

align



invisalign®

iTero®

EMEA Go To Market Strategy

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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

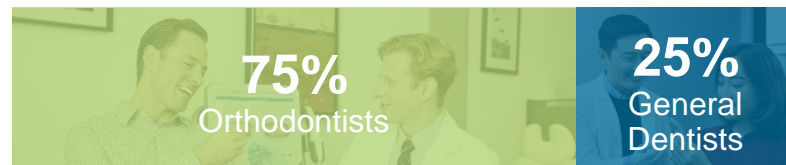
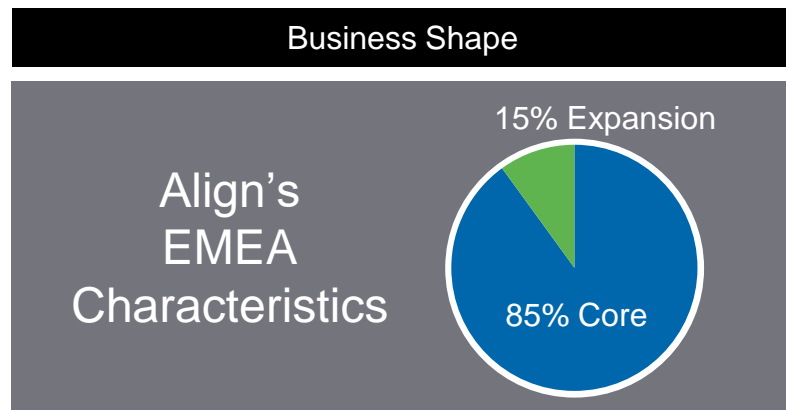
EMEA

