align

invisalign® iTero®

APAC Go To Market Strategy

/ **Julie Tay**
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/ **New York, May 23, 2018**

Forward Looking Statement

During this presentation and corresponding commentary we may make forward-looking statements, including statements regarding Align's strategy for future growth, plans related to global expansion of operational presence, our expectations regarding our ability to develop and commercialize new products, planned geographic expansion and anticipated impact on our growth, our expectations related to sales force coverage on, among other things, customer adoption, as well as statements related to Align's business outlook for 2018 and beyond. Any such forward-looking statements contained in this presentation and corresponding commentary are based upon information available to Align as of the date hereof. These forward-looking statements are only predictions and are subject to risks, uncertainties and assumptions that are difficult to predict. As a result, actual results may differ materially and adversely from those expressed in any forward-looking statement. Factors that may cause such a difference include, but are not limited to, the factors that are discussed in more detail in Align Technology's Forms 10-K and 10-Q, as well as in other reports and documents filed from time to time with the Securities and Exchange Commission. Align undertakes no obligation to revise or update publicly any forward-looking statements for any reason.

TEEN POTENTIAL

3M

1M

ADULT POTENTIAL

3

APAC

100
MILLION

4

2016

Investor Day
I said…

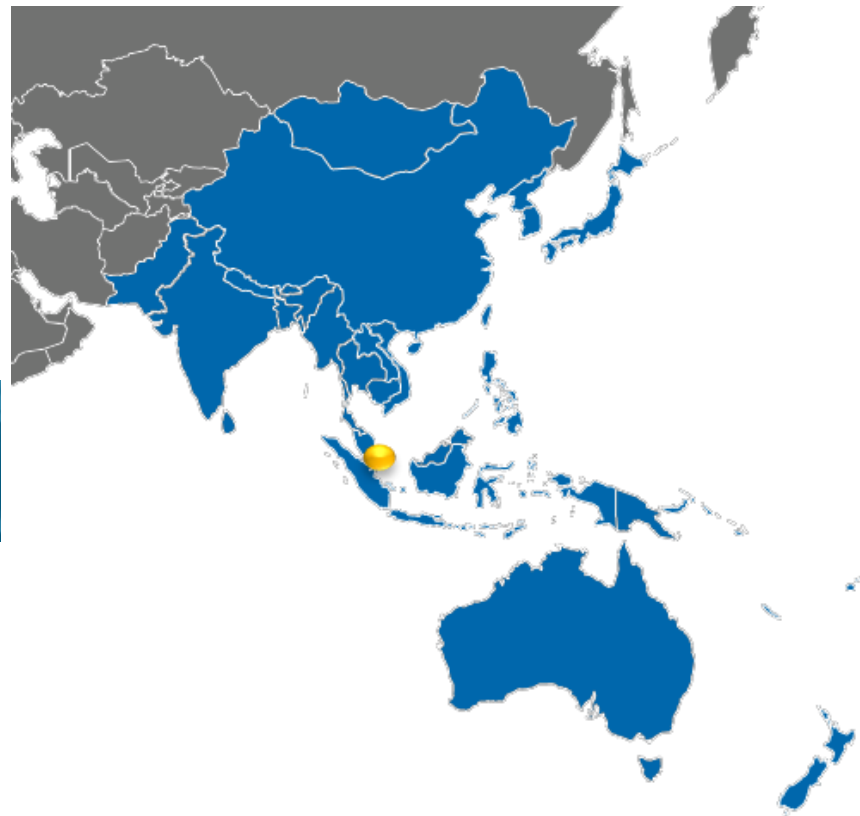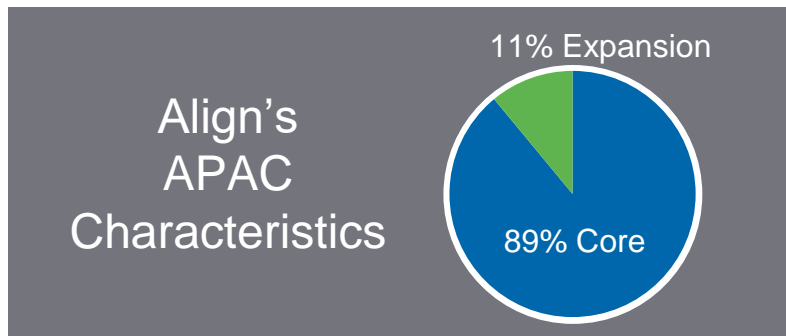By 2020,
Our APAC
Business Will…

