

Alliance Laundry Holdings Inc.

CORPORATE GOVERNANCE GUIDELINES

The Board of Directors (the “Board”) of Alliance Laundry Holdings Inc. (“we”, “our” or the “Company”) has approved these Corporate Governance Guidelines (these “Guidelines”) to establish the basis for the corporate governance of the Company and to comply with applicable law and the corporate governance listing standards of the New York Stock Exchange (“NYSE”). These Guidelines, together with the Company’s Certificate of Incorporation (the “COI”), the Company’s By-laws (the “By-laws”), the charters of the committees of the Board and the Stockholders Agreement between the Company and its principal stockholder (the “SHA”), provide an overall framework for the Board’s oversight of the Company’s business in accordance with its fiduciary responsibilities.

We believe that ethics and integrity cannot be legislated or mandated by directive or policy. So, while we adopt these Guidelines, we reaffirm our belief that the ethical character, integrity and values of our directors and senior management remain the most important safeguards of corporate governance at the Company. This commitment to ethics and integrity is also reflected in the Company’s mission and values, as well as in the Company’s Code of Business Conduct and Ethics (the “Code of Ethics”) and the Code of Ethics for Senior Financial Executives (the “Code for SFEs”).

1. Duties and Responsibilities of the Company and the Board

Responsibilities of the Board. The Board is divided into three classes (each as nearly as equal as possible and with directors in each class serving staggered three-year terms). The directors select, oversee and monitor the performance of the senior management team, which is charged with the day-to-day conduct of the Company’s business. The fundamental responsibility of the directors is to exercise their business judgment on matters of critical and long-term significance to the Company in furtherance of what they reasonably believe to be in the best interest of the Company, and therefore its stockholders.

Board Meetings. Directors are expected to attend Board meetings and meetings of the committees on which they serve, to spend the time needed and to meet as frequently as necessary to properly discharge their responsibilities. Board meetings may be conducted either in person or by means of telephone conference or other communications equipment by means of which all persons participating in the meeting can hear each other, to the extent permitted by the Company’s organizational documents and applicable law. Meetings should include presentations by management and, when appropriate, outside advisors or consultants, as well as sufficient time for full and open discussion.

Written Materials. Written materials that are important to the Board’s understanding of the agenda items to be discussed at a Board or committee meeting should be distributed to the directors sufficiently in advance of the meeting to allow the directors the opportunity to prepare. Directors are expected to review these materials thoroughly in advance of the meeting.

Chair of the Board. Subject to the appointment rights of our principal stockholder pursuant to the SHA and in accordance with the COI and By-laws, the Board will appoint a member of the Board to serve as chair of the Board (the “Chair”). The Chair shall preside at all meetings of stockholders and all Board meetings. The Chair shall exercise such powers and perform such roles, responsibilities and duties as set forth in Annex A hereto.

Lead Director. Subject to the appointment rights of our principal stockholder pursuant to the SHA and in accordance with the COI and By-laws, if the Chair is not an independent director, the Board may appoint an independent member of the Board to serve as Lead Director. The Lead Director, if applicable, will chair Executive Sessions of the independent directors. The Lead Director, if applicable, shall exercise such powers and perform such roles, responsibilities and duties as set forth in Annex B hereto. To the extent there is no Lead Director at any time, the Chair shall exercise the powers and perform the roles, responsibilities and duties of the Lead Director (as appropriate and to the extent not already part of the Chair’s duties).

Agenda for Board Meetings. Any director may request that an item be included on any meeting agenda. The Chair, with participation by the Lead Director, if applicable, will review such requests and set the agenda for Board meetings with the understanding that certain items necessary for appropriate Board oversight will be brought to the Board periodically for review, discussion and decision-making. The Lead Director, if applicable, will review the agenda set by the Chair for each Board meeting in advance of the meeting and may request changes as they deem appropriate in order to ensure that the interests and requirements of the independent directors are appropriately addressed.

