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.

• 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.
The Consumer Robot Company

• **A Technology Leader** Focused on the **Consumer** as our **Customer**

• **Leading With:**
  • Products, Technology, Brand, Marketing

• **Driving Growth through:**
  • Increasing Global Household Penetration of Roomba
  • Diversifying into other Product Categories
  • Leveraging our Installed Base, Technology and Data Assets for Smart Home applications

More than 25 years of global robotic-technology market leadership
Roomba-Increasing Global Household Penetration
RVC Segment Continues to Grow: Now 24% of Total Vacuums

Global Vacuum Cleaner Market >$200 (USD, Retail)*

2012: ~$5B Market

- RVC: 13%
- Non-RVC: 87%

2018: $10B Market

- RVC: 24%
- Non-RVC: 76%

RVC: 12% CAGR

Non-RVC: 10% CAGR

RVC segment (>$200) share growth expected to significantly outpace overall vacuum cleaner segment growth (>-$200)

*Source: Global market size for Vacuum Cleaners >$200 (NPD, GfK, and iRobot internal estimates).
Robotic Vacuum Segment: Global Retail $ Share

Global $ Segment Share (RVC+, +$200)

<table>
<thead>
<tr>
<th>Year</th>
<th>Segment Share</th>
<th>YoY Growth Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>CY'14</td>
<td>$945M</td>
<td>+23%</td>
</tr>
<tr>
<td>CY'15</td>
<td>$1,130M</td>
<td>+29%</td>
</tr>
<tr>
<td>CY'16</td>
<td>$1,394M</td>
<td>+28%</td>
</tr>
<tr>
<td>CY'17</td>
<td>$1,779M</td>
<td>+40%</td>
</tr>
<tr>
<td>CY'18</td>
<td>$2,489M</td>
<td></td>
</tr>
</tbody>
</table>

Source: 2014-2018 NPD, GfK, iRobot internal estimates, RVC+>$200 retail prices; incl. China Online
Note: Year-on-Year Exchange Rates are applied in this update
2018 Robotic Vacuum Segment: Global Retail $ Share

North America - $809M

- iRobot: 82%
- Shark: 10%
- Neato: 4%
- Samsung: 2%
- Ecovacs: 1%
- All Others: 1%

EMEA - $706M

- iRobot: 61%
- Cecotec: 15%
- Ecovacs: 6%
- Neato: 6%
- iLife: 2%
- All Others: 1%

Japan - $187M

- iRobot: 64%
- Panasonic: 22%
- Hitachi: 5%
- Electrolux: 5%
- Dyson: 4%
- All Others: 2%

Global (excl China) - $1785M

- iRobot: 70%
- Shark: 12%
- Neato: 4%
- Cecotec: 4%
- Ecovacs: 4%
- Panasonic: 3%
- All Others: 3%

China - $705M

- Ecovacs: 41%
- Roborock: 16%
- Mi: 16%
- iRobot: 14%
- Proscenic: 14%
- Haier: 3%
- All Others: 3%

Source: 2018 NPD, GfK, and iRobot internal estimates; RVC+ >$200 retail prices; includes China Online
Opportunity: Low Household Penetration

Immediate addressable market ~2X current installed base

- Installed Base: ~14.2MM HH’s (~11% of Total)
- Incremental Potential: 25MM HH’s
- Longer Term Potential: 86MM HH’s
- Total U.S. HH’s: 125MM HH’s

Significant Opportunity for Expanded Robot Vacuum Adoption in U.S.

Source: iRobot estimate at the end of 2018
Our Innovation Establishes New Bars for RVC Leadership

Introduce Innovation in flagship product; Flow innovation across lower price point products

* Prices increased on 1/1/19 in U.S. only due to tariffs
New 2018 Product Launches

Roomba e5

Roomba i7+

Global rollout in 2019
Roomba® i7
The Roomba® advantage

• All the technology and benefits from Roomba 960

+ iAdapt 3.0 with Imprint™ Smart Mapping Technology
  • Learns, maps, and adapts to determine the best way to clean
  • Knows your kitchen from your living room, allowing you to control which rooms are cleaned and when
  • Recognizes upstairs from downstairs and knows which map to use
Room Labeling and Directed Room Cleaning