- Become significant percentage of total worldwide revenues

- China will be the second largest market for Invisalign globally

- Significant increase in treatments from GPs

- We will be a leading player in the Teenage Market

- We will be an indispensable partner to our customers

- We will have the best trained and most valuable team

2018

Since then…

- In 2017, our sales were ~ 5X 2013, ~14% of global revenue

- China is #2 global market

- GPs 30+% of total APAC sales, more than 50% growth

- Teenage 26+% of volume, growing 75%

- Critical investments … full digital workflow now possible in China, regionalized Treatment Planning and Manufacturing

- Employee engagement score of 82% in 2017

Business and Market Dynamics

Align's APAC Characteristics

11% Expansion

89% Core

68% Orthodontists

32% General Dentists

74% Adults

26% Teens

Record 2017

+53%
GROWTH

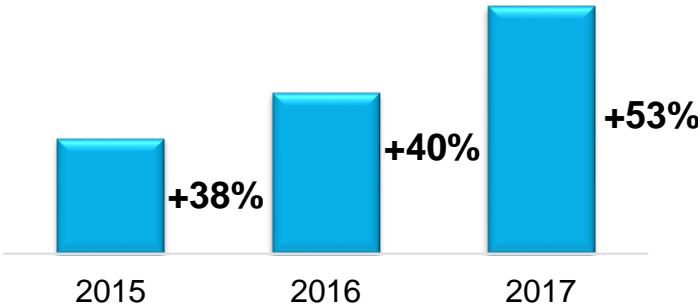**14%** — Of WW Volume

+5K — New Invisalign Trained Doctors

12 — Invisalign Cases Per Doctor

APAC Invisalign Key Metrics
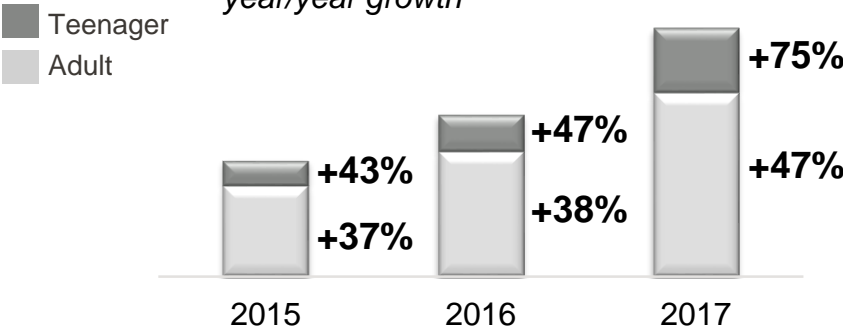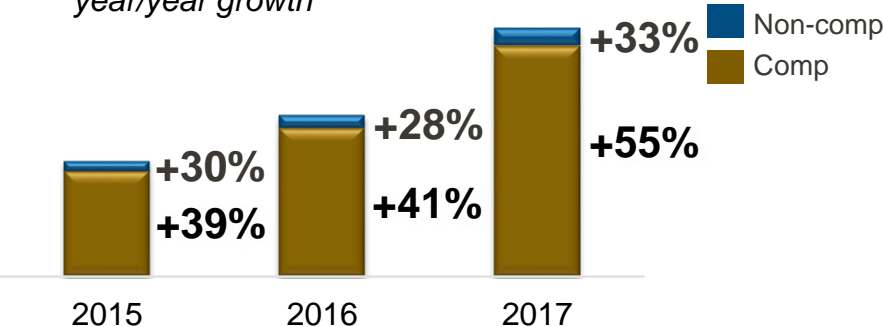
Invisalign Volume
year/year growth

