



SUPPORTING
TEXAS EDUCATION
AND VETERANS



TEXAS LOTTERY COMMISSION

2018 – 2019 COMPREHENSIVE BUSINESS PLAN
AND 2017 ANNUAL REPORT

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TEXAS LOTTERY COMMISSION

2018 – 2019 COMPREHENSIVE BUSINESS PLAN
AND 2017 ANNUAL REPORT

SECTION 1: ANNUAL REPORT



OPENING LETTERS

MESSAGES FROM THE CHAIRMAN & EXECUTIVE DIRECTOR

Commissioners:

J. Winston Krause,
Chairman

Carmen
Arrieta-Candelaria

Doug Lowe

Robert Rivera



TEXAS LOTTERY COMMISSION

Gary Grief, *Executive Director*

Ed Rogers, *Acting Charitable Bingo Operations Director*



Having served as a member of the Texas Lottery Commission since 2009, I am proud of the significant support the Texas Lottery continues to provide for Texas education and veterans. The Texas Lottery consistently contributes more than \$1 billion annually to the Foundation School Fund, including transfers of \$1.313 billion in Fiscal Year (FY) 2017. Texas school districts use monies from the Foundation School Fund to pay for teacher salaries, utilities, furniture, equipment and other operational expenses. Some of these funds are also earmarked to deliver special program services like bilingual education, special education, compensatory education, gifted and talented education, and career and technical education. In 2009, the Legislature authorized veteran-themed scratch ticket games with proceeds dedicated to the Fund for Veterans' Assistance, administered by the Texas Veterans Commission, which provides benefits to Texas veterans and their families. The Texas Lottery generated record transfers to the Fund for Veterans' Assistance in FY 2017 topping \$16.2 million. Through the end of FY 2017, the Texas Lottery has contributed more than \$21 billion to Texas public education and more than \$83 million to Texas veterans since the dedication of such funds by the Texas Legislature.

The agency is committed to accomplishing its mission consistent with the provisions of the State Lottery Act and the policy direction of the Texas Legislature. While continuing its focus on innovation, the agency is committed to ensuring that new products are authorized by Texas law, and do not include video lottery, casino gaming, internet-based lottery sales, fantasy sports or any other activities not authorized by law. The members of the Commission understand their responsibility to provide oversight to ensure the agency is conducting its operations fully within this framework.

The Texas Lottery continues to take a leadership role nationally and globally as an active member of the North American Association of State and Provincial Lotteries, the Multi-State Lottery Association and the World Lottery Association. This Comprehensive Business Plan and Annual Report illustrates the agency's achievements during FY 2017, but more importantly it details the goals and key performance factors that are used to measure current and future success. The Texas Lottery's success story is not just in the numbers, but in the statewide economic impact to our retailers, prizewinners, vendors, employees and, most importantly, public education and veterans' assistance programs.

A handwritten signature in blue ink, appearing to be "J. Winston Krause".

J. Winston Krause, *Chairman*



Commissioners:

J. Winston Krause,
Chairman

Carmen
Arrieta-Candelaria

Doug Lowe

Robert Rivera



TEXAS LOTTERY COMMISSION

Gary Grief, *Executive Director*

Ed Rogers, *Acting Charitable Bingo Operations Director*



The Texas Lottery Comprehensive Business Plan and Annual Report details the results of the Texas Lottery's most recent full fiscal year in 2017. Before you read more about the Texas Lottery, I want to share with you some key facts.

FY 2017 was a banner year for Texas Lottery® sales. Even without the benefit of a record-setting jackpot like 2016's \$1.6 billion *Powerball*® prize, the Texas Lottery achieved \$5.077 billion in sales for FY 2017, breaking the sales record set the previous fiscal year and resulting in a total contribution of \$1.334 billion to education and veterans' assistance in Texas. Due to the amazing work of our staff, retailers and vendors, the Texas Lottery was able to offset the lack of record jackpots by developing and implementing innovative scratch ticket games resulting in record-setting scratch ticket sales of \$3.94 billion.

As noted by our Chairman, this year's revenue transfer included \$1.313 billion to the Foundation School Fund and \$16.2 million to the Fund for Veterans' Assistance, the Lottery's largest contribution to Texas veterans. This is the 14th consecutive year that the Texas Lottery has generated more than \$1 billion in revenue for Texas.

FY 2017 was also a great year for Texas Lottery players and retailers. Players collected \$3.327 billion in prizes, the highest dollar amount of prizes paid out in Texas Lottery history. For the almost 18,000 retailers that sell lottery tickets across the state, commissions amounted to \$253.9 million, the highest commission paid to retailers since the Lottery's inception. The agency reached these accomplishments through our ongoing commitment to our Core Values and by maintaining focus on our mission to generate revenue for the state of Texas through the responsible sale and management of entertaining lottery products. In addition, we never lost sight of being fiscally responsible, achieving an administrative expense rate of 4.6 percent of FY 2017 sales, one of the lowest administrative expenditure rates in the country. Any unspent administrative funds achieved through cost saving measures are returned directly to the Foundation School Fund. All these accomplishments were made possible, in part, through the pride we take in our ability to effectively outsource certain functions to the private sector, appropriately manage large and complex contracts, and encourage the use of Historically Underutilized Businesses (HUBs) in Texas.

The Texas Lottery continues to be fully committed to Responsible Gaming and we encourage the public to "PLAY RESPONSIBLY" when participating in Texas Lottery games. We are members of the National Council on Problem Gambling, the World Lottery Association and North American Association of State and Provincial Lotteries and the agency actively supports each of these organizations' responsible gaming initiatives. Ensuring responsible participation in Texas Lottery games is an important agency priority and we look forward to continuing our efforts in this area.

On behalf of our entire staff, I look forward to sharing more information with you about the Texas Lottery on the following pages and providing you with insight into the challenges we face ahead.

A handwritten signature in black ink that reads "Gary Grief".

Gary Grief, *Executive Director*

TEXAS LOTTERY COMMISSION OVERVIEW

Texas Lottery Commission History

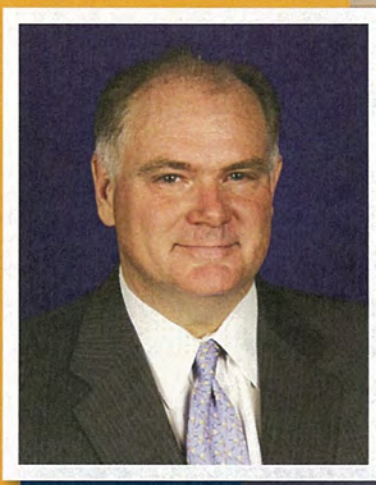
The Texas Lottery was established through a vote of the Texas Legislature and Texas voters in 1991 and began sales operations on May 29, 1992, under the oversight of the Texas Comptroller of Public Accounts. On September 1, 1993, the Texas Lottery Commission was created as a standalone agency to administer the Texas Lottery. The Legislature also transferred regulatory authority for charitable bingo to the Texas Lottery Commission on April 1, 1994.

The agency underwent Sunset reviews in both 2002 and 2004, but its Sunset bills failed to pass either time and the agency was continued in separate legislation. In 2012, the agency underwent Sunset review once again. The 83rd Legislature enacted the agency's Sunset legislation which continues the agency until September 1, 2025. Additionally, the legislation included a provision establishing a 10-member legislative review committee to study the impact of eliminating the state lottery along with studying certain aspects of charitable bingo. The legislative review committee issued its recommendations in a November 2014 report. One of its recommendations was that the Legislature should continue the Texas Lottery and the Texas Lottery Commission.

The State Lottery Act gives both the Commission and the executive director broad authority, together with the responsibility to exercise strict control and close supervision over all lottery games conducted in Texas to promote and ensure integrity, security, honesty and fairness in the operation and administration of the lottery. The five-member Commission sets policy, adopts all rules for the agency, approves major contracts and performs all other duties required by law. The Governor appoints Commission members, with the advice and consent of the state Senate, to staggered six-year terms. One Commission member must have experience in the bingo industry.



MEET THE COMMISSIONERS



J. Winston Krause, *Chairman*
Austin



Doug Lowe
Palestine



Carmen Arrieta-Candelaria
El Paso



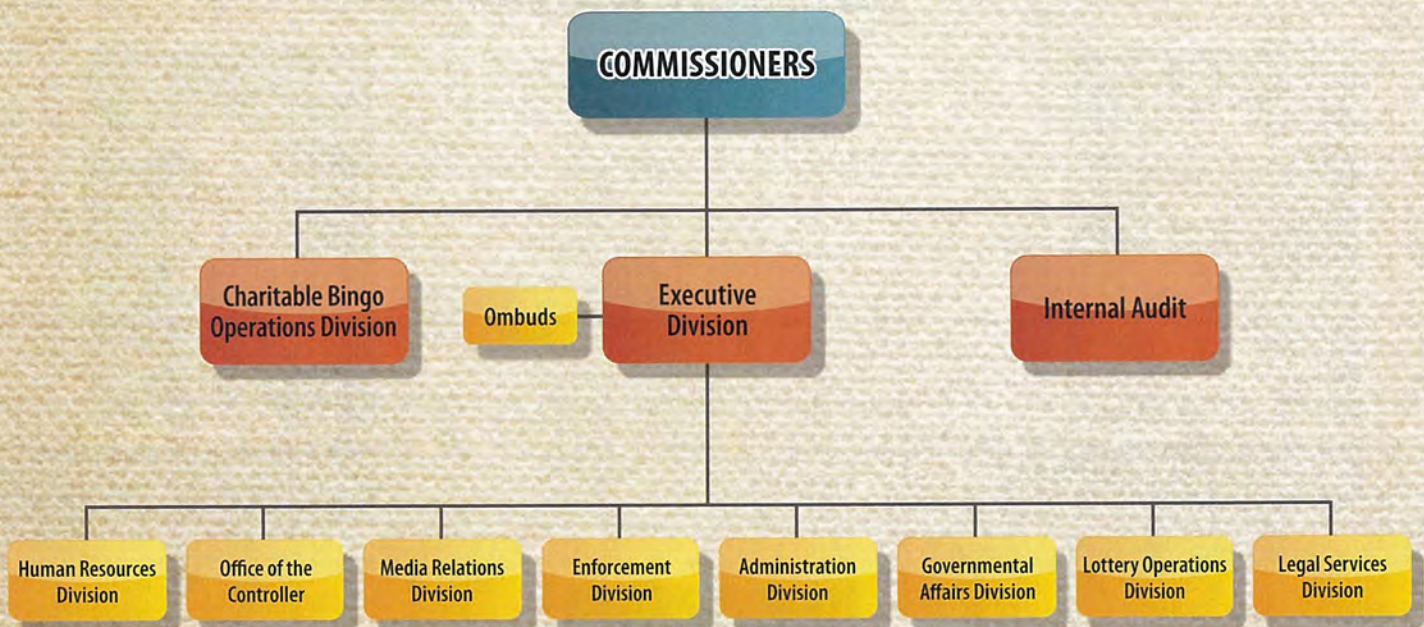
Robert Rivera
Arlington

TEXAS MODEL – IT WORKS FOR TEXAS!

Management and Organizational Structure

The Texas Lottery is overseen by a five-member Commission that sets policy, adopts rules necessary to administer the State Lottery Act, and performs all other duties required by law. The agency is comprised of 11 distinct operating areas, including 10 divisions (Administration, Charitable Bingo Operations, Enforcement, Executive, Governmental Affairs, Human Resources, Legal Services, Lottery Operations, Media Relations and the Office of the Controller) and an outsourced Internal Audit function. The agency's organizational structure is depicted below.

Texas Lottery Commission Organizational Chart

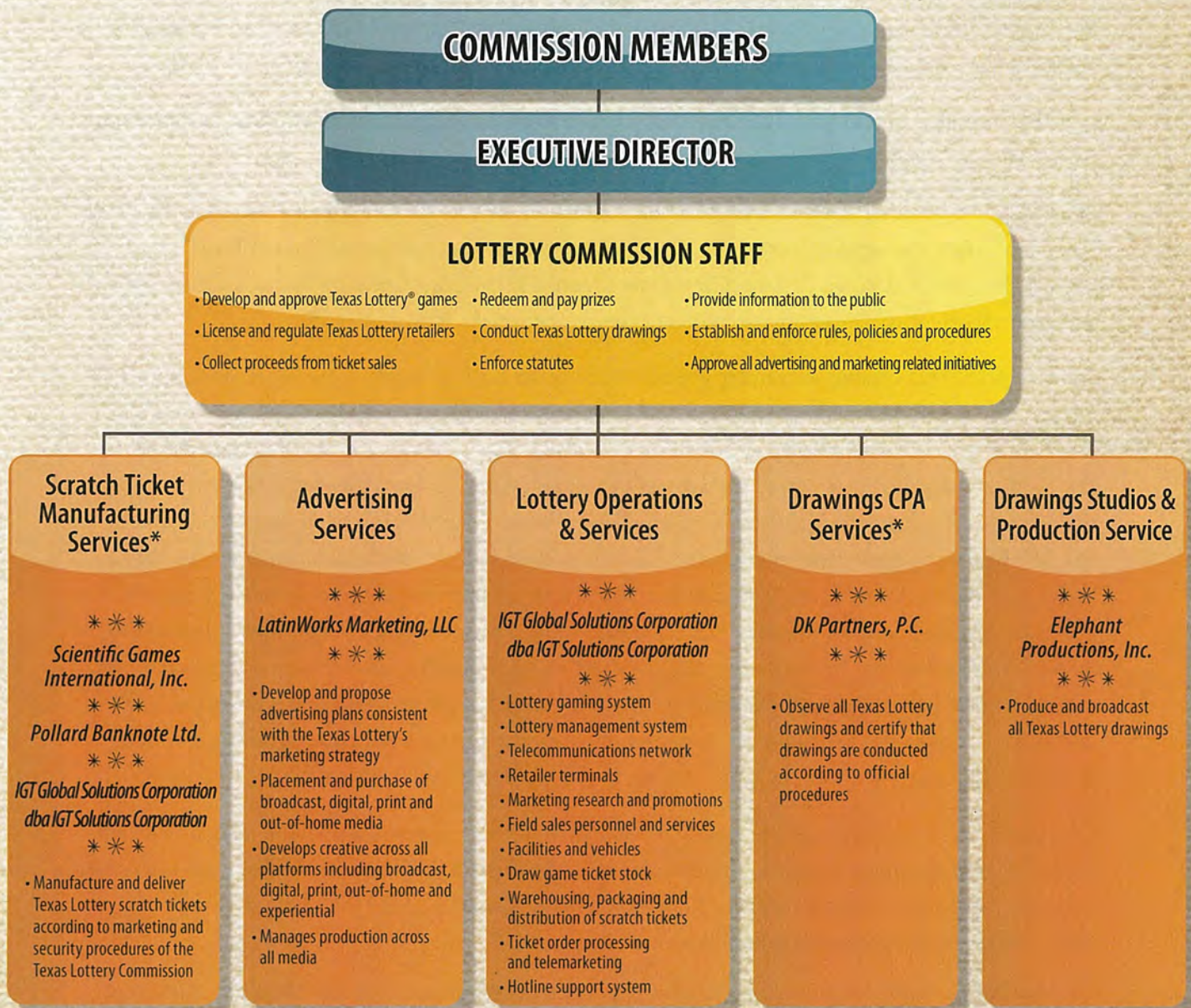


What sets the Texas Lottery Commission apart from other North American lotteries is the unique public-private structure of the agency. The members of the original Implementation Task Force of the Texas Lottery were the architects of what has become known within the lottery industry as the “Texas Model.” The agency maintains administrative, regulatory and management control over all critical functions, while utilizing private enterprises’ inherent efficiency and profit motive to optimize the Texas Lottery’s revenue potential. This organizational model maintains critical functions and broad oversight within the agency, while outsourcing those functions better performed by private industry. This approach shifts the burden of performance to the private sector while the state enforces performance standards

under parameters strictly defined by contract. The agency also enjoys economies of scale by contracting with vendors to provide—directly or through subcontractors—a wide range of services statewide. This alliance with private enterprise enables the Texas Lottery to realize several key operational benefits:

- Substantially reduced government capital investment necessary to operate the lottery
- Significantly reduced workforce as compared to similarly sized lotteries (e.g., California and Florida)
- Incentivized sales organization
- Enhanced resource allocation capabilities associated with market change
- Greater flexibility in customer responsiveness

Using this public-private concept, the agency addresses a number of significant business functions through contractual arrangements with seven primary vendors. Each vendor provides a variety of services under the continuous supervision of Commission personnel. The Texas Model is illustrated in the chart below.



* Currently, the contracts for these services are under procurement.

EXECUTIVE SUMMARY

Commitment to Texans

The Texas Lottery Commission is unique among other Texas state agencies in that its ongoing operations combine for-profit performance expectations with fiscal accountability and regulatory oversight responsibilities as a government entity. Through its administration of Texas Lottery® games, the Texas Lottery has a significant fiscal impact on our state.

Accordingly, the Commission is extremely respectful of its role and responsibilities as a vigilant steward of resources entrusted to it. It is also understood that the inherent challenges involved in sustaining its success necessitate additional comprehensive planning beyond the state's standard five-year strategic planning process. This document is designed to complement that process and report on challenges and key performance factors that act as measures of the agency's performance.

It is also intended to address the Sunset Advisory Commission's recommendations and subsequent statutory requirement.

More than 25 years after the first ticket was sold, millions of players continue to enjoy Texas Lottery games every day. In fact, the Texas Lottery is the fifth-largest lottery in North America.* But the Texas Lottery is not just about fun and games. The most important function of the Texas Lottery is to generate revenue for public education, veterans' services and other causes and programs of the state of Texas.

The *Games of Texas* remain extremely popular with Texas Lottery players. However, as a mature lottery, the agency must remain vigilant and responsive to industry trends and player interests if it is to continue its level of support for Texas education, Texas veterans and other good causes in the coming years. While proud of the agency's sales and revenue results over the last several years, the agency recognizes these sales and revenue levels will be challenging to sustain. Decisions by the 85th Legislature and Governor on the FY 2018 – 2019 budget affect all aspects of the state's budget, including Texas Lottery operations. Significant reductions were made to the agency's advertising budget and scratch ticket print budgets and a scratch ticket budget rider that would allow the agency to continue to bring new, innovative scratch ticket products to lottery customers was not approved. In addition, the agency's retailer bonus budget was eliminated starting in FY 2019. These budgetary challenges can have an impact on the agency's ability to introduce products, promote products and retain/recruit retailers to sell the products.

Concurrently, the agency is respectful of and sensitive to the viewpoints of those Texans who are not in favor of gaming. Therefore, this document highlights FY 2017 results and lays out initiatives carefully designed to ensure continued optimal revenue generation for the state of Texas in FY 2018 – 2019, while being mindful of all viewpoints.

* Source: *La Fleur's 2017 World Lottery Almanac* (25th edition), "Worldwide Lotteries Ranked by 2016 Total Sales (excludes VLT Revenue)," p. 303.

VISION

To be the preeminent Lottery and Charitable Bingo agency through innovative leadership.

MISSION

The Texas Lottery is committed to generating revenue for the state of Texas through the responsible management and sale of entertaining lottery products. The Texas Lottery will incorporate the highest standard of security, integrity and responsible gaming principles, set and achieve challenging goals, provide quality customer service and utilize a TEAM approach.

CORE VALUES

- **Integrity and Responsibility** – The Commission works hard to maintain the public trust by protecting and ensuring the security of our lottery games, systems, drawings and operational facilities. We value and require ethical behavior by our employees, licensees and vendors. We promote the integrity of charitable bingo in Texas for the benefit of charitable organizations.
- **Innovation** – We strive to incorporate innovation into our products to provide the citizens of Texas with the best entertainment experience available through our products. We pursue the use of technology that enhances the services that we provide to our customers and reduces our operating expenses. All proposed innovations must be authorized by Texas law, and do not include video lottery, casino gaming, internet-based lottery sales, fantasy sports, or any other activities not authorized by law.
- **Fiscal Accountability** – We emphasize fiscal accountability by ensuring that all expenditures directly or indirectly generate revenue, enhance security, fulfill regulatory requirements, improve customer service and/or boost productivity. We recognize our responsibility in generating revenue for the state of Texas without unduly influencing players to participate in our games. We maximize benefits to charities through the continual examination and review of charitable bingo operations.
- **Customer Responsiveness** – The Commission takes pride in providing exemplary service to the people of Texas through the courteous dissemination of clear and accurate information about our products, services and regulatory functions. We seek and respond to feedback expressed by our employees, retailers, licensees and the playing and non-playing public. We apply this feedback in the development of our products and in the services that we provide.
- **Teamwork** – We are committed to creating an environment of mutual respect where open, honest communication is our cornerstone. We embrace the diversity of our team and individual perspectives in working together to achieve our common goals.
- **Excellence** – We strive for excellence by taking a position of leadership on issues that impact the Commission and achieve challenging goals by focusing on our core values.

