

## **2021 DIRECTOR NOMINATION APPLICATION OF JAGRUP BAINS**

**1. Explain from your perspective what VANIX does and why it matters.**

VANIX is a registered non-profit providing internet exchange services to its community. VANIX provides its participants with improved network performance at a reduced cost using peering points.

**2. Please describe your understanding of the role of a Director on the VANIX Board.**

Directors bring their experience and knowledge to provide direction and guidance to VANIX in pursuing its objectives of increasing the value of the exchange, growing capacity and increasing the profile of the exchange as a leader in this space.

**3. Why do you want to be on VANIX's Board of Directors? In responding, please indicate the specific skills and experience you have that makes you a qualified candidate.**

I have over 30 years of business and technology experience that I can bring to the Board. This includes working on implementing technology solutions with organizations in a number of sectors including Finance, Utilities, Retail, Manufacturing and Distribution, Entertainment and Services and with companies of all sizes from small organizations to Fortune 500 organizations providing solutions in areas including Sales, Finance, Analytics, Performance Measurement, and Process Improvements. My strong technical background is augmented by a strong business grounding in a number of areas (Organizational Behavior, Marketing, Finance and Sales).

**4. What do you think are the top 3 challenges and opportunities facing VANIX in the next 3 to 5 years? What approach would you take to addressing these issues?**

I believe the top three opportunities for VANIX are

- translating the strategic goals into tactical plans
- leveraging VANIX capabilities and offerings to take advantage of the rapidly evolving work model of hybrid and remote work environments
- growth of VANIX's leadership position in the internet exchange space

The top three challenges include

- ensuring that VANIX is positioned to take advantage of changes within the environment such rapidly changing corporate work environments due to COVID
- sustaining the organizational health of VANIX
- ensuring that short-term plans do not put long-term goals at risk

My approach is to review initiatives and plans individually as to their individual value and benefit to VANIX and also assess collectively to ensure that there is synergy in the path forward to maximize value to VANIX.

**5. If elected as a Director, can you make the required time commitment to contribute significantly to VANIX in accordance with what is generally expected of Directors?**

Yes

**6. If elected as a Director, are you prepared to abide by the VANIX Articles of Incorporation, By-laws, Board Resolutions and Policies, as amended from-time-to-time?**

Yes

**7. Do you agree to abide by the VANIX process for candidate nominations for the election of Directors that has been described to you?**

Yes