



Equity Analysis Brain+

by Impala Nordic
25 June 2025



IMPALA NORDIC

1. Introduction	3
2. Investment case	4
3. 3. about CST and product	6
4. Product pipeline	9
5. Market	10
6. Care homes and sales pipeline	12
7. Business model and competition	13
8. Financial overview	14
9. Growth scenarios	15
10. Value drivers & risks	17
11. Management & board	18
12. Summary	20
13. Disclaimer.....	21

1. INTRODUCTION

- Brain+ A/S (“Brain+” or “the Company”) is a Danish life-science company pioneering digital solutions for improved dementia care, helping people affected by dementia live better lives. The Company is developing **Ayla, the world’s first dementia-care platform**. The Company has been listed on Nasdaq First North Copenhagen since 2021.
- The Company’s flagship product, Ayla – your CST Assistant, was launched in Denmark and the UK in H2 2024. It is a solution for effective and scalable delivery of **CST (Cognitive Stimulation Therapy)**, a proven and recommended non-drug dementia therapy used to exercise and preserve cognitive abilities, including memory, language skills, problem-solving, orientation and social interaction.
- Brain+’s platform removes the preparation burden typically associated with Cognitive Stimulation Therapy (CST) and **empowers care teams to deliver best-in-class dementia care with ease**. Traditionally, preparing CST sessions can take over 20 hours, making them difficult to schedule and sustain.
- Ayla simplifies and standardises delivery, enabling staff to run sessions confidently and consistently. This not only improves access to CST but also **enhances clinical efficacy** by ensuring fidelity to evidence-based methods. Built-in outcome tracking tools allow teams to monitor progress and demonstrate measurable benefits for those living with dementia, supporting continuous improvement and accountability in dementia care.
- The Company is **focused on the UK dementia care market** as its first commercial objective, where CST is recognized by health authorities as a treatment for patients with mild to moderate dementia. Brain+ estimates the market potential for Ayla in the UK at approximately £70 million.
- The Company is currently targeting private UK care homes and focused on converting its existing sales pipeline, with contracts already signed with three care homes. For 2025, the Company has guided for cash flow from sales of DKK 3.6–3.8 million and a net loss of DKK 8–9 million.
- To operate at maximum efficiency, **the Company in early 2025 cut operating expenses (OPEX) by 35 %**, with full effect from mid-2025. As a result, its funding requirement has decreased significantly. With its current cash position and based on expected accelerated sales pipeline conversion and outlook, the Company expects to reach operational cash flow break-even by mid-2026.
- The Company has recently **secured DKK 5.9 million in gross proceeds from a 100% covered TO 5 warrants transaction**. The Company assesses that this funding will be sufficient into Q3 2026 and to reach break-even.

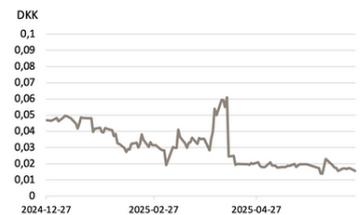
Company overview

Ticker BRAINP
List First North Copenhagen
Stock price 0,015 DKK
Amount of shares 652 720 007
Market cap 11 DKK
CEO..... Devika Wood

Main shareholders

Capital	Shareholder
> 15 %	John Haurum
> 5 %	Leif Tomasson
> 8,5 %	Board and management

Share price



Analyst

Vilhelm Ruhr
vilhelm@impalanordic.se



2. INVESTMENT CASE

Guidance indicates high growth

For 2025, the Company expects cash flow from sales in the range of DKK 3.6–3.8 million, laying the groundwork for operational cash-flow break-even by mid-2026. This is primarily based on a current UK sales pipeline currently representing a potential of DKK 4.6 million (€ 620 million) in contract value. Compared with reported revenue of DKK 0.2 million in 2024, this represents significant growth. Brain+'s focus is on building a scalable UK commercial business around the Ayla dementia-care platform. The plan is to raise awareness of the unique offerings and potential of Ayla, deepen customer engagement, and gain traction across both the public and private dementia-care sectors, with a primary emphasis on the private sector.

SaaS-platform offers scalability

Brain+ is developing a SaaS platform designed to generate scalable profits for the Company. The first platform product has been commercialised, and the potential scalability of this business model is substantial, as costs consist almost exclusively of staff expenses. It operates as a competitively priced, high-volume SaaS offering, complemented by add-on sales to train care-home staff in the delivery of CST. As such, we believe it is possible to achieve gross margins >95 %, providing a strong foundation for significant scalability.

Pressured valuation

As of June 2025, Brain+'s market cap stood at approximately DKK 11 million, down about 80 % from its mid-2024 peak, yet the company's pipeline of UK sales contracts now exceeds €620 000 in potential revenue and recent multi-year deals with Park Homes UK demonstrate early commercial traction; if Brain+ executes its sales pipeline and breaks even on operating costs, the share price could appreciate substantially. In our view, it is also worth noting that the financial risk has been significantly reduced after the successful warrants transaction.

I believe it relevant to mention here that with the outcome of the TO5 warrant exercise, the main risk of funding outlook has been significantly reduced which should relieve pressure on valuation. What to you think?

100 % guaranteed warrants will secure 5,9 million DKK

In connection with the rights issue earlier this year, 440 179 522 TO 5 warrants were issued. The Company succeeded in getting the TO5 warrants 100% covered via pre-subscription and guarantee commitments. The final outcome of the warrant exercise period, running from 3-17 June 2025, was recently announced, showing a subscription rate of roughly 85 %, meaning that only 15 % of commitments from guarantors were exercised. Since the warrants were subscribed by 100 %, Brain+ will receive about DKK 5.9 million before transaction costs.

Lowered OPEX secures extended runway

As a result of delayed revenue generation, the Company decided to restructure and reduce operating expenses by 35 % in connection with the rights issue announced in January 2025. This restructuring, which will take full effect from mid-2025, will significantly extend the Company's cash runway. The Company has guided for a net loss of DKK 8–9 million in 2025, and the funding from the TO 5 warrants are expected to be sufficient into Q3 2026, and until operational cash flow break-even by mid-2026.

