



DEVON ENERGY CORPORATION CORPORATE GOVERNANCE GUIDELINES

The Board of Directors (the “Board”) of Devon Energy Corporation (the “Company”) has adopted the following Corporate Governance Guidelines specifically tailored to the needs of the Company. These Guidelines reflect the Board’s commitment to monitor the effectiveness of policy and decision-making both at the Board and management level, with a view to enhancing stockholder value and taking into account the interests of the Company’s other stakeholders over the long-term. The Board believes these Guidelines should be an evolving set of corporate governance principles, subject to alteration as circumstances warrant in accordance with the terms hereof.

Director Qualifications and Board Composition

The Governance Committee is responsible for proposing qualified candidates to serve on the Board, and reviews with the Board special director qualifications, taking into account the composition and skills of the entire Board.

Independence — A majority of the Board members must qualify as “independent” Directors in accordance with the listing standards of the New York Stock Exchange (“NYSE”) and the related disclosure requirements in the Securities and Exchange Commission (the “SEC”) Regulation S-K, Item 407(a). All of the members of the Audit Committee, the Compensation Committee, and the Governance Committee must also be Directors determined by the Board to be independent according to these standards and any applicable enhanced standards relating to Board committee membership.

Director Qualifications — The Board believes that individuals nominated by the Board to serve as a Director should have demonstrated notable achievements and have the ability to make significant contributions to the direction of the affairs of the Company and to enhance the ability of the committees of the Board to fulfill their duties. The Governance Committee has established director qualifications that will be considered in evaluating candidates for nomination, a copy of which is attached hereto as **Exhibit 1**, which includes such factors as:

- **Integrity and Accountability** — Character is the primary consideration in evaluating any Board member. Directors should demonstrate high ethical standards and integrity in their personal and professional dealings and be willing to act on and remain accountable for their boardroom decisions.
- **Informed Judgment** — Board members should have the ability to provide wise,



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thoughtful counsel on a broad range of issues. Directors should possess high intelligence and wisdom and apply it in decision-making.

- **Peer Respect** — The Board functions best when Directors value Board and team performance over individual performance. Openness to other opinions and the willingness to listen should rank as highly as the ability to communicate persuasively. Board members should approach others assertively, responsibly, and supportively and raise tough questions in a manner that encourages open discussion.
- **High Performance Standards** — In today's highly competitive world, only companies capable of performing at the highest levels are likely to prosper. Board members should have a history of achievement that reflects high standards for themselves and others.

Director Recruitment — The Governance Committee shall identify and recruit candidates to serve on the Board. A list of candidates to be elected by stockholders shall be presented to the Board for nomination at each annual meeting of stockholders. Candidates identified to fill vacancies between meetings of stockholders shall be presented to the Board for appointment. The Board will take reasonable steps to ensure that a diverse group of qualified candidates are in the pool from which the Board member nominees are chosen. The Governance Committee may at its discretion seek third-party resources to assist in the process and will make the final recommendation to the Board.

The Governance Committee will consider properly submitted recommendations for nominees from stockholders and will give appropriate consideration in the same manner as given to other nominees. Stockholders who wish to submit director nominees for election may do so by submitting in writing such nominee's name, in compliance with the procedures required by our Bylaws, to the Governance Committee of the Board of Directors, Attention: Chair of the Governance Committee, c/o Office of the Corporate Secretary, Devon Energy Corporation, 333 West Sheridan Avenue, Oklahoma City, Oklahoma 73102-5015. Information on the requirements to ensure that a stockholder's recommendation is properly and timely submitted can be found in our annual proxy statement.

Director Selection — The Governance Committee shall be responsible for reviewing with the Board any other special director qualifications, taking into account the composition and skills of the entire Board. Given the importance of the Board's role in monitoring the financial performance of the Company, the Governance Committee shall ensure that a sufficient number of the Board members are financially literate with ability to read a balance sheet, income statement, and cash flow statement and have an understanding of the use of financial ratios and other indices for evaluating Company performance.



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An invitation to join the Board shall only be extended to a potential candidate at such time as the nomination or appointment of the candidate has been approved by the Board.

