

QEP RESOURCES, INC.

CORPORATE GOVERNANCE GUIDELINES

I. Board of Directors

A. BOARD COMPOSITION

1. Size of Board

The Board of Directors (the “Board”) of QEP Resources, Inc. (the “Company”) shall determine the appropriate size of the Board within the requirements of the Company’s Certificate of Incorporation and Bylaws, and shall periodically review the size to ensure that the number of directors permits diversity of experience without hindering effective discussion or diminishing individual accountability.

2. Mix of Inside and Independent Directors

Although the Board will be comprised of a majority of independent directors, the Company believes that it may be appropriate to have members of the management team in addition to the Chief Executive Officer serve as directors.

3. Definition of Independence

The Company defines independence for directors in accordance with the New York Stock Exchange’s definition. The Board is required to determine periodically that each independent director does not have any material relationships with the Company that could interfere with the independent director’s exercise of independent judgment. The standards applied for determining independence are as follows:

No director qualifies as “independent” unless the Board affirmatively determines that the director has no material relationship with the Company (directly, or as a partner, shareholder or officer of an organization that has a relationship with the Company).

- a. A director who is an employee or whose immediate family member is an executive officer of the Company is not independent until three years after the end of such employment relationship.
- b. A director who receives or whose immediate family member receives more than \$120,000 in direct compensation from the Company, other than director and committee fees and pension or other forms of deferred compensation for prior service (provided such compensation is not contingent in any way on continued service), is not independent until three

years after ceasing to receive more than \$120,000 per year in such compensation.

- c. A director who is affiliated with or employed by or whose immediate family member is affiliated with or employed in a professional capacity by a present or former internal or external auditor of the Company is not independent until three years after the end of the affiliation or the employment or auditing relationship.
- d. A director who is employed or whose immediate family member is employed as an executive officer of another company where any of the Company's present executives serve on that company's compensation committee is not independent until three years after the end of such service or the employment relationship.
- e. A director who is an executive officer or an employee or whose immediate family member is an executive officer of a company that makes payment to or receives payment from the Company for property or services in an amount that, in any single fiscal year, exceeds the greater of \$1 million or 2 percent of such other company's consolidated gross revenues, is not independent until three years after falling below such threshold.

#### 4. Board Membership Criteria

The Company's Governance and Social Responsibility Committee is responsible for setting relevant qualifications for Board membership and for periodically reviewing the criteria and for determining whether current directors continue to satisfy the criteria. (A list of criteria is included in the charter for the Governance and Social Responsibility Committee.) In addition to reviewing the qualifications set forth in the Governance and Social Responsibility Committee's charter, the Board evaluates each individual in the context of the Board as a whole, with the objective of assembling a group that can best perpetuate the success of the business and represent stockholder interests through the exercise of sound judgment using its diversity of experience in these various areas.

Directors may not serve on the board of directors of more than four public companies (including the Company's Board). The Chief Executive Officer may not serve on more than two public company boards (including the Company's Board). Members of the Audit Committee may not simultaneously serve on the audit committee of more than two other public companies, unless the Board determines that such simultaneous service would not impair the ability of such member to serve effectively on the Audit Committee.

## 5. Fulfillment of Responsibilities

Board members are expected to carefully prepare for, attend, and participate in all Board and applicable committee meetings. Each director is expected and encouraged to express any differences of opinion on management's proposals. Each director is expected to ensure that existing and future commitments do not interfere with service as a director of the Company.

## 6. Selection of Directors

Directors shall be elected annually. Each year, at the annual meeting, the Board will recommend a slate of directors for election by the stockholders. In accordance with the Bylaws of the Company, the Board will be responsible for filling vacancies or newly-created directorships on the Board that may occur between annual meetings of stockholders. The Board delegates the candidate screening process to the Governance and Social Responsibility Committee.

