Q3 2021 Earnings Presentation

November 2, 2021

NYSE: DVN
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Key Takeaways From Our Presentation

#1 **FIXED + VARIABLE** DIVIDEND INCREASES 71%
Total dividend of $0.84 per share announced with Q3 results

#2 **FREE CASH FLOW** GENERATION ACCELERATES
~8x improvement in free cash flow to $1.1 billion (vs. Q4 2020)

#3 **$1 BILLION** SHARE BUYBACK PROGRAM INITIATED
Authorization represents ~4% of current market capitalization

#4 **DELAWARE BASIN** DRIVES Q3 OUTPERFORMANCE
Operating results favorable to guidance on production & costs

#5 **2022 OUTLOOK** CONTINUES TO STRENGTHEN
Positioned for cash flow growth of >40% year over year

Our Cash-Return Business Model

"Our **CASH-RETURN** business model is designed to moderate growth, emphasize capital efficiencies, maximize returns and prioritize the return of increasing amounts of cash to shareholders. These principles have positioned Devon to be a **PROMINENT** and **CONSISTENT** builder of economic value through the cycle."

– **Rick Muncrief,** President & CEO

DISCIPLINED GROWTH STRATEGY
- **MODERATING OIL GROWTH** targets: up to 5% annually
- Growing margins through operational & corporate cost reductions

REDUCED REINVESTMENT RATES
- Returns-driven strategy prioritizes **FREE CASH FLOW** generation
- Pursuing a maintenance capital program in 2021 & 2022

MAINTAIN LOW LEVERAGE
- Target net debt-to-EBITDAX ratio: 1.0x or less
- Strong liquidity & disciplined hedging enhance **FINANCIAL STRENGTH**

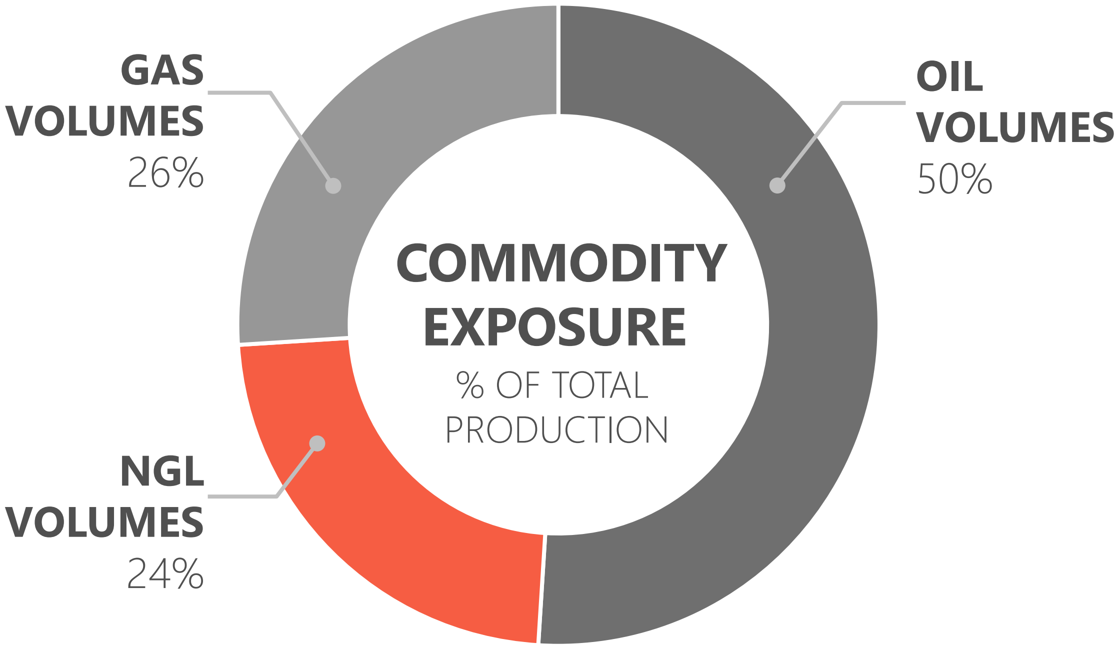
FREE CASH FLOW PRIORITIES
- **FIXED-PLUS-VARIABLE** dividend is top funding priority (pg. 19)
- Excess funds deployed to **SHARE REPURCHASES** & **DEBT REDUCTION**

PURSUE ESG EXCELLENCE
- Established new environmental performance targets (pg. 21)
- ESG initiatives incorporated into **COMPENSATION** structure

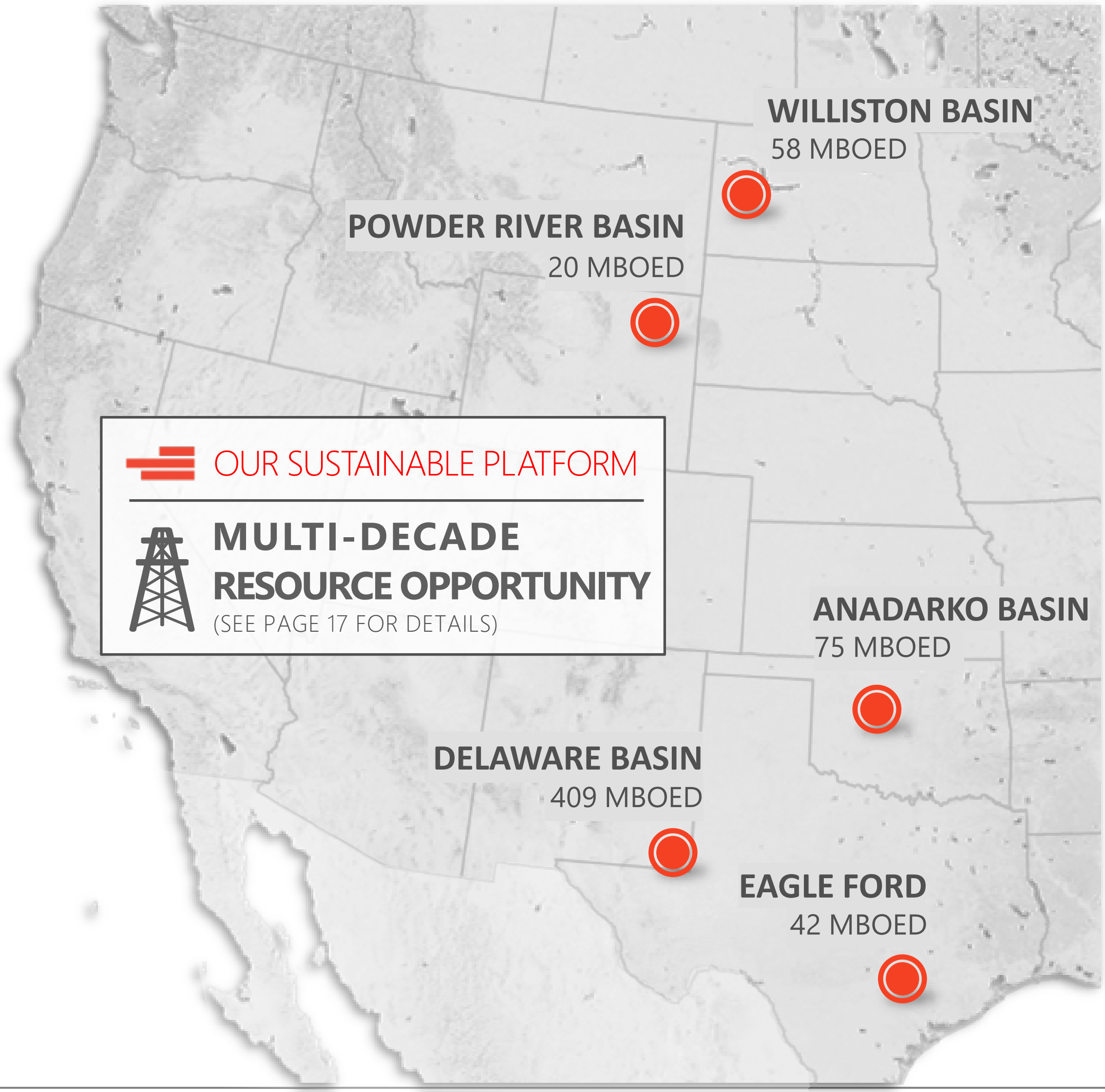
Strategy Underpinned by High-Quality Portfolio

