



**20M SMILES.
20M STORIES.**

May 6, 2025



align™ |  invisalign® | iTero™ | exocad™

WELCOME

2025 Investor Day

Shirley Stacy

VP Finance,
Global Communications & IRO

WELCOME & REMINDER



Meeting presentation is being **audio webcast** with link on the Investor Relations page on **aligntech.com**



You can **submit a question via Chat**



Presentation soft copies will be posted on our website after today's meeting



Meeting recording with Q&A will be posted on our website after today's meeting

Some products or services mentioned in this presentation may not be available in all markets. Inquiries should be made to local Align representatives of the respective countries for availability.

Safe Harbor and Forward-Looking Statements

This presentation, including the tables below, contains forward-looking statements, including statements of beliefs and expectations regarding our ability to successfully control our business and operations and pursue our strategic growth drivers, our expectations regarding our stock repurchase programs, our expectations for market opportunities, our expectations regarding the applicability of VAT to our Clear Aligner sales in the UK, our expectations for implemented or proposed tariffs, worldwide revenues, Clear Aligner volume, Clear Aligner ASP, Systems and Services revenues, GAAP and non-GAAP operating margin, Q2'25 gross margin, and 2025 capital expenditures. Forward-looking statements contained in this press release relating to expectations about future events or results are based upon information available to Align as of the date hereof. Readers are cautioned that these forward-looking statements reflect our best judgments based on 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 might cause such a difference include, but are not limited to:

- macroeconomic conditions, including inflation, fluctuations in currency exchange rates, higher interest rates, market volatility, threats or actual imposition of tariffs, customs duties and fees by nations and retaliatory actions, threats of or actual economic slowdowns, or recessions or escalating trade war and geopolitical tensions;
- customer and consumer purchasing behavior and changes in consumer spending habits as a result of, among other things, prevailing macroeconomic conditions, levels of employment, health insurance coverage, wages, debt obligations, discretionary income, inflationary pressure and declining consumer confidence;
- implemented or proposed tariffs and retaliatory actions or other trade restrictions or measures taken by the United States and other countries that have or could impact our products and product sales;
- variations in our geographic, channel and product mix, product launches, product pilots and product adoption, and selling prices regionally and globally, including product mix shifts to lower priced products or to products with a higher percentage of deferred revenue;
- competition from existing and new competitors;
- declines in, or the slowing of the growth of, sales of our clear aligners and intraoral scanners domestically and/or internationally and the impact either would have on the adoption of Invisalign products;
- the economic and geopolitical ramifications of the military conflicts in the Middle East and Ukraine, and tensions involving Taiwan and the South China Sea and our operations and assets in Israel and Russia;
- the possibility that the development and release of new products or enhancements to existing products do not proceed in accordance with the anticipated timeline or may themselves contain bugs, errors, or defects in software or hardware requiring remediation and that the market for the sale of these new or enhanced products may not develop as expected;
- the timing and availability and cost of raw materials, components, products and other shipping and supply chain constraints and disruptions;
- unexpected or rapid changes in the growth or decline of our domestic and/or international markets;
- rapidly evolving and groundbreaking advances that fundamentally alter the dental industry or the way new and existing customers market and provide products and services to consumers;
- our ability to protect our intellectual property rights;
- continued compliance with regulatory requirements;
- the willingness and ability of our customers to maintain and/or increase product utilization in sufficient numbers;
- our ability to sustain or increase profitability or revenue growth in future periods (or minimize declines) while controlling expenses;
- expansion of our business and products;
- the impact of excess or constrained capacity at our manufacturing and treat operations facilities and pressure on our internal systems and personnel;
- the compromise of our systems or networks, including any customer and/or patient data contained therein, for any reason;
- the timing of case submissions from our doctor customers within a quarter as well as an increased manufacturing costs per case; and
- the loss of key personnel, labor shortages, or work stoppages for us or our suppliers.

The foregoing and other risks are detailed from time to time in our periodic reports filed with the Securities and Exchange Commission ("SEC"), including, but not limited to, our Annual Report on Form 10-K for the year ended December 31, 2024, which was filed with the SEC on February 28, 2025. Align undertakes no obligation to revise or update publicly any forward-looking statements for any reason.

About Non-GAAP Financial Measures

- To supplement our 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 constant currency net revenues, constant currency gross profit, constant currency gross margin, constant currency income from operations, constant currency operating margin, gross profit, gross margin, operating expenses, income from operations, operating margin, net income before provision for income taxes, provision for income taxes, effective tax rate, net income and/or diluted net income per share, which excludes certain items that may not be indicative of our fundamental operating performance including, foreign currency exchange rate impacts and 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, restructuring and other charges, acquisition-related costs and associated tax impacts.
- Our management believes that the use of certain non-GAAP financial measures provides 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. 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 are 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 as 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 herein 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 tables captioned "Unaudited GAAP to Non-GAAP Reconciliation."

AGENDA

10:00am	Shirley Stacy Welcome and Reminder	11:40pm	Zelko Relic Comprehensive dentistry
10:05am	Joe Hogan Vision, Market, Strategy	11:50am	Frank Quinn Americas Leadership
10:20am	Dr. Mitra Derakhshan Customer & Clinical Focused Leadership	12:00pm	David Carr APAC Leadership
10:30am	Sreelakshmi Kolli Digital Innovation + Customer Growth Drivers	12:10pm	Simon Beard EMEA Leadership
10:45am	Srini Kaza The #1 Clear Aligner Brand in the World	12:20pm	John Morici Financial Performance and Growth Drivers
10:55am	Emory Wright Scaling Direct Fabrication 3D Printing	12:30pm	Q&A
11:05am	BREAK	1:00pm	RECEPTION
11:20am	Dr. Galler Video	2:00pm	END OF PROGRAM
11:30am	Karim Boussebaa Driving Growth Through Continued Innovation		

Accelerating Digital Transformation: Increase Practice Efficiency & Enhance Patient Experience

Joe Hogan
President & CEO

DIGITIZING ORTHODONTICS

- Empowering Doctors
- Accelerating Treatment
- Enhancing Patient Experience
- Increasing Practice Efficiency
- Expanding Accessible Care

Making Tooth Movement Standard of Care

Leader in Digital Innovation + Global Scale

DIGITAL is ESOTERIC
[2000 – 2010]

Scale & Clinical Viability

- Displacement Driven System
- Clinical Viability 30% (**ADULTS**)
- 3D Printing SLA
- Single layer aligner material
- Scaling Manufacturing
- ClinCheck® Accuracy and Scale
- 1-888-INVISALIGN Infomercials
- PVS Impression Only

100 patients

DIGITAL is HYBRID
[2011 – 2020]

International & Digital Front End

- Biomechanics + ML Software
- Clinical Viability 80% (**+TEENS**)
- 3D Printing SLA ++
- Multi layer SmartTrack™ IP
- 1M+ Aligners a Day
- ClinCheck® Scale & Efficiency
- Consumer Brand Scaling
- PVS/Scan IOS 40% / 60%

1M patients

DIGITAL is PROLIFIC
[2021 – 2030]

3D Printing Touchless Workflows

- Biomechanics + ML + AI Software
- Clinical Viability 100% (**+KIDS**)
- Direct 3D-P products
- 2M+ Aligners a Day
- ClinCheck® 80%+ Touchless+CBCT
- Invisalign #1 Brand Adults+Teens
- 100% IOS + Diagnostics & Comms

5M patients

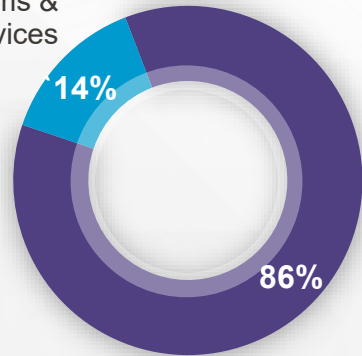
30M+ patients

Align At A Glance

TOTAL REVENUES

2018
\$2.0B

Systems & Services

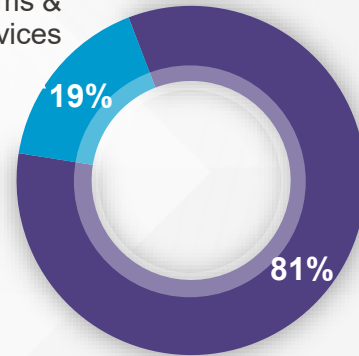


Clear Aligner

TOTAL REVENUES

2024
\$4.0B

Systems & Services

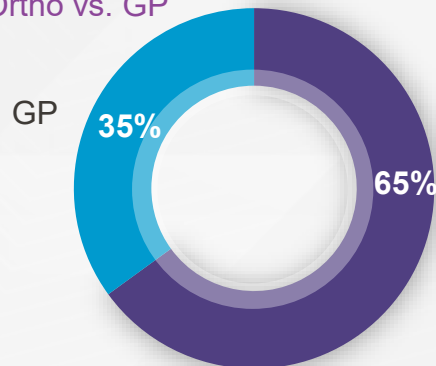


Clear Aligner

TOTAL CLEAR ALIGNER VOLUMES

2018
1.2M

Ortho vs. GP

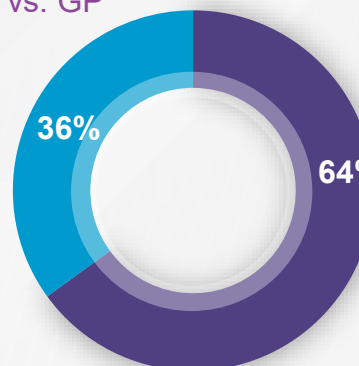


Ortho

TOTAL CLEAR ALIGNER VOLUMES

2024
2.5M

Ortho vs. GP

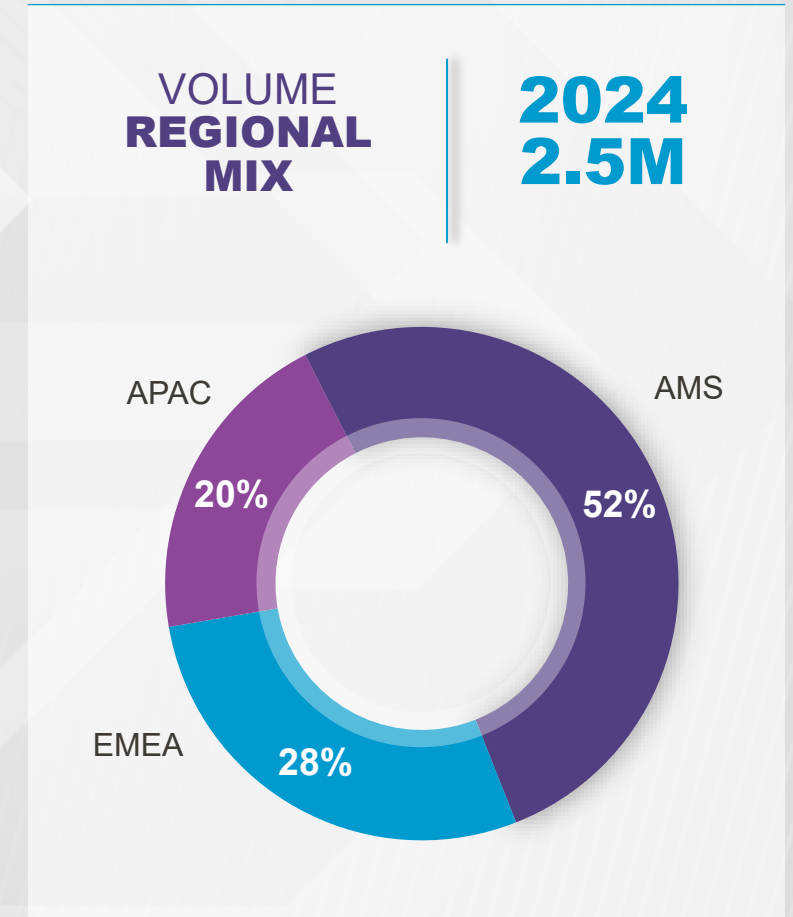
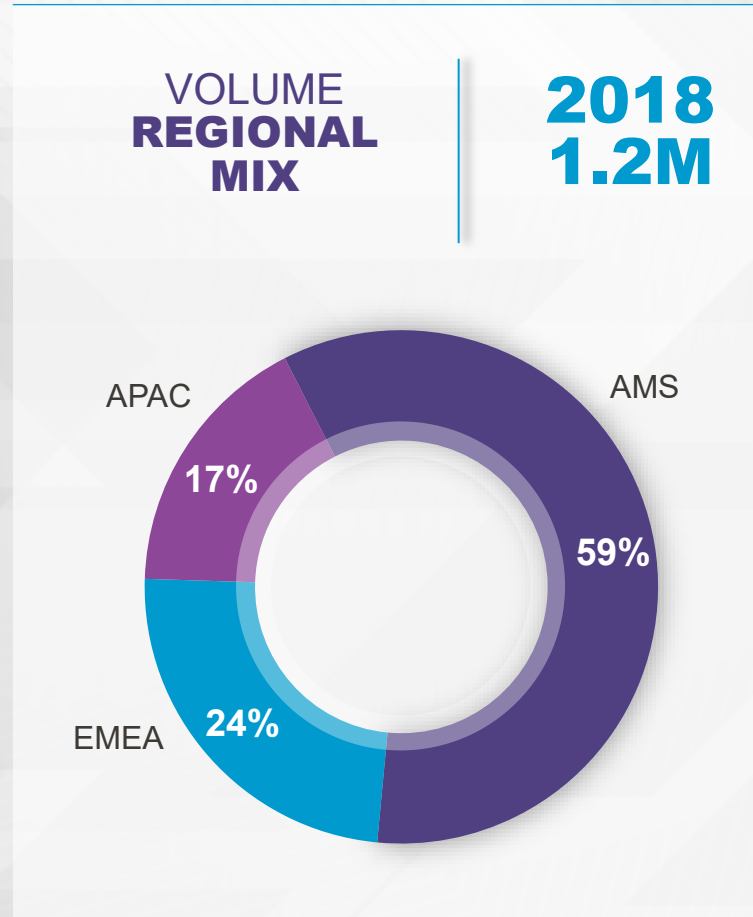


Ortho



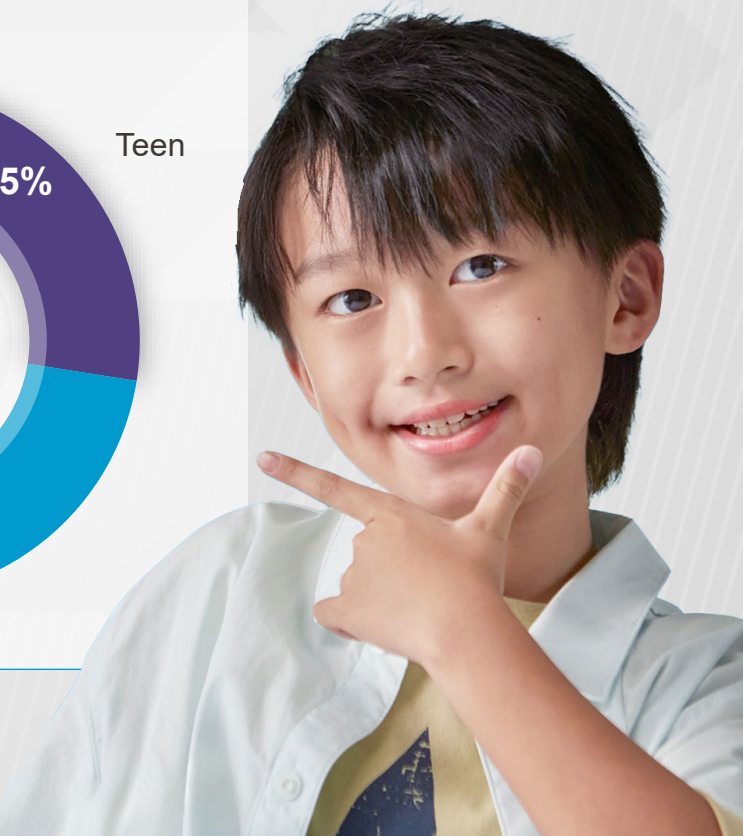
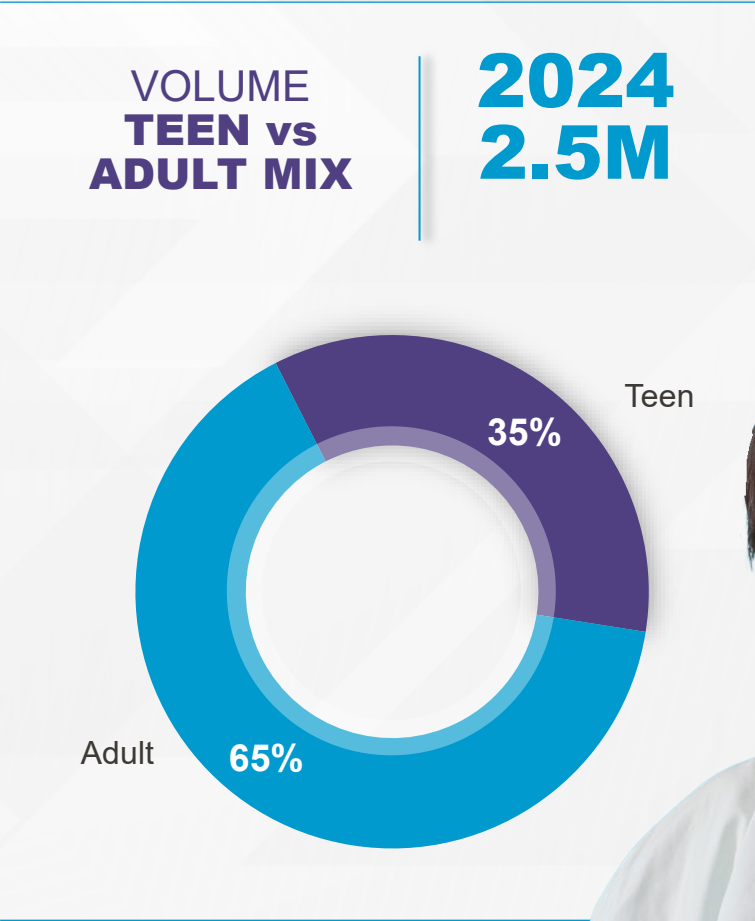
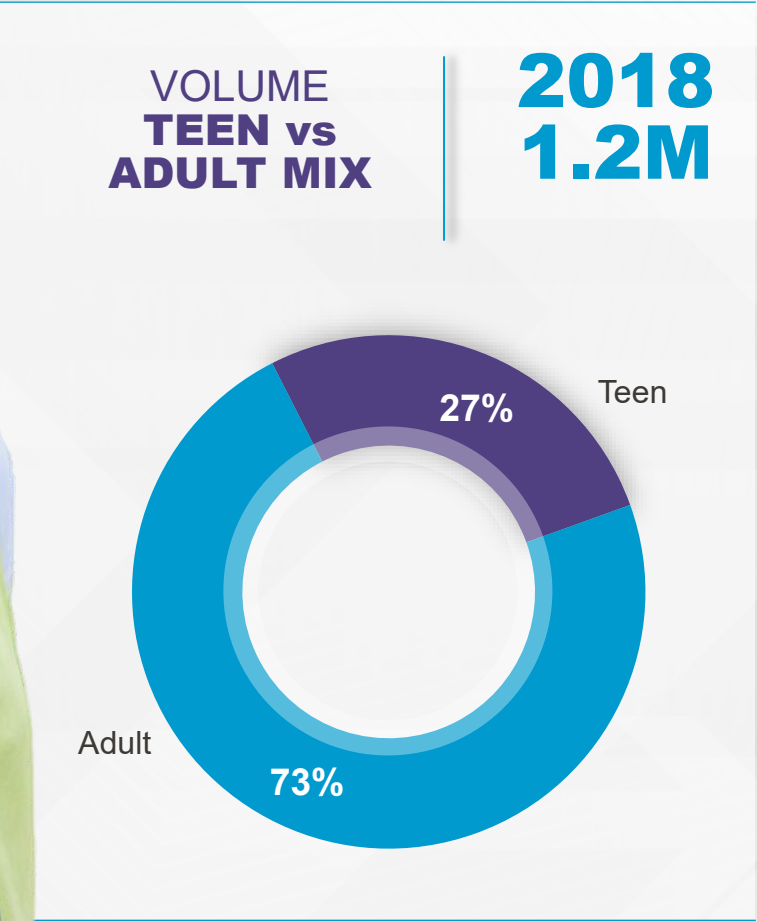
Clear Aligner Shift to International

Total Clear Aligner Volume Regional Mix



Clear Aligner Shift to Teens + Kids

Total Clear Aligner Volume Teen/Kids and Adult



DIGITAL Only Way to Treat the Population



Prevalence of Malocclusion **75%**

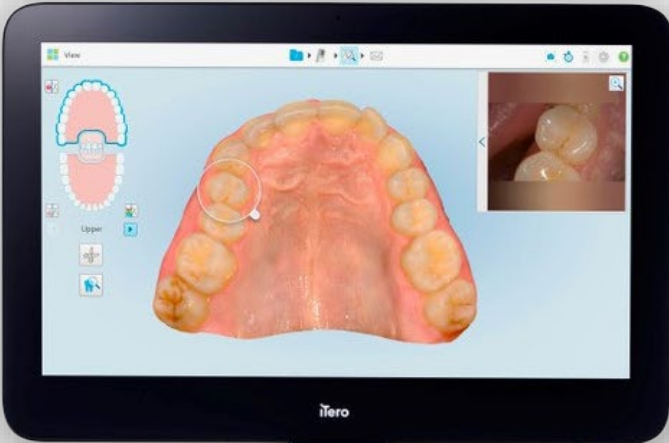


Digital Scanner **OPPORTUNITY**

2M Doctors

It Starts with
iTero™ scanner at
EVERY CHAIR

100K+
iTero Scanners*



100K iTero Scanners placed to date.

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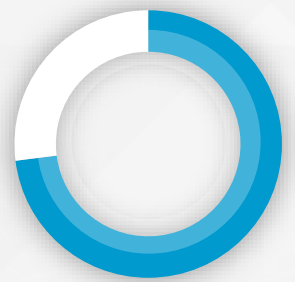
ra™

GP OPPORTUNITY

600M+ Potential Patients



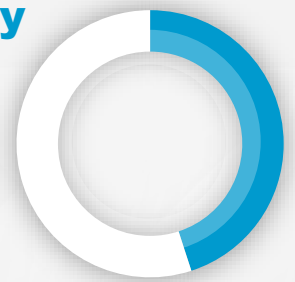
Tooth Movement



75%

of people would benefit from a tooth alignment¹

Comprehensive Dentistry



45%

of restorative procedures should start with a tooth alignment²



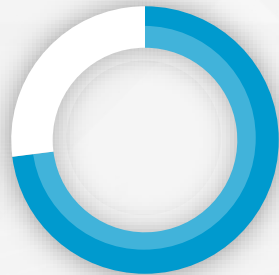
Ortho **OPPORTUNITY**

22M+ starts per year

Invisalign **10% SHARE**

84% of prospective teen patients prefer Invisalign® clear aligners over traditional metal braces³

Invisalign 10% Share



70-75%
TEENS

Invisalign 30% Share



25-30%
ADULTS



8M
AMERICAS

6M
EMEA

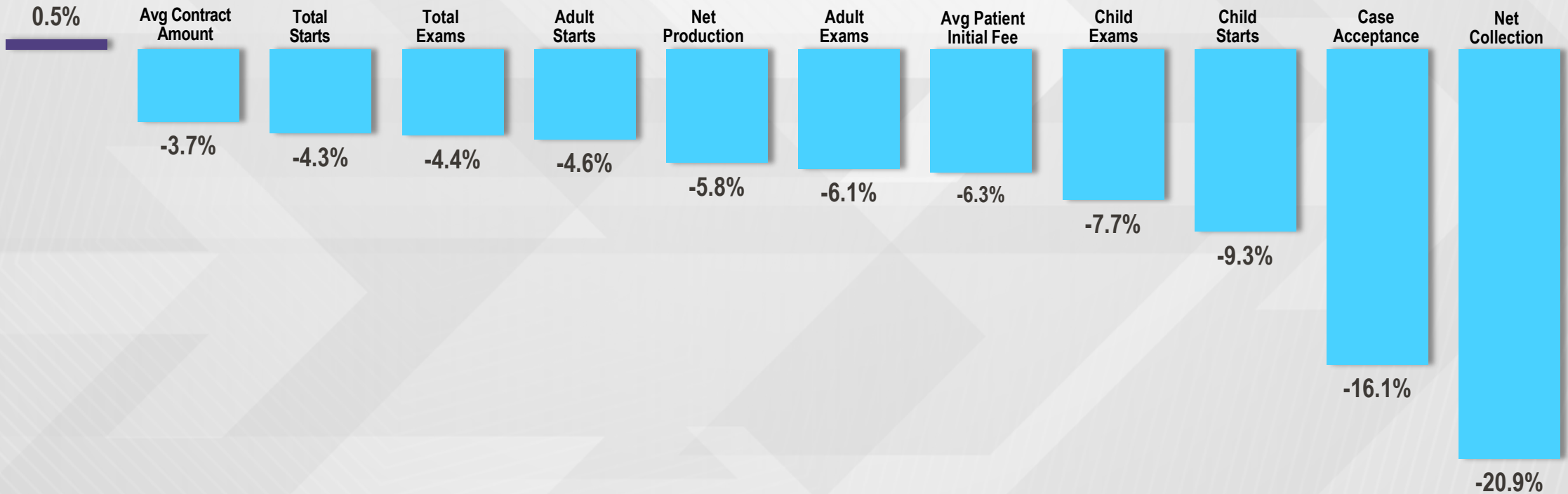
8M
APAC

22M

Annual Orthodontic Starts

N.A. Orthodontic Market Contracted Past 3 Years

Aligner Starts



Source: GAIDGE. The data from over 700 orthodontic practices on the Gaidge platform paints a telling picture of the industry's trajectory in 2024 as compared to 2021.

U.S. Orthodontic Practice Data, '24 vs '21

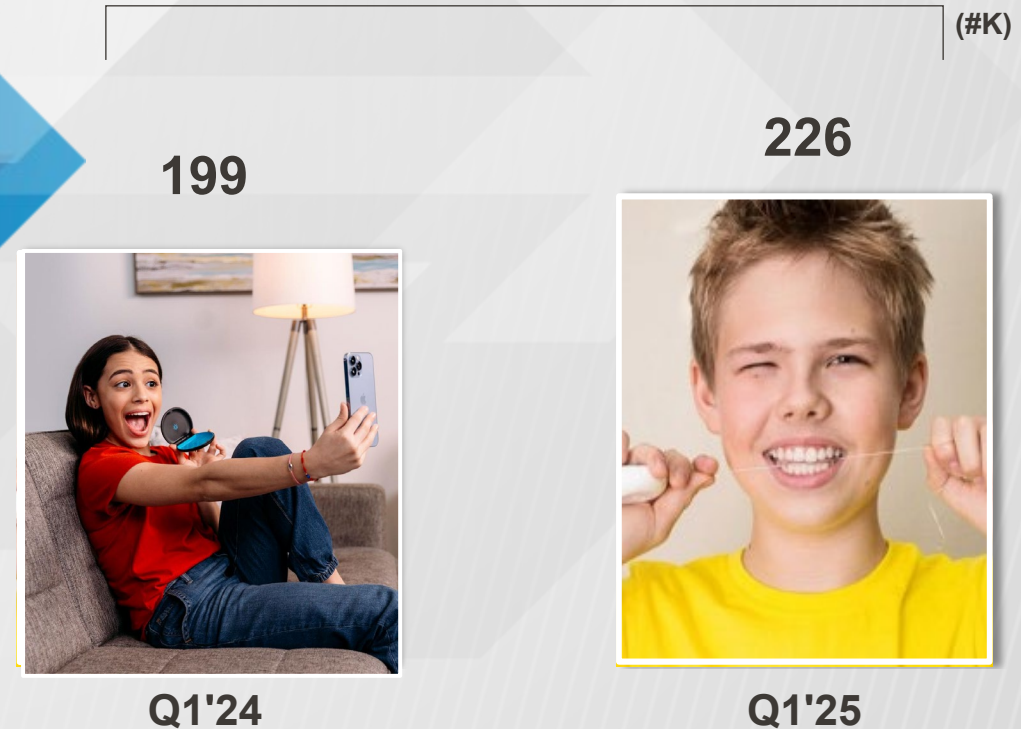
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Invisalign® Treatment FUTURE OF TEEN ORTHODONTICS

- **84%** of prospective teen patients prefer Invisalign® clear aligners over traditional metal braces³
- **88%** of experienced Invisalign® orthodontists rate the teen patients' experience with Invisalign® treatment better than with braces⁴

Q1'25 CLEAR ALIGNER TEEN & KID VOLUME

+13.3% Y/Y



Navigating a **Dynamic** Market

**Wires and
Brackets**



**Ortho Model
Parent Anxiety**

**Direct to
Consumer**



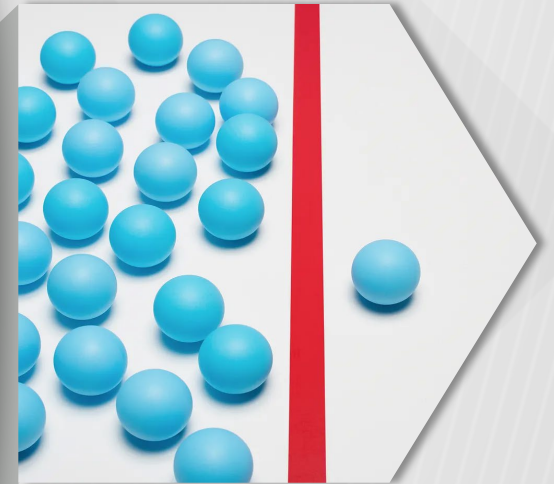
**Model Does
NOT Work**

**Conventional
Dental**



**Investment
Challenged**

**Single Focus
Suppliers**



**Price & Scale
Challenged**

UNCERTAIN MACRO ECONOMIC ENVIRONMENT

Go-to-Market Advantage and Scale

Deep & Broad Technology

Strong Distribution (Customer / Partners: Doctor, DSO, Lab)

Global Scale with Regional / Local Touch

Brand Power for Doctors & Consumers/Patients

Citations

- 1) Prevalence and distribution of selected occlusal characteristics in the US population, 1988-1991. Brunelle, et. al. Journal of Dental Research (2/96) and NHANES data.
- 2) Data on File at Align Technology as of Sept 20, 2017.
- 3) Data on File at Align Technology, as of March 6, 2017.
- 4) Data on file at Align Technology, as of June 10, 2021.

