



Investor Presentation

Scotia Capital
Financials Summit

Bill Downe

President and Chief Executive Officer

BMO  **Financial Group**

September 9 • 2008



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 2008 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 28 and 29 of BMO's 2007 Annual Report, which outlines in detail certain key factors that may affect BMO's future results. When relying on forward-looking statements to make decisions with respect to Bank of Montreal, investors and others should carefully consider these factors, as well as other uncertainties and potential events, and the inherent uncertainty of forward-looking statements. Bank of Montreal does not undertake to update any forward-looking statement, whether written or oral, that may be made, from time to time, by the organization or on its behalf. 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 and risk of 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 the Q3 Report to Shareholders including the amount to be drawn under the BMO liquidity facilities. 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.

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 which were taken into account when establishing our expectations of the future risk of credit losses in Apex Trust as discussed in the Q3 Report to Shareholders included industry diversification in the portfolio, initial credit quality by portfolio and the first-loss protection incorporated into the structure.

In establishing our expectations regarding the run-rate costs of our credit card loyalty rewards program discussed in the Q3 Report to Shareholders, we took into account the terms of the agreement that was entered into with Loyalty Management Group Canada Inc. in the quarter.

In establishing our expectations regarding the timing of completion of the integration of the Wisconsin acquisitions and associated costs discussed in the Q3 Report to Shareholders, we assumed that the integration would be completed in accordance with the current project plan and in line with current cost estimates.

In establishing our fourth quarter expectations for specific provisions for credit losses and for gross impaired loans, we assumed that the credit environment would remain consistent with current conditions, and that our credit exposures would perform in a manner consistent with the expectations we have developed through the ongoing assessment of our exposures.

Assumptions about the performance of the Canadian and U.S. economies in 2008 and how it would affect our businesses were material factors we considered when setting our strategic priorities and objectives, and when determining our financial targets, including provisions for credit losses and our expectations about achieving those targets and our outlook for our businesses. Key assumptions were that the Canadian economy would expand at a moderate pace in 2008 while the U.S. economy expands modestly, and that inflation would remain low in North America. We also assumed that interest rates in 2008 would decline slightly in Canada and the United States, and that the Canadian dollar would trade at parity to the U.S. dollar at the end of 2008. 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. In the first quarter, we anticipated that there would be weaker economic growth in Canada and that the United States would slip into a mild recession in the first half of 2008. We also updated our views that quarter to expect lower interest rates and a somewhat weaker Canadian dollar than when we established our 2008 financial targets. Although the United States avoided a technical recession in the first half of the year, we anticipate further weakness in its economy and as such our views remain largely unchanged from the first quarter. Tax laws in the countries in which we operate, primarily Canada and the United States, are material factors we consider when determining our sustainable effective tax rate.



Other Reporting Matters

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 Quarterly Report to Shareholders, MD&A and in its 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. Results stated on a basis that excludes commodities losses, charges for certain trading and valuation adjustments, changes in the general allowance and restructuring charges are non-GAAP measures. Bank of Montreal also provides supplemental information on combined business segments to facilitate comparisons to peers.



Today's Agenda

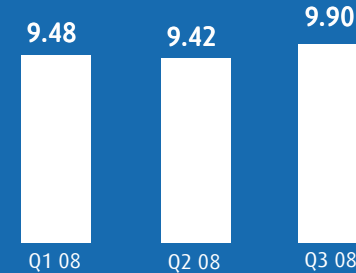
Current economic and credit market conditions

Credit Default Swap Spreads



Capital strength and opportunities

Tier 1 Capital Ratio (%)



Performance and customer





Discipline in Credit Risk Management is a Source of Competitive Strength

Specific PCL as a % of Average Net Loans and Acceptances
(including Reverse Repos)

	BMO	Canadian Competitors*
YTD Q3 08	0.46	0.31
F2007	0.15	0.24
16 Year Average <small>1992 to 2007</small>	0.33	0.54

*BMO's Canadian competitors include: BNS, CM, NA, RY, TD
Competitor average excludes the impact of TD's sectoral provisions



Economic Outlook



Canada

- Weakness in 2008 due to strong Canadian dollar and slumping U.S. demand. Low interest rates and high commodity prices expected to provide support to domestic demand although expected to moderate.
- Resource-producing provinces expected to again lead nation's expansion.
- Housing market expected to cool further due to declining affordability, dampening growth in mortgages.
- Business investment anticipated to moderate amid uncertain economic climate.
- Interest rates expected to likely stay low this year.
- Weaker trade balance expected to weigh on the Canadian dollar.



