



SUPERIOR ENERGY SERVICES IS THE INDUSTRY'S LEADING PROVIDER OF SPECIALIZED OILFIELD SERVICES AND EQUIPMENT, WITH OPERATIONS THAT SPAN THE GLOBE.

SUPERIOR'S TREMENDOUS GROWTH – ACCOMPLISHED OVER A RELATIVELY SHORT TIMEFRAME – HAS BEEN THE RESULT OF HARD WORK, TIMELY ACQUISITIONS AND A STRATEGIC FOCUS ON EXCEEDING CUSTOMER EXPECTATIONS.

THE BEGINNING

The company that exists today traces its roots back just two decades, beginning as an oilfield products manufacturing firm and eventually branching out into services.

By the early 1990s, Superior had perfected the “rigless” P&A concept, employing five-man crews cross-trained in mechanical wireline, electric line and pumping services to plug uneconomical wells in the Gulf of Mexico. This labor-intensive, price-sensitive business was challenging, but margins were good, allowing the company to expand its strategic focus into the rental tool market.

The strategy was simple: Balance labor-intensive P&A services with capital-intensive rental tools, moderating business risk by reducing exposure to the seasonal and cyclical nature of the service business.

By the mid-1990s, Superior offered a full inventory of specialized tools for drilling, production and well workover activities. To finance further growth in this high-capital business, Superior initiated a public offering of stock in 1995.

DOMESTIC ACQUISITIONS FUEL FAST GROWTH

Following its public offering, Superior grew quickly by acquiring more than 10 small and mid-sized well intervention and oilfield tool rental companies in three years, growing revenues from \$23.6 million to \$91.3 million in that same timeframe.

In 1999, Superior Energy Services merged with Cardinal Services, the market leader in mechanical wireline services in the Gulf of Mexico and also the largest owner and operator of liftboats in the region.

The combined company had a workforce of 1,700 and the industry's most complete product offering, including every tool, service and discipline required for the life cycle of a well, along with the world's largest fleet of liftboats to deliver its services and rental tool packages.

Superior's new structure provided substantial financial benefits, including record results in 2001. That year also saw the company grow its coiled tubing and electric line businesses; acquire and build several liftboats (including the Gulf of Mexico's first 250-foot class liftboat); acquire one of the world's largest well control companies; and purchase an emerging rental business offering high-end specialty tubulars to Gulf of Mexico and international markets.

The industry's downturn in 2002 and 2003 required Superior Energy Services to develop new strategies to improve efficiencies. By bundling services, the company was able to better meet customer needs, participate in more complex projects and earn additional market share.



In addition, Superior used the downtime to acquire and build additional large liftboats. By 2004, the company had five of the industry's largest liftboats in service – each with unique specifications and features, such as large cranes, wide deck spaces, helipads and housing for large crews.

Superior's liftboats performed traditional bundled service projects, participated in construction projects such as platform removals and pipeline tie-ins and served as staging areas or crew quarters in support of large-scale projects.

INTERNATIONAL OPPORTUNITIES DRIVE NEXT-GENERATION GROWTH

By the mid-2000s, the Gulf of Mexico market was awash with overcapacity and suffering from low commodity prices. To increase asset utilization, Superior Energy Services looked globally.

In 2003, Superior had acquired Premier Oilfield Services of Aberdeen, Scotland, providing immediate access to the North Sea, Europe, the Middle East and West African markets. This move helped create international awareness for the Superior brand and paved the way for new service opportunities.

The international business quickly proved to be Superior's fastest-growing segment, thanks to mature oil provinces and aging infrastructures, along with the worldwide growth in offshore and deepwater drilling. To further its international growth, Superior instituted an aggressive effort to market its services in the booming oil patches of the Middle East, Russia and the Far East.

MAKING THE MOST OF THE COMPANY'S EXPERTISE

In 2003, Superior Energy Services formed SPN Resources to acquire mature Gulf of Mexico properties that required the intervention services, tools and disciplines typically employed for customers.

Superior's strong balance sheet and unparalleled experience working on mature properties enabled the company to maximize efficient production from aging, high-maintenance wells, while providing an override royalty to the original leaseholder. With the company's expertise and full range of in-house capabilities, workovers considered too costly by traditional energy producers became viable production-enhancement opportunities.

MORE EXPANSION, WITH AN ONSHORE FOCUS

In 2006, Superior Energy Services expanded its onshore operations in North America through its acquisition of Warrior Energy Services, a natural gas and oil well services company that provided wireline and well intervention services to exploration and production companies. The deal made Superior the leading North American production enhancement company.

Superior followed that acquisition with the purchase of Texas-based Advanced Oilwell Services in 2007, expanding the company's cementing and pressure pumping services in south and east Texas.

The company also added to its international capabilities with the acquisition of Duffy & McGovern, a global provider of offshore accommodation rentals.

A WINNING STRATEGY

Superior Energy Services' approach to growth has been a proactive one – taking advantage of industry cycles, leveraging off its existing base and adapting to changing conditions.

These efforts have been underpinned by the company's commitment to customer service and to providing efficient, cost-effective services wherever they are needed.