



The following documentation is an electronically-submitted vendor response to an advertised solicitation from the *West Virginia Purchasing Bulletin* within the Vendor Self-Service portal at *wvOASIS.gov*. As part of the State of West Virginia's procurement process, and to maintain the transparency of the bid-opening process, this documentation submitted online is publicly posted by the West Virginia Purchasing Division at *WVPurchasing.gov* with any other vendor responses to this solicitation submitted to the Purchasing Division in hard copy format.

Header @ 2

List View

**General Information** | [Contact](#) | [Default Values](#) | [Discount](#) | [Document Information](#) | [Clarification Request](#)

Procurement Folder: 1173322

Procurement Type: Central Master Agreement

Vendor ID: 000000101085

Legal Name: IGT GLOBAL SOLUTIONS CORP

Alias/DBA:

Total Bid: \$1.86

Response Date: 03/29/2023

Response Time: 11:21

Responded By User ID: IGT CORP 2021

First Name: Andrea

Last Name: McCrary

Email: andrea.mccrary@igt.com

Phone: 3042063202

SO Doc Code: CRFQ

SO Dept: 0705

SO Doc ID: LOT2300000003

Published Date: 3/15/23

Close Date: 3/30/23

Close Time: 13:30

Status: Closed

Solicitation Description: Addendum No 2-WV Lottery Instant Game Ticket Printing & Svcs

Total of Header Attachments: 2

Total of All Attachments: 2



Department of Administration  
 Purchasing Division  
 2019 Washington Street East  
 Post Office Box 50130  
 Charleston, WV 25305-0130

**State of West Virginia  
 Solicitation Response**

**Proc Folder:** 1173322  
**Solicitation Description:** Addendum No 2-WV Lottery Instant Game Ticket Printing & Svcs  
**Proc Type:** Central Master Agreement

Solicitation Closes	Solicitation Response	Version
2023-03-30 13:30	SR 0705 ESR03292300000004690	1

**VENDOR**  
 000000101085  
 IGT GLOBAL SOLUTIONS CORP

**Solicitation Number:** CRFQ 0705 LOT2300000003  
**Total Bid:** 1.860000000000000097699626167 **Response Date:** 2023-03-29 **Response Time:** 11:21:59  
**Comments:**

**FOR INFORMATION CONTACT THE BUYER**  
 Toby L Welch  
 (304) 558-8802  
 toby.l.welch@wv.gov

**Vendor Signature X** **FEIN#** **DATE**

All offers subject to all terms and conditions contained in this solicitation

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
1	LOTTERY TICKET PRINTING & RELATED SERVICES				1.86

Comm Code	Manufacturer	Specification	Model #
60141113			

**Commodity Line Comments:** Workbook will be attached to include pricing - Exhibit A.

**Extended Description:**

Vendor must Fill out Exhibit A in its entirety and submit Exhibit A with their bids.

IGT'S PROPOSAL TO THE

# WEST VIRGINIA LOTTERY

FOR INSTANT GAME TICKET PRINTING  
AND RELATED SERVICES

## **Confidential Information Statement**

Per the requirements of Section 30 and Section 31 of the Centralized Request for Quote Service - Prof – Instant Game Ticket Printing and Related Services, Solicitation No. CRFQ 0705 LOT2300000003 (the “CRFQ”), IGT Global Solutions Corporation (“IGT”) has expressly excluded from this Proposal all material that IGT considers to be confidential, a trade secret, or otherwise not subject to public disclosure (collectively, “Confidential Information”), as required by the competitive bidding laws of West Virginia Code §§ 5A-3-1 et seq., 5-22-1 et seq., and 5G-1-1 et seq. and the Freedom of Information Act West Virginia Code §§ 29B-1-1 et seq.

## **Trademark Statement**

The trademarks and logos contained in this Proposal are marks owned by and/or licensed to IGT and/or its subcontractors and may not be used without IGT’s express written permission. The game names and game logos in the Proposal serve as examples only, and additional analysis, including searches of third-party trademarks, may be required to determine whether use outside the scope of the Proposal is permitted and appropriate.



March 30, 2023

Department of Administration, Purchasing Division  
Attn: Toby L. Welch  
2019 Washington Street East  
Charleston, WV 25305-0130

Re: Centralized Request for Quotation: WV Lottery Instant Game Ticket Printing and Related Services:  
CRFQ 0705 LOT2300000003.

Delivered via wvOASIS

Dear Mr. Welch:

With this letter, IGT Global Solutions Corporation (hereinafter IGT) respectfully submits its response to the Department of Administration, Purchasing Division's Centralized Request for Quotation (CRFQ) on behalf of the West Virginia Lottery (the Lottery) for Instant Game Ticket Printing and Related Services.

As the West Virginia Lottery's sole provider of instant game tickets for the past six years, IGT offers continuity of an evolving portfolio of player-preferred play styles, designs, and prize structures that have sustained sales growth of more than 20% for four consecutive years. Continuity also extends to our unified operation, one in which your instant game tickets seamlessly interface with the Lottery's IGT systems and salesforce, all to place the right mix of appealing games at retail, support the Lottery's strategic goals while keeping a watchful eye toward future opportunities and, ultimately, provide the most positive player experience.

The enclosed response includes Exhibit A, Pricing Page, plus additional forms and documents as required by the CRFQ. In addition, IGT hereby provides and agrees to terms in Section 3 of the CRFQ, unless it is explicitly stated that the documentation must be provided upon Contract award.



Thank you for this opportunity to present the enclosed information to the Purchasing Division for its evaluation and consideration. We are eager to continue working with the Lottery. Should you have any immediate questions about the Proposal, please reach out to:

Matthew Benoit  
Senior Account Executive  
IGT Global Solutions Corporation  
10 Memorial Boulevard  
Providence, RI 02903  
Phone: (401) 392-7430  
Email: [Matthew.Benoit@igt.com](mailto:Matthew.Benoit@igt.com)

My team and I are available to answer questions and provide any additional information the Purchasing Division may require.

Best regards,

A handwritten signature in blue ink that reads "Joseph S. Gendron".

Joseph S Gendron  
Chief Operating Officer – Global Lottery  
IGT Global Solutions Corporation  
10 Memorial Boulevard  
Providence, RI 02903  
Phone: (401) 392-7631  
Email: [Jay.Gendron@IGT.com](mailto:Jay.Gendron@IGT.com)



# Table of Contents

## Confidential Page

## Letter of Transmittal

## Required Documents

*Lottery Cover Page*

*Designated Contact*

*Addendum Acknowledgement*

*Contract Manager*

<b>3</b>	<b>Qualifications .....</b>	<b>3 – 1</b>
3.1	Experience.....	3 – 1
3.2	Required Staff Assignments .....	3 – 4
3.3	Vendor Organizational Chart .....	3 – 12
3.4	Equipment and Technology .....	3 – 14
3.5	Disaster Recovery .....	3 – 17
3.6	Corporate Audit Requirements .....	3 – 19
3.6.1	Annual Audited Financial Statements.....	3 – 20
3.6.2	Full Cooperation with Audit Firm(s) .....	3 – 20
3.7	Disclosure of Litigation and Investigation .....	3 – 20
<b>4</b>	<b>Mandatory Requirements .....</b>	<b>4 – 1</b>
4.1.2	Process .....	4 – 1
4.1.4.7	Incident Reporting / Escalation Plan.....	4 – 6
4.1.4.9	Production Schedule Compliance.....	4 – 9
4.1.10.1	Security Plan .....	4 – 10
4.1.10.1.6	Any Other Elements of Security Offered.....	4 – 10
4.1.10.3	Ticket Security Certification .....	4 – 16

## Exhibit A Pricing

# Required Documents

# **Lottery Cover Page**



Department of Administration  
 Purchasing Division  
 2019 Washington Street East  
 Post Office Box 50130  
 Charleston, WV 25305-0130

State of West Virginia  
 Centralized Request for Quote  
 Service - Prof

<b>Proc Folder:</b> 1173322		<b>Reason for Modification:</b>	
<b>Doc Description:</b> Addendum No 2-WV Lottery Instant Game Ticket Printing & Svcs		Addendum No 2 is issued to publish vendor's questions with their responses.	
<b>Proc Type:</b> Central Master Agreement			
<b>Date Issued</b>	<b>Solicitation Closes</b>	<b>Solicitation No</b>	<b>Version</b>
2023-03-15	2023-03-30 13:30	CRFQ 0705 LOT2300000003	3

**BID RECEIVING LOCATION**

BID CLERK  
 DEPARTMENT OF ADMINISTRATION  
 PURCHASING DIVISION  
 2019 WASHINGTON ST E  
 CHARLESTON WV 25305  
 US

**VENDOR**

**Vendor Customer Code:** 000000101085

**Vendor Name :** IGT Global Solutions Corporation

**Address :**

**Street :** 10 Memorial Boulevard

**City :** Providence

**State :** RI **Country :** United States **Zip :** 02903

**Principal Contact :** Matthew Benoit

**Vendor Contact Phone:**401-248-4462 **Extension:**

**FOR INFORMATION CONTACT THE BUYER**  
 Toby L Welch  
 (304) 558-8802  
 toby.l.welch@wv.gov

**Vendor Signature X** *Joseph S. Henderson* **FEIN#** 05-0389840 **DATE** 3/28/2023

All offers subject to all terms and conditions contained in this solicitation

**ADDITIONAL INFORMATION**

Addendum No 2 is issued for the following reasons:

- 1) To publish a copy of vendor's questions with their responses.
- 2) To publish a copy of the Agency's Liquidated Damages.
- 3) To publish an updated version of copy of Exhibit B - as a separate excel attachment.
- 4) To publish a copy of Exhibit D - Game Pricing Examples
- 5) To publish a copy of Exhibit E - Ticket Examples.

--no other changes--

INVOICE TO		SHIP TO	
LOTTERY PO BOX 2067		LOTTERY 900 PENNSYLVANIA AVE	
CHARLESTON	WV	CHARLESTON	WV
US		US	

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
1	LOTTERY TICKET PRINTING & RELATED SERVICES				

Comm Code	Manufacturer	Specification	Model #
60141113			

**Extended Description:**

Vendor must Fill out Exhibit A in its entirety and submit Exhibit A with their bids.

**SCHEDULE OF EVENTS**

<u>Line</u>	<u>Event</u>	<u>Event Date</u>
1	Questions are due by 4:00 p.m.	2023-02-17

	Document Phase	Document Description	Page
LOT2300000003	Final	Addendum No 2-WV Lottery Instant Game Ticket Printing & Svcs	3

**ADDITIONAL TERMS AND CONDITIONS**

See attached document(s) for additional Terms and Conditions

# **Designated Contact**

**DESIGNATED CONTACT:** Vendor appoints the individual identified in this Section as the Contract Administrator and the initial point of contact for matters relating to this Contract.