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Global Clinical & Treatment Opportunity for Doctors

Dr. Mitra Derakhshan

Executive Vice President, Chief Clinical Officer, Global Treatment
Planning and Clinical Services



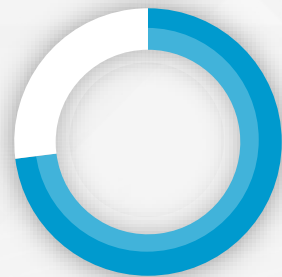
GLOBAL OPPORTUNITY

75%
of population have
MALOCCLUSION

Making Tooth Movement
STANDARD OF CARE

**AESTHETIC
FUNCTIONAL
PREVENTATIVE**

ORTHO OPPORTUNITY



70-75%
KIDS/TEENS



25-30%
ADULTS



To Partner with Orthos

**Help doctors scale their practice for efficiency & profitability
while delivering exceptional clinical outcomes**

- Parity or superiority of outcomes with brackets and wires
- Portfolio to address clinical conditions

- Educate benefits to parents/patients
- Clear aligner therapy advocacy including addressing compliance

- Personalization and control in treatment planning
- P2P best practices

Exceptional Treatment Outcomes

POWER OF ALIGN DATABASE

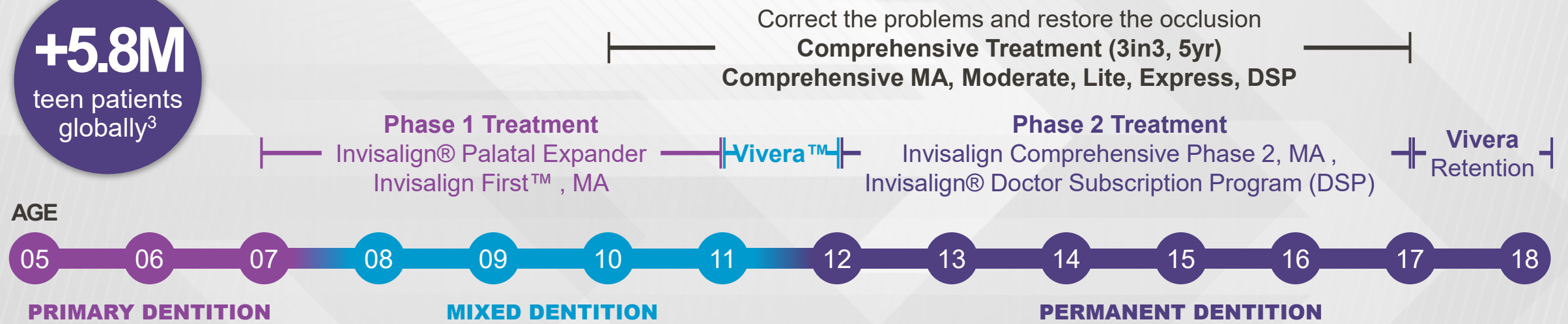
- Backed by data from over **480K** combined Vivera™ retainer cases from Invisalign® and braces
- Invisalign clear aligners deliver results (outcomes) equivalent to braces in teens¹
- Practice efficiency and growth²



PORTFOLIO: Treating Patients of All Ages

Clinically proven products with data to support both skeletal and dental

+5.8M
teen patients
globally³





CONSUMER EDUCATION:
Focus on clinical needs and benefits



Patient Compliance thru Digital Engagement

- Digital Engagements throughout journey
- Invisalign® Virtual Care
 - Monitoring & Support
 - Family Sharing
 - Real-time compliance feedback
 - Expanded Product Support



Digital Treatment Planning: Scale with Personalization and Control

ClinCheck® signature experience – a vision realized in 2025

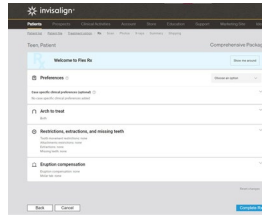


Unlock the experience

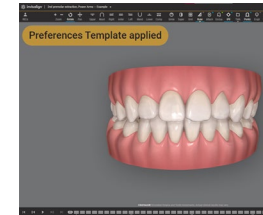
Start with **automated clinical preferences** for consistent and personalized initial plans. **Invisalign® Personalized Plan (IPP) or Template Self Customization**



Streamlined submission and faster initial plans



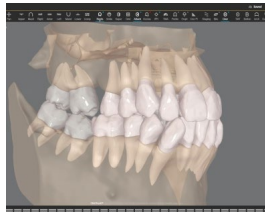
Save time with fewer submission steps using the one-page **Flex Rx** form



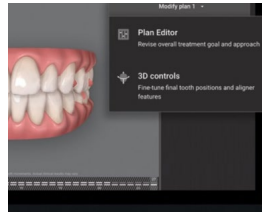
Receive initial ClinCheck® treatment plans **faster than ever before (in minutes)**



Real-time ClinCheck® treatment plan review and approval



Powerful visualizations in ClinCheck® software



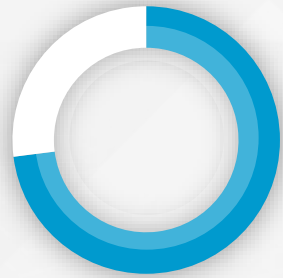
Further Customize in **real-time** with Plan Editor & 3D Controls and approve changes **in minutes** with **ClinCheck® Live Update**



Patients can **start treatment sooner**, with the **results you both expect**

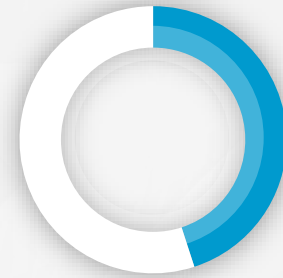
Gives control, personalization, and time back
Helps create “capacity”

GP OPPORTUNITY



75%

of people would benefit
from teeth alignment¹



45%

of restorative procedures
should start with a tooth
alignment²



To Partner with GPs

Integrating tooth movement predictably and efficiently for any type of GP practice and facilitate multi-disciplinary care

- Relevancy for any GP practice
- Patient education and conversion
- Portfolio to address various case types

- Predictable and consistent treatment planning
- Increase clinical confidence thru software and peer engagement

- Integrate tools into their existing workflow and streamline referrals
- Drive affordability and profitability

Patient Education and Conversion Tools

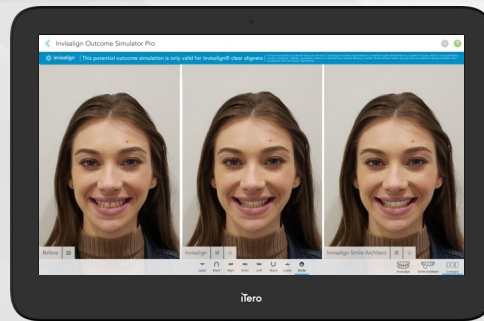
Teeth Straightening Seekers
those actively looking to straighten their teeth to look better or to be more confident

Benefits Unaware: For those who are unaware of how teeth straightening can affect their dental health or don't see the value in how it can boost their confidence or oral health

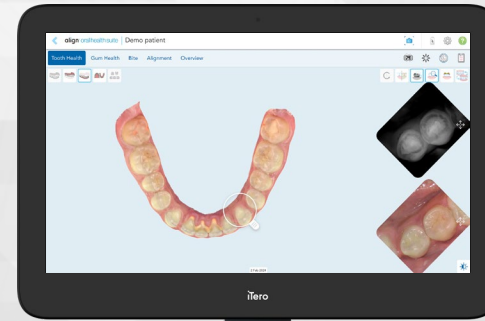
Oral Health Uninformed:
For those lacking knowledge about their overall oral health, and also creating relevancy for expanding procedures



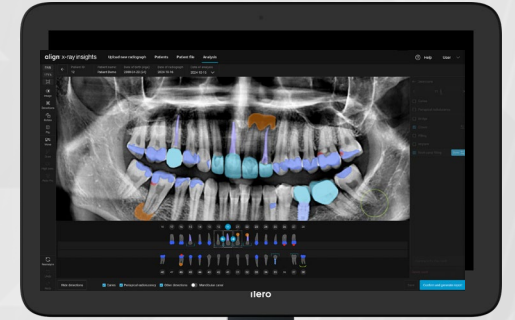
Invisalign® Outcome Simulator



Invisalign® Outcome Simulator Pro



Align Ortho Health Suite



Align™ X-Ray Insights

GP patients who received Invisalign® Outcome Simulator Pro in-face visualization **2X** more acceptance than 3D model only*

HEALTH. FUNCTION. RESTORATION

Portfolio to address range of case types and GP practice types

FOCUS ON TOOTH MOVEMENT

Doctor awareness and know how about teeth straightening

Teeth Straightening Cases

- Invisalign Go™ Portfolio
- Invisalign Assist™
- Invisalign® Express
- Invisalign Lite™
- Invisalign® Moderate
- Invisalign® Comprehensive

GENERAL/FAMILY MULTI-DISPLINARY

Doctor could benefit from teeth straightening as part of a range of multiple indications but less attuned to options

Multi-interdisciplinary Ortho-Resto

- Invisalign® Outcome Simulator Pro with Multiple Treatment Simulations
- Invisalign Smile Architect™ treatment planning software with Multiple Treatment Plans
- Invisalign Go™ Plus
- Tooth Mass Analysis

FOCUS ON RESTORATIVE

(Doctor plans as restorative only)

Leverage Doctor partnership with Labs to integrate tooth movement into restorative treatments exocad™ ART

Restorative

- Invisalign® ART
- Restorative-Ortho
- Tooth Mass Analysis

Treatment Planning to scale for predictability and consistency

ClinCheck® signature experience – GCP/Templates

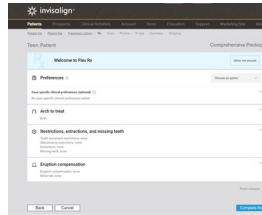


Unlock the experience

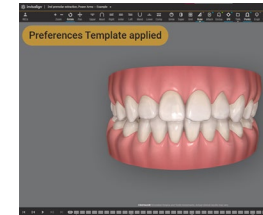
Start with **automated clinical preferences templates**
GCP or KOL/DSO Templates
Customizable with Template Editor



Streamlined submission and faster initial plans



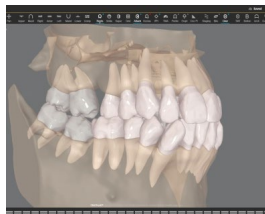
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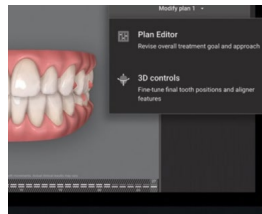
Receive trusted initial ClinCheck® treatment plans **faster than ever before (in minutes)**



Real-time ClinCheck® treatment plan review and approval



Powerful visualizations in ClinCheck® software



Further Customize in **real-time** approve changes **in minutes** with **ClinCheck® Live Update**



Patients can **start treatment sooner**, with the **results you both expect**

Builds confidence and consistency across case selection and treatment planning

Support that matches every doctor's need and style

- Education Journeys/Pathways
 - Based on Segmentation
 - Live and Digital complementary
 - Peer-Led and Thought Leaders
- Clinical and Treatment planning support
 - Invisalign Personalized Plan
 - Templates
 - Treatment Planning Services
 - P2P mentoring
 - Clinical Support



KEY TAKEAWAYS

- ◆ Clinically proven results and portfolio to treat cases from simple to complex
- ◆ Driving conversion with patient education and support
- ◆ Treatment planning support that matches individual doctor needs and practice type
- ◆ Workflow and tools to support efficiency to scale or repeatability for confidence

Citations

- 1) Based on 487,862 patients with Vivera™ retainer orders worldwide from Jan 1 2023 to Mar 31 2025 from Invisalign® treatment (n=288,029) and from braces (n=199,833) in teens ages 11-19. Clinical parameters evaluated: PAR total, PAR anterior, PAR overjet, PAR overbite, PAR centerline, and Little Index 5-5. Data on File at Align Technology, as of March 31, 2025.
- 2) Borda AF, Angle Orthod. Jul 2020, Fewer appointments, fewer emergency visits, shorter overall treatment time. *Buschang et al; Angle Orthod May 2014 *Borda et al; Angle Orthod July 2020 30% fewer visits compared to braces. Gu, J et al. AJODO February 2017; Buschang, P et al. Angle Orthod, May 2014, 5 months faster compared to braces.
- 3) Data on file at Align Technology as of March 31, 2025.

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Digital Innovation + Customer Growth Drivers

Sreelakshmi Kolli

Executive Vice President,
Chief Product and Digital Officer



→ iTero™
1 3 4 5

DIAGNOSTIC



- Oral Health Suite
- X-ray Dx
- Scan Dx

1 2 3 4

RESTORATIVE



- exocad
- iTero™ Lab workflow
- AI Crown

4 5

→ Invisalign®
 → Retainer
 → Palatal Expander
1 2

ORTHO ALIGNER



- Invisalign® Portfolio

3

ORTHO RESTORATION



- Invisalign Smile Architect™
- exocad™ ART

2 3

RETENTION



- Vivera™ Retainer
- VRS

1 2 4

PLATFORM SERVICES



- Treatment Planning Software
- Subscription
- Align SDK
- eCommerce

1 4

TREAT & VISUALIZATION



- Treat Software
- ClinCheck® Software

1 5

MONITORING



- Invisalign® Virtual Care

1 5

Building the world's **Intelligent Personalized Orthodontic Engine**

SCAN

SIMULATE



**CLOSED-
LOOP
SYSTEM**

HIGH QUALITY DATA¹

- >20M Invisalign® patient records
- >100M iTero™ intraoral scans
- >45M ClinCheck® digital treatment plans

DEEP LONGITUDINAL DATASETS

- Continuous AI/ML model training
- End-to-end
- Patient journey from initial scan to final outcomes

DIRECT FAB

- Biomechanics
- Customization

SMILE

MANUFACTURE

align™ digital platform

TRANSFORMING SMILES, CHANGING LIVES



Connect



Scan



Diagnose



Plan



Treat

Winning with **kids,**
teens, adults, parents



Brand
foundation



Science based
media plans



Brand experience
& protection



Compelling
creative



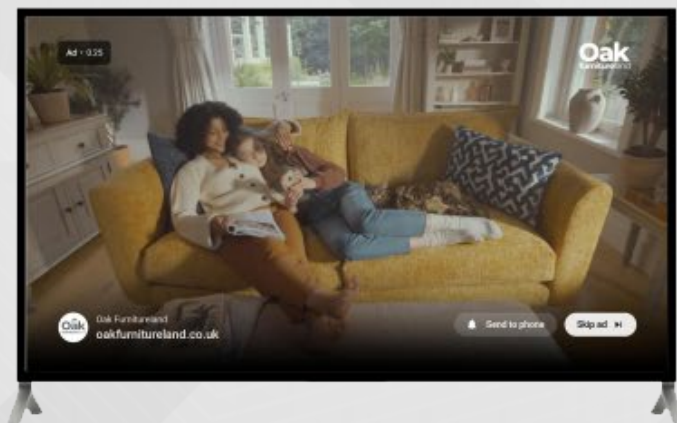
Invisalign® Brand Generates Consumer **Demand** and Increases Action using **AI** to Drive **Engagement**



1. Shorts



2. In-stream



3. Feeds



4. Discover



5. Gmail



Reaching the Right Audience

+11B impressions and
+177M Unique Visitors in 2024

390M+ Invisalign® Smile Squad
Global Reach

My Invisalign app available in **60+** markets
5M downloads to date
400K+ monthly active users³

Google Search Trends **5-year high** in
2025



align™ digital platform

TRANSFORMING SMILES, CHANGING LIVES



Scan



Diagnose



Plan



Treat



Monitor



Retain



Connect



CONSUMERS
& PATIENTS



DOCTORS



DENTAL LABS

Innovation Fuels our Passion to Shape the Future of Digital Dentistry

Provide comprehensive dentistry solutions through iTero™ technology advancements

iTero lumina™

Oral Health & Diagnostics



Orthodontics with Invisalign® Treatment



Minimally Invasive



Elevated Scanning Experience powered by iTero Multi-Direct Capture™

Restorative Workflows with exocad™



align™ digital platform

TRANSFORMING SMILES, CHANGING LIVES



Diagnose



Plan



Treat



Monitor



Retain



Helping patients

- See what is really going in their mouths
- Understand their oral health conditions
- Realize the consequences of not undergoing treatment
- See what their healthy smile could look like
- Make an informed decision on treatment options

align™ x-ray insights

X-Ray formats Supported:

- Panoramic
- Bitewings
- Periapical

Automatically Detects:

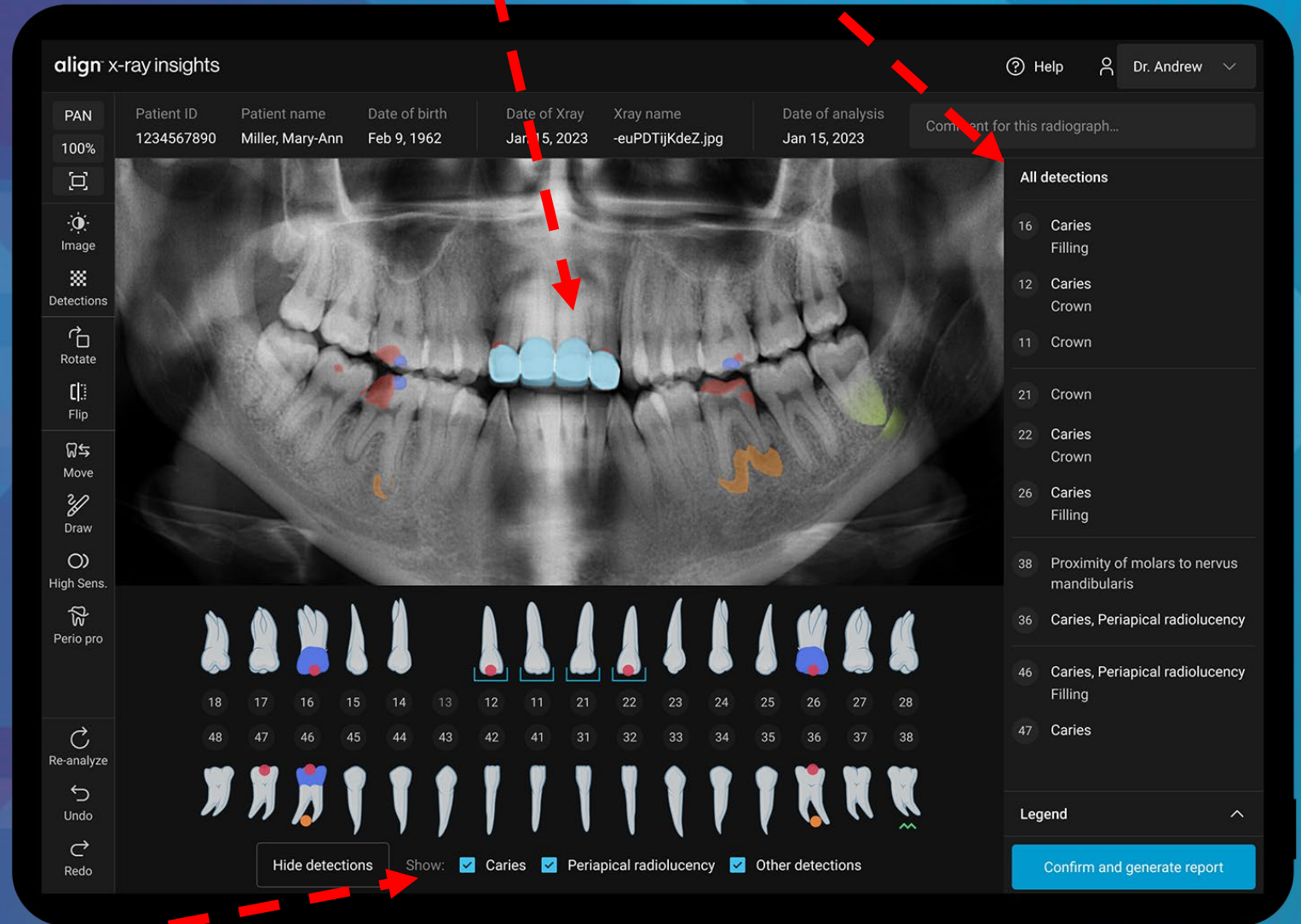
- Caries
- Dental calculus
- Periapical radiolucency
- Periodontal bone loss
- Fillings and root canal fillings
- Crowns and other restorations
- Implants

Automated Patient Report

Automatic tooth-charting

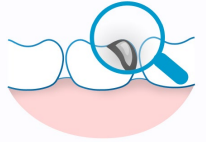
Color-coded annotations

AI-powered Interactive list of detections



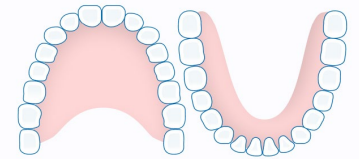
Streamlining Oral Health Consultations with the **Align™ Oral Health Suite**

Tooth Health



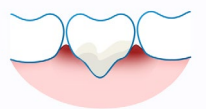
aid detection of
Interproximal
caries

Alignment



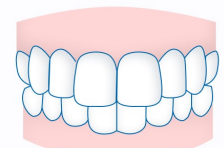
visualize malocclusion
and preview potential
Tx outcome

Gum Health

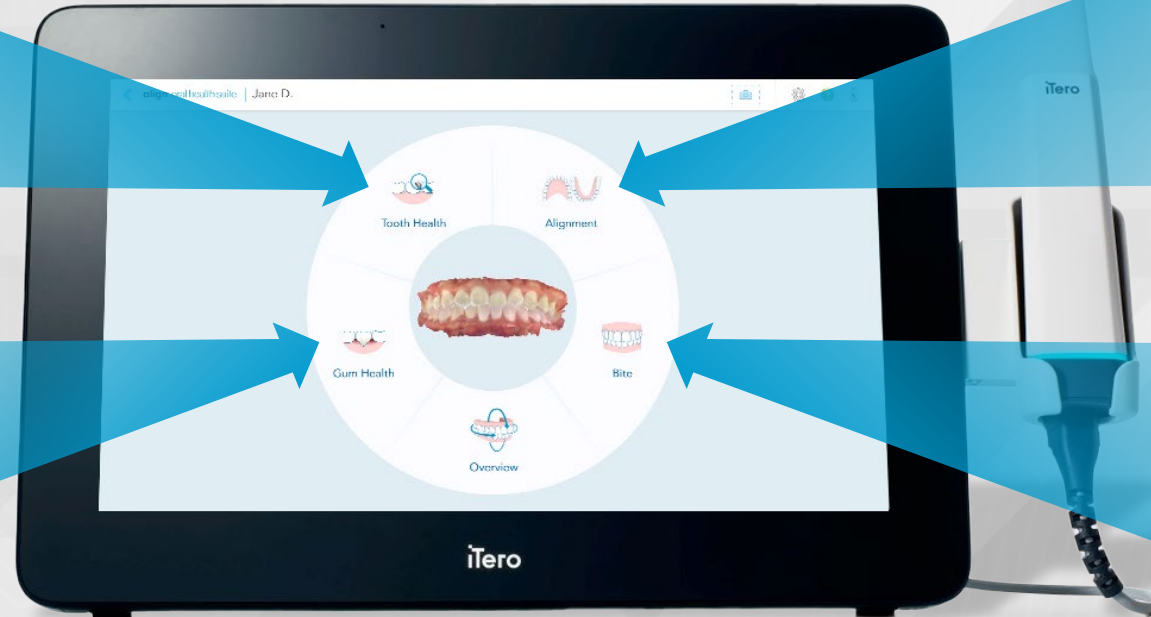


assess and illustrate
gum health for
potential issues

Bite



show tooth wear
pattern and opposing
contact areas



Align™ Oral Health Suite

Of surveyed doctors who utilized Align Oral Health Suite in their consultations:

100%

agree it increased patient engagement²

92%

agree it increased practice revenue³

90%

agree it increased patient treatment acceptance⁴



align™ digital platform

TRANSFORMING SMILES, CHANGING LIVES



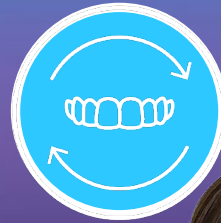
Connect



Scan



Diagnose



Plan



Treat

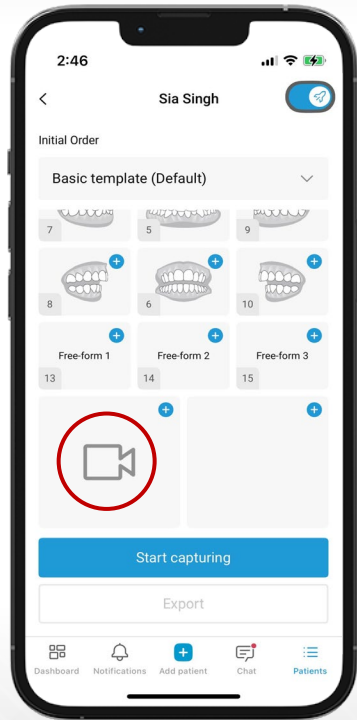
Invisalign® Outcome Simulator Pro in-face visualization

2X MORE
ACCEPTANCE
than 3D model only⁵



Invisalign® Smile Video

Record video with
Invisalign® Practice App

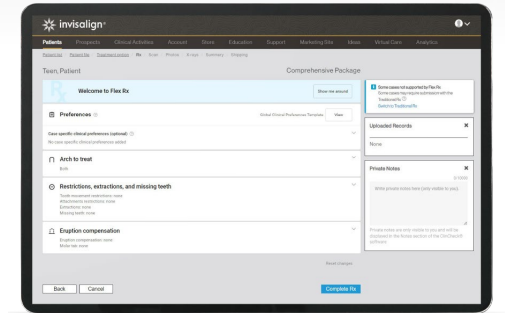


View Invisalign® Smile Video

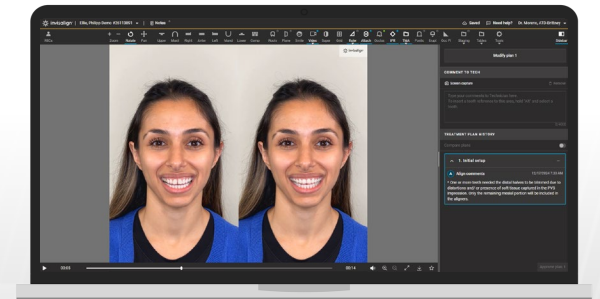
Scan the patient



Submit the ClinCheck®
treatment plan prescription



View Invisalign®
Smile Video based on
ClinCheck® treatment plan



Compare Multiple Treatment Options

RECS Zoom Rotate Pan Upper Maxil Right Anter Left Mand Lower Roots Plane Smile Restor Mass Super Grid Attach Occlus IPR TMA Pontic Erupt Occ PI Staging Tab

Initial malocclusion Comprehensive Package

1. Ortho only Comprehensive Package

2. Ortho restorative

This image is an example of potential results, based on a treatment plan determined by a patient's doctor. Actual clinical results may vary due to a patient's dental condition and compliance with the doctor's guidelines.

18/18 [Select plan](#)

23/23 [Select plan](#)

**ClinCheck® Live
Chairside in
Minutes**

YOUR treatments
YOUR way

Invisalign® Personalized Plan

ClinCheck® Live Update

Plan Editor Live

My

align™ digital platform

TRANSFORMING SMILES, CHANGING LIVES



Plan



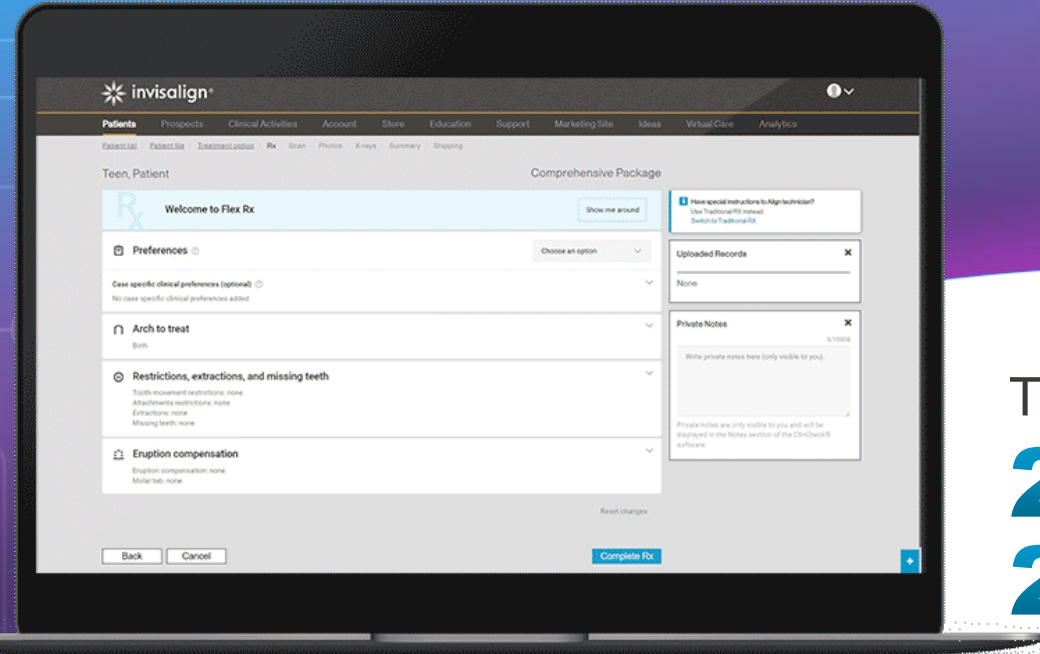
Treat



Monitor



Retain



Treatment planning built from

28 YEARS and
20 MILLION SMILES

Plans sent back to
CAD designer less than
1/2 THE TIME⁶

Doctors approved their
cases **82% FASTER**⁷

Initial ClinCheck[®] plans
available **56% FASTER**⁸

ClinCheck® - Software Evolution

from static view to dynamic view

2008 – 2012 | ClinCheck® Pro Launch

- Enhanced 3D interactive tools
- Collision detection & IPR guidance

2017 – 2020 | ClinCheck® Pro 5.0

- 3D Controls for direct movement
- Root visibility and force vectoring
- Real-time mid-course tracking

2023 – 2025 | Autonomous Planning

- Auto-treatment proposals
- Instant scan-to-plan integration

2005

2010

2015

2020

2025

2030

2005 – 2008 | Basic 3D Visualization

- Limited 2D customization tools
- Manual technician adjustments

2013 – 2017 | SmartStaging and SmartForce

- Algorithmic movement sequencing
- Optimized attachments & early AI usage

2020 – 2023 | Efficacy growth

- ClinCheck® Live Update
- SmartForce™ Customization

2025 – | AI-Enhanced Live Planning

- Treatment outcomes optimized

WEEKS

DAYS

MINUTES

align™ digital platform

TRANSFORMING SMILES, CHANGING LIVES



Diagnose



Plan



Treat



Monitor



Retain



Connect



Invisalign® Virtual Care AI

AI-assisted remote monitoring, integrated with Invisalign digital workflow

Photo capture



Automatic assessment



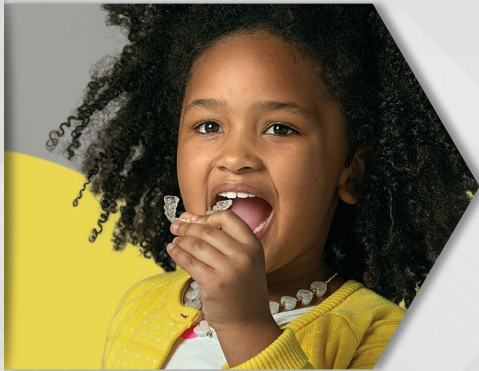
Automated notification



Invisalign® Virtual Care Enables Doctors to Monitor Growing Patients Across Treatment

Invisalign® Patient Journey

AI*



**Invisalign First™
(Kids)**



**Invisalign® Palatal
Expander System**

AI*



**Invisalign® System with
Mandibular Advancement**

AI*



**Teens and
Adults**



**Vivera™
Retainers**

Invisalign® Virtual Care AI

87%

of surveyed
Invisalign
trained
doctors

indicated that implementing Invisalign Virtual Care allows them to **monitor their patients more frequently, improving their confidence** in tracking to the desired treatment plan⁹

81%

of surveyed
Invisalign
trained
doctors

agreed that Invisalign **patients monitored with Invisalign Virtual Care require fewer** in-office monitoring appointments¹⁰

92%

of surveyed
Invisalign
trained
doctors

indicated implementing Invisalign Virtual Care allows them to **check in with their patients more frequently**, helping to identify potential fit issues earlier¹¹

86%

of patients

agreed that using Virtual Care **helped them stay connected** with their doctor¹²

align™ digital platform

TRANSFORMING SMILES, CHANGING LIVES



Connect



Scan



Diagnose



Plan



Treat



Monitor



Retain



CONSUMERS
& PATIENTS



DOCTORS

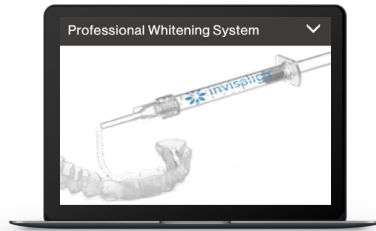
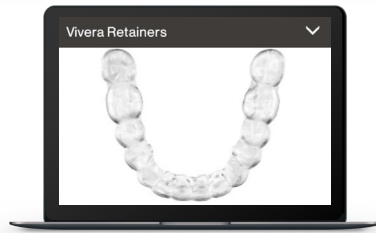


DENTAL LABS

* invisalign | iTero | exocad | vivera

Vivera™ Retainers - Smiles for Life

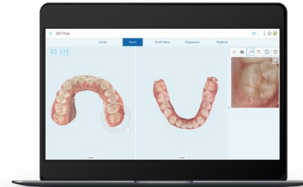
LEARN ONLINE



DOCTOR EXPERIENCE

Buy – ecommerce feel

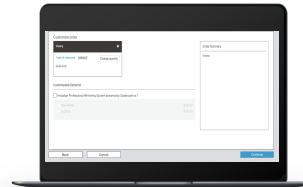
Sign Up



Upload Scan



Subscribe or One-time



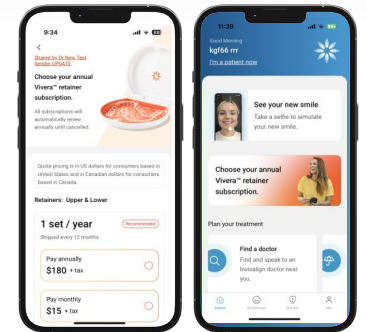
Ship to Doctor or to Patient* with Doctor Subscription



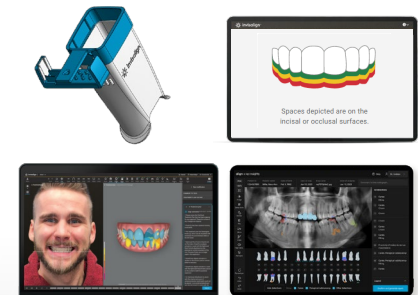
RETENTION

Smiles for life

Retainer Subscription Quote



Vivera™ Fit Monitoring



TRUSTED digital platform

Connected Data and
New Data Sources

Connected Users
and Community

Connected Workflows
and Seamless Experiences



Connect



Scan



Diagnose



Plan



Treat



Monitor



Retain



CONSUMERS
& PATIENTS



DOCTORS



DENTAL LABS

align digital platform™

TRANSFORMING SMILES, CHANGING LIVES.

