

2003 Public Accountability Statement

Today, as in the past, we honour our pact with Canada by operating our business ethically and transparently, treating our customers responsibly and fairly, and providing our employees with an equitable and supportive workplace. As well, we help to make our communities stronger, more vital and more prosperous. This is how we earn the trust of Canadians. This is how we are...

Delivering



2003 Public Accountability Statement

This Bank of Montreal Public Accountability Statement (PAS) documents our corporate citizenship activities over the course of the year in Canada. Produced with all our stakeholder groups in mind – communities, customers, employees and shareholders – our PAS contains a full reporting of information as required under Section 459.3(1) of the Bank Act, including taxes paid, number of employees and small business financing. Additionally, the report highlights our ongoing commitment to responsible and ethical corporate behaviour and to active and generous support of our communities.

Published by Bank of Montreal for the fiscal year November 1, 2002 to October 31, 2003, our PAS includes information respecting Bank of Montreal and its wholly owned affiliates and prescribed affiliates, as described on page 34 of this document. Bank of Montreal has taken a unified branding approach under the name BMO Financial Group. The terms “BMO Financial Group” and “BMO®” as used in this document refer to Bank of Montreal and those affiliates. The terms “BMO Bank of Montreal” and “the Bank” as used in this document refer to the Canadian retail banking division of Bank of Montreal.

Corporate Profile

Founded in 1817 as Bank of Montreal, BMO Financial Group is one of the largest financial services providers in North America. With assets of \$256 billion at October 31, 2003 and 34,000 employees worldwide, BMO provides a comprehensive offering of retail banking, wealth management and investment and corporate banking products and solutions.

Canadian clients are served through our personal and commercial banking business, BMO Bank of Montreal, and BMO Nesbitt Burns^{®*}, one of Canada’s largest full-service investment and wealth management firms. In the United States, clients are served through Harris Bank, a major Midwest financial services organization with a network of community banks in the Chicago, Illinois area and wealth management offices across the United States, as well as Harris Nesbitt, a leading mid-market investment bank.

Vision

To be the best financial services company, wherever we choose to compete.

Our Values

We **care** about our customers, shareholders, communities and each other.

We draw our strength from the **diversity** of our people and our businesses.

We insist upon **respect for everyone** and encourage **all to have a voice**.

We **keep our promises** and **stand accountable** for our every action.

We **share information, learn** and **innovate** to create consistently superior customer experiences.

Delivering means providing Canadians with the products and services they need to secure their financial dreams. It also means being a socially responsible corporation. At BMO Financial Group, we are committed to serving as a force for good in the marketplace and in our communities. Such a course, we believe, strengthens our business and our society. It is the right thing to do.



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Taking Care of Our Communities: How BMO and BMO People Delivered in 2003

Tony Comper (second from left) with winners of BMO's 1st Art! Invitational Student Art Competition. From left, Robert Bos, University of Regina, Sask., Natalie Woyzbun, Mount Allison University, N.B., Leif Raiha, Sheridan College, Ont. and Serapio Ittusardjuat, Nunavut Arctic College, Nunavut.



The best reason for reading this Public Accountability Statement through to the end is the sweeping picture that builds page-by-page of the many actions BMO Financial Group, and especially our people, took last year to make this country a better place.

It is one thing to be aware of our defining commitment to the success and well-being of Canada, Canadians and our communities, but quite another to see that commitment in all of its breadth and diversity. This annual statement is your best opportunity.

You will see, for example, how effectively and compassionately BMO and BMO colleagues respond to crisis situations as they arise – and how well we are seen to perform by the public and, most of all, by the people directly affected.

As leader of this enterprise, I was pleased and proud to read what Ralph Hui, President of the Toronto Chinese Business Association, had to say about our support during last summer's SARS crisis, which dealt his community several extra blows. "BMO Bank of Montreal was the first bank to respond to our need," he said after we came up with an emergency package that included deferrals on loan and mortgage payments and access to short-term lines of credit. "We have a good relationship with BMO," Mr. Hui added. "They take care of our community."

But as you read, please keep in mind that this particular "good relationship" did not just happen by accident. Like so many of the other relationships we at BMO cherish, this one grew out of a centuries-old tradition of accountability to all of our stakeholders all of the time, reaffirmed daily by the deeds and decisions of thinking, caring people across our enterprise.

TONY COMPER
Chairman and Chief Executive Officer

January 2004



Photo: CP (Andrew Vaughan)



Helping through the centuries: (inset from left) BMO donated \$5,000 to help victims of the Great Fire of Chicago in 1871. Truro, N.S. branch manager Bev Law-Meilleur (centre) helps raise funds for flood victims in Badger, Nfld. Ralph Hui, President of the Toronto Chinese Business Association, pictured in Toronto's Chinatown, which is still recovering from the economic effects of SARS. Workers raise the schooner Larinda (above) from Halifax harbour. The boat sank when the powerful Hurricane Juan ripped through Nova Scotia and Prince Edward Island on September 29, 2003.

Delivering in Times of Need

As Canada's oldest bank, it has been our privilege to be a partner in the growth of our nation. For 186 years, we have contributed to the country's economic development. And we have been rewarded. As Canadians have flourished and prospered, so has our business.

But life is not always smooth, and true partnership is not just about sharing good times. Throughout our history, BMO Financial Group has recognized – and lived up to – our responsibility to support our customers and communities in times of need.

We provided, for instance, £100 to “sufferers in the fire at Boucherville, Quebec” in 1843, \$2,000 to aid the living and bury the dead from the S.S. Titanic in

1912, and \$200,000 to the Montreal branch of the Red Cross Society for the National War Appeal, between 1939 and 1945.

A Year of Trials

BMO once again demonstrated our commitment to our customers and communities in 2003, a year marred by unanticipated and unwelcome trials throughout Canada. In Badger, Nfld., floods brought a community to a frozen standstill. In British Columbia, forest fires destroyed the homes of hundreds of families. In Alberta, the discovery of a single cow with BSE wreaked havoc on the country's multi-billion-dollar beef industry. In Toronto, SARS killed dozens, challenged the city's

health care system and besieged the region's economy. In Nova Scotia and Prince Edward Island, Hurricane Juan devastated lives and the landscape.

As documented in the pages of this report, BMO once again endeavoured to help. As well as providing financial support for disaster relief, we introduced innovative programs to meet the needs of our customers whose lives and businesses were affected by these exceptional events. Meanwhile, at BMO Bank of Montreal branches across the country, our employees collected food, raised money and offered helping hands.

Being there for our customers and communities – delivering – it's how we do business at BMO Financial Group.

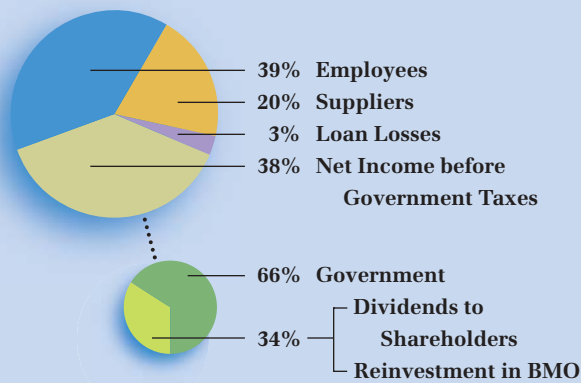
2003 Highlights

- With more than 31,000 full-time and part-time employees in Canada, BMO is one of the country's largest employers.
- In fiscal 2003, BMO Financial Group paid taxes to all levels of government in Canada of more than \$1,455 million.

delivering to Canada



Where Canadian Revenues Go



Note: **Employees** represents employee compensation. **Suppliers** represents total expenses less employee expenses and government-related expenses. **Government** represents income taxes and other government levies.

Our company has a responsibility to Canadians, who grant us licence to operate. We repay this trust when we succeed as a business, which in turn allows us to help ensure the prosperity and well-being of our society.

Our success is Canada's success. Of course, the wealth BMO Financial Group generates as a successful business also benefits our shareholders. A full 34% of our net income before taxes is returned to our shareholders through dividends and reinvested in the company. In 2003, that represented \$777 million.

BMO: A Leading Corporate Citizen

In 2003, BMO Financial Group was recognized by *Corporate Knights* magazine as one of the Best 50 Corporate Citizens in its annual ranking of Canada's largest publicly traded firms. BMO ranked in the top 10 of the Best 50. We also received a Gold Medal for human resources practices and a Silver Medal in the Community category.

Taxes Paid

Return on investment is only the most obvious way we deliver to Canada. We pay taxes too. In fiscal 2003, BMO Financial Group paid taxes to all levels of government in Canada of more than \$1,455 million. This amount included:

- \$1,055 million in income taxes
- \$100 million in provincial capital taxes
- \$153 million in GST and sales taxes
- \$112 million in payroll taxes (employer portion)
- \$31 million in property taxes
- \$4 million in business taxes

Employment in Canada

We also deliver when we create jobs. With more than 31,000 full-time and part-time employees in Canada, BMO is one of the country's largest employers. Our total employee compensation topped \$2.48 billion in 2003.

Contributing to the Economy

Along with taxes and payroll expenses, we also contribute to the economy through our spending on capital expenditures. Last year, our expenses to Canadian suppliers amounted to \$1.23 billion.

Giving Back to Our Communities

As a socially responsible corporation, we believe that we have an obligation to give back to our communities – which, after all, are the source of our success. Through our corporate donations and sponsorship programs, we contributed a total of \$25 million last year to more than 2,000 charitable and not-for-profit organizations across the country.

Succeeding as a business, building and distributing wealth, creating employment, giving back to our communities – this is how at BMO Financial Group we are delivering to Canada.

Taxes Paid in Canada (\$ millions)

	Income taxes	Capital taxes	Other taxes*
FEDERAL	759.00	-	178.09
PROVINCIAL AND TERRITORIAL			
Newfoundland and Labrador	3.41	1.60	1.13
Prince Edward Island	-0.41	0.27	0.11
Nova Scotia	4.13	1.74	0.61
New Brunswick	3.46	1.34	0.26
Quebec	42.08	25.01	22.14
Ontario	190.00	53.56	80.68
Manitoba	5.48	2.27	2.82
Saskatchewan	4.02	3.07	1.07
Alberta	21.94	-	4.18
British Columbia	21.57	10.95	9.49
Northwest Territories	0.15	-	0.01
Yukon	0.15	-	0.02
Nunavut	0.02	-	-
Total Provincial and Territorial	296.00	99.81	122.52
Total	1,055.00	99.81	300.61
TOTAL (Income Taxes + Capital Taxes)	1,154.81		

*"Other taxes" includes payroll taxes, GST and sales taxes, municipal property and business taxes.

2003 Highlights

- Pledged \$2.5 million to the Sainte-Justine Hospital Foundation in Montreal to improve the care for mothers and children.
- Donated \$3.9 million to United Way and Centraide across Canada.

delivering to Our Com



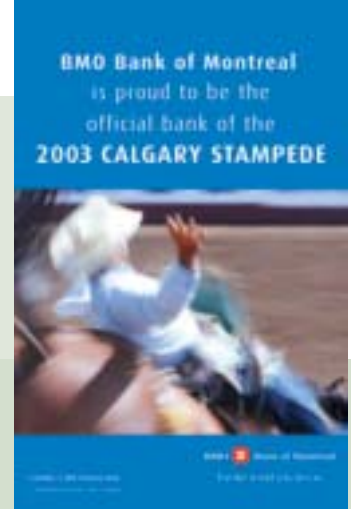
A Place to Learn

“Now that my kids are both in school, I want to upgrade my skills and get back into the workforce,” says Clara Halliday, a single mother on social assistance. To achieve her goal, the Montreal resident turned to Accès multimédia, a newly opened resource centre that provides local young people and adults with computer training. BMO Bank of Montreal donated the building, worth \$375,000, that serves as the centre’s home. It is the third branch that BMO has donated to serve as a community learning centre in Montreal.

- In 2003, BMO contributed \$25 million to thousands of charities and not-for-profit organizations across Canada.

Calgary Stampede

BMO Bank of Montreal has been the official bank of the Calgary Stampede for more than 100 years. In 2003, as well as providing banking services, we sponsored livestock competitions and served as the exclusive sponsor of Stampede Country's Farm Family Awards, which recognize outstanding Alberta farm families.



munities

Sharing, participation and fellowship are the essence of community and serve as our ideals as we strive to make life better in the neighbourhoods, towns and regions where we do business.

Helping to make our communities stronger, happier and more vital has been the way we do business at BMO Financial Group since 1817, the year Canada's first bank was founded.

Our commitment and our goodwill remain steadfast. Today, BMO is recognized as one of Canada's leading corporate benefactors. Last year alone, we contributed \$25 million to thousands of charities and not-for-profit organizations across the country.

The range of our commitment is broad, covering areas that include education, health, arts and culture, community development and sports and athletics. A significant portion of our community development contribution supports programs and organizations that promote learning.

Focus on Learning

At BMO we have a commitment to learning. Just as learning is fundamental to our ongoing success as a business, so too is it essential to a successful society. Learning helps us understand who we are, imagine what we might become and develop tools and skills that will take us forward.

Education

Our commitment to learning is apparent in our support of education. In 2003, we contributed \$2.3 million to universities, schools, and other educational organizations. What could be more rewarding than providing individuals of all ages with the opportunity to realize their potential and fulfill their promise to themselves and their communities.

Investing in Academic Excellence

BMO continues to support exceptional young people at universities and colleges across Canada. In total, we committed \$6.9 million to scholarships, bursaries and internship programs in 2003. At **St. Francis Xavier University** in Antigonish, N.S., we contributed \$125,000 to establish a new



Social Responsibility Starts at the Top

At BMO Financial Group, social responsibility starts at the top. Last fall, at an event attended by more than 1,000 of Canada's leading business executives, Edward Sonshine, Q.C., Chair, B'nai Brith Foundation Canada (right) presented Tony Comper, Chairman and CEO of BMO Financial Group, with **B'nai Brith Canada's** prestigious **Award of Merit**. This, the organization's highest honour, was given in recognition of his community involvement and many philanthropic activities.

BMO Financial Group Scholarship. Valued at a minimum of \$5,000 annually, the renewable scholarship is open to Canadian high school graduates who rank in the top 5% of their class. According to Dr. Sean Riley, President of St. Francis Xavier University, “This new scholarship is a lasting investment in academic excellence.”

A Partnership for Learning

BMO Financial Group has long been an active supporter of **The Learning Partnership (TLP)**, an organization that supports partnerships between business, education and government in order to strengthen public education in Canada. We are the major corporate sponsor of TLP’s *Entrepreneurial Adventure (EA)* program, which brings students from kindergarten to Grade 9 together with teachers and volunteer business and community partners through the course of the school year to develop and pursue entrepreneurial ventures that benefit their communities. In the 2002-2003 school year, more than 75 EA partnerships were established, involving 55 volunteer business partners from BMO and about 2,000 students. Collectively, these ventures generated almost \$50,000 for local charities and school projects. At the 2003 Entrepreneurial Adventure Showcase in June, more than 300 students and teachers demonstrated their ventures to the public and **BMO Financial Group National Student Innovation Awards** were presented to five schools. Winners included Ventura Park Public School in Thornhill, Ont., where Grade 5 students started a general store and raised more than \$14,000

for **On The Move**, a registered charity that supports adults with developmental disabilities.

It’s Possible

Possibilities Youth Scholarship Program is a BMO Bank of Montreal education initiative aimed at visible minority and Aboriginal youth and youth with disabilities. This program works in partnership with local school boards and community organizations in Montreal, Toronto, Winnipeg, Saskatoon and Vancouver. Upon completion of the program, each student receives a \$1,000 scholarship toward a post-secondary institution of his or her choice. Last year, we provided scholarships to 62 youths.

Health

At BMO Financial Group, promoting physical and emotional wellness is a high priority. We understand that healthy people and communities are fundamental to a strong society. In 2003, we contributed \$4 million to hospitals and other national and local health-related organizations, charities and programs supporting health and medical research across Canada.

Supporting Medical Education

In 2003, BMO presented the **University Health Network** – made up of The Arthritis & Autoimmunity Research Centre Foundation, The Princess Margaret Hospital Foundation and Toronto General & Western Hospital Foundation – with an investment of \$2 million to endow the **Bank of Montreal Chair in Health Professions Education**. The bequest will enable UHN, the largest teaching hospital fully



Healthy Mothers, Healthy Children

In a ceremony attended by Canadian and world pop superstar Céline Dion, L. Jacques Ménard, President of BMO Financial Group in Quebec, presented the **Sainte-Justine Hospital Foundation** with a cheque for \$2.5 million. The largest-ever philanthropic donation by a bank in Quebec, the bequest is earmarked for a state-of-the-art educational and scientific conference centre in Sainte-Justine’s Mother-Child University Health Centre, which treats patients from throughout Quebec.



Top Canadian skaters Annie Bellemare and Emanuel Sandhu with a troupe of future stars on ice participate in BMO Financial Group Community Skate-a-thon to raise money for Kids Help Phone.

Profile

Helping Kids in Need

BMO became a founding sponsor of **Kids Help Phone**®¹ (KHP) in 1989. Since then, our partnership with Canada's only 24-hour toll-free anonymous bilingual help line for children and youth has become an organization-wide affair.

In 2003, BMO and our employees contributed more than \$500,000 to KHP. We continued to be the principal sponsor of the **KHP Community** and **KHP Student Ambassador** programs. As well, we sponsored the **BMO Financial Group Community Skate-a-thon**, co-chaired by Annie Bellemare and Emanuel Sandhu, members of Canada's

national figure skating team, to raise funds for skating clubs and KHP. At 26 skating clubs across British Columbia, hundreds of children and adult skaters took to the ice to raise funds for the charity.

BMO employees also made significant contributions. In Saskatoon, 16 BMO employees volunteered for KHP's first annual **Home for the Holidays** fundraiser. Meanwhile, hundreds of our employees across the country participated in the **Bell Walk for Kids** in support of KHP in May. And last summer, 20 BMO employees organized a **BMO Golf-a-thon** in

support of KHP at Angus Glen Golf Club in Markham, Ont. and raised \$180,000.

Emma Smith, Senior Manager, Cash Management Services at BMO, who was named **Kids Help Phone Volunteer of the Year** (Ontario) in recognition of her years of service, understands why so many of her colleagues become involved with this excellent charity. "Kids Help Phone is a lifeline for kids in need," she says. "The more money I can help raise means more telephone lines, which means more kids can get the help they need."

