



2022

Environmental, Social and Governance Report

Cable One®

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Letter from the President & CEO

At Cable One, our Purpose is connecting our customers and communities to what matters most. We are proud to be the trusted broadband provider for nearly 1,200 communities across rural America, providing exceptional customer service, building a state-of-the-art network and strengthening the communities we serve through our philanthropic initiatives.

We are committed to delivering profitable and responsible growth - living the long-held values we inherited from the Graham family - while also making a positive impact for our associates, customers and shareholders. In keeping with this commitment, we are continuously working to deliver meaningful impact across the Environmental, Social and Governance (ESG) spectrum. As we share with you our inaugural ESG report, we are pleased to showcase our efforts in being a good environmental steward, investing in our associates and communities and fostering best practices across our business.

Environmental Stewardship

Protecting our environment is critical and we are committed to an ethic of responsible stewardship by engaging in eco-friendly practices in order to lessen our impact on the environment. These practices extend to water conservation, energy management and reducing waste. We strive to continuously improve our environmental performance as an integral part of our business strategy and operating methods.

Investing in our Associates & Communities

The success of our company is directly tied to our talented team of associates. Together we have built an inclusive workplace that promotes diversity, opportunity and professional development. Our commitment to cultivating an inclusive and diverse workplace that is purpose-driven and engaging is reflected in a few recent recognitions, including the WICT Network Top Companies for Women to Work list, Forbes Best Mid-Sized Employers list and Newsweek's America's Greatest Workplaces for Women list.

Our associates' commitment to our customers and passion for giving back to the communities we serve has created a unique culture that continues to flourish. Our associates spend thousands of hours each year sharing their time and talents with food banks, animal shelters, senior centers, health organizations and homeless centers to name a few. We are also proud to share that Cable One's Charitable Giving Fund, launched in 2021, provides \$250,000 in grants annually to local nonprofit organizations in our markets, concentrating support in the areas of education and digital literacy, hunger relief and community development. Through donations of both time and funds, Cable One and our family of brands (Sparklight, Fidelity, ValuNet, Hargray and CableAmerica) are committed to helping improve the communities our associates call home.

Corporate Governance

At every level of our company, we adhere to the highest ethical standards, fostering an environment of accountability, transparency and trust in our business. Our strong corporate governance helps us live our values and deliver excellent service to our customers, associates and communities while creating long-term value for shareholders.

I invite you to explore this report to learn more about Cable One's ESG performance during 2022. We are pleased with our progress and remain committed to making continued, measurable and positive impacts across our footprint.