Executive Sessions of Independent Directors. The independent directors will meet in regular Executive Sessions at least four times each year without any non-independent directors or members of management present. The Chair or, if applicable, Lead Director will chair these Executive Sessions. In addition, the independent directors will hold private meetings with the Chair (if the Chair is not an independent director) and Chief Executive Officer (“CEO”) on a regular basis.

Board Leadership Structure. On an annual basis, and at such other times as the Nominating and Governance Committee deems appropriate (including in connection with a CEO transition), the Nominating and Governance Committee shall review and make recommendations regarding the Board’s leadership structure, including whether the roles of Chair and CEO should be held by one individual or should be separated and, if applicable, whether the Chair should be an independent director. In conducting its review, the Nominating and Governance Committee shall consider such facts and circumstances as it deems appropriate from time to time. Notwithstanding any recommendations of the Nominating and Governance Committee, our principal stockholder shall retain its appointment rights pursuant to the SHA with respect to the Chair and Lead Director, if applicable.

Conflicts of Interest. Every employee and director has a duty to avoid business, financial or other direct or indirect interests or relationships that conflict with the interests of the Company or that may affect their loyalty to the Company. Each director must deal at arm’s length with the Company and should disclose to the Chair or the Lead Director, if applicable, any conflict or any appearance

of a conflict of interest. Any activity that even appears to present such a conflict must be avoided or terminated, unless after appropriate disclosure and discussion it is determined that the activity is not harmful to the Company or otherwise improper, in accordance with the procedures set forth in the Code of Ethics.

Other Board Seats. Each director must ensure that other existing and anticipated future commitments do not materially interfere with the director's service as a director of the Company. A director shall, prior to accepting an invitation to serve on an additional public or private company board, notify the Chair, the Lead Director, if applicable, and the Secretary of the Company and submit a request for approval to the Nominating and Governance Committee. A director who serves as a chief executive officer (or other executive officer) should not serve on more than one outside public company board (other than their home board), including the Company, without the prior approval of the Board. Other directors should not serve on more than four public company boards (including the Board) without the prior approval of the Board.

Annual Meetings. Absent extenuating circumstances, directors are expected to attend the Company's Annual Meeting of Stockholders. If a director will be unable to attend the Company's Annual Meeting of Stockholders due to extenuating circumstances, the director should notify the Chair, the Lead Director, if applicable, and the Secretary of the Company of that fact as soon as reasonably practicable.

2. Director Qualifications

Independence. It is our goal that at least a majority of our directors be "independent", not only as that term may be defined legally or mandated by the NYSE, but also without the appearance of any conflict in serving as a director. To be considered independent under these Guidelines, the Board must determine that a director does not have any direct or indirect material relationship with the Company (other than in their capacity as a director). We have established Standards of Independence for the Board of Directors to assist in determining whether a director has a direct or indirect material relationship. These guidelines are attached to these Guidelines as Annex C.

General Criteria for Nomination to the Board. Attached to these Guidelines as Annex D are the General Criteria for Nomination to the Board that have been adopted by the Nominating and Governance Committee. These General Criteria set the traits, abilities, qualifications and experience that the Board looks for in determining candidates for election to the Board. Notwithstanding the nomination rights of our principal stockholder pursuant to the SHA, the Board will make nominations with the goal of promoting the General Criteria, which the Board believes will advance its effectiveness.

Term Limits. We do not believe that our directors should be subject to term limits. Due to the complexity of the businesses of the Company, we value the increasing insight that a director is able to develop over time. We believe that a lengthy tenure on our Board provides an increasing contribution to the Board and is therefore in the interests of our stockholders. However, renomination to the Board is based on an assessment of each director's performance and contribution and is not automatic.

Resignation. Any director may resign at any time upon written or electronically transmitted notice to the Company, and the acceptance of such resignation shall not be necessary to make it effective. However, we expect directors to offer their resignation in the event of any significant change in their personal circumstances, including a change in their principal job responsibilities. This offer of resignation shall be subject to review by the Nominating and Governance Committee and the Board and, if recommended by the Nominating and Governance Committee, the Board may choose not to accept such resignation if it determines that decision to be in the best interest of the Company.

