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): July 29, 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 7.01 Regulation FD Disclosure.

On July 29, 2026, Align Technology, Inc. issued a press release titled "Align Technology Announces Strategic Initiatives Consistent with Long-term Growth and Shareholder Value Creation Objectives." The full text of the press release is furnished as Exhibit 99.1 to this Current Report on Form 8-K.

This information is being furnished and shall not be deemed "filed" for purposes of Section 18 of the Securities Exchange Act of 1934, as amended (the "Exchange Act"), or incorporated by reference in any filing under the Securities Act of 1933, as amended, or the Exchange Act, except as shall be expressly set forth by specific reference in such filing.

Item 9.01 Financial Statements and Exhibits.

(d) Exhibits

Exhibit No.	Description
99.1	Press Release of Align Technology, Inc. titled "Align Technology Announces Strategic Initiatives Consistent with Long-term Growth and Shareholder Value Creation Objectives"
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: July 29, 2026

Exhibit 99.1

Align Technology
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Align Technology Announces Strategic Initiatives Consistent with Long-term Growth and Shareholder Value Creation Objectives

- **Board refreshment process to Add Three New Independent Directors with Healthcare, Technology and Operational Expertise**
- **Align has engaged a market leading global consulting firm as a strategic advisor to support the Company's next phase of growth by Enhancing Long-Term Commercial Excellence, Margin Expansion, and Earnings Growth**
- **Increased 2026 Share Repurchase Commitment Reflects Continued Confidence in Align's Long-Term Value**
- **Actions Follow Constructive Discussions with Elliott Investment Management**

TEMPE, Ariz., July 29, 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 several initiatives reflecting its commitment to strong corporate governance and shareholder value creation.

Following discussions with Elliott Investment Management L.P. (together with its affiliates, "Elliott") about its ongoing Board refreshment and governance process, Align will appoint three new independent directors to join the Company's Board of Directors. The search will focus on highly qualified leaders with significant experience in healthcare technology, medical devices, global operations, consumer technology, innovation, and scaling of high-growth businesses.

Align has also launched a comprehensive strategic and operating model review designed to support the Company's next phase of growth. Supported by a market leading global consulting firm, the review is focused on strengthening commercial execution, enhancing organizational effectiveness, optimizing resources, improving scalability, and ensuring Align is well positioned to capitalize on significant long-term market opportunities. The Company expects this work to further support sustainable revenue growth, margin expansion, and long-term shareholder value creation. The Company intends to update shareholders on the strategic and operating model review as well as material initiatives undertaken and progress against those initiatives.

In addition, Align has increased its 2026 share repurchase commitment and now intends to repurchase a total of $400 million to $500 million of its common stock during 2026. This reflects the conviction of the Board and Management in Align's long-term value.

"Align remains focused on executing our strategy, advancing innovation, expanding access to digital treatment solutions, and creating long-term value for shareholders," said Joe Hogan, Align Technology President and CEO. "The initiatives build on efforts already underway to strengthen our business, evolve our operating model, and ensure our Board continues to reflect the capabilities needed to support Align's future growth opportunities. We believe these actions position us to better serve our customers, employees and shareholders while reinforcing our leadership in digital orthodontics and restorative dentistry."

The new directors are expected to complement the Board's existing expertise and provide additional perspectives as Align executes against its strategic priorities, including accelerating growth, driving operational excellence, advancing innovation, and enhancing long-term shareholder value. Today's announcement also reflects the Board's continued commitment to maintaining the skills, experience, and perspectives necessary to support Align's next phase of growth and value creation.

"Board refreshment is an important and ongoing responsibility of the Board," said Kevin Conroy, Chairman of the Board. "We regularly evaluate the skills, experiences and perspectives needed to support Align's long-term strategy and future growth opportunities. The three new independent directors will be appointed consistent with that approach. We appreciate the constructive dialogue with Elliott as we continue to advance Align's strategic priorities."

"We are one of Align's largest investors because we believe the Company is a market leader with significant long-term growth opportunities," said Marc Steinberg, Partner at Elliott. "We believe the Board enhancements and other actions announced today are important steps toward delivering on this opportunity. We appreciate the constructive dialogue with Joe Hogan and management and look forward to continuing to support Align as it creates long-term value for shareholders."

The Board and management team remain confident in Align's strategy, competitive position and long-term growth opportunities. Align continues to focus on expanding global adoption of digital orthodontic and restorative solutions, advancing innovation, enhancing operational effectiveness, and creating sustainable value for patients, doctors, employees and shareholders.

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 302.0 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 23.5 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.