



Align Technology Launches “SHIFT Happens” U.S. Campaign to Educate Adults About Lifelong Tooth Movement

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New campaign supports Invisalign® practice efforts to educate adult consumers about the tooth movement that occurs throughout life and turns a common experience into conversations about malocclusion and oral health

TEMPE, Ariz.--(BUSINESS WIRE)--Sep. 28, 2026-- Align Technology, Inc. (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 the launch of SHIFT Happens, a new consumer campaign designed to help Invisalign-trained doctors connect with and educate adult consumers about lifelong tooth movement and explain the benefits of Invisalign treatment in addressing that “shift.”

This press release features multimedia. View the full release here: <https://www.businesswire.com/news/home/20260928736654/en/>



New campaign supports Invisalign practice efforts to educate adult consumers about tooth movement.

SHIFT Happens is built around a simple, relatable human insight: teeth can shift over a person's lifetime. Throughout life teeth subtly shift due to physiology or other reasons. For example, teeth naturally tend

to move slightly forward and toward the midline over time.* This gradual movement can contribute to crowding of the front teeth and other changes that adults tend to notice as they age, with potential negative implications for oral health.

An estimated 200 million U.S. adults could benefit from orthodontic treatment, yet only about 1% are currently in treatment, making adults the largest group who can benefit from better health through orthodontic treatment. These age-related changes can occur whether an individual previously had orthodontic treatment or not.

The campaign frames these everyday “shift” moments as a reason to speak with an Invisalign-trained doctor about treatment options tailored to an individual patient's needs.

“Many adults notice changes in their teeth over time but may not understand that tooth movement is part of the aging process. Teeth exist within a living system of bone and supporting tissues that naturally change throughout life, which can lead to crowding, spacing, and misalignment or other oral health issues,” said Frank Quinn, EVP and managing director, Americas. “SHIFT Happens helps Invisalign-trained doctors educate consumers about these changes and the treatment options available to address them. The campaign also provides doctors with resources, and local activation opportunities to connect with potential patients and educate more consumers in their communities about the benefits of addressing “shift” with Invisalign treatment.”

“I love the bold new campaign and I'm excited about the adult educational opportunity,” said Dr. Derick Phan, Phan Orthodontics, San Jose, California. “This is a population I'm already treating and believe that there is more we can do to help deliver new smiles.”

A Multipronged Campaign Built From the Ground Up

“The insight behind SHIFT Happens is universally relatable because nearly every adult experiences some degree of tooth movement as they age for various reasons,” said Kamal Bhandal, SVP, Global Brand, Consumer and Americas Marketing. “This campaign puts doctors at the center of the consumer experience. SHIFT Happens starts in local communities, pairing customizable creative and co-marketing support with doctor-led storytelling that builds trust market by market. Recent pilot campaigns in the San Francisco Bay Area and Tampa showed that when doctors bring this campaign to life locally, consumers respond.”

Elements of the SHIFT Happens campaign include social media activation, customizable local creative for Invisalign providers, provider co-marketing resources and opportunities, consumer education and connection to doctors in their community.

Invisalign-trained doctors can access available SHIFT Happens campaign assets and practice marketing resources through the Invisalign Practice Marketing Hub. Consumers can learn more about shifting teeth and find an Invisalign-trained doctor at <https://www.invisalign.com>.

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 over 302.0 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 23.5 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 for more information.

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

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*Contreras-Madrid AI, Pérez-Jorge D, Melwani-Sadhwani R, et al. *Dental arch morphology and factors associated with dental crowding: a systematic review*. Front Oral Health. 2026;7:1784622; and Jónsson T, Magnússon TE. *Crowding and spacing in the dental arches: Long-term development in treated and untreated subjects*. Am J Orthod Dentofacial Orthop. 2010;138(4):384.e1-384.e7. These studies describe age-related changes in dental arch dimensions and increases in anterior crowding over time.

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