

**Report on MAS Intimates Bangladesh (Pvt.) Ltd. (A Concern of
MAS Holdings)**

Smart Manufacturing Practices in the Global Apparel Industry

By

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An internship report submitted to the Executive Development Center, Brac Institute of
Governance and Development (BIGD), Brac University in partial fulfillment of the
requirements for the degree of
Post Graduate Diploma in Knitwear Industry Management (PGD-KIM)

Executive Development Center, BIGD
Brac University
March 2026

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Declaration

It is hereby declared that

1. The internship report submitted is my own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

Student's Full Name & Signature:

MD.Shahriar Alam
Student ID: 1000055607

Academic Supervisor's Full Name & Signature:

Md. Hasib Al Mamun Sumon
Sr. Program Associate
BIGD, Brac University

Letter of Transmittal

Md. Hasib Al Mamun Sumon
Sr. Program Associate
BIGD, Brac University
66 Mohakhali, Dhaka-1212

Subject: Submission of Industry attachment report on Smart Manufacturing Practices in the Global Apparel Industry

Dear Sir,

With due respect, I am pleased to submit my internship report titled “**Smart Manufacturing Practices in the Global Apparel Industry**”, prepared as a partial requirement of the **Post Graduate Diploma in Knitwear Industry Management (PGD-KIM)**.

This report briefly stated the working process of the merchandising department at MAS, its coordination with other departments, and the key challenges faced in daily operations. The report has been prepared with relevant information and practical insights in a brief and structured manner.

I hope this report meets the academic requirements and will be accepted for evaluation.

Sincerely yours,

MD.Shahriar Alam

Student ID: 1000055607

Executive Development Center, BIGD

Brac University

Date: March 10,2026

Non-Disclosure Agreement

This agreement is made and entered into by and between **MAS Intimates Bangladesh (Pvt.) Ltd** and Md. Shahriar Alam the undersigned student at EDC, BIGD, BRAC University. I, Md. Shahriar Alam (ID: 1000055607), hereby declare that I will not disclose any information regarding the parties who are directly or indirectly involved with this project.

I further acknowledge that I will not share any details about this program with MAS Intimates Bangladesh (Pvt.) Ltd that may violate the rules and regulations of BIGD.

In addition, my industry supervisor, Rashedul Islam Chowdhury, also affirms the same declaration, and by signing below, he fully agrees to the terms of this confidentiality agreement.

Student's Full Name & Signature:

MD.Shahriar Alam
Student ID: 1000055607

Industry Supervisor's Full Name & Signature:

Rashedul Islam Chowdhury
Account Manager, Marketing and Merchandising
MAS Intimates Bangladesh (Pvt.) Ltd.

Acknowledgement

First and foremost, I would like to express my sincere gratitude to my Academic Supervisor, Md. Hasib Al Mamun Sumon, Sr. Program Associate at BRAC Institute of Governance and Development (BIGD), BRAC University. His continuous guidance, valuable suggestions, and encouragement helped me a lot in completing this industrial attachment report. His constructive feedback made it easier for me to organize my learning experiences and present them clearly in this report.

I would also like to express my heartfelt thanks to my Industry Supervisor, Rashedul Islam Chowdhury, Account Manager, Marketing and Merchandising at MAS Intimates Bangladesh (Pvt.) Ltd.. I am truly grateful for his support and for giving me the opportunity to gain practical experience within the organization. Through his professional guidance and insights, I was able to better understand the real working process of merchandising and operations in the apparel industry.

I would also like to thank all my respected course teachers for their continuous support and academic guidance throughout this program. Their valuable lessons and encouragement helped me develop the knowledge and confidence to apply theoretical concepts in a real industrial environment.

Finally, I would like to express my sincere appreciation to BRAC Institute of Governance and Development (BIGD) for arranging and facilitating this meaningful learning opportunity. I feel fortunate to have been part of this program, as it has contributed greatly to my learning and professional development. I also highly appreciate the collaboration between BIGD and Bangladesh Knitwear Manufacturers and Exporters Association (BKMEA), which created an important platform for students to connect with the industry and gain real-life experience. This opportunity will always remain a valuable step in my academic and future career journey.

