UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549

FORM 8-K
CURRENT REPORT
Pursuant to Section 13 or 15(d) of the Securities Exchange Act of 1934

Date of Report (Date of earliest event reported): November 17, 2026

ALIGN TECHNOLOGY, INC.
(Exact name of registrant as specified in its charter)

Delaware	**000-32259**	**94-3267295**
(State or other jurisdiction of incorporation)	(Commission File Number)	(IRS Employer Identification No.)

410 North Scottsdale Road, Suite 1300, Tempe, Arizona 85288
(Address of principal executive offices) (Zip Code)

(602) 742-2000
(Registrant's telephone number, including area code)

Not applicable
(Former name or former address, if changed since last report.)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions:

☐ Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)

☐ Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)

☐ Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))

☐ Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Trading Symbol(s)	Name of each exchange on which registered
Common stock, $0.0001 par value	ALGN	The NASDAQ Stock Market LLC

(NASDAQ Global Select Market)

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (17 CFR §230.405) or Rule 12b-2 of the Securities Exchange Act of 1934 (17 CFR §240.12b-2).
Emerging growth company ☐

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act. ☐

Item 5.02 Departure of Directors or Certain Officers; Election of Directors; Appointment of Certain Officers; Compensatory Arrangements of Certain Officers.

Appointment of Paul Clancy and Ian Bell

On November 17, 2026, the Board of Directors (the "Board") of Align Technology, Inc. (the "Company") appointed Paul Clancy, 65, to the Board, effective immediately, and Ian Bell, 56, to the Board, effective December 10, 2026. In connection with these appointments, the Board increased the size of the Board from 11 to 12 directors, effective immediately prior to Mr. Clancy's appointment, and approved an additional increase in the size of the Board from 12 to 13 directors, to be effective immediately prior to Mr. Bell's appointment on December 10, 2026. The Company expects Messrs. Clancy and Bell to each stand for election at the next annual meeting of stockholders, which is expected to be held in May 2027.

Following their appointments, Messrs. Clancy and Bell will each participate in the Company's compensation program for non-employee directors as described under the heading "Director Compensation" in the Company's definitive proxy statement on Schedule 14A, filed with the Securities and Exchange Commission (the "SEC") on April 7, 2026, provided that the annual retainer and equity grant will be prorated to reflect each director's service on the Board from the effective date of their respective appointments until the Company's annual meeting of stockholders in 2027.

Messrs. Clancy and Bell have each entered into a director indemnification agreement with the Company, the form of which is filed as Exhibit 10.15 to the Company's Annual Report on Form 10-K for the year ended December 31, 2025, filed with the SEC on February 27, 2026, and which is incorporated by reference herein.

There is no arrangement or understanding between either Mr. Clancy or Mr. Bell and any other person pursuant to which he was selected as a director. Neither Mr. Clancy nor Mr. Bell has any direct or indirect material interest in any existing or currently proposed transaction that would require disclosure under Item 404(a) of Regulation S-K.

A copy of the press release announcing the appointments of Messrs. Clancy and Bell is furnished as Exhibit 99.1 to this Current Report on Form 8-K.

Item 9.01 Financial Statements and Exhibits.

(d) Exhibits

Exhibit No.	Description
99.1	Press Release of Align Technology, Inc. Announcing Paul Clancy and Ian Bell to Join Align Technology Board of Directors
104	Cover Page Interactive Data File (embedded within the Inline XBRL document)

SIGNATURES

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

ALIGN TECHNOLOGY, INC.

By: /s/ John Morici

John Morici
Chief Financial Officer and Executive Vice President, Global Finance

Date: November 18, 2026

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PAUL J. CLANCY AND IAN BELL TO JOIN ALIGN TECHNOLOGY BOARD OF DIRECTORS



Paul J. Clancy, Ian Bell

TEMPE, Ariz. & SAN JOSE, Calif., November 18, 2026 — Align Technology, Inc. (“Align”) (Nasdaq: ALGN), a leading global medical device company that designs, manufactures, and sells the Invisalign® System of clear aligners, iTero™ intraoral scanners, and exocad™ CAD/CAM software for digital orthodontics and restorative dentistry, today announced that its Board of Directors has appointed Paul J. Clancy, a biopharmaceutical executive and former Executive Vice President and Chief Financial Officer of Alexion Pharmaceuticals, Inc. and Biogen Inc., as a director effective immediately and Ian Bell, Senior Vice President and Chief Operating Officer of Alcon Inc., as a director effective December 10, 2026.