3. Rights of Directors

As the elected representatives of the stockholders, the directors are entitled to certain rights that enable them to fulfill their responsibilities more effectively, including the following:

Access to Officers and Employees. Directors have full and free access to officers and employees of the Company. The directors will use their judgment to ensure that any such contact is not disruptive to the business operations of the Company and will, to the extent not inappropriate, inform the CEO of any significant communication between a director and an officer or employee of the Company.

Compensation. The Compensation Committee will annually review and approve or suggest changes to the compensation of the Company's directors, including any cash retainers, meeting fees and/or equity-based awards. In fulfilling this responsibility, the members of the Compensation Committee should take into consideration the following factors, among others: compensation should fairly pay directors for the responsibilities and duties undertaken in serving as a director of a company of the size and complexity of the Company, including additional compensation for committee service; compensation should align the directors' interests with the long-term interests of stockholders; and director compensation should be targeted to be consistent with the compensation philosophy applicable to senior management of the Company. Furthermore, director's fees (which include all fees, share awards, stock options and other consideration given to directors in their capacity as directors) are the only compensation that members of the Audit Committee may receive from the Company. Notwithstanding the foregoing, each director shall also be entitled to reimbursement for the reasonable out-of-pocket expenses, if any, incurred in connection with the performance of their duties.

Outside Advisors. The Board and each committee has the authority to engage any legal, financial or other advisors as each may deem necessary in its sole discretion and without consulting or obtaining the approval of any officer of the Company in advance, but each committee will notify the Chair (or, if applicable, the Lead Director) of any such action. Management of the Company will cooperate with any such engagement and will ensure that the Company provides adequate funding.

4. Rights of the Stockholders

Our principal stockholder is entitled to certain rights pursuant to the SHA. Our stockholders are also entitled to certain rights, many of which are mandated by the Securities and Exchange Commission, the NYSE and Federal and state laws and regulations. In addition to those rights, we recognize the following rights of our stockholders:

Management of the Company. Management of the Company must be ethical, strive to uphold the highest standards of business practice, and act in the long-term interests of the Company and its stockholders, in accordance with the Code of Ethics and the Code for SFEs.

Annual Election of Directors. One class of directors is elected annually by the stockholders. Any vacancies on the Board may be filled or new directors appointed by the Board or the stockholders pursuant to the COI, subject to the rights of our principal stockholder to make appointments pursuant to the SHA, between Annual Meetings of Stockholders, but any such appointment will only remain in effect until the next Annual Meeting of Stockholders at which the director is up for election, when any such appointee will be presented to the stockholders for election.

Access to the CEO at Annual Meetings. Subject to reasonable constraints of time and topics and the rules of order, stockholders are allowed to direct comments to or ask questions of the CEO during the Annual Meeting of Stockholders.

Communication with Directors. Stockholders, employees and others may contact any of our directors (including our Lead Director, if applicable) by writing to them c/o Alliance Laundry Holdings Inc., 221 Shepard Street, Ripon, Wisconsin 54971. Employees, and others, who wish to contact the Board (or any member of the Audit Committee) to report any complaint or concern with respect to accounting, internal accounting controls, auditing matters or corporate governance may do so anonymously by using that address. Stockholders, employees and others may also contact any of the directors by sending an e-mail to directors@alliancels.com.

5. Election of Directors

One class of directors is elected each year for a three-year term by the stockholders at the Annual Meeting of Stockholders. The Board proposes a slate of nominees to the stockholders for election to the Board in accordance with the COI and By-laws and subject to the nomination rights of the Company's principal stockholder pursuant to the SHA. The Board also determines the number of directors on the Board; provided that there are at least five (5) and not more than thirteen (13) directors and that the number of directors is consistent with the terms and conditions of the SHA. Stockholders may recommend nominees for consideration by the Nominating and Governance Committee by submitting the names and supporting information to the Secretary. The Nominating and Governance Committee shall review the nominee's qualifications, including capability, availability to serve, business and professional experience, talents, perspectives, background, conflicts of interest and other relevant factors, in accordance with any Company or Board policies related to stockholder recommendations for director nominees.

