



NASDAQ: LINK

Enabling Smarter Devices Through Advanced Sensing

Advanced sensors and printed electronics solutions for
industrial, medical, consumer, and automotive applications

September 2026



Headquartered in Fremont, California USA

FORWARD-LOOKING STATEMENTS

This presentation contains "forward-looking statements" within the meaning of the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. Forward-looking statements can be generally identified by phrases such as "thinks," "anticipates," "believes," "estimates," "expects," "intends," "plans," and similar words. Forward-looking statements include statements about our acquisition program, our projected annual revenue run rate, and the effects of our recent acquisitions, including contributions to our products, manufacturing operations and the markets we serve.

Forward-looking statements are not guarantees of future performance and are inherently subject to uncertainties and other factors which could cause actual results to differ materially from the forward-looking statement. These statements are based upon, among other things, assumptions made by, and information currently available to, management, including management's own knowledge and assessment of the company's industry, R&D initiatives, competition and capital requirements.

Other factors and uncertainties that could affect the company's forward-looking statements include: our success in predicting new markets and the acceptance of our new products; efficient management of our infrastructure; the pace of technological developments and industry standards evolution; protection of our proprietary intellectual property; competition by alternative sophisticated as well as generic products; continued availability of raw materials for our products at competitive prices; disruptions in our manufacturing facilities; risks of international sales and operations including fluctuations in exchange rates; compliance with regulatory requirements applicable to our manufacturing operations; and customer concentrations.

Additional factors that could cause actual results to differ materially from those anticipated by our forward-looking statements are under the captions "Risk Factors" and "Management's Discussion and Analysis of Financial Condition and Results of Operations" in our most recent Annual Report (Form 10-K) or Quarterly Report (Form 10-Q) filed with the Securities and Exchange Commission. Forward-looking statements are made as of the date of this presentation, and we expressly disclaim any obligation to publicly update or revise any forward-looking statements.

INGREDIENTS FOR SUCCESS

Sound Strategy

Executing a successful roll-up strategy, acquiring complementary technology businesses to accelerate the path to exceed \$100 million in annual revenue.

Successful Track Record

A proven track record of acquiring and integrating businesses, with a management team that has successfully built and scaled companies across multiple technology sectors.

Skin in the Game

Insiders control 76% of the shares, which Steven Bronson owns the majority portion.

Sexy Factor

Interlink sits at the intersection of sensors, printed electronics, smart textiles & wearables, building the sensing infrastructure for the next generation of AI-enabled technology.

TECHNOLOGY PLATFORMS ENABLING THE DATA AND AI REVOLUTION

As a foundational enabler of next-gen technology, we provide critical sensors and interface solutions required to fuel smart devices, edge computing, environmental monitoring, and connected infrastructure.



History and Market Position

Interlink Electronics is a vertically integrated technology company delivering advanced sensors and printed electronic solutions. Founded in 1985, we have been trusted by major OEMs across industrial, medical, consumer, automotive, and emerging smart technologies.



Technical Capabilities

We provide vertically integrated solutions through our global operations, combining design, manufacturing, and engineering expertise to deliver high-performance sensor and printed electronic products.



Intellectual Property & Experience

With 49 issued patents and 14 pending, we bring decades of know-how and institutional knowledge to every engagement. Our track record reflects nearly 40 years of success in the sensors and printed electronics industries.