1st Art! Student Competition

To celebrate and encourage Canada's young artists, BMO launched the **1st Art! Invitational Student Art Competition**. Each of the 13 top graduating students, chosen from post-secondary institutions across the country, was presented with a cash prize of \$1,000. Says Robert Bos (below, middle, with Gilles Ouellette, President and CEO of Private Client Group, BMO Financial Group), a recent University of Regina fine arts graduate, "Winning 1st Art gave me the motivation and the confidence to move forward with my work."



Fashion Cares Gala Fundraiser

BMO Financial Group was a key sponsor of this year's **Fashion Cares** gala, which is the largest annual fundraiser of the AIDS Committee of Toronto (ACT). The event raised \$850,000 for ACT, one of the oldest and largest providers of services to men and women affected by HIV/AIDS.



affiliated with the University of Toronto, to set a global standard of excellence in health education research.

Advancing the Fight Against Cancer

BMO Financial Group pledged \$500,000 to the **Fondation de l'Hôpital Maisonneuve-Rosemont** in Montreal to help the renowned institution further develop its recognized expertise and advance the fight against cancer. The **BMO Oncology Centre**, named in recognition of our contribution, is scheduled to open in the fall of 2004. We also donated \$180,000 to Longueuil's **Charles LeMoynes Hospital Foundation** in support of its new Breast Cancer Diagnosis and Treatment Centre.

Combating Juvenile Diabetes

In November 2002, BMO Financial Group received the **Juvenile Diabetes Research Foundation (JDRF)** National Sponsors Award for overall corporate and company-wide support of *The Walk to Cure Diabetes*. For BMO and our employees, JDRF remains a charity of choice. In 2003, BMO contributed \$87,000 and our employees raised \$480,000 for The Walk to Cure Diabetes.

Better Maternity Care

In July 2003, nine registered nurses from the Mount Waddington area in northern Vancouver Island became the first recipients of **B.C. Women's Hospital and Health Centre Advanced Maternity Fellowships for Rural Practitioners**. BMO has donated \$100,000 to the initiative, which aims to provide much-needed training in advanced maternity

skills for health practitioners in rural and small urban B.C. communities.

Arts and Culture

Whether created by our most celebrated cultural institutions and artists, community arts organizations or gifted amateurs, art has the power to transform, inspire and enrich our lives. In 2003, BMO contributed a total of \$1.1 million to the arts in Canada. The recipients of our support include some of the country's most treasured organizations as well as many local arts groups. Again, many of the donations we made reflect our commitment to learning.

Celebrating Canada's Cultural Institutions

BMO Financial Group is a long-standing supporter of many of the country's cultural institutions. In 2003, we continued to be an institutional partner of the **Canadian Centre for Architecture**. Located in Montreal, the museum and international study centre is devoted to making architecture a public concern through exhibitions, publications, educational and cultural programs. We also celebrated a 50-year partnership with the **Stratford Festival**. As well, we served as the sponsor of **The National Ballet School's Sugar Plum Fair**, which raises money for the school's Scholarship Fund.

Focus on Learning and the Arts

Reflecting our focus on learning, we continued our support of the *Mornings with the Toronto Symphony Orchestra* educational outreach program for high school students. Similarly, the **Canadian Opera**

In Times of Need

\$25,000 BMO Financial Group and employee contribution to the B.C. Forest Fires Response Fund of the Canadian Red Cross for relief efforts for communities affected by severe forest fires.

\$245,000 BMO contribution to more than a dozen Toronto-area hospitals to assist and show appreciation for hospital staff and their families affected by SARS.

\$200,000 BMO contribution to Toront03 Alliance, a private-sector campaign to mobilize tourism recovery in Toronto after the SARS crisis.

\$25,000 BMO and employee contribution to help local food banks with their relief efforts in communities in Nova Scotia and Prince Edward Island affected by Hurricane Juan.

Theatre Design That Electrifies



Louise Campeau (centre) is greeted by protégés Magalie Amyot and Michèle Magnan after receiving the Siminovitch Prize in Theatre from Elizabeth and Tony Comper.

Montreal designer Louise Campeau was awarded the 2003 Elinore and Lou Siminovitch Prize in Theatre. The \$100,000 prize, sponsored by BMO Financial Group, is awarded in a three-year cycle to a director, playwright or designer who has made a significant contribution to theatre in Canada. In awarding the honour to Campeau, a graduate of the National Theatre School who has designed approximately 60 productions for 14 different theatre companies in Quebec, BMO Financial Group Chairman and CEO Tony Comper commended Campeau for “design that simply electrifies.”

Company’s **BMO Financial Group Student Dress Rehearsals** program brings opera to young people and to new audiences, while its **BMO Financial Group Pre-Performance Opera Chats** provide a musical, historical and social perspective on each opera production. In 2003, we also provided funding to the **National Theatre School** to support students whose financial situation would otherwise prevent them from pursuing theatrical training.

National Business Book Award

Author Douglas Hunter was the winner of the **National Business Book Award (NBBA)** and the recipient of a \$10,000 prize for his book *The Bubble and the Bear: How Nortel Burst the Canadian Dream*. Co-sponsored by BMO Financial Group, the NBBA is considered one of Canada’s most prestigious and respected literary awards.

Governor General’s Literary Awards

Since 1988, BMO Financial Group has been the principal corporate sponsor of the **Governor General’s Literary Awards**, the most comprehensive and widely known literary awards in Canada. Announcing the 14 winners (seven English-language, seven French-language) of the 2003 awards last November, Her Excellency The Right Honourable Adrienne Clarkson noted, “The excitement of reading these books is only matched by the admiration we all have for writers whose determination and talent are making Canadian literature a true reflection of the complex resonance of our country.”

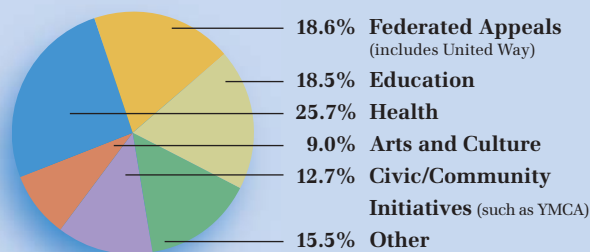
Community Development

Safe, inclusive and vital communities are a source of comfort, pride and courage for all who live in them. Strong communities are also the building blocks upon which resilient and healthy societies are founded. In 2003, we contributed \$3.5 million to organizations and programs that support community development. A significant portion of our contribution was targeted to groups and initiatives that promote learning.

United Way

BMO Financial Group continues to be one of the largest corporate supporters of **United Way** and **Centraide** across Canada. In the Greater Toronto Area, BMO and our employees together contributed \$2.6 million. A significant part of this amount – \$1.5 million – was raised by BMO Nesbitt Burns’ and BMO Private Client Group’s 2,100 employees. In addition to a three-week

Donations: Where the Money Goes





In 1996, BMO's \$3 million contribution was matched by the Province of Ontario and the University of Toronto (U of T), resulting in the \$9 million BMO Financial Group National Scholars Program. This program allows eight to 10 exceptional young people to pursue undergraduate studies at U of T each year. In October 2003, BMO representatives, including Chairman and CEO Tony Comper, hosted a celebratory dinner attended by U of T officials, current National Scholars and members of the class of 1998 – the first BMO Financial Group National Scholarship graduates.

employee campaign – highlighted by a kick-off pancake breakfast – BMO Nesbitt Burns and BMO Private Client Group employees participated in fundraising events throughout the year, including the Scotiabank Bay Street Rat Race and the Enbridge CN Tower Stair Climb.

Fighting Against AIDS

In 2003, the **Canadian AIDS Society** honoured BMO Financial Group with its first *Certificate of Recognition for Corporate Leadership Award* in the financial services category in recognition of our involvement in the continuing fight against AIDS in Canada. In 2003, we were once again a title sponsor of **Fashion Cares**, the premier fundraising event supporting the **AIDS Committee of Toronto**, the largest AIDS service organization in Canada. BMO also supported the **Canadian Foundation for AIDS Research (CANFAR)**, a national charitable foundation dedicated to raising money for HIV and AIDS research. BMO also continues to support **Casey House**, considered to be an international model for delivery of palliative and home hospice care. Additionally, we helped sponsor Toronto's **2003 Pride and Remembrance Run** and made a \$10,000 contribution to the **Vancouver AIDS Memorial**. We are proud of our achievement and of our employees, many from the gay and lesbian community, who tirelessly devote their time and talent to help fund research and assist those affected by HIV and AIDS.

The Power of Learning

Understanding that learning has the power to change lives for the better, BMO donated \$50,000 to the **Children's Aid Foundation** last year to help further the education of disadvantaged young people. The money was used to provide bursary support to post-secondary students and tutoring support to children in elementary school, as well as BMO Financial

Group scholarships for crown wards or former wards who are doing exceptionally well in their chosen field of study.

That All May Read

Beginning in 2003, BMO is committing \$330,000 over five years to the **Canadian National Institute for the Blind (CNIB) *That All May Read*** campaign. The purpose of the program is to expand CNIB's library and convert the entire collection to digital media, the largest initiative of its kind in the world. Currently, the organization's library relies on analogue technology that is difficult to maintain, while library use is growing at approximately 6% per year.

Ontario Food Bank Drive

According to the Ontario Association of Food Banks, more than 300,000 people rely on food banks every month, 40% of whom are children. In the fall of 2003, BMO Bank of Montreal employees helped to fight hunger by raising cash and food for a total donation with a value of more than \$156,000.

Sports and Athletics

Physical and emotional health, friendships and confidence are just a few of the benefits associated with sports. Whether it involves a family skate at the local arena or elite athletes training to represent their country on the international stage, sports and athletics bring us joy and contribute to our sense of well-being. In 2003, we contributed \$4.5 million in donations and sponsorships to sports and athletic organizations and programs.

Canada Skates

Figure skating has long been a favourite sport of Canadians, and BMO is proud to keep the tradition gliding on. We are a major sponsor of the Canadian

National Figure Skating Team and of **Skate Canada**, the governing body of Canadian figure skating that oversees 1,426 clubs and more than 180,000 members. In addition to supporting competitive events, BMO Financial Group is also a strong supporter of grassroots programs that develop young skaters. We are particularly proud to support **CanSkate**^{®2}, Skate Canada's national learn-to-skate program. To honour and encourage the development of Canada's future skaters, we presented 4,000 young people from across the country with **BMO Financial Group CanSkate Champions Medals**.

Profile

BMO Steps to the Fore

BMO Financial Group is proud to bring the best of women's professional golf to Canada with our title sponsorship of the **BMO Financial Group Canadian Women's Open**. BMO is also the title sponsor of the **BMO Financial Group Canadian Women's Tour** and a primary sponsor of the **Bell Canadian Open**.

As well, we are honoured to help the next generation of young golfers through the **BMO Financial Group Future Links** program. We contributed \$425,000 to Future Links last year. Conducted by the **Royal Canadian Golf Association** in partnership with the **Canadian Professional Golfers' Association** and Canada's provincial golf associations, the program consists of multi-level instruction, clinics, camps, support materials and special programs to raise awareness of junior golf and make the game more accessible to young golfers across Canada. More than 245,000 boys and girls have participated in the program since its inception in 1996.

The **BMO Financial Group Future Links Championship** program, meanwhile, provides a showcase for the best young golfers in Canada. Among them is Vancouver's Eom-Ji Park, who made Future Links^{®4} history by claiming her fourth Future Links title at the **2003 BMO Financial Group Future Links Pacific Championship** last spring. The victory secured the 18-year-old a place at the BMO Financial Group Canadian Women's Tour event at Fairwinds Golf Club in Nanos Bay, B.C. Says Park, who hopes to attend university on a golf scholarship, "These types of events really help me build my confidence and help me get the skills I need for a career in professional golf."

Spruce Meadows

BMO is a proud sponsor of **Spruce Meadows**^{®3}, a world-renowned equestrian facility hosting the best in show jumping from around the world. Located on Calgary's southern city limits in the foothills of the Rockies, the facility attracts more than 334,000 fans each year. They come to learn about show jumping and cheer on their favourite horses and riders competing in events including the **BMO Financial Group Nations' Cup**, a part of the famous Spruce Meadows Masters Tournament.

Eom-Ji Park, an 18-year-old golfer from Vancouver, shows the technique that brought her victory at the 2003 BMO Financial Group Future Links Pacific Championship last spring.



2003 Highlights

- Launched new On-Reserve Home Renovation Loan Program, which provides personal loans of \$5,000 to \$25,000 to First Nations homeowners.
- Provided free banking services to 415,000 customers who are either under the age of 21 or post-secondary students up to the age of 26, and to 814,000 customers over the age of 60.

delivering to **Our**



In Times of Need: Toronto

“BMO Bank of Montreal was the first bank to respond to our need,” says Ralph Hui, President of the Toronto Chinese Business Association. Hui is recalling BMO’s quick reaction to the SARS crisis, which created significant economic hardship for many, including many among Toronto’s Asian community. Specifically, we offered customers emergency relief in the form of loan and mortgage payment deferrals, as well as short-term lines of credit. “We have a good relationship with BMO,” says Hui. “They take care of our community.”

- Added a simplified Chinese character option to our web site to assist customers who have come to Canada from Mainland China.
- Added a Korean-language glossary to our online banking service.

Customers

At BMO, our goal is to meet the needs of individual customers. We are committed to helping all our customers – big or small – realize their financial objectives today and achieve their future goals.

BMO customers are a diverse lot. They range from a child opening her first savings account to a young couple arranging a mortgage on a new home to individuals wishing to establish a retirement plan. But whether the need is simple or complex, BMO is there to help every individual customer, regardless of economic circumstance, in achieving his or her financial goals.

No Fees for the Young and Young at Heart

BMO Bank of Montreal reaches out to young clients as they embark upon one of the most important relationships they will nurture in their lifetimes – their relationship with their bank. BMO currently

provides free banking services to 415,000 customers who are either under the age of 21 or post-secondary students up to the age of 26.

Additionally, in recognition of the needs of older clients, BMO provides free banking services for those over the age of 60. Currently, we provide these services to 814,000 such customers.

Meeting Customer Needs

Whether it's advances in online banking or customizing our services to address special needs, BMO continually makes progressive changes in the services we offer to better serve our clients.

In 2003, we revamped our online banking web site to make the increasingly popular online banking option easier and faster for all personal and business banking customers. BMO's web site is now fully integrated so that customers can access a complete summary of all their BMO financial holdings, including personal loans, mortgages, personal accounts and BMO Nesbitt Burns and BMO InvestorLine accounts. New features include such time-savers as multiple bill payment capability from a single screen.



"Traditionally, it's been all but impossible to secure financing to upgrade our homes, so this is an excellent opportunity," says Beverly Restoule, Housing Coordinator at Dokis First Nation in Northern Ontario. Restoule is referring to BMO Bank of Montreal's new On-Reserve Home Renovation Loan Program, which provides personal loans for minor renovations of \$5,000 to \$25,000 to First Nations homeowners. In 2003, three Aboriginal communities signed agreements to implement this program.

In Times of Need

In keeping with our strategy of providing customized service to individual customers, BMO offered assistance to our personal and business customers affected by the various emergencies and disasters that struck Canada in 2003. For instance, following the Ontario power outage and Hurricane Juan and the subsequent power outage in Halifax, we reimbursed customers who incurred BMO Bank of Montreal overdraft charges or interest charges due to late deposits or payments. We also provided prime rate loans to customers in good standing who were awaiting verified insurance reimbursements.

Our Asian Customers

The 2001 census documents a growing influx of new Canadians. Approximately 1.8 million immigrants were recorded as having arrived in Canada between 1991 and 2001. Of those, 58% were born in Asia, with the People's Republic of China reported as the leading country of birth among individuals who immigrated during that time. Chinese has been recognized by Statistics Canada as Canada's third most common mother tongue.

In Their Own Language

BMO has consistently advanced our customer services in order to assist clients of Asian background. One of the first Canadian banks to

provide a Chinese-language option on its automated banking machines and to offer a Chinese-language web site, BMO has added a simplified Chinese character option to our web site to assist customers who have come to Canada from China. Responding to requests from many BMO customers, the new service helps those more familiar with the simplified version of the written language.

Korean-Language Glossary

In addition, a Korean-language glossary has been introduced to our online banking service, offering a comprehensive list of banking terms and their Korean equivalents. BMO was the first Canadian bank to offer Korean-language services online. The Korean glossary joins the Chinese glossary, which was launched in 2002.

To further address the banking requirements of our large Asian client base, BMO has also made changes to our branch network in those major urban centres where Asian customer groups have reached critical mass. For example, BMO has increased Mandarin-speaking frontline staff in specially designated branches, as well as Korean-speaking frontline staff in other branches.

Focus on Learning

BMO has created language-specific investment and



Ensuring Access

With the aim of delivering the best possible service to all customers, BMO Bank of Montreal is focused on providing barrier-free branch access across the country. Currently, slightly more than 86% of our branches provide level or ramped entries to accommodate customers with disabilities. Many of our branches also offer wheelchair-height seating arrangements at our service counters as well as lower automated banking machines.



Profile

The Service Our Customers Deserve

Vancouver resident Mary Ann Clayton (above left) remembers the day she went on a grocery run to her local Safeway store in Kitsilano, B.C. and ended up securing a mortgage. "I just happened to be in Safeway," recalls Clayton, remembering how quickly her inquiry at the instore BMO Bank of Montreal branch turned into a financial reality. After meeting with Instore Financial Services Manager Albert Pang (above right), Clayton says she was "stunned" with the level of personalized service. "It was just wonderful," she says.

Like thousands of other BMO customers, Clayton has become a fan of

the service and flexibility offered by BMO's instore locations. With shoppers often making two or even three weekly trips to their local grocer, most instore branches offer the convenience of seven-day-a-week one-stop shopping for products ranging from guaranteed investment certificates to personal loans to mutual funds.

Recognizing growing customer demand, BMO Bank of Montreal has advanced the instore banking concept across a network of grocery stores, from Sobeys^{®5} in Atlantic Canada to IGA^{®6} in Quebec to A&P^{™1} and Dominion^{®7} in Ontario. West of the Manitoba border,

BMO's alliance with the Safeway^{®8} chain, including Clayton's Kitsilano outlet, has taken the number of BMO's instore locations up to more than 100 in total.

Consistently a leader in banking innovations – in 1950 BMO opened the first drive-through bank branch in the country, in Vancouver, as it happens – BMO remains committed to providing personalized service and customized solutions when and where our customers want them.



