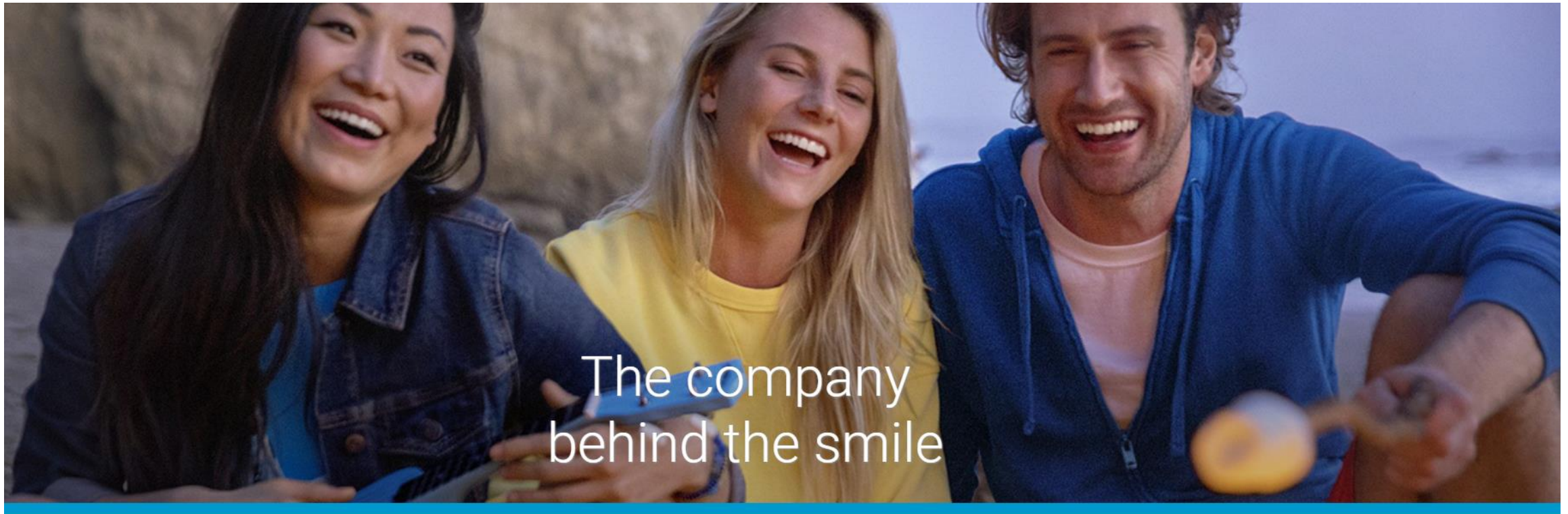


ALIGN TECHNOLOGY – Company Overview



ALIGN TECHNOLOGY is an American manufacturer of 3D scanners (iTero) and clear aligners (invisalign) for patients that require teeth straightening and restoring.



\$4.0B

Annual net revenues

(Aligntech, 2022a)

13.5M

Invisalign patients

1,459

Active patients

1,459

Active patients

ALIGN TECHNOLOGY – How it works



A comprehensive digital dental platform that makes the teeth straightening and restoration process easy for both doctors and patients.

Digital Scan &
Multi-Modality
Data Fusion



Analysis &
Diagnosis



Ortho-Resto In-
Chair Instant
Visualization



Ortho-
Restorative
Treatment Plan



Invisalign
Treatment



Invisalign



iTero

Digital Scan &
Multi-Modality
Data Fusion



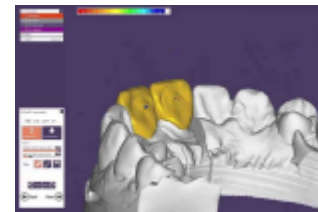
Restorative
Treatment
Planning



Prep & Final
Digital Scan



Restorative CAD
Design



CAM
Production



Exocad

Shifting the orthodontic market from analogue to digital through advanced technology

Analogue – brackets and wire



(thelookortho, 2022)

- Requires adjusting at the orthodontics
- Visible to others
- Faster
- Cheaper
- Difficult to eat and clean

