

Corporate Responsibility Report and 2007 Public Accountability Statement

## Taking the Initiative



BMO  Financial Group

“We are made wise not by  
the recollection of our past,  
but by the responsibility for  
our future.”

George Bernard Shaw

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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 our 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.

**On our cover:** César Chasi, Project Manager, Payment Strategy and Infrastructure, BMO Bank of Montreal, accompanied by members of the Deportivo Cuenca Jrs soccer team. The team receives support through BMO’s employee *Volunteer Grants Program* (see pages 9 and 31).

# 2007 Performance Report

In keeping with our commitment to accountability and transparency, we believe it is important to report on our corporate responsibility and sustainability performance. By chronicling our achievements, we inform our shareholders, customers, employees and communities about how we are fulfilling our economic, social and environmental responsibilities.

We also show our organization how far we have come on our corporate responsibility journey, and provide the inspiration to move ever forward.

The following highlights our corporate responsibility and sustainability performance in 2007.\*

	2007	2006
<b>Economic*</b>		
Net Income as Reported	<b>\$2.1 billion</b>	\$2.7 billion
Net Income Excluding Significant Items**	<b>\$2.9 billion</b>	\$2.6 billion
Average Annual Five-Year Total Shareholder Return	<b>14.2%</b>	19.1%
Taxes Paid or Payable	<b>\$882 million</b>	\$948 million
Employees	<b>32,475</b>	31,292
Employee Compensation	<b>\$2.7 billion</b>	\$2.7 billion
Expenditures	<b>\$1.8 billion</b>	\$1.5 billion
<b>Social*</b>		
Total Donations and Sponsorships	<b>\$42.6 million</b>	\$32.1 million
New Commitments to Higher Learning***	<b>\$4.8 million</b>	\$2.9 million
New Commitments to Hospitals***	<b>\$5.8 million</b>	\$7.3 million
Donations to Arts and Culture	<b>\$2.8 million</b>	\$2.9 million
Contribution to Federated Charities	<b>\$2.3 million</b>	\$2.4 million
Sponsorships to Sports and Recreation	<b>\$8.6 million</b>	\$5.3 million
Contribution to BMO Volunteer Grants	<b>\$438,000</b>	\$460,000
Contribution to BMO Matching Gift Program for Higher Education	<b>\$191,000</b>	\$102,000
Free Banking Services (customers)	<b>1.28 million</b>	1.25 million
Number of BMO Bank of Montreal Branches	<b>977</b>	963
Number of Automated Banking Machines	<b>1,978</b>	1,936
Ensuring Access (percentage of branches accessible to individuals with disabilities)	<b>90%</b>	88%
Locations Serving Aboriginal Communities (number of communities)	<b>15</b>	16
Business with Aboriginal Customers	<b>\$1 billion</b>	\$1 billion
On-Reserve Housing Loans (number of communities)	<b>33</b>	21
Debt Financing to Business	<b>\$126 billion</b>	\$108 billion
Annual Employee Survey (participation rate)	<b>84%</b>	84%
Women Executives	<b>35.6%</b>	35.5%
Visible Minority Employees	<b>23.9%</b>	22.9%
Aboriginal Employees	<b>1.3%</b>	1.3%
Employees with Disabilities	<b>2.3%</b>	2.6%
<b>Environmental*</b>		
Technology Disposal Program (Canada)	<b>241 metric tonnes</b>	194 metric tonnes
Paper Shredding/Recycling (Canada/US)****	<b>3,282 metric tonnes</b>	3,599 metric tonnes
Renewable Energy Purchased (Canada - specifically Ontario and Alberta)	<b>5,000 megawatt hours</b>	-
Percentage of Hybrid Vehicles in Service Fleet (Canada/US)	<b>13%</b>	-

\* All figures are for our fiscal year ending October 31, 2007 and relate to Canada, except Net Income and Total Shareholder Return amounts which relate to BMO's consolidated results, unless specified otherwise.

\*\* Certain significant items affected results in 2007 and 2006, as explained on page 34 of our 2007 Annual Report.

\*\*\* New funding committed over a 10-year period.

\*\*\*\* Decrease in materials shredded and recycled in 2007 versus 2006 due to concerted efforts in 2006 to destroy archived items.

# 2007 Highlights

## → SPONSORSHIPS AND DONATIONS

In 2007, BMO contributed \$50.4 million in corporate donations, sponsorships and events in Canada and the United States to groups, organizations and programs that encourage resilient, healthy and prosperous communities (see page 23).

## → KIDS HELP PHONE

Last year, BMO pledged \$2 million to Kids Help Phone. The donation will help the organization add and train professional counselling staff, build the capacity to triple the number of times it helps children and keep up with the way young people are communicating today (see page 7).

## → EMPLOYEE GIVING

Through BMO Employee Charitable Foundation (formerly BMO Fountain of Hope) BMO employees raised \$8 million last year to help those in need in the communities where they live and work across Canada (see page 8).



## → FREE BANKING SERVICES

In 2007, we provided free banking services to approximately 874,000 customers aged 60 and above and approximately 415,000 students, youths and young adults (see page 14).

## → CORPORATE RESPONSIBILITY LEADERSHIP

BMO continues to be recognized for our leadership in corporate responsibility. We ranked eighth in the *Corporate Knights* Best 50 Corporate Citizens Ranking 2007. For the fifth consecutive year, BMO Financial Group has been ranked among the top 10 companies in Canada – the only financial institution to be ranked in the top 10 Best Corporate Citizens in each of the past five years (see page 13).

## → CORPORATE DIVERSITY AWARD

Harris Bankcorp, our U.S. subsidiary, was named one of the 25 Noteworthy Companies in *DiversityInc* magazine's annual ranking of companies in the areas of CEO commitment, human capital (retention across all racial, ethnic and gender categories), corporate communications and supplier diversity (see page 29).

## → CANADIAN SPORT AWARD FOR EXCELLENCE

At its annual awards ceremony last March, Canadian Sport Awards presented BMO with its Canadian Sport Award for Corporate Excellence – National Initiative Support in recognition of our sponsorship of Skate Canada's CanSkate program (see page 27).



## \$65.8 million

In 2007, BMO spent \$65.8 million for employee training and development.

## \$7.8 million

In 2007, BMO committed \$7.8 million to medical research and treatment and to organizations promoting wellness at both the national and local levels across Canada.

## \$4.8 million

In 2007, we pledged \$4.8 million in new funding to educational institutions across Canada.

## \$2.5 million

We pledged \$2.5 million to develop the 300-seat BMO Auditorium in the new John Molson School of Business at Concordia University in Montreal.

# Taking the Initiative

In our Corporate Responsibility Report and 2007 Public Accountability Statement, we have adopted a structure that focuses on how we are *Taking the Initiative* in order to respond to social, economic and environmental issues that are of the greatest significance to our company, our employees, our customers, our shareholders and our communities. The following provides an overview of our activities, which are covered in greater detail within this report.

ISSUE	BMO'S RESPONSE	PAGE	
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# What We Value And The Value We Bring



President and CEO Bill Downe with fellow employees in Edmonton (left to right): Gine Guirguis, Sales Analyst, Commercial Banking; Wasiq Khan, Financial Services Manager, Millwoods Mainstreet Branch; Pam Higueros, Client Services Representative, BMO Harris Private Banking; and Jeff Odowichuk, Branch Manager, Heritage Lanes Branch.

At BMO Financial Group we understand the best companies are human communities that can transform the world around them in positive ways. This is what this report is about.

As Canada's first bank, our history dates back to 1817. Our company and our employees have built a distinguished and long track record of contribution to the communities we serve. One of the most important lessons we have learned on our journey is that the creation of value for our shareholders flows directly from the value we deliver to our customers.

We also know our customers' buying decisions are increasingly influenced by the values they hold. Our customers want to know how we invest in communities; whether we care about the environment and what we are doing about it; how we see the diverse world around us and reflect it. We know how important it is to recognize and respect customer

values – and to embody them in our own values and the way we do business.

Remaining true to our customers – their needs and their values – is a conscious effort because we know it is one of the most important ingredients in our success. It is why we have set high standards for ourselves and defined them in codes of behaviour which are the foundation for our relationships with customers, suppliers, communities, and with each other.

To inspire us all to have a positive impact and to do things the right way, we embody them in *FirstPrinciples: Our Code of Business Conduct and Ethics*, in our commitment to diversity, in our Brand Promise to customers and in *Our Way*, how we work with one another.

In this way expectations are set for all 36,000 of us and a promise is made about how everyone in this company can expect to be treated. Most important of all, these common values create autonomy and empower our employees to take the initiative in serving our customers and communities.

Nobody needs to wait for instructions when it comes to doing the right thing.

Our employees have the confidence to make decisions on behalf of the organization wherever they work and this makes our company more responsive to the many unique and special needs of the diverse communities we serve. It also helps us attract and retain the best, diverse people.

Recently we asked employees to tell us what their dream retirement might look like. It was striking how many people at BMO see "giving back" as a large part of the future through philanthropic initiatives and volunteerism. It is not surprising that this concept of giving back is attractive for so many in the retirement years because for many employees it is already a way of life.

We enable and encourage employee volunteerism through our Volunteer Grants and Matching Gift programs, by giving employees time off to give back to their own communities,

and by staffing and funding all of the administrative costs of the BMO Employee Charitable Foundation. Thousands of our employees get involved where they work and live and I thank them for their efforts, which embody the kind of company we are.

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**We know how important it is to recognize and respect customer values – and to embody them in our own values and the way we do business.**

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At BMO we see things clearly. To succeed today, companies must reflect the values of the customers and communities they serve and ensure they deliver both business and societal value. I hope you will enjoy reading this report and reflecting on what it says about our company. I assure you that, proud as we are of our achievements, we have no intention of standing still. We know that this generation of BMO employees is committed to moving forward as we have done so consistently over the past 190 years.



**Bill Downe**

President and Chief Executive Officer  
BMO Financial Group

# About Our Report

**"Our Corporate Responsibility Report and 2007 Public Accountability Statement is produced with all our stakeholders in mind – customers, shareholders, communities and employees."**

**Bill Downe**  
President and Chief Executive Officer  
BMO Financial Group

At BMO, we report on the economic, social and environmental components of our corporate responsibility performance and activities through a number of publications. These include our Annual Report, Corporate Responsibility Report and Public Accountability Statement and Proxy Circular. Information regarding our corporate responsibility policies and initiatives can also be found on our web site, [www.bmo.com/corporateresponsibility](http://www.bmo.com/corporateresponsibility).

Our Corporate Responsibility Report and 2007 Public Accountability Statement has been prepared with reference to the Global Reporting Initiative (GRI) 2006 Sustainability Reporting Guidelines (G3). An index of the GRI indicators we are reporting on and where such information can be found is available on our web site at [www.bmo.com/corporateresponsibility](http://www.bmo.com/corporateresponsibility).

## OUR VISION

**To be the top-performing financial services company in North America.**

## 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.

## BMO Financial Group

Established in 1817 as Bank of Montreal, BMO Financial Group (TSX, NYSE: BMO) is a highly diversified financial services organization. With total assets of \$367 billion at October 31, 2007 and almost 36,000 full-time employees worldwide, BMO serves a broad range of personal, commercial, corporate and institutional customers.



For more information:  
[www.bmo.com/corporateresponsibility](http://www.bmo.com/corporateresponsibility)

# Our Economic Contribution

Since a group of Montreal businessmen invested \$150,000 to found Canada's first bank in 1817, BMO has played a crucial role in the growth of Canada and the lives of our customers, shareholders and employees. We continue to do so.

The following is a summary of BMO's economic contribution in 2007:<sup>\*</sup>

## Taxes Paid

BMO helps all levels of government in Canada provide the programs and services that benefit individuals and families across our country. In fiscal 2007, our overall tax contribution was \$882 million. This amount included \$580 million in income taxes, \$37 million in provincial capital taxes, \$117 million in GST and sales taxes, \$128 million in payroll taxes (employer portion), \$14 million in property taxes and \$6 million in business taxes (see *Taxes Paid or Payable in Canada*, page 37).

## Sharing Wealth

BMO shareholders have earned an average annual return of 14.2% over the past five years. The one-year total shareholder return (TSR) in 2007 was -5.8%, however BMO's one year TSR

was 20% or higher in three of the past five years. Total dividends declared increased by 20% from 2006 to reach \$2.71 per common share. A \$100 investment made five years ago in BMO common shares would have grown to \$194.09 at the end of 2007.<sup>\*</sup>

## Creating Jobs

As one of Canada's largest employers, BMO contributes significantly to the overall health and resiliency of the Canadian economy. In 2007, we employed more than 32,000 people in Canada. Our employee compensation totalled \$2.7 billion (see *Employment*, page 37).

## Buying Goods and Services

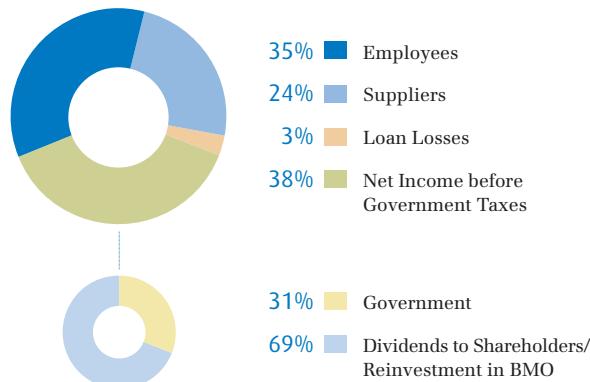
One of the important ways that BMO shares wealth is by buying goods and services for our company from suppliers. In 2007, our purchases in Canada from large and small suppliers totalled \$1.8 billion.

## Contributing to Our Communities

Since Bank of Montreal gave £100 to Montreal General Hospital in 1835, our first recorded charitable donation, BMO has been contributing to the well-being of the communities where we operate. Through corporate donations and sponsorship programs, we contributed a total of \$50.4 million in Canada and the United States in 2007.

