



ANNUAL REPORT 2020

BANK FOR AGRICULTURE AND AGRICULTURAL COOPERATIVES



BAAC UPLIFTS THAI FARMERS' LIVES TO BE A PROUD SOCIETY.

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Vision

“To be a sustainable rural development bank focusing on supporting foundation economy development to enhance the quality of life of people in the rural areas.”

Mission



To be a financial center providing modern and integrated financial services to rural sector.

To improve resources management to become a high-efficiency organization with good corporate governance.

To promote the use of technology and innovation to enhance competitiveness, resolve poverty, and increase people's income in rural sector.

To support economic activities in the communities, taking into account shared values balancing economy, society, and environment.

Core Value





Rehabilitating customers, Discovering New Gen, Focusing on community business

Human development, Career development



5,215
Happiness
communities
nationwide

Community businesses
to stronger Thailand in

2,573 communities



Higher income in

1,037 communities



**New Generation of
Smart Farmer**

116,640 farmers

Higher income for

87,364 farmers



**Create immunity for farmers
Agricultural crop insurance of**

46.52 million rai,

3.58 million farmers



Access rate to Life

Allowance Deposits

55.89%



**Create stability and alleviate
financial hardships of**

147,357 million Baht

12.33 million farmers



BAAC A-Mobile with

1,890,689 users

Total number of

112,454,442 transactions



Key Financial Information Fiscal Year 2020



Deposits

1,781,472 MB



Total Assets

2,115,072 MB



BIS Ratio

12.21%



Net Profit

7,967 MB



Loans

1,570,784 MB





Operational Results Fiscal Year 2016-2020

Operational Results	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020
Financial Position (Million Baht)					
Total Assets	1,617,642	1,743,553	1,874,371	1,958,856	2,115,072
Interbank Transactions and Financial Market	202,956	236,034	268,964	273,149	295,885
Net Capital	75,225	70,179	73,120	80,137	91,299
Loans	1,277,044	1,369,301	1,449,504	1,498,876	1,570,784
Allowance for doubtful Debts	246,515	272,131	303,372	333,274	372,170
Debtors Awaiting the Compensation from the Government	253,692	281,620	326,939	378,729	448,381
Total Debts	1,491,349	1,612,478	1,738,827	1,820,862	1,968,528
Deposits	1,406,490	1,529,730	1,617,760	1,673,272	1,781,472
Owner's Equity	126,293	131,075	135,544	137,994	146,544
Performance (Million Baht)					
Interest Income	82,715	85,614	91,579	92,926	90,546
Non-Interest Income	7,369	8,022	9,304	9,522	12,029
Interest Expenses*	25,597	26,360	26,773	26,493	20,110
Operational Expenses	30,881	31,296	32,624	35,792	35,501
Bad Debts, Doubtful Debts, and Impairment Loss	24,150	26,119	31,598	30,212	38,997
Net Profit	9,456	9,861	9,888	9,951	7,967
Key Financial Ratios (%)					
Basic Earnings per Share (Baht/Share)	16.90	17.63	17.67	17.79	13.01
Loan to Deposit	90.80	89.51	89.60	89.58	88.17
NPLs to Loan	4.03	4.34	3.87	4.26	3.71
Debt to Equity (times)	11.81	12.30	12.83	13.20	13.43
Return on Assets (ROA)	0.61	0.59	0.55	0.52	0.38
Return on Equity (ROE)	7.68	7.73	7.51	7.34	5.55
Bank for International Settlements Ratios (BIS Ratio)**	12.60	11.85	11.82	11.69	12.21
Growth (%)					
Total Assets	7.31	7.78	7.50	4.51	7.97
Total Debts	7.69	8.12	7.84	4.72	8.11
Loan	6.03	7.22	5.86	3.41	4.80
Deposit	7.29	8.76	5.75	3.43	6.47

* From Fiscal Year 2016, contributions were made to the SFIs Development Fund at the rate of 0.25% of deposits, and for Fiscal Year 2020 onwards, contributions to the SFIs Development Fund were at the rate of 0.125% of deposits. Contributions to the SFIs Development Fund are included in interest expenses.

** From Fiscal Year 2016 onwards, calculated according to Basel II criteria.





Message from the Chairman

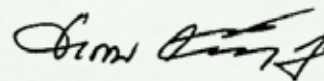
The fiscal year 2020 was the year that faced new volatilities and risks from the Coronavirus (COVID-19) pandemic, which has severely damaged the economy, society, and way of life. At the same time, technological advances in the digital age play vital roles in everyday lives and rapid changes in consumer behaviors. Therefore, in addition to focusing on business growth, stakeholders and impact on business must be taken into account in order to lead the organization to a stable and sustainable growth.

BAAC has fully demonstrated itself as a government bank by supporting stimulus measures set by the government and operating as a source of funds for farmers, farmer institutions, agricultural sector businesses and individuals through various products and services. In parallel, BAAC has acted as a consultant and promoted knowledges on financial and agricultural and agriculture-related occupations in order to strengthen the country's fundamental economic development. BAAC was also an important mechanism in driving numerous government economic stimulus measures and policies to provide assistance and alleviate hardships in the agricultural sector affected by several factors in a timely manner.

The Board of Directors of BAAC has approved BAAC's business strategy, direction, and policy to be in line with the national strategy; as well as committed to good corporate governance and appropriate risk management for balancing economic, social and environmental dimensions in order to achieve goals for a long-term sustainable growth and returns, to provide maximum benefits to all stakeholders, and to positively contribute to the society and the country.

As a representative of the BAAC's Board of Directors, we are proud to be involved in driving the operations of BAAC, which is a financial center of the agricultural and cultural sectors, to be accurate, transparent, and in accordance with the Bank's laws and regulations, including resolutions of the shareholders' meetings and business ethics.

On behalf of the Board of Directors of BAAC, thank you for all cooperation and support from the public, private, and people sectors, as well as all executives and employees of BAAC who have been key forces in assisting, rehabilitating, and strengthening the agricultural and rural sectors for sustainable development of Thailand's fundamental economy.



(Mr. Arkhom Termpittayapaisith)

Minister of Finance

Chairman

Bank for Agriculture and Agricultural Cooperatives



Message from the President

Throughout the year 2020, global economy and Thai economy system faced with the Coronavirus (COVID-19) pandemic, which has severely affected economic activities, especially in the export and tourism sectors, resulting in a drop of income due to high rate of unemployment. Changes in the way of life and society led to New Normal, in which organizations and consumer behaviors must adapt to a new context that requires Social Distancing. Digital Disruption also played an important role in lifestyle changes. Moreover, drought and floods had a direct impact on agricultural sector. These are challenges for BAAC's operations with volatile business conditions and high risk.

BAAC, as the main mechanism in driving the fundamental economy and the agricultural production chain, has supported government measures together with BAAC's measures by managing operational risks and determining measures to assist farmer customers and individuals in order to mitigate the impact of COVID-19. BAAC has appointed rights protectors as a channel to facilitate farmer customers and individuals in applying for a review of their eligibility for government relief measures. In addition, BAAC has promoted fundamental economic stimulus to maintain financial stability in the agricultural sector through 3 mechanisms "healing, mitigating, and rehabilitating" such as setting up an online platform for farmers to receive government subsidiaries, the debt moratorium and debt reduction project to relax and ease debt burdens of farmer customers, knowledge development for career building and immunity, and product development and financial support services for farmers in order to uplift the fundamental economy to help steer Thai economy towards a fast recovery.

In order to perform missions according to the national strategy and the occurring situation, BAAC has set a key operating policy in fiscal year 2020, namely rehabilitating customers, discovering New Gen, focusing on community business, human development, and career development in order to improve the quality of life of people in rural areas. The policy was driven by 6 strategies focusing on financial service development. BAAC has prioritized on developing technology to provide digital banking services and increasing banking agent to become the center of financial services in rural areas, as well as increasing the capacity of the organization and personnel to support missions in becoming a high performance organization with integrated information systems and in accordance with the Data Governance guidelines. In parallel, the bank's strong and sufficient capital position is to be maintained for continuous business operations, efficient capital management, and appropriate capital structure. Moreover, capacity of the agricultural sector is to be increased to support quality community economic activities and providing the new generation an opportunity to enter the agricultural sector, which conforms to higher unemployment rate during the COVID-19 situation, by assisting with knowledge, capital, and development of digital services to cope with the lifestyles of the new generation and social distancing while taking into account shared values and responsibility to the environment and society, along with good governance management under the concept of sustainable banking.

Moreover, BAAC's commitment to quality organizational management has resulted in recognition and awards from various organizations such as Thai Quality Class (TQC) Award, the Outstanding Organization Management Award, the Outstanding Organization Leader Award, the Disclosure and Transparency Award, the Outstanding Social and Environmental Action Award, the Outstanding Development Cooperation Award, the Digital Transformation Initiative Award, and the Outstanding Service Award. These awards reflect BAAC's commitment and substantial work towards becoming a bank of sustainability. In fiscal year 2021, BAAC will strive to achieve the Sustainable Rural Development Bank title with the promise to develop and uplift the lives of Thai farmers to be a proud society.

On behalf of executives and employees of BAAC, I would like to thank every one of the public and private sectors, as well as all stakeholders for your constant support, confidence and trust in BAAC.



(Mr. Tanaratt Ngamvalairatt)

President

Bank for Agriculture and Agricultural Cooperatives

BAAC's Board of Directors

As at 31 March 2021

1. **Mr.Arkhom Termpittayapaisith**
Minister of Finance
BAAC's Chairman
2. **Mr.Thongplew Kongjun**
Permanent Secretary for the Ministry of Agriculture
and Cooperatives
BAAC's Vice chairman
3. **Mr.Chamroen Phothiyod**
Representative of the Ministry of Finance
BAAC's BOD member
4. **Mr.Kemkaeng Yutidhammadamrong**
Representative of the Ministry of Agriculture
and Cooperatives
BAAC's BOD member



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5. Mr. Wisit Srisuwan

Representative of the Cooperative Promotion
Department
BAAC's BOD member

6. Mr. Vinaroj Supsongsuk

Representative of the Agricultural Land Reform Office
BAAC's BOD member

7. Mr. Somboon Chitphentom

Representative of the Bank of Thailand
BAAC's BOD member

8. Mr. Thonglak Harnsuk

Representative of the Agricultural
Cooperative Shareholders
BAAC's BOD member



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9. **Ms.Ruenvadee Suwanmongkol**

Senior Expert
BAAC's BOD member

10. **Mr.Suwit Rojanavanich**

Senior Expert
BAAC's BOD member

11. **Mrs.Ruchukorn Siriyodhin**

Senior Expert
BAAC's BOD member

12. **Mr.Jaroondech Janjarussakul**

Senior Expert
BAAC's BOD member

13. **Mr.Tanaratt Ngamvalairatt**

BAAC's President
BOD member and secretary



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Mr. Uttama Savanayana

Minister of Finance

Position: BAAC's Chairman

Held Office until 15 July 2020

Age 61

Other positions while serving on BAAC's BOD.
Minister of Finance

Education

1. Ph.D., Management, School of Management, University of Massachusetts-Amherst, USA
2. M.B.A., Finance & International Business, Kellogg School of Management, Northwestern University, USA
3. B.Sc., Electrical Engineering (Communication), Brown University, USA

Work Experiences

1. Minister of Industry
 2. Minister of Information and Communication Technology
 3. Advisor to the Prime Minister for Economy and Information Technology and Communication
 4. Chief Executive Officer, Bangkok University
 5. President of Bangkok University and Committee of Bangkok University Council
- Shares in BAAC (%) None
 - Status as BAAC's Stakeholders None
 - Holding Positions in Businesses that Compete with State Enterprise None
 - Holding of Securities (shares) of Companies related to Financial Institution Business More than 10% of the Total Shares with the Voting Rights of the Company None
 - Family Relationship with Director None
 - Criminal Record Dating Back Ten Years None





Mr.Santi Promphat

Deputy Minister of Finance

Position: BAAC's Director

Held Office from 16 July 2020 to 11 August 2020 and from 2 September 2020 to 10 October 2020

Age 69

Other positions while serving on BAAC's BOD

Deputy Minister, Acting Minister of Finance

Education

1. Ph.D., Philosophy, Industrial Business Administration, King Mongkut's Institute of Technology Ladkrabang
2. M.A., Political Science, Ramkhamhaeng University
3. B.A., Political Science, Ramkhamhaeng University

Training

1. Senior Executive Program Class 14, Capital Market Academy (CMA)
2. Mine Search and Destroy Training Course, Royal Thai Army
3. Honorary Flight Training Course, Royal Thai Air Force
4. Honorary Underwater Assault Training Course, Royal Thai Navy
5. Antiaircraft Artillery Infantry Training Course
6. Senior Justice Administration Program Class 11

Work Experiences

1. Chief Executive Officer, Nava Pattana Tanee Co., Ltd.
2. Advisor to the Minister of Interior
3. Minister of Transport
4. Minister of Social Development and Human Development
5. Minister attached to the Prime Minister's Office

- Status as BAAC's Stakeholders None
- Holding Positions in Businesses that Compete with State Enterprise None
- Holding of Securities (shares) of Companies related to Financial Institution Business More than 10% of the Total Shares with the Voting Rights of the Company None
- Family Relationship with Director None
- Criminal Record Dating Back Ten Years None

Mr. Predee Daochai

Minister of Finance

Position: BAAC's Director

Held Office from 12 August 2020 to 1 September 2020

Age 62

Other positions while serving on BAAC's BOD

Minister of Finance

Education

1. Honorary Ph.D. of Arts, Business Administration, Southeast Bangkok College
2. M.L., Laws, University of Illinois at Urbana-Champaign, USA
3. Thai Barrister, the Institute of Legal Education, Thai Bar Association
4. B.L., Laws (2nd Class Honors), Thammasat University

Training

1. National Defense College, The Joint State-Private Sector Course, Class 24
2. Senior Executive Program Class 20, Capital Market Academy (CMA)
3. The Executive Program in Energy Literacy for a Sustainable Future (TEA) Class 8
4. Advanced Management Program (AMP), Harvard Business School, USA
5. Director Certification Program Class 56/2005, Thai Institute of Directors
6. Financial Institutions Governance Program Class 1/2010, Thai Institute of Directors
7. Ethical Leadership Program Class 1/2015, Thai Institute of Directors
8. Corporate Governance for Capital Market Intermediaries Class 11/2016, Thai Institute of Directors

Work Experiences

1. Member, National Legislative Assembly of Thailand
2. Chairman, Thai Bankers' Association
3. Chairman and Director, Joint Committee on Private Sector 3 Institutions
4. Director, National Strategy Committee
5. Vice Chairman and Chairman, Corporate Governance Committee, Thai Institute of Directors
6. Director, ASEAN Bankers Association
7. Director, Payment Systems Committee
8. Director, Investment Promotion Committee
9. Director, EEC Policy Committee
10. Director, SMEs Promotion Committee
11. Director, State Enterprise Policy Committee
12. Director, Anti-Corruption Organization Committee (Thailand)
13. Director, Bangkok Patana School Foundation
14. Director and Managing Director, Kasikornbank Public Company Limited



- Shares in BAAC (%) None
- Status as BAAC's Stakeholders None
- Holding Positions in Businesses that Compete with State Enterprise None
- Holding of Securities (shares) of Companies related to Financial Institution Business More than 10% of the Total Shares with the Voting Rights of the Company None
- Family Relationship with Director None
- Criminal Record Dating Back Ten Years None



Mr. Arkhom Termpittayapaisith

Minister of Finance

Position: BAAC's Chairman

Held Office from 11 October 2020

Age 64

Other positions while serving on BAAC's BOD

Minister of Finance

Education

1. Honorary Doctorate of Arts, Business Administration, Southeast Bangkok College
2. M.E., Economics, Williams College, Massachusetts, USA
3. B.E., Economics, Thammasat University

Work Experiences

1. Minister of Transport
2. Deputy Minister of Transport
3. Secretary, Office of the National Economic and Social Development Council
4. Deputy Secretary, Office of the National Economic and Social Development Council

- Shares in BAAC (%) None
- Status as BAAC's Stakeholders None
- Holding Positions in Businesses that Compete with State Enterprise None
- Holding of Securities (shares) of Companies related to Financial Institution Business More than 10% of the Total Shares with the Voting Rights of the Company None
- Family Relationship with Director None
- Criminal Record Dating Back Ten Years None



Mr. Anan Suwannarat

Permanent Secretary for Ministry of Agriculture and Cooperatives
Position: BAAC's Vice Chairman
Held Office until 30 September 2020

Age 61

Other positions while serving on BAAC's BOD
Permanent Secretary for Ministry of Agriculture and Cooperatives

Position in Committees/Subcommittees Appointed by BAAC's BOD
None

Education

1. Honorary Ph.D (Agronomy), Kasetsart University
2. M.A., Economic Development, The National Institute of Development Administration
3. Bachelor of Science Program in Agronomy, Kasetsart University

Training

1. Corporate Governance for Directors and senior Executives of Regulators, State Enterprises and Public Organizations Class 21, King Prajadhipok's Institute
2. Director Certification Program Batch 269/2019 The Thai Institute of Directors Association (IOD)
3. Capital Market Leader Program, (Class 28), Capital Market Academy
4. Advanced Course in Anti-Corruption Strategists, Class 7, Office of The National Anti-Corruption Commission
5. Politics and government in democracy for Executives, Class 19, King Prajadhipok's Institute
6. National Defence, Class 55, Thailand National Defence College
7. Advanced Certificate Course in Public Economics Management for Executives, Class 6, King Prajadhipok's Institute
8. The Civil Service Executive Development Program: Visionary and Moral Leadership, Class 51, the Office of Civil Service Commission
9. Advanced Certificate Course in Public Management and Public Laws, Class 4, King Prajadhipok's Institute

Work Experiences

1. General Director, Rice Department
2. Director General, the Department of Agriculture
3. Director General, the Queen Sirikit Department of Sericulture

- Shares in BAAC (%) None
- Status as BAAC's Stakeholders None
- Holding Positions in Businesses that Compete with State Enterprise None
- Holding of Securities (shares) of Companies related to Financial Institution Business More than 10% of the Total Shares with the Voting Rights of the Company None
- Family Relationship with Director None
- Criminal Record Dating Back Ten Years None



Mr. Thongplew Kongjun

Permanent Secretary for Ministry of Agriculture and Cooperatives
Position: BAAC's Vice Chairman
Held Office from 28 October 2020

Age 59

Other positions while serving on BAAC's BOD
1. Permanent Secretary for Ministry of Agriculture and Cooperatives
2. Director, the Rubber Authority of Thailand

Position in Committees/Subcommittees Appointed by BAAC's BOD
None

Education

1. Ph.D. Eng., Irrigation Engineering, Kasetsart University
2. M.Eng., Irrigation Engineering, Kasetsart University
3. B.Eng., Civil Engineering, College of Technology and Vocational Education

Training

1. Advanced Diploma Course Public Economic Administration for Senior Management Class 11, King Prajadhipok's Institute
2. Senior Leaders Program Class 63, Damrong Rajanubhab Institute, Office of the Permanent Secretary for Ministry of Interior
3. Royal Defense Course Class 59, National Defense College of Thailand
4. Rule of Law for Democracy Course Class 7, Institute of Constitutional Court

Work Experiences

1. Director General, the Department of Irrigation
2. Deputy Director General for Maintenance, the Department of Irrigation

- Shares in BAAC (%) None
- Status as BAAC's Stakeholders None
- Holding Positions in Businesses that Compete with State Enterprise None
- Holding of Securities (shares) of Companies related to Financial Institution Business More than 10% of the Total Shares with the Voting Rights of the Company None
- Family Relationship with Director None
- Criminal Record Dating Back Ten Years None



Mrs. Pantip Sripimol

Representative of the Ministry of Finance

Position: BAAC's Director
Held Office until 31 January 2021

Age 58



Mr. Chamroen Phothiyod

Representative of the Ministry of Finance

Position: BAAC's Director
Held Office from 23 February 2021

Age 57

Other positions while serving on BAAC's BOD

1. Deputy Permanent Secretary, Ministry of Finance
2. Director and Chairman of the Audit Committee, Tourism Authority of Thailand
3. Director, Don Muang Tollway Public Company Limited

Position in Committees/Subcommittees Appointed by BAAC's BOD

1. Chairman, the BAAC President's Operational Criteria and Assessment Committee (held office until 31 January 2021)
2. Chairman, the Scrutiny Subcommittee (held office until 31 January 2021)
3. Chairman, the BAAC's Presidential Nomination Committee (held office from 23 April 2020 to 31 January 2021)
4. Chairman, the BAAC's Presidential Remuneration Subcommittee (held office from 23 April 2020 to 31 January 2021)

Education

1. Master of Political Science, Chulalongkorn University
2. Bachelor of Laws, Ramkhamhaeng University
3. Bachelor of Business Administration, Ramkhamhaeng University

Training

1. Role of the Nomination and Governance Committee, Batch 5/2013, The Thai Institute of Directors Association (IOD)
2. Audit Committee Program (Class 40/2012), The Thai Institute of Directors Association (IOD)
3. Director Certification Program (Class 73/2006), The Thai Institute of Directors Association (IOD)
4. Governance of Executive Management Course (Class 19), King Prajadhipok's Institute
5. The Executive Tourism Management Class 2, Tourism Authority of Thailand
6. The Executive Program in Capital Market Literacy (Class 25), Capital Market Academy
7. The Executive Program in Energy Literacy for a Sustainable Future, Thailand Energy Academy (Class 8)
8. National Defense Course (Class 26), National Defense College

Work Experiences

1. Advisor in State Enterprise Development, State Enterprise Policy Office
2. Director in Risk Management Committee, Mass Communication Organization of Thailand (MCOT)
3. Director in Audit Committee, Krungthai Card Co., Ltd.

- Holding Positions in Businesses that Compete with State Enterprise None
- Holding of Securities (shares) of Companies related to Financial Institution Business More than 10% of the Total Shares with the Voting Rights of the Company None
- Family Relationship with Director None
- Criminal Record Dating Back Ten Years None

Other positions while serving on BAAC's BOD

1. Deputy Permanent Secretary, Ministry of Finance, Head of Expenditures and Liabilities Group
2. Director, Metropolitan Waterworks Authority
3. Director, National Telecom Public Company Limited

Position in Committees/Subcommittees Appointed by BAAC's BOD

1. Chairman, the BAAC President's Operational Criteria and Assessment Committee (held office from 24 February 2021)
2. Chairman, the Scrutiny Subcommittee (held office from 24 February 2021)

Education

1. Master of Public Administration, National Institute of Development Administration
2. Bachelor of Laws, Ramkhamhaeng University

Training

1. Director Certification Program Class 242/2017, the Thai Institute of Directors Association (IOD)
2. Governance of Executive Management Course (Class 17), King Prajadhipok's Institute
3. Top Executive Program, Class 73
4. Senior Anti-Corruption Strategist Course, Class 4
5. Royal Defense Course, Class 58
6. Ministry of Inspectorate Program for fiscal year 2017
7. Executive Professional Development Course: Port and Shipping Trend & Technology
8. Top Executive Program in Commerce and Trade, Class 11
9. The Executive Program in Energy Literacy for a Sustainable Future (TEA), Class 13
10. Top Executive Program in Public Finance, Class 7

Work Experiences

1. Chief Inspector General, Ministry of Finance
2. Consultant on Tax Collection Development and Management, Customs Department, Ministry of Finance
3. Chairman, Tradesiam Co., Ltd.
4. Director, National Housing
5. Director, SRT Electrified Train Co., Ltd.
6. Director, Port Authority of Thailand
7. Director, Sports Authority of Thailand
8. Director, Bangkok Mass Transit Authority

- Holding Positions in Businesses that Compete with State Enterprise None
- Holding of Securities (shares) of Companies related to Financial Institution Business More than 10% of the Total Shares with the Voting Rights of the Company None
- Family Relationship with Director None
- Criminal Record Dating Back Ten Years None



Ms. Surmsuk Salakpetch

Representative of the Ministry of
Agriculture and Cooperatives

Position: BAAC's Director

Held Office Until 30 September 2020

Age 61

Other positions while serving on BAAC's BOD
Director General, the Department of Agriculture

Position in Committees/Subcommittees Appointed by BAAC's BOD

1. Member, Innovation Research and Development Subcommittee (held office until 30 September 2020)
2. Member, Information Technology Management Subcommittee (held office until 30 September 2020)
3. Member, the Good Corporate Governance, Corporate Social Responsibility and Innovation Subcommittee (held office until 22 April 2020)
4. Member, Foundation Economic Development and Social, Environment Subcommittee (held office from 23 April 2020 to 30 September 2020)

Education

1. Doctor of Agricultural Science in Horticulture (Physiology), University of Hawaii at Manoa, USA
2. Master of Agricultural Science (Horticulture), University of Western Australia
3. Bachelor of Science Program in Agriculture, Kasetsart University

Training

1. The Corporate Governance for Directors and High-level Executives of Regulators, State Enterprise, and Public Organization Class 22 at King Prajadhipok's Institute
2. Director Certification Program (Class 269/2019), the Thai Institute of Directors Association (IOD)
3. Certificate of the Mastering Trade Policy: Understanding and Acting in Today's (Harvard Kennedy School; Executive Education)
4. Certificate of the Public Economy Management for Executives, King Prajadhipok's Institute
5. The Civil Service Executive Development Program, Class 2, Office of the Civil Service Commission

Work Experiences

1. Secretary General, the National Bureau of Agricultural Commodity and Food Standards
2. Deputy Director General, the Department of Agriculture

- Shares in BAAC (%) None
- Status as BAAC's Stakeholders None
- Holding Positions in Businesses that Compete with State Enterprise None
- Holding of Securities (shares) of Companies related to Financial Institution Business More than 10% of the Total Shares with the Voting Rights of the Company None
- Family Relationship with Director None
- Criminal Record Dating Back Ten Years None



Mr. Kemkaeng Yutidhammadamrong

Representative of the Ministry of
Agriculture and Cooperatives

Position: BAAC's Director

Held Office Until from 28 October 2020

Age 58

Other positions while serving on BAAC's BOD
Director General, the Department of Agriculture Extension

Position in Committees/Subcommittees Appointed by BAAC's BOD

1. Chairman, Foundation Economic Development and Social, Environment Subcommittee (held office since 24 February 2021)
2. Member, Chairman, Innovation Research and Development Subcommittee (held office from 24 February 2021)

Education

1. Master of Science, Soil Science, Kasetsart University
2. Bachelor of Science, Agriculture, Khon Kaen University

Training

1. Senior Executive Program for Agricultural and Cooperative Development Class 46, Kasetrathikarn Institute
2. Senior Executive Program (no. 1) Class 74, Office of the Civil Service Commission
3. Senior Executive Program (no. 2) Class 8, Office of the Civil Service Commission
4. Royal Defense Course Class 60, National Defense College of Thailand
5. Ministry Inspectorate Course for Fiscal Year 2018, Office of the Permanent Secretary, the Prime Minister's Office
6. Electronic Government Course for Senior Executives Class 7, Office of Digital Government Development

Work Experiences

1. Inspector General, Ministry of Agriculture and Cooperatives
2. Deputy Director General, Department of Land Development
3. Deputy Director General, Rice Department

- Shares in BAAC (%) None
- Status as BAAC's Stakeholders None
- Holding Positions in Businesses that Compete with State Enterprise None
- Holding of Securities (shares) of Companies related to Financial Institution Business More than 10% of the Total Shares with the Voting Rights of the Company None
- Family Relationship with Director None
- Criminal Record Dating Back Ten Years None



Mr. Phichest Wiriyapaha

Representative of the Cooperative
Promotion Department
Position: BAAC's Director
Held Office until 30 September 2020

Age 55

Other positions while serving on BAAC's BOD

1. Director General, Cooperative Promotion Department
2. Member, Dairy Farming Promotion Organization of Thailand

Position in Committees/Subcommittees Appointed by BAAC's BOD

1. Chairman, the Appeals Subcommittee (held office until 30 September 2020)
2. Member, the BAAC's Audit Committee (held office until 30 September 2020)

Education

1. Master of Science (Population and Development), National Institute of Development Administration
2. Bachelor of Agriculture (Agricultural Extension and Development), Sukhothai Thammathirat Open University

Training

1. Advanced Audit Committee Program Class 37/2020
2. Director Certification Program (Classes 258/2018 and 262/2018) the Thai Institute of Directors
3. The National Defense Course Class 61 National Defense College of Thailand
4. Corporate Governance Course for Directors and Senior Executives of State Enterprise Regulatory and Public Organizations (Class 19), King Prajadhipok's Institute
5. Change Leader, (PorYorPor 2/1), Office of the Civil Service Commission
6. The Civil Service Executive Development Program (NorBorSor 2), Office of the Civil Service
7. Local Affairs Executive Officer Class 61, Institute of Administration Development Ministry of Interior

Work Experiences

1. Deputy Director General, Cooperative Promotion Department
2. Inspector General, Cooperative Promotion Department

- Shares in BAAC (%) None
- Status as BAAC's Stakeholders None
- Holding Positions in Businesses that Compete with State Enterprise None
- Holding of Securities (shares) of Companies related to Financial Institution Business More than 10% of the Total Shares with the Voting Rights of the Company None
- Family Relationship with Director None
- Criminal Record Dating Back Ten Years None



Mr. Wisit Srisuwan

Representative of the Cooperative
Promotion Department
Position: BAAC's Director
Held Office from 28 October 2020

Age 56

Other positions while serving on BAAC's BOD

Director General, Cooperative Promotion Department

Position in Committees/Subcommittees Appointed by BAAC's BOD

1. Chairman, the Appeals Subcommittee (held office from 24 February 2021)
2. Chairman, the BAAC's Audit Committee (held office from 24 February 2021)

Education

1. Master of Arts (Political Science), Ramkhamhaeng University
2. Bachelor of Political Science, Sukhothai Thammathirat Open University
3. Bachelor of Agriculture Technology, Cooperative Economics, Maejo University

Training

1. Cooperative Management for Senior Executives Program, Cooperative Promotion Department
2. Senior Executive Program for Agricultural and Cooperative Development Class 55, Kasetrathikarn Institute
3. Senior Leader Course Class 60, Mahadthai University, Chonburi
4. Royal Defense Course Class 60, National Defense College of Thailand
5. Senior Executive Program (no. 2) Class 11, Office of the Civil Service Commission

Work Experiences

1. Deputy Director General, Cooperative Promotion Department
2. Inspector General, Cooperative Promotion Department

- Shares in BAAC (%) None
- Status as BAAC's Stakeholders None
- Holding Positions in Businesses that Compete with State Enterprise None
- Holding of Securities (shares) of Companies related to Financial Institution Business More than 10% of the Total Shares with the Voting Rights of the Company None
- Family Relationship with Director None
- Criminal Record Dating Back Ten Years None



Mr. Vinaroj Supsongsk

Representative of the Agricultural Land Reform Office

Position: BAAC's Director

Held Office all Fiscal Year 2020

Age 55

Other positions while serving on BAAC's BOD
Secretary General, Agricultural Land Office

Position in Committees/Subcommittees Appointed by BAAC's BOD

1. Chairman, the BAAC's Audit Committee (held office all fiscal year 2020)
2. Member, the Appeals Subcommittee (held office all fiscal year 2020)
3. Member, the BAAC's Presidential Nomination Committee (held office from 23 April 2020)
4. Member, the BAAC's Presidential Remuneration Subcommittee (held office all fiscal year 2020)

Education

1. Doctor of Public Administration, Suan Dusit Rajabhat University
2. Master of Public Administration, National Institute of Development Administration
3. Bachelor of Political Science, Thammasat University

Training

1. Ethical Leadership Program Class 19/2020, the Thai Institute of Directors Association
2. Advanced Audit Committee Program (Class 33/2019), the Thai Institute of Directors Association (IOD)
3. Director Accreditation Program (Class 160/2019), the Thai Institute of Directors Association (IOD)
4. Successful Formulation and Execution of Strategy Program (SFE 29/2017), the Thai Institute of Directors Association (IOD)
5. Director Certification Program (Class 288/2020), the Thai Institute of Directors Association (IOD)
6. Politics and government in democracy for Executives, Class 19, King Prajadhipok's Institute
7. The National Defense Course (Class 56), Thailand National Defense College
8. Financial and Fiscal management Program for Senior Executives, The Comptroller General's Department (Class 6).
9. E-Government for Chief Executive Officer Program (e-GCEO) Class 2
10. Advanced Certificate Course in Local Development Administration for Sustainability (Class 2), King Prajadhipok's Institute
11. Inspector-General for the Fiscal Year 2013, Office of the Permanent Secretary, Prime Minister's Office
12. Local Affairs Executive Program (Class 53) Prince Damrong Rajanuphap Institute, Ministry of Interior
13. Certificate in Public Law (Class 34), Thammasat University
14. Certificate in Systematic Problem Solving and Decision Making, Office of the Civil Service Commission (OCSC)

Work Experiences

1. Secretary General, Office of Agricultural Economics
2. Director General, Cooperative Promotion Department
3. Director General, Cooperative Auditing Department

- Shares in BAAC (%) None
- Status as BAAC's Stakeholders None
- Holding Positions in Businesses that Compete with State Enterprise None
- Holding of Securities (shares) of Companies related to Financial Institution Business More than 10% of the Total Shares with the Voting Rights of the Company None
- Family Relationship with Director None
- Criminal Record Dating Back Ten Years None



Mr. Somboon Chitphantom

Representative of the Bank of Thailand

Position: BAAC's Director

Held Office all Fiscal Year 2020

Age 57

Other positions while serving on BAAC's BOD
Assistant Governor, Banknote Management Group, the Bank of Thailand

Position in Committees/Subcommittees Appointed by BAAC's BOD

- Member, the BAAC's Audit Committee (held office all fiscal year 2020)

Education

1. Master of Science (Information System), University of Wisconsin, Madison, WI, USA
2. Bachelor of Science (Computer Science), Rensselaer Polytechnic Institute, Troy, NY, USA
3. Bachelor of Science (Economics), Rensselaer Polytechnic Institute, Troy, NY, USA

Training

1. Director Certification Program (DCP 12/2001) Thailand Institute of Directors (IOD)
2. Royal Defense Course Class 62, National Defense College of Thailand

Work Experiences

1. Assistant Governor, Financial Institution Policy, the Bank of Thailand
 2. Senior Director, Regulatory Policy Department, the Bank of Thailand
- Shares in BAAC (%) None

- Status as BAAC's Stakeholders None
- Holding Positions in Businesses that Compete with State Enterprise None
- Holding of Securities (shares) of Companies related to Financial Institution Business More than 10% of the Total Shares with the Voting Rights of the Company None
- Family Relationship with Director None
- Criminal Record Dating Back Ten Years None



Mr. Thonglak Hanseuk

Representative of the Agricultural
Position: BAAC's Director
Held Office all fiscal Year 202

Age 62

Other positions while serving on BAAC's BOD

1. Advisor, Roi Et Agricultural Marketing Cooperative Limited
2. Director, Committee of BAAC's Roi Et Customers Cremation Association

Position in Committees/Subcommittees Appointed by BAAC's BOD

1. Member, Innovation Research and Development Subcommittee (held office from 24 February 2021)
2. Member, Foundation Economic Development and Social, Environmental Subcommittee (held office from 23 April 2020)
3. Member, Good Corporate Governance and Corporate Social Responsibility Subcommittee (held office until 22 April 2020)
4. Member, Community Business for Thai Project Supervision Subcommittee (held office until 22 April 2020)

Education

Bachelor of Political Science (Politics and Government),
Sukhothai Thammathirat Open University

Training

1. Director Certification Program Class 297/2020, Thailand Institute of Directors (IOD)
2. Corporate Governance Program for Directors and Executives of State Enterprises and Public Organizations, King Prajadhipok's Institute (Class 23)

Work Experiences

1. Chairman, Roi Et Agricultural Marketing Cooperative Limited
2. Chairman, the Thai Agri-Business Co., Ltd. (TABCO)

- Shares in BAAC (%) None
- Status as BAAC's Stakeholders None
- Holding Positions in Businesses that Compete with State Enterprise None
- Holding of Securities (shares) of Companies related to Financial Institution Business More than 10% of the Total Shares with the Voting Rights of the Company None
- Family Relationship with Director None
- Criminal Record Dating Back Ten Years None



Ms. Ruenvadee Suwanmongkol

Senior Expert
Position: BAAC's Director
Held Office all Fiscal Year 2020

Age 56

Other positions while serving on BAAC's BOD

1. Secretary-General, Office of the Securities and Exchange Commission
2. Director, Dhanarak Asset Development Co., Ltd.
3. Director, Law Development Committee, Office of the Council of State
4. Director, Government System Development Committee, Office of the Civil Service Commission
5. Director, National Reform Commission on State Administration
6. Director, the National Palm Oil Policy Committee
7. Advisor, the Senate Economic, Monetary and Monetary Committee

Position in Committees/Subcommittees Appointed by BAAC's BOD

1. Chairman, the Legal Counseling Subcommittee (held office all fiscal year 2020)
2. Member, Good Corporate Governance and Corporate Social Responsibility Subcommittee (held office until 22 April 2020)
3. Chairman, Good Corporate Governance and Compliance Subcommittee (held office from 23 April 2020)
4. Member, the BAAC's Presidential Performance Evaluation Committee (held office all fiscal year 2020)
5. Member, the Scrutiny Subcommittee (held office all fiscal year 2020)
6. Member, the BAAC's Presidential Nomination Committee (held office from 23 April 2020)
7. Member, the BAAC's Presidential Remuneration Subcommittee (held office from 23 April 2020)

Education

1. Master of Business Administration (M.B.A.), Walter A. Haas School of Business, University of California at Berkeley, USA
2. Master of Laws (LL.M.), Harvard Law School, Cambridge Massachusetts, USA
3. Barrister-at-Law, Institute of Legal Education Thai Bar Association
4. Bachelor of Laws (1st Class Honors), Chulalongkorn University

Training

1. Senior Executive Program Class 55, Office of the Civil Service Commission
2. Top Executive Program in Justice Administration (Class 15), Judicial Training Institute, Office of the Courts of Justice
3. National Defense Course, the Joint State-Private Sector, Class 25, National Defense College
4. Senior Strategic Administrator for Anti-Corruption Course, Class 5, Office of the National Anti-Corruption Commission
5. Capital Market Leader Program, Class 28, Capital Market Academy
6. Executive Program in Energy Literacy for a Sustainable Future (TEA) Class 15

Work Experiences

1. Director General, Legal Execution Department, Ministry of Justice
2. Director General, Department of Probation, Ministry of Justice
3. Inspector General, Ministry of Justice and Deputy Spokesperson for the Ministry of Justice
4. Deputy Director, Office of Justice Affairs, Ministry of Justice
5. Deputy Director General, Department of Rights and Liberties Protection, Ministry of Justice

- Shares in BAAC (%) None
- Status as BAAC's Stakeholders None
- Holding Positions in Businesses that Compete with State Enterprise None
- Holding of Securities (shares) of Companies related to Financial Institution Business More than 10% of the Total Shares with the Voting Rights of the Company None
- Family Relationship with Director None
- Criminal Record Dating Back Ten Years None



Mrs. Amara Klabprathum

Senior Expert

Position: BAAC's Director

Held office until 8 September 2020

Age 64

Other positions while serving on BAAC's BOD

1. Director, KTB Leasing Co., Ltd.
2. Director, Krungthai Computer Services Co., Ltd.
3. Technology Expert, Krung Thai Bank Pub Co., Ltd.

Position in Committees/Subcommittees Appointed by BAAC's BOD

1. Chairman, the ICT Management Subcommittee (held office until 8 September 2020)
2. Member, the Risk Oversight Committee (held office until 8 September 2020)
3. Member, the Nomination and Remuneration Committee (held office until 8 September 2020)
4. Member, the Good Corporate Governance and the Corporate Social Responsibility Subcommittee (held office until 22 April 2020)
5. Member, the Good Corporate Governance and Compliance Subcommittee (held office from 23 April 2020 to 8 September 2020)

Education

1. Master of Public Administration Program in Public and Private Management, National Institute of Development Administration
2. Bachelor of Business Administration Program in Management, Sukhothai Thammathirat Open University

Training

1. Risk Management Program for Corporate Leaders Classes 15/2019 and 20/2020, Thai Institute of Directors (IOD)
2. IT Governance and Cyber Resilience Program Classes 9/2018 and 14/2020, Thai Institute of Directors (IOD)
3. Director Certification Program (DCP 160/2012), Thai Institute of Directors (IOD)
4. Politics and government in democracy for Executives, Class 20, King Prajadhipok's Institute
5. Decision Support System Program Faculty of commerce and Accountancy, Chulalongkorn University
6. Core Banking System Program, USA
7. Fiscal Management Program (Class 2), Economics and Finance and Academy

Work Experiences

1. Director, Thai Smart Card Co., Ltd.
2. Executive Vice President, Director Technology Group, Krung Thai Bank Public Company Limited
3. Executive Vice President, Director Electronic Transaction and Products Development, Electronic and Financial Management Group, Krung Thai Bank Public Company Limited

- Shares in BAAC (%) None
- Status as BAAC's Stakeholders None
- Holding Positions in Businesses that Compete with State Enterprise None
- Holding of Securities (shares) of Companies related to Financial Institution Business More than 10% of the Total Shares with the Voting Rights of the Company None
- Family Relationship with Director None
- Criminal Record Dating Back Ten Years None



Mr. Suwit Rojanavanich

Senior Expert

Position: BAAC's Director

Held Office all Fiscal Year 2020

Age 62

Other positions while serving on BAAC's BOD

1. Independent Director, MBK Public Company Limited
2. Director, Insurance Business Oversight and Promotion Committee
3. Director, Office of Knowledge Management and Development (Public Organization)
4. Director, Finance and Property Committee, Suranaree University of Technology

Position in Committees/Subcommittees Appointed by BAAC's BOD

1. Chairman, the Employee Relation committee (held office all fiscal year 2020)
2. Chairman, the Nomination and Remuneration Committee (held office all fiscal year 2020)
3. Member, the BAAC's Presidential Performance Evaluation Committee (held office all fiscal year 2020)
4. Member, the Risk Oversight Committee (held office all fiscal year 2020)
5. Member, the Scrutiny Subcommittee (held office all fiscal year 2020)
6. Member, the BAAC's Presidential Nomination Committee (held office from 23 April 2020)
7. Member, the BAAC's Presidential Remuneration Committee (held office from 23 April 2020)

Education

1. Master of Business Administration, North Texas State University, USA
2. Bachelor of Accountancy, Chulalongkorn University

Training

1. Director Certification Program (Class 163/2012) Thai Institute of Directors (IOD)
2. National Defense Course (Class 53), National Defense College

Work Experiences

1. Honorary Director, Thailand Institute of Nuclear Technology Committee
2. Director General, Fiscal Policy Office
3. Director General, Public Debt Management Office

- Shares in BAAC (%) None
- Status as BAAC's Stakeholders None
- Holding Positions in Businesses that Compete with State Enterprise None
- Holding of Securities (shares) of Companies related to Financial Institution Business More than 10% of the Total Shares with the Voting Rights of the Company None
- Family Relationship with Director None
- Criminal Record Dating Back Ten Years None



Mrs. Ruchukorn Siriyodhin

Senior Expert

Position: BAAC's Director

Held Office all Fiscal Year 2020

Age 63

Other positions while serving on BAAC's BOD

1. Director, Insurance Business Oversight and Promotion Committee
2. Director, Asia Hotel Public Company Limited

Position in Committees/Subcommittees Appointed by BAAC's BOD

1. Chairman, Risk Oversight Committee (held office all fiscal year 2020)
2. Member, Nomination and Remuneration Committee (held office all fiscal year 2020)
3. Member, Scrutiny Subcommittee (held office all fiscal year 2020)
4. Member, Good Corporate Governance and Corporate Social Responsibility Subcommittee (held office until 22 April 2020)
5. Member, Good Corporate Governance and Compliance (held office from 23 April 2020)

Education

1. Master of Arts in Economics, Thammasat University
2. Bachelor of Arts in Economics, Chulalongkorn University

Training

1. Risk Management Program for Corporate Leaders (Class 21/2020), Thai Institute of Directors (IOD)
2. Director Certificate Program (Class 142/2011) Thai IOD Association
3. National Defense College, the Joint State-Private Sector Course (Class 24), Thailand National Defense College, National Defense Studies Institute
4. Top Executive Program in Justice Administration, Judicial Training Institute
5. Advance Management Program (AMP), Harvard Business School
6. Top Executive Program Class 16 Capital Market Academy

Work Experiences

1. Director, The Transport Company Limited
2. Director, the Botanical Garden Organization, Thailand
3. Deputy Governor, Financial Institutions Stability, Bank of Thailand
4. Member, Bank of Thailand
5. Member, Financial Institutions Policy Committee, Bank of Thailand
6. Member, Payment Systems Committee, Bank of Thailand
7. Member, Financial Institutions Rehabilitation and Development Fund, Bank of Thailand
8. Member, Risk Management Committee, the Stock Exchange of Thailand

- Shares in BAAC (%) None
- Status as BAAC's Stakeholders None
- Holding Positions in Businesses that Compete with State Enterprise None
- Holding of Securities (shares) of Companies related to Financial Institution Business More than 10% of the Total Shares with the Voting Rights of the Company None
- Family Relationship with Director None
- Criminal Record Dating Back Ten Years None



Lt. Gen. Karn Kalumpasut

Senior Expert

Position: BAAC's Director

Held Office until 12 August 2020

Age 56

Other positions while serving on BAAC's BOD

1. Senior Expert, Office of the Permanent Secretary for Defense
2. Deputy Chief of Army Department of Energy, the Defense Industry and Energy Center
3. Director, Industrial Estate Authority of Thailand

Position in Committees/Subcommittees Appointed by BAAC's BOD

1. Chairman, Foundation Economic Development and Social, Environment Responsibility Subcommittee (held office from 23 April 2020 to 20 August 2020)
2. Chairman, Community Business for Thai Project Supervision Subcommittee (held office until 22 April 2020)
3. Member, Good Corporate Governance and Social Responsibility Subcommittee (held office until 22 April 2020)
4. Member, the BAAC President's Operational Criteria and Assessment Committee (held office until 20 August 2020)
5. Member, Nomination and Remuneration Committee (held office until 20 August 2020)
6. Member, Innovation Research and Development Subcommittee (held office until 20 August 2020)

Education

1. Master of Science (Civil Engineering), Florida University, USA
2. Bachelor of Science (Royal Thai Army), Chulachomklao Royal Military Academy

Training

1. Role of the Chairman Program (Class 46/2020), Thai Institute of Directors (IOD)
2. Director Certification Program (Class 289/2020), Thai Institute of Directors (IOD)
3. Board Nomination and Compensation Program (Class 9/2020) Thai Institute of Directors (IOD)
4. Royal Defense College curriculum, Class 62

Work Experiences

Senior Expert, Office of the Permanent Secretary for Interior

- Shares in BAAC (%) None
- Status as BAAC's Stakeholders None
- Holding Positions in Businesses that Compete with State Enterprise None
- Holding of Securities (shares) of Companies related to Financial Institution Business More than 10% of the Total Shares with the Voting Rights of the Company None
- Family Relationship with Director None
- Criminal Record Dating Back Ten Years None



Mr. Jaroondech Jenjaruskul

Senior Expert

Position: BAAC's Director

Held Office all Fiscal Year 2020

Age 54

Other positions while serving on BAAC's BOD

1. Director, Siam Patna Film Co., Ltd.
2. Director, KMITL Council, King Mongkut's Institute of Technology Ladkrabang
3. Chairman, the Board of University Affairs, King Mongkut's Institute of Technology Ladkrabang
4. Qualified Director, the National Policy for Town and Country Planning Board

Position in Committees/Subcommittees Appointed by BAAC's BOD

1. Chairman, Innovation Research and Development Subcommittee, (held office from 15 November 2019)
2. Member, the Nomination and Remuneration Committee (held office from 15 November 2019)
3. Member, the Scrutiny Subcommittee (held office from 15 November 2019)
4. Member, the Information and Communication Technology Subcommittee (held office from 15 November 2019)

Education

1. Doctor of Philosophy (Industrial Management) International Program, King Mongkut's Institute of Technology Ladkrabang
2. Master of Science (Industrial Engineering), MSIE University of New Haven, USA
3. Bachelor of Engineer (Industrial Engineering), Chulalongkorn University

Training

1. Director Accreditation Program (Class 94/2012), Thai Institute of Directors (IOD)
2. Financial Statements for Directors (Class 15/2012), Thai Institute of Directors (IOD)

Work Experiences

1. Advisor to the Minister of Office of the Prime Minister
2. Advisor to the Deputy Minister of Finance
3. Advisor to the Deputy Minister of Commerce
4. Advisor to the Committee on Finance, Banking and Financial Institutions Group
5. Chairman, Amanah Leasing PCL
6. Director, Islamic Bank of Thailand

- Shares in BAAC (%) None
- Status as BAAC's Stakeholders None
- Holding Positions in Businesses that Compete with State Enterprise None
- Holding of Securities (shares) of Companies related to Financial Institution Business More than 10% of the Total Shares with the Voting Rights of the Company None
- Family Relationship with Director None
- Criminal Record Dating Back Ten Years None



Mr. Apirom Sukprasert

BAAC's President

Position: Director and Secretary

Held Office until 8 October 2020

Age 60

Other positions while serving on BAAC's BOD

President, Bank for Agriculture and Agricultural Cooperatives

Position in Committees/Subcommittees Appointed by BAAC's BOD

1. Member, the Risk Oversight Committee (held office until 8 October 2020)
2. Member, the Good Corporate Governance and Compliance Subcommittee (held office until 8 October 2020)
3. Member, the Innovation Research and Development Subcommittee (held office until 8 October 2020)
4. Member, the Scrutiny Subcommittee (held office until 8 October 2020)
5. Member, the Information Technology Subcommittee (held office until 8 October 2020)
6. Member, the Foundation Economic Development and Social, Environment Responsibility Subcommittee (held office until 8 October 2020)
7. Secretary, the Nomination and Remuneration Committee (held office until 8 October 2020)

Education

1. Master of Science (Agricultural Economics), Kasetsart University
2. Bachelor of Science (Agricultural Economics), Chiang Mai University

Training

1. IT Governance and Cyber Resilience Program (Class 11/2019), Thai Institute of Directors (IOD)
2. Ethical Leadership Program (Class 12/2018), Thai Institute of Directors (IOD)
3. Successful Formulation and Execution of Strategy (Class 29/2017), Thai Institute of Directors (IOD)
4. Director Certification Program (Class 240/2017), Thai Institute of Directors (IOD)
5. Executive Program, Capital Market Academy

Work Experiences

Senior Executive Vice President, Accounting, Treasury and Banking Business Group

- Shares in BAAC (%) None
- Status as BAAC's Stakeholders None
- Holding Positions in Businesses that Compete with State Enterprise None
- Holding of Securities (shares) of Companies related to Financial Institution Business More than 10% of the Total Shares with the Voting Rights of the Company None
- Family Relationship with Director None
- Criminal Record Dating Back Ten Years None



Mr. Surachai Rasmee

Senior Executive Vice President, Institution and Entrepreneur Credit Business Group
Acting BAAC's President
Position: BAAC's Director and Secretary
Held Office from 9 October 2020 to 28 February 2021

Age 58

Other positions while serving on BAAC's BOD

1. Senior Executive Vice President, Institution and Entrepreneur Credit Business Group
2. Acting BAAC's President

Position in Committees/Subcommittees Appointed by BAAC's BOD

1. Member, the Risk Oversight Committee (held office from 9 October 2020 to 28 February 2021)
2. Member, the Good Corporate Governance and Compliance Subcommittee (held office from 9 October 2020 to 28 February 2021)
3. Member, the Innovation Research and Development Subcommittee (held office from 9 October 2020 to 28 February 2021)
4. Member, the Scrutiny Subcommittee (held office from 9 October 2020 to 28 February 2021)
5. Member, the Information Technology Management Subcommittee (held office from 9 October 2020 to 28 February 2021)
6. Member, the Foundation Economic Development and Social, Environment Responsibility (held office from 9 October 2020 to 28 February 2021)
7. Secretary, the Nomination and Remuneration Committee (held office from 9 October 2020 to 28 February 2021)

Education

1. Master of Business Administration Program, Ramkhamhaeng University
2. Bachelor of Political Science, Chiang Mai University

Training

1. Director Certification Program (Class 288/2010), Thai Institute of Directors (IOD)
2. Leadership Succession Program (LSP), Institute of Research and Development for Public Enterprises (IRDPE)
3. Presentation for Executive, Bank for Agricultural and Agricultural Cooperative
4. Standard for Business Loan Analysis, Bank for Agricultural and Agricultural Cooperative
5. High Performance Leadership, Institute of Research and Development for Public Enterprises (IRDPE)

Work Experiences

1. Senior Executive Vice President Major Farmer and Farmer Institution Credit Business Group
2. Executive Vice President Customer and Rural Development Line
3. Senior Vice President Upper Northern Branch Administration Department

- Shares in BAAC (%) 0.0000161
- Status as BAAC's Stakeholders None
- Holding Positions in Businesses that Compete with State Enterprise None
- Holding of Securities (shares) of Companies related to Financial Institution Business More than 10% of the Total Shares with the Voting Rights of the Company None
- Family Relationship with Director None
- Criminal Record Dating Back Ten Years None



Mr. Tanaratt Ngamvalairatt

BAAC's President
Position: BAAC's Director and Secretary
Held Office from 1 March 2021

Age 58

Other positions while serving on BAAC's BOD

1. BAAC's President
2. Director, National Electronics and Computer Technology Center Management Committee

Position in Committees/Subcommittees Appointed by BAAC's BOD

1. Member, the Risk Oversight Committee (held office from 1 March 2021)
2. Member, the Good Corporate Governance and Compliance Subcommittee (held office from 1 March 2021)
3. Member, the Innovation Research and Development Subcommittee (held office from 1 March 2021)
4. Member, the Scrutiny Subcommittee (held office from 1 March 2021)
5. Member, the Information Technology Management Subcommittee (held office from 1 March 2021)
6. Member, the Foundation Economic Development and Social, Environment Responsibility (held office from 1 March 2021)
7. Secretary, the Nomination and Remuneration Committee (held office from 1 March 2021)

Education

1. Master of Science (Program in Computer Science), Chulalongkorn University
2. Bachelor of Business Administration (General Management), Ramkhamhaeng University

Training

1. Digital Transformation Strategy for Senior Management, IMC Institute
2. Modern Digital Marketing, Thammasat Business School
3. Executive Digital Economy, Institute of Research and Development for Public Enterprises (IRDPE)
4. Administrative Data Information, Software Park Thailand

Work Experiences

1. Senior Executive Vice President, Digital Strategy and Information Technology Group
2. Executive Vice President, Information Technology Line
3. Senior Vice President, Digital Marketing Department
4. Senior Vice President, Information Technology Operation Department

- Shares in BAAC (%) None
- Status as BAAC's Stakeholders None
- Holding Positions in Businesses that Compete with State Enterprise None
- Holding of Securities (shares) of Companies related to Financial Institution Business More than 10% of the Total Shares with the Voting Rights of the Company None
- Family Relationship with Director None
- Criminal Record Dating Back Ten Years None



BAAC's Management Committee

As at 31 March 2021

1. **Mr.Tanaratt Ngamvalairatt**

President

2. **Mr.Surachai Rasmee**

Senior Executive Vice President

Institution and Entrepreneur Credit Business Group

3. **Mr.Somkiat Kimawaha**

Senior Executive Vice President

Foundation Economic Development Group

4. **Mr.Kasab Ngernruang**

Senior Executive Vice President

Personal Credit Business and Government Policy

Support Group



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5. Mr.Santi Charoensuk

Senior Executive Vice President
Branch Administration Group

6. Mr.Seksan Chankwang

Senior Executive Vice President
Accounting, Treasury and Banking Business Group

7. Mr.Peerapong Kumchuen

Senior Executive Vice President
Organization Strategy and Human Resources Group

8. Mr.Nopadol Srisun

Senior Executive Vice President
Digital Strategy and Information Technology Group



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9. **Mr.Wichan Sriratanawilai**

Executive Vice President
Information Technology Line

10. **Mr.Damrongchai Dechatikhom**

Executive Vice President
Audit Line

11. **Mr.Phanit Phathrasarin**

Executive Vice President
Marketing and Community Development Line

12. **Mr.Somchai Kompongprapa**

Executive Vice President
Community Organization Business Line



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13. Mrs.Nicha Uaipornrungrat

Executive Vice President
Banking Business Line

14. Mr.Chab Kongmon

Executive Vice President
Compliance and Good Governance Line

15. Mr.Ratanachai Dumnernsawat

Executive Vice President
Accounting and Treasury Line

16. Mrs.Pawana Jaroenchaimongkol

Executive Vice President
Organization Strategy Line



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17. **Mr.Sorat Sophannarath**

Executive Vice President
General Administration Line

18. **Mr.Yotin Permpool**

Executive Vice President
Human Resources and Organization Development Line

19. **Mr.Yuwapon Wattu**

Executive Vice President
Institution and Entrepreneur Business Line

20. **Mr.Pongphun Jongrak**

Executive Vice President
Personal Business Line

21. **Mr.Narong Sawanpopan**

Executive Vice President
Digital Strategy Line



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Mr. Tanaratt Ngamvalairatt

President, Bank for Agriculture and Agricultural Cooperatives

Age 58

Other positions while serving on BAAC's MC

1. Director and Secretary, BAAC's Board of Directors
2. Director, National Electronics and Computer Technology Center Management Committee

Position in Committees/Subcommittees Appointed by BAAC's BOD

1. Member, Risk Oversight Committee
2. Member, The Good Corporate Governance and Compliance Subcommittees
3. Member, Innovation Research and Development Subcommittee
4. Member, Scrutiny Subcommittee
5. Member, Information Technology Management Subcommittee
6. Member, Foundation Economic Development and Social, Environmental Responsibilities Subcommittee
7. Secretary, Nomination and Remuneration Committee

Education Background

1. Master of Science (Program in Computer Science), Chulalongkorn University
2. Bachelor of Business Administration (General Management), Ramkhamhaeng University

Training

1. Digital Transformation Strategy for Senior Management, IMC Institute
2. Modern Digital Marketing, Thammasat Business School
3. Executive Digital Economy, Institute of Research and Development for Public Enterprises (IRDP)
4. Administrative Data Information, Software Park Thailand

Work Experiences

2021-Present	BAAC's President
2018-2021	Senior Executive Vice President Digital Strategy and Information Technology Group
2017-2018	Executive Vice President Digital Strategy Line
2015-2017	Senior Vice President of Digital Marketing Department

- Shares in BAAC (%) None
- Status as BAAC's Stakeholders None
- Holding Positions in Businesses that Compete with State Enterprise None
- Holding of Securities (shares) of Companies related to Financial Institution Business More than 10% of the Total Shares with the Voting Rights of the Company None
- Family Relationship with Director None
- Criminal Record Dating Back Ten Years None





Mr. Surachai Rasmee

Senior Executive Vice President
Institution and Entrepreneur
Credit Business Group

Age 59



Mr. Somkiat Kimawaha

Senior Executive Vice President
Foundation Economic Development
Group

Age 59

Other positions while serving on BAAC's MC
None

Position in Committees/Subcommittees Appointed by BAAC's BOD
None

Education Background

1. Master of Business Administration Program, Ramkhamhaeng University
2. Bachelor of Political Science, Chiang Mai University

Training

1. Director Certification Program 288/2020, Thai Institute of Directors (IOD)
2. Leadership Succession Program (LSP), Institute of Research and Development for Public Enterprises (IRDPE)
3. Presentation for Executive, Bank for Agricultural and Agricultural Cooperative
4. Standard for Business Loan Analysis, Bank for Agricultural and Agricultural Cooperative
5. High Performance Leadership, Institute of Research and Development for Public Enterprises (IRDPE)

Work Experiences

2021–Present	Senior Executive Vice President, Institution and Entrepreneur Credit Business Group
2020–2021	Acting BAAC's President (9 October 2020–28 February 2021)
2018–2020	Senior Executive Vice President Major Farmer and Farmer Institution Credit Business Group
2017–2018	Executive Vice President Customer and Rural Development Line

- Shares in BAAC (%) 0.0000161
- Status as BAAC's Stakeholders None
- Holding Positions in Businesses that Compete with State Enterprise None
- Holding of Securities (shares) of Companies related to Financial Institution Business More than 10% of the Total Shares with the Voting Rights of the Company None
- Family Relationship with Director None
- Criminal Record Dating Back Ten Years None

Other positions while serving on BAAC's MC
None

Position in Committees/Subcommittees Appointed by BAAC's BOD
Member, Foundation Economic Development and Social, Environmental Responsibilities Subcommittees

Education Background

1. Master of Public Administration (Public Policy and Project Management), National Institute of Development Administration (NIDA)
2. Bachelor of Political Science (Public Administration) Honors Ramkhamhaeng University

Training

1. Conflict Analysis and Management, King Prajadhipok's Institute
2. Executive Royal Development Projects Program, Office of the Royal Development Projects Board (ORDPB)
3. Strategic Human Resource Management, Institute for Continuing Education and Human Resources
4. Digital CEO, Digital Economy Promotion Agency (DEPA)

Work Experiences

2020–Present	Senior Executive Vice President, Foundation Economic Development Group
2017–2018	Executive Vice President Product Support Line

- Shares in BAAC (%) 0.0000003
- Status as BAAC's Stakeholders None
- Holding Positions in Businesses that Compete with State Enterprise None
- Holding of Securities (shares) of Companies related to Financial Institution Business More than 10% of the Total Shares with the Voting Rights of the Company None
- Family Relationship with Director None
- Criminal Record Dating Back Ten Years None



Mr. Kasab Ngernuang

Senior Executive Vice President
Personal Credit Business and
Government Policy Support Group

Age 57



Mr. Santi Charoensuk

Senior Executive Vice President
Branch Administration Group

Age 60

Other positions while serving on BAAC's MC
President, BAAC Employee Club Association

Position in Committees/Subcommittees Appointed by BAAC's BOD
None

Education Background

1. Master of Business Administration Program in Management, Rajapark College
2. Bachelor of Political Science, Ramkhamhaeng University

Training

1. Corporate Governance Program for Directors and Executives of State Enterprises and Public Organizations, King Prajadhipok's Institute
2. Security Management Course for Senior Executives, Thai National Defence College
3. Director Certification Program 278/2019, Thai Institute of Directors (IOD)
4. The Leadership for Digital Transformation Thailand, Digital Economy Promotion Agency
5. Financial and Fiscal Management Program for Senior Executive (FME), Public Fiscal and Accounting Personnel Development Institute (PFAPDI)
6. Executive Development Program, Fiscal Policy Research Institute Foundation
7. Good Governance for Sustainable Development, Office of the Public Sector Development Commission

Work Experiences

2020-Present	Senior Executive Vice President, Personal Credit Business and Government Policy Support Group
2019-2020	Executive Vice President, Banking Business Line and Accounting and Treasury Line
2018-2019	Executive Vice President, Product Banking Business Line
2017-2018	Executive Vice President, General Administration Line
2015-2017	Senior Vice President, Management Department

- Shares in BAAC (%) 0.0000081
- Status as BAAC's Stakeholders None
- Holding Positions in Businesses that Compete with State Enterprise None
- Holding of Securities (shares) of Companies related to Financial Institution Business More than 10% of the Total Shares with the Voting Rights of the Company None
- Family Relationship with Director None
- Criminal Record Dating Back Ten Years None

Other positions while serving on BAAC's MC
None

Position in Committees/Subcommittees Appointed by BAAC's BOD
None

Education Background

1. Master of Law, Ramkhamhaeng University
2. Master of Public Administration Program, National Institute of Development Administration (NIDA)
3. Barrister at Law, Institute of Legal Education Thai Bar Association
4. Bachelor of Laws 2nd Class Honors, Ramkhamhaeng University

Training

1. Leadership Succession Program, Institute of Research and Development for Public Enterprises
2. The Civil Service Executive Development Program, Visionary and Moral Leadership, Office of the Civil Service Commission
3. TQA Criteria, Thailand Productivity Institute
4. How to Develop a Risk Management Plan, (HRP Program), Thai Institute of Director (IOD)
5. Executive Program, Office of the Civil Service Commission
6. Advanced Certificate Course in Public Administration and Law for Executives, King Prajadhipok's Institute

Work Experiences

2021-Present	Senior Executive Vice President, Branch Administration Group
2018-2021	Executive Vice President, Human Resource and Organization Development Line
2017-2018	Senior Vice President, Audit Department

- Shares in BAAC (%) 0.0000097
- Status as BAAC's Stakeholders None
- Holding Positions in Businesses that Compete with State Enterprise None
- Holding of Securities (shares) of Companies related to Financial Institution Business More than 10% of the Total Shares with the Voting Rights of the Company None
- Family Relationship with Director None
- Criminal Record Dating Back Ten Years None



Mr. Seksan Chankwang

Senior Executive Vice President
Accounting, Treasury and Banking
Business Group

Age 53



Mr. Peerapong Kumchuen

Senior Executive Vice President
Organization Strategy and Human
Resources Group

Age 59

Other positions while serving on BAAC's MC
Vice President, BAAC Employee Club Association

Position in Committees/Subcommittees Appointed by BAAC's BOD

None

Education Background

1. Master of Science Program (Environmental Management), National Institute of Development Administration
2. Bachelor of Science Program Department of Plant Production Technology, King Mongkut's Institute of Technology Ladkrabang

Training

1. Senior Public Relations Executive Program, The Government Public Relations Department
2. The Civil Service Executive Program, Office of the Civil Service Commission (OCSC)
3. Senior Budget Executive Program, Budget Bureau
4. Super Series "Leadership & Effective Corporate Culture", Institute of Research and Development for Public Enterprises and University of Cambridge
5. Making the CEOs of Thailand, MCOT Academy
6. Financial Executive Development Program, Thai Institute of Banking and Finance Association
7. Senior Public Finance Executive Program, Comptroller General's Department
8. Agribusiness Digital Leadership Program, Digital Economy Promotion Agency

Work Experiences

2021-Present	Senior Executive Vice President, Accounting, Treasury and Banking Business Group
2018-2021	Executive Vice President, Organization Strategy Line
2017-2018	Senior Vice President, Policy and Strategy Department
2016-2017	Senior Vice President, Center of loan Business Development
2014-2016	Senior Vice President, General Administration Department

- Shares in BAAC (%) 0.0000002
- Status as BAAC's Stakeholders None
- Holding Positions in Businesses that Compete with State Enterprise None
- Holding of Securities (shares) of Companies related to Financial Institution Business More than 10% of the Total Shares with the Voting Rights of the Company None
- Family Relationship with Director None
- Criminal Record Dating Back Ten Years None

Other positions while serving on BAAC's MC
Vice President, BAAC Employee Club Association

Position in Committees/Subcommittees Appointed by BAAC's BOD

1. Member and Secretary, Appeal Subcommittee
2. Member and Secretary, Legal Advisory Subcommittee
3. Member and Secretary, Innovation Research and Development Subcommittee
4. Assistant secretary, Nomination and Remuneration Committee
5. Member, BAAC Relations Committee

Education Background

1. Master of Laws, Ramkhamhaeng University
2. Barrister at Law, Institute of Legal Education Thai Bar Association
3. Bachelor of Laws, Ramkhamhaeng University

Training

1. Administrative law for Executive, The Administrative Court of Thailand
2. Public Relation Administration, The Government Public Relation Department
3. Modern Leader Development Program, The Thai Institute of Banking and Finance Association
4. Advance HR: Survival Beyond Tomorrow 8, Thammasat University
5. Corporate Governance for Executives, Thai Institute of Directors (IOD)
6. Senior Budget Executive Program, Budget Bureau

Work Experiences

2021-Present	Senior Executive Vice President, Organization Strategy and Human Resources Group
2018-2021	Executive Vice President, General Administration Line
2017-2018	Senior Vice President of Human Resource Department

- Shares in BAAC (%) 0.0000016
- Status as BAAC's Stakeholders None
- Holding Positions in Businesses that Compete with State Enterprise None
- Holding of Securities (shares) of Companies related to Financial Institution Business More than 10% of the Total Shares with the Voting Rights of the Company None
- Family Relationship with Director None
- Criminal Record Dating Back Ten Years None



Mr. Nopadol Srisun

Senior Executive Vice President
Digital Strategy and Information
Technology Group

Age 60



Mr. Wichan Sriratanawilai

Executive Vice President
Information Technology Line

Age 60

Other positions while serving on BAAC's MC
None

Position in Committees/Subcommittees Appointed by BAAC's BOD
Member and Secretary, Information Technology Management
Subcommittee

Education Background

1. Master of Business Administrator (E-Commerce), Sripatum University
2. Bachelor of Business Administrator, Sukhothai Thammathirat Open University

Training

1. BAAC's English language development course for department level executives, The University of Auckland, New Zealand
2. BAAC's Practical Finance IT Professionals Course, Hong Kong
3. How to Develop a Risk Management Plan, Thai Institute of Directors
4. Innovation of (Future Fintech & Digital Bank), The Thai Institute of Banking and Finance Association
5. Financial Executive Development Program, Thai Institute of Banking and Finance Association
6. Leadership Succession Program, Institute of Research and Development for Public Enterprises

Work Experiences

2021-Present	Senior Executive Vice President, Digital Strategy and Information Technology Group
2018-2021	Executive Vice President, Digital Strategy Line
2017-2018	Senior Vice President, Digital Marketing Department

- Shares in BAAC (%) 0.000017
- Status as BAAC's Stakeholders None
- Holding Positions in Businesses that Compete with State Enterprise None
- Holding of Securities (shares) of Companies related to Financial Institution Business More than 10% of the Total Shares with the Voting Rights of the Company None
- Family Relationship with Director None
- Criminal Record Dating Back Ten Years None

Other positions while serving on BAAC's MC
None

Position in Committees/Subcommittees Appointed by BAAC's BOD
1. Assistant Secretary, Information Technology Management
Subcommittee
2. Member, BAAC Relations Committee

Education Background

1. Master of Science (Computer Science), Rangsit University
2. Bachelor of Science Program (Horticulture), Kasetsart University

Training

1. EVM and Banking Business, State Enterprise Policy Office, Ministry of Finance
2. Chief Information Technology, Software Park Thailand
3. High Performance Leader, Institute of Research and Development for Public Enterprises (IRDP)
4. Digital CEO, Institute of Research and Development for Public Enterprises (IRDP)
5. Financial Executive Development Program, Thai Institute of Banking and Finance Association

Work Experiences

2018-Present	Executive Vice President, Information Technology Line
2017-2018	Senior Vice President, Information Technology Operations Department
2010-2017	Director, Office of Information Technology Planning

- Shares in BAAC (%) None
- Status as BAAC's Stakeholders None
- Holding Positions in Businesses that Compete with State Enterprise None
- Holding of Securities (shares) of Companies related to Financial Institution Business More than 10% of the Total Shares with the Voting Rights of the Company None
- Family Relationship with Director None
- Criminal Record Dating Back Ten Years None



Mr. Damrongchai Dechatikhom

Executive Vice President
Audit Line

Age 59



Mr. Phanit Phathrasarin

Executive Vice President
Marketing and Community
Development Line

Age 59

Other positions while serving on BAAC's MC
None

Position in Committees/Subcommittees Appointed by BAAC's BOD
Secretary, the BAAC's Audit Committee

Education Background

1. Master of Business Administration (Business Administration), Naresuan University
2. Bachelor of Science (Agriculture), Khon Kaen University

Training

1. Modern Approach for Modern Management via New HR Delivery Model & Approach, Bank for Agriculture and Agricultural Cooperatives
2. Certificate Program in Public Administration and Public Law, King Prajadhipok's Institute
3. Laws for Bank's Disciplinary Committee, Bank for Agriculture and Agricultural Cooperatives
4. Strategies and Approaches for Driving Business Plans, Bank for Agriculture and Agricultural Cooperatives
5. Eco-tourism to promote SMEs, Bank for Agriculture and Agricultural

Work Experiences

2020-Present	Executive Vice President, Audit Line
2018-2020	Senior Vice President, Upper Northern Region Branch Administration Department
2015-2018	Senior Vice President, Lower Northern Region Branch Administration Department

- Shares in BAAC (%) 0.0000081
- Status as BAAC's Stakeholders None
- Holding Positions in Businesses that Compete with State Enterprise None
- Holding of Securities (shares) of Companies related to Financial Institution Business More than 10% of the Total Shares with the Voting Rights of the Company None
- Family Relationship with Director None
- Criminal Record Dating Back Ten Years None

Other positions while serving on BAAC's MC
None

Position in Committees/Subcommittees Appointed by BAAC's BOD
None

Education Background

1. Master of Business Administration (Business Administration), Naresuan University
2. Bachelor of Business Administration (General Management), Sukhothai Thammathirat Open University

Training

1. Leadership Succession Program, Government Organization Research and Development Institute Foundation
2. Agribusiness Digital Leadership Program, Digital Economy Promotion Agency
3. Financial Executive Development Program, Thai Institute of Banking and Financial Association

Work Experiences

2020-Present	Executive Vice President, Marketing and Community Development Line
2018-2020	Executive Vice President, Institution and Entrepreneur Business Line
2017-2018	Senior Vice President, Small Farmer Loan and Informal Debt Management Department
2013-2017	Senior Vice President, Upper Northern Region Branch Administration Department

- Shares in BAAC (%) 0.0000019
- Status as BAAC's Stakeholders None
- Holding Positions in Businesses that Compete with State Enterprise None
- Holding of Securities (shares) of Companies related to Financial Institution Business More than 10% of the Total Shares with the Voting Rights of the Company None
- Family Relationship with Director None
- Criminal Record Dating Back Ten Years None



Mr. Somchai Kompongprapa

Executive Vice President
Community Organization Business Line

Age 58



Mrs. Nicha Uaipornrungrat

Executive Vice President
Banking Business Line

Age 60

Other positions while serving on BAAC's MC
None

Position in Committees/Subcommittees Appointed by BAAC's BOD
Assistant Secretary, Foundation Economic Development and Social,
Environment Responsibility Subcommittee

Education Background

1. Master of Business Administration (Business Administration),
Chaiyaphum Rajabhat University
2. Bachelor of Business Administration (Management),
Sukhothai Thammathirat Open University

Training

1. Public Economic Management Course for Executives,
King Prajadhipok's Institute
2. Digital Economy for Management, Institute of Research and
Development for Public Enterprises
3. Modern Approach for Modern Management via New HR Delivery
Model & Approach, Bank for Agriculture and Agricultural Cooperatives
4. Laws for Bank's Disciplinary Committee, Bank for Agriculture and
Agricultural Cooperatives

Work Experiences

2020-Present	Executive Vice President, Community Organization Business Line
2017-2020	Senior Vice President, Central Region Branch Administration Department

- Shares in BAAC (%) None
- Status as BAAC's Stakeholders None
- Holding Positions in Businesses that Compete with State Enterprise None
- Holding of Securities (shares) of Companies related to Financial
Institution Business More than 10% of the Total Shares with the
Voting Rights of the Company None
- Family Relationship with Director None
- Criminal Record Dating Back Ten Years None

Other positions while serving on BAAC's MC
None

Position in Committees/Subcommittees Appointed by BAAC's BOD
Member, the BAAC's Corporate Relation Affairs Committee

Education Background

1. Master of Development Administration (Public Administration),
the National Institute of Development Administration
2. Bachelor of Business Administration (Finance and Banking),
Ramkhamhaeng University

Training

1. Modern Approach for Modern Management via New HR Delivery
Model & Approach, Bank for Agriculture and Agricultural Cooperatives
2. Digital Economy for Management, Institute of Research and
Development for Public Enterprises
3. Cyber Security Awareness, Bank for Agriculture and Agricultural
Cooperatives
4. Market Conduct, Bank for Agriculture and Agricultural Cooperatives
5. Design Thinking & Agile for Banking: Competing or Completing,
the Thai Bankers' Association

Work Experiences

2020-Present	Executive Vice President, Banking Business Line
2018-2020	Senior Vice President, Banking and International Business Department

- Shares in BAAC (%) 0.0000016
- Status as BAAC's Stakeholders None
- Holding Positions in Businesses that Compete with State Enterprise None
- Holding of Securities (shares) of Companies related to Financial
Institution Business More than 10% of the Total Shares with the
Voting Rights of the Company None
- Family Relationship with Director None
- Criminal Record Dating Back Ten Years None



Mr. Chab Kongmon

Executive Vice President
Compliance and Good Governance Line

Age 59



Mr. Ratanachai Dumnernsawat

Executive Vice President
Accounting and Treasury Line

Age 58

Other positions while serving on BAAC's MC
None

Position in Committees/Subcommittees Appointed by BAAC's BOD

1. Director and Secretary, the Risk Oversight Committee
2. Director and Secretary, the Good Corporate Governance and Compliance Subcommittee

Education Background

1. Master of Development Administration (Public Administration), the National Institute of Development Administration
2. Bachelor of Science (Agriculture), Chiang Mai University

Training

1. Innovation Leadership Preparation Course 2020, Bank for Agriculture and Agricultural Cooperatives
2. Innovation for Sustainable Organization and Social Development Course, Office of the Public Sector Development Commission
3. Marketing Transformation Program, Institute of Research and Development for Public Enterprises (IRDPE)
4. Executive Development Program, Fiscal Policy Research Institute Foundation

Work Experiences

2021-Present	Executive Vice President, Compliance and Good Governance Line
2020-2021	Senior Vice President, Deposit Department
2018-2020	Senior Vice President, Entrepreneur and Institution Credit Department
2016-2018	Senior Vice President, Central Region Branch Administration Department

- Shares in BAAC (%) 0.0000081
- Status as BAAC's Stakeholders None
- Holding Positions in Businesses that Compete with State Enterprise None
- Holding of Securities (shares) of Companies related to Financial Institution Business More than 10% of the Total Shares with the Voting Rights of the Company None
- Family Relationship with Director None
- Criminal Record Dating Back Ten Years None

Other positions while serving on BAAC's MC
None

Position in Committees/Subcommittees Appointed by BAAC's BOD

None

Education Background

1. Master of Business Administration, Ramkhamhaeng University
2. Bachelor of Business Administration (Accounting), Ramkhamhaeng University

Training

1. Marketing Transformation Program (MTP), Institute of Research and Development for Public Enterprises (IRDPE)
2. Executive Development Program, Fiscal Policy Research Institute Foundation
3. Strategic CFO in Capital Markets, Capital Market Knowledge Development Promotion Center, the Stock Exchange of Thailand
4. The Role of Public Policy in Private Sector Development, the National Institute of Development Administration
5. Crucial Conversations PacRim Group Program
6. Financial and Risk Management, Bank for Agriculture and Agricultural Cooperatives
7. Leadership PacRim Group Program
8. Modern Banking Executive Development Program, the Thai Institute of Banking and Finance Association
9. Fundamental of TFRS9, Federation of Accounting Professions Under The Royal Patronage of His Majesty The King
10. Financial Model 1 - Fundamentals of Finance, Federation of Accounting Professions Under The Royal Patronage of His Majesty The King

Work Experiences

2021-Present	Executive Vice President, Accounting and Treasury Line
2016-2021	Senior Vice President, Treasury Department

- Shares in BAAC (%) None
- Status as BAAC's Stakeholders None
- Holding Positions in Businesses that Compete with State Enterprise None
- Holding of Securities (shares) of Companies related to Financial Institution Business More than 10% of the Total Shares with the Voting Rights of the Company None
- Family Relationship with Director None
- Criminal Record Dating Back Ten Years None



Mrs. Pawana Jaroenchaimongkol

Executive Vice President
Organization Strategy Line

Age 59



Mr. Sorat Sophannarath

Executive Vice President
General Administration Line

Age 59

Other positions while serving on BAAC's MC
None

Position in Committees/Subcommittees Appointed by BAAC's BOD
Assistant Secretary, the Innovation Research and Development Subcommittee

Education Background

1. Master of Business Administration (General Management), Ramkhamhaeng University
2. Bachelor of Business Administration (Accounting), Ramkhamhaeng University

Training

1. Higher Diploma Program in Public Economic Management for Executives, King Prajadhipok's Institute
2. Modern Banking Executive Development Program, the Thai Institute of Banking and Finance Association
3. Innovation Leadership Preparation Course, Lead Business Institute
4. TFRS 9 End of Project Training, Deloitte Touche Tohmatsu Jaiyos Advisory Co., Ltd.
5. TFRS 9 Mid - Project Training, Deloitte Touche Tohmatsu Jaiyos Advisory Co., Ltd.

