



THOMAS COOK (INDIA) LIMITED

NOMINATION CUM REMUNERATION (NRC) POLICY

Version 4.0

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Thomas Cook (India) Limited
-Nomination cum Remuneration Policy-

I. Introduction:

This Nomination cum Remuneration Policy (“**Policy**”) has been formulated pursuant to section 178 of the Companies Act, 2013 read with applicable rules made thereunder (collectively, the “**Act**”) and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (“SEBI LODR”), as amended from time to time.

The Policy has been adopted by the board of directors of Thomas Cook (India) Limited (“**Company**”) in its meetings held on 29th September, 2014, 7th August, 2018 and 1st February, 2019, from time to time on modification/ amendments in the Policy in line with applicable act, rules, regulations, etc..

This Policy lays down the guidelines to be followed in relation to:

- (A) appointment of the directors and key managerial personnel of the Company; and
- (B) fixation of the remuneration of the directors, key managerial personnel and other employees of the Company.

The objective of this Policy is to *inter-alia*:

- (a) attract, recruit, and retain good and exceptional talent;
- (b) list down the criteria for determining the qualifications, positive attributes, and independence of the directors of the Company;
- (c) ensure that the remuneration of the directors, key managerial personnel and other employees is performance driven, motivates them, recognises their merits and achievements and promotes excellence in their performance;
- (d) motivate such personnel to align their individual interests with the interests of the Company, and further the interests of its stakeholders;
- (e) ensure a transparent nomination process for directors with the diversity of thought, experience, knowledge, perspective and gender in the Board; and
- (f) fulfill the Company's objectives and goals, including in relation to good corporate governance, transparency, and sustained long-term value creation for its stakeholders.
- (g) specify the manner of effective evaluation of performance of Board, its Committee and individual directors.
- (h) Formulation of criteria for evaluation of performance of Independent Director & Board of Directors

II. Nomination and Appointment:

A. Executive Directors:

1. As per the Act, the Company is required to have a managing director(s), or a chief executive officer, or a manager, and in their absence, a whole time director.

2. The Company currently has a managing director and a whole time director in accordance with the applicable laws. Accordingly, this Policy provides for the appointment of the managing director and whole time director(s) of the Company.
3. Process to be adopted for the nomination and appointment of a Managing Director/Whole Time Director(s):
 - (a) The Chairman of the Company in consultation with the CEO of Fairfax Financial Holdings will propose the names of suitable candidates for the position of a Whole Time Director to the Committee. The Committee will identify and recommend to the board of directors of the Company ("**Board**"), person(s) who is qualified and eligible for appointment as the Managing Director/Whole Time Director of the Company, provided such person(s) meets the criteria set out under this Policy. The appointment of Managing Director shall be pursuant to the Articles of Association of the Company.
 - (b) The appointment of a Managing Director/Whole Time Director will be subject to execution of formal agreement between the Company and the Managing Director/Whole Time Director.
 - (c) The person(s) so identified and recommended by the Committee to the Board, for appointment as the Managing Director/Whole Time Director, and the agreement setting out the terms and conditions of his/her appointment and remuneration, will be subject to approval of the Board, and of the shareholders at the next general meeting of the Company or within a time period of three months from the date of appointment, whichever is earlier.
4. For a person to be appointed as a Managing Director/Whole Time Director ("**Candidate**"), he/she should fulfil/meet the following criteria:
 - (a) The Candidate should have been allotted a director's identification number.
 - (b) The Candidate should not be below the age of 21 years. If the Candidate has completed 70 years of age, then the Candidate may be appointed after complying with the provisions of Act.
 - (c) The Candidate should not be an undischarged insolvent or should not have, at any time, been adjudged as an insolvent.
 - (d) The Candidate should not have, at any time, suspended payment to his/her creditors or should not be a person who makes, or has at any time made, a composition with them.
 - (e) The Candidate should not have, at any time, been convicted by a court of an offence and sentenced for a period of more than 6 months.
 - (f) The Candidate should not be disqualified to act as a director pursuant to the provisions of the Act, SEBI LODR and/SEBI Order
 - (g) If the Candidate is already holding the office of the Managing Director/Whole Time Director, then his/her current tenure should be expiring within a period of not more than 1 year.
 - (h) The Candidate should not be a director, who has been at any time removed from directorship by the Company in accordance with the provisions of the Act and other applicable rules, regulations, guidelines, circulars, as the case may be.
 - (i) The Candidate should not have been sentenced to imprisonment for any period, or to a fine exceeding Rs. 1000, for the conviction of an offence under any of the statues

set out at **Annexure 1**.

