



# Partnering with Our Customers

photo:  
Claudio Canali  
Gaming Machines - Field Operations  
Rome, Italy





# Partnering with Our Customers GRI: 103-3

Customer relationships lie at the core of IGT's leadership. IGT's Customer First philosophy of service, collaboration, responsiveness, and accountability to customers all over the world has led to IGT's good standing in the gaming industry, and ensures the Company is aligned around customers' goals to help drive responsible growth.

IGT serves customers in more than 100 countries, and each customer presents different business needs and goals, diverse cultures, and varying regulatory frameworks. This worldwide experience provides IGT with a unique understanding of how markets intertwine with global trends, and how it can provide customers with

products and solutions that meet their specific requirements.

The Company evaluates markets differently, based on several business-relevant factors, to find those areas where customers' products can drive and support sustainable revenue growth. IGT consistently conducts global research and pilot projects with customers, retailers, and consumers to provide innovative cross-channel products and services. Beyond implementing state-of-the-art equipment and systems, IGT is committed to working with customers to understand their business challenges and design solutions that not only fit their requirements and needs, but also meet their players' evolving tastes.

## Listening to Our Customers

IGT consistently seeks feedback from customers to improve products and services. Customer Satisfaction Surveys are part of IGT's ongoing efforts to provide best-in-class service to lottery and gaming customers by understanding how well the Company is meeting their needs in specific areas and identifying products and services requiring improvements.

Two distinct surveys are customized according to two different customer types (commercial gaming and lotteries), with survey content further customized according to the customers' geographical regions.

## Customer Satisfaction Surveys Among Lotteries and Commercial Gaming Customers Worldwide

In 2018, IGT carried out the biennial customer satisfaction survey among lotteries worldwide. A total of 69 lotteries participated (33 from the U.S. and Canada, 11 from Latin America and 25 International). Customer satisfaction is strong: 83%

of interviewees claimed they are satisfied with their relationship with IGT, and 84% would select IGT again as a lottery solutions partner. The validation was evidenced in the high scores attributed to customers' satisfaction with IGT employees. Customers also validated their trust in IGT as a growth partner. This was all predicated on their belief that the Company is aligned with their goals,

which is of paramount importance to them. IGT has proven to have a strong understanding of the goals and priorities of the customers, although there are some areas for improvement. In terms of service and support, customers agreed that IGT consistently delivers on its promises (74%) and is responsive to their needs (79%). As far as products and solutions are concerned,

customers are satisfied with IGT's hardware and software (78%), and considered them stable and reliable.

IGT has also carried out a customer satisfaction survey on commercial gaming customers worldwide. Respondents claimed they are satisfied (71%) with IGT's overall performance and the machine quality at the time of installation.



These surveys are 360-degree studies measuring multi-functional areas including technology, quality and performance of games and hardware, day-to-day operations, marketing, and innovation.

In addition to surveys, IGT also hosts Customer Advisory Boards (CABs) where customers from around the world are invited to provide candid feedback on

products, hardware, systems, and new games. This is conducive to the commercial gaming space, where customers can provide this type of information in person. Breakout sessions on specific topics are offered over the course of multiple days so that customers can provide very specific feedback on products that are most relevant to them and their facilities.

## CAB ELEVATES THE GAMING CUSTOMER EXPERIENCE



Each year, IGT hosts approximately 70 of its top gaming customers from all over the world as a part of the CAB meeting. The CAB provides IGT with an opportunity to gain valuable feedback from customers and demonstrate how their feedback can be used to continuously improve products and services. During the Executive Roundtable, customers have the unique opportunity to ask IGT senior executives questions related to how IGT can help their businesses or improve its own. Attendees take part in a spirited discussion on the issues, trends, and innovations that influence the gaming industry, led by some of the industry's most respected and experienced leaders. In spring 2018, the event took place in the Reno-Tahoe area of Nevada, while the 2019 meeting was hosted at the Palms Casino and Resort in Las Vegas.

IGT leverages trade shows as a primary mechanism for connecting with customers and showcasing the latest innovations across all of IGT's product segments. Additionally, these events provide a platform for IGT to gain meaningful feedback from customers.