SCRATCH AND DRAW PRODUCT HIGHLIGHTS

August 23, 2017: A \$700 million advertised *Powerball*® jackpot helps boost game sales days before the end of the fiscal year. Two \$1 million winning tickets are sold in Texas for this drawing.



August 7, 2017: As the fiscal year winds down, the *Wheel of Fortune*® licensed property game starts and offers players the chance to enter drawings for a chance to win a \$500 gift card for the *Wheel of Fortune* online store. Instant-win cash prizes are available up to \$250,000. The game includes an appearance by Vanna White at the State Fair of Texas promotional event.



July 17, 2017: \$10 *Big Play Cashword* features a new ticket design and includes a third crossword grid on the back of the ticket. This additional grid is played by folding the grid over to the front and using the same crossword letters located on the front of the ticket.



May 1, 2017: *25th Anniversary* launches commemorating the Texas Lottery's 25-year history of generating sales and revenue for the state of Texas. The ticket utilizes holographic treatment and Lone Star State background colors.



Achieving our Breaking

Record Scratch Ticket Sales
\$3.94 billion

April 17, 2017: The \$50 scratch ticket *Ultimate Millions* starts with a new prize structure that contains no break-even (\$50) prizes. The minimum prize in the game is \$75 and it is well received by the \$50 players finishing the year with \$73.4 million in sales and ranked as the 13th best-selling game.



Record Revenue Transfers to the Fund for Veterans' Assistance
\$16.2 million

March 20, 2017: The *Willy Wonka*® *Golden Ticket* game was produced as an oversized ticket and featured second-chance trip prizes to Las Vegas where the winners play for a chance to win up to \$1 billion. *Willy Wonka*® *Golden Ticket* ends the fiscal year as the 10th best-selling scratch ticket game and it has the highest number of internet promotional second-chance drawing entries ever received by the Texas Lottery.



2nd Highest Revenue Transfers to the State

February 20, 2017: *Lucky 7 Flip Multiplier* was launched, which featured a series of smaller break-open windows which exposed the scratch/play areas. This \$5 break-open ticket was the first ticket in North America to use this flip innovation.



February 6, 2017: The newest version of \$10 *Mega Loteria* starts. The *Loteria* games including \$3 *Loteria*, \$5 *Super Loteria* and *Mega Loteria* are solid performing core games with a loyal player following. \$5 *Super Loteria* and *Mega Loteria* are ranked as the second and third best-selling scratch ticket games for FY 2017 respectively. Combined sales for these two games totaled over \$256 million.





September 6, 2016: The first licensed property games to feature Texas college football teams were introduced. *The University of Texas* and *Texas A&M University* proved popular as players entered promotional second-chance drawings for their chance to win season tickets and merchandise prize packs.



September 6, 2016: *\$100,000 Cash* was the second game to be introduced with play areas on both the front and back of the ticket providing players with extra play value.



October 3, 2016: *\$20 Super Break the Bank* launches as a folded ticket with two large break-open panels which revealed scratch game playboards. *Super Break the Bank* ends the fiscal year ranked as the eighth best-selling scratch ticket game with sales of \$101.2 million.

October 10, 2016: Checking tickets for winners just got easier! The Texas Lottery introduces a new mobile app that allows players to check their tickets for winning status, access drawing results, enter promotional second-chance drawings and more. The free app is available for download on all iOS and Android devices.



Mission and Records!

Record Total Product Sales
\$5.08 billion

2nd Highest Revenue
Transfers to the
Foundation School Fund
\$1.31 billion

\$1.33 billion



November 7, 2016: The 13th version of *Veterans Cash* is introduced to commemorate Veterans Day. Other non-veteran themed scratch tickets that support Texas veterans are released throughout the year based on sales levels and inventory needs. A record \$16.2 million is transferred to the Fund for Veterans' Assistance during FY 2017.



November 7, 2016: The first holiday themed Super Ticket™ was introduced. *Holiday Countdown Super Ticket™* featured multiple games, 52 chances to win, a \$250,000 top prize and had a new, glitter finish.

February 5, 2017: The first second-chance promotional drawing for the draw game category was launched. The Power Cruise™ promotion offered *Powerball* players a chance to win an exclusive five-night Royal Caribbean® cruise with private VIP concerts and a chance to win cash prizes onboard.



December 19, 2016: Sales start for a new family of games, the *X the Cash* family. The family offers scratch ticket games at the \$1, \$2, \$5, \$10 and \$20 price points. This multiplier family with its black background and fluorescent graphics is a huge hit with players. Three of the games finish the fiscal year ranked in the top 11 best-selling scratch ticket games with the \$20 game, *100X the Cash*, being ranked as the best-selling game of the year with \$134.5 million in sales.



Powerball® and Mega Millions®

Powerball and *Mega Millions* are the two multijurisdictional, rolling jackpot games played across the nation. Each game has its own add-on multiplier feature that allows players to increase their non-Grand Prizes—*Power Play*® and *Megaplier*®. Due to the design of each base game, both *Powerball* and *Mega Millions* have the ability to generate jackpots in the hundreds of millions of dollars, which garner national media attention and player interest while having a dramatic impact on sales. Both *Mega Millions* and *Powerball* game sales performance are highly dependent on jackpot levels. In an effort to boost jackpots and create better overall odds of winning non-jackpot prizes, the Multi-State Lottery Association (MUSL) approved a new version of the *Powerball* game that started on October 4, 2015. In January 2016, *Powerball* rolled up to a world record-setting jackpot of \$1.6 billion generating huge interest in the game and impressive sales gains for the fiscal year. In an effort to meet player demand for bigger jackpots, the *Mega Millions* consortium launched a redesigned *Mega Millions* game on October 28, 2017. The changes included a ticket price increase to \$2, a new game matrix, higher starting jackpots, faster jackpot rolls and better chances at winning the second-tier \$1 million prize. A new feature, *Just the Jackpot*™, was also introduced that allows players to purchase wagers that are eligible for the Grand Prize only.



Lotto Texas®

Lotto Texas was the first draw game introduced in Texas in November 1992. It is Texas' original in-state rolling jackpot game with advertised annuitized jackpots starting at \$5 million and an add-on feature called *Extra!* The *Extra!* feature was implemented in FY 2013 and has experienced continued growth since its introduction as more players learn about the benefits of the new feature. *Lotto Texas* is a mature game that has experienced sales declines over time, but the game maintains a relatively loyal following. With the large jackpots often generated by the multijurisdictional games, smaller in-state rolling jackpot games like *Lotto Texas* often struggle to compete and be relevant. Despite the competition from the multijurisdictional games, *Lotto Texas* maintains the fourth-highest draw game sales position with FY 2017 sales totaling \$135.2 million. To keep the portfolio fresh and entertaining for players, research will be conducted in FY 2018 to gauge players' interest in potential modifications to the game.



Texas Two Step®

Texas Two Step is also an in-state rolling jackpot-style game similar to *Lotto Texas* but on a smaller scale, with jackpots starting at \$200,000. *Texas Two Step* has a loyal player base and experiences consistent sales at lower-level jackpots. Like other jackpot games, as the jackpot climbs, sales increase. *Texas Two Step* produces the most jackpot winners in Texas each year with FY 2017 boasting 30 winning jackpot tickets sold. Research was conducted in FY 2017 to determine if current, loyal *Texas Two Step* players have any interest in a game modification. The research showed that an embedded multiplier feature may be a positive enhancement to make to the game but changes to the basic play structure were not favorably received. Due to the timing of other draw game initiatives, the addition of the multiplier is tentatively scheduled for FY 2020.



Cash Five®

Cash Five is the agency's five-digit daily game with a roll-down feature. When there is not a top-prize ticket sold for a drawing, the prize funds allocated to the top-prize tier "roll-down" to the second prize tier and that prize amount increases accordingly. *Cash Five* was originally introduced in 1995 and was modified in 2002. It is also a mature game that has been experiencing sales declines. Until recently, other new game introductions and national draw game initiatives have taken precedence over *Cash Five* changes based on their revenue potential. The agency researched several game modification options during FY 2016 to gauge player and retailer interest. The research demonstrated limited potential for a game replacement. Additional related research was conducted in FY 2017 on potential *Cash Five* and *Texas Two Step* game replacement options. Results of the research showed *Cash Five* players were in favor of minor game enhancements. The agency has tentatively scheduled this game change early in FY 2019.

DRAW GAME OVERVIEW

SUMMARY OF TLC DRAW GAME PORTFOLIO



Pick 3™ and Daily 4™

Pick 3 and *Daily 4* are the Texas Lottery's three- and four-digit daily numbers games drawn four times a day, six days a week. *Pick 3* has consistently been one of the best-selling draw games and that was true again in FY 2017 as the game was ranked second in overall draw game sales, with over \$255 million in sales. *Pick 3* illustrates that non-jackpot style games are well received by players and are a critical component of the portfolio for reaching sales and revenue goals. *Daily 4* has experienced sales growth every year since its introduction in 2007. Following the introduction of the *Daily 4* game, *Pick 3* sales performance has moderated. It is believed that *Pick 3* players are migrating to *Daily 4*, a trend being experienced in other lottery jurisdictions around the country. Both games have an add-on feature, *Sum It Up!*®, which provides players with a chance to win even if they don't win on the base game. Research was conducted on a new add-on feature that has been introduced in other jurisdictions, commonly referred to as "Fireball." Based on the positive player feedback, this add-on feature is tentatively scheduled to launch in late FY 2019 on both *Pick 3* and *Daily 4* and will replace *Sum It Up!*.



All or Nothing™

All or Nothing, with its unique hourglass payout design that offers two ways to win the \$250,000 top prize, is an innovative draw game and different from other draw games in the Texas portfolio. *All or Nothing*, introduced in September 2012, features very good overall odds (1 in 4.5) and 10 ways to win a prize. *All or Nothing* is a unique game where players can win the top prize by matching all of their numbers or none of their numbers to the 12 numbers drawn. Sales for the *All or Nothing* game have not returned to levels seen for the game prior to suspension of sales in 2013 due to a game design issue brought to the agency's attention by IGT Global Solutions Corporation. To increase awareness and trial of *All or Nothing*, it was included in the draw game promotion called *Lone Star Lineup*® that was first launched in September 2016 and features multiple Texas Lottery draw games sold together.

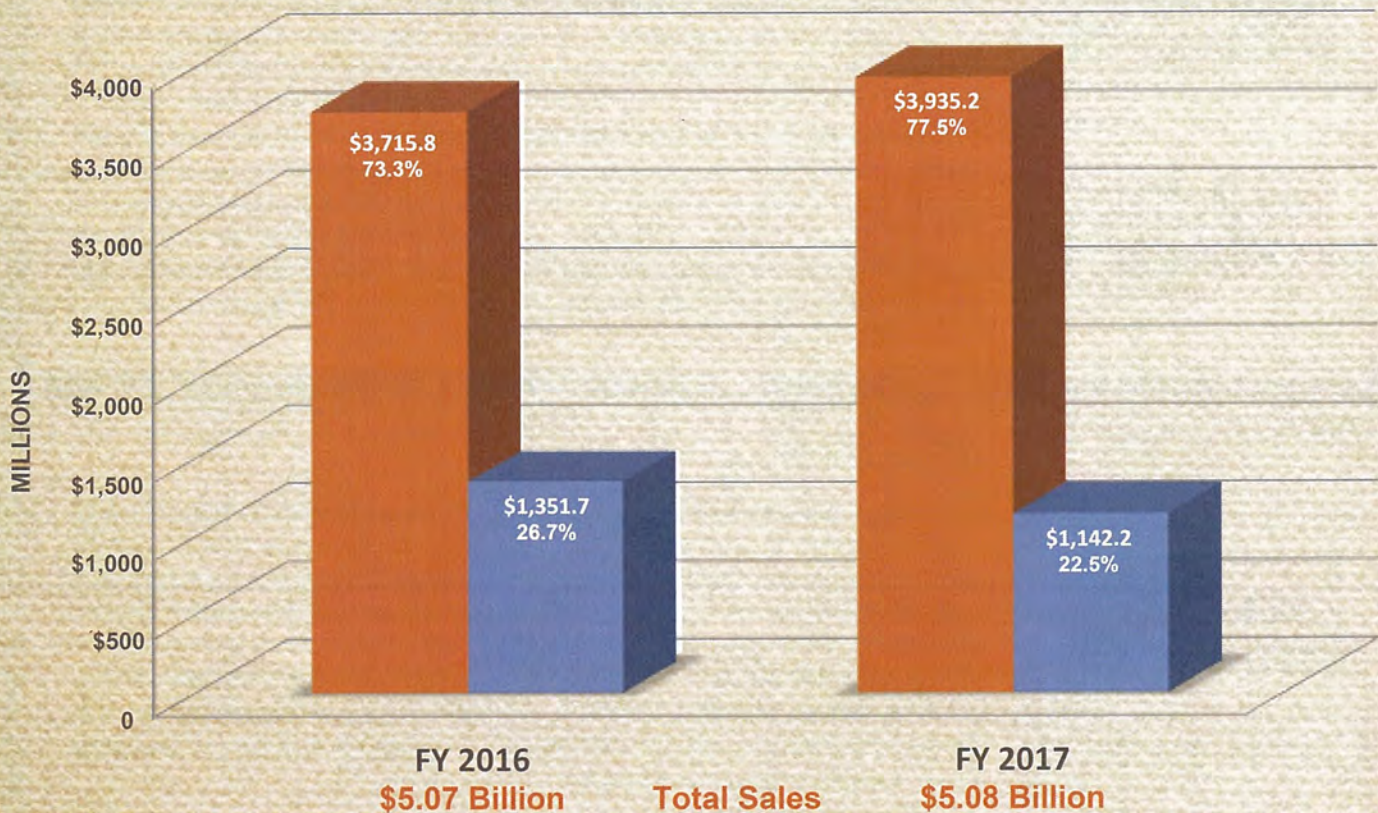


Texas Triple Chance™

The agency's ninth draw game, *Texas Triple Chance*, was introduced on September 27, 2015. This \$2 game offers players three *Chances* (sets of numbers) to win up to \$100,000 in every Play. *Texas Triple Chance* was launched using the advertising slogan "Easy as 1-2-3!" to convey the simplicity of game play. Players select seven numbers from 1 – 55 while the agency draws 10 numbers from 1 – 55. If the player matches three or more numbers in any one *Chance*, the player wins a prize! The top prize of \$100,000 can be won by matching all seven numbers in any one *Chance* to the numbers drawn. *Texas Triple Chance* features the best overall odds of any draw game—1 in 3.6. The game received a good deal of product support since its launch but it continues to struggle to find a loyal player base. It was also included in *Lone Star Lineup* in an attempt to increase player awareness and product trial. In FY 2017, *Texas Triple Chance* had the lowest sales of any draw game in the portfolio, \$14.6 million. The agency is considering closing *Texas Triple Chance* in FY 2018 as it focuses on other modifications to the draw game portfolio noted in this overview.

**Texas Lottery FY 2017
 Sales Comparison**

through 08/31/2017 (in Millions)



Sales Comparison

For FY 2017, the Texas Lottery recorded \$3.94 billion in scratch ticket sales, an increase of more than \$219 million and the highest scratch ticket sales in Texas Lottery history. Draw sales concluded the fiscal year with \$1.14 billion in total sales, a decrease of \$209.5 million that can mainly be attributed to the lack of large jackpots from both multijurisdictional games, *Powerball* and *Mega Millions*.

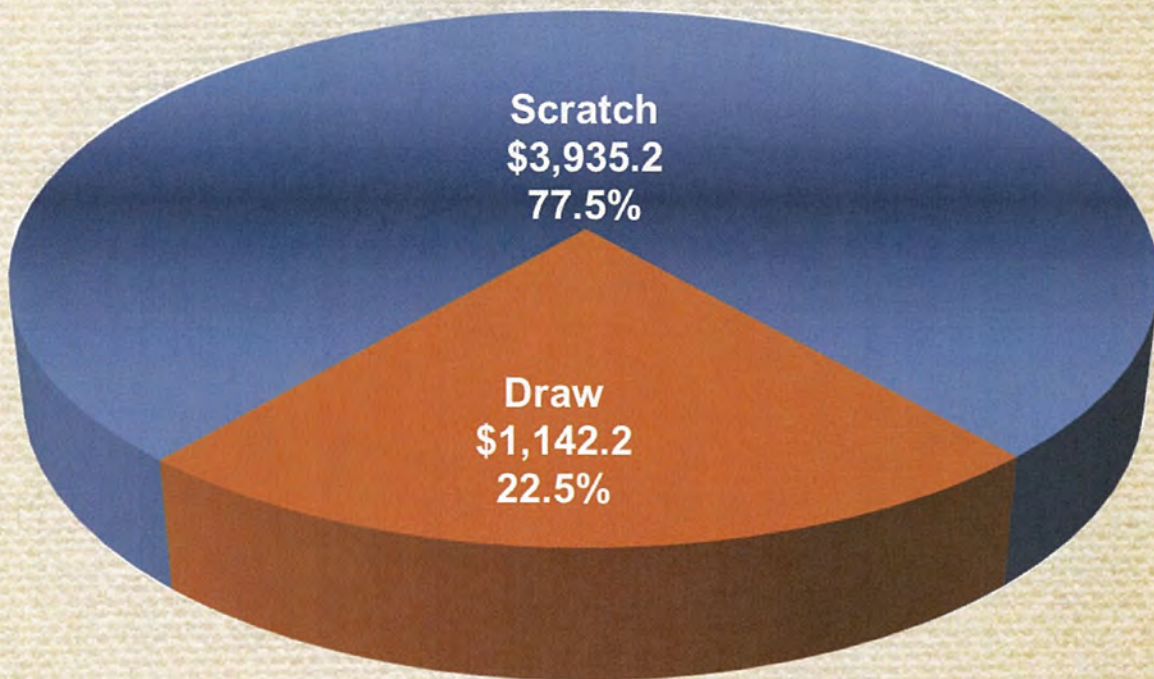
Even without the benefit of large jackpots, total product sales for FY 2017 set an all-time sales record of over \$5.077 billion, exceeding the sales record set the previous year in FY 2016 by \$10 million. This is the seventh consecutive year that the Texas Lottery has reached record sales.