Choose Rooms

- Kitchen
- Living Room
- Dining Room

Clean 3 rooms now

Cleaning Complete!
Clean Base™ Automatic Dirt Disposal

• Forget about vacuuming for weeks at a time
  • Automatically empties the robot's bin
  • Holds 30 bins of debris

• Automatically empties and recharges as needed, then continues cleaning - until the job is done

• Takes the dirty work out of vacuuming
  • Features enclosed bag for easy disposal without the cloud of dust

Innovation in automation
Roomba e5® Robot Vacuum

The Roomba® advantage

- AeroForce™ 3-Stage Cleaning System (including patented dual multi-surface rubber brushes)
- Washable Bin
- Wi-Fi® connected
- 90 minute runtime

High-end innovation at lower price point
Diversifying Products
Braava Family - Developing a Second Revenue Stream

Driving global category growth through targeted advertising investment in 2019

Global Braava Family Revenue Growth

CAGR = 26%

*Based on FY2019 expectations provided 2/7/19
Terra™ t7 Robot Mower

- Newly-developed wire-free beacon system
  - No costly and labor-intensive boundary wires

- Imprint™ Smart Mapping Technology
  - Learns and maps yards
  - Intelligently navigates yards, cutting efficiently in straight, back-and-forth lines

- iRobot HOME App
  - Control precisely when the lawn is cut
  - Adjust the height of the grass

Reinventing Lawn Care!
Continue to Widen the Competitive Moat

Sword
Encourage or force competitors to design products that avoid iRobot's technology and brand identity.

Shield
Ensure freedom to operate.

Openness
Embrace open source and interoperability where appropriate.

Enforcement
Take actions necessary to ensure fair competitive landscape.

Favorable final determination from ITC on iRobot U.S. infringement claim
We will vigorously defend our IP

IEEE Top 20 Patent Powerhouses
Electronics - 2017

<table>
<thead>
<tr>
<th>Rank</th>
<th>Company</th>
<th>Headquarters</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Apple Inc.</td>
<td>US</td>
</tr>
<tr>
<td>2</td>
<td>Sonos Inc.</td>
<td>US</td>
</tr>
<tr>
<td>3</td>
<td>LG Electronics Inc.</td>
<td>South Korea</td>
</tr>
<tr>
<td>4</td>
<td>GoPro Inc.</td>
<td>US</td>
</tr>
<tr>
<td>5</td>
<td>iRobot Corp.</td>
<td>US</td>
</tr>
<tr>
<td>6</td>
<td>Dolby Laboratories Inc.</td>
<td>US</td>
</tr>
<tr>
<td>7</td>
<td>Sony Corp.</td>
<td>Japan</td>
</tr>
<tr>
<td>8</td>
<td>Canon</td>
<td>Japan</td>
</tr>
<tr>
<td>9</td>
<td>Koninklijke Philips NV</td>
<td>Netherlands</td>
</tr>
<tr>
<td>10</td>
<td>Hand Held Products Inc.</td>
<td>US</td>
</tr>
<tr>
<td>11</td>
<td>Goertek Inc.</td>
<td>China</td>
</tr>
<tr>
<td>12</td>
<td>Kimree Inc.</td>
<td>China</td>
</tr>
<tr>
<td>13</td>
<td>Samsung SDI Co.</td>
<td>South Korea</td>
</tr>
<tr>
<td>14</td>
<td>Panasonic Corp.</td>
<td>Japan</td>
</tr>
<tr>
<td>15</td>
<td>Hitachi Ltd.</td>
<td>Japan</td>
</tr>
<tr>
<td>16</td>
<td>Xerox Corp</td>
<td>US</td>
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<tr>
<td>17</td>
<td>Knowles Corp.</td>
<td>US</td>
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<tr>
<td>18</td>
<td>Fujifilm Holdings Corp.</td>
<td>Japan</td>
</tr>
<tr>
<td>19</td>
<td>Int'l Game Technology</td>
<td>UK</td>
</tr>
<tr>
<td>20</td>
<td>Schneider Electric</td>
<td>US</td>
</tr>
</tbody>
</table>
Leveraging our Assets for Smart Home Applications
Connected Products – Digital Strategy

“Roomba then Braava”

Robots working together deliver unique benefits; Roomba i7 creates the map that makes this possible
Smart Home

iRobot is an Emerging Player in IoT/Smart Home Market

Spatial information enables the Smart Home

Note: iRobot is committed to the absolute privacy of our customer-related data, including data collected by our connected products. No data is sold to third-parties. No data will be shared with third-parties without the informed consent of our customers.

