

UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION  
Washington, D.C. 20549

FORM 10-Q

QUARTERLY REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934  
For the quarterly period ended March 31, 2026  
OR  
 TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934  
For the transition period from \_\_\_\_\_ to \_\_\_\_\_  
Commission File No. 001-13300

CAPITAL ONE FINANCIAL CORPORATION

(Exact name of registrant as specified in its charter)

Delaware  
(State or other jurisdiction of incorporation or organization)  
1680 Capital One Drive,  
McLean, Virginia  
(Address of principal executive offices)

54-1719854  
(I.R.S. Employer Identification No.)  
22102  
(Zip Code)

Registrant's telephone number, including area code: (703) 720-1000  
(Not Applicable)  
(Former name, former address and former fiscal year, if changed since last report)

Securities registered pursuant to Section 12(b) of the Act:

Title of Each Class	Trading Symbol(s)	Name of Each Exchange on Which Registered
Common Stock (par value \$.01 per share)	COF	New York Stock Exchange
Depository Shares, Each Representing a 1/40th Interest in a Share of Fixed Rate Non-Cumulative Perpetual Preferred Stock, Series I	COF PRI	New York Stock Exchange
Depository Shares, Each Representing a 1/40th Interest in a Share of Fixed Rate Non-Cumulative Perpetual Preferred Stock, Series J	COF PRJ	New York Stock Exchange
Depository Shares, Each Representing a 1/40th Interest in a Share of Fixed Rate Non-Cumulative Perpetual Preferred Stock, Series K	COF PRK	New York Stock Exchange
Depository Shares, Each Representing a 1/40th Interest in a Share of Fixed Rate Non-Cumulative Perpetual Preferred Stock, Series L	COF PRL	New York Stock Exchange
Depository Shares, Each Representing a 1/40th Interest in a Share of Fixed Rate Non-Cumulative Perpetual Preferred Stock, Series N	COF PRN	New York Stock Exchange
1.650% Senior Notes Due 2029	COF29	New York Stock Exchange

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes  No

Indicate by check mark whether the registrant has submitted electronically every Interactive Data File required to be submitted pursuant to Rule 405 of Regulation S-T (§232.405 of this chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit such files). Yes  No

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, a smaller reporting company, or an emerging growth company. See the definitions of "large accelerated filer," "accelerated filer," "smaller reporting company," and "emerging growth company" in Rule 12b-2 of the Exchange Act.

Large accelerated filer  Accelerated filer   
Non-accelerated filer  Smaller reporting company   
Emerging growth company

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act). Yes  No

As of April 30, 2026, there were 622,292,783 shares of the registrant's Common Stock outstanding.

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## PART I—FINANCIAL INFORMATION

### Item 2. Management’s Discussion and Analysis of Financial Condition and Results of Operations (“MD&A”)

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*This discussion contains forward-looking statements that are based upon management’s current expectations and are subject to significant uncertainties and changes in circumstances. Please review “Forward-Looking Statements” for more information on the forward-looking statements in this Quarterly Report on Form 10-Q (“this Report”). All statements that address operating performance, events or developments that we expect or anticipate will occur in the future are forward-looking statements. Our actual results may differ materially from those included in these forward-looking statements due to a variety of factors including, but not limited to, those described in “Part I—Item 1A. Risk Factors” in our 2025 Annual Report on Form 10-K (“2025 Form 10-K”) and “Part II—Item 1A. Risk Factors” in this Report. Unless otherwise specified, references to notes to our consolidated financial statements refer to the notes to our consolidated financial statements as of March 31, 2026 included in this Report.*

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Management monitors a variety of key indicators to evaluate our business results and financial condition. The following MD&A is provided as a supplement to, and should be read in conjunction with, our consolidated financial statements and related notes in this Report and the more detailed information contained in our 2025 Form 10-K.

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#### INTRODUCTION

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Capital One Financial Corporation, a Delaware corporation established in 1994 and headquartered in McLean, Virginia, is a diversified financial services holding company with banking and non-banking subsidiaries. Capital One Financial Corporation and its subsidiaries (the “Company” or “Capital One”) operate as a global payments provider and diversified financial institution, delivering a broad array of financial products and services to consumers, small businesses and commercial clients through digital channels, branch locations, cafés and other distribution channels.

Capital One Financial Corporation’s principal operating subsidiary was Capital One, National Association (“CONA”). On May 18, 2025 (the “Closing Date”), Discover Financial Services (“Discover”) merged into Capital One and Discover Bank merged into CONA. See “Part II—Item 8. Financial Statements and Supplementary Data—Note 2—Business Combinations and Discontinued Operations” in our 2025 Form 10-K for additional information. The Company is hereafter collectively referred to as “we,” “us” or “our.” CONA is referred to as the “Bank.”

We offer credit cards, debit cards, bank lending, treasury management and depository services, auto loans, and other consumer lending products in markets across the United States (“U.S.”). We service banking customer accounts through digital channels and our network of branch locations, cafés, call centers and automated teller machines (“ATMs”). Additionally, through the acquisition of Discover, we acquired new products including personal loans as well as the Discover Network, the PULSE Network and Diners Club (collectively, the “Global Payment Network”).

We also offer credit card products and certain other services outside of the U.S. principally through Capital One (Europe) plc (“COEP”), an indirect subsidiary of CONA organized and located in the United Kingdom (“U.K.”), and through a branch of CONA in Canada. Both COEP and our Canadian branch of CONA have the authority to provide credit card loans. In addition, we offer Global Payment Network services globally.

Our consolidated total net revenues are derived primarily from lending to consumer and commercial customers net of funding costs associated with our deposits, long-term debt and other borrowings. We also earn non-interest income which primarily consists of discount and interchange income, net of reward expenses, and service charges and other customer-related fees. Our expenses primarily consist of the provision for credit losses, operating expenses, marketing expenses and income taxes.

Our principal operations are organized for management reporting purposes into three major business segments, which are defined primarily based on the products and services provided or the types of customers served: Credit Card, Consumer Banking and Commercial Banking. The operations of acquired businesses have been integrated into or managed as a part of our existing business segments. Certain activities that are not part of a business segment are included in the Other category, such as the management of our corporate investment portfolio and asset/liability positions performed by our centralized Corporate Treasury group and any residual tax expense or benefit beyond what is assessed to our business segments in order to arrive at the consolidated effective tax rate. The Other category also includes unallocated corporate expenses that do not directly support

the operations of the business segments or for which the business segments are not considered financially accountable in evaluating their performance, such as certain restructuring charges and Discover integration expenses.

- *Credit Card:* Consists of our domestic consumer card lending, personal loans, domestic small business card lending and international card businesses in the U.K. and Canada.
- *Consumer Banking:* Consists of our deposit gathering and lending activities for consumers and small businesses, national auto lending and services offered by the Global Payment Network.
- *Commercial Banking:* Consists of our lending, deposit gathering, capital markets and treasury management services to commercial real estate and commercial and industrial customers. Our customers typically include companies with annual revenues between \$20 million and \$2 billion.

#### **Business Developments**

We regularly explore and evaluate opportunities to acquire financial products and services as well as financial assets, including credit card and other loan portfolios, and enter into strategic partnerships as part of our growth strategy. We also explore opportunities to acquire technology companies and related assets to improve our information technology infrastructure and to deliver on our digital strategy. We may issue equity or debt to fund our acquisitions. In addition, we regularly consider the potential disposition of certain of our assets, branches, partnership agreements or lines of business.

#### **Discover Acquisition**

On February 19, 2024, the Company entered into an agreement and plan of merger (the “Merger Agreement”), by and among Capital One, Discover, a Delaware corporation and Vega Merger Sub, Inc., a Delaware corporation and a direct, wholly owned subsidiary of the Company (“Merger Sub”). On May 18, 2025, the Company closed the acquisition of Discover, pursuant to which (i) Merger Sub merged with and into Discover, with Discover as the surviving entity in the merger (the “Merger”); (ii) immediately following the Merger, Discover, as the surviving entity, merged with and into Capital One, with Capital One as the surviving entity in the second-step merger (the “Second Step Merger”); and (iii) immediately following the Second Step Merger, Discover Bank, a Delaware-chartered and wholly owned subsidiary of Discover, merged with and into CONA, with CONA as the surviving entity in the merger (the “CONA Bank Merger,” and collectively with the Merger and Second Step Merger, the “Transaction”).

For additional information on the Transaction, see “Part II—Item 8. Financial Statements and Supplementary Data—Note 2—Business Combinations and Discontinued Operations” in our 2025 Form 10-K.

#### **Brex Acquisition**

On April 7, 2026, the Company completed its previously announced acquisition of Brex Inc., a Delaware corporation (“Brex” and such acquisition, the “Brex acquisition”), pursuant to the terms of an Agreement and Plan of Merger and Reorganization, dated as of January 22, 2026 with Brex and certain other parties thereto. Brex offers businesses solutions to issue corporate cards, automate expense management and make secure, real-time payments. The Brex acquisition enhances the Company’s offerings in the business payments marketplace. The total consideration paid to Brex shareholders for the acquisition was approximately \$4.5 billion and included \$2.6 billion of cash consideration and 10.6 million shares of common stock, par value \$0.01 per share, of the Company with a fair value of \$1.9 billion. The consideration is also subject to customary post-closing adjustments. Immediately following the completion of the Brex acquisition, the Company settled Brex’s outstanding debt of \$1.1 billion.

**SELECTED FINANCIAL DATA**

The following table presents selected consolidated financial data and performance from our results of operations for the first quarters of 2026 and 2025 and selected comparative balance sheet data as of March 31, 2026 and December 31, 2025. We also provide selected key metrics we use in evaluating our performance, including certain metrics that are computed using non-GAAP measures. We consider these metrics to be key financial measures that management uses in assessing our operating performance, capital adequacy and the level of returns generated. We believe these non-GAAP metrics provide useful insight to investors and users of our financial information as they provide an alternate measurement of our performance and assist in assessing our capital adequacy and the level of return generated. These non-GAAP measures should not be viewed as a substitute for reported results determined in accordance with generally accepted accounting principles in the U.S. ("U.S. GAAP"), nor are they necessarily comparable to non-GAAP measures that may be presented by other companies.

**Table 1: Consolidated Financial Highlights**

	Three Months Ended March 31,		
	2026	2025	Change
<i>(Dollars in millions, except per share data and as noted)</i>			
<b>Income statement</b>			
Net interest income	\$ 12,145	\$ 8,013	52%
Non-interest income	3,086	1,987	55
Total net revenue	15,231	10,000	52
Provision for credit losses	4,068	2,369	72
Non-interest expense:			
Marketing	1,497	1,202	25
Operating expense	6,967	4,700	48
Total non-interest expense	8,464	5,902	43
Income from continuing operations before income taxes	2,699	1,729	56
Income tax provision	518	325	59
Income from continuing operations, net of tax	2,181	1,404	55
Income (loss) from discontinued operations, net of tax	(7)	—	**
<b>Net income</b>	2,174	1,404	55
Dividends and undistributed earnings allocated to participating securities	(20)	(22)	(9)
Preferred stock dividends	(73)	(57)	28
<b>Net income available to common stockholders</b>	\$ 2,081	\$ 1,325	57
<b>Common share statistics</b>			
<b>Basic earnings per common share:</b>			
Net income from continuing operations	\$ 3.35	\$ 3.46	(3)%
Income (loss) from discontinued operations	(0.01)	—	**
Net income per basic common share	\$ 3.34	\$ 3.46	(3)
<b>Diluted earnings per common share:</b>			
Net income from continuing operations	\$ 3.35	\$ 3.45	(3)%
Income (loss) from discontinued operations	(0.01)	—	**
Net income per diluted common share	\$ 3.34	\$ 3.45	(3)
<b>Weighted-average common shares outstanding (in millions):</b>			
Basic	622.5	383.1	62%
Diluted	623.4	384.0	62
Common shares outstanding (period-end, in millions)	615.9	383.0	61
Dividends declared and paid per common share	\$ 0.80	\$ 0.60	33
Tangible book value per common share (period-end) <sup>(1)</sup>	107.76	113.74	(5)

	Three Months Ended March 31,		
	2026	2025	Change
<i>(Dollars in millions, except per share data and as noted)</i>			
<b>Balance sheet (average balances)</b>			
Loans held for investment	\$ 446,235	\$ 322,385	38%
Interest-earning assets	617,173	462,771	33
Total assets	675,999	491,817	37
Interest-bearing deposits	451,957	337,840	34
Total deposits	479,958	364,078	32
Borrowings	52,348	44,448	18
Common equity	109,149	57,395	90
Total stockholders' equity	114,556	62,240	84
<b>Selected performance metrics</b>			
Purchase volume	\$ 220,540	\$ 157,948	40%
Global Payment Network volume	174,332	N/A	**
Total net revenue margin <sup>(2)</sup>	9.87%	8.64%	123bps
Net interest margin	7.87	6.93	94
Return on average assets <sup>(3)</sup>	1.29	1.14	15
Return on average tangible assets <sup>(4)</sup>	1.37	1.18	19
Return on average common equity <sup>(5)</sup>	7.65	9.23	(158)
Return on average tangible common equity <sup>(6)</sup>	12.20	12.55	(35)
Equity-to-assets ratio <sup>(7)</sup>	16.95	12.66	429
Efficiency ratio <sup>(8)</sup>	55.57	59.02	(345)
Operating efficiency ratio <sup>(9)</sup>	45.74	47.00	(126)
Effective income tax rate from continuing operations	19.2	18.8	40
Net charge-offs	\$ 3,847	\$ 2,736	41%
Net charge-off rate	3.45%	3.40%	5bps

	March 31, 2026		December 31, 2025		Change
<i>(Dollars in millions, except as noted)</i>					
<b>Balance sheet (period-end)</b>					
Loans held for investment	\$ 447,754	\$ 453,622			(1)%
Interest-earning assets	624,560	613,750			2
Total assets	682,905	669,009			2
Interest-bearing deposits	461,117	448,386			3
Total deposits	489,053	475,771			3
Borrowings	51,888	51,000			2
Common equity	106,854	108,209			(1)
Total stockholders' equity	112,261	113,616			(1)
<b>Credit quality metrics</b>					
Allowance for credit losses	\$ 23,630	\$ 23,409			1%
Allowance coverage ratio	5.28%	5.16%			12bps
30+ day performing delinquency rate	3.04	3.41			(37)
30+ day delinquency rate	3.24	3.59			(35)

(Dollars in millions, except as noted)

	March 31, 2026	December 31, 2025	Change
<b>Capital ratios</b>			
Common equity Tier 1 capital <sup>(10)</sup>	14.4%	14.3%	10bps
Tier 1 capital <sup>(10)</sup>	15.4	15.3	10
Total capital <sup>(10)</sup>	17.3	17.2	10
Tier 1 leverage <sup>(10)</sup>	12.2	12.5	(30)
Tangible common equity ("TCE") <sup>(11)</sup>	10.3	10.7	(40)
Supplementary leverage <sup>(10)</sup>	10.4	10.6	(20)
<b>Other</b>			
Employees (period-end, in thousands)	77.1	76.3	1%

<sup>(1)</sup> Tangible book value per common share is a non-GAAP measure calculated based on TCE divided by common shares outstanding. See "Supplemental Table—Table A—Reconciliation of Non-GAAP Measures" for additional information on non-GAAP measures.

<sup>(2)</sup> Total net revenue margin is calculated based on annualized total net revenue for the period divided by average interest-earning assets for the period.

<sup>(3)</sup> Return on average assets is calculated based on annualized net income (loss) less annualized income (loss) from discontinued operations, net of tax, for the period divided by average total assets for the period.

<sup>(4)</sup> Return on average tangible assets is a non-GAAP measure calculated based on annualized net income (loss) less annualized income (loss) from discontinued operations, net of tax, for the period divided by average tangible assets for the period. See "Supplemental Table—Table A—Reconciliation of Non-GAAP Measures" for additional information on non-GAAP measures.

<sup>(5)</sup> Return on average common equity is calculated based on annualized net income (loss) available to common stockholders less annualized income (loss) from discontinued operations, net of tax, for the period, divided by average common equity. Our calculation of return on average common equity may not be comparable to similarly-titled measures reported by other companies.

<sup>(6)</sup> Return on average TCE is a non-GAAP measure calculated based on annualized net income (loss) available to common stockholders less annualized income (loss) from discontinued operations, net of tax, for the period, divided by average TCE. See "Supplemental Table—Table A—Reconciliation of Non-GAAP Measures" for additional information on non-GAAP measures.

<sup>(7)</sup> Equity-to-assets ratio is calculated based on average stockholders' equity for the period divided by average total assets for the period.

<sup>(8)</sup> Efficiency ratio is calculated based on total non-interest expense for the period divided by total net revenue for the period.

<sup>(9)</sup> Operating efficiency ratio is calculated based on operating expense for the period divided by total net revenue for the period.

<sup>(10)</sup> Capital ratios are calculated based on the Basel III standardized approach framework. See "Capital Management" for additional information.

<sup>(11)</sup> TCE ratio is a non-GAAP measure calculated based on TCE divided by tangible assets. See "Supplemental Table—Table A—Reconciliation of Non-GAAP Measures" for the calculation of this measure and reconciliation to the comparative U.S. GAAP measure.

\*\* Not meaningful.

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**EXECUTIVE SUMMARY**

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**Financial Highlights**

We reported net income of \$2.2 billion (\$3.34 per diluted common share) on total net revenue of \$15.2 billion for the first quarter of 2026. In comparison, we reported net income of \$1.4 billion (\$3.45 per diluted common share) on total net revenue of \$10.0 billion for the first quarter of 2025.

Our common equity Tier 1 (“CET1”) capital ratio as calculated under the Basel III standardized approach was 14.4% and 14.3% as of March 31, 2026 and December 31, 2025, respectively. See “Capital Management” for additional information.

In the first quarter of 2026, we declared and paid common stock dividends of \$505 million and repurchased \$2.5 billion of shares of our common stock. See “Capital Management—Dividend Policy and Stock Purchases” for additional information.

Below are additional highlights of our performance in the first quarter of 2026. These highlights are based on a comparison between the results of the first quarters of 2026 and 2025, except as otherwise noted. Highlights related to changes in our financial condition and credit performance are based on March 31, 2026 compared to December 31, 2025. We provide a more detailed discussion of our financial performance in the sections following this “Executive Summary.”

**Total Company Performance****Earnings:**

Our net income increased by \$770 million to \$2.2 billion in the first quarter of 2026 compared to the first quarter of 2025 primarily driven by:

- Higher net interest income primarily driven by higher average credit card loan balances, largely due to the addition of Discover.
- Higher non-interest income primarily driven by growth in our credit card loan portfolio, largely due to the addition of Discover.

These drivers were partially offset by:

- Higher provision for credit losses primarily driven by higher net losses in our credit card loan portfolio, largely due to the addition of Discover.
- Higher non-interest expense primarily driven by the addition of Discover, amortization of the intangibles recognized in the Transaction and higher Discover integration expenses.

**Loans Held for Investment:**

- Loans held for investment decreased by \$5.9 billion to \$447.8 billion as of March 31, 2026 compared to December 31, 2025 primarily driven by seasonal paydowns in our credit card loan portfolio, partially offset by growth in our auto loan portfolio.
- Average loans held for investment increased by \$123.9 billion to \$446.2 billion in the first quarter of 2026 compared to the first quarter of 2025 primarily driven by the addition of Discover.

**Net Charge-Off and Delinquency Metrics:**

- Our net charge-off rate increased by 5 basis points (“bps”) to 3.45% in the first quarter of 2026 compared to the first quarter of 2025.
- Our 30+ day delinquency rate decreased by 35 bps to 3.24% as of March 31, 2026 from December 31, 2025.

- *Allowance for Credit Losses:* Our allowance for credit losses increased by \$221 million to \$23.6 billion as of March 31, 2026 compared to December 31, 2025 primarily driven by allowance builds in our auto and commercial businesses. Our allowance coverage ratio increased by 12 bps to 5.28% as of March 31, 2026 compared to December 31, 2025 primarily driven by seasonally lower loan balances and a substantially flat allowance for credit losses on our credit card loan portfolio.

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## CONSOLIDATED RESULTS OF OPERATIONS

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The section below provides a comparative discussion of our consolidated financial performance for the first quarters of 2026 and 2025. We provide a discussion of our business segment results in the following section, “Business Segment Financial Performance.” This section should be read together with our “Executive Summary,” where we discuss trends and other factors that we expect will affect our future results of operations.

### Net Interest Income

Net interest income represents the difference between interest income, including certain fees, earned on our interest-earning assets and the interest expense incurred on our interest-bearing liabilities. Our interest-earning assets include loans, investment securities and other interest-earning assets, while our interest-bearing liabilities include interest-bearing deposits, securitized debt obligations, senior and subordinated notes, other borrowings and other interest-bearing liabilities. Generally, we include in interest income any past due fees, net of reversals, on loans that we deem collectible. Our net interest margin represents the difference between the yield on our interest-earning assets and the cost of our interest-bearing liabilities, including the notional impact of non-interest-bearing funding and excluding discontinued operations. We expect net interest income and our net interest margin to fluctuate based on changes in interest rates and changes in the amount and composition of our interest-earning assets and interest-bearing liabilities. Loans, other assets and liabilities associated with discontinued operations, and their related income and expense, are excluded from the net interest margin calculation.

Table 2 below presents the average outstanding balance, interest income earned, interest expense incurred and average yield for the first quarters of 2026 and 2025 for each major category of our interest-earning assets and interest-bearing liabilities. Nonperforming loans are included in the average loan balances below.

**Table 2: Average Balances, Net Interest Income and Net Interest Margin**

	Three Months Ended March 31,					
	2026			2025		
(Dollars in millions)	Average Balance	Interest Income/Expense	Average Yield/Rate <sup>(1)</sup>	Average Balance	Interest Income/Expense	Average Yield/Rate <sup>(1)</sup>
<b>Assets:</b>						
Interest-earning assets:						
Loans: <sup>(2)</sup>						
Credit card	\$ 270,975	\$ 11,633	17.17%	\$ 156,408	\$ 7,248	18.54%
Consumer banking	85,701	2,020	9.43	78,480	1,773	9.03
Commercial banking <sup>(3)</sup>	90,064	1,278	5.68	87,884	1,382	6.29
Other <sup>(4)</sup>	—	(196)	**	—	(246)	**
Total loans, including loans held for sale	446,740	14,735	13.19	322,772	10,157	12.59
Investment securities	97,803	832	3.40	92,659	770	3.32
Cash equivalents and other interest-earning assets	72,630	664	3.66	47,340	491	4.14
Total interest-earning assets	617,173	16,231	10.52	462,771	11,418	9.87
Cash and due from banks	5,270			4,071		
Allowance for credit losses	(23,414)			(16,253)		
Premises and equipment, net	5,664			4,534		
Other assets	71,306			36,694		
Total assets	\$ 675,999			\$ 491,817		
<b>Liabilities and stockholders' equity:</b>						
Interest-bearing liabilities:						
Interest-bearing deposits	\$ 451,957	\$ 3,387	3.00%	\$ 337,840	\$ 2,715	3.22%
Securitized debt obligations	12,476	141	4.52	13,731	176	5.11
Senior and subordinated notes	37,846	532	5.63	30,331	505	6.66
Other borrowings and interest-bearing liabilities <sup>(5)</sup>	4,238	26	2.44	2,312	9	1.57
Total interest-bearing liabilities	506,517	4,086	3.23	384,214	3,405	3.54
Non-interest-bearing deposits	28,001			26,238		
Other liabilities	26,925			19,125		
Total liabilities	561,443			429,577		
Stockholders' equity	114,556			62,240		
Total liabilities and stockholders' equity	\$ 675,999			\$ 491,817		
Net interest income/spread		\$ 12,145	7.29		\$ 8,013	6.32
Impact of non-interest-bearing funding			0.58			0.61
Net interest margin			7.87%			6.93%

<sup>(1)</sup> Average yield is calculated based on annualized interest income for the period divided by average loans during the period. Average yield is calculated using whole dollar values for average balances and interest income/expense.

<sup>(2)</sup> Past due fees, net of reversals, included in interest income totaled approximately \$671 million and \$549 million in the first quarters of 2026 and 2025, respectively.

<sup>(3)</sup> Some of our commercial investments generate tax-exempt income, tax credits or other tax benefits. Accordingly, we present our Commercial Banking revenue and yields on a taxable-equivalent basis, calculated using a blended federal and state statutory tax rate, with offsetting reductions to the Other category. Taxable-equivalent adjustments included in the interest income and yield computations for our commercial loans totaled approximately \$20 million in both the first quarters of 2026 and 2025, with corresponding reductions to the Other category.

<sup>(4)</sup> Interest income/expense in the Other category represents the impact of hedge accounting on our loan portfolios and the offsetting reduction of the taxable-equivalent adjustments of our commercial loans as described above.

<sup>(5)</sup> Includes amounts related to entities that provide capital to low-income and rural communities of \$2.2 billion and \$1.9 billion in the first quarters of 2026 and 2025, respectively. Related interest expense was \$8 million and \$7 million in the first quarters of 2026 and 2025, respectively.

\*\* Not meaningful.

Net interest income increased by \$4.1 billion to \$12.1 billion in the first quarter of 2026 compared to the first quarter of 2025 primarily driven by higher average credit card loan balances, largely due to the addition of Discover.

Net interest margin increased by 94 bps to 7.87% in the first quarter of 2026 compared to the first quarter of 2025 primarily driven by higher average credit card loan balances, largely due to the addition of Discover.

Our total company cumulative interest-bearing deposit beta increased to 32% as of March 31, 2026, from 23% as of December 31, 2025. We define cumulative deposit beta as the ratio of changes in the average rate paid on our average interest-bearing deposits to changes in the upper bound of the federal funds rate during the falling interest rate cycle.

Table 3 displays the change in our net interest income between periods and the extent to which the variance is attributable to:

- Changes in the volume of our interest-earning assets and interest-bearing liabilities; or
- Changes in the interest rates related to these assets and liabilities.

**Table 3: Rate/Volume Analysis of Net Interest Income<sup>(1)</sup>**

<i>(Dollars in millions)</i>	Three Months Ended March 31,		
	2026 vs. 2025		
	Total Variance	Volume	Rate
<b>Interest income:</b>			
Loans:			
Credit card	\$ 4,385	\$ 4,918	\$ (533)
Consumer banking	247	168	79
Commercial banking <sup>(2)</sup>	(104)	31	(135)
Other <sup>(3)</sup>	50	—	50
Total loans, including loans held for sale	4,578	5,117	(539)
Investment securities	62	43	19
Cash equivalents and other interest-earning assets	173	232	(59)
Total interest income	4,813	5,392	(579)
<b>Interest expense:</b>			
Interest-bearing deposits	672	855	(183)
Securitized debt obligations	(35)	(15)	(20)
Senior and subordinated notes	27	106	(79)
Other borrowings and liabilities	17	9	8
Total interest expense	681	955	(274)
Net interest income	\$ 4,132	\$ 4,437	\$ (305)

<sup>(1)</sup> We calculate the change in interest income and interest expense separately for each item. The portion of interest income or interest expense attributable to both volume and rate is allocated proportionately when the calculation results in a positive value. When the portion of interest income or interest expense attributable to both volume and rate results in a negative value, the total amount is allocated to volume or rate, depending on which amount is positive. The portion of interest income or interest expense attributable to both volume and rate is calculated using rounded dollars in millions for average balances and interest income/expense.

<sup>(2)</sup> Some of our commercial investments generate tax-exempt income, tax credits or other tax benefits. Accordingly, we present our Commercial Banking revenue and yields on a taxable-equivalent basis, calculated using a blended federal and state statutory tax rate, with offsetting reductions to the Other category.

<sup>(3)</sup> Interest income/expense in the Other category represents the impact of hedge accounting on our loan portfolios and the offsetting reduction of the taxable-equivalent adjustments of our commercial loans as described above.

**Non-Interest Income**

Table 4 displays the components of non-interest income for the first quarters of 2026 and 2025.

**Table 4: Non-Interest Income**

<i>(Dollars in millions)</i>	Three Months Ended March 31,	
	2026	2025
Discount and interchange fees, net	\$ 1,964	\$ 1,223
Service charges and other customer-related fees	809	509
Other <sup>(1)(2)</sup>	313	255
Total non-interest income	<u>\$ 3,086</u>	<u>\$ 1,987</u>

<sup>(1)</sup> Primarily consists of revenue from Capital One Shopping, treasury income and auto industry services.

<sup>(2)</sup> Includes losses of \$18 million and \$16 million on deferred compensation plan investments in the first quarters of 2026 and 2025, respectively. These amounts have corresponding offsets in non-interest expense.

Non-interest income increased by \$1.1 billion to \$3.1 billion in the first quarter of 2026 compared to the first quarter of 2025 primarily driven by growth in our credit card loan portfolio, largely due to the addition of Discover.

**Provision for Credit Losses**

Our provision for credit losses in each period is driven by net charge-offs, changes to the allowance for credit losses and changes to the reserve for unfunded lending commitments. Our provision for credit losses increased by \$1.7 billion to \$4.1 billion in the first quarter of 2026 compared to the first quarter of 2025 primarily driven by higher net charge-offs in our credit card loan portfolio, largely due to the addition of Discover.

We provide additional information on the provision for credit losses and changes in the allowance for credit losses within "Credit Risk Profile" and "Part I—Item 1. Financial Statements—Note 5—Allowance for Credit Losses and Reserve for Unfunded Lending Commitments." For information on the allowance methodology, see "Part II—Item 8. Financial Statements and Supplementary Data—Note 1—Summary of Significant Accounting Policies" in our 2025 Form 10-K.

**Non-Interest Expense**

Table 5 displays the components of non-interest expense for the first quarters of 2026 and 2025.

**Table 5: Non-Interest Expense**

<i>(Dollars in millions)</i>	<b>Three Months Ended March 31,</b>	
	<b>2026</b>	<b>2025</b>
<b>Operating expense:</b>		
Salaries and associate benefits <sup>(1)</sup>	\$ 3,671	\$ 2,546
Occupancy and equipment	867	615
Professional services	585	437
Communications and data processing	496	399
Amortization of intangibles	492	16
<b>Other non-interest expense:</b>		
Bankcard, regulatory and other fee assessments	182	65
Collections	244	108
Other	430	514
<b>Total other non-interest expense</b>	<b>856</b>	<b>687</b>
Total operating expense	\$ 6,967	\$ 4,700
Marketing	1,497	1,202
<b>Total non-interest expense</b>	<b>\$ 8,464</b>	<b>\$ 5,902</b>

<sup>(1)</sup> Includes benefits of \$18 million and \$16 million related to our deferred compensation plan investments for the first quarters of 2026 and 2025, respectively. These amounts have corresponding offsets from investments in other non-interest income.

Non-interest expense increased by \$2.6 billion to \$8.5 billion in the first quarter of 2026 compared to the first quarter of 2025 primarily driven by the addition of Discover, amortization of the intangibles recognized in the Transaction and higher Discover integration expenses.

Discover integration expenses increased by \$305 million to \$415 million in the first quarter of 2026 primarily driven by higher salaries and associate benefits, which are included within operating expense in our consolidated statements of income. Since the announcement of the Transaction in the first quarter of 2024, we have incurred \$1.8 billion of Discover integration expenses as of March 31, 2026.

## Income Taxes

We recorded an income tax expense of \$518 million (19.2% effective income tax rate) and \$325 million (18.8% effective income tax rate) in the first quarters of 2026 and 2025, respectively. Our effective tax rate on income from continuing operations varies between periods due, in part, to the impact of changes in pre-tax income and changes in tax credits, tax-exempt income and non-deductible expenses relative to our pre-tax earnings.

We provide additional information on items affecting our income taxes and effective tax rate in “Part II—Item 8. Financial Statements and Supplementary Data—Note 16—Income Taxes” in our 2025 Form 10-K.

## CONSOLIDATED BALANCE SHEETS ANALYSIS

Total assets increased by \$13.9 billion to \$682.9 billion as of March 31, 2026 from December 31, 2025 primarily driven by increases in our cash balances from deposit growth and seasonal paydowns in our credit card loan portfolio.

Total liabilities increased by \$15.3 billion to \$570.6 billion as of March 31, 2026 from December 31, 2025 primarily driven by continued deposit growth from our national banking strategy.

Stockholders’ equity decreased by \$1.4 billion to \$112.3 billion as of March 31, 2026 from December 31, 2025 primarily driven by purchases of treasury stock and stock dividends, partially offset by an increase in net income.

The following is a discussion of material changes in the major components of our assets and liabilities during the first quarter of 2026. Period-end balance sheet amounts may vary from average balance sheet amounts due to the timing of normal balance sheet management activities that are intended to support our capital and liquidity positions, our market risk profile and the needs of our customers.

### Investment Securities

Our investment securities portfolio consists of the following debt securities: U.S. government-sponsored enterprise or agency (“GSE” or “Agency”) and non-agency residential mortgage-backed securities (“RMBS”), agency commercial mortgage-backed securities (“CMBS”), U.S. Treasury securities and other debt securities. Agency securities include securities guaranteed by the Government National Mortgage Association (“Ginnie Mae”) and securities issued by the Federal National Mortgage Association (“Fannie Mae”) and the Federal Home Loan Mortgage Corporation (“Freddie Mac”). The carrying value of our investments in Agency and U.S. Treasury securities represented 96% and 97% of our total investment securities portfolio as of March 31, 2026 and December 31, 2025, respectively.

The carrying value of our investment securities portfolio increased by \$1.3 billion to \$92.3 billion as of March 31, 2026 from December 31, 2025 primarily driven by net purchases.

### Loans Held for Investment

Total loans held for investment consists of both unsecuritized loans and loans held in our consolidated trusts. Table 6 summarizes by segment the carrying value of our loans held for investment, the allowance for credit losses and net loan balance as of March 31, 2026 and December 31, 2025.

**Table 6: Loans Held for Investment**

<i>(Dollars in millions)</i>	March 31, 2026			December 31, 2025		
	Loans	Allowance	Net Loans	Loans	Allowance	Net Loans
Credit Card	\$ 270,558	\$ (20,049)	\$ 250,509	\$ 279,570	\$ (20,066)	\$ 259,504
Consumer Banking	86,873	(2,047)	84,826	84,790	(1,892)	82,898
Commercial Banking	90,323	(1,534)	88,789	89,262	(1,451)	87,811
Total	\$ 447,754	\$ (23,630)	\$ 424,124	\$ 453,622	\$ (23,409)	\$ 430,213

Loans held for investment decreased by \$5.9 billion to \$447.8 billion as of March 31, 2026 compared to December 31, 2025 primarily driven by seasonal paydowns in our credit card loan portfolio, partially offset by growth in our auto loan portfolio.

We provide additional information on the composition of our loan portfolio and credit quality in “Credit Risk Profile,” “Consolidated Results of Operations” and “Part I—Item 1. Financial Statements—Note 4—Loans.”

### Funding Sources

Our funding sources include deposits, senior and subordinated notes, securitized debt obligations, federal funds purchased, securities loaned or sold under agreements to repurchase and advances from the Federal Home Loan Bank (“FHLB”) secured by certain portions of our loan and securities portfolios. Insured deposits in our Consumer Banking business represent our primary source of funding, as they are a relatively stable and low cost source of funding.

Table 7 provides the composition of our primary sources of funding as of March 31, 2026 and December 31, 2025.

**Table 7: Funding Sources Composition**

<i>(Dollars in millions)</i>	March 31, 2026		December 31, 2025	
	Amount	% of Total	Amount	% of Total
Deposits:				
Consumer Banking	\$ 438,034	81%	\$ 423,932	80%
Commercial Banking	31,007	6	31,250	6
Other <sup>(1)</sup>	20,012	3	20,589	4
Total deposits	489,053	90	475,771	90
Securitized debt obligations	11,283	2	12,853	3
Other debt	40,605	8	38,147	7
Total funding sources	\$ 540,941	100%	\$ 526,771	100%

<sup>(1)</sup> Includes brokered deposits of \$18.5 billion and \$19.2 billion as of March 31, 2026 and December 31, 2025, respectively.

Total deposits increased by \$13.3 billion to \$489.1 billion as of March 31, 2026 from December 31, 2025 primarily driven by continued growth from our national banking strategy.

As of March 31, 2026 and December 31, 2025, we held \$73.6 billion and \$71.9 billion, respectively, of estimated uninsured deposits. These amounts were primarily comprised of checking and savings deposits. These estimated uninsured deposits comprised approximately 15% of our total deposits as of both March 31, 2026 and December 31, 2025. We estimate our uninsured amounts based on methodologies and assumptions used for our “Consolidated Reports of Condition and Income” Federal Financial Institutions Examination Council (“FFIEC”) 031 filed with the Board of Governors of the Federal Reserve System (“Federal Reserve”), the Office of the Comptroller of the Currency (“OCC”) and the Federal Deposit Insurance Corporation (“FDIC”), hereafter collectively referred to as the “Federal Banking Agencies,” adjusted to exclude intercompany balances and cash collateral received on certain derivative contracts which are not presented within deposits on our consolidated balance sheet.

Securitized debt obligations decreased by \$1.6 billion to \$11.3 billion as of March 31, 2026 from December 31, 2025 primarily driven by maturities and paydowns.

Other debt increased by \$2.5 billion to \$40.6 billion as of March 31, 2026 from December 31, 2025 primarily driven by net issuances of unsecured senior debt.

We provide additional information on our funding sources in “Liquidity Risk Profile” and “Part I—Item 1. Financial Statements—Note 8—Deposits and Borrowings.”

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**OFF-BALANCE SHEET ARRANGEMENTS**

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In the ordinary course of business, we engage in certain activities that are not reflected on our consolidated balance sheets, generally referred to as off-balance sheet arrangements. These activities typically involve transactions with unconsolidated variable interest entities (“VIEs”) as well as other arrangements, such as letters of credit, loan commitments and guarantees, to meet the financing needs of our customers and support their ongoing operations. We provide additional information regarding these types of activities in “Part I—Item 1. Financial Statements—Note 6—Variable Interest Entities and Securitizations” and “Part I—Item 1. Financial Statements—Note 14—Commitments, Contingencies, Guarantees and Others.”

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**BUSINESS SEGMENT FINANCIAL PERFORMANCE**

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Our principal operations are organized for management reporting purposes into three major business segments, which are defined primarily based on the products and services provided or the types of customer served: Credit Card, Consumer Banking and Commercial Banking. The operations of acquired businesses have been integrated into or managed as a part of our existing business segments. Certain activities that are not part of a business segment are included in the Other category, such as the management of our corporate investment portfolio and asset/liability positions performed by our centralized Corporate Treasury group and any residual tax expense or benefit beyond what is assessed to our business segments in order to arrive at the consolidated effective tax rate. The Other category also includes unallocated corporate expenses that do not directly support the operations of the business segments or for which the business segments are not considered financially accountable in evaluating their performance, such as certain restructuring charges and Discover integration expenses.

The results of our individual businesses, which we report on a continuing operations basis, reflect the manner in which management evaluates performance and makes decisions about funding our operations and allocating resources. We may periodically change our business segments or reclassify business segment results based on modifications to our management reporting methodologies and changes in organizational alignment. Our business segment results are intended to reflect each segment as if it were a stand-alone business. We use an internal management and reporting process to derive our business segment results. Our internal management and reporting process employs various allocation methodologies, including funds transfer pricing, to assign certain balance sheet assets, deposits and other liabilities and their related revenues and expenses directly or indirectly attributable to each business. Total interest income and non-interest income are directly attributable to the segment in which they are reported. The net interest income of each segment reflects the results of our funds transfer pricing process, which is primarily based on a matched funding concept that takes into consideration market interest rates. Our funds transfer pricing process is managed by our centralized Corporate Treasury group and provides a funds credit for sources of funds, such as deposits generated by our Consumer Banking and Commercial Banking businesses, and a charge for the use of funds by each business. The allocation is unique to each business and is based on the composition of assets and liabilities. The funds transfer pricing process considers the interest rate and liquidity risk characteristics of assets and liabilities and off-balance sheet products. Periodically, the methodology and assumptions utilized in the funds transfer pricing process are adjusted to reflect economic conditions and other factors, which may impact the allocation of net interest income to the businesses. We regularly assess the assumptions, methodologies and reporting classifications used for segment reporting, which may result in the implementation of refinements or changes in future periods. We provide additional information on the allocation methodologies used to derive our business segment results in “Part II—Item 8. Financial Statements and Supplementary Data—Note 18—Business Segments and Revenue from Contracts with Customers” in our 2025 Form 10-K.

We refer to the business segment results derived from our internal management accounting and reporting process as our “managed” presentation, which differs in some cases from our reported results prepared based on U.S. GAAP. There is no comprehensive authoritative body of guidance for management accounting equivalent to U.S. GAAP; therefore, the managed presentation of our business segment results may not be comparable to similar information provided by other financial services companies. In addition, our individual business segment results should not be used as a substitute for comparable results determined in accordance with U.S. GAAP.

We summarize our business segment results for the first quarters of 2026 and 2025 and provide a comparative discussion of these results, as well as changes in our financial condition and credit performance metrics as of March 31, 2026 compared to December 31, 2025. We provide a reconciliation of our total business segment results to our reported consolidated results in “Part I—Item 1. Financial Statements—Note 13—Business Segments and Revenue from Contracts with Customers.”

**Business Segment Financial Performance**

Table 8 summarizes our business segment results, which we report based on total net revenue (loss) and net income (loss) from continuing operations, for the first quarters of 2026 and 2025.

**Table 8: Business Segment Results**

	Three Months Ended March 31,							
	2026				2025			
	Total Net Revenue (Loss) <sup>(1)</sup>		Net Income (Loss) <sup>(2)</sup>		Total Net Revenue (Loss) <sup>(1)</sup>		Net Income (Loss) <sup>(2)</sup>	
<i>(Dollars in millions)</i>	Amount	% of Total	Amount	% of Total	Amount	% of Total	Amount	% of Total
Credit Card	\$ 11,389	75%	\$ 1,869	86%	\$ 7,165	72%	\$ 1,219	87%
Consumer Banking	2,912	19	298	14	2,126	21	186	13
Commercial Banking <sup>(3)</sup>	909	6	206	9	884	9	195	14
Other <sup>(3)</sup>	21	—	(192)	(9)	(175)	(2)	(196)	(14)
<b>Total</b>	<b>\$ 15,231</b>	<b>100%</b>	<b>\$ 2,181</b>	<b>100%</b>	<b>\$ 10,000</b>	<b>100%</b>	<b>\$ 1,404</b>	<b>100%</b>

<sup>(1)</sup> Total net revenue (loss) consists of net interest income and non-interest income.

<sup>(2)</sup> Net income (loss) for our business segments and the Other category is based on income (loss) from continuing operations, net of tax.

<sup>(3)</sup> Some of our commercial investments generate tax-exempt income, tax credits or other tax benefits. Accordingly, we present our Commercial Banking revenue and yields on a taxable-equivalent basis, calculated using a blended federal and state statutory tax rate, with offsetting reductions to the Other category.

## Credit Card Business

The primary sources of revenue for our Credit Card business are net interest income, net discount and interchange income and fees collected from customers. Expenses primarily consist of operating costs, the provision for credit losses and marketing expenses.

Our Credit Card business generated income from continuing operations, net of tax, of \$1.9 billion and \$1.2 billion in the first quarters of 2026 and 2025, respectively.

Table 9 summarizes the financial results of our Credit Card business and displays selected key metrics for the periods indicated.

**Table 9: Credit Card Business Results**

<i>(Dollars in millions, except as noted)</i>	Three Months Ended March 31,		
	2026	2025	Change
<b>Selected income statement data:</b>			
Net interest income	\$ 9,236	\$ 5,654	63%
Non-interest income	2,153	1,511	42
Total net revenue <sup>(1)</sup>	11,389	7,165	59
Provision for credit losses	3,411	1,926	77
Non-interest expense	5,501	3,638	51
Income from continuing operations before income taxes	2,477	1,601	55
Income tax provision	608	382	59
Income from continuing operations, net of tax	\$ 1,869	\$ 1,219	53
<b>Selected performance metrics:</b>			
Average loans held for investment:			
Domestic credit card	\$ 254,036	\$ 149,639	70
Personal loans	9,310	N/A	**
International card businesses	7,628	6,768	13
Total credit card	\$ 270,974	\$ 156,407	73
Average yield on loans <sup>(2)</sup>	17.17%	18.54%	(137)bps
Total net revenue margin <sup>(3)</sup>	16.81	18.32	(151)
Net charge-offs	\$ 3,419	\$ 2,399	43%
Net charge-off rate	5.05%	6.14%	(109)bps
Purchase volume	\$ 220,540	\$ 157,948	40%
<i>(Dollars in millions, except as noted)</i>			
	March 31, 2026	December 31, 2025	Change
<b>Selected period-end data:</b>			
Loans held for investment:			
Domestic credit card	\$ 254,028	\$ 262,403	(3)%
Personal loans	9,070	9,499	(5)
International card businesses	7,460	7,668	(3)
Total credit card	\$ 270,558	\$ 279,570	(3)
30+ day performing delinquency rate	3.66%	3.93%	(27)bps
30+ day delinquency rate	3.67	3.94	(27)
Nonperforming loan rate <sup>(4)</sup>	0.01	0.01	—
Allowance for credit losses	\$ 20,049	\$ 20,066	—
Allowance coverage ratio	7.41%	7.18%	23bps

<sup>(1)</sup> We recognize finance charges and fee income on open-ended loans in accordance with the contractual provisions of the credit arrangements and charge off any uncollectible amounts. Total net revenue was reduced by \$980 million and \$705 million in the first quarters of 2026 and 2025, respectively, for finance charges and fees charged off as uncollectible.

