To: Robert G. Rivera, Chairman
Cindy Fields, Commissioner
Mark A. Franz, Commissioner
Erik C. Saenz, Commissioner
Jamey Steen, Commissioner

From: Ryan Mindell, Lottery Operations Director *R Sm*
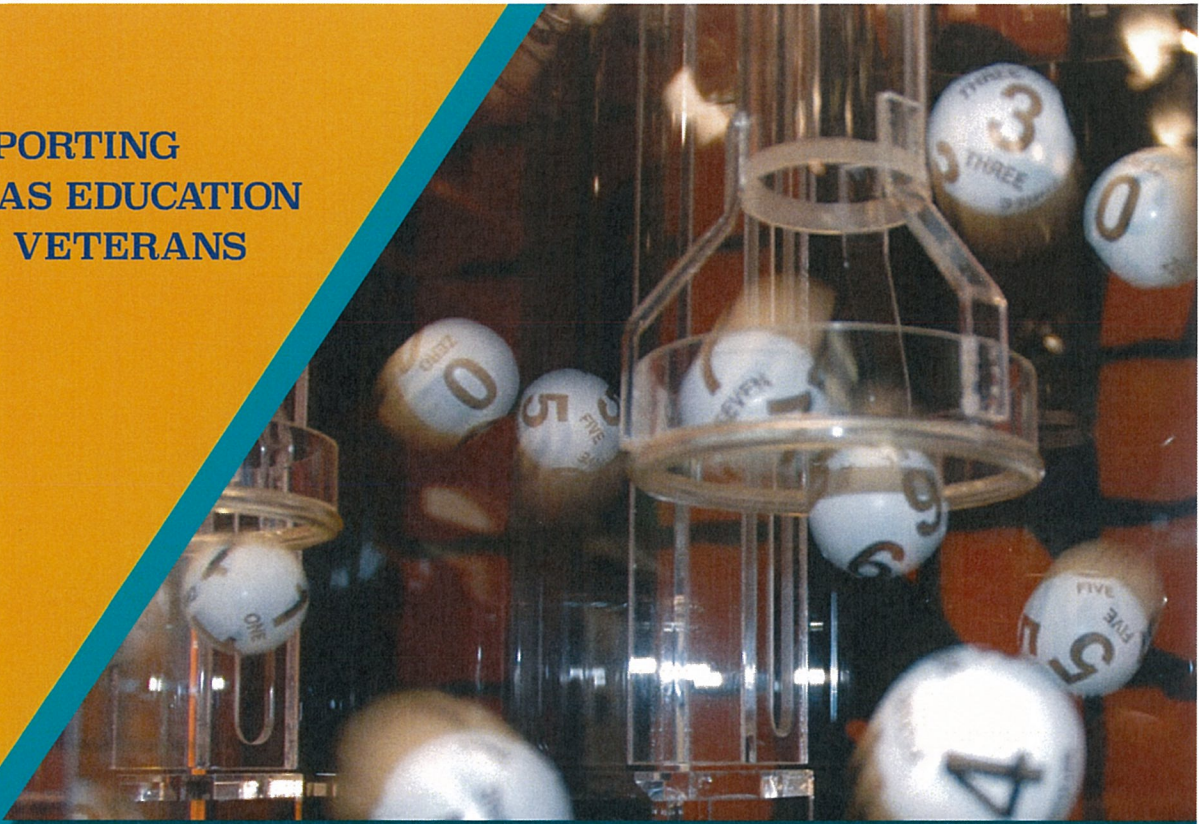
Date: July 24, 2020

Re: Report, possible discussion and/or action on the Commission's 2019 Annual Report and
2020-2021 Comprehensive Business Plan.

A brief summary of the commission's 2019 Annual Report and Comprehensive Business Plan will
be provided to you at the August 6, 2020, Commission meeting.

An electronic version of this document is provided for this agenda item.

SUPPORTING
TEXAS EDUCATION
AND VETERANS

TEXAS LOTTERY

TEXAS LOTTERY COMMISSION

2019 ANNUAL REPORT AND
2020 — 2021 COMPREHENSIVE BUSINESS PLAN

Table of Contents

TEXAS LOTTERY COMMISSION
2019 ANNUAL REPORT AND
2020 – 2021 COMPREHENSIVE BUSINESS PLAN

SECTION 1: 2019 ANNUAL REPORT

Commissioners:

Robert G. Rivera, *Chairman*

Cindy Fields

Mark A. Franz

Erik C. Saenz

Jamey Steen

TEXAS LOTTERY COMMISSION

Gary Grief, *Executive Director*   Tom Hanson, *Charitable Bingo Operations Director*

Having served as a member of the Texas Lottery Commission for five years, it has been wonderful to see the significant support the Texas Lottery provides for Texas education and veterans. The Texas Lottery consistently contributes more than $1 billion annually to the Foundation School Fund, including a record transfer of $1.617 billion in Fiscal Year (FY) 2019. 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 scratch ticket games with proceeds dedicated to the Texas Veterans Commission administered Fund for Veterans' Assistance providing benefits to Texas veterans and their families. The Texas Lottery generated a record transfer to the Fund for Veterans' Assistance with $19.4 million in FY 2019. Through the end of FY 2019, the Texas Lottery has contributed more than $24 billion to Texas public education and more than $120 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. As this Annual Report and Comprehensive Business Plan is being drafted, COVID-19 has created greater uncertainty in the world. During these trying times, the agency will work diligently to continue to meet the goals and key performance factors outlined in this report. 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.
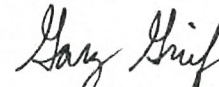
Robert G. Rivera, Chairman

The Texas Lottery Annual Report and Comprehensive Business Plan details the results of the Texas Lottery's most recent full fiscal year in 2019. Before you read more about the Texas Lottery, I want to share with you some key facts.

FY 2019 was an extraordinary year for Texas Lottery® sales. The Texas Lottery achieved $6.251 billion in sales for FY 2019, breaking the sales record set just the previous year. As a result of the outstanding work of our staff, retailers and vendors, the Texas Lottery developed and delivered several innovative and new scratch ticket games to our players, resulting in record-setting scratch ticket sales of $4.846 billion. Buoyed by a record $1.537 billion *Mega Millions*® jackpot in October 2018, the Texas Lottery was able to generate $1.406 billion in draw game sales, shattering the previous record set 22 years ago.

These best ever sales led to a record total contribution of $1.637 billion to education and veterans' assistance in Texas. As noted by our Chairman, this year's revenue transfer included $1.617 billion to the Foundation School Fund and $19.4 million to the Fund for Veterans' Assistance, the Lottery's largest contribution to both beneficiaries. This is the 16th consecutive year that the Texas Lottery has generated more than $1 billion in revenue for Texas, including over $1.2 billion in revenue for the last seven years and our first year with over $1.6 billion in revenue.

FY 2019 was also a great year for Texas Lottery players and retailers. Players collected $4.132 billion in prizes, the highest dollar amount of prizes paid out in Texas Lottery history. For the over 18,000 retailers that sell lottery tickets across the state, commissions amounted to $313.0 million, the highest commission paid to retailers since the Lottery's inception and an average of $17,151 to each of the Texas Lottery's valued retail partners. 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 4.08% of FY 2019 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. In fact, over 97.6% of Texas Lottery sales are returned to the state in the form of contributions to the Foundation School Fund, the Fund for Veterans' Assistance and other state programs, and through prizes and retailer commissions, bonuses and incentives. All these accomplishments are 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 Gambling 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. I look forward to sharing more information with you about the Texas Lottery on the following pages. Please note that this document was prepared in the midst of unprecedented uncertainty because of COVID-19. While we cannot yet predict the full impact of this global crisis, we are providing you with insight into our identified plans and challenges prior to the pandemic impacting Texas. The agency will be prepared to outline the effect that the COVID-19 situation has had on our operations, sales and revenue levels in next year's plan.

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 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

Cindy Fields
El Paso

Robert G. Rivera, *Chairman*
Arlington

Mark A. Franz
Austin

Jamey Steen
Houston

Erik C. Saenz
Houston

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
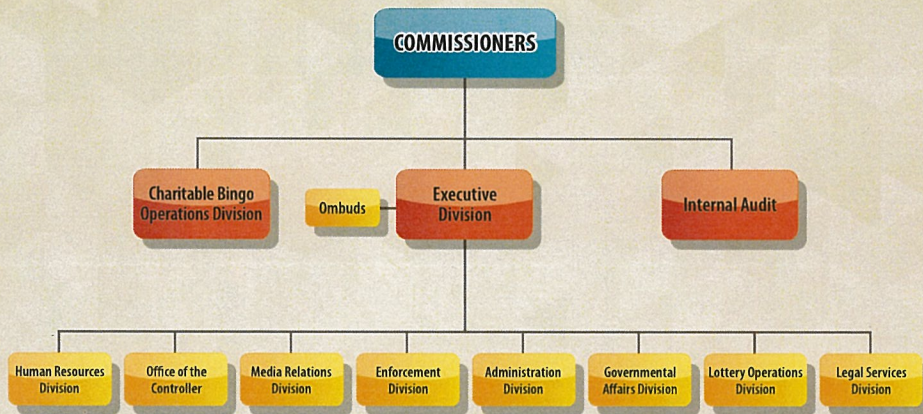
What sets the Texas Lottery Commission apart from other North American lotteries is the unique public-private structure of the agency. The members of the original Implementation Task Force of the Texas Lottery were the architects of what has become known within the lottery industry as the "Texas Model." 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.
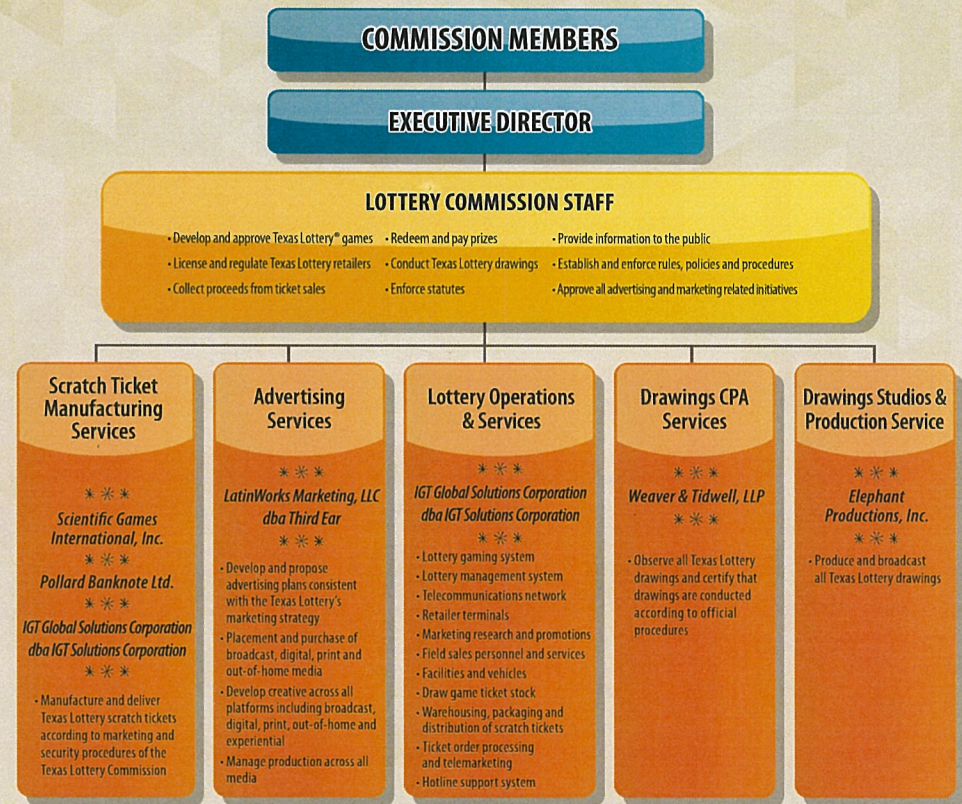
EXECUTIVE SUMMARY