Work Experiences

2021-Present Executive Vice President, Organization Strategy Line
2017-2019 Senior Vice President, Accounting Department

- Shares in BAAC (%) 0.0000161
- Status as BAAC's Stakeholders None
- Holding Positions in Businesses that Compete with State Enterprise None
- Holding of Securities (shares) of Companies related to Financial Institution Business More than 10% of the Total Shares with the Voting Rights of the Company None
- Family Relationship with Director None
- Criminal Record Dating Back Ten Years None

Other positions while serving on BAAC's MC
None

Position in Committees/Subcommittees Appointed by BAAC's BOD

1. Assistant Secretary, the BAAC's Presidential Performance Evaluation Committee
2. Assistant Secretary, the Nomination and Remuneration Committee
3. Assistant Secretary, the Scrutiny Committee

Education Background

1. Master of Science (Resources Management), Kasetsart University
2. Bachelor of Arts (Political Science), Prince of Songkla University

Training

1. Modern Banking Executive Development Program, the Thai Institute of Banking and Finance Association
2. Digital HR Forum 2020, Ministry of Digital Economy and Society
3. Budget for Senior Executives Program, Bureau of the Budget

Work Experiences

2021-Present Executive Vice President, General Administration Line
2020-2021 Senior Vice President, Human Resources Department
2018-2019 Senior Vice President, Policy and Strategy Department

- Shares in BAAC (%) 0.0000008
- Status as BAAC's Stakeholders None
- Holding Positions in Businesses that Compete with State Enterprise None
- Holding of Securities (shares) of Companies related to Financial Institution Business More than 10% of the Total Shares with the Voting Rights of the Company None
- Family Relationship with Director None
- Criminal Record Dating Back Ten Years None



Mr. Yotin Permpool

Executive Vice President
Human Resources and Organization
Development Line

Age 58



Mr. Yuwapon Wattu

Executive Vice President
Institution and Entrepreneur Business Line

Age 57

Other positions while serving on BAAC's MC
None

Position in Committees/Subcommittees Appointed by BAAC's BOD
Member, the BAAC's Corporate Relation Affairs Committee

Education Background

1. Master of Public Administration (Personnel Management), the National Institute of Development Administration
2. Bachelor of Arts (Honors), Chiang Mai University

Training

1. Public Administration and Public Laws Course, King Prajadhipok's Institute
2. HRM Advance, Thammasat University
3. Corporate Governance Program for Executives, King Prajadhipok's Institute
4. Transformation for Human Resource, the Thai Bankers Association

Work Experiences

2021-Present	Executive Vice President, Human Resources and Organization Development Line
2020-2021	Senior Vice President, Eastern Region Branch Administration Department
2018-2020	Senior Vice President, Human Resources Department

- Shares in BAAC (%) 0.000017
- Status as BAAC's Stakeholders None
- Holding Positions in Businesses that Compete with State Enterprise None
- Holding of Securities (shares) of Companies related to Financial Institution Business More than 10% of the Total Shares with the Voting Rights of the Company None
- Family Relationship with Director None
- Criminal Record Dating Back Ten Years None

Other positions while serving on BAAC's MC
None

Position in Committees/Subcommittees Appointed by BAAC's BOD
None

Education Background

1. Master of Arts (Social Development), the National Institute of Development Administration
2. Bachelor of Arts (Political Science), Ramkhamhaeng University

Training

1. Electronic Government Executive Program Class 10, Digital Government Development Agency (Public Organization)
2. Modern Approach for Modern Management, Bank for Agriculture and Agricultural Cooperatives
3. Credit segment restructuring course, Bank for Agriculture and Agricultural Cooperatives
4. Synergy for Management Class 2 in Korea, Bank for Agriculture and Agricultural Cooperatives

Work Experiences

2021-Present	Executive Vice President, Institution and Entrepreneur Business Line
2018-2021	Senior Vice President, Western Region Branch Administration Department

- Shares in BAAC (%) 0.0000003
- Status as BAAC's Stakeholders None
- Holding Positions in Businesses that Compete with State Enterprise None
- Holding of Securities (shares) of Companies related to Financial Institution Business More than 10% of the Total Shares with the Voting Rights of the Company None
- Family Relationship with Director None
- Criminal Record Dating Back Ten Years None



Mr. Pongphun Jongrak

Executive Vice President
Personal Business Line

Age 58



Mr. Narong Sawanpopan

Executive Vice President
Digital Strategy Line

Age 49

Other positions while serving on BAAC's MC
None

Position in Committees/Subcommittees Appointed by BAAC's BOD
Member, the BAAC's Corporate Relation Affairs Committee

Education Background

1. Master of Public Administration (Management for Executives), the National Institute of Development Administration
2. Bachelor of Laws (Laws), Ramkhamhaeng University

Training

1. Good Corporate Governance Program for Sustainable Development for Senior Executives, Office of the Public Sector Development Commission
2. State Policy Project Management Skills Course, Bank for Agriculture and Agricultural Cooperatives
3. Community Business Driving Project Course, Bank for Agriculture and Agricultural Cooperatives
4. Integrating Challenges to Drive Government Policy Course, Bank for Agriculture and Agricultural Cooperatives
5. Implementation of the Discussions of the Corporate Relation Affairs Committee Course, Bank for Agriculture and Agricultural Cooperatives

Work Experiences

2021-Present Executive Vice President, Personal Business Line
2018-2020 Senior Vice President, Government Policy Department

- Shares in BAAC (%) 0.0000086
- Status as BAAC's Stakeholders None
- Holding Positions in Businesses that Compete with State Enterprise None
- Holding of Securities (shares) of Companies related to Financial Institution Business More than 10% of the Total Shares with the Voting Rights of the Company None
- Family Relationship with Director None
- Criminal Record Dating Back Ten Years None

Other positions while serving on BAAC's MC
None

Position in Committees/Subcommittees Appointed by BAAC's BOD
None

Education Background

1. Master of Science (Economics), Kasetsart University
2. Bachelor of Science (Agriculture Economics), Kasetsart University

Training

1. Digital Economy for Management, Institute of Research and Development for Public Enterprises
2. Marketing Transformation Program, Institute of Research and Development for Public Enterprises
3. Public Economy Administration Program Class 16, King Prajadhipok's Institute
4. Kaset mini Financial Business Management, Kasetsart University
5. The Role of Public Policy in Private Sector Development, the National Institute of Development Administration
6. TQA Internal Organization Assessment Course, Thailand Productivity Institute

Work Experiences

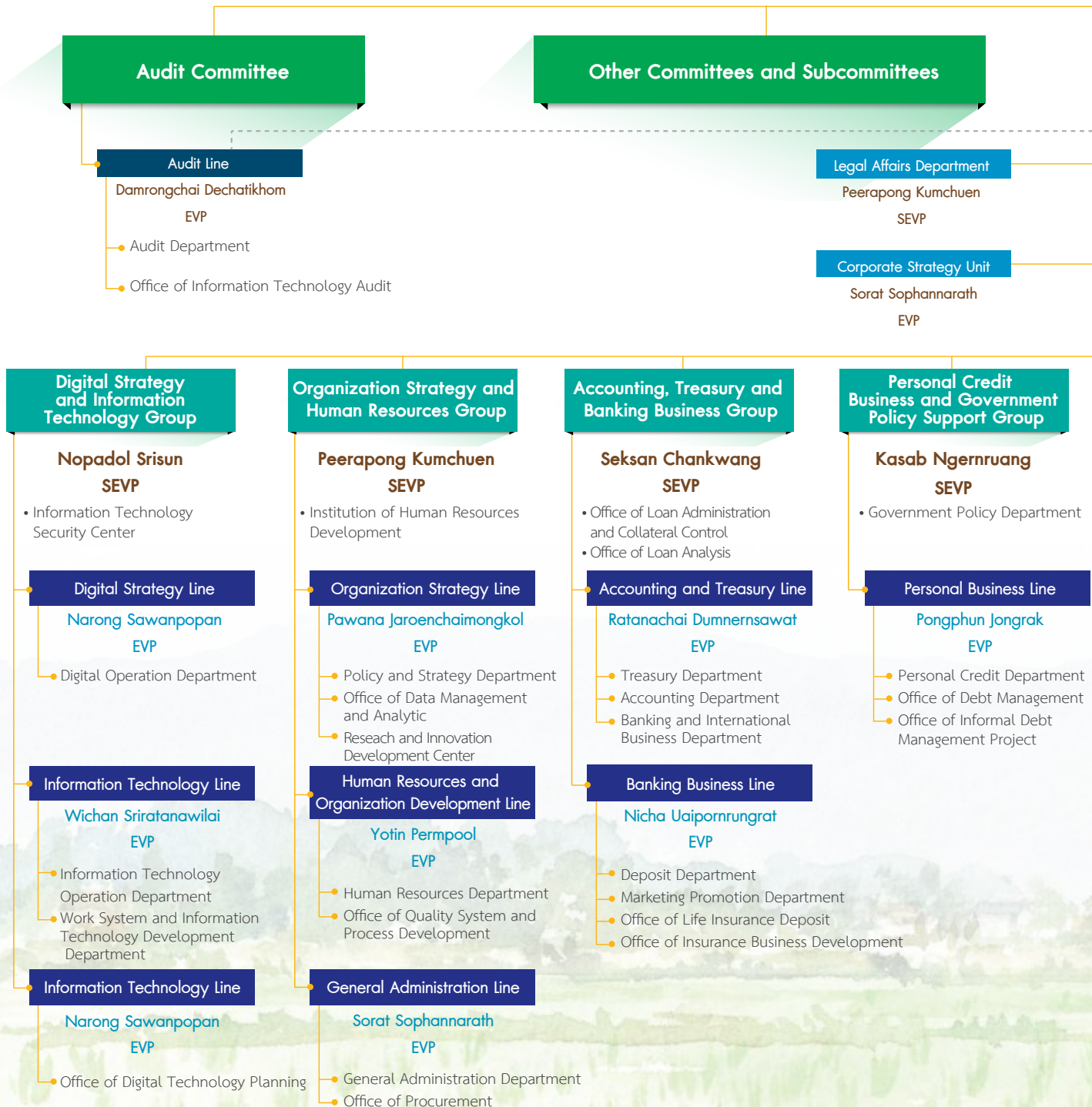
2021-Present Executive Vice President, Digital Strategy Line
2018-2020 Senior Vice President, Risk Management Department
2017-2018 Senior Vice President, Marketing Strategy Department
2016-2017 Senior Vice President, Policy and Strategy Department

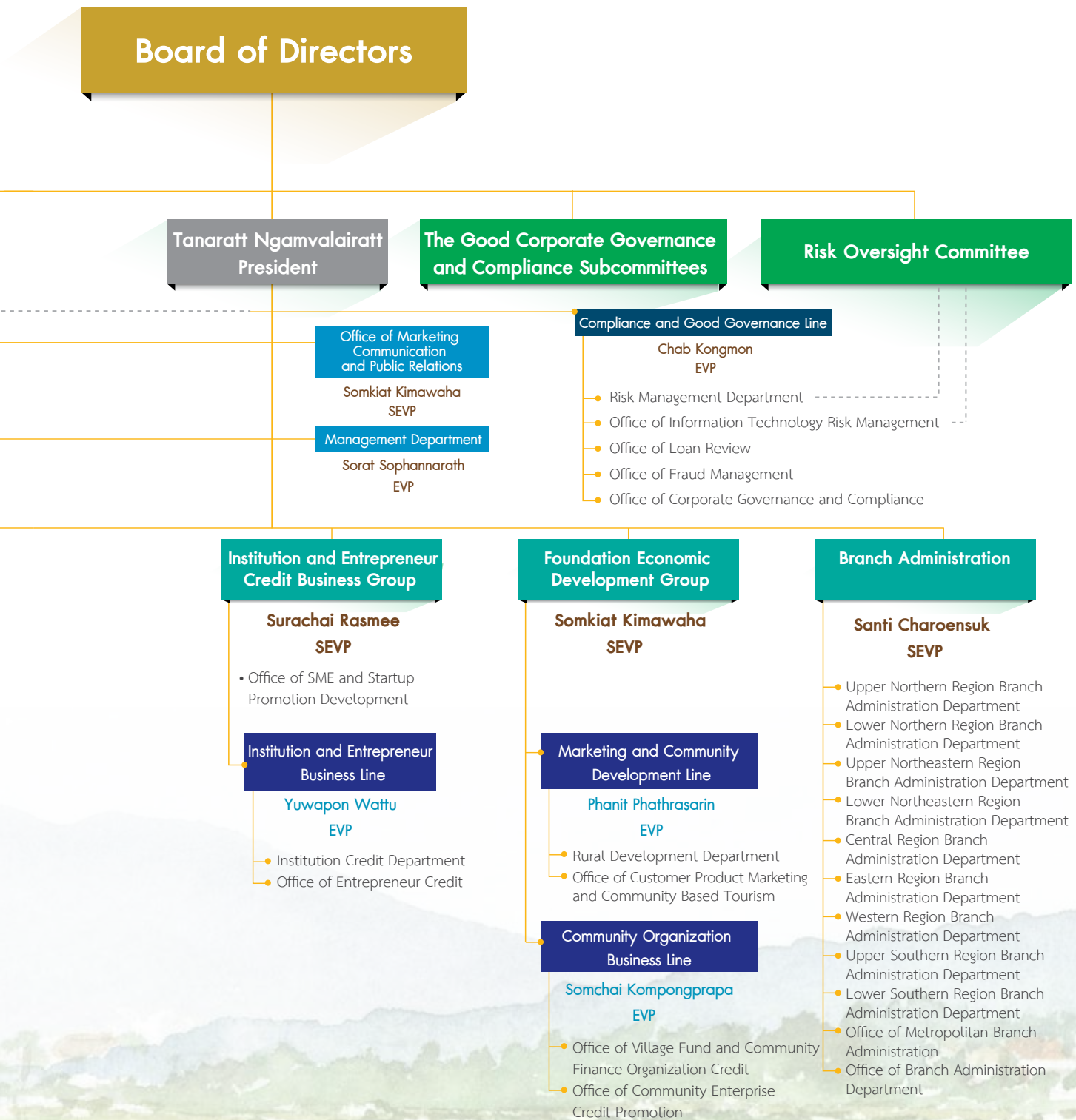
- Shares in BAAC (%) None
- Status as BAAC's Stakeholders None
- Holding Positions in Businesses that Compete with State Enterprise None
- Holding of Securities (shares) of Companies related to Financial Institution Business More than 10% of the Total Shares with the Voting Rights of the Company None
- Family Relationship with Director None
- Criminal Record Dating Back Ten Years None



Organization Structure

As at 31 March 2021





Operational Direction Fiscal Year 2021

Statement of Directions : SODs

Ministry of Finance by the State Enterprise Policy Office (SEPO) requires that the State Enterprise prepare an annual operation plan and 5-year enterprise plan to be in accordance with both the overall and the field specific state enterprise strategic plan in order to systematically develop the state enterprise in accordance with relevant national strategy as well as to implement and evaluate the operating results as follows:

1) Overall State Enterprise strategy

“State enterprise has a role in driving the national strategy by being able to accelerate investment that is in line with the strategy and has financial strength, and focusing on applying innovation and technology to develop the work and increase efficiency under a transparent and moral governance system and apply the sufficiency economy philosophy.”

2) State Enterprise strategy for Financial Institution

“Be a financial institution for development that provides the opportunity for the people to thoroughly gain access sources of funds and provides financial knowledge to support the strength of the foundation economy, improve the competitiveness

of the country, and reduce social disparity under the stable, transparent, and sustainable administration of the organization with the application of technology and innovation for the administration and financial services.”

3) Operational Policy Guidelines of Specialized Financial Institutions (Year 2021-2025)

Specialized Financial Institutions (SFIs) play a role in filling the financial gap in a situation where the market mechanism is not working as a tool for implementing the state’s semi-financial policies, and have a mission to assist specific groups of customers and businesses. Policy guidelines to determine upcoming operating directions of SFIs are to take into account external factors, changing financial environment, strengths and limitations of SFIs, including application of sustainable banking principles. By doing so, SFIs are equipped with appropriate future operational guidelines for global trends, various economic uncertainties, and to serve as a fully developed financial institution. Operating Policy Framework of Specialized Financial Institutions (Year 2021-2025) can be summarized with the following principles:



Policy Guidelines: SFIs	Policy Guidelines: BAAC
<p>1. Finance for all</p> <p>SFIs should focus on filling the financial gaps in times of market downturn, and increasing accessibility to financial services (Financial Inclusion).</p> <p>SFIs should develop financial products that reflect risk problems and gap characteristics of the target group, including enhancing financial access through appropriate and effective channels such as online platforms, Fintech, Banking Agent, network partners, etc.</p>	<p>1. Finance for all - expand the role as a funding source for community development and agricultural sector development</p> <ol style="list-style-type: none"> 1) To increase the role of credit for community development 2) To support the development of financial institutions in the public sector and to drive the organization towards financial institution for the people. 3) To develop financial products corresponding to the cropping season and to support supply of agricultural markets. 4) To increase the roles of financial services that strengthen the agricultural supply chain. 5) To enhance the roles of other financial services in addition to the credit products. 6) To support funds and develop financial service channels for new generation of farmers and famers' heirs taking over elderly farmers.
<p>2. Literacy for all</p> <p>SFIs should focus on enhancing debtor potential by increasing essential knowledge and skills, including financial literacy and digital literacy.</p> <p>SFIs may also work with knowledgeable and specialized partners through various activities by defining qualitative indicators and clearly focus on the effectiveness of the project. For knowledge and financial skills development, SFIs should emphasize on financially strengthening debtors to be able to utilize financial products and services efficiently. Also, SFIs should aim to strengthen financial foundation of those who do not have access to financial services with factors that will increase their chances of accessing financial services in the future.</p>	<p>2. Literacy for all - raising the potential of small farmers and agricultural entrepreneurs.</p> <ol style="list-style-type: none"> 1) To create financial discipline and cultivate saving habits for customers, small farmers, and low income people. 2) To be a financial institution that raises the potential of small farmers and agricultural entrepreneurs to become Smart Farmers, especially the new generation farmers. 3) To provide digital literacy.
<p>3. Responsibility for all SFIs</p> <p>SFIs should perform businesses with accountability adhering to sustainable banking principles and emphasizing on good governance to promote the organization's stability ready to fully meet the State's policy, including comprehensively aware of the environment, society and stakeholders.</p> <p>Nevertheless, SFIs should be able to adapt their operations in a resilient social context and to act with agility in order to be responsive to market conditions and changing customer behaviors. Meanwhile, it is important to strengthen aspects within the organization such as financial stability, personnel expertise, or an effective and efficient information technology system.</p>	<p>3. Responsibility for all SFIs - to be a bank with solid foundation, to be responsible for all sectors, and to benefit others comprehensively and sustainably.</p> <ol style="list-style-type: none"> 1) To emphasize the role of being a rural development bank by focusing on building self-reliant communities to promote integration of businesses and the people. 2) To elevate knowledge and skills of personnel. 3) To develop a system for information management and in-depth data analysis. 4) To plan a preparation ready to apply accounting standards and Thai Financial Reporting Standard: Financial Instruments (TFRS 9). 5) To support the implementation of government policies. 6) To partake in steering operations of the Government Financial Institutions Association forward.



Value Configuration

Focusing on enhancing the quality of life of rural people by being a sustainable rural development bank focusing on supporting development of foundation economy to enhance the quality of life of rural people as follows:

Being a sustainable rural development bank

- To be the center for financial management and services for Thai agriculture and rural sectors that bring changes that enhance the well-being of communities and people in the rural area to have better quality of life and environment.
- To increase knowledge and ability of people to work, focus on the participation in development from people in the community for stability, prosperity, and sustainability.

Focusing on supporting development of foundation economy

- Strengthening the economy of rural communities to be competitive and self-reliant, which will help to raise the standard of living and well-being of rural people.

To enhance the quality of life of rural people

- To promote behavioral adjustment in the household level and support the grouping of rural members to strengthen rural areas to have the capability to plan the quality of life, finance, and careers.

Operational Strategies Fiscal Year 2021

Strategy 1: Develop Comprehensive and Modern Financial Services

Focus on using data from customer journey map and customer experiences as inputs for value proposition using the Business Model Canvas (BMC) as an analytical tool for product development (Data to Product) with design thinking concept and agile work principles to develop comprehensive financial services.

Strategy 2: Increase the Capability of the Organization and Personnel to Support the Mission

Focus on increasing the capability of the organization to be a high-performance organization driven by creating and developing personnel to enhance the business capability, leading to the Business Transformation organizational reform under the support of the information system that integrates the database with partner networks and be in line with the Data Governance approach.





Strategy 3: To manage a balanced funds and an income (financial and non-financial) efficiently

Focus on collecting data and statistics drawn from important internal and external factors such as global economy, Thai economy, household debt, natural disaster, age of customers, etc. Forecast of over lending, a trend of loan growth in the present and the past can be performed using statistical tools and financial model to analyze financial projections and appropriate financial ratios in order to manage total cost and total revenue. With agile work ethics, a balanced and efficient financial management is achieved. Moreover, environmental and social responsibilities, including good governance, are taken into account under the concept of sustainable banking.

Strategy 4: Restore, Develop, and Strengthen Foundation Economy

Focus on strengthening foundation economy, including debt management system for farmers, individuals, Farmer Institution, entrepreneurs, and village funds; as well as strengthening careers and building immunity for occupations and finance.

Strategy 5: Increase Competitiveness of Farmers, Agribusiness Entrepreneurs, and Farmers Institutions

Focus on promoting Smart Farmer and increasing competitiveness using technology and innovation for SME agricultural leaders, including linking agricultural production businesses of retail farmers and regional agricultural economic development.

Strategy 6: Integral Community Development for Sustainable Foundation Economy Development under the BCG Concept

Focus on developing the capability of the organization and the community in an integrated and sustainable manner by considering environmental and social responsibility to develop foundation economy, society, and environment.

BAAC's Nature of Business

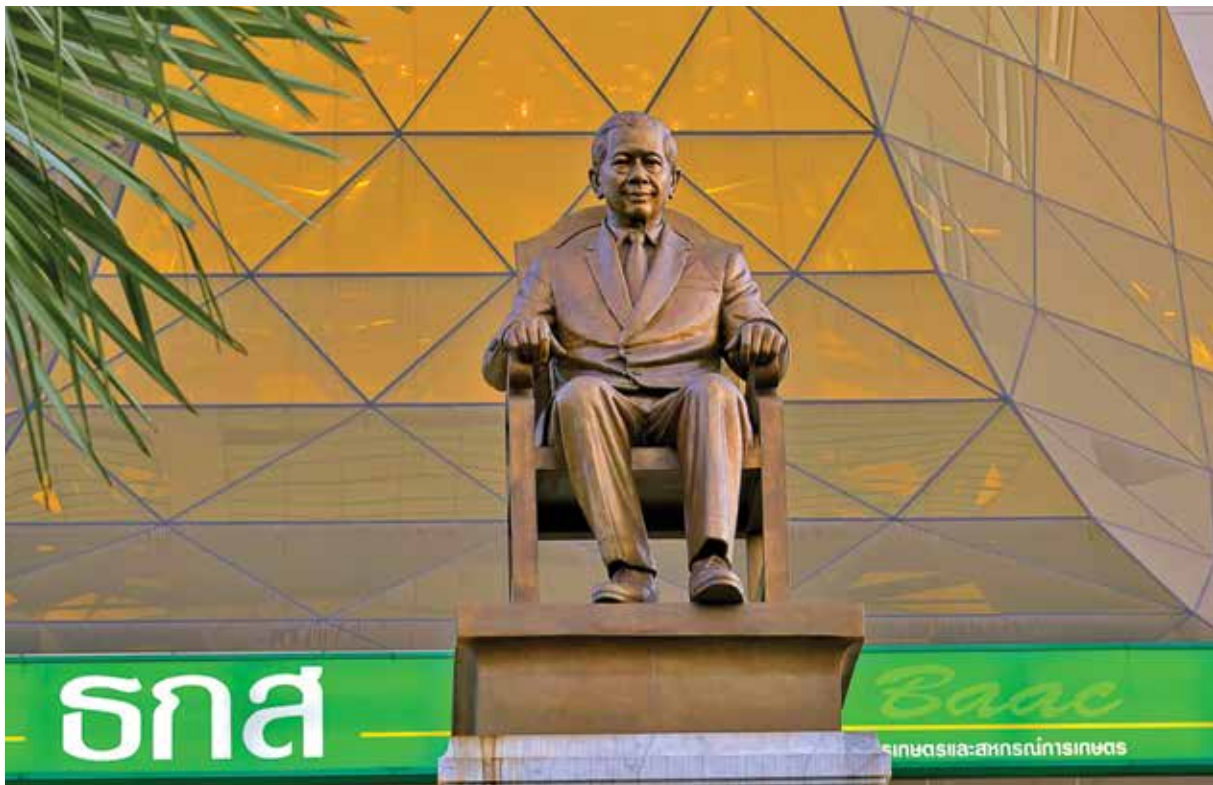
About BAAC

Bank for Agriculture and Agricultural Cooperatives (BAAC) is a government bank established according to the Bank for Agricultural and Agricultural Cooperatives Act in 1966 with the reason for establishment that:

“In order to promote and develop the agricultural of the country, it is necessary to provide financial assistance which is an important factor to help farmers to increase productivity and agricultural income. Such assistance should be provided extensively including directly to farmers as well as to farmer groups and agricultural cooperatives. These financial assistances should be provided under the same control system in order to yield the stable result and convenient to provide more funds, hence it is appropriate to

establish the Bank for Agriculture and Agricultural Cooperatives as a national institution to perform these duties.”

BAAC has been in operation since 1 November 1966. The first Headquarters was located at Kok Wua intersection, Ratchadamnoen Klang Road. The resolution of the first meeting of the Board of Directors of BAAC requested the approval of the Finance Minister to appoint Mr. Chamnian Saranaga as the first President. He had contributed in laying foundation for agricultural loan and cultivating the ideology of working to help farmers to all BAAC staff until now.



“ The loan work is a comprehensive and complex job. One must constantly study and research in order to have more knowledge and expertise. May you refrain from those activities that should be refrained, do not exploit farmer customers, work hard, act quickly and accurately with honesty. ”

(Ajarn Chamnian Saranaga)



Operational objectives

The Bank for Agriculture and Agricultural Cooperatives Act B.E. 2509 (1966) Section 9 stipulates operational objectives of BAAC as follows:

(1) Provide financial assistance to farmers, farmer groups, or agricultural cooperatives for

(a) Being a farmer or a profession related to agriculture.

(b) Working in other occupation to increase income.

(c) Developing knowledge in agriculture or other occupation to increase income or improve the quality of life of farmers or farmers' family.

(d) Undertaking business according to project that promote or support agricultural operation, which is a joint operation with entrepreneurs to increase income or improve the quality of life of farmers or farmers' family.

(2) Undertake other businesses which promote or support agriculture.

(3) Be a financial institution for rural development by providing financial assistance or management to individuals, groups, village or community fund entrepreneurs, including any organization established with the objectives to support the occupation of farmers or community in order to promote the development of produces or products of farmers or communities to be effective in terms of investment, production, processing, and marketing, or to encourage communities to be economically strong, or to improve the quality of life.

(4) Provide financial assistance to cooperatives to operate within the scope of the cooperative establishment objectives.

Changes and important developments

Since the establishment of Bank for Agriculture and Agricultural Cooperatives in 1996, BAAC has been working alongside farmers in every era and has created various financial innovations mainly to improve the quality of life of farmers and to advance the country's agriculture sector. **Under cooperation among Board of Directors, executives, customers, and stakeholders, BAAC has built confidence in compliance with good corporate governance** by always adhering to honesty and good ethics. The developments can be summarized in decades as follows:

The 1st Decade Pioneering Agricultural Credit (1967-1976) BAAC initiated by transferring from

Bank for Cooperatives with an asset of 355 million Baht, and started operating on 1 November 1966 by loaning guided credit paid in cash to farmers to help increase production efficiency and alleviate informal loans. BAAC focused on giving loans to individual farmers and personal services. The bank also promoted additional loans for cooperatives in raising funds to accept more farmer members, for both new and existing cooperatives, as well as other agricultural cooperatives in order to benefit farmers.

The 2nd Decade Developing Integrated Loans and Other Services (1977-1986) BAAC promoted operations of credit loan and marketing together, until the business developed into comprehensive or integrated loans. BAAC coordinated with the government and private sectors to implement comprehensive agricultural development projects for efficient farming, which is beneficial to both the farmers and the society. The government and private sectors had a duty to support various production factors and marketing, while BAAC was responsible for providing loans to farmers to invest in such projects. BAAC also monitored fund spending, educate and gave advices to farmers, as well as provide markets for agricultural products or buy produces at pre-specified prices.

The 3rd Decade Extending Project Loan (1987-1996) BAAC has extended loan credit operation into the form of comprehensive agricultural development projects to cover all regions of the country, especially grassroots farmers with no access to apply for loans with financial institutions. Therefore, BAAC initiated Project Loan as an extension of cooperation between BAAC and other various government agencies, in which either BAAC performs the operation or operated through cooperated foreign organizations. Participated farmer customers receive funding, equipment, and agricultural knowledge related to each project for the entire project duration, which can be considered as a complete potential enhancement for farmers. This project model is considered as a great success for BAAC. The projects also encouraged farmers' unification to establish agricultural marketing cooperatives as organizations for farmer customers to create bargaining power in the market. BAAC also initiated the service culture project to equip employees with skills, knowledge, and mindset necessary to provide services to customers.

The 4th Decade Modernize the System and Embrace Sufficiency Economy Philosophy for Community Development (1997-2006) BAAC had a major adjustment of the role and operation strategy in order to be responsive to rapid changes of the economy and society by requesting to amend the BAAC Act to cover loans for non-agricultural supplement income, including development of knowledge and quality of life. BAAC also embraced the sufficiency economy philosophy as guidelines for strengthening community while protecting the environment. In addition, BAAC applied modern technology to advance itself as an electronic banking by using information technology for various services enabling market competency, as well as instill employees to have a service mind when serving customers.

The 5th Decade (2007-2016) Decade of Sustainable Solutions to Resolve Farmers' Informal Debts Entering the 5th decade, BAAC was still committed with the mission to develop rural areas under the sufficiency economy philosophy, especially in improving the lives of small farmers, as well as extending loans to individuals, groups of people, entrepreneurs, village or community funds, related organizations, and all types of cooperatives to be able to access source of funds in order to

eliminate future informal debt burdens from farmer customers. BAAC established organization culture based on team work, honesty, conscientious, and same standard of sufficient living. In every moment, BAAC has been dedicated to supporting farmers and agricultural economy in rural areas to grow stably and sustainably.

The 6th Decade (2017-Present) To Become a One-Stop Service Financial Institution for Rural and Agricultural Development BAAC entered the 6th decade as a financial center for agricultural and rural sectors with an aim to develop foundation economy focusing on customer-centric using cooperative processes. Entrepreneurs are the essential core to enhance capacity of the Thai agricultural sector, leading to added value of integrated production. BAAC also elevates farmers and their heirs to become Smart Farmers, promotes Go Green policy for Green Credit, increases efficiency of services through technology channels in order to support Fintech and changing customer behaviors, changes organization management, and empowers employees. Moreover, BAAC takes into account the responsibility to the environment and society, coupled with good governance under the sustainable banking concept, to help steering various missions to achieve Better Life, Better Community, and Better Pride.

“BAAC UPLIFTS THAI FARMERS’ LIVES TO BE A PROUD SOCIETY”





Share capital and shareholder structure

As at 31 March 2021, BAAC had authorized share capital of 800,000,000 ordinary shares with the par value of 100 Baht per share, which were issued and paid up share capital of 619,453,385 shares with the par value of 100 Baht per share. The Ministry of Finance is the major shareholder and there are small shareholders such as cooperatives, individuals, BAAC employees, farmers, and farmer groups, respectively, with top 10 shareholders as follows:

No.	Name	Amount (shares)	Proportion (%)
1	Ministry of Finance	618,207,513	99.7989
2	Wangnamyen Dairy Cooperative Ltd.	100,000	0.0161
3	Chulalongkorn University Savings Cooperative Ltd.	50,000	0.0081
3	Bank for Agriculture and Agricultural Cooperative Savings Cooperative Ltd.	50,000	0.0081
4	Muang Suphan Buri Agricultural Cooperative Ltd.	26,089	0.0042
5	Banphot Phisai Agricultural Cooperative Ltd.	24,487	0.0040
6	Doi Tao Agricultural Cooperative Ltd.	21,000	0.0034
7	Buriram Agricultural Marketing Cooperative Ltd.	20,100	0.0032
8	Roi Et Agricultural Marketing Cooperative Ltd.	20,000	0.0032
9	The Krabi Oil-Palm Farmers Cooperative Federation Ltd.	20,000	0.0032
10	Nakhon Ratchasima Agricultural Marketing Cooperative Ltd.	19,000	0.0031
11	Nongpho Ratchaburi Dairy Cooperative Ltd.	18,701	0.0030
	Other Shareholders	876,495	0.1415
	Total paid-up share capital	619,453,385	100.0000
	Non paid-up share capital	180,546,615	
	Grand Total	800,000,000	

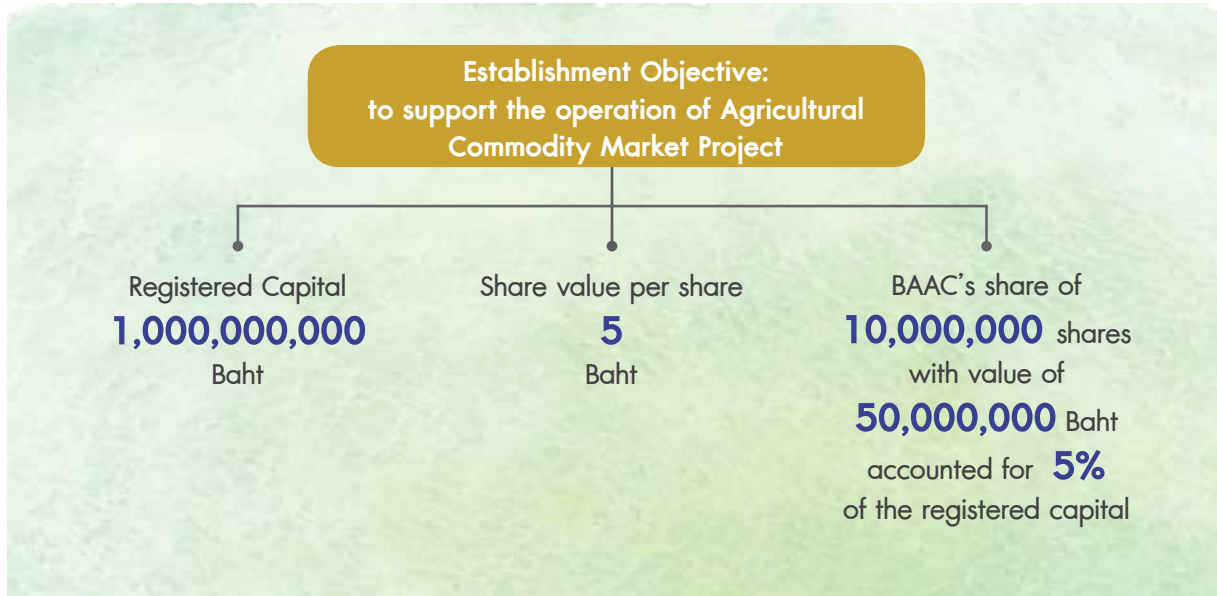
Note: Issued and paid-up share capital are 77.4317 percent of share capital of 800,000,000 shares.



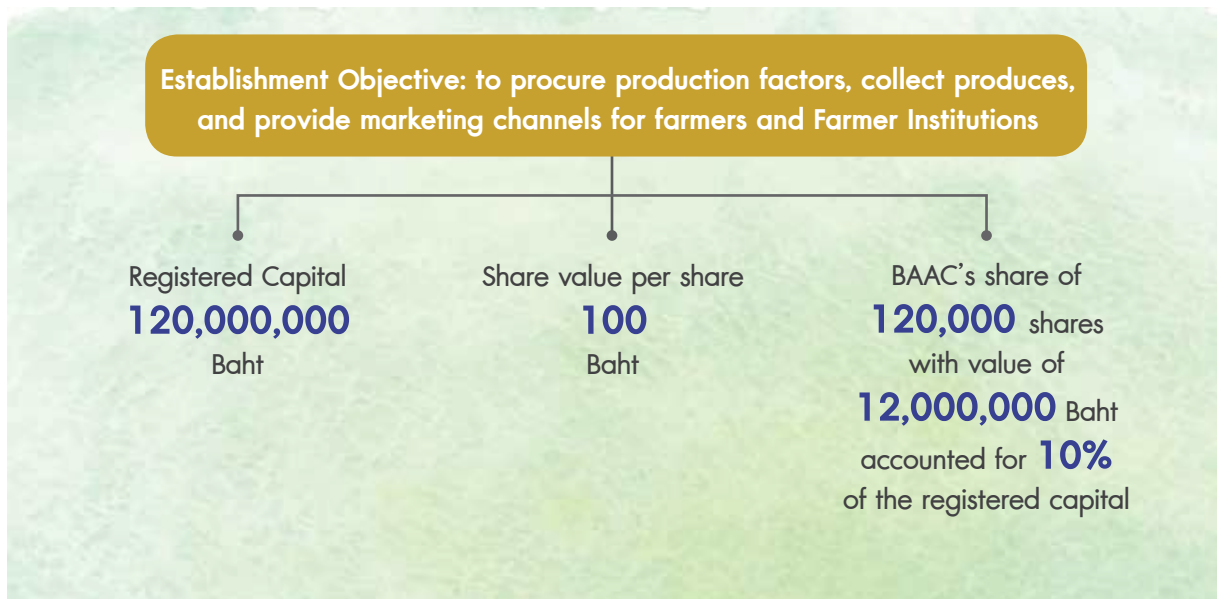
Company's Shareholding Structure

BAAC held shares in other business groups as of 31 March 2021 as follows:

1. Thai Agro Exchange Company Limited



2. Thai Agri Business Company Limited





Products and Services

The main roles and missions of BAAC consist of 4 areas namely 1. Credit, 2. Deposit, 3. Finance, and 4. Customer Development. The categorization of products/services and delivery channels are as follows:

Products/Services	Details of Products/Services	Delivery Channel
1. Loan Service	1.1 Agricultural Sector Loan, for example: <ul style="list-style-type: none"> • New Gen Hug Loan • Jump Start Credit Loan • Agricultural Water Resources Development Loan • SME Head Farmer Extension Loan 1.2 Non-Agricultural Sector Loan <ul style="list-style-type: none"> • Emergency Loan/Rehabilitate and improve quality of life for victims of natural disasters. • Build Thai Community Business Loan • Informal Debt Loans 	
2. Deposit Service	2.1 Current Account 2.2 Savings Account 2.3 Special Savings Account (Savings Account with Prize) 2.4 Fixed Deposit Account	
3. Financial Service	3.1 Financial service such as money transfer, cheque, bank guarantee, fee for deposit/loan, assessment of real estate, loan analysis, etc. 3.2 Product payment/Agent service for other institutions such as utilities bills, credit card bills, product fees, insurance premiums, etc. 3.3 Insurance services such as life insurance, accident insurance, fire insurance, etc. 3.4 Electronics Cards such as ATM card, Happy Agriculture Card, Debit Smart Card, etc.	
4. Customer Development Service	4.1 Development of individual farmer customers who registered for state welfare focusing on development by enhancing the capability to use technology and innovation in production and processed for customers as follows: <ol style="list-style-type: none"> 1) Individuals with state welfare cards 2) Farmer customers, creating farmers' heirs to succeed elderly farmers. New generation of farmers become Smart Farmer/Young Smart Farmer/New Gen 3) Perform agribusiness SMAEs in order to plan a development model throughout the value chain by cooperating with both public and private networks to improve the lives of people in rural areas. 4.2 Development of general farmer customers who did not register for state welfare focusing on supporting Smart Farmers, who are agribusiness entrepreneurs (SMAEs), and Farmer Institutions as important mechanism in adjusting/changing/developing and connecting businesses throughout agricultural product chain, including product development using technology to increase competitiveness and connect businesses. 4.3 Development of individual customers, farmer institutions, and juristic persons focusing on improving organizational potential and communities in a comprehensive and sustainable manner to upgrade community economy, while taking into account environment and society coupled with good governance under sustainable banking concept to develop foundation economy, society, and environment.	

- Branch/Sub-Branch/District Unit
- Mobile Service
- Automatic Transaction Service Kiosk (ATM, CDM, PAM)

- BAAC Corporate Banking
- BAAC A-Mobile
- Banking Agent

- Office/Residence of Customers
- Learning Center/Customer community
- Network/Institution/community enterprise
- Office of SME and Startup Promotion



Service Channels

As at 31 March 2021

BAAC has a nationwide service network as follows:

Total Branches

1,263 Branches

- 1,020 General Branches
- 243 Sub-branches

Foreign Currency Exchange Point

231 Points

Automatic Transaction Service Kiosk (ATM CDM PAM)

- ATM 2,001 Kiosks
- CDM 360 Kiosks
- PAM 1,304 Kiosks

District Unit (Loan Service)

1,100 Units

Central Market

2 Markets (Khon Kaen, Suphan Buri)

Mobile Banking (Registered)

- BAAC A-Mobile 2,331,261 Accounts

Customer Service Center for entrepreneurs, institutions and agricultural SME

77 Centers

Banking School

1,986 Places

Banking Agent

- Thailand Post 1,422 Agents
- Counter Service 12,599 Agents
- Term Sabai Kiosk 52,251 Kiosks
- Boon Term Kiosk 112,179 Kiosks

The Operation Overview

Business Environment

2020 Overview

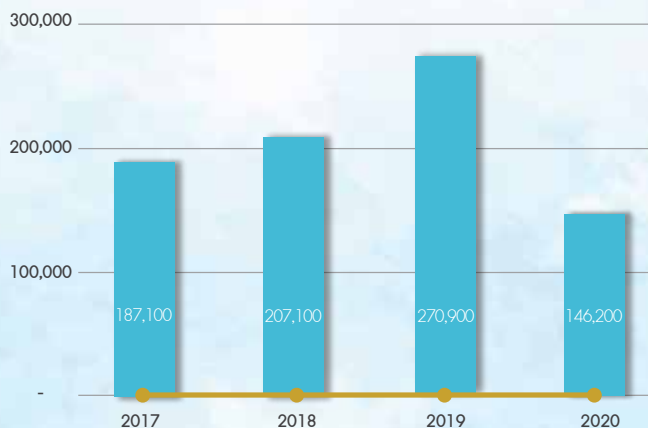
Organization for Economic Co-operation and Development (OECD) has downgraded global economic forecast contracted by 3.8%, which suggested global economy recession due to downturns of many major economies such as the United States, European Union countries, and ASEAN countries caused by the COVID-19 pandemic. Lockdown measures severely impacted economic activities in both service and manufacturing sectors. In the second half of the year, the global economy tends to recover in a gradual manner from easing measures of disease control and implementation of financial and fiscal measures of governments around the world to stimulate the economy and to boost confidence of investors.

Thai agricultural economy in 2020 contracted by 3.4%, slowed down from 2019 mainly due to economy recession of trading partner countries such as China, Japan, USA, Vietnam, and Malaysia. As a result, the demand for agricultural products has declined. The global spread of COVID-19 has affected shipping of agricultural products to main trading partner countries and domestic demand of food products has increased for security reasons due to the COVID-19 pandemic. Drought in Thailand caused insufficient amount of water for cultivation, which led to drop in yield per rai of off-season paddy rice, mill sugar cane, cassava, and palm oil. The hot weather also contributed to slow growth of swines and Vannamei white shrimp (the proportion of farmer households producing the aforementioned 5 agricultural commodities comprised up to 22% of the total number of agricultural households in the country).

Banking Business in 2020

Net Profit of All Commercial Banks

(million Baht)



Source: Bank of Thailand

Commercial banks in the entire system had a net profit of 146,200 million Baht in 2020, decreased by 46.03% from the previous year due to a high level of continued provisioning in preparation for the impacts of COVID-19 on debt quality. Moreover, the high investment income base as a special factor from previous year and the interest rate adjustment resulted in the drop of BAAC's overall interest.

2021 Outlook

The OECD has predicted an increase of 4.2% in global economy due to supporting factors of advances in COVID-19 vaccine development, including limitations on economic impact of stimulus measures implemented by each country's central bank and government, as well as economic recovery of major countries, such as USA and China, which can effectively control the pandemic.

BAAC's innovation research and development has forecasted the country's GDP in 2021 to increase by 2.8% mainly from 3 economic driven factors. Firstly, the overall investment in 2021 is predicted to increase by 5.3% from a 10.1% increase in government spending on mega hi-tech infrastructure projects in the Eastern Economic Corridor (EEC) area. Secondly, state enterprise investment budget and private sector investment are predicted to grow by 3.8% from expansion of large industries, while SMEs and the real estate sector have not yet recovered. Finally, government spending is expected to grow by 5.1% driven by fiscal policy to continuously stimulate the economy, especially stimulus measures for domestic spending and tourism which will help private consumption to grow by 4.2%.

Thai agricultural economy in 2021 is expected to grow by 1.8% from the previous year due to 4 supporting factors: economic policies of major trading partner countries such as China and Japan, resulting in an increase in global agricultural trade; the La Nina phenomenon in Thailand provided sufficient water

for cultivation, in which agricultural products in the first of the year is expected to increase; government policy implementation such as the Farmers Income Insurance Program for 2020/2021 incentivize farmers to expand their lands for cultivating agricultural products; and rising trend of crude oil prices has a positive effect on prices of rubber and palm oil. However, there is still pressure from Baht appreciation affecting prices of agricultural products with high export dependency such as rice, mill sugar cane, rubber, cassava, and Vannamei white shrimp. In addition, diseases and pest outbreaks affect yields of some agricultural products, namely rubber defoliation, spot disease in cassava, corn cutworm outbreak in maize, and rice blast disease.

Factors affecting operation

1. Bank of Thailand Notification No. SKS 2.4/2020 Market Conduct, effective on 14 August 2020, to enhance services and improve guidelines to be explicit and suitable for practice, consisting of 9 minimum standard systems as follows: 1) organizational culture and roles and responsibilities of Board of Directors and high-level executives, 2) product development and customer segmentation, 3) remuneration, 4) sales process, 5) employee communication and education, 6) care of customer information, 7) troubleshooting and handling complaints, 8) controlling, directing, and auditing, 9) performance and operational support plan and 4 don'ts-don't deceive, don't force, don't disturb, and don't take advantage.





2. The Anti-Money Laundering Committee has organized training courses for employees according to Section 13 and Section 16 B.E.2563 (2020), effective on 13 April 2020. BAAC is required to organize training courses for employees involved in transaction reporting, customer revelation and background checks on customers. Such courses aim to enhance employees' knowledge to improve performance and accuracy in compliance with The Anti-Money Laundering Office.

3. Personal Data Protection Act B.E. 2562 (2019), effective on 1 Jun 2022, defined criteria, mechanisms, or regulatory measures related to protection of personal data in accordance with international standards in order to prevent infringement of personal data rights. Violations of this act are subject to civil liability, criminal and administrative penalties.

Operational Challenges

The Analysis of the business operating environment shows that the operational challenges of BAAC are COVID-19 pandemic, technological advancement, ageing society, natural disasters, and PM 2.5 dust pollution. The COVID-19 pandemic started at the end of 2019 and the infected cases has been increasing continuously, which has severely affected the economy- especially in the export and tourism sectors- resulted in high unemployment rate, increase in household debts, and the "New Normal" way of life. Moreover, organizations and consumer behavior had to adapt to new social context of social distancing. Technological advancement has played an important role in these life style changes. In 2021, Thailand has fully entered an ageing society, in which 10% of the population is aged 60 and over. In addition, Thai agricultural sector has faced many natural disasters in the previous year, namely floods, droughts, forest fires, including higher than standard level of PM 2.5 dust pollution.

Bank Agenda Fiscal Year 2021

BAAC has set forth a policy to **"rehabilitate customers, improve quality of work, sustain community businesses, invest in innovation, and steer towards sustainability,"** which can be summarized as follows:

Rehabilitate customers: focuses on debt management and income enhancement of every customer in a fair manner by emphasizing on rehabilitation and development to strengthen farmer customers.

Improve quality of work: focuses on 5 qualities (5Q) consisting of debt quality, loan quality, collateral quality, data quality, and service quality.

Sustain community businesses: focuses on supporting and promoting activities in the communities in order to continuously create job opportunities, generate income, start new businesses, including Smart Farmer and recruiting New Gen to increase competency of farmers, agricultural entrepreneurs, and farmer institutions.

Invest in innovation: focuses on implementing innovation in 3 areas- business operation, enhancement of BAAC's products capability, and collaboration with partners in creating agricultural platform to become "an organization that promotes and drives innovations to enhance its capabilities and to develop communities for a sustainable future."

Steer towards sustainability: focuses on becoming a sustainable bank under the Environmental, Social, and Governance (ESG) management concept. Human resources development is achieved by Reskill, Upskill, and Newskill. The organization has undergone restructured to comply with the current competitive context.

Business Performance in Fiscal Year 2020

Business-driven Strategic Plans

BAAC emphasized on increasing competitiveness of the agriculture sector, focusing on appropriate group responsiveness with suitable services and technology for each customer segment. Business performance according to BAAC's strategic plans in 2020 can be summarized as follows:

Strategy 1 Develop Comprehensive and Modern Financial Services

This strategy focuses on using customer journey map and customer experiences as factors for data to product analysis, service channel development under appropriate proportion of transactions, and service sharing with other providers. Technology application was also applied to develop suitable financial services by driving operations in the development of service



channels under appropriate proportion of transactions, product development, and customer centric services covering the needs of all customer groups. Significant performances are listed below:

1) Co-develop service channels with other service providers by increasing proportions of self-service transactions and banking agent, which increased by 89.93% in comparison to all transactions of fiscal year 2019. The White Label ATM Cooperation Project with the Bank of Ayudhya Public Company Limited was launched on 15 February 2021.

2) BAAC introduced the “BAAC Rak Khun” campaign for customers interested in life insurance deposits, as well as other loan products namely the logistics loan for economic fruits, the New Gen Hug Home Town loan, the self-sufficient loan, and the jump start loan. BAAC also added service products from business partners via Payment/SPIN/BAAC A-Mobile, or banking agent, including implementation of management system for community shops.

3) Smart Banking development enables financial notifications via BAAC’s Line Official account. BAAC Family introduced digital lending as an emergency loan for individuals affected by COVID-19 pandemic.

Strategy 2 Enhance Organization and Personnel Competency to Support Missions

The 2nd strategy focuses on increasing competency to become a high-performance organization by investing in personnel development, which leads to business transformation supported by an information system that integrated database with partner network in compliance with data governance. For personnel development, the aim is to increase productivity, reform organization to be more resilient, enhance work processes, improve organizational structure, and upgrade the organization in term of good governance. Digital technology was also implemented as an innovation development for BAAC, customers, communities, and environment to support agricultural database and community building, including security in accordance with the BOT’s cyber resilience. Significant performances are as follows:

1) BAAC has adjusted organizational culture and changed working conceptual framework, developed and enhanced capacity to support the business. BAAC reviewed and created an appropriate organizational culture, as well as personnel development such as upgrading Financial Advisor (FA), promoting Agri-Tech

studies, improving personnel competency to better the lives of customers, and to assist New Gen farmers.

2) Reformation of work processes, organization restructuring, and improving good corporate governance by developing credit review processes for institutional customers and juristic persons. BAAC’s corporate governance was reflected the Integrity and Transparency Assessment (ITA) score of 96.74. The Bank has also established and developed a total of 10 agriculture/community/environment innovations for each region, including promoting implementation to add agricultural value such as IOT Sensor system promotion for maize irrigation management, drip system controllable by smart phones, and optimizing rice production with smart sprayer innovation, etc.

3) BAAC has integrated database with network partners and managed IT governance by developing farmer database, community information system supporting stronger Thailand community business, and management of IT governance in compliance with Control Objectives for Information and Related Technology (COBIT), including cyber resilience development to meet the requirements of the Bank of Thailand.

Strategy 3 Managing a balanced total revenue and total cost

Focus on a balanced and sufficient finance management under an efficient liquidity management, as well as adjusting capital structure, managing suitable costs with low CASA, income and expenditure management for stability and sustainability by driving a balanced and sufficient fund management under the risk limit specified by the Bank at 18.84%. In fiscal year 2020, the Bank issued BAAC bonds of 20,000 million Baht and Green bonds of 6,000 million Baht to appropriately adjust source of fund structure. BAAC also developed services to increase CASA proportion and CASA management at 54.22%, including developing credit rating and credit scoring as stipulated by the Bank of Thailand for qualitatively manage debts.

Strategy 4 Development of Smart Farmers and SMAEs Agribusiness Entrepreneurs

BAAC emphasizes on enhancing capabilities by applying technology and innovation in production and processing to customers with state welfare cards and farmer customers. The Bank also builds a new



generation of farmers to succeed retiring farmers to become smart farmers, young smart farmers, and SMAEs agribusiness entrepreneurs for planning development throughout the value chain by cooperating with public and private networks to improve the lives of people in rural areas driven by debt management according to repayment potential and ability. Key operations on enhancing farmers' ability to use technology and innovation in production and processing, building new farmer generation, and immunizing customers can be summarized below:

(1) Due to the spread of COVID-19, the impact affected individuals in a large scale. BAAC has set debt management measures for farmer customers to prevent outstanding debts, which will continue to be a burden in the future, by managing debts according to the repayment potential and ability of customers. BAAC has already resolved debt problems for 42,503 customers.

(2) Improve farmer customers and their families to support agricultural reform with technology and innovation of 267,622 farmers, as well as providing loans for changing/adjusting/improving production of 20,680 million Baht, and restoring potential of debt moratorium customers to change/adjust/improve production with technology or innovation to increase production efficiency of 202,595 customers. Also, innovation was promoted through the build, search, develop innovation for agriculture, community, and environment program in order to reduce production costs, increase products or income such as promoting IOT Sensor system for maize water management to increase income of farmers, production of organic and short-life plants using prefabricated planting bag innovation, and drip system controllable by smart phones, etc.

(3) Recruited 125,778 young smart farmers to succeed retiring farmers and to become Smart Farmers, as well as 116,640 SMAEs, which increased income for 87,364 farmers. Moreover, BAAC has provided opportunities for the new generation to become Smart Farmers through the New Gen Hug Hometown Campaign, in which 11,256 farmers participated.

Strategy 5 Enhancing competitiveness of retail farmers with Smart Farmer, SMAEs agribusiness entrepreneurs, and Farmer Institution mechanisms

To implement Smart Farmer, SMAEs agribusiness entrepreneurs, and Farmer Institution as important

mechanisms in adjusting/changing/developing and connecting businesses throughout the agricultural product chain, including product development using technology to enhance competitiveness and connecting businesses by driving measures to assist customers, entrepreneurs, and institutions in trouble. Key performances are as follows:

1) Debt management of customers, entrepreneurs, and institutions in trouble to prolong their businesses. A total of 31,294 customers have been grouped and assessed.

2) Developed 11,178 SMAEs and 308 new agriculture businesses as new leaders for connecting businesses through changes and adjustments. Development of 67,672 retail farmers.

3) Developed and connected agricultural products management and enhance competencies of 113 Farmer Institution's leaders to increase businesses, and increased competency of village funds for 1,002 villages. Also, enhancement of 6,064 community enterprises to be ready for being leaders for connecting stronger Thailand community businesses, as well as rehabilitated business operations of 77 AMCs in accordance with corporate governance.

Strategy 6 Enhancing Competencies of Organization and Community as Integrated Sustainability for Foundation Economic Development

BAAC focused on developing competencies of organization and community as integrated sustainability with networks to improve community economy by taking into account social, environmental responsibility together with good corporate governance under the concept of sustainable bank for foundation economy, society, and environment development. Key performances can be summarized below:

(1) Foundation economic and happiness community development through the stronger Thailand community business of 2,573 communities and 1,037 developed communities had a 10% income increase. An amount of 5,293.44 million Baht contributed to stronger Thailand community business loans. Tourism community development of 77 communities with 100,000 tourists, which generated 100 million Baht of income, as well as creating 77 networks of tourism business. In addition, there is a project to promote environment through the creation of added value from trees/forests to increase income of 452



communities. Forest area of 1,892 rai was increased, 84.51% of farmers received higher income from forest recovery with the King Science in the upper northern region (Mae Chaem Model, Nan Model, and Loei Model), as well as promoting organic agriculture of 63,019 rai.

(2) BAAC increased efficiency in reducing its green house gas emission and management of stakeholders by reducing green house gas emission of Bang Kaen Building, which decreased by 8.36% from 2015, as well as installing eco-efficiency database systems in 77 branches.

Driving Key Project Plans

In fiscal year 2020, BAAC has driven key missions according to the state policies during the spread of COVID-19 and operational results with key indicators in 2020 can be summarized as follows:

1. Relieve measures for individuals affected by COVID-19

BAAC alleviated individuals affected by natural disasters and COVID-19 through 3 mechanisms consisting of rehabilitate, relief, and recovery as follows:

1.1 Supporting government measures by transferring relief money to registered farmers who were affected by COVID-19. A total of 7,564,682 farmers have received assistance, amounting to 113,304.33 million Baht. A total of 8,310 employees have been appointed as rights protector to protect rights according to income compensation measures, which are employees, temporary staff, self-employed individuals not registered in social security or other affected individuals amounting to 218,621 persons.

1.2 Implementation of BAAC measures to mitigate debt burdens for all groups of customers through the system-wide debt moratorium program due to the spread of COVID-19. Suspension of due principal and interest repayments for 3,009,119 participants with a total amount of 938,466 million Baht, and suspension of principal repayments due to the new wave of COVID-19 for 28 provinces under strictest control with 6,546 participants. BAAC has implemented relieve measures for customers with repayment potential and ability through various campaigns, in which 1,916,347 customers participated amounting to 3,058.77 million Baht. Examples of campaign to rehabilitate customers to enhance liquidity are BOT's SMEs Soft Loan, Emergency Loan,

Sufficient Loan, New Gen Hug Hometown Loan, Jump Start Credit Loan, Informal Debt Resolution Loan, and Emergency Liquidity Enhancement with Low Interest Loan. There were a total of 949,221 participants with a total loan amount of 17,571.46 million Baht.

2. Measures to Strengthen Foundation Economy

BAAC continued to strengthen foundation economy in aspects of economy, society, environment, and culture, including restructuring of agriculture production using market-lead production by searching and connecting economic activity networks of competent communities to elevate to "community business" of 2,573 communities, in which income of developed communities in the previous year increased by 1,037 communities. Moreover, BAAC has supported credit loans for agribusiness entrepreneurs, farmer institutions, village funds, and community enterprises of 1,599 communities with a total amount of 5,593.38 million Baht.

3. Measures to support farmers through income insurance

BAAC has implemented measures to support farmers through income insurance to help farmers during agriculture price volatility, to reduce production costs, to prevent price risks, as well as improving the quality of life of farmers through the income insurances for in-season rice farmers, animal-feed maize farmers, rubber farmers, cassava farmers, and palm oil farmers. A total of 6,973,086 farmers participated with an amount of 57,928.34 million Baht.



4. Measures for crop insurance

BAAC assists farmers by promoting immunity in order to provide farmers with the tools necessary for managing production risks and the ability to access the insurance system. Farmers can invest compensation received in the new planting cycle through the beef cattle farming insurance program, the fisheries insurance program, the in-season rice farming insurance program, the animal-feed maize insurance program, and the longan insurance program. A total of 3,582,617 BAAC's customers participated with a total insurance premium of 4,414.36 million Baht.

5. Measures to support funding for farmers through government policy projects

BAAC has helped increase liquidity for farmers by supporting funds through various programs, namely the loan for the postponement of in-season paddy rice sale, the loan for rice collection and value adding by Farmer Institutions, the loan for animal-feed maize collection and value adding by Farmer Institutions, the loan for fruits collection, the loan for liquidity enhancement for fishing entrepreneurs, the loan for production and marketing enhancement of shrimp for domestic consumption, and the loan for large-plot farming developing. A total of 288,923 customers participated with a total amount of 23,082.47 million Baht.

6. Measures to alleviate burdens from production costs

BAAC has helped alleviate burdens from production costs in order to support farmers suffering from production and marketing through the financial support on management and quality improvement of rice farmers program, the scheme to alleviate longan farmers, and the supporting measure for sugar cane farmers on production costs. A total of 5,066,729 farmers have received monetary support amounting to 66,346.28 million Baht.





Management Discussion and Analysis

In fiscal year 2020, the COVID-19 pandemic had a tremendous impact on the economy in the global scale. The overview of Thai economy in 2020 declined by 6.10%*. Private sector investment, export value, and agricultural economy contracted in comparison to the previous year.

Throughout the year, BAAC emphasized on assisting customers affected by the economy and the COVID-19 outbreak in order to alleviate burdens and debts through debt moratorium schemes and pre-emptive measures, as well as supporting funds to enhance liquidity for business operations and informal debts prevention. In addition, BAAC, in cooperation with the government sector, operates schemes to support management costs and improve product quality of rice farmers in order to reduce production costs and increase efficiency, as well as providing credits to slow down the sale of paddy rice to stabilize the price in the market. Price risks and production risks were reduced through The Farmers Income Insurance Program and Crop Insurance Program. BAAC supports partial insurance for farmers for in-season rice and animal-feed maize insurances.

In implementing the aforementioned schemes, the Bank's Board of Directors and management

considered all relevant impacts and risks and identified additional measures to maintain its performance and liquidity levels, taking into account the Bank's sustainability.

Regarding the overview of past performance in the financial statements for the accounting year of 2020, as certified by the State Audit Office of the Kingdom of Thailand, as compared to the financial statements for the accounting year of 2019, the Bank's total assets increased 7.97% to 2,115,072 million Baht from loan growth of 4.80%, and deposits also expanded at 6.47% mainly from deposits of the general public. As a result, Current and Saving Account (CASA) increased to 54.22% from 45.78% from previous year. The net profit was 7,967 million Baht, a 19.94% drop from prior year, caused by qualitative reserves to support measures to help customers affected by COVID-19. The Bank continued to effectively control its expenses this year. Fee and service income increase by 39.50%. As at 31 March 2021, the Bank had a financial stability with its Allowance to NPLs ratio at a high level of 643.60%, and the BIS ratio was kept at 12.21%, enough to support any future operational expansion.

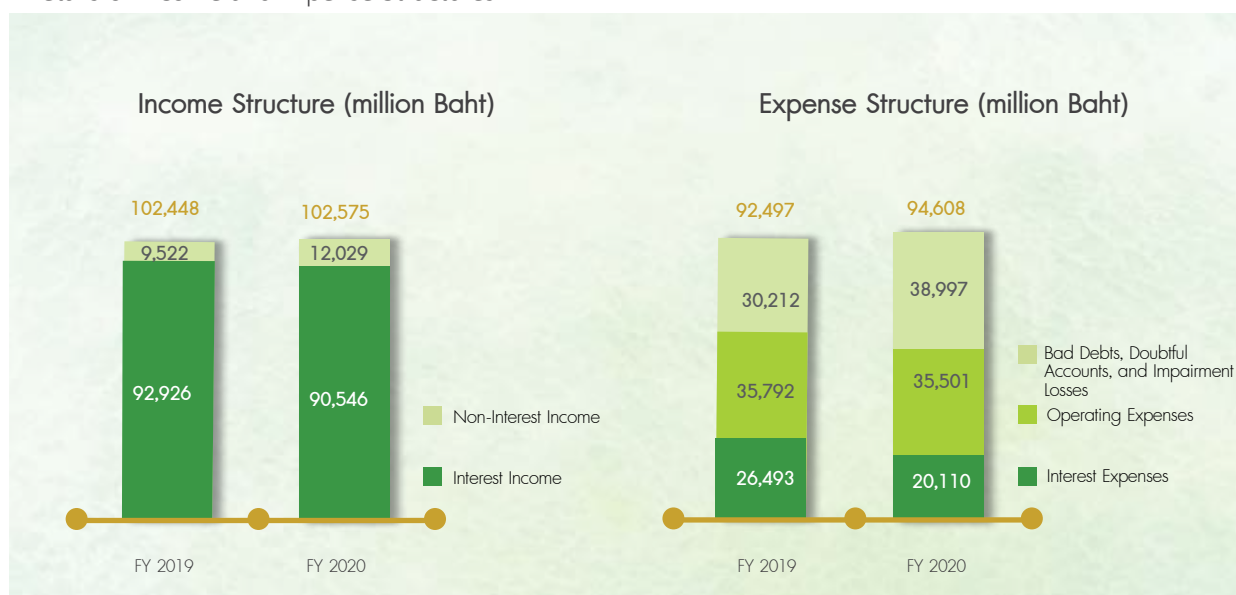
* Office of the National Economic and Social Development Council as at 15 February 2021.

1. Overview of Past Performance

Unit: million Baht

Operating Results	FY 2020	FY 2019	Change	
			Increase (Decrease)	%
Interest Income, Net	70,436	66,433	4,033	6.03
Non-Interest Income	12,029	9,522	2,507	26.33
Operating Expenses	35,501	35,792	(291)	(0.81)
Operating Profit	46,964	40,163	6,801	16.93
Bad Debts, Doubtful Accounts, and Impairment Losses	38,997	30,212	8,785	29.08
Net Profit	7,967	9,951	(1,984)	(19.94)
Other Comprehensive Income (Loss)	4	(2,012)	2,016	(100.20)
Total Comprehensive Income (Loss)	7,971	7,939	32	0.40
Return on Assets (ROA) (%)	0.38	0.52		
Return on Equity (ROE) (%)	5.55	7.34		

Details of Income and Expense Structures



1.1 Interest Income, Net

Interest income, net was 70,436 million Baht, increased by 4,003 million Baht or 6.03% from the previous year, mainly due to a decrease in the remittance rate to the SFIs Fund from 0.25% to 0.125%. CASA has increased from last year because of the ongoing management of deposit costs. In addition, the decreasing trend of market interest rate has positively impacted deposit cost rate, which resulted in a drop in interest expenses by 6,383 million Baht, or 24.09%, in 2019 to 20,110 million Baht in 2020.

However, BAAC was affected by the policy interest rate cut and the interest reduction and the interest return for the relief of debt obligations and the hardship of customers affected by natural disasters and COVID-19. As a result, interest income decreased by 2.56% compared to the previous year. Net interest margin was 2.98%, a drop from 3.09% in 2019.

Unit: million Baht

Items	FY 2020	FY 2019	Change	
			Increase (Decrease)	%
Interest Income	90,546	92,926	(2,380)	(2.56)
- Loans	87,120	87,473	(353)	(0.40)
- Interbank and Money Market Items	3,426	5,453	(2,027)	(37.17)
Interest Expenses	20,110	26,493	(6,383)	(24.09)
- Deposits	18,626	24,661	(6,035)	(24.47)
- Borrowings	1,484	1,832	(348)	(19.00)
Total Interest Income, Net	70,436	66,433	4,003	6.03
Net Interest Margin (NIM) (%)	2.98	3.09		
Cost-of-Fund Ratio (%)	1.11	1.55		

Note: Cost of Funds = Interest expenses (including the contributions to the SFI Fund)/Average interest-bearing liabilities.



1.2 Non-Interest Income

Non-interest income was 12,029 million Baht, increased by 2,507 million Baht or 26.33% from previous year, caused by a 1,743 million Baht or 39.50% increase in fee and service income-mainly from ATM transaction fees-and an increase in other operating income, which increased by 764 million Baht or 14.95% from previous year (mostly due to life insurance deposits).

Unit: million Baht

Items	FY 2020	FY 2019	Change	
			Increase (Decrease)	%
Non-Interest Income				
- Fee and Service Income	6,156	4,413	1,743	39.50
- Other Operating Income	5,873	5,109	764	14.95
Total Non-Interest Income	12,029	9,522	2,507	26.33

1.3 Operating Expenses

Operating expenses totaled 35,501 million Baht, decreased by 291 million Baht or 0.81%, due to a drop in employees' expenses mainly from the change of the final compensation payment from 300 days to 400 days for employees with over 20 years of employment, in line with the announcement of the Committee on State Enterprise Labor Relations Re: Minimum Standards of Employment Conditions in State Enterprises (No. 4). Also, BAAC records past service costs as expenses in the income statement in full. On the other hand, other expenses increased from COVID-19 and life insurance related expenses. Therefore, cost to income was 43.05%, decreased from 47.12% from previous year.

Unit: million Baht

Items	FY 2020	FY 2019	Change	
			Increase (Decrease)	%
Operating Expenses				
- Employees' Expenses	22,632	23,974	(1,342)	(5.60)
- Directors' Remuneration	13	13	-	-
- Premises and Equipment Expenses	3,760	3,843	(83)	(2.16)
- Other Expenses	9,096	7,962	1,134	14.24
Total Operating Expenses	35,501	35,792	(291)	(0.81)
Cost to Income (%)	43.05	47.12		

1.4 Bad Debts, Doubtful Accounts and Impairment Losses

Bad Debts, Doubtful Accounts and Impairment Losses totaled 38,997 million Baht, increased by 8,785 million Baht or 29.08% from last year, from the provision for debtors entering the loan repayment moratorium program that are due within the fiscal year 2020 to accommodate future loan impairments.

Unit: million Baht

Items	FY 2020	FY 2019	Change	
			Increase (Decrease)	%
Bad Debts, Doubtful Accounts and Impairment Losses				
- Bad Debts	41	137	(96)	(70.07)
- Doubtful Accounts	38,813	29,900	8,913	29.81
- Losses from Debt Restructuring	143	175	(32)	(18.29)
Total Bad Debts, Doubtful Accounts and Impairment Losses	38,997	30,212	8,785	29.08

2. Overview of Financial Position

Unit: million Baht

Financial position	31 March 2021	31 March 2020	Change	
			Increase (Decrease)	%
Assets				
Liquid Assets	405,690	370,537	35,153	9.49
Loans to Customers, Net	1,243,289	1,193,637	49,652	4.16
Receivables Eligible for Government Reimbursement	448,381	378,729	69,652	18.39
Other Assets	17,712	15,953	1,759	11.03
Total Assets	2,115,072	1,958,856	156,216	7.97
Liabilities and Equity				
Liabilities				
Deposits	1,781,472	1,673,272	108,200	6.47
Interbank and Money Market Items, Net (Liabilities)	91,311	77,080	14,231	18.46
Debts Issued	45,003	20,005	24,998	124.96
Other Liabilities	50,742	50,505	237	0.47
Total Liabilities	1,968,528	1,820,862	147,666	8.11
Equity				
Common Share Capital	61,945	55,945	6,000	10.72
Other Components of Equity and Retained Earnings	84,599	82,049	2,550	3.11
Total Equity	146,544	137,994	8,550	6.20
Total Liabilities and Equity	2,115,072	1,958,856	156,216	7.97

Details of Assets as well as Liabilities and Equity Structures



2.1 Assets

As at 31 March 2021, BAAC had total assets of 2,115,072 million Baht, an increase of 7.97% from previous year, mainly from liquid assets, receivables eligible for government reimbursement, and loans. Highlights are as follows:

- **Liquid assets**

Liquid assets totaled 405,690 million Baht, an increase of 35,153 million Baht or 9.49% over the past year, caused by increases in investments and interbank and money market items as a way to manage liquidity surplus caused by increasing deposits.

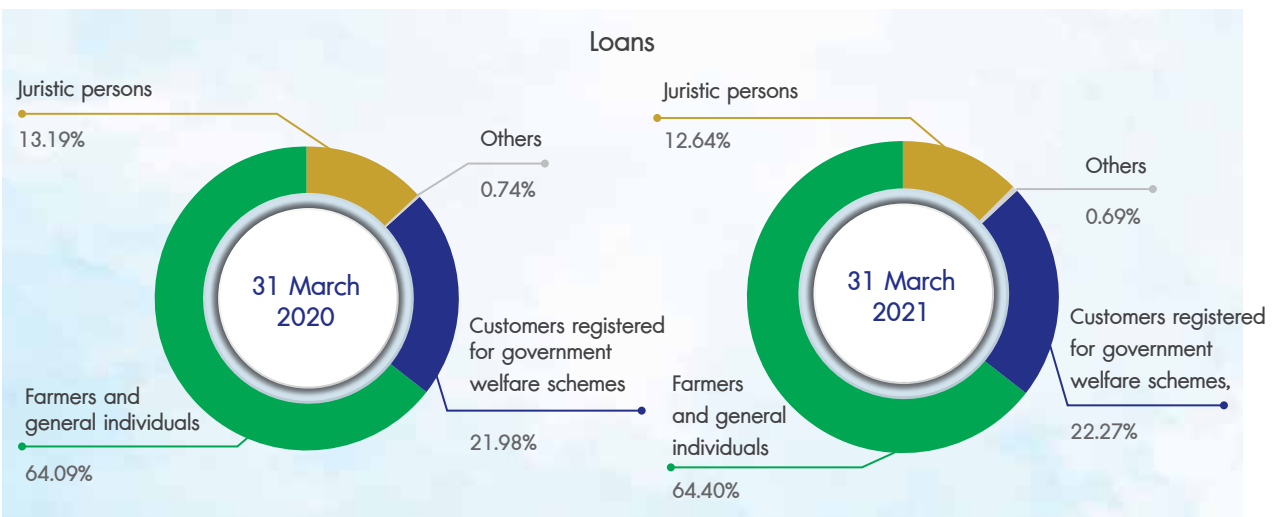
- **Receivables eligible for government reimbursement**

Receivables eligible for government reimbursement was 448,381 million Baht, increased by 69,652 million Baht or 18.39% from last year. This was mainly due to the advance payments made under the scheme to support the income guarantee schemes for rice farmers for the year 2020/2021, and

the scheme to support the harvesting and rice quality improvement fees for rice farmers for the year 2020/2021. Some projects have been allocated the annual budget expenditure 2020 and 2021 to reimburse the amount BAAC has paid on behalf of the government, such as the agricultural product pledge scheme, the scheme to support the harvesting and rice quality improvement fees for in-season rice farmers' crop years 2016/2017; while other schemes received appropriate budget funds according to the budget act for the fiscal years 2020 and 2021.

- **Loans to customers and accrued interest receivables, net**

Total loans were 1,570,784 million Baht, increased by 71,908 million Baht or 4.80% from the previous year. There were 4 main groups of borrowers: 1) Customers registering under government welfare schemes (22.27%), 2) Farmers and general individuals (64.40%), 3) Juristic person operators (12.64%), and 4) Others (0.69%).