(Printed Name and Title) Matthew Benoit – Sr. Account Executive,  
Instant Ticket Printing and Services

(Address) 10 Memorial Boulevard Providence, RI 02903

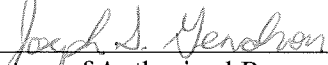
(Phone Number) / (Fax Number) 401-248-4462

(Email address) Matthew.Benoit@IGT.com

**CERTIFICATION AND SIGNATURE:** By signing below, or submitting documentation through *wvOASIS*, I certify that: I have reviewed this Solicitation/Contract in its entirety; that I understand the requirements, terms and conditions, and other information contained herein; that this bid, offer or proposal constitutes an offer to the State that cannot be unilaterally withdrawn; that the product or service proposed meets the mandatory requirements contained in the Solicitation/Contract for that product or service, unless otherwise stated herein; that the Vendor accepts the terms and conditions contained in the Solicitation, unless otherwise stated herein; that I am submitting this bid, offer or proposal for review and consideration; that this bid or offer was made without prior understanding, agreement, or connection with any entity submitting a bid or offer for the same material, supplies, equipment or services; that this bid or offer is in all respects fair and without collusion or fraud; that this Contract is accepted or entered into without any prior understanding, agreement, or connection to any other entity that could be considered a violation of law; that I am authorized by the Vendor to execute and submit this bid, offer, or proposal, or any documents related thereto on Vendor's behalf; that I am authorized to bind the vendor in a contractual relationship; and that to the best of my knowledge, the vendor has properly registered with any State agency that may require registration.

*By signing below, I further certify that I understand this Contract is subject to the provisions of West Virginia Code § 5A-3-62, which automatically voids certain contract clauses that violate State law; and that pursuant to W. Va. Code 5A-3-63, the entity entering into this contract is prohibited from engaging in a boycott against Israel.*

IGT Global Services Corporation  
(Company)

  
(Signature of Authorized Representative)

Joseph S. Gendron, Chief Operating Officer – Global Lottery  
(Printed Name and Title of Authorized Representative) (Date)

401-392-7631  
(Phone Number) (Fax Number)

Jay.Gendron@IGT.com  
(Email Address)



# **Addendum Acknowledgement**

ADDENDUM ACKNOWLEDGEMENT FORM SOLICITATION  
NO.:CRFQ LOT2300000003

Instructions: Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgment form. Check the box next to each addendum received and sign below. Failure to acknowledge addenda may result in bid disqualification.

Acknowledgment: I hereby acknowledge receipt of the following addenda and have made the necessary revisions to my proposal, plans and/or specification, etc.

Addendum Numbers Received:

*(Check the box next to each addendum received)*

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> Addendum No. 1 | <input type="checkbox"/> Addendum No. 6  |
| <input checked="" type="checkbox"/> Addendum No. 2 | <input type="checkbox"/> Addendum No. 7  |
| <input type="checkbox"/> Addendum No. 3            | <input type="checkbox"/> Addendum No. 8  |
| <input type="checkbox"/> Addendum No. 4            | <input type="checkbox"/> Addendum No. 9  |
| <input type="checkbox"/> Addendum No. 5            | <input type="checkbox"/> Addendum No. 10 |

I understand that failure to confirm the receipt of addenda may be cause for rejection of this bid. I further understand that any verbal representation made or assumed to be made during any oral discussion held between Vendor's representatives and any state personnel is not binding. Only the information issued in writing and added to the specifications by an official addendum is binding.

IGT Global Solutions Corporation

Company

*Joseph S. Mendon*

Authorized Signature

*3/28/2023*

Date

NOTE: This addendum acknowledgment should be submitted with the bid to expedite document processing.

# **Contract Manager**

REQUEST FOR QUOTATION  
West Virginia Lottery Instant Game Ticket Printing and Services

---

**12. MISCELLANEOUS:**

**12.1. Contract Manager:** During its performance of this Contract, Vendor must designate and maintain a primary contract manager responsible for overseeing Vendor's responsibilities under this Contract. The Contract manager must be available during normal business hours to address any customer service or other issues related to this Contract. Vendor should list its Contract manager and his or her contact information below.

<b>Contract Manager:</b>	Matthew Benoit – Sr. Account Executive, Instant Ticket Printing and Services
<b>Telephone Number:</b>	401-248-4462
<b>Fax Number:</b>	N/A
<b>Email Address:</b>	Matthew.Benoit@IGT.com

# 3

## Qualifications

*Vendor, or Vendor's staff if requirements are inherently limited to individuals rather than corporate entities, shall have the following minimum qualifications:*

### 3.1 Experience

*The Vendor MUST have a minimum of five (5) years' experience in successfully providing a wide variety of secure instant lottery game tickets for one or more North American government lotteries. The Vendor MUST have experience in the creative design, imaging, computer programming for ticket generation, inventory control and validation, security, production, audit, testing, and secure delivery of instant lottery games of the type sought by the Lottery. Compliance with this experience requirement will be determined prior to contract award by the State through references provided by the Vendor upon request, through knowledge or documentation of the Vendor's past projects, through confirmation of experience requirements from lottery trade publications, or some other method that the State determines to be acceptable. Vendor must provide any documentation requested by the State to assist in confirmation of compliance with this provision. References, documentation, or other information to confirm compliance with this experience requirement may be requested after bid opening and prior to contract award.*

---

IGT has read, understands, and complies with this requirement.

IGT has been a lottery leader since 1980. We have offered instant lottery game systems and professional services for more than 30 years and produced instant games since 2007. Today, we provide instant games and services to more than 60 lotteries around the globe, including 10 out of the 15 top lotteries in terms of instant sales worldwide as shown in the table below.

Top 15 Lotteries in Instant Ticket Sales for 2021	
Lottery	IGT Customer
Gratta e Vinci (Italy)	Yes
La Francaise Des Jeux	Yes
Florida Lottery	Yes
Texas Lottery	Yes
California Lottery	Yes
U.K. National Lottery	No
New York Lottery	Yes
China Welfare Lottery	No
China Sports Lottery	No
Massachusetts Lottery	Yes
Georgia Lottery Corp	No
Pennsylvania Lottery	No
North Carolina Education Lottery	Yes
Michigan Lottery	Yes
Ohio Lottery	Yes

**Figure 3 – 1.**

As a full-service lottery company, IGT offers marketing services that range from market research, strategic planning, game concept development, and prize structure development to the graphic design and printing of instant tickets, and on to packaging, warehousing, shipping, and execution at retail. The West Virginia Lottery will benefit from our ability to support an instant game through its full life cycle – from game development all the way through to player purchase and post-game analysis.

Below is a list of clients we currently work with and supply instant game tickets to.

IGT's Instants Client List	
United States & Canada	
<ul style="list-style-type: none"> <li>• Arizona</li> <li>• British Columbia Lottery Corporation</li> <li>• California</li> <li>• Connecticut</li> <li>• District of Columbia</li> <li>• Florida</li> <li>• Hoosier (Indiana)</li> <li>• Iowa</li> <li>• Kansas</li> <li>• Massachusetts</li> <li>• Minnesota</li> <li>• Missouri</li> <li>• Mississippi</li> </ul>	<ul style="list-style-type: none"> <li>• Nebraska</li> <li>• New Hampshire</li> <li>• Ohio</li> <li>• Oregon</li> <li>• New Jersey</li> <li>• New York</li> <li>• Rhode Island</li> <li>• Texas</li> <li>• Virginia</li> <li>• Washington</li> <li>• West Virginia</li> <li>• Wisconsin</li> </ul>
Latin America and the Caribbean	
<ul style="list-style-type: none"> <li>• The Caribbean Lottery (Anguilla, Antigua, Barbados, St. Kitts &amp; Nevis, St Maarten, and the U.S. Virgin Islands)</li> <li>• Jamaica</li> <li>• National Lottery - Mexico</li> <li>• Trinidad &amp; Tobago</li> </ul>	
Europe	
<ul style="list-style-type: none"> <li>• Croatia</li> <li>• Sazka (Czech Republic)</li> <li>• France</li> <li>• Germany (2 States)</li> <li>• Italy</li> <li>• Malta</li> <li>• Slovakia</li> </ul>	
Asia-Pacific	
<ul style="list-style-type: none"> <li>• Australia (1 State)</li> <li>• Taiwan</li> </ul>	

Figure 3 – 2.

## 3.2 Required Staff Assignments

*The Vendor MUST supply, at minimum, a specified account representative for key day to day contact for production of instant lottery games. The successful Vendor will provide resources for maintaining and implementing a research and development effort in such areas as instant lottery game estimated need, concept, design, development, and post-game review. The Lottery has the right to approve or request any changes in key support staff at any time.*

---

IGT has read, understands, and complies with this requirement.

Our Key Personnel Team assigned to the West Virginia Lottery is a group of accomplished and experienced industry experts who will collaborate with you to the degree and extent that you require, or desire, to create sustainable, long-term business strategies. They will be led by Matthew Benoit, IGT's Senior Account Executive, who is based in Rhode Island. He will be the Lottery's main point of contact for the West Virginia Lottery's instant printing needs and will be responsible for key day-to-day contact for the production of instant lottery games.

Matthew will be supported by our entire Lakeland team, with the combined experience of 250 years of lottery client and vendor community expertise, including instant game development, design, marketing, and production.

IGT will continue to work closely with the Lottery to develop a game plan strategy, create new and exciting art for players, and optimize the product offering through print quantities and prize structure diversity. The team will continue to work collaboratively and expand upon the partnership with the local site team in order to assist the Lottery in monitoring inventory levels of games on market and manage delivery timelines to the warehouse. IGT will build upon the recent sales growth and work collaboratively with the Lottery to find further opportunities to grow and expand the Lottery's presence at retail.

Here is an introduction to the IGT Account Team ready to serve the West Virginia Lottery:



## IGT's Account Team for West Virginia



### Matthew Benoit

Senior Account Executive

---

Matthew started in IGT's Sales Development Team in 2015, where he served on accounts that include Texas, California, Indiana, West Virginia, and South Dakota. Additionally, he has developed industry presentations for Kentucky, Virginia, and North Carolina.

In his current role as a Senior Account Executive, Matthew assists a number of customers in developing portfolio strategy and product plans to drive sales.

Matthew works with executive leadership and customers to increase sales by promoting game diversity, optimization of both prize structures and game replenishment. His work has focused on both independent and chain retailers to best utilize space and products to see tangible results. Additionally, Matthew has worked with lotteries across the nation to build reporting packages used each week to monitor and maintain business.



