CAPITAL ONE FINANCIAL CORPORATION

CHARTER OF THE RISK COMMITTEE OF THE BOARD OF DIRECTORS

Purpose

The Risk Committee (the "Committee") is appointed by the Board of Directors (the "Board") of Capital One Financial Corporation (the "Corporation") to assist the Board in discharging its oversight of the Corporation's enterprise-wide risk management framework, including policies and practices established by management to identify, assess, measure and manage key risks facing the Corporation across all of the Corporation's risk categories: strategic, compliance, operational, franchise, credit, market, and liquidity risk. The Committee shall also perform such other duties as may be specified from time to time as deemed necessary or appropriate to carry out its responsibilities.

References in this Charter to the Corporation shall be deemed to include its depository and non-depository institution subsidiaries and affiliates, unless the context requires otherwise.

The Committee's primary responsibility is one of oversight of enterprise-wide risk management, and it recognizes that the Corporation's management is responsible for managing its risk function and for reporting on its processes and assessments with respect to the Corporation's management of risk. Accordingly, in assisting the Board with its oversight responsibilities with respect to risk management, the Committee may rely on management to assume the primary responsibility for the risk management function at the enterprise level and to see that risk management policies, procedures and limits are developed throughout each line of business and staff group, as applicable, to achieve desired results. The Committee may also rely on the periodic reports from management or other officers or employees, as appropriate, on the Corporation's risk management programs and the results of such programs. The Committee may rely, to the fullest extent permitted by law, upon the information, opinions, reports, or statements provided by persons within and outside the Corporation from whom the Committee receives such information, opinions, reports or statements.

Membership

The Committee shall consist of at least three directors, a majority of whom, in the judgment of the Board, shall meet the criteria for independence for directors as established by the Board in accordance with the New York Stock Exchange listing standards and any other applicable laws, rules or regulations regarding independence as they are in effect from time to time. The chair of the Committee (the "Chair") shall, in the judgment of the Board, meet the criteria for independence as established by the Board in accordance with the New York Stock Exchange listing standards and any other applicable laws, rules or regulations regarding independence or other qualifications applicable to the Chair as they are in effect from time to time. In addition, at least one member of the Committee shall, in the judgment of the Board, have experience in identifying, assessing, and

managing risk exposures of large, complex financial firms, commensurate with the Corporation's structure, risk profile, complexity, activities, and size.

The members and the chair of the Committee (the "Chair") shall be appointed and removed by the Board, including by acting on the recommendation of the Governance and Nominating Committee of the Board. The Board shall have the authority to fill any vacancies and to remove any Committee member for any reason.

Meetings

The Committee shall meet at least quarterly during the year and at such other times as the Committee or the Chair deems advisable. The Committee may also meet periodically in separate executive sessions, including executive sessions with the Corporation's Chief Risk Officer(s), Chief Audit Officer, Chief Credit Review Officer, General Counsel and Corporate Secretary, Chief Compliance Officer, and other members of management as it deems appropriate to carry out its responsibilities.

The Committee shall have the authority to meet with other Board committees, or the chairs of those committees, overseeing the Corporation's management of specific risks.

The Committee may meet in joint session with the Audit Committee of the Board (the "Audit Committee"), or with the chair of the Audit Committee, from time to time to discuss areas of common interest and other significant matters as the Committee deems appropriate. With respect to the Committee and its responsibilities for the oversight of the guidelines and policies governing the processes by which management identifies, assesses, measures, and manages risk generally, the committees and the Board acknowledge and agree that the information and reports reviewed by the Committee and the Audit Committee may each be of interest to the other and should be provided to the other as appropriate.

The Board reserves responsibility for overall corporate strategy and oversight of strategic risk management, capital planning, dividends and share repurchases, the capital plan submission and supervisory and company-run stress testing under the Dodd-Frank Wall Street Reform and Consumer Protection Act, and significant capital markets, financing, and corporate transactions to the extent not otherwise delegated to management.