Julie Laulis,
President,
CEO and Chair of the Board



Our Company

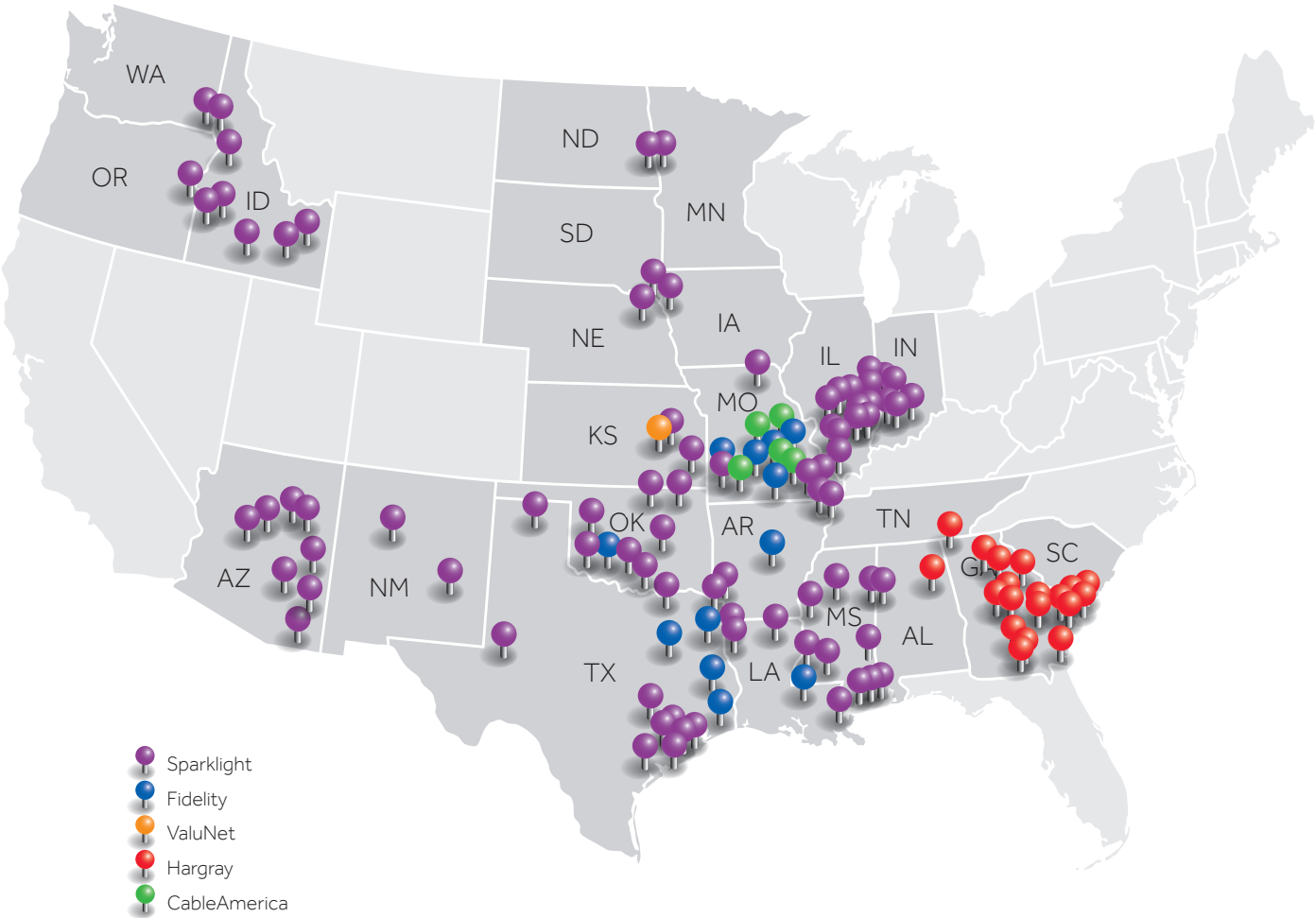
Cable One, Inc. (NYSE:CABO) is a leading broadband communications provider committed to connecting customers and communities to what matters most. Through our family of brands (Sparklight®, Fidelity, ValuNet, Hargray, and CableAmerica), we strive to deliver an effortless experience by offering solutions that make our customers' lives easier, and by relating to them personally as our neighbors and local business partners.



Powered by our fiber-rich infrastructure, the Cable One family of brands provides residential customers with a wide array of connectivity and entertainment services, including Gigabit speeds, advanced Wi-Fi and video. For businesses ranging from small and mid-market up to enterprise, wholesale and carrier, we offer scalable, cost-effective solutions that enable businesses of all sizes to grow, compete and succeed.

We believe the services we provide are critical to the development of new businesses and drive economic growth in the non-metropolitan, secondary and tertiary markets that we serve in 24 Western, Midwestern and Southern states.

Cable One®



Our Values

Do right by those we serve:

We always consider the impact of our actions on the customers, communities and other stakeholders at the heart of our work

Drive Progress:

We actively seek new ideas, solutions and ways to continuously improve the experience we deliver

Lend a Hand:

We work to make a difference for each other, our customers, and the communities we serve

Cable One's values shape our behavior and guide how we do business in the communities we serve.

We are dedicated to leveling the playing field for rural markets, recognizing the crucial need for affordable, high-speed internet. Reliable connectivity is essential in empowering individuals, businesses and communities to thrive in today's digital world.

To help bridge the digital divide, we continually invest in and expand our network infrastructure across our 24 state footprint, delivering fast and reliable, high-speed internet service. With capital investments of nearly \$1.1 billion since 2020, our state-of-the-art network delivers Gig speeds to residential customers across 99 percent of our footprint and lays the groundwork for 10 Gigabit (10G) speeds.

Our customer-centric approach ensures we understand the specific needs of our residential and business customers, allowing us to tailor our products and support accordingly. By providing personalized and responsive service, we are building strong relationships with those we serve while keeping them connected to school, work, family and friends, entertainment and more.



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Our Commitment to ESG

Our focus on corporate responsibility goes hand-in-hand with our long-term, unwavering commitment to the cities and towns we serve and our first value — do right by those we serve. We understand that we have a profound impact on the communities in which we operate and we recognize the importance of conducting our business in a responsible and sustainable manner. By actively embracing environmental, social and governance (ESG) initiatives, we demonstrate our dedication to creating long-term value for all our stakeholders.

Our environmental stewardship begins where we live and work. We are committed to adopting sustainable business practices that help preserve our planet's natural resources and ensure the health and safety of our associates, customers and communities. These practices seek to reduce our energy consumption, waste generation and carbon emissions. By prioritizing environmentally-friendly solutions, we contribute to the health of our planet and respond to the increasing customer demand for sustainable and environmentally conscious products and services.

