the greatest causes of inequality in the market. Those who do not know their Intellectual Property rights often lose control of their own creations. By democratizing access and simplifying technical language to make it comprehensible to all people, INPI promotes the social and economic inclusion of diverse groups.





ESTRATEGY 4.1:

Develop a communication and marketing strategy for different public profiles.

Develop a segmented communication strategy, capable of meeting the needs, expectations and characteristics of the various publics of interest of INPI, expanding the effectiveness of messages and strengthening the institutional relationship. The adoption of approaches and channels adequate for each segment will contribute to expanding knowledge about Intellectual Property, stimulating the use of the services offered and strengthening the image of the Institute as a global reference in innovation and development.

ESTRATEGY 4.2:

Expand insertion in the mass media.

Expand the presence of INPI in the mass media to increase institutional visibility and disseminate, in a broad and accessible manner, the importance of Intellectual Property for the economic, scientific and technological development of the country. The expansion of exposure in the media will contribute to strengthening the public recognition of the Institute's action and consolidating its strategic relevance before society.

ESTRATEGY 4.3:

Promote the insertion of Intellectual Property in the educational system.

Strengthen and expand the IP in Schools Program, with the regulation of activities and the creation of performance indicators to accompany the execution of actions and evaluate the social impact of the program. The actions, of an interdisciplinary nature, will occur in public and private teaching institutions, in professional, scientific and technological education institutions, in universities and university centers and other institutions provided for in the program's regulation.

ESTRATEGY 4.4:

Improve internal communication about the importance of Intellectual Property and the work of INPI.

Strengthen internal communication to expand the knowledge, engagement and alignment of staff and collaborators in relation to the institutional mission, the importance of Intellectual Property and the impact of the work developed by INPI. Effective internal communication will contribute to strengthening the organizational culture, valuing teams and promoting greater integration around the strategic objectives of the Institute.

ESTRATEGY 4.5:

Strengthen the use of new media.

Intensificar a utilização das novas mídias e plataformas digitais como instrumentos estratégicos de comunicação, ampliando o alcance das informações, a interação com a sociedade e a disseminação de conteúdos sobre Propriedade Intelectual. A presença ativa e qualificada nesses ambientes permitirá ao INPI comunicar-se de forma mais ágil, acessível e alinhada às transformações dos hábitos de consumo de informação da população.



ESTRATEGY 4.6:

Strengthen the action of INPI in the different regions and realities of Brazil.

The regional action of INPI is a strategic pillar to drive technological development, innovation and competitiveness of the Brazilian economy. The active presence in the different regions and socioeconomic realities of the country, in synergy with the actors of local innovation ecosystems, enhances the Institute's capacity to promote access, use and respect for Intellectual Property rights in the country.

Regional action must be guided by the economic and technological vocations of each region and adapted to local needs, seeking greater impact of public policies and services provided by INPI.

The network work of partnerships, mobilizing the capacity of the INPI technical team together with cooperation with partners, allows expanding the reach and capillarity and the impact of INPI's action on a national scale.

Strengthening institutional actions in the five regions of Brazil reaffirms the Institute's commitment to the reduction of regional inequalities, with the expansion of access to Intellectual Property services and with the promotion of innovation and sustainable development of Brazil.

STRATEGIC OBJECTIVE 5

EXPAND INPI'S **PROTAGONISM** IN THE **INTERNATIONAL** PROPERTY SYSTEM ON TOPICS OF NATIONAL INTEREST

Affirm itself as a protagonist on the international Intellectual Property scene, actively influencing the development of the world Intellectual Property system and strengthening South-South cooperation in matters of Intellectual Property.

In the contemporary globalized scenario, Intellectual Property is consolidated as one of the main pillars of competitiveness, innovation and economic sovereignty. Expanding the international protagonism of INPI on topics of national interest means that INPI must position itself as a proactive and influential actor in the governance of the global Intellectual Property system.

The Strategic Objective seeks not only to insert Brazil in a more robust manner in the global decisions that shape the world Intellectual Property system, but to guarantee that international guidelines respect and boost the economic, social and technological priorities of our country.

