



Robots that make a difference

Compelling ROI Sustaining the U.S. Robotics Industrial Base

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iRobot

Robots That Make A Difference

- Leader in developing practical robots for consumers, researchers, first responders and the military
- Founded in 1990
- 2011 Revenue - \$465 million
- Stock (IRBT) trades on the NASDAQ stock market
- Over 700 employees
- Corporate headquarters located in Bedford, MA
- Other US offices in California, Florida, Michigan, North Carolina, and Washington DC
- International offices in the United Kingdom, India and Hong Kong



iRobot Home Robots

Less Chores. More Life.

- iRobot's home robots tackle dull and dirty jobs throughout the home
- More than 6 million home robots have been sold worldwide
- Products include:
 - iRobot Roomba Vacuum Cleaning Robot
 - iRobot Scooba Floor Washing Robot
 - iRobot Looj Gutter Cleaning Robot
 - iRobot Verro Pool Cleaning Robot



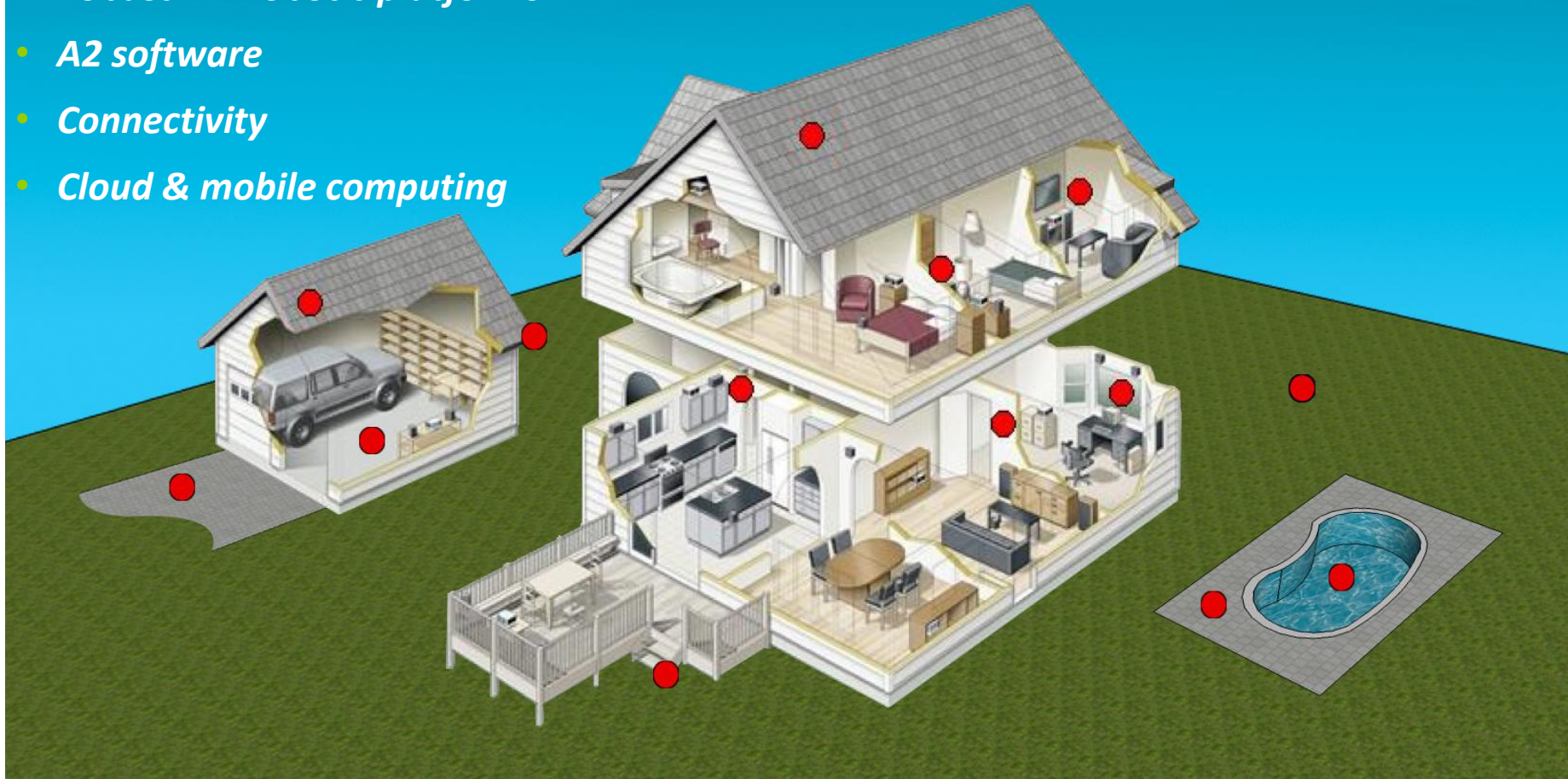
Smarter, More Powerful, More Efficient, More Reliable