Being a strong local community partner is central to our values. Cable One and its family of brands (Sparklight®, Fidelity, ValuNet, Hargray and CableAmerica) are committed to advancing education, strengthening communities and improving lives across the more than 200 cities and towns in the 24 states we serve. Through our philanthropic initiatives and donations of time and resources, we provide support

for nonprofit organizations to build strong and vibrant communities, improve quality of life and make a positive difference where we live and work. By addressing social issues and championing inclusivity and diversity, we will continue to ensure that we are the kind of company our communities are proud to call a neighbor.

Being a strong local community partner is central to our values.

Strong governance practices are a cornerstone of our corporate responsibility efforts. We are committed to transparency, accountability and ethical conduct in all aspects of our business operations. By upholding high standards of governance, we build trust and credibility with our stakeholders, including investors, customers, associates and regulators. We recognize that sound governance practices are essential for maintaining market confidence and ensuring our long-term sustainability and success.





Environmental

Environmental Stewardship

At Cable One, we firmly acknowledge the interconnectedness of our future with the well-being of the individuals we serve and communities in which we operate. We understand that our actions have far-reaching implications, and as such, we are committed to practicing environmental stewardship at every level of our organization.

Our dedication to sustainable business practices extends to reducing energy consumption, minimizing waste generation and conserving water resources. By incorporating sustainable practices into our day-to-day operations, we strive to minimize the negative impact we have on the environment.

As part of our environmental stewardship efforts, we actively engage in partnerships with environmental organizations and our local communities. We believe that collective action is crucial in safeguarding our planet for future generations. By joining forces with like-minded stakeholders, we are helping drive improvement toward a greener future.

We understand that sustainability is a journey and while we are proud of our achievements, we know there is more we can do. We will continue to improve and innovate for our customers, operating in an increasingly sustainable manner and lessening our impact on the environment.



Electronic Waste Cycle: Reduce, Reuse, Recycle

Cable One is committed to the reduction of waste generated by our business.

When it comes to the network equipment that enables our service in our customers' homes, it's a story of "one product, many lives."

Because we own much of the customer-premise equipment in our network – the cable modems and set-top boxes in our customers' homes and businesses – we enhance the sustainability of our operations through reuse and recycling. When equipment returned to us is in working order, we refurbish it and redeploy it for reuse by other customers. When this equipment has reached the end of its lifecycle



with Cable One, we work with brokers who resell it to network operators, often in developing countries. And if the equipment is damaged beyond repair, we may harvest it for usable parts before sending it to partners that responsibly recycle it.

It is important for us to effectively manage our resources, achieve cost efficiencies and foster sustainability. We do this with Cable One's office equipment. When its useful life at Cable One ends, we seek to find it a new home or have it ethically recycled. In 2022, we reduced solid waste by more than four tons by recycling or reselling more than 1,250 devices.

Decreasing paper usage throughout the company is another area in which we are committed. A cornerstone of this commitment is encouraging our customers to adopt paperless billing. Electronic billing is efficient and timely, allowing us to communicate more directly with our customers. Paperless billing also streamlines the billing process and decreases recurring expenses associated with printing materials, postage and labor. Through increased paperless billing adoption, we hope to eliminate the use of millions of sheets of paper and envelopes per year.

The value of our paperless billing initiative is brought to life even more through our partnership with the Arbor Day Foundation. To date, donations from Cable One are responsible for planting 120,000 trees, and we're committed

to planting an additional 10,000 trees each year on behalf of our customers who choose paperless billing. These new trees help offset carbon emissions while offering additional benefits, including cleaner air and water, soil stabilization and wildlife habitat.



The impact of this effort is significant. Over their lifetime, 120,000 trees can avoid and sequester 324,866 metric tons of carbon; avoid and remove 874 tons of air pollution and avoid 43,719,710 gallons of water runoff.

Reducing Energy Usage

We continually seek to achieve greater energy efficiency throughout our operations. Five aspects of our energy usage are discussed below.



Fleet

Cable One operates a fleet of more than 1,900 vehicles to serve customers and maintain our network. We replace a significant number of vehicles each year, taking advantage of improvements that newer, more environmentally-friendly vehicles provide in overall efficiency and fuel economy. Additionally, with an increasing number of customers completing self-installation of set-top boxes and modems, we have decreased the number of in-person service calls and thus vehicles on the road and miles driven.