Executive Summary

This report presents an overview of my industrial attachment experience at MAS Intimates Bangladesh, one of the leading organizations in the global apparel manufacturing industry. The report begins with the company profile and operational structure, providing an understanding of the organization's business nature, organizational framework, product range, and its important role in the apparel sector. It highlights the company overview by focusing on operational practices, manufacturing capabilities, and its contribution to the international apparel supply chain. The report also describes the practical experience I gained through rotational training in several departments. During the attachment period, I worked in different departments, including Merchandising, Sourcing & Supply Chain, Planning, Industrial Engineering, Production, and Commercial. In each department, I completed assigned tasks and observed regular operational activities. Through these rotations, I developed a clearer understanding of how each function supports the order execution process, from product development and raw material sourcing to production planning, efficiency management, quality control, and shipment procedures. This hands-on exposure helped me understand how different departments work together and the importance of coordination to maintain operational efficiency and ensure customer satisfaction.

The report also evaluates my internship experience by reflecting on the practical learning outcomes, challenges faced, and professional skills developed during the attachment period. This internship allowed me to apply my academic knowledge in a real industrial environment and improved my understanding of teamwork, professional communication, cost analysis, workflow efficiency, product development processes, and supply chain coordination. Based on my observations during the attachment, the report presents several recommendations for industry improvement. These include improving communication between departments to reduce order delays, strengthening production planning and monitoring systems to increase line efficiency, introducing more digital documentation and tracking systems for better coordination, and encouraging continuous training programs for employees to improve their technical and operational skills. Overall, the industrial attachment at MAS Intimates Bangladesh served as an important bridge between academic learning and practical industry experience, helping me improve my professional competence and practical knowledge while preparing me for future responsibilities in the apparel manufacturing industry.

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Chapter 1

About Organization

1.1 Overview of the Industry

Bangladesh's knitwear industry is one of the strongest pillars of the country's export economy, contributing the largest share of ready-made garment (RMG) exports and employing millions of workers. Over the past two decades, Bangladesh has become the world's second-largest apparel exporter after China, with knitwear playing a dominant role due to competitive pricing, large-scale production capacity, and compliance improvements. (BGMEA DAILY DIGEST, 2024) Within this dynamic landscape, MAS Holdings has made a significant contribution by introducing advanced manufacturing technologies, compliance-driven production, and value-added intimate and performance wear operations, particularly through MAS Intimates Bangladesh. (MAS Holdings Explained, n.d.-b)

MAS Holdings began its journey in 1987 when Mahesh, Sharad, and Ajay Amalean established the company in Sri Lanka, focusing on technically specialized intimate apparel manufacturing. Over time, MAS expanded into sportswear, swimwear, and performance wear, forming strategic partnerships with global brands such as Victoria's Secret and Nike, strengthening its position as a design-to-delivery solutions provider (Success Story of MAS Holdings | Export Development Board, n.d.) Today, MAS operates more than 50 manufacturing facilities across over 15 countries, supported by innovation and design hubs in key global fashion centers. This company contains 100,000 employees by maintaining vertically integrated setup from design to development and logistics. (Wikipedia contributors, 2025). Apart from that sustainability reflects another core strategy of this company. (Borneman, 2022c)

Within the group Mas Intimates Bangladesh is one of largest and key Cluster situated in Bangladesh which produces lingerie products with advanced operation facilities containing international quality and compliance standards. (Star, n.d.-b)

Additionally, MAS Direct Brand Dhaka office operates as a sourcing hub coordinating with local factories and suppliers by contributing yearly USD 50 million business. Eventually MAS contributes not only export earnings but also upgrading the sustainability practices within the garment industry. (Star, n.d.-b)

1.2 Vision & Mission

The vision is to imagine a day when we outfit the world with possibilities, our people and partners achieve their aspirations, and sustainability is woven into the fabric of our industry. (MAS Holdings, 2025)