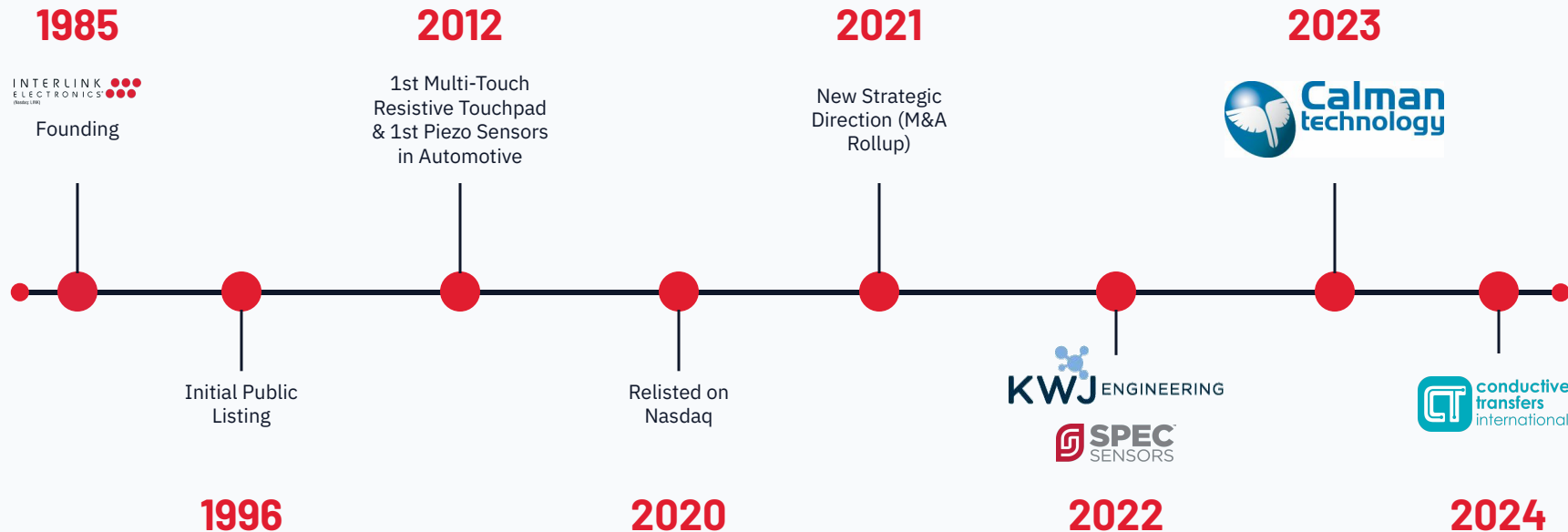


Global Footprint

Our team members are located across headquarters in Fremont, California; manufacturing in Irvine, Scotland and Rotherham, England; high-volume production in Shenzhen, China; and sales office in Yokohama, Japan.



OVER 40 YEARS OF INNOVATION AND EXECUTION



STRATEGIC ACQUISITIONS INTEGRATION & VALUE CREATION

M&A Benefits

- Created a broader product and IP portfolio
- Expanded customer base and reference accounts
- Enhanced engineering talent
- Increased cross-selling potential across industries
- Established a proven blueprint and illustrative model for Interlink

Integration & Value creation

- Expanded product offerings and technology applications
- Created significant cross-selling opportunities
- Integrated a multi-decade IP portfolio in the gas sensing space
- Improved gross margins of businesses from mid-teens to over 30% within the first year post-acquisition

GLOBAL FOOTPRINT

USA - California

We serve our international customer base from our corporate headquarters and proprietary gas sensor production and product development facility in Fremont, California (Silicon Valley area)

