

NASDAQ: MAMA

Investor Presentation
January 2026

Forward Looking Statements



This presentation may contain "forward-looking statements" within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934. "Forward-looking statements" describe future expectations, plans, results, or strategies and are generally preceded by words such as "may," "future," "plan" or "planned," "will" or "should," "expected," "anticipates," "draft," "eventually" or "projected." You are cautioned that such statements are subject to a multitude of risks and uncertainties that could cause future circumstances, events, or results to differ materially from those projected in the forward-looking statements, including the risks that actual results may differ materially from those projected in the forward-looking statements as a result of various factors, and other risks identified in the Company's 10-K for the fiscal year ended January 31, 2025 and other filings made by the Company with the Securities and Exchange Commission.

This press release includes the following non-GAAP measure – adjusted EBITDA, which is not a measure of financial performance under GAAP and should not be considered as an alternative to net income as a measure of financial performance. Adjusted EBITDA represents net income (loss) before interest, taxes, depreciation and amortization adjusted for stock-based compensation. The company believes this non-GAAP measure, when considered together with the corresponding GAAP measures, provides useful information to investors and management regarding financial and business trends relating to the company's results of operations. However, this non-GAAP measure has significant limitations in that it does not reflect all the costs and other items associated with the operation of the company's business as determined in accordance with GAAP. In addition, the company's non-GAAP measures may be calculated differently and are therefore not comparable to similar measures by other companies. Therefore, investors should consider non-GAAP measures in addition to, and not as a substitute for, or superior to, measures of financial performance in accordance with GAAP. A reconciliation of Adjusted EBITDA to net income, its corresponding GAAP measure, is shown in the Company's earnings press releases.

Mama's Creations Overview

Our Objective: To become the leading national “one-stop-shop” solution for high quality fresh, clean and easy to prepare foods

- Consumer Preferences are Changing:** Shoppers increasingly prefer ready to eat, prepared food options at grocery and convenience stores with a focus on cleaner, protein-forward items with simple ingredients
- Family of Brands:** Growing variety of products geared towards today's consumer demands, serving several client needs under a single roof
- Platform Company Model:** Recent acquisition of Crown adds ~\$56M of incremental annual revenue to MAMA, with ongoing search program to acquire complementary, accretive near-in food product companies
- Ongoing Product Innovation:** Vertical integration creates a platform to efficiently develop, market test and launch new products nationally
- Robust Commodities Strategy:** In-house chicken trimming capabilities + commodities contracts + post-M&A bulk buys blunts macro pressure
- Targeted Growth Strategy:** Focused on synergy realization and cross selling, goal of being in every part of the deli counter (proteins, salads, grains, etc.) with significantly more SKUs per store



NASDAQ: MAMA

Share Price ¹	\$12.81
Market Cap ¹	\$521M
Q3 FY26 Revenues ²	\$47.3M
Q3 FY26 Gross Margin ²	23.6%
Q3 FY26 Net Income ²	\$0.5M
Q3 FY26 Adj. EBITDA ²	\$3.8M
Revenue Run Rate (Crown 1 Pro-Forma) ³	~\$200M
Shares Outstanding	40.7M

Tier-1 Distribution Partnerships



1) As of January 5, 2026

2) Q3 FY26 ended October 31, 2025

3) Revenue run rate, approximate, post Crown 1

NASDAQ: MAMA | 3

Macro Trends: The Rise of Fresh Food



Grocers investing in grab-n-go food offerings are emerging as a quick service restaurant alternative

- Consumers are increasingly time and budget constrained, with grocery deli sections expanding to become shoppers' meal of choice
- Cost of food away from home at restaurants is rising faster than overall inflation, pushing consumers toward deli fresh alternatives

