

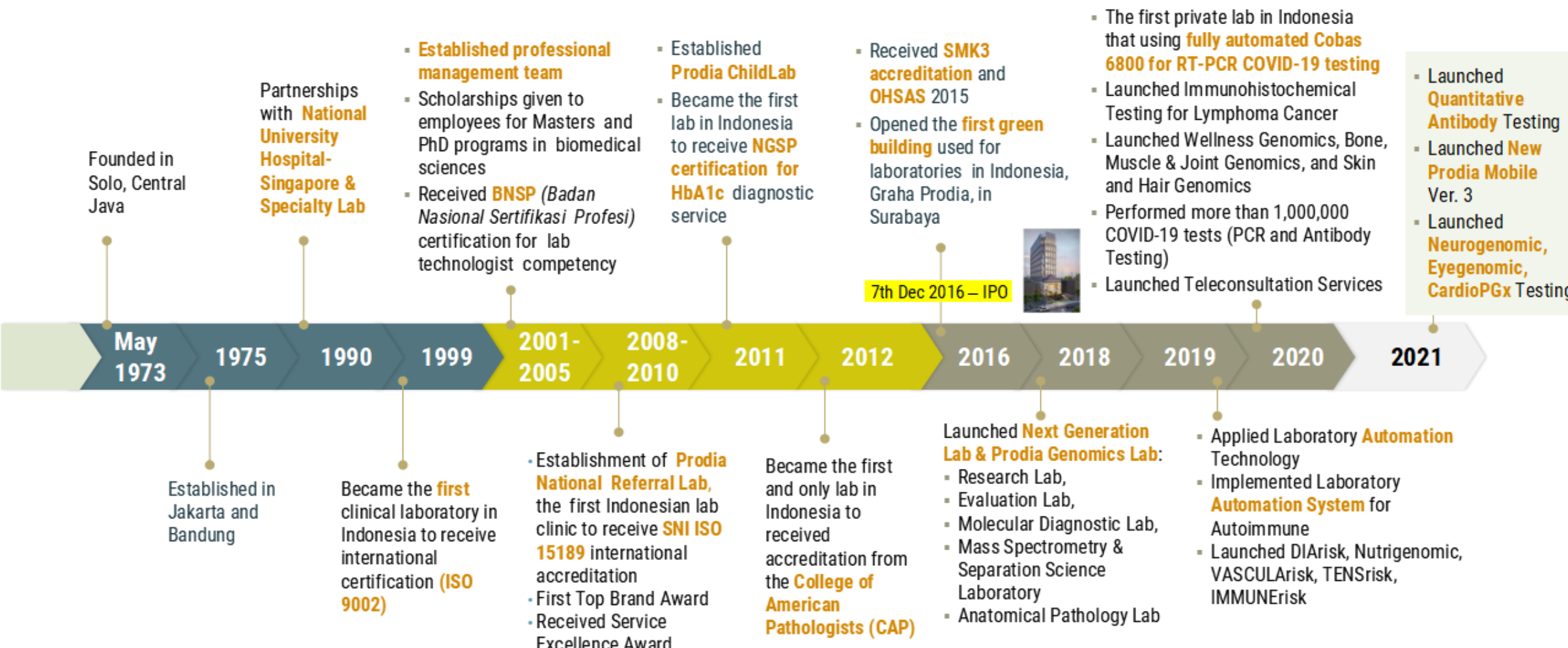
Peran GRC Terintegrasi yang didukung implementasi BCM dalam memperkuat Ketahanan dan Keberlangsungan Usaha untuk Menghadapi Tantangan Pasca Pandemi

