UNITED STATES
SECURITIES AND EXCHANGE COMMISSION

Washington, D.C. 20549

FORM 8-K

CURRENT REPORT

Pursuant to Section 13 or 15(d) of The Securities Exchange Act of 1934

Date of Report (Date of earliest event reported): November 6, 2026

BRADY CORPORATION

(Exact name of registrant as specified in its charter)

Commission File Number 1-14959

Wisconsin	**39-0178960**
(State or other jurisdiction of incorporation or organization)	(IRS Employer Identification No.)

6555 West Good Hope Road
Milwaukee, Wisconsin 53223
(Address of principal executive offices and Zip Code)

(414) 358-6600
(Registrant's Telephone Number)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions:

☐ Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)

☐ Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)

☐ Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))

☐ Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Trading Symbol	Name of each exchange on which registered
Class A Nonvoting Common Stock, par value $0.01 per share	BRC	New York Stock Exchange

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (§230.405 of this chapter) or Rule 12b-2 of the Securities Exchange Act of 1934 (§240.12b-2 of this chapter).

Emerging growth company ☐

If an emerging growth company, indicate by check mark if the registrant has elected not to use extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act. ☐

Item 5.02 DEPARTURE OF DIRECTORS OR CERTAIN OFFICERS; ELECTION OF DIRECTORS; APPOINTMENT OF CERTAIN OFFICERS; COMPENSATORY ARRANGEMENTS OF CERTAIN OFFICERS

(b) On November 6, 2026, Patrick W. Allender notified the Board of Directors (the "Board") of Brady Corporation (the "Company") of his intention to retire from the Board and not stand for re-election at the Company's upcoming Annual Shareholders' Meeting.

(d) On November 6, 2026, the Board of Directors of the Company elected Scott J. Robinson and Kenneth J. Spangler to join the Board of Directors, effective November 9, 2026. Messrs. Robinson and Spangler had been nominated for election to the Board of Directors through a process conducted by the Corporate Governance Committee of the Board of Directors. Mr. Robinson has been appointed to the Audit Committee of the Board of Directors, and Mr. Spangler has been appointed to the Technology Committee of the Board of Directors.

Mr. Robinson was Senior Vice President, Chief Financial Officer for Donaldson Filtration Solutions from 2015 until his retirement in 2024. There are no actual or proposed transactions between Mr. Robinson or any of his related persons and the Company that would require disclosure under Item 404 (a) of Regulation S-K in connection with his appointment as a director of the Company.

Mr. Spangler was Executive Vice President, Information Technology and Chief Information Officer, Global Operating Technologies for FedEx from 2018 until his retirement in 2024. There are no actual or proposed transactions between Mr. Spangler or any of his related persons and the Company that would require disclosure under Item 404 (a) of Regulation S-K in connection with his appointment as a director of the Company.

Messrs. Robinson and Spangler will be entitled to the standard compensation provided to non-employee directors as described in the Company's Annual Report on Form 10-K. Messrs. Robinson and Spangler will each receive an award of $160,000 in fair value of unrestricted Class A Nonvoting Common Stock with a grant date of November 9, 2026.

On November 9, 2026, the Company issued a press release announcing the appointment of Messrs. Robinson and Spangler to the Board of Directors. A copy of the press release is being provided to the Securities and Exchange Commission as Exhibit 99.1 attached hereto and is incorporated herein by reference.

Item 9.01 FINANCIAL STATEMENTS AND EXHIBITS

(d) Exhibits

EXHIBIT NUMBER	DESCRIPTION
99.1	Press Release of Brady Corporation, dated November 9, 2026, relating to the retirement of Patrick W. Allender and the election of Scott J. Robinson and Kenneth J. Spangler to the Board of Directors.
104	Cover Page Interactive Data File (embedded within Inline XBRL document).

SIGNATURE

Pursuant to the requirements of the Securities Exchange Act of 1934, the Registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

BRADY CORPORATION

Date: November 9, 2026

/s/ ANN E. THORNTON

Ann E. Thornton

Senior Vice President and Chief Financial Officer

EXHIBIT 99.1

For More Information:
Investor contact: Ann Thornton 414-438-6887
Media contact: Kate Venne 414-358-5176

Brady Corporation Strengthens Board with Finance and Technology Leaders Scott J. Robinson and Kenneth J. Spangler

MILWAUKEE (November 9, 2026)—Brady Corporation (NYSE: BRC) ("Brady" or "Company") announced that Scott J. Robinson and Kenneth J. Spangler will join its Board of Directors, effective November 9, 2026.