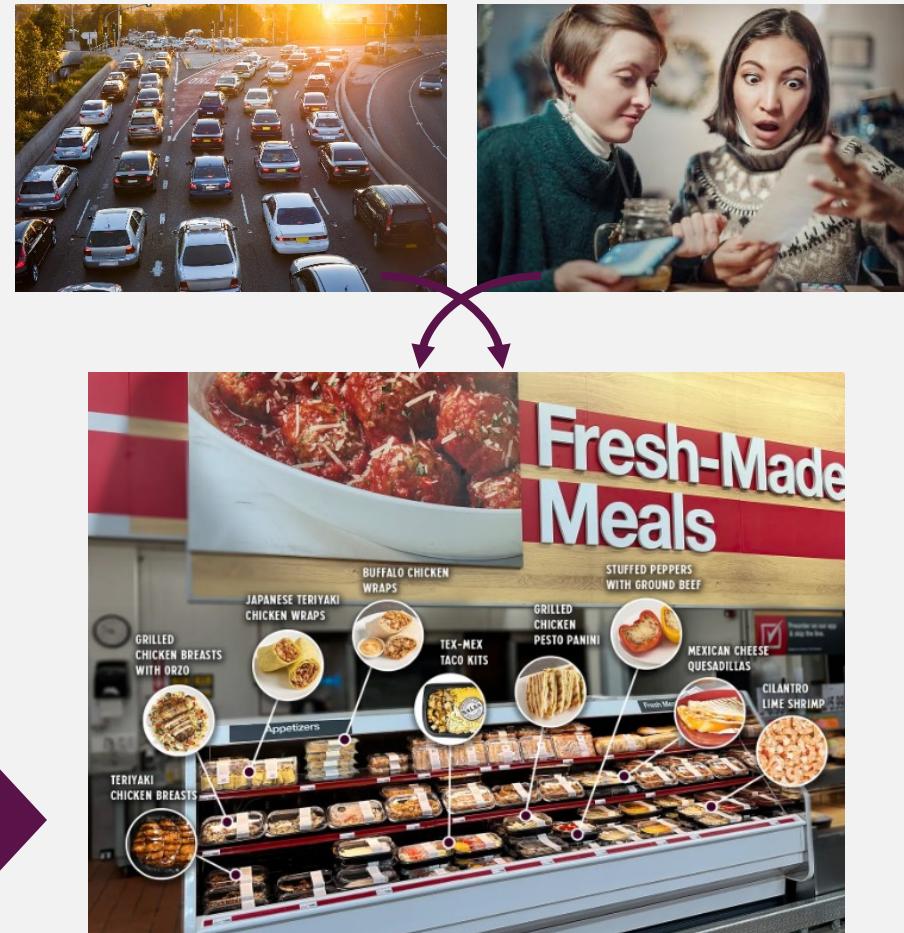
LTM Ended 7/31/25 Consumer Price Index Inflation¹

- Food at home inflation: 2.2%
- Food away from home: 3.9%
- All inflation: 2.5%

- Grocers are capitalizing on the opportunity by investing heavily in attractive deli displays, but need prepared food options that maximize their limited labor force

Mama's Creations is at the intersection of this trend:

- Offering affordable restaurant GRANDMA-quality food
- Drives incremental trips & larger baskets for grocers with minimal on-site preparation required



The Mama's Creations Origin Story

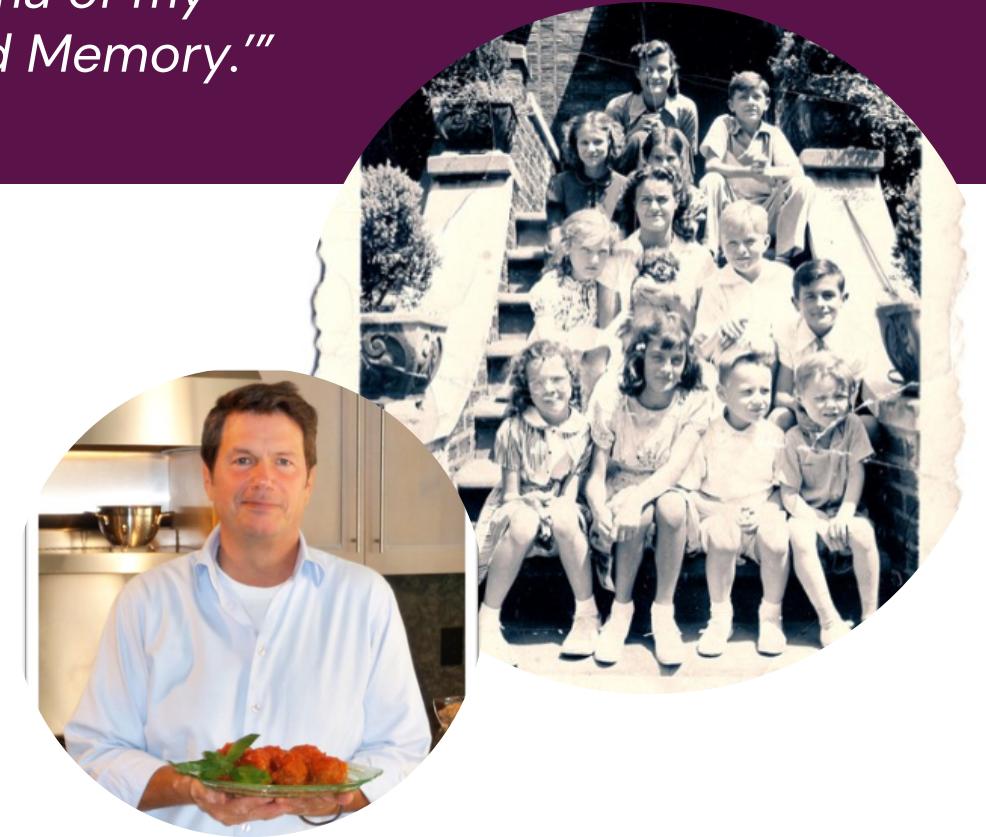
Building upon MamaMancini's strong legacy in Italian-inspired foods

"Every Sunday I would wake to the amazing aroma of my Grandmother frying meatballs. I call this a 'Scented Memory.'"

