

# NABORS INDUSTRIES LTD.

TWO THOUSAND & ELEVEN ANNUAL REPORT



A STREAMLINED FOCUS





PRINCIPLES upon which Nabors was built:

- ☐ Maintain a strong and flexible balance sheet
- ☐ Invest capital for returns well above our cost of capital
- ☐ Make use of our size
- ☐ Deliver operational excellence



2011 was a year of transition at Nabors Industries in many aspects of our business.

There was a return to growth among our North American units and a bottoming out in our International results. The transition in the US and Canada from natural gas to oil and liquids-rich drilling continued unabated, and our Gulf of Mexico operations returned to profitability as permitting delays began to subside.

Most notable was the fourth quarter transition in the Chief Executive position. Succeeding Gene Isenberg, who during his 25-year tenure grew the company from bankruptcy to an S&P 500 index company, is a formidable task. Gene was

DEAR SHAREHOLDERS

responsible for establishing the principles that steered the company from a minor player to the largest land driller in the world, a feat made more remarkable since it was accomplished during one of the most challenging periods in this inherently cyclical industry. These principles included maintaining a strong and flexible balance sheet; allocating capital judiciously; building and leveraging a global infrastructure; achieving superior operational and safety performance.

In recent years, Nabors has fallen short of our potential. The abrupt downturn in drilling activity brought on by the financial crisis of 2008 reduced our cash flow, lowered our credit metrics and derailed plans to monetize our oil and gas investments at what



**ANTHONY G. PETRELLO**

Deputy Chairman, President and  
Chief Executive Officer

were then attractive valuations. These developments inhibited our financial flexibility – for years the trademark of our company – and prevented us from fully capitalizing on opportunities that arose as the market improved.

Today, our highest priority is restoring that financial flexibility by reducing our net debt through both asset sales and the generation of free cash flow.

To that end, we have initiated sale processes on two of our more liquids-prone oil and gas assets, and we expect to consummate these transactions later this year. We have also put in place more stringent processes for developing, reviewing and approving capital expenditures.

We are equally intent on streamlining our organizational structure to focus our resources on areas that we believe will provide long-term returns while creating superior value. Every business and asset class is being reviewed to determine its strategic worth, operational effectiveness and ability to generate solid rates of return. Our assessment criteria are simple and straightforward:

- Does it have today, or is it capable of obtaining, a leadership position in a sustainable growth market?

- Does it have the ability to differentiate itself from competitors in order to command higher rates and margins?
- Does it offer a key service to the customer, or does it have some other long-term strategic potential?
- Does it have short-term economics that are compelling?

Any business line that does not meet these criteria will be a candidate for divestiture. As a result of these evaluations, we have begun to market certain assets in Canada, Alaska and offshore, and we will continue to review others that may command a higher value than our current share price reflects.

This streamlining will ultimately result in the formation of two business divisions: **Drilling and Rig Services**, which will encompass all of our drilling and rig-related operations into one organization; and **Completion and Production Services**, which will consist of well-servicing and coiled tubing rigs, fluids management and pressure pumping services. These divisions will have premium assets and market positions that provide a solid foundation for sustained long-term growth and value creation. Our objective in forming them is to drive operational excellence, leverage the benefits of our size and become a more customer-focused organization.

The consolidation of business units to form Completion and Production Services is already underway, although the same process will take longer to form Drilling and Rig Services due to the breadth and complexity of the entities involved. These moves

reorganize

optimize

## FINANCIAL FLEXIBILITY



Financial flexibility allows a company to capitalize on attractive investment opportunities as they occur. Strength in this important metric allowed Nabors to achieve superior growth from 2000–2008. While our balance sheet and credit standing are solid, the level of our debt has recently limited our ability to seize certain opportunities, like buying back Nabors stock without compromising our credit standing when market conditions were conducive to such action. Regaining our financial flexibility is why we are monetizing our E&P holdings and other non-strategic assets, reducing capital expenditures and consolidating our operations.

## BUSINESS RATIONALIZATION



Nabors management continues to review every business line and asset class to determine if it has a leadership position in the market it serves; the ability to generate attractive returns on investment; or the capability to grow and ultimately achieve these two metrics and be a positive impact on the organization. As we identify specific assets that do not meet these criteria, we will look at various options to monetize these assets, or otherwise demonstrate their value. This will allow Nabors to more effectively utilize our management talent to concentrate on projects that will generate a higher level of return.

# prioritize

## CAPITAL DISCIPLINE



Nabors intends to be more selective in how we manage both our growth and our sustaining capital. This includes a more rigorous review and approval process of capital spending decisions. In particular, we will screen for both rate of return and certainty of return to assure consistent free cash flow generation.

## BUSINESS REALIGNMENT



The independent business unit concept has served Nabors well over the last 25 years and has been instrumental in achieving the systematic growth we have achieved. The company has now reached a point where a more customer-centric model will be more effective. We will reorganize into two primary business divisions, **Drilling and Rig Services** and **Completion and Production Services**. The latter is being implemented first since the restructuring of our drilling businesses will be much more complex. This new organization should improve synergies between related operating entities, facilitate the integration of technology, and provide a better customer interface by streamlining and aligning decision-making processes.