iRobot

The Autonomous Home

The future home leverages cross cutting technologies to remain clean & secure while also assisting with basic living activities

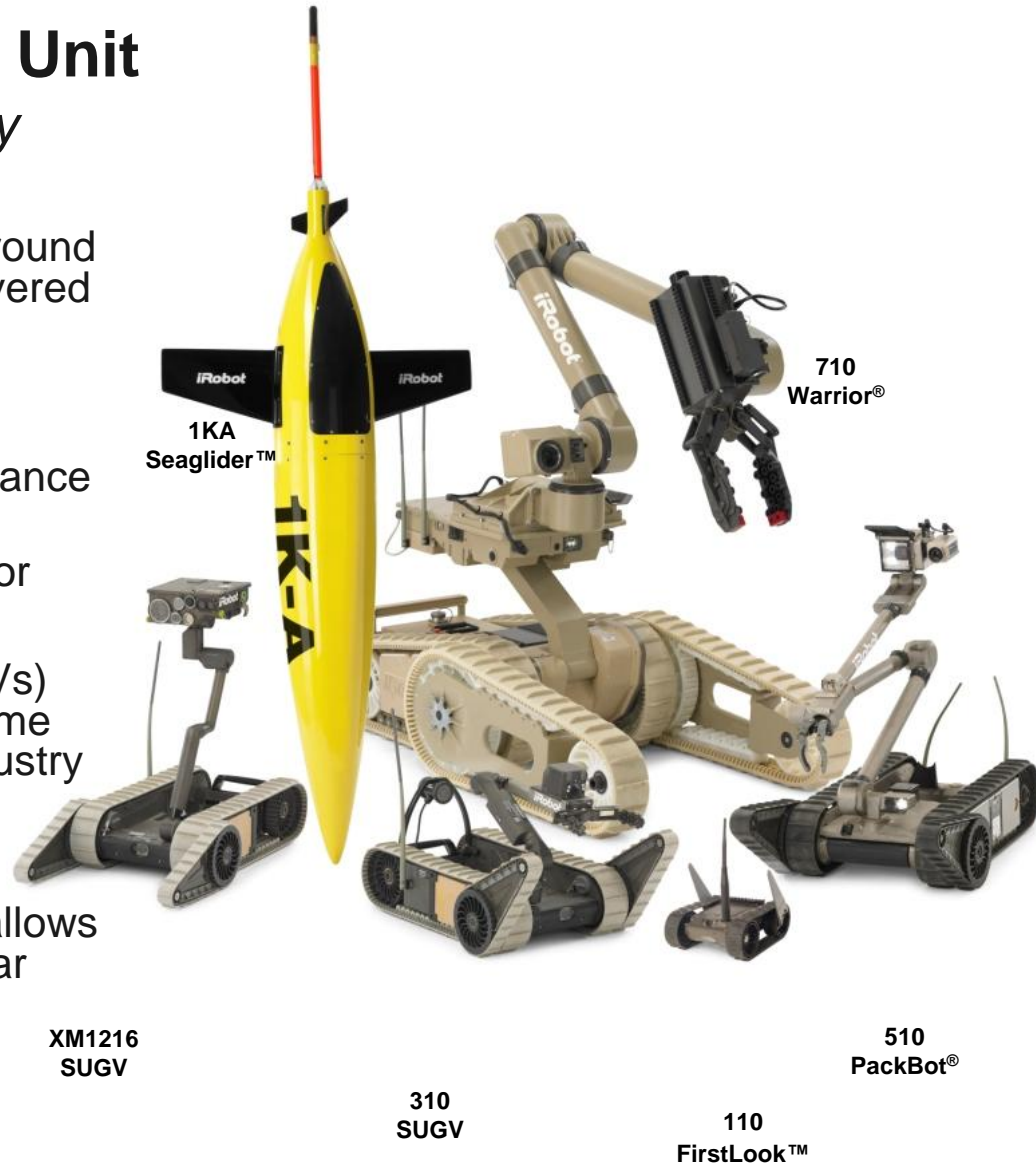
- *Robust EM robotic platforms*
- *A2 software*
- *Connectivity*
- *Cloud & mobile computing*



