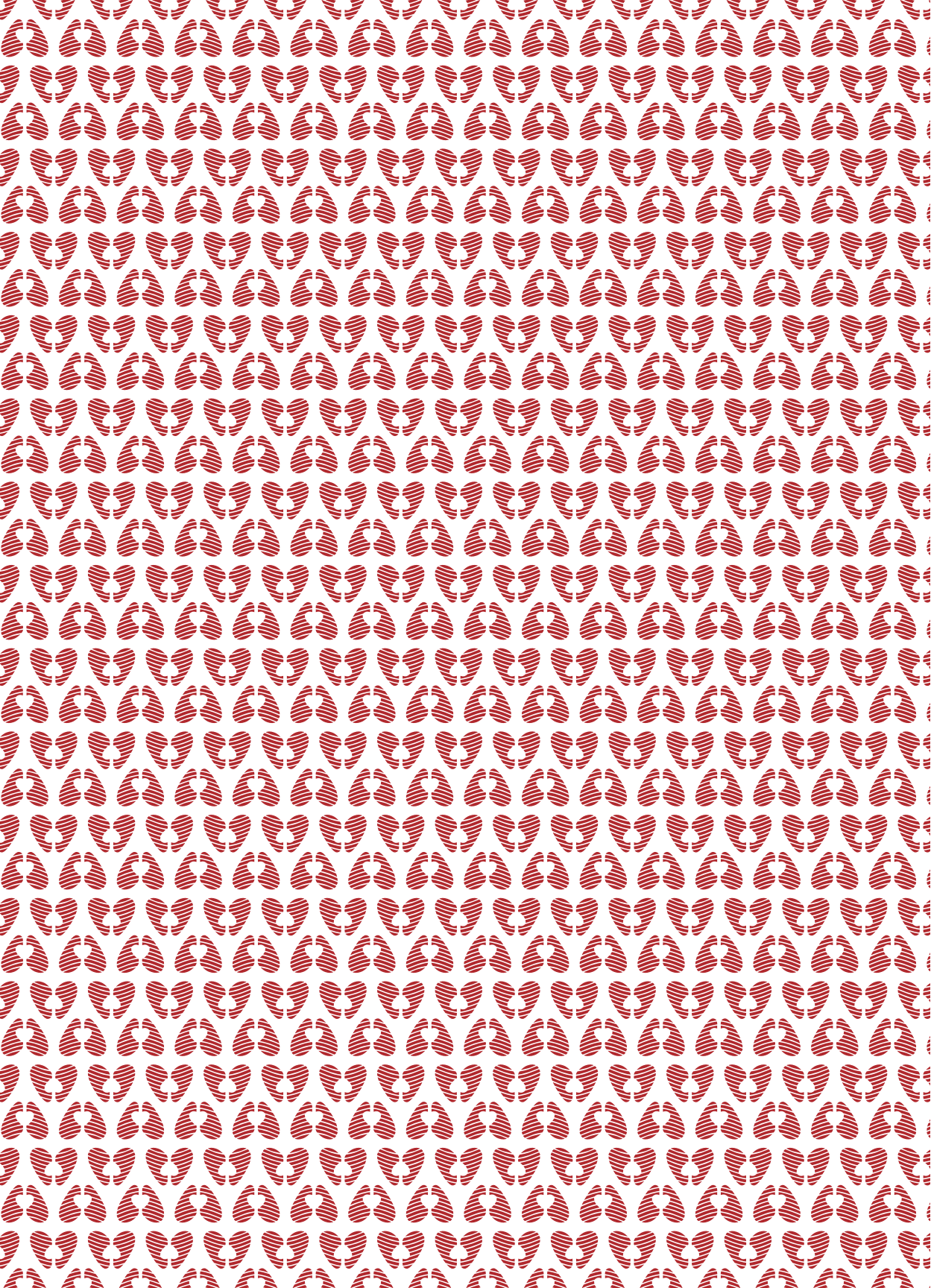


UTarot Card Descriptions



*A Card-by-Card Guide to
Reading the UTarot*



With a UTarot deck by your side, you can make clear decisions, deal with challenges confidently, and find alternate routes when necessary. The result? The best possible guidance for the future you want. *Fortune favors the bold.*

I believe that nothing is fated, that everything is fluid – and that the UTarot cards have the power to inspire courageous, positive action. But only if you honor your emotional and intuitive reactions for what they really are – a quiet, guiding intelligence.

Theresa Reed (aka The Tarot Lady)





A FOREWORD FROM OUR CHIEF FUTURIST

United Therapeutics has embraced uncertainty from our inception. We began as a parents' quest to save their daughter's life with a newly-created chemical. There was huge uncertainty that this chemical would work for our daughter's disease, or that it would even be safe. But we embraced that uncertainty as strongly as any parent embraces their children. As a result, that chemical is now approved by the FDA under the name *Remodulin* for continuous use, under the name *Tyvaso* for inhaled use, and under the name *Orenitram* for oral use.

In the case of United Therapeutics it seems that the bolder we are, the more fortunate we are. For example, we are now known as the company that broke the barrier in achieving xenotransplantation without signs of acute rejection. We dared to modify ten porcine genes in our endeavor to create an unlimited source of organs for the countless thousands of people who die due to the organ shortage. The first gene we modified resulted in FDA approval of the first genetically modified animal as a food source for people with meat allergies caused by a bite from the Lone Star tick. The tenth gene we modified resulted in keeping a man alive for two months, and in establishing a pathway to clinical trials for many more patients.



Of course, it takes confidence when one is going into the unknown. It took confidence when the Wright Brothers risked their necks flying high above Huffman Prairie in Ohio. Or when Thomas Starzl pioneered successful liver transplantation after dozens of previous failures. Today, at United Therapeutics we are evidencing our confidence in the testing of Tyvaso for idiopathic pulmonary fibrosis and for progressive pulmonary fibrosis, and in our efforts to build an unlimited number of transplantable lungs in our laboratories. It takes tremendous confidence to have created our Computational Laboratory for *In Silico* Molecular Biology (*CLIMB*) for building digital models of human biochemistry, so that our future medicines can be created vastly more quickly and safely than in traditional clinical trials.

To be human is to embrace uncertainty, for that is reality, while making our own luck with bold confidence and pragmatic technology. That is why at United Therapeutics we say biology is technology, and that our purpose is *Medicines for Life*. **Fortune favors the bold.**

Onward!

Martine Rothblatt

Martine A. Rothblatt
Chairperson and Chief Executive Officer





INTRODUCTION

This *UTarot Card Descriptions* book is your key resource to understanding the UTarot deck and advancing your reading skills.

This book provides full-page, fresh, modern interpretations of what each card means along with helpful ways to think about how to apply the card to your question and inform your readings. Explore the UTarot card meanings card-by-card in an unusual and fun way.

A Tarot deck contains **78 cards** and follows an ancient specific structure. That structure consists of two main parts: The **Major Arcana** and the **Minor Arcana**.

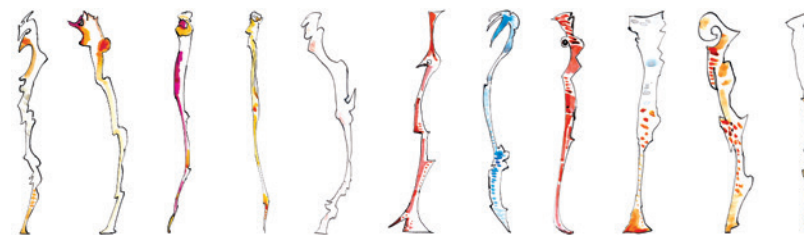
The **Majors** symbolize the big picture, life lessons, fated events, and the hero's journey. The **Minors** represent the day-to-day things such as work, relationships, and money. **Together they both tell the compelling story of 2022 at United Therapeutics and provide answers to all the questions you pose to the UTarot deck.**

Within the Minors, you'll find four suits: **Wands**, **Cups**, **Swords**, and **Pentacles**. Each suit corresponds to different features of life:



Wands: work, enterprise, creativity, passion

Note: These are representations of Wands from the UTarot deck –



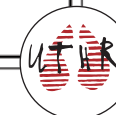
Cups: emotions, relationships

Note: These are representations of Cups from the UTarot deck –



Swords: conflicts, thoughts

Note: These are representations of Swords from the UTarot deck –





Pentacles: money, values

Note: These are representations of Pentacles from the UTarot deck –



Each suit also contains four figures known as **Court Cards**. These can represent people, the roles we play, or other things that make sense in a particular reading:

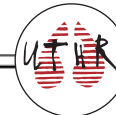
Pages: young person, student, messages, new beginnings

Note: The four Pages are identified with a "P" in a circle like this –



Knights: young adult, action

Note: The four Knights are identified with a "KN" in a circle like this –



Queens: a mature person who identifies as female, nurturing

Note: The four Queens are identified with a "Q" in a circle like this –



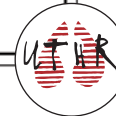
Kings: an adult person who identifies as male, leader, results

Note: The four Kings are identified with a "K" in a circle like this –



When you first dip into Tarot, it may seem like there are a lot of cards to remember. If you feel overwhelmed, take a breath and remember: **the images give you clues and this book gives you card-by-card meanings and hints!**

You got this!



INDEX

CARD NUMBER	CARD NAME	PAGE
MAJOR ARCANA		
1	JENESIS	12
2	TRY NOT WHY	14
3	QUESTION AUTHORITY	16
4	THE CHAIR & CEO	18
5	THE BOARD	20
6	COMPLIANCE	22
7	EMBRACE UNCERTAINTY	24
8	MULTIPLE SHOTS	26
9	PERSISTENCE	28
10	PIPELINE	30
11	LUCK	32
12	FIRST DO NO HARM	34
13	POWER OF WAIT	36
14	MOVE ON QUICKLY	38
15	APPROVE THEN IMPROVE	40
16	NONLINEAR	42
17	STIR IT UP	44
18	ENTHUSIASM	46
19	WINNERS NEVER QUIT	48
20	ALL TIME HIGH	50
21	MANUFACTURED ORGANS	52
22	THE PBC	54

CARD NUMBER	CARD NAME	PAGE
MINOR ARCANA – WANDS		
23	GO BIG OR GO HOME	56
24	TETON 1 AND 2	58
25	GROWTH	60
26	HAVE FUN	62
27	REMODULIN	64
28	TYVASO-DPI	66
29	BELIEF	68
30	TIME	70
31	PICK OURSELVES UP	72
32	HARD WORKING	74
33	INNOVATION	76
34	MOTIVATORS	78
35	BEST	80
36	THE PRESIDENT/COO	82
MINOR ARCANA – CUPS		
37	LOVE	84
38	DE&I	86
39	INCREASE	88
40	DON'T KILL THE BUZZ	90
41	TAKE RISKS	92
42	START	94
43	DISCIPLINED PURSUIT	96
44	LETTING GO	98
45	\$1.94 BILLION	100
46	UNITHERIANS	102
47	FIVE PROGRAMS	104
48	NET ZERO	106
49	CODE OF CONDUCT	108
50	THE PATIENTS	110

CARD NUMBER CARD NAME PAGE

MINOR ARCANA – SWORDS

51	IDEAS	112
52	SIT THERE	114
53	UNMET MEDICAL NEEDS	116
54	QUIET	118
55	PROTECT THIS HOUSE	120
56	CORRIDORS OF INDIFFERENCE	122
57	DO THE RIGHT THING	124
58	WHITTLE DOWN	126
59	PATIENT SUPPORT	128
60	FAILURE IS GOOD	130
61	INVESTOR RELATIONS	132
62	AWARENESS	134
63	INSIGHTFUL	136
64	THE GENERAL COUNSEL	138

MINOR ARCANA – PENTACLES

65	25 X '25	140
66	BUDGET ALGORITHMS	142
67	CULTURE	144
68	\$4.15 BILLION	146
69	NO PATIENT LEFT BEHIND	148
70	LIVING SALARY	150
71	15% GROWTH	152
72	ALL IN	154
73	28.7% INCREASE	156
74	FORTRESS	158
75	OPPORTUNITY	160
76	MANUFACTURING	162
77	ESG	164
78	THE CFO	166

UTarot Card Descriptions

Card-by-Card



JENESIS

Take A Chance

Keywords:

New beginning, fresh start, risk, a chance, originality, fearlessness

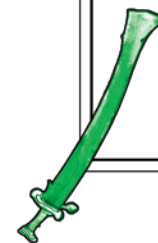
General Meaning:

It's about to get all new beginning and fresh start around here. Are you ready to change your path? Situations call for optimism, faith, and fearlessness. Original thinking. Jump in, no parachute required.