A History of Service

Building and maintaining a vital branch network has always been part of our tradition of service at BMO Financial Group. In 2003, we opened 20 new locations to serve our customers. 2003 was also a year of celebration for many of our older locations including 10 of our branches across the country that celebrated 100th birthdays.

From left: Marta Jones-Tromm, Personal Banking Area Manager, Toronto Downtown Area; Tony Comper, Chairman & CEO; Lucia Ma, Branch Manager, Yonge & Queen Streets Branch; and Bob Bissett, Senior Vice-President, Toronto Centre District, officially open the new Yonge & Queen Branch in Toronto.

business guides customized to help newly arrived immigrants access the array of financial services offered to all BMO customers. We also continue to deliver seminars on subjects ranging from business start-ups to portfolio management targeted to new immigrants in urban centres, where the majority of Canada's Asian immigrants reside.

Our Aboriginal Customers

Our Aboriginal Banking unit, a key BMO initiative that works with Aboriginal communities, businesses and individuals across Canada, continues to grow.

Recognizing the significant impact that the provision of banking services can have on local economies, BMO Bank of Montreal has opened 12 full-service branches to serve Aboriginal communities. Of these, 10 are located on First Nations territories. Most of these branches are designed to respect and reflect the culture of the First Nations and are largely staffed by members of their community.

Serving Remote Communities

In September 2003, BMO opened its fifth community banking outlet serving remote Aboriginal communities. Located in Beauval, Sask., the new banking outlet provides community members with the opportunity to open bank accounts, make deposits and withdrawals and pay MasterCard® bills.

Promoting Indigenous Entrepreneurship

In 2003, BMO continued to build upon its alliance with Aboriginal communities through a number of important programs. For instance, we hosted the World Summit of Indigenous Entrepreneurs in Toronto last summer, bringing together approximately 300 Aboriginal, native and First Nations entrepreneurs from more than 40 countries. The forum provided an opportunity for entrepreneurs to network among themselves and with governments, multilateral agencies and private-sector organizations.

On-Reserve Housing Loan Program

The lack of adequate, affordable on-reserve housing is a major concern for all Aboriginal communities. With the approval of a number of First Nations, BMO Bank of Montreal has designed an innovative financing alternative for the delivery of on-reserve housing loans that do not involve government guarantees. The On-Reserve Housing Loan Program provides access to loans to qualified First Nations members for the construction or purchase of an owner-occupied single-family dwelling or for major renovations to an existing home. In 2003, BMO expanded the implementation of the program to two more communities – Cowichan Tribes near Duncan, B.C., and Chippewas of Kettle and Stony Point First Nation, near Forest, Ont. To date, 16 communities have participated in this program.

Retail Locations Opened and Closed in 2003

At BMO Financial Group, we serve our customers based on their current preferences as well as their future needs. We adjust our branch network to accommodate shifts in population, customer demand and market opportunities.

Location	Address	City/Province	Location	Address	City/Province
BMO Bank of Montreal Branches and Facilities Opened in 2003*			BMO Bank of Montreal Branches and Facilities Closed in 2003*		
Bedford Highway Sobeys	961 Bedford Highway	Bedford, NS	Novalea Drive	3530 Novalea Dr.	Halifax, NS
Westphal Sobeys	100 Main St.	Dartmouth, NS	Brockville Save-a-Centre	3049 Jefferson St.	Brockville, ON
Clayton Park Sobeys	287 Lacewood Dr.	Halifax, NS	Dave's Food Basics	5353 Lakeshore Rd.	Burlington, ON
Upper Tantallon Sobeys	4 Westwood Blvd.	Upper Tantallon, NS	King & Westminster	668 King St. W.	Cambridge, ON
Chateauguay IGA Extra	90 Boul. d'Anjou	Chateauguay, QC	St. Andrews & Victoria	190 St. Andrews St.	Cambridge, ON
IGA Branch Repentigny	180 Boul. Brien	Repentigny, QC	Upper James & Mohawk Ultra Mart	751 Upper James St.	Hamilton, ON
St. Leonard IGA Extra	7150 Langelier	St. Leonard, QC	Bridgeport	610 Lancaster St. W.	Kitchener, ON
Fletchers Meadow	20 Brisdale Dr.	Brampton, ON	Clarkson Village Dominion Plus	1865 Lakeshore Rd. W.	Mississauga, ON
Meadowvale Village	735 Twain Ave.	Mississauga, ON	Main & Ferry	5836 Main St.	Niagara Falls, ON
Tecumseh & Manning	13510 Tecumseh Rd.	Tecumseh, ON	Nippissing Shopping Plaza A&P	390 Lakeshore Dr.	North Bay, ON
Forest Hill Village	437 Spadina Rd.	Toronto, ON	St. Eugene	Labrosse St.	St. Eugene, ON
North Whitby	3960 Brock St. N.	Whitby, ON	Eglinton Square Dominion Plus	40 Eglinton Square	Toronto, ON
The Northern Village of Beauval	Lavoie St.	Beauval, SK	St. Clair & Avenue Road	153 St. Clair Ave. W.	Toronto, ON
Terwillegar Gardens	14203 - 23rd Ave.	Edmonton, AB	Williamsburg	12348 County Rd.	Williamsburg, ON
Wye Road	145 Ordze Ave.	Sherwood Park, AB	Prairie Mall Shopping Centre	112 - 11801 - 100 St.	Grande Prairie, AB
Courtenay Safeway	1551 Cliffe Ave.	Courtenay, BC	15th Avenue & Central	3280 - 15th Ave.	Prince George, BC
Newton Safeway	7165 - 138th St.	Surrey, BC			
10th and Sasamat Safeway	4575 West 10th Ave.	Vancouver, BC			
			BMO Nesbitt Burns Offices Closed in 2003		
			Hamilton Pavilion	77 James St. N.	Hamilton, ON

* Lists do not include locations that moved less than 500 metres.



Part of the Communities Where We Do Business

Strong communities are the building blocks upon which resilient and healthy societies are founded.

Here, from left to right, Donald Johnson, Vice-Chair, BMO Nesbitt Burns, William Downe, Deputy Chair, BMO Financial Group and CEO, BMO Nesbitt Burns, Karen Kain, Artistic Associate National Ballet of Canada, David Hyma, Vice-Chair, BMO Nesbitt Burns and Head, Capital Markets, Susan Hay, Weather Anchor, Global TV, Ken Shaw, News Anchor, CTV, and Olympic cyclist Curt Harnett help serve up breakfast at BMO Nesbitt Burns' annual fundraising pancake breakfast in support of the United Way.

ABMs Opened and Closed in 2003

ABMs Opened in 2003

Location	Address	City/Province
Bedford Highway Sobeys	961 Bedford Highway	Bedford, NS
Burnside Industrial Branch	111 Ilsley Ave.	Dartmouth, NS
Westphal Sobeys	100 Main St.	Dartmouth, NS
Sobeys Foodstore	Highway 102 and 214	Elmsdale, NS
Clayton Park Sobeys	287 Lacewood Dr.	Halifax, NS
Mumford Road Branch (2 ABMs)	6980 Mumford Rd.	Halifax, NS
Sobeys Foodstore	2651 Windsor St.	Halifax, NS
Upper Tantallon Sobeys	4 Westwood Blvd.	Upper Tantallon, NS
Baie-d'Urfé Plaza	90 Chemin Morgan	Baie-d'Urfé, QC
Chateauguay IGA Extra	90 Boul. d'Anjou	Chateauguay, QC
Café Depot	4506 Papineau St.	Montreal, QC
Eaton Centre (2 ABMs)	705 Rue Ste-Catherine O.	Montreal, QC
Place De La Riviere	7515 Maurice Duplessis	Montreal, QC
Galleries De La Capitale	1600 Boul. Lebourgneuf	Quebec, QC
Supermarche Crevier	180 Boul. Brien	Repentigny, QC
St. Leonard IGA	7150 Langelier St.	St. Leonard, QC
Fletchers Meadow (3 ABMs)	20 Brisdale Dr.	Brampton, ON
Mapleview Mall	900 Maple Ave.	Burlington, ON
Cambridge	44 Main St.	Cambridge, ON
King & Church	807 King St. E.	Cambridge, ON
Haliburton Branch	Highland St.	Haliburton, ON
Maple Branch	2535 Major Mackenzie Dr.	Maple, ON
Dominion Store	910 Southdown Rd.	Mississauga, ON
Meadowvale Village	735 Twain Ave.	Mississauga, ON
South Common Mall	2146 Burnhamthorpe Rd.	Mississauga, ON
Morrisburg	n/a	Morrisburg, ON
D'express Gas Bar	16634 Yonge St.	Newmarket, ON
Ikea	15 Provost Dr.	North York, ON
Oakville Place	240 Leighland Rd.	Oakville, ON
Five Points Mall	285 Taunton Rd. E.	Oshawa, ON
Cobourg Branch	5540 Lawrence Ave. E.	Scarborough, ON
Supermall Branch	1485 La Salle Blvd.	Sudbury, ON
Tecumseh & Manning (2 ABMs)	13510 Tecumseh Rd.	Tecumseh, ON
College Square Branch	100 King St. W.	Toronto, ON
Forest Hill Village	437 Spadina Rd.	Toronto, ON
Metro Centre Complex (2 ABMs)	200 Wellington St. W.	Toronto, ON
Queen St. Branch (3 ABMs)	2 Queen St. E.	Toronto, ON
St. Clair & Keele Dominion	2155 St. Clair Ave. W.	Toronto, ON
Glen Forrest	730 Glen Forrest Blvd.	Waterloo, ON
North Whitby (2 ABMs)	3960 Brock St. N.	Whitby, ON
Woodstock Main Office	534 Dundas St.	Woodstock, ON
Courts of St. James	2727 Portage Ave.	Winnipeg, MB
Language Institute Building	3737 Wascana Parkway	Regina, SK
Calgary Stampede (13 ABMs)	Olympic Park	Calgary, AB
Spruce Meadows (2 ABMs)	18011 – 14th St. S.W.	Calgary, AB
Terwillegar Gardens (2 ABMs)	14203 – 23rd Ave.	Edmonton, AB
Wolf Willow Branch	6833 – 170th St.	Edmonton, AB
Fort McMurray Branch	9920 Franklin Ave.	Fort McMurray, AB
Grande Prairie Branch	10705 West Side Dr.	Grande Prairie, AB
Wye Road Branch (3 ABMs)	145 Ordze Ave.	Sherwood Park, AB
Courtenay Safeway	1551 Cliffe Ave.	Courtenay, BC
Mission Park Centre	3155 Lakeshore Rd.	Kelowna, BC
Mr G Convenience	3333 15th Ave.	Prince George, BC
Newton Safeway	7165 138th A St.	Surrey, BC
10th & Sasamat Safeway	4575 West 10th Ave.	Vancouver, BC
Point Grey Golf & Country Club	3350 S. W. Marine Dr.	Vancouver, BC
Whitehorse Branch	111 Main St.	Whitehorse, YT

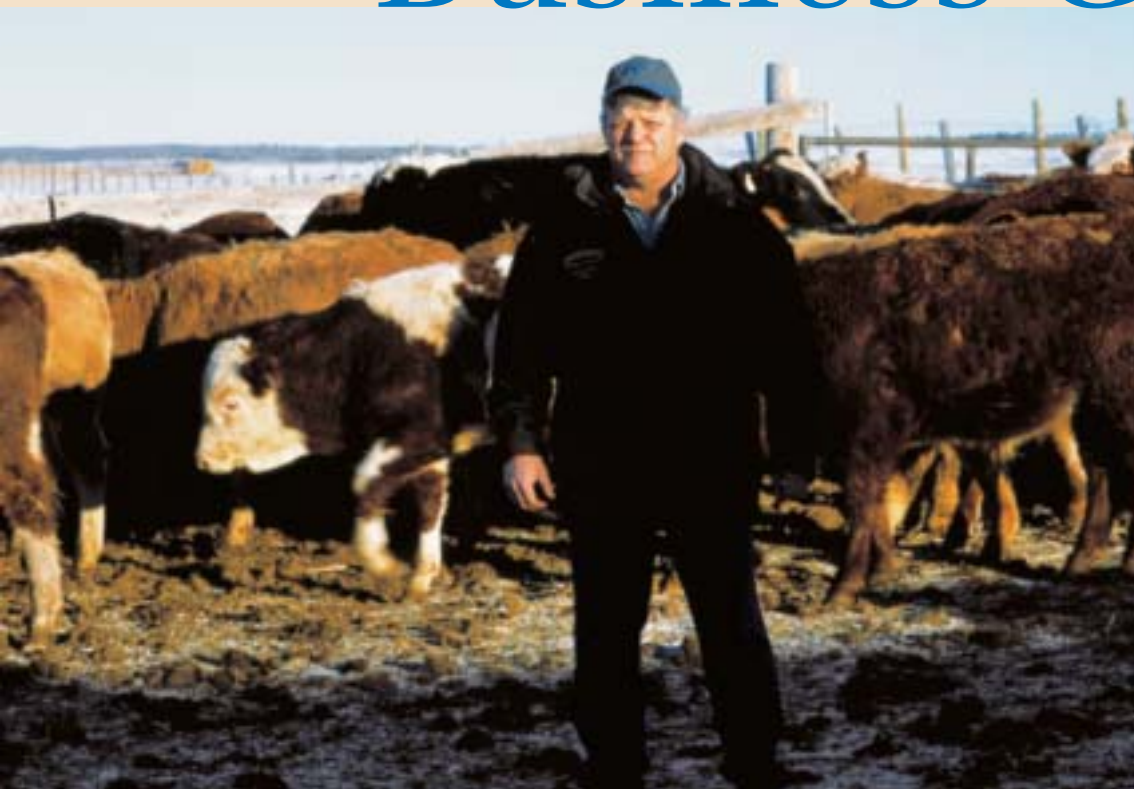
ABMs Closed in 2003

Location	Address	City/Province
Western Memorial Hospital	W. Valley Rd.	Corner Brook, NL
West End Mall	6960 Mumford Rd.	Halifax, NS
Moncton Hospital	135 McBeth Ave.	Moncton, NB
Jean Coutu Pharmacy	485 Beaconsfield	Beaconsfield, QC
Jean Coutu Pharmacy	1990 Mont Royal E.	Montreal, QC
Eaton Centre (2 ABMs)	705 Rue Ste-Catherine O.	Montreal, QC
St. Mary's-on-the-Lake Hospital	340 Union St.	Kingston, ON
10 & 20 Carlson Court	20 Carlson Ct.	Etobicoke, ON
Ryckman's Corner	1588 Upper James St.	Hamilton, ON
Upper James & Mohawk	751 Upper James St. E.	Hamilton, ON
St. Andrews & Victoria	190 St. Andrews St.	Cambridge, ON
King & Westminster	668 King St. W.	Cambridge, ON
Bridgeport	610 Lancaster St. W.	Kitchener, ON
King & Ottawa	1074 King St. E.	Kitchener, ON
Clarkson Village Dominion	1865 Lakeshore Rd. W.	Mississauga, ON
South Common Mall	2146 Burnhamthorpe Rd. W.	Mississauga, ON
Baseline & Woodroffe	16775 Yonge St.	Newmarket, ON
Main & Ferry	5836 Main St.	Niagara Falls, ON
Ikea	15 Provost Dr.	North York, ON
Oakville Place (2 ABMs)	240 Leighland Rd.	Oakville, ON
Durham College	2000 Simcoe St. N.-Lower	Oshawa, ON
Oshawa General Hospital	24 Alma St.	Oshawa, ON
Children's Hospital of Eastern Ontario	401 Smyth Rd.	Ottawa, ON
Metro Centre Complex	200 Wellington St. W.	Toronto, ON
St. Clair & Avenue Rd. Branch	153 St. Clair Ave. W.	Toronto, ON
Thomson Building Branch (2 ABMs)	65 Queen St. W.	Toronto, ON
Manulife Building	500 King St. N.	Waterloo, ON
Broadway & Carlton	360 Broadway Ave.	Winnipeg, MB
Airways Industrial Park	2015 – 32nd Ave. N.E.	Calgary, AB
Calgary Saddledome (2 ABMs)	555 Saddledome Rise S.E.	Calgary, AB
Calgary Stampede (13 ABMs)	Olympic Park	Calgary, AB
Spruce Meadows (2 ABMs)	18011 – 14th St. S.W.	Calgary, AB
Queen Elizabeth Hospital	10409 98th St.	Grande Prairie, AB
South Lethbridge	1619 Mayor Magrath Dr.	Lethbridge, AB
Lougheed Mall (2 ABMs)	9855 Austin Ave.	Burnaby, BC
15th Ave. & Central Branch (3 ABMs)	3280 15th Ave.	Prince George, BC
Newton Safeway	7165 138th A St.	Surrey, BC
Point Grey Golf & Country Club	3350 S. W. Marine Dr.	Vancouver, BC
Safeway Foodstore	4575 W. 10th Ave.	Vancouver, BC

2003 Highlights

- BMO Bank of Montreal is second in small business lending market share in Canada.
- In 2003, BMO Bank of Montreal launched a new Business Premium Rate Savings Account. As well, we introduced DirectLine for Business, a new web-based cash management gateway for our small and medium-sized business clients.
- BMO was presenting sponsor of *PROFIT* magazine's Top 100 Fastest-Growing Companies in Canada Awards in 2003. Of the 100 award winners, 20 were BMO customers.

delivering to Our Small Business Clients



In Times of Need: Alberta

"The day after I booked three trucks to take my cattle to market, the news came down that a single cow in Alberta had BSE. It was a crisis. I could not sell the cows, which meant I would not have the money to put in our hay crop or feed the livestock I was forced to keep. The good thing is my bank understood. In spite of the fact that I had lost a major part of my collateral, they loaned me \$100,000 – enough to tide me over until we finally sold the herd five months later."

Armand Berube, Southern Alberta cattle farmer and client of BMO Bank of Montreal in Camrose, Alta.

At BMO Bank of Montreal, we understand that small business is the backbone of the Canadian economy and an engine of job creation, innovation and wealth. Small business is the foundation of our future.

We have targeted small business as a priority for more than a decade. BMO Bank of Montreal is second in small business lending market share in Canada and we are aiming to be first.

New Products and Services

To realize that goal, we constantly endeavour to develop the products and services our 438,000 small business clients need to do well today – and to do even better tomorrow.

Here are some of the initiatives we introduced in fiscal 2003.