New CEO strengthens the presence in the UK

Brain+ has appointed Devika Wood—formerly Chief Commercial Officer—as its new CEO. With 13 years of experience in the healthcare sector and a proven track record of commercializing health-tech businesses, Devika is also an award-winning executive recognized on Forbes 30 Under 30. Based in the UK, her appointment is a strategic move to strengthen the Company's presence in its core market, UK care homes. Following this leadership change, founder and former CEO Kim-Baden Kristensen will remain a major shareholder and serve as an advisor to Brain+.

Risks

Unprofitable

Brain+ has historically, and remains unprofitable, and without positive cash flow it must repeatedly raise capital, whether through dilutive equity issuances or expensive debt, exposing it to potential insolvency if financing dries up. These frequent funding rounds also dilute existing shareholders' stakes, and as an unprofitable microcap, the Company's financing options are severely constrained. Since the current outstanding warrants are secured to 100 %, we don't view the financing as a short-term risk.

Challenges with delivering on guidance

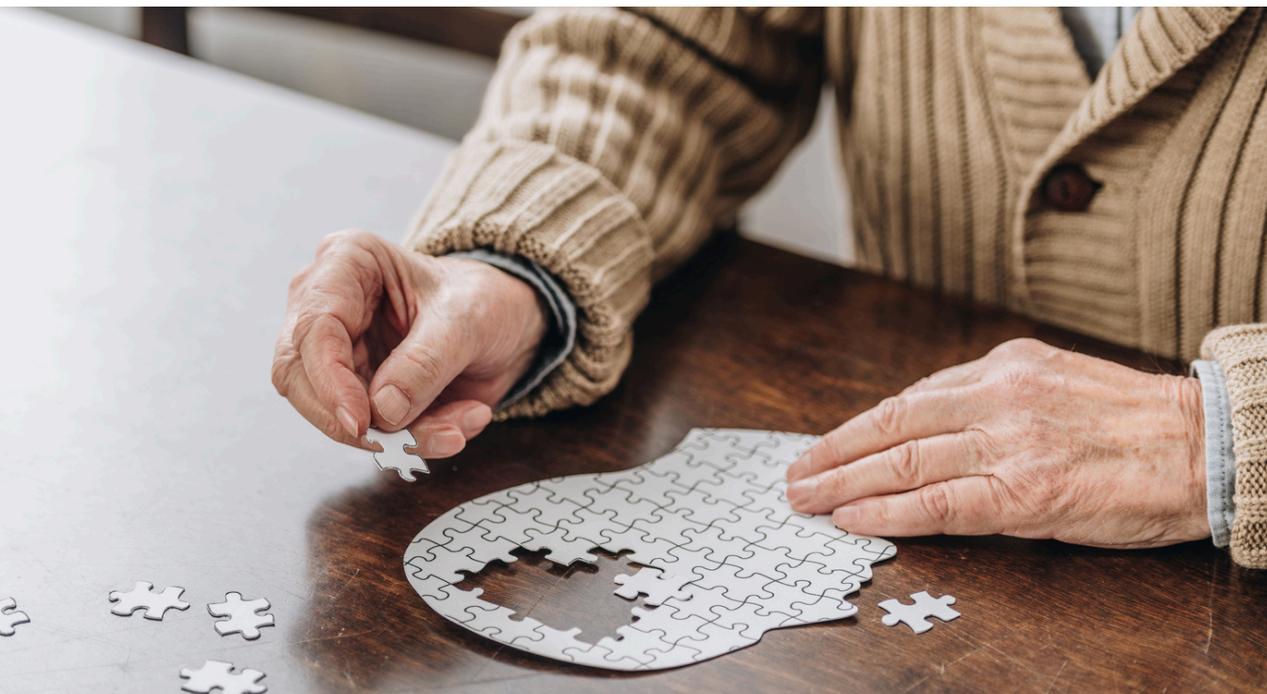
The Company has provided guidance for 2025, under which Brain+ expects cash flow from sales of DKK 3.6–3.8 million and anticipates operational break-even by mid-2026. Since the Company has not generated substantial revenue to date and is not yet established in the UK market, we see uncertainty about its ability to achieve these targets.

Competition

While digital health markets are competitive, Brain+'s Ayla platform is uniquely positioned for long-term defensibility. The company has developed a comprehensive IP strategy that includes registered design protections (EU, UK, Japan, US pending), copyright over proprietary content, and trade secrets covering therapist workflows and content logic.

In addition, Brain+ is pursuing patentable opportunities related to structured therapy protocols and potential combination therapies, further enhancing its IP moat. Importantly, Ayla's UKCA medical device classification, clinical validation, and strong partnerships with CST key opinion leaders (KOLs) make it not just difficult to replicate, but harder to gain trust and regulatory traction in the same space.

The business model is focused on total market capture within the care home sector, creating high switching costs through integration, staff training, and outcome tracking. By offering a simplified, standardised solution with proven clinical outcomes, Brain+ builds long-term relationships with care providers and positions Ayla as the default standard for digital CST delivery, a position that is not easily displaced by latecomers or generic alternatives.



About CST

Cognitive Stimulation Therapy (CST) was developed by a team from University College of London in the early 2000s by reviewing existing cognitive interventions such as reality orientation and synthesizing best practices into a replicable group program with an accompanying training manual. CST is recommended for delivery in 14 sessions in a 7-week programme to small groups of people with mild to moderate dementia. For optimal efficacy, each session should follow a structured format: warm-up, themed cognitive activities aimed at stimulating memory, language, executive functioning and social engagement.

CST is a proven, highly cost-effective non-drug dementia therapy recommended for global implementation by the World Alzheimer’s Association and the only non-drug therapy endorsed by UK health authorities. Its primary goal is to exercise and preserve cognitive abilities, including memory, language skills, problem-solving, orientation and social interaction. Traditional CST relies on analogue methods, whereas Brain+ has developed a digital version.

