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 – Our Strategic Roadmap

2019
Portfolio of Connected, Intelligent Teaming Robots

2018
Persistent Mapping & Digital Features

2017
Global Transformation into Major Regions

2016
Consumer Company

More than 25 years of global robotic-technology market leadership
Priorities to Grow Stockholder Value

- Drive 2019 revenue growth of 17 – 20%

  - **Strengthen Roomba leadership**
    - Innovation setting higher bar – Imprint Smart Mapping Technology; Directed Room Cleaning; Clean Base Automatic Dirt Disposal
    - 2018 - Two major new product launches – i7/i7+ and e5; 2019 – Three additional major product launches

  - **Extend the portfolio**
    - Vacuuming
    - Mopping
    - Mowing

  - **Widen the Moat**
    - Brand
    - Intellectual Property
    - Smart Home

  - **Diversify the supply chain**
    - Rebalance manufacturing volume within China; create dual-sourcing
    - Begin to move manufacturing outside China
    - Identify component non-Chinese component suppliers
Strengthen Roomba’s Leadership
Introducing the Roomba® s9+!

The world’s best robotic vacuum cleaner

• The most advanced technology for the deepest clean
  • Delivers up to 40x the suction* for our deepest clean yet
  • PerfectEdge® Technology with advanced sensors, and a specially designed Corner Brush deliver a detailed clean

• iAdapt® 3.0 Navigation with Imprint™ Smart Mapping Technology
  • Learns your home, remembers your rooms, and adapts to determine the best way to clean, every day.
  • Control which rooms are cleaned and when.

• Clean Base™ Automatic Dirt Disposal
  • Empties the bin on its own, so you can forget about vacuuming for weeks

*Compared to Roomba® 600 Series AeroVac™ System
The Roomba Experience

AUTONOMY
I want… my robot to complete its mission every time

CLEANING
I want… clean floors.

EASE OF USE
I want… my robot to work the way that I would

Experience-Driven Design

What our customers want
Our Innovation Establishes New Bars for RVC Leadership

Roomba s9/s9+ $1,299
Roomba i7 $799*
Roomba i7+ with Clean Base™ Automatic Dirt Disposal $1,099*
Imprint™ Smart Mapping
Clean Base™ Automatic Dirt Disposal

Roomba e5 $449
AeroForce® Cleaning System Virtually no Maintenance
Cloud Connectivity
Washable Bin

Roomba 675 $299
Cloud Connectivity
Dual multi-surface brushes
Intelligent Navigation

* Prices increased on 1/1/19 in U.S. only due to tariffs

Introduce Innovation in flagship product; Flow innovation across lower price point products
Unique Position of Robots in the Home

Rich multi-modal sensing of home

Systematic coverage of home

Always knows where it is

Runs regularly on schedule
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%

12% 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).
Opportunity: Low Household Penetration

Immediate addressable market ~2X current installed base

~14.2MM HH’s ~11% of Total

25MM HH’s

86MM HH’s

125MM HH’s

Installed Base Incremental Potential Longer Term Potential Total U.S. HH’s

Source: iRobot estimate at the end of 2018

Significant Opportunity for Expanded Robot Vacuum Adoption in U.S.
Robotic Vacuum Segment: Global Retail $ Share

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

<table>
<thead>
<tr>
<th>Year</th>
<th>Global $</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: 4%
- Neato: 2%
- Samsung: 1%
- Ecovacs: 1%
- All Others: 10%

EMEA - $706M
- iRobot: 61%
- Cecotec: 15%
- Ecovacs: 6%
- Neato: 10%
- iLife: 6%
- All Others: 6%

Japan - $187M
- iRobot: 64%
- Panasonic: 5%
- Hitachi: 2%
- Electrolux: 4%
- Dyson: 4%
- All Others: 22%

Global (excl China) - $1785M
- iRobot: 70%
- Shark: 3%
- Neato: 3%
- Cecotec: 4%
- Ecovacs: 4%
- Panasonic: 5%
- All Others: 12%

