

Q109

Strategic Highlights

Defining great customer experience.



BMO  **Financial Group**

Bill Downe

President and Chief
Executive Officer

March 3, 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 harbor' 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 BMO's 2008 Annual Report, which outlines in detail certain key factors that may affect BMO's 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.

In determining that the acquisition of American International Group, Inc.'s Canadian life insurance business is expected to close by June 1, 2009, subject to regulatory approval, we have assumed that our joint plans for the completion of pre-closing activities proceed according to the mutually agreed schedule and that the results of our pre-closing activities are consistent with our expectations. In determining that the acquisition is expected to reduce our Tier 1 and Total Capital Ratios by less than 15 and 25 basis points, respectively, we have assumed that the purchase price will approximate \$375 million.

In concluding that mark-to-market adjustments to derivative hedges that do not qualify for hedge accounting are expected to reverse over the life of the hedges with no economic loss, we have assumed that we will hold the derivative instruments until their expiry.

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 continuing difficult market conditions.

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 included industry diversification in the portfolio, initial credit quality by portfolio and the first-loss protection incorporated into the structure.

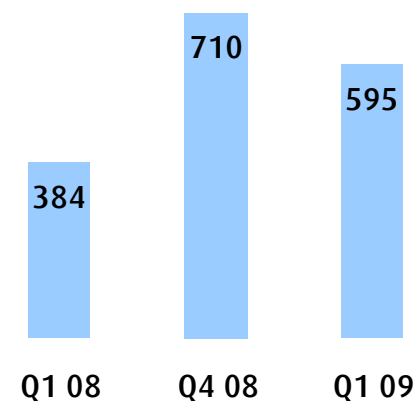
Assumptions about the performance of the Canadian and U.S. economies in 2009 and how it would affect our businesses were material factors we considered when setting our strategic priorities and objectives and our outlook for our businesses. Key assumptions included that the Canadian and the U.S. economies would contract in the first half of 2009, and that interest rates and inflation would remain low. Our current expectations are for weaker economic conditions and lower interest rates than we anticipated at the end of fiscal 2008. We also assumed that housing markets in Canada would weaken in 2009 and strengthen in the second half of the year in the United States. We assumed that capital markets would improve somewhat in the second half of 2009 and that the Canadian dollar would strengthen modestly relative to the U.S. dollar. 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. Tax laws in the countries in which we operate, primarily Canada and the United States, are material factors we consider when determining our sustainable effective tax rate.

Core Businesses Solid

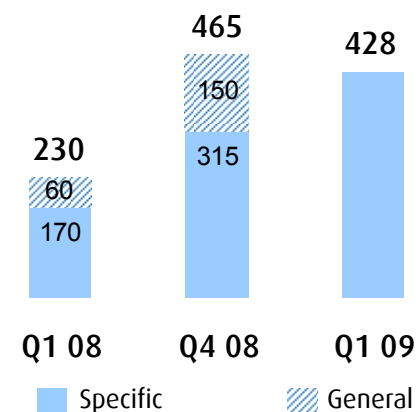
Solid underlying core performance in context of weakening economy

Net Income (C\$MM unless otherwise indicated)	Q1 08	Q4 08	Q1 09
P&C Canada	291	333	325
P&C U.S. (Cash NI - USD)	33	18	33
PCG	96	75	57
BMO CM	(29)	290	179
Corporate Services	(129)	(150)	(370)
Total Bank	255	560	225

Operating Group
Net Income (C\$MM)



Provision for Credit Losses (C\$MM)

