



# 2025

## Environmental, Social and Governance Report

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# Our Company

**Cable One, Inc. (NYSE:CABO)** is a leading broadband communications provider delivering exceptional service and enabling approximately 1 million residential and business customers across 24 states to thrive and stay connected to what matters most.

We're not just shaping the future of connectivity — we're transforming it with a commitment to innovation, reliability and customer experience at our core.

Our robust infrastructure and cutting-edge technology don't just keep our customers connected; they help drive progress in education, business and everyday life. We're dedicated to bridging the digital divide, empowering our communities and fostering a more connected world. When our customers choose Cable One, they are choosing a team that is always working for them — one that believes in the relentless pursuit of reliability, because being a trusted neighbor isn't just what we do — it's who we are.

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

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## Drive Progress:

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

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## Lend a Hand:

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

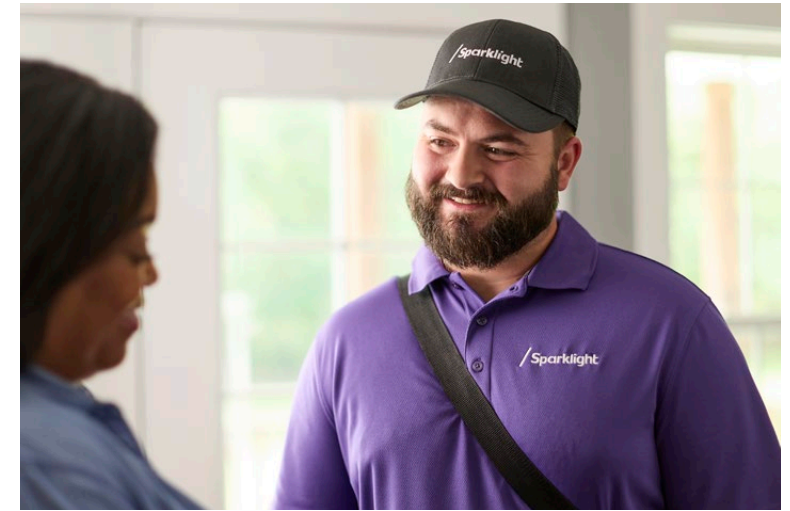
### **Cable One's values guide how we do business and shape the way we engage with the communities we serve.**

We are committed to helping level the playing field for rural markets, recognizing the essential role affordable, high-speed internet plays in today's digital world. Reliable connectivity empowers individuals, businesses and entire communities to thrive.

To help bridge the digital divide, we continue investing in the infrastructure that connects homes, schools and businesses across our footprint. In 2025, we invested more than \$285 million in capital improvements, including extending fiber deeper into our network and deploying our first modems capable of delivering speeds up to 10 Gigabits per second — technology we plan to scale more broadly in the coming years. We have rolled out multi-Gigabit speeds to 53% of our markets and currently offer Gigabit speeds to all passings.

As demand for bandwidth grows and the number of connected devices continues to rise, these investments provide a critical foundation for innovation, education and economic opportunity while supporting the long-term capacity and reliability of our network.

Our customer-centric approach helps us understand the unique needs of both residential and business customers, allowing us to tailor solutions and support to better serve them. Through personalized, neighborly service, we strengthen relationships and help people stay connected to school, work, family, entertainment and more.



*Reliable connectivity empowers individuals, businesses and entire communities to thrive.*

# Our Commitment to ESG



**Our focus on corporate responsibility goes hand-in-hand with our long-term commitment to the cities and towns we serve and our first value — do right by those we serve.**

We understand the impact we have on the communities where we operate and recognize the importance of conducting our business in a responsible and sustainable manner. By integrating environmental, social and governance (ESG) considerations into our operations and decision-making, we demonstrate our commitment to creating long-term value for our customers, communities, associates and shareholders.

Our ESG priorities align with our broader business strategy and help guide how we operate, invest and serve our communities.

