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## **2** EVALUATING MANAGEMENT

Company CAPITAL ONE FINANCIAL

(COF)

06/30/06

	1996	1007	1000	1000	2000	2001	2002	2002	2004	2005	LAST 5	TREND	
	1990	1997	1990	1999	2000	2001	2002	2003	2004	2005	YEAR AVG.	UP	DOWN
A % Pre-tax Profit on Sales (Net Before Taxes ÷ Sales)	17.5	17.1	17.4	14.5	14.0	14.3	16.2	18.7	22.1	24.5	19.2	UP	
B % Earned on Equity (E/S ÷ Book Value)	20.6	20.5	20.8	22.4	22.5	19.0	20.8	19.1	18.3	15.0	18.4		DOWN

## **3** PRICE-EARNINGS HISTORY as an indicator of the future

This shows how stock prices have fluctuated with earnings and dividends. It is a building block for translating earnings into future stock prices.

	Veen	A PRI	CF B	C Earnings	D Price Earn	E ings Ratio	F Dividend	G	Н	
	Year	HIGH	LOW	- Per Share	HIGH A ÷ C	LOW B ÷ C	- Per Share	% Payout F ÷ C X 100	% High Yield F ÷ B X 100	
T	2001	72.6	36.4	2.91	24.9	12.5	0.106	3.6	0.3	
	2002	66.5	24.1	4.25	15.6	5.7	0.107	2.5	0.4	
	2003	64.3	24.9	4.93	13.0	5.1	0.107	2.2	0.4	
	2004	84.5	60.0	6.22	13.6	9.6	0.107	1.7	0.2	
	2005	88.6	69.1	7.04	12.6	9.8	0.107	1.5	0.2	
	TOTAL		214.5		54.8	30.2		11.5		
	AVERAGE		42.9		13.7	7.6		2.3		
		CE EARNINGS RATIO		).6	1	LE EARNINGS RA		10.9		
	EVALUATII	[9.61] Base NG RISK and R and one business boom eve	EWARD over	the next 5 years	5				: EPS [7. PEG	
١	A HIGH PRICE NI Avg. High P/	Sec. 1	13.0 X Estimat	te High Earnings/Shar	·• 1	4.50	= Forecast High Price	\$	188.5	
	B LOW PRICE NE	(3D7 as ac						Ψ	(4A1)	
	(a) Avg. Low	v P/E 7.6		X Estimated Low Earn	nings/Share	7.04 7.	.87 = \$	78.7		
	(b) Avg. Low	(3E) v Price of Last 5 Years	7 as adj.) =	42.9	_					
	(c) Recent S	Severe Market Low Pric	e =	(3B7) 60.0						
		ridend Will Current	Present Divd.		.107	=	24.1			
		vidend Will Support	Present Divd. High Yield (H)	= 0	.107 .004	_ =		_	60 0	
	Selected Est	vidend Will Support timate Low Price	(1)	= 0		_ =	24.1	= \$	<b>60.0</b> (4B1)	
	Selected Est	timate Low Price	High Yield (H)	= 0	.004		:	- •		
	Selected Est <b>20NING</b> (4A1)	timate Low Price	High Yield (H)	= 0				nge =	(4B1)	
	Selected Est C ZONING 188.5 (4A1) (4C2)	timate Low Price High Forecast Pric Lower 1/3 = (4B1)	High Yield (H)	= 0 0 0.0 4B1) Low Fore	cast Price Equals	(C)	:	nge =(	(4B1) 32.1 4CD)	
	Selected Est C ZONING 188.5 (4A1) (4C2) (4C2)	timate Low Price High Forecast Pric Lower 1/3 = (4B1) Middle 1/3 =	High Yield (H)	= 0 0 0.0 4B1) Low Fore	.004 cast Price Equals 92.1 156.4	(C)	5 Range. 1/3 of Ra	nge =(	(4B1) 32.1 4CD)	
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	Selected Est C ZONING 188.5 (4A1) (4C2) (4C3) <sup>1</sup> (4C3) <sup>1</sup> (4C4)	High Forecast Price           High Forecast Price           Lower 1/3 =         (4B1)           Middle 1/3 =            Upper 1/3 =	High Yield (H) High Yield (H) Minus 60 60.0 92.1 156.4 85	= 0 0.0 Low Fore 4B1) to to to to to	.004 cast Price Equals 92.1 156.4 188.5	(Buy) (Buy) (Maybe) (4A1) (Sell)	5 Range. 1/3 of Ra Note: Ranges	nge =(	(4B1) 32.1 4CD) 25%/50%/25	
	Selected Est <b>2 ZONING</b> 188.5 (4A1) (4C2) (4C3) <sup>1</sup> (4C3) <sup>1</sup> (4C4)	High Forecast Pric          High Forecast Pric           Lower 1/3 =         (4B1)           Middle 1/3 =            Upper 1/3 =            'rice of            SIDE RATIO (Potentia)	High Yield (H) High Yield (H) Minus 60 60.0 92.1 156.4 85	= 0 0.0 (4B1) Low Fore (4B1) to to to to to (5.450 (955)	.004 cast Price Equals 92.1 156.4 188.5 is in	(Buy) (Buy) (Maybe) (4A1)_(Sell) the	Range. 1/3 of Ran Note: Ranges Buy	nge =( changed to 5)	(4B1) 32.1 4CD) 25%/50%/2!	