- (j) The Candidate should not have been detained for any period under the Conservation of Foreign Exchange and Prevention of Smuggling Activities Act, 1974 (52 of 1974).
- (k) The Candidate should be a 'resident of India' as per Schedule V of the Act.
- (l) The Candidate should not be holding office as a director or any other office in a competing firm/entity with the exemption of Thomas Cook India Group Companies.
- (m) The Candidate should possess the following minimum qualification and experience:
 - (i) He/she should hold a graduate or professional degree or qualification from a reputed institution.
 - (ii) He/she should have at least 10 years of experience in business administration and management.
 - (iii) He/she should have been part of the senior management positions for at least 5 years.

B. Non-Executive Directors:

1. As per the Act, the Company is required to have a minimum of 3 directors and upto a maximum of 15 directors, which maximum number can be increased pursuant to a special resolution passed by the Company. The Act and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (SEBI (LODR)) also stipulates the composition of the Board such as gender, ratio of non-executive to executive directors, and the number of independent directors.
2. As per SEBI LODR, the top 2000 Listed Company by market capitalization is required to have minimum 6 Directors
3. Process to be adopted for the nomination and appointment of non-executive directors:
 - (a) The Chairman/Managing Director of the Company in consultation with the CEO of Fairfax Financial Holdings will propose the names of suitable candidates for the position of Non Executive Director(s) to the Committee. The Committee will identify and recommend to the Board, person(s) who is qualified and eligible for appointment as a non-executive director of the Company ("**Non-Executive Director**"), not being an independent director of the Company ("**Independent Director**"), provided such Non-Executive Director meets the criteria set out under this Policy.
 - (b) The person(s) so identified and recommended by the Committee to the Board, for appointment as a Non-Executive Director, and the agreement, if any, setting out the terms and conditions of his/her appointment and remuneration, will be subject to approval of the Board, and of the shareholders at the general meeting of the Company or within a time period of three months from the date of appointment, whichever is earlier.
 - (c) The Committee will also consider and provide its inputs on the appointment to the Board of an alternate director, small shareholders' director and a nominee director.
 - (d) As per SEBI LODR, the Company shall appoint a person or continue directorship of a person as non-executive director who has attained the age of 75 years, only after passing special resolution and explanatory statement to the notice of General

Meeting shall indicate the justification for appointing of such person as non-executive director.

4. For a person to be appointed as a Non-Executive Director (“**Candidate**”), he/she should fulfil/meet the following criteria:
 - (a) The Candidate should have been allotted a director’s identification number.
 - (b) The number of companies in which such Candidate may be holding office as a director or a chairman or committee member should not exceed the limit stipulated by the Act and SEBI LODR.
 - (c) The Candidate should not be disqualified to act as a director pursuant to the provisions of the Act and other applicable rules, regulations, guidelines, circulars, as the case may be.
 - (d) The Candidate should not be holding office as a director or any other office in a competing firm/entity with the exemption of Thomas Cook India Group Companies.
 - (e) The Candidate should possess the following minimum qualification and experience:
 - (i) He/she should be at least a graduate with a degree from a reputed institution with other educational qualifications as may be decided by the Board from time to time.
 - (ii) He/she should have atleast 5 years of experience in business administration and management.

C. Independent Directors:

1. The Company shall have such number of Independent Director as prescribed under the applicable provisions of the Act and SEBI LODR.
2. Process to be adopted for the nomination and appointment of an Independent Director:
 - (a) The Chairman/Managing Director of the Company in consultation with the CEO of Fairfax Financial Holdings will propose the names of suitable candidates for the position of an Independent Director(s) to the Committee. The Committee will identify and recommend to the Board, person(s) who is qualified and eligible for appointment as an Independent Director of the Company, provided such person(s) meets the criteria set out under this Policy.
 - (b) The Committee may also select the Independent Director from a data bank containing names, addresses and qualifications of persons who are eligible and willing to act as independent directors, maintained by an authorised agency as per the Act. However, the Committee will nonetheless carry out its own verification and satisfy itself as to the candidature of the Independent Director.
 - (c) For every appointment of an independent director, the Committee shall evaluate the balance of skills, knowledge and experience on the Board and on the basis of such evaluation, prepare a description of the role and capabilities required of an independent director. The person recommended to the Board for appointment as an independent director shall have the capabilities identified in such description. For the purpose of identifying suitable candidates, the Committee may:

- i. use the services of an external agencies, if required;
 - ii. consider candidates from a wide range of backgrounds, having due regard to diversity; and
 - iii. consider the time commitments of the candidates
 - (d) The appointment of an Independent Director will be subject to issuance by the Company of a formal letter of appointment in the manner provided by the Act.
 - (e) The person(s) so identified and recommended by the Committee to the Board, for appointment as the Independent Director, and the agreement, if any, setting out the terms and conditions of his/her appointment and remuneration, will be subject to approval of the Board, and of the shareholders at the next general meeting of the Company or within a time period of three months from the date of appointment, whichever is earlier.
 - (f) The appointment, re-appointment or removal of an independent director, shall be subject to the approval of shareholders by way of a special resolution.
3. For a person to be appointed as an Independent Director ("**Candidate**"), he/she should fulfil/meet the following criteria:
- (a) If the Candidate is already an Independent Director, then his tenure and term will be as per the Act and the SEBI LODR.
 - (b) The Candidate should have been allotted a director's identification number.
 - (c) The candidate shall have registered himself online with the Indian Institute of Corporate Affairs at Manesar for inclusion of his name in the data bank of Independent Directors and renewed from time to time.
 - (d) The Candidate should clear online proficiency self assessment test, if applicable, within the stipulate time period as per the Act.
 - (e) The number of companies in which such Candidate may be holding office as an independent director or a chairman or committee member should not exceed the limit stipulated by the Act.
 - (f) The Candidate should not be disqualified to act as a director pursuant to the provisions of the Act.
 - (g) The Candidate should not be holding office as a director or any other office in a competing firm/entity with the exemption of Thomas Cook India Group Companies.
 - (h) The Candidate shall meet the criteria of Independence as prescribed under the provisions of the Act and SEBI LODR, as amended from time to time.
 - (i) The Candidate should not be less than 21 years of age.
 - (j) The Candidate should possess the following minimum qualification and experience:
 - (i) He/she should hold one or more graduate or a post graduate degree in finance, law, marketing, sales, administration, research, corporate governance, technical operation or management or such other discipline as

may be decided by the Board from time to time from a reputed institution.

- (ii) He/she should have atleast 15 years of experience in his field of specialisation(s).
- (iii) He should have adequate knowledge and expertise in corporate governance, and business management and administration.

D. Key Managerial Personnel:

1. As per section 203 of the Act and rule 8 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, the Company is required to appoint the following whole time key managerial personnel:
 - (a) managing director, or chief executive officer or manager and in their absence, a whole-time director;
 - (b) company secretary; and
 - (c) chief financial officer.
2. The Company currently appoints on its Board, a Managing Director and a Whole Time Director. Apart from them, the Company has also appointed and will continue to appoint a Chief Executive Officer, Company Secretary and a Chief Financial Officer.

A 'Company Secretary' would mean a company secretary as defined in clause (c) of sub-section (1) of section 2 of the Company Secretaries Act, 1980, and who is appointed by a company to perform the functions of a company secretary under the Act.

A 'Chief Financial Officer' would mean a person appointed as the chief financial officer of a Company.

A 'Chief Executive Officer' means an officer of the Company, who has been designated as such by it.

3. Process to be adopted for the nomination and appointment of a Company Secretary:
 - (a) The Committee will identify and recommend to the Board, person(s) who is qualified and eligible for appointment as a Company Secretary.
 - (b) The appointment of the Company Secretary will be subject to issuance by the Company of a formal letter of appointment in the manner provided by the Act.
 - (c) The person(s) so identified and recommended by the Committee to the Board, for appointment as a Company Secretary, and the letter of appointment setting out the terms and conditions of his/her appointment and remuneration, will be subject to approval of the Board.
4. For a person to be appointed as a Company Secretary ("**Candidate**"), he/she should fulfil/meet the following criteria:
 - (a) The Candidate should be a qualified company secretary.
 - (b) The Candidate should not simultaneously be a 'company secretary in practice' after appointment in the Company.

'company secretary in practice' would mean a company secretary who is deemed to be in practice under sub-section (2) of section 2 of the Company Secretaries Act, 1980.