UK/Europe - Irvine & Rotherham

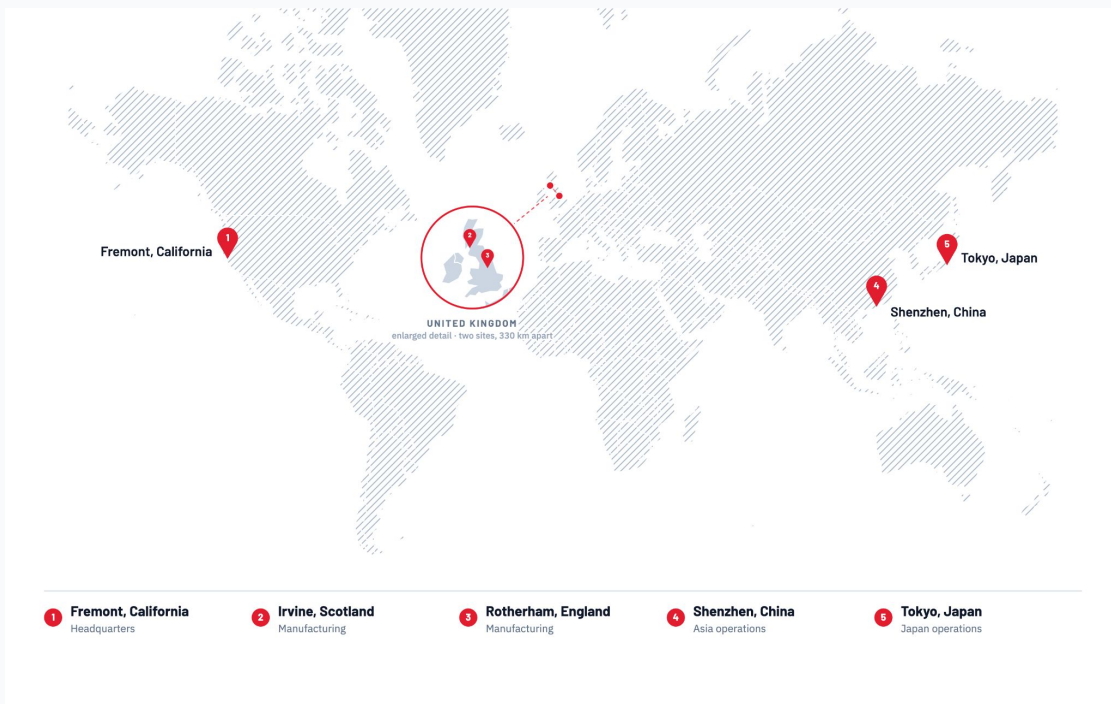
Multiple facilities in Irvine, Scotland, and our smart textile and wearables product development footprint located in the Evolution Advanced Manufacturing Park in Rotherham, England

China - Shenzhen

Advanced printed-electronics manufacturing center in Shenzhen, China

Japan - Yokohama

Sales Office and Customer Support



FROM SENSOR TO SYSTEM ACROSS DIVERSE MARKETS

Cross-functional teams delivering end-to-end sensing solutions for mission-critical applications.



Printed Electronics



Force & Piezo Sensors



Wearable Technology



Gas Sensing Solutions



HMI & Membrane Keypad Solutions

CORE PRODUCT TECHNOLOGIES

● Force Sensing

FSR technology for touch interfaces. Piezo film technology for dynamic strain and vibration detection.

● Gas Sensing

Environmental air quality, industrial, health and food safety monitoring using innovative sensor technology.

● Wearables

Smart textiles with functional sensing for health, rehabilitation, and fitness monitoring.

● Printed Electronics

Cutting-edge printed sensing using proprietary technologies for medical diagnostics, human machine interface and rugged devices.

MARKET OPPORTUNITY

Interlink Electronics is well positioned in the printed and flexible sensors market.

\$11.47B

Current Market

\$22.30B

2034 Forecast

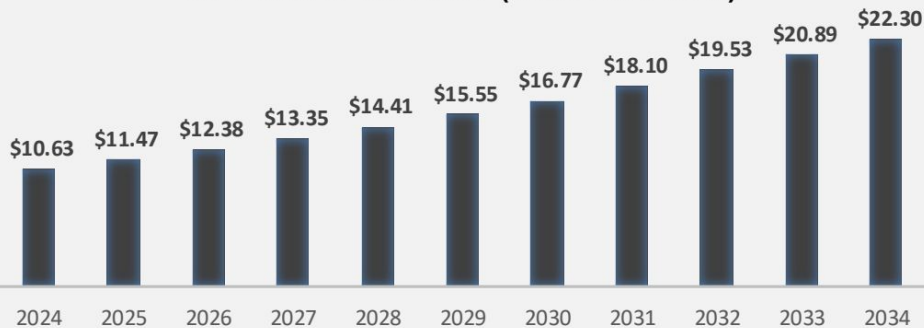
7.69%

CAGR

Printed and Flexible Sensors Market

The global printed and flexible sensors market is currently valued at \$11.47 billion and is forecasted to reach \$22.30 billion by 2034 with a CAGR of 7.69% from 2024 to 2034. The growth in demand for printed and flexible sensors is driven from an increase in usages of consumer electronics and technology advancements in wearables and flexible electronics.