2015 — +38%
2016 — +40%
2017 — +53%

Cases/Doctor

2015 — 11.9
2016 — 11.4
2017 — 12.0
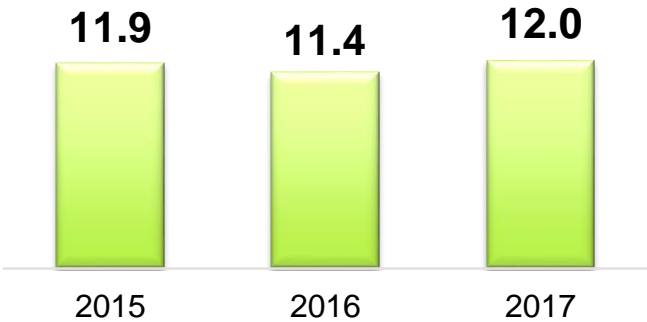
Teenager vs. Adult
year/year growth

- Teenager
- Adult

2015 — +43% / +37%
2016 — +47% / +38%
2017 — +75% / +47%

Comprehensive vs. Non-C
year/year growth

- Non-comp
- Comp

2015 — +30% / +39%
2016 — +28% / +41%
2017 — +33% / +55%

Strong Growth Across All Core APAC Markets

2017 Invisalign volume

China — +88% y/y

ANZ — +31% y/y

Japan — +39% y/y

Hong Kong — +23% y/y

Taiwan — +53% y/y

Chart not to scale.
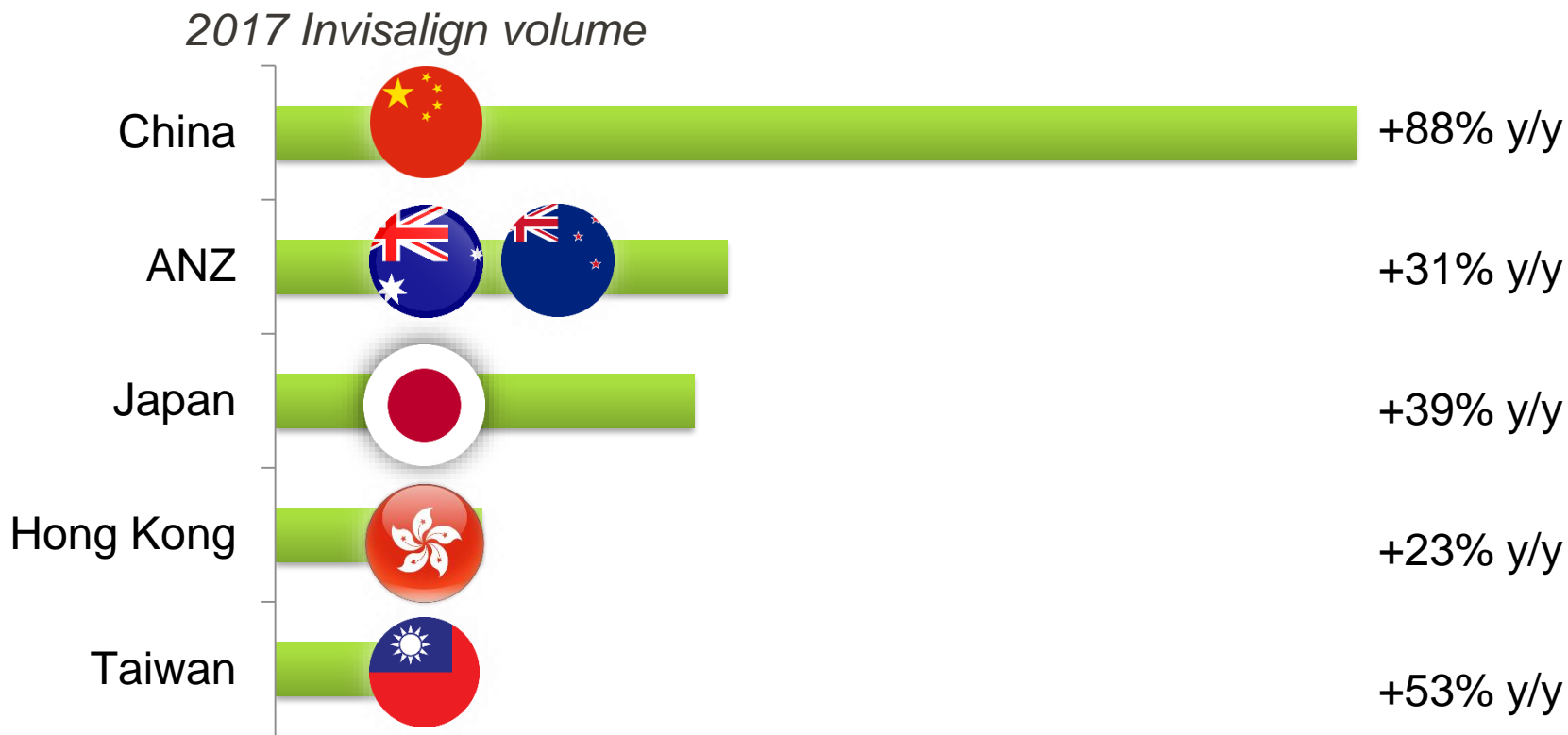
Rapid Growth in Emerging Markets