### Where Our Canadian Revenues Go

The wealth BMO earns is ultimately shared. In 2007, our revenue was \$7,581 million. Of this amount, 35% went to employee compensation, 24% went to suppliers and 3% went to the provision for loan losses. Of the remaining \$2,844 million, 31% went to governments in the form of income taxes and other levies, and 69% was returned to our shareholders or reinvested in our company.



\* Refer to our 2007 Annual Report for important information about these figures.

When it comes to corporate responsibility, BMO is taking the initiative. Economically, socially and environmentally, we're helping to make life better in our communities and in the greater world.

# Taking



## Funding Renewable Energy

BMO was one of the first financial institutions to finance the development of wind power generation in Canada. Today we are a leader in the financing of renewable energy projects in Canada.



### Kids Help Phone<sup>®1</sup>

Last year, BMO, one of the founding sponsors of Kids Help Phone, made a commitment of \$2 million. This lead campaign pledge will help the organization add and train professional counselling staff, build the capacity to triple the number of times it helps children and keep up with the way young people are communicating today. The money will also be used to expand the *Kids Help Phone Boo-la-thon* program (fundraising bowling tournaments) across the country.

Left, Jann Arden joined a team of BMO employee volunteers, in November 2007, at the launch of the Futures Campaign in support of Kids Help Phone.

# the Initiative



### BMO 1st Art! Invitational Student Art Competition

In October, art aficionados gathered at the Museum of Contemporary Canadian Art in Toronto to honour the 14 winning artists in the fifth annual *BMO 1st Art! Invitational Student Art Competition*, which celebrates the creativity of art students from post-secondary institutions across Canada. The eclectic works of this year's successful *BMO 1st Art!* entrants, including national winner Blaine Campbell (pictured above), who graduated last year from Vancouver's Emily Carr Institute of Art + Design, will be installed in BMO Financial Group offices from coast to coast. Campbell's work will join one of the country's most prestigious corporate art collections which includes historical and contemporary Canadian masters such as Kenojuak Ashevak, Emily Carr, Tom Forrestall, Marc-Aurèle Fortin and Lawren Harris.



### BMO Bank of Montreal Kids' Day at the Calgary Stampede

*BMO Bank of Montreal Kids' Day* celebrated another year at the Calgary Stampede in 2007. It's an exciting day to enjoy "The Greatest Outdoor Show on Earth." Kids were treated to free admission and breakfast, stage shows, mini chuckwagon races, contests and more. Pictured here is Dave Sprague, Vice President, Calgary District, with the *BMO Bank of Montreal Kids' Day* contest winners.

## Taking the Initiative



### BMO Bank of Montreal Vancouver Marathon

12,636 runners, walkers and wheelchair athletes from 35 countries took part in the *BMO Bank of Montreal Vancouver Marathon* in 2007. It was the 36th annual running of Canada's largest marathon. Claudia Camargo (above), broke the women's record with a time of 2:35:46. With her first place women's finish plus a sub-time course record under 2:39, Claudia won US\$5,500 from BMO Mosaik MasterCard®<sup>2</sup>.

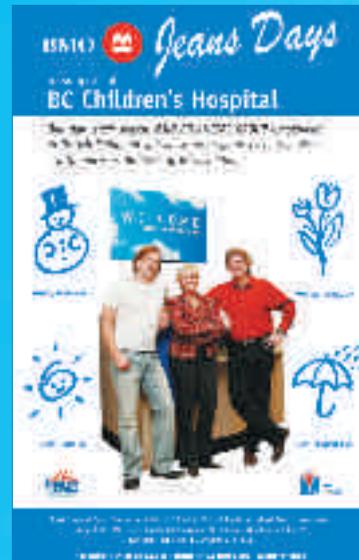


### Supporting the Canadian Women's Foundation

BMO Financial Group was there on Parliament Hill in 1991 at the launch of the Canadian Women's Foundation (CWF), a national organization dedicated to improving the lives of women and girls. Since that time, BMO has contributed more than \$1,000,000 to CWF to help support the power of women and the dreams of girls. Through sponsorship of the National Skills Institute and as partners in the annual *Shelter from the Storm* campaign – the only national campaign that raises funds for all women's shelters in Canada – BMO and our employees proudly support the mission and vision of the Canadian Women's Foundation.

### Equity Through Education®\*

Anaïs Lacroix (above) is a top student, talented filmmaker, synchronized swimmer and UNICEF club leader at Cégep du Vieux Montréal. She is also one of ten Canadian Merit Scholarship Foundation (CMSF) Loran Award winners, a distinction that will fund her undergraduate studies at McGill University over the coming four years. The CMSF is one of seven distinct educational charities in Canada and the United States funded by the BMO Capital Markets™ *Equity Through Education* program, which was launched to support the belief that gaining an education is a means of improving lives. Over the past three years, the program has contributed \$4.9 million to assist 1,300 students through scholarships, bursaries, mentoring programs and job search strategy forums.



### Employee Giving and Volunteerism

For one day each season in 2007, more than 2,000 BMO employees in British Columbia and the Yukon wore jeans to work as part of BMO Jeans Days. Participating employees raised over \$43,000 to purchase urgently needed equipment and fund medical research at B.C. Children's Hospital. Through BMO Employee Charitable Foundation (formerly BMO Fountain of Hope), BMO employees raised \$8 million last year to help those in need in the communities where they live and work across Canada.



Pictured (left to right) are artist Robert Small, BMO's Eric Tripp and Nova Scotia Senator Donald Oliver, celebrating the unveiling of the 2007 poster.

### 2007 Black History Month

On February 1, 2007, BMO hosted the event at which the 2007 Black History Month Legacy poster was unveiled. The poster, which pays tribute to the contributions of African-Canadian women to Canadian culture, was displayed at BMO Bank of Montreal branches across the country during Black History Month in Canada.



### The Beautiful Game

BMO employee César Chasi simply loves soccer, the *beautiful game* enjoyed by millions of people around the world. For the past 10 years, César has coached five- and six-year-old members of the Driftwood Hispanic Soccer League in Toronto's north end. He likes the fact that BMO supports his volunteer efforts. "Almost every year, I have received a sponsorship and/or a Volunteer Grant, money that goes toward purchasing uniforms and equipment for the kids," he says.



### BMO Named Outstanding Corporation

On an annual basis, the Association of Fundraising Professionals' (AFP) Greater Toronto Chapter honours the efforts of individuals and organizations that lead by example in improving the lives of others. In 2007, the organization, the largest of the more than 190 AFP chapters around the world, named BMO Financial Group as Outstanding Corporation in recognition of our philanthropic efforts and support of important initiatives such as inner-city health research.

### Partnership with Toronto FC

Toronto FC revealed their BMO branded jerseys in 2007. The extensive partnership between BMO Financial Group and Toronto FC includes naming rights for the national soccer stadium (now called BMO Field), sponsorship of Toronto FC, and sponsorship of Play Soccer, a grassroots soccer program developed by the Ontario Soccer Association that will further popularize the sport among young people. Jimmy Brennan, a Canadian and captain of Toronto FC, is pictured here in his new Toronto FC jersey.





# Earning the Trust of Our Stakeholders

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"The role of the Ombudsman is to listen, record and meticulously review the facts of a complaint in an independent, objective and fair manner. Our independence enables us to address customer concerns in an unbiased and impartial manner. As an advocate of fairness, our goal is to do the right thing."

**John Graham**  
Ombudsman  
BMO Financial Group

## Priorities

1. **Lead** in corporate governance.
2. **Operate** our business ethically, transparently and according to our *FirstPrinciples*.
3. **Respect** and protect the privacy of our customers and employees.
4. **Encourage** our employees to help realize every day our commitment to corporate responsibility.

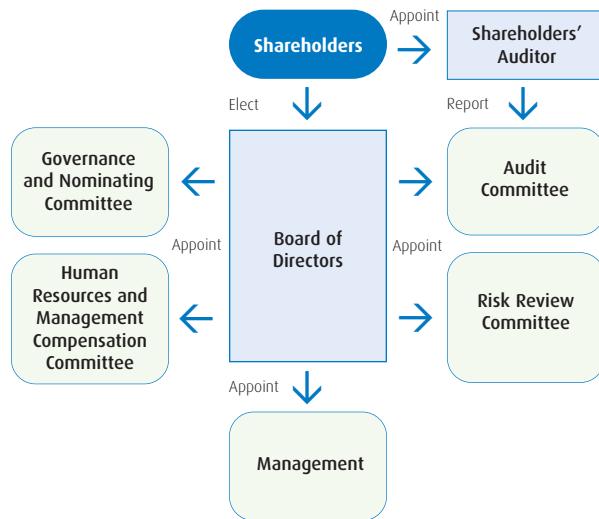
## Doing Business Responsibly

Keeping the trust of our many stakeholders, including our shareholders, customers, employees and communities, is fundamental to the ongoing success of our business. We earn trust by practicing sound corporate governance, conducting our business ethically, honestly and transparently, and maintaining a robust system of internal controls that help us fulfill our responsibilities.

## Sound Corporate Governance

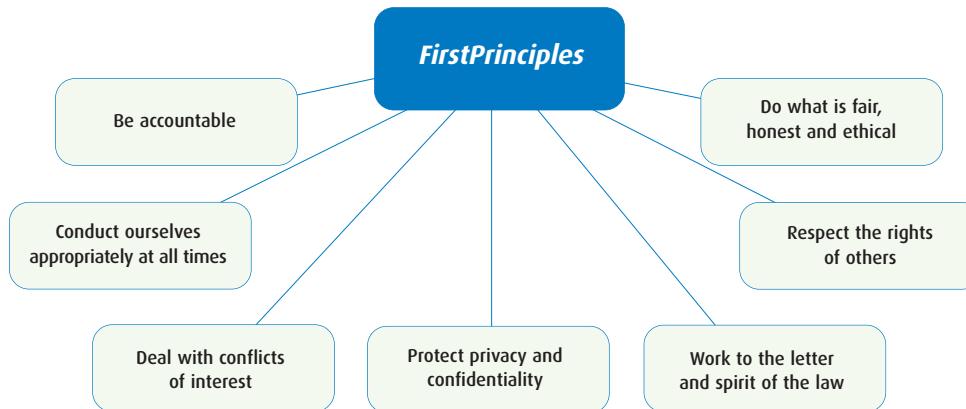
The Board of Directors of Bank of Montreal sets the standard of good governance for the entire enterprise. We have long recognized that the trust placed in the Board of Directors and management by our shareholders must be safeguarded by a strong program of corporate governance.

Here is an overview of Bank of Montreal's corporate governance structure:



Over the past several years, Bank of Montreal has adopted many leading governance practices. These include:

- > Discontinuing option grants to non-employee directors in 2003.
- > Having independent directors meet regularly without management present.
- > Enhancing Board and director evaluation procedures by including written peer reviews and one-on-one interviews with the Chairman.



- > Setting minimum share ownership guidelines for directors at six times their annual retainer to strengthen the alignment of their interests with those of our shareholders.

#### ***FirstPrinciples, Our Code of Business Conduct and Ethics***

The actions of all BMO directors and employees are governed by *FirstPrinciples: Our Code of Business Conduct and Ethics*, which reflects our commitment to doing what is fair, right and legal. Each year, our Corporate Compliance department conducts a rigorous review of *FirstPrinciples*, benchmarking our code of conduct against best practices within the global financial services industry and regulatory environment, before presenting it to our Board for review and approval. Every year, each BMO employee, officer and director completes a questionnaire that tests their knowledge of *FirstPrinciples*. As well, we make sure that our major suppliers are aware of our code of conduct.

**“** *Our FirstPrinciples speak to our commitment to operating with integrity toward all of our stakeholders, including our customers, shareholders and regulators.”*

**Michael McGrann**  
Chief Compliance Officer  
BMO Financial Group

#### **Protecting Whistleblowers**

We encourage any BMO employee who has concerns relating to a breach or potential breach of either *FirstPrinciples* or any law, regulation or BMO policy to immediately report the concern to one of the appropriate persons and departments listed on our *FirstPrinciples* web site.

In 2007, the Office of the Ombudsman, the Legal department, Corporate Audit and Corporate Compliance worked collaboratively to develop detailed and enhanced procedures for dealing with employee calls to the Ombudsman's whistleblower line. These enhanced procedures received Board approval in May 2007. As they now stand, the Ombudsman's accountabilities to employees include:

**AT BANK OF MONTREAL,  
OUR BOARD OF DIRECTORS  
SETS THE STANDARD OF  
GOOD GOVERNANCE FOR  
THE ENTIRE ENTERPRISE.**

- > Receiving submissions or concerns from BMO Financial Group employees worldwide regarding accounting, internal control over financial reporting or auditing matters and unresolved concerns, including a breach of *FirstPrinciples*.
- > Dealing with concerns raised by employees through the appropriate channel within the enterprise.
- > Respecting employee confidentiality and anonymity, if requested.
- > Reporting allegations of retaliation against employees who report concerns.

### Safeguarding Privacy

Building a foundation of trust with our stakeholders requires that we respect and protect the privacy and confidentiality of the personal information of our customers and employees.

BMO has a Chief Privacy Officer, whose mandate is the safeguarding of personal information and who is accountable for our privacy policy, complaint resolution, education and communication activities. The Chief Privacy Officer also manages the Privacy Office, a team of employees responsible and accountable for our organization's compliance with privacy legislation. This team is also responsible for providing advice, expertise, education, support, and monitoring and reporting to executive management and the Board of Directors.

During 2007, BMO completed several key initiatives related to privacy. The Privacy Office, together with our Information Management and Information Security departments, implemented an enterprise-wide employee learning program to increase awareness of the proper handling of personal and

confidential information. In addition, BMO collaborated with industry groups and the Office of the Privacy Commissioner of Canada to develop breach notification guidelines, and continued to provide input to the review of the *Personal Information Protection and Electronic Documents Act*, designed for the protection of personal information in the private sector.