Loans grew from last year by 4.80% as a result of the expanding portfolio of farmers in the group of the customers registering under government welfare schemes and the group of the farmers and general individuals. The granted loans included loans for career development, loans for emergency expenses, loans for informal debt resolution, and loans for working capital and for investments in farming occupation.

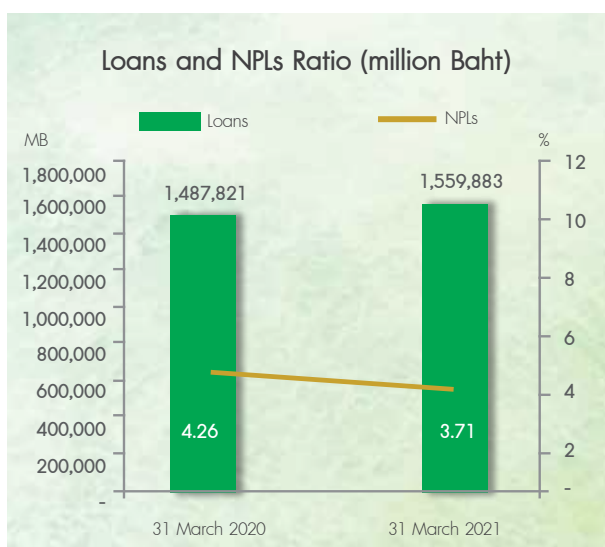
However, a total loan of 1,570,784 million Baht included loans to the non-agricultural sector of 168,103 million Baht, accounting for 10.70% of the total credit portfolio, as well as loans for farming and agriculture. Including the accrued interest receivables and deducting the allowance for doubtful accounts, the loans to customers and accrued interest receivables, net amounted to 1,243,289 million Baht.

2.2 Credit Quality

As at 31 March 2021, BAAC had total loans of 1,570,784 million Baht, representing loans to farmers, farmer institutions and juristic persons of 1,559,883 Baht, as well as loans under government schemes and other loans. Details of the outstanding loan principal balances and reserve provisioning for loans to farmers, farmer institutions and juristic persons are as follows:

Unit: million Baht

Item	% Allowance for Doubtful Account	31 March 2021		31 March 2020	
		Loans after Deferred Revenue	Allowance for Doubtful Accounts	Loans after Deferred Revenue	Allowance for Doubtful Accounts
Minimum reserves per BOT's requirements					
-Normal	1	1,492,390	14,924	1,413,235	14,132
- Special mention	2	9,667	193	11,186	223
- Substandard	100	10,976	10,976	11,098	11,098
- Doubtful	100	6,778	6,778	11,806	11,806
- Doubtful of loss	100	40,072	40,072	40,496	40,496
Total		1,559,883	72,943	1,487,821	77,755
Reserve surplus			299,227		255,519
Grand Total			372,170		333,274
Allowance to NPLs (%)			643.60		525.67
(Allowance to NPLs) (%)					



As at 31 March 2021, BAAC had non-performing loans (NPLs) of 57,826 million Baht with the NPL ratio of 3.71%, lower than that of the previous year of 63,400 million Baht with the NPL ratio of 4.26%. The drop in the NPLs was a result of debt payment relaxation of customers affected by natural disasters, economic situation, and Covid-19.

In the accounting year of 2020, BAAC set aside an allowance of 372,170 million Baht, accounting for 643.60% of the NPLs (allowance to NPLs). Of this, 72,943 million Baht was provisioned according to the BOT's requirements and another 299,227 million Baht was a reserve surplus based on the qualitative criteria.

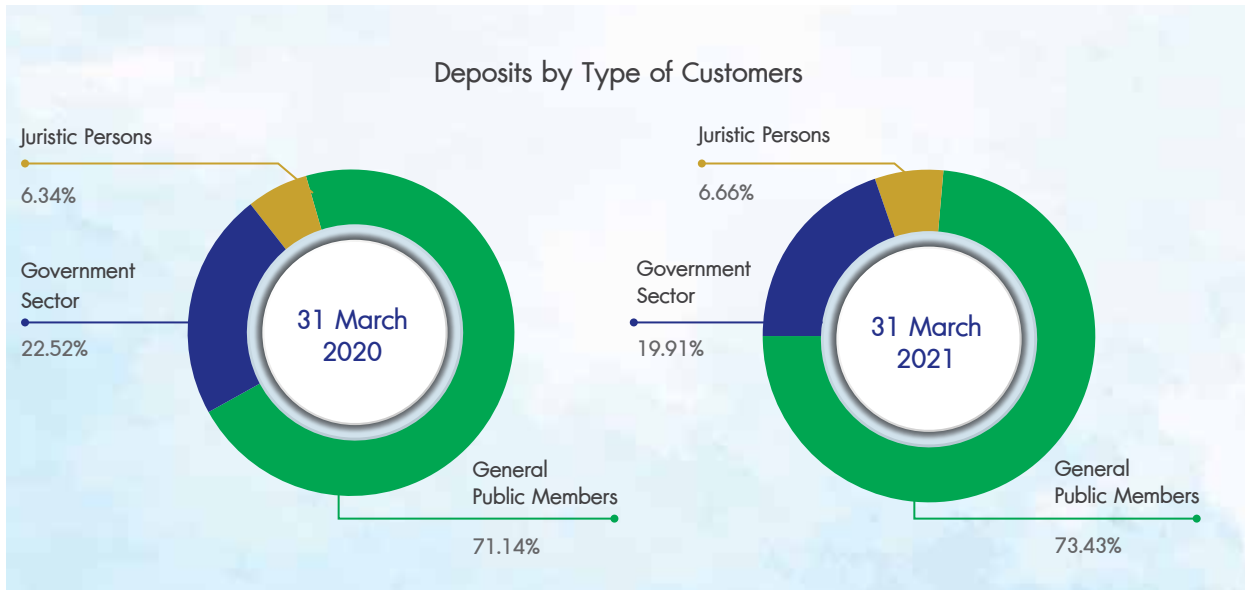


2.3 Liabilities

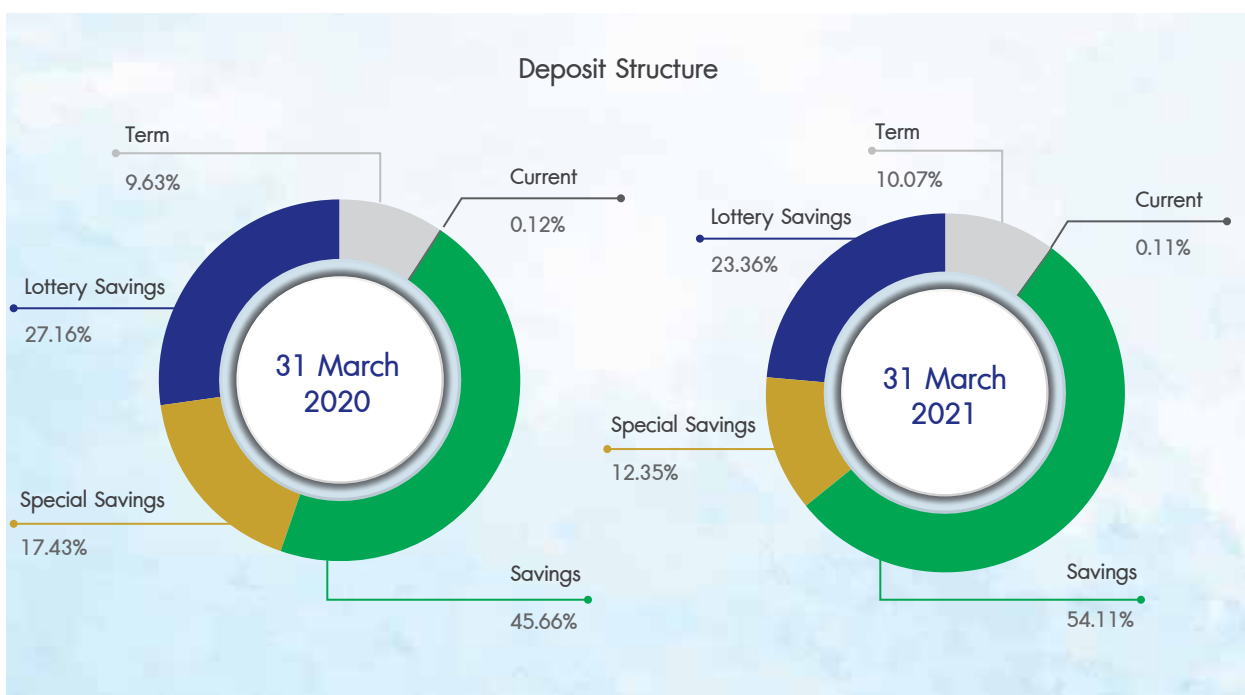
As at 31 March 2021, BAAC had total liabilities of 1,968,528 million Baht, increased by 147,666 million Baht or 8.11% from last year, due to increases in deposits, and debts issued and borrowings of BAAC bonds and Green Bonds. Highlights are as follows:

- **Deposits**

Deposits were 1,781,472 million Baht, a year-on-year increase of 108,200 million Baht, or 6.47%. The portions of deposits from the general public, the government, and the juristic persons were 73.43%, 19.91% and 6.66%, respectively. The rise in the deposits was mainly due to the deposits from the general public and the juristic persons. Details of deposits by type of customers are as follows:



Savings increased from last year by 199,993 million Baht, or 26.18%, causing the CASA ratio to be at 54.22%, higher than last year's 45.78%. Details of the deposit structure and the deposits by type are as follows:



unit: million Baht

Types of Deposit	31 March 2021		31 March 2020		Change	
	Amount	Proportion (%)	Amount	Proportion (%)	Increase (Decrease)	%
Current	1,991	0.11	2,093	0.12	(102)	(4.87)
Savings	963,961	54.11	763,968	45.66	199,993	26.18
Special Savings	219,902	12.35	291,669	17.43	(71,767)	(24.61)
Lottery Savings	416,160	23.36	454,444	27.16	(38,284)	(8.42)
Term	179,458	10.07	161,098	9.63	18,360	11.40
Total	1,781,472	100	1,673,272	100	108,200	6.47
Loan-to-Deposit Ratio (LDR) (%)	88.17		89.58			
Current Account and Savings Account (CASA) Ratio (%)	54.22		45.78			

- **Debts issued and borrowings**

Debts issued and borrowings totaled 45,003 million Baht, going up from last year by 24,998 million Baht or 124.96%. This was mainly due to the issuance of BAAC's bonds and Green Bonds, as a working capital.

- **Other liabilities**

Other liabilities amounted to 50,742 million Baht, up from last year by 237 million Baht or 0.47%, due to the reserve provisioning for the employee benefits and the long-term life insurance liabilities.

2.4 Equity

As at 31 March 2021, BAAC's equity was 146,544 million Baht, an increase of 8,550 million Baht or 6.20% from previous year, largely due to the purchase of capital increase shares from the Ministry of Finance and the net profit in the accounting year of 2020 minus the dividend payment.

3. Sources and Uses of Funds

As at 31 March 2021, the sources of funds consisted of the liabilities totaling 1,968,528 million Baht, accounting for 93.07%, and the owner's capital of 146,544 million Baht, or 6.93%. The key components of the liabilities included the deposits (84.23%), the money market items (4.31%), the debts issued and borrowings (2.13%), and other liabilities (2.40%).

The main uses of funds consisted of loans (74.27%), liquid assets (19.18%), and receivables eligible for government reimbursement (21.20%).



4. Maintenance of Financial Ratios as per BOT's Requirements

4.1 Capital Maintenance and Capital Ratios

As at 31 March 2021, the Bank's tier-1 capital was 138,558 million Baht and the tier-2 capital was 14,985 million Baht, with the total capital of 153,453 million Baht. The Bank's risk-weighted assets totaled 1,257,581 million Baht. As such, the CAR ratio and the Tier 1 Capital ratio based on Basel II were 12.21% and 11.02%, respectively. This was enough for any business expansion, and was higher than the BOT's minimum requirements of the CAR ratio of at least 8.50% and the Tier 1 Capital ratio of at least 4.25%.

unit: million Baht

Item	31 March 2021	31 March 2020
Total Capital	153,543	142,221
- Tier-1 Capital	138,558	128,028
- Tier-2 Capital	14,985	14,193
Total Risk-Weighted Assets	1,257,581	1,216,273
Capital Adequacy Ratio (CAR) (%)	12.21	11.69
Tier 1 Capital Ratio (%)	11.02	10.53

4.2 Maintenance of Liquid Assets

As at 31 March 2021, BAAC had liquid assets of 330,060 million Baht, comprising cash on hand, cash at cash center, deposits at the BOT, and commitment-free securities. As such, the liquid asset to deposit ratio was at 18.53%, higher than a minimum ratio of 6.00% as per the BOT's requirement.

5. Public Service Account (PSA) Operations

BAAC displayed a separate portion of PSA transactions from normal transactions in the consolidated financial statements according to the BOT's requirements and notification. Public Service Account (PSA) refers to the government policy schemes being endorsed by the cabinet after 5 August 2009. The schemes offer services with compromising conditions and are intended to support and restore those affected by public disasters and sabotage. The schemes are also intended to serve as an economic stimulus measure, enhancing occupational capability or the quality of the well-being of the people and business.

As at 31 March 2021, the Bank had a total of 109 PSA schemes. Of this, 17 schemes were newly launched and 3 schemes ended in the accounting year of 2020.

During the accounting year of 2020, the Bank provided additional support to the farmers from the previous year through a number of key schemes, including the loan for self-employed individuals affected by COVID-19, the loans for postponement of in-season paddy rice sale produced in 2020/2021, the income guarantee schemes to hedge against price risks of key agricultural products such as rice, rubber, palm oil, animal-feed maize, and cassava, and the supporting measures for sugar cane farmers on production factors for the 2019/2020 crop year.

The debt moratorium scheme for draught-hit farmers in 2019 had already ended and been transferred to normal transactions. As such, there were transfers of loans to customers, accrued interest receivables, and allowance for doubtful accounts from PSA accounts to normal accounts.

5.1 Operating Results



In the accounting year of 2020, the Bank had income related to PSA of 15,760 million Baht, accounting for 15.36% of the total income. Of this, 7,582 million Baht was income from interest and interest reimbursement, 7,248 million Baht from cost of funds reimbursement, and 930 million Baht from reimbursement of PSA management fees plus other income. This PSA related income decreased by 27,738 million Baht or 63.77% from last year. The PSA related expenses were 12,852 million Baht, accounting for 13.58% of the total expenses. Of this, interest expenses and operating expenses were 8,309 million Baht and 4,543 million Baht, decreased by 50.96% and 65.18%, respectively, from the previous year. When including the expenses for allowance for doubtful accounts of 232 million Baht, the net profit was recorded at 2,676 million Baht.

5.2 Financial Position

As at 31 March 2021, BAAC had PSA assets of 546,890 million Baht, consisting of loans to customers from PSA accounts and accrued interest receivables of 113,140 million Baht, and receivables eligible for government reimbursement from PSA accounts of 433,750 million Baht. The PSA assets decreased from last year by 48,753 million Baht or 8.18% as a result of the transfer of loan customers from the PSA accounts to the normal accounts. Highlights are as follows:

unit: million Baht

Item	31 March 2021	31 March 2020	Change	
			Increase (Decrease)	%
Loans to Customers from Public Service Accounts	119,884	286,825	(166,941)	(58.20)
Accrued Interest Receivables	2,318	3,464	(1,146)	(33.08)
Total Loans to Customers from Public Service Accounts and Accrued Interest Receivables	122,202	290,289	(168,087)	(57.90)
Less Allowance for Doubtful Accounts	9,062	56,461	(47,399)	(83.95)
Total Loans to Customers from Public Service Accounts and Accrued Interest Receivables, Net	113,140	233,828	(120,688)	(51.61)
Receivables Eligible for Government Reimbursement from Public Service Accounts	433,750	361,815	71,935	19.88
Total	546,890	595,643	(48,753)	(8.18)



6. Organization's Credit Ratings

Fitch Ratings (Thailand) Limited's rating for the Bank was AAA(thai)/Stable.

Fitch Ratings (Thailand) Limited maintained the national long-term rating for the Bank (Bank for Agriculture and Agricultural Cooperatives or BAAC) at AAA(thai)/Stable and the national short-term rating for the Bank at F1+(thai).

Credit Ratings	2018	2019	2020
National long-term rating	AAA(thai)	AAA(thai)	AAA(thai)
National short-term rating	F1+(thai)	F1+(thai)	F1+(thai)
Credit Rating Outlook	Stable	Stable	Stable

Credit Rating Supporting Factors

The given national credit ratings for the Bank reflected Fitch's perspective that there is a high possibility that the Thai government would provide extraordinary support to the Bank in a timely manner should necessity arise. This view was based on a number of factors including the close relations between the Bank and the government as BAAC plays a vital role in supporting public policies, in which the government holds almost 100% shares in the Bank. Moreover, BAAC is a Specialized Financial Institution established under a specific law, and has been receiving ongoing financial support from the government and has been subject to control and supervision by the government. The Minister of Finance acts as Chairman of the Board of Directors of the Bank and the appointment of the board members must be endorsed by the cabinet. The Bank has been receiving continuous support from the government such as capital increase and borrowing guarantee solution. BAAC has recently received a capital increase of 6 billion Baht in May 2020, which will continue to receive for the upcoming 3-4 years in order for the Bank to set forth public policies. Furthermore, the Bank has been receiving government reimbursement (appropriated from the government's annual budget) for the government schemes and policies backed by the Bank. The Bank has played an important role and has expertise in supporting the government policies in connection with agriculture and rural development.

The Bank's stable credit rating outlook reflected Fitch's expectation that the possibility that the government would help support the Bank should not decrease in the middle term.

Factors potentially affecting credit ratings in the future

Factors that may positively affect or result in a rating upgrade (single factor or a combination of factors). The Bank's national credit rating could not be further adjusted upward because this national credit rating given to the local banks is already at the highest level. Factors that may negatively affect or result in a rating downgrade (single factor or a combination of factors). The Bank's national credit rating could be downgraded if BAAC's credit structure (which is the main factor in determining government-supported credit ratings) deteriorates compared to the credit structure of other Thai financial institutions that have been rated domestically or the indicators of less support from the government to the Bank. For example, a change in the legal status of the Bank, a change in the SFI status, or a significant and permanent reduction in the shareholding proportion of the government. However, Fitch believes that such incidents would not be possible in the middle term.

Correlation with other credit ratings

BAAC's credit rating is correlated with the credit structure of Thailand (international credit rating BBB+/Stable).

Organizational Management in Accordance with the Principles and Guidelines on Corporate Governance for State Enterprise 2019

Corporate Governance Policy

The Bank recognizes the importance of good corporate governance, which is considered an important factor in creating equity to the stakeholders and to reinforce organization efficiency. The Board of Directors therefore aims to promote the fair, transparent, and auditable operations to build confidence to shareholders, stakeholders, as well as all relevant parties, including strengthening the Bank for stable and sustainable growth. The BAAC has therefore established this Corporate Governance Policy for all Directors, executives, and employees to abide by as follows:

1. Board of Directors, executives, employees, and assistant employees are to uphold and operate in accordance with the principles of corporate governance for state-owned enterprises 2019, Bank of Thailand regulations, and risk management principles to effectively prevent any future damages. Good Corporate Governance, Business Ethics, and Code of Conduct are to be practiced in a concrete manner. Duties are to be performed strictly in accordance with relevant rules, laws, and regulations.

2. Board of Directors, executives, employees, and assistant employees are to perform their roles with responsibility, duty of care, and duty of loyalty for the utmost benefits, including treating shareholders and stakeholders equally.

3. Board of Directors, executives, employees, and assistant employees are to oversee, control, and prevent decisions or actions that have conflicts of interest; and to seriously support anti-corruption, including consideration of human rights and effective recruitment process.

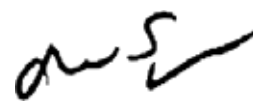
4. The Bank is concerned with sustainable operations, responsibility towards society and environment, including applying technology and innovation to develop and improve work processes, services, and organizational management.

5. The Bank provides disclosure of financial and non-financial information and operates in accordance with the standards, procedures, and time limit in order for shareholders and stakeholders to receive sufficient, transparent, timely, reliable, and equal information.

6. The Bank emphasizes on good corporate governance, risk management, and compliance with the rules in accordance with the principles of good governance.

The BAAC's Board of Directors and executives must be leaders in ethics and role models in performing duties in accordance with the BAAC's good corporate governance guidelines, overseeing the management of conflict of interest and connected transactions. There is a system for monitoring, evaluation, and review for all employees to adhere to and comply with the good corporate governance policy completely and sustainably, as well as promoting to be the culture of the Bank.

Announced on 26 March 2021



(Ms. Ruenvadee Suwanmongkol)

Chairman of the Good Corporate Governance and Compliance Subcommittee

Good Corporate Governance Strategy

Strategy 1

Develop a sustainable governance

BAAC has participated in the Integrity & Transparency Assessment (ITA) organized by the Office of National Anti-Corruption Commission (NACC) and received a very high assessment score of 96.74 points in 2020. The assessment evaluated opinions of employees and customers, including information disclosure on BAAC's website.



BAAC participated in the 10th NACC Integrity Awards in 2020, in which the results will be announced in August 2021. In the past, BAAC has received the award for 5 consecutive years (2015-2019) consisted of 1 Integrity Award and 4 honorable mention Integrity Awards. BAAC has also used the review tools according to ASEAN CG Scorecard that is used in the Stock Market as the comparable standard to review the Good Corporate Governance of BAAC with the excellent assessment score of 96.33 points, which indicates that BAAC has good corporate governance in the high level equivalent to that of international level.

Strategy 2

Enhance competency of the organization and personnel according to the principles of good governance



BAAC realizes the importance of good governance as a key factor in creating fairness for all stakeholders and a factor in driving the mission to achieve BAAC's vision. BAAC promotes knowledge and creates awareness among all employees on good governance and for them to follow as a corporate culture, clearly defining guidelines, communicating and organizing corporate governance activities through BAAC Agenda Social media, Line Mr./Mrs. CG, culture journal for all departments to communicate their internal meetings and to report through corporate governance communication system as a curriculum on good governance of employees in each level group.

BAAC has promoted good governance activities to stakeholders in 2020 for 720 times with 75,737 participants (data as of 17 March 2021), and focused on listening to customers' voices with a process to listen to the voices and follow up complaints to bring 100% of customers back for services.

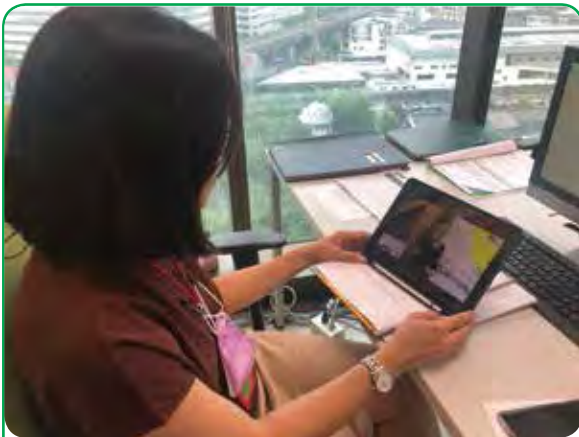


Assessment results of the organization of good governance activities showed 97.20% satisfaction with the activities and suggested that the activities should be organized on a regular basis in order to build good relationships with external parties, to project a good image for the organization, to create

awareness on anti-corruption, and to encourage employees to work with responsibility, honesty, integrity, transparency, and fairness in line with the principles of good governance.



On 11 September 2020, BAAC attended a national exchange knowledge seminar on “Resisting Corruption in a Changing World” hosted by NACC via Zoom. The objectives were for employees to participate in the fight against corruption and misconduct behaviors, as well as to exchange knowledge and experiences on work processes, problems, obstacles, and suggestions on how to increase performance efficiency in terms of anti-corruption in Thailand.



On 15 September 2020, BAAC viewed the online Anti-Corruption Day Event 2020 organized by NACC via Facebook under the concept “Power of Data” in order to raise employees’ awareness on the importance of corruption prevention and to take part in fighting corruption.

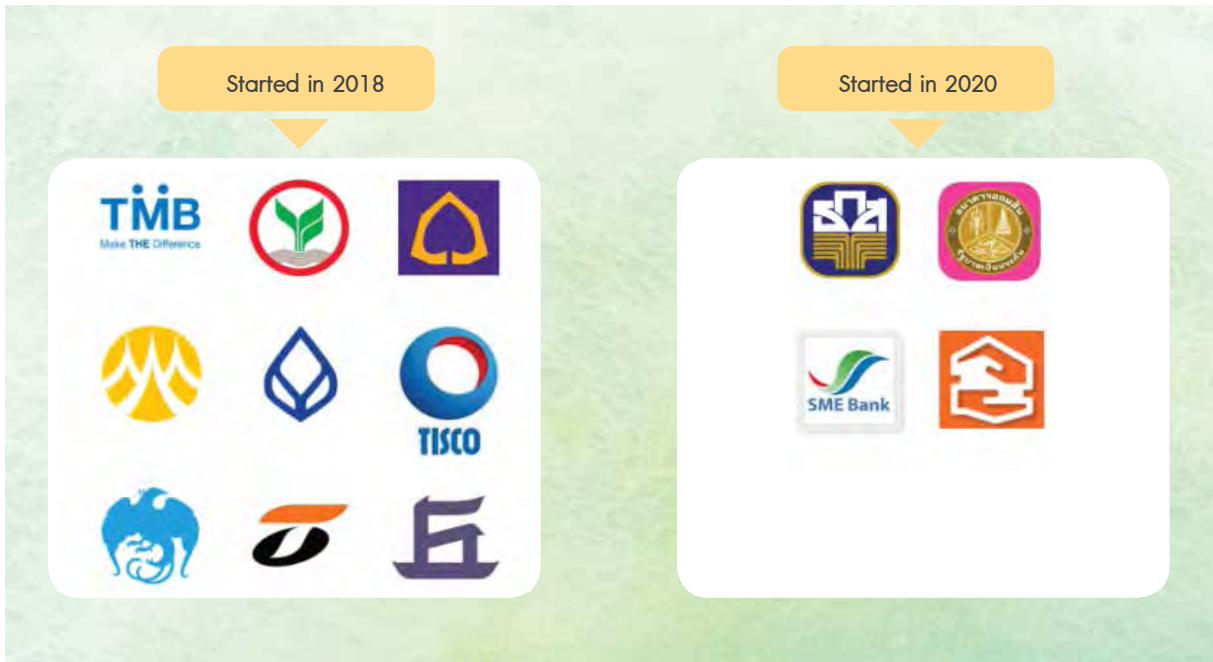
During 17-18 March 2021, BAAC partook in the “Collaboration and efficiency enhancement of innovation against corruption to reduce corrupt and misconduct cases in Thailand” operational meeting organized by NAAC to brainstorm and set guidelines for anti-corruption by focusing on improving, innovating, developing, and evaluating risks to prevent risks or opportunities in the act of corruption.



In addition to the implementation of the strategies on good governance, in fiscal year 2020 BAAC was assessed “Sustainable Banking” by Fair Finance Thailand according to the 3rd “Fair Finance Guide International” as BAAC’s first assessment and received a result of 22.1%, which ranked 3rd out of 12 financial institutions. The consideration was based on policies disclosed to the public by BAAC, including climate change, anti-corruption, gender equality, human rights, labor rights, consumer protection tax, expansion of financial management, compensation policies, and transparency and liability.

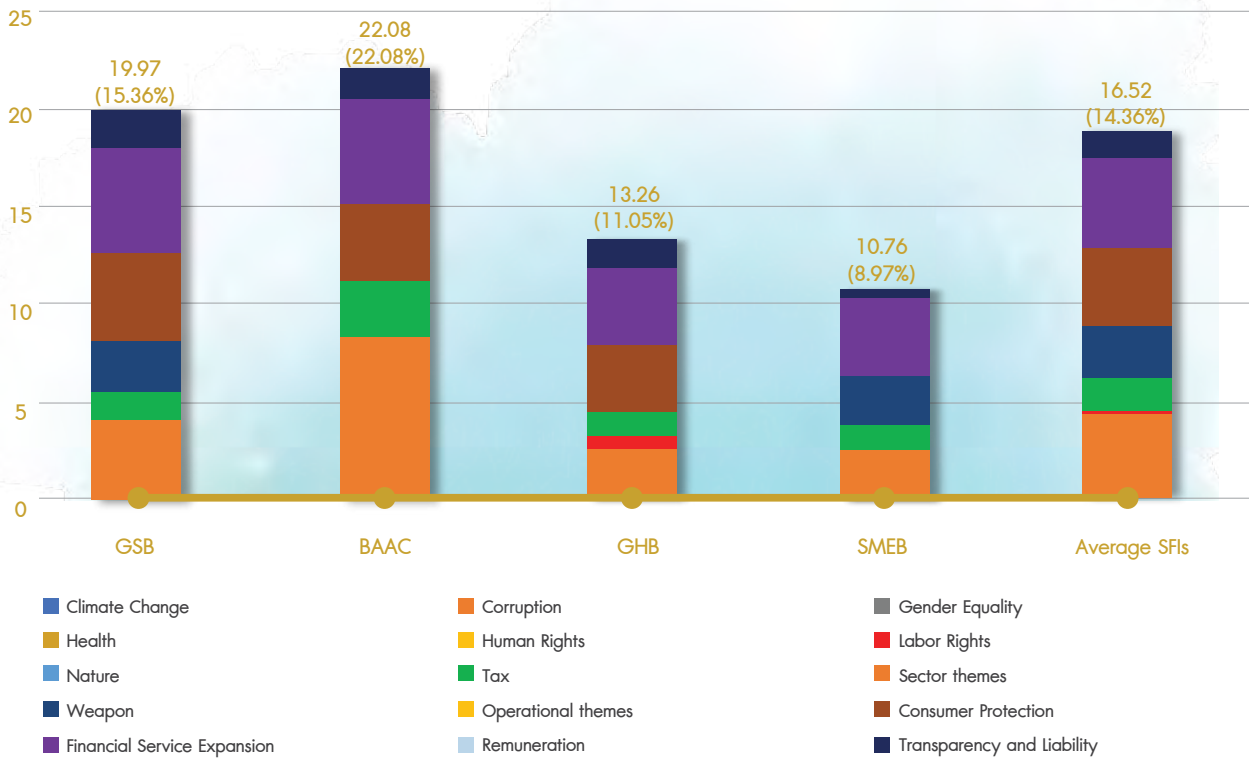


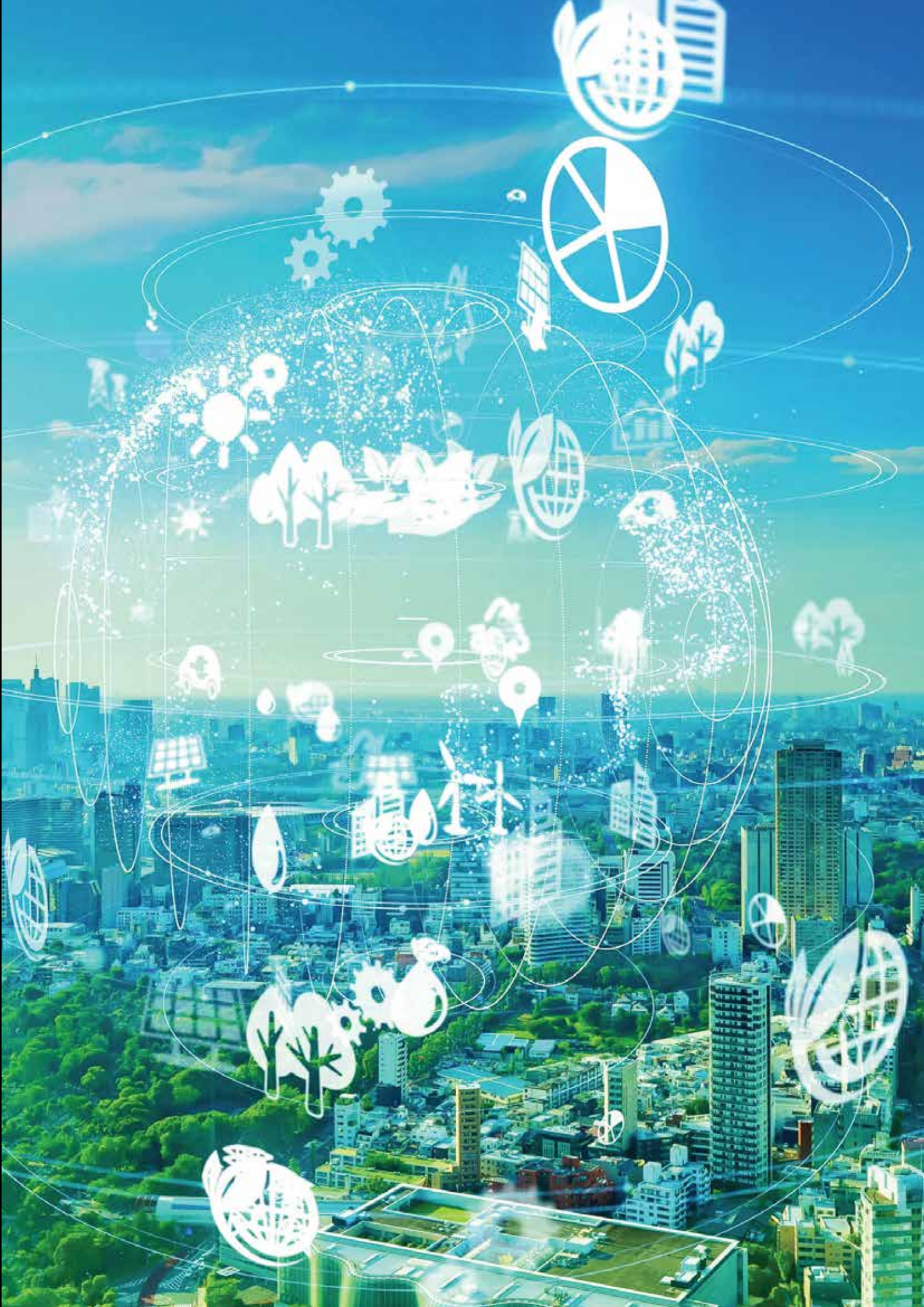
Lists of Banks Undergone Policy Assessment



Overall Score of Specialized Financial Institutions (Total = 130, Per Topic = 10)

GSB's full score 130, BAAC's full score 100, GHB's full score 120, SMEB's full score 120







Good Corporate Governance Fiscal Year 2020

In the fiscal year 2020, BAAC has operated in accordance with the principles and guidelines for good corporate governance for State Enterprise 2019 as prescribed by the State Enterprise Policy Office, Ministry of Finance which can be summarized as follows:

Section 1 Role of Public Sector

BAAC places an importance on balanced and efficient management under the principles of good governance by clearly separating the role of Policy Maker, Regulator, Operator, and Owner. The Ministry of Finance has conveyed the policies and operational directions of BAAC through the Statement of Directions. BAAC disclosed the policy, activities, measures, guidelines for various operations related to the operation according to the government policies in the annual report in order to be transparent and accountable, and has appointed representatives from the public sectors in the Board of Directors to supervise, monitor, and support the operations to achieve the objectives and goals as specified by not intervening in the administration so that the state enterprise have full power and independent in the management. At the general meeting of shareholders, the Ministry of Finance, as co-owner, sent representatives to participate in the meeting and acted favorably via voting at the general meeting of shareholders.

In this regard, BAAC has set operation guidelines according to the government's policy as an owner by adhering to the policy of state enterprise shareholders, including policies of the government and supervising agencies to be used as a guideline for formulating strategies to develop and publish statement of corporate intent. BAAC's Board of Directors is independent in its operations and does not interfere with the management.

Guidelines

1. BAAC adheres to the policy of state-owned enterprise shareholders, including the policies of the government and regulatory agencies as a guideline in determining the vision, mission, strategy, and business plan of BAAC.

2. The Board of Directors and the management regularly oversee, monitor and evaluate the performance in accordance with the established guidelines. In addition, the committee can apply their experiences and expertise in giving useful recommendations to

BAAC on implementing the guidelines effectively and efficiently.

3. BAAC has published development guidelines to the public through various channels appropriate to the stakeholders, as well as facilitating channels for stakeholders or interested parties to express their opinions or give suggestions.

4. BAAC has established work procedures for stakeholders with independence, transparency, fairness and accountability in line with the policy framework and in compliance with the principles of good governance, especially the important operations. BAAC ensures that all operations are carried out equally and in accordance with the procedures for all cases.

5. Where discretion is required to interpret any rules, regulations or performance of any jurisdiction to stakeholders, there must be an independent, transparent, fair, verifiable, and standard operating procedure.

6. BAAC provides operational procedures, including regulatory and law enforcement measures that can prevent political interference or commercial or other sectorial interests that affect the Bank's independence in decision-making not to be under any influence and for the benefits of the general public. Decision making in such matters must be hierarchically screened with results recorded in writing, and all differing opinions must also be recorded.

7. The decision of BAAC that requires consultation or approval from the government must not be defined as a routine or normal operation procedure. It must be a discussion or a request for approval at the overall policy level with clear procedures, transparent, and verifiable.

Section 2 Rights and Equality of the Shareholders

1. The Meeting of the Shareholders

The BAAC's Board of Directors has considered and ensured that all important issues specified by law and issues that may affect the business direction of the BAAC have been considered by the shareholders by having the annual general meeting of shareholders once a year within one hundred and fifty days from the end of the fiscal year of each year, in compliance with the BAAC Act B.E. 2509.

In organizing an annual general meeting of shareholders, the BAAC has considered the convenience and safety of attendees under the COVID-19 outbreak. In the fiscal year 2020, BAAC held the 55th Annual



General Meeting of Shareholders for the year 2019 on 26 June 2020 at 9.30 am. The venue was the Richmond Grand Ballroom, Grand Richmond Stylish Convention Hotel on Rattana Thibet Road, Bang Krasaw, Muang, Nonthaburi. BAAC organized the meeting in compliance with the Center for COVID-19 Situation Administration's Order No. 5/2020, dated 12 June 2020, regarding compliance guidelines issued under Section 9 of The Emergency Decree on Public Administration B.E. 2548 (No.4) such as every shareholder must wear facial masks at all times for the entire meeting, keep a distance of at least 1-2 meters, and wash hands with soap or alcohol gel provide by BAAC at various points prior to and after the meeting. There is also a screening measure for shareholders. Shareholders must pass the screening specified by BAAC and to check-in and check-out via QR Code for the "Thai Chana" application. Distance during the registration process and between seats is at least 1 meter. Exhibitions are prohibited. Serving drinks and snacks and refrained during the meeting. In addition, the number of attendees is also limited to no more than 230.

The BAAC's Board of Directors has issued the meeting invitation and relevant documents which contain information such as date, time, and venue of the shareholders' meeting, the meeting agenda for acknowledgement or approval divided into clear issues, as well as attaching maps and directions for traveling to the meeting venue. BAAC sent to all shareholders listed on the stock registration system via registered post with advice of receipt on 15 June 2020 (11 days before the meeting), and advertised in Matichon Daily newspaper issue of 15-16 June 2019 (10-11 days before the meeting) so that all shareholders receive equal information and have sufficient time to study information before attending the meeting. It has provided the opportunity for shareholders to send questions in advance from 8 June 2020 (18 days before the meeting) through various channels such as BAAC Call Center tel. 0 2555 0555, www.baac.or.th website under Contact Us: General Information.

In the event that shareholders are unable to attend the meeting themselves, the shareholders may appoint other persons as a proxies to attend the meeting on their behalf, by using the proxy forms that BAAC has set together with the meeting invitation letter which has clearly specified documents and evidence used for proxies, so that shareholders can prepare correctly without the problem attending the meeting. The proxies will have rights as assigned by the shareholders. In addition, the BAAC granted the

rights to shareholders who attended the meeting, after the meeting Chairman had declared the meeting open, to vote on the agenda being considered and not yet being voted on, and constitute a quorum starting from the agenda item that is attended to the meeting onwards.

2. Actions on the Shareholders' Meeting Day

BAAC places importance on shareholders' meetings that are efficient, transparent, fair, and comply with laws, rules and regulations relevant to the operation of BAAC.

At the general meeting of shareholders, BAAC's Chairman will chair the meeting. The Board of Directors and high-level executives also attend the meeting. The Chairman will clearly explain details, voting forms, and vote counting. In the fiscal year 2020, questions from shareholders at the meeting are to be written down on a piece of paper received at the registration process, instead of using a microphone to reduce the risk of COVID-19 spreading. A staff then collects and forwards the questions to the chairman of the meeting. These questions will be appropriately answered in the 55th BAAC's minutes of the general meeting 2019. In addition, representatives from government agencies are invited to observe and witness the meeting consisting of representative of the Ministry of Finance, representative of the Bank of Thailand, representative of the State Audit Office of the Kingdom of Thailand, representative of the State Enterprise Policy Office, and the representative of the Cooperative Promotion Department, in order that the meeting, registration, and vote counting are accurate and transparent in accordance with the good governance principles.

The BAAC's Board of Directors has promoted the use of technology in general meeting of shareholders so that the meeting can be conducted quickly, accurately, and can be checked, and facilitate the shareholders or proxies to register to attend the meeting and vote on various agenda. The barcode has been printed in the registration form sent to shareholders in advance together with the invitation to the meeting. Computers are setup for registration and voting processing using ballots which allows the chairman of the meeting to notify the result of the vote counting for agreeing, disagreeing, and abstaining, along with voided ballots for each agenda quickly. At the end of the meeting, BAAC will collect the vote-counting results from all votes to enable future verification.



3. Preparation of Meeting Minutes and Disclosure of Resolutions of Shareholders' Meetings

The BAAC's Board of Directors supervises the disclosure of resolutions of the general meeting of shareholders and the voting result on the day following the date of the shareholders' meeting through BAAC website www.baac.or.th under section "Information for Shareholders" subsection "Annual General Meeting of BAAC Shareholders" and "Shareholders' Meeting Resolution with Voting Results"

The BAAC's Board of Directors supervises the minutes of the shareholders' meeting to be accurate, complete, and disclosed through various channels that can be easily accessed by the shareholders. The meeting secretary is assigned to record the minutes of the meeting completely consisting of the meeting agenda, the resolution of the meeting, the voting results of each agenda categorized into number of agree, disagree, and abstain, comments and suggestions of shareholders at the meeting, explanation of the meeting comments, and then prepare the minutes of the meeting to submit to the BAAC's Board of Directors for acknowledgement. After that the complete minutes of the meeting will be sent to all shareholders by postal mail and published the minutes of the meeting via BAAC website www.baac.or.th under section "Information for shareholders" subsection "Annual General Meeting of BAAC

Shareholders". It will be resent to shareholders together with invitation letter for the next meeting every year.

Section 3 The Board of Directors

1) The BAAC's Board of Directors

The BAAC Act B.E. 2509 Section 14 stipulated that there shall be a Board of Directors of BAAC consisting of the Minister of Finance as the Chairman, a Vice-Chairman, and not more than 12 other Directors appointed by the Cabinet and the BAAC president shall be a Director and Secretary.

The Directors appointed by the Cabinet shall at least include a representative of the Ministry of Finance, a representative of the Ministry of Agriculture and Cooperatives, a representative of the Cooperative Promotion Department, a representative of the Agricultural Land Reform Office, a representative of the Bank of Thailand, and a representative of the shareholders being agricultural cooperatives.

The Vice-Chairman or Directors appointed by the Cabinet shall hold office for a term of 3 years, and the outgoing Vice-Chairman or Director may be re-appointed. When the Vice-Chairman or Director appointed by the Cabinet vacates office before the end of the term, the Cabinet may appoint another person for a replacement, and the appointee shall hold office for the remaining term of the person replaced.

The List of the BAAC's Board of Directors as of 31 March 2021

Name - Surname		Position	Director's Pool	Skill Matrix
1. Mr. Arkhom	Termpittayapaisith	Chairman		Economics, Development Planning Strategy
2. Mr. Thongplew	Kongjun	Vice Chairman		Agriculture, Natural Resources and Environment
3. Mr. Chamroen	Phothiyod	Director	✓	Laws, Agriculture
4. Mr. Kemkaeng	Yutidhammadamrong	Director		Development Planning Strategy, Agriculture
5. Mr. Wisit	Srisuwan	Director		Finance, Agriculture
6. Mr. Vinaroj	Supsongsuk	Director	✓	Development Planning Strategy, Agriculture
7. Mr. Somboon	Chitphentom	Director	✓	Finance, Risk
8. Mr. Thonglak	Harnsuk	Director		Business Administration, Agriculture
9. Ms. Ruenvadee	Suwanmongkol	Director	✓	Finance, Laws
10. Mr. Suwit	Rojanavanich	Director		Accounting, Economics
11. Mrs. Rukhukorn	Siriyodhin	Director	✓	Finance, Economics
12. Mr. Jaroondech	Janjarussakul	Director		Information Technology, Business Administration
13. Mr. Tanaratt	Ngamvalairatt	Director and Secretary		Finance, Business Administration

Changes of the BAAC's Board of Directors in Fiscal Year 2020

No.	Name - Surname	Position	Tenure
1	Mr. Uttama Savanayana	Chairman	Holding office until 15 July 2020
2	Mr. Santi Promphat	Chairman	From 16 July 2020 - 11 August 2020 and 2 September 2020 - 10 October 2020
3	Mr. Predee Daochai	Chairman	From 12 August 2020 - 1 September 2020
4	Mr. Anan Suwannarat	Vice Chairman	Holding office until 30 September 2020
5	Mrs. Pantip Sripimol	Director	Holding office until 31 January 2021
6	Ms. Surmsuk Salakpetch	Director	Holding office until 30 September 2020
7	Mr. Phichest Wiryapaha	Director	Holding office until 30 September 2020
8	Mrs. Amara Klabprathum	Director	Holding office until 8 September 2020
9	Lt. Gen. Karn Kalumpasut	Director	Holding office until 20 August 2020
10	Mr. Apirom Sukprasert	Director and Secretary	Holding office until 8 October 2020
11	Mr. Surachai Rasmee	Director and Secretary	From 9 October 2020 - 28 February 2021

Roles, duties and responsibilities of BAAC's Chairman

As the organization's leader, the Chairman is responsible for overseeing benefits of BAAC, farmers, communities and society, including stakeholders to sustainably achieve BAAC's missions. By being a leader in enhancing competencies and capabilities of directors and management, BAAC's short-term and long-term strategic plans are achieved with close and continuous supervision of the management's operations. Financial and non-financial operations are reported to the Board of Directors every quarter. The Chairman also stresses on important policies regarding good corporate governance, social and environmental responsibility, as well as promoting code of conduct for personnel at all levels. The roles and duties can be summarized as follows:

1. To oversee BAAC's strategic and business plans, including ensuring that business operations are in accordance with good corporate governance guidelines.
2. To act as the meeting's Chairman and to attend every meeting, unless there is a necessity for absence, for the effectiveness of the Board of Director's meetings. Also, the Chairman is to set the meeting agenda with the secretary to include important matters in the agenda.
3. To encourage directors to express their opinions, by authorizing organization management to appropriate managing departments; as well as ensuring that every BAAC directors receive explicit information with accuracy and in a timely manner to be incorporated in their decision makings, which will effectively lead to BAAC's successes.
4. To encourage directors to attend courses for developing skills in various areas that is useful for performing businesses.

5. To conduct an annual assessment of the Board of Director's performance, and to apply such results for planning to enhance efficiency of the Board.

6. To establish a system for overseeing, monitoring, and evaluating to ensure that BAAC's continuously operates in accordance with the policies.

7. To act as the Chairman of the General Meeting of Shareholders and to oversee that the shareholders' meeting is properly conducted in accordance with various laws and regulations.

8. To perform tasks with honesty. To oversee the appropriateness of the Board and Management Structure. To ensure that policies and the BOD's decisions are effectively implemented. To promote good corporate governance and social and environmental responsibility of the stakeholders.

Authority and Responsibilities of BAAC's Board of Directors

The Bank for Agriculture and Agricultural Cooperatives Act B.E. 2509 and the amendment, Section 18, has stipulated that the BAAC's Board of Directors have the authority and duty to lay down policies and supervise generally the activities of the bank, which shall include:

1. Issuing regulations on the shares of the Bank.
2. Issuing regulations on the guarantees of loans under Section 10 (2).
3. Issuing regulations on delegation of power of the President to officers of the Bank under Section 23.
4. Issuing regulations on granting of loans under Section 31.
5. Issuing regulations on sale or discount of bills various financial institutions under Section 33.



6. Issuing regulations prescribing the number of positions, salary, wages, transportation expenses, per diem allowances, accommodation allowances, entertainment allowances, and other remuneration for officers and employees of the Bank.

7. Issuing regulations on recruitment, appointment, requirement of guarantee, increase of salaries, removal from office, disciplinary investigation and punishment of officers and employees of the Bank.

8. Issuing regulations on aids for the present or former President, officers, employees, and their families.

9. Establishing a branch office or agent of the Bank.

10. Issuing regulations on other activities of the Bank.

BAAC's Board of Directors is authorized to appoint various subcommittees to consider the matters assigned by the BAAC's Board of Directors. BAAC's Board of Directors is authorized to appoint the President and determine the salary rate of the President with the consent of the Minister of Finance. The President is authorized to and is responsible for managing the business of BAAC to be in accordance with the policies, regulations, rules, including the matters as assigned by BAAC's Board of Directors. The President is also authorized to place, appoint, promote the position or salary increase, perform disciplinary punishment, or demotion from being personnel according to the criteria and conditions that BAAC's Board of Directors has determined, including determining the practices pertaining to the of BAAC and its personnel without conflicts with the policies, regulations, rules or provisions of BAAC's Board of Directors.

Qualifications of BAAC's Board of Directors

The BAAC's Board of Directors must have the qualifications and no prohibited characteristics as specified in Section 15 of the BAAC Act B.E. 2509, in conjunction with Section 5 and Section 7 of the Standard Qualification for Directors and Employees of State Enterprise Act B.E. 2518 and the Bank of Thailand Notification no. SKS 13/2019 dated 2 September 2019 regarding Qualifications and prohibited characteristics of the Directors who are not directors by position, President, management authority, and consultants of specialized financial institutions.

Nomination of BAAC's Board of Directors

BAAC has a framework for the appointment of the Vice-Chairman and the entire Board of Directors according to the guidelines specified by the Ministry of Finance and the Bank of Thailand. It can be categorized according to the characteristics of the components and the sources as stipulated by the laws into 3 categories as follows:

Group 1 Representatives of the Government Agencies/Departments: the affiliation agencies nominate the representatives:

1. Representative of the Ministry of Finance
2. Representative of the Ministry of Agriculture and Cooperatives
3. Representative of the Cooperative Promotion Department
4. Representative of the Agricultural Land Reform Office
5. Representative of the Bank of Thailand

Group 2 Representatives of Agricultural Cooperative Shareholders: BAAC's Board of Directors has appointed the Nomination of BAAC Directors Subcommittee to select a representative of the top 10 cooperatives with the highest amount of BAAC shares using the criteria and qualifications of the representative according to the framework of resolution of the BAAC's Board of Directors and be in accordance with relevant laws, and summarize the results and submit to Chairman of the BAAC's Board of Directors to consider selecting representative of agricultural cooperative shareholders to be BAAC Director.

Group 3 BAAC Qualified Directors: BAAC's Board of Directors has appointed the Nomination and Remuneration Committee to operate in accordance with the guidelines for the appointment of state enterprise directors as determined by SEPO as follows:

1. The determination of core competencies and necessary knowledge (Skill Matrix) is carried out by the top executives of state enterprises and SEPO jointly determines the Skill Matrix of the state enterprise directors to be in accordance with mission and strategy of the state enterprise in order to be used in the consideration of the nomination and appointment of the state enterprise directors. SEPO has stipulated that all state enterprises must have Skill Matrix in 4 major areas i.e. finance, accounting, law, and information technology, and can determine additional but not exceed the number of the whole Board of Directors.

2. For the Nomination and proposal of the name, the Board of Directors of state enterprise shall consider the list of people derived from the nomination or proposed by the Ministry to be not less than twice the number of vacant position not less than 3 months in advance to propose to the State Enterprise Directors Scrutiny Subcommittee (Scrutiny Subcommittee) for consideration. The person nominated and proposed must have the qualifications and must not have prohibited characteristics as specified by law, be knowledgeable and expertise in accordance with the Skill Matrix. The qualified experts with experience in business sector (business sector means private sector, state enterprise, or other non-government agencies)

not less than one third of other Directors of that state enterprise must be nominated.

3. For the selection, the Scrutiny Subcommittee considers selecting appropriate person to be appointed as state enterprise director and submit to Chairman of the State Enterprise Policy Committee (SEPC) for approval.

4. For the approval, when the Chairman of the SEPC approves the list of the person to be appointed, the affiliated Ministry must submit to the Cabinet or proceed for the appointment in accordance to the laws or regulations of the state enterprise.

2) Committees and Subcommittees

BAAC has appointed various committees and

subcommittees to scrutinize and supervise the tasks according to the BAAC's duties and provide opinions to the BAAC's Board of Directors on various matters in order for the operations to be prudent, efficient, and effective. The appointment of various committees and subcommittees considers the laws, regulations, rules, policies, mission, and strategy of the BAAC as well as necessary Skill Matrix.

For fiscal year 2020, there were 14 committees/ subcommittees appointed by the BAAC's Board of Directors, which can be categorized into 7 committees/ subcommittees that were appointed according to the laws, and 7 committees/ subcommittees that were appointed according to the duties as follows:

Appointed according to the laws	Appointed according to the duties
1. BAAC Audit Committee	1. Appeal Subcommittee
2. Risk Oversight Committee	2. Legal Advisory Subcommittee
3. BAAC Corporate Relation Affairs Committee	3. Good Corporate Governance and Compliance Subcommittee ³
4. BAAC Presidential Performance Evaluation Committee	4. Innovation, Research and Development Subcommittee
5. Nomination and Remuneration Committee	5. Scrutiny Subcommittee
6. BAAC Manager Nomination Committee ¹	6. Information Technology Management Subcommittee
7. BAAC Manager Remuneration Subcommittee ²	7. Foundation Economic Development and Social, Environmental Responsibilities Subcommittee ⁴

Remark: In fiscal year 2020, changes are as follows:

- BAAC Manager Nomination Committee was appointed according to the laws for nominating BAAC's managers.
- BAAC Manager Remuneration Subcommittee was appointed according to the laws for remunerating BAAC's managers.
- Good Corporate Governance and Corporate Social Responsibility Subcommittee delegated social and environmental responsibility to the Foundation Economic Development and Social, Environmental Responsibilities Subcommittee; and changed the name to Good Corporate Governance and Compliance Subcommittee.
- Community Business for Thai Project Supervision Subcommittee changed the name to Foundation Economic Development and Social, Environmental Responsibilities Subcommittee.

The BAAC's Audit Committee.

The Audit Committee as of 31 March 2021 consisted of:

1. Mr. Vinaroj	Supsongsuk	BAAC's Director	Chairman
2. Mr. Wisit	Srisuwan	BAAC's Director	Member
3. Mr. Somboon	Chitphentom	BAAC's Director	Member
4. Head of Internal Audit			Secretary

Changes of BAAC's Directors in the Audit Committee

Name - Surname	Position	Tenure	
		Start	End
Mr. Phichest Wiriypaha	Member	1 April 2020	30 September 2020
Mr. Wisit Srisuwan	Member	24 February 2021	Present



Authority and Duty

1. Reviewing the efficiency and effectiveness of the internal control process, the risk management process, and Good Corporate Governance process.

2. Reviewing for BAAC to have accurate and reliable financial reports.

3. Reviewing the operations of BAAC to be accurate in accordance with laws, rules, regulations, procedures, the Cabinet Resolutions, notifications, or orders relevant to BAAC operations.

4. Reviewing for BAAC to have a good internal audit system and consider the independency of the audit line.

5. Considering connected transactions or transactions that may have conflicts of interest or the possibility of fraud that may affect the operations of the BAAC.

6. Considering and approving the Internal Audit Charter, Audit Manual, Audit Plan, and self-assessment form of the audit line.

7. Reviewing the structure, adequacy, and quality of the resources of the audit line to be suitable for the BAAC's business environment to ensure the effectiveness and efficiency of the operation of the audit line, supporting BAAC's operations to achieve quality objectives under good governance principles.

8. Expressing opinion on the qualification of the Chief Audit Executive (CAE) and Chief Compliance Executive.

9. Suggesting to the BAAC's Board of Directors for the consideration on appointment, rotation, demotion, promotion of salary, promotion of position, and assess the performance of the Chief Audit Executive by requiring the President to provide comments for consideration.

10. Coordinating with the auditor about the results of the audit and may recommend to review or examine any items that are considered necessary, including proposing relevant remuneration of the auditor to the BAAC's Board of Directors.

11. Considering and giving opinion of the appointment of the auditor.

12. Following up on the improvement of the management according to the recommendations of

the audit line and the auditor including regulatory bodies regarding internal control, risk management, and good corporate governance.

13. In the case of the BAAC's audit committee receiving an internal audit report showing violations of the laws, rules, regulations, procedures, the Cabinet Resolutions, notifications, and orders relevant to BAAC's operation, the President shall be informed to consider ordering the responsible unit for the BAAC's operation to take corrective action to be in accordance with laws, rules, regulations, procedures, the Cabinet Resolutions, notifications, and orders related to the operations of BAAC.

In case of the violation of other laws related to specialized financial institutions and other laws, if the Board of Directors or the management does not proceed with the correction within the time specified by the BAAC Audit Committee, the BAAC Audit Committee must disclose such actions in the annual report and report to the Bank of Thailand.

14. In the event that the BAAC Audit Committee receives an internal audit report that is suspected of having transactions or actions that may cause serious damage to the BAAC performance, conflicts of interest, fraud, or unusual transactions or significant defects in the internal control system, it shall immediately report to the BAAC's Board of Directors for improvement without delay.

15. Performing other duties as required by the law or assigned by the BAAC's Board of Directors.

16. If any internal audit work of the Audit Committee is necessary to have knowledge and expertise from specialized experts, the BAAC Audit Committee shall submit to the BAAC's Board of Directors to consider hiring specialized experts in accordance with the rules and regulations of the BAAC. In this regard, the qualifications and prohibited characteristics of article 4.5 and 4.6 shall be applied mutatis mutandis to the prohibited characteristics of specialized experts.

17. The BAAC Audit Committee is directly responsible to the BAAC's Board of Directors in performing duties according to their responsibilities.

Performance of Duties of the BAAC's Audit Committee in Fiscal Year 2020

Performance of Duties	Number of Times	Details
Meeting	5	Meetings of the BAAC's Audit Committee
Report	4	Report on the performance of the BAAC's Audit Committee regarding internal audit to submit to the BAAC's Board of Directors..
	1	Summary Report on the performance of the BAAC's Audit Committee regarding internal audit to report to the shareholders for the Fiscal Year 2020.

The Risk Oversight Committee

The Risk Oversight Committee as of 31 March 2021 consisted of:

1. Mrs. Ruchukorn	Siriyodhin	BAAC's Director	Chairman
2. Mr. Suwit	Rojanavanich	BAAC's Director	Member
3. BAAC's President		Director and Secretary	Member
4. Executive VicePresident for Compliance and Good Governance Line			Member and Secretary

Changes of BAAC's Directors in the Risk Oversight Committee

Name - Surname	Position	Tenure	
		Start	End
Mrs. Amara Klabprathum	Member	1 April 2020	8 September 2020

Authority and Duty

1. To advise the Board of Directors on BAAC's Risk Oversight Framework.

2. To ensure that high-level executives and department heads follow risk management policies and strategies, including acceptable risk level.

3. To review, verify sufficiency and effectiveness of the risk management policies, including acceptable risk level at least once a year or when significant changes occur. The Risk Oversight Committee is to discuss and exchange ideas with the BAAC's Audit Committee to evaluate BAAC's risk management policies and strategies to cover all risk types, including newly occurred risks.

4. To monitor risk status, effectiveness of risk management, and corporate culture situations that concern risks, including significant factors and problems, and issues that require resolving to be in line with BAAC's risk management policies and strategies. Also, to report to the BAAC's Board of Directors.

5. To promote risk culture and acceptable risk level requirements to all employees in the organization to understand and realize the importance and duties on risk responsibility.

6. To ensure that high-level executives determine policies and business operating processes in compliance with the overall risk management policies and strategies and acceptable risk level.

7. To assign and supervise high-level executives to set the risk ceiling limit in accordance with acceptable risk levels, including communicating regularly to relevant personnel to acknowledge and understand, as well as controlling risks to be within the acceptable level and specific risk limits.

8. To assign and supervise high-level executives to determine the policy details, the overview of risk management, and various risks, including guidelines or methods for identifying, evaluating, monitoring, controlling, and reporting risks. Also, an effective data system that can support the managing and reporting of significant risks, covering credit, market, operational, liquidity, reputation, strategy, and information and technology. Moreover, to apply the use of models in risk management to be in accordance with the minimum standards stipulated by the Bank of Thailand with assessment and test that is independently reliable on a regular basis.

9. To propose that units responsible for approving the organization structure that facilitates monitoring, controlling, and operating in accordance with risk management policies, strategies, processes and procedures by the chain of command or the reporting line must have a balanced power and of separate entities that may pose risks to the Risk Management Unit.

10. To play a role in appointing, relocating, revoking, expressing opinions, or participating in assessments of effectiveness and efficiency in the performance of the head of the Risk Management Unit.

11. To ensure that BAAC has stable and sufficient funds and liquidity for current and future business operations.

12. To consider, monitor, and review sufficiency of BAAC's internal control system.

13. Other tasks assigned by the BAAC's Board of Directors.



Performance of Duties of the BAAC's Risk Oversight Committee in Fiscal Year 2020

Performance of Duties	Number of Times	Details
Meeting	10	Meetings of the BAAC's Risk Oversight Committee
Report	4	Report on the performance of the BAAC's Risk Oversight Committee to submit to the BAAC's Board of Directors.
	1	Summary Report on the performance of the BAAC's Risk Oversight Committee to report to the shareholders for the Fiscal Year 2020.

The BAAC's Corporate Relation Affairs Committee

The State Enterprise Labor Relations Act B.E. 2543 Section 19 stipulated that there shall be the Relation Affairs Committee within each State enterprise consisting of one State enterprise director as Chairman, and representatives from the employer side appointed from the management of such State enterprise for no less than five persons but not exceed nine persons and representatives from the employee side appointed from members of the labor union in such State enterprise in the same number as the representatives from the employer side as members.

The Corporate Relation Affairs Committee as of 31 March 2021 consisted of:

State Enterprise Director

Mr. Suwit Rojanavanich BAAC's Director Chairman

Employer Representatives

1. Mr. Peerapong	Kumchuen	Member
2. Mr. Wichan	Sriratanawilai	Member
3. Mrs. Nicha	Uaipornrungrat	Member
4. Mr. Somchai	Kompongprapa	Member
5. Mr. Yotin	Permpool	Member
6. Mr. Pongphun	Jongrak	Member
7. Mr. Chitchai	Suvichachedchu	Member
8. Mr. Kittipob	Authaporn	Member
9. Mr. Somporn	Parnhon	Member and Secretary

Employee Representatives

1. Mr. Prasit	Pahom	Member
2. Mr. Prayuth	Mungmee	Member
3. Mr. Benjarong	Phuthongwatthanawong	Member
4. Mr. Sathit	Bunsuea	Member
5. Mr. Phanumas	Sipanumat	Member
6. Mr. Supachai	Vongvekin	Member
7. Mr. Yutthagarn	Srirubkawa	Member
8. Mr. Sumet	Phonphan	Member
9. Mr. Pornsak	Thachaboon	Member

Authority and Duty

1. Considering and providing opinions on improving the operational efficiency of state enterprises as well as promoting and developing labor relations.
2. Seeking to reconcile and resolve conflicts in the state enterprise.
3. Considering and revising work regulations that will benefit employer, employee, and state enterprise.

4. Consulting to solve problems according to the complaints of employees or labor unions including complaints relating to disciplinary action.

5. Consulting to consider improving employment conditions.

Performance of Duties of the BAAC Corporate Relation Affairs Committee Fiscal Year 2020

Performance of Duties	Number of Times	Details
Meeting	12	Meetings of the Corporate Relation Affairs Committee
Report	1	Summary report on the annual performance to submit to the BAAC's Board of Directors for acknowledgement

The BAAC's Presidential Performance Evaluation Committee

The BAAC's Presidential Performance Evaluation Committee Structure as of 31 March 2021 consisted of:

- | | | | |
|--|--------------|-----------------|-----------|
| 1. Mr. Chamroen | Phothiyod | BAAC's Director | Chairman |
| 2. Ms. Ruenvadee | Suwanmongkol | BAAC's Director | Member |
| 3. Mr. Suwit | Rojanavanich | BAAC's Director | Member |
| 4. Senior Executive Vice President or Executive Vice President responsible for the Management Department | | | Secretary |

Changes of BAAC Directors in the BAAC Presidential Performance Evaluation Committee

Name - Surname	Officiating in the position of	Holding Office in the Fiscal Year 2020	
		From	To
Lt. Gen. Karn Kalumpasut	Director	1 April 2020	20 August 2020
Mrs. Amara Klabprathum	Director	1 April 2020	8 September 2020
Mrs. Pantip Sripimol	Chairman	23 April 2020	31 January 2021
Mr. Chamroen Phothiyod	Chairman	24 February 2021	Present

Authority and Duty

1. Considering and setting the criteria for BAAC Presidential performance evaluation to determine the annual remuneration.

2. Evaluating and considering increasing remuneration and special remuneration of the BAAC President to propose to the BAAC's Board of Directors for consideration by taking the compensation received by the employee according to the performance

evaluation compensation into consideration for increasing the remuneration of the BAAC President.

3. Performing duties as determined in the Charter of the BAAC Presidential Performance Evaluation Committee.

4. Performing other tasks as assigned by BAAC's Board of Directors.



Performance of Duties of the BAAC's Presidential Performance Evaluation Committee Fiscal Year 2020

Performance of Duties	Number of Times	Details
Meeting	3	Meetings of the BAAC's Presidential Performance Evaluation Committee
Report	1	Summary report on the annual performance to submit to the BAAC's Board of Directors for acknowledgement

The Nomination and Remuneration Committee

The BAAC's Nomination and Remuneration Committee Structure as of 31 March 2021 consisted of:

- | | | | |
|--|---------------|-------------------------------|---------------------|
| 1. Mr. Suwit | Rojanavanich | BAAC's Director | Chairman |
| 2. Mrs. Ruchukorn | Siriyodhin | BAAC's Director | Member |
| 3. Mr. Jaroondech | Janjarussakul | BAAC's Director | Member |
| 4. BAAC's President | | BAAC's Director and Secretary | Secretary |
| 5. Senior Executive Vice President responsible for the Organization Strategy and Human Resources Group | | | Assistant Secretary |
| 6. Senior Executive Vice President or Executive Vice President responsible for the Management Department | | | Assistant Secretary |

Changes of BAAC Directors in the Nomination and Remuneration Committee

Name - Surname	Officiating in the position of	Holding Office in the Fiscal Year 2020	
		From	To
Lt. Gen. Karn Kalumpasut	Director	1 April 2020	20 August 2020
Mrs. Amara Klabprathum	Director	1 April 2020	8 September 2020

Authority and Duty

1. Nomination

1.1 Director, representative of Agricultural Cooperative Shareholders

(1) Determining the criteria for the nomination of representative of Agricultural Cooperative Shareholders as BAAC Director.

(2) Selecting and checking the qualifications of representative of Agricultural Cooperative Shareholders who is nominated by considering the appropriate person according to the specified criteria and providing opinions for the selection.

(3) Summarizing the result and submit to BAAC Chairman to consider, select, and approve the representative of the Agricultural Cooperative Shareholders as BAAC Director to submit to the State Enterprise Policy Office (SEPO) in order to propose to the State Enterprise Director Scrutiny Subcommittee for further consideration.

1.2 Director, Senior Expert

(1) Determining the criteria for the nomination of qualified expert as BAAC Director according to the

guidelines of the State Enterprise Policy Commission for appointment of state enterprise director.

(2) Selecting and checking the qualification of qualified expert who is nominated by considering appropriate person according to the specified criteria and providing opinions for the selection.

(3) Summarizing the list of people from the nomination process or from the proposal of the Ministry of Finance and submit to the BAAC's Board of Directors to consider and approve in the amount not less than twice of the number of vacant director to submit to SEPO in order to propose to the State Enterprise Director Scrutiny Subcommittee for further consideration.

1.3 Committees and Subcommittees

(1) Formulating policies, criteria, and procedures for nomination of committees and subcommittees to submit to BAAC's Board of Directors for approval.

(2) Selecting and proposing the list of BAAC Directors, executives, or qualified person to hold office in committees and subcommittees to submit to BAAC's Board of Directors for appointment.

1.4 BAAC Executive

(1) Formulating policies, criteria, and procedures for nomination of Senior Executive Vice President, Executive Vice President, Senior Vice President or equivalent to submit to BAAC's Board of Directors for approval.

(2) Selecting and proposing the list of qualified people to hold office for Senior Executive Vice President, Executive Vice President, and Senior Vice President or equivalent to submit to BAAC's Board of Directors for appointment.

2. Determining the Compensation

2.1 Formulating the policy on compensation and other benefits including the amount of compensation and other benefits for committee and subcommittee member, Senior Executive Vice President, and Executive Vice President with clear and transparent criteria for submission to the Board of Directors for approval.

2.2 Ensuring that the committee and subcommittee members, Senior Executive Vice President, Executive Vice President receive an appropriate remuneration for their duties and responsibilities by

which committee and subcommittee member who is assigned with additional duties and responsibilities should receive appropriate remuneration for the duties and responsibilities assigned to them.

2.3 Determining guidelines for performance evaluation of committee and subcommittee member, Senior Executive Vice President, Executive Vice President in order to determine annual compensation adjustments, taking into account duties, responsibilities, and relevant risks.

3. Disclosing of nomination policies and determination of compensation and preparation of the report on nomination and determination of compensation, which shall at least contain details regarding the goals, implementation, and opinion of the Nomination and Compensation Committee in the BAAC annual report.

4. Establishing a Succession Plan, preparation for holding the office, development plan, and a career path to replace the target position.

5. Performing other tasks as assigned by BAAC's Board of Directors.

Performance of Duties of the Nomination and Remuneration Committee Fiscal Year 2020

Performance of Duties	Number of Times	Details
Meeting	6	Meetings of the Nomination and Remuneration Committee
Report	1	Summary report on the annual performance to submit to the BAAC's Board of Directors for acknowledgement

The Appeal Subcommittee

The Appeal Subcommittee Structure as of 31 March 2021 consisted of:

1. Mr. Wisit	Srisuwan	BAAC's Director	Chairman
2. Mr. Vinaroj	Supsongasuk	BAAC's Director	Member
3. Mr. Suppachai	Pudpong	Senior Expert	Member
4. Mr. Anusorn	Suksaengthong	Senior Expert	Member
5. Mr. Jullayuth	Hiranyawasit	Senior Expert	Member
6. Mr. Vasin	Teeravechayan	Senior Expert	Member
7. Senior Executive Vice President or Executive Vice President responsible for Legal Affairs Department			Assistant Secretary

Changes of BAAC's Directors in the Appeal Subcommittee

Name - Surname	Officiating in the position of	Holding Office in the Fiscal Year 2020	
		From	To
Mr. Phichest Wiriypaha	Chairman	1 April 2020	30 September 2020
Mr. Wisit Srisuwan	Chairman	24 February 2021	Present



Authority and Duty

1. Considering appeal against the disciplinary action order of the officers or employees or any other orders of the BAAC as assigned by the BAAC's Board of Directors.

2. Making a final decision in case of the officer in the position lower than Senior Vice President or equivalent and employees. In case of the officer from the position of Senior Vice President or equivalent, providing opinions to submit to BAAC's Board of Directors for the final decision in accordance with the BAAC regulation no.4 and BAAC regulation no. 9.

3. Gathering all relevant evidence or issuing an order for further investigation.

4. Inviting appellants or relevant parties to give statements or issuing an order for the appellants or related parties to submit additional evidence.

5. Listening to witness, evidence, explanations, or opinions of the litigants or related parties.

6. Performing duties as stipulated in the Appeal Subcommittee.

7. Proceeding with any other actions beneficial to the consideration of the appeal.

Performance of Duties of the Appeal Subcommittee Fiscal Year 2020

Performance of Duties	Number of Times	Details
Meeting	7	Meetings of the Appeal Subcommittee
Report	1	Summary report on the annual performance to submit to the BAAC's Board of Directors for acknowledgement

The Legal Advisory Subcommittee

The Legal Advisory Subcommittee structure as of 31 March 2021 consisted of:

1. Ms. Ruenvadee Suwanmongkol	BAAC's Director	Chairman
2. Mr. Nuttawut Paisalwattana	Representative of the Ministry of Finance	Member
3. Mr. Watcharapong Wannatung	Representative of the Ministry of Finance	Member
4. Mr. Tassanai Chaimongkol	Representative of the Office of the Attorney General	Member
5. Mrs. Walaiporn Sriprayoonsakul	Representative of the Office of the Attorney General	Member
6. Mr. Akkabussya Krailerk	Senior Expert	Member
7. Mr. Chanchai Boonyalitchaisri	Senior Expert	Member
8. Mr. Weerapol Panabuttara	Senior Expert	Member
9. Mr. Jullayuth Hiranyawasit	Senior Expert	Member
10. Senior Executive Vice President or Executive Vice President responsible for the Legal Affairs Department		Member and Secretary

Authority and Duty

1. Scrutinize or suggesting legal issues and providing legal opinions to the BAAC's Board of Directors.

2. Considering and diagnosing legal issues that are important in connection with the tasks or operations for BAAC.

3. Providing suggestions and opinions on legal issues as well as other issues that will be beneficial to work of BAAC.

4. Performing other tasks as assigned by BAAC's Board of Directors and the President could appoint BAAC officer with legal knowledge to work with the said subcommittee.

Performance of Duties of the Legal Advisory Subcommittee Fiscal Year 2020

Performance of Duties	Number of Times	Details
Meeting	8	Meetings of the Legal Advisory Subcommittee
Report	1	Summary report on the annual performance to submit to the BAAC's Board of Directors for acknowledgement

The Good Corporate Governance and Compliance Subcommittee

The Good Corporate Governance and Compliance Subcommittee structure as of 31 March 2021 consisted of:

- | | | | |
|---|--------------|------------------------|----------------------|
| 1. Ms. Ruenvadee | Suwanmongkol | BAAC's Director | Chairman |
| 2. Mrs. Ruchukorn | Siriyodhin | BAAC's Director | Member |
| 3. BAAC's President | | Director and Secretary | Member |
| 4. Executive Vice President responsible for the Compliance and Good Governance Line | | | Member and Secretary |

Changes of BAAC's Directors in the Good Corporate Governance and Compliance Subcommittee

Name - Surname	Officiating in the position of	Holding Office in the Fiscal Year 2020	
		From	To
Mrs. Amara Klabprathum	Member	1 April 2020	8 September 2020

Authority and Duty

1. Good Corporate Governance
 - 1.1 Formulating policies and strategies on good corporate governance to be in line with BAAC's business operations.
 - 1.2 Scrutinize matters related to good governance to propose to the BAAC's Board of Directors.
 - 1.3 Supervising and monitoring the operation of corporate governance on a quarterly basis to achieve goals with maximum efficiency and effectiveness.
2. Compliance
 - 2.1 Establishing guidelines for compliance, as well as supporting and promoting BAAC's operations to be accordance with the regulations without causing compliance risks.
 - 2.2 Scrutinizing matters related to compliance to be presented to the Board of Directors in terms of good corporate governance.
 - 2.3 Supervising and recommending BAAC's operations to be accordance with the laws, policies, and regulations stipulated by the Compliance Unit.
3. Encouraging the Board of Directors, executive, and employees to participate in the activities as well as promoting the dissemination of good corporate governance culture.
4. Approving the annual corporate governance and compliance report.
5. Performing duties of the Compliance Subcommittee according to the Regulation no. 52 regarding Compliance.
6. Appointing a suitable Working Group or inviting people or related agencies both internal and external to assist in carrying out tasks as assigned by the Good Corporate Governance and Compliance Subcommittee.
7. Performing other tasks as assigned by the BAAC's Board of Directors.

Performance of Duties of the Good Corporate Governance and Compliance Subcommittee Fiscal Year 2020

Performance of Duties	Number of Times	Details
Meeting	2	Meetings of the Good Corporate Governance and Compliance Subcommittee
Report	1	Summary report on the annual performance to submit to the BAAC's Board of Directors for acknowledgement

The Innovation Research and Development Subcommittee

The Innovation Research and Development Subcommittee structure as of 31 March 2021 consisted of:

- | | | | |
|--|-------------------|------------------------|----------------------|
| 1. Mr. Jaroondech | Janjarussakul | BAAC's Director | Chairman |
| 2. Mr. Kemkaeng | Yutidhammadamrong | BAAC's Director | Member |
| 3. Mr. Thonglak | Harnsuk | BAAC's Director | Member |
| 4. BAA'sC President | | Director and Secretary | Member |
| 5. Senior Executive Vice President responsible for the Organization Strategy and Human Resources Group | | | Member and Secretary |
| 6. Executive Vice President responsible the Organization Strategy Line | | | Assistant Secretary |



Changes of BAAC's Directors in the Innovation Research and Development Subcommittee

Name - Surname	Officiating in the position of	Holding Office in the Fiscal Year 2020	
		From	To
Lt. Gen. Karn Kalumpasut	Member	1 April 2020	20 August 2020
Ms. Surmsuk Salakpetch	Member	1 April 2020	30 September 2020
Mr. Kemkaeng Yutidhammadamrong	Member	24 February 2021	Present
Mr. Thonglak Harnsuk	Member	24 February 2021	Present

Authority and Duty

1. Innovation

1.1 Formulating policies and strategies on innovation to be in line with BAAC's business operations.

1.2 Supporting and promoting innovation management development.

1.3 Establishing and approving the Master Plan for knowledge management and innovation on a long-term and yearly basis.

1.4 Supervising and monitoring the innovation operation on a quarterly basis to achieve goals with maximum efficiency and effectiveness.