In Times of Need: Nova Scotia

It was hard for Russ Brannon (at left), owner of four Music Stop stores in the greater Halifax area, not to think Hurricane Juan had singled him out last fall. Three of his locations suffered significant damage. The retailer's woes were exacerbated by the fact that, although he was insured, he could not expect a cash settlement for months. "That's where BMO Bank of Montreal stepped in and offered me a \$1 million line of credit," says Brannon. "Thanks to that help, we were able to quickly make repairs and open our doors again."

Small Business Rate Break Program

In January 2003, we launched a Small Business Rate Break Program, offering qualified small business customers access to financing of up to \$250,000 at the Bank's prime rate until March 31, 2003. In addition, customers who took out a new loan under the program were able to defer payments on the principal of the loan for up to 90 days.

DirectLine for Business

In December 2002, we introduced DirectLine® for Business, a new web-based cash management gateway, offering business customers a simple, streamlined interface to manage account information and facilitate payments and collection of revenue.

Business Premium Rate Savings Account

Our new Business Premium Rate Savings Account was also launched in 2003. It provides business owners with an opportunity to earn investment-type interest rates on balances of up to \$500,000 without giving up the flexibility of a traditional business savings account.

With Diversity in Mind

BMO recognizes that Canada's small business sector is made up of diverse business groups, each with their own specific needs. With that in mind, we offer

targeted programs that provide expertise, products and services to a range of business groups.

Financial Services Program for Poultry Producers

In 2003, we began the rollout of a comprehensive financial services program for poultry producers that recognizes the value of producers' key assets, from land and buildings to equipment and quotas. The program takes into consideration virtually all cash and credit requirements and the everyday challenges of a supply-managed industry, and offers services ranging from everyday banking for business plans and operating lines of credit to farm improvement loans and farm mortgages.

In Good Times – and Bad

At BMO Financial Group, we are committed to building long-term relationships with our clients. That means being there for our customers in good times – and bad.

We demonstrated this commitment in 2003. Over the course of the year and across the country, BMO Bank of Montreal responded to numerous challenges that affected our small business customers, with understanding, tolerance, flexibility and innovative solutions.

For instance, we introduced a BSE Relief



Profile

Women at Work

Medicard Finance Inc. was formed in 1996 in Vancouver to provide financing to individuals seeking elective medical procedures. From a great idea, the company has developed into a multi-million-dollar business serving thousands of physicians and tens of thousands of patients across the country.

Ann Kaplan (above), founder, President and CEO of Medicard, credits BMO Bank of Montreal with helping her company achieve its remarkable success. "In the beginning, after six months of due diligence, the Bank offered us a substantial line of credit," she says. "Now, they continue to work closely with us, helping us with everything from direct electronic funds transfers to hedging."

Helping women entrepreneurs is a way of doing business at BMO Bank of Montreal. As BMO Bank of Montreal stated in a submission to the Prime Minister's Task Force on Women Entrepreneurs last summer, women entrepreneurs have steadily increased their share of business ownership over the past decade and need increased access to financial services from Canadian lenders.

Of course BMO does not characterize business banking customers by gender. We take the approach that, in today's complex business environment, all our customers need customized financial solutions to manage their business banking needs. Therefore, we work hard to support women entrepreneurs by

providing individualized service and solutions.

We are proud of our reputation as a woman-friendly organization. BMO was the first Canadian bank to be recognized with an award from New York-based Catalyst, which monitors women's progress through the corporate ranks.

Meanwhile, we continue to be the prime corporate sponsor of the Rotman Canadian Woman Entrepreneur of the Year Awards (CWEYA). Says Kaplan, winner of the CWEYA in the start-up category in 2000, "BMO was very supportive when we were just starting out as a company, and they continue to be there for us today."

Program. Available to all agriculture and agriculture-related clients affected by BSE, the program was modelled on the Prairies Disaster Relief Program we introduced in 2002 for areas affected by drought or floods.

Emergency Response Programs

On a case-by-case basis, we also offered emergency response programs involving options such as establishing new lines of credit to meet financial needs, extending amortization periods or

restructuring credit terms and conditions for customers affected by the SARS crisis and the major power outage in Ontario, the devastation of the forest fires in British Columbia, and Hurricane Juan in Prince Edward Island and Nova Scotia.

No bank anywhere cares more than we do about small business customers, or pursues them with a greater sense of purpose. At BMO Bank of Montreal, a bank for small business is a major part of what we are, and what we will always be.

Business Debt Financing AS AT OCTOBER 31, 2003 (Amounts in \$millions)

Provinces and Territories		\$0 – \$24,999	\$25,000 – \$99,999	\$100,000 – \$249,999	\$250,000 – \$499,999	\$500,000 – \$999,999	\$1,000,000 – \$4,999,999	\$5,000,000 & Greater	TOTAL
Newfoundland and Labrador	Authorized Amount	3.4	25.0	41.2	43.3	60.7	113.7	298.3	585.6
	Number of Firms	504	463	264	126	87	57	13	1,514
Prince Edward Island	Authorized Amount	2.4	9.9	21.8	22.5	36.5	53.0	n/a*	146.1
	Number of Firms	241	183	141	64	54	28	n/a*	711
Nova Scotia	Authorized Amount	18.6	53.9	85.2	102.8	122.0	268.9	721.8	1,373.2
	Number of Firms	2,049	1,098	548	301	173	141	35	4,345
New Brunswick	Authorized Amount	9.8	41.7	79.8	98.9	134.9	235.9	528.9	1,129.9
	Number of Firms	1,202	786	502	288	189	126	20	3,113
Quebec	Authorized Amount	86.1	249.8	492.3	549.7	650.2	2,066.9	8,216.5	12,311.5
	Number of Firms	12,640	4,998	3,147	1,583	949	989	362	24,668
Ontario	Authorized Amount	197.7	684.6	1,351.8	1,388.6	1,523.3	4,302.1	47,240.5	56,688.6
	Number of Firms	30,307	13,451	8,753	4,052	2,254	2,071	798	61,686
Manitoba	Authorized Amount	13.1	45.5	76.9	66.2	105.1	412.3	1,914.5	2,633.6
	Number of Firms	1,670	898	505	188	153	180	62	3,656
Saskatchewan	Authorized Amount	31.3	111.7	143.8	118.6	113.3	247.2	566.8	1,332.7
	Number of Firms	3,745	2,247	941	350	169	113	42	7,607
Alberta	Authorized Amount	69.5	210.9	381.6	381.0	391.9	1,065.3	7,320.9	9,821.1
	Number of Firms	10,591	4,207	2,479	1,107	571	515	203	19,673
British Columbia	Authorized Amount	76.9	233.2	501.5	537.8	648.1	1,710.0	3,354.9	7,062.4
	Number of Firms	11,175	4,648	3,221	1,554	944	852	206	22,600
Yukon	Authorized Amount	1.2	4.3	5.1	6.2	6.5	14.9	–	38.2
	Number of Firms	142	80	35	17	10	8	–	292
N.W.T./Nunavut	Authorized Amount	0.7	2.0	5.6	5.2	3.5	10.8	–	27.8
	Number of Firms	107	43	35	14	6	7	–	212
Total	Authorized Amount	510.7	1,672.5	3,186.6	3,320.8	3,796.0	10,501.0	70,163.1	93,150.7
	Number of Firms	74,373	33,102	20,571	9,644	5,559	5,087	1,741	150,077

*For confidentiality reasons, this table excludes information that could identify borrowers.

2003 Highlights

- BMO Financial Group was named one of Canada's Top 100 Employers by *Maclean's* magazine – the only bank to make the list for two years in a row.
- The Canadian Human Rights Commission announced that BMO was in compliance with all 12 statutory requirements in phase one of its employment equity audit, making us the first bank to achieve this distinction.

delivering to Our Employees



Focus on Ability

To expand his career options, Juan Olarte, who is visually impaired, applied to become an Ability Edge intern after studying web design at George Brown College in Toronto. The Ability Edge program is designed to give graduates with disabilities the work experience they need to move into the business world. Having secured an internship with BMO in June 2002, the 23-year-old joined us last spring as a full-time Internet Support Assistant, a job he performs with the aid of a scanner and a large monitor. Says Olarte, "I feel like I have a future now."

Creating a work environment free of barriers, where every individual is treated with respect, is a priority at BMO Financial Group. We believe that an equitable and supportive workplace is best for our people and our business.

At BMO, we work hard to be an employer of choice. To that end, we promote diversity and provide opportunities for our people to continuously learn and grow. We recognize, too, that a healthy workplace is one that encourages a balance between work and personal life.

We are proud to have been named one of Canada's Top 100 Employers by *Maclean's* magazine and *Mediacorp* – the only bank to make the list for a second consecutive year. The evaluation criteria cover a number of key areas, including employee communications and benefits policies.

Today, **32.8%**
of our Canadian executives are
women – up from only 9% just
13 years ago.

Over the past decade,
BMO has spent more than
\$500,000,000
on employee development.



Bicycling for Kids

One perfect summer day last June, a group of BMO Nesbitt Burns employees pedalled a bicycle built for 30 through the streets of downtown Montreal. This extraordinary display of teamwork was in aid of the Montreal Children's Hospital's annual fundraiser. With the help of individual pledges, BMO Fountain of Hope and corporate sponsors, our riders raised \$20,000.

Embracing Diversity

At BMO, we embrace diversity, mindful that our success as a financial services leader is a reflection of the unique skills, talents and experience of each of our employees.

Our diversity initiatives are co-ordinated by BMO's Office of Diversity and Workplace Equity and championed by the Chairman's Council on the Equitable Workplace. Founded in 1991, the Council meets quarterly to review progress and to advise on what needs to be done to ensure that we reach our workplace equity goals for people with disabilities, women, Aboriginal peoples and visible minorities.

The advances we have achieved to date are considerable. For instance, since the launch of the BMO *Task Force on the Advancement of Women* in 1991, the number of women executives has risen dramatically. Today, 32.8% of our Canadian executives are women – up from only 9% just 13 years ago. Since 1991, the number of employees who are members of

visible minorities has increased to 19.8% of our workforce from 12.3%. Meanwhile, since 1991, the number of Aboriginal employees has grown from 0.4% of our workforce to 1.3%, while the number of employees with disabilities has grown to 3.0% from 2.1%.

Our ongoing efforts to create a diverse workforce were recognized by the Canadian Human Rights Commission. Last February, the Commission announced that BMO had achieved a perfect score on its recent employment equity audit – the first bank to achieve this distinction.

A Fine Balance

As a socially responsible employer, we believe we have a responsibility to help our people balance busy careers with the demands of family and personal life. To that end, BMO offers an Employee Assistance Program that is available to all our employees and their immediate families.

The program provides individual counselling

BMO Facts

- In 2003, the International Association of Business Communicators presented BMO's Career Discovery intranet site with an *Ovation Award* for the outstanding effort and talent it displays in the field of employee communications.
- For the second year in a row, U.S.-based *Training* magazine ranked BMO Financial Group as the top Canadian corporation on its North American Top 100 list.

and group workshops on subjects ranging from Family and Personal Relationships to Change and Transition at Work. BMO's Employee Assistance Program earned the distinction of being the first in North America to be certified by the Council on Accreditation.

A Commitment to Learning

As symbolized by our Institute for Learning, BMO's state-of-the-art training facility in Toronto, learning is an integral part of our culture. Over the past decade, we have spent more than half a billion dollars on employee development.

This commitment to learning, along with our ability to link employee development to our strategic goals, was recognized by U.S.-based *Training* magazine which, for the second year in a row, ranked BMO Financial Group ahead of all other Canadian corporations on its North American Top 100 list.

Employment

Province or Territory	Number of employees		
	Full-time	Part-time	Total
Newfoundland and Labrador	206	76	282
Prince Edward Island	46	16	62
Nova Scotia	423	150	573
New Brunswick	244	106	350
Quebec	3,726	1,258	4,984
Ontario	15,137	2,804	17,941
Manitoba	460	170	630
Saskatchewan	359	153	512
Alberta	2,103	708	2,811
British Columbia	2,171	860	3,031
Yukon	14	10	24
Northwest Territories	20	2	22
Nunavut	5	1	6
Total	24,914	6,314	31,228

Figures include all employees of BMO Financial Group with a Canadian tax location as at October 31, 2003, including active employees, employees on paid or unpaid leave, and permanent, casual and contract employees. Figures do not include employees of Bank of Montreal Mortgage Corporation (see page 34).

Personal Development

Our focus on learning also means providing our people with the tools they need to manage their personal career goals. In 2003, the International Association of Business Communicators presented BMO's Career Discovery intranet site with an *Ovation Award* for the outstanding effort and talent it displays in the field of employee communications. Career Discovery is a resource that provides tools, tips and inspiration on career planning and development.

Giving Back: An Ongoing Tradition

Being active participants in the communities where they live and work is an ongoing tradition for many BMO employees. Each year, thousands of our people devote substantial amounts of their time, energy and income to help those in need and to make life better in their communities.

Many contribute through BMO Fountain of Hope, a national charitable foundation that is owned and

Fishing for Cures



For more than a decade, Doug Ferguson (bottom photo, first row, far right), Problem Resolution Manager for Service Delivery at BMO in Toronto, and a number of BMO colleagues have organized the Weigh-In Bassin' Classic on Lake Weslemkoon near Bancroft, Ont. Last year, the annual charitable fishing tournament raised more than \$5,000 toward a cure for Shwachman-Diamond Syndrome, a rare form of childhood cancer, and The Hospital for Sick Children Research Foundation. Of this amount, \$3,000 was contributed by BMO's Volunteer Grants Program. Says Ferguson, "Our goal is to make a difference in a child's life."

managed by BMO Financial Group employees. At BMO, we encourage and support employee giving. BMO covers all of the administration costs of BMO Fountain of Hope®, ensuring that charities receive 100% of all funds collected.

In 2003, our employees raised \$5.8 million for not-for-profit organizations, including national charities as well as many local community organizations.

BMO Fountain of Hope National Fundraising Day

Last October, BMO Fountain of Hope launched its first national fundraising day to coincide with Canada's Thanksgiving. In Edmonton, BMO Bank of Montreal Londonderry Mall branch employees purchased and raffled off two grocery carts overflowing with goodies. In Ontario, employees gathered 30,000 pounds of food as well as cash for local food banks. Meanwhile, Montreal-area employees raised funds by hosting *Star Espoir*, a talent show in which they sang, danced and performed magic tricks. In total, the day's fundraising total was \$150,000.

Supporting Employee Giving

We also augment our employees' and pensioners' volunteer efforts through our national Volunteer Grants Program. Last year, we contributed more than \$455,000 to charities and not-for-profit organizations supported by our people.

BMO also contributed \$106,700 through our Matching Gift Program for Higher Education, which matches donations made by employees to universities and community colleges across Canada and around the world.



Branch Manager Bev Law-Meilleur received the Chairman's Award of Excellence for her efforts to help victims of the Badger flood. Inset: The town of Badger, Nfld. was submerged in water on the morning of February 15, 2003, after three nearby rivers that join close to the community were backed up by ice jams.

Profile

A Spirit of Volunteerism

When a flood struck the town of Badger, Nfld. last February, Bev Law-Meilleur's first thought was, "I have to help." Over the next several months, Law-Meilleur, Branch Manager at BMO Bank of Montreal in Truro, N.S., did exactly that. "What started out as a little idea became a community cause," she says.

"Like Badger, Truro is on a flood plain and many of our residents know first-hand just how devastating nature can be. It seemed everybody wanted to help. The school kids raised money by drawing pictures. Local merchants put collection jars on their counters. We also had Tooney Tosses at minor hockey

games, fundraising barbecues and a fabulous hootenanny."

The sum of all this activity was a \$24,000 cheque that Law-Meilleur presented last summer to the residents of Badger for the rebuilding of the community fire hall. BMO Financial Group and BMO Fountain of Hope, our employees' charitable foundation, contributed an additional \$35,000 to the Canadian Red Cross to assist its relief efforts in Badger.

In recognition of her exemplary spirit of giving, Law-Meilleur, along with five other BMO employees from across the country, received the Chairman's Award

of Excellence at a ceremony in Toronto last December.

That spirit was in particular evidence in 2003, a year during which many communities across Canada faced crises. Just as Law-Meilleur responded to the devastation in Badger, hundreds of other BMO employees raised money, collected food and offered a helping hand to communities coping with emergency situations.

Law-Meilleur knows exactly why she and so many of her colleagues make community involvement a high priority. "Being there for your community just feels right," she says.

delivering on **Our** Responsibilities

At BMO Financial Group, we believe that social responsibility begins with a commitment to ethical behaviour. By conducting our business and serving our customers and communities according to the principles of honesty, transparency and accountability, we earn the trust that is the foundation of our business.

Corporate Governance

Earning trust begins with sound corporate governance practices. BMO Financial Group has always taken the lead in corporate governance, and we continue to do so.

At BMO, we recognize that governance practices must constantly evolve as our business changes and new stakeholder expectations arise. On an ongoing basis, we review, evaluate and modify our governance practices so that they continue to meet our high standards of corporate governance. We are committed to providing a dedicated forum for discussion: thus a committee of the Board of Directors is charged with governance responsibilities to ensure frequent dialogue on governance issues with the full Board.

Charter of Expectations for Directors and Board Committee Charters

The *Charter of Expectations* for directors, combined with the Board Committee Charters and the Approval/Oversight Guidelines, represents the backbone of governance at BMO. Through these vehicles, both directors and management have a clear road map of each other's duties, responsibilities, expectations and commitments to good governance.

First Principles: Our Code of Business Conduct and Ethics

Good governance must also be a top priority for every BMO employee. To this end, all of our people are required to read and act in accordance with *First Principles*, a framework for the conduct and ethical decision-making that are integral to their work.

First Principles states that all BMO employees must:

- Do what is fair, honest and ethical
- Respect the rights of others
- Work to the letter and spirit of the law
- Protect privacy and confidentiality
- Deal with conflicts of interest
- Conduct themselves appropriately

First Principles guides employees to ask themselves: Is it fair? Is it right? Is it legal? By keeping these questions front of mind in our decision-making, we ensure that honesty, integrity and well-defined ethical standards are the foundation for everything we do.

Community Recognition

Over the last decade, we have earned a reputation for setting the standard for corporate governance practices. BMO has been the recipient of numerous national and international awards, including:

- The Canadian Institute of Chartered Accountants/*National Post* Award of Excellence for Leadership in Corporate Governance (three times)
- 1999 Institutional Shareholder Services International Governance Award
- 2001 National Award in Governance sponsored by the Conference Board of Canada and SpencerStuart

Privacy

As a responsible company, BMO Financial Group has long been committed to keeping all information about our customers confidential. In any business, keeping personal information private is important; in financial services, it is critical.