<sup>(2)</sup> Average yield is calculated based on annualized interest income for the period divided by average loans during the period and does not include any allocations, such as funds transfer pricing.

<sup>(3)</sup> Total net revenue margin is calculated based on annualized total net revenue for the period divided by average loans during the period.

<sup>(4)</sup> Within our credit card loan portfolio, certain loans in our international card and personal loan businesses are classified as nonperforming. See "Nonperforming Loans and Other Nonperforming Assets" for additional information.

\*\* Not meaningful.

Key factors affecting the results of our Credit Card business for the first quarter of 2026 compared to the first quarter of 2025, and changes in financial condition and credit performance between March 31, 2026 and December 31, 2025 include the following:

- *Net Interest Income*: Net interest income increased by \$3.6 billion to \$9.2 billion in the first quarter of 2026 primarily driven by higher average loan balances, largely due to the addition of Discover.
- *Non-Interest Income*: Non-interest income increased by \$642 million to \$2.2 billion in the first quarter of 2026 primarily driven by growth in our portfolio, largely due to the addition of Discover.
- *Provision for Credit Losses*: Provision for credit losses increased by \$1.5 billion to \$3.4 billion in the first quarter of 2026 primarily driven by higher net charge-offs, largely due to the addition of Discover.
- *Non-Interest Expense*: Non-interest expense increased by \$1.9 billion to \$5.5 billion in the first quarter of 2026 primarily driven by the addition of Discover and amortization of the intangibles recognized in the Transaction.

*Loans Held for Investment:*

- Period-end loans held for investment decreased by \$9.0 billion to \$270.6 billion as of March 31, 2026 from December 31, 2025 primarily driven by seasonal paydowns.
- Average loans held for investment increased by \$114.6 billion to \$271.0 billion in the first quarter of 2026 compared to the first quarter of 2025 primarily driven by the addition of Discover.

*Net Charge-Off and Delinquency Metrics:*

- The net charge-off rate decreased by 109 bps to 5.05% in the first quarter of 2026 compared to the first quarter of 2025 primarily due to favorable observed credit performance and the addition of Discover.
- The 30+ day delinquency rate decreased by 27 bps to 3.67% as of March 31, 2026 from December 31, 2025.

## Domestic Card Business

The Domestic Card business generated income from continuing operations, net of tax, of \$1.7 billion and \$1.2 billion in the first quarters of 2026 and 2025, respectively. In the first quarters of 2026 and 2025, the Domestic Card business accounted for greater than 90% of total net revenue of our Credit Card business.

Table 9.1 summarizes the financial results for our Domestic Card business and displays selected key metrics for the periods indicated.

**Table 9.1: Domestic Card Business Results**

	Three Months Ended March 31,		
	2026	2025	Change
<i>(Dollars in millions, except as noted)</i>			
<b>Selected income statement data:</b>			
Net interest income	\$ 8,618	\$ 5,343	61%
Non-interest income	2,107	1,460	44
Total net revenue <sup>(1)</sup>	10,725	6,803	58
Provision for credit losses	3,236	1,856	74
Non-interest expense	5,179	3,422	51
Income from continuing operations before income taxes	2,310	1,525	51
Income tax provision	566	363	56
Income from continuing operations, net of tax	\$ 1,744	\$ 1,162	50
<b>Selected performance metrics:</b>			
Average loans held for investment	\$ 254,036	\$ 149,639	70
Average yield on loans <sup>(2)</sup>	17.13%	18.42%	(129)bps
Total net revenue margin <sup>(3)</sup>	16.89	18.19	(130)
Net charge-offs	\$ 3,241	\$ 2,314	40%
Net charge-off rate	5.10%	6.19%	(109)bps
Purchase volume	\$ 216,513	\$ 154,391	40%
<i>(Dollars in millions, except as noted)</i>			
<b>Selected period-end data:</b>			
	March 31, 2026	December 31, 2025	Change
Loans held for investment	\$ 254,028	\$ 262,403	(3)%
30+ day performing delinquency rate	3.70%	3.99%	(29)bps
Allowance for credit losses	\$ 18,806	\$ 18,811	—
Allowance coverage ratio	7.40%	7.17%	23bps

<sup>(1)</sup> We recognize finance charges and fee income on open-ended loans in accordance with the contractual provisions of the credit arrangements and charge off any uncollectible amounts. Finance charges and fees charged off as uncollectible are reflected as a reduction in total net revenue.

<sup>(2)</sup> Average yield is calculated based on annualized interest income for the period divided by average loans during the period and does not include any allocations, such as funds transfer pricing.

<sup>(3)</sup> Total net revenue margin is calculated based on annualized total net revenue for the period divided by average loans during the period.

Because our Domestic Card business accounts for the substantial majority of our Credit Card business, the key factors driving the results are similar to the key factors affecting our total Credit Card business. Net income for our Domestic Card business increased in the first quarter of 2026 compared to the first quarter of 2025 primarily driven by:

- Higher net interest income primarily driven by higher average loan balances, largely due to the addition of Discover.
- Higher non-interest income primarily driven by growth in our portfolio, largely due to the addition of Discover.

These drivers were partially offset by:

- Higher non-interest expense primarily driven by the addition of Discover and amortization of the intangibles recognized in the Transaction.

- Higher provision for credit losses primarily driven by higher net charge-offs, largely due to the addition of Discover.

### Consumer Banking Business

The primary sources of revenue for our Consumer Banking business are net interest income from loans and deposits as well as service charges and customer-related fees, including revenue from processing transactions on the Global Payment Network. Expenses primarily consist of operating costs, the provision for credit losses and marketing expenses.

Our Consumer Banking business generated income from continuing operations, net of tax, of \$298 million and \$186 million in the first quarters of 2026 and 2025, respectively.

Table 10 summarizes the financial results of our Consumer Banking business and displays selected key metrics for the periods indicated.

**Table 10: Consumer Banking Business Results**

	Three Months Ended March 31,		
	2026	2025	Change
<i>(Dollars in millions, except as noted)</i>			
<b>Selected income statement data:</b>			
Net interest income	\$ 2,229	\$ 1,943	15%
Non-interest income	683	183	**
Total net revenue	2,912	2,126	37
Provision for credit losses	519	301	72
Non-interest expense	1,998	1,581	26
Income from continuing operations before income taxes	395	244	62
Income tax provision	97	58	67
Income from continuing operations, net of tax	\$ 298	\$ 186	60
<b>Selected performance metrics:</b>			
Average loans held for investment:			
Auto	\$ 84,522	\$ 77,228	9
Retail banking	1,179	1,252	(6)
Total consumer banking	\$ 85,701	\$ 78,480	9
Average yield on loans held for investment <sup>(1)</sup>	9.43%	9.03%	40bps
Average deposits	\$ 428,391	\$ 319,950	34%
Average deposits interest rate	2.84%	3.00%	(16)bps
Net charge-offs	\$ 364	\$ 313	16%
Net charge-off rate	1.70%	1.60%	10bps
Global Payment Network volume	\$ 174,332	N/A	**
Auto loan originations	11,130	9,210	21%
<i>(Dollars in millions, except as noted)</i>			
	March 31, 2026	December 31, 2025	Change
<b>Selected period-end data:</b>			
Loans held for investment:			
Auto	\$ 85,700	\$ 83,600	3%
Retail banking	1,173	1,190	(1)
Total consumer banking	\$ 86,873	\$ 84,790	2
30+ day performing delinquency rate	4.17%	5.17%	(100)bps
30+ day delinquency rate	4.59	5.73	(114)
Nonperforming loan rate	0.57	0.69	(12)
Nonperforming asset rate <sup>(2)</sup>	0.66	0.79	(13)
Allowance for credit losses	\$ 2,047	\$ 1,892	8%
Allowance coverage ratio	2.36%	2.23%	13bps

Deposits	\$	438,034	\$	423,932	3%
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<sup>(1)</sup> Average yield is calculated based on annualized interest income for the period divided by average loans during the period and does not include any allocations, such as funds transfer pricing.

<sup>(2)</sup> Nonperforming assets primarily consist of nonperforming loans and repossessed assets. The total nonperforming asset rate is calculated based on total nonperforming assets divided by the combined period-end total loans held for investment and repossessed assets.

\*\* Not meaningful.

Key factors affecting the results of our Consumer Banking business for the first quarter of 2026 compared to the first quarter of 2025, and changes in financial condition and credit performance between March 31, 2026 and December 31, 2025 include the following:

- **Net Interest Income:** Net interest income increased by \$286 million to \$2.2 billion in the first quarter of 2026 primarily driven by higher deposits due to the addition of Discover and higher average loan balances in our auto business, partially offset by lower margins in our retail banking business.
- **Non-Interest Income:** Non-interest income increased by \$500 million to \$683 million in the first quarter of 2026 primarily due to the addition of the Global Payment Network and the reissuance of legacy Capital One customer debit cards onto the Global Payment Network.
- **Provision for Credit Losses:** Provision for credit losses increased by \$218 million to \$519 million in the first quarter of 2026 primarily driven by a \$157 million allowance build in our auto business compared to a \$14 million allowance release in the first quarter of 2025.
- **Non-Interest Expense:** Non-interest expense increased by \$417 million to \$2.0 billion in the first quarter of 2026 primarily driven by the addition of Discover and amortization of the intangibles recognized in the Transaction, partially offset by the absence of a legal reserve build recorded in the first quarter of 2025.

**Loans Held for Investment:**

- Period-end loans held for investment increased by \$2.1 billion to \$86.9 billion as of March 31, 2026 from December 31, 2025 primarily driven by growth in our auto loan portfolio.
- Average loans held for investment increased by \$7.2 billion to \$85.7 billion in the first quarter of 2026 compared to the first quarter of 2025 primarily driven by growth in our auto loan portfolio.

**Deposits:**

- Period-end deposits increased by \$14.1 billion to \$438.0 billion as of March 31, 2026 from December 31, 2025 primarily driven by continued growth from our national banking strategy.

**Net Charge-Off and Delinquency Metrics:**

- The net charge-off rate increased by 10 bps to 1.70% in the first quarter of 2026 compared to the first quarter of 2025.
- The 30+ day delinquency rate decreased by 114 bps to 4.59% as of March 31, 2026 compared to December 31, 2025.

**Commercial Banking Business**

The primary sources of revenue for our Commercial Banking business are net interest income from loans and deposits and non-interest income earned from products and services provided to our clients such as capital markets, advisory services and treasury management. Because our Commercial Banking business has loans and investments that generate tax-exempt income, tax credits or other tax benefits, we present the revenues on a taxable-equivalent basis. Expenses primarily consist of operating costs and the provision for credit losses.

Our Commercial Banking business generated income from continuing operations, net of tax, of \$206 million and \$195 million in the first quarters of 2026 and 2025, respectively.

Table 11 summarizes the financial results of our Commercial Banking business and displays selected key metrics for the periods indicated.

**Table 11: Commercial Banking Business Results**

<i>(Dollars in millions, except as noted)</i>	Three Months Ended March 31,		
	2026	2025	Change
<b>Selected income statement data:</b>			
Net interest income	\$ 581	\$ 572	2%
Non-interest income	328	312	5
Total net revenue <sup>(1)</sup>	909	884	3
Provision for credit losses <sup>(2)</sup>	138	142	(3)
Non-interest expense	498	486	2
Income from continuing operations before income taxes	273	256	7
Income tax provision	67	61	10
Income from continuing operations, net of tax	\$ 206	\$ 195	6
<b>Selected performance metrics:</b>			
Average loans held for investment:			
Commercial and multifamily real estate	\$ 33,539	\$ 31,733	6
Commercial and industrial	56,021	55,765	—
Total commercial banking	\$ 89,560	\$ 87,498	2
Average yield on loans held for investment <sup>(1)(3)</sup>	5.68%	6.29%	(61)bps
Average deposits	\$ 31,137	\$ 31,654	(2)%
Average deposits interest rate	1.83%	2.13%	(30)bps
Net charge-offs	\$ 64	\$ 24	167%
Net charge-off rate	0.29%	0.11%	18bps

<i>(Dollars in millions, except as noted)</i>	March 31, 2026	December 31, 2025	Change
<b>Selected period-end data:</b>			
Loans held for investment:			
Commercial and multifamily real estate	\$ 33,809	\$ 33,618	1%
Commercial and industrial	56,514	55,644	2
Total commercial banking	\$ 90,323	\$ 89,262	1
Nonperforming loan rate	1.40%	1.36%	4bps
Nonperforming asset rate <sup>(4)</sup>	1.47	1.39	8
Allowance for credit losses <sup>(2)</sup>	\$ 1,534	\$ 1,451	6%
Allowance coverage ratio	1.70%	1.63%	7bps
Deposits	\$ 31,007	\$ 31,250	(1)%
Loans serviced for others	52,634	52,240	1

<sup>(1)</sup> Some of our commercial investments generate tax-exempt income, tax credits or other tax benefits. Accordingly, we present our Commercial Banking revenue and yields on a taxable-equivalent basis, calculated using a blended federal and state statutory tax rate, with offsetting reductions to the Other category.

<sup>(2)</sup> The provision for losses on unfunded lending commitments is included in the provision for credit losses in our consolidated statements of income and the related reserve is included in other liabilities on our consolidated balance sheets. Our reserve for unfunded lending commitments totaled \$133 million and \$142 million as of March 31, 2026 and December 31, 2025, respectively.

<sup>(3)</sup> Average yield is calculated based on annualized interest income for the period divided by average loans during the period and does not include any allocations, such as funds transfer pricing.

<sup>(4)</sup> Nonperforming assets consist of nonperforming loans and other foreclosed assets. The total nonperforming asset rate is calculated based on total nonperforming assets divided by the combined period-end total loans held for investment and other foreclosed assets.

Key factors affecting the results of our Commercial Banking business for the first quarter of 2026 compared to the first quarter of 2025, and changes in financial condition and credit performance between March 31, 2026 and December 31, 2025 include the following:

- *Net Interest Income*: Net interest income remained substantially flat at \$581 million in the first quarter of 2026 compared to the first quarter of 2025.
- *Non-Interest Income*: Non-interest income increased \$16 million to \$328 million in the first quarter of 2026 primarily driven by our tax advantaged investments business.
- *Provision for Credit Losses*: Provision for credit losses remained substantially flat at \$138 million in the first quarter of 2026 compared to the first quarter of 2025.
- *Non-Interest Expense*: Non-interest expense remained substantially flat at \$498 million in the first quarter of 2026 compared to the first quarter of 2025.

*Loans Held for Investment:*

- Period-end loans held for investment increased by \$1.1 billion to \$90.3 billion as of March 31, 2026 from December 31, 2025 primarily due to originations outpacing customer payments.
- Average loans held for investment increased by \$2.1 billion to \$89.6 billion in the first quarter of 2026 compared to the first quarter of 2025 primarily due to originations outpacing customer payments.

*Deposits:*

- Period-end deposits remained substantially flat at \$31.0 billion as of March 31, 2026 compared to December 31, 2025.

*Net Charge-Off and Nonperforming Metrics:*

- The net charge-off rate increased by 18 bps to 0.29% in the first quarter of 2026 compared to the first quarter of 2025.
- The nonperforming loan rate increased by 4 bps to 1.40% as of March 31, 2026 compared to December 31, 2025.

**Other Category**

Other includes unallocated amounts related to our centralized Corporate Treasury group activities, such as management of our corporate investment securities portfolio, asset/liability management and oversight of our funds transfer pricing process. Other also includes:

- unallocated corporate revenue and expenses that do not directly support the operations of the business segments or for which the business segments are not considered financially accountable in evaluating their performance, such as certain restructuring charges and Discover integration expenses;
- residual tax expense or benefit to arrive at the consolidated effective tax rate that is not assessed to our primary business segments; and
- foreign exchange rate fluctuations on foreign currency-denominated balances. As a result of our derivative management activities, we believe our net exposure to foreign exchange risk is minimal.

Table 12 summarizes the financial results of our Other category for the periods indicated.

**Table 12: Other Category Results**

<i>(Dollars in millions)</i>	Three Months Ended March 31,		
	2026	2025	Change
<b>Selected income statement data:</b>			
Net interest income (loss)	\$ 99	\$ (156)	**
Non-interest loss	(78)	(19)	**
Total net revenue (loss) <sup>(1)</sup>	21	(175)	**
Provision for credit losses	—	—	**
Non-interest expense	467	197	137%
Loss from continuing operations before income taxes	(446)	(372)	20
Income tax benefit	(254)	(176)	44
Loss from continuing operations, net of tax	\$ (192)	\$ (196)	(2)

<sup>(1)</sup> Some of our commercial investments generate tax-exempt income, tax credits or other tax benefits. Accordingly, we present our Commercial Banking revenue and yields on a taxable-equivalent basis, calculated using a blended federal and state statutory tax rate, with offsetting reductions to the Other category.

\*\* Not meaningful.

Loss from continuing operations, net of tax remained substantially flat at a loss of \$192 million in the first quarter of 2026 compared to the first quarter of 2025 as higher treasury income was largely offset by higher Discover integration expenses.

Discover integration expenses increased by \$305 million to \$415 million in the first quarter of 2026 primarily driven by higher salaries and associate benefits, which are included within operating expense in our consolidated statements of income. Since the announcement of the Transaction in the first quarter of 2024, we have incurred \$1.8 billion of Discover integration expenses as of March 31, 2026.

## CRITICAL ACCOUNTING POLICIES AND ESTIMATES

The preparation of financial statements in accordance with U.S. GAAP requires management to make a number of judgments, estimates and assumptions that affect the amount of assets, liabilities, income and expenses on the consolidated financial statements. Understanding our accounting policies and the extent to which we use management judgment and estimates in applying these policies is integral to understanding our financial statements. We provide a summary of our significant accounting policies under "Part II—Item 8. Financial Statements and Supplementary Data—Note 1—Summary of Significant Accounting Policies" in our 2025 Form 10-K.

We have identified the following accounting estimates as critical because they require significant judgments and assumptions about highly complex and inherently uncertain matters and the use of reasonably different estimates and assumptions could have a material impact on our results of operations or financial condition. Our critical accounting policies and estimates are as follows:

- Loan loss reserves
- Goodwill
- Fair value
- Customer rewards reserve

We evaluate our critical accounting estimates and judgments on an ongoing basis and update them as necessary, based on changing conditions. There have been no changes to our critical accounting policies and estimates described in our 2025 Form 10-K under "Part II—Item 7. MD&A—Critical Accounting Policies and Estimates."

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**ACCOUNTING CHANGES AND DEVELOPMENTS**


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**Accounting Standards Issued but Not Adopted as of March 31, 2026**

Standard	Guidance	Adoption Timing and Financial Statement Impacts
<b>Disaggregation of Income Statement Expenses</b>  Accounting Standards Update ("ASU") No. 2024-03, Income Statement - Reporting Comprehensive Income - Expense Disaggregation Disclosures (Subtopic 220-40): <i>Disaggregation of Income Statement Expenses</i>  <i>Issued November 2024</i>	Requires entities to separately disclose specific disaggregated expense categories on an annual and interim basis as well as disclose selling expenses on an annual basis.	Effective beginning with our annual period ending on December 31, 2027, with early adoption permitted. Prospective and retrospective applications are permitted.  We are still assessing the extent of the impacts of adoption to our disclosures.
<b>Internal-Use Software</b>  ASU No. 2025-06, Intangibles - Goodwill and Other - Internal-Use Software (Subtopic 350-40): <i>Targeted Improvements to the Accounting for Internal-Use Software</i>  <i>Issued September 2025</i>	Requires entities to capitalize costs associated with internal-use software based on a new methodology, which focuses on management's authorization and commitment to funding the project and the probability that the software will be completed and used to perform the function intended.	Effective beginning with our interim period ending on March 31, 2028, with early adoption permitted. Prospective, retrospective and modified transition applications are each permitted.  We are still assessing the extent of the impacts of adoption to our consolidated financial statements.
<b>Purchased Seasoned Loans</b>  ASU No. 2025-08, Financial Instruments - Credit Losses (Topic 326): <i>Purchased Loans</i>  <i>Issued November 2025</i>	Expands the population of acquired financial assets subject to the gross-up approach in Topic 326, which requires an entity to record an initial allowance for credit losses through an adjustment to the asset's amortized cost basis rather than through a current-period provision for credit losses. The expanded population includes loan receivables, excluding credit cards, acquired without credit deterioration that are deemed "seasoned," as defined by the update.	Effective beginning with our interim period ending on March 31, 2027, with early adoption permitted. Prospective application is required.  We are still assessing the extent of the impacts of adoption to our consolidated financial statements.
<b>Hedge Accounting Improvements</b>  ASU No. 2025-09, Derivatives and Hedging (Topic 815): <i>Hedge Accounting Improvements</i>  <i>Issued November 2025</i>	Enables entities to achieve and maintain hedge accounting to a greater number of highly effective economic hedges.	Effective beginning with our interim period ending on March 31, 2027, with early adoption permitted. Prospective application is required.  We are still assessing the extent of the impacts of adoption to our consolidated financial statements.

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## CAPITAL MANAGEMENT

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The level and composition of our capital are determined by multiple factors, including our consolidated regulatory capital requirements as described in more detail below and internal risk-based capital assessments such as internal stress testing. The level and composition of our capital may also be influenced by rating agency guidelines, subsidiary capital requirements, business environment, conditions in the financial markets and assessments of potential future losses due to adverse changes in our business and market environments.

### Capital Standards and Prompt Corrective Action

The Company and the Bank are subject to the regulatory capital requirements established by the Federal Reserve and the OCC, respectively (the “Basel III Capital Rules”). The Basel III Capital Rules implement certain capital requirements published by the Basel Committee on Banking Supervision (“Basel Committee”), along with certain provisions of the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010 (“Dodd-Frank Act”) and other capital provisions.

As a bank holding company (“BHC”) with total consolidated assets of at least \$250 billion but less than \$700 billion and not exceeding any of the applicable risk-based thresholds, the Company is a Category III institution under the Basel III Capital Rules.

The Bank, as a subsidiary of a Category III institution, is a Category III bank. Moreover, the Bank, as an insured depository institution, is subject to prompt corrective action (“PCA”) capital regulations.

### Basel III and U.S. Capital Rules

Under the Basel III Capital Rules, we must maintain a minimum CET1 capital ratio of 4.5%, a Tier 1 capital ratio of 6.0% and a total capital ratio of 8.0%, in each case in relation to risk-weighted assets. In addition, we must maintain a minimum leverage ratio of 4.0% and a minimum supplementary leverage ratio of 3.0%. We are also subject to the capital conservation buffer requirement and countercyclical capital buffer requirement, each as described below. Our capital and leverage ratios are calculated based on the Basel III standardized approach framework.

We have elected to exclude certain elements of accumulated other comprehensive income (“AOCI”) from our regulatory capital as permitted for a Category III institution. For information on the recognition of AOCI in regulatory capital under the proposed changes to the Basel III Capital Rules, see “Supervision and Regulation—Basel III Finalization Proposals” in this Report.

Global systemically important banks (“G-SIBs”) that are based in the U.S. are subject to an additional CET1 capital requirement known as the “G-SIB Surcharge.” We are not a G-SIB based on the most recent available data and thus we are not subject to a G-SIB Surcharge.

### Capital Buffer Requirements

The Basel III Capital Rules require banking institutions to maintain a capital conservation buffer, composed of CET1 capital, above the regulatory minimum ratios. Under the Federal Reserve’s final rule to implement the stress capital buffer requirement (“Stress Capital Buffer Rule”), the Company’s “standardized approach capital conservation buffer” includes its stress capital buffer requirement (as described below), any G-SIB Surcharge (which is not applicable to us) and the countercyclical capital buffer requirement (which is currently set at 0%). Any determination to increase the countercyclical capital buffer applicable to the Company generally would be effective twelve months after the announcement of such an increase, unless the Federal Reserve sets an earlier effective date.

The Company’s stress capital buffer requirement is recalibrated every year based on the Company’s supervisory stress test results, unless otherwise determined by the Federal Reserve. In particular, the Company’s stress capital buffer requirement equals, subject to a floor of 2.5%, the sum of (i) the difference between the Company’s starting CET1 capital ratio and its lowest projected CET1 capital ratio under the severely adverse scenario of the Federal Reserve’s supervisory stress test plus (ii) the ratio of the Company’s projected four quarters of common stock dividends (for the fourth to seventh quarters of the planning horizon) to the projected risk-weighted assets for the quarter in which the Company’s projected CET1 capital ratio reaches its minimum under the supervisory stress test.

Based on the Company’s 2025 supervisory stress test results, the Company’s final stress capital buffer requirement for the period beginning on October 1, 2025 through September 30, 2026 is 4.5%. On February 4, 2026, the Federal Reserve notified

all participating firms, including the Company, that because the Stress Testing Transparency Proposal remains subject to public comment, the Federal Reserve is maintaining stress capital buffer requirements for all such firms at their current levels. Consequently, absent further action from the Federal Reserve, the Company's stress capital buffer requirement will remain at 4.5% until September 30, 2027. Accordingly, the Company's minimum capital requirements plus the standardized approach capital conservation buffer for CET1 capital, Tier 1 capital and total capital ratios under the stress capital buffer framework are 9.0%, 10.5% and 12.5%, respectively, for the period from October 1, 2025 through September 30, 2027. For additional information regarding the proposed rulemaking to modify the stress capital buffer framework and the Stress Testing Transparency Proposal, see "Part I—Item 1. Business—Supervision and Regulation—Prudential Regulation of Banking—Capital and Stress Testing Regulation—Capital Buffer Requirements" in our 2025 Form 10-K.

The Stress Capital Buffer Rule does not apply to the Bank. Pursuant to the OCC's capital regulations, which are only applicable to the Bank, the capital conservation buffer for the Bank continues to be fixed at 2.5%. The Bank is also subject to the countercyclical capital buffer requirement (which is currently set at 0%). Any determination to increase the countercyclical capital buffer applicable to the Bank generally would be effective twelve months after the announcement of such an increase, unless the OCC sets an earlier effective date. Accordingly, the Bank's minimum capital requirements plus its capital conservation buffer for CET1 capital, Tier 1 capital and total capital ratios are 7.0%, 8.5% and 10.5%, respectively.

If the Company or the Bank fails to maintain its capital ratios above the minimum capital requirements plus the applicable capital conservation buffer requirements, it will face increasingly strict automatic limitations on capital distributions and discretionary bonus payments to certain executive officers.

As of March 31, 2026 and December 31, 2025, respectively, the Company and the Bank each exceeded the minimum capital requirements and the capital conservation buffer requirements applicable to them, and the Company and the Bank were each "well-capitalized." The "well-capitalized" standards applicable to the Company are established in the Federal Reserve's regulations, and the "well-capitalized" standards applicable to the Bank are established in the OCC's PCA capital requirements.

#### **Market Risk Rule**

The "Market Risk Rule" supplements the Basel III Capital Rules by requiring institutions subject to the rule to adjust their risk-based capital ratios to reflect the market risk in their trading book. The Market Risk Rule generally applies to institutions with aggregate trading assets and liabilities equal to 10% or more of total assets or \$1 billion or more. As of March 31, 2026, the Company and the Bank are subject to the Market Risk Rule. See "Market Risk Profile" below for additional information.

For the description of the regulatory capital rules to which we are subject, see "Part I—Item 1. Business—Supervision and Regulation" in our 2025 Form 10-K, and for a description of recent proposed amendments to these rules under the Basel III Finalization Proposals, see "Supervision and Regulation" in this Report.

Table 13 provides a comparison of our regulatory capital ratios under the Basel III standardized approach, the regulatory minimum capital adequacy ratios and the applicable well-capitalized standards as of March 31, 2026 and December 31, 2025.

**Table 13: Capital Ratios Under Basel III<sup>(1)(2)</sup>**

	March 31, 2026			December 31, 2025		
	Ratio	Minimum Capital Adequacy	Well-Capitalized	Ratio	Minimum Capital Adequacy	Well-Capitalized
<b>Capital One Financial Corp:</b>						
Common equity Tier 1 capital <sup>(3)</sup>	14.4%	4.5%	N/A	14.3%	4.5%	N/A
Tier 1 capital <sup>(4)</sup>	15.4	6.0	6.0%	15.3	6.0	6.0%
Total capital <sup>(5)</sup>	17.3	8.0	10.0	17.2	8.0	10.0
Tier 1 leverage <sup>(6)</sup>	12.2	4.0	N/A	12.5	4.0	N/A
Supplementary leverage <sup>(7)</sup>	10.4	3.0	N/A	10.6	3.0	N/A
<b>CONA:</b>						
Common equity Tier 1 capital <sup>(3)</sup>	13.7	4.5	6.5	13.4	4.5	6.5
Tier 1 capital <sup>(4)</sup>	13.7	6.0	8.0	13.4	6.0	8.0
Total capital <sup>(5)</sup>	15.4	8.0	10.0	15.1	8.0	10.0
Tier 1 leverage <sup>(6)</sup>	10.8	4.0	5.0	10.9	4.0	5.0
Supplementary leverage <sup>(7)</sup>	9.2	3.0	N/A	9.3	3.0	N/A

<sup>(1)</sup> Capital requirements that are not applicable are denoted by "N/A."

<sup>(2)</sup> Ratios as of March 31, 2026 are preliminary and therefore subject to change until we file our March 31, 2026 Form FR Y-9C—Consolidated Financial Statements for Holding Companies and Call Reports.

<sup>(3)</sup> CET1 capital ratio is a regulatory capital measure calculated based on CET1 capital divided by risk-weighted assets.

<sup>(4)</sup> Tier 1 capital ratio is a regulatory capital measure calculated based on Tier 1 capital divided by risk-weighted assets.

<sup>(5)</sup> Total capital ratio is a regulatory capital measure calculated based on total capital divided by risk-weighted assets.

<sup>(6)</sup> Tier 1 leverage ratio is a regulatory capital measure calculated based on Tier 1 capital divided by adjusted average assets.

<sup>(7)</sup> Supplementary leverage ratio is a regulatory capital measure calculated based on Tier 1 capital divided by total leverage exposure.

Table 14 presents regulatory capital under the Basel III standardized approach and regulatory capital metrics as of March 31, 2026 and December 31, 2025.

**Table 14: Regulatory Risk-Based Capital Components and Regulatory Capital Metrics**

<i>(Dollars in millions)</i>	March 31, 2026	December 31, 2025
<b>Regulatory capital under Basel III standardized approach</b>		
Common equity excluding AOCI	\$ 112,733	\$ 113,677
Adjustments and deductions:		
AOCI, net of tax <sup>(1)</sup>	69	81
Goodwill, net of related deferred tax liabilities	(28,201)	(28,217)
Other intangible and deferred tax assets, net of deferred tax liabilities	(12,142)	(12,493)
Common equity Tier 1 capital	72,459	73,048
Tier 1 capital instruments	5,407	5,407
Tier 1 capital	77,866	78,455
Tier 2 capital instruments	2,941	2,940
Qualifying allowance for credit losses	6,519	6,605
Tier 2 capital	9,460	9,545
Total capital	\$ 87,326	\$ 88,000
<b>Regulatory capital metrics</b>		
Risk-weighted assets	\$ 504,654	\$ 511,794
Adjusted average assets <sup>(2)</sup>	640,503	629,997
Total leverage exposure <sup>(3)</sup>	749,583	737,911

<sup>(1)</sup> Excludes certain components of AOCI in accordance with rules applicable to Category III institutions. See “Capital Management—Capital Standards and Prompt Corrective Action—Basel III and U.S. Capital Rules” in this Report.

<sup>(2)</sup> Includes on-balance sheet asset adjustments subject to deduction from Tier 1 capital under the Basel III Capital Rules.

<sup>(3)</sup> Reflects on- and off-balance sheet amounts for the denominator of the supplementary leverage ratio as set forth by the Basel III Capital Rules.

### Capital Planning and Regulatory Stress Testing

We repurchased \$2.5 billion in shares of our common stock during the first quarter of 2026.

On February 4, 2026, the Federal Reserve notified all participating firms, including the Company, that because the Stress Testing Transparency Proposal remains subject to public comment, the Federal Reserve is maintaining stress capital buffer requirements for all such firms at their current levels. Consequently, absent further action from the Federal Reserve, the Company’s stress capital buffer requirement will remain at 4.5% until September 30, 2027.

On April 3, 2026, we submitted our capital plan to the Federal Reserve as part of the 2026 stress testing cycle. The supervisory stress test results are expected to be released by the Federal Reserve by June 30, 2026

For the description of the regulatory capital planning rules and stress testing requirements to which we are subject, see “Part I—Item 1. Business—Supervision and Regulation” in our 2025 Form 10-K and for additional information on the potential impacts of proposed amendments and recent regulatory developments, see “Supervision and Regulation” in this Report.

## Dividend Policy and Stock Purchases

In the first three months of 2026, we declared and paid common stock dividends of \$505 million, or \$0.80 per share. We declared and paid \$57 million of preferred stock dividends in the first three months of 2026. In addition, we declared \$16 million of dividends on our Series O preferred stock that were not yet paid as of March 31, 2026.

The following table summarizes the dividends paid per share on our various preferred stock series in the first three months of 2026.

**Table 15: Preferred Stock Dividends Paid Per Share<sup>(1)</sup>**

Series	Description	Issuance Date	Per Annum Dividend Rate	Dividend Frequency	2026
					Q1
Series I	5.000% Non-Cumulative	September 11, 2019	5.000%	Quarterly	\$12.50
Series J	4.800% Non-Cumulative	January 31, 2020	4.800%	Quarterly	12.00
Series K	4.625% Non-Cumulative	September 17, 2020	4.625%	Quarterly	11.56
Series L	4.375% Non-Cumulative	May 4, 2021	4.375%	Quarterly	10.94
Series M	3.950% Fixed Rate Reset Non-Cumulative	June 10, 2021	3.950% through 8/31/2026; resets 9/1/2026 and every subsequent 5 year anniversary at 5-Year Treasury Rate +3.157%	Quarterly	9.88
Series N	4.250% Non-Cumulative	July 29, 2021	4.250%	Quarterly	10.63
Series O	Fixed-to-Floating Rate Non-Cumulative	May 18, 2025	5.500% through 10/29/2027; resets 10/30/2027 and every quarter thereafter at three-month term SOFR + 3.338%	Semi-Annually through 10/30/2027; Quarterly thereafter	—

<sup>(1)</sup> For Series I, J, K, L, M and N, the liquidation preference for each share of non-cumulative perpetual preferred stock is \$1,000 per share of preferred stock. For Series O, the liquidation preference for each share of non-cumulative perpetual preferred stock is \$100,000 per share of preferred stock. For Series I, J, K, L and N, ownership is held in the form of depository shares, each representing a 1/40th interest in a share of non-cumulative perpetual preferred stock. For Series O, ownership is held in the form of depository shares, each representing a 1/100th interest in a share of non-cumulative perpetual preferred stock.

The declaration and payment of dividends to our stockholders, as well as the amount thereof, are subject to the discretion of our Board of Directors and depend upon our results of operations, financial condition, capital levels, cash requirements, future prospects, regulatory requirements and other factors deemed relevant by the Board of Directors. For additional information related to capital distributions, see “Capital Management—Capital Planning and Regulatory Stress Testing” in this Report.

As a BHC, our ability to pay dividends is largely dependent upon the receipt of dividends or other payments from our subsidiaries. The Bank is subject to regulatory restrictions that limit its ability to transfer funds to our BHC. As of March 31, 2026, funds available for dividend payments from the Bank were \$1.6 billion. There can be no assurance that we will declare and pay any dividends to stockholders.

We repurchased \$2.5 billion in shares of our common stock during the first quarter of 2026. The timing and exact amount of any future common stock repurchases will depend on various factors, including market conditions, opportunities for growth, our capital position and the amount of retained earnings, as well as regulatory considerations. The Board authorized stock repurchase program does not include specific price targets or number of shares, may be executed through open market purchases, tender offers, or privately negotiated transactions, including utilizing Rule 10b5-1 plans, does not have a set expiration date and may be modified, suspended or terminated at any time. For additional information on dividends and stock

repurchases, see “Capital Management—Capital Planning and Regulatory Stress Testing” and “Part II—Item 2. Unregistered Sales of Equity Securities and Use of Proceeds” in this Report, and “Part I—Item 1. Business—Supervision and Regulation—Prudential Regulation of Banking—Capital and Stress Testing Regulation” and “Part I—Item 1. Business—Supervision and Regulation—Prudential Regulation of Banking—Funding and Dividends from Subsidiaries” in our 2025 Form 10-K.

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**RISK MANAGEMENT**

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**Risk Management Framework**

Our Risk Management Framework (the “Framework”) sets consistent expectations for risk management across the Company. It also sets expectations for our “Three Lines of Defense” model, which defines the roles, responsibilities and accountabilities for taking and managing risk across the Company. Accountability for overseeing an effective Framework resides with our Board of Directors either directly or through its committees. The Company is in the process of integrating Discover into its existing risk management practices, policies and processes.

	First Line Identifies and Owns Risk	Second Line Advises & Challenges First Line	Third Line Provides Independent Assurance
<b>Definition</b>	Business areas that are accountable for risk and responsible for: i) generating revenue or reducing expenses; ii) supporting the business to provide products or services to customers; or iii) providing technology services for the first line.	Independent Risk Management (“IRM”) and Support Functions (e.g., Human Resources, Accounting, Legal) that provide support services to the Company.	Internal Audit and Credit Review.
<b>Key Responsibilities</b>	Identify, assess, measure, monitor, control and report the risks associated with their business.	IRM: Independently oversees and assesses risk-taking activities for the first line of defense.  Support Functions: Centers of specialized expertise that provide support services to the enterprise.	Provides independent and objective assurance to the Board of Directors and senior management that the systems and governance processes are designed and working as intended.

Our Framework sets consistent expectations for risk management across the Company and consists of the following nine elements:



We provide additional discussion of our risk management principles, roles and responsibilities, framework and risk appetite under “Part II—Item 7. MD&A—Risk Management” in our 2025 Form 10-K.

**Risk Categories**

We apply our Framework to protect the Company from the major categories of risk that we are exposed to through our business activities. We have seven major categories of risk as noted below. We provide a description of these categories and how we manage them under “Part II—Item 7. MD&A—Risk Management” in our 2025 Form 10-K.

- Compliance risk
- Credit risk
- Liquidity risk
- Market risk
- Operational risk
- Reputation risk
- Strategic risk

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## CREDIT RISK PROFILE

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Our loan portfolio accounts for the substantial majority of our credit risk exposure. Our lending activities are governed under our credit policies and are subject to independent review and approval. Below we provide information about the composition of our loan portfolio, key concentrations and credit performance metrics.

We also engage in certain non-lending activities that may give rise to ongoing credit and counterparty settlement risk, including purchasing securities for our investment securities portfolio, entering into derivative transactions to manage our market risk exposure and to accommodate customers, extending short-term advances on syndication activity including bridge financing transactions we have underwritten, depositing certain operational cash balances in other financial institutions, executing certain foreign exchange transactions and extending customer overdrafts. We provide additional information related to our investment securities portfolio under “Consolidated Balance Sheets Analysis—Investment Securities” and “Part I—Item 1. Financial Statements—Note 3—Investment Securities” as well as credit risk related to derivative transactions in “Part I—Item 1. Financial Statements—Note 9—Derivative Instruments and Hedging Activities.”

**Geographic Composition**

We market our credit card products throughout the U.S., the U.K. and Canada. Our credit card loan portfolio is geographically diversified due to our product and marketing approach. The table below presents the geographic profile of our domestic credit card loan portfolio as of March 31, 2026 and December 31, 2025.

**Table 16: Domestic Credit Card Loan Portfolio by Geographic Region**

<i>(Dollars in millions)</i>	March 31, 2026		December 31, 2025	
	Amount	% of Total	Amount	% of Total
<b>Domestic credit card:</b>				
California	\$ 24,726	9.7%	\$ 25,430	9.7%
Texas	22,596	8.9	23,197	8.8
Florida	19,470	7.7	20,050	7.7
New York	16,131	6.3	16,664	6.4
Pennsylvania	10,926	4.3	11,363	4.3
Illinois	10,567	4.2	11,001	4.2
Ohio	9,128	3.6	9,520	3.6
New Jersey	8,451	3.3	8,741	3.3
Georgia	8,189	3.2	8,429	3.2
North Carolina	7,244	2.9	7,429	2.8
Other	116,600	45.9	120,579	46.0
<b>Total domestic credit card</b>	<b>\$ 254,028</b>	<b>100.0%</b>	<b>\$ 262,403</b>	<b>100.0%</b>

Our auto loan portfolio is geographically diversified in the U.S. due to our product and marketing approach. The table below presents the geographic profile of our auto loan portfolio as of March 31, 2026 and December 31, 2025.

**Table 17: Auto Loan Portfolio by Geographic Region**

<i>(Dollars in millions)</i>	March 31, 2026		December 31, 2025	
	Amount	% of Total	Amount	% of Total
<b>Auto:</b>				
Texas	\$ 11,236	13.1%	\$ 10,802	12.9%
California	8,594	10.0	8,561	10.2
Florida	7,570	8.8	7,397	8.8
Ohio	4,160	4.9	4,014	4.8
Pennsylvania	3,881	4.5	3,806	4.6
Illinois	3,487	4.1	3,401	4.1
Georgia	3,433	4.0	3,330	4.0
North Carolina	2,821	3.3	2,746	3.3
New Jersey	2,576	3.0	2,603	3.1
New York	2,509	2.9	2,502	3.0
Other	35,433	41.4	34,438	41.2
<b>Total auto</b>	<b>\$ 85,700</b>	<b>100.0%</b>	<b>\$ 83,600</b>	<b>100.0%</b>

We originate commercial and multifamily real estate loans in most regions of the U.S. The table below presents the geographic profile of our commercial real estate loan portfolio as of March 31, 2026 and December 31, 2025.

**Table 18: Commercial Real Estate Loan Portfolio by Region**

<i>(Dollars in millions)</i>	March 31, 2026		December 31, 2025	
	Amount	% of Total	Amount	% of Total
<b>Geographic concentration:<sup>(1)</sup></b>				
Northeast	\$ 12,575	37.2%	\$ 12,149	36.1%
South	7,921	23.4	7,724	23.0
Pacific West	5,602	16.6	5,477	16.3
Mid-Atlantic	3,179	9.4	3,200	9.5
Mountain	2,483	7.3	2,719	8.1
Midwest	2,049	6.1	2,349	7.0
Total	\$ 33,809	100.0%	\$ 33,618	100.0%

<sup>(1)</sup> Geographic concentration is generally determined by the location of the borrower's business or the location of the collateral associated with the loan. Northeast consists of: CT, MA, ME, NH, NJ, NY, PA, RI and VT. South consists of: AL, AR, FL, GA, KY, LA, MS, NC, OK, SC, TN and TX. Pacific West consists of: AK, CA, HI, OR and WA. Mid-Atlantic consists of: DC, DE, MD, VA and WV. Midwest consists of: IA, IL, IN, KS, MI, MN, MO, ND, NE, OH, SD and WI. Mountain consists of: AZ, CO, ID, MT, NM, NV, UT and WY.

**Commercial Loans by Industry**

Table 19 summarizes our commercial loans held for investment by industry classification as of March 31, 2026 and December 31, 2025. Industry classifications below are based on our interpretation of the Federal Loan Classification codes as they pertain to each individual loan.

**Table 19: Commercial Loans by Industry***(Percentage of portfolio)*

	March 31, 2026	December 31, 2025
<b>Industry Classification:</b>		
Finance	42%	42%
Real Estate & Construction	25	25
Government & Education	8	8
Commercial Services	4	4
Health Care & Pharmaceuticals	3	3
Food & Beverage Manufacturing & Wholesale	3	3
Oil, Gas & Pipelines	2	2
Technology, Telecommunications & Media	2	2
Retail	2	2
Other	9	9
Total	<u>100%</u>	<u>100%</u>

## Credit Risk Measurement

We closely monitor economic conditions and loan performance trends to assess and manage our exposure to credit risk. Trends in delinquency rates are the key credit quality indicator for our credit card, personal loans and retail banking loan portfolios as changes in delinquency rates can provide an early warning of changes in potential future credit losses. The key indicator we monitor when assessing the credit quality and risk of our auto loan portfolio is borrower credit scores as they provide insight into borrower risk profiles, which give indications of potential future credit losses. The key credit quality indicator for our commercial loan portfolio is our internal risk ratings as we generally classify loans that have been delinquent for an extended period of time and other loans with significant risk of loss as nonperforming. In addition to these credit quality indicators, we also manage and monitor other credit quality metrics such as level of nonperforming loans and net charge-off rates.

We underwrite most consumer loans using proprietary models, which typically include credit bureau data, such as borrower credit scores, application information and, where applicable, collateral and deal structure data. We continuously adjust our management of credit lines and collection strategies based on customer behavior and risk profile changes. We also use borrower credit scores for subprime classification, for competitive benchmarking and, in some cases, to drive product segmentation decisions.

Table 20 provides details on the credit scores of our domestic credit card, personal and auto loan portfolios as of March 31, 2026 and December 31, 2025.

**Table 20: Credit Score Distribution**

*(Percentage of portfolio)*

	March 31, 2026	December 31, 2025
<b>Domestic credit card—Refreshed FICO scores:<sup>(1)</sup></b>		
Greater than 660	73%	73%
660 or below	27	27
<b>Total</b>	<b>100%</b>	<b>100%</b>
<b>Personal loans—Refreshed FICO scores:<sup>(1)</sup></b>		
Greater than 660	94%	94%
621 - 660	3	3
620 or below	3	3
<b>Total</b>	<b>100%</b>	<b>100%</b>
<b>Auto—At origination FICO scores:<sup>(2)</sup></b>		
Greater than 660	50%	51%
621 - 660	19	19
620 or below	31	30
<b>Total</b>	<b>100%</b>	<b>100%</b>

<sup>(1)</sup> Percentages represent period-end loans held for investment in each credit score category. Domestic credit card and personal loan credit scores generally represent Fair Isaac Corporation (“FICO”) scores. These scores are obtained from one of the major credit bureaus at origination and are refreshed monthly thereafter and may be based on different versions of FICO over time. We approximate non-FICO credit scores to comparable FICO scores for consistency purposes. Balances for which no credit score is available or the credit score is invalid are included in the 660 or below category for Domestic credit card and 620 or below for personal loans.

