UNIVERSAL ELECTRONICS INC.
CORPORATE GOVERNANCE GUIDELINES

November 2, 2026

I. INTRODUCTION

The Board of Directors (the "Board") of Universal Electronics Inc. (the "Company") has adopted these corporate governance principles (the "Guidelines") to promote the effective functioning of the Board and its committees, to promote the interests of stockholders, and to ensure a common set of expectations as to how the Board, its various committees, individual directors and management should perform their functions.

II. BOARD RESPONSIBILITIES

The business and affairs of the Company are managed by or under the direction of the Board in accordance with Delaware law. The Board establishes the strategic direction of the Company and oversees the performance of the Company's business and management.

Certain specific corporate governance functions of the Board include the following:

Management Succession. The Board shall annually review and concur in a management succession plan to ensure continuity in senior management. This plan shall address; (i) emergency CEO succession; (ii) CEO succession in the ordinary course of business; and (iii) succession for the other members of senior management. The plan shall include an assessment of senior management experience, performance, skills and planned career paths.

Evaluating the CEO. The Board, acting through the Compensation Committee, shall annually conduct an evaluation of the performance of the CEO. The Chair of the Compensation Committee shall communicate such evaluation to the CEO.

Director Compensation. The Compensation Committee shall periodically review the form and amounts of director compensation and make recommendations to the Board with respect thereto. The Board shall set the form and amounts of director compensation, taking into account the recommendations of the Compensation Committee. The Board believes that the amount of director compensation should fairly reflect the contributions of the directors to the performance of the Company. The Compensation Committee shall consider the director compensation policies and practices of the Company's principal competitors and other comparable companies. Only non-management directors shall receive compensation for services as a 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 common stock, stock options, restricted stock units or other types of equity-based compensation.

Reviewing and Approving Significant Transactions. Board approval of a particular transaction may be appropriate because of several factors, including (i) legal or regulatory requirements, (ii) the materiality of the transaction to the Company's financial performance, risk profile or business,

(iii) the terms of the transaction or (iv) other factors, such as the entering into of a new line of business or a variation from the Company's strategic plan. The Board shall develop standards to be utilized by management in determining types of transactions that should be submitted to the Board for review and approval or notification.

III. BOARD COMPOSITION AND SIZE

The members of the Board should collectively possess a broad range of skills, expertise, industry and other knowledge, and business and other experience useful to the effective oversight of the Company's business. A majority of the Board shall consist of directors who the Board has determined are "independent" under the rules of The Nasdaq Stock Market LLC (an "Independent Director").

All directors are elected annually by the stockholders in accordance with the Company's certificate of incorporation and bylaws, each as in effect and amended from time to time.

It is the sense of the Board that, generally, the Board should consist of no more than nine (9) members in order to facilitate its functioning.

IV. SELECTION OF CHAIRMAN OF THE BOARD AND CHIEF EXECUTIVE OFFICER

The Board shall select its chairman (the "Chairman") and the Company's chief executive officer (the "CEO") in a manner it considers to be in the best interests of the Company.

V. SELECTION OF DIRECTORS

The Corporate Governance, Sustainability and Nominating Committee shall initially assess whether a candidate would be an Independent Director. The Board, taking into consideration the recommendations of the Corporate Governance, Sustainability and Nominating Committee, shall be responsible for selecting the nominees for election to the Board by the stockholders and for appointing directors to the Board to fill vacancies, with primary emphasis on the criteria set forth above. The Board, taking into consideration the assessment of the Corporate Governance, Sustainability and Nominating Committee, shall also make a determination as to whether a nominee or appointee would be an Independent Director.

Invitations. The invitation to join the Board shall be extended by the Board via the Chairman or the Chair of the Corporate Governance, Sustainability and Nominating Committee or another independent director of the Company designated by the Chairman or the Chair of the Corporate Governance, Sustainability and Nominating Committee.

