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
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
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
## Military Business Unit

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Price of admission</td>
<td>▪ Robotics</td>
</tr>
<tr>
<td>▪ Budget realities</td>
<td>▪ Autonomy</td>
</tr>
<tr>
<td>▪ Product Development</td>
<td>▪ Expanded missions/CONOPS</td>
</tr>
<tr>
<td>- COTS vs Gov’t</td>
<td>▪ Networked Solutions</td>
</tr>
<tr>
<td>- IP and software</td>
<td>▪ Harvest Military/Consumer commonality</td>
</tr>
<tr>
<td>- Return on Investor capital</td>
<td>▪ International</td>
</tr>
<tr>
<td>▪ Funding technology innovation</td>
<td>▪ Predictability</td>
</tr>
<tr>
<td>▪ Sustainability during “peacetime”</td>
<td></td>
</tr>
<tr>
<td>▪ Identifying and thriving in “adjacent markets”</td>
<td></td>
</tr>
</tbody>
</table>
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