



Enstar Group Tax Strategy Statement **FY 2021**

Enstar Group Limited's tax strategy, which is approved by EGL's Board, is aligned to our Group policies and our Code of Conduct.

Tax Risk Appetite:

- We are committed to complying with all tax laws, rules and regulations applicable to the Enstar Group.
- In evaluating potential transactions, we consider the overall commercial, financial and tax aspects.
- Where there is uncertainty or complexity in relation to a tax risk, we may seek external advice and, where appropriate, we may obtain tax clearances from relevant tax authorities.

Approach to Risk Planning:

- As part of our compliance process we aim to pay the right amount of tax in the right place at the right time. This involves disclosing the relevant facts and circumstances to tax authorities and claiming reliefs and incentives where available.
- In managing our business activities, we consider, among other factors, the tax laws of the countries in which we operate with a view to maximising value on a sustainable basis for our shareholders. We do not enter into or structure transactions that are contrived or artificial, nor do we engage in transactions that lack a business purpose.

Tax Risk Management and Governance:

- In line with the Group's risk management approach and our policies, we proactively seek to identify, evaluate, manage, monitor and mitigate tax risks. Our controls and processes are continuously monitored and improved to reflect the changes surrounding our business operations and the identification of new risks.
- We review intercompany transactions to ensure compliance with arm's length principles as defined by the OECD transfer pricing standards and relevant local law.
- The governance and controls around our tax-related risks are set by the Board of Directors and monitored by the Risk Committee and the Audit Committee of the Board of Directors.

Relationships with Tax Authorities:

- We engage with all tax authorities, with honesty, integrity, respect and fairness and in a spirit of cooperative compliance.
- Where we disagree with a ruling or decision of a tax authority, we will first consider to resolve any disputed matters through proactive and transparent discussion and negotiation.

The publication of this tax strategy statement is intended to comply with Paragraph 19(2), Schedule 19 of the Finance Act 2016 in the United Kingdom.