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Align Technology 2021 Investor Day

Shirley Stacy

Vice President, Global Communications

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Welcome and Reminder

- 01 Meeting presentation is being livestreamed with link on Investor Relations page on aligntech.com. You can submit a question via Chat
- 02 Presentation soft copies will be posted on our website after today's meeting
- 03 Meeting recording with Q&A will be posted on our website after today's meeting

Safe Harbor and Forward-Looking Statements

This presentation and each of the presentations related to the 2021 Align Technology, Inc. (“Align”) Investor Day as well as the corresponding commentaries regarding the presentations do, or may, contain forward-looking statements, including statements that address activities, events, and developments that Align believes or anticipates will or may occur in the future. These statements may include estimates, predictions, beliefs and other expectations regarding Align’s business momentum, business strategies and strategic priorities, market developments and trends, competition, anticipated costs and expenditures, the development of new products and the timing for certifications and launches of new products or product enhancements, future opportunities for growth and expansion, marketing initiatives, new product and service offerings, as well as statements regarding Align’s anticipated GAAP and non-GAAP financial performance, results of operations and outlooks for 2021, 2022 and beyond. Any such forward-looking statements contained in this presentation and any corresponding commentary are based upon the Align’s experience and perception of conditions, trends, anticipated future developments and other factors it believes under the circumstances and information available to Align as of the date hereof. These forward-looking statements are only predictions based upon information available to Align as of the date hereof. Readers are cautioned that these forward-looking statements reflect Align's best judgment based on these currently known facts and circumstances 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, those discussed in more detail in Align’s Annual Report on Form 10-K for the year ended December 31, 2020, which was filed with the Securities and Exchange Commission (SEC) on February 26, 2021 and its latest Quarterly Report on Form 10-Q for the quarter ended June 30, 2021, which was filed with the SEC on August 4, 2021, as well as in other reports and documents filed from time to time with the SEC. Align does not guarantee any forward-looking statements and undertakes no obligation to revise or update any forward-looking statements for any reason.

The presentations, including any financial reconciliations, have been made available on our website at investor.aligntech.com

About Non-GAAP Financial Measures

To supplement our condensed consolidated financial statements, which are prepared and presented in accordance with generally accepted accounting principles in the United States ("GAAP"), we may provide investors with certain non-GAAP financial measures which may include gross profit, gross margin, operating expenses, income from operations, operating margin, interest income and other income (expense), net, net income before provision for (benefit from) income taxes, provision for (benefit from) income taxes, effective tax rate, net income and/or diluted net income per share, which exclude certain items that may not be indicative of our fundamental operating performance including discrete cash and non-cash charges or gains that are included in the most directly comparable GAAP measure. Unless otherwise indicated, when we refer to non-GAAP financial measures they will exclude the effects of stock-based compensation, amortization of certain acquired intangibles, non-cash deferred tax assets and associated amortization related to the intra-entity transfer of non-inventory assets, acquisition-related costs, and arbitration award gain, and, if applicable, any associated tax impacts.

We use non-GAAP financial measures for financial and operational decision-making and as a means to evaluate period-to-period comparisons. Our management believes that the use of certain non-GAAP financial measures provide meaningful supplemental information regarding our recurring core operating performance. We believe that both management and investors benefit from referring to these non-GAAP financial measures in assessing our performance and when planning, forecasting, and analyzing future periods. These non-GAAP financial measures also facilitate management's internal evaluation of period-to-period comparisons. We believe these non-GAAP financial measures are useful to investors both because (1) they allow for greater transparency with respect to key metrics used by management in its financial and operational decision-making and (2) they will be provided to and used by our institutional investors and the analyst community to help them analyze the performance of our business.

There are limitations to using non-GAAP financial measures, though, because they are not prepared in accordance with GAAP and may be different from non-GAAP financial measures used by other companies. The non-GAAP financial measures are limited in value because they exclude certain items that may have a material impact upon our reported financial results. In addition, they are subject to inherent limitations as they reflect the exercise of judgments by management about which charges are excluded from the non-GAAP financial measures. We compensate for these limitations by analyzing current and future results on a GAAP as well as a non-GAAP basis and also by providing GAAP measures in our public disclosures. The presentation of non-GAAP financial information is meant to be considered in addition to, not as a substitute for or in isolation from, the directly comparable financial measures prepared in accordance with GAAP. We urge investors to review the reconciliation of our GAAP financial measures to the comparable Non-GAAP financial measures included in this presentation and not to rely on any single financial measure to evaluate our business. For more information on these non-GAAP financial measures, please see the table captioned "Unaudited GAAP to Non-GAAP Reconciliation." For more information on these non-GAAP financial measures, please see the table captioned "Unaudited GAAP to Non-GAAP Reconciliation" and other historical reconciliations which are available in the presentations and/or at aligntechnology.com.

Agenda

TIME	PRESENTATION	SPEAKER
1:00 PM	Welcome/Safe Harbor	Shirley Stacy, VP Global Communications
1:05 PM	Align Digital Platform - Foundation for Growth	Joe Hogan, CEO
1:25 PM	Discover the Align Digital Platform	Zelko Relic, SVP and Chief Technology Officer
1:40 PM	Digital Products & Services	Sree Kolli, SVP and Chief Digital Officer
1:55 PM	exocad	Tillmann Steinbrecher, CEO, exocad
2:10 PM	Accelerating the Adoption of Digital Orthodontics and Dentistry	Yuval Shaked, SVP and MD, iTero Scanner and Services Business
2:25 PM	Invisalign Clear Aligners - highly differentiated value	Srini Kaza, SVP Product Research and Development
2:40 PM – 2:55 PM	BREAK	
2:55 PM	Strategy and Go-To-Market Plans	Raj Pudipeddi, Chief Product & Marketing Officer, SVP & Managing Director, APAC Region
3:10 PM	AMERICAS	Simon Beard, SVP and MD Americas
3:25 PM	EMEA	Markus Sebastian, SVP and MD EMEA
3:40 PM	APAC	Raj Pudipeddi, Chief Product & Marketing Officer, SVP & Managing Director, APAC Region
3:55 PM	Customer Success Update	Jennifer Olson, SVP and MD Customer Success
4:10 PM	Delivering Superior Long-Term Returns	John Morici, CFO
4:25 PM – 4:35 PM	BREAK	
4:35 PM	EMC Panel / Q&A	
5:00 PM	End of Program	



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Align Digital Platform Foundation for Growth

Joe Hogan

President and CEO


Making clear
aligner treatment
available for
everyone
through doctors





Orthodontic starts
21M

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14M
Teens

A photograph of three young women laughing and smiling together. The woman on the left has long dark hair and is wearing a light-colored jacket over a red shirt. The woman in the middle has curly brown hair and is wearing a blue denim jacket over a yellow shirt. The woman on the right has long blonde hair and is wearing a light-colored jacket. They are all looking towards the right and laughing heartily.




Adults
7M

A photograph of a middle-aged man with grey hair and a beard, smiling while talking on a smartphone. He is wearing a dark blue button-down shirt. The background is a plain, light-colored wall.



With an
iTero scanner
@ every chair

Doctors
2M



7M
AMERICAS
Ortho

7M
EMEA
Ortho

7M
APAC
Ortho

500M

Potential patients through 2M doctors

Our digital technology is expanding the orthodontic market globally
~10% share of 21M ortho starts



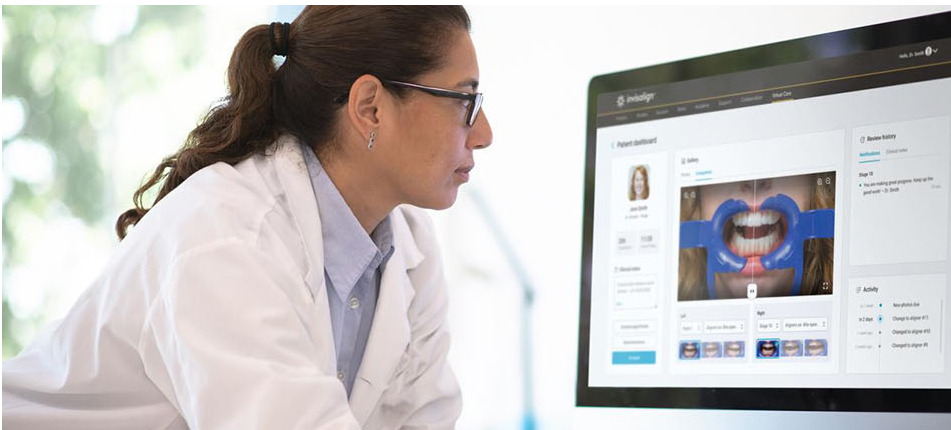
International expansion



Patient demand & conversion



Relentless focus and execution on our strategic priorities



Orthodontist utilization



GP dentist treatment

25 years – From appliance to platform

1997 – 2006

Invisalign clear aligners
ClinCheck software
3D Printing SLA

2007 – 2012

Force system biomechanics
G-Series
Attachments
PowerRidge
Vivera retainers
SmartForce
iTero intraoral scanners

2013 – 2016

G-Series
SmartTechnology
SmartTrack
SmartForce
SmartStage
ClinCheck Pro
Biteramps
Mandibular advancement
iTero Element
Invisalign Outcome Simulator

2017 – 2022

G-Series
ClinCheckPro 6
iTero 5D imaging system NIRI
Invisalign First
MyInvisalign App
SmileArchitect
VirtualCare
exocad lab software
Retention
Subscription
E-Commerce
Diagnostics
Invisalign Practice App
Professional Whitening

Align Digital Platform

Doctors

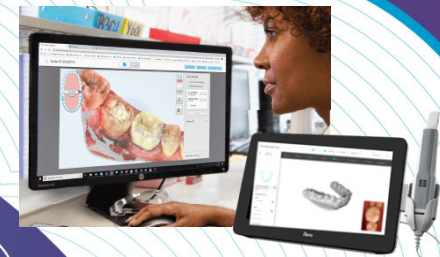
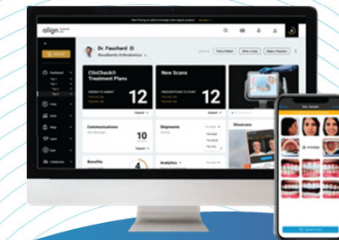
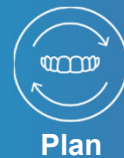
iTero Scanner, ClinCheck Software, Smile Architect, Virtual Care, Vivera, e-Commerce

Consumers Patients

Marketing
Invisalign Doctor Locator,
Patient Financing,
Online Scheduling,
SmileView,
Virtual Care,
Vivera

Dental Labs

MyiTero Portal
DentalCAD,
exoplan,
dentalshare,
Smile Creator



Digital technology, expertise & critical mass

Doctors, patients,
labs, digital data & IP

45K+
exocad
installations



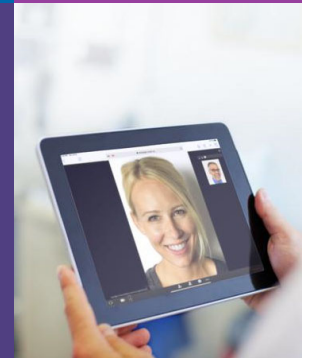
1,000+
Patents

.8M
aligners/day
3D Print
SLA



1M My
Invisalign
App

50K+ iTero
scanners



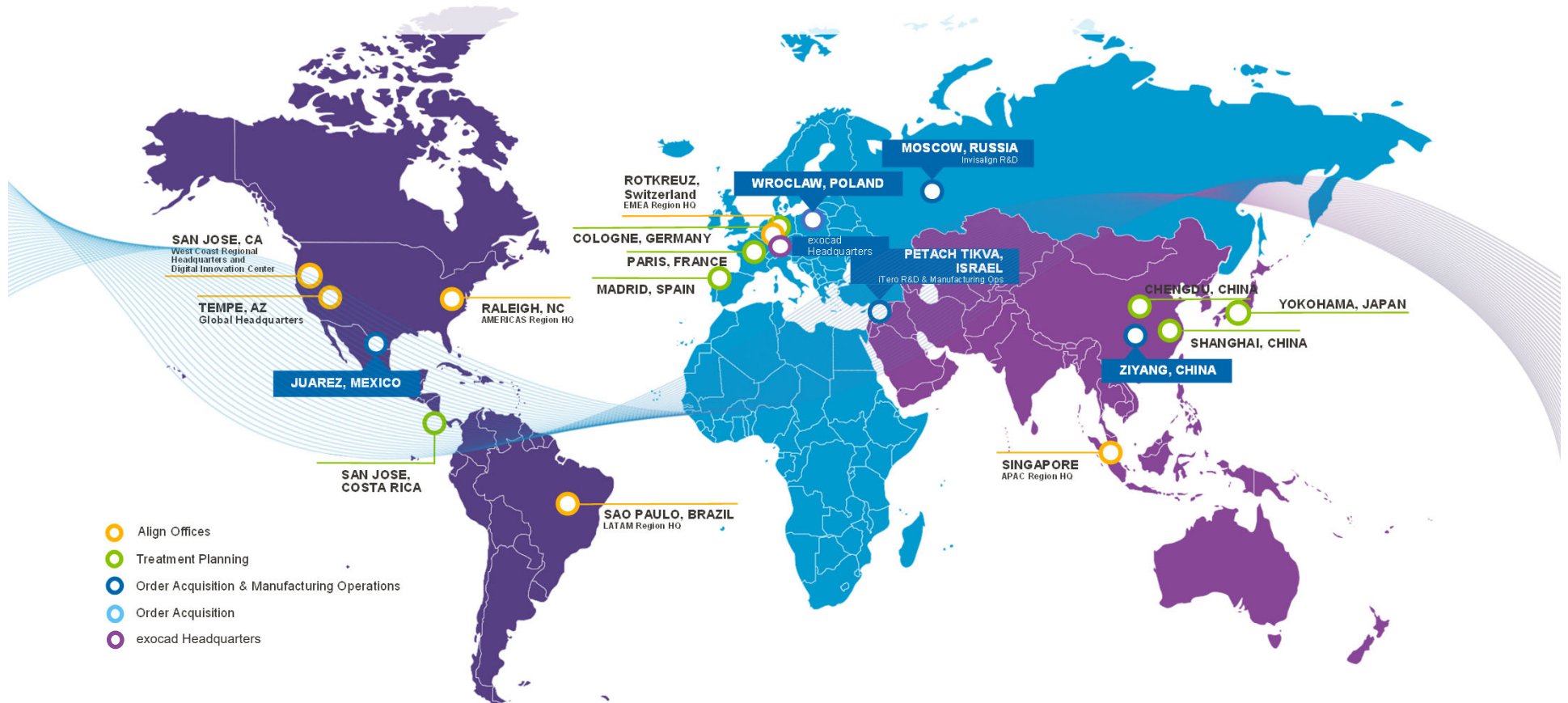
55M+ iTero
scans

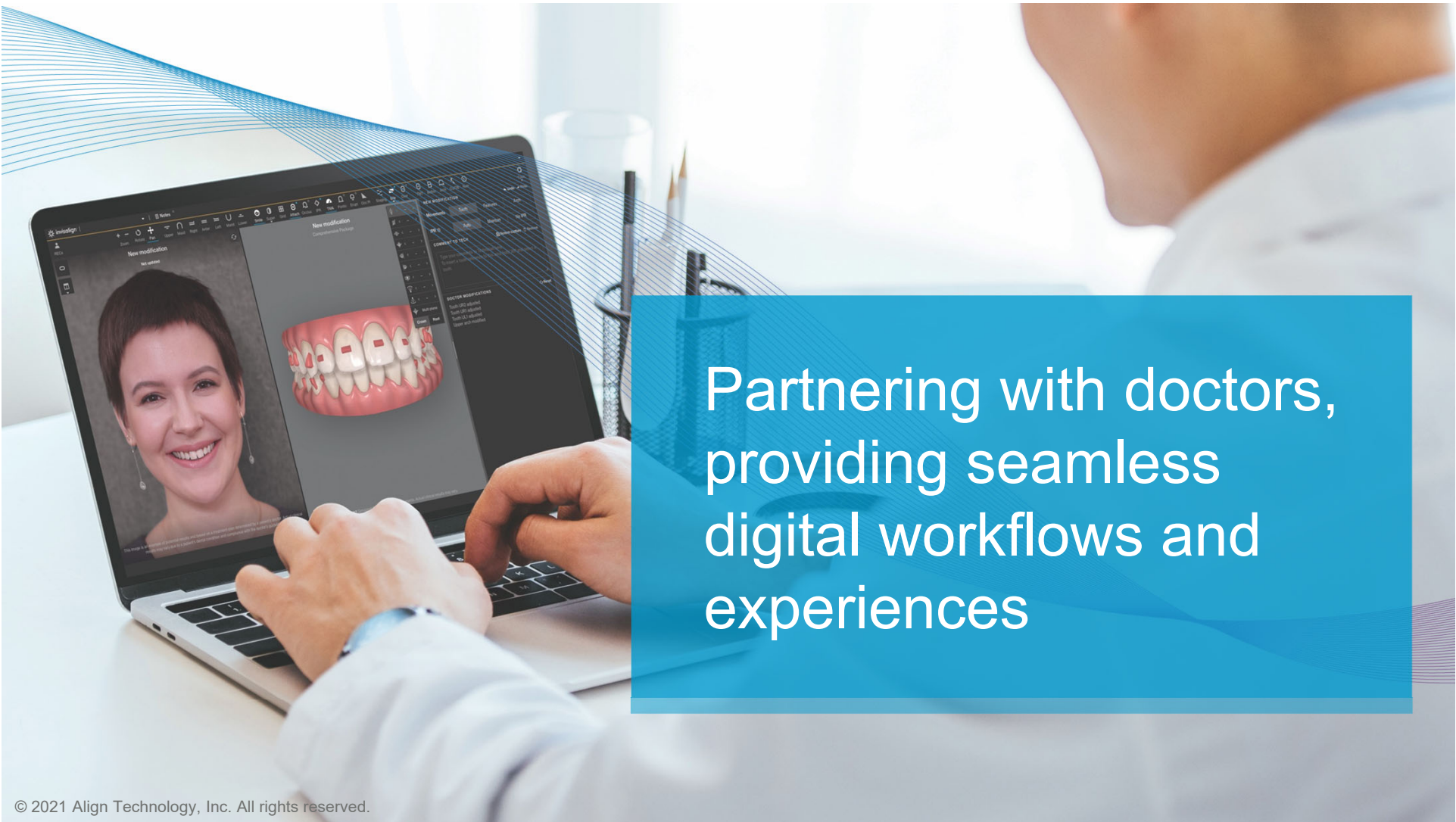
210K+
Invisalign
trained
doctors



11M+
Invisalign
patients

Integrated global operations and capabilities





Partnering with doctors,
providing seamless
digital workflows and
experiences

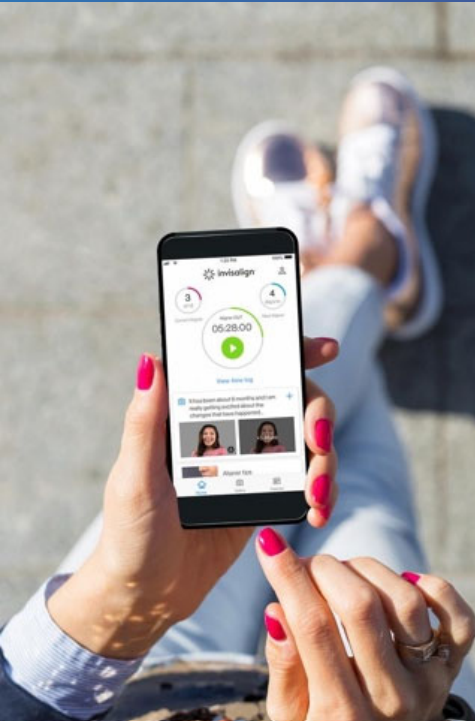
Delivering exceptional customer experience



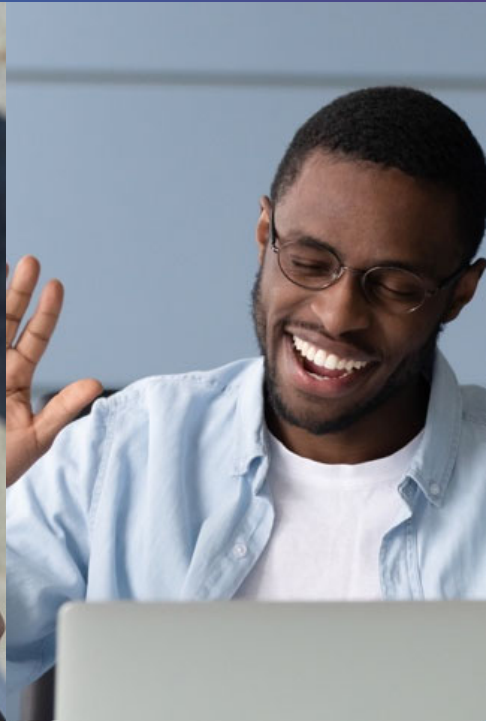
Service culture



Support models

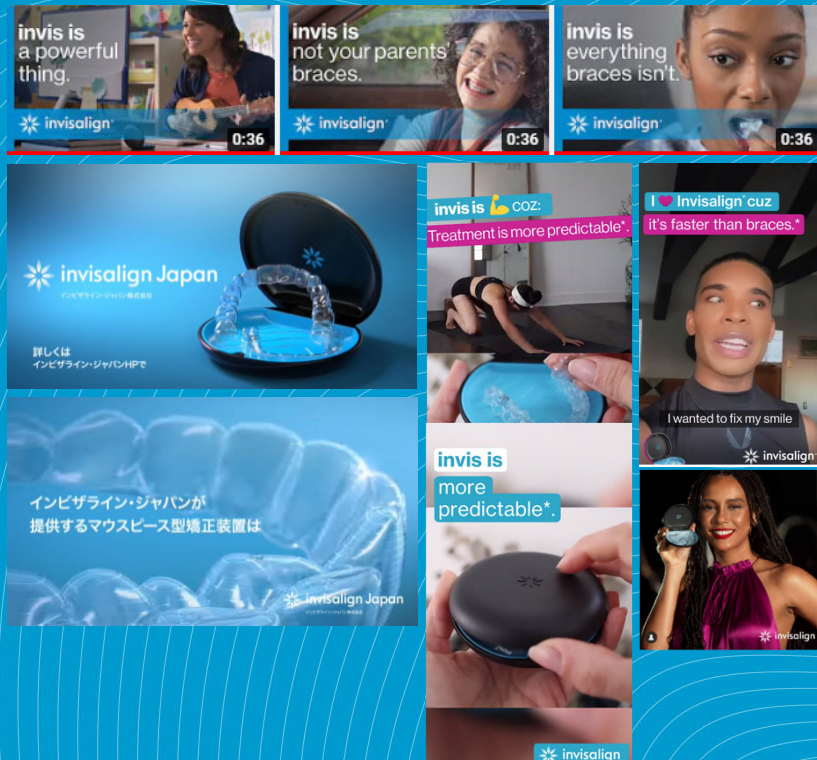


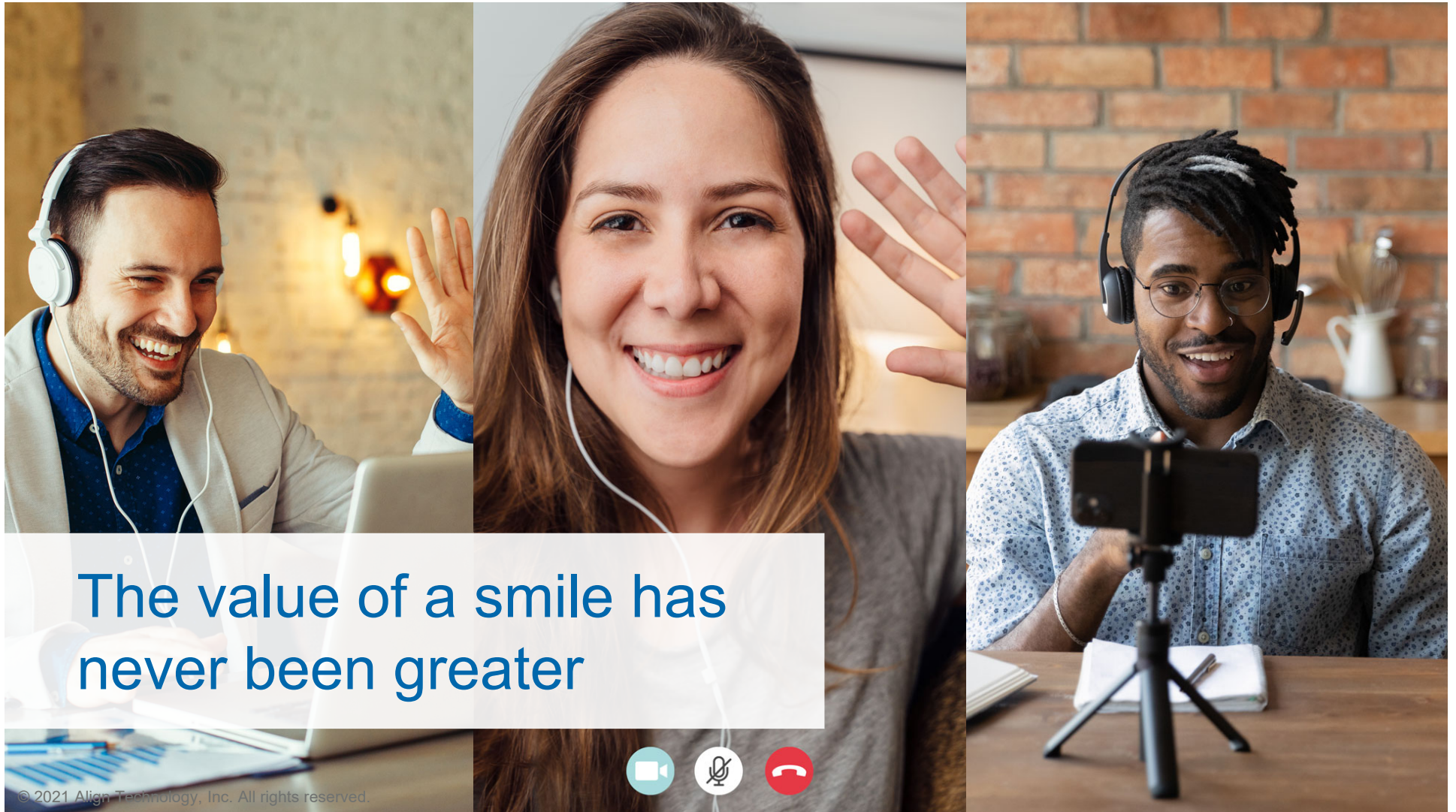
**Omnichannel
approach**



**Reducing
friction**

Most recognized & demanded consumer brand in dentistry





The value of a smile has
never been greater

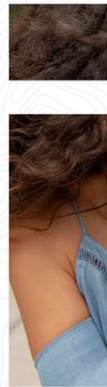


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Transforming

s m



e s

changing lives



align

 invisalign® | iTero® | exocad®

Discover the Align Digital Platform

Zelko Relic

Chief Technology Officer

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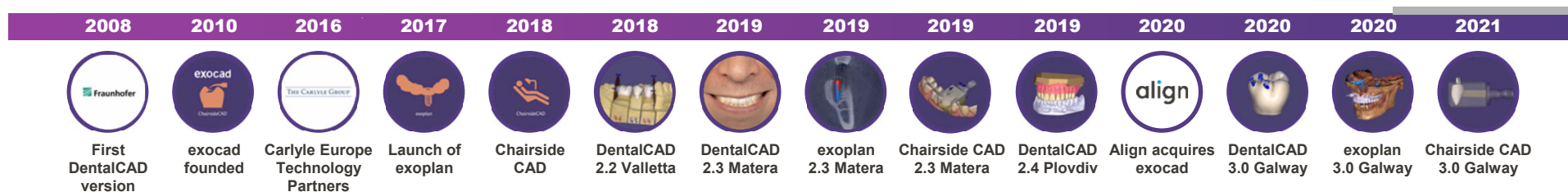
Continuous innovation – the science behind the Invisalign smile



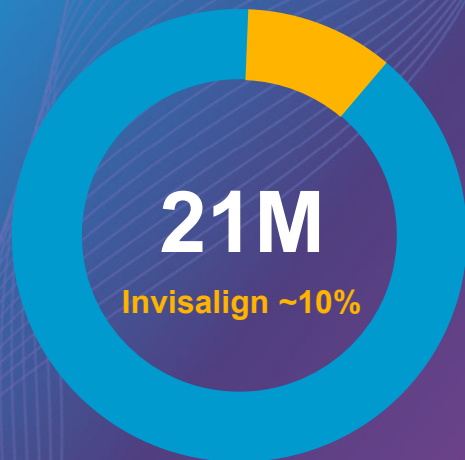
iTero®



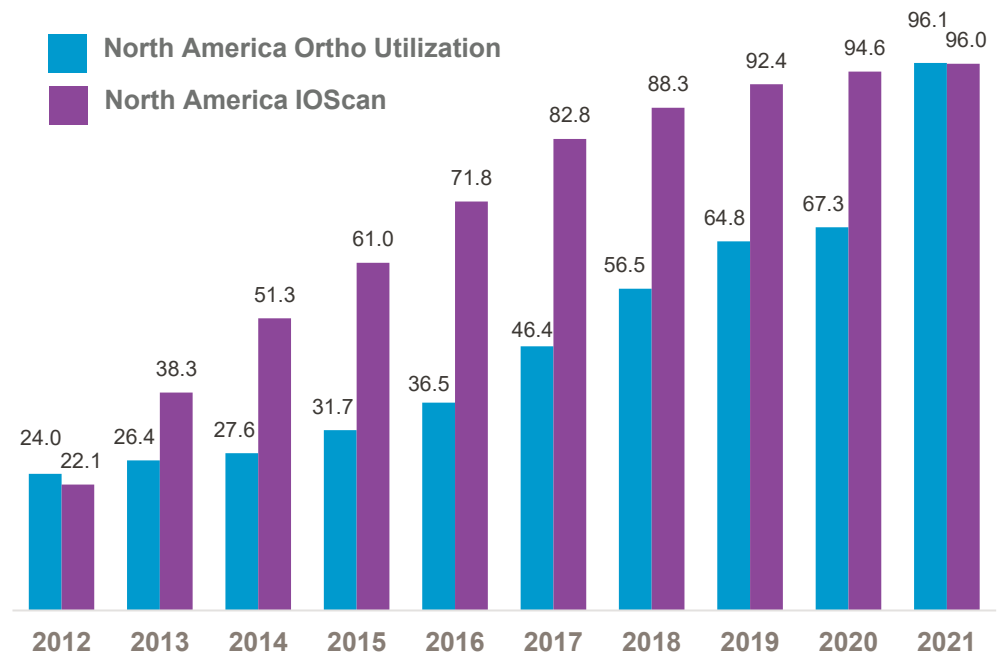
exocad®



Innovation drives adoption and utilization of Invisalign system



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**Making clear aligner treatment
available for everyone
through doctors**

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Orthodontics the Standard of Care in Dentistry