Citations

- 1) Data on file at Align Technology, March 31, 2025.
- 2) *Based on a global survey in October 2023 of n=41 Invisalign trained doctor respondents who utilized Align Oral Health Suite 20 times or more during the global limited market release period of August 2023 to October 2023, representing both GPs (n=27) and Orthos (n=14) in NA, APAC, EMEA, and LATAM. Doctors were asked: "Please indicate your agreement with the following statement: Align Oral Health Suite helps my practice increase patient engagement." Agreement scale is 1-4 with 1 being "strongly disagree" and 4 being "strongly agree." Data on File at Align Technology, as of November 17, 2023.
- 3) *Based on a global survey in October 2023 of Invisalign trained GPs (n=27) from NA, APAC, and EMEA who used the Align Oral Health Suite 20 times or more during the global limited market release period of August 2023 to October 2023. Doctors were asked: "Please indicate your agreement with the following statement: I increased practice revenue utilizing Align Oral Health Suite into my patient consultations." Agreement scale is 1-4 with 1 being "strongly disagree" and 4 being "strongly agree." Data on File at Align Technology, as of November 17, 2023.
- 4) *Based on a global survey in October 2023 of n=41 Invisalign trained doctor respondents who utilized Align Oral Health Suite 20 times or more during the global limited market release period of August 2023 to October 2023, representing both GPs (n=27) and Orthos (n=14) in NA, APAC, EMEA, and LATAM. Doctors were asked: "Please indicate your agreement with the following statement: I increased patient treatment acceptance utilizing Align Oral Health Suite (treatment acceptance includes hygiene treatment, restorative procedures, and orthodontic cases)." Agreement scale is 1-4 with 1 being "strongly disagree" and 4 being "strongly agree." Data on File at Align Technology, as of November 17, 2023. Based on over 115,000 Invisalign Outcome Simulator Pro simulations globally. Invisalign Outcome Simulator Pro is only available on the iTero Element Plus Series. Data on File at Align Technology, as of June 20, 2023.
- 5) ClinCheck® treatment plans are sent back to a CAD designer less than half the time for orders where doctors have used Invisalign® Personalized Plan and ClinCheck Live Update.* *Based on Invisalign comprehensive treatment option primary orders from doctors who used Invisalign® Personalized Plan in at least 50% of their comprehensive orders. Total orders analyzed is 10,992. Modifications are measured as the number of times a treatment plan was sent back to a CAD designer before plan approval. The comparison is between the aggregate of orders with Invisalign® Personalized Plan and ClinCheck Live Update and the aggregate of orders without Invisalign® Personalized Plan and ClinCheck Live Update. The modification rate is 57% less for the aggregate of orders with Invisalign® Personalized Plan and ClinCheck Live Update. Orders were approved from November 2022 through April 2023. Includes Invisalign trained doctors in the NA, LATAM, EMEA, and APAC regions. Data on file at Align Technology, as of October 12, 2023.
- 6) Doctors using ClinCheck Live Update for 3D controls approved their cases faster. Based on Invisalign comprehensive treatment option primary orders (n=50,114 cases) from doctors (n=165 orthodontists and dentists) participating in a limited market release who only used ClinCheck Live Update for 3D controls as compared to those who only used CAD designers for their ClinCheck modifications to treatment plans in the period June 1, 2021 through December 23, 2021. Time measurement is based on the doctor's first opening of the ClinCheck plan to final ClinCheck approval. Includes Invisalign trained orthodontists and dentists in the NA, LATAM, EMEA, and APAC regions. Data on file at Align Technology, as of January 4, 2022.
- 7) Initial ClinCheck® treatment plans are available faster for doctor review when submitted with a treatment planning preferences template. Based on Invisalign comprehensive treatment option primary orders from doctors who were activated with a treatment planning preferences template. Total orders analyzed is 487,926. The comparison is between orders submitted using a treatment planning preferences template and orders submitted without. Time is measured from when an order is received until the ClinCheck plan is available for doctor review. The time taken for orders submitted using a treatment planning preferences template is 56% less. The median value was used. Orders were from the period April 2022 through May 2023. Includes Invisalign trained doctors in the NA, LATAM, EMEA, and APAC regions. Data on file at Align Technology, as of October 12, 2023.
- 8) Virtual Care enrollment is available for treatment products including Invisalign aligners, Vivera retainers, and Invisalign Palatal Expander. AI functionality may not be available on all products. Please refer to IFU.
- 9) Based on a survey in September to October 2023 in NA and LATAM regions, Invisalign trained doctors (n=125) who have used Invisalign Virtual Care to monitor treatment of 10 or more Invisalign cases over the past 12 months responded to the question: Please indicate your agreement with the following statement "Implementing Invisalign Virtual Care allows me to monitor patients more frequently, improving my confidence in tracking to the desired treatment plan." Agreement scale is 1-4 with 1 being "strongly disagree" and 4 being "strongly agree." Invisalign Virtual Care is not intended to replace required in-office appointments. Data on file at Align Technology, as of October 31, 2023.
- 10) Based on a survey in September to October 2023 in NA and LATAM regions, Invisalign trained doctors (n=125) who have used Invisalign Virtual Care to monitor treatment of 10 or more Invisalign cases over the past 12 months were asked their agreement to the following statement "Invisalign patients monitored with Invisalign Virtual Care require fewer in-office monitoring appointments than patients who are not monitored remotely." Agreement scale is 1-4 with 1 being "strongly disagree" and 4 being "strongly agree." Invisalign Virtual Care is not intended to replace required in-office appointments. Data on File at Align Technology, as of October 31, 2023.
- 11) Based on a survey in September to October 2023 in NA and LATAM regions, Invisalign trained doctors (n=125) who have used Invisalign Virtual Care to monitor treatment of 10 or more Invisalign cases over the past 12 months were asked their agreement to the following statement "Implementing Invisalign Virtual Care allows me to check in with patients more frequently, helping identify potential fit issues earlier than by relying on in-office check-ins alone." Agreement scale is 1-4 with 1 being "strongly disagree" and 4 being "strongly agree." Invisalign Virtual Care is not intended to replace required in-office appointments. Data on file at Align Technology, as of October 31, 2023.
- 12) Based on an in-app survey conducted with users (n=259) of the My Invisalign app in the US, Canada, Brazil, Colombia and Chile. Data on File at Align Technology, as of March 23, 2021.

align™ |  invisalign® | iTero™ | exocad™

The #1 Clear Aligner Brand in the World

Next Gen Innovation + Direct Fabrication

Srini Kaza

Executive Vice President,
Research & Development



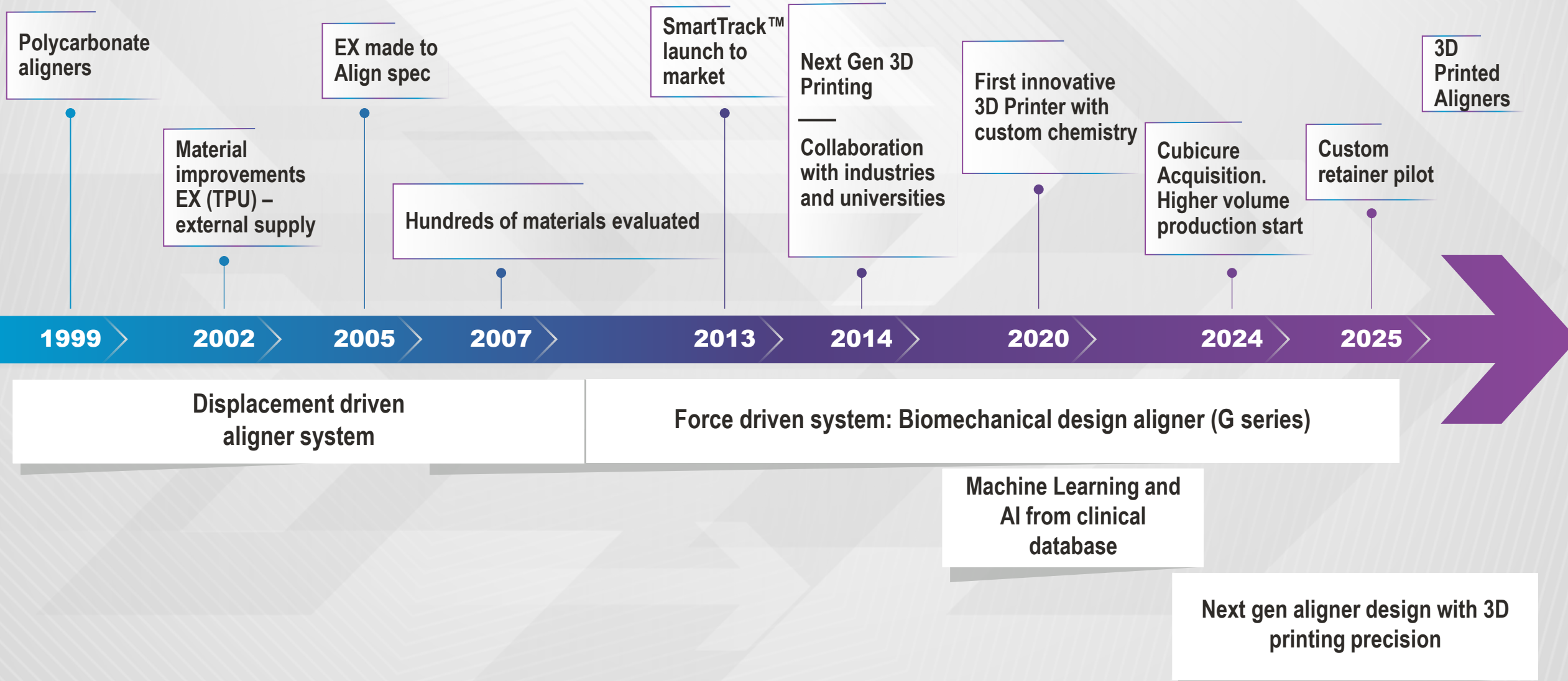
Over 28 years of **Innovation** & **Improvement at** **Scale**

Continuous **INNOVATION** while
DELIVERING GROWTH

Enabling significant improvements in
PERFORMANCE, THROUGHPUT AND SAVINGS

No one else does what we do **AT SCALE**

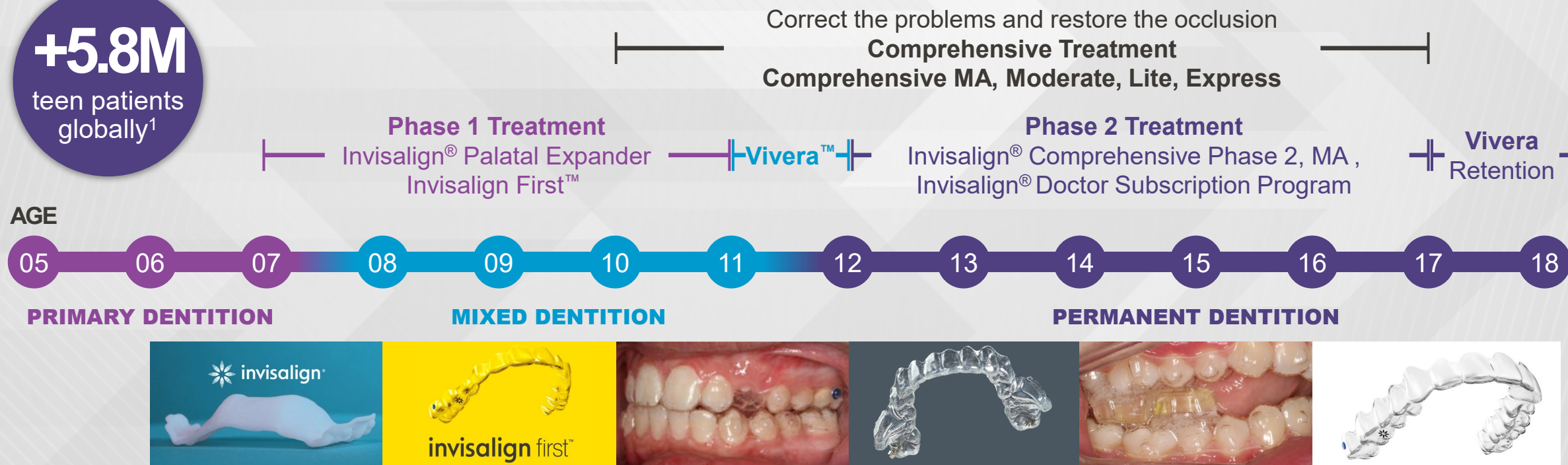
Continuous Evolution Of Breakthrough Technologies



PORTFOLIO: Treating Patients of All Ages

Clinically proven products with data to support both skeletal and dental

+5.8M
teen patients
globally¹



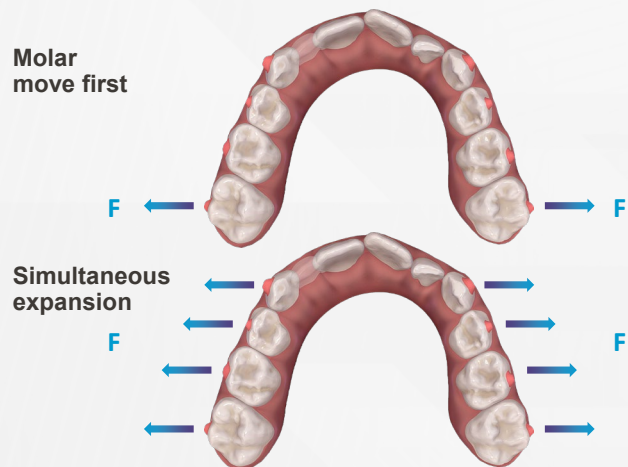
Growing Patients Invisalign First™

- 100% of surveyed Invisalign orthodontists recommend Invisalign First™ treatment for growing children²
- 89% of Invisalign First cases have an average of up to 6mm of dental arch expansion planned on upper permanent first molars³

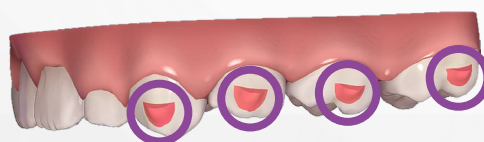


Invisalign First™

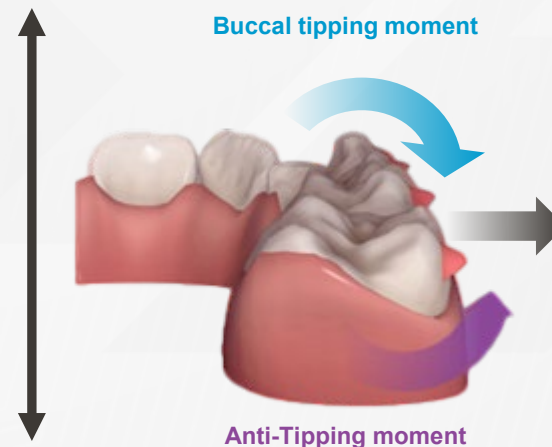
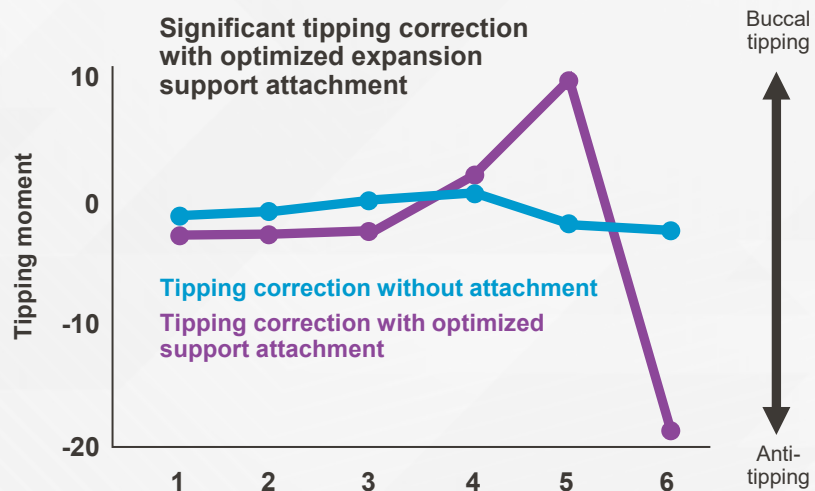
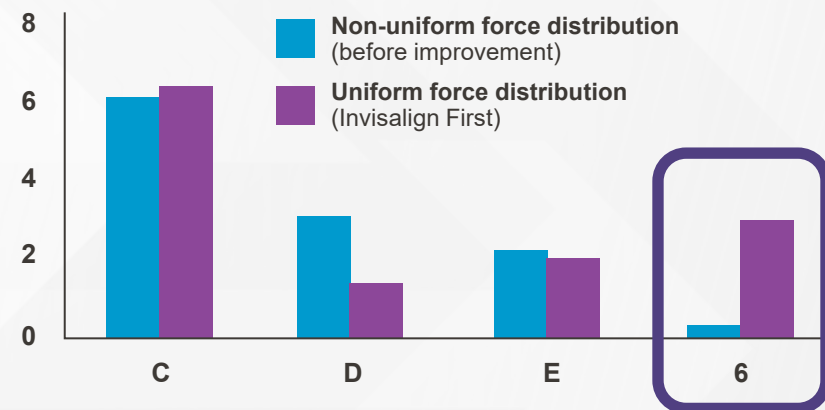
Staging Patterns for Dental Expansion



Optimised Attachment + SmartForce™ Aligner Activation



Improved force distribution (particularly 1st Molar)



Expand Treatment Offering for Class II Cases

Invisalign® **CLASS II SOLUTIONS**



**Enhanced
Precision Wings**



Occlusal Blocks



Elastics

Expand Treatment Offering for Class II Cases

Invisalign® CLASS II SOLUTIONS

CLINICAL EVIDENCE

Before



After



Class II correction – 15-year-old; Desired result achieved
Courtesy of Dr. Scott Frey⁴

Invisalign® System with mandibular advancement

featuring occlusal blocks



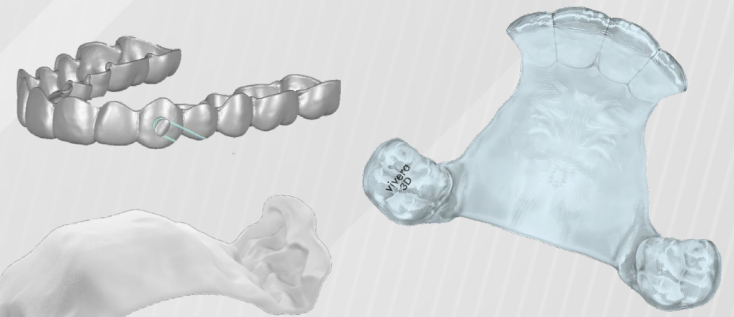
Innovating at Scale

Create innovations that **SOLVE KEY CUSTOMER PROBLEMS** at **SCALE** to create consistent and reliable outcomes

Invisalign First™ and MAOB are two examples where mechanics and design are delivered with high consistency, resulting in great outcomes

3D PRINTING will give us more control on the design and consistency = Highly effective and repeatable performance

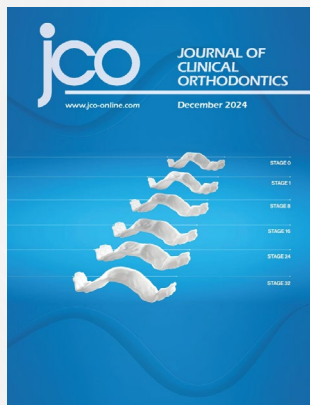
Two examples: **Invisalign® PALATAL EXPANDER SYSTEM** and **RETAINERS**



Invisalign® Palatal Expander System Evidence of Efficacy

30+

Markets
worldwide

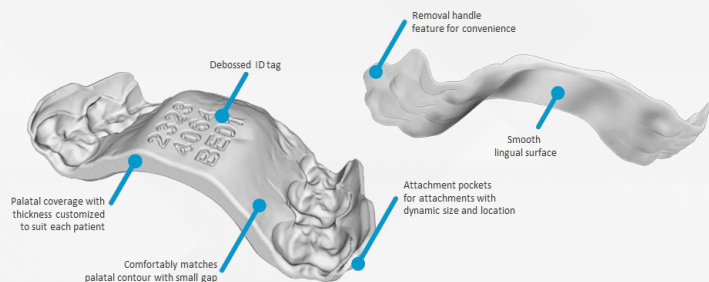


12.7K+

Invisalign® Palatal Expander
System prescribed in 1 year

6.0mm

Mean expansion



CLINICAL EVIDENCE

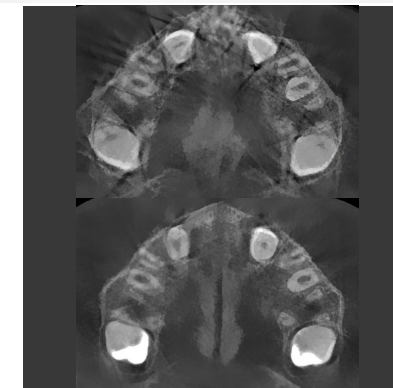
Initial



Initial



Initial



Post-Expansion



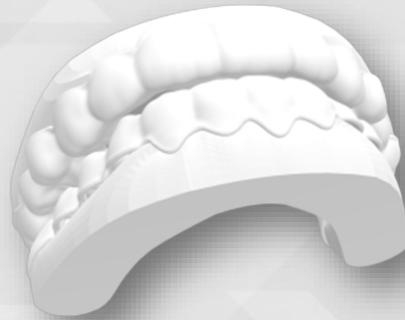
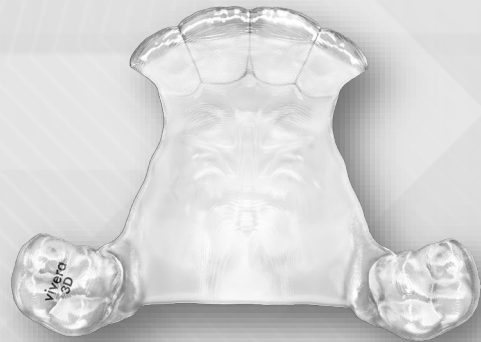
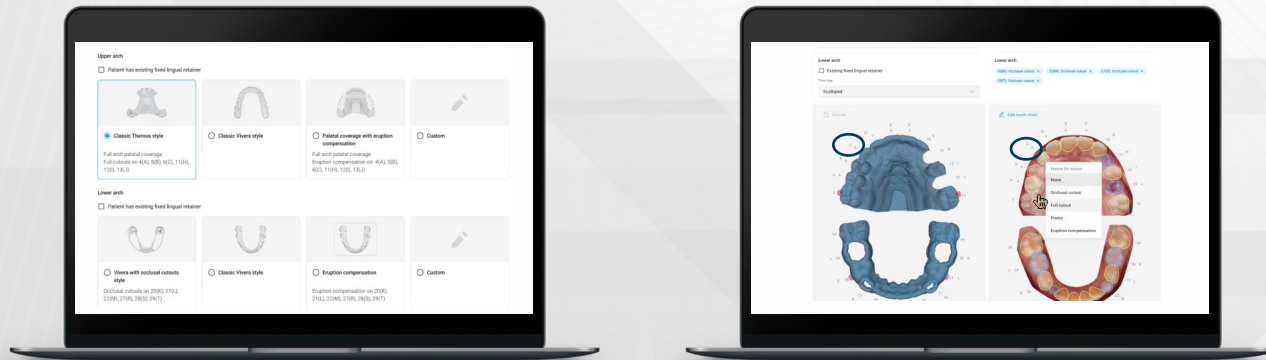
Post-Expansion



Post-Expansion

IPE CBCT - 7-11 years old; Desired expansion achieved
Courtesy of Dr. Don Spillers

Introducing Direct Fab Retainers Pilot in the U.S.



- Directly fabricated Phase 1 retainer with unique geometries to address palatal coverage and erupting teeth, supporting mixed dentition and short clinical crowns
- Transition from Invisalign First™ treatment or Invisalign® Palatal Expander System, and maintain arch width, length, and anterior alignment
- Appliance feature customization, with design visualization and streamlined doctor workflow

KEY TAKEAWAYS

- ◆ Comprehensive set of innovative products at scale
- ◆ Designed for optimal mechanics and ease of use
- ◆ Manufacturing process and technology that enables consistency, accuracy, and performance, repeatability and consistency
- ◆ Invisalign® Palatal Expander System – beginning of a shift to 3D printing platform

Citations

- 1) Data on file at Align Technology as of March 31, 2025.
- 2) *Based on the global limited market release (LMR), which included NA, EMEA and APAC regions, 54 Invisalign orthodontists and a total enrollment of 784 patients. 31 of the 54 Invisalign orthodontists in the LMR responded to the question: “How likely are you to recommend Invisalign First treatment for growing children (for phase 1 or early interceptive treatment) 19.35% of surveyed Invisalign orthodontists answered “likely” and 80.65% of surveyed Invisalign orthodontists answered “very likely”. Likelihood scale is 1-4 with 1 being “very unlikely” and 4 being “very likely”.
- 3) *Amount of expansion is based on ClinCheck treatment plans that use either molars move first staging pattern or simultaneous staging pattern on upper arch for both left and right quadrants. Includes global primary order ClinCheck accepted (CCAs) of Invisalign First treatment option on patients who are younger than 10 years old and whose orders were accepted from July 1, 2018 to January 31, 2021 (global availability varies by region). Data on File at Align Technology, as of June 21, 2021.
- 4) Frey, Scott. Two approaches to correction of Class II in teenage patients: Herbst appliance and Invisalign® treatment with mandibular advancement. Presented at 2020 Virtual Invisalign Orthodontic Summit.

align™ |  invisalign® | iTero™ | exocad™

Direct Fabrication (Dfab) 3D Printing Platform Evolution

Scaling the Next Manufacturing Technology Revolution

Emory Wright

Executive Vice President,
Direct Fabrication Platform Operations

3D Printing Approach, Methods, and Myths

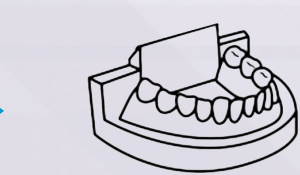
INDIRECT



Resin

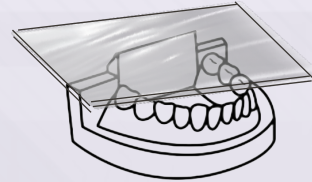


3D Printer



3D Model with
Biomechanics built In

Aligner Material



3D Model



Thermoformed
Aligner

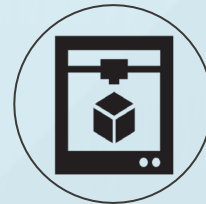


Post Processing

DIRECT



Proprietary
Material



Proprietary
3D Printer



3D Aligner with
Biomechanics built in



Post Processing

Both Indirect and Direct paths are important to Align's future

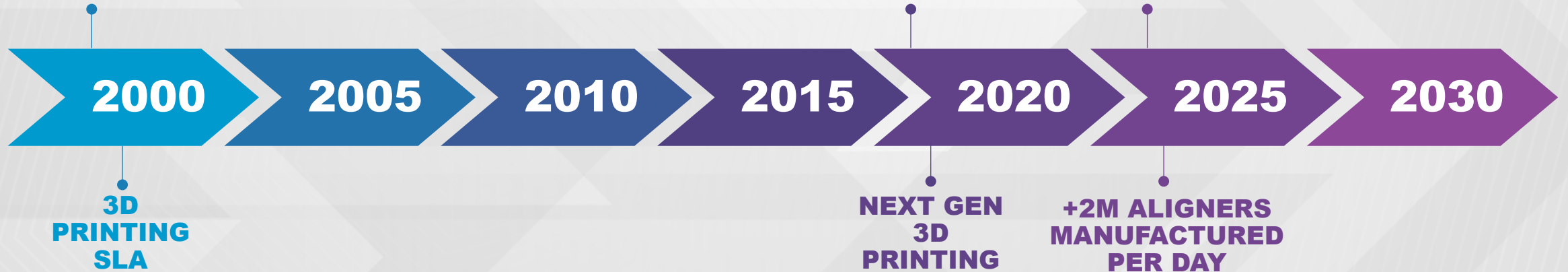
Manufacturing Innovation & Scale

to become the Largest 3D Printing Operations

1M INVISALIGN®
CLEAR ALIGNERS
SHIPPED

+1M ALIGNERS
MANUFACTURED
PER DAY

+2B CLEAR
ALIGNERS
MANUFACTURED



Since
1997

PROTOTYPE
to Mass
Customization

800+
Person years

REDEFINING
The Industry

Attracting
**TOP
TALENT**

Superior
**MATERIAL
SCIENCE**

Powering
innovation with
CUBICURE

Align Experience & Expertise = Competitive Advantage

Direct Fab Technology Use Cases

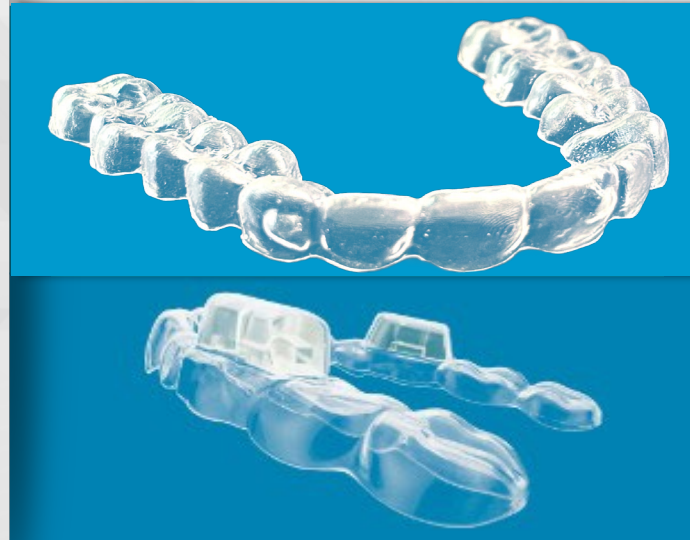
(why both will coexist)

**NEW
DEVICES**



NEAR-TERM

**MAKE EXISTING DEVICES
WORK BETTER**



MEDIUM-TERM

**SUBSTITUTE
MFG TECHNOLOGY**



LONGER-TERM

Both Indirect and Direct paths will coexist for the foreseeable future

Invisalign® Cost Components

3D Printing Drives Efficiency

- **Material**
- **Overhead & Other**
- **Labor**
- **Freight**



Path Forward

Continue Progress on Scalability

- Printer
- Material
- Yield/throughout
- Post processing

Sequence of Product Innovation

- New devices
- Better devices
- Replacement manufacturing technology

Manufacturing Rollout Strategy

- Start in SJ/MX – leverage existing talent and expertise
- Expand selectively – grow into strategic regions
- Long term – miniaturize platform and drive to local markets

align™ |  invisalign® | iTero™ | exocad™

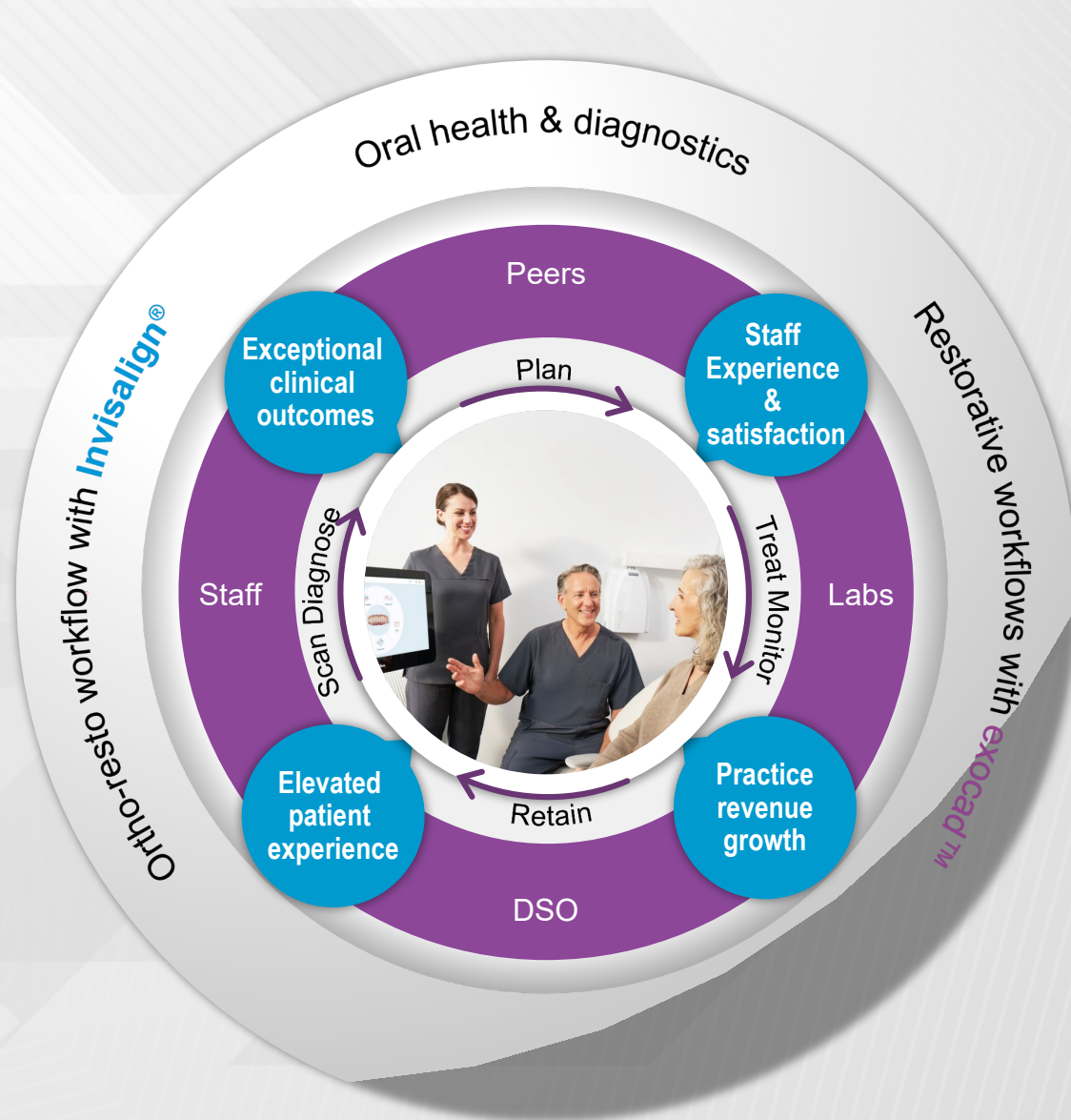
Driving Growth Through Continued Innovation

Karim Boussebaa

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

iTero™ is helping transform smiles and change lives by

relentlessly innovating to help dental professionals elevate their standard of care with a new era of proactive, personalized, and minimally invasive dentistry.