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	Selected Est Source State Sta	High Forecast Price         High Forecast Price         Lower 1/3 =         Middle 1/3 =         Upper 1/3 =         'rice of         SIDE RATIO (Potentia         4A1)       188.5         85.450         (Note: This shows the         4A1)       188.5	High Yield (H) High Yield (H) Minus 60 60.0 92.1 156.4 85 I Gain vs. Risk of Lo Minus Present Pri Minus Low Price potential market pri = (	= 0 000 Low Fore 4B1) to	• 004 cast Price Equals 92.1 156.4 188.5 is in 50 =	(Buy) (Maybe) (Aa1)_(Sell) the 103.1 25.4	2 Range. 1/3 of Rai Note: Ranges Buy (4C	nge =( changed to 5) <u>4.1</u> (4D) 120.6	(4B1) 32.1 4CD) 25%/50%/2! Range To 1	
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	Selected Est Selected Est CONING 188.5 (4A1) (4C2) (4C3) <sup>1</sup> (4C4) Present Market Price OUP-SIDE DOWN- High Price (2) Present Price E PRICE TARGET ( High Price (2) Present Market S-YEAR PO'	High Forecast Price         High Forecast Price         Lower 1/3 =         Upper 1/3 =         Upper 1/3 =         Trice of         SIDE RATIO (Potentia         4A1)       188.5         85.450         (Note: This shows the         4A1)       188.5         at Price       85.4         85.450	High Yield       (H)         High Yield       (H)         the Minus       60         92.1       (F)         156.4       85         I Gain vs. Risk of Lo       Minus Present Pri        < Minus Low Price	=         0           0.0         Low Fore           4B1)         to           to	.004 cast Price Equals 92.1 156.4 188.5 	(Buy) (Maybe) (Maybe) (4A1)(Sell) it the 103.1 25.4 in simple interest f 220.6 Value: 102 eturn. It provides a stand simple rate; use the tat	5Range. 1/3 of Rai Note: Ranges Buy (4C = terms.) ) - 100 = .8% Proj.	nge =( changed to 5) <u>4.1</u> (4D) <u>120.6</u> (4E) <b>Relative</b> T and growth stocks.	(4B1) 32.1 4CD) 25%/50%/2! Range To 1 % Appreciation	
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	Selected Est 2 ZONING 188.5 (4A1) (4C2) (4C3) <sup>1</sup> (4C4) <sup>1</sup> Present Market Pro- D UP-SIDE DOWN- High Price (2) Present Price E PRICE TARGET (1) High Price (2) Present Market S-YEAR PO' A Present Full Yea Present Price of B AVERAGE YIELLI Avg. Earnings P	High Forecast Price         High Forecast Price         Lower 1/3 =         Upper 1/3 =         Upper 1/3 =         Trice of         SIDE RATIO (Potentia         4A1)       188.5         85.450         (Note: This shows the         4A1)       188.5         et Price       85.4         TENTIAL       7         rt's Dividend \$	High Yield       (H)         High Yield       (H)         High Yield       (H)         Ise Minus       60.0         92.1       156.4         156.4       85         I Gain vs. Risk of Lo       Minus Present Price         Minus Present Price       Minus Low Price         potential market price       = (         450       = (         0.107       85.450         RS       11.36	=         0           0.0         Low Fore           4B1)         to           to         to           ite         to           ice         (4B1)         60.00           isce         (4B1)         60.00           ice appreciation over         2.206         )           iation with dividend yield to         Note: Result           0.0001         S         X Avg. % Payo	.004 cast Price Equals 92.1 156.4 188.5 	(Buy) (Maybe) (Maybe) (4A1)(Sell) the 103.1  25.4 in simple interest to  220.6 Value: 102 eturn. It provides a stand simple rate; use the tat (5A)P	5       Range. 