2. Research and Development

2.1 Formulating policies and BAAC's direction on research and development.

2.2 Scrutinize matters related to research and development to propose to the BAAC's Board of Directors.

2.3 Supervising and monitoring the research and development operation on a quarterly basis to achieve goals with maximum efficiency and effectiveness

3. Performing duties of the Research and Development Subcommittee according to the Regulation no. 50 regarding Research Support Fund.

4. Appointing a Working Group or inviting people or related agencies both internal and external to assist in carrying out tasks as assigned by the Innovation, Research and Development Subcommittee.

5. Performing other tasks as assigned by the BAAC's Board of Directors.

Performance of Duties of the Innovation Research and Development Subcommittee Fiscal Year 2020

Performance of Duties	Number of Times	Details
Meeting	4	Meetings of the Innovation Research and Development Subcommittee
Proposed for Approval	1	Request for approval to amend Regulation No. 50 on Research and Innovation Fund (amended no.1) to submit to the BAAC's Board of Directors for acknowledgement
Report	1	Summary report on the annual performance to submit to the BAAC's Board of Directors for acknowledgement

The Scrutiny Subcommittee

The Scrutiny Subcommittee structure as of 31 March 2021 consisted of:

- | | | | |
|--|---------------|------------------------|----------|
| 1. Mr. Chamroen | Phothiyod | BAAC's Director | Chairman |
| 2. Ms. Ruenvadee | Suwanmongkol | BAAC's Director | Member |
| 3. Mr. Suwit | Rojanavanich | BAAC's Director | Member |
| 4. Mrs. Ruchukorn | Siriyodhin | BAAC's Director | Member |
| 5. Mr. Jaroondech | Janjarussakul | BAAC's Director | Member |
| 6. BAAC's President | | Director and Secretary | Member |
| 7. Senior Executive Vice President or Executive Vice President responsible for the Management Department | | | Member |

Changes of BAAC's Directors in the Scrutiny Subcommittee

Name - Surname	Officiating in the position of	Holding Office in the Fiscal Year 2020	
		From	To
Mrs. Pantip Sripimol	Chairman	23 April 2020	31 January 2021
Mr. Thonglak Harnsuk	Chairman	24 February 2021	Present

Authority and Duty

1. For organization strategy: formulating policies, strategies, targets, strategic plan, action plan, and annual budget of BAAC.

2. For organization structure and human resources: formulating policies, strategies as well as Scrutinize the BAAC's work on organization structure and human resources.

3. Loan

3.1 Approval

(1) Approving loans that are beyond the approval authority of the President regarding credit lines, loan collateral, loan interest rates and loan repayments according to Regulations no. 20 23 26 31 44 45 46 56 and 60.

(2) Approving loan interest rates determination.

(3) In the event that The Scrutiny Subcommittee deems that the authorities and duties according to the BAAC regulations should be the approval authority of the BAAC's Board of Directors or a policy matter, important matter, matters that do not have any regulations, or matters with large amount of money, The Scrutiny Subcommittee shall provide opinion for consideration to the BAAC's Board of Directors.

3.2 The Scrutiny Subcommittee

(1) Scrutinize the amendment or issuance of new regulations related to loan operations.

(2) Scrutinize matters related to loans and government policies.

4. Debt Management

4.1 Approving in accordance with BAAC regulations.

4.2 In the event that the Scrutiny Subcommittee deems that the authorities and duties according to the BAAC regulations should be the approval authority of the BAAC's Board of Directors, the Scrutiny Subcommittee shall provide opinion for consideration to the BAAC's Board of Directors.

4.3 Scrutinize matters related to debt management.

5. Finance, Banking, and Accounting

5.1 Approval

To approve the amended rules and limits

of employees' borrowing advances for the purchases of firearms and computers.

5.2 The Scrutiny Subcommittee

(1) Scrutinize the amendment of regulations on finance, banking, and accounting operations.

(2) Scrutinize matters related to finance, banking, and accounting operations.

6. Procurement and Supplies Management

6.1 Approval

(1) Approving procurements that are beyond the approval authority of the President according to Regulation no. 30 regarding procurement and supplies management.

(2) Approving the report of procurement request within the limit according to Regulation no. 30 regarding procurement and supplies management.

(3) Approving the amendment of the contract or agreement to increase the credit line, for which after including the original contract amount and the new increase credit line, the said total credit line must not exceed the approval authority, including the amendment of the contract or agreement to decrease the credit line which is under the original approval authority.

6.2 The Scrutiny Subcommittee

(1) Scrutinize the amendment of regulations related to procurement and supplies management operations.

(2) Scrutinize matters related to procurement and supplies management operations.

7. Scrutinize and/or approving matters related to information technology operations.

8. Approving or scrutinizing other matters as assigned by the BAAC's Board of Directors.

9. Appointing a Working Group to consider or carry out tasks as assigned by BAAC's Board of Directors

10. Performing duties as determined in the Charter of the Scrutiny Subcommittee

11. Performing other tasks as assigned by BAAC's Board of Directors.



Performance of Duties of the Scrutiny Subcommittee Fiscal Year 2020

Performance of Duties	Number of Times	Details
Meeting	19	Meetings of the Scrutiny Subcommittee
Report	1	Summary report on the annual performance to submit to the BAAC's Board of Directors for acknowledgement

The Information Technology Subcommittee

The Information Technology Subcommittee as of 31 March 2021 structure consisted of:

1. Mr. Jaroondech Janjarussakul BAAC's Director Member
2. Mr. Kiatnarong Wongnoi Senior Expert Member
3. BAAC's President Director and Secretary Member
4. Senior Executive Vice President responsible for the Digital Strategy and Information Technology Group member and Secretary
5. Executive Vice President responsible for the Information Technology Line Assistant Secretary

Changes of BAAC's Directors in the Information Technology Subcommittee

Name - Surname	Officiating in the position of	Holding Office in the Fiscal Year 2020	
		From	To
Mrs. Amara Klabprathum	Chairman	1 April 2020	8 September 2020
Ms. Surmsuk Salakpetch	Member	1 April 2020	30 September 2020

Authority and Duty

1. Formulating policies, strategies, and directions for the development of Information and Communication Technology (ICT) to be in accordance with BAAC ICT Master Plan in order to change the BAAC's computer and communication system to be a standard system that can effectively support the work and to maximize benefits to BAAC.

2. Supervising the ICT administration to be in accordance with policies, strategies, and directions for the development of ICT as specified in order to achieve BAAC's goals on the basis of Good Governance.

3. Monitoring, evaluating, and changing policies and directions for the development of ICT to be suitable for the changing situation and technology, taking into account efficiency and effectiveness.

4. Appointing experts as consultants for the Information Technology Management Subcommittee to help diagnose and provide advice to the Information Technology Management Subcommittee as appropriate.

5. Appointing a Working Group or inviting people or related agencies both internal and external to assist in carrying out tasks as assigned by the Information Technology Management Subcommittee.

6. Performing duties as determined in the Charter of the Information Technology Management Subcommittee.

7. Performing other tasks as assigned by BAAC's Board of Directors.

Performance of Duties of the Information Technology Subcommittee Fiscal Year 2020

Performance of Duties	Number of Times	Details
Meeting	6	Meetings of the Information Technology Subcommittee
Report	1	Summary report on the annual performance to submit to the BAAC's Board of Directors for acknowledgement

The Foundation Economic Development and Social, Environmental Responsibility Subcommittee

The Foundation Economic Development and Social, Environmental Responsibility Subcommittee as of 31 March 2021 consisted of:

1. Mr. Kemkaeng	Yutidhammadamrong	BAAC's Director	Chairman
2. Mr. Thonglak	Harnsuk	BAAC's Director	Member
3. BAAC's President		Director and Secretary	Member
4. Mr. Prapat	Panyachatraksa	Senior Expert	Member
5. Mr. Rakpong	Sengcharoen	Senior Expert	Member
6. Senior Executive Vice President responsible for the Foundation Economic Development Group			Member and Secretary
7. Executive Vice President responsible for the Marketing and Community Development Line			Assistant Secretary
8. Executive Vice President responsible for the Community Organization Business Line			Assistant Secretary

Changes of BAAC's Directors in the Foundation Economic Development and Social, Environmental Responsibility Subcommittee

Name - Surname	Officiating in the position of	Holding Office in the Fiscal Year 2020	
		From	To
Lt. Gen. Karn Kalumpasut	Chairman	1 April 2020	20 August 2020
Ms. Surmsuk Salakpetch	Member	1 April 2020	30 September 2020
Mr. Kemkaeng Yutidhammadamrong	Chairman	24 February 2021	Present

Authority and Duty

1. Foundation Economic Development

1.1 Formulating policies to develop community local economy, supporting the strategy for sustainable agricultural development, developing community business to connect with the leader i.e. Smart Farmer, SME Agricultural Entrepreneur, Community Enterprise Group, Agricultural Cooperatives, Community Financial Institution, Village and Urban Community Fund, developing and enhancing community business to industrial agriculture and tourism as well as formulating strategies for loan operations to support community businesses.

1.2 Monitoring, supervising, and driving the operations to be in accordance with the specified strategic plan.

1.3 Collaborating with relevant agencies to achieve objectives of the work.

2. Social, Environmental Responsibility

2.1 Formulating policies on social, environmental responsibility in line with BAAC's business operations.

2.2 Scrutinizing matters related to social, environmental responsibility.

2.3 Supporting and involving in activities, plans/projects related to social, environmental responsibility of the directors, executives, employees, communities, customers, and the general public.

2.4 Monitoring operations related to social, environmental responsibility on a quarterly basis in order to achieve the targets effectively and efficiently.

2.5 Ensuring that BAAC is capable of performing social, environmental responsibility tasks and achieving goals with the highest efficiency and efficiency.

2.6 Approving the annual report on social and environment performance.

3. Performing duties of the Good Corporate Governance Subcommittee according to the Regulation no. 53 regarding Support Fund for Customer Marketing Development, the Social, Environmental Responsibility Subcommittee according to Regulation no. 54 regarding Social and Environment Fund, and Regulation no. 55 regarding Relief Fund for Natural Disaster and Disaster Victims.

4. Appointing a Working Group to assist in carrying out tasks as assigned by the Foundation Economic Development and Social, Environmental Responsibility Subcommittee.



5. Performing duties as stipulated in the charter of the Foundation Economic Development and Social, Environmental Responsibility Subcommittee.

6. Performing other tasks as assigned by the BAAC's Board of Directors.

Performance of Duties of the Foundation Economic Development and Social, Environmental Responsibility Subcommittee Fiscal Year 2020

Performance of Duties	Number of Times	Details
Meeting	3	Meetings of the Foundation Economic Development and Social, Environmental Responsibility Subcommittee
Report	1	Summary report on the annual performance to submit to the BAAC's Board of Directors for acknowledgement

The BAAC's Presidential Nomination Committee

The BAAC's Presidential Nomination Committee as of 31 March 2021 consisted of:

1. Mr. Vinaroj	Supongsuk	BAAC's Director	Member
2. Mr. Suwit	Rojanavanich	BAAC's Director	Member
3. Ms. Ruenvadee	Suwanmongkol	BAAC's Director	Member
4. Ms. Pattawan	Chuansanit	SEPO Representative	Member

Changes of BAAC's Directors in the BAAC's Presidential Nomination Committee

Name - Surname	Officiating in the position of	Holding Office in the Fiscal Year 2020	
		From	To
Ms. Pantip Sripimol	Chairman	23 April 2020	31 January 2021

Authority and Duty

The committee is responsible for nominating candidates with knowledge, ability, and experiences suitable for the BAAC's President in accordance with the Standard Qualifications for Directors and Employees of State Enterprise Act B.E. 2518 (amended no.6

B.E. 2550), the BAAC's ACT B.E. 2509 section 20, and the BOT's announcement No. SKS. 13/2019, dated on 2 September 2019, regarding qualifications and prohibited characters of directors not in directing position President, management authority, and advisors of specialized financial institutions.

Performance of Duties of the BAAC's Presidential Nomination Committee Fiscal Year 2020

Performance of Duties	Number of Times	Details
Meeting	4	Meetings of the BAAC's Presidential Nomination Committee
Report	1	Nominate list of BAAC's President candidates to the BOD.

The BAAC's Presidential Remuneration Subcommittee

The BAAC's Presidential Remuneration Subcommittee structure as of 31 March 2021 consisted of:

1. Mr. Vinaroj	Supongsuk	BAAC's Director	Member
2. Mr. Suwit	Rojanavanich	BAAC's Director	Member
3. Ms. Ruenvadee	Suwanmongkol	BAAC's Director	Member
4. Ms. Pattawan	Chuansanit	SEPO Representative	Member

Changes of BAAC's Directors in the BAAC's Presidential Remuneration Committee

Name - Surname	Officiating in the position of	Holding Office in the Fiscal Year 2020	
		From	To
Ms. Pantip Sripimol	Chairman	23 April 2020	31 January 2021

Authority and Duty

The committee has the authority to determine remuneration and to negotiate remuneration with the appointed BAAC's President according to remuneration guidelines and regulations stipulated by the Cabinet on 13 June 2000 and the relaxation of remuneration guidelines and regulations according to the resolution of the Cabinet at the meeting on

22 June 2004. The committee is also responsible for proposing the draft contract to the BAAC's Board of Directors to be submitted to the Ministry of Finance for approval, according to section 8 (no. 4) paragraph 7 of the Standards for Directors and Employees of State Enterprise Act B.E. 2518 (amended no.6 B.E. 2550).

Performance of Duties of the BAAC's Presidential Remuneration Committee Fiscal Year 2020

Performance of Duties	Number of Times	Details
Meeting	1	Meeting of the BAAC's Presidential Remuneration Committee
Report	1	Nominate the BAAC's President remuneration guidelines to the BOD.

3) BAAC's Independent Directors

Principles and guidelines for good corporate governance in state enterprise B.E. 2562 and guidelines of the State Enterprise Policy Office (SEPO) Ministry of Finance have defined that independent directors means directors who are independent from the management, major shareholders, group of major shareholders, government agencies, or any person that will influence an independent decision. Independent directors must be independent in making decisions and controlling the operations of state enterprise to be in accordance with the mission, goals, and most benefits for all stakeholders. In addition, the notification of the Bank of Thailand no. SKS 12/2019 regarding governance of specialized financial institutions has defined that independent directors means independent directors according to the internal criteria of that specialized financial institution.

BAAC has therefore defined that BAAC Independent Directors means other Directors in the Board of Directors who are not representatives of government agencies/department according to Section 14 of the Bank for Agriculture and Agricultural Cooperatives Act B.E. 2509, and be persons who can use their discretions that are truly independent, and can push, change, or give opinions and suggestions on various operations in order to achieve missions, goals, and benefits for BAAC stakeholders.

Composition

1. BAAC Independent Directors are other Directors in the BAAC's Board of Directors who are not representatives of government or other agencies

under Section 14 of the Bank for Agriculture and Agricultural Cooperative Act B.E. 2509.

2. BAAC Independent Directors select one of the BAAC Independent Directors as the Chairman of the BAAC Independent Directors.

Qualifications of BAAC Independent Directors

1. Not being a government official holding a position in the Ministry of Finance.

2. Not being a political official, political office holder, councilor, local administrator, political advisor, executive director of a political party, or officer of a political party.

3. Being a trusted and generally accepted person.

4. Not being officer, employee, or advisor who receives salary or regular compensation from BAAC as well as its affiliated companies, associated companies, related companies, or major shareholders of BAAC.

5. Not being a person who has direct or indirect benefits or personal interests, including not having benefits or interests in any type of business transaction of the BAAC for 1 year prior to being appointed as BAAC Director.

6. Not being a close relative of BAAC's executives or major shareholders.

7. Being a person who is able to perform duties and provide opinions or reports on performance as assigned without being under control of BAAC's Directors, executives, or major shareholders.

8. Able to devote sufficient time to be an independent Director.



Roles and Duties

1. Preparing a report certifying their independency after being appointed on an annually basis.
2. Having a role in nomination of Directors, which the chairman of the Nomination Subcommittee and most of the majority of the Nomination Subcommittee should be independent.
3. Having a role in determining the compensation of top executive, executives, and employees as well as supervising the performance to be in accordance with BAAC's missions, objectives, goals, and strategies by the chairman.
4. Determining compensation and most Directors should have independence to consider the criteria for determining the structure to be appropriate, transparent, and fair.
5. Having a role in the Risk Oversight Committee by the chairman of the Risk Oversight Committee and not less than half of the committee members should be independent Directors.
6. Protect the interests of the government, stakeholders, and citizens.
7. Providing advice and recommendation to BAAC's Board of Directors and the management in consideration of various matters including matters not under the authority of other committees or subcommittees or matters on policy and development; considering major work or project that has been

submitted to the BAAC's Board of Directors for consideration but has not yet been approved due to lack of clarity and completeness of information, the BAAC independent Directors may use their independence in providing recommendation so that such issue has complete information as noted by the BAAC's Board of Directors.

8. Monitoring the operations as assigned by the BAAC's Board of Directors, as well as performing duties in the area to listen to suggestions and comments from customers, employees, and stakeholders.

9. Taking suggestions, complaints from customers, employees, and stakeholders.

10. Attending the meetings of the BAAC's Board of Directors and various subcommittees appointed except in the case of necessity, including participation in asking and expressing opinions that are useful in the meeting to the best of their ability.

11. Reporting the performance to the BAAC's Board of Directors regularly and publish the list of BAAC independent Directors in the annual report. The work of the BAAC independent Directors is considered as the internal information of the independent Directors.

12. Considering other matters as the BAAC independent Directors deems appropriate.

Performance of Duties of BAAC's Independent Directors

In fiscal year 2020, the Independent Directors had 2 meetings i.e. no. 1 on 28 May 2020 and no. 2 on 30 March 2021, as well as participated in a study visit on 30 March 2021 in the area of the Central Region Branch Administration, Saraburi Office.

List of BAAC Independent Directors (As of 30 March 2021)

1. Ms. Ruenvadee	Suwanmongkol	Chairman of BAAC's Independent	Director
2. Mr. Suwit	Rojanavanich	BAAC's Independent	Director
3. Mrs. Ruchukorn	Siriyodhin	BAAC's Independent	Director
4. Mr. Jaroondech	Janjarussakul	BAAC's Independent	Director

Changes of BAAC's Independent Directors Fiscal Year 2020

Name - Surname	Officiating in the position of	Holding Office	
		From	To
Mrs. Amara Klabprathum	Independent Director	1 April 2020	8 September 2020
Lt. Gen. Karn Kalumpasut	Independent Director	1 April 2020	20 August 2020

4) The Bank's Secretary

To ensure the Bank's operations to be efficient and effective, support the corporate governance to be in accordance with good corporate governance standards, BAAC has appointed the Bank's Secretary for managing the meetings of the Board of Directors, the Committees and Subcommittees, and the shareholders to comply with laws, BAAC's Regulations, Charter of each Committee and Subcommittee, and Best Practices. Also, to inform the resolutions

and policies of BOD and shareholders to relevant executives, to provide preliminary suggestions to the BAAC's Board of Directors on legal issues, compliance regulations and regulatory guidelines so that the BOD can perform effectively. In addition, to ensure that disclosure of data and the information report under responsibility of regulatory agencies are in compliance with the BAAC's laws, regulations, and policies on data disclosure.

Changes of the Bank's Secretary Fiscal Year 2020

Name - Surname		Officiating in the position of	Holding Office	
			From	To
Mr. Kasab	Ngernruang	Senior Executive Vice President	1 April 2020	21 February 2021
Mr. Sorat	Sophannarath	Independent Director	22 February 2021	Present



The Bank's Secretary Mr. Sorat Sophannarath

Position Executive Vice President, General Administration Line

Age 59 years

Date of Appointment 22 February 2021

Position in Committees/Subcommittees Appointed by BAAC's BOD

1. Assistant Secretary, the BAAC's Presidential Performance Evaluation Committee
2. Assistant Secretary, the Nomination and Remuneration Committee
3. Assistant Secretary, the Scrutiny Subcommittee

Education Background

1. Master of Science (Resource Management), Kasetsart University.
2. Bachelor of Arts (Political Science), Prince of Songkla University.

Training

1. Modern Banking Executive Development Program, the Thai Institute of Banking and Finance Association.
2. Digital HR Forum 2020, the Ministry of Digital Economy and Society.
3. Budget Program for High-level Executives, Bureau of the Budget.

Work Experiences

2021-Present	Executive Vice President, General Administration Line
2020-2021	Senior Vice President, Human Resources Department
2018-2019	Senior Vice President, Policy and Strategy Department

5) The Meeting of BAAC's Board of Directors

The BAAC's Board of Directors has convened a meeting on a monthly basis and has set the meeting agenda prior to the meeting throughout the fiscal year. At least 80% of directors are to attend each meeting, unless there is a necessity for absence. The secretary of the Board of Directors is responsible for sending out meeting invitations, agenda, and documents at least 7 days prior to the meeting in order to provide the directors with sufficient time to study the documents. The directors may request additional information to get the complete picture required for decision making. The meeting agenda and documents are in the electronic file format.

Prior to the Board of Directors' meeting, BAAC has prepared a report on conflicts of interest according to the good corporate governance guidelines for state enterprise for the directors to certify. In the case when a conflict of interest has occurred, the board will not convene and voting will not take place. For each meeting, at least 2 out of 3 directors must be presented at the meeting for the meeting to take effect. The Senior Executive Vice President level also partakes in the meeting to provide additional information on relevant matters and to forward policies, suggestions, and recommendations from the board to the related parties directly and swiftly. During each meeting, directors are to discuss significant matters to ensure a careful consideration, as well as making useful suggestions and comments beneficial to the Bank's operations continuously, which are recorded in the minutes of meeting.



No	Name - Surname	Position	BAAC's BOD		As required by Laws							As required by Policies and Missions							
			Total no. of times	No. of times/Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	
17	Mr.Suwit	BAAC's Director	15/16	11/12		10/10	11/12	3/3	6/6	4/4	1/1				19/19				
18	Mrs.Amara	BAAC's Director	6/7	5/5		5/5		3/3	3/3							1/2			4/4
19	Mrs.Ruchukorn	BAAC's Director	16/16	12/12		10/10		5/6	5/6						17/19	2/2			
20	Lt. Gen. Karn	BAAC's Director	6/6	5/5			1/1		1/1										2/2
21	Mr.Jaroondech	BAAC's Director	13/16	11/12					4/6						17/19				4/6
22	Mr.Apirom	Director and Secretary	9/9	6/6		3/5		3/3	3/3						7/9	1/2			4/4
23	Mr.Surachai	Director and Secretary	6/6	5/5		4/4		2/2	2/2						8/8				2/2
24	Mr.Tanaratt	Director and Secretary	1/1	1/1		1/1		1/1	1/1						2/2				1/1
	Total number of meetings		16	12		10	12	3	6	4	1				19	2	8	2	6



6) Director Orientation and Development

Orientation of the newly appointed directors

BAAC has provided orientation for newly appointed Directors by presenting and giving explanations in terms of roles, duties, and responsibilities, important information and policies of the Bank, relevant laws and regulations, as well as other information that is currently important and necessary. The manual to support the work of Directors has been prepared, both in the form of documents and electronics information, which consisted of:

Directors' Manual

1. BAAC's general information
2. Criteria and guidelines on good corporate governance for State Enterprise
3. Composition, authorities, duties of the BAAC's Board of Directors
4. Committees and Subcommittees
5. Responsibilities of the BAAC's Board of Directors
6. Guidelines on effective performance for the BAAC's Board of Directors
7. Self-evaluation of the BAAC's Board of Directors
8. Assets and Liabilities Declaration of the BAAC's Board of Directors to NACC.
9. Report on Conflicts of Interest and Connected Transactions

Information for Directors:

1. BAAC's Organization Structure
2. The Management Committee
3. BAAC's strategic and operation plans
4. Key financial and non-financial performances
5. Government Policy Projects
6. Obligations between the government and BAAC from government policy projects
7. Related laws, rules, and regulations such as the Bank for Agriculture and Agricultural Cooperatives Act B.E. 2509, the Standard Qualification for Directors and Employees of State Enterprise Act B.E. 2518, the Cabinet's Resolution on Appointment of Directors for State Enterprise, and the Bank of Thailand's announcements.
8. Charters of the BAAC's Board of Directors, committees, and subcommittees.

In fiscal year 2020, BAAC organized a total of 5 orientations for the newly appointed directors. For each orientation, high-level executives have participated in presenting BAAC's overview consisted of the BAAC Act B.E. 2509, implementation of BAAC's management structure, operational results in fiscal year 2020, impacts from the natural disasters and the spread of COVID-19, and review target goals to be consistent with current situation and occurring challenges.

Director Development

BAAC regularly arranges activities to enhance knowledge and capabilities of Directors and executives, in the form of seminars and training courses relevant to the roles and responsibilities of each Director and executive, or other courses that are important and necessary in the present day by enrolling to seminars or trainings with a reputable and standardized institution such as Thai Institution of Directors (IOD) Association, and Public Director Institute King Prajadhipok's Institute, etc. In Fiscal Year 2020, Directors and executives have participated in 6 training courses with those institutes as well as participated in seminars, meetings, and lectures with both BAAC and external agencies such as Cyber Resilience: Cyber Resilience Leadership Workshop "Mission in Action" by BOT, the Bank Agenda for the Fiscal Year 2020 meeting, and BAAC's Vision Meeting to generate useful perspectives and ideas, to provide significant recommendations for BAAC's sustainable growth.

Training, Study Visit, and Activities of the Board of Directors Fiscal Year 2020

Directors	Courses/Activities
Mr. Arkhom Termpittayapaisith	<ul style="list-style-type: none"> • Visited agricultural cooperative Baan Sam Chong Nuea Tourism Community, weaving community enterprise, woven fabrics as souvenirs, and mushroom cultivation community enterprise. • Visited the BAAC's Learning Center for Sufficiency Economy Development Model at Baan Bua Thoeng, the Learning Center for Agriculture and Nature, a community enterprise of jasmine rice 105 production, and a community enterprise of chrysanthemum flower production Baan Ta Tid supplier of dried flowers. • Review the implementation of "Rao Chana" application for those without smart phones and in need of special assistance, and visited BAAC's Smart Farmer customers, producers of organic vegetables. • Visited the operation of large-plot community enterprises, collectors of longans and purchasers of products from farmers in the area. • Participated in the orientation of newly appointed directors.
Mr. Uttama Sawanayana	<ul style="list-style-type: none"> • Attended a meeting to discuss guidelines and measures to rehabilitate farmers affected by COVID-19. • Participated in the orientation of newly appointed directors. • Participated in the launches of "Sufficiency Economy to Stronger Thailand" and "New Gen Hug Hometown" Campaigns.
Ms. Pantip Sripimol	<ul style="list-style-type: none"> • Attended a meeting to discuss guidelines and measures to rehabilitate farmers affected by COVID-19. • Visited agricultural cooperative Baan Sam Chong Nuea Tourism Community, weaving community enterprise, woven fabrics as souvenirs, and mushroom cultivation community enterprise.
Mr. Kemkaeng Yutidhammadamrong	<ul style="list-style-type: none"> • Participated in the BAAC's 54th Establishment Anniversary. • Chairman of the knowledge transfer activity on animal-feed maize cultivation technology after the harvesting season.
Ms. Sermsuk Salakpet	<ul style="list-style-type: none"> • Participated in the Corporate Governance for Directors and High-level Executives of Regulators, State Enterprise, and Public Organization Class 22 at King Prajadhipok's Institute. • Attended a meeting to discuss guidelines and measures to rehabilitate farmers affected by COVID-19.
Mr. Wisit Srisuwan	<ul style="list-style-type: none"> - Participated in the BAAC's 54th Establishment Anniversary. - Chairman of the opening ceremony of the Learning Center for Sufficiency Organic Agriculture 459, Surin Province.
Mr. Pichest Wiriyapaha	<ul style="list-style-type: none"> - Participated in the Corporate Governance for Directors and High-level Executives of State Enterprise and Public Organization Class 20 at King Prajadhipok's Institute. - Attended the Advanced Audit Committee Program (AACP) Class 37/2020, IOD Institute. - Attended a meeting to discuss guidelines and measures to rehabilitate farmers affected by COVID-19.
Mr. Vinaroj Supsongsuk	<ul style="list-style-type: none"> - Attended Ethical Leadership Program (ELP) Class 19/2020, IOD Institute. - Director Certification Program (DCP) Class 288/2020, IOD Institute. - Attended a meeting to discuss guidelines and measures to rehabilitate farmers affected by COVID-19. - Participated in the launches of "Sufficiency Economy to Stronger Thailand" and "New Gen Hug Hometown" Campaigns. - Participated in the BAAC's 54th Establishment Anniversary.
Mr. Thonglak Hamsuk	<ul style="list-style-type: none"> - Participated in the Corporate Governance for Directors and High-level Executives of Regulators, State Enterprise, and Public Organization Class 23 at King Prajadhipok's Institute. - Director Certification Program (DCP) Class 296/2020, IOD Institute. - Attended a meeting to discuss guidelines and measures to rehabilitate farmers affected by COVID-19. - Visited Kamphaeng Phet Province concerning water management using underground water banking system. - Chairman of the opening ceremony and attended the meeting to drive the "Straw Briquette , Reduce Pollution, Generate Jobs to Generate Income" Project.



Directors	Courses/Activities
Ms. Ruenvadee Suwanmongkol	<ul style="list-style-type: none"> - Participated in the launches of “Sufficiency Economy to Stronger Thailand” and “New Gen Hug Hometown” Campaigns. - Visited s large agricultural enterprise customer in the collection of cut vegetables and fruits business to supply Modern Trade at large-plot community enterprise Baan Huai Samran - Huai Charoen, flower growers for tourism.
Mr. Suwit Rojanavanich	<ul style="list-style-type: none"> - Visited Baan Chang Sakul Bysri Sufficiency Economy Group. - Inspected operations and procedures of the Center of Legal Collateral Contract and Important Documents Operation at BAAC’s Ratchaburi Office.
Mrs. Ruchukorn Siriyodhin	<ul style="list-style-type: none"> - Attended the Risk Management Program for Corporate Leaders (RCL) Class 21/2020, IOD Institute. - Attended the IT Governance and Cyber Resilience Program (ITG) Class 14/2020, IOD Institute. - Participated in the launches of “Sufficiency Economy to Stronger Thailand” and “New Gen Hug Hometown” Campaigns. - Visited Baan Chang Sakul Bysri Sufficiency Economy Group. - Inspected operations and procedures of the Center of Legal Collateral Contract and Important Documents Operation at BAAC’s Ratchaburi Office.
Mr. Jaroondech Janjarussakul	<ul style="list-style-type: none"> - Participated in the launches of “Sufficiency Economy to Stronger Thailand” and “New Gen Hug Hometown” Campaigns. - Chairman of the memorandum signing ceremony on “Cooperation in Innovation Promotion and Development” between BAAC and NIA. - Chairman of the opening ceremony of the Innovation Leadership course, organized by BAAC Innovation 2020 “Together for Sustainability.” - Visited Dairy Home Farm and Pau Fhun Farm, Saraburi Province.
Mrs. Amara Klabprathum	<ul style="list-style-type: none"> - Attended the Risk Management Program for Corporate Leaders (RCL) Class 20/2020, IOD Institute. - Participated in the launches of “Sufficiency Economy to Stronger Thailand” and “New Gen Hug Hometown” Campaigns.

Self-assessment of the BAAC’s Board of Directors

BAAC’s Board of Directors has determined to conduct performance evaluation of the entire board and each director twice a year, between May and September. The assessment form is reviewed every time prior to performing the assessment according to the BAAC’s Board of Director’s resolution no. 6/2020 on 23 April 2020. There are 4 assessment levels as follows:

Score of 90% and above = Excellent

Score of 80% and above = Good

Score of 70% and above = Normal

Score below 70% = Below Standard

2) The secretary of BAAC’s Board of Directors to submit the assessment forms to the BOD for review.

3) The secretary of BAAC’s Board of Directors to collect assessed forms and to summarize the results to be presented to the BOD.

4) The BAAC’s Board of Directors analyzes the assessment results and set guidelines for operation improvement to enhance efficiency.

5) The secretary of BAAC’s Board of Directors discloses the self-assessment results in the annual report.

Processes of the BAAC’s Board of Directors’ Self-evaluation

1) The Scrutiny Subcommittee reviews regulations on the self-assessment of the BAAC’s Board of Directors, committees, and subcommittees for fiscal year 2020 to ensure correctness, completeness, and covering issues according to regulations.

Summary of the BAAC's Board of Directors' Self-assessment

Board Evaluation	Self-Assessment
Consists of 7 topics: (1) Structure and qualifications of the Board of Directors (2) Roles and responsibilities of the Board of Directors (3) Guidelines of the Board of Directors (4) Communication of the Board of Directors (5) Relationships of the Board of Directors and the management (6) Meeting preparation and performance (7) Innovation and performance	Consists of 6 topics: (1) Distinctiveness in knowledge and competence (2) Independence (3) Readiness to perform (4) Attentiveness towards duties and responsibilities (5) Performance as the member of the Board of Directors (6) Visions to create long-term value
Evaluation result Average score is Excellent (95.50%)	Assessment result Average score is Excellent (93.04%)

Self-assessment of committees or subcommittees

The assessment is to be performed once a year with 2 open-end questions for the BAAC's Board of Directors to give suggestions or feedbacks related to the roles and duties of the committees and subcommittees according to national strategies and sustainable development goals (SDG) in order to increase competitiveness with governance. The suggestions and feedbacks are implemented in the planning/projects to improve efficiency of the committees and subcommittees.

The Board of Directors' Corporate Governance Enhancement Plan

The BAAC's Board of Directors is to apply the board's suggestions, feedbacks, and skill matrix in establishing enhancement plan, consisted of (1) study visit plan (2) knowledge and competency development plan (3) participation plan in formulating BAAC's state enterprise plan.

Operational results according to the Board of Directors' Corporate Governance Enhancement Plan Fiscal Year 2020

- (1) Study visits in all regions for a total of 11 times
- (2) Knowledge and competency development of the Board of Directors
 - Basic course: 3 directors participated, consisted of the corporate governance for directors and high-level executives of regulator, state enterprise, and public organization program organized by the King Prajadhipok's Institute; and the Director Certification Program (DCP) organized by the Thai Institute of Directors.
 - Mission-related course: 4 directors participated, consisted of the Advance Audit Committee Program, the Ethical Leadership Program, the Risk Management Program for Corporate Leaders, and the IT Governance

and Cyber Resilience Program organized by the Thai Institute of Directors.

(3) Participation in BAAC's state enterprise planning was conducted by giving interviews on expected hopes and needs from BAAC and providing ideas and recommendations on BAAC's direction for fiscal year 2021. The entire BAAC's Board of Directors participated in recommending and suggesting BAAC's state enterprise plan for fiscal year 2021 during the BAAC's Board of Directors' meeting no. 2/2021.

7) Remuneration of the Board of Directors, Top-level and High-level Executives

The Board of Directors' Remuneration

BAAC has operated in accordance with the Cabinet Resolution on 24 April 2019 regarding the rate and criteria for payment of monthly compensation and meeting allowance for State Enterprise Directors and members of Committees, Sub-Committees, or Working Groups as follows:

Monthly Remuneration

BAAC pays monthly compensation to BAAC Director at the rate of 10,000 per month, and BAAC to receive twice the monthly compensation of the monthly compensation of the Director (20,000 Baht). BAAC Director who does not hold office for the whole month will receive a prorated monthly compensation.

Meeting Allowance

1. For BAAC Board of Director meeting, the meeting allowance for the BAAC Director is 20,000 Baht per month and the BAAC's Chairman receives higher allowance than BAAC Director for 25 percent (25,000 Baht). The meeting allowance is paid on a per-time basis, once a month. In case of a reasonable event, the number of times to receive meeting allowances



may be increased to be more than once a month, but not exceed 15 times per year.

2. For meetings of Committees, Subcommittees, or Working Groups appointed by the BAAC Board of Directors, the meeting allowance is determined at the rate of 0.5 times of the Board of Directors meeting allowance. The amount of money that members of Committees/Sub-Committees who is not the officer of the BAAC receive is 10,000 Baht and the chairman of the meeting receives increased meeting allowances at the rate of 25 percent of the meeting allowance (12,500 Baht). The meeting allowance received is limited to be no more than 2 committees/subcommittees, and not more than 1 per committee/sub-committee per month.

For the Audit Committee meeting, it will be in accordance with the regulation of the Ministry of Finance regarding the Audit Committee and Internal Audit Unit of the State Enterprise B.E. 2555. BAAC pays lump sum monthly compensation equal to meeting allowance for BAAC Board of Directors meeting. The member of the Committee who does not hold

office for the whole month will receive a prorated monthly compensation. In any month where there is no meeting, the compensation shall also be paid.

Bonus The Cabinet resolution at its meeting on 31 January 1978 determined that BAAC Director receive bonus of 60,000 Baht per person per year. The Cabinet resolution on 5 February 1991 determined that BAAC Director receive additional bonus in proportion to the net profit of the BAAC. The Cabinet resolution on 15 July 1975 determined that the Chairman and Vice-Chairman receive higher meeting allowance and bonus at the rate of 25 percent and 12.5 percent, respectively. The Cabinet resolution on 20 June 1995 determined that the State Enterprise Director receive bonus in accordance with the state enterprise performance evaluation system, and the Cabinet resolution on 2 July 2013 determined that the condition for bonus allocation of state enterprise could be done after the State Audit Office of the Kingdom of Thailand has audited and certified the financial statements and must also receive the approval for bonus allocation from SEPO.

Summary of Remunerations the Directors received from BAAC, as of 1 April 2020 - 31 March 2021

unit: (Baht)

No.	Name - Surname	Position	Amount			Total
			Remuneration	Meeting Allowance	Bonus*	
1	Mr. Aphisak Tantivorawong	BAAC's Chairman	-	-	88,911.29	88,911.29
2	Mr. Uttama Savanayana	BAAC's Chairman	69,677.42	75,000.00	217,338.71	362,016.13
3	Mr. Santi Phromphat	BAAC's Chairman	43,204.29	75,000.00	-	118,204.29
4	Mr. Preedi Daochai	BAAC's Chairman	12,903.23	50,000.00	-	62,903.23
5	Mr. Arkhom Termpittayapaisith	BAAC's Chairman	113,548.39	150,000.00	-	263,548.39
6	Mr. Anan Suwannarat	BAAC's Vice Chairman	60,000.00	165,000.00	275,625.00	500,625.00
7	Mr. Thongplew Kongjun	BAAC's Vice Chairman	51,290.32	120,000.00	-	171,290.32
8	Mrs. Pantip Sripimol	BAAC's Director	100,000.00	452,500.00	52,688.16	605,188.16
9	Mr. Chamroen Phothiyod	BAAC's Director	12,142.86	65,000.00	-	77,142.86
10	Ms. Surmsuk Salakpetch	BAAC's Director	60,000.00	240,000.00	245,000.00	545,000.00
11	Mr. Kemkaeng Yutidhammadamrong	BAAC's Director	51,290.32	130,000.00	-	181,290.32
12	Mr. Phichest Wiriypaha	BAAC's Director	180,000.00	235,000.00	245,000.00	660,000.00
13	Mr. Wisit Srisuwan	BAAC's Director	71,290.32	132,500.00	-	203,790.32
14	Mr. Vinaroj Supongsuk	BAAC's Director	420,000.00	350,000.00	245,000.00	1,015,000.00
15	Mr. Somboom Chitphentom	BAAC's Director	360,000.00	240,000.00	245,000.00	845,000.00



No.	Name - Surname	Position	Amount			Total
			Remuneration	Meeting Allowance	Bonus*	
16	Mr. Thonglak Harnsuk	BAAC's Director	120,000.00	342,500.00	245,000.00	707,500.00
17	Ms. Ruenvadee Suwanmongkol	BAAC's Director	120,000.00	520,000.00	245,000.00	885,000.00
18	Mr. Suwit Rojanavanich	BAAC's Director	120,000.00	570,000.00	245,000.00	935,000.00
19	Mrs. Amara Klabprathum	BAAC's Director	52,666.67	240,000.00	245,000.00	537,666.67
20	Mrs. Ruchukorn Siriyodhin	BAAC's Director	120,000.00	555,000.00	94,597.23	769,597.23
21	Lt. Gen. Karn Kalumpasut	BAAC's Director	46,451.61	195,000.00	94,597.23	336,048.84
22	Mr. Jaroondech Janjarussakul	BAAC's Director	120,000.00	442,500.00	94,597.23	657,097.23
23	Mr. Krisada Chinavicharana	BAAC's Director	-	-	183,750.00	183,750.00
24	Mrs. Nampung Wongsmith	BAAC's Director	-	-	81,666.67	81,666.67
25	Mr. Watchara Chatwiriya	BAAC's Director	-	-	135,672.04	135,672.04
26	Mr. Luechai Chaipriya	BAAC's Director	-	-	135,672.04	135,672.04
27	Mr. Apirom Sukprasert	Director and Secretary	62,580.65	300,000.00	245,000.00	607,580.65
28	Mr. Surachai Rasmee	Director and Secretary	47,419.35	200,000.00	-	247,419.35
29	Mr. Tanaratt Ngamvalairatt	Director and Secretary	10,000.00	40,000.00	-	50,000.00
			2,424,465.43	5,885,000.00	3,660,115.60	11,969,581.03

* Bonuses of BAAC's directors for fiscal year 2019 were paid in fiscal year 2020.

Remuneration of Top-level and High-level Executives

The BAAC's Board of Directors has appointed the BAAC's Presidential Performance Evaluation Committee in charge of evaluating the performance of the BAAC's President and present it to the BOD under the agreements made with the BOD and the management contract criteria. The committee is to also recommend the appropriate remuneration of the BAAC's President and to be submitted to the BOD for approval. For top-level executive, remuneration and benefits are paid according to the BAAC's remuneration rules and regulations.

Details of the Remuneration of Top-level and High-level Executives

Type of Payment	Remuneration (MB)	
	BAAC's President	High-level Executives
Salary	11.41	30.28
Bonus	0.25	18.09
Total	11.66	48.37

8) Actions Regarding Top Executive, High-Level Executive, and Officer

Top Executive

The BAAC Board of Directors has appointed the BAAC Presidential Nomination Committee to consider criteria and methods for nomination of the BAAC President to be transparent according to the good corporate governance principles. The Human Resources Department has publicized the announcement for recruitment of the BAAC President through various media including newspaper, television, BAAC Website, in order to allow interested general people with the suitable qualifications as announced to apply to the nomination process equally. The applicants must present the vision and direction to drive the organization to all personnel throughout the organization to listen and ensure that the operational directions are in line with the corporate culture and are accepted to all groups. After that, applications must be interviewed by the BAAC Board of Directors to consider and ensure that the selected applicant will be fully qualified person in terms of knowledge, capability, experience, behavior, with vision to lead the organization to achieve its objectives and be accepted by all sectors.

Authority and Duty of the BAAC President

The authority and duty of the BAAC President are in accordance with the Bank for Agriculture and Agricultural Cooperatives Act B.E. 2509 Section 22, Section 23, and Section 24 stipulated that the President has the duty to administer the activities of the Bank in accordance with the policies and regulations of the Bank, and is the superior official of all the officers and employees of the Bank. The President must be responsible to the Board of Directors for the administration of the activities of the Bank. In respect of external relations, the President shall act as representative of the Bank. For this purpose, the President may delegate the power to any officer of the

Bank to execute any work on his behalf, subject to the regulations of the Bank. Section 24 stipulated that the President has the authority:

1. To recruit, appoint, promote, or increase the salaries of, impose disciplinary punishment on, or remove an officer or employee of the Bank, subject to the regulations of the Bank; but if such officer is of the rank of Senior Executive Vice President, adviser, chief of department or equivalent, a prior approval must be obtained from the Board of Directors.

2. To prescribe rules governing the business carried out by the Bank and execution of works of the officers and employees of the Bank, in so far as they are not contrary to or inconsistent with the policies or regulations of the Bank.

High-Level Executives

The BAAC Board of Directors has appointed the Nomination and Remuneration Committee to nominate BAAC high-level executives in the position of Senior Executive Vice President and Executive Vice President to be transparent according to the good corporate governance principles, without restriction on race, religion, or gender, by taking information from the succession preparedness system and the result of personnel competency evaluation for consideration of the qualifications, both for knowledge and work experience, in accordance with the framework of diversity, in order to be suitable for driving the activities according to the management structure of the Bank, such as having outstanding management experience direct in the field and has been accepted from both inside and outside the organization to build confidence among stakeholders, etc. The executives who are candidates must present their vision and approach for management to the Nomination and Compensation Committee in order to screen out the suitable people for driving the activities in each line of work.



Performance Evaluation of Top-Level Executive

The BAAC's Board of Directors has appointed the BAAC's Presidential Performance Evaluation Committee to determine guidelines for performance evaluation which is considered base on the Presidential annual plan, the agreement between BAAC and the Ministry of Finance, and the Bank's strategies. These are used for forming a memorandum of agreement to assess performance of the President annually. Such evaluation is conducted twice a year, the first is between 1 April 2020 – 30 September 2020 and the second is between 1 October 2020 – 31 March 2021. The evaluation results are then submitted to the Board of Directors for approval.

In fiscal year 2020, the Presidential Evaluation used a framework in accordance with the Guidelines and Regulations of Corporate Governance for State Enterprise B.E. 2562 as follows:

Part 1 Performance: weighted score of 70% is based on 1) the Presidential plan, 2) the Bank's strategies, and 3) MOU consisted of customer development plan, organization development plan, and personnel development plan.

Part 2 Competency: weighted score of 30% consisted of role on corporate governance, coordination and communication, self-learning and improvement, ethics, and role model, which is evaluated by every member of the Board of Directors.

The aforementioned evaluation will be used for consideration of raise in remuneration and the BAAC's Presidential annual special bonus once the office has been held for 1 year. It will also be used for improving and enhancing organizational leadership system and leadership roles, including evaluation direction and performance indicators for the President in the following year. Moreover, the Presidential evaluation will be applied in planning of individual income development by analyzing the need for development, course development, and developing projects to be in line with BAAC's goals in short-term and long-term.

Performance Evaluation of High-Level Executives (Senior Executive Vice President/Executive Vice President)

The criteria for evaluating the performance of high-level executives in the position of Senior Executive Vice President and Executive Vice President, which have been approved by the Nomination and

Compensation Committee and the BAAC Board of Directors, have specified the criteria for evaluation as the followings:

1. Performance

Evaluation is based performance of significant tasks within areas of responsibility. The details in the Memorandum of Agreement for Performance Evaluation consist of tasks, action plan, indicators, and weight scores, in which the President assigns and divides the tasks for Senior Executive Vice President and Executive Vice President to supervise and will evaluate the performance by the relevant tasks.

2. Project Based

The President assigns topics of project management to Senior Executive Vice Presidents and Executive Vice Presidents, which may not be their lines of work, in order to steer forward key strategies and other specially assigned tasks, etc. The President is to monitor the performance monthly, quarterly, and annually.

3. Competency is assessed 2 times a year-at the end of Q2 and Q4-consisted of:

1) Core Competency consists of 6 factors: incremental thinking, aiming for achievement, communication and motivation, service mind, teamwork, and ethics.

2) Managerial Competency consists of 7 factors: leadership, vision, organizational change management, creation and maintenance of relationships, employee capacity development, designation of strategic direction, and business expertise. The assessment results are to be submitted to the Nomination and Remuneration Committee and the Board of Directors for consideration at the end of fiscal year. In this regard, the information from the result of the performance evaluation of Senior Executive Vice President and Executive Vice President according to such criteria will be used for consideration as follows:

1. For the annual salary increase, BAAC will rank the performance evaluation score and increase the salary according to the grade received which are divided into 3 grades i.e. A, B, and C.

2. For the promotion of position, BAAC will use the historical performance information and grade obtained as part of the evaluation factors.

3. Defining guidelines for developing management competencies and core competencies for self development and improve the management effectiveness of high-level executives.



Governance on organizational structure, scope of work, and suitable qualifications for holding a position

On 1 April 2020, BAAC has restructured the organization according to the Board of Director's resolution no. 3/2020, dated 15 February 2020, and no. 4 dated 5 March 2020, to be in line with the adjusted visions, missions, and strategies. The restructure was based on the following guidelines: check and balance, reduction of overlapping units, reduction of layers of command, and customer centric, with key issues below:

1. Established a new group, the "Foundation Economic Development Group" in order to connect work related to foundation economy and to integrate with public and private sectors. The group is divided into 2 lines: Marketing and Community Development Line and Community Organization Business Line. To be in line with the organization's adjusted visions, missions, and strategies.

2. Established segments as follow: Information Technology Security Center, Operation and Information Development Department, Human Resources Development Institution, Office of Informal Debt Management, Office of SME and Startup Promotion, Office of Village Fund Loan and Community Finance Organizations, Office of Community Enterprise Promotion, Organization Strategy Group, and Office of Information Technology Risk Management. To be in line with the organization's adjusted visions, missions, and strategies, as well as enhancing competitiveness in accordance with compliance guidelines.

3. Modified segments as follows:

3.1 Name changes:

1) From "Farmer Credit Business and Government Policy Support Group" to "Personal Credit Business and Government Policy Support Group" for clarity and covering all customer groups.

2) From "Major Farmer and Farmer Institution Credit Business Group" to "Institution and Entrepreneur Credit Business Group" for clarity and covering all customer groups.

3) From "Farmer Loan Line" to "Personal Business Line" for clarity and covering all customer groups.

4) From "Agribusiness Entrepreneur and Farmer Institution Credit Line" to "Institution and Entrepreneur Business Line" for clarity and covering all customer groups.

5) From "Customer and Rural Development Line" to "Marketing and Community Development Line", and was transferred from "Major Farmer and Farmer Institution Credit Business Group" to "Foundation Economic Development Group" for clarity, to be in

line with community development tasks, and effective integration.

6) From "Office of Information Technology Planning and Security" to "Office of Digital Technology" and was transferred "Information Technology Security and Information Security Operation" to "Information Technology Security Center" to increase efficiency and competitiveness.

7) From "Marketing Strategy Department" to "Marketing Promotion Department" and was transferred to Accounting, Treasury, and Banking Business Group, Banking Business Line.

8) From "Office of Business Intelligence" to "Office of Quality System and Process Development" to the center responsible for data governance and big data.

3.2 Cancellations of:

1) "Product Support Line" and "Government Policy Line" in order to enhance work processes.

2) "Center of SMEs Incubation Development" because its responsibilities have been assigned to "Office of Entrepreneur Credit, Office of Village Fund Loan and Community Finance Organizations, and Office of Community Enterprise Promotion" in order to be in line with the organization's adjusted visions, missions, and strategies.

3.3 Transfers of:

1) "Legal Affairs Department" from General Administration Line to the division directly under the President for flexible management.

2) "Innovation Research and Development Center" from Agribusiness Entrepreneur and Farmer Institution Credit Line to Organization Strategy Line.

3.4 Merging of "Customer and Rural Development Department" and "SMEs Incubation Development", with a new name of "Rural Development Department".

Succession Plan of Top-level Executive, High-level Executives, and Key Positions

BAAC has prepped the President, High-level Executives, and Key Positions by enhancing their competencies according to success profile and business driver to be ready for the President position. The competency development guidelines use the 70:20:10 method i.e. assigning important tasks, official training, and individual development plan under the supervision of the Succession Planning and Talent Management. In addition to competency readiness, BAAC has applied Ethics, Performance, and Competencies Potentials for consideration.



High-level Executives Development

No.	Name-Surname	Position	Course/Seminar	Date Attended
1	Mr. Tannaratt Ngamvalairatt	Director and Secretary BAAC's President	Significance and guidelines for digital technology development	9 Jun 2020
			Organization Management System Development Towards Success	2 Jun 2020 and 8 Jul 2020
			Innovation Leaders Preparation 2020	4-5 Aug 2020
			Thailand HR Day 2020	2-3 Dec 2020
2	Mr. Surachai Rasmee	Senior Executive Vice President	Significance and guidelines focusing on Stakeholders and Customers	25 Jun 2020
			Organization Management System Development Towards Success	2 Jun 2020 and 8 Jul 2020
			Innovation Leaders Preparation 2020	4-5 Aug 2020
			Creating Inspiration for Energy Conservation	13 Nov 2020
3	Mr. Somkiat Kimawaha	Senior Executive Vice President	Organization Management System Development Towards Success	2 Jun 2020 and 8 Jul 2020
			Innovation Leaders Preparation 2020	4-5 Aug 2020
4	Mr. Kasab Ngermruang	Senior Executive Vice President	Digital CEO Class 3	17 Jan - 29 May 2020
			Organization Management System Development Towards Success	2 Jun 2020 and 8 Jul 2020
			Innovation Leaders Preparation 2020	4-5 Aug 2020
			Creating Inspiration for Energy Conservation	13 Nov 2020
			Security Management for High-level Executives Class 2	10 Oct - 22 Nov 2020
			Corporate Governance for Directors and High-level Executives of Regulators, State Enterprise, and Public Organization Class 23	11 Sep - 19 Dec 2020
5	Mr. Santi Charoensuk	Senior Executive Vice President	Organization Management System Development Towards Success	2 Jun 2020 and 8 Jul 2020
			Leadership Succession Program (LSP) Class 11	12 Mar - 9 Jul 2020
			Innovation Leaders Preparation 2020	4-5 Aug 2020
6	Mr. Seksan Chankwang	Senior Executive Vice President	SROI Practitioner Workshop	1-2 Jun 2020
			High-level Public Finance Executive	8 Jan - 13 Jun 2020
			Organization Management System Development Towards Success	2 Jun 2020 and 8 Jul 2020
			The Power of Data Transformation	26-27 Aug 2020
			Innovation Leaders Preparation 2020	4-5 Aug 2020
7	Mr. Peerapong Kumchuen	Senior Executive Vice President	Chief of Digital Agro Business	30 Jul - 28 Nov 2020
			Organization Management System Development Towards Success	2 Jun 2020 and 8 Jul 2020
			Financial Executive Development Program (FINEX) Class 29	24 Apr - 9 Jul 2020



No.	Name - Surname	Position	Course/Seminar	Date Attended
8	Mr. Nopadol Srisun	Senior Executive Vice President	Ecological Performance Database System	17 Sep 2020
			Personal Data Protection Act B.E. 2562	23 Sep 2020
			Creating Inspiration for Energy Conservation	13 Nov 2020
			Data Protection Officer Certification Training Course	22-25 Dec 2020
			Organization Management System Development Towards Success	2 Jun 2020 and 8 Jul 2020
			Leadership Succession Program (LSP) Class 11	12 Mar - 9 Jul 2020
			Innovation Leaders Preparation 2020	4-5 Aug 2020
			COBIT for Management 2019	26 Aug 2020
9	Mr. Wichan Sriratanawilai	Executive Vice President	BIBOR Contributor and THOR Communication 2020	19 Nov 2020
			Significance and guidelines for digital technology development	9 Jun 2020
			Organization Management System Development Towards Success	2 Jun 2020 and 8 Jul 2020
			Innovation Leaders Preparation 2020	4-5 Aug 2020
10	Mr. Damrongchai Dechatikhom	Executive Vice President	Creating Inspiration for Energy Conservation	13 Nov 2020
			Significance and guidelines for digital technology development	9 Jun 2020
			Organization Management System Development Towards Success	2 Jun 2020 and 8 Jul 2020
11	Mr. Phanit Phathrasarin	Executive Vice President	GRC Knowledge Communication Program	30 Jul 2020
			Significance and guidelines for risk management and internal control	11 Jun 2020
			Organization Management System Development Towards Success	2 Jun 2020 and 8 Jul 2020
			Innovation Leaders Preparation 2020	4-5 Aug 2020
			Stakeholder and Cus. Management	2-3 Sep 2020
12	Mr. Somchai Kompongprapa	Executive Vice President	Chief of Digital Agro Business	30 Jul - 28 Nov 2020
			Digital Economy for Management (DE4M)	19 Mar - 7 May 2020
			Significance and guidelines focusing on Stakeholders and Customers	25 Jun 2020
			Organization Management System Development Towards Success	2 Jun 2020 and 8 Jul 2020
			Innovation Leaders Preparation 2020	4-5 Aug 2020
13	Mrs. Nicha Uaipornrungrat	Executive Vice President	Green Bond from External Auditor (EY Singapore)	11 Jun 2020
			Organization Management System Development Towards Success	2 Jun 2020 and 8 Jul 2020
			Innovation Leaders Preparation 2020	4-5 Aug 2020



Employee Development

BAAC realizes the importance of employees because they are the force in driving missions to achieve visions, as well as to be able to support operations in accordance with government policies, by focusing on the human resource development to be talented, good, and happy, with knowledge, capabilities, and skills necessary to succeed. BAAC also focuses on customer satisfaction by focusing on development that allows employees to be more professional in their areas of responsibility. Moreover, to enhance competencies to support business expansion such as digital banking, in which e-learning is implemented to keep up with the new of life in a social context that requires social distancing to prevent the spread of the pandemic.

In fiscal year 2020, BAAC has promoted blended learning and provided a variety of learning channels such as in-house learning, outside learning, self learning, e-learning, on the job training, coaching, exchanging of knowledge, and other types of learning appropriate for the 70:20:10 learning model that enables employees to learn in all areas within BAAC as follows:

1. Hybrid learning is conducted in the form of e-learning prior to in-class learning and real-life training with performance results. For example, the financial advisor development for business development program, the financial advisor enhancement for cooperative business development program, and the personnel empowerment to promote community business program. These programs focused on educating employees by enabling to be confident when giving advices to customers, including applying their knowledge and skills to other groups of customers. Furthermore, BAAC also promoted AgriTech, Smart Farmer, New Gen, and Kubota Farm study visit.

2. Employee development in the form of Upskill-Reskill in order to achieve specified goals and to support operations in the digital age by developing executives and all levels of employees, internal and external, such as empowerment of administration/ regional general administration employees; professional development in terms of banking and treasury, accounting and auditing; the English skills development for executives and employees program; and the career path development program. These help increase

competencies required for technological changes, responsiveness to customers, and competition.

3. Digital Banking Roadmap to support operations of the entire organization suitable for level and nature of work in order to promote efficiency, including operation system improvement and development in 3 groups below:

- 1) System users such as digital literacy, Business Intelligence (Workshop) Data Science Pathway, and AAG.

- 2) System developers such as Effective Android Testing/ATDD with Robot Framework/Enterprise Architecture, etc.

- 3) Executives such as Chief of Digital Agro Business/ Digital Economy for Management (DE4M)/ IT Governance and Cyber Resilience Program (ITG), which have enabled BAAC to develop work processes, improve products or services, and prepare employees. For example, the continued development of Application SMAE GO from fiscal year 2019, and development of technology for customer services beneficial to BAAC such as cashless payment via QR Code, development and testing of information presentation from central database program, etc.

4. BAAC service development through the Smart Sales Digital Product Program to promote BAAC's digital products and services in order to enhance customers and employees concerning digital technology.

5. System development to enhance business competency such as establishing KM Master Plan to increase knowledge management and employee knowledge on all levels by focusing on promoting learning culture throughout the organization, as well as enhancing competency in knowledge driver for executives of all levels.

6. e-learning in terms of hard skill to support functional competency and soft skill, social skill, negotiation skill, collaboration to improve life skills and work-related relationships.

7. Provide good learning environment, such as e-book and living library, to increase potential of employees though knowledge promotion activities, as well as to build relationships between employees and the organization under the Happy Workplace concept. In addition, BAAC also created online media museum, enhance one's self and the identity of BAAC.



Operational Results

BAAC has developed employees on all levels, from assistant staff to high-level executive, to equip BAAC's human resources with knowledge and skills necessary for changing situations, as well as promoting behaviors suitable for excellent organization culture, including motivating and inspiring employees to be satisfied and committed to BAAC. Summary of hours, costs, and advisors in fiscal year 2020 is shown below:

Indicators	Fiscal Year 2020
1. Average number of development hours/person	50.13
2. Average development costs/person	4,891.28
3. Number of branch financial advisors	10,518

Number of Personnel as of 31 March 2021

unit: persons

Department/Level	Executives and High-level Executives	Staff	Assistant Staff	Total
Direct report to the President	20	-	-	20
Organization Strategy Group	2	4	-	6
Legal Affairs Department	25	67	9	101
Banking and International Business Department	22	97	-	119
Accounting Department	15	47	-	62
Government Policy Department	18	34	-	52
Deposit Department	14	38	-	52
Audit Department	33	76	-	109
Human Resources Department	26	95	-	121
Policy and Strategy Department	13	32	-	45
Management Department	18	46	-	64
Treasury Department	17	38	-	55
Risk Management Department	13	31	-	44
Digital Operation Department	16	52	-	68
Information Technology Operation Department	15	130	-	145
Rural Development Department	9	21	-	30
System Development and Information Department	27	131	-	158
Marketing Promotion Department	12	42	46	100
Personal Credit Department	11	38	-	49
Institution Credit Department	9	23	-	32
General Administration Department	23	121	5	149
Information Technology Security Center	7	20	-	27
Research and Innovation Development Center	11	30	-	41
Institution of Human Resources Development	12	44	-	56



Department/Level	Executives and High-level Executives	Staff	Assistant Staff	Total
Office of Customer Product and Community Based Tourism	7	20	-	27
Office of Informal Debt Management	6	16	-	22
Office of Life Insurance Deposit	13	35	-	48
Office of Fraud Management	6	17	2	25
Office of Procurement	10	45	-	55
Office of Information Technology Audit	9	27	-	36
Office of Branch Administration Department	6	8	-	14
Office of Technology Risk Management	6	9	-	15
Office of Information Management and Analysis	4	7	-	11
Office of Debt Management	6	19	-	25
Office of Digital Technology Planning	20	41	-	61
Office of Insurance Business Development	6	16	-	22
Office of Quality System and Process Development	11	29	-	40
Office of Loan Administration and Collateral Control	10	28	-	38
Office of Loan Analysis	17	33	-	50
Office of SME and Startup Promotion	7	18	-	25
Office of Corporate Governance and Compliance	8	22	-	30
Office of Loan Review	9	23	-	32
Office of Village Fund Loan and Community Finance Organizations	6	11	-	17
Office of Entrepreneur Credit	7	18	-	25
Office of Community Enterprise Promotion	6	11	-	17
Office of Marketing Communication and Public Relations	9	25	-	34
Central Region Branch Administration Department	91	942	159	1,192
Western Region Branch Administration Department	96	997	179	1,272
Eastern Region Branch Administration Department	97	991	162	1,250
Upper Northeastern Region Branch Administration Department	241	3,287	495	4,023
Lower Northeastern Region Branch Administration Department	207	3,001	420	3,628
Upper Southern Region Branch Administration Department	92	910	153	1,155
Lower Southern Region Branch Administration Department	138	1,620	259	2,017
Upper Northern Region Branch Administration Department	171	1,957	343	2,471
Lower Northern Region Branch Administration Department	177	2,196	343	2,716
Office of Metropolitan Branch Administration	22	353	43	418
Total	1,909	17,989	2,618	22,516



Personnel Expenses

(unit: million Baht)

Category	Personnel Expenses Fiscal Year 2020	
	Staff	Assistant Staff
Salary	10,954.79	514.40
Bonus	5,959.29	-
Total	16,914.08	514.40

9) Position in other Organizations of BAAC Board of Directors and High-Level Executives

No.	Name - Surname	Position	Other Positions Held
1	Mr. Arkhom Tempittayapaisith	BAAC's Chairman	Minister of Finance
2	Mr. Thongplew Kongjun	BAAC's Director	1. Permanent Secretary to the Ministry of Agriculture and Cooperatives 2. Director of the Rubber Authority of Thailand
3	Mr. Chamroen Phothiyod	BAAC's Director	1. Deputy Permanent Secretary to the Ministry of Finance, Head of Expenditure and Liabilities Mission 2. Director of the Metropolitan Waterworks Authority 3. Director of the National Telecom Public Company Limited
4	Mr. Kemkaeng Yutidhammadamrong	BAAC's Director	Director-General of the Department of Agricultural Promotion
5	Mr. Wisit Srisuwan	BAAC's Director	Director-General of the Department of Cooperatives Promotion
6	Mr. Vinaroj Supsongsuk	BAAC's Director	Secretary, the Agricultural Land Reform
7	Mr. Somboon Chitphentom	BAAC's Director	Assistant Governor, Bank Card Issuing Line, Bank of Thailand
8	Mr. Thonglak Harnsuk	BAAC's Director	1. Advisor, Roi Et Agricultural Marketing Cooperative Limited 2. Director, Committee of BAAC's Roi Et Customers Cremation Association
9	Ms. Ruenvadee Suwanmongkol	BAAC's Director	1. Secretary-General, Office of the Securities and Exchange Commission 2. Director, Dhanarak Asset Development Co.,Ltd. 3. Director, Law Development Committee, Office of the Council of State 4. Director, Government System Development Committee, Office of the Civil Service Commission 5. Director, National Reform Commission on State Administration 6. Director, The National Palm Oil Policy Committee 7. Advisor, the Senate Economic, Monetary and Monetary Committee
10	Mr. Suwit Rojanavanich	BAAC's Director	1. Independent Director, MBK Public Company Limited 2. Director, Insurance Business Oversight and Promotion Committee 3. Director, Office of Knowledge Management and Development (Public Organization) 4. Director, Finance and Property Committee, Suranaree University of Technology



No.	Name - Surname	Position	Other Positions Held
11	Mrs. Ruchukorn Siriyodhin	BAAC's Director	1. Director, Insurance Business Oversight and Promotion Committee 2. Director, Asia Hotel Public Company Limited
12	Mr. Jaroondech Janjarussakul	BAAC's Director	1. Director, Siam Patna Film Co., Ltd. 2. Director, KMITL Council , King Mongkut's Institute of Technology Ladkrabang 3. Chairman, The Board of University Affairs, King Mongkut's Institute of Technology Ladkrabang 4. Honorary Director, National Town and Country Planning Board
13	Mr. Tannaratt Ngamvalairatt	Director and Secretary BAAC's President	Director, National Electronics and Computer Technology Center Management Committee
14	Mr. Surachai Rasmee	Senior Executive Vice President	-
15	Mr. Somkiat Kimawaha	Senior Executive Vice President	-
16	Mr. Kasab Ngernruang	Senior Executive Vice President	President, BAAC Employee Club Association
17	Mr. Santi Charoensuk	Senior Executive Vice President	-
18	Mr. Seksan Chankwang	Senior Executive Vice President	Vice President, BAAC Employee Club Association
19	Mr. Peerapong Kumchuen	Senior Executive Vice President	Vice President, BAAC Employee Club Association
20	Mr. Nopadol Srisun	Senior Executive Vice President	-
21	Mr. Wichan Sriratanawilai	Executive Vice President	-
22	Mr. Damrongchai Dechatikhom	Executive Vice President	-
23	Mr. Phanit Phathrasarin	Executive Vice President	-
24	Mr. Somchai Kompongprapa	Executive Vice President	-
25	Mrs. Nicha Uaipornrungrat	Executive Vice President	-
26	Mr. Chab Kongmon	Executive Vice President	-
27	Mr. Ratanachai Dumnernsawat	Executive Vice President	-
28	Mrs. Pawana Jaroenchaimongkol	Executive Vice President	-
29	Mr. Sorat Sophannarath	Executive Vice President	-
30	Mr. Yotin Permpool	Executive Vice President	-
31	Mr. Yuwapon Wattu	Executive Vice President	-
32	Mr. Pongphun Jongrak	Executive Vice President	-
33	Mr. Narong Sawanpopan	Executive Vice President	-



10) Holding of Securities, BAAC Shares of the Directors, High-Level Executives, Accounting and Treasury Executives,

as of 31 March 2021

No.	Name	Surname	Position	Holding of Securities (%)
1	Mr. Arkhom	Termpittayapaisith	BAAC's Chairman	-
2	Mr. Thongplew	Kongjun	BAAC's Director	-
3	Mr. Chamroen	Phothiyod	BAAC's Director	-
4	Mr. Kemkaeng	Yutidhammadamrong	BAAC's Director	-
5	Mr. Wisit	Srisuwan	BAAC's Director	-
6	Mr. Vinaroj	Supsongsuk	BAAC's Director	-
7	Mr. Somboon	Chitphentom	BAAC's Director	-
8	Mr. Thonglak	Harnsuk	BAAC's Director	-
9	Ms. Ruenvadee	Suwanmongkol	BAAC's Director	-
10	Mr. Suwit	Rojanavanich	BAAC's Director	-
11	Mrs. Ruchukorn	Siriyodhin	BAAC's Director	-
12	Mr. Jaroondech	Janjarussakul	BAAC's Director	-
13	Mr. Tannaratt	Ngamvalairatt	Director and Secretary BAAC's President	-
14	Mr. Surachai	Rasmee	Senior Executive Vice President	0.0000161
15	Mr. Somkiat	Kimawaha	Senior Executive Vice President	0.0000003
16	Mr. Kasab	Ngernruang	Senior Executive Vice President	0.0000081
17	Mr. Santi	Charoensuk	Senior Executive Vice President	0.0000097
18	Mr. Seksan	Chankwang	Senior Executive Vice President	0.0000002
19	Mr. Peerapong	Kumchuen	Senior Executive Vice President	0.0000016
20	Mr. Nopadol	Srisun	Senior Executive Vice President	0.0000170
21	Mr. Wichan	Sriratanawilai	Executive Vice President	-
22	Mr. Damrongchai	Dechatikhom	Executive Vice President	0.0000081
23	Mr. Phanit	Phathrasarin	Executive Vice President	0.0000019
24	Mr. Somchai	Kompongprapa	Executive Vice President	-
25	Mrs. Nicha	Uaipornrungrat	Executive Vice President	0.0000016
26	Mr. Chab	Kongmon	Executive Vice President	0.0000081
27	Mr. Ratanachai	Dumnernsawat	Executive Vice President	-
28	Mrs. Pawana	Jaroenchaimongkol	Executive Vice President	0.0000161
29	Mr. Sorat	Sophannarath	Executive Vice President	0.0000008
30	Mr. Yotin	Permpool	Executive Vice President	0.0000170
31	Mr. Yuwapon	Wattu	Executive Vice President	0.0000003
32	Mr. Pongphun	Jongrak	Executive Vice President	0.0000086
33	Mr. Narong	Sawanpopan	Executive Vice President	-
34	Miss Thanid	Thitichoutwatthanakul	Senior Vice President, Accounting Department	-
35	Mrs. Benyathip	Singloudech	Senior Vice President, Treasury Department	0.0000084

Note: this includes shares of spouses and minor children.



11) Conflict of Interests Prevention Policy and Measures

BAAC operates by adhering to and placing importance on compliance with good corporate governance principles, work with transparency, fairness, and aiming for employees to work by adhering to the principles of accuracy, prudence, and focusing on common interests. Therefore, BAAC arranges for the appropriate control and prevention regarding transactions with conflict of interests, or connected transactions or related-party transactions, under the good ethical framework which is considered on the important ethics that directors and employees must strictly abide by in order to be trusted by all stakeholders. This has been stipulated in the Bank's Regulation no. 50 regarding the Conflict of Interests of the Workers, with the following key principles:

1. Following the principles of good corporate governance by determining the responsibility of the Board of Directors to control and manage and resolve the potential conflict of interests that may arise among the management, BAAC Board of Directors, and the government sector carefully, taking into account the overall benefits of the nation as well as examining the abuse of BAAC's assets and incorrect actions by the management, BAAC Board of Directors, and government sector.

2. Following the Standard Qualifications for State Enterprise Director and Employees Act B.E. 2518 Section 5, applicable to BAAC, which requires that the BAAC Directors must not be a shareholder of BAAC or a shareholder of a juristic person in which BAAC holds shares, or a person holding any position in a juristic person which BAAC holds shares. For the fiscal year 2020, BAAC has disclosed the information and transparency of BAAC Board of Directors, President, Senior Executive Vice President, and Executive Vice President to be in accordance with the principles and guidelines for good corporate governance of BAAC. In the fiscal year 2020, there has not been a conflict of interest in the BAAC Board of Directors level, executive level, and officer level.

12) Related-Parties Transactions Prevention Policy and Measures

Related-Parties Prevention Policy and Related-Parties Prevention Measures consist of the following important issues:

1. Board of Directors and Executives of BAAC and joint venture companies must report their interests or persons involved and notify the Bank.

2. Avoid transactions that are related to Board of Directors, executives, or connected parties that may cause conflicts of interest with BAAC.

3. In the case when it is necessary to perform related-parties transactions, every related-parties transaction of the Bank and joint venture companies must be submitted to the BAAC's Audit Committee for consideration before proposing to the authorized person, the Board of Directors or the shareholders' meeting (depending on the case) for approval. This does not include transactions with trade agreements of general commercial terms, which are approved in principle from the BAAC's Board of Directors.

4. Determine price and conditions of related-parties transactions as if for outsiders. In the case of no such price, the Bank and joint venture companies will compare prices of products or services with external prices under the same or similar conditions.

5. When considering related-parties transactions, BAAC or joint venture companies may appoint independent appraisers to assess and compare prices of key relate-parties transactions.

Criteria and Procedures for Related-Parties Transactions

- BAAC and joint venture companies' Board of Directors and executives must prepare a report on their interests or involved persons and notify the Bank, while avoiding performing transactions related to the Board of Directors, Executives, or related persons that may cause conflicts of interest with the Bank.

- Every related-parties transaction of BAAC and joint venture companies must be submitted to the BAAC's Audit Committee for consideration before proposing to the authorized person, the Board of Directors or the shareholders' meeting (depending on the case) for approval. This does not include transactions with trade agreements of general commercial terms, which are approved in principle from the BAAC's Board of Directors.

- For related-parties transactions, same price and trade agreements for outsiders will be applied. In the case of no such price, the Bank and joint venture companies will compare prices of products or services with external prices under the same or similar conditions. Nevertheless, Board of Directors, executives, or related persons are able to perform transactions with the Bank or joint venture companies only when such transactions have been approved by the Management Department and/or the BAAC's Board of Directors or in compliance with the policies and practices stipulated by the Bank.



- Authorized personnel to approve related-parties transactions must proceed in compliance with the regulations stipulated by the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand by considering the size and value of related-parties transactions.

Necessity and Reasonableness of Related-Parties Transactions

The Audit Committee has considered the related-parties transactions for the year ended 31 March 2021 and is of the opinion that such related-parties transactions were transactions in the normal business of BAAC which were reasonable, the price and conditions were set according to the market price in the same manner with the pricing for other unrelated parties. There was no conflict of interest arising from a transaction with a person related to the Bank that caused the Bank to be damaged.

There were no related-parties transactions in fiscal year 2020.

Policies or Tendencies of Future Related-Parties Transactions

For related-parties transactions that may occur in the future, BAAC will act in accordance with the measures or procedures for related-parties transactions as stipulated by the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand. If there are any transactions with conflicts of interest in the future, the BAAC's Board of Directors and the Audit Committee will consider the necessity and reasonableness of each transaction, in which persons with conflicts of interest will not partake in the approval process.

Furthermore, the Bank must disclose information on all related-parties transactions according to regulations and good corporate governance on related-parties transactions as stipulated by the Stock Exchange of Thailand, the Capital Market Supervisory Board, and the Office of the Securities and Exchange Commission.

13) Internal Information Usage Prevention Policy and Measures

BAAC gives importance and is aware of the operation under the principles and guidelines of good corporate governance in state enterprise B.E. 2562 by adhering to the principles of good governance, integrity, morality and ethics in business operations. In order to ensure that the stakeholders receive

reliable news equally and in a timely manner, internal information usage prevention policy and measures can be summarized as follows:

1. Internal information usage policy

BAAC has a policy on protecting confidentiality information of customers and the Bank not to leak into the hands of unrelated persons, especially information that can impact business operations and the Bank's image. Every employee is required to adhere to protecting confidential information, to not seek benefits for own self or others, and must not reveal received internal or confidential information of the Bank and its customers from performing tasks to external parties, unless the disclosure is required by law. This includes former executives and discharged employees under any circumstances. Nonetheless, operational results must be reported to the Good Governance and Compliance subcommittee within the accounting year.

2. Internal information usage measures

BAAC has identified internal and key information as internal information that cannot be disclosed to any person such as revenue, announcement of dividend payment, capital increase or decrease, etc. The Bank has set internal information disclosure processes by assigning the responsibility to high-level executives to ensure that BAAC has performed in accordance with internal information disclosure regulations, to verify that disclosed information is correct and credible before disclosing, and to assign executives or employees to serve as the Bank's spokesperson giving press and providing correct information to the public. BAAC has set confidential layers and store information in accordance with the guidelines or standards of confidentiality classification, including determining guidelines on measures for computer system and information security, as well as disclosure of internal information to specific individuals.

