



BMO Investor Day:  
Canadian Personal &  
Commercial Banking and  
Wealth Management

**JANUARY 29, 2015**

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# Forward looking statements & non-GAAP measures

## 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 2015 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, U.S. and international 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; weak, volatile or illiquid capital and/or credit markets; interest rate and currency value fluctuations; changes in monetary, fiscal or economic policy; the degree of competition in the geographic and business areas in which we operate; changes in laws or in supervisory expectations or requirements, including capital, interest rate and liquidity requirements and guidance; 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, including obtaining regulatory approvals; critical accounting estimates and the effect of changes to accounting standards, rules and interpretations on these estimates; operational and infrastructure risks; changes to our credit ratings; general political conditions; global capital markets activities; the possible effects on our business of war or terrorist activities; disease or illness that affects local, national or international economies; natural disasters and disruptions to public infrastructure, such as transportation, communications, power or water supply; technological changes; and our ability to anticipate and effectively manage risks associated with all of the foregoing factors.

We caution that the foregoing list is not exhaustive of all possible factors. Other factors and risks could adversely affect our results. For more information, please see the Enterprise-Wide Risk Management section on pages 77 to 105 of BMO's 2014 Annual MD&A, which outlines in detail certain key factors and risks that may affect Bank of Montreal'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 and risks, 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 statements, 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, as well as our strategic priorities and objectives, and may not be appropriate for other purposes.

Assumptions about the performance of the Canadian and U.S. economies, as well as overall market conditions and their combined effect on our business, 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. See the Economic Developments and Outlook section on page 30 of BMO's 2014 Annual MD&A.

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## Non-GAAP Measures

Bank of Montreal uses both GAAP and non-GAAP measures to assess performance. Readers are cautioned 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 Fourth Quarter 2014 Earnings Release and BMO's 2014 Annual MD&A, all of which are available on our website at [www.bmo.com/investorrelations](http://www.bmo.com/investorrelations).

Examples of non-GAAP amounts or measures include: efficiency and leverage ratios; revenue and other measures presented on a taxable equivalent basis (teb); amounts presented net of applicable taxes; adjusted net income, revenues, provision for credit losses, non-interest expenses, earnings per share, effective tax rate, ROE, efficiency ratio and other adjusted measures which exclude the impact of certain items such as credit-related items on the purchased performing loan portfolio, acquisition integration costs, amortization of acquisition-related intangibles assets, decrease (increase) in collective allowance for credit losses, run-off structured credit activities and restructuring costs.

Bank of Montreal provides supplemental information on combined business segments to facilitate comparisons to peers.

# Today's agenda

- Welcome – Bill Downe, Chief Executive Officer
- Introduction – Sharon Haward-Laird, Head, Corporate Communications and Investor Relations
- Opening Remarks – Frank Techar, Chief Operating Officer
- Canadian Personal & Commercial Banking presentations and Q&A
  - Cam Fowler, Group Head, Canadian Personal and Commercial Banking
  - Steve Murphy, Head, Canadian Commercial Banking
  - Carolyn Booth, SVP, Atlantic Provinces Division
  - Ernie Johannson, Head, Canadian Personal Banking
  - Andrew Auerbach, SVP, Greater Toronto Division
- Wealth Management presentations and Q&A
  - Gilles Ouellette, Group Head, Wealth Management
  - Barry McInerney and Rajiv Silgado, Co-CEOs, BMO Global Asset Management
  - Charyl Galpin, Head, Full Service Investing
  - Julie Barker-Merz, President, BMO InvestorLine
  - Peter McCarthy, President and CEO, BMO Insurance
  - Myra Cridland, Head, BMO Private Banking, Canada and Asia
- Closing remarks – Frank Techar, Chief Operating Officer



# BMO Investor Day: Canadian Personal & Commercial Banking and Wealth Management

**JANUARY 29, 2015**

Bill Downe  
Chief Executive Officer

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# BMO Investor Day: Canadian Personal & Commercial Banking and Wealth Management

**JANUARY 29, 2015**

Frank Techar  
Chief Operating Officer

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# Advantaged business mix

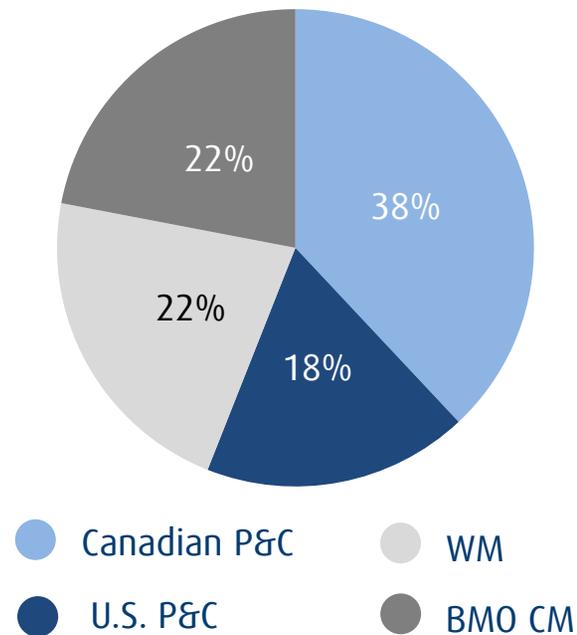
## F2014 Financial Highlights

**\$4.5B** Adjusted net income<sup>1</sup>

**\$2.0B** Dividends declared

**10.1%** Common equity tier 1 ratio

## F2014 Operating Group Revenue



<sup>1</sup> Reported net income \$4.3B

# Changing customer landscape and digitization



#1 Mobile/  
tablet app



Branch image  
capture



Insurance  
website design  
based on  
customer needs

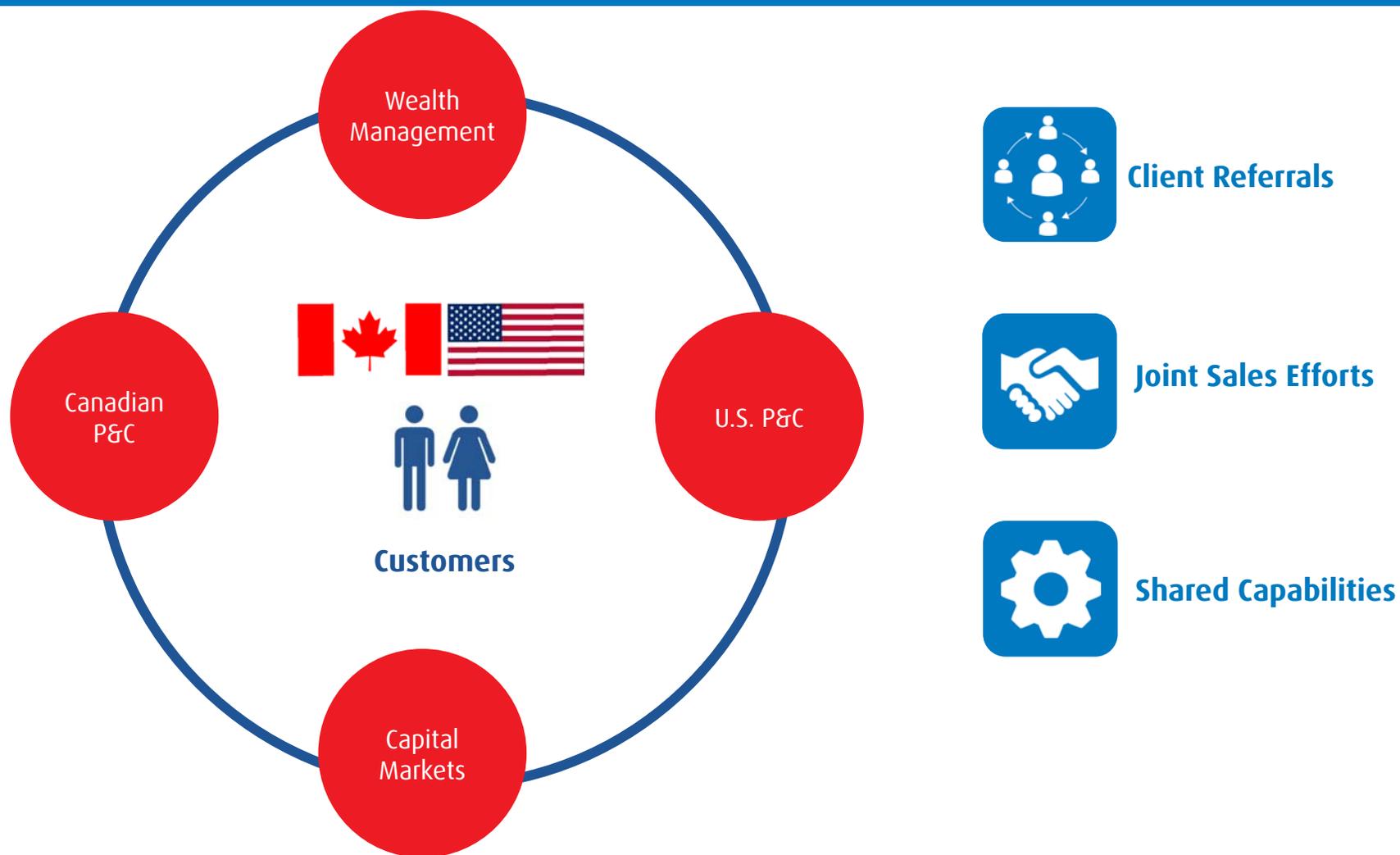


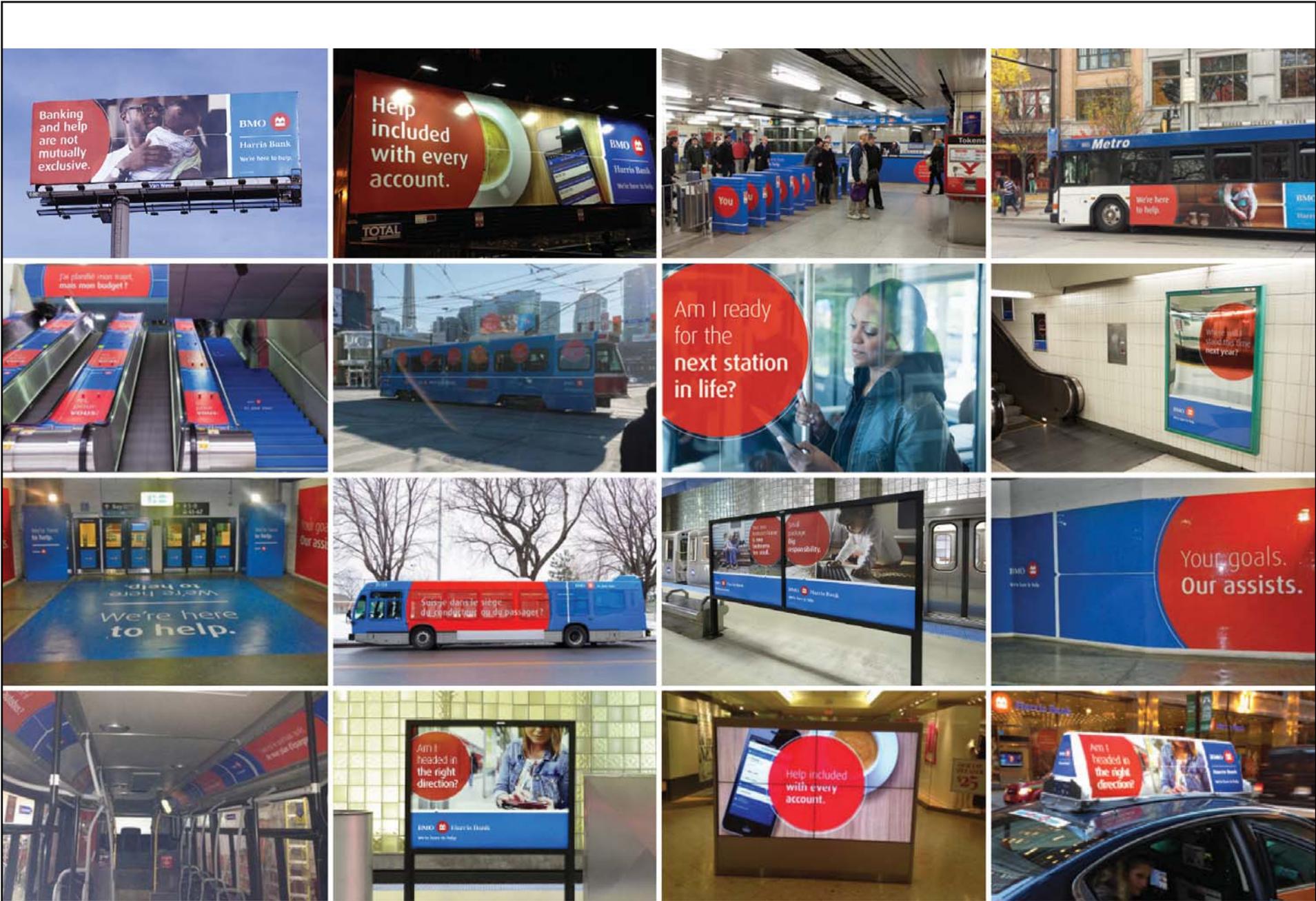
Full service  
investment  
advice online  
with adviceDirect



Remote  
cheque capture  
for businesses

# Working together - across businesses and across borders





# Clear and consistent strategy

1

Achieve industry-leading customer loyalty by delivering on our brand promise.

2

Enhance productivity to drive performance and shareholder value.

3

Leverage our consolidated North American platform to deliver quality earnings growth.

4

Expand strategically in select global markets to create future growth.

5

Ensure our strength in risk management underpins everything we do for our customers.

# BMO Investor Day: Canadian Personal & Commercial Banking

**JANUARY 29, 2015**

Cam Fowler  
Group Head

BMO



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# Key messages



## Medium term financial objectives

### A strong foundation

- Exceptional leadership team
- Renewed business platforms
- Seamless channel experience
- Unique strategic partnerships

### Market leading performance in F2014

- Top tier revenue and net income growth
- Strong organic balance growth

### Strategic priorities

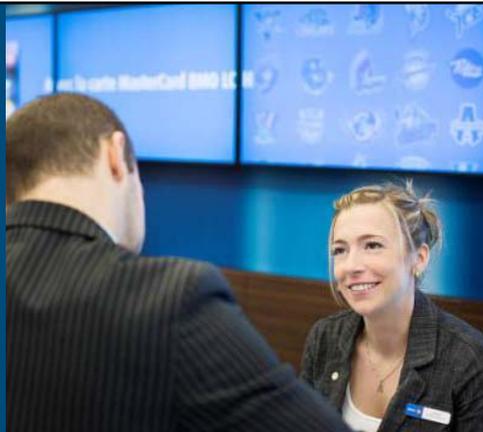
- Superior customer loyalty and growth
- Digital channel acceleration
- High performing teams
- Strong operating discipline

Average annual net income growth above 7%

Top tier balance sheet growth

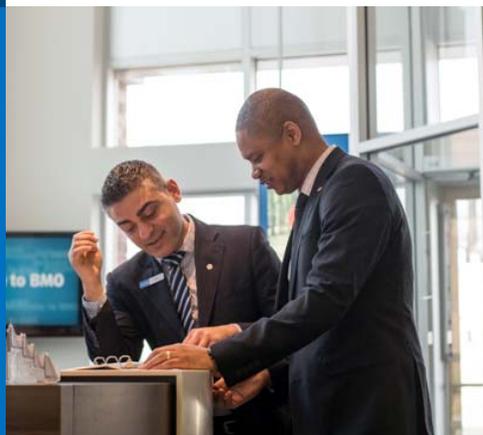
Productivity in the mid 40s

# Our business today



- **46%** of BMO's earnings in F2014
- **\$6.5 billion** of revenue
- **\$2 billion** in net income
- **\$188 billion** in average loans
- **\$125 billion** in average deposits

- **Over 7 million** retail customers
- **Largest MasterCard<sup>1</sup> and Air Miles issuer** in Canada