In 1921, Daniel Mancini's grandmother Anna Mancini made her way to America through Ellis Island with his grandfather, Nicola Mancini. They settled in Bay Ridge, Brooklyn and raised five children. Shortly after Daniel Mancini was born, he was in the kitchen cooking alongside his grandmother. None of the recipes were written down, just stored in her heart.

"I chose my Grandmothers Meatballs and Slow Cooked Italian Sauce as the first recipe we would bring to your table. We prepare this dish the exact way she did so many years ago. The meatballs are made from 100% beef, whole fresh eggs, Romano cheese, onion, parsley, a pinch of salt and pepper and the exact amount of bread crumbs. They are formed by hand just like Anna did and lightly browned. This is the only way to prepare authentic old world meatballs and sauce. Gently stirring every 20 minutes guarantees perfect meatballs every time. There are no shortcuts."

- Daniel Mancini



Experienced Management Team



Adam Michaels
*Chairman &
Chief Executive Officer*

Adam is a seasoned industry executive with nearly two decades of industry expertise, having most recently served with Mondelez International, a multinational food and beverage company with operations in over 150 countries. Previously he worked at Booz & Company as a management consultant specializing in the food & beverage sector. He holds a B.S.E. in Bioengineering from University of Pennsylvania & MBA from Columbia Business School.



Anthony Gruber
Chief Financial Officer

Anthony Gruber is a financial executive with significant experience leading and optimizing finance organizations in the consumer products arena. Previously, Anthony served as CFO of De'Longhi America, Inc. Anthony also served as VP Finance and CFO of Richemont North America, Inc., the NA subsidiary of the Swiss-based luxury goods company. Anthony began his career in public accounting, including Ernst & Young. Mr. Gruber earned a BS in Accounting from the University of Bridgeport and is a Certified Public Accountant.



Lauren Sella
Chief Marketing Officer

Lauren Sella brings over 16 years of marketing experience and a proven track record of achievement in consumer-packaged goods. Prior to joining Mama's Creations, she was Chief Marketing Officer of Tate's Bake Shop – a Mondelēz-owned brand, having served over 14 years at Mondelēz International across several roles. Sella holds a Bachelor of Science in Economics and Applied Math from Brown University and an MBA in Marketing & Operations from the Wharton School of the University of Pennsylvania.



Skip Tappan
Chief Operating Officer

Skip brings over 30 years of operational experience to Mama's Creations. Prior to joining Mama's Creations, Skip served as Chief Supply Chain Officer at Gordon Food Service, North America's largest privately-owned food distributor, where he led end-to-end supply chain strategies. He also held leadership roles at Walmart, where he oversaw the Northeast Division's supply chain network, and at Campbell Soup Company, managing logistics for North America. Mr. Tappan holds a B.S. in Industrial Engineering from the University of South Florida.



Chris Darling
Chief Commercial Officer

Chris brings more than 20 years of senior leadership experience in the CPG, deli/prepared foods, and retail space, most recently as EVP of Sales and Brand Diversification for Boar's Head. Chris has held senior leadership positions across the grocery retailer landscape, including President of Lucky's Markets, Group Vice President at Albertsons, Director of Customer Strategy & Insights at Ahold and General Manager of Sales & Operations at HEB-Central Market. Chris holds a B.S. in Business Administration from the University of Central Florida.

Mama's Creations Strategic Platform

One-stop-shop Deli solution for Grocery, Mass, Club and Convenience store owners to procure high quality, fresh, clean prepared foods



Proteins



Salads



Pasta & Grains



Olives



Sandwiches



Soups



Pizzas



Sushi



Current Categories

Organic Expansion

Potential M&A

August 2025 Acquisition of Crown 1

Strategic Asset Deal with Sysco Foods to Expand Customer Base and Production Capabilities

- **Incremental Capabilities:** Crown 1 is a full-service manufacturer of grandma quality value-added proteins and ready-to-eat meals, with a 42K sq ft USDA-certified facility 10 miles from Farmingdale facility
- **Achieving Scale with Marquee Customers:** Revenue of \$56M in year ended 6/30/25 – **profitable**, and serving 'hard to break into' partners – brings MAMA to ~\$200M run rate
- **Cross-Selling Opportunities:** Complementing existing roster and opening new channels and cross selling opportunities for growth
- **Operational Efficiency :** Meaningful cost synergies and operational efficiency gains to distill "the MAMA way" into Crown's operations are expected to improve gross margin profile from teens to mid/upper 20% range in 12-18 months
- **Attractive Valuation:** \$17.5M all-cash deal, valued at ~0.3x FY25 revenue, financed through a private placement with existing institutional investors, further supported by \$27.4M credit facility with M&T Bank



\$56 Million Revenue
FY Ended June 30, 2025

Full Line of All-Natural Products

One stop shop for freshly prepared meals –
from our kitchen to yours – found in the deli

