First Quarter 2021 Results

April 27, 2021

Forward-Looking Statements

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Certain statements in this presentation and other oral and written statements made by Capital One from time to time are forward-looking statements, including those that discuss, among other things: strategies, goals, outlook or other non-historical matters; projections, revenues, income, returns, expenses, capital measures, capital allocation plans, accruals for claims in litigation and for other claims against Capital One, earnings per share, efficiency ratio, operating efficiency ratio or other financial measures for Capital One; future financial and operating results; Capital One's plans, objectives, expectations and intentions; and the assumptions that underlie these matters. To the extent that any such information is forward-looking, it is intended to fit within the safe harbor for forward-looking information provided by the Private Securities Litigation Reform Act of 1995. Numerous factors could cause Capital One's actual results to differ materially from those described in such forward-looking statements, including, among other things: the impact of the COVID-19 pandemic and related public health measures on Capital One's business, financial condition and results of operations, including the increased estimation and forecast uncertainty as a result of the pandemic on Capital One's estimates of lifetime expected credit losses in Capital One's loan portfolios required in computing Capital One's allowance for credit losses; general economic and business conditions in Capital One's local markets, including conditions affecting employment levels, interest rates, tariffs, collateral values, consumer income, creditworthiness and confidence, spending and savings that may affect consumer bankruptcies, defaults, charge-offs and deposit activity; an increase or decrease in credit losses, or increased delinquencies, including increases due to a worsening of general economic conditions in the credit environment, and the impact of inaccurate estimates or inadequate reserves; compliance with new and existing laws, regulations and regulatory expectations including the implementation of a regulatory reform agenda; Capital One's ability to manage adequate capital or liquidity levels, which could have a negative impact on Capital One's financial results and Capital One's ability to return capital to its stockholders; the extensive use, reliability, disruption, and accuracy of the models and data Capital One relies on; increased costs, reductions in revenue, reputational damage, legal liability and business disruptions that can result from data protection or privacy incidents or the theft, loss or misuse of information, including as a result of a cyber-attack; developments, changes or actions relating to any litigation, governmental investigation or regulatory enforcement action or matter involving us; the amount and rate of deposit growth and changes in deposit costs; Capital One's ability to execute on its strategic and operational plans; Capital One's response to competitive pressures; Capital One's business, financial condition and results of operations may be adversely affected by merchants' increasing focus on the fees charged by credit card networks and by legislation and regulation impacting such fees; Capital One's success in integrating acquired businesses and loan portfolios, and its ability to realize anticipated benefits from announced transactions and strategic partnerships; Capital One's ability to maintain a compliance, operational, technology and organizational infrastructure suitable for the nature of its business; the success of Capital One's marketing efforts in attracting and retaining customers; Capital One's risk management strategies; changes in the reputation of, or expectations regarding, the financial services industry or Capital One with respect to practices, products or financial condition; increases or decreases in interest rates and uncertainty with respect to the interest rate environment, including the possibility of a prolonged low-interest rate environment or of negative interest rates; uncertainty regarding, and transition away from, the London Interbank Offering Rate; Capital One's ability to attract, retain and motivate skilled employees; Capital One's assumptions or estimates in its financial statements; limitations on Capital One's ability to receive dividends from its subsidiaries; the soundness of other financial institutions and other third parties; and other risk factors identified from time to time in Capital One's public disclosures, including in the reports that it files with the SEC. Capital One expects that the effects of the COVID-19 pandemic will heighten the risks associated with many of these factors.

You should carefully consider the factors referred to above in evaluating these forward-looking statements. When considering these forward-looking statements, you should keep in mind these risks, uncertainties and other cautionary statements made in this prospectus supplement, the accompanying prospectus and in the documents incorporated by reference. All information in these slides is based on the consolidated results of Capital One Financial Corporation, unless otherwise noted. A reconciliation of any non-GAAP financial measures included in this presentation can be found in Capital One's Current Report on Form 8-K filed April 27, 2021, available on its website at www.capitalone.com under "Investors."