**Environmental Stewardship**

Sustainability begins in the communities where we live and work. We focus on adopting practices that conserve natural resources and promote the health and safety of our associates, customers and communities. These practices aim to reduce energy consumption, waste and carbon emissions while improving operational efficiency. These efforts also reflect the growing demand for responsible, forward-thinking service providers.

**Social Responsibility**

Being a trusted partner in our local communities is central to our values. Across more than 1,200 cities and towns in 24 states, we are committed to advancing education, strengthening local resources and improving lives.

Through associate volunteerism, charitable giving and nonprofit partnerships, we help build stronger, more connected communities. We also promote diversity and inclusion to ensure our company reflects the people and places we serve. By addressing social issues and fostering an inclusive culture, we strive to be the kind of company our communities are proud to call a neighbor.

**Governance and Accountability**

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



# Environmental

# Environmental Stewardship

**At Cable One, we recognize that the health of our business is deeply connected to the well-being of the communities we serve and the environment we share. That understanding drives our commitment to environmental stewardship across all levels of our organization.**

Our sustainability efforts focus on reducing energy use, minimizing waste and conserving natural resources. By integrating sustainable practices into our day-to-day operations, we work to reduce our environmental impact while supporting operational efficiency and long-term resilience. We continue to evaluate opportunities to measure and improve our environmental performance while identifying ways to operate more efficiently across our network and facilities.

We also recognize that meaningful progress requires collaboration. That's why we partner with organizations and local communities to advance shared goals. Through these partnerships, we support efforts that contribute to a healthier, more sustainable future.

Sustainability is an ongoing journey. While we are proud of the progress we have made, we recognize there is always more to do. We remain committed to continuous improvement by operating more efficiently, investing in innovation and working to reduce our environmental footprint as we connect people to what matters most.



# Circular Equipment Lifecycle and Waste Reduction

Cable One is committed to minimizing waste generated by our business — particularly the network equipment that powers connectivity in our customers' homes. Through a circular lifecycle approach, devices are reused, refurbished, repurposed or responsibly recycled to keep equipment in service longer and reduce environmental impact.

Because we own much of the customer-premise equipment (CPE) in our network — including cable modems and set-top boxes — we are able to support sustainability through intentional reuse and responsible end-of-life management. When equipment is returned in working condition, we refurbish and redeploy it for use by other customers. If a device has reached the end of its lifecycle, we work with brokers who resell equipment to other network operators, often in developing markets. For devices that cannot be repaired, usable components are harvested before the remaining materials are sent to certified recycling partners.

This commitment to responsible resource management also extends to our office technology. When business equipment reaches the end of its useful life at Cable One, we prioritize repurposing or ethical recycling. In 2025, these combined efforts resulted in the recycling or resale of more than 2,700 devices, reducing solid waste by more than four tons. The company also donated more than 300 computers to local nonprofits and schools.

## Material Diversion and Recycling

In the third quarter of 2025, Cable One implemented a new recycling program focused on CPE and plant materials to further improve the environmental performance of material disposal. By the end of 2025, more than 350,000 pounds of material had been diverted from landfills.

### Material diversion and recycling efforts delivered measurable environmental benefits:

- 350,000+ pounds of material diverted from landfills
- 1.1 million pounds of carbon dioxide emissions reduced
- 35,000 gallons of water saved
- 3.7 million kWh of energy conserved

In 2026, we will continue evaluating opportunities to expand this program across other areas of the business.

## Reducing Paper Consumption

Reducing paper consumption across our business is another important component of our broader sustainability strategy. A key part of this effort is encouraging customers to adopt paperless billing. Electronic billing is not only more efficient and timely, it also enables more direct and streamlined communication with our customers.

Today, nearly 70% of our residential customers receive their statements through paperless billing, helping significantly reduce recurring expenses tied to printing, postage and materials. Over time, this shift helps eliminate

the use of millions of sheets of paper and envelopes each year, supporting both environmental responsibility and operational efficiency.