- (c) The Candidate should not be simultaneously employed or holding any position as a company secretary or any other post in any other firm/entity after appointment in the Company with the exemption of Thomas Cook India Group Companies.
 - (d) The Candidate should have atleast 10 years of experience in secretarial and compliance.
 - (e) The Candidate should not have been sentenced to imprisonment for any period, or to a fine exceeding Rs. 1000, for the conviction of an offence under any law.
5. Process to be adopted for the nomination and appointment of a Chief Financial Officer:
- (a) The Committee will identify and recommend to the Audit Committee, person(s) who is qualified and eligible for appointment as a Chief Financial Officer.
 - (b) The appointment of the Chief Financial Officer will be subject to issuance by the Company of a formal letter of appointment in the manner provided by the Act.
 - (c) The person(s) so identified and recommended by the Committee to the Audit Committee, for appointment as a Chief Financial Officer, and the letter of appointment setting out the terms and conditions of his/her appointment and remuneration, will be subject to approval of the Board.
6. For a person to be appointed as a Chief Financial Officer ("**Candidate**"), he/she should fulfil/meet the following criteria:
- (a) The Candidate should hold a finance degree such as MBA (in finance), CA, ICWA, or any similar degree or qualification from a reputed institution.
 - (b) The Candidate should have atleast 10 years of experience in finance.
 - (c) The Candidate should not be simultaneously employed or holding any position as a chief financial officer or any other post in any other firm/entity after appointment in the Company with the exemption of Thomas Cook India Group Companies.
 - (d) The Candidate should not have been sentenced to imprisonment for any period, or to a fine exceeding Rs. 1000, for the conviction of an offence under any law.
7. Process to be adopted for the nomination and appointment of a Chief Executive Officer:
- (a) The Committee will identify and recommend to the Board, person(s) who is qualified and eligible for appointment as a Chief Executive Officer.
 - (b) The appointment of the Chief Executive Officer will be subject to issuance by the Company of a formal letter of appointment in the manner provided by the Act.
 - (c) The person(s) so identified and recommended by the Committee to the Board, for appointment as a Chief Executive Officer, and the letter of appointment setting out the terms and conditions of his/her appointment and remuneration, will be subject to approval of the Board.
8. For a person to be appointed as a Chief Executive Officer ("**Candidate**"), he/she should fulfil/meet the following criteria:
- (a) The Candidate should possess the following minimum qualification and experience:

- (i) He/she should hold a graduate or professional degree or qualification from a reputed institution.
 - (ii) He/she should have atleast 10 years of experience in business administration and management.
 - (iii) He/she should have been part of the senior management positions for atleast 5 years.
- (b) The Candidate should not be simultaneously employed or holding any position as a chief executive officer or any other post in any other firm/entity after appointment in the Company with the exemption of Thomas Cook India Group Companies.
- (c) The Candidate should not have been sentenced to imprisonment for any period, or to a fine exceeding Rs. 1000, for the conviction of an offence under any law.

E. Evaluation:

1. The reappointment or extension of term and the remuneration of Executive Directors and Non-Executive Directors will be as per the performance evaluation report pursuant to the performance evaluation carried out by the Board (excluding the director being evaluated).
2. The Committee shall specify the manner of effective evaluation of performance of Board, Committees and Individual Director to be carried out either by the Board or Committee or an independent external agency.

F. Remuneration:

A. Executive Directors:

1. The Committee to recommend the remuneration of the Managing Director/Whole Time Director to Board for its approval.
2. Such remuneration shall be subject to approval of the shareholders of the Company, in the next general meeting.
3. The terms of the remuneration of the Managing Director/Whole Time Director shall be as under:
 - (a) The remuneration of the Managing Director/Whole Time Director will consist of the following:
 - (i) Base / Basic Salary subject to such annual increments as the Nomination & Remuneration Committee and/or the Board may determine and approve, from time to time
 - (ii) Other Allowance
 - (iii) Performance Bonus
 - (iv) Perquisites like Housing, Car/ Conveyance Allowance, Telephone, Club Fees, etc. and other retirement benefits as may be recommended by the Nomination & Remuneration Committee and approved by the Board and the shareholders of the Company.
 - (b) The Managing Director/Whole Time Director may be granted stock options.

B. Non Executive Directors:

1. The Committee to recommend the remuneration of the Non Executive Directors to the Board for its approval, and will be subject to approval of the shareholders of the Company.
2. The terms of the remuneration of the Non Executive Directors shall be as under:
 - a. Sitting fees of such amounts as may be determined from time to time and upto such amount, as may be decided by the Board and the shareholders, if required.
 - b. An incentive payment based on achievement of profitability levels for the year ended, upto such amount, based on the performance evaluation report, as may be decided by the Board and the shareholders, as required from time to time.
 - c. Increment for each year will be determined by the Committee based on the performance evaluation report and which will be subject to approval of the Board and the shareholders.
3. The Non Executive Directors may be offered stock options as may be permitted by the applicable law.
4. The approval of shareholders by special resolution shall be obtained every year, in which the annual remuneration payable to a single non-executive director exceeds fifty per cent of the total annual remuneration payable to all non-executive directors, giving details of the remuneration thereof.

