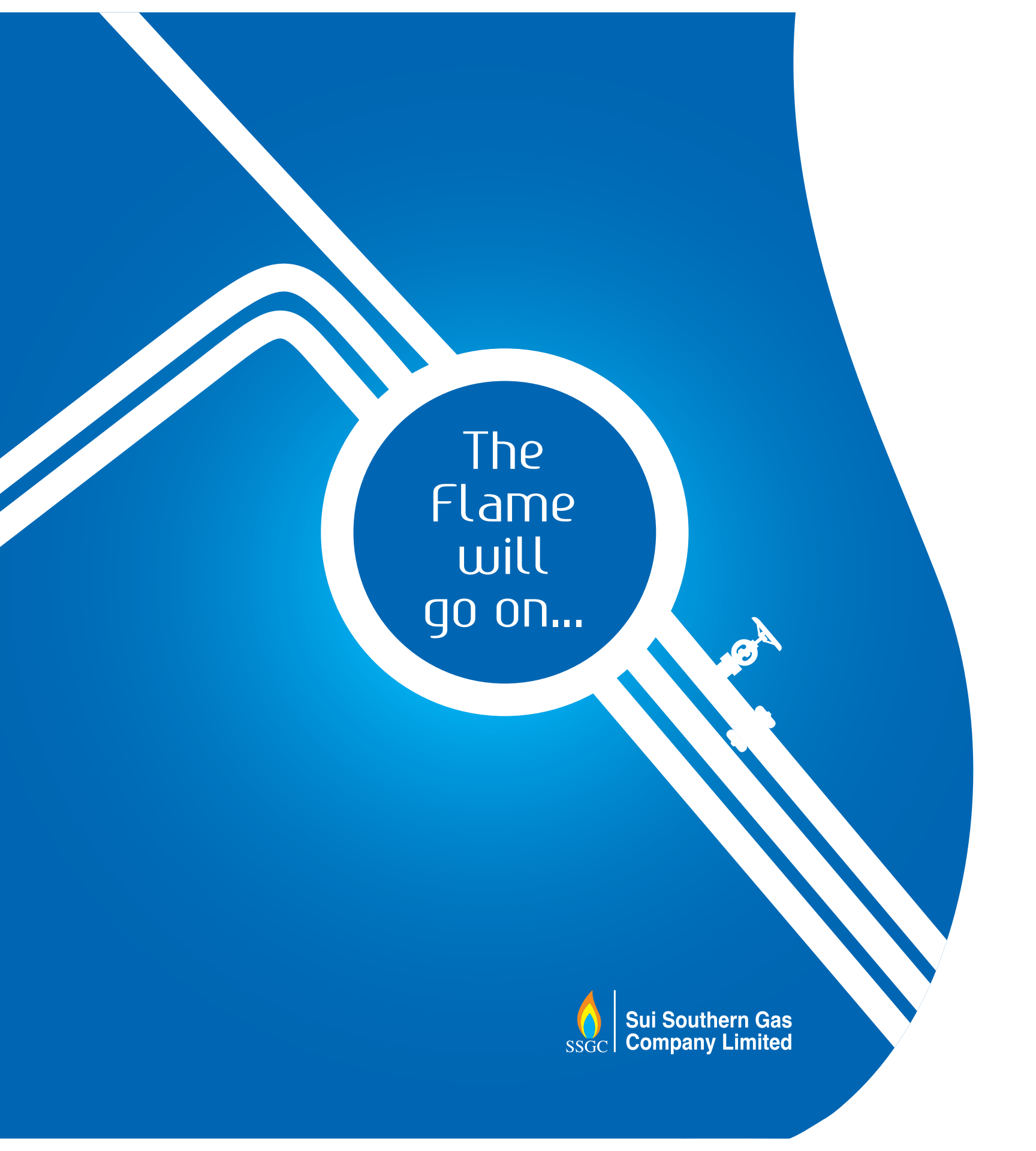




The
Flame
will
go on...



Sui Southern Gas
Company Limited



A rich infrastructure...



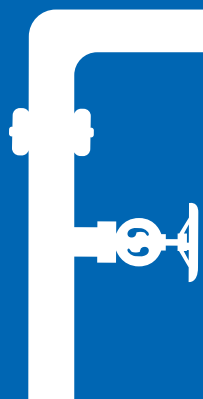


Message From Managing Director

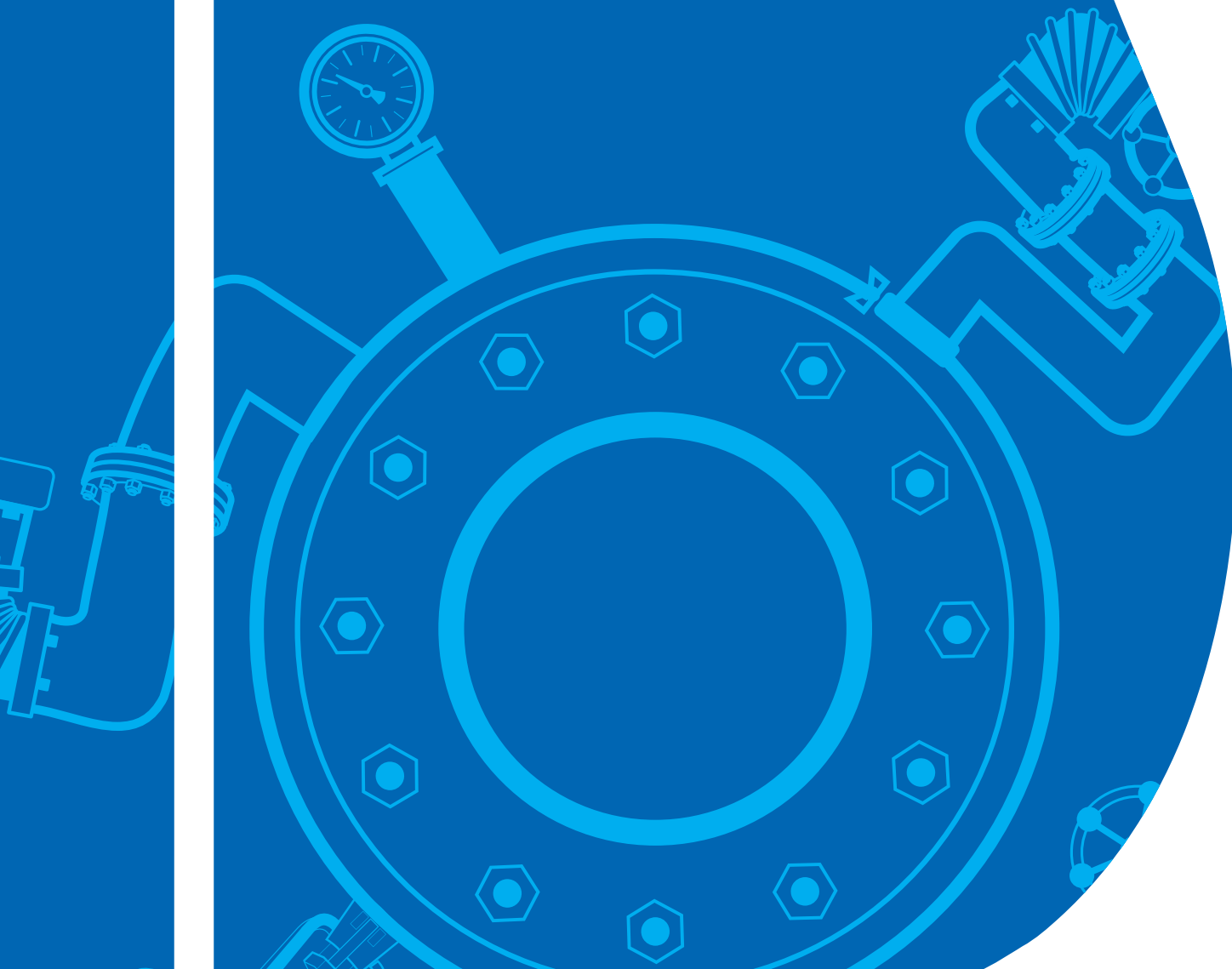
Fifty nine years ago a unique feat of engineering was accomplished in Pakistan when engineers and technicians of then Sui Gas Transmission Company commissioned Asia's first 16 inch diameter, 558-km long pipeline. The pipeline was part of a vision to harness natural gas, discovered in the far reaches of Balochistan, in a small town called Sui, and bring it all the way to Pakistan's then capital city Karachi to feed its budding industrial hub. Since then the Company has not looked back, having excelled in pioneering projects in the areas of project management, design engineering and construction operations. The Company's success, through the years is not just restricted to its core activities in transmission and distribution of natural gas, but in meter manufacturing, customer service, human resource development, upgradation of IT infrastructure and more recently in LPG supply chain.