## Reforestation and Environmental Benefits

Our paperless billing initiative also supports reforestation through our long-standing partnership with the Arbor Day Foundation. To date, Cable One donations have helped plant more than 150,000 trees, and we have committed to planting an additional 10,000 trees annually on behalf of customers who choose paperless billing.

These trees help offset carbon emissions while contributing to cleaner air and water, improved soil health and restored wildlife habitat in the communities we serve. The impact of this effort is significant. Over their lifetime, 140,000 trees can avoid and sequester an estimated 417,801 metric tons of carbon, remove 1,019 tons of air pollution and prevent more than 51 million gallons of water runoff.



# Energy Management and Efficiency

Cable One takes a thoughtful approach to managing energy use across our operations. By improving efficiency in how we operate our fleet, facilities and network infrastructure, we work to reduce energy consumption, lower emissions and operate more responsibly. Our efforts span several focus areas — from vehicles and facilities to the daily actions of our associates — each contributing to more sustainable and efficient business practices.

## Energy Efficiency Highlights

- Nearly 250 vehicles retired in 2025 to reduce fuel use and emissions
- Motion-sensor LED lighting installed at headquarters
- Low-emissivity, high-efficiency windows at Phoenix HQ
- 10 EV charging stations supporting low-emission commuting



### Fleet Efficiency

Our fleet of approximately 1,400 vehicles plays an essential role in maintaining our reliable network and supporting customer needs. In 2025, we made meaningful progress in reducing our environmental footprint by retiring nearly 250 vehicles, helping lower fuel usage, emissions and road congestion.

Each year, we continue updating our fleet with newer, more fuel-efficient models to improve overall efficiency. Additionally, as more customers choose the convenience of self-installing set-top boxes and modems, we have reduced the number of installation appointments, resulting in fewer vehicles on the road and fewer miles driven.



### Facilities

Our corporate headquarters in Phoenix — a six-story facility and our largest location — has undergone multiple upgrades to improve energy efficiency. These include low-emissivity, high-efficiency windows and motion-sensor LED lighting systems, both of which help reduce energy use and operational costs.

We also support lower-emission commuting by offering 10 charging stations for electric and hybrid-electric vehicles in our parking garage.

# Reducing Energy Usage



## Associates

Sustainability is a shared responsibility, and our associates play an important role in reducing our environmental footprint. Many choose energy-conscious commuting options, including electric or hybrid vehicles, carpooling, biking or public transit — often supported by company infrastructure such as onsite charging stations.

We continue raising awareness among team members about the positive impact individual choices can have on our collective sustainability goals.

*Reliable, high-speed connectivity allows people to work, learn and access services from home, reducing the need for travel and enabling more efficient use of resources.*



## Network Efficiency

Our investment in innovative technologies supports improved energy efficiency across the devices and infrastructure that power our customers' connectivity. Significant advancements continue to be made in the energy efficiency of these devices through the efforts of a wide range of industry participants, including standards organizations in which Cable One participates.

These improvements help reduce overall energy consumption while enhancing service reliability and speed.



## Digital Connectivity and Environmental Impact

Beyond reducing our own operational energy use, Cable One's broadband network also supports environmental benefits across the communities we serve. Reliable, high-speed connectivity allows people to work, learn and access services from home, reducing the need for travel and enabling more efficient use of resources.

As digital connectivity continues to play a larger role in everyday life, our network helps support remote work, virtual learning, telehealth and other online services that can reduce emissions while improving access to opportunity. By expanding access to broadband, we help create more connected and resilient communities while supporting a more sustainable digital economy.