In clinical studies, CST has demonstrated statistically significant improvements in global cognition, and quality of life. Apart from drug alternatives, the CST-treated patients suffer no side-effects, emphasizing the advantages with CST.

Product – Ayla

Ayla is Brain+’s digital dementia care platform that digitises Cognitive Stimulation Therapy (CST), making evidence-based dementia care more accessible, consistent, and scalable. The platform delivers customizable, expert-validated CST through an intuitive digital interface that supports the standardised delivery of high-quality cognitive therapy across care settings.

In the UK, Ayla is classified as Medical Device Software, meeting stringent regulatory standards for clinical safety and performance. It includes built-in training for care staff, enabling teams to deliver CST confidently and with minimal preparation time, typically less than one day.

Ayla also supports services in evidencing positive outcomes for residents, including improvements in cognition, communication, and quality of life. Through automated outcome tracking and session reporting, Ayla aligns directly with the CQC’s Single Assessment Framework, helping providers demonstrate delivery of person-centred, safe, and effective care in preparation for inspections.

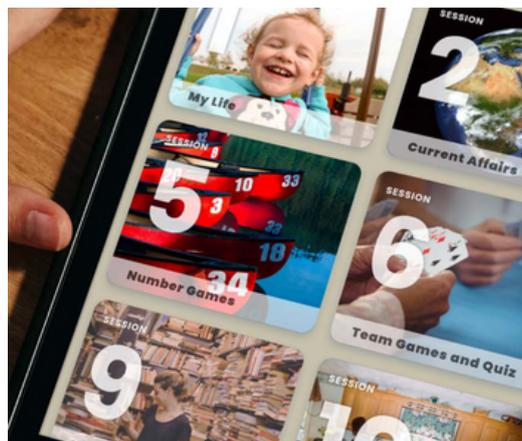


Figure 1 and 2: Graphic of the Company’s software – Ayla

3. ABOUT CST AND THE PRODUCT – AYL A

Same benefits as analogue CST – but easier

Ayla has demonstrated that it delivers the same benefits as analogue CST while reducing preparation time, ensuring compliance in delivery and enabling faster, more scalable adoption of the therapy to benefit people living with dementia. Below are examples of Ayla’s product interface. Each numbered activity corresponds to a different CST session, with over 200 sub activities in total.

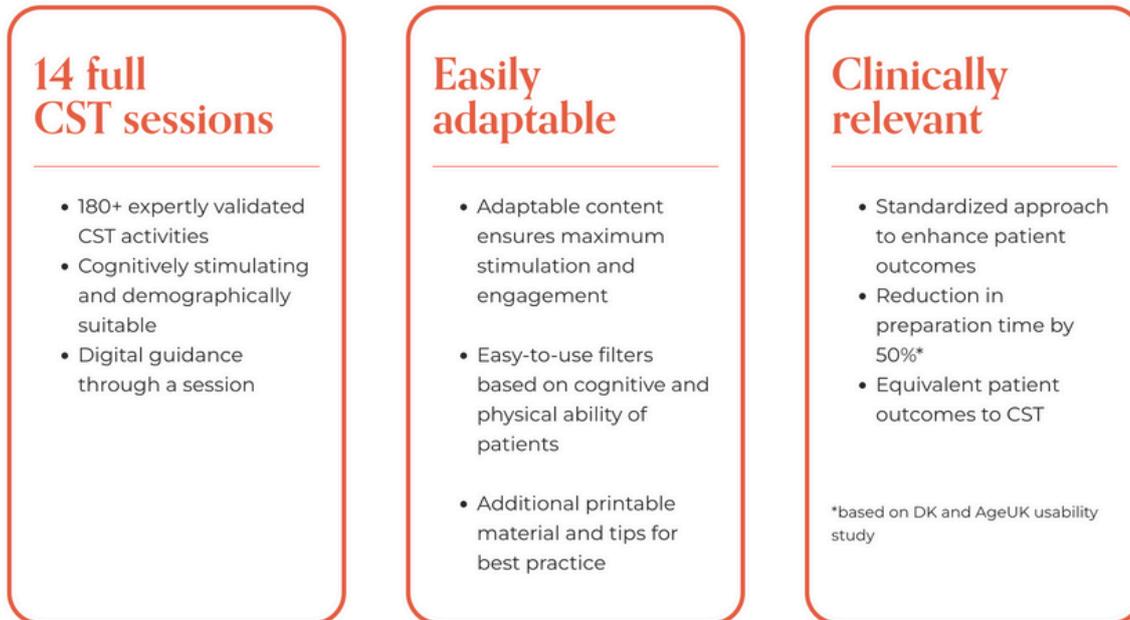


Figure 3: Ayla explained and the product’s advantages

Class 1 medical device software certification

Ayla is certified as Class 1 medical device software, the lowest-risk category under most regulatory regimes (for example, the US FDA and the EU MDR). Class 1 covers devices—including standalone software—whose failure or malfunction poses minimal risk of harm to users or patients. Typical examples include simple data management tools, wellness apps, or software that only displays or transmits patient data without driving clinical decisions.

Clinical evidence that supports CST

In a single-blinded, multi-centre randomized controlled trial “Efficacy of an evidence-based cognitive stimulation therapy programme for people with dementia: randomised controlled trial”, published in the British Journal of Psychiatry already in 2003, the benefits of CST were shown. 201 older adults with mild to moderate dementia were enrolled to evaluate the benefits of a 14-session Cognitive Stimulation Therapy (CST) programme delivered over seven weeks, compared to usual care.[1]

The CST group demonstrated statistically significant improvements in global cognition, measured by the Mini-Mental State Examination ($p = 0.044$) and the Alzheimer’s Disease Assessment Scale–Cognition ($p = 0.014$)—and in dementia-specific quality of life ($p = 0.028$). The result in the trial suggests that CST groups may have worthwhile benefits for many people with dementia.