Dewi Muliaty
PT Prodia Widyahusada Tbk
6 Juli 2022

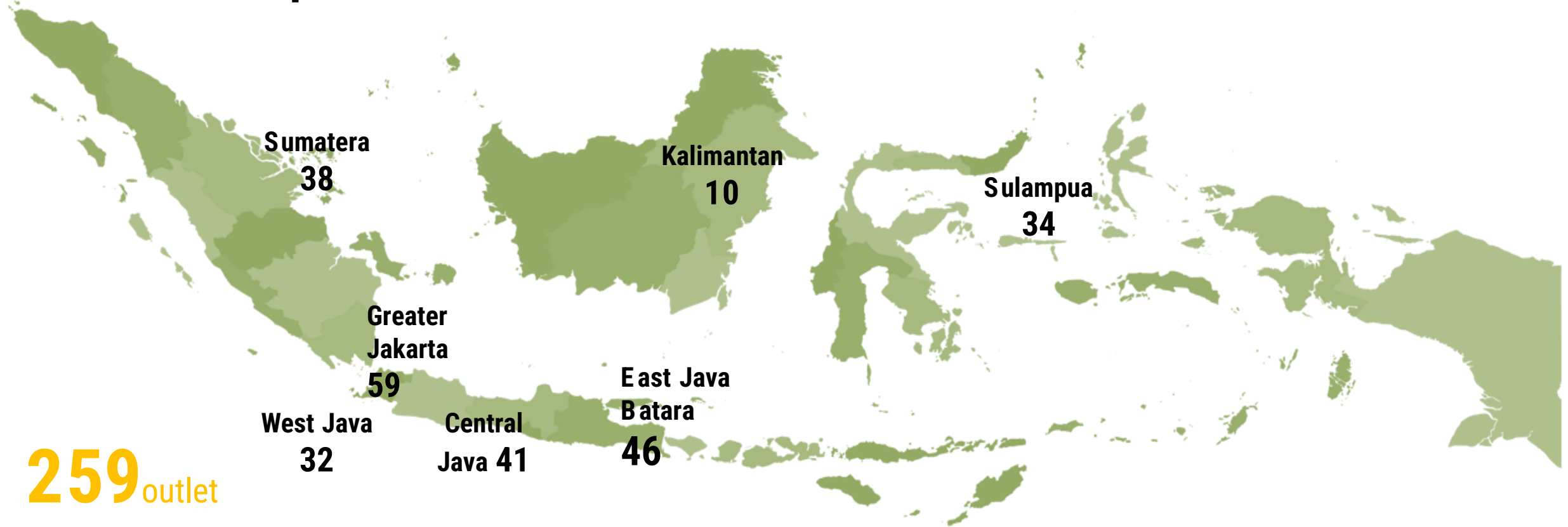


Prodia Laboratories

Indonesian Pioneer in Clinical Laboratory Testing



Prodia's Outlet per 31 Dec 2021



259 outlet

Clinical Lab	62
Medical Lab	80
PHC & SC (Satu Bangunan)	6
Specialty Clinic (PWHC, PSHC, PCHC)	4
POC & POC CC	98
KRS	9

Prodia has **152** branches
in **34** Provinces

Center of Excellence:

The pioneer in the development of laboratory medical science
Central Laboratory for medical clinical testing and all medical fields



Build People Capabilities

Learning including technical course, soft skills, culture, leadership, and digital capabilities in Prodia's Corporate University

Utilizing and Adapting Science & Technology

COVID-19 Research and Development
Next Generation Laboratory Development
Since 1991, Prodia has also supported >3,000 research and conducted >400 new tests for research needs



Strong Vision, Mission, & Innovation

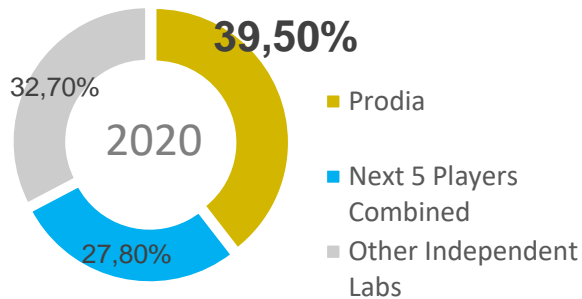


Continuous System Improvement

Prodia won the TOP Governance Risk Compliance (GRC) Awards 2021 as comprehensive implementation of GCG, risk management, and compliance management that support sustainable improvement

Market Leader

Market Share by Revenue – independent clinical labs 2020



Sustainable Value for Shareholders

Maximized market share & sustainable profit



Prodia.co.id



Governance, Risk, And Compliance

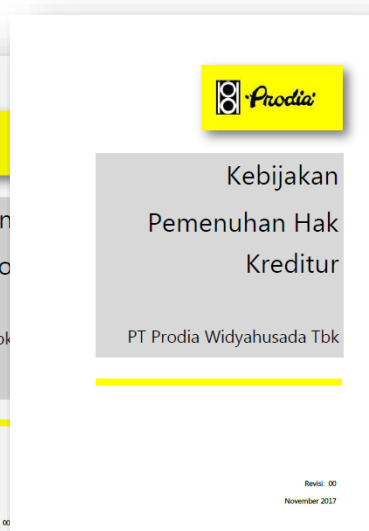
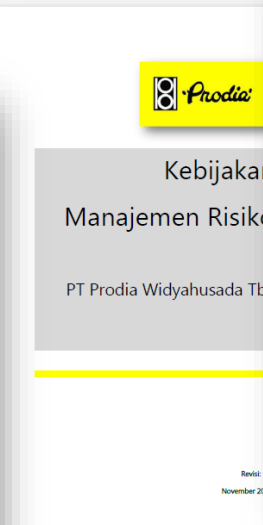
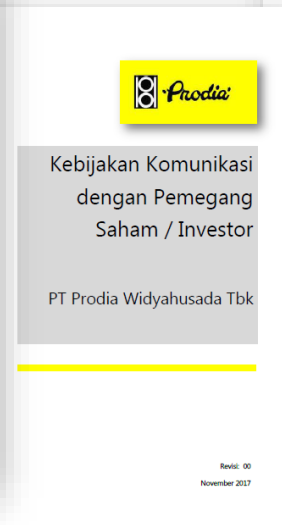
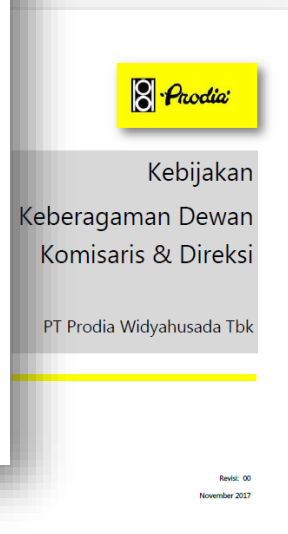
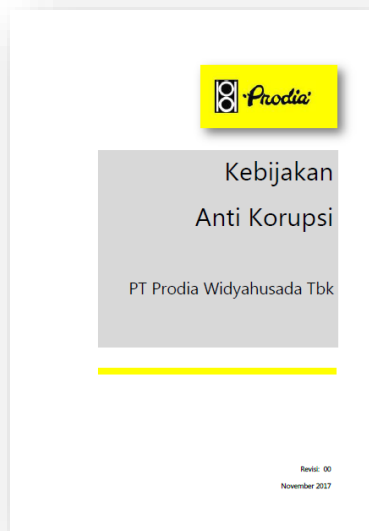
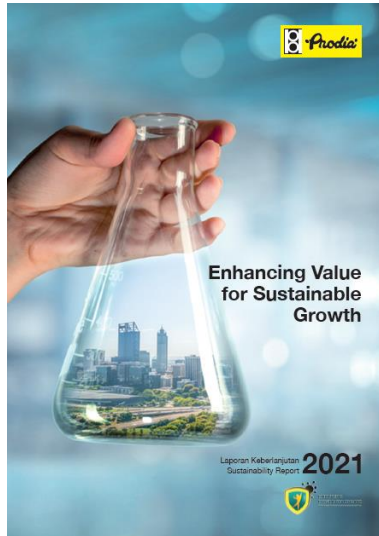
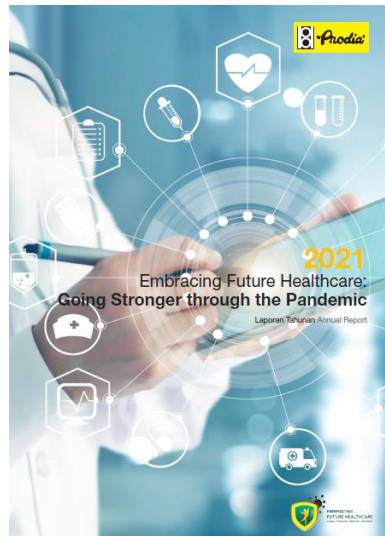