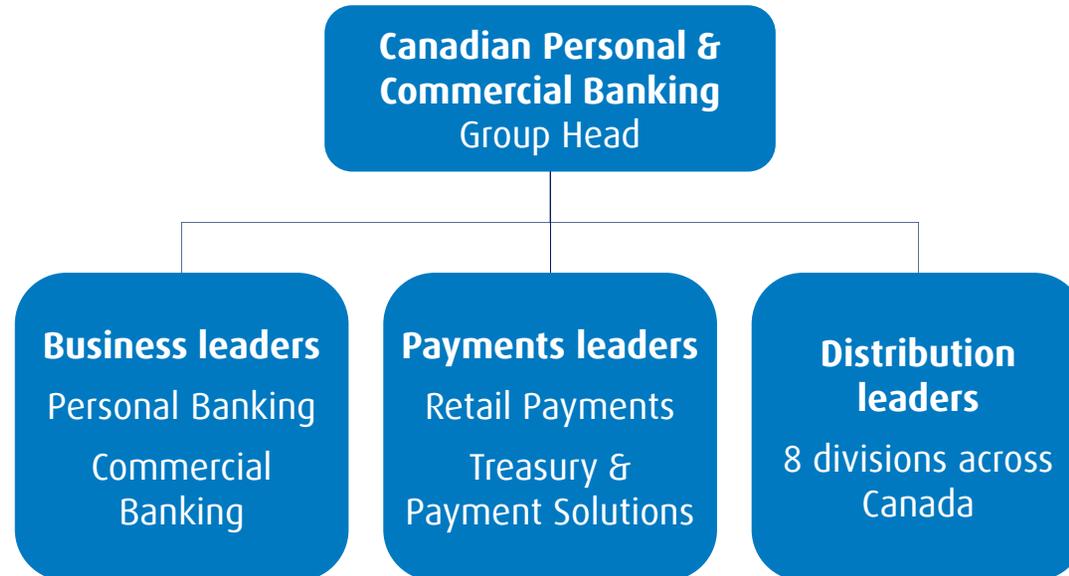
- **400,000** business clients
- **#2 market share<sup>2</sup>** in business lending
- **#1 agriculture<sup>2</sup>** bank
- **#1 corporate card issuer<sup>3</sup>**

<sup>1</sup> Canadian Bankers Association, based on transaction volumes among Big 5 banks

<sup>2</sup> Canadian Bankers Association; loan market share \$0-\$25MM

<sup>3</sup> Nilson Report, August 2014

# Exceptional leadership team



# Renewed business platforms



## Sales model evolution

- Re-organized to bring sales leaders closer to customers
- Increased capacity for sales activities while decreasing time spent on administration

## Commercial banking platform

- Local decision making authority
- Technology enhancements to create additional front line capacity

## Retail cards conversion

- Migrated over 3.8 million personal credit card accounts to an industry leading platform

# Seamless channel experience

## Digital

Digital adoption driving online sales and service

- Enhanced mobile banking app
- Leading integrated tablet app
- DepositEdge for business clients
- Bmo.com - dynamic, intuitive



## Customer



## Customer Contact Centre

Inbound service, cross sell and targeted outbound calls

- North American alignment
- Ask the Expert, Customer Advocacy Centre

## ATM

Focused on basic sales and service

- Enhanced ATM functionality



## Branch

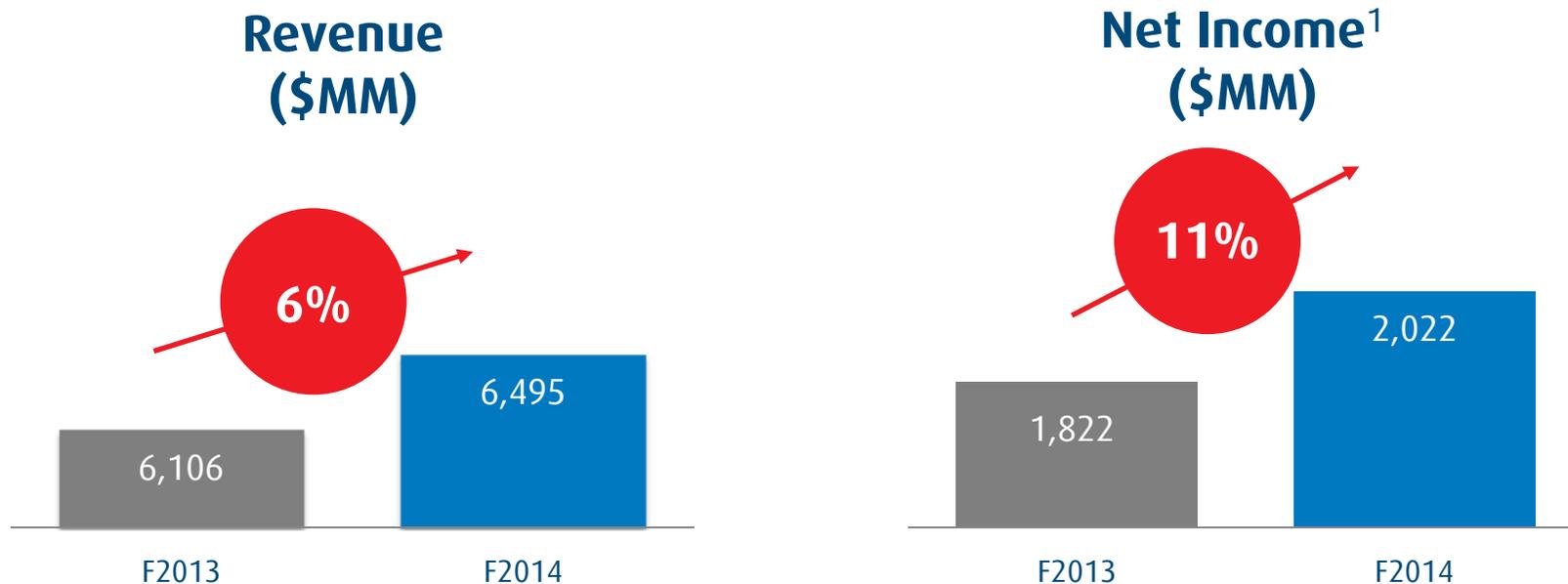
Customer acquisition and advice based sales

- Optimized branch network
- Smaller formats

# Unique strategic partnerships



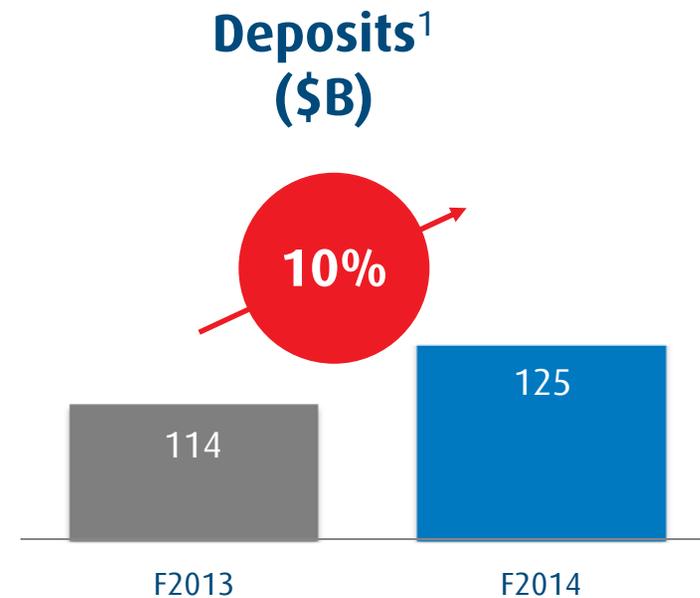
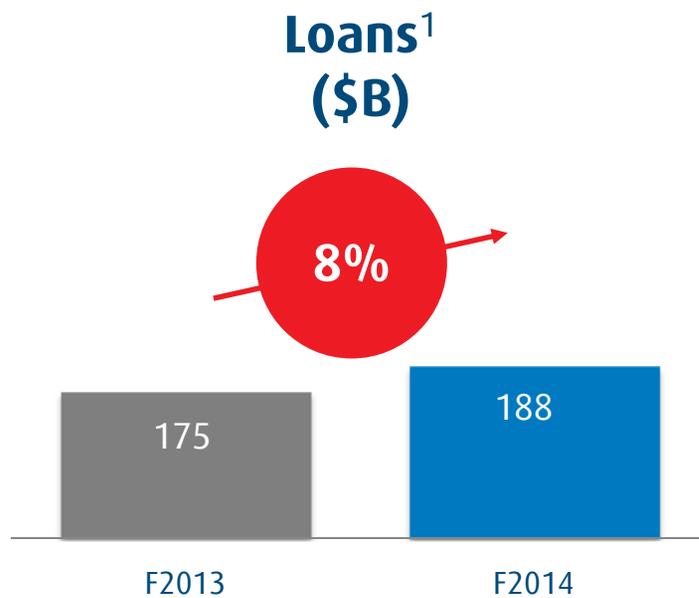
# Top tier performance in F2014



F2014 operating leverage: **2.1%**

1 On an adjusted basis; reported net income F2013 \$1,812MM; F2014 \$2,014MM

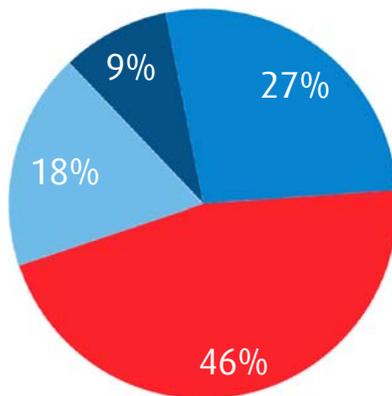
# Market leading performance in F2014



<sup>1</sup> Based on annual average

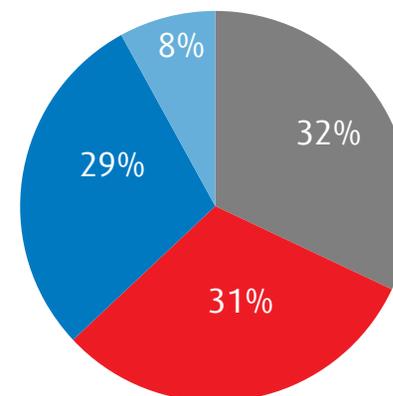
# Well-diversified portfolio

## Loan Mix - \$188B<sup>1</sup>



- Mortgages
- Other Personal Loans - secured
- Other Personal Loans - unsecured
- Commercial Loans & Acceptances and Corporate Cards

## Deposit Mix - \$125B<sup>1</sup>



- Personal Deposits ex Term
- Personal Term Deposits
- Commercial ex Term
- Commercial Term

<sup>1</sup> Based on annual average

# Market trends



Moderating loan growth

Dynamic payments environment

Rising digital adoption

Evolving regulatory expectations



# Medium term financial goals

Average annual  
net income growth  
above 7%

Top tier balance  
sheet growth

Productivity  
in the mid 40s

# Strategic priorities

Superior  
customer  
loyalty and  
growth

Digital  
channel  
acceleration

High  
performing  
teams

Strong  
operating  
discipline

# Superior customer loyalty and growth

## Personal Banking

Achieve #1 in customer loyalty

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Grow primary customers and share of wallet

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Accelerate growth in payments

Grow primary customers at ~5% per year

## Commercial Banking

Achieve #1 in customer loyalty

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Build on strong lending share

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Increase deposit share

Increase products per customer

# Digital channel acceleration

## Deliver a category defining digital experience

- Seamless integrated experience across channels, businesses and borders
- 

## Build a robust digital sales engine

- Increase digital adoption and transactions for customers
  - Focus on cross-sell opportunities across BMO
- 

## Leverage strong foundational analytics

- Develop leading customer data and insights



Double  
digital sales

# High performing teams

## Build on strong employee engagement

- Currently 81% and top tier in key categories, compared to leading Canadian financial institutions<sup>1</sup>

## Personal Banking salesforce productivity

- Accelerating time to productivity
- Creating capacity through process digitization

## Commercial Banking salesforce productivity

- Robust commercial training
- Full credit and cash management qualification

Increase engagement by 5%

Increase sales force productivity by 3-5%

Up to 25% increase in capacity

<sup>1</sup> Employee Engagement Index

# Strong operating discipline

## Risk management

- Optimize risk return across our businesses
  - Effectively applied credit risk management practices
- 

## Continue to deliver positive operating leverage

- Disciplined expense management
- 

## Lean processes

- Increased digitization and simplified workflows

# Focused on delivering market leading results



## Medium term financial objectives

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### Strategic priorities

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- Digital channel acceleration
- High performing teams
- Strong operating discipline

Average annual net income growth above 7%

Top tier balance sheet growth

Productivity in the mid 40s

# Canadian Commercial Banking

**JANUARY 29, 2015**

Steve Murphy  
Head, Canadian  
Commercial Banking

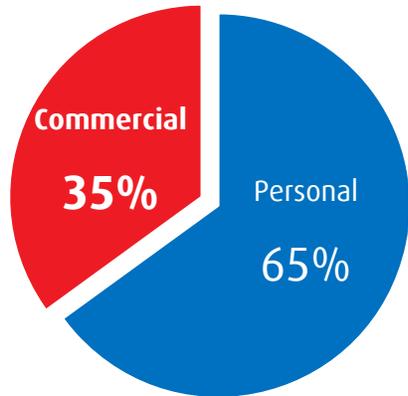
BMO



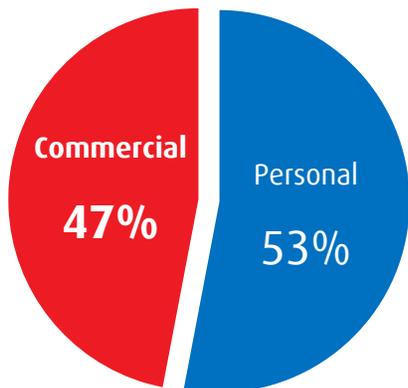
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# Proven strength in commercial banking

## F2014 Revenue Contribution



## F2014 Net Income Contribution



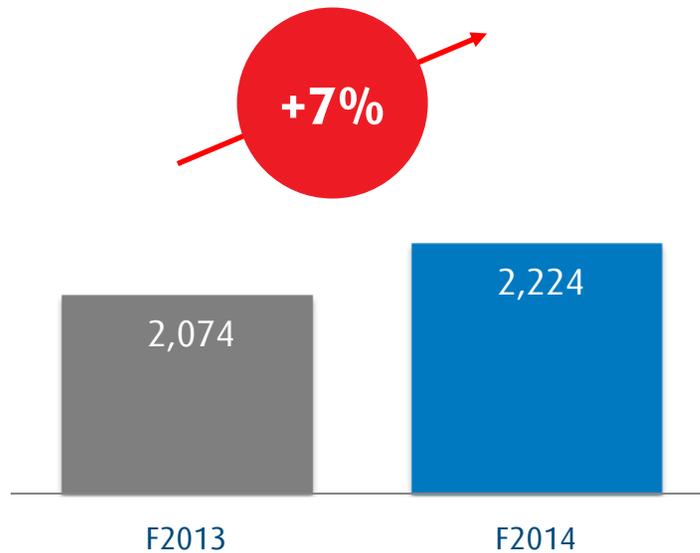
- #2 market share in business lending<sup>1</sup>
- Strong leadership in local markets
- #1 agriculture bank<sup>1</sup>
- #1 corporate card issuer<sup>2</sup>
- Leader in product innovation
- Cross-border capabilities