Facilities

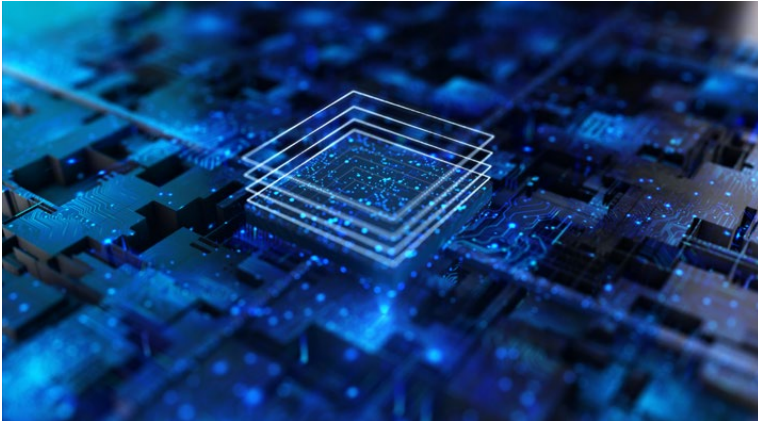
Our corporate headquarters, which is our largest facility, is a six-story structure located in Phoenix. We have made a variety of environmentally-friendly improvements since the purchase of the building, including the installation of low-emissivity, high-efficiency windows and motion-sensor LED lighting to reduce energy consumption and costs. To help encourage the use of low-emission vehicles, we have installed 10 charging stations for electric and hybrid-electric vehicles in our parking garage.



Associates

Because we educate our associates on the positive impact of reducing their own carbon footprint, many contribute personally with their own commitments. Some drive electric or hybrid vehicles and utilize the company-provided charging stations, while others carpool, take public transportation or bike to work.

Reducing Energy Usage



Network

Investing in innovative technology drives our focus on increasing the energy efficiency of the devices in the homes and businesses of our customers. Significant improvements continue to be made in the energy efficiency of these devices through the efforts of a wide variety of industry participants, including standards organizations in which Cable One participates. In 2022, the average energy efficiency of digital video recorders was 46% better than it was nine years earlier, falling from 267 watts to 146 watts. Non-DVR set-top efficiency improved by 59% over the same time period, with the average set-top consuming 49 watts. As a broadband-first company, we lease modems that consume just a fraction of the energy of video set-top devices. As we continue our transition to a set-top free video product, our power consumption rates continue to decline.



Facilitation of the Virtual World

The very mission of our business helps contribute to carbon footprint mitigation — connecting people to what matters most. Our broadband network enables vast numbers of individuals to work from home, learn at home, stay connected to distant family and friends and be entertained at home, all of which can help reduce a customer's carbon footprint. We are proud to help make that possible.

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Social Responsibility

Investing in our Associates and Communities

Our roughly 3,200 associates are Cable One’s greatest asset, united around our purpose of providing communities the connectivity that enriches their worlds. More than 75% of our associates live in the communities they serve, and our goal is to be the most trusted provider of communication and entertainment services to our customers and neighbors. While Cable One operates under several brands — Sparklight®, Fidelity, Hargray, ValuNet and Cable America – we are united in providing an exceptional experience for all of our customers.

OUR PRINCIPLES:

Committed: Because we value each and every customer, we work hard to keep their business and support our communities.

Helpful: We deliver support in the ways that are most useful to our customers and address their needs with expertise, respect, and empathy.

Proactive: We understand what our customers need, and actively work to make their relationship with us seamless, easy, and rewarding.

Personal: We know our customers well and tailor our communications and interactions to address their needs and expectations.

Retaining and Attracting Top Talent

The success of our growing business is built by working together as one company, one culture and one team. Our culture encourages associates to be engaged and committed while valuing and supporting each other. Operating in 24 states requires the ability to attract, seek, hire and retain top talent. At Cable One, we foster a diverse and inclusive culture by offering competitive compensation, a comprehensive rewards program and opportunities for all of our associates to grow personally and professionally in an environment that values and respects different cultures, experiences and viewpoints. We have a long track record of promoting associates from within the company, including Julie Laulis, our Chair of the Board, President and CEO, who has been with Cable One for more than 20 years and began her career at the company as a Director of Marketing.

We attract associates who:

- want a thriving and rewarding career
- have respect for the communities where they live and work
- appreciate a focus on wellness (physical, emotional, financial, and career)
- balance work and life and enjoy an open and inclusive workplace

Veteran Talent

Recognizing the talents that veterans offer, we proudly employ more than 200 veterans and continually seek to



increase veteran hiring by offering referral incentives to associates and partnering with veteran organizations.