<sup>(2)</sup> Percentages represent period-end loans held for investment in each credit score category. Auto loan credit scores generally represent average FICO scores obtained from three credit bureaus at the time of application and are not refreshed thereafter. Balances for which no credit score is available or the credit score is invalid are included in the 620 or below category.

In our commercial loan portfolio, we assign internal risk ratings to loans based on relevant information about the ability of the borrowers to repay their debt. In determining the risk rating of a particular loan, some of the factors considered are the borrower’s current financial condition, historical and projected future credit performance, prospects for support from financially responsible guarantors, the estimated realizable value of any collateral and current economic trends.

We present information in the section below on the credit performance of our loan portfolio, including the key metrics we use in tracking changes in the credit quality of our loan portfolio. See “Part I—Item 1. Financial Statements—Note 4—Loans” for additional credit quality information in this Report and see “Part II—Item 8. Financial Statements and Supplementary Data—Note 1—Summary of Significant Accounting Policies” in our 2025 Form 10-K for information on our accounting policies for delinquent and nonperforming loans, charge-offs and loan modifications and restructurings.

### Delinquency Rates

We consider the entire balance of an account to be delinquent if the minimum required payment is not received by the customer's due date, measured at each balance sheet date. Our 30+ day delinquency metrics include all loans held for investment that are 30 or more days past due, whereas our 30+ day performing delinquency metrics include all loans held for investment that are 30 or more days past due but are currently classified as performing and accruing interest. The 30+ day delinquency and 30+ day performing delinquency metrics are the same for domestic credit card loans, as we continue to classify these loans as performing until the account is charged off, typically when the account is 180 days past due. See "Part II—Item 8. Financial Statements and Supplementary Data—Note 1—Summary of Significant Accounting Policies" in our 2025 Form 10-K for information on our policies for classifying loans as nonperforming for each of our loan categories. We provide additional information on our credit quality metrics in "Business Segment Financial Performance."

Table 21 presents our 30+ day performing delinquency rates and 30+ day delinquency rates of our portfolio of loans held for investment, by portfolio, as of March 31, 2026 and December 31, 2025.

**Table 21: 30+ Day Delinquencies**

<i>(Dollars in millions)</i>	March 31, 2026				December 31, 2025			
	30+ Day Performing Delinquencies		30+ Day Delinquencies		30+ Day Performing Delinquencies		30+ Day Delinquencies	
	Amount	Rate <sup>(1)</sup>	Amount	Rate <sup>(1)</sup>	Amount	Rate <sup>(1)</sup>	Amount	Rate <sup>(1)</sup>
<b>Credit Card:</b>								
Domestic credit card	\$ 9,395	3.70%	\$ 9,395	3.70%	\$ 10,471	3.99%	\$ 10,471	3.99%
Personal loans	155	1.72	164	1.81	165	1.74	174	1.83
International card businesses	360	4.82	369	4.94	355	4.62	364	4.75
Total credit card	<u>9,910</u>	<u>3.66</u>	<u>9,928</u>	<u>3.67</u>	<u>10,991</u>	<u>3.93</u>	<u>11,009</u>	<u>3.94</u>
<b>Consumer Banking:</b>								
Auto	3,609	4.21	3,971	4.63	4,371	5.23	4,842	5.79
Retail banking	11	0.92	20	1.69	13	1.09	19	1.60
Total consumer banking	<u>3,620</u>	<u>4.17</u>	<u>3,991</u>	<u>4.59</u>	<u>4,384</u>	<u>5.17</u>	<u>4,861</u>	<u>5.73</u>
<b>Commercial Banking:</b>								
Commercial and multifamily real estate	90	0.27	205	0.61	55	0.16	117	0.35
Commercial and industrial	3	0.01	392	0.69	33	0.06	314	0.56
Total commercial banking	<u>93</u>	<u>0.10</u>	<u>597</u>	<u>0.66</u>	<u>88</u>	<u>0.10</u>	<u>431</u>	<u>0.48</u>
Total	<u>\$ 13,623</u>	<u>3.04</u>	<u>\$ 14,516</u>	<u>3.24</u>	<u>\$ 15,463</u>	<u>3.41</u>	<u>\$ 16,301</u>	<u>3.59</u>

<sup>(1)</sup> Delinquency rates are calculated by dividing delinquency amounts by period-end loans held for investment for each specified loan category.

Table 22 presents our 30+ day delinquent loans held for investment, by aging and geography, as of March 31, 2026 and December 31, 2025.

**Table 22: Aging and Geography of 30+ Day Delinquent Loans**

<i>(Dollars in millions)</i>	March 31, 2026		December 31, 2025	
	Amount	Rate <sup>(1)</sup>	Amount	Rate <sup>(1)</sup>
<b>Delinquency status:</b>				
30 – 59 days	\$ 5,697	1.27%	\$ 6,492	1.43%
60 – 89 days	3,264	0.73	3,773	0.83
≥ 90 days	5,555	1.24	6,036	1.33
<b>Total</b>	<b>\$ 14,516</b>	<b>3.24%</b>	<b>\$ 16,301</b>	<b>3.59%</b>
<b>Geographic region:</b>				
Domestic	\$ 14,147	3.16%	\$ 15,937	3.51%
International	369	0.08	364	0.08
<b>Total</b>	<b>\$ 14,516</b>	<b>3.24%</b>	<b>\$ 16,301</b>	<b>3.59%</b>

<sup>(1)</sup> Delinquency rates are calculated by dividing delinquency amounts by total period-end loans held for investment.

Table 23 summarizes loans that were 90+ days delinquent, in regards to interest or principal payments, and still accruing interest as of March 31, 2026 and December 31, 2025. These loans consist primarily of credit card accounts between 90 days and 179 days past due. As permitted by regulatory guidance issued by the FFIEC, we continue to accrue interest and fees on domestic credit card loans through the date of charge-off, which is typically in the period the account becomes 180 days past due.

**Table 23: 90+ Day Delinquent Loans Accruing Interest**

<i>(Dollars in millions)</i>	March 31, 2026		December 31, 2025	
	Amount	Rate <sup>(1)</sup>	Amount	Rate <sup>(1)</sup>
<b>Loan segment:</b>				
Credit card	\$ 4,962	1.83%	\$ 5,352	1.91%
<b>Total</b>	<b>\$ 4,962</b>	<b>1.11</b>	<b>\$ 5,352</b>	<b>1.18</b>
<b>Geographic region:</b>				
Domestic	\$ 4,801	1.09%	\$ 5,195	1.16%
International	161	2.16	157	2.05
<b>Total</b>	<b>\$ 4,962</b>	<b>1.11</b>	<b>\$ 5,352</b>	<b>1.18</b>

<sup>(1)</sup> Delinquency rates are calculated by dividing delinquency amounts by period-end loans held for investment for each specified loan category.

### Nonperforming Loans and Nonperforming Assets

Nonperforming loans include loans that have been placed on nonaccrual status. Nonperforming assets consist of nonperforming loans, repossessed assets and other foreclosed assets. See “Part II—Item 8. Financial Statements and Supplementary Data—Note 1—Summary of Significant Accounting Policies” in our 2025 Form 10-K for information on our policies for classifying loans as nonperforming for each of our loan portfolios.

Table 24 presents our nonperforming loans by portfolio and other nonperforming assets as of March 31, 2026 and December 31, 2025. We do not classify loans held for sale as nonperforming. We provide additional information on our credit quality metrics in “Business Segment Financial Performance.”

**Table 24: Nonperforming Loans and Other Nonperforming Assets<sup>(1)</sup>**

<i>(Dollars in millions)</i>	March 31, 2026		December 31, 2025	
	Amount	Rate	Amount	Rate
<b>Nonperforming loans held for investment:<sup>(2)</sup></b>				
<b>Credit Card:</b>				
Personal loans	\$ 12	0.13%	\$ 12	0.13%
International card businesses	11	0.15	12	0.16
Total credit card	23	0.01	24	0.01
<b>Consumer Banking:</b>				
Auto	475	0.55	566	0.68
Retail banking	19	1.66	17	1.45
Total consumer banking	494	0.57	583	0.69
<b>Commercial Banking:</b>				
Commercial and multifamily real estate	362	1.07	320	0.95
Commercial and industrial	906	1.60	892	1.60
Total commercial banking	1,268	1.40	1,212	1.36
Total nonperforming loans held for investment <sup>(3)</sup>	1,785	0.40	1,819	0.40
Other nonperforming assets <sup>(4)</sup>	138	0.03	115	0.03
Total nonperforming assets	\$ 1,923	0.43	\$ 1,934	0.43

<sup>(1)</sup> We recognized interest income for loans classified as nonperforming of \$4 million and \$3 million in the first quarters of 2026 and 2025, respectively.

<sup>(2)</sup> Nonperforming loan rates are calculated based on nonperforming loans for each category divided by period-end total loans held for investment for each respective category.

<sup>(3)</sup> Excluding the impact of domestic credit card loans, nonperforming loans as a percentage of total loans held for investment was 0.92% and 0.95% as of March 31, 2026 and December 31, 2025, respectively.

<sup>(4)</sup> The denominators used in calculating nonperforming asset rates consist of total loans held for investment and other nonperforming assets.

### Net Charge-Offs

Net charge-offs consist of the amortized cost basis, excluding accrued interest, of loans held for investment that we determine to be uncollectible, net of recovered amounts. Recoveries are recognized for payments received after a loan has been charged off, up to the amount that was charged off. The amount and timing of recoveries are impacted by our collection strategies, which are based on customer behavior and risk profile and include direct customer communications, repossession of collateral, the periodic sale of charged off loans as well as additional strategies, such as litigation. Uncollectible finance charges and fees are reversed through revenue and certain fraud losses are recorded in other non-interest expense. Generally, costs to recover charged-off loans are recorded as collection expenses as incurred and are included in our consolidated statements of income as a component of other non-interest expense. Our charge-off policy for loans varies based on the loan type. See "Part II—Item 8. Financial Statements and Supplementary Data—Note 1—Summary of Significant Accounting Policies" in our 2025 Form 10-K for information on our charge-off policy for each of our loan portfolios.

Table 25 presents our net charge-off amounts and rates, by portfolio segment, in the first quarters of 2026 and 2025.

**Table 25: Net Charge-Offs (Recoveries)**

<i>(Dollars in millions)</i>	Three Months Ended March 31,			
	2026		2025	
	Amount	Rate <sup>(1)</sup>	Amount	Rate <sup>(1)</sup>
<b>Credit Card:</b>				
Domestic credit card	\$ 3,241	5.10%	\$ 2,314	6.19%
Personal loans	89	3.81	N/A	N/A
International card businesses	89	4.65	85	5.02
Total credit card	3,419	5.05	2,399	6.14
<b>Consumer Banking:</b>				
Auto	346	1.64	299	1.55
Retail banking	18	5.99	14	4.75
Total consumer banking	364	1.70	313	1.60
<b>Commercial Banking:</b>				
Commercial and multifamily real estate	2	0.03	7	0.09
Commercial and industrial	62	0.44	17	0.12
Total commercial banking	64	0.29	24	0.11
Total net charge-offs	\$ 3,847	3.45	\$ 2,736	3.40
Average loans held for investment	\$ 446,235		\$ 322,385	

<sup>(1)</sup> Net charge-off rate is calculated based on annualized net charge-offs for the period divided by average loans held for investment for the period.

### **Financial Difficulty Modifications to Borrowers**

A financial difficulty modification (“FDM”) occurs when a modification in the form of principal forgiveness, interest rate reduction, an other-than-insignificant payment delay, a term extension or a combination of these modifications is granted to a borrower experiencing financial difficulty.

As part of our loss mitigation efforts, we may provide short-term (one to twelve months) or long-term (greater than twelve months) modifications to a borrower experiencing financial difficulty to improve long-term collectibility of the loan and to avoid the need for repossession or foreclosure of collateral.

We consider the impact of all loan modifications, including FDMs, when estimating the credit quality of our loan portfolio and establishing allowance levels. For our Commercial Banking customers, loan modifications are also considered in the assignment of an internal risk rating.

In our Credit Card business, the majority of our FDMs receive an interest rate reduction and are placed on a fixed payment plan not exceeding 60 months. If the customer does not comply with the modified payment terms, then the credit card loan agreement may revert to its original payment terms, generally resulting in any loan outstanding being reflected in the appropriate delinquency category and charged off in accordance with our standard charge-off policy.

In our Consumer Banking business, the majority of our FDMs receive an extension, an interest rate reduction, principal reduction, or a combination of these modifications.

In our Commercial Banking business, the majority of our FDMs receive an extension. A portion of FDMs receive an interest rate reduction, principal reduction, or a combination of modifications.

For more information on FDMs, see “Part I—Item 1. Financial Statements—Note 4—Loans.”

### **Allowance for Credit Losses and Reserve for Unfunded Lending Commitments**

Our allowance for credit losses represents management’s current estimate of expected credit losses over the contractual terms of our loans held for investment as of each balance sheet date. Expected recoveries of amounts previously charged off or expected to be charged off are recognized within the allowance. Charge-offs of uncollectible amounts result in a reduction to the allowance and recoveries of previously charged off amounts are credited to the allowance. We also estimate expected credit losses related to unfunded lending commitments that are not unconditionally cancellable. The provision for losses on unfunded lending commitments is included in the provision for credit losses in our consolidated statements of income and the related reserve for unfunded lending commitments is included in other liabilities on our consolidated balance sheets. We provide additional information on the methodologies and key assumptions used in determining our allowance for credit losses and our reserve for unfunded lending commitments in “Part II—Item 8. Financial Statements and Supplementary Data—Note 1—Summary of Significant Accounting Policies” in our 2025 Form 10-K.

Table 26 presents changes in our allowance for credit losses and reserve for unfunded lending commitments for the first quarters of 2026 and 2025, and details by portfolio for the provision for credit losses, charge-offs and recoveries.

**Table 26: Allowance for Credit Losses and Reserve for Unfunded Lending Commitments Activity**

(Dollars in millions)	Three Months Ended March 31, 2026								
	Credit Card				Consumer Banking				
	Domestic Card	Personal Loans	International Card Businesses	Total Credit Card	Auto	Retail Banking	Total Consumer Banking	Commercial Banking	Total
<b>Allowance for credit losses:</b>									
Balance as of December 31, 2025	\$ 18,811	\$ 731	\$ 524	\$ 20,066	\$ 1,869	\$ 23	\$ 1,892	\$ 1,451	\$ 23,409
Charge-offs	(4,370)	(121)	(150)	(4,641)	(711)	(24)	(735)	(69)	(5,445)
Recoveries <sup>(1)</sup>	1,129	32	61	1,222	365	6	371	5	1,598
Net charge-offs	(3,241)	(89)	(89)	(3,419)	(346)	(18)	(364)	(64)	(3,847)
Provision for credit losses	3,236	60	115	3,411	503	16	519	147	4,077
Allowance build (release) for credit losses	(5)	(29)	26	(8)	157	(2)	155	83	230
Other changes <sup>(2)</sup>	—	—	(9)	(9)	—	—	—	—	(9)
Balance as of March 31, 2026	18,806	702	541	20,049	2,026	21	2,047	1,534	23,630
<b>Reserve for unfunded lending commitments:</b>									
Balance as of December 31, 2025	—	—	—	—	—	—	—	142	142
Provision (benefit) for losses on unfunded lending commitments	—	—	—	—	—	—	—	(9)	(9)
Balance as of March 31, 2026	—	—	—	—	—	—	—	133	133
<b>Combined allowance and reserve as of March 31, 2026</b>	<b>\$ 18,806</b>	<b>\$ 702</b>	<b>\$ 541</b>	<b>\$ 20,049</b>	<b>\$ 2,026</b>	<b>\$ 21</b>	<b>\$ 2,047</b>	<b>\$ 1,667</b>	<b>\$ 23,763</b>
	Three Months Ended March 31, 2025								
	Credit Card				Consumer Banking				
(Dollars in millions)	Domestic Card	Personal Loans	International Card Businesses	Total Credit Card	Auto	Retail Banking	Total Consumer Banking	Commercial Banking	Total
<b>Allowance for credit losses:</b>									
Balance as of December 31, 2024	\$ 12,494	N/A	\$ 480	\$ 12,974	\$ 1,859	\$ 25	\$ 1,884	\$ 1,400	\$ 16,258
Charge-offs	(2,852)	N/A	(126)	(2,978)	(656)	(20)	(676)	(38)	(3,692)
Recoveries <sup>(1)</sup>	538	N/A	41	579	357	6	363	14	956
Net charge-offs	(2,314)	N/A	(85)	(2,399)	(299)	(14)	(313)	(24)	(2,736)
Provision for credit losses	1,856	N/A	70	1,926	285	16	301	141	2,368
Allowance build (release) for credit losses	(458)	N/A	(15)	(473)	(14)	2	(12)	117	(368)
Other changes <sup>(2)</sup>	—	N/A	9	9	—	—	—	—	9
Balance as of March 31, 2025	12,036	N/A	474	12,510	1,845	27	1,872	1,517	15,899
<b>Reserve for unfunded lending commitments:</b>									
Balance as of December 31, 2024	—	N/A	—	—	—	—	—	143	143
Provision (benefit) for losses on unfunded lending commitments	—	N/A	—	—	—	—	—	1	1
Balance as of March 31, 2025	—	N/A	—	—	—	—	—	144	144
<b>Combined allowance and reserve as of March 31, 2025</b>	<b>\$ 12,036</b>	<b>N/A</b>	<b>\$ 474</b>	<b>\$ 12,510</b>	<b>\$ 1,845</b>	<b>\$ 27</b>	<b>\$ 1,872</b>	<b>\$ 1,661</b>	<b>\$ 16,043</b>

<sup>(1)</sup> The amount and timing of recoveries are impacted by our collection strategies, which are based on customer behavior and risk profile and include direct customer communications, repossession of collateral, the periodic sale of charged off loans as well as additional strategies, such as litigation.

<sup>(2)</sup> Primarily represents foreign currency translation adjustments.

## LIQUIDITY RISK PROFILE

We manage our funding and liquidity risk in an integrated manner in support of the current and future cash flow needs of our business. We maintained liquidity reserves of \$164.8 billion and \$144.0 billion as of March 31, 2026 and December 31, 2025, respectively, as shown in Table 27 below. Included in liquidity reserves are cash and cash equivalents, investment securities and FHLB borrowing capacity secured by loans.

As of March 31, 2026, we had available issuance capacity of \$39.0 billion under shelf registrations associated with our credit card and auto loan securitization programs. We also maintain a shelf registration that enables us to issue an indeterminate amount of senior or subordinated debt securities, preferred stock, depository shares, common stock, purchase contracts, warrants and units. Our ability to issue under each shelf registration is subject to market conditions.

Finally, as of March 31, 2026, we had access to available contingent liquidity sources totaling \$106.4 billion through the prepositioning of collateral, including a portion of the investment securities included in the liquidity reserves amount in the following table, at the Federal Reserve Discount Window, the Standing Repo Operations, FHLB and the Fixed Income Clearing Corporation - Government Securities Division ("FICC - GSD").

As of March 31, 2026 and December 31, 2025, our funding sources totaled \$540.9 billion and \$526.8 billion, respectively, primarily composed of consumer deposits, as shown in "Consolidated Balance Sheets Analysis—Table 7: Funding Sources Composition."

Our liquidity reserves, borrowing capacity, contingent liquidity sources and total funding sources are all discussed in more detail in the following sections. Both our investment securities available for sale and held to maturity are presented at fair value in the measurement of liquidity reserves.

Table 27 below presents the composition of our liquidity reserves as of March 31, 2026 and December 31, 2025.

**Table 27: Liquidity Reserves**

<i>(Dollars in millions)</i>	<b>March 31, 2026</b>	<b>December 31, 2025</b>
Cash and cash equivalents	\$ 76,494	\$ 57,434
Investment securities at fair value <sup>(1)</sup>	92,304	91,051
FHLB borrowing capacity secured by loans	4,196	4,447
Outstanding FHLB advances and letters of credit secured by loans and investment securities	(1,839)	(1,839)
Other encumbrances of investment securities	(6,389)	(7,121)
Total liquidity reserves	<u>\$ 164,766</u>	<u>\$ 143,972</u>

<sup>(1)</sup> Includes investment securities that have been pledged or otherwise encumbered within the below Liquidity Reserves line items "Outstanding FHLB advances and letters of credit secured by loans and investment securities" and "Other encumbrances of investment securities."

Our liquidity reserves increased by \$20.8 billion to \$164.8 billion as of March 31, 2026 from December 31, 2025, primarily due to increases in cash and cash equivalents. In addition to these liquidity reserves, we maintain access to a diversified mix of funding sources as discussed in the "Borrowing Capacity" and "Funding Sources" sections below. See "Part II—Item 7. MD&A—Risk Management" in our 2025 Form 10-K for additional information on our management of liquidity risk.

### Liquidity Coverage Ratio

We are subject to the final rules published by the Basel Committee and as implemented by the Federal Reserve and the OCC for the Basel III Liquidity Coverage Ratio (“LCR”) in the U.S. (the “LCR Rule”). The LCR Rule requires both the Company and the Bank to calculate its respective LCR daily. It also requires the Company to publicly disclose, on a quarterly basis, its LCR, certain related quantitative liquidity metrics, and a qualitative discussion of its LCR. Our average LCR during the first quarter of 2026 was 166%, which exceeded the LCR Rule requirement of 100%. The calculation and the underlying components are based on our interpretations, expectations and assumptions of relevant regulations, as well as interpretations provided by our regulators, and are subject to change based on changes to future regulations and interpretations. See “Part I—Item 1. Business—Supervision and Regulation” in our 2025 Form 10-K for additional information.

### Net Stable Funding Ratio

We are subject to the final rules published by the Basel Committee and as implemented by the Federal Reserve and the OCC for the Basel III Net Stable Funding Ratio (“NSFR”) in the U.S. (the “NSFR Rule”). The NSFR Rule requires each of the Company and the Bank to maintain an NSFR of 100% on an ongoing basis. It also requires the Company to publicly disclose, on a semi-annual basis each second and fourth quarter, its NSFR, certain related quantitative liquidity metrics and qualitative discussion of its NSFR. Our average NSFR for the first quarter of 2026 exceeded the NSFR Rule requirement of 100%. The calculation and the underlying components are based on our interpretations, expectations and assumptions of the relevant regulations, as well as interpretations provided by our regulators, and are subject to change based on changes to future regulations and interpretations. See “Part I—Item 1. Business—Supervision and Regulation” in our 2025 Form 10-K for additional information.

### Borrowing Capacity

We maintain a shelf registration with the U.S. Securities and Exchange Commission (“SEC”) so that we may periodically offer and sell an indeterminate aggregate amount of senior or subordinated debt securities, preferred stock, depositary shares, common stock, purchase contracts, warrants and units. There is no limit under this shelf registration to the amount or number of such securities that we may offer and sell, subject to market conditions. In addition, we also maintain a shelf registration associated with our Capital One Multi-asset Execution Trust (“COMET”) that allows us to periodically offer and sell up to \$24.0 billion of securitized debt obligations and a shelf registration associated with our Capital One Prime Auto Receivables Trusts (“COPAR”) that allows us to periodically offer and sell up to \$18.6 billion of securitized debt obligations. These shelf registration statements are subject to periodic renewal and, thus, change, which may be reviewed by the SEC at the time of each such renewal. As part of each periodic renewal, we assess registered amounts under each shelf registration statement which may be updated as appropriate. As of March 31, 2026, we had \$21.5 billion and \$17.5 billion of available issuance capacity in our COMET and COPAR securitization programs, respectively.

In addition to our issuance capacity under the shelf registration statements, we also have collateral pledged to support our access to FHLB advances, the Federal Reserve Discount Window, the Standing Repo Operations and FICC - GSD general collateral financing repurchase agreement service. For each of these programs, the ability to borrow utilizing these sources is dependent on meeting the respective membership requirements. Our borrowing capacity in each program is a function of the collateral the Bank has posted with each counterparty, including any respective haircuts applied to that collateral.

As of March 31, 2026, we pledged loans and securities to the FHLB to secure a maximum borrowing capacity of \$34.5 billion, of which \$1.3 billion was used. Our FHLB membership is supported by our investment in FHLB stock of \$89 million as of both March 31, 2026 and December 31, 2025.

As of March 31, 2026, we pledged loans to secure a borrowing capacity of \$49.9 billion under the Federal Reserve Discount Window. Our membership with the Federal Reserve is supported by our investment in Federal Reserve stock of \$2.6 billion as of both March 31, 2026 and December 31, 2025.

As a member of FICC - GSD, we have \$22.0 billion of readily available borrowing capacity secured by securities from our investment portfolio as of March 31, 2026. Our FICC - GSD membership is supported by our investment in Depository Trust and Clearing Corporation common stock of \$575 thousand and \$488 thousand as of March 31, 2026 and December 31, 2025, respectively.

## Deposits

Table 28 provides a comparison of the average balances, interest expense and average deposits interest rates for the three months ended March 31, 2026 and 2025.

**Table 28: Deposits Composition and Average Deposits Interest Rates**

	Three Months Ended March 31,					
	2026			2025		
(Dollars in millions)	Average Balance	Interest Expense	Average Deposits Interest Rate	Average Balance	Interest Expense	Average Deposits Interest Rate
Interest-bearing checking accounts <sup>(1)</sup>	\$ 38,642	\$ 114	1.18%	\$ 36,285	\$ 119	1.31%
Saving deposits <sup>(2)</sup>	309,341	2,263	2.93	227,780	1,768	3.11
Time deposits	103,974	1,010	3.89	73,775	828	4.49
Total interest-bearing deposits	<u>\$ 451,957</u>	<u>\$ 3,387</u>	<u>3.00</u>	<u>\$ 337,840</u>	<u>\$ 2,715</u>	<u>3.22</u>

<sup>(1)</sup> Includes negotiable order of withdrawal accounts.

<sup>(2)</sup> Includes money market deposit accounts.

The FDIC limits the acceptance of brokered deposits to well-capitalized insured depository institutions and, with a waiver from the FDIC, to adequately-capitalized institutions. The Bank was well capitalized, as defined under the federal banking regulatory guidelines, as of both March 31, 2026 and December 31, 2025. See “Part I—Item 1. Business—Supervision and Regulation” in our 2025 Form 10-K for additional information. We provide additional information on the composition of deposits in “Consolidated Balance Sheets Analysis—Table 7: Funding Sources Composition” and in “Part I—Item 1. Financial Statements—Note 8—Deposits and Borrowings.”

### Funding Sources

Our funding sources include deposits, senior and subordinated notes, securitized debt obligations, federal funds purchased, securities loaned or sold under agreements to repurchase and FHLB advances secured by certain portions of our loan and securities portfolios. A key objective in our use of these markets is to maintain access to a diversified mix of wholesale funding sources. Insured deposits in our Consumer Banking business represent our primary source of funding, as they are a relatively stable and low cost source of funding. See “Consolidated Balance Sheets Analysis—Table 7: Funding Sources Composition” for additional information on our primary sources of funding.

### Short-Term Borrowings and Long-Term Debt

We access the capital markets to meet our funding needs through the issuance of senior and subordinated notes, securitized debt obligations and federal funds purchased and securities loaned or sold under agreements to repurchase. In addition, we have access to short-term and long-term FHLB advances secured by certain investment securities, multifamily real estate loans and commercial real estate loans.

Our short-term borrowings, which include those borrowings with an original contractual maturity of one year or less, typically consist of federal funds purchased, securities loaned or sold under agreements to repurchase or short-term FHLB advances, and do not include the current portion of long-term debt. Our short-term borrowings increased by \$539 million to \$1.6 billion as of March 31, 2026 from December 31, 2025, primarily driven by an increase in short-term FHLB advances.

Our long-term funding, which primarily consists of securitized debt obligations, senior and subordinated notes and long-term FHLB advances, increased by \$349 million to \$50.3 billion as of March 31, 2026 from December 31, 2025 primarily driven by net issuances of unsecured senior debt, partially offset by maturities and paydowns of securitized debt and long term FHLB advances. We provide more information on our securitization activity in “Part I—Item 1. Financial Statements—Note 6—Variable Interest Entities and Securitizations” and on our borrowings in “Part I—Item 1. Financial Statements—Note 8—Deposits and Borrowings.”

The following table summarizes issuances of securitized debt obligations, senior and subordinated notes, long-term FHLB advances and their respective maturities or redemptions for the three months ended March 31, 2026 and 2025.

**Table 29: Long-Term Debt Funding Activities**

<i>(Dollars in millions)</i>	Issuances		Maturities/Redemptions	
	Three Months Ended March 31,		Three Months Ended March 31,	
	2026	2025	2026	2025
Securitized debt obligations	—	—	\$ 1,563	\$ 2,626
Senior and subordinated notes	\$ 3,000	\$ 1,750	418	3,447
Long-term FHLB advances	—	—	500	—
Total	<u>\$ 3,000</u>	<u>\$ 1,750</u>	<u>\$ 2,481</u>	<u>\$ 6,073</u>

**Credit Ratings**

Our credit ratings impact our ability to access capital markets and our borrowing costs. For more information, see “Part I—Item 1A. Risk Factors” under the heading in our 2025 Form 10-K “A downgrade in our credit ratings could significantly impact our liquidity, funding costs and access to the capital markets.”

Table 30 provides a summary of the credit ratings for the senior unsecured long-term debt of Capital One Financial Corporation and CONA as of March 31, 2026 and December 31, 2025.

**Table 30: Senior Unsecured Long-Term Debt Credit Ratings**

	March 31, 2026		December 31, 2025	
	Capital One Financial Corporation	CONA	Capital One Financial Corporation	CONA
Moody's	Baa1	A3	Baa1	A3
S&P	BBB	BBB+	BBB	BBB+
Fitch	A-	A	A-	A

As of April 20, 2026, Moody's Investors Service (“Moody's”) and Fitch Ratings (“Fitch”) have our credit ratings on a stable outlook and Standard & Poor's (“S&P”) has our credit ratings on a positive outlook.

## Funding Uses and Commitments

In the normal course of business, we enter into various contractual obligations that may require future cash payments that affect our short-term and long-term liquidity and capital resource needs. Our future contractual cash outflows primarily relate to deposits, borrowings, operating leases and other contractual obligations. Other contractual obligations include lending commitments, leases, purchase obligations and other contractual arrangements. The actual timing and amounts of future cash payments may vary over time due to a number of factors, such as early debt redemptions and changes in deposit balances.

As of March 31, 2026 and December 31, 2025, our total unfunded lending commitments were \$746.9 billion and \$729.6 billion, respectively, consisting of credit card lines, loan commitments to customers of both our Commercial Banking and Consumer Banking businesses, as well as standby and commercial letters of credit. We generally manage the potential risk of unfunded lending commitments by limiting the total amount of arrangements, monitoring the size and maturity structure of these portfolios and applying the same credit standards for all of our credit activities. For additional information, refer to “Part I—Item 1. Financial Statements—Note 14—Commitments, Contingencies, Guarantees and Others” in this Report.

Our primary involvement with leases is in the capacity as a lessee where we lease premises to support our business. The majority of our leases are operating leases of office space, retail bank branches and cafés. Our operating leases expire at various dates through 2071, although some have extension or termination options, and we assess the likelihood of exercising such options. If it is reasonably certain that we will exercise the options, then we include the impact in the measurement of our right-of-use assets and lease liabilities. As of March 31, 2026 and December 31, 2025, we had \$1.4 billion and \$1.5 billion in aggregate operating lease obligations, respectively. We provide more information on our lease activity in “Part II—Item 8. Financial Statements and Supplementary Data—Note 8—Premises, Equipment and Leases” in our 2025 Form 10-K.

We have enforceable and legally binding purchase obligations for goods and services such as data management, media and other software and third-party services. As of March 31, 2026 and December 31, 2025, we had \$3.4 billion and \$3.8 billion, respectively, in aggregate purchase obligations.

We also enter into various contractual arrangements that may require future cash payments, including short-term obligations such as trade payables, commitments to fund certain equity investments, obligations for pension and post-retirement benefit plans, and representation and warranty reserves. These arrangements are discussed in more detail in “Part I—Item 1. Financial Statements—Note 6—Variable Interest Entities and Securitizations,” and “Part I—Item 1. Financial Statements—Note 14—Commitments, Contingencies, Guarantees and Others” in this Report and “Part II—Item 8. Financial Statements and Supplementary Data—Note 15—Employee Benefit Plans” in our 2025 Form 10-K.

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## MARKET RISK PROFILE

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Our primary market risk exposures include interest rate risk, foreign exchange risk and commodity pricing risk. We are exposed to market risk primarily from the following operations and activities:

- Traditional banking activities of deposit gathering and lending;
- Asset/liability management activities including the management of investment securities, short-term and long-term borrowings and derivatives;
- Foreign operations within our Credit Card and Consumer Banking businesses; and
- Customer accommodation activities within our Commercial Banking business.

We have enterprise-wide risk management policies and limits, approved by our Board of Directors, which govern our market risk management activities. Our objective is to manage our exposure to market risk in accordance with these policies and limits based on prevailing market conditions and long-term expectations. We provide additional information below about our primary sources of market risk, our market risk management strategies and the measures that we use to evaluate these exposures.

### Interest Rate Risk

Interest rate risk represents exposure to financial instruments whose values vary with the level or volatility of interest rates. We are exposed to interest rate risk primarily from the differences in the timing between the maturities or repricing of assets and liabilities. We manage our interest rate risk primarily by entering into interest rate swaps and other derivative instruments which

could include caps, floors, options, futures and forward contracts.

We use various industry standard market risk measurement techniques and analyses to measure, assess and manage the impact of changes in interest rates on our net interest income and our economic value of equity and changes in foreign exchange rates on our non-dollar-denominated funding and non-dollar equity investments in foreign operations.

#### ***Net Interest Income Sensitivity***

Our net interest income sensitivity measure estimates the impact of hypothetical instantaneous movements in interest rates relative to our baseline interest rate forecast on our projected 12-month net interest income. Net interest income sensitivity metrics are derived using the following key assumptions:

- As of March 31, 2026, our metrics assume a market implied baseline interest rate projection for the upper limit of the Federal Funds Target Rate of 3.75% and 3.50% at December 31, 2026 and 2027, respectively.
- In addition to our existing assets, liabilities and derivative positions, we incorporate expected future business growth assumptions. These assumptions include loan and deposit growth, pricing, plans for projected changes in our funding mix and our securities and cash position from our internal corporate outlook that is used in our financial planning process.
- The analysis assumes this forecast of expected future business growth remains unchanged between the baseline rate forecast and rate shock scenarios, including no changes to our interest rate risk management activities like securities and hedging actions.
- We incorporate the dynamic nature of deposit repricing, which includes pricing lags and changes in deposit beta and mix as interest rates change, and the prepayment sensitivity of our mortgage securities to the level of interest rates. In our models, deposit betas and mortgage security prepayments vary dynamically based on the level of interest rates and by product type. In the contexts used in this section, "beta" refers to the change in deposit rate paid relative to the change in the federal funds rate.
- In instances where an interest rate scenario would result in a rate less than 0%, we assume a rate of 0% for that scenario. This assumption applies only to jurisdictions that do not have a practice of employing negative policy rates. In jurisdictions that have negative policy rates, we do not floor interest rates at 0%.

At the current level of interest rates, our projected 12-month net interest income is expected to increase in higher rate scenarios and decrease in lower rate scenarios. The decrease in lower rate scenarios is driven by lower interest income from our assets, including floating rate credit card and commercial loans, being partially offset by lower interest expense from our deposits and other liabilities, net of our interest rate hedges. Our combined 12-month net interest income sensitivity was largely unchanged as compared to December 31, 2025.

### ***Economic Value of Equity Sensitivity***

Our economic value of equity sensitivity measure estimates the impact of hypothetical instantaneous movements in interest rates on the net present value of our assets and liabilities, including derivative exposures. Economic value of equity sensitivity metrics are derived using the following key assumptions:

- As of March 31, 2026, our metrics assume a market implied baseline interest rate projection for the upper limit of the Federal Funds Target Rate of 3.75% and 3.50% at December 31, 2026 and 2027, respectively.
- The analysis includes only existing assets, liabilities and derivative positions and does not incorporate business growth assumptions or projected balance sheet changes.
- Similar to our net interest income sensitivity measure, we incorporate the dynamic nature of deposit repricing and attrition, which includes pricing lags and changes in deposit beta as interest rates change and the prepayment sensitivity of our mortgage securities to the level of interest rates. In our models, deposit betas and mortgage security prepayments vary dynamically based on the level of interest rates and by product type.
- Balance attrition assumptions for loans, including credit card, personal, auto and commercial loans, remain unchanged between the baseline interest rate forecast and interest rate shock scenarios as the majority of these loans are floating rate or shorter duration fixed rate loans and hence paydowns have a low sensitivity to the level of interest rates.
- For assets and liabilities with embedded optionality, such as mortgage securities and deposit balances, we utilize Monte Carlo simulations to assess economic value with industry-standard term structure modeling of interest rates.
- Our calculations of net present value apply appropriate spreads over the benchmark yield curve for select assets and liabilities to capture the inherent risks (including credit risk) to discount expected interest and principal cash flows.
- In instances where an interest rate scenario would result in a rate less than 0%, we assume a rate of 0% for that scenario. This assumption applies only to jurisdictions that do not have a practice of employing negative policy rates. In jurisdictions that have negative policy rates, we do not floor interest rates at 0%.

Our current economic value of equity sensitivity profile demonstrates that our economic value of equity decreases in higher interest rate scenarios and increases in lower interest rate scenarios. The decrease in higher rate scenarios is due to the decline in the projected value of our fixed rate assets being only partially offset by corresponding movements in the projected value of our deposits and other liabilities. The pace of economic value of equity decrease is larger for the +200 bps scenario as our deposits are assumed to reprice more rapidly in higher interest rate environments. Our combined economic value of equity sensitivity modestly increased as compared to December 31, 2025, driven by the increase in long-term interest rates.

Table 31 shows the estimated percentage impact on our projected baseline net interest income and our current economic value of equity calculated under the methodology described above as of March 31, 2026 and December 31, 2025.

**Table 31: Interest Rate Sensitivity Analysis**

	March 31, 2026	December 31, 2025
Estimated impact on projected baseline net interest income:		
+200 bps	0.8%	1.0%
+100 bps	0.5	0.6
+50 bps	0.3	0.3
-50 bps	(0.2)	(0.3)
-100 bps	(0.5)	(0.7)
-200 bps	(2.0)	(2.7)
Estimated impact on economic value of equity:		
+200 bps	(5.5)	(4.5)
+100 bps	(2.5)	(2.0)
+50 bps	(1.2)	(0.9)
-50 bps	1.1	0.7
-100 bps	1.9	1.2
-200 bps	2.7	1.1

In addition to these industry standard measures, we also consider the potential impact of alternative interest rate scenarios, such as larger rate shocks, higher than +/- 200 bps, as well as steepening and flattening yield curve scenarios in our internal interest rate risk management decisions. We also regularly review the sensitivity of our interest rate risk metrics to changes in our key modeling assumptions, such as our loan and deposit balance forecasts, mortgage prepayments and deposit repricing.

**Limitations of Market Risk Measures**

The interest rate risk models that we use in deriving these measures incorporate contractual information, internally developed assumptions and proprietary modeling methodologies, which project borrower and depositor behavior patterns in certain interest rate environments. Other market inputs, such as interest rates, market prices and interest rate volatility, are also critical components of our interest rate risk measures. We regularly evaluate, update and enhance these assumptions, models and analytical tools as we believe appropriate to reflect our best assessment of the market environment and the expected behavior patterns of our existing assets and liabilities.

There are inherent limitations in any methodology used to estimate the exposure to changes in market interest rates. The sensitivity analysis described above contemplates only certain movements in interest rates and is performed at a particular point in time based on our existing balance sheet and, in some cases, expected future business growth and funding mix assumptions. The strategic actions that management may take to manage our balance sheet may differ significantly from our projections, which could cause our actual earnings and economic value of equity sensitivities to differ substantially from the above sensitivity analysis.

For further information on our interest rate exposures, see "Part I—Item 1. Financial Statements—Note 9—Derivative Instruments and Hedging Activities."

**Foreign Exchange Risk**

Foreign exchange risk represents exposure to changes in the values of current holdings and future cash flows denominated in other currencies. We are exposed to foreign exchange risk primarily from the intercompany funding denominated in pound sterling (“GBP”) and the Canadian dollar (“CAD”) that we provide to our businesses in the U.K. and Canada and net equity investments in those businesses. We are also exposed to foreign exchange risk due to changes in the dollar-denominated value of future earnings and cash flows from our foreign operations and from our Euro (“EUR”)-denominated borrowing.

Our non-dollar denominated intercompany funding and EUR-denominated borrowing expose our earnings to foreign exchange transaction risk. We manage these transaction risks by using forward foreign currency derivatives and cross-currency swaps to hedge our exposures. We measure our foreign exchange transaction risk exposures by applying a 1% U.S. dollar appreciation shock against the value of the non-dollar denominated intercompany funding and EUR-denominated borrowing and their related hedges, which shows the impact to our earnings from foreign exchange risk. Our nominal intercompany funding outstanding with interest accrued was 1.5 billion GBP as of both March 31, 2026 and December 31, 2025 and 953 million CAD and 1.1 billion CAD as of March 31, 2026 and December 31, 2025, respectively. Our nominal EUR-denominated borrowing outstanding with interest accrued were 507 million EUR and 505 million EUR as of March 31, 2026 and December 31, 2025, respectively.

Certain non-dollar equity investments in foreign operations expose our balance sheet and capital ratios to translation risk in AOCI. We manage our translation risk by entering into foreign currency derivatives designated as net investment hedges. We measure these exposures by applying a 30% U.S. dollar appreciation shock, which we believe approximates a significant adverse shock over a one-year time horizon, against the value of the equity invested in our foreign operations net of related net investment hedges where applicable. Our primary exposure is to our U.K. and Canadian operations and the gross equity amounts were 2.4 billion GBP and 2.3 billion GBP as of March 31, 2026 and December 31, 2025, respectively, and 2.9 billion CAD and 2.8 billion CAD as of March 31, 2026 and December 31, 2025, respectively. Additionally, we have immaterial foreign translation exposure to a small number of other currencies.

As a result of our derivative management activities, we believe our net exposure to foreign exchange risk is minimal. For more information, see “Item 1. Financial Statements—Note 9—Derivative Instruments and Hedging Activities” and “Item 1. Financial Statements—Note 10—Stockholders’ Equity.”

**Risk Related to Customer Accommodation Derivatives**

We offer interest rate, commodity and foreign currency derivatives as an accommodation to our customers within our Commercial Banking business. We offset the majority of the market risk of these customer accommodation derivatives by entering into offsetting derivatives transactions with other counterparties. We use value-at-risk (“VaR”) as the primary method to measure the market risk in our customer accommodation derivative activities on a daily basis. VaR is a statistical risk measure used to estimate the potential loss from movements observed in the recent market environment. We employ a historical simulation approach using the most recent 500 business days and use a 99% confidence level and a holding period of one business day. As a result of offsetting our customer exposures with other counterparties, we believe that our net exposure to market risk in our customer accommodation derivatives is minimal. For further information on our risk related to customer accommodation derivatives, see “Item 1. Financial Statements—Note 9—Derivative Instruments and Hedging Activities.”

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## SUPERVISION AND REGULATION

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### *Basel III Finalization Proposals*

In March 2026, the Federal Banking Agencies released two notices of proposed rulemakings (collectively, the “Basel III Finalization Proposals”) to revise the Basel III Capital Rules applicable to certain U.S. banking organizations, including the Company and the Bank. The Basel III Finalization Proposals replace a July 2023 proposal to amend the U.S. capital rules, which was rescinded.

The first proposal (the “Standardized Approach Proposal”) would revise the existing standardized approach by enhancing the sensitivity of the standardized risk weights for certain traditional banking activities and recalibrating the standardized risk weights for certain exposures (the “Modified Standardized Approach”). The second proposal (the “Expanded Risk-Based Approach Proposal”) introduces a new framework for calculating risk-weighted assets (the “Expanded Risk-Based Approach”). The Expanded Risk-Based Approach is mandatory for Category I and II banking organizations although any other banking organization could elect to use it. Compared to the Modified Standardized Approach, the Expanded Risk-Based Approach would reflect more granular risk weights for credit exposures and a separate risk-weighted asset for operational risk. In addition, the Expanded Risk-Based Approach Proposal would introduce a new approach for calculating market risk based on both internal models and standardized methodologies that would apply only to Category I and II banking organizations and any banking organizations with aggregate trading assets and trading liabilities of at least (i) \$5 billion based on a four-quarter average or (ii) 10% of total assets.

As Category III banking organizations, the Company and the Bank would have the option to calculate their risk-based capital ratios using either the Modified Standardized Approach or the Expanded Risk-Based Approach.