<sup>1</sup> Canadian Bankers Association; loan market share \$0-\$25MM

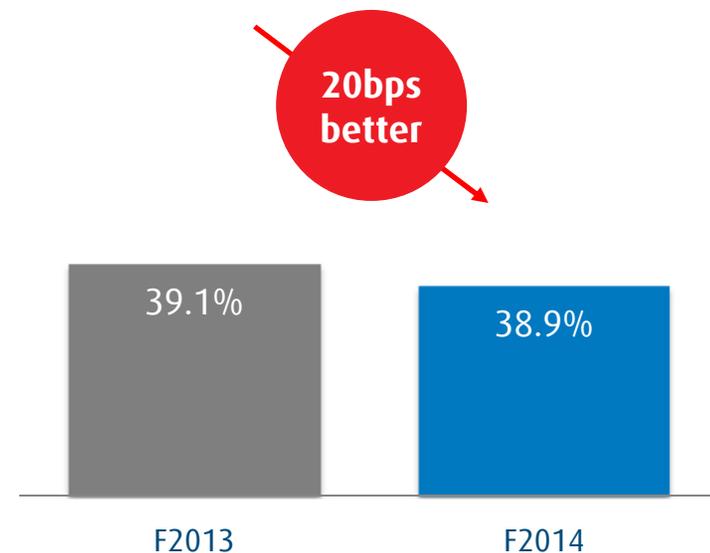
<sup>2</sup> Nilson Report, August 2014

# Strong financial performance

## Revenue (\$MM)



## Efficiency Ratio (%)

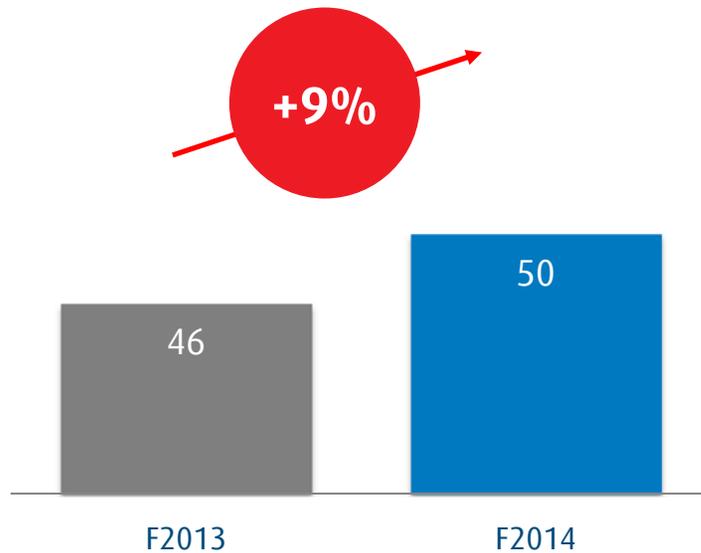


Rank<sup>1</sup> 5<sup>th</sup> → 2<sup>nd</sup>

1 Rank among 5 Canadian banks including BMO

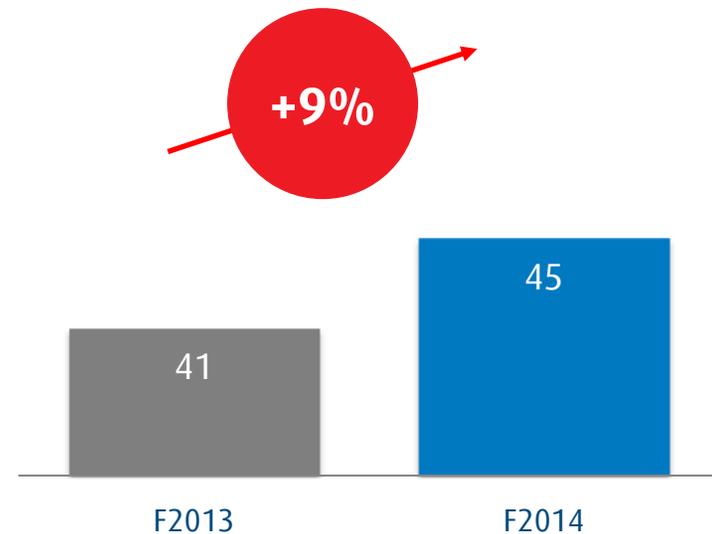
# Top tier balance sheet growth

## Loans<sup>1</sup> (\$B)



Rank<sup>2</sup> 4<sup>th</sup> → 2<sup>nd</sup>

## Deposits<sup>1</sup> (\$B)



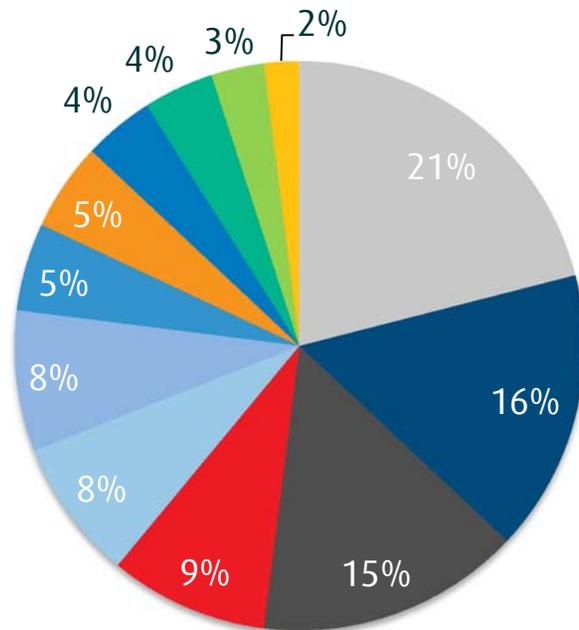
Rank<sup>2</sup> 3<sup>rd</sup> → 2<sup>nd</sup>

1 Based on annual average

2 Rank among 6 Canadian banks including BMO

# Well-diversified loan portfolio

## Total Canadian Commercial Loans: \$50B<sup>1</sup>



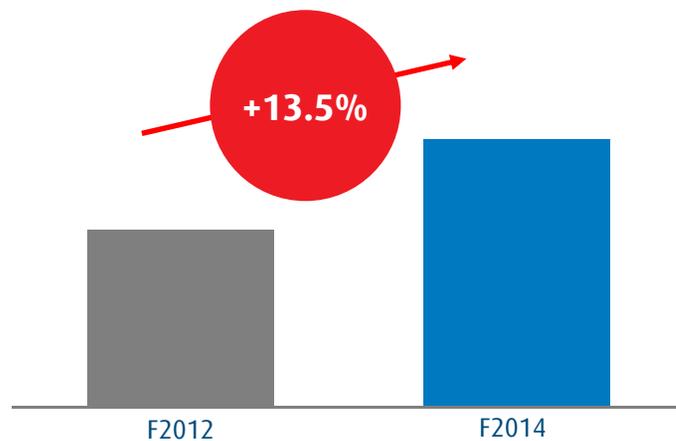
- Good diversification by industry and geography
- Strong credit risk management
- F2014 PCL 23bps of portfolio

<sup>1</sup> Based on annual average

<sup>2</sup> Other includes: wholesale, transportation, non-profit, mining, government, forestry, fisheries, communication/utilities

# Proven value of relationship management approach

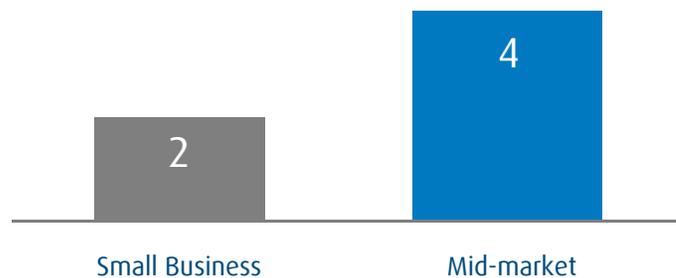
## Customer Growth



- #1 in Canadian Federation of Independent Business *Battle of the Banks* survey<sup>1</sup>
- #1 in Account Manager Satisfaction (Bond Marketing Intelligence Survey)

## Share of Wallet

Products per customer



- Majority of mid-market customers have a full suite of solutions
- Opportunity to deepen share of wallet with small businesses

<sup>1</sup> Tied for #1 among the big 5 banks

# Value proposition extends across all customer segments

400,000 Customers

Expansion

Growth

Startup



Mid-size businesses

Small Business

Capital Markets

Wealth Management

Personal Banking

# Attractive value proposition



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## Full relationship

- Proven credibility in the market
- Solutions tailored to needs
- Senior BMO leadership engagement

## Growing together

- Multi-generation businesses
- Identifying and meeting evolving needs
- Working together as customers grow over time



## Expert bankers

- Technology company dealing with another bank requests BMO payment card
- Account Manager offers insights on time-saving solutions tailored to customer needs
- Customer transfers full relationship to BMO

# Strategic priorities

Superior  
customer  
loyalty and  
growth

High  
performing  
teams

Strong  
operating  
discipline

# Getting to #1 customer loyalty



- Opportunity to further improve customer loyalty and grow share of wallet by providing:
  - Payment solutions that save time
  - Multi-channel access
  - Real-time feedback at key moments

# Opportunity to build on #2 lending share



- Targeting growing and dynamic customer segments
- Main geographic areas of focus are Ontario and Quebec
- Target sectors include:
  - Manufacturing
  - Health Care
  - Franchising
  - Professionals

# Increase deposit share

## Gaining share by focusing on:

- Innovative products and solutions in treasury and payments:
  - DepositEdge™ – remote cheque capture
  - PAYD™ Pro provided by Moneris
  - Online Banking for Business
- Deposit-intensive sectors:
  - Knowledge-based industries
  - Municipalities, universities, schools and hospitals
  - Not-for-profit



# Strategic priorities

Superior  
customer  
loyalty and  
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High  
performing  
teams

Strong  
operating  
discipline

# High performing teams



## ~2,000 expert bankers

- Relationship management with specialist overlay
- Decision making authority in local markets
- Rewarding careers



## Investment in learning

- Comprehensive training curriculum
- Full credit & cash management qualification
- Extensive leadership development

# Strategic priorities

Superior  
customer  
loyalty and  
growth

High  
performing  
teams

Strong  
operating  
discipline

# Strong operating discipline

## Lean processes

- Simplified workflow
  - Segregation of duties
  - Visual management
- 

## Technology

- New lending platforms
  - System integration
  - Credit administration automation
- 

## Strong risk management

- Three lines of defence
- Well-diversified loan portfolio
- Robust control framework

25% more  
time with  
customers

30% faster  
loan  
processing

Annual  
productivity  
better by  
~100bps

# Atlantic Provinces Division

**JANUARY 29, 2015**

Carolyn Booth  
Senior Vice President,  
Atlantic Provinces Division



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# Atlantic Provinces Division — market leading performance



- #2 market share in business lending<sup>1</sup>; positioned to overtake #1
- #3 market share in deposits<sup>2</sup> with good momentum
- Strong sales and credit leadership to manage customer needs in market

1 Canadian Bankers Association; loan market share \$0-\$25MM

2 Canadian Bankers Association, total deposit market share

# Priorities in action in Atlantic Provinces Division

## Superior customer loyalty and growth



### #1 customer loyalty

- Relationship management approach
- Local leadership

## High performing teams



### Build on strong lending share and grow deposits

- Lending opportunities by sector and region
- Momentum in deposit growth

## Strong operating discipline



### Highly engaged employees

- Leadership in local markets
- Career opportunities locally and nationally



### Improved productivity

- Lean processes
- Technology
- Strong risk management

# Key takeaways



Large and profitable commercial business with a track record of success

Customer relationship management drives profitability

Employees are our strength

Sustained growth through execution excellence

# Canadian Personal Banking

**JANUARY 29, 2015**

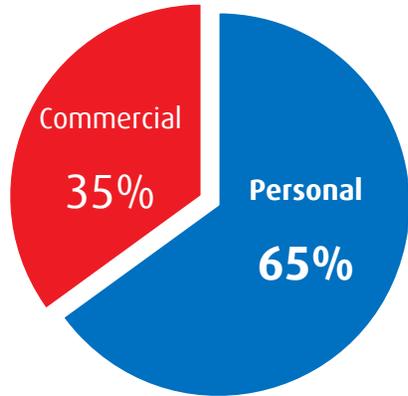
Ernie Johansson  
Head, Canadian  
Personal Banking



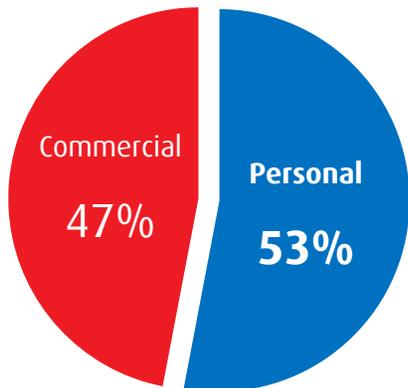
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# Strengthened personal banking business

## F2014 Revenue Contribution



## F2014 Net Income Contribution

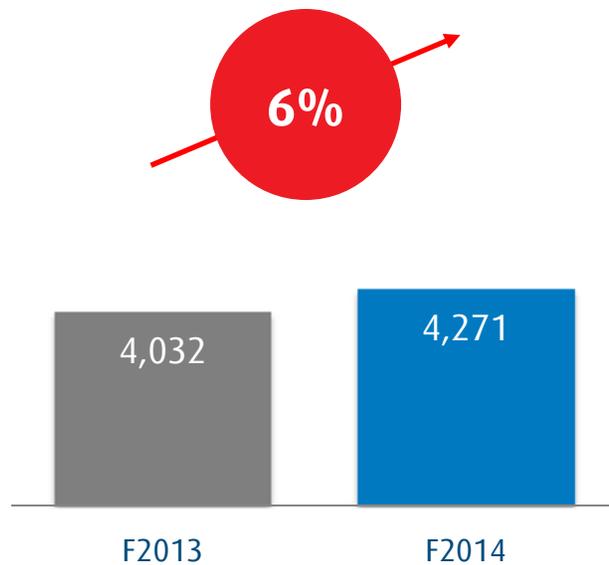


- ~25% of total bank revenue and net income
- Personal market share of 11.5%<sup>1</sup> with top tier F2014 improvement
- Over 7 million customers
- Strong collaboration with Wealth Management

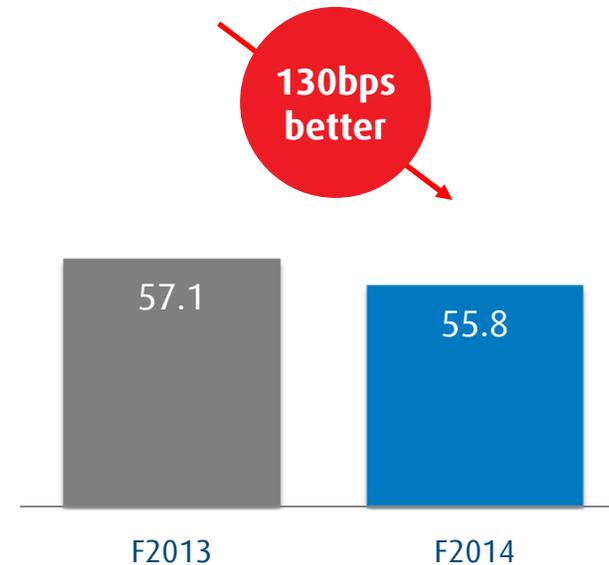
<sup>1</sup> Personal balances, including mutual funds, OSFI share as at October 2014

# Strong financial performance

## Revenue (\$MM)



## Efficiency Ratio (%)

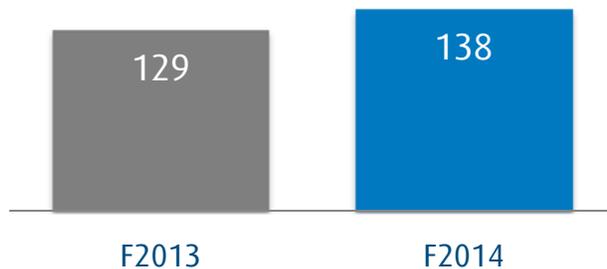
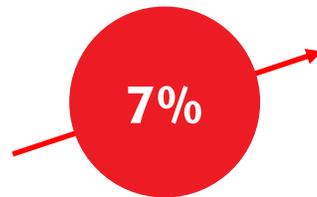


Rank<sup>1</sup> 4<sup>th</sup> → 2<sup>nd</sup>

<sup>1</sup> Rank among 5 Canadian banks including BMO

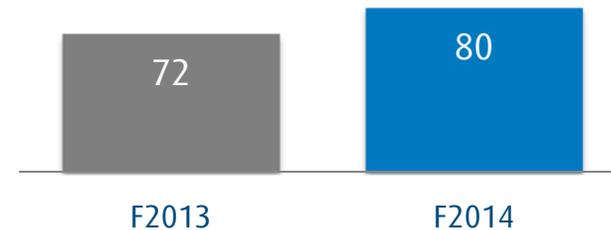
# Market leading balance growth

## Loans<sup>1</sup> (\$B)



Rank<sup>2</sup> 3<sup>rd</sup> → 1<sup>st</sup>

## Deposits<sup>1</sup> (\$B)



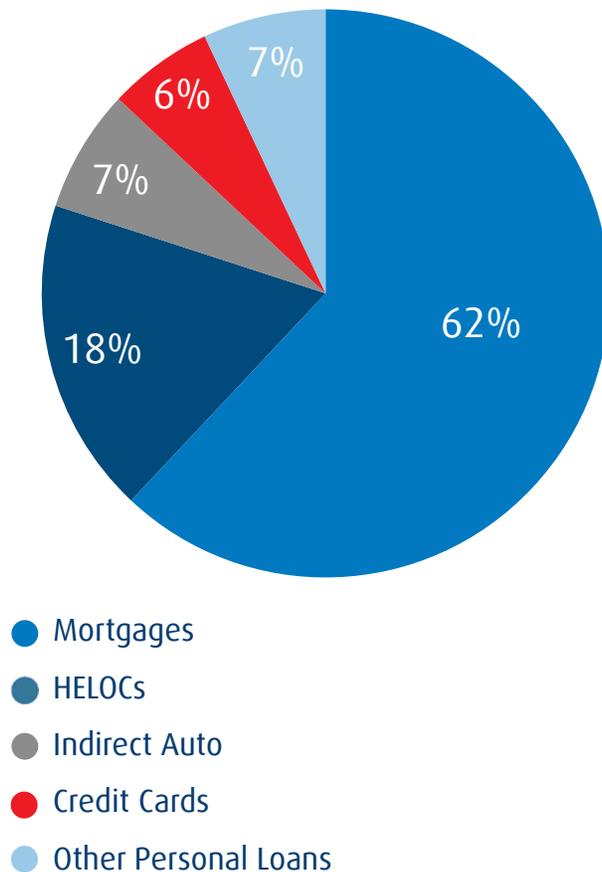
Rank<sup>2</sup> 4<sup>th</sup> → 2<sup>nd</sup>