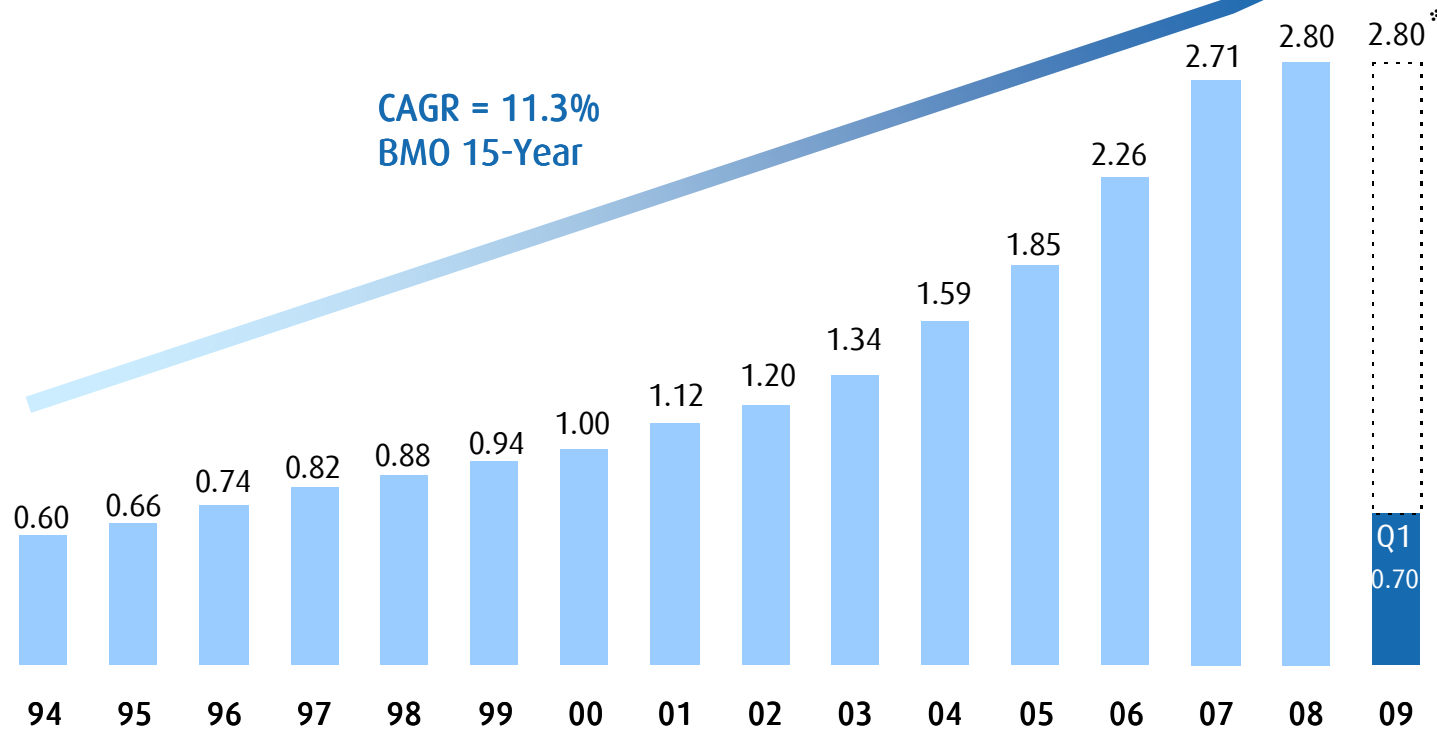


Dividends

Represent long-term confidence in core business earnings performance

Dividends Declared Per Share (C\$)

CAGR = 11.3%
BMO 15-Year



Target Payout
Ratio

45% - 55%

* Estimate based on the assumption that current dividend level continues for the rest of the year

Financial Results – Q1 2009

C\$ millions unless otherwise indicated

Revenue	2,442
Expense	1,841
PCL	428
Net Income	225
ROE	4.9%

Tier 1 Capital Ratio	10.2%
Tangible Common Equity to Risk Weighted Assets	7.8%

- Positive operating leverage
- Pre-provision, pre-tax net income (excluding capital markets environment charges) of \$1,129 MM
- Continued weakness in credit environment, primarily related to U.S. real estate

- Strong capital ratios
- Raised \$1.6 billion of Tier 1 capital in Q1 09

Executing on Strategic Priorities

To be the bank that defines great customer experience

P&C Canada	<ul style="list-style-type: none">✓ Continued improvement in Net Promoter Score✓ Personal loan growth of 21%; market share up 80 bps (Y/Y)✓ Commercial loan growth of 6%; market share up 56 bps (Y/Y)✓ Deposit growth in personal and commercial✓ Cards and payments revenue up 24% Y/Y due to volume growth
P&C U.S.	<ul style="list-style-type: none">✓ Deposit and loan growth✓ Results include Wisconsin acquisitions
Private Client Group	<ul style="list-style-type: none">✓ Difficult equity market conditions✓ Net new client asset growth✓ Term deposit balances up
BMO Capital Markets	<ul style="list-style-type: none">✓ Strong trading revenue✓ Continued robust performance in interest-rate-sensitive businesses✓ Higher equity underwriting✓ Offset by capital markets environment charges

Economic Outlook



- **U.S. economy will continue to contract in 2009 with higher unemployment**

- ▶ Modest recovery possibly by year end in response to low interest rates, lending programs and fiscal stimulus packages and lower fuel prices

- **Canada downturn expected to be milder than last two recessions**

- ▶ Potential economic upturn later in 2009 in response to aggressive monetary easing, fiscal stimulus, a weaker Canadian dollar and improved U.S. demand

Management's Focus

- ✓ Strong customer focus
- ✓ Managing risk
- ✓ Cost management
- ✓ Long-term view





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