- **50+ distinct Italian-inspired protein products**, packaged in both retail & bulk packages (for supermarket or food service)
- **150+ chicken and salad products**
- **25+ olive and savory products**
- **Growing portfolio of international cuisine** with launch of Mama's Creations platform brand at IDDBA in June 2023



Research &
Development



Manufacturing
& Packaging



Distribution

In-House Capabilities for the Entire Product Lifecycle



IDDBA 2025: Product Launches

Expanded offerings across product lines

- New SKUs Help Retailers Expand Fresh Prepared Foods Variety with Clean, High-Quality, and Easy to Prepare Turnkey Options Across the Deli Spectrum
- Launched products included:
 - Mama's Creations Roasted Chicken Strips;
 - Mama's Creations Chicken Stuffed Meatballs;
 - Mama's Creations Roasted Vegetables Lineup;
 - Expanded International Flavors Lineup; ranging from Korean Beef BBQ Meatballs to Teriyaki Chicken and Fried Rice

Mama's Creations
invited to be featured on

WHAT'S
IN STORE
Live!

IDDBA's immersive deli
experience – highlighting
the real-world
applications of MAMA's
versatile products



IDDBA 2024 Launches

IDDBA | 2024
Houston

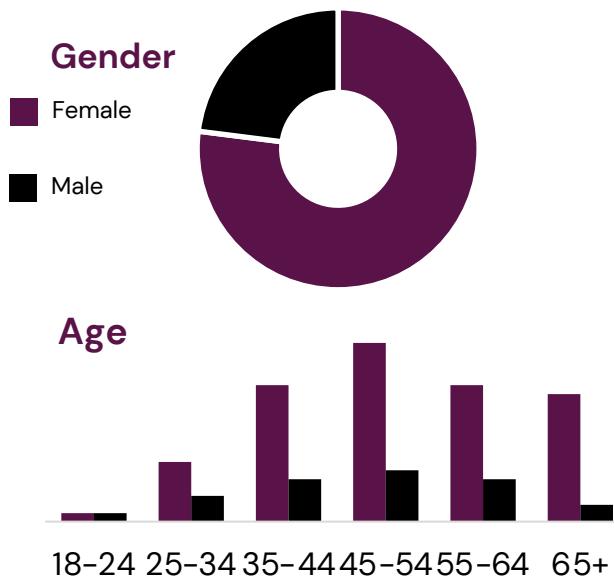


- Incremental offerings expand into new white spaces (Breakfast, Entertaining & On-the-Go Snacking), while concurrently introducing new ethnic flavors
- Launched products included:
 - Mama's Creations heat & eat Breakfast Wraps;
 - Mama's Creations vacuum packed Grilled Chicken Breasts;
 - Mini Meatball Entertaining Trios retail sleeves;
 - Mama Mancini's three new flavors of Grab-and-Go Gourmet Paninis including Meatball Parmesan, Chicken Parmesan and Nashville Hot

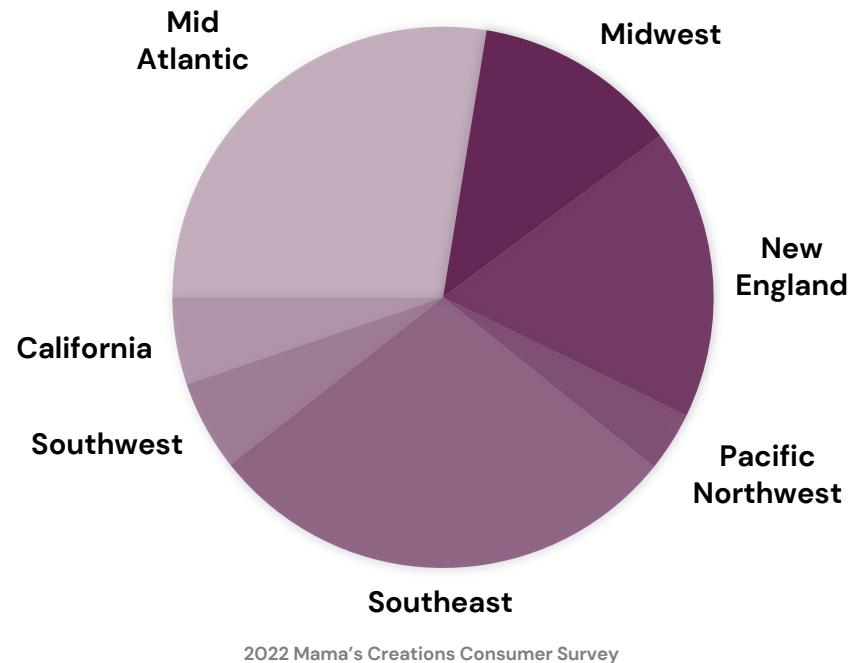
Broad Consumer Demographic Reach



Mama's Creations is popular across all demographics, especially females age 45-54