The formulated Strategies project INPI into the future not only as an Intellectual Property office, but as a vanguard public institution, which uses international cooperation as a tool for sustainable national development and projects Brazilian innovation in the international market.

The Strategic Objective is aligned with the following SDGs, reinforcing the association between international insertion, innovation and partnerships:

- SDG 9 – Industry, Innovation and Infrastructure: The focus on topics of national interest and the occupation of spaces in global forums serve to guarantee that international Intellectual Property rules protect and boost innovation within Brazil.
- SDG 16 – Peace, Justice and Strong Institutions: An institution that absorbs the best global management and technology practices becomes more efficient, agile and transparent. In addition, it promotes international legal certainty for Brazilian assets and strengthens the country's own legal conformity ecosystem.
- SDG 17 – Partneship for the Goals: For INPI to meet the demands of Intellectual Property, it cannot act in isolation, as it needs to establish networks and strategic cooperation partnerships.





ESTRATEGY 5.1:

Expand South-South cooperation in Intellectual Property.

Strengthen technical cooperation initiatives with the Intellectual Property Institutes of the Global South, with special emphasis on Latin America and Africa.

ESTRATEGY 5.2:

Occupy spaces of influence and decision in global Intellectual Property forums.

Collaborate with the Brazilian delegations present in global Intellectual Property forums and seek prominent positions in these spaces, especially in the World Intellectual Property Organization (WIPO).

ESTRATEGY 5.3:

Open new fronts of cooperation in examination, management and information and communication technology practices.

Identify, lead and develop projects or join international reference initiatives developed by international partners, in Intellectual Property Institutes, both from developed and developing countries.

ESTRATEGY 5.4:

Support the internationalization of the Intellectual Property assets of Brazilian industry.

Work jointly with representatives of the private initiative and the public sphere, especially those dedicated to foreign trade, to develop tools that facilitate the entry of Brazilian assets into external markets, as well as evaluate possible international instruments that meet the objective of access to new markets.

ESTRATEGY 5.5:

Develop international academic cooperation.

Articulate research and teaching networks, integrate institutions, share good practices, establish partnerships between the INPI Postgraduate Program (PPGPI) and foreign universities and create multilateral academic projects. Academic cooperation, with a focus on the Global South, must seek excellence training, the dissemination of locally generated knowledge and also the dialogue with the main development trends in other parts of the world.

ESTRATEGY 5.6:

Participate as a beneficiary of promotion programs promoted by international organizations.

Identify and work with international promotion organizations that have financing lines for national or regional projects, with a profile aimed at enhancing institutional strengthening and international cooperation initiatives in which INPI participates or may participate.



ESTRATEGY 5.7:

Establish a model of regional processing of Intellectual Property assets.

Foster technical rapprochement between the Intellectual Property institutes of the MERCOSUR countries, with subsequent expansion to all of South America and, possibly, to Latin America. Cooperation should favour the development of joint projects that increase the speed in the granting of rights, facilitate the attraction of investments to Brazil and support the entry of Brazilian entrepreneurs into the markets of the region.

STRATEGIC OBJECTIVE 6

ESTIMULATE THE **MONETIZATION** OF INTELLECTUAL PROPERTY RIGHTS FOR THE STRATEGIC USE OF INTANGIBLE ASSETS

Strengthen the role of INPI as an agent of economic development, based on the understanding that Intellectual Property is not only registration — it is a measurable and strategic economic asset, increasingly central in the knowledge economy, which evidences the value of the Institute itself, as guarantor of this patrimony, for Brazil.

The focus of the Strategic Objective is to transform the intangible assets of Intellectual Property into an instrument of economic and strategic leverage for the Brazilian innovation ecosystem. By driving the monetization of intangible assets, INPI acts directly on the financial sustainability of the Brazilian innovation ecosystem.

The monetization of intangible assets works as the financial link that captures resources through strategic and market partnerships, using those resources to finance the science and technology cycle and, as a final result, generates wealth, quality jobs and growth for the country.