Ingenuity and technical prowess are essential for unlocking the affordable energy that makes most modern economies tick. The Company has always nurtured a pioneering, can-do spirit – one that keeps us at the forefront of cutting edge technology to carry out a multitude of intricate projects, right from the conceptual design of a project to the stages of budgeting, construction and commissioning of the projects.

SSGC has proven itself as a reference standard in the natural gas sector, thanks to its strong business vision and a comprehensive gas development plan. The challenge especially in this ever changing business and socio-economic environment is not just to maintain the Company's position as an energy sector powerhouse but to constantly innovate by encouraging our human resource to strategize for alternative energy resources.



THE COMPANY



The Company

SSGC is Pakistan's leading public limited company engaged in the transmission and distribution of natural gas in the franchise areas of Sindh and Balochistan. The Company operates under the umbrella of Ministry of Petroleum and Natural Resources, Government of Pakistan as one of the leading energy sector organizations and is governed by a Board of Directors, with the Managing Director as its Chief Executive.

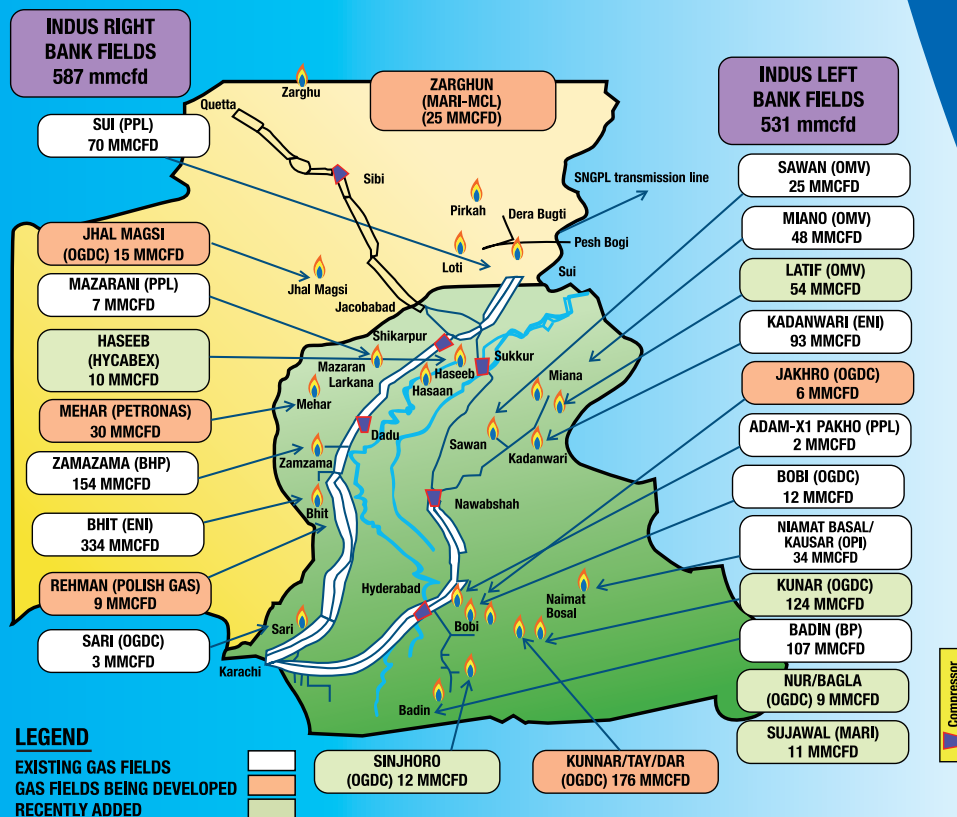
Being a premier gas utility, SSGC is involved in the designing, construction and consequent maintenance and implementation of gas transmission and distribution projects to ensure availability of natural gas in every nook and corner of franchise provinces. The Company also runs Pakistan's only meter manufacturing plant and effectively caters to its own consumer requirements as well as that of its sister concern Sui Northern Gas Pipelines Limited. The Company also runs its subsidiary called SSGC-LPG which was acquired to explore alternate sources of energy and to augment current gas supplies.

SSGC is constantly driven towards creating a perfect formula for ensuring true sustainability for the organization and its stakeholders. The Company is well positioned to play an integral part in taking the road less traveled by exploring alternative energy resources, rehabilitating its pipeline infrastructure and revitalizing its bottomline by taking a firm stand against Unaccounted-for-Gas.

Infrastructure – In a Nutshell

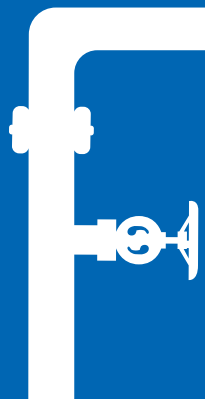
Transmission Network (Km)	3,402
Distribution Network (Km)	40,962
Gas Fields (Operated by exploration and Production Companies)	18
Districts on Gas	34
- Sindh	21
- Balochistan	13
Towns/Villages	3,334
- Towns	152
- Villages	3,182
Customers	2,542,428
- Industrial	4,118
- Commercial	24,184
- Domestic	2,514,126