The importance of the protection of personal information is reflected in our policies and practices. BMO's Privacy Policy clearly states that our organization and our people must:

- **Respect** an individual's personal information
- **Protect** an individual's personal information
- **Resolve** any disputes surrounding an individual's personal information

BMO has a Chief Privacy Officer who oversees privacy concerns, including policy, dispute resolution, education and communications activities, and reports directly to our Board of Directors and senior management. It is the responsibility of our Chief Privacy Officer to make sure that our business strategy incorporates our commitment to respect and protect the privacy of our customers' personal information.

Social and Ethical Policies

At BMO, we endeavour to conduct our business and operations in accordance with society's highest ethical standards. In practice, that means we:

- Comply fully with all domestic laws and regulations in each jurisdiction in which we operate.
- Follow truthful and ethical practices in advertising and adhere to the Canadian Code of Advertising.
- Champion principles of inclusion through our diverse workforce and supportive and equitable workplace.
- Adhere to the principles of confidentiality and privacy in customer relations.
- Consider the reputation, integrity and character of individuals and corporations and their managers when deciding whether or not to conduct business with them.
- Consider ethical, political, social and economic factors in addition to the usual lending considerations in the development of foreign business.

Whether at home or abroad, we do not lend for purposes that, in our view, support the suppression of basic or individual freedom, encourage racial discrimination, reinforce national hatreds or promote the use of violence and repression.

- Do not engage in loans to foreign customers to finance military equipment purchases that are inconsistent with Canada's national defence policy or international treaty obligations. In addition, we insist that transactions that originate in non-Canadian jurisdictions comply with the national defence policies and international treaty obligations of the relevant country.
- Avoid any preferential treatment when entering into any banking transaction with a political party, constituency association, candidate, leadership contestant or any other public official (including such public official's family and/or related business enterprises).
- Exercise the fundamental rule of good banking practice, "Know your customer," in all business dealings with customers and in the evaluation of prospective customers.
- Will not knowingly accept deposits from, make loans to, or conduct any type of business with customers whose money we believe is derived from illegal activities. Nor will we complete any transaction of any type or operate any account for customers who fail to provide evidence of their identity, source of funds or any other information we require to establish the bona fides of a customer.
- Maintain strict conflict of interest rules for employees, officers and directors.
- Believe in openness and dialogue with all relevant constituencies, including governments, customers, employees, shareholders and the public at large, with respect to our environmental practices.
- Take reasonable precautions to ensure that, as best we can, we provide credit only to environmentally responsible borrowers.

delivering on the Environment



Outdoor Education

A BMO Volunteer Grant on behalf of employee Jolene Coates in our Whitehorse branch helped the Yukon Fish & Game Association run its annual outdoor education camp, where these 16 young people spent a week hiking, climbing, canoeing and learning about the great outdoors.

BMO is committed to the principles of sustainable development and, in particular, to the belief that the quality of our lives improves when economic growth is integrated with respect for the environment.

BMO Financial Group has had an Environmental Policy in place since 1992. As stipulated by that policy, our commitment to the environment is multifaceted. We take the environment into consideration as part of our lending practices. We also consider the impact of our business operations on our resources and our climate. To that end, we are committed to purchasing goods and services from and working with environmentally responsible suppliers. We also encourage a *green* workplace through programs that promote recycling, energy efficiency, waste minimization and environmental regulations.

ENVIRONMENTAL PRACTICES

Environmental Risk Management

As lenders we use sound risk management practices to identify, evaluate and monitor environmental impacts in the business decisions we make. In providing credit, BMO takes reasonable precautions to ensure that, as best we can, we deal with environmentally responsible borrowers.

Buying Green

As part of our enterprise-wide procurement strategy, BMO endeavours to buy goods and services from suppliers that have sound environmental policies and practices.

Office Furniture

BMO has contractual relationships with Global

Group of Companies and Teknion Furniture Systems, two leading Canadian office furniture manufacturers that place a very high priority on environmental responsibility. As ISO 14000 companies, both use a variety of environmentally friendly manufacturing processes that emphasize recycling and waste reduction while minimizing the use of toxic substances and volatile compounds emissions. As part of our agreement with both suppliers, we can return surplus and used furniture for refinishing and recycling in future projects, thereby reducing landfill burdens.

Carpeting

BMO also has a contractual relationship with Beaulieu Canada, which supplies all our carpeting. Beaulieu's policies include working with government agencies to develop environmental standards and recycling old carpet and underpadding in the manufacturing of new underpadding.

Office Supplies

We participate in a partnership with many vendors on a local level to return our used toner cartridges. Some of these vendors, in turn, make donations to BMO Fountain of Hope, our employee charitable foundation, for every cartridge we return. Across our branch network, we also participate in a separate program under which all cartridges can be returned to the supplier.

A Green Workplace

We implement practices across the enterprise to recycle materials, reduce waste and conserve energy.

Technology Disposal Program

As part of our *Technology Disposal Program*, we donate functional machinery, including computers, fax machines and cell phones, to charitable organizations. Non-usable equipment is scrapped using environmentally friendly methods.

Technology Disposal Program in Canada 2001-2003

	2001			2002			2003			Totals 2001-2003 (past three years)		
	Total	Donated	Scrapped	Total	Donated	Scrapped	Total	Donated	Scrapped	Total	Donated	Scrapped
Desktops	3	2	1	8,428	4,928	3,500	1,313	603	710	9,744	5,533	4,211
Monitors	820	517	303	4,662	3,258	1,404	1,379	452	927	6,861	4,227	2,634
Notebooks	1	-	1	413	117	296	108	19	89	522	136	386
Other	856	58	798	5,345	208	5,137	2,308	47	2,261	8,509	313	8,196
Total	1,680	577	1,103	18,848	8,511	10,337	5,108	1,121	3,987	25,636	10,209	15,427

Note: Fiscal 2002 and to some extent fiscal 2003 totals are largely the result of Pathway Connect™ implementation in the branch environment.

Technology and Consumables Recycling Program

Our *Technology and Consumables Recycling Program* involves the collection and recycling of obsolete and reusable “soft” media. We encourage all employees to establish local collection sites for “soft” media, including diskettes, tapes, cassettes and CDs.

BMO Corporate Locations: Reduce and Conserve

At our corporate offices in Toronto and Montreal and at our branch locations across the country, BMO has policies and programs in place to reduce solid waste and conserve energy.

At our corporate offices in Toronto and Montreal, we participate in recycling programs for paper, aluminum cans and bottles.

Following an energy audit (conducted with our property manager O&Y) at First Canadian Place in Toronto – our primary site – the building has been retrofitted with low-mercury extended-life T-8 fluorescent tubes and new electric ballasts that will result in an energy saving of \$100,000 per year. Infrared faucets, which reduce water consumption, are also being installed as washrooms are renovated. Similar energy-saving initiatives have been carried out at our offices in Montreal and Calgary.

Building Automation Systems

All major BMO buildings use direct digital control

building automation systems (BAS). These systems accurately monitor and control ventilation, temperature, humidity and energy consumption in a manner that was not possible in commercial buildings before the 1990s. The BAS ensures comfort for occupants while guaranteeing the most efficient energy consumption possible. Heat recovery and free cooling are carried out continuously by these automated systems.

Across Our Enterprise: Focus on the Environment

At our corporate locations and across our branch network, we strive to reduce the use of printed paper forms. Frequently used forms are available electronically, reducing the need for stockpiles of these forms. We also prefer to purchase multifunctional devices that print, copy and fax, and thus reduce the number of separate pieces of equipment. As well, as a general rule, we print on both sides of paper where possible to reduce our paper consumption and avoid colour printing to reduce our ink consumption.

In the days and years ahead, we intend to move forward on the path of sustainable development, mindful that serving the environment is an ongoing journey. With that as our goal, BMO will continue to demonstrate our willingness to work with government, industry and all relevant constituencies on environmental issues.

Keeping Vancouver Beautiful

Many BMO employees devote time and energy to environmental causes. Last summer, BMO employees joined the City of Vancouver’s official Clean-up Day. In order to ensure that the city continues to live up to its “beautiful” billing, volunteers picked up garbage and removed graffiti from buildings.



Our Affiliates

The following are the prescribed affiliates whose relevant activities are described in this Public Accountability Statement, as required by the Bank Act:

BMO Life Insurance Company, Toronto
BMO Nesbitt Burns Corporation Limited and subsidiaries, Montreal
BMO Trust Company, Toronto

Bank of Montreal has also included in this statement information respecting all of its wholly owned Canadian subsidiaries*, except where otherwise indicated, including the following major operating companies:

BMO Capital Corporation, Toronto
Bank of Montreal Finance Ltd., Toronto
Bank of Montreal Global Capital Solutions Ltd., Calgary
Bank of Montreal Holding Inc., Calgary
Bank of Montreal Securities Canada Limited, Toronto
BMO Investments Inc., Toronto
BMO InvestorLine Inc., Toronto
BMO Nesbitt Burns Equity Partners Inc., Toronto
BMO (N.S.) Holdings Co., Halifax
Guardian Group of Funds Ltd., Toronto

** As stipulated by the Trust and Loan Companies Act, Bank of Montreal Mortgage Corporation, wholly owned by Bank of Montreal, is required to publish a separate Public Accountability Statement (see box below).*

Bank of Montreal Mortgage Corporation 2003 Public Accountability Statement

Because of the specific nature of its activities, Bank of Montreal Mortgage Corporation (BMMC) provides the information below in response to the requirements set out in section 444.2(1) of the Trust and Loan Companies Act and in the applicable regulations.

BMMC, a wholly owned, fully integrated subsidiary of Bank of Montreal, raises funds for mortgage financing by issuing deposit instruments (such as GICs, RICs and RRIFs) through the Bank's retail branch network and authorized brokers. BMMC does not operate branches or other facilities at which deposit accounts are opened through natural persons and with customers in person, or at which deposits are accepted or cash is distributed to customers.

BMMC employs 18 full-time and six part-time employees. These employees are based in Montreal, with the exception of one part-time employee in Ontario.

The income and capital taxes paid in Canada by BMO Financial Group, of which BMMC is a member, are listed on page 5 of Bank of Montreal's Public Accountability Statement.

Because of the integration of BMMC within BMO Financial Group, BMMC shares its community goals as described in Bank of Montreal's Public Accountability Statement. The community development activities of BMMC's employees are integrated with those of BMO Financial Group and its employees, as described in Bank of Montreal's Public Accountability Statement, and include, for example, participation in the BMO Fountain of Hope Foundation. BMO Financial Group's donations and sponsorships for the fiscal year ending October 31, 2003 totalled \$25 million.

As detailed in Bank of Montreal's Public Accountability Statement, debt financing for small business and programs for improving access to financial services are engaged in by Bank of Montreal for BMO Financial Group, and not by BMMC directly. BMMC has no other affiliates in respect of which this Public Accountability Statement is published.

Supporting Our Communities

As one of Canada's largest corporate donors, BMO Financial Group is committed to improving the quality of life in the places where we do business. Today, we fund charities and not-for-profit organizations in hundreds of communities across the country. Here are many of the organizations we supported in fiscal 2003.

1st Bradford Medical Venturers Scouts
Canada, Bradford, ON

1st Osgoode Group Committee Scouts, Osgoode, ON

1st Savona Pathfinders & Rangers, Savona, BC

11th Bendale Scouts, Toronto, ON

12th Oshawa Girl Guides, Rossland District, Oshawa, ON

18th Ronde St. Genevieve Girl Guides, Ottawa, ON

105th Toronto Group Boy Scouts, Toronto, ON

614 Forest City Air Cadet Squadron, London, ON

752 Ed Campbell Air Cadet Squadron, Melville, SK

A.J. McMillan Elementary Parent Advisory
Council, Surrey, BC

A Cappella Services for Young Women, Toronto, ON

Ability Online, Toronto, ON

ABOUTFACE, Toronto, ON

Academy Theatre, Lindsay, ON

Acadia University, Wolfville, NS

Agora Foundation: Funders Alliance for Children,
Youth & Families, Toronto, ON

Agriculture Education Committee, Calgary, AB

AIDS Committee of Toronto, Toronto, ON

AIDS Memorial Society of Vancouver, Vancouver, BC

AIESEC Canada, Toronto, ON

Air Cadet League of Canada – New Brunswick
Provincial Committee, Fredericton, NB

Air Cadet League of Canada – Ontario Provincial
Committee, Toronto, ON

Ajax Minor Hockey Association, Ajax, ON

Ajax Raiders Girls Fastball Association, Ajax, ON

Ajax Soccer Club, Ajax, ON

Alberta Cancer Foundation, Edmonton, AB

Alberta Children's Hospital Foundation, Calgary, AB

Alberta Clydesdale Association, Fawcett, AB

Alcohol and Drug Concerns Inc., Toronto, ON

Alderney Landing, Dartmouth, NS

Algonquin College of Applied Arts and Technology,
Nepean, ON

Almonte Pakenham Minor Hockey Association,
Almonte, ON

Alzheimer Society Belleville-Hastings, Belleville, ON

Alzheimer Society Grey Bruce, Owen Sound, ON

Alzheimer Society of Metropolitan Toronto, Toronto, ON

Amyotrophic Lateral Sclerosis Society of Canada,
Toronto, ON

Art Gallery of Hamilton, Hamilton, ON

Art Gallery of Ontario, Toronto, ON

Arthritis Society of British Columbia, Vancouver, BC

Arthritis Society of Canada, Toronto, ON

Arthritis Society of Newfoundland & Labrador, St. John's, NL

Arthritis Society of Red Deer, Red Deer, AB

Arthur & Area Skating Club, Arthur, ON

Arts Club Theatre Company, Vancouver, BC

Asian-Canadian Entrepreneur Professionals, Markham, ON

L'Association Joie de vivre Anjou, Anjou, QC

Association of Canadian Archivists, Ottawa, ON

Association of Fundraising Professionals – Greater
Toronto Area, Toronto, ON

L'Atelier de meubles et recyclage Ahuntsic Cartierville,
Montréal, QC

Atira Women's Resource Society, White Rock, BC

Atlantic-Garden City United Church, Winnipeg, MB

Atlantic Salmon Federation, St. Andrew's, NB

Auberge communautaire du Sud-Ouest, Montréal, QC

Auburn Eagles High School Hockey, Dartmouth, NS

Augustana University College, Camrose, AB

Avalanche Minor Peewee A, Brampton, ON

Ballet Victoria Society, Victoria, BC

Banff Centre for Management (Banff Centre for
Continuing Education), Banff, AB

Banff Mineral Springs Hospital, Banff, AB

Barbra Schlifer Commemorative Clinic, Toronto, ON

Batten Disease Support & Research Association,
Oshawa, ON

Battlefords United Way Inc., North Battleford, SK

Bay D'Espoir Community Capacity Building, St. Alban's, NL

Bay St. George Diabetes Association, Stephenville, NL

Bay Street Children's Foundation, Toronto, ON

Baycrest Centre Foundation, Toronto, ON

Bayview Bobcats Basketball, Bridgewater, NS

Bell Centre for Performing Arts, Surrey, BC

Belleville General Hospital Foundation, Belleville, ON

Belmont House, Toronto, ON

Bentley & District Agricultural Society, Bentley, AB

Best Buddies, Toronto, ON

Big Brothers Big Sisters of Canada, Burlington, ON

Big Brothers Big Sisters of Dartmouth, Dartmouth, NS

Big Brothers Big Sisters of Maple Ridge, Maple Ridge, BC

Big Brothers Big Sisters of South Shore, Bridgewater, NS

Big Brothers Big Sisters of Victoria, Victoria, BC

Big Brothers Big Sisters of Victoria Capital Region,
Victoria, BC

Big Brothers of Sarnia-Lambton, Sarnia, ON

Big Sisters of London, London, ON

Big Sisters of Sarnia, Sarnia, ON

Bishop's University, Lennoxville, QC

Blenheim District Minor Baseball – Bantam Girls,
Blenheim, ON

B'nai Brith Canada Foundation, Winnipeg, MB

Boating for Children's Charities, Bolton, ON

Bobcaygeon Minor Hockey, Bobcaygeon, ON

Bolton Minor Hockey – Select Major Atom Team, Bolton, ON

Boundless Adventures, Toronto, ON

Bowness/Saracens Rugby Parents Association, Calgary, AB

Boys & Girls Club of Saint John, Inc., Saint John, NB

Brain Injury Association of Nova Scotia, Halifax, NS

Brampton Youth Hockey Association Intra-City Peewee
Team 5, Brampton, ON

Brampton Youth Hockey – Novice 8A Battalion,
Brampton, ON

Brandon & District United Way Inc., Brandon, MB

Brandon Expos Baseball Club, Brandon, MB

Brandon Street Community Development Foundation,
Toronto, ON

Brant United Way, Brantford, ON

Brantford Aquatic Club, Brantford, ON

Brantford General Hospital Foundation, Brantford, ON

Breakfast for Learning – Hillcrest Central School,
Teeswater, ON

British Columbia Association for Community Living,
Penticton, BC

British Columbia Children's Hospital Foundation,
Vancouver, BC

British Columbia Institute of Technology, Burnaby, BC

British Columbia Special Olympics, Burnaby, BC

Brockville Figure Skating Club, Brockville, ON

Brockville Hospital, Brockville, ON

Brooke-Alvinston Inwood Minor Hockey, Alvinston, ON

Brother T.I. Murphy Centre, St. John's, NL

Buddies in Bad Times Theatre, Toronto, ON

Burin Peninsula Health Care Foundation, Burin, NL

Burlington Girls Hockey Club, Burlington, ON

Burlington Lions Optimist Minor Hockey, Burlington, ON

Burlington Youth Soccer – Wildcats, Burlington, ON

C.D. Howe Institute, Toronto, ON

C. Hinds Foundation, Brampton, ON

Cabbagetown Youth Centre, Toronto, ON

Caledonia Community Centre, Caledonia, ON

Calgary Homeless Foundation, Calgary, AB

Calgary Learning Centre, Calgary, AB

Calgary West Little League, Calgary, AB

Calgary Zoological Society, Calgary, AB

Callies Marauders, Calgary, AB

Cambridge Home Support, Cambridge, ON

Cambridge Youth Soccer – Blue Devils, Cambridge, ON

Camp Awakening, Toronto, ON

Camp École Trois-Saumons Inc., Québec, QC

Camp Oochigeas, Toronto, ON

Campbell River Community Literacy Association,
Campbell River, BC

Canada Pops Orchestra, Toronto, ON

CanadaHelps.org, Toronto, ON

Canada-Hong Kong Link – Vision Youth Program,
Toronto, ON

Canada-Israel Children's Centres, Vaughan, ON

Canadian 4-H Foundation, Ottawa, ON

Canadian Association for Disabled Skiing, Ottawa, ON

Canadian Association of Food Banks, Toronto, ON

Canadian Breast Cancer Foundation (Ontario), Toronto, ON

Canadian Cancer Society – British Columbia and Yukon
Division, Vancouver, BC

Canadian Cancer Society – Cranbrook Relay for Life,
Cranbrook, BC

Canadian Cancer Society – Invermere, Invermere, BC

Canadian Cancer Society – Newfoundland & Labrador,
St. John's, NL

Canadian Cancer Society – North Battleford,
North Battleford, SK

Canadian Cancer Society – Nova Scotia Division, Halifax, NS

Canadian Cancer Society – Saskatoon, Saskatoon, SK

Canadian Cancer Society, Toronto, ON

Canadian Centre for Ethics & Corporate Policy, Toronto, ON

Canadian Centre for Philanthropy, Toronto, ON

Canadian Council for Aboriginal Business, Toronto, ON

Canadian Council of Christians and Jews, Toronto, ON

Canadian Cystic Fibrosis Foundation, Toronto, ON

Canadian Diabetes Association, Manitoba Chapter,
Winnipeg, MB

Canadian Diabetes Association, Newfoundland Chapter, St. John's, NL

Canadian Diabetes Association, Toronto, ON

Canadian Executive Service Organization, Toronto, ON

Canadian Film Centre, Toronto, ON

Canadian Foundation for AIDS Research (CANFAR), Toronto, ON

Canadian Foundation for Economic Education, Toronto, ON

Canadian Foundation for the Prevention of Family Violence, Toronto, ON

Canadian Friends of Herzog Hospital, Toronto, ON

Canadian Guide Dogs for the Blind, Manotick, ON

Canadian Institute for Advanced Research, Toronto, ON

Canadian Institute of Child Health, Ottawa, ON

Canadian Institute of International Affairs, Toronto, ON

Canadian Mental Health Association, Lambton County, Sarnia, ON

Canadian Mental Health Association, Newfoundland and Labrador, St. John's, NL

Canadian Merit Scholarship Foundation, Toronto, ON

Canadian Mining Hall of Fame, Toronto, ON

Canadian National Institute for the Blind - Nova Scotia-Prince Edward Island Division, Halifax, NS