Q1 2021 Company Highlights

- Net income of $3.3 billion, or $7.03 per diluted common share
- Pre-provision earnings increased 1% to $3.4 billion[(1)]
- Provision for credit losses of $(823) million
- Efficiency ratio of 52.58%
- Operating efficiency ratio of 45.54%
- There were no adjusting items this quarter
- The quarter included the following notable item:

(Dollars in millions, except per share data)	**Pre-Tax Impact**	**Diluted EPS Impact**
Equity investment loss	**$ (75)**	**$ (0.12)**

- Common equity Tier 1 capital ratio under Basel III Standardized Approach of 14.6% at March 31, 2021
- Period-end loans held for investment decreased $8.5 billion to $243.1 billion
- Average loans held for investment decreased $3.8 billion to $243.9 billion
- Period-end total deposits increased $4.9 billion to $310.3 billion
- Average total deposits increased $543 million to $305.1 billion

Note: All comparisons are for the first quarter of 2021 compared with the fourth quarter of 2020 unless otherwise noted. Regulatory capital metrics and capital ratios as of March 31, 2021 are preliminary and therefore subject to change.

(1) Pre-provision earnings is calculated based on the sum of net interest income and non-interest income, less non-interest expense for the period. Management believes that this financial metric is useful in enabling investors and others to assess the Company's ability to generate income to cover credit losses through a credit cycle, which can vary significantly between periods.

Allowance for Credit Losses

(Dollars in millions)	Credit Card	Consumer Banking	Commercial Banking	Total
Allowance for credit losses:				
Balance as of December 31, 2020	$ 11,191	$ 2,715	$ 1,658	$ 15,564
Charge-offs	**(993)**	**(342)**	**(19)**	**(1,354)**
Recoveries	**360**	**251**	**3**	**614**
Net charge-offs	**(633)**	**(91)**	**(16)**	**(740)**
Provision (benefit) for credit losses[1][2]	**(492)**	**(126)**	**(195)**	**(813)**
Allowance build (release) for credit losses[1][2]	**(1,125)**	**(217)**	**(211)**	**(1,553)**
Other changes[3]	**6**	**—**	**—**	**6**
Balance as of March 31, 2021	**$ 10,072**	**$ 2,498**	**$ 1,447**	**$ 14,017**
Allowance coverage ratio as of March 31, 2021	**10.16%**	**3.56%**	**1.96%**	**5.77%**

First Quarter 2021 Highlights

- Allowance release of $1.6 billion primarily driven by strong credit performance and improved economic outlook including the impact of recently passed fiscal stimulus
- Allowance coverage ratio of 5.77% at March 31, 2021, compared to 6.19% at December 31, 2020

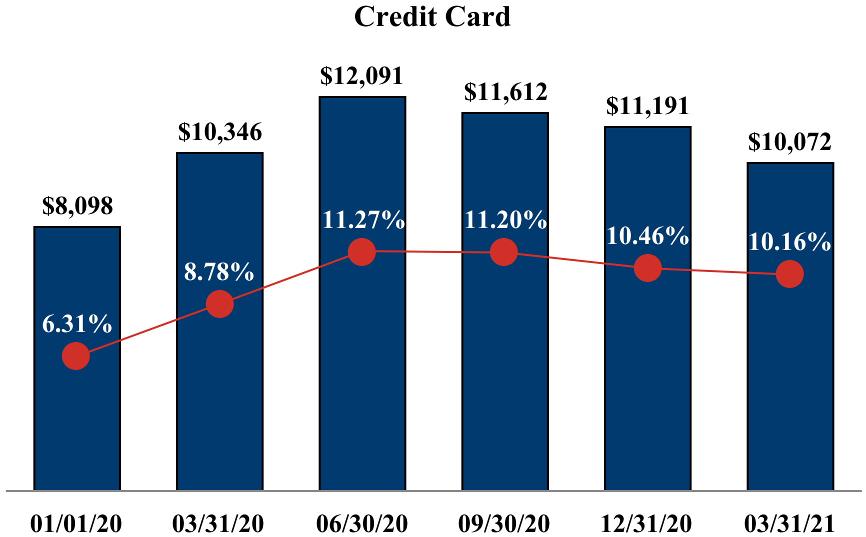
(1) Does not include ($8 million) of provision (benefit) related to unfunded lending commitments that is recorded in other liabilities in Commercial Banking.