To help ensure that we respect and protect the personal information of our customers and employees and maintain the trust of all of our stakeholders, we monitor our practices for protecting personal information and make adjustments to existing controls as necessary. This is critical given the ever-changing technological and operational environment. While we strive to maintain effective controls to protect personal information, incidents may still occur. We maintain processes that help us quickly and appropriately respond to any privacy complaints or incidents to minimize the impact of these situations.

### Resolving Customer Complaints

Our complaint resolution process is part of our commitment to not only serving our customers responsibly but also acting as our customers' advocate. Managing complaints effectively is essential to retaining our customers.

In 2007, we developed a single reference document for customers who want to resolve a complaint. The new brochure, called *We Can Help – Resolving Customer Complaints*, was designed to help BMO's Canadian customers find the BMO team able to assist when a problem arises. It lists the complaint resolution process for all of BMO's Canadian operating groups and includes contact information for BMO's Ombudsman, the Ombudsman for Banking Services and Investments, regulators and provincial securities commissions. It also lists the financial services industry's Voluntary Commitments and Codes of Conduct that BMO agrees to follow. This brochure has been available in all BMO Bank of Montreal branches and online since May 2007.

If a dispute cannot be resolved satisfactorily either by branch staff or through internal executive levels, a customer may appeal to BMO Financial Group's Office of the Ombudsman. As an advocate for fairness, the Ombudsman does not take sides and addresses problems or concerns in an unbiased and impartial manner. Every member of the

### Recognized as One of Canada's Most Trusted Companies

Bank of Montreal ranked 2nd in the 2007 *Canada's Most Trusted Companies for Privacy* study. Sponsored by Carlson Marketing Group of Canada and independently conducted by Ponemon Institute LLC, the study asks consumers to assign a rating to Canadian and global companies according to how much they trust these organizations to protect the privacy of their personal information. This is the second consecutive year that BMO ranked ahead of all other financial institutions named in the study, and in the top five.

Office of the Ombudsman is dedicated solely to resolving customer concerns and is not involved in BMO's day-to-day operations. If a customer is not satisfied with BMO's decision on a complaint, it is his or her right to contact the Ombudsman for Banking Services and Investments for an impartial and informal review. The Ombudsman for Banking Services and Investments is not a regulator, and doesn't advocate for consumers or the industry. Services from the Ombudsman for Banking Services and Investments are free to consumers.

### Corporate Responsibility Policies

At BMO, we have well-developed and long-standing corporate policies on social and ethical issues. As part of our framework for ethical decision-making, we insist that all our employees understand and respect these policies.

Guided by our policies, we:

- > Conform to all applicable 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.
- > Adhere to the principles of non-discrimination and equal opportunity.
- > Adhere to the principles of confidentiality and privacy in our interactions with our customers.
- > Consider ethical, political, social and economic factors in addition to normal lending considerations in the development of foreign business.
- > Prohibit lending to foreign customers to finance military equipment purchases that are inconsistent with Canada's national defence policy or international treaty obligations.
- > Maintain strict conflict of interest rules for employees, officers and directors.
- > Take reasonable precautions to ensure that we provide credit only to environmentally responsible borrowers.
- > Measure success in all we do by applying the principles of excellence, accountability, transparency and integrity.

### Preventing Money Laundering

To combat money laundering and terrorist financing, BMO has implemented programs and policies. Guided by these policies, BMO will not knowingly provide financial or other related services to anyone attempting to turn dirty money into clean money. BMO will not knowingly transact any type of business relating to property owned or controlled by or on behalf of a terrorist group.

### Recognized for Corporate Governance

*The Globe and Mail's Report on Business* 2007 annual review of corporate governance practices ranked BMO fifth overall among 270 Canadian reporting issuers.



### Corporate Responsibility Leadership

BMO continues to be recognized for its leadership in corporate responsibility. We ranked eighth in the Corporate Knights Best 50 Corporate Citizens Ranking 2007. For the fifth consecutive year, BMO Financial Group has been ranked among the top 10 companies in Canada – the only financial institution to be ranked in the top ten Best Corporate Citizens in each of the last five years.



*I'm very proud of BMO's reputation as a highly trusted organization. A key part of maintaining that trust is our proven commitment to safeguarding the privacy of our customers and employees.*

**Johnna Koso**  
Chief Privacy Officer  
BMO Financial Group



For more information:  
[www.bmo.com/corporateresponsibility](http://www.bmo.com/corporateresponsibility)



# Increasing Access to Financial Services

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"Before immigrating to Canada, I contacted BMO's Shanghai branch, and was invited to an information seminar where I learned about Canadian banking, real estate and culture. I was also introduced to a customer service manager who served as my advisor. BMO welcomed me. I liked that."



**Jun Yuan**  
BMO customer

## Priorities

- Provide** affordable banking to Canadians of all income levels.
- Offer** free banking to qualifying students, youths, young adults and seniors.
- Ensure** that all our customers have access to our products and services.
- Work** with First Nations peoples to increase access to financial services in Aboriginal communities and grow our On-Reserve Housing Loan and On-Reserve Home Renovation Loan Programs.
- Provide** products and services that meet the needs of our customers from diverse communities.

## Meeting the Needs of Our Customers

At BMO, we understand that increasing access to financial services benefits us all. By providing all of our customers – whatever their financial needs and circumstances – with the right products and services to realize their financial goals and dreams, we meet the needs of both individuals and communities. We also serve our company while helping to create the foundation for a robust economy and society.

### Providing Affordable Banking

We believe that all Canadians should have access to a banking plan that's affordable. For our customers with very straightforward banking needs, we offer our Practical Plan. It offers 10 monthly transactions for a low monthly fee of \$4.00. The fee is waived if a minimum monthly balance of \$1,500 is maintained.

We also offer our Performance Plan, which provides unlimited monthly transactions and is ideal for those customers who perform frequent transactions using more than one account. BMO is the only bank to offer a banking plan that allows customers to access multiple personal accounts under one plan fee.

### Meeting the Needs of Seniors and Youth

Understanding that older and younger Canadians have unique financial needs, we have extended our offer of free banking services to these age groups for the next three years. In 2007, we provided these services to approximately 874,000 customers aged 60 and above and approximately 415,000 students, youths and young adults.

Seniors who take advantage of our Performance Plan can bank without paying a monthly fee as part of our Senior Discount Program – a savings of \$13.95 per month. The plan includes unlimited transactions through any BMO channel.

We continue to be one of the few banks to offer students free banking. With BMO's Student Discount Program, students have access to our Plus Plan for free – a savings of \$8.50 per month. The plan includes up to 30 transactions each month, cheque return and one Interac® e-mail money transfer. We have extended our offer to include recent graduates, who are entitled to an extra 12 months of free banking with the Plus Plan.



### Savings 101

BMO continues to develop products and services designed to meet the unique financial needs and challenges of Canadian students. We recently introduced the BMO Student Price Card Mosaik MasterCard to help students maximize their use of discounts for savings on clothes, food, entertainment, travel and other services from more than 250 merchants at 10,000 locations across Canada. In addition, the new card can help students establish a strong credit rating, which will be essential for the approval of car loans, business loans and mortgages after graduation.



### Improved Accessibility

A major upgrade of our ABM network throughout our branches has improved accessibility to wheelchair users with lower machine heights and, where possible, front accessibility.

easier to read, pulsing light bars that direct users to the card slot and envelope depository, and large-character keypads. In addition, BMO Bank of Montreal offers fully personalized large-print cheques with perforated guidelines as well as statements in braille.

Through BMO's Employee Affinity group, Waves, for our deaf, deafened and hard of hearing colleagues, we receive counsel on best practices for serving members of their community. Thanks to their recommendations, our BMO Bank of Montreal Direct Banking Client Service Centre is equipped with a tele-typewriter (TTY/TTD) which allows our clients who are deaf, deafened or hard of hearing to have all of their banking needs met through one single point of contact.

Last year, we also became the first and only major bank to offer seniors enrolled in our free banking plans one free ABM withdrawal at another financial institution's ABM per month.

### Ensuring Accessibility

We are committed to ensuring that all our customers have access to our products and services. This begins with providing barrier-free access at our branches across the country. Today, 90% of our Canadian branches provide level or ramped entries to accommodate customers with disabilities. Many of our branches also offer wheelchair-height seating arrangements at service counters. As a result of a major upgrade of our ABM network across our 977 branches and off-site locations across Canada, our new ABM platform now offers improved accessibility. The ABMs' height has been lowered and, where possible, they provide front accessibility for wheelchair users.

To assist customers with low vision, our ABMs also have screens with contrasting bright colours to make instructions

### A Matter of Diversity

In Canada, between 19% and 23% of the population will consist of visible minorities by 2017. In Toronto and Vancouver, that number will be closer to 50%. Meanwhile, in the United States, minorities make up one-third of the population and will make up almost one-half by 2050. Clearly, to achieve our business growth strategy, we must focus our efforts on ensuring that our products and services are accessible in an increasingly diverse marketplace. We want to ensure that we understand and serve all of our customers regardless of gender, race, age, ethnicity, disability or sexual orientation.

### Banking for Newcomers to Canada

At BMO, meeting the needs of Canadians of many origins continues to be a business priority. Helping newcomers make a successful transition to their new homeland is the best way to serve new immigrants as well as our business and our country.



In 2007, we completed the integration of bcpbank Canada (pictured prior to conversion). With a network of eight branches in Toronto, Brampton, Hamilton and Mississauga and a customer base of 28,000,

this community bank has an established reputation for being the first choice for financial services amongst the Greater Toronto Area's sizable Portuguese-Canadian community. To mark the occasion, we also launched the Luso Card, a BMO Mosaik MasterCard designed specifically for the Portuguese-Canadian community.

The conversion provides former bcpbank Canada customers with access to BMO products and services at all branch locations across Canada. It also provides BMO with the opportunity to support the greater Portuguese-Canadian community through maintaining involvement in local initiatives such as the Portugal Day Parade, Casa dos Açores and the Portuguese Disabled Persons Building Fund.

BMO has also focused on meeting the needs of newcomers to Canada from Asia. We were one of the first Canadian banks to provide a Chinese-language option on our ABMs and for telephone banking, and to offer a Chinese-language web site. More recently, we added a simplified Chinese-character option on our web site to assist recent arrivals from mainland China. BMO's online banking web site also provides Chinese, Korean and Punjabi glossaries.

We have introduced a "Newcomers to Canada" web page at [www.bmo.com](http://www.bmo.com) that lists banking services of interest to new residents of our country. For the convenience of communities that require language assistance, we display "Multi-language spoken in the branch" signage. And we continue to enhance our Newcomers credit policies to enable more newcomers to qualify for loans and mortgages.

### Aboriginal Banking

At BMO, we have long had an interest in developing the financial capability of the Aboriginal peoples of Canada. Since the creation of BMO Bank of Montreal's Aboriginal Banking Unit in 1992, we have opened 11 full-service branches, three community banking outlets and one instore branch within

Aboriginal communities. The total amount of business we are doing with Aboriginal people, businesses and communities has grown from \$100,000 in 1992 to more than \$1 billion. Working with Aboriginal communities, we are committed to designing and delivering a meaningful and comprehensive range of financial products and services. Among these is BMO Bank of Montreal's On-Reserve Housing Loan Program, an innovative alternative for First Nations to help provide affordable housing for their members without government guarantees. In 2007, 12 new programs were launched within First Nations communities, offering qualified members the opportunity to own their own homes through access to housing loans for the construction or purchase of owner-occupied, single-family dwellings, or to finance renovations to existing homes. To date, 33 First Nations have implemented an on-reserve housing loan program, with BMO providing more than \$70 million in loans.

BMO also offers an On-Reserve Home Renovation Loan Program, which provides personal loans of up to \$25,000 for minor upgrades to existing housing. Currently the program operates in 10 communities with more than \$2.5 million authorized for personal loans.

In February 2007, the Canadian Council for Aboriginal Business honoured BMO with a gold-level Progressive Aboriginal Relations (PAR) award for our efforts to build a mutually beneficial, sustainable relationship with Aboriginal communities, businesses and individuals. BMO has been working for more than a decade to become an employer of choice and business partner for Aboriginal individuals and communities. The PAR recognition is not only an honour but also an opportunity to promote further dialogue while raising awareness of the growing contribution of Aboriginal businesses to the Canadian economy.



*BMO is providing the tools that give First Nations the ability to meet our economic development goals.*

**Brian Titus**  
Chief Financial Officer  
Osoyoos Indian Band  
Development Corporation  
British Columbia



For more information:  
[www.bmo.com/corporateresponsibility](http://www.bmo.com/corporateresponsibility)

# Engaging Our Stakeholders

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"The Retirement Advisory Council members prompt us to consider what may lie ahead for our clients from both a financial and a non-financial perspective. They encourage us to build upon our trusted relationships, challenging our conventional thinking about how, as a financial services provider, we can partner with our clients. Together we are working on solutions for tomorrow that are innovative yet pragmatic."

**Kris Vikmanis**  
Head of Retirement Market  
BMO Financial Group

## Priorities

1. **Seek out** opportunities to engage our stakeholders, including our customers, shareholders, employees and communities.
2. **Partner** with national and international groups committed to furthering the cause of corporate responsibility.
3. **Partner** to encourage dialogue on climate change issues.



## Our Partners

At BMO, we are continually seeking out opportunities to engage our stakeholders. We believe that by entering into dialogue with a broad range of partners, including our customers, shareholders, employees and communities, we best serve not only those whose lives are touched by our business but also our company.