The proposals would also make certain changes to the calculation of regulatory capital. In particular, Category III and IV banking organizations would be required to recognize most elements of AOCI in their regulatory capital, subject to a five-year transition period, regardless of whether they elect to apply the Modified Standardized Approach or the Expanded Risk-Based Approach. In addition, the Standardized Approach Proposal would retain the existing deduction threshold for Category III and IV banking organizations to deduct certain assets, such as certain deferred tax assets, from CET1 capital. However, if such an organization elects to adopt the Expanded Risk-Based Approach, it would instead be subject to the lower, more restrictive deduction thresholds currently applicable only to Category I and II banking organizations. The capital buffer requirements currently applicable to the Company and the Bank would not change under the Basel III Finalization Proposals.

The Basel III Finalization Proposals do not include a proposed effective date. We are in the process of evaluating the Basel III Finalization Proposals and their potential impact on Capital One, if adopted as proposed.

### *Resolution and Recovery Planning*

On March 31, 2026, the OCC issued a final rule rescinding its enforceable recovery planning guidelines. These guidelines required banks with assets of \$100 billion or more, including the Bank, to develop recovery plans detailing the actions they would take to remain a going concern when they experience considerable financial or non-financial risks but have not deteriorated to the point that resolution is imminent. The rescission was effective May 1, 2026.

We provide additional information on our Supervision and Regulation in our 2025 Form 10-K under “Part I—Item 1. Business—Supervision and Regulation.”

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## FORWARD-LOOKING STATEMENTS

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From time to time, we have made and will make forward-looking statements, including those that discuss, among other things: strategies, goals, outlook or other non-historical matters; projections, revenues, income, returns, expenses, assets, liabilities, capital and liquidity measures, capital allocation plans, accruals for claims in litigation and for other claims against us; earnings per share, efficiency ratio, operating efficiency ratio or other financial measures for us; future financial and operating results; our 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.

Forward-looking statements often use words such as “will,” “anticipate,” “target,” “expect,” “think,” “estimate,” “intend,” “plan,” “goal,” “believe,” “forecast,” “outlook” or other words of similar meaning. Any forward-looking statements made by us or on our behalf speak only as of the date they are made or as of the date indicated, and we do not undertake any obligation to update forward-looking statements as a result of new information, future events or otherwise. For additional information on factors that could materially influence forward-looking statements included in this Report, see the risk factors set forth under “Part I—Item 1A. Risk Factors” in our 2025 Form 10-K. You should carefully consider the factors discussed below, and in our Risk Factors or other disclosures, in evaluating these forward-looking statements.

Numerous factors could cause our actual results to differ materially from those described in such forward-looking statements, including, among other things:

- risks related to the integration of the Transaction, including our ability to successfully integrate our businesses, incur substantial expenses related to the Transaction and to the integration of Discover, and the expenses may be greater than anticipated due to factors, some or all of which may be outside our control; our ability to realize all of the anticipated benefits of the Transaction, or those benefits may take longer to realize than expected due to factors that may be outside our control; the integration of Discover may have an adverse effect on our business and results of operations due to the diversion of a substantial portion of the time and attention of our management team; potential employee attrition; and other factors that may affect our future results;
- changes and instability in the macroeconomic environment, resulting from factors that include, but are not limited to monetary, fiscal and trade policy actions such as tariffs, geopolitical conflicts or instability, such as the war in Ukraine, the ongoing conflict in the Middle East and the political instability in Venezuela, labor shortages, government shutdowns, inflation and deflation, potential recessions, technology-driven disruption of certain industries, adverse developments impacting the U.S. or global banking industry, immigration policies, lower demand for credit, changes in deposit practices and payment patterns;
- fluctuations in interest rates;
- our ability to maintain adequate sources of funding and liquidity to operate our business;
- increases in credit losses and delinquencies and the impact of incorrectly estimated expected losses, which could result in inadequate reserves;
- our ability to maintain adequate capital or liquidity levels or to comply with revised capital or liquidity requirements, which could have a negative impact on our financial results and our ability to return capital to our stockholders;
- limitations on our ability to receive dividends from our subsidiaries;
- a downgrade in our credit ratings;
- our ability to develop, operate and adapt our operational, technology and organizational infrastructure suitable for the nature of our business;
- increased costs, reductions in revenue, reputational damage, legal exposure and business disruptions that can result from a cyber-attack or other security incident on us or third parties (including their supply chains) with which we conduct business, including an incident that results in the theft, loss, manipulation or misuse of information, or the disabling of systems and access to information critical to business operations;

- the use, reliability and accuracy of the models, AI, and data on which we rely;
- our ability to manage risks of internal and external fraud;
- compliance with new and existing domestic and foreign laws, regulations and regulatory expectations, which may change over time including as a result of the political and policy goals of elected and appointed officials;
- compliance with applicable laws and regulations related to privacy, data protection and data security, in addition to compliance with our own privacy policies and contractual obligations to third parties;
- developments, changes or actions relating to any litigation, governmental investigation or regulatory enforcement action or matter involving us;
- our response to competitive pressures;
- the amount and rate of deposit growth and changes in deposit costs;
- our ability to execute on our strategic initiatives and operational plans;
- change in market preference towards other operators of payment networks and alternative payment providers;
- our ability to create and maintain a strong base of network licensees and achieving meaningful global card acceptance;
- legislation, regulation and merchants' efforts to reduce the fees (including the interchange component) charged by credit and debit card networks and acquirers to facilitate card transactions;
- the number of large merchants that accept cards on our recently acquired Discover Network or PULSE Network;
- defaults or risks from bankruptcies, liquidations, restructurings, consolidations and outages by our network participants;
- our ability to invest successfully in and introduce digital and other technological developments across all our businesses;
- our success in integrating acquired businesses and loan portfolios, and our ability to realize anticipated benefits from announced transactions and strategic partnerships;
- changes in the reputation of, or expectations regarding, us or the financial services industry with respect to practices, products, services or financial condition;
- our ability to protect our intellectual property rights;
- the success of our marketing efforts in attracting and retaining customers;
- our risk management strategies;
- our ability to attract, develop, retain and motivate key senior leaders and skilled employees;
- our ability to manage risks from catastrophic events;
- climate change manifesting as physical or transition risks;
- our assumptions or estimates in our financial statements;
- the soundness of other financial institutions and other third parties, actual or perceived; and
- other risk factors identified from time to time in our public disclosures, including in the reports that we file with the SEC.

**SUPPLEMENTAL TABLE**
**Reconciliation of Non-GAAP Measures**
**Table A—Reconciliation of Non-GAAP Measures**

The following non-GAAP measures consist of TCE, tangible assets and metrics computed using these amounts, which include tangible book value per common share, return on average tangible assets, return on average TCE and TCE ratio. We consider these metrics to be key financial performance measures that management uses when assessing returns and capital management over time. While these non-GAAP measures are widely used by investors, analysts and bank regulatory agencies to assess the capital position of financial services companies, they may not be comparable to similarly titled measures reported by other companies. The following table presents reconciliations of these non-GAAP measures to the applicable amounts measured in accordance with U.S. GAAP. These non-GAAP measures should not be viewed as a substitute for reported results determined in accordance with U.S. GAAP.

	<b>Three Months Ended March 31,</b>	
	<b>2026</b>	<b>2025</b>
<i>(Dollars in millions, except as noted)</i>		
<b>TCE (Average):</b>		
Stockholders' equity	\$ 114,556	\$ 62,240
Goodwill and other intangible assets <sup>(1)</sup>	(40,709)	(15,149)
Noncumulative perpetual preferred stock	(5,407)	(4,845)
<b>TCE</b>	<b>\$ 68,440</b>	<b>\$ 42,246</b>
<b>Return on TCE (Average):</b>		
Net income (loss) available to common stockholders	\$ 2,081	\$ 1,325
Income (loss) from discontinued operations, net of tax	(7)	—
Net income (loss) available to common stockholders less income (loss) from discontinued operations	2,088	1,325
TCE (Average)	\$ 68,440	\$ 42,246
Return on TCE <sup>(2)</sup>	12.20%	12.55%
<b>Tangible Assets (Average):</b>		
Total assets	\$ 675,999	\$ 491,817
Goodwill and other intangible assets <sup>(1)</sup>	(40,709)	(15,149)
<b>Tangible assets</b>	<b>635,290</b>	<b>476,668</b>
<b>Return on Tangible Assets (Average):</b>		
Net income	2,174	1,404
Income (loss) from discontinued operations, net of tax	(7)	—
Net income (loss) less income (loss) from discontinued operations, net of tax	2,181	1,404
Tangible assets (Average)	\$ 635,290	\$ 476,668
Return on tangible assets <sup>(3)</sup>	1.37%	1.18%

(Dollars in millions, except as noted)

	March 31, 2026	March 31, 2025	December 31, 2025
<b>TCE (Period-End):</b>			
Stockholders' equity	\$ 112,261	\$ 63,542	\$ 113,616
Goodwill and other intangible assets <sup>(1)</sup>	(40,489)	(15,139)	(40,876)
Noncumulative perpetual preferred stock	(5,407)	(4,845)	(5,407)
<b>TCE</b>	<b>\$ 66,365</b>	<b>\$ 43,558</b>	<b>\$ 67,333</b>
<b>Tangible Assets (Period-End):</b>			
Total assets	\$ 682,905	\$ 493,604	\$ 669,009
Goodwill and other intangible assets <sup>(1)</sup>	(40,489)	(15,139)	(40,876)
<b>Tangible assets</b>	<b>\$ 642,416</b>	<b>\$ 478,465</b>	<b>\$ 628,133</b>
<b>Tangible Book Value per Common Share:</b>			
TCE (Period-end)	\$ 66,365	\$ 43,558	\$ 67,333
Outstanding Common Shares	615.9	383.0	625.1
<b>Tangible book value per common share<sup>(4)</sup></b>	<b>\$ 107.76</b>	<b>\$ 113.74</b>	<b>\$ 107.72</b>
<b>TCE Ratio</b>			
TCE (Period-end)	\$ 66,365	\$ 43,558	\$ 67,333
Tangible Assets (Period-end)	642,416	478,465	628,133
<b>TCE Ratio<sup>(5)</sup></b>	<b>10.3%</b>	<b>9.1%</b>	<b>10.7%</b>

<sup>(1)</sup> Includes impact of related deferred taxes.

<sup>(2)</sup> Return on average TCE is a non-GAAP measure calculated based on annualized net income (loss) available to common stockholders less annualized income (loss) from discontinued operations, net of tax, for the period, divided by average TCE.

<sup>(3)</sup> Return on average tangible assets is a non-GAAP measure calculated based on annualized net income (loss) less annualized income (loss) from discontinued operations, net of tax, for the period divided by average tangible assets for the period.

<sup>(4)</sup> Tangible book value per common share is a non-GAAP measure calculated based on TCE divided by common shares outstanding.

<sup>(5)</sup> TCE ratio is a non-GAAP measure calculated based on TCE divided by period-end tangible assets.

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## Glossary and Acronyms

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**2022 Call Report:** Consolidated Reports of Condition and Income (FFIEC 031) as of December 31, 2022.

**Allowance coverage ratio:** Allowance for credit losses as a percentage of loans held for investment.

**Amortized cost basis:** The amount at which a financing receivable or investment is originated or acquired, adjusted for applicable accrued interest, accretion, or amortization of premium, discount, and net deferred fees or costs, collection of cash, write-offs, foreign exchange and fair value hedge accounting adjustments.

**Annual Report:** References to our “2025 Form 10-K” are to our Annual Report on Form 10-K for the fiscal year ended December 31, 2025.

**Bank:** CONA, Capital One Financial Corporation’s principal operating subsidiary.

**Basel Committee:** The Basel Committee on Banking Supervision.

**Basel III Capital Rules:** The regulatory capital requirements established by the Federal Banking Agencies in July 2013 to implement the Basel III capital framework developed by the Basel Committee as well as certain Dodd-Frank Act and other capital provisions.

**Basel III Finalization Proposals:** Two notices of proposed rulemakings released by the Federal Banking Agencies on March 19, 2026 to revise the Basel III Capital Rules applicable to certain U.S. banking organizations.

**Basel III standardized approach:** The Basel III Capital Rules modified Basel I to create the Basel III standardized approach.

**Capital One or the Company:** Capital One Financial Corporation and its subsidiaries.

**Card Product Misclassification:** Discover’s incorrect classification of certain credit card accounts into its highest merchant and merchant acquirer pricing tier.

**Carrying value (with respect to loans):** The amount at which a loan is recorded on the consolidated balance sheets. For loans recorded at amortized cost basis, carrying value is the unpaid principal balance net of unamortized deferred loan origination fees and costs, and unamortized purchase premium or discount. For loans that are or have been on nonaccrual status, the carrying value is also reduced by any net charge-offs that have been recorded and the amount of interest payments applied as a reduction of principal under the cost recovery method. For credit card loans, the carrying value also includes interest that has been billed to the customer, net of any related reserves. Loans held for sale are recorded at either fair value (if we elect the fair value option) or at the lower of cost or fair value.

**Closing Date:** The Transaction was completed on May 18, 2025.

**Common equity Tier 1 (“CET1”) capital:** CET1 capital primarily includes qualifying common shareholders’ equity, retained earnings and certain AOCI amounts less certain deductions for goodwill, intangible assets, and certain deferred tax assets.

**CONA:** Capital One, National Association, one of our wholly-owned subsidiaries, which offers a broad spectrum of banking products and financial services to consumers, small businesses and commercial clients.

**CONA Bank Merger:** The merger of Discover Bank into CONA with CONA as the surviving entity.

**Credit risk:** The risk to current or projected financial condition and resilience arising from an obligor’s failure to meet the terms of any contract with the Company or otherwise perform as agreed.

**Derivative:** A contract or agreement whose value is derived from changes in interest rates, foreign exchange rates, prices of securities or commodities, creditworthiness for credit default swaps or financial or commodity indices.

**Diners Club:** Diners Club International, a global payments network of licensees, which are generally financial institutions, that issue Diners Club branded charge cards and/or provide card acceptance services.

**Discontinued operations:** The operating results of a component of an entity, as defined by Accounting Standards Codification 205, that are removed from continuing operations when that component has been disposed of or it is management's intention to sell the component.

**Discover:** Discover Financial Services, a Delaware corporation.

**Discover Network:** The network that provides transaction processing and settlement services for credit and debit cards.

**Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010 ("Dodd-Frank Act"):** Regulatory reform legislation signed into law on July 21, 2010. This law broadly affects the financial services industry and contains numerous provisions aimed at strengthening the sound operation of the financial services sector.

**Exchange Act:** The Securities Exchange Act of 1934, as amended.

**eXtensible Business Reporting Language ("XBRL"):** A language for the electronic communication of business and financial data.

**Federal Banking Agencies:** The Federal Reserve, Office of the Comptroller of the Currency and Federal Deposit Insurance Corporation.

**Federal Deposit Insurance Corporation ("FDIC"):** An independent U.S. governmental agency that administers the Deposit Insurance Fund.

**Federal Reserve:** The Board of Governors of the Federal Reserve System.

**FICO score:** A measure of consumer credit risk provided by credit bureaus, typically produced from statistical modeling software created by FICO (formerly known as "Fair Isaac Corporation") utilizing data collected by the credit bureaus.

**Financial difficulty modification ("FDM"):** An FDM is deemed to occur when a loan modification is made to a borrower experiencing financial difficulty in the form of principal forgiveness, an interest rate reduction, an other-than-insignificant payment delay, a term extension, or a combination of these modifications in the current reporting period.

**Foreign exchange contracts:** Contracts that provide for the future receipt or delivery of foreign currency at previously agreed-upon terms.

**Framework:** The Capital One enterprise-wide risk management framework.

**Global Payment Network:** The Discover Network, PULSE Network and Diners Club, collectively.

**GSE or Agency:** A government-sponsored enterprise or agency is a financial services corporation created by the U.S. Congress. Examples of U.S. government agencies include the Federal National Mortgage Association ("Fannie Mae"), Federal Home Loan Mortgage Corporation ("Freddie Mac"), Government National Mortgage Association ("Ginnie Mae") and the Federal Home Loan Bank ("FHLB").

**Globally Systematically Important Bank Surcharge ("G-SIB Surcharge"):** The capital buffer imposed on U.S. banking organizations designated as global systematically important banks ("G-SIBs") under the Federal Reserve's capital framework. The surcharge increases a G-SIB's minimum Common Equity Tier 1 (CET1) capital requirement based on its systematic risk score, which considers factors such as size, interconnectedness, complexity, cross-jurisdictional activity, and sustainability.

**Interest rate sensitivity:** The exposure to interest rate movements.

**Interest rate swaps:** Contracts in which a series of interest rate flows in a single currency are exchanged over a prescribed period. Interest rate swaps are the most common type of derivative contract that we use in our asset/liability management activities.

**Investment grade:** Represents a Moody's long-term rating of Baa3 or better; and/or an S&P long-term rating of BBB- or better; and/or a Fitch long-term rating of BBB- or better; or if unrated, an equivalent rating using our internal risk ratings. Instruments that fall below these levels are considered to be non-investment grade.

**Investor Entities:** Entities that invest in community development entities (“CDEs”) that provide debt financing to businesses and non-profit entities in low-income and rural communities.

**LCR Rule:** The final rules published by the Basel Committee and as implemented by the Federal Banking Agencies in 2014 for the Basel III Liquidity Coverage Ratio (“LCR”) in the U.S. The LCR is calculated by dividing the amount of an institution’s high-quality, unencumbered liquid assets by its estimated net cash outflow, as defined and calculated in accordance with the LCR Rule.

**Leverage ratio:** Tier 1 capital divided by average assets after certain adjustments, as defined by regulators.

**Liquidity risk:** The risk that the Company will not be able to meet its future financial obligations as they come due, or invest in future asset growth because of an inability to obtain funds at a reasonable price within a reasonable time.

**Loss severity:** Loss given default.

**Managed presentation:** A non-GAAP presentation of business segment results derived from our internal management accounting and reporting process, which employs various allocation methodologies, including funds transfer pricing, to assign certain balance sheet assets, deposits and other liabilities and their related revenues and expenses directly or indirectly attributable to each business segment. The results of our individual businesses reflect the manner in which management evaluates performance and makes decisions about funding our operations and allocating resources and are intended to reflect each segment as if it were a stand-alone business.

**Market risk:** The risk that an institution’s earnings or the economic value of equity could be adversely impacted by changes in interest rates, foreign exchange rates or other market factors.

**Master netting agreement:** An agreement between two counterparties that have multiple contracts with each other that provides for the net settlement of all contracts through a single payment in the event of default or termination of any one contract.

**Merger:** The merger of Merger Sub with and into Discover, with Discover as the surviving entity, pursuant to the Merger Agreement.

**Merger Agreement:** Agreement and Plan of Merger, dated as of February 19, 2024, by and among Discover, Capital One and Merger Sub.

**Merger Sub:** Vega Merger Sub, Inc.

**Mortgage servicing rights (“MSRs”):** The right to service a mortgage loan when the underlying loan is sold or securitized. Servicing includes collections of principal, interest and escrow payments from borrowers and accounting for and remitting principal and interest payments to investors.

**Net charge-off rate:** Represents (annualized) net charge-offs divided by average loans held for investment for the period. Negative net charge-offs and related rates are captioned as net recoveries.

**Net interest margin:** Represents (annualized) net interest income divided by average interest-earning assets for the period.

**Nonperforming loans:** Generally include loans that have been placed on nonaccrual status. We do not report loans classified as held for sale as nonperforming.

**NSFR Rule:** The final rules published by the Basel Committee and as issued by the Federal Banking Agencies in October 2020 implementing the Basel III Net Stable Funding Ratio (“NSFR”) in the U.S. The NSFR measures the stability of our funding profile and requires us to maintain minimum amounts of stable funding to support our assets, commitments and derivatives exposures over a one-year period.

**Public Fund Deposits:** Deposits that are derived from a variety of political subdivisions such as school districts and municipalities.

**PULSE Network:** The network which operates an electronic funds transfer network, providing financial institutions issuing debit cards on the PULSE Network with access to ATMs domestically and internationally, as well as merchant acceptance throughout the U.S. for debit card transactions.

**Purchase volume:** Consists of purchase transactions, net of returns, for the period, and excludes cash advance and balance transfer transactions.

**Rating agency:** An independent agency that assesses the credit quality and likelihood of default of an issue or issuer and assigns a rating to that issue or issuer.

**Repurchase agreement:** An instrument used to raise short-term funds whereby securities are sold with an agreement for the seller to buy back the securities at a later date.

**Restructuring charges:** Charges associated with the realignment of resources supporting various businesses, primarily consisting of severance and related benefits pursuant to our ongoing benefit programs and impairment of certain assets related to the business locations and/or activities being exited.

**Risk-weighted assets:** On- and off-balance sheet assets that are assigned to one of several broad risk categories and weighted by factors representing their risk and potential for default.

**Second Step Merger:** The merger of Discover with and into Capital One, with Capital One as the surviving entity.

**Securitized debt obligations:** A type of asset-backed security and structured credit product constructed from a portfolio of fixed-income assets.

**Stress capital buffer requirement:** A component of our standardized approach capital conservation buffer, which is recalibrated annually based on the results of our supervisory stress tests.

**Stress Capital Buffer Rule:** The final rule issued by the Federal Reserve in March 2020 to implement the stress capital buffer requirement.

**Stress Testing Transparency Proposal:** The Federal Reserve's October 2025 proposal for the Federal Reserve to annually publish comprehensive documentation on the stress test models, invite public comment on any material changes to those models, and annually publish the stress test scenarios for comment.

**Subprime:** For purposes of lending in our Credit Card business, we generally consider FICO scores of 660 or below, or other equivalent risk scores, to be subprime. For purposes of auto lending in our Consumer Banking business, we generally consider FICO scores of 620 or below to be subprime.

**Tangible common equity ("TCE"):** A non-GAAP financial measure calculated as common equity less goodwill and other intangible assets, inclusive of any related deferred tax liabilities.

**This Report:** Quarterly Report on Form 10-Q for the period ended March 31, 2026.

**Transaction:** On May 18, 2025, we completed the acquisition of Discover in an all-stock transaction as outlined in the Merger Agreement dated February 19, 2024.

**Unfunded lending commitments:** Legally binding agreements to provide a defined level of financing until a specified future date.

**U.S. GAAP:** Generally accepted accounting principles in the U.S. Accounting rules and conventions defining acceptable practices in preparing financial statements in the U.S.

**Variable interest entity ("VIE"):** An entity that, by design, either (i) lacks sufficient equity to permit the entity to finance its activities without additional subordinated financial support from other parties; or (ii) has equity investors that do not have (a) the ability to make significant decisions relating to the entity's operations through voting rights, (b) the obligation to absorb the expected losses, and/or (c) the right to receive the residual returns of the entity.

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**Acronyms**

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**ABS:** Asset-backed securities  
**AOI:** Accumulated other comprehensive income  
**ASU:** Accounting Standards Update  
**ATM:** Automated teller machine  
**BHC:** Bank holding company  
**bps:** Basis points  
**CAD:** Canadian dollar  
**CCP:** Central Counterparty Clearinghouse, or Central Clearinghouse  
**CDE:** Community development entities  
**CEO:** Chief Executive Officer  
**CET1:** Common equity Tier 1 capital  
**CFO:** Chief Financial Officer  
**CFPB:** Consumer Financial Protection Bureau  
**CMBS:** Commercial mortgage-backed securities  
**CME:** Chicago Mercantile Exchange  
**CODM:** Chief Operating Decision Maker  
**COEP:** Capital One (Europe) plc  
**COF:** Capital One Financial Corporation  
**COMET:** Capital One Multi-asset Execution Trust  
**CONA:** Capital One, National Association  
**COPAR:** Capital One Prime Auto Receivables Trusts  
**CVA:** Credit valuation adjustment  
**DCENT:** Discover Card Execution Note Trust  
**DCF:** Discounted cash flow  
**EUR:** Euro  
**Fannie Mae:** Federal National Mortgage Association  
**FCM:** Futures commission merchant  
**FDIC:** Federal Deposit Insurance Corporation  
**FDM:** Financial difficulty modification  
**FFIEC:** Federal Financial Institutions Examination Council  
**FHLB:** Federal Home Loan Bank  
**FICC - GSD:** Fixed Income Clearing Corporation - Government Securities Division  
**FICO:** Fair Isaac Corporation  
**Fitch:** Fitch Ratings  
**Freddie Mac:** Federal Home Loan Mortgage Corporation  
**GAAP:** Generally accepted accounting principles in the U.S.  
**GBP:** Pound sterling  
**Ginnie Mae:** Government National Mortgage Association  
**G-SIB:** Global systemically important banks  
**GSE or Agency:** Government-sponsored enterprise  
**ICE:** Intercontinental Exchange  
**IRM:** Independent Risk Management  
**LCH:** LCH Group

**LCR:** Liquidity coverage ratio  
**LLC:** Limited liability company  
**Moody's:** Moody's Investors Service  
**MSR:** Mortgage servicing rights  
**NSFR:** Net stable funding ratio  
**OCC:** Office of the Comptroller of the Currency  
**OCI:** Other comprehensive income  
**OTC:** Over-the-counter  
**PCA:** Prompt corrective action  
**RMBS:** Residential mortgage-backed securities  
**S&P:** Standard & Poor's  
**SEC:** U.S. Securities and Exchange Commission  
**SOFR:** Secured Overnight Financing Rate  
**TCE:** Tangible common equity  
**U.K.:** United Kingdom  
**U.S.:** United States of America  
**VaR:** Value-At-Risk  
**VIE:** Variable interest entity

**Item 1. Financial Statements**

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**CAPITAL ONE FINANCIAL CORPORATION**  
**CONSOLIDATED STATEMENTS OF INCOME (UNAUDITED)**

	Three Months Ended March 31,	
	2026	2025
<i>(Dollars in millions, except per share-related data)</i>		
<b>Interest income:</b>		
Loans, including loans held for sale	\$ 14,735	\$ 10,157
Investment securities	832	770
Other	664	491
<b>Total interest income</b>	<b>16,231</b>	<b>11,418</b>
<b>Interest expense:</b>		
Deposits	3,387	2,715
Securitized debt obligations	141	176
Senior and subordinated notes	532	505
Other borrowings	26	9
<b>Total interest expense</b>	<b>4,086</b>	<b>3,405</b>
<b>Net interest income</b>	<b>12,145</b>	<b>8,013</b>
Provision for credit losses	4,068	2,369
<b>Net interest income after provision for credit losses</b>	<b>8,077</b>	<b>5,644</b>
<b>Non-interest income:</b>		
Discount and interchange fees, net	1,964	1,223
Service charges and other customer-related fees	809	509
Other	313	255
<b>Total non-interest income</b>	<b>3,086</b>	<b>1,987</b>
<b>Non-interest expense:</b>		
Salaries and associate benefits	3,671	2,546
Occupancy and equipment	867	615
Marketing	1,497	1,202
Professional services	585	437
Communications and data processing	496	399
Amortization of intangibles	492	16
Other	856	687
<b>Total non-interest expense</b>	<b>8,464</b>	<b>5,902</b>
<b>Income from continuing operations before income taxes</b>	<b>2,699</b>	<b>1,729</b>
Income tax provision	518	325
<b>Income from continuing operations, net of tax</b>	<b>2,181</b>	<b>1,404</b>
Income (loss) from discontinued operations, net of tax	(7)	0
<b>Net income</b>	<b>2,174</b>	<b>1,404</b>
Dividends and undistributed earnings allocated to participating securities	(20)	(22)
Preferred stock dividends	(73)	(57)
<b>Net income available to common stockholders</b>	<b>\$ 2,081</b>	<b>\$ 1,325</b>
<b>Basic earnings per common share:</b>		
Net income from continuing operations	\$ 3.35	\$ 3.46
Net income (loss) from discontinued operations	(0.01)	0.00
<b>Net income per basic common share</b>	<b>\$ 3.34</b>	<b>\$ 3.46</b>
<b>Diluted earnings per common share:</b>		
Net income from continuing operations	\$ 3.35	\$ 3.45
Net income (loss) from discontinued operations	(0.01)	0.00
<b>Net income per diluted common share</b>	<b>\$ 3.34</b>	<b>\$ 3.45</b>

See Notes to Consolidated Financial Statements.

**CAPITAL ONE FINANCIAL CORPORATION**  
**CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME (UNAUDITED)**

<i>(Dollars in millions)</i>	Three Months Ended March 31,	
	2026	2025
<b>Net income</b>	\$ 2,174	\$ 1,404
<b>Other comprehensive income (loss), net of tax:</b>		
Net unrealized gains (losses) on investment securities available for sale	(234)	1,071
Net unrealized gains (losses) on hedging relationships	(167)	670
Foreign currency translation adjustments	(13)	16
Other	3	0
Other comprehensive income (loss), net of tax	(411)	1,757
<b>Comprehensive income</b>	\$ 1,763	\$ 3,161

See Notes to Consolidated Financial Statements.

**CAPITAL ONE FINANCIAL CORPORATION**  
**CONSOLIDATED BALANCE SHEETS (UNAUDITED)**

(Dollars in millions, except per share-related data)

	March 31, 2026	December 31, 2025
<b>Assets:</b>		
Cash and cash equivalents:		
Cash and due from banks	\$ 4,555	\$ 3,031
Interest-bearing deposits and other short-term investments	71,939	54,403
Total cash and cash equivalents	76,494	57,434
Restricted cash for securitization investors	2,762	4,659
Investment securities:		
Investment securities available for sale (amortized cost basis of \$97.5 billion and \$97.7 billion and allowance for credit losses of \$3 million as of both March 31, 2026 and December 31, 2025)	90,620	91,051
Investment securities held to maturity	1,694	0
Total investment securities	92,314	91,051
Loans held for investment:		
Unsecuritized loans held for investment	421,360	425,665
Loans held in consolidated trusts	26,394	27,957
Total loans held for investment	447,754	453,622
Allowance for credit losses	(23,630)	(23,409)
Net loans held for investment	424,124	430,213
Loans held for sale (\$169 million and \$755 million carried at fair value as of March 31, 2026 and December 31, 2025, respectively)	186	760
Premises and equipment, net	5,730	5,602
Interest receivable	3,460	3,492
Goodwill	28,502	28,509
Other intangible assets	16,087	16,578
Other assets	33,246	30,711
<b>Total assets</b>	<b>\$ 682,905</b>	<b>\$ 669,009</b>
<b>Liabilities:</b>		
Interest payable	\$ 827	\$ 844
Deposits:		
Non-interest-bearing deposits	27,936	27,385
Interest-bearing deposits	461,117	448,386
Total deposits	489,053	475,771
Securitized debt obligations	11,283	12,853
Other debt:		
Federal funds purchased and securities loaned or sold under agreements to repurchase	626	587
Senior and subordinated notes	38,421	36,001
Other borrowings	1,558	1,559
Total other debt	40,605	38,147
Other liabilities	28,876	27,778
<b>Total liabilities</b>	<b>570,644</b>	<b>555,393</b>
Commitments, contingencies and guarantees (see Note 14)		
<b>Stockholders' equity:</b>		
Preferred stock (par value \$0.01 per share; 50,000,000 shares authorized; 4,980,700 shares issued and outstanding as of both March 31, 2026 and December 31, 2025)	0	0
Common stock (par value \$0.01 per share; 1,000,000,000 shares authorized; 712,695,412 and 708,546,381 shares issued as of March 31, 2026 and December 31, 2025, respectively; 615,856,605 and 625,102,271 shares outstanding as of March 31, 2026 and December 31, 2025, respectively)	7	7
Additional paid-in capital, net	64,284	64,031
Retained earnings	66,788	65,192
Accumulated other comprehensive loss	(5,879)	(5,468)
Treasury stock, at cost (par value \$0.01 per share; 96,838,807 and 83,444,110 shares as of March 31, 2026 and December 31, 2025, respectively)	(12,939)	(10,146)
<b>Total stockholders' equity</b>	<b>112,261</b>	<b>113,616</b>
<b>Total liabilities and stockholders' equity</b>	<b>\$ 682,905</b>	<b>\$ 669,009</b>

See Notes to Consolidated Financial Statements.

**CAPITAL ONE FINANCIAL CORPORATION**  
**CONSOLIDATED STATEMENTS OF CHANGES IN STOCKHOLDERS' EQUITY (UNAUDITED)**

<i>(Dollars in millions)</i>	Preferred Stock		Common Stock		Additional Paid-In Capital	Retained Earnings	Accumulated Other Comprehensive Loss	Treasury Stock	Total Stockholders' Equity
	Shares	Amount	Shares	Amount					
<b>Balance as of December 31, 2025</b>	4,980,700	\$ 0	708,546,381	\$ 7	\$ 64,031	\$ 65,192	\$ (5,468)	\$ (10,146)	\$ 113,616
Comprehensive income (loss)						2,174	(411)		1,763
Dividends—common stock <sup>(1)</sup>			16,317	0	3	(505)			(502)
Dividends—preferred stock						(73)			(73)
Purchases of treasury stock								(2,793)	(2,793)
Issuances of common stock and restricted stock, net of forfeitures			4,117,161	0	119				119
Exercises of stock options			15,553	0	1				1
Compensation expense for restricted stock units					130				130
<b>Balance as of March 31, 2026</b>	<u>4,980,700</u>	<u>\$ 0</u>	<u>712,695,412</u>	<u>\$ 7</u>	<u>\$ 64,284</u>	<u>\$ 66,788</u>	<u>\$ (5,879)</u>	<u>\$ (12,939)</u>	<u>\$ 112,261</u>

<i>(Dollars in millions)</i>	Preferred Stock		Common Stock		Additional Paid-In Capital	Retained Earnings	Accumulated Other Comprehensive Income (Loss)	Treasury Stock	Total Stockholders' Equity
	Shares	Amount	Shares	Amount					
<b>Balance as of December 31, 2024</b>	4,975,000	\$ 0	702,224,674	\$ 7	\$ 36,428	\$ 64,505	\$ (9,286)	\$ (30,870)	\$ 60,784
Comprehensive income						1,404	1,757		3,161
Dividends—common stock <sup>(1)</sup>			12,211	0	2	(236)			(234)
Dividends—preferred stock						(57)			(57)
Purchases of treasury stock								(375)	(375)
Issuances of common stock and restricted stock, net of forfeitures			3,572,356	0	93				93
Exercises of stock options			14,070	0	1				1
Compensation expense for restricted stock units					169				169
<b>Balance as of March 31, 2025</b>	<u>4,975,000</u>	<u>\$ 0</u>	<u>705,823,311</u>	<u>\$ 7</u>	<u>\$ 36,693</u>	<u>\$ 65,616</u>	<u>\$ (7,529)</u>	<u>\$ (31,245)</u>	<u>\$ 63,542</u>

<sup>(1)</sup> We declared dividends per share on our common stock of \$0.80 and \$0.60 in the first quarters of 2026 and 2025, respectively.

See Notes to Consolidated Financial Statements.

**CAPITAL ONE FINANCIAL CORPORATION**  
**CONSOLIDATED STATEMENTS OF CASH FLOWS**

	Three Months Ended March 31,	
	2026	2025
<i>(Dollars in millions)</i>		
<b>Operating activities:</b>		
Income from continuing operations, net of tax	\$ 2,181	\$ 1,404
Income (loss) from discontinued operations, net of tax	(7)	0
Net income	2,174	1,404
Adjustments to reconcile net income to net cash from operating activities:		
Provision for credit losses	4,068	2,369
Depreciation and amortization, net	1,510	812
Deferred tax provision	244	262
Stock-based compensation expense	131	177
Other, net	6	45
Loans held for sale:		
Originations and purchases	(1,056)	(1,208)
Proceeds from sales and paydowns	1,706	724
Changes in operating assets and liabilities:		
Changes in interest receivable	32	(67)
Changes in other assets	(2,956)	(9)
Changes in interest payable	(17)	(20)
Changes in other liabilities	181	178
<b>Net cash from operating activities</b>	<b>\$ 6,023</b>	<b>\$ 4,667</b>
<b>Investing activities:</b>		
Investment securities available for sale:		
Purchases	(5,683)	(2,839)
Proceeds from paydowns and maturities	5,789	3,073
Proceeds from sales	68	0
Investment securities held to maturity:		
Purchases	(1,056)	0
Proceeds from paydowns and maturities	3	0
Net changes in loans originated as held for investment	1,699	1,277
Changes in premises and equipment	(553)	(348)
Net cash used in other investing activities	(241)	(318)
<b>Net cash from investing activities</b>	<b>\$ 26</b>	<b>\$ 845</b>

See Notes to Consolidated Financial Statements.

**CAPITAL ONE FINANCIAL CORPORATION**  
**CONSOLIDATED STATEMENTS OF CASH FLOWS**

(Dollars in millions)	Three Months Ended March 31,	
	2026	2025
<b>Financing activities:</b>		
Deposits and borrowings:		
Changes in deposits	\$ 13,301	\$ 4,678
Issuance of long-term debt	2,988	1,742
Maturities and paydowns of long-term debt	(2,481)	(6,073)
Changes in other borrowings	538	7
Common stock:		
Net proceeds from issuances	119	93
Dividends paid	(502)	(234)
Preferred stock:		
Dividends paid	(57)	(57)
Purchases of treasury stock	(2,793)	(375)
Proceeds from share-based payment activities	1	1
<b>Net cash from (used in) financing activities</b>	<b>11,114</b>	<b>(218)</b>
Changes in cash, cash equivalents and restricted cash for securitization investors	17,163	5,294
Cash, cash equivalents and restricted cash for securitization investors, beginning of the period	62,093	43,671
Cash, cash equivalents and restricted cash for securitization investors, end of the period	\$ 79,256	\$ 48,965
<b>Supplemental cash flow information:</b>		
Interest paid	\$ 4,010	\$ 3,211
Income taxes paid	184	3

See Notes to Consolidated Financial Statements.



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**NOTE 1—SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

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**The Company**

Capital One Financial Corporation, a Delaware corporation established in 1994 and headquartered in McLean, Virginia, is a diversified financial services holding company with banking and non-banking subsidiaries. Capital One Financial Corporation and its subsidiaries (the “Company” or “Capital One”) operate as a global payments provider and diversified financial institution, delivering a broad array of financial products and services to consumers, small businesses and commercial clients through digital channels, branch locations, cafés and other distribution channels.

As of March 31, 2026, Capital One Financial Corporation’s principal operating subsidiary was Capital One, National Association (“CONA”). On May 18, 2025 (the “Closing Date”), Discover Financial Services (“Discover”) merged into Capital One and Discover Bank merged into CONA. See “Note 2—Business Combinations” for additional information. The Company is hereafter collectively referred to as “we,” “us” or “our.” CONA is referred to as the “Bank.”

We offer credit cards, debit cards, bank lending, treasury management and depository services, auto loans, and other consumer lending products in markets across the United States (“U.S.”). We service banking customer accounts through digital channels and our network of branch locations, cafés, call centers and automated teller machines (“ATMs”). Additionally, through the acquisition of Discover, we acquired new products including personal loans as well as the Discover Network, the PULSE Network and Diners Club (collectively, the “Global Payment Network”).

We also offer credit card products and certain other services outside of the U.S. principally through Capital One (Europe) plc (“COEP”), an indirect subsidiary of CONA organized and located in the United Kingdom (“U.K.”), and through a branch of CONA in Canada. Both COEP and our Canadian branch of CONA have the authority to provide credit card loans. In addition, we offer Global Payment Network services globally.

Our principal operations are organized for management reporting purposes into three major business segments, which are defined primarily based on the products and services provided or the types of customer served: Credit Card, Consumer Banking and Commercial Banking. We provide details on our business segments, the integration of any recent material acquisitions into our business segments, and the allocation methodologies and accounting policies used to derive our business segment results in “Note 13—Business Segments and Revenue from Contracts with Customers.”

**Basis of Presentation and Use of Estimates**

The accompanying unaudited interim consolidated financial statements have been prepared in accordance with generally accepted accounting principles in the U.S. (“U.S. GAAP”). The preparation of the consolidated financial statements in conformity with U.S. GAAP requires management to make estimates and assumptions that affect the amounts reported in the consolidated financial statements and in the related disclosures. These estimates are based on information available as of the date of the consolidated financial statements. While management makes its best judgments, actual amounts or results could differ from these estimates. In the opinion of management, all normal, recurring adjustments have been included for a fair statement of this interim financial information.

These unaudited interim consolidated financial statements should be read in conjunction with the audited consolidated financial statements, and related notes thereto, included in Capital One Financial Corporation’s 2025 Annual Report on Form 10-K (“2025 Form 10-K”). We have described relevant updates to the significant accounting policies presented in 2025 Form 10-K below. The following policies for investment securities are included as the Company began classifying certain newly acquired debt securities as held-to-maturity during the three months ended March 31, 2026.

**Investment Securities**

Our investment securities portfolio consists of the following debt securities: U.S. government-sponsored enterprise or agency (“GSE” or “Agency”) and non-agency residential mortgage-backed securities (“RMBS”), agency commercial mortgage-backed securities (“CMBS”), U.S. Treasury securities and other debt securities. The accounting and measurement framework for our investment securities differs depending on the security classification.

We classify investment securities as available for sale or held to maturity based on our investment strategy and management’s assessment of our intent and ability to hold the securities until maturity. Securities that we may sell prior to maturity in response

to changes in our investment strategy, liquidity needs, interest rate risk profile or for other reasons are classified as available for sale. Securities that we have the intent and ability to hold until maturity are classified as held to maturity.

We report investment securities available for sale on our consolidated balance sheets at fair value with unrealized gains or losses recorded, net of tax, as a component of accumulated other comprehensive income ("AOCI"). We report investment securities held to maturity at amortized cost, net of allowance for credit losses. The amortized cost basis of investment securities reflects the amount for which the security was acquired, adjusted for accrued interest, amortization of premiums, discounts, and net deferred fees and costs, any applicable fair value hedge accounting adjustments, collection of cash, and charge-offs. Investment securities transferred into the held to maturity category from the available for sale category are recorded at fair value at the date of transfer. Any unrealized gains or losses at the transfer date are thereafter included in AOCI. Such unrealized gains or losses are amortized over the remaining life of the security and are expected to offset the amortization of the related premium or discount created upon the investment securities transfer into the held to maturity category, with no expected impact on future net income.

Unamortized premiums, discounts and other basis adjustments for investment securities are generally recognized in interest income over the contractual lives of the securities using the interest method. However, premiums on certain callable investment securities are amortized to the earliest call date. We record purchases and sales of investment securities on a trade date basis. Realized gains or losses from the sale of investment securities are computed using the first-in first-out method of identification, and are included in non-interest income in our consolidated statements of income. We elect to present accrued interest for investment securities within interest receivable on our consolidated balance sheets.

An individual available for sale security is impaired when the fair value of the security is less than its amortized cost basis. For impaired securities that we have both the intent and ability to hold, the securities are evaluated to determine if a credit loss exists. The allowance for credit losses on our investment securities is recognized through our provision for credit losses. For investment securities classified as available for sale, this allowance is limited by the unrealized losses of a security measured as the difference between the security's amortized cost basis and fair value. See further discussion below under the "Allowance for Credit Losses - Investment Securities" section of this Note.

If we intend to sell an available for sale security in an unrealized loss position or it is more likely than not that we will be required to sell the security prior to recovery of its amortized cost basis, any allowance for credit losses is reversed through our provision for credit losses and the difference between the amortized cost basis of the security and its fair value is recognized in our consolidated statements of income.

We charge off any portion of an investment security that we determine is uncollectible. The amortized cost basis, excluding accrued interest, is charged off through the allowance for credit losses. Accrued interest is charged off as a reduction to interest income. Recoveries of previously charged off principal amounts are recognized in our provision for credit losses when received.

#### ***Allowance for Credit Losses - Investment Securities***

For our investment securities held to maturity and the vast majority of our securities available for sale, we have determined that there is no risk of impairment due to credit factors. These investment securities include high-quality debt instruments that are issued and guaranteed by the United States ("U.S.") government or issued by GSEs or Agencies, certain foreign sovereign governments or supranational organizations. Accordingly, no allowance for credit losses is recognized for these investment securities. Management performs periodic assessments to reevaluate this conclusion by considering any changes in historical losses, current conditions, and reasonable and supportable forecasts.

For our remaining securities available for sale, we maintain an allowance for credit losses that represents management's current estimate of expected credit losses over the contractual terms. When an investment security available for sale is impaired due to credit factors, we recognize that impairment through the provision for credit losses in our consolidated statements of income and correspondingly establish an allowance for credit losses on our consolidated balance sheets. Credit losses recognized in the allowance for credit losses are limited to the amount by which the investment security's amortized cost basis exceeds its fair value. Investment securities in unrealized gain positions do not have any allowance for credit losses as the investment security could be sold at its fair value to prevent realization of any credit losses. We exclude accrued interest from the fair value and amortized cost basis of an investment security for purposes of measuring impairment. Charge-offs of uncollectible amounts of investment securities are deducted from the allowance for credit losses.

We evaluate impairment on a quarterly basis at the individual security level and determine whether any portion of the decline in fair value is due to a credit loss. We make this determination through the use of quantitative and qualitative analyses. Our qualitative analysis includes factors such as the extent to which fair value is less than amortized cost basis, any changes in the security's credit rating, past defaults or delayed payments, and adverse conditions impacting the security or issuer. A credit loss exists to the extent that management does not expect to recover the amortized cost basis.

For investment securities which require further assessment, we perform a quantitative analysis using a discounted cash flow ("DCF") methodology and compare the present value of expected future cash flows to the security's amortized cost basis. Projected future cash flows reflect management's best estimate and are based on our understanding of past events, current conditions, reasonable and supportable forecasts, and are discounted by the security's effective interest rate adjusted for prepayments. The allowance for credit losses for investment securities reflects the difference by which the amortized cost basis exceeds the present value of future cash flows and is limited to the amount by which the security's amortized cost basis exceeds its fair value. See "Note 3—Investment Securities" for additional information.

