

Our UK Tax Strategy¹

At Align, we strive every day to change lives through better smiles. Along the way, we've designed our operations to comply with all applicable tax laws, rules and regulations in the countries in which we conduct business.

Governance, Compliance, and Risk Management

Our Global Tax team, led by our U.S.-based Vice-President of Tax & Treasury and supported by team members worldwide, is tasked with ensuring we pay the correct amount of tax at the correct time and place, in compliance with all applicable laws. When we identify tax risks, we take appropriate steps to mitigate those risks with support from our colleagues and, as needed, expert advisors. We also maintain robust internal controls over our financial reporting, including our tax processes, which are reviewed by our own internal audit teams as well as by independent external auditors.

Tax Planning

Our business, and the international tax landscape in which we operate, changes quickly and often. In response to these changes, we assess and execute on commercially-driven tax planning initiatives that further the needs of our existing and expanding global operating model while concurrently mitigating risks associated with our operations. Material tax planning proposals are discussed with, and approved by, our executive management, Chief Financial Officer and/or the Audit Committee of our Board of Directors.

Approach in Dealings with Tax Authorities

We engage with tax authorities with honesty, respect and in a spirit of cooperative compliance. In the course of tax reviews and audits, we strive to be appropriately transparent and seek mutually acceptable resolutions.

Level of Acceptable Tax Risk

We remain cognizant that, while our global tax liability must be managed, our tax strategy ultimately operates within our corporate mission, strategic priorities, and comprehensive global financial strategy. We believe our approach to tax risk is conservative and consistent with our global risk tolerance as it relates to legal, compliance, and other business matters.

¹ This document complies with the obligations of our UK group companies, Align Technology UK Limited and exocad UK Ltd., to publish their tax strategies pursuant to paragraphs 19 and 22 (as applicable) of Section 19 UK Finance Act 2016 for the year ended December 31, 2021. This document may be read as referring to UK taxation and to the companies' approaches in their dealings with HMRC.