VI. THE COMMITTEES OF THE BOARD

The Board shall have at least three committees: the Audit Committee, the Compensation Committee and the Corporate Governance, Sustainability and Nominating Committee (collectively, the "Committees"). Each Committee shall have a written charter. Each Committee shall report regularly to the Board summarizing the Committee's actions and any significant issues considered by the Committee. The Board may establish other committees as it deems appropriate.

The Audit Committee shall consist of no fewer than three (3) members and each of the Compensation Committee and the Corporate Governance, Sustainability and Nominating Committee shall be composed of no fewer than two (2) members. Each Committee member must be an Independent Director and also must satisfy the membership requirements set forth in the relevant Committee charter. A director may serve on more than one Committee.

The Audit Committee shall be responsible for assisting the full Board in overseeing and monitoring (i) the integrity of the Company's financial statements, (ii) the independence and qualifications of the Company's independent auditors, (iii) the accounting and financial reporting processes of the Company, (iv) the performance of the Company's internal audit function and independent auditors (v) the audits of the Company's financial statements, (vi) the Company's Code of Conduct and processes for reporting complaints and violations of the Code of Conduct, and (vii) the Company's compliance with legal and regulatory requirements.

The Compensation Committee shall be responsible for matters relating to compensation for the Company's directors and executive officers and the Company's stock-based incentive programs and plans

The Corporate Governance, Sustainability and Nominating Committee shall be responsible for identifying Board members qualified to fill vacancies on any Committee and recommending that the Board appoint the identified member or members to the applicable Committee.

The Board shall designate one member of each Committee as Chair of such Committee.

VII. BOARD AND COMMITTEE MEETINGS

The Board shall have at least four (4) meetings each year. Further meetings shall occur if called by the Chairman or any two Independent Directors. The Board may act by unanimous written consent in lieu of a meeting.

Each Committee shall have the number of meetings provided for in its respective charter, with further meetings to occur (or action to be taken by unanimous written consent) when deemed necessary or desirable by the Committee or its Chair.

The agenda for each Board meeting shall be established by the Chairman. Any Board member may include additional subjects on the agenda. The agenda for each Committee meeting shall be established by the Committee Chair in consultation with appropriate members of the Committee and with management.

Unless a Committee expressly determines otherwise, the agenda, materials and minutes for each Committee meeting shall be available to all directors, and all directors shall be free to attend any Committee meeting. In addition, all Independent Directors, whether or not members of the Committee, shall be free to make suggestions to a Committee Chair for additions to the agenda of the Committee or to request that an item from a Committee agenda be considered by the Board.

VIII. EXECUTIVE SESSIONS

To ensure free and open discussion and communication among the Independent Directors, the Independent Directors shall meet in executive session at least twice a year. The Chair of the Corporate Governance and Nominating Committee shall preside at the executive sessions, unless the other non-management directors determine otherwise. These executive sessions shall also constitute meetings of the Corporate Governance and Nominating Committee, with any Independent Directors who are not members of such Committee attending by invitation.

These executive sessions shall serve as the forum for the annual evaluation of the performance of the CEO, the annual review of the plan for management succession and the annual evaluation of the performance of the Board.

IX. EXPECTATIONS FOR DIRECTORS

The Board has developed a number of specific expectations of directors to promote the discharge by the directors of their responsibilities and to promote the efficient conduct of the Board's business. It is understood that the non-management directors are not employees of the Company.

Attendance. All directors are expected to attend meetings of the Board and the Committees of which they are members absent emergency or other exigent circumstances. Attendance by telephone or video conference may be used to facilitate a director's attendance.

Participation in Meetings. Each director should be sufficiently familiar with the business of the Company, including its financial statements and capital structure, and the risks and the competition it faces, to ensure active and effective participation in the deliberations of the Board and of each Committee on which such director serves. Upon request, management shall make appropriate personnel available to answer any questions a director may have about any aspect of the Company's business.

Loyalty and Ethics. All directors owe a duty of loyalty to the Company, the standards of which are determined in accordance with Delaware law. This duty of loyalty mandates that the best interests of the Company take precedence over any interest possessed by a director. All directors must comply with the Company's Code of Conduct.