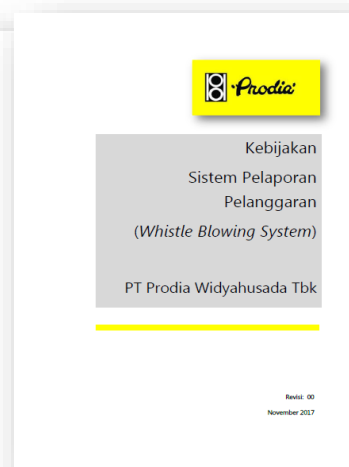
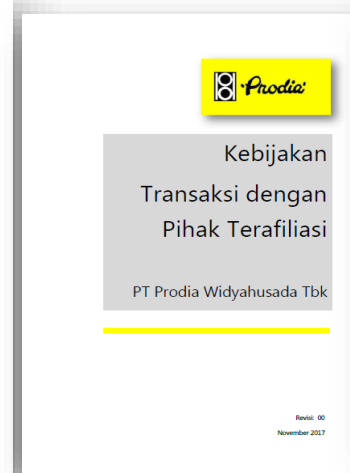
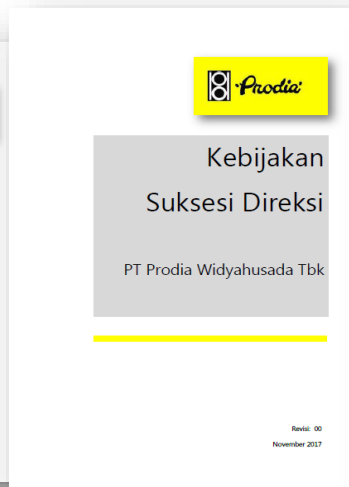
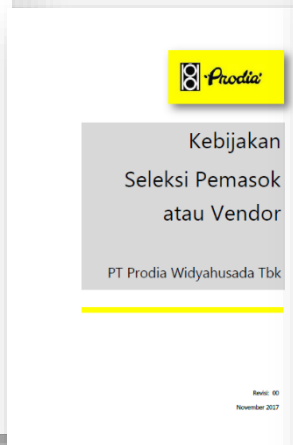
ANNUAL REPORT 2021



SUSTAINABILITY REPORT 2021

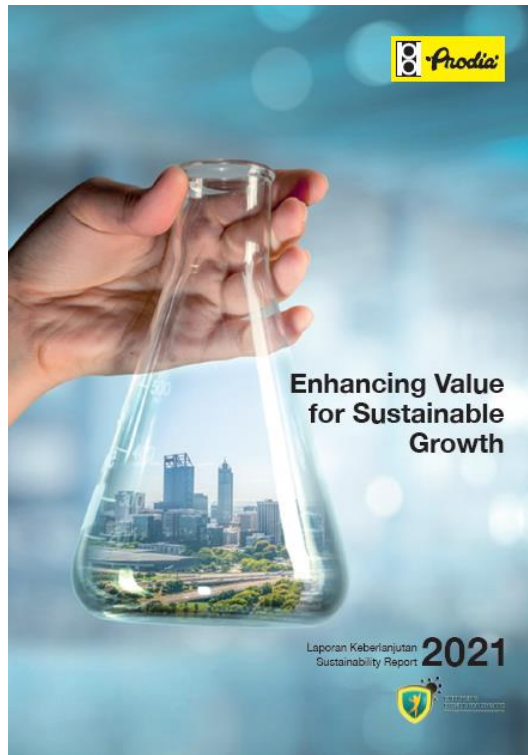


Prodia has its GCG Policies which publicly access through www.prodia.co.id



PRDA : Compliance to PO JK 51 /PO JK.03/2017

SUSTAINABILITY REPORT SHALL MEAN REPORT MADE PUBLIC, CONTAINING ECONOMIC, FINANCIAL, SOCIAL AND ENVIRONMENTAL PERFORMANCE OF FINANCIAL SERVICES INSTITUTION, ISSUER AND PUBLICLY LISTED COMPANY IN RUNNING SUSTAINABLE BUSINESS



1

Responsible Investment Principle

2

Sustainable Business Strategy and Practice Principle

3

Social and Environmental Risk Management Principle

4

Governance Principle

5

Informative Communication Principle

6

Inclusive Principle

7

Priority Sector Development Principle

8

Coordination and Collaboration Principle



Prodia Sustainable Action Plan

Prodia Sustainable Action Plan is an initiative and effort made by Prodia in order to achieve sustainable business growth so as to create added value for stakeholders including shareholders, customers, medical personnel, regulators, the communities and the environment. This program contains our contribution in the fields of health, education and environment in line with the Sustainable Development Goals (SDGs) in Indonesia.



