NDIA 23RD ANNUAL NATIONAL T&E CONFERENCE

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Joseph W. Dyer
President,
Government & Industrial Division

jdyer@irobot.com

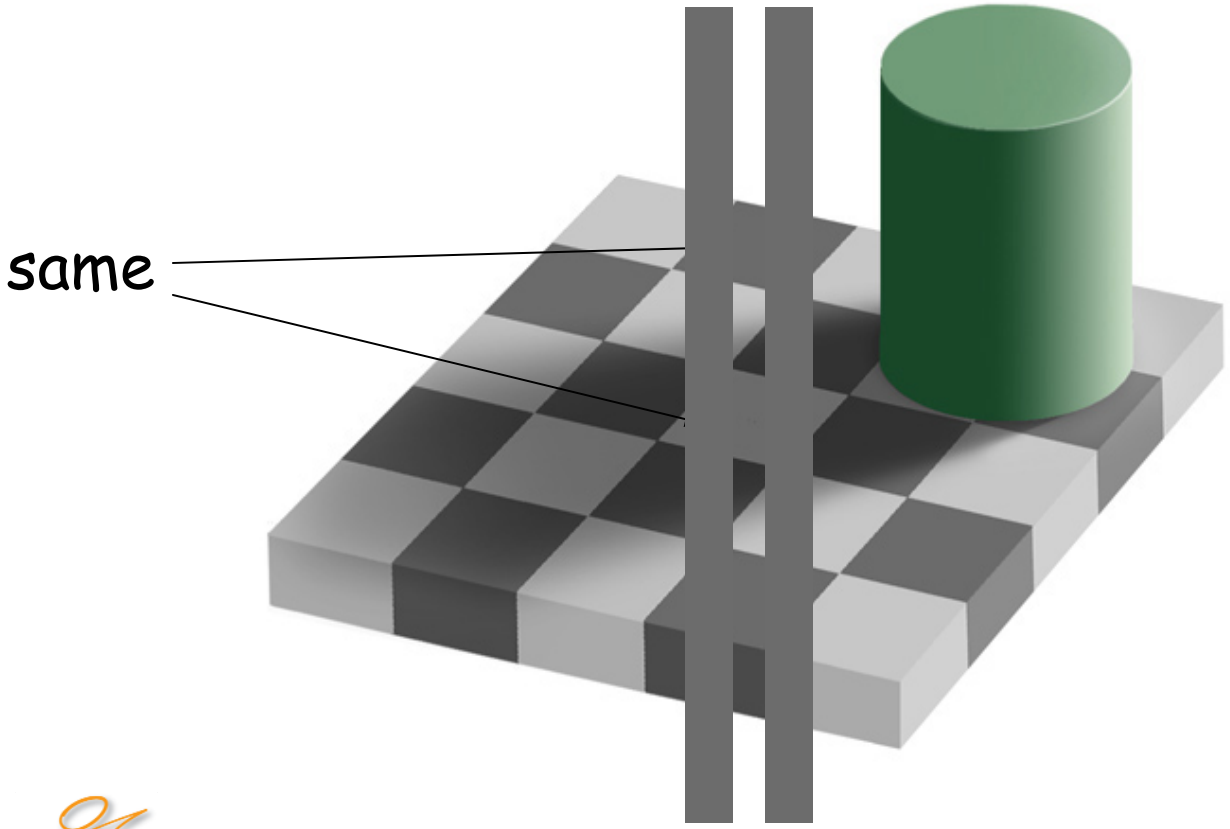
Forward Looking Statements

- Certain statements made in this presentation that are not based on historical information are forward-looking statements which are made pursuant to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995.
- These statements are neither promises nor guarantees, but are subject to a variety of risks and uncertainties, many of which are beyond our control, which could cause actual results to differ materially from those contemplated in these forward-looking statements.
- Existing and prospective investors are cautioned not to place undue reliance on these forward-looking statements, which speak only as of the date hereof. iRobot Corporation undertakes no obligation to update or revise the information contained in this presentation, whether as a result of new information, future events or circumstances or otherwise.
- For additional disclosure regarding these and other risks faced by iRobot Corporation, see the disclosure contained in our public filings with the Securities and Exchange Commission.

PREDICTING THE FUTURE CAN BE DIFFICULT

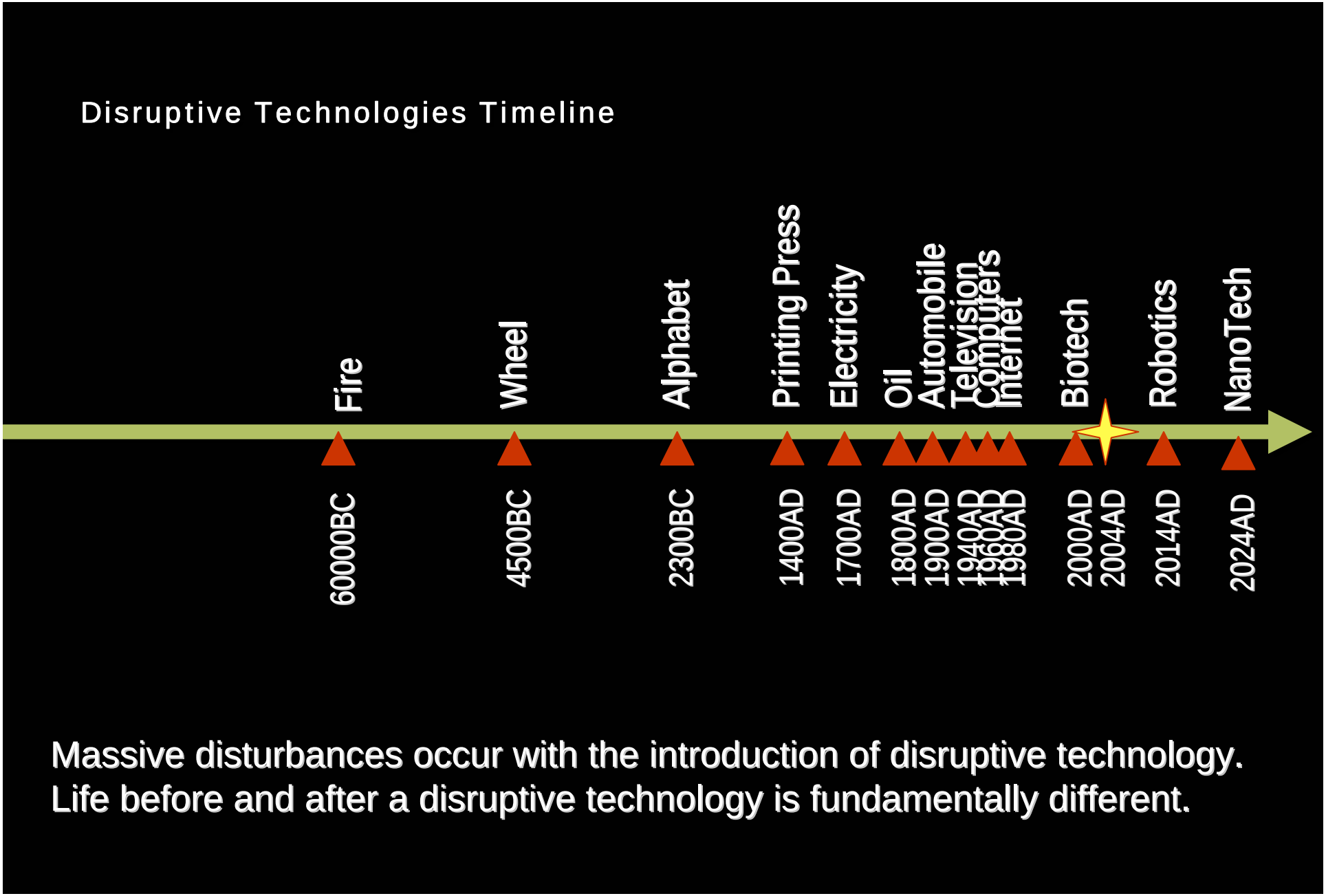
I, ROBOT THE MOVIE

The Checkerboard “Illusion”

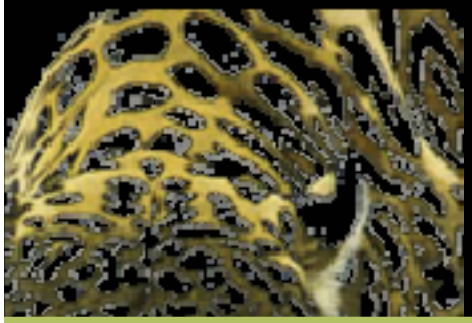


Here, the human visual system infers the color of the checks in the world, not the gray value in the image.

The “illusion” reflects the successful design of the visual system, not a quirky failure.


Disruptive Technologies Timeline
Fire
60000BC
Wheel
4500BC
Alphabet
2300BC
Printing Press
1400AD
Electricity
1700AD
Oil
1800AD
Automobile
1900AD
Television
1940AD
Computers
1960AD
Internet
1980AD
Biotech
2000AD
2004AD
Robotics
2014AD
NanoTech
2024AD
Massive disturbances occur with the introduction of disruptive technology.
Life before and after a disruptive technology is fundamentally different.

Disruptive Technologies Timeline



Fire

60000BC

Computers 1978 = Robots 2002

- Locked away from public
  - too dangerous for computers
- Used inside large companies
- Operational use in military
- First few “home” computers
  - in the form of games
- Computer hacking clubs
- How-to-build-your-own books
- Undergraduate majors appearing
- First mass market “serious” home computer attempts

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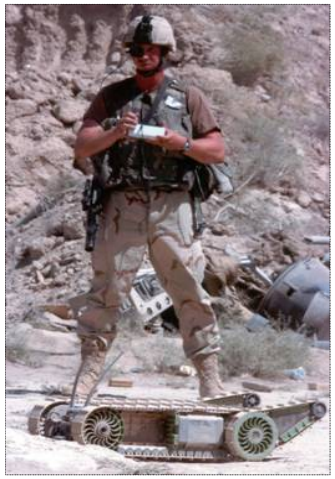
iRobot®
PACKBOT.

iRobot®
Scooba

iRobot®
Roomba

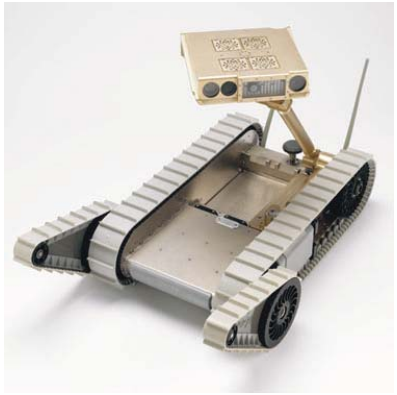
What We Do



PackBot w/ Recon kit, Afghanistan, 2003

PackBot w/EOD kit, Iraq, 2006

PackBot w/Recon kit



PackBot w/Advanced Recon kit

PackBot w/EOD kit

iRobot SUGV for FCS Exp. 1.1, WSMR 2007

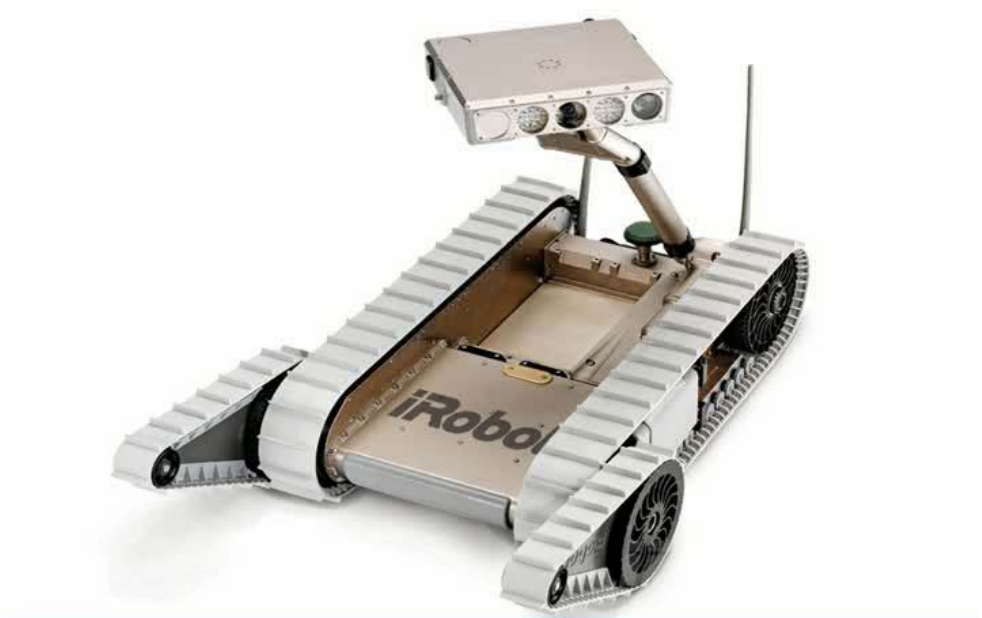
iRobot Warrior X700

iRobot is integral to the 21st Century Military

- 81 robots per combat brigade team
- 3,600 robots
- Spares, upgrades, training, service, and support throughout the lifecycle
- A 30+ year business opportunity

- Fully Integrated into:
  - Logistical Supply Chain
  - Communications Network
  - Training Programs
  - Doctrine Development Programs

ROBOTS IN FUTURE URBAN ENVIRONMENTS



Air Assault Expeditionary Force (AAEF) Experiment, Ft. Benning, GA 2005 & 2006

- **2005**
  - **First question: "Captain, of all the new technologies and capabilities you've used during this AAEF experiment, which one single piece would you deploy today?"**
  - **Answer: "Sir, the Packbot ('SUGV'.)"**
- **2006**
  - **First question: "Captain - what three systems employed at this experiment would you want to take to war?"**
  - **"Sir, the Raven & Buster uav's and a ugv - sir, the Packbot ('SUGV')."**
  - **"Why did you single out those three?"**
  - **"Sir, i wanted sa (situational awareness) - from the air and from the ground. The packbot was RELIABLE and light enough (to carry.) the Raven was also reliable. I said two uav's because I always wanted one."**