Affirmation:

"I am ready for the next chapter in my life."

Jenesis Rothblatt's diagnosis of pulmonary arterial hypertension is the reason we started United Therapeutics in 1996. She is an inspiration to us all.





TRY NOT WHY

Manifest Your Destiny

Keywords:
Talent, skill, power, control, tools,
mastery, willpower, focus

General Meaning:
This is the card of talent and power. You've got the skills to accomplish your goals now. It's time to make the most of your abilities. Proceed with total confidence and find the magic within yourself.

Affirmation:
"I recognize my ability to manifest my goals through the skills I have within me."

No experiment fails on paper, so we have to do it in reality. We try, we don't speculate about why. The more experiments we do, the more success we have.



QUESTION AUTHORITY

Keep Your Third Eye Open

Keywords:

Intuition, hidden knowledge, receptivity, spirituality

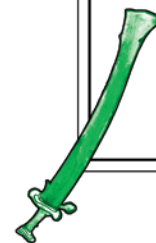
General Meaning:

Trust that killer instinct you have within yourself.
Got a hunch about something? Go with it.
This is time to really listen to your gut. Before making
a decision of power, look within and
seek out the answers.

Affirmation:

*"All the answers I need are within myself.
I trust my own intuition."*

*Question conventional wisdom.
Challenge authority.*





THE CHAIR & CEO

You Rule

Keywords:

Power, abundance, creativity,
receptivity, pleasure, nurturing

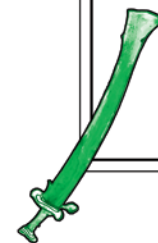
General Meaning:

A period of great creativity is ahead. This is a marker that all signs are a go. The energy of the Chair & CEO is abundant – the wheat field behind her suggests a good harvest in the future.

Affirmation:

"My creativity and abundance are unlimited."

*Martine Rothblatt, Ph.D. serves as our
Founder, Chairperson, and CEO.*





THE BOARD


Who's Your Boss?

Keywords:
Order, structure, authority, power, ownership, autonomy

General Meaning:
The Board represents stability, order, power, and control. This is a favorite card when asking about business success – it indicates achievement through hard work and discipline. It's also the card of leadership.

Affirmation:
"I am my own authority."

Our Board of Directors consists of 12 members with only one non-independent member. Five of our directors are women and three identify as under-represented minorities.





COMPLIANCE


Seek Guidance

Keywords:
Tradition, organization, teacher, advice, rules, obedience

General Meaning:
It may be best to follow the established rules at this time. Feeling confused about a situation? A visit to a wise counselor or teacher can help you sort things out.

Affirmation:
"I embrace traditions both old and new."

Our fifth Company-wide Strategic Objective is to achieve our goals by doing the right thing and using the highest ethical standards. We are committed to a robust compliance program led by Rebecca McCarty, our Chief Compliance Officer.





EMBRACE UNCERTAINTY

Love Is The Law

Keywords:

Partnership, communication,
choices, opposites, union

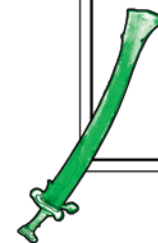
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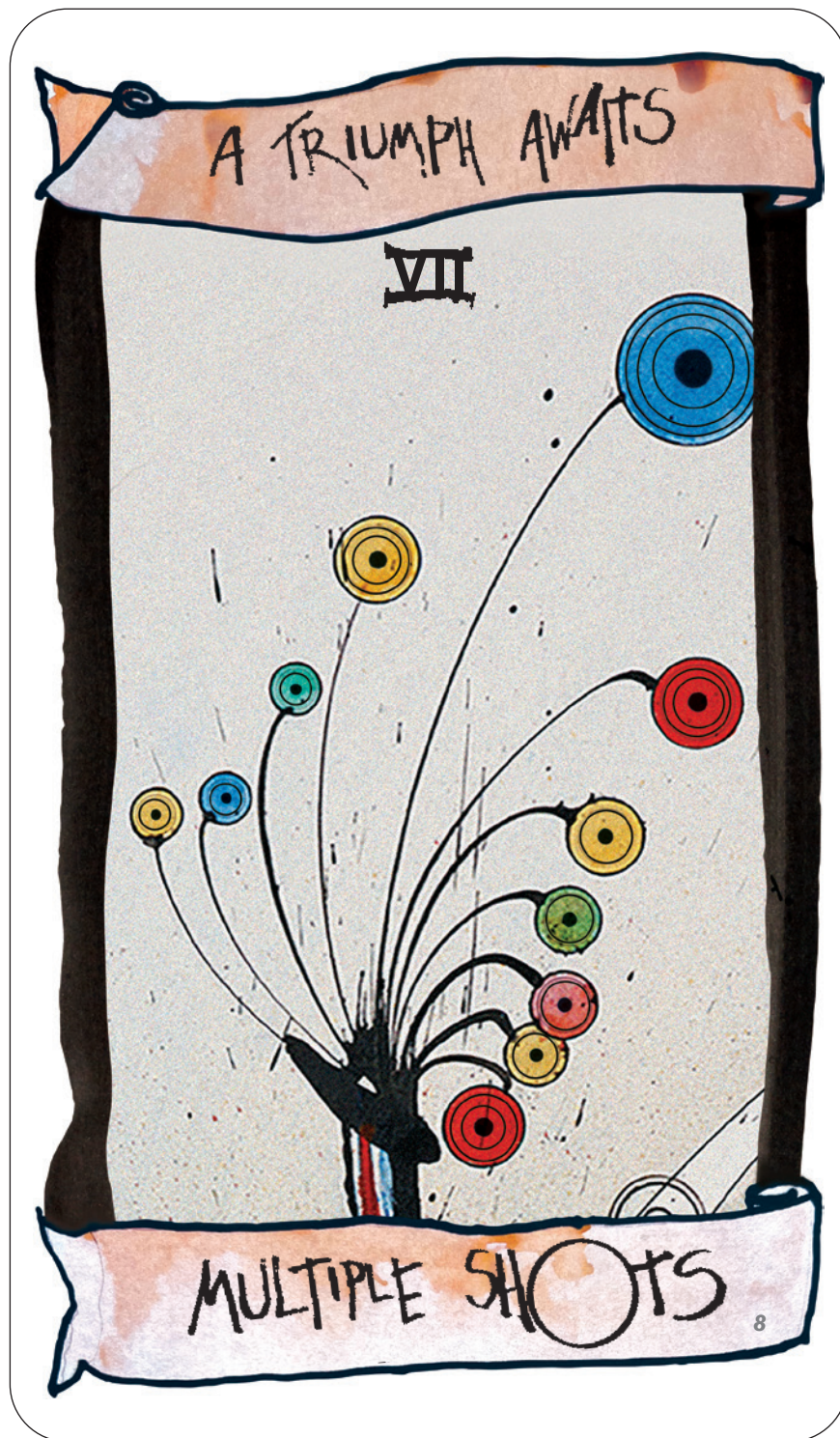
This card can often indicate a relationship coming into your life where good communication is involved. It can also indicate a choice: follow your heart but look at what option is best for your highest good.

Affirmation:

"I am love."

*Innovation hasn't been done before;
the exact way is unknown. Embrace
uncertainty with confidence and we will
figure it out.*





MULTIPLE SHOTS

A Triumph Awaits

Keywords:

Triumph, directed willpower, control, movement, progress

General Meaning:

Things are progressing. It's time to put the past in your rear view mirror and stay focused on the road ahead with confidence. Investigate more than one path and in time, it will all become clear.

Affirmation:

"I can steer my life any way that I wish."

The more shots we take, the more we innovate. We are not smart enough to know which one approach will be successful. So we try multiple innovative approaches for higher chances of success.



PERSISTENCE IS OMNIPOTENCE *You've Got This*

Keywords:

Strength, willpower, calm, self-control, endure

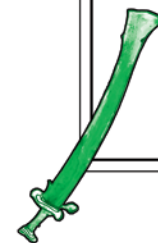
General Meaning:

This card indicates an ability to transcend the obstacles around you through your inner strength. Applied willpower leads to results. Your strength may be tested now – stay the course and don't lose hope.

Affirmation:

"I have the power to change anything in my life."

*If we don't give up we will succeed.
Never give up: most of our successes
occurred after most people advised us
to give up. There is always another way.*





PIPELINE

Alone Again

Keywords:

Inner wisdom, solitude, research, seeker

General Meaning:

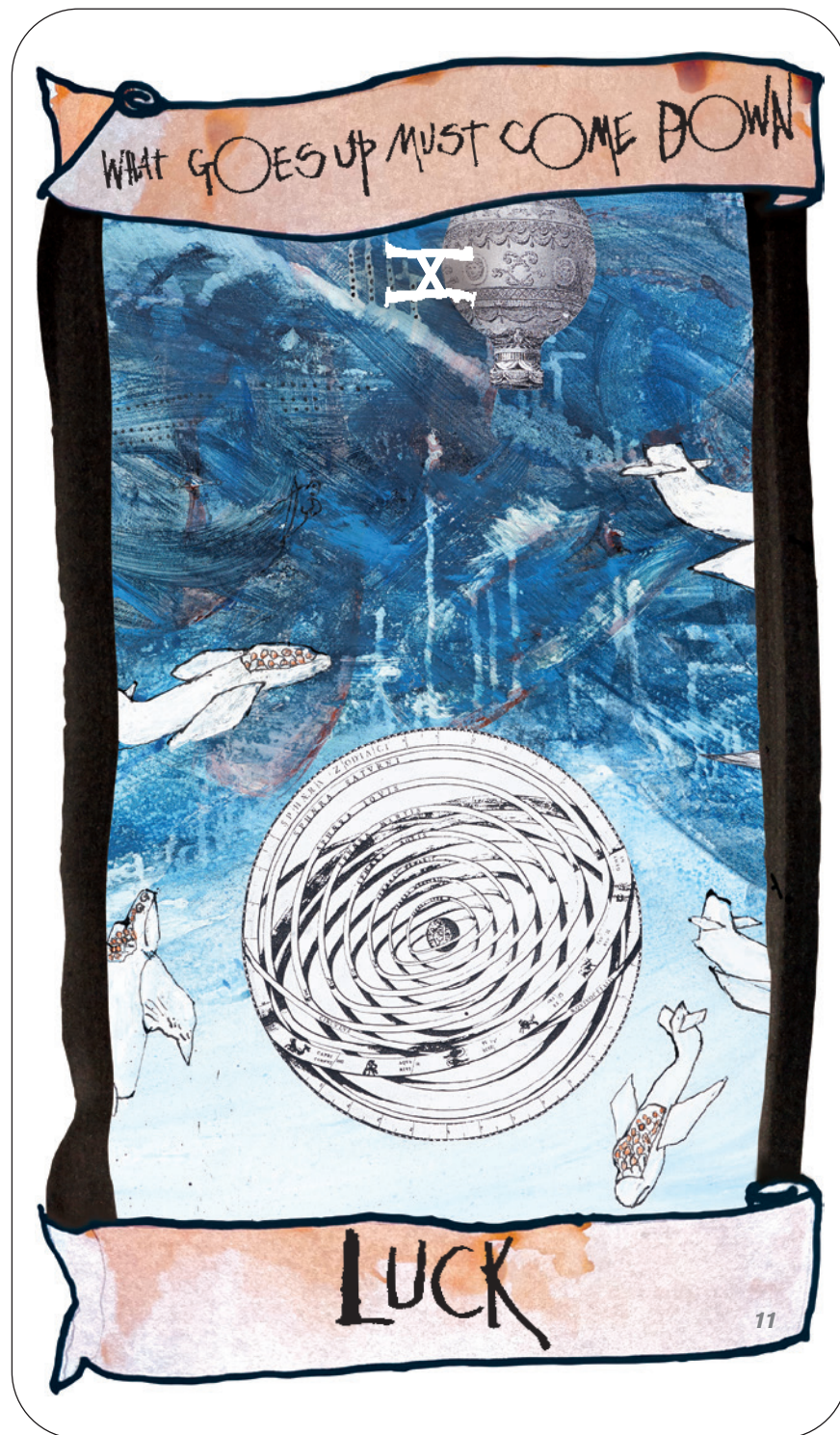
In order to get the answers you seek, it may be time to turn inward. Shut out distractions so that you may discover the wisdom within. Everything you need is within yourself.