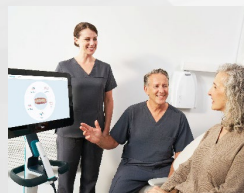


Driving Growth: Going beyond scanning

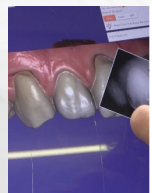
Powering and simplifying practice operations



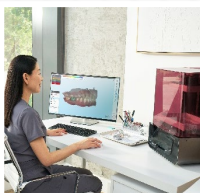
Data collection



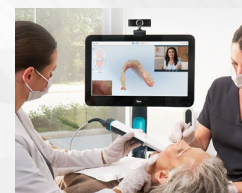
Patient communication



Lab & Chairside workflows

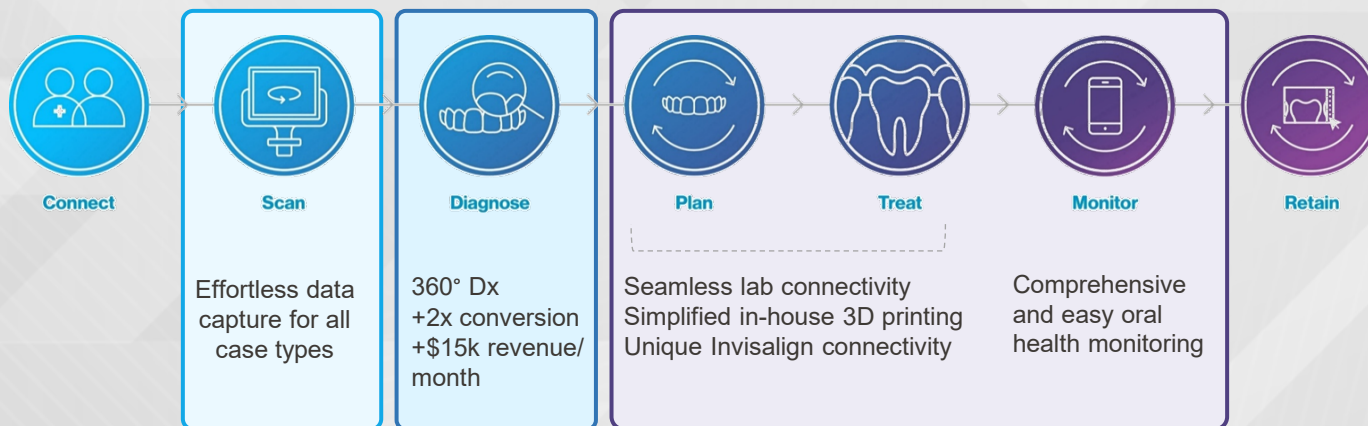


Staff delegation & retention



Continuous learning & scope expansion

by enabling critical steps of the practice workflow:



Establishing clinical authority

New publications on comparative accuracy, iTero™ scans vs. photogrammetry, all-on-x and fixed implant rehab with iTero Lumina™

Integration Opportunity

40+ third-party connections
20k+ lab partners worldwide
Compatible with any CAD/CAM system

Creating efficiencies that deliver revenue

Integration of technologies into 1 device
Seamless connectivity across the ecosystem
Intuitive communication tools that increase treatment acceptance

It Starts with iTero™

Accelerating digital practice transformation¹



iTero
Element™ Flex & CPO



iTero
Element™ 2



iTero
Element™ 5D



iTero
Element™ Plus Series



iTero
Lumina™ scanner

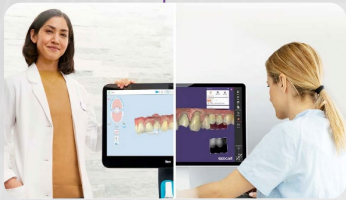
100K+ scanners sold

5M+ restorative scans / year

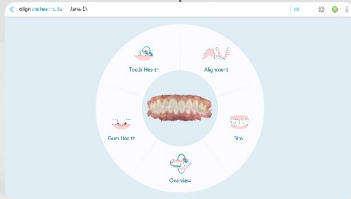
20K+ labs

Innovating to bring more value to doctors, staff and their practice: **Diagnose, Convert, Treat**

iTero-exocad Connector™



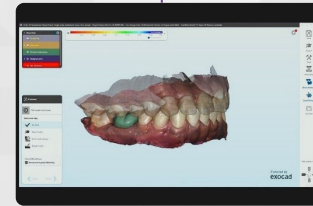
Align™ Oral Health Suite



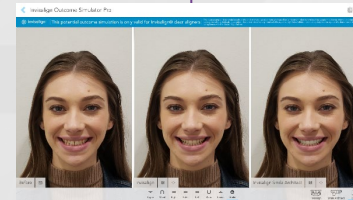
iTero Lumina™ scanner



iTero™ Design Suite



Invisalign® Outcome Simulator Pro with Multiple Treatment Simulation



iTero Lumina™ scanner w/restorative & Lumina Pro

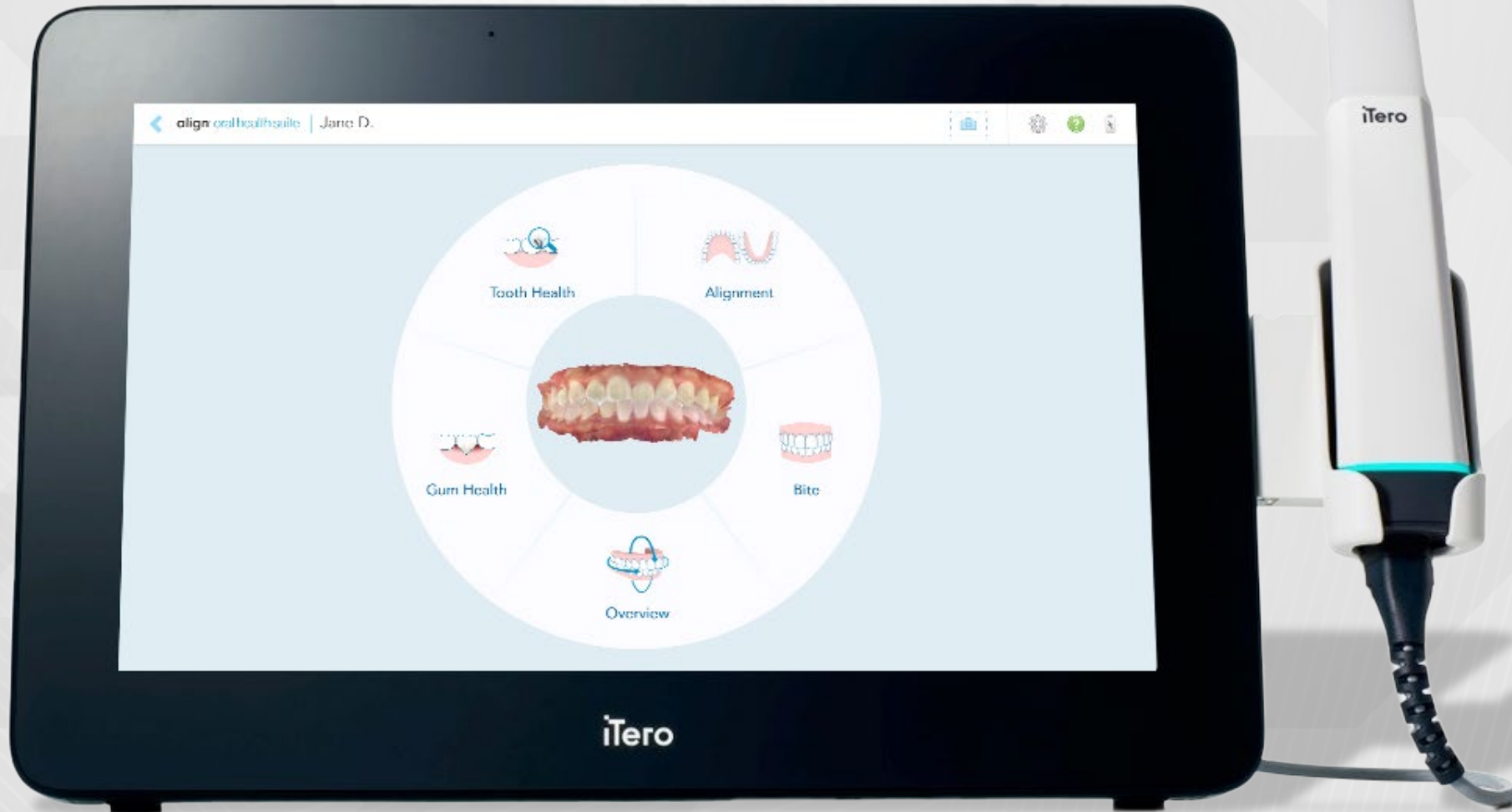


2023

2024

2025

Streamlining oral health consultations with the **Align™ Oral Health Suite**



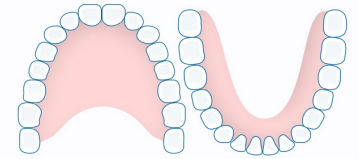
Streamlining oral health consultations with the **Align™ Oral Health Suite**

Tooth Health



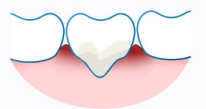
aid detection of
Interproximal
caries

Alignment



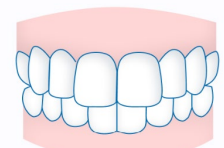
visualize malocclusion
and preview potential
Tx outcome

Gum Health

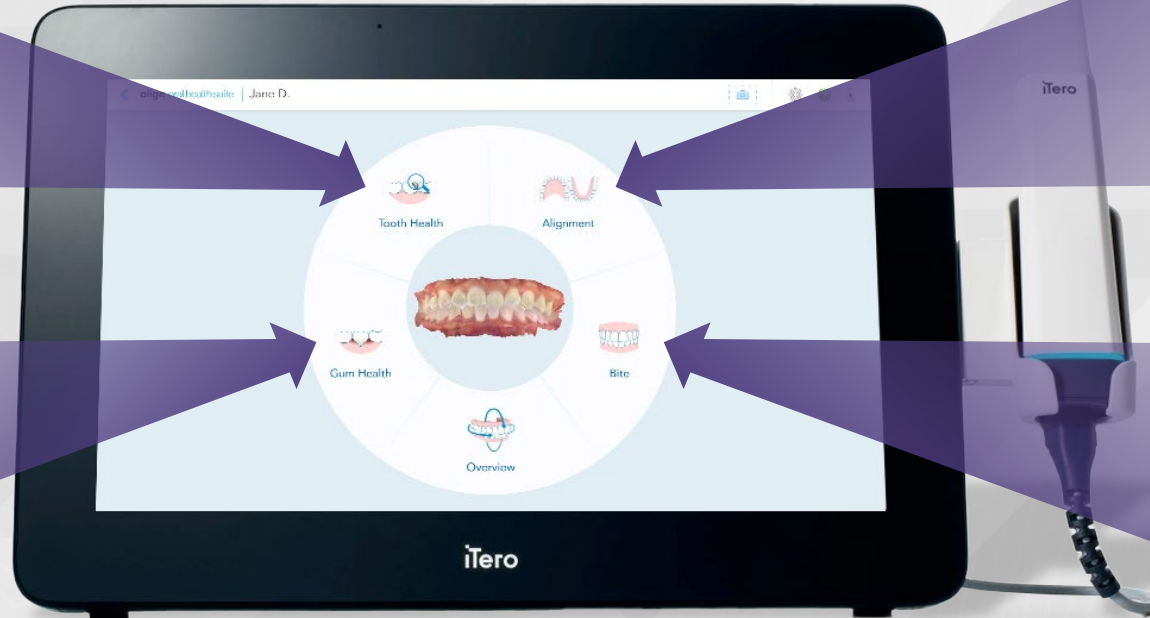


assess and illustrate
gum health for
potential issues

Bite



show tooth wear
pattern and opposing
contact areas



Align™ Oral Health Suite

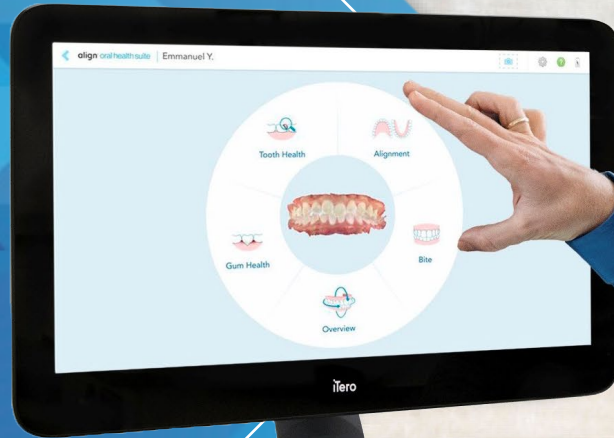
Proven ROI for GP Practices

iTero Scans **2+**

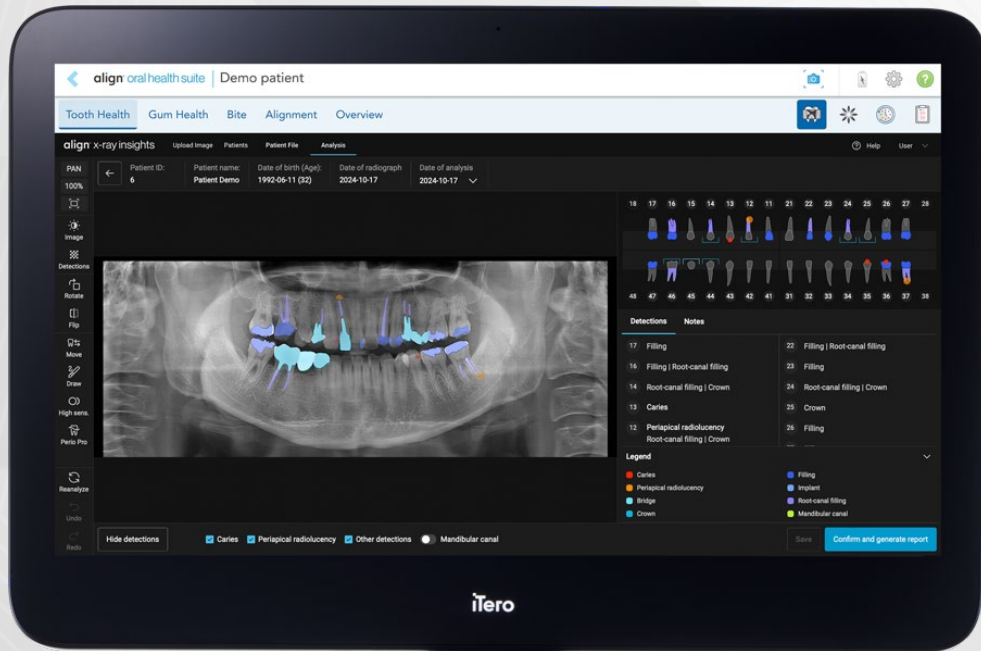
AOHS Per Day **1+**

\$15,000+

Est Monthly Revenue²



Coming Soon: Advanced Align™ Oral Health Suite with Align™ X-Ray Insights



align™ x-ray insights

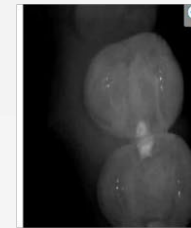
Enabling chairside multi-modal diagnosis



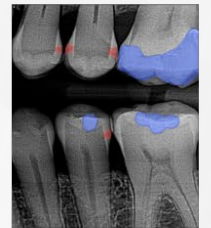
3D scan model



Intraoral photos



NIRI images



X-Ray images

Comprehensive view enables more accurate diagnosis of dental issues

Integrated with iTero™ intraoral scanners, Align X-Ray insights drives patient trust and treatment acceptance through multimodal visualization that comprehensively **elevates chairside communication.**

align™ digital platform

TRANSFORMING SMILES, CHANGING LIVES



Scan



Diagnose



Plan



Treat



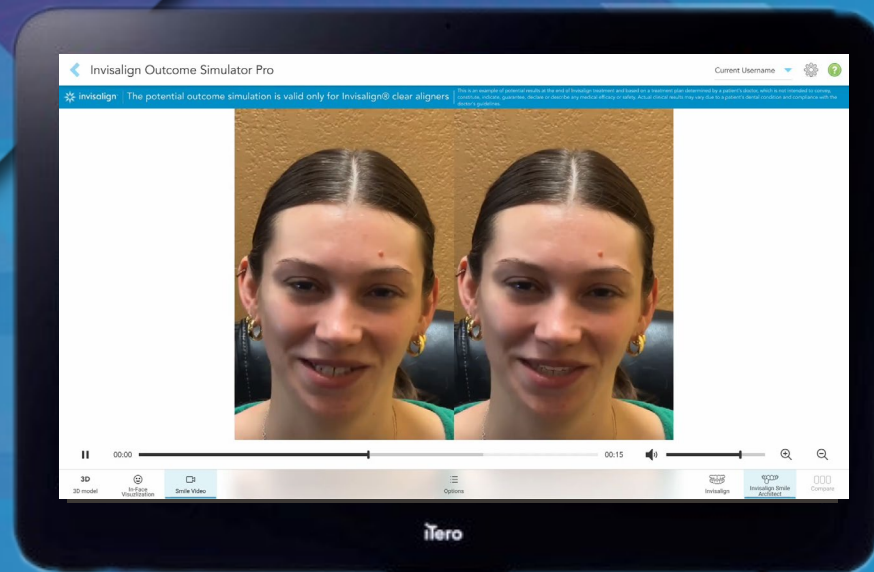
Connect

Invisalign® Outcome Simulator Pro in-face visualization

2X MORE
ACCEPTANCE
than 3D model only³



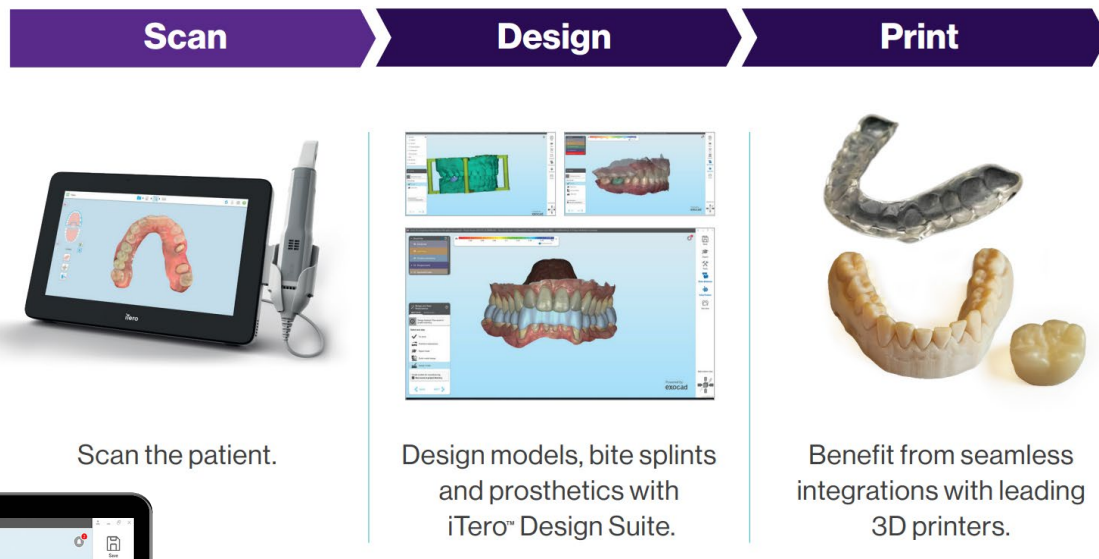
Invisalign® Outcome Simulator Pro Now with Smile Video!



Next level
visualization tool
to **drive** treatment
acceptance and
emotional
engagement with
the patient about
Invisalign treatment

iTero™ Design Suite

Design for in-practice 3D printing easily and efficiently with intuitive applications, powered by exocad™ software, a leading CAD software.



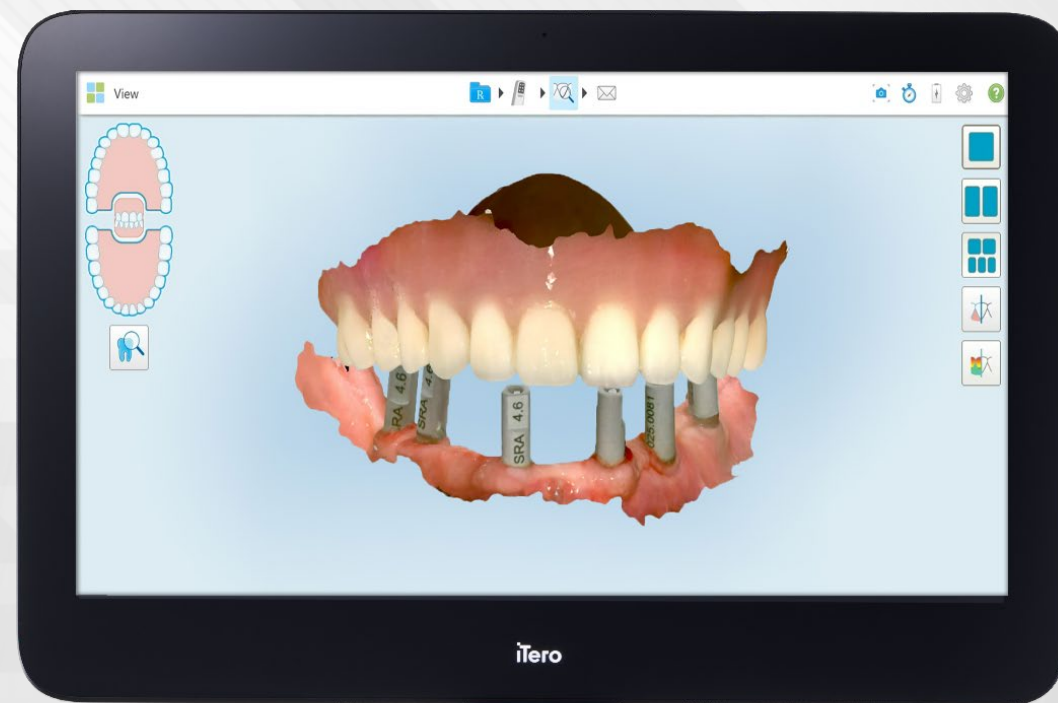
- ✓ Easy-to-use design capabilities
- ✓ Improved practice efficiency and profitability
- ✓ Enhanced patient satisfaction with shortened time to treatment

New

iTero lumina™ pro

Powered by iTero Multi-Direct Capture™
(MDC) technology

Now in a comprehensive version with
restorative and orthodontic capabilities



Technology leaping over limitations

Confocal/Structure Light



iTero Multi-Direct Capture™ technology



iTero Lumina™

iTero Multi-Direct Capture™

6 multi-angled cameras

3x larger field of view⁴

Scan effortlessly at 2x the speed⁵

Photorealistic scans thanks to advanced optics

Small & light wand

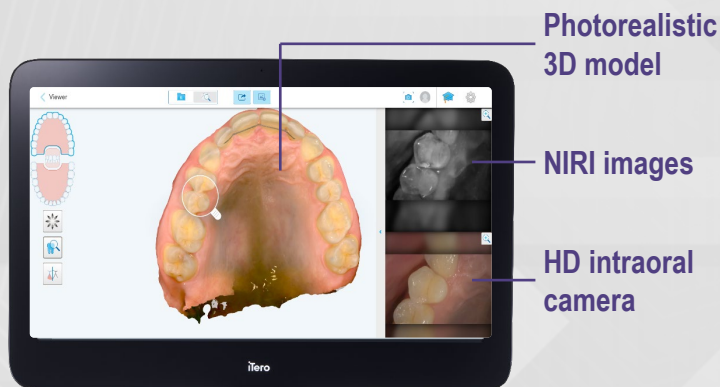


iTero Lumina™

Making dentistry feel effortless,
from dental exam, to treatment and monitoring.

EFFORTLESS SIMPLICITY

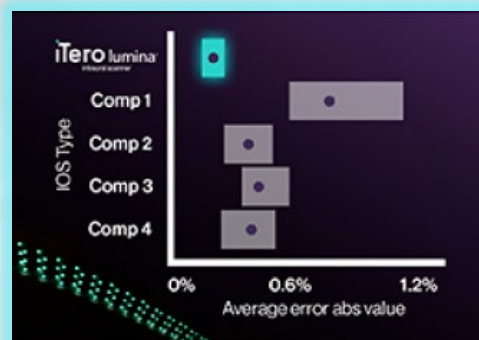
for highly efficient workflows



- ▶ Scan in one single pass
- ▶ Multi-modality assessment in one scan
- ▶ 5 capabilities in one device

SUPERIOR ACCURACY

for high confidence



- ▶ Predictable & repeatable first-time restoration fit thanks to superior full jaw accuracy compared to competitors.

PATIENT EXPERIENCE

for exceptional care



- ▶ One quick and comfortable scan
- ▶ Restorations fit right in
- ▶ Modern, engaging and customized experience from dental exam to monitoring



iTero Lumina™

More and more peer validation across doctors and labs.

“

The most advanced intraoral scanner yet. Faster, more precise, and incredibly detailed—this technology takes smile design to the next level. Because when it comes to patient care, we believe in working with the best people, using the best products, and investing in the best technologies - for results that truly speak for themselves.

Oceanic Dental
CA, USA

”

“

The new Lumina with the HD scans makes restorative even faster – implants scans are now so fast, every implant dentist should have one.

Dr. Chaffe
Australia

”

“

It's like pouring liquid over the subject. The scanner easily captured all surfaces and at first testing shows extreme accuracy.

Roe Dental Laboratory
Ohio, USA

”

“

It's all about making things simpler, faster, and more accurate - for both me and my patients.

Dr. Fahey
UK

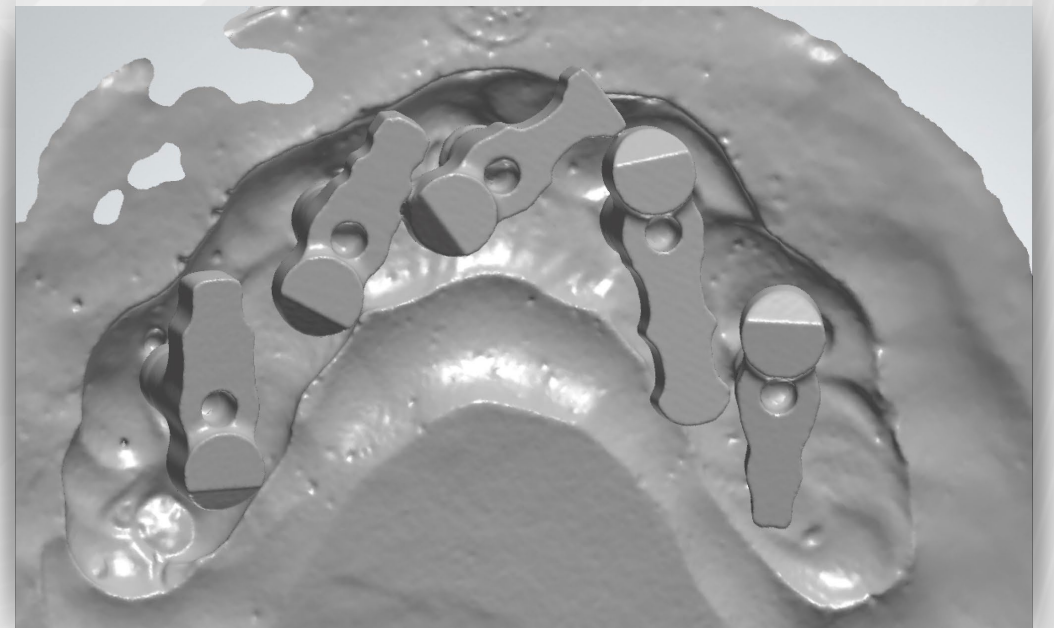
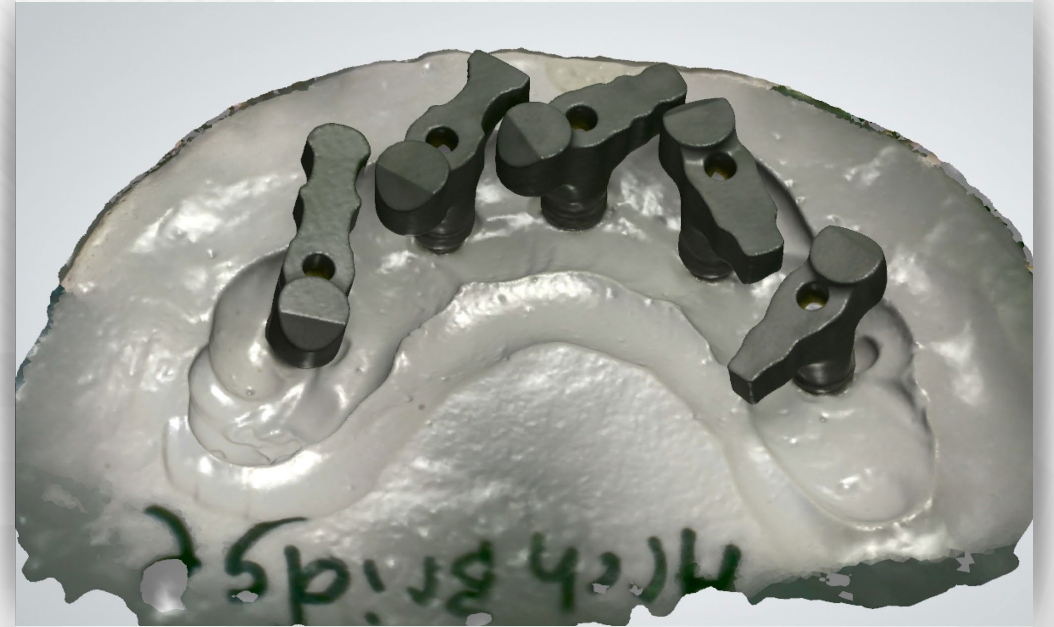
”

“

It's like pouring liquid over the subject. The scanner easily captured all surfaces and at first testing shows extreme accuracy.

Roe Dental Laboratory
Ohio, USA

”



“

The most advanced intraoral scanner yet. Faster, more precise, and incredibly detailed—this technology takes smile design to the next level. Because when it comes to patient care, we believe in working with the best people, using the best products, and investing in the best technologies - for results that truly speak for themselves.

Oceanic Dental
CA, USA

”



“

The iTero Lumina creates a new standard in digital scanning that achieves exceptional results through a faster even more detailed data capture. The result is a highly accurate, photorealistic image with a faster scan time, increasing esthetic treatment planning, clinical efficiency, and a more comfortable experience for our client and team.

Dr. Cruz-McLeod
NY, USA

”



An optimal experience for **GROWING PATIENTS**

81%

of surveyed users agree that the iTero Lumina™
intraoral scanner enables faster and easier
scans of children and teenagers.⁹



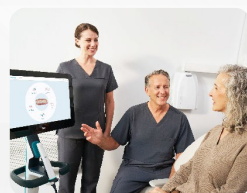
From Scanner to Platform: Unlocking the Full Value of iTero



Powering and simplifying practice operations



Data collection



Patient communication



Lab & Chairside workflows

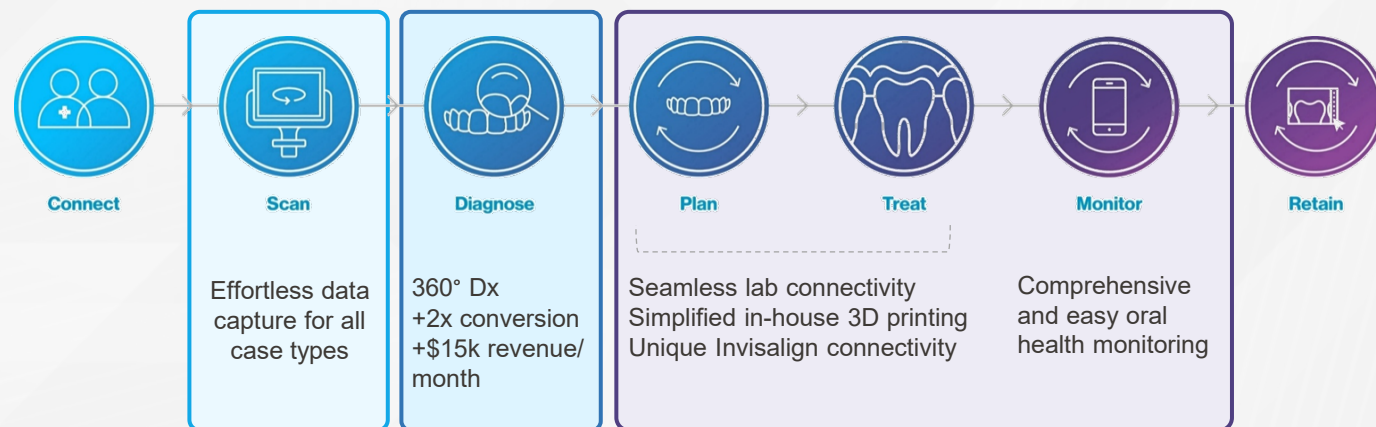


Staff delegation & retention



Continuous learning & scope expansion

by enabling critical steps of the practice workflow:



KEY TAKEAWAYS

- ◆ **GP practice transformation:**
It Starts with iTero™ with a focus on comprehensive and minimally invasive dentistry
- ◆ **Driving growth:** from a scanner to a platform, improving clinical outcomes, growing the practice, and delivering an elevated experience for patients and staff
- ◆ **Customer led solutions:** Putting our customers at the center and leveraging, Invisalign iTero™ and exocad to unlock potential

Citations

- 1) iTero Lumina™ intraoral scanner with Ortho capabilities is available since February 2024. The iTero Lumina scanner with restorative software became available in March 2025. iTero Element™ 5D Plus Series scanner is available in U.S., Canada , the majority of EMEA and selected APAC and LATAM markets. iTero Lumina™ scanner is available in U.S., Canada, the majority of Europe and selected APAC and Africa markets. Data on file at Align Technology.
- 2) Based on a calculated median difference of 1H2024 production revenue between North American GP practices with regular daily usage of the iTero scanner and the Align Oral Health Suite (n=69) versus GP practices that did not use the Align Oral Health Suite (n=636). Data accounted for varying clinic patient volumes. The Align Oral Health Suite is only available on iTero Lumina and iTero Element Plus Series scanners. Data on File at Align Technology, as of September 3rd, 2024.
- 3) Based on over 115,000 Invisalign Outcome Simulator Pro simulations globally. Invisalign Outcome Simulator Pro is only available on the iTero Element Plus Series. Data on File at Align Technology, as of June 20, 2023.
- 4) Compared to the field of view of the iTero Element™ 5D imaging system, when the iTero Lumina™ intraoral scanner's scanning distance is 12 mm. Data on file at Align Technology, as of November 15, 2023.
- 5) Compared to the iTero Element™ 5D imaging system with tolerance AVE=±0.1 operating at a working distance from 0-20 mm. Data on file at Align Technology, as of November 15, 2023.
- 6) Based on a survey in September 2023 of n=22 users who participated in a global limited market release, working with iTero Lumina™ intraoral scanner for an average period of 6 months, representing both Invisalign® trained general practitioners and orthodontists, and their staff in NA, EMEA and APAC, who were presented with a 4 point level of agreement scale from strongly agree to strongly disagree with the following statement: "The iTero Lumina™ intraoral scanner increases the efficiency and productivity in my clinic."
- 7) Based on a survey in September 2023 of n=22 users who participated in a global limited market release, working with iTero Lumina™ intraoral scanner for an average period of 6 months, representing both Invisalign® trained general practitioners and orthodontists, and their staff in NA, EMEA and APAC, who were presented with a 4 point level of agreement scale from strongly agree to strongly disagree with the following statement: "The iTero Lumina™ intraoral scanner scanning experience helps remove adoption and utilization barriers." Data on file at Align Technology, as of November 15, 2023
- 8) Based on a survey in September 2023 of n=22 users who participated in a global limited market release, working with iTero Lumina™ intraoral scanner for an average period of 6 months, representing both Invisalign® trained general practitioners and orthodontists, and their staff in NA, EMEA and APAC, who were presented with a 4 point level of agreement scale from strongly agree to strongly disagree with the following statement: "The iTero Lumina™ intraoral scanner's superior 3D model boosts patient engagement."
- 9) Over other iTero™ scanners in their respective clinics. Based on a survey in September 2023 of n=22 users who participated in a global limited market release, working with iTero Lumina™ intraoral scanner for an average period of 6 months, representing both Invisalign® trained general practitioners and orthodontists, and their staff in NA, EMEA and APAC, who were presented with a 4 point level of agreement scale from strongly agree to strongly disagree with the following statement: "The iTero Lumina™ intraoral scanner enables faster and easier scans of children and teenagers."

align™ |  invisalign® | iTero™ | exocad™

Comprehensive Dentistry

Zelko Relic

Executive Vice President,
Chief Technology Officer

Comprehensive Dentistry

75% of people would benefit from a tooth alignment¹

45% of restorative procedures should start with a tooth alignment²

MALOCCLUSION

or incorrect bite, cause mechanical stresses, which is often the **root cause** of dental issues leading to restorative procedures – why only fix the symptoms and consequences?!