In North America in 2018, IGT exhibited at events such as the Global Gaming Expo (G2E) in Las Vegas, Nevada; the National Indian Gaming Association (NIGA) Trade Show & Convention, also in Las Vegas; the Oklahoma Indian Gaming Association (OIGA) annual conference and trade show in Oklahoma City; and the North

American Association of State and Provincial Lotteries (NASPL) trade show in Cleveland, Ohio. In addition, IGT supported the Public Gaming Research Institute and La Fleur's conferences, with participants offering thought leadership and speaking on other topics relevant to the industry and our customers.

In countries outside of North America, IGT exhibited at industry events such as ICE Totally Gaming in London, UK; G2E Asia in Macau; the South American Gaming and Suppliers Expo (SAGSE) in Buenos Aires, Argentina; the Australasian Gaming Expo (AGE) in Sydney, Australia; and the World Lottery Summit, also in Buenos Aires.



### Sports Betting Expertise on Display at GiGsE in Miami

At the 2018 Global iGaming Summit and Expo (GiGsE) annual event dedicated to the U.S. digital gaming industry, IGT marked its presence as an expert in digital gaming and sports betting. GiGsE gives operators, regulators, and suppliers the ideal platform to network, learn, and drive the digital industry forward. GiGsE created an immense opportunity to show the U.S. that IGT is a major contender when it comes to sports betting, as the show was held shortly after the U.S. Supreme Court's decision to overturn the Professional and Amateur Sports Protection Act of 1992 (PASPA).

IGT is proactive in terms of pursuing new ways to capture and analyze actionable data to support customers, taking the time to listen and evaluate their businesses from every angle, and taking collective ideas from analysis to action.

Throughout 2018, IGT organized a series of events designed to meet with customers and discuss topics of interest. Such initiatives allowed IGT to nurture its relationship with customers while providing them with an opportunity to bring forward issues and suggestions.

### LOTTERY CUSTOMERS EXCHANGE RESEARCH IDEAS AT THE GLOBAL GAMING INSIGHTS EXCHANGE MEETINGS

In April 2018, IGT invited 13 representatives from nine lotteries from around the world to attend the 10th annual IGT Global Gaming Insights Exchange, the only workshop in the gaming industry that focuses solely on market research. For the second year, IGT hosted the event at its Instant Ticket Services facility in Lakeland, Florida. Participants were asked to provide a presentation of interest to their research colleagues and join multiple roundtable discussions. Under the theme "exchanging experiences," the event created a unique opportunity for attendees to share and discuss research programs, methodologies, successes, and challenges, while expanding their professional and personal networks.

In-house attendees' knowledge was impressive, as they represented 162 collective years of lottery research experience. Participants included the Atlantic Lottery Corporation (Atlantic Canada), Loterie Nationale (Belgium), the Missouri Lottery, National Lotteries Control Board (Trinidad and Tobago), Nebraska Lottery, New Jersey Lottery, Ontario Lottery and Gaming Corporation, Washington's Lottery, and the Wisconsin Lottery. Given the success of the event, IGT hosted a second Global Gaming Insights Exchange a month later in Madrid, Spain.



## CUSTOMER EVENTS HELP GROW LATIN AMERICA BUSINESS



IGT brought together 80 gaming customers in Cuzco, Peru, in September 2018 for the Company's first-ever, large-scale Product Gallery dedicated to the Latin American market. The four-day event gave customers exclusive access to innovative content and products dedicated to the market and tailored to their players. The Cuzco Product Gallery event was part of the launch of the Signature Club program, a preferred customer program that was implemented in the region.

An earlier event in Argentina allowed IGT to further develop customer relationships and growth initiatives in the region. The IGT Buenos Aires Showroom 2018 at Complejo Costa Salguero in April 2018 was another opportunity for IGT to showcase the most current cabinets and games, offer educational talks, and pave the way for business exchanges. These types of events show that IGT is committed to sharing experiences and designing customized products, thus supporting growth for customers and the Company itself.

## LOTTERY LEADERS GATHER AT SMART-TECH



IGT reinforced its partnership with customers while stressing efforts to support long-term growth at the annual SMART-Tech conference in March 2018. Thirty-six lotteries, 23 of which are IGT customers, attended the event hosted by the Public Gaming Research Institute (PGRI) in Miami, Florida. IGT was one of the Platinum Sponsors, and senior leaders took part in many conference sessions, presentations, and panel discussions. At the event, IGT executives spoke about ways customers can grow their business, reinvigorate retail, enhance content, and modernize payments.