Total Rewards

Our total rewards compensation philosophy encompasses pay, health benefits, incentives, wellness and career development options. Cable One has a pay-for-performance philosophy that permeates our organization. Merit increases are based on individual performance and market conditions. Meanwhile, all associates are eligible for an annual bonus based on objective corporate performance goals shared by everyone in the company, including the CEO. In addition, Cable One offers a 401(k) retirement plan with a generous company match fully vested on day one; assistance with

Investing in our Associates and Communities

work-life experts; a health advocate program; anniversary milestone rewards; complimentary data, video, and voice services for associates living within our service area; and discounts at retailers and other merchants.

Investing in our Associates

Investing in the development and careers of our associates allows them to reach their potential in a competitive, constantly changing, and innovative industry. We engage our associates through internal and external programs that challenge them to strive for continuous improvement and develop specialized knowledge and leadership skills. Associates have 24/7 access to online development programs for professional skills and certification preparation through our e-Learning platform. Specialized technical training for eligible associates helps them stay at the top



of their profession and provide exceptional service to our customers. In addition, our internal recognition program helps individuals acknowledge and reward their fellow associates throughout the organization for a “job well done.”

To prepare associates for current and future leadership roles, we invest in Leadership Development programs for all Associates - from frontline leaders to executive leadership - through both in-house and third-party learning and development programs. We are strong advocates and supporters of training and education inside and outside the company. Our tuition reimbursement program has benefited associates at a value of nearly \$5 million since 2001. Associates regularly earn certificates in areas such as network programming, data analysis and network administration and security, and many move on to higher-level positions. Others leverage our educational benefits to earn their associate's, bachelor's and master's degrees.

Health and Safety

We prioritize the well-being of our employees by providing a safe working environment and promoting their physical and mental well-being. We invest in comprehensive safety training, implement robust protocols and regularly assess and improve our practices to maintain the highest standards of occupational health and safety.

Our “prevention is safest” philosophy is embedded in our culture. We value the trust that our customers place in us and seek to preserve that trust with policies and processes



to deliver compliance with federal, state and local safety laws and regulations, as well as customer expectations. We have mandatory compliance and safety training for associates throughout the company, with more than 21,000 instructional hours completed in these areas in 2022.

Our Safety Team, responsible for education and training, regularly analyzes indicators and areas where risks and injuries can occur, helping us as we strive to eliminate hazards. Health and safety are responsibilities shared by all associates, from management to technicians. Every associate has an obligation to stay informed about safety initiatives and to report unsafe conditions or actions to their supervisor. Contractors working on behalf of Cable One also must ensure that their employees adhere to all federal, state, and local environmental laws and safety requirements.



Investing in our Associates and Communities

Investing in Our Communities

In addition to corporate-sponsored programs, Cable One partners with nonprofits across our footprint and in Phoenix. Our values guide how we do business — “do right by those we serve, drive progress and lend a hand.” Our associates live these values every day by supporting their local communities. Associates also have the flexibility and empowerment to engage in causes they are passionate about by volunteering their time and talents with local community organizations.

To support these efforts, we have an “Angel Day” program that provides each associate with one paid day off per year to volunteer at a local nonprofit organization. This program helps ensure that associates are dedicated to and have a personal stake in making a difference in the communities where they live and work. Many associates also serve as volunteers or board members for organizations that support our communities.

We are committed to advancing education, strengthening communities and improving lives in the cities and towns we serve. Through our philanthropic initiatives and partnerships, we provide support for nonprofit organizations to build strong and vibrant communities, improve quality of life and make a positive difference where we live and work. In support of that effort, we award \$250,000 in grants annually to non-profits across our footprint through the Cable One Charitable Giving Fund.

Many of our other philanthropic efforts complement our business strategies, including donations to elementary and high school educational programs, after-school programs and vocational-technical schools that support digital literacy. One example of this commitment is the company’s annual “Dream Bigger” social media campaign, which funds local K-12 school or club science, technology, engineering or math (STEM) projects. Over the past four years, \$110,000 has been awarded to STEM initiatives across the company’s footprint.

Our associates live these values every day by supporting their local communities.

Beyond educational commitments, the company responds to events and issues, including natural disasters, such as hurricanes and tornadoes, as well as the COVID-19 pandemic. The Cable One Charitable Giving Fund also supports animal shelters, senior centers, health organizations, homeless centers, Habitat for Humanity and hospitals to name a few beneficiaries.

Charitable Giving Highlights

We are committed to advancing education, strengthening communities and improving lives in the cities and towns we serve.

School and Education Support

As part of an ongoing initiative to help bridge the digital divide in Title I schools, we donate new Chromebooks to schools in our communities. In 2022, Cable One donated 550 Chromebooks through its Charitable Giving Fund to 11 Title 1 schools.

Food Banks

In addition to food donations to local food banks, many community food banks and senior centers benefit from associate volunteers who help with tasks such as loading carts, cleaning and stocking warehouses and preparing senior care packages.