1/3 of Rai         Note:       Ranges         Note:       Ranges         Buy       (4C         (4C       =         (4C </td <td>nge =( changed to 5) 4.1 (4D) 120.6 (4E) Relative ? and growth slocks. compound rate. rned on Purchase I</td> <td>(4B1) 32.1 4CD) 25%/50%/25 Range To 1 %Appreciation Value: 90. Price</td>	nge =( changed to 5) 4.1 (4D) 120.6 (4E) Relative ? and growth slocks. compound rate. rned on Purchase I	(4B1) 32.1 4CD) 25%/50%/25 Range To 1 %Appreciation Value: 90. Price	
	Selected Est Selected Est 2 ZONING 188.5 (4A1) (4C2) (4C3) <sup>1</sup> (4C4) <sup>1</sup> Present Market Pi D UP-SIDE DOWN- High Price (2) Present Price E PRICE TARGET ( High Price (2) Present Market 5-YEAR PO' A Present Full Yea Present Price of B AVERAGE YIELLI Avg. Earnings P C ESTIMATED AVE	High Forecast Price         High Forecast Price         Lower 1/3 =         Upper 1/3 =         Upper 1/3 =         Trice of         SIDE RATIO (Potentia         4A1)       188.5         85.450         (Note: This shows the         4A1)       188.5         et Price       85.4         TENTIAL       7.         ri's Dividend \$	High Yield       (H)         High Yield       (H)         High Yield       (H)         1000000000000000000000000000000000000	=         0           0.0         Low Fore           4B1)         to           to         to           ite         to           ice         (4B1)         60.00           isce         (4B1)         60.00           ice appreciation over         2.206         )           iation with dividend yield to         Note: Result           0.0001         S         X Avg. % Payo	.004 cast Price Equals 92.1 156.4 188.5 	(Buy) (Maybe) (Maybe) (4A1)(Sell) 0 the 103.1 25.4 in simple interest of 220.6 Value: 102 eturn. It provides a stand simple rate; use the tat (5A)	5       Range. 1/3 of Rai         Note: Ranges         Buy         (4C	nge =( changed to 5) 4.1 (4D) 120.6 (4E) Relative ? and growth slocks. compound rate. rned on Purchase I	(4B1) 32.1 4CD) 25%/50%/25 Range To 1 To 1 Value: 90. Price 0.3%	
	Selected Est Selected Est 2 ZONING 188.5 (4A1) (4C2) (4C3) <sup>1</sup> (4C4) Present Market Pi D UP-SIDE DOWN- High Price (2) Present Price FRICE TARGET ( High Price (2) Present Market S-YEAR POT A Present Full Yea Present Price of B AVERAGE YIELI Avg. Earnings P	High Forecast Price         High Forecast Price         Lower 1/3 =         Upper 1/3 =         Upper 1/3 =         Trice of         SIDE RATIO (Potentia         4A1)       188.5         85.450         (Note: This shows the         4A1)       188.5         et Price       85.4         TENTIAL       7.         ri's Dividend \$	High Yield       (H)         High Yield       (H)         High Yield       (H)         te Minus       60         92.1       (F)         156.4       85         I Gain vs. Risk of Lo       Minus Present Pri         Minus Present Pri       (H)         Minus Low Price       Minus Low Price         potential market pri       (H)         1550       = (         his combines price apprect       0.107         85.450       (S)         11.36       URN OVER NEXT FI	=         0           0.0         Low Fore           4B1)         to           to         to           ite         to           ice         (4B1)         60.00           isce         (4B1)         60.00           ice appreciation over         2.206         )           iation with dividend yield to         Note: Result           0.0001         S         X Avg. % Payo	.004 cast Price Equals 92.1 156.4 188.5 	(Buy) (Maybe) (Maybe) (4A1)(Sell) 1 the 1 03.1 25.4 1 n simple interest for 220.6 Value: 102 eturn. It provides a stand simple rate; use the tat 0.1P1 (5A)P1 2.3=	5       Range. 