First and foremost, please read carefully the first page of this case under the caption 'Please Read Carefully'. As you will note, this section lists the broad objectives of an Integrative Case Study (ICS) of CMA. Please appreciate that these cases are living organizations and you are required to examine these with reference to their integrated annual reports that comprehensively navigates you through some salient operational, financial and strategic information. Of course, as you proceed you will have to relate and examine the information using the familiar functional and strategic knowledge and applicable analytical frameworks. That's how you could relate practice with theory, an overarching objective of an ICS.

As the companies under review are quite familiar to you, as the first step, please access the links for the two annual reports and simply browse the total reports, one company at a time. (This is simply an unfocused guide of the respective integrated reports also with the objective to familiarize the sections relevant to our case, namely the 'retail / super-market' sections.)

Just make a conscious attempt to focus on the 'contents' pages of the two reports, so that you will get an idea where to find different sections in regard to the 'RETAIL sections, these being the focus of this time ICS, bearing in mind that both parent companies are among the large, diversified business groups in our country. For example, of the contents page of the Cargills Ceylon Plc ‘Annual Report’, it mentions page 14 - as the section that deals with ‘Our Businesses’ and hence will contain some information about the section that is relevant to our case.

(Also please note that, most of the case relevant sections/pages are mentioned and appended with the case study).

Leave one or two days from the initial phase, and as the next step please do a more focused reference of the appended case specific annexes particularly noting any salient features of each business.
In an ICS, you are expected not only to simply 'do' a case academically, casually and distantly for an examination purpose only, but the real learning experience comes with as much as possible 'living' with these organizations thinking as a top level executive of these business units and how we could make these businesses more valuable, competitive and operationally better and strategically more effective. In doing so, given the nature of these sections relevant to the case study, these are supermarket sections of these groups of companies and those we possibly access as customers in our day to day life. Hence, please do so from a customer’s perspective as well, anyway such a dimension being a valuable perspective in any successful business.

**A word of caution at this juncture:** This specific time period being an unfortunate era in our human existence, evaluating supermarkets from a customer perspective, at this chaotic juncture, may not be the ideal time to do so as customers flock at any available shopping opportunity.

Wishing you all a peaceful and a healthful phase of ‘difficult period to pass’, and at CMA we thought this time can be more gainfully expended by focusing your available free time with the ‘case study’ that has been now published.

Please stay safe and all the very best!