INVESTOR RELATIONS | FREQUENTLY ASKED QUESTIONS

Brady Corporation Acquires Productivity Solutions and Services (PSS) from Honeywell

August 3, 2026

> *All forward-looking statements included herein, including all financial forecasts, speak only as of the date of this FAQ document. Brady Corporation ("Brady" or the "Company") assumes no obligation, and disclaims any obligation, to update the information contained in this FAQ document. See "Forward Looking Statements."*

Q. Why did Brady acquire PSS from Honeywell?

Brady acquired the PSS platform for its well-established presence in mobile computing, barcode scanning, RFID and workflow software, which are complementary to Brady's leading position in its printer and specialty adhesive materials portfolios.

The acquisition enhances Brady's value proposition and expands customer touchpoints with end-to-end hardware and software solutions across critical workflows — combining complementary portfolios of identification, data capture and support capabilities.

Q. What are the key transactions details?

Purchase price	$1.4B on a cash-free, debt-free basis, subject to customary post-closing adjustments.
Expected financial impact	PSS acquisition is expected to contribute approximately $0.80 of incremental Adjusted Diluted Earnings Per Share* within the first year following the close of the transaction.
Synergy opportunities	Annual net run-rate cost synergies of $25+ million expected to be achieved within three years of closing through improved operational efficiency.
Financing	100% cash transaction financed with cash on hand and new debt financing. At close of transaction, expect leverage ratio* of ~2.5x net debt / EBITDA, deleveraging to below 2.0x within two years. Committed to maintaining strong balance sheet to support disciplined and consistent capital allocation strategy.
Timing	Transaction closed on August 3, 2026.

Q. What is the size of PSS?

PSS business will add approximately 3,000 employees across North America, Europe, Latin America and Asia.

Q. What is PSS's revenue?

$1.1B revenue CY2025 revenue.

Q. What is PSS's installed base?

PSS has an installed base of over 3 million devices with active service contracts as of December 31, 2025.

Q. What are the financial benefits of the acquisition?

The PSS business is expected to be accretive within the first year and create a platform for high-margin recurring revenue and software, service, and voice penetration. There are over 3 million PSS devices under service contracts with recurring refresh cycles as of December 31, 2025 and millions more with lifecycle service, software and voice opportunities, augmented by opportunities to extend Brady's portfolio.

Q. What is the new capital allocation strategy?

Brady Corporation will continue to maintain a prudent capital allocation strategy while prioritizing the repayment of debt, as we expect to be below 2.0x net leverage within the first two years following the close of the transaction. This provides flexibility to continue to focus on (i) investing in research & development across the combined organizations, (ii) increasing the dividend, which has increased annually for 40 consecutive years, and (iii) repurchasing shares opportunistically.

Q. What are the key attributes of PSS that are complementary of Brady?

In addition to its well-established positions in mobile computing, barcode scanning, RFID and workflow software; the acquisition of PSS gives us access to new channels and enterprise customers in retail, transportation and logistics. Brady is a global leader in specialty identification solutions intended for a wide variety of end markets and applications. The addition of PSS transforms the combined entities' product offering into a full-service, complete AIDC solution.

Q. Which industries does PSS serve?

High-growth logistics, manufacturing, warehousing and retail verticals. In transportation and logistics, PSS scanning and mobility solutions are used by some of the world's largest carriers and are supported by rising parcel volumes. In warehousing, e-commerce expansion, labor constraints and RFID adoption drive demand for rugged mobile computers and voice-guided picking. Retail customers are moving toward multi-functional devices that handle scanning, inventory and omnichannel fulfillment on a single platform. In manufacturing, PSS supports parts traceability, work-in-process tracking and digitized inspection, complementary to Brady's strength in industrial and compliance-driven markets.

Q. What are PSS's service offerings?

A suite of hardware, software and service offerings that enable high volume, automated data collection and tracking, with leading positions in mobile computers, barcode scanners, printing solutions and voice guidance.

Mobility

Handheld computers and tablets

Scanners

Specialty rugged scanners and general-purpose scanners

Printers

Industrial printers and desktop printers

Software, service and voice

Voice automated solutions and device software

Q. What are the key complementary PSS and Brady technologies?

Brady has a strong history in performance materials and has built up its connected devices portfolio consisting of printers, scanners and software.

The PSS business has a leading mobility computing offering augmented with scanners that support barcode and RFID technologies and a highly differentiated software, services and voice directed workflow technology.