42%

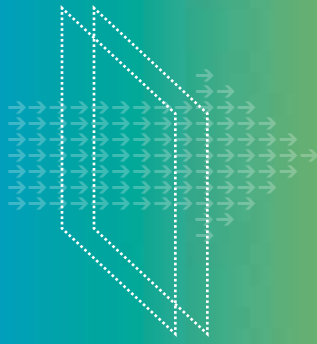
CURRENT NET DEBT/CAPITALIZATION

25%

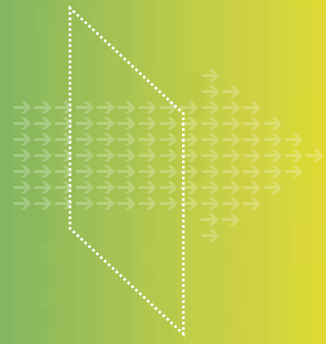
GOAL NET DEBT



STRATEGIC  
FIT

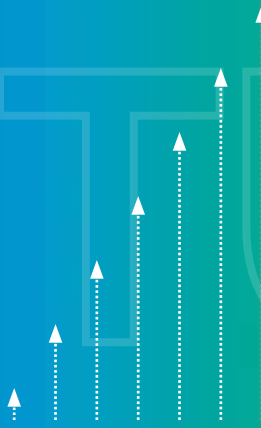


EXECUTION  
EFFECTIVENESS



RETURN

HIGHER RETURN ON CAPITAL



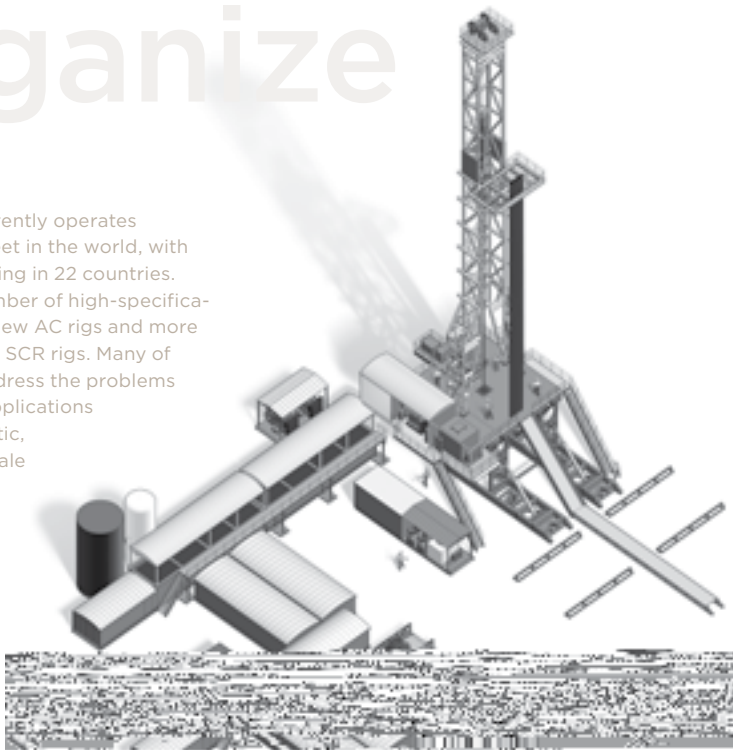
SHORTER PAYOUT CYCLE

OPERATIONAL EXCELLENCE TRANSLATES INTO A MORE CUSTOMER- FOCUSED ORGANIZATION

napors

# reorganize

**LAND DRILLING** Nabors currently operates the largest land drilling rig fleet in the world, with approximately 500 rigs working in 22 countries. We also have the highest number of high-specification rigs with more than 215 new AC rigs and more than 150 recently refurbished SCR rigs. Many of our rigs were designed to address the problems inherent in specific drilling applications like those required in the Arctic, the desert and the various shale plays where we routinely set drilling records.

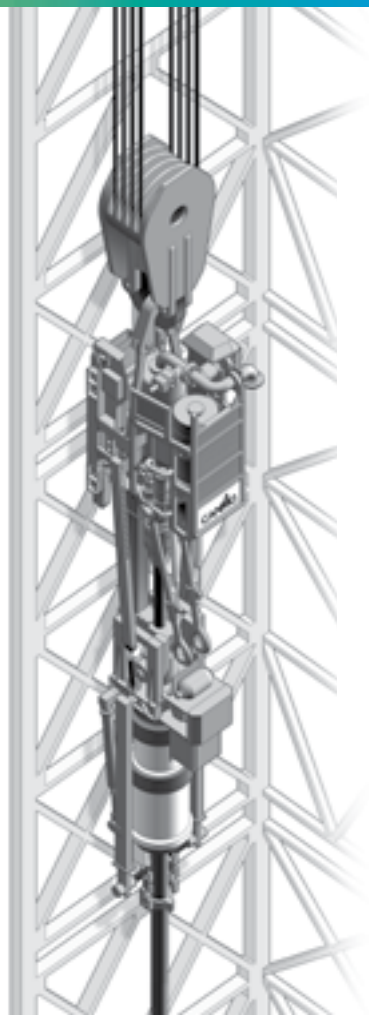


**OFFSHORE** Nabors currently operates 55 offshore rigs in the US Gulf of Mexico, Alaska and nine other countries worldwide. The company is a leader in the platform drilling rig market with its innovative MASE® and MODS™ rigs, the latter designed to withstand the wind and wave action associated with deepwater offshore drilling. Nabors was also a pioneer in the platform workover rig market with its SUNDOWNER® and SUPER SUNDOWNER™ series.

# 1

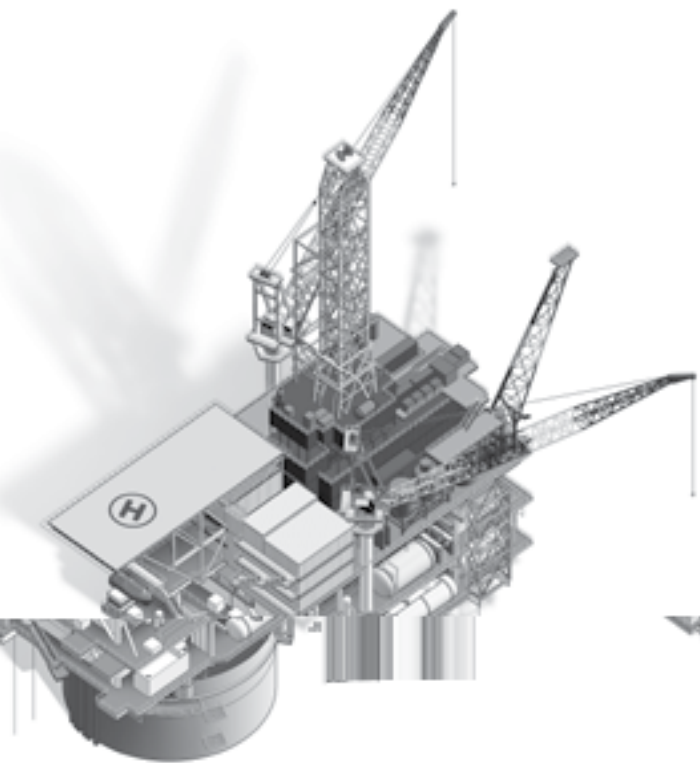
**DRILLING AND RIG SERVICES** Over time, Nabors will consolidate all of our rig operations and rig-related services into one organization. The drilling rig component of this business division will be composed of our global drilling rig operations and drilling-related services consisting of equipment manufacturing, instrumentation, optimization software and directional services.

**RIG EQUIPMENT** In rig construction, Nabors is vertically integrated and manufactures a premier line of drilling equipment, including top drives, floor wrenches, automated catwalks, drawworks, casing running tools and variable frequency drives. The company has deployed more than 1,000 top drives, almost half of which are on third-party rigs, and serial number one is still performing in the field. We also manufacture K-BOX®, a programmable, digital control system that equips both mechanical and SCR rigs to approximate the performance of newer AC technology.