### European Lotteries Share Growth-Driving Ideas in London

Thirty-four participants, featuring 12 lotteries from across Europe, gathered at IGT's 11th annual International Instants 360° Workshop in London to share ideas and collaborate on new game

development. The event provided customers from various jurisdictions with an opportunity to engage in close conversation and idea sharing, and hear about instants business successes, including sales figures, market share, benchmarks, and trends. Additionally, lottery participants highlighted

their achievements and challenges, any innovations they developed, and the discoveries made along the way. This flexible format generated interesting conversation and allowed participants to share important learnings. Question-and-answer sessions followed each lottery's presentation and

set the tone for an extremely collaborative environment. Participants then formed smaller groups for an IGT Brainstorming Innovative Games (BIG) session to tackle challenges facing lotteries across jurisdictional borders, resulting in several new ideas to be developed into concepts for new games and play styles.



Customer training is integral to IGT's global organization. Providing valuable on-site, online, and classroom training is also an important component of IGT's Customer First approach, and a process that continues to create value for IGT and its customers. IGT has training facilities in Nevada, Oklahoma, Mississippi, New Jersey, Rhode Island, and Argentina.

When IGT is delivering a major project, training support is included in many sales agreements. In these instances, IGT employees facilitate on-property training that includes extensive classroom education, practical on-floor training, and go-live support to ensure that the IGT solution is working as it is intended.

## CUSTOMERS IN SHAPE WITH TRAINUP+ SERVICES

TrainUp+ is a service IGT provides to customers focused on training lottery sales organizations. IGT's TrainUp+ services provide lotteries with comprehensive programs to ensure new sales employees effectively learn the skills and behaviors necessary to be an integral part of a world-class sales force. Customized content and materials are developed for individual lottery training needs, while providing various service levels and programs leveraging IGT's certified training resources and award-winning third-party learning and development partners.

## TRAINING AND EDUCATING CUSTOMERS WITH IGT UNIVERSITY

For technical product training, IGT University has a comprehensive course that gives gaming customers helpful information on topics such as slot machine maintenance, system products and functionality, system upgrades, new bonus modules, and more. This type of training is often opt-in and can be accomplished online via IGT University training modules at one or more of IGT's global training facilities. This type of training empowers IGT customers to be more self-sufficient and better-equipped to independently manage minor service issues, rather than relying on the IGT Global Support Center or IGT to dispatch a field service technician to an individual casino for every service disruption.

### Prioritizing Quality in the Core Video Segment with the Test Bank Program

In 2018, IGT completed the core video turnaround to increase the quality of the products in the segment. IGT has rigorous internal and external

testing processes that enable the Company to produce higher-performing games and improve IGT's position in the market along the way. A driver of this turnaround is IGT's Test Bank Program, under which IGT deploys new slot games on test banks

on casino floors (at no charge to customers). Game performance is then closely monitored during a 90-day period and, based on the performance, IGT either releases the game, re-works the game, or scraps the game altogether.

## Leading Innovation

IGT is committed to pursuing innovation when developing its products, services, processes, and management across all gaming categories and global markets. The extensive knowledge and experience that IGT has gathered over the years as a leader in the gaming industry allows the Company to deeply understand customers' needs and design turnkey solutions.

In the commercial gaming segment, innovative TRUE 4D™ technology combines mid-air haptics technology with glasses-free TRUE 3D and gesture recognition technologies, enabling players to experience tactile feedback when they interact with the games' 3D graphics. This new technology allows players to literally reach out and touch graphics that appear in free space without the need for haptic gloves. Additionally, IGT's PowerSight™ technology gives players the option to use their eyes instead of their hands to control several player-selectable components of gameplay by simply gazing at on-screen graphics.

To help drive performance and innovation across IGT's game content, the Company hosts gaming Player Focus Groups in more than 12 locations around the world, including the Las Vegas campus. In 2018, the Company hosted more than 2,400 players who were able to experience new IGT games and provide candid feedback.

The Company has brought many innovations to the lottery industry through BIG sessions, a collaborative process through which new and exciting game designs, play mechanics, and added-value features are developed in a casual, creative environment. BIG sessions are opportunities to develop solutions to specific customer challenges and prompts.