Portfolio provides diversified commodity exposure

Production by product in Q3 2021



- **BALANCED** exposure to oil and liquids-rich production
- Delaware Basin represents ~**70%** of total volumes
- Inventory depth ensures **SUSTAINABLE PERFORMANCE**



OUR SUSTAINABLE PLATFORM

MULTI-DECADE RESOURCE OPPORTUNITY

(SEE PAGE 17 FOR DETAILS)

Q3 2021 – Executing on Our Disciplined Plan

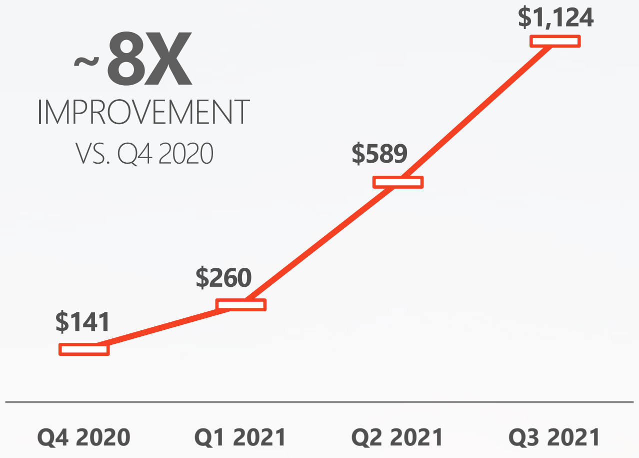
Outstanding Q3 execution

Key quarterly highlights

PRODUCTION VOLUMES (MBOED)	5%	ABOVE GUIDANCE
REINVESTMENT PERCENTAGE	30%	% OF CASH FLOW
FIELD-LEVEL COSTS ($/BOE)	5%	BELOW GUIDANCE

Expanding free cash flow

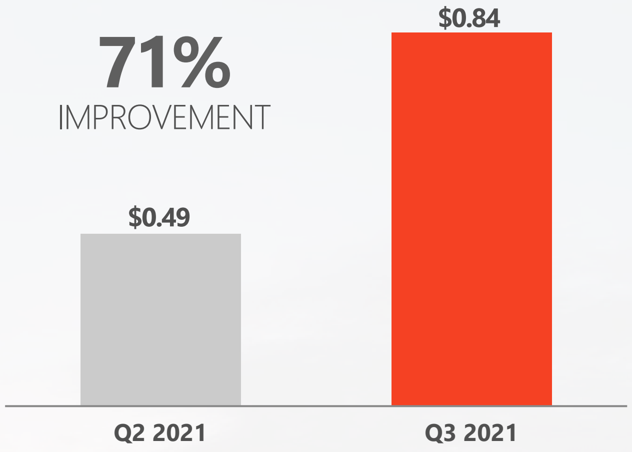
Free cash flow ($ in millions)

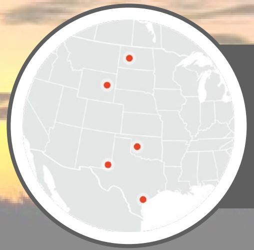


Note: Free cash flow is defined as operating cash flow less cash capital expenditures. Q1 2021 free cash flow excludes transaction and restructuring costs. See non-GAAP reconciliation table.

Increasing dividend payout

Fixed-plus-variable payout ($/share)





FOR **Q3 DIVIDEND** CALCULATION DETAILS

(SEE PAGE 19)

