

# Q409

Strategic Highlights

Defining great customer experience.



**BMO**  **Financial Group**

**Bill Downe**

President and  
Chief Executive Officer

November 24, 2009

# Forward Looking Statements

## Caution Regarding Forward-Looking Statements

Bank of Montreal's public communications often include written or oral forward-looking statements. Statements of this type are included in this document, and may be included in other filings with Canadian securities regulators or the U.S. Securities and Exchange Commission, or in other communications. All such statements are made pursuant to the safe harbour provisions of, and are intended to be forward-looking statements under, the United States Private Securities Litigation Reform Act of 1995 and any applicable Canadian securities legislation. Forward-looking statements may involve, but are not limited to, comments with respect to our objectives and priorities for 2009 and beyond, our strategies or future actions, our targets, expectations for our financial condition or share price, and the results of or outlook for our operations or for the Canadian and U.S. economies.

By their nature, forward-looking statements require us to make assumptions and are subject to inherent risks and uncertainties. There is significant risk that predictions, forecasts, conclusions or projections will not prove to be accurate, that our assumptions may not be correct and that actual results may differ materially from such predictions, forecasts, conclusions or projections. We caution readers of this document not to place undue reliance on our forward-looking statements as a number of factors could cause actual future results, conditions, actions or events to differ materially from the targets, expectations, estimates or intentions expressed in the forward-looking statements.

The future outcomes that relate to forward-looking statements may be influenced by many factors, including but not limited to: general economic and market conditions in the countries in which we operate; interest rate and currency value fluctuations; changes in monetary policy; the degree of competition in the geographic and business areas in which we operate; changes in laws; judicial or regulatory proceedings; the accuracy and completeness of the information we obtain with respect to our customers and counterparties; our ability to execute our strategic plans and to complete and integrate acquisitions; critical accounting estimates; operational and infrastructure risks; general political conditions; global capital market activities; the possible effects on our business of war or terrorist activities; disease or illness that impacts on local, national or international economies; disruptions to public infrastructure, such as transportation, communications, power or water supply; and technological changes.

We caution that the foregoing list is not exhaustive of all possible factors. Other factors could adversely affect our results. For more information, please see the discussion on pages 30 and 31 of the BMO 2008 Annual Report, which outlines in detail certain key factors that may affect our future results. When relying on forward-looking statements to make decisions with respect to Bank of Montreal, investors and others should carefully consider these factors, as well as other uncertainties and potential events, and the inherent uncertainty of forward-looking statements. Bank of Montreal does not undertake to update any forward-looking statement, whether written or oral, that may be made, from time to time, by the organization or on its behalf, except as required by law. The forward-looking information contained in this document is presented for the purpose of assisting our shareholders in understanding our financial position as at and for the periods ended on the dates presented and our strategic priorities and objectives, and may not be appropriate for other purposes.

Assumptions about the level of asset sales, expected asset sale prices, net funding cost, credit quality and risk of default and losses on default of the underlying assets of the structured investment vehicles were material factors we considered when establishing our expectations regarding the structured investment vehicles discussed in this document, including the amount to be drawn under the BMO liquidity facilities and the expectation that the first-loss protection provided by the subordinate capital notes will exceed future losses. Key assumptions included that assets would continue to be sold with a view to reducing the size of the structured investment vehicles, under various asset price scenarios, and that the level of defaults and losses will be consistent with the credit quality of the underlying assets and our current expectations regarding challenging market conditions continuing.

Assumptions about the level of defaults and losses on defaults were material factors we considered when establishing our expectation of the future performance of the transactions that Apex Trust has entered into. Key assumptions included that the level of defaults and losses on defaults would be consistent with historical experience. Material factors that were taken into account when establishing our expectations of the future risk of credit losses in Apex Trust and risk of loss to BMO included industry diversification in the portfolio, initial credit quality by portfolio, the first-loss protection incorporated into the structure and the hedges that BMO has entered into.

Assumptions about the performance of the Canadian and U.S. economies as well as overall market conditions and their combined effect on the bank's business, including those described under the heading Economic Outlook in our Fourth Quarter 2009 Report to Shareholders, are material factors we consider when determining our strategic priorities, objectives and expectations for our business. In determining our expectations for economic growth, both broadly and in the financial services sector, we primarily consider historical economic data provided by the Canadian and U.S. governments and their agencies.