## Listening to Customers

Whether it's buying their first house, saving for a child's education, investing for retirement or growing a business, our customers know where they want to go. Our job at BMO is to help them get there as quickly, efficiently and easily as possible. Achieving this objective begins with listening. Thanks to improved technology and a recent increase in the number of front-line employees, our people now have more time to deal with our customers on an individual basis. Making sure that we listen – and respond – to our customers is also the goal of our formal complaint resolution process. If a complaint cannot be resolved by branch staff or through the executive levels within our group of companies, a customer may appeal to BMO Financial Group's Office of the Ombudsman. To ensure we continue to serve our customers responsibly, we updated our complaint resolution process in 2007 (see *Earning the Trust of Our Stakeholders*, page 10).

## Retirement Advisory Council

While we strive to listen closely to what our customers tell us, we also consult with outside experts on issues of significant interest to our customers. For example, we have formed a panel of distinguished Canadians to advise our organization on emerging issues related to the changing realities of retirement. Our Retirement Advisory Council reaffirms our continuing commitment to helping customers understand and prepare for the challenges they face heading into retirement.

### Accountable to Shareholders

We serve the interests of our shareholders by succeeding as a business. Yet meeting the expectations of our shareholders also involves a commitment to being open, accountable and transparent. BMO continues to provide shareholders and other interested parties with access to a broad range of information about our business through our annual publications, including our Annual Report, Proxy Circular and Public Accountability Statement and web site. At the same time, we educate analysts and investors about our business through regular meetings and financial presentations. And we regularly solicit feedback from the investment community to better understand how our strategy and performance are being perceived and where there are opportunities for improvement.

### Welcoming Employee Opinion

To serve our customers exceptionally well, our people must have the environment, skills and training they need to succeed at work and in their personal lives. Particularly, they must have a workplace where everyone is encouraged to communicate their ideas, thoughts and concerns. One of the most important ways we capture employee feedback is through our Annual Employee Survey (AES), which enables us to measure employee attitudes and opinions about workplace issues ranging from diversity to business strategy. In 2007, we achieved the highest-ever employee engagement score in our AES – a tangible expression of the belief among our people that their voices are welcomed and heard.

#### Voice of Diversity

BMO's nine Diversity Councils and four Affinity Groups provide an opportunity for employees from many diverse backgrounds to be actively involved in increasing awareness and provide advice and counsel on matters of inclusion to our senior decision-makers. The groups themselves reflect our organization's diversity. As well as Aboriginal sharing circles, our Affinity Groups offer mentoring and career support for visible minority groups as well as employees who are deaf, deafened or hard of hearing, gay, lesbian, bisexual and transgendered.

### Responsible to Our Communities

At BMO, we accept our responsibility to the communities where we do business and to society at large. We are steadfast in our belief that by being a responsible corporation, we benefit our company and the greater world. We make significant contributions through corporate donations, sponsorships and events. In 2007, we contributed a total of \$42.6 million to communities and charitable and not-for-profit organizations in Canada. We publish and make available on our web site our annual Corporate Responsibility Report and Public Accountability Statement, which provides a detailed account of our contribution to society. We also partner with a number of national and international groups committed to furthering the cause of corporate responsibility, as well as promoting dialogue on climate change issues. In 2007, for instance, we partnered with some of our Canadian peers and Environment Canada to examine the role of the financial services sector in protecting and conserving Canada's boreal forest (see *Environmental Sustainability*, page 32).



*BMO Bank of Montreal has been a leader in supporting Royal Victoria Hospital, and our I Believe campaign for Phase 1 of the hospital's expansion project, which includes the Simcoe-Muskoka Regional Cancer Centre. Through its corporate commitment and other initiatives, BMO has raised significant funds for our hospital and has ensured that the people of our region will continue to receive quality and timely health care closer to home."*

**David Blenkarn**  
Chair  
Royal Victoria Hospital Foundation  
Barrie, Ontario



For more information:  
[www.bmo.com/corporateresponsibility](http://www.bmo.com/corporateresponsibility)

# Serving Our Customers Exceptionally Well

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"Since 1993, when my partners and I approached BMO with the idea of buying the company we worked for from its previous owner, the bank has been phenomenal. The folks at BMO not only gave us the advice we needed to close the deal, they continued to work with us as we grew strategically over the years."

**Harvey Sheydwasser**  
President  
LogiCan Technologies Inc.  
Edmonton

## Priorities

1. **Provide** our customers with excellent service.
2. **Develop** new products and services to help our customers attain their financial goals.
3. **Introduce** innovative products and services to meet the needs of our small and medium-sized business partners.
4. **Respond** to the needs of our business customers in times of crisis.

## On the Side of Our Customers

Our research tells us that the majority of our customers – and consumers in general – want their financial institutions to help make their financial lives less complex. They want honest, understandable information, meaningful choices and clear, relevant guidance. And they want to feel that the financial experts who advise them about their money are on their side. Put simply, they want exceptional customer service. At BMO, we are committed to providing exactly that.

## Investing in Technology

We're investing in technology to make it easier and faster for customers to do business with us. Recently, we completed a major upgrade of our ABM network, installing almost 2,000 new state-of-the-art ABMs throughout our network of 977 branches and off-site locations across Canada. Our new generation of ABMs has many improved customer service features that make banking at an ABM faster, simpler, more accessible and more secure. The new ABMs will also accommodate future banking functions such as cheque imaging and the use of Chip Card technology.

## Simplifying and Improving Processes

We are also focused on shortening the time it takes to make decisions, answer our customers' questions and get things done. That means less red tape, simpler, improved processes and shorter wait times. It means more of our customer-facing employees with the skill sets and decision-making abilities to help our customers and communities with their financial needs.

## MyLink™

We introduced MyLink™ in 2007, making BMO InvestorLine the first online brokerage in Canada to offer a service that sends personalized messages directly to individual shareholders.

In Canada, we added 55 new mortgage specialists last year. And we are planning to hire another 80 in 2008. We understand the importance of buying a home. For Canadian customers who apply for a loan or mortgage online or by telephone, we shortened the wait time for a decision by 88%. In the U.S., approval wait times were cut in half for qualified Harris<sup>®</sup> mortgage customers.

Our top-ranked BMO InvestorLine<sup>®</sup> continues to respond to clients' direct investing needs. In 2007, we streamlined our online application process to allow clients to open trading accounts more quickly and help reduce approval wait times. Currently, 80% of online applicants receive swift approval and immediate access to their accounts. We also introduced MyLink<sup>™</sup> in 2007, making us the first online brokerage in Canada to offer a service that sends personalized messages directly to individual shareholders. This industry-leading secure online service gives our clients access to relevant and timely information specific to their investment holdings, enabling them to make better investing decisions.

### **Understanding Business Customers' Needs**

#### *Focus on Our Commercial Customers*

This year, we created three new commercial districts led by senior, experienced bankers in Toronto, Vancouver and Montreal to focus exclusively on business customers. We offer our customers, from small businesses to medium-sized enterprises and mid-market banking clients, a single source for business solutions, including banking expertise and advice,

and a meaningful line-up of products and services to assist with banking, managing cash flow, investment and financing. By partnering with our colleagues within the bank, BMO Harris Private Banking expertise is also available, as are banking services for business customers' employees.

Last year, we eliminated FirstBank<sup>®</sup> Commercial Transfer Service fees for commercial customers. Our business customers have always been able to enjoy the flexibility and convenience of doing their banking at any BMO location – now they can do it for free.

In cooperation with both the federal government and the provincial government of Ontario, we began offering loans under the federal Advanced Payments Program to customers currently utilizing the Ontario Feeder Cattle Loan Guarantee Program. The new offering allows producers access to interest-free capital. For customers, that means improved cash flow throughout the year. BMO is one of only three financial institutions participating in the Ontario Feeder Cattle Loan Guarantee Program and has made approximately 75% of all loans under the program.

In partnership with Export Development Canada, we also introduced the Export Guarantee Program, which is designed to help smaller exporters compete for larger contracts by providing more financing to small and medium-sized exporters across Canada (for more information on business financing, see *Business Debt Financing*, page 39).

# \$126 billion

In 2007, BMO's authorized business loans totalled \$126 billion.

### **BMO customers**

can now use Harris ABMs without paying the \$3 Cirrus transaction fee. The same applies for Harris customers who use BMO ABMs.

#### **Help for Small Business Owners**

In partnership with *PROFIT* magazine, we continue to offer our bi-weekly Business Coach podcasts for small business owners. Rated as one of the top podcasts available for download during the run of its first episode on Apple iTunes<sup>®3</sup>, the latest Business Coach episodes offer new insight and information in an updated format to help small business owners run their business better.

BMO also continues to offer business support through our Business Coach Series booklets, which address essential areas of financial management, enabling our business customers to operate their businesses more effectively. The Business Coach Series includes interactive worksheets to assist in the preparation of business plans and cash flow management. Meanwhile, the Small Business Centre section on our web site, [www.bmo.com](http://www.bmo.com), continues to provide both established and aspiring entrepreneurs with access to an extensive business knowledge database.

#### **New Products and Services**

Our commitment to excellent customer service means continuing to introduce products that meet the needs of our customers. Recently, we introduced an exciting new way for our personal banking customers to collect AIR MILES<sup>®4</sup> reward miles on purchases made with their debit cards. BMO is now leading the industry in Canada by rewarding customers with reward miles for purchases made on debit cards, in addition to existing rewards on credit cards. Customers also receive additional reward miles when they do more of their business with us.

#### **Protecting Customer Rights**

Protecting the rights of our customers is essential to providing exceptional customer service. We require that all employees act in accordance with *FirstPrinciples: Our Code of Business Conduct and Ethics*. Our commitment to protecting our customers' privacy and serving our customers fairly and ethically is detailed in the *Earning the Trust of Our Stakeholders* section of this report (see page 10).

In 2007, we updated and refined our dispute resolution process. As well, we developed a single reference document called *We Can Help – Resolving Customer Complaints*. Further details regarding complaint resolution can also be found in the *Earning the Trust of Our Stakeholders* section of this report (see page 10).

#### **Providing Information Our Customers Need**

We are committed to giving our customers the information and advice they need to make the right decisions about their money – and their financial futures. Our *Retirement Your Way*<sup>®</sup> podcasts, hosted by Pamela Wallin, a respected journalist and member of BMO Financial Group's Retirement Advisory Council (see *Engaging Our Stakeholders*, page 17), offer valuable information and insights on a variety of issues that impact Canadians approaching retirement. Our first video podcast features Dr. Sherry Cooper, Chief Economist, BMO Capital Markets and the author of *The New Retirement: How It Will Change our Future*, and addresses the impact retiring baby boomers will have on the labour market and the economy.

OUR CUSTOMERS WANT THEIR  
FINANCIAL INSTITUTIONS  
TO HELP MAKE THEIR FINANCIAL  
LIVES LESS COMPLEX. AT BMO,  
WE ARE COMMITTED TO  
DOING EXACTLY THAT.

“ Purchasing a first home can be confusing. By developing and presenting our First-time Home Buyers podcast series, we are helping new home buyers overcome their anxiety and enter the market with confidence.”

**Cid Palacio**  
Vice-President  
BMO Bank of Montreal

We have also launched a new series of audio podcasts aimed at providing valuable information and advice to those entering the real estate market for the first time. The free podcast series, available for download on our web site at [www.bmo.com](http://www.bmo.com), as well as on iTunes and other podcast distributors, takes listeners through the decisions faced by those new to the home-buying process, educating them on big-picture issues while providing critical information and investigating some common myths.

#### **At Times of Loss**

Each year, many of our clients experience the loss of someone close to them. For those facing bereavement, this difficult time can be more challenging if they have been named executor for the estate of the deceased. To assist those customers, we recently developed a brochure, *With you, when you may need us most – In a time of loss*, which provides clients with the important information they need as an executor.



For more information:  
[www.bmo.com/corporateresponsibility](http://www.bmo.com/corporateresponsibility)

#### **AWARDS AND RECOGNITION FOR CUSTOMER SERVICE**

- ➔ BMO Harris Private Banking was recognized in *Euromoney Magazine's* global survey of private banking services as the Best Local Private Bank in Canada, and Harris Private Bank was rated one of the top five local private banks in the United States.
- ➔ BMO Capital Markets ranked as the top Equity Research Group in Canada for the 27th consecutive year in the Brendan Wood International Survey of Institutional Investors.
- ➔ BMO's Customer Connect received the Gold Award in the For Profit Customer Centricity category at the Canadian Information Productivity Awards.
- ➔ BMO Mutual Funds was awarded the Dalbar Mutual Fund Service Award for best overall service.
- ➔ Guardian Group Asian Growth and Income Fund received a Lipper Award for excellence in delivering consistently strong risk-adjusted performance.

# Investing in Our Communities Through Donations and Sponsorships

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"BMO is known for supporting the arts. And they get the ecology of the arts system across all the disciplines. They support emerging artists, new voices, small companies, medium-sized companies and, of course, the great cultural institutions. The National Ballet of Canada is very proud to be associated with BMO."



**Karen Kain**  
Artistic Director  
The National Ballet of Canada

The National Ballet of Canada's production of The Sleeping Beauty.

Photographer: Cylla von Tiedemann

## Priorities

1. **Help** our regions, cities, towns and communities thrive by continuing to support charities and not-for-profit organizations across Canada and the United States.
2. **Be** one of Canada's leading corporate benefactors.
3. **Maintain** education as a core focus of our contributions program.

## Donations: Where the Money Goes

In 2007, we contributed \$50.4 million in corporate donations, sponsorships and events, supporting communities and thousands of charities and not-for-profit organizations in Canada and the United States.