Outlook Continues to Strengthen in 2022

Prioritizing free cash flow over volume growth

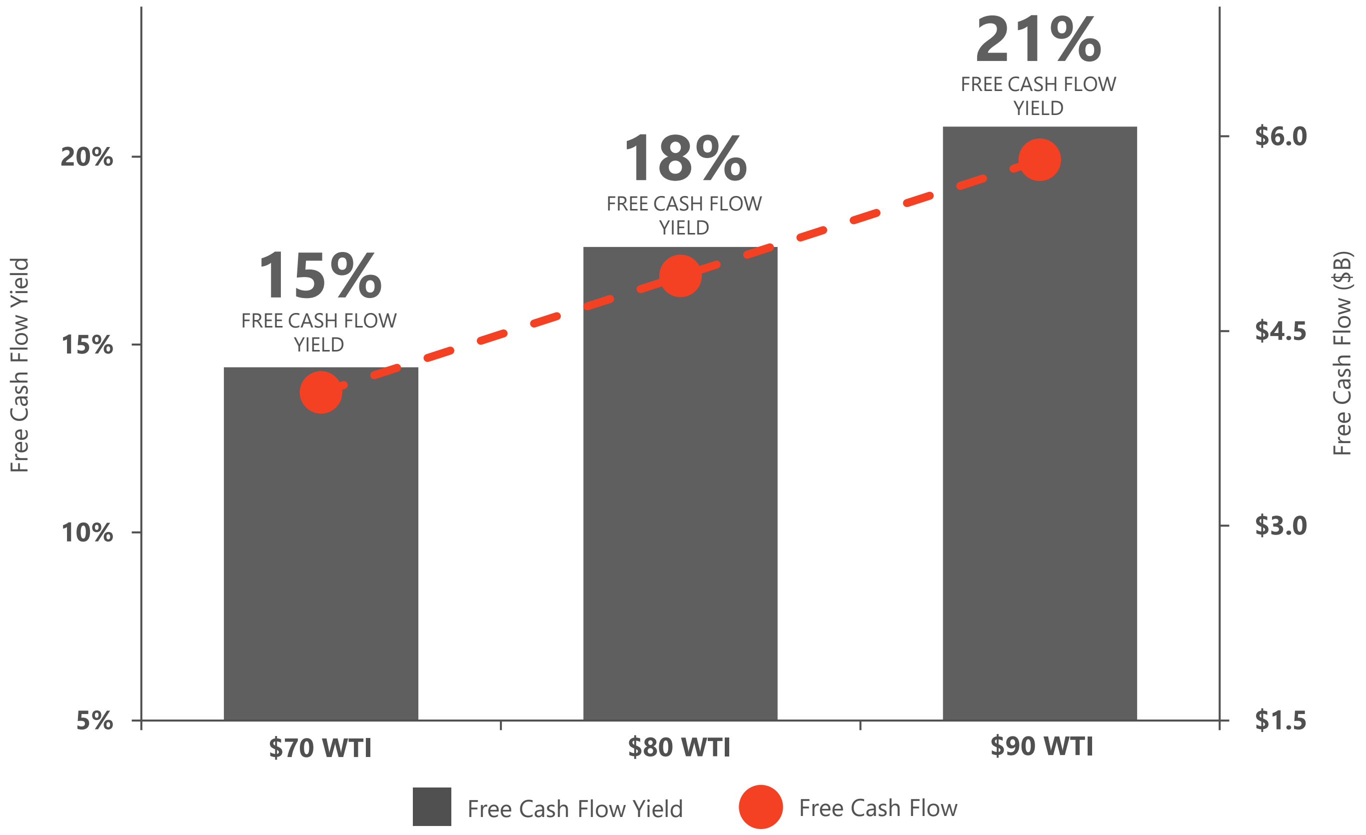
Preliminary 2022e guidance

TOTAL PRODUCTION	**570-600**	MBOED (50% oil)
UPSTREAM CAPITAL SPEND	**$1.9-$2.2** (1)	$ IN BILLION
BREAKEVEN FUNDING LEVEL	**$30 WTI**	$2.50 HENRY HUB
CASH FLOW GROWTH	**>40%** (2)	IMPROVEMENT (vs. 2021)

(1) Upstream capital estimate does not include midstream, ESG and other capital.
(2) Assumes $80 WTI, $4.00 Henry Hub & NGL realizations at 45% of WTI and a ~5% current tax rate

Positioned for an attractive free cash flow yield in 2022

2022e free cash flow sensitivities



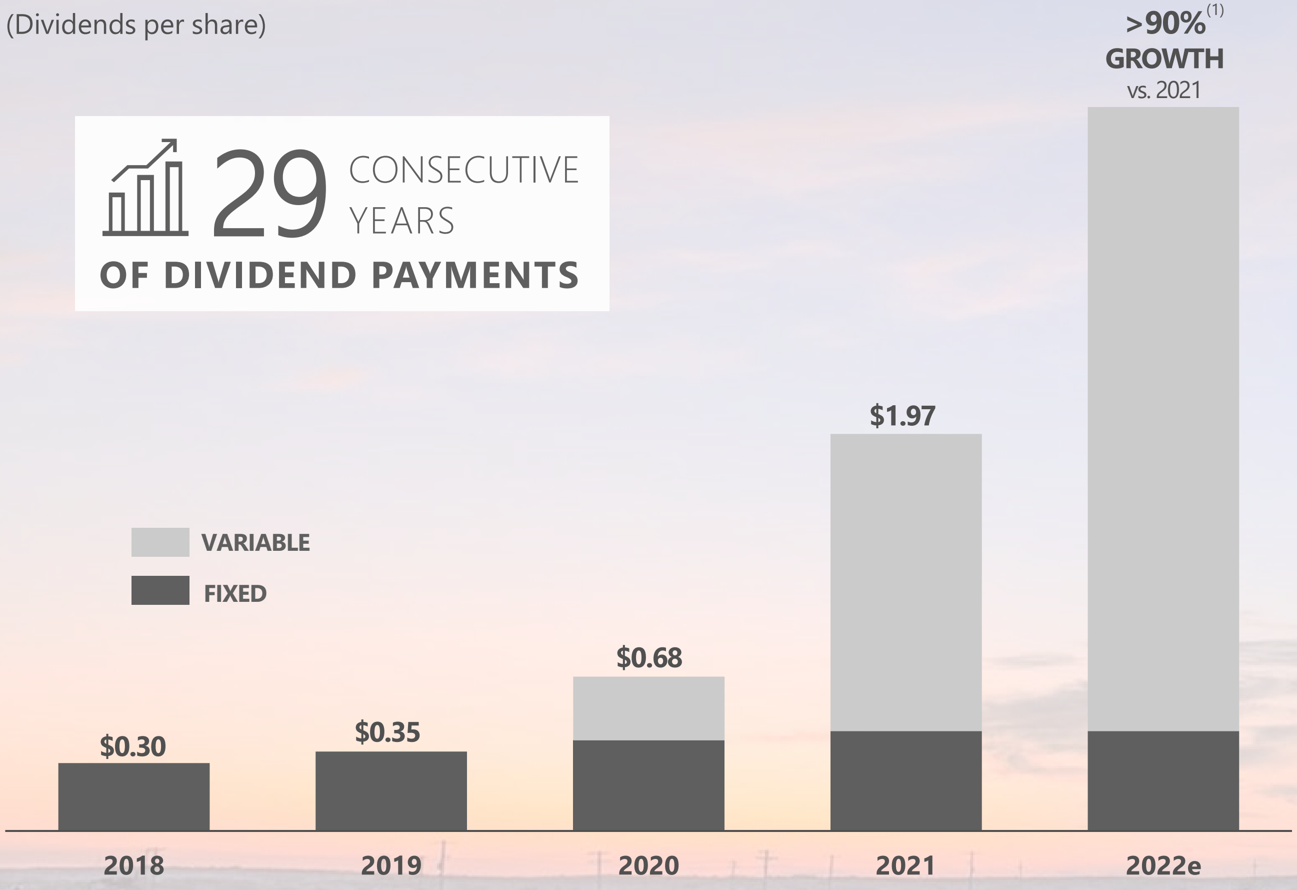
Note: Free cash flow yield represents 2022e operating cash flow less total capital requirements divided by Devon market capitalization as of October 29, 2021. Assumes $4.00 Henry Hub & NGL realizations at 45% of WTI. Assumes a ~5% current tax rate

Accelerating Cash Returns to Shareholders

A history of returning cash to shareholders

(Dividends per share)

29 CONSECUTIVE YEARS
OF DIVIDEND PAYMENTS



EXPANDING DIVIDEND PAYOUT

- ✓ Q3 2021 dividend payout expands **71%** to $0.84 per share
- ✓ Dividend payout positioned for **strong growth** in 2022

(1) Assumes $80 WTI, $4.00 Henry Hub & NGL realizations at 45% of WTI and that 50% of excess cash flow (adjusted free cash flow less fixed dividends) is paid through a variable dividend. Any future dividends, whether variable or fixed, are authorized and determined by the board in its sole discretion.

A Market Leading Dividend Yield

OUR MARKET-LEADING YIELD

- **>7 TIMES HIGHER** than the S&P 500 yield
- **ADVANTAGED YIELD** vs. other market sectors
- **COMFORTABLY FUNDED** within free cash flow

Note: Assumes Devon market capitalization as of October 29, 2021. 2022e sector yields sourced from FactSet.

(1) Assumes $80 WTI, $4.00 Henry Hub & NGL realizations at 45% of WTI and that 50% of excess cash flow (adjusted free cash flow less fixed dividends) is paid through a variable dividend. Any future dividends, whether variable or fixed, are authorized and determined by the board in its sole discretion.