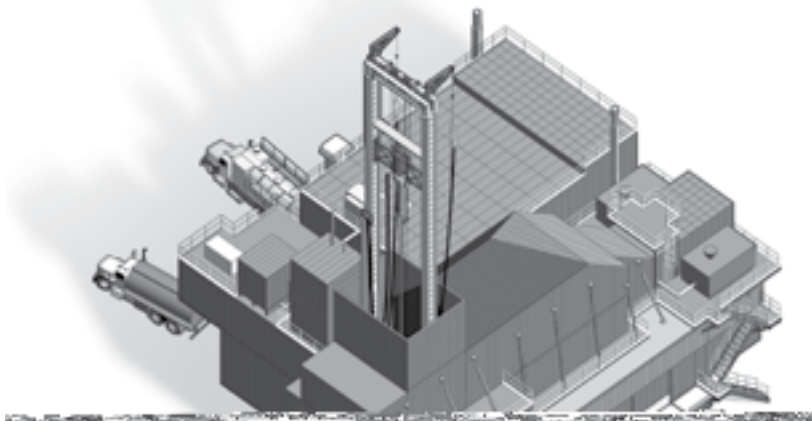


DRILLING AND





**SPECIALTY RIGS** Nabors built its reputation by innovating and deploying rigs for some of the world's most technically challenging conditions. We continue to upgrade and deploy high-specification desert rigs specifically for gas drilling in the Middle East, and we recently completed construction of two rigs designed for logistically challenging and environmentally sensitive operations in the Far East. We are also constructing two of the world's most sophisticated deepwater platform rigs for deployment in the US Gulf of Mexico.



## RIG SERVICES

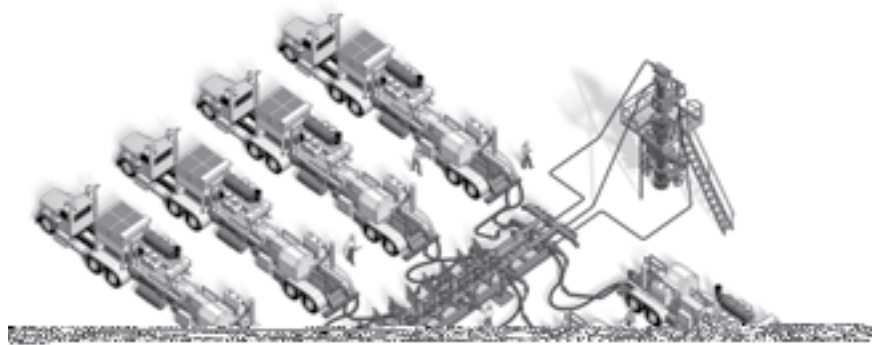


### DRILLING SOFTWARE AND TECHNOLOGY

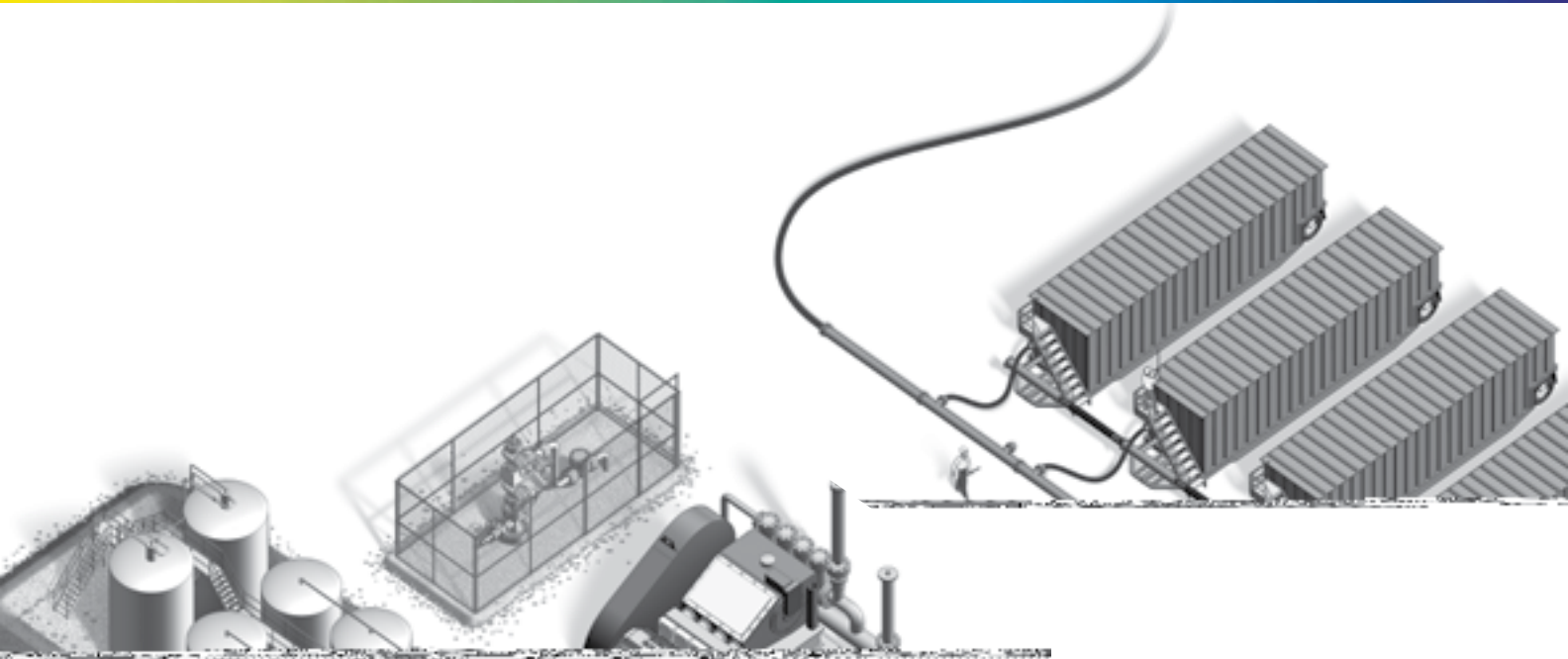
Nabors has developed a proprietary line of innovative drilling software that enhances drilling performance. These include products like ROCKIT®, ROCKIT® PILOT™, REVIT™, RIGWATCH® and DRILLSMART™, as well as licensed technology to conduct managed pressure drilling operations. These products are laying the groundwork for automated and remote control of the drilling process.

**DIRECTIONAL DRILLING** Nabors provides directional drilling services and measurement-while-drilling services in the US and Canada and is poised to add operations in other international venues. The company currently has the ability to deploy over 100 systems, including down-hole motors and resistivity, and is playing an integral role in the development of automatic drilling technology.