Angel Day

Cable One associates select their own nonprofit organization to donate their time and talents during a paid day off.



Diversity, Equity and Inclusion

Diversity, Equity and Inclusion

We are an equal-opportunity employer that strives to provide an inclusive and respectful environment that represents a wide range of backgrounds, cultures and experiences. We are committed to fostering an environment in which all associates and customers are valued. We foster a diverse and inclusive culture by offering competitive compensation, a comprehensive rewards program and opportunities for all of our associates to grow personally and professionally.

Our accomplishments in building a world-class organization reflect our commitment to a diverse and talented workforce. Women represent 33% of our total associate base and 37% of management-level positions. A majority of the members of our Board of Directors are female, including our Chair of the Board, President and CEO. In recognition of these efforts, Women in Cable Telecommunications Network, named Cable One as one of 2022's Top Companies for Women to Work based on the results of their most recent pay equity, advancement opportunities and resources workplace diversity survey.

Harassment and violence are not tolerated at any location, and we encourage any associate who has concerns to speak with our management team or report their concerns anonymously via our Ethics Hotline, which is available 24/7 and is operated by an independent company. Our Open Door Policy encourages associates to raise work-related issues or concerns in good faith to any member of management, including our CEO, without fear of retaliation.



Expanding our Commitment to Supporting Diversity Internally and Across Our Communities

Our Inclusion and Diversity Advisory Board (the "I&D Advisory Board") is made up of individuals from across the organization, ranging from frontline associates to members of management. The I&D Advisory Board was created to further strengthen a culture of respect and inclusion at Cable One. The Board cultivates resources that are accessible on our intranet; brings in outside speakers and hosts events to inform, educate and provide all associates with a voice to share their unique experiences, perspectives and viewpoints. In 2022, nearly 2,300 associates joined the wide variety of sessions offered.

We are committed to fostering an environment in which all associates and customers are valued.

Through our corporate giving program, we support national organizations dedicated to advancing education and diversity, including Special Olympics, the Emma Bowen Foundation and the National Diversity Council. Additionally, Cable One annually supports Adaptive Spirit's annual networking event in support of the U.S. Paralympics Ski and Snowboard Team. Adaptive Spirit is a not-for-profit trade association that provides education, recognition, information and networking opportunities for telecommunication companies, content providers and others who supply products and services to the industry. Sponsorship of this annual event helps fund the development and training of the remarkable athletes who make up the U.S. Paralympics Ski and Snowboard Team. As a result of the organization's generosity, millions have been raised over the years, touching thousands of lives and enabling the team the opportunity to remain one of the top adaptive ski teams in the world.

Data Privacy and Security

Data Privacy and Security

We recognize the importance of protecting customer data in order to do right by those we serve. We have created a layered security approach leveraging people, process and technology — structuring our cybersecurity program to align with the National Institute of Standards and Technology (NIST) Cybersecurity Framework and with applicable laws, regulatory requirements and acceptable industry best practices.

We have a dedicated internal cybersecurity team that oversees information security, cyber and technology risk and IT compliance. This team maintains our readiness and security posture by working with independent external cybersecurity advisors to identify, assess, mitigate and remediate material cyber risks and issues. We conduct annual audits as required for compliance with Sarbanes-Oxley Act (SOX), Payment Card Industry (PCI) and otherwise where applicable. Our cybersecurity team also conducts annual incident response plan rehearsals as well as third-party penetration testing and risk assessments based on NIST standards and the Cybersecurity Framework (CSF).

As part of our program, we require mandatory cybersecurity, privacy and information handling training for all new associates upon onboarding and annually thereafter for all associates. We also conduct regular training throughout the year for our associates, including contractors, on topics such as phishing, social engineering and general cybersecurity

awareness. To validate the effectiveness of our training, simulated phishing campaigns are conducted quarterly for all associates.

At least quarterly, Cable One's cybersecurity team reports to either the Nominating and Governance Committee of the Cable One Board of Directors or the full Board on the Company's technology and cyber risk profile, programs and key initiatives, including the maturity of our cybersecurity framework and how we compare to certain industry benchmarks.

As part of our cybersecurity program, we incorporate intelligence sharing about emerging threats through collaboration with other companies in our industry, consultants and public-private partnerships with government intelligence agencies, such as the Arizona Cyber Threat Response Alliance (ACTRA) and The Internet and Television Association (NCTA).



In addition, all of our business lines, including Sparklight® and each of the associated Cable One family of brands, maintain privacy policies governing data protection that are publicly available on the commercial website of each of our brands.



