

align



invisalign®

iTero®

Americas Go To Market Strategy

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Senior Vice President, Managing Director, Americas

/ **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

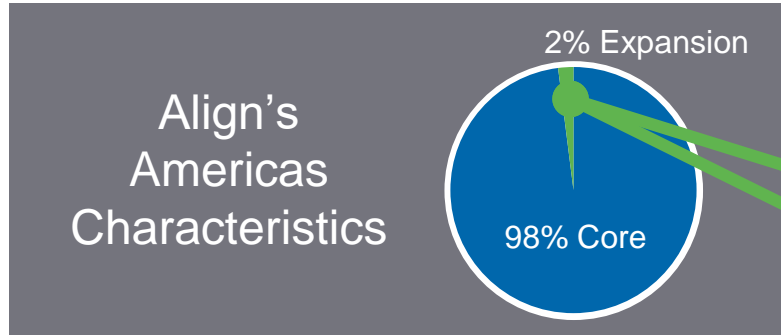
Americas

100
MILLION



Americas Business and Market Dynamics

Market Opportunity For Core And Expansion



**Record
2017**

25%

GROWTH

63% Of WW Volume

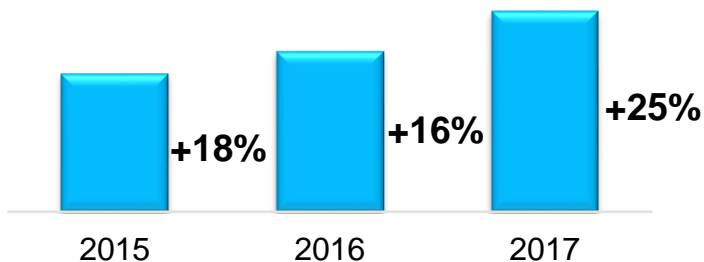
+6K Invisalign Trained
Doctors

39 Invisalign Cases
Per Ortho

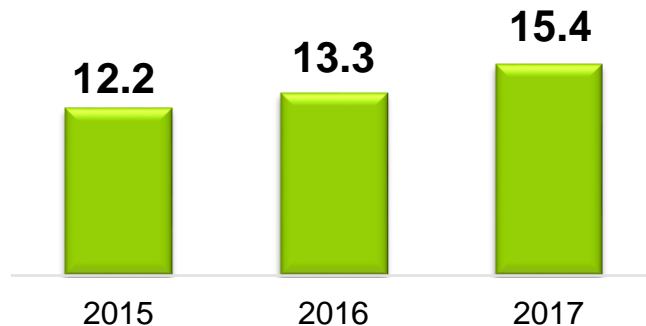
Americas Invisalign Key Metrics

Invisalign Volume

year/year growth

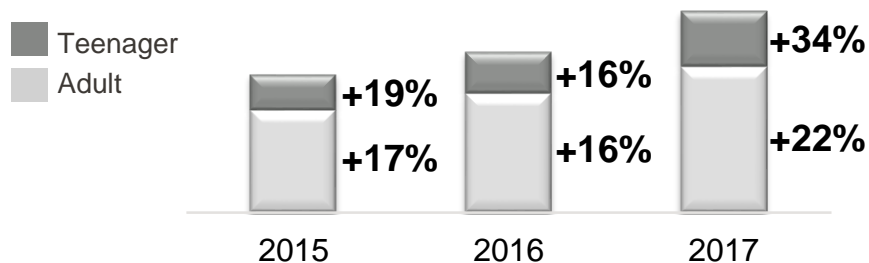


Cases/Doctor



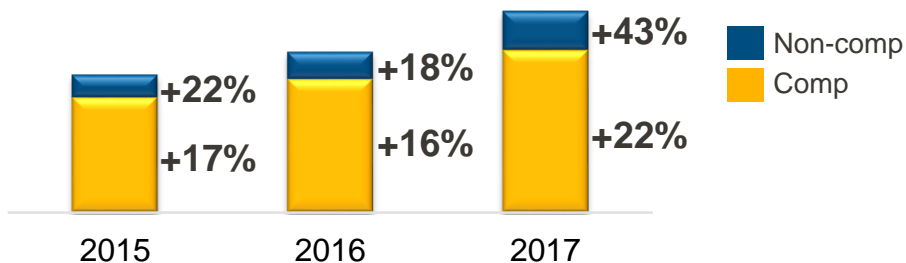
Teenager vs. Adult

year/year growth



Comprehensive vs. Non-C

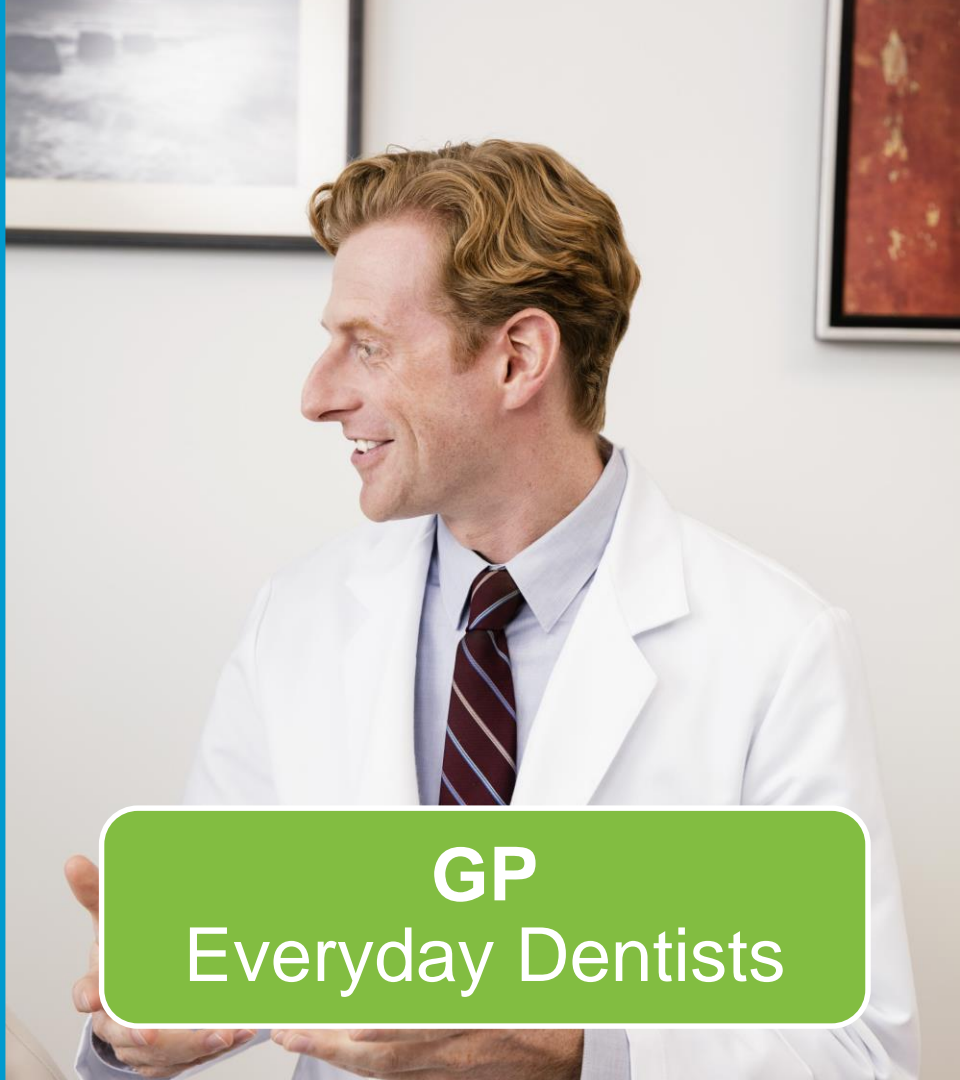
year/year growth



Channel Segmentation



ORTHODONTISTS
Specialists



GP
Everyday Dentists

A photograph of two medical professionals, a woman on the left and a man on the right, both wearing white lab coats. They are smiling and looking at each other. The woman has grey hair and is wearing a pink shirt under her lab coat. The man has brown hair and is wearing a blue shirt and a striped tie under his lab coat. In the background, there is a medical monitor displaying "Investigative Outcomes" and some medical equipment. A blue vertical line runs down the center of the image, separating the two doctors. Overlaid on the image are three white diamond-shaped boxes with a grid pattern. The first box on the left contains the text "ORTHOs" and "10K". The middle box contains "DSOs" and "~20%". The third box on the right contains "GPs" and "150K".