Enhancing the Health Quality of Indonesian People



Ensuring the Quality of Product and Healthcare



Promoting Health Paradigm



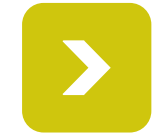
Thalassaemia Screening & Medical Check Up



Responds to COVID-19 Pandemic



Managing Competitive Human Capital in Health Sector



Prodia Education Research Institute & Research Collaboration



Prodia Corporate University



Healthy Workforce (Employee Wellness) & Safety Workplace



Women Leadership



Reducing Environmental Impact



Waste Management



Prodia in U



Green Infrastructure



Coral Reef Revitalization

Prodia Sustainable Action Plan



Enhancing the Health Quality of Indonesian People



Ensuring the Quality of Product and Healthcare | Providing The Best Healthcare Services For Customers

Quality Management :

- Ensure SOP Application
- Internal Quality Audit Program
- Quality Assurance Program (National and International)

Implementation of Good Laboratory Practice (GLP)

- Calibration
- Equipment's Renewal
- Ensure Sample Safety (Specimen)

Product Innovation & Services:



- Esoteric Test Development
- Molecular Diagnostic Lab
- Advanced Immunology Lab
- Mass Spectrometry Lab
- Research Lab
- Evaluation Lab

Accessibility to Customers & Stakeholders



Privacy & Customers 'data Protection

Customer Complaint Management

Customer Satisfaction Index

Promoting Health Paradigm (P4 Medicine)

Education for Customers & Employees

Prodia Sustainable Action Plan



Enhancing the Health Quality of Indonesian People



Ensuring the Quality of Product and Healthcare | Providing The Best Healthcare Services For Customers

COMMITMENT FOR SUPERIOR QUALITY CONTROL IN PANDEMIC ERA

COMMITMENT FOR SUPERIOR QUALITY CONTROL IN PANDEMIC ERA

Program Pengawasan Mutu Stringent Quality Control Programs

1 Pengawasan Mutu Harian Daily Quality Control

- Pre-Analytic (Registration + Sample Preparation + Sample Collection)
- Analytic (Sample Testing + QC Design based on SIGMA Metric)
- Post-Analytic (Result Final Auto-Validation, Prepare for Result Report and Result Report Release)

4 Individual Quality Control Planning

Number of QC Schemes

2021

● External ● Internal

5 Sigma Metrics System

3 Program Pomantapan Mutu Eksternal di Prodia External Assurance Programs in Prodia

- College of American Pathologists - Proficiency Testing [®] CAP
- MLE (Medical Laboratory Evaluation) in Microbiology - USA
- Randox International Quality Assessment Scheme (RIOAS) - UK
- External Quality Assurance Survey - Biorad USA [®]
- Royal College of Australian Pathologists - Australia, CDC USA for Trace element
- Euroimmun in Autoimmune Testing - Germany, EMQN - EGFR mutation Proficiency Testing
- National Program External Quality Assurance - Kemkes RI (Indonesia's Ministry of Health)

Prodia memiliki program pemantapan mutu yang terbaik di antara lab klinik di Indonesia, dengan memastikan keamanan dan akurasi dalam pemeriksaan. Kami adalah lab klinik pertama dan satu-satunya di Indonesia yang menerima akreditasi CAP dan sertifikasi NGSP untuk pemeriksaan HbA1c.

Prodia has the highest quality assurance programs amongst other clinical labs in Indonesia, ensuring safety and accuracy in every test. We are the first and only CAP accredited clinical laboratory in Indonesia as well as the first and the only clinical laboratory in Indonesia with NGSP certification for HbA1c with level 1 lab certified.

Leader in Next Generation Technology

Next Generation Laboratory

Personalized Treatment and Prevention

Global initiative to move towards personalized treatment and prevention

The Concept of Precision Medicine

Leverages genomics, proteomics, and metabolomics analysis

Targeted Therapy

Key to the successful offering of precision medicine is the availability of diagnostic information

Prodia Sustainable Action Plan



Enhancing the Health Quality of Indonesian People



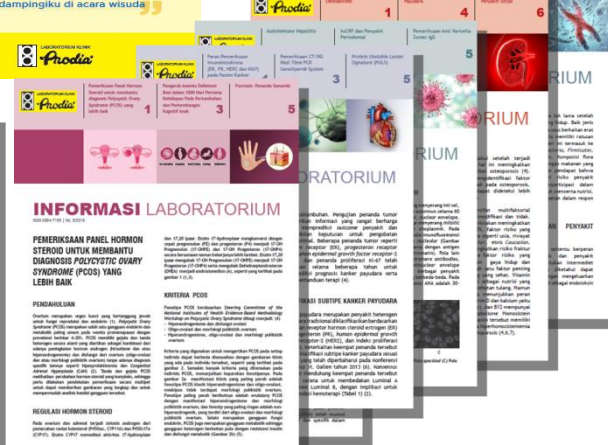
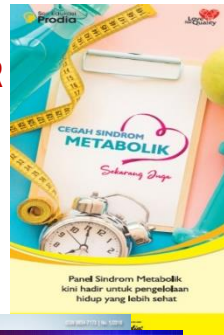
Promoting Health Paradigm

EDUCATION FOR CUSTOMER AND HEALTH WORKERS

- Health Seminar for Doctors
- Health Seminar for Community
- Seminar for Hospitals
- Prodia Scientific Day
- Scientific Marketing

P4 MEDICINE

P4 Medicine
 PREDICT • PREVENT • PERSONALIZE • PARTICIPATE



Prodia Sustainable Action Plan



Enhancing the Health Quality of Indonesian People



Thalassaemia Screening & Medical Check Up

CSR focusing on healthcare:

Thalassaemia Screening, Examination for IRD, etc.