Director Resignation Policy — Any nominee for Director in an uncontested election who fails to receive a greater number of votes cast “for” such nominee’s election than the votes cast “withheld” in such nominee’s election shall tender his or her written offer of resignation for consideration by the Governance Committee within 90 days from the date of the election. The Governance Committee shall consider all of the relevant facts and circumstances and recommend to the Board the action to be taken with respect to such offer of resignation.

Term Limits — The Board does not believe it should establish term limits. While term limits could help ensure that there are fresh ideas and viewpoints available to the Board, they have the disadvantage of causing the Company to lose the contribution of Directors who have been able to develop, over a period of time, increasing insight into the Company and its operations and thereby provide an increasing contribution to the Board as a whole. The Board believes an annual assessment of Board and committee performance provides each Director an appropriate opportunity to reflect on the effectiveness of the Board, and to confirm a Director’s decision to continue as a member of the Board.

Mandatory Retirement — Non-management Directors will retire as of the annual meeting following their 73rd birthday.

Multiple Directorships — The Company recognizes that its Board members benefit from service on the boards of other companies. While that service is encouraged, it is critical that Directors have the opportunity to dedicate sufficient time to serve on the Company’s Board. It is recommended that Directors serve on no more than four public company boards in addition to the Board.

Directors are expected to promptly advise the Chair of the Board and the Chair of the Governance Committee upon accepting any other public, private, or not-for-profit company directorship or any assignment to the audit committee or compensation committee of the board of directors of any public, private, or not-for-profit company of which such Director is a member.

No Director shall serve as a director, officer, or employee of a competitor of the Company, without the approval of the Governance Committee.

Director Responsibilities

Best Judgment — Directors should exercise their business judgment to act in what they reasonably believe to be in the best interests of the Company in a manner consistent with their fiduciary duties. Directors should regularly attend meetings of the Board and of all Board



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committees upon which they serve, and should review relevant meeting materials in advance of any such meeting.

Confidentiality — Directors shall preserve the confidentiality of proprietary material given or presented to the Board.

Conflicts of Interest — Directors must disclose to the Audit Committee any related party transactions and potential conflicts of interest they may have with respect to any matter under discussion and, if appropriate, refrain from voting on a matter in which they may have a conflict.

Meeting Attendance — The Chair of the Board will set the schedule and location for meetings of the Board. The Board will typically hold regular meetings on a quarterly basis. In addition to the regularly scheduled meetings, unscheduled Board meetings may be called, upon proper notice, at any time to address specific needs of the Company. The annual meeting of stockholders will be scheduled in conjunction with a regularly scheduled Board meeting. The Board expects all Board members to attend regularly scheduled Board and committee meetings and the annual meeting of stockholders, unless there are extenuating circumstances.

Change in Status — Directors are expected to report to the Chair of the Board and the Chair of the Governance Committee any substantial changes in his or her principal occupation or professional affiliations or responsibilities, including retirement, and shall submit his or her offer of resignation for consideration by the Governance Committee. The Governance Committee shall consider all of the relevant facts and circumstances and recommend to the Board the action to be taken with respect to such offer of resignation.

Stock Ownership — The Board believes that members of the Board should own common stock of the Company to further align their interests and actions with the interests of the Company's stockholders. The Board has adopted stock ownership guidelines, a copy of which is attached hereto as **Exhibit 2**.

Board Committees

Standing Committees — The Board shall at all times maintain, at a minimum, an Audit Committee, a Compensation Committee, a Governance Committee, and a Reserves Committee, in each case, comprised during the Governance Period (as defined below) of the number of Directors set forth on **Exhibit 3**. Each such committee must operate in accordance with applicable laws, their respective charters as adopted and amended from time to time by the Board, the applicable rules and regulations of the SEC, and the listing standards of the NYSE. The Board may also establish such other committees as it deems appropriate and delegate to such committees



any authority permitted by applicable law and the Company's Bylaws as the Board may see fit.