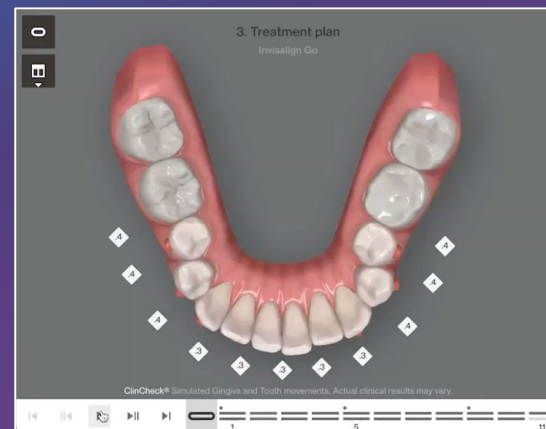
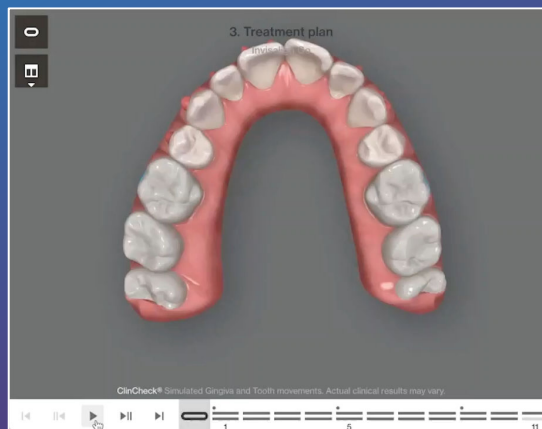
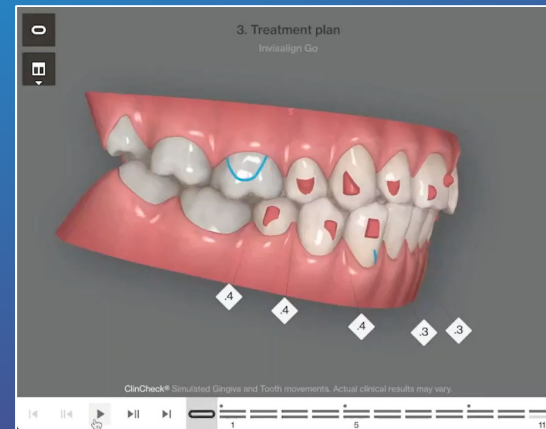
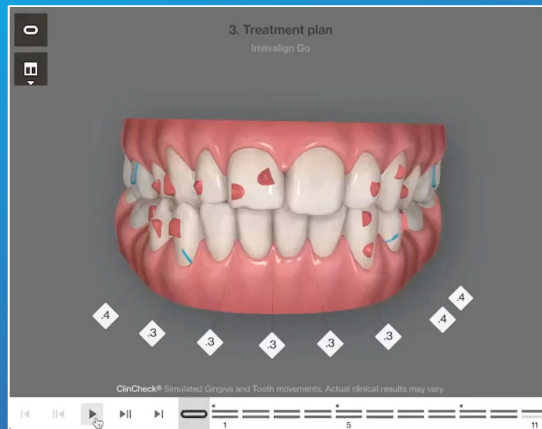


"I am committed to providing
top quality as well as
ethical dental services
to ***all of my patients.***"

Dr. Millie Morrison

Chipped tooth
caused by
malocclusion







Tooth alignment achieved



Final restoration without any tooth preparation and damage



Before treatment



After treatment

Responsible Esthetics

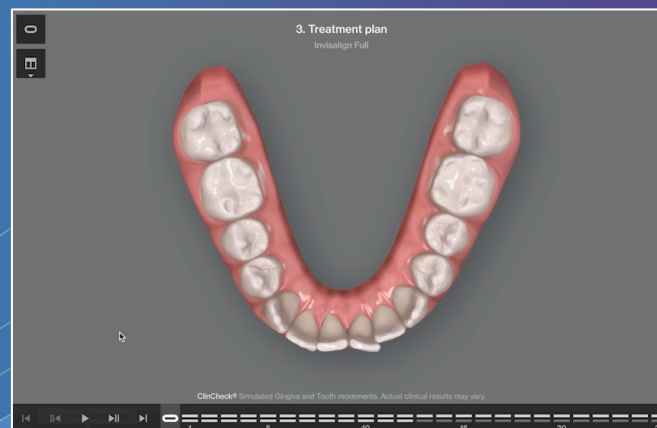
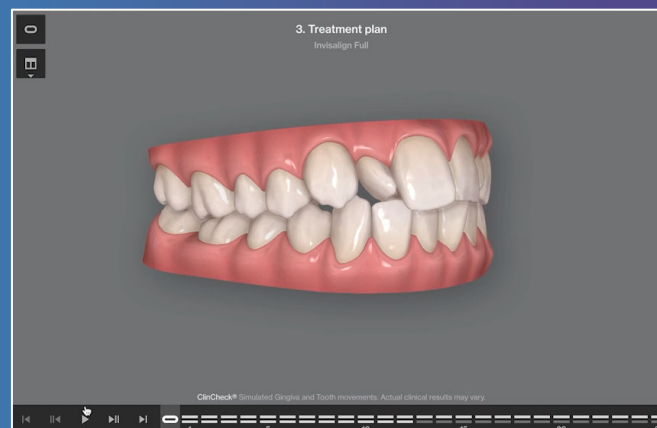
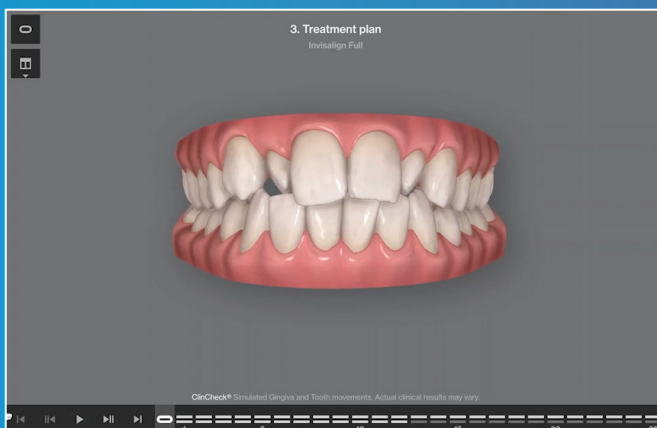
“Listen to the patient:

***Deliver the job maximally
with minimal invasion into
healthy tissue”***

Dr. Hannu Vesanen









Before treatment



After Invisalign



ClinCheck treatment plan



Invisalign treatment result

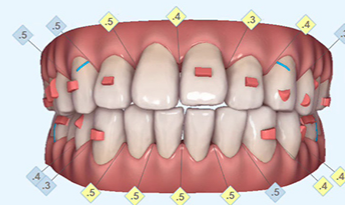


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Final restoration without any tooth preparation and damage

Comprehensive
Digital Dental
Platform

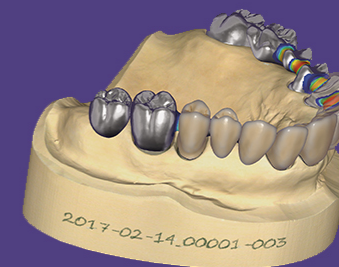
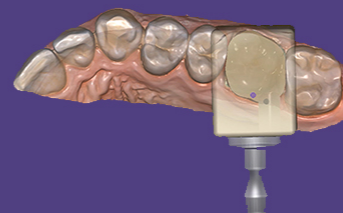
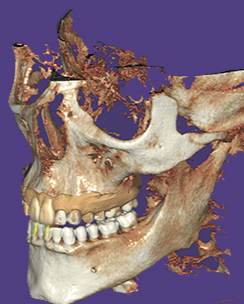


iTero®



Bringing all
digital dentistry
solutions
together to
achieve superior
patient outcomes

exocad®



Align Digital Platform

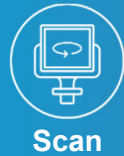
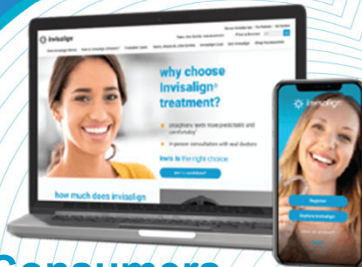
Doctors

iTero Scanner, ClinCheck Software, Smile Architect, Virtual Care, Vivera, e-Commerce



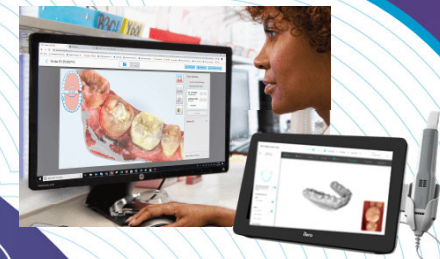
Consumers Patients

Marketing
Invisalign Doctor Locator,
Patient Financing,
Online Scheduling,
SmileView,
Virtual Care,
Vivera



Dental Labs

MyiTero Portal
DentalCAD,
exoplan,
dentalshare,
Smile Creator



 **invisalign®**
iTero® **exocad®**



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Digital Products & Services

Sreelakshmi Kolli

Senior Vice President, Chief Digital Officer

Align Digital Platform

Ecosystem to enable
all stakeholders

Doctors

iTero Scanner, ClinCheck Software,
Smile Architect, Virtual Care, Vivera,
e-Commerce



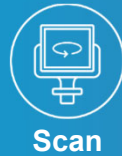
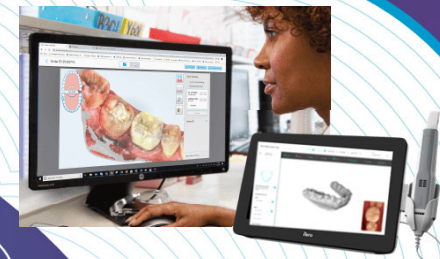
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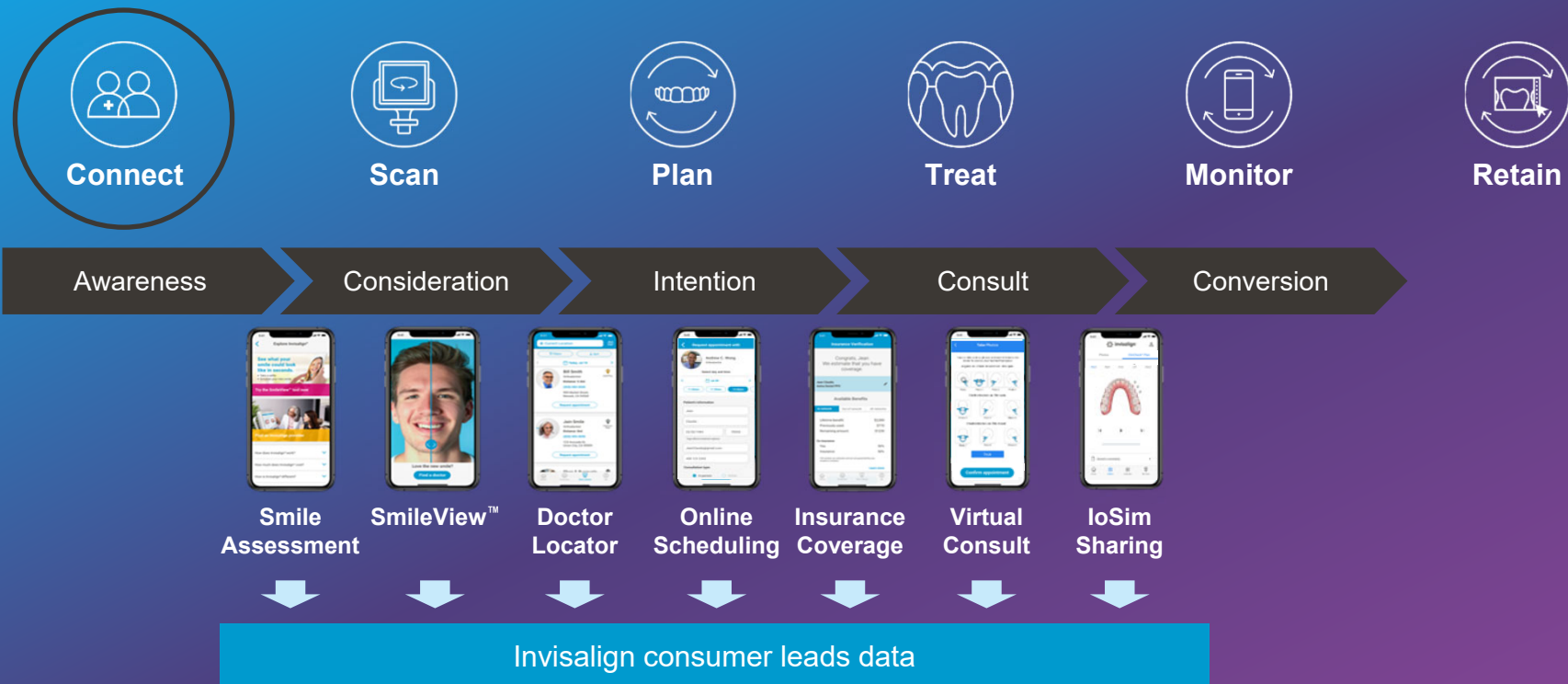
invisalign®

iTero®

exocad®

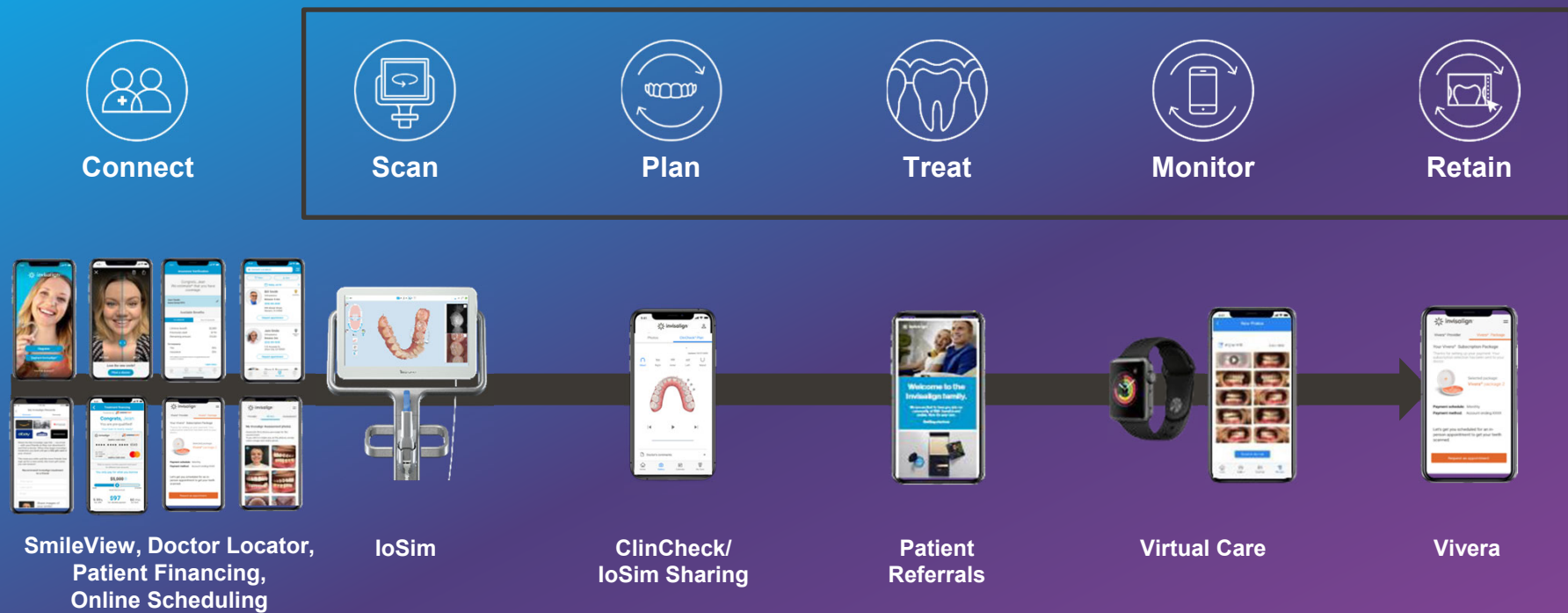
Consumer demand generation and conversion

Turning consumers into patients with Invisalign.com and MyInvisalign app



Patients – Digital Experiences

The Consumer – Patient journey is unique in dentistry

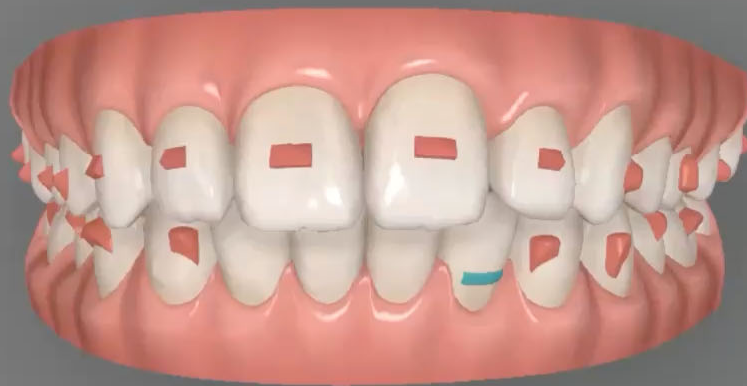


Invisalign treatment planning

Transforming doctor's treatment planning experience



1. Initial setup
Comprehensive Package



ClinCheck® Simulated Gingiva and Tooth movements. Actual clinical results may vary.

New modification ▾

COMMENT TO TECH Screen capture Remove

Type your comments to Technician here.
To insert a tooth reference to this area, hold "Alt" and select a tooth.

0/4000

▾ 1. Initial setup

TREATMENT PLAN HISTORY

Approve

Live Update - New

Generate Modified Treatment plan Real-time

01

Scanner data
fidelity and Auto-
Segmentation

02

Automation of
a system with
almost infinite
degrees of
freedom

03

Platform
architecture and
computing power
to enable usability
and large-scale
high-speed
computations

04

Manufacturability
with Quality

Invisalign Virtual Care

Enhancing patient care



Connect



Scan



Plan



Treat



Monitor



Retain

Image Capture

- AI powered “Photo Buddy”
- Integrated with Invisalign app & doctor site



Assessment

- AI powered Aligner Fit assessment
- Doctor patient communication



Smile Architect - New

Enabling everyday comprehensive dentistry



Connect



Scan



Plan



Treat



Monitor



Retain

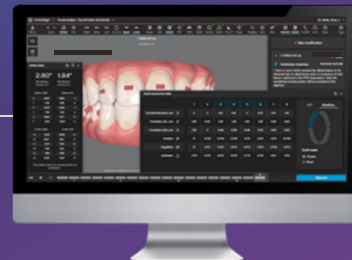
1. Digital image capture
2. Multimodal (3D over 2D) superimposition
3. Facial landmark detection
4. Realistic face rendering
5. Tooth mass analysis



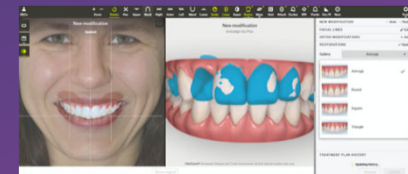
Digital records capture



Digital 3D impressions

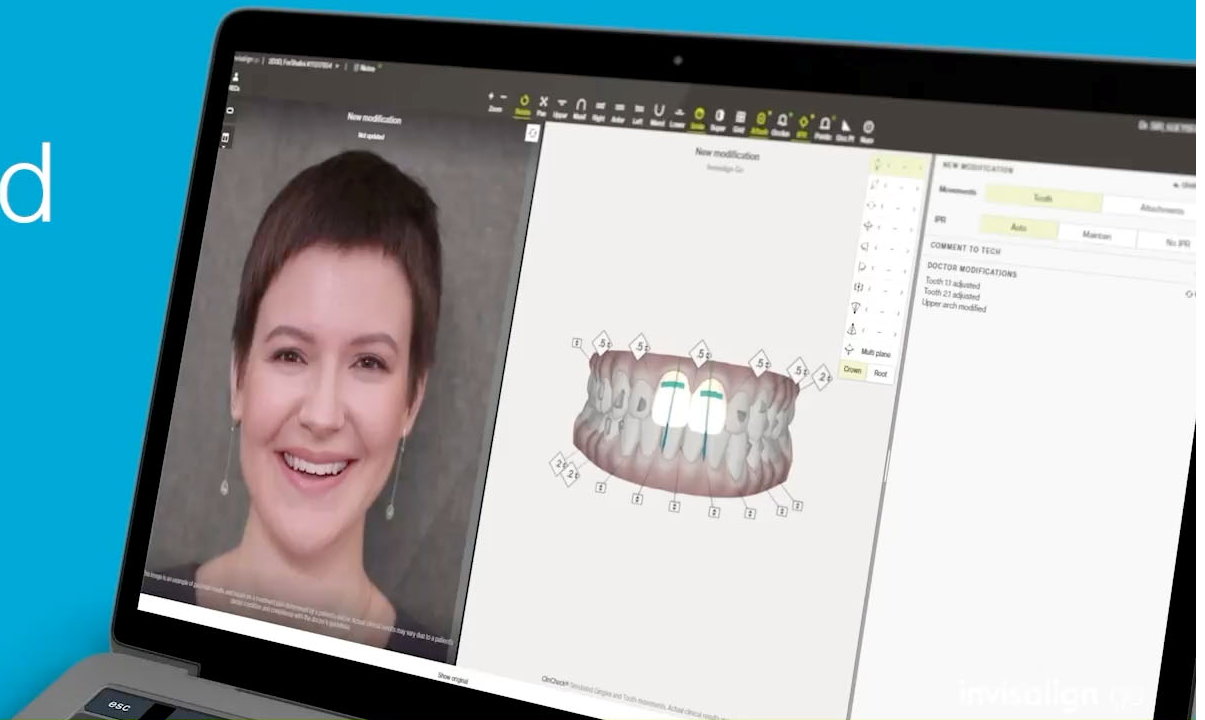


Digital treatment planning



Powerful visualization for planning and communication

Designed to improve
restorative and orthodontic
outcomes
with integrated
Invisalign
treatment



Align Digital Platform

World class
technology team
and infrastructure

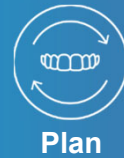
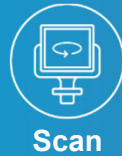
Doctors

iTero Scanner, ClinCheck Software,
Smile Architect, Virtual Care, Vivera,
e-Commerce



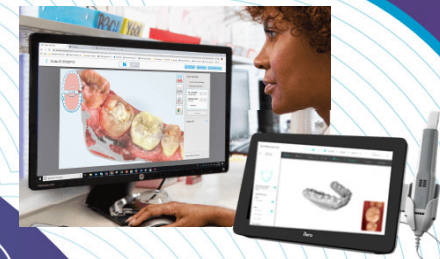
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dentalshare,
Smile Creator



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exocad

Tillmann Steinbrecher
CEO, exocad

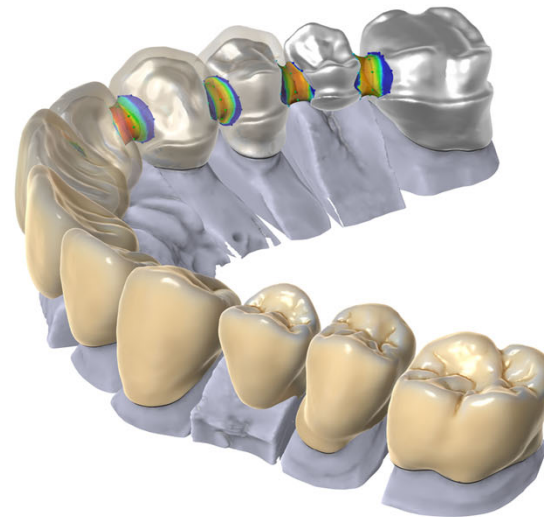
- Co-founder, Managing Director and CEO at exocad
- 15 years of experience in development of CAD/CAM technologies; 10 years at exocad
- Previous experience: Research Associate at Fraunhofer IGD





exocad Technology

- Leading dental CAD/CAM software
- Dedicated products for dental labs and clinicians
- Software sold only via manufacturers and distributors
- 10+ years proven track record of innovation



exocad: a global player

HQ in Darmstadt, Germany

Five offices worldwide

Users in over 150 countries

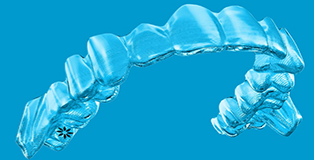
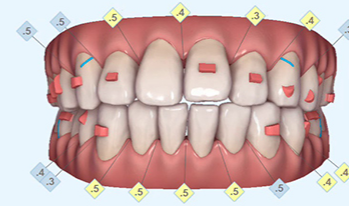
45K+ installations worldwide







Bringing
digital dentistry
solutions
together

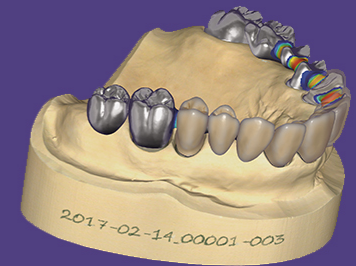
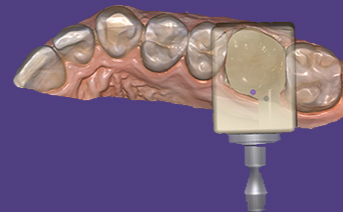


iTero®



Comprehensive
Digital Dental
Platform

exocad®



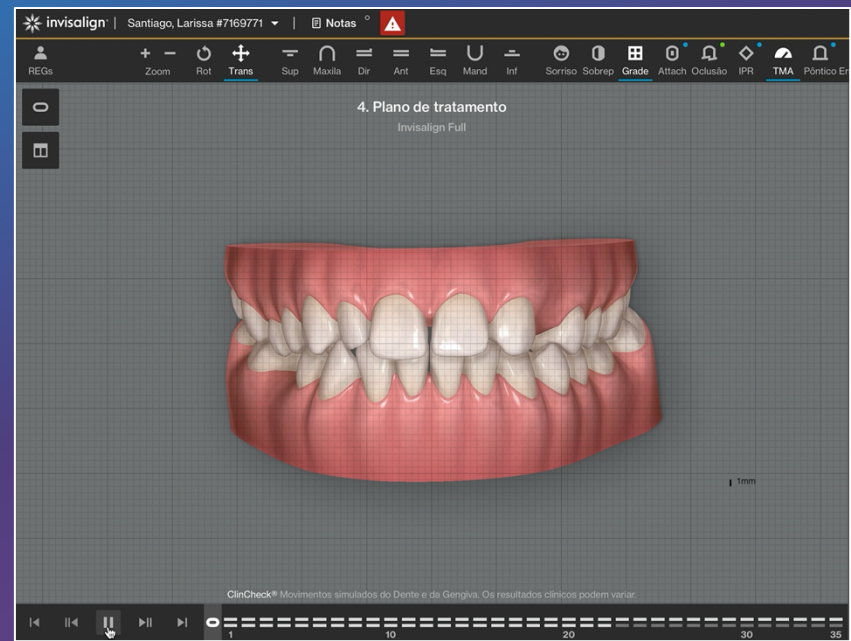
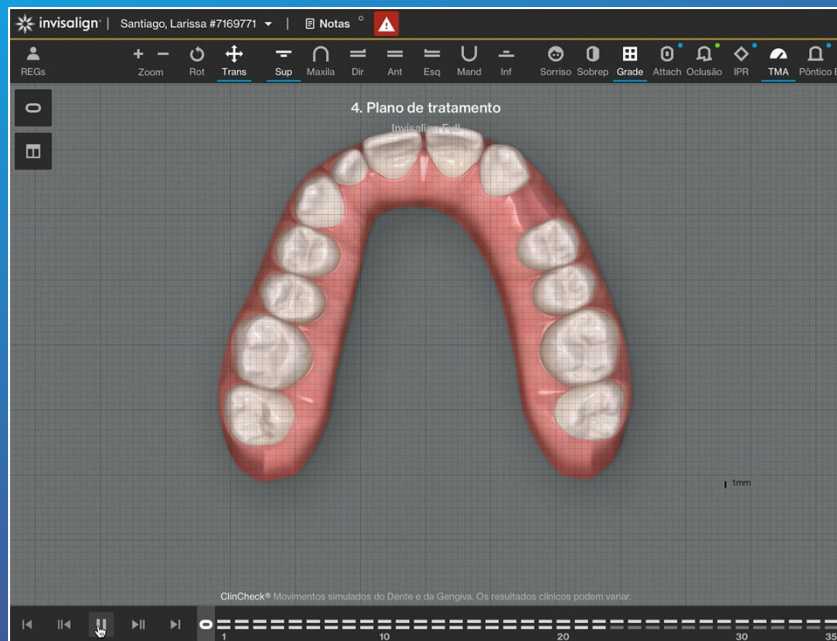
Ortho-restorative clinical case

- Left lateral incisor agenesis.
- Small right lateral incisor.
- Implant and crown (22).
- Veneer (12).