Other Directorships and Significant Activities. The Company values the experience directors bring from other boards on which they serve and other activities in which they participate, but recognizes that those boards and activities also present demands on a director's time and availability and may present conflicts or legal issues, including independence issues. Directors should advise the Chair of the Corporate Governance and Nominating Committee before accepting membership on the boards of directors of other publicly traded companies, companies or entities that are competitors of suppliers to the Company.

Contact with Management and Employees. All directors shall be free to contact the CEO at any time to discuss any aspect of the Company's business. Directors shall also have complete access to other employees of the Company. The Board expects there will be frequent opportunities for directors to meet with the CEO and other members of management in Board and Committee meetings, or in other formal or informal settings.

Further, the Board encourages management to bring into Board meetings from time to time (or otherwise make available to Board members) individuals who can provide additional insight into the items being discussed, because of personal involvement and substantial knowledge in those areas.

Speaking on Behalf of the Company. It is important that the Company speak to employees and outside constituencies with a single voice and that management serve as the primary spokesman. If a situation arises in which it seems necessary for a non-management director to speak on behalf of the Company to one of these constituencies, the director shall advise the CEO.

Confidentiality. The proceedings and deliberations of the Board and its Committees shall be confidential. Each director shall maintain the confidentiality of information received in connection with his or her service as a director.

X. Evaluating Board and Committee Performance

The Board shall conduct an annual self-evaluation. Each Committee shall conduct an annual self-evaluation as provided for in its respective charter.

XI. Orientation and Continuing Education

Management, working with the Board, shall provide an orientation process for new directors, including background material on the Company and its business. As appropriate, management shall prepare additional educational sessions for directors on matters relevant to the Company and its business. Members of the Board are encouraged to attend relevant education that is available through outside sources.

XII. Reliance on Management and Outside Advice

In performing its functions, the Board shall be entitled to rely on the advice, reports and opinions of management, counsel, accountants, auditors and other expert advisors. Except as otherwise provided in any Committee charter, the Board shall have the authority to select, retain, terminate and approve the fees and other retention terms of its outside advisors.

XIII. Reporting of Concerns

The Board has adopted procedures for reporting complaints as part of the Company's Code of Conduct with respect to reporting concerns regarding accounting controls, auditing matters and other issues (the "Complaint Procedures"). The Complaint Procedures are designed to provide a channel of communication for employees and others who have concerns about the conduct of the Company and its employees. Such concerns may be communicated, in a confidential or anonymous manner, in accordance with the Complaint Procedures. The Company strictly prohibits any retaliation for reporting a possible violation of law, ethics or firm policy, no matter whom the report concerns.

XIV. Director Stock Ownership Guidelines

Except where the Compensation Committee approves otherwise, each director is expected to hold common stock of the Company in an amount equal to at least $250,000. The following provisions apply to these stock ownership guidelines:

Included Shares. Stock purchased on the open market, stock acquired through exercise of stock options, stock acquired through purchases under the Company's stock-based incentive programs and plans, time-based restricted stock units (vested or unvested), stock beneficially owned in a trust and stock held by a spouse and/or minor children.

Excluded Shares. Outstanding stock options (vested and unvested) that have not been exercised, and unvested performance-based restricted stock units.

Time Period for Achieving: 5 years from the later of (i) the date the director is first appointed to the Board or (ii) the date these Director Stock Ownership Guidelines were adopted and approved by the Board.

Measurement. Compliance with these guidelines will be measured as of the last day of each fiscal year; provided, however, that if a director satisfied the applicable ownership threshold at any time during the fiscal year but fails to meet such threshold as of the last day of the fiscal year solely due to a decline in the price of the Company's common stock, such director will be deemed to have satisfied the guidelines for such fiscal year.

Holding Periods. There are no holding period requirements with respect to any stock grants or stock awards, whether or not the stock ownership guidelines have been met.
The stock ownership guidelines may be waived at the discretion of the Compensation Committee.