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 27 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 fourth 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' assistance 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. In the 2017 and 2019 legislative sessions the agency's biennial advertising budget was reduced by 23% and 28%, respectively. The 86th Legislature reduced the agency's advertising budget by $13.7 million from the FY 2020 – 2021 biennium, appropriating $35.5 million compared to $49.3 million in FY 2018- 2019. These consecutive and significant budget reductions have had a dramatic impact on how the agency promotes the Texas Lottery. The agency believes that maintaining appropriate business and marketing tools, such as an effective advertising, scratch ticket, retailer bonus and incentive budgets, are the key to the Texas Lottery's ongoing success. This approach provides the best opportunity for the Texas Lottery to introduce new products, promote existing products and retain and recruit retailers, resulting in increased revenue for our beneficiaries.

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 2019 results and lays out initiatives carefully designed to ensure continued optimal revenue generation for the state of Texas in FY 2020 – 2021, while being mindful of all viewpoints.

* Source: La Fleur's 2019 World Lottery Almanac (27th Edition), "Worldwide Lotteries Ranked by 2018 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 15, 2019: *Texas Two Step®*, the game that makes the most jackpot winners in Texas each year, grew to an advertised $2.05 million jackpot, the largest since 2009 and the third-largest in the 18-year history of the game. One jackpot ticket was sold in Amarillo.

June 17, 2019: In an effort to promote Texas tourism, the new Texas Lottery game, *Texas Road Trip*, was introduced and offered winners of promotional second-chance drawings a trip to one of eleven possible Texas destinations.

May 6, 2019: The next family of games was introduced featuring a custom-created promotion which awarded four hundred (400) trip prizes to Big Cedar® Lodge in Missouri. Winners will experience a special private performance by the famous country music band, Rascal Flatts, during their 3-day/2-night stay. The Gems 7s family was developed using popular design elements from previous gems-themed games. This family introduced the pooling of second-chance drawing entries across all the games in the family with players receiving a number of entries based on the price point of the entered ticket.

April 28, 2019: The *FIREBALL* add-on feature was launched on the *Pick 3™* and *Daily 4™* daily games replacing the *Sum It Up!®* feature. *FIREBALL* gives players more opportunities to create winning combinations and increase their chances of winning a prize.

February 4, 2019: *Lady Luck*, a vibrant pink ticket that includes a glitter effect ink application launched and was a big hit with players. The game produced amazing sales with a 118 index after 12 weeks.

January 7, 2019: *Lucky Dog* was the first Texas Lottery scratch ticket game to offer new HD imaging which permitted a high-definition/high-resolution image to be used in the play area. The unique feature resulted in the $1 game becoming very popular with players and it achieved a 111 sales index after 12 weeks in market.

January 19, 2019: The second *Powerball® Power Cruise™* set sail with 75 Texas Lottery® winners onboard. Texas winners also had the opportunity to win cash and merchandise prizes and attend an exclusive music concert during the experiential trip.

December 3, 2018: The first two games of a Multiplier family, *10X* and *200X*, were introduced with *30X* starting on December 17, and *50X*, *100X* and *300X* all starting on January 7. These games included a new, second-chance promotion called the *$5 Million Vegas Challenge™* that allowed players to enter non-winning tickets for a chance to win a trip to Las Vegas and play for up to $5 million. Four of the six games in the family ranked in the top 15 bestselling scratch games for the fiscal year with the $20 game, *200X*, being ranked 2nd with over $155 million in sales.

Achieving our Breaking

Scratch Ticket Sales
$4.85 billion

Revenue Transfers to the Fund for Veterans' Assistance
$19.4 million

Highest Revenue Transfers to the State

Mission and Records!

Total Product Sales
$6.25 billion

Highest Revenue Transfers to the Foundation School Fund
$1.62 billion

$1.64 billion

September 4, 2018: The fiscal year started off with the introduction of the newest $10 Spotlight game, *$200 Million Cash Explosion®*. Players liked the game features, including a $1 million top prize, over 2 million prizes from $20 to $100 and over $205 million in total prizes. The game finished the year ranked as the 7th bestselling scratch ticket game with over $119 million in total sales.

September 17, 2018: The $10 crossword-themed scratch ticket was redesigned and branded as *$250,000 50X Cashword*. The game offered three crossword grids and a multiplier feature which multiplied player's prize winnings by up to 50 times. *$250,000 50X Cashword* finished as the 9th bestselling scratch game for the fiscal year with sales of $117.4 million.

September 23, 2018: A revised *Cash Five®* draw game was launched with a new game matrix, guaranteed prize tiers, including a guaranteed top prize of $25,000, a free *Cash Five* ticket as a prize for matching two numbers and better overall odds of winning. There were 176 top prize winners in the first year of sales and *Cash Five* closed FY 2019 with increased sales.

October 1, 2018: The success of FY 2018's *$50 or $100* game led to the development and introduction of a similar concept at the $20 price point. *$100 or $200* was introduced, and as the game name indicates, it offered only those two prize levels. This unique prize structure game sold over $102 million in FY 2019 and was ranked as the 12th bestselling game.

October 15, 2018: The 15th version of *Veterans Cash* was introduced to commemorate Veterans Day. In addition to this game, other non-veteran themed scratch ticket games that support Texas veterans launched in FY 2019 resulting in a record revenue transfer of $19.4 million to the Fund for Veterans' Assistance.

October 23, 2018: *Mega Millions®* reached a record-breaking advertised $1.6 billion jackpot while the *Powerball®* jackpot was climbing to an advertised $750 million jackpot on October 27. These large jackpots contributed to a successful sales year for the two multijurisdictional games and for the draw category, yielding record-breaking sales of $1.406 billion.

November 5, 2018: The first $20 Loteria-themed game, *Million Dollar Loteria*, was introduced and quickly became a success. A second version of the game was introduced in April 2019. These two *Million Dollar Loteria* games sold over $194.3 million combined and $20 Loteria is now a core game offering for the Texas Lottery. The $20 Loteria game complemented the bestselling scratch game for FY 2019 which was $10 *Mega Loteria*. Mega Loteria sold more than $235 million in sales and finished in first place for the second consecutive fiscal year. $5 *Super Loteria* was another top performer in the Loteria family, ranking 10th in scratch ticket sales with $115 million in sales.

November 14, 2018: $50 *Winning Millions* was introduced and continued the success Texas is seeing with the $50 price point. The sharp looking purple and silver color scheme, in addition to the over $170 million in prizes, resulted in the game being ranked as the 3rd bestselling scratch game with sales over $148 million.

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*®, respectively. *Mega Millions* also offers *Just the Jackpot*®, a feature that allows players to purchase wagers that are eligible for the Grand Prize only. Due to the design of each base game, both *Powerball* and *Mega Millions* have the ability to regularly generate jackpots in the hundreds of millions of dollars and can even climb to over $1 billion, garnering 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. During FY 2019, jackpots generated on both *Powerball* and *Mega Millions* led to a combined sales record amount of $750.1 million. The record-breaking $1.6 billion advertised *Mega Millions* jackpot in October 2018 plus a $530 million advertised jackpot in June 2019 resulted in *Mega Millions* being the bestselling draw game for the year. *Powerball* had two advertised $750 million jackpots in FY 2019 which contributed to its second-place finish in the draw game category. During FY 2020, the agency will consider a new add-on feature, *Double Play*, for both *Mega Millions* and *Powerball*. If approved, the feature will most likely launch in FY 2021.

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 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 2019 sales totaling $135.1 million. The agency will continue to investigate any potential game modifications as long as the changes will not alienate the current player base while also providing an opportunity for sales and revenue growth.

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 very 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 2019 boasting 37 winning jackpot tickets sold. FY 2019 produced five *Texas Two Step* jackpots advertised at $1 million dollars or more. These large jackpots resulted in *Texas Two Step* realizing a $3.8 million sales increase over FY 2018. Research was conducted in FY 2017 to determine if current, loyal *Texas Two Step* players had any interest in a game modification. The research showed that any changes to the basic play structure (bonus ball matrix) were not favorably received. During FY 2020, the agency will consider a new add-on feature, *Double Play*, that will have the potential to increase sales without changing the play of the base game. If approved, the feature will most likely launch in FY 2021.

Cash Five®

Cash Five is the agency's five-digit daily game. *Cash Five* was originally introduced in 1995 and was first modified in 2002. As a mature game, it experienced sales declines as other new game introductions and national draw game initiatives took 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. On September 23, 2018, at the beginning of FY 2019, a modified version of the *Cash Five* game launched with new, appealing features. The revised game features a new matrix, guaranteed prize tiers, including a guaranteed top prize of $25,000, and a free *Cash Five* Quick Pick ticket as a prize for matching two numbers. Players have responded well to the new game with *Cash Five* experiencing over a $3.8 million sales increase in FY 2019 compared to FY 2018.

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 bestselling draw games and that was true again in FY 2019 as the game was ranked third in overall draw game sales. With over $259 million in sales, *Pick 3* was only surpassed by *Mega Millions* and *Powerball*. *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. In April 2019, the new add-on feature, *FIREBALL*, was launched on both games, replacing the *Sum It Up!* feature. *FIREBALL* gives players the ability to create additional winning combinations and based on sales levels, players seem to like the new add-on feature. *FIREBALL* generated over $12.6 million in sales during a four-month period from April to August 2019, well surpassing total *Sum It Up!* sales of $10.9 million realized during the previous fiscal year.

