

APPENDIX 5.21
(referred to in paragraph 5.214)

Mars's forecast to 2002 for its UK ice cream activities

TABLE 1 Mars: forecast for impulse ice cream under a constrained market case, 1999 to 2002 with historical actuals to 1998*

	1996	1997	1998	1999	2000	2001	2002
Litons ('000)	4.5	4.6	3.9	[Figures omitted. See note on page iv.]			
Percentage change (%)†	-	2	-16				
<i>1999 to 2002 figures in 1998 prices, £ million</i>							
GSV	22.1	22.7	19.9	[Figures omitted. See note on page iv.]			
Trade discounts‡	<u>-5.6</u>	<u>-6.3</u>	<u>-6.0</u>				
NSV	16.5	16.4	13.9				
Product costs and logistics	[Figures omitted. See note on page iv.]						
Marginal income	[Figures omitted. See note on page iv.]						
Promotions and advertising	[Figures omitted. See note on page iv.]						
Sales and marketing	[Figures omitted. See note on page iv.]						
Freezer costs	-2.7	-2.7	-2.1				
Administration and other costs§	(<u>≈</u>)	(<u>≈</u>)	(<u>≈</u>)				
Operating profit	-3.8	-1.8	0.0				
<i>per cent</i>							
<i>Performance indicators as percentage of GSV</i>							
Trade discount	25	28	30	[Figures omitted. See note on page iv.]			
Product costs and logistics	[Figures omitted. See note on page iv.]						
Promotions and advertising	[Figures omitted. See note on page iv.]						
Sales and marketing	[Figures omitted. See note on page iv.]						
Operating profit/(loss)	-17	-8	0				

Source: Mars.

* [Details omitted. See note on page iv.]
 † [Details omitted. See note on page iv.]
 ‡ [Details omitted. See note on page iv.]
 § [Details omitted. See note on page iv.]

TABLE 2 Mars: forecast for impulse ice cream under an unconstrained market case, 1999 to 2002 with historical actuals to 1998*

	1996	1997	1998	1999	2000	2001	2002
Litons ('000)	4.5	4.6	3.9	[Figures omitted. See note on page iv.]			
Percentage change (%)†	-	2	-16				
<i>1999 to 2002 figures in 1998 prices, £ million</i>							
GSV	22.1	22.7	19.9	[Figures omitted. See note on page iv.]			
Trade discounts‡	<u>-5.6</u>	<u>-6.3</u>	<u>-6.0</u>				
NSV	16.5	16.4	13.9				
Product costs and logistics§	[Figures omitted. See note on page iv.]						
Marginal income							
Promotions and advertising							
Sales and marketing	[Figures omitted. See note on page iv.]						
Freezer costs							
Administration and other costs¶							
Operating profit	-3.8	-1.8	0.0				
<i>Performance indicators as percentage of GSV</i>							
Trade discount	25	28	30	[Figures omitted. See note on page iv.]			
Product costs and logistics§	[Figures omitted. See note on page iv.]						
Promotions and advertising							
Sales and marketing							
Operating profit/(loss)							

Source: Mars.

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†
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Details omitted. See note on page iv.