United States

- U.S. economy expected to stall in the second half of 2008 as the housing downturn progresses and consumers retrench spending, before recovering modestly in 2009.
- Residential mortgage growth expected to continue to slow amid tightening credit standards.
- The Fed is expected to remain on hold for the rest of the year.



Excess Capital Provides Opportunities

Organic growth

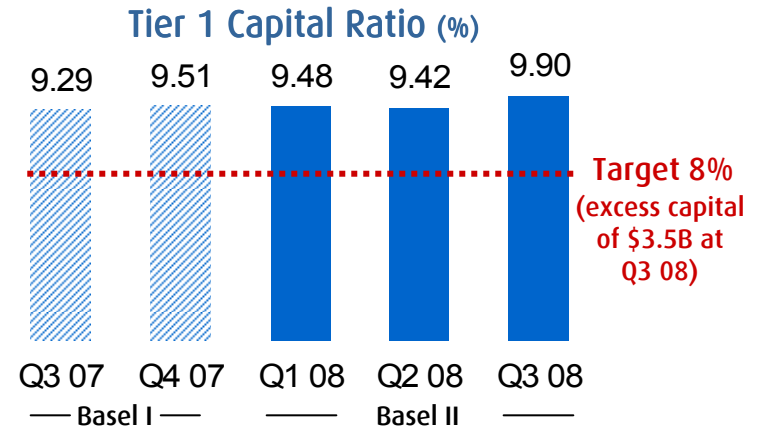
- ▶ Allocate capital to strategically advantaged businesses

Acquisitions

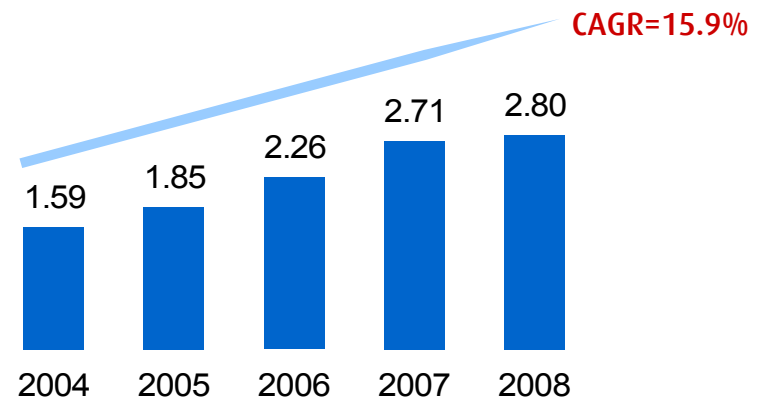
- ▶ US retail network has grown 45% in the last 3 years

Flexibility with dividends

- ▶ Payout ratio target of 45-55%



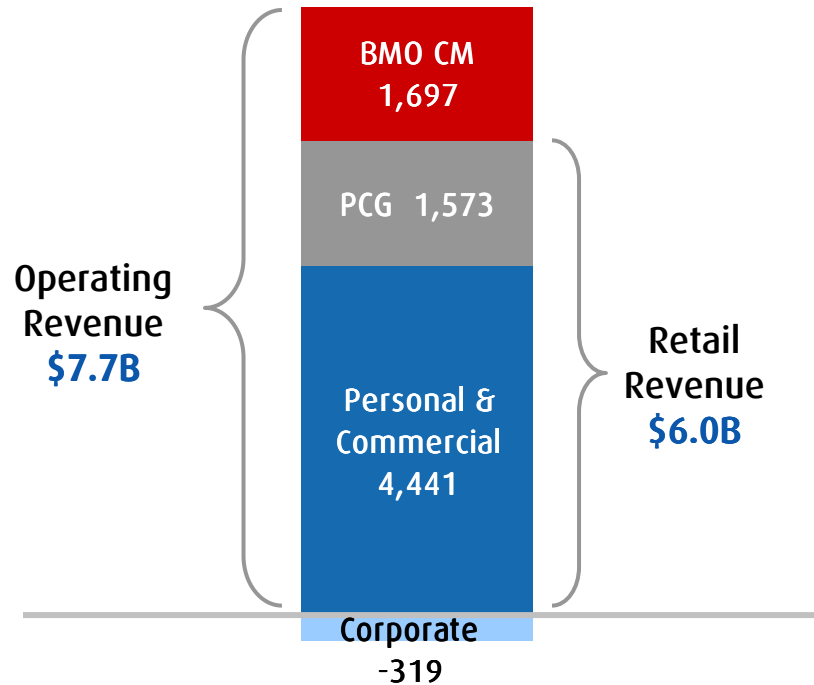
Annual Dividends Declared (c\$/share)