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. In May of 2018, *All or Nothing* was included in the draw game promotion called *Lone Star Lineup*®, which features multiple Texas Lottery draw games sold together. *All or Nothing* experienced a sales increase in FY 2019 of over $2 million, most likely a result of the *Texas Triple Chance* game being discontinued and players moving their dollars. Additional game awareness from inclusion in the *Lone Star Lineup* promotion may have also contributed to the FY 2019 sales increase.

Texas Lottery FY 2019
Sales Comparison

through 08/31/2019 (in Millions)

Texas Lottery FY 2019
Sales by Game

through 08/31/2019 (in Millions)

Totals may not sum due to rounding.

Sales Comparison

For FY 2019, the Texas Lottery recorded $4.85 billion in scratch ticket sales, an increase of more than $427 million and the highest scratch ticket sales in Texas Lottery history. Draw game sales concluded the fiscal year with $1.40 billion in total sales, an increase of $197 million and a new sales record for the category.

Total product sales for FY 2019 set an all-time sales record of over $6.25 billion, exceeding the sales record set the previous year in FY 2018 by $625 million. This is the ninth consecutive year that the Texas Lottery has reached record sales and the first-time total sales exceeded the $6 billion mark in the agency's 27-year history.

Sales by Game

In FY 2019, scratch tickets represented approximately 77.5% of total sales and draw games represented approximately 22.5% 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.

Texas Lottery FY 2019
Draw Sales by Game
through 08/31/2019 (in Millions)

Powerball
$342.6
24.4%

All or Nothing
$31.8
2.3%

Daily 4
$121.1
8.6%

Lotto Texas
$135.1
9.6%

Mega Millions
$407.5
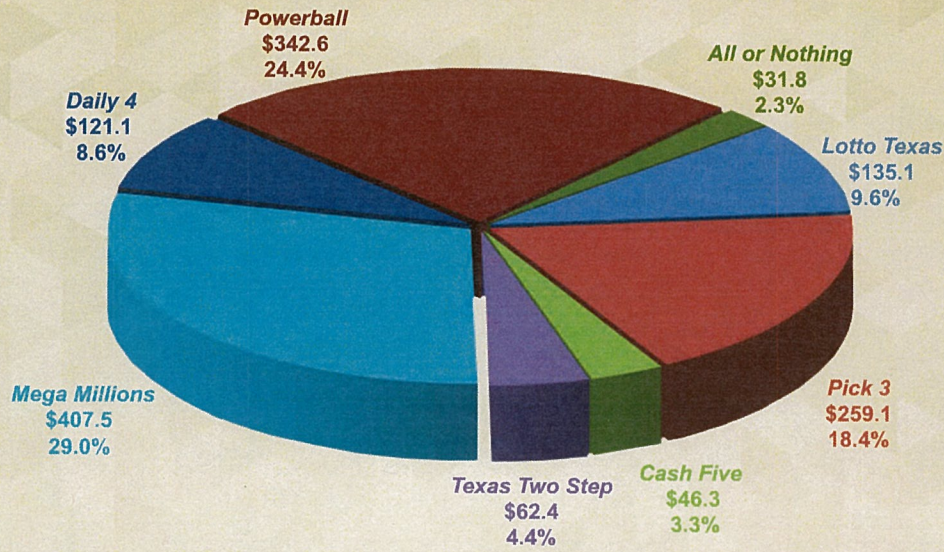29.0%

Pick 3
$259.1
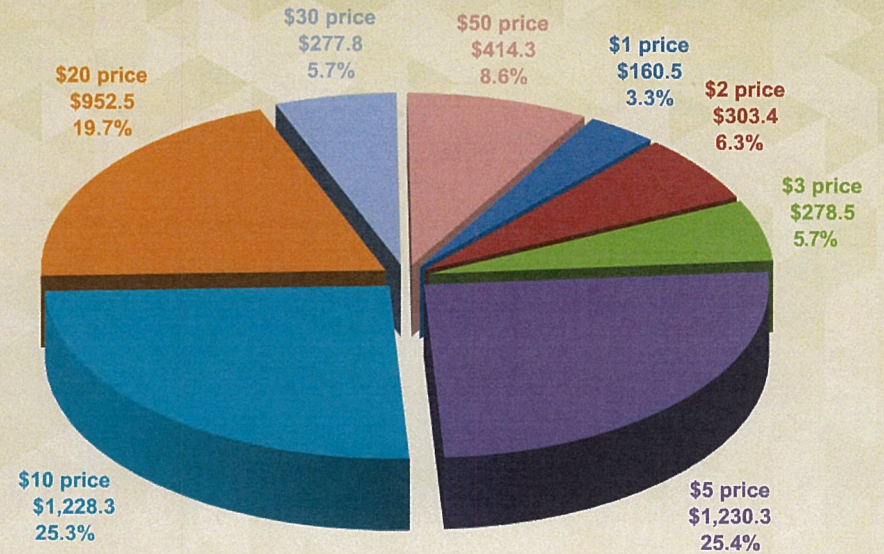18.4%

Texas Two Step
$62.4
4.4%

Cash Five
$46.3
3.3%

Fiscal Year Draw Sales: $1.4 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 2019, *Mega Millions* was the bestselling draw game followed by *Powerball* and *Pick 3. Lotto Texas,* the agency's oldest draw game, was the fourth highest-selling draw game. Both *Mega Millions* and *Powerball* started FY 2019 off strong with jackpots climbing to impressive levels in October 2018. *Mega Millions* reached an advertised jackpot of $1.6 billion and *Powerball* hit an advertised $750 million jackpot. *Mega Millions* and *Megaplier* sales totaled $407.5 million and *Powerball* and *Power Play* sales totaled $342.6 million. The jackpot games paved the way for a record-breaking draw game sales total of $1.406 billion, breaking the former record of $1.388 billion set back in FY 1997. A new add-on feature, *FIREBALL,* for *Pick 3* and *Daily 4* and a modified version of *Cash Five,* also positively contributed to the draw game sales record achieved in FY 2019.

Texas Lottery FY 2019
Scratch Ticket Sales by Price Point
through 08/31/2019 (in Millions)

$30 price
$277.8
5.7%

$50 price
$414.3
8.6%

$1 price
$160.5
3.3%

$20 price
$952.5
19.7%

$2 price
$303.4
6.3%

$3 price
$278.5
5.7%

$10 price
$1,228.3
25.3%

$5 price
$1,230.3
25.4%

Fiscal Year Scratch Ticket Sales: $4.85 Billion
Totals may not sum due to rounding.

Scratch Ticket Sales by Price Point

The Texas Lottery realized a record $4.85 billion in scratch ticket sales during FY 2019. The $5 price point continued to be the bestselling price point, totaling over $1.23 billion in sales. The $10 and $20 price points were the next bestselling price points, respectively, with the $50 price point being the fourth bestselling price point. The $10 and $30 price points each saw a dramatic sales increase in FY 2019 compared to FY 2018 with the $10 gaining more than $244 million while the year-over-year gain for the $30 was more than $156 million. Based on its growth trajectory, the $10 price point, with FY 2019 sales of $1.22 billion, is expected to exceed $5 price point sales in FY 2020 becoming the bestselling price point for the first time in agency history. The Multiplier and Gem 7s families plus the core Loteria family were critical to the successful sales realized in FY 2019.

Since 1992, the Texas Lottery has generated more than $29 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 $24 billion to the Foundation School Fund, which supports public education in Texas. In FY 2019, the Texas Lottery transferred $1.617 billion to the Foundation School Fund, its highest contribution to date.

The Texas Lottery Supports Texas Veterans. 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 $120 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 2019, $19.4 million was transferred to the Texas Veterans Commission, a record contribution.

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 2019 financial results.

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

A WINNING STORY FOR TEXAS

TEN YEARS BENEFITING ★ TEXAS ★ VETERANS

WHERE THE MONEY GOES:

64.9%
Prizes Paid

25.8%
Texas Education
(Foundation School Fund)

5.4%
Retailer Compensation

3.6%
Lottery Administration

0.3%*
Fund for Veterans' Assistance and
Other State Programs
(including unclaimed prizes)
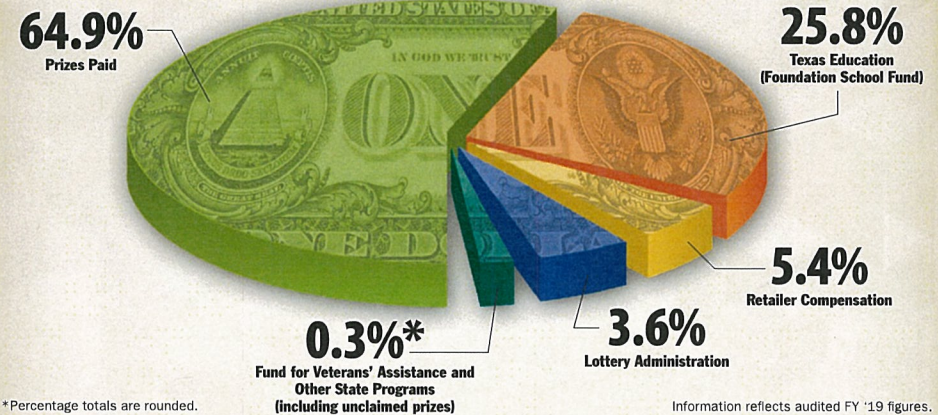
*Percentage totals are rounded.

Information reflects audited FY '19 figures.

SUPPORTING TEXAS EDUCATION AND VETERANS

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 of diverse products. Whether it is a new draw game or the latest scratch ticket game, the *Games of Texas* offer fun and excitement for every player. 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 2019. They experienced the excitement of playing and the joy of winning with over $4.1 billion in prizes paid, the highest amount of prizes paid in Texas Lottery history. The Texas Lottery paid an average of more than $11.3 million a day in prizes to players during FY 2019.

RETAILERS

The Texas Lottery had 18,253 licensed retailers statewide offering lottery products at the end of FY 2019. 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 2019 through the hard work of its licensed retailers. Lottery retailers benefited from their efforts by earning record-breaking commissions of $313.1 million. Retailers also earned an additional $22.77 million in sales performance-based incentive payments for achieving year-over-year sales goals.