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**NOTE 2—BUSINESS COMBINATIONS**

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**Discover Acquisition**

On February 19, 2024, the Company entered into an agreement and plan of merger (the “Merger Agreement”), by and among Capital One, Discover, a Delaware corporation and Vega Merger Sub, Inc., a Delaware corporation and a direct, wholly owned subsidiary of the Company (“Merger Sub”). On May 18, 2025, the Company closed the acquisition of Discover, pursuant to which (i) Merger Sub merged with and into Discover, with Discover as the surviving entity in the merger (the “Merger”); (ii) immediately following the Merger, Discover, as the surviving entity, merged with and into Capital One, with Capital One as the surviving entity in the second-step merger (the “Second Step Merger”); and (iii) immediately following the Second Step Merger, Discover Bank, a Delaware-chartered and wholly owned subsidiary of Discover, merged with and into CONA, with CONA as the surviving entity in the merger (the “CONA Bank Merger,” and collectively with the Merger and Second Step Merger, the “Transaction”).

For the three months ended March 31, 2026, we incurred \$415 million of Discover integration expenses. Discover integration expenses are primarily salaries and associate benefits and professional services and are included within operating expense in our consolidated statements of income. Since the announcement of the Transaction in the first quarter of 2024, we have incurred \$1.8 billion of Discover integration expenses as of March 31, 2026.

For additional information on the Transaction, see “Part II—Item 8. Financial Statements and Supplementary Data—Note 2—Business Combinations and Discontinued Operations” in our 2025 Form 10-K.

**Brex Acquisition**

On April 7, 2026, the Company completed its previously announced acquisition of Brex Inc., a Delaware corporation (“Brex” and such acquisition, the “Brex acquisition”), pursuant to the terms of an Agreement and Plan of Merger and Reorganization, dated as of January 22, 2026 with Brex and certain other parties thereto. Brex offers businesses solutions to issue corporate cards, automate expense management and make secure, real-time payments. The Brex acquisition enhances the Company’s offerings in the business payments marketplace. The total consideration paid to Brex shareholders for the acquisition was approximately \$4.5 billion and included \$2.6 billion of cash consideration and 10.6 million shares of common stock, par value \$0.01 per share, of the Company with a fair value of \$1.9 billion. The consideration is also subject to customary post-closing adjustments. Due to the timing of the Brex acquisition, the Company is currently undertaking the allocation of purchase consideration, which is expected to be provisionally completed in the second quarter of 2026.

## NOTE 3—INVESTMENT SECURITIES

Our investment securities portfolio consists of the following: U.S. GSE or Agency and non-agency RMBS, agency CMBS, U.S. Treasury securities and other securities. Agency securities include securities guaranteed by the Government National Mortgage Association (“Ginnie Mae”) and securities issued by the Federal National Mortgage Association (“Fannie Mae”) and the Federal Home Loan Mortgage Corporation (“Freddie Mac”). The carrying value of our investments in Agency and U.S. Treasury securities represented 96% and 97% of our total investment securities portfolio as of March 31, 2026 and December 31, 2025, respectively.

The table below presents the amortized cost basis, allowance for credit losses, gross unrealized gains and losses and fair value of our investment securities aggregated by major security type as of March 31, 2026 and December 31, 2025. Accrued interest receivable of \$306 million and \$327 million as of March 31, 2026 and December 31, 2025, respectively, is not included in the table below.

Table 3.1: Investment Securities

	March 31, 2026				
	Amortized Cost Basis	Allowance for Credit Losses	Gross Unrealized Gains	Gross Unrealized Losses	Fair Value
<i>(Dollars in millions)</i>					
<b>Investment securities available for sale:</b>					
U.S. Treasury securities	\$ 8,954	\$ 0	\$ 18	\$ (6)	\$ 8,966
<b>RMBS:</b>					
Agency	75,708	0	222	(6,883)	69,047
Non-agency	515	(3)	57	(3)	566
Total RMBS	76,223	(3)	279	(6,886)	69,613
Agency CMBS	7,785	0	30	(344)	7,471
Other securities <sup>(1)</sup>	4,574	0	3	(7)	4,570
Total investment securities available for sale	\$ 97,536	\$ (3)	\$ 330	\$ (7,243)	\$ 90,620
<b>Investment securities held to maturity:</b>					
Agency RMBS	\$ 1,299	\$ 0	\$ 1	\$ (9)	\$ 1,291
U.S. Treasury securities	395	0	—	(2)	393
Total investment securities held to maturity	\$ 1,694	\$ 0	\$ 1	\$ (11)	\$ 1,684
<b>December 31, 2025</b>					
	Amortized Cost Basis	Allowance for Credit Losses	Gross Unrealized Gains	Gross Unrealized Losses	Fair Value
<i>(Dollars in millions)</i>					
<b>Investment securities available for sale:</b>					
U.S. Treasury securities	\$ 9,958	\$ 0	\$ 55	\$ 0	\$ 10,013
<b>RMBS:</b>					
Agency	75,561	0	322	(6,742)	69,141
Non-agency	525	(3)	67	(2)	587
Total RMBS	76,086	(3)	389	(6,744)	69,728
Agency CMBS	8,201	0	35	(344)	7,892
Other securities <sup>(1)</sup>	3,411	0	7	0	3,418
Total investment securities available for sale	\$ 97,656	\$ (3)	\$ 486	\$ (7,088)	\$ 91,051

<sup>(1)</sup> Includes \$2.4 billion and \$1.9 billion of asset-backed securities (“ABS”) as of March 31, 2026 and December 31, 2025, respectively. The remaining amount is primarily comprised of supranational bonds, foreign government bonds and U.S. agency debt bonds.



yield below represents the effective yield for the investment securities presented on a pre-tax basis and is calculated based on the amortized cost basis of each security, inclusive of the contractual coupon, the impact of any premium amortization or discount accretion and any basis adjustments resulting from discontinued hedge accounting relationships. The effective yield is calculated to the contractual maturity or to the earliest call date for certain callable debt securities.

**Table 3.3: Contractual Maturities and Weighted-Average Yields of Investment Securities**

<i>(Dollars in millions)</i>	March 31, 2026				
	Due in 1 Year or Less	Due > 1 Year through 5 Years	Due > 5 Years through 10 Years	Due > 10 Years	Total
<b>Fair value of investment securities available for sale:</b>					
U.S. Treasury securities	\$ 1,241	\$ 2,539	\$ 5,186	\$ 0	\$ 8,966
<b>RMBS<sup>(1)</sup>:</b>					
Agency	7	149	1,104	67,787	69,047
Non-agency	0	0	52	514	566
Total RMBS	7	149	1,156	68,301	69,613
Agency CMBS <sup>(1)</sup>	536	3,020	2,239	1,676	7,471
Other securities	434	4,044	0	92	4,570
Total investment securities available for sale	\$ 2,218	\$ 9,752	\$ 8,581	\$ 70,069	\$ 90,620
<b>Amortized cost basis of investment securities available for sale</b>	\$ 2,221	\$ 9,832	\$ 8,756	\$ 76,727	\$ 97,536
<b>Weighted-average yield for investment securities available for sale</b>	3.36%	3.58%	3.66%	3.54%	3.55%
<b>Amortized cost basis of investment securities held to maturity:</b>					
Agency RMBS <sup>(1)</sup>	0	0	0	1,299	1,299
U.S. Treasury securities	0	0	395	0	395
Total investment securities held to maturity	\$ 0	\$ 0	\$ 395	\$ 1,299	\$ 1,694
<b>Fair value of investment securities held to maturity</b>	\$ 0	\$ 0	\$ 393	\$ 1,291	\$ 1,684
<b>Weighted-average yield for investment securities held to maturity</b>	0.00%	0.00%	4.09%	3.92%	3.96%

<sup>(1)</sup> As of March 31, 2026, the weighted-average expected maturities of RMBS and Agency CMBS were 7.6 years and 4.5 years, respectively.

**Net Securities Gains or Losses and Proceeds from Sales**

For the three months ended March 31, 2026, total proceeds from the sale of investment securities available for sale were \$68 million with immaterial gains. We had no sale of investment securities for the three months ended March 31, 2025.

**Securities Pledged and Received**

We pledged investment securities with a carrying value totaling \$39.4 billion and \$39.7 billion as of March 31, 2026 and December 31, 2025, respectively. These securities are primarily pledged to support our advances from the Federal Home Loan Bank ("FHLB") and Public Fund Deposits, as well as for other purposes as required or permitted by law. We accepted pledges of securities with a fair value of less than \$1 million as of both March 31, 2026 and December 31, 2025, related to our derivative transactions.

**NOTE 4—LOANS**

Our loan portfolio consists of loans held for investment, including loans held in our consolidated trusts, and loans held for sale. We further divide our loans held for investment into three segments: Credit Card, Consumer Banking and Commercial Banking. The Credit Card segment consists of domestic credit card loans, international credit card loans and personal loans. The Consumer Banking segment consists of auto and retail banking loans. The Commercial Banking segment consists of commercial and multifamily real estate as well as commercial and industrial loans. The information presented in the tables in this note excludes loans held for sale, which are carried at either fair value (if we elect the fair value option) or at the lower of cost or fair value.

Accrued interest receivable of \$3.0 billion and \$3.1 billion as of March 31, 2026 and December 31, 2025, respectively, is not included in the tables in this note. The table below presents the composition and aging analysis of our loans held for investment portfolio as of March 31, 2026 and December 31, 2025. The delinquency aging includes all past due loans, both performing and nonperforming.

**Table 4.1: Loan Portfolio Composition and Aging Analysis**

<i>(Dollars in millions)</i>	March 31, 2026					
	Current	Delinquent Loans			Total Delinquent Loans	Total Loans
		30-59 Days	60-89 Days	≥ 90 Days		
<b>Credit Card:</b>						
Domestic credit card	\$ 244,633	\$ 2,617	\$ 2,021	\$ 4,757	\$ 9,395	\$ 254,028
Personal loans	8,906	68	49	47	164	9,070
International card businesses	7,091	118	84	167	369	7,460
<b>Total credit card</b>	<b>260,630</b>	<b>2,803</b>	<b>2,154</b>	<b>4,971</b>	<b>9,928</b>	<b>270,558</b>
<b>Consumer Banking:</b>						
Auto	81,729	2,770	962	239	3,971	85,700
Retail banking	1,153	14	4	2	20	1,173
<b>Total consumer banking</b>	<b>82,882</b>	<b>2,784</b>	<b>966</b>	<b>241</b>	<b>3,991</b>	<b>86,873</b>
<b>Commercial Banking:</b>						
Commercial and multifamily real estate	33,604	90	40	75	205	33,809
Commercial and industrial	56,122	20	104	268	392	56,514
<b>Total commercial banking</b>	<b>89,726</b>	<b>110</b>	<b>144</b>	<b>343</b>	<b>597</b>	<b>90,323</b>
<b>Total loans<sup>(1)</sup></b>	<b>\$ 433,238</b>	<b>\$ 5,697</b>	<b>\$ 3,264</b>	<b>\$ 5,555</b>	<b>\$ 14,516</b>	<b>\$ 447,754</b>
% of Total loans	96.76%	1.27%	0.73%	1.24%	3.24%	100.00%

	December 31, 2025					
	Delinquent Loans					
<i>(Dollars in millions)</i>	Current	30-59 Days	60-89 Days	≥ 90 Days	Total Delinquent Loans	Total Loans
<b>Credit Card:</b>						
Domestic credit card	\$ 251,932	\$ 3,015	\$ 2,308	\$ 5,148	\$ 10,471	\$ 262,403
Personal loans	9,325	72	53	49	174	9,499
International card businesses	7,304	117	83	164	364	7,668
<b>Total credit card</b>	<b>268,561</b>	<b>3,204</b>	<b>2,444</b>	<b>5,361</b>	<b>11,009</b>	<b>279,570</b>
<b>Consumer Banking:</b>						
Auto	78,758	3,165	1,323	354	4,842	83,600
Retail banking	1,171	12	2	5	19	1,190
<b>Total consumer banking</b>	<b>79,929</b>	<b>3,177</b>	<b>1,325</b>	<b>359</b>	<b>4,861</b>	<b>84,790</b>
<b>Commercial Banking:</b>						
Commercial and multifamily real estate	33,501	54	1	62	117	33,618
Commercial and industrial	55,330	57	3	254	314	55,644
<b>Total commercial banking</b>	<b>88,831</b>	<b>111</b>	<b>4</b>	<b>316</b>	<b>431</b>	<b>89,262</b>
<b>Total loans<sup>(1)</sup></b>	<b>\$ 437,321</b>	<b>\$ 6,492</b>	<b>\$ 3,773</b>	<b>\$ 6,036</b>	<b>\$ 16,301</b>	<b>\$ 453,622</b>
<b>% of Total loans</b>	<b>96.41%</b>	<b>1.43%</b>	<b>0.83%</b>	<b>1.33%</b>	<b>3.59%</b>	<b>100.00%</b>

<sup>(1)</sup> Loans include unamortized premiums, discounts and deferred fees and costs totaling \$1.0 billion and \$980 million as of March 31, 2026 and December 31, 2025, respectively.

The following table presents our loans held for investment that are 90 days or more past due that continue to accrue interest, loans that are classified as nonperforming and loans that are classified as nonperforming without an allowance as of March 31, 2026 and December 31, 2025. Nonperforming loans generally include loans that have been placed on nonaccrual status. We recognized interest income for loans classified as nonperforming of \$4 million and \$3 million for the three months ended March 31, 2026 and 2025, respectively.

**Table 4.2: 90+ Day Delinquent Loans Accruing Interest and Nonperforming Loans**

<i>(Dollars in millions)</i>	March 31, 2026			December 31, 2025		
	≥ 90 Days and Accruing	Nonperforming Loans	Nonperforming Loans Without an Allowance	≥ 90 Days and Accruing	Nonperforming Loans	Nonperforming Loans Without an Allowance
<b>Credit Card:</b>						
Domestic credit card	\$ 4,757	N/A	\$ 0	\$ 5,148	N/A	\$ 0
Personal loans	44	\$ 12	0	47	\$ 12	0
International card businesses	161	11	0	157	12	0
<b>Total credit card</b>	<b>4,962</b>	<b>23</b>	<b>0</b>	<b>5,352</b>	<b>24</b>	<b>0</b>
<b>Consumer Banking:</b>						
Auto	0	475	0	0	566	0
Retail banking	0	19	9	0	17	4
<b>Total consumer banking</b>	<b>0</b>	<b>494</b>	<b>9</b>	<b>0</b>	<b>583</b>	<b>4</b>
<b>Commercial Banking:</b>						
Commercial and multifamily real estate	0	362	174	0	320	191
Commercial and industrial	0	906	527	0	892	527
<b>Total commercial banking</b>	<b>0</b>	<b>1,268</b>	<b>701</b>	<b>0</b>	<b>1,212</b>	<b>718</b>
<b>Total</b>	<b>\$ 4,962</b>	<b>\$ 1,785</b>	<b>\$ 710</b>	<b>\$ 5,352</b>	<b>\$ 1,819</b>	<b>\$ 722</b>
% of Total loans held for investment	1.11 %	0.40 %	0.16 %	1.18 %	0.40 %	0.16 %

## Credit Quality Indicators

We closely monitor economic conditions and loan performance trends to assess and manage our exposure to credit risk. We discuss these risks and our credit quality indicator for each portfolio below.

### Credit Card

Our Credit Card segment is highly diversified across millions of accounts and numerous geographies without significant individual exposure. We therefore generally manage credit risk based on portfolios with common risk characteristics. The risk in our Credit Card segment correlates to broad economic trends, such as the U.S. unemployment rate and U.S. Real Gross Domestic Product growth rate, as well as consumers' financial condition, all of which can have a material effect on credit performance. The key indicator we assess in monitoring the credit quality and risk of our Credit Card segment is delinquency trends, including an analysis of loan migration between delinquency categories over time.

The tables below present our Credit Card segment by delinquency status as of March 31, 2026 and December 31, 2025.

**Table 4.3: Domestic and International Credit Card Delinquency Status**

<i>(Dollars in millions)</i>	March 31, 2026			December 31, 2025		
	Revolving Loans	Revolving Loans Converted to Term	Total	Revolving Loans	Revolving Loans Converted to Term	Total
<b>Credit Card:</b>						
<b>Domestic credit card:</b>						
Current	\$ 242,915	\$ 1,718	\$ 244,633	\$ 250,332	\$ 1,600	\$ 251,932
30-59 days	2,529	88	2,617	2,925	90	3,015
60-89 days	1,951	70	2,021	2,233	75	2,308
Greater than 90 days	4,631	126	4,757	5,016	132	5,148
<b>Total domestic credit card</b>	<b>252,026</b>	<b>2,002</b>	<b>254,028</b>	<b>260,506</b>	<b>1,897</b>	<b>262,403</b>
<b>International card businesses:</b>						
Current	7,046	45	7,091	7,260	44	7,304
30-59 days	113	5	118	112	5	117
60-89 days	81	3	84	80	3	83
Greater than 90 days	162	5	167	158	6	164
<b>Total international card businesses</b>	<b>\$ 7,402</b>	<b>\$ 58</b>	<b>\$ 7,460</b>	<b>\$ 7,610</b>	<b>\$ 58</b>	<b>\$ 7,668</b>

Table 4.4: Personal Loans Delinquency Status

March 31, 2026										
Term Loans by Vintage Year										
<i>(Dollars in millions)</i>	2026	2025	2024	2023	2022	Prior	Total Term Loans	Revolving Loans	Revolving Loans Converted to Term	Total
<b>Personal loans—Delinquency status:</b>										
Current	\$ 921	\$ 3,586	\$ 2,323	\$ 1,334	\$ 532	\$ 210	\$ 8,906	\$ 0	\$ 0	\$ 8,906
30-59 days	1	16	22	18	8	3	68	0	0	68
60-89 days	0	12	16	12	6	3	49	0	0	49
Greater than 90 days	0	9	14	14	7	3	47	0	0	47
<b>Total personal loans</b>	<b>\$ 922</b>	<b>\$ 3,623</b>	<b>\$ 2,375</b>	<b>\$ 1,378</b>	<b>\$ 553</b>	<b>\$ 219</b>	<b>\$ 9,070</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 9,070</b>

  

December 31, 2025										
Term Loans by Vintage Year										
<i>(Dollars in millions)</i>	2025	2024	2023	2022	2021	Prior	Total Term Loans	Revolving Loans	Revolving Loans Converted to Term	Total
<b>Personal loans—Delinquency status:</b>										
Current	\$ 4,050	\$ 2,727	\$ 1,614	\$ 658	\$ 208	\$ 68	\$ 9,325	\$ 0	\$ 0	\$ 9,325
30-59 days	14	22	22	10	3	1	72	0	0	72
60-89 days	8	17	16	8	3	1	53	0	0	53
Greater than 90 days	5	16	17	8	2	1	49	0	0	49
<b>Total personal loans</b>	<b>\$ 4,077</b>	<b>\$ 2,782</b>	<b>\$ 1,669</b>	<b>\$ 684</b>	<b>\$ 216</b>	<b>\$ 71</b>	<b>\$ 9,499</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 9,499</b>

**Consumer Banking**

Our Consumer Banking segment consists of auto and retail banking loans. Similar to our Credit Card segment, the risk in our Consumer Banking segment correlates to broad economic trends as well as consumers' financial condition, all of which can have a material effect on credit performance. The key indicator we consider when assessing the credit quality and risk of our auto loan portfolio is borrower credit scores as they measure the creditworthiness of borrowers. Delinquency trends are the key indicator we assess in monitoring the credit quality and risk of our retail banking loan portfolio.

The table below presents loans held for investment in our Consumer Banking segment loans held for investment by credit quality indicator as of March 31, 2026 and December 31, 2025. We present our auto loan portfolio by Fair Isaac Corporation ("FICO") scores at origination and our retail banking loan portfolio by delinquency status, which includes all past due loans, both performing and nonperforming.

**Table 4.5: Consumer Banking Portfolio by Vintage Year**

<i>(Dollars in millions)</i>	March 31, 2026									
	Term Loans by Vintage Year						Total Term Loans	Revolving Loans	Revolving Loans Converted to Term	Total
	2026	2025	2024	2023	2022	Prior				
<b>Auto—At origination FICO scores:<sup>(1)</sup></b>										
Greater than 660	\$ 5,371	\$ 16,021	\$ 10,430	\$ 4,551	\$ 3,899	\$ 2,472	\$ 42,744	\$ 0	\$ 0	\$ 42,744
621-660	1,980	6,223	3,630	2,000	1,434	964	16,231	0	0	16,231
620 or below	3,670	11,557	5,416	2,856	1,808	1,418	26,725	0	0	26,725
<b>Total auto</b>	<b>11,021</b>	<b>33,801</b>	<b>19,476</b>	<b>9,407</b>	<b>7,141</b>	<b>4,854</b>	<b>85,700</b>	<b>0</b>	<b>0</b>	<b>85,700</b>
<b>Retail banking—Delinquency status:</b>										
Current	47	84	125	67	76	422	821	330	2	1,153
30-59 days	0	0	1	0	0	4	5	9	0	14
60-89 days	0	1	0	1	0	0	2	2	0	4
Greater than 90 days	0	0	0	0	0	1	1	1	0	2
<b>Total retail banking</b>	<b>47</b>	<b>85</b>	<b>126</b>	<b>68</b>	<b>76</b>	<b>427</b>	<b>829</b>	<b>342</b>	<b>2</b>	<b>1,173</b>
<b>Total consumer banking</b>	<b>\$ 11,068</b>	<b>\$ 33,886</b>	<b>\$ 19,602</b>	<b>\$ 9,475</b>	<b>\$ 7,217</b>	<b>\$ 5,281</b>	<b>\$ 86,529</b>	<b>\$ 342</b>	<b>\$ 2</b>	<b>\$ 86,873</b>

December 31, 2025

(Dollars in millions)	Term Loans by Vintage Year						Total Term Loans	Revolving Loans	Revolving Loans Converted to Term	Total
	2025	2024	2023	2022	2021	Prior				
<b>Auto—At origination FICO scores:<sup>(1)</sup></b>										
Greater than 660	\$ 17,601	\$ 11,622	\$ 5,209	\$ 4,634	\$ 2,706	\$ 512	\$ 42,284	\$ 0	\$ 0	\$ 42,284
621-660	6,691	4,002	2,258	1,683	988	263	15,885	0	0	15,885
620 or below	12,319	5,947	3,213	2,115	1,290	547	25,431	0	0	25,431
<b>Total auto</b>	<b>36,611</b>	<b>21,571</b>	<b>10,680</b>	<b>8,432</b>	<b>4,984</b>	<b>1,322</b>	<b>83,600</b>	<b>0</b>	<b>0</b>	<b>83,600</b>
<b>Retail banking—Delinquency status:</b>										
Current	103	126	69	78	40	411	827	341	3	1,171
30-59 days	1	0	0	0	0	1	2	10	0	12
60-89 days	0	0	0	0	0	1	1	1	0	2
Greater than 90 days	0	0	0	0	0	2	2	3	0	5
<b>Total retail banking</b>	<b>104</b>	<b>126</b>	<b>69</b>	<b>78</b>	<b>40</b>	<b>415</b>	<b>832</b>	<b>355</b>	<b>3</b>	<b>1,190</b>
<b>Total consumer banking</b>	<b>\$ 36,715</b>	<b>\$ 21,697</b>	<b>\$ 10,749</b>	<b>\$ 8,510</b>	<b>\$ 5,024</b>	<b>\$ 1,737</b>	<b>\$ 84,432</b>	<b>\$ 355</b>	<b>\$ 3</b>	<b>\$ 84,790</b>

<sup>(1)</sup> Amounts represent period-end loans held for investment in each credit score category. Auto loan credit scores generally represent average FICO scores obtained from three credit bureaus at the time of application and are not refreshed thereafter. Balances for which no credit score is available or the credit score is invalid are included in the 620 or below category.

## Commercial Banking

The key credit quality indicator for our Commercial Banking segment is our internal risk ratings. We assign internal risk ratings to loans based on relevant information about the ability of the borrowers to repay their debt. In determining the risk rating of a particular loan, some of the factors considered are the borrower's current financial condition, historical and projected future credit performance, prospects for support from financially responsible guarantors, the estimated realizable value of any collateral and current economic trends. The scale based on our internal risk rating system is as follows:

- *Noncriticized*: Loans that have not been designated as criticized, frequently referred to as "pass" loans.
- *Criticized performing*: Loans in which the financial condition of the obligor is stressed, affecting earnings, cash flows or collateral values. The borrower currently has adequate capacity to meet near-term obligations; however, the stress, left unabated, may result in deterioration of the repayment prospects at some future date.
- *Criticized nonperforming*: Loans that are not adequately protected by the current net worth and paying capacity of the obligor or the collateral pledged, if any. Loans classified as criticized nonperforming have a well-defined weakness, or weaknesses, which jeopardize the full repayment of the debt. These loans are characterized by the distinct possibility that we will sustain a credit loss if the deficiencies are not corrected and are generally placed on nonaccrual status.

We use our internal risk rating system for regulatory reporting, determining the frequency of credit exposure reviews, and evaluating and determining the allowance for credit losses. Generally, loans that are designated as criticized performing and criticized nonperforming are reviewed quarterly by management to determine if they are appropriately classified/rated and whether any impairment exists. Noncriticized loans are generally reviewed, at least annually, to determine the appropriate risk rating. In addition, we evaluate the risk rating during the renewal process of any loan or if a loan becomes past due.

The following table presents loans held for investment for our Commercial Banking segment by internal risk ratings as of March 31, 2026 and December 31, 2025. The internal risk rating status includes all past due loans, both performing and nonperforming.

**Table 4.6: Commercial Banking Portfolio by Internal Risk Ratings**

(Dollars in millions)	March 31, 2026									
	Term Loans by Vintage Year						Total Term Loans	Revolving Loans	Revolving Loans Converted to Term	Total
	2026	2025	2024	2023	2022	Prior				
<b>Internal risk rating<sup>(1)</sup></b>										
Commercial and multifamily real estate										
Noncriticized	\$ 1,285	\$ 2,216	\$ 1,360	\$ 1,769	\$ 2,846	\$ 5,236	\$ 14,712	\$ 16,783	\$ 50	\$ 31,545
Criticized performing	0	0	107	145	460	1,068	1,780	32	90	1,902
Criticized nonperforming	0	9	24	0	0	329	362	0	0	362
Total commercial and multifamily real estate	1,285	2,225	1,491	1,914	3,306	6,633	16,854	16,815	140	33,809
Commercial and industrial										
Noncriticized	1,864	7,726	4,871	4,575	6,812	9,306	35,154	17,799	47	53,000
Criticized performing	0	43	267	188	519	900	1,917	691	0	2,608
Criticized nonperforming	0	17	67	14	157	416	671	186	49	906
Total commercial and industrial	1,864	7,786	5,205	4,777	7,488	10,622	37,742	18,676	96	56,514
Total commercial banking	\$ 3,149	\$ 10,011	\$ 6,696	\$ 6,691	\$ 10,794	\$ 17,255	\$ 54,596	\$ 35,491	\$ 236	\$ 90,323

December 31, 2025

(Dollars in millions)	Term Loans by Vintage Year						Total Term Loans	Revolving Loans	Revolving Loans Converted to Term	Total
	2025	2024	2023	2022	2021	Prior				
<b>Internal risk rating:<sup>(1)</sup></b>										
<b>Commercial and multifamily real estate</b>										
Noncriticized	\$ 2,288	\$ 1,516	\$ 2,034	\$ 3,178	\$ 1,357	\$ 4,573	\$ 14,946	\$ 16,352	\$ 140	\$ 31,438
Criticized performing	0	172	145	428	109	975	1,829	29	2	1,860
Criticized nonperforming	10	17	0	0	76	217	320	0	0	320
Total commercial and multifamily real estate	2,298	1,705	2,179	3,606	1,542	5,765	17,095	16,381	142	33,618
<b>Commercial and industrial</b>										
Noncriticized	8,077	5,391	4,623	7,531	3,284	6,667	35,573	16,643	219	52,435
Criticized performing	3	162	185	391	726	309	1,776	541	0	2,317
Criticized nonperforming	12	71	12	158	246	196	695	162	35	892
Total commercial and industrial	8,092	5,624	4,820	8,080	4,256	7,172	38,044	17,346	254	55,644
Total commercial banking	\$ 10,390	\$ 7,329	\$ 6,999	\$ 11,686	\$ 5,798	\$ 12,937	\$ 55,139	\$ 33,727	\$ 396	\$ 89,262

<sup>(1)</sup> Criticized exposures correspond to the "Special Mention," "Substandard" and "Doubtful" asset categories defined by bank regulatory authorities.

### Financial Difficulty Modifications to Borrowers

As part of our loss mitigation efforts, we may provide short-term (one to twelve months) or long-term (greater than twelve months) modifications to a borrower experiencing financial difficulty to improve long-term collectibility of the loan and to avoid the need for repossession or foreclosure of collateral. Our modification programs and balances include those in place at Discover prior to the Transaction. The Company also allows permanent loan modifications for Credit Card customers who request financial assistance through external sources. The Company will in certain cases accept partial payment in full satisfaction of the outstanding receivable known as settlements. The settlement typically includes a waiver of unpaid principal, interest or fees.

We consider the impact of all loan modifications when estimating the credit quality of our loan portfolio and establishing allowance levels. For our Commercial Banking customers, loan modifications are also considered in the assignment of an internal risk rating.

For additional information on financial difficulty modifications (“FDMs”), see “Part II—Item 8. Financial Statements and Supplementary Data—Note 1—Summary of Significant Accounting Policies” in our 2025 Form 10-K.

The following tables present the major modification types, amortized cost basis amounts for each modification type and financial effects for all FDMs undertaken during the three months ended March 31, 2026 and 2025.

**Table 4.7: Financial Difficulty Modifications to Borrowers**

(Dollars in millions)	Three Months Ended March 31, 2026											
	Credit Card				Consumer Banking			Commercial Banking				Total
	Domestic Card	Personal Loans	International Card Businesses	Total Credit Card	Auto	Retail Banking	Total Consumer Banking	Commercial and Multifamily Real Estate	Commercial and Industrial	Total Commercial Banking		
Interest rate reduction	\$ 1,098	—	\$ 72	\$ 1,170	—	—	—	—	—	—	—	\$ 1,170
Term extension	—	\$ 11	—	11	\$ 56	\$ 2	\$ 58	\$ 22	\$ 69	\$ 91	—	\$ 160
Principal balance reduction	—	—	—	—	11	—	11	—	—	—	—	11
Interest rate reduction and term extension	5	20	—	25	565	—	565	—	—	—	—	590
Other <sup>(1)</sup>	—	29	—	29	3	1	4	4	228	232	—	265
Total loans modified	\$ 1,103	\$ 60	\$ 72	\$ 1,235	\$ 635	\$ 3	\$ 638	\$ 26	\$ 297	\$ 323	—	\$ 2,196
% of total class of receivables	0.43 %	0.65 %	0.97 %	0.46 %	0.74 %	0.25 %	0.73 %	0.08 %	0.53 %	0.36 %	—	0.49 %

  

(Dollars in millions)	Three Months Ended March 31, 2025											
	Credit Card				Consumer Banking			Commercial Banking				Total
	Domestic Card	Personal Loans	International Card Businesses	Total Credit Card	Auto	Retail Banking	Total Consumer Banking	Commercial and Multifamily Real Estate	Commercial and Industrial	Total Commercial Banking		
Interest rate reduction	\$ 171	N/A	\$ 57	\$ 228	—	—	—	\$ 3	\$ 16	\$ 19	—	\$ 247
Term extension	—	N/A	—	—	\$ 33	\$ 3	\$ 36	210	201	411	—	447
Principal balance reduction	—	N/A	—	—	9	—	9	—	—	—	—	9
Interest rate reduction and term extension	4	N/A	—	4	269	—	269	—	—	—	—	273
Other <sup>(1)</sup>	—	N/A	—	—	1	—	1	32	107	139	—	140
Total loans modified	\$ 175	N/A	\$ 57	\$ 232	\$ 312	\$ 3	\$ 315	\$ 245	\$ 324	\$ 569	—	\$ 1,116
% of total class of receivables	0.12 %	N/A	0.83 %	0.15 %	0.40 %	0.21 %	0.40 %	0.77 %	0.58 %	0.65 %	—	0.35 %

<sup>(1)</sup> Primarily consists of modifications or combinations of modifications not categorized above, such as payment delays, increases in committed exposure, forbearances and other types of modifications in Commercial Banking.

**Table 4.8: Financial Effects of Financial Difficulty Modifications to Borrowers**

(Dollars in millions)	Three Months Ended March 31, 2026						
	Credit Card			Consumer Banking		Commercial Banking	
	Domestic Card	Personal Loans	International Card Businesses	Auto	Retail Banking	Commercial and Multifamily Real Estate	Commercial and Industrial
Weighted-average interest rate reduction	15.25%	13.94%	23.78%	9.33%	—	—	—
Payment delay duration (in months)	12	30	0	6	5	36	10
Principal balance reduction	\$70	—	—	—	—	—	—
Interest and fees forgiven	\$64	—	—	—	—	—	—

  

(Dollars in millions)	Three Months Ended March 31, 2025						
	Credit Card			Consumer Banking		Commercial Banking	
	Domestic Card	Personal Loans	International Card Businesses	Auto	Retail Banking	Commercial and Multifamily Real Estate	Commercial and Industrial
Weighted-average interest rate reduction	19.38%	N/A	25.30%	9.03%	—	0.85%	0.25%
Payment delay duration (in months)	12	N/A	0	6	5	11	21
Principal balance reduction	—	N/A	—	—	—	—	—

**Performance of Financial Difficulty Modifications to Borrowers**

We monitor loan performance trends, including FDMs, to assess and manage our exposure to credit risk. See “Part II—Item 8. Financial Statements and Supplementary Data—Note 1—Summary of Significant Accounting Policies” in our 2025 Form 10-K for additional information on how the allowance for modified loans is calculated for each portfolio. FDMs are accumulated and the performance of each loan that received an FDM is reported on a rolling 12-month basis.

The following tables present FDMs over a rolling 12-month period by delinquency status as of March 31, 2026 and 2025. For the 12-month period ended March 31, 2026, the table includes amounts of FDMs from the acquired Discover portfolio, including loans which were modified prior to the Closing Date.

**Table 4.9 Delinquency Status of Financial Difficulty Modifications to Borrowers<sup>(1)</sup>**

<i>(Dollars in millions)</i>	March 31, 2026					
	Current	Delinquent Loans			Total Delinquent Loans	Total Loans
		30-59 Days	60-89 Days	≥ 90 Days		
<b>Credit Card:</b>						
Domestic credit card <sup>(2)</sup>	\$ 3,140	\$ 194	\$ 149	\$ 304	\$ 647	\$ 3,787
Personal loans	168	21	11	6	38	206
International card businesses	80	14	13	43	70	150
<b>Total credit card</b>	<b>3,388</b>	<b>229</b>	<b>173</b>	<b>353</b>	<b>755</b>	<b>4,143</b>
<b>Consumer Banking:</b>						
Auto	1,214	161	79	24	264	1,478
Retail banking	4	1	1	0	2	6
<b>Total consumer banking</b>	<b>1,218</b>	<b>162</b>	<b>80</b>	<b>24</b>	<b>266</b>	<b>1,484</b>
<b>Commercial Banking:</b>						
Commercial and multifamily real estate	144	0	0	0	0	144
Commercial and industrial	692	3	57	72	132	824
<b>Total commercial banking</b>	<b>836</b>	<b>3</b>	<b>57</b>	<b>72</b>	<b>132</b>	<b>968</b>
<b>Total</b>	<b>\$ 5,442</b>	<b>\$ 394</b>	<b>\$ 310</b>	<b>\$ 449</b>	<b>\$ 1,153</b>	<b>\$ 6,595</b>

	March 31, 2025					
	Current	Delinquent Loans			Total Delinquent Loans	Total Loans
30-59 Days		60-89 Days	≥ 90 Days			
<i>(Dollars in millions)</i>						
<b>Credit Card:</b>						
Domestic credit card	\$ 388	\$ 51	\$ 38	\$ 75	\$ 164	\$ 552
Personal loans	N/A	N/A	N/A	N/A	N/A	N/A
International card businesses	71	11	10	35	56	127
<b>Total credit card</b>	<b>459</b>	<b>62</b>	<b>48</b>	<b>110</b>	<b>220</b>	<b>679</b>
<b>Consumer Banking:</b>						
Auto	608	89	48	18	155	763
Retail banking	6	0	0	1	1	7
<b>Total consumer banking</b>	<b>614</b>	<b>89</b>	<b>48</b>	<b>19</b>	<b>156</b>	<b>770</b>
<b>Commercial Banking:</b>						
Commercial and multifamily real estate	631	0	0	0	0	631
Commercial and industrial	880	20	48	43	111	991
<b>Total commercial banking</b>	<b>1,511</b>	<b>20</b>	<b>48</b>	<b>43</b>	<b>111</b>	<b>1,622</b>
<b>Total</b>	<b>\$ 2,584</b>	<b>\$ 171</b>	<b>\$ 144</b>	<b>\$ 172</b>	<b>\$ 487</b>	<b>\$ 3,071</b>

<sup>(1)</sup> Commitments to lend additional funds on FDMs totaled \$173 million and \$225 million as of March 31, 2026 and 2025, respectively.

<sup>(2)</sup> Includes \$315 million of FDMs as of March 31, 2026 that were modified prior to the Closing Date.

**Subsequent Defaults of Financial Difficulty Modifications to Borrowers**

FDMs may subsequently enter default. A default occurs if a FDM is either 90 days or more delinquent, has been charged off, or has been reclassified from accrual to nonaccrual status. Loans that entered a modification program while in default are not considered to have subsequently defaulted for purposes of this disclosure. The allowance for any FDMs that have subsequently defaulted is measured using the same methodology as the allowance for loans held for investment. See “Part II—Item 8. Financial Statements and Supplementary Data—Note 1—Summary of Significant Accounting Policies” in our 2025 Form 10-K for additional information.

The following table presents FDMs that entered subsequent default for the three months ended March 31, 2026 and 2025. For the three months ended March 31, 2026, the tables include amounts of FDMs from the acquired Discover portfolio, including loans which were modified or entered subsequent default prior to the Closing Date.

Table 4.10 Subsequent Defaults of Financial Difficulty Modifications to Borrowers

	Three Months Ended March 31, 2026					
<i>(Dollars in millions)</i>	Interest Rate Reduction	Term Extension	Principal balance reduction	Interest Rate Reduction and Term Extension	Other Modifications	Total Loans
<b>Credit Card:</b>						
Domestic credit card	\$ 162	\$ 0	\$ 0	\$ 1	\$ 0	\$ 163
Personal loans	0	2	0	3	12	17
International card businesses	24	0	0	0	0	24
Total credit card	186	2	0	4	12	204
<b>Consumer Banking:</b>						
Auto	0	3	0	142	0	145
Retail banking	0	0	0	0	1	1
Total consumer banking	0	3	0	142	1	146
<b>Commercial Banking:</b>						
Commercial and multifamily real estate	0	0	0	0	0	0
Commercial and industrial	0	0	5	0	0	5
Total commercial banking	0	0	5	0	0	5
Total	\$ 186	\$ 5	\$ 5	\$ 146	\$ 13	\$ 355

  

	Three Months Ended March 31, 2025					
<i>(Dollars in millions)</i>	Interest Rate Reduction	Term Extension	Interest Rate Reduction and Term Extension	Other modifications	Total Loans	
<b>Credit Card:</b>						
Domestic credit card	\$ 37	\$ 0	\$ 1	\$ 0	\$ 38	
Personal loans	N/A	N/A	N/A	N/A	N/A	
International card businesses	21	0	0	0	21	
Total credit card	58	0	1	0	59	
<b>Consumer Banking:</b>						
Auto	0	1	85	0	86	
Total consumer banking	0	1	85	0	86	
<b>Commercial Banking:</b>						
Commercial and multifamily real estate	0	0	0	4	4	
Commercial and industrial	0	0	0	0	0	
Total commercial banking	0	0	0	4	4	
Total	\$ 58	\$ 1	\$ 86	\$ 4	\$ 149	

**Loans Pledged**

We pledged loan collateral of \$6.2 billion and \$6.6 billion to secure a portion of our FHLB borrowing capacity of \$34.5 billion and \$34.4 billion as of March 31, 2026 and December 31, 2025, respectively. We also pledged loan collateral of \$87.4 billion and \$91.6 billion to secure our Federal Reserve Discount Window borrowing capacity of \$49.9 billion and \$53.3 billion as of March 31, 2026 and December 31, 2025, respectively. In addition to loans pledged, we have securitized a portion of our credit card and auto loan portfolios. See "Note 6—Variable Interest Entities and Securitizations" for additional information.

**Revolving Loans Converted to Term Loans**

For the three months ended March 31, 2026 and 2025, we converted \$407 million and \$141 million of revolving loans to term loans, respectively, primarily in our domestic credit card and commercial banking loan portfolios.

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**NOTE 5—ALLOWANCE FOR CREDIT LOSSES AND RESERVE FOR UNFUNDED LENDING COMMITMENTS**

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Our allowance for credit losses represents management’s current estimate of expected credit losses over the contractual terms of our loans held for investment as of each balance sheet date. Expected recoveries of amounts previously charged off or expected to be charged off are recognized within the allowance. Significant judgment is applied in our estimation of lifetime credit losses. When developing an estimate of expected credit losses, we use both quantitative and qualitative methods in considering all available information relevant to assessing collectibility. This may include internal information, external information, or a combination of both relating to past events, current conditions and reasonable and supportable forecasts. Our estimate of expected credit losses includes a reasonable and supportable forecast period of one year and then reverts over a one-year period to historical losses at each relevant loss component of the estimate. Management will consider and may qualitatively adjust for conditions, changes and trends in loan portfolios that may not be captured in modeled results. These adjustments are referred to as qualitative factors and represent management’s judgment of the imprecision and risks inherent in the processes and assumptions used in establishing the allowance for credit losses.

We have unfunded lending commitments in our Commercial Banking business that are not unconditionally cancellable by us and for which we estimate expected credit losses in establishing a reserve. This reserve is measured using the same measurement objectives as the allowance for loans held for investment. We build or release the reserve for unfunded lending commitments through the provision for credit losses in our consolidated statements of income. The related reserve for unfunded lending commitments is included in other liabilities on our consolidated balance sheets.

See “Part II—Item 8. Financial Statements and Supplementary Data—Note 1—Summary of Significant Accounting Policies” in our 2025 Form 10-K for further discussion of the methodology and policies for determining our allowance for credit losses, as well as information on our reserve for unfunded lending commitments.

**Allowance for Credit Losses and Reserve for Unfunded Lending Commitments Activity**

The table below summarizes changes in the allowance for credit losses and reserve for unfunded lending commitments by segment for the three months ended March 31, 2026 and 2025. Our allowance for credit losses increased by \$221 million to \$23.6 billion as of March 31, 2026 from December 31, 2025.

**Table 5.1: Allowance for Credit Losses and Reserve for Unfunded Lending Commitments Activity**

<i>(Dollars in millions)</i>	Three Months Ended March 31, 2026			
	Credit Card	Consumer Banking	Commercial Banking	Total
<b>Allowance for credit losses:</b>				
Balance as of December 31, 2025	\$ 20,066	\$ 1,892	\$ 1,451	\$ 23,409
Charge-offs	(4,641)	(735)	(69)	(5,445)
Recoveries <sup>(1)</sup>	1,222	371	5	1,598
Net charge-offs	(3,419)	(364)	(64)	(3,847)
Provision for credit losses	3,411	519	147	4,077
Allowance build (release) for credit losses	(8)	155	83	230
Other changes <sup>(2)</sup>	(9)	0	0	(9)
Balance as of March 31, 2026	<u>\$ 20,049</u>	<u>\$ 2,047</u>	<u>\$ 1,534</u>	<u>\$ 23,630</u>
<b>Reserve for unfunded lending commitments:</b>				
Balance as of December 31, 2025	0	0	142	142
Provision (benefit) for losses on unfunded lending commitments	0	0	(9)	(9)
Balance as of March 31, 2026	<u>0</u>	<u>0</u>	<u>133</u>	<u>133</u>
<b>Combined allowance and reserve as of March 31, 2026</b>	<u>\$ 20,049</u>	<u>\$ 2,047</u>	<u>\$ 1,667</u>	<u>\$ 23,763</u>
<i>(Dollars in millions)</i>	Three Months Ended March 31, 2025			
	Credit Card	Consumer Banking	Commercial Banking	Total
<b>Allowance for credit losses:</b>				
Balance as of December 31, 2024	\$ 12,974	\$ 1,884	\$ 1,400	\$ 16,258
Charge-offs	(2,978)	(676)	(38)	(3,692)
Recoveries <sup>(1)</sup>	579	363	14	956
Net charge-offs	(2,399)	(313)	(24)	(2,736)
Provision for credit losses	1,926	301	141	2,368
Allowance build (release) for credit losses	(473)	(12)	117	(368)
Other changes <sup>(2)</sup>	9	0	0	9
Balance as of March 31, 2025	<u>12,510</u>	<u>1,872</u>	<u>1,517</u>	<u>15,899</u>
<b>Reserve for unfunded lending commitments:</b>				
Balance as of December 31, 2024	0	0	143	143
Provision (benefit) for losses on unfunded lending commitments	0	0	1	1
Balance as of March 31, 2025	<u>0</u>	<u>0</u>	<u>144</u>	<u>144</u>
<b>Combined allowance and reserve as of March 31, 2025</b>	<u>\$ 12,510</u>	<u>\$ 1,872</u>	<u>\$ 1,661</u>	<u>\$ 16,043</u>

<sup>(1)</sup> Third-party collection expenses of \$244 million and \$108 million for the three months ended March 31, 2026 and 2025, respectively, are included in other non-interest expense.