The Mission of MAS Holdings is to inspire people to change the world for the better. We develop products that are both human-centered and sustainable. We formed PARTNERSHIPS to flourish and accomplish ambitious profitable growth together. (MAS Holdings, 2025)

1.3 Goals & Objectives

Goals: By continuously increasing the capacities of innovation, manufacturing excellence and ethical business practices MAS Holdings dreams to achieve the sustainable leadership role in the global apparel industry. Hence, its primary goal reflects to strengthen its position as a design to deliver solutions providers who offer high quality apparel products to serve international brands and worldwide customers. (Success Story of MAS Holdings | Export Development Board, n.d.-b). Eventually, MAS expansion reflects its global footprint and market reach by maintaining strategic partnership and operational excellence. As a result, its regional hub MAS Direct Brand Dhaka office, strengthens the supply chain connectivity to gain overall corporate growth. (Wikipedia contributors, 2025b)

Objectives: As a core objective, MAS provides more priority investing in research and development areas, research and creative designs, which enables the company to become forefront of fashion, performance wear and functional apparel markets. (Success Story of MAS Holdings | Export Development Board, n.d.-b). Another core objective of MAS is to establish sustainability in all kinds of operational aspects, which minimize the environmental impact through energy efficiency, waste reduction, and responsible sourcing by promoting the ethical labor practices all over the global network facilities. By achieving all these areas MAS become the leader not only in compliance but also in corporate leadership areas. (Borneman, 2022c)

1.4 Organizational structure, Organogram, Branches and Departments

MAS Holdings (Private) Ltd is a Sri Lankan global apparel and textile manufacturer and one stop design-to-delivery solutions provider known for intimate apparel, activewear, performance wear, swimwear, and technologies. (MAS Holdings Explained, n.d.)

Organizational Structure

Business Unit / Division Structure: MAS operates through strategic business which focused on product categories. These include Intimate Apparel (e.g., MAS Intimates, Bodyline), Sports & Active wear (e.g., MAS Active, MAS KREEDA), Swimwear (Linea Aqua), and Innovation & Technology (Twinery/Innovations by MAS), supporting R&D, wearable tech, and product. (MAS Holdings Explained, n.d.)

Global Branches & Operations

Headquarters

The global headquarters is located in Battaramulla, Colombo, Sri Lanka, where corporate leadership, strategy, finance, and many centralized functions reside. (MAS Holdings Explained, n.d.)

Manufacturing Footprint

MAS has an extensive global manufacturing network spanning at least 53 facilities in about 16 countries, employing over 100,000 people worldwide. Its global presence extends across South Asia, Southeast Asia, the Middle East, North America, and the Caribbean, with manufacturing facilities in Sri Lanka, Bangladesh, Indonesia, Vietnam, Jordan, Haiti, USA, Mexico, and more (MAS Holdings Explained, n.d.)

Recent expansion includes:

A new production facility in Odisha, India aimed at boosting regional manufacturing capabilities (MAS Holdings Expands in India, n.d.)