# Social Responsibility

# Investing in Our Associates and Communities

**Our team of approximately 2,600 associates is the driving force behind Cable One's success. United by a shared purpose — delivering connectivity that enriches lives — our associates bring that mission to life every day in the communities they call home. With nearly 60% living in the areas they serve, we are deeply rooted in our neighborhoods and committed to being a trusted provider for our customers and a reliable partner in our local communities.**

## Workforce Impact Highlights

- ~2,600 associates across 24 states
- ~60% live in the communities they serve
- 200+ veterans employed across the organization
- 12% of associates promoted to higher-level roles in 2025
- 172,000 training hours completed by associates in 2025
- \$5 million invested in tuition reimbursement since 2001

### **Retaining and Attracting Top Talent**

The success of our growing business is rooted in the strength of our people — united as one company, one culture and one team. We foster a workplace where associates are encouraged to stay engaged, support one another and bring their best to the work we do every day.

Operating across 24 states requires a thoughtful approach to attracting and retaining top talent. At Cable One, we offer competitive compensation, a comprehensive rewards program and opportunities for personal and professional growth. We value a range of backgrounds, perspectives and experiences, and we are proud of our long-standing commitment to promoting from within. In 2025, more than 12% of associates were promoted to higher-level roles.

We attract individuals who are not only seeking a rewarding career, but who also share our respect for the communities where they live and work. Our associates value a workplace that supports their overall well-being — physically, emotionally, financially and professionally — and they seek a healthy balance between work and life. They are drawn to our open, inclusive culture where every voice is valued and opportunities to grow are encouraged.



### **Veteran Talent**

We proudly employ more than 200 veterans and actively work to expand veteran representation across our organization. Recognizing the valuable skills and experience veterans bring to the workforce, we offer referral incentives to associates and partner with veteran-focused organizations to strengthen our recruiting pipeline. One such partnership is with the Special Operations Transition Foundation, which helps us connect with additional veteran-focused networks and expand our candidate pipeline.

# Investing in our Associates and Communities

## Total Rewards

Our total rewards philosophy is designed to support the well-being, growth and long-term success of our associates. This comprehensive approach includes competitive pay, health benefits, incentives, wellness resources and opportunities for career development.

Cable One maintains a pay-for-performance philosophy throughout the organization. Merit increases are based on individual performance and market conditions, and all associates are eligible for an annual bonus tied to objective corporate performance goals shared across 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; access to 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 with retailers and other merchants.

## Investing in Our Associates

Investing in the growth and development of our associates is essential to helping them reach their full potential in an evolving and competitive industry. Through a variety of internal and external programs, we empower team members to build specialized knowledge, strengthen leadership capabilities and pursue continuous improvement.

We are committed to preparing associates for success at every stage of their careers — from emerging leaders to senior executives. Our leadership development programs are designed to strengthen performance and build critical skills across all levels of the organization. These initiatives include both in-house and third-party learning opportunities tailored to frontline supervisors, mid-level leaders and executive team members.

In 2025, associates completed nearly 172,000 hours of training, reflecting our continued investment in cultivating a capable, future-ready workforce. Associates also have 24/7 access to a robust e-learning platform offering professional development courses, certification preparation and skill-building resources. Specialized technical training helps eligible associates stay at the forefront of their fields and deliver exceptional service to our customers.



We also strongly support continued education through our long-standing tuition reimbursement program, which has provided nearly \$5 million in benefits to associates since 2001. Many participants have earned certificates in areas such as network programming, data analysis, network administration and cybersecurity — often leading to higher-level roles within the company. Others have leveraged this benefit to pursue associate's, bachelor's and master's degrees, further advancing their careers and contributions.

Recognizing and celebrating success is another key part of our culture. Our internal recognition program encourages associates to acknowledge peers across the organization for outstanding performance, collaboration and contributions — creating a strong sense of appreciation and shared achievement.

# Investing in our Associates and Communities

## Health and Safety

We prioritize the well-being of our associates by fostering a safe work environment and promoting both physical and mental health across the organization. Our commitment is supported by robust safety protocols, regular evaluations and comprehensive training designed to uphold the highest standards of occupational health and safety.