P-value explained

A p-value is a way of measuring how likely it is that the differences we see between two groups happened just by random chance. In this CST trial:

- For the MMSE score, $p = 0.044$ means there’s a 4.4% chance that the improvement seen in the CST group (versus usual care) could have occurred even if CST had no real effect.
- For the ADAS-Cog score, $p = 0.014$ means there’s only a 1.4% chance the observed benefit was just random noise.
- For the quality-of-life measure, $p = 0.028$ corresponds to a 2.8% chance of a fluke result.

Researchers usually pick a “cut-off” of 5% ($p = 0.05$) as their significance level. If the p-value is below 5%, the result is seen as statistically significant, meaning it’s unlikely to be due to chance.

The advantages of CST has also been shown in more recent trials

Furthermore, recently publications, such as two studies published in May 2025 reinforce the benefits of Cognitive Stimulation Therapy. A randomized controlled trial in Aging & Mental Health showed CST significantly reduced apathy, anxiety, and loneliness while improving activities of daily living in people with Alzheimer’s disease.[2] A systematic review confirmed the value of non-pharmacological interventions like CST for enhancing quality of life in dementia care.[3]



[1] “Efficacy of an evidence-based cognitive stimulation therapy programme for people with dementia: randomised controlled trial”

[2] “The effect of cognitive stimulation therapy (CST) on apathy, loneliness, anxiety and activities of daily living in older people with Alzheimer’s disease: randomized control study”

[3] “Systematic review of the efficacy of pharmacological and non-pharmacological interventions for improving quality of life of people with dementia”

Product pipeline

Due to limited access to financing and a tight spending budget, the R&D activities related to new platform products are currently on hold while all remaining resources are allocated to Ayla – your CST Assistant and directly sales supportive activities. Although, the Company has previously announced what products that are being developed. We have listed them below.

Ayla – your CST Home Companion

This product will support people with dementia from home, based on the principles of CST. Initially, the product will be offered to accompany people with dementia, who are enrolled in a CST group programme, giving access to supportive material while tracking measures of the users' cognitive wellbeing through the standard 7-weeks of group CST therapy. After the group therapy ends, people with dementia can continue using Ayla – your Home Companion, which will then serve as an ongoing home support tool, while also monitoring the user's wellbeing and feeding this useful information back to healthcare systems.

Ayla – your Virtual CST Assistant

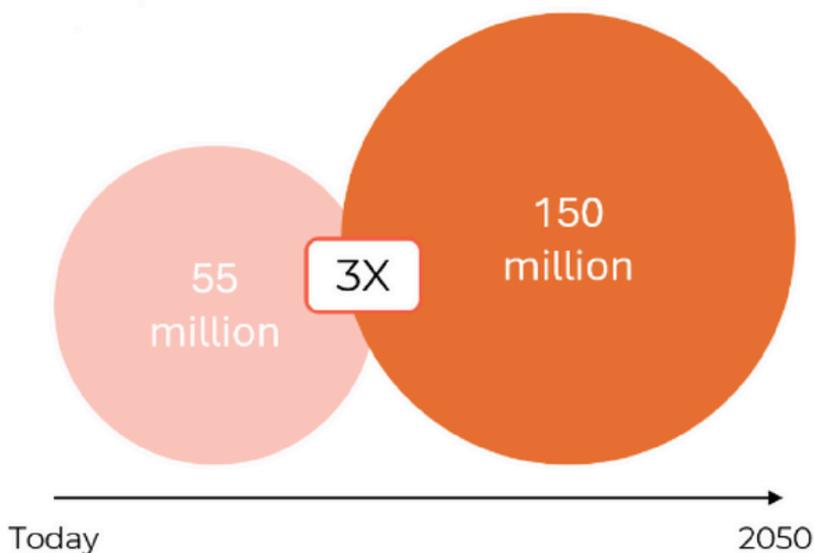
This product will be a virtual adaptation of Ayla – your CST Assistant, which will be made available together with a protocol for how to deliver successful virtual CST to a group of people with dementia. Virtual delivery will significantly expand the reach to patient segments currently not accessible to in-clinic group CST due to medical, geographical or preferential reasons, while lowering the threshold for new sites, and existing sites wishing to scale their CST offering by reducing logistic barriers and footprint in clinics.

Ayla – your CST Planner

The product is a service package for healthcare providers of CST. The intention with this product is to offer an easily accessible software tool to streamline booking, planning and delivery of CST programs; currently a major undertaking in resource-constrained organizations. Data from the Ayla platform of products will be captured in the Brain+ Data & Analytics backend to provide data feedback loops at multiple stages on the patient pathway, offering patients at home feedback on progress, therapist and specialists information about patient progress, and program managers insights on the performance of their dementia management offerings.

Expected increase of patients suffering from dementia

Due to the rapidly increasing number and proportion of older adults worldwide—along with declining fertility and rising life expectancy—more people are entering high-risk age brackets for dementia. Combined with factors such as obesity, diabetes, hypertension and social isolation, these trends raise the risk of developing dementia. As a result, the number of people living with dementia is expected to nearly triple by 2050.

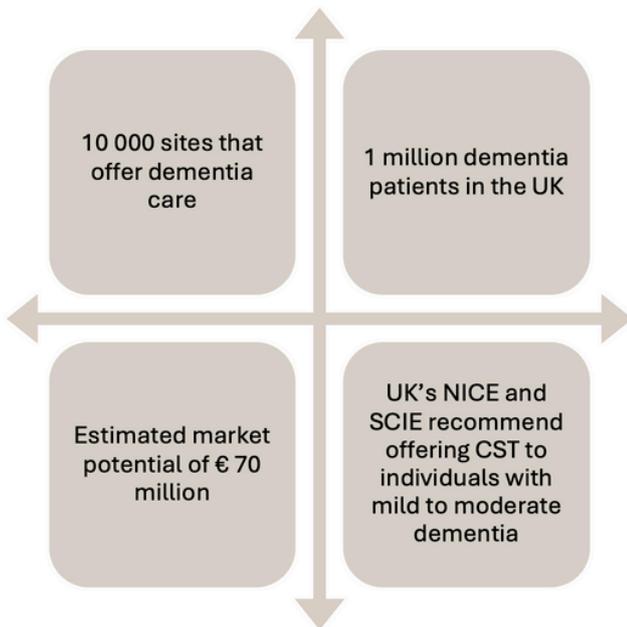


Aiming for the UK-market

Dementia is a major global healthcare challenge: cases are projected to nearly triple—from 55 million today to 150 million by 2050. In 2006, the UK’s National Institute for Health and Care Excellence (NICE) and the Social Care Institute for Excellence (SCIE) recommended offering CST to individuals with mild-to-moderate dementia, which underpins Brain+’s strategic focus on the UK market.