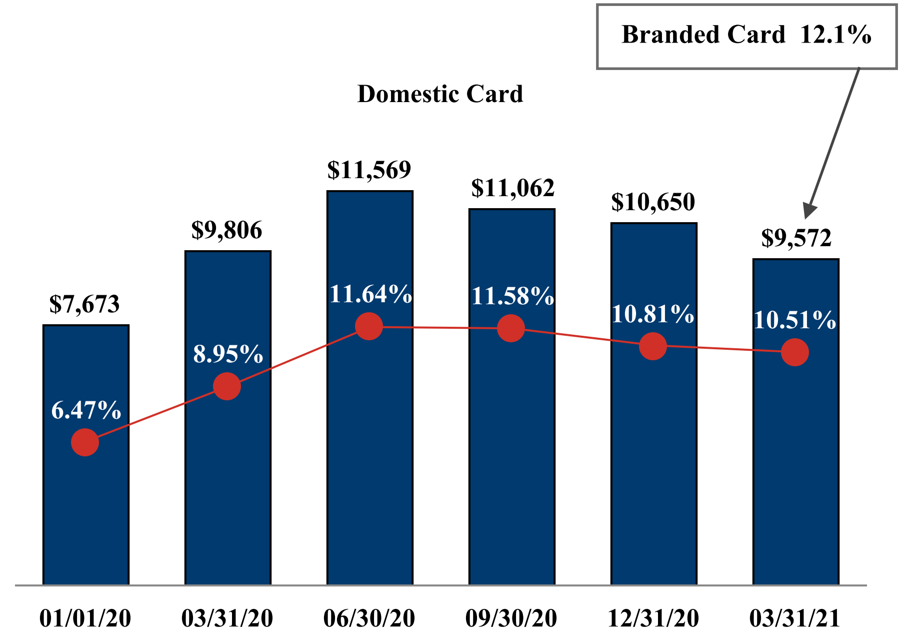
(2) Does not include ($2 million) of provision (benefit) related to available for sale securities.

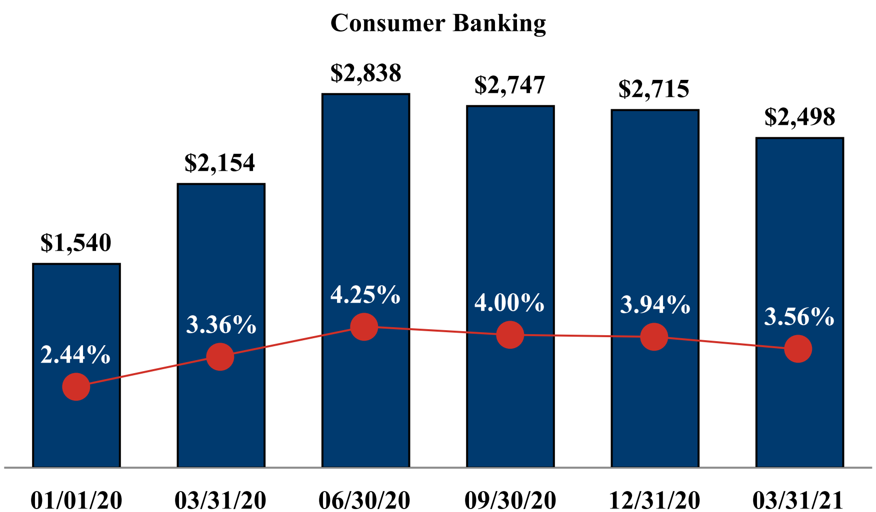
(3) Represents foreign currency translation adjustments.