SALES AND REVENUE

PRODUCT SALES PERFORMANCE CHARTS

Texas Lottery FY 2017 Sales by Game

through 08/31/2017 (in Millions)



Fiscal Year Sales: \$5.08 Billion

Totals may not sum due to rounding

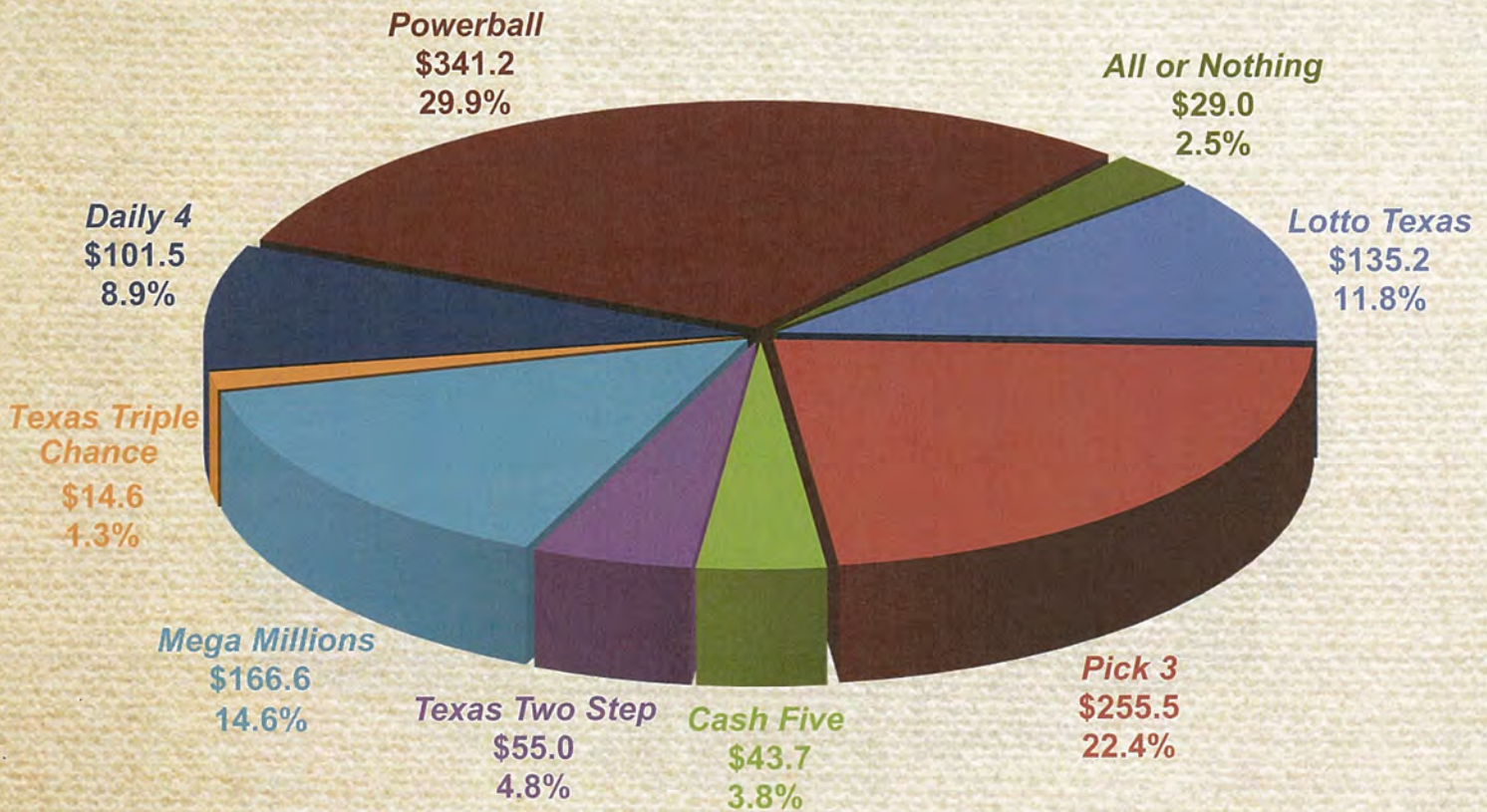
Sales by Game

In FY 2017, scratch tickets represented approximately 77.5 percent of total sales and draw games represented approximately 22.5 percent of total sales. The split realized between the two product categories is typical for the Texas Lottery as scratch ticket sales have accounted for the majority of total sales for many years.

SALES AND REVENUE

PRODUCT SALES PERFORMANCE CHARTS

Texas Lottery FY 2017 Draw Sales by Game through 08/31/2017 (in Millions)



Fiscal Year Draw Sales: \$1.14 Billion

Note: add-on feature sales are grouped with the sales for the base games.

Totals may not sum due to rounding

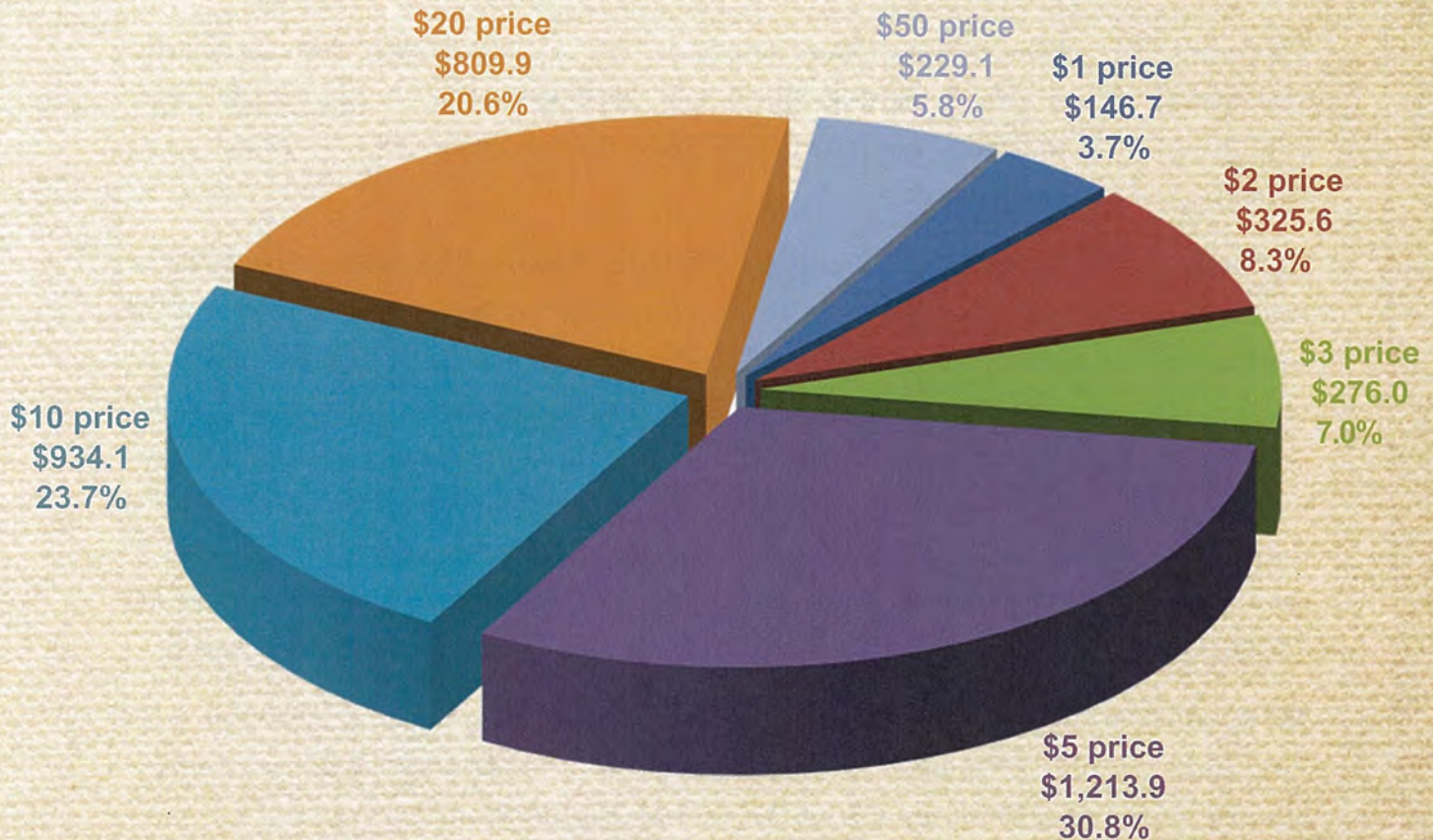
Draw Sales by Game

For FY 2017, *Powerball* was the best-selling draw game followed by *Pick 3* and *Mega Millions*. *Lotto Texas*, the agency's oldest draw game, was the fourth highest-selling draw game. Even though *Powerball* did not generate large jackpots during FY 2017, *Powerball* and *Power Play* sales totaled \$341.2 million and earned the best-selling draw game title.

Pick 3, drawn four times a day, six days a week, is a daily numbers game that does not rely on jackpot levels to drive sales. While *Pick 3* sales of \$255.5 million represented a decrease of \$4.8 million from the previous fiscal year, the game continues to be a strong performer and an important part of the draw game portfolio. *Daily 4*, similar to *Pick 3* in game attributes and style of play, continued its year-over-year sales growth with a \$6.4 million gain and total sales of \$101.5 million. The growth of *Daily 4* and the decline of *Pick 3* has been experienced in other lottery jurisdictions as players switch their spending to *Daily 4* for larger prize opportunities.

SALES AND REVENUE
PRODUCT SALES PERFORMANCE CHARTS

Texas Lottery FY 2017
Scratch Ticket Sales by Price Point
through 08/31/2017 (in Millions)



Fiscal Year Scratch Ticket Sales: \$3.94 Billion

Totals may not sum due to rounding

Scratch Ticket Sales by Price Point

The Texas Lottery realized \$3.94 billion in scratch ticket sales during FY 2017. The \$5 price point continued to be the best-selling price point totaling over \$1.2 billion in sales. The \$10 and \$20 price points were the next best-selling price points, respectively. The \$10 price point saw a dramatic sales increase in FY 2017 compared to FY 2016 with a year-over-year gain of more than \$184 million. Games that contributed to this success included *Mega Loteria*, *\$200 Million Payout*, *50X the Cash*, *Cashword Multiplier* and *Willy Wonka® Golden Ticket*. *Willy Wonka® Golden Ticket* was launched as an oversized ticket and featured drawings for trip prizes to Las Vegas where the winners had the chance to win up to \$1 billion. These and other product initiatives contributed to the scratch ticket sales record achieved during the year.

BENEFITING TEXAS

Since 1992, the Texas Lottery has generated more than \$26 billion in revenue for good causes in the state of Texas, including education, veterans' services and other important state programs. Through strict adherence to our vision, mission and core values, the Texas Lottery is dedicated to ensuring that these benefits continue.

The Texas Lottery Supports Texas Education. Since 1997*, the Texas Lottery has contributed more than \$21 billion to the Foundation School Fund, which supports public education in Texas. In FY 2017, the Texas Lottery transferred \$1.313 billion to the Foundation School Fund, its second highest contribution to date.

The Texas Lottery Supports Texas Veterans. In 2009, legislation was passed directing the Texas Lottery to offer a scratch ticket game benefiting the Texas Veterans Commission Fund for Veterans' Assistance (FVA). Since that time, the Texas Lottery has contributed more than \$83 million for veterans' programs. The FVA makes grants available to eligible charitable organizations, local government agencies and veterans service organizations that provide direct services to Texas veterans and their families. The majority of the revenue contributed to the fund is derived from the sales of the Texas Lottery veterans' games. The first game was introduced in FY 2010 and since that time, additional games have been launched with the proceeds supporting the fund. In FY 2017, \$16.2 million was transferred to the Texas Veterans Commission, an all-time record.

The Texas Lottery Supports Other State Programs. As authorized by the Texas Legislature, other Texas Lottery® funds, such as unclaimed prizes, contribute to other causes such as the multicategorical teaching hospital at the University of Texas Medical Branch at Galveston.

The chart to the right provides a breakdown of an average dollar spent on lottery games and illustrates "Where the Money Goes" based on FY 2017 financial results.



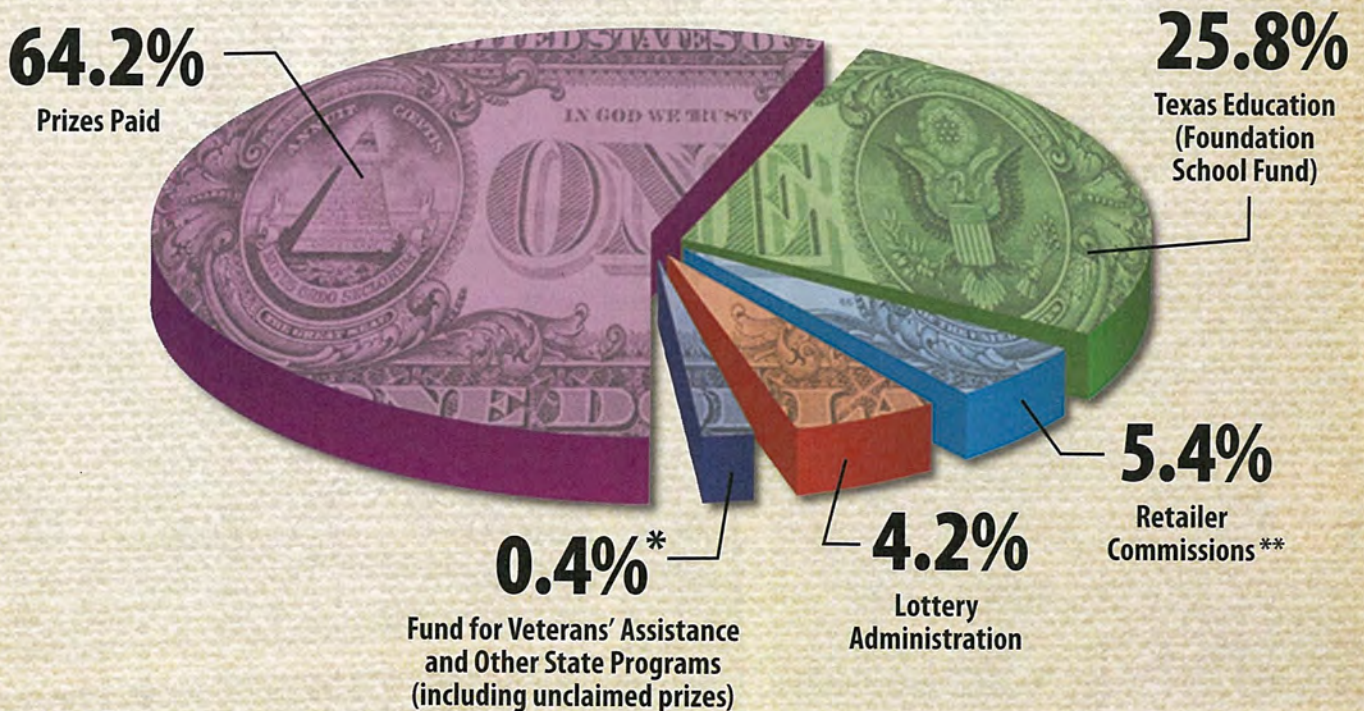
SUPPORTING TEXAS EDUCATION AND VETERANS

*Prior to 1997, the proceeds were allocated to the General Revenue Fund and were contributed for the benefit of all state programs.

\$21 BILLION IN 21 YEARS

That's a Winning Story for Texas Education and Veterans.

Where the Money Goes:



* Percentage totals are rounded.

** Includes bonus and cash incentive program payments.

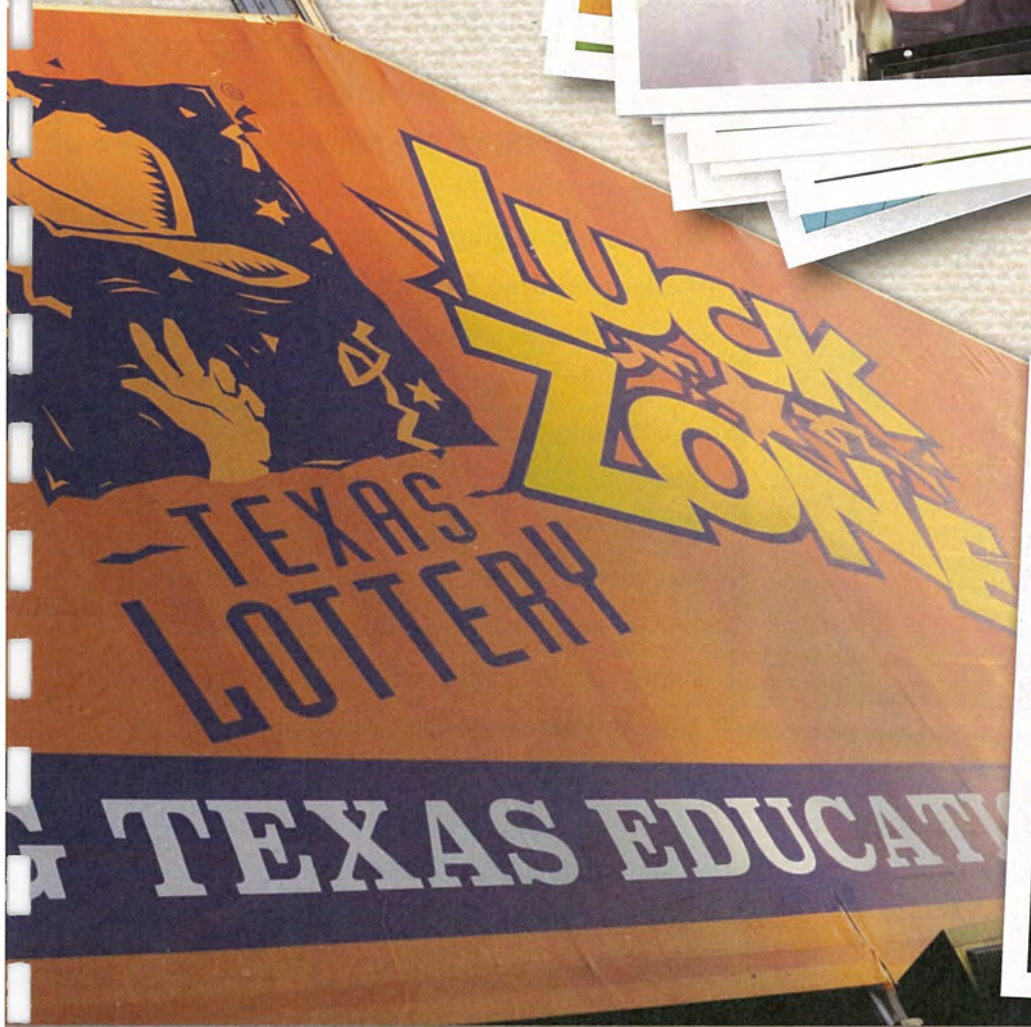
\$16.2 million was transferred to the Texas Veterans Commission.

Information reflects audited FY 2017 figures.

PLAYERS

The Texas Lottery strives to consistently deliver on its core value of Innovation in offering new and entertaining lottery products to its players. We offer our players a wide selection and diversity of products. Whether it is a new draw game or the latest scratch ticket game we want our players to have fun when they choose to play the *Games of Texas*. We strive to provide exemplary service to the people of Texas and we seek feedback that we use in the development of our products. Players embraced the games offered by the Texas Lottery with record sales levels in FY 2017. They experienced the excitement of playing and the joy of winning with over \$3.3 billion in prizes paid, the highest amount of prizes paid in Texas Lottery history.





RETAILERS

The Texas Lottery had 17,848 licensed retailers statewide offering lottery products at the end of FY 2017. The dedicated lottery retailer community is the critical bridge between the lottery and its players. Lottery retailers work tirelessly to manage inventory, merchandise and sell lottery games, pay prizes and educate the public on how to play the *Games of Texas*.

The Texas Lottery reached record sales and revenue levels in FY 2017 through the hard work of its licensed retailers. Lottery retailers benefited from their efforts by earning record-breaking commissions of \$253.93 million. Retailers also earned an additional \$20.46 million in sales performance-based incentive payments and \$1.91 million in bonuses for selling certain prizewinning tickets during the year. All told, retailers earned \$276.3 million in FY 2017.



For many years, the Texas Lottery's retailer bonus program has been an important retailer recruiting and retention tool for the sales organization to utilize. Decisions by the 85th Legislature and Governor on the FY 2018 – 2019 budget affect all aspects of the state's budget, including Texas Lottery operations. The \$4.2 million annual retailer bonus budget was vetoed by the Governor and was zeroed out in the second year of the 2018 – 2019 biennium. The long-established bonus program will be phased out at the end of FY 2018 and bonuses will not be available

in FY 2019. The Texas Lottery will continue to provide opportunities for retailers to earn free scratch tickets in promotions for specified games and earn incentive payments and drawing prizes in the Retailer Cash Incentive Programs. However, the loss of this key program may have an impact on retailer recruitment, retention and development opportunities.