Governance

Corporate Governance

Corporate Governance

Our commitment to diversity and inclusion starts with our Board and flows through our organization. The Board considers, as a matter of practice, the diversity of prospective nominees (including incumbent directors), both culturally and in terms of the variety of viewpoints on the Board, which may be enhanced by a mix of different professional and personal backgrounds and experiences.

A key goal of these diversity efforts is to encourage and embrace cognitive diversity that will provide a variety of perspectives about the complex issues facing the company in order to benefit our business and stakeholders. The Board evaluates diverse candidates for every vacancy and, consistent with past practice, will consider women and/or persons of color in each candidate pool from which we select non-incumbent director nominees. Each of the last three open positions on the Board has been filled with a female director, including one who is African-American.

In addition, we have taken proactive steps to engage with our stockholders. During 2021, 2022 and 2023, we conducted extensive outreach initiatives to solicit feedback on corporate governance matters. In response to the valuable feedback received from our stockholders, we have taken concrete actions to enhance our corporate governance practices. One of the notable changes we made was adopting a proxy access by-law, which enables stockholders who satisfy the applicable

requirements to nominate and include in our annual meeting proxy materials director nominees constituting up to the greater of two directors or twenty-five percent of our Board. Furthermore, we amended our charter and by-laws to reduce the voting requirement necessary for stockholders to adopt, amend, alter or repeal any provision of our by-laws from a super-majority to a majority voting standard.

Executing Principles of Good Governance

Our commitment to excellence begins at the top of our organization with our Board of Directors and executive leadership team. Our Board oversees the overall direction of Cable One's business strategy, including the capital investments we make that drive innovation and improve our customer experience.

As of June 1, 2023, our Board consisted of eight members, seven of whom are independent. Our President and CEO also serves as the Chair of the Board, which we believe is appropriate and in the best interests of the company because of her in-depth strategic and operational knowledge of the opportunities and challenges facing Cable One. This dual role promotes decisive leadership, accountability and clarity in the overall direction of our business strategy, as well as effective decision-making and strategic alignment between the Board and our senior management. We believe this approach also facilitates clear and consistent communication of the company's strategy to all stakeholders.



Our Board-appointed Lead Independent Director chairs executive sessions of Board meetings and consults with our CEO and executive leaders on Board agenda topics. The role of Lead Independent Director also provides strong leadership of the non-management directors and helps the Board provide effective independent oversight of the Chair of the Board and CEO.

Our Board

Our Board is comprised of a diverse mix of highly qualified individuals. We are proud that a majority of our Board members are female, including the Chair of the Board.



Brad D. Brian
Chair, Munger, Tolles & Olson LLP



Deborah J. Kissire
Retired Partner,
Ernst & Young LLP



Julia M. Laulis
Chair of the Board, President
& Chief Executive Officer



Mary E. Meduski
President & Chief Financial Officer,
TierPoint, LLC and Cequel III, LLC



Thomas O. Might
Retired Chair & Chief Executive
Officer of Cable One, Inc.



Sherrese M. Smith
Managing Partner,
Paul Hastings LLP



Wallace R. Weitz
Founder, Weitz Investment
Management, Inc.



Katharine B. Weymouth
Chief Operating Officer,
FamilyCare

Board Committees

Our Board oversees the overall direction of Cable One's business strategy, including the capital investments we make that drive innovation and improve our customer experience.



Audit Committee

The Audit Committee assists the Board in overseeing our financial statement integrity, independent accountants' qualifications and independence, internal audit staff performance, and other related matters. All members of the Audit Committee are non-employee directors, financially literate and "independent" within the meaning of the listing standards of the NYSE.



Executive Committee

The Executive Committee's responsibility is to review and advise the Board and senior management on the company's strategy, operating plans, and performance as needed. It also performs such other duties or responsibilities as may be delegated to it from time to time by the Board.



Nominating and Governance Committee

The functions of the Nominating and Governance Committee include overseeing our corporate governance practices; identifying, reviewing and recommending to our Board individuals for election to the Board; overseeing our strategy, practices, reporting efforts and risk management with respect to environmental matters, including climate related risks; and monitoring, reviewing and discussing with management our cybersecurity preparedness, including related risk management programs and practices. All members of the Nominating and Governance Committee are non-employee directors and have been determined to be "independent" within the meaning of the listing standards of the NYSE.



Compensation and Talent Management Committee

The Compensation and Talent Management Committee determines and approves the compensation of our CEO; reviews and approves the compensation of our other executive officers; oversees the development and implementation of our compensation plans; and oversees our human capital programs, policies and practices. All members of the C&TM Committee are non-employee directors and have been determined to be "independent" within the meaning of the listing standards of the NYSE and SEC rules applicable to service on compensation committees.

