

align



invisalign

iTero

Doctor Directed Channel

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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.

300
MILLION





The Market is Evolving Rapidly


newsmileplus
.COM

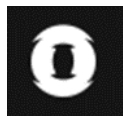
Simply
FastSmiles
Straight Teeth.
Six Months.

ezsmile
clear aligners direct to you

CANDID
Co.

 **smilelove**

AAA ALIGNERS
with DR AIZAT

Perfecting my smile with
#AAAALIGNERS



Orthly

 **CLEARBITE**
Change Your Smile Change Your World

smile
DIRECT CLUB

SNAPCORRECT™
Truly Invisible Aligners™

easysmile

 **FROM HOME DENTAL**
CUSTOM TIGHT DENTALS WITHOUT LEAVING HOME

SUPERSMILE

YOURSMILEDIRECT



Straight Teeth Direct
Affordable - Invisible - At Home

 **goodsmile**

The New Retail – Creating Brand Experiences



Invisalign Store Pilot Locations



In-Store Experience



Strong Branding

- Prominent branded signage
- Internal layout designed to entice consumers on the Street or in a Mall



Approachable Staff

- High-energy and friendly, with consumer-oriented selling skills
- Certified dental assistants for all scanning and record taking



Digital Self-Discovery

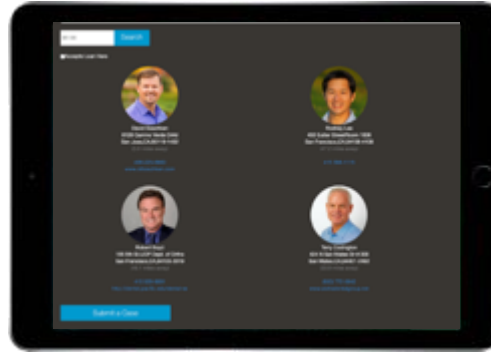
- Interactive content modules outlining the Invisalign experience, product benefits, & testimonials

In-Store Experience



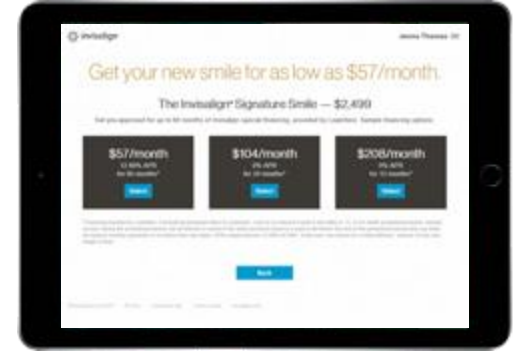
Preview Your New Smile

- Consumer sees two options for how their future smile could look:
 - Signature Smile: up to 14 aligners
 - Deluxe Smile: unlimited aligners



Pick Your Doctor

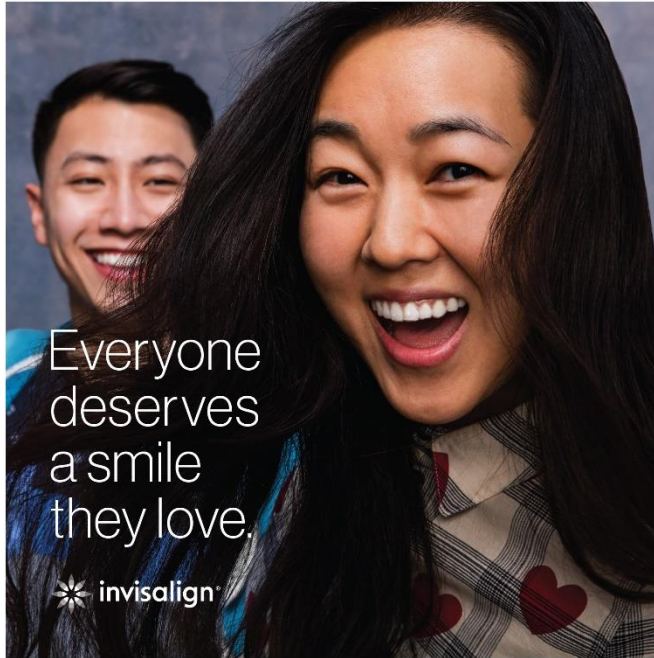
- Options customized based on consumer's zip code
- Only Invisalign Store pilot network doctors listed



Explore Financing Options

- Get pre-approved for special financing in minutes
- Powered by Lending Point

Two Treatment Options



Invisalign® Signature smile

- For minor fixes and simple tooth movements
- Includes up to 14 aligner sets
- \$2,499
- Third party financing options available