PRINTED AND FLEXIBLE SENSORS MARKET SIZE 2024 TO 2034 (USD BILLION)



<https://www.precedenceresearch.com/printed-and-flexible-sensors-market>

PAST & PRESENT CUSTOMERS



FINANCIAL SNAPSHOT

In Thousands	Q2 2026	2025 YE
Revenue	\$3,770	\$11,890
Gross Margin	44.4%	38.9%
Adjusted EBITDA	\$421	(\$885)
Cash	\$1,831	\$2,724

Q2 2026 ending June 30, 2026

PATH TO \$100M+ REVENUE IN 3-5 YEARS

Dual Growth Strategy

Organic Growth

- Continued product innovation
- Expansion into new geographies
- Investment in sales team
- Cross-selling opportunities across customer bases

Strategic Consolidation

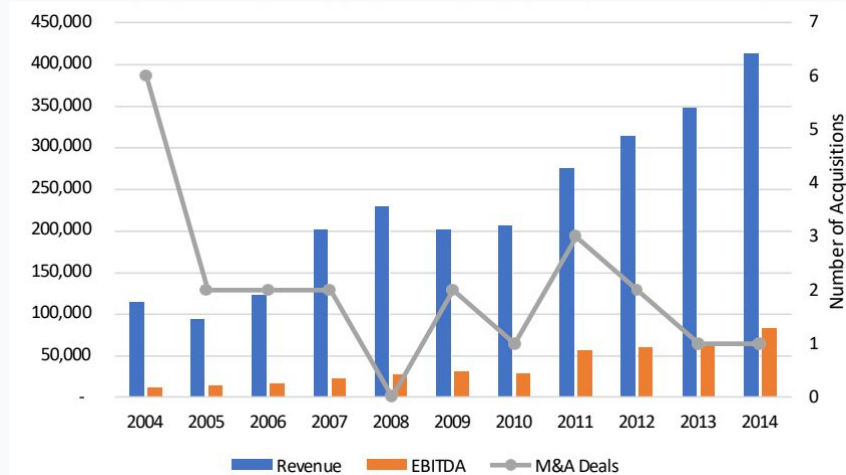
- Acquisitions in niche sensor categories
- Leverage Interlink's platform for integration



OUR MODEL

Measurement Specialties - 10 Year Rollup

Revenue, EBITDA & M&A Deals



Stock Price (\$3.77 to \$86.00)



LEADERSHIP



Steven N. Bronson

Chairman, President & CEO

Steven N. Bronson became Chairman and CEO of Interlink Electronics in 2010 and assumed the role of President in 2011. Since then, he has focused on strategic priorities, mission-critical decisions, and acquisition-led platform expansion.



Ryan J. Hoffman

Chief Financial Officer

Ryan J. Hoffman brings more than two decades of accounting, audit, and financial leadership experience to Interlink.

As CFO, he oversees financial strategy, reporting, capital planning, and corporate development support for the company's operating platforms.



Declan Flannery

VP, Force Sensing

With nearly 30 years of experience across international operations, sensor design and manufacturing, product management, and project delivery, Declan has been central to Interlink's growth in printed electronics and force sensing.



Sreenivasa (Sreeni) RAO

VP, Gas & Environmental Sensing

Sreeni Rao leads Interlink's gas and environmental sensing solutions portfolio, helping align sensor elements, modules, instruments, and OEM programs across the broader gas platform.

INNOVATION, SCALE AND TRUST



Patent-Protected Innovation

Decades of expertise in developing custom, high-margin sensor solutions backed by strong patents creating high barriers to entry.



Vertically Integrated Manufacturing

End-to-end capabilities including design, prototyping, and manufacturing to deliver tailored solutions.



Global Scale & Infrastructure

Operations across United States, Europe, China, and Japan for efficient delivery and localized support.



Blue-Chip Reference Customers

Proven track record serving large-volume, global Tier 1 OEMs reflecting reliability and world-class capability.



Technical Knowledge and Engineering Depth

Deep expertise and growing portfolio of products available through global distribution platforms like DigiKey.

KEY TAKEAWAYS

INTERLINK ELECTRONICS – Smart. Printed. Sensors.