ORTHOs

10K

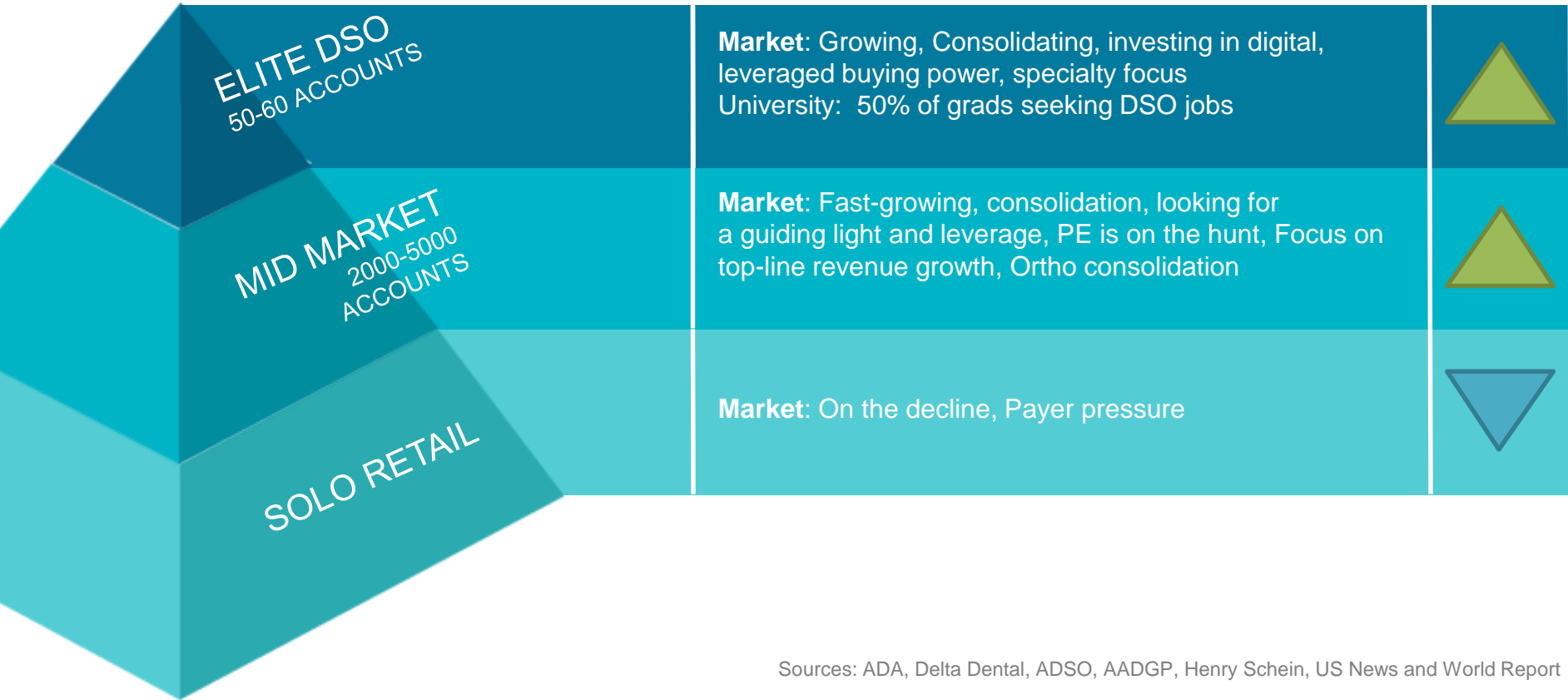
DSOs

~20%

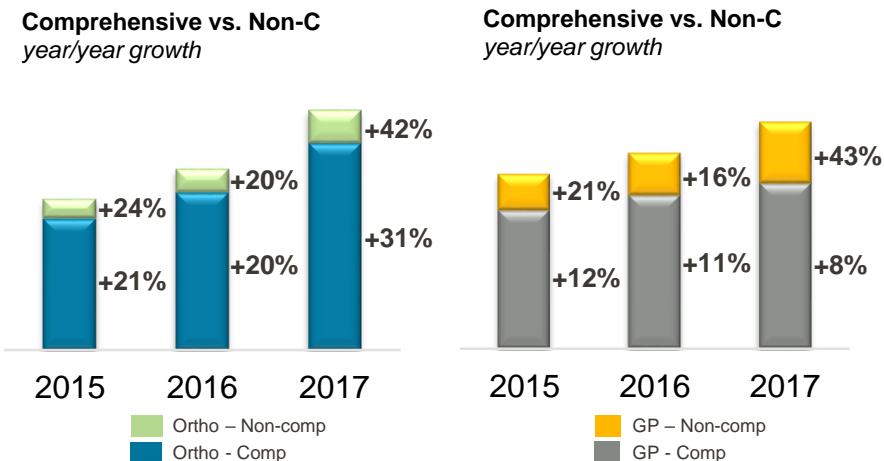