### Kristie Hatcher

Account Representative

---

Before joining IGT in 2020, Kristie dedicated over 9 years working in promotional instant ticket printing. She has been with IGT for 2.5 years, the entire time working as an Account Representative.

Kristie currently maintains the instants accounts for West Virginia, Wisconsin, and Oregon. In fact, the West Virginia Lottery was her first account. She currently checks prize structures, creates, edits, and examines artwork, builds Working Papers, processes complaints, maintains workback schedules, and assists with game planning for the West Virginia account. She also suggests added value features/upgrades and works with internal stakeholders to keep games moving through the pipeline.

## Support Personnel

Matthew Benoit and Kristie Hatcher will be supported by key members of various instant services groups. These groups, as well as the staff recruited for the West Virginia account, are highlighted below.

IGT's Corporate Executive Staff will also be available for strategy consultation and support on an as-needed basis. Our proficiency across all aspects of your instant game business ensures that you will have a business partner capable of producing high-quality, player-favorite games, and who is ready and willing to invest even further in the State of West Virginia.

## Executive Support



### Joseph (Jay) S. Gendron

Chief Operating Officer – Global Lottery

---

Jay ensures each customer's business objectives are fully understood and supported. Jay will provide the West Virginia Lottery with a visible IGT senior staff presence, as he will regularly engage with local IGT leadership and staff. He brings 25 years of experience to our customers. Jay began his career at IGT in 1995 and rose through the ranks. In 2014, he became Senior Vice President of North America. Having demonstrated trust, integrity, responsibility, and an unyielding commitment to customer service, he was promoted to his current role, Chief Operating Officer – Global Lottery, in 2018.



### Keith Cash

Vice President & General Manager Instant Ticket Services

---

Keith Cash has overall management and leadership responsibilities for IGT's Instant Ticket Services operation in Lakeland. He has been the driving force behind IGT's investment in the Lakeland facility, with a passion for innovation, sustainability, efficiency, and technology that has put IGT at the forefront of the instant printing industry.

Keith's leadership in the IGT organization is based on more than 25 years of experience across the lottery industry value chain from both a supplier and customer perspective. On the supplier side, Keith began his career on the manufacturing floor and progressed through the ranks from customer service to vice president positions in both Sales and Operations.

Immediately prior to joining IGT, Keith served as Director of Portfolio Management for the Tennessee Education Lottery Corporation. His years working inside Tennessee's lottery operation reshaped Keith's perspective on how value is defined by a lottery.

Keith's main contract role will be to ensure IGT supports the West Virginia Lottery by consistently delivering value through our depth of resources, superior products, and actionable information. His leadership style will continue to inspire Lakeland's more than 400 employees and, with the support of the company's worldwide experts, ensure we are always ahead of the game.

## Management Support



### Scott Gallagher

Vice President: Head of Instant Sales

---

Scott is IGT's Vice President – Head of Instant Sales. He is an experienced lottery professional, having worked for over 20 years in the industry. He began his lottery career on the instant games side of the business, supporting customers across Europe and Asia.

Upon moving to IGT in 2006, he assumed a lead role in supporting our European customers in the development of their draw-based game product portfolios and channel strategies. In 2009, Scott was assigned to a start-up lottery project in Spain where he successfully oversaw the marketing operations for the launch of a new sales channel for ONCE (National Lottery for the Blind) and the launch of a new instant and draw based game portfolio.

Over the following decade, Scott managed an International Sales Development Team, overseeing sales and marketing support of existing customers as well as developing go-to-market plans for new opportunities around the globe. In early 2023, Scott was appointed Head of Instant Sales and is currently managing a global team of Sales Executives responsible for customer development.



### Giancarlo Perrotta

Vice President: Global Instant Innovation

---

Giancarlo has played an integral role in IGT's success with instant games over the last 15 years. Prior to taking on the role of Vice President: Global Instant Innovation, he oversaw IGT's instant game operations in Italy for five years, which had nearly \$15 billion in sales for 2021. He has a strong record of leading innovation throughout the industry and developing successful business strategies. Giancarlo oversaw the launches of the first mobile eInstant game as well as the first second-chance promotion with augmented reality and the first hybrid instant game to be played exclusively on mobile devices.

Prior to joining IGT, Giancarlo spent 10 years in marketing roles for various Italian companies in the consumer goods sector.



## Heather Nunez

Senior Manager: Account Services, Instant Ticket Services

Heather joined IGT in January 2014 as an Account Services Assistant, providing support to both IGT Account Representatives and our customers. After her promotion to Account Representative in May 2014, Heather was recognized with a Building Excellence Award for implementing an internal process change to packaging that reduced product damage and waste during the manufacturing process. In 2019, she was promoted to Senior Manager of Account Services and is now responsible for hiring, training, coaching, and managing the day-to-day operations of the Account Services Team in Lakeland, including your Account Representative Kristie Hatcher.

*“Account Services is the mortar between the bricks. We navigate the workflow of the different teams at our plant that work on the development and delivery of a game to ensure the customer receives top quality products within the required customer timeframe.”*

– Heather Nunez, Senior Manager,  
Account Services, Instant Ticket Services

Heather’s career encompasses more than 10 years of experience in customer service. Alongside a bachelor’s degree in business administration, Heather’s experience has equipped her to provide capable support and oversight of Game Design Development and Specifications.



## David Stark

Senior Marketing Analyst

David works as part of the Marketing Intelligence group, applying his analytical problem-solving skills to determine the underlying causes of instant game performance in the North American market. He creates data visualizations and dashboards to communicate the highest impact findings in order to construct portfolio strategies that maximize sustainable growth. He has presented these findings to customers through both consultation and RFP responses in more than 25 jurisdictions, which has given him a unique industry perspective.



## Anthony Lucci

Director, Instant Ticket Innovations

---

Tony is a disciplined executive with seven years of lottery industry experience in instant ticket marketing, sales, finance, product development, and operations. His lottery experience is supported by his proven track record in developing and implementing strategies and tactics for new business ventures within established public corporations and privately held start-ups in the entertainment, publishing, gaming, and consumer products industries. He will collaborate with Lottery personnel on an as-needed basis for strategic and business planning, game planning, and design services support. He will also work with IGT's teams in Taiwan, Lakeland, and Providence. Tony will work closely with these resources and the Lottery to develop product plans and strategies consistent with your business and sales objectives.



## Amy Morin

Senior Director: Business Development

---

Amy has 20 years' experience working with IGT and its global customer base. In her current role, she manages IGT's portfolio of licensed content and second chance promotions for lottery customers worldwide. She builds turnkey marketing and advertising programs to support licensed games. With a focus on brand management, sales, and marketing, she works closely with IGT's instant sales teams on strategic recommendations and customized programs for each customer. She oversees game and promotional innovation efforts, including the activities of our Brainstorming Innovative Games (BIG) team. She also manages special customer events, including all experiential prizes or events associated with licensed-property and second chance turnkey marketing programs.

## Game Design



## Katy Pettis

Manager: Creative Design, Instant Ticket Services

---

Katy has worked for IGT for 15 years and has more than 20 years of customer and production experience in the printing industry. Katy leads the team of designers who create the ticket art, from security to technical press specifications, all based on best practices. In addition to her creativity and keen eye, Katy offers suggestions and ideas for specific aspects of game play. She will work closely with the West Virginia Lottery to develop exciting designs for instant ticket games.

Katy reports to Heather, and in cooperation with our Account Services group in Lakeland, will be part of an experienced team of professionals who are ready to collaborate with the West Virginia Lottery to create exciting, sales-driven, innovative instant scratch game designs. Katy manages a team of 17.

When necessary, her team has been known to assist with the design of marketing materials, such as posters, invitations, t-shirts, and logos.

## Operations, Instant Ticket Services



### Rob Anderson

Senior Director, Manufacturing Operations

---

Rob has 20 years of lottery industry experience and has worked with the three major instant ticket game providers in the lottery industry. He directs Operations and has P&L/budgeting responsibilities at our Lakeland production facility.

Rob's extensive background in instant ticket game production, gained from working on the factory floor of all the instant game suppliers, makes him uniquely qualified to lead the team that will produce high-quality tickets for the West Virginia Lottery.

Rob also serves as the company's champion for sustainability. Under his guidance, the Lakeland facility has earned several high-profile awards for making the plant more environmentally friendly, including the Flexographic Technical Association's Sustainability Excellence Awards in 2019, 2020, and 2021.

Rob oversees 8 direct reports and 425 indirect reports.



### Hector Elias

Director Production, Planning, and Logistics

---

Hector oversees the day-to-day operations of the Printing and Packaging groups within IGT. He is responsible for prepress, logistics, color matches on press, the overall quality and integrity of the printed product, and the accurate packaging of the final product according to the specifications as identified in the product documentation.

Hector has 26 years of experience in the printing industry, including 15 years within the lottery industry at IGT. Hector has been instrumental in improving efficiencies, improving processes and procedures, and creating an environment of continuous improvement. Prior to his printing career, Hector spent seven years in the military, in many different roles and deployments.

Hector has played a principal role in developing the production procedures that will be used to manufacture the West Virginia Lottery's tickets. Hector oversees over 250 production employees whose work is reflected in the quality and integrity of our instant products.



## Richard Modawell

Director Quality, Security, and Compliance

Richard is an industry expert in instant ticket forensics, design, production quality, and security measures. He has 25 years of lottery industry experience and is responsible for implementing and monitoring International Organization for Standardization (ISO) and World Lottery Association (WLA) certification programs, instant game product integrity, and staff training and compliance at our Lakeland production facility. Together with IGT's corporate-wide security experts, Richard ensures Lakeland's security initiatives comply and align with the latest in instant printing industry standards.

Richard and his team of over 35 employees are continually assessing IGT's security protocols so that our customers - and their players by extension - can be assured of the integrity of every ticket that leaves our facility.

*“There are basic expectations for working within this industry. Our customers - and the quality, security, and integrity of the products we deliver to them - come first. These are non-negotiable.”*

– Richard Modawell, Director Quality, Security, and Compliance



## Anthony Lopes

Senior Manager, Compliance, Security, EHS

Anthony is an industry expert with nearly 39 years of quality experience – more than 23 of those in leadership roles implementing and maintaining quality plans, processes, and systems. He has been with IGT for 10 years. His skills include inspection methods, quality plan development, quality system creation and integration, ISO 9001, ISO14001, ISO27001/WLA, FSC, SA8000, SSAE18 (SOC1), Trust Services Criteria (SOC2), security, auditing, project management, Business Continuity, safety, continual improvement, Lean Manufacturing/Six Sigma, and general management. Anthony leads a team of 6 quality technicians.