For management of internal information not ready for disclosure, BAAC is responsible for managing the confidentiality of information in order to prevent anyone from exploiting them. In the case that disclosure is delayed due to un-finalized reason, the Bank must closely monitor the situation and disclose such information immediately once it is finalized. In the case of information leakage possibility, the Bank should disclose preliminary information about the situation, and if it is necessary to disclose information to relevant persons, BAAC must ensure that the recipient has a system to maintain confidentiality of information.

Section 4 Roles of Stakeholders

BAAC acknowledges the rights of stakeholders as stipulated by laws and has guidelines for taking care of stakeholders according to the rights under the relevant laws. There is following up to ensure that the rights of all stakeholders are well protected and treated. The BAAC supports cooperation between the BAAC and all stakeholders in creating stability, jobs, and a stable financial position.

Roles of Stakeholders

BAAC places importance on treating all groups of stakeholders and all other relevant parties equally by establishing a process to promote cooperation between BAAC and stakeholders, and developing a mechanism for participation in enhancing performance for stability and sustainability of BAAC by formulating policies for complying with the rights of stakeholders as follows:

1. BAAC has listened to opinions from stakeholders and customers by gathering from surveys from external agencies, interviewing key stakeholders, including collecting data and information from various Voice of Customer (VOC) channels to summarize and prioritize in order to set the direction of BAAC's operations in accordance with the needs and expectations of the stakeholders and the nation.

2. Treating stakeholders appropriately and fairly, according to their rights.

3. Determining the management, executives, officers, and assisting officers at all units to provide information and receive suggestions and complaints from stakeholders through various channels such as www.baac.or.th, Call Center tel. 0-2555-0555, whistleblowing channel for misconducts-BAAC's President, Chairman of the Audit Committee, BAAC's hotline, and telephone 0 2587 9254, etc.

4. The Board of Directors and executives has given importance to social and environmental operations with policy announcement (Aspiration) and established continuous social and environmental action plans in line with international standards. By doing so, directors, executives, and employees are guided in the right direction.

5. Organizing a hearing on regulations, rules, or policies on various matters as necessary and appropriate, especially in the implementation of any projects or activities that may affect a wide range of stakeholders in terms of environmental quality, health, and quality of life.

6. BAAC has categorized stakeholders into groups namely regulators, shareholders, business partners/

partners, suppliers, customers, service users, BAAC officers, and communities and societies in the operational area of BAAC provincial offices or the Head Quarters, etc. In each mentioned group, BAAC must provide adequate communication channels and meet the needs of the BAAC.

7. Establishing policies and guidelines for anti-corruption, supporting and encouraging personnel to have awareness in anti-corruption, and comply with relevant laws, rules, and regulations, including providing systematic procedures to prevent corruption, extortion and accepting or giving bribes in any form.

Treatment to Stakeholders

1) Shareholders

BAAC is committed to conducting business with continuous good performance and maintaining a strong financial position by conducting business with prudence and transparency, completely and correctly according to the requirements and related rules, enhancing competitiveness, and adhering to business ethics to create long-term value for shareholders while building trust. BAAC has arranged for a strict internal control, accounting and audit system. Furthermore, BAAC has attached importance on disclosing correct, essential news and information to shareholders on a regular basis.

2) Government and Regulators

BAAC must operate in accordance with the government policies, the Ministry of Finance, the Bank of Thailand, the State Audit Office of the Kingdom of Thailand, by being a mechanism to drive government policies in financial or management support to individuals, groups, entrepreneurs, village funds, or communities as well as any form of organizations established with the objectives of supporting occupations of farmers or communities, including organizations established in any form with the objective of supporting the occupation of farmers or the community in order to strengthen the community in terms of economic. Also, to build up foundation community to be effective in terms of finance, production, collection, processing and marketing, which adds value to agricultural produce and increases income of farmers. Furthermore, to provide assistance to individuals with accessibility to suitable financial services, this in turn strengthens foundation community. BAAC also strictly performed businesses with related rules and regulations.



3) Customers

BAAC is committed to responding to the needs and expectations of customers in order to create customer satisfaction with financial products and services that are quality, standard, and diverse by developing working system, work processes and applying advanced technology appropriately. BAAC also equip their employees with knowledge and expertise as service providers to ensure that customers receive excellent care. Moreover, BAAC has developed various service channels through technology such as ATM, CDM, Mobile Phone Banking, and Banking Agent in order to facilitate and reduce cost of service accessibility. BAAC has protected customer confidentiality, as well as organizing a fair complaint system with care.

4) Board of Directors and Management

The BAAC's Directors and executives are well aware of their rights, and are ready to be role models in exercising their rights and duties in accordance with the specified framework while also being aware of an equal and fair treatment of the rights of all groups of stakeholders of the organization.

5) Employees

Employees play a vital role in achieving BAAC's visions. It is important to invest in human resource development to be competent, knowledgeable, good at heart with morals and ethics, and enjoy work by enhancing the culture and working atmosphere, promoting teamwork, recruiting and maintaining knowledgeable personnel, providing opportunity to advance in career path, developing the potential of employees with knowledge, abilities, and skills necessary to perform the work successfully as well as giving highest satisfaction to customers. BAAC focused on developments that empower employees to become more professionals in their fields of work, including creating and developing a learning system with variety suitable for continuous self-learning, which is a sustainable approach towards a learning organization. Moreover, BAAC encourages employees to be good, honest, and to follow code of conduct, as well as strengthening morale and improving their quality of life by offering reasonable and fair compensation with various areas of welfare such as medical care, housing loan, provident fund, and scholarships. BAAC also provides a reliable security system for life and assets, arranges appropriate workplaces to facilitate work efficiency and effectiveness to the fullest.

6) Partners

BAAC provides equality to all trading partners to ensure transparency and fairness to all relevant parties by adhering to the best interest of the BAAC, not considering own or allies' interest, by providing accurate and truthful information without causing trading partners to misunderstand or receive incomplete information, and avoid accepting gifts, gratuities, and services that are provided specifically or individually in order to avoid any speculations and to prevent any tendency to return the favor of any one party in particular. BAAC is to review its procurement regulations to be in compliance with the Prime Minister's Office on Procurement by Electronic Methods, B.E. 2549 and Regulations of BAAC no.30 on Procurement.

7) Creditors

BAAC has complied with the conditions agreed with various groups of creditors to maintain the reputation and credibility with all creditors and stakeholders.

8) Business Alliances

BAAC is determined to comply with the agreements made with the BAAC business partners and assist in facilitating the mutual benefit such as providing mutual cooperation and being alliance in terms of information, service, information technology, academic, and others in order to operate with efficiency and effectiveness, reduce duplication of business operations and be able to provide quality service to customers.

9) Business Competitors

BAAC adheres to free business principles and behaves in accordance with the rules of good competition, within the legal framework and business ethics, not seeking confidential information of competitors by dishonest methods.

10) Communities, Societies, and Environments

BAAC realizes that in order for it to grow sustainably, it must pay attention to social, community and environment responsibilities, by instilling awareness among all employees by setting relevant policies namely Social and Environment Responsibility Policy, Security Policy, Anti-Corruption Policy, and Corporate Risk Management, Public Concern, and Business Continuity Management Policy.

Participatory Management

BAAC is aware of the participation of all parties in the organization, which will result in effective achievement of the objectives of the organization. Therefore, BAAC places importance to the labor relations process by creating a participatory process as follows:

The BAAC's Corporate Relation Affairs Committee with authority and duty in considering and providing opinions on improving the operational efficiency of state enterprise as well as promoting and developing labor relations; seeking to reconcile and resolve conflicts in the state enterprise; considering and revising work regulations that will benefit employer, employee, and state enterprise; as well as consulting to solve problems according to the complaints of employees or labor unions including complaints relating to disciplinary action; and consulting to consider improving employment conditions.

The Corporate Relation Affairs Committee at the Branch Administration Departments with authority and duty in considering and providing opinions on improving the operational efficiency of BAAC, resolving suggestions collected from provincial office or the subcommittee of BAAC Labor Union of provincial office under the Office of Branch Administration Department, and submit to relevant departments to consider improving the working procedure. In the matters relating to policies and employment conditions, it should be submitted to the BAAC Corporate Relation Affairs Committee via the Human Resources Department.

The Corporate Relation Affairs Committee at the Head Office with authority and duty in considering and providing opinions on improving the operational efficiency of BAAC, resolving suggestions collected from the units under Head Office or subcommittee of BAAC Labor Union of Head Office, and submit to relevant departments to consider improving the working procedure. In the matters relating to policies and employment conditions, it should be submitted to the BAAC Corporate Relation Affairs Committee via the Human Resources Department.

Notification of Information or Complaints

BAAC provides channels for complaints, which range from accepting complaints, investigation, and conclusion, as well as the protection of informants and related parties in order to receive complaints or

comments from those affected or might be affected from the performance of duties of BAAC's Board of Directors, President, officers, and employees of the BAAC regarding actions that violate or fail to comply with laws, government regulations, ethics, rules, regulations, orders, scheme, and practices of BAAC, as well as rules and regulations of government agencies or other institutions related to BAAC's activities.

Contact Channels

The following channels are for inquiring about products and services, assistances, suggestions, compliments, complaints:

1. Offline channels:

1.1 BAAC Head Office or branches-BAAC employees, letters, telephone, fax, and comment boxes.

1.2 24-hour customer service center-BAAC Call Center 02-555-0555 and customer service 1593.

2. Online channels:

1.1 Channels provided by BAAC-E-mail: contact @baac.or.th, website: <http://www.baac.or.th>, Facebook Fan Page, and BAAC A-Mobile Application.

1.2 Complaint Management System website of the Prime Minister's Office <http://opm.1111.go.th>, Hotline 1111, and BOT's Financial Consumer Protection Center Hotline 1213.

Section 5 Sustainability and Innovation

BAAC and Sustainable Development Sustainable Development Policy

BAAC realizes the importance of sustainable development operation, by using the Sufficiency Economy Philosophy as a guideline for business operations and farmer customers development. It adheres to the operation in accordance with the principles of good corporate governance and has appropriate risk management with social and environment responsibility in its operation to support Sustainable Development Goals that are consistent with the context of BAAC. The policies on sustainable development operation have been formulated as follows:

Integration and Strategy

BAAC emphasizes on business growth with long-term social care, with social and environmental, and stakeholder responsibilities by considering positive and negative impacts, as well as establishing



operation strategies in accordance with the UN's Sustainable Development Goals (SDGs), international standards, including setting goals that positively and significantly contribute to economic, social, and environmental aspects.

Products and Services

BAAC provides responsible finance to users with clear goals, responsibility, and taking into account impacts on stakeholders. BAAC monitors, evaluates, and ensures operation compliance in terms of financial products and services delivery, including disclosure of credible information in a timely manner. BAAC also provides sustainable finance taking into consideration public concerns and applying to development of products and services in order to respond to the needs of society and environment. BAAC's core competency is implemented in cooperation with local networks for development and promotion of ecosystems for sustainable development, social innovation, financial inclusion of farmer customers and people in rural areas using technology and financial innovation. By doing so, reduces social inequality and creates a positive impact on society and environment in the long run.

Organization Management

BAAC focuses on developing and modernizing the organization with operation standards for sustainability to create balance for effective long-term business development. Business foundation rests on emphasizing possible risks that may occur with plans necessary for business sustainability throughout the value chain. Employee development in all levels are equipped with knowledge and understanding required for the business, as well as promoting competency building and caring for work environment to achieve sustainability development as a whole.

Transparency and Sustainability Report

BAAC has prepared Sustainability Report by considering suitability in disclosing information according to the reporting framework accepted domestically and internationally, as well as communicating and disclosing to stakeholders on key matters that reflect valuable operation towards a sustainability bank. Sustainability assessment is also conducted to improve policies, processes, structure, and working system.

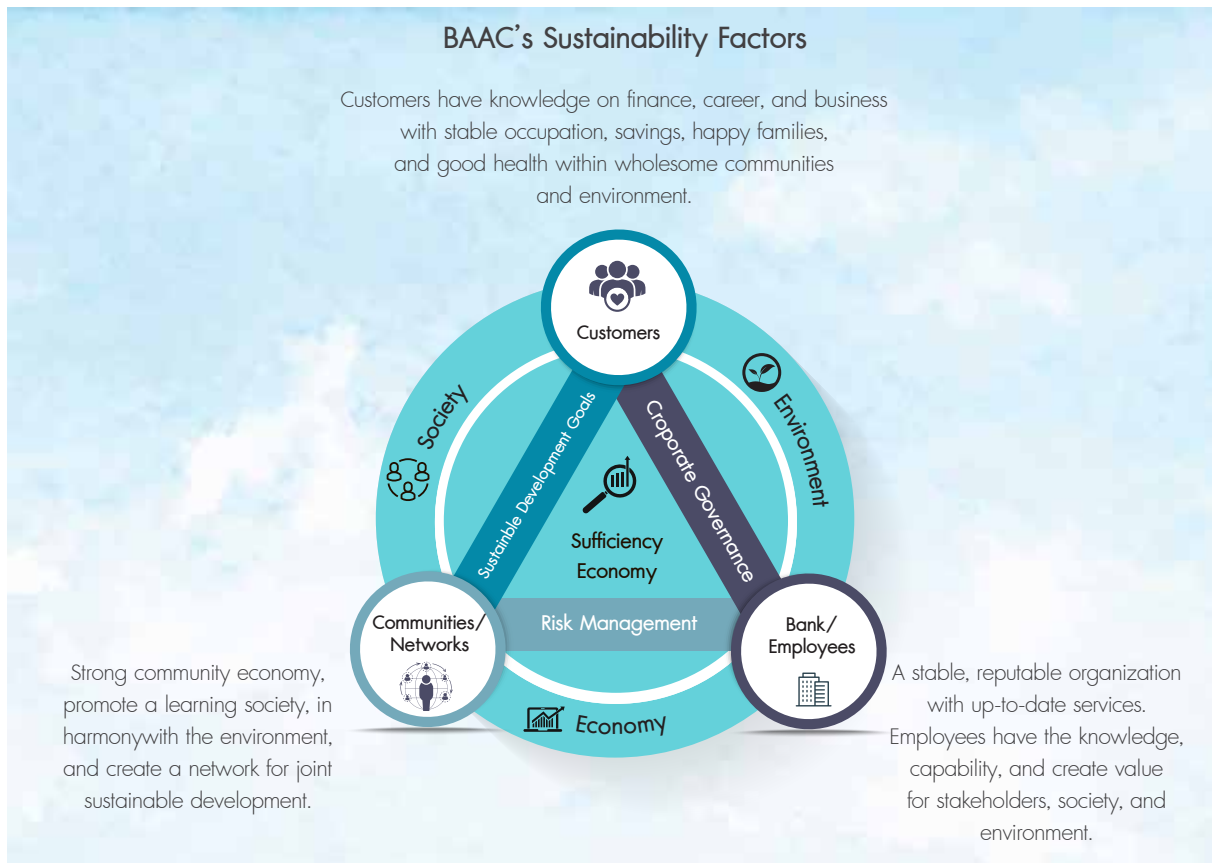
In fiscal year 2020, BAAC has prepared a GRI Sustainability Reporting Standards (GRI Standards) covering economic, social, and environmental aspects to be responsive to all groups of stakeholders in a balanced manner in line with the UN's SDGs, which can be downloaded at <http://www.baac.or.th>.

Implementation

BAAC's Board of Directors, committees, and subcommittees are responsible for reviewing and approving policies and guidelines related to sustainability development, determining sustainability targets through planning, and managing strategies to be responsive to sustainable objectives.

The Management Committee has a duty to supervise operation in compliance with policies and guidelines for sustainability development strategically and systematically and in line with the nation's framework and guidelines such as the nation's 20-year plan, the nation's economic and social development plan, the UN's SDGs, etc. The development is divided into 3, but integrated, dimensions: economy, society, and environment.

In driving the operations for sustainability development, BAAC has applied the Sustainability Development Goals (SDGs) and concepts of international standards as factors for reviewing BAAC's sustainability factors as follows:



In the fiscal year 2020, BAAC has driven its tasks in accordance with the sustainable development goals by delivering value to customers, community/network, as well as organization and staff which could be classified by 3 dimensions economic, social, and environmental as follows:

Economic Dimension

BAAC places a great importance on providing a variety of digital service channels and through a network of business partners covering stakeholder needs by promoting financial service accessibility with various channels for customers to have a fast access anytime anywhere. Information technology is also implemented to enhance efficiency of products and services, as well as preventing various risks and disclosing credible information and providing responsible finance services.

Social Dimension

BAAC places importance on occupational health and safety management, supporting staff to exercise regularly in order to look after their health, as well as developing the staff capacity to be ready to enter the digital age and equipped with knowledge and expertise throughout the agribusiness chain, with

expertise to support community business, etc. in order to promote foundation economy including providing financial literacy to farmers and upgrading to business communities for sustainability of Thai agriculture sector.

Environmental Dimension

BAAC places importance on safe agriculture and organic agriculture, from planting to processing and selling, and enhance the Tree Bank to Valuable Tree Community, promote Green Credit and Green Bond, promote and develop green organization, drive the use of resources worthily and protect the environment such as raising awareness of worthwhile use of resources, reducing water use, reducing energy consumption, changing light bulbs to energy-saving LED bulbs, etc. in order to become a Low Carbon Banking.

Innovation Development

BAAC realizes the importance of innovation and is committed to continuous creation of internal innovation. The BAAC Board of Directors and high-level executives have jointly formulated the policy, vision, strategy, action plan, and structure of responsible person for driving innovation clearly while also creating



an atmosphere that promotes creation of innovation. Moreover, the innovation management system is a modern management approach for systematic and continuous organizational changes to achieve business excellences and sustainable competitiveness. BAAC regularly reviews and defines approaches to drive innovation annually. In fiscal year 2020, the innovation driving framework is as follows:

Innovation Vision

“Be a leading innovation organization to enhance the capability of farmers in a sustainable manner”.

Policy on Innovation

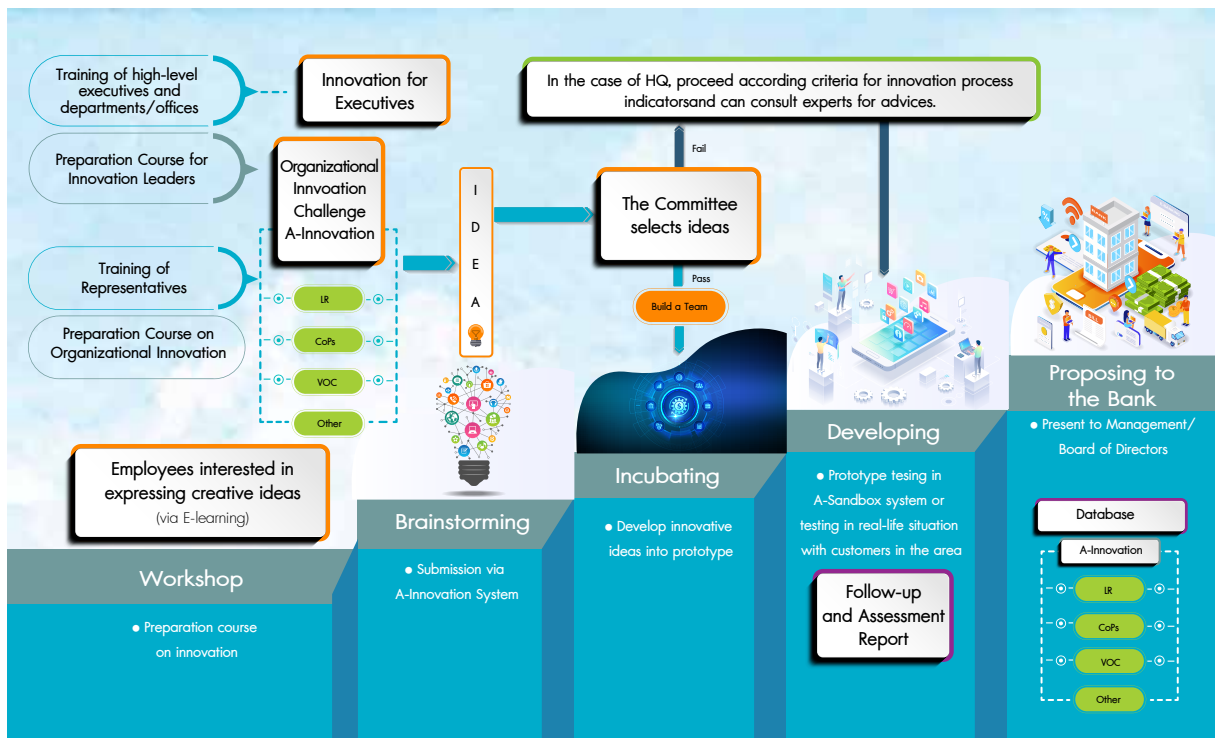
Enhance work systems and innovations to become the “center for organizational innovation and

agricultural innovation throughout the supply chain” by promoting participation and an environment conducive to invent and develop innovation for products, services, work processes, including agricultural innovation upstream, midstream and downstream, as well as linking technology and innovation from external networks in order to enhance competency and be responsive to the needs of stakeholders by taking into consideration intellectual property rights.

Innovation Development Promoting Processes

BAAC drives innovation by implementing innovation management guidelines as a framework for organizing activities to promote innovation development within the organization as shown below:

Organizational Innovation Drive Fiscal Year 2020



1. Workshop

1.1 For high-level executives and Heads of Department/Office to prepare for Innovation Leadership in order to recognize and understand phenomenon of change in the disruption era and its impact on the organization.

1.2 For operation-level employees to have an in-depth understanding of organization strategies in order to invent, design or present innovation that resolve issues or support circumstances effectively by implementing ideas and policy framework from high-level executives and heads of department/office to develop innovation.

2. Brainstorming to allow working units and employees to present innovation development program under the specified framework, in which a total of 148 ideas were presented.

3. Innovation ideas are selected by the BAAC's Innovation Research and Development Center and experts according to the following criteria: 1) creativity and innovative thinking, 2) credibility and background of the project, and 3) implementation feasibility in order to proceed to the incubation process to develop prototypes. A total of 14 ideas were selected.

4. Building a team for innovation development, in which the BAAC's Innovation Research and Development Center together with selected individuals, and experts consider grouping ideas and arranging supports to assist in developing prototypes. A total of 13 ideas remained and were divided into 3 groups: 1) digital lending, 2) debt management and collection, and 3) audit and support.

5. Incubation process includes developing ideas into prototypes, in which innovation development teams exchange ideas with the advisor team such as finance, banking and economics, agriculture and food industry, innovation and modern technology in order to further develop prototypes.

6. Innovation development allows teams to test their prototypes in A-Sandbox system or in real-life situations with customers in the area in order to make adjustments for responding to the needs of customers and stakeholders.

7. The teams present their innovation data and added value in terms of business, customers, society and/or environment to BAAC's executives in order to concretely implement the results for value adding.

Promoting Innovation Environment

BAAC has a policy to promote and support executives, employees, and assistant staff in partaking

in BAAC's innovation activities by organizing activities to promote innovation environment leading to innovation improvement and development for products and services, key working processes, and new business model to create add value to the organization. A total of 2 activities were organized: 1) the BAAC Innovation E-learning activity and 2) the Innovation Logo Contest activity.

In fiscal year 2020, BAAC has developed innovation in terms of supporting credit loans under COVID-19 pandemic by creating a system for applying for loans via the @BAAC Family Line application and the emergency loan support for individuals affected by COVID-19 in order to speed up BAAC's work processes, facilitate and alleviate customers under the social distancing measure. Also, it reduces BAAC's internal work processes in line with the lean thinking concept, meaning products can help resolve issues for consumers while reducing production costs.

Furthermore, BAAC has developed 55 innovations, of which 29 have been implemented and added value to the organization. As a result, BAAC's income increased by 2,406,946 Baht and costs decreased by 34,145,006 Baht, including added value of 36,551,952 Baht in fiscal year 2020. BAAC is committed to continuously develop innovations suitable for changes in banking business.

Section 6 Disclosure of Information

BAAC places great importance on management and operations in accordance with the good corporate governance principles. In order to enable the BAAC information disclosure to be accurate, complete, transparent, and equitable in accordance with the Official Information Act B.E. 2540 and other relevant laws, and to all the public to participate in inspecting management process, operations that affect rights or cause damage, hence the BAAC information disclosure policy has been formulated as a guideline to be used as a standard for employees at all levels, all units, both in the central and provincial areas as follows:

1. Key principles for Information Disclosure

1.1 The information disclosed must be accurate, complete, clear, and timely.

1.2 There is compliance with the rules and regulations regarding information disclosure.

1.3 Stakeholders, including shareholders and other interested parties, have an equal right to be informed and access the information disseminated.



3 Stakeholders, including shareholders and other interested parties, have an equal right to be informed and access the information disseminated.

2. Responsible Person for information disclosure

2.1 Chairman, President, top executives responsible for the Group, top executives responsible for the Line, Senior Vice President of the Departments/Offices can consider and decide about the type of content of important information for the disclosure, by which they will disclose/clarify the information by themselves or assign related parties to disclose/clarify.

2.2 Office of Marketing Communication and Public Relations is the office responsible for acting as the primary function for coordinating with the information owner to disseminate important information of BAAC through various disclosure channels.

3. The disclosure of BAAC information which is official information by publishing the official information as specified by law in the Government Gazette, consisting of:

3.1 Organizational structure management is organized under the framework of 5 important principles namely the division of work principle; the assignment of work principle; the expertise principle; the righteous authority principle; and the coordination principle, and supports the tasks according to BAAC vision by organizing the group of work that are linked with one another in the same group, to create value chain for connecting work efficiently and effectively. The organization structure is publicized to inform employees via circular letter and via BAAC Intranet system, and to inform public via website <http://www.baac.or.th>.

3.2 Key authorities and procedures, the key authorities and procedures according to such authorities are summarized to enable the officers and the general public to be aware of the BAAC's roles and responsibilities as follows: (1) Key roles and responsibilities and direct impact to the customers, such as procedures for applying for service, loan approval authority, deposit receiving authority, etc., requires the branch to make a notice clearly posted at the branch office (2) Key roles and responsibilities of various departments that employees should know, which employees can search from the Correspondence Systems, BAAC Operation Manuals, and Electronic Document Archiving Systems, as well as the department website in the BAAC Intranet System.

3.3 Contact point for information or suggestions for contacting the BAAC, in order to inform the

location of the contact to receive information or suggestion to increase convenience to the public to know where to contact, as well as to be a clear guarantee that BAAC has arranged regular staff to provide information, news, and suggestion for contact.

3.4 Rules, regulations, orders, circulars, schemes, policies, or interpretations are provided with the condition as a rule to have general effect to the private sector concerned.

3.5 Other information as determined by the Official Information Commission to be consistent and suitable for future society development.

4. Disclosure of information which must include the information as required by law to be included for public viewing, the BAAC has compiled financial and non-financial information that is accurate, complete, and up to date in order to be collected for public viewing as needed including

4.1 The result of the consideration or decision that has a direct effect on the private sector, including dissenting opinion and the relevant orders in such consideration, to enable the public to check whether any consideration of a matter relating to the private sector in the past has been considered by rules or according to the law, which will enable them to receive information as a guideline how to prepare if they have similar case and how the BAAC should consider it.

4.2 Significant policies or interpretations, including policies related to financial risk management for the public to be aware of and cooperate or make recommendations to such policy guidelines, which is important in promoting public participation.

4.3 Plans, projects, and annual budgets that are underway, information regarding plans projects, and annual budgets is considered as important information to enable contractors or entrepreneurs to be informed equally about annual budgets of government agencies as well as plans and projects, allowing the procurement process to be fair and transparent, and allowing BAAC to benefit from fair competition.

4.4 Manual or order regarding working methods of the government officials which affects the rights and duties of the private sector in order to be informed of the procedure and criteria for consideration and the practice of officials no matter in the provision of service or operations in any matter with the people under the power of the BAAC, or for requesting various services from the BAAC.

4.5 Financial Report, Auditor Report, and Annual Performance Report to provide the opportunity to the public to be informed of the BAAC's operational results in their actual operations, which create trust in BAAC's operation and bring transparency to the organization.

4.6 Policy on remuneration for directors and top executive in the annual report including the type and amount of compensation to enable the public to be aware of the remuneration for directors and top executive, which has been carried out in accordance with the regulations and referring to governmental practices, which is disclosed in the annual report while the type and amount of compensation will be proceeded according to regulations and refer to governmental practices.

5. Disclosure or provision of all types of BAAC information that can be disclosed to the public who want to know by proceeding under the Official Information Act B.E. 2540.

6. BAAC's Board of Directors and management has placed importance on the disclosure of information by formulating the policy on disclosure of information and transparency, with thorough communication including publicizing such procedure to the public via appropriate communication channels thoroughly.

7. BAAC's information and reports have been prepared such as annual report, statistical information, etc., with accuracy, reliability, and completeness by using language that is easy to understand, compact, and has sufficient and useful information for users.

8. Types of information to be publicized and information disclosure channels

8.1 Types of information to be publicized, BAAC will publicize information within the time and with the frequency as stipulated by laws or as determined by government agencies or agency supervising the BAAC, depending on the type of information.

8.2 Information disclosure channels, BAAC will disclose information via various disclosure channels provided by BAAC. The selection of disclosure channels will depend on legal requirements or determined by government agencies or agency supervising the BAAC, and type of information. Initially, BAAC has provided both internal and external channels for information disclosure as follows: (1) Electronic media such as internet, Facebook BAAC Thailand, LINE@BAACsociety, Line Official BAAC Family, Youtube BAAC Thailand, Email: contact@baac.or.th, LCD screens, and Digital signage system, etc. (2) Printed media such as brochure, poster, newspaper, book/journal, letter,

BAAC booklet, annual report, etc. (3) Mass media such as central radio station and local radio station, television, etc. (4) Other media such as personnel interviewing, public hearings with stakeholders, academic meeting, learning center, knowledge distribution center, meeting, customer group and customer group leader, and exhibition, etc.

9. An annual report showing financial position and operating result is prepared within a specified period (120 days after the end of the fiscal year) covering important principles such as BAAC's operational policy, risk management and internal control policy, financial report, past performance, information about directors and high-level executives, etc.

10. The information disclosure regarding the procurement of BAAC has the guidelines and information disclosure channels as follows:

10.1 Publicize in the information network of the Comptroller General's Department, the Ministry of Finance at <http://www.gprocurement.go.th>, via BAAC Website at <http://www.baac.or.th>, which consists of annual procurement plan, disclosure of median price, procurement notification, Terms of Reference (TOR), public hearings, and procurement report on all stages of the procurement process.

10.2 Publicize via BAAC Website at <http://www.baac.or.th>, which consists of quarterly procurement report.

10.3 Publicize in the information network of the Comptroller General's Department, the Ministry of Finance at <http://www.gprocurement.go.th>, via BAAC Website at <http://www.baac.or.th>, and post notification at the BAAC public relation signboard for a period of not less than 3 consecutive business days, which consists of procurement notification, notification of bid winners or selected person.

10.4 Deliver copy of contract or agreement with value of 1 million Baht and above to the State Audit Office of the Kingdom of Thailand (SAO) and the Revenue Department within 30 days from the date of contract or agreement.

10.5 Report the procurement result with the credit limit exceeding 50 million Baht to the government budget spending monitoring committee to submit to the Cabinet every end of the month.

11. Review of the information disclosure policy, BAAC has a policy to review the information disclosure at least once a year for the information disclosure policy to be correct and accurate in accordance with legal requirements and regulations for better practical results.



Section 7 Risk Management and Internal Control

Risk Management

BAAC attaches importance to risk management and internal control that are consistent and appropriate to the constant changes of the environment by implementing a risk management framework in accordance with the BOT's guidelines and governance for specialized financial institutions, the Ministry of Finance, and other related international standards as BAAC's operational guidelines of risk management and internal control on all organizational levels. BAAC sets risk management and internal control policy, acceptable risk level, risk management and internal control processes, and related personnel responsible for risk management and internal control, including promoting organization-wide risk culture.

BAAC has determined the master plan for risk management and internal control appropriate for BAAC's operations. Monitoring of risk management and internal control is performed on a regular basis, as well as assessing risks and impacts from changes in various factors such as economy, society, politics, official rules, technology, cyber threat, and the spread of COVID-19 in order to ensure that objectives can be achieved effectively and efficiently. BAAC is to maintain sufficient fund and liquidity to face various risks, including setting up system and processes to support risk management and internal control such as emergency management process, management process of public concerns, and Early Warning System (EWS).

Risk Management Structure

BAAC's Risk Management Structure consists of the Board of Directors responsible for determining or approving a good risk governance framework in order to support the Bank's business operations according to the defined directions and goals, including instilling risk management culture. The Risk Oversight Committee supports the BAAC's BOD regarding the risk governance framework to comply with the defined policies and strategies by holding a Risk Oversight Committee meeting of at least once every quarter. Moreover, BAAC has established a committee or a working group to support and control the management of each risk factor to assist the Risk Oversight Committee in supervising BAAC's

risk management such as the Assets and Liabilities Management Committee, the Business Continuity Management Committee, the Internal Anti-corruption Committee, and the working group for the Center of Loan Quality Management.

BAAC has determined organizational structure appropriate for overseeing, monitoring, and auditing operations in accordance with policies, strategies, processes, and risk management methods, including balancing authorities independent of each other into 3 levels.

1. Organizational Level has the responsible unit as follows:

1.1 Risk Owner (First Line of Defense) is the unit that own and manage risk. Its responsibility is to assess the risk mitigation plan, to provide suggestion as well as to monitor risk assessment regularly so that the risk is at an acceptable level.

1.2 Risk Management Department (Second Line of Defense) is the unit that monitor, supervise, analyze, synthesize, and manage risks. It reports directly to Chief Risk Officer (CRO) and BAAC President and report significant operation results to Risk Oversight Committee, Audit Committee, and BAAC's Board of Directors.

1.3 Audit Line (Third Line of Defense) is the unit that review and assess the risk assessment and internal control operation. It is the independent assessment and the result will be submitted directly to the BAAC President and Audit Committee for overall process to submit to Risk Oversight Committee, BAAC's Board of Directors, and Ministry of Finance.

2. Department Level requires having internal risk assessment and control by having Risk Assessment and Internal Control Committee at the department, regional office, provincial and branch office level to perform risk assessment and internal control by itself.

3. Projects, Products, or Services Level requires assessing risk of the projects, products, or services in accordance with the operation manual determined by the BAAC in order to ensure that the project will be worthwhile, effective, be able to achieve the target under acceptable risk.

Diagram of Risk Management Structure



Risk Factors and Risk Limits

BAAC has classified the risk groups according to the guidelines of the Bank of Thailand and the Ministry of Finance into 2 major groups and 8 risk types comprising (1) Financial Risk which includes Credit Risk, Market Risk, and Liquidity Risk and (2) Non-Financial Risk which includes Strategic Risk, Reputation Risk, Operation Risk, Technology and Information Risk, and Compliance Risk. BAAC has identified, assessed and reviewed risk factors at the organizational level that may affect the operations in the fiscal year 2020 in 11 factors namely (1) Credit Quality (2) Interest Rate (3) Liquidity Management (4) Competitiveness (5) Fund Sufficiency (6) Image and Reputation (7) Employee Efficiency (8) Compliance (9) Information Technology Readiness for Business Support (10) Technology Development for Business Support (11) Preparedness for Cyber Threats. BAAC has set the risk limits covering financial and non-financial risks for controlling and monitoring risk management to an acceptable level.

BAAC has continuously monitored and assessed the risk status and managed the risk of organizational risk factors. At the end of fiscal year 2020, the 11 risk factors fell in risk appetite level. BAAC has closely monitored the situation and carried out risk management measures. As a result, BAAC's key operating results were in line with the specified targets.

BAAC's Risk Management Approach

BAAC Risk Management is classified by 8 risk types i.e. Credit Risk, Market Risk, Liquidity Risk, Strategic Risk, Reputational Risk, Operational Risk, Technology and Information Risk, and Compliance Risk which can be summarized as follows:

1. Credit Risk BAAC has placed importance to the continuous development of efficiency in credit risk management both in terms of increasing capability of personnel responsible for credit risk in order to be able to analyze, assess, monitor, and report on risk factors together with risk management measures, and supporting tools and improving risk management process quick, accurate, and keep up with the situation and comply with criteria of the Bank of Thailand and international standards to enable the BAAC's operation to achieve its vision and mission with efficiency and effectiveness. In fiscal year 2020, agricultural economy contracted by 3.3% compared to the fiscal year 2019, mainly due to continued droughts from 2019 and outbreaks of diseases and pests, which led to reduced agricultural produce such as rice, maize, prawns, river fish, etc. The COVID-19 pandemic also had a negative impact on the global scale, as well as international trade conflicts resulted in a slow recovery of agricultural exports and agricultural products. Nevertheless, the government's relieve measures



such as measures to rehabilitate farmers impacted by COVID-19, the 1 tumbon 1 new agriculture theory project, and the Smart Farmer project helps enhance farmers' potential with continuous farming. Moreover, promoting and developing online market of various projects helped boost sales e.g. the "Rao Mai Ting Gun" and the "Rao Tiew Duay Kan" schemes. Also, the confidence in product quality of Thai agriculture contributed to import demands of Thai agriculture and food products in many countries.

BAAC has assessed impacts of aforementioned circumstances and implemented risk management measures to mitigate burdens of customers on an ongoing basis such as debt moratorium measures for both principal and interest, measures to help customers affected by the new wave of COVID-19, debt reduction measures, and the project to return interest to farmer customers with good repayment records. In addition, rehearsing for the operation in accordance with the operation manual, developing risk management tools by referring to the Bank of Thailand's financial institution supervision criteria and international standards in order to increase the efficiency of credit risk management and decrease likelihood of repayment defaults because they can lead to non-performing loans and higher BAAC's reserves, affecting income and position of BAAC's capital funds.

2. Market Risk The overview of global economy in 2020 has contracted due to the COVID-19 pandemic causing central banks around the world to announce interest rate reduction and maintaining it at a low level, which sends a clear financial signal to help reduce the burden of loan repayments in the household and private sectors to help support and maintain the country's economic stability. For example, the US central bank has reduced interest rate policy at the beginning of 2020 from 1.50-1.75% to 0-0.25%, including using financial tools to purchase instruments in the market to help lower government bond yields or to reduce the risk compensation of financial instruments. Moreover, many countries implemented financial measures to support economic recovery such as USA's stimulus measures and measures to help individuals affected by COVID-19. Euro countries received financial support from their governments in the forms of money grants and loans from rehabilitation

plans for those affected by COVID-19 or income support measures e.g. Germany and France have measures to reduce working hours of employees but the government still pays severance pay ranging between 60-87%. For Japan, economic recovery measures were applied by maintaining a balance between economic recovery and prevention of the spread of COVID-19. Thai economy in 2020 retreated y-o-y. Most of the expenditure comes from a decrease in export value, private consumption, and total investment, including most of the production comes from the decline in value in agriculture, forestry, fishery, industrial production, hospitality and food services mostly due to the spread of COVID-19. The average annual headline inflation was -0.85%, which was lower than the lower margin of the inflation target range of 1-3%. Nominal Effective Exchange Rate (NEER) at year end depreciated y-o-y, while Thai Baht slightly appreciated against US dollar at year end at 30.04 Baht per US dollar. From the Bank of Thailand's overview of economy, BAAC has implemented a relaxed financial policy to maintain price stability by reducing the policy interest rate to an unprecedented low of 0.50% p.a. at year-end

Market Risk is divided into 3 categories:

2.1 Interest Rate Risk BAAC has assessed the structure of assets and liabilities using Repricing Gap Analysis to manage loan and deposit portfolios to have a more consistent interest rate structure to accommodate the impact of fluctuations in interest rate over the long term. A policy to set risk limit on interest rates was established by taking into account the decrease in the impact of net interest income on net profit less than 1%, which is an acceptable level by BAAC.

In fiscal year 2020, BAAC adjusted down the loan interest rate twice and the deposit interest rate 3 times, which in turn created repricing risk and basis risk that impacted the net interest income but was still at an acceptable level. However, BAAC has managed the basis risk to be on an appropriate level according to the market risk policy, as well as monitoring and forecasting risk potentials via the early warning system. Furthermore, critical testing of interest rate risk is performed every quarter to reflect weaknesses or impacts that may occur under a crisis scenario as specified by the Bank of Thailand. By doing so, BAAC can determine appropriate risk mitigation measures.



2.2 Price Risk BAAC has determined the investment policy in debt securities portfolio and has constantly reviewed to be suitable for market conditions, as well as closely monitored investment situation in debt securities market in order to manage the risk investment in both trading and available-for-sale investments in accordance with the investment policy, and to be able to control the price risk to be under the approved risk limit.

2.3 Foreign Exchange Rate Risk BAAC has a policy to maintain currency status of Net Open Position in Each Currency and Aggregate Limit to be sufficient for business operations. BAAC has no policy to speculate on profits from exchange rate, and there is no policy on procurement of debt-funding in foreign currencies.

3. Liquidity Risk In fiscal year 2020, BAAC's liquidity remained at the acceptable level by BAAC and sufficient to support implementation of the business plan and implementation of project in accordance with the government policy. BAAC has used prudent principles in managing liquidity risk, establishing liquidity risk management policies in line with liquid asset maintenance criteria in accordance with the Bank of Thailand's policy regarding liquidity risk management of specialized financial institutions. There is a tolerance upper for liquidity risk management for an effective liquidity risk management and consistency between costs and benefits appropriate for business strategies. In doing business, BAAC established the Liquidity Contingency Plan Management Committee (LCM) to continuously test and review contingency plans in terms of liquidity.

In addition, BAAC also has tools to measure liquidity risk such as Liquidity Ratio, Liquidity Gap Report, Funding Concentration Report, as well as develop indicators in the Early Warning System, Funding Concentration Report, and comprehensive crisis testing both in the case of BAAC-specific crisis, Market-Wide crisis and Combination of both using Liquidity Coverage Ratio (LCR). Behavior model testing for prepayment and overdue is also performed to be applied in assessing net liquidity. BAAC has analyzed, evaluated, monitored, and reported the liquidity risk report to the Assets and Liabilities Management Committee, the Risk Oversight Committee, and the Board of Directors on a regular basis.

4. Strategic Risk BAAC's Strategic Risk Management are as follows:

4.1 Risk Oversight Committee and high-level executives controlled, monitored, and provided suggestion regarding the plan and significant operations through the meeting of the Risk Oversight Committee and the meeting of BAAC's Board of Directors.

4.2 High-level executives placed importance on the formulation of the strategic plan based on the analysis of external and internal environments, and the systematically collection of needs and expectations of stakeholders, and required that various departments participated in order to input, analyze data, and plan the risk management of each department to be in line with BAAC's operating direction.

4.3 Restructured to have a new mission-driven division to support the impact of changes in internal and external factors, and official regulations.

4.4 Searched for Sound Practice in the organization by driving for the Project Based to be pilot project for the efficient management in the area.

4.5 Approved appropriate and flexible budgets according to priority and urgency of work, and supported the personnel development budget in order to drive significant work and continuously train personnel at all levels.

4.6 Established a performance monitoring system that meet the need of all levels of users in order to input data from the operational level that reflects the performance in terms of deposits, loans, the operations according to the missions of the Government policy, and the management of Rate of Return and the cost rate, as well as developed the financial reporting system in accordance with official practices and regulations.

4.7 Constantly communicated policy by high-level executives and department executives so that the operation achieve the specified targets with the connection of business plan of the departments by using self-assessment principles to come up with action plan that reflect the risk perspective of the department, promote the knowledge and understanding regarding risk management, and awareness of risk until becoming a culture.

In addition, BAAC has developed tools for strategic risk management such as (1) development of Early



Warning System (EWS) to send early warning signals for Key Risk Indicators (KRIs) covering all risks and has expanded the scope of application to the branch administration group in order to promote understanding and develop risk management capability of each department from bottom up (Decentralization) which resulted in the performance of strategic risk management to be under the risk appetite level with major operation carried out in accordance with the set goals, with a consistent and stable growth of performance that build confidence to stakeholders. (2) Developing a Portfolio View of Risk in order to consider the relationship of risk and causes in all risk factors, including analyzing the impact on the BAAC and creating a Risk Correlation Map to show the relationship of risk factors in the overall picture of BAAC.

5. Reputation Risk Management determines risks, measures risks, controls risks, monitor risks, and reports risks via the Risk Oversight Committee. Also, image and reputation management are driven by the working team of public concern and early warning system management in order to proactively prevent any operations that may negatively impact BAAC's image and reputation by integrating among segments to gather necessary data for analyzing, assessing operational risk level, and monitoring management measures to ensure that reputation risk management is at an acceptable level, including handling various incidents that may affects BAAC appropriately and in a timely manner.

6. Operational Risk BAAC has placed importance on operational risk management in accordance with internal and external dynamic changes in order to drive BAAC's important missions to achieve the objectives efficiently and effectively by establishing policies, strong operational guidelines with internal control points for operations in all departments, risk assessment review of the whole operating process, give feedback, communicate about weaknesses and critical controls in the process, as well as disseminate risk to stakeholders to build confidence in BAAC's customers. Risks are assessed and controlled before introducing new products to customers in order to ensure that the risk level is acceptable. All departments are directly responsible for risk management,

own department's operations, and setting measures to maintain risks at a specified level by appropriately allocate resources according to Risk Control Self-assessment (RCSA); and responsible for promoting and strengthening risk culture within BAAC under the governance of the Risk Oversight Committee, which consists of BAAC's high-level executives from Business Line and Support Line.

BAAC has ordered every department to report risks via an important tool namely loss data system for storing data of operational damages both monetary and non-monetary values. Every department is to record all loss data occurred in order to systematically store operational damages in the database for analyzing measures to prevent, control, and/or mitigate risks, including reviewing loss data for continuous development.

Business Continuity Management (BCM) is a process for preparing for crisis that may occur and may disrupt business continuity. BAAC has set the scope of business continuity management to cover BAAC's important transaction services to be linked throughout the organization in compliance with the guidelines of BOT and internal standards. Main processes consist of planning, operating, assessing the audit, and reviewing process improvement. When there are significant internal and external changes, the Business Continuity Plan (CBP) is established to ensure that if an incident that disrupts usual business should occur, BAAC's Critical Business Functions will continue to operate or resume normal operations in appropriate time. This will help lessen financial impacts, reputation damages, and other effects that may arise, as well as protecting the benefits of stakeholders while maintaining business without violating official regulations and/or reciprocal contracts.

In fiscal year 2020, there was a business disruption due to the spread of COVID-19, protests of farmers, thefts, fires, floods, and earthquakes. BAAC has announced to operate its business according to the BCP and update customers of the situations via various channels such as the BAAC website, online channels, etc. in order to continue its services, control the incidents, and store the situations to be able to operation normally and effectively.

7. Compliance Risk BAAC appointed the Good Corporate Governance and Compliance Subcommittee,



the Compliance Committee, and the Office of Corporate Governance and Compliance as Compliance Unit responsible for overseeing and monitoring the Bank's compliance with the rules and regulations, which have a policy to supervise the compliance for the Board of Directors and high-level executives to behave as a role model. All executives and employees must comply with laws, rules, regulations, and avoid participation or involvement with unlawful activities or operations or against public order or good morals. All employees have a duty to study and understand compliance with rules and not considered it to be only duty of the employees overseeing compliance. In order to prevent damage from non-compliance, the executives of the units are responsible for overseeing the compliance by requiring that there be a compliance committee for Department/Office (headquarters) level, Branch Administration Department level, and Office of Metropolitan Branch Administration, with compliance review every quarter and recorded in the Bank's Compliance Center System which is a self-review of compliance. This allows BAAC to have information on how to effectively oversee and monitor compliance. From placing an importance on raising awareness among management and employees in compliance operation, resulted in compliance risk management efficiency at an acceptable level.

8. Information Technology Risk BAAC has appointed the Office of Information Technology Risk Management to be in line with the Bank of Thailand's Information Technology Risk Regulations of financial institutions, covering supervision of IT Outsourcing in accordance with Third Party Risk Management Implementation Guideline and Cyber Resilience readiness assessment framework by using it as a guideline for assessing risks of work system and important projects. Tools have been developed to increase the efficiency of risk monitoring in accordance with the Project Management Body of Knowledge (PMBOK Guide) standards, which is an upgrade of Information Technology Management risk to be acceptable. BAAC has also revised risk management standards to be in line with BOT's compliance guidelines under 3 important criteria-Confidentiality, Integrity, and Availability-on a foundation of information protection and customer benefits. The Bank also reviewed

work processes and useful data storage system to be sufficient for analyzing and evaluating risks, including assessing BAAC's information compliance readiness according to the Personal Data Protection Act, which will take effect in 2021. Hence, BAAC has emphasized on business operations with transparent and auditable data management to ensure quality, security, and integrated information in a complete, accurate, and up-to-date manner. Moreover, BAAC has enhanced its competencies in terms of information technology and risk management to support business competitiveness and expansion with a variety of products and services certified to international standards such as Information Security Management System: ISMS (ISO/IEC 27001:2013), Service Management System (ISO/IEC 20000-1:2011) and risk management framework in accordance with Risk Management Principle and Guideline (ISO 30001:2018) to reduce the risk of increasing cyber threats. BAAC has also hired external service provider with experiences and internationally recognized certificates to manage and respond quickly to threats as well as preparing Business Continuity Plan (BCP), Disaster Recovery Plan (DRP) and Incident Management Plan (IMP) to ensure that BAAC will be able to provide uninterrupted service in case unexpected incident occur.

Capital Maintenance

BAAC has used the Capital Management Supervision Criteria of the Specialized Financial Institutions according to the Bank of Thailand's notification no. SKS 15/2019 dated 2 September 2019 on Capital Management Supervision Criteria of the Specialized Financial Institutions to create stability, strength, and immunity capable of continuously perform missions. Specialized Financial Institutions are to maintain a minimum capital at each day-end at Total Capital Ratio of not less than 8.50 percent provided that Tier 1 Ratio is not less than 4.25 percent and Tier 2 capital must not exceed the Tier 1 capital.

BAAC uses Standardized Approach according to the criteria of Bank of Thailand in the calculation of credit and market risk-weighted assets, and uses Basic Indicator Approach (BIA) in the calculation of operation risk-weighted assets in order to maintain the minimum capital according to the criteria specified by the Bank of Thailand, and regularly tests the adequacy of capital to support risk on a quarterly



basis and forecast for the following quarter to ensure good risk management system and adequate capital absorb all significant risks of BAAC, both in normal and crisis conditions. As of 31 March 2020, BAAC had capital of 153,543 million Baht, consisting of Tier 1 capital of 138,558 million Baht, and Tier 2 capital from reserves for assets classified as Pass of 14,985 million Baht, and Total risk assets of 1,257,581 million Baht consisting of credit risk-weighted assets of 1,121,824 million Baht, market risk-weighted assets of

21 million Baht, and operation risk-weighted assets of 135,736 million Baht, resulting in the BAAC's Capital Adequacy Ratio at 12.21 percent, more than the minimum requirement set by the Bank of Thailand at 8.50 percent. In this regard, BAAC has maintained capital in excess of minimum capital requirement to absorb credit, market, and operation risk-weighted assets (minimum capital of 113,034 million Baht), resulting in BAAC's excess capital of 40,509 million Baht to absorb the Unexpected Loss (UL).

Details of Capital Adequacy Ratio

unit: million Baht

Item	Fiscal Year 2020	Fiscal Year 2019
Capital	153,543	142,233
- Tier 1	138,558	128,040
- Tier 2	14,985	14,193
Risk-weighted Assets	1,257,581	1,216,276
- Credit	1,121,824	1,089,096
- Market	21	28
- Operation	135,736	127,152
Tier 1 Ratio (%)	11.02	10.53
Capital Adequacy Ratio (%)	12.21	11.69

Internal Control

BAAC has assessed the internal control for the fiscal year 2021 ended on 31 March 2020 by the methods specified in accordance with the criteria of the Ministry of Finance regarding the standards and rules for internal control for government agencies 2018, with the objective to create reasonable assurance that the operation will achieve the objectives of effective and efficient internal control, for both financial and non-financial reporting that is reliable, timely and transparent, as well as compliance with laws, rules and regulations related to the operations with 5 components of appropriate internal control as follows:

1. Control Environment

The BAAC executives place importance on internal control according to the Ministry of Finance's rules and regulations on internal operation controls with good corporate governance and established organizational structure, chain of command, authority

and responsibility appropriate to the achievement of the BAAC's objectives and compliance. Furthermore, BAAC promotes personnel to follow organizational culture and to give importance to honesty, morality, ethics, and transparency in operations; while motivating and equipping personnel with knowledge and capability to continuously perform internal control.

2. Risk Assessment

Objectives of internal control comply with BAAC's objectives to have standard risk management procedure with independent operation and appropriate budgets and resources. It identifies risk factors and assesses risks from both internal and external factors, as well as potential fraud opportunities that may affect the achievement of objectives covering all aspects in accordance with the regulatory criteria, analyzes and manages appropriate risks to reduce operational errors.

3. Control Activities

BAAC performs preventive control, detective control, corrective control, and directive control, which support and promote achievement of objectives of internal control in 3 areas namely operation, financial and non-financial reporting, and compliance according to internal control standards by specifying in policies, methods, and working procedures in order to control important areas effectively by putting the policy into practice with internal control specified in all activities, all processes, and all levels of operations.

4. Information and Communications

BAAC procures the relevant and quality information system that is secure and prevent data breaching. The tools development is in line with current situations with internal communication to the management and relevant parties in assisting receivers to perform their duties under the responsibilities effectively and efficiently. Communication with external parties is in accordance with information security policies of BAAC, and compliance guidelines and regulations of BOT, Ministry of Finance, and international standards.

5. Monitoring and Evaluating Activities

BAAC monitors and evaluates internal control according to BAAC's missions to promote continuous compliance to internal control, which is confident that internal control compositions are implemented as well as communicating deficiencies or weaknesses of internal control in a timely manner to management and supervisors, and can make appropriate correction as part of normal operation of the management, supervisors and relevant parties.

From such evaluation, BAAC concludes that internal control is sufficient and continuously applied. It is with confidence that BAAC's risk management and internal control system is effective, capable of achieving determined objectives and goals, and in compliance with the Ministry of Finance's criteria regarding standards and rules for internal control for government agencies 2018 under the supervision of the Ministry of Finance.

Reinforcement of Risk Culture

BAAC realizes and places importance on promoting risk culture, fairness, and transparency throughout the organization by specifying risk governance framework to communicate and instill its personnel with knowledge, understanding, and continuous application of risk management in the organization. The new State Enterprise Assessment Model (SE-AM) on risk management and internal control consists of:

(1) To enhance the roles and duties of the Board of Directors/management team in driving risk management and internal control.

(2) To develop human resources in terms of risk management and internal control operations such as educating employees of all levels on risk management and internal control, and supporting self-learning e.g. knowledge management and BAAC e-Learning, etc.

(3) To define motivation in performing risk management such as evaluation on risk management and internal control operations of executives.

(4) To establish manuals on corporate governance business ethics, and code of conduct for directors, executives, and employees, including reviewing risk management and internal control manual annually so that executives and employees perform their tasks with transparency.

(5) To communicate risk management in various forms such as communication from high-level executives through Bank Agenda meetings, and reporting operational results in terms of risk management all segments in the form of a risk management report.

(6) To set important matters as a regular agenda for the meetings of the Board of Directors and the Risk Oversight Committee such as reporting of risk status of risk factors, reporting of fund sufficiency, and reporting of debt management.

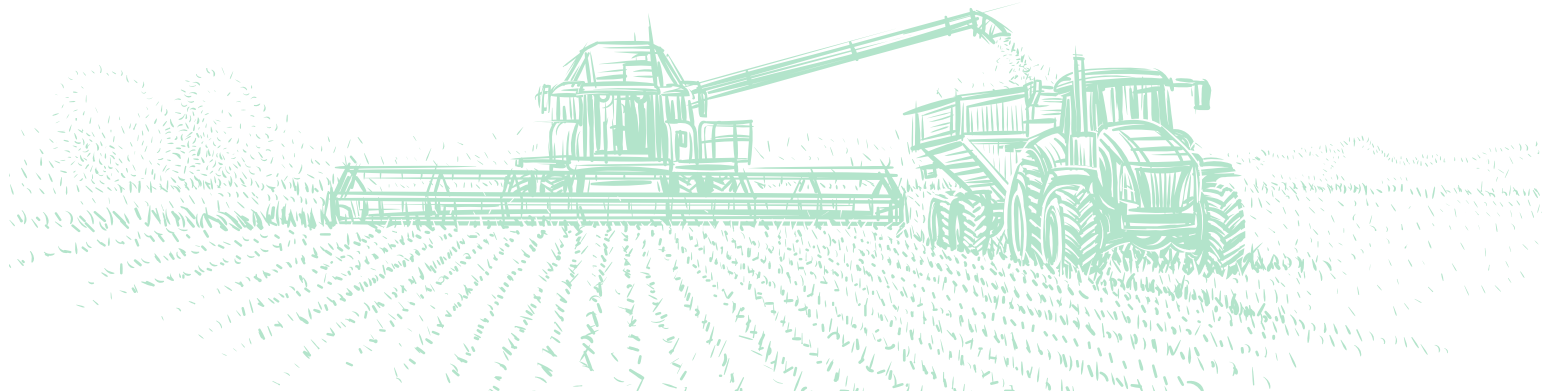
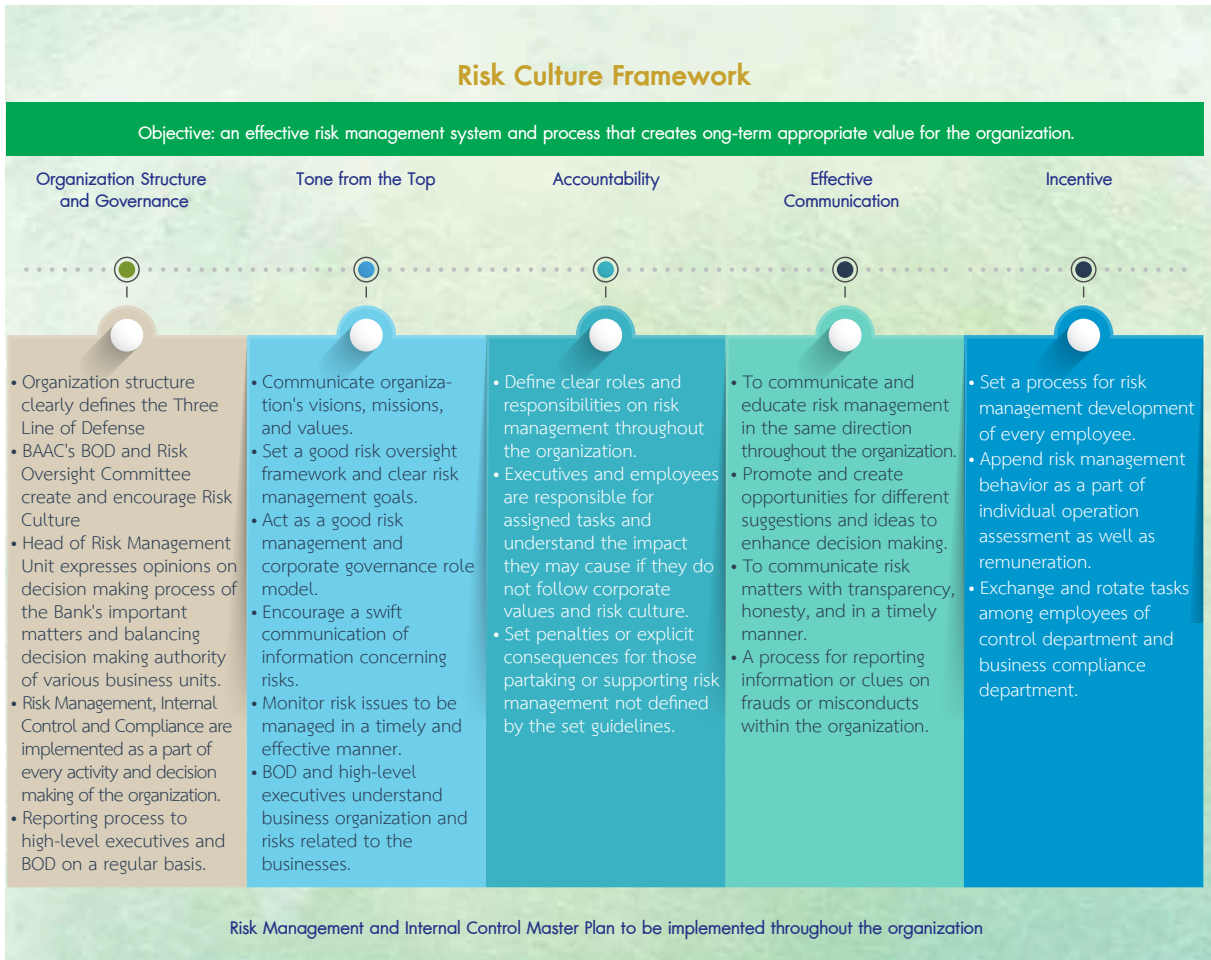
(7) To report risk culture compliance status to the Risk Oversight Committee. In addition, survey results on acknowledgement, attitude, risk management behavior, and risk culture promotion of employees and executives throughout the entire organization revealed that employees and executives are aware and acknowledge of the matter. Risk management behavior was on the highest level of the survey at 97.40%



(8) To develop risk database and KRI Dashboard to be BAAC's Key Risk Indicator (KRI) and to implement in the BAAC Risk Management System (BRMS).

(9) To create risk management environment throughout the organization and to express intention of risk management to create participation, behavior, and acknowledgement of risk management and internal control.

Diagram of Risk Culture Framework

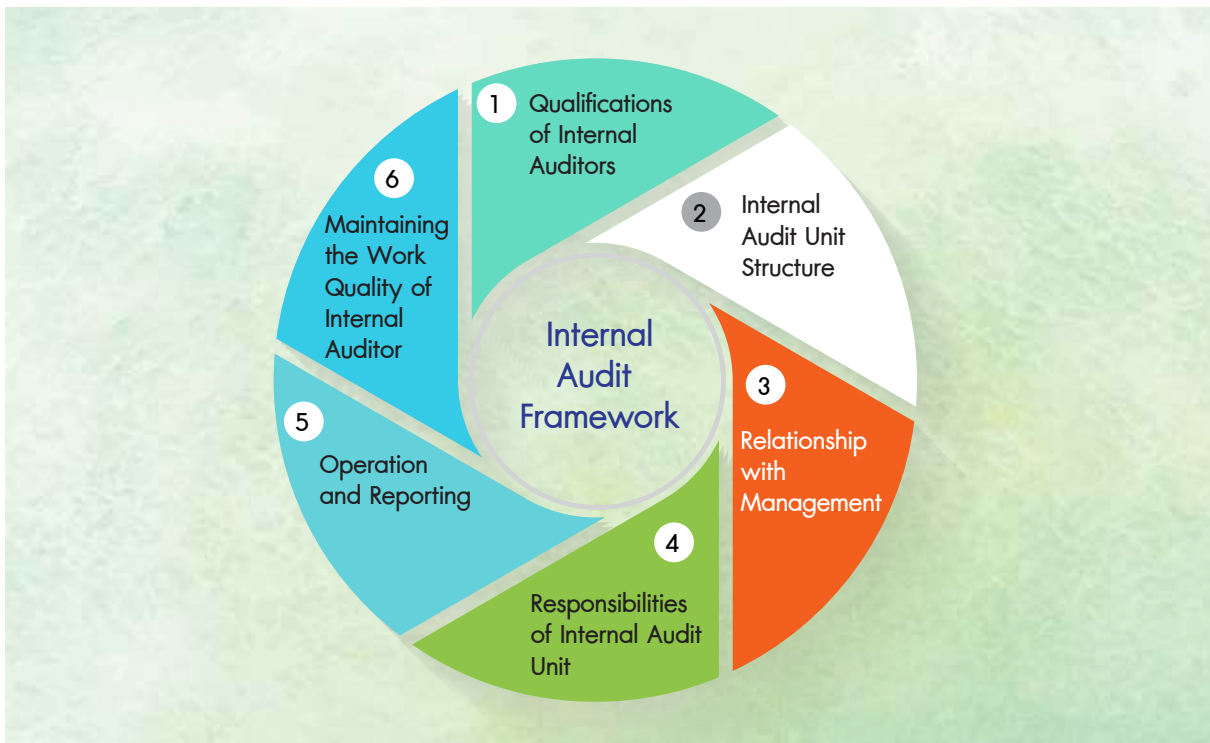


Internal Control

BAAC's internal audit plays a role in providing assurance by systematically evaluating and improving the effectiveness of internal control process, supervision process, risk management process, and other operations of BAAC, as well as performance reporting and providing advice fairly and independently in order to increase the value and enhance the operational process of BAAC to achieve the determined targets and objectives efficiently.

Internal audit is performed in accordance with international standards for professional auditing,

regulations of the Ministry of Finance on the Audit Committee and Internal Audit Unit of the State Enterprise B.E. 2555 (2012), regulations of the State Audit Commission on the performance of internal auditor B.E. 2546 (2003), and the State Enterprise's Internal Audit Manual Rev. B.E. 2555 (2012), Ministry of Finance for Standards and Criteria of Internal Audit Operation for State Enterprise Organization (No.2) B.E. 2562, and the new State Enterprise Assessment Model (SE-AM), including notification and policy guidelines of the Bank of Thailand which have an audit framework as in the following picture:



1) Qualifications of Internal Auditors

BAAC's internal auditors have qualifications from bachelor's degree level or higher and are promoted and developed to have knowledge, skills, and understanding of the business of BAAC as well as general knowledge about risk, information technology control, auditing techniques, and other capabilities necessary for performing duties in order to ensure that the work can be performed according to the auditing objectives and the established standards which appear in the audit charter. The internal auditors are encouraged to attend the training for not less than 40 hours per person per year, and are sent to attend the Certified Professional Internal Audit of Thailand (CPIAT),

The Certified Internal Auditor (CIA), and Certified Information Systems Auditor (CISA) training programs. At present, the audit line has certified professions consisting of 1 person for CIA, 1 person for CPA, 2 people for CISA, and 27 people for CPIAT.

2) Internal Audit Unit Structure

BAAC's Board of Directors and executives place importance to the internal audit work by assigning and empowering high-level executives at the Executive Vice President level to be the Chief Audit Executive (CAE) taking care of the audit line consisting of Audit Department and Office of Information Technology Audit which have the direct supervision structure



under BAAC Audit Committee (AC), and general administration directly under the BAAC President with independence in operation and reporting. The roles and responsibilities have been clearly specified in the Internal Audit Charter and disseminated to all BAAC employees for acknowledgement.

3) Relationship with Management

The Audit Line has good relationships with management, other auditors, regulatory agencies, and the Audit Committee both in presenting the reports and preparing the audit plan. It takes into account expectations, comments, suggestions on operations in preparing the 5-year strategic plan of the Audit Line and the annual audit plan under the principles of Good Governance, Risk Management and Compliance (GRC) that are in line with BAAC strategy and the Risk Based Approach, covering both core and supporting businesses, including information technology auditing, both General Control and Application Control, which have been agreed by the President and approved by the BAAC's Board of Directors.

4) Responsibilities of Internal Audit Unit

The responsibilities of Internal Audit Unit include the review of the efficiency and effectiveness of internal control process, supervision process, risk management process, accuracy and reliability of financial information, and report relevant policy compliance, procedures, laws, rules and regulations, audit the transactions that may have conflicts of interest, appropriateness in asset custody, review and follow up of operation plans, results of operation and resource usage, in order to help achieve the objectives and goals of BAAC. The responsibilities have been clearly specified in the Charter of the Audit Line and communicated to all BAAC employees for awareness.

5) Operation and Reporting

The strategic plan of the Audit Line consists of strategic action plan and the annual audit plan which is in accordance with the risk assessment results to allocate resources with highest efficiency and effectiveness. This is in line with the BAAC risk assessment result and covers all business processes and taking into account expectations, comments,

suggestions, or concerns on BAAC operation from stakeholders in determining the audit plan to ensure that the internal audit operations support the achievement of the goals and objectives.

The Audit Line has reported the audit result to the executives of the auditees, relevant organizations, and the management in order to have the improvement and correction of operations, and reports a summary of important issues to the BAAC Audit Committee and BAAC President at least once a quarter. The precautions and findings from the audit results are communicated on a quarterly basis in order to enforce the units which have not been audited to strictly abide by the BAAC procedures and official rules.

The Audit Line is aware and places importance on to adjusting the audit model in order to increase the effectiveness of the audit by adjusting the audit process to cover all stages of the operational process and customer service (End to End Process), and focuses on developing auditing innovations by enhancing the efficiency of Data Analytic by applying Idea and SQL Server tools in analysis and Visualization, developing Surprise Check process innovation, developing analytic database and evaluating key control map, developing data processing in compliance with business rules, and developing database necessary for audit management according to missions in creating trust and providing advices. In addition, the integration has been made with the Compliance and Good Governance Line in jointly preparing the area audit plan and period, with information support and information exchange of audit/review result for the efficiency of the operation.

6) Maintaining the Work Quality of Internal Auditor

The Audit Line has assessed internal audit quality and improved its operation in accordance with the regulations of the Ministry of Finance regarding the audit committee and internal audit unit of state enterprise and best practices related to maintaining the work quality of internal auditor in accordance with the State Enterprise's Internal Audit Manual Rev. B.E. 2555 (2012) of the SEPO regularly every year. It is required to have self-assessment, quality evaluation after audit by the auditee, assessment by BAAC management and the Audit Committee, as well as

the quality evaluation by an independent external organization every 5 years. In fiscal year 2019, BAAC has hired KPMG Phoomchai Business Advisory Co., Ltd. as an evaluator by comparing with the guidelines set out in the State Enterprise's Internal Audit Manual of SEPO, international standards for professional auditing, and notifications and policy guidelines of the Bank of Thailand (BoT) to ensure that the BAAC's internal audit is efficient in accordance with those standards, manuals, notifications, and policy guidelines. It also provided recommendations for improvement in order to increase the efficiency and effectiveness of the operation of the Audit Line. In addition, the ISO 19011:2018 (Audit Management System) standard has been adopted to enhance technology and information Audit to be in accordance with internationally accepted standard, which has been certified for 3 consecutive years since fiscal year 2017.

Anti-Corruption

BAAC's Board of Directors oversee the preparation of clear Anti-Corruption Policy and practices and to communicate to personnel at all levels, including stakeholders to be informed and to encourage management and all employees to comply with the policy and practices.

Section 8 Code of Conduct

Code of Conduct

BAAC places importance on the code of conduct of directors, executives, and staff, consisting of:

1. Respect for Laws and Human Right Principles Directors, executives, and staff strictly comply with the rules and regulations of the BAAC, as well as comply with laws and international human rights principles relevant to BAAC's activities.
2. Political Support Directors, executives, and staff at all levels have the right and freedom to exercise political rights and to participate in political activities under the provisions of the constitution.
3. Stake and Conflict of Interest Directors, executives, and employees must have the highest regards for the benefits of BAAC, without the influences of personal needs or the needs of others.

4. Confidentiality, Data Retention, and Use of Internal Information Directors, executives, and staff must keep the BAAC and customer information confidential by not disclosing the BAAC's information and news that should not be disclosed, and not giving any news or information that the authority has not approved.

5. Treatment of Customers Directors, executives, and staff must give importance and attention to customers by aiming and creating confidence for customers to receive good quality products and services at a fair price which will result in customer satisfaction.

6. Treatment of Business Competitors Directors, executives, and staff must be committed to fair competition with due regard to business ethics.

7. Treatment of Shareholders Directors, executives, and staff should treat shareholders according to their rights as per relevant laws.

8. Procurement and Treatment of Business Partners Directors, executives, and staff must adhere to the BAAC's highest benefits regardless of personal or allies' interests.

9. Overall Community and Social Responsibility Directors, executives and staff realize the social and community responsibility and consider as one of the main tasks of BAAC.

10. Treatment of Supervisors, Subordinates, and Peer Colleagues Directors, executives, and staff must respect the privacy rights of other people equally and not violate their rights, including respect for honor and dignity, and help and collaborate in work.

11. Internal Control and Internal Audit Directors, executives, and staff must have knowledge, understanding, cooperation, and support in the BAAC's internal control and internal audit systems, and establish and maintain a good internal audit system in accordance with standards set forth in the regulations of the State Audit Commission regarding the performance of internal audit B.E. 2546, as well as to consider and suggest in accordance with the audit report of the Audit Department by the management committee or high-level executives, to order the responsible person to take appropriate and timely action.



12. Accepting or Offering Gifts, Properties, or other Benefits Directors, executives and staff must be cautious in accepting or offering benefits as incentives, or ordering others to receive and offer benefits on their behalves, including the spouses and relatives of staff which may affect business decisions on behalf of the BAAC or for hope of career advancement or consideration of annual evaluation i.e. gifts, souvenirs, money, properties or other benefits that may be calculated as money such as debt reduction, free debt, lending without interest, service usage without charge, or charge less interest or service fees than other normal transactions, which are actions that cause the person to receive benefits that may be calculated as money or not having to pay expenses, etc., as prescribed by the National Anti-Corruption Commission.

13. Safety, Hygiene, and Environment Directors, executives, and staff recognize the importance of the quality management and assurance system, safety, occupational health, and environment, and must strictly observe and comply with the requirements and standards of quality, safety, occupational health, and environment.

14. Property, Intellectual Property, and the Use of Information Technology and Telecommunications Directors, executives, and staff have duties and responsibilities to protect and maintain the BAAC's intellectual property, while the information and communication technology are used by using the telecommunication media that are benefit to the BAAC in accordance with relevant laws, and respect the copyrights of the owners of the intellectual property and not support the infringement of intellectual property rights of others both for domestic and abroad.

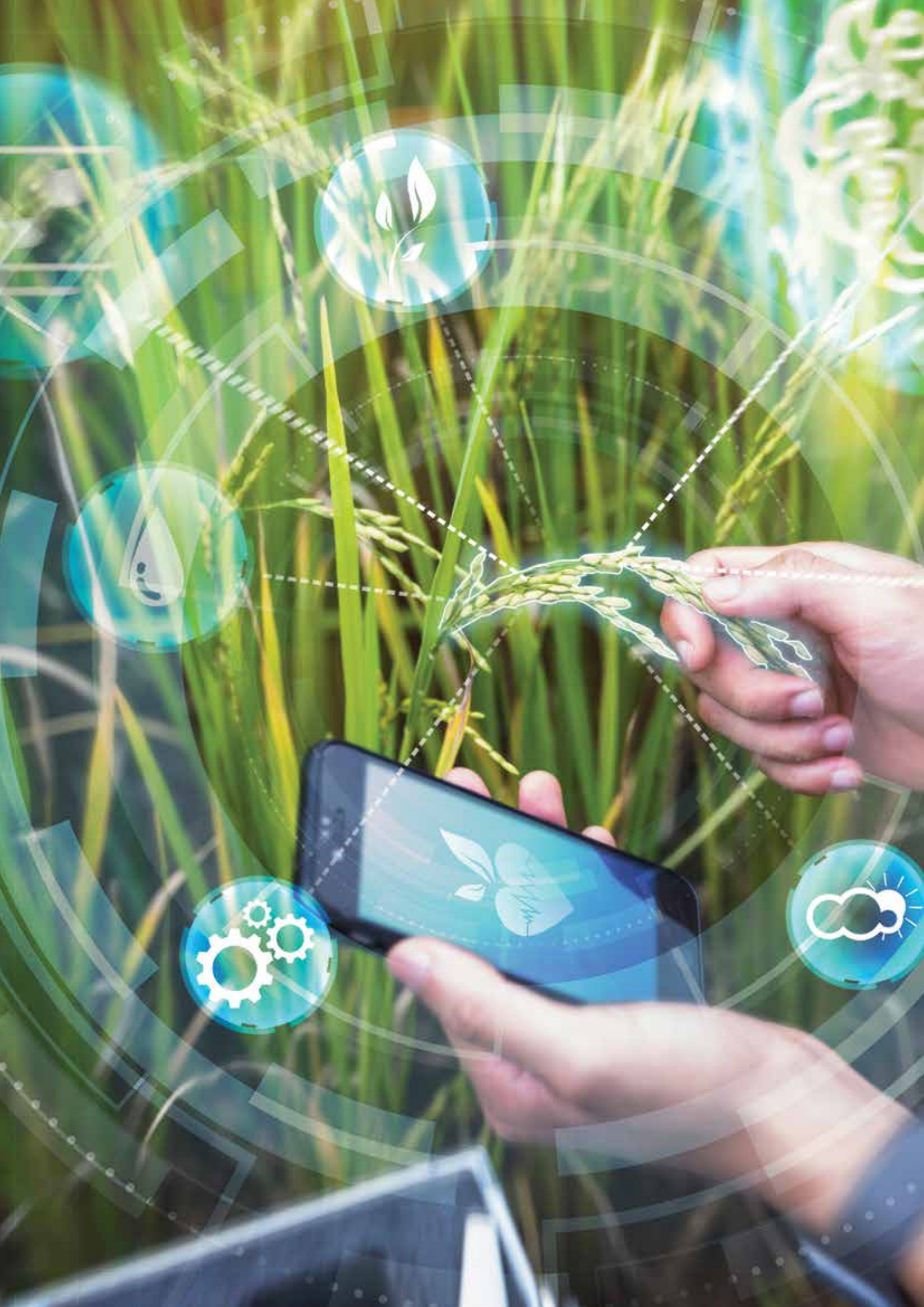
In the fiscal year 2020, BAAC has provided projects and activities to promote code of conduct and ethics by encouraging BAAC's Board of Directors, executives and employees to participate in such activities. For example, the BAAC volunteer for society project, the desirable behavior promotion project, the latex mattresses donation project for bedridden patients, the BAAC's code of conduct hotline project, the religious relations promotion project, the monthly merit making and alms-giving project, the oath of

allegiance ceremony to be good and 'strength of the land' employees and the signing the blessings on the occasion of His Majesty the King's Birthday Anniversary, donation to Phra Bat Nampu Temple, host of Buddhism related activities, the activity to reduce refrain and quit all vices, the review of conflicts of interest, the Good People Good BAAC project, the orientation of new employees, the knowledge testing activities, the knowledge development on information security, and the Whistle Blowing project, etc.