2017 Invisalign volume

SEA — 36% y/y

Korea — 40% y/y

India — 158% y/y

Chart not to scale.
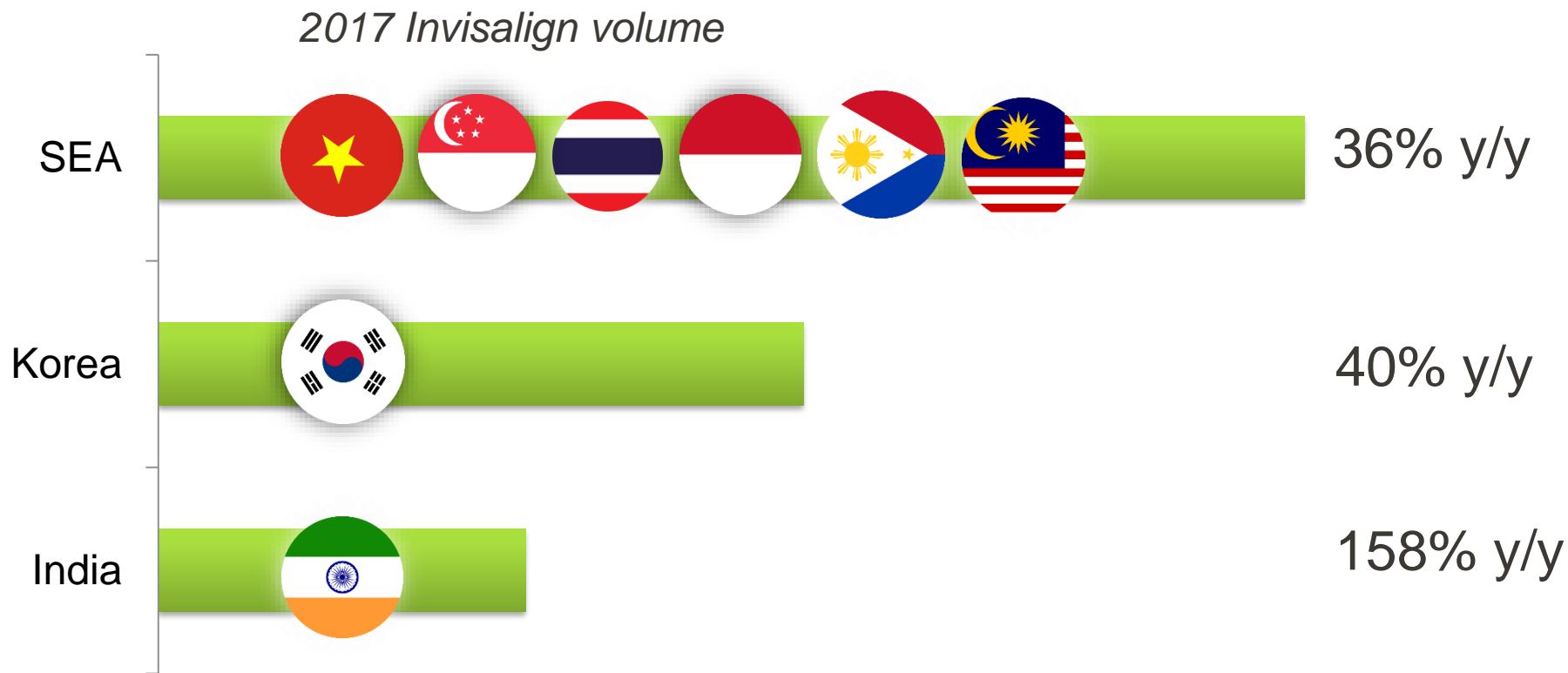
APAC Shipments by Markets 2013 to 2017