<sup>(2)</sup> Primarily represents foreign currency translation adjustments.

We charge off loans when we determine that the loan is uncollectible. The amortized cost basis, excluding accrued interest, is charged off as a reduction to the allowance for credit losses in accordance with our accounting policies. For more information, see “Part II—Item 8. Financial Statements and Supplementary Data—Note 1—Summary of Significant Accounting Policies” in our 2025 Form 10-K.

Expected recoveries of amounts previously charged off or expected to be charged off are recognized within the allowance, with a corresponding reduction to our provision for credit losses.

The table below presents gross charge-offs for loans held for investment by vintage year during the three months ended March 31, 2026.

**Table 5.2: Gross Charge-Offs by Vintage Year**

<i>(Dollars in millions)</i>	Three Months Ended March 31, 2026							Total Term Loans	Revolving Loans	Revolving Loans Converted to Term	Total
	Term Loans by Vintage Year					Prior					
	2026	2025	2024	2023	2022	Prior					
<b>Credit Card</b>											
Domestic credit card	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$ 4,257	\$ 113	\$ 4,370	
Personal loans	\$ 0	\$ 24	\$ 41	\$ 35	\$ 15	\$ 6	\$ 121	N/A	N/A	121	
International card business	N/A	N/A	N/A	N/A	N/A	N/A	N/A	145	5	150	
Total credit card	0	24	41	35	15	6	121	4,402	118	4,641	
<b>Consumer Banking</b>											
Auto	3	207	197	125	102	77	711	0	0	711	
Retail banking	0	0	0	0	0	1	1	23	0	24	
Total consumer banking	3	207	197	125	102	78	712	23	0	735	
<b>Commercial Banking</b>											
Commercial and multifamily real estate	0	0	0	0	0	3	3	0	0	3	
Commercial and industrial	0	0	0	0	10	52	62	4	0	66	
Total commercial banking	0	0	0	0	10	55	65	4	0	69	
<b>Total</b>	<u>\$ 3</u>	<u>\$ 231</u>	<u>\$ 238</u>	<u>\$ 160</u>	<u>\$ 127</u>	<u>\$ 139</u>	<u>\$ 898</u>	<u>\$ 4,429</u>	<u>\$ 118</u>	<u>\$ 5,445</u>	

**Credit Card Partnership Loss Sharing Arrangements**

We have certain credit card partnership agreements that are presented within our consolidated financial statements on a net basis, in which our partner agrees to share a portion of the credit losses on the underlying loan portfolio. The expected reimbursements from these partners are netted against our allowance for credit losses. Our methodology for estimating reimbursements is consistent with the methodology we use to estimate the allowance for credit losses on our credit card loan receivables. These expected reimbursements result in reductions in net charge-offs and the provision for credit losses. See "Part II—Item 8. Financial Statements and Supplementary Data—Note 1—Summary of Significant Accounting Policies" in our 2025 Form 10-K for further discussion of our credit card partnership agreements.

The table below summarizes the changes in the estimated reimbursements from these partners for the three months ended March 31, 2026 and 2025.

**Table 5.3: Summary of Credit Card Partnership Loss Sharing Arrangements Impacts**

(Dollars in millions)	Three Months Ended March 31,	
	2026	2025
Estimated reimbursements from partners, beginning of period	\$ 1,103	\$ 1,010
Amounts due from partners for charged off loans	(173)	(171)
Change in estimated partner reimbursements that decreased provision for credit losses	337	251
Estimated reimbursements from partners, end of period	<u>\$ 1,267</u>	<u>\$ 1,090</u>

**NOTE 6—VARIABLE INTEREST ENTITIES AND SECURITIZATIONS**

In the normal course of business, we enter into various types of transactions with entities that are considered to be variable interest entities (“VIEs”). Our primary involvement with VIEs is related to our securitization transactions in which we transfer assets to securitization trusts. We primarily securitize credit card and auto loans, which provide a source of funding for us and enable us to transfer a certain portion of the economic risk of the loans or related debt securities to third parties.

The entity that has a controlling financial interest in a VIE is referred to as the primary beneficiary and is required to consolidate the VIE.

**Summary of Consolidated and Unconsolidated VIEs**

The assets of our consolidated VIEs primarily consist of cash, loan receivables and the related allowance for credit losses, which we report on our consolidated balance sheets under restricted cash for securitization investors, loans held in consolidated trusts and allowance for credit losses, respectively. The assets of a particular VIE are the primary source of funds to settle its obligations. Creditors of these VIEs typically do not have recourse to our general credit. Liabilities primarily consist of debt securities issued by the VIEs, which we report under securitized debt obligations on our consolidated balance sheets. For unconsolidated VIEs, we present the carrying amount of assets and liabilities reflected on our consolidated balance sheets and our maximum exposure to loss. Our maximum exposure to loss is estimated based on the unlikely event that all of the assets in the VIEs become worthless and we are required to meet the maximum amount of any remaining funding obligations.

The tables below present a summary of VIEs in which we had continuing involvement or held a significant variable interest, aggregated based on VIEs with similar characteristics as of March 31, 2026 and December 31, 2025. We separately present information for consolidated and unconsolidated VIEs.

**Table 6.1: Carrying Amount of Consolidated and Unconsolidated VIEs**

(Dollars in millions)	March 31, 2026				
	Consolidated		Unconsolidated		
	Carrying Amount of Assets	Carrying Amount of Liabilities	Carrying Amount of Assets	Carrying Amount of Liabilities	Maximum Exposure to Loss
<b>Securitization-Related VIEs:<sup>(1)</sup></b>					
Credit card loan securitizations <sup>(2)</sup>	\$ 25,269	\$ 9,230	\$ 0	\$ 0	\$ 0
Auto loan securitizations	2,937	2,309	0	0	0
Total securitization-related VIEs	28,206	11,539	0	0	0
<b>Other VIEs:<sup>(3)</sup></b>					
Affordable housing entities	428	134	6,517	2,134	6,517
Entities that provide capital to low-income and rural communities	2,998	10	44	22	44
Other <sup>(4)</sup>	0	0	1,327	146	1,327
Total other VIEs	3,426	144	7,888	2,302	7,888
Total VIEs	\$ 31,632	\$ 11,683	\$ 7,888	\$ 2,302	\$ 7,888

(Dollars in millions)	December 31, 2025				
	Consolidated		Unconsolidated		
	Carrying Amount of Assets	Carrying Amount of Liabilities	Carrying Amount of Assets	Carrying Amount of Liabilities	Maximum Exposure to Loss
<b>Securitization-Related VIEs:<sup>(1)</sup></b>					
Credit card loan securitizations <sup>(2)</sup>	\$ 28,208	\$ 10,478	\$ 0	\$ 0	\$ 0
Auto loan securitizations	3,451	2,622	0	0	0
Total securitization-related VIEs	31,659	13,100	0	0	0
<b>Other VIEs:<sup>(3)</sup></b>					
Affordable housing entities	469	167	6,485	2,204	6,485
Entities that provide capital to low-income and rural communities	2,942	10	48	24	48
Other <sup>(4)</sup>	0	0	1,389	154	1,389
Total other VIEs	3,411	177	7,922	2,382	7,922
Total VIEs	\$ 35,070	\$ 13,277	\$ 7,922	\$ 2,382	\$ 7,922

<sup>(1)</sup> Excludes insignificant VIEs from previously exited businesses.

<sup>(2)</sup> Represents the carrying amount of assets and liabilities of the VIE, which includes the seller's interest and repurchased notes held by other related parties.

<sup>(3)</sup> In certain investment structures, we consolidate a VIE which holds as its primary asset an investment in an unconsolidated VIE. In these instances, we disclose the carrying amount of assets and liabilities on our consolidated balance sheets as unconsolidated VIEs to avoid duplicating our exposure, as the unconsolidated VIEs are generally the operating entities generating the exposure. The carrying amount of assets and liabilities included in the unconsolidated VIE columns above related to these investment structures were \$3.1 billion of assets and \$1.2 billion of liabilities as of March 31, 2026 and \$3.0 billion of assets and \$1.2 billion of liabilities as of December 31, 2025.

<sup>(4)</sup> Primarily consists of variable interests in companies that promote renewable energy sources and other equity method investments.

### Securitization-Related VIEs

In a securitization transaction, assets are transferred to a trust, which generally meets the definition of a VIE. We engage in securitization activities as an issuer and an investor. Our primary securitization issuance activity includes credit card and auto securitizations, conducted through securitization trusts which we consolidate. Our continuing involvement in these securitization transactions mainly consists of acting as the primary servicer and holding certain retained interests. We also originate multifamily commercial real estate loans and transfer them to GSEs, which may, in turn, securitize them, where we do not consolidate the securitization trusts employed in these transactions.

#### Credit Card and Auto Securitizations

We securitize a portion of our credit card receivables and auto loans, which provides a source of funding for us. These securitizations involve the transfer of assets, including credit card receivables and auto loans, into respective securitization trusts. These trusts then issue debt securities collateralized by the transferred assets to third-party investors. We hold certain retained interests and continue to service the assets in these trusts. We consolidate these trusts because we are deemed to be the primary beneficiary as we have the power to direct the activities that most significantly impact the economic performance of the trusts, and the right to receive benefits or the obligation to absorb losses that could potentially be significant to the trusts.

Our primary credit card securitization platform is the Capital One Multi-asset Execution Trust securitization program. As part of the Transaction in May 2025, we acquired the Discover Card Execution Note Trust ("DCENT") securitization program. In December 2025, we defeased the outstanding DiscoverSeries Class A Notes issued by DCENT (the "Class A Notes") as part of the wind-down of that issuance platform. In connection with the defeasance, DCENT's interest in the underlying credit card receivables collateral was replaced with defeasance collateral consisting of U.S. Treasury bills, cash, or a combination of both in an aggregate amount that is expected to be sufficient to pay the remaining principal of, and interest on, the defeased Class A Notes in accordance with their terms. Consequently, we no longer transfer new credit card receivables into the DCENT securitization trust or issue new debt securities from this program.

**Multifamily Agency Securitization Activity**

In our multifamily agency business, we originate multifamily commercial real estate loans and transfer them to GSEs who may, in turn, securitize them. We retain the related mortgage servicing rights (“MSRs”) and service the transferred loans pursuant to the guidelines set forth by the GSEs. We do not consolidate the securitization trusts employed in these transactions as we do not have the power to direct the activities that most significantly impact the economic performance of these securitization trusts. We exclude these VIEs from the tables within this note because we do not consider our continuing involvement with these VIEs to be significant. Our maximum exposure to loss as a result of our involvement with these VIEs is the carrying value of the MSRs and investment securities on our consolidated balance sheets as well as our contractual obligations under loss sharing arrangements. See “Note 14—Commitments, Contingencies, Guarantees and Others” for information about the loss sharing agreements, “Note 7—Goodwill and Other Intangible Assets” for information related to our MSRs associated with these securitizations and “Note 3—Investment Securities” for more information on the securities held in our investment securities portfolio.

**Other VIEs****Affordable Housing Entities**

As part of our community reinvestment initiatives, we invest in private investment funds that make equity investments in multifamily affordable housing properties, a majority of which are VIEs. We receive affordable housing tax credits for these investments. The activities of these entities are financed with a combination of invested equity capital and debt. We account for our investments in qualified affordable housing projects using the proportional amortization method, where costs of the investment are amortized over the period in which the investor expects to receive tax credits and other tax benefits, and the resulting amortization is recognized as a component of income tax expense attributable to continuing operations. For the three months ended March 31, 2026 and 2025, we recognized amortization of \$179 million and \$159 million, respectively, and tax credits of \$179 million and \$153 million, respectively, associated with these investments within income tax provision. The carrying value of our equity investments in these qualified affordable housing projects was \$6.2 billion as of both March 31, 2026 and December 31, 2025. We are periodically required to provide additional financial or other support during the period of the investments. Our liability for these unfunded commitments was \$2.4 billion and \$2.5 billion as of March 31, 2026 and December 31, 2025, respectively, and is largely expected to be paid from 2026 to 2029.

For those investment funds considered to be VIEs, we are not required to consolidate them if we do not have the power to direct the activities that most significantly impact the economic performance of those entities. We record our interests in these unconsolidated VIEs in loans held for investment, other assets and other liabilities on our consolidated balance sheets. Our maximum exposure to these entities is limited to our variable interests in the entities which consisted of assets of approximately \$6.5 billion as of both March 31, 2026 and December 31, 2025. The creditors of the VIEs have no recourse to our general credit and we do not provide additional financial or other support other than during the period that we are contractually required to provide it. The total assets of the unconsolidated VIE investment funds were approximately \$17.7 billion and \$18.2 billion as of March 31, 2026 and December 31, 2025, respectively.

**Entities that Provide Capital to Low-Income and Rural Communities**

We hold variable interests in entities (“Investor Entities”) that invest in community development entities (“CDEs”) that provide debt financing to businesses and non-profit entities in low-income and rural communities. Variable interests in the CDEs held by the consolidated Investor Entities are also our variable interests. The activities of the Investor Entities are financed with a combination of invested equity capital and debt. The activities of the CDEs are financed solely with invested equity capital. We receive federal and state tax credits for these investments. We consolidate the VIEs in which we have the power to direct the activities that most significantly impact the VIE’s economic performance and where we have the obligation to absorb losses or right to receive benefits that could potentially be significant to the VIE. We consolidate other investments and CDEs that are not considered to be VIEs, but where we hold a controlling financial interest. The assets of the VIEs that we consolidated, which totaled approximately \$3.0 billion and \$2.9 billion as of March 31, 2026 and December 31, 2025, respectively, are reflected on our consolidated balance sheets in cash, loans held for investment, and other assets. The liabilities are reflected in other liabilities. The creditors of the VIEs have no recourse to our general credit. We have not provided additional financial or other support other than during the period that we are contractually required to provide it.

***Other***

We hold variable interests in other VIEs, including companies that promote renewable energy sources and other equity method investments. We are not required to consolidate these VIEs because we do not have the power to direct the activities that most significantly impact their economic performance. Our maximum exposure to these VIEs is limited to the investments on our consolidated balance sheets of \$1.3 billion and \$1.4 billion as of March 31, 2026 and December 31, 2025, respectively. The creditors of the other VIEs have no recourse to our general credit. We have not provided additional financial or other support other than during the period that we are contractually required to provide it.

Our renewable energy source equity investments subject to proportional amortization had a carrying value of \$1.1 billion as of March 31, 2026. We are periodically required to provide additional financial or other support during the period of the investments. Our liability for these unfunded commitments was \$146 million as of March 31, 2026, and is expected to be paid from 2026 to 2034.

In addition, where we have certain lending arrangements in the normal course of business with entities that could be VIEs and act as an investor in RMBS, CMBS and ABS which are issued from securitization trusts, we have excluded these VIEs from the tables presented in this note. See "Note 3—Investment Securities" and "Note 4—Loans" for additional information regarding our investment securities portfolio and lending arrangements in the normal course of business.

**NOTE 7—GOODWILL AND OTHER INTANGIBLE ASSETS**

The table below presents our goodwill, other intangible assets and MSRs as of March 31, 2026 and December 31, 2025. Goodwill and other intangible assets are presented separately, while MSRs are included in other assets on our consolidated balance sheets.

**Table 7.1: Components of Goodwill, Other Intangible Assets and MSRs**

<i>(Dollars in millions)</i>	March 31, 2026		
	Carrying Amount of Assets	Accumulated Amortization	Net Carrying Amount
Goodwill	\$ 28,502	N/A	\$ 28,502
<b>Other intangible assets (definite lived):</b>			
Purchased credit card relationships	10,469	\$ (1,683)	8,786
Network and financial partner relationships	1,500	(117)	1,383
Core deposit	1,100	(172)	928
Other <sup>(1)</sup>	115	(103)	12
Total other intangible assets (definite lived):	13,184	(2,075)	11,109
<b>Other intangible assets (indefinite lived):</b>			
Discover Network	2,700	N/A	2,700
Brand / Trade names	2,270	N/A	2,270
Other <sup>(2)</sup>	8	N/A	8
Total other intangible assets (indefinite lived):	4,978	N/A	4,978
Total other intangible assets	18,162	(2,075)	16,087
Total goodwill and other intangible assets	\$ 46,664	\$ (2,075)	\$ 44,589
Commercial MSRs	\$ 653	\$ (352)	\$ 301

<i>(Dollars in millions)</i>	December 31, 2025		
	Carrying Amount of Assets	Accumulated Amortization	Net Carrying Amount
Goodwill	\$ 28,509	N/A	\$ 28,509
<b>Other intangible assets (definite lived):</b>			
Purchased credit card relationships	10,469	\$ (1,274)	9,195
Network and financial partner relationships	1,500	(84)	1,416
Core deposit	1,100	(125)	975
Other <sup>(1)</sup>	121	(107)	14
Total other intangible assets (definite lived)	13,190	(1,590)	11,600
<b>Other intangible assets (indefinite lived):</b>			
Discover Network	2,700	N/A	2,700
Brand / Trade names	2,270	N/A	2,270
Other <sup>(2)</sup>	8	N/A	8
Total other intangible assets (indefinite lived):	4,978	N/A	4,978
Total other intangible assets	18,168	(1,590)	16,578
Total goodwill and other intangible assets	\$ 46,677	\$ (1,590)	\$ 45,087
Commercial MSRs	\$ 646	\$ (343)	\$ 303

<sup>(1)</sup> Primarily consists of intangibles for customer, sponsor and merchant relationships.

<sup>(2)</sup> Consists of license and domain names.

Amortization expense for intangible assets, which is presented separately in our consolidated statements of income, totaled \$492 million for the three months ended March 31, 2026. The following table summarizes the estimated future amortization expense for intangible assets as of March 31, 2026 for the next five fiscal years and thereafter:

**Table 7.2: Amortization Expense**

<i>(Dollars in millions)</i>	<b>Amortization Expense</b>
Estimated future amounts for the period between April 1, 2026 and December 31, 2026	\$ 1,472
Estimated future amounts for the year ending December 31,	
2027	1,778
2028	1,595
2029	1,412
2030	1,229
2031	1,047
Thereafter	2,576
Total estimated future amounts	\$ 11,109

**Goodwill**

The following table presents changes in the carrying amount of goodwill by each of our business segments for March 31, 2026 and December 31, 2025.

**Table 7.3: Goodwill by Business Segments**

<i>(Dollars in millions)</i>	<b>Credit Card</b>	<b>Consumer Banking</b>	<b>Commercial Banking</b>	<b>Total</b>
Balance as of December 31, 2025	\$ 11,915	\$ 11,540	\$ 5,054	\$ 28,509
Other adjustments <sup>(1)</sup>	(7)	0	0	(7)
Balance as of March 31, 2026	\$ 11,908	\$ 11,540	\$ 5,054	\$ 28,502

<sup>(1)</sup> Represents foreign currency translation adjustments.

**NOTE 8—DEPOSITS AND BORROWINGS**

Our deposits, which include checking accounts, money market deposits, negotiable order of withdrawals, savings deposits, time deposits, and sweep accounts, represent our largest source of funding for our assets and operations. We also use a variety of other funding sources including short-term borrowings, senior and subordinated notes, securitized debt obligations and other borrowings. Securitized debt obligations are presented separately on our consolidated balance sheets, as they represent obligations of consolidated securitization trusts. Federal funds purchased and securities loaned or sold under agreements to repurchase, senior and subordinated notes and other borrowings, including FHLB advances, are included in other debt on our consolidated balance sheets.

Our total short-term borrowings generally consist of federal funds purchased, securities loaned or sold under agreements to repurchase and FHLB advances. Our long-term debt consists of borrowings with an original contractual maturity of greater than one year. The following tables summarize the components of our deposits, short-term borrowings and long-term debt as of March 31, 2026 and December 31, 2025. The carrying value presented below for these borrowings includes any unamortized debt premiums and discounts, net of debt issuance costs and fair value hedge accounting adjustments.

**Table 8.1: Components of Deposits, Short-Term Borrowings and Long-Term Debt**

<i>(Dollars in millions)</i>	March 31, 2026	December 31, 2025
<b>Deposits:</b>		
Non-interest-bearing deposits	\$ 27,936	\$ 27,385
Interest-bearing deposits <sup>(1)</sup>	461,117	448,386
Total deposits	<u>\$ 489,053</u>	<u>\$ 475,771</u>
<b>Short-term borrowings:</b>		
Federal funds purchased and securities loaned or sold under agreements to repurchase	\$ 626	\$ 587
Short-term FHLB advances	1,000	500
Total short-term borrowings	<u>\$ 1,626</u>	<u>\$ 1,087</u>

<i>(Dollars in millions)</i>	March 31, 2026			December 31, 2025	
	Maturity Dates	Stated Interest Rates	Weighted-Average Interest Rate	Carrying Value	Carrying Value
<b>Long-term debt:</b>					
Securitized debt obligations	2026-2035	1.03% - 5.82%	3.51 %	\$ 11,283	\$ 12,853
Senior and subordinated notes:					
Fixed unsecured senior debt <sup>(2)</sup>	2026-2037	1.65 - 7.96	5.06	33,767	31,335
Fixed unsecured subordinated debt	2026-2036	2.36 - 6.18	4.59	4,654	4,666
Total senior and subordinated notes				38,421	36,001
Other long-term borrowings					
FHLB advances	2030	4.77 - 4.82	4.82	536	1,037
Finance lease liabilities	2026-2030	3.74 - 9.91	5.58	22	22
Total other long-term borrowings				\$ 558	\$ 1,059
Total long-term debt				<u>\$ 50,262</u>	<u>\$ 49,913</u>
Total short-term borrowings and long-term debt				<u>\$ 51,888</u>	<u>\$ 51,000</u>

<sup>(1)</sup> Some customers have time deposits in excess of the federal deposit insurance limit, making a portion of the deposit uninsured. As of March 31, 2026, the total time deposit amount with some portion in excess of the insured amount was \$17.7 billion and the portion of total time deposits estimated to be uninsured was \$13.4 billion. As of December 31, 2025, the total time deposit amount with some portion in excess of the insured amount was \$17.4 billion and the portion of total time deposits estimated to be uninsured was \$12.9 billion.

<sup>(2)</sup> Includes \$532 million and \$544 million of Euro ("EUR")-denominated unsecured notes as of March 31, 2026 and December 31, 2025, respectively.

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**NOTE 9—DERIVATIVE INSTRUMENTS AND HEDGING ACTIVITIES**

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**Use of Derivatives and Accounting for Derivatives**

We regularly enter into derivative transactions to support our overall risk management activities. Our primary market risks stem from the impact on our earnings and economic value of equity due to changes in interest rates and, to a lesser extent, changes in foreign exchange rates. We manage our interest rate sensitivity by employing several techniques, which include changing the duration and repricing characteristics of various assets and liabilities by using interest rate derivatives. We also use foreign currency derivatives to limit our earnings and capital exposures to foreign exchange risk by hedging certain exposures denominated in foreign currencies. We use derivative instruments such as interest rate and foreign currency swaps, options, futures and forward contracts to manage our interest rate and foreign exchange risks. We designate these risk management derivatives as either qualifying accounting hedges or free-standing derivatives. Qualifying accounting hedges are further designated as fair value hedges, cash flow hedges or net investment hedges. Free-standing derivatives are economic hedges that do not qualify for hedge accounting.

We offer interest rate, commodity, foreign currency derivatives and other contracts as an accommodation to our customers within our Commercial Banking business. We enter into these derivatives with our customers primarily to help them manage their interest rate risks, hedge their energy and other commodities exposures, and manage foreign currency fluctuations. We offset the substantial majority of the market risk exposure of our customer accommodation derivatives through derivative transactions with other counterparties.

See below for additional information on our use of derivatives and how we account for them:

- *Fair Value Hedges:* We designate derivatives as fair value hedges when they are used to manage our exposure to changes in the fair value of certain financial assets and liabilities, which fluctuate in value as a result of movements in interest rates. Changes in the fair value of derivatives designated as fair value hedges are presented in the same line item in our consolidated statements of income as the earnings effect of the hedged items. We enter into receive-fixed, pay-float interest rate swaps to hedge changes in the fair value of outstanding fixed rate debt and deposits due to fluctuations in market interest rates. We also enter into pay-fixed, receive-float interest rate swaps to hedge changes in the fair value of fixed rate investment securities.
- *Cash Flow Hedges:* We designate derivatives as cash flow hedges when they are used to manage our exposure to variability in cash flows related to forecasted transactions. Changes in the fair value of derivatives designated as cash flow hedges are recorded as a component of AOCI. Those amounts are reclassified into earnings in the same period during which the hedged forecasted transactions impact earnings and presented in the same line item in our consolidated statements of income as the earnings effect of the hedged items. We enter into receive-fixed, pay-float interest rate swaps and interest rate floors to modify the interest rate characteristics of designated credit card and commercial loans from floating to fixed in order to reduce the impact of changes in forecasted future cash flows due to fluctuations in market interest rates. We also enter into foreign currency forward contracts to hedge our exposure to variability in cash flows related to intercompany borrowings denominated in foreign currencies.
- *Net Investment Hedges:* We use net investment hedges to manage the foreign currency exposure related to our net investments in foreign operations that have functional currencies other than the U.S. dollar. Changes in the fair value of net investment hedges are recorded in the translation adjustment component of AOCI, offsetting the translation gain or loss from those foreign operations. We execute net investment hedges using foreign currency forward contracts to hedge the translation exposure of the net investment in our foreign operations under the forward method.
- *Free-Standing Derivatives:* Our free-standing derivatives primarily consist of our customer accommodation derivatives and other economic hedges. The customer accommodation derivatives and the related offsetting contracts are mainly interest rate, commodity and foreign currency contracts. The other free-standing derivatives are primarily used to economically hedge the risk of changes in the fair value of our commercial mortgage loan origination and purchase commitments as well as other interests held. Changes in the fair value of free-standing derivatives are recorded in earnings as a component of other non-interest income.

## Derivatives Counterparty Credit Risk

### Counterparty Types

Derivative instruments contain an element of credit risk that stems from the potential failure of a counterparty to perform according to the terms of the contract, including making payments due upon maturity of certain derivative instruments. We execute our derivative contracts primarily in over-the-counter (“OTC”) markets. We also execute interest rate and commodity futures in the exchange-traded derivative markets. Our OTC derivatives consist of both trades cleared through central counterparty clearinghouses (“CCPs”) and uncleared bilateral contracts. The Chicago Mercantile Exchange (“CME”), the Intercontinental Exchange (“ICE”) and the LCH Group (“LCH”) are our CCPs for our centrally cleared contracts. In our uncleared bilateral contracts, we enter into agreements directly with our derivative counterparties.

### Counterparty Credit Risk Management

We manage the counterparty credit risk associated with derivative instruments by entering into legally enforceable master netting agreements, where applicable, and exchanging collateral with our counterparties, typically in the form of cash or high-quality liquid securities. We exchange collateral in two primary forms: variation margin, which accounts for changes in market value due to daily market movements, and initial margin, which offsets the potential future exposure of a derivative. We exchange variation margin and initial margin on bilateral derivatives in scope for uncleared margin rules.

The amount of collateral exchanged for variation margin is dependent upon the fair value of the derivative instruments as well as the fair value of the pledged collateral and will vary over time as market variables change. The amount of the initial margin exchanged is dependent upon (1) the calculation of initial margin exposure, as prescribed by (a) the U.S. prudential regulators’ margin rules for uncleared derivatives or (b) the CCPs for cleared derivatives and (2) the fair value of the pledged collateral; it will vary over time as market variables change. When valuing collateral, an estimate of the variation in price and liquidity over time is subtracted in the form of a “haircut” to discount the value of the collateral pledged. Our exposure to derivative counterparty credit risk, at any point in time, is equal to the amount reported as a derivative asset on our consolidated balance sheets. The fair value of our derivatives is adjusted on an aggregate basis to take into consideration the effects of legally enforceable master netting agreements and any associated collateral received or pledged. See Table 9.3 for our net exposure associated with derivatives.

The terms under which we collateralize our exposures differ between cleared exposures and uncleared bilateral exposures.

- *CCPs:* We clear eligible OTC derivatives with CCPs as part of our regulatory requirements. We also clear exchange-traded instruments, like futures, with CCPs. Futures commission merchants (“FCMs”) serve as the intermediary between CCPs and us. CCPs require that we post initial and variation margin through our FCMs to mitigate the risk of non-payment or default. Initial margin is required by CCPs as collateral against potential losses on our exchange-traded and cleared derivative contracts and variation margin is exchanged on a daily basis to account for mark-to-market changes in those derivative contracts. For CME, ICE and LCH cleared OTC derivatives, variation margin cash payments are required to be characterized as settlements. Our FCM agreements governing these derivative transactions include provisions that may require us to post additional collateral under certain circumstances.
- *Bilateral Counterparties:* We enter into master netting agreements and collateral agreements with bilateral derivative counterparties, where applicable, to mitigate the risk of default. These bilateral agreements typically provide the right to offset exposure with the same counterparty and require the party in a net liability position to post collateral. Agreements with certain bilateral counterparties require both parties to maintain collateral in the event the fair values of uncleared derivatives exceed established exposure thresholds. Certain of these bilateral agreements include provisions requiring that our debt maintain a credit rating of investment grade or above by each of the major credit rating agencies. In the event of a downgrade of our debt credit rating below investment grade, some of our counterparties would have the right to terminate their derivative contract and close out existing positions.

### Credit Risk Valuation Adjustments

We record counterparty credit valuation adjustments (“CVAs”) on our derivative assets to reflect the credit quality of our counterparties. We consider collateral and legally enforceable master netting agreements that mitigate our credit exposure to each counterparty in determining CVAs, which may be adjusted due to changes in the fair values of the derivative contracts, collateral, and creditworthiness of the counterparty. We also record debit valuation adjustments to adjust the fair values of our derivative liabilities to reflect the impact of our own credit quality.

### Balance Sheet Presentation

The following table summarizes the notional amounts and fair values of our derivative instruments as of March 31, 2026 and December 31, 2025, which are segregated by derivatives that are designated as accounting hedges and those that are not, and are further segregated by type of contract within those two categories. The total derivative assets and liabilities are adjusted on an aggregate basis to take into consideration the effects of legally enforceable master netting agreements and any associated cash collateral received or pledged. Derivative assets and liabilities are included in other assets and other liabilities, respectively, on our consolidated balance sheets, and their related gains or losses are included in operating activities as changes in other assets and other liabilities in the consolidated statements of cash flows.

**Table 9.1: Derivative Assets and Liabilities at Fair Value**

(Dollars in millions)	March 31, 2026			December 31, 2025		
	Notional or Contractual Amount	Derivative <sup>(1)</sup>		Notional or Contractual Amount	Derivative <sup>(1)</sup>	
		Assets	Liabilities		Assets	Liabilities
<b>Derivatives designated as accounting hedges:</b>						
Interest rate contracts:						
Fair value hedges	\$ 62,068	\$ 30	\$ 8	\$ 60,580	\$ 13	\$ 52
Cash flow hedges	126,300	181	19	131,250	145	86
<b>Total interest rate contracts</b>	<b>188,368</b>	<b>211</b>	<b>27</b>	<b>191,830</b>	<b>158</b>	<b>138</b>
Foreign exchange contracts:						
Fair value hedges	578	0	31	587	0	22
Cash flow hedges	2,643	45	0	2,737	0	35
Net investment hedges	5,418	43	32	5,526	18	82
Total foreign exchange contracts	8,639	88	63	8,850	18	139
<b>Total derivatives designated as accounting hedges</b>	<b>197,007</b>	<b>299</b>	<b>90</b>	<b>200,680</b>	<b>176</b>	<b>277</b>
<b>Derivatives not designated as accounting hedges:</b>						
Customer accommodation:						
Interest rate contracts	140,703	573	622	132,966	672	678
Commodity contracts	48,335	2,398	2,147	40,298	1,231	1,096
Foreign exchange and other contracts	5,893	66	53	6,390	57	56
<b>Total customer accommodation</b>	<b>194,931</b>	<b>3,037</b>	<b>2,822</b>	<b>179,654</b>	<b>1,960</b>	<b>1,830</b>
Other interest rate exposures <sup>(2)</sup>	1,543	18	10	1,909	17	11
Other contracts	3,231	58	3	3,467	48	11
Total derivatives not designated as accounting hedges	199,705	3,113	2,835	185,030	2,025	1,852
<b>Total derivatives</b>	<b>\$ 396,712</b>	<b>\$ 3,412</b>	<b>\$ 2,925</b>	<b>\$ 385,710</b>	<b>\$ 2,201</b>	<b>\$ 2,129</b>
Less: netting adjustment <sup>(3)</sup>		(520)	(338)		(408)	(501)
<b>Total derivative assets/liabilities</b>		<b>\$ 2,892</b>	<b>\$ 2,587</b>		<b>\$ 1,793</b>	<b>\$ 1,628</b>

<sup>(1)</sup> Does not reflect \$5 million recognized as a net valuation allowance on derivative assets and liabilities for non-performance risk as of both March 31, 2026 and December 31, 2025. This net valuation allowance is included as part of other assets and other liabilities on the consolidated balance sheets, and is offset through non-interest income in the consolidated statements of income.

<sup>(2)</sup> Other interest rate exposures include commercial mortgage-related derivatives and interest rate swaps.

<sup>(1)</sup> Represents balance sheet netting of derivative assets and liabilities, and related payables and receivables for cash collateral held or placed with the same counterparty.

The following table summarizes the carrying value of our hedged assets and liabilities in fair value hedges and the associated cumulative basis adjustments included in those carrying values, excluding basis adjustments related to foreign currency risk, as of March 31, 2026 and December 31, 2025.

**Table 9.2: Hedged Items in Fair Value Hedging Relationships**

<i>(Dollars in millions)</i>	March 31, 2026			December 31, 2025		
	Carrying Amount Assets/(Liabilities)	Cumulative Amount of Basis Adjustments Included in the Carrying Amount		Carrying Amount Assets/(Liabilities)	Cumulative Amount of Basis Adjustments Included in the Carrying Amount	
		Total Assets/(Liabilities)	Discontinued-Hedging Relationships		Total Assets/(Liabilities)	Discontinued-Hedging Relationships
<b>Line item on our consolidated balance sheets in which the hedged item is included:</b>						
Investment securities available for sale <sup>(1)(2)</sup>	\$ 10,068	\$ 19	\$ 42	\$ 9,424	\$ 79	\$ 44
Interest-bearing deposits	(6,633)	37	0	(6,702)	17	0
Securitized debt obligations	(8,979)	149	0	(10,236)	136	0
Senior and subordinated notes	(36,438)	479	(92)	(34,599)	335	(115)

<sup>(1)</sup> These amounts include the amortized cost basis of our investment securities designated in hedging relationships for which the hedged item is the last layer expected to be remaining at the end of the hedging relationship. The amortized cost basis of this portfolio was \$3.6 billion and \$3.7 billion as of March 31, 2026 and December 31, 2025, respectively. The amount of the designated hedged items was \$2.5 billion as of both March 31, 2026 and December 31, 2025. The cumulative basis adjustments associated with these hedges was \$10 million and \$29 million as of March 31, 2026 and December 31, 2025, respectively.

<sup>(2)</sup> Carrying amount represents amortized cost basis.

**Balance Sheet Offsetting of Financial Assets and Liabilities**

Derivative contracts and repurchase agreements that we execute bilaterally in the OTC market are generally governed by enforceable master netting agreements where we generally have the right to offset exposure with the same counterparty. Either counterparty can generally request to net settle all contracts through a single payment upon default on, or termination of, any one contract. We elect to offset the derivative assets and liabilities under master netting agreements for balance sheet presentation where a right of setoff exists. For derivative contracts entered into under master netting agreements for which we have not been able to confirm the enforceability of the setoff rights, or those not subject to master netting agreements, we do not offset our derivative positions for balance sheet presentation.

The following table presents the gross and net fair values of our derivative assets, derivative liabilities, resale and repurchase agreements and the related offsetting amounts permitted under U.S. GAAP as of March 31, 2026 and December 31, 2025. The table also includes cash and non-cash collateral received or pledged in accordance with such arrangements. The amount of collateral presented, however, is limited to the amount of the related net derivative fair values or outstanding balances; therefore, instances of over-collateralization are excluded.

**Table 9.3: Offsetting of Financial Assets and Financial Liabilities**

<i>(Dollars in millions)</i>	<b>Gross Amounts Offset in the Balance Sheet</b>					
	<b>Gross Amounts</b>	<b>Financial Instruments</b>	<b>Cash Collateral Received</b>	<b>Net Amounts as Recognized</b>	<b>Securities Collateral Held Under Master Netting Agreements</b>	<b>Net Exposure</b>
<b>As of March 31, 2026</b>						
Derivative assets <sup>(1)</sup>	\$ 3,412	\$ (284)	\$ (236)	\$ 2,892	\$ 0	\$ 2,892
<b>As of December 31, 2025</b>						
Derivative assets <sup>(1)</sup>	2,201	(302)	(106)	1,793	0	1,793

<i>(Dollars in millions)</i>	<b>Gross Amounts Offset in the Balance Sheet</b>					
	<b>Gross Amounts</b>	<b>Financial Instruments</b>	<b>Cash Collateral Pledged</b>	<b>Net Amounts as Recognized</b>	<b>Securities Collateral Pledged Under Master Netting Agreements</b>	<b>Net Exposure</b>
<b>As of March 31, 2026</b>						
Derivative liabilities <sup>(1)</sup>	\$ 2,925	\$ (284)	\$ (54)	\$ 2,587	\$ 0	\$ 2,587
Repurchase agreements <sup>(2)</sup>	626	0	0	626	(626)	0
<b>As of December 31, 2025</b>						
Derivative liabilities <sup>(1)</sup>	2,129	(302)	(199)	1,628	0	1,628
Repurchase agreements <sup>(2)</sup>	587	0	0	587	(587)	0

<sup>(1)</sup> We received cash collateral from derivative counterparties totaling \$364 million and \$144 million as of March 31, 2026 and December 31, 2025, respectively. We posted \$2.4 billion and \$1.8 billion of cash collateral as of March 31, 2026 and December 31, 2025, respectively.

<sup>(2)</sup> Under our customer repurchase agreements, which mature the next business day, we pledged collateral with a fair value of \$639 million and \$599 million as of March 31, 2026 and December 31, 2025, respectively, primarily consisting of agency RMBS securities.

**Income Statement and AOCI Presentation**

**Fair Value and Cash Flow Hedges**

The net gains (losses) recognized in our consolidated statements of income related to derivatives in fair value and cash flow hedging relationships are presented below for the three months ended March 31, 2026 and 2025.

**Table 9.4: Effects of Fair Value and Cash Flow Hedge Accounting**

<i>(Dollars in millions)</i>	Three Months Ended March 31, 2026						
	Net Interest Income						Non-Interest Income
	Investment Securities	Loans, Including Loans Held for Sale	Other	Interest-bearing Deposits	Securitized Debt Obligations	Senior and Subordinated Notes	Other
<b>Total amounts presented in our consolidated statements of income</b>	<b>\$ 832</b>	<b>\$ 14,735</b>	<b>\$ 664</b>	<b>\$ (3,387)</b>	<b>\$ (141)</b>	<b>\$ (532)</b>	<b>\$ 313</b>
<b>Fair value hedging relationships:</b>							
Interest rate and foreign exchange contracts:							
Interest recognized on derivatives	\$ 4	\$ 0	\$ 0	\$ (9)	\$ (21)	\$ (71)	\$ 0
Gains (losses) recognized on derivatives	57	0	0	(19)	(13)	(121)	(10)
Gains (losses) recognized on hedged items <sup>(1)</sup>	(60)	0	0	19	13	144	10
Excluded component of fair value hedges <sup>(2)</sup>	0	0	0	0	0	0	0
Net income (expense) recognized on fair value hedges	<u>\$ 1</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ (9)</u>	<u>\$ (21)</u>	<u>\$ (48)</u>	<u>\$ 0</u>
<b>Cash flow hedging relationships:<sup>(3)</sup></b>							
Interest rate contracts:							
Realized gains (losses) reclassified from AOCI into net income	\$ (2)	\$ (177)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Foreign exchange contracts:							
Realized gains reclassified from AOCI into net income <sup>(4)</sup>	0	0	3	0	0	0	0
Net income (expense) recognized on cash flow hedges	<u>\$ (2)</u>	<u>\$ (177)</u>	<u>\$ 3</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>

(Dollars in millions)	Three Months Ended March 31, 2025						
	Net Interest Income						Non-Interest Income
	Investment Securities	Loans, Including Loans Held for Sale	Other	Interest-bearing Deposits	Securitized Debt Obligations	Senior and Subordinated Notes	Other
<b>Total amounts presented in our consolidated statements of income</b>	\$ 770	\$ 10,157	\$ 491	\$ (2,715)	\$ (176)	\$ (505)	\$ 255
<b>Fair value hedging relationships:</b>							
<b>Interest rate and foreign exchange contracts:</b>							
Interest recognized on derivatives	\$ 32	\$ 0	\$ 0	\$ (35)	\$ (49)	\$ (148)	\$ 0
Gains (losses) recognized on derivatives	(98)	0	0	75	73	475	23
Gains (losses) recognized on hedged items <sup>(1)</sup>	80	0	0	(75)	(74)	(447)	(23)
Excluded component of fair value hedges <sup>(2)</sup>	0	0	0	0	0	0	0
Net income (expense) recognized on fair value hedges	\$ 14	\$ 0	\$ 0	\$ (35)	\$ (50)	\$ (120)	\$ 0
<b>Cash flow hedging relationships:<sup>(3)</sup></b>							
<b>Interest rate contracts:</b>							
Realized gains (losses) reclassified from AOCI into net income	\$ 1	\$ (241)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>Foreign exchange contracts:</b>							
Realized gains (losses) reclassified from AOCI into net income <sup>(4)</sup>	0	0	2	0	0	0	(1)
Net income (expense) recognized on cash flow hedges	\$ 1	\$ (241)	\$ 2	\$ 0	\$ 0	\$ 0	\$ (1)

<sup>(1)</sup> Includes amortization benefit of \$20 million and \$10 million for the three months ended March 31, 2026 and 2025, respectively, related to basis adjustments on discontinued hedges.

<sup>(2)</sup> Changes in fair values of cross-currency swaps attributable to changes in cross-currency basis spreads are excluded from the assessment of hedge effectiveness and recorded in other comprehensive income ("OCI"). The initial value of the excluded component is recognized in earnings over the life of the swap under the amortization approach.

<sup>(3)</sup> See "Note 10—Stockholders' Equity" for the effects of cash flow and net investment hedges on AOCI and amounts reclassified to net income, net of tax.

<sup>(4)</sup> We recognized a gain of \$76 million for the three months ended March 31, 2026 and a loss of \$126 million for the three months ended March 31, 2025 on foreign exchange contracts reclassified from AOCI. These amounts were largely offset by the foreign currency transaction gains (losses) on our foreign currency denominated intercompany funding included in other non-interest income on our consolidated statements of income.

In the next 12 months, we expect to reclassify into earnings an after-tax loss of \$446 million recorded in AOCI as of March 31, 2026 associated with cash flow hedges of forecasted transactions. This amount will largely offset the cash flows associated with the forecasted transactions hedged by these derivatives. The maximum length of time over which forecasted transactions were hedged was approximately 9.0 years as of March 31, 2026. The amount we expect to reclassify into earnings may change as a result of changes in market conditions and ongoing actions taken as part of our overall risk management strategy.

**Free-Standing Derivatives**

The net impacts to our consolidated statements of income related to free-standing derivatives are presented below for the three months ended March 31, 2026 and 2025. These gains or losses are recognized in other non-interest income on our consolidated statements of income.

**Table 9.5: Gains (Losses) on Free-Standing Derivatives**

<i>(Dollars in millions)</i>	Three Months Ended March 31,	
	2026	2025
<b>Gains (losses) recognized in other non-interest income:</b>		
Customer accommodation:		
Interest rate contracts	\$ 15	\$ 6
Commodity contracts	11	7
Foreign exchange and other contracts	4	4
Total customer accommodation	30	17
Other interest rate exposures	22	40
Other contracts	(1)	(1)
Total	\$ 51	\$ 56

**NOTE 10—STOCKHOLDERS' EQUITY**

**Preferred Stock**

We may redeem each series of preferred stock at our option, in whole or in part, on any dividend payment date on or after the date set forth below for such series and subject to regulatory approval, at the liquidation preference per share plus any declared and unpaid dividends. For more information on the terms of our preferred stock, please refer to the relevant certificate of designations filed as exhibits to our 2025 Form 10-K. The following table summarizes our preferred stock outstanding as of March 31, 2026 and December 31, 2025.