## 2009 Achievements Position BMO Well for 2010

- Closely managing our loan portfolio and credit provisions
- Prudently managing our capital and liquidity position
- Continuing to reduce risks both on and off-balance sheet
- Building our top line and striving to be the market leader in our businesses
- Aggressively managing expenses while continuing to invest in strategic initiatives that benefit our customers
- Delivering on our customer-focused strategy

Customer • Pace • Growth

# Financial Results

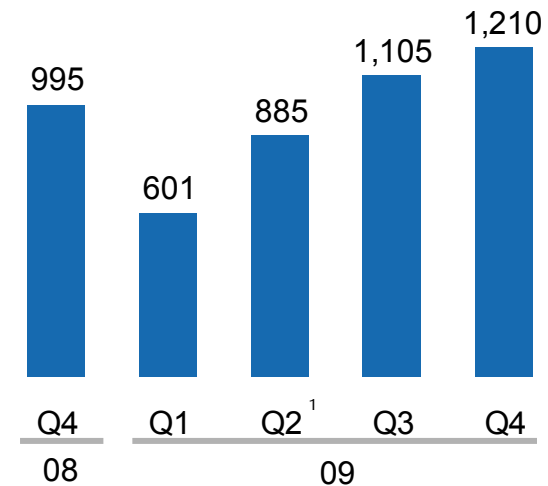
## Disciplined Focus on Customer is Yielding Results and Drives Position of Strength

C\$MM unless otherwise indicated	Q4 09	F2009
Revenue	2,989	11,064
Expense	1,779	7,381
PCL	386	1,603
Net Income	647	1,787
ROE (%)	14.0	9.9

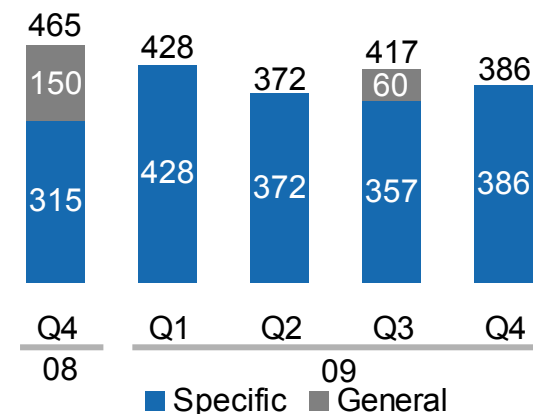
- As reported cash earnings per share for Q4 and F09 of \$1.13 and \$3.14 respectively

<sup>1</sup> Adjusted for severance costs of \$118MM

Pre-Provision, Pre-Tax Earnings (\$MM)



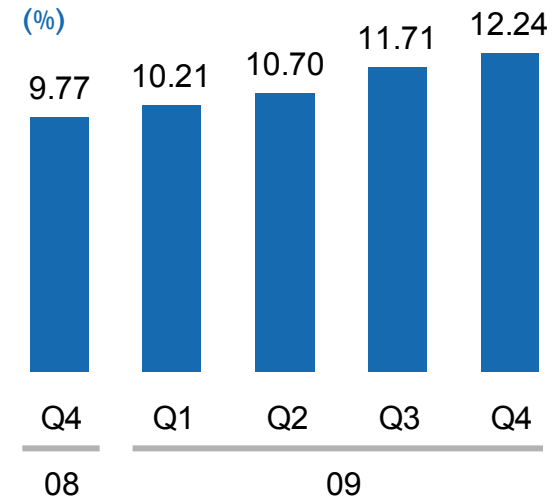
Provision for Credit Losses (c\$MM)