- ✓ Building the next-gen smart sensing global and scalable platform
- ✓ Positioned as the "pick and shovels" for the data and AI revolution
- ✓ Proven execution with margin-accretive acquisitions
- ✓ Scalable platform supported by global operations and IP
- ✓ Strong leadership team and path to \$100M+ revenue
- ✓ Successful M&A execution of integration and value creation, with a growing pipeline of tuck-in and transformative opportunities

CONTACT

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TRENDS & APPLICATIONS



Interlink Electronics

BUILDING LEADERSHIP TO ADDRESS MEGA TRENDS

Source: EPA

Indoor air quality is a top five environmental risk to public health
Worst in schools

Air Quality

- Indoor/outdoor air quality and safety
- Smart buildings via energy management
- Early wildfire monitoring

Industrial Sustainability

- Oil and Gas emissions monitoring
- Smart water management

Green Automotive

- EV Battery management
- H2 vehicle supply chain

Consumer Care and Wellness

- Food safety and quality
- Substance abuse monitoring
- At-home health monitoring

SENSOR ELEMENTS FOR A BROAD RANGE OF GASES

At Standard Conditions: 25 °C, 50% RH and 1 atm		
Gas Type	Range, ppm	Resolution*, ppb
CO – Carbon Monoxide	0 - 400	0.2
CO - Carbon Monoxide	0 - 20	0.03
EtOH – Ethanol	0 – 600	0.3
H2S – Hydrogen Sulfide	0 – 10	0.01
O3 - Ozone	0 – 20	0.02
Cl2 - Chlorine	0 – 20	0.02
NO2 – Nitrogen Dioxide	0 – 30	0.03
SO2 – Sulfur Dioxide	0 – 40	0.03
C2H4 - Ethylene	0 – 40	0.02
NO – Nitric Oxide	0 – 20	0.02
IAQ – Indoor Air Quality	0 – 100 (CO)	0.05
HCHO – Formaldehyde	0 – 20	0.03
RESP - Respiratory Irritants	0 – 20 (NO2)	0.02
H2 - Hydrogen	0 – 100	0.2

Indoor Air Quality (IAQ)	Total Oxidants VOC's, EtOH, CO, H2S, SO2
Respiratory Irritants	Total Reductants NO2, O3, Cl2
Breath Alcohol	0.00 to 0.40 BAC 0.01 BAC Resolution

Available Sensor Packages



GAS SENSING APPLICATIONS & CUSTOMERS



Indoor Air Quality Monitor



Vape Detector for Buildings



Methane Emissions Monitor



Wearable Alcohol Monitor



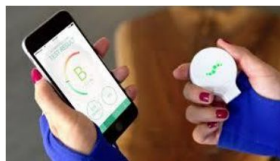
Smart Mobile Disinfector



Building HVAC Control



OAQ / Wildfire Detector



Breath Health Monitor



Gas Leakage Sensor



Water Treatment Monitor

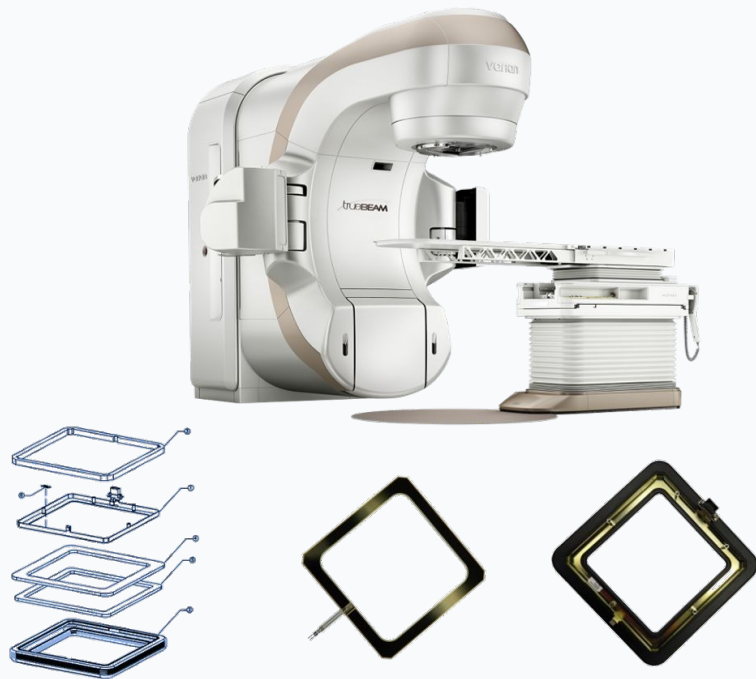
RUGGED TRACKPADS

- The world's top rugged laptop manufacturer uses VersaPad resistive touchpad technology
- Passes the Panasonic "Tough" specification
- So tough it withstands over 5 million stylus strokes
- USB, PS/2, I2C options available
- Can be used with finger, stylus, or glove — even in harsh environments
- Unique design aesthetic
- No additional driver required