Ortho planning

ClinCheck software



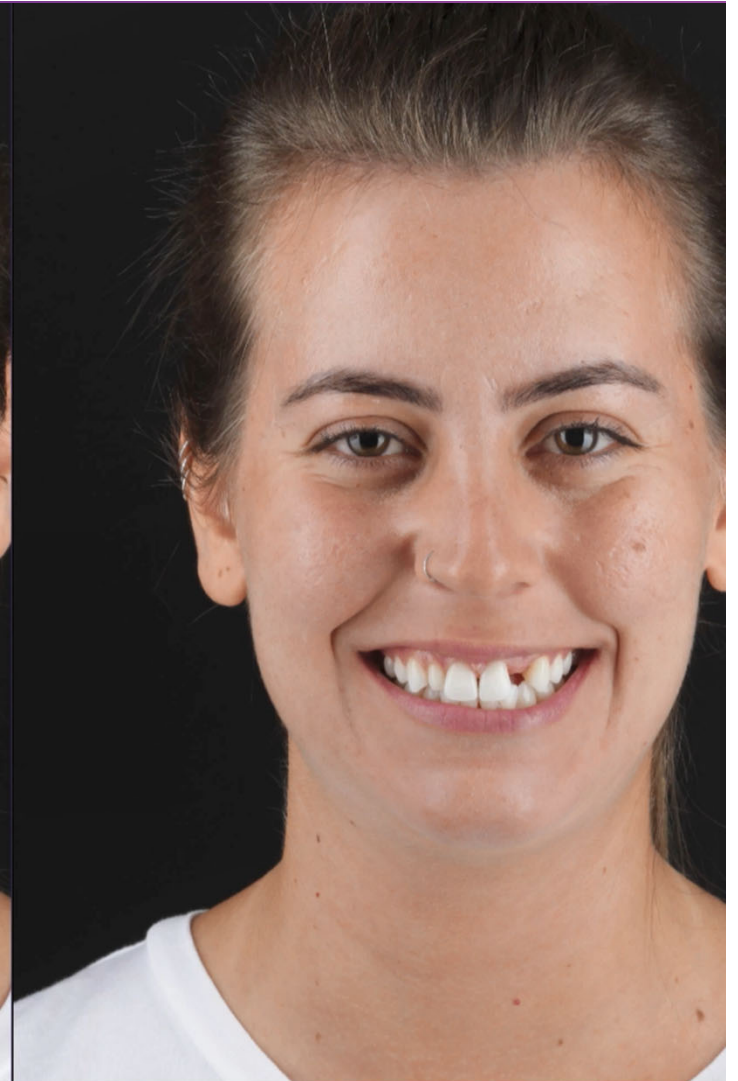


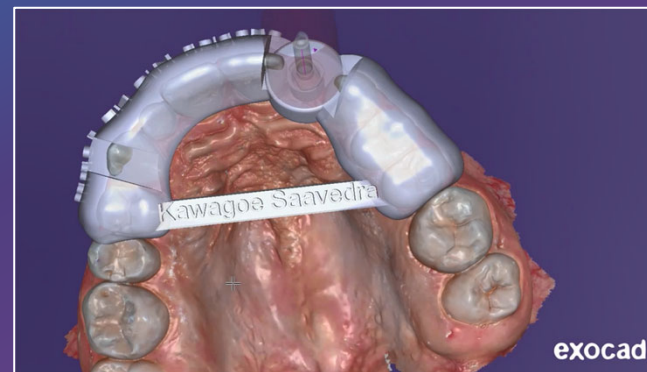
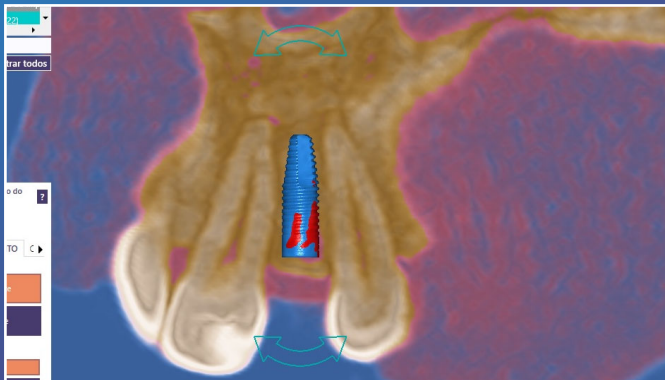
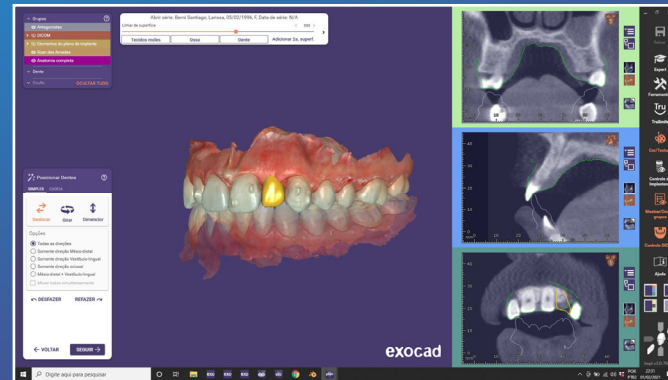
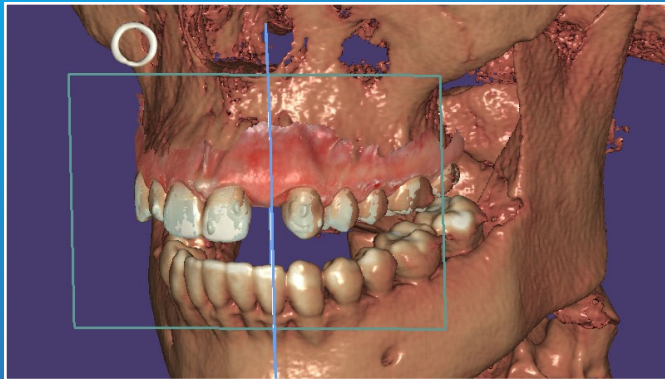
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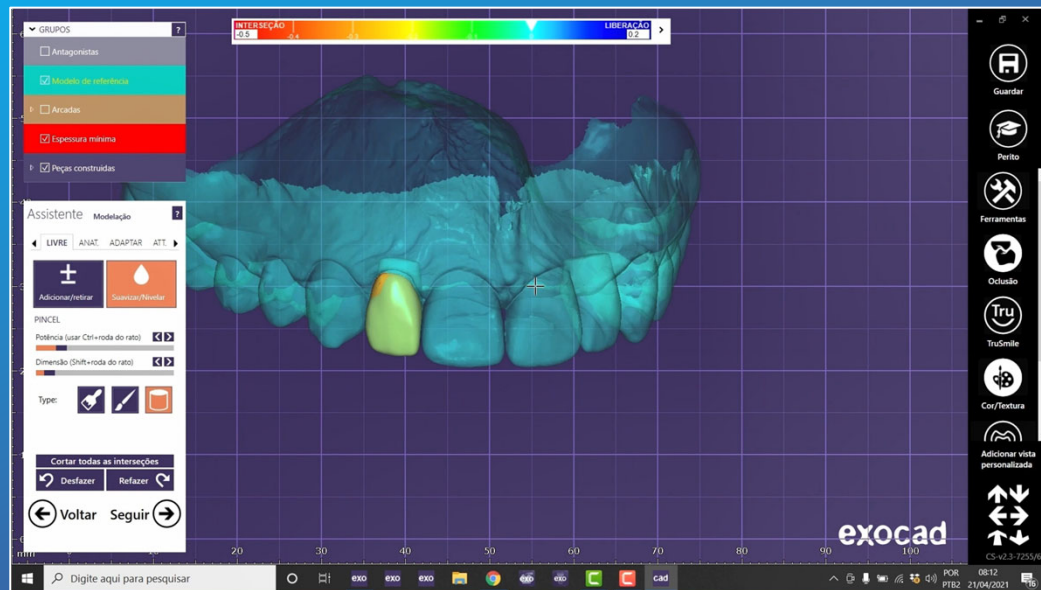
Restorative preview exocad Smile Creator

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Implant planning & drill guide design - exocad



Finalize restorative design, produce and insert



Place implant



Place restorations



Result

Align Digital Platform

Doctors

iTero Scanner, ClinCheck Software, Smile Architect, Virtual Care, Vivera, e-Commerce



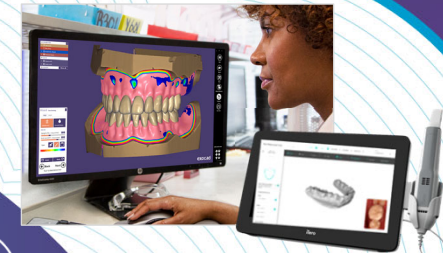
Consumers Patients

Marketing
Invisalign Doctor Locator
Patient Financing,
Online Scheduling,
SmileView,
Virtual Care,
Vivera



Dental Labs

MyiTero Portal
DentalCAD,
exoplan,
dentalshare,
Smile Creator



 **invisalign®**
iTero® **exocad®**



Accelerating the Adoption of Digital Orthodontics and Dentistry

Yuval Shaked

Senior Vice President and Managing Director,
iTero Scanner and Services Business

Align Digital Platform

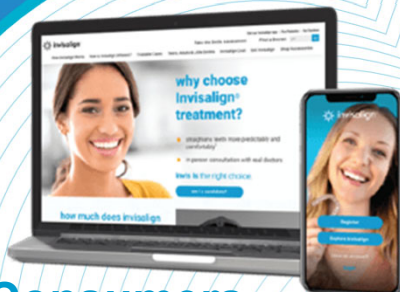
Doctors

iTero Scanner, ClinCheck Software, Smile Architect, Virtual Care, Vivera, e-Commerce



Consumers Patients

Marketing
Invisalign Doctor Locator,
Patient Financing,
Online Scheduling,
SmileView,
Virtual Care,
Vivera



Connect



Scan



Plan



Treat



Monitor

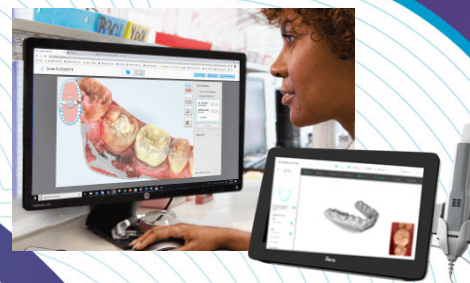


Retain

 **invisalign®**
iTero® **exocad®**

Dental Labs

MyiTero Portal
DentalCAD,
exoplan,
dentalshare,
Smile Creator



The move to digital dentistry is accelerating

It all starts with iTero

80%+

Invisalign cases
submitted with a
digital scanner



2018
11.5M orthodontic scans and 3.2M restorative

2020
31.4 M orthodontic
scans and 6.7 M
restorative scans

2021
44.9 M orthodontic
scans and 9.3 M
restorative scans

Numbers as of Q3 2021

Doctors
2M

Total Available Market

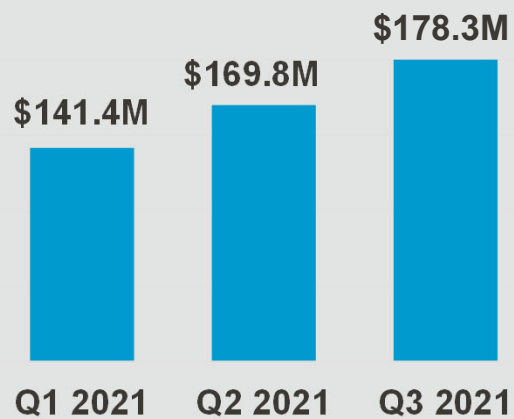
4M
Scanners

an iTero scanner @ every chair, average 2 chairs per practice

2021

Imaging Systems & Services

Business Growth



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2021

Imaging Systems & Services

Portfolio Innovation

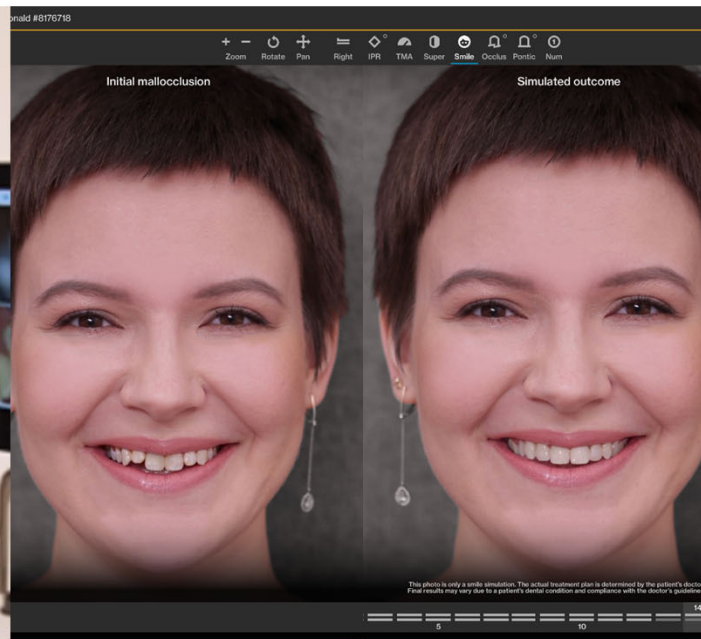
- iTero Element Plus Series
- New software workflows
 - iTero Element 5D Auto-Upload
 - iTero Workflow 2.0
 - iTero exocad Connector
 - WeChat feature integration



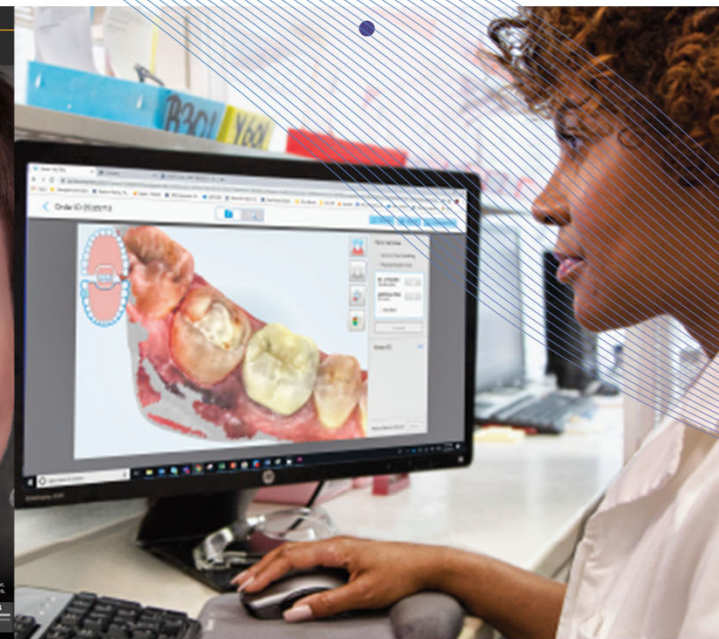
Core iTero innovation pillars for Align's Digital Platform



Data Acquisition



**Patient Communication
& Decision Support Tools**



Seamless Workflows

4 Main growth drivers

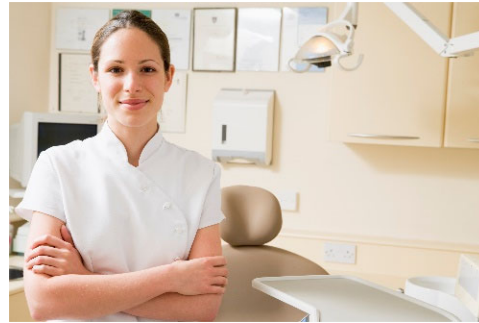
Invisalign Doctors



iTero Installed Base



GP Segment



Services Business



Invisalign +iTero

More reasons to go digital

Opportunity with Existing Invisalign Doctors

- ~ **50%** Invisalign doctors not submitting with iTero® scanner
- Great opportunity with 2+ scanner
- 1,000s of new doctors every quarter



Invisalign +iTero

More reasons to go digital

Accelerating Digitization

- iTero Element 5D Plus Auto-Upload
- Go Digital “Try & Buy”
- Deeper integration into newly certified doctors

“We are really enjoying the new upload feature! Now I will have to convert all the Element 2 scanners to 5D!!”

-- Dr. Sandra Tai, Canada



iTero Installed base

Continuous innovation drives IB growth

- 50K+ iTero® scanners globally
- Committed to portfolio evolution & innovation
- Upgrade & replacement



iTero Element⁺

iTero Element Flex™

iTero Element® 2

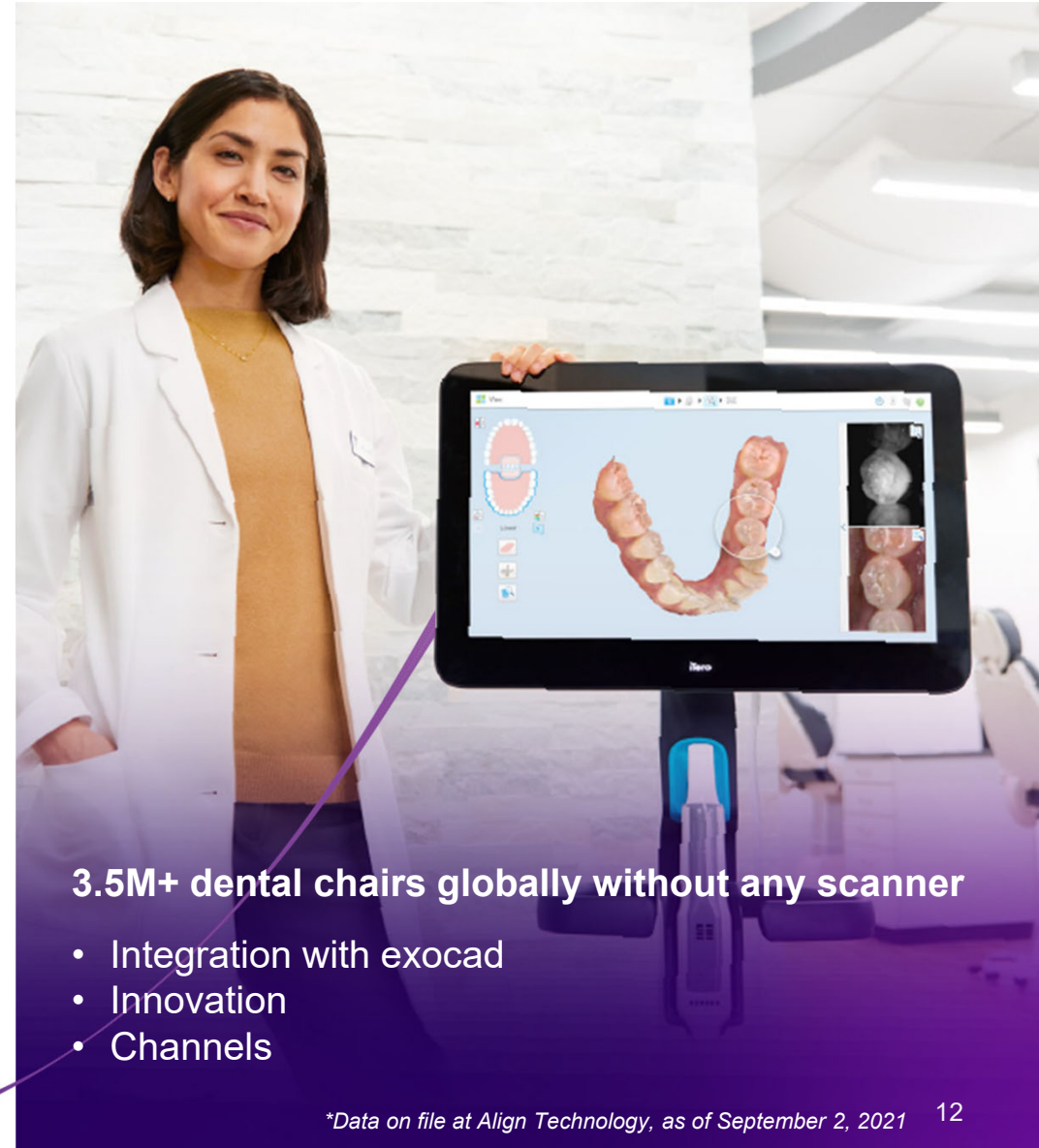
iTero Element® 5D

iTero Element® Plus Series

Accelerating penetration
in the GP market:
it starts with iTero

iTero NIRI technology, an interproximal caries detection tool **doctors** can trust¹

When compared against the clinical evaluation of posterior proximal lesions observed during caries debridement, **the iTero NIRI technology of the iTero Element 5D imaging system was 66% more sensitive than bite-wing X-ray***



3.5M+ dental chairs globally without any scanner

- Integration with exocad
- Innovation
- Channels

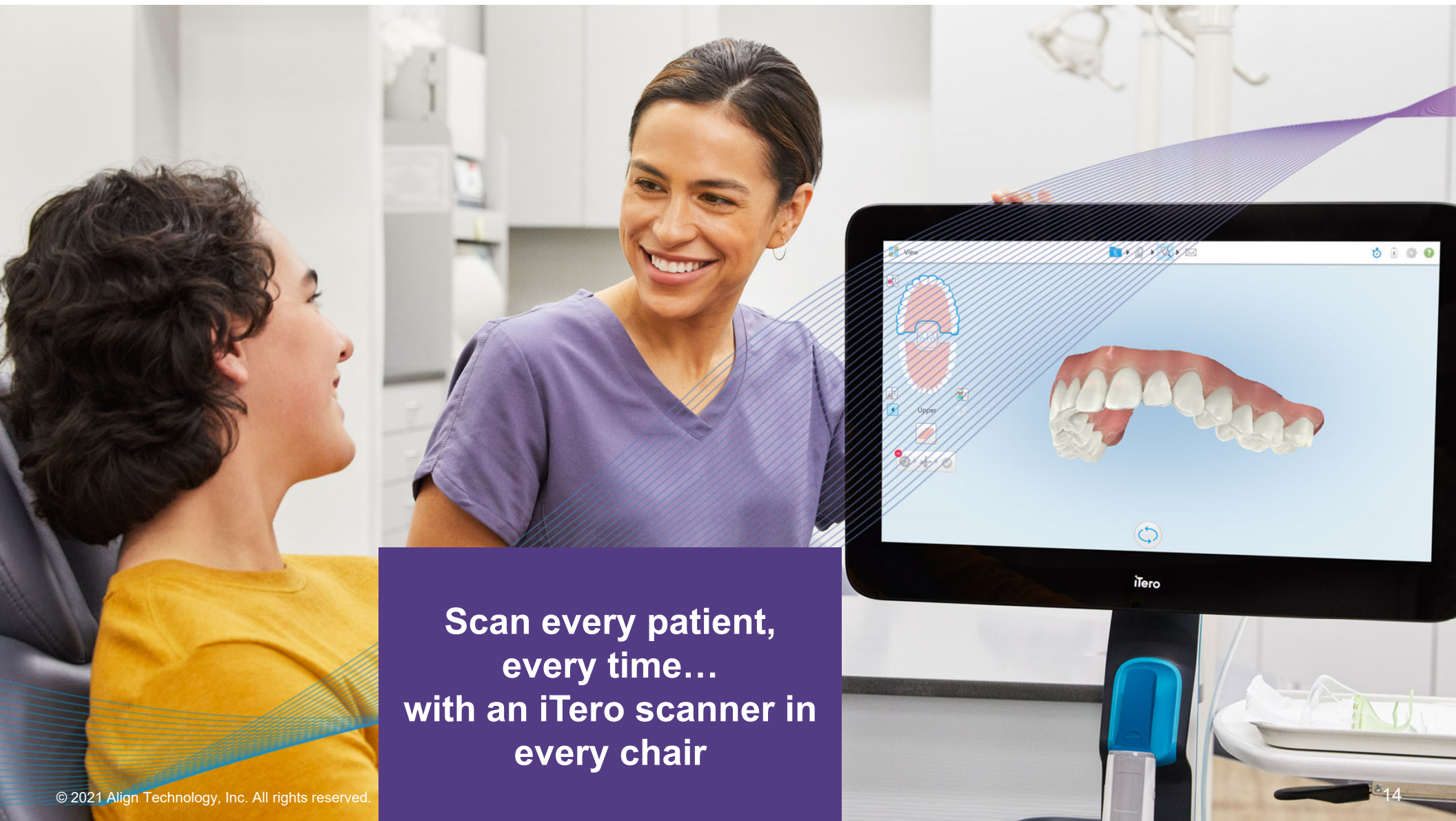
**Data on file at Align Technology, as of September 2, 2021*

Services:

Consistent, Recurring Revenue Streams

- Subscription software model
- Disposables
- Pay per scan
- Rental





**Scan every patient,
every time...
with an iTero scanner in
every chair**



align

 invisalign® | iTero® | exocad®

Invisalign Clear Aligners highly differentiated value

Srini Kaza

Senior Vice President, Product Research & Development

Align Digital Platform

Doctors

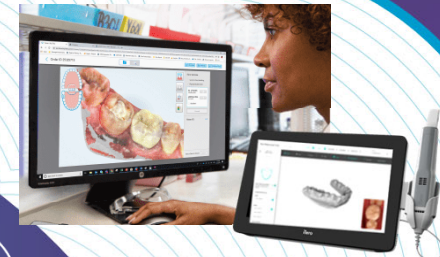
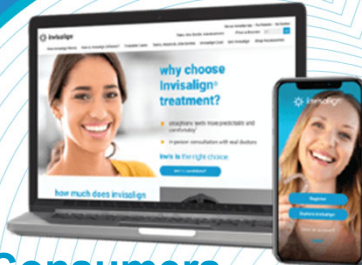
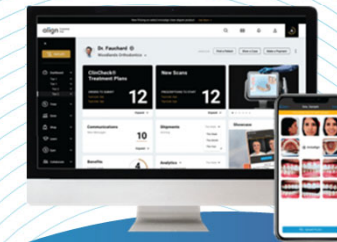
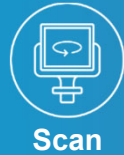
iTero Scanner, ClinCheck Software, Smile Architect, Virtual Care, Vivera, e-Commerce

Consumers Patients

Marketing
Invisalign Doctor Locator,
Patient Financing,
Online Scheduling,
SmileView,
Virtual Care,
Vivera

Dental Labs

MyiTero Portal
DentalCAD,
exoplan,
dentalshare,
Smile Creator





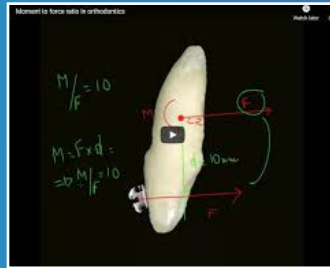
**The most advanced
clear aligner system
in the world**



The science behind the Invisalign smile



Doctor prescription



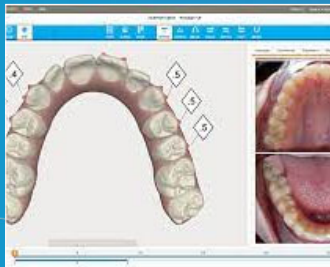
Force system
vs. displacement



SmartTechnology



iTero digital scanner



ClinCheck®
software



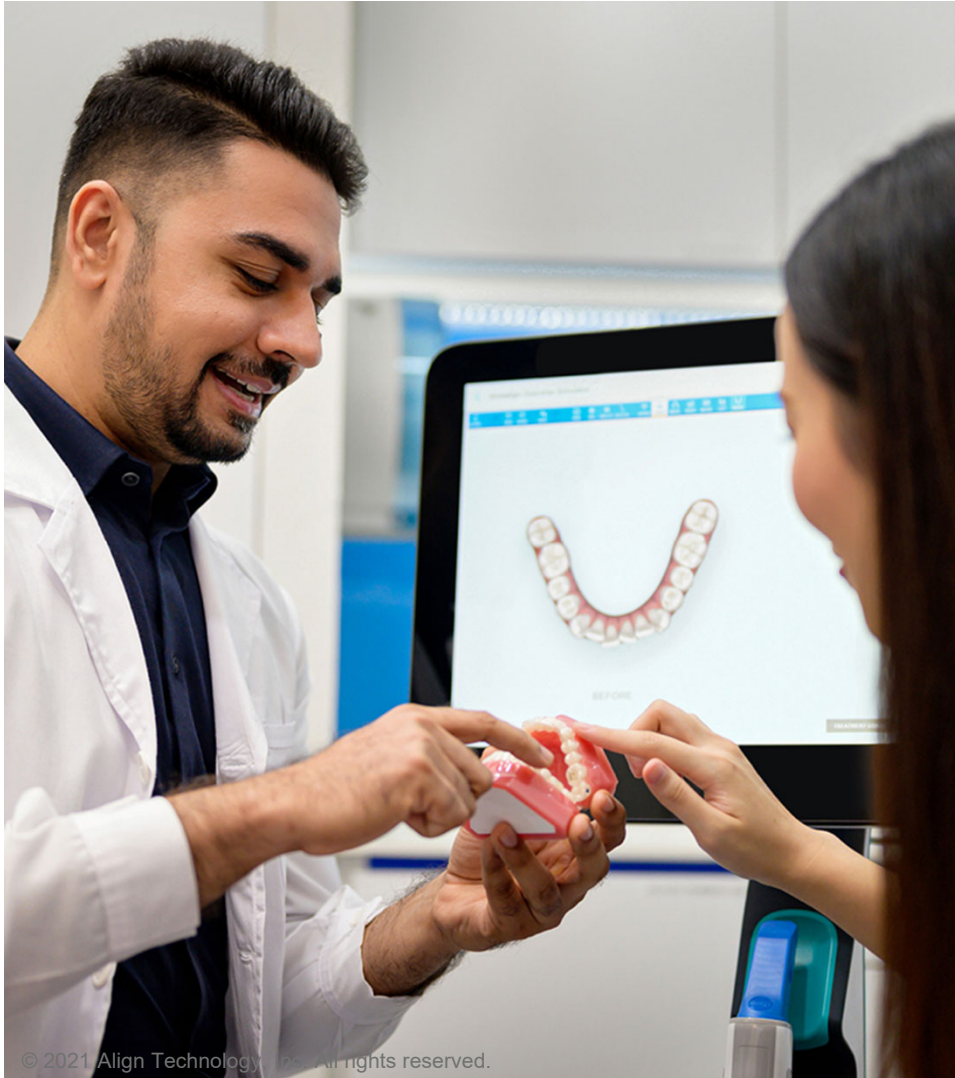
Mass customization
data & AI



Clinical
effectiveness



Customer
experience



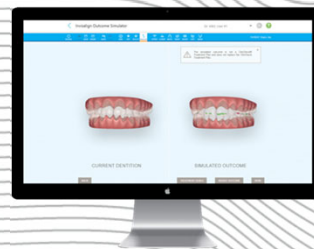
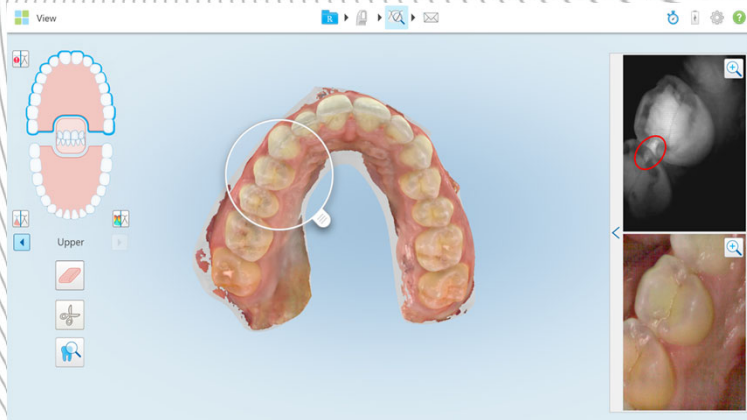
Invisalign clear aligners are doctor prescribed: proven, safe, effective

WebMD

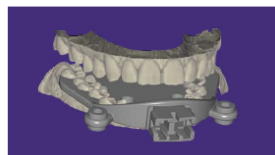
Merriam-
Webster

- Clear dental aligners are designated by the FDA as Class II medical devices that require a prescription
- The requirement for a prescription protects consumers by ensuring that the aligners are being used safely and for their intended purposes
- Definition of prescription: a written direction for a therapeutic or corrective agent specifically: one for the preparation and use of a medicine

iTero Scanner: Better inputs = better outcomes

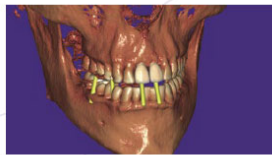


Best scanner with advanced capabilities



Jaw Motion Import

Import jaw measurement from devices.



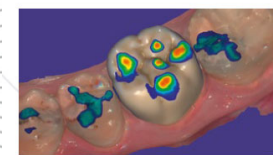
DICOM Viewer

Visualize voxel CT data during the design.



Virtual Articulator

Simulate jaw movement and analyze dynamic occlusion.



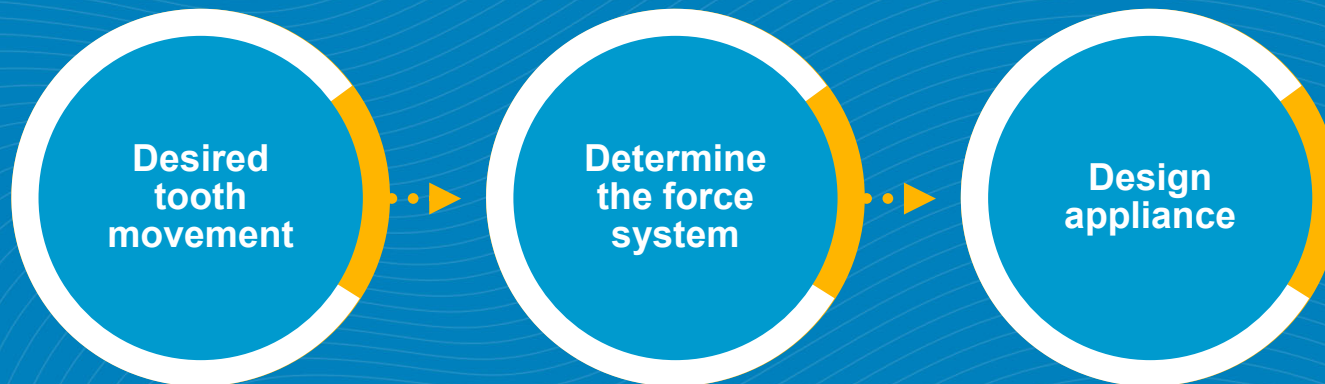
Auto Articulator Module

Automatically simulate jaw movements for accurate dynamic occlusion.

exocad DentalCAD lab software

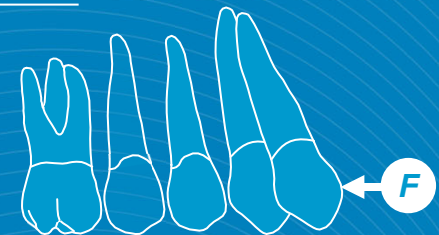
Force driven system, not displacement driven

...it is the force that moves the tooth



Displacement driven: The next tooth position is fabricated in the aligner and the tooth moves (is displaced) to that next position

Force driven: The next aligner is shaped so that when inserted, the aligner stretches and applies the desired forces to the surface of the tooth, resulting in the desired tooth movement



The Invisalign® system is the most advanced clear aligner system in the world

Our proprietary clinical innovations help doctors achieve more predictable clinical results.