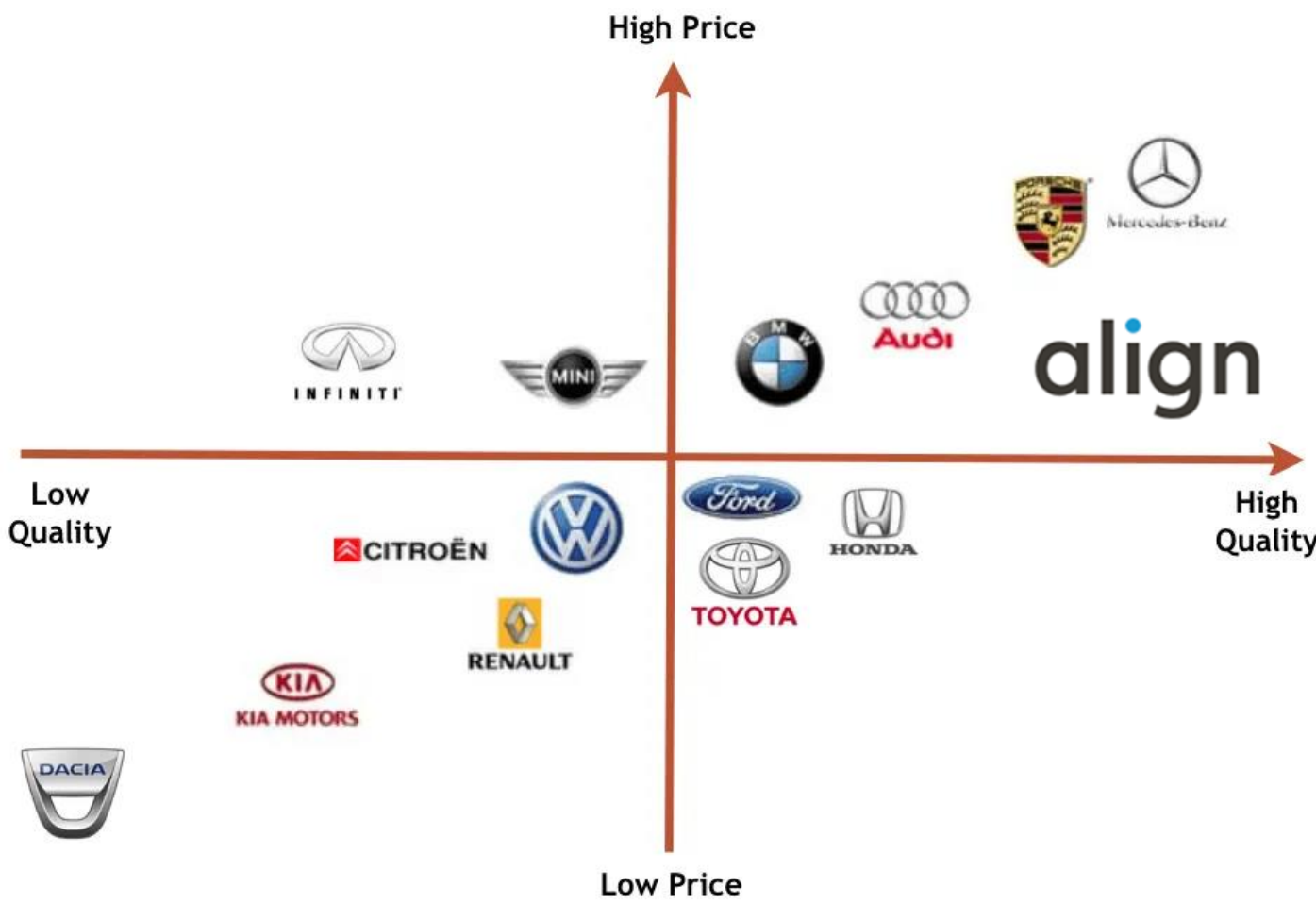
Digital – Clear Aligner (Invisalign)



(Aligntech, 2020)

- Teeth scanned using 3D digital scanner, analysed using advanced dental software then unique invisaligner is manufactured.
- Invisible to others
- Smart material – a blend of soft making the patient comfortable with high strength forcing teeth alignment.
- Takes longer (up to 2 years)
- Cost more with advanced technology
- Easier to eat – alignment can be pulled out

Shifting the orthodontic market from analogue to digital through advanced technology



Shifting the orthodontic market from analogue to digital through advanced technology

Positioning Strategies

There are several types of positioning strategies. A few examples are positioning by:

Product attributes and benefits: Associating your brand/product with certain characteristics or with certain beneficial value

Product price: Associating your brand/product with competitive pricing

Product quality: Associating your brand/product with high quality

Product use and application: Associating your brand/product with a specific use

Competitors: Making consumers think that your brand/product is better than that of your competitors