Shipment CAGR (2013-2017)

China **102%**
Hong Kong **16%**
Taiwan **42%**
Japan **45%**
Australia / New Zealand **21%**
Emerging markets **31%**
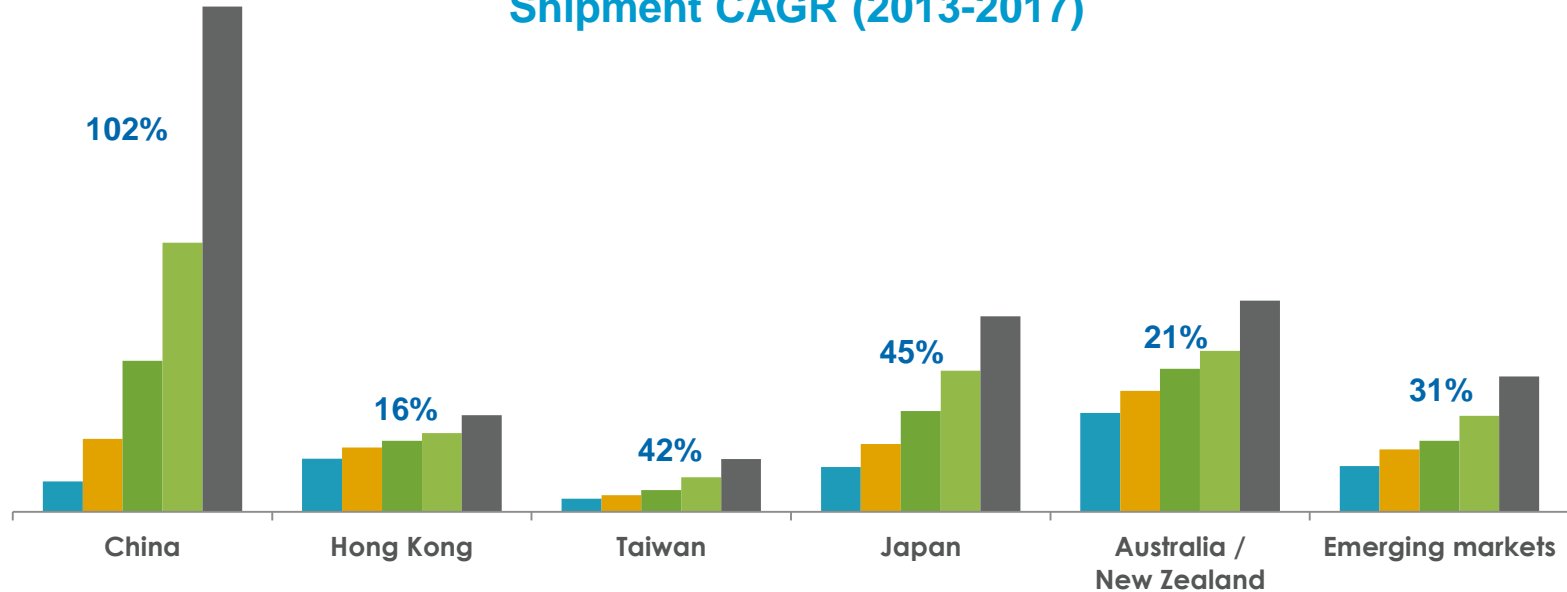
Emerging markets include Southeast Asia, India & Korea