<sup>1</sup> Based on annual average

<sup>2</sup> Rank among 6 Canadian banks including BMO

# Well-diversified loan portfolio

Total Canadian Consumer Loans: \$138B<sup>1</sup>



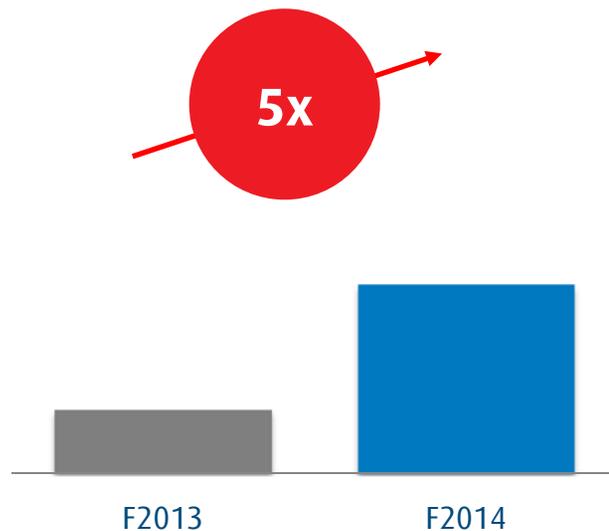
- 89% of loan portfolio is secured
- F2014 PCL 31bps of portfolio
- Consumer lending products loss rates lower than peer average<sup>2</sup>
- 63% of mortgages are insured
- 58% LTV on uninsured mortgage portfolio
- Good geographic diversification

<sup>1</sup> Based on annual average

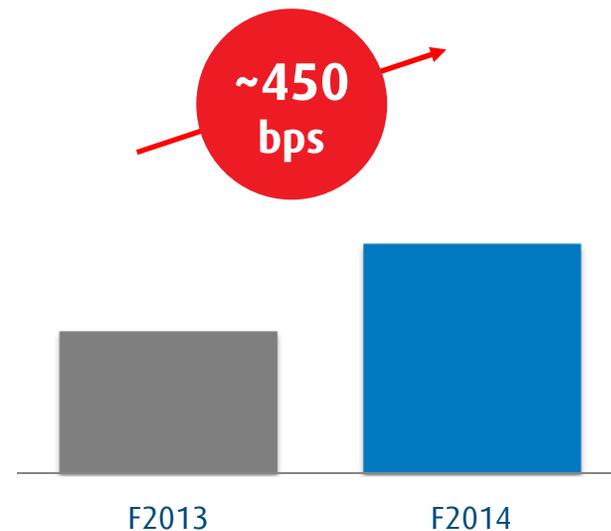
<sup>2</sup> Canadian Bankers Association; Company disclosure

# Primary<sup>1</sup> customer growth

## Conversion to primary customers<sup>2</sup>



## Increased primary customer share of wallet<sup>3</sup>



Primary customers generate 3.5 times more revenue

1 Primary defined as customers that have a chequing account with high levels of engagement and additional products

2 Internal

3 Canadian Financial Monitor

# Renewed business platforms



**Product**



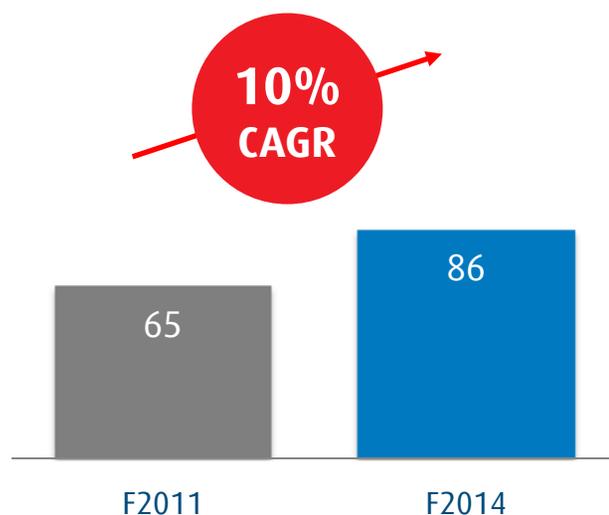
**Sales force**



**Technology**

# Accelerated mortgage growth

## Mortgage Balances<sup>1</sup> (\$B)



- Stable mortgage spreads
- New customers added
- Strong cross-sell
- Good credit quality

<sup>1</sup> Based on annual average

**Shrink your mortgage.**

You could save thousands on your mortgage. With an amortization of 25 years or less and a 5-year fixed mortgage, you can be mortgage free faster and have the certainty of fixed payments for 5 years. All at a great rate. Visit a branch today, or have one of our Mortgage Specialists come to you. [bmo.com/fiveyear](http://bmo.com/fiveyear)

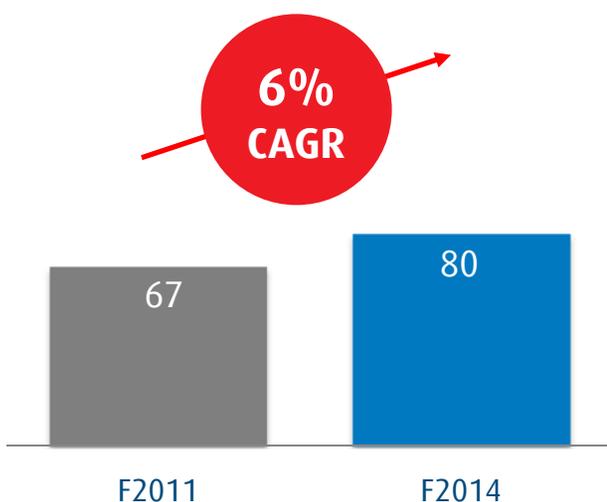
**2.99%**  
5-year fixed until April 17, 2014.

Back by popular demand!

[f /BMOcommunity](#) [@BMO](#) BMO Bank of Montreal

# Accelerated deposit growth

## Deposit Balances<sup>1</sup> (\$B)



- 10% growth in F2014
- Successful marketing campaigns
- Expanded term channels and strengthened product mix

<sup>1</sup> Based on annual average

Protect and grow your money with the BMO 3-year RateRiser Plus GIC.

Ask us about our Special Rate Offer.\*

The BMO 3-year RateRiser Plus GIC.

1.50% year 1 1.65% year 2 1.70% year 3

Rates in effect February 3 to March 2, 2015.

Talk to us today.

**BMO** We're here to help.™

**Start banking with BMO® and get up to \$300\*.**

Summertime and the switching is easy.

Follow these three easy steps to \$300.

**Step 1:** Open a checking account and set up a recurring deposit. **Get \$100.**

**Step 2:** Set up a Bill Authorization Payment and log in to BMO Mobile or Mobile Banking. **Get \$100.**

**Step 3:** Open a savings account and deposit at least \$3,000. **Get \$100.**

Offer ends August 31, 2014. Visit a branch or [bmo.com/300cash](http://bmo.com/300cash) for details.

[f/BMOcommunity](#) [@BMO](#)

**BMO** Bank of Montreal

# Enhanced sales force productivity



People



Management structure



Performance management

- Trained 2,300 general bankers in half the time
- 3 times gross mutual fund sales per general banker
- 7% increase in general banker sales productivity

# Delivered digital and technology platforms



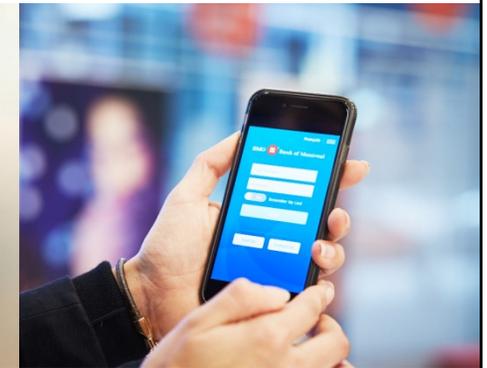
**Customer insights and lead capabilities**



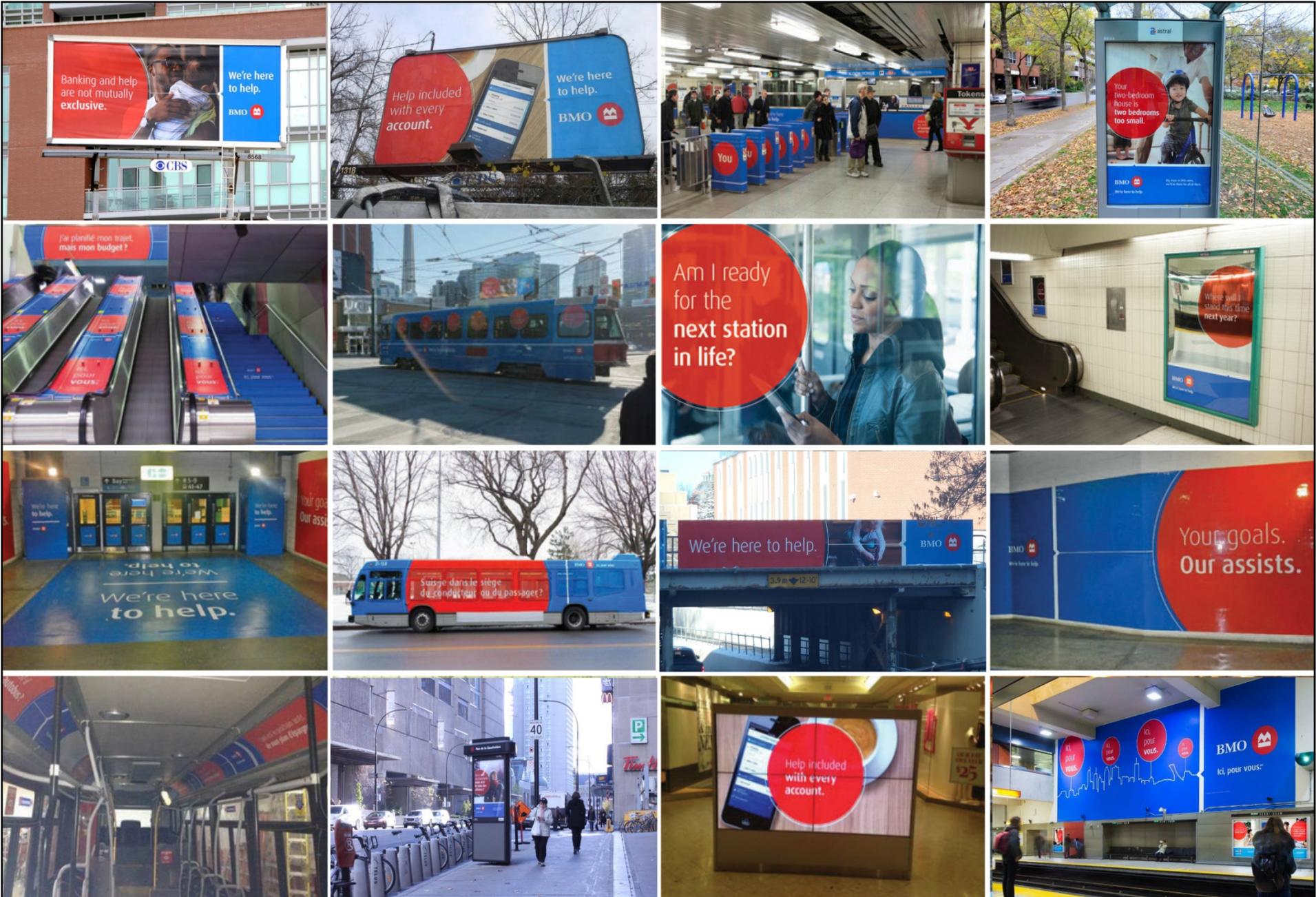
**Retail lending platform**



**Retail cards platform**



**Digital capabilities**



# Strategic priorities

Superior  
customer  
loyalty and  
growth

Digital  
channel  
acceleration

High  
performing  
teams

Strong  
operating  
discipline

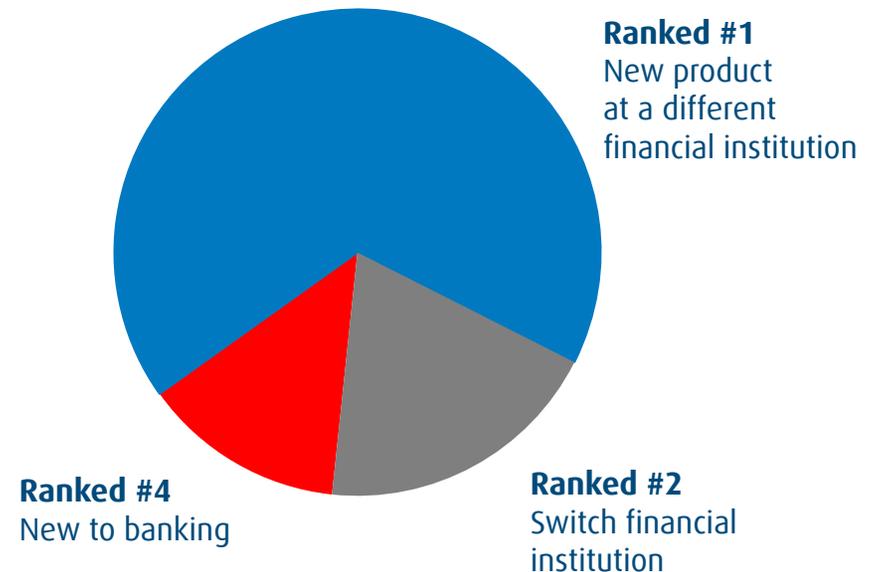
# Expand share of wallet and capitalize on acquisition

## Expand existing customer relationships

- Grow share of wallet in mortgages, other lending and mutual funds
- Continue to increase number of financial planners and mortgage specialists
- Insight driven multi-channel cross-sell
- Credit and offer optimization

## Build upon customer acquisition strength

~ 4 million Canadians in market annually



- Enhanced onboarding process

Source: Canadian Financial Services Switching Study – 2013 Presentation of Research

# Payments key to superior customer engagement and growth



**Unique strategic partnerships**

**Canada's #1 Travel Rewards Credit Card<sup>1</sup>**

**Industry leading card platform**

**Emerging digital payments**

<sup>1</sup> 2014 rankings by Rewards Canada

# Strategic priorities

Superior  
customer  
loyalty and  
growth

Digital  
channel  
acceleration

High  
performing  
teams

Strong  
operating  
discipline

# Building a leading digital platform



## Mobile

- #1 on Android / Blackberry and #2 on Apple<sup>1</sup>
- #2 Forrester Canadian Mobile Banking ranking<sup>2</sup>

## Tablet

- #1 integrated Apple iPad app<sup>1</sup>
- Best in class Personal Financial Management for Apple iPad app<sup>1</sup>

## Online

- Industry leading online appointment booking<sup>3</sup> and 45% increase YoY
- Redesign of public site generated 12% increase in traffic

## Strong digital adoption

- >4 million downloads
- Salesforce focus

## Leading digital sales performance

- #2 in digital sales origination<sup>4</sup>

## Momentum in channel usage

- Strong and rising proportion of service transactions through digital
- Integrated cross border transfers

<sup>1</sup> AppStore recognition for Mobile 2.0 app, January 2015

<sup>2</sup> Forrester's 2014 Canadian Mobile Banking Functionality Benchmark

<sup>3</sup> First Canadian bank to introduce this capability

<sup>4</sup> Finalta Study (July 2013 to June 2014)

