

7 THINGS TO KNOW

About BMO



We're North America's 8th largest bank by assets.

BMO is a highly diversified financial services provider, digitally enabled and future-ready, with a deep sense of purpose and a clear strategy for leading efficiency, profitability and long-term growth. Since 1817, we've been helping customers of all kinds – individuals, families, businesses and communities – pursue opportunities, navigate challenges and achieve great things.

Our Strategic Priorities

- > **World-class** client loyalty and growth
- > **Winning culture** driven by alignment, empowerment and recognition
- > **Digital first** for speed, efficiency and scale
- > **Simplify** work and **eliminate complexity**
- > **Superior management** of risk and **capital** performance

In bringing our strategy to life, we set ambitious goals and act decisively to get the job done. We're focused on accelerating growth and performance – and we're doing it ethically, as one of the world's most sustainably managed companies.

BMO customers know they can count on us to provide extra support when they face unexpected challenges, and to work every day to create something better together.

We've paid continuous dividends since 1829.

That's the second-longest record among all companies listed on the New York Stock Exchange. More than 200 years in business have taught us that earning the trust and confidence of shareholders means managing our bank responsibly and with complete transparency. We're proud to be the bank of aiming higher, with a long history of adapting, evolving and winning in the face of change.

Our capital strength

BMO has consistently maintained Common Equity Tier 1 capital ratios that exceed regulatory requirements. Over the past decade, through prudent management and working effectively with regulators, we've strengthened our balance sheet and our capital and liquidity resources. As a result, BMO is among the world's most highly rated banks.

We've built a global reputation for disciplined management of risk, applying a comprehensive framework that extends independent oversight across the entire enterprise. Our clearly defined risk appetite, and the metrics we use to measure it, are integrated into our strategic planning and constantly fine-tuned in the day-to-day operation of our businesses.

Built for endurance

BMO's diversified business mix is designed to deliver market-leading growth over the long term. It also provides valuable resilience during periods of heightened stress, so we're better prepared to quickly resume building and growing.

We deliver value far beyond the bottom line.

Working together with our customers, our employees and our communities, we look for opportunities to accelerate positive change, united in the belief that success can and must be mutual – and confident that even when the future seems uncertain, our values will guide us. We're clear about why we do what we do and sum it up in a simple statement of purpose: **Boldly Grow the Good *in business and life.***

Doug Bourque, VP, Indigenous Banking, BC and Yukon and Chief Ouray Crowfoot, Siksika Nation at Blackfoot Crossing Historical Park in Alberta, Canada.

Double the good

BMO's Purpose attaches intention to our priorities and gives direction to our growth, reinforcing the unique strengths we bring to creating shared value. We're constantly finding new ways to put our Purpose into action. And we're amplifying our impact through Bold Commitments in three key areas:

For a sustainable future

How: We're mobilizing \$300 billion in capital, providing innovative financial products and advisory services, and seeding an impact fund with an initial \$250 million – all to help businesses pursue sustainable outcomes. We're committed to be our clients' lead partner in the transition to a net zero world.

For a thriving economy

How: We're doubling small business lending, adding more U.S. customers and growing our Canadian loan book to \$10 billion – while also doubling our support for women-owned enterprises with a team of dedicated business development managers.

For an inclusive society

How: We are committed to building a more just society – especially for groups facing systemic barriers – through our Zero Barriers to Inclusion 2025 strategy. A multi-year strategy supporting equity, equality and inclusion, it is focused on providing access to opportunities and enabling growth for our colleagues, communities and customers. This work takes many forms, from unique initiatives like BMO Empower to our award-winning Indigenous Banking Group.

We're led by our customers. All 12 million of them.

Everyone at BMO works to deliver best-in-class customer experiences. It's part of our culture. By innovating constantly, anticipating people's needs, protecting their interests and providing expert advice, we forge relationships grounded in loyalty and trust. Everything we do to help customers achieve their goals drives our own success as a major North American bank, including as a Top 10 lender in commercial banking. Our customers expect the best from us – because they know we're as committed as they are to building a better future.

Our businesses

BMO serves customers across North America and in select markets throughout Europe, Asia, the Middle East and South America. We have three main operating groups – diversified by geography and customer needs, and supported by a common platform:

Personal & Commercial Banking serves over 10 million North American customers through conveniently located community branches, as well as our contact centres, ATM network and digital banking platforms. Across the continent, our commercial banking team offers clients a unique combination of deep regional knowledge and expertise in specific industries and sectors.

BMO Wealth Management supports individuals and businesses worldwide with integrated investment, insurance and banking services – plus our award-winning online trading platform, BMO InvestorLine.