SUPPORTING TEXAS EDUCATION AND VETERANS

TOP 10 Retailers in Texas Calendar Year 2017

TOP 10 TOTAL SALES

Rank	Retailer #	Name	City	CY 2017
1	148558	RUDY'S STOP AND SHOP	ROSENBERG	\$4,298,608
2	173887	PITTMAN'S QUICK MART	CORPUS CHRISTI	\$3,616,794
3	120337	EXXON FOOD STORE	BROWNSVILLE	\$3,488,316
4	126336	MOBIL MART	CONVERSE	\$2,909,353
5	132651	POTRANCO FOOD MART	SAN ANTONIO	\$2,894,473
6	140765	KWICK FOOD MART	PLAINVIEW	\$2,733,453
7	131019	MR. T'S MARKET	MIDLAND	\$2,496,120
8	179075	THREE STAR MART	SAN ANTONIO	\$2,484,041
9	179681	ADRIAN'S MINI MART	ALICE	\$2,322,786
10	153974	NICKS MART	SAN ANTONIO	\$2,198,430

TOP 10 TOTAL CASHES

Rank	Retailer #	Name	City	CY 2017
1	148558	RUDY'S STOP AND SHOP	ROSENBERG	\$2,406,138
2	173887	PITTMAN'S QUICK MART	CORPUS CHRISTI	\$2,121,385
3	120337	EXXON FOOD STORE	BROWNSVILLE	\$1,875,390
4	132651	POTRANCO FOOD MART	SAN ANTONIO	\$1,833,862
5	140765	KWICK FOOD MART	PLAINVIEW	\$1,754,645
6	126336	MOBIL MART	CONVERSE	\$1,633,741
7	131019	MR. T'S MARKET	MIDLAND	\$1,585,498
8	179681	ADRIAN'S MINI MART	ALICE	\$1,483,112
9	179075	THREE STAR MART	SAN ANTONIO	\$1,421,977
10	173466	Q AND Q MART	ROUND ROCK	\$1,408,516

TOP 10 SCRATCH TICKET SALES

Rank	Retailer #	Name	City	CY 2017
1	173887	PITTMAN'S QUICK MART	CORPUS CHRISTI	\$3,101,054
2	148558	RUDY'S STOP AND SHOP	ROSENBERG	\$3,077,514
3	120337	EXXON FOOD STORE	BROWNSVILLE	\$2,804,081
4	140765	KWICK FOOD MART	PLAINVIEW	\$2,596,128
5	132651	POTRANCO FOOD MART	SAN ANTONIO	\$2,420,297
6	126336	MOBIL MART	CONVERSE	\$2,248,958
7	179075	THREE STAR MART	SAN ANTONIO	\$2,180,599
8	131019	MR. T'S MARKET	MIDLAND	\$2,101,175
9	179681	ADRIAN'S MINI MART	ALICE	\$2,066,092
10	153974	NICKS MART	SAN ANTONIO	\$1,979,615

TOP 10 LOTTO TEXAS® SALES

Rank	Retailer #	Name	City	CY 2017
1	153201	TIGERMART #29	CADDO MILLS	\$113,641
2	148558	RUDY'S STOP AND SHOP	ROSENBERG	\$103,703
3	183468	TOWN AND COUNTRY CS	MCALLEN	\$90,199
4	144996	ESTORE #15	DALLAS	\$88,695
5	173887	PITTMAN'S QUICK MART	CORPUS CHRISTI	\$80,706
6	120337	EXXON FOOD STORE	BROWNSVILLE	\$67,950
7	183082	BREAKTIME	DALLAS	\$67,039
8	180362	RICHARD'S GROCERY STORE	HOUSTON	\$62,977
9	598549	LONE STAR FOOD STORE #90	DENISON	\$61,790
10	182267	SMALL HOLDINGS LLC	SEMINOLE	\$60,031

TOP 10 MEGA MILLIONS® SALES

Rank	Retailer #	Name	City	CY 2017
1	148558	RUDY'S STOP AND SHOP	ROSENBERG	\$169,050
2	183468	TOWN AND COUNTRY CS	MCALLEN	\$134,734
3	120337	EXXON FOOD STORE	BROWNSVILLE	\$117,075
4	505739	HEB FOOD STORE #108	SAN ANTONIO	\$108,820
5	210505	FIESTA MART 14	HOUSTON	\$97,701
6	487505	HEB FOOD STORE #415	SCHERTZ	\$94,794
7	138770	VIET HOA INTERNATIONAL FOODS	HOUSTON	\$93,930
8	173887	PITTMAN'S QUICK MART	CORPUS CHRISTI	\$93,578
9	505737	HEB FOOD STORE #109	HOUSTON	\$89,966
10	596729	HEB FOOD STORE #623	SAN ANTONIO	\$89,776

TOP 10 POWERBALL® SALES

Rank	Retailer #	Name	City	CY 2017
1	148558	RUDY'S STOP AND SHOP	ROSENBERG	\$429,018
2	183468	TOWN AND COUNTRY CS	MCALLEN	\$252,696
3	505739	HEB FOOD STORE #108	SAN ANTONIO	\$187,156
4	120337	EXXON FOOD STORE	BROWNSVILLE	\$185,260
5	173887	PITTMAN'S QUICK MART	CORPUS CHRISTI	\$178,510
6	487505	HEB FOOD STORE #415	SCHERTZ	\$164,662
7	210505	FIESTA MART 14	HOUSTON	\$159,108
8	505737	HEB FOOD STORE #109	HOUSTON	\$150,434
9	596729	HEB FOOD STORE #623	SAN ANTONIO	\$148,914
10	205153	RACETRAC #231	IRVING	\$145,568



SOCIAL RESPONSIBILITY

The Texas Lottery's mission is to generate revenue for the state of Texas through the responsible management and sale of entertaining lottery products. Responsible Gaming (i.e., responsible management and sale of lottery products) lies at the heart of the agency's commitment to providing its products to the public in an appropriate manner. The agency's mission must be achieved while also maintaining public confidence and trust that the agency's games are conducted fairly and securely with a constant focus on "Integrity and Responsibility," one of the agency's core values. The agency's focus on integrity and responsibility is supported by several key initiatives designed to protect and enhance the security of lottery games, systems, drawings and operational facilities. The goal is to provide optimum protection for lottery players and retailers and to ensure that the sale and validation of lottery tickets are performed in compliance with agency rules.

Several regulatory and educational activities serve the social responsibility standards of the agency and its customers. Specific areas of emphasis include vendor and licensee compliance, consumer protection, hotline support, retailer surveys and inspections, investigation of complaints or questionable activities related to lottery games, close supervision and monitoring of lottery drawings and ticket validations, and implementation of the agency's Responsible Gaming initiatives.

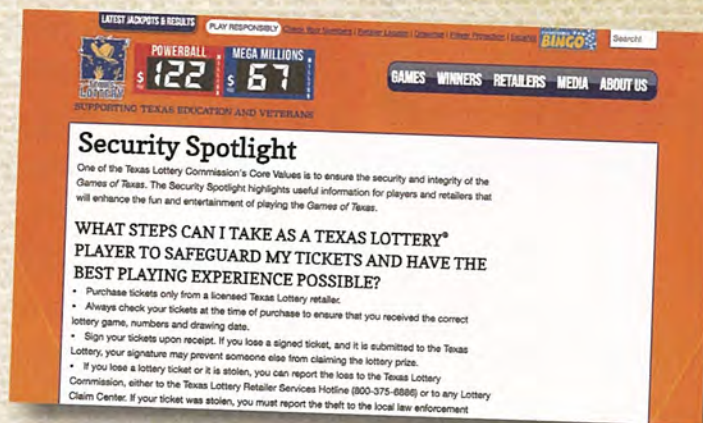
Enhanced consumer protection strategies include the deployment of more than 16,400 devices which provide lottery players with the ability to check the winning status of scratch tickets and draw game tickets prior to validation by a retailer. These devices include countertop Check-a-Ticket terminals as well as self-service lottery vending machines. To facilitate player access and convenience, the agency coordinates with the lottery operator to evaluate high-volume locations that merit

placement of multiple self-check devices. Additionally, customer displays and distinct audible tones at sales terminals provide player verification of the prizewinning status of tickets validated by retailers. The agency is focused on creating an environment where players can participate in the games and independently verify the winning or non-winning status of their tickets as well as the value of prizes won.



Within the Lottery Operations Division, the Security Department ensures the security and integrity of lottery drawings and ticket validations. The Security Department monitors lottery drawings and validation processes to ensure that they are conducted in compliance with applicable laws, rules, regulations, policies and procedures. The Security Department works with the Austin Claim Center to verify and confirm the legitimacy of high-dollar draw game prizes, and all questionable claims are submitted to the Security Department for review and investigation. The Security Department also works closely with the scratch ticket manufacturers, scratch ticket testing vendor and the Products Department to ensure that all scratch tickets are fully tested, secure and of the highest quality before being released for sale.

The “Security Spotlight” page on the Texas Lottery website features consumer protection tips for players to safeguard their tickets and avoid lottery-related scams. Information is also available regarding resources for reporting suspicious activity.



The Texas Lottery continues to expand existing programs and initiatives to protect and enhance the security of lottery games, systems, drawings and operational facilities. The goal is to provide additional protection for lottery consumers, follow up on complaints and ensure retailers comply with rules related to various aspects of lottery sales including prize validation and payments.

The Texas Lottery has initiated a significant number of consumer protection-related initiatives:

- Dual validation receipts (one Player Copy and one Retailer Copy)
- “Sign Your Ticket” public awareness campaign
- One-step validation Secure Shield™ barcode on scratch tickets
- Player-activated terminals for self-checking winning status of tickets
- Self-check terminal locator on website
- Enterprise Series MultiMedia (ESMM) monitor display of validation messages to player
- Terminal inquiry/validation tones
- “Security Spotlight” on website
- Development and implementation of monitoring tools and reports related to validation and claim activity
- Membership in and active support of the Responsible Gaming initiatives of the National Council on Problem Gambling (NCPG), the World Lottery Association (WLA) and North American Association of State and Provincial Lotteries (NASPL)



SOCIAL RESPONSIBILITY (CONT'D)

In response to a recommendation by a member of the Commission in August 2017, development began on a series of initiatives to enhance consumer protection with a specific focus on player access to Texas Lottery contact information for reporting potential retailer violations and educating retailers about common violations to avoid. Plans include updated text on scratch and draw game tickets, the addition of contact information for reporting possible retailer violations to the ESMM newsfeed scroll and retailer license, a retailer brochure highlighting frequent violations and clerk-facing signage and retailer newsletter reminders that explain common violations. Encouraging responsible participation in lottery games is a top agency priority. The agency helps bring awareness to this issue through its ongoing PLAY RESPONSIBLY public information initiative focused on reminding consumers that the Texas Lottery Commission encourages conscientious participation in its games. The initiative was launched in August



2003, has expanded and continues today with the PLAY RESPONSIBLY message positioned in public communications, including how-to-play brochures, retailer and player publications, point-of-sale materials, scratch and draw game tickets, advertising and media releases. The initiative features the agency's PLAY RESPONSIBLY website pages where consumers can find helpful information and links to outside problem gambling resources. The agency website also provides retailers with a training video to assist in identifying signs of problem gambling and options for assisting customers.

As a member of NCPG, WLA and NASPL the Texas Lottery actively supports the Responsible Gaming initiatives of these organizations. Since 2004, the Texas Lottery has participated in the annual Problem Gambling Awareness Month campaign, a grassroots public awareness and outreach effort of the NCPG. The goal of this campaign is to educate the general public and health care professionals about problem gambling

and raise awareness about the help that is available both locally and nationally. During the campaign, the agency implements extensive education and awareness communications to retailers, agency and vendor employees, and players via social media, website, retailer terminal and agency publications.



In partnership with NCPG and McGill University's International Centre for Youth Gambling Problems and High-Risk Behaviors, the Texas Lottery also participates in the annual holiday "Gift Responsibly" campaign reminding consumers that lottery is not intended for anyone under 18 years old. The agency's awareness efforts incorporate general-public messages via social media, website banners and in-store electronic displays and numerous retailer and employee communications throughout November and December. In 2014, the agency expanded its focus on Responsible Gaming by leveraging training resources (video training and print education materials) developed by NCPG and NASPL to provide dedicated training to its entire customer support team. In 2017, the agency produced a new employee training video that was a finalist in the 2017 NASPL awards competition. These training tools have also been incorporated into retailer classroom training and training materials for lottery sales representatives employed by the lottery operator and employees of the contracted advertising agency. The training focuses on identifying the signs of problem gambling along with critical helpline and counseling resources to combat problem gambling. In addition, the Texas Lottery produces and maintains distribution of a PLAY RESPONSIBLY pamphlet available in English and Spanish at Texas Lottery retail locations, the agency's 16 statewide claim centers and on the agency website. The pamphlet contains information about problem gambling and resources for obtaining assistance.

After receiving WLA Level 2 Responsible Gaming certification in 2015, the agency embarked on an aggressive plan to expand its Responsible Gaming program and address action items identified in the Level 2 gap analysis. These efforts resulted in achievement of WLA Level 3 certification in 2016. In 2017, the agency entered the process for achieving Responsible Gaming Verification by NASPL and NCPG. The ongoing verification continues into 2018 as the process is revised and new criteria are implemented. In 2016, the agency launched a mobile application providing a convenient platform to expand the public's access to Texas Lottery game information and enhance the provision of player support services. The application features "Check Your Ticket" functionality providing an added layer of consumer protection as players have the ability to conveniently verify the winning status of tickets on their mobile device. Neither this platform, nor agency social media initiatives offer ticket sales. All purchases of lottery games must occur at a licensed lottery location or from a physical Texas Lottery location. The Texas Lottery does not propose enabling the sale of tickets over mobile devices or the internet. The agency will continue to focus on developing enhancements to the application to provide increased information access and service convenience to lottery customers while protecting the integrity of games and processes.

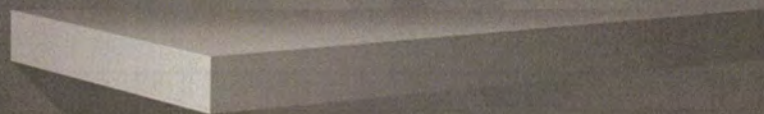
The Texas Lottery is committed to these various initiatives to ensure a socially responsible playing environment for lottery players. The agency continues to identify and implement evolving strategies for consumer protection. With advancements in technology, the Texas Lottery continues to add to the significant level of security in place to protect consumers and support retailer licensees related to Texas Lottery games.



TEXAS LOTTERY COMMISSION

2018 – 2019 COMPREHENSIVE BUSINESS PLAN
AND 2017 ANNUAL REPORT

SECTION 2: COMPREHENSIVE BUSINESS PLAN KEY BUSINESS PERFORMANCE FACTORS



OPENING NARRATIVE

The Texas Lottery's 2018 – 2019 Comprehensive Business Plan and 2017 Annual Report was prepared by the agency's management team and approved by the Texas Lottery Commission. The agency originated its formal business planning process in response to the Sunset Advisory Commission's recommendations in 2004. Since that time, the business plan has become a key driver of the Texas Lottery's operational and strategic planning. During the agency's most recent Sunset Review, the Sunset Advisory Commission recommended additional enhancements to the agency's business planning process. Additionally, the 83rd Legislature enacted HB 2197, the Lottery Commission Sunset bill, which includes a statutory requirement to develop a comprehensive business plan. The statutory provision, Section 466.028 of the Texas Government Code is detailed below:

Sec. 466.028. COMPREHENSIVE BUSINESS PLAN. (a) The commission shall develop a comprehensive business plan to guide the commission's major initiatives. The plan must at a minimum include: (1) specific goals for the agency; and (2) an evaluation of: (A) the agency's overall performance; (B) the effectiveness of specific programs and initiatives; (C) the ongoing efficiency of agency operations; (D) the amount of lottery revenue that is generated for state purposes other than the payment of prizes; and (E) the factors affecting the amount of lottery revenue received and disbursed, including ticket sales and administrative efficiency. (b) The commission, as frequently as the commission determines appropriate, shall review the comprehensive business plan and at least annually hold a public meeting to discuss the plan or updates to the plan.

Added by Acts 2013, 83rd Leg., R.S., Ch. 993 (H.B. 2197), Sec. 2, eff. September 1, 2013.

The Texas Lottery has successfully produced more than \$1 billion in revenue for the state of Texas each year for the last 14 years, with the primary beneficiary being the Foundation School Fund. However, not unlike other lottery jurisdictions around the country with mature product portfolios and limited opportunities for portfolio expansion, the Texas Lottery faces ongoing challenges to maintain and increase future revenue for the state. Numerous factors can affect lottery performance, such as the product mix and design of games offered, number and quality of lottery retailers, legislative budget decisions, and agency administrative efficiency. While the most recent Sunset review determined that the Texas Lottery is generally high-performing when compared to other states, the agency recognizes that there are challenges ahead in continuing to meet high expectations based on past performance.

With a focus on accountability and performance measurement, this report continues the Texas Lottery's business planning practices and incorporates key performance measurement tools. The following section of the report walks through key performance factors and associated goals for FY 2019, all of which will drive significant program decisions and major initiatives for the agency. Management believes that these key performance factors are major determinants of the Texas Lottery's future success.

PERCENTAGE OF RETAILERS SATISFIED WITH THE TEXAS LOTTERY

Background

The Texas Lottery has a unique relationship with its licensed retailers. Selling lottery products is a licensed, regulated activity and lottery licensees must meet strict standards of conduct both personally and in the sale of lottery products to meet and maintain compliance with the agency's licensing requirements. At the same time, lottery retailers are the primary distribution channel for selling the state's lottery products to consumers and are critical to the ultimate success of the Texas Lottery in generating revenue for the state. Retailer satisfaction with the Texas Lottery lies at the heart of retail support for the lottery and its products.

Retailer satisfaction begins with the agency's regulatory responsibilities which encompass a thorough licensing review of every potential retailer to ensure only qualified businesses receive licenses. The agency must efficiently implement these review processes to enable businesses to complete and/or continue licensure in order to offer lottery products to their customers at the earliest opportunity and/or without interruption. The agency also focuses heavily on retailer education to ensure that licensees fully understand the responsibilities and business impact of being a lottery retailer. A variety of training initiatives and materials focus on licensee rules and requirements, financial and accounting procedures, lottery products, responsible gaming principles and equipment operation.

The Texas Lottery dedicates extensive resources to support licensed retailers in their day-to-day relationship with the agency and consumers. This begins with licensure and continues throughout a retailer's relationship with the agency. Each new licensee receives comprehensive training prior to the start of ticket sales and ongoing refresher training is provided for employees as new product initiatives and equipment are introduced and as needed to address specific retailer issues. With the 2017 introduction of supplemental web-based training, the Lottery Learning Link (LLL) provides retailers with easy access to more than 20 courses comprised of video tutorials, hands-on exercises, reviews and assessments. LLL does not replace classroom training for new retailers. The training tool provides retailers a convenient method for educating new employees and quick reference to specific topics for troubleshooting.

The agency provides ongoing support for its retailers via two toll-free hotlines. The first is a technical support hotline, specified under contract with the lottery operator, providing retailers with support for equipment operational issues 24 hours a day, seven days a week. The lottery operator hotline staff also supports retailers with time-sensitive needs, such as reporting ticket theft or damage and ordering scratch tickets.

The agency's second hotline supports all aspects of the agency's regulatory functions related to retailer licensing and accounting matters and is available during agency business hours Monday through Friday. Agency staff enters and updates retailer information, coordinates ownership transfers and lottery terminal moves, processes license terminations, performs retailer records maintenance, and responds to all licensee account questions. This includes routine interactions with retailers on Electronic Funds Transfers (EFTs), sweep amounts, account adjustments, account reconciliations and final balances due.

The staff also works closely with retailers to ensure prompt payment following a non-sufficient fund EFT bank account sweep. The agency's hotline also responds to inquiries from potential licensees and provides current licensees with information and instruction on the portfolio of games offered for sale.

The agency has also consistently invested significant time and resources in technological support for its retail licensees. In the interest of providing enhanced customer service to licensed retailers, the agency converted from the web-based Retailer Services Center to the online Lottery Services Portal (LSP) in 2015. LSP provides existing and potential retailers with the convenient ability to apply for or renew a lottery license, manage their lottery license information, and access numerous ticket inventory and lottery financial reports.

Player ticket self-check (Check-a-Ticket) technology was introduced at licensed retail locations in 2008, reducing retailer labor and transaction time in processing ticket inquiries and validations by minimizing player questions on the prize amount of potential winning tickets.

Additionally, Texas Lottery and lottery operator personnel continue to reach out to retailers in group settings called Retailer Links meetings each year, reaching retailers in more than 80 cities and towns across the state since the inception of the program in 2006. Links meetings provide retailers the most current information on Texas Lottery policies and game initiatives while offering an open forum for soliciting feedback and addressing retailer concerns. Retailers view these meetings as a positive means of furthering communication with the Texas Lottery, the lottery operator and other lottery retailers.

Current state-of-the-art lottery sales terminals provide retailers with easy access to game information and efficient transaction times, thus reducing retailer labor costs. Retailers have the option to display lottery player information via one of two available playstation styles, each designed to provide brand-identifiable, compact merchandising. By designating space in their retail environment for a playstation, retailers can provide players easy access to playslips and game information away from the



sales counter, thus reducing transaction time at the register. Retailers are encouraged to display the lottery's Enterprise Series Multi Media (ESMM) monitor near the point of purchase to increase player awareness of lottery games and features. Over 90 percent of retailers feature an ESMM, which also displays player transaction information and important non-lottery messaging including AMBER, Silver, Blue and Endangered Missing Person Alerts. Electronically updated, dual-jackpot signs in two sizes offer retailers the convenience of providing their customers with the most current *Powerball* and *Mega Millions* information with no additional retailer time or labor investment.

Regardless of the issue being addressed, the agency's focus remains squarely on our core value of "Customer Responsiveness" in providing exemplary service. To ensure that the agency is delivering on this commitment, the agency regularly surveys its retailer base to determine the level of satisfaction with the services being provided. The agency has a target of 95 percent satisfaction levels (measured as scores of "good" or "excellent"). In the four most recent fiscal years (FY 2014 – 2017), the agency has exceeded this target.

