Corporate Governance Guidelines

(Amended and Restated as of July 28, 2026)

OVERVIEW – THE ROLE OF THE BOARD OF DIRECTORS

It is the paramount duty of the Board of Directors (the "**Board**") of Align Technology, Inc. ("**we**," "**our**" or the "**Company**") to oversee the Chief Executive Officer ("**CEO**") and other senior management in the competent and ethical operation of the Company on a day-to-day basis. To satisfy this duty, the directors take a proactive, focused approach to their position, and set standards to ensure that the Company is committed to business success through maintenance of the highest standards of integrity, responsibility and ethics.

Directors bring to the Company a wide range of experience, knowledge and judgment. These varied skills mean that good governance depends on far more than a "check the box" approach to standards or procedures. The Company's governance structure is designed to be a working structure for principled actions, effective decision-making and appropriate monitoring of both compliance and performance.

Effective directors maintain an attitude of constructive skepticism and careful review. Our directors know that their job requires them to ask probing questions of management and to take the action necessary to get accurate and honest answers. Our directors also rely on the advice, reports and opinions of management, counsel and our expert advisers. In doing so the Board constantly evaluates the qualifications of those it relies upon for information and advice, and also looks to the process used by managers and advisers in reaching their recommendations.

Finally, our Board prides itself on keeping up to date on best governance practices. We intend to continually monitor the way we govern ourselves, including reviewing whether there are alternatives or new ideas which would strengthen our governance structures.

DIRECTOR QUALIFICATIONS AND OTHER MATTERS

Board Membership Criteria. The Nominating and Governance Committee ("**NG Committee**") of the Board is expected to identify, evaluate and recommend nominees for election or appointment to the Board as well as evaluate the size, composition, organization and governance of the Board and its committees. The NG Committee is responsible for reviewing with the Board, on an annual basis, the appropriate qualifications, skills, expertise and characteristics required of members of the Board, including on a non-discriminatory basis and without limitation, their physical or mental disabilities, veteran status, religion, national origin, age, pregnancy, genetic information, gender, ethnic diversity, citizenship status, color, or any other characteristic protected by law. In this assessment, the NG Committee shall consider, among other things, the following:

- The current size and composition of the Board and the needs of the Board and the respective committees of the Board.
- The judgment, independence, character and integrity, areas of expertise, experience, length of service and potential conflicts of interest currently represented on the Board.
- Such other factors as the NG Committee may consider appropriate.

Future Commitments. Each member of the Board must ensure that other existing and anticipated future commitments do not materially interfere with the member's service as director. Directors are expected to advise the NG Committee or the Board of any invitations to join the board of directors (or committees thereof) of any other public company prior to accepting another directorship. In addition, to ensure sufficient time and attention to meet the responsibilities of Board membership, directors shall concurrently serve on no more than four boards of directors of publicly traded companies, including this Board, without the consent

of the NG Committee. If a director is also an active executive officer of a publicly traded company, the director may not concurrently serve on more than two publicly traded company boards of directors, including this Board, without the consent of the NG Committee. A member of the Company's Audit Committee shall not, without the consent of the NG Committee, concurrently serve on more than three public company audit committees (including the Company's Audit Committee).

Size and Composition of the Board. The Board shall review from time to time the appropriateness of its size. The Board may consider expanding or reducing its size to a size it determines is most effective for operations. The Board shall have a majority of directors who meet the criteria for independence established from time to time by The Nasdaq Stock Market LLC ("**Nasdaq**") and the rules and regulations of the Securities and Exchange Commission ("**SEC**"). Each independent director should promptly notify the NG Committee of any change in circumstance that could affect their status as an independent director.

Selection of New Director Candidates and Nominations of Directors. The NG Committee is responsible for identifying potential candidates for membership and recommending nominees to the full Board. The NG Committee will annually recommend to the full Board the slate of directors for election by the stockholders.

Extending the Invitation to a New Potential Director to Join the Board. An invitation to join the Board may be extended by the Board itself, or, with the Board's authorization, by the Chair of the NG Committee or the CEO.

Director Elections. Prior to any meeting of stockholders at which directors will be elected, as a condition to nomination, each director nominee shall submit an irrevocable resignation of her or his directorship in writing to the Chair of the NG Committee, which becomes effective only if the director fails to receive a sufficient number of votes for reelection at the meeting of stockholders as described in the Company's Bylaws and the Board accepts the resignation. If the director nominee fails to receive the requisite vote contemplated by the Bylaws, the NG Committee will make a recommendation to the Board as to whether to accept or reject the resignation, or whether other action should be taken. The Board will act on the NG Committee's recommendation and publicly disclose its decision and the rationale behind it within 90 days from the date of the certification of the election results. In accordance with the foregoing, the NG Committee may establish additional procedures under which any director nominee who is not elected in accordance with the Bylaws shall offer to tender her or his resignation to the Board.

Chair of the Board; CEO; Lead Independent Director. The Board does not have a policy on whether or not the roles of CEO and Chair of the Board should be separate and, if they are not to be separate, whether the Chair of the Board should be independent. The Board believes these issues should be decided by the Board, from time to time, in its business judgment based on relevant factors at the time, and generally should be considered as part of a broader succession planning process.