Business Units & Brands

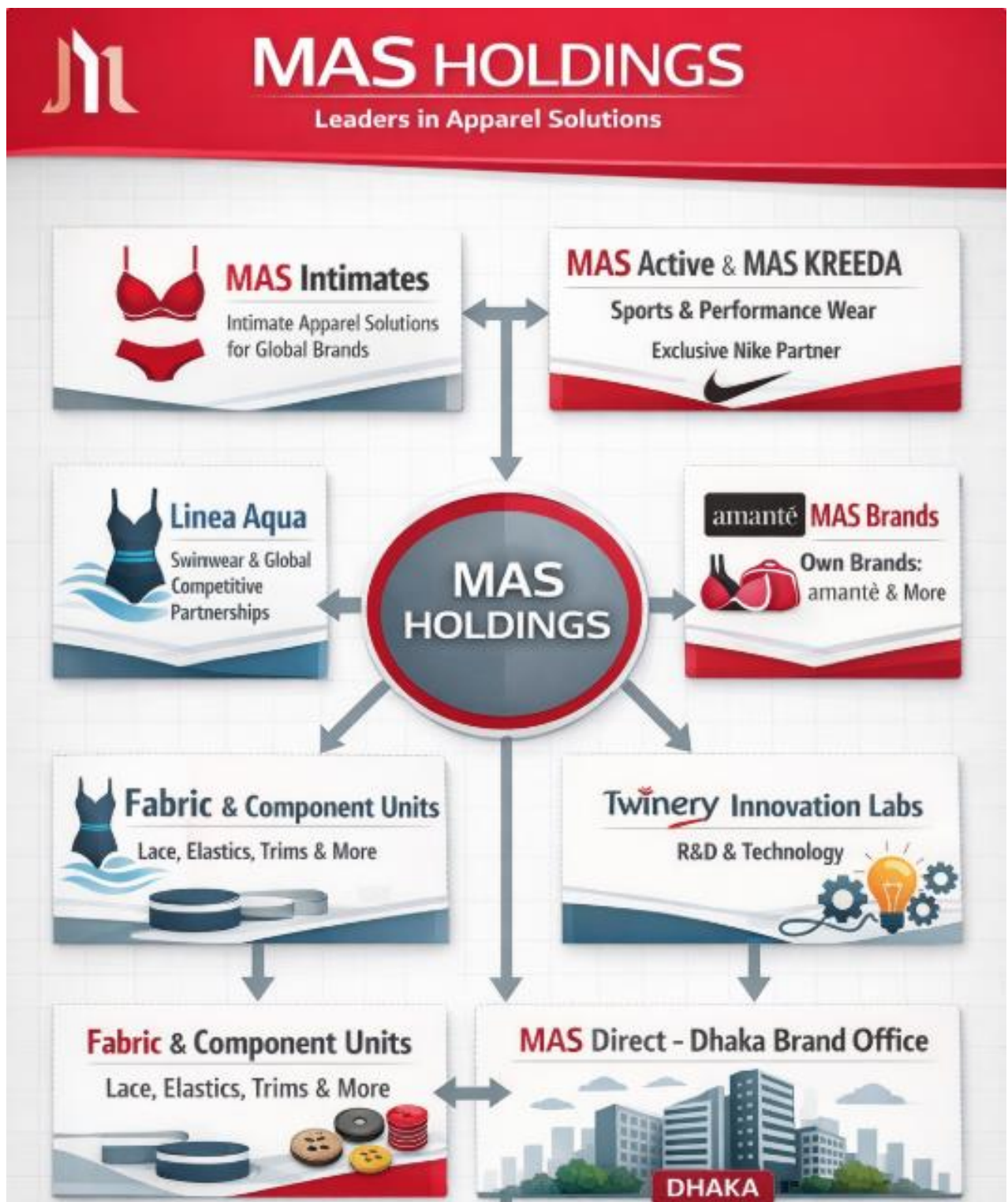


Fig:1 (internal source)

Overall MAS Organogram overview

MAS Holdings operates as a well-structured organization that reflects clear leadership, effective governance, and smooth operational controls across its global business unit areas. Strategic decisions are guided by senior leadership, in the meantime, central corporate functions such as finance, compliance, sustainability, and innovation support overall business operation. The company is divided into special divisions, including MAS Intimates, MAS Active, MAS Kreeda, and Linea Aqua, each focusing on specific product categories. In Bangladesh, MAS Intimates Bangladesh manages manufacturing activities, while MAS Direct Dhaka Brand Office operates closely with international customers and factories to conduct communication, order execution, and customer support representative. (MAS Holdings Explained, n.d.)