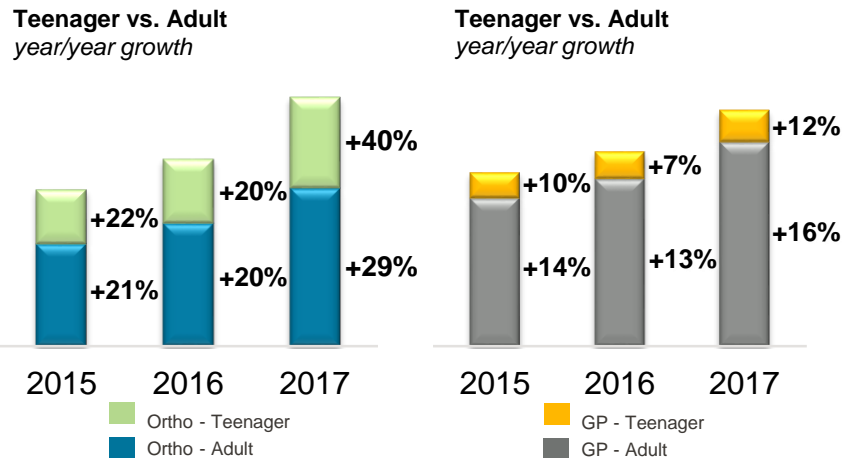
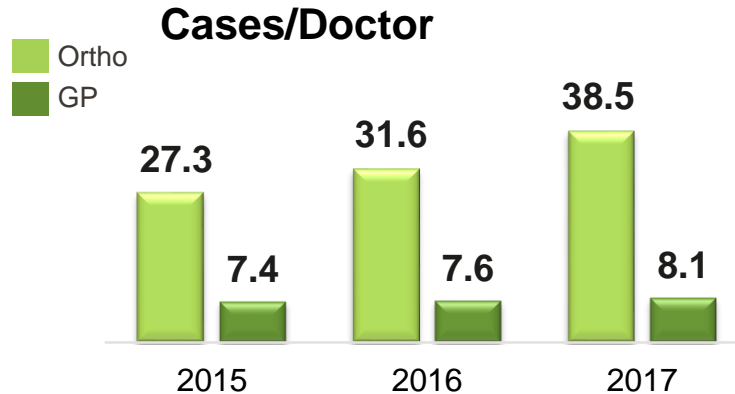
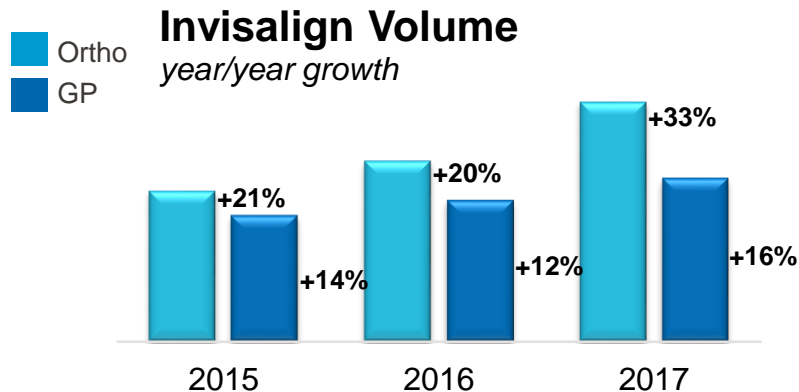
GPs