Affirmation:

"Everything I need is within me. I don't need to look outside myself for answers."

We already have all the seeds of our success in our own extensive product development pipeline. It is an embarrassment of riches in short-term, medium-term, and long-term prospects.

~ page 31 ~



LUCK

What Goes Up Must Go Down

Keywords:

Luck, change, a turn of events,
karma, shift, improvement

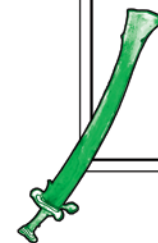
General Meaning:

A major change for the better is in the works. If you have been toiling away, the Universe is now ready to move things in your favor. Know that everything is turning and moving. Momentum is gathering.

Affirmation:

"I create my own luck."

Luck is a very important part of our success, but we have to first put ourselves in the right position with the right resources to receive good luck, and then to be able to convert that luck into success.





FIRST DO NO HARM *Follow The Rule Of Law*

Keywords:

Fairness, justice, balance,
integrity, honesty, truth, law

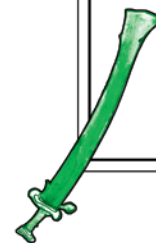
General Meaning:

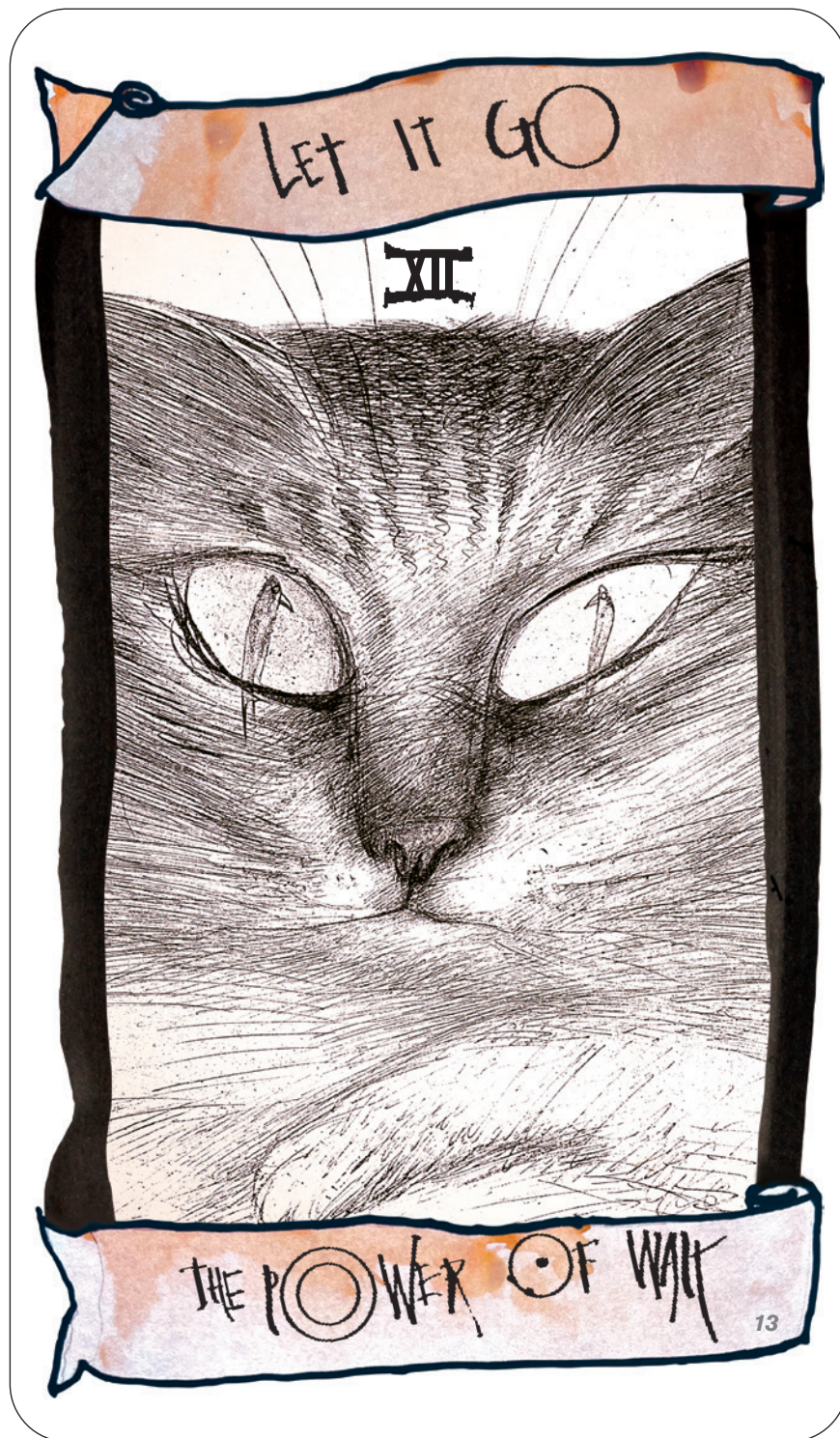
No matter what is happening, you can be sure that the Universe is playing it fair. Justice is being done. If you are making decisions at this time, weigh all options carefully to find the middle ground.

Affirmation:

"I treat others the way I want to be treated."

By staying focused on doing the right thing at all times, we will be in position to make the best decisions to achieve our objectives without the risk and damage of self-harm and distraction.





POWER OF WAIT

Let It Go

Keywords:

Sacrifice, letting go, faith, suspension, waiting

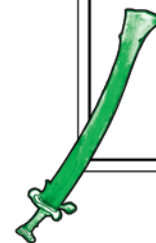
General Meaning:

Now is the time to put things on hold until you can get a better perspective. Non-action. A period of waiting may be necessary and wise. This is also the card of letting go. What are you willing to let go of?

Affirmation:

"I trust that things will work out as they should."

When the right answer does not present itself, then wait. Trust that new perspectives and information will arrive to position you to make the best decisions.





MOVE ON QUICKLY *It's Over*

Keywords:

Ending, transformation, transition, release, change

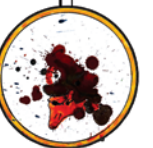
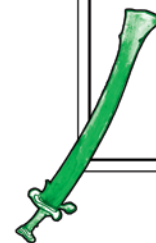
General Meaning:

This is a time for endings. Out with the old and in with the new. A major transition. A new cycle is ahead. Release your attachment to what was and welcome the transformation ahead.

Affirmation:

"I embrace change with an open mind."

When the facts change, the decision often should change. And if a program is no longer worth pursuing, best to quickly make the decision to end it and move on to more promising opportunities.





APPROVE THEN IMPROVE *Seek The Middle Way*

Keywords:

Moderation, balance, healing,
middle ground, patience, harmony

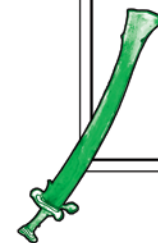
General Meaning:

Balance and harmony; finding the middle path.
Remain patient. Rather than trying to force
an issue, go with the flow. If you are making any
major decisions, weigh your options carefully.

Affirmation:

"I create perfect harmony in my life."

***Start with an approval, and then keep
building on it and making it better. If we
waited for perfection, we might never
have a therapy for patients in need now.
Never stop improving the initial solution.***





NONLINEAR

The Devil Is In The Details

Keywords:

Negativity, stuck

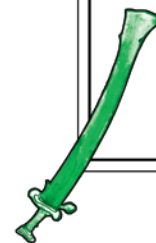
General Meaning:

This card is about being stuck and limited by a situation. Yet there are signs that the situation can change if you want to. Check yourself: where can you let go a little more?

Affirmation:

"I find the courage to release my limitations."

There is no clear roadmap to innovation. Embrace nonlinearity. Goals often get accomplished in very different ways than originally intended.





STIR IT UP

Burn It Down

Keywords:

Disruption, tearing down, rebuilding, uncertainty

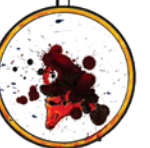
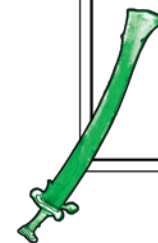
General Meaning:

This card is a sign that things are about to change – drastically. Time to tear it all down and start fresh. Don't try to resist. Everything is about to shift and when the dust settles, peace and enlightenment comes.

Affirmation:

"I am ready to evolve."

When things seem stuck, best to stir them up. Then watch and learn from how things settle and how new bonds have formed. New opportunities and perspectives often present themselves.





ENTHUSIASM

Hope Floats

Keywords:

Hope, optimism, healing, well-being, peace, success

General Meaning:

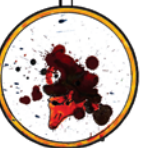
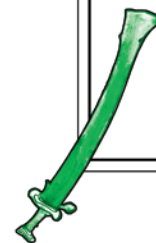
This card represents renewal and hope. This is the healing and peace that takes place after the storm. Optimism is restored and wishes are being fulfilled.

Things are looking up! Positive vibes.

Affirmation:

"I see the good in myself and in my situation."

Without enthusiasm, nothing great is possible. Positive energy compounds and negative energy halves.





WINNERS NEVER QUIT *Who's Afraid Of The Dark?*

Keywords:

Intuition, illusion, reflection,
fear, difficulty, imagination

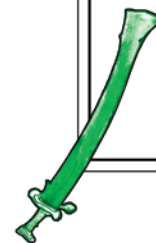
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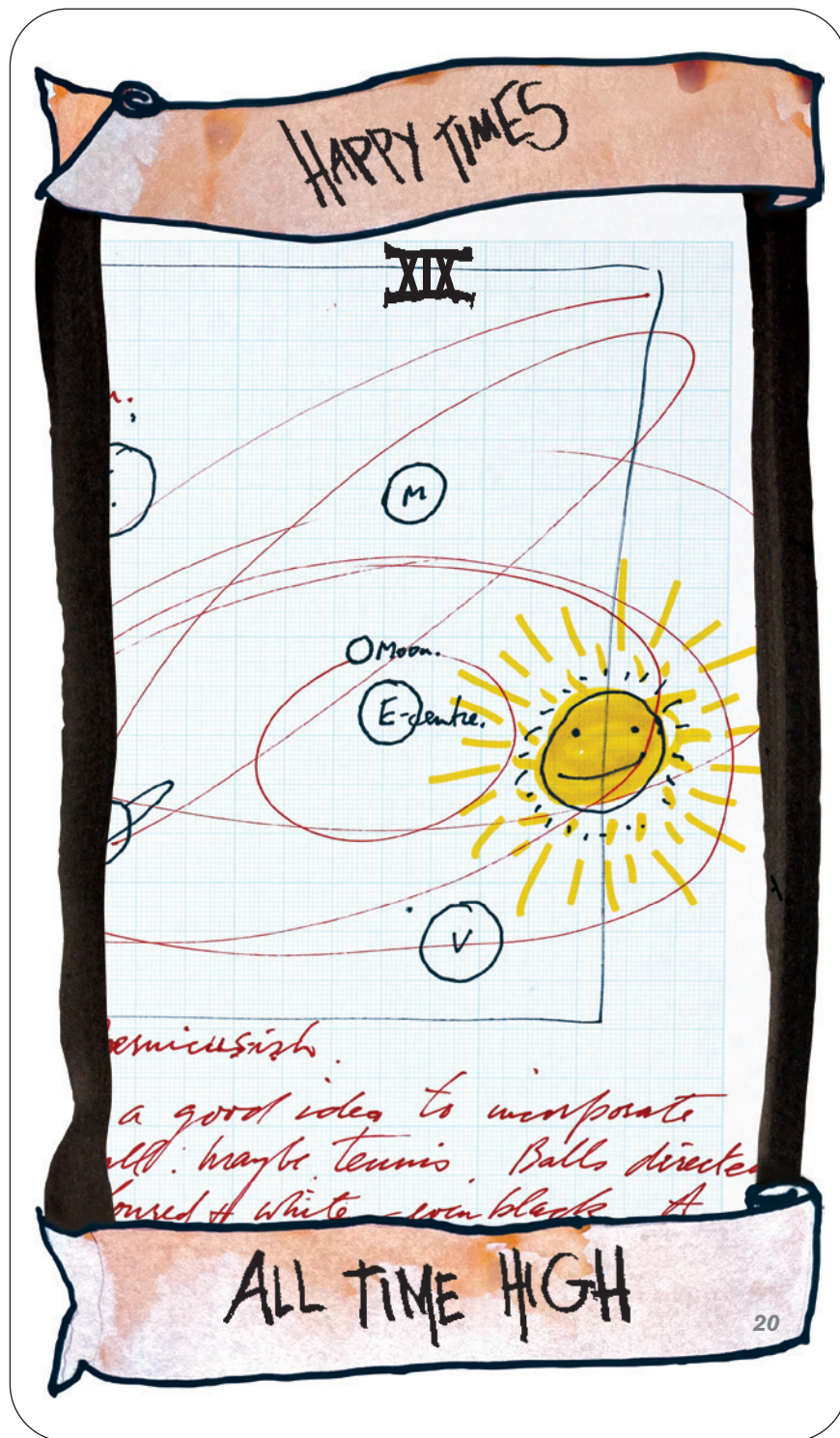
This card portends a difficult, unclear path ahead. Things may not be what they seem – therefore, you need to proceed with caution. There may be unexpected problems which could complicate matters.