Canadian National Institute for the Blind, Toronto, ON

Canadian Opera Company, Toronto, ON

Canadian Paraplegic Association, Ottawa, ON

Canadian Policy Research Network, Ottawa, ON

Canadian Psychiatric Research Foundation, Toronto, ON

Canadian Railroad Historical Association, Saint-Constant, QC

Canadian Red Cross British Columbia/Yukon Office, Vancouver, BC

Canadian Red Cross, Fredericton, NB

Canadian Red Cross Québec Division, Verdun, QC

Canadian Red Cross, Saint John, NB

Canadian Stage Theatre Company, Toronto, ON

Canadian Veterans Hall of Valour Inc., Ottawa, ON

Canadian War Museum, Ottawa, ON

Canadore College School of Aviation, North Bay, ON

CancerCare Manitoba Foundation Inc., Winnipeg, MB

CANES Home Support Services, Toronto, ON

Canmore Hospital, Canmore, AB

Canmore Skating Club, Canmore, AB

Cape Breton Society of Deaf & Hard of Hearing, Sydney, NS

Capital Theatre Foundation, Moncton, NB

Capital Theatre Inc., Moncton, NB

Capitol Theatre, Port Hope, ON

CARE Canada, Ottawa, ON

Cariboo Home Society, Kamloops, BC

Caring for Cancer Patients, Truro, NS

Casey House Foundation, Toronto, ON

Castlegar United Way, Castlegar, BC

Cedar Cottage Neighbourhood Safety, Vancouver, BC

Centraide - Bas Saint-Laurent, Rimouski, QC

Centraide - Centre du Québec, Drummondville, QC

Centraide - Duplessis, Sept-Îles, QC

Centraide - Estrie, Sherbrooke, QC

Centraide - Gatineau-Labelle-Hautes Laurentides, Mont-Laurier, QC

Centraide - Lanaudière, Joliette, QC

Centraide - Laurentides, St-Jérôme, QC

Centraide - Mauricie, Trois-Rivières, QC

Centraide - Outaouais, Hull, QC

Centraide - Portage-Taché, La Pocatière, QC

Centraide - Québec, Beauport, QC

Centraide - Richelieu-Yamaska, St-Hyacinthe, QC

Centraide - Saguenay Lac St-Jean, Chicoutimi, QC

Centraide - Sud-Ouest du Québec, Salaberry-de-Valleyfield, QC

Centraide du Grand Montréal, Montréal, QC

Central Northeast Health Foundation, Gander, NL

Centre for Addiction and Mental Health Foundation, Toronto, ON

Centre for Indigenous Theatre, Toronto, ON

Century House Senior Peer Counselling, New Westminster, BC

Chalmers Regional Hospital Foundation, Fredericton, NB

Champions for Children, Ottawa, ON

Chapleau General Hospital Foundation, Chapleau, ON

Charlottetown Midget AAA Hockey, Charlottetown, PE

Chatham Junior Maroons Hockey Club, Chatham, ON

Chemainus Seniors Drop-In Centre, Chemainus, BC

Children's Aid Foundation, Toronto, ON

Children's Health Foundation of Saskatchewan, Saskatoon, SK

Children's Hospital Foundation of Manitoba Inc., Winnipeg, MB

Children's Hospital of Eastern Ontario Foundation, Ottawa, ON

Children's Hospital of Western Ontario Foundation, London, ON

Children's Wish Foundation, Ajax, ON

Chinguacousy Junior Ladies Softball, Brampton, ON

Chinmaya Mission - Ottawa, Kanata, ON

Christine Stanton Opera Hamilton Scholarship Foundation, Hamilton, ON

Christine Wood Grant Fund, Toronto, ON

Citizen Advocacy Youth Centre Appeal, Mansonville, QC

CJWW Denny Carr Secret Santa Foundation Inc., Saskatoon, SK

Clearwater Valley Pony Club, Beaumont, AB

Club de natation Mustang de Boucherville, Boucherville, QC

Club de patinage artistique de La Prairie, La Prairie, QC

Club de Tennis Woodland, Verdun, QC

Club optimiste de Rimouski, Rimouski, QC

Coastal Dance Theatre Society, Dartmouth, NS

Cochrane Branches and Banks, Cochrane, AB

Cole Harbour Soccer Club, Dartmouth, NS

Collicutt Centre, Red Deer, AB

Colonie Sainte-Jeanne d'Arc, Contrecoeur, QC

Columbia Valley Track, Invermere, BC

Combined Jewish Appeal, Montreal, QC

Communications and Electronics Branch Centennial, Kingston, ON

Comox Valley United Way, Courtenay, BC

Conception Bay North Figure Skating Club, Conception Bay, NL

Concordia University, Montreal, QC

Confederation Centre Children's Choristers, Charlottetown, PE

Confederation Centre of the Arts, Charlottetown, PE

Conquerall Bank Fire Department, Bridgewater, NS

Cooksville Phantoms Peewee A Team, Mississauga, ON

Corporation de l'École des Hautes Études Commerciales de Montréal, Montréal, QC

Corporation of Massey Hall & Roy Thomson Hall, Toronto, ON

Couchiching Institute on Public Affairs, Toronto, ON

Council for Business and the Arts in Canada, Toronto, ON

Council for Canadian Unity, Montreal, QC

Council of Foundations, Health Smart Solutions, Grande Prairie, AB

Countryside Camp & Conference Centre Association, Cambridge, ON

Covenant House, Toronto, ON

Cowichan-Duncan United Way, Duncan, BC

Cranbrook Girls Bugle Band, Cranbrook, BC

Creative Trust, Toronto, ON

Credit Counselling Society of British Columbia, New Westminster, BC

Credit Institute of Canada, Mississauga, ON

Credit Valley Hospital Foundation, Mississauga, ON

Crowchild Hockey Association, Calgary, AB

Cruz Del Vado Soccer, Toronto, ON

Dalhousie University, Halifax, NS

DanceWorks, Toronto, ON

Danforth BIA Charity Event Fund, Toronto, ON

Darcelles Dancers, Burnaby, BC

DAREarts Foundation for Children, Caledon East, ON

Dartmouth United Soccer, Dartmouth, NS

David Livingston Elementary School, Vancouver, BC

David Thompson Health Region, Red Deer, AB

Deep River Community Association, Deep River, ON

Delhi Community Health Centre, Delhi, ON

Delhi Imperial Place Health Centre Inc., Delhi, ON

Delta Hospital, Delta, BC

Diabetes Hope Foundation, Mississauga, ON

Diamond Links Ladies Classic, Saskatoon, SK

Discovery Health Care Foundation, Clarendville, NL

Dogwood Pavilion, Coquitlam, BC

Dominion of Canada Rifle Association, Nepean, ON

Dora Mavor Moore Awards, Toronto, ON

Dorchester Skatepark, Dorchester, ON

Down Syndrome Association of Toronto, Toronto, ON

Dr. Charles L. LeGrow Health Centre Foundation, Port aux Basques, NL

Dr. Georges L. Dumont Hospital Foundation, Moncton, NB

Dr. J.I. O'Connell Centre, Corner Brook, NL

Duke of Edinburgh's Awards, Toronto, ON

Durham Regional Cancer Centre, Oshawa, ON

Eager Beaver Baseball Association, London, ON

Earls Court Child and Family Centre, Toronto, ON

East Coast Trail Association Inc., St. John's, NL

Easter Seal Society, Toronto, ON

Eastside Titans, Waverley, NS

Economic Development Association of British Columbia, Chilliwack, BC

Edmonton Kiwanis Music Festival, Edmonton, AB

Edmonton Ringette Team, Edmonton, AB

Elgin Manor Seniors' Home, St. Thomas, ON

Elgin-St. Thomas United Way Services, St. Thomas, ON

Elliot Lake Major Midgets, Elliot Lake, ON

Elmer Iseler Singers, Toronto, ON

EPOC Montréal, Montréal, QC

Ericsson Traders Challenge Fund, Toronto, ON

Essex County Association for Community Living, Amherstburg, ON

Essex-Kent Girls Interlock Hockey League, Belle River, ON

Estevan Army Cadet Corps Pipe Band School, Estevan, SK

Estevan Schooling Show Association, Estevan, SK

Etobicoke Youth Soccer - Jaguars, Etobicoke, ON

Factory Theatre, Toronto, ON

Family Abuse Crisis Exchange (FACE), Toronto, ON

Family Leisure Centre, Brooks, AB

Fanfare Theatrical Productions, Toronto, ON

Festival Vancouver, Vancouver, BC

Fife House, Toronto, ON

Fleetwood Bantam Sluggers, Surrey, BC

Fondation Centre hospitalier Honoré-Mercier, Saint-Hyacinthe, QC

Fondation Communautaire Canadienne Italienne du Québec Inc., Montréal, QC

Fondation de la faune du Québec, Sainte-Foy, QC

Fondation de la Surdit  de Montr al, Montr al, QC

Fondation de l'H pital LaSalle, LaSalle, QC

Fondation de l'H pital Maisonneuve-Rosemont, Montr al, QC

Fondation de l'H pital Sainte-Justine, Montr al, QC

Fondation de l'Universit  de Sherbrooke, Sherbrooke, QC

Fondation de l'Universit  Laval, Qu bec, QC

Fondation des Auberges du Coeur, Montréal, QC
Fondation du Centre hospitalier Pierre-Boucher, Longueuil, QC
Fondation du Centre hospitalier Universitaire de Québec, Québec, QC
Fondation du Centre hospitalier des Vallées de l'Outaouais, Hull, QC
Fondation du Maire de Montréal pour la jeunesse, Montréal, QC
Fondation du Théâtre du Nouveau Monde, Montréal, QC
Fondation Hôtel-Dieu de St-Jérôme, St-Jérôme, QC
Fondation lutte au décrochage scolaire de Montréal, Montréal, QC
Fondation Paul Gérin-Lajoie, Montréal, QC
Fondation Père Marcel de la Sablonnière, Montréal, QC
Fondation Polytechnique, Montréal, QC
Fondation pour la Recherche sur la Moelle Épineière, Montréal, QC
Fondation pour la Recherche sur la Moelle Épineière, Ste-Thérèse, QC
Fondation québécoise en environnement, Montréal, QC
Fondation universitaire de l'Université du Québec à Québec, Québec, QC
Footsteps Dance Competition Team, Dartmouth, NS
Fondation Chatham-Kent Health Alliance, Chatham, ON
Fondation Fighting Blindness – Canada, Toronto, ON
Fondation for Heritage and Arts Stabilization and Enhancement, Halifax, NS
Four Counties Health Services Foundation, Newbury, ON
Foxhunter Farms Equestrian Jr. Team, Pickering, ON
Fredericton YMCA Inc., Fredericton, NB
Freestyle Skiing Ontario, Toronto, ON
French for the Future, Toronto, ON
Friends of MacGillivray Guest Home, Sydney, NS
Friendship Centre, St. Marys, ON
Frontiers Foundation Inc., Toronto, ON

Gananoque Canoe & Motorboat Club, Gananoque, ON
Garibaldi Secondary School Theatre Department, Maple Ridge, BC
Gelico Gymnastics Club, Swift Current, SK
Gemini Gymnastics Club, Oshawa, ON
General & Marine Hospital Foundation, Collingwood, ON
Genesis Community Daycare Centre, Richmond Hill, ON
Geneva Centre for Autism, Toronto, ON
George R. Gardiner Museum of Ceramic Art, Toronto, ON
Georgian Bay Volleyball Club, Midland, ON
Georgian College Foundation, Barrie, ON
Georgian Riding Association for Challenged Equestrians, Owen Sound, ON
Georgina Minor Hockey Association – Minor Atom A, Pefferlaw, ON
Girl Guides of Canada – Bobcaygeon Sparks, Fenelon Falls, ON
Girl Guides of Canada – LaSalle Division, Waterdown, ON
Girl Guides of Canada – Newfoundland and Labrador, St. John's, NL
Girl Guides of Canada – Trail, Trail, BC
Girl Guides of Canada – White Oaks Area, Milton, ON
Girl Guides of Canada, Toronto, ON
Glen Shields Soccer Club U13 Boys, Thornhill, ON
Gonzaga Royal Canadian Army Cadet Corps, St. John's, NL
Good Shepherd Hockey Club, Edmonton, AB
Goulding Park Rangers – Midget AA, Toronto, ON
Grace Christian Life Centre, Toronto, ON
Grande Prairie and District United Way, Grande Prairie, AB
Greater Edmonton Home Builders' Association, Edmonton, AB
Greater Victoria Chorus, Victoria, BC
Greater Victoria Eldercare Foundation, Victoria, BC
Greater Victoria Library, Victoria, BC

Greenfield Park Minor Hockey Association, Greenfield Park, QC
Gregory Drive Child Care Centre, Chatham, ON
Grimsby Benevolent Society, Grimsby, ON
Grimsby Town Youth Soccer – U10 Boys, Grimsby, ON
Guelph Minor Atom AA Hockey Team, Guelph, ON
Guides du Canada – Québec, Montréal, QC
Guildford Soccer Devils, Surrey, BC

H.J. Cody Athletic Society, Sylvan Lake, AB
Habitat for Humanity – Brant, Brantford, ON
Habitat for Humanity – Calgary, Calgary, AB
Habitat for Humanity – Red Deer, Red Deer, AB
Habitat for Humanity – Saint John Region Inc., Saint John, NB
Halifax Special Olympics, Halifax, NS
Hamilton Regional Cancer Centre Foundation, Hamilton, ON
Hamilton Selects/Celtics Basketball Club, Hamilton, ON
Harmony Foundation of Canada, Victoria, BC
Harmony Movement, Toronto, ON
Havre de l'hospitalité, Alma, QC
Haysboro Community Association, Calgary, AB
Health Care Corporation of St. John's, St. John's, NL
Health Care Foundation of St. John's, St. John's, NL
Health for Guelph Foundation, Guelph, ON
Hearing Foundation of Canada, Toronto, ON
Heart and Stroke Foundation of Canada, Toronto, ON
Hensall Sherwood Senior A Hockey Club, Hensall, ON
Hincks-Dellcrest Foundation, Toronto, ON
Hip Hip Hooray, Vancouver, BC
Hockey Association for the Developmentally Challenged, Weston, ON
Holy Spirit Falcons High School Hockey Team, Paradise, NL
Home and Community Support Services of Grey-Bruce, Owen Sound, ON
Homes First Foundation, Toronto, ON
Hope Air, Toronto, ON
HOPE Worldwide of Canada, Toronto, ON
Hospice of Windsor and Essex County Inc., Windsor, ON
Hospital for Sick Children, Toronto, ON
Hospitals of Regina Foundation, Regina, SK
House of Compassion of Toronto, Toronto, ON
Humber River Regional Hospital Foundation, Weston, ON
Humber Valley Chamber Music Society, Corner Brook, NL
Humewood House, Toronto, ON
Huntington Society of Canada, Kitchener, ON
Huntsville District Memorial Hospital Foundation, Huntsville, ON
Huron Harbour Horseshoes Club, Kincardine, ON
Huron University College Foundation, London, ON

Ilarion Assisted Living Centre, Saskatoon, SK
Immaculate Conception Church Hockey, Peterborough, ON
In Kind Canada, Mississauga, ON
Indian-I-Crafts of Ontario, Brantford, ON
Inn of the Good Shepherd (Sarnia) Inc., Sarnia, ON
Inner City Angels, Toronto, ON
Innu Healing Foundation, Montreal, QC
Institut de recherches cliniques de Montréal, Montréal, QC
Institute for Research on Public Policy, Montreal, QC
Integra Foundation, Toronto, ON
Interim Place, Mississauga, ON
Interlink Community Cancer Nurses, Toronto, ON
Invest in Kids Foundation, Toronto, ON
Iris Kirby House, St. John's, NL
IWK Children's Hospital Foundation, Halifax, NS
IWK Health Centre, Halifax, NS

James L. Hill Hockey Program, Miramichi, NB
Janeway Children's Hospital Foundation, St. John's, NL
Jewish National Fund of Canada, Windsor, ON
Jobs Unlimited Inc., Fredericton, NB