Mama's Creations has an extensive reach across the United States



Consistently strong consumer satisfaction rankings

Consumers Satisfied with Ease of Preparation

95%

Consumers Satisfied with Product Quality

90%

2022 Mama's Creations Consumer Survey

Satisfied as shown above reflects both very satisfied and somewhat satisfied responses

Distribution & Sales Channels

- Products are primarily sold to supermarkets & mass-market retailers
- Mama's Creations products are found in over 12,000 stores nationally
- Focus on growing the number of products (SKUs) per store
 - Selling in new deli offerings into existing tier-1 distribution channels
 - Leveraging longstanding connections in a relationship-driven business to drive growth in established channels
- Strong Entry into C-Channel with Sheetz
 - Assortment and quality aligned with Sheetz food strategy



Client Case Study: Publix

Over the Last Decade, Sales to Publix Grew Over 900%

- Began 15 years ago with two retail pack SKUs in the meat department
 - In 2017, became exclusive meatball provider for top selling meatball sub
 - In 2018 gained distribution in the Deli with Grab & Go meatballs and sauce
 - In 2019 introduced pasta bowl kits for grab-n-go; currently 6 varieties
- Today every Publix carries at least 8 SKUs
- To this day, we are the only branded meal in Publix's grab-n-go section!



New Customers in FY2025



>10 Customers with
\$2M+ in Annual Sales in FY2025



Strategic Sales Initiatives



Sustainable Double Digit Revenue Growth

Increasing YoY revenues by double digit percentage in a sustainable, profitable and purposeful manner



Expand Average Items Per Existing Customer

Two item increase in same account AIC with a focus on opportunistic selling of line extensions through existing and new items



Major Account Acquisition & Balance Channel Mix

Strategic entry into Target and Kroger as well as expansion in C Store channel



Product Assortment

Establish product development cadence and process focused on expanded branded offerings and increasing branded market penetration



Set & Achieve Strategic Product Mix Targets

Targets balance of chicken portion demand with product development and sell-in that utilizes trim output

Product Launch, Marketing & Trade

Goal to double trade promotion investments in FY26



New Item Launch

Stick in their Mind (Awareness)

Retailer Consideration

- Trade Shows
- Awards
- Trade Ads
- Selling Tools

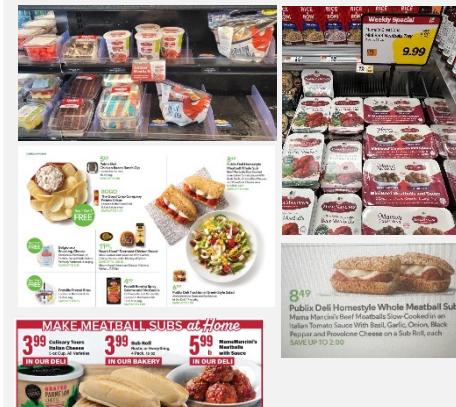


Get in their Cart (Action)



In Store

- Circulars
- POS
- In Store Displays
- Sampling

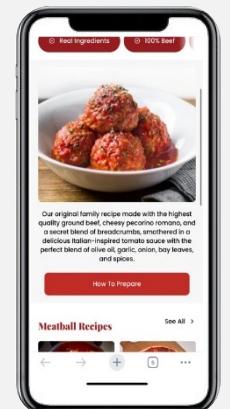


Win their Heart (Advocacy & Customer Retention)



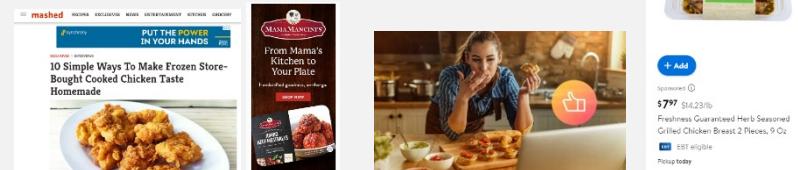
Post Purchase

- On Pack QR Code
- Email Marketing



Consumer Living Life

- Influencer Partnerships
- Digital/Social Ads
- Earned Media
- Product Placement



