

CANADIAN BANKS' CEO CONFERENCE 2002

Tony Comper
Chairman & CEO



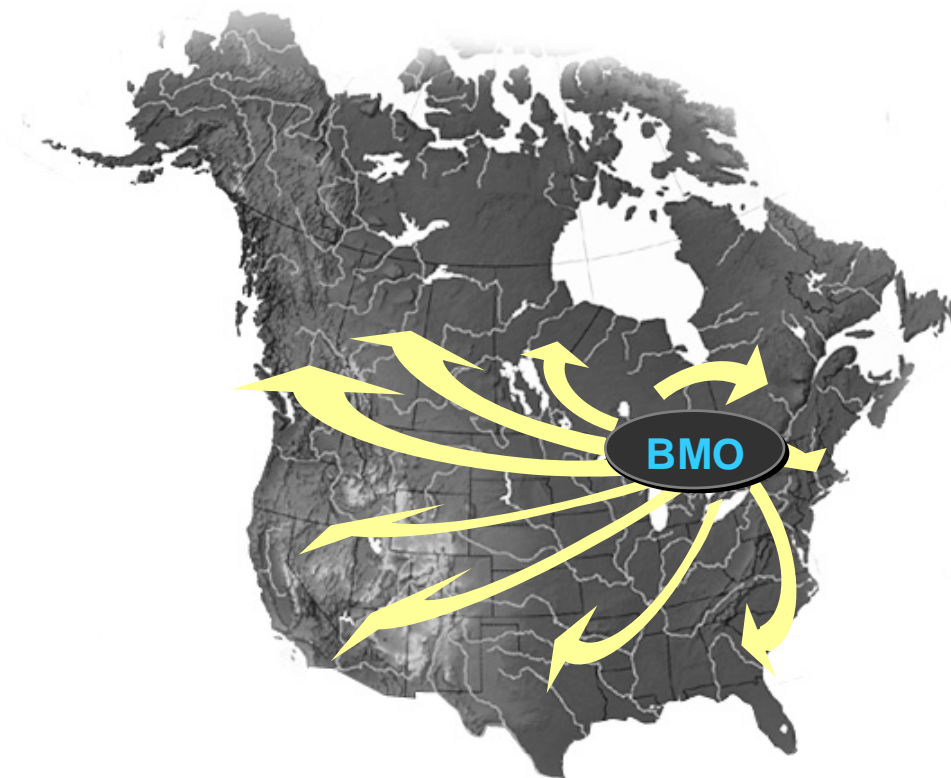


Focused Growth Strategy

- *Expand in the U.S.*
- *Invest in core Canadian franchise*
- *Build on longstanding strengths*

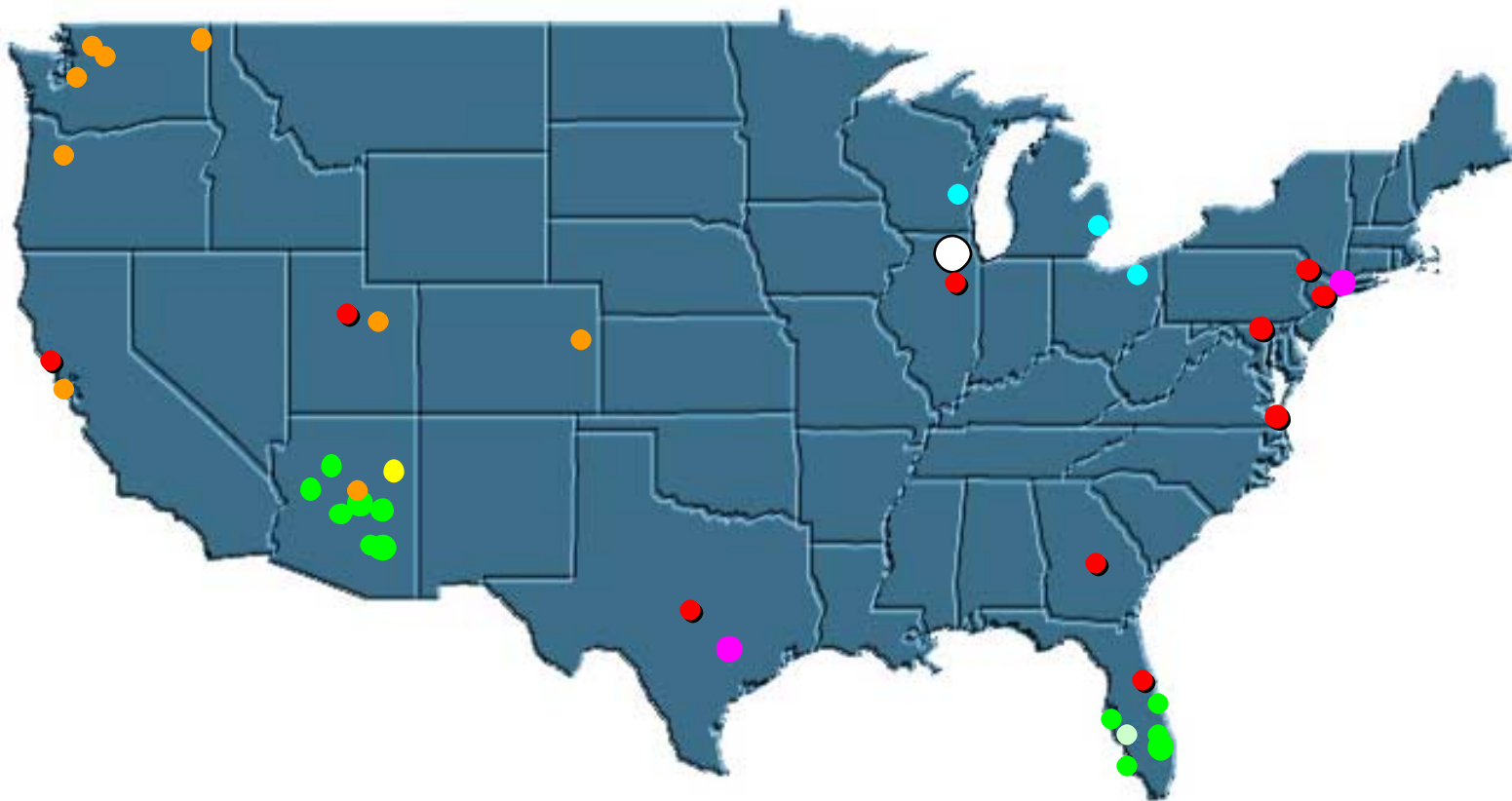
The Future Competitive Landscape

- *Further consolidation over next three to five years*
- *BMO well-established as a transnational bank*