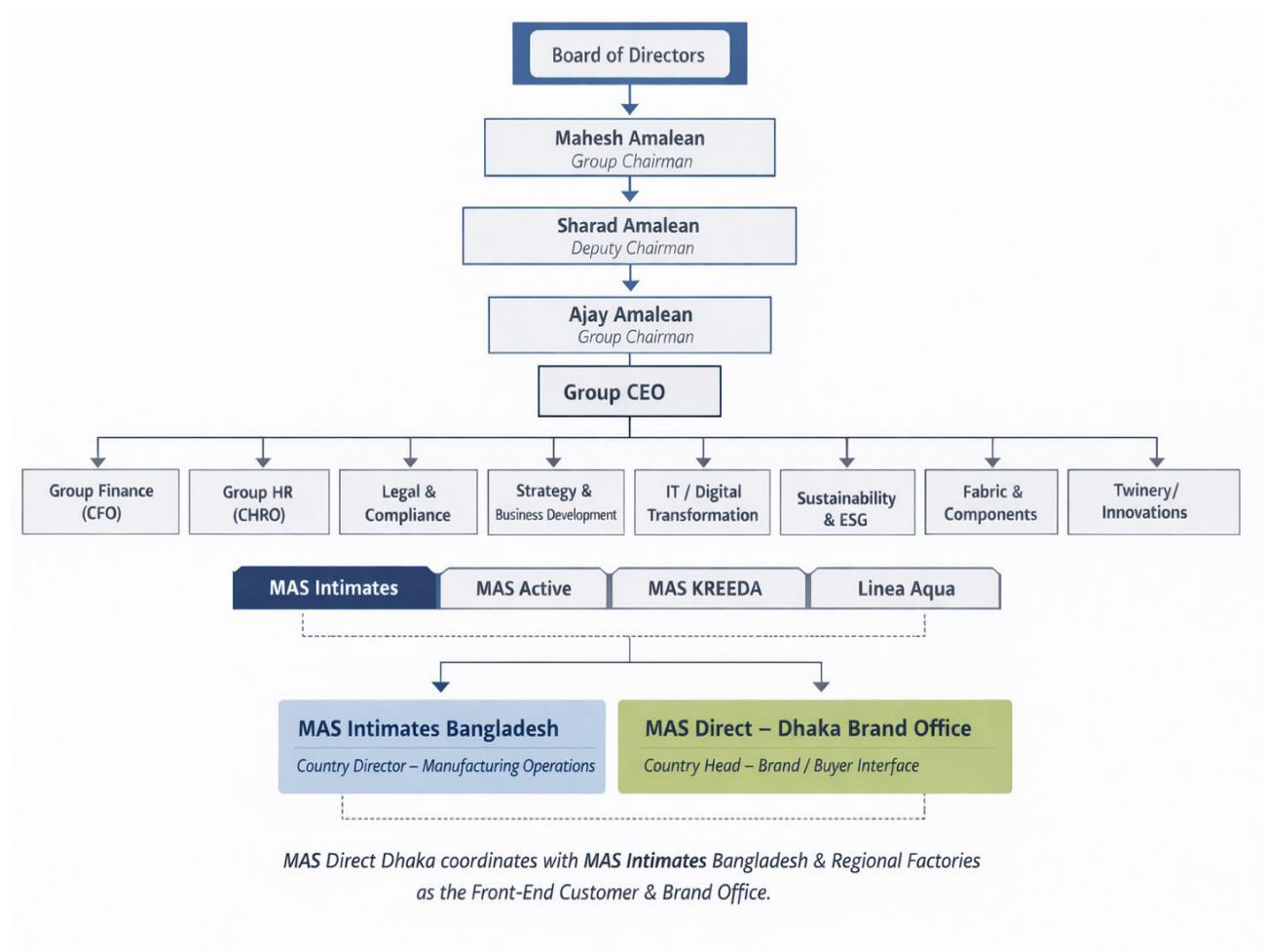


Fig:2 (internal source)

Global Presence

MAS Holdings operates its business not only locally but also globally by connecting with North America, Europe, Asia, and Africa. It has office as well as manufacturing facilities in various cities such as Vancouver, New York, London, Bangladesh, Sri Lanka, China, Vietnam, Indonesia, and Kenya. (MAS Holdings Explained, n.d.)



Fig:3 (internal source)

Annual Turnover (Revenue)

MAS Holdings is a billion-dollar apparel manufacturing organization. MAS annual revenue is approximately USD **2 billion**, which reflects its large global footprint in this apparel industry. (Wikipedia contributors, 2025b)

1.5 Products/services produced by the industry

MAS Holdings delivers a diverse range of apparel products covering intimate wear, activewear, performance sportswear, swimwear, and loungewear, supporting both fashion and functional market segments. (MAS Holdings Explained, n.d.)



