

# Management's Discussion and Analysis

BMO's President & Chief Executive Officer and Chief Financial & Administrative Officer have signed a statement outlining management's responsibility for financial information in this Annual Report. The statement, which can be found on page 90, also explains the roles of the Audit Committee and Board of Directors in respect of financial information in the Annual Report.

Management's Discussion and Analysis (MD&A) comments on BMO's operations and financial condition for the years ended October 31, 2006 and 2005. The MD&A should be read in conjunction with our consolidated financial statements for the year ended October 31, 2006. The MD&A commentary is as of November 28, 2006, except for peer group comparisons, which are as of December 8, 2006. Unless otherwise indicated, all amounts are in Canadian dollars and have been derived from financial statements prepared in accordance with Canadian generally accepted accounting principles (GAAP).

Certain prior year data has been reclassified to conform with the current year's presentation, including reclassifications arising from transfers of certain businesses between operating groups. In addition, Note 3 on page 98 and Note 21 on page 120 of the financial statements detail the impact on previously reported amounts arising from changes in accounting policy that were adopted on a retro-active basis. However, amounts reported in the MD&A for years prior to 2004 have not been restated to reflect the changes in accounting policy due to the insignificance of the impact.

## Index

**23 Who We Are** provides an overview of BMO Financial Group, outlines our 2006 and 2007 targets, explains the links between our annual targets and our overall vision and presents key performance data to help answer the question "Why Invest in BMO?"

**24 Financial Performance and Condition at a Glance** provides a snapshot of our results on 11 key financial performance and condition measures used by management to monitor performance relative to our peer groups.

**27 Enterprise-Wide Strategy** outlines our enterprise strategy and our progress in relation to our 2006 strategic priorities.

**28 Caution Regarding Forward-Looking Statements** warns readers about the limitations and inherent risks and uncertainties of forward-looking information.

**28 Factors That May Affect Future Results** outlines certain industry and company-specific factors that investors should ensure they consider when assessing BMO's earnings prospects.

**30 Economic Developments** includes commentary on the impact of economic developments on our businesses in 2006 and expectations for the economy in 2007.

**Value Measures** reviews financial performance on the four key measures that assess or most directly influence shareholder return.

- 31** Total Shareholder Return
- 32** Earnings per Share Growth
- 33** Return on Equity
- 33** Net Economic Profit Growth

**34 2006 Financial Performance Review** provides a detailed review of BMO's consolidated financial performance by major income statement category. It also includes explanations of the use of non-GAAP measures and the impacts of business acquisitions and sales and changes in foreign exchange rates.

**Operating Group Review** outlines the visions and strategies of our operating groups and the major business risks they face, along with their strengths, competencies and key performance drivers. It also includes a summary of their achievements in 2006, their priorities for 2007 and a review of their financial performance for the year.

- 42** Summary
- 43** Personal and Commercial Banking
- 49** Private Client Group
- 52** Investment Banking Group
- 55** Corporate Services, including Technology and Operations

**Financial Condition Review** discusses our assets and liabilities by major balance sheet category. It reviews our capital adequacy and our approach to ensuring we optimize our capital position to support our business strategies and maximize returns to shareholders. It also discusses off-balance sheet arrangements and financial instruments.

- 56** Summary Balance Sheet
- 58** Enterprise-Wide Capital Management
- 60** Off-Balance Sheet Arrangements
- 61** Financial Instruments

**Accounting Matters and Disclosure and Internal Control** reviews critical accounting estimates and changes in accounting policies in 2006 and for future periods. It also discusses our evaluation of disclosure controls and procedures and internal control over financial reporting.

- 62** Critical Accounting Estimates
- 64** Changes in Accounting Policies in 2006
- 64** Future Changes in Accounting Policies
- 65** Disclosure Controls and Procedures and Internal Control over Financial Reporting
- 65** Shareholders' Auditor Pre-Approval Policy and Fees

**66 Enterprise-Wide Risk Management** outlines our approach to managing the key financial and related risks we face.

**74 Review of Fourth Quarter Performance, Quarterly Earnings Trends and 2005 Financial Performance Review** provide commentary on results for relevant periods other than fiscal 2006.

**78 Supplemental Information** presents many useful financial tables and provides more historical detail.

## Regulatory Filings

Our continuous disclosure materials, including our interim filings, annual MD&A, audited consolidated financial statements, Annual Information Form and Notice of Annual Meeting of Shareholders & Proxy Circular are available on our web site at [www.bmo.com](http://www.bmo.com), on the Canadian Securities Administrators' web site at [www.sedar.com](http://www.sedar.com) and on the EDGAR section of the SEC's web site at [www.sec.gov](http://www.sec.gov). BMO's CEO and CFAO each certify the appropriateness and fairness of BMO's annual and interim financial statements and MD&A and Annual Information Form, and the effectiveness of BMO's disclosure controls and procedures and internal control over financial reporting.