Announcing $1 Billion Share-Repurchase Program

NEXT STEP IN OUR CASH-RETURN STRATEGY

- Board authorized **$1 billion** repurchase program
- Represents **~4%** of current market capitalization
- **Authorization** through year-end 2022
- **Dividend** remains top-funding priority

Our Fortress Balance Sheet

INVESTMENT-GRADE FINANCIAL STRENGTH

- Strong liquidity: $2.3 billion of cash (as of 9/30/21)
- Improved net debt by 16% in third quarter
- Minimal near-term debt maturities provides flexibility

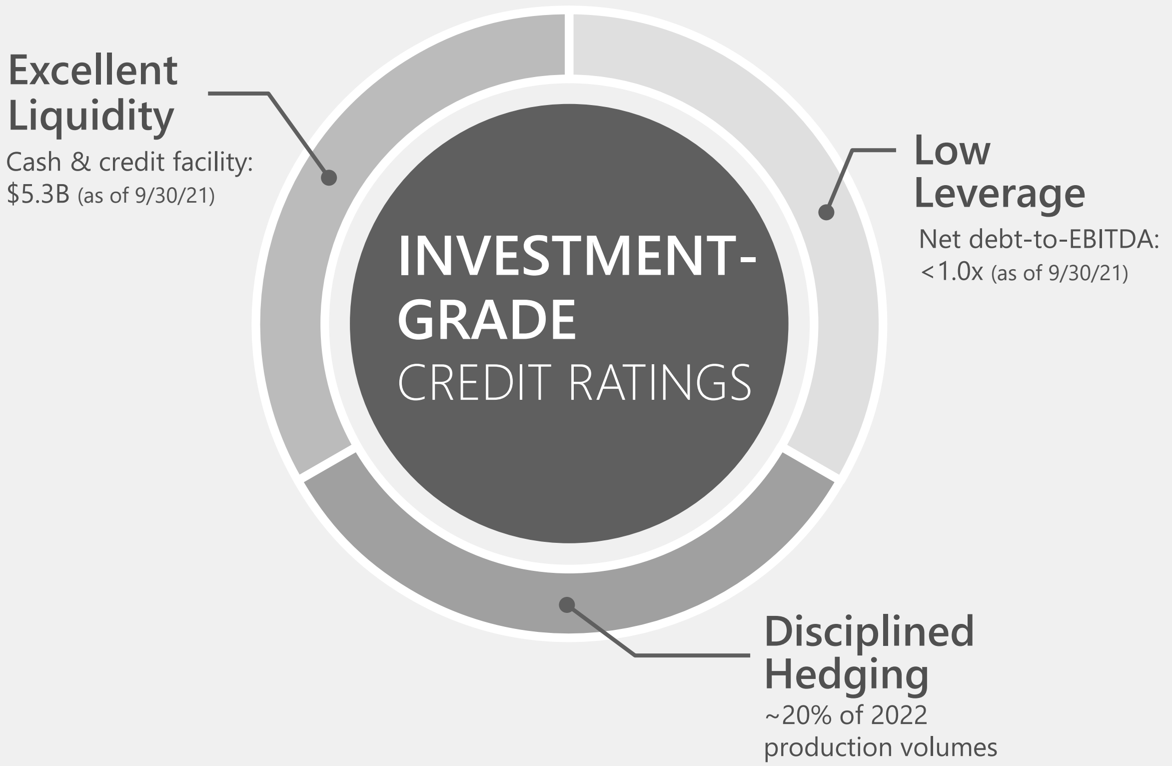
COMMITTED TO IMPROVING BALANCE SHEET

- Net debt-to-EBITDA ratio: <1.0x (as of 9/30/21)
- Opportunities to retire ~$1 billion of low-premium debt

HEDGING STRATEGY PROVIDES UPSIDE TO PRICING

- Financial strength allows for lower levels of hedging
- ~20% of 2022 production volumes hedged

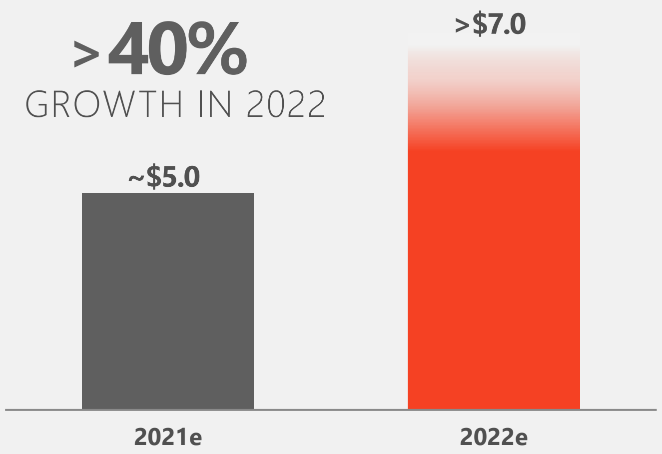
PROTECTING OUR ABILITY TO EXECUTE



Devon's Unique Investment Proposition

Robust operating cash flow growth...

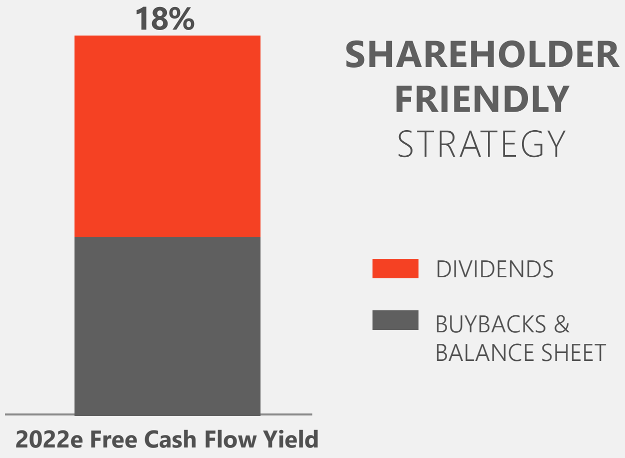
Operating cash flow ($ in billions)



Note: Estimates assumes $80 WTI, $4.00 Henry Hub & NGL realizations at 45% of WTI.

Returning cash to shareholders...

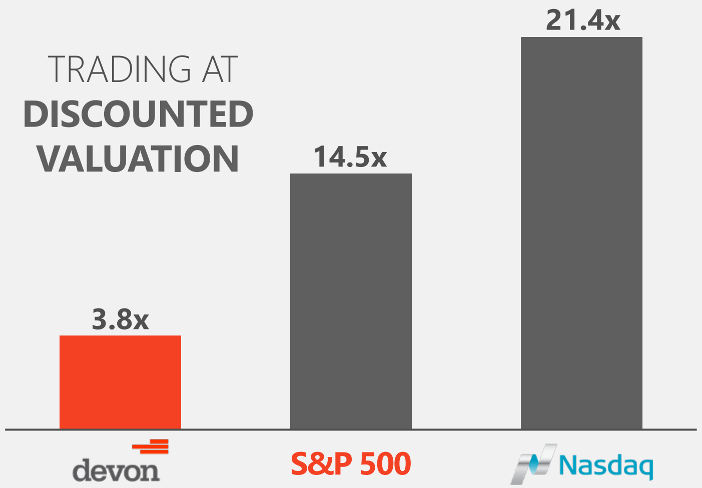
2022e free cash flow yield



Note: Assumes share buyback executed in 2022. Any future dividends, whether variable or fixed, are authorized and determined by the board in its sole discretion.

And trading at an attractive valuation

Enterprise value / 2022e EBITDA



Note: S&P 500 and Nasdaq sourced from FactSet.