Market potential of € 70 million

There are about 16 000 care-home sites in the UK, approximately 10 000 of which offer dementia care. The mid to long term market potential for the Ayla dementia-care platform in the UK has been estimated at €70 million in annual recurring revenue (ARR). With nearly one million people living with dementia in the UK, this market represents a significant opportunity.



Ayla - the first CST-based medical device in the UK

In 2024, Brain+ completed development of its first Ayla product in both Danish and English, enabling effective, scalable delivery of group-based Cognitive Stimulation Therapy (CST). This milestone included obtaining medical device software certification in the UK—making Ayla the first CST-based medical device in the country supported by clinical benefit claims—and was crucial to unlocking the UK market. Given CST’s endorsement by the UK National Institute for Health and Care Excellence and its wide recognition by the medical community, achieving commercial success in the UK remains Brain+’s top strategic priority.

Key segments

Following Ayla’s UK launch in October 2024, Brain+ has focused its go-to-market strategy on two key segments: private care homes and NHS memory services. Both segments have shown strong interest, with multiple customer leads contributing to a steadily growing sales pipeline.

The global market for CST

As the global burden of dementia continues to soar—with over 55 million people living with the condition in 2023 and projections exceeding 150 million by 2050—the demand for non-pharmacological interventions like Cognitive Stimulation Therapy (CST) is expanding beyond traditional UK and European markets. In regions where healthcare resources are strained, CST offers a low-risk, group-based approach that can be delivered in community centres, long-term care facilities or even virtually, addressing both cognitive decline and social isolation.

According to Market Research Future^[4], the Cognitive Training Tools segment was estimated to be worth USD 3 billion in 2023, underscoring the importance of mental stimulation and exercises to help maintain cognitive function in people with dementia.

The dementia care market

For people with mild to moderate dementia, “standard of care” typically involves a combination of medications, supportive therapies, and practical services aimed at slowing symptom progression, maintaining independence, and maximizing quality of life. Below are the main components:

Medications

Cholinesterase Inhibitors

Drugs such as donepezil, rivastigmine, and galantamine are often prescribed first. They work by boosting levels of a brain chemical (acetylcholine) involved in memory and thinking. Clinical trials show that, for many people, these medications can temporarily stabilize or modestly improve cognition and daily functioning.

Memantine

For those in the moderate stage, memantine may be added (or used instead if cholinesterase inhibitors aren’t tolerated). Memantine targets glutamate pathways in the brain and can help with thinking and daily tasks. In some regions, clinicians may start memantine once cognitive scores fall into a certain range or if behavioral symptoms emerge that are not managed by cholinesterase inhibitors alone.

Non-Pharmacologic Interventions

Cognitive Stimulation Therapy (CST)

This is the field that Brain+ is in, and we describe it on page 6.

Cognitive Rehabilitation or Remediation

Tailored, one-on-one activities with an occupational therapist or neuropsychologist help individuals set personal goals—like managing a daily routine—and practice strategies (e.g., using reminder tools or breaking tasks into steps).

Behavioral and Environmental Strategies

Occupational therapists or behavioral specialists work with families to find simple ways to prevent confusion (for instance, using clear signage at home, establishing consistent routines, or simplifying choices at mealtimes). This helps reduce agitation, wandering, or frustration.

Education and Training

Family members often receive guidance on communication techniques (e.g., speaking slowly, using simple sentences) and how to handle challenging behaviors (such as sundowning or resistance to bathing).

Counseling and Support Groups

Both people living with dementia and their caregivers benefits from peer support: sharing experiences can reduce isolation and lead to practical tips for handling everyday challenges.

[4] <https://www.marketresearchfuture.com/reports/dementia-care-product-market-32344?>

6. CARE HOMES AND SALES PIPELINE

Sales pipeline

The 2025 sales target is to reach cash flow from sales of between DKK 3.6-3.8 million, and the pipeline today stands at €620 000, with first contract recently reported in the market. Brain+'s primary UK sales target segment amounts to approximately 10,000 private dementia care homes and NHS memory service units.

In the past two months, Brain+ has signed three sales contracts with private UK care home groups. The contracts cover initially 2-5 care home sites and with a substantial uplift to offer Ayla access to all care homes in each of the groups.

Southcare Homes Group

Brain+ inaugural UK care-home contract was signed with Southcare Homes Group in late March 2025 –covering access to Ayla at two of Southcare's five residential and nursing sites (Lime Tree House and Grasmere).



Contract details

The 12-month agreement includes provision of the Ayla platform to support structured CST sessions; accredited CST training for selected caregivers (and one resident family member); and evaluation of impact on residents and staff. The exact contract value remains undisclosed.

As Southcare becomes the first UK home group to adopt Ayla, the partnership paves the way for broader roll-out across all five of its sites. Southcare Homes Group is a family-run operator of five residential and nursing care sites in Surrey and Sussex, known for its commitment to best-practice dementia care.

Karim Nanji, Managing Director of Southcare Homes Group, praised the move as “an innovative way to improve the lives of our residents” through digital CST integration.

Park Homes UK Group

Brain+'s second UK customer agreement was with Park Homes UK Group, operating 21 care homes across England and Scotland – to deploy its Ayla assistant in four of the group's homes as part of an implementation and evaluation program. Initially, Ayla will be deployed in 4 care homes with 12 care staff trained in Ayla-assisted CST



Financial terms – Potential value of DKK 310 000

The initial contract is worth approximately DKK 68 000, covering annual Ayla licenses and staff training in the four homes. Pending a positive evaluation, the agreement may be extended in Q3 2025 to all 21 homes, unlocking a total potential value of ~ DKK 310 000.