Affirmation:

"I know that I will find my way."

We ride together and we have never been on this path before. There will be many challenges ahead. How we respond to them defines our character. Never quit exploring, questioning, and innovating.





ALL TIME HIGH *Happy Times*

Keywords:

Optimism, success, joy, health, happiness, energy, enthusiasm

General Meaning:

A joyous and happy outcome. Success at last! Now you have the freedom to enjoy the fruits of your labor. Celebration and pleasure. The clouds are lifted and you can proceed with confidence. Overall, a very positive sign.

Affirmation:

"My future is bright and filled with possibilities."

In 2022 we achieved the highest total quarterly revenue in our history, set the highest quarterly revenues ever for several of our products, and also realized our all-time highest stock price.



MANUFACTURED ORGANS

Rise And Shine!

Keywords:

Rebirth, transformation, higher calling, renewal, passage

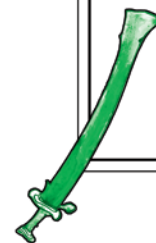
General Meaning:

This card indicates you are being called to something greater. Now is the time to let go of the old and rise up! A major rebirth is possible. Take the high road. An epiphany. An important crossroads.

Affirmation:

"I am ready to receive my higher calling."

We are heavily engaged in R&D for a number of organ transplantation-related technologies. Our goal is simple: to manufacture an unlimited supply of tolerable organs for transplantation.





THE PBC *Spiritual Graduation*

Keywords:
Completion, success, closure,
graduation, freedom, rebirth

General Meaning:
Congratulations – you have successfully completed
a major cycle/mission or lesson! Your journey is now
coming to a conclusion and you're getting ready for
the next chapter. A feeling of elation and completion.

Affirmation:
"I am complete."

*In 2021 we became the first conversion
of a public biotech/pharma to a public
benefit corporation. Becoming a PBC
legally aligned our corporate charter
with our commitment to serving our
patients and all our stakeholders.*



GO BIG OR GO HOME
Thumbs Up!

Keywords:
Beginning, start, idea, creativity, birth, renewal

General Meaning:
This card is always an omen of good things to come. Go for it, big time! A new idea, a major offer or opportunity. The green light you've been waiting for has arrived.

Affirmation:
"I am ready and willing to accept a new opportunity."

To stimulate innovation, inspire with the boldness of big ideas and good things happen.



TETON 1 AND 2 *The World Is Your Oyster*

Keywords:

Success, plans, security, control,
advantageous position, vision

General Meaning:

This is a card of victory, you're in a great position. You've achieved an important goal and are now ready for the next step. You have more than one option available to you. So what's next? Start making plans.

Affirmation:

"I am in control of my world."

Our TETON 1 and TETON 2 Phase 3 trials are evaluating Tyvaso in idiopathic pulmonary fibrosis (IPF). Present treatment options for IPF are limited. We estimate there are 100,000 IPF patients in the U.S.



GROWTH
Your Ship Is Sailing In

Keywords:
Expansion, success, vision, opportunity coming

General Meaning:
You are now in the perfect position to begin planning your next move, the possibility for a major expansion. Don't be thinking small – this card encourages big, epic visions. Also an opportunity on the horizon.

Affirmation:
*"I am ready to expand my world.
My potential is unlimited."*

Our fourth Company-wide Strategic Objective is to grow our business to be in the top quintile of our peers.



HAVE FUN
Celebrate Good Times, Come On!

Keywords:
Victory, harmony, happiness, celebration, party

General Meaning:
Harmony and happiness in all endeavors. This is the victory dance after the touchdown, the celebration for a job well done. Life is sweet and there are more reasons to celebrate than commiserate.

Affirmation:
"I have so many reasons to celebrate."

Encouraging a culture that doesn't take itself too seriously lightens the burden of innovation. The more fun we have, the more innovative we become.



REMODULIN

Let The Games Begin!

Keywords:

Competition, fight, opposition, conflict, change

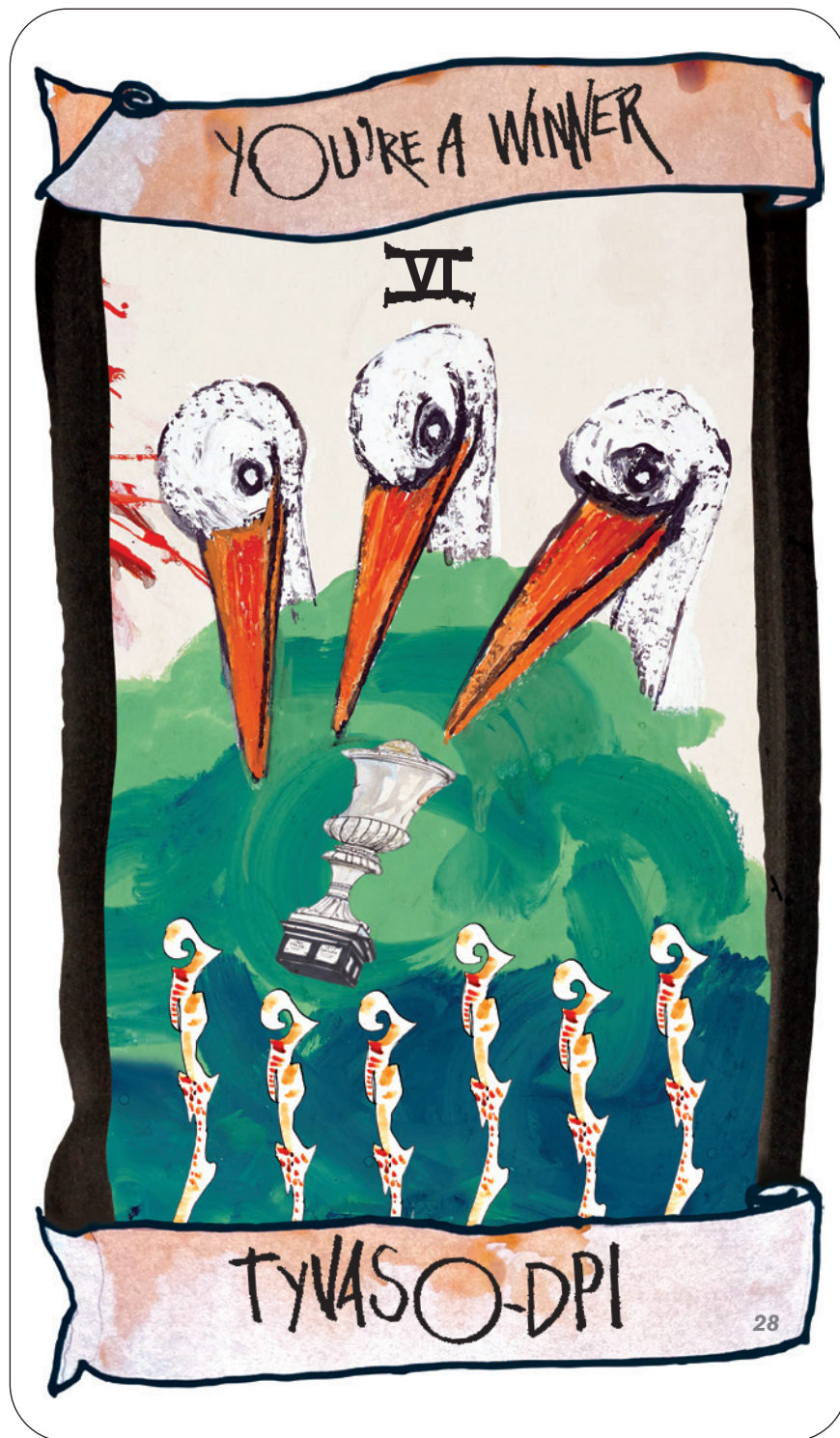
General Meaning:

Be aware of competition but don't be afraid of it. A spirited debate or match will prevent complacency. Jump into it and give it your all. Get in the game and show them who the real boss is.

Affirmation:

"I am pursuing my goals with vigor and complete confidence."

One of our four commercial platforms, Remodulin may be subcutaneously or intravenously infused for patients with pulmonary arterial hypertension.



TYVASO DPI
You're A Winner!

Keywords:
Victory, triumph, leadership, win, advancement, achievement

General Meaning:
Victory is at hand. Be sure to thank all the fine supporters who helped you to achieve your goal. Getting back in the saddle again. Moving forward toward your goal. Big wins.

Affirmation:
"I easily achieve my goals."

In 2022 our dry powder inhalation version of Tyvaso was approved by the FDA to treat both pulmonary arterial hypertension and pulmonary hypertension associated with interstitial lung disease.



BELIEF
Hold Your Ground

Keywords:
Challenge, defense, stand, assertive, boundaries, courage

General Meaning:
It's time to take a stand. Gather your courage and stand up for what you believe in. This is about asserting yourself, no matter what the odds may be. Push back. If you want to win the battle, you must engage fully.

Affirmation:
"I am willing to defend myself."

We actually believe that we can achieve what we set out to do.



TIME

Going The Distance

Keywords:

Movement, travel, news, speed, swiftness

General Meaning:

Things are moving at warp speed. If you have experienced a lull, it's now full on. Quick movement. Progress at last. A project is moving forward toward completion. Important news arrives.

Affirmation:

"I am moving forward with quickness and precision."

***We trade technological purity
for economic practicality. Time is
very expensive.***



PICK YOURSELF UP
Watch Your Back

Keywords:
Defense, preparation, completion,
protection, boundaries

General Meaning:
You have learned a big-time lesson and although
you are moving on, what is the takeaway
from that experience? It's time to move on and
make a mental note: don't do that again.
Lessons learned.

Affirmation:
"I am safe."

*When we make mistakes and
experience failures, we pick ourselves
up, dust ourselves off, apply the
lessons learned to the problem at hand,
and move forward.*



HARD WORKING

Take A Load On

Keywords:
Burden, heaviness, hard work, weight, responsibilities, duty

General Meaning:
This card is about being weighed down with many responsibilities, hard work, or burdens. Hard labor. There is an end in sight but it may be hard to see at this time.

Affirmation:
"I work hard towards my goals and remember to rest when the work is done."

*We work hard, we have fun, we do good.
The harder we work, the luckier we get.*



INNOVATION

The Firestarter

Keywords:

New creative energy, new passion,
exciting news, rebellious

General Meaning:

A new creative beginning awaits. You're planting a seed that may grow into something amazing. This is a good sign that your work will continue to flourish.
An exciting new project, endeavor, or passion.