Consumer in Shopping Mindset

- Retail content & search
- Instacart campaign



Achieving Best-in-Class Facilities

Farmingdale, NY

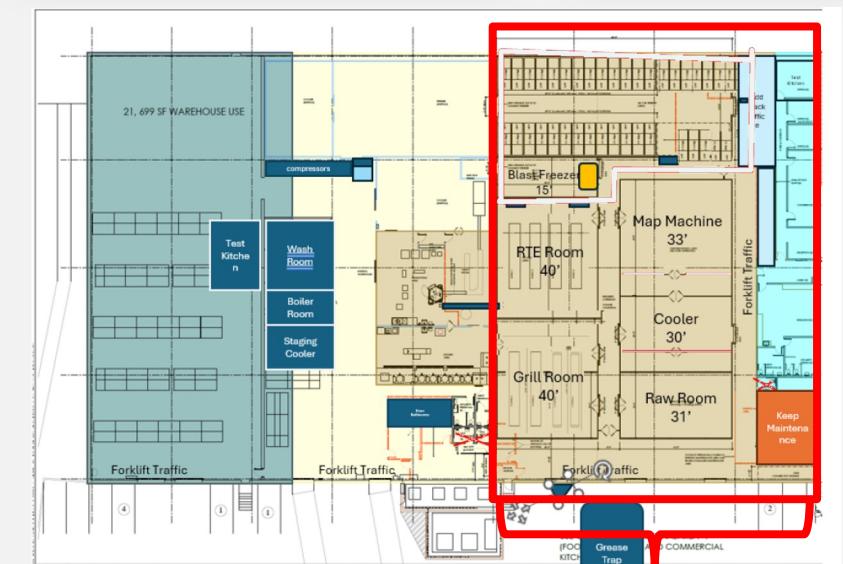
- Completion of summer 2024 construction doubles grilled chicken capacity and increases usable space by 10,000 sq. ft.
- First ever chicken contracts at attractive rates to provide greater visibility into future input pricing and reduces margin fluctuations
- Targeting to trim and tumble half of chicken production in-house by end of Q2
- Improving people and process capabilities (ex: staffing model to maximize throughput while minimizing overtime)
- Utilizing new demand vs. supply modeling tool to maximize grill throughput and customer delivery
- Disciplined performance management – KPI based, “balanced” scorecard

East Rutherford, NJ

- Lesson learned: Strategic investments in automation to start, stay, end on track via world class project mgmt. governance while minimizing operations impact:
 - Facility build-out
 - Slicing and dicing
 - Smart belt
 - Corporate Reliability
 - MAP technology
 - Pallet Wrapping
 - X-Ray
 - Opportunistic Buying
- Expanding existing 24K sq. ft. facility into adjacent space of our building to grow usable space by nearly 100% (+19,000 sq. ft.) with no expected impact on existing operations
- Executing full network analysis to optimize plant assets and customer sourcing / delivery. Expansion space, plus existing ER facility, will be optimized to enable overall network cost and service

Bay Shore, NY – August 2025 Crown 1 Acquisition

- 42,000-square-foot facility specializing in fresh food manufacturing, including ready-to-eat meals and raw value-added meat solutions using much of the same equipment as in Farmingdale
- Recent \$6M capital investment program prior to MAMA acquisition of Crown 1, complete with USDA cutting facility, combines automated processing as well as hand cut portion-controlled products as well as significant refrigeration and grill capacity to support growth of grilled chicken business



+19,000 sq. ft.

Top Priority: Margin, Margin & Then Margin

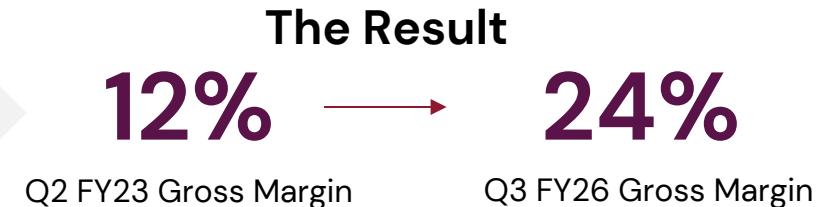


Start by Setting the Right Price with the Customer

- Start by Understanding Our True Costs
- Price Pack Architecture
- Competitive Shelf Price / Quality!
- Taking Price Often to Manage Commodity Risk

Then Managing Operational Costs

- Economies of Scale
- Purchasing / Logistics
- Dedicated Resources
- KPIs / Monthly Customer-Level Profitability
- Sales & Operations Planning
- Chicken Trimming In-House



Customer Level Profitability

Year-Over-Year CY 2024 vs 2023

↑ Albertsons	↑ Ahold Delhaize
↑ Aldi	↑ Costco
↑ BJ's	↑ Publix
↑ Shaw's	↑ Wakefern
↑ Schnuck's	↑ Weis
↑ Jewel	↑ Winn Dixie

Balancing Organic & Inorganic Growth



Vision of Mama's Creations as a national Deli Solutions company

- Serving the full demands of deli & fresh departments via our suite of brands as a "One Stop Shop"

Tremendous further distribution and velocity opportunities

- Under 20% penetrated today with upside to items carried
- Targeted programming will accelerate current velocities

Seeking accretive acquisitions of near-peer firms at attractive multiples with complementary capabilities to Company's existing network

- Goal of aggressive synergy realization and rapid integration of acquisitions leveraging existing distribution network to accelerate growth trajectory

Acquisition Case Study: Crown 1 Enterprises

Acquired Aug. 2025 for \$17.5 million (0.3x FY25 Revenue)

- Full-service food manufacturer that provides value-added meats and ready-to-eat meal solutions with \$56 million in TTM revenue
- State-of-the-art 42,000-square-foot facility specializing in fresh food Attractive customer base with hard to break into customers
- Immediate synergies to core business with opportunity to expand and accelerate SKU penetration with Crown 1's broad customer base



Our Family of Brands



Salads, Sandwiches & Wraps



Italian Inspired Foods



Olive Dishes



International Cuisine



Chef Inspirational Foods



Prepared Foods Sales Agent

Proteins & Value-Added Meals

Our 2030 Vision:

We are on Our Way to Become the Next \$1B Deli Provider



01

Legacy MamaMancini's

Founded upon the original Mancini meatball recipe, products offered nationwide.