Challenges and Opportunities

The Texas Lottery has been very successful over time in achieving a high level of success in its retailer satisfaction measure. The agency's continued positive relationship with its retailers is maintained through consistent, rigorously applied licensure standards for all retailers and a continued focus on exceptional customer service. However, the retail business environment is dynamic and ever-changing and so too must be the service that the agency delivers to its retailers. Success is ensured by communicating regularly with the diverse lottery retail base and understanding their challenges and needs effectively. With this base of knowledge, the lottery must address current needs and anticipate future retailer requirements and expectations for lottery business continuity, efficiency and growth.

Key Initiatives and Goals

The Texas Lottery recognizes that the success of its retailer licensees is inextricably tied to the agency's achievement of its mission to generate revenue for the state through the responsible management and sale of entertaining lottery products. Timely, effective support and exceptional service are necessary to ensure retail success and the staff is committed to delivering against these standards. The agency is focused on ongoing efforts to continue to expand the available reporting and training tools through continued enhancement of the LSP and the continuing promotion of the web-based training module, LLL. Through our "Customer Responsiveness" commitment, the staff is intent on continuing to exceed our goal of a 95 percent retailer satisfaction level.

PERCENTAGE OF LICENSEES WITH NO RECENT VIOLATIONS

Background

The Texas Lottery is committed to maintaining the public trust by protecting and ensuring the security of lottery games. This performance metric reports the ratio (by percentage) of currently licensed, active lottery retailer locations that have not incurred a violation within the current fiscal year to the total number of licensed, active lottery retailer locations at the end of the reporting period. A violation is defined as any violation of the State Lottery Act or Lottery Administrative Rules by a lottery retailer that results in the suspension or revocation of the retailer's license. This metric is an indicator of licensed retailer adherence to state laws and administrative guidelines. This metric reflects 1) how effectively the Texas Lottery is in communicating with retailers regarding statutes and rules, and 2) how effective the agency's activities are in deterring these violations.

Lottery retailers are the primary point of interaction for lottery customers for both lottery purchases and the validation and payment of lottery prizes. These lottery transactions, by their nature and volume, represent several potential risks in the area of consumer protection and also represent numerous opportunities for misunderstandings between lottery players and retailers. The agency has developed numerous tools and programs to monitor these transactions, limit opportunities for misunderstandings and investigate potential wrongdoing on the part of its licensees.

Ensuring a low number of licensees with recent violations is a function of strict standards for licensure, and effective licensee support functions including strong education programs stressing ethical standards and the consequences of rule violations. Also, the agency's initiatives for reducing violations include the deployment of best-in-class transactional support technology, rigorous compliance monitoring and focused enforcement efforts in circumstances involving unethical or inappropriate licensee behavior.

The agency has embarked on numerous consumer protection initiatives to provide additional protection for lottery consumers and to ensure retailers comply with rules related to prize validations. The centerpiece of these efforts was initiated by the agency in 2004 with the introduction of the Compliance Activity Monitoring Process (CAMP) hotline. The hotline provides consumers with a mechanism to notify the Texas Lottery Commission of jurisdictional concerns. CAMP staff monitors complaints and violations of the State Lottery Act (and Bingo Enabling Act) and administrative rules. An automated system provides the ability to track all complaints and violations from initial intake or discovery to final disposition, which facilitates trend analysis and reporting. The program is publicized via the agency website and signage in retailer locations.

The agency's other consumer protection-related initiatives are summarized in the Social Responsibility section of the Annual Report.

The agency has established a progressive disciplinary process for retailer violations of the State Lottery Act and Lottery Administrative Rules. Every effort is made to ensure timely and consistent application of progressive disciplinary remedies up to and including the revocation of sales licenses. The agency recognizes the need to protect consumers while simultaneously not inconveniencing or disrupting the daily business activities of honest retailers. As the vast majority of retailers serve their customers in an ethical and forthright manner, it is critical for the agency to balance consumer protection with retailer motivation to sell lottery tickets. The agency's mission to generate revenue for the state of Texas is supported by making every effort to ensure fun, positive lottery player experiences while implementing secure technologies and processes that enhance confidence for both players and retailers in conducting lottery transactions.

The agency has set a target of 98 percent for the percentage of licensees with no recent violations and has consistently seen compliance exceed this goal.

Challenges and Opportunities

Without confidence in the security and integrity of lottery games, consumers might choose not to play and retailers might not fully support the agency's sales, marketing and merchandising initiatives. The Texas Lottery is focused on creating a culture of compliance and trust among its retailers and players. This requires that the agency remain ever vigilant in all areas of its operations to prevent the actions of individuals who would exploit gaps or weaknesses, if they existed, in the agency's operational security.

Key Initiatives and Goals

The agency has been able to leverage advancements in technology to refine and enhance the level of sophistication of its resources and tools for monitoring and supporting transactions at retail. The agency's lottery gaming system offers an expansive data warehouse of all aspects of lottery transactions and system activities that can be leveraged by the agency through enhanced reporting tools to ensure secure operations. The Security Department and Enforcement Division are at the forefront of leading the agency in these initiatives.

These same technological advancements have led to a number of the initiatives listed above. The agency will closely monitor these advancements to identify new opportunities that will further enhance the security of both the lottery playing and selling experiences.

The Texas Lottery will also continue to alert consumers about security issues via its "Security Spotlight" page on the agency's website. The agency is confident that through vigilant attention to all aspects of licensee support, monitoring and continued transactional enhancement the Texas Lottery will continue to achieve a goal of 98 percent of the active licensee base having no recent violations.

PERCENTAGE OF BAD DEBT TO LOTTERY SALES

Background

The Texas Lottery must deliver secure and entertaining lottery products to its players to generate sales and revenue for the state of Texas. However, it is equally important to revenue generation that the agency effectively collect sales proceeds from its retail licensees. A retailer licensee's accounting relationship with the Texas Lottery involves a weekly collection process for the prior week's sales of draw game tickets and settlements of scratch ticket packs. Retailers must deposit funds associated with these sales transactions (net of retailer commissions) to their bank account to be electronically swept and collected.

The Texas Lottery provides a substantial level of support regarding a retailer's financial commitments to ensure retailer success. Retailers have numerous reports available on their sales terminals and on the agency's web-based Lottery Services Portal that provide information about all of their transactional activity and balances due. The agency also interacts daily with retailers on Electronic Funds Transfers (EFTs), sweep amounts, account adjustments, account reconciliations and final balances due. The Retailer Services Department works with retailers who have experienced a non-sufficient fund EFT bank account sweep to ensure prompt payment. The department tracks and manages delinquent retailer accounts using various collection methods—including bank account freezes, levies, property liens and cash seizures—and, where appropriate, the department may seek suspension or revocation of a retailer's sales agent license in accordance with the State Lottery Act and agency rules.

The Texas Lottery utilizes a performance metric to evaluate collection effort performance. The metric provides an indication of the effectiveness of the agency's systems and procedures for collecting proceeds from the sale of lottery tickets. The measure also provides an indication of the effectiveness of the collection and enforcement tools used by the agency to collect on delinquent accounts. This measure is important because it reflects the agency's performance as it attempts to minimize bad debt related to retailer balances.

The metric specifically calculates the ratio (by percentage) of the Certified Bad Debt (CBD) to total sales at the end of each fiscal year. CBD includes accounts that have been delinquent or in bankruptcy for at least 12 months at the end of the fiscal year and accounts that have an outstanding debt of \$10,000 or more that have been delinquent for up to 180 days and all appropriate collection actions have been exhausted.

The agency has established a target goal for CBD to not exceed .02 percent of lottery sales as a ratio. This is a target that the agency has consistently outperformed during the last three full fiscal years as illustrated in the chart on the following page.

	FY 2015	FY 2016	FY 2017
Total Sales	\$4,529,700,425	\$5,067,517,923	\$5,077,461,652
Bad Debt Expense	\$373,183	\$171,575	\$170,664
Bad Debt Expense as a % of Sales	0.0082%	0.0034%	0.0034%

Source: Texas Lottery Performance Measures

The combined three-year collection rate translates to collecting 99.99 cents on every dollar of gross lottery sales over this period. This is a collection rate and bad debt expense ratio that even the most efficient of S&P 500 corporations could only imagine. A collection rate this high is made possible through dedicated staff committed to all aspects of the agency's collection efforts.

Challenges and Opportunities

The Texas Lottery has a robust collections program that leverages all tools authorized by the State Lottery Act to ensure that it collects proceeds from lottery sales. However, there are factors outside of the agency's control that can impact sales collections. These include poor economic conditions that can impact lottery retailers, leading to increases in non-sufficient fund EFT bank account sweeps and bankruptcy filings. Similarly, a large retail chain might file for bankruptcy, potentially resulting in significant unpaid balances related to lottery transactions. The agency takes certain actions to mitigate the effects of large non-sufficient funds bank account sweeps and retailer bankruptcies, including working closely with the Office of the Attorney General, as appropriate. In addition to these measures, the agency conducts an analysis during the initial license application review process of business owners' financial history with the lottery or credit history to determine potential financial risk. High-risk applicants are required to post additional forms of financial security such as "time deposits" or CDs in the agency's name to protect the state against financial loss.

Key Initiatives and Goals

The Texas Lottery has established an exemplary sales collection program in support of its revenue generation efforts, and the agency is committed to the continued success of this program. In addition, the agency continuously works to improve the support provided to retailers regarding their financial commitments. In 2015, the agency launched the web-based Lottery Services Portal, which in addition to providing retailers with the ability to manage their lottery sales license online, provides access to new and enhanced reports for managing ticket inventory and financial matters related to the lottery.

In coordination with the North American Association of State and Provincial Lotteries (NASPL), the Texas Lottery has developed a new settlement method for packs of scratch tickets to provide a streamlined accounting process to aid in lottery sales reconciliation. Retailers may choose to have all their packs settle 21 days after each pack is activated. Texas Lottery staff will work with retailers to examine the financial impact of using the 21-day settlement method in lieu of the traditional settlement method of packs settling at 45 days after activation for sale and/or when 70 percent of

the low tier prizes have been claimed. Feedback from some retailers indicated that having all scratch ticket packs settle via a single parameter would simplify retailer accounting. Through initiatives to improve support provided to retailers in their financial relationship with the Texas Lottery and by maintaining an effective sales collection program, the agency is committed to a target goal for Certified Bad Debt to Gross Lottery Sales ratio not to exceed .02 percent.

DOLLARS COLLECTED VIA THE DEBT SET-OFF PROGRAM

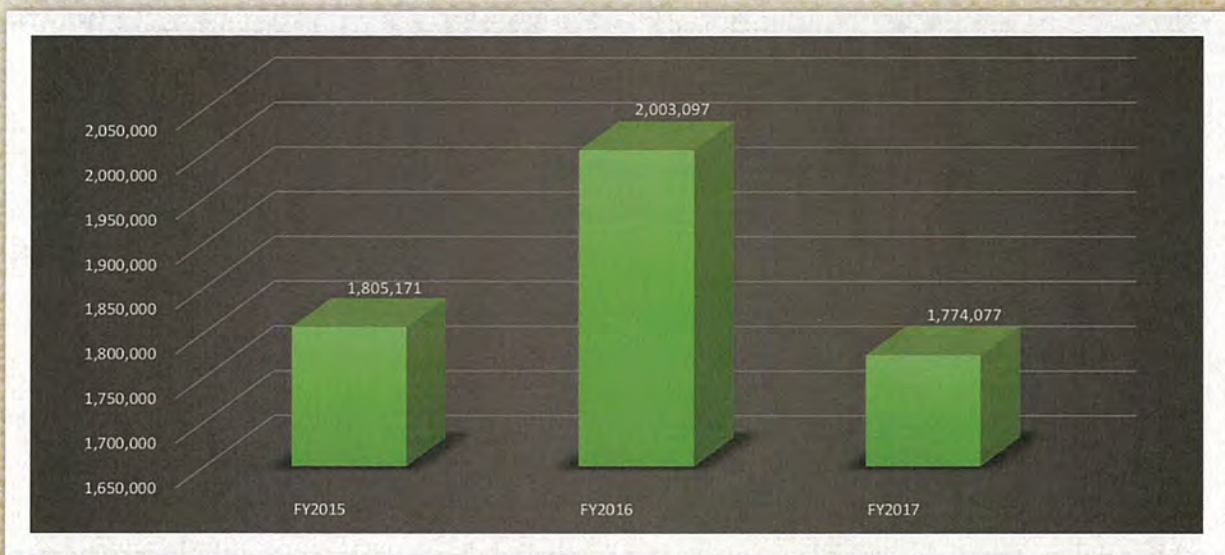
Background

Consistent with provisions of the State Lottery Act, the Texas Lottery assists the state by collecting monies from persons who have been finally determined to be delinquent in the payment of money owed to or collected by other state agencies. The Debt Set-off Program helps collect debts owed to the state of Texas by withholding those amounts prior to the awarding of prize payments to lottery winners. These collections represent substantial annual amounts due to the state that might otherwise go uncollected.

The Texas Lottery's role in this performance metric is to manage the Fiscal Accountability of the program, ensuring all payments collected consistent with the State Lottery Act are sent in a timely fashion to the appropriate state agency.

In the most recent three-year period, the program averaged \$1.86 million in annual collections with total monies collected of \$5.58 million.

Dollars Collected via the Debt Set-Off Program



Source: Texas Lottery Performance Measures

Challenges and Opportunities

The Texas Lottery has consistently collected substantial debts on behalf of the state. While these results and their benefits to the state of Texas are significant, it is important to note that the funds collected are a function of variables that the agency does not influence or control. The metric is influenced by the volume of people claiming prizes at lottery claim centers that owe monies to the state and the amounts that those individuals owe to the state. Another variable that may influence the metric is the data provided from other state agencies that is used to identify people claiming prizes that owe monies to the state. It is believed that economic events and the overall health of the economy may also have a significant impact on this metric. The agency saw collections rise substantially during the Great Recession and has now seen collections decrease substantially as the health of the overall economy has continued to improve.

Key Initiatives and Goals

As noted, the Texas Lottery does not directly influence this performance factor. The agency's focus on its sales and revenue goals has an indirect impact that may influence collection performance. The agency has evaluated historical collections, sales growth in recent years and the current trend of declining collections, which may be attributed to economic variables in establishing a target of \$1.85 million for collections in FY 2018. The agency is anticipating that the FY 2018 target will fall more in line with the average collected during the past three fiscal years.

The agency also remains committed to ensuring that its systems and mechanisms for receiving debt information from other state agencies remain thorough and robust to ensure that all opportunities for debt collection are pursued.

RETAILER DISTRIBUTION CHANNEL DEVELOPMENT

Background

Lottery retailers are the primary delivery channel through which the agency sells tickets to generate revenue for the state. To achieve the agency's mission of generating revenue to support Texas education and veterans' assistance programs, it is critical that lottery products are conveniently and widely available at a variety of locations where a broad diversity of consumers have the opportunity to purchase lottery tickets.

Sustained and strategic retailer development supports the potential for increased revenue to the state and offers tremendous benefits to the public in the form of convenience. By offering lottery products at a broader number of diverse locations, consumers can more conveniently evaluate their purchase options. Additionally, offering lottery allows businesses to expand their relationship with their customers, limiting the need for customers to visit other business locations to make their lottery purchases.

The Texas Lottery is committed to its core value of “Customer Responsiveness” by working to provide a convenient licensing environment for businesses and implementing administrative processes that enhance efficiency for licensees in interacting with the agency. Implementation of a 21-day pack settlement process for scratch tickets aids in streamlining accounting and inventory reconciliation processes for some retailers. This settlement class is considered an imperative step toward growing the lottery retailer base to include non-traditional, national retailers who refuse to manage lottery accounting functions differently across the many jurisdictions in which they operate.

Continued expansion of on-premise beer and wine service models at grocery and convenience stores presented a unique licensure and administrative oversight challenge to the agency. The agency recognized the significance of these challenges in the two primary lottery trade styles representing 96 percent of current Texas Lottery® sales. Through the agency’s Strategic Plan, the Texas Lottery recommended the enactment of legislation to allow for continued licensure of these traditional lottery trade styles that now offer limited on-premise beer and wine consumption. The 85th Legislature enacted HB 1555 which clarified that traditional lottery retailers, particularly grocery stores and certain convenience stores, that have business models that offer on-premise beer and wine consumption are eligible to be licensed as a lottery retailer, if less than 30 percent of the location’s gross receipts are derived from the sale or service of alcoholic beverages.

Through its relationship with the lottery operator, national industry organizations and the retail community, the agency works to understand the unique challenges faced by existing and potential lottery retailers. The agency works to identify and implement solutions within its regulatory framework that ensure the security and integrity of the lottery while addressing the needs of retail businesses.

Challenges and Opportunities

The lottery retailer base represents a dynamic business environment in which frequent business sales and acquisitions are a part of the normal operating environment. The economic climate of the state can also have a significant impact on the size of the retailer base. The agency works to support existing retailers while recruiting new retailers to ensure a stable, but growing, product distribution channel.

The lottery retailer base contains a variety of trade styles. However, convenience and grocery stores, considered to be traditional lottery trade styles, are dominant, representing more than 88 percent of licensed locations and 96 percent of Texas Lottery sales. As the marketplace has become more competitive among these businesses, they are expanding into non-traditional business lines to remain competitive including food and beverage (including on-premise beer and wine) service. As these businesses pursue the Texas Alcoholic Beverage Commission licenses required for these services as noted above, additional administrative burdens may be placed on the Texas Lottery to ensure compliance with licensure requirements.

Efforts to recruit businesses in non-traditional lottery trade styles present other challenges. Businesses that do not currently offer lottery are often focused on higher-profit-margin products that more easily

correlate to bottom-line revenue. Scratch ticket products can present operational concerns associated with inventory control/shrinkage and the potentially labor-intensive nature of the product.

Additionally, the Texas Lottery, lottery operator and members of the North American Association of State and Provincial Lotteries (NASPL) have consistently identified the following barriers to recruiting national corporations representing new trade styles: 1) lack of standardized licensing and accounting processes across jurisdictions, 2) unavailability of new technologies providing retailer back-office accounting and 3) absence of real-time connectivity to sales and lottery inventory information.

Recruitment efforts also are challenged by some businesses' perception that selling lottery products may not align with their business models.

Key Initiatives and Goals

The key strategy for licensing new Texas Lottery retailers requires continued focus on the needs and concerns of both traditional and non-traditional trade styles by providing innovation and enhanced services.

In December 2017, the Texas Lottery Commission adopted rules that would facilitate the potential future sale of lottery tickets in-lane from third-party point-of-sale systems. The rule amendments will allow the potential to sell lottery tickets in-lane at traditional brick-and-mortar, retail checkout counters, such as cash registers at self-checkout. The third-party point-of-sale systems will only perform lottery-related tasks that are currently performed on dedicated lottery terminals. To increase lottery sales at currently licensed, as well as potential new multilane retail locations, Texas is working in coordination with NASPL and other U.S. lotteries to establish a Standard Lottery Application Programming Interface (API) for in-lane sales and provide an optimal consumer and retailer solution. The agency will continue to examine policies and procedures that can enhance the convenience of conducting lottery business transactions and mitigate identified barriers to lottery licensure.

The agency and the lottery operator, who is primarily responsible for retailer recruitment efforts, implement a strategy of encouraging non-lottery retailers to pilot lottery sales at a small number of their locations. This has created the opportunity for some chains in non-traditional trade styles to see the benefits and convenience of offering lottery to their customers without having to make a full chain commitment. Some pilot sales programs have led to expansion to new chain locations. These pilot efforts continue and discussions are ongoing with other businesses previously hesitant to embrace the lottery category.

Exercising the agency's core value of "Customer Responsiveness," the processes for timely facilitation of information from retailer inquiries about becoming a lottery retailer are reviewed and revised on an ongoing basis. Implementation of a streamlined communication model has enhanced the timely distribution of potential-retailer inquiries received by claim centers and Lottery Operations to the lottery operator recruitment staff.

Regardless of the challenges or trade-style category, the Texas Lottery is invested in growing the licensed retailer base through sustained and strategic recruitment efforts in coordination with the

lottery operator allowing for better product accessibility by a broad diversity of consumers and the potential for increased revenue to the state. From FY 2011 to FY 2015, the retailer base grew by an average of 115 retailers annually. Retailer development efforts in FY 2016 and FY 2017 resulted in a net gain of 240 and 205 retailers respectively. It is anticipated that retailer growth in Fiscal Years 2018 and 2019 will continue to exceed the historical average of 115 due, in part, to acquisitions and new store openings by licensed chain retailers. The agency is committed to working with the lottery operator and NASPL locally and nationally to identify and implement strategies to continue growth in the retailer base.