6. Board Committees

Committee Structure. While it is the general policy of the Company that all major decisions be considered by the Board as a whole, the Board has established the following committees that report to and assist the Board: Audit Committee, Compensation Committee and Nominating and Governance Committee. The Board may, from time to time, establish or maintain additional committees, whether of an ad hoc or permanent nature, as it deems necessary or appropriate.

Committee Members. Subject to the appointment rights of our principal stockholder pursuant to the SHA, the members and chairs of these committees will be appointed by, and will serve until replaced by, the Board, upon recommendation of the Nominating and Governance Committee. The Audit Committee, Compensation Committee and Nominating and Governance Committee shall each be composed of independent directors only.

Committee Meetings. The chair of each committee, in consultation with the other committee members and management, will develop the agendas for and determine the frequency and length of the committee meetings. Each committee will meet in Executive Sessions from time to time, as required or as requested by any member; provided that the Audit Committee, Compensation Committee and Nominating and Governance Committee will each hold at least one Executive Session each year without members of management present.

Committee Charters. The Audit Committee, Compensation Committee and Nominating and Governance Committee will each have its own charter, which will be adopted, and may be amended, by the Board.

7. Board and Committee Annual Performance Evaluations

Board and Committee Annual Performance Evaluations. The Board and each committee will conduct an annual self-evaluation. These self-evaluations are intended to facilitate an examination and discussion by the entire Board and each committee of its effectiveness as a group in fulfilling its charter requirements and other responsibilities, its performance as measured against these Guidelines and areas for improvement. The Nominating and Governance Committee will propose the format for each annual self-evaluation.

8. Performance Evaluations and Succession Planning

Performance Evaluations. The Compensation Committee will conduct an annual review of the performance of the CEO, with input from the Chair and Lead Director as applicable. The Compensation Committee and the Chair and Lead Director, if applicable, will also provide input to the CEO on the performance of the Company's other "officers" (as defined in Rule 16a-1(f) under the Exchange Act ("Senior Officers")).

Succession Planning. In light of the critical importance of executive leadership to the success of the Company, the Board will work to ensure that effective plans are in place for management succession, including with respect to emergency CEO succession in the event of an unexpected

occurrence, CEO succession in the ordinary course, and succession for other senior management positions.

As part of this process, the Compensation Committee, together with the Chair, and Lead Director as applicable, will review periodically the ordinary course and emergency succession plans for CEO. The Compensation Committee, together with the Chair and Lead Director, as applicable, will also review periodically the succession plans for Senior Officers and other critical positions, in consultation with the CEO. In addition, the Compensation Committee, Chair and Lead Director as applicable, will report at least annually to the full Board on succession planning. The Board will evaluate potential successors to the CEO and certain other senior management positions.

9. Director Orientation and Continuing Education

The Company shall support an orientation and continuing education process for Board members to enable them to stay current on developments related to their Board and committee service. All new directors should receive extensive written materials and meet in one-on-one sessions with members of senior management to discuss the Company's business; strategic plans; financial statements; significant financial, accounting and legal issues; compliance programs; and business conduct policies.

The Board considers it important that all directors be well informed about the Company and the Company's industry, as well as about relevant legal, regulatory and governance matters. Accordingly, all directors can receive periodic updates from management throughout their tenure. The Company will also reimburse directors for reasonable amounts incurred to join professional organizations for public company directors, to attend director or governance conferences or programs or to pursue other opportunities for director education. In addition, the Nominating and Governance Committee will review and recommend, as appropriate, director orientation and continuing education programs for members of the Board.

10. Stock Ownership Guidelines

To further align the interests of the Company's directors and senior management with stockholders, the Board has established minimum share ownership guidelines (the "Stock Ownership Guidelines") that apply to all non-employee directors and designated members of senior management.