BMO Capital Markets offers corporate, institutional and government clients a wide range of services, from investment banking to integrated trading solutions, from offices in 35 cities around the world.

Leading NPS

BMO continues to maintain exceptional customer loyalty, as indicated by our Net Promoter Score (NPS), which measures the percentage of customers who would recommend BMO to a friend or colleague. In 2020, customers gave BMO an enterprise-wide NPS of 54 – our highest score to date.

Anna Belanger, founder of an Ottawa-area chain of massage therapy clinics, BMO customer and BMO Celebrating Women honoree.

Our U.S. businesses are driving long-term growth.

BMO has been serving customers and financing investment in the U.S. since 1818, the year after our founding in Montreal. In recent years our U.S. businesses, focused in the Midwest and spanning key regional economies, have generated about a third of the bank's total earnings.

Top 10 North American commercial lender

BMO is a driving force in commercial banking and consistently ranks among the top 10 U.S. business lenders. We're well positioned to support customers in key sectors. And while our commercial banking team is centred in key Midwest states, about two-thirds of new loan originations are in segments we serve nationally.

Cross-border flow

With our north-south integration of functions and technology platforms, all BMO businesses have full cross-border capabilities.

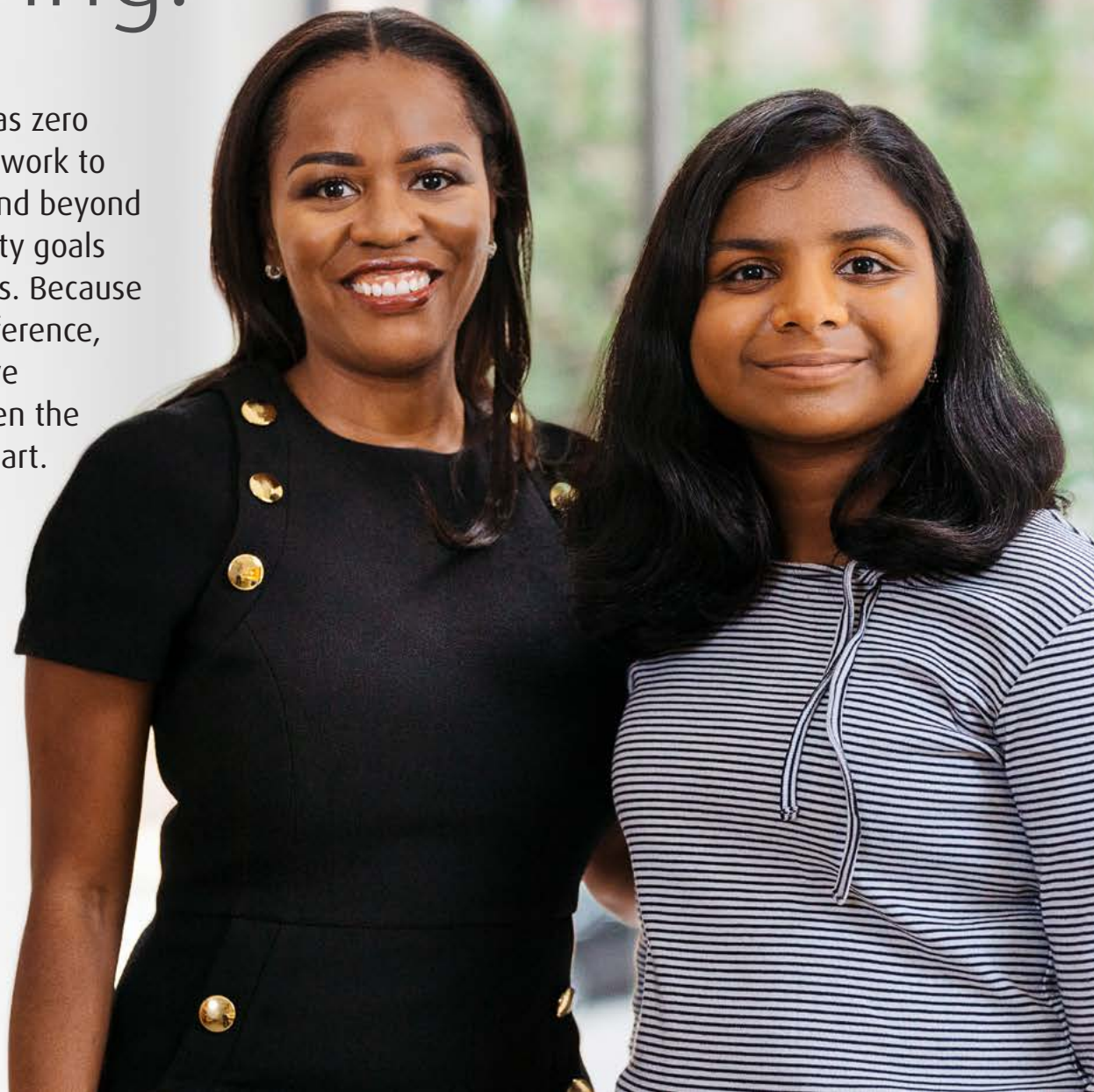
30% of U.S. GDP

The metropolitan areas comprising BMO's strategic footprint in the U.S. account for 30% of top 50 Metropolitan Statistical Area (MSA) total GDP.