RETAILER CASH INCENTIVE PROGRAM

Background

The goal of the Texas Lottery® Retailer Cash Incentive Program is to optimize the value of funding allocated by the Texas Legislature for the program in order to generate incremental revenue for the state. The agency works to ensure that the program incentivizes licensed lottery retailers based on sales performance while mitigating financial risks associated with the program.

The Texas Lottery received authorization and funding from the Texas Legislature, via rider, for an additional one-half (0.5) percent allocation of gross sales for retailer sales performance commissions or similar sales performance incentive programs beginning with the FY 2010-11 biennium. This budgetary allocation is over and above the standard 5 percent sales commission paid to retailers.

In determining the optimal structure for this program, the Texas Lottery engaged in a study of other U.S. lottery retailer incentive programs and evaluated standards across the retail industry for sales performance-based programs. Following this study, the agency worked to develop a same-store sales growth program that incentivizes retailers based exclusively on performance. The program has undergone modifications over the years to maintain retailer engagement and to optimize the revenue benefit to the state.

The program is designed to allow for some modifications and supplemental features while maintaining the integrity of the basic structure. Currently, the program allows for the agency to implement a primary incentive program, traditionally 13 weeks in duration, while simultaneously introducing a secondary program of shorter duration focused on specific product sales performance. Two secondary programs were implemented in Fiscal Year 2015, both focused on increasing sales of the *Pick 3* daily draw game. Special features of individual primary programs have provided a focus on new draw games to support awareness and incremental sales, e.g., bonus drawing entries for designated sales levels of *Lone Star Lineup* or *Texas Triple Chance*.

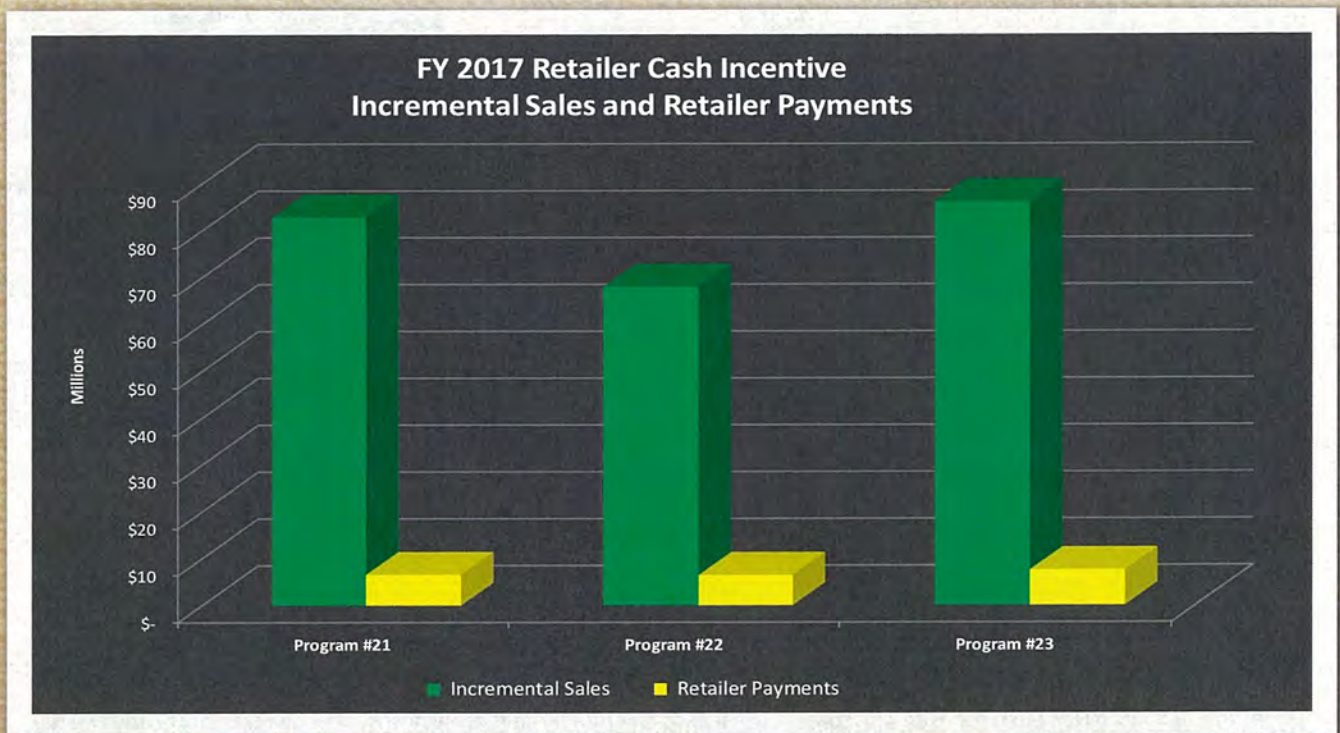


From inception of the program in September 2009, through the end of FY 2017, the agency has completed 23 individual primary retailer cash incentive programs plus two secondary programs. Qualifying retailers have generated more than \$1.70 billion in additional sales, yielding more than \$301.27 million in incremental revenue for the state. Based on their sales performance, these retailers received more than \$129.33 million in incentive payments.

While focusing on revenue generation, the agency has also designed the program to significantly mitigate risk to the state by focusing on same-store, year-over-year sales growth. Retailers receive incentive payments only if they meet their program sales growth goals, thus producing incremental sales and revenue for the state. In addition, each individual program incentive period has a budget limitation, or cap, on the total amount of incentive payments that can be made. If the total projected payments exceed the cap for a given period, all payments are reduced by an equal percentage in order not to exceed the allocated program budget. This ensures the agency does not exceed its appropriation for the overall program and allows for ongoing introduction of programs to encourage sales increases and incremental revenue to the state. Drawing entries and prizes included as a part of each incentive period are not impacted by the budget limitations, as they are accounted for as a part of the initial incentive period budget.

The chart below depicts the three primary cash incentive programs conducted during FY 2017. It illustrates the retailer payments made and the related incremental sales impact of each program.

FY 2017 Retailer Cash Incentive Programs



Challenges and Opportunities

The Texas Lottery is a leader in the U.S. lottery industry in utilizing a sales performance-based program for retailer incentives based on true same-store sales performance. As an industry leader in this area, the agency continually evaluates its incentive programs to ensure their design is appealing to retailers, resulting in increased levels of participation, sales and revenue performance.

As new features and products are explored for inclusion in the incentive programs, the ability to provide retailers access to timely, comprehensive reporting on their progress toward incentive goals is critical to their participation and confidence in the integrity of the program. The agency has implemented reporting via the retailer terminals and Lottery Services Portal and will continue to collaborate with the lottery operator to develop and implement reporting tools and enhanced communication support for retailers related to the program. While retailer participation is important, the agency will continue to ensure that each program incorporates challenging retailer goals and focused product emphasis that will optimize revenue to the state.

Key Initiatives and Goals

The Texas Lottery has created a performance-based retailer cash incentive program with an emphasis on financial risk mitigation consistent with its core value of “Fiscal Accountability.” With this risk-averting structure in place, the ongoing goal of the agency is to optimize retailer participation and maximize the program’s revenue generating benefits to ensure positive revenue from appropriated funding from the Texas Legislature. The agency will continue to accomplish these balanced objectives by conducting program analysis, establishing effective sales projections and maintaining close communication with, and understanding of, its retailer base, both directly and through the lottery operator’s sales force. The agency is committed to achieving this goal by identifying opportunities to modify program parameters based on the results of past programs and new business environment variables which may impact future performance.

ADVERTISING EXPENDITURES AND EFFICIENCY

Background

The goal of the Texas Lottery's advertising efforts is to efficiently and appropriately engage in communication and education with the public about the numerous products offered by the agency each year. The agency makes considerable efforts to effectively allocate its advertising dollars to reach the public and enhance awareness of Texas Lottery® games and remains committed to the goal of enhancing the efficiency of its advertising. The agency is also mindful of statutory provisions that guide the type of messaging the agency may use in its advertising.

Section 466.110 of the Texas Government Code states that advertisements or promotions sponsored by the Texas Lottery must not be of a nature that unduly influences any person to purchase a lottery ticket or number. This general restriction can be broadly interpreted and significantly limits both the types of advertising messages and the media placement strategies employed in the agency's messaging. The agency is very respectful of and sensitive to the viewpoints of the approximate one-fifth of adult Texans who are not in favor of gaming in any form.¹

Challenges and Opportunities

The Texas Lottery's fiscal year advertising budget was reduced from \$32 million to \$24.6 million in the 85th Legislative session. With the significant budget reduction, the agency has significantly modified the advertising media strategy, eliminating television advertising and dramatically reducing radio advertising. The agency's media expenditures have decreased across the state of Texas. With the budget reduction, the agency has to be even more selective in choosing the product initiatives that will receive advertising support. The Texas Lottery continues to develop and implement innovative scratch ticket games to drive sales and revenue generation; however, a significant amount of these product initiatives will not receive any advertising support. Thus, the agency's ability to inform the public about new products is severely limited and this can have a direct impact on Texas Lottery sales and revenue contributions. Concurrently, there have been dynamic changes occurring in the advertising industry, the state of Texas and the markets in which the agency communicates about its products. The following table summarizes and compares the impact of these changes and some of the major challenges impacting the Texas Lottery's advertising communications over time.

¹ Respondents to the Q4 2017 Tracking Study who answered "agree" to "strongly agree" (ratings of 5, 6, and 7) with the statement "I am morally opposed to gambling in any form."

Texas Lottery Advertising Overview December 2017

	FISCAL YEAR 1993	FISCAL YEAR 2017
Impact of Inflation	\$40 million base appropriated advertising budget \$40 million in 1993 dollars equates to \$67.2 million in 2017	\$32 million base appropriated advertising budget Adjusted for inflation, \$32 million in 2017 equates to \$19 million 1993 dollars
	12.6 million Texans 18 or older	20.5 million Texans 18 or older
	\$3.17 ad spend per capita \$3.17 ad spend per capita in 1993 dollars equates to \$5.33 in 2017	\$1.62 ad spend per capita Adjusted for inflation, \$1.62 in 2017 equates to \$0.97 in 1993 dollars
Increase in Products	Two products: <i>Lotto Texas</i> Scratch ticket games (2)	Ten products + 4 unique add-on features: <i>Pick 3 with Sum It Up!</i> <i>Cash Five</i> <i>Daily 4 with Sum It Up!</i> <i>All or Nothing</i> <i>Lotto Texas with Extra!</i> <i>Texas Two Step</i> <i>Mega Millions with Megaplier</i> <i>Powerball with Power Play</i> <i>Texas Triple Chance</i> Scratch ticket games (approx. 90 launched annually)
Product Life Cycle	Lottery product was brand-new, generating immense excitement and interest.	Lottery products are mature, meaning that advertising dollars must work harder to create player excitement and interest in the games. New games, game changes and add-on features continue to be introduced, all requiring additional advertising support.
Free Media Exposure	Extensive free coverage of winners, games and ball drawings by all media types due to newness of games.	Media coverage of winners and large jackpots, but the reach of traditional media is significantly downsized. Almost no coverage of live drawings or new game launches. Social media platforms increasingly structured so that they necessitate paid advertising.

(Table continues on the following page)

Texas Lottery Advertising Overview
December 2017
 (cont'd)

	FISCAL YEAR 1993	FISCAL YEAR 2017
Media Proliferation	Players were easy to reach frequently via network TV and radio advertising.	The advertising industry has encountered dramatic challenges with the proliferation of new media choices for consumers, including exponential cable channel expansion, streaming radio, the role of the digital and social media, all factors that limit advertising exposure. Additionally, tablets and smartphones, DVR usage and content-streaming create even greater opportunities for consumers to time-shift programming, potentially affecting advertising exposure. This market dilution means it is becoming more difficult to reach large groups of consumers for the same level of media expenditures.
Pay at the Pump	Because pay-at-the-pump technology was new and limited, most people went into the store to pay for gas, allowing for exposure to lottery products.	Most stores have pay-at-the-pump technology, and about 64 percent of consumers use it, requiring advertising to work harder to drive players into the store for lottery products.

Key Initiatives and Goals

The agency is focused on and committed to the goal of enhancing the efficiency of its advertising. This includes efforts to internally review and challenge past advertising strategies to identify new opportunities. By focusing, in coordination with its advertising vendor, on the efficiency of its advertising and developing an annual advertising execution strategy, the Texas Lottery continues to be one of the top-selling lottery jurisdictions in the nation, while operating with one of the lowest per capita advertising budgets in the industry.

According to the *La Fleur's 2017 World Lottery Almanac*, Texas ranks 39th of 45 reporting U.S. lotteries in advertising budget per capita² and had the second lowest per capita advertising spending among the top 10 performing U.S. lotteries³ as measured by total sales. See graph on next page.

² *La Fleur's 2017 World Lottery Almanac (25th edition)*, U.S. lotteries' FY 16 ad budgets as % of sales, p. 280

³ *La Fleur's 2017 World Lottery Almanac (25th edition)*, Worldwide Lotteries Ranked by 2016 Total Sales (excluding VLT revenue), p. 303



Source: *La Fleur's 2017 World Lottery Almanac (25th edition)*

The agency also engages in efforts to seek input from third-party unbiased resources to evaluate the efficiency of the agency's advertising efforts. This includes the 2014 analysis of "The Impact of Advertising on Lottery Sales in the State of Texas," performed by the Texas A&M Mays Business School. Additionally, the agency procures vendor services to complete an advertising media review of the advertising services vendor's purchase and placement of advertising media to evaluate the efficiency of these expenditures. The Texas Lottery has applied recommendations from these efforts to subsequent media purchases and continues to undertake additional external advertising media reviews in an effort to identify further efficiency opportunities.

Additionally, beginning in 2014 the Texas Lottery implemented a media placement verification program in response to a State Auditor's Office review of the agency's advertising contract. This verification program provides assurance by third-party vendors that purchased media is airing in markets consistent with agreed-upon placement requirements.

The Texas Lottery must also engage in creative strategies to optimize its appropriated advertising expenditures. The following are a few key areas that the agency is leveraging to optimize expenditures and efficiency in reaching consumers.

Tiered-Media Markets

The Texas Lottery continues to evaluate the effectiveness of its advertising media placement strategies. Due to budgetary constraints, several years ago the agency implemented a tiered ranking process to make discrete choices in the weighting of its advertising in the different advertising markets in Texas. This means that the agency's advertising presence in some markets is "underweighted," but ultimately results in the most efficient allocation of limited resources to reach the broadest population of consumers. The Texas Lottery continues to work with its advertising vendor to refine its tiered-media market strategy and media weight allocations by market to

optimize advertising efficiency. The agency utilizes a formal annual advertising media plan approval process to achieve this goal.

Budgetary Restoration

General Appropriations Bill, Strategy A.1.8., Mass Media Advertising Contract(s) – The agency’s advertising budget appropriation was significantly reduced from \$32 million to \$24.6 million for FY 2018 and FY 2019. The Texas Lottery’s reduced advertising budget acts as an impediment to reaching consumers about lottery products. The purchasing power and reach of the agency’s mass media advertising budget has declined significantly over the 25 years of the agency’s existence due to budget decreases, the effects of inflation and significant changes to the advertising media landscape. Media expenditures continue to rise and media proliferation of new media channels like social media and mobile advertising continue to make the advertising space more fragmented. These realities have worked to limit the value of advertising expenditures. The agency plans to seek budget restoration to the previous funding level of \$32 million. With budget restoration, the agency will have the flexibility to support more product initiatives with advertising and expect sales to be higher.

Experiential Marketing

The Texas Lottery consistently adapts marketing strategies to evolve with the changing media landscape. Alternative cost-effective media strategies such as experiential destination and event marketing offer new opportunities to drive brand awareness and product education and/or consumer trial. Experiential marketing engages the consumers in a fun and entertaining environment.

The Texas Lottery currently engages consumers directly through experiential marketing partnerships across the state. Marketing relationships with top-tier organizations allow the agency to leverage consumer passion points such as sports (NASCAR®, NBA®, NFL®, MLB®, F1™) and music (Toyota Music Factory, Live Nation and other music events) to reach adult Texans on the go.

Social Media

The Texas Lottery must work to reach new consumers using non-traditional advertising and communication vehicles. Social media is at the forefront of these efforts and has become an increasingly important component of the Texas Lottery’s efforts to reach and communicate with adult Texans. The agency currently communicates with consumers about its products through social media resources including Facebook, Twitter, YouTube and Instagram. The Texas Lottery social media platforms were developed in compliance with the Texas Department of Information Resources social media policy and guidelines. The agency continually monitors the social media landscape for appropriate opportunities to advertise via these platforms and to reach and communicate with adult Texans about lottery products.

Consumer Electronic Communications and Applications

The Texas Lottery understands that the introduction of new technology for use with lottery games is a sensitive topic with many members of the public and is very mindful that the Texas Legislature provides the policy framework to administer the lottery. Therefore, the Texas Lottery understands that any questions regarding the sale of lottery tickets via the internet are policy decisions to be determined by the Texas Legislature. Licensed Texas Lottery retailers are the only source for purchase of Texas Lottery tickets, and those tickets must be purchased in-person at a licensed retailer location using one of the approved methods of play.

That said, the Texas Lottery does engage its players directly through an opt-in email or text messaging program that provides winning numbers, current estimated jackpot alerts, scratch ticket information and general news and alerts. The Texas Lottery also developed and launched a mobile application in September 2016 to increase the public's access to Texas Lottery game information and player support services. As of December 2017, there were over 639,000 current installs of the app on Apple and Android devices.

Draw game players can now easily view current jackpot amounts and winning numbers on their mobile devices. Scratch ticket game players can use a locator to find retail locations that are carrying their favorite scratch ticket game. Players can scan both draw and scratch ticket games and use "Check Your Ticket" functionality. This feature provides an added layer of consumer protection as players now have the ability to conveniently verify the winning or non-winning status of tickets on their mobile devices. The mobile app provides a convenient and fun platform for lottery players to access important lottery information.

The Texas Lottery's advertising expenditure goal is to achieve optimal efficiency in advertising spending to reach adult Texans and communicate effectively with them about the Texas Lottery and its many products. The agency continues to implement and evaluate new opportunities to enhance the efficiency of its advertising. The agency has also established strict advertising sensitivity guidelines to ensure that its advertising is not of a nature that unduly influences any person to purchase lottery products and that the nature of its advertising is representative of the integrity of the lottery brand. To this end, the agency works to communicate



with its customers in a transparent fashion regarding product attributes while ensuring that it does not over-promise regarding participation in lottery games. The agency continues to develop new tools and resources, such as its mobile application, enhancements to its website, and information available at retail to help consumers make informed decisions regarding participation in its products.

PRODUCT MIX AND GAME PORTFOLIO MANAGEMENT

Background

The goal of the Texas Lottery's Product Mix and Game Portfolio Management program is to offer lottery players the best entertainment experience available through the responsible management and sale of its products to generate revenue for the state of Texas.

The Texas Lottery is situated in a mature market in which it competes primarily for the discretionary entertainment dollars of adult Texans age 18 and older. It is within this general environment that the Texas Lottery must tailor its products to appeal to its customers. The Texas Lottery has consistently ranked among the top-selling lotteries in the United States, ranking fifth and exceeded only by New York, California, Florida and Massachusetts.⁴

The *Games of Texas* are the body of products that the Texas Lottery makes available to the playing public. The Texas Lottery offers two product categories: scratch ticket games and draw games. The agency currently offers nine draw games, including four unique add-on features offered on five of its draw games, and approximately 90 scratch ticket games annually constituting the current game portfolio. New games and game enhancements are continually being developed to keep Texas Lottery games innovative and exciting for players.

SCRATCH TICKET GAMES

Scratch ticket games are preprinted tickets with symbols hidden under a removable covering. The player scratches off the covering and determines instantly whether or not the ticket is a

⁴ *La Fleur's 2017 World Lottery Almanac (25th edition)*. Edited by Terri Markle, Bruce La Fleur, and Byron La Fleur. Rockville, Maryland: TLF Publications, Inc., "Worldwide Lotteries Ranked by 2016 Total Sales (excludes VLT revenue)," p. 303.

winner. Scratch tickets include a variety of themes, playstyles and prize structures in order to offer an attractive game mix to players. Scratch ticket games are offered across a range of price points from \$1 to \$50 and offer prizes ranging from \$1 to \$7.5 million.