The Committee shall be governed by the same rules regarding meetings (including meetings by telephone conference or similar communications equipment), action without meetings, notice, waiver of notice, and quorum and voting requirements as are applicable to the Board.

Committee Duties and Responsibilities

The general responsibility of the Committee is to approve and periodically review the enterprise-wide risk management policies of the Corporation, and oversee the operation of the Corporation's enterprise-wide risk management framework, commensurate with the Corporation's structure, risk profile, complexity, activities, size, and other appropriate risk-related factors. In furtherance of its responsibilities described above, the Committee's duties include:

A. Risk Management Framework, Policies and Practices

1. Review and recommend to the Board for approval the Corporation's risk management framework (and any significant changes thereto) and the key risk management policies developed for the Corporation.

2. Receive and review management reports from the Chief Risk Officer(s) and other members of management, as applicable, on the Corporation's risk management framework, risk management programs (including steps taken to identify, assess, measure, and manage the Corporation's key risks) and their results, including any risk management deficiencies and emerging risks in coordination with the full Board or other Board committees, as appropriate.

3. Discuss with management the enterprise's risk appetite and tolerance; and at least annually (or more frequently, as necessary, based on the size and volatility of risks and any material changes in the Corporation's business model, strategy, risk profile, or market conditions), recommend to the full Board the statement of risk appetite and tolerance to be communicated throughout the Corporation.

4. Review and assess the adequacy and effectiveness of the Corporation's enterprise-wide risk assessment processes; and review and address, as appropriate, management's corrective actions for any deficiencies that may arise with respect to the effectiveness of such programs.

5. Receive reports from the Head of Global Enterprise Affairs or other members of management, as appropriate, on material inquiries received from, and any reports of examination submitted by, the various federal and state financial institution regulatory authorities and management's responses to such reports or inquiries.

6. Receive reports from, review with, and provide feedback to, management on the Corporation's strategic, compliance, operational, franchise, credit, market, and liquidity risk categories, the exposures in each category, significant concentrations within those risk categories, the metrics used to monitor the exposures, and management's views on the acceptable and appropriate levels of those risk exposures.

7. At least annually, review and recommend to the Board the Corporation's Information Security Policy and Information Security Program (as outlined in management reports that the Committee receives from the Chief Information Officer or the Chief Information Security Officer).

8. Receive and review management reports from the Chief Information Officer or the Chief Information Security Officer, as appropriate, regarding (i) the Corporation's enterprise cybersecurity program and key enterprise cybersecurity initiatives, including management's actions to identify, assess, mitigate, and remediate material cybersecurity issues and risks; and (ii) significant cybersecurity incidents impacting the

Corporation, including management's assessment of the root cause and relevant learnings from the incident.

9. Receive and review management reports from the second-line technology and cybersecurity risk management function on the Corporation's technology and cybersecurity risk profile and top technology and cybersecurity risks, including management's actions to identify, assess, mitigate, and remediate material technology and cybersecurity issues and risks.

10. Oversee the Corporation's independent market and liquidity risk management function; and receive and review from such function reports on any material market or liquidity risk management issues for corrective action.

11. At least annually, review and recommend to the Board the Corporation's liquidity risk tolerance, taking into account the Corporation's capital structure, risk profile, complexity, activities, and size. At least quarterly (or more often, if changes in market conditions or the liquidity position, risk profile, or financial condition of the Corporation warrant), senior management shall report to the Committee or the Board regarding the Corporation's liquidity risk profile and liquidity risk tolerance. Also, at least semi-annually, the Board shall receive and review information provided by senior management to determine whether the Corporation is operating in accordance with its liquidity risk tolerance.

12. Receive documentation from senior management regarding any material revisions to the methodology and assumptions used to make the Corporation's cash flow projections for liquidity measurement and management.