Section 9 Performance Monitoring

In order to achieve the management's vision, BAAC requires that the BAAC's Board of Directors has an important role in giving policies and monitoring financial and non-financial performance, by preparing a memorandum of agreement for performance evaluation follow-up on a regular basis through various channels, such as meetings, performance tracking systems. The supervision authorities are delegated to Committees, Subcommittees, Management Committee, as well as executives. In addition, the BAAC has set a regular hierarchical backward reporting. The BAAC's Board of Directors and executives are also responsible for reporting operational results to shareholders, regulatory body, and stakeholders within the specified period, and use of technology for information disclosure, allowing stakeholders and general public to easily access and follow-up important operations of BAAC via the Bank's website www.baac.or.th under the heading of Operations Results which consists of BAAC's major achievements, quarter financial reports, annual financial reports, and annual reports. The major achievements topic consists of important information such as business operational results, financial and non-financial performance, public service accounts, and management discussion and analysis, etc.

The BAAC's Board of Directors places great importance on using information obtained from performance tracking to improve the operations, by following up on the use of performance result to improve regularly, as well as create an atmosphere for extension thinking and develop operation to achieve the organization's operational goals.



Report from the Corporate Governance and Compliance Subcommittee

The BAAC's Board of Directors is committed and believes that conducting business with good corporate governance principles, business ethics, Code of conduct for directors, executives and employees is the basis for enhancing and upgrading good corporate governance with a transparent and verifiable operating system. Supervising and monitoring is also necessary to ensure compliance with regulations of regulatory agencies and the Bank in order to build confidence in accordance with good corporate governance guidelines and the rules of BAAC. This will lead to increased competitiveness, long term stability, adding value to the organization, and stable growth.

The BAAC's Board of Directors has resolved to appoint the Corporate Governance and Compliance Subcommittee as a mechanism to support and steer the operation of the BAAC's Board of Directors in terms of good corporate governance and compliance to be effective and with utmost benefits. The Corporate Governance and Compliance Subcommittee consists of 3 BAAC's directors as follows:

- | | |
|-------------------------------|----------|
| 1) Ms. Ruenvadee Suwanmongkol | Chairman |
| 2) Mrs. Amara Klabprathum | Member |
| 3) Mrs. Ruchukorn Siriyodhin | Member |

In fiscal year 2020, the Corporate Governance and Compliance Subcommittee held 2 meetings and proposed documents for consideration 1 time, which was performed in line with the roles, duties and responsibilities according to the charter of the Corporate Governance and Compliance Subcommittee as follows:

- Formulating policies and strategies on good corporate governance to be in line with BAAC's business operations.
- Scrutinize matters related to good governance to propose to the BAAC Board of Directors.
- Supervising and monitoring the operation of corporate governance to achieve goals with maximum efficiency and effectiveness.
- Establishing guidelines for regulatory compliance, as well as supporting and promoting the operation

of BAAC to comply with the rules without causing operational risks. Scrutinizing matters related to compliance to propose to the BAAC's Board of Directors.

- Supervising and providing suggestions for the BAAC's operations to comply with laws, policies, and procedures according to the regulations of the regulatory agencies.
- Supervising BAAC to arrange for adequate staff in terms of promoting good governance and monitoring compliance with rules, including tools for operation, and to support knowledge, increase skills, and promote progress. The personnel are to possess specific abilities able to operate according to the Three Lines of Defense principle. They are to also be independent and balanced in order to supervise BAAC to conduct business under the relevant laws and regulations effectively.
- Approving report on good corporate governance and compliance operations.

With determination and dedication of BAAC's directors, executives, and employees to continuously adhere to good corporate governance principles, BAAC received a very high assessment score of 96.74 points in 2020 from the NACC's Integrity & Transparency Assessment. BAAC also received an honorable mention from the 9th NACC Integrity Awards, which was BAAC's pride from the dedication to perform business with honesty. This reflected BAAC's commitment in promoting, supporting, supervising, and monitoring management according to the principles of good governance to develop towards international standard and sustainable corporate governance.

(Ms. Ruenvadee Suwanmongkol)

Chairman of the Corporate Governance
and Compliance Subcommittee

Bank for Agriculture and Agricultural Cooperatives

Report from the Risk Oversight Committee

The BAAC's Board of Directors has resolved to appoint the Risk Oversight Committee according to the Bank's order No. 5/2020, dated 27 April 2020, effective from 23 April 2020 consisted of:

Mrs. Ruchukorn Siriyodhin	BAAC's Director Chairman
Mr. Suwit Rojanavanich	BAAC's Director Member
Mrs. Amara Klabprathum	BAAC's Director Member
Mr. Apirom Sukprasert	BAAC's President Member
Mr. Suwit Poolsilp	BAAC's Executive Vice President Member and Secretary

The abovementioned Risk Oversight Committee had changed. The BAAC's Board of Directors resolved to appoint an acting president in place of the retired BAAC's president on 9 October 2020 consisted of:

Mrs. Ruchukorn Siriyodhin	BAAC's Director Chairman
Mr. Suwit Rojanavanich	BAAC's Director Member
Mr. Surachai Rasmee	Senior Executive Vice President, acting BAAC's President Member and Secretary

Later, the abovementioned Risk Oversight Committee had changed. The Board of Directors' order no. 1/2564, dated 24 February 2021, resolved to appoint BAAC's president; and the BAAC's order no. 1022/2021, dated 15 February 2021 appointed an Executive Vice President responsible for the Compliance and Good Governance Line. The Risk Oversight Committee consisted of:

Mrs. Ruchukorn Siriyodhin	BAAC's Director Chairman
Mr. Suwit Rojanavanich	BAAC's Director Member
Mr. Tanaratt Ngamvalairatt	BAAC's President Member

Mr. Chab Kongmon	BAAC's Executive Vice President Member and Secretary
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The Risk Oversight Committee has performed the duties as assigned by the BAAC Board of Directors according the order and as determined in the Charter of the Risk Oversight Committee. In fiscal year 2020, (1 April 2020 to 31 March 2021) there were 10 meetings, with 13 matters for consideration and 56 matters of reports. The essence of the work performed in fiscal year 2020 can be summarized below:

1. Determine and review the components of the Charter of the Risk Oversight Committee to be in accordance with the Good Governance and Check and Balance principles, and to enable efficient and effective BAAC risk management and internal control.
2. Determine policy, strategy, plan and framework for risk management and internal control, including risk management from implementation of projects according government policy
3. Assess risks, follow up and supervise risk management to be in line with the specified policies and strategies and to maintain at the risk appetite level, provide recommendations for improvement of BAAC risk management to be more efficient, as well as consider, follow up, and review the evaluation results and the sufficiency of BAAC's internal control system.
4. Develop tools and risk management and internal control system to be in accordance with the current situation and criteria and supervision guidelines of the Bank of Thailand, Ministry of Finance, and international standards in order to support operations to achieve objectives and goals.
5. Supervise BAAC executives and employees to have an understanding on risk management and internal control and support continuous learning to promote risk management culture throughout the organization.



(Mrs. Ruchukorn Siriyodhin)

Chairman of the Risk Oversight Committee
Bank for Agriculture and Agricultural Cooperatives



Report from the BAAC's Audit Committee

The BAAC's Board of Directors has resolved to appoint the BAAC's Audit Committee as follows:

1) The Bank's order No. 3/2019, dated 28 February 2019, effective from 27 February 2019 to 30 September 2020 consisted of:

Mr. Vinaroj Supsongsuk BAAC's Director
Chairman

Mr. Phichest Wiriypaha BAAC's Director
Member

Mr. Somboon Chitphentom BAAC's Director
Member

2) The Bank's order No. 2/2021, dated 2 March 2021, effective from 24 February 2021 to present:

Mr. Vinaroj Supsongsuk BAAC's Director
Chairman

Mr. Wisit Srisuwan BAAC's Director
Member

Mr. Somboon Chitphentom BAAC's Director
Member

The head of internal audit acts as secretary to the Audit Committee.

The BAAC's Audit Committee has performed according to authorities, duties, and responsibilities as specified in the Operational Manual of the Audit Committee and the Charter of the Audit Committee which are consistent with the regulations of the Operational Manual of the Audit Committee in State Enterprise, Ministry of Finance B.E. 2555 and the Ministry of Finance on the Audit Committee and the Internal Audit Unit of State Enterprise B.E. 2555. The committee duly performed its duties with due diligence, independence, honesty, and transparency in accordance with good governance principles.

In fiscal year 2020 (1 April 2020 - 31 March 2021), the BAAC's Audit Committee held 4 meetings according to relevant agenda with the management, internal auditors, BAAC's auditor (State Audit Office of the Kingdom of Thailand), and regulatory organization (Bank of Thailand). The Audit Committee also convened 2 times with the Risk Oversight Committee

to enhance proactive operations and to give confidence in financial reports, internal audit system, risk management, and good corporate governance. The BAAC's Audit Committee has reported the meeting results to the BAAC's Board of Directors on a quarterly basis which can be summarized as follows:

Review of Financial Report

The BAAC's Audit Committee has reviewed the financial report by reviewing accounting information, compliance with financial reporting standards and official requirements, and reviewing the connected transactions, or transactions that may cause conflict of interest or may have a chance for corruption that may affect the operation of BAAC. The special meeting with the BAAC Auditor (State Audit Office of the Kingdom of Thailand) has been organized, without the management or other parties being present, in the issues found in the review of financial statements, ensuring that the financial statements and disclosure of important information is accurate, complete, reliable, and in accordance with generally accepted accounting principles, under the BAAC's accounting policy.

Review of Internal Control System, Risk Management, and Good Corporate Governance

The BAAC's Audit Committee has reviewed the sufficiency of the internal control system, risk management, and good corporate governance by considering the audit results of the internal auditor and the audit results by the supervising agency, and give advice so that activities are carried out in accordance with the rules and regulations set by the BAAC and supervising agency under the acceptable risk level (Risk Appetite). In addition, the BAAC Audit Committee has followed up to ensure that corrective actions for the issues found from the result of audit of the internal auditor and supervising agency have been taken in an appropriate and timely manner, ensuring that BAAC has an appropriate internal control system, risk management, and good corporate governance

that can support the BAAC's operations to achieve its objectives under the principles of governance.

Review of Compliance with Laws, Regulations, Cabinet Resolutions, Rules, Practices, and Ethics

The BAAC's Audit Committee has reviewed the system for controlling the process for compliance with laws, regulations, Cabinet resolutions, rules, procedures, and ethics and submits to the BAAC's Board of Directors on a quarterly basis, in which the BAAC has complied with the recommendations of the BAAC Audit Committee within the specified period. The review results ensure that BAAC has complied with all relevant rules and regulations and has prepared a written code of ethics and communicated to all staff throughout the organization including supporting sufficient and complete implementation.

Supervision of the Internal Audit

The BAAC's Audit Committee has approved the Charter of the Audit Line to be used as a guideline for performing duties, and to create an understanding of objectives, scope of authorities and responsibilities. It approved the revision of the auditing manual, strategic plan of the audit line, the 5-year audit plan, the annual audit plan. It also considered and approved the budget, personnel development plan, and assessed the adequacy and quality of the resources of the Audit Line, encouraged internal auditors to have certificates related to internal auditing and to continually improve their professional competency. It has arranged for the internal audit quality assessment by the external qualified and independent experts and prepared a plan to improve the efficiency of the internal audit to be a quality assurance and improve the internal audit. It considered the audit results and made corrective actions on important issues. The follow-up on the progress of operations in accordance with the approved Strategic Plan of the Audit Line has been made, and the advice for greater work efficiency has been provided.

Quality Retention of the Audit Committee

The BAAC's Audit Committee has reviewed and revised the Charter of the Audit Committee. The committee is to determine Skill Matrix of the Audit Committee according to the composition and qualifications specified by the new State Enterprise Assessment Model (SEAM). There were also individual assessment and group evaluation in accordance with good governance guidelines of the State Enterprise Policy Office, the Ministry of Finance to ensure that the performance of the Audit Committee was effective and achieved defined goals as specified in the Charter of the BAAC Audit Committee.

Auditor

The BAAC's Audit Committee has considered the appointment of the Auditor and audit fees for the State Audit Office of the Kingdom on Thailand (SAO) for the fiscal year 2021 before submitting to the BAAC Board of Directors to request for approval at the Shareholders' meeting.



(Mr. Vinaroj Supsongsuk)

Chairman of the BAAC's Audit Committee
Bank for Agriculture and Agricultural Cooperatives



Report of Performance of the Nomination and Remuneration Committee

For the Fiscal Year 2020 (1 April 2020-31 March 2021)

Meeting		Issues for Consideration	Result of Consideration		
No.	D/M/Y		To submit to BAAC's Board of Directors	Approval	To provide more information
5/2020	17 Apr 20	1. Appointments of various committees and subcommittees.	✓	✓	-
		2. Nomination of BAAC's President and appointments of related committees and subcommittees.	✓	✓	-
		3. Remuneration criteria according to the management's performance evaluation, fiscal year 2019.	✓	✓	-
		4. Criteria for nomination of high-level executives (SEVP and EVP) and SVP, fiscal year 2020.	✓	✓	-
6/2020	24 Aug 20	5. List of qualified candidates for BAAC's directors (senior experts).	✓	✓	-
		6. Selection of qualified candidates for SEVP and EVP.	✓	✓	-
7/2020	3 Sep 20	7. Selection of qualified candidates for SEVP and EVP.	✓	✓	-
1/2021	15 Feb 21	8. Review the Charter of the Nomination and Remuneration Committee.	✓	✓	-
		9. Selection of qualified candidates for SVP.	✓	✓	-
2/2021	24 Feb 21	10. Appointment of 6 committees and subcommittees.	✓	✓	-
3/2021	18 Mar 21	11. List of qualified candidates for BAAC's directors (senior experts).	✓	✓	-
		12. Guidelines for nomination of high-level executives: SEVP, EVP, and SVP.	✓	✓	-





Corporate Social Responsibility and Awards of Pride

Social, Environmental Responsibilities

BAAC has realized the importance of social and environmental responsibility by adhering to the philosophy of sufficiency economy as a guideline for business operations, with an aim to create shared value between BAAC and farmer communities customers. The vision and policy on social and environmental responsibility are as follows:

Vision “To be a sustainable bank that cares, shares, and fair.”

Policy 1 Corporate Social Responsibility in Process : CSR in Process BAAC is to conduct business with good governance by taking into account the principles of human rights, labor practices, fair treatment, as well as accountability to customers and stakeholders by defining operational guidelines that focus on social and environmental responsibility.

Policy 2 Corporate Social Responsibility after Process : CSR after Process BAAC is to strengthen the community according to its specialties by focusing on participation of the community and network partners in the development of foundation economy to improve the quality of life of people in rural areas.

The BAAC’s Board of Directors and executives are the leaders in social and environmental responsibility, and the models in carrying out practices, with follow-ups and reporting in order for all employees to adhere to and comply with the policy completely and sustainably as well as promoting it as a culture of BAAC.

In fiscal year 2020, BAAC has implemented the Master Plan on Social and Environmental Responsibility, driven through 3 strategies by defining important plans/projects to support them as follows:

Strategy 1 Community development with the network to upgrade community economy such as the community businesses to stronger Thailand project in 2,573 communities; the community enhancement for sustainable tourism project in 77 communities with a total of 163,533 tourists, which generated a total income of 133 million Baht; the market development project to support and reform the agricultural sector, both online and offline, which is an important mechanism for driving product prices of agricultural products, etc.





Strategy 2 Integrated Community Developments such as a model community development to upgrade to Udomsuk communities project of 5,215 communities; the BAAC volunteer for society projects e.g. BAAC fights the cold donated 18,000 blankets and 12,000 hats, cultivate agricultural knowledge for school lunches in 204 schools, etc.

Strategy 3 Love the Environment such as the project to add value of communities' precious woods in 452 communities; the project to restore forests through the King's science, in which 297 farmers participated with a total area of 1,892 rai; the organic and safe agriculture project of 63,019 rai; the project to enhance efficiency of the Bank's greenhouse gas reduction, which helped reduce BAAC's greenhouse gas emission by 8.36%, etc.





The Awards of Pride



Thailand Quality
Class: TQC

Awarded by the National Quality Award Commission, Ministry of Industry at the 19th Thailand Quality Award for 2020, held on 19 March 2021 at the Main Hall, Thailand Cultural Center.



Outstanding Organization Management
Award (honorable mention)

State Enterprise Policy Office (SEPO), Ministry of Finance presented Outstanding State Enterprise Award 2020 on 16 November 2020 at Santi Maitri Building, Government House.



Outstanding Social
and Environmental
Actions Award



Outstanding
Development
Cooperation Award
(Strategic Cooperation)



Outstanding Information Disclosure
and Transparency Award



Digital Transformation
Initiative Award



Outstanding Service
Award



Outstanding Organizational
Leadership Award



Excellent Level – Green Office Award

By the Department of Environmental Quality Promotion, Ministry of Natural Resource and Environment (certified period from 1 October 2018 – 30 September 2021).



NACC Integrity Awards – honorable mention



By the National Office of Anti-Corruption Commission (NACC) on 3 July 2020 at the hall in front of Nonthaburi Room 1, Building 4, Floor 2, NACC Headquarters, Nonthaburi Province.



Certificate of Corporate Virtue



By the National Moral Promotion Committee, Ministry of Culture on 23 February 2021 at the Small Hall, Thailand Cultural Center.



Museum Thailand Awards 2020 – Public's Favorite



By the National Discovery Museum Institute (NDMI), Office of Knowledge Management and Development (Public Organization), Prime Minister's Office.





Report of the Board of Directors' Responsibilities for the Financial Reports

The BAAC's Board of Directors has recognized the importance of duties and responsibilities as Directors, responsible for the financial statements and financial information presented in the annual report, therefore supervising the preparation of such financial statements to be in accordance with the standards and generally accepted accounting principles under appropriate accounting policies and consistently adhere to principles of prudence, accuracy, completeness, truthfulness, and reasonability in order to truly reflect the Bank's operating results, and has also reported the results of operation and disclosure of important information transparently and sufficiently continuously for the benefits of shareholders.

The BAAC's Board of Directors has established and maintained a risk management system, internal control system, internal audit, and appropriate and sufficient supervision, to ensure that financial information is accurate, complete, and sufficient to maintain assets, as well as to prevent fraud or significant irregularities.

The BAAC's Board of Directors has appointed the Audit Committee to supervise and review the reliabilities and accuracy of financial reports with independent opinions in regards to BAAC's operations; and appointed the Risk Oversight Committee consisting

of knowledgeable and capable committee members to supervise the internal control system to be sufficient appropriate. Therefore, it can be confident that the Bank's financial statements are reliable and the Audit Committee has provided opinion in the Report of the Audit Committee and the Risk Oversight Committee has expressed opinion in the Report of the Risk Oversight Committee, which are presented in this annual report.

The Bank's financial statements have been audited by the auditor of the State Audit Office of the Kingdom of Thailand (SAO). In such audit, the Bank has provided information and documents as requested by the auditor so that the auditor can audit and express opinions in accordance with the auditing standards. The opinion of the auditor is presented in the Report of the Auditor, which is presented in this annual report.

The BAAC's Board of Directors is of the opinion that the overall internal control system of the Bank is sufficient and appropriate, to create reasonable assurance that the Bank's financial statements for the year ended 31 March 2021 are reliable in accordance with the generally accepted accounting standards and are in accordance with relevant laws and regulations.

(Mr. Arkhom Termittayapaisith)

Chairman of the Board of Directors
Bank for Agriculture and Agricultural Cooperatives

(Mr. Tanaratt Ngamvalairatt)

President
Bank for Agriculture and Agricultural Cooperatives



Auditor's Report

To The Shareholders of Bank for Agriculture and Agricultural Cooperatives Opinion

The State Audit Office of the Kingdom of Thailand has audited the accompanying financial statements of the Bank for Agriculture and Agricultural Cooperatives (the Bank), which comprise the statements of financial position as at 31 March 2021, the statements of profit or loss and other comprehensive income, the statements of changes in equity and the statements of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In the State Audit Office of the Kingdom of Thailand's opinion, the accompanying financial statements present fairly, in all material respects, the Bank's financial position as at 31 March 2021 as well as the Bank's financial performance and cash flows for the year then ended in accordance with the BOT's requirement on Accounting and Financial Reporting for Specialized Financial Institutions.

Basis for Opinion

The State Audit Office of the Kingdom of Thailand conducted the audit in accordance with the State Audit Standards and Thai Standards on Auditing. The State Audit Office of the Kingdom of Thailand's responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Bank's Financial Statements section of the State Audit Office of the Kingdom of Thailand's report. The State Audit Office of the Kingdom of Thailand is independent of the Bank in accordance with the State Audit Standards issued by the State Audit Commission and the Code of Ethics for Professional Accountants determined by the Federation of Accounting Professions that are relevant to the audit of the financial statements, and the State Audit Office of the Kingdom of Thailand has fulfilled other ethical responsibilities in accordance with these standards and requirements. The State Audit Office of the Kingdom of Thailand believes that the audit evidence that the State Audit Office of the Kingdom of Thailand has obtained is sufficient and appropriate to provide a basis for the State Audit Office of the Kingdom of Thailand's opinion.

Information and Highlighted Events

The State Audit Office has asked to take notice of Item 2.1 Basis of Presentation of the Financial Statements for the year ended 31 March 2021, which was prepared according to the BOT's requirements on Accounting and Financial Reporting for Specialized Financial Institutions. For the year ended 31 March 2020, the Bank prepared financial statements in compliance with financial reporting standards issued by the Federation of Accounting Professions. The criteria for the BOT's requirement on Accounting and Financial Reporting for Specialized Financial Institutions do not differ significantly from the Thai Financial Reporting Standards. Therefore, in presenting the financial statements for the year ended 31 March 2021, it is not necessary for BAAC to retrospectively adjust the comparative information for the year ended 31 March 2020.

Hence, the State Audit Office does not express its opinion conditionally in this matter.



Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the Bank's financial statements and the auditor's report thereon. The annual report is expected to be made available to the State Audit Office of the Kingdom of Thailand after the date of this auditor's report.

The State Audit Office of the Kingdom of Thailand's opinion on the Bank's financial statements does not cover the other information and the State Audit Office of the Kingdom of Thailand will not express any form of assurance conclusion thereon.

In connection with the audit of the Bank's financial statements, the State Audit Office of the Kingdom of Thailand's responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the accompanying financial statements or the State Audit Office of the Kingdom of Thailand's knowledge obtained in the audit, or otherwise appears to be materially misstated.

When the State Audit Office of the Kingdom of Thailand reads the annual report, if the State Audit Office of the Kingdom of Thailand concludes that there is a material misstatement therein, the State Audit Office of the Kingdom of Thailand is required to communicate the matter to those charged with governance.

Responsibilities of Management and Those Charged with Governance for the Bank's Financial Statements

Management is responsible for the preparation and fair presentation of the Bank's financial statements in accordance with the BOT's requirement and for such internal control as management determines is necessary to enable the preparation of the Bank's financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the Bank's financial statements, management is responsible for assessing the Bank's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Bank or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Bank's financial reporting process.



Auditor's Responsibilities for the Audit of the Bank's Financial Statements

The State Audit Office of the Kingdom of Thailand's objectives are to obtain reasonable assurance about whether the Bank's financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes the State Audit Office of the Kingdom of Thailand's opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the State Audit Standards and Thai Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with the State Audit Standards and Thai Standards on Auditing, the State Audit Office of the Kingdom of Thailand exercises professional judgment and maintains professional skepticism throughout the audit. The State Audit Office of the Kingdom of Thailand also:

- Identifies and assesses the risks of material misstatement of the Bank's financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence that is sufficient and appropriate to provide a basis for the State Audit Office of the Kingdom of Thailand's opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Bank's internal controls.
- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Concludes on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Bank's ability to continue as a going concern. If the State Audit Office of the Kingdom of Thailand concludes that a material uncertainty exists, the State Audit Office of the Kingdom of Thailand is required to draw attention in the auditor's report of the State Audit Office of the Kingdom of Thailand to the related disclosures in the Bank's financial statements or, if such disclosures are inadequate, The State Audit Office of the Kingdom of Thailand's opinion will change. The State Audit Office of the Kingdom of Thailand's conclusions are based on the audit evidence obtained up to the date of the auditor's report of the State Audit Office of the Kingdom of Thailand. However, future events or conditions may cause the Bank to cease to continue as a going concern.
- Evaluates the overall presentation, structure and content of the Bank's financial statements, including the disclosures, on whether the Bank's financial statements represent the underlying transactions and events in a manner that achieves fair presentation.



The State Audit Office of the Kingdom of Thailand had communicated with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that the State Audit Office of the Kingdom of Thailand identifies during the audit.

(Mr. Pornchai Jumroonpanichkul)

Deputy Auditor General

(Miss Kanitha Tassanapitak)

Director of Financial and Procurement Audit Office No.4

State Audit Office of the Kingdom of Thailand

28 May 2021

Bank for Agriculture and Agricultural Cooperatives Statements of Financial Position

As at 31 march 2021

(Unit: Thousand Baht)

	Note	31 March 2021	31 March 2020
Assets			
Cash		18,505,990	17,251,292
Interbank and Money Market Items, Net	8.1	295,884,549	273,148,831
Investments, Net	8.2	91,299,068	80,136,603
Loans to Customers and Accrued Interest Receivables, Net			
Loans to Customers	8.3.1	1,450,900,370	1,212,051,157
Accrued Interest Receivables	8.4	42,376,920	24,597,134
Total Loans to Customers and Accrued Interest Receivables		1,493,277,290	1,236,648,291
Less Deferred Revenue		20,163	25,952
Less Allowance for Doubtful Accounts	8.5	363,107,709	276,813,235
Total Loans to Customers and Accrued Interest Receivables, Net	8.3	1,130,149,418	959,809,104
Loans to Customers from Public Service Accounts and Accrued Interest Receivables, Net			
Loans to Customers from Public Service Accounts			
Uncompensated Loss from Government	8.33.2	119,883,719	286,824,509
Accrued Interest Receivables from Public Service Accounts			
Uncompensated Loss from Government	8.33.2	2,318,032	3,464,201
Total Loans to Customers from Public Service Accounts and Accrued Interest Receivables		122,201,751	290,288,710
Less Allowance for Doubtful Accounts from Public Service Accounts	8.33.3	9,061,867	56,460,953
Total Loans to Customers from Public Service Accounts and Accrued Interest Receivables, Net	8.33.2.1	113,139,884	233,827,757
Receivables Eligible for Government Reimbursement from Normal Accounts	8.6	14,631,277	16,913,717
Receivables Eligible for Government Reimbursement From Public Service a Accounts	8.33.2.2	433,749,560	361,815,594
Properties for Sale, Net	8.7	109,875	110,000
Premises and Equipment, Net	8.8	10,665,967	10,796,261
Right-of-use Assets	8.9	2,021,305	132,849
Intangible Assets, Net	8.10	693,266	746,684
Other Assets, Net	8.11	4,222,071	4,167,259
Total Assets		2,115,072,230	1,958,855,951

Notes to the financial statements are an integral part of these financial statements.



Bank for Agriculture and Agricultural Cooperatives Statements of Financial Position (continued)

As at 31 March 2021

(Unit: Thousand Baht)

	Note	31 March 2021	31 March 2020
Liabilities and Equity			
Deposits	8.12	1,781,471,525	1,673,272,496
Interbank and Money Market Items, Net	8.13	91,311,174	77,080,308
Liabilities Payable on Demand		423,600	514,309
Debts Issued and Borrowings	8.14	45,003,332	20,004,999
Lease Liabilities	8.15	2,042,164	139,804
Accrued Interest Payables		3,064,497	3,175,824
Accounts Payables from Bank's Funds	8.16	443,282	485,994
Accounts Payable for Public Service Projects from Normal Accounts	8.17	61,252	306,916
Accounts Payable for Public Service Projects from Public Service Accounts	8.33.4	2,989,521	7,587,131
Provisions	8.18	11,604,620	11,020,107
Other Liabilities	8.19	30,113,491	27,273,852
Total Liabilities		1,968,528,458	1,820,861,740
Equity			
Share Capital	8.20		
Authorized Share Capital			
800,000,000 Ordinary Shares of Baht 100 Each		80,000,000	80,000,000
Issued And Paid-Up Share Capital			
Ordinary Shares of Baht 100 Each		61,945,338	
Ordinary Shares of Baht 100 Each			55,945,338
Other Components of Equity		19,270	15,021
Retained Earnings			
Appropriated			
Legal Reserve		24,480,206	21,643,206
Unappropriated		60,098,958	60,390,646
Total Equity		146,543,772	137,994,211
Total Liabilities And Equity		2,115,072,230	1,958,855,951

Notes to the financial statements are an integral part of these financial statements.

(Mr. Tanaratt Ngamvalairatt)

President

(Miss Thanid Thitichoutwatthanakul)

Senior Vice President, Accounting Department

Bank for Agriculture and Agricultural Cooperatives
Statements of Profit or Loss and other Comprehensive Income
For the year ended 31 March 2021

(Unit: Thousand Baht)

	Note	2021	2020
Interest Income	8.24	75,716,127	50,195,761
Interest Expenses	8.26	11,800,824	9,550,064
Interest Income, Net		63,915,303	40,645,697
Fees and Service Income		6,027,389	4,353,660
Fees and Service Expenses		584,416	139,145
Fees And Service Income, Net	8.27	5,442,973	4,214,515
Gain on Trading and Foreign Exchange Transactions, Net		22,324	20,220
Gain (Loss) on Investments		8,887	(271)
Other Operating Income	8.28	5,039,876	4,380,996
Income from Public Service Accounts	8.33.5	15,760,519	43,497,723
Total Operating Income		90,189,882	92,758,880
Other Operating Expenses			
Employees' Expenses		19,989,692	14,208,382
Directors' Remuneration		11,218	8,616
Premises and Equipment Expenses		3,264,870	2,321,873
Others	8.29	7,108,375	6,066,262
Total Other Operating Expenses		30,374,155	22,605,133
Expenses From Public Service Accounts	8.33.6	12,852,611	29,991,327
Bad Debts, Doubtful Accounts and Loss on Impairment	8.30	38,996,589	30,211,589
Net Profit		7,966,527	9,950,831
Other Comprehensive Income (Loss)			
Items That May Be Reclassified Subsequently to Profit or Loss			
Gains on Remeasuring Available-for-Sale Investments		4,249	22,853
Items That Will Not Be Reclassified Subsequently to Profit or Loss			
Actuarial Loss on Defined Benefit Plans		-	(2,034,875)
Other Comprehensive Gain (Loss), Net		4,249	(2,012,022)
Total Comprehensive Income		7,970,776	7,938,809
Earnings Per Share			
Basic Earnings Per Share (Baht)		13.01	17.79

Notes to the financial statements are an integral part of these financial statements

(Mr. Tanaratt Ngamvalairatt)
President

(Miss Thanid Thitichoutwatthanakul)
Senior Vice President, Accounting Department



Bank for Agriculture and Agricultural Cooperatives

Statements of Changes in Equity

For the year ended 31 March 2021

(Unit: Thousand Baht)

	Note	Issued And Paid-Up Share Capital	Other Components Of Equity	Retained Earnings		Total
		Ordinary Shares	Revaluation Surplus (Deficit) On Investments	Legal Reserve Unappropriated	Unappropriated	
Balance as at 1 April 2019		55,945,338	(7,832)	18,843,206	60,763,465	135,544,177
Adjustment of Excess Allocable Surplus After Bonus Payment	8.21	-	-	-	105,759	105,759
Balance After Adjustment		55,945,338	(7,832)	18,843,206	60,869,224	135,649,936
Dividend Paid	8.21	-	-	-	(5,594,534)	(5,594,534)
Legal Reserve	8.21	-	-	2,800,000	(2,800,000)	-
Total Comprehensive Income		-	22,853	-	7,915,956	7,938,809
Balance as at 31 March 2020		55,945,338	15,021	21,643,206	60,390,646	137,994,211
Balance as at 1 April 2020		55,945,338	15,021	21,643,206	60,390,646	137,994,211
Adjustment of Excess Allocable Surplus After Bonus Payment	8.21	-	-	-	251,642	251,642
Balance After Adjustment		55,945,338	15,021	21,643,206	60,642,288	138,245,853
Dividend Paid	8.21	-	-	-	(5,672,857)	(5,672,857)
Capital Increase In Ordinary Shares	8.20	6,000,000	-	-	-	6,000,000
Legal Reserve	8.21	-	-	2,837,000	(2,837,000)	-
Total Comprehensive Income		-	4,249	-	7,966,527	7,970,776
Balance as at 31 March 2021		61,945,338	19,270	24,480,206	60,098,958	146,543,772

Notes to the financial statements are an integral part of these financial statements.

(Mr. Tanaratt Ngamvalairatt)

President

(Miss Thanid Thitichoutwatthanakul)

Senior Vice President, Accounting Department



Bank for Agriculture and Agricultural Cooperatives Statements of Cash Flows

For the year ended 31 march 2021

(Unit: Thousand Baht)

	2021	2020
Cash Flows From Operating Activities		
Net Profit	7,966,527	9,950,831
Adjustments to Reconcile Net Profit to Net Cash Provided by (Used In) Operating Activities		
Depreciation and Amortization Expenses	1,780,289	1,156,199
Bad Debts, Doubtful Accounts And Loss on Impairment	38,996,589	30,211,589
(Gain) Loss on Disposal of Assets	(35,055)	(42,632)
(Gain) Loss on or Loss on Disposal of Investments	(8,887)	271
(Gain) Loss on Foreign Currency Translation	(841)	(198)
Impairment Loss from Properties Held for Sale	125	-
Expenses on Provisions for Properties Held for Sale	-	76,998
Expenses on Provisions for Long-Term Life Insurance	3,415,864	2,157,035
Increase In Provisions	247,868	1,991,313
	52,362,479	45,501,406
Interest Income, Net	(63,915,303)	(40,645,697)
Proceeds from Interest Income	59,646,161	49,131,573
Cash Paid on Interest Expenses	(11,912,152)	(10,602,664)
Operating Profit Before Changes In Operating Assets and Liabilities	36,181,185	43,384,618
(Increase) Decrease in Operating Assets		
Interbank And Money Market Items	(22,653,533)	(4,182,281)
Investments in Trading Securities	282,389	315,134
Loans to Customers	(72,097,614)	(49,689,401)
Assets Held for Sale	-	(110,000)
Receivables Eligible for Government Reimbursement	(69,651,526)	(51,790,059)
Other Assets	41,755	(1,479,904)
Increase (Decrease) In Operating Liabilities		
Deposits	108,199,029	55,512,423
Interbank And Money Market Items	14,230,866	7,282,686
Liabilities Payable on Demand	(90,709)	12,810
Accounts Payable for Public Service Projects	(4,843,274)	1,634,232
Other Liabilities	(32,416)	2,640,300
Net Cash (Used in) or Provided by Operating Activities	(10,433,848)	3,530,558



Bank for Agriculture and Agricultural Cooperatives Statements of Cash Flows (continued)

For the year ended 31 March 2021

(Unit: Thousand Baht)

	2021	2020
Cash Flows from Investing Activities		
Proceeds from Disposal of Investments In Securities	24,708,753	26,164,945
Purchases of Investments in Securities	(36,800,688)	(33,916,041)
Purchases of Premises and Equipment	(700,098)	(852,420)
Purchases of Intangible Assets	(187,668)	(169,828)
Proceeds from Disposal of Premises and Equipment	27,610	66,857
Net Cash Used in Investing Activities	(12,952,091)	(8,706,487)
Cash Flows From Financing Activities		
Proceeds from Debts Issued and Borrowings	26,000,000	10,000,000
Repayment of Debts Issued and Borrowings	(1,001,667)	(59,303)
Lease Payments	(684,902)	(53,525)
Proceeds from Capital Increase in Ordinary Shares	6,000,000	-
Dividend Paid	(5,672,857)	(5,594,534)
Net Cash Provided by Financing Activities	24,640,574	4,292,638
Net Increase (Decrease) in Cash and Cash Equivalents	1,254,635	(883,291)
Effect of Foreign Exchange Rate Changes on Cash	63	55
Cash and Cash Equivalents at The Beginning of the Year	17,251,292	18,134,528
Cash and Cash Equivalents at The End of the Year	18,505,990	17,251,292

Notes to the financial statements are an integral part of these financial statements.

(Mr. Tanaratt Ngamvalairatt)

President

(Miss Thanid Thitichoutwatthanakul)

Senior Vice President, Accounting Department



Bank for Agriculture and Agricultural Cooperatives

Notes to the Financial Statements

For the Year Ended 31 March 2021

1. General Information

1.1 General Information of Bank for Agriculture and Agricultural Cooperatives (BAAC)

Bank for Agriculture and Agricultural Cooperatives (BAAC) or the bank was established under the Bank for Agriculture & Agricultural Cooperatives Act B.E. 2509 (A.D.1966) and its amendments. The Bank operates as a state-owned, specialized financial institution attached to the Ministry of Finance. The Bank's primary mission is to be a financial institution that supports rural developments as a key government mechanism. The Bank provides financial and development support for target groups in rural areas including farmers, entrepreneurs, groups of persons, community organizations and all type of cooperatives who are the elements of the grass root economy of Thailand. Moreover, the Bank's key mission as assigned by the government is to ease the difficulties of the farmers caused by debt obligations and low commodity prices (See Notes 8.6, 8.17, 8.33, 8.34, 8.35 and 8.36)

1.2 COVID-19 Pandemic Impact

The COVID-19 pandemic situation that has started since Q4 of fiscal year 2019 tends to cause a widespread and severe impact on businesses and members of the public. The BAAC has monitored the situation and complied with the Emergency Decree on Public Administration in Emergency Situation and the Bank of Thailand's announcements regarding the proactive relief measures for the debtors and creditors suffering from the said event. The areas of focus include liquidity enhancement and debt restructuring options such as moratoriums of loan principal and interest repayments, interest rate reduction, pre-emptive debt restructuring plans, NPL resolutions, and supporting funds improve liquidity for potential debtors' These relaxing and supportive measures have not yet had a significant impact on the current year's financial statements.

2. Basis of Presentation of the Financial Statements

2.1 Basis of Preparation and Presentation of the Financial Statements

The Bank's financial statements for the year ended 31 March 2021 have been prepared in conformity with the Notification, issued by the Bank of Thailand (BOT), No. SorKorSor 2. 7/2564 dated 9 April 2021 regarding the Preparation and Presentation of Financial Statement for Specialized Financial Institutions, which become effective for the fiscal years beginning on or after 1 January 2021 as follows:

1) Transactions not related to financial instruments shall comply with the conceptual framework for financial reporting standards and financial reporting standards issued by the Federation of Accounting Professions, including requirements for the preparation of accounting and other related reports as announced by the Bank of Thailand.

2) Transactions related to financial instruments, including other transactions which accounting standards and relevant financial reporting standards prescribed by the Federation of Accounting Professions with reference to TFRS 9, shall comply with the accounting rules set by the Bank of Thailand, as well as relevant rules and other additional rules. The criteria related to BAAC are as follows:

1. Criteria for doubtful accounts and bad debts as prescribed by BOT.
2. Accounting criteria for troubled debt restructuring as prescribed by BOT.
3. Accounting criteria for investments in debt and equity securities as prescribed by BOT.
4. Criteria for writing off financial assets and financial liabilities as prescribed by BOT.
5. Criteria on assets transferred by the customers for debt repayment as prescribed by BOT.
6. Criteria for information disclosure in financial statements of banks and similar financial institutions as prescribed by BOT.
7. Criteria on presentation and disclosure of information on financial instruments as prescribed by BOT.

Prior to the fiscal year of 2020, BAAC prepared financial statements according to financial reporting



standards regulated by Federation of Accounting Professions, and in compliance with the Notification, issued by the Bank of Thailand, No. SorKorSor. 27/2562 dated 2 September 2019 regarding the Preparation and Announcement of the Financial Statements of Specialized Financial Institutions, including other related BOT's announcements.

The Bank has evaluated that the criteria for preparation and presentation of the financial statements of specialized financial institutions regulated by the Bank of Thailand regarding transactions related to financial instruments do not differ significantly from the Thai Financial Reporting Standards effective before the fiscal year of 2020. Therefore, it is not necessary to retrospectively adjust the comparative information for the fiscal year of 2019.

BAAC has prepared the financial statements and the unit of currency in Thai Baht, which is the currency used in the business operation. The financial statements are presented in thousands of Baht and the notes to the financial statements are presented in millions of Baht, unless otherwise stated.

The Bank's fiscal period starts from 1 April and ends 31 March of the following year.

The financial statements comprise the accounting transactions of the key activities of the government in alleviating the difficulties of the farmers across a number of public service projects where the BAAC's funds were used in the implementation of the projects as advance payments for the projects. These projects are typically awaiting the government's loan acquisition or budget allocation for the implementation thereof. The advance payments shall not exceed the limits specified by the cabinet's resolutions as follows:

1. Agricultural Product Pledging Scheme 2011/2012 with the limit of Baht 90,000 million covering the Rice Pledging Scheme 2012 according to the cabinet's resolution on 13 September 2011.
2. Agricultural Product Pledging Scheme 2012/2013 according to the cabinet's resolution on 2 October 2012.
3. Agricultural Product Pledging Scheme 2013/2014 according to the cabinet's resolution on 3 September 2013 and the Letter of the National Council for Peace and Order (NCPO) No. KorSorChor (SorLor)/1 dated 24 May 2014.

2.2 Transactions not related to financial instruments as newly issued and revised by the Federation of Accounting Professions

2.2.1 During the fiscal year of 2020, the Bank has initially adopted the Thai Financial Reporting Standard TFRS No. 16 Re: Leases, in which a lessee is required to recognize all assets and liabilities for every lease agreement with a term of more than 12 months, unless the underlying asset is of low value. The lease assets must be recognized as right-of-use assets and must be recognised as lease liabilities. By adopting TFRS 16, there were no effects on retained earnings as at 1 April 2020 as follows:

	(Unit: Million Baht)
Lease Liabilities	1 April 2020
<u>Long-term</u> lease obligation disclosed as at 31 March 2020	652.12
<u>Less</u> Short-term leases and low value underlying assets	21.54
<u>Add</u> Additional lease agreements	836.15
<u>Less</u> Deferred interest expenses	50.55
Additional lease liabilities from TFRS 16 adoption	1,416.18
Financial lease liabilities as at 31 March 2020	139.80
Total	1,555.98
Right-of-use assets	
Land	1.51
Buildings and construction	283.86
Vehicles	1,137.40
Total right-of-use assets	1,422.77

2.3 Accounting criteria and guidelines during the COVID-19 pandemic

The Bank's financial statements for the year ended 31 March 2021 have been prepared in accordance with Thai Accounting Guidance regulated by the Federation of Accounting Professions, measures of the Bank of Thailand (BOT), and announcements of the Ministry of Finance. The details are as follows:

2.3.1 Accounting Guidance on Temporary Relief Measures for Entities Providing Assistance to Debtors affected by Situations that affect the Thai Economy was announced with the objectives to temporarily provide relief measures for entities providing assistance to debtors only affected by the situation that affect the Thai economy, including COVID-19 pandemic, economic conditions, trade wars, and droughts. This guidance was an alternative for every entity assisting debtors during 1 January 2020 to 31 December 2021.

2.3.2 The Bank, as a specialized financial institution, has operated in accordance with BOT's circular No. TorPorTor.ForKorChor.(72)Vor. 277/2563 dated 28 February 2020, regarding Guidelines on providing assistance to borrowers adversely affected by the current economic circumstances during 1 January 2020 to 31 December 2021 with the scope of assistance for debtors of large, small and medium, and retail businesses. The guidelines are applicable for consideration of performing and non-performing loans, loan classification, provision, and the specialized financial institution's reports to BOT on assistance to affected debtors.

2.3.3 BOT's circular No. TorPorTor.ForNorSor.(01)Vor. 380/2563 dated 26 March 26 2020 regarding Additional Relief Measures for Borrowers affected by the COVID-19 Pandemic has been adopted as minimum criteria and guidelines for assisting debtors in addition to the measures issued on 28 February 2020.

2.3.4 BOT's circular No. TorPorTor.KorPorNor.Vor. 20/2564 dated 12 January 2021 regarding Guidelines on Providing Assistance to Borrowers Affected by the new wave of COVID-19 allowed entities to provide assistance to debtors so that debtors affected by the economy receive continuous assistance as follows:

1) Extension period for retail debtors to request for assistance according to the guidelines of BOT's letter No. TorPorTor.ForNorSor.(01)Vor. 648/2563 dated 19 June 2020 regarding measures to provide additional assistance to retail debtors during the 2nd wave of COVID-19 pandemic has been extended to 30 June 2021.

2) Expanding operational guidelines related to debt restructuring to assist business debtors after the end of the debt deferral measures under the Royal Decree according to BOT's letter No. TorPorTor.ForNorSor.(23)Vor. 1135/2563 dated 16 October 2020 regarding guidelines related to debt deferral of debtors after the end of the debt referral measures under the Royal Decree by considering the delay in repayment of principal and/or interest according to the ability of each debtor to repay and set an appropriate time period, but not later than the end of June 2021.

3) To assist debtors in compliance with the BOT's circular No. TorPorTor.ForKorChor.(72)Vor. 277/2563 dated 28 February 2020 regarding Guidelines on providing assistance to borrowers adversely affected by the current economic circumstances during 1 January 2020 to 31 December 2021, as well as considering other measures-especially a timely proactive debt restructuring. This included providing financial assistance and supporting additional liquidity to debtors depending on necessity and their ability to repay debts.

However, various matters may have accounting impacts in the fiscal year 2020 such as revenue recognition, classification, and provision, etc. The management of BAAC has continually monitored and evaluated in order to find the appropriate course of action.

3. Significant Accounting Policies

3.1 Cash and Cash Equivalents in the cash flow statements represent cash in hand and cash on collection.

3.2 Recognition of Income

3.2.1 Interbank and money market items are recognized on an accrual basis.

3.2.2 Investments in debt securities and equity securities are recognized using the effective interest rate approach.



3.2.3 Interest on loans

(1) Interest on loans to farmers, farmers institutions, or juristic persons, and other loans is recognized as income on an accrual basis. However, interest income on delinquent loans (interest or both principal and interest amounts) over 3 months from the due date that had been recognized as an income would be reversed and recognized as income on cash basis.

(2) Interest on loans for debt restructuring and debt transferring to others is recognized as income on cash basis.

3.2.4 Interest on reimbursed financial costs for public service schemes

(1) For agricultural product pledging schemes, income from reimbursed financial costs is recognized on an accrual basis.

(2) For income guarantee and other public service schemes, income is recognized on an accrual basis depending upon scheme completion timeframes.

3.2.5 Reimbursed service fees for public service projects

(1) For agricultural product pledging schemes, income is recognized on an accrual basis depending upon scheme completion timeframes.

(2) For income guarantee and other public service projects, income is recognized on an accrual basis depending upon scheme completion timeframes.

3.2.6 Fees and service income are recognized on an accrual basis.

3.2.7 Dividend income is recognized on an accrual basis on the date of being entitled to a dividend.

3.3 Recognition of Expenses

3.3.1 Interest expenses are recognized on an accrual basis.

3.3.2 Fees and service expenses are recognized on an accrual basis.

3.3.3 Other operating expenses are recognized on an accrual basis.

3.4 Investments in Securities

Investments in marketable debt or equity securities classified as trading securities are stated at fair value. Gains or losses from the sale of trading securities as well as unrealized gains or losses arising from the revaluation are recorded through gains (losses) on trading and foreign exchange transactions, net in the statements of profit or loss and other comprehensive income.

Investments in marketable debt or equity securities classified as available-for-sale securities are stated at fair value, net of allowance for impairment (if any). Unrealized gains or losses arising from the revaluation are recorded through other comprehensive income (loss) in the statements of profit or loss and other comprehensive income. The accumulative effects are separately shown in other components of equity and realized gains or losses are recognized after the disposal.

Investments in debt securities classified as held-to-maturity are stated at the amortized cost, net of allowance for impairment (if any). Premiums or discounts on held-to-maturity debt securities are adjusted to interest income at the end of each day.

Investments in non-marketable equity securities classified as general investments are stated at cost, net of allowance for impairment (if any). Losses on impairment are realized through gains (losses) on investments, net in the statements of profit or loss and other comprehensive income.

3.5 Loans

Loans represent the outstanding principal amounts, except for overdrafts which have included accrued interest receivables. Islam-based loans for credit sales, installment payments and hire-purchase represent the outstanding principal amounts as per the contracts including brokerage fees and initial, direct expenses from hire-purchase transactions. Deferred revenue is presented as deduction from the loans. Unearned income from discounts on notes receivable represent through other liabilities.

3.6 Allowances for Doubtful Accounts

3.6.1 Assets Classification: The Bank recognizes allowance for doubtful accounts in compliance with the BOT's Notification Re: Regulations on Assets Classification and Provision of Financial Institutions. There are 5 debt categories based on past-due periods and debt quality as follows:

(1) "Normal" refers to normal debtors and debtors with the past-due principal or interest balances of less than 1 month.

(2) "Special mention" refers to debtors with the past-due principal or interest balances of more than 1 month.

(3) "Sub-standard" refers to debtors with the past-due principal or interest balances of more than 3 months.

(4) "Doubtful" refers to debtors with the past-due principal or interest balances of more than 6 months.

(5) "Doubtful of loss" refers to debtors with the past-due principal or interest balances of more than 12 months and those subject to legal proceedings.

3.6.2 Allowance for doubtful accounts: In calculating an allowance for debtors with collateral, the BAAC does not include the value of the collateral in the calculation. This is because the vast majority of the collateral is the land of the retail farmers. There are two types of provisioning for doubtful accounts:

(1) Normal provisioning

The provisioning is based on the 5 classes of assets as follows:

Class 1: Normal Assets (past due period of 0 - 1 month)

The provisioning rate is 1% of the outstanding debt balance in the account.

Class 2: Special Mention Assets (past due period of 1 - 3 months)

The provisioning rate is 2% of the outstanding debt balance in the account.

Class 3: Sub-Standard Assets (past due period of 3 - 6 months)

The provisioning rate is 100% of the outstanding debt balance in the account.

Class 4: Doubtful Assets (past due period of 6 - 12 months)

The provisioning rate is 100% of the outstanding debt balance in the account.

Class 5: Doubtful of Loss Assets (past due period of over 12 months) and Debtors Subject to Legal Proceedings

The provisioning rate is 100% of the outstanding debt balance in the account.

(2) Provisioning as needed

Provisioning as needed can be divided into the following 2 groups:

Group 1: Loans for debt restructuring and debt transferred from others are subject to a provisioning rate of 100% of the outstanding debt balance in the account.

Group 2: Loans to customers suffering from natural disasters and customers with uncertainty for debt collections are subject to provisioning as needed. Considerations shall be given to the quality of the debtors. Loans to customers associated with risks and uncertainty for debt collections are subject to provisioning as percentage of damage from loan defaults.

The BAAC's management annually revises the provisioning policy by taking into consideration the quality of the debtors.

Bad debts and doubtful debts are recognized as expenses in the statements of income or loss and other comprehensive income. Bad debts recovered will be recognized in other operating income.

3.7 Troubled Debt Restructuring

The Bank has policies in conducting troubled debt restructuring in order to relieve debtors burden of debt repayment and reflect their true repayability. The main purpose is to solve the troubled debts such that the Bank will have a chance to receive debt repayments and that both the Bank and the debtors can enjoy the benefits of the debts to the greatest extent possible. The Bank's troubled debt restructuring policies



are in line with the BOT's policy guidelines regarding debt restructuring of specialized financial institutions as follows:

3.7.1 Debt restructuring without losses includes interest rate reduction under the specific market conditions; or to maintain good relationships with the debtors by extending grace period on principal with the debtors continuing to pay interest at the rates specified in the existing contracts. In this case, the BAAC has conducted analysis and expected full payments of principal and interest according to the loan contracts.

3.7.2 Debt restructuring with losses is caused by the following:

- (1) Reduction of principal or accrued interest receivables already recorded as income; or
- (2) Acceptance of the transfer of assets with the fair value lower than the written off debt balance; or
- (3) Relaxation of debt repayment conditions causing the present value of the cash flow to be lower than the book value of the debt plus accrued interest; or
- (4) Realizing losses from calculating the fair value of the debt or using the fair value of the collateral; or other debt restructuring causes such as debt-equity conversion.

Troubled debt restructuring is aimed at offering debt restructuring solutions to the debtors of the different projects with the problems of debt repayments, and is in line with the debt resolution guidelines for the BAAC's customers being farmers. Any losses on debt restructuring will be recorded as expenses in the statements of profit or loss and other comprehensive income.

Moreover, the BOT requires that specialized financial institutions provide support for the debtors affected by the events impacting the Thai economy from 1 January 2020 to 31 December 2021. The definition of debt restructuring (DR) is expanded to cover a debt restructuring caused by an increase in credit risks, which can be divided into the following cases:

(1) Debt restructuring of performing loan (PL): This is a pre-emptive way of debt restructuring with the debt restructuring process taking place upon signs of troubled debt repayment. Although the debtor is not yet classified as NPL, there is a loss on such debt restructuring.

(2) Debt restructuring of non-performing loan (NPL): This is also known as troubled debt restructuring (TDR). The process takes place regardless of whether there is a loss.

Changing the contract conditions following the changes in future cash flow estimates, in order to maintain a good relationship without the customer's increased credit risk, e.g. granting reduction of interest rate for the customer according to market conditions, shall not be considered as a debt restructuring.

3.8 Assets held for Sale

Assets held for sale are immovable properties which are stated at lower of cost or market value less allowance for impairment (if any). Losses on impairment or reversal of losses on impairment are recognized as other operating expenses or income in the statements of profit or loss and other comprehensive income. Gains or losses on disposals of those properties after deducting selling expenses are recognized as other operating income or expenses in the statements of profit or loss and other comprehensive income.

The guidelines to calculate the allowance for the impairment are as follows:

3.8.1 Properties for sale are appraised every year starting from the accounting year after the year of acquiring the properties.

3.8.2 Selection of appraisers (for land)

1) An external appraiser is used if the book value of each plot of land is higher than Baht 50 million. If the land area cannot be divided into different plots, consideration shall be given to all plots combined together.

2) An internal or external appraiser is used if the book value of each plot of land is less than Baht 50 million.

3.8.3 Calculation of allowance for impairment: This is applicable when the appraised value is lower than the book value or when the appraised value is lower than the residual value.



3.9 Land, Premises and Equipment are stated at cost less accumulated depreciation. Depreciation of premises is calculated on the straight-line basis over their useful lives.

Building and Construction	15-50 years
Additions to Buildings	20 years
Vehicles and Equipment	
- Vehicles (cars) after deductions of residual value at 20%	5 years
- Vehicles (motorcycles and motorboat) after deductions of residual value at 19%	4 years
- Accessories and devices	3-10 years
- Large-scale sculptures/statues	50 years
Computer devices and communication networks	4 years
Computer (server)	5 years
Buildings Improvement	10 years

Assets with an acquisition cost not exceeding Baht 5,000 are charged directly to the expense in the period of acquisition. Gains (losses) from the sale of the assets shall be recognized as income or expenses in the statements of profit or loss and other comprehensive income.

3.10 Intangible Assets comprising computer software, licenses, and computer system development costs are presented at cost net accumulated amortization and allowance for impairment (if any). Amortization is calculated by the straight-line basis over their useful lives and recognized as expense in the statements of profit or loss and other comprehensive income.

computer Software	3-10 years
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3.11 Lease Agreement

3.11.1 Right-of-use Assets initial value is measured by cost, consisting of lease liabilities, lease payments made before the commencement date, any initial direct costs, and an estimate of costs to be incurred by the lessee in dismantling and removing the underlying assets, as per TAS 37 Re: Provisions, Contingent Liabilities and Contingent Assets (estimation must be reliable on the date of initial application). Variable payments not based on indexes or rates are not included in the value of the right-of-use assets, and are recognized as operating expenses in the income and other comprehensive income statement.

Right-of-use assets are depreciated on a straight-line basis from the lease commencement date to the end of the asset's useful life or the date of lease termination, whichever occurs first. The right-of-use assets are assessed for impairment losses based on TAS 16 Re: Property, Plant and Equipment.

3.11.2 Lease Liabilities are initially measured at the fair value of the remaining lease payments discounted at the marginal borrowing rate (incremental borrowing rate of lessee consists of the average interest rate of government bonds that the contract period is close to the remaining life of the lease (Risk Free Rate) plus higher corporate bond yield spreads from government bonds to offset increased credit risk (Spread Rate), published in iBond.

Lease liabilities are subsequently measured by increasing the carrying amount to reflect interest on the lease liability, and by decreasing the carrying amount to reflect the payment on lease that lease already paid. BAAC measures the new lease liability using the adjusted discount rate if the lease term changes or there is a change in the appraisal of options to purchase assets.

3.11.3 Short-term leases and leases in which the underlying asset is of low value recognize the amount payable under a short-term lease with a lease term less than or equal to 12 months, or a long-term lease with a lease term over 12 months with low value of the underlying asset which does not exceed Baht 150,000 per transaction. It is an expense according to the straight-line method throughout the lease term or any other criteria that reflect the form of economic benefits the Bank will receive.

The management of BAAC review the lease policy on an annual basis.



3.12 Leasehold Rights, are present at cost net accumulated amortization which are included in right-of-use assets in the statements of financial position. Amortization is calculated by the straight-line basis over the lease period. Leasehold rights for building structures mostly located on the state land are amortized over the land lease period and charges are recognized as expenses in the statements of profit or loss and other comprehensive income.

3.13 Impairment of Assets

For outstanding balances of assets as at the end of period, the Bank reviews the impairment of assets by items when there is an indication that the book value of those assets is higher than the expected recoverable amounts. As such, losses on impairment will be realized as other operating expenses. The reversal of losses on impairment there is an indication that such impairment no longer exists or is shown at a declining balance, if any, The reversal of losses on impairment will be recorded to other operating income in the statements of profit or loss and other comprehensive income.

3.14 Foreign Currency Loans are translated into Baht using the reference exchange rates of the BOT.

3.15 Long-Term Life Insurance Premium Deposits

“Long-term life insurance premium deposits” refers to deposits of funds for supporting long-term life insurance of farmers and their households. Depositors are required to make deposits to the Bank according to the rules and procedures defined in the insurance policy.

Long-term life insurance premium deposits are recognized as income upon receipt of funds and insurance policies coming into effect after deductions of reinsurance premiums and returns of cancelled premiums. For insurance policies with the tenor of more than 1 year, relevant income and expenses will be recorded based on the coverage period of each policy on a yearly basis.

Expenses relevant to the policies shall be recorded upon receipt of claims reports from the insured or upon the maturity of the policies.

“Provisions for long-term life insurance” are reserves for expenses according to insurance policy conditions. The amounts are calculated using the actuarial techniques, taking into consideration any provision of adverse deviations (PAD) based on the criteria, methods and conditions for risk-based capital calculation as per the Office of Insurance Commission (OIC)’s Notification Re: Determination of Categories and Types of Capital including Criteria, Methods and Conditions for Capital Calculation of Life Insurers B.E. 2562 (A.D.2019). The provisions are divided into the following.

3.15.1 Provisions for claim payments: This refers to a reserve for payments expected to be paid out to long-term insurance premium depositors according to their claims for compensation with and without reports receipt.

3.15.2 Provisions for long-term life insurance: This refers to a reserve for long-term life insurance premium deposits for long-term insurance contracts using the Net Premium Valuation (NPV) approach. The Liability Adequacy Test (LAT) is conducted according to the requirements in the Financial Reporting Standard No. 4 (Revised in 2019) Re: Insurance Contracts by comparing with the Gross Premium Valuation (GPV) approach according to the OIC’s relevant notifications. Provisions for long-term life insurance shall be recognized at higher amounts from the test at the end of the reporting period.

3.15.3 Provisions for unearned income from life insurance deposits: This refers to a reserve for unearned income from premium deposits for short-term insurance contracts according to the remaining coverage period of the insurance policy. The reserve is then compared with the unexpired risk reserve. The unexpired risk reserve will be recognized at a higher amount.

3.16 Basic Earnings per Share are calculated by dividing the net profit by the weighted average number of common shares issued during the year.



3.17 Employees Benefit

3.17.1 Employees' Provident Fund

The BAAC established a Provident Fund under the Provident Fund Act B.E. 2530 (A.D. 1987) and entered into the registered fund approved by the Ministry of Finance on 1 June 1997. The Provident Fund is managed by an external fund manager.

Contributions to the Provident Fund shall be made according to the registered BAAC Provident Fund regulations. Member employees could opt to contribute to the Fund at the rate of 3-15 percent of their basic salaries while the Bank's supplemental contribution is at 9-11 percent of each employee's basic salary based on their length of service.

3.17.2 Defined Benefit Plan

The Bank has defined a benefit plan to pay their employees under the employment agreements. The estimate of employee benefits obligations are calculated by using the actuarial techniques called the Projected Unit Credit Method. This method uses statistical data as a factor to estimate the present value of expected future payments and discounts by using the rate of return on government bonds with the maturity approximate to those obligations. The estimate amount is shown in a part of the provisions. The actuarial gains (losses) are recognized in other comprehensive income and transferred immediately to the retained earnings.

The Bank's management reviews assumptions made in the estimate of employee benefits using the actuarial techniques every 3 years or whenever there is a change in assumptions made in the estimate of employee benefits using the actuarial techniques with significant impacts on the financial statements.

3.18 Fair Value Measurement

Fair value is the price that would be received from the selling of an asset or paid for the transfer of a liability in the normal transaction between market participants at the measurement date. The Bank has considered the fair value of individual financial instruments. The fair value of financial instruments is the quoted price (unadjusted) for similar assets or liabilities in active markets that the Bank is able to access. In case there is no quoted price in the active markets, the Bank will use generally accepted valuation techniques by maximizing observable inputs and minimizing unobservable inputs.

The Bank's loans are presented at fair value based on the outstanding amounts in the statements of financial position, less allowance for doubtful accounts. (Note 3.6)

The Bank's management reviews fair value measurement on an annual basis.

4. Risk Management

4.1 Risk Management Guidelines

The Bank manages risks according to ISO 31000:2018 standards, the BOT's specialized financial institution supervisory framework, the Ministry of Finance's regulations on internal control practice standards for government agencies in 2018, the risk management regulations for government agencies in 2019, and other relevant regulations and standards. The Bank sets out a risk management framework to manage risks in all aspects, covering all levels of enterprise risk management. This is to support the Bank's operations for the achievement of specific goals with efficiency and good governance.

4.2 The Bank's Risk Information

4.2.1 Credit risk is the risk that a borrower or counterparty fails to comply with a contract for debt settlement or covenants stated in the agreement there is a chance of default resulting in the reduction in the credit rating and might effect the Bank's income and capital position.

The Bank sets out a credit risk management policy as a guideline for risk mitigation to ensure that credit operations and credit risk management are in alignment with visions, missions, strategies, and policies



of the Bank as well as supervisory guidelines of relevant bodies. The Bank places importance on the development of credit risk management efficiency on a consistent basis.

The Bank is also focused on reviewing credit policies; developing processes, tools, work systems and personnel to support credit risk management; identifying risk limits, risk appetites and risk tolerance levels; and determining appropriate proportions of credit portfolios to create returns as targeted based on specific risk appetites.

Moreover, the Bank has improved the efficiency of risk management tools on a constant basis to support the granting of credits and management of risks to be at acceptable levels. The Bank refers to a number of guidelines including the BOT's supervisory regulations and universal standards in performing risk management. For example, the Bank assesses risks of large-scale customers using the credit rating, assesses risks of retail customers using the credit scoring, conducts credit portfolio management, assesses credit portfolios using the Risk - Adjusted Return on Capital (RAROC), and conducts the stress tests. The Bank also checks correctness and reliability of tools and assumptions used in managing credit risks through conducting the back tests. The Bank has in place credit review and credit quality management processes, and submits performance reports to the management team, the Risk Oversight Committee, and the Board of Directors on a regular basis.

4.2.2 Market Risk is the risk that the Bank may be affected by changes in value of position on the statements of financial position and off-the statements of financial position which is caused by fluctuations in interest rates, foreign exchange rates, equity securities prices and commodity prices. At the BAAC, there are three types of market risk as follows:

(1) Interest Rate Risk is the risk that net interest income, market value of items in the trading accounts, and income and expenses related to interest rates such as borrowing fees, deposit fees, and reserve provisioning expenses, etc. are adversely affected by changes in interest rates in some assets, liabilities, and off-statement of financial position items that are rate sensitive items.

The Bank determines an interest rate risk management policy by placing focus on reviewing the Rate Sensitivity Assets (RSA) and the Rate Sensitivity Liabilities (RSL) as well as the management of security investment portfolios to ensure appropriateness, efficiency and alignment with the interest rate direction in the market. The Bank also specifies risk limits, risk appetites and risk tolerance levels as well as uses appropriate financial tools in order to control interest rate risks to be at acceptable levels. The Bank monitors and reports the performance to the management, the Assets and Liabilities Management Committee, and the Risk Oversight Committee on a regular basis.

(2) Foreign Exchange Rate Risk is the risk that foreign exchange rate volatility gives an adverse impact on income or capital due to having assets or liabilities in foreign currency, when doing foreign currency transactions (Transaction Risk) or converting foreign currency to local currency (Translation Risk).

The Bank defines a foreign exchange rate risk management policy with an aim to maintain the net open position in each currency and the aggregate limits to be adequate and appropriate for business operations. The Bank does not have a speculation policy to gain profits from movements of exchange rates or a policy to acquire funds through creating debts in foreign currency. The Bank identifies risk limits, risk appetites, and risk tolerance levels, as well as uses appropriate financial tools to control foreign exchange rate risks to be at acceptable levels. The Bank also monitors and reports the performance to the management, the Assets and Liabilities Management Committee, and the International Business Development Committee on a regular basis.

(3) Price Risk is the risk that changes in debt and equity security prices lead to the decreases in value of trading and available-for-sale investment portfolios which have the objective to make a profit.

The Bank stipulates a price risk management policy with the priorities in the managing the security investment portfolios to be in line with market trends and security investment policies. The Bank identifies risk limits, risk appetites, and risk tolerance levels, as well as uses appropriate financial tools to control the price risks to be at acceptable levels. The Bank also monitors and reports the performance to the management, the Assets and Liabilities Management Committee, and the Security Investment Committee on a regular basis.

The Bank is able to efficiently manage market risks to control impacts to be within approved risk limits and in line with guidelines of the Ministry of Finance, the Bank of Thailand, and the Bank's policies regarding trading book and banking book. The Bank's key market risk management tools include the following:

(1) **Repricing Gap Report** is used to assessing interest rate risks to identify impacts on the Bank's net interest income when there are changes in interest rates.

(2) **Stress Test** is used to assessing market risk factors under severely adverse circumstances or situations that may affect the Bank's income and capital.

(3) **Back Test** is used to test the reliability and suitability of risk assessment tools.

(4) **Early Warning System** sends signals to the management as a trigger to evaluate situations in unusual conditions that may cause risk levels to be higher than specific limits. This allows the Bank to find appropriate measures to address the situations in a timely manner.

4.2.3 Liquidity Risk

Liquidity risk is risk that the Bank fails to repay liabilities or contingencies on due dates because of inability to liquidate assets into cash or having insufficient funds or acquiring funds at a higher than acceptable cost thus affecting the Bank's income and capital funds at present and in the future. This is especially the case when capital need is far higher than available liquidity, potentially causing to Bank to be controlled or stop its operations.

The Bank's liquidity risk management policy is focused on managing liquidity to be sufficient for different demand levels at different time periods with efficiency and appropriate costs. The Bank manages liquidity risks with prudence and in conformity with policies and principals defined by the Board of Directors while ensuring alignment with business environments or strategies, liquid assets maintenance regulations, the BOT's policies guidelines, and other applicable supervisory guidelines. The Bank has a liquidity contingency plan management working group to test and review the plan on a consistent basis. The Bank also identifies risk limits, risk appetites, and risk tolerance, as well as uses appropriate risk management tools to control liquidity risks to be within acceptable levels. The Bank monitors and predicts the status of available liquidity as well as analyzes liquidity risks. The Bank reports the performance to the Assets and Liabilities Management Committee, the Risk Oversight Committee, and other applicable committees on a regular basis.

The Bank has enough liquidity for implementing its business plans and conducting public service projects. Processes and tools for managing liquidity risks are as follows:

(1) **Forecasting of cash flows and liquidity positions:** The Bank monitors and reports outstanding liquidity status every day and every month. The Bank also conducts sensitivity analysis using different scenarios expected in the future and proposes management guidelines or strategies to the Assets and Liabilities Management Committee every month as well as reports the risk status to the Risk Management Committee of the Bank at least once per quarter. This allows the Bank to be ready to prepare appropriate plans or measures to address and respond to the situation.

(2) **Maturity Gap Analysis** is used to identify maturity (the remaining effective period of a contract) mismatches between assets and liabilities at a given time interval.

(3) **Liquidity Ratio** is used to identify appropriate risk limits.

(4) **Stress Test** is used to analyze sensitivity of cash flows under severely adverse circumstances or situations whether in the case of the entire system or an individual financial institution under crisis or both. This will help evaluate the adequacy of liquidity based on the liquidity coverage ratio (LCR) regulations and allows the Bank to be ready and have relevant measures in place.

(5) **Back Test** is used to test the efficiency, reliability and suitability of a risk assessment tool.

(6) **Early Warning System** provides signals for the management to evaluate a particular situation and find ways to appropriately address and respond to the situation as well as to provide a contingency plan in case of crisis as a tool to control, monitor, and manage liquidity risks.



(7) **Liquidity Gap Report and Funding Concentration Report** are forms of reports as per the BOT's specialized financial institution supervisory guidelines. Those reports show data of cash inflows and outflows of assets, liabilities, off-statements of financial position commitments, and obligations at a given period of time, as well as funding concentration of sources of deposits and loans of the Bank. These reports can be used as tools to monitor liquidity risks more efficiently.

Table of the Bank's Outstanding Financial Assets and Liabilities Classified by Remaining Maturity of Contracts as at 31 March 2021 and 2020

Unit: Million Baht

	31 March 2021					Total
	Less than 1 month	1-3 Months	Over 3 months up to 1 Year	Over 1 Year	No Maturity	
Financial Assets						
Interbank and money market items, net	294,696.55	1,188.00	-	-	-	295,884.55
Investments, net	2,659.83	6,561.16	15,445.12	66,582.96	50.00	91,299.07
Loans to customers from normal accounts and public service accounts	34,958.73	142,152.55	479,434.98	850,429.16	63,808.67	1,570,784.09
Total financial assets	332,315.11	149,901.71	494,880.10	917,012.12	63,858.67	1,957,967.71
Financial Liabilities						
Deposits	1,018,900.17	57,760.48	284,624.93	420,185.94	-	1,781,471.52
Interbank and money market items, net	83,060.00	-	2,127.41	6,123.76	-	91,311.17
Debts issued and borrowings	-	-	1.66	45,001.67	-	45,003.33
Total financial liabilities	1,101,960.17	57,760.48	286,754.00	471,311.37	-	1,917,786.02

Unit: Million Baht

	31 March 2020					Total
	Less than 1 month	1-3 Months	Over 3 months up to 1 Year	Over 1 Year	No Maturity	
Financial Assets						
Interbank and money market items, net	261,446.83	11,702.00	-	-	-	273,148.83
Investments, net	65.96	2,517.22	9,969.76	67,533.23	50.43	80,136.60
Loans to customers from normal accounts and public service accounts	31,408.89	134,491.74	343,723.65	920,104.57	69,146.82	1,498,875.67
Total financial assets	292,921.68	148,710.96	353,693.41	987,637.80	69,197.25	1,852,161.10
Financial Liabilities						
Deposits	862,006.86	58,356.34	291,604.56	461,304.74	-	1,673,272.50
Interbank and money market items, net	73,880.00	9.50	2,084.40	1,106.41	-	77,080.31
Debts issued and borrowings	-	-	1,001.67	19,003.33	-	20,005.00
Total financial liabilities	935,886.86	58,365.84	294,690.63	481,414.48	-	1,770,357.81

4.2.4 Risks from receipt of deposits for long-term life insurance

There are risks from differences between actual mortality rates, morbidity rates, policy retention rates or rates of expenses and those estimated. Thus, expenses related to long-term life insurance may increase. In managing risks from receipt of deposits for long-term life insurance, the Bank sets up a product development working group to develop products according to the needs of target groups and in line with business strategies within the risk policy framework of the Bank. Moreover, the Bank sets out clear guidelines on standards for taking deposits according to format of deposit, age, and gender. Consideration is given to a number of factors including mortality rate, policy retention rate or depositors' ability to submit deposits. After receipt of the deposits, the Bank still has to review the adequacy of the reserve for long-term life insurance policy to ensure that the Bank will be able to accommodate any potential risks in the future. The Bank has managed risks by transferring risks from higher-than-expected claim payments in death cases of certain products through reinsurance arrangements. The reinsurance rates depend upon the credit ratings of particular reinsurers.

4.2.5 Sensitivity of risks from life insurance deposits

The Bank conducts sensitivity analysis of risks from long-term life insurance deposits by conducting the Liability Adequacy Test (LAT) as specified in the Financial Reporting Standard No. 4 (revised in 2019) Re: Insurance Contracts. The assumptions used include mortality rate, lapse rate, discount rate, and expense rate. The Net Premium Valuation (NPV) is compared with the Gross Premium Valuation (GPV) as per the OIC's relevant notifications, and the higher amount is used to record a reserve for long-term life insurance as expense in the statements of profit or loss and other comprehensive income at the end of the reporting period.

4.3 Fair Value of Financial Instruments

Unit: Million Baht

Financial Assets	31 March 2021		31 March 2020	
	Book Value	Fair Value	Book Value	Fair Value
Cash	18,505.99	18,505.99	17,251.29	17,251.29
Interbank and money market items, net	295,884.55	295,884.55	273,148.83	273,148.83
Investments, net	91,299.07	92,480.59	80,136.60	81,638.70
Loans to customers and accrued interest receivables, net	1,130,149.42	1,130,149.42	959,809.10	959,809.10
Loans to customers from public service accounts and accrued interest receivables, net	113,139.88	113,139.88	233,827.76	233,827.76
Right-of-use assets	2,021.30	2,021.30	132.85	132.85
Total	1,651,000.21	1,652,181.73	1,564,306.43	1,565,808.53



Unit: Million Baht

Financial Liabilities	31 March 2021		31 March 2020	
	Book Value	Fair Value	Book Value	Fair Value
Deposits	1,781,471.52	1,781,471.52	1,673,272.50	1,673,272.50
Interbank and money market items, net	91,311.17	91,311.17	77,080.31	77,080.31
Debts issued and borrowings	45,003.33	45,003.33	20,005.00	20,005.00
Lease liabilities, net	2,042.16	2,042.16	139.80	139.80
Total	1,919,828.18	1,919,828.18	1,770,497.61	1,770,497.61

5. Fair Value of Financial Assets

The Bank's fair value hierarchy depends on differences of data inputs in valuation, which can be determined as follows:

Level 1 - Quoted prices (unadjusted) in active markets for identical assets or liabilities that the Bank can access at the measurement date.

Level 2 - Data Inputs that can be observed either directly or indirectly for those assets and liabilities other than quoted prices in level 1.

Level 3 - Data Inputs that are unobservable for those assets and liabilities.

As at 31 March 2021 and 2020, the Bank's financial assets instruments carried at fair value classified by the levels of fair value hierarchy were as follows:

Unit: Million Baht

	31 March 2021			
	Level 1	Level 2	Level 3	Level 4
Financial assets				
Investments				
Available-for-sale investments	-	5,092.45	-	5,092.45
Held-to-maturity debt securities	-	87,338.14	-	87,338.14
Total	-	92,430.59	-	92,430.59

Unit: Million Baht

	31 March 2020			
	Level 1	Level 2	Level 3	Level 4
Financial assets				
Investments				
Trading Investments	-	282.39	-	282.39
Available-for-sale investments	-	5,217.49	-	5,217.49
Held-to-maturity debt securities	-	76,088.39	-	76,088.39
Total	-	81,588.27	-	81,588.27

6. Capital Requirements

The Bank calculates its capital funds in accordance with the BOT's Basel II Framework which requires specialized financial institutions to maintain the minimum capital adequacy ratio at 8.5% of risk-weighted assets, provided that the ratio of tier 1 capital to risk weighted assets cannot be less than 4.25%.