Gas Supply Sources

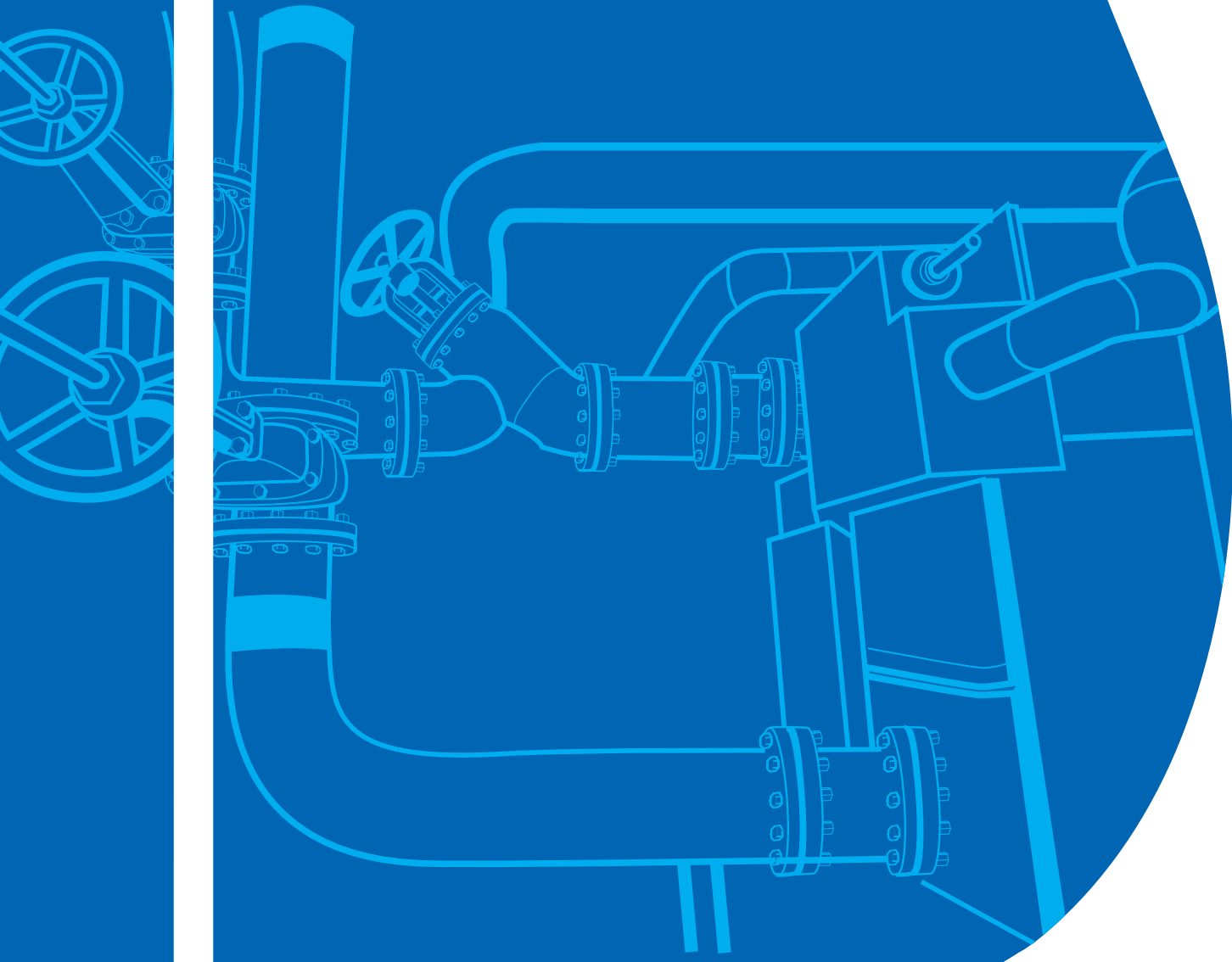


As a gas transmission and distribution company, SSGC purchases natural gas from around 18 E&P companies from where the gas reaches its various transmission facilities in its franchise areas.





INFRASTRUCTURE



Projects and Construction

The Company's Projects and Construction (P&C) Department was established in 1973 by the then Sui Gas Transmission Company Ltd. for the physical construction of its Indus Right Bank Pipeline Project which was financed by the Asian Development Bank.

P&C has trained manpower and owns its own fleet of construction equipment, machinery and vehicles and performs its construction activities that conform to Standard International Procedures. It has been engaged in the construction and rehabilitation of Pipeline Infrastructure of high-pressure gas, ancillary facilities, compressor stations and natural gas purification and dehydration plants for the past 40 years as in-house jobs and under contract for other organisations.

During the last 40 years, P&C has laid over 3,400 kms of high-pressure natural gas transmission pipelines. Starting from FY 2003-04, the Department has also implemented projects which include supply and distribution Networks for new towns and villages, reinforcement and rehabilitation schemes on request of the Distribution Department in Sindh and Balochistan. In addition mechanical fabrication/ installation works of Compressor Station and Gas Purification Plants have also been completed. Pipeline construction works are carried out in some of the most difficult of terrains and in the most inclement of weathers.



For the overhaul, repairs, maintenance and parking of its construction fleet, the P&C Department has a full-fledged base camp-cum-workshop called as Khadeji Base Workshop which is spread over 20 acres of land situated at about 58 kms from Karachi on Super Highway. The workshop has trained manpower and equipment for carrying out revamping, repairs and maintenance of the construction equipment, machinery and vehicles. It also provides support services to workshops located at construction spread camps during execution of pipeline construction works and for coping up with rupture emergencies in the Company's franchise areas within the shortest possible period. Fabrication of valve assemblies, SMS, PRS, pig traps and filter separators for transmission pipelines are carried out at Khadeji fabrication yard.



Planning and Development

Planning and Development (P&D) Department is SSGC's strategic department which over the years has played a critical role in the development of Company's Transmission System. The 3,402-km long transmission network encompassing the Company's franchise provinces of Sindh and Balochistan has been designed in-house by P&D engineers in accordance with the international engineering standards and codes applicable in oil and gas industry to ensure safe and efficient gas operations.

In order to bridge the widening demand and supply fissure, P&D has taken initiative of exploiting new and unconventional sources of energy through Synthetic Natural Gas (SNG) by establishing four LPG-Air Mix Plants. In addition, P&D is in the process of planning to develop the infrastructure for facilitating LNG import.

P&D relies on self development and believes in in-house solutions. For the said reason, the Department established and maintained the state-of-the-art CAD and Simulation sections to develop and analyze engineering solutions using latest engineering software. The projects are managed and controlled using the latest project management tools and Oracle ERP solutions.

Apart from the project activities, P&D assists the Ministry of Petroleum and Natural Resources (MP&NR) and Oil and Gas Regulatory Authority (OGRA) in day-to-day queries and updates the status on Pipeline Projects, Gas Supplies, Gas Sales Agreements, Gas Transportation Agreements and Pipeline Contribution Agreements etc.. P&D also maintains a learning culture by keeping an up-to-date library.

Among the most recent achievements of the P&D Department is the implementation of Pakistan's first Tight Gas Project whereby the Company recently completed the mainline welding of 6" and 8" dia, 52-km pipeline as part of the Rehman Gas Field Project with a consortium of Polish Oil and Gas Company and Pakistan Petroleum Limited.





Meter Manufacturing Plant

SSGC has its own vertically integrated Gas Meter Manufacturing Plant with core technologies of Machining, Painting, Plastic Injection Moulding, Assembly and Meter Calibrations Laboratories. Total strength of Meter plant is around 366, including operators, engineers, officers and managers. The Meter Plant has a well-established vendor base that comprises of almost 25 vendors of several categories of parts required for manufacturing different models of gas meters.

Besides, catering to the internal company requirement, the plant supplies meters to Sui Northern Gas Company, its biggest customer. The Meter Plant is also engaged in exporting limited quantities of G-1.6 Gas Meters to Germany since 2009.

Initially the Meter Plant was established for indigenization of Remus G-1.6 meter in 1973-74 with monthly volumes of 250 gas meters. Gallus 2000 G-4 meter was added in the portfolio of Meter Plant in 1992 with conceived monthly volumes of 600 meters. However with growing demand for gas meters, the management maintained continuous focus on Meter Plant capacity enhancement.

The vision of the plant is to upgrade the meter quality to match the international standards and compete in the global market of gas meters. As a result, the Company has been granted ISO 9001:2008, ISO 14001:2004 and OHSAS 18001:1999 certifications.



The Research and Development Section of the Meter Plant is always striving for exploring the ways of improving quality of Gas Meters and enhancing the capacity of Meter Plant. As a result, the meter plant has developed a Pakistan specific G-4 Gas Meter called V-3. The V-3 is much more robust against tampering which is the one of causes of increasing UFG and has the capability of sustaining contaminations in the gas. Moreover, the V-3 meter has the capabilities of any smart meter of electronic data collection and processing.



Customer Services

Customers are SSGC's primary and most important stakeholders. This explains why the Company places customers at the centre of all its initiatives. This approach has allowed SSGC to develop a strong customer service focus, one that solidly places customer service as its driving vision. To serve its 2.6 million customers, a team of qualified, diligent and trained Customer Relations Department (CRD) personnel helps bridge the gap between millions of customers spread across Sindh and Balochistan with the Company in terms of facilitation, problem resolution and responding to queries. The Company has made itself increasingly reachable through its twenty-four Customer Facilitation Centers and 24/7 state-of-the-art 1199 contact centers located across its franchise areas. In the recent years, alongwith the Company's Surveillance and Monitoring Department, CRD has also assumed another challenging responsibility of reducing UFG by undertaking systematic raids against miscreants involved in gas theft and meter tampering, two of the common causes of line losses.



Recovery Drives

To accelerate the pace of dues from the defaulters, the ever agile Recovery Department runs aggressive campaigns throughout the year. Measures include sending Reminders/ Red Notices to defaulting customers, commencing convincing media campaigns and persistent follow-ups of Government functionaries/bulk customers through telephonic contacts and personal visits. Actions by the Department raise public awareness for making timely payments.

The Company has established dedicated teams for disconnection and reconnection throughout its franchise areas of Sindh and Balochistan, endeavoring to enhance recoveries of dues.