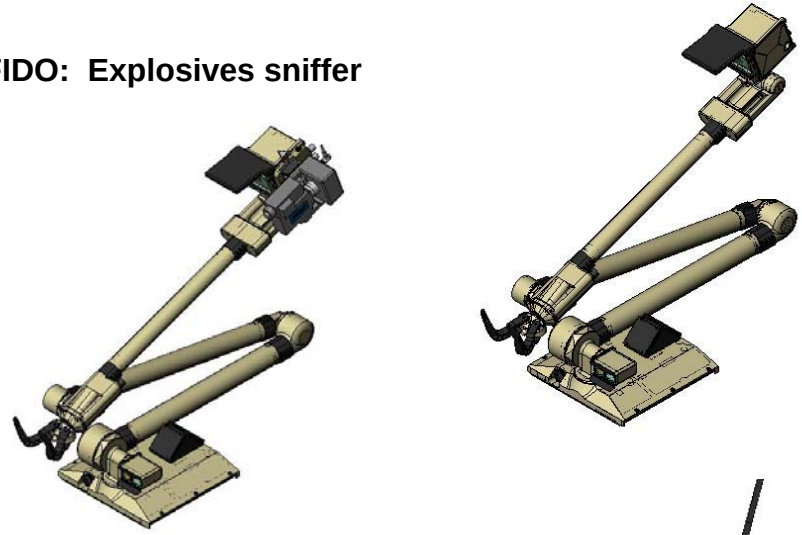
iROBOT WARRIOR

iRobot – John Deere Robotic Gator

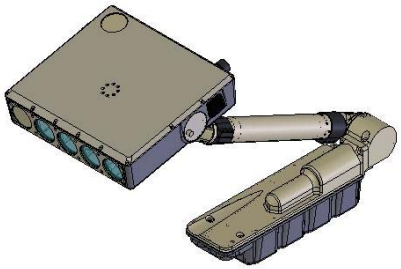
PackBot: Digital Modular Architecture

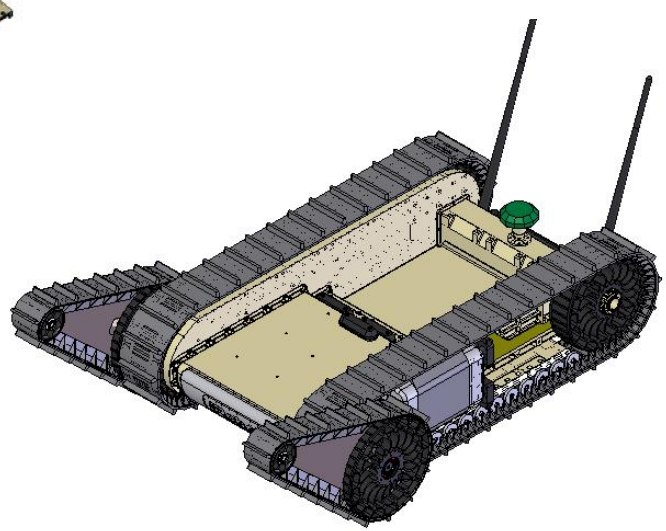
EOD: Explosive Ordnance Disposal

FIDO: Explosives sniffer

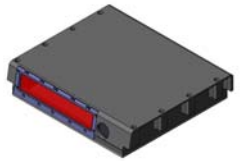


Explorer: Recon & Surveillance





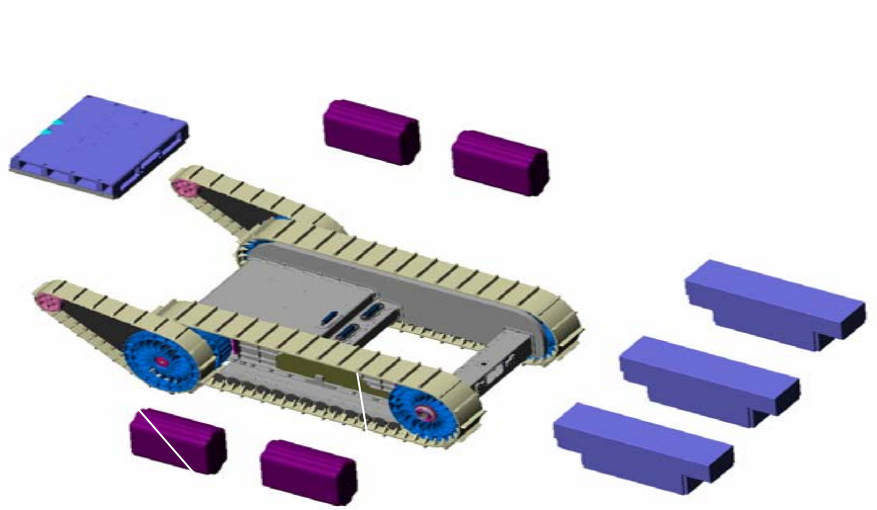
Scout: Recon & Surveillance



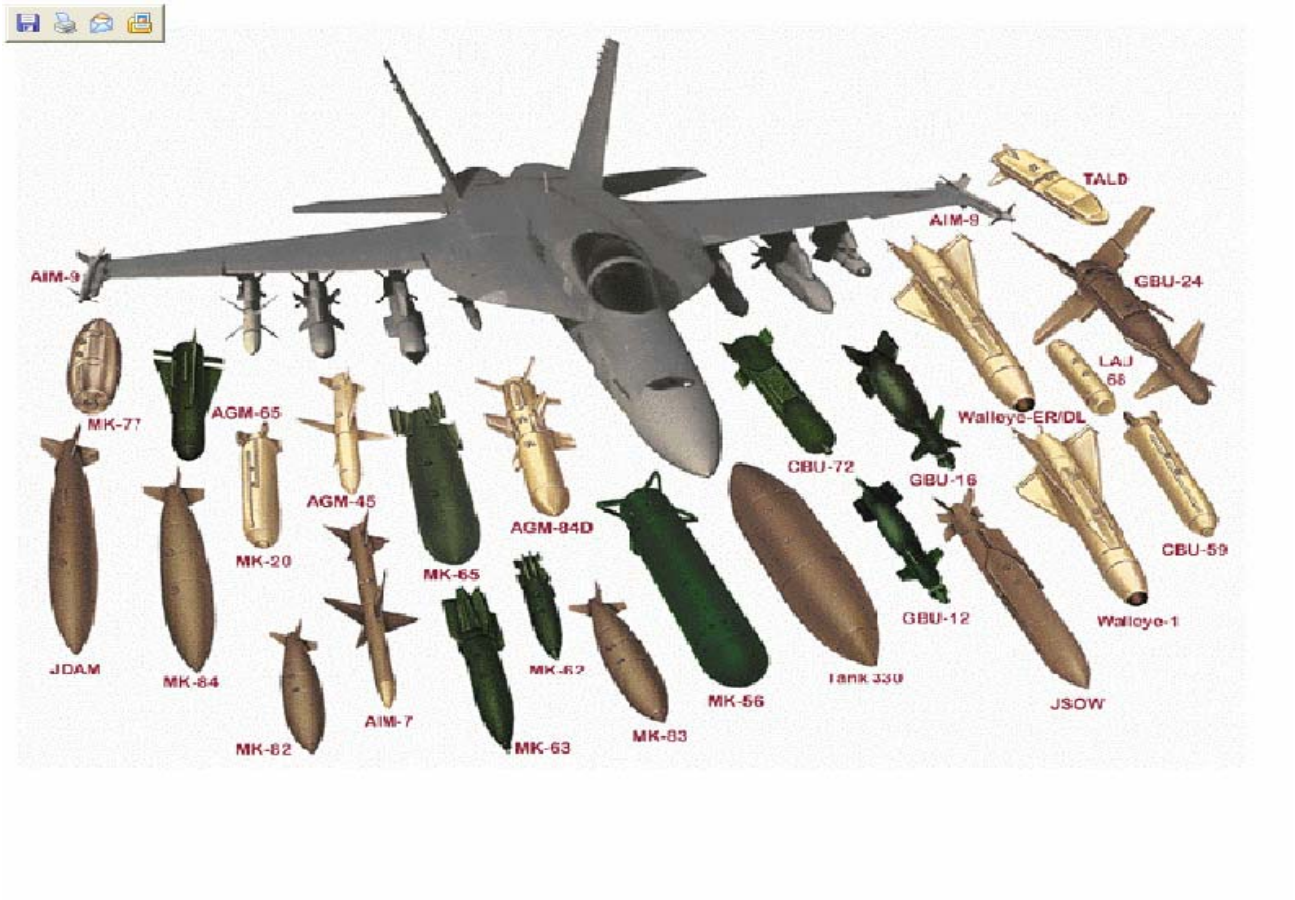
PackBot: Modular Chassis

iRobot PackBot – A Digital Machine…

- **Modular Payload Architecture**
  - 1 Front Payload
  - 4 Side Payloads
  - 3 Rear Payloads
- **Signals**
  - Ethernet
  - USB
  - Motion Control
  - Power
  - 2 Video Channels

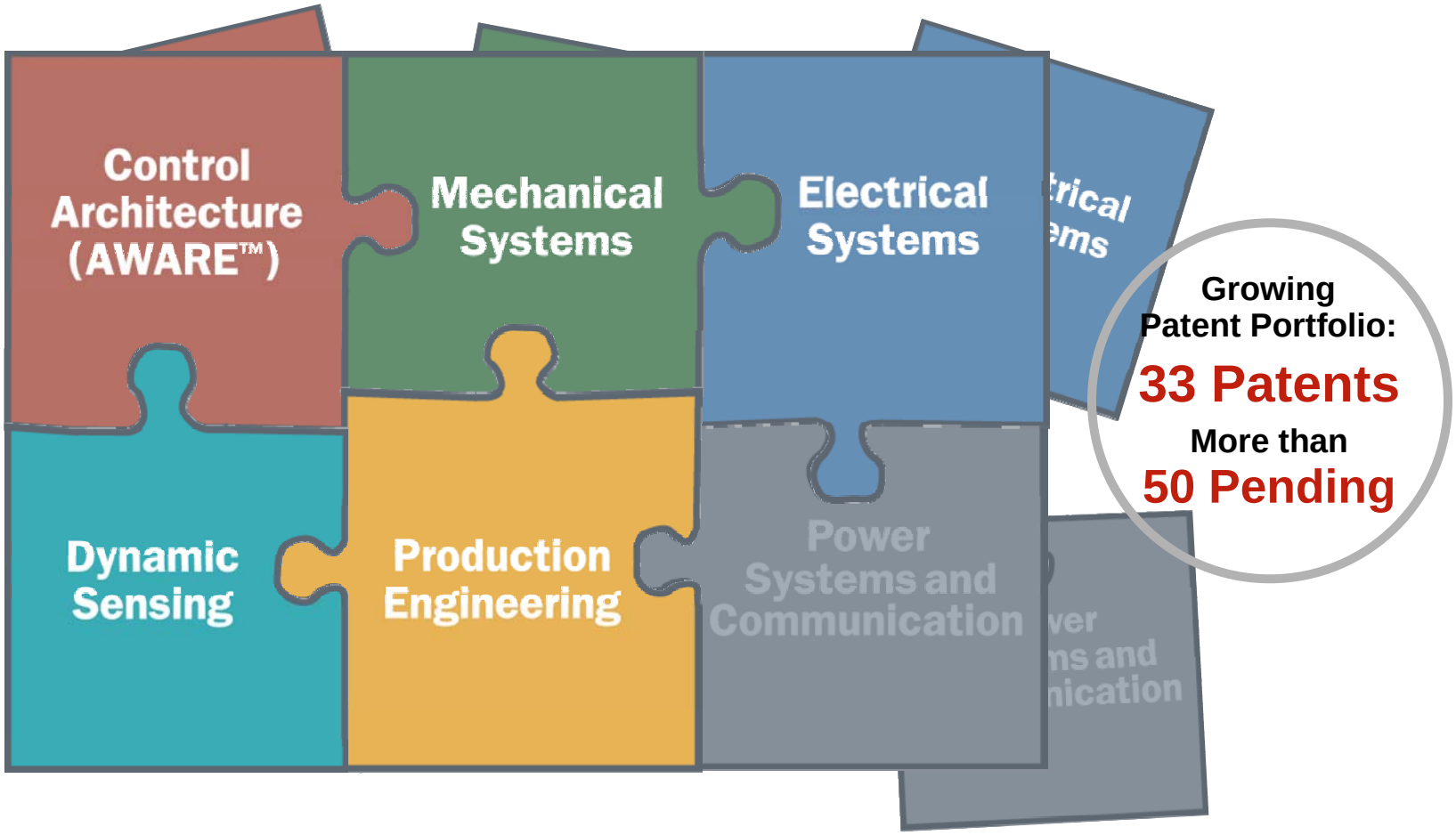


Digital Architecture & Systems Integration



iRobot

Technology Core Competencies



Nomadics FIDO + iRobot PackBot

iRobot

SAFETY FROM STANDOFF: PackBot carries the sensor to the vehicles, so Soldiers aren't exposed.

Fido™

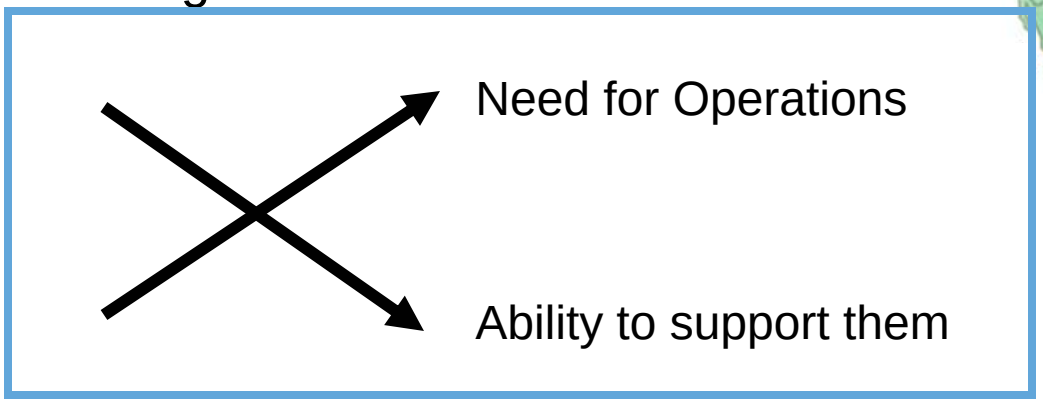
Explosives Detector

THE DETECTION OPPORTUNITY: Explosives leave invisible traces of vapors which FIDO can sniff and detect.

"FIDO was able to detect explosives 80 feet away. This allowed separation of the Soldiers and dog from the bomb, thus saving lives. . . ."