Joseph Brant Memorial Hospital Foundation, Burlington, ON
Junior Achievement of Bathurst Chaleur, Bathurst, NB
Junior Achievement of British Columbia, Vancouver, BC
Junior Achievement of Canada (Canadian Business Hall of Fame Foundation), Toronto, ON
Junior Achievement of Edmundston, Edmundston, NB
Junior Achievement of Fredericton, Fredericton, NB
Junior Achievement of Grande Prairie, Grande Prairie, AB
Junior Achievement of Greater Saint John, Saint John, NB
Junior Achievement of Kingston, Kingston, ON
Junior Achievement of Mainland Nova Scotia, Halifax, NS
Junior Achievement of Manitoba, Winnipeg, MB
Junior Achievement of Moncton, Moncton, NB
Junior Achievement of Newfoundland & Labrador, St. John's, NL
Junior Achievement of Northern Saskatchewan, Saskatoon, SK
Junior Achievement of PEI, Charlottetown, PE
Junior Achievement of Southern Saskatchewan, Saskatoon, SK
Juno Beach Centre Association, Burlington, ON
Juvenile Diabetes Research Foundation – Kelowna Chapter, Kelowna, BC
Juvenile Diabetes Research Foundation – Moncton Chapter, Moncton, NB
Juvenile Diabetes Research Foundation, Markham, ON
JVS of Greater Toronto, Toronto, ON

Kababayang Pilipino of British Columbia, Vancouver, BC
Kamloops Hospice Society, Kamloops, BC
Kamloops Trampoline & Gymnastics Club, Kamloops, BC
Keats Camp, Coquitlam, BC
Keliher Hall Auxiliary, Keliher, SK
Kelowna Visual and Performing Arts Centre Society, Kelowna, BC
Kentville Soccer Club, Kentville, NS
Keyano College Foundation, Fort McMurray, AB
Keystone Child and Family Services, Wetaskiwin, AB
Kholvad Sports Club, Toronto, ON
Kidney Foundation of Canada, Newfoundland Chapter, St. John's, NL
Kids Help Phone, Calgary Chapter, Calgary, AB
Kids Help Phone, Regina Chapter, Regina, SK
Kids Help Phone, Toronto, ON
Kids Help Phone, Vancouver Chapter, Vancouver, BC
Kids Help Phone, Winnipeg Chapter, Winnipeg, MB
Kids Kottage Foundation, Edmonton, AB
Kincardine Medical Clinic, Kincardine, ON
Kincardine Scottish Festival and Highland Games, Kincardine, ON
Kings National Baton Club, Brampton, ON
King's University College, Edmonton, AB
Kinmount Committee for Planning and Economic Development, Kinmount, ON
Kirby Centre, Calgary, AB
Kitimat Minor Hockey Association, Kitimat, BC
Kiwanis – Novice Hockey Select Team, St. Catharines, ON
Kiwanis East Hamilton Boys and Girls Club, Hamilton, ON
Knights of Columbus Atom Royal Hockey Team, Edmonton, AB
Koffler Centre of the Arts, Toronto, ON
Korean Canadian Scholarship Foundation, Toronto, ON

La Grande Guignolée, Montréal, QC
La Maison du Parc, Montréal, QC
Lac St-Louis Lakers, Lachine, QC
Lake of the Woods District Hospital Auxiliary, Kenora, ON
Lakehead University, Thunder Bay, ON
Lakeshore General Hospital Foundation, Pointe-Claire, QC
Lakeshore Out of the Cold Program, Toronto, ON
Lakeshore Soccer Club, Beaconsfield, QC
Langley Baseball, Langley, BC

L'Arche Homefires, Wolfville, NS
 Laubach Literacy of Canada, Bedford, QC
 L'Avenue – Maison d'hébergement jeunesse, Montréal, QC
 Le défi corporatif Canderel, Montréal, QC
 Leadership Vancouver, Vancouver, BC
 LEAP – Let's Educate & Prepare, Toronto, ON
 Leaside Kings Peewee AA Hockey Team, Toronto, ON
 Leave Out Violence, Toronto, ON
 Leduc Minor Hockey Midget A Tier 1, Leduc, AB
 Les Cougars de St-Léonard, Montréal, QC
 Les Jeunes Entreprises de la Région du
 Haute-Yamaska, Granby, QC
 Les Oeuvres du Cardinal Léger, Outremont, QC
 Les Olympiques de Repentigny, Repentigny, QC
 Les tricoteuses de l'amitié, Hull, QC
 Lester B. Pearson College of the Pacific, Victoria, BC
 Lethbridge Minor Hockey Association, Lethbridge, AB
 Lethbridge Soccer Association, Lethbridge, AB
 Leukemia Research Fund Canada, Toronto, ON
 Liane Forrester Memorial Fund, Toronto, ON
 Lincourt Manor Inc., St. Stephen, NB
 Lions Club of Newcastle, Bowmanville, ON
 Loft Community Services, Toronto, ON
 London Health Sciences Foundation, London, ON
 London Junior Knights Hockey, London, ON
 Lord Beaverbrook Music Parents Association, Calgary, AB

Magnus Theatre, Thunder Bay, ON
 Maison des Jeunes – Dieppe Youth House, Dieppe, NB
 Make-A-Wish Foundation of Toronto, Toronto, ON
 Manitoba Chamber Orchestra, Winnipeg, MB
 Manitoba Theatre for Young People, Winnipeg, MB
 Maple Creek Gymnastics Club, Maple Creek, SK
 Maple Creek Minor Hockey, Maple Creek, SK
 Marianopolis College, Montreal, QC
 Maritime Dance Academy, Bedford, NS
 Maritime Dance Performance Group, Dartmouth, NS
 Markham Gymnastics Club, Markham, ON
 Markham Islanders Midget AA Hockey, Markham, ON
 Markham Islanders Minor Peewee AAA Hockey,
 Markham, ON
 Markham Waxers Hockey Association, Markham, ON
 Markhaven Foundation, Markham, ON
 McGill University, Montreal, QC
 McKinnon Guild, Winnipeg, MB
 McMaster Children's Hospital, Hamilton, ON
 McMaster University, Hamilton, ON
 McMichael Canadian Art Foundation, Kleinburg, ON
 Medicine Hat Public Schools' Education Foundation,
 Medicine Hat, AB
 Melville Arts Council – Community Works Centre,
 Melville, SK
 Memorial University of Newfoundland, St. John's, NL
 Metcalfe and District Hockey Association, Metcalfe, ON
 Metro Food Bank Society of Nova Scotia, Halifax, NS
 Metro United Way of Halifax, Halifax, NS
 Middlesex Terrace Long-Term Care Facility, Delaware, ON
 Miles S. Nadal Jewish Community Centre, Toronto, ON
 Minerva Foundation for BC Women, Vancouver, BC
 Miramichi Regional Hospital Foundation, Miramichi, NB
 Mission RCMP Victim Services, Mission, BC
 Mississauga Children's Choir, Mississauga, ON
 Mississauga Jets – Minor Atom AA, Mississauga, ON
 Mississauga North Baseball Association, Mississauga, ON
 Mississauga North Stars Minor Hockey, Mississauga, ON
 Mississauga Southwest Baseball – Minor Midget AA,
 Mississauga, ON
 Mississauga Tomahawks Lacrosse, Mississauga, ON
 Mon Sheong Foundation, Toronto, ON
 Moncton Fencing Club, Moncton, NB
 Moncton Headstart Inc., Moncton, NB
 Moncton Ringette Association, Moncton, NB

Montreal Children's Hospital Foundation, Montreal, QC
 Montreal Economic Institute, Montreal, QC
 Montreal Hadassah-WIZO, Montreal, QC
 Montreal Heart Institute Research Fund, Montreal, QC
 Montreal Museum of Fine Arts, Montreal, QC
 Montreal Neurological Institute, Montreal, QC
 Montreal Symphony Orchestra, Montreal, QC
 Moorelands Community Services, Toronto, ON
 Mothers Against Drunk Driving (MADD Canada),
 Mississauga, ON
 Mount Allison University, Sackville, NB
 Mount Royal College, Calgary, AB
 Mount Saint Joseph Hospital Foundation, Vancouver, BC
 Mount St. Joseph Nursing Home, Miramichi, NB
 Mount Saint Vincent University, Halifax, NS
 Mount Sinai Hospital Foundation, Côte-St-Luc, QC
 Muki Baum Association, Toronto, ON
 Multiple Sclerosis Society of Canada (Atlantic Division),
 Dartmouth, NS
 Multiple Sclerosis Society, Central Alberta Chapter,
 Red Deer, AB
 Muscular Dystrophy Association of Canada, Burnaby, BC

Na'amat Canada, Toronto, ON
 Nanaimo Association for Community Living, Nanaimo, BC
 Nanaimo Riptide Swim Team Association, Nanaimo, BC
 National Arts Centre, Ottawa, ON
 National Ballet of Canada, Toronto, ON
 National Ballet School Foundation, Toronto, ON
 National Marine Manufacturers Association –
 Ontario Boat Show, Toronto, ON
 National Ovarian Cancer Association, Toronto, ON
 National Theatre School of Canada, Montreal, QC
 Nationals Baton Corps, Whitby, ON
 Nature Conservancy of Canada, Toronto, ON
 Naval Museum of Alberta Society, Calgary, AB
 Necessary Angel Theatre Company, Toronto, ON
 Neepawa and District United Way, Neepawa, MB
 Nelson and District United Way, Nelson, BC
 Nepean Raiders Major Bantam Double A, Ottawa, ON
 Nepean Raiders Major Midget AAA, Ottawa, ON
 New Vista Foundation, Burnaby, BC
 Newfoundland Cancer Treatment and Research
 Foundation, St. John's, NL
 Newmarket Stingers Peewee Boys Fastball,
 Newmarket, ON
 Newton Bantam Rangers, Surrey, BC
 Niagara College Foundation, Niagara-on-the-Lake, ON
 Niagara Nutrition Partners, St. Catharines, ON
 Nipawin Rodeo Association, Nipawin, SK
 Norfolk General Hospital Foundation, Simcoe, ON
 North American Association of Asian Professionals,
 Vancouver, BC
 North Bay Aquatic Centre, North Bay, ON
 North Huron Westcast Community Complex,
 Wingham, ON
 North Simcoe Sports and Recreation Centre,
 Midland, ON
 North Toronto Minor Bantam Select Team, Toronto, ON
 North Toronto Soccer Club, Toronto, ON
 North Vancouver Community Band, Vancouver, BC
 North Vancouver School District, Vancouver, BC
 North York General Hospital Foundation, Toronto, ON
 North York Harvest Food Bank, Toronto, ON
 North York Knights, Toronto, ON
 Northern B.C. Friends of Children Society,
 Prince George, BC
 Northumberland Health Care Centre Foundation,
 Cobourg, ON
 Northumberland United Way, Cobourg, ON
 Nova Scotia Hospital Foundation, Halifax, NS
 NWT Amateur Wrestling Association, Yellowknife, NT

Oak Bay Kiwanis Club, Victoria, BC
 Oak Bay Recreation Centre, Victoria, BC
 Oakville Hornets Girls Hockey, Oakville, ON
 Oakville Rangers Minor Midget Hockey, Oakville, ON
 Oakville Soccer Club, Oakville, ON
 Oakville-Trafalgar Memorial Hospital Charitable
 Corporation, Oakville, ON
 Ogden Legion Pipe Band, Calgary, AB
 Okanagan University College, Kelowna, BC
 Olds Lions Club, Olds, AB
 Olympium Synchronized Swimming Club, Etobicoke, ON
 Ontario Coalition of Senior Citizens Organizations,
 Toronto, ON
 Ontario College of Art & Design, Toronto, ON
 Ontario Falcons Baseball Organization, Ancaster, ON
 Ontario March of Dimes, Toronto, ON
 Opera Atelier, Toronto, ON
 Opera Canada, Toronto, ON
 Optimist Club of Caledon, Caledon, ON
 Optimist Club of Dunnville, Dunnville, ON
 Optimist Club of Saskatoon, Saskatoon, SK
 ORBIS Canada, Toronto, ON
 Orillia Soldiers' Memorial Hospital Foundation, Orillia, ON
 ORT Canada, Toronto, ON
 Oshawa Stingers Bantam Rep – Girls Fastball, Oshawa, ON
 Our Lady of Perpetual Help School Parent Committee,
 Sherwood Park, AB
 Owen Sound Celtic Dance Company, Owen Sound, ON

PACI SEVEC Youth Exchanges Canada, Prince Albert, SK
 Pacific Opera Victoria Foundation, Victoria, BC
 Paddy Walker Restoration Fund, Kincardine, ON
 Parish of St. Margaret's Anglican Church, Etobicoke, ON
 Parkinson Foundation of Canada, Toronto, ON
 Parkinson Society of British Columbia, Vancouver, BC
 Parkinson Society of Canada, Toronto, ON
 Parkinson Society of Newfoundland & Labrador,
 St. John's, NL
 Parkwood Foundation, Oshawa, ON
 Parliamentary Internship Alumni Association, Ottawa, ON
 Partenaires québécois en alphabétisation, Montréal, QC
 Peachland Ambassadorial Society, Peachland, BC
 Pediatric Oncology Group of Ontario (POGO), Toronto, ON
 PEI Under 15 Provincial Girls Soccer, Pownal, PE
 Pelham Youth Soccer – U11 Boys, Fonthill, ON
 Pembroke General Hospital, Pembroke, ON
 Peninsula Soccer Association, Saanichton, BC
 Peter F. Drucker Canadian Foundation, London, ON
 Peter Loughheed Medical Research Foundation,
 Calgary, AB
 Peterborough Regional Health Centre Foundation,
 Peterborough, ON
 Peterborough Thunder Ladies Fastball Team,
 Peterborough, ON
 Pick of the Litter Society, Bedford, NS
 Pickering Hockey Association – Peewee A, Pickering, ON
 Pickering Panthers Bantam Selects, Pickering, ON
 Pickering Panthers Novice Select Hockey Team,
 Pickering, ON
 Pickering Soccer Club – Girls U19, Pickering, ON
 Piranha's Swim Club, North Saanich, BC
 Playmas Montréal, Dollard-des-Ormeaux, QC
 Pleiades Theatre, Toronto, ON
 Porcupine United Way, Timmins, ON
 Port Moody Minor Hockey Association, Port Moody, BC
 Portage Plains United Way, Portage la Prairie, MB
 Portuguese School of Language & Culture, Calgary, AB
 Pouce Coupe Care Home, Pouce Coupe, BC
 Powell River Italian Club, Powell River, BC
 Power Plant Contemporary Art Gallery, Toronto, ON
 Precious Paws Pet Rescue Inc., Regina, SK
 Pride and Remembrance Association Inc., Toronto, ON

Prince Albert Community Centre for Visual & Performing Arts, Prince Albert, SK
 Prince Albert Junior Golf Club, Prince Albert, SK
 Prince Albert Panthers, Prince Albert, SK
 Prince Charles Elementary Parent Advisory Council, Abbotsford, BC
 Prince County Hospital Foundation, Summerside, PE
 Prince George Quilters Guild, Prince George, BC
 Prince George United Way, Prince George, BC
 Princess Margaret Hospital, Toronto, ON
 ProAction, Toronto, ON
 Project SHARE of Niagara Falls, Niagara Falls, ON
 Prologue to the Performing Arts, Toronto, ON
 Prostate Cancer Research Foundation, Toronto, ON
 Providence Bay Recreation Committee, Providence Bay, ON
 Providence Centre Foundation, Toronto, ON

 Queen Elizabeth Health Complex, Montreal, QC
 Queen Elizabeth II Health Sciences Centre Foundation, Halifax, NS
 Queen Elizabeth II Hospital Foundation, Grande Prairie, AB
 Queen's University, Kingston, ON
 Queensway-Carleton Hospital Foundation, Ottawa, ON

 Ragtime Women's Hockey, Toronto, ON
 Rainbow Spray Water Park (MacGregor & District Recreation Association), MacGregor, MB
 Rainbows, Parksville, BC
 Raising the Roof, Toronto, ON
 Rebels 89 Youth Fastball, Qualicum Beach, BC
 Red Deer College, Red Deer, AB
 Redeemer University College, Ancaster, ON
 Reena Foundation, Thornhill, ON
 Regent Park Community Health Centre, Toronto, ON
 Regina Dragon Boat Festival, Regina, SK
 Regina Radz Volleyball Club Midget Girls, Regina, SK
 Regional Civic Centre, Grand Falls, NB
 Relay for Life, Tisdale, SK
 Renascent Foundation, Toronto, ON
 Renfrew Victoria Hospital Foundation, Renfrew, ON
 Revivre, Montréal, QC
 Richmond Figure Skating Club, Louisdale, NS
 Richmond Hill Canoe Club, Richmond Hill, ON
 Richmond Hill Stars Minor Bantam AA, Richmond Hill, ON
 Richmond Rapids Swim Club, Richmond, BC
 Ridge Meadows Arts Council, Maple Ridge, BC
 Ridge Meadows Hospital Foundation, Maple Ridge, BC
 Ridgetown College, Ridgetown, ON
 Riverview Health Centre Foundation, Winnipeg, MB
 Ross Memorial Hospital Foundation, Lindsay, ON
 Rotary Centre for the Arts, Kelowna, BC
 Rotary Club of Caledonia, Caledonia, ON
 Rotary Club of Toronto Philanthropic Fund, Toronto, ON
 Rouge Valley Health System Foundation – Centenary Health Centre, Toronto, ON
 Royal Canadian Golf Association, Oakville, ON
 Royal Oak Racers, Sidney, BC
 Royal Ontario Museum, Toronto, ON
 Royal Winnipeg Ballet, Winnipeg, MB
 Ryerson Review of Journalism, Toronto, ON
 Ryerson University, Toronto, ON

 Safe Communities Foundation, Toronto, ON
 Safety Sense Institute, Orleans, ON
 Saint John Learning Exchange, Saint John, NB
 Saint John Regional Hospital Foundation, Saint John, NB
 Salt Spring Centre School Focus Group, Salt Spring Island, BC
 Salvation Army, Ontario Central Division, Toronto, ON
 Salvation Army, Ontario West Division, London, ON
 Salvation Army, Ottawa, Ottawa, ON
 Salvation Army, Québec, Montreal, QC
 Salvation Army, Saskatoon, SK