Fig:4 (internal source)

Chapter 2

Description about task accomplishment

In my 66 days internship program, I have planned to participate in six key departments in my organization to get practical experience. Each of these departments are Marketing and Merchandising, Supply Chain & Sourcing, Planning, Industrial Engineering, Production, and Commercial will be observed for 11 working days. This scheduled participation of each department will help me to understand the workflows and daily activities to full fill the internship goal.

Department	Duration (working Days)
Marketing and Merchandising	11
Supply Chain & Sourcing	11
Planning	11
Industrial Engineering	11
Production	11
Commercial	11
Total	66 days

Marketing and Merchandising Department

During my industrial attachment, I started work in the Merchandising department where I was directly involved in day-to-day Merchandising activities. This department leads the total manufacturing facilities from where all directions are coming to execute the order. As a Merchandiser I acted as a key point to coordinate between buyers and other internal departments such as supply chain & sourcing, planning, production, IE, and commercial. In this dynamic work environment, I had to handle multiple styles, along with real-time issues and solutions. It helped me to develop interpersonal as well as strong communication skills.

Basically, the Merchandising starts through tech pack receives from the customer. After receiving the tech pack, I gone through each and every detail in the teach pack of each style, then I prepared the style list, material list, and key points to discuss with all cross functional teams. Apart from that to clear all kinds of confusion I communicated with all relevant teams including buyers as well. After getting all details, I have to prepare internal costing buy collecting some important data such as fabric consumption, CM (Cost of Making) value, SMV

(Standard Minute Value), Raw materials prices, and lead times. After that, prepare the cost sheet and offer the price to the customer to negotiate the order. Apart from that, I have received the sample requirements from the customer, such as capability samples, photo samples, fit samples, Preproduction samples etc. To facilitate these samples, I have to place order for sample fabrics and trims on time to prepare samples through the sample room for customer submission on time. To confirm order, I prepared order sheet through ERP (Enterprise Resource Planning) input and circulate the order to the relevant departments to place the RM booking on time, as well as load the order in the production manufacturing unit to maintain committed monthly capacity. When the production starts of each PO (purchase order), I regularly monitor the production report and closely follow up with all relevant cross functional teams who are related to the production of this PO. Apart from that, I closely connected with the commercial team and forwarder for smooth shipment plan and on time handover of the goods.

Supply Chain & Sourcing Department

During my internship, I worked with the Supply Chain and Sourcing department, and I observed how the department ensures the right materials are available at right time by ensuring correct quality and price. As part of my learning activities, I helped the team by reviewing BOM sheets and preparing material tracker files to monitor supplier delivery commitment status. I updated raw material follow-up records in the ERP system and learned how the PO (purchase order) are tracked in detail. I also placed some sample POs on the supplier and taken own responsibility for sourcing and negotiating on behalf of the team. Through this experience, I also learned inventory monitoring and stock control process through the ERP system.

Planning Department

During my internship, I worked with the Planning department and learned in detail how production plans are prepared and observed in the factory. The planning team works as a connector between merchandising, production, and other operational departments. After receiving confirmed orders from Merchandiser, planners review style information, SMV, and order quantities before freezing capacity and the line allocation.

During my attachment, I helped planners in updating production tracking sheets and reviewed daily production output reports. This helped me to understand how planners compare the actual output with their targets. I also learned how planners adjust line loading when delays occur due

to raw material shortfall or during lower productivity time. In some cases, I supported the team by preparing production status summaries, RM call out charts, freezing plan call outs as a part of regular planning department activities.

Industrial Engineering (IE) Department

During my internship, I worked with the Industrial Engineering (IE) department, I observed how IE team preparing operation breakdown and time study to calculate the Standard Minute Value (SMV) for each garment style.