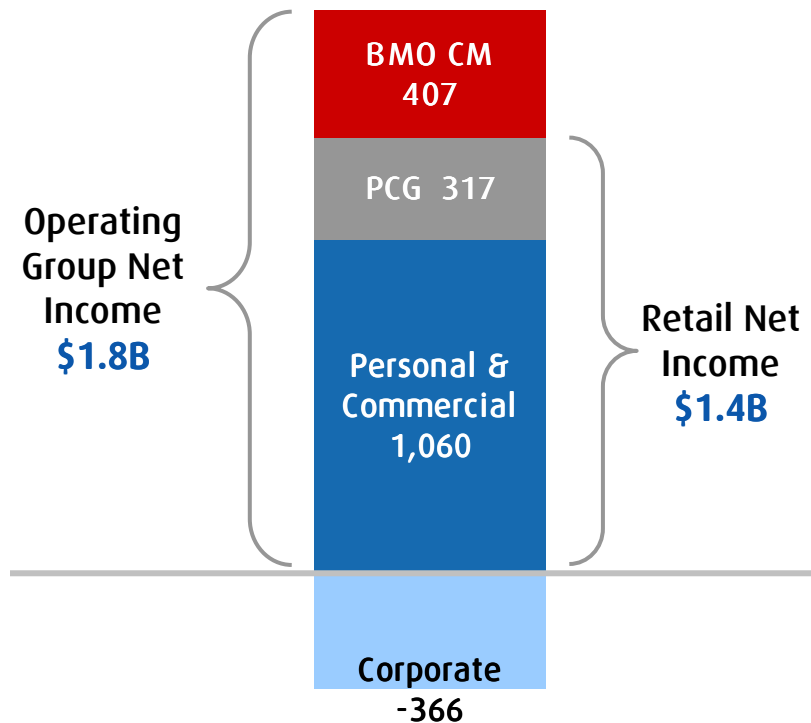


Retail Operations: The Most Significant Contributor to BMO results

Q3 2008 YTD Revenue (C\$MM)
(As Reported)



Q3 2008 YTD Net Income (C\$MM)
(As Reported)





Defining great customer experience





Modernizing the Retail Face of BMO

- ✓ Growth Potential
- ✓ Convenient Location
- ✓ Full Service, ABMs
- ✓ Emission-free Electricity
- ✓ One Stop: Retail, Commercial & Wealth



67th Street, Red Deer, AB
Opened September 2, 2008



Personal Banking – Offers Reflect Customer Needs

Homeowner ReadiLine



Y/Y Results

Personal Loan Balances

 19%

Personal Loan Market Share

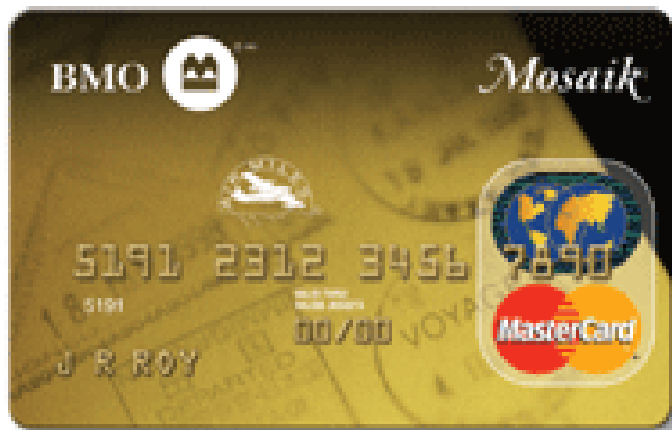
 87 bps








Cards Business – Leveraging the Branch Network

BMO Mosaik MasterCard

- Mosaik card sales rolled into branch scorecard
- In-branch sales allow for better conversations with customers and driving additional cross selling



YTD Results

Active Accounts		5.2%
Balance/Account		8.9%
Volume/Account		4.4%
Cross Sells		11%
Cards Revenue		8%



Commercial Banking – Building on a Strong Position

Re-energized commercial focus

- ✓ Creating commercial-only districts in our largest markets
- ✓ Enhancing performance management with new metrics
- ✓ Increasing visibility with customers



Y/Y Results

Commercial Loan Balances

 9%

Business Lending Market Share




 69 bps

Customer Loyalty Scores

Improved



Summary

-  Revaluation process will continue to weigh on global economy into 2009
-  BMO has strong capital ratios, profitability of business lines improving
-  BMO's approach to the customer experience is working



Questions

Answers





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