Military Engagement – The Word is a More Dangerous Place

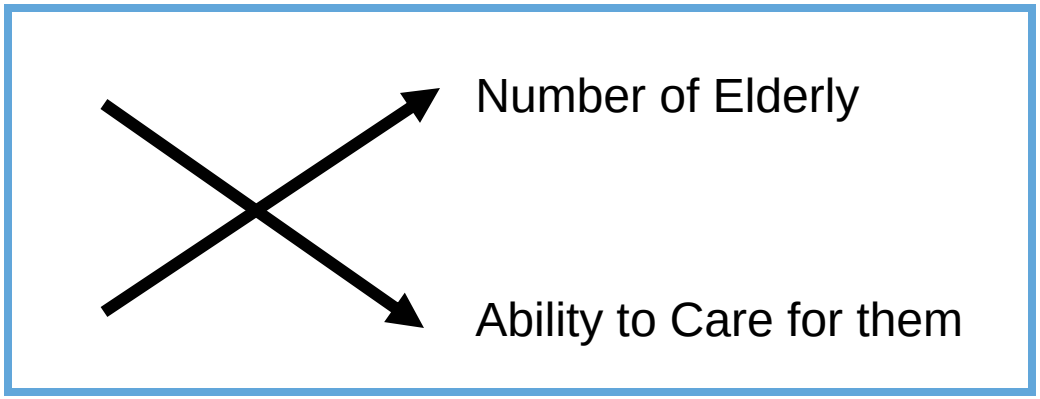
- High tempo military operations and a dramatically lower tolerance for causalities and POW's.
- U.S. volunteer force resources are being stretched

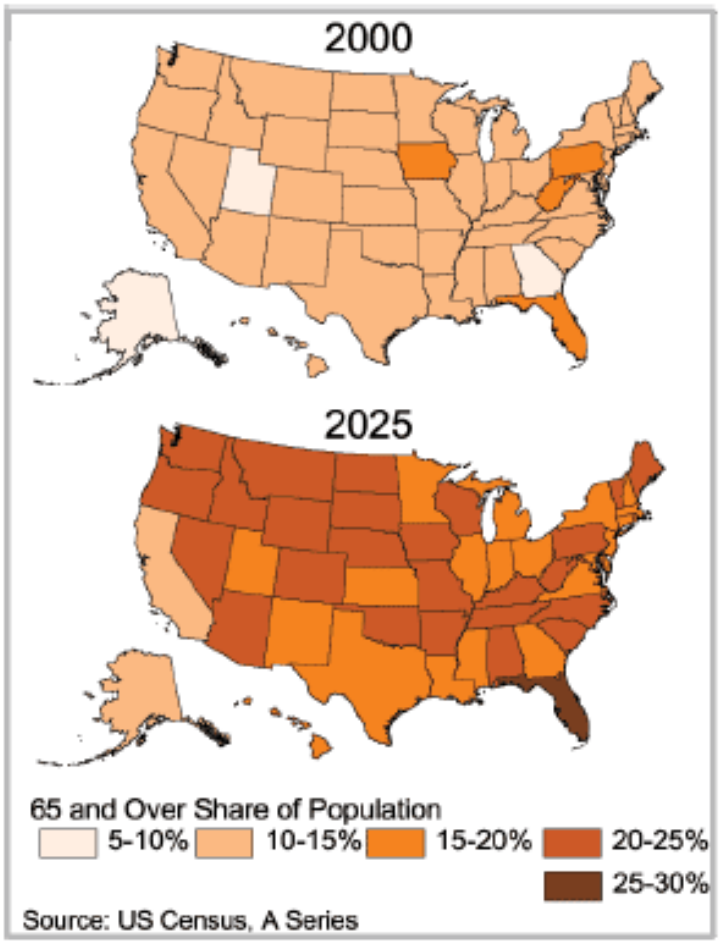


- **The US cannot afford to spend our way out of this problem using current technology and doctrine**

Long Term Driver

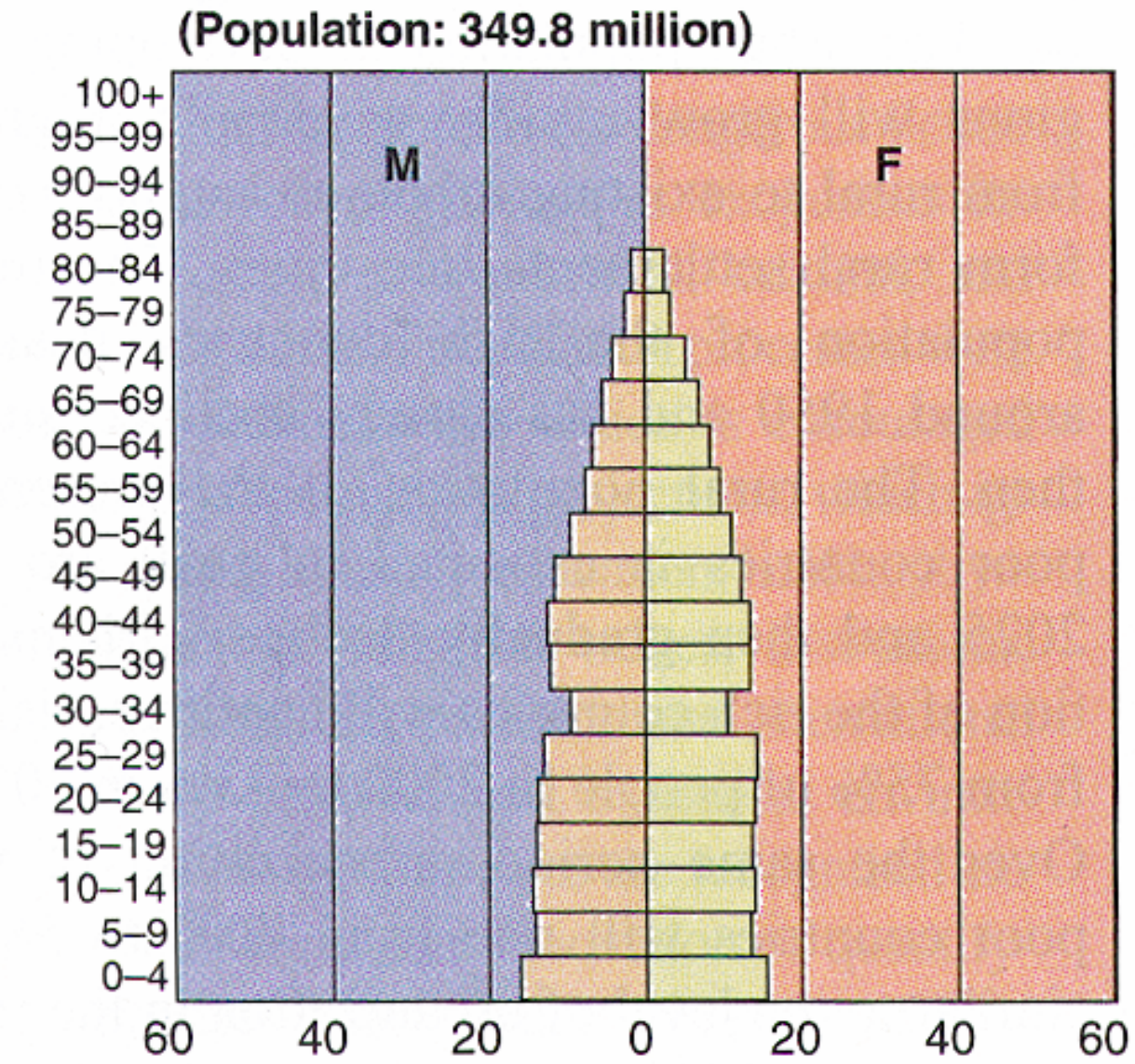
- Our current ability to care for the elderly is barely adequate and in decline
- A massive increase in the number of elderly people is imminent



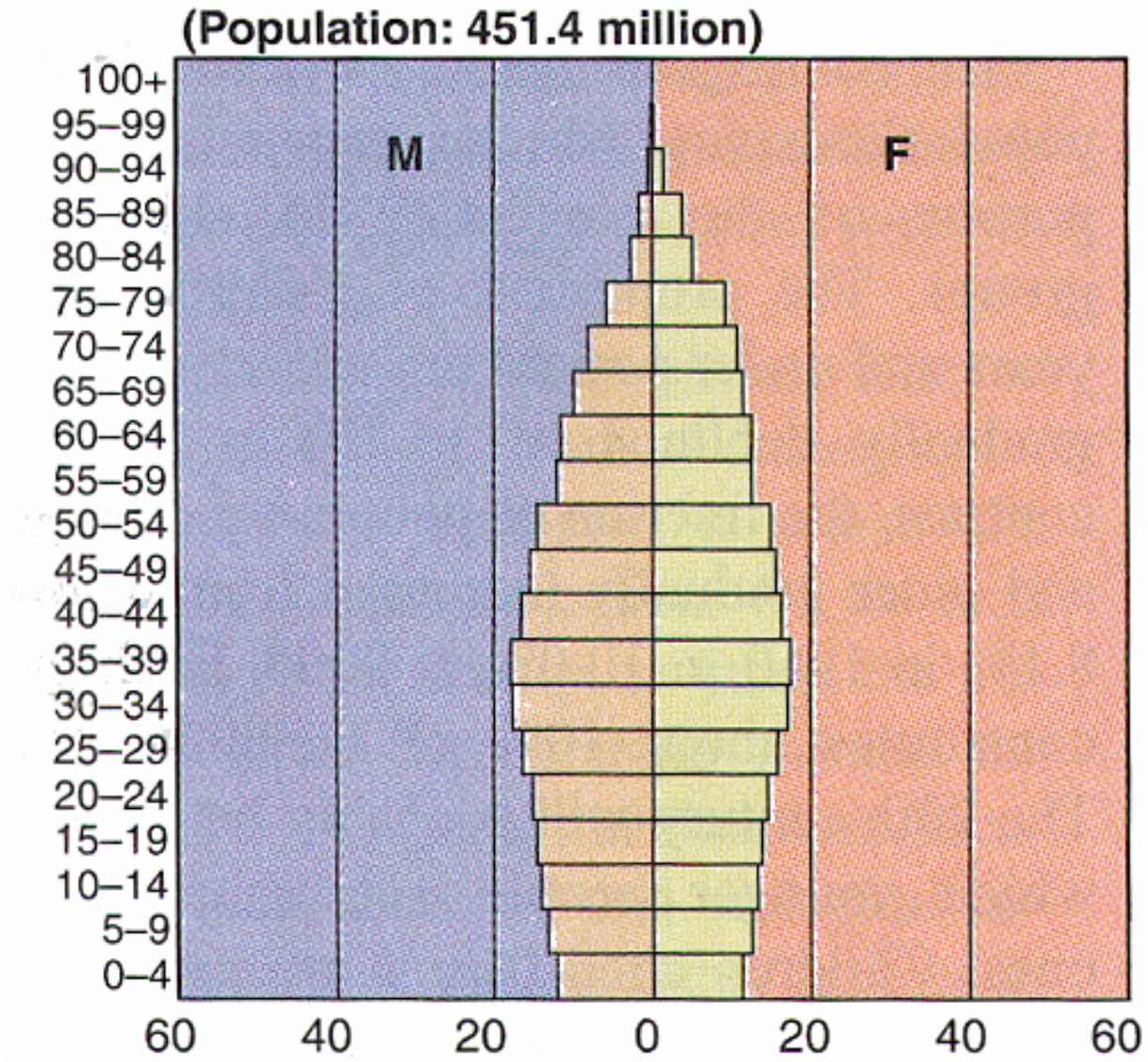


- **We cannot simply spend our way to a solution.**

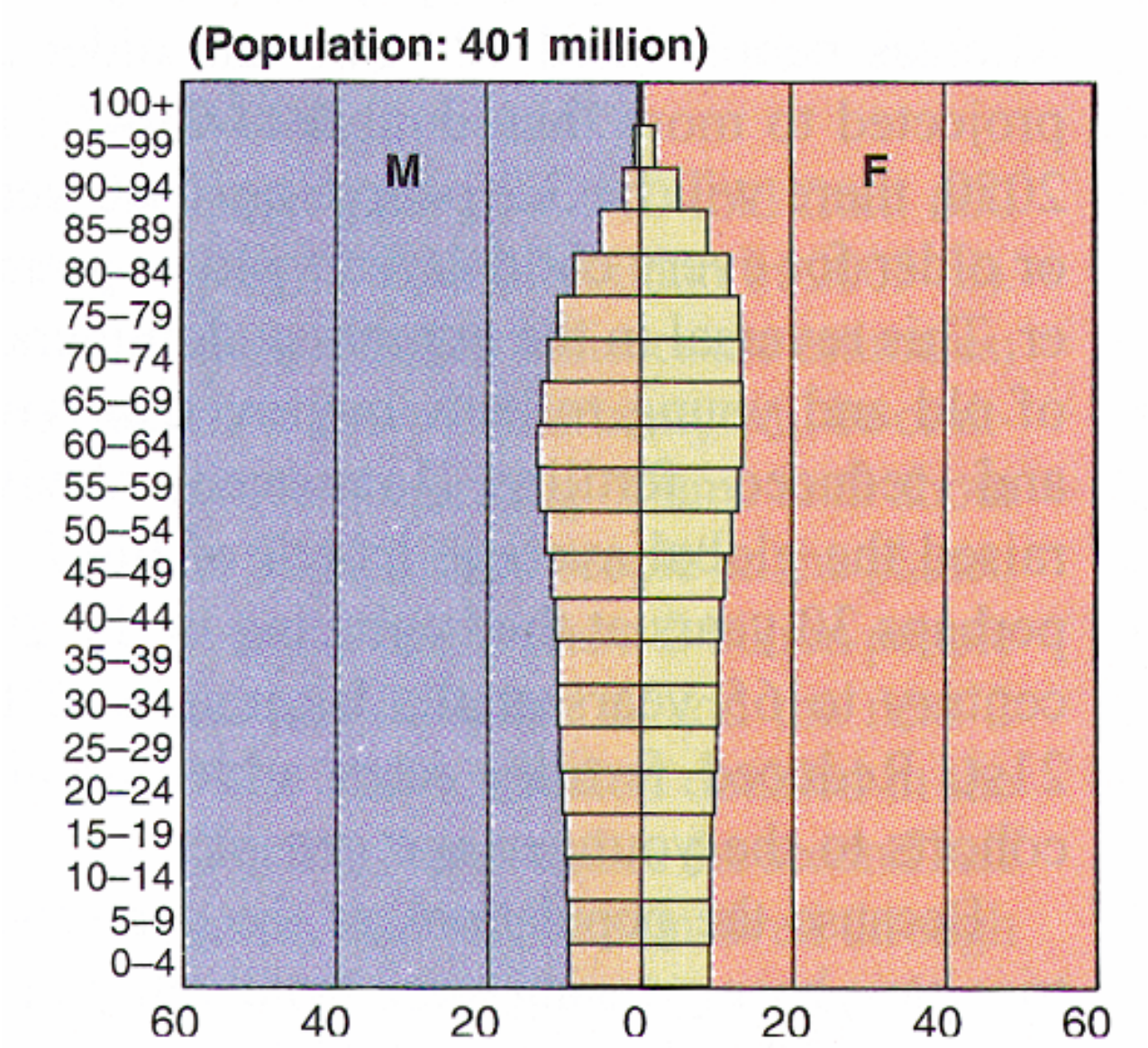
Europe - 1950


(Population: 349.8 million)
M
F
100+
95–99
90–94
85–89
80–84
75–79
70–74
65–69
60–64
55–59
50–54
45–49
40–44
35–39
30–34
25–29
20–24
15–19
10–14
5–9
0–4
60
40
20
0
20
40
60