C. Independent Directors:

1. The Committee to recommend the remuneration of the Independent Directors to the Board for its approval, and will be subject to approval of the shareholders of the Company.
2. The terms of the remuneration of the Independent Directors shall be as under:
 - (a) Sitting fees of such amounts as may be determined from time to time and upto such amount, as may be decided by the Board and the shareholders, if required.
 - (b) An incentive payment based on achievement of profitability levels for the year ended, upto such amount, based on the performance evaluation report, as may be decided by the Board and approved by the shareholders of the Company, as required from time to time.
 - (c) If the Company has loss or inadequacy of profits during any financial year, any non-executive Director including Independent Director may be paid remuneration in accordance with Schedule V of the Act.
3. The Independent Directors will not be entitled to any stock options.
4. In addition to the above, the Independent Directors shall be entitled to the following:

Reimbursement of actual expenses incurred, if any, in connection with attending the Board / Committee meeting of the Company.

D. Senior Management:

1. The Committee to recommend to the Board the remuneration of the Senior Management in

accordance with **Annexure 2**.

[Explanation : "Senior Management" shall mean officers/personnel of the Company who are members of core management team excluding board of directors and shall comprise of all members of management one level below the chief executive officer/managing director/whole time director/manager (including chief executive officer/manager, in case they are not part of the board) and shall specifically include company secretary and chief financial officer.]

2. Increment for each year will be determined by the Committee based on the performance evaluation report.
3. Such increment will be subject to approval of the Board.
4. The Senior Management may be offered stock options.

G. General:

1. The Board will constitute of atleast 1 woman director.
2. The Board will have atleast 1 director who has stayed in India for a total period of not less than 182 days during the financial year.
3. Atleast 6 (six) months before the retirement or immediately upon resignation of any director or whole time key managerial personnel, the Committee will initiate the process of identifying and recommending new candidates to replace such retiring or resigning directors or whole time key managerial personnel.

H. Communication of this Policy

This Policy shall be placed on the website of the Company and the salient features of the policy and changes therein, if any, along with the web address thereto shall be disclosed in the Annual Report of the Company.

Annexure 1

List of Statutes

The Managing Director/ Whole Time Director should not have been sentenced to imprisonment for any period, or to a fine exceeding Rs. 1000, for the conviction of an offence under any of the following Acts, namely:

- (a) the Indian Stamp Act, 1899 (2 of 1899);
- (b) the Central Excise Act, 1944 (1 of 1944);
- (c) the Industries (Development and Regulation) Act, 1951 (65 of 1951);
- (d) the Prevention of Food Adulteration Act, 1954 (37 of 1954);
- (e) the Essential Commodities Act, 1955 (10 of 1955);
- (f) the Companies Act, 2013;(18 of 2013)
- (g) the Securities Contracts (Regulation) Act, 1956 (42 of 1956);
- (h) the Wealth-tax Act, 1957 (27 of 1957);
- (i) the Income-tax Act, 1961 (43 of 1961);
- (j) the Customs Act, 1962 (52 of 1962);
- (k) the Competition Act, 2002 (12 of 2003);
- (l) the Foreign Exchange Management Act, 1999 (42 of 1999);
- (m) the Sick Industrial Companies (Special Provisions) Act, 1985 (1 of 1986);
- (n) the Securities and Exchange Board of India Act, 1992 (15 of 1992);
- (o) the Foreign Trade (Development and Regulation) Act, 1992 (22 of 1992);
- (p) the Prevention of Money-Laundering Act, 2002 (15 of 2003).
- (q) the Insolvency and Bankruptcy Code, 2016 (31 of 2016)
- (r) the Goods and Services Tax Act, 2017(21 of 2017)
- (s) the Fugitive Economic Offenders Act, 2018(17 of 2018)
- (t) such other laws as prescribed under Schedule V of the Act.

Annexure 2

Remuneration of Senior Management Employees

The remuneration of senior management employees shall broadly be based on the following parameters:

- a) Qualifications
- b) Experience in the field that he/she works for
- c) Knowledge, Expertise, skills and specialisation
- d) Any awards/ recognitions received
- e) Market competitiveness
- f) Performance in line with Company's objectives and policy
- g) External benchmarks within the context of group and individual performance
- h) Commitment and other personal characteristics being in line with the Company's values, such as pioneering mindset, respect for individuals, integrity, honesty, transparency, accessibility and excellence