1/3 of Rai         Note:       Ranges         Note:       Ranges         Buy       (4C         (4C       =         (4C </td <td>nge =( changed to 5) 4.1 (4D) 120.6 (4E) Relative T and growth stocks. compound rate. rrned on Purchase I  = P.A.R.</td> <td>(4B1) 32.1 4CD) 25%/50%/25 Range To 1 To 1 Value: 90. Price 0.3% Tot. Ret.</td>	nge =( changed to 5) 4.1 (4D) 120.6 (4E) Relative T and growth stocks. compound rate. rrned on Purchase I = P.A.R.	(4B1) 32.1 4CD) 25%/50%/25 Range To 1 To 1 Value: 90. Price 0.3% Tot. Ret.	
	Selected Est Selected Est CONING 188.5 (4A1) (4C2) (4C3) <sup>1</sup> (4C4) <sup>1</sup> Present Market Price OUP-SIDE DOWN High Price (2) Present Price FRICE TARGET (1) High Price (2) Present Market S-YEAR PO' A Present Full Yea Present Full Yea Present Price of B AVERAGE YIELI Avg. Earnings P C ESTIMATED AVI 5 Year Apprecia Average Yield (1)	High Forecast Price         High Forecast Price         Lower 1/3 =         Upper 1/3 =         Upper 1/3 =         Trice of         SIDE RATIO (Potentia         4A1)       188.5         85.450         (Note: This shows the         4A1)       188.5         et Price       85.4         TENTIAL       7.         ri's Dividend \$	High Yield       (H)         High Yield       (H)         te Minus       60         92.1       (f)         156.4       85         I Gain vs. Risk of Lo       Minus Present Pri          Minus Low Price         potential market pri       = (	=         0           0.0         Low Fore           4B1)         to           to         to           to         to           to         to           to         to           to         to           to         to           station         to           idea         0.001	.004 cast Price Equals 92.1 156.4 188.5 	(Buy) (Maybe) (Maybe) (4A1)(Sell) the 103.1 25.4 in simple interest the 220.6 Value: 102 eturn. It provides a stand simple rate; use the tatt 0.1Pr (5A)Pr 2.3= Present Price \$	5Range. 1/3 of Rai Note: Ranges Buy (4C = terms.) ) - 100 = .8% Proj. dard for comparing income be below to convert to a co resent Yield or % Retu 26.1 85.450	nge =	(4B1) 32.1 4CD) 25%/50%/25 Range To 1 %Appreciation Value: 90. Price 0.3%	

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<b>CAPITAL ONE FINL NY</b>	SE-COF	R P	ecent Price	84.1		<b>11.</b>	3 (Traili Medi	ng: 11.7 <b>)</b> an: 15.0 <b>)</b>	RELATIVE P/E Ratio		DIV'D YLD	0.1	%	/ALUI LINE		
TIMELINESS 3 Lowered 1/16/04 High: Low:	9.9 12.3 5.1 7.3	18.1 10.2	43.3 16.9	60.3 35.8	73.3 32.1	72.6 36.4	66.5 24.0	64.3 24.9	84.4 60.0	88.6 69.1	90.0 80.1				t Price 2010	
SAFETY 3 Raised 2/25/05 LEGEND	S Earnings p sh ve Price Strength					-								2003	2010	2011
TECHNICAL 3 Lowered 5/12/06 BETA 1.60 (1.00 = Market)	ve Price Strength 6/99															160
2009-11 PROJECTIONS	a indicates reces	sion														100
Ann'i Total Price Gain Return				3-for-1 ♦	Ш.	L			الاست	┷╋╤┲┙┶ <sub>ᠮ</sub> ┨╄┙	tlī ē					80
High 165 (+95%) <i>18%</i> Low 110 (+30%) <i>7</i> %				.,    ,	╶╫╢╢											60 50
JASONDJFM			+		1											40 30
to Buy         0         1         0 <td></td> <td></td> <td></td> <td></td> <td></td> <td>-</td> <td><u>      </u></td> <td>nh.</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>						-	<u>      </u>	nh.								