Affirmation:

"I am planting new seeds and am willing to learn how to grow them."

We skillfully and intentionally nurture our culture of innovation all the time. Every decision we make must consider its impact on how we innovate at United Therapeutics.



MOTIVATORS *And They're Off*

Keywords:
Passion, motivation, mover/shaker,
enthusiasm, action

General Meaning:
This card symbolizes pursuing the dream with
vigor and enthusiasm. Move forward with
confidence toward your goals. This is the time for
focused and swift action. Adventure time!

Affirmation:
*"I am moving toward my goals
with passion and enthusiasm."*

***We are committed to the philosophy
that love and loyalty are the best
motivators in the workplace. Teamwork
makes the dream work.***



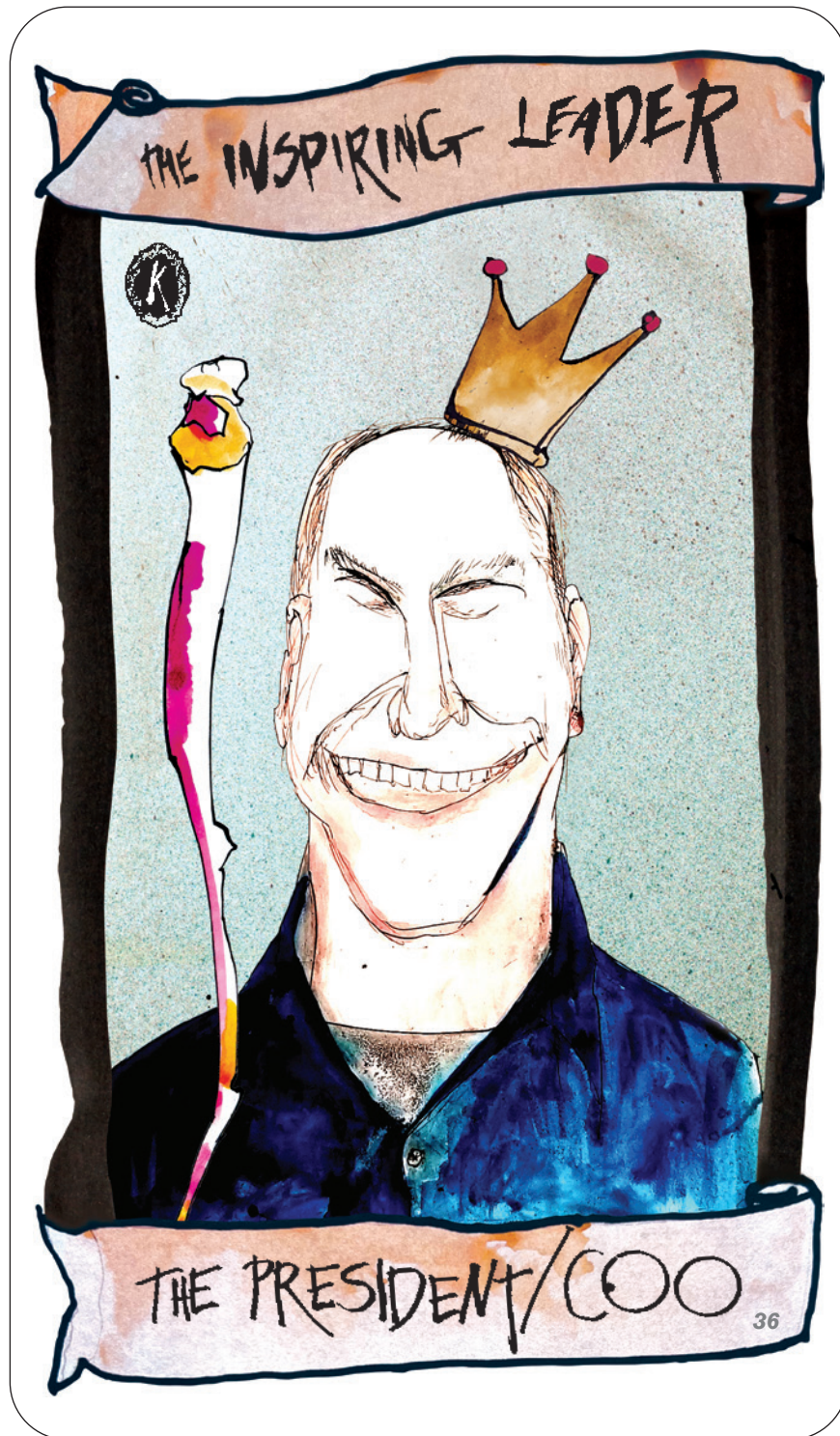
BEST
She's Lit!

Keywords:
Creative, passion, power, courage

General Meaning:
Confident, strong, courageous, and intense. Put your energy into manifesting your creative dreams. You have the power to make big things happen, and all it takes is a commitment to your passion.

Affirmation:
"I am powerfully creative. I trust and stoke my inner creative fire."

Our first Company-wide Strategic Objective is to develop the best medicines possible from our intellectual property.



THE PRESIDENT/COO

The Inspiring Leader

Keywords:

Mastery, passion, creativity, courage, power, leadership

General Meaning:

The President/COO is passionate, brave, charismatic. He's got swagger and leads with all the moves. Talks powerfully, carries a big stick. This card indicates strong, creative leadership.

Affirmation:

"I lead with passion and courage."

Michael Benkowitz serves as our President and Chief Operating Officer.



LOVE

Love Overflows

Keywords:
New emotional beginning,
new relationship, rekindling, offer

General Meaning:
Emotionally, this is a time to open yourself up.
Be vulnerable and express the softer side of
yourself. A new emotional beginning. Healing the
old to make way for the new.

Affirmation:
"I am open to love."

***We love what we're doing. We love that
we're doing it so well.***



DE&I
The Attraction Factor

Keywords:
Relationship, meeting, healing

General Meaning:
This card can signify any sort of positive partnership – friendship or work-related. It's all about connecting and coming together to form a healthy and lasting alliance. Sharing a common goal. Healing.

Affirmation:
"I attract healthy and positive relationships."

We continue to strengthen our focus on diversity, equity, and inclusion (DE&I) throughout UT. Our DE&I Executive Council and other groups met regularly and contributed to key 2022 accomplishments. Diversity and unity can make any project succeed.



INCREASE
Big Night Out

Keywords:
Friendships, support, party,
gathering, fun, joy, achievement

General Meaning:
It's time to celebrate! If you are celebrating a victory,
get the champagne out and live large. This card
can also signify a formal celebration or a circle
of support when you really need it. A time of joy.

Affirmation:
"I celebrate life every day."

*In 2020, we announced the successful
results of the INCREASE study of
Tyvaso to treat patients with pulmonary
hypertension due to interstitial lung
disease and received FDA approved in
March 2021.*



DON'T KILL THE BUZZ

Meh... So Boring

Keywords:

Boredom, apathy, withdrawal, rejection, meditation

General Meaning:

You've pulled away to regroup because what's in front of you hasn't been satisfying. This is a period of contemplation and sorting out the options. Are you unable to see the cool stuff right in front of your face?

Affirmation:

"I choose to see the opportunities in front of me."

We use our enthusiasm, creativity, and persistence to innovate – this is what we call our buzz. We constantly make decisions in a way that makes sure that we Don't Kill the Buzz.



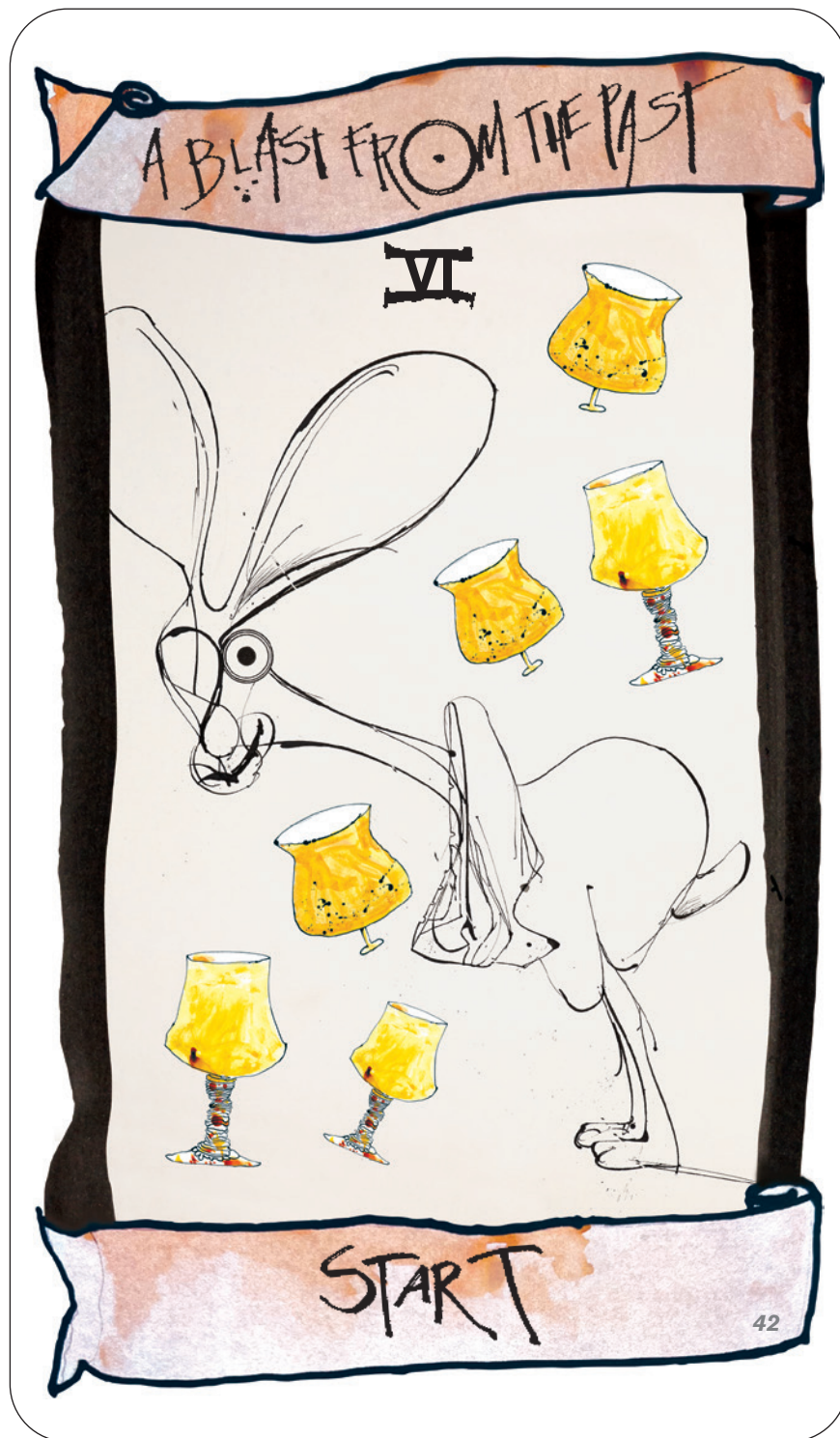
TAKE RISKS
Dust Yourself Off

Keywords:
Disappointment, loss, hurt, sorrow,
grieving, regret, depression

General Meaning:
You have suffered a loss and are now moving
through the grieving process. The pain is real but
you're dealing with it as best as possible.
Put the water under the bridge and start again.
If need be, reach out for support.

Affirmation:
*"I am ready to deal with my losses
and regrets in a healthy manner."*

***Embrace, encourage, and celebrate risk.
Risk and reward ride the same elevator.***



START
A Blast From The Past

Keywords:
Pleasure, nostalgia, friendship,
security, the past, reunion

General Meaning:
The energy here is about returning to one's roots,
as the past is calling. The past holds the key
to the present and the future. This card can
also indicate a gift.