## Jeff Schertzer

Director of Technology

Jeff oversees the Software Platforms and R&D departments in Lakeland. He will be responsible for the quality, integrity, and general security of the game generation platform and software used to generate and produce all of your instant games. He is also responsible for the programming and data quality of all West Virginia Lottery games. Jeff has nearly 11 years of lottery industry experience and more than 25 years of experience in applications management, Information Technology (IT), and Software Development.

His expertise has supported the innovation of our software and programming capabilities. Jeff leads a team of 35 game development and research experts.

## 3.3 Vendor Organizational Chart

*An accurate, current organizational chart that includes all of the corporate management individuals identified above MUST be submitted. Related organizations MUST be clearly shown. The Lottery may request background checks of the successful Vendor, as well as subcontractors or parent entity, and its substantial subcontractors as follows:*

- *If a sole proprietorship, the individual owner.*
- *If a corporation, all officers, and directors in such corporation.*
- *If a partnership, each general partner as an individual.*
- *If a joint venture, all individual joint ventures.*
- *If a trust, all trustees.*
- *If an association, all officers, and directors.*

IGT has read, understands, and complies with this requirement.

We acknowledge that the Lottery may require background checks for all officers and directors of our corporation. The following organizational chart places all of the above listed resources into groups and demonstrates how each team is structured.



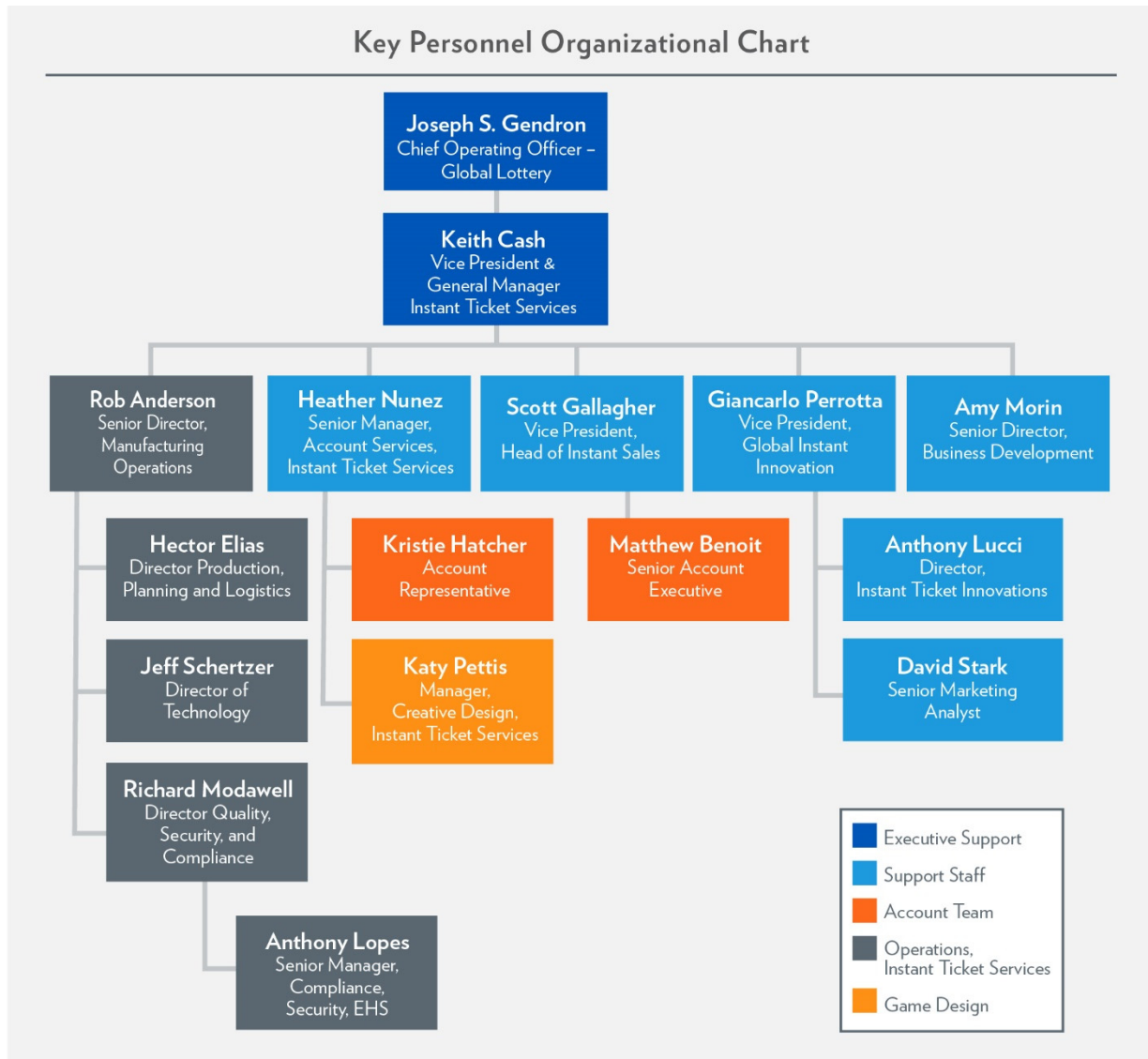


Figure 3 – 3. Key personnel assigned to the West Virginia Lottery's instant games account.

## 3.4 Equipment and Technology

*The Vendor MUST provide an overview summary of the equipment and technology in place at the Vendor's facility that will be used to satisfy the requirements of this solicitation. Additionally, the Vendor MUST provide an overview description of any other equipment and technology currently available at the Vendor's facility that offers lottery-related capabilities. These documents will be used to better understand the business relationship and further enhance the lottery product produced. This information is for continued operations and will not be evaluated.*

IGT will continue to produce the West Virginia Lottery's instant games at our Lakeland, Florida, facility. Our more than 150,000-square-foot facility is designed to promote efficient instant game production.

### IGT's Lakeland, Florida, Production Facility



Figure 3 – 4.

IGT worked closely with Gallus GmbH, a partner of Heidelberg in Germany, to engineer a world-class flexographic press expressly constructed to our specifications. Gallus is a worldwide leader in complex press technology design and implementation.

Housed within our state-of-the-art production facility, the press features 22 servo-controlled stations, each of which continuously provides thousands of precision adjustments. Our press is configurable to create a near-limitless number of color combinations and to achieve rich and true color fidelity.

Featuring the widest print web in the industry (34 inches) when installed, the press can print eight 4-inch-wide tickets simultaneously at 1,000 feet per minute – the fastest and highest capacity in the industry. Its total capacity is 11 billion tickets (2" x 4" equivalent) per year.

### Modern Facility and Press Equipment



**Figure 3 – 5.** IGT has the flexibility to produce games that meet customer needs from around the world.

In 2017, our Lakeland facility was expanded to house a second state-of-the-art instant ticket press. Also servo-controlled, the TRESU press increased IGT's printing capacity by approximately 30%. The new press incorporates the latest advancements in flexography technology. The TRESU complements the Gallus press, which also utilizes flexography technology. The addition of the second press increased IGT's production flexibility and delivers substantial backup production capacity to serve our customers.

## Lakeland Press Equipment

The list below summarizes the equipment and technology in place at our Lakeland facility that will be used to satisfy the requirements of the CRFQ. All instant tickets IGT provides to lotteries are produced within our secure Lakeland facility.

- **Design and Premedia Equipment:** Our specialists use Apple Mac Pro workstations. Other software and equipment from Artworks System, Creo, and Kodak are used to develop ticket graphic files.
- **Game Generation System:** Secure game generation computer system and associated hardware with automatic data back-up to IGT's Data Center of the Americas II in Rhode Island.
- **Press Plates:** IGT uses a variety of flexographic printing plates based upon the specific ink to be applied to the tickets at each press station. IGT uses only water-based inks and UV cured coatings in the production of instant tickets for our customers. Special commercial software is used to step and repeat each layer of the ticket artwork to fit on the printing plate(s) for each station. A standard commercial film burner exposes the images for each printing station on to a printing plate. A standard commercial flexographic plate washer and dryer removes the residual material, leaving each plate ready for mounting on a plate sleeve for each station. Standard plate mounting equipment and skilled technicians ensure that each plate is mounted properly. A standard proofing device allows each plate to be checked again to ensure that no damage occurred on any of the ticket images on each plate.
- **Kodak Versamark Imagers:** Provide 240 dpi inkjet imaging of the variable data on the front and back of the tickets. They are configured to allow multiple color imaging on each ticket.
- **ION Inkjet Imaging System:** Used to produce IGT's patented Infinity Instant tickets.
- **Cold-Fusion System:** Used to add enhanced graphic features to tickets.
- **QC Station:** Located at the end of each press for checking opacity, scratchability, and bar code testing and performing other analysis.
- **Internal Laboratory:** Fully equipped for forensic testing and examination of tickets to ensure the high quality and security of every instant game. It is just steps away from the press.
- **Perforating Stations and Cross-Perforating Stations:** They allow for many ticket design options.
- **Fan-Fold Equipment:** Converts web stock to fan-folded tickets according to game specifications in the executed Working Papers.
- **Rewind Station:** An alternative to our inline finishing process that rewinds the ticket web back into a roll for a separate off-line finishing process including fan folding and quality inspections. This equipment is also used during the production of our PlayBack™ tickets.
- **Packaging Lines:** Multiple packaging lines facilitate the final inspection, the correct separation of packs and the wrapping of packs in transparent film, which is shrunk inline.
- **Inspection Camera Systems:** Incorporated as part of each packaging line, these cameras verify that the packs start and end with the correct ticket number.
- **Automatic Pallet Wrapping and Material Handling Equipment:** Helps ensure employee safety in the packaging and shipping portions of our production process. Additional information about our production process and equipment is presented in Section 4.1.2, Process.

## Other Lottery Related Capabilities

The same game generation computer system that supports our instant ticket game development also supports the generation of the Fast Play games that IGT provides to our customers.

### 3.5 Disaster Recovery

*Vendor MUST provide a disaster recovery plan for production and provide gaming tickets within a reasonable time frame to meet the requirements set forth in this Solicitation in the event that the primary printing site becomes incapacitated. Such remedies may include the printing of ticket with an agreed upon third party at no additional cost to the Lottery.*

---

Since 2017, IGT has supplied the West Virginia Lottery with instant tickets through hurricanes and the pandemic. We have been able to do this by working together with the Lottery to develop the game plan. Under a new contract, IGT will provide the Lottery with a copy of our formal disaster recovery plan for production of instant ticket games to ensure that gaming tickets are delivered to the Lottery within a reasonable time frame, even if our Lakeland facility becomes incapacitated.