13. At least annually, approve the Corporation's contingency funding plan, and any material revisions thereto.

14. Review and recommend to the Board the Corporation's resolution and recovery plans.

B. Enterprise Risk Function and Chief Risk Officer(s)

15. At least annually, review with the Chief Risk Officer(s) the overall budget for the enterprise-wide risk management function, including ongoing investments in the Corporation's enterprise-wide risk management function and its talent, staffing, and systems.

16. Approve the appointment, removal or replacement of the Chief Risk Officer(s), as appropriate. The Chief Risk Officer(s) shall report directly to both the Committee and the Chief Executive Officer.

17. Annually review the performance of the Chief Risk Officer(s) and approve the compensation and any salary adjustment of the Chief Risk Officer(s).

18. At least quarterly, receive and review regular reports from the Chief Risk Officer(s).

19. Review and see that the Chief Risk Officer(s), in the judgment of the Committee, has/have (i) sufficient experience in identifying, assessing, and managing risk exposures of large, complex financial firms, relevant to the particular risks facing the Corporation and commensurate with the Corporation's structure, risk profile, complexity, activities, size and other appropriate risk-related factors as the Committee may determine in its judgment, and (ii) sufficient stature, authority, and seniority within the Corporation.

C. Credit Review and Chief Credit Review Officer

20. Oversee the Corporation's credit review department and review and approve its annual budget.

21. Approve or replace the Chief Credit Review Officer, as appropriate. The Chief Credit Review officer shall report directly to the Committee for functional purposes but may report to a member of management for administrative purposes, which administrative reporting arrangement shall be reviewed and assessed by the Committee on an annual basis.

22. Annually review the performance, independence, and compensation of the Chief Credit Review Officer.

23. Annually review and approve the Corporation's credit review plans and policies, and any significant changes to such plans, as appropriate.

24. Receive and review reports from the Chief Credit Review Officer, or designee, on any significant credit review findings regarding the Corporation's credit risk management programs and policies and management's corrective actions, as appropriate.

D. General Duties

25. Review, at least annually, the Committee's Charter and recommend any proposed changes to the Board for approval.

26. Coordinate consideration by and communications among the Board committees and the Board regarding the Corporation's risk management framework.

27. Maintain minutes of meetings, regularly report on its deliberations and actions to the Board and make recommendations to the Board, as appropriate, in accordance with the duties specified in this Charter and pursuant to applicable regulatory requirements and the listing standards of the New York Stock Exchange.

28. Conduct, and report to the Board the results of, an annual performance evaluation of the Committee, which evaluation shall include comparing the performance of the Committee with the requirements of this Charter.

29. In addition to the activities enumerated herein, perform any other activities consistent with this Charter, the Corporation's Amended and Restated Bylaws, and governing law, as the Committee or the Board deems necessary or appropriate or as required by law or regulations.

Access to Advisors

The Committee, in its sole and absolute discretion, shall have the authority to conduct investigations into any matters within its scope of responsibility and to retain and terminate special legal, accounting, risk management or other advisors as it deems necessary to perform its duties and responsibilities, without the prior permission from the Board or management, and the Corporation shall provide the necessary resources, including appropriate funding, for such purposes.

Open Communications

In carrying out its responsibilities, the Committee shall maintain free and open means of communication between the directors, the Chief Audit Officer, the Chief Risk Officer(s), the Chief Financial Officer, the Chief Credit Review Officer, the General Counsel and Corporate Secretary, the Chief Compliance Officer and other members of management. The Committee's policies and procedures shall remain flexible to best react to changing conditions and circumstances that might have a material effect on the risk assessment and risk management practices of the Corporation.

Delegation of Authority

The Committee may form, and delegate authority to, subcommittees consisting of one or more members of the Committee, as appropriate and in the best interests of the Corporation. Each subcommittee shall have the full power and authority of the Committee, as to matters delegated to it.

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Approved by the Board on July 29, 2026