Our “prevention is safest” philosophy is deeply embedded in our culture. We value the trust our customers place in us and work to uphold that trust through strict adherence to all federal, state and local safety laws and regulations, as well as meeting internal expectations. In 2025, associates across the company completed more than 54,000 hours of compliance and safety training.

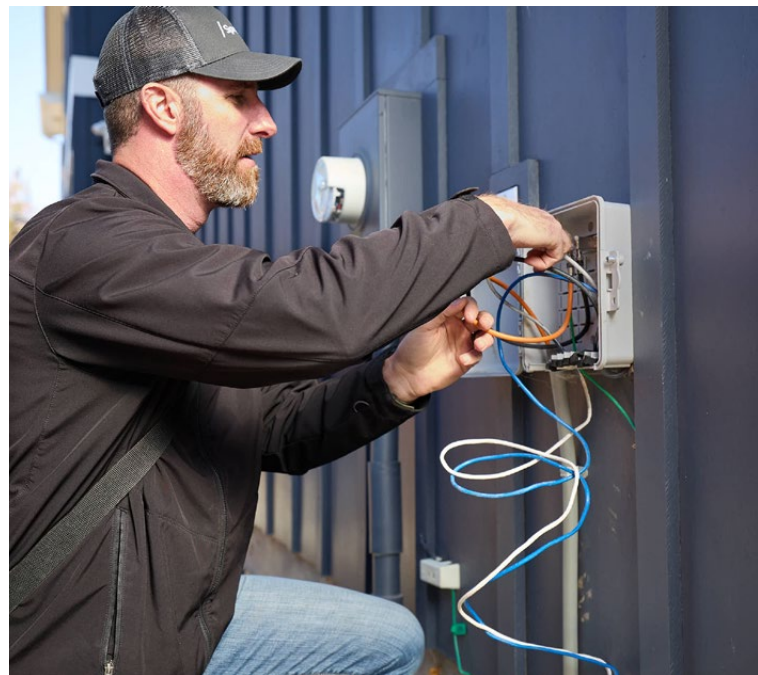
Cable One’s dedicated Safety Team provides strategic guidance, standards and oversight by monitoring trends, analyzing leading and lagging indicators and identifying areas where injuries or incidents may occur. These insights are shared with leadership and operations to support informed decision-making and best prepare and protect our associates.

Health and safety are shared responsibilities across the organization, from leadership to field associates. Every associate is provided training to enable them to follow safe procedures, stay aware of safety expectations and report unsafe conditions or behaviors to their supervisor.

## Investing in Our Communities

Our commitment to community runs deep. In addition to corporate-sponsored programs, Cable One partners with nonprofits across our footprint — including in our hometown of Phoenix — to advance education, strengthen local resources and improve quality of life.

Our values — *Do Right by Those We Serve*, *Drive Progress* and *Lend a Hand* — shape how we do business and how we show up for our neighbors. Our associates bring these values to life every day, volunteering their time and talents to support



causes they care about. We empower them to make an impact through our Angel Day program, which offers each associate one paid day off annually to volunteer at a nonprofit of their choice. Many also serve as board members or ongoing volunteers with local organizations.

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 nonprofits across our footprint through the Cable One Charitable Giving Fund.

Many of our philanthropic initiatives align closely with our business strategy, including support for elementary and secondary schools, after-school programs and technical education that promote digital literacy. One example is our annual *Dream Bigger* social media campaign, which funds local K–12 science, technology, engineering and math (STEM) projects. Over the past five years, \$180,000 has been awarded to STEM initiatives across our footprint.

Beyond educational commitments, the company responds to events and issues, donating funds for recovery efforts or offering free Wi-Fi during natural disasters, such as hurricanes and tornadoes.

# Charitable Giving Highlights

### School and Educational Support

Cable One is committed to advancing education and digital literacy by actively supporting local schools in our markets. Through donations of time and resources, we strive to empower students on their journey toward academic excellence and technological fluency.