Majesticare

Brain+'s latest entered Ayla-agreement is with Majesticare, a leading UK residential, nursing and dementia-care provider, to deploy its digital Cognitive Stimulation Therapy platform, Ayla – your CST Assistant, across Majesticare's homes as part of their non-pharmacological dementia-care services. The phased launch begins at one Majesticare home with eight staff members trained in Cognitive Stimulation Therapy via the Ayla platform.



Financial terms – Potential value of DKK 442 000

Initial secured cash flow from three UK agreements (including Majesticare) totals DKK 120 000, covering introduction of Ayla and staff training in a subset of homes over 2-3 months. Pending successful evaluation, Brain+ intends to roll out Ayla to all 30 care homes under these agreements, representing an additional potential uplift of ~ DKK 322 000 in July-August 2025

This is Brain+'s third UK care-home agreement in just over two months, following contracts with Southcare Homes Group (5 homes) and Park Homes UK (21 homes), collectively covering 30 homes.

7. BUSINESS MODEL AND COMPETITION

Business model

Brain+ has developed a SaaS business model designed to deliver scalable profits, with gross margins expected to exceed 90 %, laying the foundation for rapid growth. By charging customers on a subscription basis, Brain+ creates more predictable revenue streams and improves the accuracy of cash flow forecasts. The model also simplifies customer acquisition, allowing the Company to onboard new users with minimal friction.

Revenue from each care home is generated via an annual fee per site, or—where contracts cover multiple sites—a negotiated volume discount. Private care homes benefit from Ayla by positioning themselves as providers of gold-standard dementia care while reducing the costs associated with implementing traditional CST programs.

Competition

Based on our research, there are plenty of alternatives in the CST niche or adjacent cognitive-stimulation offerings, ranging from purchasable programme manuals to fully digital apps. Some of them includes:

LEAP

LEAP is a fully digital, download-based CST resource aimed at speech and occupational therapists. Provides over 200 graded activities across language, executive function, attention, memory and social cognition, plus clinician forms for session planning and progress tracking.

Mind Relief 365

Mind Relief 365 is an online, subscription-based CST service designed specifically for people living with dementia. It delivers structured group sessions remotely, with facilitator support and built-in tools to monitor engagement and outcomes.

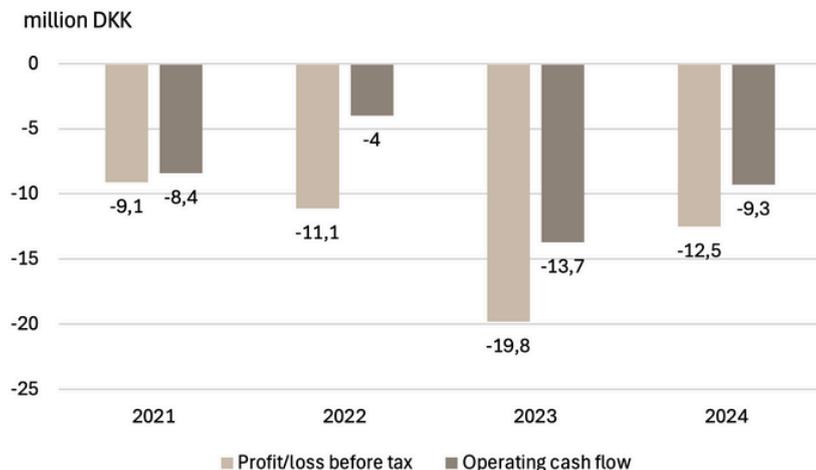
Different kind of “brain-games”

There are plenty of large-scale “brain-games” platforms focusing on memory and executive function, without CST’s group-therapy structure. Some of them include; HappyNeuron, NeuroNation and Lumosity.



8. FINANCIAL OVERVIEW

The Company reports financial figures on a half-year basis, meaning that only 2024 numbers are currently available. Brain+ is reporting limited revenue, with a target to increase sales significantly during 2025. During 2024 the Company reported sales revenue of DKK 0.2 million; conversely, it recognized DKK 3.5 million from public grants, strengthening its income. In H1 2024 operating cash flow stood at approximately –DKK 5.4 million, improving in H2 2024 to –DKK 3.9 million, which implies tighter cost control.



Guidance

For 2025, the Company expects cash flow from sales in the range of DKK 3.6–3.8 million and a net loss of DKK 8.0–9.0 million. Brain+ aims to lay the foundation for operational break-even by mid-2026. Furthermore, operating expenses (OPEX) have been cut by approximately 35 %, with full effect from mid-2025.

Reduction of OPEX

To further reduce the burn rate, the Company in early 2025 implemented a 35 % cut in operating expenses (OPEX), taking full effect from mid-2025. This measure will ensure a much more effective operational model and significantly extend its financial runway and substantially lower the burn rate. Based on 2024 OPEX of approximately DKK 16 million—including staff costs and sales, general, and administrative expenses—yearly OPEX is expected to be roughly DKK 10.4 million going forward.

Cash position – TO 5 secures funding into Q3 2026

The Company just secured 5,9 million DKK in gross proceeds from TO 5 warrants, which was crucial, since we estimate that the cash position was approaching zero. Based on the Company's current sales forecast, the funds are expected to be sufficient into Q3 2026, and until operational cash flow break-even by mid-2026. The outcome of the TO 5 warrants is in Impala Nordic's view a strength.

Valuation

Brain+ is currently valued at roughly 11 million DKK, primarily due to limited sales and historical underperformance. Its regular need for financing further depresses the valuation, highlighting the importance of the 100 % subscribed TO 5 warrant exercise. If the Company meets its guidance of operational cash flow break-even by mid 2026 and achieves commercial traction, we believe the stock has significant upside potential.