IGT maintains internal and external capabilities across all phases of ticket manufacturing that significantly reduce the possibility that the Lottery's instant ticket program would be negatively affected by an issue or issues at our Lakeland facility.

### Internal Capabilities

Our Lakeland printing facility features two press lines for the printing of instant tickets. Both presses are configured to produce all the standard ticket sizes used by the West Virginia Lottery. We have multiple packaging lines, which allows multiple games to be packaged simultaneously. Redundant prepress equipment supports both of the presses.

Other internal capabilities include, but are not limited to:

- Disaster Recovery Drills are conducted annually.
- The facility is built to withstand Category 5 hurricanes.
- Power is augmented by an Uninterruptible Power Supply (UPS) and generators.
- All critical equipment is redundant.
- Game generation servers are backed up daily.
- The design of our Lakeland presses allows idle stations to be brought into the configuration to restart production.
- Both presses use the same ink chemistries and plates, which strengthens their interoperability. Off-site plate-making arrangements are in place and have been tested.
- Ticket packaging can continue in the case of press downtime.

- We employ experienced professionals in our manufacturing unit. These individuals have extensive knowledge of the lottery industry and expertise in such areas as operations management, business management, Lean Manufacturing, Six Sigma process improvement, Agile environments, disaster recovery, customer service, and more. Furthermore, team members frequently cross-train for succession planning and business continuity purposes so that personnel interruptions, big or small, do not impact production.
- We also reduce the consequences of any impact situation through the daily use of documented methodologies and procedures that are easily accessible – a tenet of our International Organization for Standardization (ISO) certification and American Institute of Certified Public Accountants (AICPA) Auditing Standards Board’s Statement on Standards for Attestation Engagements 18/Service Organization Control 1 (SSAE18/SOC1) annual reviews.

## Game Programming Backup Servers

All game programming servers are housed in a re-enforced area of our Lakeland facility. Incremental backups are created, checked for failures, and verified continuously. The backups are transferred electronically to a dedicated server in our secondary national data center, the Data Center of the Americas (DCA) II, located in Rhode Island. In an emergency situation, game generation can occur from another or multiple secure IGT facilities.

## Continuity of Supply Measures

IGT maintains an extended inventory of key raw materials off-site. For example, additional ticket stock is maintained at another facility in Lakeland, and additional ink is stored in Atlanta, Georgia. Maintaining several months’ worth of critical supplies prevents us from running out of key materials during production. While inventories were very tight during the pandemic, we were able to keep our commitments due to our approach to forward planning. We are always monitoring and adjusting reserves based upon market conditions. In the last two years, we have worked successfully to increase our reserves in response to the recent supply chain issues worldwide.

As well as keeping surplus ink and paper stock on hand, having quick access to resources knowledgeable in large-scale printing operations is pivotal to a quick recovery and, more pertinent to the Lottery, to continue the development and production of your instant ticket games. IGT maintains contractual agreements with our key equipment suppliers to assist in recovery efforts.

IGT uses multiple suppliers for critical ticket production materials, such as inks, coatings, and scratch-off materials; standard ticket stock; and specialty ticket stock, to ensure that if one supplier becomes unavailable, quick alternatives are available. As a result, extended inventory allows us to navigate through all of these without affecting customers’ expectations.

## External Backup Capabilities

We currently produce all of our customers’ instant games at our Instant Ticket Services facility in Lakeland, Florida. In the unlikely event of a catastrophic disaster that makes our plant inoperable for an extended period, we recommend the temporary transfer of the production of new games and/or new editions of previously successful games to other vendors while we implement measures to bring our facility back into operation.

IGT acknowledges that the transfer of ticket production to another firm cannot result in an increase of cost to the West Virginia Lottery.

## 3.6 Corporate Audit Requirements

*The Lottery reserves the right to audit all Vendor and Sub-Vendor facilities, processes, and/or procedures, as they relate to the Contract, using Lottery employees, its designees, the West Virginia State Auditor's Office, or other approved employees of the State of West Virginia.*

*The Vendor and all its Sub-Vendors under the Contract shall maintain records and supporting evidence pertaining to the fulfillment of the Contract obligations in accordance with generally accepted accounting principles and other procedures specified by the Lottery.*

*Vendor and any Sub-Vendors shall make all such records and materials available at its offices at all reasonable times during the term of the contract and for five (5) years after the date of final payment under the Contract, for inspection by the Lottery, by any authorized representative of the Lottery and/or the State of West Virginia Auditor of State's Office ("State Auditor"), and copies thereof shall be furnished to the Lottery and/or the State Auditor by the appropriate entity, at no cost to the Lottery or the State Auditor, if requested by the Lottery or the State Auditor.*

*The Lottery reserves the right, at its sole discretion, to perform additional audits, which may include but are not limited to the following: financial, compliance, security, economy/efficiency, program results, and limited scope audits. The Lottery reserves the right to inspect any of the Vendor's third-party auditor's reports and management letters. Unless the audit would be impaired, any audit by the Lottery will only be conducted with reasonable prior notice to the Vendor, and subject to all security, quality, and other procedures which may be in force at the Vendor site. In the case of an audit indicating non-compliance with the terms of the Contract, the Lottery may pursue any and all available remedy as specified in the Contract, including terminating the Contract due to the Vendor's default.*

---

IGT has read, understands, and will comply with this requirement.

### 3.6.1 Annual Audited Financial Statements

*The Vendor shall provide, as soon as it is available, to the Lottery on an annual basis a copy of its audited financial statements for such year. The Lottery requires (and will retain) an electronic and hardcopy of an annual third-party audit of the Vendor's operations, internal controls, system controls for data and print compliance, and related activities, which includes, but is not limited to, SSAE 18 (SOC I) type 2 & SOC II Type 2 audits reports (or the latest version of such audits as defined by American Institute of Certified Public Accountants (AICPA)). The Lottery also requires a SSAE 21 (SOC I) Type 2 & SOC II Type 2 report from any subservice organizations.*

---

IGT has read, understands, and will comply with this requirement.

## 3.6.2

### Full Cooperation with Audit Firm(s)

*The Vendor should also fully cooperate with any audit firm(s) as contracted by the Lottery and/or the State Auditor's Office with respect to any audit to be performed involving the Vendor's operations, as required by law or as desired by the Lottery and/or the State Auditor's Office. The Lottery also holds the right to audit the Successful Vendor's applications and assess security vulnerabilities through testing and other reviews.*

---

IGT has read, understands, and will comply with this requirement.

## 3.7

### Disclosure of Litigation and Investigation

*Because the Lottery has a strong interest in the successful Vendor's continuing ability to provide secure, high-quality products and services, the Vendor MUST list and summarize pending or threatened litigation, administrative or regulatory proceedings, or similar matters not disclosed in Vendor's financial statements that could materially affect the Vendor's performance. As part of this disclosure requirement, the Vendor MUST state whether it or any owners, officers, directors, or partners have ever been convicted of any felony. As noted in West Virginia State Code 29-22-14. a.3.*

*No person MUST be permitted to act as a vendor to the commission who has been convicted of any violation of this article, or of any felony or any crime related to theft, bribery or gambling involving moral turpitude. The commission MUST deny the privilege of acting as a vendor to the commission for any person so convicted. Failure to disclose such matters on contract award may result in termination of Contract.*

*This is a continuing disclosure requirement; any such matter commencing after the execution of a Contract, MUST be disclosed in a timely manner in a written statement to the Lottery.*

---

There are no pending or threatened litigation, administrative or regulatory proceedings, or similar matters, that could materially affect the Vendor's performance. Additionally, no owners, officers, directors, or primary members of IGT Global Solutions Corporation have been convicted of any criminal offense, fraud, misrepresentation, or violation of any federal, state, or local ethics law, regulation, ordinance, code policy, or similar standard.



# 4

## Mandatory Requirements

### 4.1.2 Process

*The Vendor MUST describe the process or processes being proposed for the production of the instant lottery tickets sought by the Lottery. The printing process MUST include, but is not limited to, game need analysis, game planning assistance, creative ticket design, complete game development, secure data creation and programming, game auditing, game printing, physical testing, and production plans. The Vendor MUST provide an overview description, including layout and print/game capacity, of the printing equipment (presses) utilized upon contract award. This information will not be used for evaluation but used to assist in cooperative planning.*

*The Vendor may not unilaterally change a Lottery-approved product, processes, or material as used in the production of, or services for, instant lottery game tickets. Such changes must be approved in writing by the Lottery prior to installation or implementation, be of equal or better quality of service or product, and at no additional cost to the Lottery.*

---

Over the past six years, we have worked with the West Virginia Lottery in the production of instant lottery tickets that appeal to players across the state. IGT Instants has integrated and aligned with the other IGT teams to create a unified approach that ensures that all parties understand the Lottery's short-term and long-term goals and objectives. Through this collaboration, the Lottery has experienced tremendous sales growth over the last five years, going from \$94M in instant sales in Fiscal 2017 to \$170M last year in Fiscal 2022. Such growth can be partially attributed to product optimization, chain account strategies, and executing portfolio transformation at retail, for instance, product expansion and shifts in price point offerings. Having a unified IGT team across all of the West Virginia Lottery's business aspects demonstrably bolsters growth and synergy.

IGT confirms that it will not unilaterally change a Lottery-approved product, processes or material as used in the production of, or services for, instant lottery game tickets for the West Virginia Lottery. We acknowledge that such changes must be approved in writing by the Lottery prior to installation or implementation, be of equal or better quality of service or product, with the express understanding that such approved changes are at no additional cost to the Lottery.

Because IGT is always in the process of assessing and developing new products and services, any product, game option or service not offered for sale to the Lottery at the time of the submission of our Proposal will be available during the contract period if we are selected as your instant ticket vendor at mutually agreeable prices.

We make use of a pool of designers located globally to provide the Lottery with fresh and exciting ticket designs that meet the Lottery's requests and IGT's recommendations for the Lottery. All work related to the production of West Virginia Lottery instant tickets will occur in IGT's physically and logically secure Instant Ticket Development center in Lakeland, Florida. All materials used in the manufacture of tickets for the West Virginia Lottery will be from proven suppliers whose products consistently meet IGT's specifications and testing.