UNDERPINNED BY **HIGH-QUALITY** & **SUSTAINABLE** PORTFOLIO

CATALYSTS FOR MULTIPLE EXPANSION

- Continued **improvement** in demand-side fundamentals
- Rotation of market leadership into **value** equities
- Consistent **execution** on cash-return business plan

Operations Update

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Prolific Well Results Drive Q3 Outperformance

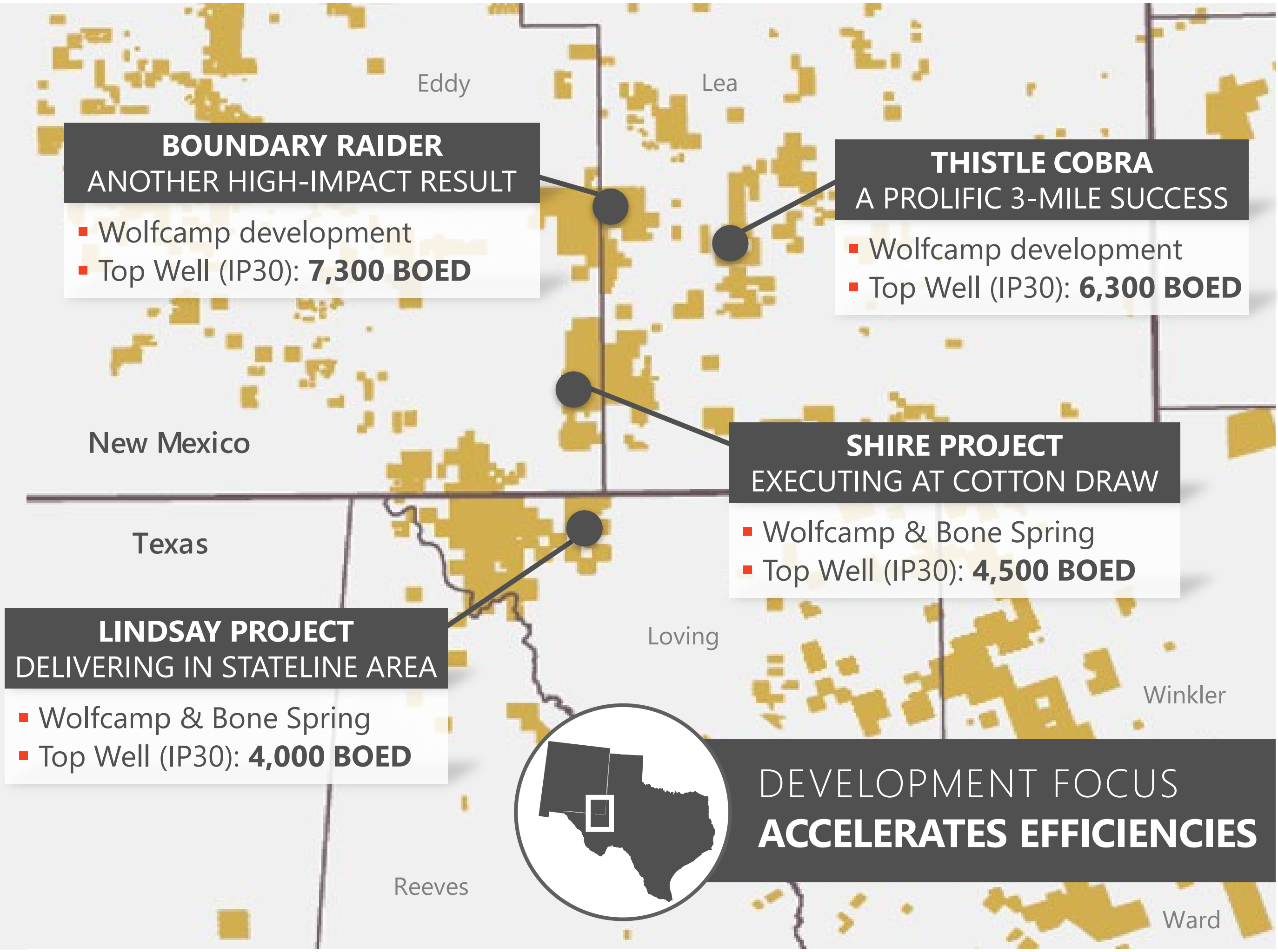
WORLD-CLASS OIL OPPORTUNITY

- Stacked pay position across 400,000 net acres
- Diversified acreage: 65% non-federal land
- Multi-decade inventory opportunity

EXECUTING ON DISCIPLINED PLAN

- Running 13 operated rigs and 4 frac crews
- 52 wells were brought online in the quarter
- NEW Boundary Raider & Thistle Cobra headline results

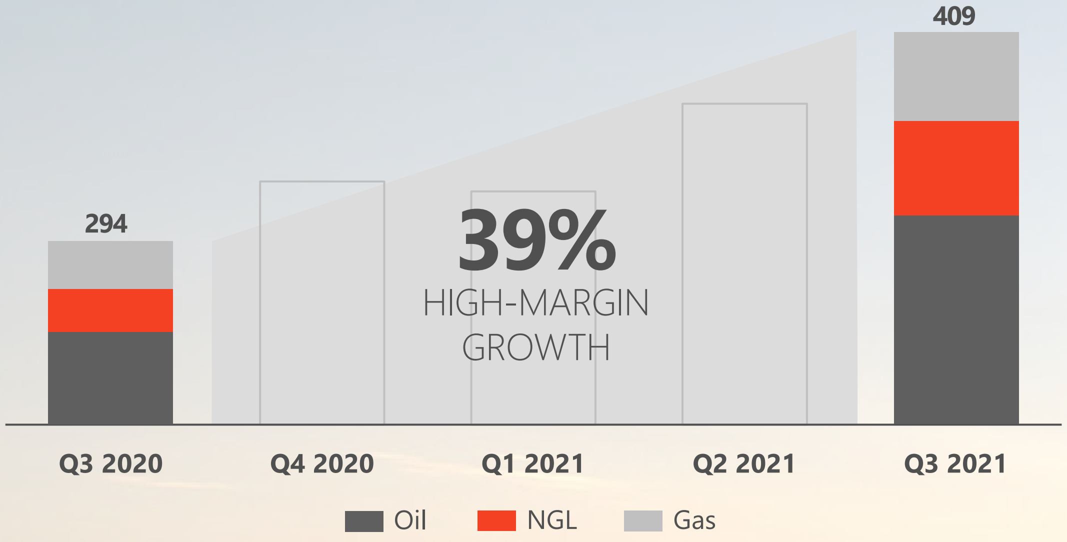
DELAWARE BASIN METRICS	Q3 2021	vs. Q2 2021
Total production (MBOED)	409	+14%
LOE & GP&T ($ per BOE)	$5.70	↓5%
Per-unit margins ($ per BOE)	$39.28	+16%



Delaware Basin – High-Margin Growth & Efficiency Gains

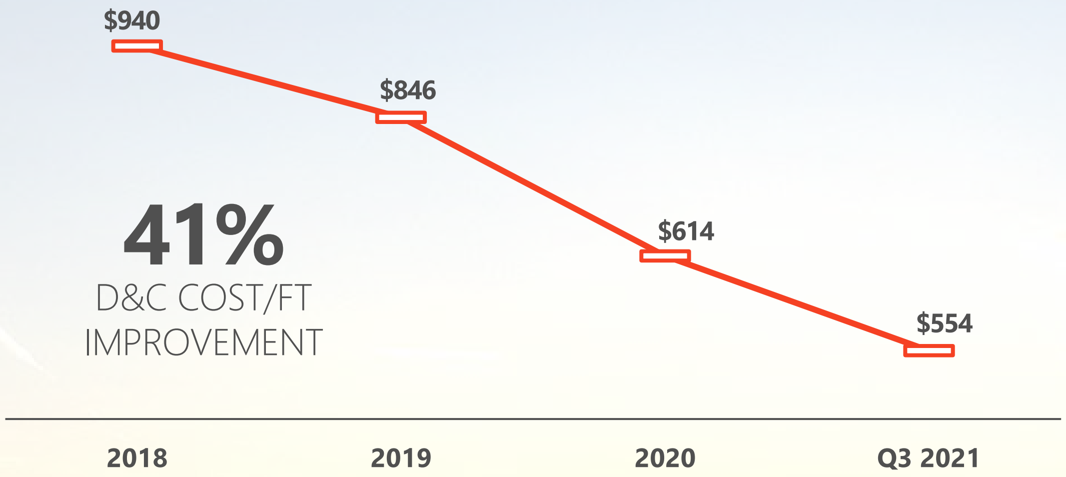
Outstanding well productivity drives volumes higher