02

Breadth & Depth of Distribution

MamaMancini's and T&L Creative Salads are still underpenetrated in existing sales channels, under-SKU'd in existing stores and have the potential to enter new channels.



03

Consumer-Driven Product Innovation

As we become even more consumer-focused, understand consumers' unmet Deli needs and innovate to address them.



04

Pursue Accretive, Near-In Acquisitions

Regularly identify and integrate major acquisitions in new categories, capitalizing on the highly fragmented nature of the fresh prepared foods space.



05

Becoming the One Stop Shop Deli Solution

The Company has the potential to achieve \$1B in sales through a combination of accretive acquisitions of near-in private companies and organic growth spurred by cross-selling and new product innovation.



Financial Highlights

- **History of profitability** and strong revenue growth; cash and equity to be used for potential M&A rather than to fund day-to-day operations
- **Post-Acquisition Integration:** Synergies and cost-optimization to structurally improve the margin profile of the Crown 1 acquisition from mid-teens percentage to mid-20% range
- **Gross Margin Growth:** Post-Crown margins sit in low-20% range, with expectation to expand to mid/high-20% range as synergies are realized
- **Methodically paying down debt** balance using cash flows from operations

(USD \$ in Millions)	Third Quarter Ended Oct 31, 2025	Fiscal Year Ended Jan 31, 2025	Fiscal Year Ended Jan 31, 2024
Revenue	\$47.3	\$123.3	\$103.3
Gross Profit Margin	23.6%	24.8%	29.3%
Net Income	\$0.5	\$3.7	\$6.5
Adj. EBITDA	\$3.8	\$10.1	\$11.7
(USD \$ in Millions)	Oct 31, 2025	Jan 31, 2025	Jan 31, 2024
Cash & Cash Equivalents	\$18.1	\$7.2	\$4.4
Debt (excl. leases)	\$6.4	\$5.1	\$9.3
Stockholder's Equity	\$49.6	\$24.9	\$12.5

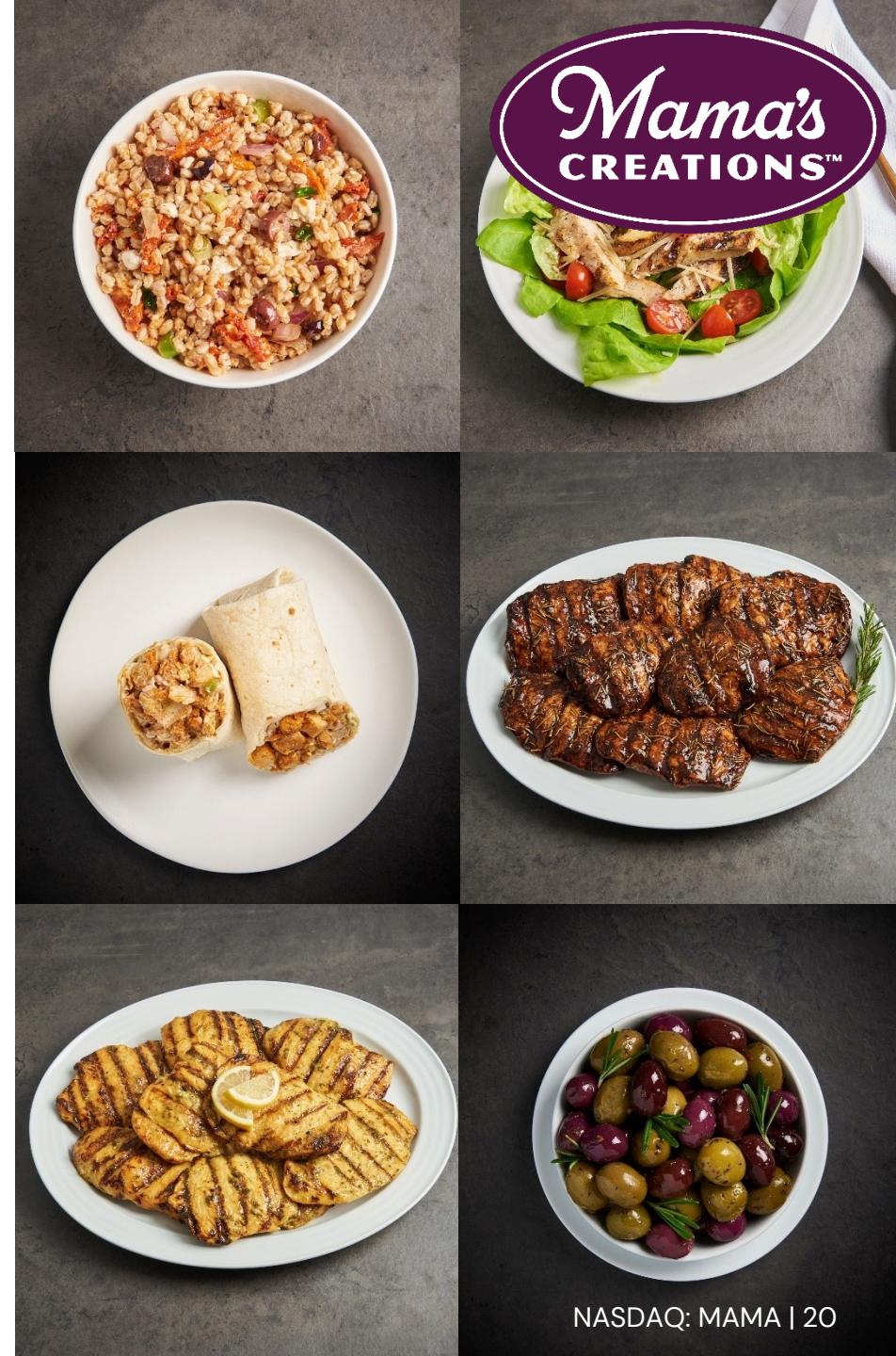
Strong Revenue Growth
(\$Millions)