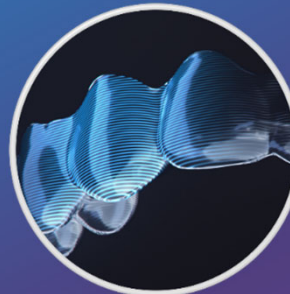
SmartForce® features



How Invisalign clear aligners precisely control movement

- SmartForce Optimized attachments
- Power Ridge feature, Pressure Area
- **SmartForce® aligner activation**

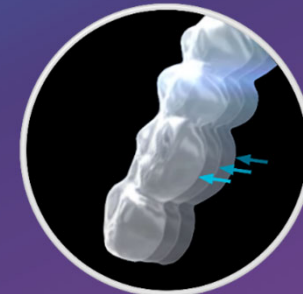
SmartTrack® material



What Invisalign clear aligners are made of

- Gentle, more constant force to improve control of tooth movements.
- Higher elasticity
 - Better aligner fit

SmartStage® technology



How Invisalign clear aligners stage movement

- Optimized progression of tooth movements developed to increase predictability and reduce unwanted interferences.
- Example: Molar move first staging pattern



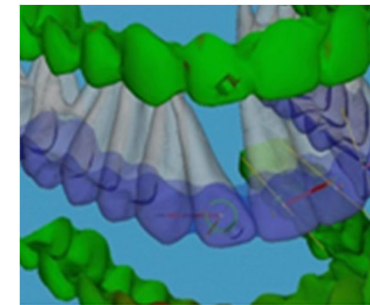
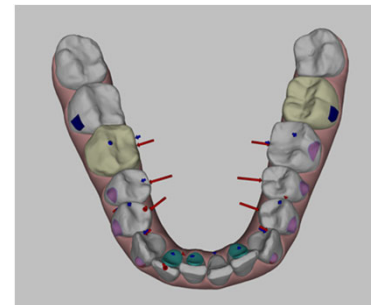
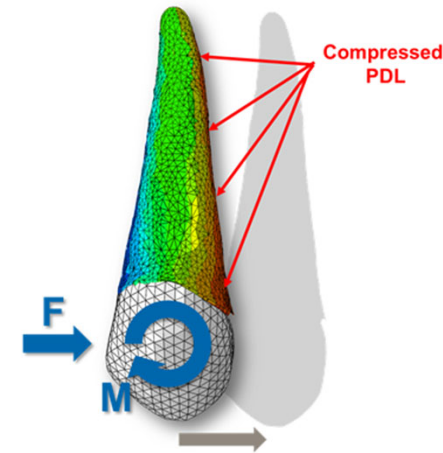
ClinCheck® software – the digital road map to a new smile


- Doctors use proprietary ClinCheck software to map out each Invisalign treatment plan
- The 3D visual interface lets doctors customize Invisalign treatment
- The algorithm helps calculate the right amount of force for every tooth movement
- ClinCheck software, with input from the doctor, helps ensure every tooth moves in the right order and at the right time



ClinCheck® treatment planning software evolution

- Foundation of Invisalign system tooth movement
- Increasing predictability (optimized staging, velocity) through algorithm innovation
- Enables new Live Update and more customization of preferences by using both our algorithms and doctors' preferences
- Provides more tools for treatment planning and measurement
- Expanding our platform to integrate the facial smile for smile design and ortho-restorative
- Driving analytical capabilities through progress tracking based on data from 11M+ cases

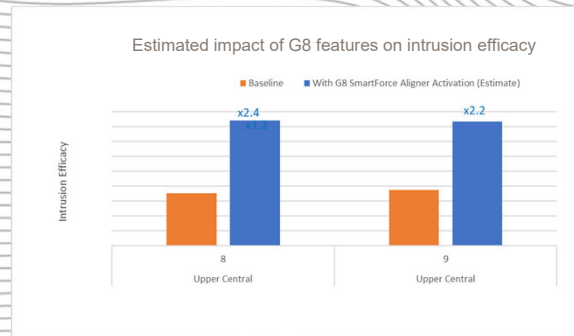
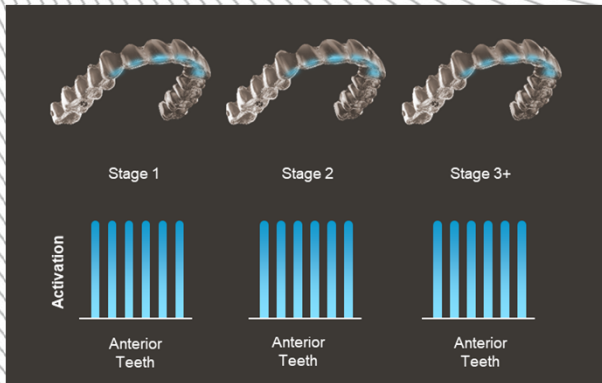
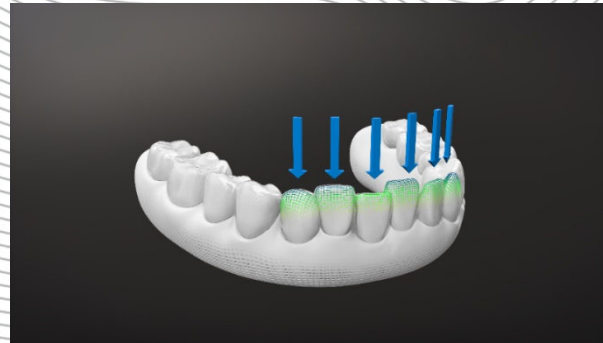
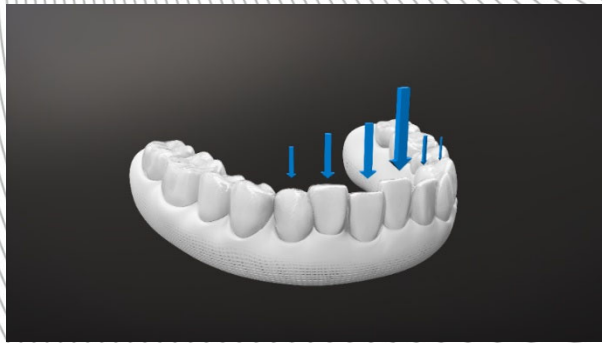




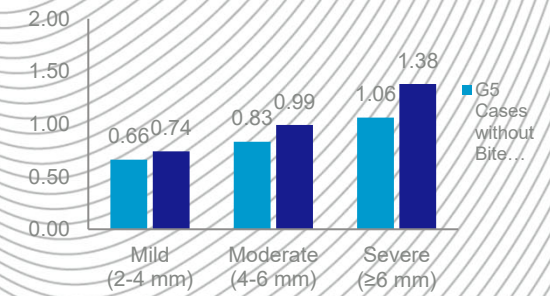
Introducing

Invisalign® G8
with SmartForce®
Aligner Activation

Data driven solution development



Comparison of achieved intrusion of lower anterior teeth



Scale requires significant integration and control

Systems integration and coordination required to meet daily demand

- 36 terabytes of data
- 380M transactions
- 2.1M treatment preferences
- 61K+ treatment plans
- 10T computations
- 0.8M+ aligners



Over 20 years of innovation/improvement at scale

Continuously deliver innovation
while supporting

20-30%

growth Y/Y

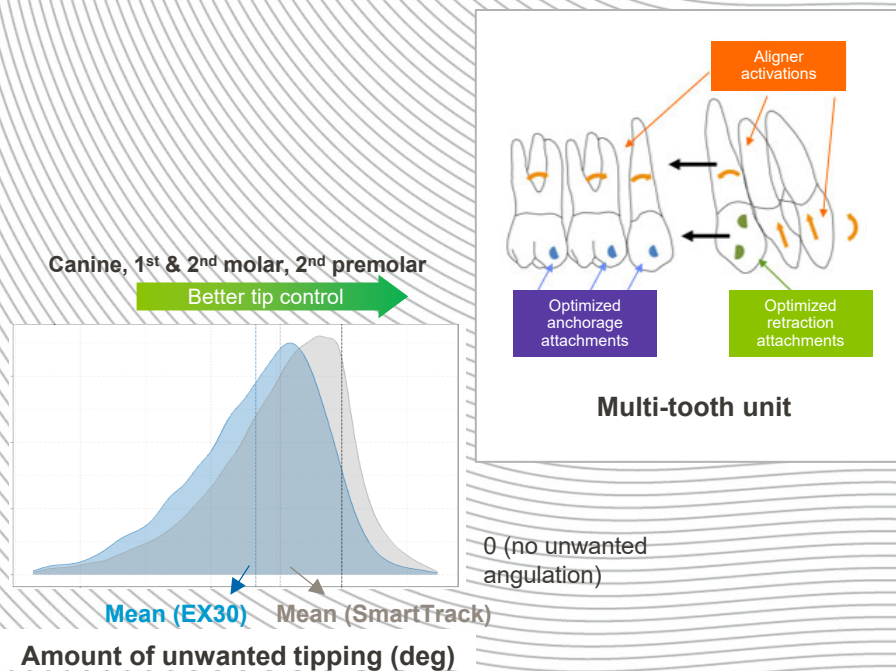
Enabling significant
improvements in
**performance, throughput,
and savings**

No competitor can do
what we do **at scale**

Clinically proven – complex treatments

- Invisalign G6 - Extraction space closure
- Root movements

- Invisalign® with mandibular advancement
- Class II skeletal and dental

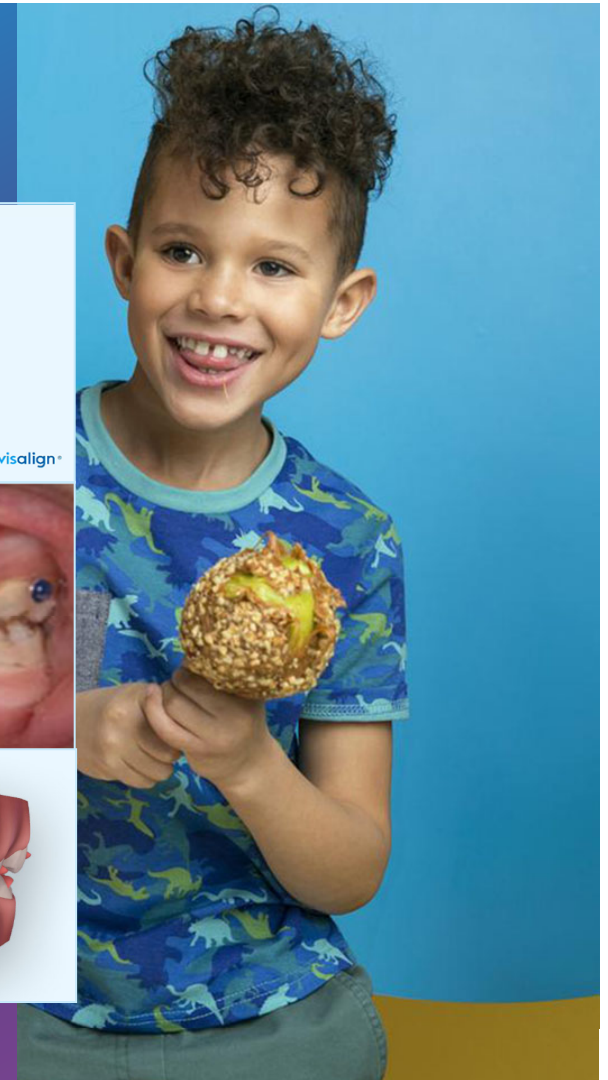


Variables (n=40) (means)	Units	Initial	End of MA phase	Change	p-value
Overjet (CO)	mm	5.10 ± 3.01	3.27 ± 1.51	-1.83 ± 2.49	<0.0001
1st Molar (Rt)	mm	4.65 ± 2.26	1.75 ± 1.75	-2.9 ± 2.58	<0.0001
1st Molar (L)	mm	4.61 ± 2.29	1.35 ± 1.97	-3.26 ± 2.49	<0.0001
From Cephalometric Analysis (n=42)					
ANB	degrees	5.99	4.64	-1.35	<0.0001
Wits Appraisal	mm	4.77	2.68	-2.09	<0.0001
Convexity	degrees	10.71	7.58	-3.13	<0.0001
Mandibular Length	mm	103.67	106.93	3.26	<0.0001
MP - SN	degrees	31.65	31.56	-0.09	0.315797
FMA (MP-FH)	degrees	21.57	21.36	-0.21	0.167432
SNA	degrees	81.95	81.3	-0.65	<0.0001
SNB	degrees	75.96	76.66	0.70	0.0011
Interincisal Ang. (U1-L1)	degrees	126.27	127.94	1.67	0.045465
IMPA	degrees	100.01	99.76	-0.25	0.326528

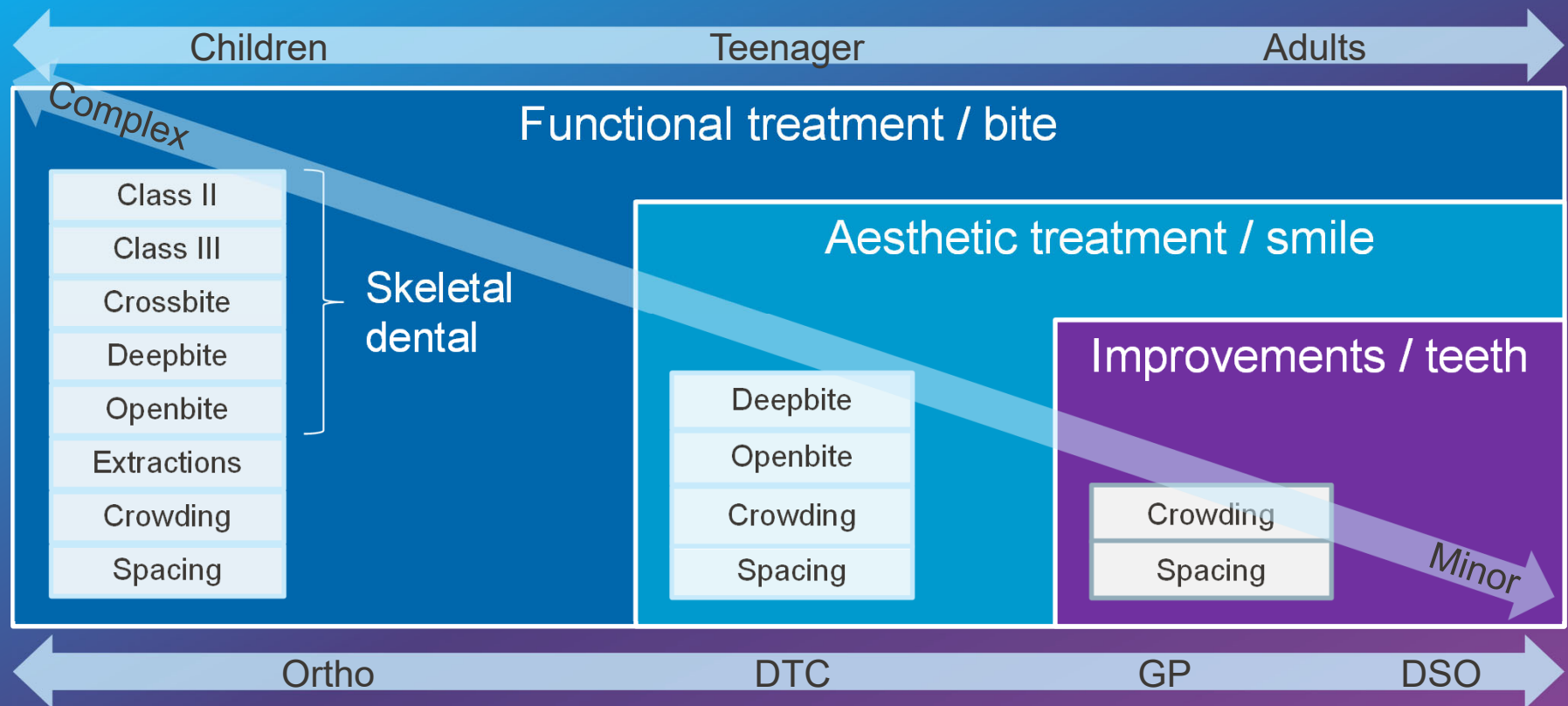
Indications for use: The Invisalign system is indicated for the orthodontic treatment of malocclusion.

Technology needs – children and teens

- Treatment goals
 - Force systems
 - Staging patterns
 - Bone biology
- Manage eruption
 - Advanced proprietary algorithm
 - Machine learning
- Retention and fit



Clinical spectrum



Digital workflows enable superior Invisalign treatment outcomes and experiences



Connect



Scan



Plan



Treat



Monitor



Retain



align

 invisalign® | iTero® | exocad®

Strategy and Go-To-Market Plans

Raj Pudipeddi

Chief Product & Marketing Officer, SVP &
Managing Director, APAC Region



Annual orthos starts

21M

14M

Teen potential

Adult Potential

7M

Exponential market opportunity through GP dentists

2M

Dentists

~2 chairs each

4M

Scanners

Scan every patient

500M

Consumers

Potential patients

iTero scanners accelerate digital orthodontics and dentistry

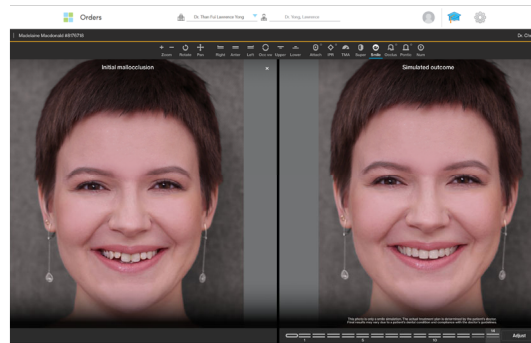
01

Data acquisition



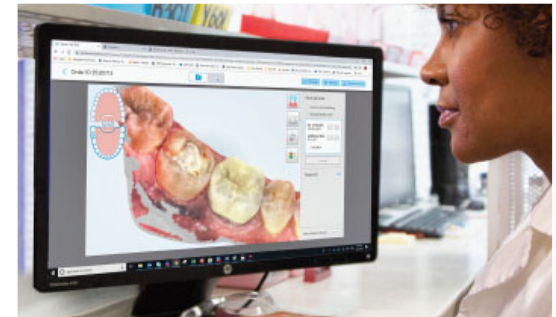
02

Patient communication & decision support tools

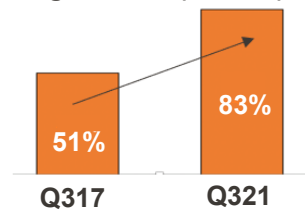


03

Seamless workflows



Invisalign cases submitted by intral oral digital scan (vs PVS)



align

 invisalign® | iTero® | exocad®

+ Align's growth strategies and progress

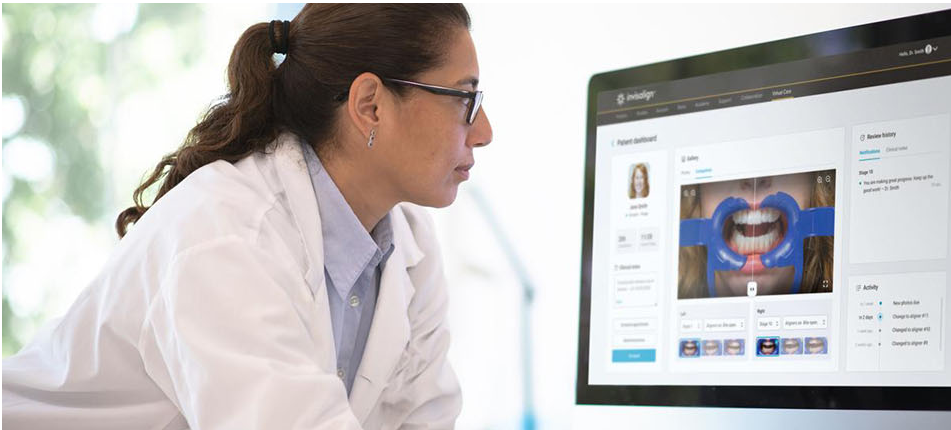
International expansion



Patient demand & conversion



Relentless focus and execution on strategic priorities

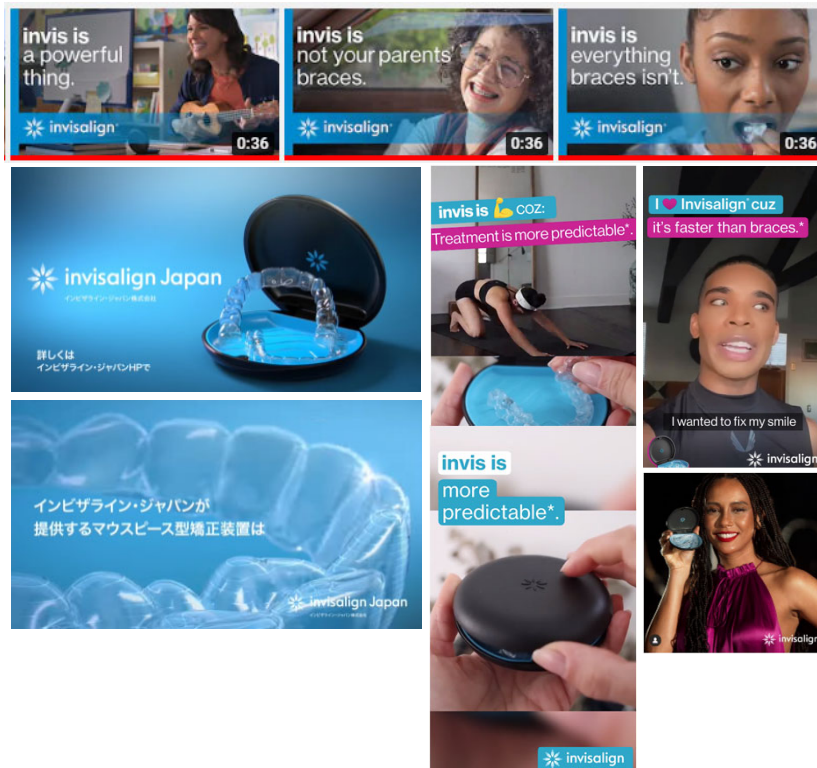


Orthodontist utilization



GP dentist adoption

2 – Patient demand & conversion: 20B+ impressions in 2021



Consumer engagement has never been better

Americas

31.4M
Website visitors

2.7M
Doc locator searches

EMEA

13.0M
Website visitors

2.2M
Doc locator searches

APAC

20.9M
Website visitors

787K
Doc locator searches

- Social media and influencer marketing
- Teen, adult and moms of teens
- Increased spend in Canada, Brazil



- Social media and influencer marketing across UK, Germany, France



- Social media and influencer marketing across ANZ, Japan, China



Invisalign app and website rolled out globally

**My Invisalign app available
in 60 markets with 1.2M downloads!**

Consumer website in 34 markets

AMS

US
Canada
Argentina
Brazil
Colombia
Chile
Peru
Mexico

APAC

New Zealand
Australia
Hong Kong
Taiwan
India
Japan
Macau
Singapore
Malaysia
Indonesia
Vietnam
Thailand
Philippines

EMEA

UK
Norway
Sweden
Denmark
Finland
Iceland
Netherlands
Belgium
Luxembourg
Latvia
Turkey
Germany
Estonia

Lithuania
Czech
Republic
Poland
Hungary
Slovakia
Slovenia
Croatia
Israel
Bulgaria
Spain
Switzerland
France

Romania
Greece
Malta
Cyprus
UAE
Kuwait
Qatar
Bahrain
Ireland
Italy
Saudi Arabia
Austria
Portugal

US

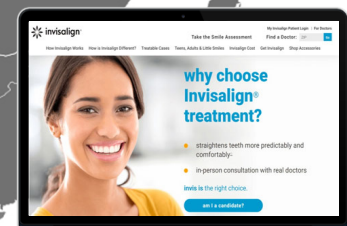
Canada
Brazil
Argentina
Chile
Mexico
Peru
Costa Rica
Colombia

Australia

New Zealand
Hong Kong
Taiwan
China
Malaysia
Singapore
India
Indonesia
Philippines
Thailand
Vietnam
Korea
Japan

UK

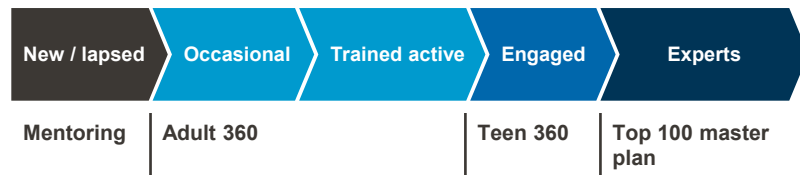
Ireland
DE
France
Italy
Netherlands
Poland
KSA
UAE
Portugal
QA/BAH,
KUW
Sweden
IL
Russia
GR & CY



3, 4 – GP & Ortho: Customer segmentation

Approach

Ortho journey

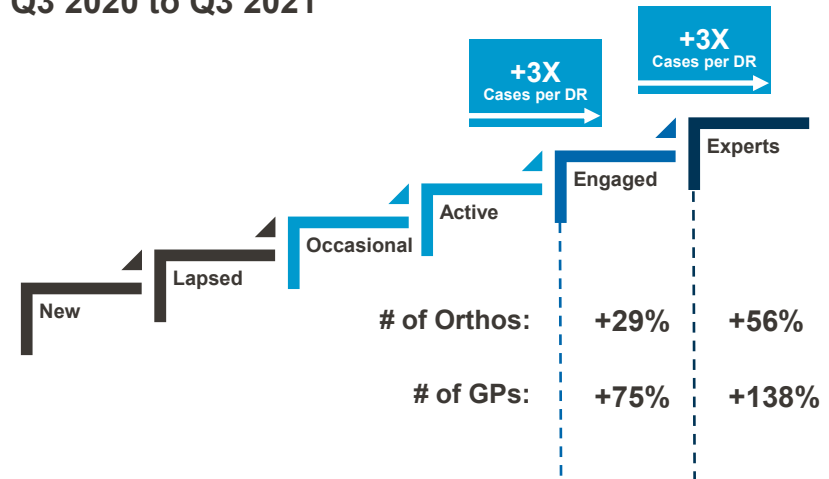


GP journey



Results

Q3 2020 to Q3 2021



*Excluding APAC GP

3 - Orthodontic utilization

01

Opportunity

~10%
Share

+21M
TAM

02

Progress

Become better partners

- Invisalign personalized plans
- Plan Editor & Live Update

Prove platform value

- Globalizing ADAPT
- iTero 5D Auto-upload

Become standard of care

- G8 Predictability improvements
- ClinCheck 6.0

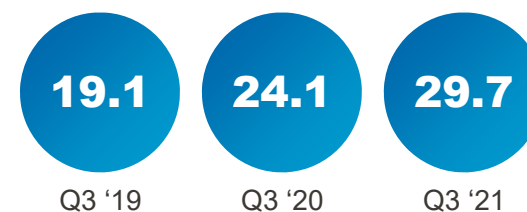
Drive younger patients

- Education on teen cases
- Mandibular advancement:
Enhanced Precision Wings

03

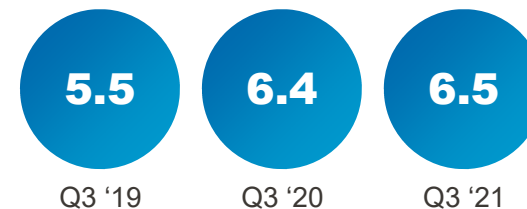
Results

North America Ortho Metrics*



* number of cases shipped /
number of doctors to whom cases were shipped

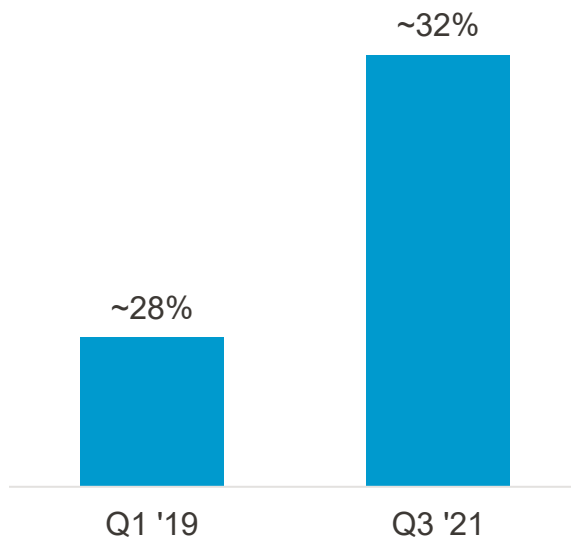
International Metrics*



* number of cases shipped /
number of doctors to whom cases were shipped

The teen opportunity: Clear progress over time

Teen as % of WW Business

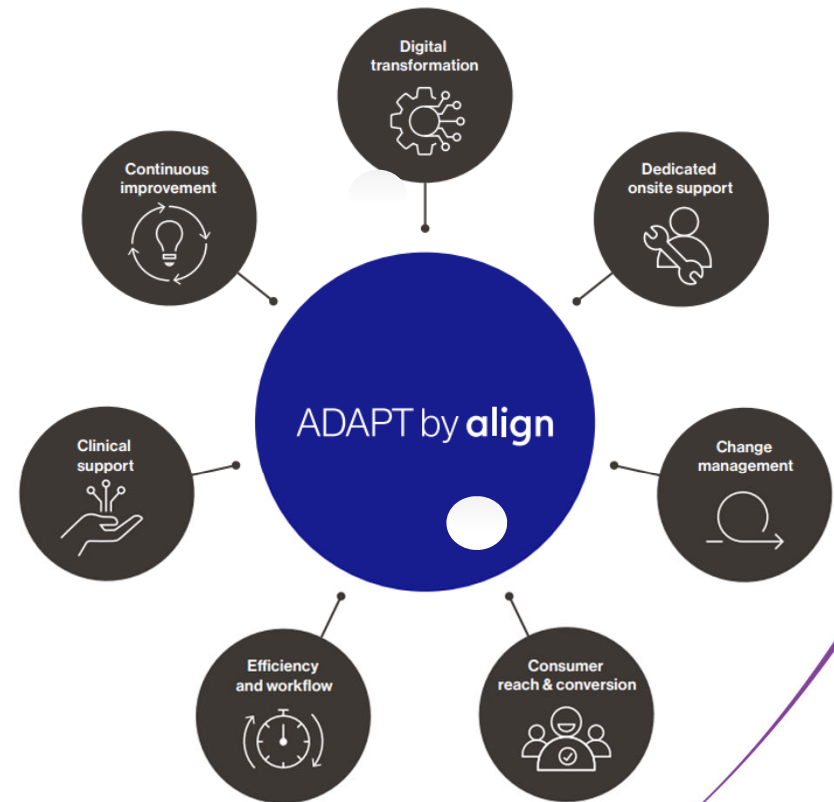


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ADAPT - Align Digital and Practice Transformation

- Good adoption of the ADAPT program
- Expert and independent fee- based business consulting service to optimize clinics' operational workflow and processes to enhance patient experience and customer and staff satisfaction
- Translates into higher growth and greater efficiencies for orthodontic practices.
- ADAPT service improves profitability significantly after implementation



1 – International expansion

High growth & geo-diversity

39%+ growth outside of AMS



Market & operational expansion

New markets

- Entered directly: Ghana
- Entered via distributor: Serbia, Uzbekistan, Georgia, Nigeria, Kenya, Egypt
- Took over from distributor: Vietnam, Romania, Morocco

New operations

- Treat France
- Treat Poland (expanded)
- AFAB China (replaced first facility)
- AFAB Poland (in progress)

4 – GP dentist adoption

01

Opportunity

+2M
Dentists

+500M
Patients

02

Progress

Drive segmentation

- GP focused sales teams
- Growth programs
- iTero success with non-Invisalign GPs

Lead in comprehensive dentistry

- Smile Architect
- Lead with iTero
- exocad / iTero commercial programs

Clinical confidence & relevance

- Treatment planning services, tailored education
- Invisalign Go

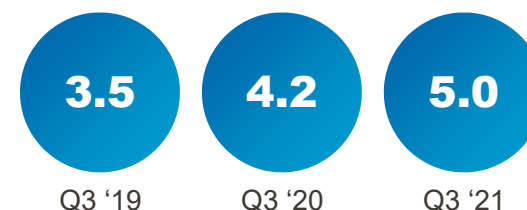
Grow critical partnerships

- Labs, DSD, Restorative KOLs

03

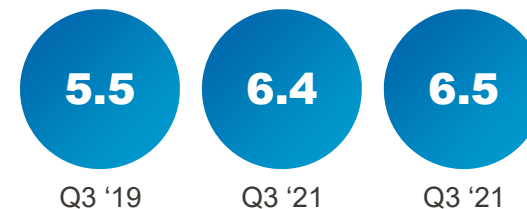
Results

North America GP Metrics*



* number of cases shipped /
number of doctors to whom cases were shipped

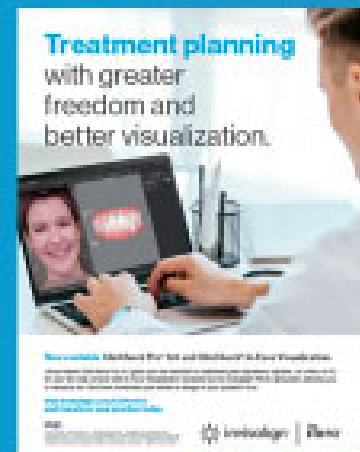
International Metrics*



* number of cases shipped /
number of doctors to whom cases were shipped

Professional marketing – global campaign & consistency

Indispensable partner for treatment, demand creation and practice transformation



SmartTrack material that straightens teeth more predictably



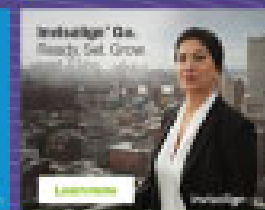
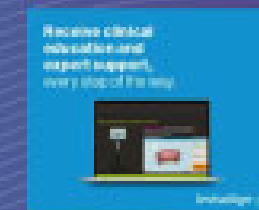
Customized treatment based on years of research and intelligence from millions of patients



World leader in orthodontical aligner innovation



Relevant clinical education



iTero - New "Expand" campaign and focus on superiority

Just one scan enables preventive, restorative and orthodontic workflows

Industry defining clinical excellence.

