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JOHN J. BRENNAN

Chairman Emeritus, Vanguard

Director, LPL Financial

Chairman, Board of Governors, Financial Industry Regulatory Authority (FINRA)

Chairman, Board of Trustees, University of Notre Dame

Chairman, Vanguard Charitable Endowment Program

Lead Director, General Electric Company

Director, American Express Company

LLOYD E. CAMPBELL

Consultant, Spencer Stuart

Former Senior Advisor, Rothschild Inc.

Former Director, Argyle Securities Corporation

Former Director, Spartech Corporation

Former Director, Alderwoods Group

Past Trustee, Georgetown University

Special Advisor, Aurora Management Partners LLC

RICHARD E. CAVANAGH

Retired President and Chief Executive Officer, The Conference Board, Inc.

Director and Chairman, BlackRock Mutual Funds

Director and Senior Advisor, Fremont Group

National Chairman, Volunteers of America

Past Trustee and Chairman, Educational Testing Service (ETS) (1997-2009)

Faculty Member, Harvard University

*DONALD C. WAITE III*

Director Emeritus, McKinsey & Company

Director, Information Services Group, Inc.

Member of the Board of Overseers, Columbia University Graduate School of Business

Member of the Investment Committee, McKinsey & Company

*NANCY E. COOPER*

Director, Brunswick Corporation

Director, Teradata Corporation

Director, The Mosaic Company

Former Chief Financial Officer and Executive Vice President, CA Technologies, Inc.

Former Chief Financial Officer and Senior Vice President, IMS Health, Inc.

Former Partner, General Atlantic

*DEBORAH L. DUNCAN*

Senior Advisor, Director, and Former Executive Vice President and CFO, Fremont Group

Chair of the Board of Trustees, Smith College

*WILLIAM C. FREDA*

Retired Senior Partner and Vice Chairman, Deloitte

Former Chairman, Global Insurance Committee, Deloitte Touche Tohmatsu Limited

Former Managing Partner, U. S. Financial Services Industry Practice, Deloitte LLP

Chairman, Hamilton Insurance Group

Director, State Street Corporation

Trustee, Bentley University

Former Director, Deloitte Touche Tohmatsu Limited

Former Chairman, American Institute of Certified Public Accountants'

AICPA Insurance Companies Committee

Former Chairman, AICPA's Mutual Life Insurance Task Force

Former U.S. representative for the International Accounting Standards

Committee's Insurance Steering Committee

Former Chairman, Board of Trustees, Catholic Community Services

Former Chairman, Board of Trustees, United Way of Essex and West Hudson

*CHRISTOPHER T. JENNY*

Senior Advisor, Parthenon-EY Director, CBRE Group, Inc.

Director, Mobile Virtual Player

Director, PLT4M

Chairman, Jennus Innovation

Former President & Senior Partner, The Parthenon Group

Former Partner, Bain & Company

*DEANNA M. MULLIGAN*

President and Chief Executive Officer, Guardian Director, The Vanguard Group, Inc.

Director, Partnership for New York City

Trustee, The Economic Club of New York

Member, Stanford Graduate School of Business Advisory Council

Director, Committee Encouraging Corporate Philanthropy (CECP)

Director, Bruce Museum

Former Chair, American Council of Life Insurers (ACLI)

Former Member, President's Advisory Council on Financial Capability for Young Americans

Former Trustee, RS Investment Trust and RS Variable Products Trust

Former Director, Arch Capital Group Ltd. (ACGL)

Former President, DMM Management Solutions, LLC

Former Senior Vice President, Life and Annuity, New York Life Insurance Company

Former Executive Vice President, Market & Product Development Group, AXA Financial

Former Principal, McKinsey & Company

*GARY A. NORCROSS*

President and CEO, FIS, the world's largest provider of core processing, card issuer and transaction processing services to financial institutions and businesses worldwide.

Member of the Dean's Executive Advisory Board of the Sam M. Walton

School of Business, University of Arkansas

Director, YMCA of Florida's First Coast

Director, KIPP Jacksonville – non-profit network of college-prep, public charter schools

Director, mFoundry, Inc.

*STEPHEN J. SQUERI*

Chief Executive Officer Elect and Chairman Elect, American Express Company

Vice Chairman, American Express Company (until Feb. 1, 2018)

Member of the Board of Directors, American Express Global Business Travel

Member of the Board of Directors, J. Crew Group

Member of the Board of Trustees, Manhattan College

Member of the Board of Trustees, Valerie Fund

Member of the Board of Governors, Monsignor McClancy Memorial High School

[Board of Directors Thrivent Lutheran: www.thrivent.com/governance/](http://www.thrivent.com/governance/)

*Brad Hewitt* - Board Member and CEO: Brad joined Thrivent in 2003. In November 2008, he was promoted to COO, and in 2010 was named president and CEO. He currently serves as a member of the Executive committee of the Thrivent Financial Board. Brad serves on several boards, including Habitat for Humanity the International cooperative and mutual fund insurance federation and the Ron Blue Institute.

*N. Cornell Boggs III* - Board Member: Cornell is as a member of the Human Resource & Governance and the Thrivent Holdings Committees. Boggs currently serves as executive vice president, general counsel, and corporate secretary for Toys "R" Us, Inc., leading its global legal and legislative affairs functions.

*Kenneth A. Carow* - Board Member: Ken serves on the Audit and Thrivent Financial FBS committees. Ken is the associate dean of faculty and research at Indiana University's Kelley School of Business.

*Lynn Crump-Caine* - Board Member: Lynn serves on the Finance and Thrivent Financial FBS committees of the board. Crump-Caine spent 30 years at McDonald's Corporation, where she served as executive vice president of worldwide operations.

*Kathryn V. Marinello* - Board Member: Kathryn serves as chair for the Thrivent Financial FBS committee and serves as a member of the Executive and Finance committees. She is currently the president and chief executive officer of Hertz Global. Kathryn also serves on the boards of Hertz and AB Volvo.

Eric J. Draut - Board Member: Eric serves as a member of the Audit and Thrivent Financial FBS Committees. Eric most recently served as executive vice president and CFO for Unitrin (now Kemper Corp), a financial service holding company, and then executive chair of Lutheran Social Services of Illinois.

Kirk Farney - Board Member: Kirk serves on the Executive and Finance Committees and serves as chair for the Thrivent Holdings Committee of the board. Farney spent more than 25 years as an international banker with J.P. Morgan Securities in Chicago, most recently as global head of asset backed finance. Farney recently completed a Ph.D. in American religious history at the University of Notre Dame.

Frederick G. Kraegel - Board Member: Fred serves as chair of the Finance Committee and as a member of the Executive and Thrivent Holdings Committees. He currently serves as a managing director with Parham Partners LLC, a financial advisory firm

F. Mark Kuhlmann - Board Member: Mark serves as chair of the Human Resource and Governance Committee and a member of the Executive and Thrivent Holdings Committees. Mark served as legal counsel for Systems Service Enterprises, Inc., an information tech service business based in St. Louis, Missouri.

Frank H. (Dick) Moeller - Chair of the Board: Dick leads the board of directors as its chair and serves on the Executive committee. Dick currently serves as founding principal of Enovate Enterprises, LLC, a consulting firm focused on assisting entrepreneurs, founders, companies and organizations to achieve their full potential. He is also president and founder of Water to Thrive, a faith-based non-profit that work to bring clean water to rural Africa.