

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

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

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

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

**Delaware**  
(State or other jurisdiction of incorporation)

**000-32259**  
(Commission File Number)

**94-3267295**  
(IRS Employer Identification No.)

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

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

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

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

- Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
- Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
- Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
- Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

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

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

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

Emerging growth company

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

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

On June 17, 2026, C. Raymond Larkin, Jr. notified the Board of Directors (the “Board”) of Align Technology, Inc. (the “Company”) that he will retire as Chairman of the Board effective July 1, 2026, and as a member of the Board effective December 31, 2026. Mr. Larkin’s decision to resign from the Board effective December 31, 2026 is not because of any disagreement with the Company on any matter relating to the Company’s operations, policies or practices, nor was he removed for cause.

Also on June 17, 2026, the Board appointed Kevin Conroy, an independent director, to succeed Mr. Larkin as Chairman of the Board, effective July 1, 2026.

**Item 7.01 Regulation FD Disclosure.**

On June 18, 2026, the Company issued a press release announcing the Board leadership transition and the intention of Mr. Larkin to retire from the Board effective December 31, 2026. The full text of the press release is furnished as Exhibit 99.1 to this Current Report on Form 8-K.

**Item 9.01 Financial Statements and Exhibits.**

(d) Exhibits

<b>Exhibit No.</b>	<b>Description</b>
<a href="#">99.1</a>	<a href="#">Press Release of Align Technology, Inc. Announcing Board Leadership Transition</a>
104	Cover Page Interactive Data File (embedded within the Inline XBRL document)

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## **SIGNATURES**

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

### **ALIGN TECHNOLOGY, INC.**

By: /s/ Julie Coletti

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Julie Coletti  
Executive Vice President, Chief Legal and Regulatory Officer

Date: June 19, 2026

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**ALIGN TECHNOLOGY ANNOUNCES BOARD LEADERSHIP TRANSITION.  
C. RAYMOND LARKIN, JR. TO RETIRE AS CHAIRMAN AND KEVIN CONROY TO BE APPOINTED CHAIRMAN  
EFFECTIVE JULY 1, 2026**

**TEMPE, Ariz., June 18, 2026** — Align Technology, Inc. (“Align”) (Nasdaq: ALGN), a leading global medical device company that designs, manufactures, and sells the Invisalign® System of clear aligners, iTero™ intraoral scanners, and exocad™ CAD/CAM software for digital orthodontics and restorative dentistry, today announced that C. Raymond Larkin, Jr. will retire as Chairman of the Board effective July 1, 2026, following more than 20 years of distinguished service on Align’s Board of Directors. Mr. Larkin will continue to serve on the Board and as a member of the Nominating and Governance Committee through December 31, 2026, to support a smooth transition.

Kevin Conroy will succeed Mr. Larkin as Chairman of the Board, effective July 1, 2026. Mr. Conroy has served as an independent director since his appointment to the Board in December 2023 and Chair of the Compensation and Human Capital Committee of the Board since January 2026.

“On behalf of the entire Board and management team, I would like to express our deep gratitude to Ray for his extraordinary leadership, partnership, and enduring contributions to Align over more than two decades,” said Joe Hogan, Align Technology president and chief executive officer. “Ray has been instrumental in guiding Align through multiple phases of growth, innovation, and scale. His strategic insight, deep experience in healthcare, and unwavering commitment to strong governance have helped shape Align into the global leader it is today.”

Mr. Hogan continued, “We are pleased to welcome Kevin as our next Chairman. Kevin brings extensive experience as a board leader and recently as CEO of Exact Sciences prior to its acquisition by Abbott Laboratories in March 2026. He has demonstrated a strong track record of creating stockholder value, and deep expertise in healthcare, technology, and strategy. His leadership will help guide Align through our next chapter of growth and innovation.”

Mr. Larkin added, “It has been an honor to serve as Chairman of Align. I am incredibly proud of all that Align has achieved and confident in its continued leadership in digital dentistry. I look forward to supporting Kevin and the Board during this transition and seeing Align continue to transform smiles and improve patient outcomes around the world well into the future.”

Mr. Conroy said, “I am honored to be appointed Chairman of Align’s Board. Align has a strong foundation, an exceptional leadership team, and significant opportunities ahead. I look forward to working closely with Joe, the Board, and management to continue driving innovation, expanding access to digital orthodontics, and creating long-term value for our stockholders.”

#### **ABOUT C. RAYMOND LARKIN, JR.**

Mr. Larkin has served as a member of Align’s Board since 2004. He has decades of leadership experience in the medical device and healthcare industries, including serving as President and Chief Executive Officer of Nellcor Puritan Bennett, where he led the company’s growth to nearly \$1 billion in revenue and helped establish pulse oximetry as a global standard of care. Throughout his tenure at Align, Mr. Larkin has provided strategic guidance across periods of significant growth and innovation, drawing on his extensive public and private company board experience and deep expertise in healthcare.

#### **ABOUT KEVIN CONROY**

Mr. Conroy has served as an independent director of Align since December 2023 and Chair of the Compensation and Human Capital Committee of the Board since January 2026. He brings extensive experience as a business, legal, and strategic leader, including serving as Chairman and Chief Executive Officer of Exact Sciences Corp. until its acquisition by Abbott Laboratories in March 2026, where he led the commercialization of Cologuard and grew the company to \$3.25 billion in annual revenue while serving millions of patients. Prior to Exact Sciences, Mr. Conroy served as President and CEO of Third Wave Technologies and held leadership roles at GE Healthcare. He currently serves on the board of Abbott Laboratories and brings deep expertise in healthcare innovation, strategy, and governance.

#### **About Align Technology, Inc.**

Align Technology designs and manufactures the Invisalign® System, the most advanced clear aligner system in the world, iTero™ intraoral scanners and services, and exocad™ CAD/CAM

software. These technology building blocks enable enhanced digital orthodontic and restorative workflows to improve patient outcomes and practice efficiencies for approximately 299.5 thousand doctor customers and are key to accessing Align's 600 million consumer market opportunity worldwide. Over the past 29 years, Align has helped doctors treat approximately 22.8 million patients with the Invisalign System and is driving the evolution in digital dentistry through the Align™ Digital Platform, our integrated suite of unique, proprietary technologies and services delivered as a seamless, end-to-end solution for patients and consumers, orthodontists and GP dentists, and lab/partners. Visit [www.aligntech.com](http://www.aligntech.com) for more information.

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

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