Affirmation:
*"I respect the past but
embrace the present moment."*

*When you start walking, the best path
forward will appear. We are not really
sure of the way from A to Z, but when
we begin walking the rest of the
alphabet appears.*



DISCIPLINED PURSUIT

A Kid In A Candy Store

Keywords:

Illusion, choices, visions, options,
hesitation, temptation

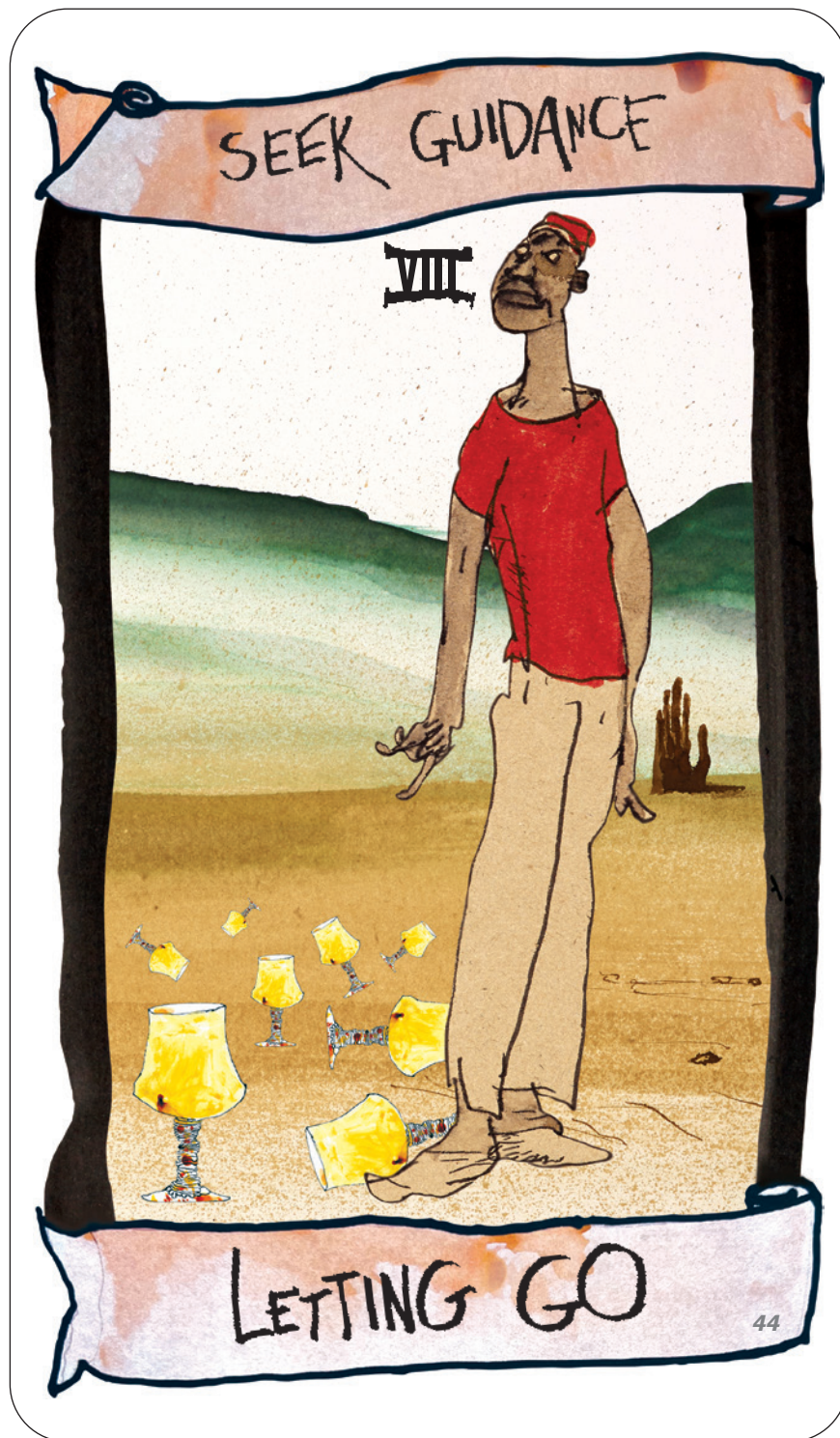
General Meaning:

Can you find a way to bring your dreams down to earth and turn them into something tangible? With many choices before you like a kid in the candy store, it may be difficult to figure out which is the right one.

Affirmation:

"I am willing to do what I can to make my dreams a reality."

Focus on the highest value propositions and do not let yourself be distracted by too many lower value propositions, as attractive as they may be. Diligently choose the disciplined pursuit of less but better.



LETTING GO
The Seeker

Keywords:
Leaving, moving on, quest

General Meaning:
You can gain new perspective by leaving your comfort zone. You might be surprised at what you find. Look ahead.

Affirmation:
"I am ready to leave behind anything that is hindering my spiritual growth."

We pursue bold new endeavors, often outside of our areas of expertise. To be successful, we have to let go of the familiar and push ourselves forward. Anything that can be conceived and believed can be achieved.



\$1.94 BILLION
Wishes Fulfilled!

Keywords:
Satisfaction, plenty, happiness,
wealth, comfort, security

General Meaning:
The “wish fulfillment” card is a good omen that says:
you are going to get what you want. This card
also speaks of feeling satisfied and comfortable.
Be grateful because you are in a very good
place at this moment.

Affirmation:
*“I am grateful for the abundance
that surrounds me now.”*

***We achieved a record \$1.94 Billion
in 2022 revenues.***



UNITHERIANS
All In The Family

Keywords:
Happiness, completion, support, celebration, unity, harmony

General Meaning:
Pleasure and happiness, particularly in family matters. There are many reasons to celebrate now. The energy is “one big old merry and harmonious family.” Break out the bubbly and enjoy the upbeat vibe.

Affirmation:
“I have all the love and support I need.”

We couldn't be the creative, passionate, and innovative company we are without attracting, enabling, and valuing diverse, hard-working, team-playing employees we call Unitherians. In Unitherians we trust.



FIVE PROGRAMS
The Beloved Child

Keywords:
New love, intuition, a well-loved child, infatuation

General Meaning:
Reach out and be open to new passions.
Plant new seeds and nurture them.
With loving attention, they will grow.

Affirmation:
"I am willing to express my feelings to my loved ones."

***We have five development programs:
Tyvaso, Oral Drugs, Prodrug, Gene Therapies, and Organs.***



NET ZERO
The Romantic Hero

Keywords:
Leading with heart, taking action on feelings, imagination

General Meaning:
Sensitive, empathic, idealistic. Let your heart lead your decisions. Follow your deepest dreams and see what unfolds. Consider how your actions impact the greater good.

Affirmation:
"I bring my innermost dreams to life."

Our Unisphere building on our Silver Spring, Maryland campus is the largest site net-zero energy commercial office building in the world. We have built other net zero buildings and will continue to do so.



CODE OF CONDUCT
The Intuitive

Keywords:
Sensitive, emotional, kind, intuitive, empathic, caring

General Meaning:
Soft and sensitive, deep nurturing. A strong connection to intuition with decisions made from the heart. Your feelings will always help you find the right way.

Affirmation:
"I am in touch with my sensitivity."

We have well-defined Compliance Principles that outline how we behave, and clear leadership attributes that we expect from all Unitherians. These revolve around always "Doing the Right Thing."



THE PATIENTS
The King Of Love

Keywords:
Compassion, capacity for giving,
generosity, creativity

General Meaning:
Caring, nurturing, patient, and loving. All in
with the whole heart. Sensitive. A mature emotional
approach is best. Take care of others.

Affirmation:
"I nurture and guide those who need it."

***Our therapies treat life-threatening
diseases that are extremely difficult to
manage. Since our inception, we have
been committed to patients and their
families, to do everything we can to
reduce their suffering.***



IDEAS
Truth Is Your Weapon

Keywords:
New thoughts, ideas, truth,
mental breakthrough, ah-ha moments

General Meaning:
This is the mental breakthrough that you've
been waiting for. The "ah-ha" moment.
Fresh ideas and new ways of viewing things.
Mental sharpness and clarity.

Affirmation:
"I speak my truth with conviction and power."

*No idea goes unconsidered at United
Therapeutics. There are no silly ideas.
An idea often leads somewhere else.*



SIT THERE
Wait It Out

Keywords:
Decisions, waiting, balance, contemplation

General Meaning:
The path ahead may not be clear at this time. You need more time and space to weigh your options. The answer you seek will come after more reflection.

Affirmation:
"I make decisions that feel right for me."

Some decisions should not be made at the time we want to make them, because the conditions necessary to produce the right answer have not yet arisen. Don't just do something, sit there.



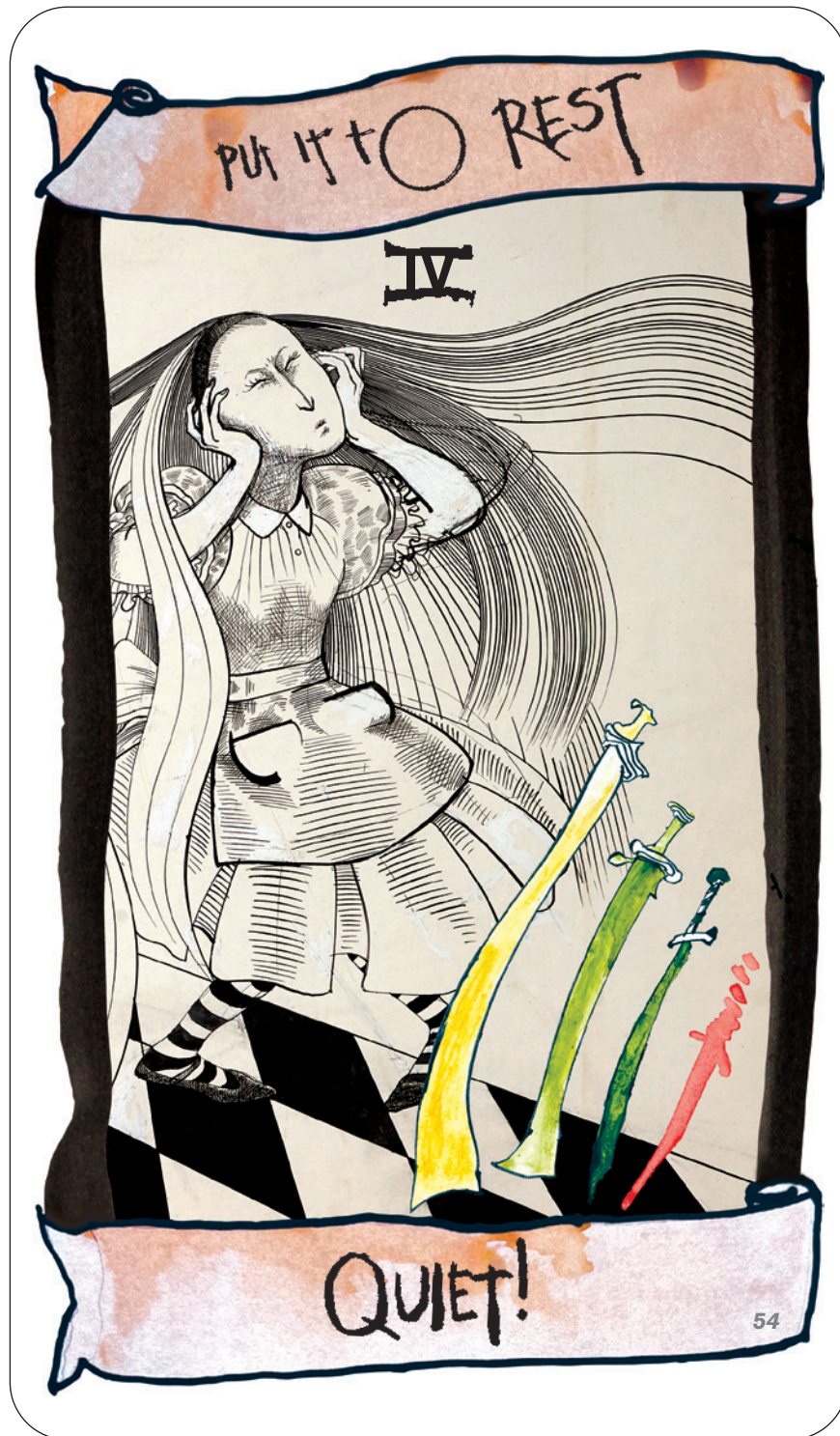
UNMET MEDICAL NEEDS
Unbreak Your Heart

Keywords:
Sorrow, heartbreak, loss, disappointment, pain

General Meaning:
Sadness and heartbreak. The big-time let down. When this card shows up, it's a sign that things may be turning sideways. Strong emotions, relationships ending. Hurt feelings or pain.