Tooth alignment and proper occlusion create a **functional and stable bite**, enable **minimally invasive restorations** and **preserve healthy tooth mass**, delivering **longer lasting** and **esthetically superior treatment outcomes**



Tooth Alignment

The Standard of Care in Dentistry

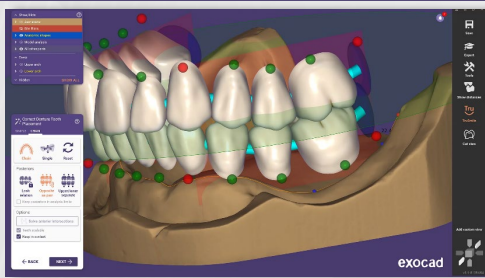




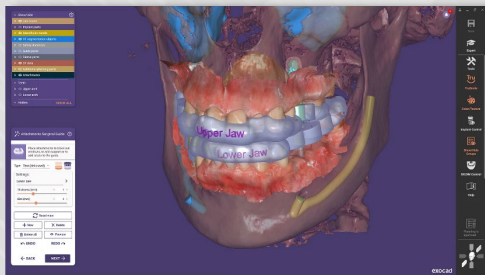
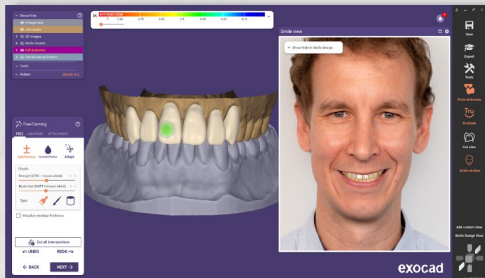
invisalign[®]

exocad

CORE VERSION

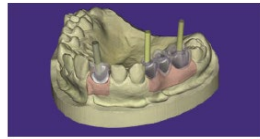


DentalCAD
ChairsideCAD



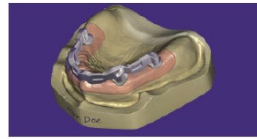
exoplan

MODULES



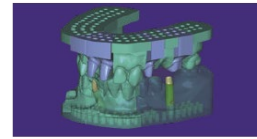
Implant Module

Design abutments and screw-retained bridges.



Bar Module *

Advanced bar design for both standard and complex bars.



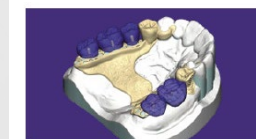
Model Creator

Create physical models from digital impression scans.



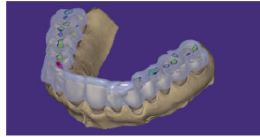
FullDenture Module *

Digital design of full dentures.



PartialCAD *

Design removable partial denture frameworks.



Bite Splint Module

Design night guards, bite splints and simple appliances.



Provisional Module

Create eggshell temporaries based on pre-op scans.



TruSmile Module

Realistic rendering of dental restorations.



Smile Creator

Next generation smile design: the best of 2D and 3D.



Virtual Articulator

Simulate jaw movement and analyze dynamic occlusion.



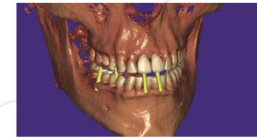
Tooth Library

Extensive library of beautiful natural teeth.



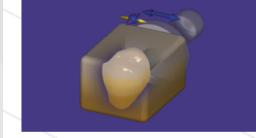
Jaw Motion Import

Import jaw measurement from devices.



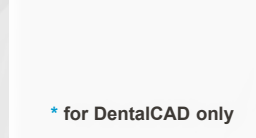
DICOM Viewer

Visualize voxel CT data during the design process.

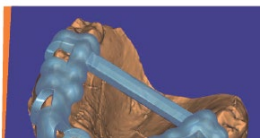


In-CAD Nesting Module

Position restorations in milling blanks.



* for DentalCAD only



In-house surgical guides - with Guide Creator module

exocad

60K+

CAD installations

50+%

Lab market share globally

150+

Country presence

200+

Total number of partners



The most advanced dental CAD/CAM software platform with the largest global dental lab install base

Invisalign® and exocad™ Comprehensive Dentistry

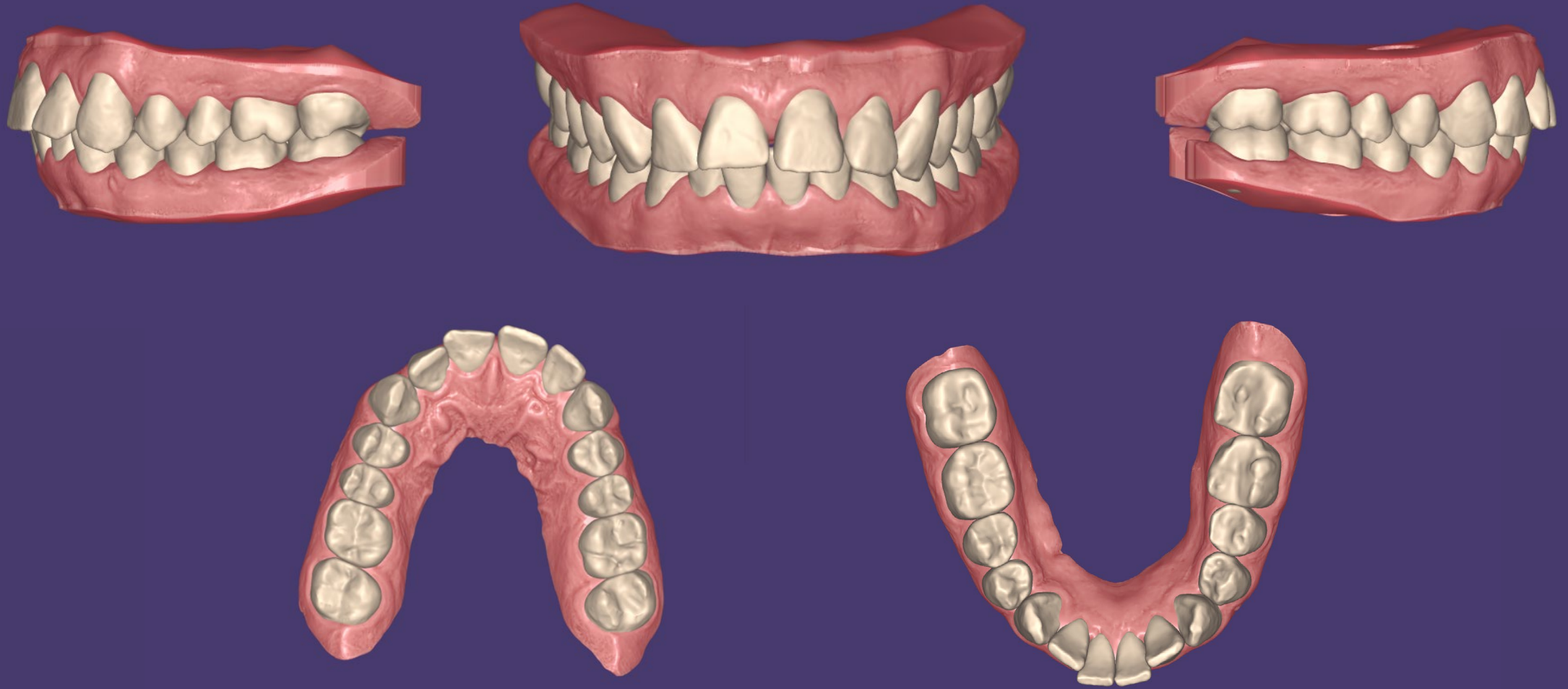
Holistic interdisciplinary care to optimize patient's oral and dental health

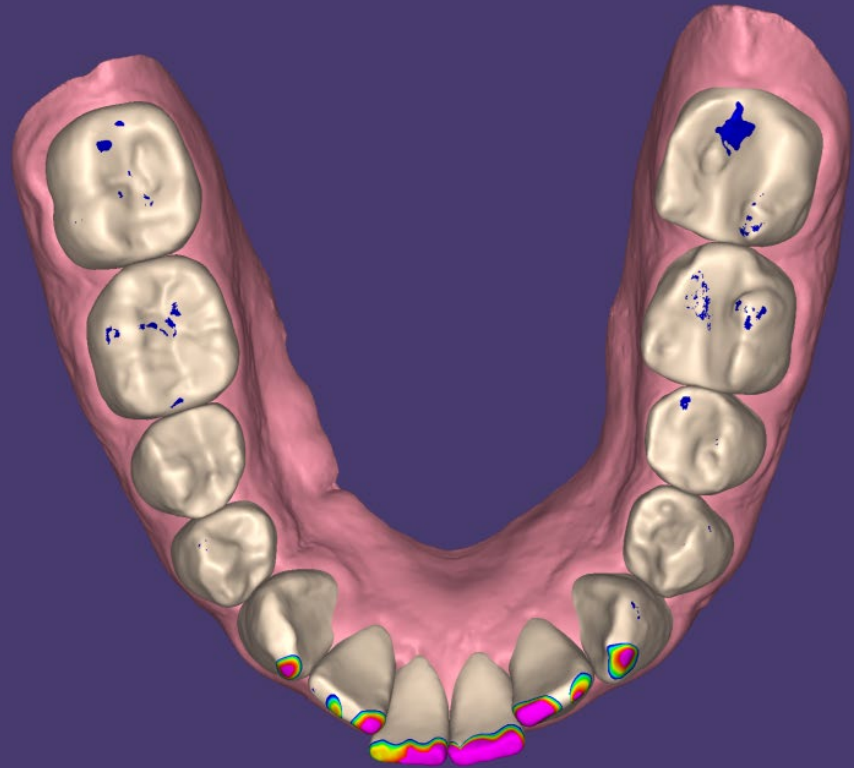
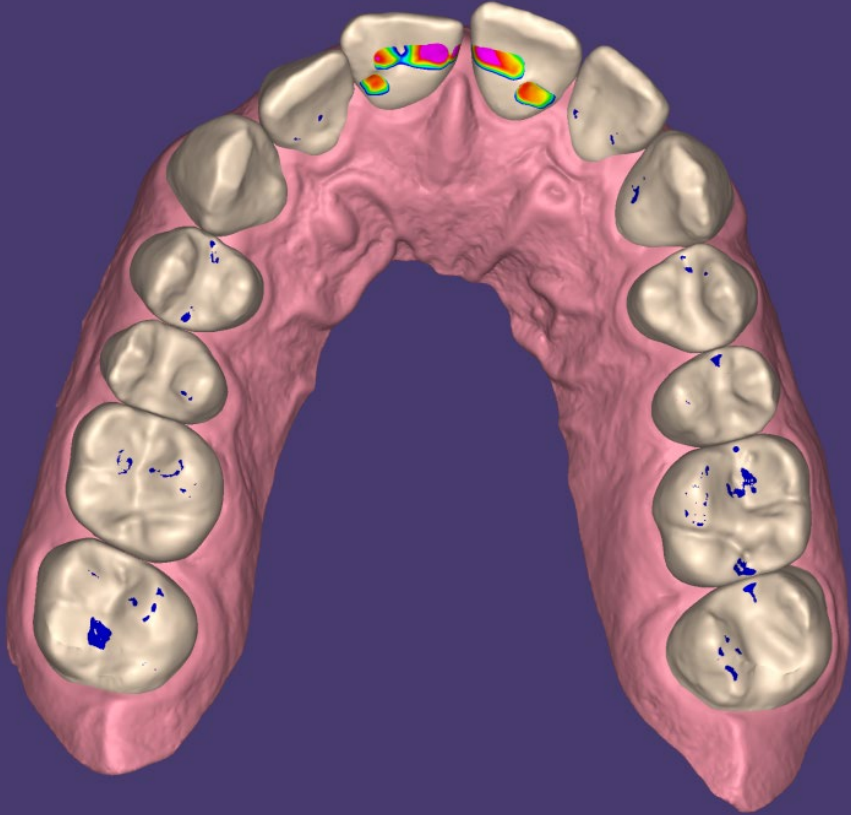
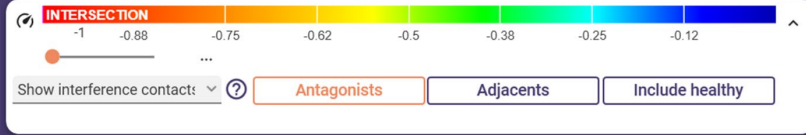


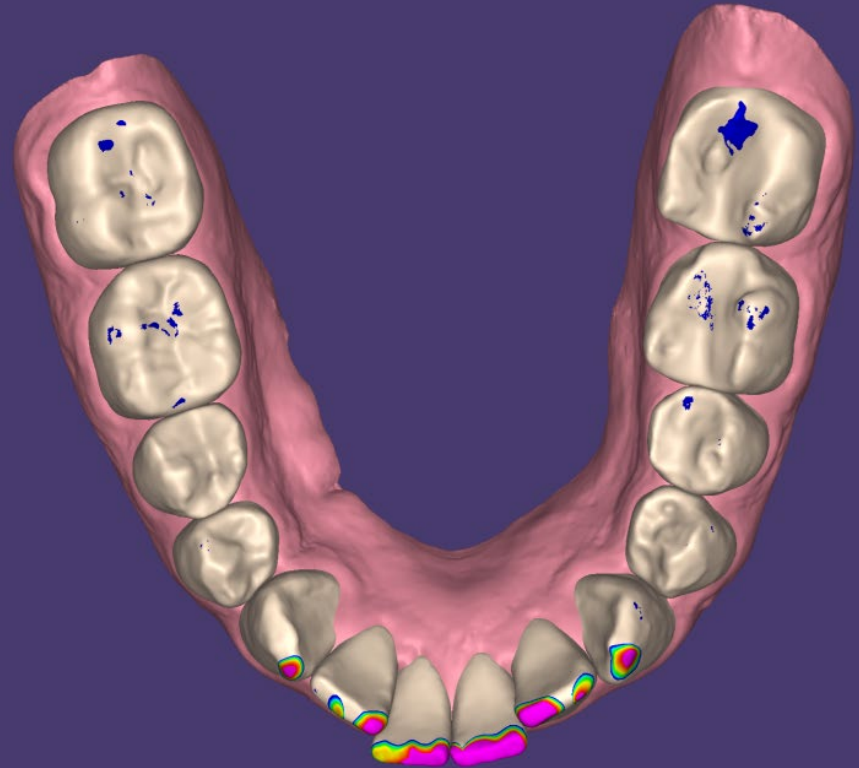
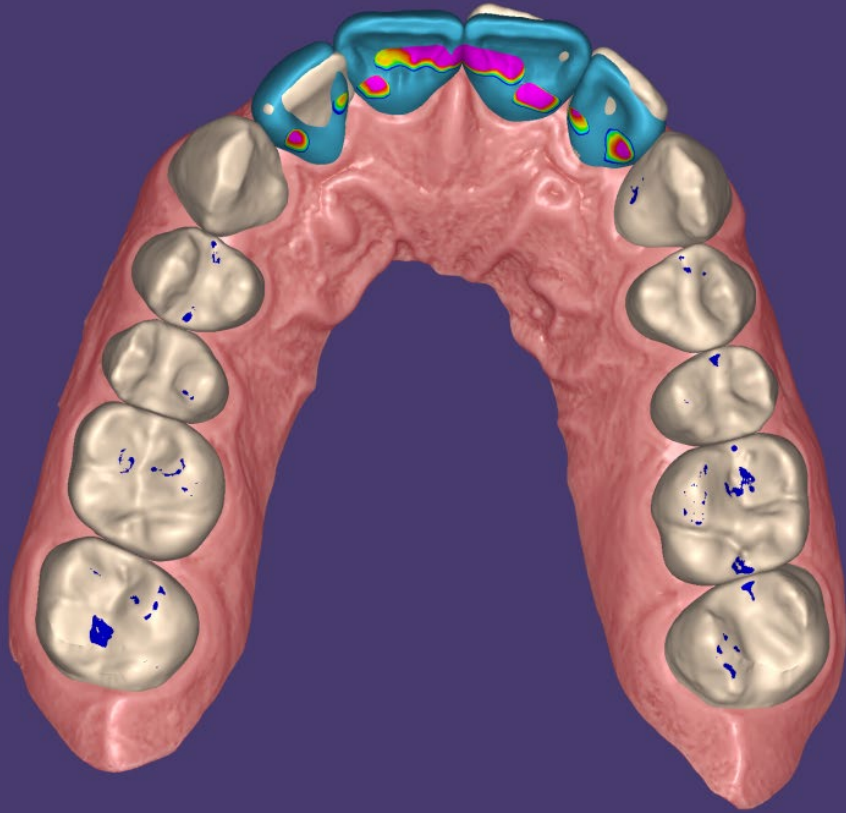
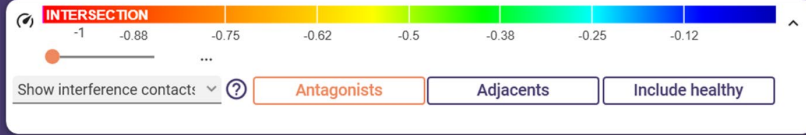
Invisalign® and exocad™ Comprehensive Dentistry

Holistic interdisciplinary care to optimize patient's oral and dental health









Treatment plan options

Include the following:

- Restorative
- Final outcome only
- Virtual gingiva

Plan situation:

Toggle teeth visibility

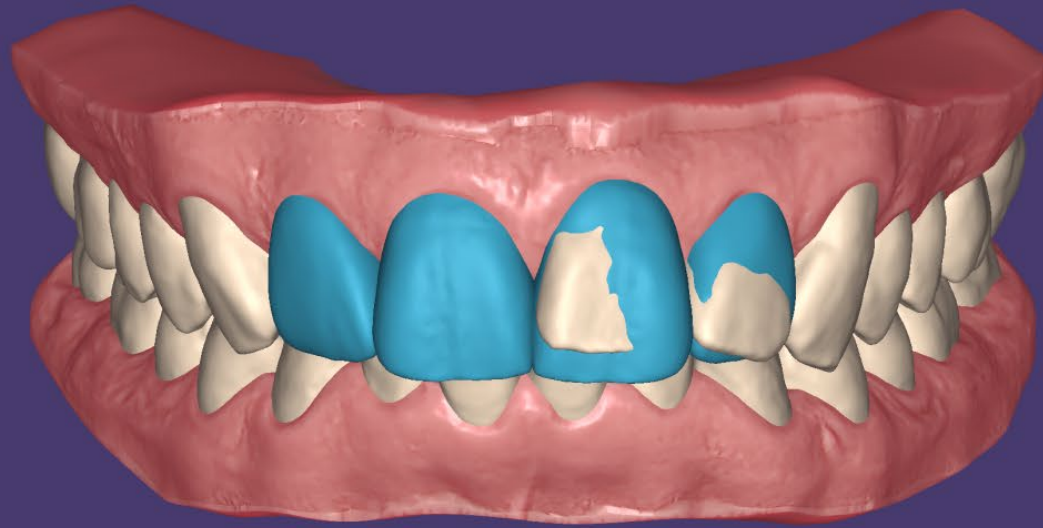
^ Show/Hide

- > Jaw scans
- > Smile Creator Helpers
- > 2D Images
- > Segmented teeth - Initial
- > Segmented teeth - Restorative only
- > Segmented teeth - Adjacent only
- > Gingiva scans
- > Restoratives - Initial
- > Protected estimated pulp zones
- > Excluded from treatment plan

^ Teeth

- > Upper arch
- > Lower arch

▼ Hidden



Save

Wizard

Tools

Show distances

Tru
TruSmile

Color/Texture

Cut view

Tooth reduction view

Smile window

Add custom view

Smile Design View

Treatment plan options

Include the following:

- Restorative
- Final outcome only
- Virtual gingiva

Plan situation:

Toggle teeth visibility

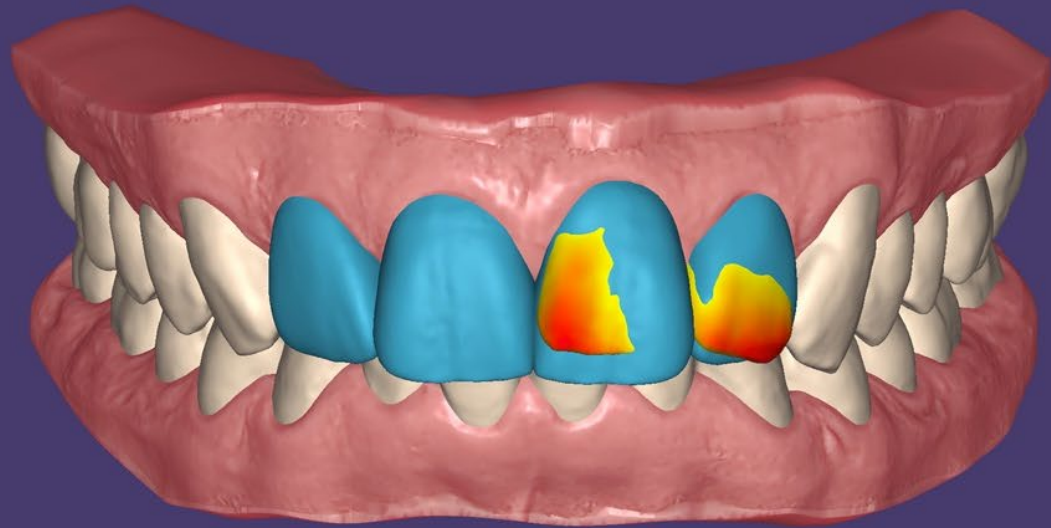
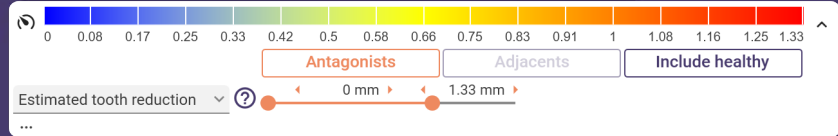
Show/Hide

- Jaw scans
- Smile Creator Helpers
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- Segmented teeth - Initial
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- Gingiva scans
- Restoratives - Initial
- Protected estimated pulp zones
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Teeth

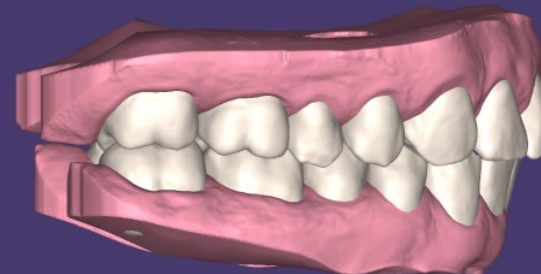
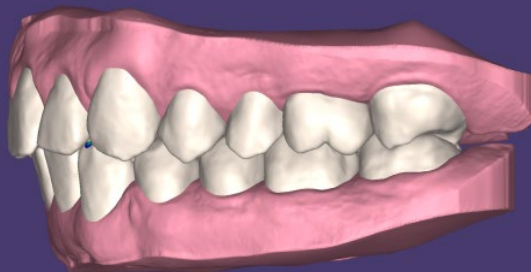
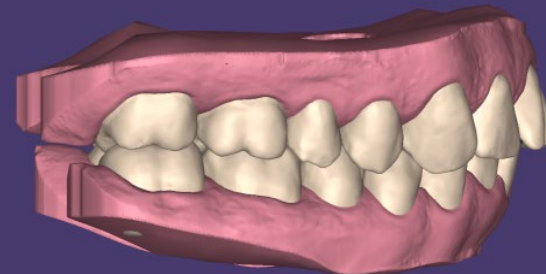
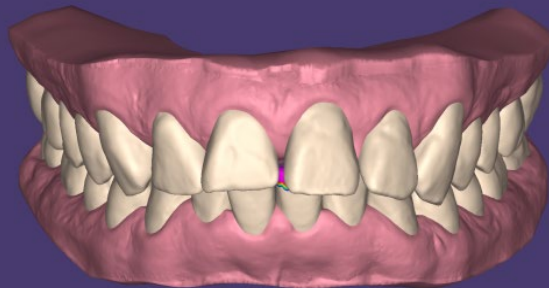
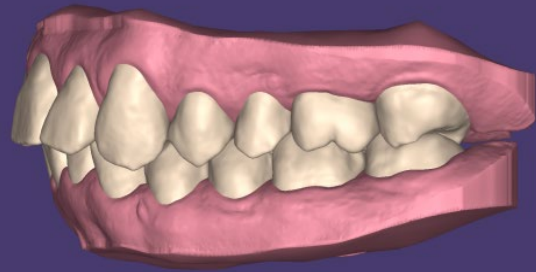
- Upper arch
- Lower arch

Hidden



- Save
- Wizard
- Tools
- Show distances
- Tru Smile
- Color/Texture
- Cut view
- Tooth reduction view
- Smile window
- Add custom view
- Smile Design View





Treatment plan options

Include the following:

- Restorative
- Final outcome only
- Virtual gingiva

Plan situation:

Toggle teeth visibility

- Show/Hide
- Teeth
- Hidden



Save

A-R-T Wizard

Tools

Show distances

Tru TruSmile

Color/Texture

Cut view

Tooth reduction view

Add custom view

Smile Design View

Custom view 2

Custom view 3

Custom view 4

v3.3-9176/64

Treatment plan options



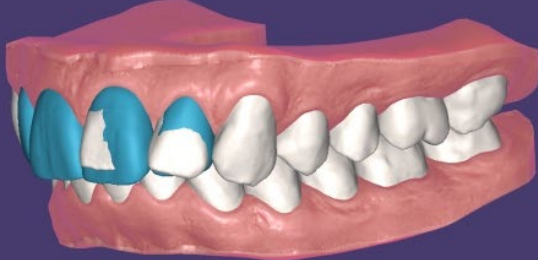
Include the following:

- Restorative
- Final outcome only
- Virtual gingiva

Plan situation:

Toggle teeth visibility

- Show/Hide
- Teeth
- Hidden

Save
A-R-T Wizard
Tools
Show distances
TruSmile
Color/Texture
Cut view
Tooth reduction view
Add custom view
Smile Design View
Custom view 2
Custom view 3
Custom view 4
v3.3-9176r/64

Treatment plan options



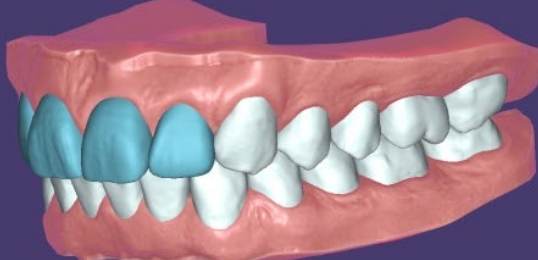
Include the following:

- Restorative
- Final outcome only
- Virtual gingiva

Plan situation:

Toggle teeth visibility

- Show/Hide
- Teeth
- Hidden

Treatment plan options

Include the following

- Restorative
- Final outcomes only
- Virtual gingiva

Plan situation

Initial Alignment

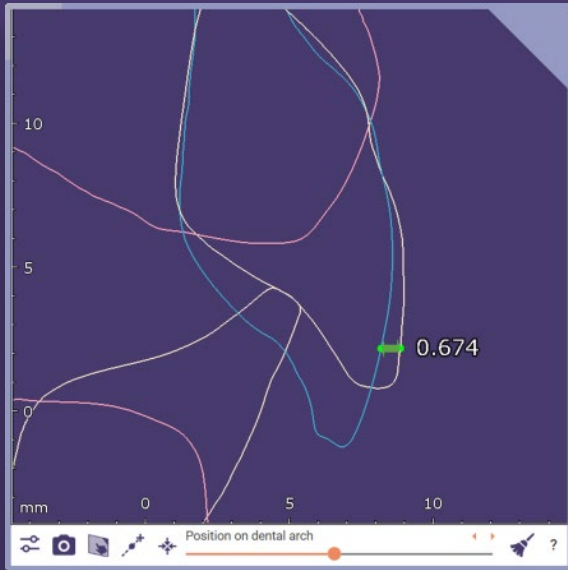
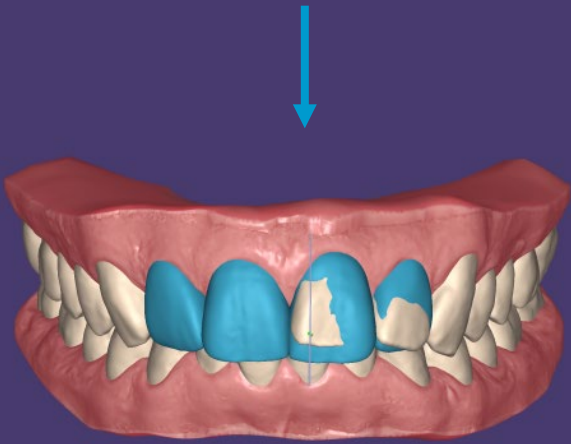
Toggle teeth visibility

- Bracket
- Impression
- Brackets Clasp Helpers
- 2D images
- Segmented teeth - Initial
- Segmented teeth - Restorative only
- Segmented teeth - Alignment only
- Gingiva scores
- Restorative - Initial
- Predicted esthetic gingival lines
- Excluded from treatment plan

Teeth

- Upper arch
- Lower arch

Hidden Show all Auto Hide



Treatment plan options

Include the following

- Restorative
- Final outcomes only
- Virtual gingiva

Plan situation

Initial Alignment

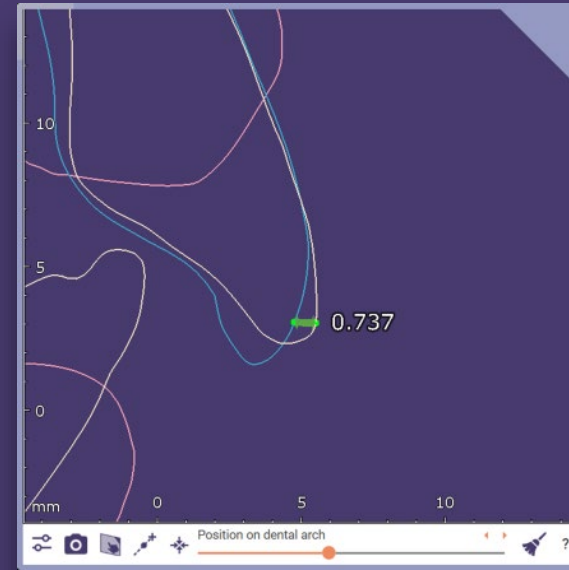
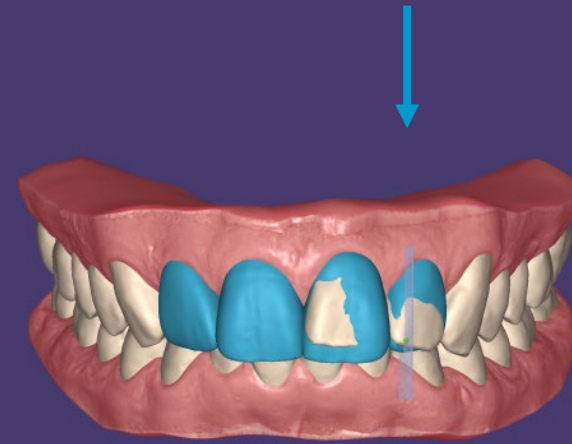
Toggle teeth visibility