The Compensation Committee of the Board will develop and review from time to time the Stock Ownership Guidelines to implement the guidelines set forth above and will recommend any proposed changes to those Stock Ownership Guidelines to the Board for approval.

11. Periodic Review of Guidelines

These Guidelines shall be reviewed annually by the Nominating and Governance Committee and may be amended by the Board from time to time.

Approved: September 25, 2025

ANNEX A

Duties and Responsibilities of the Chair of the Board of Directors of Alliance Laundry Holdings Inc.

<i>Board Agendas, Information and Schedules</i>	<ul style="list-style-type: none">• Monitors flow of information sent to the Board and periodically provides feedback on quality and quantity of information flow from management.• Participates in setting the agenda for each Board meeting.• Approves meeting schedules to assure that there is sufficient time for discussion of all agenda items.• Determines who attends Board meetings, including management and outside advisors.
<i>Committee Agendas and Schedules</i>	<ul style="list-style-type: none">• Reviews in advance the schedule of committee meetings.• Monitors flow of information from committee chairs to the full Board.
<i>Communicating with Stakeholders</i>	<ul style="list-style-type: none">• As necessary, meets with major stockholders or other external parties.• Is regularly apprised of inquiries from stockholders and involved in correspondence responding to these inquiries.• Under the Board's guidelines for handling stockholder and employee communications to the Board, is advised promptly of any communications directed to the Board or any member of the Board that allege misconduct on the part of Company management or raise legal, ethical or compliance concerns about Company policies or practices.
<i>Board Performance Evaluation</i>	<ul style="list-style-type: none">• Leads the annual performance evaluation of the Board.
<i>New Board Member Recruiting</i>	<ul style="list-style-type: none">• Interviews Board candidates, as appropriate.
<i>CEO and Management Succession</i>	<ul style="list-style-type: none">• Oversees, in consultation with the Compensation Committee, the succession-planning process relating to the positions of CEO and the other Senior Officers.
<i>Crisis Management</i>	<ul style="list-style-type: none">• Plays an increased role in crisis management oversight, as appropriate.

<i>Limits on Leadership Positions of Other Boards</i>	<ul style="list-style-type: none"> • May only serve as chair, lead or presiding director or similar role, or as CEO or similar role, at another public company if approved by the full Board upon recommendation from the Nominating and Governance Committee.
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Duties and Responsibilities of the Lead Director (if applicable) of the Board of Directors of Alliance Laundry Holdings Inc.

<i>Board Agendas, Information and Schedules</i>	<ul style="list-style-type: none">• Monitors flow of information sent to the Board and periodically provides feedback on quality and quantity of information flow from management.• Participates with the Chair in setting the agenda for each Board meeting.• Approves meeting schedules to assure that there is sufficient time for discussion of all agenda items.• With the Chair, determines who attends Board meetings, including management and outside advisors.
<i>Committee Agendas and Schedules</i>	<ul style="list-style-type: none">• Reviews in advance the schedule of committee meetings.• Monitors flow of information from committee chairs to the full Board.
<i>Board Executive Sessions</i>	<ul style="list-style-type: none">• Has the authority to call meetings and Executive Sessions of the independent directors.• Presides at all Executive Sessions of the independent directors.
<i>Communicating with Management</i>	<ul style="list-style-type: none">• After each Executive Session of the independent directors, communicates with the Chair to provide feedback and also to effectuate the decisions and recommendations of the independent directors.• Acts as liaison between the independent directors and the Chair and management on a regular basis and when special circumstances exist or communication out of the ordinary course is necessary.
<i>Communicating with Stakeholders</i>	<ul style="list-style-type: none">• As necessary, meets with major stockholders or other external parties after discussions with the Chair.• Is regularly apprised of inquiries from stockholders and involved in correspondence responding to these inquiries.• Under the Board's guidelines for handling stockholder and employee communications to the Board, is advised promptly of any communications directed to the Board or any member of the Board that allege misconduct on the part of Company