The Strategic Objective is aligned with the following SDGs:

- SDG 8 – Decent Work and Economic Growth: The monetization of intangible assets injects new capital into the economy and changes the financing dynamics of companies.
- SDG 9 – Industry, Innovation and Infrastructure: Creation of a sustainable and independent Research and Development (R&D) cycle, making the country's industrial infrastructure much more resilient and integrated with the market.
- SDG 17 – Partneship for the Goals: The monetization of intangible assets requires the creation of a market and new financial instruments.





ESTRATEGY 6.1:

Provide technical assistance in technology transfer.

Strengthen INPI as a body that supports and facilitates technology transfer, encouraging the strategic use of Intellectual Property by the agents of the innovation ecosystem.

The strategy includes the modernization of the annotation and registration processes, as well as actions to disseminate the relevance of the service. The scope also includes the elaboration of new services that support the economic use of Intellectual Property. Also comprised in this strategy is the dissemination of information that facilitates decision-making in negotiations of Intellectual Property assets, through the improvement of the interactive panel of contract data, among other sources.

ESTRATEGY 6.2:

Establish an IP asset valuation service — complete with guidelines, core competencies, and a governance model — to serve as a market benchmark.

Implement an INPI service for the valuation of Intellectual Property assets, with the intention of providing the market with essential information for the broad use of Intellectual Property as an asset of high financial impact for economic agents. This service will help companies and institutions interested in using their Intellectual Property in assignment, licensing contracts or in financing operations guaranteed by Intellectual Property assets.

Additionally, INPI will act as a reference in the market, disseminating good practices in the valuation of Intellectual Property assets, which includes the dissemination of models and their use cases and the elaboration of practical tools, such as Intellectual Property valuation calculators.

ESTRATEGY 6.3:

Develop and expand the dissemination of studies, observatories and indicators that support public policies and strategic decisions.

Produce and disseminate economic analyses, intelligence studies and indicators of the Brazilian Intellectual Property and innovation system, in a manner that supports the formulation of public policies, guides decisions of economic agents and consolidates INPI as a national reference in data and analyses on Intellectual Property.

ESTRATEGY 6.4:

Develop the Intellectual Property monetization ecosystem through the valuation of intangible assets, certification of valuers and sensitization of economic agents.

Structure and expand the national ecosystem of Intellectual Property monetization through the development and dissemination of methodologies and tools for the valuation of intangible assets, the training and certification of valuers and the sensitization of the market, making the value of Intellectual Property assets susceptible to recognition, measurement and economic use by companies, investors and by the judicial system.



ESTRATEGY 6.5:

Articulate the creation of incentives for the use of Intellectual Property as bank collateral.

Articulate with financial regulators, banking institutions and other agents of the credit system to create regulatory mechanisms and incentives that enable the recognition of Intellectual Property assets as collateral in banking operations, expanding the access of knowledge-intensive companies to financing and integrating the Intellectual Property policy with the credit and innovation agenda in Brazil.

STRATEGIC OBJECTIVE 7

PROMOTE THE **REGULATORY ENVIRONMENT** THAT GUARANTEES THE EFFECTIVENESS AND BALANCE OF THE INTELLECTUAL PROPERTY SYSTEM

Strengthen the role of INPI as a regulatory agent, expanding its capacity to discipline and supervise the norms that regulate Intellectual Property in the country; and lead the modernization of the national Intellectual Property system.

The Strategic Objective positions INPI as guardian and inducer of a modern, stable and functional regulatory framework for the Intellectual Property system in Brazil.

The promotion of the regulatory environment consolidates the efficiency and transparency of public governance, establishing the necessary balance to protect the social interest and access to knowledge, while offering the legal certainty indispensable to attract investments in high technology and innovation.

Promoting the regulatory environment that guarantees the effectiveness and balance of the Intellectual Property system is aligned with the following UN SDGs, as it has a nature strongly linked to governance, the Rule of Law and socioeconomic balance:

- SDG 9 – Industry, Innovation and Infrastructure: The regulatory environment is the invisible infrastructure that allows industry and science to advance safely. Users need clear examination guidelines. Updating INPI norms addresses the need to create a regulatory environment conducive to national industrial modernization.
- SDG 10 – Reduced Inequalities: The search for the balance of the Intellectual Property system aims to guarantee fair and inclusive market rules. A balanced Intellectual Property regulatory system is one that protects the user, but prevents abuses of rights that may harm society's access to essential goods. Guaranteeing this balance protects the market and mitigates inequalities in access to knowledge.
- SDG 16 – Peace, Justice and Strong Institutions: This SDG deals directly with institutional strengthening, legal certainty and the creation of clear rules. The focus on "effectiveness" and on the modernization of norms aims to build a more efficient, transparent and predictable Institute.