150K

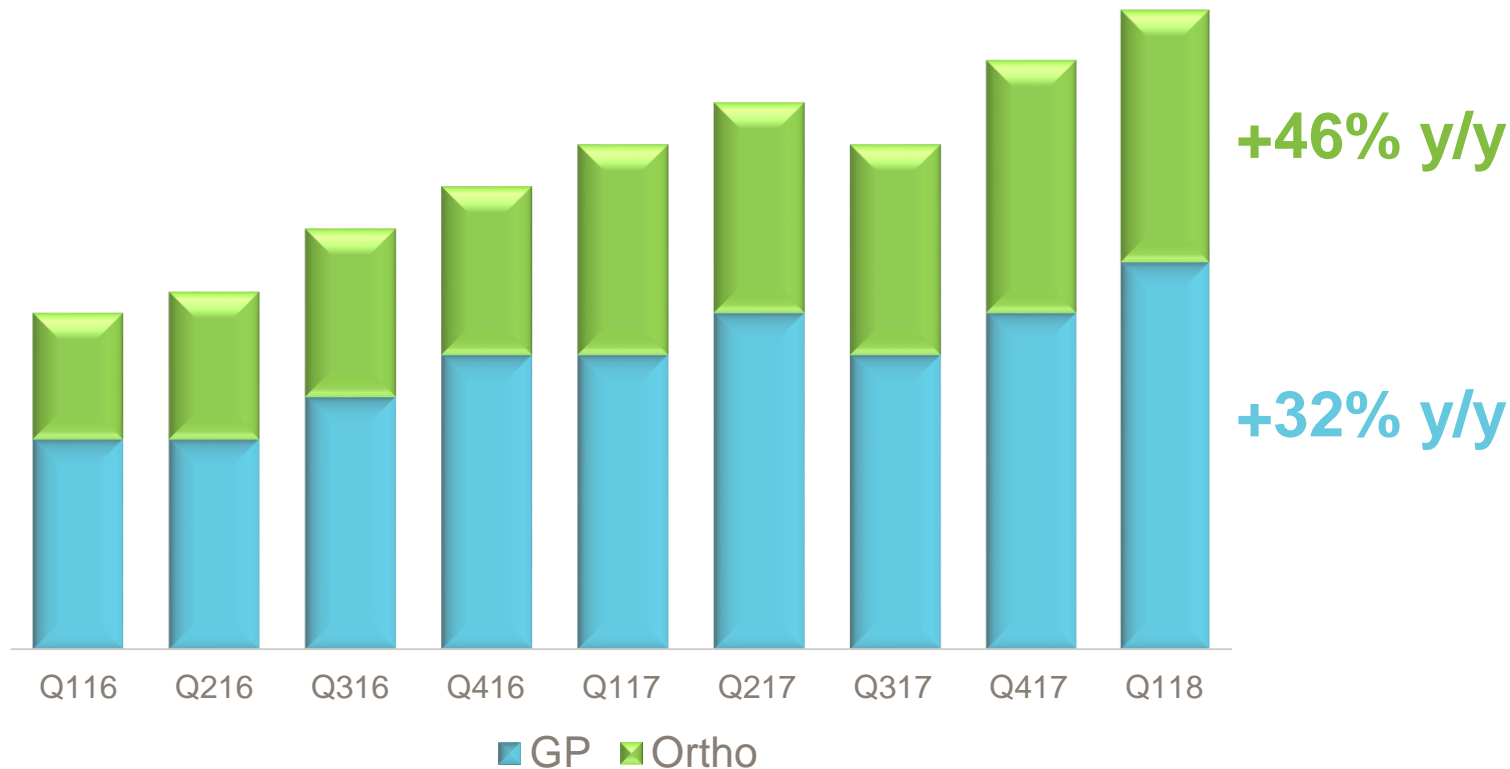
North America Dental Market Trends



Americas Invisalign Key Metrics



North America DSOs grew 40% YoY



Our Key Strategic Priorities

1

International
Expansion



2

Orthodontist
Utilization



3

GP Dentist
Treat & Refer



4

Patient Demand
& Conversion



Our Key Strategic Priorities – International Expansion

1

International
Expansion



2

Orthodontist
Utilization



3

GP Dentist
Treat & Refer



4

Patient Demand
& Conversion



Latin America - Entering a Huge Market

110%
GROWTH



New Doctor Recruitment
& Activation



Drive Ortho
Utilization



Establish Invisalign
Brand



iTero Scanners

Canada - Expanding our Existing Strength

31%
GROWTH



Team Canada



Professional
Channel



iTero Scanners



Engage
Consumers

Our Key Strategic Priorities – Ortho Utilization

1

International Expansion



2

Orthodontist Utilization



3

GP Dentist Treat & Refer



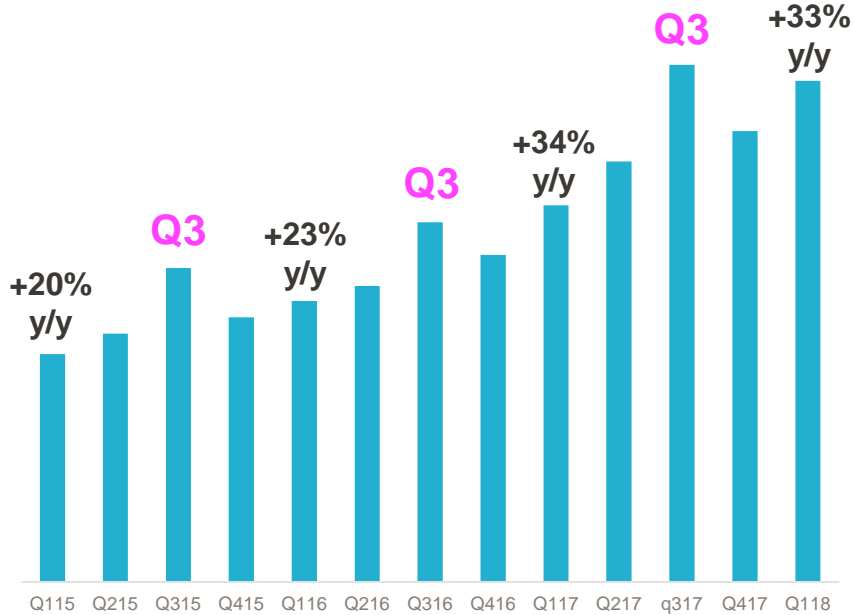
4

Patient Demand & Conversion



Continued Momentum with Teenagers

NA Ortho Invisalign Teenager Cases



Progressive Package Programs

Teen & Adult

Invisalign Orthodontic
Master Edge Program
Top 1% and Elites Only

- 6 month program with 3 progressive, live courses
- Focused on treating teens and adults with emphasis on teens