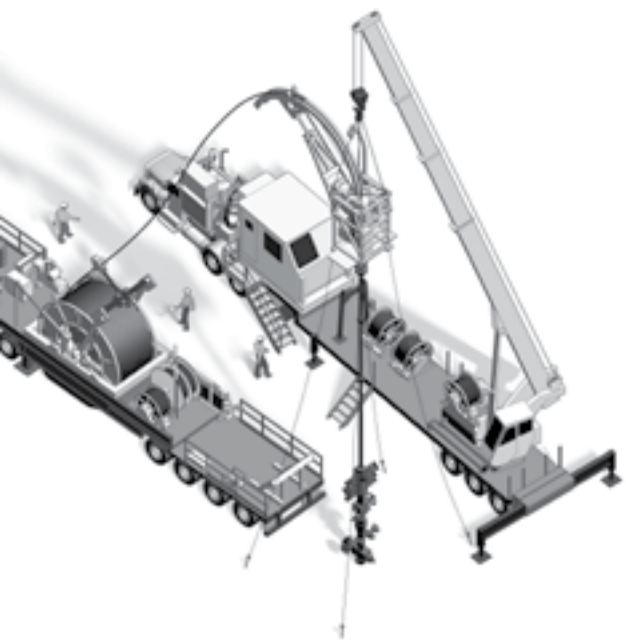




## COMPLETION AND

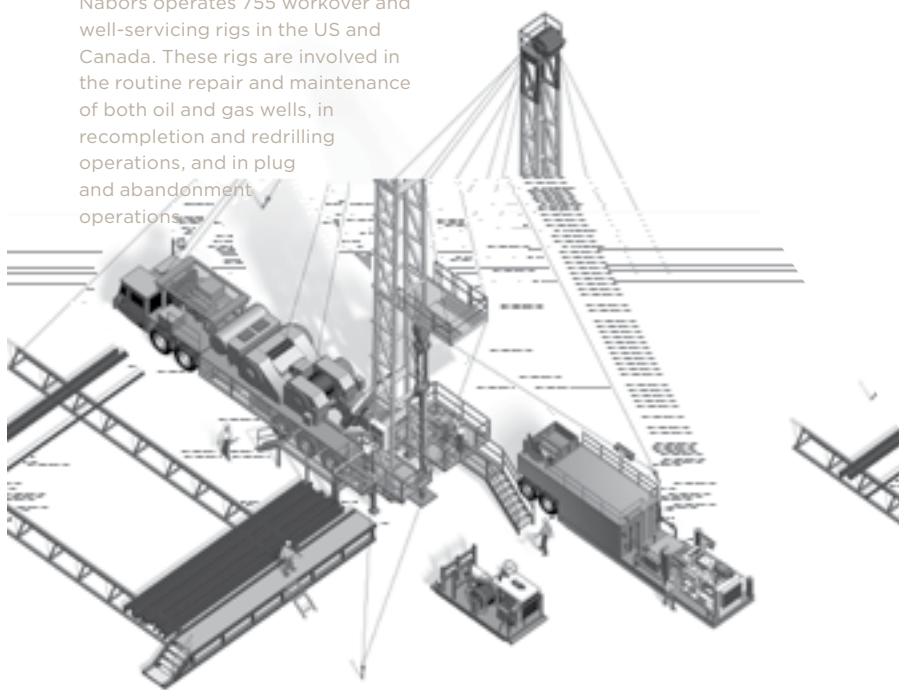


**COILED TUBING** Nabors continues to build a fleet of mobile coiled tubing rigs with five new units under construction. These rigs are primarily used in well intervention on operating wells under pressure in support of hydraulic fracturing, as well as workover and well-servicing operations.



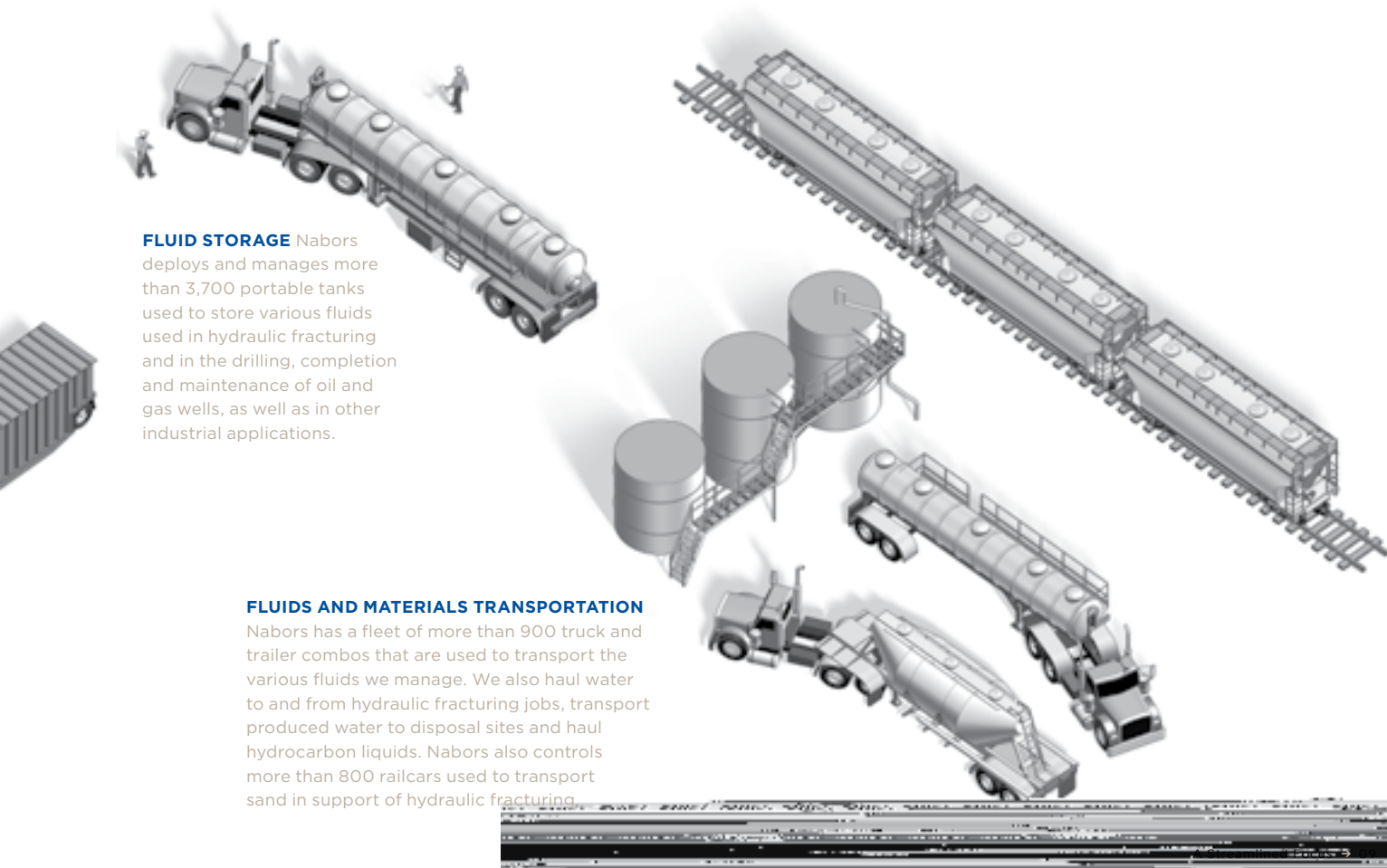
#### **WORKOVER AND WELL-SERVICING**

Nabors operates 755 workover and well-servicing rigs in the US and Canada. These rigs are involved in the routine repair and maintenance of both oil and gas wells, in recompletion and redrilling operations, and in plug and abandonment operations.



## **P R O D U C T I O N   S E R V I C E S**

**FLUID STORAGE** Nabors deploys and manages more than 3,700 portable tanks used to store various fluids used in hydraulic fracturing and in the drilling, completion and maintenance of oil and gas wells, as well as in other industrial applications.

