

2009

Investor Presentation

Scotia Capital Financials Summit

Defining great customer experience.



Bill Downe

President and Chief
Executive Officer

September 16, 2009

BMO  **Financial Group**

Forward Looking Statements & Other Reporting Matters

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 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 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 Third 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.

Caution Regarding Non-GAAP Measures

Bank of Montreal uses both GAAP and non-GAAP measures to assess performance. Securities regulators require that companies caution readers that earnings and other measures adjusted to a basis other than GAAP do not have standardized meanings under GAAP and are unlikely to be comparable to similar measures used by other companies.

Reconciliations of GAAP to non-GAAP measures as well as the rationale for their use can be found in Bank of Montreal's Third Quarter 2009 Report to Shareholders, MD&A and 2008 Annual Report to Shareholders all of which are available on our website at www.bmo.com/investorrelations.

Non-GAAP results or measures include revenue, taxes and cash operating leverage results and measures that use taxable equivalent basis (teb) amounts, cash-based profitability and cash operating leverage measures, net economic profit and results and measures that exclude items that are not considered reflective of ongoing operations. In addition, results stated on a basis that excludes charges for certain trading and valuation adjustments, changes in the general allowance and restructuring charges are non-GAAP measures. Bank of Montreal provides supplemental information on combined business segments to facilitate comparisons to peers.

Today's Agenda

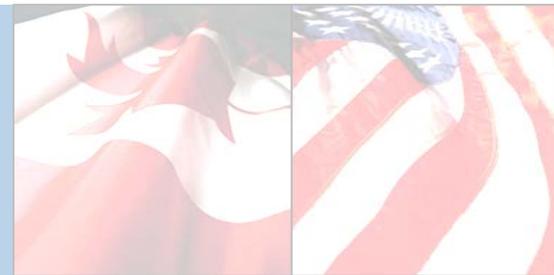
1

What We've Accomplished



2

North American
Regulatory Environment



3

Positioned for
Long-Term Success

**Defining Great
Customer Experience**

Strong Operating Momentum and Earning Power

C\$ millions unless otherwise indicated

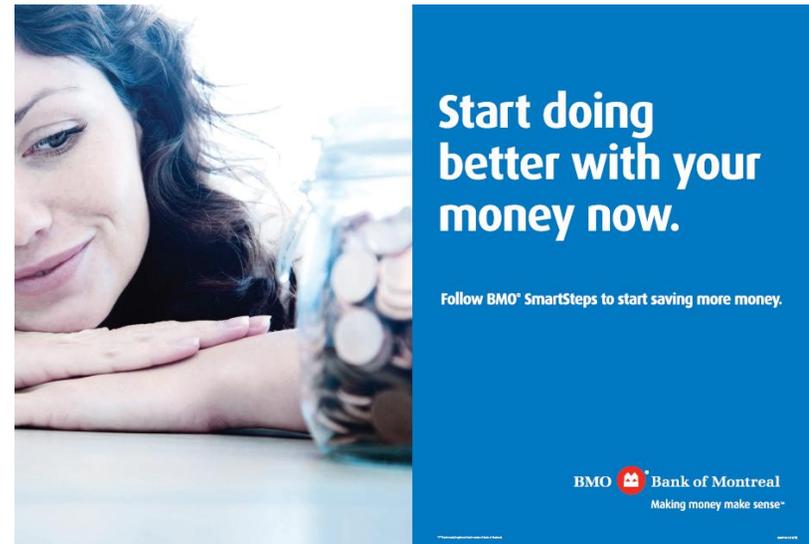
	YTD Q3 2009 As Reported	YTD Q3 2009 Ex Items of Note ¹
Revenue	8,075	8,720
Expense	5,602	5,484
PCL	1,217	1,157
Net Income	1,140	1,698

- Adjusted for notable items, revenue growth was 9.4% with operating leverage of 1.3%
- Pre-provision, pre-tax net income of \$2.6BN, as reported but excluding severance costs in Q2; 12% above last year.

¹ Items of note include capital markets environment charges in BMO CM and PCG as well as an increase to the general allowance and severance costs in the corporate segment

Strong Operating Group Performance

- Domestic Retail continues to be the most significant contributor to BMO results, demonstrating solid momentum across all business segments



- P&C U.S. is competing well in a challenging environment and is continuing to pursue new business

Strong Operating Group Performance



- Capital Markets delivering strong financial results, benefiting from diversified business mix and capitalizing on market opportunities

- Private Client Group performing well; recent insurance acquisition creates another strong pillar in this group

With more than 50 experienced professionals joining our firm this year alone, we're providing our clients with additional

POWER HITTERS

We're continuing to hire top talent across all areas of our business to help bring your ambitions to life.
Learn more at: bmocm.com/powerhitters

Access our web page on your mobile phone by scanning this EZcode with ScanLife app*
getscanlife.com