For many years, the Texas Lottery's retailer bonus program has been an important retailer recruiting and retention tool for the agency and sales organization. Decisions by the 85th Legislature and Governor on the FY 2018 – 2019 budget resulted in significant reductions to key agency budgets and the retailer bonus program budget was eliminated for FY 2019. However, the 86th Legislature restored funding for retailer bonuses at a reduced appropriation of $2.02 million per fiscal year during the FY 2020 – 2021 biennium. The Texas Lottery developed and introduced a new bonus program structure to account for the reduced appropriation. The agency entered a Retailer Bonus Promotion Contract with SCA Promotions, Inc. through Alliant Insurance Services, Inc. Via this contractual relationship, SCA makes bonus payments to retailers selling jackpot winning tickets for *Mega Millions* and *Powerball,* up to $1 million for any drawing. This new business model allows the agency and the sales organization to effectively utilize the bonus program for retailer recruitment, retention and development opportunities. The Texas Lottery also continues to provide opportunities for retailers to earn free scratch tickets, incentive payments and drawing prizes in the Retailer Cash Incentive Programs.

SUPPORTING TEXAS EDUCATION AND VETERANS — TOP 10 Retailers CY 2019

TOTAL SALES

Rank	Retailer #	Name	City	CY 2019
1	186208	WINNERS CORNER TX LLC	AUSTIN	$10,887,635.50
2	148558	RUDY'S STOP & SHOP	ROSENBERG	$8,034,900.00
3	185705	TOWN AND COUNTRY CS	MCALLEN	$5,755,986.50
4	173466	Q&Q MART	ROUND ROCK	$4,844,824.50
5	120337	EXXON FOOD STORE	BROWNSVILLE	$4,491,877.00
6	173887	PITMAN'S QUICK MART	CORPUS CHRISTI	$4,076,648.50
7	132651	POTRANCO FOOD MART	SAN ANTONIO	$3,680,900.00
8	126336	MOBIL MART	CONVERSE	$3,288,341.50
9	179075	THREE STAR MART	SAN ANTONIO	$3,284,788.00
10	131019	MR T'S MARKET	MIDLAND	$3,238,890.50

TOTAL CASHES

Rank	Retailer #	Name	City	CY 2019
1	148558	RUDY'S STOP & SHOP	ROSENBERG	$4,968,295.00
2	185705	TOWN AND COUNTRY CS	MCALLEN	$3,103,533.00
3	120337	EXXON FOOD STORE	BROWNSVILLE	$2,612,256.00
4	173887	PITMAN'S QUICK MART	CORPUS CHRISTI	$2,479,776.00
5	132651	POTRANCO FOOD MART	SAN ANTONIO	$2,449,348.00
6	173466	Q&Q MART	ROUND ROCK	$2,310,464.00
7	131019	MR T'S MARKET	MIDLAND	$2,306,737.00
8	487513	HEB FOOD STORE #555	UNIVERSAL CITY	$2,134,459.00
9	186208	WINNERS CORNER TX LLC	AUSTIN	$2,122,696.00
10	179075	THREE STAR MART	SAN ANTONIO	$1,996,765.00

SCRATCH TICKET SALES

Rank	Retailer #	Name	City	CY 2019
1	148558	RUDY'S STOP & SHOP	ROSENBERG	$6,641,702.00
2	185705	TOWN AND COUNTRY CS	MCALLEN	$4,515,155.00
3	120337	EXXON FOOD STORE	BROWNSVILLE	$3,750,281.00
4	173887	PITMAN'S QUICK MART	CORPUS CHRISTI	$3,542,832.00
5	132651	POTRANCO FOOD MART	SAN ANTONIO	$3,068,477.00
6	179075	THREE STAR MART	SAN ANTONIO	$2,983,702.00
7	173466	Q&Q MART	ROUND ROCK	$2,896,105.00
8	131019	MR T'S MARKET	MIDLAND	$2,768,575.00
9	173334	MITCHELL'S THRIFTMART	MONAHANS	$2,667,105.00
10	126336	MOBIL MART	CONVERSE	$2,529,182.00

LONE STAR LINEUP® SALES

Rank	Retailer #	Name	City	CY 2019
1	495101	HEB FOOD STORE #235	SAN ANTONIO	$11,835.00
2	152989	A-STOP GROCERY	COPPERAS COVE	$9,403.00
3	151553	K & N FOODS	WILLIS	$8,966.00
4	148558	RUDY'S STOP & SHOP	ROSENBERG	$8,394.00
5	599694	ALBERTSONS 3999	EL PASO	$8,335.00
6	134794	STANLEY'S ICE STATION #11	SAN ANTONIO	$7,759.00
7	154056	EAGLE TRAVEL CENTER 1	DALLAS	$7,753.00
8	206720	WAG-A-BAG #16	LIBERTY HILL	$7,394.00
9	489070	NEB FOOD STORE #265	CEDAR PARK	$7,355.00
10	145009	ROSSLYN FOOD MART	HOUSTON	$7,224.00

PICK 3™ SALES

Rank	Retailer #	Name	City	CY 2019
1	186208	WINNERS CORNER TX LLC	AUSTIN	$446,443.00
2	157283	QUICK MART 1	THE COLONY	$376,587.50
3	176410	SOUTHLAND MARKET	HOUSTON	$331,795.00
4	156109	AD'S FOOD MART #1	RICHARDSON	$317,680.00
5	118962	EZ SHOP CONVENIENCE STORE	WACO	$297,940.00
6	157272	ONE STOP?	MISSOURI CITY	$294,557.50
7	148558	RUDY'S STOP & SHOP	ROSENBERG	$280,530.50
8	106246	HAMPTON TEXACO	DALLAS	$279,560.00
9	126336	MOBIL MART	CONVERSE	$276,106.50
10	132651	POTRANCO FOOD MART	SAN ANTONIO	$273,049.00

DAILY 4™ SALES

Rank	Retailer #	Name	City	CY 2019
1	135934	QUICK WAY CORNER STORE	IRVING	$858,474.50
2	186208	WINNERS CORNER TX LLC	AUSTIN	$441,184.50
3	176177	MR EXPRESS #3	PEARLAND	$439,943.50
4	106246	HAMPTON TEXACO	DALLAS	$338,377.50
5	176410	SOUTHLAND MARKET	HOUSTON	$250,214.50
6	156109	AD'S FOOD MART #1	RICHARDSON	$219,635.50
7	174488	EASY'S POP SHOP 2	PAMPA	$217,726.00
8	183297	R AND J BBQ AND FOOD MART	PEARLAND	$200,541.5
9	596008	TIMEWISE FOOD STORE #206	CYPRESS	$186,349.5
10	184415	BRODIE MARKET	AUSTIN	$169,782.?

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 Gambling (i.e., responsible management and sale of lottery products) is at the heart of the agency's commitment to providing its products in an appropriate manner while maintaining public confidence and trust that the agency's games are conducted fairly and securely. A constant focus on "Integrity and Responsibility," one of the agency's core values, 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 Gambling initiatives.

Enhanced consumer protection strategies include the deployment of more than 17,460 devices which provide lottery players with the ability to check the winning status of draw game and scratch tickets prior to validation by a retailer. These devices include countertop Check-a-Ticket terminals as well as two models of self-service lottery vending machines, Gemini® and the newly-introduced GameTouch™ 20. 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 prize winning status of tickets validated by retailers. The agency is focused on creating an environment where consumers can play 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 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 Player Protection section of the Texas Lottery website includes the "Security Spotlight" page featuring consumer protection tips for safeguarding tickets, avoiding lottery-related scams and reporting suspicious activity. The "Security Spotlight" page also includes recommendations to assist retailers in safeguarding tickets and paying prizes.

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 and mobile app for self-checking winning status of tickets
- Self-check terminal locator on agency website and app
- Enterprise Series MultiMedia (ESMM) monitor display of validation messages to player
- Terminal inquiry/validation tones
- "Security Spotlight" on agency 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)

In response to a Commission member's recommendation in August 2017, development began on a series of initiatives to enhance consumer protection and retailer education. Specific focus was placed on player access to Texas Lottery contact information for reporting potential retailer violations and increasing retailer awareness of common violations to avoid. Implemented initiatives 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. Launched in August 2003, the initiative has expanded and continues today with the PLAY RESPONSIBLY message positioned in public communications, including how-to-play brochures in English and Spanish, retailer and player publications, point-of-sale materials, scratch and draw game tickets, playslips, social media messages, advertising and media releases.

The initiative features the agency's PLAY RESPONSIBLY website pages where consumers can find helpful information related to the signs of problem gambling, links to outside resources for help with problem gambling, the agency's Responsible Gaming Plan and the Texas Lottery Advertising Sensitivity Guidelines. The agency website and app also provide retailers with a training video to assist in identifying signs of problem gambling and options for assisting customers.

In early 2019, the agency responded to NCPG, NASPL and WLA recommendations for more actionable messaging. The passive PLAY RESPONSIBLY logo was updated to "PLAY RESPONSIBLY. It only takes one ticket to win." as a reminder to players that frequency and amount of play do not determine chances of a win. The new logo is incorporated into training videos, website pages, social media and will continue to be added to appropriate materials as they are updated.
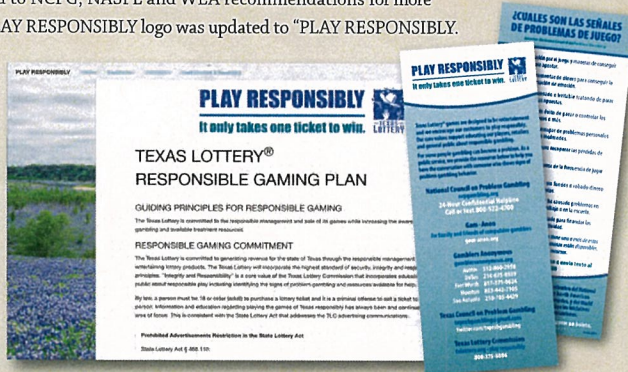
As a member of NCPG, WLA and NASPL the Texas Lottery actively supports the Responsible Gambling initiatives of these organizations. Since 2004, the Texas Lottery has participated in the annual Problem Gambling Awareness Month campaign, a grassroots public awareness and outreach effort of the NCPG conducted every March. 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 and app banners, electronic displays at retail, posters at vendor field offices and lottery claim centers, retailer terminal messages, weekly employee emails 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 and app banners, and in-store electronic displays and numerous retailer and employee communications throughout November and December. The 2018 campaign, "Gift Responsibly. Lottery tickets aren't child's play.", expanded its message to include some risks of underage play.

In 2014, the agency expanded its focus on Responsible Gambling 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 and continues to be used for employee training. In the summer of 2019, NASPL provided an updated training video which was incorporated as the key element of Customer Contact Employee classroom training for agency and vendor employees who may have contact with players. The training also includes other interested employees. Participants include lottery sales representatives and staff of the advertising agency, Retailer Services, Enforcement, Claims Centers, Promotions and Governmental Affairs. The video also was added as a resource on the agency's website Retailers page and to new retailer classroom training. The training focuses on increased awareness of the signs of problem gambling and how to have a conversation, along with critical help-line and counseling resources for information and treatment of 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 and app. 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. Verification of the agency's program was achieved at the Planning Level in 2018. Later in 2018, NASPL and NCPG announced plans for a Parallel Verification Process allowing lotteries with WLA RG certification to apply for the appropriate NASPL-NCPG Verification. The Texas Lottery was in the first group of lotteries to participate in this process in the fall of 2019.