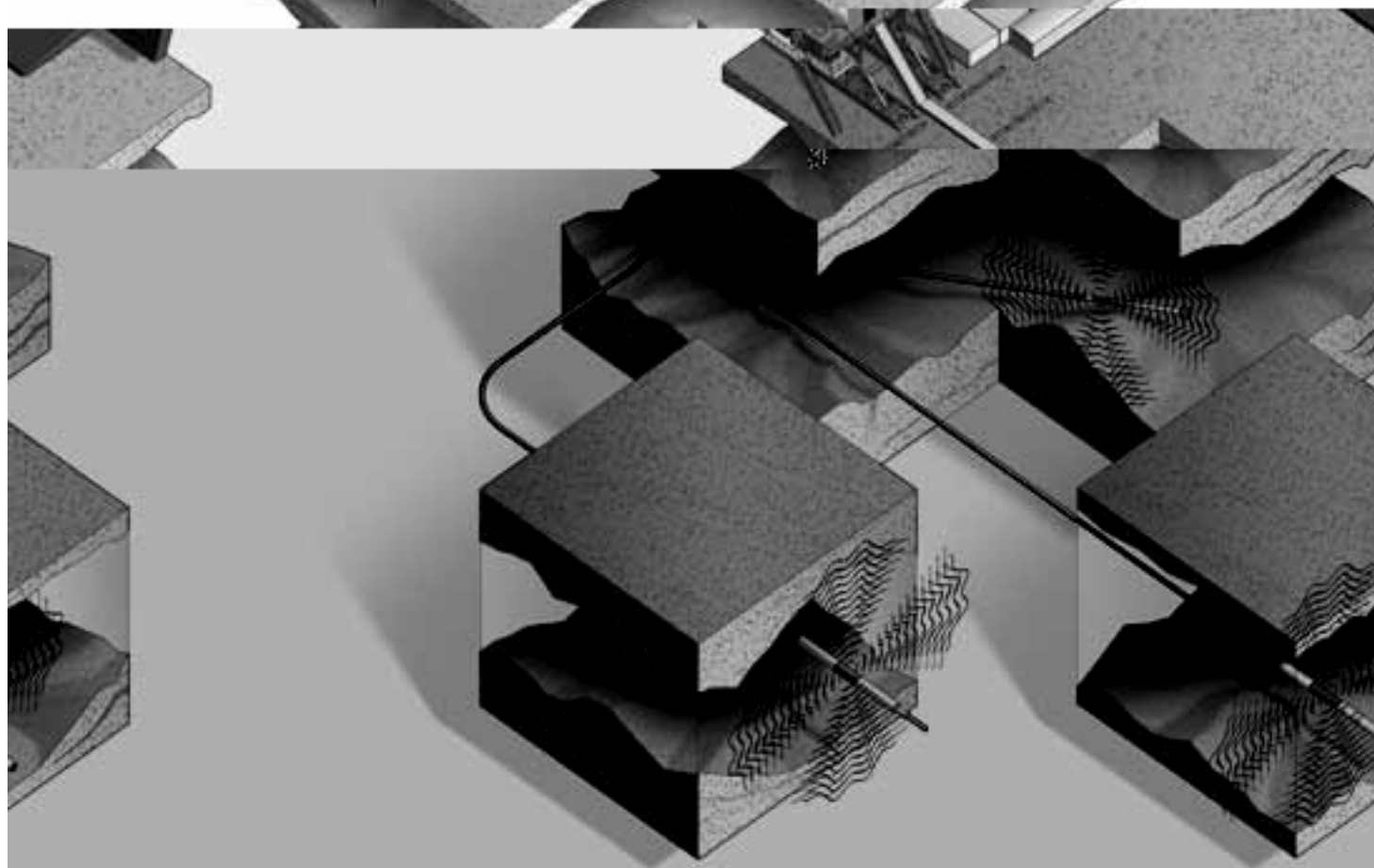
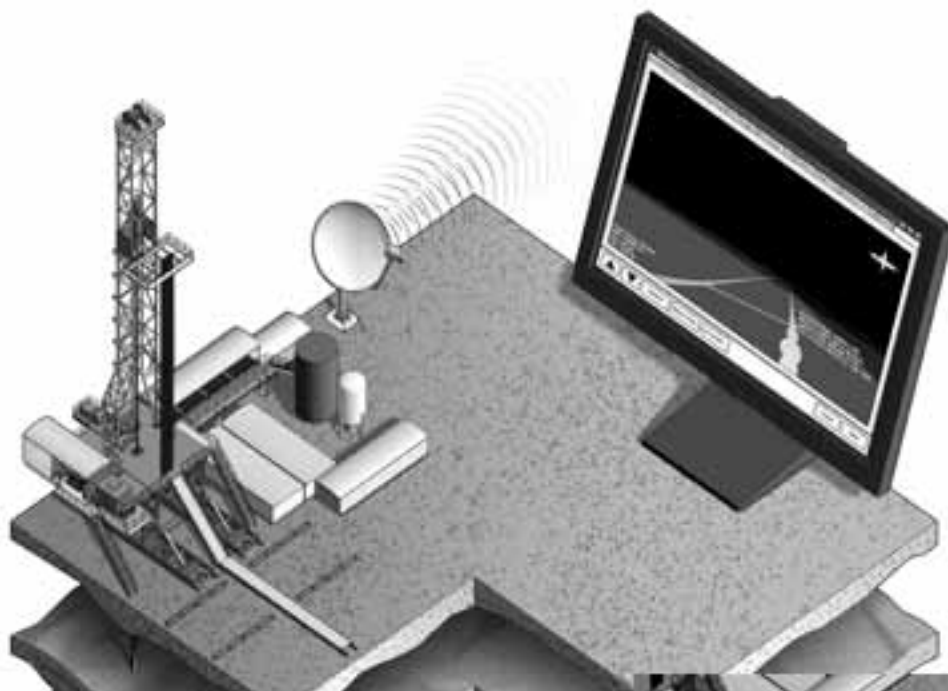


#### **FLUIDS AND MATERIALS TRANSPORTATION**

Nabors has a fleet of more than 900 truck and trailer combos that are used to transport the various fluids we manage. We also haul water to and from hydraulic fracturing jobs, transport produced water to disposal sites and haul hydrocarbon liquids. Nabors also controls more than 800 railcars used to transport sand in support of hydraulic fracturing.

