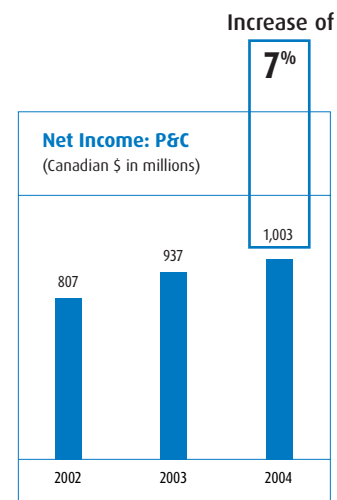


BMO Financial Group at a Glance

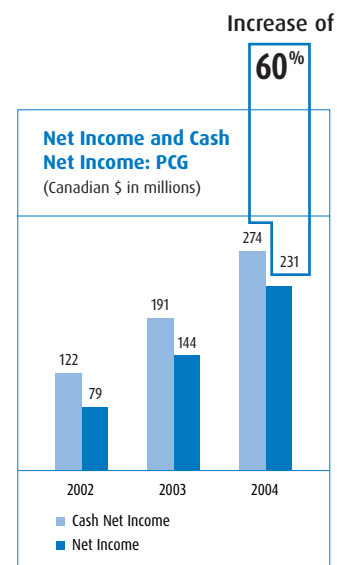
Personal and Commercial Client Group

Personal and Commercial Client Group (P&C) provides more than eight and a half million customers across Canada and the United States with fully integrated personal and commercial banking solutions. These include deposit accounts, loans and credit cards, insurance products and personal investment products. Our products and services are delivered by a highly skilled team of professionals through 1,156 BMO Bank of Montreal and Harris branches, telephone and online banking through bmo.com and harrisbank.com, and a network of more than 2,460 automated banking machines.



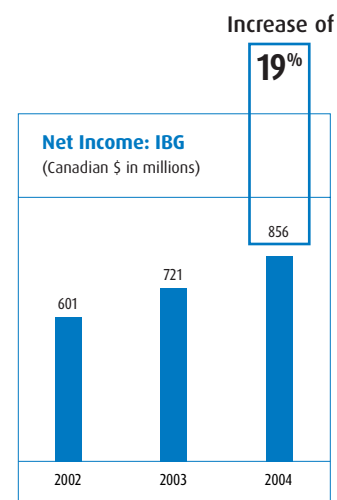
Private Client Group

Private Client Group (PCG) offers clients a full range of wealth management products and services, including full-service and direct investing, private banking and investment products. Our highly trained professionals are dedicated to serving the needs and goals of our clients to accumulate, protect and grow their financial assets. Private Client Group serves clients through BMO Bank of Montreal and Harris branches, as well as through stand-alone BMO InvestorLine, BMO Nesbitt Burns and BMO Harris Private Banking offices in Canada, and through Harris*direct* and Harris Private BankSM offices in key U.S. centres. Through California-based Harris myCFO, we provide customized investment and advisory services to wealthy individuals and families in selected U.S. markets.



Investment Banking Group

Investment Banking Group (IBG) combines all of our businesses serving corporate, institutional and government clients. In Canada, operating under the BMO Nesbitt Burns brand, our client base comprises large corporations and institutions across a broad range of industry sectors. In the United States, operating under the Harris Nesbitt[®] brand, we serve corporate and institutional clients in selected sectors. Investment Banking Group offers clients complete financial solutions across the entire balance sheet, including public and private debt and equity underwriting, corporate lending, securitization, cash management, risk management and trade finance. We also offer leading financial advisory services in mergers and acquisitions and restructurings, and we provide investing clients with industry-leading research, sales and trading services.



2004 Key Initiatives

Canadian Operations

- Achieved net income growth of 5.9%.
- Achieved good balance sheet growth, with deposit growth of 9.1% and loans and acceptances growth of 7% including the effects of securitizations.
- Improved cash productivity by 90 basis points to 60.1%.
- Took significant steps toward enhancing our customer focus and relationship management, with improved sales and service and the expanded release of Optimizer, our leading-edge relationship management software.
- Continued to distinguish ourselves in business banking with a number-two position in small business lending market share and commercial deposits growth of 14.1%.
- Redesigned our online banking web site to make it faster and easier for all our banking customers.

