Why a bank isn't a retailer: comparing like with like

For the teacher. Every number comes from the filing named next to it.

Part A

A bank "buys" money from depositors and other lenders by paying interest, and "sells" it as loans, earning interest. Accept any answer with that idea.

Part B

Deposit: money a customer keeps at the bank, which the bank owes back. Net interest income: interest earned minus interest paid.

Part C

C1. Interest paid to depositors and lenders, $34.90. C2. Goods and other cost of sales, $74.90. C3. $20.30; $3.10.

Where: Each company's $100 receipt, from its 10-K

C4. Money is what a bank buys to sell, as goods are for a retailer, so its cost sits in the same place.

Part D (Cityfort check)

D1. 193,341 − 97,898 + 87,004 = 182,447. The math matches the 10-K.

D2. Deposits are money the bank owes customers and are the core of its business, so its liabilities do not mean what a retailer's debt means.

D3. Any two of: net interest margin (the spread between lending and borrowing), CET1 ratio (the capital cushion), net charge-offs (loans written off), net interest income (interest earned minus paid).

Not accepted: "the bank is the stronger business" or any verdict on either company or industry.

Advanced

Example: "In FY2025, JPMorgan Chase reported $95,443 million of net interest income and Bank of America $60,096 million; their CET1 ratios were 14.6% and 11.4% at Dec 31, 2025." Accept any accurate pair of sentences without a verdict.

Exit ticket

1. Money.

2. False. Deposits are money the bank owes back to customers.

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3. Debt-to-equity or free cash flow: for a bank, deposits are owed money that is part of the business, so the measures mean something else.

4. Another bank, such as Bank of America.

Notes

- Data checked Nov 15, 2026. Figures and receipts are copied from each company's Cityfort page, which takes them from its 10-K. Bank measures are the banks' own, as reported.

The receipts

Where each $100 went: JPMorgan Chase, FY2025

Line	Per $100 that came in
Interest paid to depositors and lenders	$34.9
Employees	$19.4
Technology, offices, marketing and other costs	$14.7
Provision for credit losses	$5.1
Income tax	$5.5
Kept as net income	$20.3
Total	$99.9

Source: JPMorgan Chase's FY2025 Form 10-K, filed Feb 13, 2026; Item 8, consolidated statements of income (Cityfort calculation: each line ÷ interest income plus noninterest revenue × 100). Lines are rounded to the nearest 10 cents, so the total may differ from $100 by a few cents.

Where each $100 went: Walmart, FY2026

Line	Per $100 that came in
Goods and other cost of sales	$74.9
Operating, selling and admin costs	$20.7
Interest	$0.3
Tax and minority holders' share	$1.1
Kept as net income	$3.1
Total	$100.1

Source: Walmart's FY2026 Form 10-K, filed Mar 13, 2026; Item 8, consolidated statements of income (Cityfort calculation: each line ÷ total money in × 100). Lines are rounded to the nearest 10 cents, so the total may differ from $100 by a few cents.

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Where each $100 went: Bank of America, FY2025

Line	Per $100 that came in
Interest paid to depositors and lenders	$41.0
Employees	$22.1
Technology, buildings, marketing and other costs	$14.3
Provision for credit losses	$3.0
Income tax	$3.8
Kept as profit	$15.9
Total	$100.1

Source: Bank of America's FY2025 Form 10-K, filed Feb 25, 2026; Item 8, consolidated statement of income (Cityfort calculation: each line ÷ interest income plus noninterest income × 100). Lines are rounded to the nearest 10 cents, so the total may differ from $100 by a few cents.

Sources

1. S1: JPMorgan Chase: Form 10-K for fiscal year 2025 (ended Dec 31, 2025), JPMorgan Chase & Co. (SEC EDGAR), Feb 13, 2026. https://www.sec.gov/Archives/edgar/data/19617/000162828026008131/jpm-20251231.htm
2. S2: Walmart: Form 10-K for fiscal 2026 (year ended Jan 31, 2026), Walmart Inc. (SEC EDGAR), Mar 13, 2026. https://www.sec.gov/Archives/edgar/data/104169/000010416926000055/wmt-20260131.htm
3. S3: Bank of America: Form 10-K for fiscal year 2025 (ended Dec 31, 2025), Bank of America Corporation (SEC EDGAR), Feb 25, 2026. https://www.sec.gov/Archives/edgar/data/70858/000007085826000157/bac-20251231.htm

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