

How Did We Do? What's Next?

At BMO Financial Group, we believe that to maintain the trust of our shareholders, customers and employees, and to secure the future of our business, we must be accountable and transparent.

In practice, that means reporting on our past performance and, just as importantly, disclosing our priorities going forward.

In simple terms, it means answering the questions
How did we do? and *What's next?*

We are committed to providing such information, whether the news is less than desired or – as is the case this year – very good.

2004 Strategic Priorities	
✓	Improve productivity. pages 7, 21
✓	Improve customer loyalty in Canada. pages 21, 37
✓	Improve U.S. performance. page 21
✓	Drive sales and increase share of wallet. page 21
✓	Aggressively pursue U.S. acquisitions. pages 10, 21, 39
✓	Maintain status as an employer of choice. pages 12, 13, 21
✓	Create a sustainable, high-performance culture. pages 12, 13, 21

2005 Strategic Priorities
Achieve financial targets with a particular focus on productivity.
Drive revenue growth by providing a superior client experience, earning a larger share of customers' business.
Continue to improve U.S. performance.
Accelerate growth in the United States both organically and through acquisitions.
Grow net income in Canada through operational efficiency and improved market share, accelerating our growth in commercial banking and wealth management.
Build a high-performance organization by developing our people, living our values and being an employer of choice.
Maintain our world-class foundation of leading governance, sound risk management, productive systems and excellent after-sales service.

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