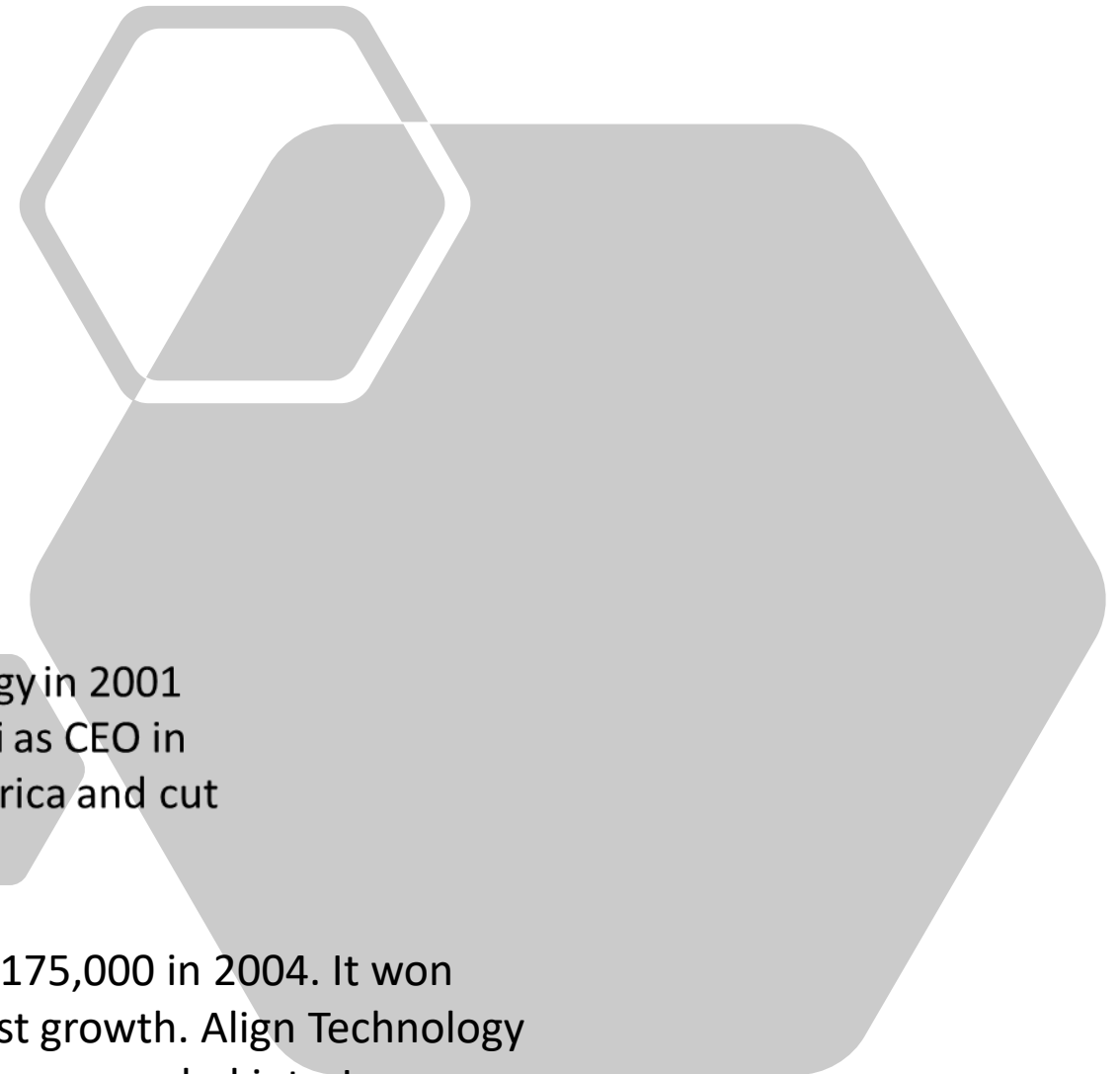
-
- The company's internal structures and management processes

MANAGEMENT RE-STRUCTURE

Align Technology was founded by Zia Chishti and Kelsey Wirth in 1997 and began working on the development of a clear aligner.[20] Align received FDA clearance to market the Invisalign system in 1998, and it was first marketed in 2000.[20] Align Technology went public on January 26, 2001, on the Nasdaq Stock Market.[21][22][23]

BCofounders Wirth and Chishti resigned from Align Technology in 2001 and 2003 respectively with Thomas Prescott replacing Chishti as CEO in March 2002. Prescott re-focused the company on North America and cut the marketing budget to about one-third its original size.

The Invisalign system grew from 80,000 patients in 2002 to 175,000 in 2004. It won several awards for stereolithography, medical design and fast growth. Align Technology was profitable for the first time in 2003. In 2005 the company expanded into Japan,