Teen

Invisalign Teen Edge
Program
Top 1% and Elites Only

- 12 month program with 4 live courses
- Focused on treating teenagers

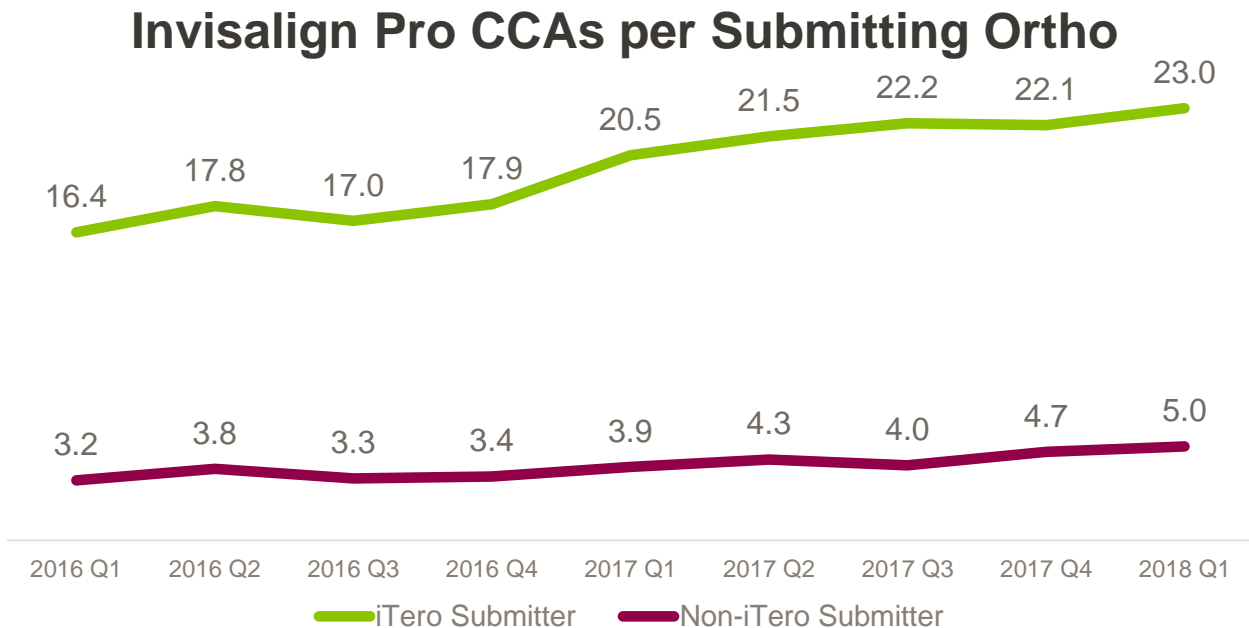
Invisalign Pro

Invisalign Pro Program

- 90 day program with a dedicated team of “Proactive” Invisalign Professionals
- Customized trainings, provide dedicated support

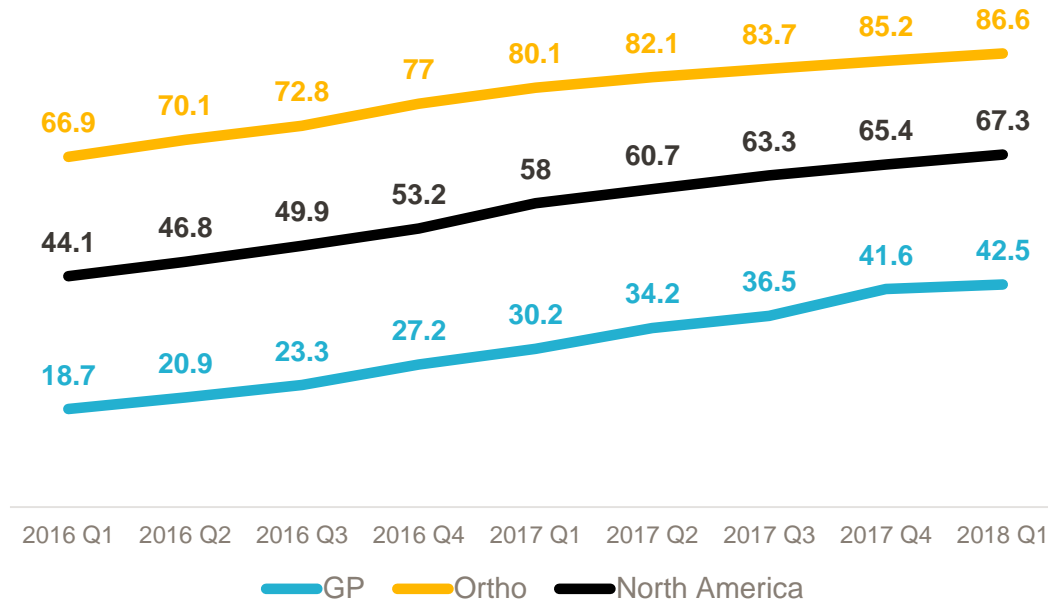
iTero Scanner – Ortho Strategy – Invisalign Pro Submitters

Ortho iTero submitters have **4-5x** as many CCAs per user as non-iTero submitters