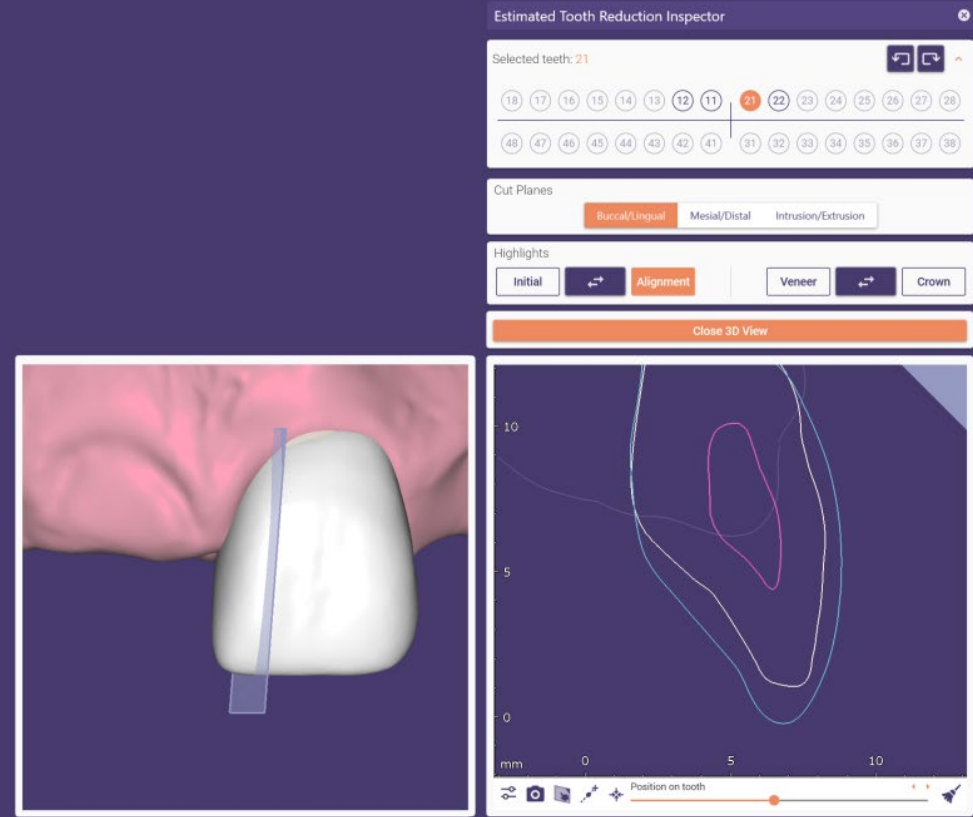
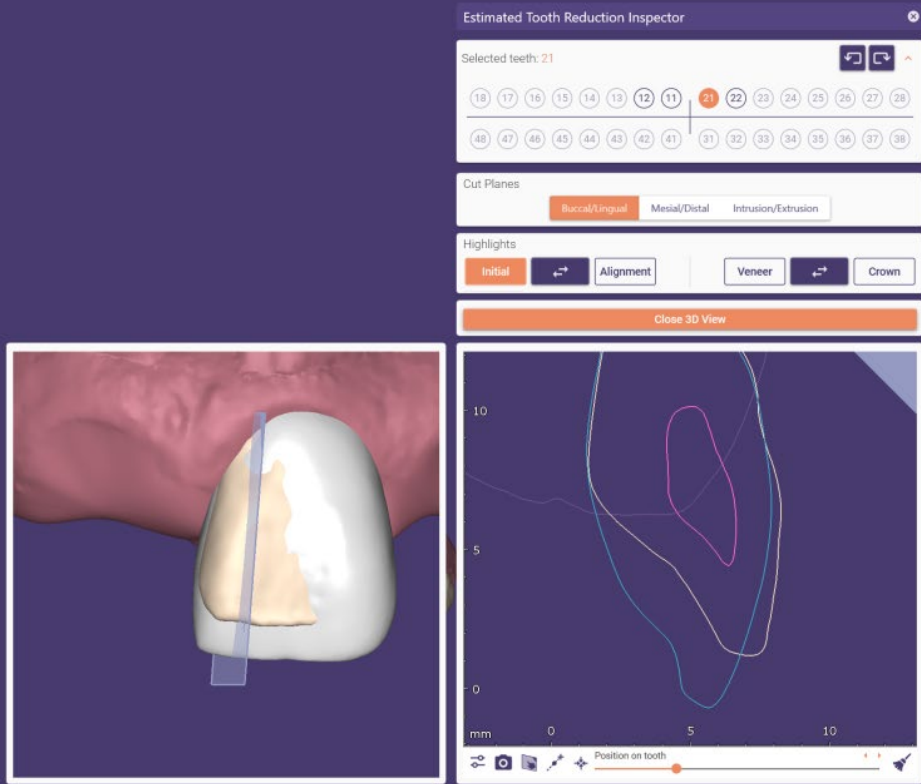
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- Restorative - Initial
- Predicted esthetic gingival lines
- Excluded from treatment plan

Teeth

- Upper arch
- Lower arch

Hidden Show all Auto Hide





Treatment plan options

Include the following:

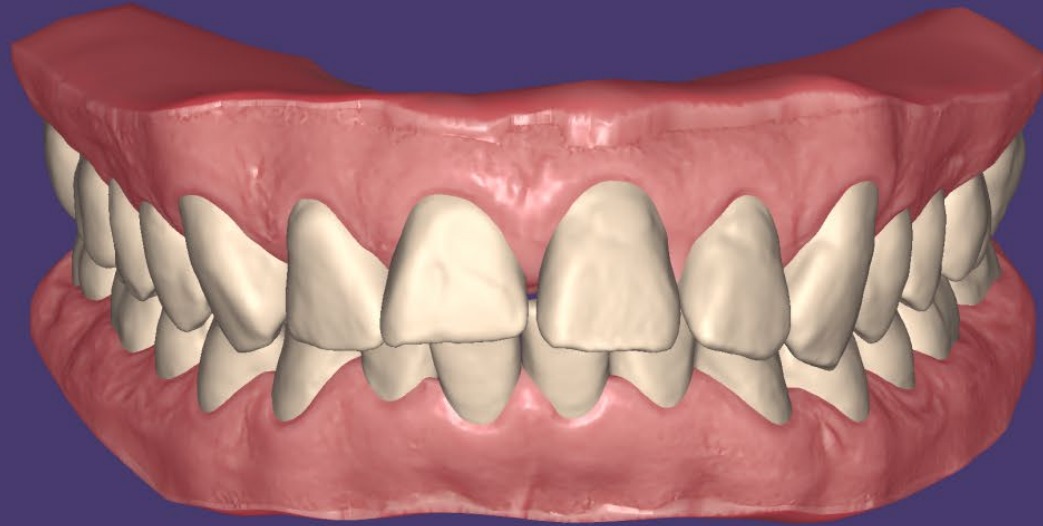
- Restorative
- Final outcome only
- Virtual gingiva

Plan situation:

Initial ↔ Alignment

Toggle teeth visibility

- Show/Hide
- Jaw scans
- Segmented teeth - Initial**
- Segmented teeth - Restorative only
- Segmented teeth - Adjacent only
- Gingiva scans
- Excluded from treatment plan
- Teeth
 - Upper arch
 - Lower arch
- Hidden **Show all** Auto hide



- Save
- Wizard
- Tools
- Show distances
- TruSmile
- Color/Texture
- Cut view
- Tooth reduction view
- Smile window
- Add custom view
- Smile Design View

Treatment plan options ^

Include the following:

- Restorative
- Final outcome only
- Virtual gingiva

Plan situation:

Initial ↔ Alignment

Toggle teeth visibility >

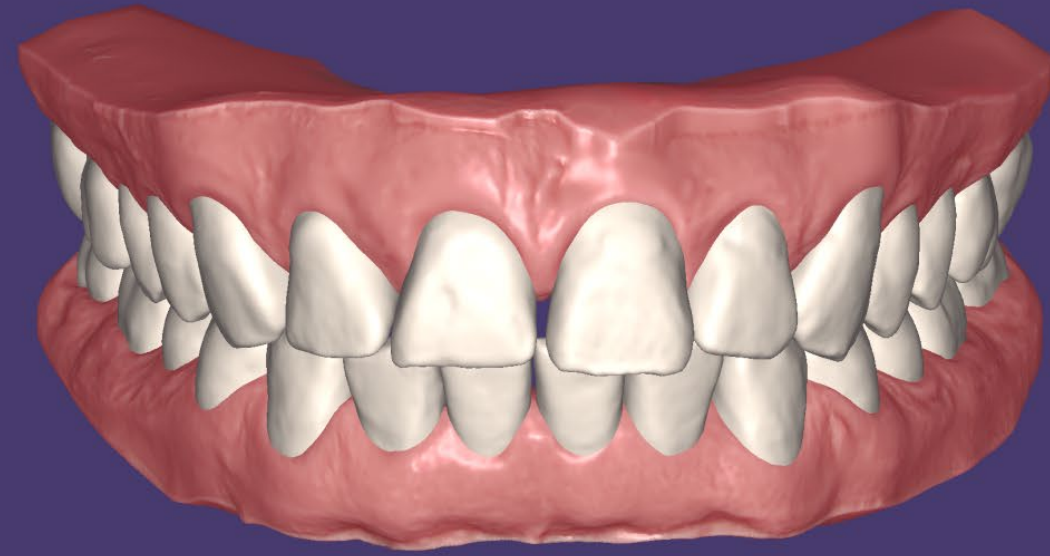
^ Show/Hide 🖱️ ?

- > Segmented teeth - Alignment 🦷
- > Segmented teeth - Restorative only
- > Segmented teeth - Adjacent only
- > Gingiva design parts
- > Excluded from treatment plan

^ Teeth

- > Upper arch
- > Lower arch

∨ Hidden Show all Auto hide



Save

Wizard

Tools

Show distances

Tru
TruSmile

Color/Texture

Cut view

Tooth reduction view

Smile window

Add custom view
Smile Design View

Treatment plan options ^

Include the following:

- Restorative
- Final outcome only
- Virtual gingiva

Plan situation:

Initial ↔ Alignment

Toggle teeth visibility >

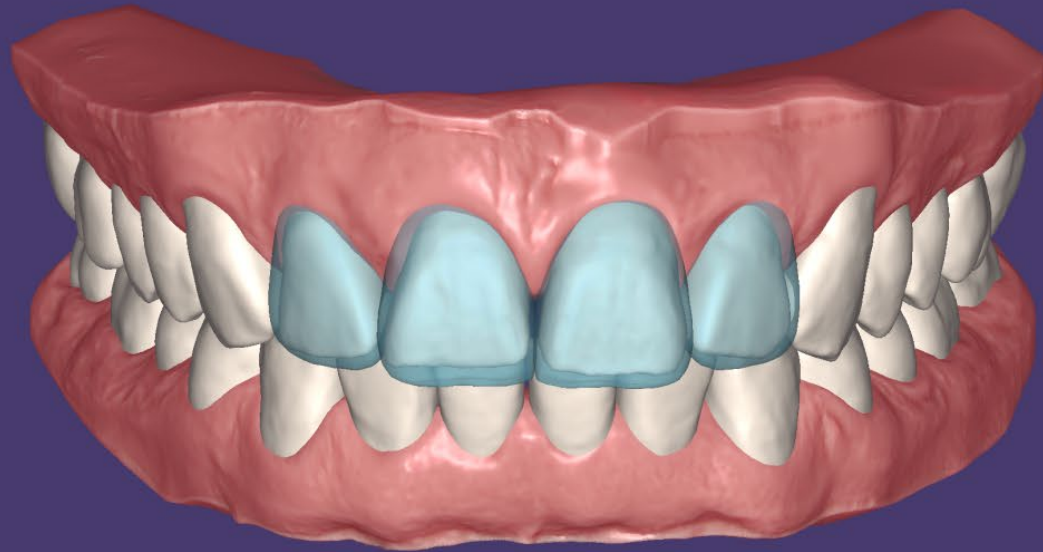
^ Show/Hide 👆 ?

- > Segmented teeth - Alignment 🦷
- > Segmented teeth - Restorative only
- > Segmented teeth - Adjacent only
- > Gingiva design parts
- > Restoratives - Alignment plan 🦷
- > Excluded from treatment plan

^ Teeth

- > Upper arch
- > Lower arch

∨ Hidden Show all Auto hide



Save

Wizard

Tools

Show distances

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TruSmile

Color/Texture

Cut view

Tooth reduction view

Smile window

Add custom view
Smile Design View

Treatment plan options

Include the following:

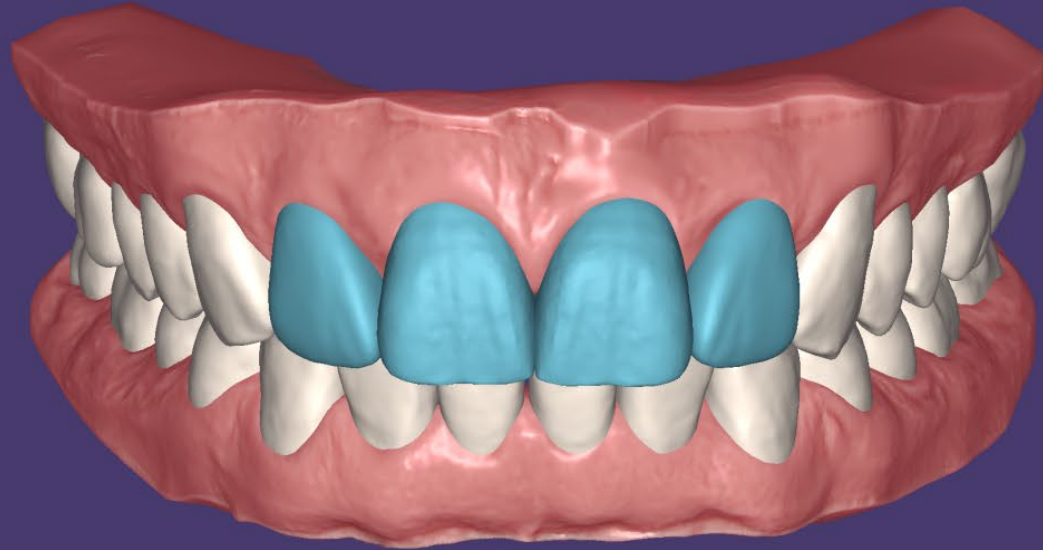
- Restorative
- Final outcome only
- Virtual gingiva

Plan situation:

- Initial
- ↔
- Alignment

Toggle teeth visibility

- Show/Hide
- Segmented teeth - Alignment
- Segmented teeth - Restorative only
- Segmented teeth - Adjacent only
- Gingiva design parts
- Restoratives - Alignment plan
- Excluded from treatment plan
- Teeth
 - Upper arch
 - Lower arch
- Hidden **Show all** Auto hide



- Save
- Wizard
- Tools
- Show distances
- TruSmile
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- Add custom view
- Smile Design View

Treatment plan options

Include the following:

- Restorative
- Final outcome only
- Virtual gingiva

Plan situation:

Toggle teeth visibility

Show/Hide

- Smile Creator Helpers
- 2D Images
 - Segmented teeth - Alignment
 - Segmented teeth - Restorative only
 - Segmented teeth - Adjacent only
 - Gingiva design parts
 - Restoratives - Alignment plan
- Teeth
 - Upper arch
 - Lower arch

Hidden

SHIFT

CTRL

Smile Creator Preview

Real time preview Photorealistic preview

Options

Upper Both

Image brightness

Export smile image



Save

Wizard

Tools

Show distances

Tru Smile

Color/Texture

Cut view

Tooth reduction view

Add custom view

Smile Design View

Custom view 2

Custom view 3

Custom view 4

New Previous

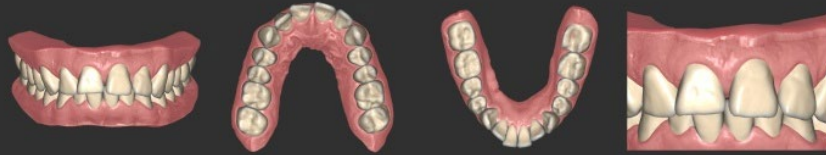
Technology Inc. All rights reserved.

exocad

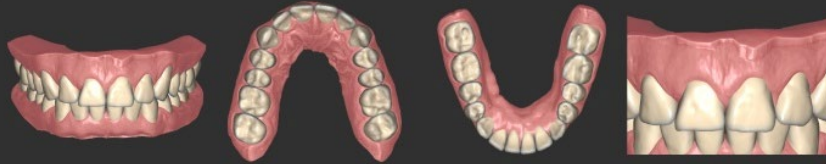


Pre- and post-alignment proposal

Initial situation



Alignment plan



Disclaimer: This is an average of potential results. Actual final results may vary due to several factors, including the patient's dental condition, compliance with the doctor's treatment instructions, and any adjustments to the treatment plan.

Patient: Alex, Dreas
 Patient ID: 1
 Date: 30.10.2024 16:14

Pre- and post-restorative alignment overview

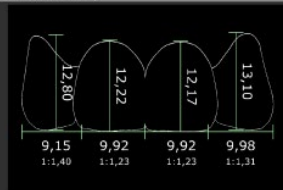
Before Restorative Alignment + restorative



Disclaimer: This is an average of potential results. Actual final results may vary due to several factors, including the patient's dental condition, compliance with the doctor's treatment instructions, and any adjustments to the treatment plan.

Outlines and measurements

Outlined restorative setup



Measurements

Tooth Number	Width (mm)	Height (mm)	Ratio
12	9,15	12,80	1:1,40
11	9,92	12,22	1:1,23
21	9,92	12,17	1:1,23
22	9,98	13,10	1:1,31

Close-up



Disclaimer: This is an average of potential results. Actual final results may vary due to several factors, including the patient's dental condition, compliance with the doctor's treatment instructions, and any adjustments to the treatment plan.

Screenshots

Natural Smile simulation 07



Disclaimer: This is an average of potential results. Actual final results may vary due to several factors, including the patient's dental condition, compliance with the doctor's treatment instructions, and any adjustments to the treatment plan.



3. Ortho restorative Comprehensive Package



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



REMOVE



MOVE



Moving Teeth Instead of Removing

US → \$4B+



Nearly half of GP restorative patients have malocclusions



8M+ restorative procedures annually in the US
(crowns, bridges, implants), seen by **160,000 GPs**, using **9,000 Labs**



45%, or **3.7M**, would benefit from **tooth alignment first**, to optimize tooth health, function, aesthetics and longevity.³ Each **GP** treating avg. **23 restorative patients**



invisalign® | **\$4B+/yr** incremental U.S. market opportunity*

Moving Teeth Instead of Removing

EMEA → \$6B+



Nearly half of GP restorative patients have malocclusions



12M+ restorative procedures annually in the EMEA (crowns, bridges, implants), seen by **350,000 GPs**, using **38,000 Labs**



45%, or **5.4M**, would benefit from **tooth alignment first**, to optimize tooth health, function, aesthetics and longevity.⁴ Each **GP** treating avg. **15 restorative patients**



invisalign® | **\$6B+ / yr** incremental EMEA market opportunity*

Comprehensive Digital Dental Platform

Bringing all digital dentistry solutions together to achieve superior patient outcomes

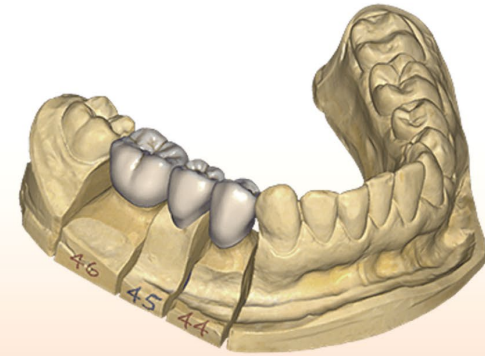
iTero™



 invisalign®



exocad™



Citations

- 1) Brunelle, et. al. Prevalence and distribution of selected occlusal characteristics in the US population 1988–1991. Journal of Dental Research 1996; 75(2) suppl and NHANES data
- 2) Data on file at Align Technology, 2017. Based on survey data of current Dental Practitioners in the USA, doctors (n=251) were asked “What percent of the patient cases for prosthodontic procedures (ie veneers, implants, bridges, partials) would have benefited from a better initial position of the teeth?” (n=251). An average of 45% was developed from the doctor’s responses.
- 3) Data on file at Align Technology, 2017.
- 4) Data on file at Align Technology, 2017.

align™ |  invisalign® | iTero™ | exocad™

Americas Go-To-Market Strategy

Frank Quinn

Executive Vice President and
Managing Director,
Americas

UNDERSERVED MARKET AMERICAS

5M | teens

3M | adults

8M | annual
ortho
starts

250M

CONSUMER
OPPORTUNITY

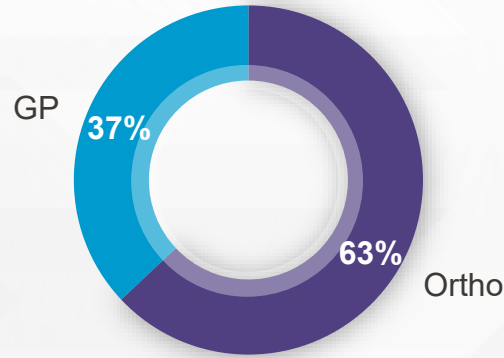




AMERICAS at a Glance

TOTAL CLEAR ALIGNER VOLUMES

Ortho vs GP mix



DOCTOR METRICS

136K

Trained Doctors

55K

Shipped To

28

NA Utilization*

Major Markets:



- United States
- Canada
- Brazil

Focused Execution & **Strategic Growth Drivers**



Americas **Go-to-Market Strategy**

Our strategy is designed to **drive accelerated adoption, improve utilization, and enhance the overall customer experience** by focusing on three core pillars:



Accelerating **ORTHO UTILIZATION**

Reposition Ortho Brand as partner
for growth through community &
partnership

Reshape Ortho Business Model
as growing patient innovation leader

Accelerate ortho journey with
enhanced clinical confidence



GP DENTIST ADOPTION

Attract and Enable New Providers through certification and education

Accelerate Practice Growth with pathways, product and partnerships

Build GP Relevance through innovation, iTero scanning and integration with key institutions



Drive strategic **DSO / OSO** **PARTNERSHIP**

Strengthen **DSO Relevance & Brand Preference** with value prop

Drive **Deeper Engagement** with new providers, programs and co-marketing

Accelerate **Digital Adoption** with ClinCheck innovation and iTero scanning



Dental Service Organizations (DSOs / OSOs) **A GROWING, SCALABLE CHANNEL**

United States

Heartland Dental

1,580 | clinics

MB2 Dental

430 | clinics

Smile Doctors

380 | clinics

**SSG
Management**

130 | clinics

DSO DEFINITION

Independent business service organizations that contract with or purchase Dental and Ortho practices to provide business management and support, including non-clinical operations & procurements.



Dental Service Organizations (DSOs /OSOs) **A GROWING, SCALABLE CHANNEL**

Canada

**Dental Corp
Health Services**

320 | clinics

123Dentist

300 | clinics

Clearly Select

200 | clinics

**Canadian
Orthodontic Partners**

50 | clinics

DSO DEFINITION

Independent business service organizations that contract with or purchase Dental and Ortho practices to provide business management and support, including non-clinical operations & procurements.

Clinical Education Across the Full Professional Journey

Dental Student & Resident Education

2K dental students educated annually

85% Ortho Residents Completed Invisalign Fundamentals (TAIF)

70% Final Year Ortho Residents attend CAARE 2-Day course

Material Education Grant for Students

168 Participating Programs

100% of Orthodontic Programs

30% of Pre-doc/ AEGD GPR

20% of Pediatric Programs

CLINICAL PATHWAYS

EDUCATION

PRACTICE SUPPORT AND INTEGRATION

LATAM focus



AFFORDABILITY

- New financing models (Invisalign Pay™, DSP, CompFit)
- Expanding access across LATAM

MULTI-DISCIPLINARY

- Integrated clinical and sales teams
- Holistic customer engagement

CLINICAL EDUCATION

- Strong clinical programs, focus on science, great feedback
- Growth in university partnerships

Igniting Demand & Shaping a Culture of Confidence

Real people. Real stories.

Testimonials

Adults 45+

Doctor as Hero

Parents w/Kids

Spanish Language in US



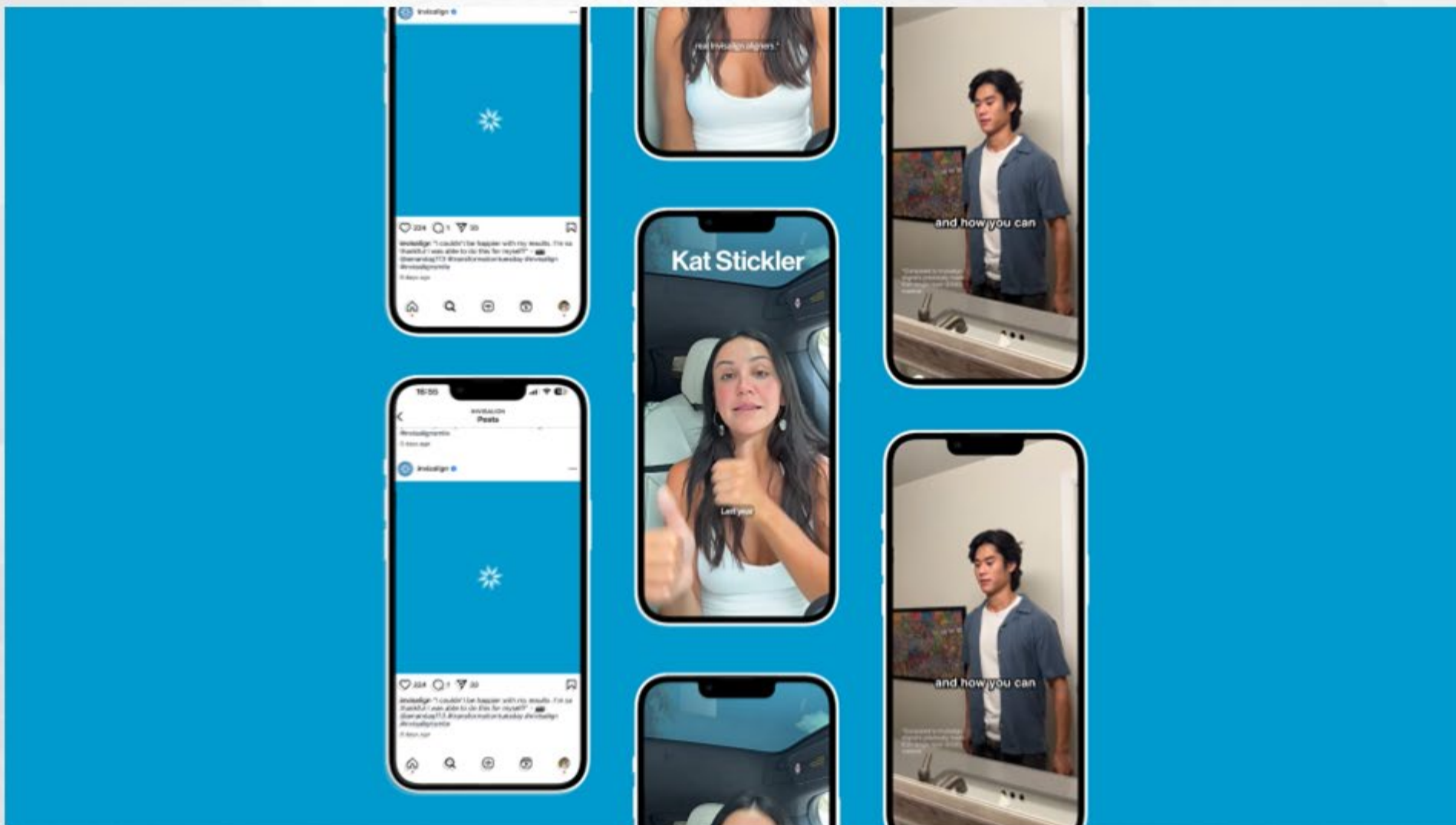
Thoughts on
the new Invisalign®
Palatal Expander



Invisalign se ha convertido en parte de
mi rutina de belleza

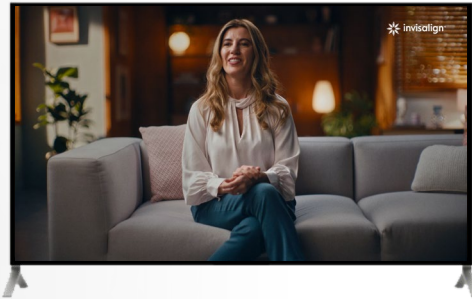
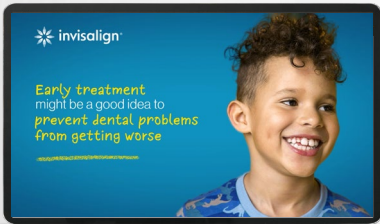
@leilanigreen

Protecting the **Invisalign® Brand**



Omni-Channel Media Approach

targeting 3 core audiences (adults, parents w/kids, teens)

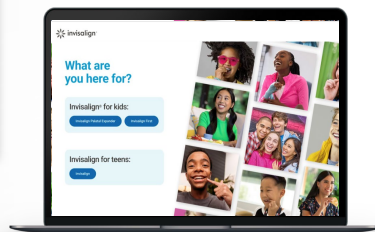
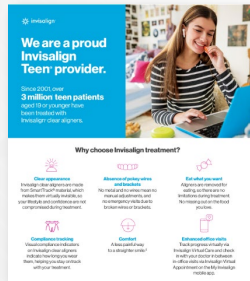
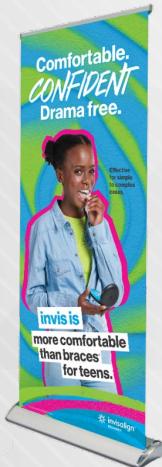


TV & YOUTUBE

INFLUENCERS & SOCIAL MEDIA

PRACTICE MARKETING

PARTNERSHIPS



Commercial Excellence & **Sales Force Optimization**

To ensure we effectively **capture market demand**, we will **strengthen our commercial capabilities** and **optimize our sales force** to focus on **driving higher engagement and delivering value to our customers**



FOCUS

SIMPLIFY

EXECUTE

DELIVER



KEY TAKEAWAYS

- ◆ **Enormous opportunity in AMS**
- ◆ **Winning the hearts and minds of Orthos**
- ◆ **Building relevance with GPS to drive adoption**
- ◆ **Connecting with consumers to drive demand**
- ◆ **Growing DSO footprint**
- ◆ **Accelerating growth**

align™ |  invisalign® | iTero™ | exocad™

APAC Leadership

David Carr

Executive Vice President and
Managing Director,
APAC

UNDERSERVED MARKET APAC



6M | teens

2M | adults

8M | annual
ortho
starts

200M

CONSUMER
OPPORTUNITY

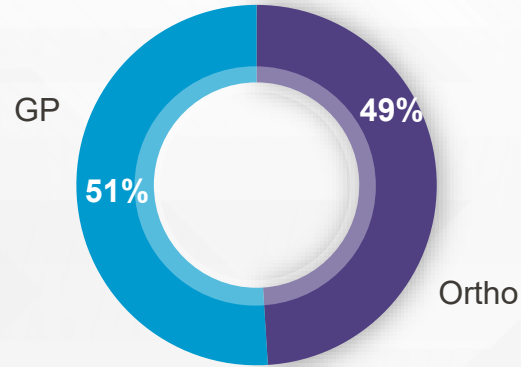


APAC at a Glance



TOTAL CLEAR ALIGNER VOLUMES

Ortho vs GP mix



DOCTOR METRICS

75K

Trained Doctors

40K

Shipped To

13

Utilization*

MAJOR MARKETS:



- China
- India
- Japan
- Korea
- ANZ

Focused Execution

Strategic Growth Drivers



International Expansion: Driving Growth in China



CUSTOMER EXPANSION



+

TREATMENT ADOPTION



+

BRAND LEADERSHIP



=

MARKET READY

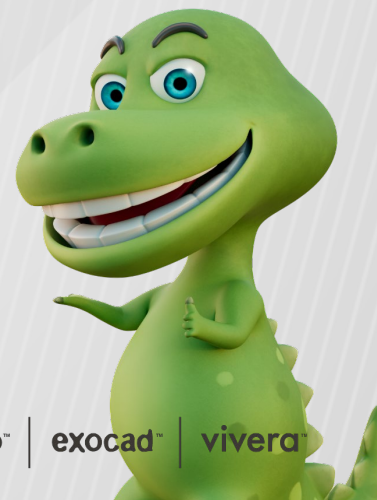


- DSO and Key Chain partnership success
- Growing beyond Tier 1

- Focus on growing kids and teens segment
- Treatment planning support (TPS)
- iTero placement growth

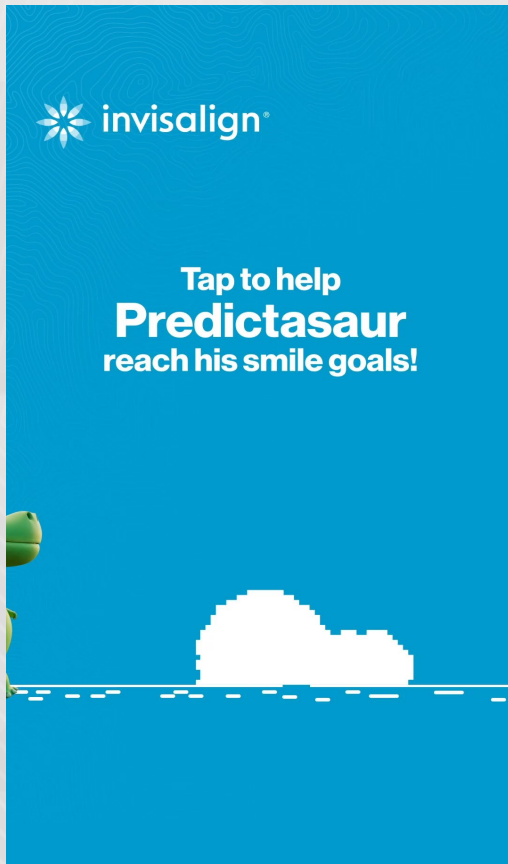
- #1 searched clear aligner on Baidu
- Patients accept a premium for Invisalign® brand
- 69K customers attended Master Forum