INNOVATION IS A COMBINATION

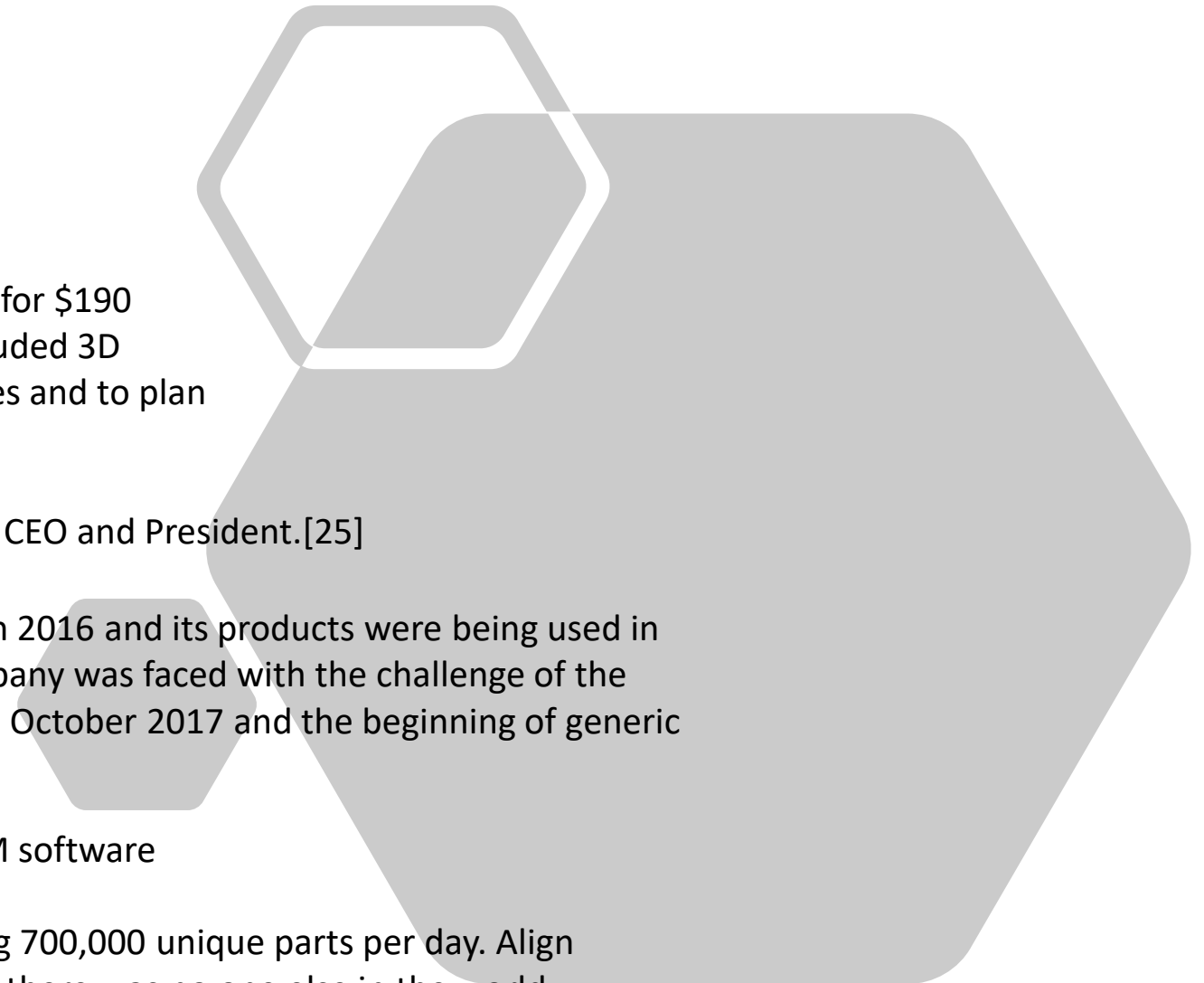
In March 2011 Align acquired the Israeli company Cadent for \$190 million; Cadent manufactured intraoral scanners that included 3D imaging, as well as software to display the acquired images and to plan treatment.[24]

Joseph M. Hogan joined Align in June 2015, and serves as CEO and President.[25]

The company's sales reached \$1 billion for the first time in 2016 and its products were being used in about 8% of people who got braces.[25] In 2017 the company was faced with the challenge of the expiration of its patents on its Invisalign system starting in October 2017 and the beginning of generic competition

Align buys exocad in 2020 – an advanced dental CAD/CAM software

Largest 3D printing company in the world – manufacturing 700,000 unique parts per day. Align Technology took the challenge of 3D printing internally as there was no one else in the world available to do what was required for the Invisalign.



Demonstrating Combined & Continuous Innovation development

- Joseph Hogan joined Align Technology in 2015 as CEO with experience in healthcare. Technology and industrial automation and has influenced and motivated by opening up the innovation to expand the capability of the business, this has been demonstrated by reaching out across the domains.