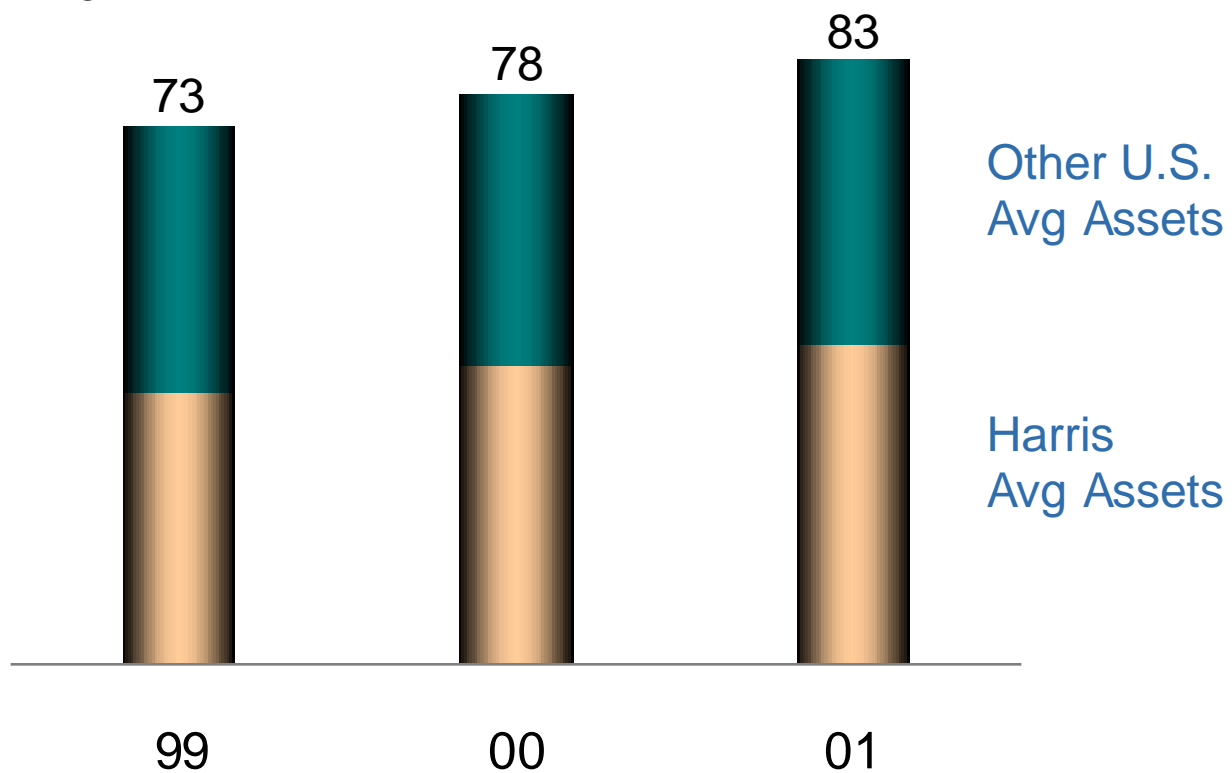
A Growing U.S. Franchise

- Harris Private Bank
- Village Banc of Naples
- Freeman Welwood
- Burke, Christensen & Lewis
- Century Bank
- CSFB*direct*