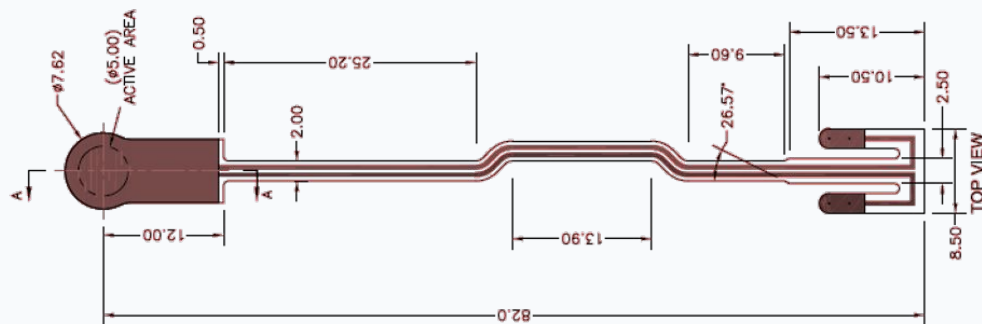
COLLISION DETECTION

- Over 30 years supplying this solution
- TrueBeam radiation oncology treatment delivery system uses pressure-sensitive bumper assemblies to detect collisions
- FSR can distinguish between a touch and a firm press in safety stop collision avoidance system
- Value added assembly including mechanical assembly and 100% electrical testing
- Traceability on every part
- Manufactured in ISO13485 facility



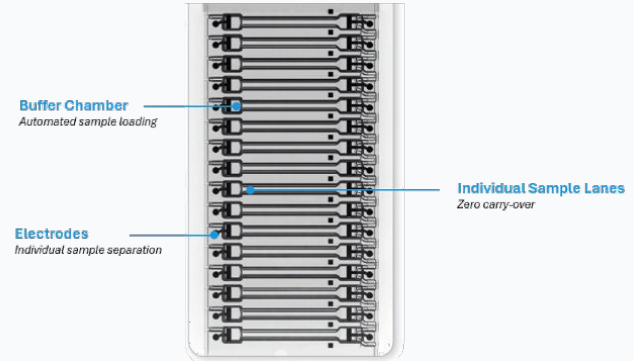
MEDICAL PROSTHETICS

- Custom FSR sensors for fingertips of world's most advanced prosthetic hand
- Adds sense of touch on all 5 fingers
- Custom FSR on FPC to provide required flexibility and durability