In 2016, the agency launched a mobile app providing a convenient platform to expand the public's access to Texas Lottery game information and enhance the provision of player support services. The app features "Scan to 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.

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TEXAS LOTTERY COMMISSION

2019 ANNUAL REPORT AND
2020 – 2021 COMPREHENSIVE BUSINESS PLAN

SECTION 2: 2020 – 2021 COMPREHENSIVE BUSINESS PLAN
KEY BUSINESS PERFORMANCE FACTORS

The Texas Lottery's 2019 Annual Report and 2020 – 2021 Comprehensive Business Plan 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. The Lottery Commission Sunset bill included a statutory requirement, Section 466.028 of the Texas Government Code, requiring the Texas Lottery to develop a comprehensive business plan:

> 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 16 years, including over $1.2 billion in revenue for the last seven years and over $1.6 billion in revenue last year, 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 2020, 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 to offer lottery products to their customers at the earliest opportunity and/or without interruption. The agency also focuses heavily on classroom and in-field retailer education to ensure that licensees fully understand the responsibilities, opportunities and business impact of being a lottery retailer. A variety of training initiatives and materials introduced throughout the year focus on licensee rules and requirements, financial and accounting procedures, lottery products and enhancements, responsible gambling principles and equipment operation.

Beginning with licensure and continuing throughout a retailer's association with the agency, the Texas Lottery dedicates extensive resources to support licensed retailers in their day-to-day relationship with consumers and the agency. Each new licensee receives comprehensive training prior to the start of ticket sales as well as ongoing refresher training 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 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 helplines. 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 helpline 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 accounting questions. This includes routine interactions with retailers on Electronic Funds Transfers (EFTs), sweep amounts, account adjustments, account reconciliations and final balances due, while working closely with retailers to ensure prompt payment following a non-sufficient fund EFT bank account sweep.

The agency's staff also responds to inquiries from potential licensees and provides current licensees with information and instruction on the portfolio of games offered for sale, retailer incentive programs and lottery rules and processes.

Significant time and resources are consistently invested in technological support for the agency's licensees. Providing enhanced customer service to potential and existing licensed retailers, the online Lottery Services Portal (LSP) offers the convenient ability to apply for or renew a lottery license, manage lottery license information, view retailer incentive status and payments, and access numerous ticket inventory and lottery financial reports.

Player ticket self-check (Check-a-Ticket) technology was introduced at licensed retail locations over 10 years ago and remains an important in-store resource for players and retailers. In 2016 the Texas Lottery launched a mobile app which features "Scan to Check Your Ticket" functionality. Players having the ability to verify the winning status of tickets reduces 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 small-group settings called Retailer Links meetings each year, reaching retailers in 83 cities and towns across the state since the inception of the program in 2006, including multiple visits to metropolitan areas. Links meetings provide owners and managers the most current information on Texas Lottery policies and game initiatives while offering an open forum for soliciting feedback and addressing retailer concerns. The meeting content was expanded in 2018 to include a segment on responsible gambling to increase retailers' awareness of the signs of problem gambling behavior and resources available for information and help. Participants 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 three 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, offered in three screen sizes, near the point of purchase to increase player awareness of lottery games and features. Over 84% of retailers that are able to validate prize winning tickets feature an ESMM, which also displays player transaction information and important non-lottery messaging including AMBER, Silver, Blue, Endangered Missing Persons, Camo and CLEAR alerts. Electronically updated, dual-jackpot signs in two sizes offer retailers the convenience of providing their customers the most current *Powerball*® and *Mega Millions*® jackpot levels 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 it 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 96% satisfaction levels (measured as scores of "good" or "excellent"). In the five most recent fiscal years (FY 2015 – 2019), 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 agency 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, availability of the web-based training module, LLL, and utilization of tablets to deliver retailer education modules during sales force store visits. Through our "Customer Responsiveness" commitment, the staff is intent on continuing to reach our goal of a 96% retailer satisfaction level.

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 serves 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% 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% 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 and prizes paid to players) 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, holds on payments from the state of Texas 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% 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 2017	FY 2018	FY 2019
Total Sales	$5,077,461,652	$5,626,846,887	$6,251,478,651
Bad Debt Expense	$170,664	$238,429	$242,860
Bad Debt Expense as a % of Sales	0.0034%	0.0042%	0.0039%

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 a business owner's 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. A key resource for retailers is 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 a variety of useful retailer reports for managing ticket inventory and financial matters related to the lottery. The Texas Lottery continues to work to identify initiatives to improve support provided to retailers in their financial relationship with the Texas Lottery. Through the maintenance of 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%.

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 $1.94 million in annual collections with total monies collected of $5.83 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.

Key Initiatives and Goals

As noted, the Texas Lottery does not directly influence this performance factor. Funds collected are dependent on the number of prize winners owing monies to the state who claim prizes at the claim centers. 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 and sales growth in recent years in establishing a target of $1.80 million for collections in FY 2020. The agency is anticipating that the FY 2020 target will fall 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. Sustained and strategic retailer development efforts support the potential for increased revenue to the state and offer tremendous benefits to the public of varied access points. To achieve the agency's mission of generating revenue, it is critical that lottery products are available at a wide variety of locations where a broad diversity of consumers are provided the opportunity to conveniently purchase lottery tickets. Additionally, retailers benefit from the sale of lottery products by offering customers more comprehensive purchase options, thus mitigating a player's need to patronize other businesses for lottery transactions, both purchases and prize payments.

The Texas Lottery is committed to its core value of "Customer Responsiveness" by working to provide a convenient licensing environment and efficient administrative processes for licensees interacting with the agency. Implementation of the 21-day pack settlement process for scratch tickets aids in streamlining accounting and inventory reconciliation processes for some retailers. The introduction of

this settlement class was considered an imperative step toward growing the lottery retailer base to include non-traditional, national retailers whose business processes did not generally support management of lottery accounting functions differently across the many jurisdictions in which they operate.

Historically, expansion of on-premise beer and wine service at grocery and convenience stores presented unique licensure and administrative oversight challenges to the agency in its two primary trade styles representing 96% 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 offer limited on-premise beer and wine consumption. In 2017, the Texas Legislature enacted HB 1555 which clarified that traditional lottery retailers, particularly grocery and certain convenience stores, that offer on-premise beer and wine consumption are eligible to be licensed as a lottery retailer if less than 30% 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 identifies and implements solutions within its regulatory framework that ensure the security and integrity of the lottery while addressing the needs of retail businesses. In 2017, the Texas Lottery Commission adopted rules that facilitate the sale of lottery tickets from third-party point-of-sale systems, thus allowing the potential to sell lottery tickets in-lane at brick-and-mortar retail cash registers and self-checkout counters. The third-party point-of-sale systems only perform lottery-related tasks currently performed on dedicated lottery terminals.

To increase lottery sales at currently licensed and potential multilane retail locations, Texas worked closely with the North American Association of State and Provincial Lotteries (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. In 2019, the Texas Lottery implemented the preliminary introduction of draw game tickets printed at checkout lanes on plain, cash register receipt paper. The receipt ticket, tested at one H-E-B Food Store, has provided the opportunity for the retailer, Texas Lottery and lottery operator to comprehensively evaluate processes and reporting prior to expanded roll-out in all licensed H-E-B stores in 2020.

Through the lottery operator, the agency is also developing other opportunities for in-lane draw game ticket sales with private companies that facilitate gift card transactions at retail cash registers. In November 2019, the Texas Lottery became the first U.S. lottery to introduce in-lane sales of the two multijurisdictional games, *Powerball®* and *Mega Millions®*. Merchandised like a gift card, QUICKTICKET™ provides players the convenience of a scratch ticket type product by concealing pre-printed Quick Pick numbers under a removable scratch surface. The introduction of QUICKTICKET in Dollar General® stores expanded the Texas Lottery retailer base by approximately 1,500 locations – the growth of more retailers in one year than in the agency's past 20 years combined.

In addition to selling draw game tickets in-lane, various pilot programs have placed a small number of scratch ticket dispensers in-lane at grocery store retailers to test product sales levels. The lottery operator continues to look for opportunities to introduce and expand in-lane scratch sales with interested retail chains.

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, the traditional lottery trade styles of convenience and grocery stores are dominant, with more than 87% of licensed locations and 96% 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 service, e.g., on-premise beer and wine sales. 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 continue to be challenged by some businesses' perception that selling lottery products may not align with their business models.

Another development that is impacting lottery sales is the emergence of courier service companies. These companies take orders on a mobile app to purchase lottery tickets from brick-and-mortar retailers for their customers. Courier service is a private business activity that occurs outside the regulated ticket purchase process. Couriers have no business relationship with the Texas Lottery and the relationships a courier maintains to obtain tickets are with individual retailers in Texas with whom it has its own private working arrangement. Although the Texas Lottery has no authority over couriers, couriers independently publicize the lottery via their websites and advertising and have the potential to generate incremental sales.

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.

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 with national corporations including Walmart™ and CVS Pharmacy™. 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, due, in part, to acquisitions and new store openings by licensed chain retailers. Retailer growth in FY 2018 of 106 locations was in sync with historical trends. The FY 2019 surge of 299 additional locations can primarily be attributed to the introduction of lottery sales in Walmart Supercenters. It is anticipated that retailer growth will continue to exceed 200 locations per year due to the continued expansion of lottery sales in Walmart Supercenters and Dollar General. 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's Retailer Cash Incentive Program is to optimize the value of funding allocated by the Texas Legislature for the program 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 five percent (5%) sales commission paid to retailers.
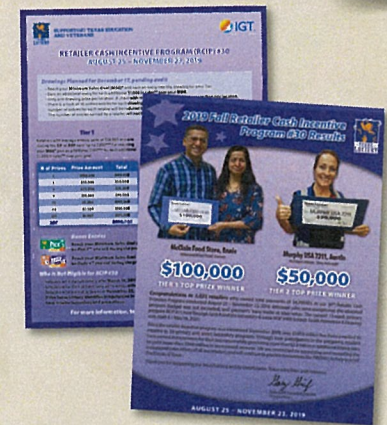
In determining the optimal structure for this program, the Texas Lottery engaged in a study of other U.S. lottery retailer incentive programs and evaluated standards across the retail industry for sales performance-based programs. Following this study, the agency developed a same-store sales growth program that incentivizes retailers based exclusively on quantifiable sales performance.