 Salvation Army Territorial Headquarters, Montreal, QC
 Santropol Roulant, Montréal, QC
 SARI Riding for Disabled, Arva, ON
 Saskatchewan AAA Sharpshooters, Regina, SK
 Saskatchewan Parkinson's Disease Foundation, Saskatoon, SK
 Saugeen Children's Chorus, Port Elgin, ON
 School District No. 44 (North Vancouver), North Vancouver, BC
 Science North Foundation, Sudbury, ON
 SCO Health Service Foundation, Ottawa, ON
 Scouts Canada 10th Arbutus Group, Victoria, BC
 Scouts Canada Foundation, Ottawa, ON
 Scouts Canada – Pacific Coast Council, Burnaby, BC
 Seaside Centre, Sechelt, BC
 Second Harvest, Toronto, ON
 Seneca College, Toronto, ON
 Senior Resource Centre Association of Newfoundland & Labrador Inc., St. John's, NL
 Senior Support Services, White Rock, BC
 Serbian Unity Congress, Vancouver, BC
 Service de nutrition et d'action communautaire, Montréal, QC
 Shakespeare in the Rough, Toronto, ON
 Share the Warmth, Toronto, ON
 ShareLife, Toronto, ON
 Sheena's Place, Toronto, ON
 Sherbourne Health Centre, Toronto, ON
 Sherwood Park Minor Hockey, Sherwood Park, AB
 Sherwood Park Titans II Junior Lacrosse Team, Sherwood Park, AB
 Shwachman-Diamond Syndrome Canada, Mississauga, ON
 Signal Hill Soccer Association, Calgary, AB
 Simcoe and District Minor Hockey Association, Simcoe, ON
 Simon Fraser University, Burnaby, BC
 Sir Mortimer B. Davis Jewish General Hospital Foundation, Montreal, QC
 Skate Canada, Gloucester, ON
 Skills Canada Ontario, Kitchener, ON
 SMART Winnipeg, Winnipeg, MB
 Smile Theatre, Toronto, ON
 Smitty's Junior Women's Fastball Team, Winnipeg, MB
 Society for the Prevention of Cruelty to Animals – B.C. Society, Kelowna, BC
 Society St. Vincent de Paul, Toronto, ON
 Somali Sports & Cultural Association, Toronto, ON
 Soo Major Hockey Association, Sault Ste. Marie, ON
 Sooke Salmon Enhancement Society, Sooke, BC
 Soulpepper Theatre Company, Toronto, ON
 South Delta Basketball Association, Delta, BC
 South Huron Hospital Association, Exeter, ON
 South Muskoka Hospital Foundation, Bracebridge, ON
 South Park Elementary School, Delta, BC
 South Simcoe Police Auxiliary, Innisfil, ON
 Southend United Soccer Club, London, ON
 Southern Alberta Summer Games 2003, Claresholm, AB
 Speak Easy Inc., St. John, NB
 Special Olympics, Bathurst, NB
 Spina Bifida & Hydrocephalus Association of Ontario, Toronto, ON
 Spirit of the North Healthcare Foundation, Prince George, BC
 Spring Bay Recreation Committee, Spring Bay, ON
 Springboard, Toronto, ON
 Spruce Grove & District Minor Football, Spruce Grove, AB
 St. Albert Rams Lacrosse Club, St. Albert, AB
 St. Albert Soccer Association, St. Albert, AB
 St. Catharines Athletics Lacrosse, St. Catharines, ON
 St. Catharines General Hospital, St. Catharines, ON
 St. Clair Child & Youth Services, Point Edward, ON
 St. Dominic Savio School Parents Association, Weyburn, SK
 St. Francis Memorial Hospital, Barry's Bay, ON

 St. Francis Xavier University, Antigonish, NS
 St. George's Society of Toronto, Toronto, ON
 St. Henry's School Parent Council, Melville, SK
 St. James Hockey, Port aux Basques, NL
 St. James Hockey Tier, Cavan, ON
 St. Jerome's University, Waterloo, ON
 St. Joseph's Healthcare Foundation, Hamilton, ON
 St. Joseph's Health Centre Foundation, Toronto, ON
 St. Lawrence College, Kingston, ON
 St. Maria Goretti School Council, Windsor, ON
 St. Mary's College, Calgary, AB
 St. Matthew's Bracondale House, Toronto, ON
 St. Matthew's Hockey Association, Omeme, ON
 St. Michael's Hospital Foundation, Toronto, ON
 St. Patrick's Home of Ottawa Inc., Ottawa, ON
 St. Paul's Hospital Foundation, Vancouver, BC
 St. Stephen's Community House, Toronto, ON
 St. Theresa's Elementary School, Sherwood Park, AB
 St. Thomas Aquinas School Council, Calgary, AB
 State Hermitage Museum Foundation of Canada Inc., Ottawa, ON
 Stephenville Theatre Festival, Stephenville, NL
 Stirling Festival Theatre Inc., Stirling, ON
 Stollery Children's Hospital Foundation, Edmonton, AB
 Stoney Creek Little League All Stars, Stoney Creek, ON
 Stoney Creek Minor Hockey – Peewee Selects, Stoney Creek, ON
 Stoney Creek Sting Fastball, Stoney Creek, ON
 Stop Community Food Centre, Toronto, ON
 Strathroy Middlesex General Hospital Foundation, Strathroy, ON
 Street Haven, Toronto, ON
 Streetsville-Meadowvale Football Club, Mississauga, ON
 Sudbury Kinsmen Family Centre Foundation, Sudbury, ON
 Sudbury Regional Hospital Foundation, Sudbury, ON
 Summit Community Services Society, Kimberley, BC
 Sunnybrook & Women's Foundation, Toronto, ON
 Surrey Force Girls Basketball Club, Abbotsford, BC
 Surrey Place Centre, Toronto, ON
 Surrey Storm 87A Peewee Girls Fastpitch, Surrey, BC
 Sussex High School Girls/Boys Hockey, Sussex, NB

 Taiwanese Canadian Cultural Society, Vancouver, BC
 Tamara's House, Saskatoon, SK
 Tarragon Theatre, Toronto, ON
 Textile Museum of Canada, Toronto, ON
 The Learning Partnership, Toronto, ON
 The Tutoring Program, Parksville, BC
 Théâtre Français de Toronto, Toronto, ON
 Theatre Intrigue Society, Windsor, ON
 Théâtre Lac Brome, Knowlton, QC
 Theatre Passe Muraille, Toronto, ON
 Thorold Community Activities Group, Thorold, ON
 Thunder Bay Women's Hockey Association, Thunder Bay, ON
 Titans Volleyball Club of Etobicoke, Mississauga, ON
 Toronto Children's Chorus, Toronto, ON
 Toronto General & Western Hospital Foundation, Toronto, ON
 Toronto Hadassah-WIZO Bazaar, Toronto, ON
 Toronto Kiwanis Boys and Girls Club, Toronto, ON
 Toronto Star Santa Claus Fund, Toronto, ON
 Toronto Symphony Orchestra, Toronto, ON
 Toronto Zoo Foundation, Toronto, ON
 Toshiba Breath of Life, Toronto, ON
 Tournament of Champions, Schomberg, ON
 Town of Hanover Medical Clinic, Hanover, ON
 Town of Learning Arena Complex, Leamington, ON
 Toyich International Projects, Toronto, ON
 Traffic Injury Research Foundation, Ottawa, ON
 Trail Regional Hospital, Trail, BC
 Trent University, Peterborough, ON

Trenton Memorial Hospital Foundation, Trenton, ON
Trinity Conception Placentia Health Foundation Inc.,
Carbonear, NL
Trinity Western University, Langley, BC
Trochu History Book Project, Trochu, AB
TVOntario, Toronto, ON
Twice the Ice, Walkerton, ON
Twisted Sisters Soccer Team, Edmonton, AB

UNIATOX des Moulins, Terrebonne, QC
United Chinese Community Enrichment Services
Society, Vancouver, BC
United Jewish Appeal of Greater Toronto, Toronto, ON
United Jewish Appeal of Ottawa, Ottawa, ON
United Way Central New Brunswick, Fredericton, NB
United Way Community Services of Guelph and
Wellington, Guelph, ON
United Way of Burlington and Greater Hamilton,
Hamilton, ON
United Way of Calgary and Area, Calgary, AB
United Way of Cambridge and North Dumfries,
Cambridge, ON
United Way of Campbell River and District,
Campbell River, BC
United Way of Cape Breton, Sydney, NS
United Way of Central Alberta, Red Deer, AB
United Way of Chatham-Kent, Chatham, ON
United Way of Colchester County, Truro, NS
United Way of Estevan, Estevan, SK
United Way of Estevan, Nipawin, SK
United Way of Fort McMurray, Fort McMurray, AB
United Way of Fredericton, Fredericton, NB
United Way of Greater Moncton & Southeast New
Brunswick Region, Moncton, NB
United Way of Greater Saint John, Saint John, NB
United Way of Greater Simcoe County, Barrie, ON
United Way of Greater Toronto, Toronto, ON
United Way of Greater Victoria, Victoria, BC
United Way of Grey Bruce, Owen Sound, ON
United Way of Haldimand and Norfolk, Caledonia, ON
United Way of Halifax Region, Halifax, NS
United Way of Kamloops & Region, Kamloops, BC
United Way of Kingston, Frontenac, Lennox and
Addington, Kingston, ON
United Way of Kitchener-Waterloo and Area,
Kitchener, ON
United Way of Lanark County, Carleton Place, ON
United Way of London & Middlesex, London, ON
United Way of Moose Jaw, Moose Jaw, SK
United Way of Nanaimo & District, Nanaimo, BC
United Way of Niagara Falls, Niagara Falls, ON
United Way of North Okanagan Columbia Shuswap,
Vernon, BC
United Way of Oshawa, Whitby, Clarington, Oshawa, ON
United Way of Ottawa, Ottawa, ON
United Way of Ottawa – Matterhorn Matt Fund,
Ottawa, ON
United Way of Perth County, Stratford, ON
United Way of Peterborough & District,
Peterborough, ON
United Way of Pictou County, New Glasgow, NS
United Way of Powell River & District, Powell River, BC
United Way of Prince Edward Island, Charlottetown, PE
United Way of Quinte, Belleville, ON
United Way of Regina, Regina, SK
United Way of Sarnia-Lambton, Sarnia, ON
United Way of Saskatoon, Saskatoon, SK
United Way of South Eastern Alberta, Medicine Hat, AB
United Way of South Niagara, Welland, ON
United Way of South Western Alberta, Lethbridge, AB
United Way of Sudbury and District, Sudbury, ON
United Way of the Alberta Capital Region, Edmonton, AB

United Way of the Central & South Okanagan/Similkemeen,
Kelowna, BC
United Way of the Fraser Valley, Abbotsford, BC
United Way of the Lower Mainland, Burnaby, BC
United Way of Trail, Trail, BC
United Way of Windsor-Essex County, Windsor, ON
United Way of Winnipeg, Winnipeg, MB
Université du Québec à Chicoutimi, Chicoutimi, QC
Université du Québec à Rimouski, Rimouski, QC
University College of Cape Breton, Sydney, NS
University of Alberta, Edmonton, AB
University of British Columbia, Vancouver, BC
University of Calgary, Calgary, AB
University of Guelph, Guelph, ON
University of King's College, Halifax, NS
University of Manitoba, Winnipeg, MB
University of Montreal, Montreal, QC
University of New Brunswick, Fredericton, NB
University of Ottawa Heart Institute, Ottawa, ON
University of Ottawa, Ottawa, ON
University of Prince Edward Island, Charlottetown, PE
University of Saskatchewan, Saskatoon, SK
University of St. Michael's College, Toronto, ON
University of Toronto, Toronto, ON
University of Victoria, Victoria, BC
University of Waterloo, Waterloo, ON
University of Western Ontario, London, ON
University of Windsor, Windsor, ON
University of Winnipeg, Winnipeg, MB

Valley Regional Hospital Foundation, Kentville, NS
Vancouver 2010 Bid Corporation, Vancouver, BC
Vancouver Aquarium Conservation Foundation,
Vancouver, BC
Vancouver Hospital & Health Sciences Centre,
Vancouver, BC
Vancouver International Comedy Festival, Vancouver, BC
Vancouver Meals Society, Vancouver, BC
Vancouver Society of Astrologers, Vancouver, BC
Véloroute de la Chaudière Secteur de la
Nouvelle-Beauce, Sainte-Marie-de-Beauce, QC
Veselka Ukrainian Dance Club, Gilbert Plains, MB
Victoria & District Amateur Basketball Association,
Victoria, BC
Victoria Conservatory of Music, Victoria, BC
Victoria District Basketball Association, Victoria, BC
Victoria Dragon Boat Festival, Victoria, BC
Victoria Glen Manor Inc., Perth, NB
Victoria Hospice Society, Victoria, BC
Victoria Minor Hockey Association, Victoria, BC
Victorian Order of Nurses, Corner Brook, NL
Victorian Order of Nurses Montreal Inc.,
Montreal, QC
Village Daycare, Burnaby, BC
Village Theatre West, Hudson, QC

W.J. Mouat Secondary School, Abbotsford, BC
Wainwright & District Peewee Football Association,
Wainwright, AB
Wainwright Torpedo Swim Club, Wainwright, AB
Walden Figure Skating Club, Lively, ON
Walkerton & District Community Support Services,
Walkerton, ON
Walkerton Minor Sports, Walkerton, ON
Warburg Panthers Volleyball Club, Warburg, AB
Wasser Pain Management Centre, Toronto, ON
Waterdown Raiders Volleyball Club U18 Girls,
Milton, ON
Waterloo Region District School Board (Elmira District
Secondary School), Elmira, ON
Waterloo Region Hospitals Foundation, Waterloo, ON
Watford Skating Club – Competitive Edge, Watford, ON

Welland District Association for Community Living,
Welland, ON
Welland Hospital Foundation, Welland, ON
Welland Tigers AAA Bantam, Welland, ON
West London Optimist Minor Hockey – Midget 11 Team,
London, ON
West Mall Lighting '92, Mississauga, ON
West Park Health Care Centre Foundation, Toronto, ON
Westbank First Nations Indian Band Parks and
Recreation, Kelowna, BC
Western Memorial Regional Health Care Foundation, Inc.,
Corner Brook, NL
Western Regional Hospital Foundation, Corner Brook, NL
Weyburn and District United Way, Weyburn, SK
Whitby Minor Lacrosse Association, Whitby, ON
White Light Hospice, Toronto, ON
White Ribbon Campaign, Toronto, ON
White Rock District Secondary School, White Rock, BC
Whitehawks Hockey, Victoria, BC
Wigwamen Incorporated, Toronto, ON
Wild Things Soccer Team, Whitehorse, YT
Wilfrid Laurier University, Waterloo, ON
Willow Breast Cancer Support and Resource Services,
Toronto, ON
Willow Park Charity Golf Classic, Calgary, AB
Windfall Clothing Support Service, Toronto, ON
Windsor-Essex Children's Aid Society, Windsor, ON
Windsor-Essex County Hospitals Foundation, Windsor, ON
Wings Over the Rockies Bird Festival, Invermere, BC
Women in Capital Markets, Toronto, ON
Women's Legal Education & Action Fund Foundation,
Toronto, ON
Women's Y Foundation, Montreal, QC
Woodgreen Community Centre of Toronto, Toronto, ON
World Literacy of Canada, Toronto, ON
World Vision Canada, Mississauga, ON
Writers' Trust of Canada, Toronto, ON

Yarmouth Highland Dance, Yarmouth, NS
Yee Hong Community Wellness Foundation, Toronto, ON
YMCA of Greater Halifax/Dartmouth, Halifax, NS
YMCA of Greater Vancouver, Vancouver, BC
YMCA of Surrey, Surrey, BC
YMCA-YWCA of the Central Okanagan, Kelowna, BC
YM-YWCA Exploits Valley, Grand Falls, NL
York Curling Club, Newmarket, ON
York Simcoe Express Hockey – AAA Minor Atom,
Toronto, ON
York University, Toronto, ON
Yorkton & District United Way, Yorkton, SK
Yorkton Curling Club, Yorkton, SK
Yorkton Kalyna School of Ukrainian Dance, Yorkton, SK
Yorkton Ladies Curling Club, Yorkton, SK
Yorkton Therapeutic Riding Association, Yorkton, SK
Yorktown Child and Family Centre, Toronto, ON
Youth Tobacco Coalition, Toronto, ON
Youthfest 2003 Burlington, Burlington, ON
Yukon Fish & Game Association, Whitehorse, YT
YWCA Crabtree Corner, Vancouver, BC
YWCA of Hamilton, Hamilton, ON
YWCA Saskatoon, Saskatoon, SK

Contacts

BMO Financial Group Public Accountability Statement 2003 is available for viewing or printing on our web site at bmo.com.

For a printed copy, please contact:

BMO Financial Group
Corporate Communications
302 Bay Street, 10th Floor
Toronto, Ontario
M5X 1A1

(On peut obtenir sur demande un exemplaire en français.)

Requests for charitable donations should be submitted in writing. Guidelines are available at bmo.com/community. Applications on behalf of a national organization should be directed to:

Senior Manager, Corporate Donations
BMO Financial Group
Corporate Communications
302 Bay Street, 10th Floor
Toronto, Ontario
M5X 1A1

Telephone: (416) 867-7102 or (416) 867-7101
Fax: (416) 867-6850

Local and regional requests should be sent to the following addresses:

Atlantic Division

Donations Coordinator
BMO Financial Group
P.O. Box 2207
5151 George Street
15th Floor
Halifax, Nova Scotia
B3J 3C4
Telephone: (902) 421-3405
Fax: (902) 421-3404

Ontario Division

Community Relations Advisor
BMO Financial Group
302 Bay Street
Mezzanine Level
Toronto, Ontario
M5X 1A1
Telephone: (519) 633-2204
Fax: (519) 633-7088

Quebec Division

Donations Coordinator
BMO Financial Group
105 rue St-Jacques
1st Floor
Montreal, Quebec
H2Y 1L6
Telephone: (514) 877-1101
Fax: (514) 877-1805

Prairies Division

Manager, Divisional Communications
BMO Financial Group
350 – 7th Avenue S.W.
6th Floor
Calgary, Alberta
T2P 3N9
Telephone: (403) 503-7002
Fax: (403) 503-7021

British Columbia & Yukon Division

Senior Manager, Corporate Communications
BMO Financial Group
595 Burrard Street
22nd Floor
Vancouver, B.C.
V7X 1L7
Telephone: (604) 665-7596
Fax: (604) 665-2610

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