Significant U.S. Assets

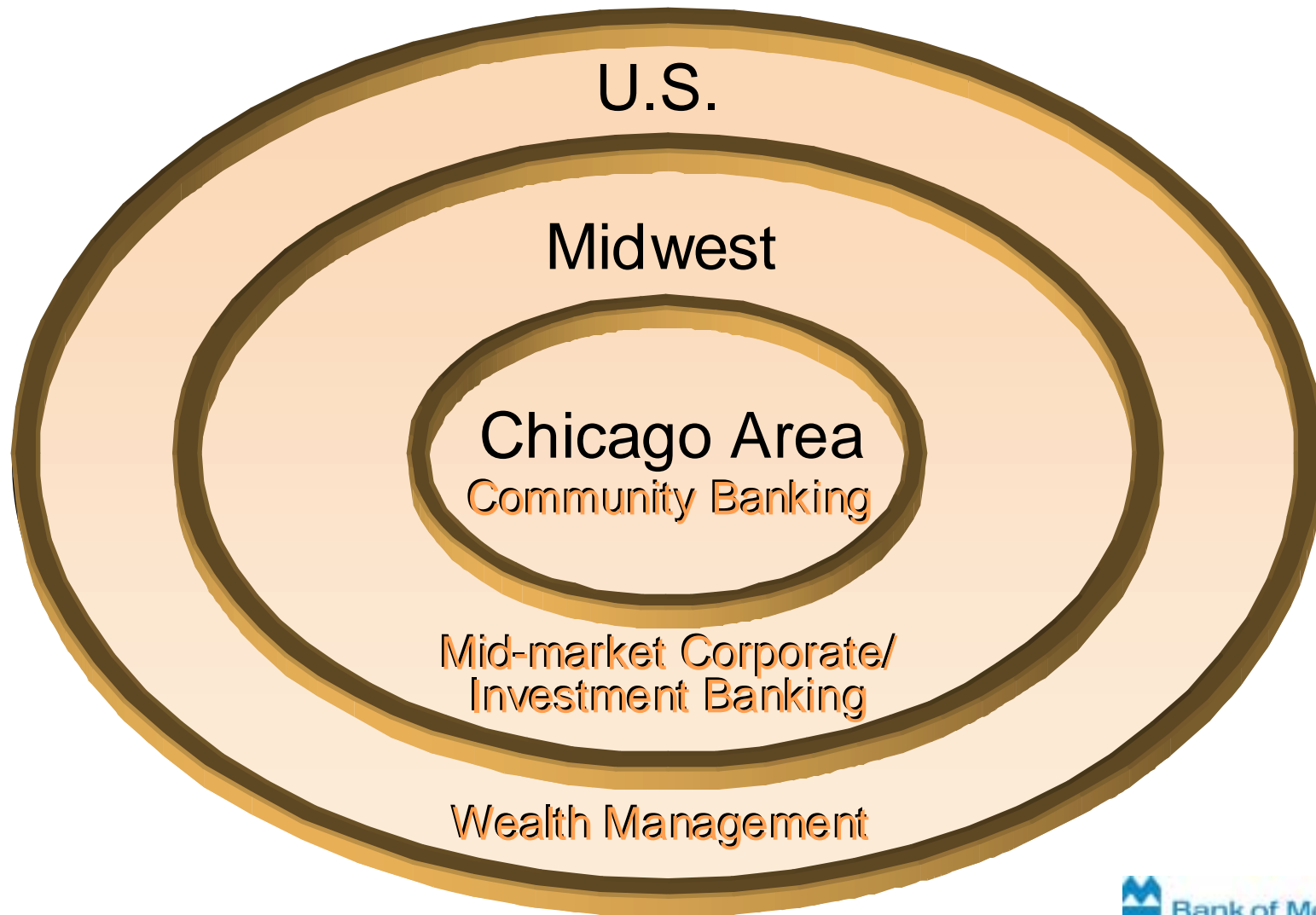
C\$ Billion



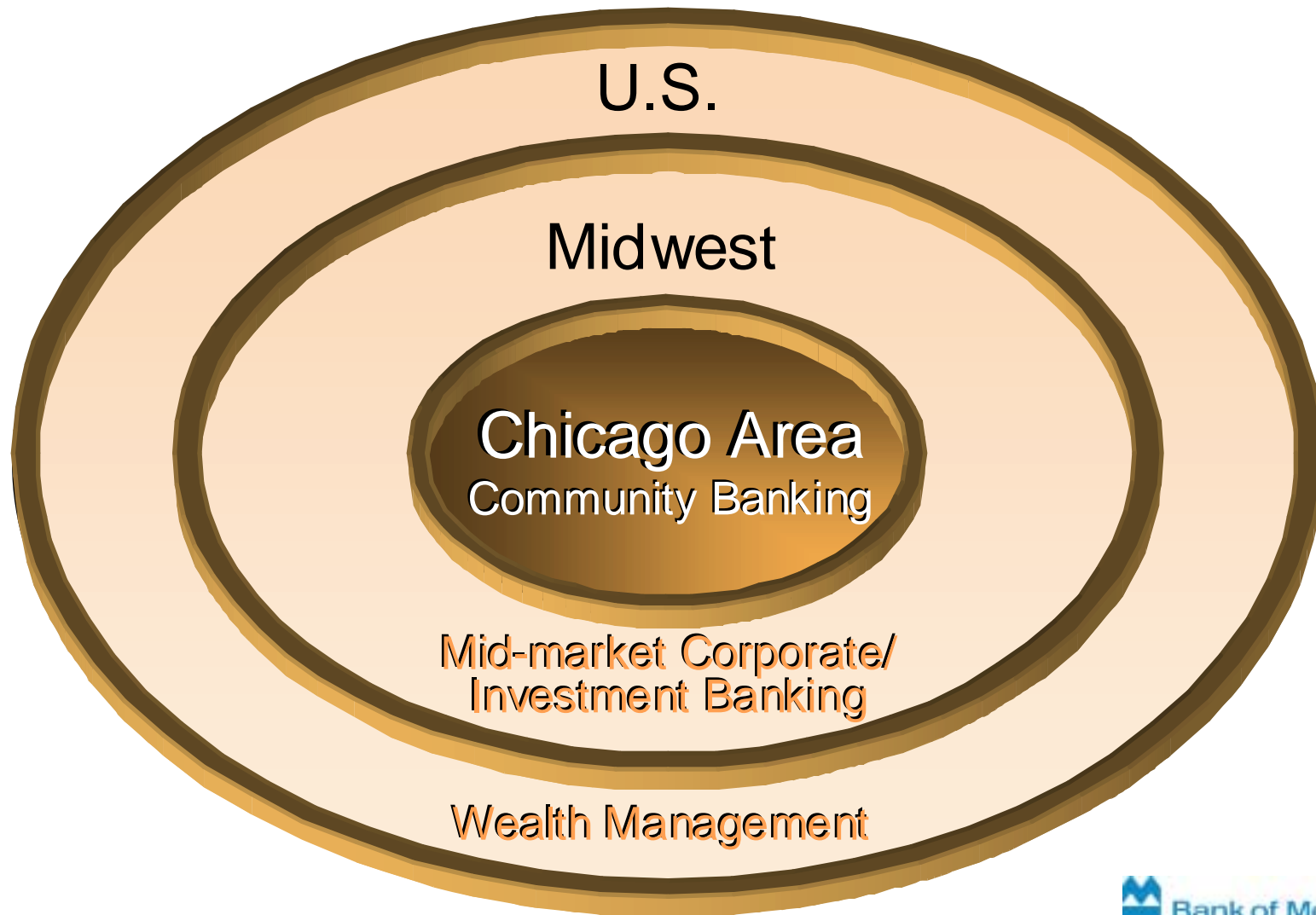
Well-established Harris Brand



Integrated U.S. Platform



Growing Community Banking



The Acquirer *Of Choice*

Strong community orientation

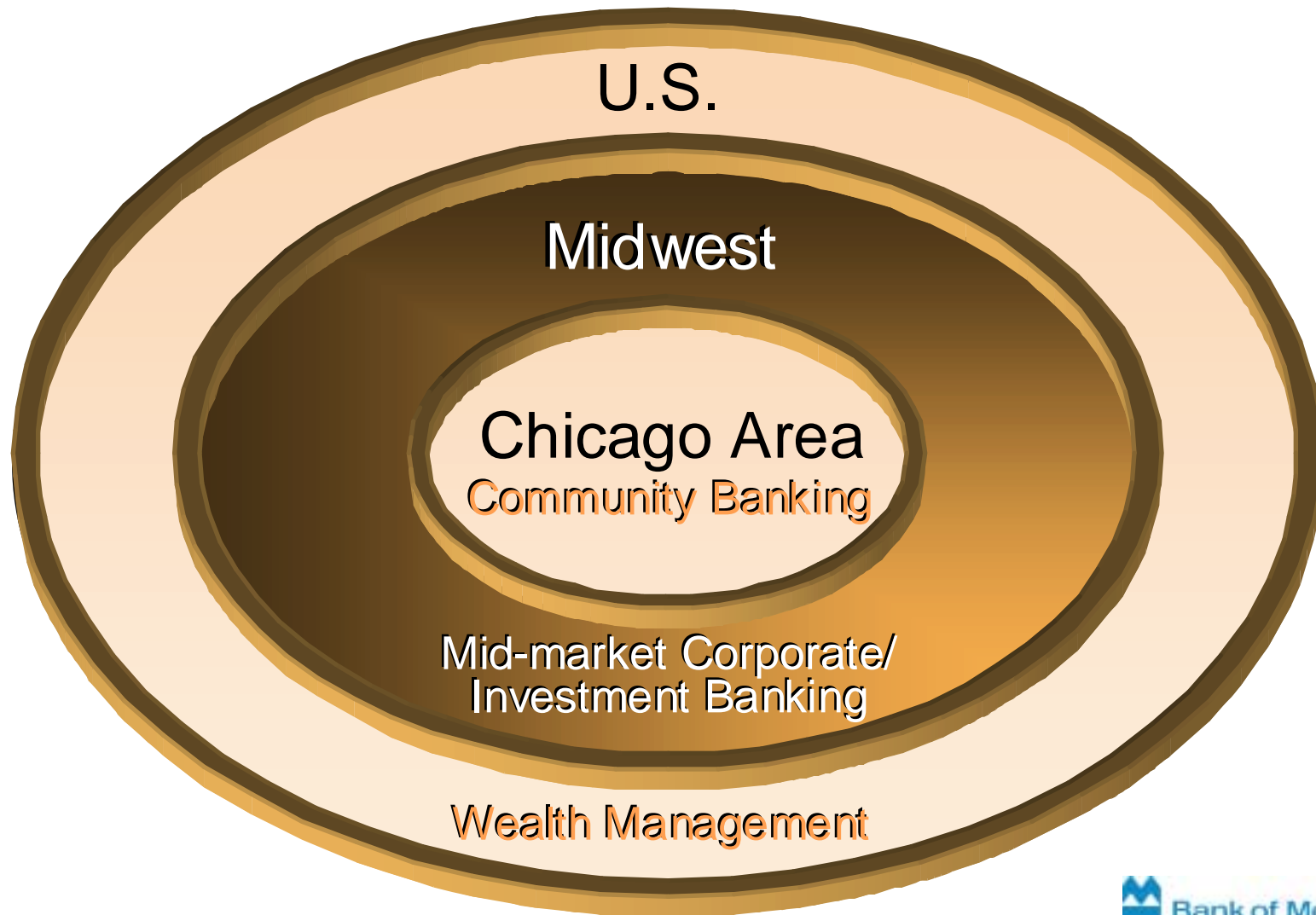


Centralize operations and support