Total production (MBOED)



Capital efficiencies continue to capture cost savings

Development D&C costs per foot (excludes facilities)

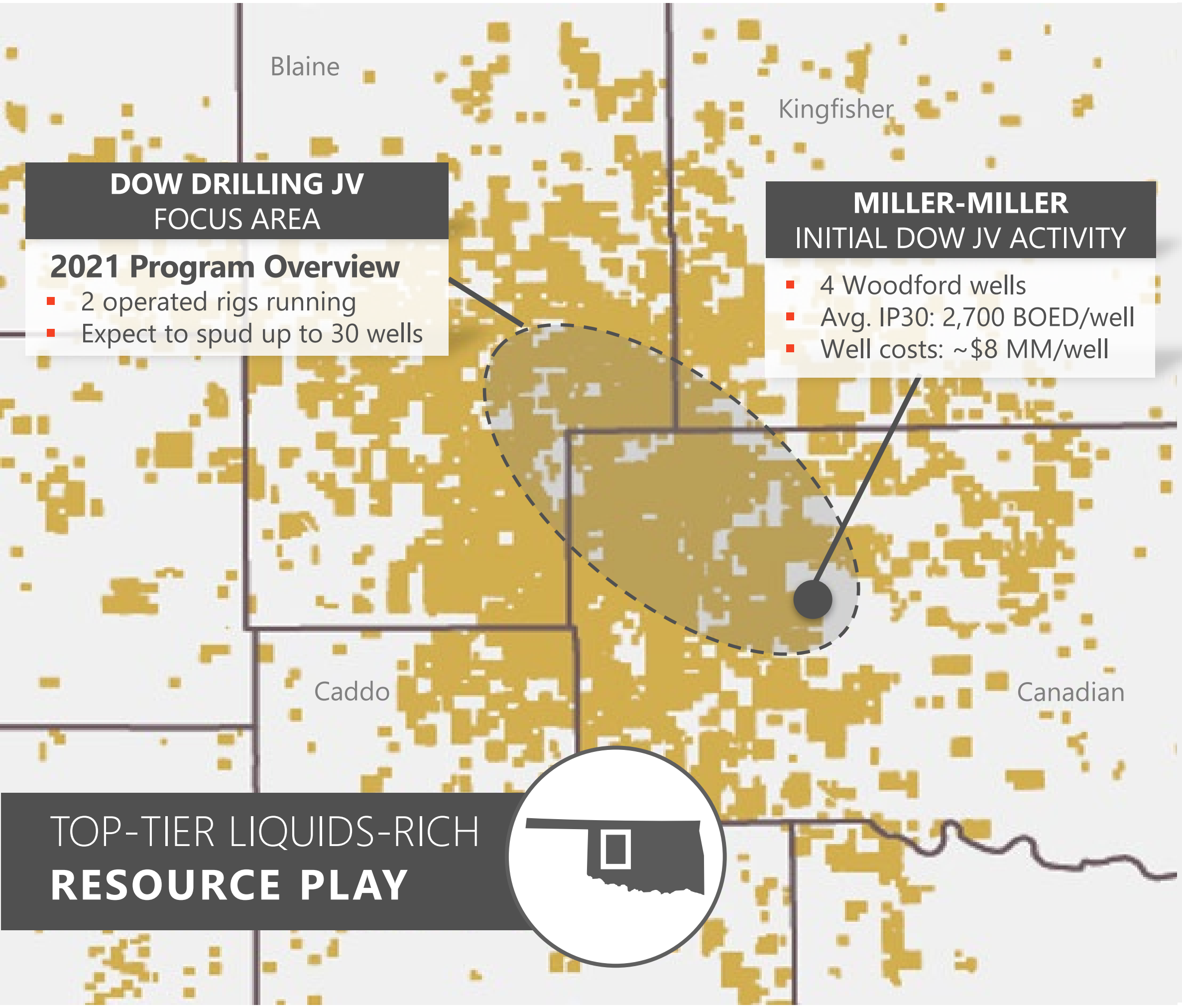


OPERATIONAL EFFICIENCIES

DRIVE OUR Q3 RESULTS

Note: 2020 production is pro forma and represents the combined results for legacy Devon and WPX.

Anadarko Basin – Dow Partnership Builds Momentum



DOW DRILLING JV
FOCUS AREA

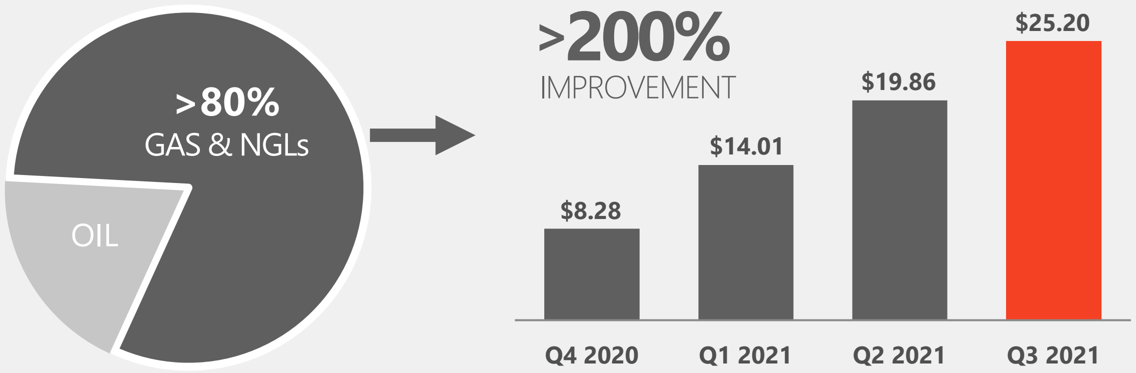
2021 Program Overview
- 2 operated rigs running
- Expect to spud up to 30 wells

MILLER-MILLER
INITIAL DOW JV ACTIVITY
- 4 Woodford wells
- Avg. IP30: 2,700 BOED/well
- Well costs: ~$8 MM/well

TOP-TIER LIQUIDS-RICH
RESOURCE PLAY

Cash flow benefiting from liquids-rich production mix

Anadarko production mix & field-level operating margin ($/BOE)



- Dow provides a **$100 MILLION** drilling carry over 4 years
- Funds 65% of partnership capital requirements
- Initial wells online in Q3 **EXCEED** pre-drill expectations[(1)]
- Partnership is evaluating additional activity in 2022

(1) Performance resulted in lower D&C costs and higher well productivity versus expectations.

