

Enterprise-Wide Strategy

Our Strategy in Context

Customers inspire what we do every day.

Our aim is to deliver top-tier shareholder return as we balance our commitments to our customers and employees, the environment and the communities in which we live and work. We are unified in our focus – and we are accelerating.

Our strategy is built on a strong foundation of assets and capabilities that position us well for future growth. Adapting and innovating, we are working hard to anticipate customers' expectations and deliver growing value to shareholders, as we continue to navigate an increasingly complex world characterized by mixed macroeconomic performance, rapid advances in technology, competitive intensity and a dynamic regulatory environment.

We have a clear plan, anchored in our strategy. Although the fundamentals of our strategy remain consistent, we have refocused our priorities for 2019 to address the changing market landscape. Our group strategic priorities align with and support our enterprise-wide strategy, positioning us well to drive competitive performance. Group strategies are outlined in the 2018 Operating Groups Performance Review, which starts on page 43.

Our Strategic Priorities

- Drive leading growth in priority areas by earning customer loyalty
- Simplify, speed up, and improve productivity
- Harness the power of digital and data to grow
- Be leaders in taking and managing risk, consistent with our overall risk appetite
- Activate a high-performance culture

Our Sustainability Principles

BMO is dedicated to pursuing growth in a responsible and sustainable manner. Our sustainability principles sit alongside our strategic priorities and represent the inextricable connection between financial performance and corporate responsibility. Our success as a business depends on meeting our commitments to our community and our planet, our employees and our customers. Where they connect is the source of sustainable growth.

Social Change

Helping people adapt and thrive by embracing diversity and tailoring our products and services to meet changing expectations

Financial Resilience

Working with our customers to achieve their goals, and providing guidance and support to underserved communities

Community-Building

Fostering social and economic well-being in the places where we live, work and give back

Environmental Impact

Reducing our environmental footprint while considering the impacts of our business