We've completed more than $6 billion in transactions and increased our number of gross drillable oil locations sevenfold.

WPX 2.0

Some companies change their names and call it good. At WPX, we changed nearly everything except our name. But our new identity, and the goals we're pursuing, could not be more clear.

Two years ago, we unveiled our vision to improve our capital efficiency and cash margins, shift our emphasis from natural gas to oil, and dramatically increase our drilling inventory in oil basins. For all intents and purposes, our transformational work is complete.

We worked quickly and diligently to rebuild our portfolio. In the process, we completed more than $6 billion in transactions and increased our number of gross drillable oil locations sevenfold to reposition WPX for prudent, profitable, disciplined growth.

We changed our flagship asset from the Piceance Basin to the Permian Basin. In 2016, oil sales of $551 million accounted for 76 percent of WPX's total product revenues, compared with 37 percent in 2014 when oil prices were a lot higher and we still had the Piceance. Liquids production, including NGLs, accounted for 61 percent of total production in 2016, up from 25 percent in 2014 (including Piceance).

Now we're at another turning point. We call it WPX 2.0 and we're making a pivot as we move from transformation to asset development. In fact, we're doubling down on our vision with plans to grow oil production and EBITDAX at a compound annual growth rate of 30–40 percent from 2017–2020.

When we originally rolled out our vision in 2014, we aimed to reach 80,000 barrels of oil per day by the year 2020. With the new inventory we've amassed, we're accelerating the timeline to get there in 2018. This strengthens our deleveraging efforts and our plan to be free cash-flow positive by the end of 2018. I believe we can achieve our goals because we reshaped our culture on a three-pillar bedrock of accountability, a bias for action and continuous improvement.

This is the greatest growth trajectory in WPX history. We have scalability, decades of drilling and the financial flexibility to meet our goals without adding any incremental debt. Does this mean we're done changing? No. Our company and our industry are dynamic. We'll continue to be bold, embrace risk and keep attacking our costs.