Free Cash Flow Generating Assets

WILLISTON BASIN

- High-margin oil resource opportunity in economic core of the play
- Projected to generate **>$700 million** of free cash flow in 2021
- Expect to deploy comparable levels of capital activity in 2022

EAGLE FORD

- Operational momentum established with 40 new wells online YTD
- Strong well productivity drives Q3 volumes **15% higher** vs. Q2 2021
- Partnership plans to run two rigs through remainder of the year

POWDER RIVER BASIN

- **Emerging** oil resource play with stacked-pay potential
- Technical teams focused on advancing Niobrara delineation efforts
- Minimal leasehold obligations provide capital flexibility

CASH FLOW UPSIDE

- Divestiture contingency payments of up to $70 million in 2022[1]
- Delaware midstream partnership distributions: >$30 million annually
- Tax attributes expected to **shield** majority of income in 2022

"Our free cash flow generating assets are critical to the continued **success** and **sustainability** of our business model. I am proud of the strong execution and consistent operating results these teams have delivered to fulfill this very important role within our corporate strategy."

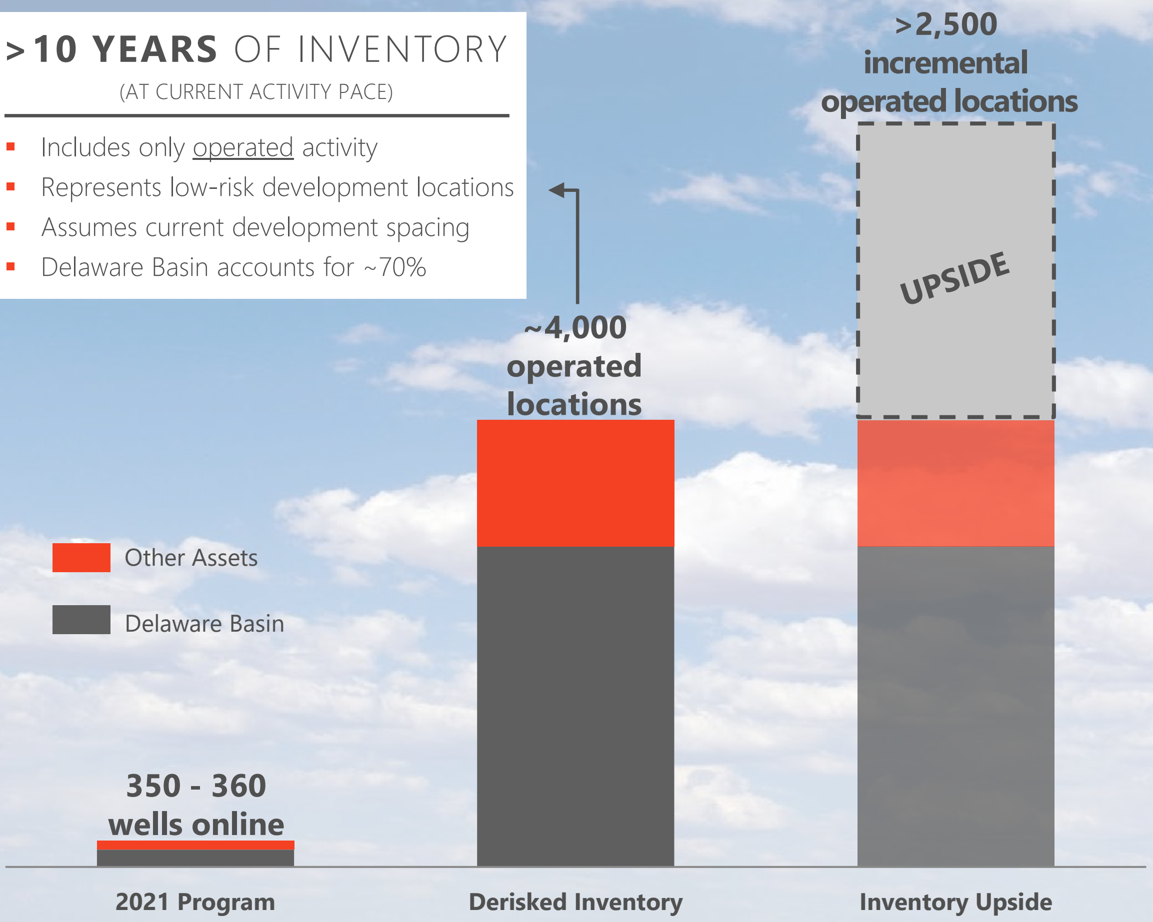
– **Clay Gaspar,** EVP & COO

(1) Payments associated with legacy Barnett Shale and Rockies divestiture packages.

Inventory Underpins Sustainability of Business Model

>10 YEARS OF INVENTORY
(AT CURRENT ACTIVITY PACE)

- Includes only operated activity
- Represents low-risk development locations
- Assumes current development spacing
- Delaware Basin accounts for ~70%



- Identified >10 years of **LOW-RISK** & **HIGH-RETURN** development inventory (at current drilling pace)
- Significant **INVENTORY UPSIDE** from higher commodity prices & emerging opportunities
  - Deeper Wolfcamp appraisal in the Delaware
  - Anadarko Basin gas & liquids upside
  - Powder River Basin optimization

Note: Derisked inventory represents locations generating >30% IRR at $55 WTI & $3 HH. Average lateral length is ~2 miles.

Appendix

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Free Cash Flow Priorities

#1

FIXED + VARAIABLE DIVIDEND

- Fixed dividend is paid quarterly at $0.11 per share
- Variable dividend is up to 50% of excess free cash flow

#2

SHARE REPURCHASES

- $1 billion authorization through year-end 2022
- Represents ~4% of current market capitalization

#3

BALANCE SHEET IMPROVEMENT

- Reduced outstanding debt by >$1.2 billion year to date
- Net debt-to-EBITDAX target: 1.0x or less

Q3 VARIABLE DIVIDEND CALCULATION

$1,544 MM – Adjusted Cash Flow (Non-GAAP)

— **$481 MM** – Capital Expenditures (Accrued)

$1,063 MM – Adjusted Free Cash Flow (Non-GAAP)

— **$74 MM** – Fixed Quarterly Dividend ($0.11/share)

$989 MM – Excess Free Cash Flow

X **50% Payout** (Board Discretion: Up to 50%)

$494 MM – Variable Dividend ($0.73/share)

(Remaining excess free cash flow reserved for share buybacks & balance sheet)

SHAREHOLDERS of record on December 10, 2021

PAYABLE on December 30, 2021

Note: Adjusted cash flow represents operating cash flow ($1,598 mm) before balance sheet changes (+$68 mm) excluding cash restructuring charges (-$14 mm). See Devon's third-quarter 2021 earnings materials for more details regarding the variable dividend calculation.