IGT recognizes that digital is transforming the gaming landscape, which is why, in 2018, IGT announced the creation of IGT PlayDigital™, with a formalized team dedicated to the digital growth of customers. This new group is set apart from the rest of the IGT organization due to the importance of digital for all IGT customers, and is forging new digital opportunities in all areas for all digital products in casino, tribal, lottery, and online gaming, and across all global markets. The PlayDigital brand represents a unified "digital factory" committed to ensuring faster, more responsive, high-quality deliveries of high-performance games with more innovative features. The team provides a one-stop-shop through a simplified, fully integrated digital platform, as well as product experts

## Thinking BIG with Instants

IGT's BIG sessions, short for Brainstorming Innovative Games, are commonly held at the center of IGT's instant ticket operations in Lakeland, Florida, often with participating lottery customers or licensors. Customer requests and unique portfolio needs get the innovation process rolling, and concepts are more fully developed in BIG sessions, with IGT's BIG team collaborating with lotteries and harnessing Company-wide expertise and third-party partners to develop revenue-driving ideas. These range from new game designs and themes and unique play actions to new ways to extend a traditional printed product into other channels, including draw and digital games. Throughout the process, the BIG team engages graphic design, programming, manufacturing, and merchandising perspectives to ensure that ideas are both valuable and producible.



who understand the global market and work closely with customers to answer questions and foster their program's growth every step of the way.

IGT currently holds one of the world's largest and broadest portfolios of digital gaming products and the largest patent portfolio. More than 500 employees are involved in digital projects across business units and serve more than 100 customers globally in more than 30 countries. The Company holds a leading B2C position in the Italian market

and features diversified centers of excellence in San Francisco, Providence, London, Manchester, Rome, Belgrade, and Beijing.

IGT is ready to leverage the potential of its distinctive positioning in the digital business with a multi-channel offering across all products. The Company is committed to improving the offering of products and services through the design of technologically advanced systems intended to increase products' security, and new hardware and software

to meet the customers' needs and enhance the players' experience.

In June 2018, IGT's PlayShot™ platform processed one of the first sports bets placed in New Jersey, which was the first new market in the U.S. to legalize sports betting after the repeal of the federal law prohibiting this type of wagering. In the months leading up to the repeal, IGT worked with the casino customer and local regulators to prepare the launch and train the customer's staff on how to process bets. In the following months, the PlayShot platform went live in five more U.S. states.

## TRANSFORMING PLAY AT NASPL 2018 IN CLEVELAND



In September 2018, IGT participated in the NASPL conference under the powerful theme "Transforming Play," and showcased breakthrough solutions to enhance the player experience.

IGT PlayDigital™ made its official trade show debut at the event, demonstrating to attendees how the team supports lotteries as they enter or expand into the digital world. All eyes were also on PlayShot™, IGT's end-to-end sports betting platform, a complete turnkey solution built with player insights and more than 350,000 hours of development. The platform is ready to assist states in entering sports betting. IGT also identified a need to support lotteries as they work with their state governments to define sports betting regulations. IGT's Sports Betting Academy is a no-charge service provided by IGT's team of experts to educate our customers so they can better educate their legislators as states consider regulating sports betting. This is a partner service that IGT offers prospective customers before they make any decision about a provider. IGT's mobile solution, PlaySpot™, also had a presence, depicting solutions for lotteries that allow players to purchase and play lottery games on their mobile devices while at a lottery retailer. Throughout the event, IGT participated in a number of speaking opportunities to share insights and perspectives on some of the major topics affecting the industry, and sports betting was top-of-mind for all. IGT stressed the need for lotteries to support states as they work through the regulatory requirements and infrastructure needs. Lotteries are uniquely positioned to offer sports betting, and quick action will benefit not only the states but also the entire industry.

### Augmented Reality in Lottery Offering

New lottery services are being developed using augmented reality (AR) technology that can provide engaging and functional 3D experiences during a visit to a retail store. Through an AR lottery app for smartphones that uses the device's camera, "targets" such as AR-enabled lottery signs and products at a local retailer come to life. The Lottery AR concept adds visual, animated experiences for lottery players at a lottery retail store. These games present players with two options to reveal the outcome: they can scratch as they would any other game, or, by scanning with an associated app using their phone, the ticket comes to life in an immersive 3D environment, letting the player reveal the outcome via an engaging, interactive game.