As at 31 March 2021 and 2020, the Bank's capital funds according to the BOT's Basel II Framework were as follows:

	Unit: Million Baht	
	31 March 2021	31 March 2020
Tier 1 capital fund		
Paid-up share capital	61,945.34	55,945.34
Legal reserve	24,480.21	21,643.21
Net income after appropriation	52,132.43	50,439.81
Total	<u>138,557.98</u>	<u>128,028.36</u>
Tier 2 capital fund		
Allowance for assets classified as normal	14,985.33	14,192.77
Total	<u>14,985.33</u>	<u>14,192.77</u>
Total capital fund	<u>153,543.31</u>	<u>142,221.13</u>
	31 March 2021	31 March 2020
% of total capital fund to total risk-weighted assets	12.21	11.69
% of tier 1 capital fund to total risk-weighted assets	11.02	10.53

7. Estimates and Assumptions

The preparation of financial statements in conformity with the Thai Accounting standards and with the Thai financial reporting standards requires management to make estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses, and disclosures of contingent assets and liabilities. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which estimates are revised and in any future period affected.

8. Supplementary Information

8.1 Interbank and Money Market Items, Net (Assets)

	31 March 2021			31 March 2020		
	on Demand	with Term	Total	on Demand	with Term	Total
Domestic						
Bank of Thailand	19.20	290,293.00	290,312.20	20.87	257,939.00	257,959.87
Commercial banks	188.87	3,430.00	3,618.87	368.35	10,400.00	10,768.35
Specialized Financial Institutions	0.18	120.00	120.18	8.15	3,500.00	3,508.15
Other Financial Institutions	-	1,824.00	1,824.00	-	970.00	970.00
Total	<u>208.25</u>	<u>295,667.00</u>	<u>295,875.25</u>	<u>397.37</u>	<u>272,809.00</u>	<u>273,206.37</u>



Unit: Million Baht

	31 March 2021			31 March 2020		
	on Demand	with Term	Total	on Demand	with Term	Total
Add Accrued interest receivables	-	27.42	27.42	-	47.32	47.32
Less Allowance for doubtful accounts	-	38.80	38.80	-	121.00	121.00
Total Domestic	208.25	295,655.62	295,863.87	397.37	272,735.32	273,132.69
Foreign						
US Dollar	1.28	-	1.28	8.60	-	8.60
Japanese Yen	0.82	-	0.82	0.90	-	0.90
Euro	10.85	-	10.85	2.31	-	2.31
Other Currencies	7.73	-	7.73	4.33	-	4.33
Total Foreign	20.68	-	20.68	16.14	-	16.14
Total Domestic and Foreign	228.93	295,655.62	295,884.55	413.51	272,735.32	273,148.83

Interbank and Money Market Items, Net (Assets) included the outstanding balances of the agricultural product pledging schemes in each production years as follows:

Unit: Million Baht

Production Year	Note	31 March 2021	31 March 2020
2008/2009	8.17.1	61.22	43.33
2011/2012	8.33.4.1	315.50	570.73
2012/2013	8.33.4.2	728.59	438.70
2013/2014	8.33.4.3	153.82	544.55
Total		1,259.13	1,597.31

8.2 Investments, Net

8.2.1 Trading investments

Unit: Million Baht

	31 March 2021	31 March 2020
	Fair Value	Fair Value
Government and state enterprises securities		
BOT's bonds	-	281.95
Plus Revaluation allowance	-	0.44
Total trading investments	-	282.39

8.2.2 Available-for-sale investments

Unit: Million Baht

	31 March 2021	31 March 2020
	Fair Value	Fair Value
Government and state enterprises securities		
BOT's bonds	1,668.35	1,577.07
Government bonds	2,801.16	2,151.08
State enterprises bonds	403.66	329.93
Private enterprises debt securities		
Registered securities companies bonds	200.01	1,144.39
Total	5,073.18	5,202.47
Plus (Less) Revaluation allowance	19.27	15.02
Total available-for-sale investments	5,092.45	5,217.49

8.2.3 Held-to-maturity debt securities

Unit: Million Baht

	31 March 2021	31 March 2020
	Amortized Cost	Amortized Cost
Government and state enterprises securities		
BOT's bonds	8,209.82	2,899.20
Government bonds	30,534.73	25,110.04
State enterprises bonds	45,231.71	44,208.54
Treasury Bills	699.73	-
Private enterprises debt securities		
Registered securities companies bonds	1,480.63	2,368.51
Total held-to-maturity debt securities	86,156.62	74,586.29

As at 31 March 2021 and 2020, investments in held-to-maturity debt securities were Baht 8,267.57 million and Baht 6,973.14 million, respectively. Those items are pledged as collateral for the private repo transactions and will be returned upon maturity of contracts.

8.2.4 General Investments

Unit: Million Baht

	31 March 2021	31 March 2020
	Value Cost	Value Cost
Thai Agri Business Co., Ltd. (TABCO)	12.00	12.00
Thai Agro Exchange Co., Ltd.	50.00	50.00
Total	62.00	62.00
Less Allowance for impairment (TABCO)	12.00	11.57
Total general investments	50.00	50.43
Total investments, net	91,299.07	80,136.60



The Bank's representatives are also board members of Thai Agri Business Co., Ltd. (TABCO) and Thai Agro Exchange Co., Ltd.

Unit: Million Baht

Company's name	Type of business	Type of securities	% of invested securities	31 March 2021		31 March 2020	
				Investments (Cost method)	Dividends	Investments (Cost method)	Dividends
Thai Agri Business Co., Ltd. (TABCO)	Distribution of agricultural inputs	Common shares	10	12.00	-	12.00	-
Thai Agro Exchange Co., Ltd.	Distribution of agricultural products	Common shares	5	50.00	4.00	50.00	2.00
Total				62.00	4.00	62.00	2.00

8.3 Loans to Customers and Accrued Interest Receivables, Net

8.3.1 Classified by Type of Loans

Unit: Million Baht

	31 March 2021	31 March 2020
8.3.1.1 Loans to farmers, farmers organizations, and juristic persons		
Loans to farmers, farmers institutes organizations, and juristic persons	1,357,460.92	1,133,934.22
Famer loan card receivables	18,174.76	18,909.63
Promissory notes	51,815.30	38,990.64
Islam-based loans for credit sales, installment and hire-purchase	1,078.30	979.21
Loans to customers under community bank schemes	239.68	277.71
Discounted bill receivables	165.49	174.02
Overdrafts	15,618.88	12,546.52
Guarantee receivables	178.55	165.82
Total	1,444,731.88	1,205,977.77

Unit: Million Baht

	31 March 2021	31 March 2020
8.3.1.2 Other loans		
Loans to employees' for housing	5,900.77	5,801.26
Loans to employees for debt relief	18.01	18.12
Loans to employees for life quality improvement	245.01	249.66
Loans to employees under welfare fund schemes	4.70	4.35
Total	6,168.49	6,073.39
Total loans to customers	1,450,900.37	1,212,051.16
Less Deferred revenue	20.16	25.95
Total loans to customers net of deferred revenue	1,450,880.21	1,212,025.21
Add Accrued interest receivables (Note 8.4)	42,376.92	24,597.13
Total loans to customers net of deferred revenue plus accrued interest receivables	1,493,257.13	1,236,622.34

Unit: Million Baht

	31 March 2021	31 March 2020
Less Allowance for doubtful accounts (Note 8.3.2 and 8.5)		
Minimum reserve as per BOT's regulations	67,908.25	65,948.80
Express reserve surplus	295,199.46	210,864.44
Total allowance for doubtful accounts	363,107.71	276,813.24
Total loans to customers and accrued interest receivables, net	1,130,149.42	959,809.10

During the year, the Bank made account transfers in “Loans to Customers”, “Accrued Interest Receivables” and “Allowance for Doubtful Accounts” between normal accounts and public service accounts.

As at 31 March 2021 and 2020, the total loans to customers were Baht 1,570,784.09 million and Baht 1,498,875.67 million, respectively. Such loans consisted of loans to customers from normal accounts of Baht 1,450,900.37 million and Baht 1,212,051.16 million, respectively (Note 8.3.1); loans to customers from public service accounts of Baht 119,883.72 million and Baht 286,824.51 million, respectively (Note 8.32.2.1); which including non-agricultural loans of Baht 168,103.37 million and Baht 162,225.11 million, respectively.

Non-agricultural loans are loans offered to individuals, groups of persons, entrepreneurs, village funds, communities, cooperatives, and organizations with objectives to support occupations of farmers, communities or cooperative establishment (excluding loans for promoting or supporting the development of commodities or products of farmers, communities or their members, and cooperatives to ensure efficiency in terms of investment, production, processing and marketing). These loans are in accordance with the Ministerial Regulation for BAAC No. 4 [B.E.2557 (A.D.2014)], Items 6, 7 and 8, to promote or strengthen community economies. The objectives of the loans are to encourage occupations in industrial, commercial and hospitality sectors among communities members of cooperatives for additional income or other operations; to reduce expenses, promote savings, and encourage self-reliance of communities and cooperative members; and to promote the well-being of the communities and cooperative members in alignment with the policy guidelines on the promotion of agriculture and rural development under the schemes of the public sector or the Bank. The loans granted with the aforesaid objectives must altogether not exceed 20% of the total loans granted during each fiscal period. Also, at the end of the fiscal period, the outstanding loans with such objectives must not exceed 20% of the total outstanding loans, unless otherwise authorized by the relevant minister.

8.3.2 Classified by Loan Classification

Unit: Million Baht

	31 March 2021			31 March 2020		
	Principal after deferred revenue	Allowance for Doubtful Accounts	The provisioning rate	Principal after deferred revenue	Allowance for Doubtful Accounts	The provisioning rate
Min. reserve as per BOT						
Normal	1,389,443.81	13,894.43	1	1,148,800.28	11,488.00	1
Special Mention	7,574.06	151.48	2	8,942.99	178.86	2
Sub-standard	9,801.58	9,801.58	100	9,392.56	9,392.56	100
Doubtful	5,678.45	5,678.45	100	8,704.78	8,704.78	100
Doubtful of Loss	38,382.31	38,382.31	100	36,184.60	36,184.60	100
Total	1,450,880.21	67,908.25		1,212,025.21	65,948.80	
Express reserve		295,199.46			210,864.44	
Grand total		363,107.71			276,813.24	



8.3.3 Non-Performing Loans (NPLs)

Unit: Million Baht

Loans to customers after deferred revenue	31 March 2021		
	Normal Accounts	Public Service Accounts	Total
Normal	1,383,300.82	109,089.39	1,492,390.21
Special Mention	7,573.37	2,093.40	9,666.77
Sub-standard	9,800.83	1,174.67	10,975.50
Doubtful	5,676.20	1,102.28	6,778.48
Doubtful of Loss	38,360.50	1,711.66	40,072.16
Total	1,444,711.72	115,171.40	1,559,883.12
Non-Performing Loans (NPLs)	53,837.53	3,988.61	57,826.14
NPLs as percentage of total loans to customers	3.73	3.46	3.71

Unit: Million Baht

Loans to customers after deferred revenue	31 March 2020		
	Normal Accounts	Public Service Accounts	Total
Normal	1,142,758.14	270,477.03	1,413,235.17
Special Mention	8,940.44	2,245.89	11,186.33
Sub-standard	9,390.41	1,707.70	11,098.11
Doubtful	8,700.14	3,106.03	11,806.17
Doubtful of Loss	36,162.69	4,332.54	40,495.23
Total	1,205,951.82	281,869.19	1,487,821.01
Non-Performing Loans (NPLs)	54,253.24	9,146.27	63,399.51
NPLs as percentage of total loans to customers	4.50	3.24	4.26

NPLs include loans to farmers, farmer organizations, and juristic persons (after deferred revenue) classified as sub-standard, doubtful, and doubtful of loss. Other loans and loans under public service schemes are not calculated as part of NPLs.

During the year, the Bank made account transfers in “Loans to Customers”, “Accrued Interest Receivables” and “Allowance for Doubtful Accounts” between normal accounts and public service accounts.

8.4 Accrued Interest Receivables

Unit: Million Baht

	31 March 2021	31 March 2020
Loans to farmers, farmers organization, and juristic persons	41,744.79	24,267.52
Farmer loan card receivables	605.64	308.24
Promissory notes	13.89	9.48
Islam-based loans for credit sales, installment and hire purchase	0.87	0.83
Loans to customers under community bank schemes	3.82	1.83
Overdrafts	6.95	7.26
Guarantee receivables	-	0.28
Other loans	0.96	1.69
Total	42,376.92	24,597.13

During the year, the Bank made account transfers in “Loans to Customers”, “Accrued Interest Receivables” and “Allowance for Doubtful Accounts” between normal accounts and public service accounts.

8.5 Allowance for Doubtful Accounts

Unit: Million Baht

	31 March 2021						Total
	Normal	Special Mention	Sub-standard	Doubtful	Doubtful of Loss	Reserve Express	
Beginning balances	11,488.00	178.86	9,392.56	8,704.78	36,184.60	210,864.44	276,813.24
Doubtful accounts	2,537.64	(27.07)	421.57	(3,025.43)	2,236.14	84,335.02	86,477.87
Bad debts written-off	(4.44)	(0.23)	(0.14)	(0.50)	(35.69)	-	(41.00)
Losses from debt restructuring	(126.77)	(0.08)	(12.41)	(0.40)	(2.74)	-	(142.40)
Ending balances	13,894.43	151.48	9,801.58	5,678.45	38,382.31	295,199.46	363,107.71

Unit: Million Baht

	31 March 2020						Total
	Normal	Special Mention	Sub-standard	Doubtful	Doubtful of Loss	Reserve Express	
Beginning balances	4,706.76	91.33	2,560.24	4,030.76	19,307.73	71,845.90	102,542.72
Doubtful accounts	6,949.55	88.73	6,847.35	4,677.23	17,000.34	139,018.54	174,581.74
Bad debts written-off	(10.00)	(0.88)	(1.37)	(3.10)	(121.43)	-	(136.78)
Losses from debt restructuring	(158.31)	(0.32)	(13.66)	(0.11)	(2.04)	-	(174.44)
Ending balances	11,488.00	178.86	9,392.56	8,704.78	36,184.60	210,864.44	276,813.24

An express reserve surplus means a reserve set aside by the Bank based on quality criteria of debtors for debtors subject to debt restructuring, debtors with extension of loan repayments, and debtors with uncertainty of debt repayment due to drought, low product prices, and economic slowdown leading to lower debt servicing ability. The express reserve is provided for assets classified as normal and special mention as percentage of damage from unpaid debts.

The Bank has set aside an additional reserve for special mention customers based on the BOT’s requirements from 2% to 100% by considering possible defaults on payments and damage from the customers.

During the year, the Bank made account transfers in “Loans to Customers”, “Accrued Interest Receivables” and “Allowance for Doubtful Accounts” between normal accounts and public service accounts.

8.6 Receivables Eligible for Government Reimbursement from Normal Accounts

Unit: Million Baht

Projects	Period	31 March 2021	31 March 2020
Off-season rice pledging scheme 2009	Mar 09 - Mar 13	14,622.96	16,905.39
In-season rice pledging scheme 2008/2009	Nov 08 - Oct 09	8.32	8.33
Total		14,631.28	16,913.72



8.7 Properties for Sale, Net

Unit: Million Baht

	31 March 2021			
	Beginning Balance	Additions	Disposals	Ending Balance
Properties for sale	187.00	-	-	187.00
Less Allowance for impairment of properties for sale	-	0.12	-	0.12
Less Allowance for possessing properties for sale	77.00	-	-	77.00
Properties for sale, net	110.00	0.12	-	109.88

Unit: Million Baht

	31 March 2020			
	Beginning Balance	Additions	Disposals	Ending Balance
Properties for sale	77.00	110.00	-	187.00
Less Allowance for possessing properties for sale	-	77.00	-	77.00
Properties for sale, net	77.00	33.00	-	110.00

As at 31 March 2021 and 2020, the Bank's properties for sale, net were Baht 109.88 million and Baht 110 million, respectively. These were assets obtained from the asset foreclosure and auction according to the court's order. They were presented at the lower of cost or market value less allowance for impairment (if any). The Bank recorded an allowance for possessing properties for sale at Baht 77 million due to its possession of the properties for more than 10 years. The allowance was set aside at 100% as per the Ministry of Finance's requirements.

8.8 Premises and Equipment, Net

Unit: Million Baht

	31 March 2021								Premises and Equipment, Net
	Cost				Accumulated Depreciation				
	Beginning Balance	Additions	Disposals	Ending Balance	Beginning Balance	Depreciation	Disposals	Ending Balance	
Land	4,047.72	13.52	23.84	4,037.40	-	-	-	-	4,037.40
Buildings and Construction	6,845.55	147.85	5.86	6,987.54	3,211.87	130.63	3.57	3,338.93	3,648.61
Additions to Buildings Extension	280.38	-	2.07	278.31	280.28	0.06	2.08	278.26	0.05
Buildings improvement	3,224.46	171.92	197.02	3,199.36	1,698.83	324.04	195.36	1,827.51	1,371.85
Furniture and Equipment	6,794.68	251.05	154.22	6,891.51	5,827.91	347.97	152.86	6,023.02	868.49
Vehicles	254.92	0.05	49.24	205.73	189.55	7.80	39.48	157.87	47.86
Assets in progress	556.99	632.04	497.32	691.71	-	-	-	-	691.71
Total premises and equipment, net	22,004.70	1,216.43	929.57	22,291.56	11,208.44	810.50	393.35	11,625.59	10,665.97

Unit: Million Baht

31 March 2020									
	Cost				Accumulated Depreciation				Premises and Equipment, Net
	Beginning Balance	Additions	Disposals	Ending Balance	Beginning Balance	Depreciation	Disposals	Ending Balance	
Land	3,972.82	75.63	0.73	4,047.72	-	-	-	-	4,047.72
Buildings and Construction	6,397.32	453.13	4.90	6,845.55	3,090.19	126.51	4.83	3,211.87	3,633.68
Additions to Buildings Extension	281.21	-	0.83	280.38	281.05	0.07	0.84	280.28	0.10
Buildings improvement	3,107.31	265.75	148.60	3,224.46	1,524.33	322.09	147.59	1,698.83	1,525.63
Furniture and Equipment	6,741.40	487.69	434.41	6,794.68	5,843.44	417.57	433.10	5,827.91	966.77
Vehicles	351.69	10.41	107.18	254.92	264.75	11.26	86.46	189.55	65.37
Assets in progress	993.72	747.47	1,184.20	556.99	-	-	-	-	556.99
Total premises and equipment, net	21,845.47	2,040.08	1,880.85	22,004.70	11,003.76	877.50	672.82	11,208.44	10,796.26

8.9 Right-of-use Assets

Unit: Million Baht

31 March 2021									
	Cost				Accumulated Depreciation				Right-of-Use Assets
	Beginning Balance*	Additions	Disposals	Ending Balance	Beginning Balance*	Depreciation	Disposals	Ending Balance	
Furniture and Equipment	201.85	0.82	0.32	202.35	87.79	50.71	0.24	138.26	64.09
Computer Software	14.26	-	-	14.26	3.56	3.57	-	7.13	7.13
Land	1.51	4.94	-	6.45	-	1.85	-	1.85	4.60
Buildings and Construction	283.86	295.63	3.73	575.76	-	198.06	2.10	195.96	379.80
Vehicles	1,137.40	895.10	0.78	2,031.72	-	473.94	0.78	473.16	1,558.56
Leasehold	14.60	-	0.18	14.42	6.51	0.91	0.12	7.30	7.12
Total	1,653.48	1,196.49	5.01	2,844.96	97.86	729.04	3.24	823.66	2,021.30

*The Bank has initial applied TFRS 16 Title: Leases on 1 April 2020.

8.10 Intangible Assets, Net

Unit: Million Baht

31 March 2021									
	Cost				Accumulated Depreciation				Intangible Assets, Net
	Beginning Balance	Additions	Disposals	Ending Balance	Beginning Balance	Additions	Disposals	Ending Balance	
Computer Software Licenses	2,369.65	187.66	1.17	2,556.14	1,622.97	241.07	1.17	1,862.87	693.27
Total	2,369.65	187.66	1.17	2,556.14	1,622.97	241.07	1.17	1,862.87	693.27



Unit: Million Baht

31 March 2020									
	Cost			Accumulated Depreciation				Intangible Assets, Net	
	Beginning Balance	Additions	Disposals	Ending Balance	Beginning Balance	Additions	Disposals		Ending Balance
Computer Software Licenses	2,205.31	171.52	7.18	2,369.65	1,399.70	230.45	7.18	1,622.97	746.68
Total	2,205.31	171.52	7.18	2,369.65	1,399.70	230.45	7.18	1,622.97	746.68

8.11 Other Assets, Net

Unit: Million Baht

	31 March 2021	31 March 2020
Other debtors	3,100.83	2,797.42
<u>Less</u> Allowance for other debtors	213.70	200.09
Other debtors, net	2,887.13	2,597.33
Debtors under agricultural restoration and production system structure adjustment plans	706.55	762.45
Prepaid deposit interest expenses	-	277.00
Accrued investment interest receivables	608.75	512.18
Accrued income - service fees from other projects	19.64	18.30
Total	4,222.07	4,167.26

The Bank set aside a 100% allowance for other debtors amounting to Baht 213.70 million, i.e. debtors awaiting investigation with no movements for over 1 year and debtors awaiting compensation in full.

8.12 Deposits

Unit: Million Baht

	31 March 2021	31 March 2020
Demand deposits	1,991.41	2,093.13
Savings deposits	1,183,972.81	1,055,637.43
Time deposits		
- Less than 6 months	75,584.80	88,965.97
- 6 months-1 year	88,978.53	57,696.67
- 1 year up	14,895.08	14,435.01
Taweasin Lottery Saving	416,159.85	454,444.29
Total	1,781,582.48	1,673,272.50
<u>Less</u> Prepaid deposit interest expenses - "Tunjai Interest Deposits"	110.96	-
Deposits, Net	1,781,471.52	1,673,272.50

8.13 Interbank and Money Market Items, Net (Liabilities)

Unit: Million Baht

	31 March 2021			31 March 2020		
	on Demand	with Term	Total	on Demand	with Term	Total
Bank of Thailand	-	5,100.75	5,100.75	-	-	-
Commercial banks	-	46,560.00	46,560.00	-	54,580.00	54,580.00
Specialized Financial Institutions	-	36,500.42	36,500.42	-	20,200.31	20,200.31
Other Financial Institutions	-	3,150.00	3,150.00	1,400.00	900.00	2,300.00
Total	-	91,311.17	91,311.17	1,400.00	75,680.31	77,080.31

8.14 Debts Issued and Borrowings

Unit: Million Baht

	31 March 2021			31 March 2020		
	Maturity within 1 year	Maturity over 1 year	Total	Maturity within 1 year	Maturity over 1 year	Total
Domestic borrowings	1.66	45,001.67	45,003.33	1,001.66	19,003.34	20,005.00
Total	1.66	45,001.67	45,003.33	1,001.66	19,003.34	20,005.00

Domestic borrowings as at 31 March 2021 were Baht 45,003.33 million, consisting of borrowings from the Ministry of Finance of Baht 3.33 million, and the BAAC's 9 batches of issued bonds totaling Baht 45,000 million, the details of which are as follows:

1. Borrowings from the Ministry of Finance (the budget year of 1973) consist of loans to farmers under the long-term agricultural loan project with a total limit of Baht 50 million, bearing interest at 2% p.a. The outstanding balance is Baht 3.33 million. The principal repayment due date is 31 December of every year with Baht 1.66 million to be repaid each year. The last repayment date is scheduled for 31 December 2022.

2. The BAAC's 9 batches of issued bonds totaling Baht 45,000 million. Interest is to be paid every 6 months while principal is to be repaid in full once upon maturity. Details are as follows:

2.1 Bonds with principal and interest guaranteed by the Ministry of Finance

Unit: Million Baht

No./Year	Age (Year)	Interest Rate (% p.a.)	Maturity Date	Amount
11/2013	10	4.13	1 August 2023	1,000.00
17/2013	10	4.49	30 August 2023	8,000.00
Total				9,000.00

2.2 Bonds without guarantee for principal and interest

Unit: Million Baht

No./Year	Age (Year)	Interest Rate (% p.a.)	Maturity Date	Amount
1/2020*	5	1.76	19 August 2025	4,500.00
2/2020*	10	2.76	19 August 2030	1,500.00
3/2020	7	1.48	20 March 2027	7,000.00



Unit: Million Baht

No./Year	Age (Year)	Interest Rate (% p.a.)	Maturity Date	Amount
4/2020	10	1.72	20 March 2030	3,000.00
2/2021	5	1.19	23 December 2025	5,000.00
3/2021	7	1.47	23 December 2027	5,000.00
4/2021	10	1.9	23 December 2030	10,000.00
Total				36,000.00

*BAAC's environmental conservation bonds

The proportion of transactions classified by type of contract parties based on contract amounts:

Unit: Million Baht

	31 March 2021	31 March 2020
Financial institutions	65.22 %	2.73 %
External parties	34.78 %	97.27 %
Total	100.00 %	100.00%

8.15 Lease Liabilities

Unit: Million Baht

	31 March 2021	31 March 2020
Lease liabilities	1,304.52	137.29
Add Current liabilities	802.05	-
(Less) Add Deferred lease interest expenses	(64.39)	2.50
(Less) Add Deferred lease operating expenses	(0.02)	0.01
Total	2,042.16	139.80

8.16 Accounts Payable from Bank's Funds

Unit: Million Baht

	31 March 2021				31 March 2020			
	Balance as at 1 April 2020	Receipt	Payment	Balance as at 31 Mar. 2021	Balance as at 1 April 2019	Receipt	Payment	Balance as at 31 Mar. 2020
Research Promotion Fund	-	-	-	-	7.28	-	(7.28)	-
Natural Disaster and Catastrophe Victim Relief Fund	39.94	-	(28.04)	11.90	67.58	-	(27.64)	39.94
Customer Marketing Development Fund	446.06	-	(14.68)	431.38	467.08	-	(21.02)	446.06
Total	486.00	-	(42.72)	443.28	541.94	-	(55.94)	486.00

As at 31 March 2021 and 2020, the accounts payable from Bank's funds were Baht 443.28 million and Baht 486.00 million, respectively. These items represented the outstanding amounts of the contributions to the funds endorsed in principle by the Bank's Board of Directors. The contributions were made from the net income after expenses to support the research promotion fund, the customer marketing development fund, and the natural disaster and catastrophe victim relief fund at the rate of not over 20% of the net income after expenses. The contribution rates varied upon each year's operating results and circumstances as appropriate. The Bank generally recorded the contributions as expenses instantly in the year of the contributions against

the accounts payable from Bank's funds. Once the Bank made the payments according to the purposes of the fund, the accounts payable from Bank's funds would be directly debited. Subsequently, the Bank's Board of Directors resolved at its Meeting No.11/2557 held on 28 July 2014 to stop the contributions from the net income after expenses to the Bank's funds. Going forward, each fund shall have its own annual budget and shall be disbursed to cover expenses within the approved budget limit. The outstanding funds shall be disbursed according to the funds' objectives until the fund balances are zero. There shall be no further practice of making contributions from the net income after expenses to the funds.

As at 31 March 2021, the Bank made no additional contributions to the funds but disbursed Baht 42.72 million from the remaining funds according to their objectives by directly debiting the accounts payable from Bank's funds in full.

8.17 Accounts Payable for Public Service Projects from Normal Accounts

Unit: Million Baht

	Note	31 March 2021	31 March 2020
Accounts payable for agricultural commodity pledging schemes 2008/2009	8.17.1	61.22	43.33
Accounts payable for public service projects - other normal accounts		0.03	263.59
Total		61.25	306.92

8.17.1 Accounts payable for agricultural commodity pledging schemes 2008/2009

As at 31 March 2021 and 2020, the accounts payable for agricultural commodity pledging schemes 2008/2009 represented the outstanding balances of the schemes' bank deposits of Baht 61.22 million and Baht 43.33 million in the Bank's financial statements as follows:

Unit: Million Baht

	31 March 2021	31 March 2020
Assets		
Interbank and money market items, net (Note 8.1)	61.22	43.33
Liabilities		
Accounts payable for agricultural commodity pledging scheme 2008/2009 representing		
Remaining term loans (Note 8.34)	0.75	0.86
Government reimbursement	60.47	42.47
Total	61.22	43.33

Transaction activities during the period were as follows:

Unit: Million Baht

	31 March 2021
Balance as at 1 April 2020	43.33
Add Receipt of budget funds in the fiscal year of 2020	1,555.79
Receipt of debt payments from Dairy Farming Promotion Organization of Thailand (DPO)/ Marketing Organization for Farmers (MOF)	0.75
Total	1,599.87
Less Transfers to agricultural commodity pledging schemes 2012/2013	27.16
Repayments of principal, interest and fees	1,511.49
Outstanding balance	61.22



8.18 Provisions

Unit: Million Baht

	Note	31 March 2021	31 March 2020
Liabilities of short-term employee benefits		336.65	-
Provisions for employee benefits	8.18.1	11,105.91	10,817.73
Provisions for pension funds	8.18.2	162.06	202.38
Total		11,604.62	11,020.11

8.18.1 Provisions for employee benefits

Unit: Million Baht

Provisions for employee benefits	31 March 2021	31 March 2020
Beginning balance	10,817.73	6,762.71
Past service costs	-	1.88
Current service costs	651.07	2,869.92
Interest costs	196.74	253.91
Employee benefits paid during the year	(559.63)	(1,105.56)
Actuarial losses on defined benefit plans		
Financial assumptions	-	1,444.19
Experience adjustment	-	590.68
Total provisions for employee benefits	11,105.91	10,817.73

The Actuarial assumptions for the estimation of employee retirement benefits are as follows:

	31 March 2021	31 March 2020
Average salary increase rate	7.00 %	7.00 %
Average turnover rate	0.10 % - 5.00 %	0.10 % - 5.00 %
Average discount rate	1.93 %	1.93 %
Retirement age	60 ปี	60 ปี

Sensitivity analysis of the main actuarial assumptions is as follows:

Unit: Million Baht

The possible effect of changes in key assumptions	31 March 2021	31 March 2020
Average discount rate		
Increase of 1%	(1,055.98)	(1,036.76)
Decrease of 1%	1,253.74	1,232.05
Average salary increase rate		
Increase of 1%	1,288.48	1,156.86
Decrease of 1%	(1,109.31)	(1,000.07)

Unit: Million Baht		
The possible effect of changes in key assumptions	31 March 2021	31 March 2020
Average turnover rate		
Increase of 20%	(67.74)	(58.31)
Decrease of 20%	69.14	59.45
Maturity Profile of Defined Benefit Plan		
		Unit: Year
Weighted average duration of the defined benefit plan	16.29	16.29
		Unit: Million Baht
	31 March 2021	31 March 2020
Maturity analysis of benefits expected to be paid		
Amount expected to be paid within 1 year	451.29	541.86
Amount expected to be paid between 1 to 2 years	546.33	451.29
Amount expected to be paid between 2 to 5 years	2,237.82	1,892.19
Amount expected to be paid between 5 to 10 years	4,924.96	4,845.38
Amount expected to be paid between 10 to 15 years	3,178.94	3,625.13
Amount expected to be paid between 15 to 25 years	11,087.51	9,789.66
Amount expected to be paid between 25 to 35 years	6,111.75	7,861.76
Amount expected to be paid between 35 to 45 years	23.79	96.98

8.18.2 Provisions for pension funds

The pension funds are reserved according to the BAAC's Regulation No.29 Re: Pension Funds. The objective is to provide a reserve for an employee on a one-time basis upon leaving his/her employment or to pay a fund to the heir of an employee who has passed away. Changes in the pension funds were as follows:

Unit: Million Baht		
	31 March 2021	31 March 2020
Beginning balance	202.38	231.21
Additional contributions during the year	10.00	10.99
Pension fund payments and transfers to the provident fund	(50.32)	(39.82)
Total	162.06	202.38

8.19 Other Liabilities

Unit: Million Baht		
	31 March 2021	31 March 2020
Government project creditors	712.30	769.51
Guarantees	67.26	62.87
Accrued expenses	8,210.63	7,786.06
Insurance fund reserves	67.89	67.90



Unit: Million Baht

		31 March 2021	31 March 2020
Suspense premium-class life insurance creditors		620.01	659.24
Provision for Long-term life insurance			
Provision for Long-term life insurance	8.19.1	13,077.54	9,834.15
Provision for Unearned income from life insurance deposits	8.19.2	2,156.68	1,877.15
Provision for Claim payment reserves	8.19.3	416.04	523.09
Suspense government creditors		212.55	214.61
External party creditors		2,550.27	3,743.68
Other Creditors		2,022.32	1,735.59
Total		30,113.49	27,273.85

As at 31 March 2021, External party creditors amounting to Baht 2,550.27 million included the contribution to specialized financial institution fund creditors of Baht 555.65 million and the suspense preferred share creditors of Baht 0.10 million. Those preferred shares matured on 26 October 2006 but have not yet been redeemed. Because of the maturity of more than 10 years, the Bank transferred the preferred shares from the share capital account to the suspense preferred share creditors account, waiting for the preferred shareholders to request the return of the shares.

8.19.1 Provision for Long-term life insurance

Unit: Million Baht

		31 March 2021	31 March 2020
Beginning balance		9,834.15	6,644.74
Increase in the Valid long-term life insurance provision and new insurance policies		3,713.60	3,217.96
Decrease in the Invalid long-term life insurance provision and cancelled insurance policies		(917.45)	(864.57)
Additional long-term life insurance provision (unenforceable)		447.24	836.02
Total		13,077.54	9,834.15

The main actuarial assumptions for the estimation are as follow:

	31 March 2021	31 March 2020
Mortality rate, morbidity rate, and survival rate		
- BAAC Perm Rak Product	100% TMI2008	100% TMI2008
- BAAC Tawee Rak 99 Product	100% TMO2008	100% TMO2008
Discount rate	2-4%	2-4%
Benefits paid to life insurance depositors	100% of Sun insured	100% of Sun insured

8.19.2 Unearned long-term life insurance deposit income reserves

Unit: Million Baht

	31 March 2021	31 March 2020
Beginning balances	1,877.15	2,523.64
Life insurance Deposits received during the year	3,055.51	2,795.92
<u>Less</u> Earned life insurance deposit income during the year	<u>2,775.98</u>	<u>3,442.41</u>
Total	2,156.68	1,877.15

8.19.3 Provision for claim payment reserves

Unit: Million Baht

	31 March 2021	31 March 2020
Beginning balances	523.09	908.97
Provision for claim payment reserves recorded during the year	1,926.37	1,504.02
<u>Less</u> Claim payments received from reinsurance	1,238.07	434.14
<u>Less</u> Claim payments made during the year	795.35	1,455.76
Total	416.04	523.09

8.20 Share capital

Unit: Million Baht

	31 March 2021		31 March 2020	
	No. of shares	Amount	No. of shares	Amount
Ordinary Shares				
Ministry of Finance	618,207,513	61,820.75	558,207,513	55,820.75
Farmers institutes	1,032,668	103.27	1,032,668	103.27
Private-sector organizations	213,204	21.32	213,204	21.32
Total	619,453,385	61,945.34	559,453,385	55,945.34

The Bank's issued and paid-up share capital was 619,453,385 shares or a total of Baht 61,945.34 million, of which 99.80% was held by the Ministry of Finance.

The preferred shares of Baht 0.10 million matured and could be redeemed on 26 October 2006. Because of the maturity period of more than 10 years, the Bank transferred the preferred shares from the share capital account to the suspense preferred share creditors account, waiting for the preferred shareholders to request return of the shares.

On 21 January 2020, the cabinet passed a resolution to approve an increase in the Bank's share capital from Baht 60,000 million to Baht 80,000 million as a mechanism to drive the country's grassroots economy, rapidly strengthening the agricultural sector, the people and the overall economy, and support the expansion of missions and operations according to the government's future policies. The Bank's unpaid share capital portion is only Baht 4,054.66 million, so the Bank needs additional share capital for future capital increase.

The cabinet passed a resolution on 31 March 2020 to approve the Ministry of Finance's proposal of the use of the specialized financial institution funds to support the share capital increase of up to Baht 6,000 million for operational expansion to the Bank in the fiscal year of 2020. This was in accordance with the Specialized Financial Institution System Development Fund Committee's resolution at the Meeting No. 1/2020 held on 21 February 2020. Also, on 13 May 2020, the Ministry of Finance paid for 60 million ordinary shares at Baht 100 each or a total of Baht 6,000 million for the share capital increase according to the Memo (Very Urgent) of the State Enterprise Policy Committee Office No. Gorkor 0819.1/2469 dated 13 May 2020 Re: Payment of ordinary Shares for Share Capital Increase of the Bank for Agriculture and Agricultural Cooperatives (BAAC).



8.21 The Appropriation of Net Profit and Dividend Payment

According to the Letter of the State Enterprise Policy Committee Office No. GorKor 0819.1/Lor958 dated 24 June 2020, the Bank received approval for the appropriation of the 2019 net profit of Baht 14,486.31 million; and according to the Letter of the State Enterprise Policy Committee Office No. GorKor 0819.1/Lor925 dated 24 June 2019, the Bank received approval for the appropriation of the 2018 net profit of Baht 14,221.14 million. Details are as follows:

	Unit: Million Baht	
	Fiscal Year 2019	Fiscal Year 2018
Directors' bonuses	3.66	3.57
Employees' bonuses	5,972.79	5,823.04
Ordinary share dividends	5,672.86	5,594.53
Legal reserves	2,837.00	2,800.00
Total	14,486.31	14,221.14

On 26 June 2020, the fiscal 2019 Annual General Meeting of Shareholders resolved to approve a dividend payment for the operating results of the fiscal year of 2019 to 559,453,385 shares at Baht 10.41 per share or a total of Baht 5,672.86 million. Of this, 558,207,513 shares or Baht 5,660.22 million were attributable to the Ministry of Finance. This was in line with the cabinet's resolution passed on 6 October 2015 to endorse in the principle the criteria for dividend payments to the Ministry of Finance similar to the criteria for payments remitted to the Ministry of Finance in other specialized financial institution cases. The Bank therefore submitted the dividend payments of Baht 5,660.22 million to the Ministry of Finance on 9 July 2020.

According to Section 37 of the BAAC Act B.E.2509 (A.D. 1966), upon each dividend payment of the Bank, a legal reserve of at least one half of the dividend payment must be provided based on the appropriation of the retained earnings; and once the Bank's legal reserve is equal to or more than the paid-up capital, the Bank may refrain from further appropriation or reduce appropriated amounts. In this period, the Bank set aside a legal reserve of Baht 2,837 million from the appropriation of the retained earnings.

Any surplus after employee bonus payments shall be transferred to the Bank's retained earnings according to the BAAC's Regulation No. 33 Re: Criteria for Annual Employee Bonus Payments.

8.22 Obligations and Contingent Liabilities

8.22.1 Obligations

	Unit: Million Baht	
	31 March 2021	31 March 2020
Other obligations		
Hiring contract guarantees	3,287.68	3,280.76
Electricity and tap water utility guarantees	0.06	0.06
Sales and purchase contract guarantees	0.06	0.06
ELC Blockchain system guarantees	7.70	2.17
Unused credit line of overdraft	4,364.06	3,675.81
Total obligations	7,659.56	6,958.86

8.22.2 Contingent Liabilities

As at 31 March 2021, the Bank had outstanding litigation cases at courts of first instance, appeal courts, and supreme courts with claims worth Baht 496.56 million. These items were expected not to have significant impacts on the Bank's financial position and operating results.

8.23 Obligations from government-guaranteed agricultural commodity pledging schemes

Unit: Million Baht

Obligations	Note	31 March 2021	31 March 2020
Pledging scheme 2008/2009	8.23.1	13,762.14	15,013.00
Pledging scheme 2011/2012	8.23.2	79,599.00	87,249.00
Pledging scheme 2012/2013	8.23.3	106,290.48	118,424.48
Pledging scheme 2013/2014	8.23.4	31,637.50	35,471.50
Total		231,289.12	256,157.98

8.23.1 Obligations from the government-guaranteed agricultural commodity pledging scheme for the production year of 2008/2009

This represented the obligations of the government guarantee of the implementation of the agricultural commodity pledging scheme for the production year of 2008/2009. In mobilizing funds to support the project implementation according to the government policy, the Bank issued promissory notes backed by the Ministry of Finance with the government obligated to repay the loan principal and interest, actual expenses, and losses from the entire scheme implementation (Note 8.34). The cabinet passed a resolution on 14 July 2009, allowing the Bank to manage debts through refinance or roll over or prepayment. Then, the Bank acquired term loans for promissory note repayments. The current term loan is the term loan no. 21, maturing no later than 27 November 2022 and bearing interest at Bangkok Interbank Offered Rate (BIBOR) for 6 months plus a spread (according to the bidding). The Bank also raised funds through the issuance of its bonds no.1 in 2015 (Re-Open No. 5), maturing on 26 November 2021 and bearing interest at 3.01% p.a.

The outstanding balances of the borrowings for the implementation of the agricultural commodity pledging scheme for the production year of 2008/2009 were as follows:

Unit: Million Baht

	31 March 2021	31 March 2020
Term Loans	6,762.14	8,013.00
Bonds	7,000.00	7,000.00
Total	13,762.14	15,013.00

8.23.2 Obligations from the government-guaranteed agricultural commodity pledging scheme for the production year of 2011/2012

This represented the obligations of the government guarantee of the implementation of the agricultural commodity pledging scheme for the production year of 2011/2012. The cabinet passed a resolution on 22 November 2011, allowing the Bank to borrow funds within a limit of Baht 269,160 million from government and private financial institutions for use as working capital for the in-season rice pledging scheme for the production year of 2011-2012, with the Ministry of Finance providing a guarantee and the government obligated to repay the loan principal and interest, actual expenses, and losses from the entire scheme implementation (Note 8.35).

The outstanding balances of the borrowings for the implementation of the agricultural commodity pledging scheme for the production year of 2011/2012 were as follows:

Unit: Million Baht

	31 March 2021	31 March 2020
Term Loans	9,715.98	10,749.00
Bonds	69,883.02	76,500.00
Total	79,599.00	87,249.00



8.23.3 Obligations from the government-guaranteed agricultural commodity pledging scheme for the production year of 2012/2013

This represented the obligations of the government guarantee of the implementation of the agricultural commodity pledging scheme for the production year of 2012/2013, as a continued scheme from the agricultural commodity pledging scheme for the production year of 2011/2012. The cabinet passed resolutions on 2 October 2012 (No. 1) and on 31 March 2013 (No. 2), allowing the Bank to implement the in-season rice pledging scheme with the total amount of 22 million tons starting from 1 October 2012 onwards and also approving a budget limit for the project implementation (No.1) of Baht 240,000 million with an additional loan limit of up to Baht 150,000 million. This additional limit of Baht 150,000 million combined with the previously loan limit of Baht 269,160 million approved by the cabinet's resolution on 22 November 2011 shall not exceed a threshold of Baht 410,000 million in accordance with the cabinet's resolution on 13 September 2011 (Note 8.35). Also, the cabinet resolved to approve a budget limit for the project implementation (No.2) amounting to Baht 105,000 million by allowing the Bank to borrow funds from government and private financial institutions for use as working capital for the in-season rice pledging scheme for the production year of 2012/2013 with the Ministry of Finance providing a guarantee and the government obligated to repay the loan principal and interest, actual expenses, and losses from the entire scheme implementation.

The outstanding balances of the borrowings from the implementation of the agricultural commodity pledging scheme for the production year of 2012/2013 were as follows:

Unit: Million Baht

	31 March 2021	31 March 2020
Term Loans	16,673.50	45,424.48
Bonds	89,616.98	73,000.00
Total	106,290.48	118,424.48

8.23.4 Obligations from the government-guaranteed agricultural commodity pledging scheme for the production year of 2013/2014

This represented the obligations of the government guarantee of the implementation of the rice pledging scheme for the production year of 2013/2014 according to the National Council for Peace and Order's Letter No.KorSorChor (SorLor)/1 dated 24 May 2014, allowing the Bank to borrow funds within a limit of Baht 92,431 million from government and private financial institutions for use as working capital for the rice pledging scheme for the production year of 2013/2014, and to obtain loans for refinancing, roll over or prepayment purposes, with the Ministry of Finance providing a guarantee and the government obligated to repay the loan principal and interest, actual expenses, and losses from the entire scheme implementation (Note 8.35). The Ministry of Finance shall consider borrowings as well as their methods, conditions, details, and guarantees for the Bank and shall manage debts together with the Bank until all the debts are paid in full.

The outstanding balances of the borrowings for the implementation of the agricultural commodity pledging scheme for the production year of 2013/2014 were as follows:

Unit: Million Baht

	31 March 2021	31 March 2020
Term Loans	11,637.50	15,471.50
Bonds	20,000.00	20,000.00
Total	31,637.50	35,471.50

8.24 Interest Income

Unit: Million Baht

	31 March 2021	31 March 2020
Interbank and money market items	1,884.78	3,910.54
Government bonds and financial institution bills	1,541.29	1,541.84
Loans (Note 8.25)	71,579.05	43,918.33
Reimbursed financial costs - Out-of-season rice pledging scheme 2009	573.08	690.09
Other loans	137.93	134.96
Total	75,716.13	50,195.76

8.25 Interest Income from Loans

Unit: Million Baht

	31 March 2021	31 March 2020
Loans to farmers, farmers organizations and juristic persons	73,402.01	42,381.50
Loans to customers from public service accounts	0.77	0.76
Farmer loan card receivables	1,333.12	1,515.44
Discounted bill receivables	10.03	15.54
Islam-based loans for credit sales, installment and hire-purchase, net	62.07	69.72
Other public service projects	91.70	45.61
Less Returned interest income	3,320.65	110.24
Total	71,579.05	43,918.33

During the year, the Bank made account transfers between “Interest Income from Loans to Customers from Normal Accounts” and “Interest Income from Loans to Customers from Public Service Accounts”.

The Bank’s returned interest income of Baht 3,320.65 million was in line with the resolution of the Bank’s Board of Directors’ Meeting No. 12/2560 held on 20 December 2017. The said resolution endorsed the Bank’s measures to aid low-income farmers who registered for the government welfare scheme through the BAAC system, Measure No.3 to reduce informal debt and debt on outside of the system, and to arrange debt restructuring for low-income earners in the BAAC system. To this end, the Bank is required to return loan interest to the farmer customers entitled to the reduction of the existing interest as per the debt restructuring conditions of the low-income earners in the BAAC system during the extended period of principal repayment under the debt restructuring scheme from 1 January 2018 to 30 June 2020. In the case where the customers are able to repay the debts in full on a contract basis, the customers will be entitled to the 50% reduction of the existing interest (the interest as at 31 December 2020). Also, the resolution of the Bank’s Board of Directors’ Meeting No. 16/2563 held on 26 November 2020 endorsed the Bank to proceed with the project to return interest for normal classified loans and the project of debt reduction scheme for non-performing loans or loans with more than 15 months interest overdue as a way to motivate customers who still have the potential and ability to repay after the end of the debt moratorium’s entire system. The Bank will repay partial interest to said customers between 1 December 2020 and 31 March 2021.

8.26 Interest Expenses

Unit: Million Baht

	31 March 2021	31 March 2020
Deposits	9,970.00	7,438.93
Contributions to the Specialized Financial Institution System Development Fund	965.52	1,453.29
Interbank and money market items	412.47	494.62
Borrowings	450.25	162.10
Others	2.58	1.12
Total	11,800.82	9,550.06

8.27 Fees and Service Income, Net

Unit: Million Baht

	31 March 2021	31 March 2020
Fees and service income		
Immovable property assessment income	855.28	762.01
Deposit service fees	2,754.60	1,078.85
Loan service fees	971.89	1,051.55
Brokerage income	788.04	706.52
Other income	657.57	754.73
Total	6,027.38	4,353.66



	Unit: Million Baht	
	31 March 2021	31 March 2020
Fees and service expenses		
Cash transportation expenses	71.04	49.86
Other expenses	513.37	89.29
Total	584.41	139.15
Fees and service income, net	5,442.97	4,214.51

8.28 Other Operating Income

	Unit: Million Baht	
	31 March 2021	31 March 2020
Service income from public service projects	95.05	89.30
Court fees	8.55	7.05
Gains on sale of properties	35.06	42.63
Gains on investments	-	2.00
Long-term life insurance income, net	4,813.51	4,111.14
Sundry income	87.70	128.88
Total	5,039.87	4,381.00

8.29 Other Expenses

	Unit: Million Baht	
	31 March 2021	31 March 2020
Fees and service expenses	223.35	187.64
Loan expenses	801.96	568.21
Deposit expenses	211.60	220.95
Long-term life insurance expenses	4,346.07	3,768.68
Public relations expenses	361.12	390.78
Miscellaneous expenses	1,164.28	930.00
Total	7,108.38	6,066.26

8.30 Bad Debts, Doubtful Accounts, and Loss on Impairment

	Unit: Million Baht		
	Allowance for Doubtful Accounts		Doubtful Accounts
	31 March 2021	31 March 2020	31 March 2021
8.30.1 Loans to farmers, farmers organizations, and juristic persons			
- Farmers, farmers organizations, and juristic persons	116,406.71	122,089.75	(5,683.04)
- Debtors being members of the farmers rehabilitation fund	41,696.30	40,496.25	1,200.05
- Debt restructuring	84,464.78	84,326.30	138.48
- Debt transferred from others	1,422.75	1,281.73	141.02
- Debtors suffering from natural disasters	20,349.82	22,598.70	(2,248.88)
- Debt moratoriums	102,329.08	56,349.47	45,979.61
Total	366,669.44	327,142.20	39,527.24

Unit: Million Baht

	Allowance for Doubtful Accounts		Doubtful Accounts
	31 March 2021	31 March 2020	31 March 2021
Farmer loan card receivables	3,043.90	3,961.56	(917.66)
Islam-based loans for credit sales, installment and hire-purchase	270.06	319.67	(49.61)
Discounted bill receivables	1.65	1.74	(0.09)
Overdrafts	2,097.92	1,757.57	340.35
Total	372,082.97	333,182.74	38,900.23
8.30.2 Other Loans			
Loans to employees for housing customers	82.77	86.95	(4.18)
Loans to employees for debt relief	0.86	1.60	(0.74)
Loans to employees for life quality improvement	2.93	2.86	0.07
Loans to employees under welfare fund schemes	0.05	0.04	0.01
Total	86.61	91.45	(4.84)
Total (Notes 8.5 and 8.33.3)	372,169.58	333,274.19	38,895.39
Doubtful accounts for interbank and money market items			(82.20)
Written-off bad debts			41.00
Losses from debt restructuring			142.40
Grand Total			38,996.59

8.31 Leases

The Bank had lease obligations. The portions according to maturity periods from the end dates of the statements of financial position were as follows:

Unit: Million Baht

Leases	31 March 2021			Total
	less than 1 year	1-5 years	Over 5 years	
Land	2.80	1.96	0.02	4.78
Buildings and construction	230.09	156.48	21.40	407.97
Office equipment	133.36	13.80	-	147.16
Vehicles	520.68	1,103.43	-	1,624.11
Total	886.93	1,275.67	21.42	2,184.02

8.32 Key Financial Positions and Operating Results

8.32.1 Financial positions

Unit: Million Baht

	31 March 2021	31 March 2020
Total assets	2,115,072.23	1,958,855.95
Interbank and money market items, net (Assets)	295,884.55	273,148.83
Investments, net	91,299.07	80,136.60
Loans to customers and accrued interest receivables, net	1,130,149.42	959,809.10
Deposits	1,781,471.52	1,673,272.50
Interbank and money market items, net (Liabilities)	91,311.17	77,080.31
Debts issued and borrowings	45,003.33	20,005.00



8.32.2 Operating results: The operating results for the year ended 31 March 2021 posted a net profit of Baht 7,966.53 million, a year-on-year decrease of Baht 1,984.30 million. The operating results as compared with the previous year were as follows:

Unit: Million Baht

	31 March 2021	31 March 2020	Increase (Decrease)	%
Interest income	75,716.13	50,195.76	25,520.37	50.84
Interest expenses*(Note 8.26)	(11,800.82)	(9,550.06)	(2,250.76)	23.57
Interest income, net	63,915.31	40,645.70	23,269.61	57.25
Fees and service income, net	5,442.97	4,214.51	1,228.46	29.15
Other operating income	5,071.09	4,400.95	670.14	15.23
Income from public service accounts	15,760.51	43,497.72	(27,737.21)	(63.77)
Other operating expenses*	(30,374.15)	(22,605.13)	(7,769.02)	34.37
Expenses from public service accounts (Note 8.33.6)	(12,852.61)	(29,991.33)	17,138.72	(57.15)
Bad debts, allowance for doubtful accounts, and impairment losses	(38,996.59)	(30,211.59)	(8,785.00)	29.08
Net profit	7,966.53	9,950.83	(1,984.30)	(19.94)

* Interest expenses and other operating expenses are interest expenses and other operating expenses from normal accounts after deductions of expenses from public service accounts (Note 8.33.6).

8.33 Public Service Account (PSA)

The Bank has implemented the public service account projects as endorsed by the cabinet after 5 August 2009. The public services projects had relaxing conditions and objectives to help and restore the lives of those affected by disasters and sabotage, to revive and stimulate the economy, to build up the occupational capacity, or to enhance the well-being of the people and the business sector.

During the year, the Bank made account transfers in “Loans to Customers”, “Accrued Interest Receivables” and “Allowance for Doubtful Accounts” between normal accounts and public service accounts for the Public service projects that is implementing or already ended, in accordance with the specialized financial institution’s guidelines for preparation of separate financial statements of public service accounts.

8.33.1 Summary of public service account information

Unit: Million Baht

Assets and Liabilities	31 March 2021	31 March 2020
Assets		
Loans to customers from public service accounts and accrued interest receivables, net	113,139.88	233,827.76
Receivables eligible for government reimbursement from public service accounts	433,749.56	361,815.59
Total (Note 8.33.2)	546,889.44	595,643.35
Liabilities		
Accounts payable for public service projects from public service accounts (Note 8.33.4)	2,989.52	7,587.13
Total	2,989.52	7,587.13

Unit: Million Baht

Income and Expenses	31 March 2021	31 March 2020
Income from public service accounts (Note 8.33.5)	15,760.51	43,497.72
<u>Less</u> Expenses from public service accounts (Note 8.33.6)	12,852.61	29,991.33
<u>Less</u> Bad debts, doubtful accounts and impairment losses (Note 8.33.3)	232.36	13,484.61
Net profit	2,675.54	21.78

8.33.2 Public service account assets

Unit: Million Baht

	31 March 2021	31 March 2020
8.33.2.1 Loans to customers from public service accounts and accrued interest receivables, net		
Loans to farmers, farmers organization, and juristic persons	115,171.40	281,869.19
Loans for public service projects	4,712.32	4,955.32
Total loans to customers from public service accounts	119,883.72	286,824.51
Accrued interest receivables	2,318.03	3,464.20
Total loans to customers from public service accounts and accrued interest receivables	122,201.75	290,288.71
Less Allowance for doubtful accounts (Note 8.33.3)	9,061.87	56,460.95
Total	113,139.88	233,827.76
8.33.2.2 Receivables eligible for government reimbursement from public service accounts	433,749.56	361,815.59
Grand Total	546,889.44	595,643.35

During the year, the Bank made account transfers in “Loans to Customers”, “Accrued Interest Receivables” and “Allowance for Doubtful Accounts” between normal accounts and public service accounts.

Public Service Account Assets consist of

Unit: Million Baht

Projects	Brief project description	Period/ Compensation	Loans to customers from public service accounts and accrued interest receivables (net)		Receivables eligible for government reimbursement from public service accounts	
			31 March 2021	31 March 2020	31 March 2021	31 March 2020
1. Barn Pledging Program 2009/2010	According to the cabinet resolution on 20 Oct 2009, a credit limit for 2 million tons of paddy rice was set up.	Nov 2009 - Sep 2010	0.57	0.86	Non-reimbursable	Non-reimbursable
2. Loans for purchasing sugar-cane harvesters	According to the cabinet resolution on 20 Oct 2009 and 7 Sep 2010, a credit limit was at Baht 3 billion with the interest rate of MRR - 2 (MRR = 6.75%). Customers were responsible for 2% while the government compensated the difference of 2.75 %.	Jun 2012 - Sep 2018	2.34	0.74	End of reimbursement	End of reimbursement
3. Support for salt farmers in Phetchaburi Province 2010	According to the resolution of the committee on policies and measures to provide assistance to farmers on 26 Mar 2010, a budget limit for loan interest compensation was approved at Baht 1.26 million where the government compensated the interest for 3%.	Apr 2010 - May 2010	0.05	0.05	End of reimbursement	End of reimbursement
4. Brown Planthopper and Mealybug Program 2010	According to the cabinet resolution on 5 Oct 2010, an emergency budget limit within Baht 496.12 million in 9 provinces was approved.	Nov 2009 - Jun 2010	0.31	0.18	End of reimbursement	End of reimbursement
5. Flood relief measures 2010	According to the cabinet resolutions on 2 Nov 2010 and 18 Jan 2011, the Bank refrained from charging interest for 3 years starting from 2010 to 2012 and granted a restoration loan of Baht 100,000 to each customer. Additionally, the Bank reduced interest rate by 3% from the normal interest rate whereby the government compensated the loan interest for 3%.	Apr 2010 - Mar 2013	14.99	16.42	End of reimbursement	End of reimbursement



Unit: Million Baht

Projects	Brief project description	Period/ Compensation	Loans to customers from public service accounts and accrued interest receivables (net)		Receivables eligible for government reimbursement from public service accounts	
			31 March 2021	31 March 2020	31 March 2021	31 March 2020
6. Farmer income insurance 2010/2011 - 2 nd phase	According to the cabinet resolutions on 15 Feb 2011 and 8 Mar 2011, a funding limit was approved at Baht 31,515 million; government compensation of financial costs at 2.5125%.	Feb 2011 - Dec 2011	-	-	8,643.27	14,817.18
7. Barn Pledging scheme 2010/2011	On 1 Mar 2011, the cabinet resolved to approve a funding limit of Baht 26,000 million. The government compensated the interest for BAAC at the rate of MMR-2.	Jan 2011 - Dec 2011	0.84	0.75	End of reimbursement	End of reimbursement
8. Flood Relief Measures 2011	According to the cabinet resolutions on 4 Apr 2011 and 13 Dec 2011, the duration of loan repayment was extended with the exemption of interest for 3 years starting from 1 Apr 2011 to 31 Mar 2014. Additionally, the Bank provided restoration loans and reduced the interest rates by 3% from the normal interest rate. Subsequently, the National Council for Peace and Order (NCPO) resolution on 8 Jul 2014 approved compensating the interest for BAAC at the rate of MRR - 3 with the compensation limit of Baht 6,239.30 million.	Apr 2011 - Mar 2014	0.12	0.24	End of reimbursement	End of reimbursement
9. Support of the use of fertilizer to reduce farmers' production costs	On 6 May 2011, the cabinet resolved to approve a budget limit of Baht 3,901 million.	May 2011 - Jun 2011	0.01	0.01	Non-reimbursable	Non-reimbursable
10. In-season rice paddy Pledging Scheme 2011/2012	On 13 Sep 2011 and 22 Nov 2011, the cabinet resolved to approve a funding limit of Baht 410,000 million for compensation of financial costs at FDR+1 and 5-month project operating expenses.	Oct 2011 - Sep 2012	-	-	6,206.05	7,219.69
11. Cassava Pledging Scheme 2011/2012	On 15 Jan 2012 and 29 Mar 2012, the cabinet resolved to approve a funding limit of Baht 28,250 million for compensation of financial costs at FDR+1 and 4-month project operating expenses.	Feb 2012 - Dec 2012	-	-	5,460.23	6,331.39
12. Rubber Price Stabilization Scheme 2011/2012	On 24 Jan 2012, 18 Sep 2012, 1 Oct 2014, 18 Feb 2015, 11 Oct 2016, and 13 Jun 2017, the cabinet resolved to approve a funding limit of Baht 45,000 million for compensation of financial costs at FDR+1.	Jan 2012 - May 2020	816.45	1,059.45	-	-
13. Off-season Paddy Rice Pledging Scheme 2012	On 22 Feb 2012 and 15 Oct 2012, the cabinet resolved to approve a funding limit of Baht 218,670 million for government compensation of financial costs at FDR+1 and 5-month project operating expenses	Mar 2012 - Jan 2013	-	-	11,761.31	13,934.15
14. Cassava Harvesting Postponement Project 2011/2012	According the cabinet resolution on 22 Feb 2012, the pledge price was at the rate of 0.05 per kilogram. A funding limit was at Baht 9,000 million. No interest was charged from customer. Government compensated financial costs at FDR+1 and 4-month project operation expenses.	Mar 2012 - May 2012	-	-	End of reimbursement	End of reimbursement
15. Paddy Rice Pledging Scheme 2012/2013 - 1 st phase	On 2 Oct 2012, the cabinet resolved to approve a funding limit of Baht 240 billion for government compensation of financial costs at FDR+1 and 5-month project operating expenses.	Oct 2012 - Jan 2014	-	-	-	-

Unit: Million Baht

Projects	Brief project description	Period/ Compensation	Loans to customers from public service accounts and accrued interest receivables (net)		Receivables eligible for government reimbursement from public service accounts	
			31 March 2021	31 March 2020	31 March 2021	31 March 2020
16. Cassava Pledging Scheme 2012/2013	On 20 Nov 2012, the cabinet resolved to approve a funding limit of Baht 39,825 million for government compensation of financial costs at FDR+1 and 4-month project operating expenses.	Dec 2012 - Sep 2013	-	-	5,778.36	6,736.84
17. Paddy Rice Pledging Scheme 2012/2013 - 2 nd phase	On 31 Mar 2013, the cabinet resolved to approve a funding limit of Baht 105,000 million for compensation of financial costs at FDR+1 and 5-month project operating expenses.	Feb 2013 - Jan 2014	-	-	9,845.13	10,859.25
18. Paddy Rice Pledging Scheme 2013/2014	According to the cabinet resolution on 3 Sep 2013 and the National Council for Peace and Order (NCPO) resolution on 24 May 2014, a funding limit was set at Baht 270,000 million for government compensation of financial costs at FDR+1 and 5-month project management expenses.	Oct 2013 - Mar 2015	-	-	43,241.88	50,242.76
19. Loan for Rice Collection and Value-Added Creation by the Farmers Institute 2014/2015	On 2 Jul 2014, the NCPO resolved to approve a funding limit of Baht 20,000 million. 1) The Baht 18,000 million limit was for the gathering of paddy rice for sale. 2) The Baht 2,000 million limit was for the processing. The government collection for compensation of interest was at 3%.	Oct 2014 - Sep 2015	-	-	End of reimbursement	End of reimbursement
20. Loan for the postponement of paddy rice sale in production year 2014/2015 (barn pledging)	According to the NCPO resolution on 2 Jul 2014 and the cabinet resolution on 25 Nov 2014, a credit limit was set up at Baht 17,508 million. The project was implemented in the north and the northeastern regions with the goal of 2 million tons of paddy. The loan limit per person was within Baht 300,000. The government compensated financial costs at FDR+1 and 2.25% of 12-month project operating expenses.	Nov 2014 - Sep 2015	8.29	7.12	End of reimbursement	0.44
21. Loan support as working capital for the Farmers Institute for rubber collection and processing	According to the NCPO resolution on 26 Aug 2014 and the cabinet resolution on 29 Mar 2016, 13 Jun 2017, and 15 Oct 2019, 1) For rubber gathering, a credit limit was set up at Baht 10,000 million with interest compensation of 3% until 31 Mar 2016 and loan repayment extension from 31 Mar 2016 to within 31 Mar 2020. The extension of loan disbursement and repayment has started from 1 Apr 2020 to 31 Mar 2024. 2) For rubber processing, a credit limit of Baht 5,000 million was set up for the Farmers Institute with the interest reimbursement at 3% until 31 Aug 2024. 3) For rubber processing, a credit limit of Baht 1,500 million was set up for the business operators with the interest reimbursement at 3% until 31 Aug 2019.	Sep 2014 - Aug 2024	2,306.14	2,589.13	86.76	79.87



Unit: Million Baht

Projects	Brief project description	Period/ Compensation	Loans to customers from public service accounts and accrued interest receivables (net)		Receivables eligible for government reimbursement from public service accounts	
			31 March 2021	31 March 2020	31 March 2021	31 March 2020
22. Buffer stock for rubber price stabilization	On 21 Oct 2014, 18 Feb 2015, 11 Oct 2016, and 13 Jun 2017, the cabinet resolved to approve a credit limit of Baht 12,000 million for compensation of financial costs at FDR+1.	Nov 2014 - May 2020	3,895.87	3,895.87	57.44	61.83
23. Loans for retail rubber farmers for additional income earning opportunities	On 21 Oct 2014, 21 Jul 2015, and 8 Dec 2015, the cabinet resolved to approve a credit limit of Baht 15,000 million with the government responsible for 3% interest reimbursement and the customers responsible for 2% interest payments. The duration of payment was until 31 Jan 2015 or, when the credit facility reached its maximum of Baht 10,000 million. The credit limit would be increased according to the farmers' needs from Baht 10,000 million to Baht 15,000 million. The duration of disbursement was until 30 Dec 2016.	Nov 2014 - Nov 2019	3,384.19	3,621.30	End of reimbursement	1.04
24. Loan support for development and efficiency improvement of cassava cultivation (in the drip irrigation system) 2014/2015	On 2 Dec 2014 and 7 Apr 2015, the cabinet resolved to approve a credit limit of Baht 23,000 million. The interest rate was based on customer credit tiers minus 3%. The government compensated the interest for 3% with the duration starting from 1 Jan 2015 - 31 Dec 2017. The loan period was extended from Jan 2015 to Dec 2015.	Jan 2015 - Dec 2017	145.70	65.51	End of reimbursement	-
25. Loan support for postponement of cassava cultivation 2014/2015	On 2 Dec 2014, the cabinet resolved to approve a credit limit of Baht 25,000 million. The interest rate was based on customer credit tiers minus 3%. The government compensated the interest for 3% until 30 Sep 2015.	Dec 2014 - Sep 2015	0.94	0.89	End of reimbursement	End of reimbursement
26. Debt moratorium measure for BAAC customers in the 3 southern border provinces	On 16 Dec 2014 and 28 Nov 2017, the government bore the interest of the loan principal within Baht 200,000 at the rate of MRR - 1.5. On 30 Sep 2014, the number of customers in the project was 62,000. The principal amount was Baht 6,000 million. The debt moratorium was granted for 3 years and 3 months.	Oct 2014 - Dec 2023	41.30	30.60	56.72	135.97
27. Production restructuring and food stability in livestock	According to the cabinet resolution on 24 Feb 2015 and 31 Mar 2015, 1) Under the 8-years of buffalo conservation project (2015-2022), a credit limit was set up at Baht 3,215.60 million. The interest rate was at MLR (MLR=5%). The customers were responsible for 2% interest payments while the government compensated 3% interest with a maximum loan repayment period of 5 years from the date of receiving the loan of no later than 30 Sep 2019. 2) Under the 5-year of cow's milk production project (2015-2019.) a credit limit was set up at Baht 900 million for 3 cooperatives, with Baht 300 million for each, bearing the interest rate of MLR - 1.5. (MLR=5%). The dairy cooperative bore 2% interest and the government compensated 1.5% interest.	Feb 2015 - Sep 2022 May 2015 - Sep 2019	673.06	675.98	End of reimbursement	4.01

Unit: Million Baht

Projects	Brief project description	Period/ Compensation	Loans to customers from public service accounts and accrued interest receivables (net)		Receivables eligible for government reimbursement from public service accounts	
			31 March 2021	31 March 2020	31 March 2021	31 March 2020
28. Loan support for sugarcane production efficiency improvement at full scale	<p>On 24 Feb 2015, and 5 Jul 2016, the cabinet resolved to approve a credit limit of Baht 9,000 million for a 3-year period.</p> <p>1) For developing the water source and water management in sugarcane fields or for purchasing machinery (sugarcane harvesters or loader)</p> <ul style="list-style-type: none"> - For farmers, the interest rate was at MRR-2 (MRR=7%) The customers were responsible for 2% interest and the government compensated 3% interest. - For farmer groups, groups of individuals, Agricultural Marketing Co-operative Limited (AMC), or the Sugarcane Planters organizations, the customer interest rate was at MLR-1 (MLR=5%). The customers were responsible for 2% interest and the government reimbursed 2% interest. <p>2) For purchasing agricultural machinery (tractors or trucks), the customer interest rate was at MLR-1 (MLR=5%). The customers were responsible for 4% interest with no government compensation.</p>	Feb 2015 - Sep 2024	3,915.46	4,088.44	129.71	80.50
29. Loan support for villages and urban communities funds	<p>On 1 Sep 2015 and 29 Dec 2015, the cabinet resolved to approve a credit limit of Baht 30,000 million. Each fund was granted with the maximum credit limit of Baht 1 million. The repayment period was up to 7 years with interest rates of 3%-7%. The rate for the fund's 1st - 2nd years was 0% p.a.; the rate for the 3rd - 7th years was equal to the financial cost plus 1% p.a. The government compensated BAAC of the first and second years at 1.92% with no compensation for future losses.</p>	Sep 2015 - Mar 2018	10,174.25	12,551.44	End of reimbursement	End of reimbursement
30. Loan support for agricultural production system improvement	<p>On 6 Oct 2015, the cabinet resolved to approve a maximum credit limit of Baht 100,000 per farmer. The repayment period was up to 10 years. For a special case, the repayment period was up to 12 years. The grace period for the principal repayment was 3 years. The interest rate was MRR-2 (MRR=7%).</p>	Nov 2015 - Dec 2027	611.02	524.05	Non-reimbursable	Non-reimbursable
31. Loan Support for job creation in communities	<p>On 6 Oct 2015, the cabinet resolved to approve a loan limit of up to Baht 50,000 per person. The repayment period was up to 5 years with the interest rate of MRR-2 (MRR=7%).</p>	Nov 2015 - Dec 2020	4.19	4.43	Non-reimbursable	Non-reimbursable
32. Loan support for local economies	<p>On 6 Oct 2015, the cabinet resolved to approve a maximum loan limit of Baht 1 million per community. The repayment period was up to 7 years with the 4% interest rate.</p>	Nov 2015 - Sep 2022	6.37	8.72	Non-reimbursable	Non-reimbursable



Unit: Million Baht

Projects	Brief project description	Period/ Compensation	Loans to customers from public service accounts and accrued interest receivables (net)		Receivables eligible for government reimbursement from public service accounts	
			31 March 2021	31 March 2020	31 March 2021	31 March 2020
33. Support for agricultural machinery services and marketing equipment to reduce the members' costs during an extended period of 2016-2019	According to the cabinet resolutions on 20 Oct 2015, 26 Jul 2016, and 15 Nov 2016, the interest rate was MLR-1 (MLR = 5%). The agriculture sector cooperatives and farmer groups bore interest at 2% p.a. with government compensated of interest at 2% p.a. for farmers for 5 years starting from the disbursement date of the loan. BAAC bore 1% interest p.a. The loan limit was Baht 2,789.40 million.	2015 - 2019	45.47	60.54	-	1.17
34. Loan for rice collection and value-added creation by the Farmer Institute 2015/2016	On 27 Oct 2015, the cabinet resolved to approve a credit limit of Baht 12,500 million with the interest rate for the Farmer Institute at MLR-3 (MLR = 5%). The government compensated 2% interest for the institute. The budget limit was Baht 236.67 million.	Oct 2015 - Sep 2016	-	-	End of reimbursement	End of reimbursement
35. Loan for the postponement of paddy Rice sale in production in year 2015/2016	According to the cabinet resolution on 27 Oct 2015, the government helped cover rental fees and paddy rice storage fees for the borrowers at Baht 1,000 per ton. The maximum loan limit for each borrower was at Baht 300,000. The government compensated the financial cost at FDR+1 as well as rental fees (Baht 1,000 per ton) and stock management fees at 2% for 8 months. The loan disbursement period was from 1 Nov 2015 to 28 Feb 2016. The repayment within 4 months after the month of receiving the loan. The budget was Baht 648.33 million.	Nov 2015 - Sep 2016	1.21	1.37	End of reimbursement	End of reimbursement
36. Stability building for rubber farmers	On 3 Nov 2015, the cabinet resolved to approve a supporting fund to help rubber farmers with certificates of ownership, including rubber plantation owners and/or renters, and rubber tappers, at the rate of Baht 1,500 per rai at 60:40 ratio, for a total of 850,000 households with the possession of rubber plantation with on-going rubber tapping of no more than 15 rai. In the case of possessing more than the given 15 rai, the fund would be provided for merely 15 rai. The budget limit was Baht 12,750 million. The government compensated the financial cost for BAAC at FDR+1. The supports for rubber farmers were as follows: 1) A total of Baht 900 per rai for rubber plantation owners or renters. The partial Baht 700 per rai was to support the factors of production, while another Baht 200 hundred per rai was to support the development of production quality. 2) A total of Baht 600 for rubber tappers per rai.	27 Dec 2015 - 30 Sep 2016	-	-	1,620.15	6,818.42

Unit: Million Baht

Projects	Brief project description	Period/ Compensation	Loans to customers from public service accounts and accrued interest receivables (net)		Receivables eligible for government reimbursement from public service accounts	
			31 March 2021	31 March 2020	31 March 2021	31 March 2020
37. Improvement of cassava cultivation in the drip Irrigation system in 2015/2016	On 8 Dec 2015, the cabinet resolved to approve a credit limit of Baht 4,600 million for 20,000 people with a maximum of Baht 230,000 per person. The government compensated the interest at FDR+1 for 24 months with the interest compensation limit of Baht 204.70 million.	Dec 2015 - Dec 2018	170.30	135.91	End of reimbursement	End of reimbursement
38. Cassava harvesting postponement 2015/2016	On 8 Dec 2015, the cabinet resolved to approve a credit limit of Baht 5,000 million for 100,000 customers with a maximum of Baht 50,000 each. The government compensated the interest at FDR+1 for 6 months with the interest compensation limit of Baht 55.63 million.	Dec 2015 - Oct 2016	12.06	10.68	End of reimbursement	End of reimbursement
39. Loan for cassava collection and value-added creation by the Farmers Institute 2015/2016	On 9 Feb 2016, the cabinet resolved to approve a credit limit of Baht 2,500 million with the customer interest rate at 2% and the government compensation of the interest at FDR+1.	Feb 2016 - Aug 2017	-	-	End of reimbursement	-
40. Local adjustment of production in fighting drought crisis 2015/2016	On 23 Feb 2016, the cabinet resolved to approve a credit limit of Baht 15,000 million to help farmers who struggled with the drought in the region of Chao Phraya and Mae Klong river basins for a total of 100,000 people in 26 provinces. The maximum loan limit for each group was capped at Baht 3 million with the interest rate of 0.01% p.a. The repayment period was up to 12 months. The government compensated the interest at 3.5%. The interest reimbursement limit was Baht 525 million (including the first year of Baht 160 million, the second year of Baht 200 million, and the third year of Baht 165 million).	Feb 2016 - Dec 2018	3.82	6.56	End of reimbursement	0.16
41. Loans for emergency and necessary expenses of farmers suffering from drought 2015/2016	On 23 Feb 2016, the cabinet resolved to approve a credit limit of Baht 6,000 million for 500,000 farmers with a maximum of Baht 12,000 per farmer. The repayment period was up to 12 months with 0% interest for the first 6 months and 4% interest from the 7 th month onwards.	Feb 2016 - Jun 2017	92.68	85.27	Non-reimbursable	Non-reimbursable
42. The “One District - One Agricultural SME Loan” program for the sustainability of the Thai agricultural sector	On 23 Feb 2016, the cabinet resolved to approve a credit limit of Baht 72,000 million for 7,200 group or a maximum of Baht 20 million per group. The loan period was up to 10 years and the interest was charged at 4% p.a. for the first 7 years and a normal rate (based on customer tiers) for the 8 th -10 th years.	Feb 2016 - Mar 2027	32,428.55	32,184.39	Non-reimbursable	Non-reimbursable
43. Loan support for rice Farmers with large-scale areas of rice production 2016/2017	On 31 May 2016 and on 22 Nov 2016, the cabinet resolved to approve a credit limit of Baht 2,130 million with a maximum of Baht 5 million per group. The customer interest rate was 0.01%, with the government compensation of the 3.5% interest. The interest compensation limit was Baht 74.55 million.	May 2016 - Jan 2018	1.18	1.18	End of reimbursement	End of reimbursement