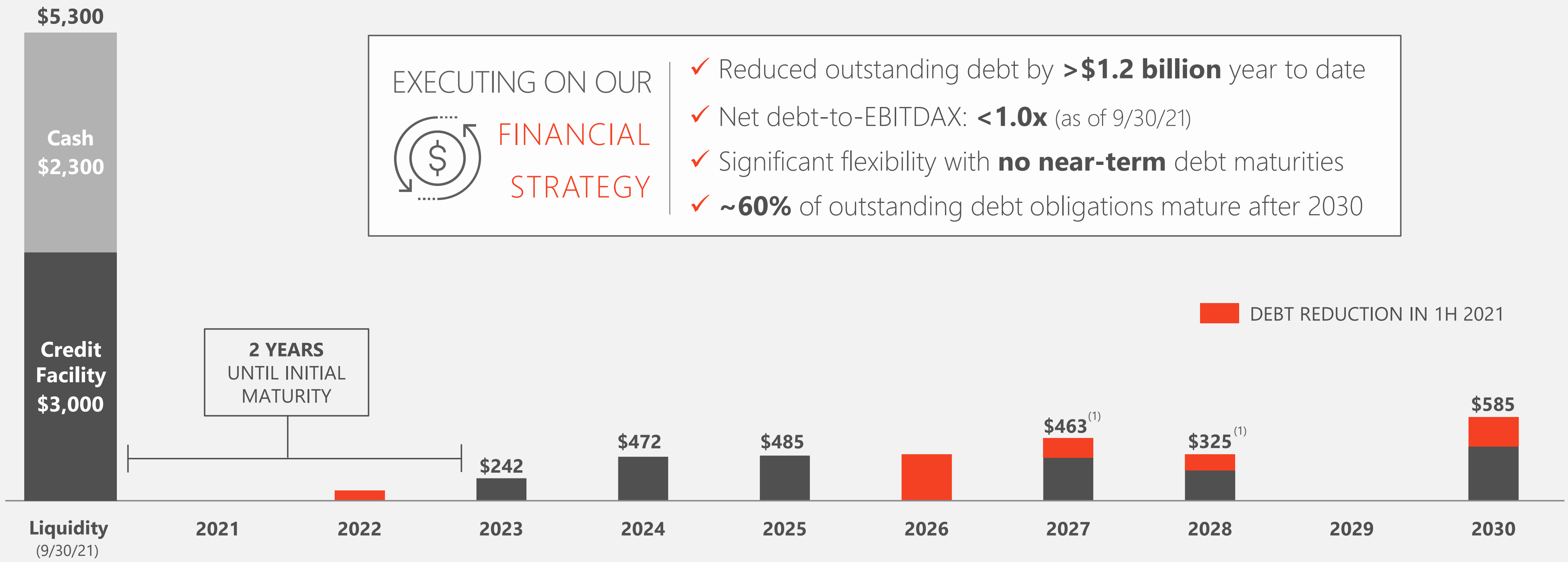
Our Investment-Grade Financial Strength

Substantial debt reduction completed year to date

Outstanding debt maturities through 2030 ($MM)

EXECUTING ON OUR FINANCIAL STRATEGY

- ✓ Reduced outstanding debt by **>$1.2 billion** year to date
- ✓ Net debt-to-EBITDAX: **<1.0x** (as of 9/30/21)
- ✓ Significant flexibility with **no near-term** debt maturities
- ✓ **~60%** of outstanding debt obligations mature after 2030



(1) $390 million of notes due in 2027 and all of notes due in 2028 are callable at a fixed price in Q4 2022 and Q2 2023, respectively,

Committed to Aggressive Emissions Reductions

ENVIRONMENTAL PERFORMANCE TARGETS

GHG EMISSIONS SCOPE 1 & 2	GHG EMISSIONS INTENSITY SCOPE 1 & 2	METHANE EMISSIONS INTENSITY	FLARING INTENSITY	ROUTINE FLARING
NET ZERO	50%	65%	0.5% OR LOWER	ENTIRELY ELIMINATE
GHG EMISSIONS FOR SCOPE 1 & 2 BY 2050	REDUCTION BY 2030	REDUCTION BY 2030	OF GROSS NATURAL GAS PRODUCED BY 2025	AS DEFINED BY THE WORLD BANK BY 2030

For more information on these initiatives, please refer to the **Sustainability** portion of Devon's website

HIGHLY-REGARDED ESG RATINGS & RECOGNITION

SUSTAINALYTICS

ISS

V.E PART OF Moody's ESG Solutions

PERMIAN STRATEGIC PARTNERSHIP

CDP DISCLOSURE INSIGHT ACTION

Dow Jones Sustainability Indices In collaboration with SAM a RobecoSAM brand

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Investor Notices

Forward-Looking Statements

This communication includes "forward-looking statements" within the meaning of the federal securities laws. Such statements include those concerning strategic plans, our expectations and objectives for future operations, as well as other future events or conditions, and are often identified by use of the words and phrases "expects," "believes," "will," "would," "could," "continue," "may," "aims," "likely to be," "intends," "forecasts," "projections," "estimates," "plans," "expectations," "targets," "opportunities," "potential," "anticipates," "outlook" and other similar terminology. All statements, other than statements of historical facts, included in this communication that address activities, events or developments that Devon expects, believes or anticipates will or may occur in the future are forward-looking statements. Such statements are subject to a number of assumptions, risks and uncertainties, many of which are beyond our control. Consequently, actual future results could differ materially and adversely from our expectations due to a number of factors, including, but not limited to: the volatility of oil, gas and NGL prices; risks relating to the COVID-19 pandemic or other future pandemics; uncertainties inherent in estimating oil, gas and NGL reserves; the extent to which we are successful in acquiring and discovering additional reserves; the uncertainties, costs and risks involved in our operations, including as a result of employee misconduct; regulatory restrictions, compliance costs and other risks relating to governmental regulation, including with respect to environmental matters; risks related to regulatory, social and market efforts to address climate change; risks related to our hedging activities; counterparty credit risks; risks relating to our indebtedness; cyberattack risks; our limited control over third parties who operate some of our oil and gas properties; midstream capacity constraints and potential interruptions in production; the extent to which insurance covers any losses we may experience; competition for assets, materials, people and capital; risks related to investors attempting to effect change; our ability to successfully complete mergers, acquisitions and divestitures; risks related to the recent merger with WPX, including the risk that we may not realize the anticipated benefits of the merger or successfully integrate the two legacy businesses; and any of the other risks and uncertainties discussed in Devon's 2020 Annual Report on Form 10-K (the "2020 Form 10-K") or other SEC filings.

The forward-looking statements included in this communication speak only as of the date of this communication, represent current reasonable management's expectations as of the date of this communication and are subject to the risks and uncertainties identified above as well as those described in the 2020 Form 10-K and in other documents we file from time to time with the SEC. We cannot guarantee the accuracy of our forward-looking statements, and readers are urged to carefully review and consider the various disclosures made in the 2020 Form 10-K and in other documents we file from time to time with the SEC. All subsequent written and oral forward-looking statements attributable to Devon, or persons acting on its behalf, are expressly qualified in their entirety by the cautionary statements above. We do not undertake, and expressly disclaim, any duty to update or revise our forward-looking statements based on new information, future events or otherwise.

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This presentation may include non-GAAP (generally accepted accounting principles) financial measures. Such non-GAAP measures are not alternatives to GAAP measures, and you should not consider these non-GAAP measures in isolation or as a substitute for analysis of our results as reported under GAAP. For additional disclosure regarding such non-GAAP measures, including reconciliations to their most directly comparable GAAP measure, please refer to Devon's third-quarter 2021 earnings materials and related Form 10-Q filed with the SEC.

Cautionary Note on Reserves and Resource Estimates

The SEC permits oil and gas companies, in their filings with the SEC, to disclose only proved, probable and possible reserves. Any reserve estimates provided in this presentation that are not specifically designated as being estimates of proved reserves may include estimated reserves or locations not necessarily calculated in accordance with, or contemplated by, the SEC's latest reserve reporting guidelines. You are urged to consider closely the oil and gas disclosures in the 2020 Form 10-K and our other reports and filings with the SEC.