

June 30, 2025

Mr. Alvaro Garcia-Tunon  
Chairman of the Board of Directors  
Matthews International Corporation  
Two NorthShore Center  
Pittsburgh, PA 15212

Dear Mr. Garcia-Tunon:

As you are aware, Barington Capital Group, L.P. and certain of its affiliates (collectively, “Barington” or “we”) have been shareholders of Matthews International Corporation (“Matthews” or the “Company”) since April 2022. Today, we beneficially own more than 930,000 shares of common stock of the Company, representing approximately 3% of the Company’s outstanding shares.

We invested in Matthews because we strongly believe it has untapped potential to generate substantial above-market returns for shareholders. We have shared with you a comprehensive plan for the Company and have recommended highly qualified directors to help the Board of Directors and management execute effectively and with urgency. Our unwavering conviction in Matthews’ potential remains absolute despite what we see as the continued failure of the Board of Directors and Chief Executive Officer Joseph Bartolacci to create long-term value for shareholders. And it’s not just our view. Proxy advisory firms ISS, Glass Lewis, and Egan Jones unanimously criticized the Matthews board and management for its dismal performance.<sup>1</sup> ISS concludes that the Company has “consistently failed to improve operational performance and likewise did not create a lasting positive impression on the market.”

In January of this year, Matthews released a presentation entitled *Committed to Shareholder Value Creation* in which the Company made bold, confident promises about its ability turn the tide and “to deliver long-term sustainable shareholder value.”<sup>2</sup> These promises have so far proven to be nothing more than empty rhetoric as the Company’s performance has deteriorated significantly since then. For the first six months of 2025, consolidated sales and Adjusted EBITDA declined by 10% and 10.7%, respectively, as compared to the same period last year. Sales for the Company’s Memorialization segment fell by 7.9%, while the Industrial Technologies segment’s sales decreased by a staggering 29.1% compared to the prior year period.

Further, the Company has continued to make investments despite its abysmal record of capital allocation. During Mr. Bartolacci’s tenure as CEO, the Company has invested a whopping \$1.9 billion, including \$1.2 billion in acquisitions and \$633.9 million in capital expenditure, with little regard for profits, earnings per share or return on capital invested. These investments have not created any value for shareholders.

Since the beginning of 2025, the Company’s share price has declined by 14.2% (before adjusting for dividends), massively underperforming the S&P 500 and Russell 3000. This is not an isolated incident – we believe that it is part of a long-standing and deeply troubling pattern of failure. As demonstrated in the table below, Matthews’ total shareholder return over the past 1, 3, 5, 10 and 20-year periods has been nothing short of horrific and is the worst we have encountered in our 25 years of investing. In its research report on Matthews, Egan-Jones observes that “the primary goal of the CEO and board of directors is to

	Total shareholder return, including dividends (Percent change through June 26, 2025)				
	YTD (1/1-6/26/2025)	1-year	3-year	10-year	20-year
Matthews	-12.3%	-2.9%	-10.8%	-45.1	-15.3
Proxy Peers <sup>3</sup>	+3.3	+5.8	+49.6	+141.7	+575.4
S&P 500 Index	+4.4	+12.1	+57.5	+192.2	+415.8
Russell 3000 Index	+4.0	+12.5	+54.9	+177.31	+409.4

Source: S&P Capital IQ

maximize shareholder value, and since the beginning of Mr. Bartolacci's tenure, and especially the past five years, this has not been true."

To reverse this destructive trend and finally unlock the Company's value potential, we believe that Matthews must promptly address its fundamental operating and portfolio challenges. While the SGK Brand Solutions divestiture was an initial step in the right direction, we find management's pace of change unacceptably slow. For example, the Company has made vague promises about pursuing strategic alternatives for its Industrial Technologies businesses since July 2023 and has reportedly been working with JP Morgan since the Fall of 2024, yet no meaningful transaction has been announced.<sup>4</sup>

Rather than providing shareholders with concrete plans as to how Matthews intends to fix its chronically underperforming businesses, management appears to be promoting the Company's speculative lithium-ion battery (energy storage solutions) business – an initiative that has yet to produce meaningful revenue or results. Management's earnings calls are now filled with optimistic statements about "quote activity" for this business while preemptively shielding themselves from accountability by warning shareholders that "sales lead times in this industry are long."<sup>5</sup>

This pattern is all too familiar to Matthews' long-term investors. After nearly two decades of broken promises, strategic blunders and operational missteps, the facts speak for themselves: the Company has failed to deliver sustainable, long-term value for shareholders. Equally concerning, the Board has failed in its responsibility to hold Mr. Bartolacci accountable for this persistent pattern of underperformance. This cannot continue.

We urge Matthews to add Barington's highly qualified director candidates to the Board now, rather than wait for the 2026 annual meeting. Our director candidates bring needed urgency, greater effectiveness, fresh perspectives, and a proven track record of value creation. Shareholders deserve directors who are not only experienced and engaged but who are committed to achieving the success that has long eluded Matthews.

As we have shared with you before, our preference is to work constructively with the Board (as evidenced by our two-year advisory arrangement) to help transform Matthews into the success it should be. We strongly believe that our participation is essential to execute the fundamental changes necessary to create long-term value for all shareholders in a timely manner. If the Board is unwilling to take such prompt action, we remain prepared to pursue all available alternatives to protect our investment and that of our fellow shareholders.

Sincerely,



James Mitarotonda  
Chairman and Chief Executive Officer

Endnotes:

<sup>1</sup> Source: ISS Proxy Analysis & Benchmark Policy Voting Recommendations, Matthews International Corporation, February 6, 2025; Glass Lewis, Proxy Paper, Matthews International Corporation, February 7, 2025; Egan-Jones Proxy Services Research Report, Matthews International Corporation, January 28, 2025.

<sup>2</sup> See Matthews International, "[Committed to Shareholder Value Creation](#)" (Jan 2025) at page 10.

<sup>3</sup> Proxy peer performance is based on the market capitalization-weighted total shareholder return (including dividends) of the companies in Matthews self-selected peer group as identified in its 2025 proxy statement which consists of Barnes Group Inc. (B), Columbus McKinnon Corporation (CMCO), Deluxe Corporation (DLX), Enpro Inc. (NPO), Graco Inc. (GGG), ICF International, Inc. (ICFI), Hillenbrand, Inc. (HI), John Wiley & Sons, Inc. (WLY), Mativ Holdings, Inc. (MATV), MSA Safety Incorporated (MSA), Minerals Technologies Inc. (MTX), Moog Inc. (MOG.A), Service Corporation International (SCI), Standex International Corporation (SXI), TriMas Corporation (TRS), Woodward, Inc. (WWD), excludes Altra Industrial Motion Corp., Kaman Corporation, and Stagwell Inc.; Source: S&P Capital IQ.

<sup>4</sup> Mr. Bartolacci stated that the Company "would look to portfolio management", during its earnings call on Friday, July 28, 2023 and that "in light of the long-term opportunities available to us in the Industrial Technologies segment, we recently engaged JP Morgan to support us on a review of potential strategic alternatives" during its earnings call on Friday, November 22, 2024.

<sup>5</sup> Source: Matthews second quarter 2025 earnings call, May 1, 2025.