Scott J. Robinson was Senior Vice President, Chief Financial Officer for Donaldson Filtration Solutions, a global leader in technology-led filtration products and solutions, from 2015 until his retirement in 2024. Prior to Donaldson, he spent 11 years at Imation Corp in several finance leadership roles, most recently as Chief Financial Officer, and previously served in a variety of finance leadership roles at Deluxe Corporation and started his career at PricewaterhouseCoopers where he earned his CPA certificate. Mr. Robinson received a Bachelor of Science in Accounting from St. Cloud State University and is a graduate of Harvard's Advanced Management Program.

"Brady is committed to driving profitable growth through innovation, research and development, investments in technology and strategic M&A to deliver shareholder value over the long-term," said Robinson. "I'm looking forward to sharing my strategic and financial insights, including my experience in M&A integration, and to working with Brady's leadership team and the Board of Directors to continue to increase shareholder value."

"I am pleased to welcome Scott to Brady's Board of Directors. Scott's strategic and financial expertise, combined with his extensive M&A experience, makes him an excellent addition during an exciting period in Brady's history," said Bradley C. Richardson, Chair of Brady's Board of Directors. "As we welcome Scott, we also congratulate retiring Board member Pat Allender for 19 years of service on Brady's Board." Mr. Richardson continued, "Pat's extensive strategic and financial expertise and sound judgment have been invaluable to the Board, and his contributions have helped guide Brady through many successful years of growth and change. On behalf of the entire Board, I thank him for his dedicated service and wish him all the best in retirement."

Kenneth J. Spangler was Executive Vice President, Information Technology and Chief Information Officer, Global Operating Technologies at FedEx from 2018 until his retirement in 2024. During his 33-year career at FedEx, Mr. Spangler held numerous senior executive technology leadership positions, including serving as Chief Information Officer for each of FedEx's major operating companies. Mr. Spangler received a Bachelor of Science in Information Science from the University of Pittsburgh.

"Brady's commitment to innovation and technology investment has always been impressive, and the recent acquisition of the Honeywell PSS business has created significant new opportunities for Brady and its customers," said Mr. Spangler. "I look forward to contributing to the Board through my decades of experience leading enterprise technology, operational innovation and digital transformation on a global scale. I am excited to work with the Board and leadership team to help Brady drive growth and deliver value to its expanded customer base and shareholders."

"Ken's deep technology leadership experience at a global enterprise makes him a great fit for our Board," said Mr. Richardson. "His background leading large-scale information technology operations will be especially valuable as Brady continues to invest in innovation and industrial technology."

“On behalf of everyone at Brady, I am delighted to welcome Scott and Ken to our Board,” said Vineet Nargolwala, President and Chief Executive Officer. “Scott’s financial leadership and M&A experience and Ken’s record of leading technology operations at global enterprise scale will bring complementary perspectives that will help us execute our strategy and drive profitable growth. I also want to thank Pat for 19 years of service on Brady’s Board. I have experienced firsthand Pat’s contributions to both the strategic and financial success of Brady, and I am grateful for his significant input to the Board.”

Brady Corporation (NYSE: BRC) is a global industrial technology company and a leading provider of identification, safety, and productivity solutions that help organizations of all sizes to identify, connect, protect, track, and optimize what matters most. By combining trusted identification technologies with advanced data capture, enterprise mobility, software and workflow solutions, Brady’s comprehensive offerings enable its customers to improve safety, productivity, accuracy, and operational performance across their most critical functions and in the world’s most demanding environments. For more than 110 years, Brady has established trust and demonstrated its commitment to innovation, serving customers across manufacturing, logistics, healthcare, electronics, telecommunications, aerospace, construction, and other key industries, to make their work safer, smarter, and more connected. Headquartered in Milwaukee, Wisconsin, Brady employs approximately 9,300 people worldwide. Brady stock trades on the New York Stock Exchange under the symbol BRC. Learn more at www.bradycorp.com.

###