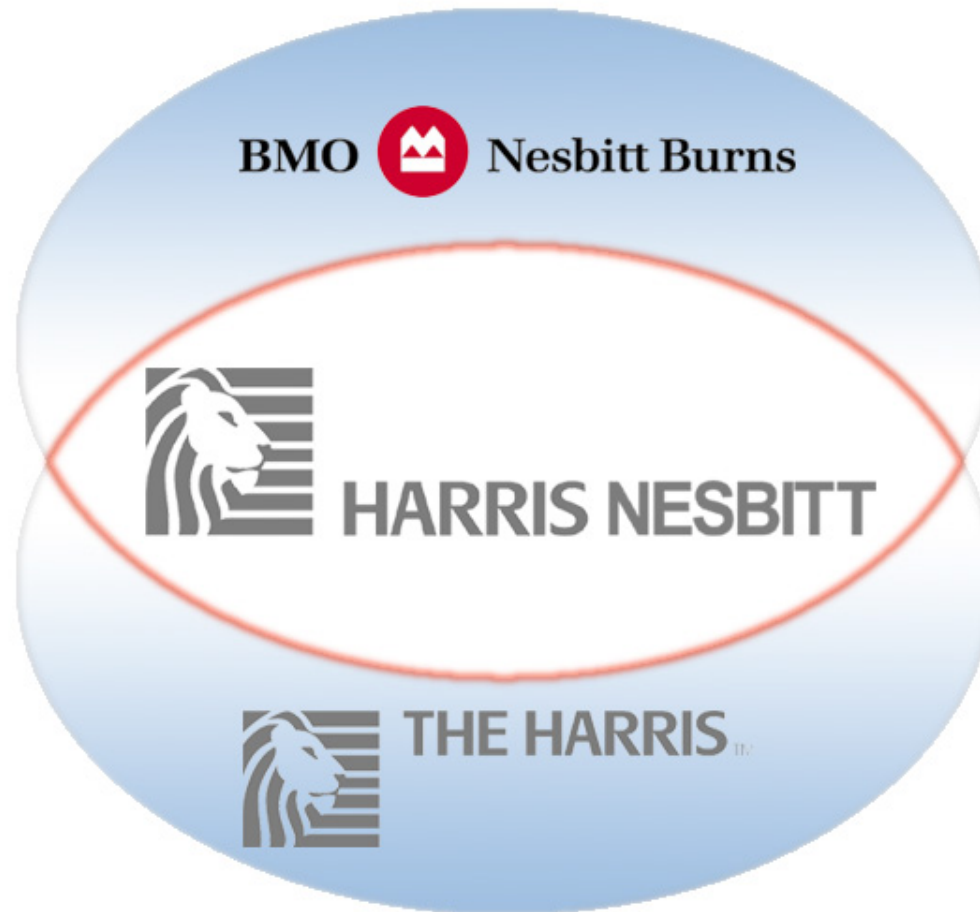
*Successful integration
of Chicago-area
community banks*

- *BMO's business model paved the way for the successful acquisition of First National Bank of Joliet — adding C\$2 billion in assets*

Growing Mid-market Banking



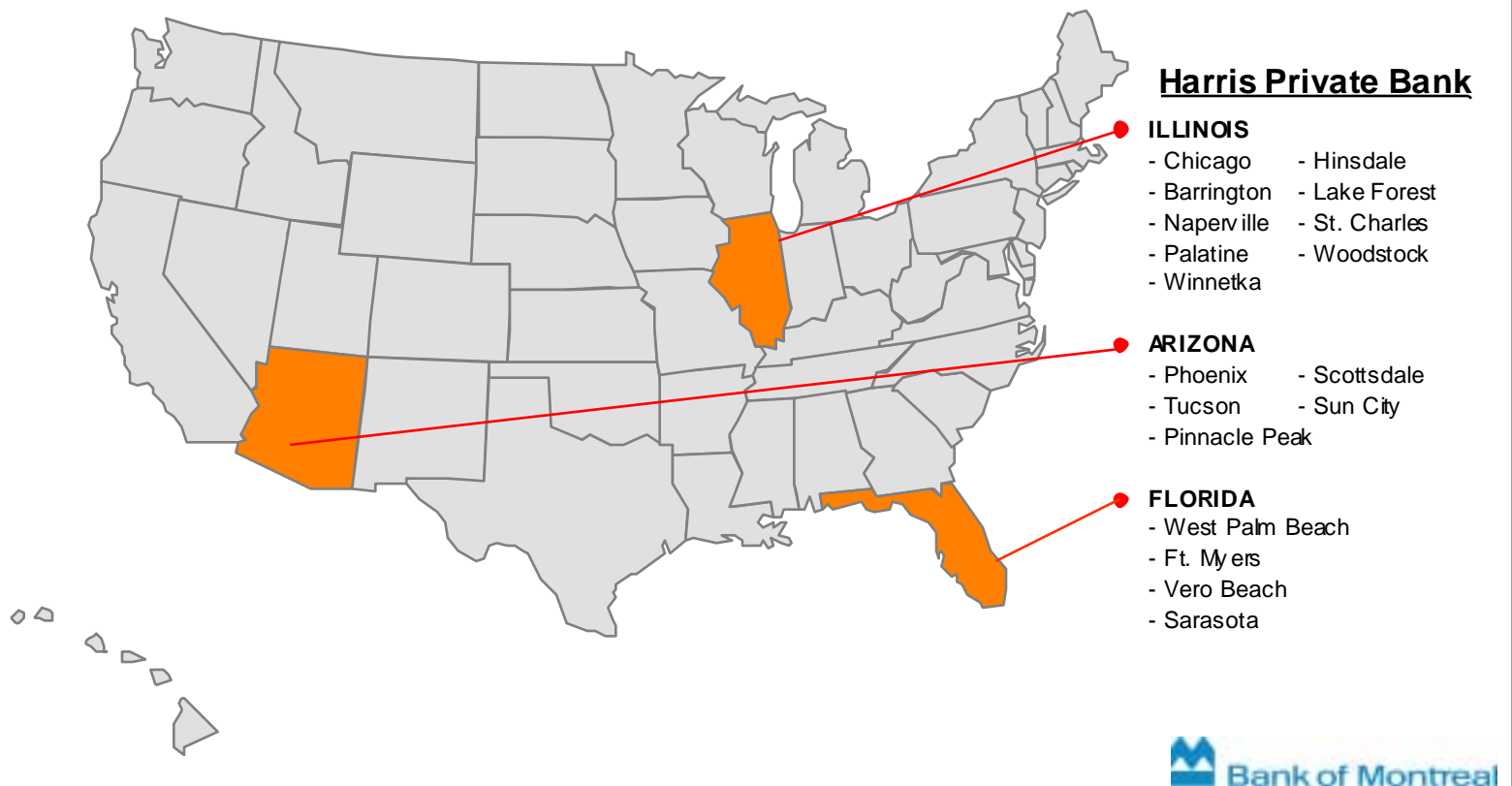
Fully Integrated Corporate and Investment Banking Offering In The Midwest