## Building Stronger Communities

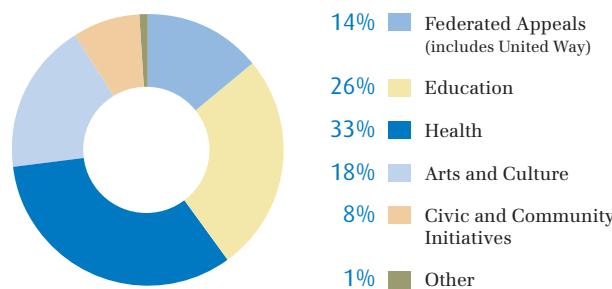
At BMO we believe that by building stronger communities – by investing in the neighbourhoods, towns, cities and regions where we operate – we provide real social benefits and add value to our company. Strong, healthy and civil communities are good for our families and customers, and they are the foundation of a prosperous and resilient society.

BMO continues to be one of Canada's largest corporate benefactors. In 2007, we contributed \$50.4 million in donations, sponsorships and events in Canada and the United States to support charities, not-for-profit organizations and programs. Of this amount, \$42.6 million was contributed in Canada, including \$20.2 million in charitable donations and \$22.4 million in sponsorships and events.

As in years past, we contributed in a broad range of areas, including education, health, arts and culture, community development and sports and athletics.

## Encouraging Education

Education is a core focus of our charitable giving program. As an organization that has long been recognized as a leader in learning, we know the important role education plays within our company and in society. The source of confidence, enlightenment and innovation, learning makes us all better. In 2007, we pledged \$4.8 million in new funding to educational institutions across Canada.





### Improving Access to Education

BMO Capital Markets in Canada and the United States once again demonstrated our corporate commitment to learning by donating all of the institutional equity trading commissions earned during one day to the charitable program *Equity Through Education* (pictured above are Tracee Smith and Keesic Douglas, scholarship recipients). In total, \$1.7 million was raised on May 2. *Equity Through Education's* four Canadian charities – The Canadian Merit Scholarship Foundation, the Foundation for the Advancement of Aboriginal Youth (FAAY), the National Educational Association of Disabled Students (NEADS) and Pathways to Education Canada – shared \$1,050,000. The campaign's three U.S.-based charities – The Jackie Robinson Foundation, YAI/National Institute for People with Disabilities Network and the Financial Women's Association – shared US\$600,000 (see page 8).



Pictured (left to right) are GENIVAR's Gilles Desrochers and BMO's Jacques Ménard and Ronald Monet on a hard-hat tour during construction of the BMO Auditorium facility at Concordia University in Montreal.

In Central Canada, we announced a \$500,000 donation to establish the *BMO Financial Group Graduate Scholarship Fund* at Wilfrid Laurier University in Waterloo, Ontario. As well, we pledged \$2.5 million to develop the 300-seat BMO Auditorium in the new John Molson School of Business at Concordia University in Montreal. The pledge will also fund a lecture series on business ethics and governance when the facility opens in 2009. In addition, we announced a commitment of \$1.5 million over five years to establish the *BMO Major Fellowship Endowment* at Montreal's McGill University.

### Promoting Health

Good health and wellness – hallmarks of a responsible and caring society – are an important concern to our many stakeholders. It's a concern we share. In 2007, BMO committed \$7.8 million to medical research and treatment, and to organizations promoting wellness at both the national and local levels across Canada.

### Supporting Community Hospitals

A significant amount of this money was directed toward community hospitals in recognition of the indispensable role such institutions play. In British Columbia, we announced a pledge of \$150,000 over five years to the Abbotsford Regional Hospital & Cancer Centre. The new facility will include a state-of-the-art, 300-bed acute care hospital serving 330,000 people in the Fraser Valley area. We also announced

In British Columbia, we announced a \$500,000 donation to The University of British Columbia's Sauder School of Business, one of the country's foremost research-based schools and an internationally recognized leader in creating business knowledge. We also pledged \$550,000 over seven years to the University of Victoria to construct a 12,500-square-foot multi-purpose educational facility that will help to make the university a leading centre for indigenous education in North America. Modelled on the traditional Coast Salish longhouse, the centre will bring many Aboriginal initiatives on campus – student recruitment, counselling and advisory personnel, faculty, and social gatherings – to one location with the aim of helping students succeed.

a \$150,000, five-year contribution to help update and expand Peace Arch Hospital, the primary care facility for residents of White Rock and South Surrey.

In Alberta, we announced a pledge of \$100,000 over five years to the Royal Alexandra Hospital Foundation, a teaching hospital in Edmonton affiliated with the University of Alberta. The funds will go to the construction of the new seven-storey Robbins Pavilion, which will house a number of health services, including the Lois Hole Hospital for Women, the first hospital in the region dedicated to women's health.

In Ontario, we pledged \$750,000 over five years to University Hospitals Kingston Foundation's three hospitals in Kingston. While the major portion of our pledge is earmarked for the redevelopment of the hospital sites, \$250,000 will be used to establish the *BMO Financial Group Awards for Healthcare Excellence* endowment, which will be used to generate annual awards to allow staff to attend international training sessions and conferences, as well as to support their master's and doctorate studies.

Also in Ontario, we announced a commitment of \$750,000 over five years to Southlake Regional Health Centre (SRHC) in Newmarket to build a new cancer centre. It is estimated that by 2012, SRHC, a community hospital and regional cancer centre, will treat 95,000 patients with cancer annually. Additionally, we committed \$500,000 in support of The William Osler Health Centre in Brampton. And we committed \$60,000 over five years to help redevelop the John McGivney

Children's Centre, which provides rehabilitative services to children and youth with disabilities and special needs in the Windsor and Essex County community.

In Newfoundland and Labrador, we pledged \$400,000 over five years to over 80 health care facilities that make up the Eastern Regional Health Authority.

#### **Funding Cancer Research**

Since 1995, the Ottawa Regional Cancer Foundation (ORCF) has been dedicated to funding research, patient care, education and awareness in Eastern Ontario. Last year, BMO committed \$150,000 over five years to ORCF, which will fund the creation of *BMO Financial Group Fellowships* to support cancer research.

#### **Supporting Arts and Culture**

We remain steadfast in our belief that arts and culture enrich all our lives. Whether it emerges in a music class at a local community centre or blossoms on a national stage or gallery, art is a source of inspiration and joy. In 2007, BMO contributed \$2.8 million to cultural charities and organizations.

Our contribution included the announcement of a \$450,000 pledge to The Banff Centre for Continuing Education. An internationally celebrated learning and cultural institution, The Banff Centre draws more than 7,000 creative artists and thinkers to its doors annually. Banff's programs range from artist residencies and curatorial studies to leadership development for not-for-profit organizations.

**\$2.5 million**

We pledged \$2.5 million to develop the 300-seat BMO Auditorium in the new John Molson School of Business at Concordia University in Montreal.

**\$2 million**

Last year, we reaffirmed our long-standing commitment to Kids Help Phone with a \$2 million donation.

**STRONG, HEALTHY  
AND CIVIL COMMUNITIES  
ARE THE FOUNDATION  
OF A PROSPEROUS AND  
RESILIENT SOCIETY.**

### **BMO 1st Art! Invitational Student Art Competition**

2007 marked the fifth anniversary of the *BMO 1st Art! Invitational Student Art Competition*, which celebrates the creativity of art students at post-secondary institutions across Canada (see page 7).

### **Partnering for Community Development**

Partnering with organizations that encourage tolerant and caring communities has long been a priority at BMO. Last year, we reaffirmed our long-standing commitment to Kids Help Phone with a \$2 million donation. Our contribution will help the organization, Canada's only toll-free and bilingual anonymous phone and web counselling, referral and information service for children and youth, sustain current operations while planning for future growth (see page 7).

We also contributed \$330,000 over five years to enable the Canadian Council of Christians and Jews to expand its existing programming. Since it was founded in 1947, the organization has been helping to break down barriers of ignorance and intolerance and build bridges of respect and understanding.

### **From Dream Home to Reality**

October 8, 2007 was a happy day for Corinne Gurman. That was when she won a BMO Bank of Montreal Dream Home, a new, state-of-the-art, energy-efficient house located in Laval, Quebec. It was a good day, too, for more than 100 not-for-profit organizations in the Montreal area operating in various fields – in particular with sick and underprivileged children – that will benefit from nearly \$1 million raised by the Dream Home fundraising campaign.



BMO Bank of Montreal Dream Home, Laval, Quebec.



Centre BMO, Saint-Hyacinthe, Quebec, a local sports complex.

### **A Centre for Agriculture and Sport**

Centre BMO is the name of the new agriculture-plus-soccer centre in Saint-Hyacinthe, Quebec. The new complex will meet the needs of the community – the leading agri-food centre in Quebec – for additional event and meeting space. At the same time, it will provide a venue for young people in the region to participate year-round in the most popular game on the planet.

### **Helping YMCAs Serve Communities**

BMO is pleased to continue partnering with local YMCAs, which serve Canadians of all ages in communities across the country. In 2007, we pledged \$100,000 over five years to the YMCA of Greater Vancouver's Strong Foundations Strong Communities campaign. Specifically, our contribution will help revitalize the YMCA Nanook Child Care Centre, a facility that provides much-needed services for children and new immigrant families in East Vancouver. In Alberta, we contributed \$50,000 to YMCA Calgary's Growing Strong Together campaign. This money will be targeted toward programs designed to help youth succeed. Meanwhile, in Nova Scotia, we pledged \$75,000 over three years to The YMCA of Cape Breton, the oldest charitable organization in the region. The funding will support expanding and refurbishing the Y's main branch in Sydney.

### **United for Good**

BMO continues to be one of the largest corporate supporters of United Way and Centraide across Canada. In 2007, we contributed a total of \$2.3 million for the federated charities, which are committed to working in partnership with community leaders, business, labour and government to target the critical social issues affecting the quality of life in our communities.

### **Sponsoring Sports and Athletics**

Whether it involves a youngster playing soccer at the community gym or an elite athlete practicing for an international skating competition, sports and athletics have the potential to improve well-being. At their best, they can also inspire understanding and tolerance and celebrate cultural diversity. Certainly, that's the goal of BMO's support of soccer – the *beautiful game* enjoyed by millions of people around the world. 2007 marked the official opening of BMO Field™ in Toronto, the new 20,000-seat stadium that is home to Major League Soccer's Toronto FC and Canada's national soccer team. It also saw the launch of our partnership with The Canadian Soccer Association to support grassroots soccer for young people – one way to support our customers from diverse backgrounds in communities across the country.



BMO made a commitment to donate \$10,000 a year over five years to Moncton Headstart Foundation Inc., to help disadvantaged families become self-sufficient and integrated into the community. Pictured (left to right) are George Leblanc, Moncton Headstart Foundation Inc. and Clare Archibald, Moncton Headstart Inc., receiving the first installment from BMO's John Duff and Keith MacLeod.



### **Award for Excellence**

At its annual awards ceremony in Winnipeg last March, the Canadian Sport Awards presented BMO with the Canadian Sport Award for Corporate Excellence – National Initiative Support in recognition of our sponsorship of Skate Canada's CanSkate® program.



*Harris has been an integral part of United Way for most of our 75 years, providing significant financial and volunteer support. It's exactly involvement like this that strengthens our community so more people can face life's challenges and become independent."*

**Janet Froetscher**  
President and Chief Executive Officer  
United Way of Metropolitan Chicago



For more information:  
[www.bmo.com/community](http://www.bmo.com/community)

# ✓ Engaging Our Employees

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“Success in the execution of business strategy is dependent upon acquiring and retaining the best people, and then getting that talent into the right roles – with clear mandates, so they can perform at the top of their game.”

### Rose Patten

Senior Executive Vice-President,  
Head of Human Resources  
and Senior Leadership Advisor  
BMO Financial Group

## Priorities

1. **Provide** our employees with the skills and training they need to best serve our customers and achieve their personal career goals.
2. **Place** special emphasis on the early identification of emerging leaders to ensure a ready pipeline of talent for key leadership roles.
3. **Actively** partner with community and government agencies to recruit talented people from the communities where we live, work and do business, including groups that are underrepresented in our workforce.
4. **Support** each other in achieving work/life balance.
5. **Support** our employees who are active volunteers in our communities.

## Employer of Choice

We believe that making BMO the financial institution of choice for our customers has a lot to do with our commitment to being an employer of choice. By providing a workplace that is supportive, welcoming to individuals from diverse communities and filled with opportunity, we attract and retain the exceptional people we need to serve our customers and achieve our business objectives.

## Focus on Learning

We provide the learning environment and opportunities our employees need to achieve high performance and personal satisfaction at every stage of their careers. Our corporate university, BMO Financial Group’s Institute for Learning, is redesigning its curriculum to ensure we continue to offer the timely and relevant training that supports our growth and customer-focused strategy. To ensure that our renewed curriculum will support our business performance, we have created a Development Committee composed of 16 executives from across our organization, all of whom have extensive business experience and an appreciation of the skills our people need to perform to the best of their abilities.



## Supporting Career Opportunity Forums

We are partnering with the National Educational Association of Disabled Students to provide greater career opportunities to individuals with disabilities. And we have been travelling across Canada offering Job Search Strategy Forums to hundreds of students with disabilities to help them make the transition from school to work.

While achieving top performance means developing all our employees, we are placing particular emphasis on identifying and fostering our emerging leaders. Last year we increased our pool of emerging leaders by 46%. We also initiated a new senior leadership development program to help our leaders acquire the skills they need to effectively lead in today's complex and highly competitive marketplace.

#### **Learning Index**

To help ensure our learning program remains relevant, we incorporate a full Learning Index into our Annual Employee Survey every two years. In 2007, the Index's acquisition score, which measures the degree to which our employees believe they can access the learning they need, was the highest ever recorded. The application score, which measures how well employees believe they can apply learning on their jobs, increased as well.

#### **A Commitment to Diversity**

A diverse workforce that mirrors the communities where we work and do business is critical to attracting and retaining talent. At BMO we draw our strength from the diversity of our people and our businesses.