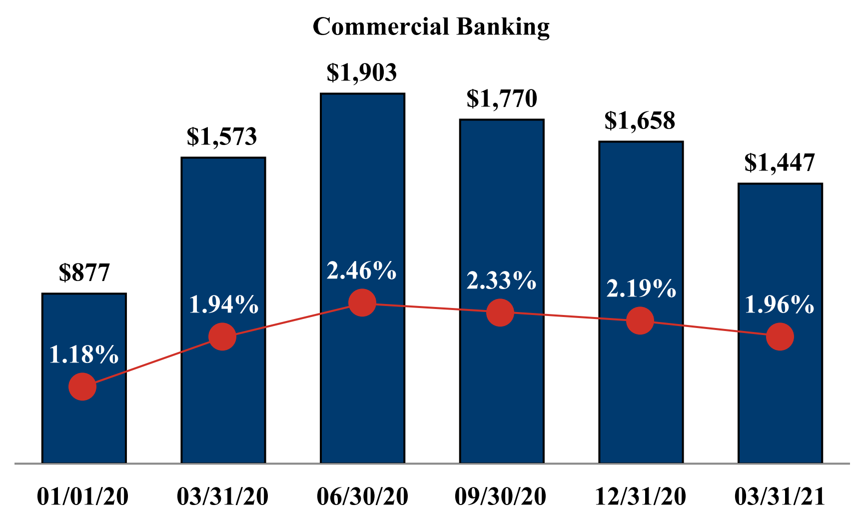
Allowance Coverage Ratios by Segment

Allowance for credit losses ($M)
Allowance Coverage Ratio

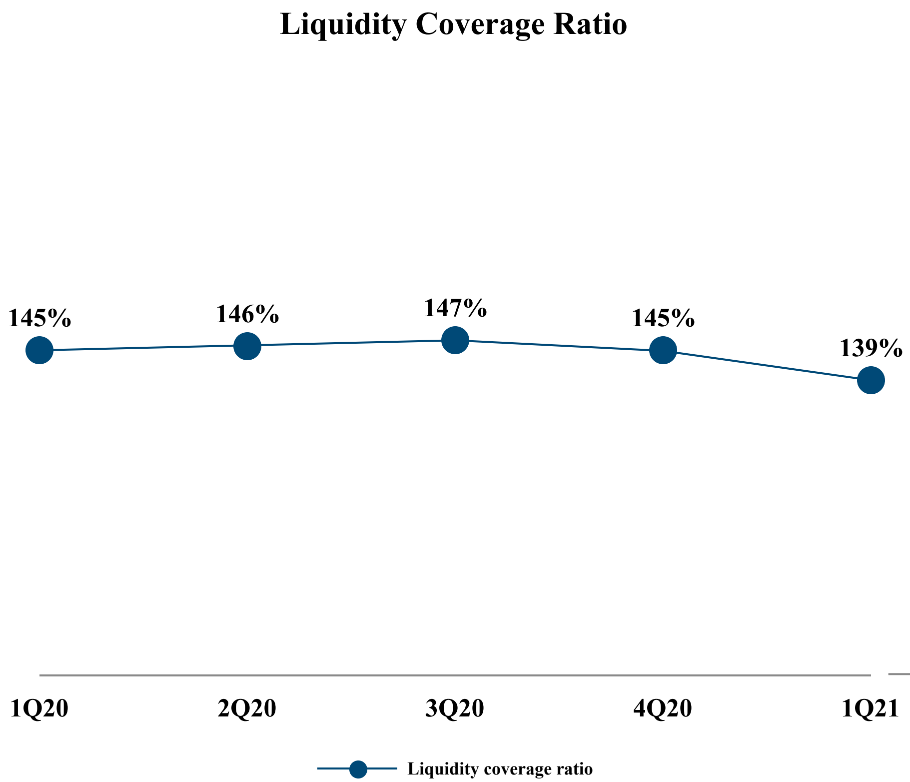


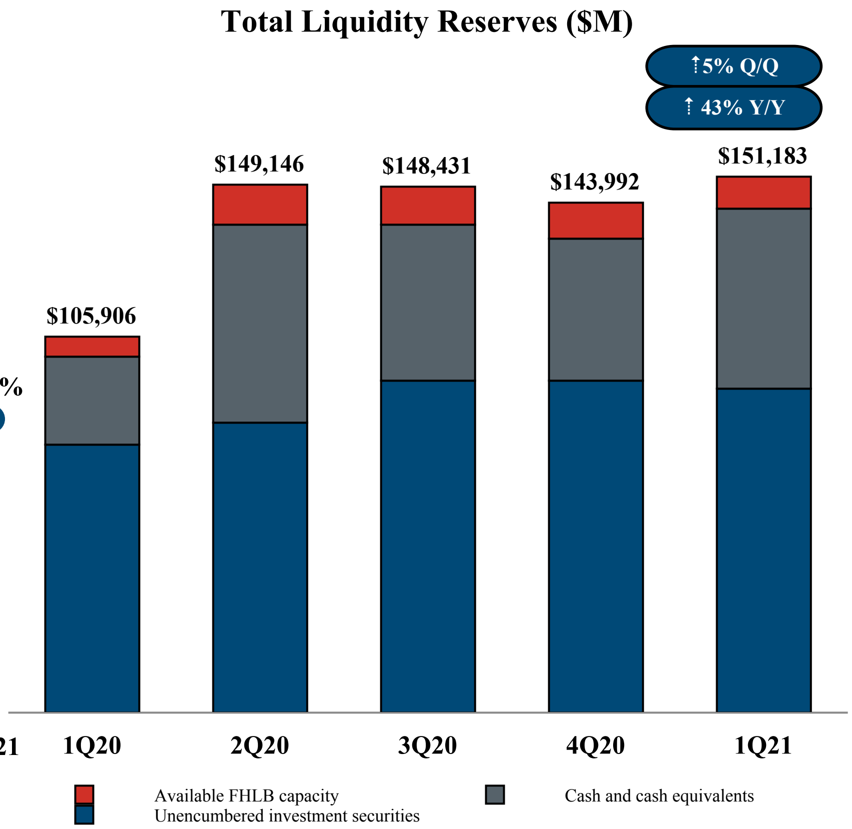






Liquidity



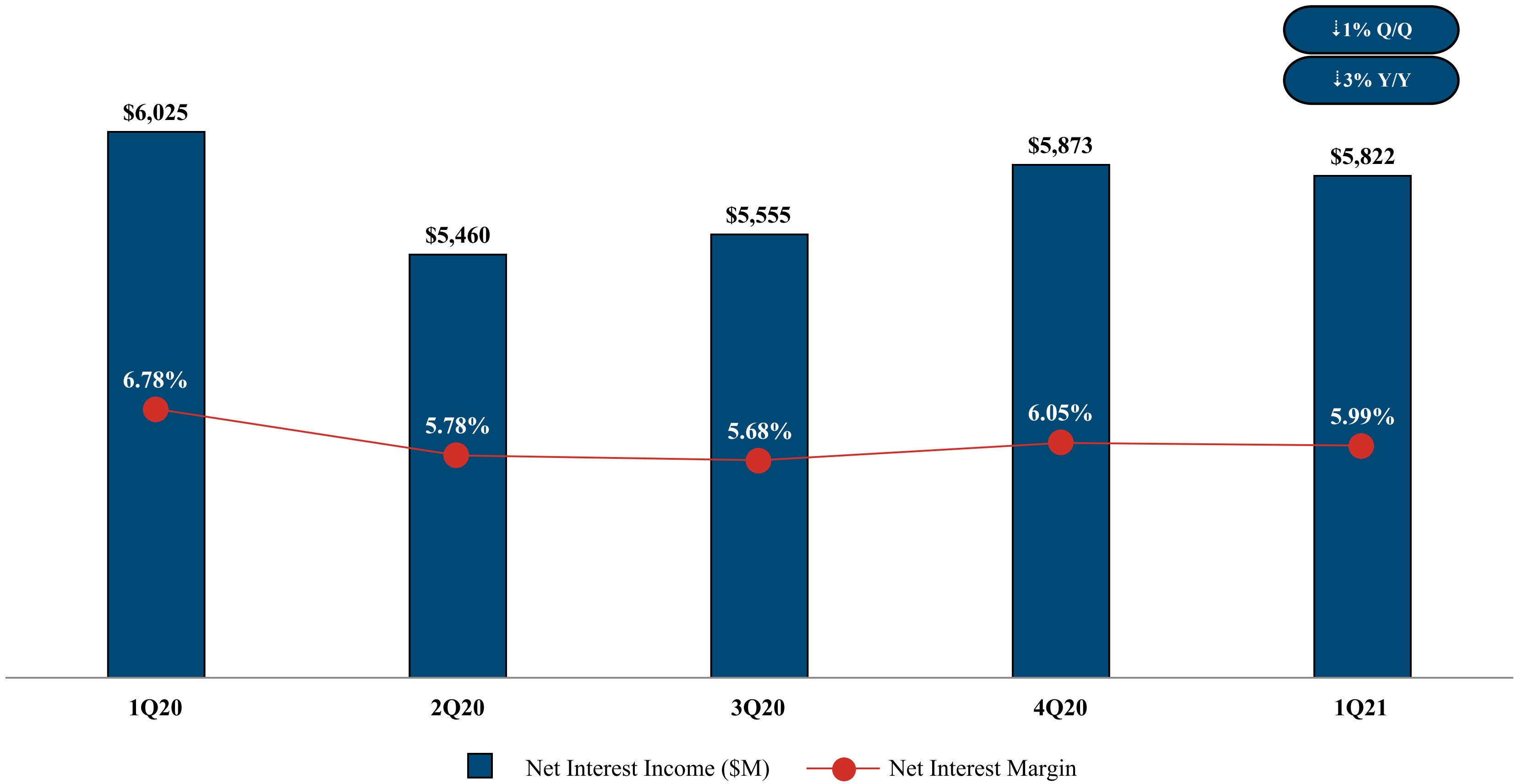


First Quarter 2021 Highlights

- Average quarterly liquidity coverage ratio of 139%
- Total liquidity reserves of $151.2 billion as of March 31, 2021
    - $50.5 billion in cash and cash equivalents

Note: 1Q21 LCR is preliminary and therefore subject to change.