- In the framework of the launching of the Thalassaemia Month, Prodia conducts **thalassaemia screening** activities to around 1,000 people consisting of school students and the general public in the Banyumas Regency.
- World Day of Rare Diseases 2019:** Prodia Provides CSR in the form of Genetic Examination for Indonesian Communities with Rare Disorders (IRD).



Responds to COVID-19 Pandemic

COVID-19 Awareness

As a form of concern for environmental health, in this pandemic condition, Prodia contributed to built awareness both within the Company (to Insan Prodia) and to society and customer through more than 400 webinars.



Proses Asesmen Risiko

Alat Bantu



Risk Register

Risk Owner mengelola dan mengidentifikasi risiko mereka dengan memanfaatkan template *Risk Register*, seperti yang digambarkan di bawah ini.

No	Risk Owner Division	Target	Kategori Risiko	Risk Event	Risk Cause

Katalog Risk Universe

Risk owners dapat merujuk ke katalog untuk mengidentifikasi potensi risiko yang relevan dengan fungsinya.

Level 1 Risk Class	Level 2 Risk Category	Deskripsi	Contoh Risiko
Strategi	Dinamika pasar dan politik	Risiko terkait rencana bisnis strategi dan pengambilan keputusan perusahaan yang diakibatkan oleh faktor eksternal perubahan kondisi usaha perubahan lingkungan bisnis kondisi perekonomian kondisi politik	<ol style="list-style-type: none"> Perubahan preferensi/ kebutuhan penggunaan jasa Persaingan dengan kompetitor kuat yang menysar segmen pengguna yang sama Kesulitan impor bahan baku/ peralatan medis karena adanya dinamika politik Terjadinya resesi ekonomi yang melanda bisnis Kesulitan hubungan dan kesepakatan antar mitra pemilik layanan dalam membangun use-case layanan yang tepat Perubahan program kesehatan pemerintah setempat Pembatasan perzerakan masyarakat
Layanan dan Klinik	Proses Laboratorium	Risiko yang timbul dari proses laboratorium klinik dari pre-analisis, analisis dan post-analisis, termasuk permintaan tes, pengambilan, pengujian dan pelaporan sampel	<ol style="list-style-type: none"> Keterlambatan penyampaian hasil uji lab Ketidaktepatan pemilihan sample Kesalahan labeling/ penempatan container Kesalahan analisa/ interpretasi hasil pemeriksaan Penyalahgunaan peralatan lab dalam pemberian jasa pemeriksaan
	Care & Delivery	Risiko yang timbul dari proses diagnosis dan pemberian perawatan pada pasien	<ol style="list-style-type: none"> Waktu tunggu yang lama Kesalahan diagnosa Perawatan yang overlapping Kurangnya akses pada peralatan tindakan darurat
	Layanan Pelanggan	Risiko terkait menjaga hubungan dan kepuasan pelanggan	<ol style="list-style-type: none"> Komplain tidak terselesaikan dengan baik Informasi layanan tidak tersampaikan dengan baik Program loyalitas pelanggan tidak efektif
	Equipment & Supply	Risiko terkait pemenuhan ketersediaan peralatan dan bahan yang dibutuhkan dalam menjalankan layanan	<ol style="list-style-type: none"> Kekurangan bahan untuk melakukan pengujian Kerusakan alat medis/ pengecekan Kesulitan mendapat supply alat medis kritikal
	Pengelolaan Pihak Ketiga	Risiko terkait menjaga hubungan dengan pihak ketiga yang bermitra untuk menyediakan layanan	<ol style="list-style-type: none"> Mitra bisnis tidak kompeten Mitra bisnis tidak dapat memenuhinya kewajibannya dengan baik

Kategori Risiko Prodia

Risiko Strategi* [STR]	Dinamika Pasar, Ilmu Pengetahuan dan Politik
	Perencanaan
	Kepemilikan Usaha
	Media & Marketing
	Proyek
Risiko Hukum dan Kepatuhan* [HKK]	Kepatuhan regulasi
	Tata Kelola Perusahaan
	Hukum
	Pelaporan Korporat
Risiko Infrastruktur* [INF]	Sumber Daya Manusia
	Teknologi
	Data
	Fasilitas & Aset
Layanan dan Klinis [L&K]	<i>Research & Development</i>
	Proses Laboratorium
	<i>Care & Delivery (Proses Klinik)</i>
	Layanan Pelanggan (<i>Service Quality</i>)
	<i>Equipment & Supply</i>
	Pengelolaan Pihak Ketiga

Risiko Finansial [FIN]	Pelaporan Finansial
	Likuiditas & Solvabilitas
	Perpajakan
	<i>Fraud</i>
Risiko Keselamatan dan Keamanan [K3]	<i>Employment Practices and Workplace Safety</i>
	Keamanan
	Keselamatan (<i>health</i>)
Risiko <i>Environmental & Social Sustainability</i> [ESS]	Penanganan Limbah dan Lingkungan
	Tanggung jawab sosial

Proses Asesmen Risiko

Alat Bantu

Tahapan

Konteks

1

Identifikasi Risiko

- Identifikasi risiko yang dapat menghambat pencapaian tujuan perusahaan
- Analisa penyebab risiko

2

Analisis dan Evaluasi Risiko

- Menilai dampak dan kemungkinan risiko berdasarkan parameter risiko yang disepakati terhadap nilai inherent & residual
- Identifikasi & evaluasi tindakan pengendalian yang ada untuk mengatasi penyebab risiko atau meminimalkan dampak risiko

3

Risk Treatment

- Mengembangkan **Additional Risk Treatment Strategy (Transfer, Reduce/Mitigate, Avoid)** untuk merespon risiko dengan nilai risiko residual yang tidak menguntungkan