In order to facilitate communication between management and the independent directors, in the event that the Chair of the Board is not an independent director, the Board should elect a "Lead Independent Director," who will have the responsibility to schedule and prepare agendas for sessions or meetings of independent directors and perform the other duties either specified in these guidelines or assigned from time to time by the Board. The Lead Independent Director should communicate from time to time with the CEO and with the Chair of the Board, disseminate information to the rest of the Board in a timely manner and raise issues with management on behalf of the independent directors when appropriate.

Term Limits. The Board believes that term limits are not the best way to maximize the effectiveness of the Board. While term limits may help ensure the introduction of fresh perspectives and new viewpoints, they may have the countervailing effect of causing the loss of the benefit gained from the contributions of directors who have developed, over time, increasing insight into the Company. The NG Committee regularly evaluates the contributions of existing Board members, the results of the annual Board evaluation process, the need for new directors and, as appropriate, will suggest the resignation and replacement of a Board member.

Directors who Change their Present Job Responsibilities. The Board, through the NG Committee, will have the opportunity to review the appropriateness of the continued service of directors who change their position or responsibility that they held when they were elected to the Board. In the event that any director has a principal job change or other similarly significant change in professional occupation or association, including retirement, such director shall promptly inform the NG Committee.

Director Compensation. The form and amount of director compensation will be determined by the Compensation and Human Capital Committee ("**C&HC Committee**") in accordance with the policies, principles and criteria set forth in its charter. The C&HC Committee will conduct an annual review of director compensation.

BOARD DUTIES AND BOARD MEETING PROCEDURES

Board Meetings. The Board is expected to meet at least once per quarter.

Preparation and Participation at Meetings. The fundamental role of the directors is to exercise their business judgment to act in what they reasonably believe to be in the best interests of the Company and its stockholders. In fulfilling that responsibility, the directors should be able to rely on the honesty and integrity of the Company's management, employees and legal, accounting, and other advisers. Members of the Board are expected to spend the time needed to prepare for, attend and participate in all Board and applicable committee meetings, and meet as often as necessary to properly discharge their obligations.

Board Material Distributed in Advance. Information and data that is important to the Board's understanding of the business to be conducted at a Board or committee meeting should generally be distributed in writing to the directors prior to the meeting, so meeting time may be conserved, and discussion time focused on questions that the Board has about the materials. If the subject matter is too sensitive to be distributed in writing, a presentation should be made at the meeting.

Executive Sessions of Independent Directors. The Board's policy is to have separate meeting time exclusively for the independent directors. Such meeting times should occur at least twice a year. The independent directors may select an independent director to assume the responsibility of chairing the separate meetings of independent directors and bear such further responsibilities that the independent directors as a whole might designate from time to time.

Agendas for Board Meetings. The Chair of the Board, with the assistance of the CEO, will establish the agenda for each meeting of the Board, and will distribute it in advance to the Board. Each member of the Board is free to suggest the inclusion of items on the agenda and to raise at any meeting of the Board subjects that are not on the agenda for that meeting.

The Board will review the Company's long-term strategic plans and the big-picture challenges faced by the Company in executing these plans at least once annually.

BOARD RELATIONSHIP WITH SENIOR MANAGEMENT

Board Access to Management. The Board shall have complete access to all Company officers and employees. Any meetings or contacts that a director desires to initiate may be arranged directly by the director or through the CEO or other Company officer. The directors should use their judgment to ensure that any such contact or communication is not disruptive to the business operations of the Company, and to the extent this is not appropriate, copy the CEO with any written communications.

Attendance of Non-Directors at Board and Committee Meetings. The Board and its committees may invite any member of management, employee, outside advisor or other person to attend or report at any of their meetings.

The Board typically welcomes the attendance of senior officers at each meeting of the Board. The Board

also encourages management, from time to time, to schedule managers to present at meetings of the Board who: (a) can provide additional insight into the items being discussed because of personal involvement in these areas or (b) have future senior management potential that management believes should be given exposure to the Board.

Board Interaction with Stockholders, the Press and Others. The Board believes that management speaks for the Company. Individual members of the Board may occasionally meet or otherwise communicate with various constituencies that are involved with the Company, but it is expected that members of the Board would do this with the knowledge of management and, in most instances, absent unusual circumstances or as contemplated in committee charters, at the request of management. The Company asks that all directors attend or remotely participate in the annual meeting of stockholders.

The NG Committee shall periodically review and assess the Company's stockholder engagement process as well as stockholder proposals relating to corporate governance and other matters and recommend to the Board the Company's response to such proposals.

COMMITTEE MATTERS

Standing Committees of the Board. The Board has the following standing committees: the Audit Committee, the Compensation and Human Capital Committee, the Nominating and Governance Committee and the Technology Committee. All members of these committees will meet the criteria for independence established by Nasdaq and any applicable SEC rules, as well as any other membership criteria specified in the applicable committee charter. Pursuant to rules established by Nasdaq, the Board has the responsibility to make an affirmative determination that each of its independent directors meets such criteria. The Board may, from time to time, form new committees as it deems appropriate.