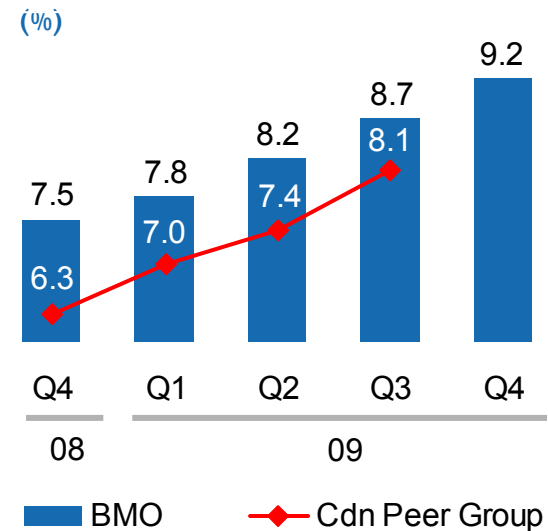
# Strong Capital Position

- Strong capital ratios: Tier 1 ratio at 12.2% and Tangible common equity to RWA ratio at 9.2%
- Capital strength is prudent and provides flexibility to adapt to forthcoming regulatory reform and positions the Bank to target attractive growth initiatives

## Tier 1 Capital Ratio



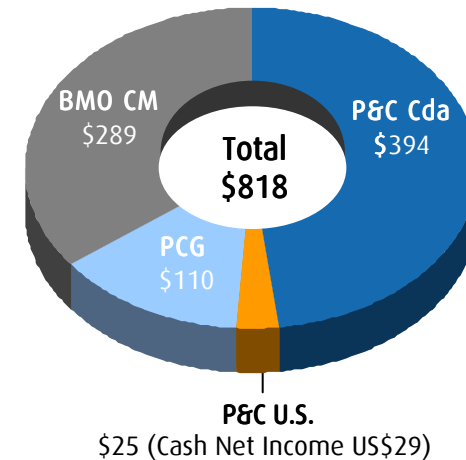
## Tangible Common Equity-to-RWA



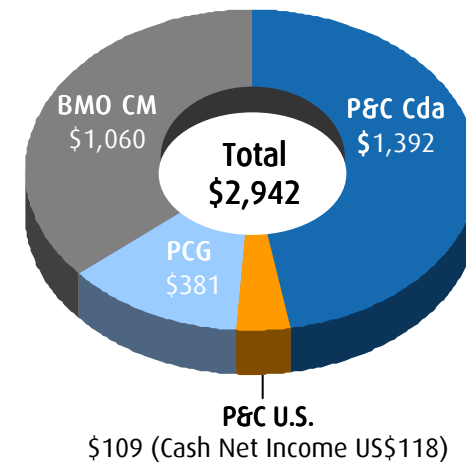
# Strong Core Operating Results

- P&C Canada had a great quarter and year with strong revenue and net income growth
- P&C U.S. net income consistent with the third quarter and up from a year ago as our focus on new customer acquisitions, lending and deposit gathering is enhancing our reputation in the U.S. Midwest
- Private Client Group delivered good revenue growth for the second consecutive quarter amid better equity markets and a continued focus on attracting new client assets
- BMO Capital Markets had a very solid quarter and year, benefiting from its diversified business mix and market opportunities

Q4 09 Net Income by Operating Group (C\$MM)



F2009 Net Income by Operating Group (C\$MM)



<sup>1</sup> Net Income by Operating Group does not include Corporate Services results of \$ (171)MM for Q4 09 and \$(1,155)MM for F2009

# Striving to Be the Market Leader in Our Businesses



BMO Bank of Montreal recognized as showing the most improvement in 2009 among the five largest Canadian Banks

**RANKED HIGHEST IN CUSTOMER SATISFACTION  
BY J.D. POWER AND ASSOCIATES.**

Ranked "Highest in the Midwest for Customer Satisfaction in Retail Banking in a Tie."



 **HARRIS.** WE'RE HERE TO HELP.

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Equity Research |  **BMO** Capital Markets | Canada

Ranked #1 for investment research by Brendan Wood, for the 29<sup>th</sup> consecutive year

**BMO**  **InvestorLine®**

Ranked best of the bank-owned brokerages (by the Globe and Mail in 2009)

Named the best bank for the Canadian dollar by FX Week, we can help your company's FX strategy be

# FIRST RATE

Top ranked for the Canadian dollar in a survey of 7,000 professionals worldwide, we're experts at helping our clients turn currency risk into reward.

 **BMO** Capital Markets\*

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