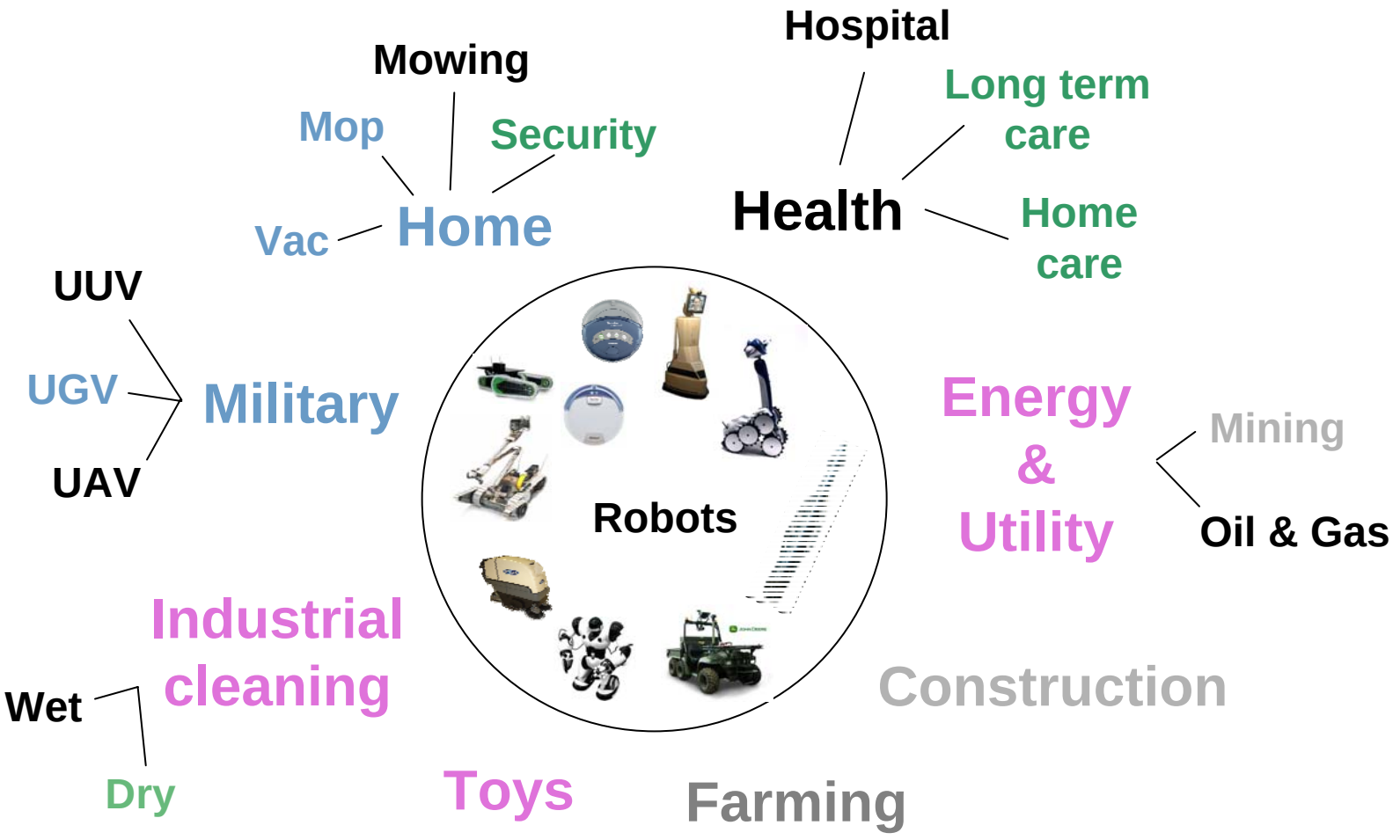
Europe - 2000


(Population: 451.4 million)
100+
95–99
90–94
85–89
80–84
75–79
70–74
65–69
60–64
55–59
50–54
45–49
40–44
35–39
30–34
25–29
20–24
15–19
10–14
5–9
0–4
M
F
60
40
20
0
20
40
60

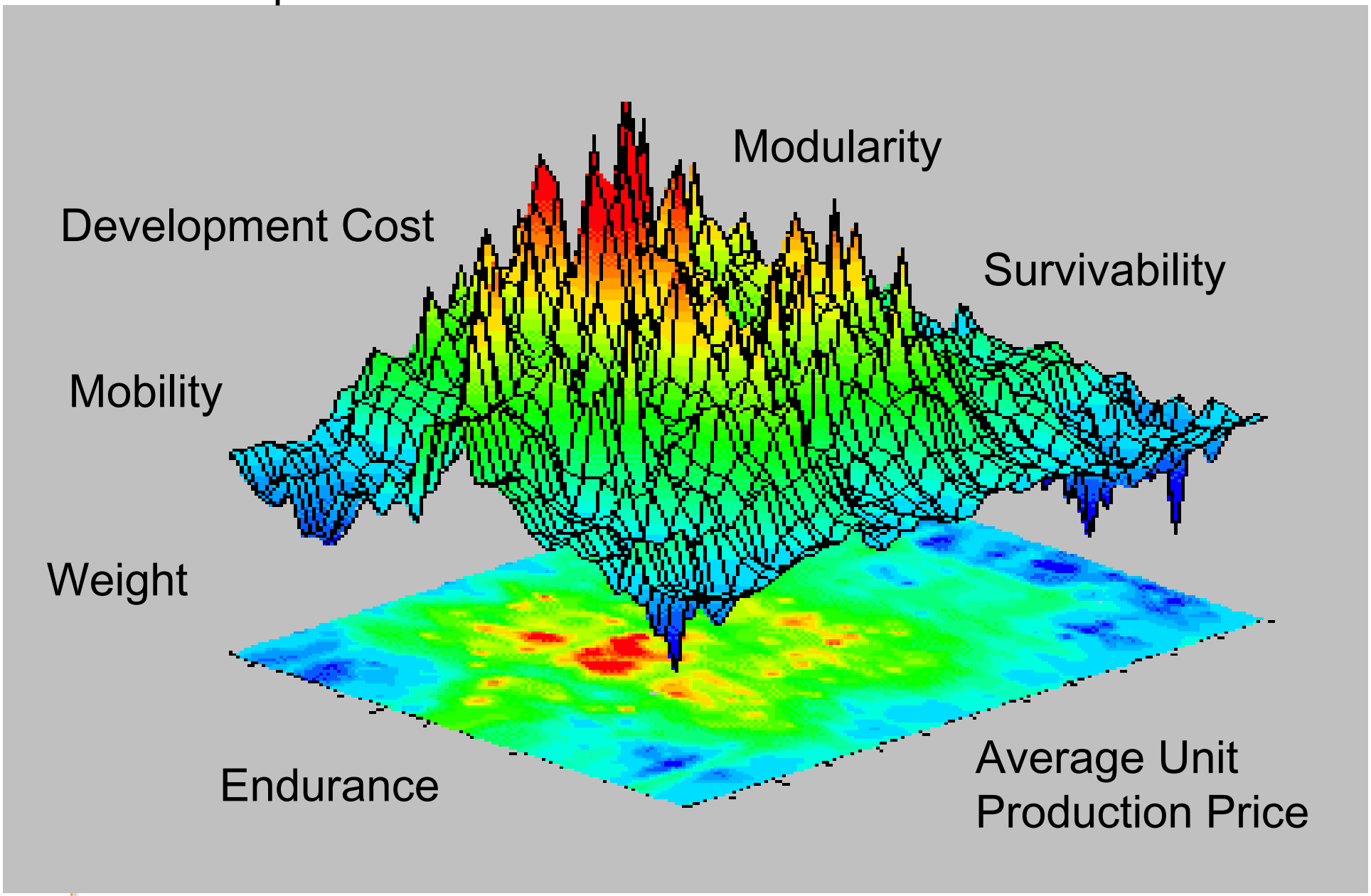
Europe - 2050


(Population: 401 million)
100+
95–99
90–94
85–89
80–84
75–79
70–74
65–69
60–64
55–59
50–54
45–49
40–44
35–39
30–34
25–29
20–24
15–19
10–14
5–9
0–4
M
F
60
40
20
0
20
40
60

The Robot Industry



Trade Space

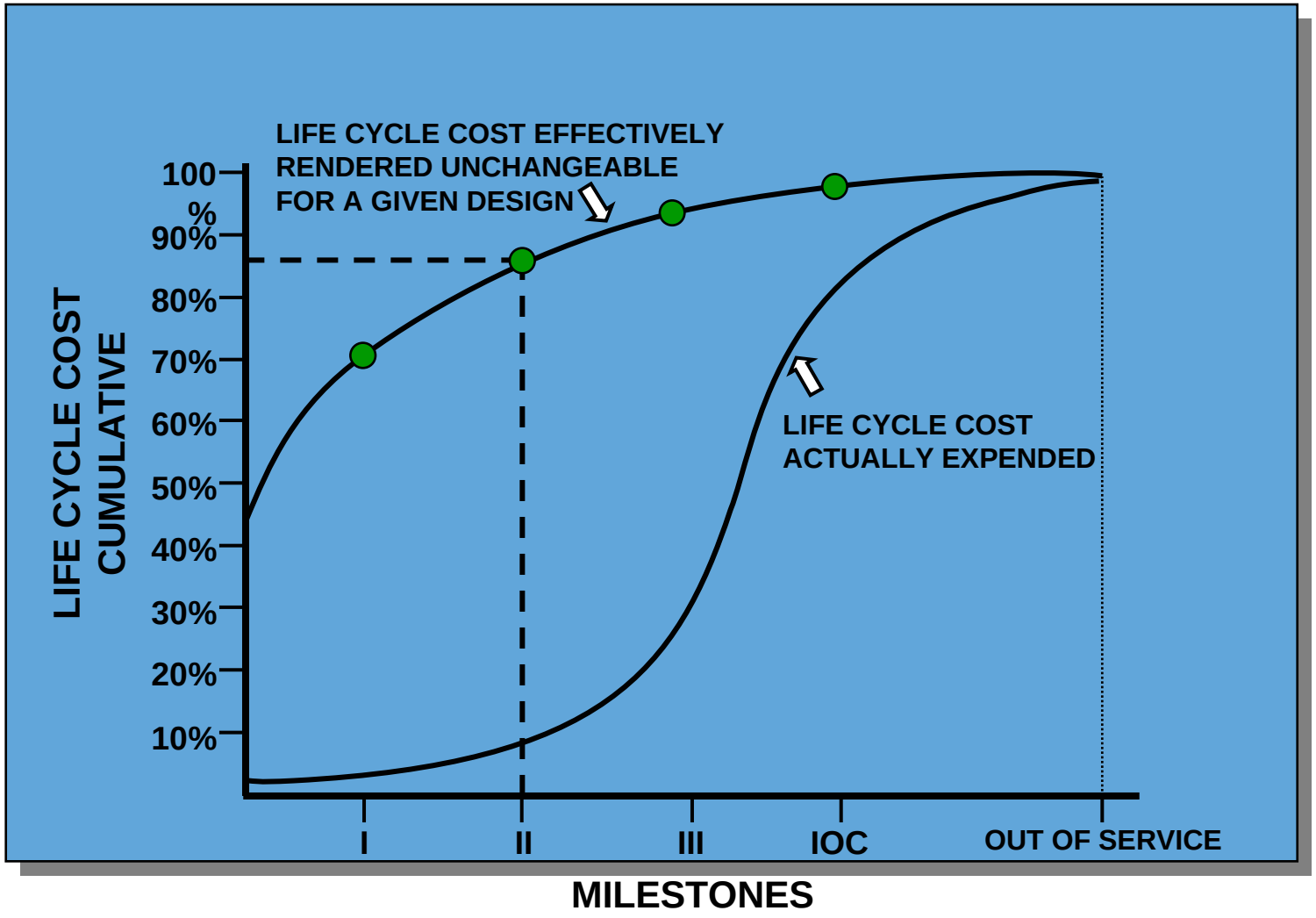

Modularity
Development Cost
Survivability
Mobility
Weight
Endurance
Average Unit
Production Price

SOUTHWEST RESEARCH INSTITUTE

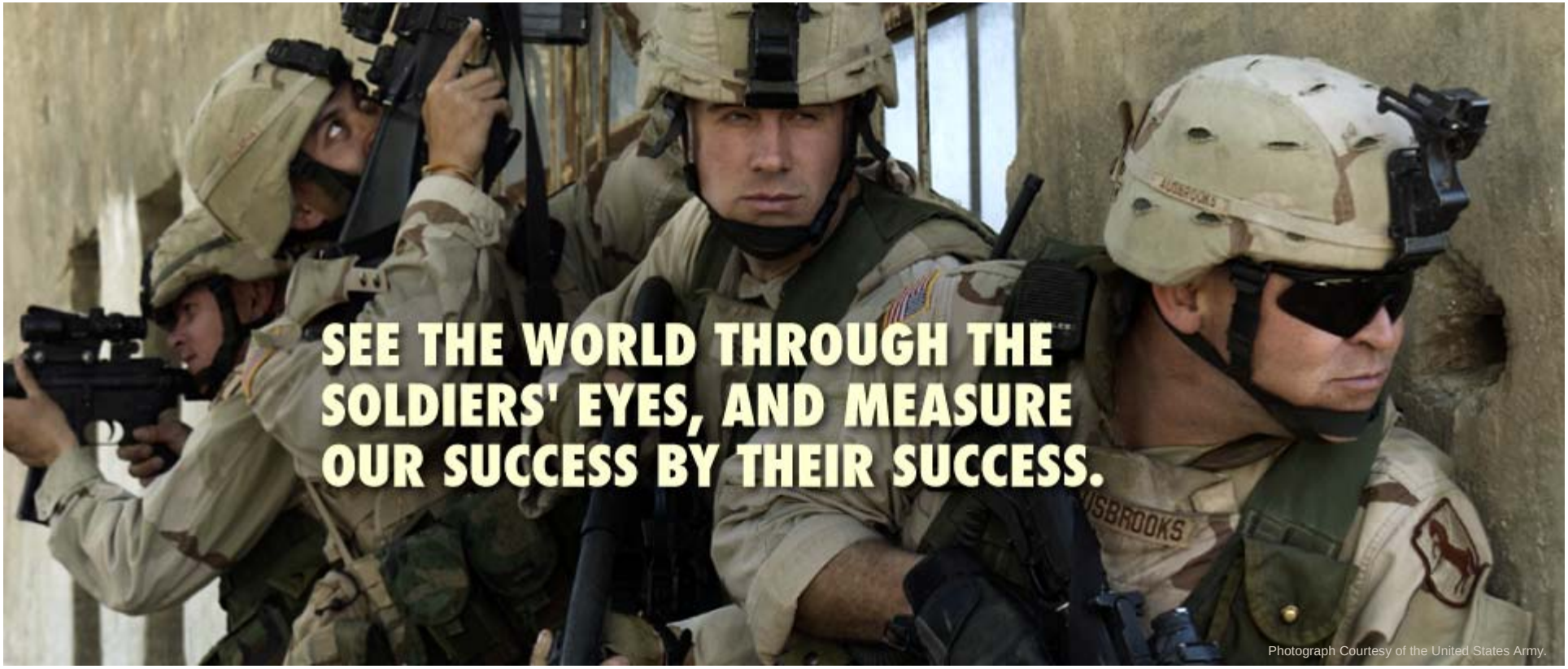
iRobot

NATIONAL INSTITUTE OF STANDARDS AND TECHNOLOGY

Early Decisions Affect Life Cycle Cost



Soldiers will find more missions for robots than expected


SEE THE WORLD THROUGH THE
SOLDIERS' EYES, AND MEASURE
OUR SUCCESS BY THEIR SUCCESS.
Photograph Courtesy of the United States Army.