	management or raise legal, ethical or compliance concerns about Company policies or practices.
<i>CEO Performance Evaluation</i>	<ul style="list-style-type: none"> Provides feedback with respect to the annual performance evaluation of the CEO conducted by the Compensation Committee.
<i>Chair Performance Evaluation</i>	<ul style="list-style-type: none"> Leads the annual performance evaluation of the Chair.
<i>Board Performance Evaluation</i>	<ul style="list-style-type: none"> Consults with the Nominating and Governance Committee on the annual performance evaluation of the Board.
<i>New Board Member Recruiting</i>	<ul style="list-style-type: none"> Interviews Board candidates, as appropriate.
<i>CEO and Management Succession</i>	<ul style="list-style-type: none"> Oversees, in consultation with the Compensation Committee, the succession-planning process relating to the positions of CEO and the other Senior Officers.
<i>Crisis Management</i>	<ul style="list-style-type: none"> Plays an increased role in crisis management oversight, as appropriate.
<i>Limits on Leadership Positions of Other Boards</i>	<ul style="list-style-type: none"> May only serve as chair, lead or presiding director or similar role, or as CEO or similar role, at another public company if approved by the full Board upon recommendation from the Nominating and Governance Committee.

ANNEX C

Standards of Independence for the Board of Directors of Alliance Laundry Holdings Inc.

As contemplated under the Rules of the New York Stock Exchange (“NYSE”), the Board of Directors (the “Board”) of Alliance Laundry Holdings Inc. (the “Company”) has adopted these Standards of Independence in order to assist it in making determinations of independence.

- (A) *No Material Relationships with the Company.* No director qualifies as “independent” unless the Board affirmatively determines that the director has no material relationship with the Company (other than in their capacity as a director). In making such determinations, the Board will broadly consider all relevant facts and circumstances. In particular, when assessing the materiality of a director’s relationship with the Company, the Board should consider the issue not merely from the standpoint of the director, but also from that of persons or organizations with which the director has an affiliation.
- (B) *Business Relationships.* The New York Stock Exchange has identified specific relationships that automatically preclude a director from being considered independent. Pursuant to the requirements of the New York Stock Exchange:
 - (i) A director who is or has been an employee, or whose immediate family member is or has been an executive officer, of the Company is not independent until three years after the end of such employment relationship (provided that this paragraph (B)(i) shall not include employment as an interim Chair or CEO or other executive officer following that employment);
 - (ii) A director who has received, or whose immediate family member has received, more than \$120,000 during any 12-month period 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 they cease to have received more than \$120,000 during any such 12-month period in compensation (provided that this paragraph (B)(ii) shall not include (a) compensation received by an immediate family member for service as an employee of the Company, unless such immediate family member serves as an executive officer or (b) compensation received by a director for former service as an interim Chair or CEO or other executive officer);
 - (iii) A director who is currently employed by or a partner of, or whose immediate family member is currently a partner of, the internal or external auditor of the Company is not independent. A director whose immediate family member is currently employed by the internal or external auditor of the Company and who personally works on the Company’s audit is not independent. A director who has been, or who has an immediate family member who has been, a partner or

employee of such internal or external auditor and personally worked on the Company's audit within that time is not independent until three years after the completion of such work;

- (iv) 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 executive officers at the same time serve or served on that company's compensation committee is not independent until three years after the end of such service or the employment relationship; and
- (v) A director who is an employee, or whose immediate family member is an executive officer, of a company that has made payments to, or received payments from, the Company for property or services in an amount which, in any single fiscal year, exceeds the greater of \$1,000,000, or two percent (2%) of such other company's consolidated gross revenues, is not independent until three years after falling below such threshold.