Corporate Governance Highlights

We maintain effective oversight and accountability through sound corporate governance policies. Below are highlights of some of our policies and practices:

- Seven of our eight Board members are independent, and we have an engaged Lead Independent Director
- Majority voting standard for Board members in uncontested director elections
- Annual election of all directors beginning in 2023
- Annual Board and Committee evaluations
- Regularly conduct executive sessions of our independent directors
- Audit, Compensation and Talent Management, and Nominating and Governance Committees are comprised solely of independent directors
- Robust executive and non-employee director stock ownership guidelines

Director onboarding for new members

- Seven of our eight directors have served on the Board for less than nine years and we have added three new directors to the Board over the past five years

We have adopted a proxy access by-law

No stockholder rights plan

Membership for all directors in the National Association of Corporate Directors

Well-balanced executive compensation program that reflects our pay-for-performance philosophy where a substantial portion of executive compensation is at risk and tied to objective performance goals

Annual equity compensation awards extended beyond executives to manager-level associates

Competitive market analysis of peer group pay practices

Independent, third-party compensation consultant engaged by the Compensation and Talent Management Committee

Vigorous clawback policy

Hedging and pledging are prohibited for directors, officers, and associates who are members of our restricted trading population

We provide annual training for our associates with respect to our Code of Business Conduct and Ethics

Our Code of Business Conduct and Ethics contains our formal policy against bribery and improper payments to government personnel

Board's Role in Risk Oversight



Board's Role in Risk Oversight

The Board actively considers strategic decisions proposed by management, including matters affecting the business strategy and competitive and financial positions of the company, and monitors our risk profile. Board meetings are focused on strategic matters affecting major areas of our business, including operational, execution and competitive risks and risk management initiatives.

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The Board fulfills certain risk oversight functions through its standing committees. For example, the Audit Committee plays a key role in risk oversight, particularly with respect to financial reporting, accounting, and compliance matters;

the Compensation and Talent Management Committee addresses the risk profile of the company's compensation program, policies, and practices; and the Nominating and Governance Committee oversees corporate governance-related risk associated with our governance practices and profile, as well as our risks and practices related to cybersecurity and environmental matters, including climate related risks.

Risk oversight activities are supported by internal reporting structures that designed to surface directly to the Board key matters that can affect the company's risk exposures, as well as by our leadership structure. The company's Disclosure Controls Committee reports directly to the Audit Committee on certain matters relating to our public disclosures. We also have an enterprise risk management (ERM) program designed to identify, assess, prioritize, manage, and mitigate major risk exposures that could affect our ability to execute on our corporate strategy and fulfill our business objectives. Our ERM program is administered by a risk council made up of members of senior management supported by subject matter experts within our organization. Representatives of the risk council report to the Audit Committee to establish a mutual understanding of the effectiveness of our risk management practices and capabilities, to review our risk exposure and tolerance, and to elevate certain key risks for oversight at the Board level.

Stakeholder Engagement

We regularly engage with various stakeholders, including associates, customers, investors, industry, governmental and nonprofit and community organizations. Understanding the issues and challenges we face from various perspectives allows for the collaboration necessary to effect change. Feedback allows us to improve the value and relevance of our products, services and how we interact and give back to our communities. Below are examples of how we engage with our stakeholders.

Associates	Customers	Investor Relations	Industry	Regulators	Nonprofit & Community Organizations
<ul style="list-style-type: none">▪ Annual satisfaction survey▪ Various communications channels at the company, regional, and local levels, including our intranet, quarterly town hall meetings, twice-weekly company blog and bi-monthly CEO videos▪ Open Door Policy▪ Ethics Hotline allowing associates to raise concerns anonymously	<ul style="list-style-type: none">▪ Customer service hotlines to assist consumers and receive feedback on our products and services▪ Customer satisfaction surveys▪ Web-based apps for service requests▪ Specialized services to support businesses	<ul style="list-style-type: none">▪ Quarterly earnings call▪ Quarterly and annual financial reporting▪ Annual stockholders meeting▪ Investor Relations website and SEC reporting▪ Attendance at investor conferences▪ Engagement with investors, analysts, and ratings agencies	<ul style="list-style-type: none">▪ CableLabs▪ National Cable Television Cooperative▪ The Cable Center▪ C-SPAN▪ Various state cable and broadband associations	<ul style="list-style-type: none">▪ Engagement with legislators and regulators at the federal, state, and local level▪ Membership in ACA Connects	<ul style="list-style-type: none">▪ Partnerships with national organizations, such as Arbor Day Foundation, Special Olympics and Keep America Beautiful▪ Volunteer activities▪ Support of national organizations with local impact, such as The American Red Cross