Growing Private Client Franchise



Building A Private Client Platform — 1999



Building A Private Client Platform — Today

Freeman Welwood

- WASHINGTON**
 - Seattle - Bellevue
 - Tacoma - Spokane

- OREGON**
 - Portland

- CALIFORNIA**
 - San Francisco

- COLORADO**
 - Denver

- UTAH**
 - Salt Lake City

- ARIZONA**
 - Phoenix

- HAWAII**
 - Honolulu

★ CSFBdirect physical locations

- | | | |
|-----------------|--------------|-----------------|
| - San Francisco | - Boca Raton | - New York City |
| - Sandy City | - Atlanta | - Jersey City |
| - Dallas | - Chicago | - Philadelphia |
| | | - Charlotte |

Burke, Christensen & Lewis

- ILLINOIS**
 - Chicago

- WISCONSIN**
 - Milwaukee

- MICHIGAN**
 - Detroit

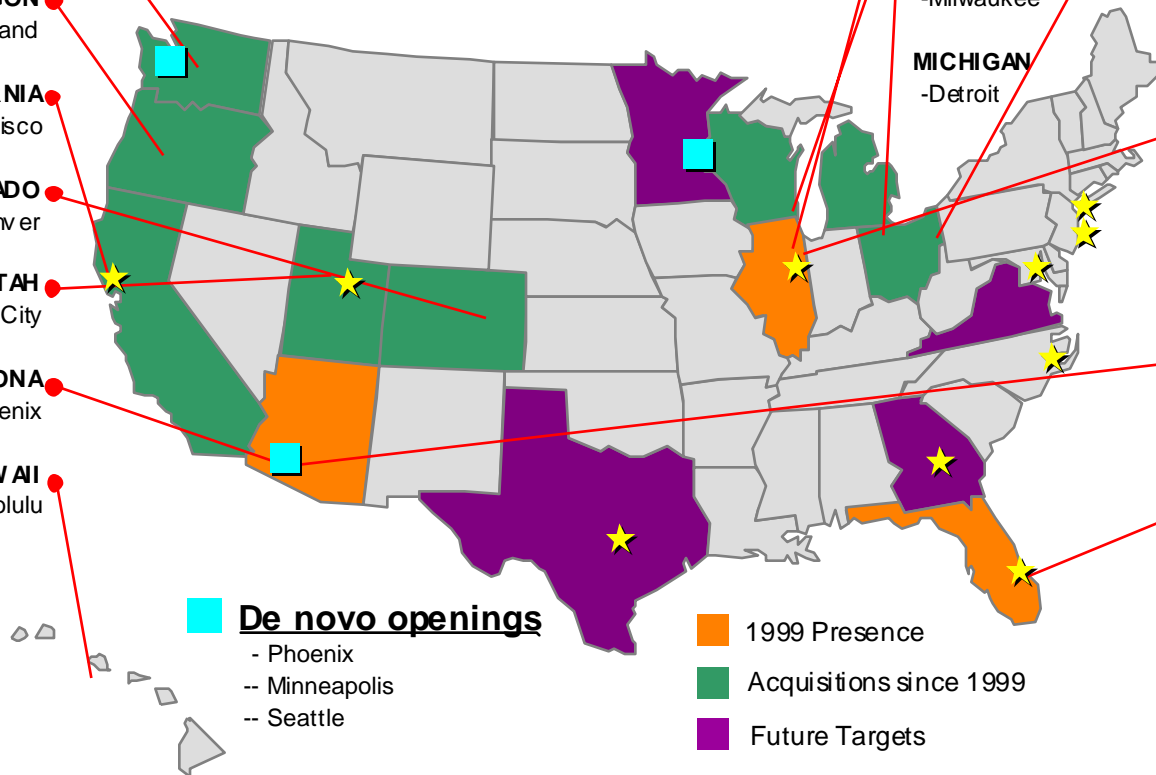
- OHIO**
 - Cleveland

Harris Private Bank

- ILLINOIS**
 - Chicago - Hinsdale
 - Barrington - Lake Forest
 - Naperville - St. Charles
 - Palatine - Woodstock
 - Winnetka - Community Banks

- ARIZONA**
 - Phoenix - Scottsdale
 - Tucson - Sun City
 - Carefree - Pinnacle Peak
 - Biltmore