In addition to creating solutions for new and developing markets, IGT's innovation processes encompass the latest technological advances to develop products for new and hard-to-reach demographics. Because only a few U.S. states currently allow full digital lottery products, IGT has developed a unique digital enhancement for lotteries' instant portfolios that encourages players to expand their playing preferences, while also appealing to a new potential player base. Augmented reality-enabled tickets encourage players to connect with their physical scratch tickets in a more digitally inclined world.

IGT is a global leader in providing instant ticket printing and related services to lotteries all over the world. The Company manages the world's largest instant lottery through Lottomatica, and supports seven of the 10 largest ones globally. Altogether, more than 60 customers worldwide place their trust in IGT's instant game

production and marketing services. In 2018, IGT produced more than 700 games from the printing facility and headquarters in Lakeland, Florida.

IGT's Instant Ticket Services facility in Lakeland underwent a dramatic and exciting transformation in 2018. The Company added a 45,000-square-foot expansion to the building, centered around the addition of a new TRESU flexographic printing press. The TRESU press has increased the facility's ticket production capacity by 30%, benefitting customers by not only adding efficiency and flexibility, but also creating new opportunities for innovation. The expansion is a clear indication of the Company's ongoing efforts to proactively meet industry changes in terms of growing market demand, security challenges, and continued innovation of instant games.



## INVESTING IN CUSTOMERS, PLAYERS, AND LAKELAND'S LOCAL ECONOMY



IGT's new printing press and updated facility in Lakeland, Florida, represent a \$15 million investment in the lottery industry, IGT's customers, and the greater community. Employment at the facility has grown 112% since opening in 2009, and the expansion will boost full-time employment at the plant by 24% in the coming years. This growth has supported nearly \$5 million in spending with local Lakeland-area businesses.

As part of the expansion of the printing facility in Lakeland, IGT wanted to give visiting customers the opportunity to

experience products and services first-hand in an engaging, trade-show-like environment. Consequently, the Company designed a Player Experience Lab that closely mirrors the one in its Providence location, and filled the space with interactive demos, dynamic videos, and the latest advancements and innovations in physical tickets. Visitors leave with a better understanding of IGT's instant products and services, and appreciate how the Company has become the trusted growth partner for its lottery customers worldwide.

IGT hosted tours of the building and new TRESU press for lottery personnel, scheduled around the NASPL Professional Development Seminar being held in nearby Orlando in 2018. This session was an exciting opportunity for customers to see the new press in action.

For customers located around the world who were not able to attend the seminar, IGT developed a unique way for them to share in the same excitement as their colleagues who attended in person. The Company created a virtual reality (VR) tour of key areas of the facility's expansion, including the new press, upgraded security and warehouse areas, and the building's new lobby. This VR tour was presented at trade shows around the world through the second half of 2018.

### IGT'S TRUE 4D™: UP CLOSE AND PERSONAL



IGT is the first gaming company to apply mid-air haptics technology to a commercial product. TRUE 4D technology amps up the glasses-free TRUE 3D™ visual experience by combining mid-air haptics technology with glasses-free TRUE 3D and gesture recognition technologies. The mid-air haptic technology enables players to experience tactile feedback when they interact with the games' 3D graphics. Players can see an object floating in front of them with TRUE 4D and reach out to move it and feel it in their hand, creating a multi-sensory gaming experience.

TRUE 4D has been released on IGT's CrystalCurve™ TRUE 4D hardware, and no other gaming cabinet offers this experience. Scenery and symbols are all modeled to add depth to the visuals. TRUE 4D applies a mathematical representation to the surfaces, calculating their distance to the player's hands. This allows the game to know where the player's hand is in relation to a door, for example, and calculates the moment the hand makes contact with it to push it open. IGT has also added the ability to feel the object with ultrasound technology, which uses those mathematical calculations to deliver touch sensations to the hand, meaning the player can also feel the door as they push it.