One scan. That's all it takes with iTero intraoral scanners to discover interproximal caries, run a simulation of your patients' future smiles with Invisalign Outcome Simulator, compare scans to review patient progress, and view occlusal contact points. Seamless connectivity with exocad applications, labs, and restorative partners lets you accomplish so much more. All with one scan.

Preventive

Go beyond just digital impressions and add value to every patient visit.

iTero intraoral scanners deliver:

- Efficiency**
 - Complete a scan in as few as 60 seconds*
 - Keep patients' scan history to complement your patient oral health monitoring
- Diagnostic and monitoring tools**
 - Aid in interproximal caries detection with NIR technology
 - Occlusion assessment with Occlusogram function
 - Hygiene evaluation with integrated intraoral camera
 - Analyze changes in oral health conditions over time
- Simulators**
 - Simulate the future smiles of your Invisalign and restorative patients

Restorative

iTero intraoral scanners make restorative treatment easy and effective, offering proven accuracy to aid in your clinical restorative needs.*

iTero intraoral scanners give you:

- Accuracy**
 - Accurate marginal fit scans
 - Accurate full-arch scans
- AI scan assistance**
 - Auto-margin marking
 - Auto-trimming of excess tissue
- Full treatment scope**
 - Fixed, removable, and implant prosthetics, from single crowns to fully edentulous
- Open and Seamless connectivity**
 - Dental laboratories
 - exocad suite of software for treatment planning and production
 - Chair side milling workflows

Orthodontic

iTero intraoral scanners provide seamless integration for Invisalign treatment with optimized digital workflows from pre-case acceptance to life-long patient monitoring.

With iTero intraoral scanners, you can:

- Utilize a highly integrated and comprehensive Invisalign workflow
- Track Progress with the Invisalign progress assessment
- Plan faster with ClinCheck treatment planning

Ortho-Restorative

40% of prosthodontic procedures could benefit from pre-treatment tooth alignment.*

iTero intraoral scanners enable you to combine:

Orthodontic and restorative treatment by using Invisalign for pre-restorative tooth movement

Unique restorative services for a reliable and predictable experience

Proven to increase practice revenue & Invisalign practice volume

Intuitive use and visualization capabilities offer outstanding user experience

EXPAND

your reach to new patients

An exciting new way to attract patients is here, with practice marketing from iTero.

See the toolkit

it starts with iTero

EXPAND

your capacity for care and growth

With more digital tools that are better than ever, the new iTero Element SD allows you to do more in less time. And in addition to being the only intraoral scanner with seamless Invisalign® integration, the new SD allows you to:

- Build a network of trusted professionals to do the best for your patients.
- Strengthen your relationship with GPs through return referrals
- 70% of general dentists believe there is inadequate communication from the orthodontist regarding a patient developing white spot lesions while in treatment*

EXPAND

your digital practice into the digital space

Practice marketing from iTero gives you powerful new tools to help grow your business.

See the toolkit

it starts with iTero

Scan. Show. Amaze.

iTero intraoral scanners give you and your patients a comfortable scanning experience with no harmful radiation. With just one scan, enhanced visualization tools make it easy to understand your treatment plan.

- Find and explain measurements with our 3D NIR images
- Enable the accuracy of patient measurements with Occlusogram
- Show patients their smile with Invisalign Outcome Simulator
- Show the progress of their treatment with Invisalign progress assessment
- Show your patient the future smile treatment outcome

When introducing NIR technology into your practice, Invisalign Outcome Simulator is a game-changer. It's the only tool that lets you show patients their future smile.

Treatment acceptance by 71%*

An average of 60% of patients that were shown an Invisalign Outcome Simulator before their scan started Invisalign treatment.*

Attract new patients

With state-of-the-art marketing tools, you can make your practice more attractive in the eyes of prospective patients and position it as a trusted source for treatment.

Patient consultation

With unmatched visualization technology, you can help your patients fully understand their conditions and their treatment options, resulting in more patients saying "yes" to treatment.

Monitoring and retention

Stay connected to patients throughout treatment, monitoring their progress and achieving the best possible results, ensuring your patients keep coming back.

INVISALIGN BOX
The iTero intraoral scanner can pay for itself in

<6 months*

INTRAORAL SCANNERS ENABLE YOU TO COMBINE
When incorporating iTero Element SD scanner into their practice, surveyed dentists reported that they increased business revenue by

34%*

EXPAND
to an unmatched patient experience

Introducing the iTero Element Plus Series

it starts with iTero

107 Shares

Like Comment Share

align

 invisalign® | iTero® | exocad®

- Translating the Align digital platform to go-to-market plans

Align Digital Platform

Doctors

iTero Scanner, ClinCheck Software, Smile Architect, Virtual Care, Vivera, e-Commerce



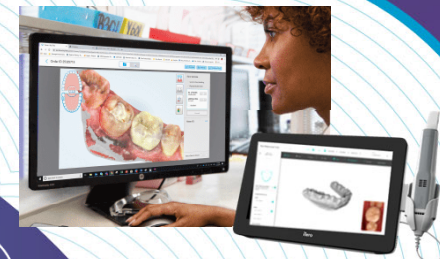
Consumers Patients

Marketing
Invisalign Doctor Locator,
Patient Financing,
Online Scheduling,
SmileView,
Virtual Care,
Vivera



Dental Labs

MyiTero Portal
DentalCAD,
exoplan,
dentalshare,
Smile Creator



 **invisalign®**
iTero® **exocad®**

Align digital workflow



Connect

Drive consumer demand and connect with your practice



Scan

Capture patient data and diagnose need



Plan

Digitally visualize and plan your ortho and restorative treatments



Treat

Delivery of customized, digitally designed aligners



Monitor

Virtual tx tracking for ongoing patient care



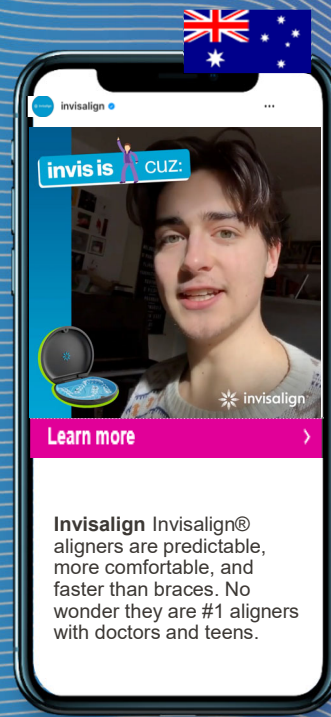
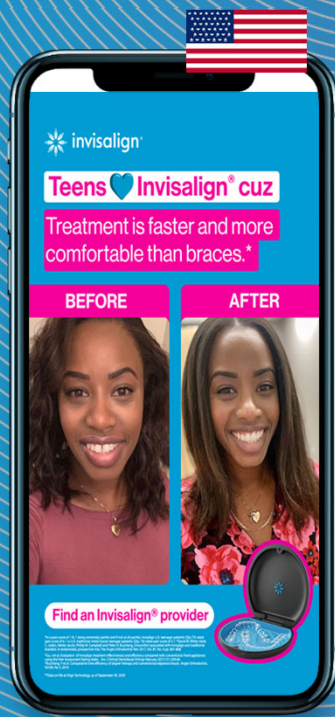
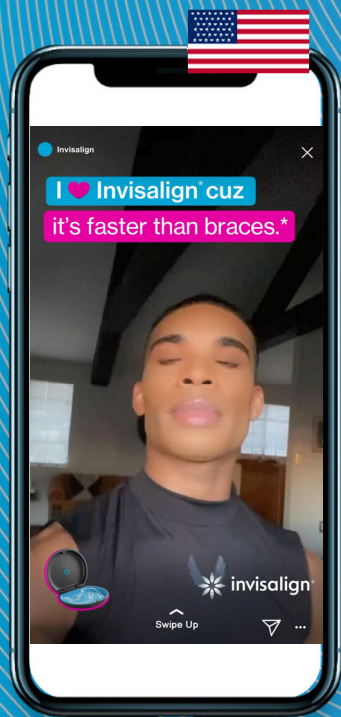
Retain

Maintain your beautiful teeth for life

Consumer marketing: Social content



Connect



Consumer marketing: New digital video ads



Connect

Mom: Hand Crank



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Consumer marketing: New digital video ads



Connect

Teen: Girl Don't Do It



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Consumer marketing: New digital video ads



Connect

Teacher Zoom



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Consumer marketing: New digital video ads



Connect

China: Picnic



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Consumer marketing: New digital video ads



Connect

Brazil: Tais



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The Align digital experience is unique in dentistry



Connect

Connect

Drive awareness before first office visit



Scan

Capture patient data & digital imaging



Plan

Enhanced digital treatment planning tools



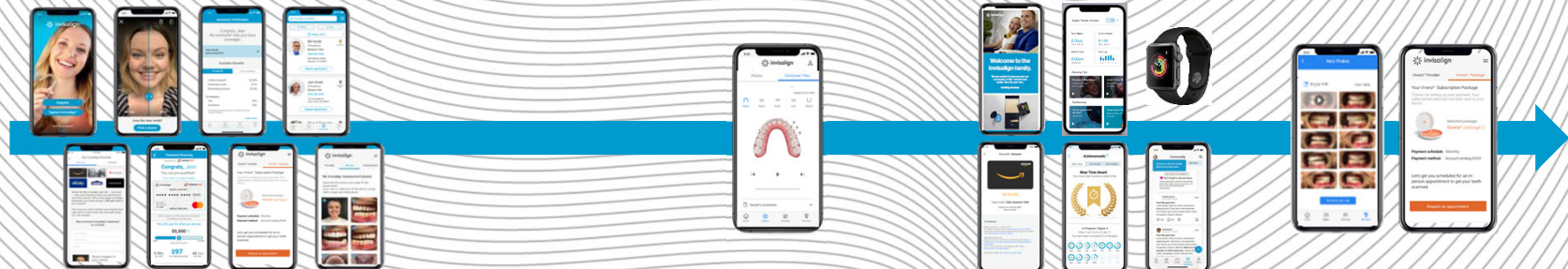
Treat

Office delivery of customized digitally designed aligners



Monitor & Retain

Follow treatment progress remotely; use retainers



Redesigning the consumer and patient experience

Leveraging a user-insight drive approach to the My Invisalign app redesign

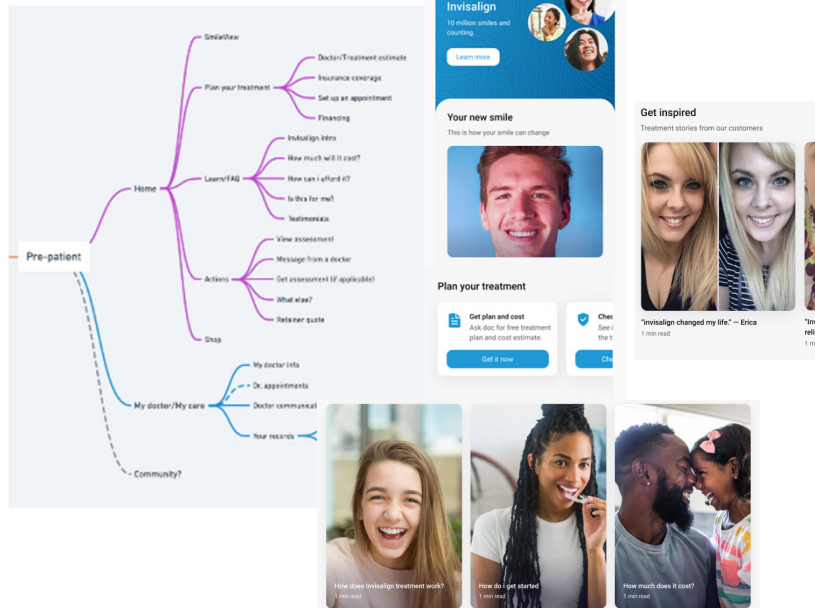
User insights to drive architecture → New design to elevate the experience



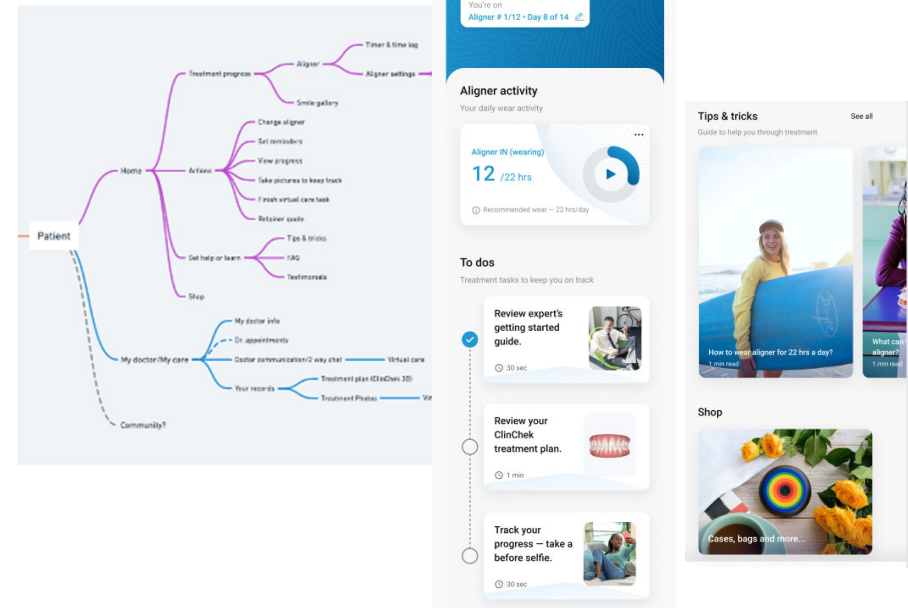
Connect



Consumer



Patient

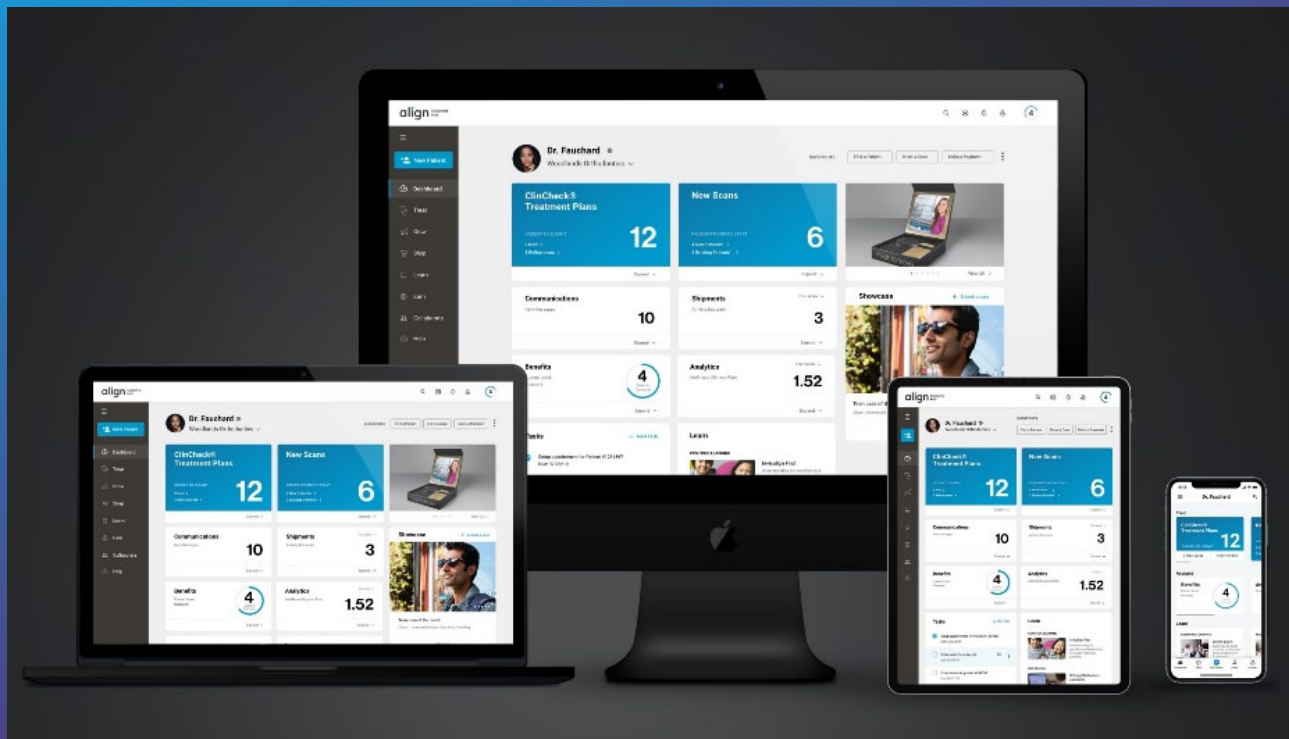


Invisalign Practice app vision

Seamless and personalized digital experience for every Align doctor



Connect



“Practice at your fingertips”- Invisalign Practice app



Connect



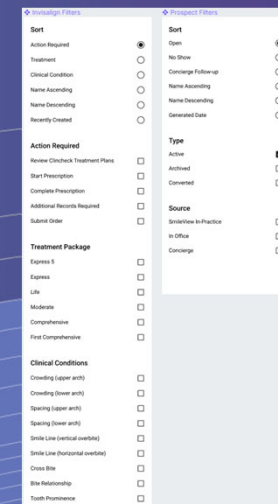
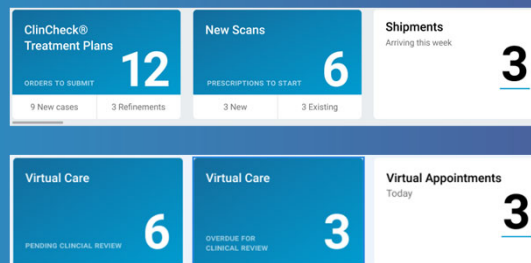
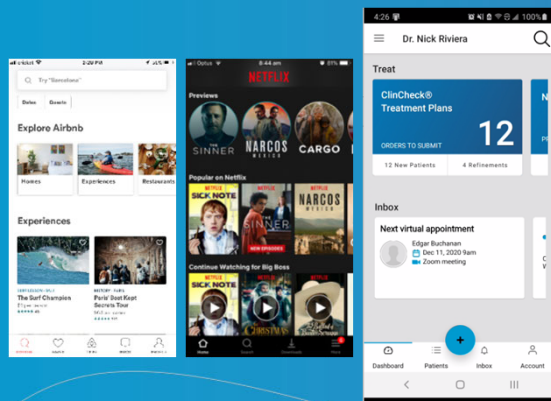
Industry standard navigation



Clinical activities prioritized



User-driven customization





New clinical study

New clinical study conducted in private practices, published in the peer-reviewed Journal of Dentistry (Oct. 24, 2021).

Validates the significant benefits of the iTero Element 5D imaging system as an aid in detection and monitoring of interproximal caries lesions above the gingiva without harmful radiation.*

Plan: Transform treatment planning



Plan



Start from anywhere

Available via
cloud, PC, Mac,
tablet (ClinCheck 6.0)



Simplified prescription form



Treatment plan delivered in minutes

Personalized
protocols, improved
set-up

Ortho-restorative
planning



Revised plan delivered in minutes

Multiple clinical and
treatment option views

Tools to make
real-time changes
(Live Update)



Aligners within days

Improved quality, experience and efficiency

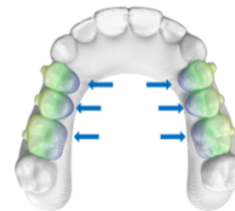
Treat: Improved patient outcomes

- Invisalign G8: More predictable posterior arch expansion and incisor intrusion (GA)
- Improved Mandibular advancement: Enhanced precision wings (LMR)



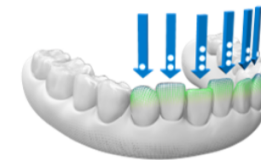
Treat

Crowding and Crossbite cases
More predictable posterior arch expansion

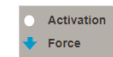


Posterior arch expansion

Deep bite cases
Improve incisor intrusion predictability in deep bite cases by up to 2x*



Deep bite correction



Initial



Old FiPos



NEW FiPos

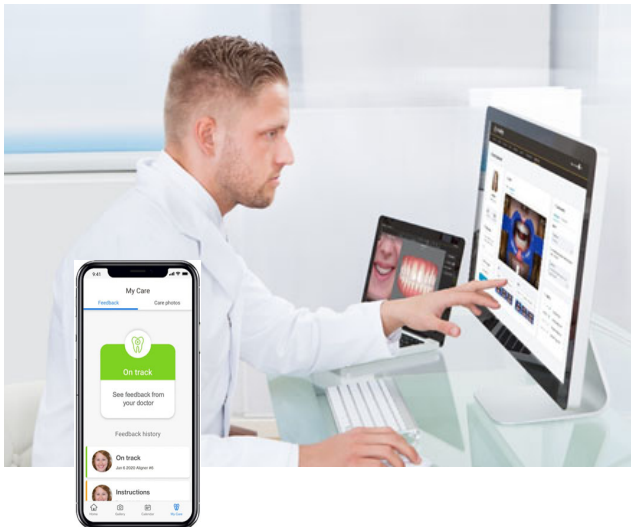
Monitor: Building doctor directed patient care



Monitor

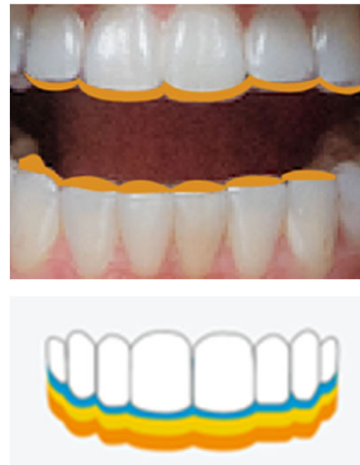
Today

Manual review

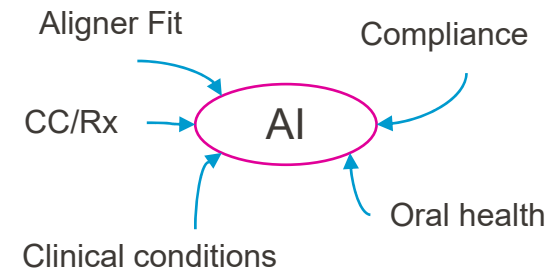


Future

Aligner fit



Intelligent automation



On Track

Minor
Adjustments

Off Track

Note: Timing and markets TBD. This is just a vision and will be executed as per local laws and regulation

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Retain: 500M consumers + annuity



Retain

Opportunities:

01

Increase attach to Invisalign patients

02

Attach to non-Invisalign Ortho patients

03

Retainer reorders

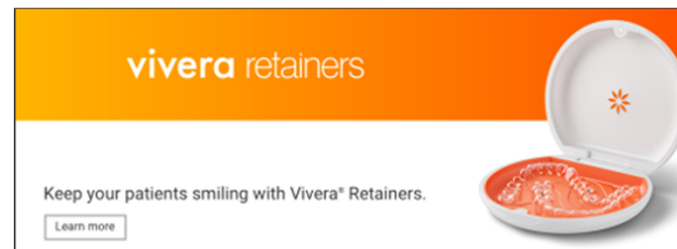
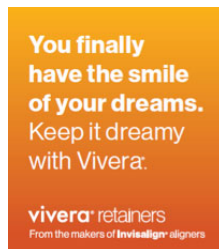
Strategies

1. Patients: Make Vivera an indispensable part of protecting their beautiful smile for life

2. Orthos: Build relevance to improve attach rate.

3. GPs: 'Every patient, all the time'

4. Int'l Expansion:
Train sales teams and faculty



vivera® retainers
From the makers of **Invisalign®** aligners

Innovation across our digital workflow



Connect

Marketing expansion & new campaign, new features in MyInvisalign app



Scan

Improved visualization, expansion of 5D



Plan

Personalized protocols, Live Update, Ortho-restorative planning



Treat

Improved mandibular advancement
Whitening



Monitor

New features for virtual care in MyInvisalign app



Retain

Accelerate growth

Invisalign Practice app

Strategic opportunities: professional whitening

\$1.4 billion global opportunity

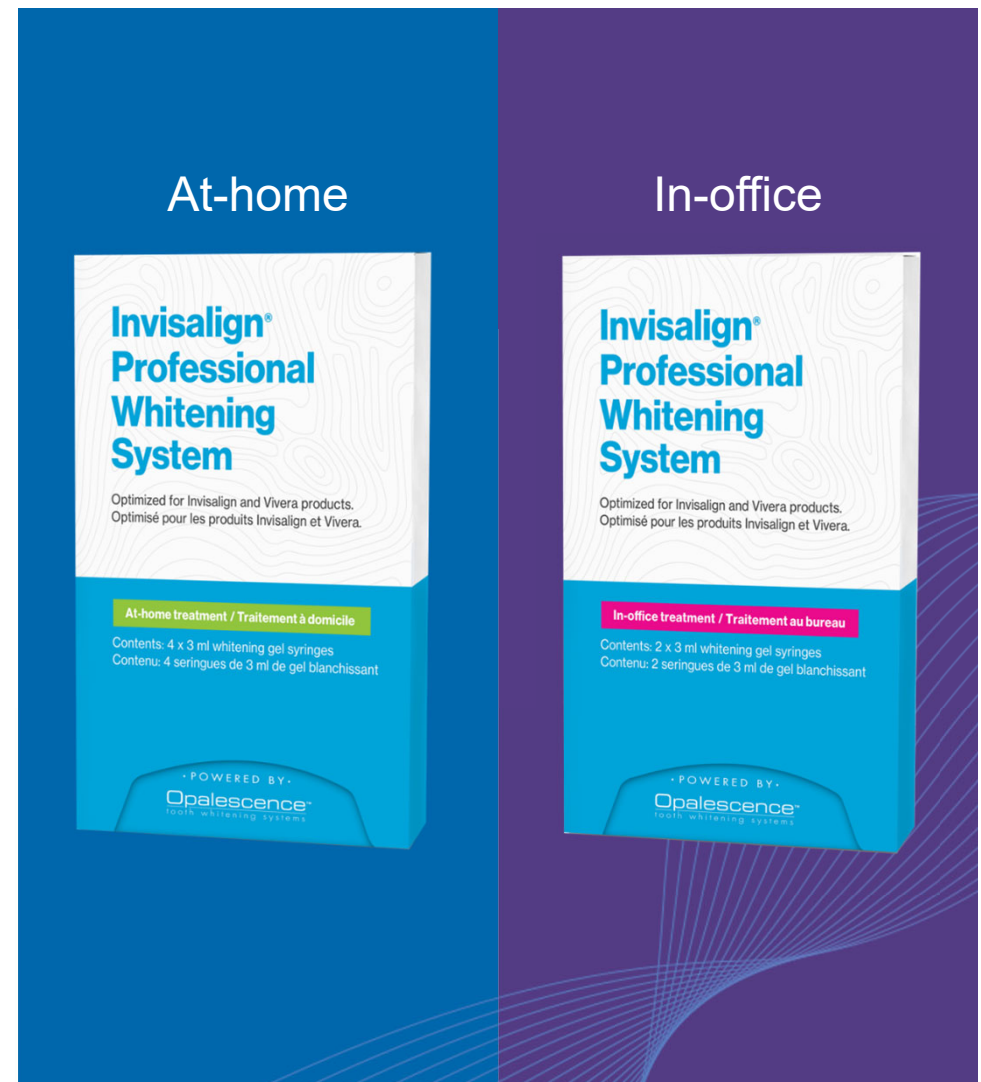
- 88% of US GPs offer whitening
- 54% of GP Invisalign treatments include whitening

Partnered with Ultradent

- “Powered by Opalescence”
- Industry leading chemistry, optimized for aligner use; exclusive to Align
- Better for Doctors and Patients

Currently in pilot in NA

- Global expansion in 2022



Why Invisalign Professional whitening?

- Doctors don't need to use Rubber dam, gingival barrier or special lights, and hence save significant time
- Great efficacy
- Less sensitivity
- Formulation customized for Invisalign aligners and Vivera retainers



Strategic opportunities: eCommerce

Opportunity

Large
global
oral
care
market

- **Huge size:** Billions \$
- **Commoditized** product with many established players
- **Niche areas** opportunity for disruptive players

Brand of
choice
for Ortho
patients

- **Increase accessory penetration rate among 11M+ Invisalign patients**
- **Improve user experience**

Why Align?