# Strategic priorities

Superior  
customer  
loyalty and  
growth

Digital  
channel  
acceleration

High  
performing  
teams

Strong  
operating  
discipline

# Greater Toronto Division

**JANUARY 29, 2015**

Andrew Auerbach  
Senior Vice President,  
Greater Toronto Division



**BMO**  <sup>®</sup> We're here to help.™

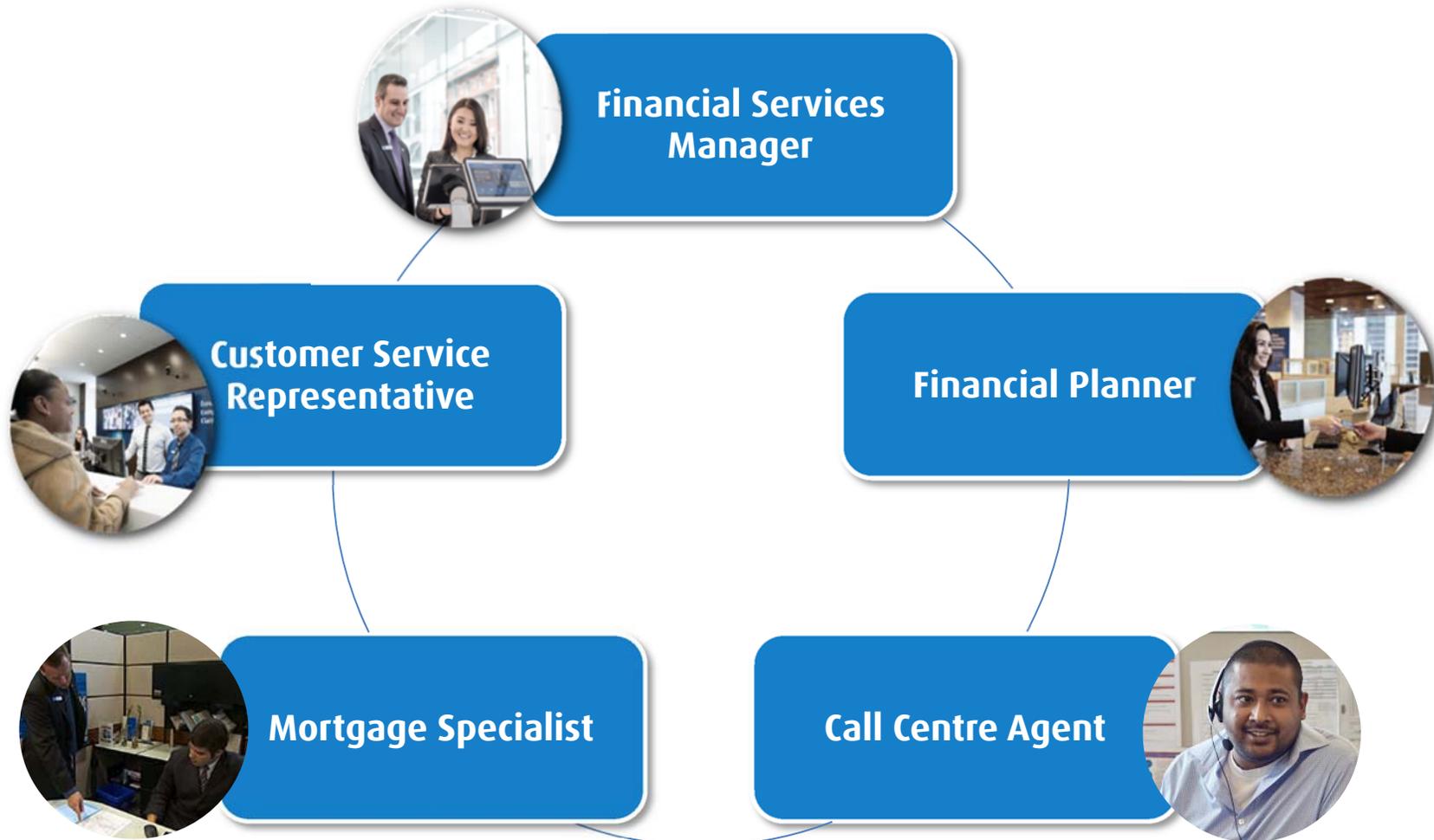
# Greater Toronto Division — key market



- Represents 16% of total personal loans and 16% of deposits with 2,300 employees
- Concentrated market demand with over 11% population and household income growth<sup>1</sup>
- Refresh of 21% of branches over past two years
- Local market leadership, sales discipline and operational controls
- Strong relationships with Wealth Management and Commercial Banking

<sup>1</sup> Pitney Bowes Canada

# Highly productive sales model



# Greater Toronto Division — employee engagement



- 85% Employee Engagement Index
  - +9 vs other financial institutions<sup>1</sup>
  - +2 vs leading global companies<sup>1</sup>
- 90% of our employees agree that our customers are our top priority
- Local market leadership

<sup>1</sup> Employee Engagement Index

# Building on our high performance workforce



**Market expansion**

**Capacity optimization**

**Sales force mobility**

**Leads generation**

**Performance management**

# Strategic priorities

Superior  
customer  
loyalty and  
growth

Digital  
channel  
acceleration

High  
performing  
teams

Strong  
operating  
discipline

# Strong operating discipline

## Segment led

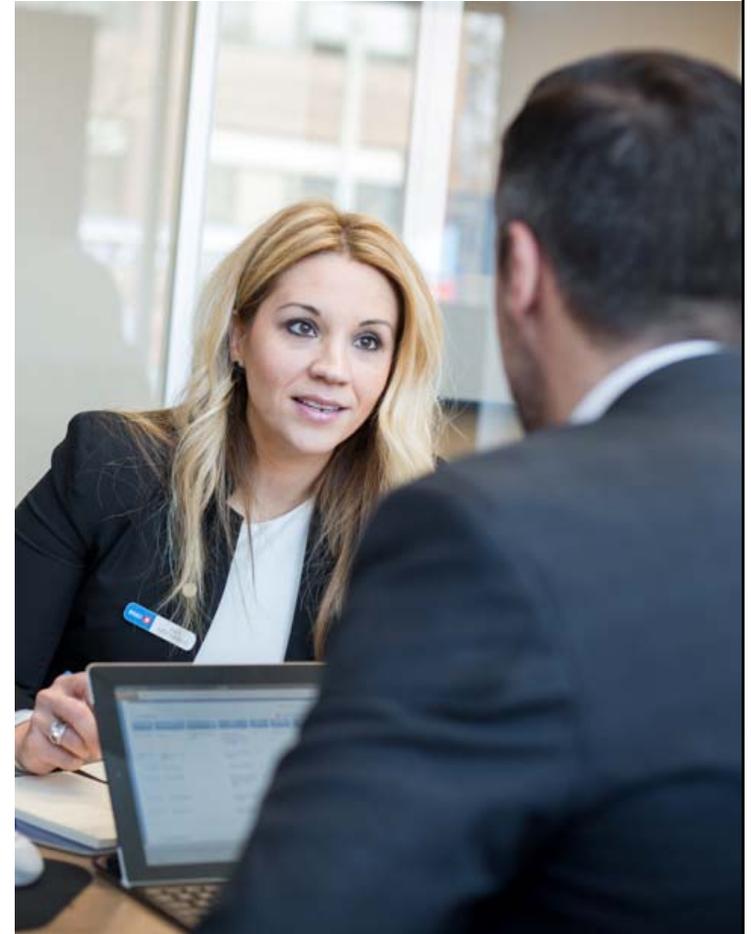
- Optimization of resources
- Consistency of customer and employee experience
- Enhanced pricing discipline and analytics

## Process

- Redefined through our brand lens
- Enabled through digitization

## Strong risk management

- Risk/reward optimization
- Strong control framework and disciplines



# Executing on our priorities will drive our medium term objectives

Grow primary customers at ~5% per year

Double digital sales to 14% in medium term

Improve sales force productivity by 3-5% per year

~100bps annual productivity improvement

# Key takeaways



Revitalized personal business with strong platforms

Opportunity to grow customer share of wallet, payment business and digital channels

Employees are our strength

Sustained growth through execution excellence

# BMO Investor Day: Wealth Management

**JANUARY 29, 2015**

Gilles Ouellette  
Group Head



**BMO**  **We're here to help.™**

# Executive summary

## Who we are

- BMO Wealth Management services include Full Service Investing, Direct Brokerage, Private Banking, Global Asset Management and Insurance
- Serves a full range of client segments, from mass retail to ultra high net worth and institutional
- Operates in Canada, United States, Asia, Europe and Australia

## Exceptional performance

- Strong 5-year financial performance:
  - Revenue growth at 14% CAGR
  - Net income growth at 18% CAGR
  - Efficiency ratio improved by 588bps
- Fastest growing operating group at BMO
- Achieved this growth while investing in distribution, technology, financial planning, product manufacturing, and regulatory compliance

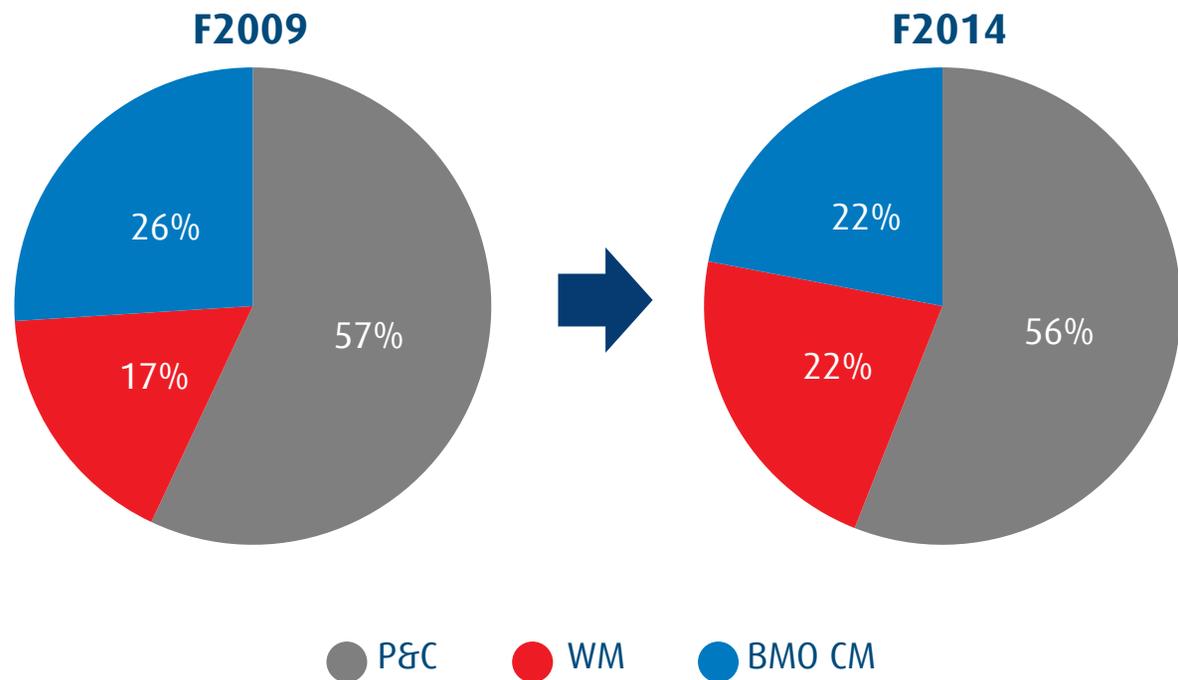
## Growth strategy

- Our strategic priorities:
  1. Enhance our client experience
  2. Improve productivity
  3. Invest for future growth
- Global growth engines are Global Asset Management and Private Banking
- Driven by strong leadership team, financial planning capabilities, internal partnerships, selective acquisitions, focus on strategic segments and recent investments



## Wealth Management as % of Total Bank Operating Group Revenue

Contribution to BMO revenue has grown since F2009

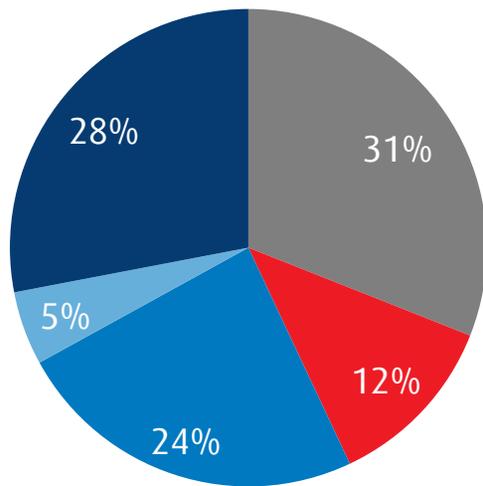


# A diversified business built through strong organic growth and strategic acquisitions



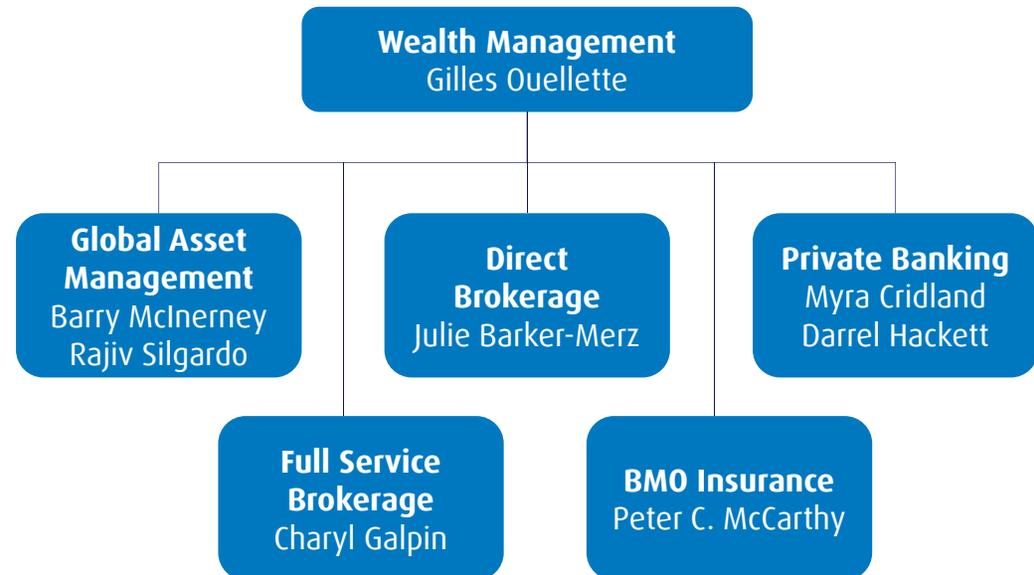
# A well-diversified business mix and exceptional leaders

## F2014 Revenue by Line of Business



- BMO Nesbitt Burns
- BMO Insurance
- BMO Private Banking
- BMO InvestorLine
- BMO Global Asset Management

## Wealth Management Business Leaders



# Our leadership position is a competitive advantage



Among the Big 5 bank-owned full service brokerages, **BMO Nesbitt Burns** had the highest client loyalty score<sup>1</sup>

Among the Big 5 bank-owned online brokerages, **BMO InvestorLine** had the highest client loyalty score<sup>2</sup>



**BMO InvestorLine** named top bank-owned online brokerage for the fourth consecutive year



Four **BMO Global Asset Management** ETFs and two BMO mutual funds were awarded top honours at the 2014 Lipper Fund Awards



**BMO InvestorLine** named Best Online Brokerage 2014

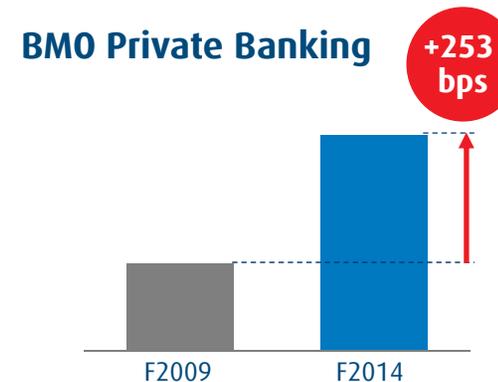
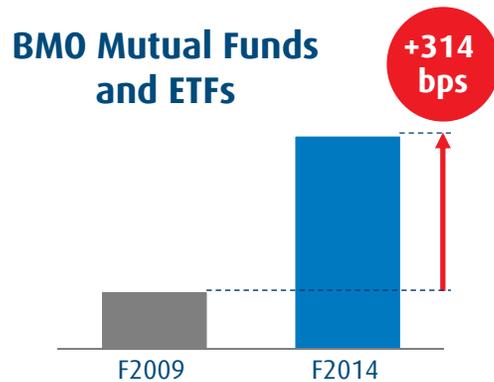
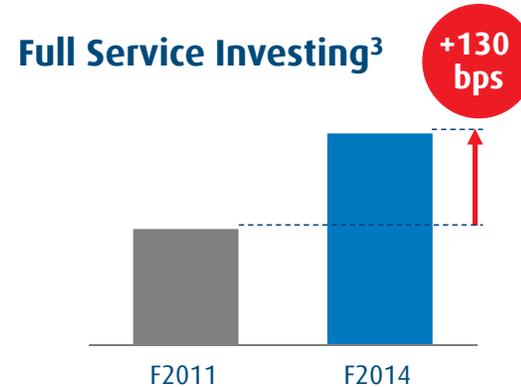
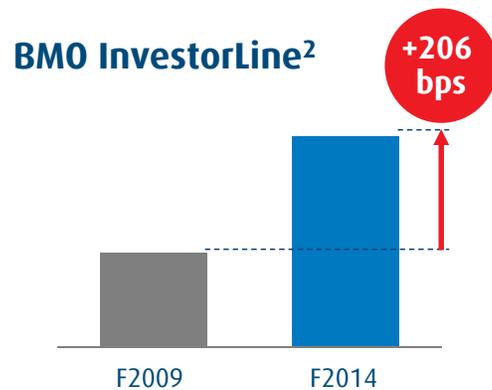


**BMO Global Asset Management** named one of Pension & Investments Top 100 Money Managers

<sup>1</sup> BMO Nesbitt Burns received the highest net promoter score (tied with RBC Dominion Securities) for its full service brokerage. The net promoter score is based on the difference between the percentage who say they would definitely recommend their main full service brokerage and the percentage who say they might or would not.  
<sup>2</sup> BMO InvestorLine received the highest net promoter score for its online brokerage. The net promoter score is based on the difference between the percentage who say they would definitely recommend their main online brokerage and the percentage who say they might or would not.

