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

Name: Class: Date:

A store sells goods; a bank sells the use of money. In this lesson you will compare a bank's $100 receipt with a retailer's and find out why the same measure can mean different things.

What to do

1. Read the receipts and cards below with a partner.
2. In Part C of your worksheet, find each company's largest cost.
3. In Part D, write which measures make sense for a bank.
4. The exit ticket is on page 2 of your worksheet.

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.

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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.

Part A. Warm-up

1. A1. A grocery store buys food and sells it. What does a bank buy, and what does it sell?

Part B. Words

Write each definition in your own words.

1. Deposit

2. Net interest income

Part C. Two receipts

Use the $100 receipts on the student page or slides 3–4.

C1. JPMorgan Chase's largest cost per $100: _____ $_____

C2. Walmart's largest cost per $100: _____ $_____

C3. Kept per $100: JPMorgan Chase $_____; Walmart $_____

1. C4. Why does a bank's interest expense sit where a retailer's cost of goods would?

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Part D. Which measures fit a bank?

D1. Total net revenue $182,447 million = interest income $193,341 million − interest expense $97,898 million + noninterest revenue $87,004 million. Check the math: _____

1. D2. Why does Cityfort's bank page leave out debt-to-equity?

2. D3. Name two measures banks are compared on, and what each shows.

Advanced (optional): two banks

Bank of America (FY2025): net interest income $60,096 million; deposits $2,018,729 million; CET1 ratio 11.4%; kept $15.90 of each $100.

1. Write two comparison sentences about JPMorgan Chase and Bank of America using bank measures. No verdict.

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Exit ticket

1. What is a bank's raw material?

   _____

2. True or false? Deposits are money a bank owns.

   _____

3. Name one measure Cityfort leaves out on bank pages, and why.

   _____

   _____

4. Which kind of company would you compare JPMorgan Chase with on a compare page?

   _____

Word bank

Deposit	Money a customer keeps at a bank; the bank owes it back.
Net interest income	Interest a bank earns on loans and investments, minus interest it pays.
Net interest margin	Net interest income as a percent of the assets that earn interest.
Capital ratio (CET1)	The bank's own capital as a percent of its risk-weighted assets: a cushion against losses.
Net charge-offs	Loans the bank wrote off as unlikely to be repaid, after recoveries.

Sentence starters

- ____'s largest cost per $100 was ____ ($____).
- For a bank, ____ means something different because ____.
- Banks are compared on ____ and ____.

student page

Scan the code or type: **cityfort.co/class/bank-retailer**

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