Net Interest Income and Net Interest Margin



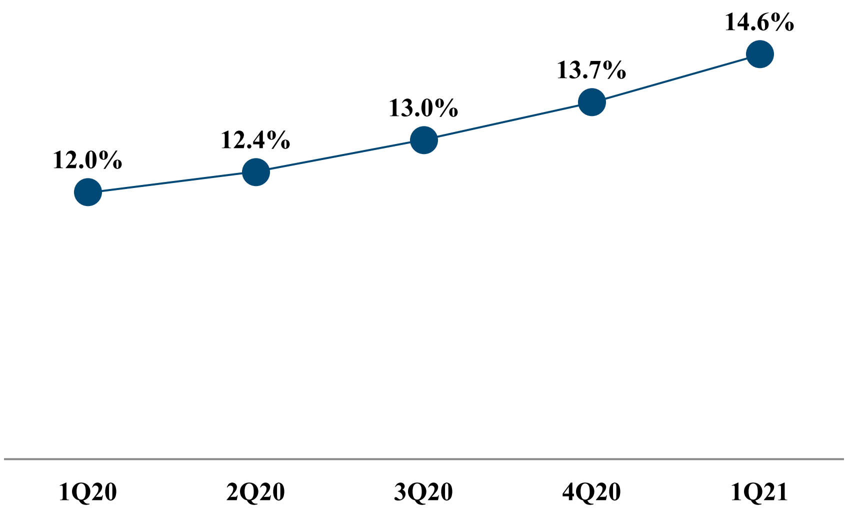
First Quarter 2021 Highlights

- Net interest margin decreased 6 basis points quarter-over-quarter primarily driven by lower day count, higher cash balances and lower average outstandings in Domestic Card, partially offset by higher yield on Domestic Card loans and lower rate paid on deposits.
- Net interest margin decreased 79 basis points year-over-year primarily driven by a mix shift in assets and lower yields on interest-earning assets, partially offset by lower interest rates on interest-bearing liabilities.

Capital

(Dollars in millions)	Amount	Ratio
Common equity Tier 1 (CET1) as of December 31, 2020	$ 40,736	13.7%
Q1 2021 Net income	**3,325**	**110 bps**
CECL Transition Provisions	**(389)**	**(10)bps**
Share Repurchases	**(490)**	**(20)bps**
Other quarterly activities	**(131)**	**— bps**
Risk Weighted Assets changes	**N/A**	**10 bps**
CET1 as of March 31, 2021	**43,051**	**14.6%**

Common Equity Tier 1 Capital Ratio



First Quarter 2021 Highlights

- CET1 capital ratio of 14.6% at March 31, 2021
- Repurchased 4.3 million common shares for $490 million as part of our $7.5 billion authorization

Note: Regulatory capital metrics and capital ratios as of March 31, 2021 are preliminary and therefore subject to change.

Financial Summary—Business Segment Results

(Dollars in millions)	Three Months Ended March 31, 2021				
	Credit Card	Consumer Banking	Commercial Banking	Other	Total
Net interest income (loss)	$ 3,372	$ 2,030	$ 520	$ (100)	$ 5,822
Non-interest income (loss)	1,029	141	240	(119)	1,291
Total net revenue (loss)	4,401	2,171	760	(219)	7,113
Provision (benefit) for credit losses	(492)	(126)	(203)	(2)	(823)
Non-interest expense	2,135	1,117	419	69	3,740
Income (loss) from continuing operations before income taxes	2,758	1,180	544	(286)	4,196
Income tax provision (benefit)	653	278	128	(190)	869
Income (loss) from continuing operations, net of tax	$ 2,105	$ 902	$ 416	$ (96)	$ 3,327

Credit Card

(Dollars in millions, except as noted)	2021 Q1	2020 Q4	2020 Q1	2021 Q1 vs. 2020 Q4	2021 Q1 vs. 2020 Q1
Earnings:					
Net interest income	**$ 3,372**	$ 3,413	$ 3,702	(1) %	(9) %
Non-interest income	**1,029**	1,054	911	(2)	13
Total net revenue	**4,401**	4,467	4,613	(1)	(5)
Provision (benefit) for credit losses	**(492)**	231	3,702	**	**
Non-interest expense	**2,135**	2,311	2,208	(8)	(3)
Pre-tax income (loss)	**2,758**	1,925	(1,297)	43	**
Selected performance metrics:					
Period-end loans held for investment[1]	**$ 99,127**	$ 106,956	$ 117,797	(7) %	(16) %
Average loans held for investment[1]	**100,534**	103,561	122,776	(3)	(18)
Total net revenue margin	**17.17 %**	16.92 %	15.03 %	25 bps	214 bps
Net charge-off rate	**2.52**	2.63	4.68	(11)	(216)
Purchase volume	**$108,333**	$ 117,141	$ 99,920	(8) %	8 %