o Sell 3 4 0 0 2 4 1 3 2													% TO	T. RETUR		_20
2Q2005 3Q2005 4Q2005 Percent	36							<u> </u>					1.1	THIS STOCK 22.4	VL ARITH. INDEX 28.2	L
to Buy 282 273 229 shares to Sell 211 230 341 traded	36 24 12							<b>             </b>	<b> -****</b>	••••••••••••••••••••••••••••••••••••••			1 yr. 3 yr. 5 yr.	108.0 39.2	95.8 74.9	F
Huds(000) 221814 231878 248706 Capital One Financial Corp. is one of	the <b>1996</b>	1997	<u>  u t    t </u>  1998	1999	<u>1</u> 111111111 2000	2001	2002	2003	2004		2006	2007		E LINE PU		09-11
oldest continually operating bank card		.93	1.32	1.72	2.24	2.91	3.93	4.85	6.21	6.80	8.00	8.55		s per sh A		12.00
suers in the United States, having on nenced business in 1953. It operated		.11 4.56	.11 6.45	.11 7.69	.11 9.94	.11 15.33	.11 20.44	.11 25.75	.11 33.94	.11 46.98	.11. 52.75	.11 60.30		Decl'd per alue per sl		15. 75.70
many years as the credit card divisio	n of 198.98	196.11	196.98	197.05	197.37	216.78	226.20	235.04	247.18	300.76	308.00	315.00	Commo	n Shs Out	tsť g <sup>C</sup>	350.00
Signet Bank. The initial public offering 21.375.000 shares was made in Novem		14.3 .82	24.0 1.25	27.2 1.55	22.9 1.49	19.7 1.01	11.5	9.8 .56	11.6 .61	11.5 .61	Bold fig Value		•	n'l P/E Rat P/E Ratio		11.5 75.