* *Robot Internal Forecast
Financial Outlook
## Capital Allocation Strategy

### R&D

<table>
<thead>
<tr>
<th>Core</th>
<th>Emerging</th>
<th>Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lower Risk</td>
<td>Medium Risk</td>
<td>Higher Risk</td>
</tr>
<tr>
<td>Significant Revenue and Profit Contribution</td>
<td>Market Validation</td>
<td>Exploration</td>
</tr>
<tr>
<td>Target R&amp;D Investment: 65% - 70%</td>
<td>20% - 25%</td>
<td>5% - 10%</td>
</tr>
</tbody>
</table>

### Organic

- Target R&D Investment: 65% - 70%

### Inorganic

- Acquisitions
- iRobot Ventures

Regular review to address industry and market evolution and company requirements
### 2019 Expectations: Key Messages

<table>
<thead>
<tr>
<th></th>
<th>FY 18 Actual</th>
<th>FY 19 Expectations*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>1,093</td>
<td>1,280 - 1,310</td>
</tr>
<tr>
<td>YoY Growth</td>
<td>24%</td>
<td>17 - 20%</td>
</tr>
<tr>
<td>Gross Margin</td>
<td>51%</td>
<td>~48%</td>
</tr>
<tr>
<td>R&amp;D</td>
<td>13%</td>
<td>12%</td>
</tr>
<tr>
<td>S&amp;M</td>
<td>19%</td>
<td>19%</td>
</tr>
<tr>
<td>G&amp;A</td>
<td>9%</td>
<td>8%</td>
</tr>
<tr>
<td>Op Margin</td>
<td>10%</td>
<td>8 - 9%</td>
</tr>
<tr>
<td>EPS</td>
<td>$3.01</td>
<td>$3.00 - $3.25**</td>
</tr>
</tbody>
</table>

- **Strong global growth continues – U.S. growth impacted slightly by tariffs**
- **Gross Margin decline driven by new products without scale and cost-optimization; manufacturing diversification**
- **Maintain investment in innovation and product development while beginning to get leverage**
- **Spending to support global rollout of new 2018 products; new 2019 products and mopping category**
- **Leverage G&A globally**

Plan assumes tariffs of 10% throughout 2019
## Updated 2020 Financial Targets

<table>
<thead>
<tr>
<th></th>
<th>FY 18 Actual</th>
<th>FY 19 Expectations*</th>
<th>FY 20 Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td>1,093</td>
<td>1,280 - 1,310</td>
<td>~19% 3-year CAGR</td>
</tr>
<tr>
<td><strong>YoY Growth</strong></td>
<td>24%</td>
<td>17 - 20%</td>
<td>Mid-high teens</td>
</tr>
<tr>
<td><strong>Gross Margin</strong></td>
<td>51%</td>
<td>~48%</td>
<td>~48%</td>
</tr>
<tr>
<td><strong>Operating Margin</strong></td>
<td>10%</td>
<td>8 - 9%</td>
<td>10%</td>
</tr>
<tr>
<td><strong>EPS</strong></td>
<td>3.01</td>
<td>3.00 - 3.25</td>
<td>NA</td>
</tr>
</tbody>
</table>

*Strong revenue growth expected through 2020 with increasing operating income*

*Expectations provided 2/7/19*
Summary

• 2018 – Exceeded increased expectations in Q4 and full-year

• 2019 – Growth diversification journey continues
  • Maintain unambiguous global product and brand leadership in RVC category; driving deeper household penetration of Roomba
  • Driving further adoption of mopping robots through targeted marketing investments
  • Introducing a new category of robot - Terra
  • Launching additional new products mid-year
  • Taking Steps to Diversify Supply Chain Inside and Outside of China
  • Pursuing Opportunities to Leverage Assets for Smart Home applications