During my time in this department, I helped IE team by recording operation times during time study activities and arranged data for SMV calculations. I also observed how line layouts are prepared based on garment construction to improve efficiency and reduce bottlenecks. In addition, I helped the team to prepare basic efficiency tracking data from production reports as well.

Production Department

During my internship, I worked closely with the Production department and achieved practical knowledge about the garment manufacturing process from cutting to finishing. After completion of pre-production activities and approval of each and every material and sample, the production process starts with fabric inspection and cutting. I reviewed how fabrics are relaxed, inspected, and cut based on given approved markers to reduce fabric wastage. After that observation I have prepared the cutting report and communicated with cutting quality to validate it. After getting validation I informed production manager. After that I helped team to observe bundle moment between cutting to sewing section and this point is very critical as one missing bundle can make production shortfall. After that I closely work with line quality to understand how they are monitoring the garment defects to ensure quality products. Then I checked the finishing area where all products are packed as per customer requirement, and I helped the finishing supervisor for one PO full packing follow up process which gave me real-time experience how finishing department works. The finishing department is the last stage of production from where goods are transferred to inspection area where customer Quality Assurance team conducts the final inspection.

Commercial Department

During my internship, I worked with the Commercial department and learned about the export and shipment procedures our factory follows for smooth shipment. During this period, I helped the commercial team by checking the packing list data and preparing shipment documentation file for the particular week shipment. On behalf of the team, I communicated with freight forwarder and placed prebooking in the customer portal as well. Apart from that I have prepared weekly shipment status record tracker file for the team to monitor every shipment closely.

Chapter 3

Critical assessment of Internship work

My internship at MAS Intimates Bangladesh programmed for 66 days in key six departments by rotation program across Marketing and Merchandising, Supply Chain & Sourcing, Planning, Industrial Engineering, Production, and Commercial departments. Through this program I have received practical exposure in all relevant departments which helped me to apply theoretical knowledge from my academic studies in industrial situations.

3.1 Application of Generic and Industry specific courses during internship

During my industry attachment journey at MAS Intimates Bangladesh, I had the opportunity to apply many processes which I learned through my academic courses. During this period both generic and industry specified subjects helped me to understand the actual workplace situation with clear visibility. The following section explains how I applied the knowledge I gained from this course during my internship journey.

KIM 101: HR Skills and Competencies

This course was helpful for me to understand the leadership, employee motivation, negotiation, recruitment, conflict management, and organizational behavior. As a merchandising point of view people management is very important role. During this course I observed that the production performance is highly dependent on the worker's mindset and motivation. When I have production behind issue of my order, I understand how to approach production people to get the best outcome without blaming with a positive approach. Through this, I learned how to motivate people by maintaining good relationships and handling unwanted issues calmly. This

course made me realize that a merchandiser should have basic people management skills, along with technical skills as well.

KIM 103: Communication Skills

Effective communication is an important area for getting all work done smoothly. Through this course, I have improved my email writing, presentation, report writing, and effective communication, which I have applied during my internship.

During my internship period, I was assigned to a sampling project where I had to communicate with customers frequently. In that area, this course directly helped me to apply effective email writing as well as the effective communication skills I learned from this course.

KIM 201: Basics of Costing

As a merchandiser, CM calculation, overhead cost, garment costing, and fabric costing are very important to know, and this course exactly helped me in this area to learn these processes as well as clearing full concepts how each and every area functions in garment industry.

During internship, I have prepared garment cost sheet and during this course I have learned how to do garment costing, and I applied this technique during internship. Another example I did one fabric costing during internship where this course directly helped me to do that task smoothly.

KIM 202: Introduction to Industrial Engineering

As a merchandiser SMV is very important to understand and apply to do precise costing, capacity management and delivery planning. This course covered SMV calculation, line balancing techniques, productivity improvement and work study method application in the modern industry.

During my internship journey under IE department when I was calculating SMV this course directly helped me to calculate SMV properly.

KIM 203: Production Management and Merchandising

This course gave me clear idea about merchandising responsibilities and key functions. During the course, I have received clear ideas about order follow-up, time and action plan (T&A), buyer communication, and shipment procedures.