Assignment and Rotation of Committee Members. NG Committee members will be appointed by the Board upon recommendation of the NG Committee. There will, from time to time, be occasions on which the Board may want to rotate committee members, but the Board does not believe that a formal policy of rotation is mandated.

Committee Charters. Each committee shall have its own charter. Each committee charter will set forth the principles, policies, objectives and responsibilities of the committees in addition to the qualifications for committee membership, procedures for committee member nomination, committee organization and functioning and how the committee will communicate with the Board. The charters will provide that each committee will meet to review its performance at least once a year.

Committee Meetings and Agenda. The chair of each committee shall, in consultation with the appropriate committee members and members of management, and in accordance with the committee's charter, determine the frequency and length of committee meetings and develop the committee's agenda. Agendas are distributed to all committee members in advance of the meeting. Committee members may suggest additional agenda items and may raise subjects that are not on the agenda at any meeting.

LEADERSHIP DEVELOPMENT

CEO and Management Evaluation. The C&HC Committee shall perform in executive session an annual evaluation of the CEO. The evaluation shall be based on a broad range of criteria and include objective criteria, including performance of the business, accomplishment of long-term strategic objectives and development of management succession.

The C&HC Committee shall perform an annual evaluation in executive session of the performance of executive officers below the level of the CEO. The C&HC Committee will take into account any applicable assessment by the CEO of an individual's performance when conducting this evaluation. The C&HC Committee will annually review the results of these evaluations with the Board.

Board Evaluation. The NG Committee will oversee the annual Board evaluation process in accordance with the charter and principles of that committee. As part of this process, directors will conduct a self-evaluation to review the progress and effectiveness of the Board and its committees and will submit their comments to the NG Committee. The NG Committee will then report back to the Board, and the full Board will consider and discuss the NG Committee's report.

Management Succession. The NG Committee should conduct an annual review of CEO succession planning. The NG Committee should report any recommendations regarding succession to the Board. The entire Board will nominate and evaluate potential successors for CEO. The CEO should make available the CEO's recommendation for potential successors, together with the reasons for such recommendation and any suggested strategy or development plans for that person. The C&HC Committee will periodically report to the Board on the succession planning for executive officers below the level of the CEO.

Director Orientation. The Company will have an orientation program for new directors. The orientation program will include meetings, presentations or other discussions or materials that review the Company's business strategies, its financial and accounting systems and risk management controls, its code of business conduct and methods and compliance programs, and its internal and independent auditor. The orientation program should include an introduction to the Company's senior management and visits to its corporate headquarters.

MISCELLANEOUS MATTERS

Oversight of the Corporate Governance Policies and Procedures. The Board has adopted these corporate governance principles and policies and, along with the NG Committee, shall regularly reevaluate them.

Related Person Transactions. The Audit Committee shall review and approve in advance any proposed related person transactions in compliance with the rules of Nasdaq.

Public Communication with the Board. The Board shall provide a means by which persons, including stockholders and employees, may communicate directly with non-management directors with respect to matters relating to the Company's corporate governance and performance. The Board shall approve a process to be maintained by the Company's management for collecting and distributing communications to the Board. The means of communications with the Board shall be disclosed in the Company's annual proxy statement.

Stockholder Nominations. Stockholders holding not less than one percent (1%) of the outstanding shares of the Company's common stock continuously for at least 12 months prior to the date of the submission may suggest director candidates for consideration by the NG Committee. A stockholder that desires to recommend a candidate for election to the Board shall direct the recommendation in writing to the Chair of the NG Committee and provide the candidate's name, home and business contact information, biographical data and relevant qualifications, a signed letter from the candidate indicating willingness to serve, information regarding any relationships between the candidate and the Company within the last three years, evidence of the required ownership of the Company's common stock by the recommending stockholder and such additional information as may be required by the Company's Bylaws. The NG Committee will consider persons recommended by our stockholders in compliance with these guidelines and our Bylaws, in the same manner as nominees recommended by our Board, individual board members or executive management.

Stock Ownership Guidelines. The Board believes that members of the Board should have a meaningful financial stake in the Company in order to further align their interests with the Company's stockholders. In furtherance of this, the Board has adopted stock ownership guidelines for the members of the Board. The C&HC Committee shall periodically review the director stock ownership guidelines for appropriateness and recommend changes to the Board. For the same reasons, the Board has adopted stock ownership guidelines for the CEO and other executive officers. The C&HC Committee shall periodically review the

stock ownership guidelines applicable to the CEO and other executive officers for appropriateness and recommend changes to the Board.

Confidentiality. All meetings, meeting materials, communications and deliberations of the Board and its committees shall be confidential. Consistent with their fiduciary duties, each Board member must maintain the confidentiality of any information they learn through their service to and for the Company throughout and after their service as a member of the Board. After consulting with the Company's Chief Legal Officer (unless otherwise prohibited by law), disclosures of confidential information may be made if mandated by law or legal process and upon sufficient prior notification to the Board of any required disclosures.

Code of Conduct. The Board has adopted a code of conduct that emphasizes the Company's ongoing commitment to conducting business with integrity, which applies to each director, officer and employee.