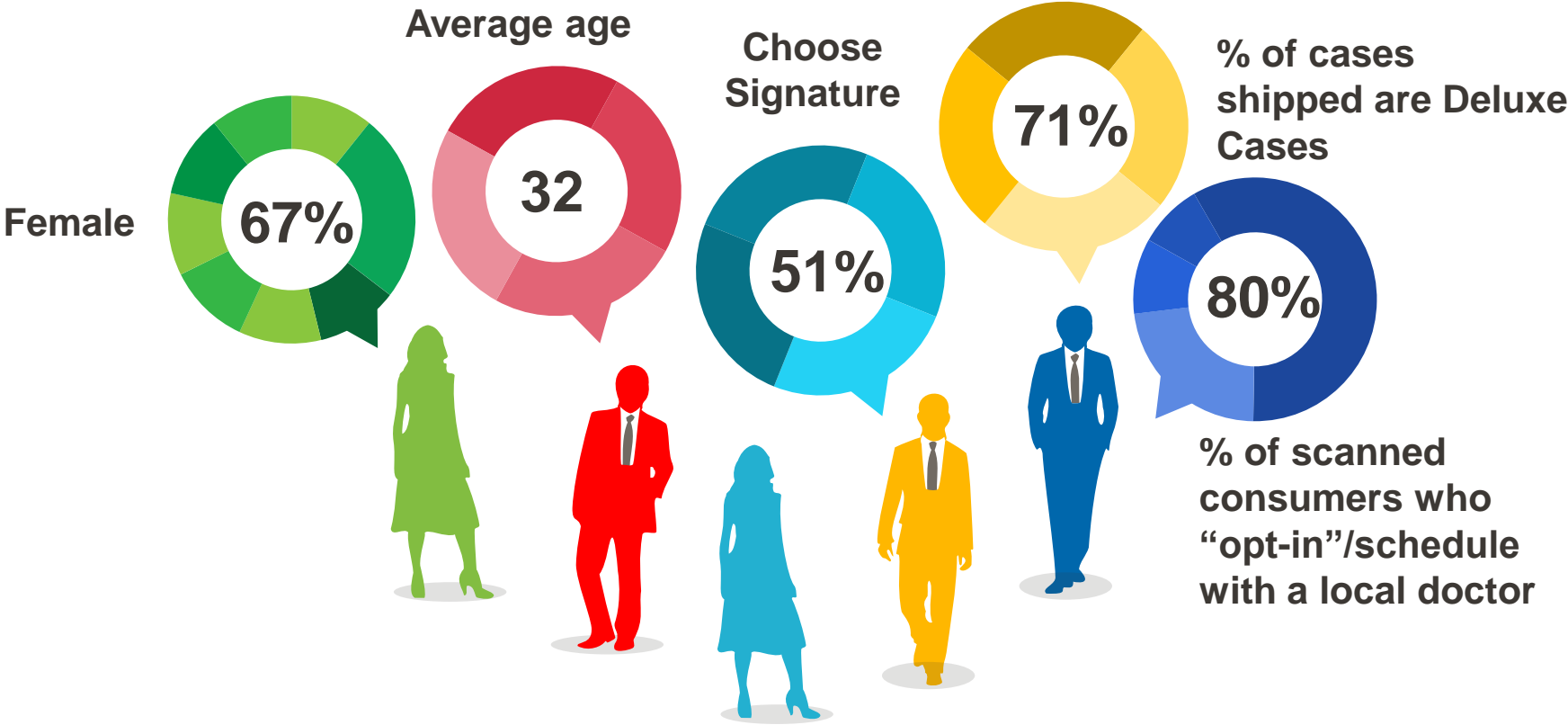
Invisalign® Deluxe smile

- For bigger transformations that require more attention
- Your cost is customized by your selected Invisalign-trained orthodontist or dentist based on your specific needs
- Third party financing options available

Retainer sold separately for both treatment options



Early Learnings





Convenience



Accessibility



Doctor

“The Invisalign Store Pilot concept is an extension of my practice as it connects me with potential consumers who are often millennials wired to get results and information in a quick and easy platform - think Uber.”

David R. Boschken, DMD
Boschken Orthodontics

It's a Learning Curve

- Retail new to Align – accelerated learning curve across company
- Leverage experts
- Back-end experience for doctors is as important as front-end experience for consumers
- Also new to doctors – need to tell story clearly, help with mindset shift



Summary and Next Steps

- Connecting interested consumers with Invisalign practices for treatment
- Opportunity to interact with consumers daily and improve conversion
- Continuing to iterate on pilot stores
 - Montgomery Mall (MD)
& King of Prussia (PA)
in July



Invisalign Store Pilot

#InvestorDay



align

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