Any nominee for director in an uncontested election who receives a greater number of votes "withheld" than votes "for" his or her election shall submit to the Board a letter of resignation for consideration by the Governance and Social Responsibility Committee. The Governance and Social Responsibility Committee shall consider the best interests of the Company and its shareholders and recommend to the Board the action to be taken with respect to the tendered resignation. The Board shall act within 120 days of the receipt of such letter to notify the director concerned of its decision.

## 7. Directors and Changes in Present Job Responsibilities

The Board does not believe that directors who retire, resign or otherwise materially change their position with their employers should necessarily leave the Board, however, they are required to submit a notice of any such retirement, resignation or change to the Chair of the Board and Chair of the Governance and Social Responsibility Committee. The Board will then review the continued appropriateness of Board membership under the changed circumstances.

## 8. Term Limits and Retirement

The Board does not set term limits for directors. The Board has adopted a retirement policy for directors. Under the policy, no independent director shall be nominated to stand for election or re-election to the Board as an independent director if the election would take place after such director has attained the age of 72 years. Directors who are also employees of the Company are expected to resign from the Board if their employment with the Company ends. The Board may waive these requirements in certain situations.

## 9. Director Compensation and Stock Ownership Guidelines

Director compensation should include a mix of cash and equity-based compensation. Directors who also serve as employees of the Company will not receive additional compensation for their service as directors. Director fees and equity grants are the sole form of compensation that members of the Audit Committee may receive from the Company.

Once an outside director has served on the Board for five years, such director must own Company stock or phantom stock (granted to directors who defer their fees (if applicable) and equity grants) in an amount equal to or greater than five-times such director's annual base cash compensation excluding any excess Board meeting fees and cash retainers paid to an outside director for serving as Chair of the Board or as Chair of a Board committee. The Board has discretion to waive this requirement.

If an outside director has not met the required ownership level as of their five-year anniversary in the role, or has since fallen below the required ownership level as a result of a decrease in stock price, such outside director is prohibited from selling or transferring any Company stock except for amounts necessary to pay income tax liabilities related to the vesting of restricted Company stock. Provided that no such sales or transfers are made, such outside director shall be deemed to be in compliance with these guidelines. Any noncompliance with this provision shall be addressed by the Board as needed.

## 10. Lead director

If the Chair of the Board is not an independent director, the independent directors shall annually elect a Lead Director who will be an independent director. The Lead Director has the authority to call meetings of the independent directors. The Lead Director has the following duties:

- a. presiding at all meetings of the board at which the chair is not present, including executive sessions of the independent directors;
- b. serving as liaison between the chair and the independent directors;
- c. approving information sent to the board;
- d. approving meeting agendas for the board;
- e. approving meeting schedules to assure that there is sufficient time for discussion of all agenda items; and
- f. if requested by major shareholders, ensuring that he or she is available for consultation and direct communication.

The Lead Director shall not serve more than three consecutive one-year terms.

## B. RESPONSIBILITIES OF THE BOARD OF DIRECTORS

1. The primary responsibilities of the Board are to counsel and provide input and direction to the management of the Company consistent with and for the benefit of the Company's stockholders. The Board's specific responsibilities include:
  - a. Reviewing and, where appropriate, approving the Company's major financial objectives and strategic and operating plans.
  - b. Reviewing and, where appropriate, approving actions to be undertaken by the Company that would result in a material change in the financial structure or control of the Company, the acquisition or disposition of any businesses or asset(s) material to the Company or the entry of the Company into any major new line of business.
  - c. Overseeing risk management by satisfying itself that the risk management processes designed by management are adequate and functioning as designed.
  - d. Overseeing the Company's compliance with all applicable laws, rules and regulations concerning, health, safety and environmental matters.
  - e. Overseeing the Company's programs, policies and practices relating to environmental, safety, governance, sustainability and social responsibility issues and impacts.
  - f. Reviewing and, where appropriate, approving major changes in, and determinations under these Corporate Governance Guidelines, the Company's Code of Conduct and other Company policies.
  - g. Selecting and evaluating the Chief Executive Officer and approving the compensation of the Chief Executive Officer.
  - h. With the input of the Chief Executive Officer and the Compensation Committee, regularly evaluating the performance of principal senior executives.
  - i. Planning for succession of the Chief Executive Officer and other senior officers.
  - j. Overseeing the conduct of the Company's business to determine that the business is being properly managed.
  - k. Verifying that processes are in place to maintain the integrity of the Company's financial statements, accounting practices, and risk management policies, to ensure compliance with applicable laws and regulations.