BMO is actively addressing this reality by partnering with community and government agencies to recruit employees from diverse communities. To increase representation of people with disabilities, for instance, we are partnering with JVS Toronto to deliver a six-week pre-employment training program to individuals prior to joining BMO. We have also



#### **Championing Diversity**

Jennifer Hamoen has been a full-time BMO employee for over seven years. "BMO is an employer that is committed to championing diversity," says Hamoen, Communications Consultant, Technology and Operations. "From providing me with an ergonomic chair to allowing me to work from home when necessary, BMO supports my needs in the workplace."



#### **Recognized for Corporate Diversity**

Harris was named one of the 25 Noteworthy Companies for Diversity through *DiversityInc* magazine's annual ranking of companies in the areas of CEO commitment, human capital (retention across all racial, ethnic and gender categories), corporate communications and supplier diversity.



*BMO stands out as an employer that understands and supports the complex issues facing young graduates with disabilities and the real issues that people with disabilities face in the workplace."*

**Frank Smith**  
National Coordinator  
National Educational Association  
of Disabled Students



### Reaching Out

An important part of our diversity strategy involves reaching out to our communities. For example, BMO is a long-time supporter of the *Harry Jerome Scholarships*, awarded annually to Canadian post-secondary students of African or Caribbean descent who demonstrate academic excellence and community involvement. Alycia Saddler, a biochemistry student at the University of Ottawa, is a 2007 scholarship winner. While dealing with chronic health issues, Alycia is an honours student and a founding member of Camp Jumoke, a camp for children and youth with sickle-cell disease.



BMO Employee Charitable Foundation hosted the *Celebration of Giving* event in May 2007 to distribute more than \$1.3 million to 50 Greater Toronto Area charitable organizations. The funds were raised as part of the 2006 national fundraising campaign. Pictured above are BMO Employee Charitable Foundation mascot Beco, Derek Wilson of the Multiple Sclerosis Society of Canada, and BMO the Bear.

partnered with the Foundation for the Advancement of Aboriginal Youth (FAAY) to launch the Ron Jamieson BMO Financial Group Aboriginal Scholarship Program. This program provides students with work experience through paid summer internships and opportunities for permanent employment upon graduation. BMO is now the largest provider of bursaries and scholarships for Aboriginal youth through FAAY. By working with external partners, we are helping to develop the next generation of Aboriginal leaders.

We are also building bridges into future talent pools of potential employees and leaders by creating opportunities through education. BMO Capital Markets continues to sponsor *Equity Through Education*, a unique program that provides educational opportunities to women, visible minorities, people with disabilities and Aboriginal people.

### Encouraging Work/Life Balance

We want our employees to succeed at work – and in life. To that end, we offer competitive compensation, an extensive benefits program, which includes a company pension plan, extended medical benefits, flexible work arrangements, an employee share ownership program and leaves of absence including pregnancy, parental and compassionate leaves. We also provide a comprehensive Employee Assistance Plan in North America, available to employees, pensioners and their families. The program's services include personal counselling, childcare and eldercare services, crisis intervention and group support.

### A Tradition of Helping Our Communities

Helping to generously support their communities is a tradition for BMO employees. Since 2000, when BMO Employee Charitable Foundation (formerly BMO Fountain of Hope) became a

### Sending Kids to Camp in Yellowknife

Employees at our branch in Yellowknife are among the most active participants in the BMO Employee Charitable Foundation. In 2007, branch staff hosted a number of fund-raising events including *Grand in the Hand* raffles, which raised \$2,900 for local charitable organizations. Among the recipients was Northwest Territories Council of Persons with Disabilities, which used the money to help send local children with disabilities to summer camp.

national organization, employees and pensioned employees have raised more than \$50 million to help those in need in the communities where they live and work across Canada. In 2007 alone, our employees raised a total of \$8 million. We are proud to support our employees' and pensioners' contributions. BMO covers the administration costs of our Employee Charitable Foundation, which ensures that all money donated or raised makes its way to our employees' communities.

### A Tradition of Volunteering

On October 10, 2007, hundreds of Harris employees picked up paintbrushes, brooms and hammers to assist local organizations and launch the Harris and BMO Capital Markets United Way annual giving campaign. Harris, which celebrated its 125th anniversary last year, has long been an active and generous supporter of the 75-year-old United Way of Metropolitan Chicago. Our total gift to United Way of Metropolitan Chicago in 2007, including funds raised by our employees, our corporate gift and other contributions, totalled US\$1.8 million.

### Volunteer Grants and Matching Gifts

BMO has a special interest in supporting employees who share our passion for learning. Our *Matching Gift Program for Higher Education* provides matching funding for eligible donations made by employees, pensioners and directors, helping to ensure that our institutions of higher learning are both excellent and accessible. We contributed \$191,000 through our Matching Gift Program last year.

We recognize and support the volunteer efforts of our employees through our *Volunteer Grants Program*, which provides funds to organizations supported by permanent and pensioned BMO Financial Group employees. In 2007, BMO contributed \$438,000 to charities and non-profit organizations supported by our people.

**\$65.8 million**

In 2007, BMO invested \$65.8 million for employee training and development.

**\$8 million**

In 2007, our employees contributed \$8 million through BMO Employee Charitable Foundation.

### Recognized for Training and Development

*Training* magazine recognized BMO for the sixth consecutive year as one of North America's top 125 corporations for training and development. We were recognized for our unique learning programs, internal accreditation programs and commitment to employee development.

“ *We have found that engaging people with disabilities in advance of employment has been critical to our success and to their success as our colleagues. Engaging with community partners, transitional support and pre-employment training have helped us create a workforce that truly represents the communities where we do business.*”

**Jackie Irvine**  
Senior Vice-President  
Direct Banking  
BMO Bank of Montreal

“ *At BMO, we're implementing new approaches to attracting, developing and retaining a talented, diverse and multi-generational workforce.*”

**April Taggart**  
Senior Vice-President  
Talent Management and Diversity  
BMO Financial Group



For more information:  
[www.bmo.com/employees](http://www.bmo.com/employees)



# Environmental Sustainability

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"At BMO we see things clearly. To succeed today, companies must reflect the values of the customers and the communities they serve and ensure they deliver both business and societal value."

### Bill Downe

President and Chief Executive Officer  
BMO Financial Group

## Priorities

1. **Reduce** our operational impact.
2. **Maintain** responsible lending practices.
3. **Work** with stakeholders to deepen our understanding of current environmental issues.

## Addressing Climate Change

Climate change is one of the far-reaching challenges of this century, one that has profound implications for our customers, shareholders, communities – and our business. At BMO, we are committed to being part of the solution. In practice, this means we are seeking to understand the implications of our actions by listening to stakeholders, participating in industry working groups and networking with our peers. It also means that we are endeavouring to manage our contribution to climate change by addressing the direct and indirect environmental impacts of our business.

## Reducing Our Footprint

It is the mandate of BMO's Environmental Sustainability Office to understand the impact our operations have on the environment, and to design, implement and maintain a sustainable enterprise-wide Environmental Management System that reduces our own environmental footprint. Specifically, the focus is on establishing and updating baselines, setting reduction targets and tracking progress in the areas of energy consumption, transportation, material consumption, waste generation and procurement.

In 2007, efforts to reduce our direct and indirect environmental impacts included the following initiatives:

### Saving Energy

At BMO, we believe that saving energy is good for our business and the environment. With that in mind, we committed to building three branches in Canada and one in the United States that will be certified under Leadership in Energy and



BMO Kingston Road & Salem Branch located in Ajax, Ontario built to Leadership in Energy and Environmental Design (LEED) standards.

Environmental Design (LEED) criteria. LEED certification covers the design, construction, and operation of green buildings and will enable us to measure a building's performance in areas such as water savings, energy efficiency, materials selection, and indoor air quality. We expect energy savings in excess of 45% at each participating branch.

#### **Green Power**

In September, we signed a three-year agreement with Bullfrog Power, a green electricity retailer that markets energy from clean, renewable sources like wind power and low-impact water power, to purchase 5,000 megawatt hours of emission-free electricity annually. Up to 53 branches in Ontario and Alberta will be bullfrogpowered<sup>TM</sup>, which will ultimately reduce our overall carbon emissions by more than 3,000 tonnes per year. That's equivalent to removing 650 cars from the road or planting 77,000 trees. With this investment, BMO is now a leading financial institution on the bullfrogpowered<sup>TM</sup> Green Index.

#### **Taking Public Transit!**

Also in September, we announced our participation in the Toronto Transit Commission's VIP Metropass Program. The program allows individual participants to purchase monthly transit passes for the city's bus, streetcar and subway system at a discounted rate. By encouraging our employees to leave their cars at home and use public transit, we are helping to reduce vehicle emissions and improve air quality in Canada's largest metropolis.

#### **Adopting Best Practices**

Climate change is an issue with important business ramifications. To fully understand the implications for BMO, we conducted research on climate change risks and opportunities as they apply to us, benchmarking ourselves to determine how our response to climate change compares to that of other financial institutions recognized for their best practices in this area. Additionally, we joined with five Canadian banks to sponsor a study examining the role of the financial services sector in protecting and conserving Canada's boreal forest. We also participated in the development of a research study on the emergence of green financial products and services. We are using the knowledge gained through each of these initiatives to enhance environmental management within our organization.



#### **Protecting the Boreal Forest**

The Canadian boreal forest is a complex, interconnected landscape of nearly six million square kilometres of forest, wetlands, mountains, rivers and lakes. The forest cleanses our air, provides us with abundant fresh water and serves as a buffer against climate change. In 2007, along with some of our Canadian peers and Environment Canada, we participated in a study examining the role of the financial services sector in protecting and conserving Canada's boreal forest. We used this exercise to benchmark our policies and programs addressing the protection of biodiversity, ecologically sustainable forest management and indigenous peoples' rights against those of other financial institutions. As a result, we are undertaking to provide additional guidance in our policies based on the possible effects of lending activity in the region.

“

*BMO's purchase of clean, renewable power from Bullfrog is a significant step forward in its efforts to reduce its environmental impact. As one of the largest commercial purchasers of green power in Canada, BMO has demonstrated leadership among Canadian financial institutions.”*

**Tom Heintzman**  
President  
Bullfrog Power

### ***Technology Disposal Program***

BMO's Technology Disposal Program is designed to safeguard the privacy and confidentiality of our customers and employees, while also minimizing the environmental impact of the disposal of unwanted equipment. When possible, we donate equipment, including computers, fax machines and cell phones, to charitable organizations. For BMO's ongoing support of the Computers for Schools program, we received the RCT (Renewed Computer Technology) Technology Accelerator Award for being one of the top three computer donors in 2007. Non-useable equipment is disposed of using environmentally friendly methods. In 2007 alone, 241 metric tonnes of technology equipment were donated or disposed of in an environmentally friendly fashion.

### ***Greener Transport***

For our service fleet, we are working to ensure that our vehicles are as fuel-efficient as possible. In Chicago, the motor pool used by Harris employees now consists of 20 hybrid sedans. In Canada, we have committed to begin converting our fleet of 160 leased vehicles to hybrid cars beginning in 2008.

### ***Promoting Sustainability***

Just as we are taking steps to reduce our own footprint, so too are we endeavouring to promote sustainability in the world beyond. Through our ongoing affiliation with global environmental organizations we are not only furthering our knowledge but also helping to promote environmental sustainability globally. The following are three of these affiliations:

#### ***Carbon Disclosure Project***

Once again, we were signatories and respondents to the Carbon Disclosure Project, an initiative sponsored by institutional investors designed to encourage the world's largest companies to raise the level and quality of their climate change management disclosure.

#### ***Equator Principles***

BMO is a signatory to the *Equator Principles*, an international voluntary framework for managing social and environmental risks in project financing.

### ***United Nations Environment Programme***

#### ***Finance Initiative (UNEP FI)***

UNEP FI is a global partnership between the United Nations Environment Programme and the financial services sector to develop and promote linkages between the environment, sustainability and financial performance.

### ***Sustainable Procurement***

We are committed to purchasing products and services from environmentally responsible suppliers. This year, we implemented a more comprehensive sustainable procurement practice designed to include environmental and social considerations in the process for evaluating and selecting suppliers across the enterprise.

### ***Responsible Lending***

BMO has a well-established credit approval process that requires a review of environmental issues for all applications and in-depth analysis for credits in environmentally sensitive industries. We have identified approximately 50 industries that we consider to be environmentally sensitive and which require a higher level of assessment. Lenders are required to follow established processes in dealing with customers in these industries.

Our commitment to the application of the *Equator Principles* (EP) means that we will only finance projects that are developed in a socially responsible manner in line with sound environmental management practices. We financed

### **Commitment to Environmental Sustainability**

Our commitment to a greener environment was advanced by the creation of a new Director of Environmental Sustainability position in 2007. Says Jim Johnston, BMO's first Director of Environmental Sustainability, "We are building awareness around what we can do better with regards to the environment, and giving our employees the proper support to make that happen."

In 2007, we engaged with the following environmental stakeholders.

Environmental Stakeholders	Topics of Interest
<b>Ethical Funds, Rainforest Action Network, ForestEthics, Canadian Boreal Initiative, The Nature Conservancy, Conservation Biology Institute, Global Forest Watch Canada</b>	Climate change, sustainable procurement policies, biodiversity and human rights in relation to lending activity.
<b>North American Task Force of the UNEP FI</b>	Participated in the development of a research study on the emergence of green financial products and services.
<b>Environment Canada and the Network on Linking Environmental Performance to Financial Value</b>	Collaborated on the development of a study on the role of the financial services sector in protecting and conserving Canada's boreal forest.

four transactions under the EP this year – two category C projects and two category B projects.\* The sectors involved were power and energy.

In 2007, we began re-examining our lending policies to ensure that we appropriately incorporate climate change and biodiversity into our decision-making processes. We have also been taking advantage of opportunities to support our customers as they develop renewable and/or alternative energy offerings that include wind power, ethanol and biodiesel. For example, we are an active provider of investment and corporate banking services to producers of renewable fuels across North America. As well, we are a leader in financing the construction of wind farms in Canada.