SSGC's Recovery Policy is a flexible document which is periodically reviewed in accordance with the Company's overall goals and Government's policies. Customers are forewarned, through gas bills about settling non-paid bills and are educated about the possible consequences of non-payment. Customers who cannot afford to pay the defaulting amount lump sum are facilitated to settle their dues or arrears in easy installments. For the convenience of the customers living in far flung areas especially those located in islands around Karachi city, the Recovery teams undertakes regular visits right in their vicinities by setting up recovery camps to facilitate the customers.



SSGC LPG Terminal

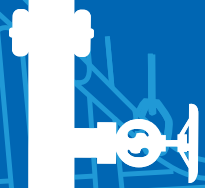
A wholly owned LPG Subsidiary (SSGC-LPG) was formed by SSGC to explore alternate sources of energy and to augment the current supplies. The objectives behind entering LPG business is to enhance overall diversity and security, provide energy diversity and security, ensure a competitively priced, clean and easily transportable fuel, bring price stability to the LPG market by discouraging cartels, provide alternate fuel to Steel Mills and power sector etc., thus releasing pressure on the supply of natural gas.



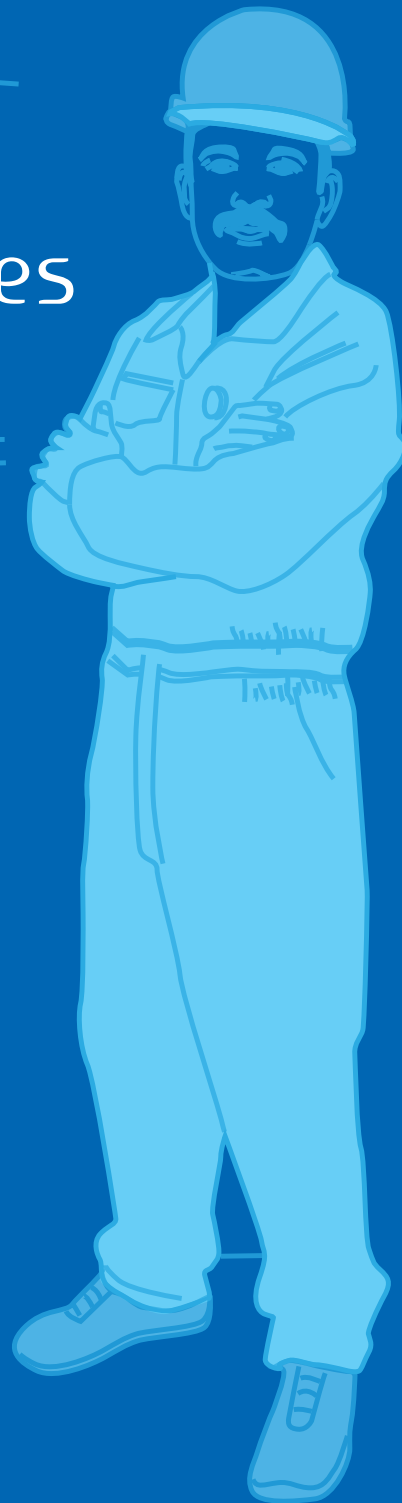
The subsidiary has been entrusted with the following functions:

- a) Bringing LPG Autogas as a replacement for CNG conversion
- b) Converting heavy commercial diesel vehicles to LPG
- c) Distributing Bottled LPG
- d) Promoting Synthethic Natural Gas (SNG)





Facilities



Human Resources

Human Resource Department (HRD) is responsible for HR planning, facilitating Company's strategic direction, sourcing of human capital, managing compensation and performance, building team and diversity management and compliance with associated Government regulations.

HRD works towards launching and incorporating HR best practices for human capital to ensure greater level of competence for achieving the Company's strategic goals and offering superior level of service to its employees. Its recent achievements include;

- a) Fostering transparency and availability of right candidate for the right job through implementation of Succession Planning.
- b) Conducting an organizational survey to analyze critical business issues as understood by the senior management of the Company.



- c) Imparting practical hands-on training with emphasis on latest developments through Gas Training Institute in the core disciplines.
- d) Launching in collaboration with IT Department an Automated Performance Management System (PMS) for increased transparency.
- e) Enabling transparent promotions, based on merit within the organization, through a third party Potential Assessment.
- f) Negotiating and signing Charter of Demand with Collective Bargaining Agents, thus bringing harmony in the sub-ordinate employees.
- g) Producing online publication 'Yellow Hat' that provides food for thought wrapped in a colorful monthly e-magazine wherein various topics are covered to nourish and develop the employees.

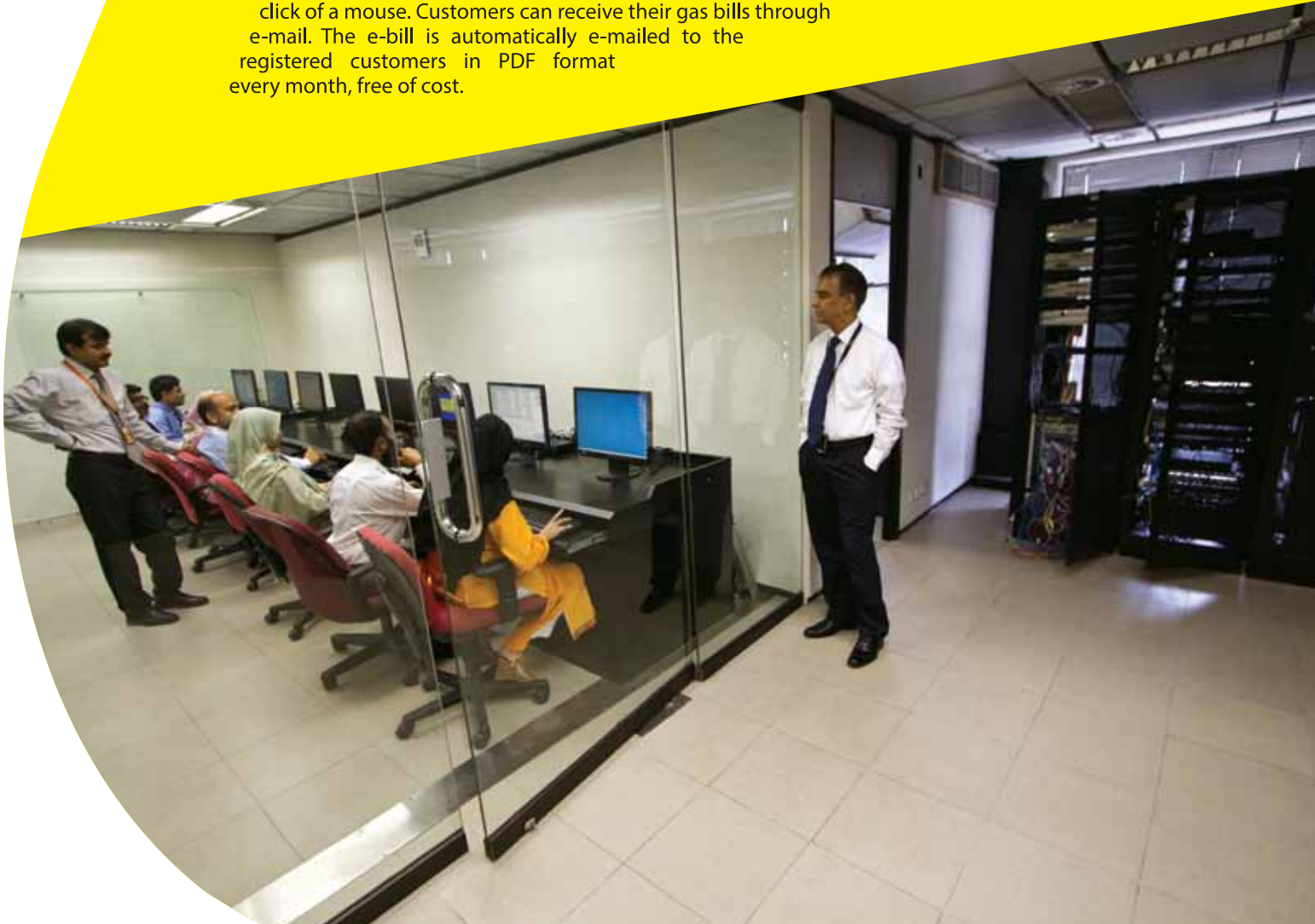


Information Technology

With each passing year, SSGC has consolidated its position as the most IT-enabled utility through continuous induction of best business practices and state-of-the-art technologies. This IT-enablement has, in turn, helped to serve the customers better. SSGC's technology-enabled business model has become a utility industry benchmark in Pakistan. Thanks to its pioneering work in IT, SSGC is recognized as the leading technology enabled company in the region by IBM, Oracle Corporation and SPL, the last two having acknowledged the Company as a centre of excellence for Oracle and SPL. During the last two years, the Department has implemented many internal controls and process improvements, including Service Purchase Orders, and controls on various expenses. In the coming year, the Department is planning to upgrade Oracle Application from 11i to R12 and also to implement GRC Suite. The IT Department has successfully implemented SSL on the View Bill Server which enables secure and encrypted data communication.