100

MILLION



EMEA Business and Market Dynamics



**Record
2017**

+38%

GROWTH

22%

Of WW Volume

+6K

New Invisalign
Trained Doctors

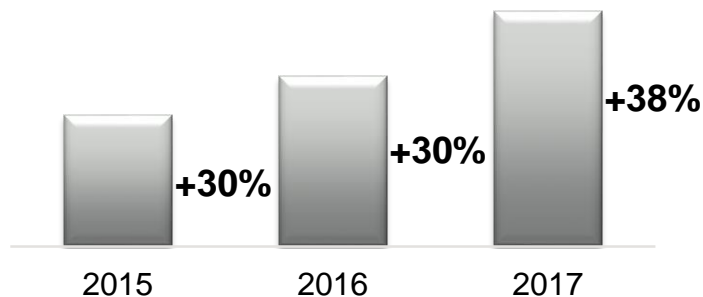
14

Invisalign Cases
Per Doctor

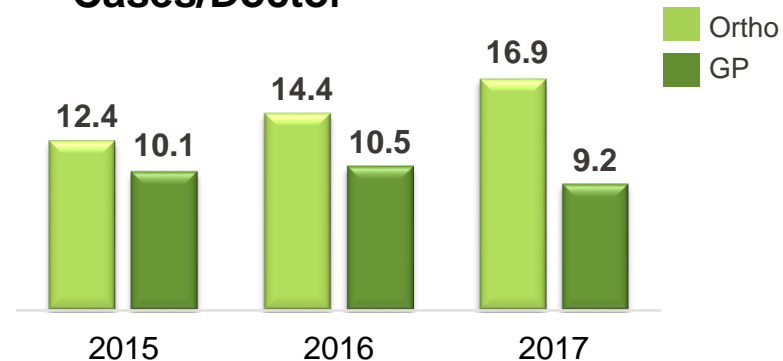
EMEA Invisalign Key Metrics

Invisalign Volume

year/year growth

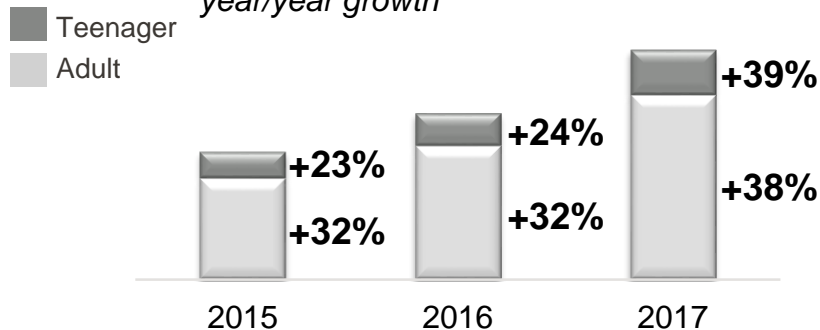


Cases/Doctor



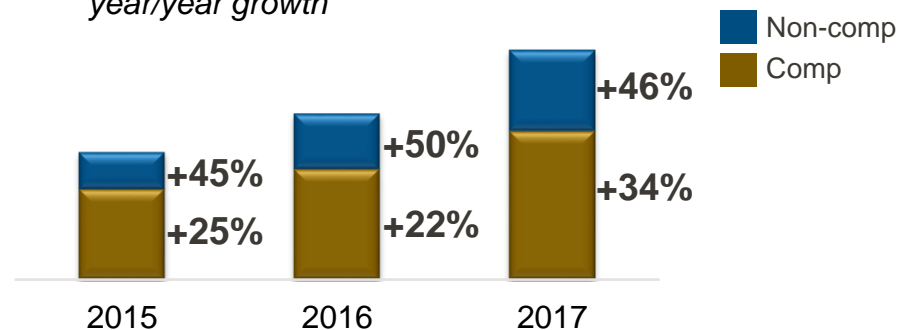