The program is designed to allow for modifications and supplemental features while maintaining the integrity of the basic structure. Changes over the years have been implemented to maintain retailer engagement and to optimize the revenue benefit to the state. 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, typically six weeks, focused on specific product sales performance. The first two secondary programs were implemented in FY 2015, both focused on increasing sales of the *Pick 3™* daily draw game. The next secondary program was introduced in FY 2018 after enhancements to retailer reporting were implemented. The most recent secondary programs introduce a drawing for cash prizes as a supplement to the traditional pack settlement promotion focused on specific scratch ticket games. 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 *FIREBALL* on *Pick 3* and *Daily 4*.

From inception of the program in September 2009, through the end of FY 2019, the agency has completed 29 primary retailer cash incentive programs plus six secondary programs. Qualifying retailers have generated more than $2.28 billion in additional sales, yielding more than $390.12 million in incremental revenue for the state. Based on their sales performance, these retailers received more than $174.85 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 part of the initial incentive period budget.

The chart on the next page depicts the three primary cash incentive programs conducted during FY 2019. It illustrates the retailer payments made and the related incremental sales impact of each program. Fluctuations in incremental sales when compared to prior years for individual programs may be attributed to revisions in the minimum sales goal to align closer to state average weekly sales. Sales goal minimums will continue to be evaluated for future programs and results monitored for any effect on revenue to the state.

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,

FY 2019 Retailer Cash Incentive Programs Incremental Sales and Retailer Payments
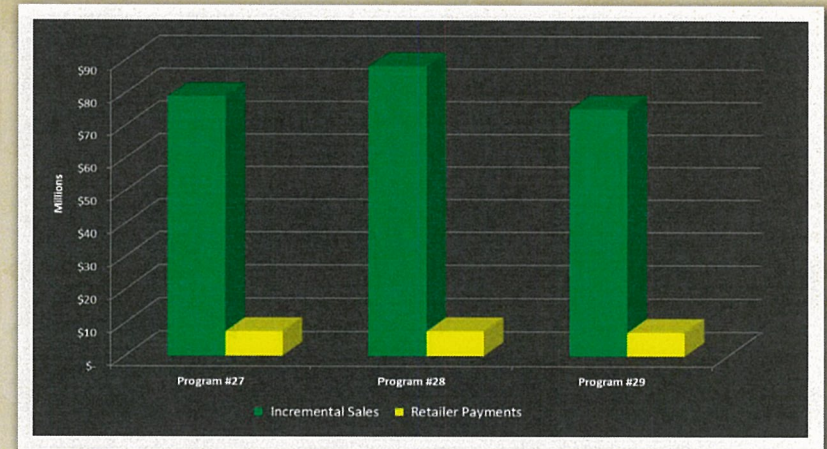
the agency continually evaluates its incentive programs to ensure their design is appealing to retailers, resulting in increased sales and revenue performance.

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 the program's revenue-generating benefits to ensure positive revenue from Texas Legislature appropriated funding. 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.

LOTTERY GAME PROMOTION EXPENDITURES AND EFFICIENCY

Background

The goal of the Texas Lottery's game promotion 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 lottery games promotion dollars to reach the public and enhance awareness of Texas Lottery® games and remains committed to the goal of enhancing the efficiency of lottery games promotion. The agency is also mindful of statutory provisions that guide the type of promotional messaging the agency may use.

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 promotional messages and the media placement strategies employed in the agency's messaging.

Challenges and Opportunities

During the last two legislative sessions the Texas Lottery's fiscal year advertising budget has been significantly reduced. During the 85th legislative session the fiscal year advertising budget was reduced from $32 million to $24.6 million. For the FY 2020 – FY 2021 biennium the fiscal year budget was further reduced from $24.6 million to $17.7 million in the 86th Legislative session. During this short period the agency's advertising budget has been reduced by 45% due to these consecutive budget reductions. With continued substantial budget reductions, the agency has significantly modified the media strategy, eliminating television and dramatically reducing radio and digital media. With the budget reduction, the agency has to be even more selective in choosing the product initiatives that will receive promotional 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 promotional 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 promotional industry, the state of Texas and the markets in which the agency communicates about its products. The purchasing power and reach of the agency's media budget has declined significantly over the 27 years of the agency's existence due to budget decreases, the effects of inflation and significant changes to the media landscape. Media expenditures continue to rise and the proliferation of new media channels like social media and digital continue to make the lottery games promotion more fragmented. These realities have worked to limit the value of lottery games promotion expenditures.

The following table summarizes and compares the impact of these changes and some of the major challenges impacting the Texas Lottery's game promotion communications over time.

Lottery Games Promotion Overview
February 2020

	FISCAL YEAR 1993	FISCAL YEAR 2019
Impact of Inflation	$40 million base appropriated advertising budget	$24.6 million base appropriated advertising budget
	$40 million in 1993 dollars equates to $69.8 million in 2019	Adjusted for inflation, $24.6 million in 2019 equates to $14.1 million 1993 dollars
	12.6 million Texans 18 or older	21.8 million Texans 18 or older
	$3.17 ad spend per capita	$1.13 ad spend per capita
	$3.17 ad spend per capita in 1993 dollars equates to $5.53 in 2019	Adjusted for inflation, $1.13 in 2019 equates to $0.65 in 1993 dollars
Increase in Products	Two products: *Lotto Texas*® Scratch ticket games (2)	**9 products + 4 unique add-on features:** *Pick 3*™ plus FIREBALL *Cash Five*® *Daily 4*™ plus FIREBALL *All or Nothing*™ *Lotto Texas with Extra!*® *Texas Two Step*® *Mega Millions*® with Megaplier® *Powerball*® with Power Play® 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 lottery games promotion 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 promotional support.
Free Media Exposure	Extensive free coverage of winners, games and live 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 are increasingly structured so that they necessitate paid promotion.

(Table continues on the following page.)

Lottery Games Promotion Overview (cont'd)

	FISCAL YEAR 1993	FISCAL YEAR 2019
Media Proliferation	Players were easy to reach frequently via network TV and radio media.	The promotional 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 internet and social media, all factors that limit lottery games promotion exposure. Additionally, tablets, smartphones, DVR usage and content-streaming create even greater opportunities for consumers to time-shift programming, potentially affecting lottery games promotion 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.	Pay-at-the-pump technology requires lottery games promotion to work harder to drive players into the store for lottery products.

The agency is focused on and committed to the goal of enhancing the efficiency of lottery games promotion. This includes efforts to internally review and challenge past promotional strategies to identify new opportunities. By focusing, in coordination with its advertising vendor, on the efficiency of lottery games promotion and developing an annual lottery games promotion 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.

While the Texas Lottery has seen record breaking sales and revenue growth over the past several years, based on third party research on the effect of advertising on lottery sales, revenue to the Foundation School Fund would likely have been greater had the Texas Lottery been allowed to utilize a more effective promote lottery budget. As such, the agency anticipates taking the opportunity to request a modification to its promote lottery budget in its next Legislative Appropriations Request.

Key Initiatives and Goals

According to the La Fleur's 2019 World Lottery Almanac, Texas ranks 40th of 45 reporting U.S. lotteries in advertising budget per capita and had the second lowest per capita advertising spending among the top 10 performing U.S. lotteries as measured by total sales.[1] The ranking of Texas is further reduced to 44th of 45 reporting when calculating advertising budget per capita using the reduced advertising authority granted by the 86th Legislature. See graph on next page.

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[1] La Fleur's 2019 World Lottery Almanac (27th Edition), U.S. lotteries' FY 18 ad budgets as % of sales, p. 280

Promote Lottery Games Budget Per Capita

Source: La Fleur's 2019 World Lottery Almanac, 27th Edition

The agency also engages in efforts to seek input from third-party unbiased resources to evaluate the efficiency of the agency's promote lottery games 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 a media review of the advertising services vendors purchase and placement of 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 media reviews to identify further efficiency opportunities.

Additionally, 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 running in markets consistent with agreed-upon placement requirements.

The Texas Lottery must also engage in creative strategies to optimize its appropriated lottery games promotion 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 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 promotion of lottery games in the different markets in Texas. This means that the agency's promotional 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 lottery games promotion efficiency. The agency utilizes a formal annual advertising media plan approval process to achieve this goal.

Experiential Marketing

The Texas Lottery consistently adapts marketing strategies to evolve with the changing media landscape. Alternative cost-effective media strategies such as experiential 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®, F1™) and music (Toyota Music Factory, Blues on the Green 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 marketing 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 Texas Lottery currently communicates with nearly 260,000 followers about its products and events across a variety of social media platforms, including Facebook, Twitter, Instagram and YouTube. In 2018, the Texas Lottery was recognized as a "Top Texas State Agency on Twitter" by the Texas Social Media Research Institute. Paid promotion on Facebook and Instagram continues to produce significant levels of product awareness and player engagement in addition to daily organic social posts curated by the agency. Recently, the Texas Lottery's media relations and advertising departments adopted an agile approach to producing digital content in-house, which has resulted in an increase of high-quality and cost-friendly content being distributed on social media to support various product initiatives throughout the year. In 2018, the Texas Lottery also began posting lottery drawings to its YouTube channel, expanding the cost-effective ways in which the agency distributes its official lottery drawing programs. All content is monitored, and prompt responses are provided by the agency. The Texas Lottery social media platforms were developed in compliance with the Texas Department of Information Resources social media policy and guidelines. Official social media guidelines can be found on the Texas Lottery website.

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 mobile application increases the public's access to Texas Lottery game information and player support services. In August 2018, the Texas Lottery App won the Innovating and Inventive Project award from the Texas Association of State Systems for Computing and Communications. As of January 2020, there were over 3.9 million downloads from the App Store and Google Play combined.

Draw game players can 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 the "Scan to Check Your Ticket" functionality. This feature provides an added layer of consumer protection as players have the ability to conveniently verify the winning or non-winning status of tickets on their mobile devices. The Texas Lottery App provides a convenient and fun platform for lottery players to access important lottery information.

The Texas Lottery games promotion expenditure goal is to achieve optimal efficiency in promotional 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 promotion of lottery games. The agency has also established strict advertising sensitivity guidelines to ensure that its promotion of lottery games is not of a nature that unduly influences any person to purchase lottery products and that the nature of its promotion of lottery games 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 enhance its website and app and provide information 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 fourth and exceeded only by New York, California and Florida.[2]

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 eight 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 winner.

[2] La Fleur's 2019 World Lottery Almanac (27th Edition), "Worldwide Lotteries Ranked by 2018 Total Sales (excludes VLT revenue)," p. 303.

