

THRIVENT FINANCIAL FBS STRATEGY COMMITTEE CHARTER
A Strategic Business Unit Committee

Thrivent Financial for Lutherans
("Thrivent" the enterprise)

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| <u>Purpose</u> | Pursuant to Section 22 of the Bylaws, the Board of Directors ("Board") designated a Thrivent Financial FBS Strategy Committee ("Committee") with the authority and responsibility for the oversight of current and future business unit strategies related to Thrivent Financial FBS' fraternal benefit society business ("Thrivent Financial FBS"), alignment with Thrivent's evolving corporate strategies and foundational elements. In support of its stated purpose, the Committee shall perform the duties listed below, in addition to others as deemed necessary by the Committee. |
| | STRATEGIC BUSINESS UNIT |
| | A. <u>The Committee is authorized and responsible for the oversight of Thrivent Financial FBS' strategic mission, vision, initiatives, major programs and services</u> To fulfill its responsibilities, the Committee will: |
| <u>General</u> | <ol style="list-style-type: none"> 1. Help management identify critical strategic issues facing Thrivent Financial FBS and provide thought leadership in the analysis of alternative strategic options. 2. Help management develop a strategic plan with measurable goals, time targets and success metrics for Thrivent Financial FBS. 3. Understand Thrivent Financial FBS' market/community and core competencies. Keep up to date on industry and local market trends, Thrivent member needs and how we meet the needs, the delivery mechanisms, and advances in technology opportunities to improve the delivery of services to members. 4. Review major new programs and services under Thrivent Financial FBS. 5. Assist management in developing criteria to use in evaluating potential strategic investments for this portfolio. 6. Monitor Thrivent Financial FBS' progress against measurable targets. |
| | CORPORATE ALIGNMENT |
| | B. <u>Committee is authorized and responsible for ensuring this strategic business unit's implementation of and alignment to Thrivent's foundational principles.</u> To fulfill its responsibilities, the Committee will: |
| <u>Brand & Reputation</u> | <ol style="list-style-type: none"> 1. Oversee the short- and long-term strategic brand and reputation management plan to support Thrivent Financial FBS' current and anticipated business needs, monitor the reputation environment, and ensure alignment with Thrivent's corporate brand principles. <ul style="list-style-type: none"> • Oversee and monitor the plans, resources and culture that support Thrivent Financial FBS' business and services. |
| <u>Process & Technology</u> | <ol style="list-style-type: none"> 2. Review and comment on the long-term strategic information technology plan to support Thrivent Financial FBS' business needs and goals and monitor the technological environment <ul style="list-style-type: none"> • Oversee and monitor the technology platforms to support Thrivent Financial FBS' businesses and services. • Oversee implementation of and alignment to Thrivent's corporate IT principles, such as cyber security, privacy, etc., as applicable. |
| <u>Legal and Regulatory</u> | <ol style="list-style-type: none"> 3. Oversee legal and regulatory matters impacting Thrivent Financial FBS, and alignment to Thrivent's corporate legal and regulatory principles. |

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| <u>Talent Management</u> | 4. Oversee Thrivent Financial FBS' talent management strategies, and alignment with Thrivent's broader talent management strategies, principles and practices. |
| <u>Capital Management</u> | 5. Placeholder |
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| | C. <u>Other. To fulfill its responsibilities, the Committee will:</u> |
| <u>Other</u> | <ol style="list-style-type: none"> 1. Conduct or authorize investigations into any matter within the Committee's scope of responsibilities. Engage independent counsel and other advisers as necessary to carry out its duties. 2. Set an annualized calendar of actions and responsibilities and review and track performance of those tasks throughout the year. 3. Oversee other ad-hoc activities as deemed appropriate by the Board. 4. Oversee other ad-hoc activities as deemed appropriate by the Board. |
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| <u>Membership:</u> | <p>The Human Resource & Governance Committee, in consultation with the Board Chair, will recommend assignment of Board members to committees, including the Chair of each such committee, to the Board for final approval.</p> <p>The Chief Executive Officer shall name a management representative and a committee secretary to coordinate committee activities.</p> |
| <u>Meeting Frequency:</u> | At least in conjunction with the regularly scheduled in-person Board of Directors meetings, and additionally as determined by the Committee Chair. |

May 2016