Teenager vs. Adult

year/year growth



Comprehensive vs. Non-C

year/year growth



2016

Investor Day I said...

By 2020
Our EMEA
Business Will...

- **Become** >30% worldwide revenue
- **Rapidly develop** our commercial focus and execution
- **Expand** our infrastructure and geographical coverage
- **Build a strong presence** in the GP channel

2018

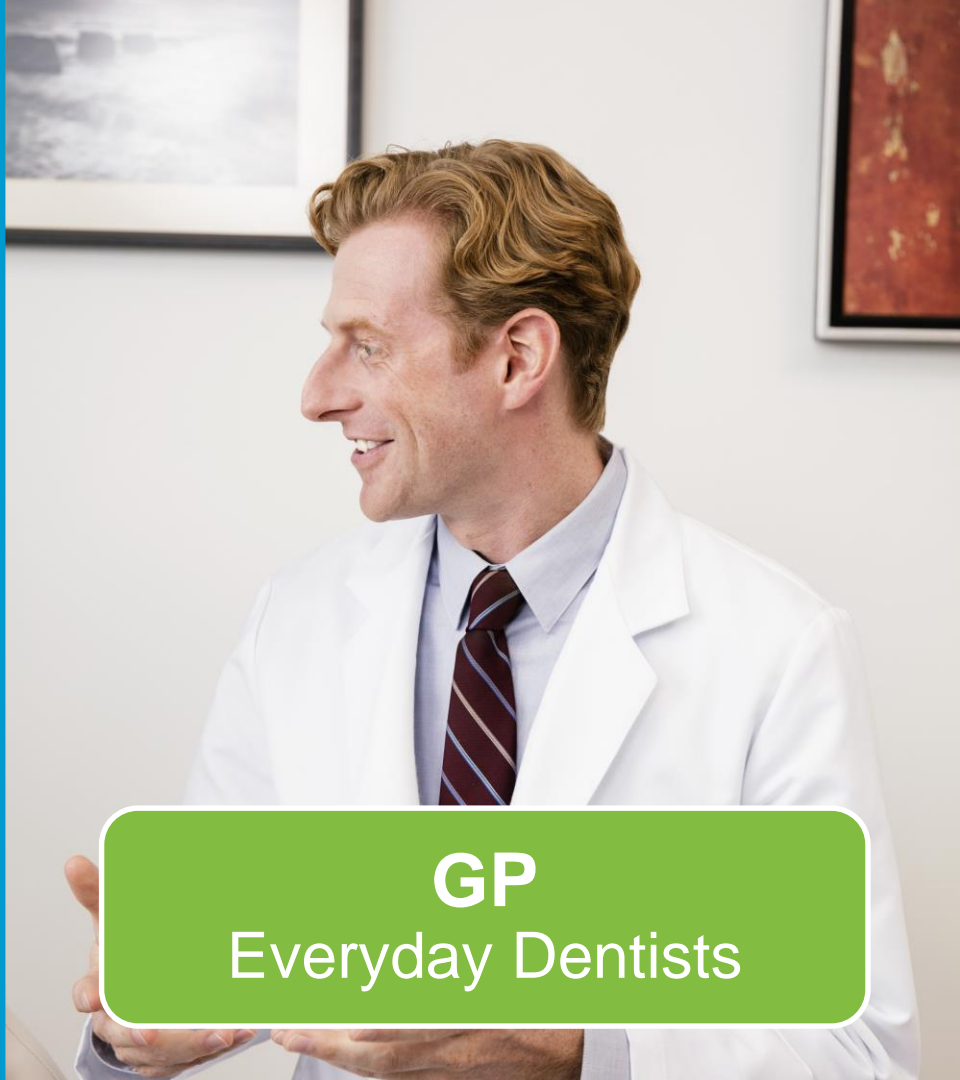
Since then...