## IGT Process Phases

IGT proposes the following process for the production of instant lottery tickets sought by the West Virginia Lottery:

### Phase 1: Portfolio Planning and Game Design

IGT will continue to support the Lottery's ongoing portfolio planning by offering a wide variety of innovative game and product options to help meet the Lottery's annual sales goal. Each design created and offered to the Lottery will be carefully selected with an eye toward creativity and the objective of maintaining the sales momentum your instants team has established. Our designers will ensure that a game's play style, layout, and game instructions are viable and conceptualize and skillfully integrate layers of inks, coatings, display graphics, and imaging that will be applied during the press run. They will also ensure the overprint patterns, colors, and security tints combine to maximize the security of each game produced. Using our knowledge of your market, other markets and our analytics expertise, IGT will offer strategic input for consideration by your instant team in the design of games to appeal to your target players.

Also, as part of the game design process, the entire account team – Matt Benoit, Kristie Hatcher, business intelligence resources, designers, and programmers – will work closely with the Lottery to optimize the prize structure for each game. Properly designed prize structures are crucial to a game's success. Prize distribution should align perfectly with the game's theme, ticket design, and play mechanics to attract the intended players and generate sales. The utilization of limited tier and low top-prize structures, along with the continuing strong success and expansion of the Keno category like \$2 Mountain Keno, \$5 Viva Las Keno and the new \$10 Keno Blast games, are clear examples of how our team has successfully worked with your team to bring great games to the people of West Virginia.

Once we have worked out the details of the game design, we will prepare Working Papers for each game. We will continue to include those elements your team wants in the Working Papers while keeping standard elements in the Client Standards document. The Working Papers must be approved by the Lottery before we move to the next stage of game development, Game Programming.

## Phase 2: Game Programming

Game programming is the most complex portion of our game production process. Four teams work in Game Software Development – GEN (Generation), VER (Verification), DQA (Data Quality Analyst), and End of Game (EOG). These teams consist of programmers and auditors who have more than 140 years of combined instant lottery game programming experience. They handle game programming, data merge and verification, and software Quality Assurance (QA) using our proprietary programming platform.

Their work includes three key steps:

- **Configuration:** We complete the game layout, prize structure, parameters, ticket generation, and a preview of all development tickets.
- **Staging:** We generate data and verify the accuracy of the data through audit reports. Non-production data is used to develop and validate the game. Once all audit checks are passed, data is automatically delivered to our independent, external audit firm.
- **Production:** Once the game clears all audit phases, it is securely published and scheduled for press production.

## Phase 3: Pre-Press/Pre-Media

This phase is the bridge from game design to ticket printing. Our pre-media specialists are highly skilled technical artists who verify and review the ticket art file. They ensure the ticket artwork meets all the press parameters before the digital files are converted into the press plates that print the artwork onto the ticket stock. After the color proof is approved by the West Virginia Lottery, the pre-media specialist creates press plates, and checks the digital artwork file against the approved color proof, executed Working Papers, and Customer Standards. Pre-press software also checks the digital artwork file against the print specifications of the press.

Our experienced pre-press team uses the latest water-based flexographic plate technology to produce accurate printing plates in preparation for printing brilliantly colored and finely detailed tickets to ensure the West Virginia games we produce will stand out at the point of sale. Our environmentally friendly plate creation process is solvent-free and Volatile Organic Compounds (VOCs)-free.

The slightest error in plate mounting can cause registration misalignment in a ticket's many layers of inks and coatings. Our plate mounter automatically mounts the plate on the press sleeves, eliminating issues related to manual mounting. After the plate is mounted, we perform a detailed inspection to detect and rectify any flaws before the cylinder is ready for use in the press.

## Phase 4: Printing

After the plates have been mounted on the press, we perform an extensive series of QA preparatory steps and inspections to ensure that the press is ready to produce tickets that meet the Lottery's requirements and expectations. All the QA measures taken during the setup of the press pay dividends throughout the press run and packaging operation. Our presses are designed to print high-quality, intricately designed tickets that meet our stringent Quality Control (QC) requirements and our customers' expectations. Every ticket is scanned multiple times while on the press to ensure registration, imaging and barcode quality, color fidelity, and that tickets match the approved proofs. Our software-driven EOG system and verification tool automatically generates shipping files, emails, and reports, and verifies each file for accuracy before it is delivered to the Lottery.

There are four main steps of the printing process:

- 1. Applying Base Coats:** The initial print stations apply the base security coatings. These coatings are applied before the imagers to prevent the compromise of imaged data from candling. Then, we print the lily pad in colors specifically chosen for each ticket design. All West Virginia Lottery tickets will have a white lily pad unless we are instructed otherwise in the Working Papers for a particular game. The lily pad provides additional security for the imaged data. If the Lottery wants to add invisible Benday patterns, those would be applied before the game data is printed on the tickets. Together, these coatings provide a printable surface for the variable data and the seal coat that will protect the variable data.
- 2. Imaging Variable Data on Ticket Fronts/Backs:** Our presses feature Kodak Versamark imagers and CS400 controllers. They apply the barcodes, variable play symbols, and variable numbers on the front and back of each ticket. These imagers have a resolution of 240 dots per inch to ensure the play symbols and prize symbols are sharp and crisp and easily read by players. The imagers are configurable, so we can produce multiple games across the web simultaneously. They also allow different fonts to be printed in multiple colors on the same ticket, which enhances the play of certain games.
- 3. Applying Seal Coats and Scratch-Off Material:** The seal coat and scratch-off material provide resistance to mechanical and tape-lift fraud techniques while increasing the durability and scuff resistance of the play area without adversely changing the physical scratch-off experience. These coatings reduce damage for tickets dispensed from self-service machines and traditional plastic dispensers. They also improve performance, such as enhancing the scratch-off material's longevity and providing a surface finish that's an ideal receptor for the overprint. They can also be augmented with additional black, grey, or white scratch-off coatings.
- 4. Applying the Display, Overprint, and Ticket-Back Inks and Ultraviolet (UV) Varnish:** An extensive array of spot and process-color combinations for the displays, overprints, and ticket backs are available on our presses. Because our graphic print stations are together at the end of the press, we can use four-color process and spot colors for display and overprints at the same time, allowing us to produce seamless, continuous images across the ticket fronts and integrated display and overprint areas. Using Pantone Matching System (PMS) Spot Colors and four-color process creates nearly limitless color choices. The location of the stations also gives us precise control over the registration between the display graphics and the overprint. The final station of the press is used to apply the glossy UV coating that the West Virginia Lottery requires on the front of each ticket.

IGT's ticket manufacturing process ensures that no winning or non-winning ticket is recognizable from any ticket characteristics, other than the symbols concealed by the scratch-off material, which are revealed after the ticket is scratched.

Once the tickets pass through the final station of the press, they are ready to be finished, wrapped, and packaged.

## **Phase 5: Finishing, Shrink-Wrapping, and Packaging:**

After the UV varnish is applied, the tickets flow directly into the die-cut, rotary-perforating, cross-perforating, trimming, and slitting stations. The first three stations give us great flexibility in the die-cut and perforation designs we can produce. For example, we offer perforations at varying spacings, allowing us to create a stub game that requires a unique perforation. Then the web is slit into channels and fan-folded according to the Working Papers.

After fan-folding, the tickets are broken into "lifts" of tickets, which include multiple book sets. After the lifts are separated from each other, they are fed into a device that separates the lift into individual books. The books then enter our shrink-wrap machines, where they are side- and end-sealed in a clear wrap film which shrinks tightly around each pack while passing through the machine's heated tunnel.

We use our proprietary Instant Ticket Packaging System (ITPS) to manage the packaging process. The ITPS is programmed with requirements from the Client Standards and the approved Working Papers for the game. It tracks both good and omitted books and creates reports, labels, and shipping documentation. No game is shipped until every book of tickets is accounted for as being either good or omitted. Once the books are shrink-wrapped, ticket front and back scanners record book barcodes and verify the books have the correct number of tickets. Books are given a good or an omit status in the ITPS system which is transferred to the EOG database. The ITPS assigns good books to a carton and a pallet.

Once a carton is full, labels are automatically generated by the ITPS. The labeled cartons are then placed on pallets according to the approved Working Papers and Client Standards. The completed pallets are then ready for the End of Game process.

## **Phase 6: End of Game**

During the EOG phase, ticket-quality and other final checks, game balancing, and report generation are performed with a customer-specific checklist. Team members also perform prize balancing according to the approved Working Papers' requirements. Our EOG auditors use software to electronically play each ticket in the packed books. The EOG software counts the prizes for winning tickets and aggregates the data to create a post-production prize structure for the complete set of packed tickets. This prize structure is automatically compared to the prize structure in the approved Working Papers. Based on internal balancing rules and the constraints in the approved Working Papers, the software accurately identifies the location of the books that must be removed from the game so that the game meets all prize structure specifications.

The EOG software produces a report listing the books to be pulled from the game. As soon as the report is generated, the program deletes the results of electronically playing the tickets. The pull list is provided to IGT Security. The list contains only carton and book numbers. It does not list which prizes are contained in the books. Security delivers the pull list to the balancing team lead.

Under the supervision of IGT Security, the balancing team pulls the specified books. This is tracked in the ITPS. When the team completes the process, the EOG auditors are notified and final game audits begin. Once all checks are complete, the pulled books are destroyed in our secure on-site shredder. The game is then ready for the final phase, Shipping.

## Phase 7: Shipping

Once the accepted tickets are in cartons and shipment information has been processed by the ITPS, the cartons are moved to our secure shipping department. There, the shipping team coordinates shipment with the customer to ensure delivery dates are met and required documentation is prepared.

Our shipping center efficiently and securely processes, stores, and loads game shipments. For security purposes, the shipping area is physically segregated from the production area and the Finished Goods Storage Area. Access to these areas is controlled and monitored by our security team from the facility's Security Control Center (SCC). After loading, cable lock seals with a unique number are applied to the doors of each trailer.

Validation files will be securely delivered to the West Virginia Lottery via IGT's SFTP. All other deliverables will be transported to the designated recipients via email or as specified in the Client Standards.

Instant game production requires multiple professional disciplines collaborating and coordinating multiple parallel production tasks. Our seven-step production process is key to providing our customers with instant tickets that engage players, succeed in the marketplace, and drive sales. Throughout the process, our team will collaborate with the West Virginia Lottery to ensure that the games we produce fully meet your expectations.

### 4.1.4.7

## Incident Reporting/Escalation

*The successful Vendor MUST provide a Lottery approved mechanism or procedure to document, report, identify severity, and escalate incidents of defective or compromised ticket received by the Lottery upon contract award. The plan MUST identify the steps the Vendor will take to resolve the identified situation.*

---

IGT's quality system is ISO 9001:2008 certified. It is a continuous-improvement quality system with reporting mechanisms that ensure that all incidents of "bad tickets" reported by the Lottery are reviewed, escalated when necessary, and resolved.

