

Richard D. Fairbank
Founder
Chairman and Chief Executive Officer



Richard Fairbank founded Capital One in 1988 with his colleague, Nigel Morris, the company's current Vice Chairman. Mr. Fairbank shaped the idea that would ultimately become Capital One's hallmark – its Information Based Strategy (IBS). Mr. Fairbank and Mr. Morris implemented IBS by integrating the traditionally separate functions of marketing, credit, risk operations and information technology into one flexible decision-making structure that enables Capital One to offer financial services tailored to fit each customer's individual needs.

Under Mr. Fairbank's leadership, Capital One's customer base has grown to an extraordinary 47.2 million with managed loans totaling \$75.5 billion. The company has also expanded internationally into such countries as Canada and the United Kingdom.

Mr. Fairbank started in financial services in 1985 when he created the banking practice at Strategic Planning Associates (now Mercer Management Consulting), where he was a partner. It was during this time that the seeds of IBS were planted. Mr. Fairbank realized credit card issuers were missing an opportunity to combine the invaluable customer feedback that comes from direct response marketing with the power of information technology to create a scientific approach to meeting customer needs. His goal was to create a scientific "test-and learn" methodology to offer the right product, at the right time and at the right price to individuals representing the entire credit spectrum.

Mr. Fairbank then enlisted Mr. Morris, also a consultant at Strategic Planning Associates, to flesh out this idea and find a major credit card issuer that would be willing to adopt this revolutionary, science-based approach to marketing. Richmond based Signet Bank was the first to see the potential of this new concept and, in 1988, Mr. Fairbank and Mr. Morris joined Signet to build what is now Capital One.

A few years and hundreds of tests later, Mr. Fairbank finally cracked the code to create customized products that met their stringent risk standards, and in 1991 pioneered the "balance transfer" credit card product, which changed the competitive landscape of the industry. In 1995, Signet spun off its credit card division.

Since then, Capital One has been the recipient of numerous corporate and business awards including:

- *Business Week's* "Top 50" performers in the S & P 500
- *Forbes* list of 400 "Best Big Companies in America"
- *Fortune 500* list of America's largest companies (#200)
- "Issuer of the Year" by *Credit Card Magazine*
- *US Banker's* "five best of the nation's largest 100 banking companies"
- *Information Week 500* for innovation in IT
- *CIO 100* award for customer excellence and IT
- *Fortune's* "100 Best Places to Work in America"
- *The Sunday Times* list of top places to work in the UK

Mr. Fairbank graduated Phi Beta Kappa in economics from Stanford University in 1972 and received an MBA from the Stanford Graduate School of Business where he graduated first in his class. He has received extensive industry recognition including:

- *Washingtonian's* "Business Leader of the Year"
- *Worth's* list of the top 10 CEOs and "50 Best CEOs"
- *Future Banker's* list of "influential personalities in financial services"
- *Credit Card Management's* "Entrepreneur of the Year"
- Gartner Group's "Excellence in Technology."

Mr. Fairbank serves as Director on MasterCard International's Board of Directors and is a member of the Financial Services Roundtable and the Board of Directors of the BITS Technology Forum.

Gary L. Perlin
Executive Vice President and
Chief Financial Officer

Gary Perlin joined Capital One from the World Bank in July 2003. As the company's Chief Financial Officer, Mr. Perlin is responsible for Capital One's overall financial management including financial planning, accounting and reporting, funding and treasury operations, corporate finance, and investor relations. Mr. Perlin also serves on the company's Executive Committee.

As CFO of Capital One, Mr. Perlin plays a strong role in the company's leadership both externally with investors and internally within the business units and with finance professionals. In playing this role, he draws on 13 years of experience at the World Bank and more than 11 years at the Washington-based Federal National Mortgage Association, Fannie Mae.

Most recently, he was Senior Vice President and Chief Financial Officer of the World Bank, where he had overall responsibility for the financial management of the Bank's more than \$300 billion balance sheet. Prior to that, Mr. Perlin was Vice President and Treasurer of the same institution, responsible for managing risks and returns on investment assets of \$40 billion and annual borrowings and swaps of over \$20 billion. In 1993, he was named the first Director of the Financial Sector Development Department, which was established to provide leadership to the Bank's work in promoting sound financial intermediation in its borrowing countries.

Having begun his career with the World Bank in 1975, Mr. Perlin left in 1978 for 15 years, joining again in 1993. During those 15 years, he spent four years on Wall Street and then 11 years with Fannie Mae. For eight of his years at Fannie Mae, Mr. Perlin was Senior Vice President - Finance and Treasurer. During this time he directed capital markets borrowing and a risk management program of over \$200 billion per year.

Through his diverse financial experiences in domestic and global settings, Mr. Perlin has acquired a depth of knowledge and has established a track record for understanding and managing risk across a multitude of stakeholders. He believes that disciplined risk management is an empowering tool. Mr. Perlin is recognized for his ability to bring clarity to the complex choices required in order to achieve a company's need for balanced growth and innovation consistent with the



interests of shareholders, bondholders, regulators, and customers.

Mr. Perlin believes in giving back to the community through time and energy, as well as financial support. In 2002, he was on the commission to review the practices of the beleaguered United Way of the National Capital Area and was subsequently elected member of the Board of Directors.. He currently chairs the organization's Finance Committee.

As a proponent for continued learning and greater understanding among diverse populations, Mr. Perlin is an advisor to and has lectured at Georgetown's Capital Markets Research Center and William and Mary's International Studies Center. He also teaches comparative religions to 14 and 15-year olds, with a strong emphasis on mutual understanding, tolerance, and respect.

Mr. Perlin has been published on financial subjects, including numerous World Bank publications and other editorial opinion pieces.

Born in Chicago, Illinois, Mr. Perlin was educated at the Georgetown University School of Foreign Service with a degree in International Affairs, the London School of Economics with an M.Sc. in Economics, and received an MPA, Economics and Public Policy, from Princeton University's Woodrow Wilson School of Public and International Affairs. He lives in Virginia with his wife Amy, who is a rabbi. They have two sons, Jonah and Jacob.

Paul Paquin
Vice President, Investor Relations

As Vice President for Investor Relations, Paul manages the company's outreach to equity investors and financial analysts. Paquin, who joined Capital One in January 1995, is responsible for explaining to investors and analysts the sensitivity of the corporation to changes in business strategies, credit and financial market conditions and the competitive and economic environments.

Under Paquin's leadership in 2002, Capital One was honored with five commendations from *Investor Relations Magazine* for excellence in investor relations, including one in the category of best overall investor relations.

Prior to joining Capital One, Mr. Paquin spent 22 years at Fannie Mae, where he created and managed one of the finest Investor Relations programs in the country. *Institutional Investor* magazine (August 1991) recognized Mr. Paquin as one of the ten best Investor Relations officers in the country.

Mr. Paquin completed his undergraduate (BSBA) and graduate (MBA) degrees from Clark University in Worcester, Mass. He has completed the Ph.D. requirements, except for the dissertation, in Quantitative Economics, at The Catholic University of America in Washington, D.C.