- 22% of worldwide revenue
- Commercial focus:
Teen, Ortho/GP segmentation, Localization
- Going Direct in **MEA, Russia, Turkey**
- Dedicated marketing, sales & clinical support
for **GP and Ortho** channels

Channel Segmentation



ORTHODONTISTS
Specialists



GP
Everyday Dentists

Channel Focus

Orthodontists Specialists



GP Everyday Dentists



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



EMEA Operations and Commercial Expansion

Order Acquisition
The Netherlands,
2016



Commercial operations
***Dental Couture Acquisition**
UAE Q1 2017
Saudi Arabia, Q3 2017



Treatment
Planning
Germany, Q3
2017



Commercial
operations
Turkey, Q1 2018



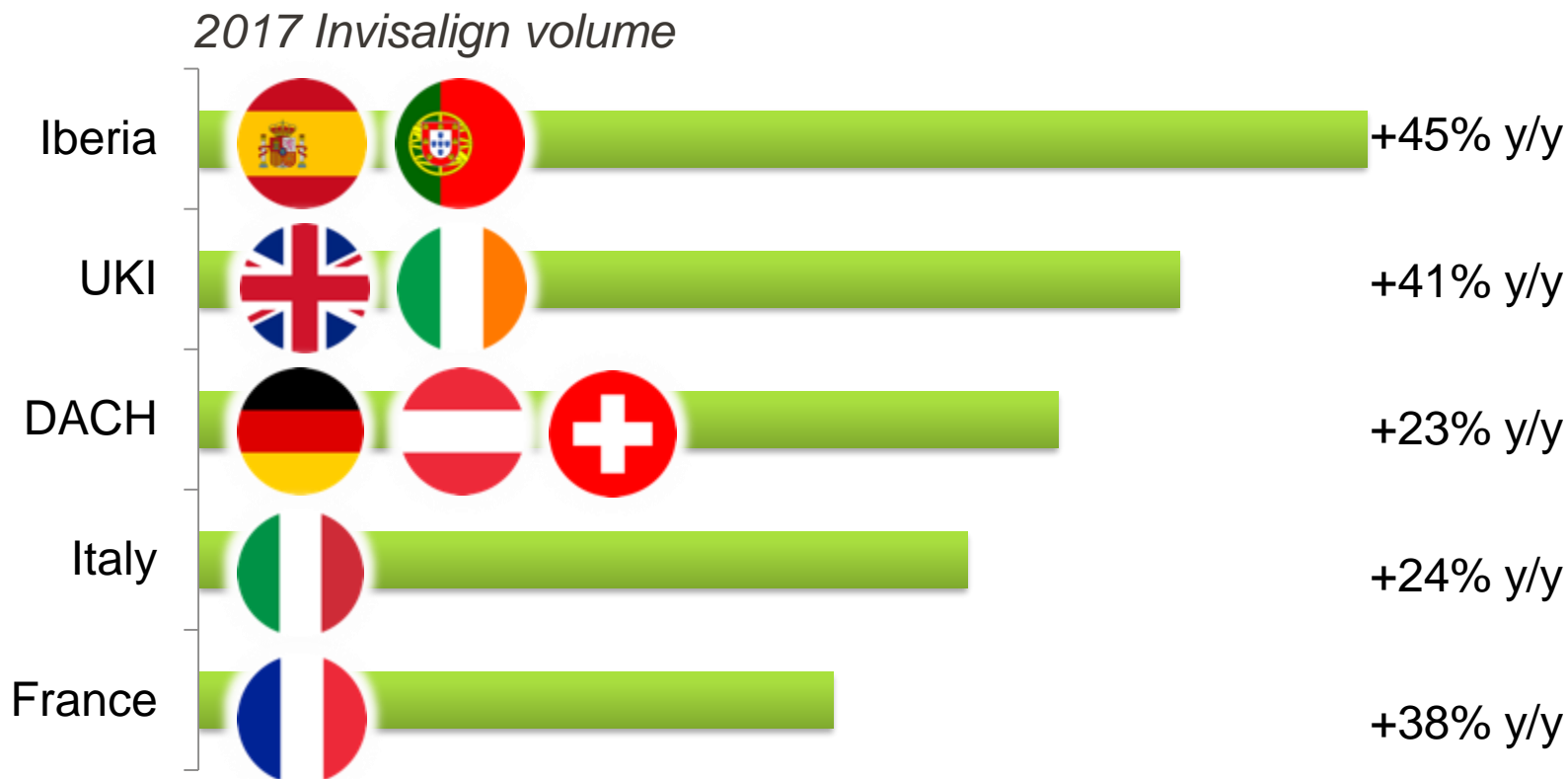
Treatment Planning
Spain, 2H 2018



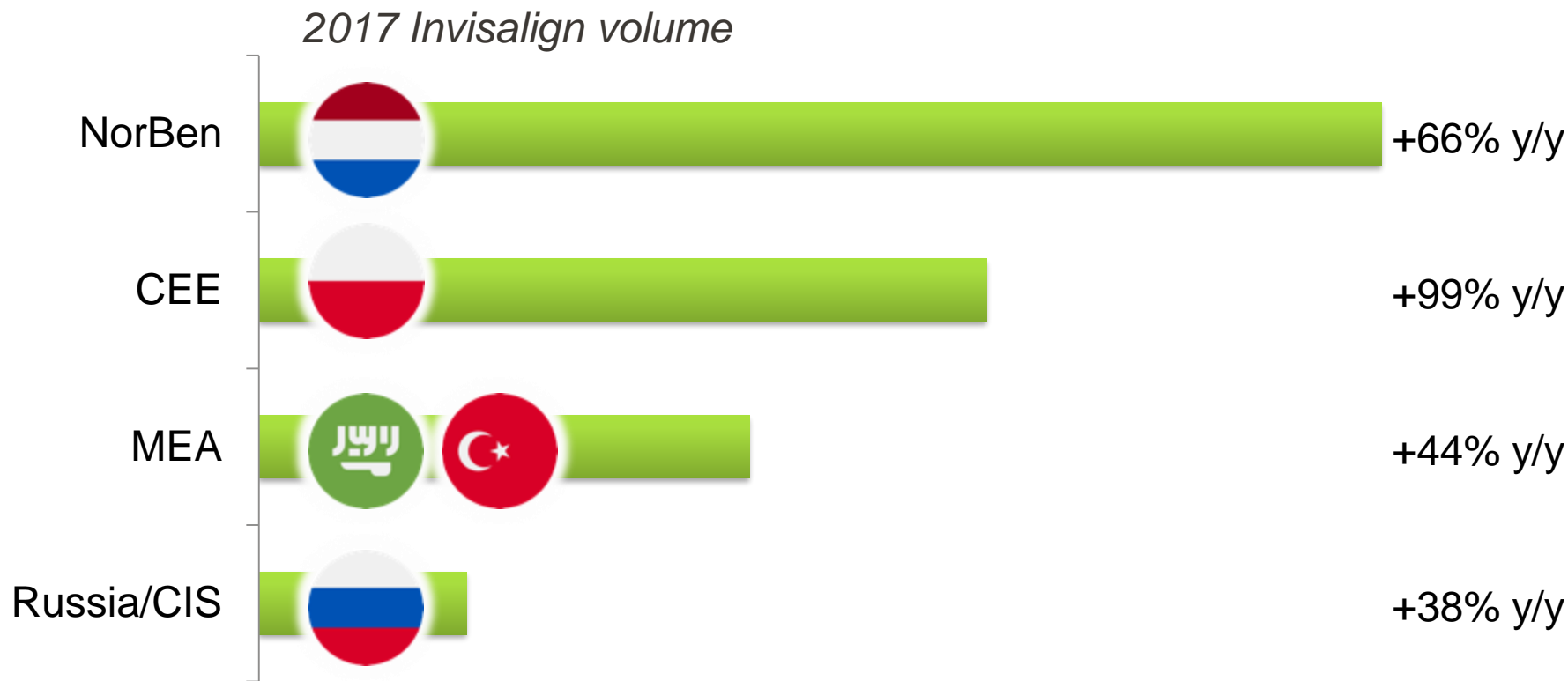
Commercial operations
Russia & Israel, Q3
2018