# Gaining market share across our businesses

## Market Share Among Big 5 Banks<sup>1</sup>



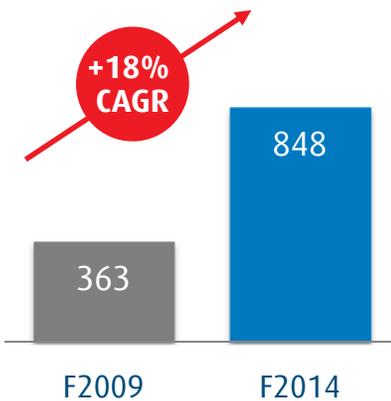
<sup>1</sup> Big 5 Banks includes: BMO, RBC, TD, Scotia and CIBC; all market shares as at September 30, 2014, except BMO Harris Private Banking which is as at June 30, 2014

<sup>2</sup> Excludes a single client that uses BMO InvestorLine and Full Service Investing for large dollar value transactions that can distort movements in market share

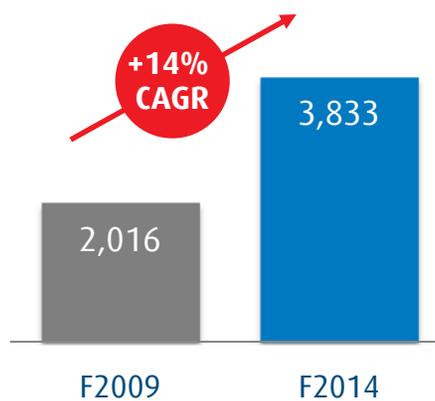
<sup>3</sup> Full Service Investing market share includes retail assets only; historical data only available from March 2011

# Strong track record of financial performance

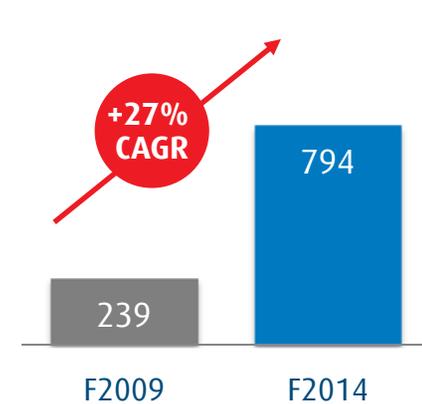
Adjusted Net Income<sup>1</sup> (\$MM)



Revenue (\$MM)



AUA/AUM (\$B)



- Top tier revenue growth vs. Big 5 banks
- Adjusted efficiency ratio improved by 588bps since F2009<sup>2</sup>
- Proven asset gathering capability, tripling client assets since F2009

<sup>1</sup> Reported net income: F2009: \$360MM; F2014: \$785MM; CAGR F2009-2014: 17%

<sup>2</sup> Reported efficiency ratio improved by 394 bps since F2009

# Strategic priorities and financial objectives

## Our strategic priorities



## Medium term financial objectives

1. Earnings CAGR comparable to historical 15–20% range
2. Average annual operating leverage above 2%

# Today's themes



A proven track record of strong financial performance across businesses

Well positioned for continued growth with the right people and products

Broad manufacturing capabilities

Strong internal partnerships

Targeting continued earnings growth of 15–20% over the medium term

# BMO Global Asset Management

**JANUARY 29, 2015**

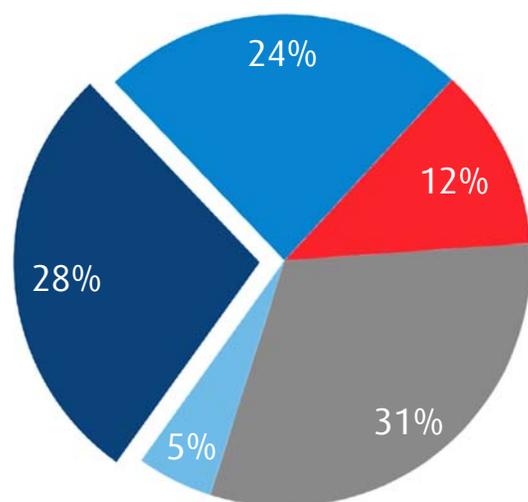
Barry McInerney  
Rajiv Silgado  
Co-CEOs, BMO Global Asset  
Management



**BMO**  **We're here to help.™**

# A global firm and among Top-50 managers worldwide<sup>1</sup>

## F2014 Revenue Contribution



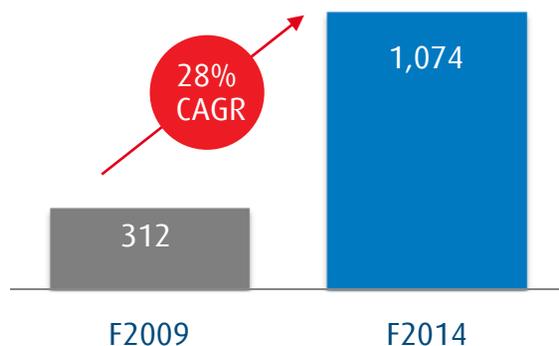
- BMO Nesbitt Burns
- BMO Insurance
- BMO Private Banking
- BMO InvestorLine
- BMO Global Asset Management

- Diversified client base: 24 offices in 14 countries to serve clients across 5 continents
- More than 250 investment strategies
- Proven history of successful organic growth and strategic acquisitions
- Strong investment performance
- Well positioned for future strong growth

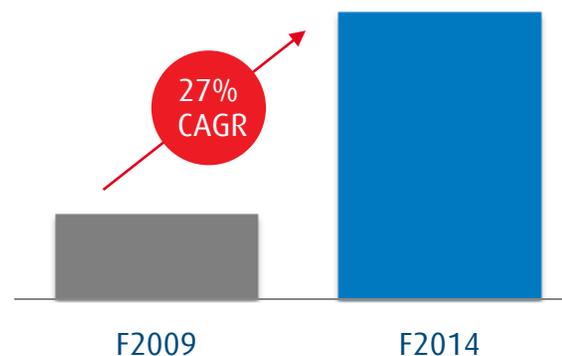
<sup>1</sup> Pensions & Investments, December 2013, pro forma including F&C

# Consistent track record of strong financial performance

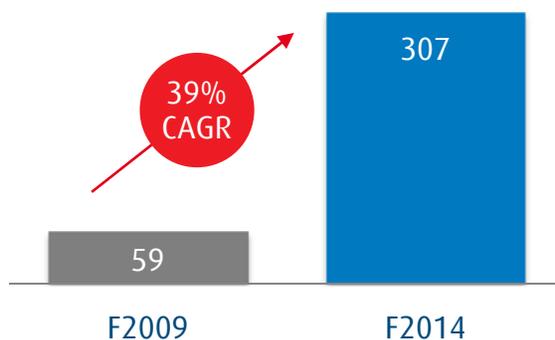
## Revenue (\$MM)



## Adjusted Net Income<sup>1</sup>



## AUM (\$B)



- Organic AUM growth, enhanced by the addition of F&C in F2014

<sup>1</sup> Reported net income CAGR F2009-2014: 24%

# Proven history of strong organic growth and strategic acquisitions



<sup>1</sup> Strategic investments in COFCO and Fullgoal

# Multi-disciplinary capabilities across a wide range of asset classes

## BMO Global Asset Management

### BMO GAM (Canada)

- Fundamental
- Quantamental Equities
- Global Structured Solutions
- ETFs

### BMO GAM (U.S.)

- Fundamental
- Quantitative Equities
- Multi-asset Solutions

### BMO GAM (EMEA)

- Fundamental
- Quantitative Equities
- Liability-driven Investment
- Real Estate
- Socially Responsible
- Private Equity

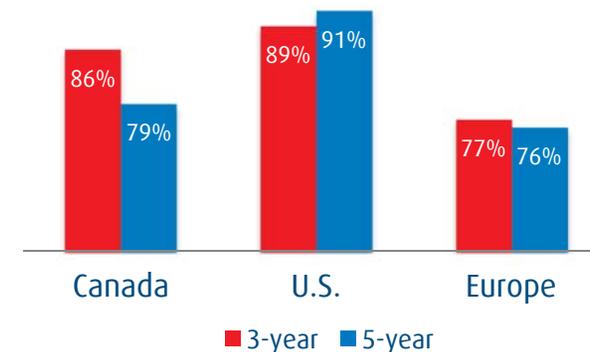
### BMO GAM (Asia)

- Asian Equities
- Indian Equities
- China Equities
- ETFs

## Investment specialist boutiques



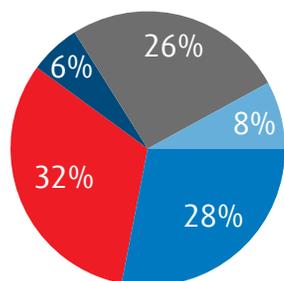
## Overall 80% of AUM outperforming benchmarks<sup>1</sup>



<sup>1</sup> Based on 20%, 30% and 50% weighting of 1, 3 and 5-year, by regional AUM split as of October 31, 2014, where comparable benchmark available

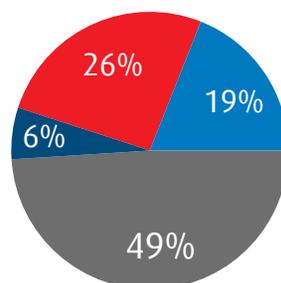
# Attractive diversification of AUM and client base

Asset Class<sup>1</sup>



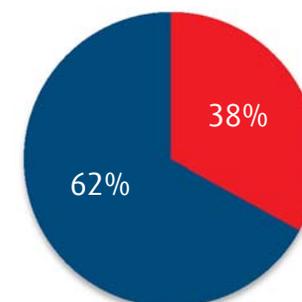
- Fixed Income
- Equity
- Multi-asset
- Other<sup>2</sup>
- Alternatives

Client Location<sup>1</sup>



- Europe
- Canada
- U.S.
- Rest of world

Client Type<sup>1</sup>



- Institutional
- Retail

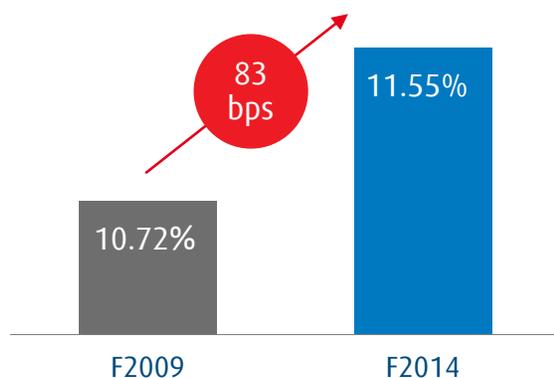
- Strategically located to deliver investment solutions to expanding global client base
- Wide array of ETFs (regional and global, 65 in total) in Canada and Hong Kong
- Separate accounts and commingled funds available for institutional investors

<sup>1</sup> As at September 30, 2014

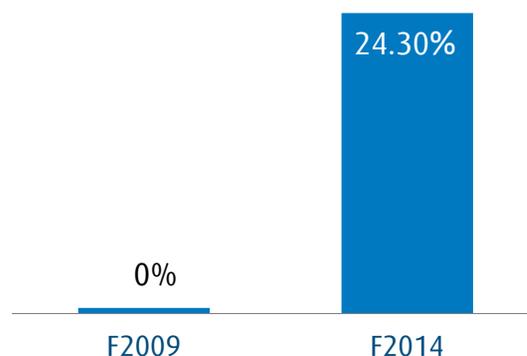
<sup>2</sup> Includes Money Market

# Top-tier market share growth in Canada

## Mutual Funds – Big 5 Banks<sup>1</sup>

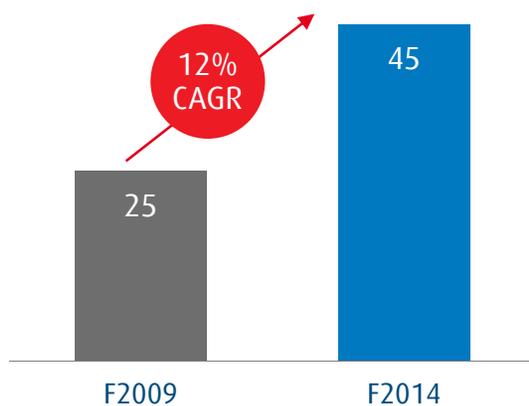


## ETF – Industry<sup>2</sup>

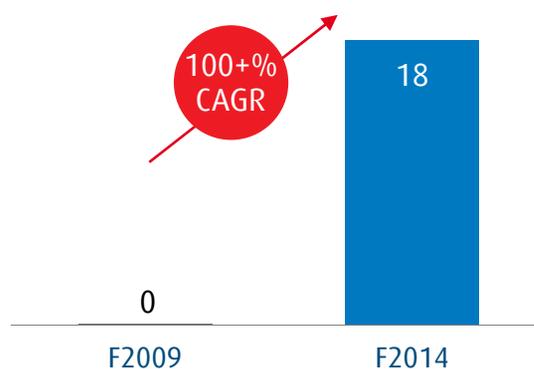


- Industry pioneer with a unique complementary offering of mutual funds and ETFs
- One of the fastest growing global ETF providers
- One of *Benefits Canada's* Top 40 pension fund managers in 2014

## AUM – Mutual Funds<sup>3</sup> (\$B)



## AUM – ETFs<sup>3</sup> (\$B)



1 IFC 2 Morningstar 3 Internal data

# BMO ETFs growth strategy



- BMO GAM has won by bringing new investment strategies to market in ETF form
- We have several levers to drive continued strong growth in the years ahead

## Benefits of ETFs to BMO GAM

- Compelling differentiation of BMO GAM's offer to prospects and clients
- Very scalable with potential to expand internationally
- Easy access for new types of investors worldwide
- Attractive to new talent
- High profit margin business with growing profitability

# Recognition for excellence



Wins **Best Specialty ETF** at 2014 Morningstar Canadian Investment Awards: **BMO Global Infrastructure ETF**



Best **Energy Equity** funds over **three years**: BMO Global Energy Class Series A and BMO Junior Oil Index ETF

Best **Global Equity** fund over **three years**: BMO Global Infrastructure Index ETF

Best **High Yield Fixed Income** fund over **three years**: BMO High Yield US Corp Bond Hed to CAD Index ETF

Best **Canadian Fixed Income** fund over **three years**: BMO Mid Corporate Bond Index ETF

Best **North American Equity** fund over **three years**: BMO North American Dividend Series A



Included in Barron's "**Best Mutual Fund Families**" analysis in 2012 and 2013 – and qualified for 2014<sup>1</sup>



BMO Retirement Services **Best-in-Class provider** in PLANSPONSOR® magazine's 2014 401(k) DC Survey, for the **eighth consecutive year**<sup>2</sup>



**Over twenty-five 2014 Awards** in Europe, including twelve Lipper Awards

<sup>1</sup> Barron's Mutual Fund Report 2014 to be published in February 2015  
<sup>2</sup> PLANSPONSOR Annual Defined Contribution Survey 2014

# Strategic priorities

Enhance our client experience

- Bring global investment and servicing expertise to local client solutions

Improve productivity

- Drive revenue growth and realize synergies via cross-border packaging and sales

Invest for future growth

- Expand distribution network globally
- Selectively expand investment capabilities

# Key takeaways



Diversified  
client base

Broad and deep  
investment  
manufacturing

Strong  
investment  
performance

Scalable  
distribution will  
drive future  
growth

# Full Service Investing

**JANUARY 29, 2015**

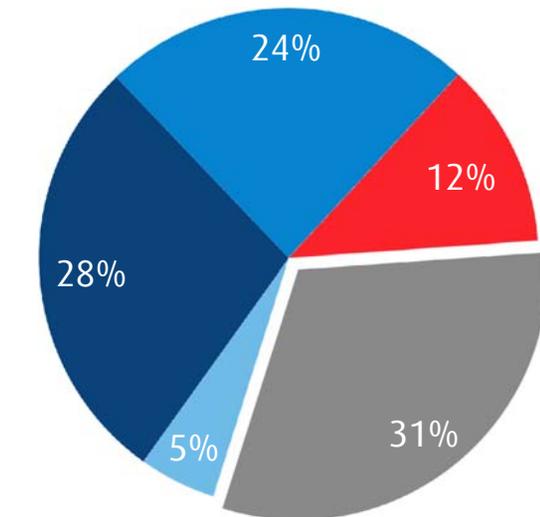
Charyl Galpin  
Head, Full Service Investing



**BMO**  **We're here to help.™**

# Established full service investment business

## F2014 Revenue Contribution



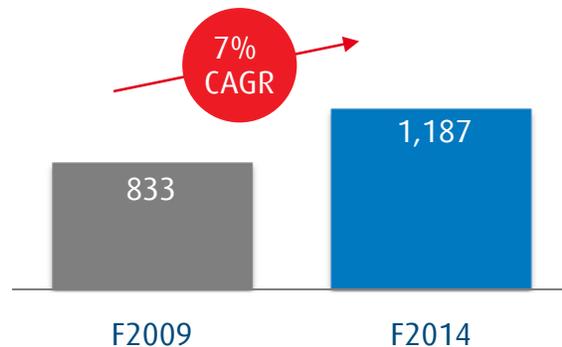
- BMO Nesbitt Burns
- BMO Insurance
- BMO Private Banking
- BMO InvestorLine
- BMO Global Asset Management

- Approximately 1,300 Investment Advisors in 50 branches
- \$138 billion in AUM/AUA
  - Ranked #3 in asset market share in industry — closing in on #2<sup>1</sup>
  - Highest proportion of fee-based assets among bank-owned dealers<sup>2</sup>
- Differentiation anchored on our ability to deliver a distinctive, consistent client experience