The Chief Executive Officer and other members of management are expected to seek the advice and approval of the Board when appropriate.

2. The Company's directors shall comply with the Company's Code of Conduct by avoiding conflicts of interest, protecting the confidentiality of information and

complying with the highest standards of ethical conduct and integrity when handling their responsibilities.

## C. BOARD MEETINGS AND MATERIALS

### 1. Scheduling and Selection of Agenda Items

Board meetings are scheduled in advance on a quarterly basis. Directors can expect that the combination of Committee and Board meetings will last one to two business days. Special Board meetings may be called as appropriate to meet specific needs. It is the responsibility of the directors to attend meetings. A director who is unable to attend a meeting is expected to notify the Chair of the Board or the Chair of the appropriate committee in advance of such meeting, and, whenever possible, participate in such meeting via teleconference.

The Chair of the Board and the Corporate Secretary and/or Assistant Corporate Secretary, with input from the Chief Executive Officer, drafts the agenda for each meeting and circulates it in advance of the meeting. Any director may propose the inclusion of items on the agenda or the inclusion of a report by any member of the management group. The Board should receive regular updates from business units.

### 2. Board Material Distributed in Advance

Information that is important to the Board's understanding of business and its meeting should be distributed to the Board before the meeting.

### 3. Access to Employees and Board Presentations

The Board has complete access to contact and meet with any employee. The Corporate Secretary or Assistant Corporate Secretary, when requested, may assist in arranging meetings. The Board encourages management to schedule presentations by employees who can provide additional information on the items being reviewed or who should be given exposure to the Board.

### 4. Access to Independent Advisors

The Board committees may hire independent advisors as set forth in their applicable charters. The Board as a whole shall have access to such advisors and such other independent advisors that the Company retains or that the Board considers necessary to discharge its responsibilities.

## 5. Executive Sessions

The independent directors will meet in executive session at each regularly scheduled Board meeting. The Chair of the Board (if independent) or the Lead Director shall preside over meetings of the independent directors.

## 6. Continuing Education

The Chief Executive Officer is responsible for helping new directors understand the Company and for periodically updating current directors through meetings and visits to the Company's facilities.

# D. BOARD COMMITTEES

## 1. Number of Committees

The Board will at all times have the following three committees: Audit, Compensation, and Governance and Social Responsibility. These committees shall be composed exclusively of independent directors. From time to time, the Board may form a new committee or disband a current committee, depending upon the circumstances.

Each committee has a written charter, approved by the Board that describes such committee's general responsibilities. Each committee has the authority to engage outside advisors and counsel to the extent it considers appropriate. Each committee will make regular reports to the Board concerning its activities.

## 2. Assignment and Term of Service of Committee Members

Based on the recommendations of the Governance and Social Responsibility Committee, the Board appoints committee members and chairs. Assignments are reviewed annually and will be periodically rotated. A director must have experience on a committee prior to serving as its chair.

## 3. Frequency of Committee Meetings

The Audit Committee will meet at least once during each fiscal quarter or more frequently as the Audit Committee desires. The Compensation Committee and the Governance and Social Responsibility Committee will each meet at least two times a year or more frequently as such committee desires. Each committee chair, in consultation with the Chair of the Board, will determine the frequency and length of committee meetings and approve the agendas for committee meetings. Minutes of committee meetings are shared with the Board.

#### 4. Committee Evaluations

Each committee will review its performance and charter annually and recommend to the Board any changes it deems necessary.

#### E. DIRECTOR ORIENTATION AND CONTINUING EDUCATION

Each new director should participate in an orientation program developed and implemented with the oversight of the Governance and Social Responsibility Committee, which should be conducted promptly after his or her initial election or appointment. This orientation will include presentations by senior management to familiarize new directors with the Company's operations, its significant financial, accounting and risk management issues, its compliance programs, its Code of Conduct, its principal officers and its internal and independent auditors.