Invisalign Pro Performance
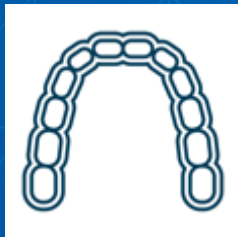
138%
**Q118 Invisalign Pro
vs. Non-iPro**
+53% y/y

37%
**of 2017
Invisalign Growth**

6K
**Invisalign Pro
Doctors Enrolled**

Invisalign Pro Goes Beyond Products

01 Masterclass & Study Clubs

Experienced doctors who have done Invisalign cases share with other new doctors on their Invisalign journey and case studies, training up all new potential doctors.

02 Staff Training

Training in progress for the clinic staff and assistants on What is Invisalign, Why Invisalign, the process, and how to communicate with the patients.
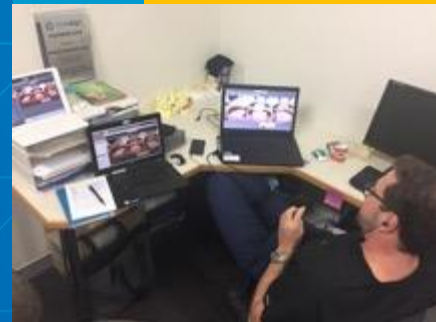
03 Open Day

Hosted by clinics to recruit Invisalign patients.
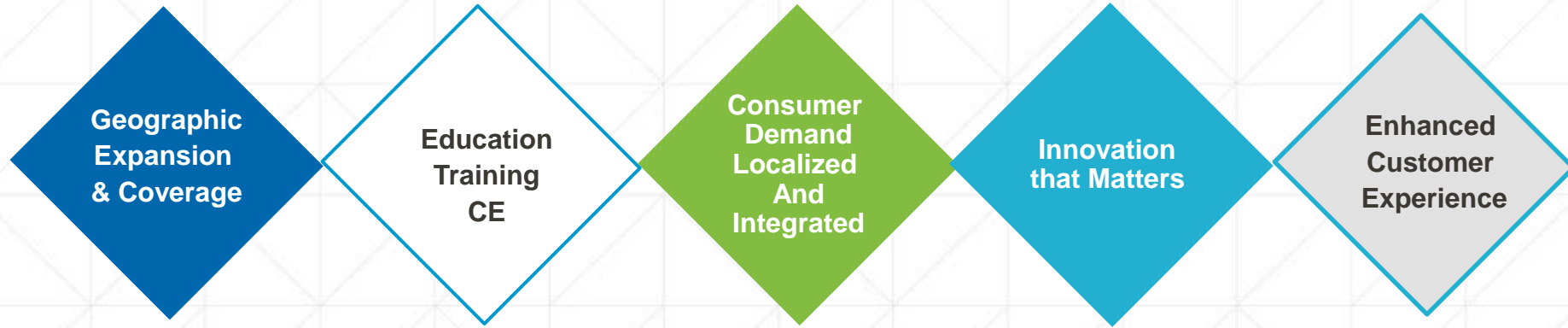The conversion rate can be as high as 90% for the clinics.

04 Global Meets

Online webinar for doctors adds value to educational component of Invisalign Pro. Highest number of attendees in 1 global meet can reach up to 70+with terrific engagement and Q&A.

Key Focus for APAC

Geographic Expansion & Coverage

Education Training CE

Consumer Demand Localized And Integrated

Innovation that Matters

Enhanced Customer Experience

Integrated Market Development Approach
Adapted to Each Country's Dynamics

China Strategy - Channel Segmentation

Ortho

Go Deep	Increase Utilization
• Extensive coverage & activation • Acquire GP-Ortho aggressively in T1 & T2 cities	• Grow Teen • Increase applicability in indications • Improve CX for high performance practice

Non Ortho

Go Wide	Increase Utilization
• Expand to other GP specialty • Aggressively grow in T3 cities • Target 10,000 doc by 2020	• Restorative relevance • Leverage iTero • Improve CX for high performance practice