- ✓ **Premium brand** - High consumer awareness
- ✓ **11M+ Invisalign smiles** & growing
- ✓ **Low accessory attach rates**
- ✓ **Doctor network** - Trusted brand for 210K+ doctors in 100+ countries



Deepen Align's relationships with doctors and consumers

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Strategic opportunities

Doctor subscription for low stage & retention

- Drive volume commitment for attractive pricing
- Simple and seamless digital journey
- Patient subscription model
- Value-added services



Align Digital Platform

Doctors

iTero Scanner, ClinCheck Software, Smile Architect, Virtual Care, Vivera, e-Commerce



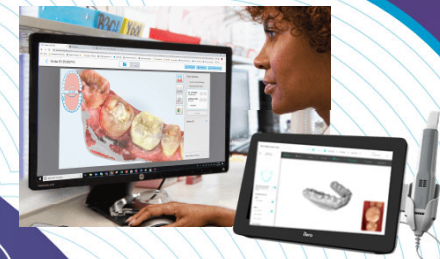
Consumers Patients

Marketing
Invisalign Doctor Locator,
Patient Financing,
Online Scheduling,
SmileView,
Virtual Care,
Vivera



Dental Labs

MyiTero Portal
DentalCAD,
exoplan,
dentalshare,
Smile Creator



 **invisalign®**
iTero® **exocad®**



align

 invisalign® | iTero® | exocad®

Americas

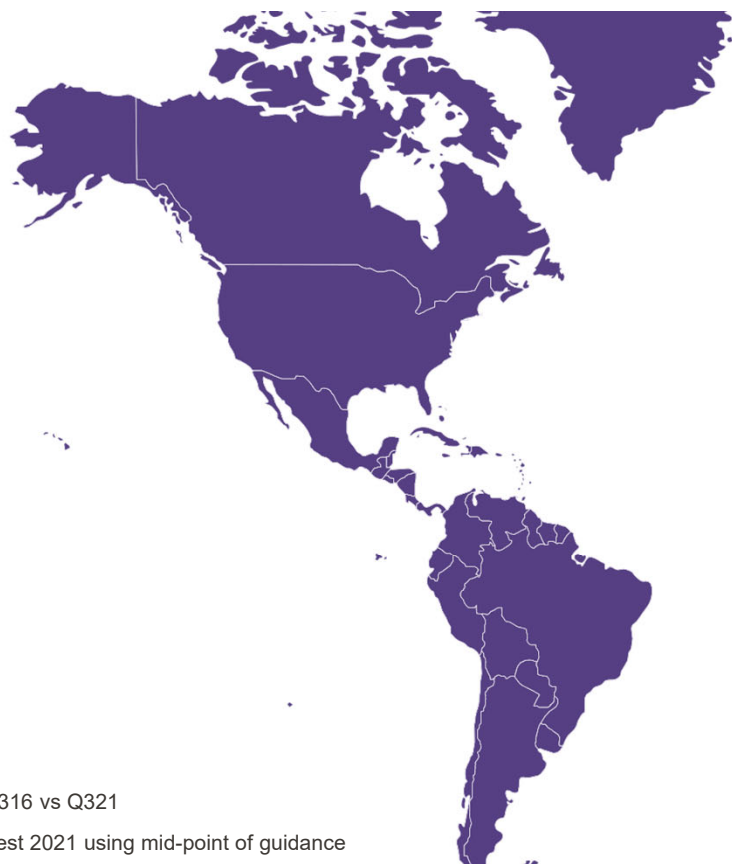
Simon Beard

Senior Vice President and Managing Director, Americas

The Americas at a glance



Continued strong growth and adoption



22 Markets
in AMS

14 GP NA
96 Ortho Utilization

7.4M Patients treated
to date

85% Digital Case
Submissions

12% 5 Years Submitters
CAGR*

62% Ortho Cases

23% 5 Years Revenue
CAGR**

38% GP Cases

*Q316 vs Q321

** est 2021 using mid-point of guidance

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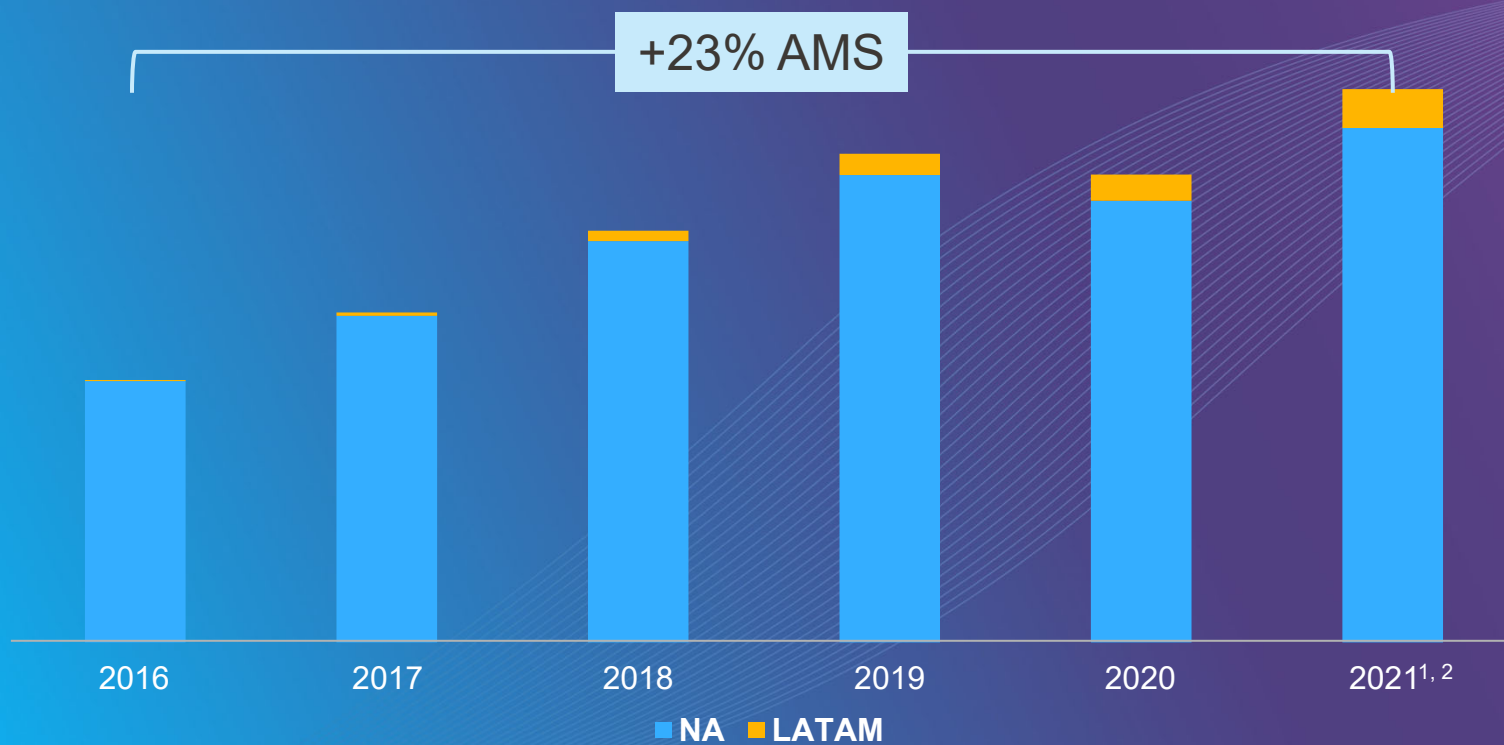
7M
ORTHO STARTS

4M
TEENS

ADULTS
3M

Americas Opportunity: **200M** Consumers

Americas Net Revenues – Key Markets



1. Based on 2016 actuals and mid-point of guidance for the full year 2021, as of Oct 27th, 2021
2. CAGR based on mid-point of guidance for full year 2021 on Revenue

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International expansion



Patient demand & conversion



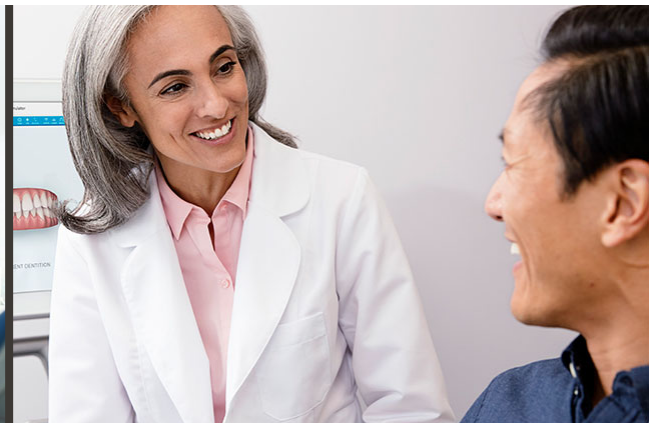
Relentless focus and execution on strategic priorities



Orthodontist utilization



Dental Service Organizations



GP dentist treatment

2022 Focus



**Channel
Localization
Segmentation**



**Strategic
opportunities**



**Teen
opportunity**



**iTero Scanner
Adoption**



**DSO
Growth**

Channel focus, localization and segmentation

- Invest and organize around local business – **“we need to feel smaller to get bigger”**
- Dedicated GP, Ortho & DSO teams
- Increasing segmentation sophistication
- Maximize value of targeted education, programs and peer to peer learning



Strategic opportunities

- Invisalign Professional Whitening System – powered by Opalescence
- ADAPT digital practice transformation
- eCommerce



Doctor Subscription Program (DSP)

- Addresses unmet patient demand for retention or “touch up” cases
- Limited pilot program in US & Canada
- Available to experienced Invisalign trained doctors not regularly using Align low stage or retention products
- Monthly subscription at fixed-price based on needs

Retention
Vivera® retainers (4 sets)
Invisalign® retainers (1 set)



Simplified solution for retention
Invisalign retainers now available
for new and existing patients

Low-stage (3-10)
Invisalign® Touch Up



**Capture
treatment demand**

Teen opportunity

- Teen treatment is critical to digital practice transformation
- Higher lead conversion among teens
- 360 approach to teen commercialization

75%

Non-adult ortho case starts



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iTero scanner adoption

- iTero 5D Plus launch
- iTero 5D & Image Auto uploader
- Increasing adoption of digital dentistry

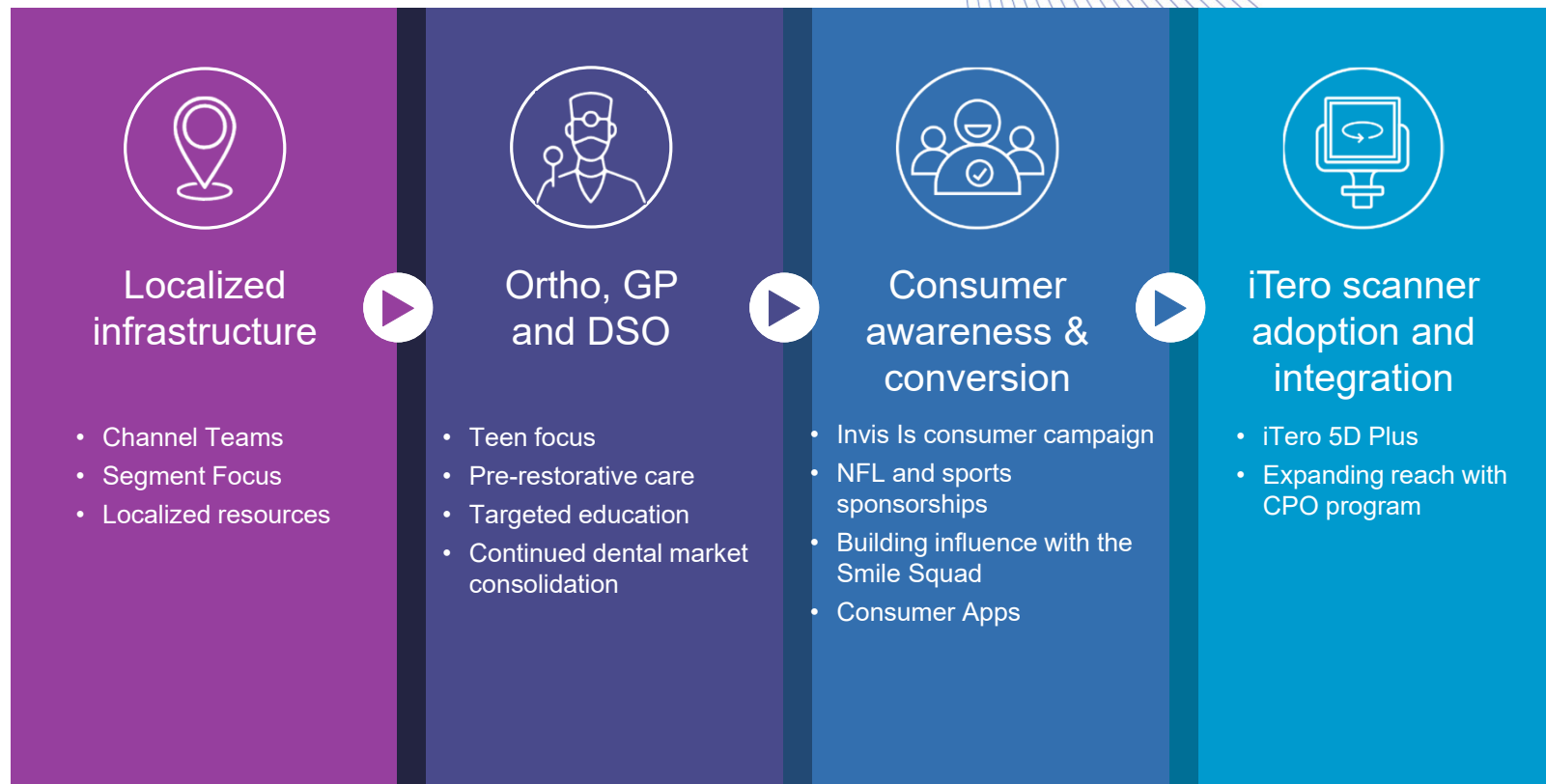


DSO growth

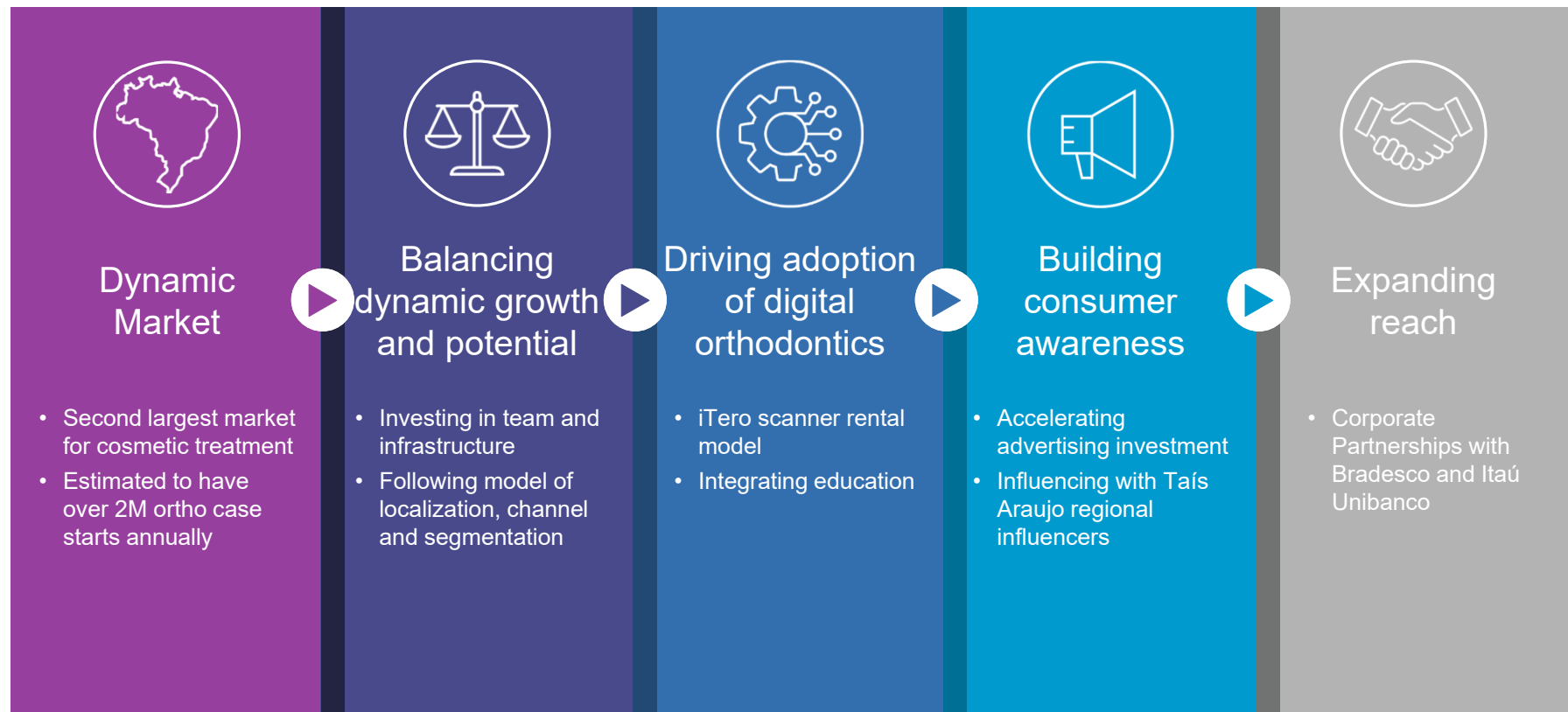
- Focused on partnership and support
- Business model and workflow development
- Delivering consistency and quality at scale



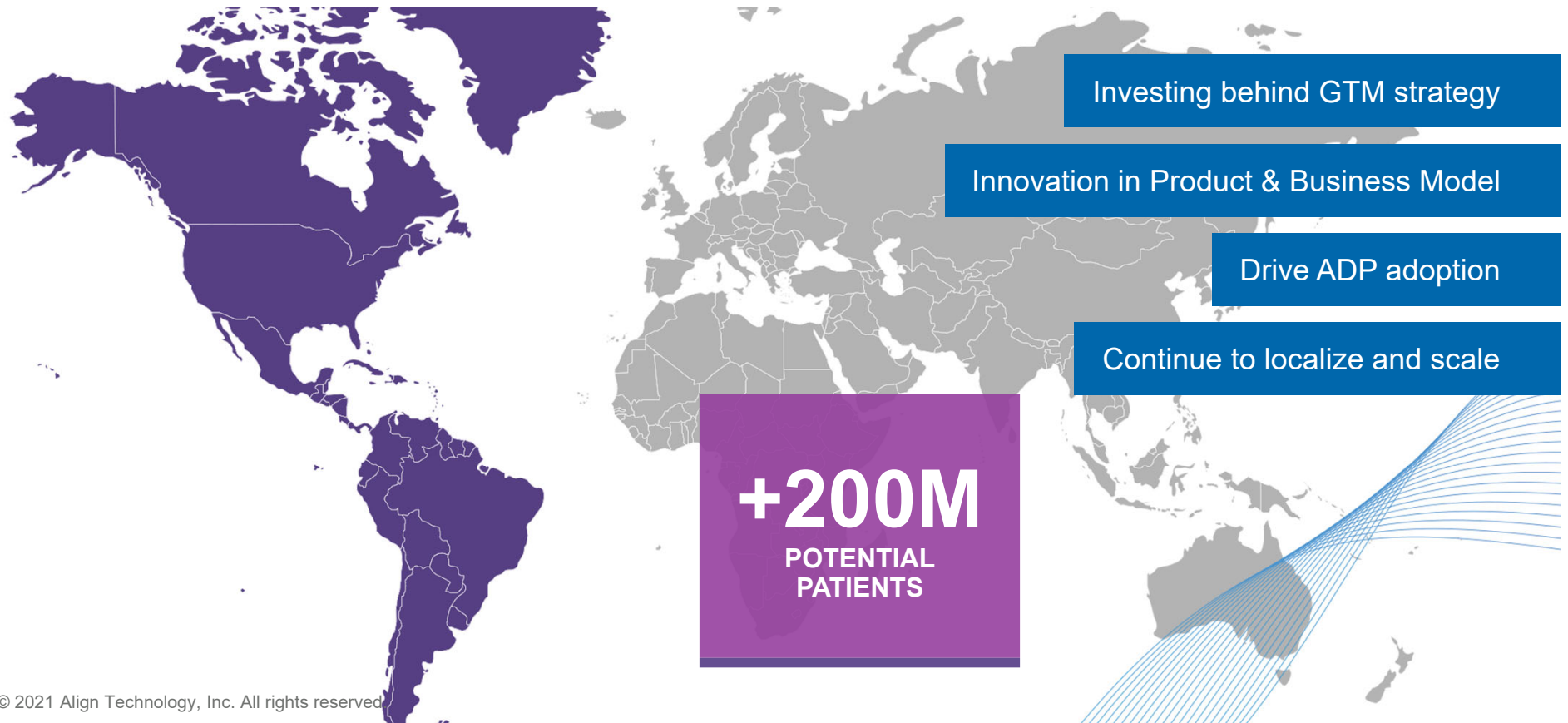
Americas growth drivers



Growing opportunity in Brazil



Americas Potential makes it a Growth Market





align

 invisalign® |  iTero® |  exocad®

EMEA

Europe | Middle East | Africa

Markus Sebastian

Senior Vice President and Managing Director, EMEA

20 Years of EMEA Presence

49 MARKETS IN
EMEA

2.6M PATIENTS
TREATED
TO DATE

23 DOCTOR
UTILIZATION
(GP, ORTHO)

76% INVISALIGN
CASES
SUBMITTED
DIGITALLY

70% ORTHO

30% GP



COVID-19 Accelerated Digitization

Digital tools

- Invisalign Virtual Care and Virtual Appointment launched
 - Helped practices operate remotely
 - Treated more patients during lockdowns

Recovery program

- Ongoing support for doctors: growth programs, new tools and education.

Practice workflows

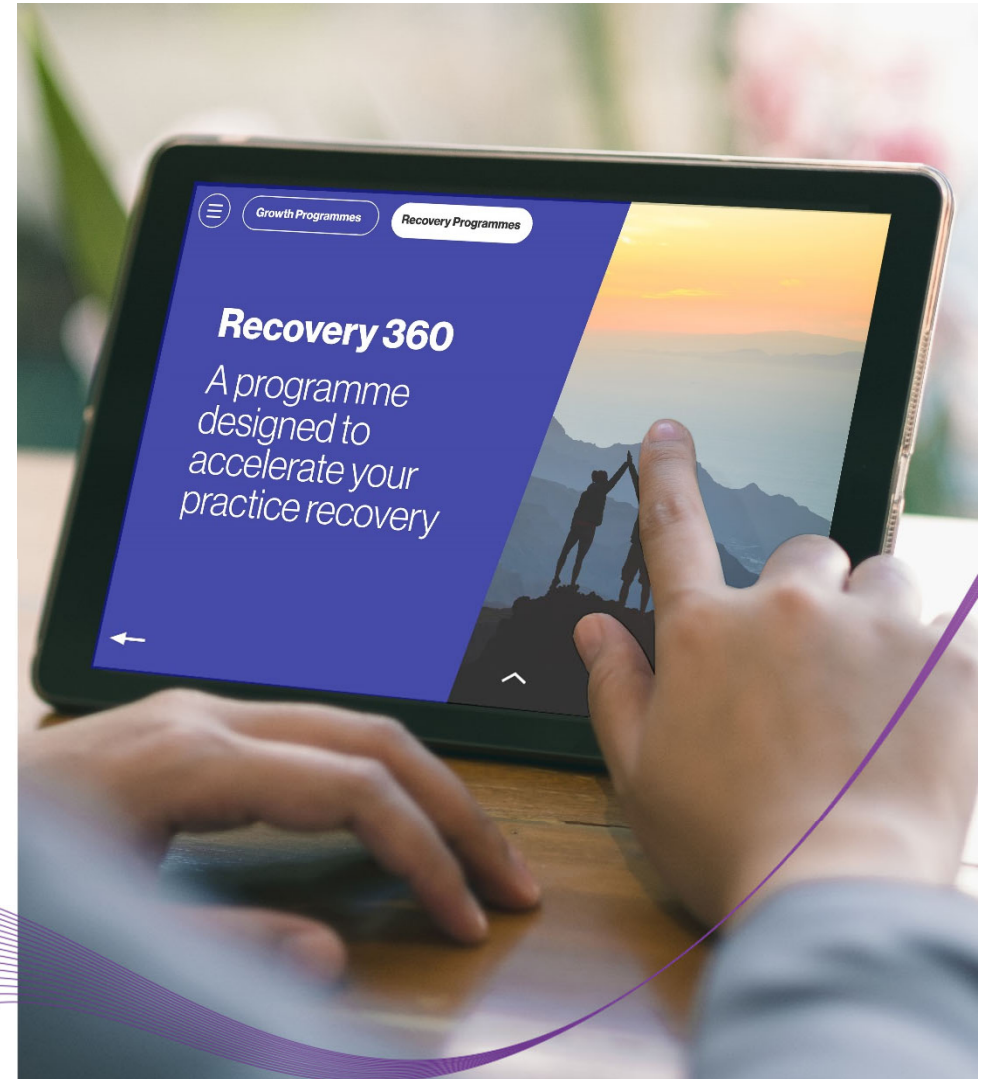
- Became more digital
- Demand for iTero scanners grew dynamically

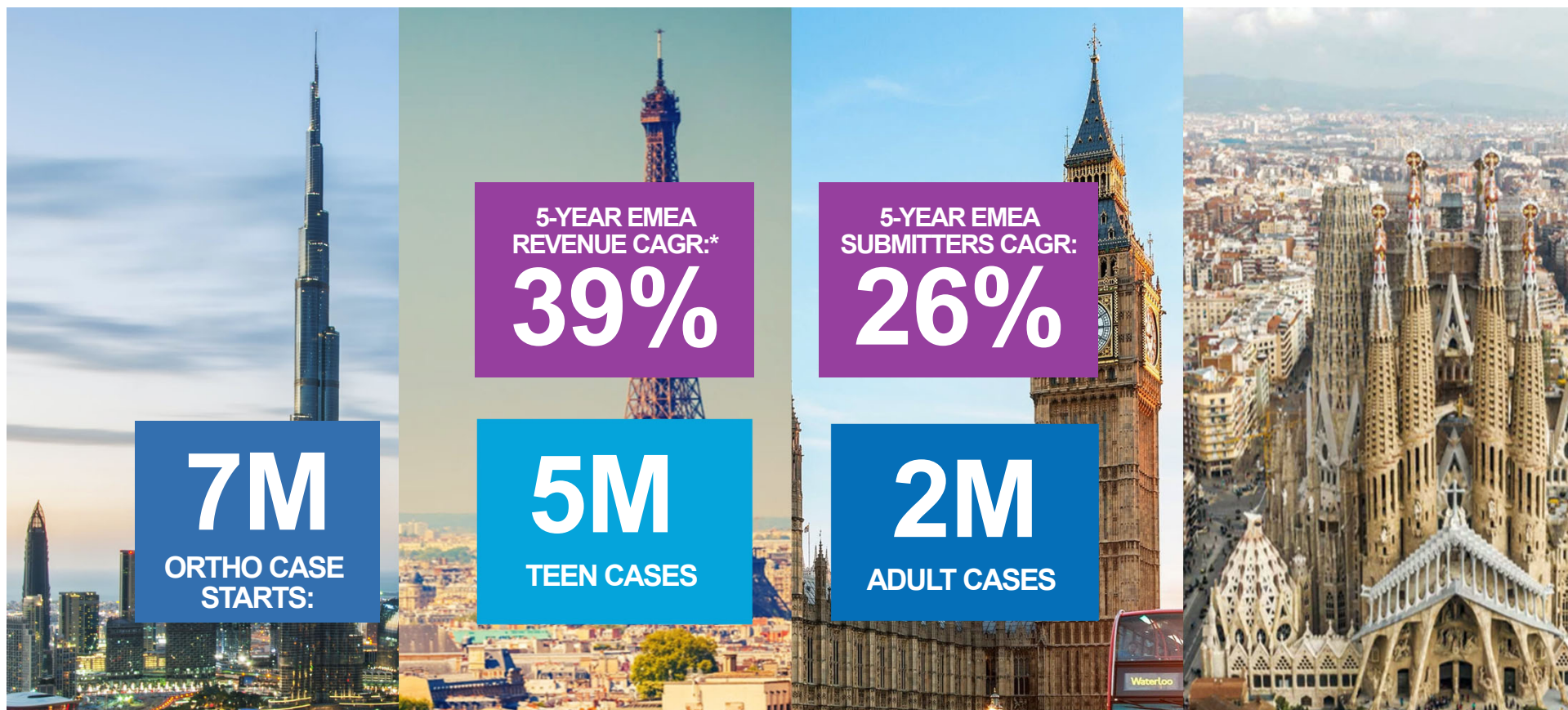
E-learning

- Virtual and hybrid formats paved way for modern education

Consumer spend and investment

- Increased post-lockdown
- More demand for teeth straightening and cosmetic procedures





EMEA Opportunity: 150M Consumers

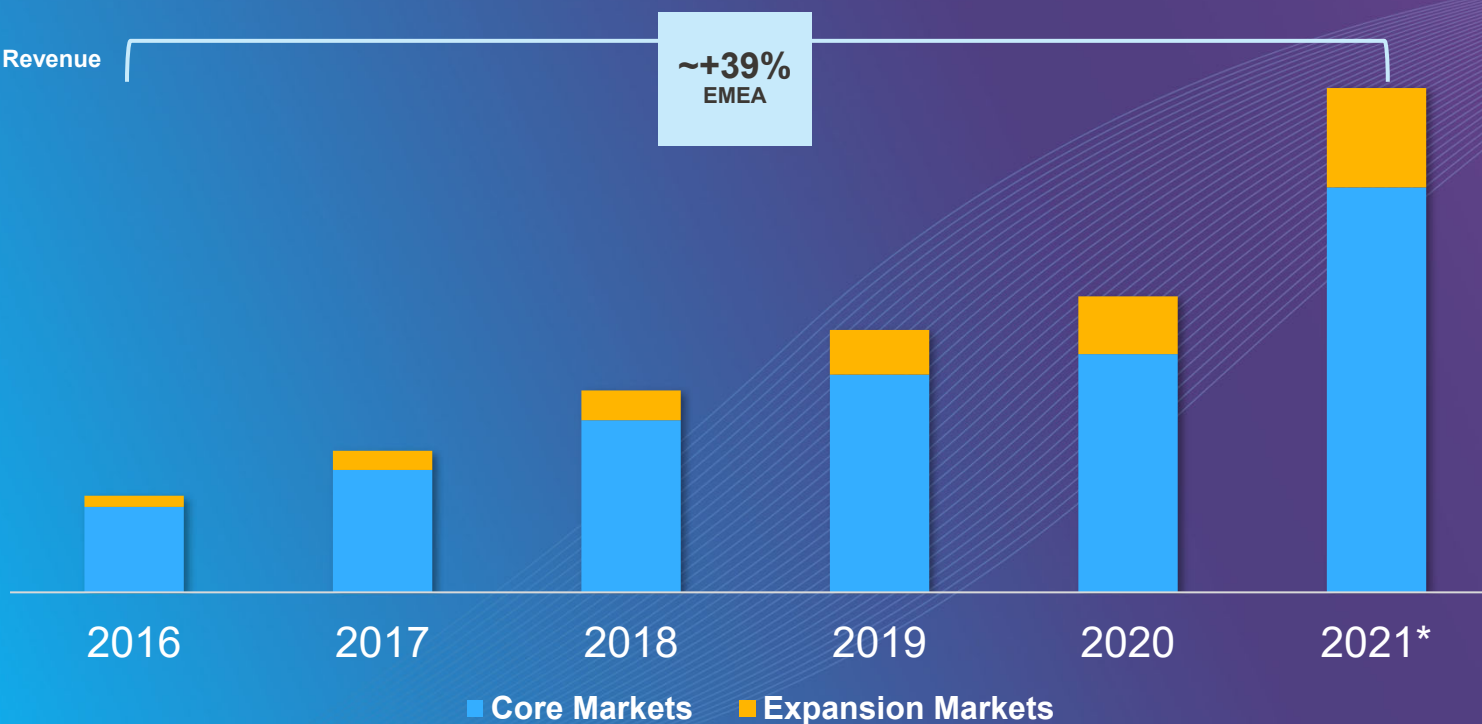
*Based on 2016 actuals and mid-point of guidance for the full year 2021, as of Oct 27th, 2021

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EMEA Net Revenues – Core vs Expansion Markets

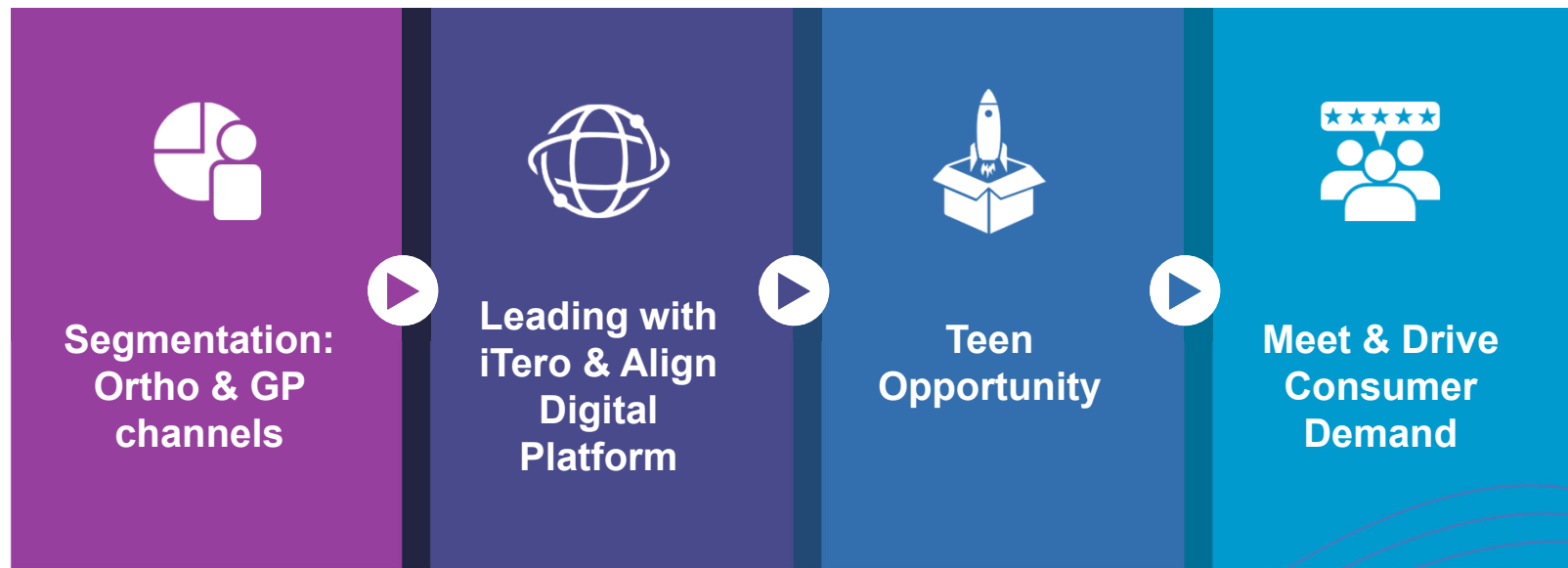
5 Years Revenue
CAGR^{1,2}

~+39%
EMEA



1. Based on 2016 actuals and mid-point of guidance for the full year 2021, as of Oct 27th, 2021
2. CAGR based on mid-point of guidance for full year 2021 on Revenue

Winning **Strategies** for Sustainable **Growth**



Key to Growth: Doctor Channel Segmentation

2017

- Orthodontist and GP channel segmentation in Iberia (1st Invisalign market in EMEA) and Core markets

Segmentation approach:

- Focus on specific needs of each doctor group
- Recognizing market differences
- Successful strategies for utilization growth
- Concentration of light ortho cases to support restorative treatments.