The SSL Certificate has been issued to SSGC by Norton / Verisign which is the global industry standard for SSL certificates. The certificate in future will enable SSGC to accept credit card and online payments through the View Bill website.

IT has taken another major step in providing customer convenience with just a click of a mouse. Customers can receive their gas bills through e-mail. The e-bill is automatically e-mailed to the registered customers in PDF format every month, free of cost.



The Company also recently became Pakistan's first utility to develop a mobile App to allow its customers with compatible Nokia phones to check billing details, view bill payment history and track other billing related information without waiting for the paper bill to be delivered at their homes.

One of the IT's initiatives is to get all the major banks online and shift the volumes from manual to online processing. SSGC has signed with all leading banks for online bill payment solution and e-fund transfer at branch level. This has eliminated the manual process for accepting bill payment and fund transfer. All process is done electronically and without any manual procedures. The nearly Rs. 84 billion, fund transfer time is saved from 2-3 days to 24 hours and has reduced the cost of holding funds. This Value Added Services (VAS) initiative aims to eliminate the entire manual processing and make the whole process efficient and cost effective.

IT has been proactive in taking the lead in devising technology based electronic bill payment mechanism on a win-win basis and has launched different electronic bill payment modes for convenience of its customers. IT VAS represented yet another lucrative frontier for SSGC and inked agreements with leading branchless banking services (Easy Paisa, OMNI) and Telcos for the deployment of e-bill collection services through Branchless Banking Channels and Mobile Payments through Mobile Wallet respectively in addition to the standard services of ADC channels (ATMs, Internet Banking).

Other IT achievements in the recent years include:

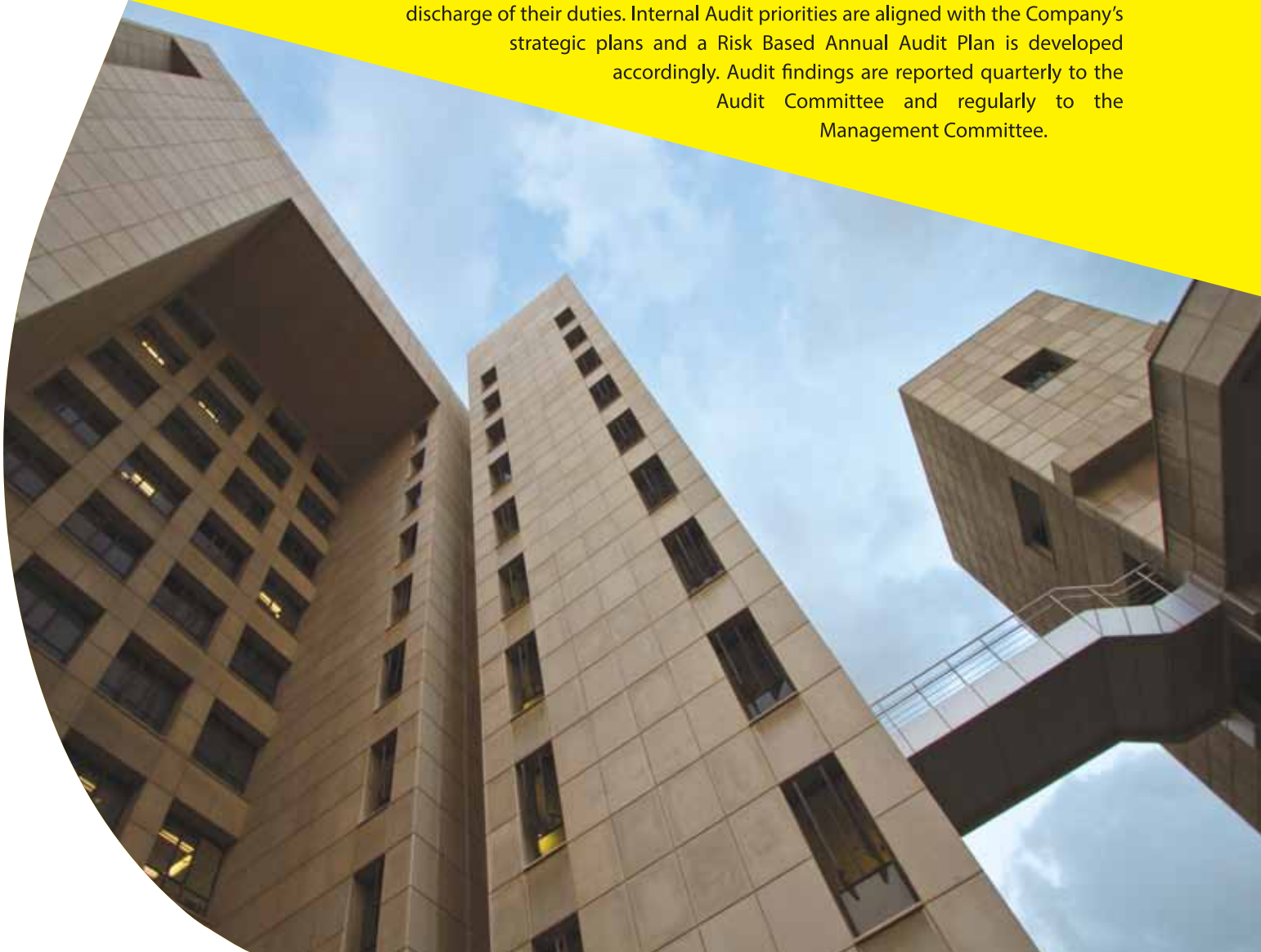
- Implementation of Enterprise Document Management System (EDMS) in HR, Admin, Sales, Measurement and Materials Management Department.
- Implementation of successful on-line PMS in HR and Payroll module which is a part of Self Service.
- Implementation of Data Warehousing Project.
- CC&B Upgradation.
- Enhancement in CC&B Product.
- Smart Metering Pilot Projects.
- Oracle Meter Data Management and Application Integrating Architecture Project.



Internal Audit

Internal Audit (IA) activity in SSGC is conducted in accordance with the Code of Corporate Governance and the International Standards for the Professional Practice of Internal Auditing. The IA Department is headed by the Chief Internal Auditor, who reports functionally to the Audit Committee of the Board of Directors and administratively to the Managing Director. IA provides assurance and consulting services and adds value to the various company operations and processes by evaluating and improving the state of Risk Management, Controls and Governance Processes. All IA Assurance Services are undertaken as per Annual Audit Plan approved by the BoD's Audit Committee and Consulting Services are conducted as requested by the various levels of Management.

The Authority, Responsibility and Reporting relationships of the IA Activity are described in the Internal Audit Charter approved by the Audit Committee. IA Code of Ethics has been devised to promote an ethical culture within the internal auditing team for the effective discharge of their duties. Internal Audit priorities are aligned with the Company's strategic plans and a Risk Based Annual Audit Plan is developed accordingly. Audit findings are reported quarterly to the Audit Committee and regularly to the Management Committee.



Internal Audit has recently initiated ACCA Trainee Scheme in SSGC. ACCA (the Association of Chartered Certified Accountants) is the Global Body for Professional Accountants Based in UK. The Initiative is to Train Finance Talent by Hiring Trainees at the Start of their Careers and growing them to become Future Business Leaders. SSGC applied for ACCA Approved Employer Program and got Silver Status. SSGC will move forward and recruitment of Trainees would continue in Accounts, Finance, Internal Audit and Regulatory Affairs departments.