Computers 1978 = Robots 2001

- Locked away from public
  - too dangerous for computers
- Used inside large companies
- Operational use in military
- First few “home” computers
  - in the form of games
- Computer hacking clubs
- How-to-build-your-own books
- Undergraduate majors appearing
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Big Application - Manufacturing

- currently: robot arms for “fixed automation”
- future: flexible low-cost manufacture
  - dexterous assembly/fabrication of small low cost products
  - currently we outsource this to low cost developing-world labor
  - what are the technical challenges?

Consequences

- Completely change the world's labor markets from the way they have developed over the last 50 years
  - change the need for low-cost labor migration
  - change the face of out sourcing
  - significantly impact the labor requirements for elder-care in societies with changing demographics
  - CHANGE THE WAY THE MILITARY OPERATES
- Potential to create an economic tsunami that rivals or surpasses the silicon valley experience

Deliver Great Product

Roomba VACUUMING ROBOT SCHEDULER

iRobot

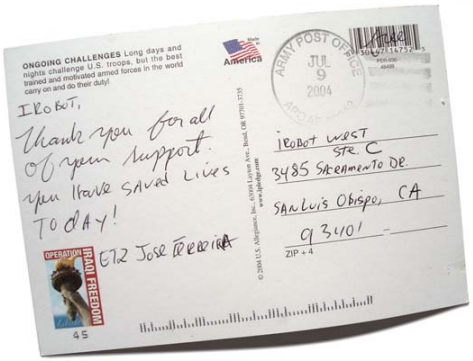
Make Money

Have Fun

Change the World

A Better Way

More than 500 PackBot® Military Robots delivered



“You have saved lives today!”

“When a robot dies you don’t have to write a letter to its mother.”

iRobot®

THANK YOU!

jdyer@irobot.com

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  - dexterous assembly/fabrication of small low cost products
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iRobot Today

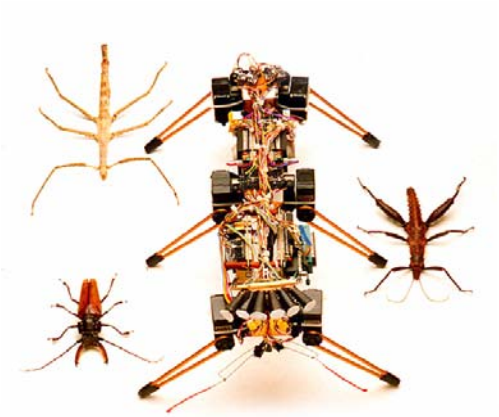
- 142 Million in 2005 Revenue
- 400 Employees*
- Offices in 3 US locations + Hong Kong and India

- Over the past 3 years, shipped over $.25 Billion of robots to a diverse set of customers

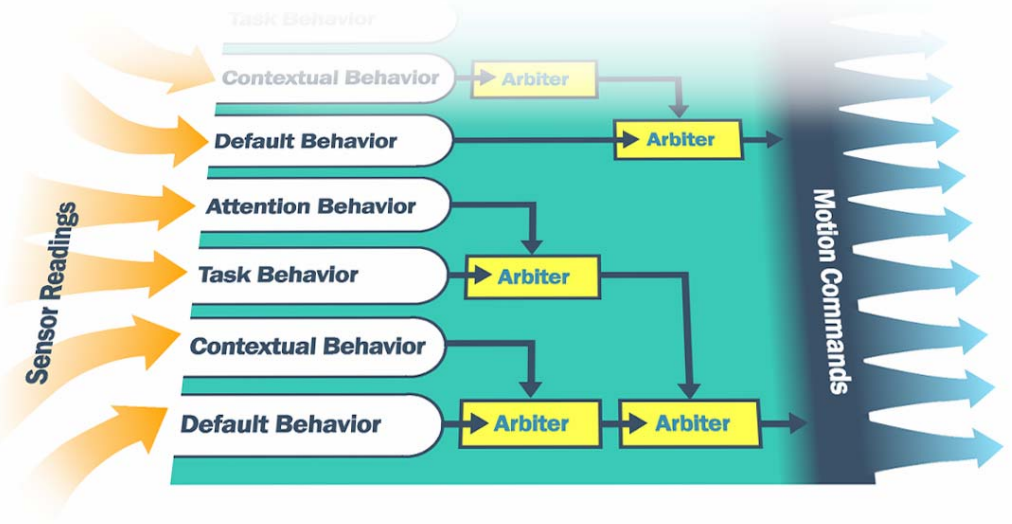
*includes consultants and temporary employees

Behavior-Based Robots

- **Fast connections between sensors and actuators**
- **Composable behaviors**
- **Multiple simultaneous goals with dynamic arbitration**
- **Dynamically variable degrees of autonomy**



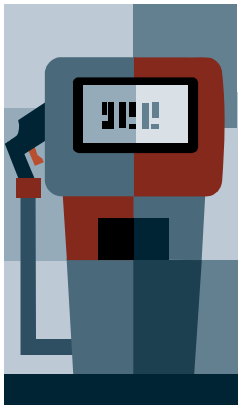
Creature-like control system



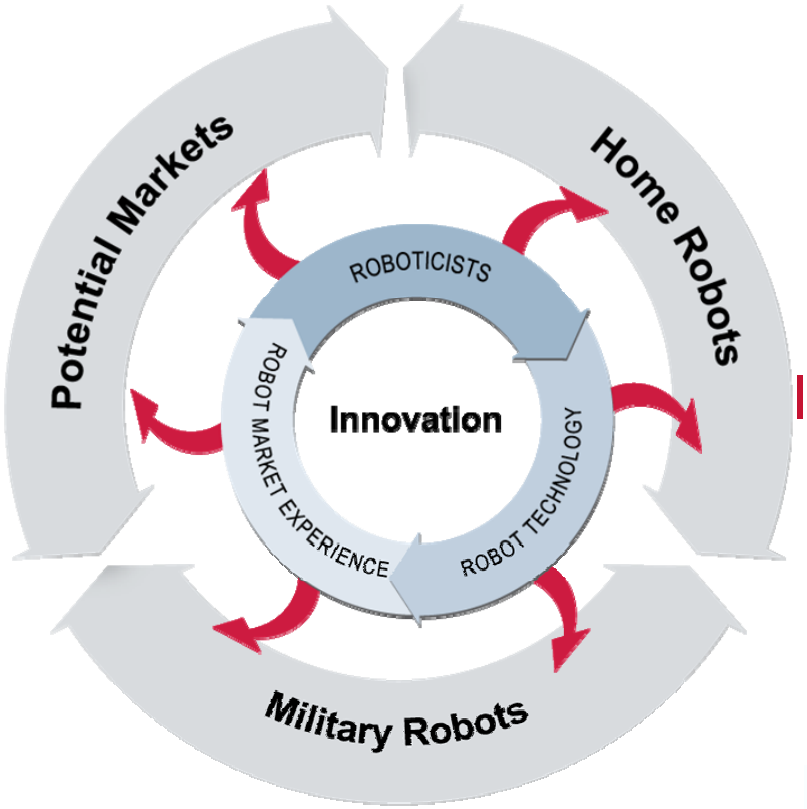
Our Innovation Engine

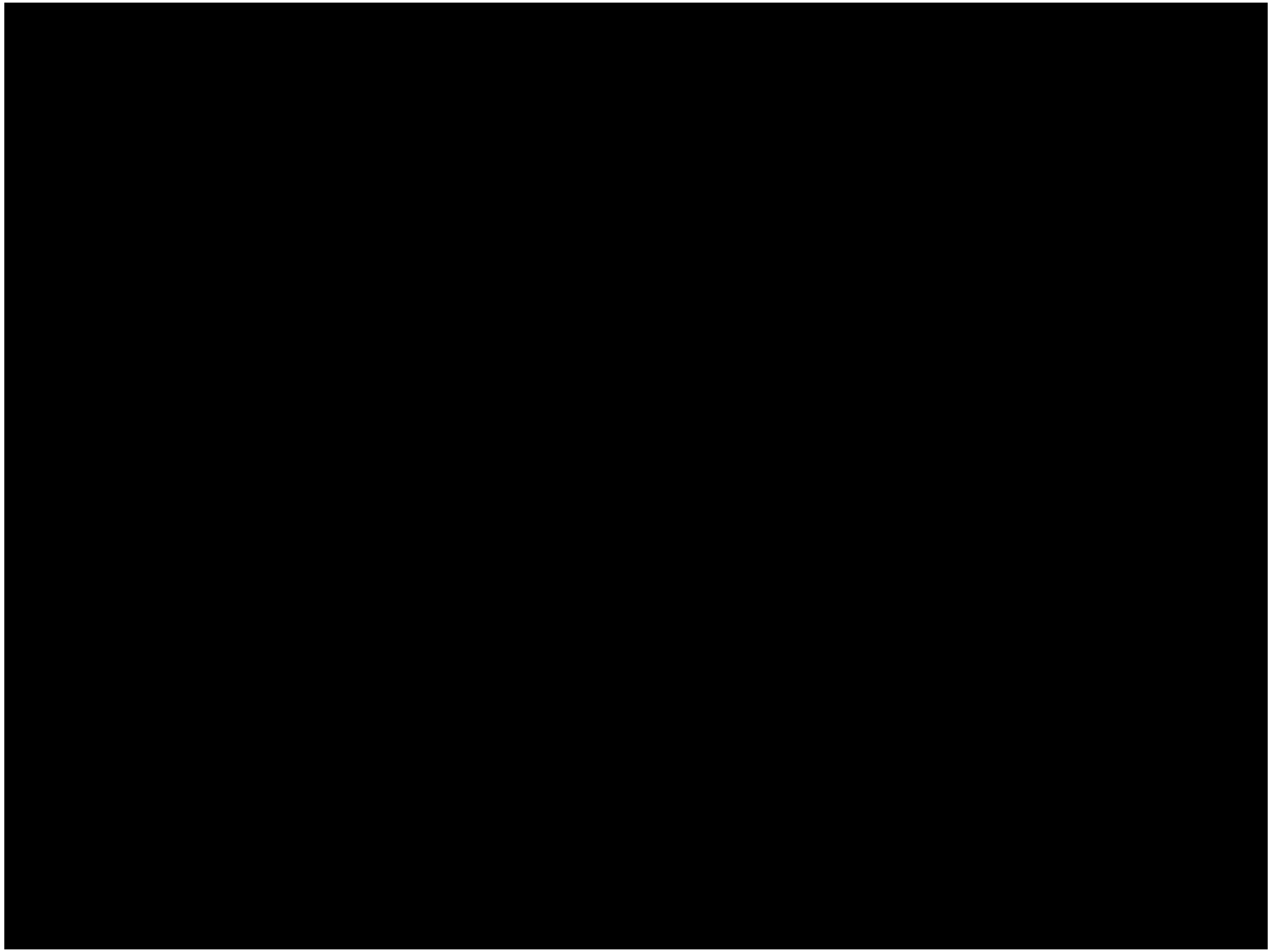
7%
IR&D
+
8%
Gov't
R&D

15%



Prior 4 Quarter Investments as a % of Revenue

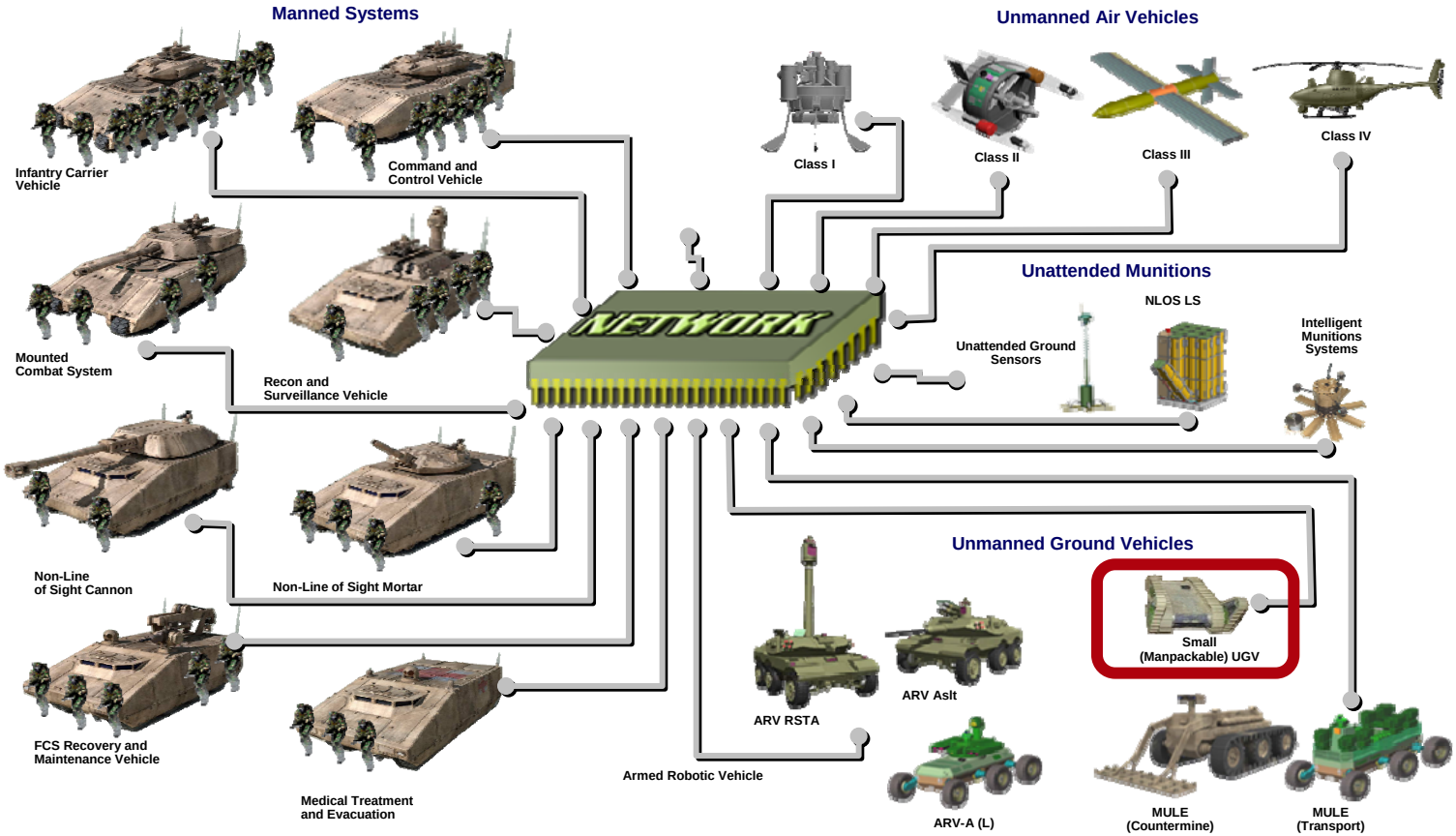




FUTURE COMBAT SYSTEMS

FCS

One Team-The Army/Defense/Industry



iRobot PackBot – A Digital Machine…

- **Modular Payload Architecture**
  - 1 Front Payload
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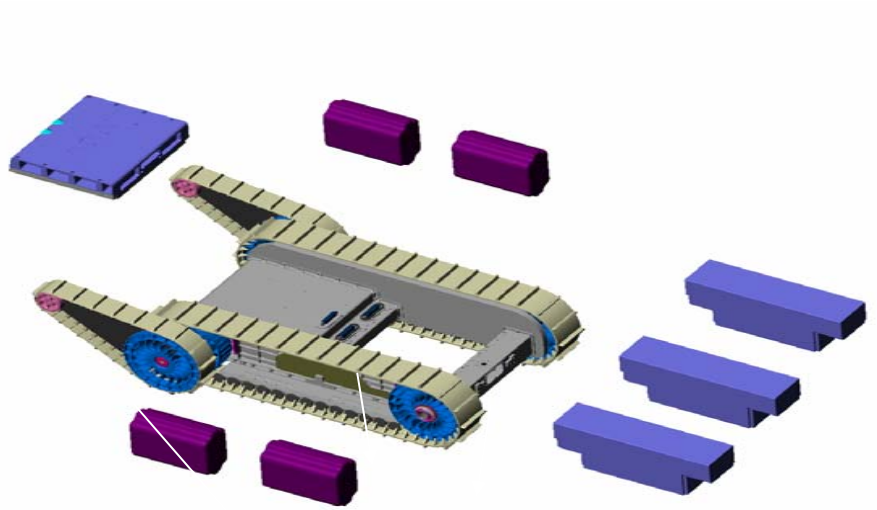
- **Signals**
  - Ethernet
  - USB
  - Motion Control
  - Power
  - 2 Video Channels