Q. What are the benefits to Brady shareholders?

Attractive growth platform

- Adds new, attractive & scalable growth avenues across complementary high-value products and high-growth end markets.
- Complementary to existing channels and customers with increased enterprise account exposure.

Consistent with strategic priorities

- Expands into new adjacencies forming end-to-end customer solutions.
- Bolsters technologies portfolio.
- Creates opportunities for increased recurring revenue and an improvement to Brady's long-term margin profile.

Enhanced financial profile

- Enhances Brady's resilience through market cycles with increased opportunity to drive profitable growth.

Strong balance sheet

- Expect to deleverage to moderate net leverage levels to preserve financial flexibility.

*Appendix — Non-GAAP Financial Measures

Adjusted Diluted EPS and the ratio of net debt to EBITDA are non-GAAP measures. We believe that these non-GAAP financial measures are useful measures for providing investors with additional information to understand and compare our operating results across accounting periods and compared to our peers. Management primarily uses these non-GAAP measures to help evaluate the business and forecast future results. This additional information is not meant to be considered in isolation or as a substitute for results of operations prepared and presented in accordance with GAAP.

For forward-looking non-GAAP measures as used in this FAQ document, the Company does not attempt to provide a reconciliation to the equivalent GAAP measures as certain elements of these measures are dependent on future events and therefore cannot be precisely calculated without unreasonable effort or expense. The significance of these elements are indeterminable at this time. Forward-looking non-GAAP measures are estimated in a manner consistent with our historical practice.

Forward Looking Statements

Statements that are not reported financial results or other historic information are “forward-looking statements.” These forward-looking statements relate to, among other things, statements about the success of the acquisition, including benefits and synergies of the transaction, future opportunities for the Company and the combined company, and any other statements regarding the establishment of a new reporting segment for the PSS business, the combined company’s future operations and future financial position, anticipated economic activity, business strategies, targets, future earnings, anticipated growth, market opportunities, debt levels and cash flows, competition and other expectations and estimates for future periods including plans and objectives of management for future operations.

The use of words such as “may,” “will,” “expect,” “intend,” “estimate,” “anticipate,” “believe,” “should,” “project,” “plan” or similar terminology are generally intended to identify forward-looking statements. These forward-looking statements by their nature address matters that are, to different degrees, uncertain and are subject to risks, assumptions, and other factors, some of which are beyond the Company’s control, that could cause actual results to differ materially from those expressed or implied by such forward-looking statements. For the Company, uncertainties arise from: the ability of the Company and the PSS business to retain customers and retain and hire key personnel and maintain relationships with their suppliers and customers and on their operating results and businesses generally; potential difficulties integrating the PSS business, or the costs of integrating the PSS business exceeding original estimates; failure of the Company to achieve the anticipated benefits and synergies of the transaction identified in this FAQ document on the timeline indicated or at all; the establishment of a new reporting segment for the PSS business; increased cost of materials, labor, material shortages and supply chain disruptions, including as a result of tariffs or other impacts of the global trade environment; decreased demand for the Company’s products; the Company’s ability to compete effectively or to successfully execute our strategy; the Company’s ability to develop technologically advanced products that meet customer demands; the Company’s ability to identify, integrate and grow acquired companies, and to manage contingent liabilities from divested businesses; difficulties in protecting the Company’s websites, networks, and systems against security breaches; extensive regulations by U.S. and non-U.S. governmental and self-regulatory entities; risks associated with the loss of key employees; litigation, including product liability claims; global climate change and environmental regulations; foreign currency fluctuations; our indebtedness, financial condition and fulfillment of obligations thereunder; the ability to serve our indebtedness; changes in tax legislation and tax rates; potential write-offs of goodwill and other intangible assets; differing interests of voting and non-voting shareholders and changes in the regulatory and business environment around dual-class voting structures; numerous other matters of national, regional and global scale, including major public health crises and government responses thereto and those of a political, economic, business, competitive, and regulatory nature contained from time to time in the Company’s U.S. Securities and Exchange Commission filings, including, but not limited to, those factors listed in the “Risk Factors” section within Item 1A of Part I of the Company’s Form 10-K for the year ended July 31, 2025 and the risk factor listed in the “Risk Factors” section within Item 1A of Part II of the Company’s Form 10-Q for the quarterly period ended April 30, 2026. These uncertainties may cause the Company’s actual future results to be materially different than those expressed in its forward-looking statements. The Company does not undertake to update its forward-looking statements except as required by law.