Materials and Inventory Management

The M&IM Department plays a pivotal role in the timely procurement of materials and services for the Company to cater to the operational and project-based departmental requirements. The success of an efficient Materials Management function revolves around ardently following the rubrics of Public Procurement Regulatory Authority (PPRA) in the procurement of goods and services.

To guarantee a smooth and a transparent procurement process, necessary protocols and controls are in place on various stages from tendering to bids evaluation and final award of contract to the rightful bidder. The whole process of evaluation and selection of qualified suppliers is monitored very vigilantly and strictly nominated on merit basis. This course showcases and reflects SSGC's policy of stern measures of inventory management keeping organizational and departmental integrity intact.



Health, Safety, Environment and Quality Assurance

SSGC'S commitment to HSE has earned it the distinction of becoming the first utility in Pakistan to be conferred with ISO-14001:2004 Certification for Environmental Management and OHSAS 18001:2007 Certification for Occupational Health and Safety Management from Bureau Veritas Certification (BVC).

An integrated HSE management system helps SSGC achieve continuous improvement in work environment, prevents work-related health accidents and minimizes energy losses and emissions. Guided by a clearly defined policy, the HSEQA management system at SSGC regulates operational activities, procedure and practices.

The purpose of HSE Management System is to provide the framework and tools to manage evolving HSE issues quickly and easily while meeting a high standard of HSE performance and the expectations of our employees, customers and regulatory authorities.

A far more constructive and reliable way to manage a business is to perceive it as a train in which the locomotive is its people and the carriages are Quality, Service, Costs, Health, Safety and Environment. There is no point regarding any particular carriage as more important than the other. Unless all the carriages get the attention they need to remain on the track, one will become derailed taking the whole train with it. The way to ensure that the Health and Safety "carriage" gets the regular attention it needs is to provide a robust health and safety management system which is integrated into the business.



Medical Services

The Medical Services Department is responsible for the entire medical coverage of the Company's employees and their families. Approximately 45,000 heads are being medically covered by the department. As per its vision of providing quality health care with strong emphasis on disease prevention, early detection and timely intervention, the Department strives hard to fight against disease and health threats to the employees. In 2002, the Department underwent comprehensive restructuring and extensive transformation from sick care unit to health care services. With the induction of well qualified doctors, nurses and other paramedics, the Department has evolved into a highly and effective disease management unit.

To cater primary health care services, each medical center in the Company's franchise areas has also developed as emergency care units with all the life saving paraphernalia. The Department has so far revived the lives of three employees owing to electrical defibrillators at its medical center. Due to the immense show of commitment and implementation of modern and up-to-date protocols of disease management, the Department has been acknowledged for "Outstanding Leadership in Emerging Health Needs" by the Disease Management Association of America and had been conferred with 'Disease Management Leadership Award' in Denver, USA for the year 2006. Almost all the organizations under the Ministry of Petroleum and Natural Resources has commended the Medical Department's level of advancement especially system automation and has shown great interest in adapting this technology.

The Department is proud of its standard of services and is at the forefront of developing an integrated system of disease prevention, management and cost efficient utilization of its resources. It is now stepping into the era of health research to maximize its proficiency in disease prevention.



Corporate Communications

The Corporate Communications Department (CCD) is responsible for projecting the Company's image positively to the stakeholders. Comparatively small in the human resource at its disposal, there is no doubt in the importance of the work carried out by the corporate communications department. From press releases to upkeep of the official stance of the company and managing the overall relations with the media itself, CCD is also front runner in terms of its responsibility to smooth running of publications as well as coverage and organizing internal events of the Company. Conducting various events, publication of monthly in-house magazine *The Flame* and Annual Report are the pride of SSGC and CCD. The duties of CCD include media relations, media analysis, ATL and BTL campaigns, corporate social responsibility activities and internal and external publications including this corporate brochure and CSR report on periodic basis. The Department also creates awareness among the new generation by conducting informative sessions on energy conservation in public and private educational institutions.

As a socially responsible company, CCD's CSR unit has found trustworthy collaborative partners through the years and has taken various initiatives for promoting and endorsing education, health and environmental projects.

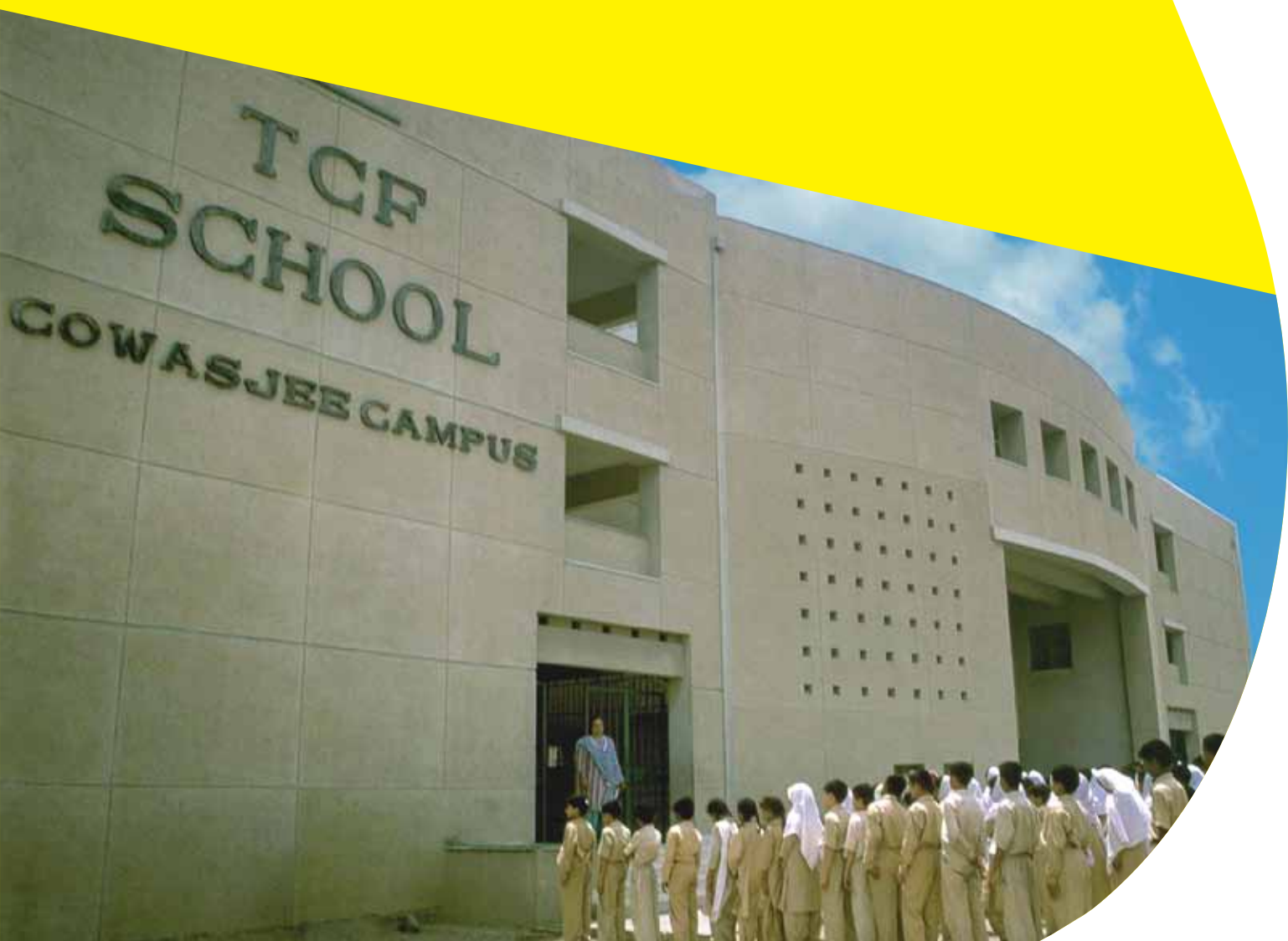
(See next page for *Corporate Social Responsibility*).