**Table 10.1: Preferred Stock Outstanding<sup>(1)</sup>**

Series	Description	Issuance Date	Redeemable by Issuer Beginning	Per Annum Dividend Rate	Dividend Frequency	Liquidation Preference per Share	Total Shares Outstanding as of March 31, 2026	Carrying Value (in millions)	
								March 31, 2026	December 31, 2025
Series I	5.000% Non-Cumulative	September 11, 2019	December 1, 2024	5.000%	Quarterly	\$ 1,000	1,500,000	\$ 1,462	\$ 1,462
Series J	4.800% Non-Cumulative	January 31, 2020	June 1, 2025	4.800%	Quarterly	1,000	1,250,000	1,209	1,209
Series K	4.625% Non-Cumulative	September 17, 2020	December 1, 2025	4.625%	Quarterly	1,000	125,000	122	122
Series L	4.375% Non-Cumulative	May 4, 2021	September 1, 2026	4.375%	Quarterly	1,000	675,000	652	652
Series M	3.950% Fixed Rate Reset Non-Cumulative	June 10, 2021	September 1, 2026	3.950% through 8/31/2026; resets 9/1/2026 and every subsequent 5 year anniversary at 5-Year Treasury Rate +3.157%	Quarterly	1,000	1,000,000	988	988
Series N	4.250% Non-Cumulative	July 29, 2021	September 1, 2026	4.250%	Quarterly	1,000	425,000	412	412
Series O	Fixed-to-Floating Rate Non-Cumulative	May 18, 2025	October 30, 2027	5.500% through 10/29/2027; resets 10/30/2027 and every quarter thereafter at three-month term SOFR + 3.338%	Semi-Annually through 10/30/2027; Quarterly thereafter	100,000	5,700	562	562
<b>Total</b>								<b>\$ 5,407</b>	<b>\$ 5,407</b>

<sup>(1)</sup> For Series I, J, K, L, and N, ownership is held in the form of depository shares, each representing a 1/40th interest in a share of non-cumulative perpetual preferred stock. For Series O, ownership is held in the form of depository shares, each representing a 1/100th interest in a share of non-cumulative perpetual preferred stock.

**CAPITAL ONE FINANCIAL CORPORATION**  
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**Accumulated Other Comprehensive Income**

AOCI primarily consists of accumulated net unrealized gains or losses associated with securities available for sale, changes in fair value of derivatives in hedging relationships and foreign currency translation adjustments.

The following table presents the changes in AOCI by component for the three months ended March 31, 2026 and 2025.

**Table 10.2: AOCI**

<i>(Dollars in millions)</i>	Securities Available for Sale	Hedging Relationships <sup>(1)</sup>	Foreign Currency Translation Adjustments <sup>(2)</sup>	Other	Total
AOCI as of December 31, 2025	\$ (5,011)	\$ (541)	\$ 81	\$ 3	\$ (5,468)
Other comprehensive income (loss) before reclassifications	(234)	(242)	(13)	3	(486)
Amounts reclassified from AOCI into earnings	0	75	0	0	75
Other comprehensive income (loss), net of tax	(234)	(167)	(13)	3	(411)
AOCI as of March 31, 2026	<u>\$ (5,245)</u>	<u>\$ (708)</u>	<u>\$ 68</u>	<u>\$ 6</u>	<u>\$ (5,879)</u>

<i>(Dollars in millions)</i>	Securities Available for Sale	Hedging Relationships <sup>(1)</sup>	Foreign Currency Translation Adjustments <sup>(2)</sup>	Other	Total
AOCI as of December 31, 2024	\$ (7,544)	\$ (1,720)	\$ 3	\$ (25)	\$ (9,286)
Other comprehensive income (loss) before reclassifications	1,071	394	16	0	1,481
Amounts reclassified from AOCI into earnings	0	276	0	0	276
Other comprehensive income (loss), net of tax	1,071	670	16	0	1,757
AOCI as of March 31, 2025	<u>\$ (6,473)</u>	<u>\$ (1,050)</u>	<u>\$ 19</u>	<u>\$ (25)</u>	<u>\$ (7,529)</u>

<sup>(1)</sup> Includes amounts related to cash flow hedges as well as the excluded component of cross-currency swaps designated as fair value hedges.

<sup>(2)</sup> Includes other comprehensive gains of \$74 million and losses of \$69 million for the three months ended March 31, 2026 and 2025, respectively, from hedging instruments designated as net investment hedges.

The following table presents amounts reclassified from each component of AOCI to our consolidated statements of income for the three months ended March 31, 2026 and 2025.

**Table 10.3: Reclassifications from AOCI**

<i>(Dollars in millions)</i>		Affected Income Statement Line Item		Three Months Ended March 31,	
				2026	2025
<b>AOCI Components</b>					
<b>Securities available for sale:</b>					
	Non-interest income (expense)	\$	0	\$	0
	Income tax provision (benefit)		0		0
	Net income (loss)		0		0
<b>Hedging relationships:</b>					
Interest rate contracts:	Interest income (expense)		(179)		(240)
Foreign exchange contracts:	Interest income		3		2
	Interest income (expense)		0		0
	Non-interest income (expense)		76		(127)
	Income (loss) from continuing operations before income taxes		(100)		(365)
	Income tax provision (benefit)		(25)		(89)
	Net income (loss)		(75)		(276)
<b>Other:</b>					
	Non-interest income and non-interest expense		0		0
	Income tax provision (benefit)		0		0
	Net income (loss)		0		0
<b>Total reclassifications</b>		\$	(75)	\$	(276)

The table below summarizes other comprehensive income (loss) activity and the related tax impact for the three months ended March 31, 2026 and 2025.

**Table 10.4: Other Comprehensive Income (Loss)**

<i>(Dollars in millions)</i>	Three Months Ended March 31,					
	2026			2025		
	Before Tax	Provision (Benefit)	After Tax	Before Tax	Provision (Benefit)	After Tax
<b>Other comprehensive income (loss):</b>						
Net unrealized gains (losses) on securities available for sale	\$ (311)	\$ (77)	\$ (234)	\$ 1,416	\$ 345	\$ 1,071
Net unrealized gains (losses) on hedging relationships	(222)	(55)	(167)	886	216	670
Foreign currency translation adjustments <sup>(1)</sup>	11	24	(13)	(5)	(21)	16
Other	3	0	3	0	0	0
Other comprehensive income (loss)	\$ (519)	\$ (108)	\$ (411)	\$ 2,297	\$ 540	\$ 1,757

<sup>(1)</sup> Includes the impact of hedging instruments designated as net investment hedges.

**NOTE 11—EARNINGS PER COMMON SHARE**

The following table sets forth the computation of basic and diluted earnings per common share.

**Table 11.1: Computation of Basic and Diluted Earnings per Common Share**

	Three Months Ended March 31,	
	2026	2025
<i>(Dollars and shares in millions, except per share data)</i>		
Income from continuing operations, net of tax	\$ 2,181	\$ 1,404
Income (loss) from discontinued operations, net of tax	(7)	0
Net income	2,174	1,404
Dividends and undistributed earnings allocated to participating securities	(20)	(22)
Preferred stock dividends	(73)	(57)
Discount on redeemed preferred stock	0	0
Net income available to common stockholders	\$ 2,081	\$ 1,325
Total weighted-average basic common shares outstanding	622.5	383.1
Effect of dilutive securities: <sup>(1)</sup>		
Stock options	0.0	0.2
Other contingently issuable shares	0.9	0.7
Total effect of dilutive securities	0.9	0.9
Total weighted-average diluted common shares outstanding	623.4	384.0
<b>Basic earnings per common share:</b>		
Net income from continuing operations	\$ 3.35	\$ 3.46
Net income from discontinued operations	(0.01)	0.00
Net income per basic common share	\$ 3.34	\$ 3.46
<b>Diluted earnings per common share:<sup>(1)</sup></b>		
Net income from continuing operations	\$ 3.35	\$ 3.45
Net income from discontinued operations	(0.01)	0.00
Net income per diluted common share	\$ 3.34	\$ 3.45

<sup>(1)</sup> There were no options or awards excluded from the computation for both the three months ended March 31, 2026 and March 31, 2025.

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**NOTE 12—FAIR VALUE MEASUREMENT**

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Fair value, also referred to as an exit price, is defined as the price that would be received for an asset or paid to transfer a liability in an orderly transaction between market participants on the measurement date. The fair value accounting guidance provides a three-level fair value hierarchy for classifying financial instruments. This hierarchy is based on the markets in which the assets or liabilities trade and whether the inputs to the valuation techniques used to measure fair value are observable or unobservable. The fair value measurement of a financial asset or liability is assigned a level based on the lowest level of any input that is significant to the fair value measurement in its entirety. The three levels of the fair value hierarchy are described below:

- Level 1: Valuation is based on quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2: Valuation is based on observable market-based inputs other than Level 1 prices, such as quoted prices for similar assets or liabilities, quoted prices in markets that are not active, or other inputs that are observable or can be corroborated by observable market data for substantially the full term of the assets or liabilities.
- Level 3: Valuation is generated from techniques that use significant assumptions not observable in the market. Valuation techniques include pricing models, DCF methodologies or similar techniques.

The accounting guidance for fair value measurements requires that we maximize the use of observable inputs and minimize the use of unobservable inputs in determining fair value. We consider all available information, including observable market data, indications of market liquidity and orderliness, and our understanding of the valuation techniques and significant inputs. Based upon the specific facts and circumstances of each instrument or instrument category, judgments are made regarding the significance of the observable or unobservable inputs to the instruments' fair value measurement in its entirety. If unobservable inputs are considered significant, the instrument is classified as Level 3. The process for determining fair value using unobservable inputs is generally more subjective and involves a high degree of management judgment and assumptions. The accounting guidance provides for the irrevocable option to elect, on a contract-by-contract basis, to measure certain financial assets and liabilities at fair value at inception of the contract and record any subsequent changes in fair value in earnings.

The determination and classification of financial instruments in the fair value hierarchy is performed at the end of each reporting period. For additional information on the valuation techniques used in estimating the fair value of our financial assets and liabilities on a recurring basis, see "Part II—Item 8. Financial Statements and Supplementary Data—Note 17—Fair Value Measurement" in our 2025 Form 10-K.



<sup>(1)</sup> As of March 31, 2026 and December 31, 2025, other includes retained interests in securitizations of \$27 million and \$28 million, deferred compensation plan assets of \$850 million and \$835 million, equity securities of \$2 million (including unrealized gains of \$1 million) and \$2 million (including unrealized gains of \$2 million), respectively.

**Level 3 Recurring Fair Value Rollforward**

The table below presents a reconciliation for all assets and liabilities measured and recognized at fair value on a recurring basis using significant unobservable inputs (Level 3) for the three months ended March 31, 2026 and 2025. Generally, transfers into Level 3 were primarily driven by the usage of unobservable assumptions in the pricing of these financial instruments as evidenced by wider pricing variations among pricing vendors and transfers out of Level 3 were primarily driven by the usage of assumptions corroborated by market observable information as evidenced by tighter pricing among multiple pricing sources.

**Table 12.2: Level 3 Recurring Fair Value Rollforward**

Fair Value Measurements Using Significant Unobservable Inputs (Level 3)											
Three Months Ended March 31, 2026											
(Dollars in millions)	Balance, January 1, 2026	Total Gains (Losses) (Realized/Unrealized)		Purchases	Sales	Issuances	Settlements	Transfers Into Level 3	Transfers Out of Level 3	Balance, March 31, 2026	Net Unrealized Gains (Losses) Included in Net Income Related to Assets and Liabilities Still Held as of March 31, 2026 <sup>(1)</sup>
		Included in Net Income <sup>(2)</sup>	Included in OCI								
Investment securities available for sale: <sup>(2)</sup>											
RMBS	\$ 126	\$ 2	\$ (2)	\$ 0	\$ 0	\$ 0	\$ (4)	\$ 36	\$ (4)	\$ 154	\$ 2
CMBS	22	0	0	0	0	0	0	129	(21)	130	0
Total investment securities available for sale	148	2	(2)	0	0	0	(4)	165	(25)	284	2
Other assets:											
Retained interests in securitizations	28	(1)	0	0	0	0	0	0	0	27	(1)
Net derivative assets (liabilities) <sup>(3)</sup>	110	(16)	0	0	0	(8)	1	1	0	88	(29)

Fair Value Measurements Using Significant Unobservable Inputs (Level 3)											
Three Months Ended March 31, 2025											
(Dollars in millions)	Balance, January 1, 2025	Total Gains (Losses) (Realized/Unrealized)		Purchases	Sales	Issuances	Settlements	Transfers Into Level 3	Transfers Out of Level 3	Balance, March 31, 2025	Net Unrealized Gains (Losses) Included in Net Income Related to Assets and Liabilities Still Held as of March 31, 2025 <sup>(1)</sup>
		Included in Net Income <sup>(2)</sup>	Included in OCI								
Investment securities available for sale: <sup>(2)</sup>											
RMBS	\$ 116	\$ 2	\$ 3	\$ 0	\$ 0	\$ 0	\$ (3)	\$ 25	\$ 0	\$ 143	\$ 2
CMBS	2	0	0	0	0	0	0	0	0	2	0
Total investment securities available for sale	118	2	3	0	0	0	(3)	25	0	145	2
Other assets:											
Retained interests in securitizations	34	(2)	0	0	0	0	0	0	0	32	(2)
Net derivative assets (liabilities) <sup>(3)</sup>	69	13	0	0	0	14	(7)	0	0	89	11

- <sup>(1)</sup> Realized gains (losses) on investment securities available for sale are included in net securities gains (losses) and retained interests in securitizations are reported as a component of non-interest income in our consolidated statements of income. Gains (losses) on derivatives are included as a component of net interest income or non-interest income in our consolidated statements of income.
- <sup>(2)</sup> Net unrealized losses included in OCI related to Level 3 investment securities available for sale still held were \$4 million for March 31, 2026 and net unrealized gains included in OCI related to Level 3 securities available for sale still held were \$4 million as of March 31, 2025.
- <sup>(3)</sup> Includes derivative assets and liabilities of \$421 million and \$333 million, respectively, as of March 31, 2026, and \$570 million and \$481 million, respectively, as of March 31, 2025.

**Significant Level 3 Fair Value Asset and Liability Inputs**

Generally, uncertainties in fair value measurements of financial instruments, such as changes in unobservable inputs, may have a significant impact on fair value. Certain of these unobservable inputs will, in isolation, have a directionally consistent impact on the fair value of the instrument for a given change in that input. Alternatively, the fair value of the instrument may move in an opposite direction for a given change in another input. In general, an increase in the discount rate, default rates, loss severity or credit spreads, in isolation, would result in a decrease in the fair value measurement. In addition, an increase in default rates would generally be accompanied by a decrease in recovery rates, slower prepayment rates and an increase in liquidity spreads, and would lead to a decrease in the fair value measurement.

**Techniques and Inputs for Level 3 Fair Value Measurements**

The following table presents the significant unobservable inputs used to determine the fair values of our Level 3 financial instruments on a recurring basis. We utilize multiple vendor pricing services to obtain fair value for our securities. Several of our vendor pricing services are only able to provide unobservable input information for a limited number of securities due to software licensing restrictions. Other vendor pricing services are able to provide unobservable input information for all securities for which they provide a valuation. As a result, the unobservable input information for the securities available for sale presented below represents a composite summary of all information we are able to obtain. The unobservable input information for all other Level 3 financial instruments is based on the assumptions used in our internal valuation models.

**Table 12.3: Quantitative Information about Level 3 Fair Value Measurements**

<i>(Dollars in millions)</i>	Quantitative Information about Level 3 Fair Value Measurements				
	Fair Value at March 31, 2026	Significant Valuation Techniques	Significant Unobservable Inputs	Range	Weighted Average <sup>(1)</sup>
Investment securities available for sale:					
RMBS	\$ 154	Discounted cash flows (vendor pricing)	Yield	5-10%	6%
			Voluntary prepayment rate	0-16%	7%
			Default rate	0-6%	1%
			Loss severity	25-75%	55%
CMBS	130	Discounted cash flows (vendor pricing)	Yield	4-5%	5%
Other assets:					
Retained interests in securitizations <sup>(2)</sup>	27	Discounted cash flows	Life of receivables (months)	33-64	
			Voluntary prepayment rate	9%	
			Discount rate	5-12%	N/A
			Default rate	Less than 1%	
			Loss severity	65%	
Net derivative assets (liabilities)	88	Discounted cash flows	Swap rates	4%	4%

## Quantitative Information about Level 3 Fair Value Measurements

<i>(Dollars in millions)</i>	Fair Value at December 31, 2025	Significant Valuation Techniques	Significant Unobservable Inputs	Range	Weighted Average <sup>(1)</sup>
<b>Investment securities available for sale:</b>					
RMBS	\$ 126	Discounted cash flows (vendor pricing)	Yield	5-10%	6%
			Voluntary prepayment rate	0-16%	7%
			Default rate	0-6%	1%
			Loss severity	25-75%	55%
CMBS	22	Discounted cash flows (vendor pricing)	Yield	4%	4%
<b>Other assets:</b>					
Retained interests in securitizations <sup>(2)</sup>	28	Discounted cash flows	Life of receivables (months)	35-64	
			Voluntary prepayment rate	8%	
			Discount rate	5-12%	N/A
			Default rate	1%	
			Loss severity	49%	
Net derivative assets (liabilities)	110	Discounted cash flows	Swap rates	3-4%	3%

<sup>(1)</sup> Weighted averages are calculated by using the product of the input multiplied by the relative fair value of the instruments.

<sup>(2)</sup> Due to the nature of the various mortgage securitization structures in which we have retained interests, it is not meaningful to present a consolidated weighted average for the significant unobservable inputs.

**Assets and Liabilities Measured at Fair Value on a Nonrecurring Basis**

We are required to measure and recognize certain assets at fair value on a nonrecurring basis on the consolidated balance sheets. These assets are not measured at fair value on an ongoing basis but are subject to fair value adjustments in certain circumstances (for example, from the application of lower of cost or fair value accounting or when we evaluate for impairment).

The following table presents the carrying value of the assets measured at fair value on a nonrecurring basis and still held as of March 31, 2026 and December 31, 2025, and for which a nonrecurring fair value measurement was recorded during the three and twelve months then ended.

**Table 12.4: Nonrecurring Fair Value Measurements**

<i>(Dollars in millions)</i>	March 31, 2026			December 31, 2025		
	Estimated Fair Value Hierarchy		Total	Estimated Fair Value Hierarchy		Total
	Level 2	Level 3		Level 2	Level 3	
Loans held for investment	\$ 0	\$ 267	\$ 267	\$ 0	\$ 662	\$ 662
Loans held for sale	0	0	0	5	0	5
Other assets <sup>(1)</sup>	0	87	87	0	131	131
<b>Total</b>	<b>\$ 0</b>	<b>\$ 354</b>	<b>\$ 354</b>	<b>\$ 5</b>	<b>\$ 793</b>	<b>\$ 798</b>

<sup>(1)</sup> As of March 31, 2026, other assets included investments accounted for under measurement alternative of \$11 million and repossessed assets of \$76 million. As of December 31, 2025, other assets included investments accounted for under measurement alternative of \$44 million and repossessed assets of \$82 million and long-lived assets held for sale and right-of-use assets totaling \$5 million.

In the above table, loans held for investment are generally valued based in part on the estimated fair value of the underlying collateral and the non-recoverable rate, which is considered to be a significant unobservable input. The non-recoverable rate ranged from 0% to 63%, with a weighted average of 40%, and from 0% to 62%, with a weighted average of 22%, as of March 31, 2026 and December 31, 2025, respectively. The weighted average non-recoverable rate is calculated based on the estimated market value of the underlying collateral. The significant unobservable inputs and related quantitative information related to fair value of the other assets are not meaningful to disclose as they vary significantly across properties and collateral.

The following table presents total nonrecurring fair value measurements for the period, included in earnings, attributable to the change in fair value relating to assets that are still held at March 31, 2026 and 2025.

**Table 12.5: Nonrecurring Fair Value Measurements Included in Earnings**

<i>(Dollars in millions)</i>	Total Gains (Losses)	
	Three Months Ended March 31,	
	2026	2025
Loans held for investment	\$ (224)	\$ (123)
Loans held for sale	0	6
Other assets <sup>(1)</sup>	(109)	(67)
<b>Total</b>	<b>\$ (333)</b>	<b>\$ (184)</b>

<sup>(1)</sup> Other assets primarily include fair value adjustments related to repossessed assets, long-lived assets held for sale and right-of-use assets and equity investments accounted for under the measurement alternative.



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**NOTE 13—BUSINESS SEGMENTS AND REVENUE FROM CONTRACTS WITH CUSTOMERS**

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Our principal operations are organized into three major business segments, which are defined primarily based on the products and services provided or the types of customers served: Credit Card, Consumer Banking and Commercial Banking. The operations of acquired businesses have been integrated into or managed as a part of our existing business segments. Certain activities that are not part of a business segment are included in the Other category, such as the management of our corporate investment portfolio and asset/liability positions performed by our centralized Corporate Treasury group and any residual tax expense or benefit beyond what is assessed to our business segments in order to arrive at the consolidated effective tax rate. The Other category also includes unallocated corporate expenses that do not directly support the operations of the business segments or for which the business segments are not considered financially accountable in evaluating their performance, such as certain restructuring charges and Discover integration expenses.

- *Credit Card:* Consists of our domestic consumer card lending, personal loans, domestic small business card lending and international card businesses in the U.K. and Canada.
- *Consumer Banking:* Consists of our deposit gathering and lending activities for consumers and small businesses, national auto lending and services offered by the Global Payment Network.
- *Commercial Banking:* Consists of our lending, deposit gathering, capital markets and treasury management services to commercial real estate and commercial and industrial customers. Our customers typically include companies with annual revenues between \$20 million and \$2 billion.

**Basis of Presentation**

We report the results of each of our business segments on a continuing operations basis. The results of our individual businesses reflect the manner in which management evaluates performance and makes decisions about funding our operations and allocating resources. The Chief Operating Decision Maker (“CODM”) for each of our segments is the Chief Executive Officer (“CEO”). The CODM uses the segments’ income (loss) from continuing operations after tax to assess segment performance and decide how to allocate resources.

**Business Segment Reporting Methodology**

The results of our business segments are intended to present each segment as if it were a stand-alone business. Our internal management and reporting process used to derive our segment results employs various allocation methodologies, including funds transfer pricing, to assign certain balance sheet assets, deposits and other liabilities and their related revenues and expenses directly or indirectly attributable to each business. Marketing expenses are included within non-interest expense and can be directly incurred by a business segment or indirectly incurred and allocated. Total marketing expense was \$1.5 billion and \$1.2 billion for the three months ended March 31, 2026 and 2025, respectively. Credit Card marketing expense was \$1.3 billion and \$1.0 billion for the three months ended March 31, 2026 and 2025, respectively. Our funds transfer pricing process managed by our centralized Corporate Treasury group provides a funds credit for sources of funds, such as deposits generated by our Consumer Banking and Commercial Banking businesses, and a charge for the use of funds by each business. The allocation is unique to each business and is based on the composition of assets and liabilities. The funds transfer pricing process considers the interest rate and liquidity risk characteristics of assets and liabilities and off-balance sheet products. Periodically the methodology and assumptions utilized in the funds transfer pricing process are adjusted to reflect economic conditions and other factors, which may impact the allocation of net interest income to the businesses. Due to the integrated nature of our business segments, estimates and judgments have been made in allocating certain revenue and expense items. Transactions between segments are based on specific criteria or approximate market rates. We regularly assess the assumptions, methodologies and reporting classifications used for segment reporting, which may result in the implementation of refinements or changes in future periods. We provide additional information on the allocation methodologies used to derive our business segment results in “Part II—Item 8. Financial Statements and Supplementary Data—Note 18—Business Segments and Revenue from Contracts with Customers” in our 2025 Form 10-K.

**Segment Results and Reconciliation**

We may periodically change our business segments or reclassify business segment results based on modifications to our management reporting methodologies or changes in organizational alignment. The following table presents our business

segment results for the three months ended March 31, 2026 and 2025, selected balance sheet data as of March 31, 2026 and 2025, and a reconciliation of our total business segment results to our reported consolidated income from continuing operations, loans held for investment and deposits.

**Table 13.1: Segment Results and Reconciliation**

<i>(Dollars in millions)</i>	Three Months Ended March 31, 2026				
	Credit Card	Consumer Banking	Commercial Banking <sup>(1)</sup>	Other <sup>(1)</sup>	Consolidated Total
Net interest income	\$ 9,236	\$ 2,229	\$ 581	\$ 99	\$ 12,145
Non-interest income (loss)	2,153	683	328	(78)	3,086
Total net revenue <sup>(2)</sup>	11,389	2,912	909	21	15,231
Provision for credit losses	3,411	519	138	0	4,068
Non-interest expense	5,501	1,998	498	467	8,464
Income (loss) from continuing operations before income taxes	2,477	395	273	(446)	2,699
Income tax provision (benefit)	608	97	67	(254)	518
Income (loss) from continuing operations, net of tax	\$ 1,869	\$ 298	\$ 206	\$ (192)	\$ 2,181
Loans held for investment	\$ 270,558	\$ 86,873	\$ 90,323	\$ 0	\$ 447,754
Deposits	0	438,034	31,007	20,012	489,053

<i>(Dollars in millions)</i>	Three Months Ended March 31, 2025				
	Credit Card	Consumer Banking	Commercial Banking <sup>(1)</sup>	Other <sup>(1)</sup>	Consolidated Total
Net interest income (loss)	\$ 5,654	\$ 1,943	\$ 572	\$ (156)	\$ 8,013
Non-interest income (loss)	1,511	183	312	(19)	1,987
Total net revenue (loss) <sup>(2)</sup>	7,165	2,126	884	(175)	10,000
Provision (benefit) for credit losses	1,926	301	142	0	2,369
Non-interest expense	3,638	1,581	486	197	5,902
Income (loss) from continuing operations before income taxes	1,601	244	256	(372)	1,729
Income tax provision (benefit)	382	58	61	(176)	325
Income (loss) from continuing operations, net of tax	\$ 1,219	\$ 186	\$ 195	\$ (196)	\$ 1,404
Loans held for investment	\$ 157,189	\$ 78,896	\$ 87,513	\$ 0	\$ 323,598
Deposits	0	324,920	29,984	12,560	367,464

<sup>(1)</sup> Some of our commercial investments generate tax-exempt income, tax credits or other tax benefits. Accordingly, we present our Commercial Banking revenue and yields on a taxable-equivalent basis, calculated using a blended federal and state statutory tax rate, with offsetting reductions to the Other category.

<sup>(2)</sup> Total net revenue was reduced by \$980 million and \$705 million in the first quarters of 2026 and 2025, respectively, for credit card finance charges and fees charged off as uncollectible.

## Revenue from Contracts with Customers

The majority of our revenue from contracts with customers consists of discount and interchange fees net of customer reward expenses, service charges and other customer-related fees and other contract revenue. Discount and interchange fees are primarily from our Credit Card business and Consumer Banking business, inclusive of the Global Payment Network. Service charges and other customer-related fees within our Consumer Banking business are primarily related to fees earned on transaction processing services on the PULSE Network, consumer deposit accounts for account maintenance and various transaction-based services such as automated teller machine ("ATM") usage, as well as various participation and membership fees.

Service charges and other customer-related fees within our Commercial Banking business are mostly related to fees earned on capital markets services and treasury management. Other contract revenue in our Credit Card business consists primarily of revenue from our merchant relationships. Other contract revenue in our Consumer Banking business consists primarily of revenue earned from services provided to auto industry participants. Revenue from contracts with customers is included in non-interest income in our consolidated statements of income.

The following table presents revenue from contracts with customers and a reconciliation to non-interest income by business segment for the three months ended March 31, 2026 and 2025.

**Table 13.2: Revenue from Contracts with Customers and Reconciliation to Segment Results**

<i>(Dollars in millions)</i>	Three Months Ended March 31, 2026				
	Credit Card	Consumer Banking	Commercial Banking <sup>(1)</sup>	Other <sup>(1)</sup>	Consolidated Total
Contract revenue:					
Discount and interchange fees, net <sup>(2)</sup>	\$ 1,469	\$ 475	\$ 20	\$ 0	\$ 1,964
Service charges and other customer-related fees	22	149	76	2	249
Other	136	58	2	1	197
Total contract revenue	1,627	682	98	3	2,410
Revenue (reduction) from other sources	526	1	230	(81)	676
Total non-interest income (loss)	\$ 2,153	\$ 683	\$ 328	\$ (78)	\$ 3,086

<i>(Dollars in millions)</i>	Three Months Ended March 31, 2025				
	Credit Card	Consumer Banking	Commercial Banking <sup>(1)</sup>	Other <sup>(1)</sup>	Consolidated Total
Contract revenue:					
Interchange fees, net <sup>(2)</sup>	\$ 1,085	\$ 115	\$ 23	\$ 0	\$ 1,223
Service charges and other customer-related fees	0	20	85	0	105
Other	111	49	1	0	161
Total contract revenue	1,196	184	109	0	1,489
Revenue (reduction) from other sources	315	(1)	203	(19)	498
Total non-interest income (loss)	\$ 1,511	\$ 183	\$ 312	\$ (19)	\$ 1,987

<sup>(1)</sup> Some of our commercial investments generate tax-exempt income, tax credits or other tax benefits. Accordingly, we present our Commercial Banking revenue and yields on a taxable-equivalent basis, calculated using a blended federal and state statutory tax rate, with offsetting reductions to the Other category.

<sup>(2)</sup> Discount and interchange fees are presented net of customer reward expenses.

**NOTE 14—COMMITMENTS, CONTINGENCIES, GUARANTEES AND OTHERS**

**Commitments to Lend**

Our unfunded lending commitments primarily consist of credit card lines, loan commitments to customers of our Credit Card, Commercial Banking and Consumer Banking businesses, as well as standby and commercial letters of credit. These commitments, other than credit card lines and certain other unconditionally cancellable lines of credit, are legally binding conditional agreements that have fixed expirations or termination dates and specified interest rates and purposes. The contractual amount of these commitments represents the maximum possible credit risk to us should the counterparty draw upon the commitment. We generally manage the potential risk of unfunded lending commitments by limiting the total amount of arrangements, monitoring the size and maturity structure of these portfolios and applying the same credit standards for all of our credit activities.

For unused credit card lines, we have not experienced and do not anticipate that all of our customers will access their entire available line at any given point in time. Commitments to extend credit other than credit card lines generally require customers to maintain certain credit standards. Collateral requirements and loan-to-value ratios are the same as those for funded transactions and are established based on management's credit assessment of the customer. These commitments may expire without being drawn upon; therefore, the total commitment amount does not necessarily represent future funding requirements.

We also issue letters of credit, such as financial standby, performance standby and commercial letters of credit, to meet the financing needs of our customers. Standby letters of credit are conditional commitments issued by us to guarantee the performance of a customer to a third party in a borrowing arrangement. Commercial letters of credit are short-term commitments issued primarily to facilitate trade finance activities for customers and are generally collateralized by the goods being shipped to the customer. These collateral requirements are similar to those for funded transactions and are established based on management's credit assessment of the customer. Management conducts regular reviews of all outstanding letters of credit and the results of these reviews are considered in assessing the adequacy of reserves for unfunded lending commitments.

The following table presents the contractual amount and carrying value of our unfunded lending commitments as of March 31, 2026 and December 31, 2025. The carrying value represents our reserve and deferred revenue on legally binding commitments.

**Table 14.1: Unfunded Lending Commitments**

<i>(Dollars in millions)</i>	Contractual Amount		Carrying Value	
	March 31, 2026	December 31, 2025	March 31, 2026	December 31, 2025
Credit card lines	\$ 695,043	\$ 678,375	N/A	N/A
Other loan commitments <sup>(1)</sup>	50,307	49,555	\$ 75	\$ 82
Standby letters of credit and commercial letters of credit <sup>(2)</sup>	1,590	1,672	32	32
Total unfunded lending commitments	\$ 746,940	\$ 729,602	\$ 107	\$ 114

<sup>(1)</sup> Includes \$8.8 billion and \$7.8 billion of advised lines of credit as of March 31, 2026 and December 31, 2025.

<sup>(2)</sup> These financial guarantees have expiration dates that range from 2026 to 2030 as of March 31, 2026.

**Loss Sharing Agreements**

Within our Commercial Banking business, we originate multifamily commercial real estate loans with the intent to sell them to the GSEs. We enter into loss sharing agreements with the GSEs upon the sale of these originated loans. Beginning January 1, 2020, we elected the fair value option on new loss sharing agreements entered into. Unrealized gains and losses are recorded in other non-interest income in our consolidated statements of income. For those loss sharing agreements entered into as of and prior to December 31, 2019, we amortize the liability recorded at inception into non-interest income as we are released from risk of having to make a payment and record our estimate of expected credit losses each period through the provision for credit losses in our consolidated statements of income. The liability recognized on our consolidated balance sheets for these loss sharing agreements was \$132 million and \$150 million as of March 31, 2026 and December 31, 2025, respectively. See "Note 5—Allowance for Credit Losses and Reserve for Unfunded Lending Commitments" for information related to our credit card partnership loss sharing arrangements.

**Global Payment Network Counterparty Settlement Obligations**

The Company has entered into contractual relationships with certain international merchants, international ATM acquirers and international payment networks pursuant to which they have exposure arising from failures of third parties to perform their financial payment or settlement obligations.

The maximum potential amount of future payments related to such contingent obligations is dependent upon the transaction volume processed between the time a potential counterparty defaults on its financial payment or settlement obligations and the time at which the Company disables the settlement of any further transactions for the defaulting party. The Company has certain contractual remedies to offset these counterparty settlement exposures. Losses related to counterparty settlement failures were not material for the three months ended March 31, 2026. The Company did not record a contingent liability for this exposure in the consolidated financial statements as of March 31, 2026.

**Discover Network Merchant Chargeback Obligations**

The Company operates the Discover Network, issues payment cards and permits third parties to issue payment cards. The Company is contingently liable for certain transactions processed on the Discover Network in the event of a dispute between the cardholder and a merchant. The contingent liability arises if the disputed transaction involves a merchant or merchant acquirer with whom the Discover Network has a direct relationship. If a dispute is resolved in the cardholder's favor, the Discover Network will credit or refund the disputed amount to the Discover Network card issuer, who in turn is responsible for crediting its cardholder's account. The Discover Network will then charge back the disputed amount of the payment card transaction to the merchant or merchant acquirer, where permitted by the applicable agreement, to seek recovery of amounts already paid to the merchant for the payment card transaction. If the Discover Network is unable to collect the amount subject to dispute from the merchant or merchant acquirer, the Discover Network will bear the loss for the amount credited or refunded to the cardholder.

The maximum potential amount of obligations of the Discover Network arising from such contingent obligations is estimated to be the portion of the total Discover Network transaction volume processed to date for which timely and valid disputes may be raised under applicable law and relevant issuer and customer agreements. Losses related to merchant chargebacks were not material for the three months ended March 31, 2026. The Company did not record a contingent liability for this exposure in the consolidated financial statements as of March 31, 2026.

**Discover-Related Consent Orders**

Prior to the closing of the Transaction, Discover and Discover Bank and their respective subsidiaries were parties to certain enforcement actions. As a result of the Transaction, Capital One and CONA now have certain going-forward obligations with regard to these matters.

In December 2020, Discover entered into a consent order with the Consumer Financial Protection Bureau ("CFPB") related to certain private student loan servicing practices (the "CFPB Order"). As part of the CFPB Order, Discover implemented a redress and compliance plan and paid a civil monetary penalty. Although Discover sold its student loan portfolio and ceased servicing student loans prior to the closing of the Transaction, the CFPB Order by its terms remains in effect until December 2030 for issues that occurred prior to the sale and transfer of servicing for the student loan portfolio.

On July 19, 2023, Discover disclosed that it had incorrectly classified certain credit cards into its highest merchant and merchant acquirer pricing tier (the "Card Product Misclassification"). On April 18, 2025, Discover and DFS Services LLC entered into a consent order with the Federal Reserve (the "Federal Reserve Order") in connection with the Card Product Misclassification relating to, among other things, board governance, risk management and internal controls and requiring a civil money penalty, which was paid prior to the closing of the Transaction. Capital One and CONA have committed to satisfy the obligations of the Federal Reserve Order.

**Litigation**

In accordance with the current accounting standards for loss contingencies, we establish reserves for legal and regulatory related matters that arise from the ordinary course of our business activities when it is probable that a loss associated with a claim or proceeding has been incurred and the amount of the loss can be reasonably estimated. Except as discussed below, litigation and regulatory matters were not considered to be material. Litigation claims and proceedings of all types are subject to

many uncertain factors that generally cannot be predicted with assurance.

We are defendants or respondents in a number of evolving legal and regulatory matters. For certain matters, we are able to estimate reasonably possible losses above existing reserves, and for other matters, such an estimate is not possible at this time. Management estimates that reasonably possible future losses above our reserves for legal and regulatory matters as of March 31, 2026 are up to approximately \$300 million. Our reserve and reasonably possible loss estimates involve considerable judgment and reflect that there is significant uncertainty regarding numerous factors that may impact the ultimate loss levels. Notwithstanding our attempt to estimate a reasonably possible range of loss beyond our current accrual levels for some legal and regulatory matters based on current information, it is possible that actual future losses will exceed both the current accrual level and reasonably possible losses disclosed here. Given the inherent uncertainties involved in these matters and the very large or indeterminate damages sought in some of these, there is significant uncertainty as to the ultimate liability we may incur from these legal and regulatory matters and an adverse outcome in one or more of these matters could be material to our results of operations or cash flows for any particular reporting period.

Below we provide a description of potentially material legal and regulatory proceedings and claims.

#### ***Discover Card Product Misclassification***

Discover and certain of its subsidiaries entered into a settlement agreement to resolve putative class actions filed on behalf of merchants allegedly affected by the Card Product Misclassification. The court granted preliminary approval of the settlement on July 30, 2025. Discover reserved \$1.2 billion related to this matter and the class action settlement will be the primary means through which restitution will be paid to adversely affected merchants, merchant acquirers and other intermediaries.

Discover was also named as a defendant in a putative class action on behalf of shareholders alleging securities and other claims based on the Card Product Misclassification, among other subjects. On March 31, 2025, the court dismissed the putative shareholder class action without prejudice. On March 13, 2026, the court granted the plaintiff's request to file an amended complaint. Discover was also subject to an SEC investigation into the Card Product Misclassification matter. We are cooperating with the investigation.

#### ***Interchange Litigation***

In 2005, a putative class of retail merchants filed antitrust lawsuits against Mastercard and Visa and several issuing banks, including Capital One, seeking both injunctive relief and monetary damages for an alleged conspiracy by defendants to fix the level of interchange fees.

Visa and Mastercard reached a settlement with the injunctive relief class and filed a motion for preliminary approval, which was denied by the District Court in June 2024. Visa and Mastercard reached a new settlement with the injunctive relief class and filed a motion for preliminary approval with the District Court in November 2025.

#### ***Savings Account Litigation and Related Attorney General Litigation***

On July 10, 2023, we were sued in a putative class action in the Eastern District of Virginia by savings account holders alleging breach of contract and a variety of other causes of action relating to our introduction of a new savings account product with a higher interest rate than existing savings account products ("Savings Account Litigation").

On May 14, 2025, the New York Attorney General sued Capital One in the Southern District of New York alleging a variety of causes of action under New York and federal law based on factual allegations similar to those raised in the Savings Account Litigation pending in the Eastern District of Virginia ("New York Attorney General Litigation"). On August 7, 2025, the New York Attorney General Litigation was transferred to the Eastern District of Virginia and Capital One filed a motion to dismiss on August 29, 2025.

The parties in the Savings Account Litigation reached an agreement to settle the case and the court granted preliminary approval of the settlement. In September 2025, the New York Attorney General, on behalf of itself and 17 other state attorneys general, filed an amicus brief opposing the class action settlement in the Savings Account Litigation and in November 2025, the court denied final approval of the settlement. In December 2025, the parties reached a new settlement that includes a \$425 million settlement fund, which is reflected in our reserves, and an agreement to increase the interest rate on 360 Savings accounts to match the interest paid on 360 Performance Savings accounts. The new settlement also resolves the New York

Attorney General Litigation as well as the objection filed by the New York Attorney General on behalf of itself and 17 other state attorneys general. On April 20, 2026, the court granted final approval of the settlement.

***Fair Access to Banking***

Capital One is responding to demands and requests from various federal agencies regarding “fair access to banking,” including those resulting from Executive Order 14331 “Guaranteeing Fair Banking for All Americans,” which directed government agencies to review financial institutions’ policies and practices for providing, maintaining, or discontinuing financial products or services to certain clients or potential clients, and a civil lawsuit filed by the Donald J. Trump Revocable Trust and several affiliated corporate entities against Capital One, which is pending in the U.S. District Court for the Southern District of Florida.

***Other Pending and Threatened Litigation***

In addition, we are commonly subject to various pending and threatened legal actions relating to the conduct of our normal business activities. In the opinion of management, the ultimate aggregate liability, if any, arising out of all such other pending or threatened legal actions is not expected to be material to our consolidated financial position or our results of operations.

***Deposit Insurance Assessments***

On November 16, 2023, the FDIC finalized a rule to implement a special assessment to recover the loss to the Deposit Insurance Fund arising from the protection of uninsured depositors in connection with the systemic risk determination announced on March 12, 2023, following the closures of Silicon Valley Bank and Signature Bank.

On July 8, 2025, the FDIC invoiced CONA for additional special assessment fees and interest and asserted that CONA underreported its estimated uninsured deposits on the Consolidated Reports of Condition and Income (FFIEC 031) as of December 31, 2022 (“2022 Call Report”). CONA disagrees with the FDIC’s special assessment calculation. On September 10, 2025, CONA filed suit against the FDIC in the U.S. District Court for the Eastern District of Virginia seeking a declaratory judgment that CONA does not owe the disputed portion of the FDIC’s special assessment. On November 17, 2025, the FDIC filed a counterclaim seeking payment of the disputed amount. While we cannot predict the outcome of this dispute with the FDIC, we estimate that the amount of reasonably possible additional special assessment fees is approximately \$150 million, based on the FDIC’s December 2025 interim final rule and other factors. CONA has deposited collateral satisfactory to the FDIC related to the disputed additional assessment amounts that have been invoiced to date. The deposited collateral will remain in custody with a third-party bank pending resolution of the dispute.

Finally, the ultimate amount of expenses associated with the special assessment will also be impacted by the finalization of the losses incurred by the FDIC in the resolutions of Silicon Valley Bank and Signature Bank.

**Item 3. Quantitative and Qualitative Disclosures about Market Risk**

For a discussion of the quantitative and qualitative disclosures about market risk, see “Part I—Item 2. MD&A— Market Risk Profile.”

#### **Item 4. Controls and Procedures**

##### **Overview**

We are required under applicable laws and regulations to maintain controls and procedures, which include disclosure controls and procedures as well as internal control over financial reporting, as further described below.

##### **(a) Disclosure Controls and Procedures**

Disclosure controls and procedures refer to controls and other procedures designed to provide reasonable assurance that information required to be disclosed in our financial reports is recorded, processed, summarized and reported within the time periods specified by SEC rules and forms and that such information is accumulated and communicated to management, including our CEO and Chief Financial Officer (“CFO”), as appropriate, to allow timely decisions regarding our required disclosure. In designing and evaluating our disclosure controls and procedures, we recognize that any controls and procedures, no matter how well designed and operated, can provide only reasonable assurance of achieving the desired control objectives, and we must apply judgment in evaluating and implementing possible controls and procedures.

##### ***Evaluation of Disclosure Controls and Procedures***

As required by Rule 13a-15 of the Securities Exchange Act of 1934 (“Exchange Act”), our management, including the CEO and CFO, conducted an evaluation of the effectiveness of our disclosure controls and procedures (as that term is defined in Rules 13a-15(e) and 15d-15(e) of the Exchange Act) as of March 31, 2026, the end of the period covered by this Report. Based upon that evaluation, the CEO and CFO concluded that our disclosure controls and procedures were effective as of March 31, 2026, at a reasonable level of assurance, in recording, processing, summarizing and reporting information required to be disclosed within the time periods specified by the SEC rules and forms.

##### **(b) Changes in Internal Control Over Financial Reporting**

We regularly review our disclosure controls and procedures and make changes intended to ensure the quality of our financial reporting. As a result of the Transaction, we are in the process of incorporating Discover into our internal control over financial reporting. See “Note 2—Business Combinations” for further information. Other than those related to the Transaction, there have been no changes in our internal control over financial reporting during the first quarter of 2026 that materially affected, or are reasonably likely to materially affect, the Company’s internal control over financial reporting.

**PART II—OTHER INFORMATION**

**Item 1. Legal Proceedings**

The information required by Item 103 of Regulation S-K is included in “Part I—Item 1. Financial Statements—Note 14—Commitments, Contingencies, Guarantees and Others.”

**Item 1A. Risk Factors**

We are not aware of any material changes from the risk factors set forth under “Part I—Item 1A. Risk Factors” in our 2025 Form 10-K.

**Item 2. Unregistered Sales of Equity Securities and Use of Proceeds**

The following table presents information related to the repurchases of shares of our common stock for each calendar month in the first quarter of 2026. Commission costs are excluded from the amounts presented below.

	Total Number of Shares Purchased <sup>(1)</sup>	Average Price per Share	Total Number of Shares Purchased as Part of Publicly Announced Plans <sup>(1)</sup>	Maximum Amount That May Yet be Purchased Under the Plan or Program <sup>(1)</sup> <i>(in millions)</i>
January	3,308,438	\$ 234.91	3,288,451	\$ 13,342
February	4,974,435	211.39	3,812,122	12,533
March	5,111,824	184.78	4,973,281	11,614
Total	13,394,697	207.05	12,073,854	

<sup>(1)</sup> On October 20, 2025, our Board of Directors authorized the repurchase of up to \$16 billion of shares of the Company’s common stock, effective October 21, 2025. There were 19,987, 1,162,313 and 138,543 shares withheld in January, February and March, respectively, to cover taxes on restricted stock awards whose restrictions lapsed. See “Part I—Item 2. MD&A—Capital Management—Dividend Policy and Stock Purchases” for more information.

**Item 3. Defaults Upon Senior Securities**

None.

**Item 4. Mine Safety Disclosures**

Not applicable.