2022

- Driving digitization of practices with iTero scanners
- Ortho/GP split introduced in Expansion markets



Segmentation:
Ortho & GP
channels

Drive **Wider Patient Access** Through **GP Channel**

Tap Into 150M Consumer Opportunity

2021

- Integrate tooth movement as an integral part of comprehensive dentistry
- Drive adoption of Align Digital Platform (with Invisalign, iTero & exocad)
- Enable superior treatment outcomes & practice transformation

2022

- Activate and grow GPs at scale to create more experts of the future
- Make GP portfolio available in each key market.
- Focus on ortho-restorative treatments for dentists (incl. exocad)



Segmentation:
Ortho & GP
channels

Key Drivers for Dynamic Growth

2021

iTero portfolio expansion across the region

- Launch of iTero Plus Series in Q2 2021 in most markets
- Many new practices added a scanner (GP & ortho)
- Increase the share of iTero 5D/Plus Series scanner adoption among doctors

2022

Drive digitization & Invisalign case submissions

- Continued adoption of digital tools for remote care
- ADAPT& growth programs to help practices

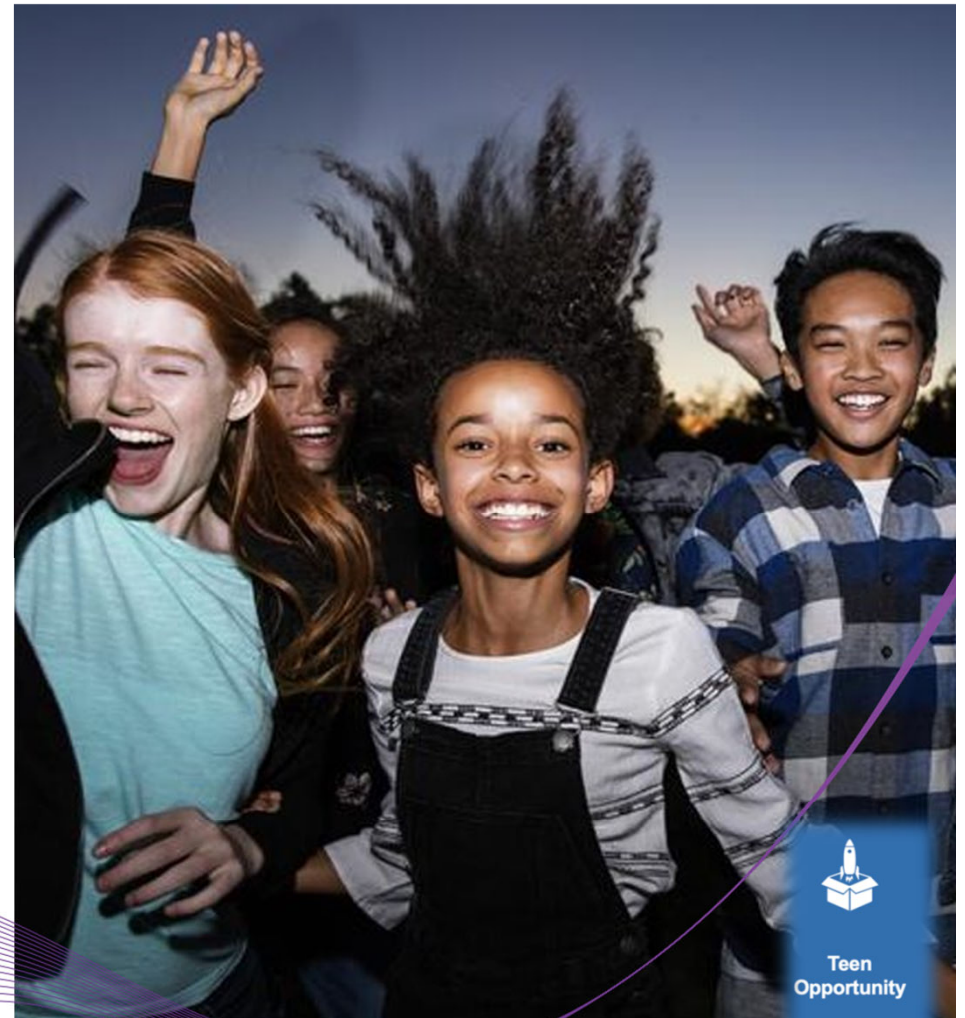


Make Invisalign **Desirable** for **Growing Patients** and Their Parents

EMEA growing patient opportunity remains high.

2022 - Acceleration plans:

- Growing patient & parent consumer investment - where possible
- Accelerate programme journeys through integrating a growing patient clinical pathway
- Leverage MA and new innovations
- Educate on practice efficiency drivers
- Dedicated market access plans in core countries



Meet Consumer Demand

Drive demand, brand preference & optimize the end-to-end journey to maximize conversion and referral.

- Accelerated investment and programs in CORE markets:
 - UK
 - France
 - Germany
 - Netherlands
- INVIS IS Teen campaign push to parents of teenagers – in core markets, where we allowed to advertise
- Digital marketing & Influencer programs continuation to meet demand and help convert patients



2022 Focus



PATIENT DEMAND & CONVERSION

- Higher consumer spend to meet demand
- Keep ahead of the competition
- Digital & influencer campaigns to replace “traditional” advertising



DIGITIZATION

- ClinCheck 2.0
- End-to-end workflows
- iTero scanners
- Remote care tools



GROW UTILIZATION

- Dedicated campaigns in Germany, France & Iberia – growing patients
- Go live in new Africa markets



PORTFOLIO & PROGRAMS

- 360 Growth Programs
- ADAPT expansion
- GP portfolio available in Poland and other markets
- Invisalign Go Express launch in EMEA



>STRATEGIC MARKET OPPORTUNITY

International Expansion: Africa

2021

- Africa expansion beyond current model
 - Focus markets defined: Morocco, Algeria, Tunisia, Egypt, South Africa, Ghana, Nigeria, Kenya
 - 2 direct operations (Morocco, Ghana), 5 indirect market operations

2022

- Presence in new territories
 - 6 market operations added
- Focus areas:
 - Doctor training
 - Digitization of new doctors
 - New: Marketing activities: B2B
 - Define product portfolio for growth in each segment



>FIRST MANUFACTURING FACILITY IN THE EMEA REGION

Operational Expansion EMEA

2021

- TREAT sites: Spain, Germany, Poland, **France**
- Support Invisalign doctors in same time zone

2022

- Launch of the first EMEA Manufacturing facility
- Invisalign aligners, Viverra retainers
- Launch in early 2022
- Over 2,500 new employees to be hired
- Invisalign Training Centers for doctors (study clubs, masterclasses)

Opportunity in EMEA Remains Huge

Drive digitization and utilization - Ortho & GPs

Focus on ortho restorative treatments for dentists w/exocad

Grow TEEN segment in CORE

Meet consumer demand - higher investment, dedicated market plans

Offer best-in-class customer experience & education

Support Invisalign doctors directly via EMEA Manufacturing and local TREAT centers

Expand Africa opportunity beyond current markets

150M
POTENTIAL
PATIENTS



align

 invisalign® | iTero® | exocad®

Asia Pacific

Raj Pudipeddi

Chief Product and Marketing Officer, SVP and Managing Director, Asia Pacific



5M
TEENS

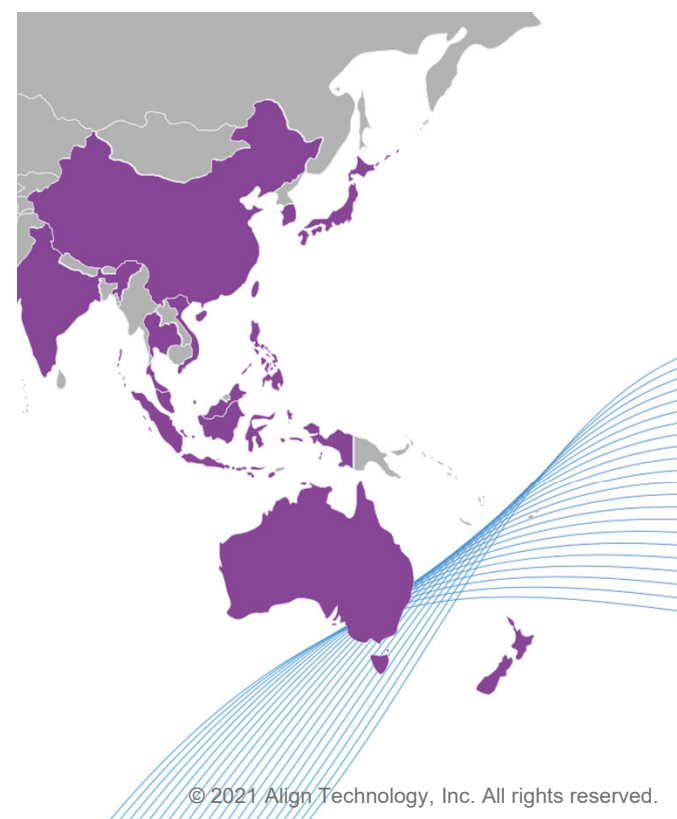
7M
ORTHO STARTS

ADULTS
2M

APAC opportunity: 150M consumers

Asia Pacific at a glance

150M CONSUMER POTENTIAL	13 CASES/DOCTORS
7M ANNUAL ORTHO STARTS	~82% INVISALIGN CASES SUBMITTED DIGITALLY
16 MARKETS IN APAC	34% 5 Years Submitters CAGR*
1.6M PATIENTS TREATED to date	39% 5 Years Revenue CAGR**



*Q316 vs Q321

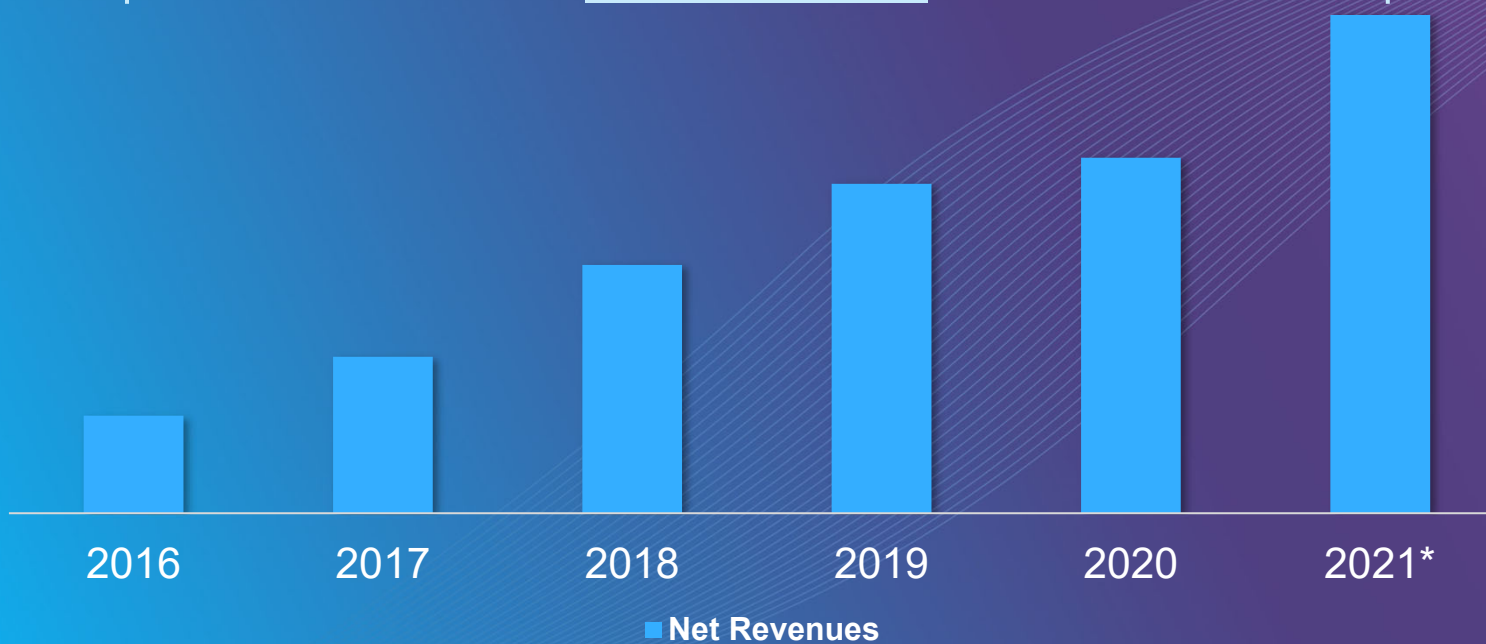
** est 2021 using mid-point of guidance

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APAC Net Revenues

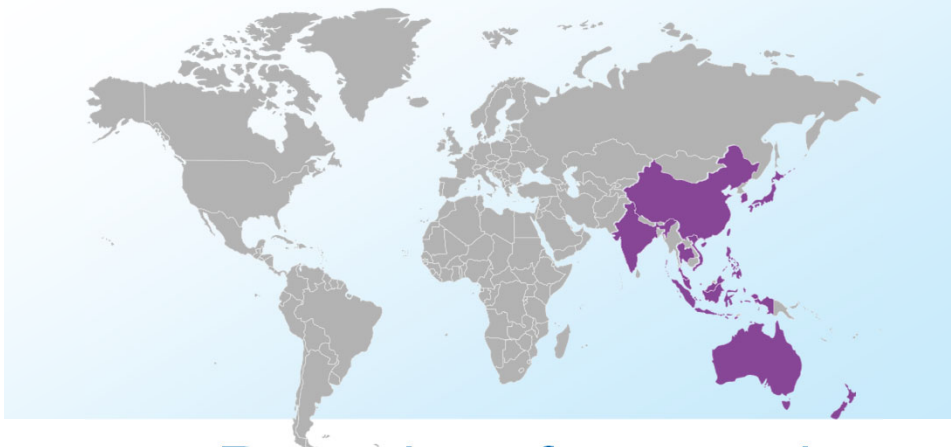
5 Years Revenue
CAGR^{1,2}

~+39% APAC



1. Based on 2016 actuals and mid-point of guidance for the full year 2021, as of Oct 27th, 2021
2. CAGR based on mid-point of guidance for full year 2021 on Revenue

International expansion



Patient demand & conversion



Relentless focus and execution on strategic priorities



Orthodontist utilization



GP dentist treatment

Driving Continued Growth in Asia Pacific

Maintain momentum: Japan, China, ANZ

Scale Korea, Taiwan, Vietnam, Thailand, India



Segmented Sales Teams

- Ortho penetration via geographic expansion
- GP penetration through iTero scanner and Invisalign Go



Disciplined Execution of New Doctor and Growth Programs



Invest in brand building



Leverage Align Digital Platform

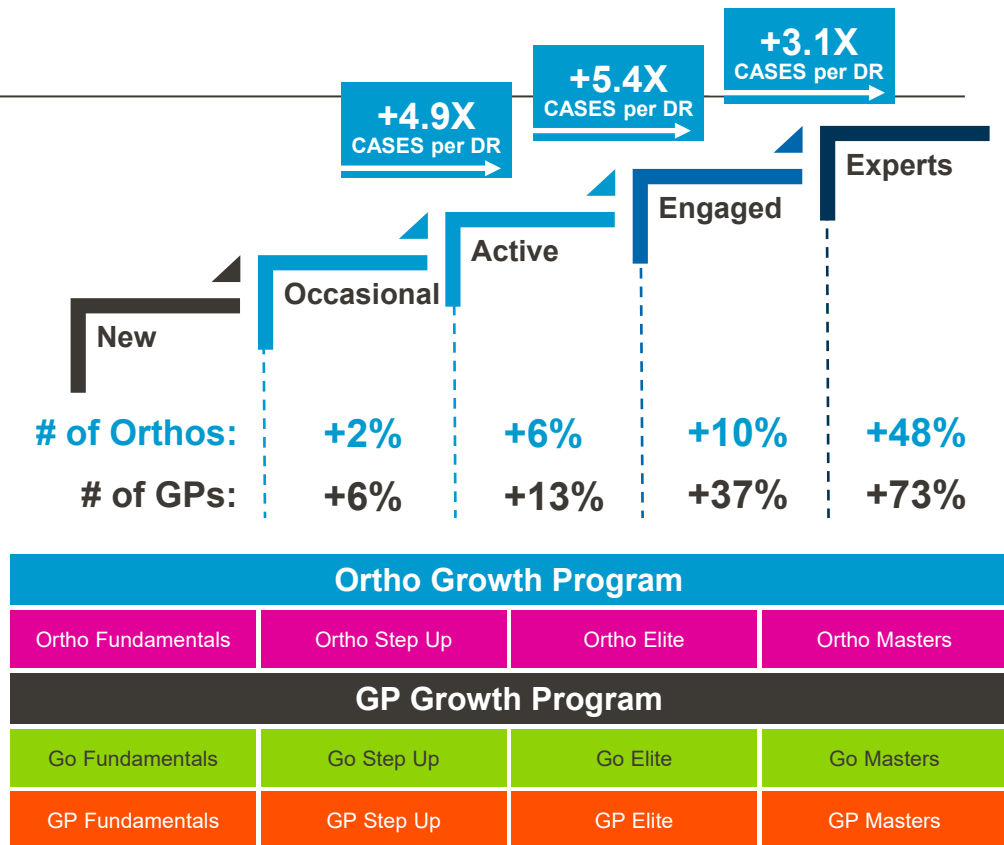


Foster a Vibrant Culture

New Doctor Onboarding



Growth Programs




世界で1000万人を超える

 invisalign Japan
インビザラインジャパン株式会社

Japan Social Media

Investing in differentiating Invisalign brand

牙齿矫正时不能大口吃？

 invisalign 隐适美

China Online TV

**Straightening smiles
more predictably***

*Compared to Invisalign aligners previously
made from single-layer (EX30) material.

Australia TikTok

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Japan – Great growth driver in APAC

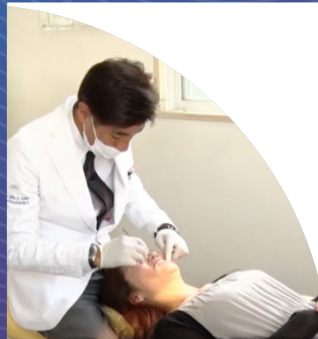
International Expansion

- Japan Treatment Planning



Orthodontist Utilization

- Relentless Discipline on Growth Programs



Patient Demand & Conversion

- Focused Consumer Marketing, Despite Market Restrictions



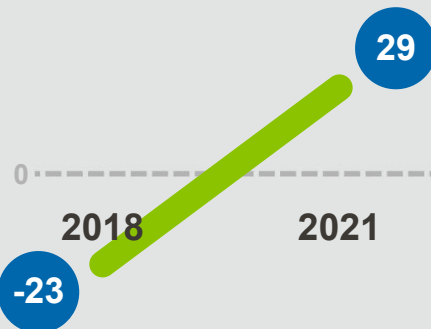
GP Dentist Treat

- Drive Invisalign Go
- iTero Integration

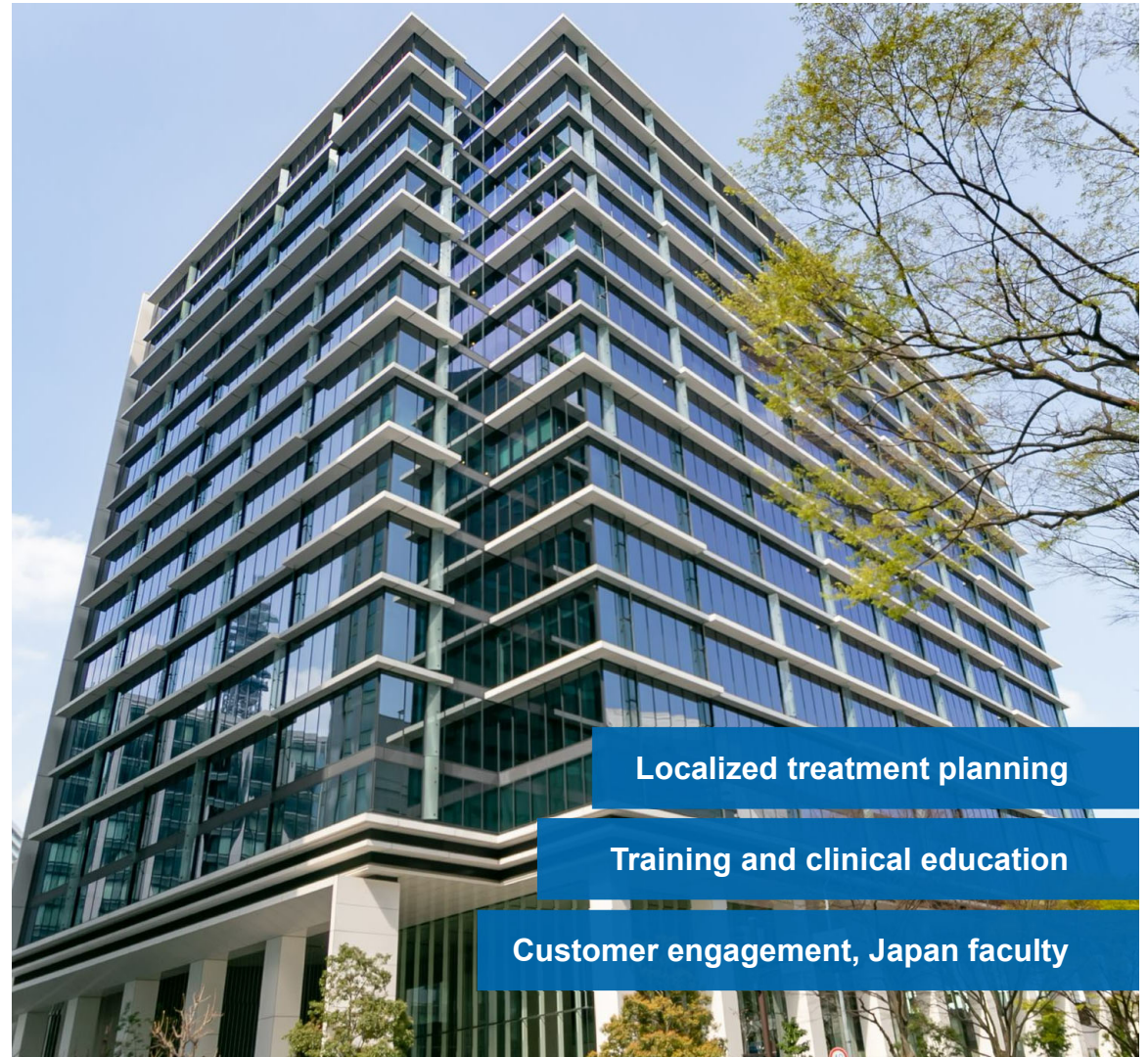


Delighting our customers

Japan Net Promoter Score



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China continued growth drivers

Expansion

- Tier 2, 3, 4 Cities
- Ziyang Manufacturing, Chengdu Treatment Planning



Orthodontist Utilization

- Private and Public Hospitals
- Customer Segmentation
- Huaxi Partnership



Patient Demand & Conversion

- Increased Media Spend
- Teen Campaign
- Leverage China Digital ecosystem



GP Dentist Treat

- GP Growth Programs
- New Doctor Journey



Align Digital Workflow in China



Connect



Smart digital buys
(WeChat, Weibo
and Baidu)
Online TV
KOLs as
influencers



Scan



iTero Element 5D
Plus imaging
system approval!



Plan



Dedicated
Treatment
Planning for key
public hospitals,
top doctors, DSOs



Manufacture



State-of-art Ziyang
Manufacturing
Facility to drive
agility and
customer
satisfaction



Treat



Innovations



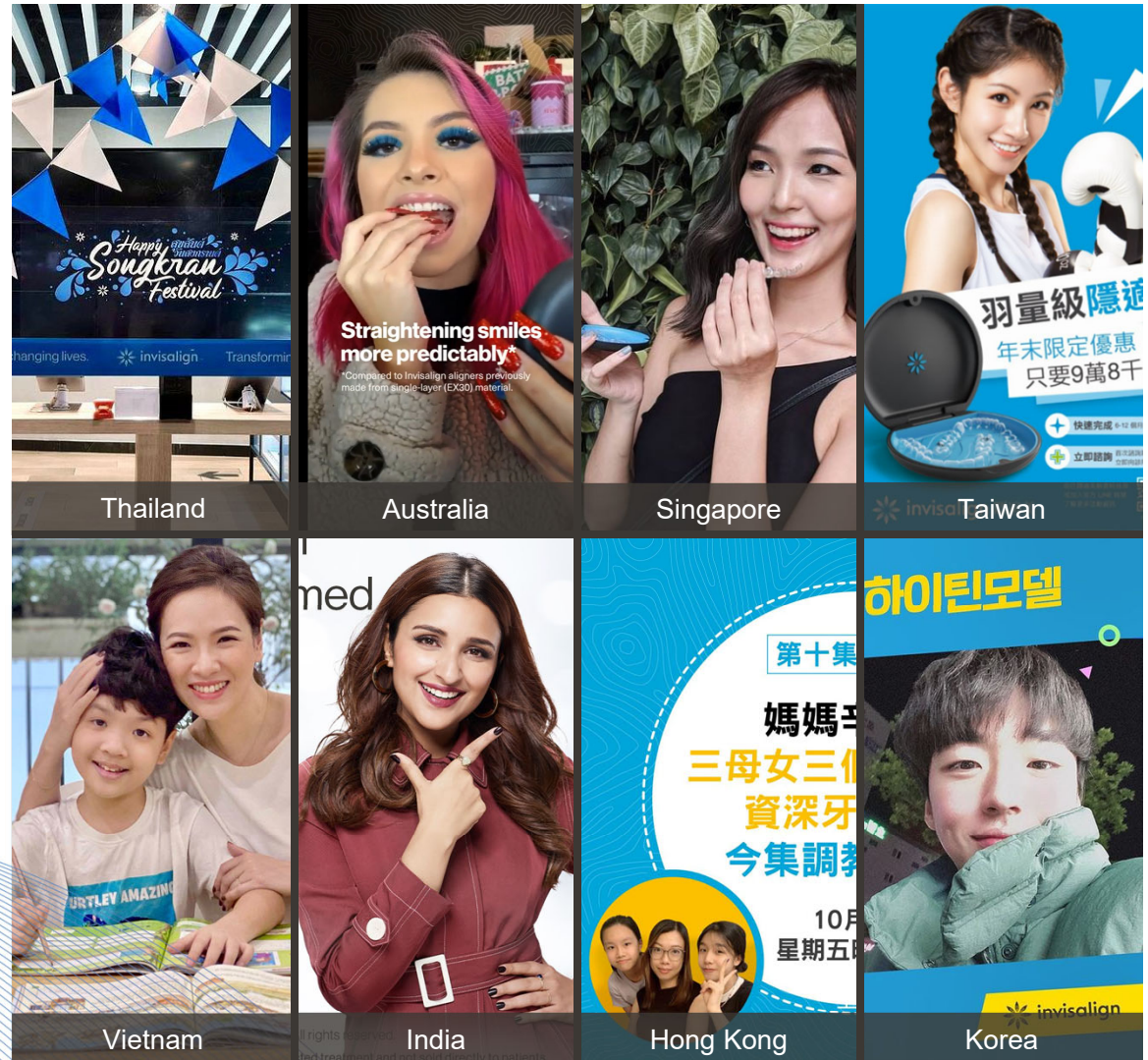
Monitor



WeChat
In-app experience

Tremendous opportunity in Asia Pacific

- Rising middle class
- Brand conscious and shifting preferences in consumers
- Teens and young adults
- Digital adoption by doctors





align

 invisalign® | iTero® | exocad®

Customer Success Update

Jennifer Olson

Senior Vice President and Managing Director, Customer Success

A woman with long dark hair, wearing a blue and white striped shirt, is smiling and looking down at a clear aligner she is holding. A dentist with grey hair and glasses, wearing a white lab coat and blue gloves, is showing her the aligner. The background includes a potted plant and a framed picture on the wall. A purple overlay with white text is on the right side of the image.