- #1 revenue
- 'In China for China'



Driving Growth with Early Intervention

Invisalign First™ strong Y/Y submitter growth



1 Shape Ortho belief in Phase 1

- Drive **awareness** of Phase 1 treatment (Ortho societies, consumer marketing)
- Build **clinical confidence** through education

2 Lead with Invisalign First; Expand indications with IPE & MAOB

- Invisalign First; expanding submitter base and UR
- IPE Korea & China launch 2nd half 2025
- MAOB in all key markets 2nd half 2025

3 Recruit and Develop Paediatric Channel

- Partnership with Paediatric Dentist societies
- Dedicated **onboarding** with IPE for Pediatric Dentists
- Accelerate Paediatric Dentist **journey**



China's 'Dino' branding driving adoption while tackling aligner compliance

A Programmatic **Approach to Growth**

- New Doctor Onboarding
- Growth Programs
- University Partnerships
- Treatment Planning Services

2025 Invisalign®

APAC Summit

5 – 7 June, Bangkok, Thailand

>1.5K educational programs with >20K participants in 2024

Growing Demand Growing Practices



KEY TAKEAWAYS

- ◆ Long-term double-digit growth outlook
- ◆ Growing patients, new innovations & developing markets fueling growth
- ◆ Programmatic approach to growing submitters & utilization
- ◆ Our brand, education and clinical support underpin our reputation
- ◆ Disciplined and tenured team in an increasingly dynamic region

align™ |  invisalign® | iTero™ | exocad™

EMEA Leadership

Simon Beard

Executive Vice President and
Managing Director,
EMEA

UNDERSERVED MARKET EMEA

4M | teens

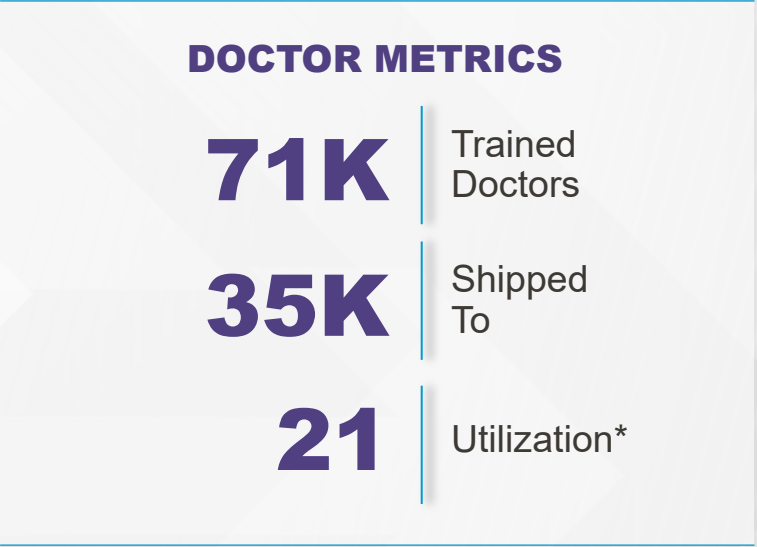
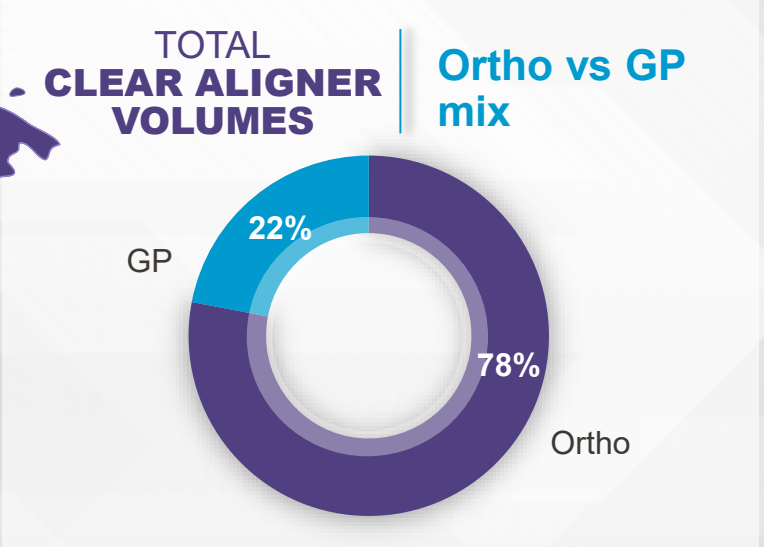
2M | adults

6M | annual
ortho
starts

150M

CONSUMER
OPPORTUNITY

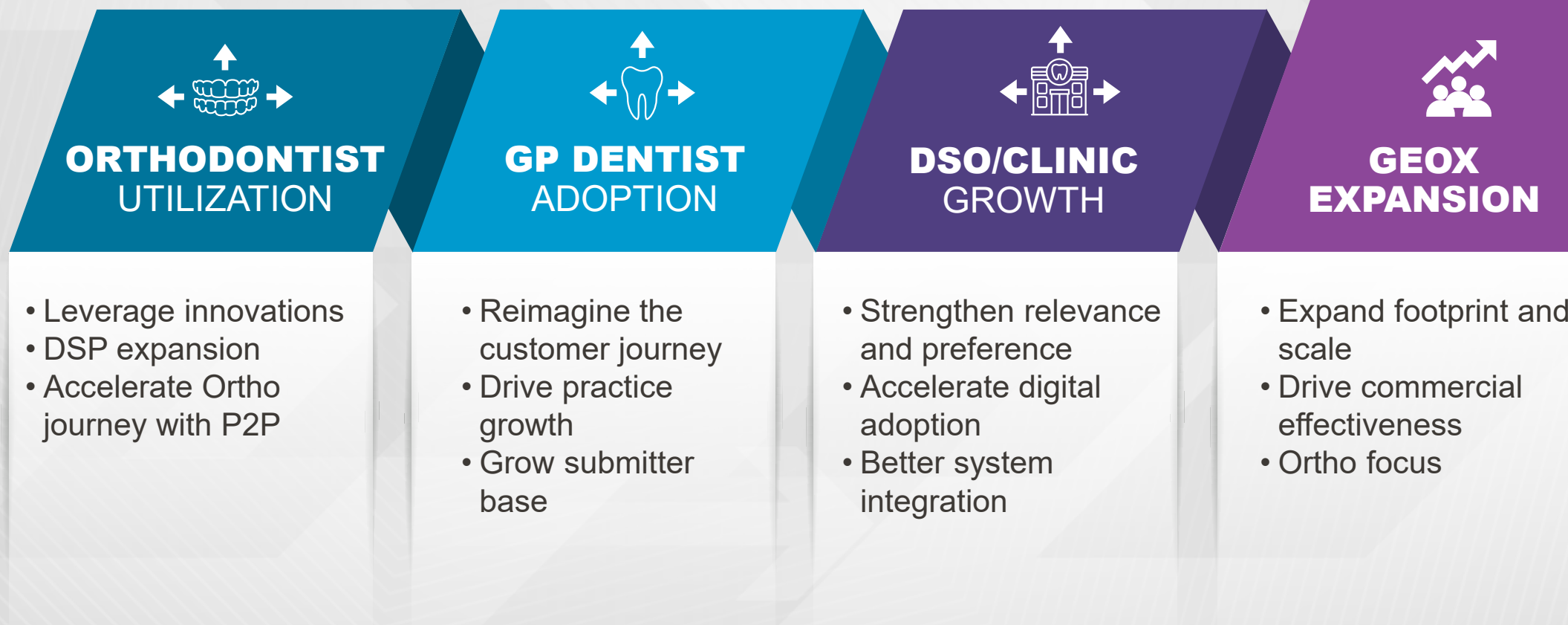
EMEA at a Glance



Major Markets:

- Iberia
- UKI
- Italy

Focused Execution Strategic Growth Drivers



Accelerating **ORTHO UTILIZATION**

Accelerate growing patients

Peer-to-peer (P2P) networks

Innovation adoption – IPE, MAOB

Doctor Subscription Programs



Winning GP OPPORTUNITY

Accelerate new doctor certification

Comprehensive dentistry

iTero Lumina™

Adult opportunity



Key Accelerators for Ortho & GP Channels

ORTHO PEER-TO-PEER

- 12 months Program
- Combines 1 mentor (high experience) with mentees 10-15 (low experience)
- Focus on clinical and digital workflow
- ClinCheck support by mentor
- Mentors support new technology launches
- Over 3,000 doctors now enrolled, with strong growth in Kids/Teen

INVISALIGN® DIGITAL MENTORING

- Reimagined onboarding for GPs
- GPs trained first on iTero™ and use of Align™ Oral Health Suite
- Weekly scanning targets
- 1 month later trained on Invisalign Go™
- Early pilot results showed x2.5 increase in Invisalign® and restorative cases
- Launched in UKI, France, DACH, Nordics

Dental Service Organizations (DSOs) A GROWING, SCALABLE CHANNEL



CDG

620 | clinics

BUPA

475 | clinics

Portman Dentex

370 | clinics

Adeslas

185 | clinics

EDG

240 | clinics

Creating long-term value relationship by offering flexible solutions tailored to the needs of our customers

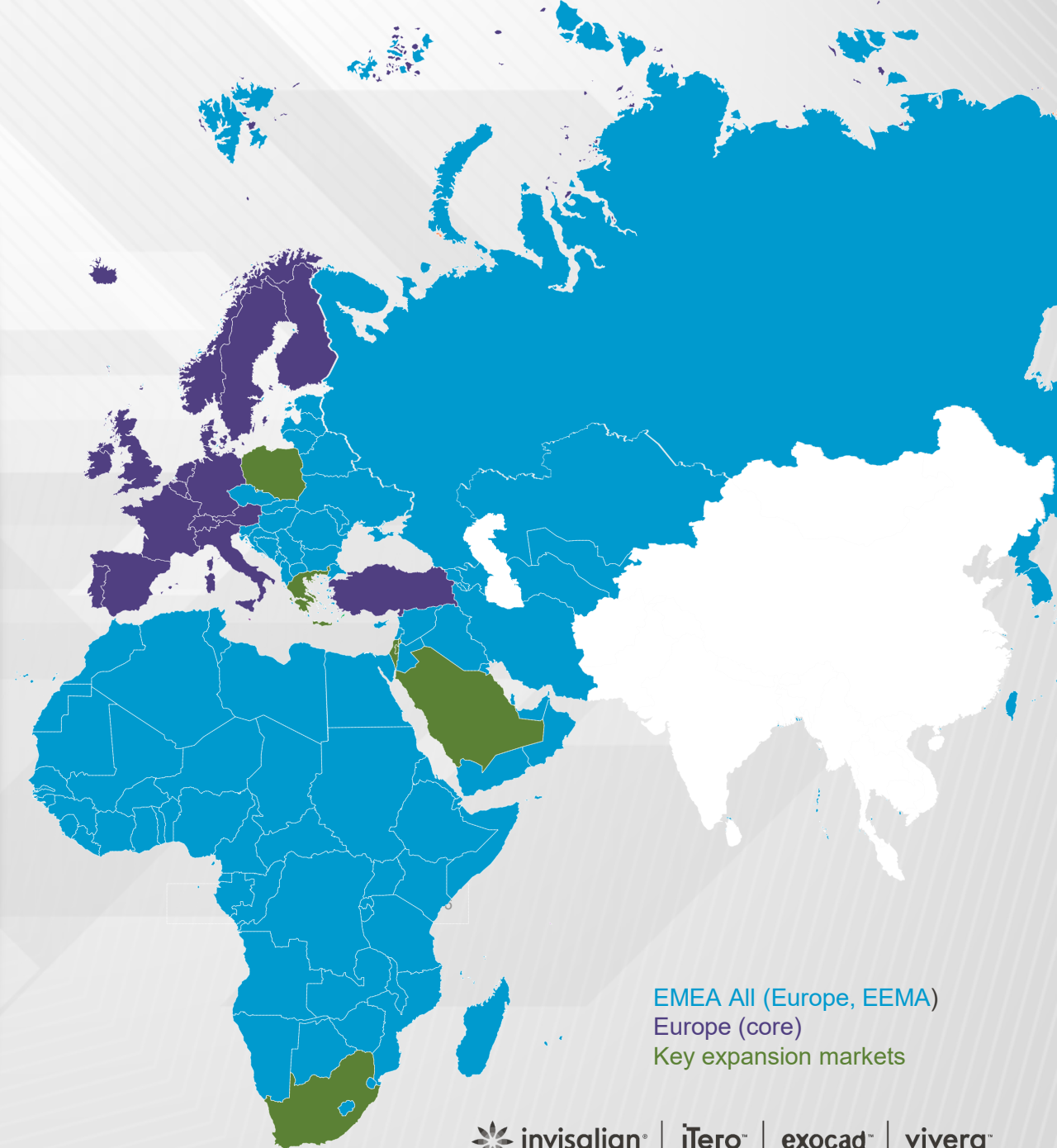
Expansion Markets

Characteristics

1. Still vastly underserved countries
2. Fast, strong growth
3. Market entry playbook – Ortho focus

Strategy

1. Mix of direct and distribution
2. Specific focus within the 34 countries covered
3. Focus markets:
 - **Saudi Arabia**
 - **Poland**
 - **Greece**
 - **Israel**
 - **South Africa**



Our Brand Efforts are **Unparalleled**

Media activity in 8 markets delivering **30.5M Unique Visitors** in 2024 (+3% YoY)



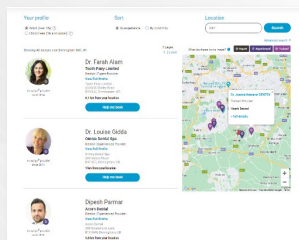
MEDIA

SOCIAL MEDIA

CONVERSION

SENTIMENT

+2M consumers in EMEA searched for an Invisalign® provider near them



17K appts scheduled in UK though concierge, **25% converted** to patients



+5% growth in Invisalign® searches YoY



504M views on #invisalign posts over L3 years in UK, DE, ES



Up to **+26%** growth in followers across our organic accounts

78% of consumers would insist on using Invisalign® clear aligners over other brands
TikTok Empathy Study UK, May 2024

Consumers **associate the Invisalign® brand** with attributes such as **trust, safe & doctor recommended**
Brand Health Tracker UK, ES, DE Oct 2023

KEY TAKEAWAYS

- ◆ **Double digit growth region**
High growth in growing patients, Itero™ and new markets
- ◆ **Strong adoption of new innovation**
- ◆ **P2P & doctor communities critical**
Ortho and GP
- ◆ **Focus on simplification & operational execution**
- ◆ **Abundance of opportunity – channel, Segment and geography**

align™ |  invisalign® | iTero™ | exocad™

Financial Performance and Growth Drivers

JOHN MORICI

Chief Financial Officer and Executive Vice President, Global Finance

Bringing it all **TOGETHER**

Massive, Underserved
OPPORTUNITY

Competitive
ADVANTAGE

UNIQUE
position



Innovative
TECHNOLOGY

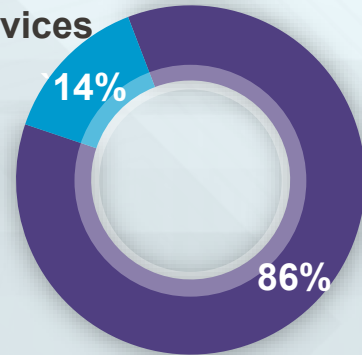
RELIABLE
execution

SUSTAINABLE
growth & profitability

Double Digit Volume and Revenue CAGR

TOTAL REVENUES
Systems & Services

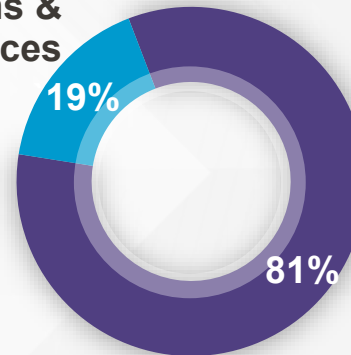
2018
\$2.0B



12% CAGR

TOTAL REVENUES
Systems & Services

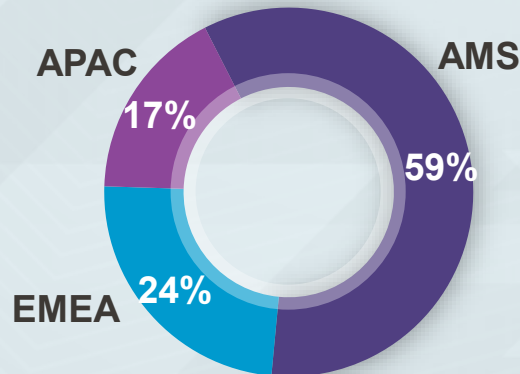
2024
\$4.0B



Clear Aligner

VOLUME REGIONAL MIX

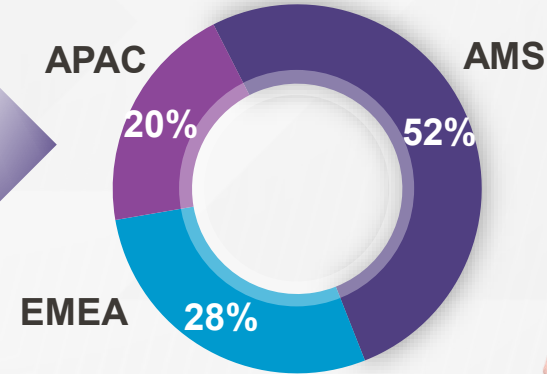
2018
1.2M



13% CAGR

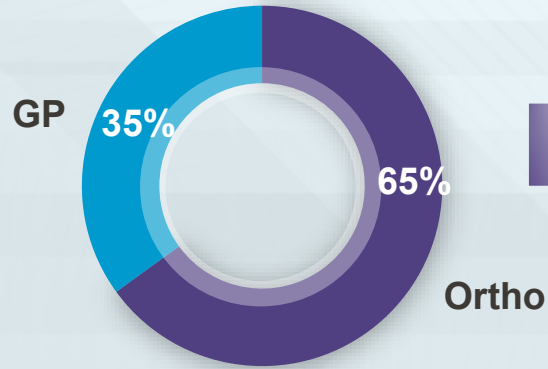
VOLUME REGIONAL MIX

2024
2.5M

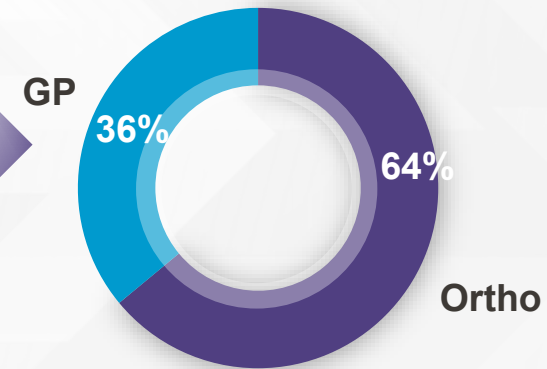


Teens grow faster than adults...

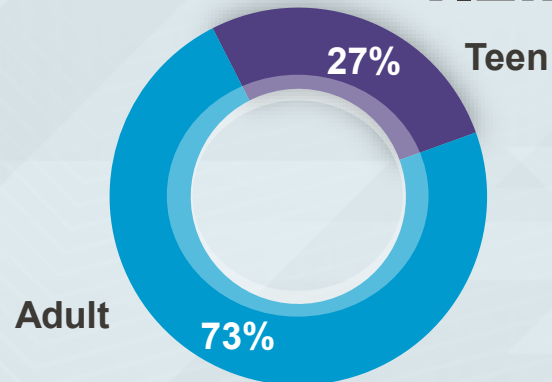
ORTHO vs GP | **2018**
1.2M



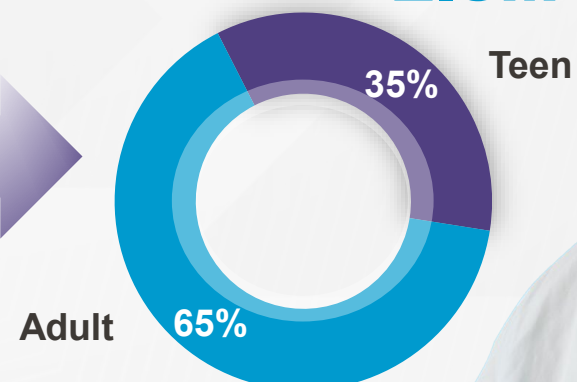
ORTHO vs GP | **2024**
2.5M



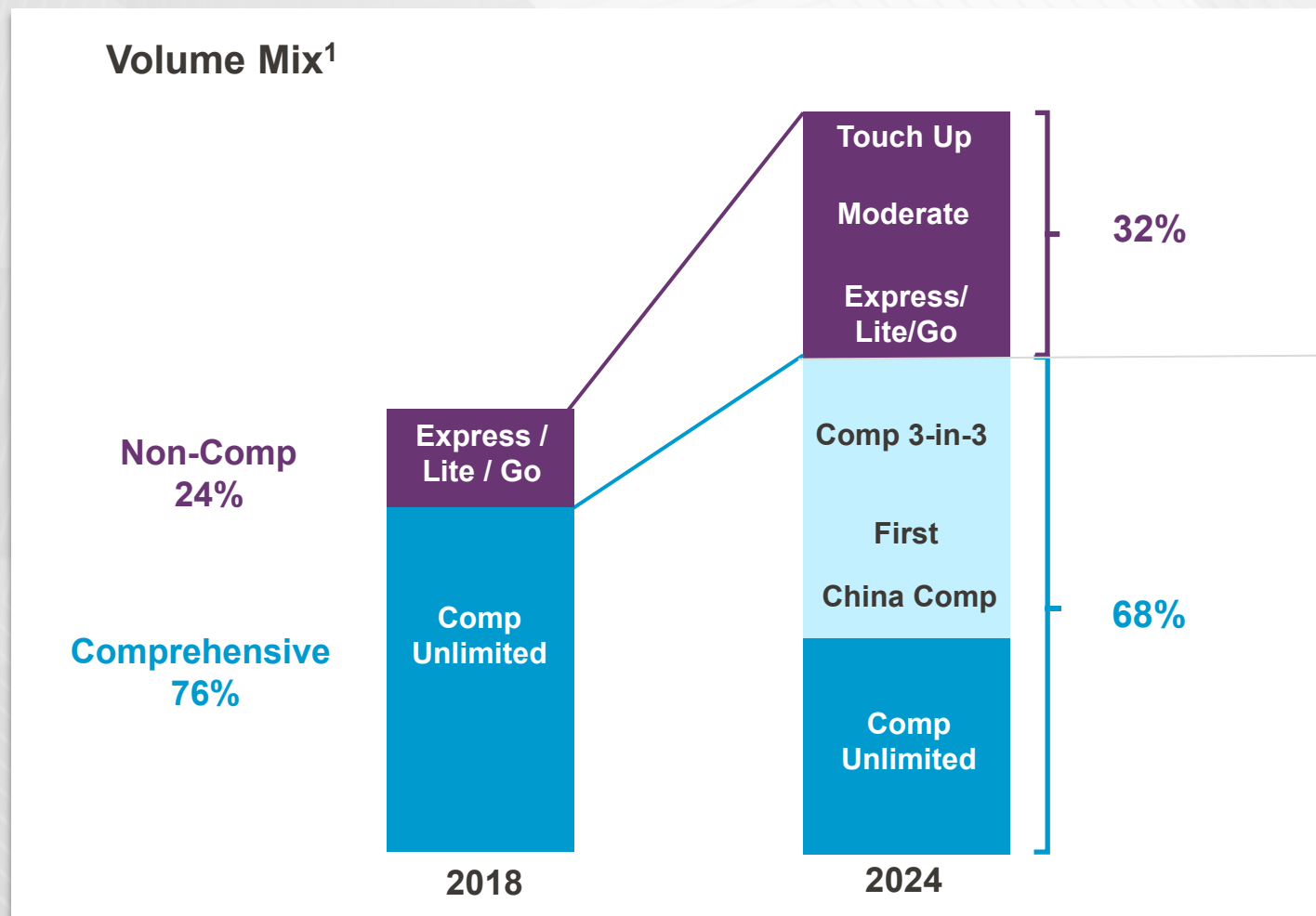
TEEN vs ADULT MIX | **2018**
1.2M



TEEN vs ADULT MIX | **2024**
2.5M



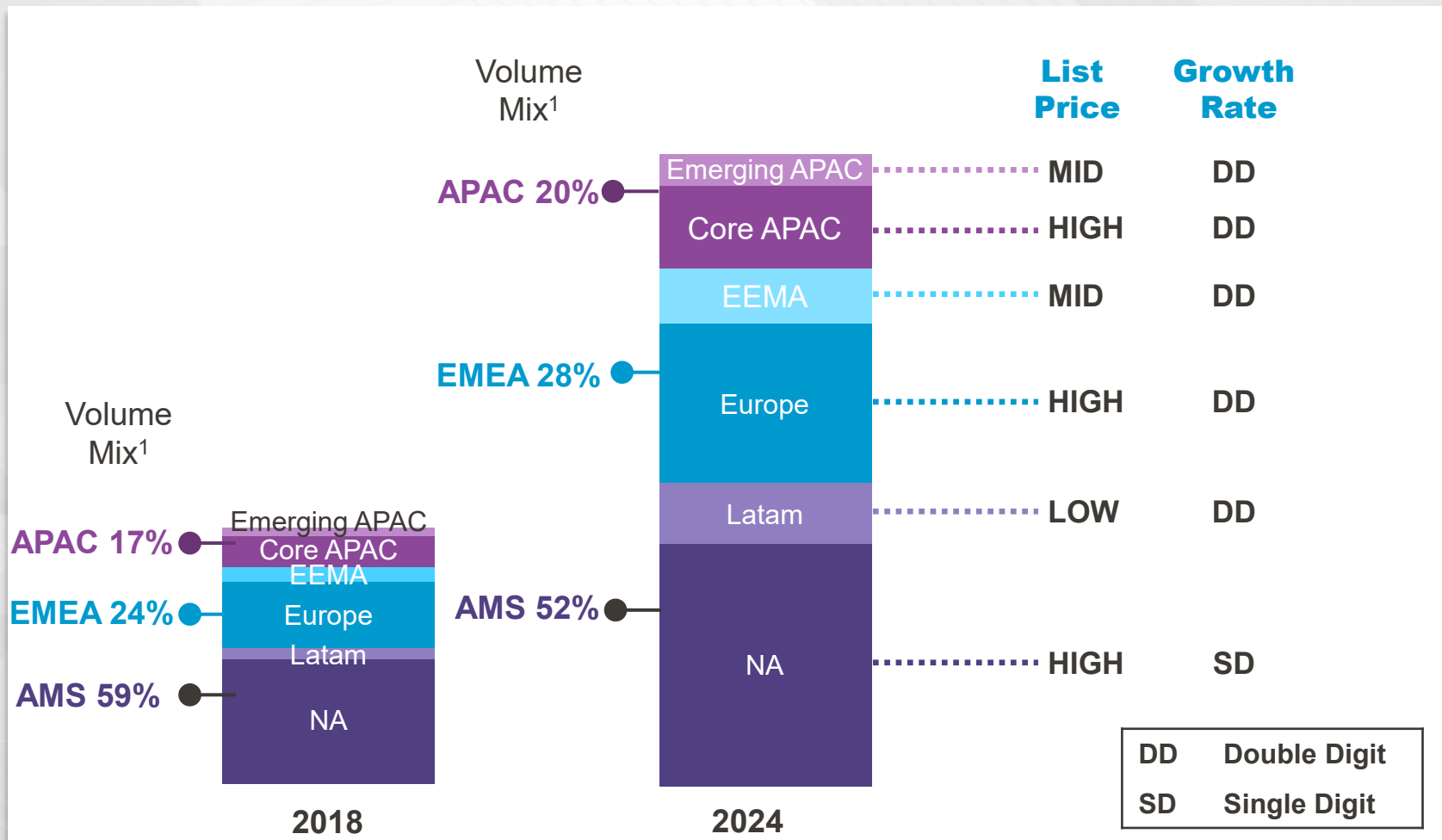
Portfolio expansion drives growth and margin



List Price	Gross Margin %
LOW	HIGH
MID - HIGH	MID - HIGH
HIGH	MID

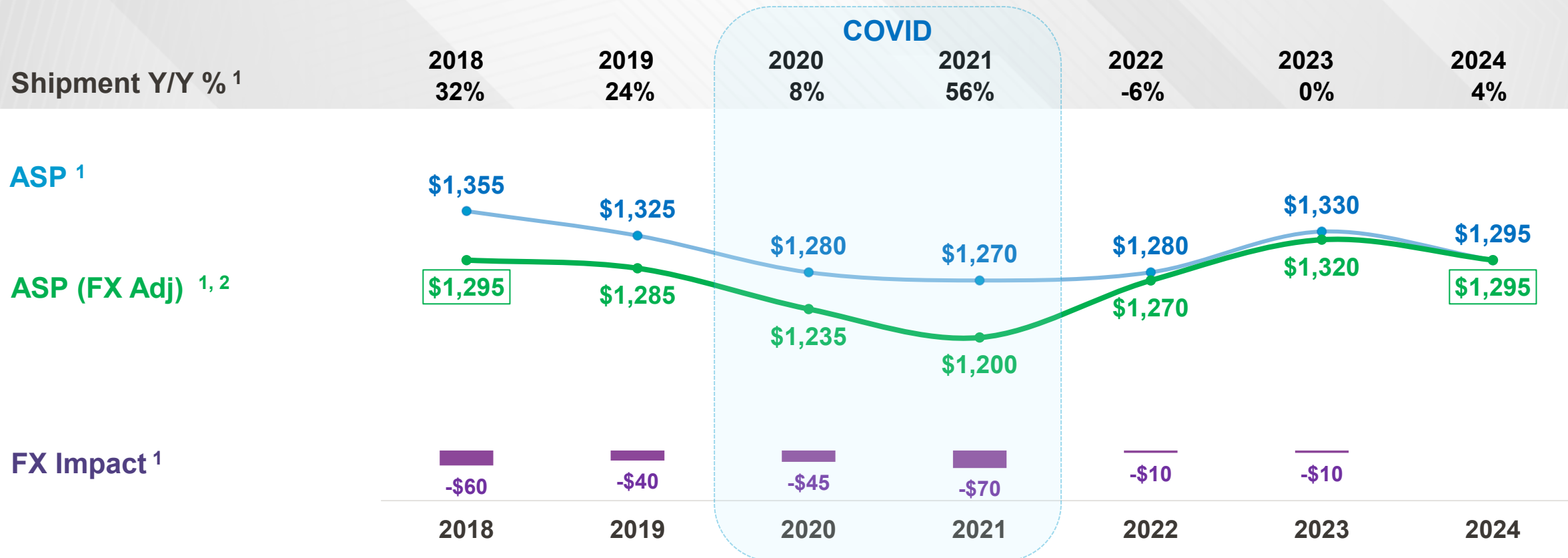
¹ 2018 volume excludes Smile Direct Club Clear Aligners

Emerging Markets drive incremental growth



¹ 2018 Volume excludes Smile Direct Club Clear Aligners

STABLE* Global Clear Aligner ASPs



Average Selling Price ("ASP"): Clear aligner revenues / Case shipments

EUR/USD

1.18

1.12

1.15

1.19

1.06

1.08

1.09

* Excludes FX impact

¹ 2018 and 2019 Volume and ASPs exclude Smile Direct Club Clear Aligners

² 2018 – 2024 recast at 2024 FX Rates

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GLOBAL OPPORTUNITY

+600M

Potential patients in GP Dentists

+22M

Orthodontic starts

+2M

Doctors

Making **Tooth Movement** Standard of Care

Playing Offense Through Focused Execution

Brand



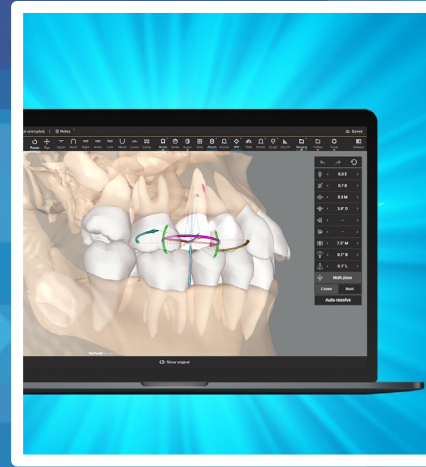
- ✓ Drive Brand Differentiation
- ✓ Consumer Demand Generation
- ✓ Patient Conversion

Doctors



- ✓ Partner with Orthodontists
- ✓ Adults
- ✓ Growing Patients (Teens + Kids)
- ✓ Digital Patient Experiences

Expansion



- ✓ Product Innovation, GTM Innovation, DSO/Lab Channels for Digital Orthodontics
- ✓ Comprehensive Dentistry