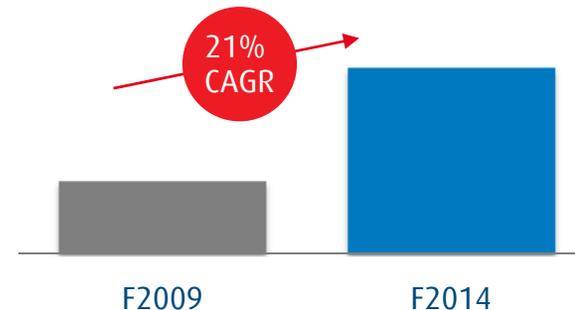
<sup>1</sup> Investor Economics, Fall 2014  
<sup>2</sup> Internal

# Consistently strong financial performance

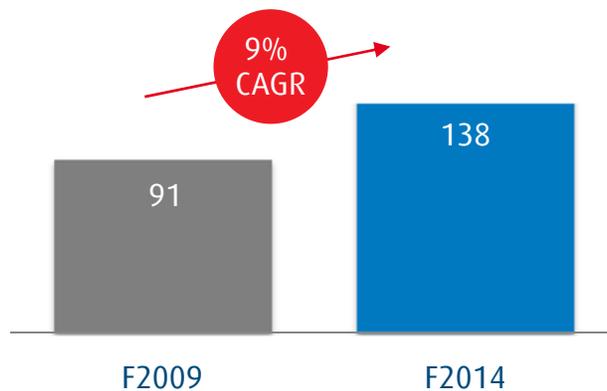
## Revenue (\$MM)



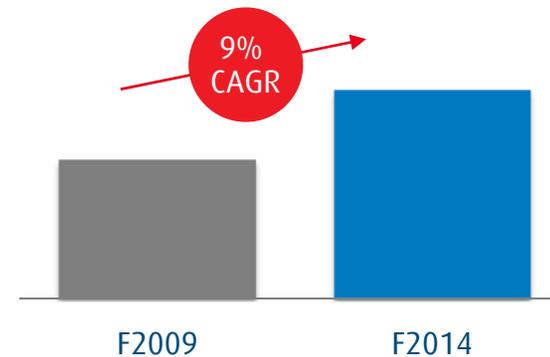
## Net Income



## AUA/AUM (\$B)



## Revenue per Investment Advisor ("IA")



# Distinctive, consistent experience driving client loyalty

- We know what matters most to our clients:

- Focus on financial planning
- Regular portfolio reviews
- Ongoing contact

- Strong client loyalty

- Named Best Full Service Investment Advisory in Canada in 2014 by Global Banking & Finance Review
- Among the Big 5 bank-owned full service brokerages, BMO Nesbitt Burns had the highest client loyalty score<sup>1</sup> - Ipsos Reid



<sup>1</sup> BMO Nesbitt Burns received the highest net promoter score (tied with RBC Dominion Securities) for its full service brokerage. The net promoter score is based on the difference between the percentage who say they would definitely recommend their main full service brokerage and the percentage who say they might or would not.



# Strategic priorities

Enhance our client experience

- Focus on target clients
- Advance financial planning

Improve productivity

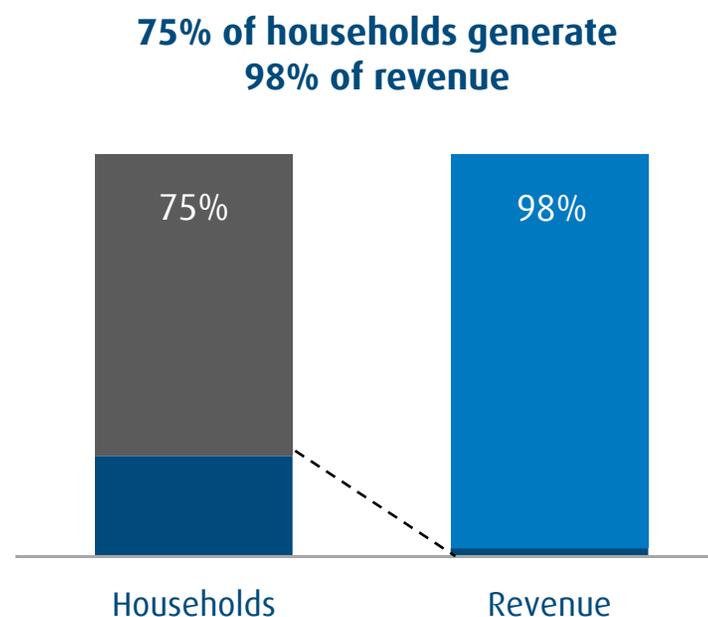
- Attract, develop and retain top IAs
- Increase revenue per IA

Invest for future growth

- Enhance collaboration and cross-sell across BMO to drive future growth

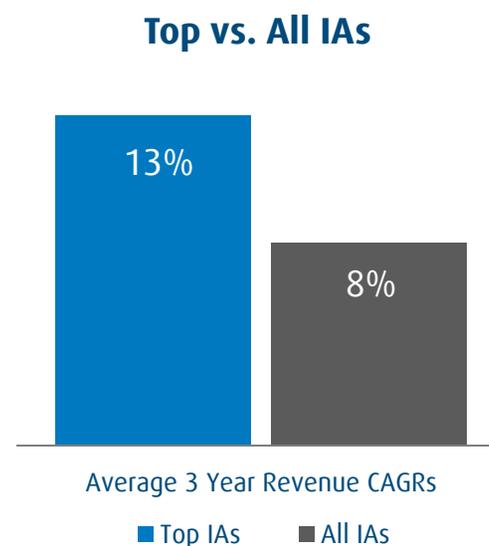
# Strategic priority: focus on target clients

- Deliver a distinctive, consistent experience to our target clients with a focus on financial plans, regular portfolio reviews and ongoing contact
- Work with remaining clients to transition to other bank channels where their needs will be more appropriately served



# Strategic priority: attract, develop and retain top IAs

- Attract, develop and retain IAs with strong production that grow faster than peers and provide a distinctive, consistent client experience
- Continue to provide best-in-class tools and platforms
- Strengthen our recruiting and coaching/development capabilities
- Ensure compensation structure rewards IAs exhibiting the right behaviours



# Strategic priority: enhance collaboration and cross-sell across BMO

- Deepen relationships with internal partners to deliver the full value of BMO to every client
- Pilot in-house Private Bankers to serve Full Service Investing clients



# Key takeaways



Optimized and strengthened leadership and sales structure

Focused on target clients with a differentiated client experience

Attracting, developing and retaining top talent

Enhancing collaboration and cross-sell across BMO to drive future growth



BMO  
InvestorLine

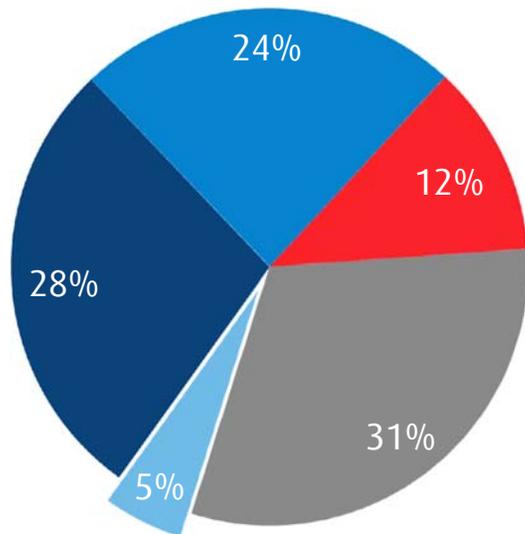
**JANUARY 29, 2015**

Julie Barker-Merz  
President, BMO InvestorLine

BMO  We're here to help.™

# Industry leading online brokerage; award-winning platform

## F2014 Revenue Contribution



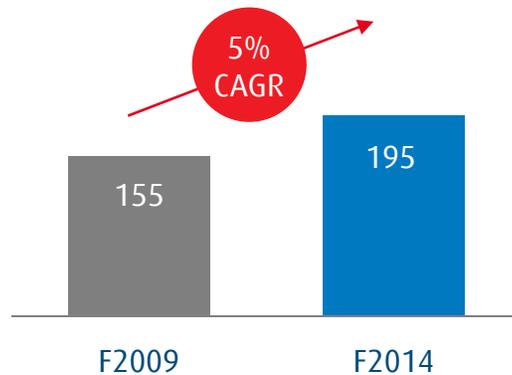
- BMO Nesbitt Burns
- BMO Insurance
- BMO Private Banking
- BMO InvestorLine
- BMO Global Asset Management

- Leading edge online brokerage capabilities exceeding client expectations at a competitive price
- 2 investing services in 4 languages across 4 channels
- \$43 billion in AUA, with 5-year CAGR of 13%
- 3<sup>rd</sup> place in market share in industry<sup>1</sup>
- We succeed by:
  - Understanding evolving client needs
  - Exceptional execution of the basics
  - Intuitive user experience
  - Innovative solutions

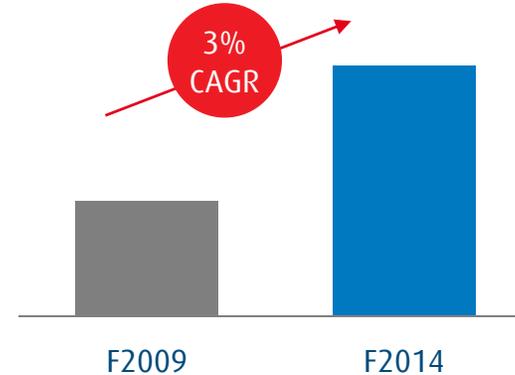
<sup>1</sup> Investor Economics Fall 2014

# Good financial performance

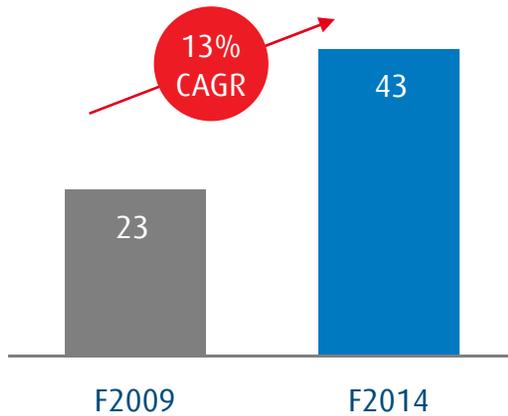
### Revenue (\$MM)



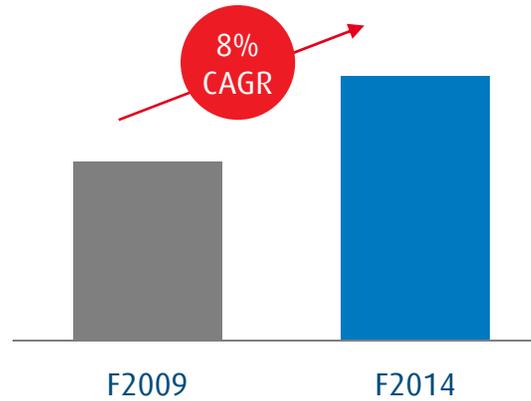
### Net Income



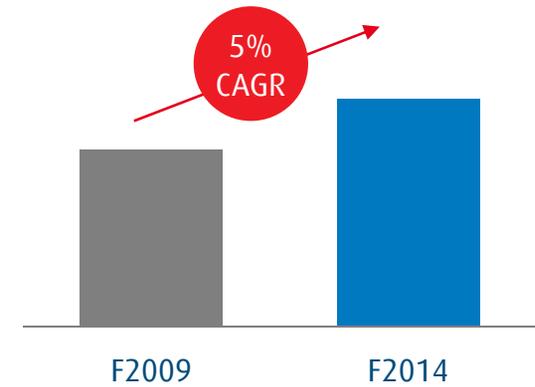
### AUA (\$B)



### Total Accounts



### Trade Volumes



# Strong industry award recognition



Among the Big 5 bank-owned online brokerages, **BMO InvestorLine** had the highest client loyalty score<sup>1</sup>



Best Online Brokerage 2014



Top bank-owned online brokerage for the fourth consecutive year



Best Online Brokerage 2013 & 2014



Canada's Best Discount Brokerage 2014

<sup>1</sup> BMO InvestorLine received the highest net promoter score for its online brokerage. The net promoter score is based on the difference between the percentage who say they would definitely recommend their main online brokerage and the percentage who say they might or would not.

# Strategic priorities

Enhance our client experience

- Integrated banking and self-directed investing tablet app
- Focus on strategic segments

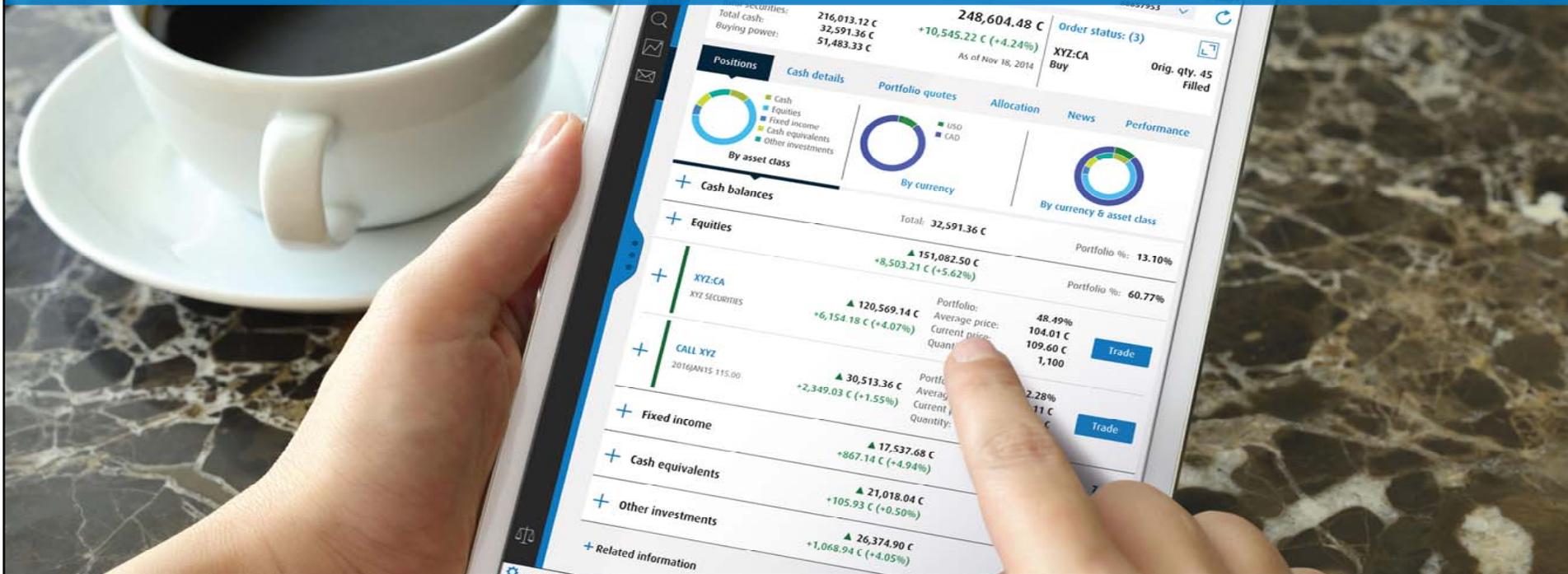
Improve productivity

- Redesign onboarding
- Utilize client analytics
- Continue to enhance online security

Invest for future growth

- Market-leading solutions for key segments
- Drive growth through digital advertising
- Enhance collaboration and cross-sell across BMO to drive future growth

# Key takeaways



Award-winning,  
innovative online  
brokerage

Deep-rooted commitment  
to clients

Focused on enhancing  
cross-sell opportunities to  
drive future growth

BMO Insurance

**JANUARY 29, 2015**

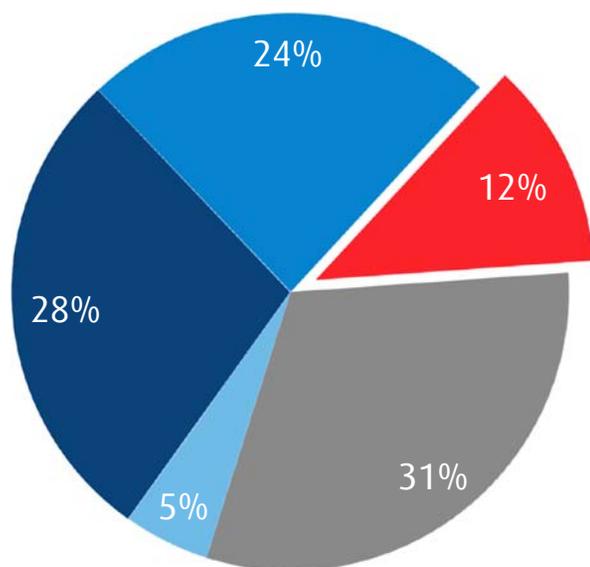
Peter C. McCarthy  
President & CEO,  
BMO Insurance