1994 through J.P. Morgan, Goldman Sa		.8%	.3%	.2%	.2%	.2%	.03	.30	.2%	.1%	estin			'l Div'd Y		.2%
and Smith Barney. In February, 1995, net Bank spun off its 125,430,450 share	to to	7078.3	9419.4	13336	18889	28184	37382	46284	53747	88701	95000	100000		sets (\$mi	'	120000
its stockholders. All data adjusted for spl		4678.7 383.1	5926.0 694.8	9643.6 1052.6	14586 1588.9	20081 1663.4	26134 2719.1	31255 2785.1	36711 3003.0	58058 3680.2	61000 4700	64000 5400		ns (\$mill) rest Inc (\$		80000 8000
CAPITAL STRUCTURE as of 3/31/06	167.2	262.8	0.04.0	382.9	718.2	989.8	2149.3	1517.5	1220.9	1491.1	1700	2050		iss Prov'n	'	
LT Debt \$5726.1 mill. (40% of C	ap'l) 763.4 713.2	1069.1 884.0	1488.3 1472.1	2362.4 2455.0	3034.4 3150.7	4419.9 4058.0	5466.8 4585.6	5415.9 4856.7	5900.2 5322.2	6358.1 5718.3	7500 6650			rest Inc (\$ rest Exp (		10000 9000
No Defined Benefit Pension Plan	155.3	189.4	275.2	363.1	469.5	4038.0 642.0	899.6	1135.8	1543.5	1809.1	2500	2700	Net Prof		ənnı) -	4200
	37.5%	38.0%	38.0%	37.1%	37.8%	38.0%	38.0%	37.8%	34.6%	36.1%	35.0%	35.0%		Tax Rate		35.0%
Pfd Stock None	2.40%	2.68%	2.92%	2.72% 4180.5	2.49% 4050.6	2.28% 5335.2	2.41%	2.45% 7016.0	2.87% 6874.8	2.04%	2.65% 5500	2.70% 5200		on Total A rm Debt (		3.50% 4000
Common Stock 303,000,000 shs.	740.4	893.3	1368.3	1515.6	1962.5	3323.5	4623.2	6051.8	8388.2	14129	16250	19000	Shr. Equ	uity (\$mill)		26500
	11.4% 65.3%	12.6% 66.1%	14.5% 62.9%	11.4% 72.3%	10.4% 77.2%	11.8% 71.2%	12.4% 69.9%	13.1% 67.5%	15.6% 68.3%	15.9% 65.5%	17.0% 64.0%	19.0% 64.0%		to Total A bles to As		22.0% 66.5%
MARKET CAP:\$25.5 billion (Large Cap) FINANCIAL POSITION 2004 2005 3/3	1/06 21.0%	21.2%	20.1%	24.0%	23.9%	19.3%	19.5%	18.8%	18.4%	12.8%	15.5%			on Shr. Eq		16.0%
(\$MILL.)	34.8 13%	18.9% 11%	20.0% 7%	22.6% 6%	22.9% 4%	18.6% 3%	19.0% 3%	18.4% 2%	18.1%	12.6% 2%	15.0% 1%	14.0%		d to Com I Is to Net F		15.5% 1%
in. Receivables 36710.6 58057.7 564 Securities (for sale) 9300.5 14350.2 146	43.7			Financial					2%					employees	-	
Other 7408.7 14271.3 167 Fotal Assets 53747.3 88701.4 892	35.4 provide	ers of Ma	sterCard	and Visa	credit ca	ards in th	ne United	States	directors	own, 3.	9% of c	ommon;	Dodge a	& Cox, 7.	.5%; We	ellington
	and of			er lending d product										an, Presic Incorpora		
ong-Term Debt 6874.8 6744.0 57	26.1 quired	Hibernia	a Bank 1	1/05, Ony	x Accep	tance C	orp. 1/05	. As of	Address	: 2980 F	airview I	Park Driv	/e, Falls	Church,	Virginia	
Other         12847.5         24736.4         250           Total Liab.         45359.1         74572.5         741	03.8			ancial had				-			-			apitalone.		ftor
ANNUAL RATES Past Past Est'd '0	<sup>3-'05</sup>   auis			<b>as bee</b> t. Aftei										omet llawa		
of change (per sh) 10 Yrs. 5 Yrs. to '09- Loans 30.0% 25.5% 12.0	% chas			ia ban				'						roval,		not
Earnings 26.5% 27.5% 12.5 Dividends 11.0% 1.0% 5.0	% agre									included in our estimates. Even so, We have increased our 2006 sha						
Book Value 29.5% 34.5% 13.5 Total Assets 28.0% 27.5% 14.0	% (INF)			3 billi h Forl										nprove pany's		
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endar Mar.31 Jun.30 Sep.30 Dec.31 2003 27841 28937 30125 31255	-	-		ach sh n of t	-									ased   mpare		
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after. Excludes extra. gain/loss: '94, (16¢); '04, (9¢); '06 1Q, 46¢. Next earnings report due mid-July. 

Stock's Price Stability Price Growth Persistence Earnings Predictability 25 95 90

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## **PERT Worksheet-A Graph**