- FLORIDA**
 - Ft. Myers - Sarasota
 - Vero Beach - Naples
 - West Palm Beach



■ De novo openings

- Phoenix
- Minneapolis
- Seattle

■ 1999 Presence

■ Acquisitions since 1999

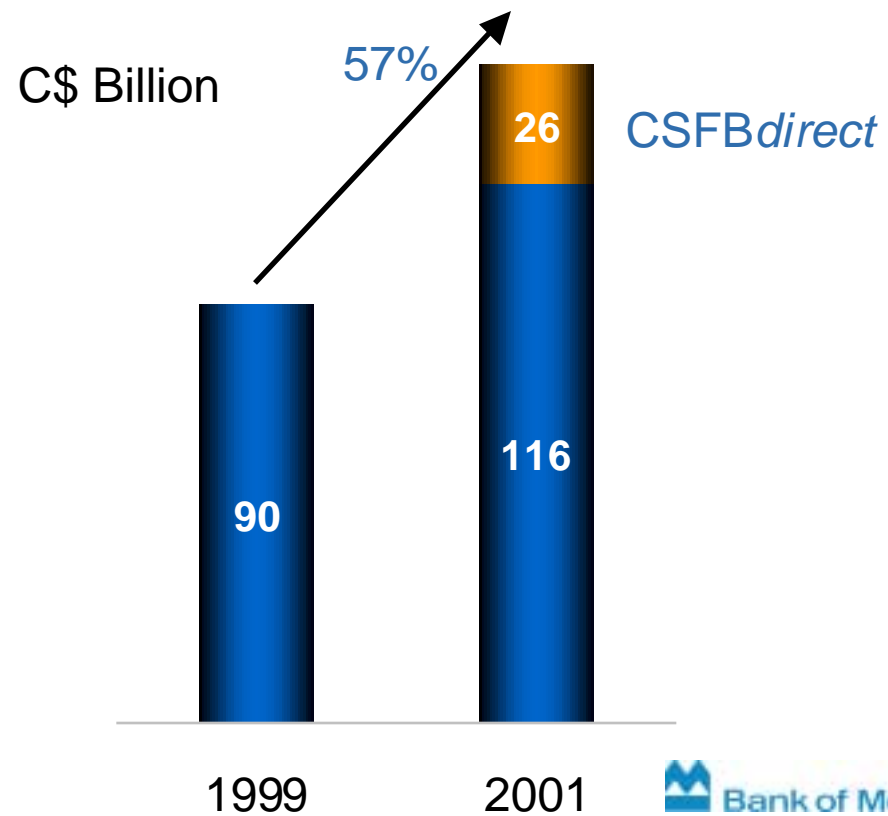
■ Future Targets





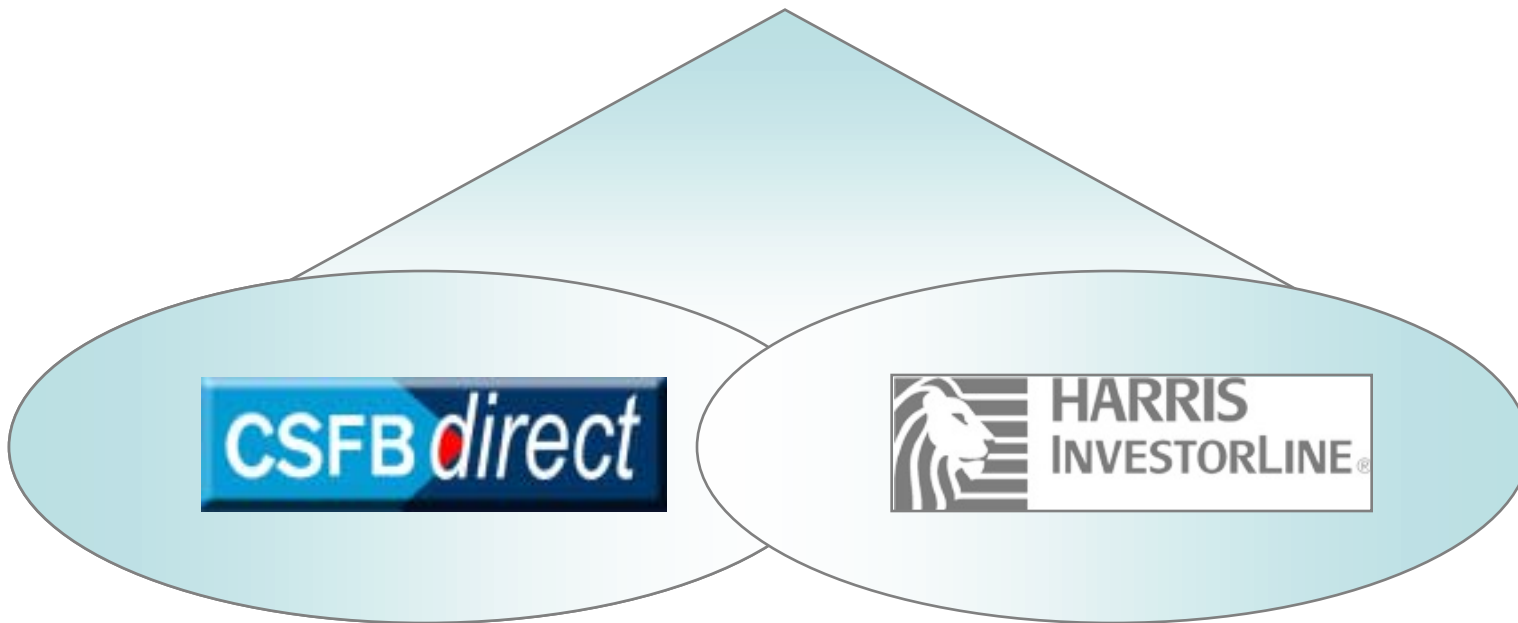
Strong Growth In U.S. Private Client Assets

U.S. AUM/AUA
and Term Deposits



Expanding Wealth Management

Harris Direct Investing



Attractive Business With Stand-Alone Economics

- *Attractive client base in terms of account size, net worth, personal income, use of technology and age profile*
- *Brings total active U.S. retail clients to 1.5 million*
- *Makes BMO direct investing business 7th largest in North America*
- *Solid transaction as a stand-alone, direct investing play*

Recognized Technology Leadership

“Best of the Web”
– *March 2001*



Number one “4-Stars” rating
– *March 2001*



“Best Online Brokerage Service”
– *March 2001*



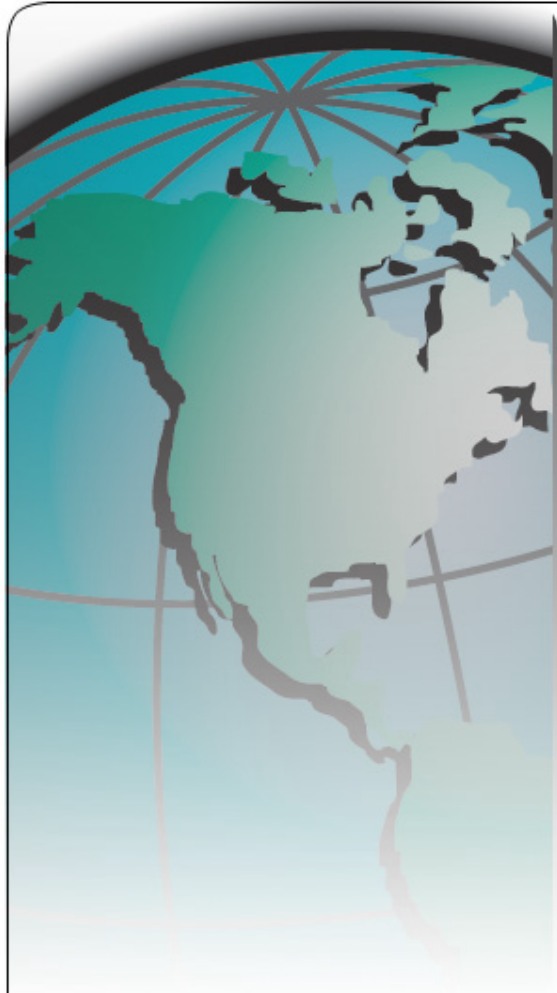
“Top Online Broker”
– *2000 Worth Magazine
Readers' Choice Awards*