### 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 talent during a paid day off.

*We award \$250,000 in grants annually to nonprofits across our footprint through the Cable One Charitable Giving Fund.*



# Diversity and Inclusion

## Diversity and Inclusion

We are an equal opportunity employer committed to an inclusive and respectful workplace that reflects a wide range of backgrounds, cultures and experiences. We strive to create an environment where associates and customers feel valued, supported and empowered.

We foster a diverse and inclusive culture by offering competitive compensation, a comprehensive rewards program and opportunities for associates to grow both personally and professionally.

### Inclusion and Culture Highlights

- 33% women across the associate base
- 32% women in management roles
- 50% women on the Board of Directors, including the Chair
- 1,000+ associates participated in culture and inclusion sessions in 2025

Our progress in building a strong and capable workforce reflects this commitment. Women represent 33% of our associate base and 32% of management-level positions. Additionally, 50% of our eight-member Board of Directors are women, including our Chair of the Board.

Harassment and violence are not tolerated in any workplace setting. Associates are encouraged to raise concerns with

management or report them anonymously through our 24/7 Ethics Hotline, which is operated by an independent company.

Our Open Door Policy encourages associates to raise work-related issues or concerns in good faith with any member of management, including our CEO, without fear of retaliation.

## Strengthening an Inclusive Culture

Our Culture Captain Program includes more than 60 associates across the organization, representing a wide range of roles, functions and leadership levels. The program is designed to strengthen and sustain a culture of respect, inclusion and belonging across Cable One.

Culture Captains serve as local ambassadors of our values by fostering connection, elevating associate voices and



supporting culture-building initiatives throughout the company. Through coordinated programming, resources available on our intranet and company-wide learning opportunities, the program helps inform, engage and empower associates while reinforcing our commitment to an inclusive workplace. In 2025, more than 1,000 associates participated in culture and inclusion learning sessions.

## Supporting Diversity in Our Communities

Cable One also supports organizations that promote education, opportunity and inclusion across the communities we serve.

Through our corporate giving initiatives, we support national organizations dedicated to advancing education and diversity, including Special Olympics and the Emma Bowen Foundation.

Additionally, Cable One annually supports Adaptive Spirit's annual networking event, which benefits the U.S. Paralympics Ski and Snowboard Team. Adaptive Spirit is a nonprofit trade association that provides education, recognition and networking opportunities for companies across the telecommunications and media industries.

Sponsorship of this annual event helps fund the development and training of Paralympic athletes. Through the generosity of participating organizations, millions of dollars have been raised over the years to support adaptive athletes and enable the U.S. team to remain among the top adaptive ski teams in the world.

# Data Privacy and Security

## Data Privacy and Security

Protecting customer data is essential to doing right by those we serve. Cable One maintains a layered security approach that integrates people, processes and technology to safeguard information across our systems and operations. Our cybersecurity program is structured to align with the National Institute of Standards and Technology (NIST) Cybersecurity Framework, as well as applicable laws, regulatory requirements and industry best practices.

### Cybersecurity and Data Protection Highlights

- Cybersecurity program aligned with the NIST Cybersecurity Framework
- Dedicated internal cybersecurity team overseeing technology and cyber risk
- Annual compliance audits including Sarbanes-Oxley (SOX) and Payment Card Industry (PCI)
- Annual incident response rehearsals and third-party penetration testing
- Mandatory cybersecurity and privacy training for all associates
- Monthly simulated phishing campaigns to strengthen awareness and readiness
- Quarterly reporting to the Board of Directors on cybersecurity risk and program maturity

## Cybersecurity Governance and Oversight

Cable One maintains a dedicated internal cybersecurity team responsible for overseeing information security, cyber and technology risk and IT compliance. This team works closely with independent external cybersecurity advisors to identify, assess, mitigate and remediate potential cyber risks.