U.S. Operations

- Improved cash productivity by 270 basis points to 70.8%.
- Launched a unified brand for all U.S. businesses.
- Increased the number of bank branches in the Chicago area by 15.
- Increased total loans by 19% from a year ago to US\$12.2 billion.
- Continued to expand in the Chicago area, acquiring New Lenox State Bank and Lakeland Community Bank.

Canadian Operations

- BMO Harris Private Banking named best private bank in Canada by *Euromoney Magazine*.
- BMO Nesbitt Burns launched a Wealth Advisory practice for clients with diverse individual and family financial management needs.
- BMO InvestorLine awarded top place in *The Globe and Mail's* annual ranking of online brokers.
- BMO InvestorLine named best online brokerage by Watchfire GómezPro.
- BMO Mutual Funds launched six new mutual funds, including a diversified mix of income, U.S. dollar and global tax advantage funds.
- BMO Mutual Funds launched BMO Education Savings Gift Certificates.

U.S. Operations

- Harris Private Bank revised its trust and investment fee schedule based on a competitive pricing review.
- Reduced discretionary spending in both the traditional private banking business and Harris myCFO™.
- Harrisdirect ranked number one in Customer Service by *SmartMoney*.
- Consolidated Harrisdirect and Harris AdvantEdge Investing® brands under the unified Harrisdirect brand.
- Harris Insight Funds® had 15 of its 18 funds ranked first or second quartile for the one-year period ended September 2004.

- Employed the cross-border capabilities of BMO Nesbitt Burns and Harris Nesbitt in all product areas to deliver unique, effective solutions to clients.
- Improved our cash productivity ratio by 110 basis points to 50.4%.
- Improved our return on equity to 18.4% from 14.3%.

Canadian Operations

- Participated in 374 Canadian corporate debt and equity transactions that raised a total of \$61 billion.
- Advised on \$10.6 billion of completed Canadian mergers and acquisitions.
- Ranked Top Overall Research Team in the Brendan Wood International Survey of institutional investors for the 24th consecutive year, and ranked first for Overall Quality of Sales Service.
- Canadian Securitization unit ranked first in market share of asset-backed commercial paper conduit outstandings.
- Ranked first in Canadian block trading.

U.S. Operations

- Expanded and upgraded Harris Nesbitt's pool of expertise through a number of key senior-level hires, including head of Mergers and Acquisitions and head of U.S. Equity Capital Markets.
- Aligned nationwide client relationship and product coverage with 10 priority industry sectors.
- Completed the integration of Gerard Klauer Mattison into Harris Nesbitt, providing an enhanced service offering.

Focus for 2005

Canadian Operations

- Continue to focus on revenue growth and improvements in productivity, while also building our distribution capabilities.
- Improve cash productivity ratio by at least 150 basis points.
- Improve customer loyalty in both the personal and commercial banking segments.
- Maintain our personal banking market share and increase our business banking market share relative to our major competitors.
- Introduce further enhancements to our sales and service delivery model to better meet customers' needs.

U.S. Operations

- Accelerate our growth in the Chicago area and the U.S. Midwest through strong organic growth and acquisitions.
- Consolidate 25 separate Illinois bank charters into one national bank charter within the next 12 months, which over time will help us improve customer service, move towards a more efficient business model and lower our costs.

- Continue to enhance client offerings and deepen client relationships.
- Optimize business models through specific revenue-generating initiatives and ongoing expense management.
- Continue to focus on the effectiveness of our sales force.
- Pursue sustainable productivity improvements.

Canadian Operations

- Continue to reinforce our leadership in client service and award-winning offerings.
- Focus on broadening client relationships.

U.S. Operations

- Continue to organically grow our strategic foothold in selected high-growth wealth markets.
- Focus on broadening client relationships through introduction to our wide suite of wealth management offerings.
- Improve profitability in our U.S. businesses.

- Improve client alignment to realize all revenue opportunities.
- Optimize risk-taking to maximize returns.
- Drive new product development.

Canadian Operations

- Continue to reinforce our leading position.
- Strengthen and broaden relationships with target investment and corporate banking clients across the full range of our capabilities.

U.S. Operations

- Accelerate growth of fee-based business.
- Expand mid-market banking client base.
- Strengthen and broaden relationships with target investment banking clients across the full range of our capabilities.