Unit: Million Baht

Projects	Brief project description	Period/ Compensation	Loans to customers from public service accounts and accrued interest receivables (net)		Receivables eligible for government reimbursement from public service accounts	
			31 March 2021	31 March 2020	31 March 2021	31 March 2020
44. Loans for rice collection and value-added creation by the Farmer Institute 2016/2017	On 14 Jun 2016, the cabinet resolved to approve a credit limit of Baht 12,500 million with the interest rate of MLR-1 (MLR=5%). The Farmer Institute bore 1% interest while the government bore 3% interest for up to 12 months.	Oct 2016 - Sep 2017	-	-	End of reimbursement	End of reimbursement
45. Loans for the sale postponement of paddy rice sale in production year 2016/2017	On 14 Jun 2016, 11 Oct 2016, 1 Nov 2016, 8 Nov 2016 and 22 Nov 2016, the cabinet resolved to approve a credit limit for farmers in order to postpone their sale of paddy rice. 1) A maximum of Baht 300,000 would be provided for each farmer, a maximum of Baht 300 million for each agricultural cooperative. The loan disbursement was to be made by 15 Mar 2017; and for the southern region by 15 Aug 2017. 2) The government compensated the interest, financial costs, rental fees, and paddy rice storage fees for the borrowers. Additionally, the government compensated the paddy rice stock management expenses at FDR+1 and the credit management fees at 2% for 6 months. 3) Bath 1,500 per ton would be provided as rental and paddy rice storage fees. For paddy rice delivery fees from the storage to the delivery point, the payment would be based on the actual cost, but no more than Baht 300 per ton.	Nov 2016 - Dec 2017	23.92	25.13	End of reimbursement	18.85
46. Loan support for production costs of rice farmers 2016/2017	On 21 Jun 2016, 1 Nov 2016, and 1 Aug 2017, the cabinet resolved to approve a budget limit of Baht 37,000 million to help reduce the costs of production for a total of 3.7 million farmers, or a maximum of Baht 1,000 per rai for up to 10 rai. The government compensated the financial cost at FDR+1 and another Baht 10 for each farmer for documentation and money transfer fees.	Jul 2016 - Oct 2017	-	-	4,701.96	12,744.77
47. Rice Insurance Scheme 2016	On 21 Jun 2016, the cabinet resolved to determine an insurance premium rate at Baht 100 per rai (VAT and stamp duty excluded). The government and BAAC subsidized the insurance premium for farmers at Baht 60 per rai and Baht 40 per rai, respectively, for farmers being credit customers of BAAC. BAAC would initially prepay the subsidy of the insurance premium for the government, and the government compensated the financial cost at FDR+1.	15 Jul 2016 - 15 Dec 2016	-	-	973.03	1,114.59

Unit: Million Baht

Projects	Brief project description	Period/ Compensation	Loans to customers from public service accounts and accrued interest receivables (net)		Receivables eligible for government reimbursement from public service accounts	
			31 March 2021	31 March 2020	31 March 2021	31 March 2020
48. Support for orchardists suffering from drought in 2016	On 5 Jul 2016, the cabinet resolved to approve BAAC's following actions: 1) Providing loans for water reserve source construction and water management to 95,000 farmers (orchardists) at a maximum of Baht 130,000 per person, with the government compensation of interest at 3% p.a. and the farmers (orchardists) responsible for interest at 2% p.a. for up to 3 years. 2) Providing loans for the replacement planting of the damaged products (from the drought) in the orchard, or planting the proper type of fruit for the condition of the area of the orchard, with a maximum of Baht 10,000 per rai for up to 30 rai for each farmer. The government compensated 3% interest for 3 years. The farmers bore 2% interest for up to 4 years. The interest rate of the first 4-year period was MRR-2 (MRR=7%).	Mar 2016 - Feb 2021	77.98	97.17	0.04	0.01
49. Supporting measures for farmers' production 2016/2017 (expenses related to production inputs)	On 17 Aug 2016, the cabinet resolved to approve a funding limit, using the fund from BAAC, of Baht 3,132.10 million. The government compensated the financial cost at FDR+1.	Aug 2016 - Sep 2017	-	-	End of reimbursement	0.31
50. Supporting measures for farmers 2016/2017 (adjustment of rice plantation areas)	On 17 Aug 2016 and 18 Oct 2016, the cabinet resolved to approve a charge of interest at 5% p.a. whereby the borrowers bore interest at 2% p.a. and the government compensated interest at 3% p.a. The credit limit was Baht 10,686 million. The interest reimbursement limit was Baht 1,500.29 million. 1) To encourage buffalo farming, a maximum of Baht 3 million would be granted for each group of farmers, up to 500 farmer groups. The total credit limit was Baht 1,500 million. 2) To encourage beef cattle farming, a maximum of Baht 4 million would be granted for each group of farmers, up to 2,400 farmer groups. The total credit limit was Baht 9,000 million. 3) To encourage goat farming, a maximum of Baht 2.5 million would be granted for each group of farmers, up to 50 farmer groups. The total credit limit was Baht 116 million. 4) To encourage grass farming, a maximum of Baht 1.5 million would be granted for each group of farmers, up to 50 farmer groups. The total credit limit was Baht 70 million.	Aug 2016 - Sep 2022	2,011.65	2,474.11	129.31	136.45
51. Improvement of cassava cultivation in the drip irrigation system 2016/2017 (2016/2017 Cassava Management Guideline)	On 30 Aug 2016 and 4 Oct 2016, the cabinet resolved to approve a credit limit of Baht 2,300 million to 10,000 farmers, with a maximum of Baht 230,000 per person. The repayment period was up to 5 years. The farmers were charged with 4% interest p.a., and the government compensated the interest for BAAC at FDR+1 p.a., with the maximum repayment period of 24 months, starting from the day of loan disbursement, but no later than 31 Oct 2019.	15 Oct 2016 - 31 Dec 2019	12.55	12.52	End of reimbursement	-



Unit: Million Baht

Projects	Brief project description	Period/ Compensation	Loans to customers from public service accounts and accrued interest receivables (net)		Receivables eligible for government reimbursement from public service accounts	
			31 March 2021	31 March 2020	31 March 2021	31 March 2020
52. Loan for enhancing the standard of cassava production and processing 2016/2017 (2016/2017 Cassava Management Guideline)	On 30 Aug 2016 and 4 Oct 2016, the cabinet resolved to approve a credit limit of up to Baht 1 million to each farmer and a credit limit of up to Baht 20 million to each agricultural cooperative/farmer group/community enterprise. The interest reimbursement limit was Baht 60 million. The interest reimbursement period was up to 24 months from the date of loan disbursement (1 Dec 2016), but no later than the 31 May 2018.	15 Oct 2016 - 31 Dec 2019	0.09	0.34	End of reimbursement	-
53. Loan support for development of large-scale plots of agriculture 2016/2017	On 22 Nov 2016, the cabinet resolved to approve a total credit limit of Baht 20,000 million, with the credit limit of Baht 10 million per group, for a total of 2,000 groups/plots, and the interest at 3.01% p.a. The borrowers bore the interest at 0.01% p.a. and the government compensated the interest at 3% p.a. The interest reimbursement period was up to 5 years from the date of loan disbursement, but no later than Dec 2026. The interest reimbursement limit was Baht 3,000 million.	Nov 2016 - Apr 2027	1,472.85	1,699.56	54.52	53.31
54. Loan for emergency expenses of cassava farmers 2016/2017 (2016/2017 Cassava Management Guideline)	On 4 Oct 2016, the cabinet resolved to approve a total credit limit of Baht 10,000 million for 500,000 farmers, with a maximum of Baht 20,000 per person. The interest rate was 0.5% per month (6%p.a.). The loan repayment period was up to 12 months from the date of signing the loan agreement.	Nov 2016 - Mar 2018	6.32	3.69	Non-reimbursable	Non-reimbursable
55. Support for harvesting and quality improvement expenses of rice farmers 2016/2017	On 1 Nov 2016, 8 Nov 2016, and 22 Nov 2016, the cabinet resolved to approve a government compensation of the financial cost at FDR+1 to help rice farmers, with a maximum of Baht 12,000 per household.	Nov 2016 - Jul 2017	-	-	2,767.61	24,508.79
56. Support for production of animal-feed maize [2016/2017 Production support measures for farmers (additional): Adjustment for crop rotation]	On 15 Nov 2016, the cabinet resolved to approve a funding for the promotion of maize plantation for animal feeds in the dry season in the area of rice plantation after its harvesting. The funding would be divided into 3 installments. The first installment of Baht 1,800 per rai was for soil preparation, purchase of seeds, chemical fertilizer for soil foundation, and herbicides. The second installment of Baht 1,200 per rai was for a second purchase of chemical fertilizer, and maintenance. The third installment of Baht 1,000 per rai was for harvesting. The interest rate was MMR (the current MRR = 7% p.a.) The farmers were charged with interest at 4% p.a., and the government compensated interest at 3% p.a. for 6 months from the date of loan disbursement.	21 Oct 2016 - 30 Jun 2017	1.00	0.90	End of reimbursement	-

Unit: Million Baht

Projects	Brief project description	Period/ Compensation	Loans to customers from public service accounts and accrued interest receivables (net)		Receivables eligible for government reimbursement from public service accounts	
			31 March 2021	31 March 2020	31 March 2021	31 March 2020
57. Green manure crops plantation [2016/2017 Production support measures for farmers (additional): Adjustment for crop rotation]	On 15 Nov 2016, the cabinet resolved to approve a government compensated of the financial cost at FDR+1 to reduce space for the plantation of off-season rice, and to encourage farmers to improve and maintain soil quality using green manure crops.	Oct 2016 - May 2017	-	-	End of reimbursement	0.02
58. Loans for production restoration of farmers suffering from floods in the southern region 2016/2017	On 7 Feb 2017, the cabinet resolved to approve a credit limit of Baht 10,000 million, with a maximum of Baht 300,000 per farmer. The loan period was up to 10 years. The interest rate for the first 1-4 years was MRR-2 per year (MRR=7%). The farmers bore interest at 2% p.a., and the government compensated interest at 3% p.a. for 4 years, and starting from the 5 th year, the interest rate would be at MRR p.a. The maximum reimbursement limit was Baht 1,200 million.	Feb 2017 - Jun 2021	6,473.93	7,788.68	111.12	172.65
59. Loans for emergency expenses of farmers suffering from floods in the southern region 2016/2017	On 7 Feb 2017, the cabinet resolved to approve a total credit limit of Baht 10,000 million, with a maximum of Baht 50,000 per farmer. The loan period was no later than 3 years with 0% interest rate in the first 6 months, and BAAC bore such interest for the farmers. However, starting from the 7 th month, the interest rate would be at MRR.	Feb 2017 - Apr 2017	814.74	972.37	Non-reimbursable	Non-reimbursable
60. Moratorium of principal and reduction of interest for farmers suffering from floods in the southern region and Prachuap Khiri Khan 2016/2017	On 7 Feb 2017, and 31 Oct 2017, the cabinet resolved to approve a moratorium for a maximum of Baht 300,000 of the loan principal and reduce the interest for 2 years. The government compensated interest at 5% p.a., not including the NPLs. The interest reimbursement limit was Baht 4,790.50 million. In case of NPLs, BAAC bore the interest for the farmers, for 2 years.	Jan 2017 - Dec 2018	-	-	End of reimbursement	207.37
61. Retail loans for emergency expenses	On 21 Feb 2017, the cabinet resolved to approve a credit limit of Baht 5,000 million, for a maximum of Baht 50,000 per person. The loan period was up to 5 years with a flat interest rate of up to 0.85% per month. The government reimbursed only the damage of the NPLs occurred from the project with a maximum of 40% of the granted loans.	Feb 2017 - Feb 2023	1,354.32	1,446.81	Non-reimbursable	Non-reimbursable
62. Rice Insurance Scheme 2017	On 27 Jun 2017, the cabinet resolved to determine an insurance premium rate of Baht 90 per rai (VAT and stamp duty excluded). The government subsidized the insurance premium for the insured farmers at Baht 54 per rai. BAAC subsidized the insurance the remaining balance of Baht 36 per rai for those being loan customers of BAAC. BAAC would initially prepay the subsidy of the insurance premium for the government, and the government reimbursed the financial cost at FDR+1.	Jul 2017 - Aug 2017 Except the Southern region - 15 Dec 2017	-	-	951.01	1,122.46



Unit: Million Baht

Projects	Brief project description	Period/ Compensation	Loans to customers from public service accounts and accrued interest receivables (net)		Receivables eligible for government reimbursement from public service accounts	
			31 March 2021	31 March 2020	31 March 2021	31 March 2020
63. Cassava projects according to the cassava management guideline 2017/2018	<p>On 22 Aug 2017, the cabinet resolved to approve the following:</p> <p>1) The cassava cultivation efficiency improvement project in the drip irrigation system 2017/2018. The government compensated interest at FDR+1 for up to 24 months from the date of the loan disbursement, but no later than the 31 Oct 2020.</p> <p>2) The loans for enhancing and improving the standard of cassava production and processing 2017/2018. The government compensated interest at FDR+1 for up to 24 months from the date of receiving the loan disbursement, but no later than 31 Oct 2020.</p> <p>3) The loans for cassava collection and value-added creation by the Farmers Institute 2017/2018. The government compensated interest at FDR+1 for a maximum of 12 months from the date of the loan disbursement.</p>	<p>Project period 1 Oct 2017 - 31 Oct 2020 Loan disbursement period 1 Oct 2017 - 30 Sep 2018</p> <p>Project period 1 Oct 2017 - 31 Oct 2020 Loan disbursement period 1 Oct 2017 - 30 Sep 2018</p> <p>Project period 1 Dec 2017- 31 Jul 2019 Loan disbursement period 1 Dec 2017 - 31 May 2018</p>	5.16	5.15	End of reimbursement	0.10
64. Loans for rice collection and value-added creation by the Farmers Institute 2017/2018	On 19 Sep 2017, the cabinet resolved to approve a government compensation of interest at 3% p.a. for 12 months.	1 Oct 2017 - 30 Sep 2018	-	-	End of reimbursement	-
65. Loans for postponement of paddy rice sale in production year 2017/2018	On 19 Sep 2017, the cabinet resolved to approve a government compensation of the financial cost at FDR+1 p.a. and the project operating fee at 2% p.a. for up to 6 months.	1 Nov 2017 - 31 Dec 2018	11.65	1.92	29,512.14	33,005.55
66. Debt restructuring of low-income individuals in BAAC system	On 9 Jan 2018, the cabinet resolved to approve a government compensation of interest at 3% p.a. BAAC bore interest at 4% p.a. for 2 years.	1 Jan 2018 - 31 Dec 2019	-	-	End of reimbursement	1,482.40
67. Loans for Thai community development [community loans for production adjustment for low-income earner career development (XYZ)]	On 9 Jan 2018 and 26 Nov 2019, the cabinet resolved to approve a credit limit of Baht 45,000 million. The government compensated the interest at 3.5% p.a. for 3 years starting from the loan disbursement date. The reimbursement limit was Baht 4,725 million.	1 Jan 2018 - 31 Dec 2023	4,957.10	1,769.19	90.50	32.67
68. Loans for career development of low-income individuals registering under the state welfare scheme	On 9 Jan 2018, the cabinet resolved to approve a total credit limit of Baht 20,000 million for 400,000 low-income farmers registering under the 2017 state welfare scheme, using the fund from BAAC. The NPLs from the project were not included as NPLs for assessment according to the performance assessment memorandum of agreement of state enterprise.	1 Jan 2018 - 31 Mar 2020	7,050.78	6,625.46	Non-reimbursable	Non-reimbursable

Unit: Million Baht

Projects	Brief project description	Period/ Compensation	Loans to customers from public service accounts and accrued interest receivables (net)		Receivables eligible for government reimbursement from public service accounts	
			31 March 2021	31 March 2020	31 March 2021	31 March 2020
69. Informal debt solutions for farmers and individuals in households - 3 rd phase	On 9 Jan 2018, the cabinet resolved to approve a credit limit of Baht 19,000 million to the target groups of 300,000 general farmers, or farmers registering under the state welfare scheme and currently having informal debts. The NPLs from the project were not included as NPLs for assessment according to the performance assessment memorandum of agreement of state enterprise.	1 Jan 2018 - 31 Mar 2020	536.01	502.46	Non-reimbursable	Non-reimbursable
70. Loan support for village funds and community financial institutions to solve and prevent informal debt problems	On 9 Jan 2018, the cabinet resolved to approve a total credit limit of Baht 1,000 million. The NPLs from the project were not included as NPLs for assessment according to the performance assessment memorandum of agreement of state enterprise.	1 Jan 2018 - 31 Mar 2020	119.30	124.36	Non-reimbursable	Non-reimbursable
71. Retail loans for emergency expenses -2 nd phase	On 9 Jan 2018, the cabinet resolved to approve a total credit limit of Baht 10,000 million to the target groups of 200,000 general farmers or farmers registered under the state welfare scheme, or Baht 50,000 per farmer. The flat interest rate was charged according to the type of collateral. The government compensated only the NPLs occurred during the project, up to 40% of the granted loans.	1 Jan 2018 - 31 Mar 2020	4,916.33	4,981.71	-	-
72. Rice Insurance Scheme 2018	On 10 Apr 2018, the cabinet resolved to approve an insurance premium rate of Baht 90 per rai (VAT and stamp duty excluded). The government subsidized insurance premiums for the insured farmers at Baht 54 per rai. BAAC would subsidize another Baht 36 per rai for those being loan customers of BAAC. BAAC would initially prepay the subsidy of the insurance premium for the government, and the government compensated the financial cost at FDR+1.	10 Apr 2018 - 30 Jun 2018 Except the southern region - 15 Dec 2018	-	-	1,161.69	1,350.85
73. Loan support for reduction of production costs for farmers	On 24 Apr 2018, the cabinet resolved to approve a government compensation of interest at 2% p.a. BAAC bore interest at 1% p.a. for up to 12 months from the date of the loan disbursement.	1 May 2018 - 30 Apr 2020	101.77	105.85	End of reimbursement	17.83
74. Support for production or provision of tailor-made fertilizers through the Farmers Institute	On 24 Apr 2018, the cabinet resolved to approve a government compensation of interest at 2% p.a. BAAC bore interest at 1% p.a. for up to 12 months from the date of the loan disbursement.	1 May 2018 - 30 Apr 2020	-	13.26	End of reimbursement	1.88
75. Loan support for postponement of paddy rice sale, and harvesting and quality improvement expenses of retail rice farmers 2018/20119	On 24 Jul 2018 and 12 Mar 2019, the cabinet resolved to approve the following: 1) Loans for the postponement of the sale of rice produced in 2018/2019. The government compensated the financial cost at FDR+1 p.a. and the project management expense at 2% p.a. for up to 6 months. 2) A supporting fund for expenses related to the harvesting and the quality improvement of the rice produced in 2018/2019. BAAC would initially prepay the government, and the government compensated the financial cost at FDR+1 p.a.	1 Nov 2018 - 31 Dec 2019 1 Sep 2018 - 30 Sep 2019	4.38	6.96	52,221.81	57,757.59



Unit: Million Baht

Projects	Brief project description	Period/ Compensation	Loans to customers from public service accounts and accrued interest receivables (net)		Receivables eligible for government reimbursement from public service accounts	
			31 March 2021	31 March 2020	31 March 2021	31 March 2020
76. Loans for rice collection and value-added creation by the Farmers Institute 2018/2019	On 24 Jul 2018, the cabinet resolved to approve a total credit limit of Baht 12,500 million with the interest rate of MLR-1 (Current MLR = 5 p.a.). The government bore the interest at a maximum of 3% p.a. for 15 months. The interest reimbursement limit was Baht 468.75 million. The insurance premium and the project management expense were Baht 39.06 million.	1 Oct 2018 - 31 Dec 2019	0.09	24.52	End of reimbursement	0.19
77. The civil state project to support maize plantation outside of rice farming season.	On 25 Sep 2018 and 24 Oct 2018, the cabinet resolved to approve the following: 1) The loans for supporting farmers with maize plantation for animal feeds outside of the rice cultivation season. The government compensated the interest at 3.99% p.a. for the farmers for 6 months. 2) The loans for promoting the liquidity for the Farmers Institute in collecting and pawning produced animal-feed maize. The interest compensated for BAAC with at 3% p.a. for 6 months. 3) The insurance for animal-feed maize. The government subsidized the insurance premium at Baht 65 per rai.	1 Nov 2018 - 30 Sep 2019	1.61	1.51	End of reimbursement	6.20
78. Stability building for oil palm farmers	On 4 Dec 2018, the cabinet resolved to approve the following: 1) The funding limit of Baht 3,375 million, using the fund from BAAC, to support expenses of oil palm farmers at Baht 1,500 per rai, with a maximum of 15 rai per household. 2) The funding limit of Baht 1.50 million to support operating expenses and money transfer fees of BAAC, and the compensation of financial cost at FDR+1 with the compensation limit of Baht 73.41 million.	1 Dec 2018 - 30 Sep 2019	-	-	2,578.73	2,942.30
79. Stability building for rubber farmers 2018/2019	On 4 Dec 2018, the cabinet resolved to approve the following: 1) The funding limit of Baht 17,007.20 million to support expenses of rubber farmers at Baht 1,800 per rai, for a maximum of 15 rai per household, according to their actual amount of the on-going rubber tapping areas. The government compensated the financial cost at FDR+1 with the compensation limit of Baht 379.03 million. 2) The funding limit of Baht 126.50 million to support operating expenses and money transfer fees.	Dec 2018 - Sep 2019	-	-	10,529.49	12,400.23
80. Improvement of cassava cultivation in the drip irrigation system 2018/2019	On 22 Jan 2019, the cabinet resolved to charge borrowers 4% interest p.a. The government compensated the interest for BAAC additionally at FDR+1 p.a. for up to 24 months from the date of loan disbursement, but no later than the 30 Sep 2021, within the budget limit of Baht 50.025 million.	1 Dec 2018 - 31 Oct 2021	38.02	39.21	0.32	0.77

Unit: Million Baht

Projects	Brief project description	Period/ Compensation	Loans to customers from public service accounts and accrued interest receivables (net)		Receivables eligible for government reimbursement from public service accounts	
			31 March 2021	31 March 2020	31 March 2021	31 March 2020
81. Loans for cassava collection and value-added creation by the Farmers Institute 2018/2019	On 22 Jan 2019, the cabinet resolved to charge interest at 1% interest p.a. to the Farmers Institute, and the government compensated the interest for BAAC at FDR+1 p.a. for 12 months starting from the date of loan disbursement. The budget limit was Baht 32.625 million.	1 Dec 2018 - 31 Jul 2020	-	150.17	5.40	7.60
82. Loans for animal-feed maize collection and value-added creation by the Farmers Institute 2018/2019	On 22 Jan 2019, the cabinet resolved to charge interest at 1% p.a. to the Farmers Institute, and the government compensated the interest for BAAC at 3% p.a. for up to 12 months from the date of loan disbursement. The budget limit was Baht 45 million.	1 Dec 2018 - 30 Jun 2020	-	129.32	End of reimbursement	4.21
83. Rice Insurance Scheme 2019	On 18 Feb 2019, the cabinet resolved to determine an insurance premium rate of Baht 85 per rai (VAT and stamp duty excluded). The government subsidized the insurance premium for the insured farmers at Baht 51 per rai. BAAC would subsidize another Baht 34 per rai for those being loan customers of BAAC. BAAC would initially prepay the subsidy of the insurance premium for the government, and the government compensated the financial cost at FDR+1.	18 Feb 2019 - 30 Jun 2019 Except the Southern region - 15 Dec 2019	-	-	1,291.72	1,650.66
84. Animal-feed Maize Insurance Scheme 2019	On 18 Feb 2019, the cabinet resolved to determine an insurance premium rate of Baht 59 per rai (VAT and stamp duty excluded). The government subsidized the insurance premium for the insured farmers at Baht 35.40 per Rai. BAAC would subsidize another Baht 23.60 per rai for those being loan customers of BAAC. BAAC would initially prepay the subsidy of the insurance premium for the government, and the government compensated the financial cost at FDR+1.	1 st Phase (wet season animal-feed maize) 18 Feb 2019 - 31 May 2019 2 nd Phase (dry season animal-feed maize) 1 Oct 2019 - 15 Jan 2020	-	-	46.73	74.25
85. Loan interest reduction under the living expenses relief measures for farmers suffering from 2019 drought and retail farmers	On 20 Aug 2019, the cabinet resolved to charge interest at 0.1% p.a. to the borrowers for a loan principal of up to Baht 300,000 for 1 year. BAAC bore the interest at 2% p.a. while the government compensated the interest at 4.7% p.a. farmers for the agricultural.	1 Aug 2019 - 31 Jul 2020	-	132,968.57	End of reimbursement	-
86. Support for production cost of rice farmers 2019/2020	On 27 Aug 2019, the cabinet resolved to approve a government compensation of the financial costs for BAAC at the interest rate of BAAC's 12-month term deposit +1 (equal to 2.40%), and the operating expenses at Baht 5 per farmer.	1 Aug 2019 - 31 May 2020	-	-	23,993.07	26,418.45



Unit: Million Baht

Projects	Brief project description	Period/ Compensation	Loans to customers from public service accounts and accrued interest receivables (net)		Receivables eligible for government reimbursement from public service accounts	
			31 March 2021	31 March 2020	31 March 2021	31 March 2020
87. Income guarantee scheme for rice farmers 2019/2020 - 1 st phase	On 27 Aug 2019, the cabinet resolved to approve a government compensation of the financial costs for BAAC at the interest rate of BAAC's 12-month term deposit +1 (equal to 2.40%), and the operating expenses at Baht 5 per farmer.	Oct 2019 - Oct 2020	-	-	18,272.54	19,529.71
88. Income guarantee scheme for oil palm farmers 2019/2020	On 27 Aug 2019, the cabinet resolved to approve a government compensation of the financial costs for BAAC at the interest rate of BAAC's 12-month term deposit +1 (equal to 2.40%), and the operative expenses at Baht 5 per farmer.	Aug 2019 - Dec 2020	-	-	6,949.45	2,800.38
89. Income guarantee scheme for rubber farmers - 1 st phase	On 15 Oct 2019, the cabinet resolved to approve a government compensation of the financial costs for BAAC at the interest rate of BAAC's 12-month term deposit +1 (equal to 2.40%), and the operating expenses at Baht 5 per farmer.	Oct 2019 - Sep 2020	-	-	23,996.13	20,135.15
90. Quality improvement of cassava cultivation 2019/2020	On 12 Nov 2019, the cabinet resolved to approve a government compensation of the interest for BAAC at 3% p.a. for up to 24 months from the date of the loan disbursement, but no later than the 30 Sep 2022.	1 Dec 2019 - 31 Oct 2022	69.81	45.12	-	0.14
91. Income guarantee scheme for cassava farmers 2019/2020	On 12 Nov 2019, the cabinet resolved to approve a government compensation of the financial costs for BAAC at the interest rate of BAAC's 12-month term deposit +1 (equal to 2.40%), and the operating expenses at Baht 5 per farmer.	1 Oct 2019 - 31 Dec 2020	-	-	7,546.12	1,424.29
92. Loans for cassava collection and value-added creation by the Farmers Institute 2019/2020	On 12 Nov 2019, the cabinet resolved to approve a government compensation of the interest to BAAC at 3% p.a. for up to 12 months from the date the loan disbursement, but no later than the 30 Jun 2021.	1 Dec 2019 - 31 Jul 2021	77.80	301.57	-	0.60
93. Support for harvesting and quality improvement expenses of rice farmers 2019/2020	On 11 Dec 2019, the cabinet resolved to approve a government compensation of the financial costs for BAAC at the interest rate of BAAC's 12-month term deposit +1 (equal to 2.40%), and the operating expenses at Baht 5 per household.	Nov 2019 - Sep 2020	-	-	21,806.46	22,864.38
94. Income guarantee scheme for animal-feed maize farmers 2019/2020	On 11 Dec 2019, the cabinet resolved to approve a government compensation of the financial costs for BAAC at the interest rate of BAAC's 12-month term deposit +1 (equal to 2.40%), and the operating expenses at Baht 5 per farmer.	1 Dec 2019 - 31 Dec 2020	-	-	979.15	434.03
95. Loans for animal-feed maize collection and value-added creation by the Farmers Institute 2019/2020	On 11 Dec 2019, the cabinet resolved to approve a government compensation of the interest for BAAC at 3% p.a. for up to 12 months from the date loan disbursement, but no later than 31 May 2021.	1 Jan 2020 - 30 Jun 2021	64.35	107.74	-	0.11

Unit: Million Baht

Projects	Brief project description	Period/ Compensation	Loans to customers from public service accounts and accrued interest receivables (net)		Receivables eligible for government reimbursement from public service accounts	
			31 March 2021	31 March 2020	31 March 2021	31 March 2020
96. Loans for postponement of paddy rice sale in production year 2019/2020	On 11 Dec 2019, the cabinet resolved to approve a government compensation of the financial costs for BAAC at the interest rate of BAAC's 12-month term deposit +1 = 2.40%. On 7 Apr 2020, the cabinet resolved to approve a government compensation of the financial costs for BAAC at the interest rate of BAAC's 12-month term deposit +1 = 2.35%.	1 Nov 2019 - 31 Dec 2020	0.53	9,774.35	247.72	68.82
97. Loan for self-employed individuals affected by COVID-19	On 24 Mar 2020 and 15 Feb 2021, the cabinet resolved to approve a 100% compensation for NPLs for NPLs with amount less than 50% of the total approved loan amount, and operating costs at 2% p.a. for 2 years but not exceeding Baht 1,600 million.	24 Mar 2020 - 30 Jun 2023	5,829.65	-	134.29	-
98. Supporting measures for sugar cane farmers on production costs for the 2019/2020 crop year	On 21 Apr 2020, the cabinet resolved to approve a government compensation of the financial costs for BAAC at the interest rate of BAAC's 12-month term deposit +1 = 2.35%.	1 Jun 2020 - 30 Sep 2020	-	-	9,943.71	-
99. Rice Insurance Scheme 2020	On 21 Apr 2020, the cabinet resolved to determine an insurance premium rate at Baht 97 per rai (VAT and stamp duty excluded). The government subsidized the insurance premium for farmers at Baht 58 per rai and BAAC subsidized another Baht 39 per rai for farmers being credit customers of BAAC. BAAC would initially prepay the subsidy of the insurance premium for the government, and the government compensated the financial costs for BAAC at the interest rate of BAAC's 12-month term deposit +1 = 2.35%. Administration fee is Baht 5 per insurance certificate.	21 Apr 2020 - 30 Jun 2020 Except the Southern region - 31 Dec 2020	-	-	2,869.85	-
100. Animal-feed Maize Insurance Scheme 2020	On 12 May 2020, the cabinet resolved to fix an insurance premium rate of Baht 160 per rai (VAT and stamp duty excluded). The government subsidized the insurance premium for the insured farmers at Baht 96 per Rai. BAAC would subsidize another Baht 64 per rai for those being loan customers of BAAC. BAAC would initially prepay the subsidy of the insurance premium for the government, and the government compensated the financial costs for BAAC at the interest rate of BAAC's 12-month term deposit +1 = 2.30%. Administration fee is Baht 5 per insurance certificate.	1 st Phase (wet season animal-feed maize) 12 May 2020 - 31 May 2020 2 nd Phase (dry season animal-feed maize) 1 Oct 2020 - 15 Jan 2021	-	-	233.71	-



Unit: Million Baht

Projects	Brief project description	Period/ Compensation	Loans to customers from public service accounts and accrued interest receivables (net)		Receivables eligible for government reimbursement from public service accounts	
			31 March 2021	31 March 2020	31 March 2021	31 March 2020
101. Loan to increase liquidity for the fishing business	On 26 May 2020, the cabinet resolved to approve loans for the fishing business with the interest rate of 7% p.a., in which the government compensated BAAC at the rate of 3% p.a.	May 2020 - 25 May 2028	370.70	-	2.39	-
102. Income guarantee scheme for animal-feed maize farmers 2020/2021	On 18 Aug 2020, the cabinet resolved to approve a government compensation of the financial costs for BAAC at the interest rate of BAAC's 12-month term deposit +1 = 2.25%, and the operating expenses at Baht 5 per farmer.	1 Nov 2020 - 30 Apr 2022	-	-	1,229.61	-
103. Loans for animal-feed maize collection and value-added creation by the Farmers Institute 2020/2021	On 18 Aug 2020, the cabinet resolved to approve a government compensation of the interest for BAAC at 3% p.a. for up to 12 months from the date loan disbursement, but no later than 31 May 2022.	1 Sep 2020 - 30 Jun 2022	249.62	-	2.65	-
104. Income guarantee scheme for cassava farmers 2020/2021	On 18 Aug 2020, the cabinet resolved to approve a government compensation of the financial costs for BAAC at the interest rate of BAAC's 12-month term deposit +1 = 2.25%, and the operating expenses at Baht 5 per farmer.	1 Nov 2020 - 31 May 2022	-	-	1,381.54	-
105. Efficiency improvement of cassava cultivation 2020/2021	On 18 Aug 2020, the cabinet resolved to approve a government compensation of the interest for BAAC at 3% p.a. for up to 24 months from the date loan disbursement, but no later than 30 Sep 2023.	1 Oct 2020 - 31 Oct 2023	120.04	-	0.29	-
106. Loans for cassava collection and value-added creation by the Farmers Institute 2020/2021	On 18 Aug 2020, the cabinet resolved to charge interest at 1% interest p.a. to the Farmers Institute, and the government compensation the interest for BAAC at 3% p.a. for up to 12 months starting from the date loan disbursement, but no later than 31 May 2022.	1 Oct 2020 - 30 Jun 2022	89.93	-	0.17	-
107. Scheme to alleviate longan farmers 2020	On 25 Aug 2020 and 26 Jan 2021, the cabinet resolved to approve a government compensation of the financial costs for BAAC at the interest rate of BAAC's 12-month term deposit +1 = 2.25% of the paid amount, and the operating expense of Baht 7 per transaction. Alleviate amount for longan farmers is at Baht 2,000 per rai, not exceeding 25 rai per household.	Aug 2020 - Jan 2021	-	-	2,883.64	-
108. Income guarantee scheme for rice farmers 2020/2021 - 1 st phase	On 3 Nov 2020, 1 Dec 2020, and 9 Mar 2021, the cabinet resolved to approve a government compensation of the financial costs for BAAC at the interest rate of BAAC's 12-month term deposit +1 = 2.25%, and the operating expenses at Baht 5 per farmer.	1 Sep 2020 - 30 Sep 2021	-	-	48,430.69	-
109. Loans for postponement of in-season paddy rice sale produced in 2020/2021	On 3 Nov 2020 and 9 Mar 2021, the cabinet resolved to approve a government compensation of the financial costs for the BAAC at the interest rate of BAAC's 12-month term deposit +1 = 2.25%, and operating expense of 2% p.a. of the loan amount. The loan program's period is 6 months. In the case of stock management, the government will compensate the difference for no more than 10% of the loan amount, and transportation cost of up to Baht 300 per ton.	1 Nov 2020 - 31 Dec 2021	15,821.29	-	1,702.77	-

Unit: Million Baht

Projects	Brief project description	Period/ Compensation	Loans to customers from public service accounts and accrued interest receivables (net)		Receivables eligible for government reimbursement from public service accounts	
			31 March 2021	31 March 2020	31 March 2021	31 March 2020
110. Loans for rice collection to add value by the Farmers Institute 2020/2021	On 3 Nov 2020, the cabinet resolved to approve a credit limit of Baht 15,000 million. The government compensated interest to BAAC at 3% p.a., with interest compensation limit of Baht 562.50 million.	1 Oct 2020 - 31 Dec 2021	1,693.67	-	19.31	-
111. Financial support on management and quality improvement of rice farmers for the 2020/2021 crop year	On 3 Nov 2020, 1 Dec 2020, and 9 Mar 2021, the cabinet resolved to approve a government compensation of the financial costs for BAAC at the interest rate of BAAC's 12-month term deposit +1 = 2.25%, and the operating expenses at Baht 5 per farmer. Registered rice farmers receive Baht 500 Baht per rai, not exceeding 20 rais or Baht 10,000 Baht per household.	1 Sep 2020 - 30 Sep 2021	-	-	54,009.07	-
112. Income guarantee scheme for rubber farmers - 2 nd phase	On 3 Nov 2020, the cabinet resolved to approve a government compensation of the financial costs for BAAC at the interest rate of BAAC's 12-month term deposit +1 = 2.25%, and the operating expenses at Baht 5 per farmer.	Nov 2020 - Sep 2021	-	-	7,281.09	-
113. Informal debt solutions for farmers and household individuals	On 4 Oct 2016, the cabinet resolved to approve a credit limit of up to Baht 8,000 million by using BAAC's funding source as a joint credit line with the Smart Cash Project. The occupational supplementary loan project to help increase income with loan amount not exceeding Baht 100,000, except for the purpose of preserving arable land or sell with the right of redemption as collateral for debts with creditors to extend the loan amount not exceeding Baht 150,000.	1 Dec 2020 - 31 Mar 2023	3.21	-	Non-reimbursable	-
Grand Total			113,139.88	233,827.76	433,749.56	361,815.59

The public service account project that the Bank is implementing (according to the cabinet's resolution regarding operations and timeframes for implementing public service projects after 31 March 2021) are

1. Income guarantee scheme for palm oil farmers 2021. The cabinet's resolution on 9 February 2021 appointed BAAC to carry out the scheme from January 2021 to September 2021.
2. The in-season rice insurance project for production year 2021. The cabinet's resolution on 30 March 2021 appointed BAAC to carry out the project from 1 January 2021 to 31 December 2021.

8.33.3 Asset classification and public service account provision

The outstanding balances of allowance for doubtful accounts for public service accounts as at 31 March 2021 and 2020 were Baht 9,061.87 million and Baht 56,460.95 million, respectively, with the year-on-year decrease of Baht 47,399.08 million, which consisted of doubtful accounts of Baht 232.36 million and allowance of doubtful accounts of Baht 47,166.72 million from loan interest reduction under the living expenses relief measures for farmers suffering from 2019 drought and retail farmers. The scheme ended on 31 July 2020 with a balance of Baht 45,336.14 million, and a balance of Baht 1,830.58 million from other schemes.



Unit: Million Baht

	31 March 2021			31 March 2020		
	Outstanding loan balances	Allowance for doubtful accounts	Rates provisioning	Outstanding loan balances	Allowance for doubtful accounts	Rates provisioning
Minimum reserves per BOT's requirements						
Normal	113,801.71	1,138.02	1	275,432.35	2,754.32	1
Special mention	2,093.40	41.87	2	2,245.89	44.92	2
Sub-standard	1,174.67	1,174.67	100	1,707.70	1,707.70	100
Doubtful	1,102.28	1,102.28	100	3,106.03	3,106.03	100
Doubtful of loss	1,711.66	1,711.66	100	4,332.54	4,332.54	100
Total	119,883.72	5,168.50		286,824.51	11,945.51	
Excess reserve		3,893.37			44,515.44	
Grand total		9,061.87			56,460.95	

8.33.4 Accounts payable for public service projects from public service accounts

Unit: Million Baht

	Note	31 March 2021	31 March 2020
Accounts payable for agricultural commodity pledging scheme 2011/2012	8.33.4.1	315.50	570.73
Accounts payable for agricultural commodity pledging scheme 2012/2013	8.33.4.2	728.59	438.70
Accounts payable for agricultural commodity pledging scheme 2013/2014	8.33.4.3	153.82	544.55
Accounts payable from other public service accounts		1,791.61	6,033.15
Total		2,989.52	7,587.13

8.33.4.1 Accounts payable for the agricultural commodity pledging scheme for the production year of 2011/2012

As at 31 March 2021 and 2020, the accounts payable for the agricultural commodity pledging scheme for the production year of 2011/2012 represented the outstanding balances of Baht 315.50 million and Baht 570.73 million, respectively. This item consisted of the remaining bank deposits for the scheme as part of the Bank's financial statements as follows:

Unit: Million Baht

	31 March 2021	31 March 2020
Assets		
Interbank and money market items (Note 8.1)	315.50	570.73
Liabilities		
Accounts payable for the agricultural pledging scheme 2011/2012		
Government reimbursement	315.50	570.73

Transaction movements during the period were as follows:

	Unit: Million Baht
	31 March 2021
Balance as at 1 April 2020	570.73
<u>Add</u> Receipt of budget funds in the fiscal year of 2020	14,610.68
Interest received in advance from “Re-open”	54.69
Total	<u>15,236.10</u>
<u>Less</u> Budget transfer to out-of-season rice pledging scheme 2009	40.94
Budget transfer to agricultural commodity pledging scheme 2012/2013	264.28
Receivables eligible for reimbursement of financial costs	424.83
Receivables eligible for reimbursement from public warehouse organization (PNO)/ Marketing Organization for Farmers (MOF)	6,855.83
Receivables under the stabilizing rubber prices scheme 2011/2012	5,243.00
Payments of interest and fees	2,091.72
Outstanding balance	<u>315.50</u>

8.33.4.2 Accounts payable for the agricultural commodity pledging scheme for the production year of 2012/2013

As at 31 March 2021 and 2020, the accounts payable for the agricultural commodity pledging scheme for the production year of 2012/2013 represented the outstanding balances of Baht 728.59 million and Baht 438.70 million, respectively. This item consisted of the remaining bank deposits for the scheme as part of the Bank’s financial statements as follows:

	Unit: Million Baht	
	31 March 2021	31 March 2020
Assets		
Interbank and money market items (Note 8.1)	<u>728.59</u>	<u>438.70</u>
Liabilities		
Accounts payable for the agricultural commodity pledging scheme 2011/2012		
Government reimbursement	<u>728.59</u>	<u>438.70</u>

Transaction movements during the period were as follows:

	Unit: Million Baht
	31 March 2021
Balance as at 1 April 2020	438.70
<u>Add</u> Receipt of budget funds in the fiscal year of 2020	16,093.30
Interest received in advance from “Re-Open”	19.56
Budget transfer from the agricultural commodity pledging scheme 2008/2009	27.16
Budget transfer from the agricultural commodity pledging scheme 2011/2012	264.28
Budget transfer from the agricultural commodity pledging scheme 2013/2014	140.36
Budget transfer from the income guarantee for farmers scheme 2010/2011 (Phase 2)	41.88
Total	<u>17,025.24</u>



Unit: Million Baht

	31 March 2021
Less Receivables eligible for reimbursement of financial costs	271.87
Receivables eligible for reimbursement from PWO/MOF	14,038.52
Payments of interest and fees	1,986.26
Outstanding balance	728.59

8.33.4.3 Accounts payable for the agricultural commodity pledging scheme for the production year of 2013/2014

As at 31 March 2021 and 2020, the accounts payable for the agricultural commodity pledging scheme for the production year of 2013/2014 represented the outstanding balances of Baht 153.82 million and Baht 544.55 million, respectively. This item consisted of the remaining bank deposits for the scheme as part of the Bank's financial statements as follows:

Unit: Million Baht

	31 March 2021	31 March 2020
Assets		
Interbank and money market items (Note 8.1)	153.82	544.55
Liabilities		
Accounts payable for the agricultural commodity pledging scheme 2013/2014		
Government reimbursement	153.82	544.55

Transaction movements during the period were as follows:

Unit: Million Baht

	31 March 2021
Balance as at 1 April 2020	544.55
Add Receipt of budget funds in the fiscal year of 2020	11,447.32
Budget transfer from the income guarantee for farmers scheme 2010/2011 (Phase 2)	14.15
Total	12,006.02
Less Budget transfer to the agricultural commodity pledging scheme 2012/2013	140.36
Receivables eligible for reimbursement of financial costs	743.99
Receivables eligible for reimbursement from PWO/MOF	10,217.00
Payments of interest and fees	750.85
Outstanding balance	153.82

8.33.5 Income from public service accounts

Unit: Million Baht

	31 March 2021	31 March 2020
Interest income on loans to customers from public service accounts		
Interest income on loans to customers from public service accounts	4,680.11	25,081.99
Income from reimbursement for public service accounts		
Income from government reimbursement of interest for public service accounts	2,901.91	10,345.69
Income from government reimbursement of financial costs for public service accounts	7,248.46	7,301.89
Income from government reimbursement of operating or administrative expenses for public service accounts	443.99	246.92
Other income	486.04	521.23
Total	15,760.51	43,497.72

8.33.6 Expenses from public service accounts

	Unit: Million Baht	
	31 March 2021	31 March 2020
Interest expenses from public service accounts	8,309.22	16,943.19
Operating expenses from public service accounts*	4,543.39	13,048.14
Total	12,852.61	29,991.33

* Operating expenses from public service accounts were recorded using the allocation method endorsed by the Fiscal Policy Office (FPO).

8.34 Implementation of the Agricultural Commodity Pledging Scheme for the Production Year of 2008/2009 (the accounts and financial statements for the scheme were separated from those for the normal operations of the Bank)

The Bank has implemented the agricultural commodity pledging scheme for the production year of 2008/2009 in accordance with the cabinet's resolution on 28 October 2008 and the cabinet's resolution on 10 March 2009 whereby the government shall provide funds for the Bank.

According to the cabinet's resolution on 4 November 2008, the Bank shall borrow funds through the issuance of a series of promissory notes in different batches based on the scheme expenditure plan within a limit of Baht 110,000 million, with the Ministry of Finance providing a guarantee and the government obligated to repay the loan principal, interest and actual expense. However, the fees of such guaranteed loans were waived for BAAC for the entire period of outstanding guarantees. In this regard, the Bank shall present the accounts and financial statements for the scheme under "public service accounts (PSA)" which shall be separated from those for the normal operations. The operating results of the aforesaid scheme shall not be counted as risk-weighted assets used in the calculation of the capital adequacy ratio (CAR) as per the ministerial regulation regarding the Bank's capital maintenance requirements.

The Bank issued the promissory notes and term loans to support the loan disbursements to the farmers under is agricultural commodity pledging scheme according to the cabinet's resolution. These items were recorded as obligations as at 31 March 2021 and 2020 at Baht 13,762.14 million and Baht 15,013 million, respectively (Note 8.23.1). The outstanding balances of the receivables from the said borrowings under the scheme as at 31 March 2021 and 2020 were Baht 13,761.39 million and Baht 15,012.14 million, respectively (not including in the Bank's financial statements), as follows:

	Unit: Million Baht	
	31 March 2021	31 March 2020
In-season rice pledging scheme 2008/2009	13,761.39	15,012.14
Total	13,761.39	15,012.14

As at 31 March 2021 and 2020, the unreimbursed term loans under the scheme amounted to Baht 0.75 million and Baht 0.86 million, respectively. These items were recorded in the Bank's financial statements under the accounts of "interbank and money market items" and "accounts payable for agricultural commodity pledging scheme 2008/2009" (Note 8.17.1).

8.35 Implementation of the Agricultural Commodity Pledging Schemes for the Production Years of 2011/2012, 2012/2013 and 2013/2014 (the accounts and financial statements for the schemes were separated from those for the normal operations of the Bank)

The Bank has implemented the agricultural commodity pledging schemes for the production years of 2010/2011, 2011/2012, 2012/2013 and 2013/2014 in accordance with the government policy and the cabinet's resolutions on 13 September 2011, 22 November 2011, 29 March 2012, 2 October 2012, 31 March 2013, 10 June 2013, and 3 September 2013.

With regard to the implementation of the agricultural commodity pledging scheme for the production year of 2011/2012, the cabinet passed a resolution on 13 September 2011 to approve a funding limit for use as working capital for the pledging of the paddy rice totaling Baht 410,000 million. Of this, Baht 90,000 million shall be the capital of the Bank and Baht 320,000 million shall be obtained through the borrowings from government and private financial institutions. Subsequently, the cabinet resolved on 22 November

2011 to reduce the borrowing limit to Baht 269,160 million (Notes 8.23.2 and 8.23.3). Apart from being used for the paddy rice pledging scheme, the granted working capital shall also be used for the cassava market intervention scheme and the farmers institutes capacity building scheme for stabilizing rubber prices according to the cabinet's resolution on 29 March 2012.

After the end of the agricultural commodity pledging scheme for the production year of 2011/2012, the cabinet passed resolutions on 2 October 2012 and 3 September 2013 to approve the paddy rice pledging schemes for the production years of 2012/2013 and 2013/2014, respectively. In this regard, the total working capital facility for the schemes of the production years of 2012/2013 and 2013/2014 must not exceed Baht 410,000 million, with the Bank's capital of Baht 90,000 million.

Subsequently, the National Council for Peace and Order (NCPO) issued the Letter No. KorSorChor (SorLor)/1 dated 24 May 2014, allowing the Bank to borrow funds within a limit of Baht 92,431 million for use as working capital for the paddy rice pledging scheme for the production year of 2013/2014, with the Ministry of Finance providing a guarantee until the loan is paid in full and the government obligated to repay the loan principal interest, actual expenses, and losses from the entire scheme implementation (Note 8.23.4). However, the fees of such guaranteed loans were waived for BAAC for the entire period of outstanding guarantees.

On 30 September 2015, the cabinet passed a resolution to acknowledge the rationale for the inability to release the rice stock in order to close the pledging scheme accounts upon the deadline and to request the Ministry of Commerce to propose the rationale to the Rice Policy and Management Committee. The Rice Policy and Management Committee at its Meeting No.1/2016 held on 24 February 2016 passed a resolution to endorse the extension of the deadline for the setting of the funding limit for the agricultural commodity pledging scheme from 30 September 2015 to 30 September 2016, and the Ministry of Finance already proposed the Rice Policy and Management Committee's resolution to the cabinet for acknowledgement on 2 August 2015.

Regarding debt management and separation of the public service accounts, the cabinet passed resolutions on 29 March 2012, 10 June 2013, and 3 September 2013 to approve the Ministry of Finance to manage the loan together with the Bank through Refinancing or Roll over or Prepayment repayment solutions whereby the Ministry of Finance shall provide a guarantee until the loan repayment in full. In this regard, the Bank shall not include the accounts and financial statements of the scheme in the normal operations, but shall prepare them separately as part of the public service accounts (PSA) and recorded them as off-budget obligations. Also, the Bank shall not include the operating results of the scheme from the funds received from the borrowings from the financial institutions in the risk-weighted assets used for the calculation of the capital adequacy ratio (CAR) as per the ministerial regulation regarding the Bank's capital maintenance requirements.

In the implementation of the agricultural commodity pledging scheme (covering paddy rice, cassava and rubber), the financial costs of the funds paid in advance by the Bank during the time of waiting for the funds or money from the release of the commodity stock as well as the capital of the Bank used as the scheme working capital of Baht 90,000 million shall be reimbursed at the rate of FDR+1. Also, the service fees for the scheme shall be reimbursed at the rates of 2-2.5% of the loan balance disbursed to the farmers.

As at 31 March 2021, the Bank conducted activities under the agricultural commodity pledging scheme (covering all kinds of agricultural commodities) for the production years of 2011/2012, 2012/2013 and 2013/2014 as follows:

Unit: Million Baht

31 March 2021							
Project	Funds used from the start of the scheme	Funds received from stock release and redemption	Budget transfer for payment	Outstanding receivables	Sources of funds used		Total
					Bank's advance payments*	Borrowings (Obligations)**	
Paddy rice pledging 2011/2012	118,656.00	60,186.13	31,517.82	26,952.05	6,026.05	20,926.00	26,952.05
Off-season paddy rice pledging 2012	218,670.00	87,316.00	60,919.69	70,434.31	11,761.31	58,673.00	70,434.31
Cassava pledging 2011/2012	27,836.00	16,662.25	5,713.52	5,460.23	5,460.23	-	5,460.23
Rubber price stabilization 2012	24,658.35	12,115.95	11,725.95	816.45	816.45	-	816.45
Total - Production year 2011/2012	389,820.35	176,280.33	109,876.98	103,663.04	24,064.04	79,599.00	103,663.04

Unit: Million Baht

1 March 2021							
Project	Funds used from the start of the scheme	Funds received from stock release and redemption	Budget transfer for payment	Outstanding receivables	Sources of funds used		Total
					Bank's advance payments*	Borrowings (Obligations)**	
In-season paddy rice pledging 2012/2013	352,278.00	136,009.55	100,132.84	116,135.61	9,845.13	106,290.48	116,135.61
Cassava pledging 2012/2013	26,909.00	16,213.89	4,916.75	5,778.36	5,778.36	-	5,778.36
Total - Production year 2012/2013	379,187.00	152,223.44	105,049.59	121,913.97	15,623.49	106,290.48	121,913.97
In-season paddy rice pledging 2013/2014	191,658.00	73,881.78	42,896.84	74,879.38	43,241.88	31,637.50	74,879.38
Total - Production year 2013/2014	191,658.00	73,881.78	42,896.84	74,879.38	43,241.88	31,637.50	74,879.38
Total	960,665.35	402,385.55	257,823.41	300,456.39	82,929.41	217,526.98	300,456.39

* The funds paid in advance by the Bank on behalf of the government while waiting for the funds or money from the stock release and the working capital of the Bank to support the agricultural commodity pledging schemes for the production years of 2011/2012, 2012/2013 and 2013/2014 (exclusive of the receivables eligible for government reimbursement of the financial costs of the said schemes).

** The funds from other financial institutions (obligations) with the government providing a guarantee for the repayment of the loan principal through the Bank's borrowings from government and private financial institutions for use as working capital for the schemes according to the cabinet's resolutions.

As at 31 March 2021, the Bank's advance payments for the agricultural commodity pledging schemes for the production years of 2011/2012, 2012/2013 and 2013/2014 was Baht 82,929.41 million, including the funds the Bank had paid in advance while waiting for the funds or money from the stock release from the government and the Bank's own funds for use as working capital for the schemes of Baht 90,000 million. According to the cabinet's resolution on 13 September 2011, the funding limit for the capital working for the agricultural commodity schemes from the government and private financial institutions was Baht 320,000 million. Upon the end of the agricultural commodity pledging scheme for the production year of 2011/2012, the cabinet passed resolutions on 2 October 2012 and 3 September 2013 to approve the implementation of the paddy rice pledging schemes for the production years of 2012/2013 and 2013/2014, respectively. The working capital limit for the production years of 2012/2013 and 2013/2014 must not exceed Baht 410,000 million, excluding the Bank's own capital of Baht 90,000 million.

8.36 Operating results of the agricultural commodity pledging schemes

As at 31 March 2021, the Bank's agricultural commodity pledging schemes under operation (including all kinds of commodities) consisted of the agricultural commodity pledging schemes for the production years of 2008/2009, 2009, 2011/2012, 2012/2013, and 2013/2014 with the aggregate value of Baht 328,788.50 million. The balance of Baht 97,499.38 million was presented in the financial statements of the Bank while the balance of the borrowings from other financial institutions, with the government obligated to repay the loan principal and interest, was Baht 231,289.12 million based on the type of sources of funds used as follows:

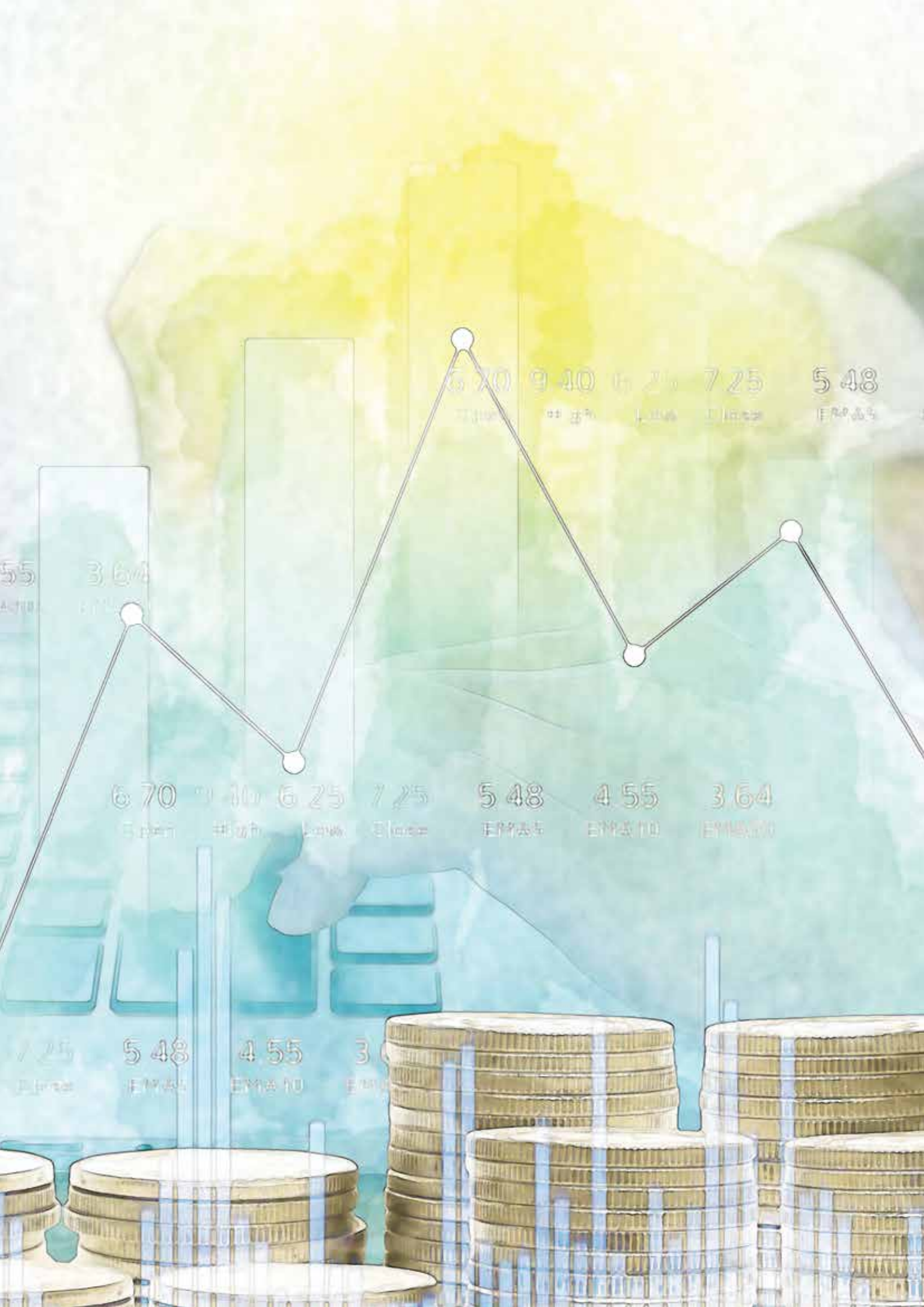


Unit: Million Baht

	31 March 2021		31 March 2020	
	sources of funds used		sources of funds used	
	Bank	Other FIS	Bank	Other FIS
Receivables from normal accounts				
Receivables eligible for government reimbursement				
In-season paddy rice pledging scheme 2008/2009	-	13,762.14	-	15,013.00
Off-season paddy rice pledging scheme 2009	14,569.97	-	16,905.39	-
Total	14,569.97	13,762.14	16,905.39	15,013.00
Total receivables from normal accounts	14,569.97	13,762.14	16,905.39	15,013.00
Receivables from public service accounts				
Loans to customers				
Rubber price stabilization scheme	816.45	-	1,059.45	5,000.00
Total	816.45	-	1,059.45	5,000.00
Receivables eligible for government reimbursement				
In-season paddy rice pledging scheme 2011/2012	6,026.05	20,926.00	7,219.69	23,576.00
Off-season paddy rice pledging scheme 2012	11,761.31	58,673.00	13,934.15	58,673.00
Cassava pledging scheme 2011/2012	5,460.23	-	6,331.39	-
Paddy rice pledging scheme 2012/2013 (Phase 1)	-	884.67	-	12,330.40
Paddy rice pledging scheme 2012/2013 (Phase 2)	9,845.13	105,405.81	10,859.25	106,094.08
Cassava pledging scheme 2012/2013	5,778.36	-	6,736.84	-
In-season paddy rice pledging scheme 2013/2014	43,241.88	31,637.50	50,242.76	35,471.50
Total	82,112.96	217,526.98	95,324.08	236,144.98
Total receivables from public service accounts	82,929.41	217,526.98	96,383.53	241,144.98
Grand total	97,499.38	231,289.12	113,288.92	256,157.98

8.37 Approval for the financial statements

These financial statements were approved by the President of the BAAC on 28 May 2021.



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Appendix

Operating Capital of BAAC in the Fiscal Years 2016–2020

Unit: million Baht

Fiscal Year Sources	2016		2017		2018		2019		2020		Average Increase/ (Decrease) Rate Per Year (%)
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	
1. Deposit	1,406,490	86.95	1,529,730	87.74	1,617,760	86.31	1,673,273	85.42	1,781,582	84.23	6.34
2. Interbank Transaction and Money Market	34,288	2.12	33,622	1.93	69,798	3.72	77,080	3.93	91,311	4.32	31.86
3. Loans	14,418	0.89	13,187	0.75	10,064	0.54	20,005	1.02	45,003	2.13	35.57
4. Other Liabilities	36,153	2.23	35,940	2.06	41,205	2.20	50,514	2.58	50,742	2.40	11.80
5. Owner's Equity	126,293	7.81	131,074	7.52	135,544	7.23	138,057	7.05	146,542	6.93	3.63
Total	1,617,642	100.00	1,743,553	100.00	1,874,371	100.00	1,958,929	100.00	2,115,181	100.00	7.02

BAAC Owner's Equity in the Fiscal Year 2016–2020

Unit: million Baht

Fiscal Year Sources	2016		2017		2018		2019		2020		Average Increase/ (Decrease) Rate Per Year (%)
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	
1. Paid-up Share Capital											
1.1 Common shares	55,945	44.30	55,945	42.68	55,945	41.28	55,945	40.52	61,945	42.27	2.15
- Held by the Ministry of Finance	55,820	44.20	55,820	42.59	55,820	41.18	55,820	40.43	61,820	42.19	2.15
- Held by Cooperatives and Private Sector	125	0.10	125	0.09	125	0.10	125	0.09	125	0.09	0.00
1.2 Preferred Shares	1	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0.00
- Employees and others	1	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0.00
2. Revaluation deficit in investments											
Investment value	0	0.00	18	0.01	(8)	(0.01)	15	0.01	19	0.01	22.16
3. Retained Earnings ^{1/}	70,347	55.70	75,111	57.31	79,607	58.73	82,097	59.47	84,577	57.72	2.93
Total	126,293	100.00	131,074	100.00	135,544.00	100.00	138,057	100.00	146,542	100.00	5.79

Remark: ^{1/} Including annual net profits, legal reserve

Public Service Account Projects Fiscal Year 2020

Projects	Performance from project inception to 31 March 2020								
	Year of Operation	Targeted Amount (MB)	Farmers/ Project Borrowers (households)	Loan Principal Debt brought forward (MB)	Loan Payment during the year (MB)	Accumulated Loan Payment (MB)	Debt Repayment during the year (MB)	Accumulated Loan Principal Repayment (MB)	Loan Principal Debt at year end (MB)
A. Produce Pledging Scheme									
1. Rubber Price Stabilization Scheme	2011			1,059.45	-	19,147.95	243.00	18,331.50	816.45
2. Buffer Stock for Rubber Price Stabilization Scheme	2014			3,895.87	-	10,600.00	-	6,704.13	3,895.87
Total Produce Pledging Scheme	xxx	-	-	4,955.32	-	29,747.95	243.00	25,035.63	4,712.32^{1/}
B. Farmer									
3. Farmer Rehabilitation Scheme	1992-1996			3.69	-	7,353.43	1.21	7,350.95	2.48
4. Restructuring Plan and Agricultural Production System Scheme	1994-1997			17.69	-	9,944.71	1.42	9,928.44	16.27
5. Pilot project to reduce cassava plantation area by raising beef cattle	1993			18.70	-	35.09	2.01	18.40	16.69
6. Pilot project to reduce cassava plantation area by planting perennials	1993			0.87	-	4.75	0.11	3.99	0.76
7. Agricultural system adjustment project in the Chao Phraya River Basin	1993			3.63	-	24.67	0.28	21.32	3.35
8. Fertilizer procurement project to help farmers	1992-1998			0.33	-	3,131.69	-	3,131.36	0.33
9. Debt restructuring for Farmer Rehabilitation Scheme and Restructuring Plan and Agricultural Production System Scheme	2005			717.56	-	-	50.89	7,204.76	666.67
Total B.		-	-	762.48	-	20,494.34	55.92	27,659.22	706.55^{2/}
C. Produce Pledging Scheme									
10. Produce Pledging Scheme, crop year 2008/2009	2008			-	-	-	-	-	-
11. Produce Pledging Scheme, crop year 2011/2012	2011			-	-	-	-	-	-
12. Rubber Price Stabilization Scheme	2011			5,000.00	-	20,000.00	5,000.00	20,000.00	-
13. Produce Pledging Scheme, crop year 2012/2013	2012			-	-	-	-	-	-
14. Produce Pledging Scheme, crop year 2013/2014	2013			-	-	-	-	-	-
Total Produce Pledging Scheme	xxx	-	-	5,000.00	-	20,000.00	5,000.00	20,000.00	-
Grand Total (B + C)	xxx	-	-	5,762.48	-	40,494.34	5,055.92	47,659.22	706.55

Remark : ^{1/} The results of the agricultural produce pledging scheme are included in the financial statements of BAAC.

^{2/} Agricultural produce pledging scheme is not included in BAAC financial statements.



Changes in Top-level and High-level Management in Fiscal Year 2020

Affiliation	Name	Position	Tenure
President of the Bank of Agriculture and Agricultural Cooperatives	Mr. Apirom Sukprasert	President	3 May 2017 - 8 October 2020
	Mr. Surachai Rasmee	Acting President	9 October 2020 - 28 February 2021
	Mr. Tanaratt Ngamvalairatt	President	1 March 2021 - Present
Branch Administration Group	Mr. Virat Wanitthanakul	Senior Executive Vice President	1 October 2018 - 30 September 2020
	Mr. Somkiat Kimawaha	Senior Executive Vice President	1 October 2020 - 10 February 2021
	Mr. Santi Charoensuk	Senior Executive Vice President	11 February 2021 - Present
Digital Strategy and Information Technology Group	Mr. Tanaratt Ngamvalairatt	Senior Executive Vice President	1 October 2018 - 28 February 2021
	Mr. Nopadol Srisun	Senior Executive Vice President	1 March 2021 - Present
Organization Strategy and Human Resources Group	Mr. Sarayut Yimyoun	Senior Executive Vice President	1 April 2020 - 30 September 2020
	Mr. Tanaratt Ngamvalairatt	Senior Executive Vice President	1 October 2020 - 10 February 2021
	Mr. Peerapong Kumchuen	Senior Executive Vice President	11 February 2021 - Present
Institution and Entrepreneur Credit Business Group	Mr. Surachai Rasmee	Senior Executive Vice President	1 October 2018 - 28 February 2020
	Mr. Somkiat Kimawaha	Senior Executive Vice President	29 October 2020 - 28 February 2021
	Mr. Surachai Rasmee	Senior Executive Vice President	1 March 2021 - Present
Personal Credit Business and Government Policy Support Group	Mr. Kasab Ngernruang	Senior Executive Vice President	1 April 2020 - Present
Foundation Economic Development Group	Mr. Somkiat Kimawaha	Senior Executive Vice President	1 April 2020 - Present
Accounting, Treasury, and Banking Business Group	Mr. Nipat Kuasakul	Senior Executive Vice President	1 July 2018 - 30 September 2020
	Mr. Kasab Ngernruang	Senior Executive Vice President	1 October 2020 - 10 February 2021
	Mr. Seksan Chankwang	Senior Executive Vice President	11 February 2021 - Present
Marketing and Community Development Line	Mr. Sarayud Tarasena	Executive Vice President	1 April 2020 - 30 September 2020
	Mr. Somchai Kompongprapa	Executive Vice President	1 October 2020 - 21 February 2021
	Mr. Phanit Phathrasarin	Executive Vice President	22 February 2021 - Present
Banking Business Line	Mrs. Nicha Uaipornrungrat	Executive Vice President	The whole fiscal year
Audit Line	Mr. Damrongchai Dechatikhom	Executive Vice President	The whole fiscal year
Information Technology Line	Mr. Wichan Sriratanawilai	Executive Vice President	The whole fiscal year
Community Organization Business Line	Mr. Somchai Kompongprapa	Executive Vice President	The whole fiscal year
Organization Strategy Line	Mr. Seksan Chankwang	Executive Vice President	1 October 2018 - 10 February 2021
	Mr. Peerapong Kumchuen	Senior Executive Vice President	11 February 2021 - 21 February 2021
	Mrs. Pawana Jaroenchaimongkol	Executive Vice President	22 February 2021 - Present
General Administration Line	Mr. Peerapong Kumchuen	Executive Vice President	1 October 2018 - 10 February 2021
	Mr. Peerapong Kumchuen	Senior Executive Vice President	11 February 2021 - 21 February 2021
	Mr. Sorat Sophannarath	Executive Vice President	22 February 2021 - Present



Affiliation	Name	Position	Tenure
Accounting and Treasury Line	Mr. Nopadol Srisun	Executive Vice President	1 October 2020 - 21 February 2021
	Mr. Ratanachai Dumnernsawat	Executive Vice President	22 February 2021 - Present
Compliance and Good Governance Line	Dr. Suwit Poolsilp	Executive Vice President	1 July 2018 - 30 September 2020
	Mr. Surachai Rasmee	Executive Vice President	9 October 2020 - 28 February 2021
	Mr. Chab Kongmon	Executive Vice President	22 February 2021 - Present
Human Resources and Organization Development Line	Mr. Santi Charoensuk	Executive Vice President	1 July 2018 - 10 February 2021
	Mr. Peerapong Kumchuen	Senior Executive Vice President	11 February - 21 February 2021
	Mr. Yotin Permpool	Executive Vice President	22 February 2021 - Present
Institution and Entrepreneur Business Line	Mr. Phanit Phathrasarin	Executive Vice President	1 April 2020 - 21 February 2021
	Mr. Yuwapon Wattu	Executive Vice President	22 February 2021 - Present
Personal Business Line	Mr. Sompob Rodklang	Executive Vice President	1 October 2018 - 30 September 2020
	Mr. Phanit Phathrasarin	Executive Vice President	1 October 2020 - 21 February 2021
	Mr. Pongphun Jongrak	Executive Vice President	22 February 2021 - Present
Digital Strategy Line	Mr. Nopadol Srisun	Executive Vice President	1 July 2018 - 28 February 2021
	Mr. Narong Sawanpopan	Executive Vice President	1 March 2021 - Present
Corporate Strategy Unit	Mr. Kriangkrai Kalharatt	Senior Vice President	1 March 2021 - Present
Central Region Branch Administration Department	Mr. Panumas Tansu	Senior Vice President	The whole fiscal year
Western Region Branch Administration Department	Mr. Yuwapon Wattu	Senior Vice President	1 October 2018 - 21 February 2021
	Mr. Nakrop Intarasalee	Senior Vice President	1 March 2021 - Present
Eastern Region Branch Administration Department	Mr. Yotin Permpool	Senior Vice President	1 April 2020 - 21 February 2021
	Mr. Chaityut Ruenjit	Senior Vice President	1 March 2021 - Present
Upper Northeastern Region Branch Administration Department	Mr. Niyom Rattanayenjai	Senior Vice President	1 October 2018 - 30 September 2020
	Mr. Wuttichai Khakhanmalee	Senior Vice President	1 March 2021 - Present
Lower Northeastern Region Branch Administration Department	Mr. Chitchai Suvichachedchu	Senior Vice President	The whole fiscal year
Upper Southern Region Branch Administration Department	Mr. Manop Jinamai	Senior Vice President	The whole fiscal year
Lower Southern Region Branch Administration Department	Mr. Monton Rattanakeal	Senior Vice President	The whole fiscal year
Upper Northern Region Branch Administration Department	Mr. Poom Kleawsirikul	Senior Vice President	1 April 2020 - 28 February 2021
	Mr. Manoch Buaong	Senior Vice President	1 March 2021 - Present
Lower Northern Region Branch Administration Department	Mr. Somkiat Sittichaiyaporn	Senior Vice President	1 October 2018 - 30 September 2020
	Mr. Poom Kleawsirikul	Senior Vice President	1 March 2021 - Present



Affiliation	Name	Position	Tenure
Legal Affairs Department	Mr. Kittipob Authaporn	Senior Vice President	The whole fiscal year
Banking and International Business Department	Mr. Unnop Suksakan	Senior Vice President	The whole fiscal year
Accounting Department	Mrs. Pawana Jaroenchaimongkol	Senior Vice President	1 October 2017 - 21 February 2021
	Miss Thanid Thitichoutwatthanakul	Senior Vice President	1 March 2021 - Present
Government Policy Department	Mr. Pongphun Jongrak	Senior Vice President	1 October 2018 - 21 February 2021
	Mr. Prasan Pulwech	Senior Vice President	1 March 2021 - Present
Deposit Department	Mr. Chab Kongmon	Senior Vice President	1 April 2020 - 21 February 2021
	Ms. Rattanasiri Lertamornvanich	Senior Vice President	1 March 2021 - Present
Audit Department	Mr. Manochai Sudjit	Senior Vice President	The whole fiscal year
Human Resources Department	Mr. Sorat Sophannarath	Senior Vice President	1 April 2020 - 21 February 2021
	Mr. Somporn Parnhon	Senior Vice President	1 March 2021 - Present
Policy and Strategy Department	Mr. Paisan Hongtong	Senior Vice President	The whole fiscal year
Management Department	Mr. Narin Somsaat	Senior Vice President	The whole fiscal year
Treasury Department	Mr. Ratanachai Dumnernsawat	Senior Vice President	1 October 2016 - 21 February 2021
	Mrs. Benyathip Singloudech	Senior Vice President	1 March 2021 - Present
Risk Management Department	Mr. Narong Sawanpopan	Senior Vice President	1 April 2020 - 28 February 2021
	Mrs. Sunee Pailboon	Senior Vice President	1 March 2021 - Present
Digital Operation Department	Mrs. Sunee Pailboon	Senior Vice President	1 October 2018 - 28 February 2021
	Mr. Visuvat Perunavin	Senior Vice President	1 March 2021 - Present
Information Technology Operation Department	Ms. Kaimuk Jungjaijarumas	Senior Vice President	The whole fiscal year
Rural Development Department	Mr. Adirek Wongkongkam	Senior Vice President	The whole fiscal year
System Development and Information Department	Ms. Kanista Gitsivavet	Senior Vice President	1 March 2021 - Present
Marketing Promotion Department	Ms. Prommakorn Promkutkeo	Senior Vice President	The whole fiscal year
Personal Credit Department	Mr. Narong Khuntiviriyakul	Senior Vice President	The whole fiscal year
Institution Credit Department	Mr. Sattha Inprom	Senior Vice President	The whole fiscal year
General Administration Department	Mr. Surin Kaewraya	Senior Vice President	The whole fiscal year
Information Technology Security Center	Mr. Panuts Mangprayoon	Director of Center	1 October 2020 - Present
Research and Innovation Development Center	Miss Arunwan Wongmaneeroj	Director of Center	The whole fiscal year
Institution of Human Resources Development	Mr. Chaisit Charoenphon	Director of Office	1 April 2020 - 30 September 2020
	Mrs. Sajjai Purichai	Director of Office	1 October 2020 - Present
Office of Customer Product Marketing and Community Based Tourism	Mr. Arupong Petchsuk	Director of Office	The whole fiscal year



Affiliation	Name	Position	Tenure
Office of Metropolitan Branch Administration	Mr. Chaikut Ruenjit	Director of Office	1 October 2017 - 28 February 2021
	Mr. Wichai Choochien	Director of Office	1 March 2021 - Present
Office of Life Insurance Deposit	Miss Thanid Thitichoutwatthanakul	Director of Office	1 October 2017 - 28 February 2021
	Mrs. Paweena Piyaphan	Director of Office	1 March 2021 - Present
Office of Fraud Management	Mrs. Kwanjai Sriratanawilai	Director of Office	The whole fiscal year
Office of Procurement	Mr. Pongbudit Attabot	Director of Office	1 July 2018 - 30 September 2020
	Mr. Dhamanoon Charoenruk	Director of Office	1 October 2020 - Present
Office of Information Technology Audit	Mr. Verachai Inklan	Director of Office	The whole fiscal year
Office of Branch Administration Department	Mr. Wongkrot Wuthisung	Director of Office	1 April 2020 - 30 September 2020
	Mr. Teerayuth Nilpat	Director of Office	1 October 2020 - Present
Office of Technology Risk Management	Mr. Nimit Sritonchai	Director of Office	The whole fiscal year
Office of Data	Mr. Kiatisak Phraworn	Director of Office	The whole fiscal year
Office of Debt Management	Mr. Udom Thompud	Director of Office	The whole fiscal year
Office of Digital Technology Planning	Mr. Wisarn Navakul	Director of Office	The whole fiscal year
Office of Insurance Business Development	Mrs. Kochpapad Boonthiemthad	Director of Office	The whole fiscal year
Office of Quality System and Process Development	Mrs. Sasinath Veeranonda	Director of Office	1 July 2018 - 30 September 2020
	Mr. Chaisit Charoenphon	Director of Office	1 October 2020 - Present
Office of Loan Administration and Collateral Control	Mr. Thongpan Oughtkaew	Director of Office	1 October 2018 - 30 September 2020
	Mr. Phinyo Saengchuang	Director of Office	1 October 2020 - Present
Office of Loan Analysis	Mr. Saringkham Silueang	Director of Office	The whole fiscal year
Office of SME and Startup Promotion Development	Mr. Ruangchai Charoenkijsupatt	Director of Office	1 April 2020 - 30 September 2020
	Mr. Jeerasak Suyakum	Director of Office	1 October 2020 - Present
Office of Corporate Governance and Compliance	Mr. Saknarong Phanargard	Director of Office	The whole fiscal year
Office of Loan Review	Mr. Sitthipong Pikunngam	Director of Office	The whole fiscal year
Office of Village Fund Law and Community Finance Organization Credit	Mr. Pluk Ardhan	Director of Office	The whole fiscal year
Office of Entrepreneur Credit	Mr. Chedtha Laepong	Director of Office	The whole fiscal year
Office of Community Enterprise Credit Promotion	Mr. Supasit Supawut	Director of Office	1 April 2020 - 30 September 2020
	Mr. Komen Kotsriwong	Director of Office	1 October 2020 - Present
Office of Marketing Communication and Public Relations	Mrs. Noppawan Panichying	Director of Office	The whole fiscal year

Contact Us



Office Hours

Monday - Friday: 08.30 - 15.30

Holidays: Saturday - Sunday and Public Holidays



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**SATISFACTION SURVEY
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