## PIONEERING GEO-MONITORING TROUBLESHOOTING IN ITALY

Lottomatica retailers do not always identify the specific component that is causing a problem, only the malfunction. By leveraging accurate asset data and the ability to identify the correlation between design, delivery, and behavior of the various components, IGT can take a step toward a new way to be proactive, detecting the problem and quickly identifying the main path for root causes. Lottomatica has developed an innovative Geo-monitoring platform, designed in collaboration with Google, to constantly check and integrate the Lottomatica network status and issues received by the Contact Center across Italy. The platform enables a new customer assistance service that focuses on promptly detecting the root cause and preventing the issue from becoming a service outage. A Control Room working 24 hours a day, 365 days a year activates itself upon receiving alarms from infrastructural and application components, or due to reporting by the Customer Care teams. All services are in real time; therefore, speed of intervention and restoration of infrastructural failures (hardware and software) are fundamental to guaranteeing service continuity. Best practices and market tools are used for infrastructure monitoring but, unfortunately, a component does not give a warning before it stops running. For this reason, the Control Room proactively captures all of the signals that represent the non-functioning component at the point-of-sale, which may be coming from network connections, terminals, peripherals, or another source.

The platform collects data from different systems used by Lottomatica, aggregating and quickly accessing data to perform a root-cause analysis of the service status to promptly identify a possible common cause of the detected alarms or received issues. Through a predictive module, the system quickly intercepts any weak or latent signals and identifies any common causes, prompting an inspection to detect and solve eventual problems before they manifest on the network.

### New High-Density Barcode for Lottomatica's Lottery Tickets

Lottomatica has improved the verification process for winning tickets to counter fraud risks with the use of the High Density Bar Code (HDBC), a bi-dimensional code that can carry multiple types of information and be read exclusively with a dedicated reader. The HDBC is currently being used to validate almost all lottery tickets in the

U.S. In Italy, 30,000 new Lotto HDBC-ready terminals were already in place in 2018 and 35,000 more are ready to be installed, although manual validation will always be possible. Consumers will be able to scan the code with their smartphones and check their tickets, while Lottomatica will be able to check the correct application of responsible gaming features, profile gaming habits, and detect emerging atypical behaviors.



## Responding to Our Customers' Needs

Listening to and meeting customers' needs across all the world's time zones is a challenge, as customers differ in terms of size, services required, and status, from state lotteries and regional gaming halls to local gaming retailers and single players. Needs also vary in terms of jurisdiction-specific regulations and agreements at both the national and local levels. While embracing such complexity, IGT has increasingly fine-tuned the organizational aspects of serving customers, pursuing excellence in its processes as well as through its people.

### IGT Field Services

IGT's comprehensive service plan begins with reliable equipment, cutting-edge peripherals, and a robust communications network. Our Global Field Services organization is unique in the service industry, as it offers a turnkey solution by maintaining all equipment, third-party signage and, in some cases, competitors' equipment, from communications devices to terminals along with any other connected device.

The IGT Field Services organization applies three principles to every aspect of its Quality Process to minimize issues and

provide industry-leading uptime, whether during normal daily routines or record-breaking jackpots:

- Field Service Standards outline all Field Service Technician (FST) responsibilities and performance requirements, including procedures for service visits and preventive maintenance on each piece of equipment serviced by IGT. They also include training for FSTs to follow when working with peers, customers, and third-party resources. Field Service Standards help every FST provide the highest level of service consistently across the retailer base, regardless of the type of equipment being serviced.
- Performance Levels and Expectations are set according to Field Service Standards. Staffing levels are reviewed to ensure that customers can rely on adequate in-state staff equipped to respond to all service calls in a timely manner. IGT understands the importance of staffing each customer base with an appropriate number of FSTs to match demand.

- Staffing Levels and Performance Measurements are continuously reviewed against statistics and trends to maintain optimal field staffing levels. Field Service leadership measures the performance of each staff member as well as the team to provide guidance and feedback. The Local Field Service Management Team then provides performance reports to the customer for full transparency and accountability.

Lottery customer satisfaction ratings indicate that IGT Field Services performs at an overall excellent level. IGT Field Services achieved its internal target of 98% (satisfied plus very satisfied customers), which indicates strong performance in relation to dispatch response times and call handling across lotteries.