As is the case today, our Account Representative, Kristie Hatcher, will be your primary point of communication for the West Virginia Lottery to relate information to IGT for all incidents concerning ticket production, ticket delivery, and problem tickets questions and issues. Kristie is available via telephone or email at any time. We welcome all feedback regarding our products and services. All incidents of bad tickets are logged, and the severity of the problem is assessed by our Quality and Compliance department. This ensures that IGT takes the appropriate steps to resolve the issue, and that the Lottery is kept informed. Any issue reported by the Lottery to the CSR is relayed to the Account Executive, as well. We also recommend that a sampling of the actual tickets, or a scanned image of the front and back of the ticket and the book ticket numbers, be sent to Kristie.

## Corrective and Preventive Action Report System

When a problem is reported by a customer, it is entered into our Corrective and Preventive Action Reporting (CPAR) System for detailed analysis and development of steps or methods to not only resolve the issue, but also prevent the problem from recurring.

IGT's Corrective and Preventive Action Report (CPAR) System is one of the ISO 9001:2008 requirements. Our CPAR system is used to report and resolve any issue related to the quality of IGT's products, processes, documentation, or the quality system itself. It is central to the continual improvement policy of our program. The CPAR system is used to address all of the following:

- Customer complaints.
- Employee reports of problems with equipment, procedures, processes, buildings, and infrastructure.
- Employee suggestions for improvement.
- Trends associated with product nonconformities.
- Process nonconformities.
- Audit findings (internal or external).
- Management review action items.
- Any other reported problem or suggestion, no matter the source.

CPARs are filed using the CPAR form by the CSR. All employees are empowered to submit a CPAR form. During management review, process resources are discussed and allocated as applicable. Corrective and preventive action is taken to ensure the processes achieve the desired results and continually improve.

Below is the step-by-step procedure we follow to process CPARs to resolve specific reported issues.

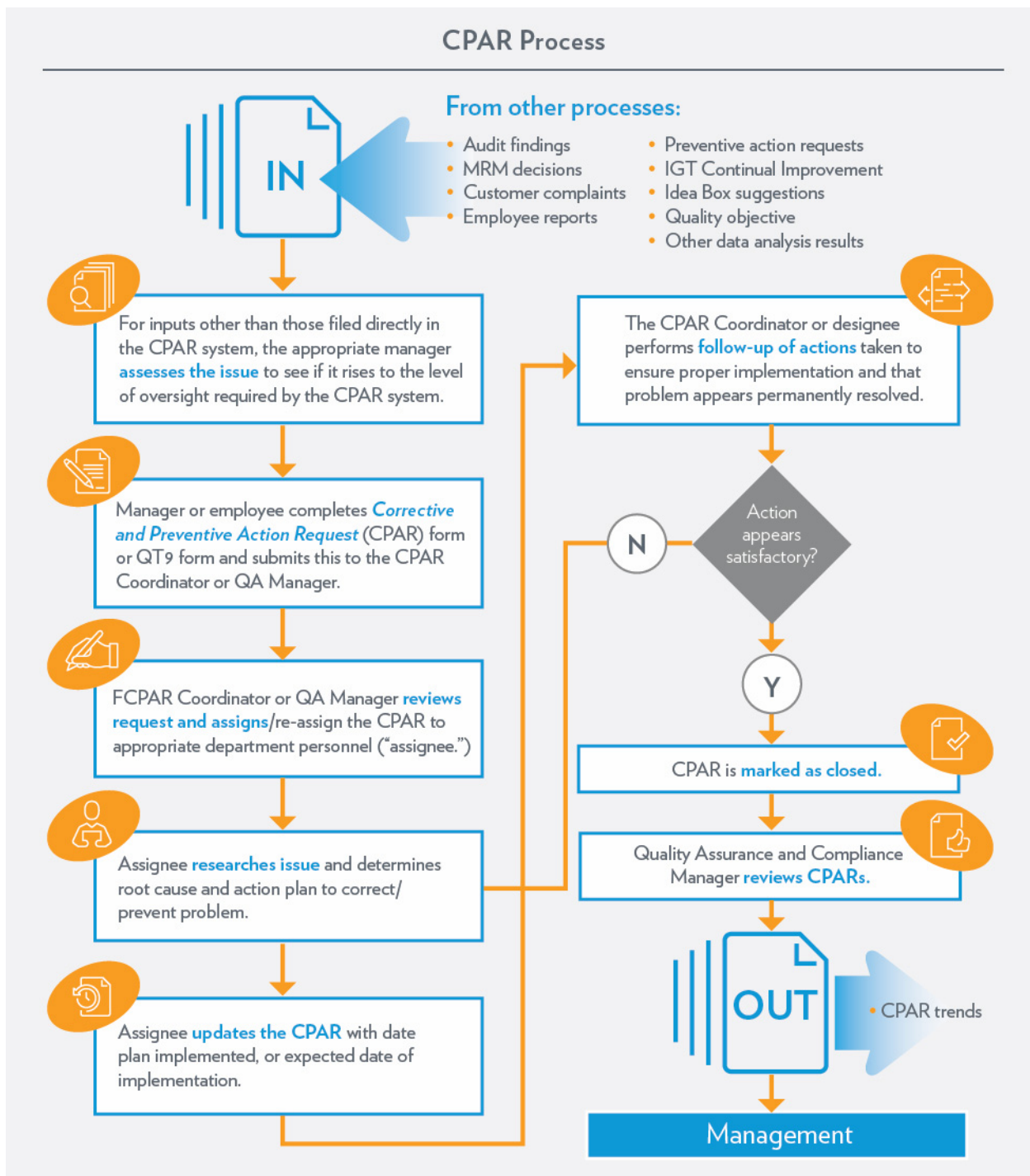


Figure 4 – 1.



## 4.1.4.9 Production Schedule Compliance

*The Vendor MUST provide and adhere to a complete schedule to produce instant tickets. This schedule MUST include generation of the Working Papers for each game, and a sample of the type of schedule being proposed MUST be provided.*

IGT has a detailed production schedule that we have adhered to during the current contract for the production of the West Virginia Lottery’s instant games. We propose keeping the current schedule under the new contract as it provides the Lottery with sufficient time to make modifications to game elements before the development of the Working Papers begins. The detailed schedule including Working Papers generation for each game is shown in the follow figure.

Sample Detailed Production Schedule	
Milestone	Timing*
Art and Prize Structure Development	Day -25 to -45 or earlier
Approval of Art and Prize Structure	Day -25
Version 1 Working Papers to Customer	Day -11
Customer Review & Revision Cycle(s)	Days -10 to -0
<b>Working Papers Executed</b>	<b>Day 0</b>
Contract Proof Sent	Day 2
Tickets Printed	Day 28
Validation Files Sent	Day 30
Shipment of Game	Day 30
Delivery of Game	Day 32 (2 day transit FL to WV)

**Figure 4 – 2.** \*Please note that the days outlined here are calendar days.

## 4.1.10.1 (1-5) Security Plan

*The Vendor MUST submit an overall security plan detailing the method by which it intends to produce, store, and ship instant game tickets. The security plan MUST include, but not be limited to, the following:*

- 4.1.10.1.1 plant security,*
  - 4.1.10.1.2 validation data security,*
  - 4.1.10.1.3 ticket reconstruction security,*
  - 4.1.10.1.4 game design security,*
  - 4.1.10.1.5 physical ticket testing, and*
- 

IGT will submit our overall security plan to the West Virginia Lottery upon the award of the new contract. The plan details the methods we use to produce, store, and ship instant game tickets, and includes, but is not limited to, the requirements in Sections 4.1.10.1.1 through 4.1.10.1.5 of the CRFQ.

Specifically, the plan includes details of our plant security, validation data security, ticket reconstruction security, game design security, physical ticket testing, and other offered security measures that protect the assets of the Lottery and IGT.

The plan will be the same as the security plan that we use today to produce West Virginia Lottery instant tickets. Over time, we will advise the Lottery of any improvements that we make to our security program.

## 4.1.10.1.6 Any Other Elements of Security Offered

*The Vendor MUST fully describe the methods to be employed in the ticket construction to avoid security breaches. The Vendor MUST identify any potential security problems in the type of tickets proposed and MUST specify its method for handling these problems.*

*An understanding of the overriding importance of security in all phases of design, materials procurement, production, transportation, validation, and disposition of game tickets MUST be clearly evident in the proposed plan's procedures, methods, controls, and accounting.*

---

IGT constructs its tickets to withstand attempts to determine if they are winners, without removing a noticeable amount of the coatings on the ticket's play area, within a reasonable time frame, using methods and materials available to the public. The scratch-off covering material used and the construction of our tickets ensures the security of the game data. IGT's tickets resist all known optical, chemical, mechanical, thermal, and copying intrusion methods.

To protect against intrusion, IGT employs scratch-off materials in two or more layers to provide a "split point" between the various layers while leaving material that covers the play symbols. Normal ticket scratching removes all materials, but we thwart surreptitious attempts to reveal play data by the combination of rub-off cover materials used above the coatings protecting the game data.

## Potential Security Problems

Each year IGT prints billions of tickets. Our operational and process enhancements, advanced technology, and quality systems greatly limit the potential security problems associated with the tickets we have supplied and will supply to the West Virginia Lottery if we are selected to continue to supply West Virginia Lottery instant tickets. The methods used to attack instant tickets are discussed below.

Methods for Attacking Instant Tickets		
Problem	Cause	Mitigation Technique
Pinpricking	Micro-surgery of the scratch-off can possibly reveal a hidden symbol	Smooth rub-off; lily pad tints; elaborate overprints; IGT's proprietary SecurShield validation algorithm; floating play spots
Latex lifting	Application of solvents or lacquers to lift rub-off, view symbols, and reapply latex	Solvent reactive overprint coatings that reveal tampering or cause inks to bleed
Ticket alteration techniques	Retailer or player attempts to change a play area from a losing ticket to a winning ticket	Barcode validation systems and tickets with RVCs, retailer validation spots, special spots, etc.
Wicking of play data through latex	Improperly applied seal coat or poor quality imager ink	UV-cured seal coat
Barcode read errors	Programming problem or imager misprints; printing barcodes too close to ticket edge	In-line verification of barcode quality during printing
Incomplete packs of tickets	Packs incorrectly separated by fan-folding equipment	Beginning and ending pack markers for electronic verification
Mis-printed fonts or symbols	Clogged print nozzles on imagers	Press QC documents that identify imaging issues; frequent cleaning and maintenance

Figure 4 – 3.