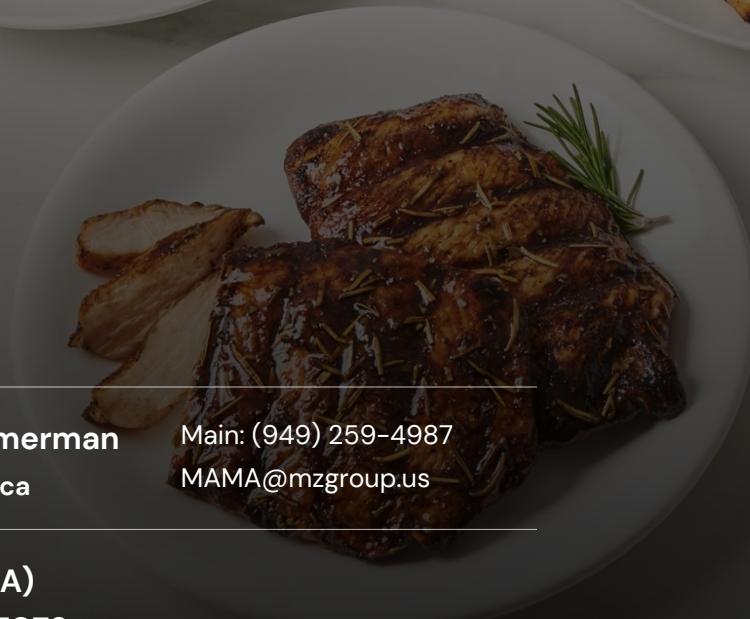
Key Takeaways

Our Objective: To become the leading national “one-stop-shop” solution for high quality, fresh, clean and easy to prepare foods

- **Consumer Preferences are Changing:** Shoppers increasingly prefer ready to eat, prepared food options at grocery and convenience stores
- **Family of Brands:** Growing variety of products geared towards today's consumer demands, serving several client needs under a single roof
- **Platform Company Model:** Recent acquisition of Crown adds ~\$56M of incremental annual revenue to MAMA, with ongoing search program to acquire complementary, accretive near-in food product companies
- **Ongoing Product Innovation:** Vertical integration creates a platform to efficiently develop, market test and launch new products nationally
- **Robust Commodities Strategy:** In-house chicken trimming capabilities + first-ever commodities contracts blunts macro & commodity pressure
- **Targeted Growth Strategy:** Focused on synergy realization and cross selling, goal of being in every part of the deli counter (proteins, salads, cheeses, etc.) with significantly more SKUs per store



Mama's CREATIONS™



Investor
Relations

Lucas A. Zimmerman
MZ North America

Main: (949) 259-4987
MAMA@mzgroup.us

Mama's Creations Inc. (NASDAQ: MAMA)
25 Branca Road, East Rutherford, NJ 07073
www.mamascreations.com

GAAP Net Income to Adj. EBITDA Reconciliation



	Three Months Ended		Fiscal Year Ended	
	Oct 31,		January 31,	
	2025	2024	2025	2024
Net income available to common stockholders	\$540	\$410	\$3,711	\$6,512
Depreciation	962	451	1,592	1,043
Amortization	481	388	1,571	1,110
Taxes	186	128	995	2,008
Interest, net	77	83	259	549
Stock-based compensation	533	280	1099	436
M&A related costs	1,014	-	-	-
Stock & Cash Settlement Agreement	-	-	900	-
Adjusted EBITDA (Non-GAAP)	\$3,793	\$1,740	\$10,127	\$11,658