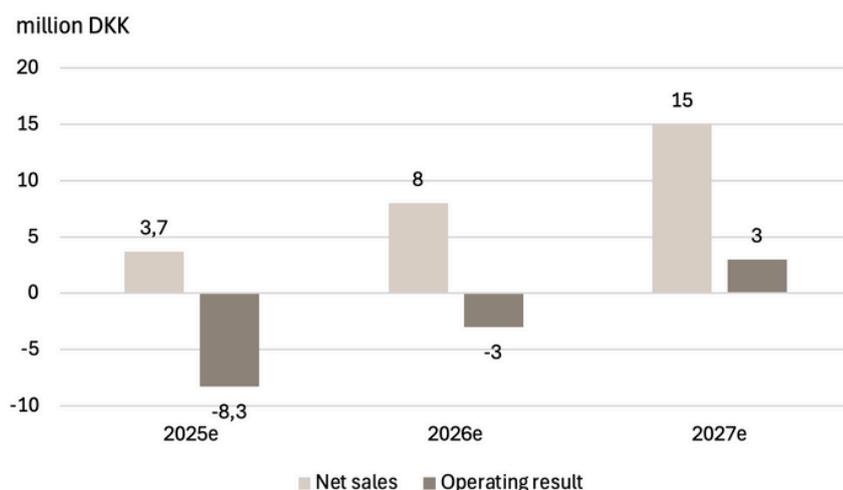
9. GROWTH SCENARIOS

We have defined several growth scenarios for Brain+ based on accelerated sales progress in the UK. These estimates draw partly on the Company's own guidance, which aims for sales of DKK 3.6–3.8 million in 2025. We estimate OPEX at DKK 12 million for 2025, rising slightly as sales expand. In our scenarios, we exclude grants and other income and, given the negligible COGS for the digital product, focus solely on OPEX—CAPEX is not factored in. These scenarios reflect Impala Nordic's view of what the Company's operating business can achieve.

Base scenario

The Base scenario is mainly aligned with the Company's guidance for 2025, where we anticipate net sales near the midpoint of expectations (cash flow of DKK 3.6–3.8 million). We forecast a significantly decreased operating loss for 2026e, with the Company turning profitable in H2 2026e. For 2027e, we estimate continued growth, resulting in a clearly positive operating result. OPEX for 2026e is expected to be slightly lower, reflecting the cost-savings programme in full effect from mid-2025, and for 2027e we factor in a modest OPEX increase in line with sales progress.

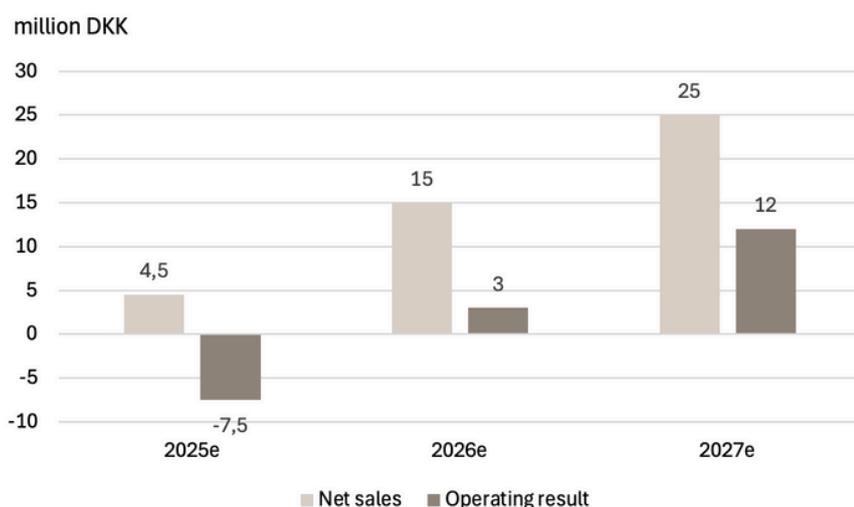
million DKK	2025e	2026e	2027e
Net sales	3,7	8	15
OPEX	-12	-11	-12
Operating result	-8,3	-3	3
Operating margin	-224%	-38%	20%



Optimistic scenario

In our optimistic scenario, we anticipate that commercial traction will increase substantially during the coming year, leading to operating profitability in 2026e. We estimate only a slight rise in OPEX, reflecting the organization's cost focus and efficiency gains from the current cuts. Our projection of net sales of DKK 25 million for 2027e is partly based on the Company's initial launch guidance, which targeted an ARR of DKK 25–27 million by end-2027.

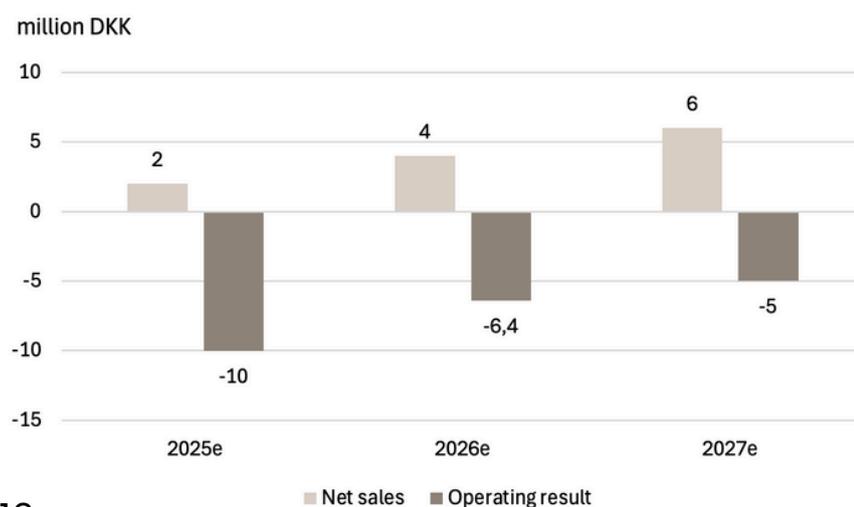
million DKK	2025e	2026e	2027e
Net sales	4,5	15	25
OPEX	-12	-12	-13
Operating result	-7,5	3	12
Operating margin	-167%	20%	48%