**Item 5. Other Information**

**Rule 10b5-1 and Non-Rule 10b5-1 Trading Arrangements**

During the three months ended March 31, 2026, certain of our directors and officers adopted or terminated a “Rule 10b5-1 trading arrangement” or “non-Rule 10b5-1 trading arrangement,” as each term is defined in Item 408(a) of Regulation S-K as follows:

Matthew W. Cooper, our General Counsel and Corporate Secretary; President, Discover Integration, entered into a pre-arranged stock trading plan on January 26, 2026. Mr. Cooper’s plan provides for the associated sale of up to 21,000 shares of Capital One common stock in amounts and prices set forth in the plan and terminates on the earlier of the date all shares under the plan are sold and October 8, 2027.

Kaitlin Haggerty, our Chief Human Resources Officer, entered into a pre-arranged stock trading plan on February 6, 2026. Ms. Haggerty’s plan provides for the associated sale of up to 8,427,971 shares of Capital One common stock in amounts and prices set forth in the plan and terminates on the earlier of the date all shares under the plan are sold and January 26, 2027.

Ann Fritz Hackett, our lead independent director, entered into a pre-arranged stock trading plan on January 28, 2026. Ms. Hackett's plan provides for the associated sale of up to 33,382 shares of Capital One common stock plus related dividend-equivalent shares earned with respect to such shares in amounts and prices set forth in the plan and terminates on the earlier of the date all shares under the plan are sold and November 12, 2026.

Sanjiv Yajnik, our President, Financial Services, entered into a pre-arranged stock trading plan on February 2, 2026. Mr. Yajnik's plan provides for the associated sale of up to 55,949,997 shares of Capital One common stock in amounts and prices set forth in the plan and terminates on the earlier of the date all shares under the plan are sold and February 2, 2027.

Each of the trading plans was entered into during an open insider trading window and is intended to satisfy the affirmative defense of Rule 10b5-1(c) under the Exchange Act and Capital One's policies regarding transactions in its securities.

**Item 6. Exhibits**

An index to exhibits has been filed as part of this Report and is incorporated herein by reference.

EXHIBIT INDEX

Exhibit No.	Description
2.1	<a href="#">Agreement and Plan of Merger, dated as of February 19, 2024, by and among Discover Financial Services, Capital One Financial Corporation and Vega Merger Sub, Inc. (incorporated by reference to Exhibit 2.1 of the Current Report on Form 8-K, filed on February 22, 2024).</a>
3.1	<a href="#">Restated Certificate of Incorporation of Capital One Financial Corporation (as restated July 26, 2023) (incorporated by reference to Exhibit 3.1 of the Quarterly Report on Form 10-Q, filed on July 27, 2023).</a>
3.2	<a href="#">Amended and Restated Bylaws of Capital One Financial Corporation, dated September 23, 2021 (incorporated by reference to Exhibit 3.1 of the Current Report on Form 8-K, filed on September 29, 2021).</a>
4.1	Pursuant to Item 601(b)(4)(iii)(A) of Regulation S-K, copies of instruments defining the rights of holders of long-term debt are not filed. The Company agrees to furnish a copy thereof to the SEC upon request.
10.1+	<a href="#">Total Shareholder Return Performance Unit Award Agreement granted to our Chief Executive Officer under the Amended and Restated 2004 Stock Incentive Plan on February 3, 2026 (incorporated by reference to Exhibit 10.2.23 of the 2025 Form 10-K).</a>
10.2+	<a href="#">Performance Unit Award Agreement granted to our Chief Executive Officer under the Amended and Restated 2004 Stock Incentive Plan on February 3, 2026 (incorporated by reference to Exhibit 10.2.24 of the 2025 Form 10-K).</a>
10.3+	<a href="#">Form of Restricted Stock Unit Award Agreement, dated February 3, 2026, by and between Capital One Financial Corporation and Richard D. Fairbank under the Amended and Restated 2004 Stock Incentive Plan (incorporated by reference to Exhibit 10.2.25 of the 2025 Form 10-K).</a>
10.4+	<a href="#">Form of Restricted Stock Unit Award Agreements, granted to our executive officers under the Amended and Restated 2004 Stock Incentive Plan on February 3, 2026 (incorporated by reference to Exhibit 10.2.26 of the 2025 Form 10-K).</a>
10.5+	<a href="#">Form of Performance Unit Award Agreements, granted to our executive officers under the Amended and Restated 2004 Stock Incentive Plan on February 3, 2026 (incorporated by reference to Exhibit 10.2.27 of the 2025 Form 10-K).</a>
10.6+	<a href="#">Amended and Restated Capital One Financial Corporation Executive Severance Plan (incorporated by reference to Exhibit 10.3 of the Current Report on Form 8-K, filed on February 6, 2026).</a>
10.7+	<a href="#">Capital One Financial Corporation Executive Change of Control Severance Plan (incorporated by reference to Exhibit 10.2 of the Current Report on Form 8-K, filed on February 6, 2026).</a>
10.8*+	<a href="#">Non-Competition Agreement, dated September 4, 2018, between Capital One Financial Corporation and Mark Daniel Mouadeb.</a>
10.9+	<a href="#">Capital One Financial Corporation Executive Officer Cash Severance Policy (incorporated by reference to Exhibit 10.1 of the Current Report on Form 8-K, filed on February 6, 2026).</a>
10.10*+	<a href="#">Restricted Stock Unit Award Agreement, dated April 7, 2026, by and between Capital One Financial Corporation and Frank LaPrade under the Amended and Restated 2004 Stock Incentive Plan.</a>
31.1*	<a href="#">Certification of Richard D. Fairbank.</a>
31.2*	<a href="#">Certification of Andrew M. Young.</a>
32.1**	<a href="#">Certification of Richard D. Fairbank.</a>
32.2**	<a href="#">Certification of Andrew M. Young.</a>
101.INS	XBRL Instance Document - the instance document does not appear in the Interactive Data File because its XBRL tags are embedded within the Inline XBRL Document.
101.SCH*	Inline XBRL Taxonomy Extension Schema Document.
101.CAL*	Inline XBRL Taxonomy Extension Calculation Linkbase Document.
101.DEF*	Inline XBRL Taxonomy Extension Definition Linkbase Document.
101.LAB*	Inline XBRL Taxonomy Extension Label Linkbase Document.
101.PRE*	Inline XBRL Taxonomy Extension Presentation Linkbase Document.
104	The cover page of Capital One Financial Corporation's Quarterly Report on Form 10-Q for the quarter ended March 31, 2026, formatted in Inline XBRL (included within the Exhibit 101 attachments).

+ Represents a management contract or compensatory plan or arrangement.

\* Indicates a document being filed with this Form 10-Q.

\*\* Indicates a document being furnished with this Form 10-Q. Information in this Form 10-Q furnished herewith shall not be deemed to be "filed" for the purposes of Section 18 of the Securities Exchange Act of 1934, as amended, or otherwise subject to the liabilities of that Section. Such exhibit shall not be deemed incorporated by reference into any filing under the Securities Act of 1933, as amended, or the Securities Exchange Act of 1934.

**SIGNATURES**

Pursuant to the requirements of Section 13 of 15(d) of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned, thereunto duly authorized.

**CAPITAL ONE FINANCIAL CORPORATION**

Date: May 7, 2026

By: /s/ ANDREW M. YOUNG  
Andrew M. Young  
Chief Financial Officer

**NON-COMPETITION AGREEMENT**

THIS NON-COMPETITION AGREEMENT ("Agreement") is made by and between Capital One Financial Corporation, a Delaware corporation, on its own behalf and on behalf of its affiliates and subsidiaries (collectively, "Capital One") and Mark Mouadeb ("You"), and effective as of the date of Capital One's electronic signature to this Agreement ("Effective Date"). In consideration of the Company's agreement and promise to provide You with access or continued access to Confidential Information (as defined herein), access to customer and other business relationships, and specialized training and opportunities, in addition to Your employment or continued employment with Capital One, the additional consideration set forth herein, and other mutual promises between the parties, which You acknowledge to be good and sufficient consideration, it is agreed as follows:

**1. Covenant Not to Compete**

a. **Legitimate Business Interest**. You acknowledge and agree that Capital One has multiple legitimate business interests in protecting its Confidential Information and Trade Secrets, as well as its customer and other business relationships, and that the Non-Competition Covenant set forth in Paragraph 1(c) is narrowly tailored to protect Capital One's legitimate business interests. "Confidential Information" means information, knowledge, data, specialized training, or other information that derives actual or potential value from the fact that it is not generally known to members of the general public, which concerns the business or affairs of Capital One or Capital One's customers. "Trade Secret" means information, including but not limited to, a model, formula, pattern, compilation, program, device, method, technique, or process, that: (a) derives independent economic value, actual or potential, from not being generally known to, and not being readily ascertainable by proper means by, other persons who can obtain economic value from its disclosure or use, and (b) is the subject of efforts that are reasonable under the circumstances to maintain its secrecy. Confidential Information includes, but is not limited to, Capital One's Trade Secrets. You acknowledge and agree that Capital One has taken reasonable measures to preserve the secrecy of its Confidential Information and Trade Secrets.

b. **Access and Exposure to Confidential Information**. During Your employment, and further in consideration for the Non-Competition Covenant set forth in Paragraph 1(c), Capital One has provided or will provide You with Trade Secrets and other Confidential Information regarding Capital One's operations, methods, plans and/or strategies, among other things, which, if not maintained in confidence, will threaten Capital One's competitive advantage over those who do not know it and will cause immediate, substantial and irreparable harm to Capital One's business interests.

c. **Non-Competition Covenant**. For two years following Your Termination Date (the "Non-Competition Period"), You shall not, within the Restricted Area, provide to any entity services (i) that are the same as or substantially similar to those You performed for Capital One during the twenty-four (24) month period prior to Your Termination Date (the "Look-Back Period"), and (ii) that compete with any business for which You performed such services during the Look-Back Period. "Termination Date" means the date on which Your employment with Capital One ends, whether voluntarily or involuntarily. The restrictions of this Non-Competition Covenant apply to all activity performed throughout the United States (the "Restricted Area"). You acknowledge and agree that, in light of Capital One's nation-wide business activities and Your work on such nation-wide activities, this geographic scope is narrowly tailored to protect Capital One's legitimate business interests.

**2. Payments during Non-Competition Period**

a. **Calculation of Incentive Payment**. Subject to Paragraphs 2(b), 4, 8, and 10, and in consideration for the Non-Competition Covenant set forth in Paragraph 1(c), Capital One shall (i) pay You Your base salary (at the rate of pay in effect on Your Termination Date) for the length of the Non-Competition Period, and (ii) if you are eligible and elect to continue Your health insurance coverage with Capital One's plans under the Consolidated Omnibus Budget Reconciliation Act of 1985 (COBRA), directly pay the COBRA administrator on Your behalf an amount equal to the employer portion of Your health care premium payments, along with the 2%

administrative fee, for continued health insurance coverage under COBRA at the level of coverage in effect at Your Termination Date for a period not to exceed eighteen (18) months from Your Termination Date (collectively the "Incentive Payment"). You will not be eligible for these health insurance premium payments if you fail to enroll in COBRA or if you become eligible to receive, or begin receiving, health care coverage from another employer or party. If Your employment is terminated by Capital One for any reason other than Your death, Disability or for Cause, one-half of the Incentive Payment (but in no event more than the amount specified in Treasury Regulation section 1.409A-1(b)(9)(iii)(A) as of the Termination Date) shall be paid to You in a lump sum within 30 days following the end of the Non-Competition Period, and the balance of the Incentive Payment shall be paid to You in a lump sum within 60 days following Your Termination Date. If You voluntarily terminate Your employment with Capital One, and are eligible to receive an Incentive Payment for the second year of Your Non-Competition Period subject to Paragraphs 2(b), 4, 8 and 10, the Incentive Payment shall be paid to You in a lump sum within 30 days following the end of the Non-Competition Period. Capital One reserves the right to withhold from such amounts all applicable international, federal, state and local taxes.

**b. Criteria for Incentive Payment.** Except as provided in Paragraphs 4, 8 and 10, and subject to this Paragraph 2(b), if Your employment is terminated by Capital One for any reason other than Your death, Disability or for Cause, You shall receive an Incentive Payment. Except as provided in Paragraphs 4, 8 and 10, and subject to this Paragraph 2(b), if You voluntarily terminate your employment with Capital One for any reason, You shall receive an Incentive Payment only for the second year of Your Non-Competition Period (beginning after the first anniversary of Your Termination Date). Your receipt of an Incentive Payment is expressly conditioned on Your full compliance with all of the terms of this Agreement. If, and to the extent that, You otherwise are entitled to receive any severance-type payments during the Non-Competition Period under any separate plan, arrangement or agreement (such as an employment agreement or a severance plan, arrangement or agreement) then to the extent provided for under such plan, arrangement or agreement, the Incentive Payments under this Agreement shall offset amounts payable under such separate plan, arrangement or agreement; provided, however, that no benefits will be payable under this Agreement if benefits are payable to you under a Change of Control Employment Agreement, if applicable. "Cause" means (i) a material breach of any of the provisions of this Agreement; (ii) willful and serious misconduct in the performance of Your duties including, without limitation, theft, falsification of documents, mistreatment of other employees, violence, drug or alcohol abuse in the workplace, conduct that violates Capital One's policies against discrimination and/or harassment, and serious acts of insubordination; (iii) a material or repeated violation of any code of conduct, business, compliance, or risk policy or standard of ethics generally applicable to all associates or to associates of Your level at Capital One; (iv) failure to substantially perform Your duties as an employee of Capital One (other than as a result of physical or mental illness or injury), and Your continued failure to substantially perform, as determined by Capital One, for at least fifteen (15) days after written demand from Capital One for substantial performance that specifically identifies the manner in which Capital One expects You to improve Your performance; or (v) conviction of a felony, or other serious crime involving moral turpitude or breaches of the duties of honesty, fiduciary duty, and/or good faith. "Disability" means Your inability to perform the essential functions of Your position due to a medically determinable physical or mental impairment which continues for a period of at least 6 consecutive months or for more than 180 days out of any consecutive 360 day period.

**c. Section 409A.** Notwithstanding any other provision of this Agreement to the contrary, Incentive Payments, pursuant to this Paragraph 2, to the extent of payments made from Your Termination Date through March 15 of the calendar year following such Termination Date, are intended to constitute separate payments for purposes of Section 1.409A-2(b)(2) of the Treasury Regulations and thus are payable pursuant to the "short-term deferral" rule set forth in Section 1.409A-1(b)(4) of the Treasury Regulations. To the extent such severance payments are made following said March 15, they are intended to constitute separate payments for purposes of Section 1.409A-1(b)(9)(iii) of the Treasury Regulations to the maximum extent permitted by said provision, with any excess amount being regarded as subject to the distribution requirements of Section 409A(a)(2)(A) of the Internal Revenue Code, including, without limitation, the requirement of Section 409A(a)(2)(B)(i) of the Code that payment be delayed until six (6) months after separation from service if you are a "specified employee" within the meaning of the aforesaid section of the Code at the time of such separation from service.

3. **Consideration.** As additional consideration for executing this Agreement, You shall receive **one thousand dollars (\$1000.00)**, less applicable tax withholdings, which amount shall be paid as soon as practicable after You return a signed copy of this Agreement to Capital One.

4. **Waiver of Non-Competition Covenant.** At its sole election, Capital One may waive the Non-Competition Covenant set forth in Paragraph 1(c) in whole or in part if it determines that its enforcement is not required to protect its legitimate business interests. Any and all such waivers shall be in writing. Capital One will advise you in writing if it determines that a waiver is appropriate either during your employment or no later than thirty (30) days following Your Termination Date. You shall not receive the Incentive Payment for any portion of the Non-Competition Period in which Capital One waives the Non-Competition Covenant in whole or in part.

5. **Compliance Information and Review.** During the Non-Competition Period, You agree to notify Capital One in writing of the identity of any prospective employer or business opportunity on whose behalf you intend to perform services during the Non-Competition Period, together with a brief description of your intended functions, prior to accepting such employment or business opportunity. From time to time during the Non-Competition Period, Capital One may also request information from you to permit it to determine whether You are otherwise in compliance with this Agreement. You agree to provide timely, complete and accurate information responsive to all such requests within five (5) business days after receiving such a request. You also hereby authorize Capital One to contact Your future employers and other persons and entities with whom You engage in any business relationship during the Non-Competition Period to confirm Your compliance with this Agreement, or to communicate your obligations under this Agreement.

6. **Reasonableness.** You acknowledge that the restrictions set forth in this Agreement are necessary and reasonable to protect Capital One's legitimate business interests, most notably safeguarding its Confidential Information and Trade Secrets, and protecting its business relationships. You agree that, if Your employment with Capital One terminates, You will be able to earn a livelihood without violating this Agreement, including, without limitation, the Non-Competition Covenant set forth in Paragraph 1(c).

7. **Irreparable Harm; Injunctive Relief.** You acknowledge and agree that Your violation of any provision of this Agreement will cause immediate, substantial and irreparable harm to Capital One which cannot be adequately redressed by monetary damages alone. In the event of Your violation or threatened violation of any provision of this Agreement, You agree that Capital One, without limiting any other legal or equitable remedies available to it, shall be entitled to equitable relief, including, without limitation, temporary, preliminary and permanent injunctive relief, return of property, and specific performance, from any court of competent jurisdiction, as provided in Paragraph 13.

8. **Repayment of Consideration; Attorneys' Fees and Costs.** You understand and agree that any actual or threatened action by you in violation of this Agreement shall void Capital One's obligations to You for any Incentive Payment or other consideration provided for under this Agreement and shall require that You immediately forfeit or repay, as the case may be, all amounts paid to You under this Agreement, in addition to any other damages or relief to which Capital One may be entitled. If You breach this Agreement, then You shall pay to Capital One all of its costs and expenses, including without limitation reasonable attorneys' fees, incurred by Capital One in successfully enforcing the terms of this Agreement.

9. **Employment At Will.** You and Capital One acknowledge that You are, or will be, employed by Capital One as an "at will" employee. Nothing in this Agreement shall be construed to create a contract of employment or modify Your employment "at will" status.

10. **Court's Right to Modify Restriction.** The parties agree that if at the time enforcement is sought, a court of competent jurisdiction adjudges any terms of any provision of this Agreement to be void, invalid, or unenforceable, including without limitation portions of the Non-Competition Covenant contained in Paragraph 1(c) above, such court may modify or reform such provision so that it is enforceable to the fullest extent permitted by applicable law, or if such modification or reformation is not possible, shall sever the unenforceable portion of the provision, and enforce the remaining provisions of the Agreement, which shall remain in full force and effect. If a

court of competent jurisdiction determines that the Non-Competition Covenant is void, invalid, or unenforceable, or if it amends or severs it, Capital One shall have no obligation to make the Incentive Payment described in Paragraph 2(a) during any period in which the court determines that the Non-Competition Covenant shall not be in full effect.

**11. Successors and Assigns.** The rights and obligations under this Agreement are personal to You and cannot be assigned to any party. This Agreement and all promises made herein shall survive the execution of this Agreement and shall be binding upon and inure to the benefit of Capital One's successors and assigns without further consent.

**12. Choice of Law.** This Agreement shall be governed by and construed in accordance with the laws of the state of Delaware, the state of incorporation of Capital One Financial Corporation, without regard to its principles of conflicts of law.

**13. Personal Jurisdiction/Venue.** Capital One and You hereby consent and submit to the personal jurisdiction and venue of any state or federal court located within the State of Delaware as a non-exclusive forum for resolution of claims, causes of action or disputes arising out of or related to this Agreement. With respect to any action seeking preliminary injunctive relief on account of the violation or threatened violation of this Agreement by You, Capital One shall be entitled to seek such relief from any court of competent jurisdiction, wherever located.

**14. Entire Agreement; Integration.** This Agreement represents the entire agreement between the parties relating to restrictions placed upon You with respect to providing services (i) that are the same as or substantially similar to those You performed for Capital One during the Look-Back Period, and (ii) that compete with any business for which You performed such services during the Look-Back Period. This Agreement supersedes any and all prior agreements, arrangements and understandings, either oral or written, with respect to such restrictions between Capital One and You, as of the Effective Date. This Agreement does not supersede, but rather supplements, any written policies of Capital One generally applicable to employees of Capital One respecting the treatment of Confidential Information and Work Product and any Change of Control Employment Agreement or other severance plan, arrangement or agreement applicable to You. This Agreement may be modified only by a writing signed by the party to be bound.

**15. Notices.** All requests, notices and other communications required or permitted to be given under this Agreement shall be in writing. Delivery thereof shall be deemed to have been made when such notice shall have been either (i) duly mailed by first-class mail, postage prepaid, return receipt requested, or any comparable or superior postal or air courier service then in effect, or (ii) transmitted by hand delivery, telegram, telex, telecopier or facsimile transmission, to the party entitled to receive the same at the address indicated below or at such other address as such party shall have specified by written notice to the other party hereto given in accordance herewith or, if you are still employed by Capital One, at your interoffice address or electronic mail address at Capital One:

If to you:

To the most recent address on record with Capital One.

If to Capital One:

Non-Competition Program Administrator Capital One Financial Corporation 15000 Capital One Drive  
Richmond, Virginia 23238

**16. Headings.** The headings in this Agreement are included for convenience only and shall not constitute a part of the Agreement nor shall they affect its meaning, construction or effect.

**17. Consultation with Counsel.** You are advised and encouraged to consult with independent legal counsel before executing this Agreement.

By providing their electronic signatures to this Agreement below, the parties represent that they have read this Agreement, understand it, and accept all of its terms:

**Employee**  
**Capital One Financial Corporation**

/s/Mark Mouadeb /s/ Jory Berson

Signature    Signature

Managing Vice President Chief Human Resources Officer

Title    Title

Mark Mouadeb

Print Name 9/4/2018

Date

8/31/2018

Date

CAPITAL ONE FINANCIAL CORPORATION  
2004 Stock Incentive Plan  
Restricted Stock Unit Award Agreement

THIS NOTICE OF RESTRICTED STOCK UNIT AWARD AGREEMENT (the "Grant Notice" and, together with the Terms and Conditions (as defined below), the "Agreement") between CAPITAL ONE FINANCIAL CORPORATION, a Delaware corporation ("Capital One" or the "Company"), and you, is made pursuant and subject to the provisions of the Company's 2004 Stock Incentive Plan, as amended and restated (the "Plan"), and all capitalized terms used herein that are defined in the Plan shall have the same meaning given to them in the Plan unless otherwise defined herein. For purposes of this Agreement, "Employer" means the entity (i.e., Capital One, Subsidiary or Affiliate) that employs you.

WHEREAS, Article 8 of the Plan provides for the award from time to time in the discretion of the Committee of Restricted Stock Units, representing shares of common stock of Capital One, \$.01 par value per share ("Common Stock"), the vesting and issuance of which is subject to continued employment with Capital One or its Subsidiaries or Affiliates (as applicable) or other conditions set forth on the following pages (the "Terms and Conditions").

1. Award Summary.

Grantee ("you"):	Frank LaPrade
"Date of Grant":	April 7, 2026
Number of "Restricted Stock Units":	11,041

2. Vesting Summary. The Restricted Stock Units shall vest according to the following schedule ("Scheduled Vesting Dates"):

One-third of the Restricted Stock Units on:	April 7, 2027
One-third of the Restricted Stock Units on:	April 7, 2028
One-third of the Restricted Stock Units on:	April 7, 2029

3. Acceptance and Agreement by Participant.

IN WITNESS WHEREOF, the parties have caused this Agreement to be signed on their behalf.

**CAPITAL ONE FINANCIAL CORPORATION**

By:

/s/Kaitlin Haggerty  
Kaitlin Haggerty  
Chief Human Resources Officer

**PARTICIPANT**

By: /s/Frank LaPrade  
SIGNED BY ELECTRONIC SIGNATURE

**BY ELECTRONICALLY ACCEPTING THE AWARD, YOU AGREE THAT (i) SUCH ACCEPTANCE CONSTITUTES YOUR ELECTRONIC SIGNATURE IN EXECUTION OF THIS AGREEMENT; (ii) YOU AGREE TO BE BOUND BY THE PROVISIONS OF THE PLAN AND THIS AGREEMENT; (iii) YOU HAVE REVIEWED THE PLAN AND THIS AGREEMENT IN THEIR ENTIRETY, HAVE HAD AN OPPORTUNITY TO OBTAIN THE ADVICE OF COUNSEL PRIOR TO ACCEPTING THE AWARD AND FULLY UNDERSTAND ALL OF THE PROVISIONS OF THE PLAN AND THIS AGREEMENT; (iv) YOU HAVE BEEN PROVIDED WITH A COPY OR ELECTRONIC ACCESS TO A COPY OF THE PROSPECTUS FOR THE PLAN; AND (v) YOU HEREBY AGREE TO ACCEPT AS BINDING, CONCLUSIVE AND FINAL ALL DECISIONS OR INTERPRETATIONS OF THE COMMITTEE UPON ANY QUESTIONS ARISING UNDER THE PLAN AND THIS AGREEMENT.**

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## TERMS AND CONDITIONS

1. Grant of Restricted Stock Units. Capital One hereby grants to you Restricted Stock Units, as indicated on the Grant Notice. The Restricted Stock Units shall vest, and the underlying shares of Common Stock (such underlying shares, the "Shares") shall be issuable, only in accordance with the provisions of this Agreement and the Plan.

2. Issuance of Common Stock.

(a) Vesting. Except as provided in Sections 2(b), 2(c) and 2(d) and subject to Section 13 below and to the extent not previously vested or forfeited as provided herein, the Restricted Stock Units shall vest on the Scheduled Vesting Date.

(b) Effect of Termination of Employment.

(i) Except as provided in Section 2(b)(ii), 2(b)(iii), and 2(d), upon your termination of employment with Capital One for any reason prior to the Scheduled Vesting Date of such Restricted Stock Units, all Restricted Stock Units shall immediately be forfeited (to the extent not previously vested or forfeited as provided herein). For the avoidance of doubt, a transfer of employment to an affiliate of Capital One shall not constitute a termination of employment for purposes of this Section 2(b)

(ii) Upon your termination of employment with Capital One as a result of your death or Disability, or if Capital One is notified in writing of your death prior to the Scheduled Vesting Date, as provided in Section 2(b)(iii), the Restricted Stock Units shall immediately vest, and the Shares shall be issuable in accordance with this Agreement, upon such termination of employment or notification of death (to the extent not previously vested or forfeited as provided herein).

(iii) Subject to Section 2(b)(iv), upon termination of your employment by Capital One not for Cause, as defined herein, you will receive continued vesting of the Restricted Stock Units scheduled to vest on each of the Scheduled Vesting Dates as if a termination of employment had not occurred subject to (A) your execution of a separation agreement and/or general release of claims within a period of time as required by Capital One (in a form as prescribed by Capital One, a "Release"), (B) such Release becoming effective and irrevocable in accordance with its terms and (C) your continued compliance with the terms of such Release through each Scheduled Vesting Date. To the extent a Scheduled Vesting Date occurs prior to the expiration of the period of time Capital One provides you to sign the Release, you shall be entitled to vesting of the applicable portion of your Restricted Stock Units on such Scheduled Vesting Date even if you have not yet executed the Release. For avoidance of doubt, such continued vesting shall remain subject to reduction pursuant to Section 13 and shall immediately cease (and any then-unvested Restricted Stock Units shall be immediately forfeited) in the event that you violate the terms and conditions of the Release.

(iv) Your right to continued vesting pursuant to Section 2(b)(iii) is expressly conditioned on your compliance with any and all restrictive covenant agreements or provisions to which you are a party with Capital One including, but not limited to, those with respect to non-competition, confidentiality and work product, non-solicitation of

employees/no hire of employees, non-solicitation of customers, and garden transition period or leave (collectively, "Restrictive Covenant Agreements"). You understand and agree that any actual or threatened action by you in violation of any Restrictive Covenant Agreements shall forfeit your right to continued post-employment vesting as of the date of such actual or threatened action by you in violation of such Restrictive Covenant Agreement. You further understand and agree that any forfeiture of continued vesting rights under this Agreement, or waiver thereof, shall not limit Capital One's rights to pursue any and all legal and equitable remedies and damages available for your breach of the Restrictive Covenant Agreements under the terms of such agreements and applicable law, including but not limited to, injunctive relief, monetary damages, costs and fees.

(c) Vesting Schedule Upon Becoming Subject to Withholding.

(i) Unless otherwise determined by the Committee or the independent members of the board of directors of the Company (the "Board"), as applicable, and to the extent permitted or required by law, Capital One may determine, in its sole discretion, (A) that you have become subject to withholding under applicable tax laws at a time when Restricted Stock Units are not otherwise vesting pursuant to Section 2, and (B) that a portion of the Restricted Stock Units shall vest, only and to the extent sufficient, if sold at Fair Market Value, on the date of such determination, to provide for the payment of any tax liability in accordance with applicable tax laws. The number of Restricted Stock Units vesting pursuant to the preceding sentence shall be rounded up to the nearest whole Restricted Stock Unit. It is understood that the remaining portion of the Restricted Stock Units shall continue to vest on the Scheduled Vesting Date as provided herein (to the extent not previously vested or forfeited as provided herein).

(ii) Notwithstanding any other provision of this Agreement to the contrary, Capital One will take all necessary steps to withhold the amount determined pursuant to the immediately foregoing paragraph in satisfaction of any applicable tax withholding liability.

(d) Effect of Change of Control.

(i) Upon termination of your employment by Capital One without Cause or by you for Good Reason (each as defined below), in either case on or prior to the second anniversary of the occurrence of a Change of Control of Capital One, then, notwithstanding anything herein to the contrary, the Restricted Stock Units shall vest and the Shares (as may be adjusted in accordance with Section 4.4 of the Plan) shall be issuable in accordance with this Agreement immediately upon the occurrence of your termination of employment following such Change of Control (to the extent not previously vested or forfeited as provided herein); provided, however, that if the Restricted Stock Units are considered deferred compensation under Section 409A of the Code and not exempt from Section 409A of the Code as a short-term deferral or otherwise, and you are a "specified employee," as defined in and pursuant to Reg. Section 1.409A 1(i) or any successor regulation, on the date of any such termination of employment without Cause or for Good Reason, you will not be entitled to such vesting prior to the earlier of (i) the date which is six months from the date of your "separation from service" (as defined in Reg. Section 1.409A 1(h) or any successor regulation) as a result of such termination and (ii) your death.

(ii) For purposes of this Agreement, "Cause" shall mean (1) the willful and continued failure to perform substantially your duties with the Company or any Affiliate (other than any such failure resulting from incapacity due to physical or mental illness or following your delivery of a Notice of Termination (as defined below) for Good Reason), after a written demand for substantial performance is delivered to you by the Board or the Chief Executive Officer of the Company that specifically identifies the manner in which the Board or the Chief Executive Officer of the Company believes that you have not substantially performed your duties, or (2) the willful engaging by you in illegal conduct or gross misconduct that is materially and demonstrably injurious to the Company and/or its Affiliates. No act, or failure to act, on your part shall be considered "willful" unless it is done, or omitted to be done, by you in bad faith or without reasonable belief that your action or omission was in the best interests of the Company and/or its Affiliates. Any act, or failure to act, based upon (A) authority given pursuant to a resolution duly adopted by the Board, or if the Company is not the ultimate parent corporation of the Employer and is not publicly-traded, the board of directors (or equivalent management body) of the ultimate parent of the Employer (the "Applicable Board"), (B) the instructions of the Chief Executive Officer of the Company (unless you are the Chief Executive Officer at the time of any such instruction) or (C) the advice of counsel for the Company shall be conclusively presumed to be done, or omitted to be done, by you in good faith and in the best interests of the Company and/or its Affiliates. The cessation of your employment shall not be deemed to be for Cause unless and until there shall have been delivered to you a copy of a resolution duly adopted by the affirmative vote of not less than three-quarters of the entire membership of the Applicable Board (excluding you, if you are a member of the Applicable Board) at a meeting of the Applicable Board called and held for such purpose (after reasonable notice is provided to you and you are given an opportunity, together with your counsel, to be heard before the Applicable Board), finding that, in the good faith opinion of the Applicable Board, you are guilty of the conduct described in this Section 2(d)(ii), and specifying the particulars thereof in detail.

(iii) For purposes of this Agreement, "Good Reason" shall mean (1) the assignment to you of any duties inconsistent in any respect with your position (including status, offices, titles and reporting requirements), authority, duties or responsibilities, or any action by the Company that results in a diminution in such position, authority, duties or responsibilities, excluding for this purpose an isolated, insubstantial and inadvertent action not taken in bad faith and that is remedied by the Company promptly after receipt of notice thereof given by you; (2) any failure by the Company to pay your compensation owed other than an isolated, insubstantial and inadvertent failure not occurring in bad faith and that is remedied by the Company promptly after receipt of notice thereof given by you; (3) the Company's requiring you (I) to be based at any office or location more than 35 miles from the office or location at which you were required to work as of the date of this Agreement or (II) to travel on Company business to a substantially greater extent than required during the 120-day period immediately prior to the date the Change of Control occurs; or (4) any other action or inaction that constitutes a material breach by the Company of this Agreement or any employment agreement. For purposes of this Section 2(d)(iii) of this Agreement, any good faith determination of Good Reason made by you shall be conclusive. Your mental or physical incapacity following the occurrence of an event described above in clauses (1) through (4) shall not affect your ability to terminate employment for Good Reason.

(iv) Any termination by the Company for Cause, or by you for Good Reason, shall be communicated by Notice of Termination to the other party. "Notice of Termination" means a written notice that (1) indicates the specific termination provision in this Agreement relied upon, (2) to the extent applicable, sets forth in reasonable detail the facts and circumstances claimed to provide a basis for termination of your employment under the provision so indicated, and (3) if the Date of Termination (as defined herein) is other than the date of receipt of such notice, specifies the Date of Termination (which Date of Termination shall be not more than 30 days after the giving of such notice). The failure by you or the Company to set forth in the Notice of Termination any fact or circumstance that contributes to a showing of Good Reason or Cause shall not waive any right of you or the Company, respectively, hereunder or preclude you or the Company, respectively, from asserting such fact or circumstance in enforcing your or the Company's respective rights hereunder.

(v) "Date of Termination" means, if your employment is terminated by the Company for Cause, or by you for Good Reason, the date of receipt of the Notice of Termination or such later date specified in the Notice of Termination, as the case may be. You and the Company shall take all steps necessary to ensure that any termination described in this Section 2(d) constitutes a "separation from service" within the meaning of Section 409A of the Code, and notwithstanding anything contained herein to the contrary, the date on which such separation from service takes place shall be the "Date of Termination."

3. Non-Transferability. Subject to the provisions of Sections 2 and 12 hereof, the rights represented by the Restricted Stock Units shall not be assignable or transferable, or otherwise alienated or hypothecated, under any circumstances. Any purported or attempted transfer of such Restricted Stock Units or such rights shall be null and void and shall result in the immediate forfeiture and cancellation of the Restricted Stock Units.

4. Modification and Waiver. Except as provided in the Plan with respect to determinations of the Board or the Committee and subject to the Committee's right to amend the Plan, neither this Agreement nor any provision hereof can be changed, modified, amended, discharged, terminated or waived orally or by any course of dealing or purported course of dealing, but only by an agreement in writing signed by you and Capital One; provided that, changes, modifications and amendments not detrimental to you may be made in writing signed only by Capital One. No such agreement shall extend to or affect any provision of this Agreement not expressly changed, modified, amended, discharged, terminated or waived or impair any right consequent on such a provision. The waiver of or failure to enforce any breach of this Agreement shall not be deemed to be a waiver or acquiescence in any other breach thereof.

5. Tax Withholding. Subject to Section 2(c), if you become subject to withholding under applicable tax laws, you agree to pay Capital One the amount required to be withheld by one or more of the following methods:

(a) Capital One will automatically withhold the number of Shares having a Fair Market Value on the date the tax withholding obligation is to be determined equal to the amount required to be withheld (as determined pursuant to the Plan), rounded up to the nearest whole Share; or

(b) by such other methods as Capital One may make available from time to time.

6. Dividend Equivalents. With respect to the Restricted Stock Units, you shall be credited with dividend equivalents as and when dividends are paid to holders of shares of Common Stock. By accepting this award, you agree that such dividend equivalents shall accumulate and be paid to you in cash (without interest) as soon as reasonably practicable after the Scheduled Vesting Date or vesting pursuant to Section 2. You further agree that all such dividend equivalents shall be subject to the same vesting requirements that apply to the Restricted Stock Units from which such dividend equivalents are derived.

7. Governing Law. This Agreement shall be governed by United States federal law and, to the extent not preempted thereby, by the laws of the State of Delaware. Capital One and you hereby consent and submit to the personal jurisdiction and venue of any state or federal court located in any city or county of Delaware for resolution of any and all claims, causes of action or disputes arising out of this Agreement. You and Capital One agree that the court shall not set aside the Committee's determinations unless there is clear and convincing evidence of bad faith or fraud.

8. Conflicts. In the event of any conflict between the provisions of the Plan as in effect on the Date of Grant and the provisions of this Agreement, except as provided otherwise herein, the provisions of the Plan shall govern. All references herein to the Plan shall mean the Plan as in effect on the date hereof.

9. Bound by Plan. In consideration of the grant of the Restricted Stock Units, you agree that you will comply with such conditions as the Committee may impose on the Restricted Stock Units and be bound by the terms of the Plan.

10. Employment Status. This Agreement does not constitute a contract of employment nor does it alter your terminable at will status or otherwise guarantee future employment.

11. Binding Effect. This Agreement shall be binding upon, enforceable against, and inure to the benefit of you and your legatees, distributees and personal representatives, and Capital One and its successors and assigns.

12. Mandatory Holding Requirement.

(a) You agree that with respect to the Applicable Holding Shares (as defined below) you may not transfer, sell, pledge, hypothecate or otherwise dispose of such Applicable Holding Shares until the Holding Date (as defined below); *provided* that the requirements set forth in this Section 12 shall immediately lapse and be of no further force and effect upon your death, Disability or termination of employment by Capital One without Cause or for Good Reason following a Change of Control, pursuant to Section 2(d).

(b) For purposes of this Section 12:

(i) "Applicable Holding Shares" means 50% of the Shares acquired hereunder (not including any Shares sold or retained by the Company or its designated agent to fund the payment of any tax withholding obligation, brokerage commission or fees payable in connection with the Shares) during your term of employment with the

Company and during the one-year period after termination of your employment for any reason; and

(ii) "Holding Date" means the later of: (1) the first anniversary of the date of acquisition of any Applicable Holding Shares; or (2) the date on which your stock ownership requirement is met, as determined by the Committee.

13. Clawbacks. You agree that any Units, Shares and dividends awarded to you pursuant to this Agreement are subject to the Capital One Financial Corporation Compensation Recoupment Policy (as amended from time to time, the "Clawback Policy"). You agree and consent to the Company's application, implementation and enforcement of the Clawback Policy or any similar policy established by the Company that may apply to you, and you expressly agree that the Company may take such actions as are necessary to effectuate the Clawback Policy, any similar policy (as applicable to you) or applicable law without further consent or action being required by you.

14. Rights as a Stockholder. You shall have no rights of a stockholder with respect to the shares of Common Stock represented by Restricted Stock Units, including, but not limited to, the right to vote and to receive dividends, unless and until such shares of Common Stock are transferred to you pursuant to the Plan and this Agreement.

15. Data Protection. You consent to the collection, processing and transfer (including international transfer) of your personally identifiable data in connection with the grant of the Restricted Stock Units and participation in the Plan.

16. Severability. This Agreement shall be enforceable to the fullest extent allowed by law. In the event that any provision of this Agreement is determined to be invalid, illegal or unenforceable in any respect under any applicable law or rule in any jurisdiction, then that provision shall be reduced, modified or otherwise conformed to the relevant law, judgment or determination to the degree necessary to render it valid and enforceable without affecting the validity, legality or enforceability of any other provision of this Agreement or the validity, legality or enforceability of such provision in any other jurisdiction. Any provision of this Agreement that is prohibited or unenforceable in any jurisdiction shall, as to such jurisdiction, be deemed severable from the remainder of this Agreement, and the remaining provisions contained in this Agreement shall be construed to preserve to the maximum permissible extent the intent and purposes of this Agreement.

17. Counterparts. This Agreement may be executed in counterparts, all of which together shall constitute one agreement binding on all the parties hereto, notwithstanding that all such parties are not signatories to the original or the same counterpart.

18. Miscellaneous. In accepting the grant, you acknowledge and agree that:

(a) this Agreement is intended to comply with the applicable requirements of Section 409A of the Code as it relates to U.S. taxpayers and shall be limited, construed and interpreted in a manner so as to comply therewith;

(b) your obligations under this Agreement shall survive any termination of your employment with the Company for any reason;

(c) any of the Company's rights or remedies under this Agreement shall be cumulative and in addition to whatever other remedies the Company may have under law or equity;

(d) any recovery by the Company under this Agreement will be a recovery of Restricted Stock Units to which you were not entitled under this Agreement and is not to be construed in any manner as a penalty;

(e) the Company may, to the maximum extent permitted by applicable law and Section 409A of the Code as it relates to U.S. taxpayers, retain for itself funds or securities otherwise payable to you pursuant to this Agreement to satisfy any obligation or debt that you owe to the Company, including any obligations hereunder. The Company may not retain such funds or securities until such time as they would otherwise be distributable to you in accordance with this Agreement;

(f) the Company reserves the right to impose other requirements on the Restricted Stock Units, any Shares acquired pursuant to the Restricted Stock Units, and your participation in the Plan, to the extent Capital One determines, in its sole discretion, that such other requirements are necessary or advisable in order to comply with local laws, rules and regulations, or to facilitate the administration of the Restricted Stock Units and the Plan. Such requirements may include (but are not limited to) requiring you to sign any agreements or undertakings that may be necessary to accomplish the foregoing; and

(g) Capital One from time to time distributes and makes available to associates disclosure documents, including a prospectus, relating to the Plan. You may also contact the HR Help Center to obtain copies of the Plan disclosure documents and the Plan. You should carefully read the Plan disclosure documents and the Plan. By accepting the benefits of this Agreement you acknowledge receipt of the Plan and the Plan disclosure documents and agree to be bound by the terms of this Agreement and the Plan. You hereby consent to receive such documents by electronic delivery and agree to participate in the Plan through an on-line or electronic system established and maintained by Capital One or a third-party designated by Capital One.

**CERTIFICATION FOR QUARTERLY REPORT ON FORM 10-Q OF CAPITAL ONE FINANCIAL  
CORPORATION AND CONSOLIDATED SUBSIDIARIES**

I, Richard D. Fairbank, certify that:

1. I have reviewed this Quarterly Report on Form 10-Q for the quarter ended March 31, 2026 of Capital One Financial Corporation;
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
4. The registrant's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:
  - a. Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
  - b. Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
  - c. Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
  - d. Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
5. The registrant's other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):
  - a. All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
  - b. Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

Date: May 7, 2026

By: /s/ RICHARD D. FAIRBANK  
Richard D. Fairbank  
Chair and Chief Executive Officer

**CERTIFICATION FOR QUARTERLY REPORT ON FORM 10-Q OF CAPITAL ONE FINANCIAL CORPORATION AND CONSOLIDATED SUBSIDIARIES**

I, Andrew M. Young, certify that,

1. I have reviewed this Quarterly Report on Form 10-Q for the quarter ended March 31, 2026 of Capital One Financial Corporation;
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
4. The registrant's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:
  - a. Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
  - b. Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
  - c. Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
  - d. Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
5. The registrant's other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):
  - a. All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
  - b. Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

Date: May 7, 2026

By: /s/ ANDREW M. YOUNG  
Andrew M. Young  
Chief Financial Officer

**Certification**  
**Pursuant to Section 906 of the Sarbanes-Oxley Act of 2002**  
**(Subsections (a) and (b) of Section 1350, Chapter 63 of Title 18, United States Code)**

Pursuant to Section 906 of the Sarbanes-Oxley Act of 2002 (Subsections (a) and (b) of Section 1350, Chapter 63 of Title 18, United States Code), I, Richard D. Fairbank, Chairman and Chief Executive Officer of Capital One Financial Corporation ("Capital One"), a Delaware corporation, do hereby certify that:

1. The Quarterly Report on Form 10-Q for the quarter ended March 31, 2026 (the "Form 10-Q") of Capital One fully complies with the requirements of Section 13(a) or 15(d) of the Securities Exchange Act of 1934; and
2. The information contained in the Form 10-Q fairly presents, in all material respects, the financial condition and results of operations of Capital One.

Date: May 7, 2026

By: /s/ RICHARD D. FAIRBANK  
Richard D. Fairbank  
Chair and Chief Executive Officer

A signed original of this written statement required by Section 906 has been provided to Capital One and will be retained by Capital One and furnished to the Securities and Exchange Commission or its staff upon request.

**Certification**  
**Pursuant to Section 906 of the Sarbanes-Oxley Act of 2002**  
**(Subsections (a) and (b) of Section 1350, Chapter 63 of Title 18, United States Code)**

Pursuant to Section 906 of the Sarbanes-Oxley Act of 2002 (Subsections (a) and (b) of Section 1350, Chapter 63 of Title 18, United States Code), I, Andrew M. Young, Chief Financial Officer of Capital One Financial Corporation ("Capital One"), a Delaware corporation, do hereby certify that:

1. The Quarterly Report on Form 10-Q for the quarter ended March 31, 2026 (the "Form 10-Q") of Capital One fully complies with the requirements of Section 13(a) or 15(d) of the Securities Exchange Act of 1934; and
2. The information contained in the Form 10-Q fairly presents, in all material respects, the financial condition and results of operations of Capital One.

Date: May 7, 2026

By: /s/ ANDREW M. YOUNG  
Andrew M. Young  
Chief Financial Officer

A signed original of this written statement required by Section 906 has been provided to Capital One and will be retained by Capital One and furnished to the Securities and Exchange Commission or its staff upon request.