*As a responsible corporation, we take the time to listen to our various stakeholders and develop an understanding of how our activities impact them.”*

**Ula Ubani**

Senior Manager  
Corporate Responsibility  
and Sustainability  
BMO Financial Group



For more information:  
[www.bmo.com/environment](http://www.bmo.com/environment)

**241** metric tonnes

In 2007, 241 metric tonnes of technology equipment were donated or disposed of in an environmentally friendly fashion.

**3,282** metric tonnes

In the past year, we have successfully shredded and recycled more than 3,282 metric tonnes of paper across Canada and the United States, the equivalent of more than 61,500 trees.

\*Category A projects are expected to have significant adverse social and/or environmental impacts that are diverse, irreversible or unprecedented. Category B projects are expected to have limited adverse social and/or environmental impacts that are few in number, generally site-specific, largely reversible and readily addressed through mitigation measures. Category C projects are expected to have minimal or no adverse impacts.

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Bank of Montreal's Corporate Responsibility Report and 2007 Public Accountability Statement provides a full reporting of factual information as required by the Canadian federal government's Public Accountability Statement regulations (Section 459.3(1) of the *Bank Act*), including taxes paid, number of employees and small business financing. Information provided pertains to our most recent fiscal year (November 1, 2006 to October 31, 2007).

Our Corporate Responsibility Report and 2007 Public Accountability Statement includes information respecting Bank of Montreal's wholly owned subsidiaries and prescribed affiliates, as described below.

## Affiliates

The following are the prescribed affiliates whose relevant activities are included 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**

\*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 below)*.

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 Global Capital Solutions Ltd., Calgary**

**BMO Investments Inc., Toronto**

**BMO InvestorLine Inc., Toronto**

**BMO Private Equity (Canada) Inc.**

**Guardian Group of Funds Ltd., Toronto**

## Bank of Montreal Mortgage Corporation 2007 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) through the Bank's retail branch network and other proprietary channels, where the Bank acts for BMMC, as well as through third-party channels. 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 16 full-time and 4 part-time employees. These employees are based in Montreal.

The income and capital taxes paid in Canada by BMO Financial Group, of which BMMC is a member, are listed on page 37 of Bank of Montreal's Corporate Responsibility Report and 2007 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 Corporate Responsibility Report and 2007 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 Corporate Responsibility Report and 2007 Public Accountability Statement, and include, for example, participation in BMO Employee Charitable Foundation. BMO Financial Group's donations and sponsorships in Canada for the fiscal year ending October 31, 2007 totalled \$42.6 million, including \$20.2 million in charitable donations and \$22.4 million in community sponsorships.

As detailed in Bank of Montreal's Corporate Responsibility Report and 2007 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. BMMC has no other affiliates in respect of which this Public Accountability Statement is published.

## Employment

BMO is one of Canada's largest employers, with more than 32,000 full-time and part-time employees across the country.

Province or Territory	BMO (excluding BMO Nesbitt Burns)			BMO NESBITT BURNS			BMO FINANCIAL GROUP*		
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total
Newfoundland and Labrador	210	68	278	23	1	24	233	69	302
Prince Edward Island	38	17	55	12	0	12	50	17	67
Nova Scotia	371	107	478	83	8	91	454	115	569
New Brunswick	215	81	296	47	1	48	262	82	344
Quebec	3,502	1,029	4,531	389	30	419	3,891	1,059	4,950
Ontario	15,031	1,825	16,856	2,063	115	2,178	17,094	1,940	19,034
Manitoba	379	76	455	74	13	87	453	89	542
Saskatchewan	350	120	470	61	5	66	411	125	536
Alberta	1,903	496	2,399	313	14	327	2,216	510	2,726
British Columbia	2,207	851	3,058	277	37	314	2,484	888	3,372
Nunavut	0	0	0	0	0	0	0	0	0
Northwest Territories	18	1	19	0	0	0	18	1	19
Yukon	11	3	14	0	0	0	11	3	14
<b>TOTAL</b>	<b>24,235</b>	<b>4,674</b>	<b>28,909</b>	<b>3,342</b>	<b>224</b>	<b>3,566</b>	<b>27,577</b>	<b>4,898</b>	<b>32,475</b>

\* Figures include all employees of BMO Financial Group with a Canadian tax location as at October 31, 2007, including active employees on paid or unpaid leave, and permanent, casual and contract employees.

## Taxes Paid or Payable in Canada (\$ millions)

	Income taxes	Capital taxes	Other taxes*
<b>FEDERAL</b>	<b>386.9</b>	-	<b>166.2</b>
<b>PROVINCIAL AND TERRITORIAL</b>			
Newfoundland and Labrador	0.5	0.3	1.6
Prince Edward Island	0.2	0.1	-
Nova Scotia	1.5	0.6	1.2
New Brunswick	0.7	0.3	0.1
Quebec	24.7	9.4	24.2
Ontario	136.9	22.2	63.9
Manitoba	1.2	1.2	1.2
Saskatchewan	1.0	0.8	0.1
Alberta	20.0	-	3.3
British Columbia	6.1	2.6	3.4
Nunavut	-	-	-
Northwest Territories	-	-	-
Yukon	-	-	-
<b>Total Provincial and Territorial</b>	<b>192.8</b>	<b>37.5</b>	<b>99.0</b>
<b>Total</b>	<b>579.7</b>	<b>37.5</b>	<b>265.2</b>
<b>Income and Capital Taxes</b>	<b>617.2</b>		
<b>TOTAL TAXES</b>	<b>882.4</b>		

BMO Financial Group is a major Canadian taxpayer. As such, we help all levels of government provide the programs Canadians need and deserve. In fiscal 2007, our overall tax contribution was \$882 million. This amount included \$580 million in income taxes and \$37 million in provincial capital taxes. As well, we paid \$265 million in other taxes, including \$117 million in GST and sales taxes, \$128 million in payroll taxes (employer portion), \$14 million in property taxes and \$6 million in business taxes.

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

## Automated Banking Machines Opened and Closed in 2007

### ABMs opened during fiscal 2007

Location	Civic Address	City/Province
Auteuil IGA Extra	5680 Boulevard Des Laurentides	Laval, QC
Sainte-Dorothée (2 ABMs)	23 Boulevard Samson	Laval, QC
Pharmaprix	6411 Sherbrooke Ouest	Montréal, QC
Le Gendre (2 ABMs)	1660 Avenue Jules-Verne	Québec, QC
Repentigny-Iberville IGA Extra	1315 Boulevard Iberville	Repentigny, QC
Bellefeuille IGA Extra	1085 Boulevard Roland-Godard	Saint-Jérôme, QC
Vaudreuil (2 ABMs)	580 Avenue Saint-Charles	Vaudreuil-Dorion, QC
Kingston Road & Salem (3 ABMs)	180 Kingston Road East	Ajax, ON
Georgian Mall (3 ABMs)	509 Bayfield Street	Barrie, ON
Quinte Crossroads (4 ABMs)	192 Bell Boulevard	Belleville, ON
Bolton Branch (3 ABMs)	475 Queen Street South	Bolton, ON
Church & Main	135 Main Street North	Brampton, ON
Wayne Gretzky Parkway (3 ABMs)	195 Henry Street	Brantford, ON
Park & Lacroix (2 ABMs)	348 Lacroix Street	Chatham, ON
Barton & Victoria	281 Barton Street East	Hamilton, ON
Commissioners Rd & Highbury (3 ABMs)	1315 Commissioners Road East	London, ON
Huron & Highbury (3 ABMs)	1255 Highbury Avenue North	London, ON
Thompson & Maple (2 ABMs)	1001 Maple Avenue	Milton, ON
Cawthra & Burnhamthorpe	3643 Cawthra Road	Mississauga, ON
BMO Courtney Park (3 ABMs)	6605 Hurontario Street	Mississauga, ON
Dorchester & Morrison (3 ABMs)	6760 Morrison Street	Niagara Falls, ON
Dundas & Third Line (3 ABMs)	2536 Third Line	Oakville, ON
Innes & 10th Line (2 ABMs)	4392 Innes Road	Ottawa, ON
Bay & College (2 ABMs)	763 Bay Street	Toronto, ON
Dufferin Mall	900 Dufferin Street	Toronto, ON
Dundas & Ossington	1102 Dundas Street West	Toronto, ON
Dupont & Symington	1502 Dupont Street	Toronto, ON
Rogers Road	605 Rogers Road	Toronto, ON
University & Dundas	438 University Avenue	Toronto, ON
Jane Park Plaza	885 Jane Street	Toronto, ON
St. Clair & Runnymede (2 ABMs)	2471 St. Clair Avenue West	Toronto, ON
Fort Richmond (3 ABMs)	2785 Pembina Highway	Winnipeg, MB
University Heights (2 ABMs)	409 Ludlow Street	Saskatoon, SK
Ellerslie Corner (2 ABMs)	11104 Ellerslie Road South West	Edmonton, AB
Roper Road Branch (3 ABMs)	5340 75th Street North West	Edmonton, AB
Fort Saskatchewan (3 ABMs)	8725 94th Avenue	Fort Saskatchewan, AB
Burnaby Main Office (3 ABMs)	4789 Kingsway Boulevard	Burnaby, BC
Sardis (2 ABMs)	6640 Vedder Road	Chilliwack, BC
Summit Shopping Centre (3 ABMs)	1180 Columbia Street West	Kamloops, BC
Mission Hills (3 ABMs)	32530 Lougheed Highway	Mission, BC
BMO Yaletown Branch (2 ABMs)	1004 Hamilton Street	Vancouver, BC
Esquimalt Victoria	1245 Esquimalt Road	Victoria, BC

**TOTAL ABMs INSTALLED: 87**

BMO adjusts our ABM network on an ongoing basis to accommodate shifts in population, customer demand and market opportunities. BMO customers currently have access to a cross-Canada network of 1,978 ABMs located in BMO Bank of Montreal branches and instores, as well as offsite locations across the country.

### ABMs closed during fiscal 2007

Location	Civic Address	City/Province
Café-Dépôt	4506 Rue Papineau	Montréal, QC
Les Galeries Duplessis (2 ABMs)	3291 Chemin Sainte-Foy	Sainte-Foy, QC
Canadian Space Agency	6767 Route de l'Aéroport	Saint-Hubert, QC
Georgian Mall (2 ABMs)	483 Bayfield Street	Barrie, ON
Quinte Mall (3 ABMs)	390 North Front Street	Belleville, ON
Bolton Plaza (2 ABMs)	15 Allan Drive	Bolton, ON
Colborne Street	585a Colborne Street	Brantford, ON
Chatham Main	131 King Street West	Chatham, ON
Queen St Shopping Centre (2 ABMs)	835 Queen Street	Chatham, ON
Huron & Highbury (3 ABMs)	1275 Highbury Avenue	London, ON
Pond Mills Square (2 ABMs)	1200 Commissioners Road East	London, ON
Mississauga Main Office	1 Robert Speck Parkway	Mississauga, ON
Dorchester & Morrison (2 ABMs)	6841 Morrison Street	Niagara Falls, ON
Dundas Neyagawa Dominion	478 Dundas Street West	Oakville, ON
Bay & College (2 ABMs)	880 Bay Street	Toronto, ON
Dundas & Roncesvalles	2201 Dundas Street West	Toronto, ON
St. Clair & Keele Dominion	2155 St. Clair Avenue West	Toronto, ON
Jumbo Video	23 Leslie Street	Toronto, ON
Fort Richmond Plaza (3 ABMs)	2860 Pembina Highway	Winnipeg, MB
Sutherland	804 Central Avenue	Saskatoon, SK
63rd Ave & 97th Street (2 ABMs)	6240 97th Street	Edmonton, AB
Apple Drug Store	13508 Victoria Trail	Edmonton, AB
Fort Shoppers Mall (2 ABMs)	10420 98th Avenue	Fort Saskatchewan, AB
Kingsway & Sussex (2 ABMs)	4705 Kingsway	Burnaby, BC
Metrotown Centre	4820 Kingsway	Burnaby, BC
Kamloops Main Office	210 Victoria Street	Kamloops, BC
Harewood	530 5th Street	Nanaimo, BC
Esquimalt Victoria (2 ABMs)	1250 Esquimalt Road	Victoria, BC

**TOTAL ABMs REMOVED: 45**

## Branches Opened and Closed in 2007

### BMO Bank of Montreal branches opened during fiscal 2007

Branch Name	Address	City/Province
Sainte-Dorothée	23 Boulevard Samson	Laval, QC
Auteuil IGA Extra	5680 Boulevard Des Laurentides	Laval, QC
Repentigny-Iberville IGA Extra	1315 Boulevard Iberville	Repentigny, QC
Bellefeuille IGA Extra	1085 Boulevard Roland-Godard	Saint-Jérôme, QC
Vaudreuil	580 Avenue Saint-Charles	Vaudreuil-Dorion, QC
Church & Main	135 Main Street North	Brampton, ON
Barton & Victoria	281 Barton Street East	Hamilton, ON
Thompson & Maple	1001 Maple Avenue	Milton, ON
BMO Courtney Park	6605 Hurontario Street	Mississauga, ON
Cawthra & Burnhamthorpe	3643 Cawthra Road	Mississauga, ON
Dundas & Third Line	2536 Third Line	Oakville, ON
Innes & 10th Line	4392 Innes Road	Ottawa, ON
Dufferin Mall	900 Dufferin Street	Toronto, ON
Dundas & Ossington	1102 Dundas Street West	Toronto, ON
Dupont & Symington	1502 Dupont Street	Toronto, ON
Rogers Road	605 Rogers Road	Toronto, ON
University & Dundas	438 University Avenue	Toronto, ON
Ellerslie Corner	11104 Ellerslie Road South West	Edmonton, AB
Metropolis Financial Mgmt Centre	4820 Kingsway	Burnaby, BC
Sardis	6640 Vedder Road	Chilliwack, BC
Mission Hills	32530 Lougheed Highway	Mission, BC
Yaletown	1004 Hamilton Street	Vancouver, BC

At the end of 2007, our national branch network consisted of 977 BMO Bank of Montreal branches including instore locations in select grocery stores across Canada.