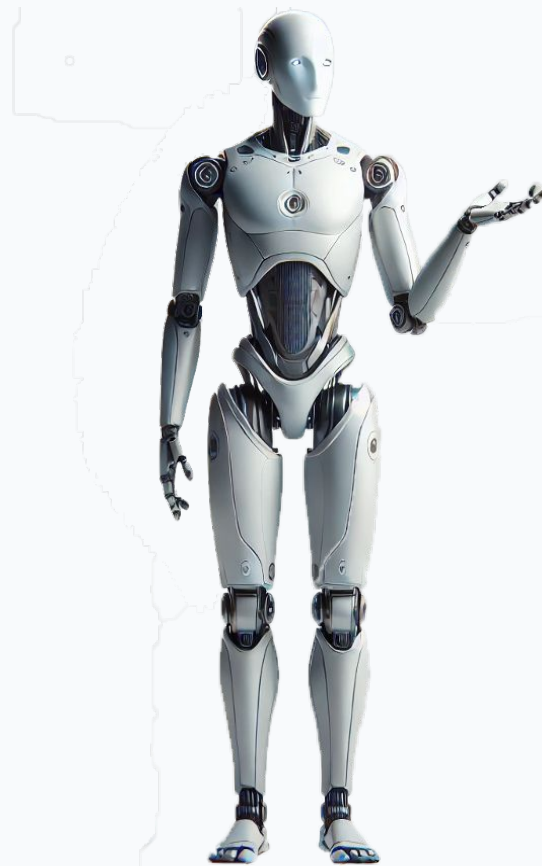
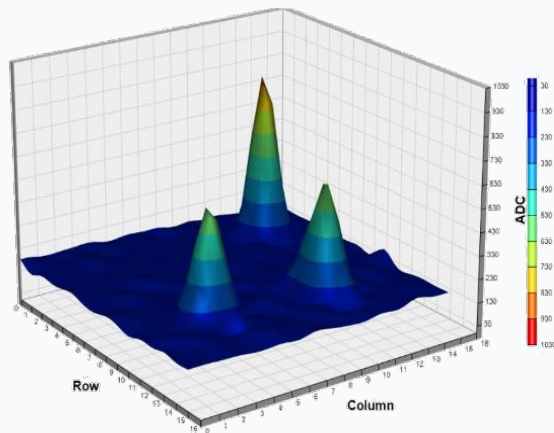
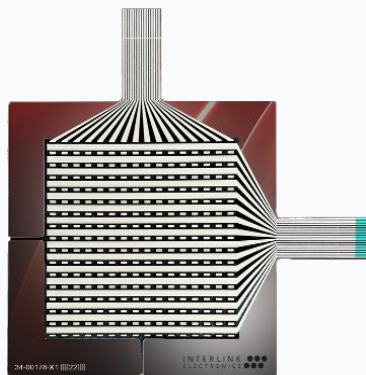
MEDICAL DIAGNOSTIC ELECTRODES

- Over 10 years in high volume manufacturing of electrodes for DNA & RNA quality control systems
- Leader in printing highly complex electrodes for the next generation of lateral flow medical diagnostics
- Medical manufacturing certification ISO 13485



ROBOTIC

- Custom FSR Matrix Sensor for Feet
- Adds sense to the feet of the Robot for stabilization
- 1 pair for left and right feet
- Custom FSR on FPC to provide required flexibility and durability



SMART TEXTILE TECHNOLOGIES

Printed electrodes



ElastaTrove™

Printed electrodes, conducting electrical energy across the fabric surfaces.

Heater



ElastaTherm™

Printed heaters, conducting heat and fabric via our printing technology.

Pressure Sensing



ElastaSens™

Capacitive sensors, printed technology to detect stretch and pressure.

Hybrid Electronics



ElastaTronic™

Printed circuits, positioning and integrating electrical components onto fabric.

Seam Crossing



ElastaLink™

Seam crossing, connecting across stitched seams through bridging technology.

ELASTATRODE™

ElastaTrove™ is a dry, stretchable electrode technology that brings Electrical Muscle Stimulation (EMS) directly into textile garments using Conductive Transfers' proprietary printing and transfer process. Superior comfort, freedom of movement and usability.

HOW EMS WORKS

The Science of Muscle Stimulation

- EMS device generates low-frequency electrical pulses.
- Pulses travel through the electrodes and penetrate the skin.
- Electrical energy stimulates motor neurons.
- Muscles receive the signal and depolarize.
- Muscle fibers contract.
- Repeated contractions improve or maintain muscle function.

MUSCLE CONTRACTION

EXISTING EMS TECHNOLOGIES

COMMON SOLUTIONS ON THE MARKET

HYDROGEL (Ag/AgCl) PADS	CARBON RUBBER ELECTRODES	TPU (SILICONE) ELECTRODES	CONDUCTIVE THREAD ELECTRODES
- Widely used - Good conductivity - Disposable or replacement required - Can cause skin irritation	- Reusable - No gel required - Thicker and less flexible - Lower comfort	- Reusable - Good conformity and comfort - Require gel or conductive wipes - Not fabric integrated	- Sewn into garments - Flexible and soft - Lower conductivity - Higher impedance - Less consistent stimulation

ELASTATRODE™ TECHNOLOGY

DRY, STRETCHABLE, INTEGRATED

- CONNECTOR INTERFACE**
Secure connection to EMS device
- CONDUCTIVE ELECTRODE SURFACE**
Large-area contact for uniform stimulation and comfort
- STRETCHABLE TEXTILE BASE**
Conforms to the body and moves with you

Seamlessly printed into the garment – no gels, no wires, no bulk.