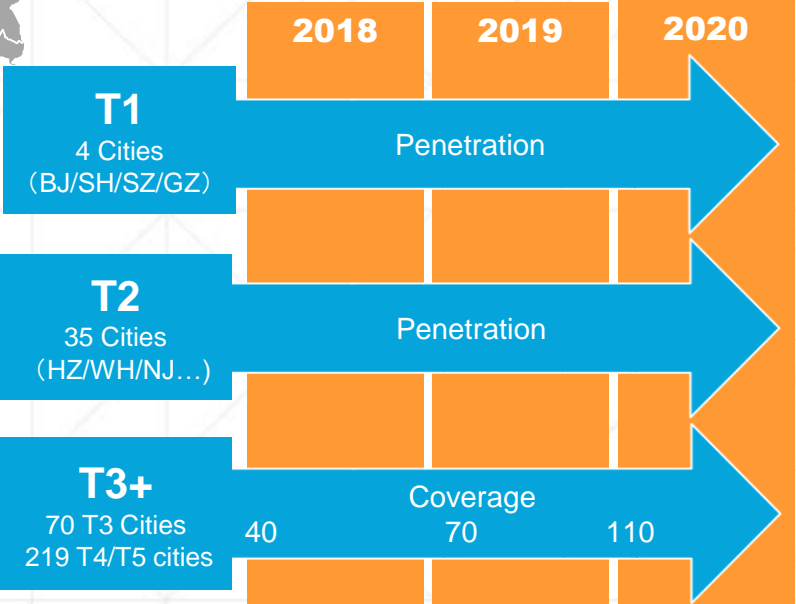# iTero Scanner Launch in China, April 2018

- Launched to 1,200 customers in Hangzhou, China

- 1st units installed early May

- 1st to create fully digital workflow for doctors in China

- Rapid localization of commercial and operations capabilities in China

Geographic Expansion in China

Before the 2018

After the 2018

3-Year Coverage Plan

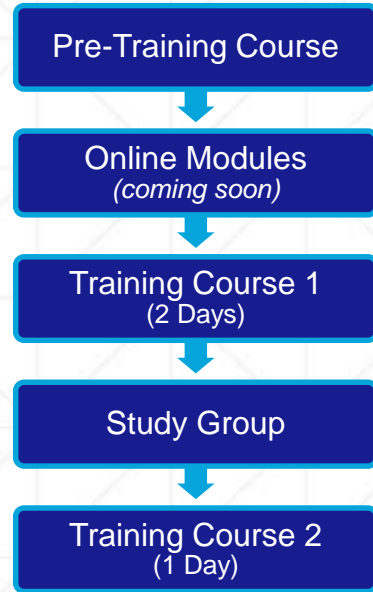|	2018	2019	2020
T1 4 Cities （BJ/SH/SZ/GZ）	Penetration		
T2 35 Cities （HZ/WH/NJ…）	Penetration		
T3+ 70 T3 Cities 219 T4/T5 cities	Coverage		
	40	70	110

Align's 1st Treatment Planning Centre in Chengdu, China

- Established May, 2017
- Migrated 90% of all Chinese doc
- More than 150+ Treat technicians
- Benefits are clear – same time zone, same language, closer communications

# New Doctor Fundamental Training Program

New Training Structure

Pre-Training Course

↓

Online Modules
(coming soon)

↓

Training Course 1
(2 Days)

↓

Study Group

↓

Training Course 2
(1 Day)

- Modular program
- Hands on practice using real cases
- Interactive Learning
- Comprehensive content
- Online + Offline

Over 900 APAC doctors went through new program to become Invisalign trained with 16% YOY increase in doctors submitting cases within the first 60 days post training