Corporate Social Responsibility

SSGC has a rich history of being a highly proficient transmission and distribution company. This has however not stopped the Company from carving out an enviable reputation of being a corporate citizen driven towards sustainable development in the areas of education, health, environment and community development in its franchise provinces of Sindh and Balochistan. The Company's CSR initiatives include scholarship schemes with some of Pakistan's most reputable educational institutions for providing scholarships to the deserving students of its franchise areas enrolled in these institutions in varied disciplines.

The CSR unit that works under the aegis of the Company's Corporate Communication Department is also involved in the construction and renovation of public and private educational institutions in urban and semi-urban centres in its franchise areas.

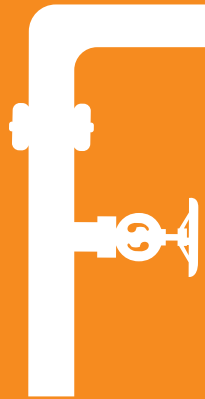


SSGC considers healthcare as the second pillar in achievement of its CSR objectives. The Company has partnered with reputable NGOs and non profitable organizations.

Apart from healthcare, the CSR unit is also engaged in Environment and Community Development through such initiatives as providing clean drinking water in Thar and working towards saving mangroves.

In the aftermath of natural catastrophes, the Company has provided valuable monetary support towards setting up camps in affected areas.





Challenges



The UFG Challenge

In recent years, UFG has remained the primary focus of the organization. In this regard, the UFG Department continued to monitor and analyze UFG levels and percentages. The department provides basic guidelines and diverse analysis related to UFG to the concerned departments. It also gives presentations to the UFG Committee of Board of Directors every month on the activities and status of UFG in different areas. The presentation also includes decisions made during the UFG committee meetings and actions taken by the relevant departments. Upon MD's special instructions, the executives of UFG Department are advised and authorized to visit any of the ongoing jobs to check the quality of workmanship.

During the past few years, all efforts were made in controlling the increasing trend of UFG through normal/routine activities which include overhead and underground leak rectification, pressure profiling, rehabilitation and system augmentation. Gas network in large urban cities continued to be segregated in smaller zones to identify high UFG and to take corrective measures. Law and order situation in the country in general and particularly in Balochistan, however, limited the Company's effort to curb UFG. One of the major milestones achieved during the last year was the promulgation of Criminal Law (Amendment) Act 2011 which has further encouraged the Company to launch anti-gas theft campaigns, particularly against non-customers as well as to lodge FIRs. This was one of the year's major developments in the energy sector. Details of non-customers engaged in gas theft cases are forwarded to OGRA for adjustment of this volume in UFG computation for the current fiscal year.



Natural Gas Efficiency Project

The objective of the Project is to enhance the supply of natural gas in Pakistan by reducing the physical and commercial losses of gas in the pipeline system. Whereas the bulk of the project addresses the UFG problem, there is also a component supporting a pilot project for improving energy efficiency of residential gas appliances. The project is designed to reduce SSGC's UFG to about 5% through a phased 5-year implementation period. With subsequent efforts, international UFG standards can be reached.

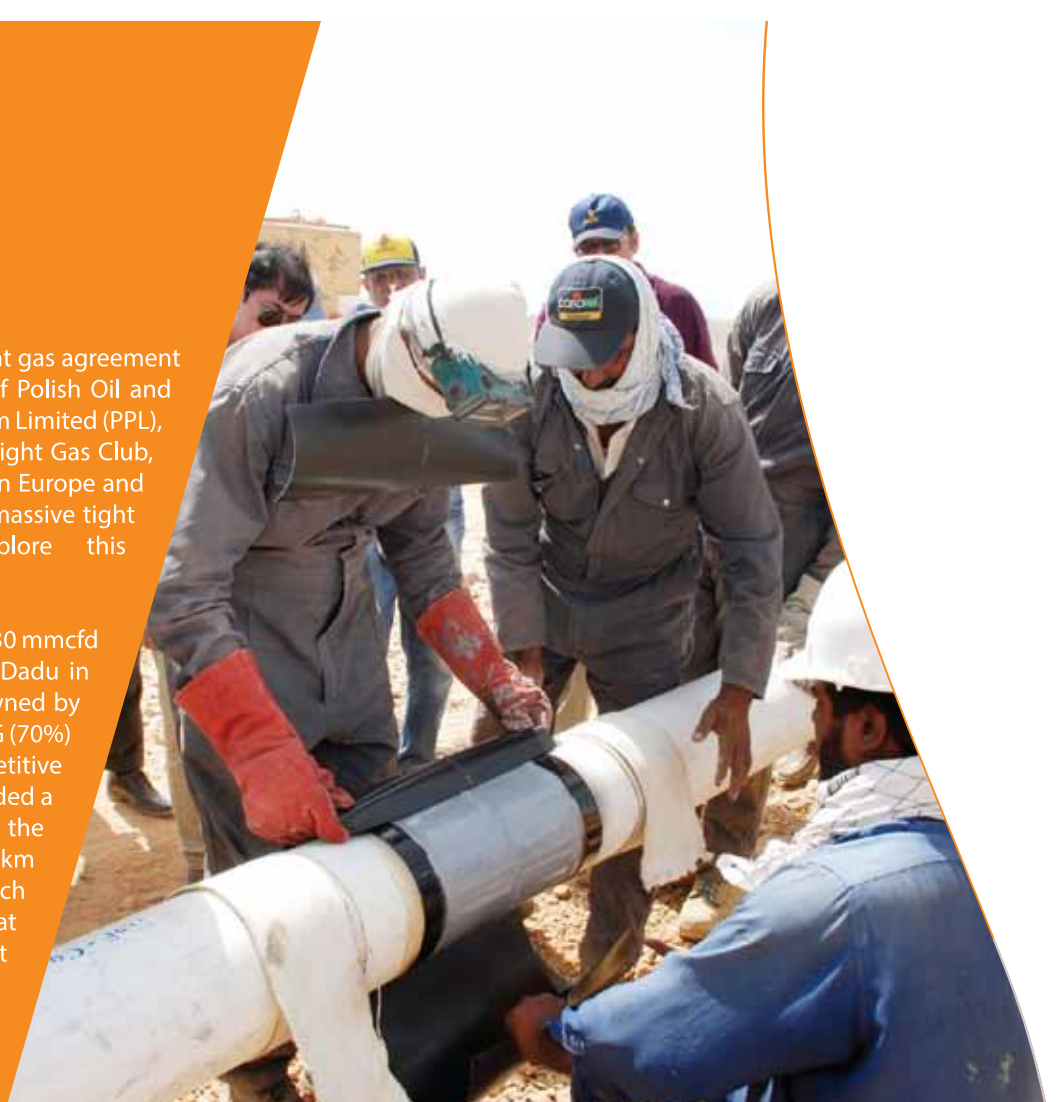


Looking Forward

Tight Gas Agreement

With the signing of the first ever tight gas agreement involving SSGC and a consortium of Polish Oil and Gas Company and Pakistan Petroleum Limited (PPL), Pakistan has entered the exclusive Tight Gas Club, joining the ranks of the USA, Western Europe and South Asian countries utilizing the massive tight gas reserves present to explore this unconventional energy source.

Under the agreement, SSGC will get 30 mmcf/d tight gas from the Kirthar block in Dadu in Sindh. The Kirthar Block is jointly owned by Polish Oil and Gas Company or PGNiG (70%) and PPL (30%). Following a competitive tender process, SSGC has been awarded a contract of Rs. 235 million for the construction of 8" and 6" dia, 52-km pipeline from Rehman Gas Field which is being integrated in SSGC's system at Naing Valve Assembly on 24" dia Bhit Gas pipeline. The project was recently commissioned.