iRobot Military Business Unit

Protecting Those In Harm's Way

- More than 4,500 tactical unmanned ground and underwater robots have been delivered worldwide
- Unmanned Ground Vehicles (UGVs) perform dangerous search, reconnaissance and bomb-disposal missions
 - FirstLook, SUGV, PackBot, Warrior
- Unmanned Underwater Vehicles (UUVs) perform a variety of missions for maritime researchers, military planners, and industry
 - Seaglider
- Aware® 2 robot intelligence software allows for third-party development and modular payload integration



Battle-tested and proven, modular and multi-mission capable

iRobot®

Expanding customer base

Ground Zero 2001



Afghanistan 2002



Iraq 2006



Law Enforcement 2009



Gulf of Mexico 2010



*Japan 2011**



**Armed Forces, Law Enforcement, Industry,
and Humanitarian Response**

iRobot®

Military Business Unit

Challenges

- Price of admission
- Budget realities
- Product Development
 - COTS vs Gov't
 - IP and software
 - Return on Investor capital
- Funding technology innovation
- Sustainability during “peacetime”
- Identifying and thriving in “adjacent markets”

Opportunities

- Robotics
- Autonomy
- Expanded missions/CONOPS
- Networked Solutions
- Harvest Military/Consumer commonality
- International
- Predictability

Consumer Business Unit

Challenges

- Anticipating customer needs/wants
- Global distribution channels/partners
- Superior Customer Experience
- Time-to-market...first mover advantage
- Worldwide differences and adaptations
- Pricing – retails and COGS
- Advertising/Branding costs (SOV/mind-share)
- Product Lifecycle Management
- Managing investor expectations

Opportunities

- “Vision” pays-off (see *Steve Jobs*)
- Features & Benefits drive margins
- Marketing shapes opportunities and brand image

Win/Win for the **Military** and **Consumer** robot business units

- Common Software / Common Platforms (i.e. Aware® 2 in Ava)
- Product Quality
- Customer Satisfaction
- #1 in robots! (we want to lead, not just compete)
- Portfolio Diversification
 - sharing technologies to identify and build new products for new markets (i.e., AVA / home-healthcare)
 - Leverage high volume low cost / low volume high technology
 - IP sharing across products
- Product Development Strategy: “Do less, better”
- Embrace ever-evolving advancements in the mobile products space



Win/Win for the **Military** and **Consumer** robot business units

- IMPACT – develop/deliver impactful technology that benefits the user in the home, on the battlefield, or in industry
- IMPACT – push the envelop of robotic development and acceptance for today and into the future