Strategic Priorities

Joseph Hogan joined Align Technology in 2015 as CEO with experience in healthcare. Technology and industrial automation and has influenced the focus on four key areas listed below;

International
expansion



Patient demand
& conversion



Orthodontist
Utilization

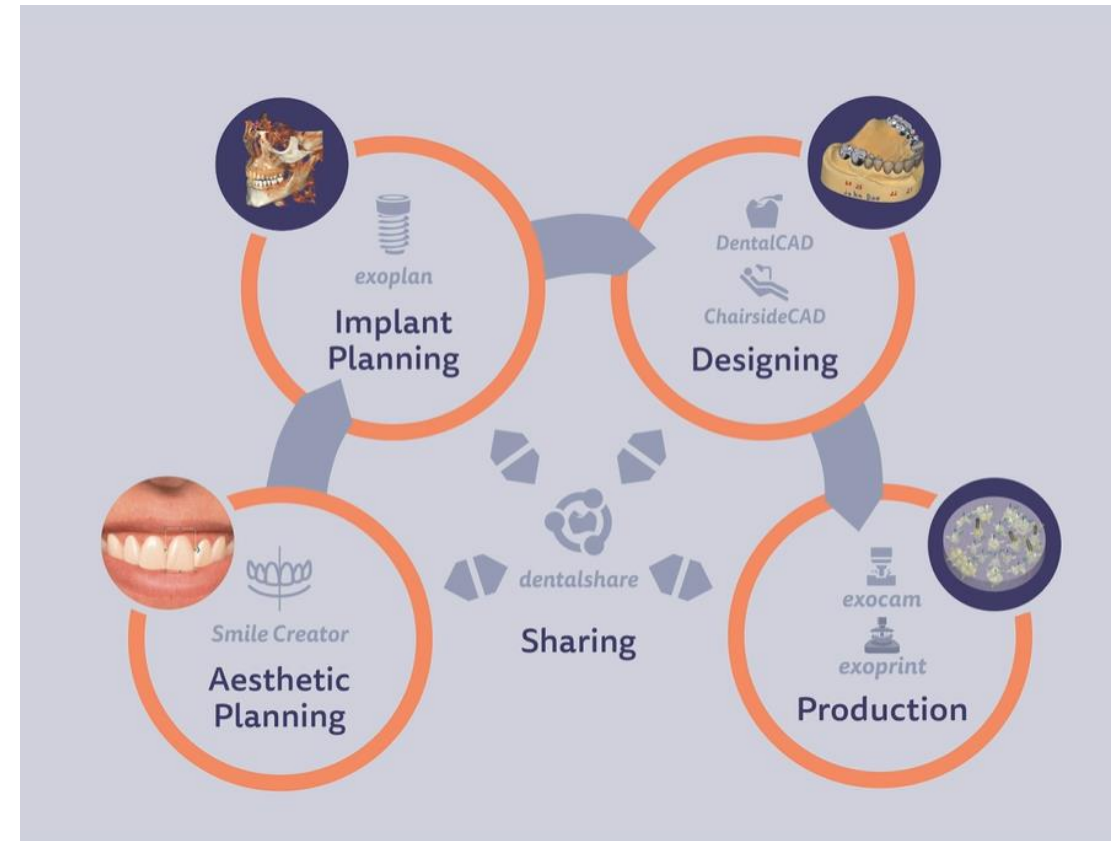


GP dentist
treatment



Leading the transformation into Digital Orthodontics by becoming technology dependent

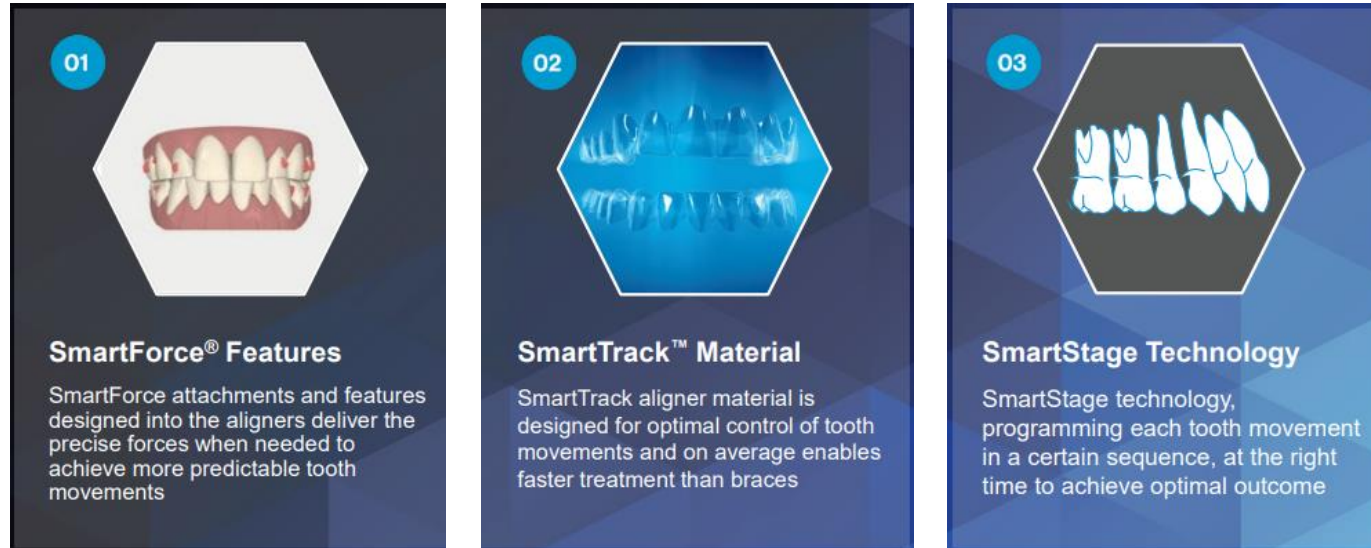
- Align buys exocad in 2020 – an advanced dental CAD/CAM software
(Aligntech, 2022b)
- Software includes:
 - Aesthetic planning
 - Implant planning
 - Designing of solutions for restoration
 - Production – exoprint, exocam
- Dentalshare – multi-directional digital data transfer between dental technicians and users