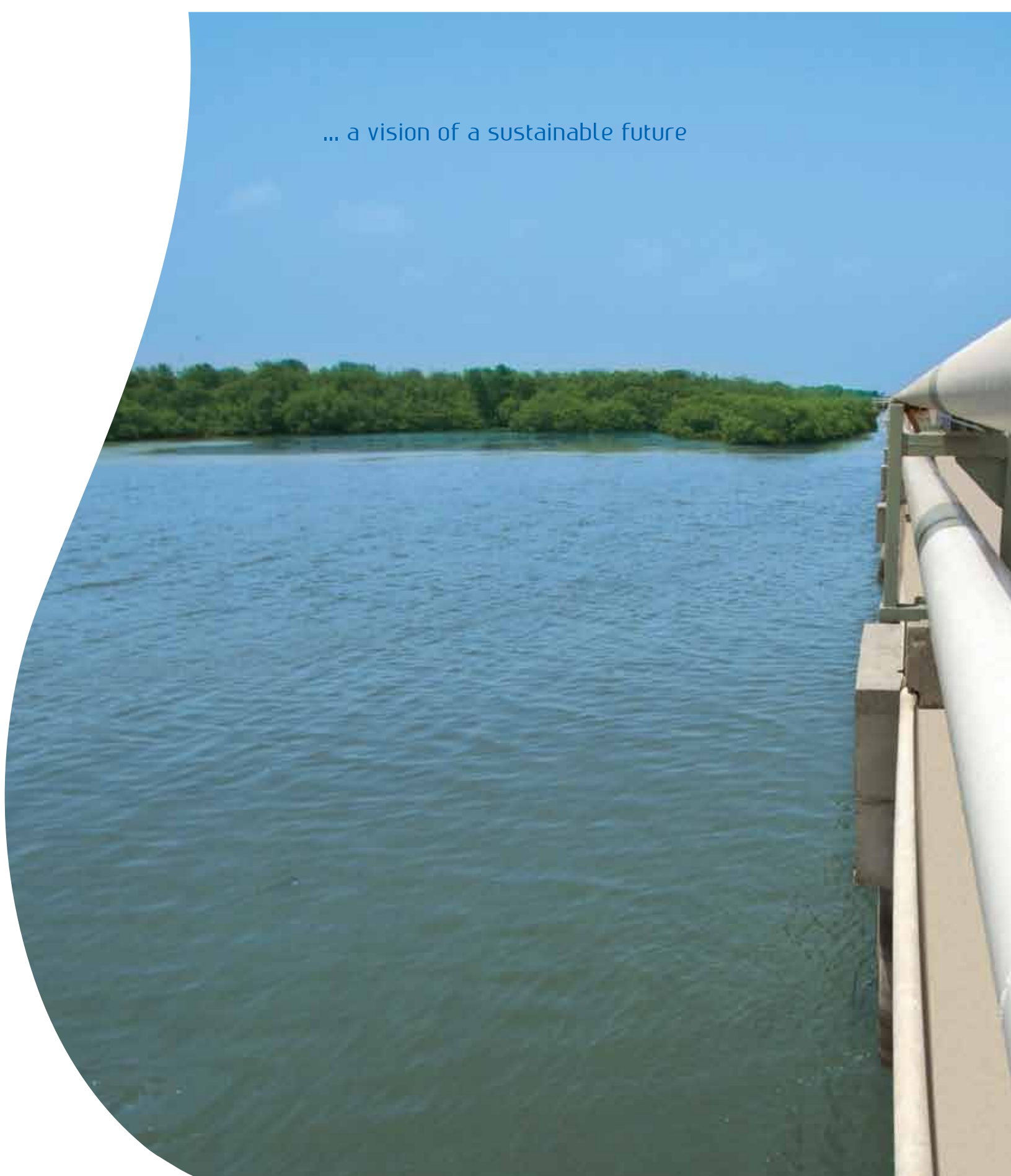


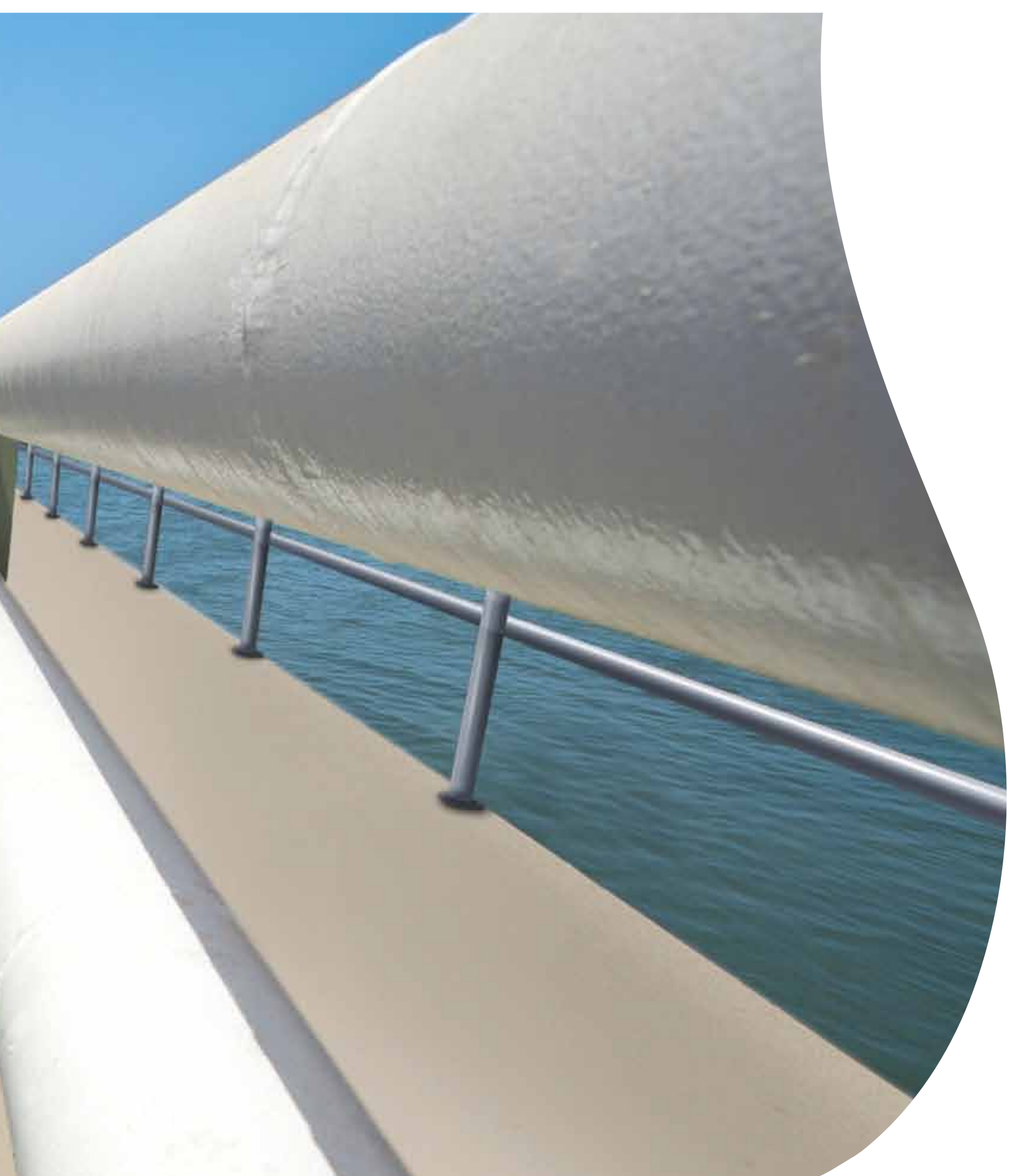
Solar Water Geysers

A company with a proven history of placing customer convenience above everything, SSGC is now introducing solar water geysers (SWG) to the general public. The close-coupled solar water heater system offers a viable alternative to gas or electricity boosted geysers by providing 80% to 100% of households' hot water needs. This initiative becomes all the more necessary for reducing energy costs since gas tariffs are mounting day by day. In the initial phase, the plan is to encourage people living in bungalows with a covered area of 200 square yards or more to adopt state-of-the-art SWGs for saving on their domestic hot water heating bills. Owning and operating SWG with a gas or electric backup is markedly less expensive than relying on a gas or electric water heater alone. Besides, a solar water heating system offers long-term performance with very low maintenance costs.



... a vision of a sustainable future







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