iROBOT G&IR Division Sensor & Payload Strategy

- **We shall Shop the Market for Best in Class**
- **We will Integrate and Market 3rd Party equipment on Our Robots**
- **While We View Our Platforms as "Tightly Integrated," We are Open to Licensing Arrangements and Partnerships**
- **We will Selectively Develop Sensors & Payloads when Customers, Technology, and/or Packaging Demands**

iRobot

iRobot® NGRCV

sponsored by:
The Technical Support Working Group

Summary

$40 B
potential market opportunity in
2010

Financial Performance

Revenue Growth
Product Lifecycle Revenue

Products

Foundation

Gov. Funded R&D

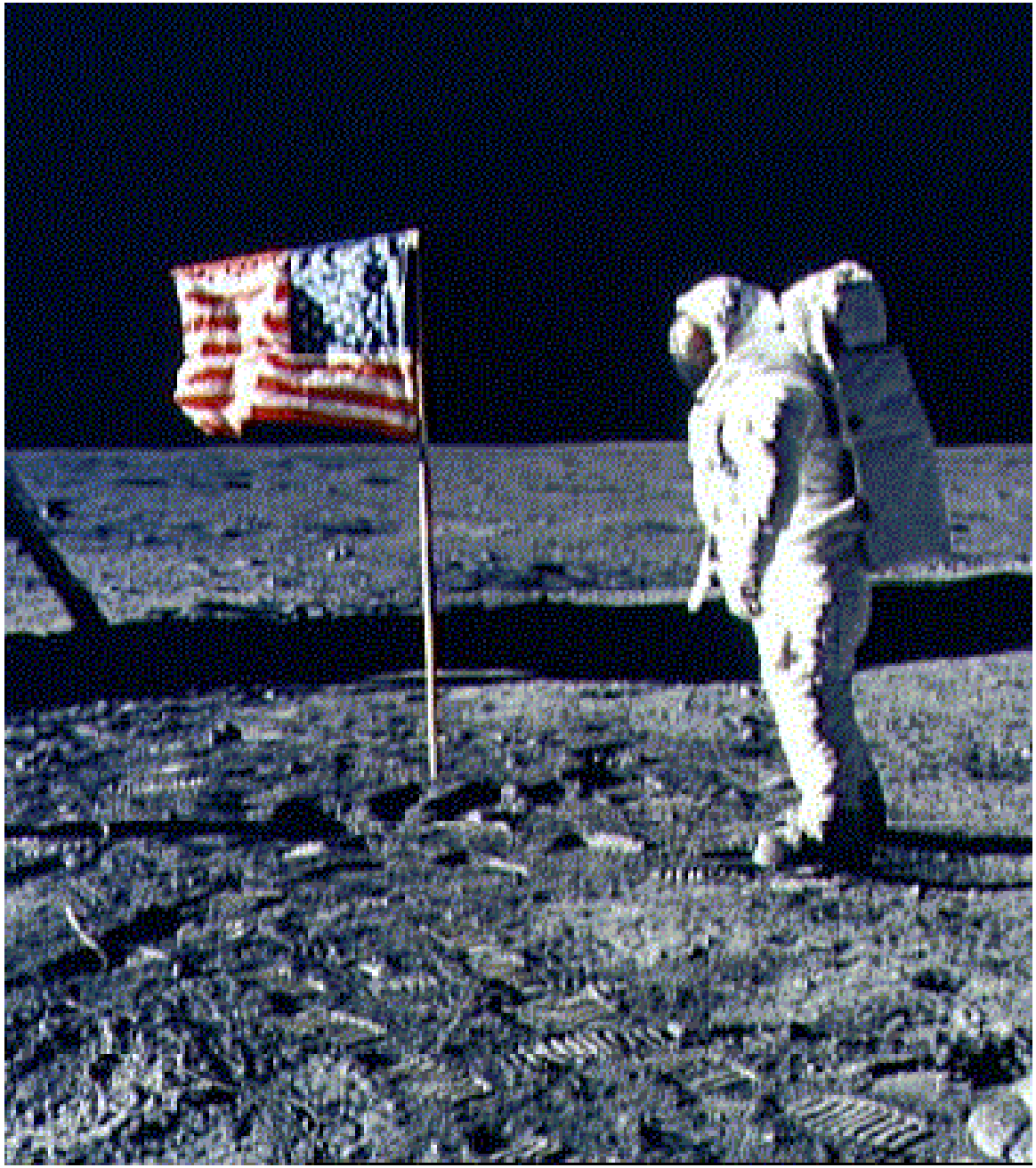
33 patents
50 pending

Multi-Disciplinary Robotic Engineering Team
Outsourced Manufacturing

Partners

CLOROX

JOHN DEERE



Four Fundamental New Capabilities

- I. The object recognition capabilities of a two year old child
- II. The manual dexterity of a six year old child
- III. The ability to move around freely and to work in built-for-human environments
- IV. Intuitive human interfaces

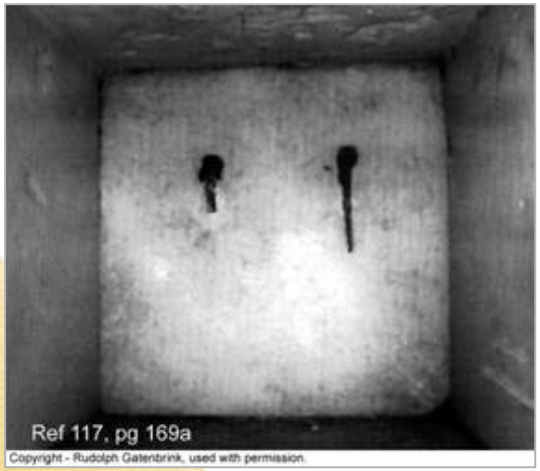
Big Application - Agriculture

- currently: roboticizing large agricultural machines
- future: maintenance of individual plants
  - pruning, picking, etc.
  - currently Europe and US import low cost labor, Japan has higher cost agriculture
  - what are the technical challenges?

Big Application - Elder Care

- currently: no automation
- future: robotic assistants
  - in-house care and nursing care
  - currently Europe and US import low cost labor, Japan is facing immediate challenges
  - what are the technical challenges?

Exploring the Great Pyramid of Giza



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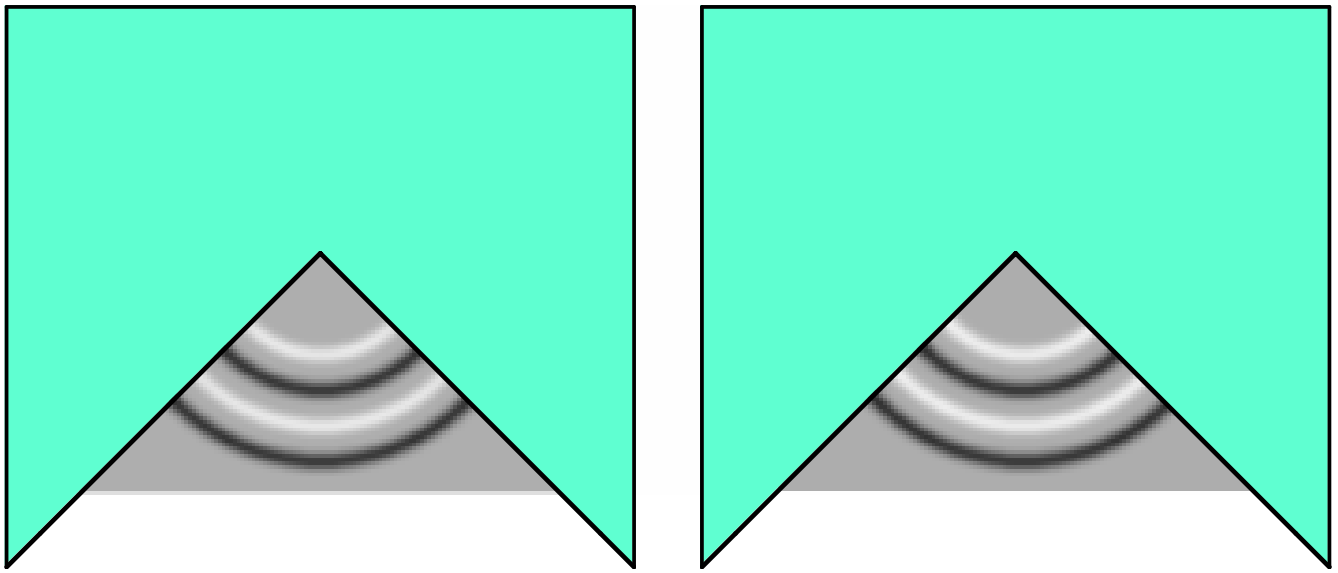
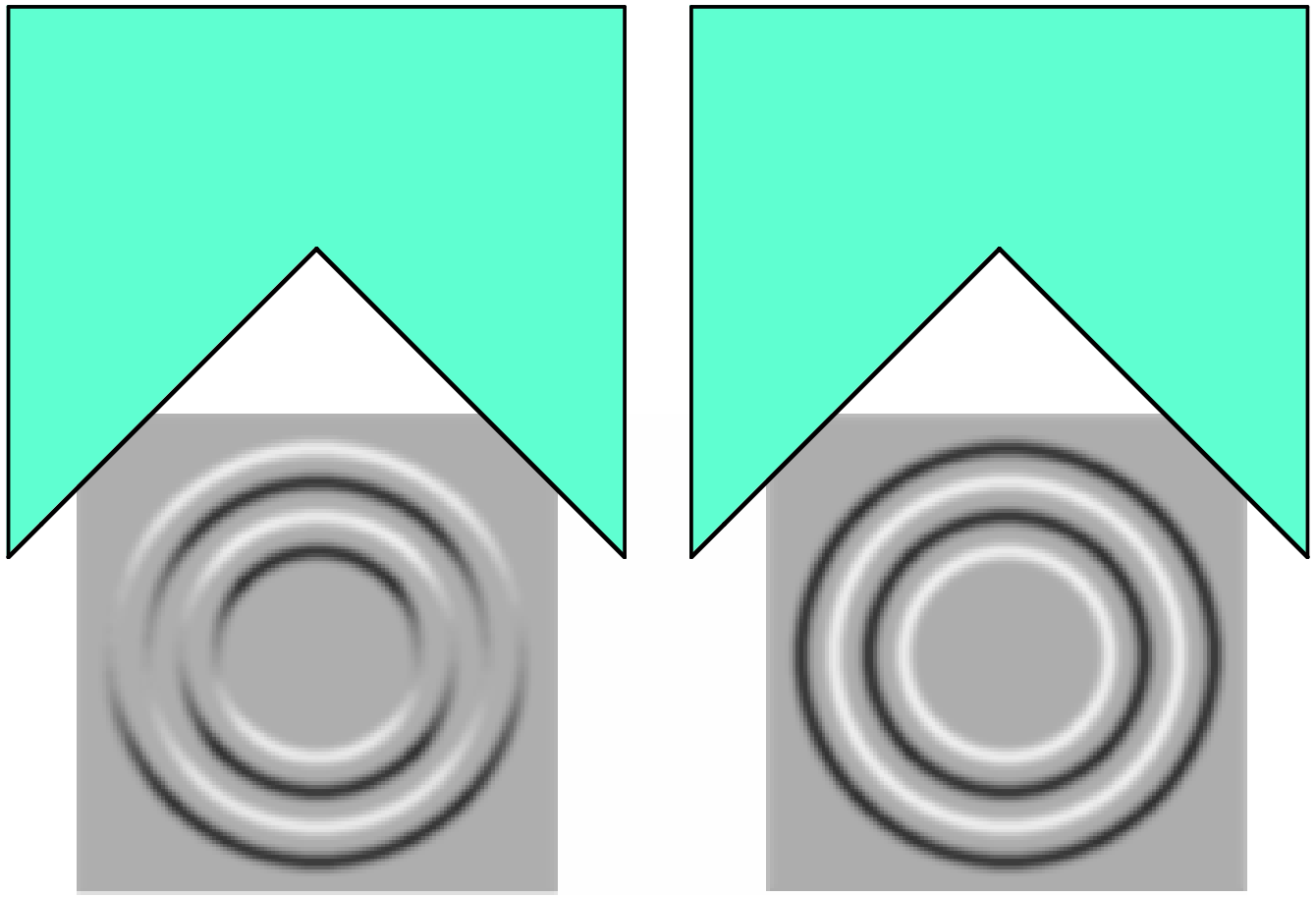
Local Ambiguity: Quadrants Same

Information must be propagated across space.