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# A good strategic fit with Wealth Management

## F2014 Revenue Contribution

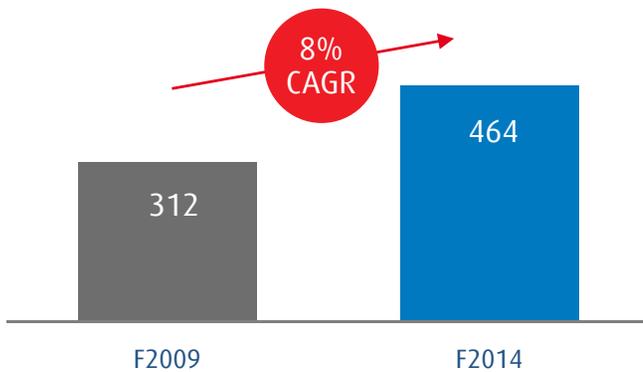


- BMO Nesbitt Burns
- BMO Insurance
- BMO Private Banking
- BMO InvestorLine
- BMO Global Asset Management

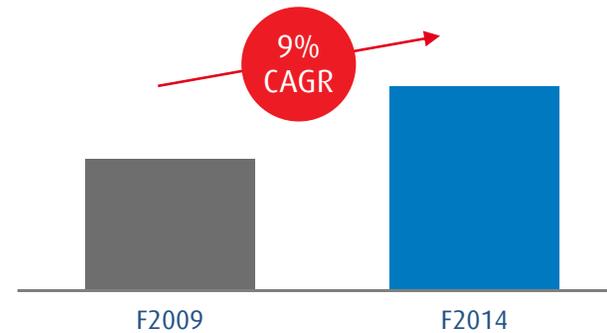
- Distinct, well-diversified businesses: Life, Creditor, Reinsurance
- Net premium growth to \$1.4 billion, a 5-year CAGR of 15%
- Strong asset growth to \$8.2 billion, a 5-year CAGR of 13%
- Life insurance is a good strategic fit with Wealth Management

# Consistently strong financial performance

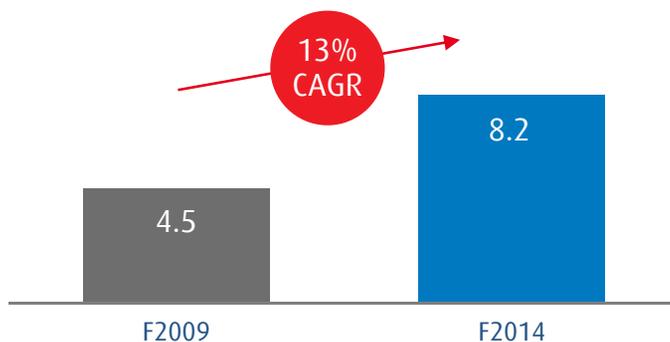
## Revenue (\$MM)



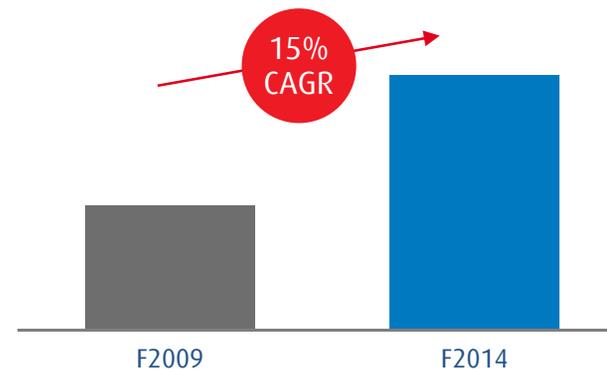
## Adjusted Net Income<sup>1</sup>



## Total Assets (\$B)



## Net Premiums



<sup>1</sup> Reported net income CAGR F2009-2014: 9%

# Strategically choosing where we compete

## Life Insurance

## Creditor Insurance

## Reinsurance

### Strategy

- Maintain competitive position, capitalize on savings, enhance products and improve customer experience while providing financial planning

- Sell insured loans to Personal & Commercial Banking and Wealth Management customers as part of financial planning

- Develop a diversified portfolio of uncorrelated international reinsurance risks

### Distribution

- Through wholesalers (Managing General Agents), estate and insurance advisors (BMO Nesbitt Burns) and direct-to-consumer marketing

- Through Canadian Personal & Commercial Banking and Wealth Management

- Through traditional international reinsurance brokers or direct partnership with reinsurers

# Strategic priorities

Enhance our client experience

- Develop new products and distribution to meet changing client needs
- Focus on profitable growth opportunities and underserved market segments

Improve productivity

- Expand direct-to-customer marketing
- Leverage technology to improve efficiency

Invest for future growth

- Improve systems to drive sales
- Enhance collaboration across BMO to drive future growth

# Key takeaways



Broad internal and external distribution

Innovative and comprehensive Life and Creditor product offering that complements focus on financial planning

Leveraging relationships and expertise across BMO to drive future growth

# BMO Private Banking

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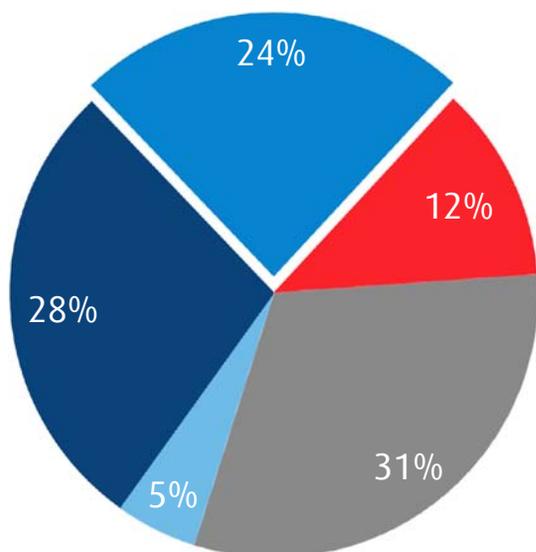
Myra Cridland  
Head, BMO Private Banking,  
Canada & Asia



**BMO**  **We're here to help.™**

# A leading position in Canada and growth in Asia

## F2014 Revenue Contribution

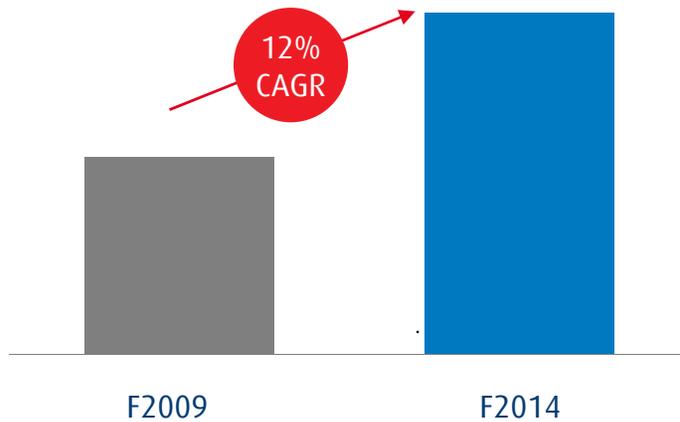


- BMO Nesbitt Burns
- BMO Insurance
- BMO Private Banking
- BMO InvestorLine
- BMO Global Asset Management

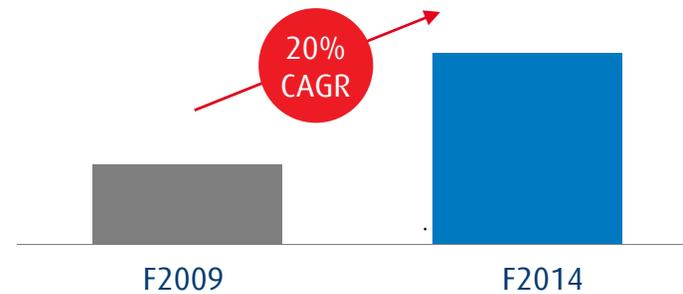
- Exclusive focus on high net worth and ultra high net worth families
- Customized planning is the cornerstone to every family relationship
- Offer full range of wealth products and solutions including wealth planning, investment management, banking, estate and trust
- Successfully tapping into BMO's extensive client relationships
- Solid platform to build our business in Asia
- Deeper client relationships from capacity creation and additional salespeople

# Strong financial results in Canada

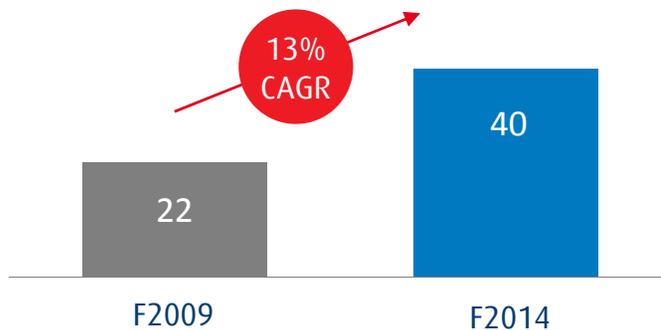
## Revenue



## Net Income



## Funds Managed and Administered<sup>1</sup> (\$B)



- Consistently strong revenue per FTE

<sup>1</sup> Consists of: Assets Under Management, Assets Under Administration and Funds Administered

# Our differentiated business model drives recognition for excellence



- Differentiated business model offers clients a single point of contact :
  - Team structure: consisting of a dedicated Relationship Manager supported by a team of 5-6 wealth experts brings the entire private banking experience to the client
- Strong collaboration with BMO partners
- Top-tier market share in Canada:
  - #1 in investment management market share<sup>1</sup>
  - #2 in banking market share<sup>2</sup>

<sup>1</sup> Investor Economics, June 2014 (Private Investment Counsel Survey)

<sup>2</sup> Investor Economics, October 2013 (Banking Survey)

# Strategic priorities

Enhance our client experience

- Deepen relationships through wealth planning
- Invest in platforms and digital capabilities
- Continue to simplify processes

Improve productivity

- Utilize client analytics to focus execution
- Transition clients to the appropriate channel

Invest for future growth

- Offer greater depth and breadth of products
- Enhance collaboration and cross-sell across BMO to drive future growth

# Key takeaways



Differentiated  
go-to-market  
model

Successful,  
established partner  
referral track record  
across BMO

Strong track  
record of  
business results  
and continued  
momentum

Targeted  
game plan to  
grow



BMO Investor Day:  
Canadian Personal &  
Commercial Banking and  
Wealth Management

**JANUARY 29, 2015**

Frank Techar  
Chief Operating Officer

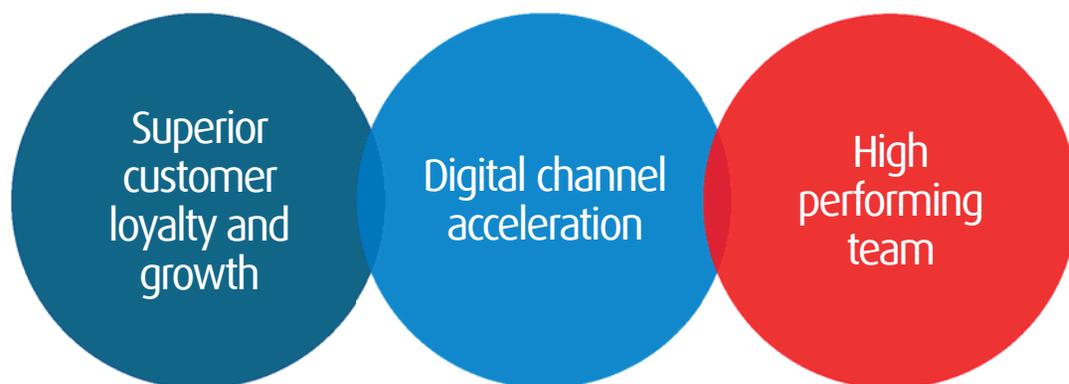
BMO  We're here to help.™

# Canadian P&C – key takeaways

## Strategic priorities



## Medium term objectives



1. Average annual net income growth above 7%
2. Productivity in the mid 40s

# Wealth Management – key takeaways

## Strategic priorities



## Medium term objectives



1. Earnings CAGR comparable to historical 15–20% range
2. Average annual operating leverage above 2%



BMO Investor Day:  
Canadian Personal &  
Commercial Banking and  
Wealth Management

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# Disclosures

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**Global Financial Market Review**, an online investment and finance publication, recognizes companies through its annual awards that have excelled in innovation, new product, excellent client service, outstanding leadership, and business development.

**The PAM Awards** are awarded annually by Private Asset Management, a financial services industry trade publication. The PAM Awards invites firms to compete for awards in several categories by providing answers regarding their business model, services offered, growth in client count and assets managed countries of operation, service innovation, and performance. In addition, The PAM Awards permits firms to provide additional information of their choosing in support of their candidacy. A panel of independent industry experts selects the nominees and winners based on a number of qualitative and quantitative performance indicators. The PAM Awards do not release statistics on the number of firms competing. Nomination or receipt of a PAM Award is not necessarily indicative of any particular client's experience or a guarantee that the firm will perform in the future as it did during the period evaluated by The PAM Awards. "RIA Giants", Forbes, 1/13/11 was based on information, as of September 30, 2012, collected by RIA Database. The rules for ranking of the Top 50 investment advisors and investment advisories: (1) all firms are registered investment advisors ranked based on discretionary assets under management as defined by the Securities and Exchange Commission as of Sept. 30, 2010; (2) greater than 50% of their business must serve the retail marketplace; (3) advisors must provide financial planning services or portfolio management for individuals or conduct due diligence on third-party advisors; (4) they must not be doing business as a broker/dealer, bank or insurance company; (5) they can neither charge commissions nor have registered representative employees at the firm; and (6) a majority of the RIA's business must not be invested in proprietary products.

**The Lipper Fund Awards**, granted annually, are part of the Thomson Reuters Awards for Excellence awarded by Lipper, Inc. and highlight funds that have excelled in delivering consistently strong risk-adjusted performance relative to their peers. The Lipper Fund Awards are based on the Lipper Ratings for Consistent Return, which is a risk-adjusted performance measure calculated over 36, 60 and 120 month periods. The highest 20% of funds in each category are named Lipper Leaders for Consistent Return and receive a score of 5, the next 20% receive a score of 4, the middle 20% are scored 3, the next 20% are scored 2 and the lowest 20% are scored 1. The highest Lipper Leader for Consistent Return in each category wins the Lipper Fund Award. Lipper Leader ratings change monthly. For more information, see [www.lipperweb.com](http://www.lipperweb.com). Although Lipper makes reasonable efforts to ensure the accuracy and reliability of the data contained herein, the accuracy is not guaranteed by Lipper. Commissions, trailing commissions, management fees and expenses all may be associated with mutual fund investments. Please read the prospectus before investing. The indicated rates of return are the historical annual compounded total returns including changes in unit value and reinvestment of all distributions and do not take into account sales, redemption, distribution or optional charges or income taxes payable by any security holder that would have reduced returns. Mutual funds are not guaranteed, their values change frequently and past performance may not be repeated.

BMO Global Energy Class (series A), was awarded the 2014 Lipper Fund Award in the Energy Equity Fund category for the three year period ending July 31, 2014 out of a total of 16 funds. The corresponding Lipper Leader ratings of the fund for the same period are as follows: N/A (1 year), 4 (3 years), 4 (5 years), N/A (10 years).

BMO Global Infrastructure Index ETF, was awarded the 2014 Lipper Fund Award in the Global Equity Fund category for the three year period ending July 31, 2014 out of a total of 6 funds. The corresponding Lipper Leader ratings of the fund for the same period are as follows: N/A (1 year), 4 (3 years), 4 (5 years), N/A (10 years).

BMO High Yield US Corporate Bond Hedged to CAD Index ETF, was awarded the 2014 Lipper Fund Award in the High Yield Fund category for the three year period ending July 31, 2014 out of a total of 10 funds. The corresponding Lipper Leader ratings of the fund for the same period are as follows: N/A (1 year), 4 (3 years), 4 (5 years), N/A (10 years).

BMO Junior Oil Index ETF, was awarded the 2014 Lipper Fund Award in the Energy Equity Fund category for the three year period ending July 31, 2014 out of a total of 6 funds. The corresponding Lipper Leader ratings of the fund for the same period are as follows: N/A (1 year), 4 (3 years), 4 (5 years), N/A (10 years).

BMO Mid Corporate Bond Index ETF, was awarded the 2014 Lipper Fund Award in the Canadian Fixed Income Fund category for the three year period ending July 31, 2014 out of a total of 7 funds. The corresponding Lipper Leader ratings of the fund for the same period are as follows: N/A (1 year), 4 (3 years), 4 (5 years), N/A (10 years).

BMO North American Dividend (series A), was awarded the 2014 Lipper Fund Award in the North American Equity Fund category for the three year period ending July 31, 2014 out of a total of 10 funds. The corresponding Lipper Leader ratings of the fund for the same period are as follows: N/A (1 year), 4 (3 years), 4 (5 years), N/A (10 years).

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