Pessimistic scenario

Our pessimistic scenario reflects a significantly slower UK rollout, with sales reaching DKK 6 million in 2027e. Under this scenario, the Company remains unprofitable throughout the forecast period. Cost savings take full effect in 2026e, and we assume no further OPEX increases until 2027e, when only minor rises occur. Even in this pessimistic case, growth from today's low sales base remains substantial.

million DKK	2025e	2026e	2027e
Net sales	2	4	6
OPEX	-12	-10,4	-11
Operating result	-10	-6,4	-5
Operating margin	-500%	-160%	-83%



Value drivers & risks

The key value drivers, in our view, are successful UK commercialization and a solid proof of concept for Ayla. Demonstrating commercial traction in the UK market would validate the Company’s ability to generate meaningful revenue, build brand recognition and accelerate broader market penetration. Likewise, confirming Ayla’s effectiveness and market acceptance would significantly reduce investment risk and lay the groundwork for scalable growth; the recent agreements with various care homes represent an important step in this process. Equally critical is achieving the 2025 sales guidance (DKK 3.6–3.8 million in cash flow from sales) remains essential.

Risks

Nonetheless, notable risks persist. The Company remains unprofitable and dependent on external financing, and while it has shown it can launch a certified medical-device product, it must prove it can scale initial sales. Furthermore, competition from new entrants poses an additional threat.



11. MANAGEMENT & BOARD

Management – Devika Wood, new CEO

Kim Baden-Kristensen is the co-founder of Brain+ and served as CEO until recently. The new CEO, Devika Wood, formerly Chief Commercial Officer, was appointed to drive UK commercialization. Devika has 13 years of experience in the healthcare, life-sciences, and investment sectors and is an award-winning health-tech executive recognized on the Forbes 30 Under 30 list. Kim Baden-Kristensen will remain an advisor to the Company.

Appointment of Antony Hall as a strategic advisor

Brain+ recently announced the appointment of Antony Hall as a strategic advisor. Antony Hall is Managing Director of Park Homes UK, a leading care-home group that has entered an agreement with Brain+ to deploy Ayla for high-quality dementia care. He is a former Director of HC-One, the UK's largest care provider, and has served as Lead Inspector for the Care Quality Commission (CQC), the respected authority overseeing care quality, dementia services and care provision. We believe this appointment is a strategically strong move, and Antony Hall is investing his advisory fee back into the Company, aligning his incentives with Brain+'s commercial success.

Devika Wood, CEO

Executive business leader with experience spanning the healthcare, life sciences and investment sectors.

Award winning executive healthtech leader, including Forbes 30 under 30. Specialist in digital health, including a successful exit as Founder and CEO in 2019. Her expertise is particularly strong within sales and commercialization of innovative healthtech solutions to the care sector.

MSc. in Public Health from Imperial College London.



Simon Nielsen, Chief Strategy & Innovation Officer

12 years of experience as a biomedical engineer.

Experience from several medtech startups, Senior scientist & team mgr. at Coloplast.

Postdoc, Cognitive Neuroscience, University of Copenhagen. PhD. Cognition and psychophysics, DTU.



Hanne Vissing Leth, Chief Financial Officer

Experienced life science executive focused on finance, communications and investor relations (IR)

M.Sc. (Cand.Merc.Int), Business Administration and International Finance supplemented with a diploma in International Money and Finance – The Aarhus University School of Business and Social Sciences. Board leadership education from CBS Executive.



11. MANAGEMENT & BOARD

Tim Jurgens, Chairman

Board member since May 2024

Experienced executive with a proven track record in venture capital, private equity and health care industry, including positions with Roche and Bayer. Senior leader with passion for innovation and value creation in Health and Care.



Johan Luthman, Board member

Board member since Sep 2022 (Interim Chairman from Feb to May 2024)
Executive Vice President and Head of R&D at Lundbeck with extensive experience in neuroscience R&D.

Successful engagement in the development of dementia treatments from his former positions as Senior Leader of Neuroscience R&D at Serono, Merck, and Eisai.



Anish Shindore, Board member

Board member since Oct 2023

13+ years of experience from leading positions in digital care, digital acceleration, and DTx with Biogen, Novartis and Sanofi.

He has executed 30+ Biotech/Pharma-HealthTech partnerships, co-developments, collaborations & investments.



Visal Shah, Board member

Board member since May 2025

Impala Nordic summarizes

Brain+ is developing Ayla, a digital dementia-care platform based on Cognitive Stimulation Therapy (CST), an evidence-based, non-drug therapy recommended internationally. With medical-device certification in the UK, Brain+ targets significant market potential amid rising global dementia cases.

Successful UK commercialization and proof of concept are key value drivers. Recent updates on the sales pipeline and the closing of several care-home contracts are encouraging. Impala Nordic is positive about the Company's guidance for 2025, in which cash flow from sales is expected to amount to DKK 3.6–3.8 million while net loss is forecast at DKK 8–9 million.

The funding from the 100 % guaranteed TO 5 warrants is critical, with gross proceeds of up to DKK 5.9 million. The funds are expected to be sufficient into Q3 2026 and should fund operations to break-even by mid-2026. We also view the recent leadership change as strategically important, with a stronger focus on UK sales, Devika Wood's experience in the field is particularly encouraging. Finally, if the Company achieves its base scenario of DKK 15 million in net sales by 2027, we believe there is significant upside in the stock.

13. DISCLAIMER

© 2025 Impala Nordic. All rights reserved.

The material and information prepared by Impala Nordic should not be considered as investment advice of any kind. Each investment decision is made independently and at one's own risk. Financial instruments can both increase and decrease in value, and there is a risk that you may not recover the invested capital. Impala Nordic or people behind Impala Nordic do not own shares in the company.

This analysis is independent but financed. This means that Impala Nordic has received payment from the Company to prepare the analysis. Impala Nordic reserves the right for any factual errors, misprints, or misinterpretations in the analysis.

Conflict of interest

Analyst owns shares in the Company: No

Impala Nordic or people behind Impala Nordic owns shares in the Company: No