The Board believes it is also appropriate for directors, at their discretion, to have access to educational programs and resources related to their duties as directors on an ongoing basis to enable them to better perform their duties and to recognize and deal appropriately with issues that arise. The Company will provide appropriate funding for any such program in which a director wishes to participate.

#### F. MANAGEMENT AND BOARD EVALUATION

##### 1. Formal Evaluation of Chief Executive Officer

The Compensation Committee shall perform an annual evaluation of the Chief Executive Officer.

##### 2. Succession Planning and Management Development

The Compensation Committee, together with the Chief Executive Officer, reviews succession plans and management development plans and updates the Board on at least an annual basis.

##### 3. Board Evaluation

The Chair of the Governance and Social Responsibility Committee shall manage the Board's self-evaluation on an annual basis. The purpose of the review will be to improve the performance of the Board as a unit. The Governance and Social Responsibility Committee will utilize the results of the Board evaluation process in assessing and determining the characteristics and critical skills required of prospective candidates for election to the Board.



## G. CONFLICTS OF INTEREST

Directors are expected to avoid any action, position or interest that conflicts with the interests of the Company or gives the appearance of a conflict. If an actual or potential conflict of interest develops, the director should immediately report the matter to the Chair of the Board or Lead Director, if the Chair of the Board is not independent. Any significant conflict must be resolved or the director should resign. If a director has a personal interest in a matter before the Board, the director will disclose the interest to the Board, excuse himself or herself from discussion on the matter, and may not vote on the matter.

## H. RELATED-PERSON TRANSACTIONS

All directors must report any transaction or anticipated transaction that might qualify as a related-person transaction pursuant to Section 404(a) of Regulation S-K to the Corporate Secretary or Assistant Corporate Secretary. The Company also collects information that would reveal related-person transactions from questionnaires sent to officers and directors each year. The Company's Audit Committee will review pending and ongoing transactions to determine whether they conflict with the best interests of the Company, impact a director's independence or conflict with the Company's Code of Conduct. If a related-person transaction is completed, the Committee will determine whether rescission of the transaction, disciplinary action or reevaluation of a director's independence is required.

## II. Officers

### A. RELATED-PERSON TRANSACTIONS

All executive officers must report any transaction or anticipated transaction that might qualify as a related-person transaction pursuant to Section 404(a) of Regulation S-K to the Corporate Secretary or Assistant Corporate Secretary. The Company also collects information that would reveal related-person transactions from questionnaires sent to executive officers each year. The Company's Audit Committee will review pending and ongoing transactions to determine whether they conflict with the best interests of the Company or conflict with the Company's Code of Conduct. If a related-person transaction is completed, the Committee will determine whether rescission of the transaction or disciplinary action is required.

### B. STOCK OWNERSHIP GUIDELINES

The Chief Executive Officer must own Company stock or phantom stock having a value of six-times his annual base salary within five years of becoming Chief

Executive Officer. All Executive Vice Presidents and the Chief Financial Officer must own Company stock or phantom stock having a value of three-times their annual base salary within five years of becoming an Executive Vice President and/or the Chief Financial Officer. All other Company officers at the Senior Vice President or Vice President level must own Company stock or phantom stock having a value of two-times their annual base salaries within five years of becoming a Vice President. The Company's Compensation Committee has discretion to waive this requirement either as to an individual officer or with respect to all officers.

If a Company officer referenced above has not met the required ownership level as of their five-year anniversary in the role, or has since fallen below the required ownership level as a result of a decrease in stock price, such Company officer is prohibited from selling or transferring any Company stock except for amounts necessary to pay income tax liabilities related to the vesting of restricted Company stock. Provided that no such sales or transfers are made, such Company officer shall be deemed to be in compliance with these guidelines. Any noncompliance with this provision shall be addressed by the Board as needed.