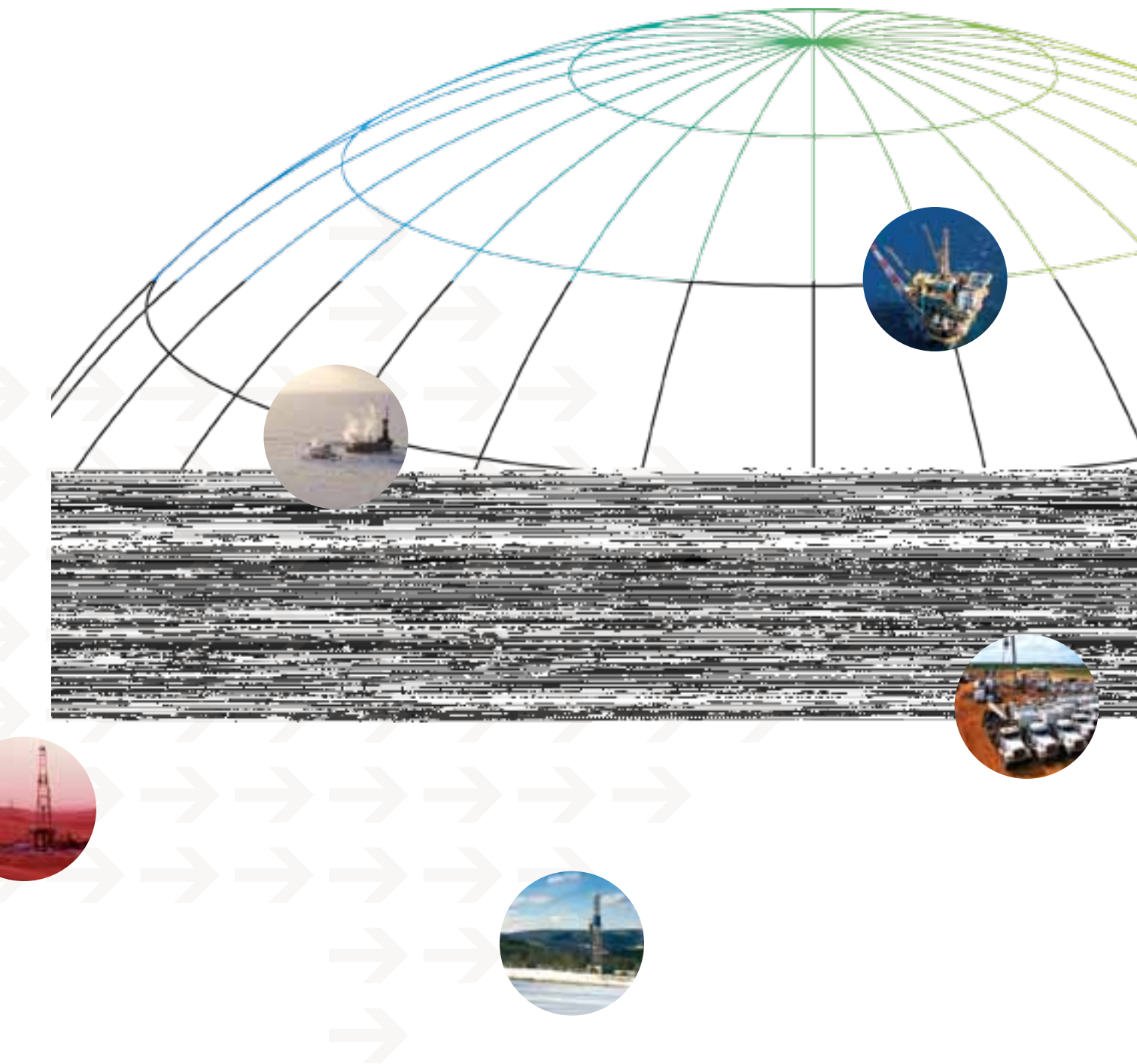
Nabors is moving quickly to consolidate both our business operations and our corporate support services. We will also consolidate some field support services into a centralized corporate organization. These actions will optimize the use of existing manpower, eliminate redundant facilities in the field and significantly reduce costs. This will also lay the groundwork for quicker and more uniform adoption and deployment of new technology.





## Intelligence


At Nabors we are convinced that the next step change in drilling technology will be increased automation and remote control of the drilling process. Through the deployment of DPC, iMART™, ROV-RT™, PL-RT™ and managed pressure drilling, Nabors is addressing the issues associated with making this a reality. Nabors' first sophisticated new ROV is ideal for application of this new technology and the use of our iMART™ digital control system makes our DPC and mechanical rig equally responsive. This will reduce manpower requirements, improve drilling performance and be a better value proposition for our customers.



**755**  
LAND WORKOVER RIGS

**499**  
LAND DRILLING RIGS

**733<sub>K</sub>**  
PRESSURE PUMPING HHP

The background of the entire page is a photograph of an offshore oil rig. The rig is a tall, dark metal structure with a lattice of beams, silhouetted against a bright, orange-hued sky at sunset or sunrise. The sun is a bright, glowing orb partially obscured by the rig's structure, creating a lens flare effect. The horizon line is visible in the lower third of the image, showing the dark sea and distant land. The overall color palette is dominated by warm tones of orange, red, and yellow.