First Quarter 2021 Highlights

- Ending loans down $18.7 billion, or 16%, year-over-year; average loans down $22.2 billion, or 18%, year-over-year
- Purchase volume up 8% year-over-year
- Revenue down $212 million, or 5%, year-over-year
- Revenue margin of 17.17%
- Non-interest expense down $73 million, or 3%, year-over-year
- Provision for credit losses down $4.2 billion year-over-year
- Net charge-off rate of 2.52%

Domestic Card

(Dollars in millions, except as noted)	2021 Q1	2020 Q4	2020 Q1	2021 Q1 vs. 2020 Q4	2021 Q1 vs. 2020 Q1
Earnings:					
Net interest income	**$ 3,095**	$ 3,129	$ 3,381	(1) %	(8) %
Non-interest income	**959**	994	842	(4)	14
Total net revenue	**4,054**	4,123	4,223	(2)	(4)
Provision (benefit) for credit losses	**(491)**	231	3,464	**	**
Non-interest expense	**1,923**	2,063	1,984	(7)	(3)
Pre-tax income (loss)	**2,622**	1,829	(1,225)	43	**
Selected performance metrics:					
Period-end loans held for investment[1]	**$ 91,099**	$ 98,504	$ 109,549	(8) %	(17) %
Average loans held for investment[1]	**92,594**	95,453	113,711	(3)	(19)
Total net revenue margin	**17.15 %**	16.91 %	14.86 %	24 bps	229 bps
Net charge-off rate	**2.54**	2.69	4.68	(15)	(214)
30+ day performing delinquency rate	**2.24**	2.42	3.69	(18)	(145)
Purchase volume	**$ 99,960**	$ 107,572	$ 92,248	(7) %	8 %

First Quarter 2021 Highlights

- Ending loans down $18.5 billion, or 17%, year-over-year; average loans down $21.1 billion, or 19%, year-over-year
- Purchase volume up 8% year-over-year
- Revenue down $169 million, or 4%, year-over-year
- Revenue margin of 17.15%
- Non-interest expense down $61 million, or 3%, year-over-year
- Provision for credit losses down $4.0 billion year-over-year
- Net charge-off rate of 2.54%

Consumer Banking

(Dollars in millions, except as noted)	2021 Q1	2020 Q4	2020 Q1	2021 Q1 vs. 2020 Q4	2021 Q1 vs. 2020 Q1
Earnings:					
Net interest income	**$ 2,030**	$ 2,012	$ 1,657	1 %	23 %
Non-interest income	**141**	136	126	4	12
Total net revenue	**2,171**	2,148	1,783	1	22
Provision (benefit) for credit losses	**(126)**	60	860	**	**
Non-interest expense	**1,117**	1,121	991	—	13
Pre-tax income (loss)	**1,180**	967	(68)	22	**
Selected performance metrics:					
Period-end loans held for investment	**$ 70,202**	$ 68,888	$ 64,033	2 %	10 %
Average loans held for investment	**69,234**	68,808	63,671	1	9
Auto loan originations	**8,833**	7,371	7,640	20	16
Period-end deposits	**254,001**	249,815	217,607	2	17
Average deposits	**249,499**	249,419	215,071	—	16
Average deposits interest rate	**0.36 %**	0.47 %	1.06 %	(11)bps	(70)bps
Net charge-off rate	**0.52**	0.53	1.54	(1)	(102)

First Quarter 2021 Highlights

- Ending loans up $6.2 billion, or 10%, year-over-year; average loans up $5.6 billion, or 9%, year-over-year
- Ending deposits up $36.4 billion, or 17%, year-over-year
- Revenue up $388 million, or 22%, year-over-year
- Non-interest expense up $126 million, or 13%, year-over-year
- Provision for credit losses down $986 million year-over-year
- Auto loan originations up $1.2 billion, or 16%, year-over-year
- Net charge-off rate of 0.52%