Our culture is inclusive and empowering.

We believe that a just society has zero barriers to inclusion. And as we work to eliminate barriers both within and beyond our bank, we set explicit diversity goals alongside our performance goals. Because we know that by embracing difference, we unleash the potential to drive performance – and we strengthen the unique culture that sets BMO apart.

Tracie Morris, U.S. Chief Human Resources and Inclusion Officer, BMO Harris Bank took part in Plan International Canada's *Girls Belong Here* initiative, which provides a tangible way to help inspire the next generation of women leaders.



People make the difference

In 2020, we announced ambitious goals directly addressing gaps in representation across our organization. Our commitment to advancing diversity and inclusion helps ensure that everyone at BMO feels heard, respected and valued. We know that attracting and supporting a diverse workforce strengthens engagement, guides better decision-making, sparks innovation and drives overall performance. Equally important, it helps us better serve the needs of the diverse customers and communities who choose to do business with us, while respecting their experiences and points of view. Inside and outside our organization, we're focused on providing access to opportunities and enabling growth – especially for groups facing systemic barriers, including our Black, Latino and Indigenous colleagues, customers, and communities. For us, understanding and learning from each other's differences is not just an aspiration. It's fundamental to our success.

2025 goals

Our 2025 representation goals include a strong focus on ensuring Black and Latino talent has equitable access to development and advancement opportunities, and on the recruitment, development and retention of Indigenous employees in Canada.

Best in diversity

BMO was once again ranked among the Forbes Best Employers for Diversity in 2021 and received a perfect score on the Human Rights Campaign's Corporate Equality Index. We were also named to the Bloomberg Gender-Equality Index for the seventh consecutive year.

We're helping to bridge the fairness gap.

BMO has always aimed to lead by example. We work individually and collectively to help close the fairness gap for those who face systemic barriers to inclusion resulting in economic disparity and inequality of opportunity. We collaborate with our community partners through tough times and toward better tomorrows. And we support social and environmental causes in numbers that confirm the depth of our commitment: over 90% of BMO employees contribute to our annual giving campaign.

More than 5,700 BMO employees dedicated over 18,700 hours to charitable organizations through BMO Volunteer Day and BMO Days of Caring in 2019.

Doing what's right – always

Our reputation rests on the countless decisions, large and small, that BMO employees make every day – including on those occasions when the right choice may not be the easy choice. To guide us, we have a Code of Conduct that clearly sets out the non-negotiable expectations of everyone who works for, and with, our bank. As we're driven by our Purpose to constantly think bigger and extend our positive impact, we adhere to the rigorous standards of ethical business conduct we've set for ourselves. Because being a leader means choosing to do what's right – always.

\$88.7 million

BMO's support for registered charities and non-profit organizations in the U.S. and Canada – through both employee giving and corporate donations – totalled more than \$88.7 million in 2020.

We're consistently recognized for industry leadership.

But don't take our word for it – here's what others are saying about BMO.

The Wall Street Journal

Sustainability creates long-term growth and stability, and WSJ named us the world's 15th most sustainably managed company – **the only bank globally in the top 50.**

Forbes

Recognized as **one of the World's Best Banks**, based on a survey of more than 40,000 customers ranking banks on attributes like trust, digital services and financial advice.

Dow Jones Sustainability Indices

The top-ranked Canadian bank on the DJSI, BMO earned the highest possible score in many categories, including financial inclusion.

Business Intelligence Group

Our AI cash flow prediction solution won a 2020 Artificial Intelligence Excellence Award, which recognizes organizations, products and people who use AI to solve real problems. We're **the first bank to receive this award.**

American Banker

More than ever, a bank's reputation depends on how they treat employees, customers and communities – and our customers ranked us **third in American Banker's U.S. reputation rankings.**

Waterstone

BMO's empowering and inclusive culture has been recognized as **one of Canada's Most Admired Corporate Cultures twice in a row.**

Ethisphere

In recognition of our commitment to integrity and ethical business practices, we've been named **one of the World's Most Ethical Companies for four years running** – one of just five banks worldwide to make the list in 2021.



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