While draw games have a set number of drawings scheduled each week, scratch ticket games offer the possibility of immediate winning experiences with cash and non-cash prizes. Most scratch ticket purchases are impulse buys. Therefore, it is important to create games that are attractive to players, provide frequent opportunities to win, and offer a variety of prizes per game.

DRAW GAMES

Most draw games require the player to select from a pool of numbers. For example, when the pool consists of 37 numbers and a player selects five numbers from the pool, the game is described as having a 5-of-37 matrix. In order to claim the top prize, the player's ticket must correctly match all five numbers drawn. Other prizes may be paid for matching fewer than all of the numbers selected. Players may select their own numbers or have them selected by the sales terminal by choosing the Quick Pick option. The Texas Lottery conducts independently certified drawings on a set schedule to determine a set of winning numbers for these types of games.

The Texas Lottery's current draw game offerings include two multijurisdictional games: *Powerball* with the add-on feature *Power Play*, and *Mega Millions*, with the add-on feature *Megaplier*. The *Just the Jackpot* feature offers *Mega Millions* players a way to purchase wagers that are eligible for the Grand Prize only. The other games in the Texas Lottery's portfolio are unique to Texas and are operated by the Texas Lottery. These include *Lotto Texas* with the add-on feature *Extra!*, *Pick 3* with the add-on feature *Sum It Up!*, *Daily 4* with the add-on feature *Sum It Up!*, *Cash Five*, *Texas Two Step*, *All or Nothing* and *Texas Triple Chance*. *Lotto Texas*, *Texas Two Step*, *Powerball* and *Mega Millions* are rolling jackpot-style games. The remaining draw games are daily drawing games. These games feature fixed or pari-mutuel top prizes (non-rolling) and they are drawn at least once per day. The Texas Lottery conducts drawings for its games six days per week (Monday through Saturday). Some daily games are drawn up to four times daily.

The Texas Lottery applies a strategic, long-term view to the development of products and management of its scratch ticket and draw game portfolios. The agency plans its game portfolio at least one fiscal year at a time ensuring a range of well-planned product offerings for Texas Lottery players. A summary of scratch ticket and draw game challenges, opportunities, key initiatives and goals are outlined on the following pages.

Challenges and Opportunities

SCRATCH TICKET GAMES

The Texas Lottery's efforts to keep scratch tickets fresh and interesting for the consumer often must focus on unique opportunities to tweak existing game designs, incorporate new proprietary printing/innovative production options to the tickets, and utilize well-recognized brands and licensed properties, while developing new product positioning and marketing strategies. These efforts are critical to reach new players, maintain player interest and ensure existing sales and revenue levels for this product category.

During the 85th legislative session, the Texas Lottery requested a modified funding structure for the printing of scratch ticket products to ensure that adequate budget resources are available to meet the printing needs from the continued year-over-year increases of scratch ticket sales. In addition to operating with a scratch ticket printing budget that is a fixed budget, the Commission submitted a rider request that would have supplemented the funding for scratch ticket printing only if scratch ticket sales reached a certain threshold. The model for the rider would have increased the budget on a percentage of scratch ticket sales only upon exceeding the fixed budget. As scratch tickets experience sales growth, the budget would be increased and should there be a decline in scratch ticket sales, the budget would be decreased. The Commission's Scratch Ticket Rider request was not funded in the final version of the FY 2018 – 2019 budget bill.

To further illustrate the challenges with a fixed budget, in FY 2016 scratch ticket sales were \$3.72 billion, an increase of more than \$200 million over the previous fiscal year. In FY 2017, scratch ticket sales increased over \$219 million to \$3.93 billion. In FY 2017, the Texas Lottery spent just under \$50 million for scratch ticket printing and related services which takes into account the growing demand for the scratch ticket product. The fixed scratch ticket printing budget was funded at \$30.15 million for each year of the biennium (FY 2018 and FY 2019). Introducing innovative ticket production options, maintaining scratch ticket sales and revenue and/or continuing year-over-year growth in scratch ticket sales and revenue, will be challenging for the Texas Lottery with the appropriation authorized. The Texas Lottery will continue to explore new scratch ticket game opportunities and unique product enhancements that hold the most potential for generating incremental revenue for the state while working within the agency's budget limitations.

DRAW GAMES

One of the most significant differences between the scratch and draw game playing experiences is the time that elapses between buying the ticket and finding out if the ticket is a winner. In addition, the development and introduction process for draw game concepts requires significantly more planning and lead time than scratch ticket games. New draw games and game changes typically require research,

administrative rulemaking and extensive system software development. Draw games differ from scratch tickets, as scratch ticket games serve as their own communication vehicle or marketing due to visible placement at the point of purchase at retail. Draw game tickets are printed via a sales terminal upon a player request and are far more difficult to market, requiring significant time to educate retailers and players about new game introductions and ongoing game awareness. These additional requirements for draw games present challenges limiting the agency's ability to frequently introduce new games or make rapid changes to existing games.

Historically, draw games have relied primarily on jackpot levels to drive sales and revenue generation. Lotteries are attempting to increase draw game sales by exploring the introduction of higher price points. However, lotteries have struggled in these efforts, as players have become accustomed to playing for multimillion dollar jackpots for a \$1 – \$2 wager.

Key Initiatives and Goals

SCRATCH TICKET GAMES

To be responsive to the changing tastes and preferences of consumers, the Texas Lottery must actively explore new scratch ticket game opportunities and unique product enhancements that hold the most promise for generating incremental revenue for the state. The agency has pursued the following scratch ticket game innovations in recent years and they will continue to be critical components of future success.

Spotlight Scratch Ticket Games

Utilizing industry best practices, a Spotlight or Mega game is a game that typically has a larger than normal print run with an increased prize payout. The larger quantity and increased payout allow for the creation of many “call-out” features on the front of the ticket that are appealing to players. The Texas Lottery successfully launched its first Spotlight game in FY 2009 at the \$20 price point. The agency introduced the first \$10 spotlight game in FY 2012 and typically alternates the introduction of \$20 and \$10 Spotlight games each fiscal year. The latest \$10 Spotlight game, *\$200 Million Payout*, was introduced in late FY 2016 with most of its sales being realized in FY 2017. *\$200 Million Payout* was the fourth best-selling game in FY 2017. The next Spotlight game will launch in early FY 2019 at the \$10 price point.

Growth of Core Scratch Ticket Games

Core (or base) games are games that are always available for sale because of their long-term, ongoing popularity with players. Core games are important within the Texas Lottery's portfolio as anchors at various price points, mitigating the need to identify and regularly produce new games. The Texas Lottery strives to identify unique products that both resonate with players and offer the potential to become core offerings. Examples of current core games are *Break the Bank* (\$2), *Weekly Grand* (\$2), *Bingo* (\$2 and \$5), *Crossword* (\$3, \$5 and \$10), *Loteria* (\$3, \$5 and \$10) and *Bonus Break the Bank* (\$5).

The Texas Lottery will continue to identify games that it believes can achieve this level of player loyalty. A \$20 *Loteria* game is being considered for FY 2019 and, if launched, may become a core if its sales levels support its consistent placement at retail.

Game Families

Game families are a group of scratch ticket games with the same game theme and playstyle introduced across a variety of price points. The Texas Lottery has leveraged successful elements of its Spotlight games to enhance the appeal of suites. The prize structures for each of these games are designed so top prizes are higher than most other games at the same price point. The games are typically produced with larger print quantities to create a higher volume of prizes at specific prize tiers. Additionally, the use of the same game theme (or branding) across the suite allows the agency to place advertising support behind the games to promote the various attributes that may be appealing to players. The Texas Lottery introduces at least one game family per fiscal year. In FY 2017, a multiplier series was introduced and three of the games from that family were included in the top 15 best-selling scratch ticket games for the year. One of those three games, the \$20 multiplier game, *100X the Cash*, was the best-selling game in FY 2017, realizing \$134.5 million in sales.

Oversized Tickets

While the typical width of scratch tickets is four inches, oversized tickets range in width from eight inches to 12 inches and can be as long as 16 inches. Oversized scratch tickets feature numerous games creating play value for consumers. All three scratch ticket manufacturing vendors produce their own branded version of an oversized ticket. The Texas Lottery introduced its first oversized ticket, *Super Ticket™ 7's*, at the \$10 price point in spring 2015 and it quickly became a top-selling scratch ticket with over \$78 million in sales during that fiscal year. The agency continues to develop and launch oversized tickets with successful sales results. In FY 2017, the first oversized licensed property scratch ticket game, *Willy Wonka® Golden Ticket*, was introduced and ended the year as the 10th best-selling game. The Texas Lottery is building on its success with oversized tickets in FY 2018 with the launch of the first 12 inch x 12 inch ticket, *\$1,000,000 Big Money*, and will look at other oversized ticket options in future fiscal years.

Multicultural Games

The population of Texas has grown more ethnically diverse over time and the state has reached minority-majority status in recent years. Hispanic population growth has been one of the significant contributors to this trend. The Texas Lottery is focused on ensuring that it offers games that are culturally relevant to all Texans in general and, in doing so, has also worked to ensure that it develops games that are culturally relevant to its Hispanic consumers in particular. The Texas Lottery began offering *Loteria*, a bingo-style game with historical roots in Mexico, several years ago. The game has been extremely popular with lottery players and the agency has expanded this category to a variety of price points (\$3, \$5 and \$10). The \$5 *Super Loteria* game was the second best-selling game in FY 2017 and *Mega Loteria* was the third best-selling

game for the year with sales of \$129.2 million and \$126.9 million respectively. These games have made *Loteria* an important component of the agency's core scratch game offerings. The agency has also introduced other games with Spanish language titles, such as *Explosión De Dinero*, and launched its first-ever, fully Spanish language scratch ticket game, *Fiesta De Ganancias*, in spring 2017. These games have resonated very positively with consumers and the agency is developing *Cinco* games that will launch in FY 2018. In addition, discussions are underway related to the introduction of a \$20 *Loteria* game in FY 2019.

Products Geared to Appeal to New Players

As a mature lottery, the Texas Lottery recognizes that in order to remain relevant and continue to grow, it must attract new players. The Texas Lottery must also achieve this goal within the framework of its traditional lottery game (scratch and draw) offerings. Licensed/branded scratch ticket games and scratch ticket games that feature unique prizes represent a significant portion of the agency's strategy to reach new audiences.

Licensed/Branded Games – Well-recognized brands and licensed properties that have strong consumer affinity can reach consumers who may have lapsed in their lottery participation or who have not considered a lottery product trial in the past. The Texas Lottery has recently offered games featuring well recognized brands such as Wheel of Fortune, MLB®, the Dallas Cowboys and the Houston Texans. The Texas Lottery reviews licensed/branded scratch ticket games that can be acquired within the agency's budget limitations.

Luck Zone Player Internet Site – Product innovation is not always limited to the attributes and qualities of the product itself. Innovation can occur in extensions of the product such as offering promotional second-chance drawings for merchandise and experiential prizes. The Texas Lottery continues to identify and develop games that include unique merchandise/experiential prizes that appeal to particular player segments. The Texas Lottery Luck Zone site allows players to create an account and quickly and conveniently enter non-winning scratch tickets into promotional second-chance drawings. The Texas Lottery's new mobile application takes this convenience one step further and allows players to enter promotional second-chance drawings directly from their smartphones by simply scanning a barcode.

Unique Production Features for Scratch Ticket Games

While many of the game design changes made by scratch ticket manufacturers have been subtle, new production methods are available that can be marketed to consumers. One example that the agency has leveraged successfully is where the removable scratch covering on the ticket is scented and emits a fragrance (e.g., peppermint or leather) when scratched. This scent can be combined with the theme of the game to make the product unique for the player.

Another production method involves printing play areas on the front and back of tickets. This offers players more play action without increasing the size of the ticket.

All of these concepts have been highly successful in driving incremental sales and revenue for the portfolio in recent years and are a significant area of strategic focus for the agency in developing the scratch ticket portfolio each fiscal year. New variations on these concepts continue to be developed to capitalize on their popularity with players and agency staff continues to monitor the industry to identify new scratch game product innovations that can be offered in Texas to keep the games fun and fresh for Texas players, such as:

Pouched Tickets – multiple tickets are combined in a cellophane pouch to create a value-added game for the player. The Texas Lottery introduced its first pouch game during the FY 2018 holiday season. The agency is evaluating the performance of that game and will determine if pouch games will be used in the future.

PlayBooks® – PlayBooks® (or Game Books) are a proprietary scratch ticket product produced by one of the Texas Lottery's scratch ticket manufacturing vendors, Pollard Banknote Limited. Just as its name suggests, a PlayBook® is a book of scratch ticket games combined and grouped with multiple pages. A PlayBook® typically sells for \$20 and the multiple games packaged together provide a value proposition to the player. The Texas Lottery launched its first-ever PlayBook® during the 2014 holiday season and it was very well received by players. The second version, *Holiday Game Book*, was introduced in October 2015. Since that time, the Texas Lottery has pursued other initiatives around the holidays that have been more successful and there are no plans for the introduction of a PlayBook® in the near future.

Die-Cut Tickets – tickets can be shaped into designs other than the typical square or rectangular shape allowing the ticket to stand out from the others in the dispensers. The die-cut shape typically ties to the theme of the game and/or playstyle.

Break-Open Tickets – similar to pull-tabs, perforated windows within the ticket design expose the scratch play areas. These tickets add motion and sound to the act of playing scratch tickets. In FY 2017, the Texas Lottery introduced the \$20 *Super Break the Bank* which featured two large break-open panels which exposed game boards themed like the popular \$2 core game, *Break the Bank*. The game performed very well and was ranked as the eighth best-selling game for FY 2017. In that same year, the \$5 *Lucky 7 Flip Multiplier* scratch ticket game was launched which featured a series of smaller break-open windows which exposed the scratch/play areas. This \$5 break-open ticket was the first ticket in North America to use this flip innovation and Texas players appreciated the enhanced play value. The game achieved over \$20 million in sales at 12 weeks.

Embossed Tickets – scratch ticket paper stock can be embossed with almost any design which adds texture and provides a tactile difference for the players. Design elements such as this make the ticket unique and attractive to many players.

Special Inks and Other Printing Options – multiple unique ink and printing options provide various visual and tactile effects to make the games attractive including fluorescent inks, pearlescent inks, inks that feel like sand or water and inks that shine like metal or glow in the dark.

While continuing its focus on keeping administrative expenses in check and staying within budget limitations, the agency will continue to evaluate and utilize these and other added-value features that may increase player enthusiasm and, in turn, produce additional game sales and revenue.

DRAW GAMES

The Texas Lottery has expanded the variety of draw game products that it offers to its customers in recent years, including the introduction of *Texas Triple Chance* and *All or Nothing*. However, draw games are limited in the variety of design options that result in truly new game concepts. With a full portfolio of draw game offerings, the Texas Lottery is working with the lottery operator to explore design modifications to existing games, new play types and add-on features while monitoring the industry for new draw game concepts and/or promotions that may appeal to Texas players. Areas of current focus are detailed below.

Price Point Expansion

Scratch ticket games have benefited greatly from the ability to offer players different value propositions across a wide variety of price points. This has proven to be a far more substantial challenge for the lottery industry for draw games, as multimillion dollar jackpots have been offered for years for a single dollar. However, growth in the price point offerings for draw games remains critical to the long-term success of this portion of the product portfolio. The Texas Lottery has invested significant time and resources working in this area.

Along with other U.S. lottery jurisdictions, the Texas Lottery participated in the expansion of the popular *Powerball* game from a \$1 to a \$2 price point in January of 2012. The Texas Lottery followed up on this effort by introducing the *All or Nothing* game at a \$2 price point. *All or Nothing* became the second \$2 game in the Texas Lottery's draw game portfolio and the first \$2 daily game. The successful launch of *All or Nothing* was an important milestone. The unique attributes of *All or Nothing* and its price point positioning resulted in the game being recognized in 2013 by the North American Association of State and Provincial Lotteries (NASPL) as the Best New Draw Game introduced in the industry. The Texas Lottery introduced the third \$2 draw game, *Texas Triple Chance*, in September 2015. At the end of FY 2017, staff was working on the *Mega Millions* game change that started in October 2017 and included a price point increase to \$2 along with a new game matrix, higher starting jackpots, faster jackpot rolls and better chances at winning the second-tier \$1 million prize. The agency is also exploring a possible price point increase for the *Lotto Texas* game although player and retailer research needs to be conducted before any decisions can be made about pursuing this concept. Due to the importance of draw game price point growth, the Texas Lottery remains committed to identifying new games that will resonate with Texas players at varying price points.

Multijurisdictional Jackpot Game Portfolio Management

The multijurisdictional organizations that oversee *Powerball* and *Mega Millions* continue to evaluate opportunities to modify these games to ensure that their appeal is optimized with players. As a

participant in both games, the Texas Lottery remains interested in actively participating in any future discussions involving changes related to the *Powerball* and/or *Mega Millions* games. Both games are significant contributors to draw game sales and the jackpots they are capable of generating can have a dramatic impact on fiscal year sales and revenue performance.

Add-on and Wager Type Features

Add-on features, such as *Megaplier*, *Power Play*, *Sum It Up!* and *Extra!* have been successful in generating incremental sales and revenue, and the Texas Lottery will continue to explore and pursue additional add-on concepts that may offer incremental sales and revenue potential for the draw game portfolio. In FY 2017 the Multi-State Lottery Association (MUSL) announced the addition of a second add-on feature to the *Powerball* game called *Winner Take All*. *Winner Take All* is a promotional/bonus drawing that allows players that purchase this add-on feature to participate in another drawing. This national initiative was originally scheduled to start in FY 2018 and it was then delayed to start in early FY 2019. In March 2018, at the time of this writing, a MUSL vote was taken that canceled the development of this add-on feature. The Texas Lottery staff had been working with the lottery operator for numerous months on various *Winner Take All* launch preparations including but not limited to playslip design/development, software specifications review and necessary mobile app changes. With this cancellation, the agency will focus on the next scheduled game modification, *Cash Five*.

The Texas Lottery has worked closely with the lottery operator to evaluate and test an add-on feature for the *Pick 3* and *Daily 4* games commonly referred to as “Fireball.” This add-on is scheduled to launch in late FY 2019 and replace *Sum It Up!* The Texas Lottery, in conjunction with the lottery operator, will continue to research other potential add-on features to determine if they resonate with Texas players.

Draw Game Cross Promotion

The Texas Lottery has been successful in designing scratch ticket games that feature or highlight games from its draw game portfolio. A prize in these scratch ticket games is a free play in the associated draw game. These games have the beneficial effect of introducing scratch ticket game players to the Texas Lottery’s draw game products. The agency launched an *All or Nothing*-themed scratch ticket game in the summer of 2014 and is planning to launch a scratch ticket based on the popular daily game *Pick 3* in FY 2018. The agency will continue to identify opportunities to cross-promote scratch and draw games.

Game Modification Research

The Texas Lottery worked with the lottery operator and conducted research in FY 2017 to gauge player and retailer interest in potential game modifications for both *Cash Five* and *Texas Two Step*. The research results demonstrated potential for game enhancements on *Cash Five*, and a game change is tentatively scheduled in early FY 2019. Significant changes to the *Texas Two Step* game play were not positively received by current players but the addition of an embedded multiplier feature was viewed

favorably and is scheduled to be implemented in FY 2020. The Texas Lottery will continue to work with the lottery operator on the design and testing of new game matrices for certain Texas-based draw games, including *Lotto Texas*, in FY 2018 to identify games that might benefit from a refreshed matrix and/or playstyle.

Packaged Draw Game Play (*Lone Star Lineup*)

Lone Star Lineup is the first draw game value package to launch in Texas. *Lone Star Lineup* allows the agency to promote lesser played draw games and potentially expand draw game product trial. The lottery has little control of the multijurisdictional jackpot games that are mainly driven by large jackpot rolls and will look to promote in-state draw games with increased visibility with vehicles like *Lone Star Lineup*. The current promotional bundle offers players \$6 worth of Quick Picks for \$5 and includes *Pick 3*, *Daily 4*, *All or Nothing*, *Cash Five* and *Texas Triple Chance*. The *Lone Star Lineup* software design allows the flexibility to rotate games in and out of the package based on draw game strategic plans for the fiscal year. As the agency is considering closing the *Texas Triple Chance* game due to its performance, the *Lone Star Lineup* package will be changed in FY 2018 to remove *Texas Triple Chance* and include *Lotto Texas* and *Texas Two Step*.