To support strong oversight and regulatory compliance, we conduct annual audits related to Sarbanes-Oxley (SOX) and Payment Card Industry (PCI) requirements, as well as additional risk assessments where applicable. Our cybersecurity team also conducts annual incident response exercises, third-party penetration testing and risk assessments aligned with the NIST Cybersecurity Framework.

At least quarterly, Cable One's cybersecurity team reports to either the Nominating and Governance Committee of the Board of Directors or the full Board on the company's cyber risk profile, key initiatives and the maturity of our cybersecurity framework relative to industry benchmarks.

## Cybersecurity Training and Awareness

Cybersecurity awareness is an important responsibility shared across the organization. As part of our cybersecurity program, all associates are required to complete mandatory cybersecurity, privacy and information handling training upon onboarding and annually thereafter.

Throughout the year, associates — including contractors — participate in additional training on topics such as phishing, social engineering and cybersecurity best practices. To reinforce these efforts, simulated phishing campaigns are conducted monthly to test awareness and strengthen preparedness.

## Industry Collaboration and Threat Intelligence

Cable One also collaborates with industry partners and public-private organizations to stay informed about emerging cybersecurity threats and strengthen our defenses.

Through partnerships with organizations such as the Arizona Cyber Threat Response Alliance (ACTRA) and The Internet & Television Association (NCTA), we participate in intelligence-sharing initiatives that help identify evolving risks and support proactive security measures across the industry.

## Privacy Protection

All Cable One business lines maintain publicly available privacy policies that govern the protection and handling of customer data. These policies are accessible on our commercial website and outline our commitment to safeguarding personal information.



# Governance

# Corporate Governance

## Corporate Governance

Strong governance practices help ensure accountability, transparency and long-term value creation for our stakeholders.

Our commitment to diversity and inclusion begins with our Board of Directors and extends throughout our organization. The Board considers, as a matter of practice, the diversity of prospective nominees — including incumbent directors — both culturally and in terms of viewpoints, which may be enhanced by a mix of professional and personal backgrounds and experiences.

A key goal of these efforts is to encourage cognitive diversity, bringing a range of perspectives to the complex issues facing the company in order to better serve our business and stakeholders.

The Board evaluates diverse candidates for every vacancy and, consistent with past practice, it will include women and persons of color in each candidate pool from which non-incumbent director nominees are selected.

## Governance Highlights

- 8-member Board of Directors
- 50% women on the Board, including the Chair of the Board and Chairs of the Audit, Compensation and Talent Management and Nominating and Corporate Governance Committees
- Commitment to diverse candidate pools for Board vacancies
- Governance oversight supported by Board committees and stakeholder engagement

In addition, we conduct outreach initiatives to solicit feedback from stakeholders on corporate governance matters. These engagements help ensure our governance practices continue to evolve in ways that support transparency, accountability and long-term value creation.

## Executing Principles of Good Governance

Our commitment to strong governance begins with the leadership and oversight provided by our Board of Directors and executive leadership team. Together, they help ensure that Cable One operates with integrity, accountability and a focus on long-term value creation.

The Board oversees the overall direction of Cable One's business strategy, including the capital investments that support innovation, strengthen our network and enhance the customer experience.

Cable One's Board currently consists of eight members, seven of whom are independent, providing a high level of independent oversight. Our Independent (Non-Executive) Chair, appointed by the Board, leads executive sessions of Board meetings and works closely with our CEO and executive leadership team to help shape Board agendas and governance priorities.

Our Board is composed of a diverse group of highly qualified individuals with a wide range of professional backgrounds, experiences and perspectives. This diversity of expertise supports thoughtful decision-making and helps the Board effectively guide the company through a dynamic and competitive industry.

Through regular meetings, committee oversight and engagement with leadership, the Board helps ensure that the company maintains strong governance practices while advancing its strategic priorities and serving the interests of customers, associates, communities and shareholders.

# Our Board

Our Board is comprised of a diverse mix of highly qualified individuals.