Progress To Date

Harris Direct Investing

- *Marketing and re-branding program well developed*
- *Developing cross-selling program*
- *Technology integration process well advanced*
- *High level of management compatibility*



Future Expansion Opportunities

- *Looking for properties that enhance the value of existing Canadian and U.S. franchises*

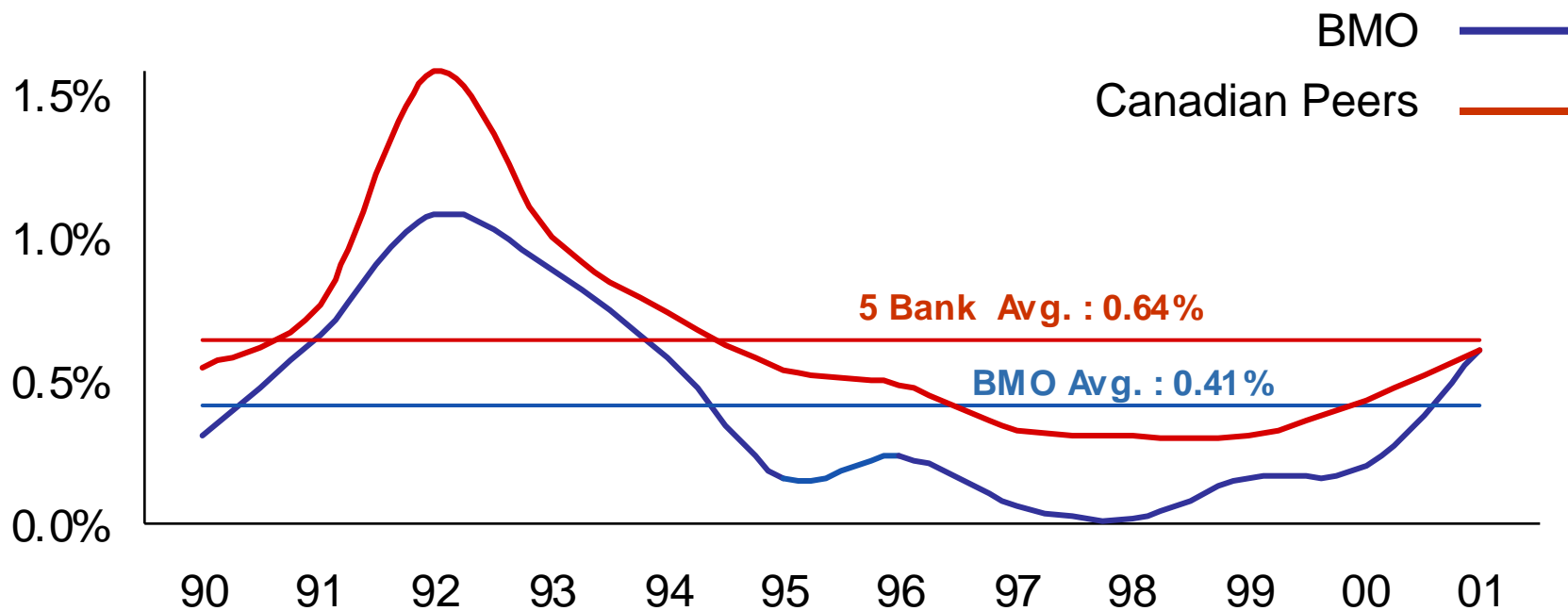


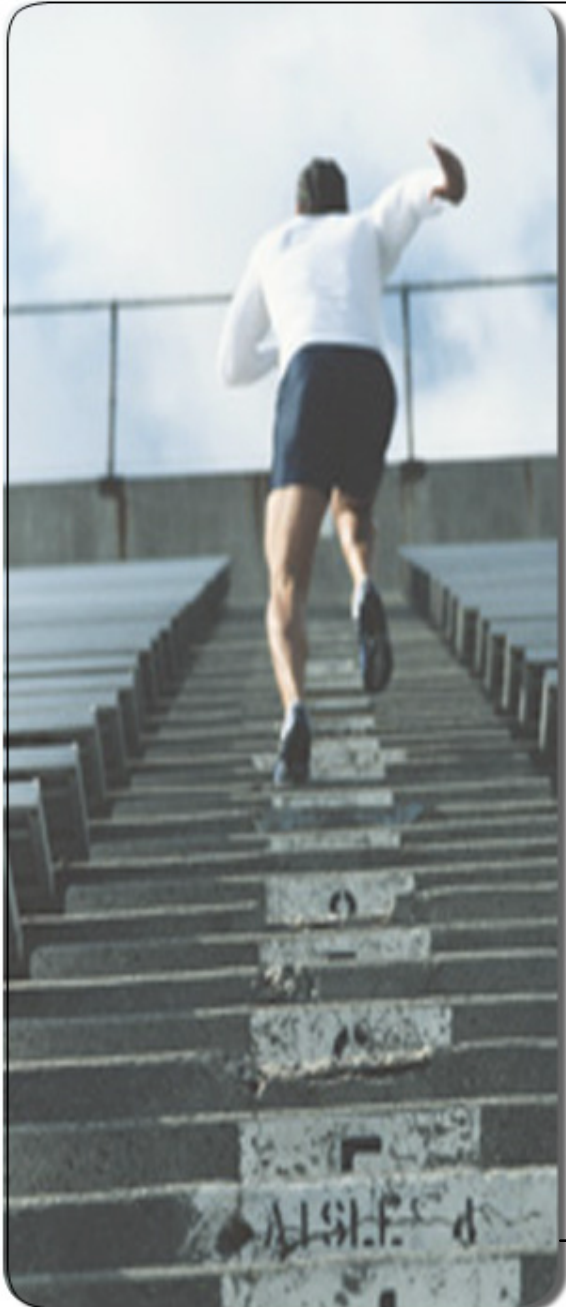
Leveraging Our Transnational Potential

- *Imported successful U.S. private banking model into Canada*
- *Credit scoring expertise developed in Canada benefits U.S. consumer and small business lending operations*
- *Cross-border management team*