**221**

RIGS ON  
REVENUE

**186**

RIGS ON  
LONG-TERM  
CONTRACTUAL  
COMMITMENTS

**7**

NEW-BUILD  
AC RIGS

**4**

BARGE RIGS

Rig Equipment

Drilling Software  
and Technology



## LAND DRILLING FLEET

Actively Marketed Rigs Only

	< 1,000 HP			1,000 – 1,399 HP			1,400 – 1,999 HP			≥ 2,000 HP			TOTAL		
	ELEC.	MECH.	TOTAL	ELEC.	MECH.	TOTAL	ELEC.	MECH.	TOTAL	ELEC.	MECH.	TOTAL	ELEC.	MECH.	TOTAL
<b>ALASKA</b>															
North Slope	1	4	5	3	1	4	–	–	–	7	–	7	11	5	16
Cook Inlet	–	2	2	–	–	–	–	–	–	1	–	1	1	2	3
Total Alaska	1	6	7	3	1	4	–	–	–	8	–	8	12	7	19
<b>US LOWER 48</b>															
Northern Division															
California	3	–	3	5	–	5	4	–	4	2	–	2	14	–	14
Mid-Continent	2	2	4	6	1	7	8	–	8	1	–	1	17	3	20
North Dakota	1	3	4	10	17	27	18	6	24	1	–	1	30	26	56
Northeast	–	–	–	12	–	12	–	1	1	–	–	–	12	1	13
Wyoming	6	–	6	17	1	18	2	–	2	2	–	2	27	1	28
Subtotal Northern Division	12	5	17	50	19	69	32	7	39	6	–	6	100	31	131
Southern Division															
East Texas	2	2	4	21	–	21	13	–	13	5	–	5	41	2	43
Gulf Coast	–	–	–	6	–	6	10	–	10	10	–	10	26	–	26
South Texas	–	–	–	11	2	13	23	–	23	4	–	4	38	2	40
West Texas	2	6	8	18	–	18	4	–	4	2	–	2	26	6	32
Subtotal Southern Division	4	8	12	56	2	58	50	–	50	21	–	21	131	10	141
Subtotal US Lower 48	16	13	29	106	21	127	82	7	89	27	–	27	231	41	272
Actively Marketed US Land Drilling Fleet	17	19	36	109	22	131	82	7	89	35	–	35	243	48	291
Canada	5	55	60	9	2	11	4	2	6	4	–	4	22	59	81
<b>INTERNATIONAL</b>															
Latin America															
Argentina	–	17	17	3	–	3	–	–	–	1	–	1	4	17	21
Colombia	–	2	2	–	1	1	7	1	8	4	–	4	11	4	15
Ecuador	–	4	4	–	–	–	–	–	–	2	–	2	2	4	6
Guatemala	–	–	–	–	–	–	–	–	–	–	1	1	–	1	1
Mexico	–	–	–	–	–	–	2	–	2	3	–	3	5	–	5
Venezuela	–	–	–	1	–	1	2	2	4	–	–	–	3	2	5
Subtotal Latin America	–	23	23	4	1	5	11	3	14	10	1	11	25	28	53
Far East															
Singapore	–	–	–	–	–	–	–	–	–	1	–	1	1	–	1
Subtotal Far East	–	–	–	–	–	–	–	–	–	1	–	1	1	–	1
Middle East/Africa/CIS															
Algeria	–	–	–	–	–	–	6	–	6	4	–	4	10	–	10
Iraq	–	2	2	–	–	–	3	1	4	–	–	–	3	3	6
Jordan	–	–	–	–	–	–	–	–	–	1	–	1	1	–	1
Kazakhstan	–	1	1	–	1	1	–	–	–	1	–	1	1	2	3
Kuwait	–	–	–	–	–	–	–	–	–	1	1	2	1	1	2
Libya	–	–	–	–	–	–	–	1	1	1	–	1	1	1	2
Oman	2	1	3	3	–	3	–	–	–	1	–	1	6	1	7
Romania	–	–	–	–	–	–	–	–	–	1	–	1	1	–	1
Russia	–	1	1	–	–	–	–	1	1	3	–	3	3	2	5
Saudi Arabia	–	–	–	–	–	–	4	–	4	16	–	16	20	–	20
Yemen	2	–	2	3	–	3	3	–	3	–	–	–	8	–	8
Subtotal Middle East/Africa/CIS	4	5	9	6	1	7	16	3	19	29	1	30	55	10	65
Joint Venture Saudi Arabia	–	3	3	–	–	–	4	–	4	1	–	1	5	3	8
Total International	4	31	35	10	2	12	31	6	37	41	2	43	86	41	127
Total Actively Marketed Land Drilling Fleet	26	105	131	128	26	154	117	15	132	80	2	82	351	148	499





## OFFSHORE RIG FLEET

Actively Marketed Rigs Only

	PLATFORM WORKOVER				PLATFORM DRILLING			Barge	Workover Jack-up	Drilling Jack-up	TOTAL
	< 750 HP	SUNDOWNER®	> 750 HP	SUPER SUNDOWNER™	MASE®	Self-Elevated	API				
International Offshore											
Angola	–	–	–	–	–	–	–	–	–	1	1
Australia	–	–	–	–	1	1	–	–	–	–	2
Congo	–	–	1	1	–	–	–	–	–	–	2
Gabon	–	–	–	–	–	–	–	1	–	–	1
India	1	2	–	–	1	–	–	–	–	–	4
Italy	–	–	–	1	–	–	–	–	–	–	1
Malaysia	–	–	1	–	–	–	–	–	–	–	1
Mexico	–	–	–	4	3	–	–	–	–	–	7
Qatar	–	–	–	–	–	–	–	–	–	1	1
Saudi Arabia	–	–	–	–	–	–	–	–	1	3	4
Saudi Arabia Joint Venture	–	–	–	–	–	–	–	–	–	1	1 <sup>(1)</sup>
Total International Offshore	1	2	2	6	5	1	–	1	1	6	25
US Gulf of Mexico	1	5	2	5	–	5	2	3	4	1	28
Alaska	–	–	–	–	–	1	–	–	–	–	1
California	–	–	1	–	–	–	–	–	–	–	1
Total Offshore	2	7	5	11	5	7	2	4	5	7	55

<sup>(1)</sup> Includes one joint venture rig (Rig 867) in which Nabors owns a 50% interest.



## WORKOVER / WELL-SERVICING RIG FLEET

Actively Marketed Rigs Only

	< 300 HP	300 – 350 HP	400 – 450 HP	500 HP and >	TOTAL
US Lower 48					
California	77	71	64	15	227
Eastern District	4	8	16	11	39
Mid-Continent	2	11	15	18	46
Northeast	22	–	3	2	27
Rocky Mountains	3	5	34	42	84
South Texas	–	5	14	14	33
Western District	9	40	61	15	125
Total US Lower 48	117	140	207	117	581
Canada	22	82	61	9	174
Total Workover/Well-servicing	139	222	268	126	755



## OPERATING DATA

(In thousands, except per share amounts and ratio data)

Year Ended December 31,	2011	2010	2009	2008	2007	2006	2005	2004	2003
Operating revenues and Earnings from unconsolidated affiliates	\$ 6,116,998	\$ 4,167,750	\$ 3,506,788	\$ 5,201,677	\$ 4,776,937	\$ 4,727,813	\$ 3,400,143	\$ 2,355,628	\$ 1,824,578
Depreciation and amortization	\$ 924,094	\$ 760,962	\$ 663,958	\$ 609,155	\$ 463,985	\$ 403,937	\$ 331,948	\$ 293,517	\$ 228,440
Income (loss) from continuing operations, net of tax	\$ 342,164	\$ 255,870	\$ 132,721	\$ 519,261	\$ 800,556	\$ 950,709	\$ 640,007	\$ 301,212	\$ 187,708
Income (loss) from discontinued operations, net of tax	\$ (97,440)	\$ (161,090)	\$ (218,609)	\$ (39,597)	\$ 64,726	\$ 24,927	\$ 10,413	\$ 1,489	\$ 4,520
Net income (loss) attributable to Nabors	\$ 243,679	\$ 94,695	\$ (85,546)	\$ 475,737	\$ 865,702	\$ 973,722	\$ 648,695	\$ 302,457	\$ 192,228
Earnings per share:									
Diluted from continuing operations	\$ 1.17	\$ 0.88	\$ 0.46	\$ 1.79	\$ 2.78	\$ 3.16	\$ 1.97	\$ 0.96	\$ 0.61
Diluted from discontinued operations	\$ (0.34)	\$ (0.55)	\$ (0.76)	\$ (0.14)	\$ 0.22	\$ 0.08	\$ 0.03	\$ —	\$ 0.01
Total diluted	\$ 0.83	\$ 0.33	\$ (0.30)	\$ 1.65	\$ 3.00	\$ 3.24	\$ 2.00	\$ 0.96	\$ 0.62
Weighted-average number of diluted common shares outstanding	292,484	289,996	286,502	288,236	288,226	300,677	323,712	328,060	313,794
Capital expenditures and acquisitions of business	\$ 2,247,735	\$ 1,878,063	\$ 990,287	\$ 1,578,241	\$ 1,945,932	\$ 2,006,286	\$ 1,003,269	\$ 544,429	\$ 353,138
Interest coverage ratio from continuing operations	8.1:1	7.0:1	7.4:1	22.6:1	37.3:1	38.2:1	25.6:1	12.9:1	6.1:1