“We are pleased to welcome Paul Clancy to our Board and look forward to the addition of Ian Bell in December,” said Kevin Conroy, Chairman of the Board of Align Technology. “Paul and Ian bring significant global healthcare, financial, innovation and operational leadership experience that will complement the strengths of Align’s Board. Paul’s deep financial and strategic leadership in the biopharmaceutical industry, together with Ian’s broad perspective across commercial, manufacturing, quality and regulatory operations and his experience leading innovation-driven businesses, will be valuable as we continue to execute our strategy and drive long-term growth.”

Mr. Clancy brings more than 30 years of strategic, financial and operational leadership experience, primarily in the biotechnology and pharmaceutical industries. He served as Executive Vice President and Chief Financial Officer of Alexion Pharmaceuticals from July 2017 to October 2019 and remained a Senior Advisor to the company until July 2020. Previously, he served as Executive Vice President and Chief Financial Officer of Biogen from 2007 to 2017, where he led the company's financial strategy through a decade of growth. After joining Biogen in 2001 as Vice President of U.S. Marketing, he held several other senior leadership roles, including Vice President of Portfolio Management and Senior Vice President of Finance, with responsibility for treasury, tax, investor relations and business planning. Before Biogen, Mr. Clancy spent 13 years at PepsiCo in a range of finance, strategy and general management positions. He currently serves on the board of directors of Incyte Corporation, where he chairs the Audit and Finance Committee, and as Chair of the board of Sionna Therapeutics, Inc. He previously served on the boards of Exact Sciences, Xilio Therapeutics and Agios Pharmaceuticals, Inc. He is also an Executive Fellow at Harvard Business School and served as a Visiting Senior Lecturer of Finance at Cornell University's Graduate School of Management from 2021 through May 2026. Mr. Clancy holds a B.S. in Business Administration, with a Finance concentration, from Babson College and an M.B.A. from Columbia University.

Mr. Bell currently serves as Senior Vice President and Chief Operating Officer of Alcon, where he oversees the company's commercial, manufacturing, quality, and regulatory operations. Prior to assuming this role in 2024, he served as President, Global Business & Innovation, leading product development across Alcon's surgical, vision care, and digital health businesses. Previously, he served as President, International and President of Alcon's Europe, Middle East and Africa region. Before joining Alcon in 2016, Mr. Bell held senior leadership positions at Hospira and Allergan and began his career with GlaxoSmithKline. He holds a Bachelor of Arts with honors in Economics from the University of York in the United Kingdom.

Mr. Clancy and Mr. Bell will be included in the company’s slate of director nominees in the proxy statement for Align’s 2027 Annual Meeting of Shareholders. Following the appointments of Messrs. Clancy and Bell, the Board will be composed of 13 directors until December 31, 2026, when the previously announced retirement of Mr. C. Raymond Larkin, Jr. will reduce the number of directors to 12.

About Align Technology, Inc.

Align Technology designs and manufactures the Invisalign® System, the most advanced clear aligner system in the world, iTero™ intraoral scanners and services, and exocad™ CAD/CAM software. These technology building blocks enable enhanced digital orthodontic and restorative workflows to improve patient outcomes and practice efficiencies for over 307 thousand doctor customers and are key to accessing Align's 600 million consumer market opportunity worldwide. Over the past 29 years, Align has helped doctors treat approximately 24.2 million patients with the Invisalign System and is driving the evolution in digital dentistry through the Align™ Digital Platform, our integrated suite of unique, proprietary technologies and services delivered as a seamless, end-to-end solution for patients and consumers, orthodontists and GP dentists, and lab/partners. Visit www.aligntech.com for more information.

For additional information about the Invisalign system or to find an Invisalign doctor in your area, please visit www.invisalign.com. For additional information about the iTero digital scanning system, please visit www.itero.com. For additional information about exocad dental CAD/CAM offerings and a list of exocad reseller partners, please visit www.exocad.com.

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