During my internship under merchandising, I was preparing one particular new range sample submission lead time. In that time, the T&A process helped me to fix the sample lead time perfectly.

KIM 204: Supply Chain

Supply Chain & Sourcing course has given detailed ideas about sourcing, procurement, negotiation, inventory control, and logistics management.

During my internship under the supply chain department, I was assigned to handle one sampling project where I utilized the negotiation techniques which I have learned from this course very effectively.

3.2 Suggestion for industry improvement

During my internship, I observed overall department wise barriers which can be solved with some practical suggestions. In the Marketing and Merchandising department, delays happen due to a lack of proper follow-up and time management; this can be improved by using proper PSR (Production Status Review) tracker, T&A management, and effective meetings with cross-functional departments. In Supply Chain & Sourcing, a lack of sourcing the correct material with the correct price and quality delays raw material in-house, causing huge loss in the business. Therefore, strong negotiation and close follow up with suppliers can mitigate these kinds of issues. As well as the implementation of ERP tools and smart tracking systems can reduce the risk. In the Planning department, wrong capacity booking, frequent line changing, and mismanagement of layout caused an imbalance of smooth production flow which can be minimized through proper use of ERP tools, application of modern forecasting techniques and using digital trackers. In Industrial Engineering, some production lines totally lose their production due to bottleneck issues, which can be sorted by using proper line balancing technique and work study methods. In the Production department, huge overtime, quality faults, and production behind happen; implementing proper lean techniques such as 5S, Kaizen, root cause analysis, and correct line balancing can improve overall production performance. In

the Commercial department, pre-booking delays and document delay can be minimized through proper tracker maintenance and using modern ERP tools. By continuously focusing on all these department-wise improvements and implementation of correct tools can minimize unwanted loss and strengthen the sustainability.

3.3 Learning for self-improvement

My internship at MAS Intimates Bangladesh was a significant journey of my professional and personal career development path. I worked 66 days during the internship with six key departments, which helped me understand how people, processes, machines, and materials are correlated to achieve organizational aims. This unique experience has given me special exposure to my leadership, teamwork and professional communication skills.

I have improved my problem-solving ability, analytical thinking, time management, and adaptability in a fast-paced industrial environment. My coordination skills and responsibility sense have been improved significantly by working with cross functional teams. Additionally, I have gained real-time knowledge of performance monitoring tools such as efficiency tracking, capacity planning, and workflow analysis. Experiencing real production challenges has increased my confidence level in decision making, quality control, and repeated improvement practices.

Eventually, I realized that I still have some areas where I need to work for improvements. Sometimes I feel uncomfortable speaking in front of large groups, which indicates that I need to improve my public speaking skills. I also feel that I am not significantly well in terms of multitasking. Apart from that, I would like to further improve my interpersonal skills, critical thinking, and technical knowledge to make big decisions in future without any hesitation. Currently I have given serious attention to these areas through continuous learning, practice and self-discipline.

Finally, this internship is not only a professional journey but also a personal mentorship program which helped me to identify my strengths and weaknesses and motivated me to become more professional.

Chapter 4

Conclusion

This industrial attachment has given me the opportunity to get a combination of learning opportunities with the application of academic and theoretical knowledge. In this journey, I had the opportunity to learn the complete workflow of multiple departments, including merchandising, sourcing, supply chain, production, commercial, and overall operational coordination. Ideally, every department helped me to understand smooth order execution processes to ensure smooth shipment. I also gathered valuable information and practical knowledge about industry's best practices, problem solving techniques, and quality assurance guidelines to achieve organizational expectations.

This internship journey enabled my professional skills, understanding of industrial processes, and strengthened my confidence to work in corporate environments. It helped me to implement academic knowledge with practical applications, which enhanced my future career growth in the apparel industry. I completely appreciate the supportive and cooperative guidance throughout this industrial journey, which made my learning process more effective.

I also would like to express my humble thanks to BIGD and BRAC for providing me with this valuable opportunity to participate in this PGD program. I feel lucky to have been able to be a part of this program that has contributed to my learning and professional development.

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