**Mary E. Meduski**  
**Independent (Non-Executive)**  
**Chair of the Board of Cable One**  
President & Chief Financial Officer,  
TierPoint, LLC and Cequel III, LLC



**P. Robert Bartolo**  
Chair, Crown Castle Inc.



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



**James A. Holanda**  
Chief Executive Officer,  
Cable One



**Deborah J. Kissire**  
Retired Partner,  
Ernst & Young LLP



**Sherrese M. Smith**  
Global Managing Partner,  
Paul Hastings LLP



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



**Katharine B. Weymouth**  
Venture Partner,  
Blu Ventures Investors

# 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:

All Board members are independent except the CEO, and we have an Independent, non-Executive Chair of the Board, separating the roles of Chair and CEO

Audit, Compensation and Talent Management, and Nominating and Governance Committees are comprised solely of independent directors

Annual election of directors

Majority voting standard for Board members in uncontested director elections with resignation policy

No supermajority voting provisions or stockholder rights plan

Proxy access bylaw (3% ownership/3 years duration/greater of 2 or 25% of Board)

The average tenure of our Board is less than 10 years and two new directors have been added to the Board over the past five years

No mandatory age limit for directors

Women hold key leadership positions on the Board including Chair of the Board and Chairs of Audit, Compensation and Talent Management, and Nominating and Governance Committees and comprise fifty percent (50%) of the Board

Annual Board and Committee evaluations

Regularly conduct executive sessions of our independent directors

Director onboarding for new members

We maintain robust executive and non-employee director stock ownership guidelines

Say-On-Pay advisory votes

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

No excessive perquisites, benefits, or severance multiples in excess of three times annual base salary

No single-trigger vesting benefits based on change of control

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

Competitive market analysis of peer group practices

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

Vigorous clawback policies

Hedging, pledging and short-sales of Company stock 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 company's business strategy and competitive and financial position, and monitors the company's overall risk profile. Board meetings regularly address strategic matters affecting major areas of the business, including operational, execution and competitive risks, as well as risk management initiatives.

## Risk Oversight Highlights

- Board oversight of enterprise risk management (ERM)
- Audit Committee oversight of financial reporting, accounting and compliance risks
- Compensation and Talent Management Committee oversight of compensation-related risk
- Nominating and Governance Committee oversight of governance, cybersecurity and environmental risks, including climate-related matters
- Disclosure Controls Committee oversight of public disclosure practices
- Risk council composed of senior leadership and subject matter experts

The Board fulfills certain risk oversight responsibilities through its standing committees. The Audit Committee plays a key role in overseeing risks related to financial reporting, accounting and compliance matters. The Compensation and Talent Management Committee reviews the risk profile of the company's compensation programs, policies and practices. The Nominating and Governance Committee oversees risks related to corporate governance practices, cybersecurity and environmental matters, including climate-related risks.

Risk oversight activities are supported by internal reporting structures designed to elevate key matters that may affect the company's risk exposure. The company's Disclosure Controls Committee reports directly to the Audit Committee on matters relating to public disclosures.

Cable One also maintains an enterprise risk management (ERM) program designed to identify, assess, prioritize and mitigate major risk exposures that could affect the company's ability to execute its strategy and achieve business objectives.

The ERM program is administered by a risk council composed of senior management and subject matter experts across the organization. Representatives of the risk council report to the Audit Committee to review the effectiveness of risk management practices, evaluate risk exposure and tolerance levels and elevate key risks for oversight at the Board level.

# Stakeholder Engagement

We regularly engage with a wide range of stakeholders, including associates, customers, investors and industry, government, nonprofit and community organizations. Understanding the issues and challenges we face from multiple perspectives supports the collaboration necessary to drive meaningful progress.

Feedback from these stakeholders helps us improve the value and relevance of our products and services, as well as how we engage with and support our communities. Below are examples of how we engage with our stakeholders.

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

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