(C) *Charitable Relationships.*

- (i) The Board recognizes that the relationship between the Company and a charitable (i.e., tax exempt) organization of which a director serves as an executive officer, director or trustee could be deemed to be a material relationship. For purposes of these Standards of Independence, such a relationship will not be considered a "material relationship" if the Company's contributions to any such organization in each of the past three fiscal years are equal to or less than two percent (2%) (or \$1,000,000, if greater) of that organization's consolidated gross revenues. (The amount of any "match" of director or employee charitable contributions will not be included in calculating the amount of the Company's contributions for this purpose.)
- (ii) For charitable relationships that do not fall within the guidelines in paragraph (C)(i) above, the determination as to whether a director has a material relationship with the Company, and therefore may not be independent, will be made in good faith by the other directors who satisfy all of these Standards of Independence. For example, if a director is an officer of a charitable foundation that receives greater than two percent (2%) of its revenues from the Company, the other independent directors could determine, after considering all of the relevant circumstances, that such relationship was nonetheless not material and that the director could therefore be considered independent. If the independent directors so determine that any such charitable relationship is not material and would not otherwise impair the director's independence or judgment, then the Company will disclose in its next proxy statement the basis for such determination. The Company shall also, in accordance with applicable NYSE corporate governance listing

standards, disclose any contributions made by the Company to any tax-exempt organization in which any independent director serves as an executive officer if, within the preceding three years, contributions in any single fiscal year from the Company to the organization exceeded the greater of \$1,000,000 or 2% of such tax exempt organization's consolidated gross revenue.

(D) *Other Relationships.* In addition to the business and charitable relationships described in paragraphs (B) and (C) above, the Board should consider any other relationships between each director and the Company, including:

- If the director provides banking, consulting, legal, accounting or similar services to the Company;
- If the director is a partner or stockholder with an ownership interest of 5% or more of any organization that provides such services to or otherwise has a significant relationship with the Company; and
- If a similar relationship exists between the Company and an immediate family member of the director.

Any such relationship will not be deemed a material relationship if the Board, on the recommendation of the Nominating and Governance Committee, determines that such relationship is at arm's length, does not conflict with the interests of the Company and would not impair the director's independence or judgment.

(E) *Definitions.* As used in these Standards of Independence, the term "Company" will be deemed to include Alliance Laundry Holdings Inc. and any parent or subsidiaries in a consolidated group with Alliance Laundry Holdings Inc., except that an "executive officer" of the Company shall be deemed to refer only to an individual who is an executive officer of Alliance Laundry Holdings Inc., the parent company; the term "executive officer" will have the meaning specified for the term "officer" in Rule 16a-1(f) under the Securities Exchange Act of 1934, as amended, and the term "immediate family member" of a director will mean their spouse, parents, children, siblings, mothers- and fathers-in-law, sons- and daughters-in-law, brothers- and sisters-in-law and anyone (other than domestic employees) who share such director's home, but does not include individuals who are no longer immediate family members as a result of legal separation or divorce, or those who have died or become incapacitated.

ANNEX D

General Criteria for Nomination to the Board of Directors of

Alliance Laundry Holdings Inc.

1. Directors should be of the highest ethical character and share the values of Alliance Laundry Holdings Inc. (the “Company”).
2. Directors should be highly accomplished in their respective fields, with superior credentials and recognition.
3. In selecting directors, the Board of Directors (the “Board”) should generally seek, among others, active and former executives of public companies and leaders of major complex organizations, including scientific, consumer, healthcare, retail, digital, government, educational and other non-profit institutions.
4. Each director should have relevant expertise and experience and be able to offer advice and guidance to the Chief Executive Officer and senior management based on that expertise and experience.
5. Directors should be selected so that the Board may be effective, collegial and responsive to the needs of the Company, taking into account the interplay of each director’s respective expertise, skills, knowledge and experience with that of other Board members.
6. No director should have a conflict of interest, or the appearance of any conflict of interest, that would impair the director’s ability to represent the interests of all stockholders of the Company and to fulfill the responsibilities of a director.
7. Each director should be capable of devoting the necessary time and energy to discharge their duties, taking into account memberships on other boards and other responsibilities.
8. Each director should have the ability to exercise sound business judgment.
9. Directors should be selected so that the Board is a diverse body, with diversity reflecting differences in skills, regional and industry experience, background and other unique characteristics.

Other traits, characteristics, abilities and experience that the Nominating and Governance Committee may identify from time to time as needed to enhance the Board.