First Invisalign Training Centre, Chengdu
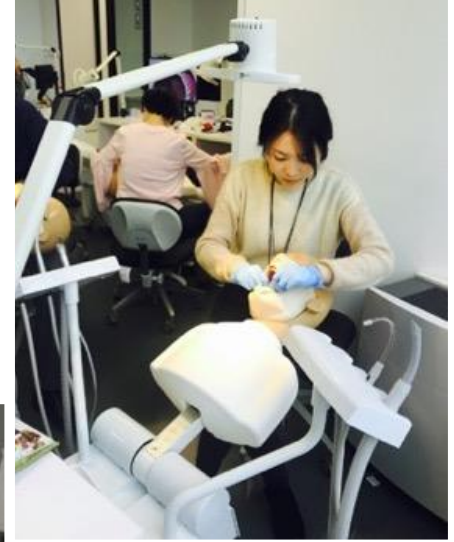
Align's 1st Manufacturing Facility in Ziyang, China
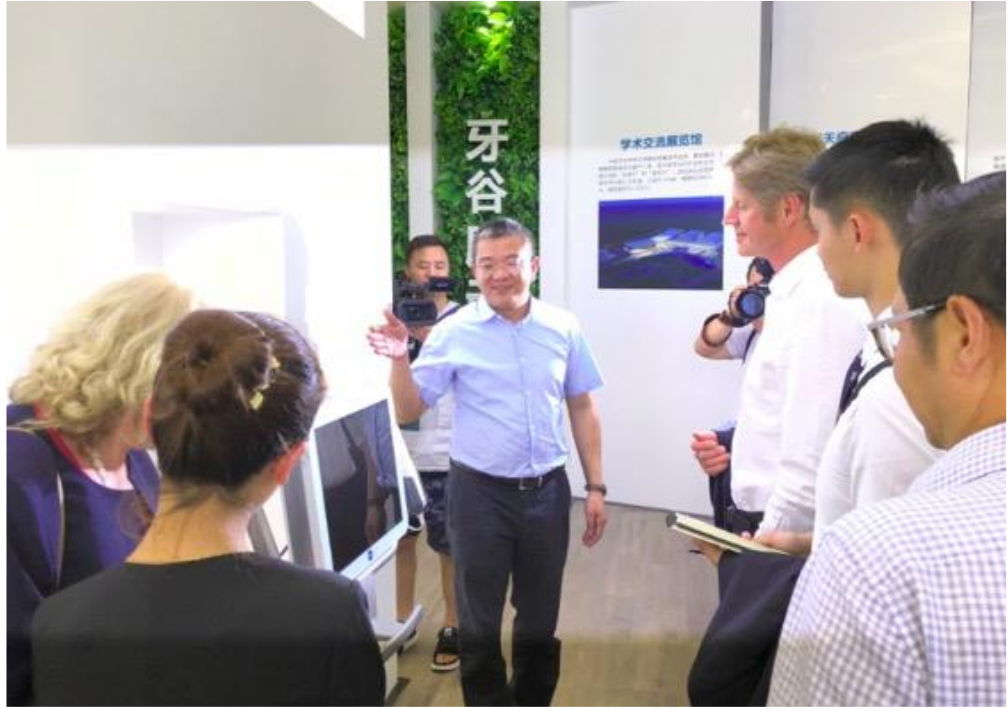
Japan Strategy

- Drive utilization among orthos with Mandibular Advancement, Phase 1

- Penetrate GP-Ortho segment with direct team

- Develop restorative workflow for GP-Orthos

- Build highly competitive and well trained team, full integration of iTero to Invisalign team
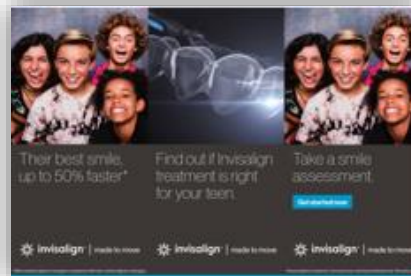
ANZ Teen Consumer Marketing – Relevance to Market

Technology Campaign

Mouths of Mums Partnership

Always On Social Media Amplification & Programmatic Display

Micro Influencer Posts

iTero Scanner APAC Strategy

- Available in all major APAC markets

- Accelerate investment in commercial and operations capabilities

- Drive penetration into Invisalign accounts

- Build restorative eco-system for restorative segment

In the Next 3 Years, Asia Pacific will…

Increased momentum

China is strong #2 globally,
add 2nd Asian market to top 5 largest markets globally

70%+ of submissions will come from iTero scanner

50%+ of APAC volume will be manufactured in Asia

Be an indispensable partner to doctors