Scratch tickets include a variety of themes, playstyles and prize structures 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 $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 35 numbers and a player selects five numbers from the pool, the game is described as having a 5-of-35 matrix. 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 draw game 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 *FIREBALL*, *Daily 4*™ with the add-on feature *FIREBALL*, *Cash Five*®, *Texas Two Step*® and *All or Nothing*™. *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, optimize prize structures, incorporate new proprietary printing/innovative production options to the tickets, and utilize well-recognized brands and licensed properties, while developing new product positioning, promotions 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.

The agency believes that maintaining appropriate business and marketing tools, such as greater flexibility in the lottery games promotion and scratch ticket printing budgets, is the key to the Texas Lottery's ongoing success. This approach provides the best opportunity for the Texas Lottery to introduce new products and promote existing products, resulting in increased revenue for our beneficiaries. 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 ticket 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 have attempted to increase draw game sales by exploring the introduction of higher price points as this has been extremely successful for the scratch ticket portion of the portfolio. However, lotteries have struggled in these efforts, as players have become accustomed to playing for large jackpots worth hundreds of millions of dollars, and on some occasions, more than $1 billion, 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 was alternating the introduction of $20 and $10 Spotlight games each fiscal year. The agency last introduced a $20 Spotlight game in May 2017 and is now focused on rotational games (typical print run games that are introduced regularly throughout the year) at this price point. The smaller print production runs for $20 rotational games are yielding better sales results and their product life cycle is far shorter than a Spotlight game, allowing for more frequent game introductions.

In FY 2018 the $30 price point was re-introduced after being out of market since 2007 and the game was produced as a Spotlight game. *$750 Million Winner's Circle* was introduced with over $750 million in total prizes and 12 top prizes of $3 million. This $30 Spotlight game was ranked as the fourth bestselling game in both FY 2018 and FY 2019. The most recent Spotlight game, *$200 Million Cash Explosion®*, was launched in September 2018 at the $10 price point and ended FY 2019 ranked as the seventh bestselling game. The agency will continue to evaluate the benefits of Spotlight games vs. rotational games throughout FY 2020 – FY 2021 and will produce games accordingly.

$100 – Premium Price Point Scratch Ticket Game

The $20 and $50 price point games have seen significant sales growth in recent years. From FY 2015 to FY 2019, sales at the $20 price point have increased 48.6% while sales at the $50 price point have increased 131.8%. At the end of FY 2019, the $20 and $50 price points were the third and fourth bestselling price points respectively. With the demand for games at higher price points increasing, the Texas Lottery is starting to consider all available options for the development of a $100 scratch ticket game. A game at this price point would require a unique prize structure to differentiate it from games at the $20, $30 and $50 levels. It would also require a ticket design that would allow it to be marketed as a premium product. In addition, the distribution and pack size for a $100 scratch ticket game must be evaluated to ensure optimal acceptance and placement at Texas Lottery retail locations. During initial design discussions, the agency will focus on the product development issues discussed above

with expert advice from our contracted scratch ticket manufacturing vendors to ensure a successful game design and introduction at this new premium price point. The agency is in the early stages of discussing a $100 game and is not currently planning for this initiative to launch during FY 2020 – FY 2021.

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, rotational 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 *Weekly Half Grand* ($1), *Break the Bank* ($2), *Weekly Grand* ($2), *Bingo* ($2 and $5), *Crossword* ($3, $5 and $10), *Loteria* ($3, $5, $10 and $20) and *Bonus Break the Bank* ($5).

The Texas Lottery will continue to identify games that it believes can achieve this level of player loyalty. The $20 Loteria game, *Million Dollar Loteria*, launched on November 5, 2018, and because of its popularity, a second version was introduced in April 2019. Both games finished the year in the top 15 bestselling scratch ticket games and the $20 Loteria price point is now considered a core offering. Currently, the Texas Lottery and the lottery operator are reviewing concepts for a new Loteria game at the $50 price point. This will be the first $50 Loteria-themed game in the country and if sales results are positive, it could be the first core game offered by the Texas Lottery at this price point.

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 families. 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 lottery game promotion support behind the games to promote the various attributes that may be appealing to players. The Texas Lottery typically introduces two families per fiscal year. In FY 2019, there were three families introduced starting with the "Hit" family in September. Each ticket in the family was printed with fluorescent inks and holographic foil applications. A "Multiplier" family was also launched in FY 2019 and introduced a custom second-chance promotion called the *$5 Million Vegas Challenge™*, which offered players the chance to win a trip to Las Vegas and play the challenge for a chance to win prizes up to $5 million. This promotion included the cost of holographic paper which the tickets were printed on, saving the agency valuable scratch ticket budget funds that were used to include appealing print production features on other scratch tickets during FY 2019. The "Multiplier" family was a huge hit with four of the six games ending FY 2019 ranked in the top 15 bestselling scratch ticket games. The third family was the "Gems 7s" family, which was introduced in May and also included a unique custom second-chance promotion, which offered trip prizes to Big Cedar® Lodge in Missouri where winners will experience private concerts by

Rascal Flatts and Pat Green, cash prizes and fun activities. Again, this promotion included the cost of the holographic foil applications on the tickets which added to the amazing look/feel of the tickets and strong sales while allowing agency staff to effectively utilize the scratch ticket production budget to drive sales and revenue growth.

Oversized Tickets

While the typical width of scratch tickets is four inches, oversized tickets range in width from 8 inches to 12 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 continued 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 bestselling game. The Texas Lottery expanded its oversized ticket offering in FY 2018 with the launch of the first 12-inch by 12-inch ticket, *$1,000,000 Big Money* followed in FY 2019 with *Millionaire Club*. Both games underperformed so this ticket size is no longer being produced. Scratch ticket games continue to be produced in the 8-inch by 12-inch size and these continue to perform well considering the limited number of oversized dispensers deployed at retail.

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 consumer base. 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, $10 and most recently, $20). The $10 *Mega Loteria* game was the bestselling game in FY 2019, and $5 *Super Loteria* was the 10th bestselling game for the year with sales of $235.9 million and $115.9 million, respectively. The two $20 Loteria games launched in FY 2019 sold a combined $194.3 million. The success of these games has made Loteria a vital component of the agency's core scratch ticket game offerings and a $50 version of Loteria is currently being considered. Concepts for this new price point have been designed and shared with high-volume Loteria retailers and sales representatives for feedback. A $50 Loteria game launch is planned for FY 2021. The agency has also introduced other games with Spanish language titles, such as *5X El Dinero*, *Cinco* and *Cinco Connect* in FY 2019 in an effort to find additional games that resonate with and appeal to the Texas Hispanic lottery consumer. Sales of these games were below expectations indicating they do not have the appeal of the Loteria-branded games; however, the Texas Lottery will continue to look for additional games to offer to this growing population of players.

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 Frogger, Wheel of Fortune®, Willy Wonka™, the Dallas Cowboys and the Houston Texans. In FY 2019, a $1 game, *Boot Scootin' Bucks*, gave players the chance to win a $500 Lucchese® gift certificate through a second-chance promotional drawing. The El Paso-based Texas bootmaker allowed the ticket to be Lucchese branded and the agency paid no licensing fees. This was a win-win for both organizations resulting in 216 gift certificates being awarded and driving brand awareness for Lucchese in more than 18,000 Texas Lottery retail locations while the agency benefited from a partnership with an iconic Texas brand at no cost. The Texas Lottery regularly 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 mobile app takes this convenience one step further and allows players to enter promotional second-chance drawings directly from their smartphones by simply scanning a barcode. In May 2019 the "Gems 7s" family was the first to allow for the pooling of second-chance entries across all the games in the family and gave players entries based on the price point of the entered ticket—e.g., a $20 ticket gave the player 20 entries in the drawing. These new second-chance drawing options allow agency staff to create new and exciting promotions to keep player interest high.

New Custom Promotions

In FY 2019 there were three promotions custom-designed for the Texas Lottery. The *$5 Million Vegas Challenge* promotion was included with the games offered in the "Multiplier" family. Players entered non-winning tickets for a chance to win a $100 cash prize plus an entry into a supplemental drawing for a chance to win a trip to Las Vegas where they would play the challenge for a chance to win prizes up to $5 million. The Big Cedar® Lodge Cash Adventure promotion was included with each of the tickets in the "Gems 7s" games and offered players the opportunity to enter promotional second-chance drawings for the chance to win a trip to Big Cedar Lodge in Missouri. The resort is exclusively reserved for the 400 Texas Lottery winners and their guests for the weekend trip and the events include a private concert by Rascal Flatts, another private concert by Texas artist Pat Green, cash prizes and unique experiential events such as skeet shooting, golfing, fishing, spa days, etc. The *Texas Road Trip* game offered players the opportunity to enter a promotion for a chance to win a trip to one of 11 cities across the state of Texas. The trips included transportation, accommodations, and unique experiential events determined by the city the player chose.

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 ticket game product innovations that can be offered in Texas to keep the games fun and fresh for Texas players, such as:

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 bestselling 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. The break-open concept has also been applied to a $10 holiday scratch ticket, *Season's Greetings*, both in FY 2018 and 2019.

The break-open feature was combined with an oversized ticket design to create added value and gift giving opportunities for players during the holiday seasons.

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. Foil and holographic paper can help games stand out and break through the crowded retail environment.

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 believes that other scratch ticket initiatives have been more successful and there are no plans for the introduction of a pouch game in the near future.

Clear Plastic Ticket – scratch tickets are printed on a transparent, recyclable plastic stock with all the security layers offered on regular paper tickets. The tickets are perforated and can be distributed normally via scratch ticket dispensers and through self-service ticket vending machines. The clear ticket provides a new look and feel and expands design options for scratch ticket games.

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

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 and even billion-dollar jackpots have been offered for years for $1 or $2. 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; however, this game underperformed and was closed in July 2018.

At the beginning of FY 2018, staff implemented the *Mega Millions*® game change that 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. During FY 2018, the agency completed player research on a possible price point increase for the *Lotto Texas*® game. The research did not provide conclusive results that would support a price increase at this time. 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. The Texas Lottery is monitoring the performance of a new draw game called *Cash Pop* that offers wager amounts up to $10.

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.

Both *Mega Millions* and MUSL have approved a new add-on feature called *"Double Play"* for jurisdictions to launch when it best works for their portfolio. Launching *Double Play* is not a requirement and the Texas Lottery is tentatively reserving time in the lottery operator software development schedule for a *Double Play* launch in FY 2021 if the agency believes it will positively contribute to revenue.

Add-on and Wager Type Features

Add-on features and additional wager types, such as *Megaplier*®, *Just the Jackpot*®, *Power Play*®, *FIREBALL* 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. MUSL has a Game Development Committee focused on the design and development of new multijurisdictional lottery products including the development of a new add-on feature for the *Powerball* game. As noted previously, the Texas Lottery will be considering

the "*Double Play*" add-on feature for *Mega Millions* and *Powerball*. The agency is also considering the addition of *Double Play* to the *Texas Two Step* game to capitalize on game introduction marketing efforts.