Kriteria Dampak dan Kemungkinan

Parameter Risiko / Kriteria dapat dilihat sebagai **“uniform ruler”** untuk mengukur dan menilai tingkat risiko secara objektif dan konsisten

Parameter Dampak Untuk mengukur tingkat *severity* konsekuensi yang dihasilkan risiko

Parameter Kemungkinan Untuk mengukur kemungkinan terjadinya Risiko (dapat dilihat dari probabilitas dan kemungkinan terjadi di masa depan atau melalui data historis)

Matriks Risiko adalah matriks yang digunakan dalam penilaian risiko untuk menentukan tingkat risiko dengan mempertimbangkan kemungkinan terhadap *severity* dampak

Usulan Parameter Risiko - Dampak Prodia

No	Pengertian Dampak	Definisi	Dampak	Skala	Kategori
1	High	High	High	High	High
2	Moderate	Moderate	Moderate	Moderate	Moderate
3	Low	Low	Low	Low	Low
4	Very Low	Very Low	Very Low	Very Low	Very Low
5	Insignificant	Insignificant	Insignificant	Insignificant	Insignificant

Usulan Parameter Risiko - Kemungkinan Prodia

No	Pengertian Kemungkinan	Definisi	Dampak	Skala	Kategori
1	High	High	High	High	High
2	Moderate	Moderate	Moderate	Moderate	Moderate
3	Low	Low	Low	Low	Low
4	Very Low	Very Low	Very Low	Very Low	Very Low
5	Insignificant	Insignificant	Insignificant	Insignificant	Insignificant

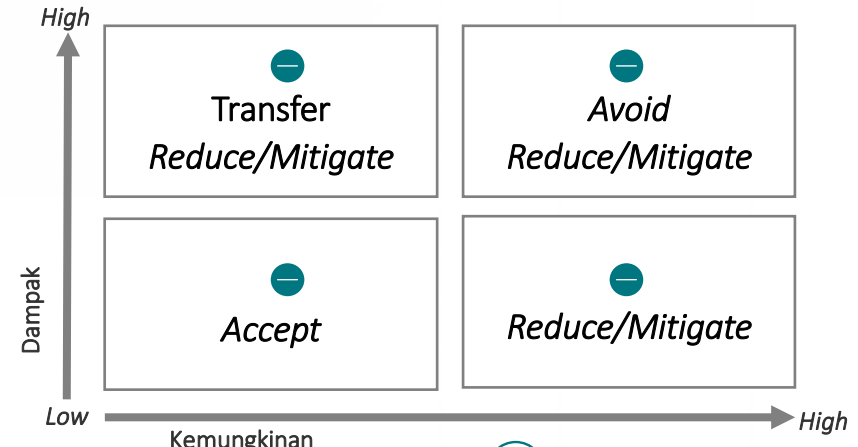
Risk Level = Dampak x Kemungkinan

		Likelihood				
		1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
Impact	5 Critical	High	High	Very High	Very High	Very High
	4 Major	Moderate	High	High	Very High	Very High
	3 Modera-te	Low	Moderate	Moderate	High	High
	2 Minor	Very Low	Low	Low	Moderate	High
	1 Insignificant	Very Low	Very Low	Low	Low	Moderate



Risk Treatment Strategy untuk Risiko Top 10-20

Alat Bantu



Accept

- Risiko bisa diterima dengan syarat biaya/usaha untuk mengurangi risiko lebih besar daripada biaya/dampak yang ditimbulkan oleh risiko itu sendiri
- Memantau dampak risiko secara terstruktur dan sistematis

Transfer

- Risiko dapat ditransfer melalui :
- Bekerja sama dengan pihak ketiga
 - Melakukan subkontrak, *outsourcing* dan *joint operation*
 - Memanfaatkan layanan asuransi