Affirmation:
"I can use my pain as a tool for growth."

We focus on developing therapies for patients with diseases for which there are no approved medicines. Approved therapies exist for only a small number of the 7,000 orphan diseases.



QUIET
Put It To Rest

Keywords:
Rest, recovery, meditation,
planning, healing, contemplation

General Meaning:
It's time to rest. Put all actions aside for a period
of quiet to rethink plans. Contemplation and
meditation bring clarity. Planning the next move
carefully. This card can also indicate
dealing with hospitals.

Affirmation:
"I think before I act."

*We are quiet but work on loud things.
Our stock symbol UTHR also stands for
"Under The Radar."*



PROTECT THIS HOUSE
The Victory Through Deceit

Keywords:
War, hostility, severity, conquest, victory

General Meaning:
Victory through deceit. Hostile takeover. Taking that which doesn't belong to you. Sneaky, underhanded methods. Dirty tricks. Divide and conquer. Stay alert for signs of trouble – and be ready to act.

Affirmation:
*"No matter what is happening around me,
I stand strong in my truth."*

We are mindful of the need to continuously protect United Therapeutics from threats which seek to take what we've built or otherwise harm us. We work hard to protect our house against threats and interlopers.



CORRIDORS OF INDIFFERENCE
Smooth Sailing Ahead

Keywords:
Transition, movement, change, journey, passage

General Meaning:
This card indicates that you are in the middle of a transition. A passage is ahead. It's time to move on. Progress after a struggle. Trust that you'll be well supported on your journey.

Affirmation:
"I am ready to move forward."

We find areas of unmet medical needs where we can make a difference. Then we focus our efforts on developing therapies for these unserved patient populations.



DO THE RIGHT THING
Getting Away With It

Keywords:
Stealth, cunning, rip off, sneaky

General Meaning:
This is the card of conniving and sneaky actions. It can also indicate a need to fly under the radar – a situation may be calling for stealth moves. Step carefully. You can be careful without being unethical.

Affirmation:
“I resolve to do the right thing, even if the other way looks easier.”

Our fifth Company-wide Strategic Objective is to achieve our goals by doing the right thing and using the highest ethical standards.



WHITTLE DOWN
It's An Inside Job

Keywords:
Restriction, limitation, stuck, bound, isolation

General Meaning:
An inability to move forward. Things have come to a standstill. Being in a position where you are unable to do a thing. Stuck with your current circumstances. Not in control. Answers lie within.

Affirmation:
"I am always able to find a way."

Whenever we hear why something can't be done, we whittle down every one of the "can'ts" one at a time to find the way forward. The difficult we'll do right now. The impossible will take a while. There is always another way.



PATIENT SUPPORT
Sleepless Nights

Keywords:
Pain, worry, stress, depression, illness

General Meaning:
This card indicates illness, hospital stays. What pain are you dealing with? Sleepless nights and depression. Isolation. You don't have to suffer in silence.

Affirmation:
"I face my deepest fears and heal them."

We take our commitment to improving the lives of patients personally. We help treat their diseases and also ensure that they have access to our patient support and assistance programs.



FAILURE IS GOOD

Stick A Fork In It...It's Done

Keywords:

Ending, pain, defeat, new horizons, failure, finality

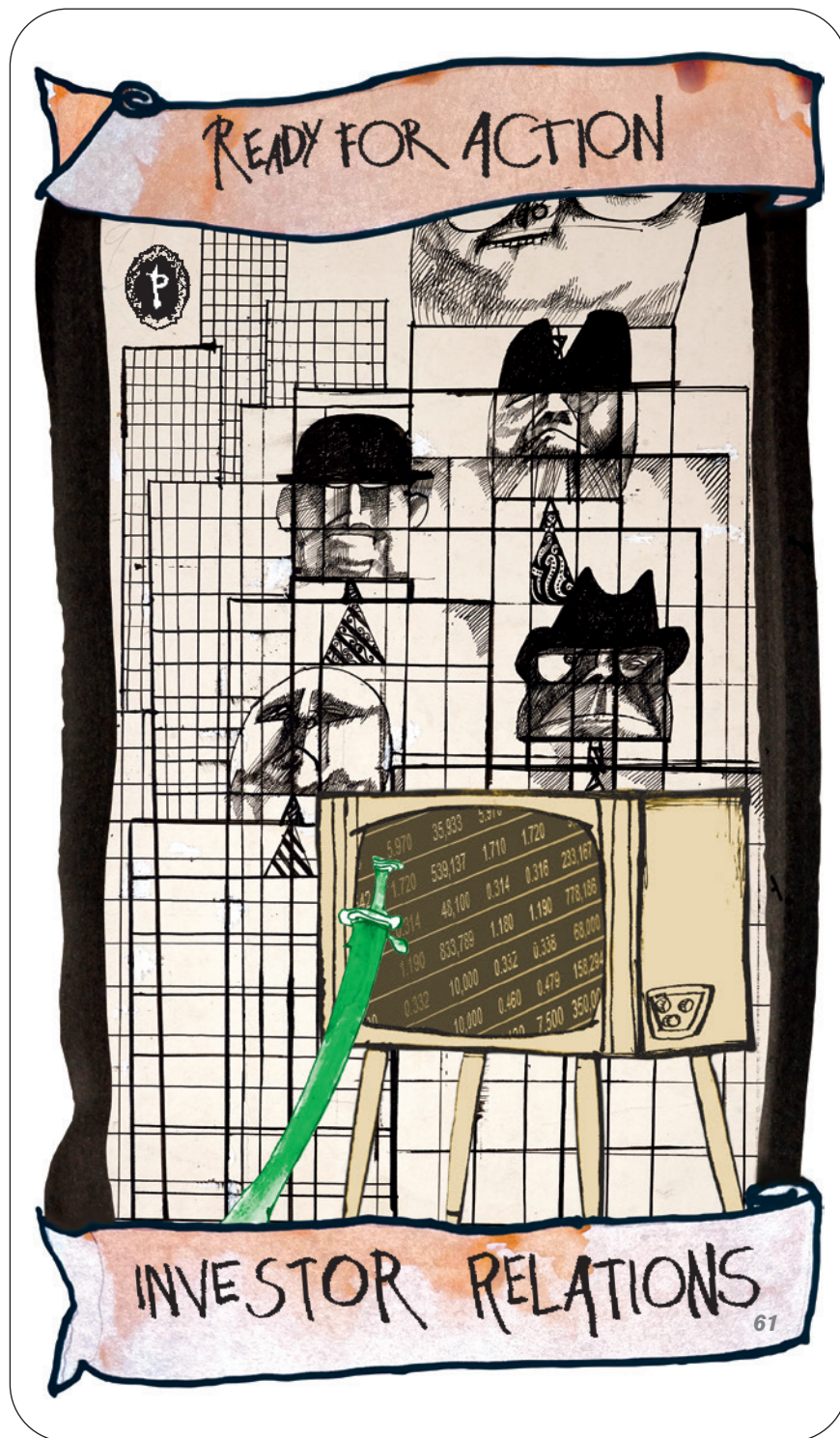
General Meaning:

The complete and utter ending. It's all over now.
Accept that things are done and move on.
The release brings relief – and wisdom.

Affirmation:

"I am willing to release the past and start again."

***The more we fail, the more we succeed.
Failures are the prices we pay for
successes. To innovate is to embrace,
encourage, and celebrate failure.
Many innovations arose from a series
of failures.***



INVESTOR RELATIONS

Ready For Action

Keywords:

Defense, truth, sharp thinking, new ideas

General Meaning:

Important news may be coming your way. Prepare to hear the truth. If you are seeking the facts in any situation, stand strong and continue to push forward. Situations may demand sharp, critical thinking.

Affirmation:

"Truth is my weapon."

Our Head of Investor Relations, Dewey Steadman, manages a tremendous variety of news flow and information about United Therapeutics' performance and operations.



AWARENESS *The Bullseye*

Keywords:

Bold communication, pushing forward, assertiveness, truth teller

General Meaning:

When this card comes up, you can be sure that someone is working overtime to make sure they are heard. This is all about strong, bold communication. Also moving quickly toward the goal or vantage point.

Affirmation:

"I speak my truth but still respect other people's truths."

Our third Company-wide Strategic Objective is to achieve superior communication and awareness of our products among physicians.



INSIGHTFUL
Killer Queen

Keywords:
Intelligence, logic, sharpness,
self-sufficient, clear sight

General Meaning:
Quick-witted, intellectual, and clear-sighted.
Ruled by logic, wants to make sure that
things make sense. Always about what is fair.
Speaking the truth.

Affirmation:
*"I speak my truth with absolute confidence.
I get my point across clearly."*

***Our second Company-wide Strategic
Objective is to conduct the most
insightful clinical trials of our therapies.***



THE GENERAL COUNSEL

Mr. Spock

Keywords:

Thought leader, logic, clear headed, intellectual, fairness, truth

General Meaning:

The head rules the heart. Thoughts are communicated masterfully and intelligently. The master of clear thinking. The truth seeker. Honesty and fairness as well as an intellectual edge to every situation.

Affirmation:

"I always operate from a place of clarity and truth."

Paul Mahon serves as our Executive Vice President, General Counsel, and Corporate Secretary.



25 X '25 **More Money**

Keywords:

New financial opportunity, new job,
windfall, wealth, new path

General Meaning:

A new financial beginning. Things are changing
for the better, especially in regard to finances.
Abundance and prosperity. New sources of
income. Manifesting big goals.

Affirmation:

*"I am open to receive the very best the
Universe has to offer me."*

***Our 25 x '25 goal is to have 25,000
patients on one of our therapies by the
end of 2025.***





BUDGET ALGORITHMS

The Juggler

Keywords:

Financial decisions, juggling,
choice, options, balance

General Meaning:

Balance and agility. Dexterity. Multi-tasking.
Staying grounded and flexible during a busy time.
This card can also represent options and choices.
You have more than one option to choose from.

Affirmation:

"I easily manage my life."

*We have rigorous budget algorithms
which don't let us spend more than
we make and also control our
headcount availability. With these dials,
we can effectively manage our
financial performance.*





CULTURE

Let's Work Together

Keywords:

Collaboration, teamwork, skill,
creating, building, plans

General Meaning:

This card indicates teamwork and collaboration. In order to get a project finished to completion, you may need the help of your coworkers. Working together for a similar goal.

Affirmation:

*"I am open to learning new skills
and working with others."*

***Culture is everything. Creativity, passion,
and innovation wither without a
supportive culture. Those who forget
about culture stagnate. Those who
energize culture thrive.***





\$4.15 BILLION *The Miser*

Keywords:

Security, stability, financial acumen, protection

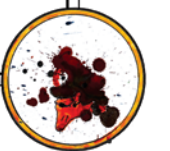
General Meaning:

You have everything you need to feel secure. Financial power. Material success. Money in the bank. Frugal habits. The ability to amass wealth.

Affirmation:

"I feel secure. I have enough."

We had \$4.15 billion in cash, cash equivalents, and marketable securities as of December 31, 2022.





NO PATIENT LEFT BEHIND *The Outsiders*

Keywords:

Loss, financial anxiety, hard times, out in the cold

General Meaning:

A difficult change in fortune. Financial hardship creates worry and anxiety. This card can also indicate being “out in the cold” in a situation. Being left behind. You may have to lean on a partner during a hard period.

Affirmation:

“I can get through this.”

We have dedicated teams to ensure that our patients have access to our treatments. We also have a variety of options for patients who may still need financial assistance to pay for our treatments.





LIVING SALARY

Live To Give

Keywords:

Charity, sharing, giving, receiving, justice

General Meaning:

This card means giving or receiving. Sharing the wealth. Generosity. A grateful pocket attracts more riches. Financial reward.