Draw Game Promotions

The scratch ticket portfolio has been successful by utilizing licensed properties and brands that are well-known and have strong customer loyalty. Many of these licensed property games involve second-chance promotional drawings to award experiential prizes. In FY 2017, the Texas Lottery launched a second-chance promotional drawing, *Power Cruise*, with Alchemy3. During the 2017 promotion, players entered their *Powerball* tickets to collect symbols and earn entries into drawings for a chance to win an exclusive Royal Caribbean® cruise trip. Over 220,000 entries were received and 110 cruise trip prizes were awarded to Texas players. The agency is working with the lottery operator and Alchemy3 to participate in a second promotion, *Power Cruise 2*, starting in spring of 2018. These promotions allow draw games to leverage popular brands in the same way that scratch tickets have.

Texas Lottery App

With a focus on player convenience, the Texas Lottery spent a large amount of time and effort in FY 2016 working towards the introduction of a new mobile app in FY 2017. The app allows users to scan and check tickets for winning status, create and save their favorite numbers so that a Texas Lottery retailer can scan the QR code and print a draw game ticket for purchase, view current jackpot amounts and winning numbers, scan tickets to enter promotional second-chance drawings, and locate the nearest lottery retailer. This initiative illustrates the agency's commitment to convenience but also to security and integrity as players now have the ability to use the app to see if their tickets are winners.

The agency places a significant emphasis on player education and clear communication about its products. The agency works to achieve transparency across all of its operations emphasizing security and integrity and working to maintain the public's trust and confidence in the operation of all lottery games. These efforts, combined with the agency's approach to strategically planning the game portfolio and product mix, optimizes

the agency's sales and revenue generation ability. This rigorous process focused on continually improving Texas Lottery products allows the agency to consistently deliver entertaining lottery products for lottery players.

While the agency has achieved substantial growth in scratch ticket game sales, the draw game portion of the portfolio presents a more significant challenge to sales growth and expansion over time. The initiatives detailed above have and will contribute to the agency's efforts to maintain sales levels for the draw game portfolio. Promoting new player product trial and keeping the category fresh and new for existing players remain critical to achieving the agency's mission.

GROSS SALES AND NET REVENUE

Background

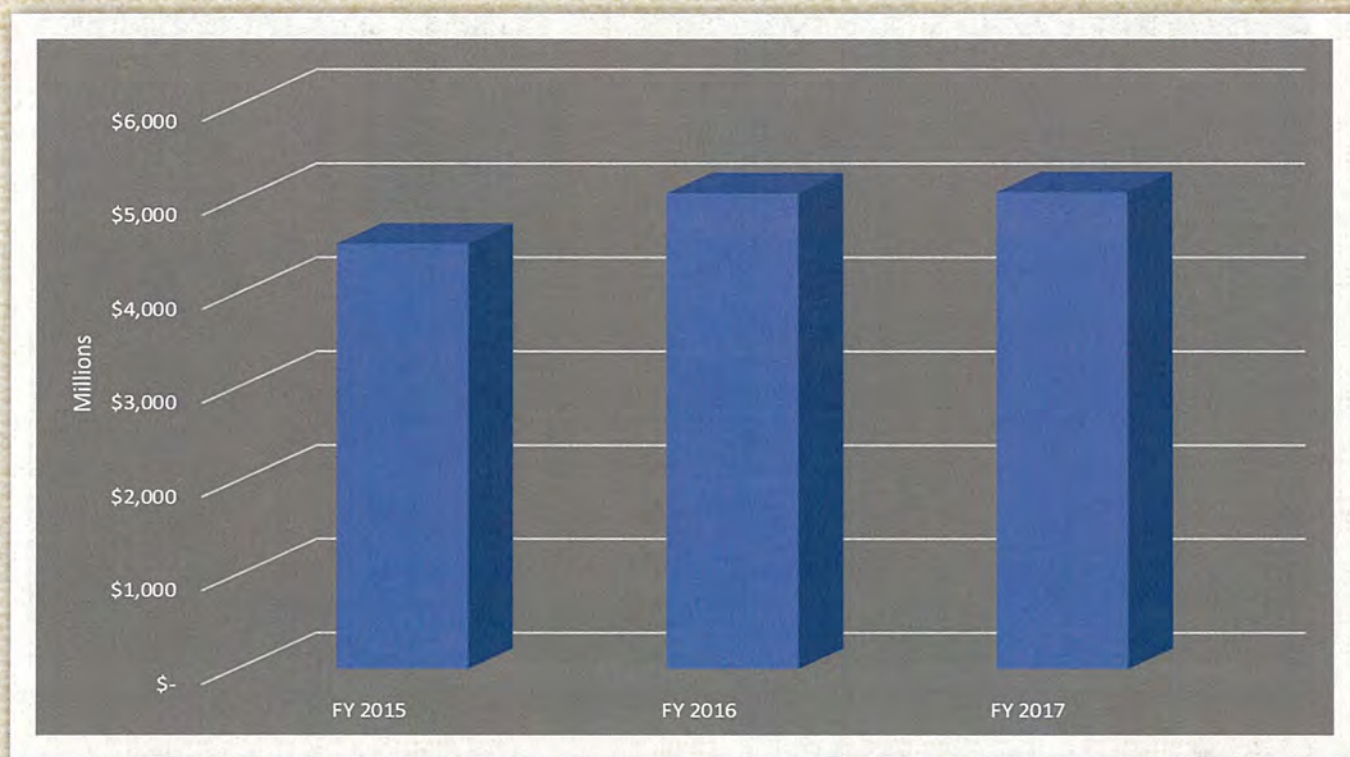
The goal of the Texas Lottery's efforts to increase Gross Sales and Net Revenue are directly consistent with its mission to generate revenue for the state of Texas through the responsible management and sale of entertaining lottery products. To achieve this mission, the Texas Lottery incorporates the highest standards of security and integrity, sets and achieves challenging goals, provides quality customer service and utilizes a TEAM approach.

GROSS SALES

Gross sales increases alone do not ensure net revenue growth. However, in an environment of fiscal accountability, gross sales are tied to net revenue as a critical driver in generating incremental monies for public education, veterans' services and other worthy state causes.

Since FY 2009, the Texas Lottery has experienced significant sales growth. Several different strategic sales initiatives contributed to this achievement, including innovations to the scratch ticket portfolio, an enhanced focus on retail distribution channel expansion, implementation of a performance-based retailer cash incentive program, and continued product innovation, including new in-state and national draw game introductions. The graph on the next page illustrates the growth in sales over the three most recent full fiscal years.

Total Sales

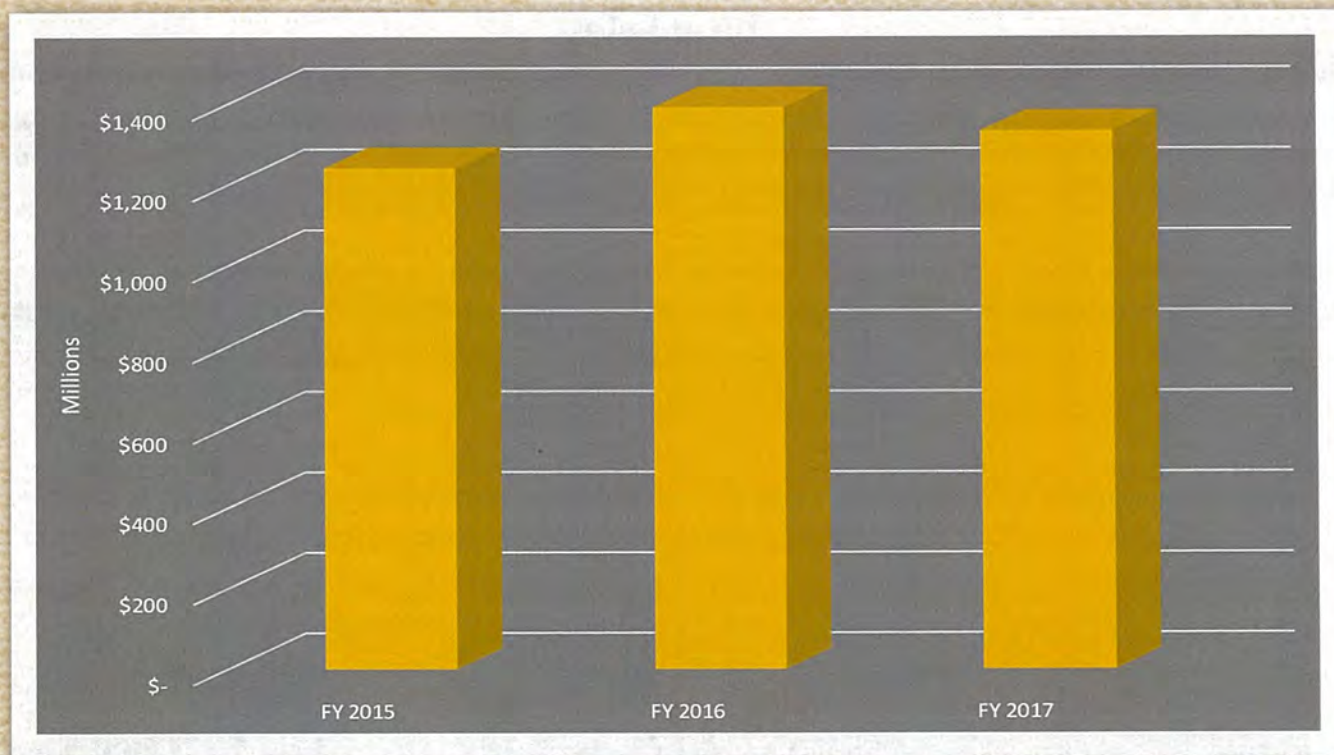


NET REVENUE

The Texas Lottery's primary goal is to generate net revenue for the state. Every agency program, goal and initiative is designed directly or indirectly with net revenue in mind. The agency also has a significant regulatory responsibility to protect the interests of the citizens of Texas. The agency is committed to providing products that are fun and entertaining while ensuring all games are delivered in a safe and secure manner and that the integrity of the games is above reproach. The agency must invest in the systems, equipment and personnel necessary to ensure public trust in the *Games of Texas*. While investing in these important areas of the agency regulatory and operational responsibilities, the agency places a significant emphasis on administrative efficiency.

The agency's continued focus on fiscally responsible operations help convert the benefits of gross sales increases to net revenue contributions. These efforts during FY 2017 resulted in the second-highest revenue year with total transfers to the state exceeding \$1.33 billion, marking the 14th consecutive year the Texas Lottery has generated more than \$1 billion in contributions to the state of Texas. The only higher revenue transfer occurred in FY 2016 when the *Powerball* jackpot reached a world record-setting \$1.6 billion. In FY 2017, \$1.31 billion went to the Foundation School Fund and \$16.2 million was transferred to the Fund for Veterans' Assistance, administered by the Texas Veterans Commission. Over the last three years, lottery net revenue transfers have averaged 3.22 percent growth annually. (See graph on next page.)

Total Transfers to State



Challenges and Opportunities

GROSS SALES

While proud of the agency's sales results over the last several years, the agency recognizes these sales levels will be challenging to sustain. The Texas Lottery faces competition from other gaming activities, both legal and illegal, in Texas and in surrounding states. The Texas Lottery is also a mature lottery offering a full suite of scratch ticket games with price points ranging from \$1 to \$50 along with nine different draw games, including a wide selection of daily draw games and in-state and multijurisdictional jackpot games. There are limited traditional lottery game concepts available that Texas does not currently offer, creating a lack of opportunity for new product offerings. During FY 2017, even without the benefit of large jackpots from the multijurisdictional games, the Texas Lottery was able to break a sales record because of the success realized from the scratch ticket portion of the product portfolio. Scratch sales for FY 2017 totaled \$3.94 billion, the highest scratch ticket sales in Texas Lottery history. This sales success was achieved because of the new, innovative product designs that were developed and introduced into the market. During the 85th Legislative session, significant reductions were made to the agency's advertising and scratch ticket print budgets and a scratch ticket budget rider that would allow the agency to continue to bring new, innovative scratch ticket products to lottery customers was not approved. In addition, the agency's retailer bonus budget was eliminated starting in FY 2019. These budgetary challenges can have an impact on the agency's ability to introduce products, promote products and retain/recruit retailers to sell the products. These realities loom in opposition to continued sales growth.

NET REVENUE

The Texas Lottery is committed to continuing to achieve its primary mission of generating revenue for the state. Sales growth and administrative efficiency are key drivers in revenue generation. However, as detailed in the prior section, continuing to grow lottery sales in the current environment will be challenging.

Further opportunities to enhance administrative efficiency will be limited. As a mature 25-plus year old organization, the Texas Lottery has had the opportunity to extensively evaluate all aspects of its operations to identify and implement internal administrative efficiencies. The agency has had tremendous success in negotiating favorable pricing and services with its vendors. Although the agency has strenuously emphasized fiscal accountability, limited opportunities exist in the near term for significant cost reductions that might yield further administrative efficiencies.

Key Initiatives and Goals

The Texas Lottery establishes key strategic initiatives and goals that emphasize Gross Sales and Net Revenue expansion and continue the agency's commitment to efficient, responsible operations.

GROSS SALES

Texas Lottery gross sales have benefited from the agency's continued focus on key initiatives and goals that have been implemented in recent years, including changes to the lottery operator contract, launching and continuing to enhance the Retailer Cash Incentive Program, and the implementation of several product initiatives that have helped to fill out and supplement the product portfolio. It should be noted that the most significant sales benefits of these initiatives have already been achieved.

There are a number of controllable and uncontrollable variables that impact lottery sales. Examples of variables outside the agency's control include general economic conditions in the state, budget reductions, competition from other forms of gaming, weather conditions and the level of jackpots on certain draw product offerings (jackpot "rolls"). The agency is focused on goals tied to agency performance, with an emphasis on controllable variables that influence the outcome of these goals.

These include the following goals, which are detailed earlier in the Business Plan along with planned Action Items:

- **Retailer Distribution Channel Development** – The number and quality of lottery retail locations.
- **Retailer Cash Incentive Program** – Same-store sales growth.
- **Advertising Expenditures and Efficiency** – Amount and effectiveness of advertising.
- **Product Mix and Game Portfolio Management** – Lottery product mix, game design (product diversity, game odds and payout design) and product differentiation.

At the time of this writing, the agency anticipates FY 2018 sales will exceed FY 2017 levels. The agency has achieved strong growth in its scratch ticket product category in FY 2018 and anticipates record sales in that category once again. Draw game sales are anticipated to conclude FY 2018 with sales slightly above FY 2017 following two multijurisdiction jackpots (\$570 million *Powerball*, \$450 million *Mega Millions*) in January. It is anticipated that the agency will continue to achieve sales growth in the scratch ticket product category during FY 2019; however, the sales growth normally generated from the use of innovation within the product line may be impacted by reductions to the FY 2018 – 2019 scratch ticket printing budget. Draw game sales for FY 2019 are expected to maintain similar levels to those projected for FY 2018. The agency recognizes that future growth will occur through execution at a more tactical level related to the performance factors in this plan. The agency’s FY 2019 sales performance goals based on these factors are detailed in the chart below.

Sales Projection Table

	SALES ACTUAL FY 2017 (IN MILLIONS)	SALES PROJECTION FY 2018 (IN MILLIONS)	SALES GOAL FY 2019 (IN MILLIONS)
Scratch Tickets	\$3,935.22	\$4,321.93	\$4,386.75
Draw Games	\$1,142.24	\$1,183.20	\$1,124.05
Total Sales	\$5,077.46	\$5,505.13	\$5,510.80

NET REVENUE

While the agency pursues a number of program initiatives to support gross sales, the agency is equally committed to administrative efficiency. This includes careful monitoring and ongoing evaluation of the primary contributors to administrative overhead:

- ***Negotiated rates for outsourced (contracted) services***
- ***Retailer compensation and incentive programs***
- ***Standard agency overhead costs including key lottery programs***
(e.g., security, drawings, claim centers, etc.)

Under the State Lottery Act, the agency is authorized to pay costs incurred in the operation and administration of the lottery, including any fees received by a lottery operator, provided that the costs incurred in a fiscal biennium do not exceed an amount equal to 12 percent of the gross

revenue accruing from the sale of tickets in that biennium. A minimum of 5 percent of this amount is to be allocated as compensation paid to sales agents (licensed retailers). The base retailer commission has remained at 5 percent since the inception of the lottery, leaving the remaining 7 percent available for other administrative expenses, subject to legislative appropriation. The Texas Lottery has consistently kept administrative expenses well below 7 percent of gross sales revenue.

The agency has a keen focus on its day-to-day administrative expenses, and this focus continues to yield efficiencies over time. However, as noted previously, limited opportunities exist in the near term for significant cost reductions that might yield further administrative efficiencies. The agency will continue its commitment to determining new ways to achieve greater efficiency in its operations for the benefit of the state.

The agency is confident in its ability to continue to generate significant revenue for the Foundation School Fund, the Fund for Veterans' Assistance and other state programs. The agency expects record net revenue contributions to the state in FY 2018, as the first half of the fiscal year has realized strong scratch ticket product sales. Net revenue for FY 2019 is expected to resume the net revenue growth trajectory that the agency has achieved in recent years, but the growth may be limited due to budget barriers that could impact the continued development of innovative scratch ticket products. Projected revenue is detailed in the chart below.

Revenue Projection Table

	REVENUE ACTUAL FY 2017 (IN MILLIONS)	REVENUE PROJECTION FY 2018 (IN MILLIONS)	REVENUE GOAL FY 2019 (IN MILLIONS)
Total Revenue	\$1,333.97	\$1,404.85	\$1,400.94

\$5 \$100,000 BING-O-RAMA TEXAS LOTTERY

See back for play instructions.

CARD	BINGO	BINGO
15 29 38 56 74	03 28 35 54 62	
02 17 41 58 64	08 30 37 60 71	
12 21 44 57 70	11 18 46 59 63	
08 22 35 48 67	07 24 42 46 73	

Callers' Card: \$10
*X=\$100

\$5 SUPER LOTERIA TEXAS LOTTERY

1) Scratch the CALLER'S CARD area to reveal 21 symbols.
2) Scratch ONLY the symbols on the PLAY BOARD that match the symbols revealed on the CALLER'S CARD. 3) If you reveal a complete row, column, or diagonal line, win the prize for that line.

\$10 MEGA LOTERIA TEXAS LOTTERY

See back for instructions. • Vea las instrucciones al reverso.

\$100	\$10	\$15	\$20	\$30	\$50

\$3 TEXAS LOTERIA TEXAS LOTTERY

1) Scratch the CALLER'S CARD area to reveal 14 symbols. 2) Scratch ONLY the symbols on the PLAY BOARD that match the symbols revealed on the CALLER'S CARD. 3) If you reveal a complete row, column, or diagonal line, win the prize for that line.

\$300	\$3	\$4	\$10	\$20	\$50

PLAY BOARD

\$5 CROSSWORD CONNECT TEXAS LOTTERY

Reveal two matching symbols and win \$10.

Callers' Card

DOUBLE BONUS CROSSWORD TEXAS LOTTERY

PRIZE LEGEND
3 WORDS \$3
4 WORDS \$5

DECOY	ANTIC				
U	L	P			
C	E	P			

\$10 BIG PLAY CASHWORD TEXAS LOTTERY

TOP PRIZE \$250,000!

BONUS WORD 1 PRIZE
BONUS WORD 2 PRIZE

WALTER FLAMES

Instant BINGO TEXAS LOTTERY

Instant Bonus
Reveal two matching symbols and win \$10.

Callers' Card

BONUS BREAK THE BANK TEXAS LOTTERY

LUCKY NUMBERS

YOUR NUMBER

\$2 OVER \$51 MILLION IN CASH PRIZES! BREAK THE BANK TEXAS LOTTERY

8 CHANCES

If any of YOUR NUMBERS match any of the 3 LUCKY NUMBERS, win the prize for that number.

\$5 100 TOP PRIZE! TEXAS LOTTERY

GAME 1
YOUR NUMBER

GAME 2
YOUR NUMBER

\$2 Weekly GRAND TEXAS LOTTERY

TOP PRIZE: \$1,000 PER WEEK FOR 20 YEARS!

GAME 1: Reveal 3 matching prize amounts, win that amount. Reveal 3 "GRAND" symbols, win \$1,000 per week for 20 years!

GAME 2: Reveal 3 matching prize amounts, win that amount. Reveal 3 "GRAND" symbols, win \$1,000 per week for 20 years!

4 Chances to Win

\$1 Weekly HALF GRAND TEXAS LOTTERY

YOU COULD WIN \$500 PER WEEK FOR 20 YEARS!

OVER \$17 MILLION IN TOTAL CASH PRIZES!

Reveal 3 matching prize amounts, win that amount. Reveal 3 HGRAND symbols and win \$500 per week for 20 years.



TEXAS LOTTERY COMMISSION

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