



April 15, 2020

Dear Doctor,

I hope that this letter finds you, your staff and families safe and healthy. As we enter another week of global disruption resulting from the COVID-19 pandemic, I want to provide you with an update on some of the initiatives we are implementing to support you and your patients. I also want to highlight some of the actions we've taken to support relief efforts in the areas in which we live and work. In this time of need, serving our communities is more important than ever before.

Many of you have shared the challenges you're experiencing in having to temporarily close or limit your practice hours, resulting in the inability to see new or existing patients and address their treatment needs while still paying the expenses associated with your practice. We recognize the enormous hardship this has caused and are committed to helping you through this period together. Across the globe, we are working in every region to support doctors and their patients to minimize disruptions or delays to treatment, work through financial burdens, and provide insights and industry experts to help you navigate this ongoing crisis. This includes recent webcasts, eblasts, and IDS posts with advice on extending aligner wear and holding patients at specific treatment stages, options for redirecting aligner shipments, and helping address customer profitability and cashflow concerns caused by the pandemic. Our efforts may not always be perfect, but I can assure you that our commitment to you and to helping you through this crisis is our team's top priority. These initiatives are tailored to the needs of each market, so for more information please refer to communication for your specific country or region.

One of the best things about our industry is the commitment we all share to helping others. Despite your daily struggles, many of you are making significant contributions to this crisis -- even donating your own PPE to help protect healthcare workers and front-line employees in your local communities. At Align, concern for others is core to our purpose of transforming smiles and changing lives, and I am incredibly proud of the work our employees are doing individually to make a difference, as well as the work we are doing as a company. ([link to COVID-19 page on Aligntech.com](#))

Early on in the outbreak, Align donated RMB 1 million to the Chinese Red Cross to support relief efforts in what were then some of the hardest hit areas. More recently we committed USD 1 million to the Align Foundation, and our teams have been working together to source and supply personal protective equipment (PPE) and medical supply donations for frontline healthcare workers in the communities we serve. This includes:

- Donating our existing PPE supplies to local communities where we have a corporate presence, including Raleigh, NC and San Jose, CA in the US;
- Sourcing additional PPE through vendors in APAC to supply hospitals in areas where we work and have operations;
- Making PPE donations to local hospitals in Juarez, Mexico;
- Making cash donations through the World Health Organization (WHO), specifically in EMEA, to fund PPE and other medical supplies;
- Looking at food bank and food pantry donations in communities where we have a presence;
- Donating USD 100,000 for diagnostic kits in Costa Rica through AmCham (The Costa Rican-American Chamber of Commerce), which will be announced publicly by AmCham.

And, thanks to the ingenuity and diligence of our operations and R&D teams, we are leveraging our 3D printing technology and manufacturing expertise to produce face shields and medical (nasal) swabs for COVID-19 testing kits and donating them to hospitals where we do business. We are also evaluating the possibility of producing biocompatible parts for ventilators. Our existing 3D printers are highly specialized to produce



aligners and it would have required significant time to convert them for this production, so we have invested in new 3D printers and software in our Juarez, Mexico facility in order to produce this much-needed medical equipment.

I want to thank all of you for your continued support and creativity in working with us to address the impact of this crisis. These are unprecedented times and more than ever we are seeing the value of digital dentistry. While the uncertainty surrounding the COVID-19 pandemic can feel overwhelming, our energy and enthusiasm around solving problems today and looking forward to the future keeps us motivated. We will get through this together.

Joe Hogan

President and CEO

Align Technology