## BALANCE SHEET DATA

(In thousands, except ratio data)

As of December 31,	2011	2010	2009	2008	2007	2006	2005	2004	2003
Cash and investments	\$ 550,613	\$ 841,490	\$ 1,191,733	\$ 826,063	\$ 1,179,639	\$ 1,653,285	\$ 1,646,327	\$ 1,411,047	\$ 1,579,090
Working capital	\$ 1,285,752	\$ 458,550	\$ 1,568,042	\$ 1,037,734	\$ 719,674	\$ 1,650,496	\$ 1,264,852	\$ 821,120	\$ 1,529,691
Property, plant and equipment, net	\$ 8,629,946	\$ 7,815,419	\$ 7,646,050	\$ 7,331,959	\$ 6,669,013	\$ 5,423,729	\$ 3,886,924	\$ 3,275,495	\$ 2,990,792
Total assets	\$12,912,140	\$11,646,569	\$10,644,690	\$10,517,899	\$10,139,783	\$9,155,931	\$7,230,407	\$5,862,609	\$5,602,692
Long-term debt	\$ 4,348,490	\$ 3,064,126	\$ 3,940,605	\$ 3,600,533	\$ 2,894,659	\$ 3,457,675	\$ 1,251,751	\$ 1,201,686	\$ 1,985,553
Shareholders' equity	\$ 5,587,815	\$ 5,328,162	\$ 5,167,656	\$ 4,904,106	\$ 4,801,579	\$ 3,889,100	\$ 3,758,140	\$ 2,929,393	\$ 2,490,275
Funded debt to capital ratio:									
Gross	0.43:1	0.42:1	0.41:1	0.41:1	0.39:1	0.43:1	0.32:1	0.38:1	0.45:1
Net	0.40:1	0.38:1	0.33:1	0.37:1	0.33:1	0.28:1	0.08:1	0.15:1	0.20:1



## GEOGRAPHIC DISTRIBUTION OF REVENUES AND ASSETS

(In thousands)

Year Ended December 31,	2011	2010	2009	2008	2007	2006	2005	2004	2003
Operating revenues and Earnings from unconsolidated affiliates:									
United States	\$ 4,329,079	\$ 2,612,954	\$ 1,817,374	\$ 3,222,994	\$ 3,038,423	\$ 3,141,299	\$ 2,230,614	\$ 1,462,622	\$ 1,086,664
Foreign	1,787,919	1,554,796	1,689,414	1,978,683	1,738,514	1,586,514	1,169,529	893,006	737,914
	\$ 6,116,998	\$ 4,167,750	\$ 3,506,788	\$ 5,201,677	\$ 4,776,937	\$ 4,727,813	\$ 3,400,143	\$ 2,355,628	\$ 1,824,578

As of December 31,	2011	2010	2009	2008	2007	2006	2005	2004	2003
Total assets:									
United States	\$10,151,374	\$ 9,149,558	\$ 7,497,298	\$ 7,503,874	\$ 5,789,199	\$ 5,587,834	\$ 4,581,307	\$ 3,788,180	\$ 3,641,185
Foreign	2,760,766	2,497,011	3,147,392	3,014,025	4,350,584	3,568,097	2,649,100	2,074,429	1,961,507
	\$12,912,140	\$11,646,569	\$10,644,690	\$10,517,899	\$10,139,783	\$9,155,931	\$7,230,407	\$5,862,609	\$5,602,692

## O F F I C E R S

**Anthony G. Petrello**

Deputy Chairman, President and  
Chief Executive Officer

**Mark D. Andrews**

Corporate Secretary

**R. Clark Wood**

Principal Accounting and Financial Officer

## D I R E C T O R S

**Eugene M. Isenberg**

Chairman of the Board, Nabors Industries Ltd.

**Anthony G. Petrello**

Deputy Chairman, President and  
Chief Executive Officer, Nabors Industries Ltd.

**John Yearwood**

Lead Director, Nabors Industries Ltd.

**William T. Comfort**

Chairman, Citigroup Venture Capital

**James R. Crane**

Chairman and Chief Executive Officer,  
Crane Capital Group Inc.

**Michael C. Linn**

President, MCL Ventures

**Dr. John V. Lombardi**

President, Louisiana State University System

**James L. Payne**

Chairman and Chief Executive Officer,  
Shona Energy Company, LLC

**Myron M. Sheinfeld**

Counsel, King & Spalding, L.L.P.

**Martin J. Whitman**

Director Emeritus, Nabors Industries Ltd.  
Chairman, Third Avenue Management LLC

## C O R P O R A T E I N F O R M A T I O N

**Corporate Address**

Nabors Industries Ltd.  
Crown House  
Second Floor  
4 Par-la-Ville Road  
Hamilton, Bermuda HM 08  
Telephone: (441) 292-1510  
Fax: (441) 292-1334

**Mailing Address**

P.O. Box HM3349  
Hamilton, HMPX-Bermuda

**Form 10-K**

Our Form 10-K is available on our website at  
[www.nabors.com](http://www.nabors.com) under the "Investor Relations" tab.  
Copies may be obtained at no charge by writing to  
our Corporate Secretary at Nabors' corporate office.

**Transfer Agent**

Computershare Trust Company, N.A.  
P.O. Box 43069  
Providence, Rhode Island 02940-3069

**Investor Relations**

Dennis A. Smith  
Director, Corporate Development

**Independent Registered Public Accounting Firm**

PricewaterhouseCoopers LLP  
Houston, Texas

As of December 31, 2011, there were 317,042,324 common  
shares outstanding held by 1,519 holders of record.

The common shares are listed on the New York Stock  
Exchange under the symbol "NBR." The following table sets  
forth the reported high and low sales prices of the common  
shares as reported on the New York Stock Exchange for the  
calendar quarters indicated.

		Stock Price	
Calendar Year		HIGH	LOW
2009	First quarter	\$ 14.05	\$ 8.25
	Second quarter	19.79	9.38
	Third quarter	21.48	13.78
	Fourth quarter	24.07	19.18
2010	First quarter	27.05	18.74
	Second quarter	22.82	16.90
	Third quarter	19.13	15.54
	Fourth quarter	23.93	17.36
2011	First quarter	30.70	21.50
	Second quarter	32.47	22.43
	Third quarter	27.63	12.26
	Fourth quarter	20.69	11.05

For additional information regarding corporate governance, historical  
financial data, investor presentations and global rig fleet, please visit  
[www.nabors.com](http://www.nabors.com).

This annual report includes forward-looking statements within the  
meaning of the Securities Act of 1933 and the Securities Exchange Act  
of 1934. Such forward-looking statements are subject to certain risks  
and uncertainties, as disclosed by Nabors from time to time in its filings  
with the Securities and Exchange Commission. As a result of these  
factors, Nabors' actual results may differ materially from those  
indicated or implied by such forward-looking statements.



***NABORS INDUSTRIES LTD.***

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