While national initiatives are being considered and developed, the Texas Lottery continues to work closely with the lottery operator to monitor and evaluate new options. The most recent add-on feature introduction in Texas was the *FIREBALL* launch on *Pick 3* and *Daily 4* on April 28, 2019. *FIREBALL* provides players more opportunities to create winning combinations and increase their chances of winning a prize. The feature replaced *Sum It Up!*® and was launched with the catchphrase, "Play with Fire." *FIREBALL* generated $12.6 million in sales in four months compared to the $10.9 million sold for *Sum It Up!* during the entire previous fiscal year. The Texas Lottery, in conjunction with the lottery operator, will continue to seek out and research other potential add-on features to determine if they resonate with Texas players.

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 was implemented in September 2018. The game change generated a sales increase of $3.8 million during FY 2019. Research conducted on the *Texas Two Step* game and the *Lotto Texas* game has not resulted in any action at this time. Both *Texas Two Step* and *Lotto Texas* have a core, loyal player following, and game change decisions have to factor in the potential alienation of these players. The Texas Lottery believes that it will be a better use of agency resources to monitor both *Double Play* and *Cash Pop* and work with the lottery operator to plan the most beneficial introduction schedule based on competing revenue generating opportunities.

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 increased visibility of in-state draw games 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*, *Lotto Texas* and *Texas Two Step*. The *Lone Star Lineup* package is a successful promotional offering at selling events such as the State Fair of Texas. 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. When the agency decided to close the *Texas Triple Chance* game due to its performance, the *Lone Star Lineup* package was changed in FY 2018 to remove *Texas Triple Chance* and include *Lotto Texas* and *Texas Two Step*. There are currently no plans to change the games offered in this package.

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 and FY 2018, the Texas Lottery launched a second-chance promotion, *Power Cruise*™, with Alchemy3. Players entered their *Powerball* tickets to collect symbols and earn entries into drawings for a chance to win an exclusive Royal Caribbean® cruise trip. Popular promotions like these allow draw games to leverage well-known brands in the same way that scratch tickets have and the agency is always interested in new promotional opportunities.

In-Lane Product Sales/QUICKTICKET™ and Receipt Ticket

It is critical that lottery products are conveniently available where a broad diversity of consumers shop. The Texas Lottery has been working with the lottery operator, NASPL and various private companies to implement in-lane sales that will facilitate convenient lottery product purchases while customers are in the checkout lane. During FY 2019, the agency made in-lane sales its top priority with the goal of an FY 2020 implementation. The two new delivery options include QUICKTICKET, a gift card type ticket that contains pre-printed Quick Pick numbers under a scratch surface and receipt ticket, a lottery draw game ticket printed on the retailer's plain receipt paper instead of Texas Lottery roll stock. Like a gift card, QUICKTICKET has no value until purchased and activated where the QUICKTICKET was sold. Customers receive a cash register receipt confirming activation. QUICKTICKET and receipt ticket offer the United States' most popular lottery draw games, *Powerball* and *Mega Millions*. QUICKTICKET, available at $4 and $10 price points, launched at Dollar General stores and receipt ticket launched at H-E-B. Both programs rolled out in early FY 2020. Just like other lottery tickets, both QUICKTICKET and receipt ticket contains a barcode to scan on any Texas Lottery terminal for validation purposes. During FY 2020, the agency will continue its work with various vendors to expand in-lane sales via the QUICKTICKET and receipt ticket platforms.

Texas Lottery® App

With a focus on player convenience, the Texas Lottery spent a large amount of time and effort in FY 2016 working toward the introduction of a 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. During FY 2018, planning began on utilizing the app to reward the agency's loyal players and in FY 2020, software will be developed that will provide the capability to push digital coupons out to app users. For example, during a specified time, the agency could populate a QR code on the app that would give players $6 worth of *Cash Five*

Quick Pick tickets for $5. Utilizing the app in this manner encourages app downloads and app usage, saves print budget expenditures for the agency, rewards existing players and promotes product trial. It also provides great flexibility and time savings for staff as coupons/promotions can be developed for games as needed to support sales.

The agency places a significant emphasis on player education and clear communication about its products. The agency works to achieve transparency across all 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 trials 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

An increase in gross sales alone does 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
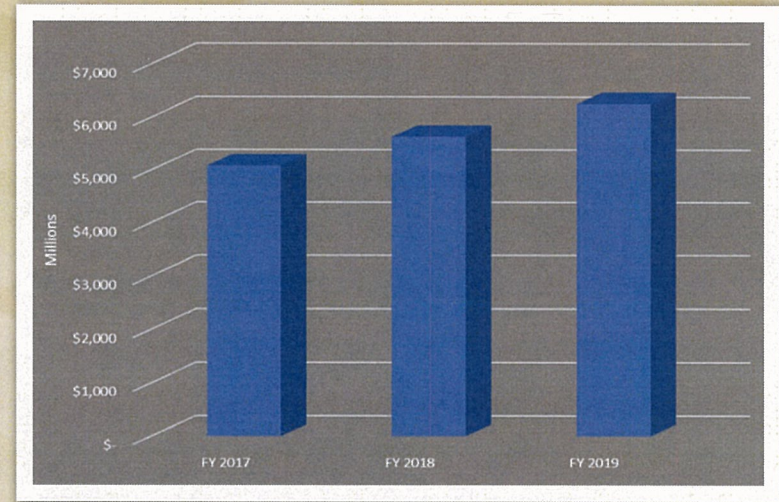
NET REVENUE

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 2019 resulted in the highest revenue year with total transfers to the state of $1.64 billion, marking the 16th consecutive year the Texas Lottery has generated more than $1 billion in contributions to the state of Texas. In FY 2019, $1.62 billion went to the Foundation School Fund and $19.4 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 5.79% growth annually. (See graph on next page.)

Total Transfers to State
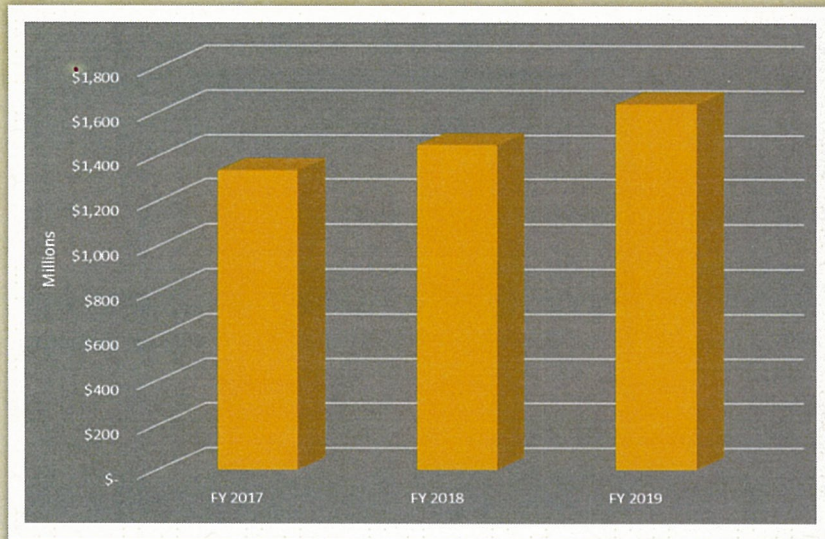
Challenges and Opportunities

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 eight 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 truly new product offerings. During FY 2019, the Texas Lottery was able to set an all-time sales record of over $6.25 billion. Scratch sales for FY 2019 totaled $4.85 billion, the highest scratch ticket sales in Texas Lottery history with draw games sales totaling $1.40 billion, a new record for that portion of the product portfolio.

This sales success was achieved because of the new, innovative scratch ticket designs that were introduced along with strong jackpots from both *Mega Millions* and *Powerball* early in the fiscal year.

In the FY 2017 and FY 2019 legislative sessions, the agency's biennial advertising budget was reduced by 23% and 28%, respectively. The 86th Legislature reduced the agency's advertising budget by $13.7 million

from the FY 2020 – FY 2021 biennium, appropriating $35.5 million compared to $49.3 million in FY 2018 – FY 2019. These consecutive and significant budget reductions have had a dramatic impact on how the agency promotes the Texas Lottery. The agency believes that maintaining appropriate business and marketing tools, including an effective lottery games promotion budget, scratch ticket budget, and retailer bonus and incentive budgets, are the key to the Texas Lottery's ongoing success. This approach provides the best opportunity for the Texas Lottery to introduce new products, promote existing products and retain and recruit retailers, resulting in increased revenue for our beneficiaries.

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 28-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 2020 sales will exceed FY 2019 levels. The agency has achieved strong growth in its scratch ticket product category thus far in FY 2020 and anticipates record sales in that category once again. Draw game sales are anticipated to conclude FY 2020 with sales below FY 2019. The decline in draw game sales is attributed to the lack of large multijurisdictional jackpots this fiscal year as well as jackpot game declines projected the remainder of the year due to uncertainty from COVID-19.

Continued sales growth in the scratch ticket product category during FY 2021 is not likely dependent on various factors. Draw game sales for FY 2021 are expected to maintain similar levels to those realized in FY 2020. The agency recognizes that future growth will occur through execution at a more tactical level related to the performance factors in this plan.

Sales Projection Table

	SALES ACTUAL FY 2019 (IN MILLIONS)	SALES PROJECTION FY 2020 (IN MILLIONS)	SALES GOAL FY 2021 (IN MILLIONS)
Scratch Tickets	$4,845.59	$5,488.93	$5,215.06
Draw Games	$1,405.89	$1,121.73	$1,120.00
Total Sales	$6,251.48	$6,610.66	$6,335.06

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% of the gross revenue accruing from the sale of tickets in that biennium. A minimum of 5% of this amount is to be allocated as compensation paid to sales agents (licensed retailers). The base retailer commission has remained at 5% since the inception of the lottery, leaving the remaining 7% available for other administrative expenses, subject to legislative appropriation. The Texas Lottery has consistently kept administrative expenses well below 7% 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 2020, as strong scratch ticket product sales have been realized throughout the fiscal year. Net revenue for FY 2021 is expected to decline further with the long-term uncertainty from COVID-19. Projected revenue is detailed in the chart below.

Revenue Projection Table

	REVENUE ACTUAL FY 2019 (IN MILLIONS)	REVENUE PROJECTION FY 2020 (IN MILLIONS)	REVENUE GOAL FY 2021 (IN MILLIONS)
Total Revenue	$1,636.59	$1,637.49	$1,573.22

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