Strong Growth Across All Core EMEA Markets



Rapid Growth in Expansion Markets



Our Key Strategic Priorities – Ortho Utilization

1

International Expansion



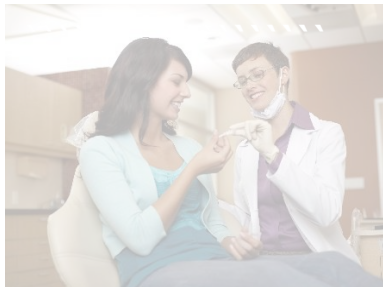
2

Orthodontist Utilization



3

GP Dentist Treat & Refer

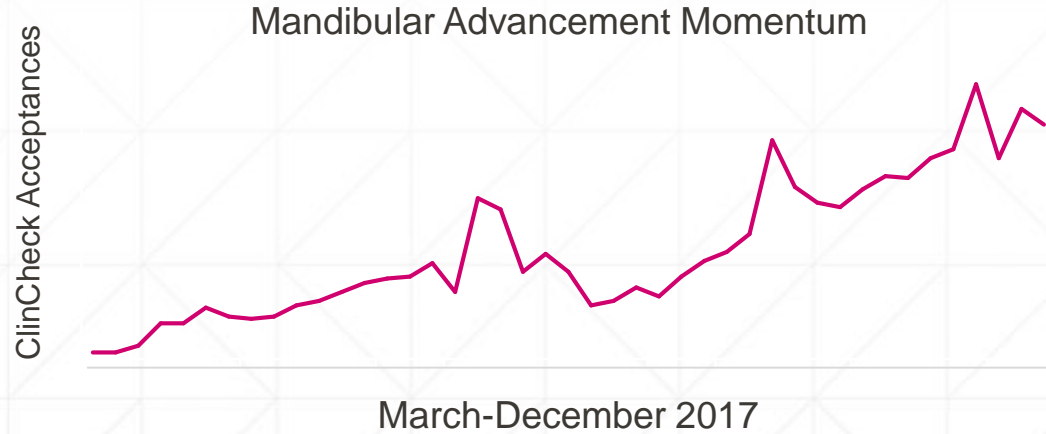


4

Patient Demand & Conversion



Invisalign Treatment with Mandibular Advancement



Teen growth is **6x higher**
when using MA

Increase Utilisation Among Adults and Teens

Product Efficacy

- Mandibular Advancement
- Invisalign First
- Comprehensive

Training Support

- 360 Programme
- Mentoring

Commercial Programmes

- Teen Networks
- Teen Guarantee
- Sequential Selling

Our Key Strategic Priorities – GP Treat & Refer

1

International
Expansion



2

Orthodontist
Utilization



3

GP Dentist
Treat & Refer



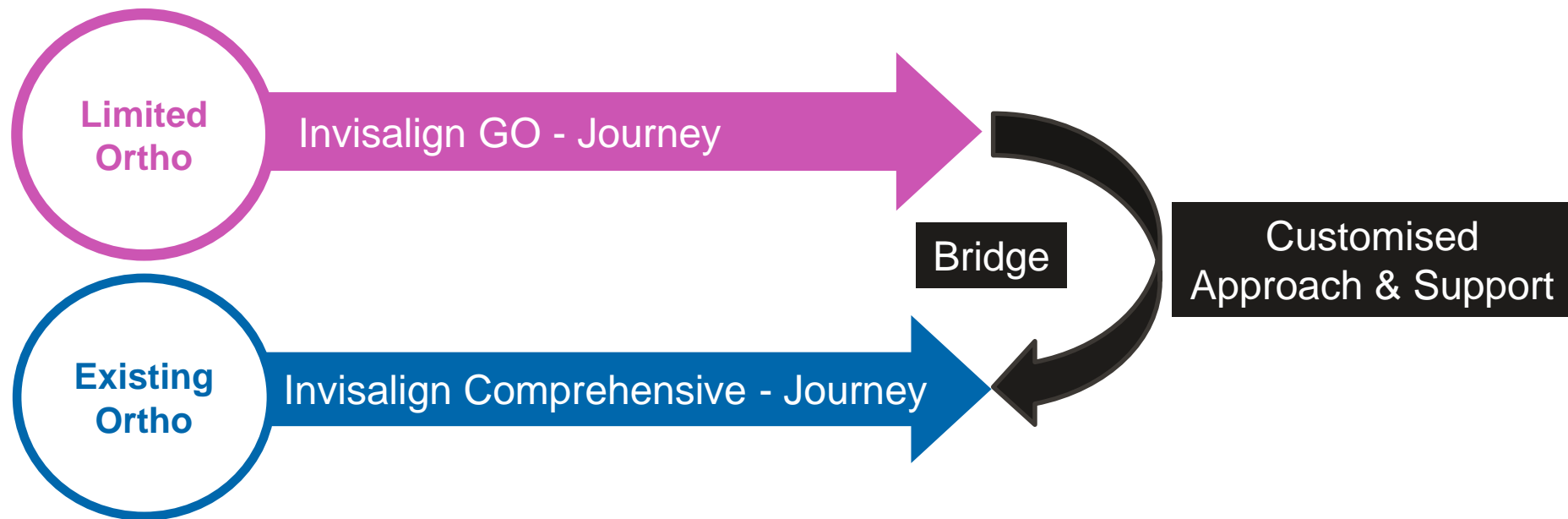
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Patient Demand
& Conversion



GP Segmentation is Critical

We recognize different needs of GPs and support them on their way to treating more patients, growing their practice and achieving desired outcomes.



New Invisalign Go for General Dentists

- Launched in Germany in **2016**
- Number of doctors trained: **>4,755**
- Number of Invisalign Go cases: **>10,600**



invisalign® go

Designed for Dentists.



iTero Element 2
High Performance

Our Key Strategic Priorities – Demand & Conversion

1

International
Expansion



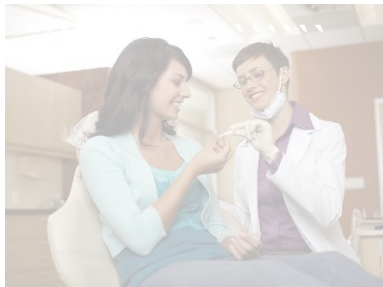
2

Orthodontist
Utilization



3

GP Dentist
Treat & Refer



4

Patient Demand
& Conversion



Key Drivers of EMEA Consumer Strategy

Influencer Marketing & Digital Media



*Influencer Program
#SmileSquad event
132K engagements*



*New “Institutional”
Websites: Italy, Spain
1.1M unique visitors YTD
to our consumer websites*



*Smile Visualizer
7,200 Simulations YTD*



*Digital-first media mix
drives strong conversion
across all key KPIs:
+11% visitors YoY
+47% FAIP YoY
+62% Smile Assessments YoY*

Q1 2018 Data

UK Smile Concierge - May 2018



Insights from UK Invisalign website:

*60% users want to start
the treatment immediately*

Smile Concierge will:

- Improve consumer experience
- Ensure prompt follow-up of appointment requests
- Communicate via different channels
- Answer questions and screen patients to help deliver educated, motivated and highly qualified leads to practices

EMEA 2021

30+% of WW Revenue

10% Teen Share

GP 40% Volume

iTero 75% of Invisalign

Double Expansion Growth

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