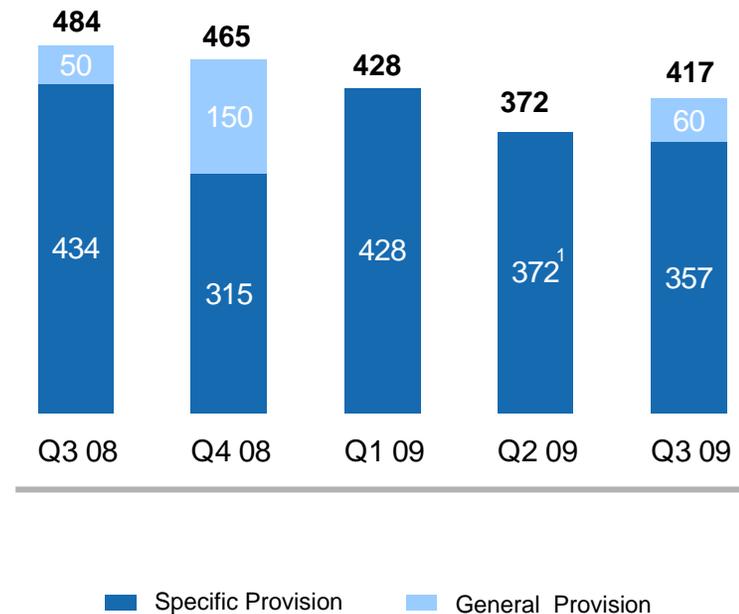
BMO  **Capital Markets***
Your ambition achieved.™

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Consistent Discipline in Credit Risk Management

- Provisions for credit losses expected to remain elevated into 2010 with upward pressure from current levels
- Negative migration is moderating in areas

Provision for Credit Losses
(C\$ millions)



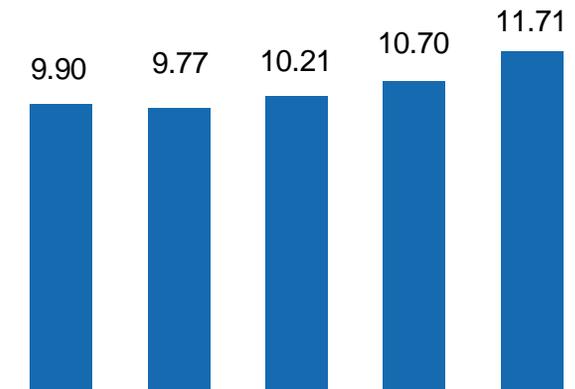
¹ Includes a one time increase of \$41MM representing a change in the provisioning approach for Canadian consumer loans.

Excess Capital Provides Opportunities

- Balance sheet strength underlines capacity for growth in the new regulatory environment

Tier 1 Capital Ratio

(%)

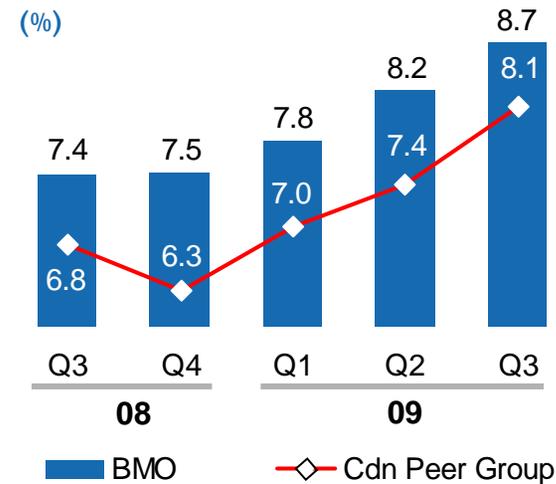


Excess Capital Over 8%

\$3.5B **\$3.4B** **\$4.3B** **\$5.0B** **\$6.4B**

Tangible Common Equity-to-RWA

(%)



North American Regulatory Environment

Financial Regulatory Reform

- There has been notable progress in the last year in a number of important economic indicators
- Regulators have gone from reactive to proactive
- U.S. government is now leading the reform initiative promoting:
 - Robust supervision and regulation of all financial firms;
 - Comprehensive supervision of financial markets;
 - Protection for consumers and investors from financial abuse;
 - New government tools to manage financial crises; and,
 - Greater international regulatory standards and cooperation.
- More regulation will move to the federal level

BMO has a compelling brand and is ideally positioned to lead in this environment

Positioned for Success in the New Environment

Regulatory Reform & Environment

- Higher capital requirements for banks with a focus on higher quality
- More forward-looking capital requirements and accounting rules
- Explicit liquidity standards for banks
- Better measurement of portfolio risks



BMO Strengths

- ✓ Balance sheet with excess capital to take advantage of opportunities
- ✓ Core business performance and momentum
- ✓ Customer orientation offering a differentiated experience
- ✓ Well established footprint in the U.S. market
- ✓ Management expertise

Making Money Make Sense.

BMO  Financial Group

Committed to Our Customer Promise

Examples of Customer Initiatives

-  Managing relationships of new customers to ensure regular meaningful contact with them with the goal of winning more of their business
-  Designed retirement planning services to help people plan for every aspect of retirement
-  Redesigned our entire retail and commercial lending process in the U.S. to increase brand visibility and support and to get customers what they need



Making Money Make Sense.

BMO  Financial Group

Key Takeaways and Looking Forward.....

 BMO has strong well positioned core businesses that are generating very solid financial results

 BMO has come through the economic downturn and financial crisis with a very strong capital position

 Our change agenda is focused on the customer and continues to be executed deliberately and systematically across all businesses

 We continue to execute our expense management plan with no impact on the quality of work we do for customers

 BMO is ideally positioned to benefit from the new environment taking shape and we will continue to stand by our customers

Defining great customer experience.

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Q&A

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