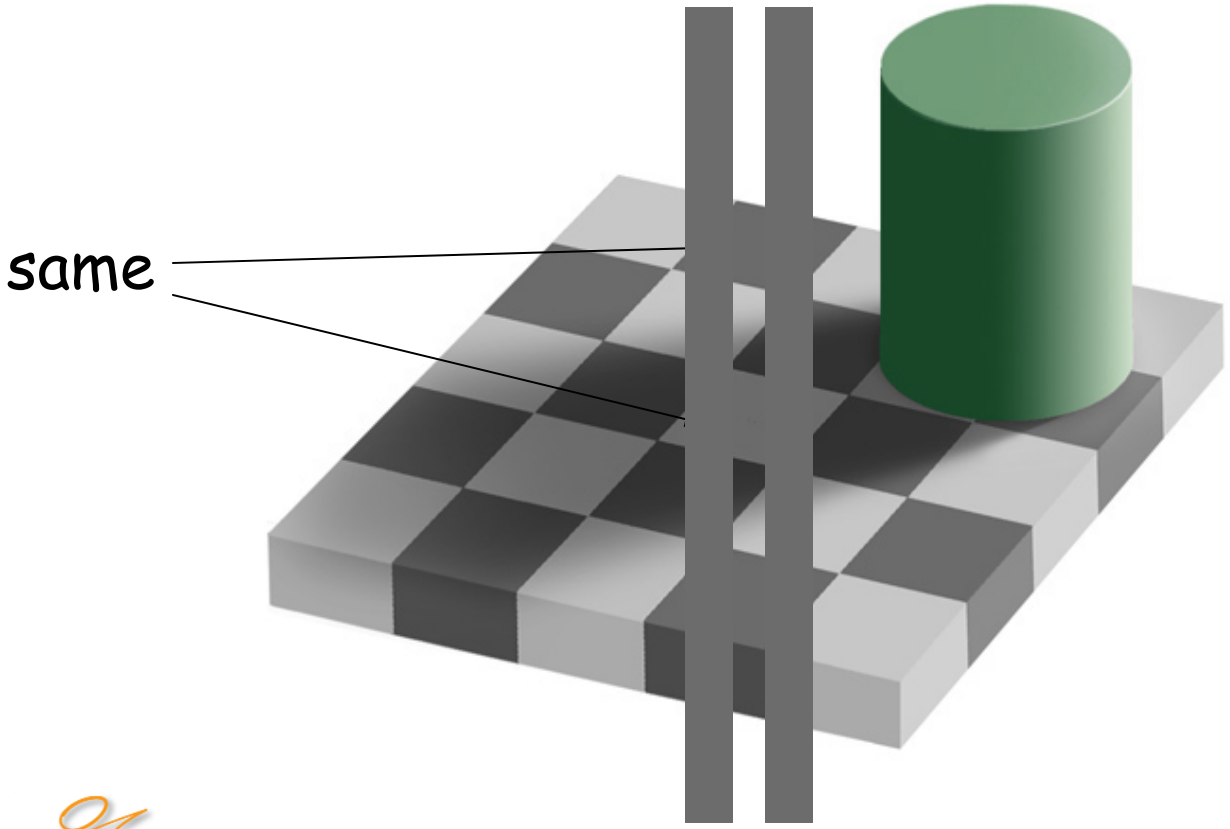


Local Ambiguity: Quadrants Same

Information must be propagated across space.



The Checkerboard “Illusion”

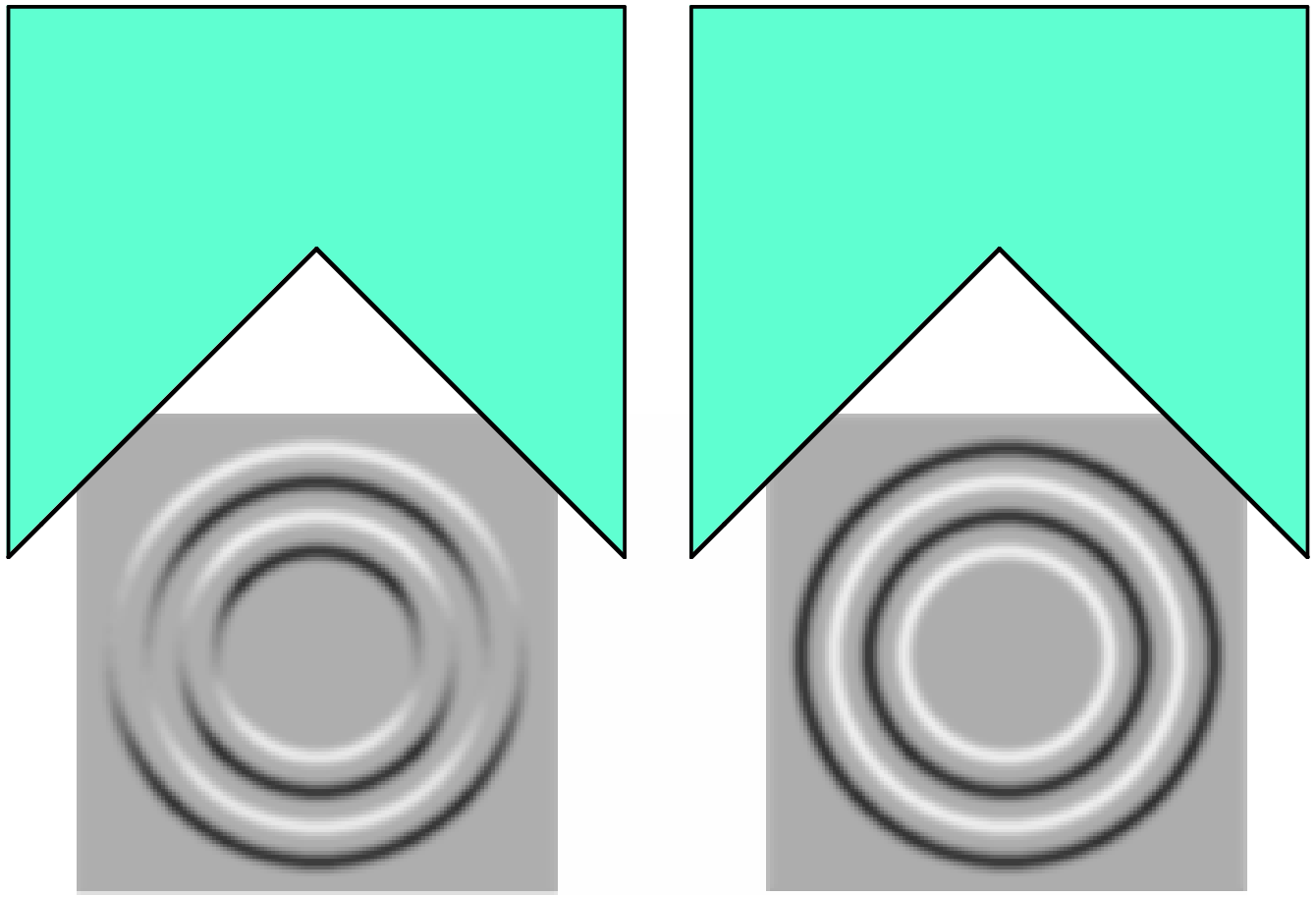


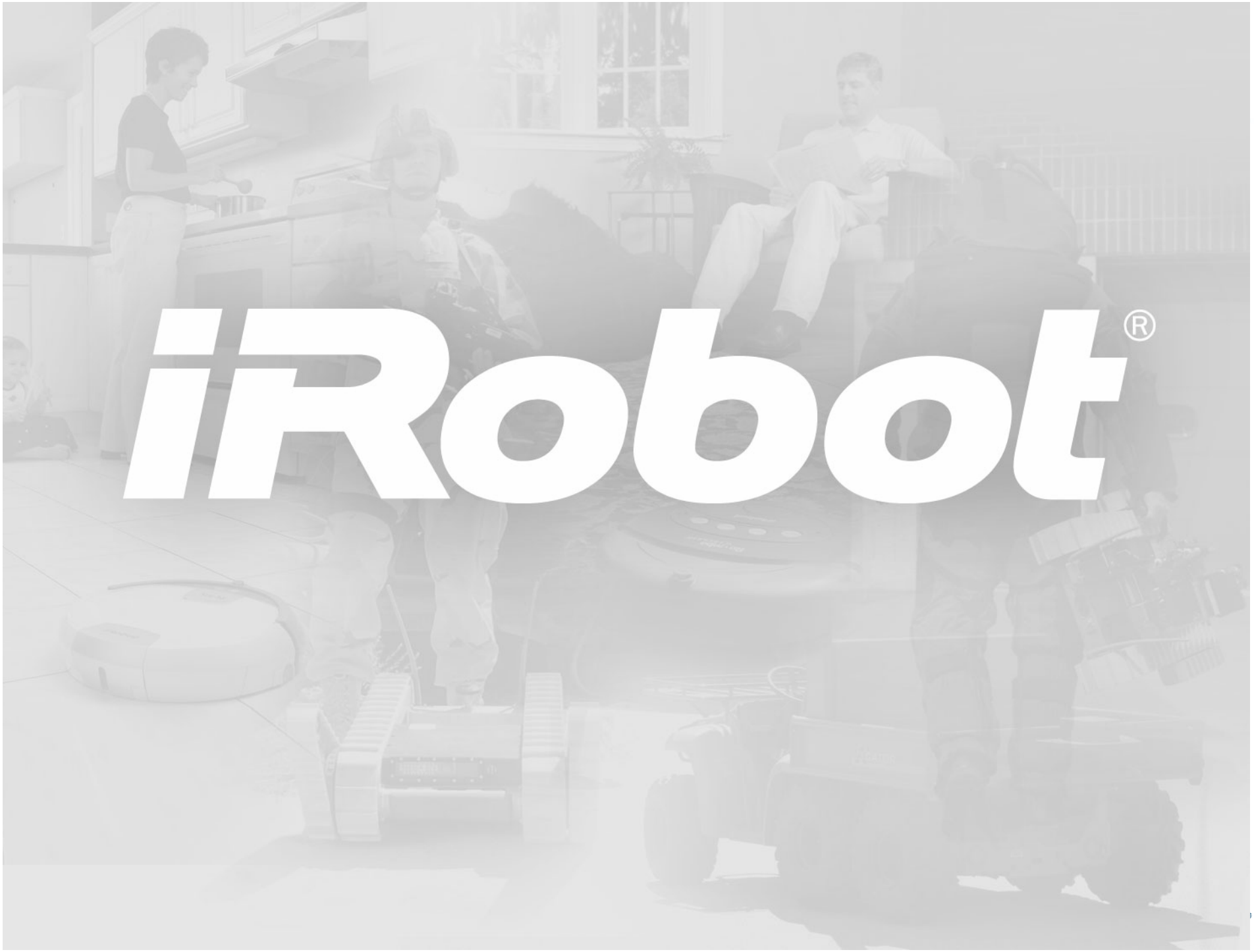
Here, the human visual system infers the color of the checks in the world, not the gray value in the image.

The “illusion” reflects the successful design of the visual system, not a quirky failure.

Local Ambiguity: Quadrants Same

Information must be propagated across space.




iRobot®


HUNTING I.E.D.'S
KHALIL GREENE PLACED ON 15-DAY DISABLED LIST AFTER BREAKI

There is a Better Way

Roomba®
VACUUMING ROBOT

- **Introduced in 2002**
- **2 million units sold**
- **Strongly patented**
- **1% market penetration**

iRobot

Scooba™

FLOOR WASHING ROBOT

- Wet scrubs hard surfaces
- 4-stage cleaning process
- Cleans better than mopping
- Recent Awards
  - Popular Science
    Best of What's New
  - Consumer Electronics Show
    Innovations award
  - Time Magazine Top Inventions

iRobot Today

- 142 Million in 2005 Revenue
- 400 Employees*
- Offices in 3 US locations + Hong Kong and India

Headquarters, Burlington MA, USA

- Over the past 3 years, shipped over $.25 Billion of robots to a diverse set of customers