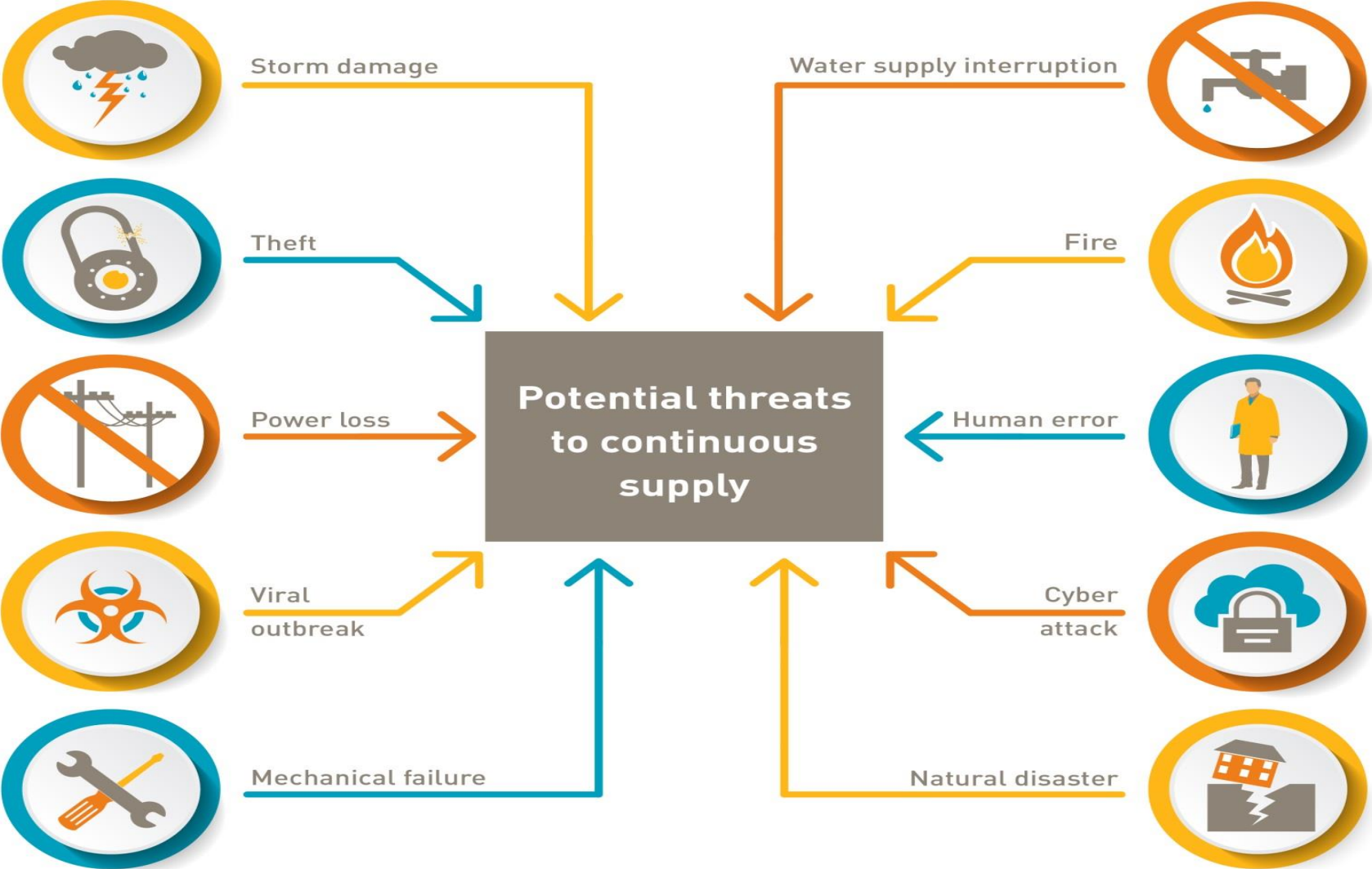
Reduce/Mitigate

- Mitigasi dilakukan dengan meminimalkan tingkat *severity* dan kemungkinan terjadinya risiko melalui:
- Menetapkan langkah-langkah pengendalian dalam proses bisnis
 - Memantau perluasan sistem, alat, tindakan, atau fasilitas lainnya secara berkala

Avoid

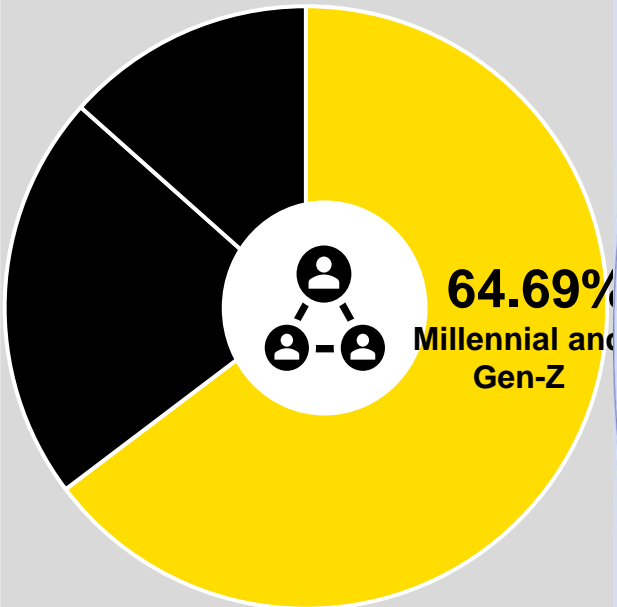
- Risiko dapat dihindari melalui :
- Mengubah tindakan
 - Mengubah tujuan
 - Menyesuaikan strategi
 - Mengubah rencana

Risk Identification for Business Continuity Plan



Challenges and Disruptions

*2020-2021



Indonesia's Population
(BPS, 2021)

Millennial Growth



**Digital &
Technology**



Covid-19*

BCM

Strategic Direction for Sustainability

Guidance for BCM



Mid March 2020

UNPRECEDENTED SHOCK

Commit to deliver service & business

- BCP Tactical Team
- Employee Safety
- Service to Patient
- 3C
- Online communication (Care & Empathy)
- Manage supplies and PPE
- Revisit strategies and reinvent programs

April – June 2020

SURVIVAL MODE

- Manage Lab Facilities & Scientific Team
- Product/Lab Testing
- Keep communicating & educating customers
- Prudent cost mgmnt to Optimum Productivity enabled by IT
- People Management
- Plan Forward Team

2H2020, and post COVID-19

REBOUND PHASE

- Enhance Lab Equipment
- Updating COVID-19 scientific knowledge and government policy
- Keep communicating and educating customers
- Enhance Digital Platform
- Wise using resources to more productive
- Prudent cost management

2H2020, and post COVID-19

NEXT NORMAL

- Collaborating & Partnership
- Going digital culture
- Continue to Innovate
- Continue to build talent of leaders & agile-productive culture
- Keep promoting P4 medicine: Predictive, Preventive, Personalized, Participatory while providing COVID-19 Testing

Preparing the new normal with Value for Customers

*Provide Job Security for Best
Be an Empathetic Brand Employee and stay
Productive
Practice Business Ethics Maintain Trustworthy in*