China - $705M
- Ecovacs: 41%
- Roborock: 16%
- Mi: 14%
- iRobot: 14%
- Proscenic: 16%
- Haier: 16%
- All Others: 4%

Source: 2018 NPD, GfK, and iRobot internal estimates; RVC+ >$200 retail prices; includes China Online
Diversifying Products
Extend the Portfolio

Vacuuming

Mopping

Mowing

Five major product launches in 12 months
Braava jet® m6 Robot Mop
Ultimate Robot Mop with Precision Jet Spray

- Advanced cleaning performance
  - Wet Mopping pads feature wicking fibers to help break-up kitchen grease, grime, and sticky messes
  - Dry Sweeping pads use electrostatic force to capture dirt, dust, and pet hair

- iAdapt® 3.0 Navigation with Imprint™ Smart Mapping Technology
  - Learns your home, remembers your rooms, and adapts to determine the best way to clean, every day
  - Control which rooms are cleaned and when

- Extended Coverage
  - 430 – 1075 sq ft Wet Mopping
  - 1075 sq ft Dry Sweeping
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!
Widening the Moat Using our Brand

If it’s not from iRobot, it’s not a Roomba.
And our Intellectual Property

**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. (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>
</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>
</tr>
<tr>
<td>17</td>
<td>Knowles Corp.</td>
<td>US</td>
</tr>
<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
An Ecosystem of Robots: The Unique iRobot Difference

Enabled by Imprint Link™ Technology
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
Diversify the Supply Chain
Supply Chain Diversification – Considerations

Geographic Risk
Location outside China with optimal balance of infrastructure, expertise, cost and proximity to iRobot offices

Establish Manufacturing in Penang, Malaysia in 2019 with continued ramp in 2020

Rebalance manufacturing volume within China; ensure dual sourcing

Dual-Source Risk
Opportunity to further dual-sourcing efforts across iRobot SKUs

Industry Trends
Are other companies diversifying outside of China?

Cross Functional Dependencies
Provide decisive direction so functional groups across iRobot can execute timely

Product Roadmap
We won’t sacrifice the timing of new product introductions

Expectations
Balance profitability expectations with need to ensure continuity of supply

Tariffs
Would the outcome of tariffs impact our plan

ROI
Cost to establish manufacturing in Malaysia vs. cost in China with Tariffs

Dual-Source Risk
Opportunity to further dual-sourcing efforts across iRobot SKUs
Financial Outlook
# 2019 Expectations: Key Messages

<table>
<thead>
<tr>
<th>$M</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>$3.15 - $3.40**</td>
</tr>
</tbody>
</table>

- Strong global growth continues – U.S. growth impacted 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; exploring options at new 25% tariff

* Expectations provided 4/23/19
** Excluding discrete items
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>Core</td>
<td>Lower Risk</td>
<td>Medium Risk</td>
<td>Higher Risk</td>
</tr>
<tr>
<td>Organic</td>
<td>Significant Revenue and Profit Contribution</td>
<td>Market Validation</td>
<td>Exploration</td>
</tr>
<tr>
<td></td>
<td>Target R&amp;D Investment: 65% - 70%</td>
<td>20% - 25%</td>
<td>5% - 10%</td>
</tr>
<tr>
<td>Inorganic</td>
<td>Acquisitions</td>
<td></td>
<td>iRobot Ventures</td>
</tr>
</tbody>
</table>

Regular review to address industry and market evolution and company requirements

Target R&D Investment: 65% - 70% 20% - 25% 5% - 10%
Summary

• 2019 – Growth diversification journey continues
  • Strengthen Roomba leadership
  • Extend the portfolio
  • Widen the moat
• Launched five new products in 12 months
• Pursuing Opportunities to Leverage Assets for Smart Home applications
• Taking Steps to Diversify Supply Chain Inside and Outside of China