Mysore, India

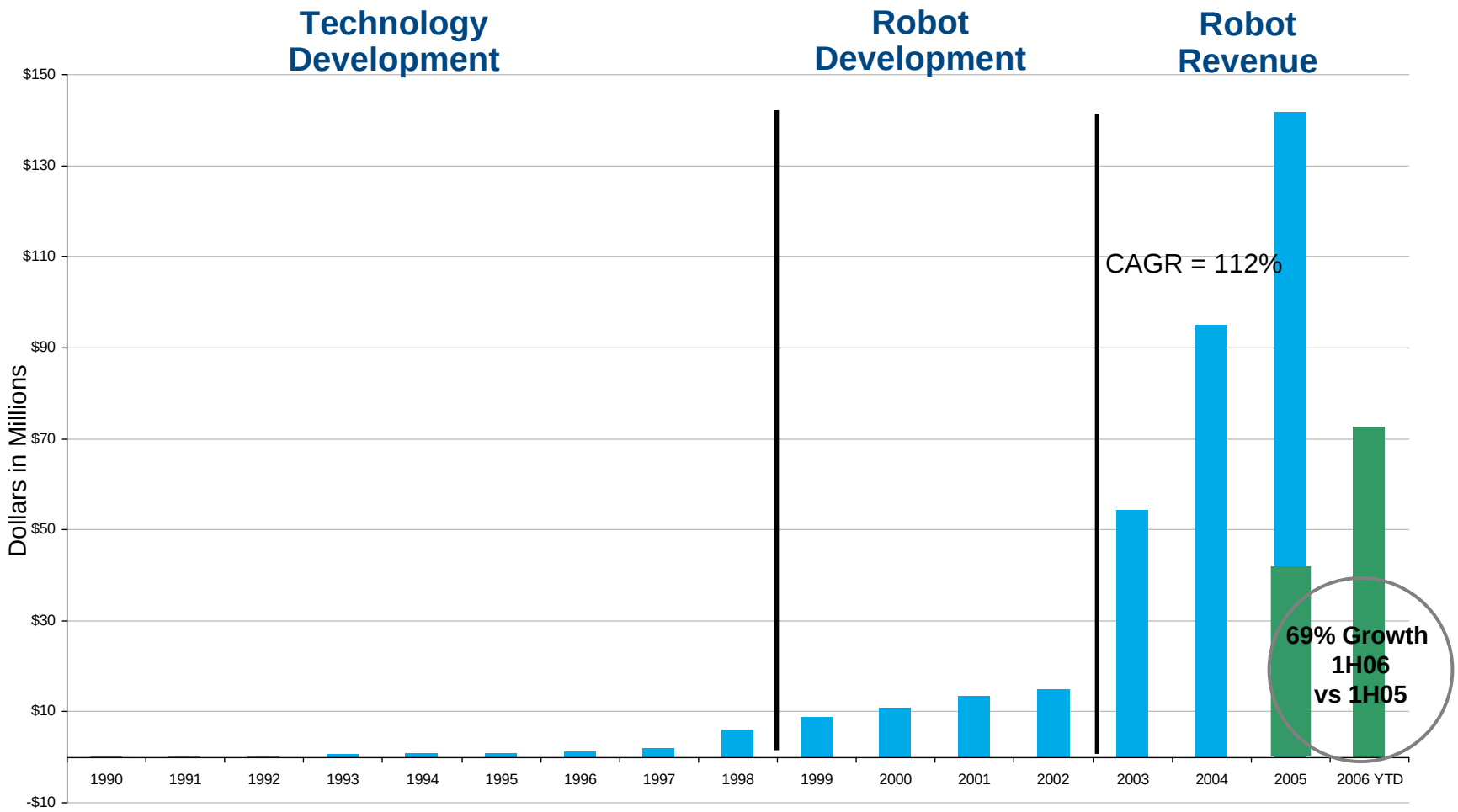
Hong Kong, PRC

San Louis Obispo CA, USA

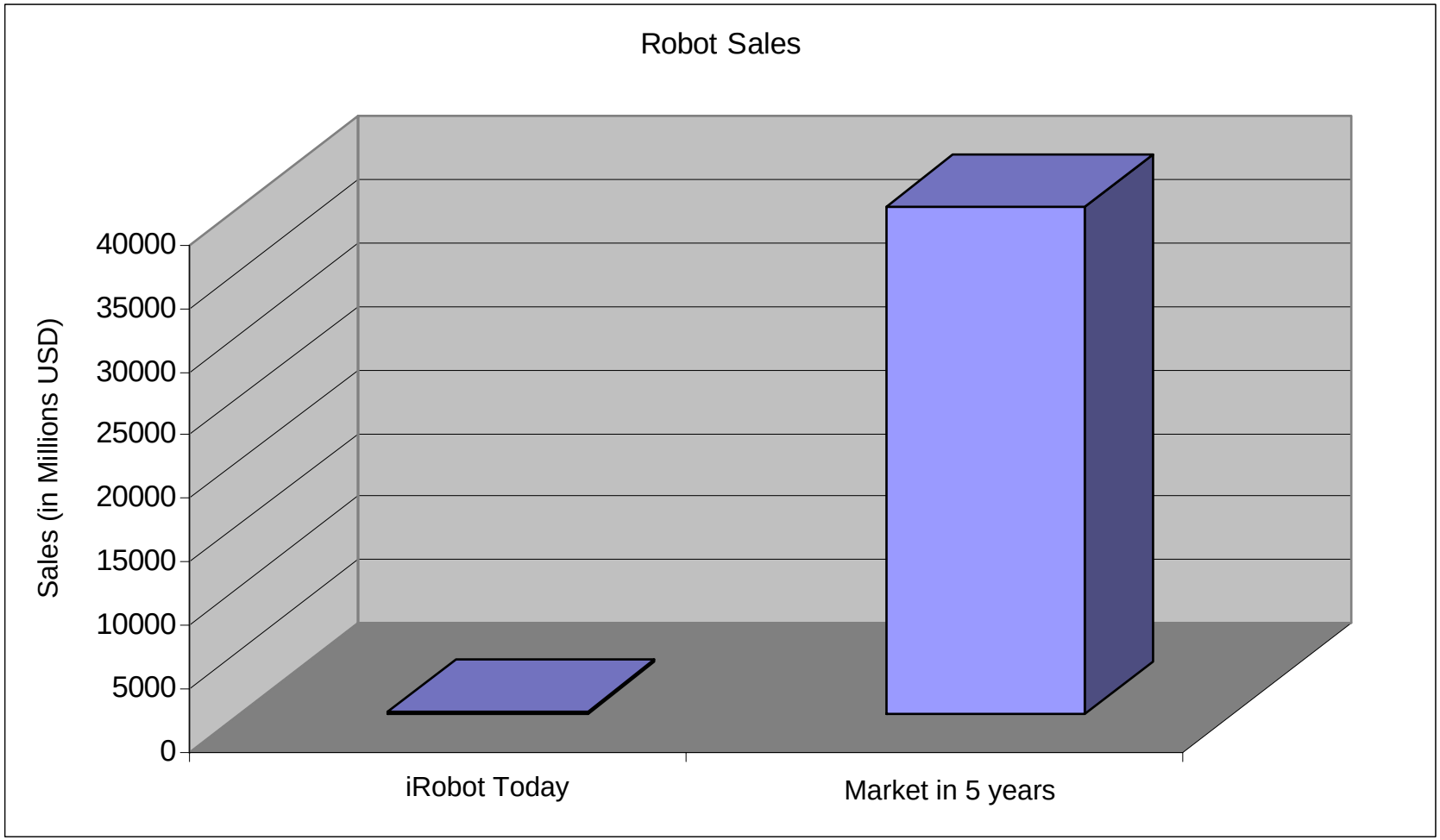
Washington DC, USA

*includes consultants and temporary employees

Explosive Revenue Growth



Market Opportunity



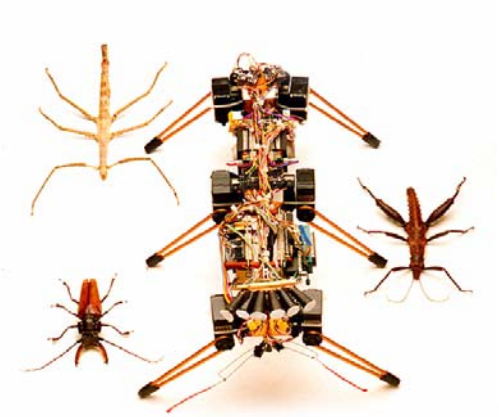
Source: Future Horizons


A PLATOON'S MISSION
SEEKING BOMBS IN DISGUISE
The New York Times
UNDER FIRE
I.E.D. HUNT
Voice of Michael R. Gordon
PLAY
PAUSED
OFF
00:41
1 2 3 4 5 6 7 8 9 10 11 12 13 14
Sergeant Faust, right, talks to a shopkeeper about who might have planted mines.

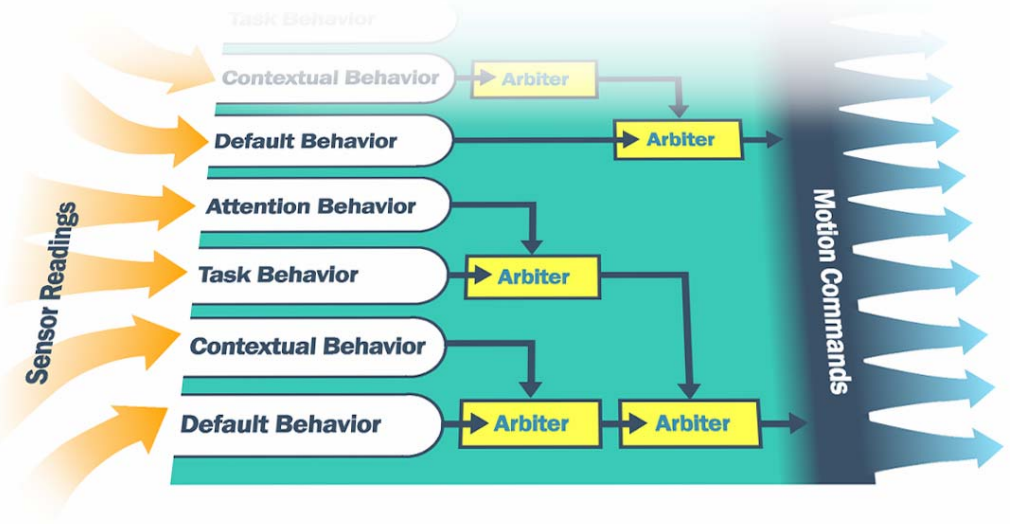

iRobot®

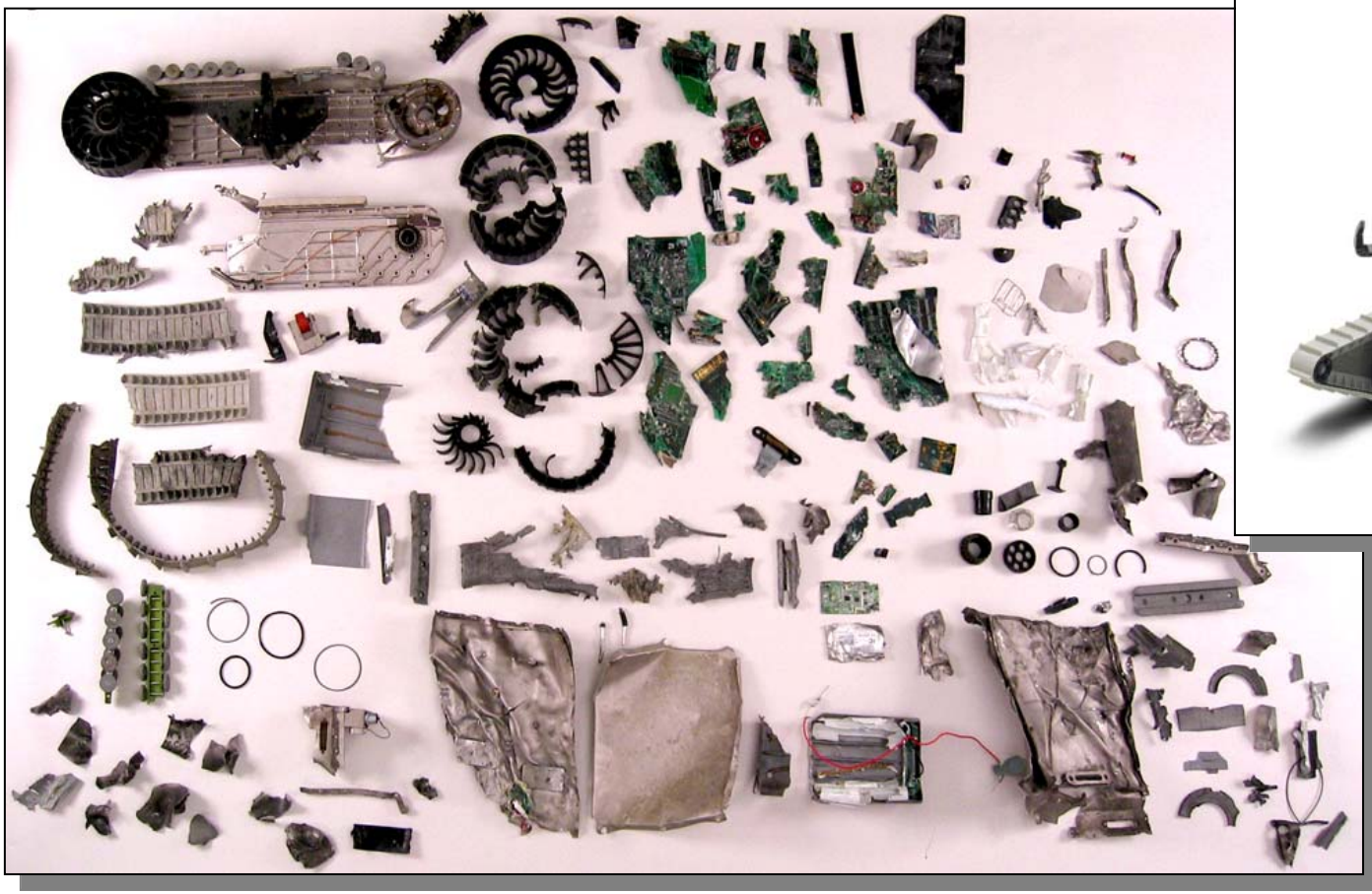
Behavior-Based Robots

- **Fast connections between sensors and actuators**
- **Composable behaviors**
- **Multiple simultaneous goals with dynamic arbitration**
- **Dynamically variable degrees of autonomy**



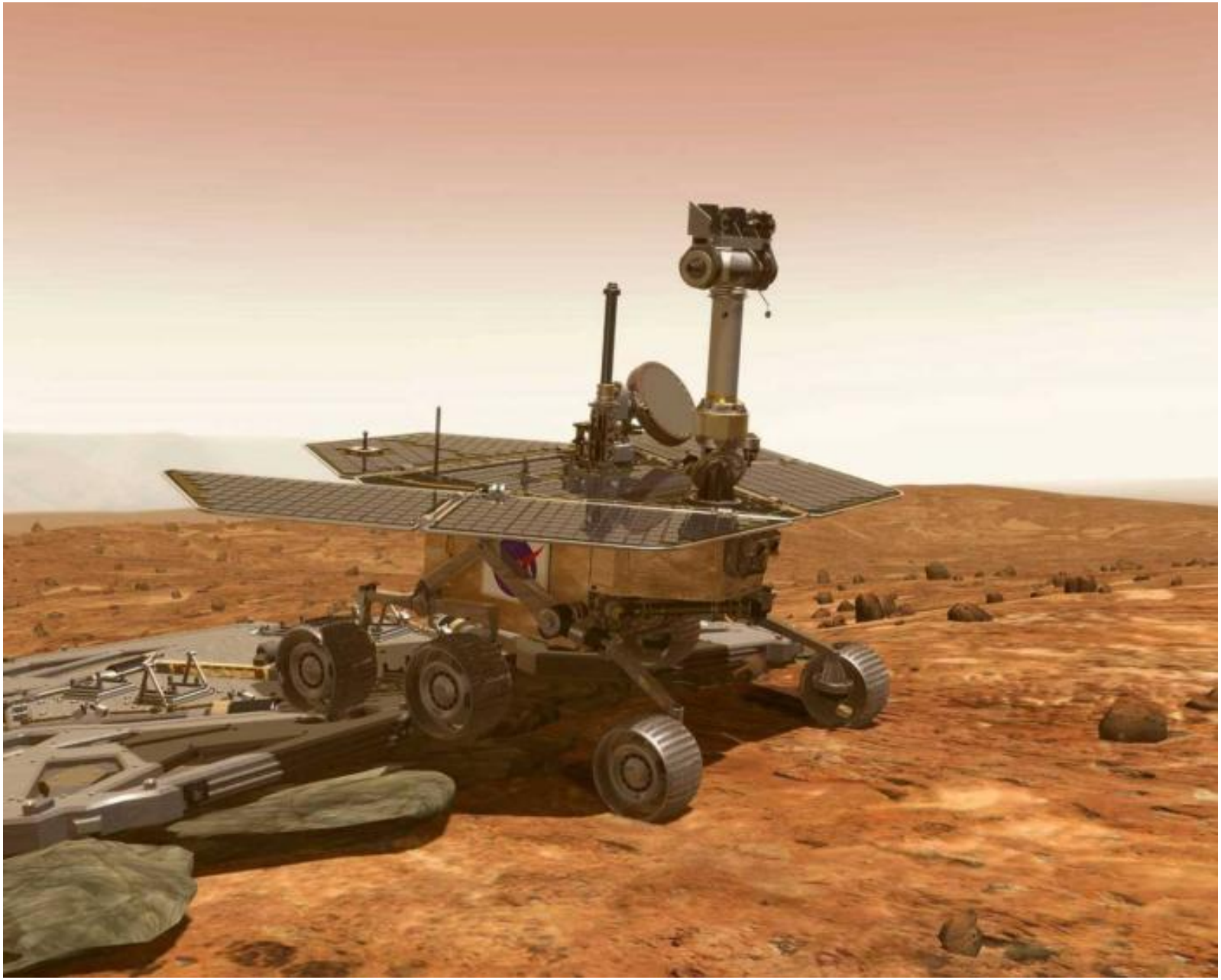
Creature-like control system





PackBot #129

Killed In Action
Iraq



iRobot