Scale



- ✓ Global Operational Excellence
- ✓ Scaling Direct 3D printing

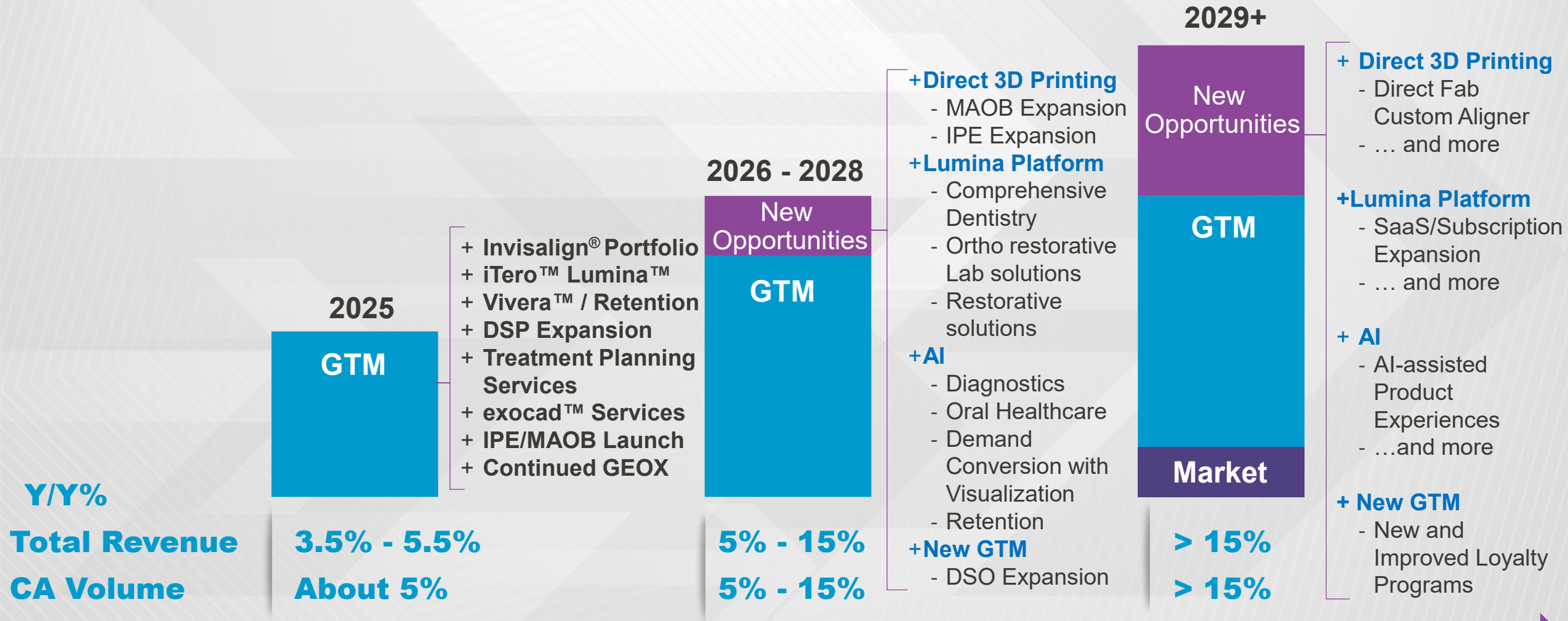
Innovation



- ✓ AI-as an Innovation Engine
- ✓ Force Multiplier
- ✓ Treatment Efficiency
- ✓ CX

Product and Technology drives future growth

CONTINUOUS INNOVATION



Accelerates transition from appliance to platform and grows recurring revenue

Streamlining **Aligner Fabrication**

MATERIALS

- Machine upgrades for greater yield & throughput
- Next gen printers (speed & efficiency)
- Next gen materials
- Strategic supply relationships
- Optimized supply chain
- Scrap reduction
- Increase First Pass Yield
- Tariff mitigation strategies

LABOR

- Automation step change with next gen machine upgrades
- Low-cost regions
- Increase direct to indirect labor ratio
- Process Standardization
- Productivity improvements

OVERHEAD

- Increased factory utilization
- Optimize preventive maintenance
- Spare parts management
- Optimize utility costs

LOGISTICS

- In-region manufacturing
- Packaging config & density optimization
- New freight management system
- Vendor routing & pallet config
- Vendor contract negotiation
- System changes

Optimized Footprint and Scale

EFFICIENTLY SUPPORTS THE GLOBAL MARKET



-  Treat Regional Hub
-  Treat Local Support
-  AFAB Regional Hub

SCALE BY THE NUMBERS

Treat Sites	7
AFab Sites	4
Ops Employees	~12K
Treat Capacity/Day*	>68K
AFAB Capacity/Day*	>1M
Treat Cycle Time	~1-2 days
Aligner Cycle Time	~3-4 days

SUPPORT BY THE NUMBERS

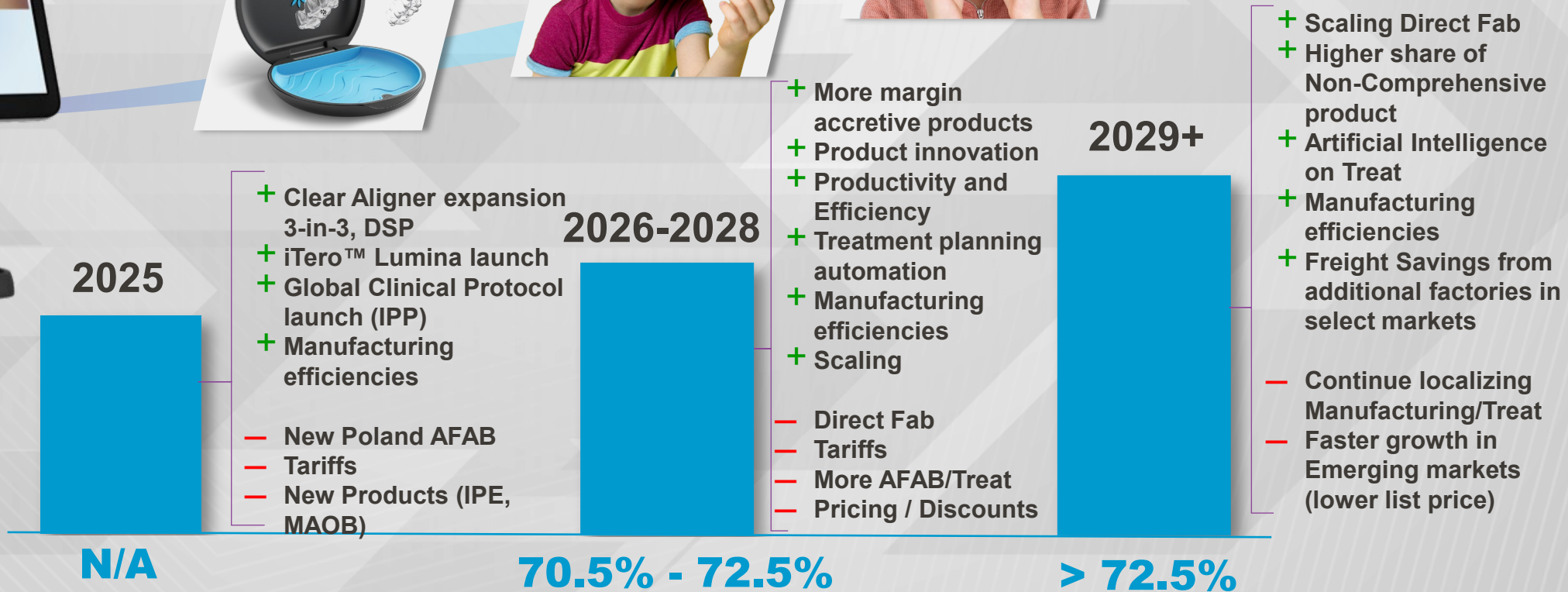
Countries Supported	100+
Languages Supported	20+

POTENTIAL SITES

Closer to customers

*Data on file at Align Technology

GAAP GROSS MARGIN

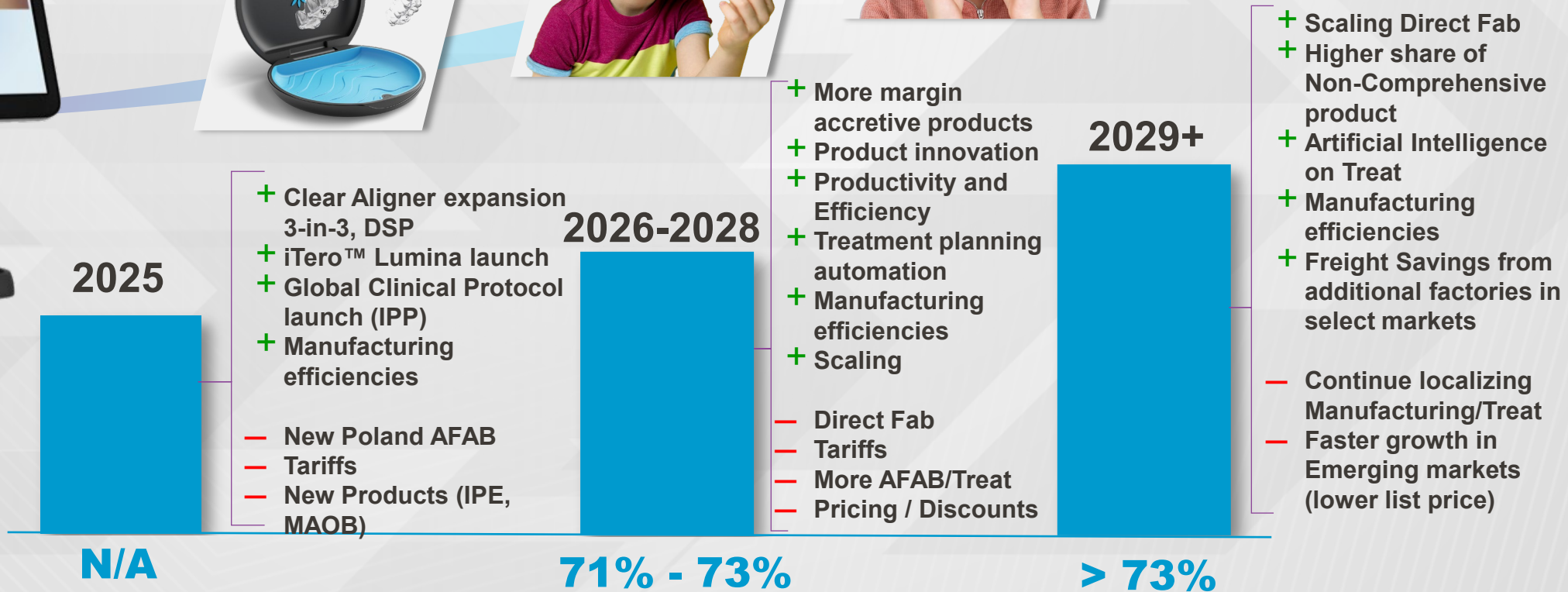


- + Clear Aligner expansion 3-in-3, DSP
 - + iTero™ Lumina launch
 - + Global Clinical Protocol launch (IPP)
 - + Manufacturing efficiencies
- New Poland AFAB
 - Tariffs
 - New Products (IPE, MAOB)

- + More margin accretive products
 - + Product innovation
 - + Productivity and Efficiency
 - + Treatment planning automation
 - + Manufacturing efficiencies
 - + Scaling
- Direct Fab
 - Tariffs
 - More AFAB/Treat
 - Pricing / Discounts

- + Scaling Direct Fab
 - + Higher share of Non-Comprehensive product
 - + Artificial Intelligence on Treat
 - + Manufacturing efficiencies
 - + Freight Savings from additional factories in select markets
- Continue localizing Manufacturing/Treat
 - Faster growth in Emerging markets (lower list price)

NON-GAAP GROSS MARGIN



- + Clear Aligner expansion 3-in-3, DSP
- + iTero™ Lumina launch
- + Global Clinical Protocol launch (IPP)
- + Manufacturing efficiencies

- New Poland AFAB
- Tariffs
- New Products (IPE, MAOB)

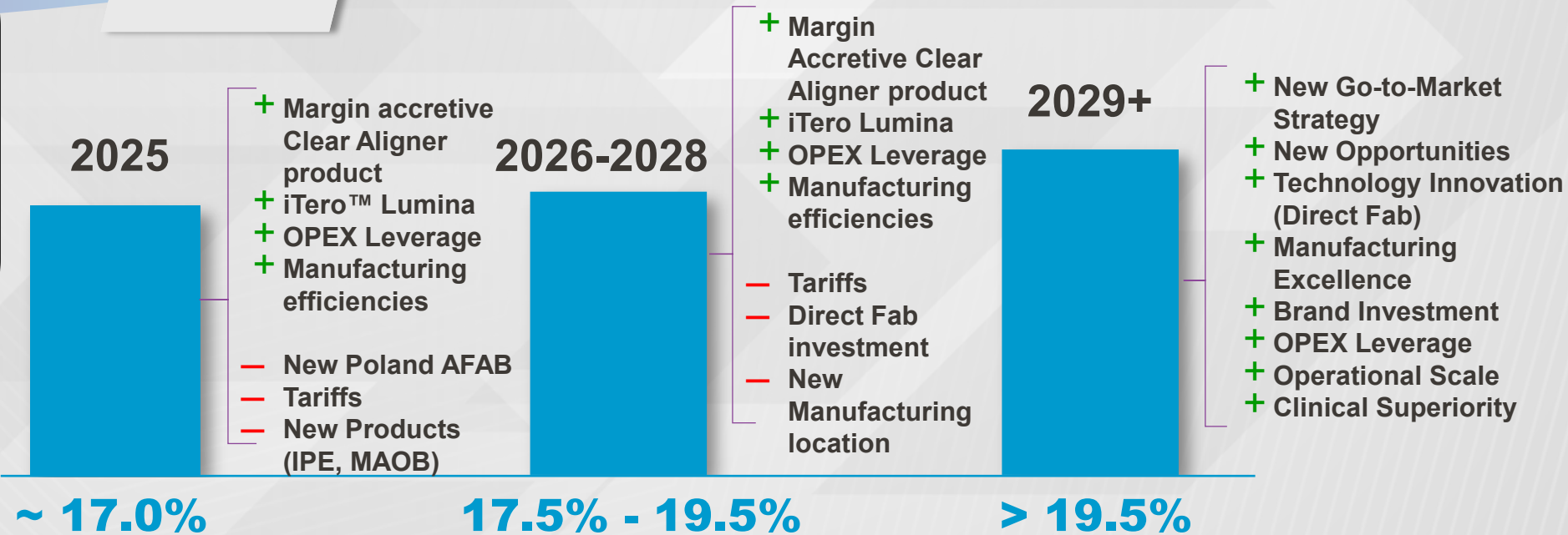
- + More margin accretive products
- + Product innovation
- + Productivity and Efficiency
- + Treatment planning automation
- + Manufacturing efficiencies
- + Scaling

- Direct Fab
- Tariffs
- More AFAB/Treat
- Pricing / Discounts

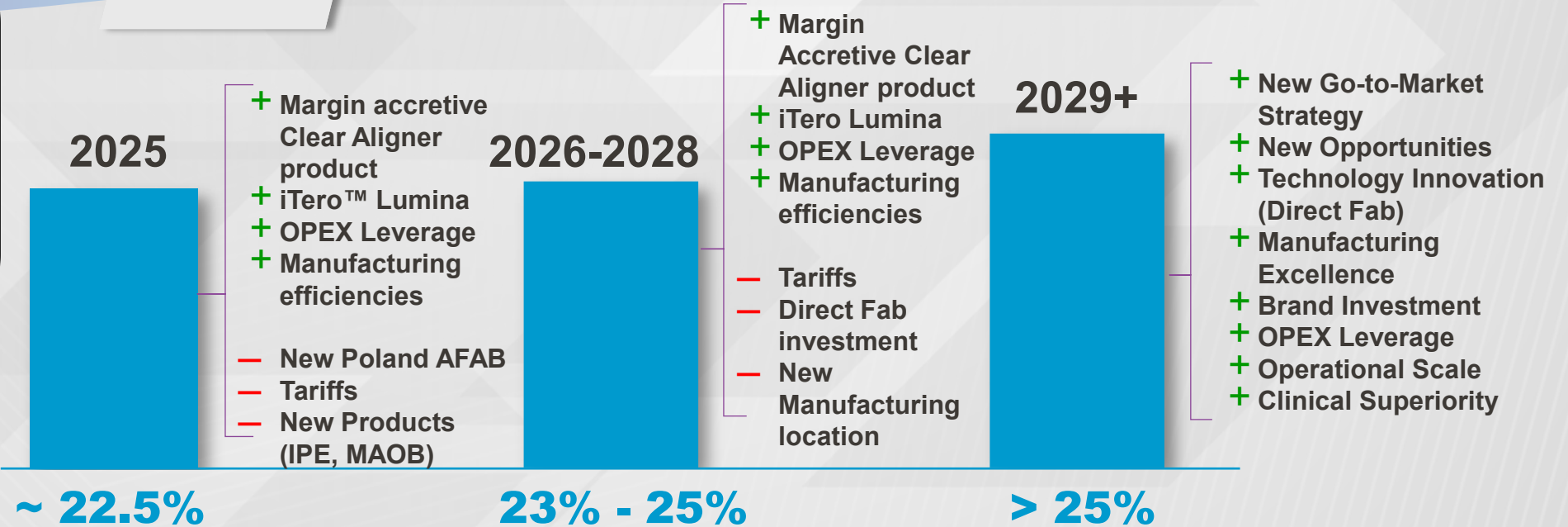
- + Scaling Direct Fab
- + Higher share of Non-Comprehensive product
- + Artificial Intelligence on Treat
- + Manufacturing efficiencies
- + Freight Savings from additional factories in select markets

- Continue localizing Manufacturing/Treat
- Faster growth in Emerging markets (lower list price)

GAAP OPERATING MARGIN



NON-GAAP OPERATING MARGIN



Financial Model and Reiteration of 2025 Outlook

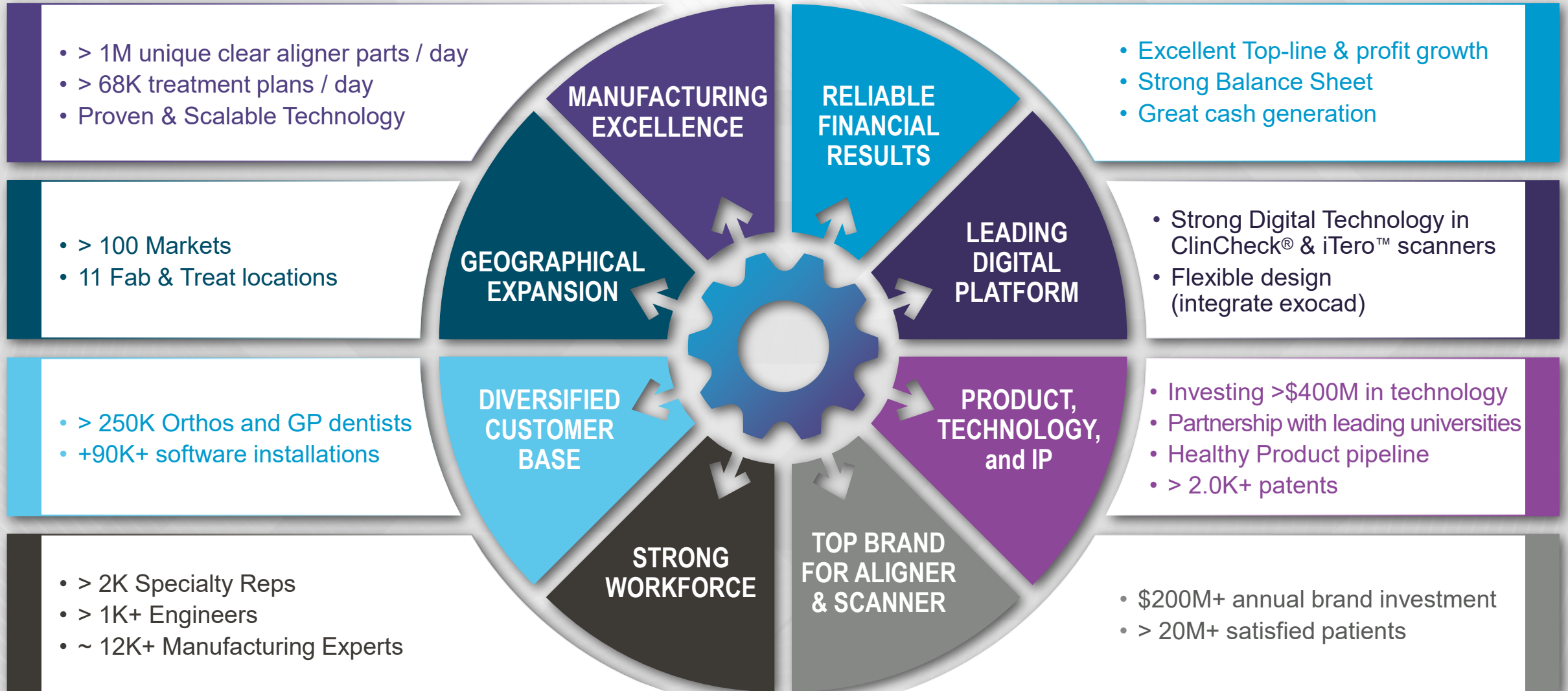
	2025 Guidance	2026 - 2028	2029+
Clear Aligner Volume Y/Y%	Up MSD ⁽¹⁾	5% – 15%	> 15%
Revenue Y/Y%	3.5% - 5.5%	5% – 15%	> 15%
GAAP Gross Margin%	N/A	70.5% - 72.5%	> 72.5%
Non-GAAP Gross Margin% ⁽²⁾	N/A	71% – 73%	> 73%
GAAP Operating Margin%	~ 17.0%	17.5% - 19.5%	> 19.5%
Non-GAAP Operating Margin% ⁽²⁾	~ 22.5%	23% - 25%	> 25%
Free Cash Flow% ⁽³⁾	N/A	18% - 23%	20% - 25%

(1) MSD = Mid Single Digits

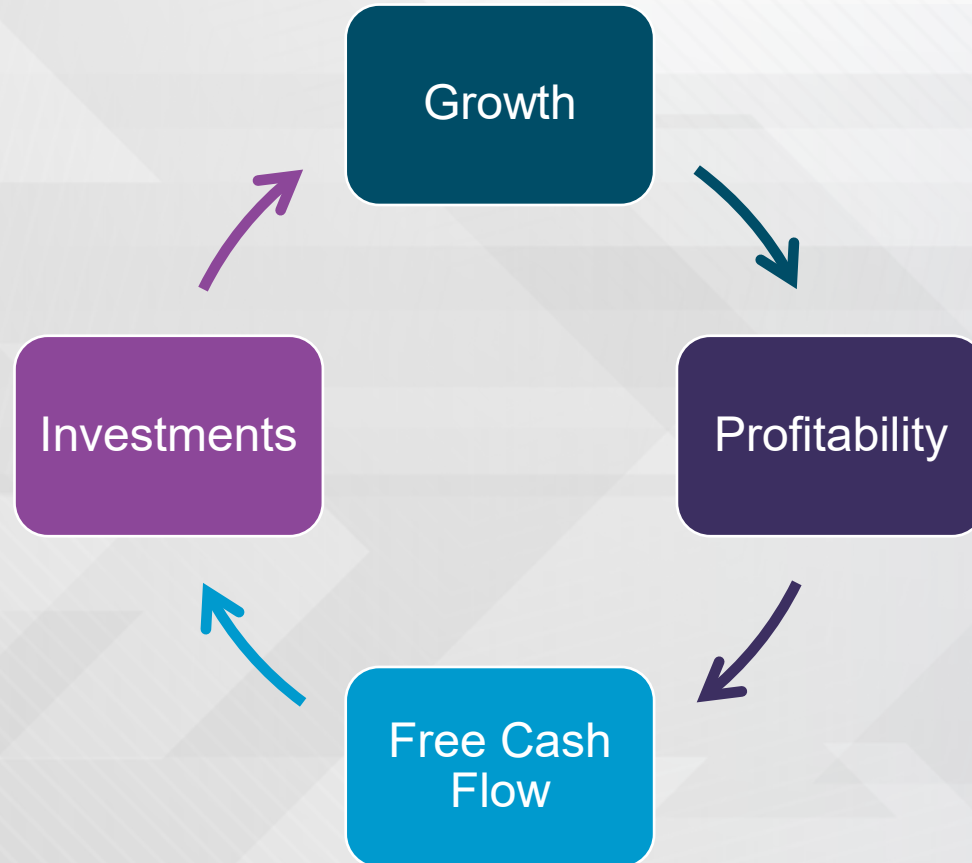
(2) For more information on these non-GAAP financial measures and a reconciliation of GAAP to non-GAAP measures, please see the tables captioned "Unaudited GAAP to Non-GAAP Reconciliation"

(3) Free Cash Flow is defined as cash flow from operations less purchase of property, plant and equipment and is a non-GAAP measure.

OUR STRATEGIC ADVANTAGES



Investments drive future growth, profitability, and Free Cash Flow

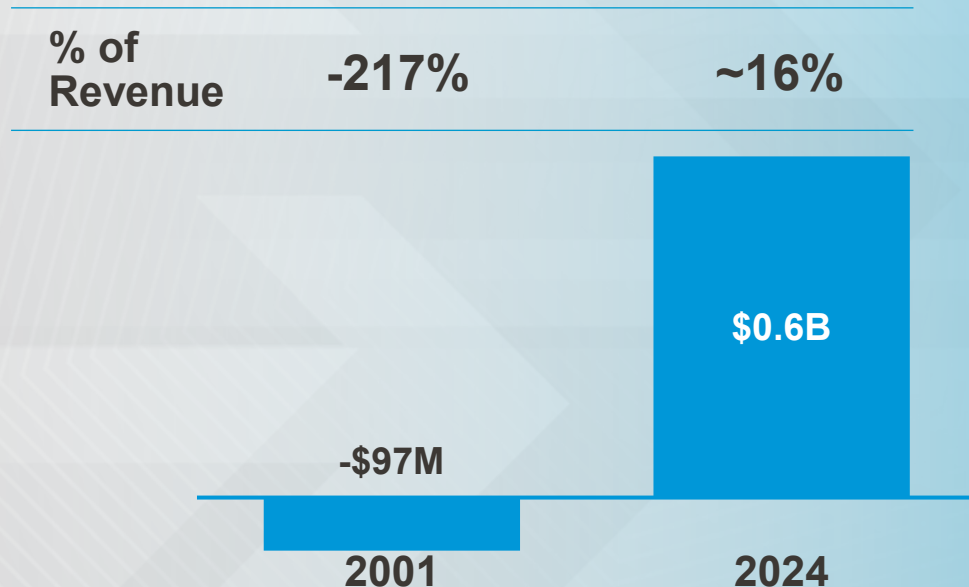


- Investing for growth
 - Focused on customers
 - Operational expansion
 - New Digital Platforms
 - Direct Fabrication
 - Investments in R&D and product Innovation
 - Strategic investments
 - Deploy CAPEX as necessary
- Operating margin leverage
- Return surplus cash to shareholders

Strong cash flow and strong balance sheet

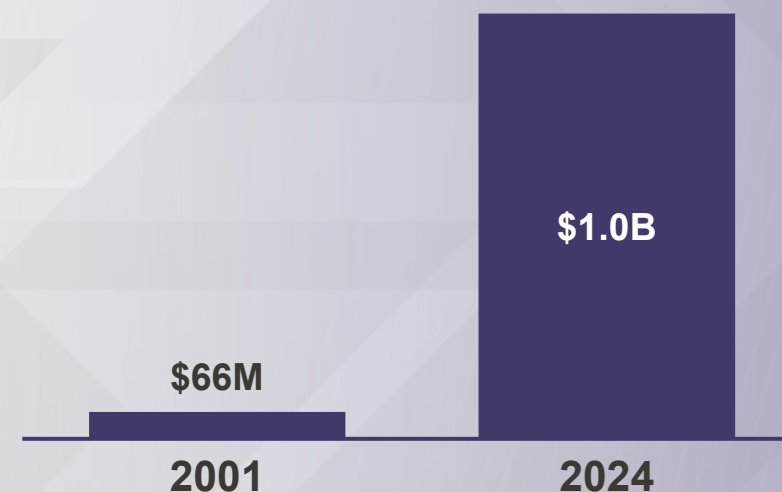
enables investing for growth and return to shareholders

>\$5.0B FCF GENERATED*



Free Cash Flow¹

13% CAGR



Cash | CE | Marketable Securities

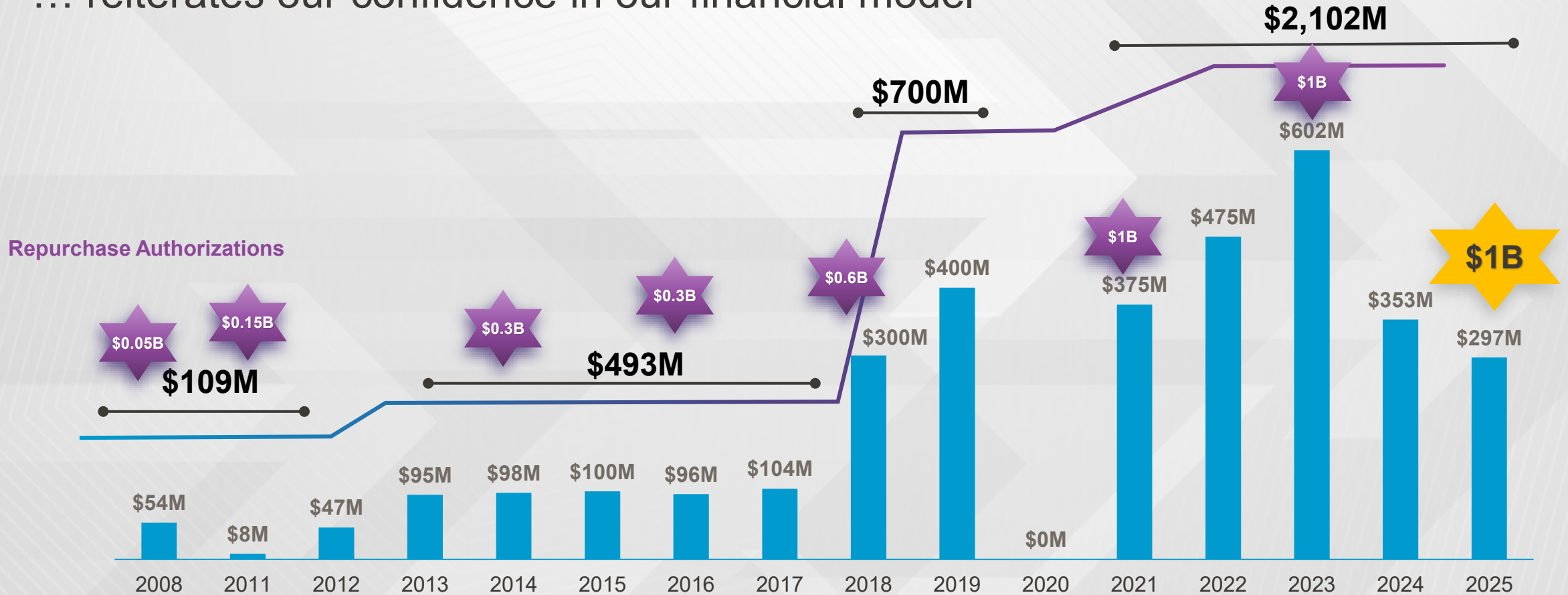
¹ FCF is a non-GAAP number and is defined as cash flow from operations less purchase of property, plant and equipment. See the Free Cash Flow Reconciliation.

* Free Cash Flow generated from 2001 - 2024.

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Over **\$3.0B** in Share **RE-PURCHASES**

... reiterates our confidence in our financial model



Reiterates our confidence in our growth opportunities

Bringing it all **TOGETHER**

Massive, Underserved
OPPORTUNITY

Competitive
ADVANTAGE

UNIQUE
position



Innovative
TECHNOLOGY

RELIABLE
execution

SUSTAINABLE
growth & profitability

We are confident in the
**GROWTH
TRAJECTORY**



We **BELIEVE** in the large
Underserved **MARKET
OPPORTUNITY**



We continue to **EXECUTE** and
deliver **PROFITABILITY**



We are continuing to **DRIVE** the
next wave of **INNOVATION** in
DIGITAL ORTHODONTICS

ALIGN TECHNOLOGY, INC.
 UNAUDITED GAAP TO NON-GAAP
 RECONCILIATION

GROSS MARGIN OUTLOOK

	2026 - 2028	2029+
GAAP gross margin	70.5-72.5%	>72.5%
Stock-based compensation	~0.2%	~0.2%
Amortization of intangibles ⁽¹⁾	~0.3%	~0.3%
Non-GAAP gross margin	71.0-73.0%	>73%

OPERATING MARGIN OUTLOOK

	2025	2026 - 2028	2029+
GAAP operating margin	17.0%	17.5-19.5%	>19.5%
Stock-based compensation	~5.0%	~5.0%	~5.0%
Amortization of intangibles ⁽¹⁾	~0.5%	~0.5%	~0.5%
Non-GAAP operating margin	~22.5%	23.0-25.0%	>25.0%

⁽¹⁾ Amortization of intangible assets related to certain acquisitions.

TRUSTED digital platform

Connected Data and
New Data Sources

Connected Users
and Community

Connected Workflows
and Seamless Experiences



Connect



Scan



Diagnose



Plan



Treat



Monitor



Retain



CONSUMERS
& PATIENTS



DOCTORS



DENTAL LABS

align digital platform™

TRANSFORMING SMILES, CHANGING LIVES.

86% OF PROSPECTIVE TEEN PATIENTS PREFER Invisalign® Treatment OVER BRACES*



Leader in Digital Innovation + Global Scale

DIGITAL is ESOTERIC
[2000 – 2010]

Scale & Clinical Viability

- Displacement Driven System
- Clinical Viability 30% (**ADULTS**)
- 3D Printing SLA
- Single layer aligner material
- Scaling Manufacturing
- ClinCheck® Accuracy and Scale
- 1-888-INVISALIGN Infomercials
- PVS Impression Only

100 patients

DIGITAL is HYBRID
[2011 – 2020]

International & Digital Front End

- Biomechanics + ML Software
- Clinical Viability 80% (**+TEENS**)
- 3D Printing SLA ++
- Multi layer SmartTrack™ IP
- 1M+ Aligners a Day
- ClinCheck® Scale & Efficiency
- Consumer Brand Scaling
- PVS/Scan IOS 40% / 60%

1M patients

DIGITAL is PROLIFIC
[2021 – 2030]

3D Printing Touchless Workflows

- Biomechanics + ML + AI Software
- Clinical Viability 100% (**+KIDS**)
- Direct 3D-P products
- 2M+ Aligners a Day
- ClinCheck® 80%+ Touchless+CBCT
- Invisalign #1 Brand Adults+Teens
- 100% IOS + Diagnostics & Comms

5M patients

30M+ patients



20M SMILES.
20M STORIES.