(Exocad, 2022)

Leading the transformation into Digital Orthodontics by becoming technology dependent

- Creating smart technology to take advantage of the industry:



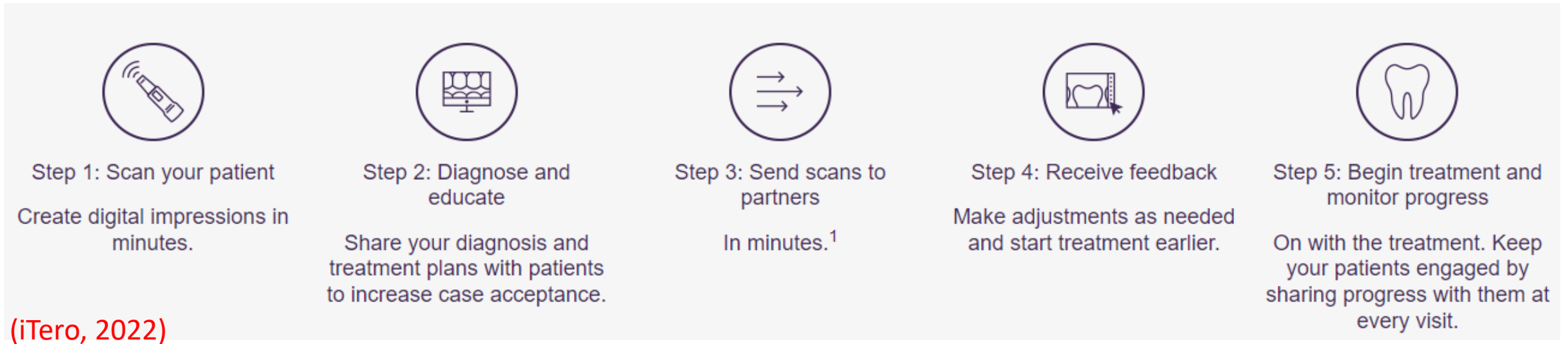
(Aligntech, 2020)

- Largest 3D printing company in the world – manufacturing 700,000 unique parts per day. Align Technology took the challenge of 3D printing internally as there was no one else in the world available to do what was required for the Invisalign

(Aligntech, 2020)

Leading the transformation into Digital Orthodontics by becoming technology dependent

- iTero intraoral scanners:
 - Digital visualization of restorative dentistry treatments in a short amount of time



- iTero Element Flex, iTero Element 2, iTero Element 5D and iTero Element Plus
 - iTero Element 5D Plus – records 3D imaging, intraoral colour and near infrared imaging (NIRI) simultaneously in 60 seconds
 - Superior visualisation and cutting-edge digital scanning performance

(TradeArabia, 2022)

Leading the transformation into Digital Orthodontics by becoming technology dependent

- Invisalign system innovation 2022:
 - Digital integration of Cone Beam Computed Tomography (CBCT) scan and intraoral scan data into ClinCheck digital treatment plans
 - Increases visibility and control of underlying anatomical structures
 - Expands diagnosis and treatment options during digital treatment planning
 - Allows for Invisalign treatment across broader range of cases

(Align Technology, 2022)

- Asana Smiles for Align:
 - Asana Inc. partnership
 - New workflow solution for dental practices to keep track of patient's Invisalign treatment timeline