ESTRATEGY 7.1:

Regulate the improper use of Intellectual Property assets.

Seek alternatives for regulation and combat against the improper use of Intellectual Property assets, including in electronic commerce (e-commerce). The action may include extrajudicial notifications, issuance of opinions, use of digital tools and partnership with institutions that exercise police and inspection power, based on an established regulatory framework.

ESTRATEGY 7.2:

Deepen the strategic partnership with governmental intelligence and anti-counterfeiting bodies to prevent and combat piracy and biopiracy.

Comply with the National Plan to Combat Piracy (PNCP), through the National Directorate to Combat Trademark Counterfeiting and its specializations. Act with strategic information inputs and analysis for intelligence areas of institutions that exercise police and inspection power and the central intelligence body. Integrate the National Intelligence System (SISBIN), acting on the requirements and routines as an intelligence fraction, before the challenges of combating organized crime and the so-called complex threats, in compliance with the National Intelligence Policy.

ESTRATEGY 7.3:

Act in the mediation of conflicts in Intellectual Property.

Establish conflict resolution mechanisms, especially in mediation and conciliation, in the first and second administrative instances, in administrative litigations in which the possibility of coexistence between Intellectual Property assets is verified, without prejudice to third parties and the regulated market, promoting a culture of coexistence, to replace a culture of predatory or misdirected litigation.

ESTRATEGY 7.4:

Act in the implementation of improvements in the Industrial Property Law for greater efficiency in the provision of services to society.

The promotion of a regulatory environment that guarantees the effectiveness and balance of the Intellectual Property system is directly linked to the robustness and legal certainty of the protection system for creations and innovations, with direct impacts on the national market and on technological development.

The regulatory environment is dynamic and is directly related to social and technological transformations. Therefore, the maintenance of a modern and updated regulatory environment is fundamental for guaranteeing the effectiveness and legal certainty of the Intellectual Property system in Brazil.

INPI must contribute actively and directly to the improvement of the national Intellectual Property system, guaranteeing that it prospers in a sound and effective manner, through the proposition of improvements in the Industrial Property Law - LPI (Law No. 9,279/1996), with a view to meeting the demands for greater agility in the granting of rights, in alignment with the transformations arising from the digital era and with the best international practices.



ESTRATEGY 7.5:

Defend an institutional redesign model that consolidates the regulatory function of INPI.

The regulation exercised by INPI comprises the edition of norms and guidelines that guide the users and operators of the Intellectual Property system.

Examples are the regulations issued based on article 19 of Law No. 9.279, of 1996 (LPI), according to which the patent application will be processed in accordance with the conditions established by INPI. The same occurs with the normative acts issued by INPI by virtue of articles 101, 155 and 182 of the LPI, related to the granting of industrial designs, trademarks and geographical indications. More recently, as of Law No. 14.852, of 2024, INPI also became responsible for establishing the necessary requirements for obtaining registration for electronic games.

The acts of INPI aimed at the regulation of Intellectual Property discipline the presentation and processing of the application and, ultimately, the obtaining of the Intellectual Property right.

