

Projected Income Statement

		2000	2001	2002	2003	2004	2005
A.	Sales						
<i>Cost of sales</i>							
B.	Variable labor						
C.	Variable materials & services						
D.	Direct variable expenses (B+C)						
E.	Gross profit						
<i>Operating expenses</i>							
F.	Team salaries & fringes						
G.	Allocated overheads						
H.	Rent, utilities, etc.						
I.	Marketing & sales						
J.	R&D, quality						
K.	Training						
L.	Depreciation						
M.	Other						
N.	Total operating expenses						
O.	Earnings from operations (A-(D+N))						
P.	Cost of capital						
Q.	Net income (loss) (N-O)						