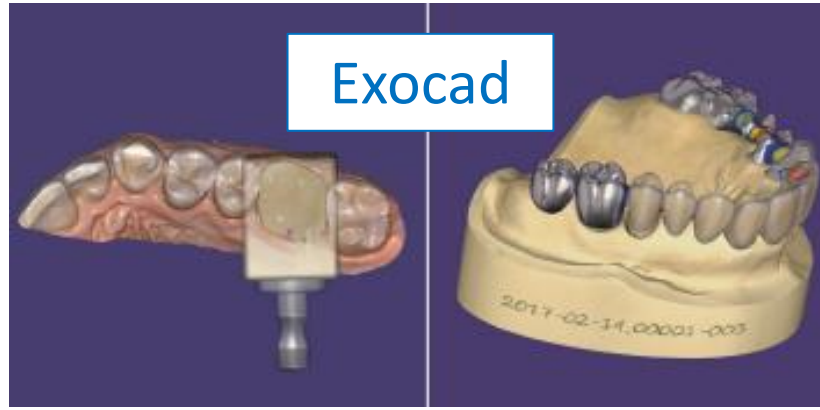
(Werner, A, 2022)

- Virtual Care AI:
 - Streamlining of workflows of doctors/patients by using artificial intelligence
 - Automatic assessment calibration to each doctor's ClinCheck features
 - Treatment tracking

(Martinez, S, 2022)

Align Technology's outcome of innovation – what have we learnt

- Becoming technology dependent with the development of iTero and Ecocad



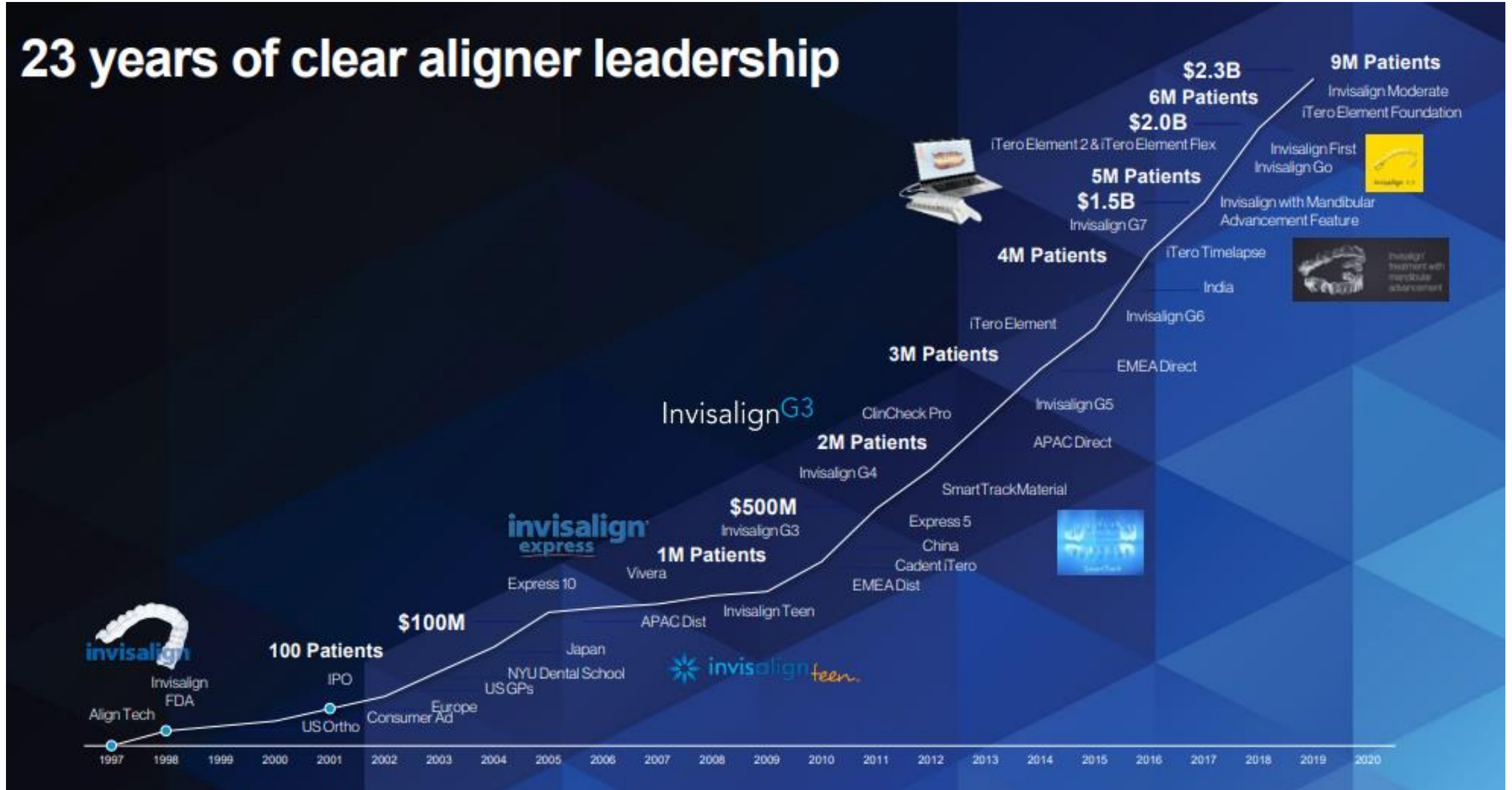
- Investing in the right technology at the right time.
- Longer history of developing clear aligners (various generations of invisalign, smart track material)
- Having a digital system which doctors and patient find easy to use , an innovative model that has allowed the company to grow globally