Expertise In Credit Risk Management

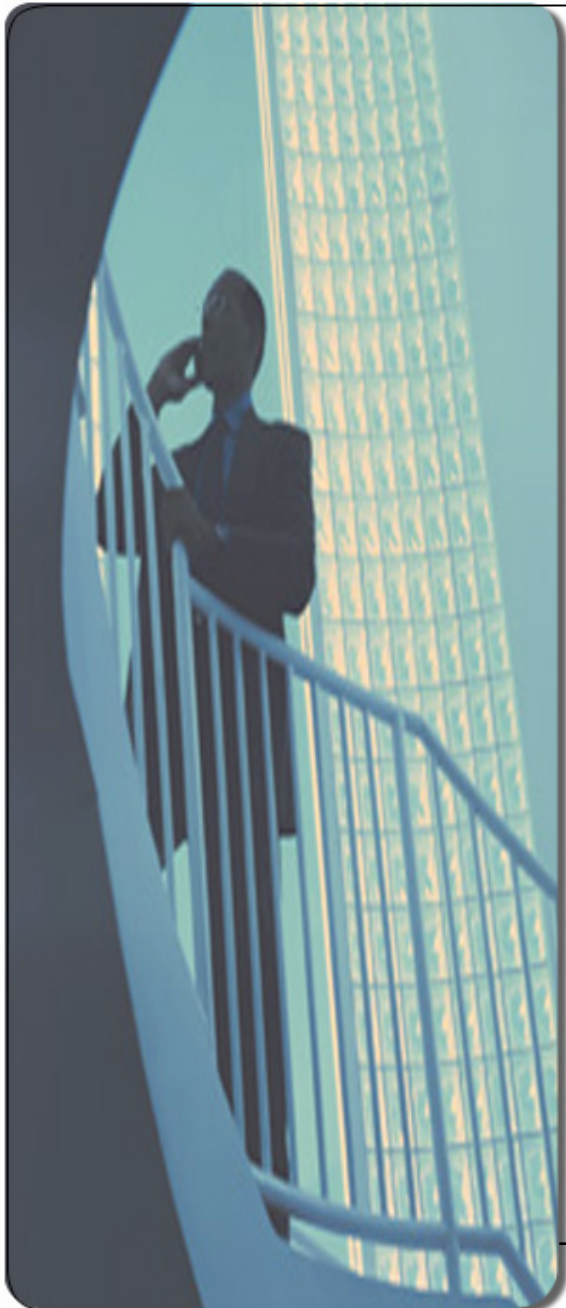
Specific provision for credit losses to loans and acceptances





Creating A Competitive Business Model

- *Continue to redirect capital to high-growth, high-return businesses*
 - *During 2001 reduced risk weighted assets in Investment Banking Group by C\$6 billion*
- *Aggressive cost management will limit 2002 expense growth to below revenue growth*



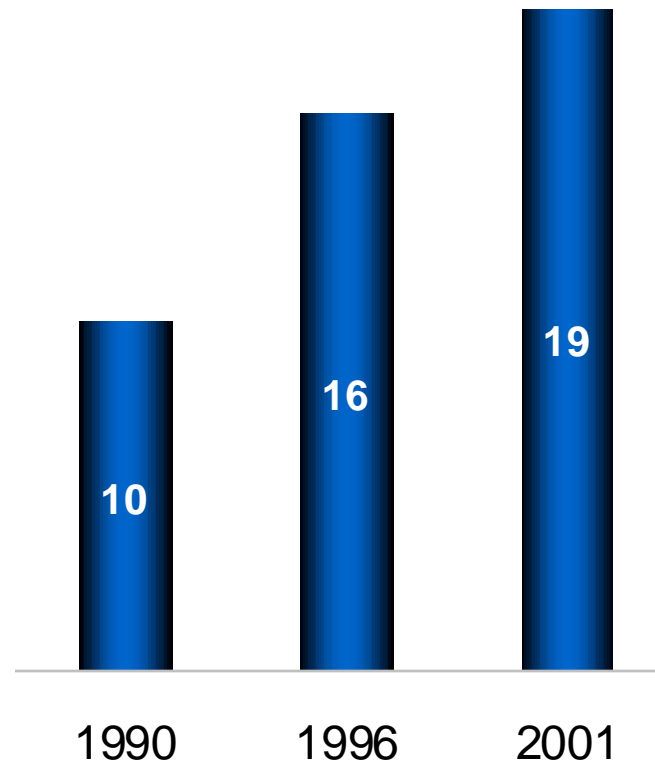
Fostering A Sales Culture

- *Rollout of new sales and service platform for Canadian retail banking*
- *Significant investment in specialized salespeople*
- *Efforts are beginning to reap rewards*



Increasing Market Share

Small business loan market share %



Assisting Personal and Small Business Customers

Significant progress since November launch

- *Small business loan applications increased 85%*
- *Mortgage pipeline increased fourfold*
- *Personal & Commercial new business up 19% year-over-year*



CANADIAN BANKS' CEO CONFERENCE 2002

Tony Comper
Chairman & CEO



Forward-Looking Statements

CAUTION REGARDING FORWARD-LOOKING STATEMENTS

This financial presentation includes forward-looking statements, which are made pursuant to the 'safe harbor' provisions of the United States Private Securities Litigation Reform Act of 1995. These forward-looking statements include, but are not limited to, comments with respect to our objectives, targets, strategies, financial condition, the results of our operations and our businesses, our outlook for our businesses and for the Canadian and U.S. economies, and risk management.

By their very nature, forward-looking statements involve numerous assumptions, inherent risks and uncertainties, both general and specific, and the risk that predictions and other forward-looking statements will not prove to be accurate. We caution readers of this report not to place undue reliance on these forward-looking statements as a number of important factors could cause actual future results to differ materially from the plans, objectives, targets, expectations, estimates and intentions expressed in such forward-looking statements.

The future outcomes that relate to forward-looking statements may be influenced by the following factors: fluctuations in interest rates and currency values; regulatory developments; statutory changes; the effects of competition in the geographic and business areas in which we operate, including continued pricing pressure on loan and deposit products; and changes in political and economic conditions including, among other things, inflation and technological changes. We caution that the foregoing list of important factors is not exhaustive and that when relying on forward-looking statements to make decisions with respect to Bank of Montreal, investors and others should carefully consider the foregoing factors as well as other uncertainties and potential events. The Bank does not undertake to update any forward-looking statement, whether written or oral, that may be made from time to time by or on behalf of the Bank.