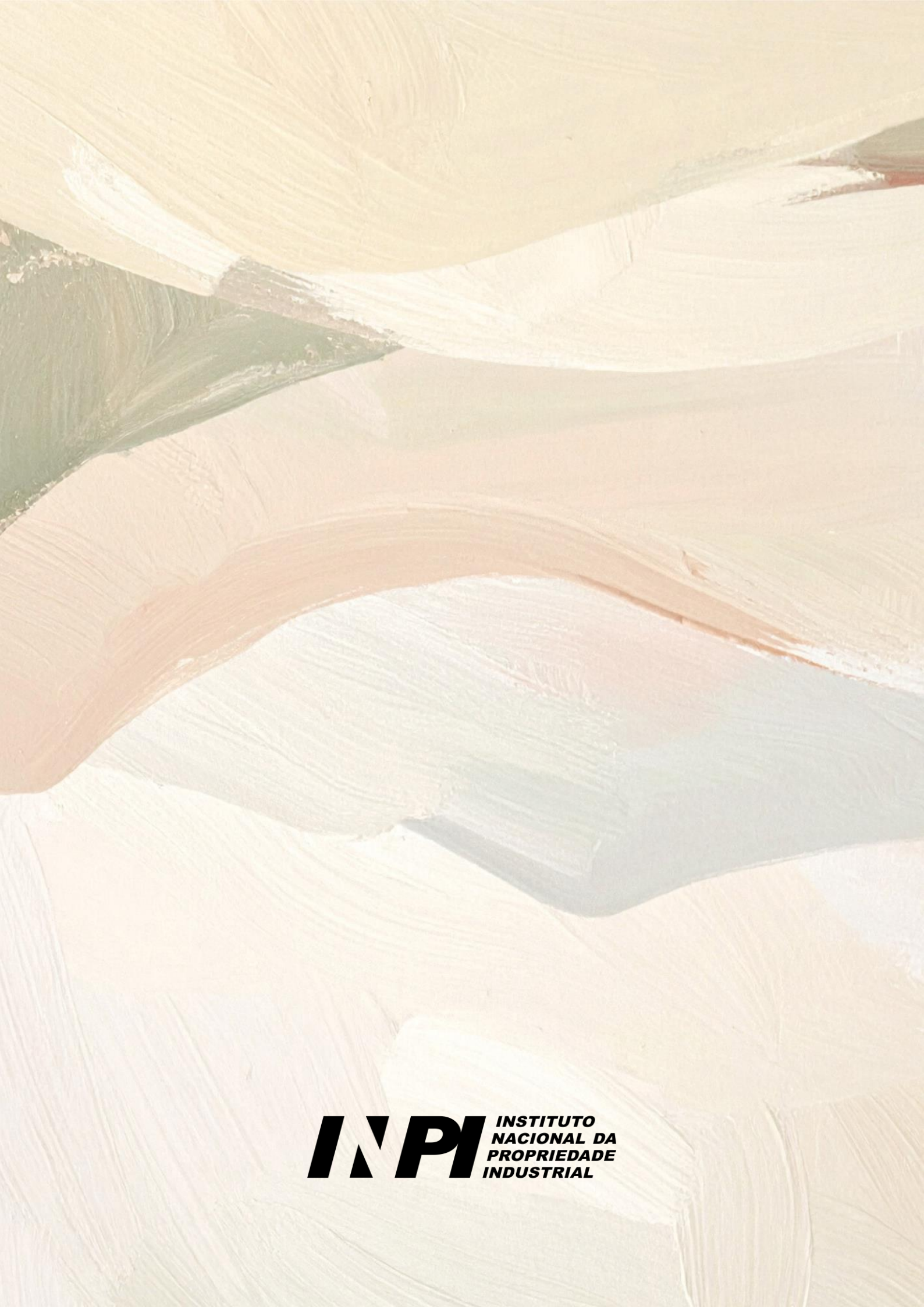
The defense of an institutional model that consolidates the regulatory function, preserving the exclusive nature of the State and strengthening the management structure of INPI, contributes directly to the improvement of the business environment and favours the development of the Brazilian innovation ecosystem, ensuring that Intellectual Property is a sovereign instrument of technological, economic and social development for Brazil.

ESTRATEGY 7.6:

Structure and consolidate the regulatory macroprocess.

Structure and consolidate the macroprocess of Intellectual Property Regulation of the INPI Value Chain in an integrated manner with the finalistic macroprocesses of granting and registration of Intellectual Property rights, adopting as reference the management and operation model of Regulatory Agencies.

Monitor the regulatory environment and its impacts on the regulated market, carry out impact analysis, propose normative instruments and evaluate their results and their performance in a manner that ensures an effective, transparent regulatory framework aligned with the national regulatory policy and with the demands of innovation, the economy and society.



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