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Cambridge Cognition Holdings plc

("Cambridge Cognition", the "Company" or the "Group")

Changes to Board and Management

Updates to leadership and Non-Executive governance

Cambridge Cognition Holdings plc (AlM: COG), the brain health software group specialising in digital health products that advance brain health research and treatment, announces the following changes to the board in leadership and Non-Executive governance.

Since the beginning of 2024 we have sought to grow and transition the Board for the next stage of its development. As part of this process, three new independent Non-Executive Directors joined the Board - Stuart Gall, Nick Rodgers, and Jon Kempster. At the end of Q3 2024, changes were made to the executive leadership. Since that point we have monitored the performance of the executive team and considered board structure for the next phase of the Company's development. Following this considered approach, we announce the following updates.

Effective immediately, Rob Baker is appointed to the Board and as Senior Executive Director. Rob joined the Company in 2022 and will continue to serve as Group Chief Operating Officer.

It is proposed that Alex Livingstone-Learmonth will join the Board subject to completion of due diligence checks by the Company's Nominated Adviser. Alex joined the Company in early 2024 and has been instrumental in restoring growth in the company's commercial activity, contributing to a more than doubling of New Sales Orders in the first half of 2025. He will continue in his role as Chief Commercial Officer.

It is also proposed that Ronald Openshaw will join the Board subject to completion of due diligence checks by the Company's Nominated Adviser. Ronald has served as a consultant to the business advising on strategic matters since 2022 and in August 2024 took over interim leadership of the Company's finance function. Ronald will assume the role of Chief Financial Officer and Head of Corporate Development with immediate effect.

A further announcement regarding the appointments of Alex and Ronald, including the disclosures required under the AIM Rules for Companies, will be made once the due diligence checks are complete.

Biographies for each of the above are set out below.

As part of our commitment to ongoing corporate governance, and following the appointment of new Non-Executive Directors in 2024 and 2025, both Debra Leeves and Richard Bungay will stand down from the Board on 31 December 2025. Debra and Richard have served as Non-Executive Directors since 2019 and 2020 respectively.

Finally, Dr Steven Powell, Chair, who has previously served the Company as an Executive Director since 2015 and as Non-Executive Chair since 2019, has confirmed that he will not stand for re-election at the 2026 AGM. Having completed a decade of service, Dr Steven Powell will stand down from the Board at that point. Further announcements about the position of Chair will be made ahead of that date.

Dr Steven Powell, Chair, said:

"The board has considered the leadership of the Company carefully since the changes made in September last year. This has included assessing internal candidates against external profiles. Rob and Alex have guided the Company through this period of change, and we have seen a sustained and meaningful improvement in Company performance in terms of sales and operational achievement. Ronald's appointment completes the necessary changes to the executive leadership and will enhance the executive team not only in the finance function but also in corporate development.

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The enlarged non-executive team has worked intensively to support the change in the Company's momentum. I am grateful for all of Debra and Richard's support during challenging times, but it is now appropriate that we transition Board membership for the next era in Cambridge Cognition's development.

We are delighted to announce these changes to our leadership as we all share the same vision and commitment to deploy our technology to deliver shareholder value and improve patients' lives."

Leadership Biographies

Rob Baker, Group Chief Operating Officer & Senior Executive Director, was previously the Chief of Product and Operations at the Company. He joined the Company as Head of Product in November 2022. Prior to this, Rob held several senior roles at Amazon, including leading large operational teams to scale Alexa voice technology improvements and led privacy and security operations. In addition to his operational expertise, Rob Baker has significant sales and marketing experience having been responsible for regional Amazon Echo device sales, device expansion and large-scale e-commerce programs. Rob Baker began his career at Siemens where he led contract delivery within the Mobility Division before transitioning into regional management roles within the Smart Infrastructure Division.

Alex Livingstone-Learmonth, Chief Commercial Officer, joined the Company in February 2024 having previously worked in the clinical trial technology, services and solutions industry for over 20 years. He previously held the role of Vice President, Global Lead, Strategic Accounts at Calyx and Vice President; Global Strategic Accounts, Business Development at Signant Health (formerly CRF Health). Prior to this, Alex Livingstone-Learmonth gained 20 years of eClinical experience leading and building high-achieving global commercial teams.

Ronald Openshaw, Chief Financial Officer & Head of Corporate Development, has advised companies in the life science and healthcare sector on strategy, operational delivery and acquisitions and disposals. He has served as Chief Executive Officer and/or Chief Financial Officer of several companies including Simbec-Orion, a clinical research organisation, Plethora Solutions, a speciality pharmaceutical company and Pharmagene/Asterand - a pioneer in the use of human tissue in drug discovery and development. Prior to these roles he was a senior healthcare investment banker with both Jefferies and Panmure Gordon. He is a Chartered Accountant having qualified at KPMG.

FURTHER INFORMATION:

The following additional information is provided in accordance with Rule 17 and Schedule Two Paragraph (g) of the AlM Rules for Companies:

Robert Roland Baker, aged 38, holds or has held the following directorships in the last five years:

Current directorships	Past directorships within the last five years
None	None

Save for the information disclosed above, there is no other information in relation to Mr Baker that is required to be disclosed pursuant to Rule 17 and Schedule Two paragraph (g) of the AIM Rules for Companies.

Enquiries:

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Notes to Editors

About Cambridge Cognition

Cambridge Cognition is a brain health software group specialising in digital health products that advance brain health research and treatment.

Built on rich, curated data and deep technical expertise we are building a strong global brand with scalable technology that will support the rising world demand for diagnosing and treating brain health. The Company creates shareholder value through organic sales growth, strategic partnerships, joint ventures, and spinouts. The Company has identified four market sectors:

- · Clinical Studies for new pharmaceuticals;
- Academic Research for scientists to understand CNS disorders;
- Healthcare to provide physicians with cognitive assessments to allow them to diagnose and treat patients;
 and.
- Consumer Health & Wellness to provide individuals access to accurate, reliable, and meaningful data to
 assess their cognitive health.

For further information, visit: www.cambridgecognition.com

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