More iTero Scans = More Invisalign Cases

North America – IOScan of % of Total Receipts



Partnering with Key Dental Schools & Universities

Albert Einstein Medical Center

Case Western Reserve University

Columbia University

Louisiana State University

NYU School of Dentistry

Roseman University

Saint Louis University

The Ohio State University

University of Alabama

University of British Columbia

*University of Texas Health
Science Center*

University of Detroit Mercy

University of Florida

University of Minnesota

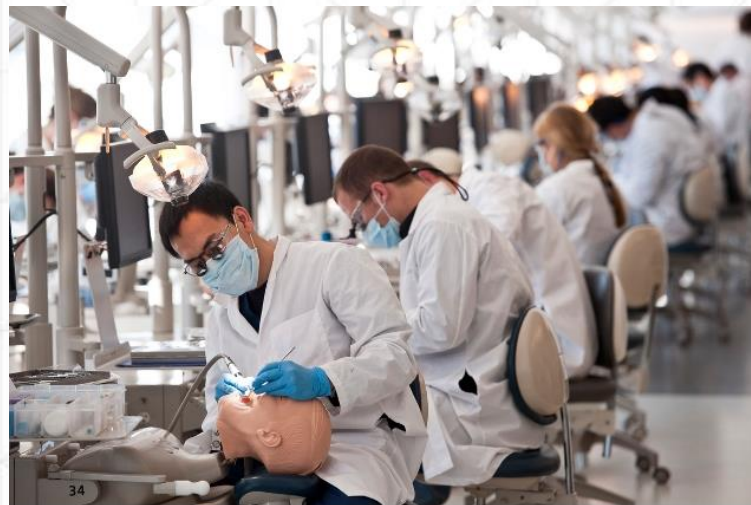
University Of North Carolina

University of Rochester

University of the Pacific

*UNLV School of
Dental Medicine*

*Western University
of Health Sciences*



Our Key Strategic Priorities – GP Treat & Refer

1

International
Expansion



2

Orthodontist
Utilization



3

GP Dentist
Treat & Refer



4

Patient Demand
& Conversion



Introducing **invisalign®** go

- Designed for Dentists
- Seeing is Believing & Succeeding
- Flexibility & Control



iTero Scanner - Our Roots are in Restorative

- Support laboratory production
- Restorative file interpretation
- Open Network
- End-to-end Solution
- Expansive lab network
- Strategic Partnerships and Labs
- DSO's



Restorative workflows



Crowns



Bridges



Implant abutments



Veneers



Inlays



Onlays

Strategic DSO Engagement



Major DSO Partners



Our Key Strategic Priorities – Demand & Conversion

1

International
Expansion



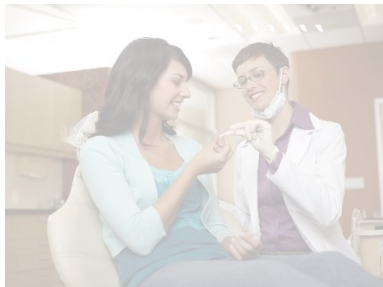
2

Orthodontist
Utilization



3

GP Dentist
Treat & Refer




4

Patient Demand
& Conversion







Change teen behavior from
“I want braces” to “I want Invisalign”

MADE TO MOVE 2017

AwesomenessTV and Invisalign teamed up to show teens how Invisalign clear aligners can positively impact their lives without disrupting their day-to-day.

Together we celebrated the teens who were exploring, creating and inventing by producing a short film series called *Made to Move*. The 5-episode series paired extraordinary, multi-threat teens with influencer mentors to elevate their skills and provide them with an even bigger stage to pursue their dreams.

The films aired on AwesomenessTV's YouTube channel and were promoted through AwesomenessTV and talent social channels, as well as via :15 and :30 trailers that were distributed as pre-roll.

In combination with integrations within ATV's original programming, a show-stopping VidCon activation and targeted media distribution, our partnership familiarized teens with the Invisalign brand and encouraged them to discover their truest potential without limitations.



