Raymond James Technology Investors Conference
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

- **Focused** on the **Consumer** as our **Customer**

- **Leading Today**
  - Products, Technology, Brand, Marketing

- **Lead Tomorrow** through continued investment in:
  - Product & Technology Innovation
    - Robotic Vacuum Cleaners (RVC)
    - Additional product categories
  - Global market and brand awareness – deeper household penetration
  - Evolving connected product/digital strategy

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**More than 25 years of global robotic-technology market leadership**
RVC Segment Continues to Grow: Now 23% of Total Vacuums

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

2012: ~$5B Market
- RVC: 13%
- Non-RVC: 87%

2017: $7.5B Market
- RVC: 23%
- Non-RVC: 77%

RVC: 8.6% CAGR
Non-RVC: 6% CAGR

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

*Source: 2017 Global market size for Vacuum Cleaners >$200 (NPD, GfK, and iRobot internal estimates).
iRobot Roomba Share in the RVC Segment

Global $ Segment Share

iRobot continues to hold 60+% share despite new competition

Source: NPD, GfK, iRobot internal estimates, RVC+ >$200 retail prices; incl. China Online
Note: Year-on-Year Exchange Rates are applied in this update
2017 Robotic Vacuum Segment: Global Retail $ Share

North America - $629M
- iRobot: 85%
- Neato: 4%
- Shark: 2%
- Samsung: 2%
- All Others: 5%

EMEA - $507M
- iRobot: 71%
- Ecovacs: 4%
- Neato: 4%
- Cecotec: 5%
- LG: 6%
- Samsung: 3%
- All Others: 11%

APAC - $642M
- iRobot: 31%
- Ecovacs: 25%
- Mi: 15%
- Panasonic: 8%
- Hitachi: 3%
- Philips: 3%
- Dyson: 2%
- Proscenic: 3%
- All Others: 2%

iRobot continues to be the largest player in each market

Source: 2017 NPD, GfK, and iRobot internal estimates; Robotic Vacuum Cleaners >$200 retail prices; includes China On-line
Opportunity: Low Household Penetration
Immediate addressable market ~2X current installed base

<table>
<thead>
<tr>
<th>Installed Base</th>
<th>Incremental Potential</th>
<th>Longer Term Potential</th>
<th>Total U.S. HH's</th>
</tr>
</thead>
<tbody>
<tr>
<td>~13MM HH's</td>
<td>26MM HH's</td>
<td>86MM HH's</td>
<td>125MM HH's</td>
</tr>
<tr>
<td>~10% of Total</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

Source: iRobot, iRobot Demand Landscape Survey 2016, TCG Analysis. Updated with 2017 Actuals
Roomba Leading Through Continuous Innovation…

<table>
<thead>
<tr>
<th>Product</th>
<th>Price</th>
<th>Features</th>
</tr>
</thead>
<tbody>
<tr>
<td>Roomba i7+</td>
<td>$699</td>
<td>Cloud Connectivity, Imprint™ Smart Mapping, Advanced Cleaning Performance, Clean Base™, Automatic Dirt Disposal</td>
</tr>
<tr>
<td>Roomba e5</td>
<td>$449</td>
<td>iAdapt® 2.0 Navigation, Advanced Cleaning Performance, Washable Bin</td>
</tr>
<tr>
<td>Roomba 675</td>
<td>$299</td>
<td>Cloud Connectivity, Dual multi-surface brushes, Intelligent Navigation</td>
</tr>
<tr>
<td>Roomba i7</td>
<td></td>
<td>AeroForce® Cleaning System, Virtually no Maintenance, Cloud Connectivity</td>
</tr>
<tr>
<td>Roomba i7+</td>
<td></td>
<td>.with Clean Base™ Automatic Dirt Disposal</td>
</tr>
</tbody>
</table>

Introduce Innovation in flagship product; Flow innovation across lower price point products.
New 2018 Product Launches

Roomba e5

Roomba i7+
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
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
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
Braava Family - Developing a Second Revenue Stream

Global Braava Family Revenue Growth

CAGR = 47%

Driving global category growth through additional advertising investment in 2018 - U.S. and Japan
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.

* iRobot Internal Forecast
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.

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

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**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. (Honeywell Int’l.)</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>
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<tr>
<td>13</td>
<td>Samsung SDI Co.</td>
<td>South Korea</td>
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<tr>
<td>14</td>
<td>Panasonic Corp.</td>
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<td>15</td>
<td>Hitachi Ltd.</td>
<td>Japan</td>
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<tr>
<td>16</td>
<td>Xerox Corp</td>
<td>US</td>
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<tr>
<td>17</td>
<td>Knowles Corp.</td>
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<tr>
<td>18</td>
<td>Fujifilm Holdings Corp.</td>
<td>Japan</td>
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<tr>
<td>19</td>
<td>Int’l Game Technology Corp.</td>
<td>UK</td>
</tr>
<tr>
<td>20</td>
<td>Schneider Electric</td>
<td>US</td>
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</table>
## Capital Allocation Strategy

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

**Acquisitions**
- iRobot Ventures

Regular review to address industry and market evolution and company requirements.
2018 Expectations: Key Messages

Plan assumes reinvesting incremental margin to drive critical 2018 launches and future growth initiatives

<table>
<thead>
<tr>
<th>$M</th>
<th>FY17 Actual</th>
<th>FY18 Expectations *</th>
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</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>884</td>
<td>1,080 - 1,090</td>
</tr>
<tr>
<td>YoY Growth</td>
<td>34%</td>
<td>22% - 23%</td>
</tr>
<tr>
<td>Gross Margin</td>
<td>49%</td>
<td>50% - 51%</td>
</tr>
<tr>
<td>R&amp;D</td>
<td>13%</td>
<td>13%</td>
</tr>
<tr>
<td>S&amp;M</td>
<td>18%</td>
<td>19% - 20%</td>
</tr>
<tr>
<td>G&amp;A</td>
<td>10%</td>
<td>9%</td>
</tr>
<tr>
<td>OI</td>
<td>8%</td>
<td>8% - 9%</td>
</tr>
<tr>
<td>EPS</td>
<td>$1.77</td>
<td>$2.55 – $2.75</td>
</tr>
</tbody>
</table>

Increased expectations on July 24, 2018 and again on October 23, 2018

Strong global growth continues

Gross Margin expansion from acquisitions; $5 million tariff impact on Q4

Maintain investment in innovation and product development

1) Full year cost of acquired businesses; 2) Continued investment to create awareness & adoption of Roomba and Braava; 3) support new product launches

Leverage G&A globally

• Increased expectations provided 10/23/18
Summary

• 2018 – Exceeded expectations year-to-date; raised expectations twice

• Maintaining unambiguous global product and brand leadership in RVC category

• Forward integration is enabling more consistent global control of brand and execution of marketing programs – Amazon Prime Day

• Continuing investment in innovation to extend technology and product leadership

• Introduced several exciting new products in third quarter of the year – further differentiation at the entry and premium price points

• Announced collaboration with Google to advance the next-generation smart home