

THRIVENT HOLDINGS COMMITTEE CHARTER
A Strategic Business Unit Committee

Thrivent Financial for Lutherans
(“Thrivent” the enterprise)

<u>Purpose</u>	Pursuant to Section 22 of the Bylaws, the Board of Directors (“Board”) designated a Thrivent Holdings Committee (“Committee”) with the authority and responsibility for the oversight of current and future business unit strategies related to Thrivent Holding’s subsidiary and affiliate businesses, and other third party relationships (“Thrivent Holdings”) and alignment with Thrivent’s 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 will oversee the Thrivent Holdings’ strategic development of initiatives to attract new Thrivent members through alternative access points not directly tied to Thrivent’s captive distribution by investing in new businesses and capabilities to reach more Christians in different ways. To fulfill its responsibilities, the Committee will:</u>
<u>Thrivent Holdings’ subsidiary and affiliate businesses</u>	<ol style="list-style-type: none"> 1. Oversee development, risk, and performance of Thrivent Holdings. <ul style="list-style-type: none"> • Monitor performance, competitiveness and value of the Thrivent Holdings portfolio against stated goals, including growth and economic self-sustainability. • Monitor and provide input into the strategic prioritization of new and existing Thrivent Holdings businesses, activities and services • Monitor alignment to Thrivent’s enterprise mission (winning aspiration) 2. Oversee the development of a coherent strategy for consideration of new businesses, activities and entities, potential mergers & acquisitions, and joint ventures, and the products and services offered through Thrivent Holdings. 3. Oversee membership growth and servicing strategies within this portfolio and how such growth will contribute to Thrivent’s overall member acquisition strategy. 4. Oversee the development of the value proposition for members through existing and new Thrivent Holdings subsidiary and affiliate businesses, activities and services.
	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. To fulfill its responsibilities, the Committee will:</u>
<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 Holdings current and anticipated business needs and goals, 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 Holdings subsidiary and affiliate businesses,

	activities 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 Holdings business needs and goals and monitor the technological environment. <ul style="list-style-type: none"> • Oversee and monitor the technology platforms to support Thrivent Holdings subsidiary and affiliate businesses, activities and services. • Oversee implementation of and alignment to Thrivent's corporate IT principles, such as cyber security, privacy as applicable.
<u>Legal & Regulatory</u>	<ol style="list-style-type: none"> 3. Oversee legal and regulatory matters impacting Thrivent Holdings and alignment to Thrivent's corporate legal and regulatory principles
<u>Talent Management</u>	<ol style="list-style-type: none"> 4. Oversee Thrivent Holdings talent management strategies are in alignment with Thrivent's broader talent management strategies, principles and practices.
<u>Capital Management</u>	<ol style="list-style-type: none"> 5. Oversee appropriate management of capital within business lines.
	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. 2. Engage independent counsel and other advisers as necessary to carry out its duties. 3. Set an annualized calendar of actions and responsibilities and review and track performance of those tasks throughout the year. 4. Oversee other ad-hoc activities as deemed appropriate by the Board.
<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 2017