WE TOLD THE STORIES OF TALENT & TEENS WHO WERE *Made to Move*

FILMMAKING



*Kurt Hugo Schneider
Sam Parker*

1.40M Views

46% APV

6.5K Engagements

SPORTS



*Rachel DeMita
Alladia Patterson*

1.11M Views

49% APV

3.8K Engagements

MUSIC



*Alex Aiono
Connor Greenwell*

1.99M Views

54% APV

3.9K Engagements

SCIENCE & TECH



*Olivia Pavco-Giaccia
Jax Franks*

1.12M Views

63% APV

1.4K Engagements

DANCE



*Jordyn Jones
Hailey Gilchrist*

1.18M Views

73% APV

4.2K Engagements

MADE TO MOVE BY THE NUMBERS

Fans watched **42.5 MILLION MINUTES** of original content



17M TOTAL
YOUTUBE
VIEWS

MALE / FEMALE



48%



52%

6.8M

MADE TO MOVE
FILM VIEWS

7.5M

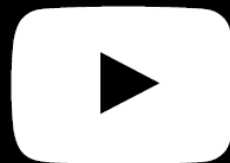
SHOUT-OUT
VIDEO VIEWS

2.6M

AWESOMENESSTV
INTEGRATION
VIEWS

+61%

OVERDELIVERY
Of Views
10.5M Guaranteed
17M Delivered



500K

YOUTUBE FAN
ENGAGEMENTS

Orthodontists Answering Moms' Biggest Questions

- 17 videos featuring 8 Orthodontists
- Over 2.5 million views in first 6 months



Dr. Thomas Lee
Premier Orthodontics
Thousand Oaks, CA



Dr. Brad Jennings
Jennings Orthodontics
Houston, TX



Dr. Donna Galante
Cater Galante Orthodontic Specialists
Carmichael, CA



Making Connections

01 Consumer Interest

I want Invisalign



02 Nurture



03 Treatment

I treat with Invisalign



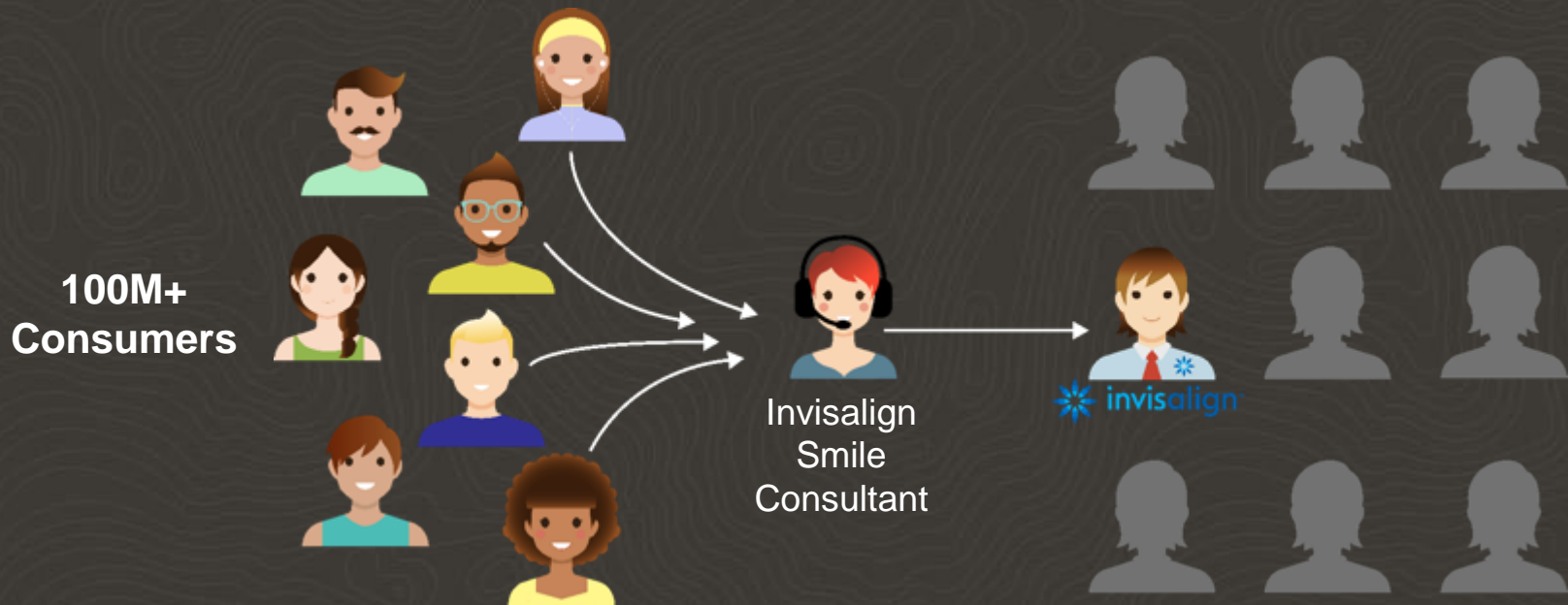
Deliver consumers to doctors who treat with Invisalign

Consumer Call Center

01 Consumer Interest

02 Nurture

03 Treatment



Deliver consumers to doctors who treat with Invisalign

Doctor & Practice Partnership

01 Consumer Interest

02 Nurture

03 Treatment

We are a Practice Growth Engine

Innovative Products

Sales & Clinical Support

Continuing Education

Consumer Demand

Contact Center

Doctor Locator

Favorable Pricing

Committed,
Long term,
Doctor
Relationships



Align is a complete solution partner

Americas is Poised for Continued Strong Growth

Expanding the market - Latin America & Canada

Coverage - Channel Segmentation

Build Core Ortho - Teens! Want Invisalign

Integrate Invisalign treatment into GP Workflow

More Consumer for Invisalign Practices
Brand, Concierge, Store Pilot

AwesomenessTV: Influencer-led content

- Brand's first ever music video featuring top teen influencers Jordyn Jones and Josh Levi



align

 invisalign® | iTero®