University Heights BMO branch in East Saskatoon.

### BMO Bank of Montreal branches closed or consolidated during fiscal 2007

Branch Name	Address	City/Province
Benny & Sherbrooke	6405 Rue Sherbrooke Ouest	Montréal, QC
Richmond Street	550 Richmond Street	Chatham, ON
Queen Street Shopping Centre	835 Queen Street	Chatham, ON
Mississauga Main Office	1 Robert Speck Parkway	Mississauga, ON
Moose Factory	Canada Post - Moose Factory	Moose Factory, ON
Geneva & Welland	191 Welland Avenue	St. Catharines, ON
St. Clair & Keele Dominion	2155 St. Clair Avenue West	Toronto, ON
Kingsway & Sussex	4705 Kingsway	Burnaby, BC

## BMO Bank of Montreal Branches Relocated During Fiscal 2007

To better accommodate shifts in population, customer demand and market opportunities, BMO relocates branches as necessary.

Branch Name	From:	To:
Les Promenades de Lévis	44 Route Kennedy, Lévis, QC	44 Route Kennedy, Lévis, QC
Les Galeries Duplessis	3291 Chemin Sainte-Foy, Sainte-Foy, QC	1660 Avenue Jules-Verne, Québec, QC
Georgian Mall	483 Bayfield Street, Barrie, ON	509 Bayfield Street, Barrie, ON
Quinte Mall	390 North Front Street, Belleville, ON	192 Bell Boulevard, Belleville, ON
Bolton Plaza	15 Allan Drive, Bolton, ON	475 Queen Street South, Bolton, ON
Colborne Street	585 Colborne Street, Brantford, ON	195 Henry Street, Brantford, ON
Chatham Main Office	131 King Street West, Chatham, ON	348 Lacroix Street, Chatham, ON
Huron & Highbury	1275 Highbury Avenue, London, ON	1255 Highbury Avenue, London, ON
Pond Mills Square	1200 Commissioners Road East, London, ON	1315 Commissioners Road East, London, ON
Dorchester & Morrison	6841 Morrison Street, Niagara Falls, ON	6760 Morrison Street, Niagara Falls, ON
Kennedy & Sheppard	2350 Kennedy Road, Scarborough, ON	2330 Kennedy Road, Scarborough, ON
Bay & Breadalbane	880 Bay Street, Toronto, ON	763 Bay Street, Toronto, ON
Centrepoint Mall	6518 Yonge Street, Willowdale, ON	6468 Yonge Street, Toronto, ON
Jane Park Plaza	885 Jane Street, Toronto, ON	2471 St.Clair Avenue West, Toronto, ON
Fort Richmond Plaza	2860 Pembina Highway, Winnipeg, MB	2785 Pembina Highway, Winnipeg, MB
Sutherland	804 Central Avenue, Saskatoon, SK	409 Ludlow Street, Saskatoon, SK
Fort Shoppers Mall	10420 – 98th Avenue, Fort Saskatchewan, AB	8725 – 94 Street, Fort Saskatchewan, AB
63rd Avenue & 97th Street	6240 – 97th Street, Edmonton, AB	5340 – 75th Street North West, Edmonton, AB
Metrotown Centre	4820 Kingsway, Burnaby, BC	4789 Kingsway, Burnaby, BC
Kamloops Main Office	210 Victoria Street, Kamloops, BC	1180 Columbia Street West, Kamloops, BC
Ambleside	1434 Marine Drive, West Vancouver, BC	1783 Marine Drive, West Vancouver, BC

## Business Debt Financing as at October 31, 2007 (authorized amounts in \$ millions)

BMO is committed to making debt financing available to our clients across Canada. In 2007, authorized business loans totalled approximately \$126 billion.

Provinces and Territories	in \$ millions	Authorized Loan Size							TOTAL
		\$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 and Greater	
Newfoundland and Labrador	Authorized Amount Number of Firms	2.2 351	18.6 350	45.5 295	61.5 177	76.7 113	188.0 92	529.9 23	922.4 1,401
Prince Edward Island	Authorized Amount Number of Firms	2.9 368	8.7 172	21.3 139	23.7 67	43.2 64	97.0 52	* *	196.8* 862*
Nova Scotia	Authorized Amount Number of Firms	18.7 2,518	45.2 957	86.0 538	108.9 314	164.2 240	375.2 191	2,650.7 56	3,448.9 4,814
New Brunswick	Authorized Amount Number of Firms	12.5 1,602	36.2 746	65.6 400	94.3 271	121.0 175	280.1 146	719.5 25	1,329.2 3,365
Quebec	Authorized Amount Number of Firms	145.6 19,831	237.1 5,202	422.6 2,738	919.9 2,525	733.4 1,073	2,374.3 1,138	11,820.4 361	16,653.3 32,868
Ontario	Authorized Amount Number of Firms	312.1 45,528	634.3 13,432	1,206.1 7,769	1,418.3 4,103	1,752.7 2,581	5,271.7 2,536	58,300.5 1,020	68,895.7 76,969
Manitoba	Authorized Amount Number of Firms	21.8 2,670	44.1 964	65.5 420	68.9 203	103.2 148	505.8 225	6,488.7 70	7,298.0 4,700
Saskatchewan	Authorized Amount Number of Firms	38.1 4,505	112.6 2,378	157.2 1,011	145.3 419	128.9 193	336.3 158	978.7 48	1,897.1 8,712
Alberta	Authorized Amount Number of Firms	124.3 17,192	218.3 4,819	333.0 2,130	402.5 1,177	539.1 791	1,691.5 837	11,047.7 318	14,356.4 27,264
British Columbia	Authorized Amount Number of Firms	116.4 15,867	217.2 4,735	369.2 2,395	517.6 1,477	798.3 1,148	2,609.7 1,270	6,072.2 342	10,700.6 27,234
Yukon	Authorized Amount Number of Firms	1.2 167	2.8 62	7.8 47	8.2 25	** **	** **	** **	20.0** 301**
N.W.T./Nunavut	Authorized Amount Number of Firms	0.7 119	1.9 41	3.1 79	*** ***	*** ***	*** ***	*** ***	5.7*** 179***
<b>TOTAL</b>	<b>Authorized Amount Number of Firms</b>	<b>796.5 110,718</b>	<b>1,577.0 33,858</b>	<b>2,782.9 17,901</b>	<b>3,769.1 10,758</b>	<b>4,460.7 6,526</b>	<b>13,729.6 6,645</b>	<b>98,608.3 2,263</b>	<b>125,724.1 188,669</b>

\* Client counts and authorizations for Prince Edward Island have been added to Nova Scotia data for the same dollar band and have been included in the Nova Scotia totals to preserve confidentiality.

\*\* Client counts and authorizations for Yukon have been added to British Columbia data for the same dollar band and have been included in the British Columbia totals to preserve confidentiality.

\*\*\* Client counts and authorizations for N.W.T./Nunavut have been added to Alberta data for the same dollar band and have been included in the Alberta totals to preserve confidentiality.

# Help Make Us Better

At BMO, we believe that corporate responsibility is a journey that is best travelled in partnership with our many stakeholders. It's a belief that stems from the understanding that the economic, social and environmental choices we make as a corporation affect the lives of our shareholders, customers, employees and communities.

With this in mind, we are asking the readers of our Corporate Responsibility Report and 2007 Public Accountability Statement to share their opinions. We'd like to hear what you think of our reporting efforts. We'd be interested too in hearing your ideas about how we might advance our corporate responsibility efforts – how we can be better.

**I belong to the following group(s):**

- |                                     |                       |
|-------------------------------------|-----------------------|
| Shareholder                         | <input type="radio"/> |
| Customer                            | <input type="radio"/> |
| Employee                            | <input type="radio"/> |
| Community                           | <input type="radio"/> |
| Non-Governmental Organization (NGO) | <input type="radio"/> |
| Supplier                            | <input type="radio"/> |
| Other                               | <input type="radio"/> |

**I found the content and level of detail of the report to be:**

- good  fair  poor

**I found the following section(s) of the report most useful:**

- |                                                 |                       |
|-------------------------------------------------|-----------------------|
| President and Chief Executive Officer's Message | <input type="radio"/> |
| About Our Report                                | <input type="radio"/> |
| Our Economic Contribution                       | <input type="radio"/> |
| Earning the Trust of Our Stakeholders           | <input type="radio"/> |
| Increasing Access to Financial Services         | <input type="radio"/> |
| Engaging Our Stakeholders                       | <input type="radio"/> |
| Serving Our Customers Exceptionally Well        | <input type="radio"/> |
| Investing in Our Communities                    | <input type="radio"/> |
| Engaging Our Employees                          | <input type="radio"/> |
| Environmental Sustainability                    | <input type="radio"/> |

**In terms of readability, I found the report to be:**

- good  fair  poor

**I would like BMO to provide more information about or place greater emphasis on:**

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**Comments:**

BMO does a good job on:

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Please fax your responses to 416-643-4575 or complete online at [www.bmo.com/corporateresponsibility](http://www.bmo.com/corporateresponsibility)

# Contacts

BMO Financial Group Corporate Responsibility Report and 2007 Public Accountability Statement is available for viewing or printing on our web site at [www.bmo.com/corporateresponsibility](http://www.bmo.com/corporateresponsibility).

**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.)

**For more information regarding corporate responsibility at BMO, please contact:**  
[corporate.responsibility@bmo.com](mailto:corporate.responsibility@bmo.com)

**Requests for charitable donations should be submitted in writing. Guidelines are available at [www.bmo.com/community](http://www.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

**Requests for corporate sponsorships should be submitted in writing and directed to:**

BMO Financial Group  
Corporate Sponsorships  
55 Bloor Street West, 4th Floor  
Toronto, Ontario M4W 1A6  
Telephone: (416) 927-3977  
Fax: (416) 927-2325

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

**Atlantic Division**

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

**Ontario Division  
(Greater Toronto Area)**

Communications Manager  
BMO Bank of Montreal  
55 Bloor Street West, 5th floor  
Toronto, Ontario M4W 3N5  
Telephone: (416) 927-2258  
Fax: (416) 927-2899

**Ontario Regional Division  
(outside Greater Toronto Area)**

Communications Manager  
BMO Bank of Montreal  
Marsland Centre, 4th Floor  
20 Erb Street West  
Waterloo, Ontario N2L 1T2  
Telephone: (519) 633-2204  
Fax: (519) 633-7088

**Quebec Division**

Donations Coordinator  
BMO Bank of Montreal  
129 rue St-Jacques, 3rd Floor  
Montreal, Quebec H2Y 1L6  
Telephone: (514) 877-1787  
Fax: (514) 877-2150

**Prairies Division**

Communications Manager  
BMO Bank of Montreal  
350 – 7th Avenue South West, 6th Floor  
Calgary, Alberta T2P 3N9  
Telephone: (403) 503-7002  
Fax: (403) 503-7021

**British Columbia and Yukon Division**

Senior Manager, Corporate Communications  
BMO Bank of Montreal  
595 Burrard Street, 22nd Floor  
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Telephone: (604) 665-7596  
Fax: (604) 665-2610

**BMO Nesbitt Burns**

Manager, Corporate Donations and Sponsorships  
BMO Capital Markets  
6th Floor, 1 First Canadian Place  
Toronto, Ontario M5X 1H3  
Telephone: (416) 359-5851  
Fax: (416) 359-6494

**Institutional Investors and Research Analysts**

Institutional investors or research analysts who would like to obtain financial information should write to the Senior Vice-President, Investor Relations, 18th Floor, 1 First Canadian Place, Toronto, Ontario M5X 1A1, e-mail to [investor.relations@bmo.com](mailto:investor.relations@bmo.com), call (416) 867-6656, or fax (416) 867-3367. Alternatively, please visit our web site at [www.bmo.com/investorrelations](http://www.bmo.com/investorrelations).

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®‡ Registered trademark of BMO Nesbitt Burns Corporation Limited

®† Registered trademark of Harris N.A.

®1 Registered trademark of Kids Help Phone

®2 Registered trademark of MasterCard International Incorporated

®3 Registered trademark of Apple Inc.

®4 Registered trademark of AIR MILES International Trading B.V.

®5 Registered trademark of Skate Canada

TM1 Trademark of Bullfrog Power Inc.

**"Before immigrating to Canada, I contacted BMO's Shanghai branch, and was invited to an information seminar where I learned about Canadian banking, real estate and culture. I was also introduced to a customer service manager who served as my advisor. BMO welcomed me. I liked that."**

*– Jun Yuan, BMO customer*

**"BMO is providing the tools that give First Nations the ability to meet our economic development goals."**

*– Brian Titus, Chief Financial Officer, Osoyoos Indian Band Development Corporation, British Columbia*

**"BMO is known for supporting the arts. And they get the ecology of the arts system across all the disciplines. They support emerging artists, new voices, small companies, medium-sized companies and, of course, the great cultural institutions."**

*– Karen Kain, Artistic Director, The National Ballet of Canada*

**"BMO stands out as an employer that understands and supports the complex issues facing young graduates with disabilities and the real issues that people with disabilities face in the workplace."**

*– Frank Smith, National Coordinator, National Educational Association of Disabled Students*

**"We are thrilled at the generous show of support we have received from BMO for our Futures Campaign. This will help ensure that we maintain and enhance our relevancy to children as they continue to embrace web-based communication."**

*– Tom McAllister, President & CEO, Kids Help Phone*

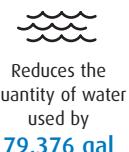
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