WHY ELASTATRODE™ IS BETTER

- EFFECTIVE STIMULATION**
Large-area conductive surface for uniform current distribution.
- MAXIMUM COMFORT**
Soft, stretchable and breathable for all-day wear.
- UNRESTRICTED MOVEMENT**
Integrated into the garment – no loose wires or pads.
- RELIABLE & DURABLE**
Built to withstand sweat, washing and real-world use.
- TRUE WEARABLE SOLUTION**
Enables discreet, everyday use at home, in clinic or on the go.

CT PROCESS ADVANTAGES

- Fully integrated – no separate pads or wires
- No rigid PCBs or bulky wiring
- Lightweight, flexible and comfortable
- Washable and highly durable
- Scalable for high-volume production

INTEGRATED
Seamlessly built into garments

LIGHTWEIGHT
Ultra-thin and unnoticeable

DRY TECHNOLOGY
No gels, no mess, no skin irritation

STRETCHABLE
Moves with the body for maximum comfort

WASHABLE
Durable and easy to clean

REUSABLE
Sustainable and cost efficient

WIDE RANGE OF APPLICATIONS

EMS
Electrical Muscle Stimulation
 FES
Functional Electrical Stimulation
 EMG
Electromyography
 ECG
Electrocardiography
 EEG
Electroencephalography

APPLICATION AREAS

REHABILITATION CLINICS
 HOME THERAPY
 HOSPITALS
 SPORTS & PERFORMANCE
 ELDERLY CARE

ELASTATRODE™ vs. TRADITIONAL TECHNOLOGIES

FEATURE	HYDROGEL PADS	CARBON RUBBER	TPU (SILICONE) ELECTRODES	CONDUCTIVE THREAD ELECTRODES	ELASTATRODE™ (CT TECHNOLOGY)
Dry Electrode (No Gel)	✗	✓	✓	✓	✓
Comfort / Wearability	△	○	✓	✓	✓
Stretchability	✗	△	✓	✓	✓
Garment Integration	✗	△	✓	△	✓
Uniform Current Distribution	○	○	✓	△	✓
Washable	✗	✓	△	✓	✓
Reusability / Lifespan	✗	✓	△	✓	✓
Low Profile / No Bulk	✗	△	✓	✓	✓
Skin Irritation Risk	△	○	○	○	✓
Durability (Movement)	△	○	✓	△	✓
System Complexity	○	△	△	○	✓

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- MAXIMUM COMFORT**
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- TRUE WEARABLE SOLUTION**
Enables discreet, everyday use at home, in clinic or on the go.

ELASTATHERM®

ElastaTherm applies Interlink Electronics' stretchable printed-electronics process to controlled heat generation. Instead of adding bulky conventional heater assemblies, the heating function is printed into a flexible transfer that is then applied to the textile or target material.

This approach is especially useful for designers that need thermal performance while preserving softness, flexibility, washability, and low stack-up thickness in the finished product.

TYPICAL APPLICATIONS

- Automotive seat heating
- Heated outdoor clothing
- Medical heated garments
- Personal protective equipment

CONNECTION SYSTEM (WASHABLE & ROBUST)	WIRE TO HEATER TRANSFER	TRANSFER CONNECTION TO HEATER
Recommended: Amphenol LTW IP67 Connector (2 Pin – Rugged, Waterproof, Reliable)  • IP67 Waterproof • Gold plated contacts • Screw lock for secure connection • Low profile • >5,000 mating cycles Connector located in gauntlet pocket. Battery connects via short lead. Remove before washing.	Best Choice: Ultra-Flex Silicone Insulated Wire  • 26 AWG (power) / 28 AWG (sensor) • High strand count for maximum flex life • Silicone insulation (-60°C to +200°C) • Resistant to abrasion, sweat & cold • Soft, lightweight & quiet	ElastaTherm® Heater to Wire  • Low-profile stainless steel snap • Secure, durable and washable • No bulk or stiffness on garment • Maintains flexibility of the transfer