Directors' Compensation

The Compensation Committee shall periodically review the form and amounts of Directors' compensation and make recommendations to the Board with respect thereto. The Board shall set the form and amounts of Directors' compensation, taking into account the recommendations of the Compensation Committee. The Board believes that the amount of Directors' compensation should fairly reflect the contributions of the Directors to the performance of the Company. The Chair of the Compensation Committee shall at least annually obtain a report on the director compensation policies and practices of the Company's principal competitors and other comparable companies. Only non-management Directors shall receive compensation for their services as Director. To create a direct linkage with corporate performance, the Board believes that a meaningful portion of the total compensation of non-management Directors should be provided and held in Company common stock, stock options, restricted stock awards, or other types of equity-based compensation.

Leadership Structure

The Board reserves the right to determine, from time to time, how to configure the leadership of the Board and the Company in the way that best serves the Company. Subject, during the Governance Period, to the requirements in **Exhibit 3**, the Board specifically reserves the right to vest the chair and chief executive officer responsibilities in the same individual. The Board has no fixed policy with respect to combining or separating the offices of chair and chief executive officer. In the event one individual holds both positions or if the chair is otherwise not an independent Director, then the non-management Directors, after consulting with all members of the Board, shall, from time to time, appoint an independent Director to serve as the Lead Director.

Board Procedures

Agenda — The Chair of the Board shall set the agendas for meetings of the Board and the Chair of each committee shall set the agendas for meetings of the applicable committee. Any Director may suggest agenda items and may raise at meetings other matters that they consider worthy of discussion.

Information and data that is important to the Board's understanding of the business to be discussed at meetings will be distributed in advance of meetings to the extent practicable, except when such material is too sensitive to be put in writing. To prepare for meetings, Directors should review these materials in advance of each meeting.



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Non-Management Director Sessions — Executive sessions or meetings of non-management Directors without management present shall be held at each regularly scheduled quarterly meeting. In the event any of the non-management Directors is not independent, then an executive session including only independent Directors shall be held at least once a year, and if the Chair is not independent, the Lead Director shall preside over such meetings. Additional executive sessions or meetings of non-management Directors may be held from time to time as required. If the Chair is a member of management, then the Lead Director shall preside over meetings of non-management Directors. Executive sessions shall be held from time to time with the Chief Executive Officer for a general discussion of relevant subjects.

Orientation and Continuing Education — The Board will establish, or identify and provide access to, appropriate orientation programs, sessions, or materials for newly elected Directors for their benefit either prior to or within a reasonable period of time after their election or appointment. The Board will encourage, but not require, Directors to periodically pursue or obtain appropriate continuing education programs, sessions, or materials as to the responsibilities of directors of publicly traded companies.

Access to Management — The Company shall provide each Director with complete access to the management of the Company, subject to reasonable advance notice to the Company and reasonable efforts to avoid disruption to the Company's management, business, and operations.

Independent Advisors — The Board and Board committees, to the extent set forth in the applicable committee charter, have the right to consult and retain independent legal and other advisors at the expense of the Company.

Board Policies

Equity Plans — All Company equity compensation plans, except plans assumed in connection with mergers or acquisitions, and tax qualified and excess benefit plans will be approved by stockholders. Unless submitted to stockholders for approval, stock options will not be repriced.

Code of Conduct — The Company will continuously maintain a Code of Business Conduct and Ethics setting forth the Company's expectations in various areas of legal and ethical concern. The Code addresses specific elements of the Company's business and refers to separate Company policies that are currently in place.

Management Evaluation and Succession

Annual Evaluation — The Compensation Committee shall be responsible for coordinating an annual evaluation and determining the annual compensation of the President and Chief



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Executive Officer. The Chair of the Compensation Committee shall be the liaison with the President and Chief Executive Officer.

Succession Planning — The President and Chief Executive Officer shall provide an annual report on succession planning and related personnel development recommendations to the Board or the Compensation Committee, including a short-term succession plan delineating temporary delegation of authority in the event that the President and Chief Executive Officer or any other executive officer is unexpectedly unable to perform his or her duties.

Annual Performance Evaluation of the Board

Board Evaluation — The Board will conduct an annual evaluation of the effectiveness of the Board and the Board committees, which shall be reviewed and discussed by the Governance Committee.

Committee Evaluations — The Governance Committee, the Compensation Committee, the Audit Committee, and the Reserves Committee will complete annual performance evaluations in accordance with their respective charters.