Going Digital

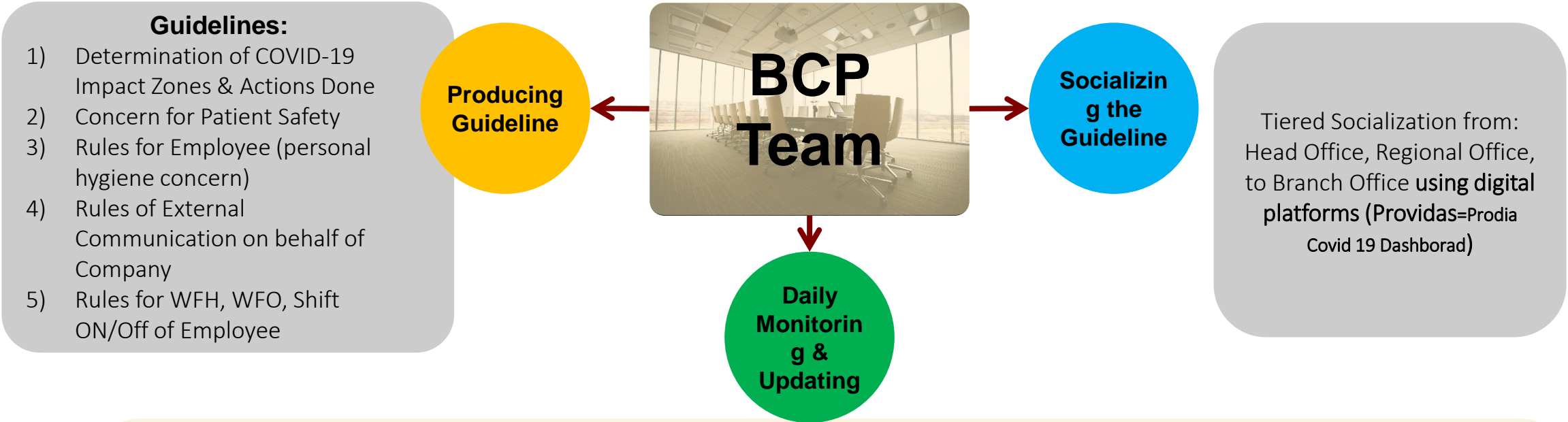
Continue to Innovate

Deliver Solution for Customer



Business Continuity Management

during Pandemic 2020-2021



"PSBB" of all Zone	COVID-19 Patients by Region & Branch	Daily Revenue & Visit by Region & Branch
Employee Quarantine Status (if any)	"Work-Patterns" – WFH, WFO, Shift On/Off	Employee Work-Patterns' : WFH, WFO, Shift ON/Off
Employee Contact Tracking (if her/his test result was +)	Keep Informing Employees through Internal Communication platforms	COVID-19 Revenue Tests (RAPID TEST Antibody & RT-PCR SARS-CoV-2)

“Embracing Future Healthcare” 2021

Agility to Create Value

Going Stronger through Pandemic



2019



2020



2021



Net Revenue

Rp 1,74 Triliun (+9,03%)

Visit

2,57 juta

EBITDA

Rp 316,03 Miliar (+13,89%)

Laba bersih

Rp 210,26 miliar (+19,84%)

Total Aset

Rp 2.011 miliar (+4,17%)

Net Revenue

Rp 1,87 Triliun (+7,4%)

Visit

3,1 juta

EBITDA

Rp 455,02 Miliar (+44%)

Laba bersih

Rp 268,75 miliar (+27,8%)

Total Aset

Rp 2.232,05 miliar (+11%)

Net Revenue

Rp 2,65 Triliun (+41,58%)

Visit

3,6 juta

EBITDA

Rp 918,1 Miliar (+101,77%)

Laba bersih

Rp 621,62 miliar (+131,3%)

Total Aset

Rp 2.720 miliar (+21,8%)

Next Challenging Journey After COVID-19

Digital engagement is now imperative
 Patients want care in their community & home
 Science and technology accelerate
 Winning the battle for talent
 Prioritizing health equity
 Leadership in market*

(BCG, 2021, Health Care’s New Reality Is Dynamic, Digital—and Here to Stay)

Preparing for Healthcare's Post Pandemic

Challenges, Opportunities & Business Momentum

New Generation with
new way of work



Good momentum for
Healthcare Awareness



Agility and high
competition



New normal:
be normalized



Different Customer's
perspective and
expectation



Fast changing of
technology



Initiatives to Accelerate Business Growth

Practice National & International Standard

Prodia attended several External Quality Assurance at National and International level such as:

- CAP-US
- DEQAS-UK
- RCPA –Australia
- MLE-US
- EQAS-UK
- Hemostatis EQA by Stago France

People, Technology, & Facility Investment

- Awarded as Indonesia Best Company in Creating Leaders from Within
- Next Generation Lab: Molecular Diagnostic, Immunology, Mass Spectrometry, Anatomical Pathology, and Cytogenetic Laboratory
- New dan renovate branches, Wastewater Treatment Plan

Digital Transformation

- Advance IT System for genomics products such as Nutrigenomics, NeuroGenomic, etc
- Mobile apps, analytics, and Electronic Health Record
- Development of bioinformatics in genomic examination
- Development the use of AI and IoT
- Unified Communication for Internal

Enhance Customer's Communication & Accessibility (Omnichannel)

- Digital-based service in Prodia Mobile Apps
- Tania & Prodia Contact Center
- Social Media Health Education & Promotion
- Prodia for Doctors Apps
- Scientific Webinars

Expanding Business Network

- 259 Outlet network nation wide with 10 PHC & Specialty Clinic, 98 POC Service, and 9 Hospital Laboratory
- Collaboration with hospital lab, clinic, and other clinical lab
- Collaboration with The Docquity for Continuous Medical Education
- Research and Education Agreement with 43 University in Indonesia

Continuous Improvement as a Quality Way of Life

- 1359 Improvement Projects in 2021
- Internal "Pekan Improvement" Program for CONIM & KAIZEN
- Box of Improvement Community for employee improvement accelerator



THANK YOU



[Prodia.co.id](https://prodia.co.id)

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