IGT's understanding of the overriding importance of security in all phases of design, materials procurement, production, transportation, validation, and disposition of game tickets is evident in our plan's procedures, methods controls and accounting.

All the games we have produced under the current contract have been developed and produced with the overriding importance of security that IGT outlines below.

## Design Security

Because our tickets are sold in many different markets and exposed to a wide variety of threats, we recognize the importance of combating attempts to compromise game integrity.

IGT reviews all ticket design concepts before presentation to the Lottery to ensure that the play style, layout, and game instructions are viable. IGT graphic artists and game designers give consideration to whether any aspect of the game design could confuse players or create a dispute about whether or not a ticket is a winning ticket or not.

## Winning Design at Work



**Figure 4 – 4.** IGT designers consider all aspects – including security – when creating a new game.

Graphic artists pay particular attention to patterns in the overprint design to ensure that it provides sufficient detail and variation to discourage “pinpricking” or “pick-out.”

We examine and evaluate each game’s initial Design Request prior to designing a ticket. Before any game design reaches the Lottery, the concept is vetted by our game design team. The team conducts a review of every design element from a security perspective. Understanding that a fine balance must be obtained between game design security and marketability, the team reviews:

- Prize structure.
- Anti-counterfeiting design features of the ticket.
- Display, overprint, imaging, and security inks and coatings to ensure they both attract sales and ensure security.
- Game rules, instructions, and important callouts to ensure they are easy to understand.
- Other game elements as necessary or as agreed upon with the Lottery.

## Materials Procurement Security

IGT Instant Ticket Operations team purchases materials and services from vendors and subcontractors that have undergone applicable evaluation and approval. Key vendors or subcontractors of critical materials and services are evaluated. Ongoing vendor performance is monitored through receiving inspections. Poor performance may result in restrictions placed on that vendor. IGT Instant Ticket Operations team ensures that purchase orders contain required information to allow the vendor to properly fill the order, including material identification, grade, stock, quantity, and appropriate references to standards, specifications, etc.

## Production Security

Ticket production security begins with a secure ticket construction design. It includes, but is not limited to, the following elements:

- Ticket production is accomplished within a modern, physically secured facility expressly designed for instant game production and storage.
- Quality procedures ensure that raw materials are tested and approved before use.
- Ticket production occurs on purpose-built presses engineered to deliver secure tickets that incorporate very specific security elements.
- Ticket data is sent electronically, on demand, from the secure server to the inkjet imagers via a hardened, fiber-optic cable.
- Excess over-seeded large value prizes are identified using a proprietary software program that only identifies those excess packs containing large value prizes that need to be destroyed.
- Security processes, procedures, and record keeping are documented and approved by the applicable lottery.
- Access to work areas, where lottery instant tickets are developed, manufactured, and stored, is controlled by a card-access system.
- An intrusion detection system protects the facility and designated areas within the facility.
- An in-house, industrial-grade shredder destroys all waste ticket stock, omits, and other sensitive refuse material. This equipment is physically separate from the production area.
- The security team maintains destruction records related to balancing games.
- Monitoring of access and egress points and ticket production areas by digital CCTV.
- Inline packaging eliminates security risks of finished tickets on the production floor.

## Transportation/Disposition Security

IGT uses fully vetted carriers to transport products. All drivers are verified with government-issued IDs and are provided specific instructions regarding transportation procedures and protocols along with special contact information. The palletized tickets are loaded onto the carrier's trucks (exclusive-use trucks) for shipment. A game shipment checklist guarantees that all packs and deliverables are loaded.

## Truck Loading



**Figure 4 – 5. Exclusive-Use Trucks:** Dedicated trucks are loaded with packs and deliverables, which are verified for accuracy with a game shipment checklist.

After loading at our facility, the truck is locked and sealed. It will remain sealed until it is opened by authorized personnel at the West Virginia Lottery warehouse facility. Within 24 hours of the departure of the truck, we will send the shipping manifest and other game information to the Lottery as per the Working Papers and the Client Standards. The seal number, carrier, and driver's information will be included in the shipping documentation. The seal will be broken by a Lottery employee after the tickets arrive at the warehouse. As part of the delivery information, we will provide a list of packs from each pool being delivered to identify the different pulses for games that have more than one pulse. A manifest (packing list) and a bill of lading will accompany each shipment. The manifest details the cartons delivered in that particular shipment.

## Validation Security

Each instant game ticket produced by IGT contains numerous built-in features to safeguard against attempts to cash altered tickets to thwart the integrity of the instant ticket program. These include retailer validation codes for sight validation and barcodes used to validate winning tickets when they are cashed.

## Retailer Validation Codes (RVCs)

RVCs are alpha codes that are placed in specific separate locations within the play area that are covered by the scratch-off material. The RVCs indicate to the retailer whether a ticket is a winner or not when presented by a player for cashing. The codes are non-local, or float, in the play area to avoid identification by pinpricking. The alpha code characters are used in unique combinations for non-winning tickets and for winning tickets up to a specified amount (typically \$600) as specified in the game's Working Papers.

RVCs were originally developed to help offline retailers to tell if a ticket was a real winning ticket or not. We can continue to include them on the tickets we would supply under the new contract. However, West Virginia Lottery retailers clearly understand that they are only reimbursed for the prizes that they pay using the central lottery system.

## Barcodes

Each West Virginia Lottery instant ticket includes a unique barcode imaged on the ticket front and the back. The barcode on the front of the ticket is covered with scratch-off material until a player purchases a ticket and scratches it. This hidden barcode contains the data required by the central lottery system to validate each instant ticket.

The validation data contained in the hidden barcode is encrypted and can only be decrypted using the central lottery system. The Instant Ticket Validation algorithm provided by IGT protects against internal fraud as the central lottery system does not have any inventory information for the winning tickets until each winning ticket is claimed.

The unique barcode on the back of each ticket allows the lottery system to track the location, status, and ownership of each ticket at different points in its life cycle.

## Captions

Captions are used to identify each play symbol and prize symbol imaged in the play area. A caption is an abbreviation of the play symbol or prize symbol produced using a rasterized font to further frustrate counterfeiting attempts. Captions add another layer of complexity to efforts to forge a winning ticket from a non-winning ticket.

## Data Matrix Barcode Validation Security

As described in the barcode section above, IGT will continue to supply the West Virginia Lottery with instant tickets that have a hidden Data Matrix, 2D barcode printed on the front of each ticket that is covered with scratch-off material until the ticket is validated. The data in the barcode can be processed by the central lottery to identify winning instant tickets and if they are eligible for the winnings to be paid. While retailers use the Data Matrix barcode to validate apparent winning tickets, players can use IGT's Ticket Scan Plus ticket checkers to see if their ticket is a winning ticket or not.

## 4.1.10.3 Ticket Security Certification

*The Vendor MUST submit copies of the most recent and applicable laboratory test reports and other certifications assuring the security of the Vendor's instant lottery game tickets against practical compromise by reasonable comprehensive technical effort.*

---

If selected as the West Virginia Lottery's next instant ticket game vendor, IGT will supply the Lottery with our most recent and applicable laboratory test report prepared by a certified independent laboratory. The report will indicate that our tickets continue to be protected against practical compromise by reasonable comprehensive technical effort.



## EXHIBIT A - PRICING PAGE

All pricing is per  
square inch per  
thousand      Estimated Usage  
Percentage Per  
Square Inch      Weighted Price

1	<b>BASE PRINTING COST</b> Each Vendor's base price MUST include base ticket cost with foil-less stock, one imaged play area, four-color display, four-color overprint, two color ticket back, full gloss coating, background coating, all security for full game creation and reconstruction, barcode data on ticket front and back, UPC barcode on ticket back, all protective coatings, personnel required for contract, all set-up fees, auditing, physical testing, and all research and development costs.	\$1.279	100%	\$1.279
2	<b>PULSES SPLIT QUANTITIES WITHIN A GAME</b>	\$0.275	75%	\$0.206
3	<b>MULTIPLE IMAGED PLAY AREAS</b>	\$0.065	47%	\$0.031
4	<b>SCENES/COLOR SEQUENTIALLY WITHIN A GAME</b>	\$0.180	22%	\$0.040
5	<b>FULL COLOR MARKING SYSTEM FOR EXTENDED PLAY</b>	\$0.150	20%	\$0.030
6	<b>FULL COLOR IMAGING OF PLAY SYMBOLS</b>	\$1.080	8%	\$0.086
7	<b>SINGLE COLOR MARKING SYSTEM FOR EXTENDED PLAY</b>	\$0.150	7%	\$0.011
8	<b>FLOURESCENT INKS</b>	\$0.175	7%	\$0.012
9	<b>EACH ADDITIONAL SPOT COLOR</b>	\$0.080	6%	\$0.005
10	<b>OVERSIZED TICKETS</b>	\$1.750	5%	\$0.088
11	<b>METALLIC-LIKE INKS</b>	\$0.160	3%	\$0.005
12	<b>DUAL COLOR IMAGING OF PLAY SYMBOLS</b>	\$0.360	3%	\$0.011
13	<b>MATTE COATING ON TICKET FRONT</b>	\$0.060	2%	\$0.001
14	<b>SPOT GLOSS COATING</b>	\$0.080	2%	\$0.002
15	<b>ADDITIONAL VARIABLE BARCODE OR DATA</b>	\$0.060	2%	\$0.001
16	<b>FOIL PROCESS</b>	\$0.750	1%	\$0.008
17	<b>HOLOGRAPHIC PROCESS</b>	\$2.750	1%	\$0.028
18	<b>SCENTED TICKETS</b>	\$0.400	1%	\$0.004
19	<b>DIE-CUTTING OF TICKETS</b>	\$0.550	0.5%	\$0.003
20	<b>PERFORATED STUB WITH IMAGED INFORMATION</b>	\$0.250	0.5%	\$0.001
21	<b>PERFORATED STUB WITHOUT IMAGED INFORMATION</b>	\$0.200	0.5%	\$0.001
22	<b>Point of Sale Piece</b>	\$0.450	0.5%	\$0.002
23	<b>Point of Sale Piece with fluorescent ink</b>	\$0.850	0.05%	\$0.000
24	<b>Point of Sale Piece with metallic-like ink</b>	\$0.850	0.05%	\$0.000
25	<b>Point of Sale Piece with holographic process</b>	\$1.500	0.05%	\$0.001
26	<b>Point of Sale Piece with foil process</b>	\$0.850	0.05%	\$0.000

Weighted Price = Line Items each multiplied by respective Estimated Usage Percentage Per Square Inch Award will be based on lowest cost bid Weighted Price <b>TOTAL.</b>	<b>\$1.855</b>
---	----------------