Affirmation:

"I am grateful for the gifts and blessings I have."

We adhere to a minimum "living wage" policy where all full-time US employees receive at least \$75,000 annual compensation, including salary and bonus opportunity (and before any incentive equity grants).





15% GROWTH *A Watched Pot Never Boils*

Keywords:

Growth, waiting, effort, pause, discipline, harvest

General Meaning:

This card indicates results after hard work. Stay focused on your work, the rewards will arrive in due time. Goals reached through perseverance and exertion.

Affirmation:

"I am willing to wait for my reward."

We achieved 15% revenue growth in 2022 over 2021.





ALL IN *Whistle While You Work*

Keywords:

Apprentice, skill, hard work, productive

General Meaning:

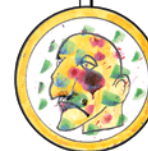
This card is all about working hard and enjoying it. Satisfaction for a job well done. Happily employed. Continuous effort. Focused on the job at hand. You can become prolific.

Affirmation:

"I love my work."

We work hard, we have fun, and the work we do changes lives.

<Mike drop>.





28.7% INCREASE *Treat Yourself!*

Keywords:

Security, gratitude, wealth, comfort, leisure

General Meaning:

This card symbolizes the luxe life, financial security, and enjoying the fruits of your labor. Wealth and material comforts surround you.

Affirmation:

"It is safe for me to be abundant and wealthy."

During 2022, our stock price grew by 28.7%, outperforming the – 10% total shareholder return generated by the 200+ companies in the Nasdaq Biotechnology Total Return Index.





FORTRESS *The Legacy*

Keywords:

Wealth, security, legacy

General Meaning:

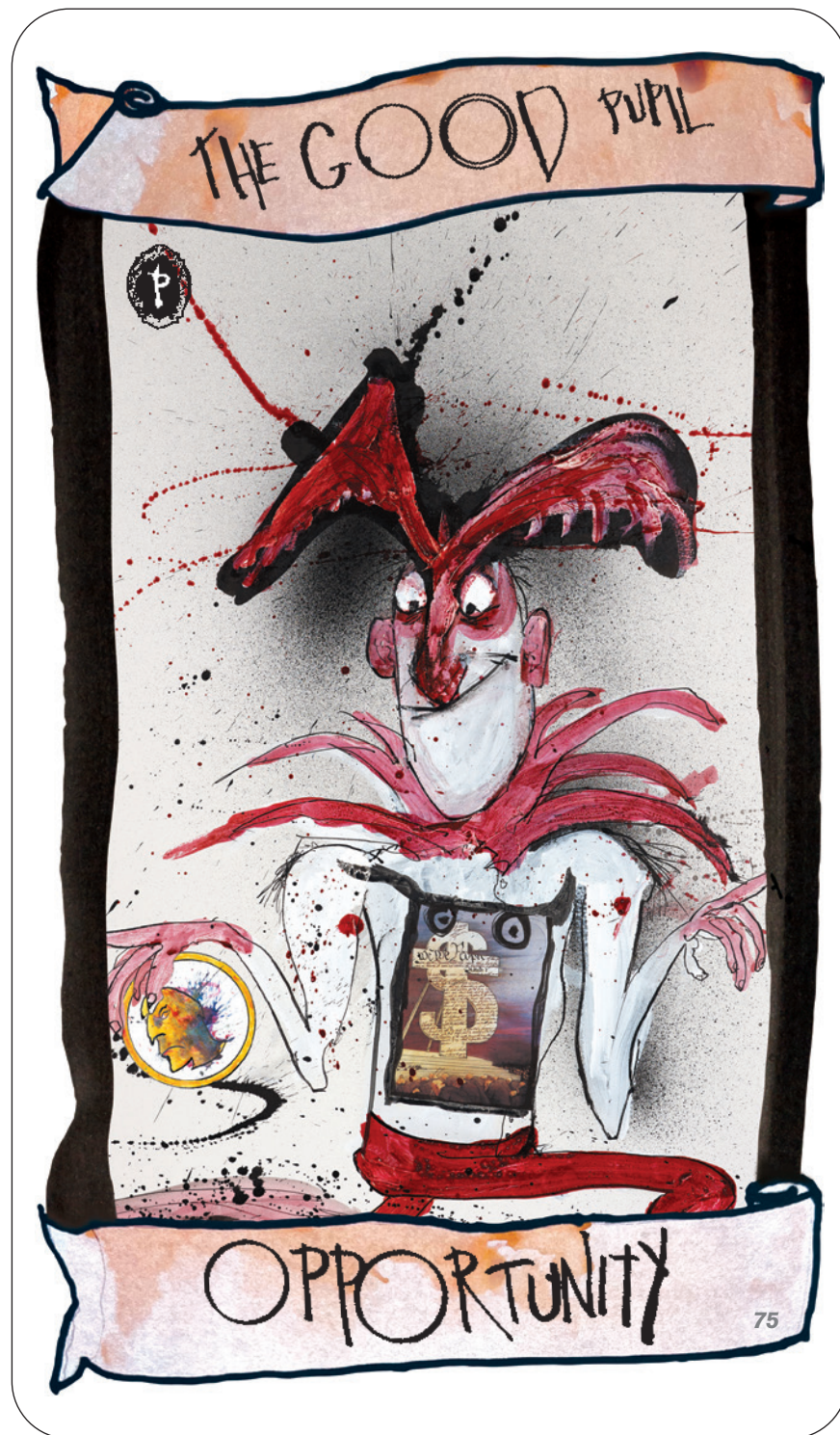
This card signifies wealth and is a sign that you're building lasting financial security. Hitting the Financial jackpot. A strong financial future and security. Now you can take care of everyone.

Affirmation:

*"I am creating a secure future
for myself and my family."*

***We have a strong, fortress balance
sheet well-positioned to endure
economic instability and to pursue
strategic R&D and business
development initiatives.***





OPPORTUNITY

The Good Pupil

Keywords:

Financial opportunity, news
about money, new venture

General Meaning:

This card is an indicator of new financial opportunities. It can indicate the beginning of a new venture. If you are willing to invest time and energy, you can manifest your goals. Stay grounded, be practical. Learn as you go.

Affirmation:

"The seeds I plant will grow."

*When opportunity doesn't knock,
we build a door.*





MANUFACTURING

Mr. Reliable

Keywords:

Practical, methodical, stable, grounded effort

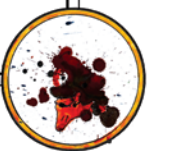
General Meaning:

The energy behind this card is practical, grounded, methodical, and focused on reaping a reward for the effort. Committed to a cause. Working "the land" and preparing for a big harvest. Project responsibility.

Affirmation:

"I commit to my goals."

A shout out to everyone directly or indirectly involved in the manufacturing and release of our medicines, a vital effort led by Pat Poisson, our Chief Manufacturing Officer. Without their commitment, focus, skill, and diligence, we would have no therapies for our patients.





ESG

The Earth Mother

Keywords:

Secure, dependable, practical, grounded, earthy

General Meaning:

Warm, down to earth, hearth and home.
Self-sufficiency. Nurturing security. Take care
of your loved ones and Mother Earth.
Use your resources wisely.

Affirmation:

"I take care of my loved ones and myself."

Environmental, social & governance (ESG) matters are very important to our operations and impact. Our commitment can be seen in how we take into consideration our patients, our people, and our planet.





THE CFO *King Midas*

Keywords:

Authority, practical, secure, King Midas

General Meaning:

The CFO is the master of finances. Hard-working, dependable, practical, and a good provider. Security is important to him. He protects his assets and is concerned with accumulating wealth. He's got that Midas touch.

Affirmation:

"I treat my resources and loved ones with respect."

***James Edgmond serves as our
Chief Financial Officer and Treasurer.***





ABOUT THE ARTIST

Ralph Steadman



Keywords:

Dedication, Compassion, Maverick,
Unconventional, Gonzo

Background:

Spanning 70 years, Ralph Steadman's career has included collaborations with Gonzo journalist, Hunter S. Thompson, on projects such as *Fear and Loathing in Las Vegas* and *The Curse of Lono*, Will Self on *Psychogeography*, and Ceri Levy on *The Gonzovation Trilogy*.



He has written and illustrated books such as *I*, *Leonardo* and *The Big I Am*. His versions of literary classics such as *Alice in Wonderland* and *Animal Farm* have won prizes and plaudits. He has been using his art to lambast and reveal the duplicity of politicians and public figures since the 1960's from Richard Nixon to Donald Trump and the Royal Family. Global brands such as Nike, Vans, and Supreme have used his artwork on product ranges from t-shirts to skateboards.

In recent years his artworks have appeared in exhibitions from London to Bologna to Tokyo, and the phenomenally successful *Ralph Steadman: A Retrospective* exhibition is currently being reworked and redesigned to hit the road in the USA from 2024.

Ralph Steadman is a maverick, a touchstone for his times, and a true, Welsh gentleman.

For more information about Ralph and his work, visit www.ralphsteadman.com.

Affirmation:

"PROUD TO BE WEIRRD."





ABOUT THE TAROT READER

Theresa Reed (aka The Tarot Lady)



Keywords:

Passionate, clever, multi-talented, freakishly punctual

Background:

Theresa Reed (aka “The Tarot Lady”) is a Tarot expert, astrologer, teacher, and author who has been reading Tarot for over thirty years. She is the author of *Twist Your Fate: Manifest Success with Astrology and Tarot* and about a dozen other books. (Psst...there are more books to come because she’s a Gemini and has a lot to say.)



Theresa loves to teach because she believes everyone should know their astrological sign and have a Tarot deck in their hands (or chocolate) at all times. (Well, maybe not all the time. You gotta have a hand free for petting pushy felines who won’t take nope for an answer. Plus you don’t want to get chocolate all over your cards.)

When she’s not gazing at the stars or flipping Tarot cards, you can find her in the kitchen amongst her two-hundred plus cookbook collection (she cannot part with any of them, sorry Marie Kondo!), cooking up extravagant meals for her fussy Virgo husband. To learn more about Theresa and her work, visit her website: **www.thetarotlady.com**

Affirmation:

“I am open and receptive to all the good things.”

Contact Information:

hello@thetarotlady.com

www.thetarotlady.com

www.facebook.com/thetarotlady

www.twitter.com/thetarotlady

www.instagram.com/thetarotlady/





ABOUT THE DESIGNER

Glenn Dellon, Dellon Design

Keywords:

Organized, compulsive, empathetic, squirrel

Background:

Founded by Glenn in 2004, Dellon Design provides creative services across a full spectrum of media. Dellon Design has a diverse range of clients including independent schools, community nonprofits, and arts organizations. Glenn lives and works in Baltimore, MD.

Affirmation:

"Hello, how are you? Take a look and let me know what you think. Cheers."

Contact Information:

glenn@dellondesign.com
www.dellondesign.com



ABOUT THE PRINTER

Mt. Royal Printing

Background:

Mount Royal Printing is an independent, family owned business serving the Baltimore-Washington corridor. Since our inception in 1946, we have grown from a regional offset printer to one of the largest, and most diversified, high quality printing companies in the Mid Atlantic.

Contact Information:

www.mtroyalprinting.com

ABOUT THE BINDERY

Phillips Graphic Finishing LLC

Background:

Phillips Graphic Finishing is a full service trade binder and finisher located in Lancaster County, PA.

Contact Information:

phillipsgraphicfinishing.squarespace.com





ABOUT THE ANNUAL REPORT

UTHR 2022: Fortune Favors The Bold

Keywords:

Enthusiastic, creative, persistent, innovative

Background:

At United Therapeutics, our vision and mission are one. We are the first publicly-traded biotech or pharmaceutical company to take the form of a public benefit corporation. Our public benefit purpose is to provide a brighter future for patients through (a) the development of novel pharmaceutical therapies; and (b) technologies that expand the availability of transplantable organs.

Affirmation:

“We use our enthusiasm, creativity, and persistence to innovate for the unmet medical needs of our patients and to benefit our other stakeholders.

We are bold and unconventional.

We have fun, we do good.”



ABOUT THE

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Fortune Favors the Bold

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