Commercial Banking

(Dollars in millions, except as noted)	2021 Q1	2020 Q4	2020 Q1	2021 Q1 vs. 2020 Q4	2021 Q1 vs. 2020 Q1
Earnings:					
Net interest income	**$ 520**	$ 522	$ 491	—	6 %
Non-interest income	**240**	268	238	(10) %	1
Total net revenue	**760**	790	729	(4)	4
Provision (benefit) for credit losses	**(203)**	(28)	856	**	**
Non-interest expense	**419**	445	412	(6)	2
Pre-tax income (loss)	**544**	373	(539)	46	**
Selected performance metrics:					
Period-end loans held for investment	**$ 73,802**	$ 75,780	$ 81,160	(3) %	(9) %
Average loans held for investment	**74,169**	75,320	76,442	(2)	(3)
Period-end deposits	**41,552**	39,590	32,822	5	27
Average deposits	**40,107**	38,676	32,238	4	24
Average deposits interest rate	**0.18 %**	0.23 %	0.89 %	(5)bps	(71)bps
Net charge-off rate	**0.09**	0.45	0.57	(36)	(48)
Risk category as a percentage of period-end loans held for investment:[(1)]					
Criticized performing	**9.2 %**	9.5 %	3.6 %	(30)bps	560 bps
Criticized nonperforming	**0.9**	0.9	0.6	—	30

(1) Criticized exposures correspond to the “Special Mention,” “Substandard” and “Doubtful” asset categories defined by bank regulatory authorities.

First Quarter 2021 Highlights

- Ending loans down $7.4 billion, or 9%, year-over-year; average loans down $2.3 billion, or 3%, year-over-year
- Ending deposits up $8.7 billion, or 27%, year-over-year; average deposits up $7.9 billion, or 24%, year-over-year
- Revenue up $31 million, or 4%, year-over-year
- Non-interest expense up $7 million, or 2%, year-over-year
- Provision for credit losses down $1.1 billion year-over-year
- Net charge-off rate of 0.09%
- Criticized performing loan rate of 9.2% and criticized nonperforming loan rate of 0.9%

Appendix

Reconciliation of Non-GAAP Measures

(Dollars in millions, except per share data and as noted)	2021 Q1	2020 Q4	2020 Q1
Adjusted diluted EPS:			
Net income (loss) available to common stockholders (GAAP)	**$ 3,236**	$ 2,462	$ (1,420)
Legal reserve activity, including insurance recoveries	**—**	(37)	45
Cybersecurity Incident expenses, net of insurance	**—**	6	4
Adjusted net income (loss) available to common stockholders before income tax impacts (non-GAAP)	**3,236**	2,431	(1,371)
Income tax impacts	**—**	5	(12)
Adjusted net income (loss) available to common stockholders (non-GAAP)	**$ 3,236**	$ 2,436	$ (1,383)
Diluted weighted-average common shares outstanding (in millions) (GAAP)	**460.1**	460.2	457.6
Diluted EPS (GAAP)	**$ 7.03**	$ 5.35	$ (3.10)
Impact of adjustments noted above	**—**	(0.06)	0.08
Adjusted diluted EPS (non-GAAP)	**$ 7.03**	$ 5.29	$ (3.02)
Adjusted efficiency ratio:			
Non-interest expense (GAAP)	**$ 3,740**	$ 4,009	$ 3,729
Legal reserve activity, including insurance recoveries	**—**	37	(45)
Cybersecurity Incident expenses, net of insurance	**—**	(6)	(4)
Adjusted non-interest expense (non-GAAP)	**$ 3,740**	$ 4,040	$ 3,680
Total net revenue (GAAP)	**$ 7,113**	$ 7,337	$ 7,249
Efficiency ratio (GAAP)	**52.58 %**	54.64 %	51.44 %
Impact of adjustments noted above	**—**	42 bps	(67) bps
Adjusted efficiency ratio (non-GAAP)	**52.58 %**	55.06 %	50.77 %
Adjusted operating efficiency ratio:			
Operating expense (GAAP)	**$ 3,239**	$ 3,446	$ 3,238
Legal reserve activity, including insurance recoveries	**—**	37	(45)
Cybersecurity Incident expenses, net of insurance	**—**	(6)	(4)
Adjusted operating expense (non-GAAP)	**$ 3,239**	$ 3,477	$ 3,189
Total net revenue (GAAP)	**$ 7,113**	$ 7,337	$ 7,249
Operating efficiency ratio (GAAP)	**45.54 %**	46.97 %	44.67 %
Impact of adjustments noted above	**—**	42 bps	(68) bps
Adjusted operating efficiency ratio (non-GAAP)	**45.54 %**	47.39 %	43.99 %