The full Board will discuss the evaluation reports to determine what, if any, actions could improve the effectiveness and performance of the Board or the Board committees.

Reporting of Concerns to Non-Management Directors

The Company shall establish a method whereby interested parties may communicate directly with the Chair or Lead Director, as applicable, or with the non-management Directors of the Board as a group either by email or by telephone, as set forth under the Corporate Governance section of the Company's website at www.devonenergy.com. Information provided by email or telephone will be monitored by the Corporate Secretary's office and forwarded to the non-management Directors.

Communication with Stockholders

Except in unusual circumstances or as required by committee charters or as requested by senior management, Directors are expected to follow the principle that senior management, as opposed to individual Directors, shall provide the public voice of the Company. Directors receiving inquiries from a member of the public, institutional investors, the press, customers, securities analysts, stockholders, or others should refer the inquiries to the President and Chief Executive



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Officer or another appropriate officer of the Company.

The Chief Executive Officer is responsible for establishing effective communications with the Company's stakeholder groups, i.e., stockholders, customers, Company associates, communities, suppliers, creditors, governments, and corporate partners. It is the policy of the Company that management speaks for the Company. This policy does not preclude non-management Directors from meeting with stockholders, but it is preferable for any such meetings to be conducted with management present.

Review of Corporate Governance Guidelines

The Board, with the assistance of the Governance Committee, as appropriate, shall review these Corporate Governance Guidelines from time to time to determine whether any changes are appropriate. Consistent with NYSE listing requirements these Guidelines will be included on the Company's website.

During the Governance Period, these Guidelines may be amended, modified, or waived by the affirmative vote of seventy-five percent (75%) of the Directors. Following the Governance Period, these Guidelines may be amended, modified, or waived by the Board, and waivers of these Guidelines may also be granted by the Governance Committee. Any amendments, modifications and waivers shall also be subject to the disclosure requirements and other provisions of the Securities and Exchange Act of 1934, and the rules and regulations promulgated thereunder.

Exhibit 3

Certain Additional Requirements

In connection with the closing of the merger (the “Merger”) under the Agreement and Plan of Merger, dated as of September 26, 2020 (the “Merger Agreement”), by and among the Company, [Merger Sub] and WPX Energy, Inc. (“WPX”), which the Board has deemed advisable and in the best interest of the Company and its stockholders, the Board has agreed to adopt certain requirements of the Board and management which are set forth in this **Exhibit 3** and are to be effective from the effective time of the Merger on January 7, 2021 (the “Effective Date”) and for two years thereafter (the “Governance Period”), unless otherwise altered in accordance with these Guidelines.

1. *Board Size.* The Board has, as of the effective time of the Merger, caused the size of the Board to comply with Section 5.18(a) of the Merger Agreement and designated certain persons to the Board as contemplated thereby. The persons designated as Directors by the Company pursuant to Section 5.18(a) of the Merger Agreement and the President and Chief Executive Officer of the Company as of immediately prior to the effective time of the Merger are referred to herein as the “Devon Directors”, and the persons designated as Directors by WPX pursuant to Section 5.18(a) of the Merger Agreement (including the person (the “EnCap Director”) designated pursuant to the Stockholders Agreement among the Company, Felix Investments II, LLC and the other parties thereto) and the Chairman and Chief Executive Officer of WPX as of immediately prior to the effective time of the Merger are referred to herein as the “WPX Directors”. The Board acknowledges that the EnCap Director may, from time to time, serve on the board of directors (or similar governing body) of one or more portfolio companies of EnCap Investments L.P. (or a fund managed thereby) that competes with the Company, and the Board waives the limitation on serving as a director of a competitor with respect to the EnCap Director in respect of any such position with any such portfolio company. If, for any reason, during the Governance Period, (i) any WPX Director is unable or unwilling to serve on the Board or any committee, such vacancy shall be filled by the Board, and the Board shall not nominate or designate any individual to fill such vacancy, unless, not less than a majority of the Continuing WPX Directors have approved the appointment or nomination (as applicable) of the individual appointed or nominated (as applicable) to fill such vacancy, and (ii) any Devon Director is unable or unwilling to serve on the Board or any committee, such vacancy shall be filled by the Board, and the Board shall not nominate or designate any individual to fill such vacancy, unless, not less than a majority of the Continuing Devon Directors have approved the appointment or nomination (as applicable) of the individual appointed or nominated (as applicable) to fill such vacancy. For purposes of the preceding sentence, (x) the term “Continuing WPX Directors” shall mean, at any given time, the WPX Directors then serving as Directors and any Directors who were subsequently appointed or