Align Technology's outcome of innovation – having the technology for a digital platform



(Aligntech, 2020)

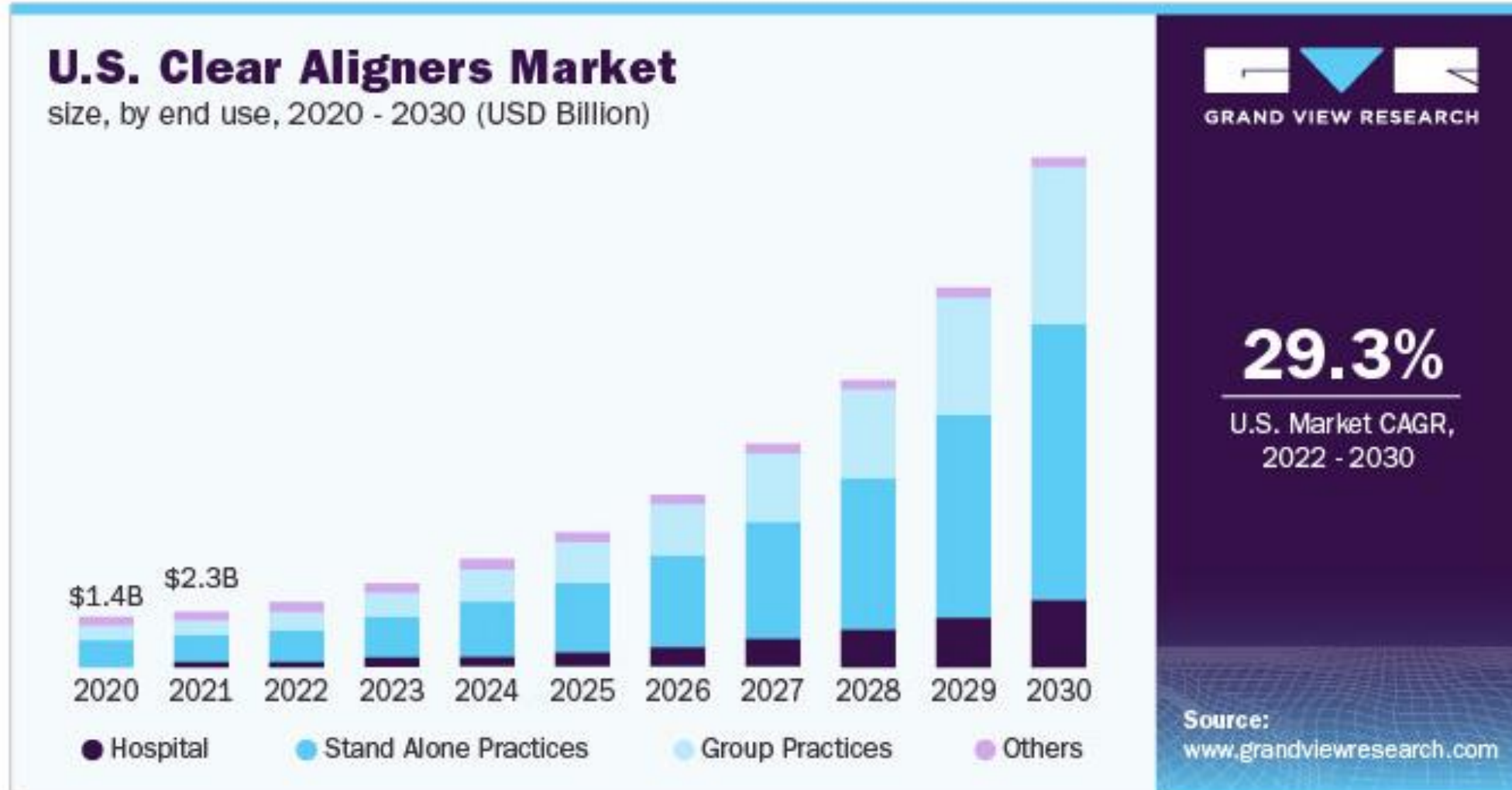
Align Technology's outcome of innovation



(Aligntech, 2020)

Align Technology's outcome of innovation

- Align Technology are now in a leading position for continuous growth!



(grandviewresearch, 2020)

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