Why
customer
experience
matters



**Being a good
partner** to
Invisalign-trained
doctors in product
and service

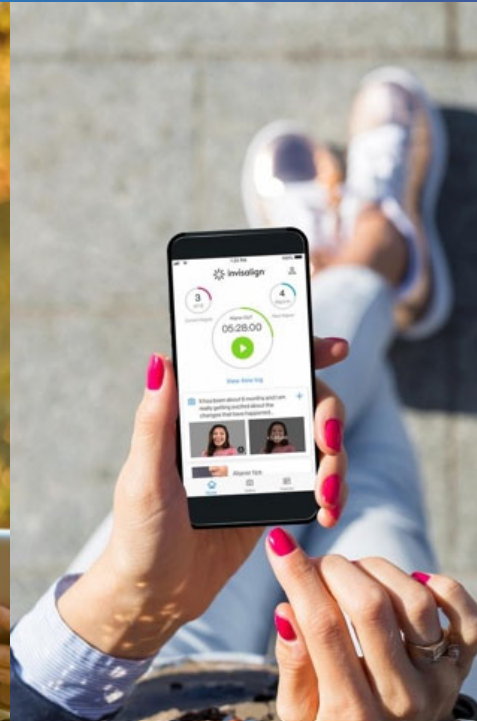
Customer experience: much more than customer support



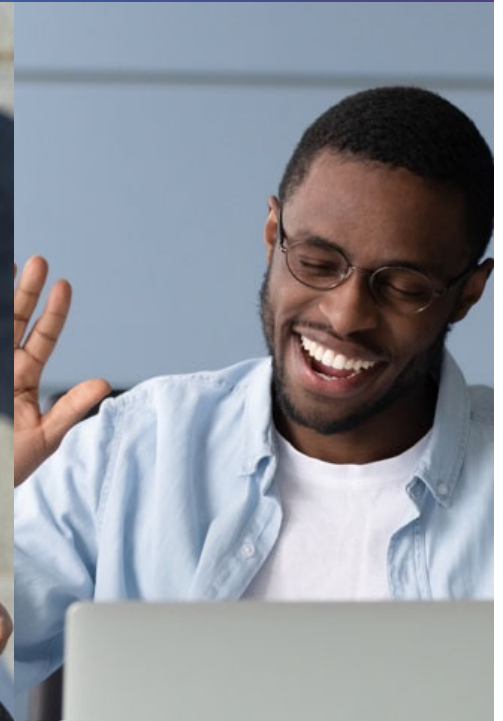
Service culture transformation



New support models

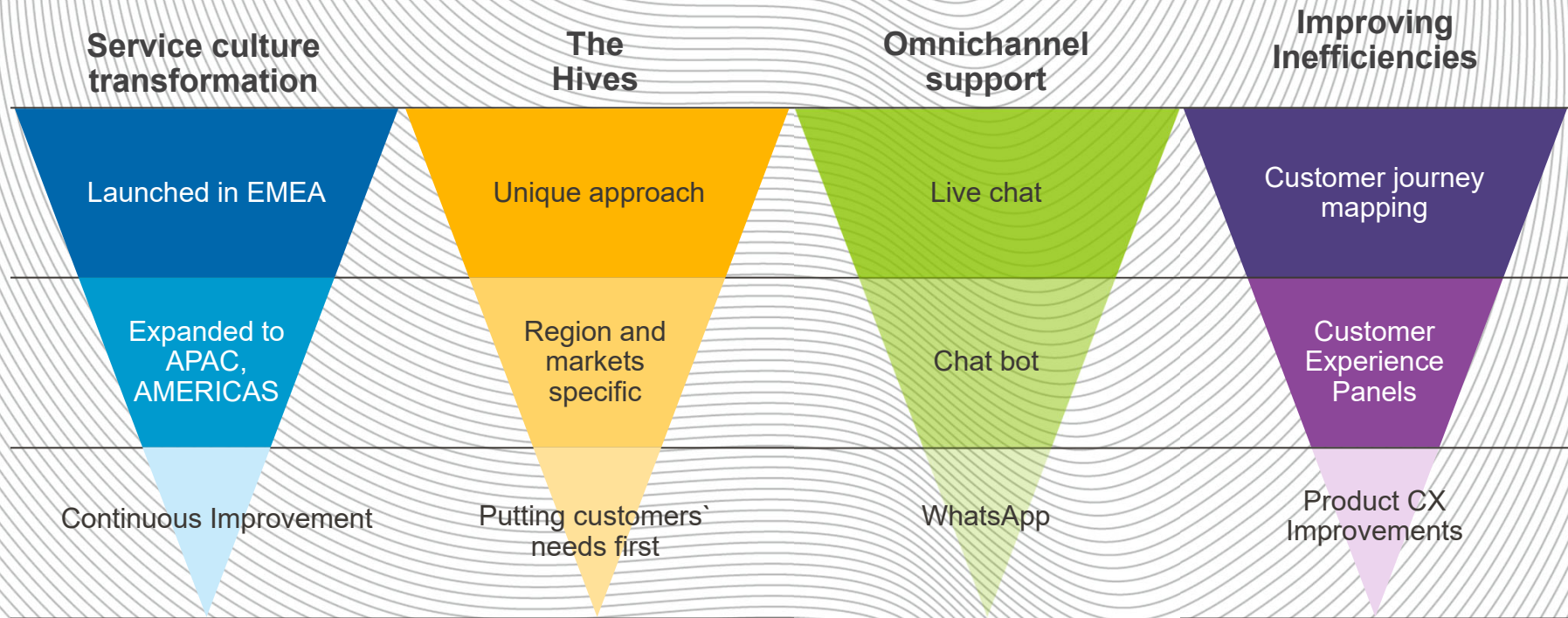


Omnichannel approach



Improving Inefficiencies

Progress made over past 12 months



Digital CX Initiatives

Real Time Case Status Visibility

Live chat enhancements

Chat bot support

Knowledgebase 2.0

CX billing improvements

Address change automation

Service console 2.0

Ruler in ClinCheck

Relative extrusion/intrusion

Bolton improvements/ratio

Contradicting attachments

Overbite improvements

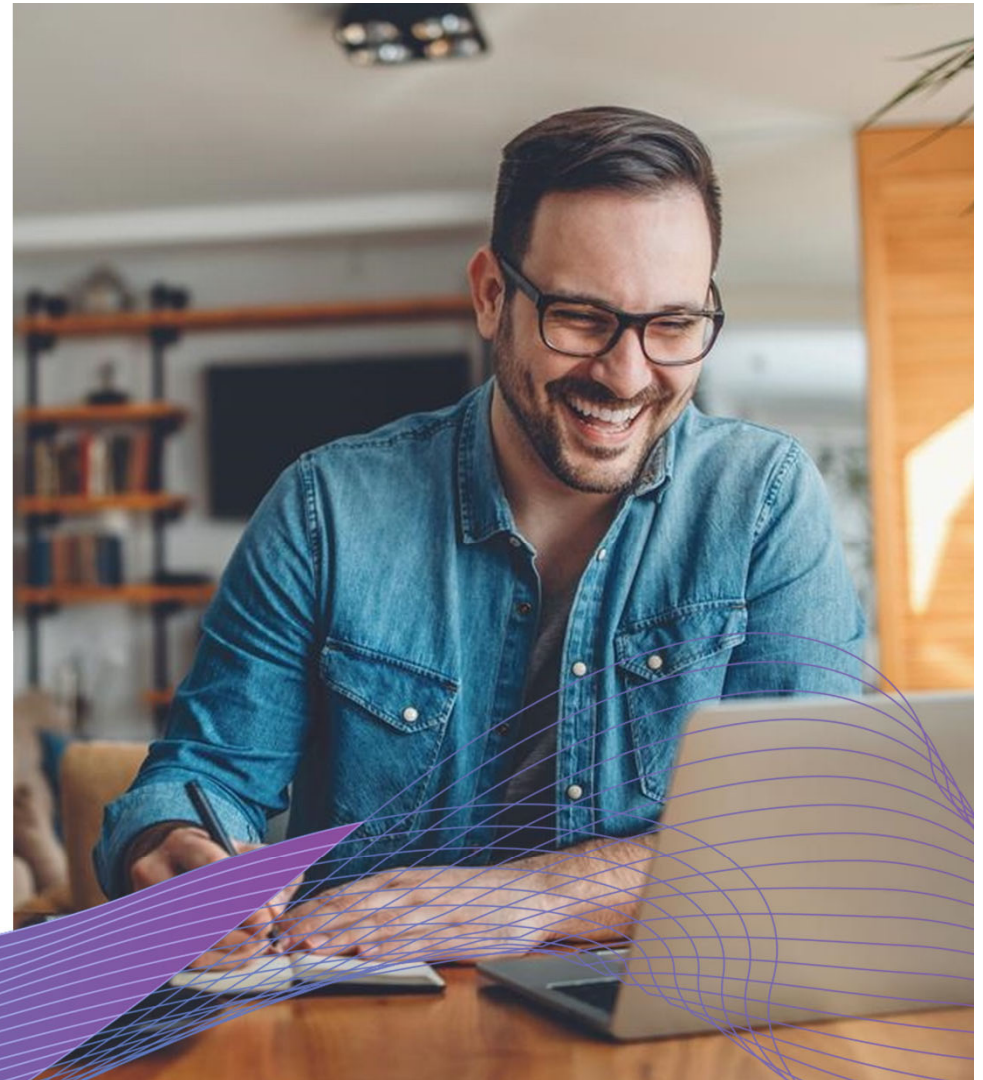
Overjet improvements,
Class III

Arch Tool Redesign



How do we measure **customer satisfaction?**

- Net Promoter Score (NPS)
- Customer Satisfaction Scores
- Customer Effort Scores
- CX:EX Connection



care@align
Empathy + Action

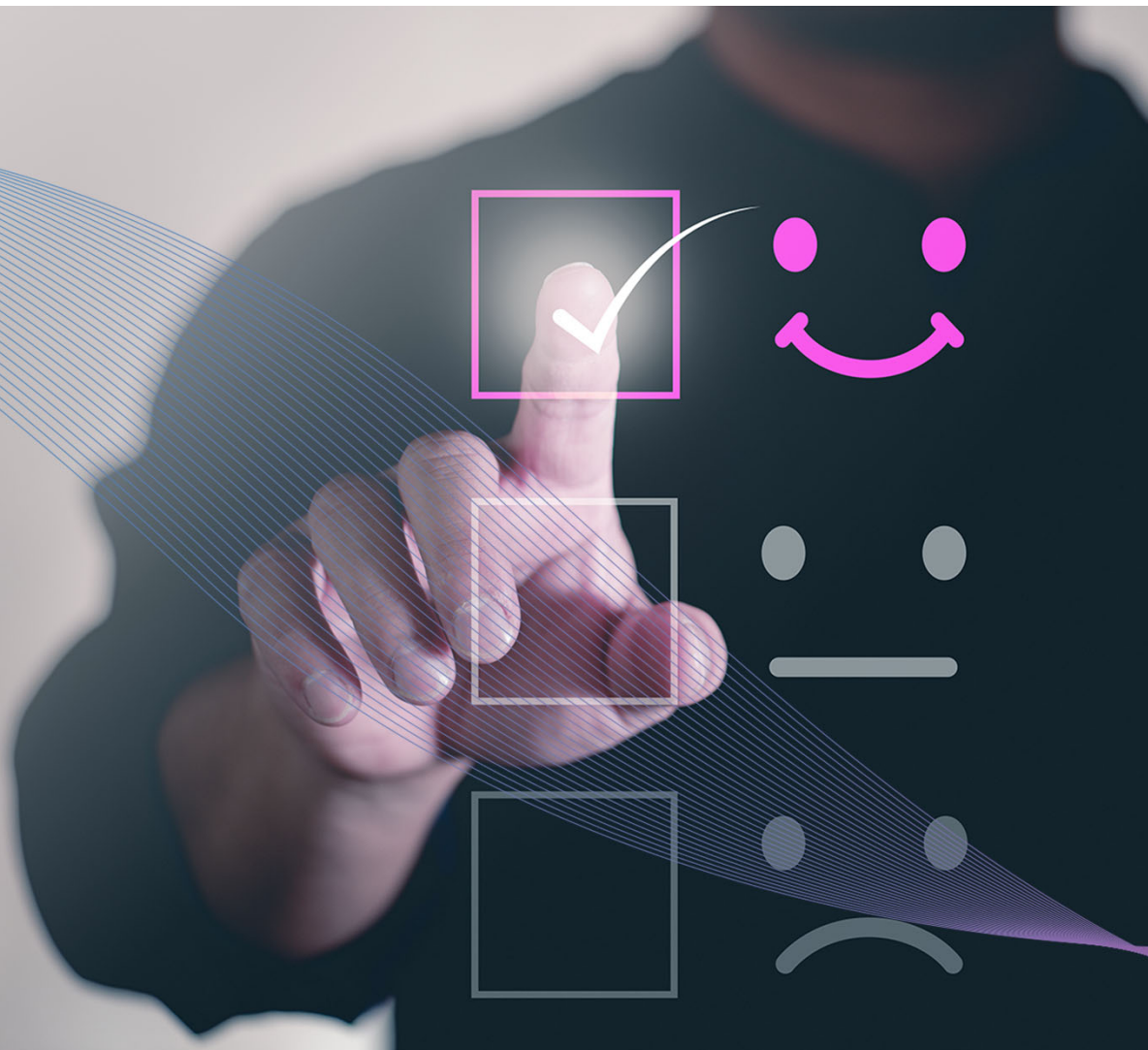
- Our umbrella for customer-centric activities and programs
- Launched internally in 2020
 - Cultural Anchor for the business
- 2021 external campaign launch
 - Phased approach

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care@align



Align`s
NPS score:
**all-time
high**



Our results

- Our NPS Score
- Active programs in all regions
- Redefined service culture and launch of care@align
- Dedicated regionally specific support teams
- Stronger relations with customers



Our **vision** for 2022 remains clear

- Humanize data
- Reduce complexity
- Provide personalized choices
- Connect with empathy





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 invisalign® | iTero® | exocad®

Delivering Superior Long-Term Returns

John Morici, CFO

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 invisalign® | iTero® | exocad®

Transforming

s m



e s

changing lives

Corporate Social Responsibility

We are committed to improving the lives of our employees, customers, patients, stakeholders, and the communities in which we live and work.

Conducting our business ethically, responsibly, and transparently is the right thing to do, allows us and others to hold us accountable, and, in the long run, generates pride and commitment from our employees and creates value for all our stakeholders.



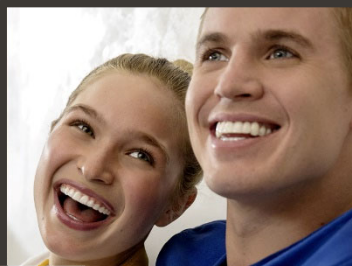
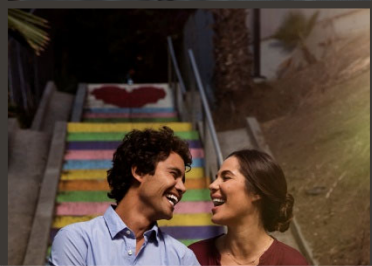


Bringing it all together

- 01 **Massive opportunity**
- 02 **Unique position**
- 03 **Reliable execution**
- 04 **Long-term Growth**



**Global
opportunity**



**Annual ortho starts
21M**

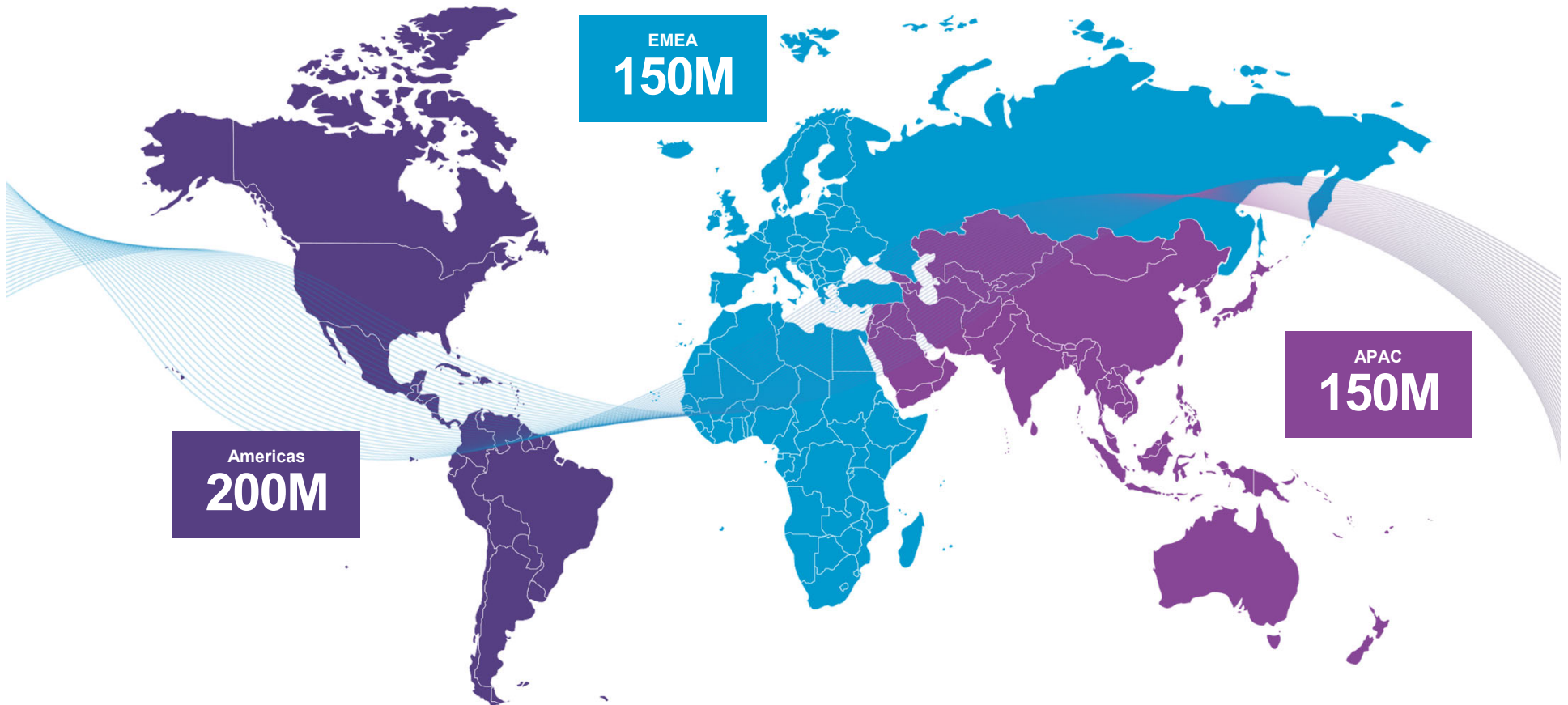


Global
500M

Transforming
smiles
changing lives

**Incremental
opportunity**

New opportunities



Doctors
2M

Total available market

4M
Scanners

an iTero scanner @ every chair, average 2 chairs per practice

Our unique position and sustainable competitive advantage

Manufacturing Excellence

- ✓ .8M aligners / day
- ✓ > 50K treatment plans / day
- ✓ Proven & Scalable Technology

Geographical Expansion

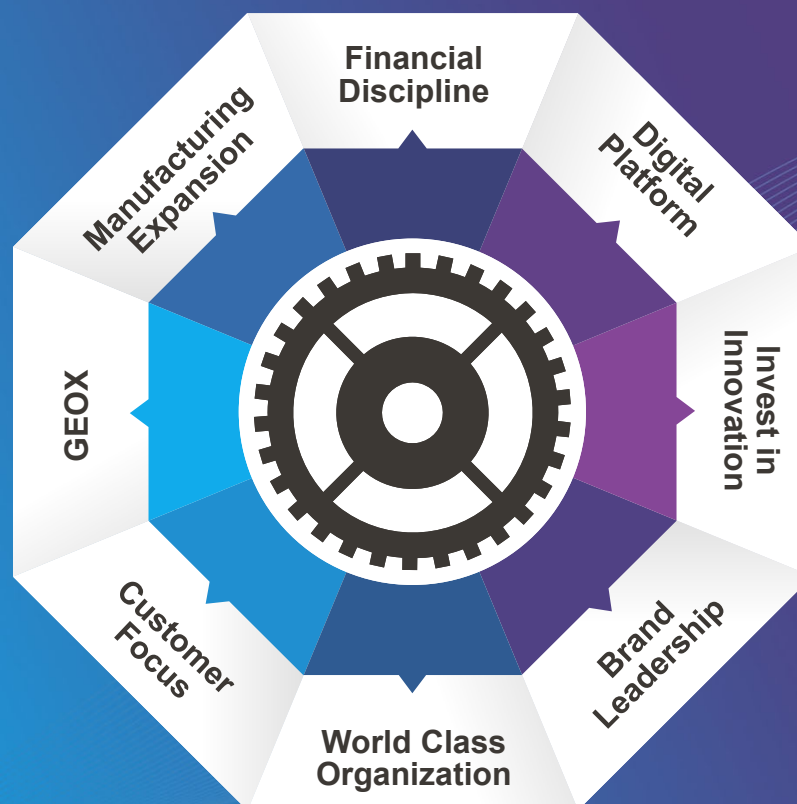
- ✓ > 100 Countries
- ✓ 8 Fab & Treat locations

Diversified Customer Base

- ✓ 210,000 Orthos and GPs
- ✓ 45,000+ Labs

Strong Workforce

- ✓ 2,000+ Specialty Reps
- ✓ 1,000+ Engineers
- ✓ 13,000+ Manufacturing Experts



Reliable Financial Results

- ✓ Excellent Top-line & profit growth
- ✓ Strong Balance Sheet
- ✓ Great cash generation

Leading Digital Platform

- ✓ Strong Digital Technology in ClinCheck® & iTero scanners
- ✓ Flexible design (integrate exocad)

Product, Technology, and IP

- ✓ Consistent product launches (G7, G8)
- ✓ Partnership with leading universities
- ✓ Healthy Product / Technology pipeline

Top Brand for Aligner & Scanner

- ✓ \$300M+ annual brand investment
- ✓ 11M+ satisfied patients
- ✓ 50K+ Scanner Installed Base

Growth, reliable execution, strong return on investment

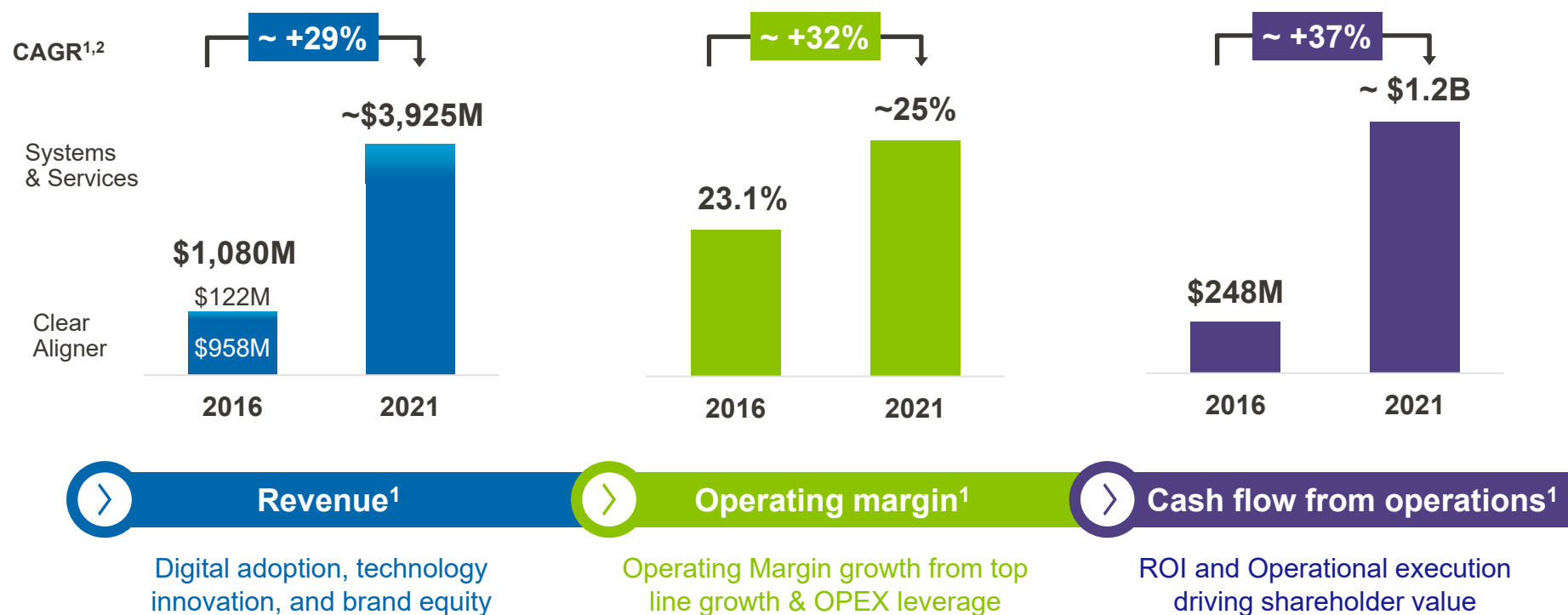
	2016	2021*	Delta
Revenue Y/Y%	\$1.08B 28%	\$3.925B 59%	+2.845B
Operating Margin %	23%	~25%	+2 pts
R&D % of Revenue	7%	~6%	-1 pt
SG&A % of Revenue	45%	~43%	-2 pts
Total OPEX % of Revenue	52%	~50%	-2 pts



* Based on mid-point of guidance for the full year 2021

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Growth and reliable execution delivers strong results



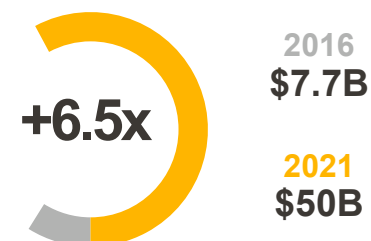
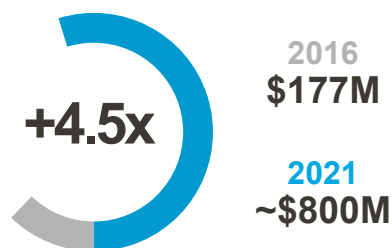
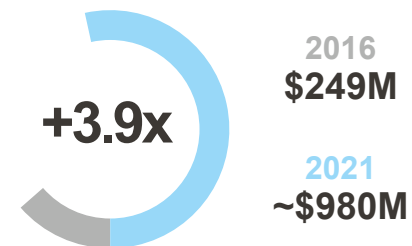
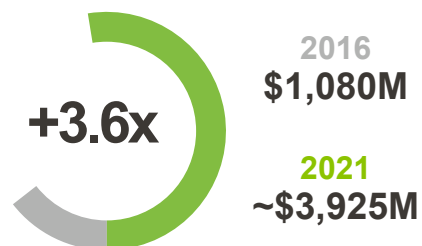
1. Based on 2016 actuals and mid-point of guidance for the full year 2021, as of Oct 27th, 2021

2. CAGR based on mid-point of guidance for full year 2021 on Revenue, Operating Income, and Cash flow from operations

Financial strength and shareholder value

Exceptional growth from:

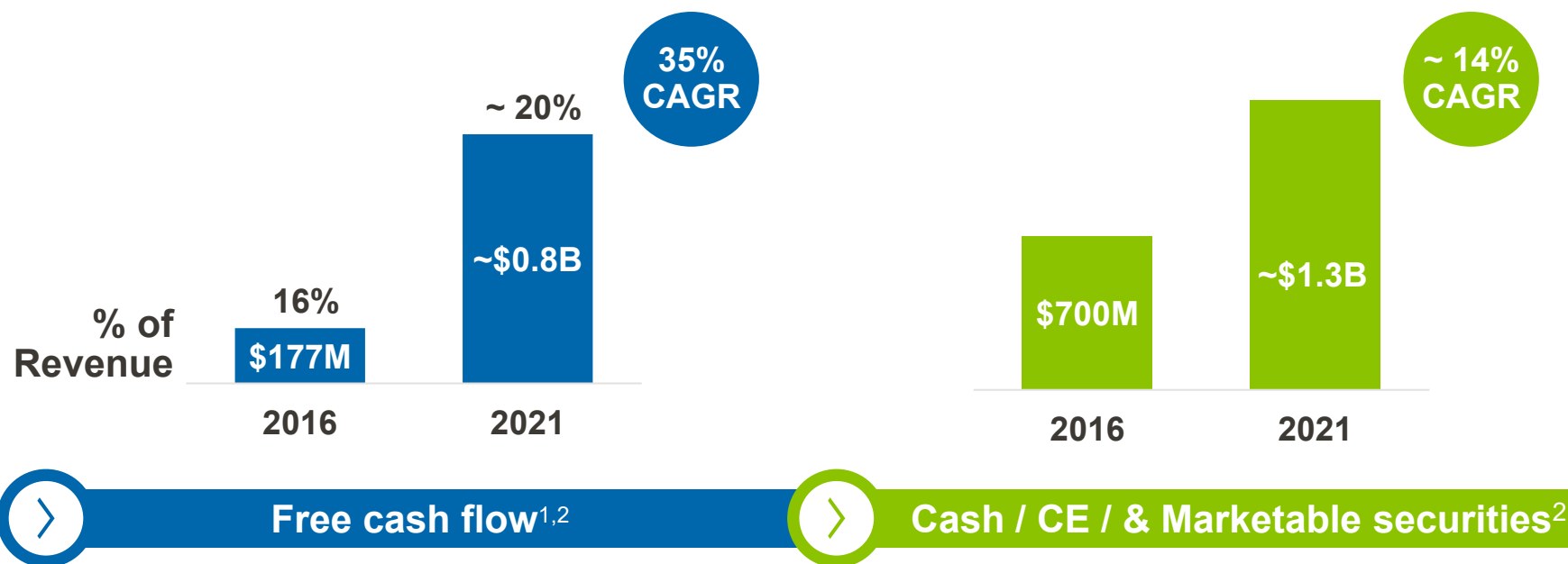
- Strategic priorities
- Operational execution
- Return on investment



1) FCF is a non-GAAP number and is defined as cash flow from operations less purchase of property, plant and equipment. See the Free Cash Flow Reconciliation

2) Market Cap as of close of the NYSE on December 31st, 2016 and October 28th, 2021

Superior cash flow and strong Balance Sheet...



... enables investing for growth and return to shareholders

1) FCF is a non-GAAP number and is defined as cash flow from operations less purchase of property, plant and equipment. See the Free Cash Flow Reconciliation
2) Based on 2016 actuals and mid-point of guidance for the full year 2021, as of Oct 27th, 2021

Investing in strategic growth drivers



**Drive
Consumer
Demand**

**Grow
Customers**

**Operational
Excellence**

**Digital
Dentistry**

**Customer
Experience**

... Transforming Align into a Digital Platform business

25 years – From appliance to platform

Revenue Y/Y%
LTM 20% - 30%

Revenue CAGR



1997 – 2006

Invisalign clear aligners
ClinCheck software
3D Printing SLA

2001–2015
+23%



2007 – 2012

Force system biomechanics
G-Series
Attachments
PowerRidge
Vivera retainers
SmartForce
iTero intraoral scanners



2013 – 2016

G-Series
SmartTechnology
SmartTrack
SmartForce
SmartStage
ClinCheck Pro
Biteramps
Mandibular advancement
iTero Element
Invisalign Outcome Simulator

2016–2021
~ +29%



2017 – 2022

G-Series
ClinCheckPro 6
iTero 5D imaging system NIRI
Invisalign First
MyInvisalign App
SmileArchitect
VirtualCare
exocad lab software
Retention
Subscription
E-Commerce
Diagnostics
Invisalign Practice App
Professional Whitening

Revenue CAGR based on 2016 actuals and mid-point of guidance for the full year 2021, as of Oct 27th, 2021

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Digital Technology, expertise, critical mass



Data as of October, 2021

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Reiterating 3–5 year financial model targets

	LTM
REVENUE Y/Y %	20% - 30%
GROSS MARGIN %	73% - 78%
OPERATING EXPENSE %	45% - 50%
OPERATING MARGIN %	25% - 30%
FREE CASH FLOW %¹	20% - 25%

¹⁾ FCF is a non-GAAP number and is defined as cash flow from operations less purchase of property, plant and equipment

Free cash flow reconciliation

	2016	2021	
(\$)		Guide Low	Guide High
Cash Flow from Operations	\$248M	\$1.20B	\$1.23B
Capital Expenditures	(\$71M)	(\$0.4B)	(\$0.4B)
Free Cash Flow*	\$177M	\$0.78B	\$0.81B

*Free cash flow is defined as cash flow from operations less purchase of property, plant and equipment and is a non-GAAP measure.

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