nominated and elected to fill a vacancy created by the cessation of service of a WPX Director (or any Continuing WPX Director) pursuant to the preceding sentence, and (y) the term “Continuing Devon Directors” shall mean, at any given time, the Devon Directors then serving as Directors and any Directors who were subsequently appointed or nominated and elected to fill a vacancy created by the cessation of service of a Devon Director (or any Continuing Devon Director) pursuant to the preceding sentence.

2. *Re-Election.* The Devon Directors and the WPX Directors shall serve as Directors of the Company during the Governance Period. For the first and second annual meetings of the Company’s stockholders following the Effective Date (each, an “Applicable Meeting”), except as provided in this Section 2 of this **Exhibit 3**, the Governance Committee and the Board shall nominate, recommend and designate the Devon Directors and the WPX Directors then on the Board for re-election (the “Recommended Slate”). The Board and the Governance Committee shall take all action within their power to secure the election of the Recommended Slate at the Applicable Meeting. Notwithstanding the foregoing, if the Governance Committee, by the affirmative vote of 75% of the Directors on the Governance Committee, determines not to nominate any Devon Director or any WPX Director for re-election at an Applicable Meeting, such Director shall not be nominated, recommended or designated for re-election, but, for the avoidance of doubt, the selection of the replacement for such Director shall be subject to the penultimate sentence of Section 1.
3. *Chairman.* Subject to this Section 3 of this **Exhibit 3**, Dave Hager shall be appointed the Chair of the Board during the Governance Period, unless at any time the Board, by the affirmative vote of 75% of the Board, determines not to appoint Mr. Hager as Chair of the Board. If Mr. Hager is unable or unwilling to serve at any time (including in circumstances where he is not re-elected as a Director of the Company or is otherwise removed from office by a resolution of the Company’s stockholders in accordance with applicable law and the Bylaws) or when Mr. Hager’s term as Chair expires, then a Chair shall be appointed by the Board.
4. *Chief Executive Officer.* Subject to this Section 4 of this **Exhibit 3**, as set forth in, and subject to, the Employment Agreement, dated as of the date of the Merger Agreement, between the Company and Richard E. Muncrief (the “CEO Agreement”), the Board shall designate Mr. Muncrief to serve as the Chief Executive Officer of the Company during the Governance Period, unless at any time the Board, by the affirmative vote of 75% of the Board, determines to remove Mr. Muncrief as Chief Executive Officer of the Company and, during such period, the Board shall not and shall cause the Company not to amend, modify or terminate the CEO Agreement without the affirmative vote of 75% of the Board. For the avoidance of doubt and in compliance with the Company’s Restated Certificate of Incorporation and Bylaws, Mr. Muncrief shall not be entitled to vote

with respect thereto.

5. *Governance Committee Membership.* During the Governance Period, the Board shall take all necessary action to cause the Governance Committee of the Board to consist of 4 members, 2 of which shall be Devon Directors and 2 of which shall be WPX Directors. Subject to the penultimate sentence of Section 1, one of the WPX Directors on the Governance Committee shall be the EnCap Director.
6. *Audit Committee Membership.* During the Governance Period, the Board shall take all necessary action to cause the Audit Committee of the Board to consist of 5 members, 3 of which shall be Devon Directors and 2 of which shall be WPX Directors.
7. *Compensation Committee Membership.* During the Governance Period, the Board shall take all necessary action to cause the Compensation Committee of the Board to consist of 5 members, 3 of which shall be Devon Directors and 2 of which shall be WPX Directors.
8. *Reserves Committee Membership.* During the Governance Period, the Board shall take all necessary action to cause the Reserves Committee of the Board to consist of 5 members, 3 of which shall be Devon Directors and 2 of which shall be WPX Directors.