## Types of Global Field Services offered by IGT

BUSINESS TYPE	LOTTERY	GAMING
	Defined in all lottery contracts; each jurisdiction provides specific service deliverables for the lottery retailer.	Casino and gaming operations vary in many ways based on regulatory compliance, property ownership, management and beneficiaries. As a result of the varying degree of contracts, IGT provides multiple levels of service response. The services can consist of on-site service personnel, remote service personnel, and rent-a-tech. In some cases, the casino/gaming venue has its own service personnel on site.
Service Responses Time	In each lottery agreement, there are specific response time requirements for retailer terminal and network repairs. This time varies by jurisdiction and could be as aggressive as 60 minutes to respond or as lenient as 24 hours to respond, based on the response type determined by the transaction status of the retailer terminal and network.	With the wide variety of contract types managed in the casino and gaming platforms, response times vary across each location.
Service Dispatch	A service dispatch is when a lottery retailer contacts the IGT services hotline to report an issue with any piece of lottery equipment or communications device. If the contact center representative is unable to help the retailer bring the equipment to operational status immediately, they generate a dispatch for the local FST.	When a casino or gaming operator contacts the local or national support line and reports an issue with the machine, an FST is dispatched to the site to handle the repair.
Preventive Maintenance	Some lottery customers need a maintenance plan that requires local field service personnel to perform routine maintenance visits that ensure the retailer terminal and network remain in a state of high performance.	This is determined by the varying agreements with casino operators, as preventive maintenance requirements differ. That said, maintenance on machines is generally performed on a 120-day cycle.
Provisioning	IGT Global Field Services is a full-service network provider. As such, IGT staff provide point-of-sale service as well as network infrastructure installation, removal, and relocations. Networking includes either satellite or cellular communications along with pulling cabling and coaxial cable to transmit data.	As a full-service network provider, IGT staff provide gaming machine service, as well as installations, removals, relocations, and pre-sites. Depending on the venue and game types offered, the communications network supporting IGT's games is generally established by the location and typically consists of a specialized network infrastructure.
Retailer Training	Many lottery customers require on-site retailer training, which is provided by trained FSTs.	Not applicable.

The Field Services organization makes employee safety a high priority via annual training, equipment inspections, and job task assessments. IGT provides all personal protective and related training to its field service employees specific to the jobs they perform. For example, an FST installing satellite equipment is provided with Fall Prevention gear, which includes a full-body harness, lanyards, and anchor points. Safety leaders are established at each site, as well as at an organization

leadership level. To enhance employee safety and training opportunities, key individuals are appointed as regional safety managers.

IGT's Global Field Services Safety Committee (GSSAFE) publishes a weekly safety tip and monthly newsletter alerting field service employees to common and seasonal hazards on the job. Tips and newsletters are also posted on the internal Yammer network for all employees to read.

In 2018, GSSAFE collaborated with corporate Environment, Health and Safety (EH&S), enhancing IGT's Fall Prevention and Ladder Safety programs. Additionally, these teams worked with the IGT training team to deliver the IGT Sign Installation program.

New safety programs released in 2018 based on these collaborations include:

- Electronic Game Machine (EGM) Safe Handling.
- Casino Sign Installation.
- Updated Fall Prevention Program (which aligns with the U.S. Occupational Safety and Health Administration [OSHA] general industry standards).

The efforts of the GSSAFE organization and collaboration with IGT EH&S has led to a steady decrease in reported injury rates year over year. In 2018, there was a 9.5% decrease in injury reports compared to 2017, and a 15% decrease compared to 2013.

In **2018**, **12** newsletters, **52** safety tips, and **2** bulletins were published. Topics included the following:

**DRIVER SAFETY**

**PROPER LADDER USE AND INSPECTION**

**FALL PROTECTION**

**ENVIRONMENTAL HAZARD AWARENESS  
(SUCH AS ZIKA VIRUS PROTECTION)**

**SEVERE WEATHER SAFETY GUIDANCE**

**ELECTRICAL SAFETY, BOTH AT WORK  
AND HOME**

**SAFE LIFTING TECHNIQUES**



Moreover, safety training curricula has been established for the FSTs, and varies based on the work tasks. The safety training programs offered to the Field Services staff include:

- Health Hazard Awareness.
- Outdoor Heat Exposure.
- Ladder Safety.
- Fall Prevention.
- Fire Extinguisher Use.
- Electronic Gaming Machine (EGM) Handling.
- Warehouse Safety.
- Universal Waste.
- Powered Industrial Trucks.
- Safe Lifting.

### IGT Contact Centers

The Contact Centers' mission is to provide 24/7 business assistance, accurate information, and effective procedural safeguards to all locations where IGT provides this service to its customers. In particular, its mission is to maximize customer satisfaction with a specific focus on both responsible gaming and compliance while ensuring sustainable costs through the identification and implementation of best practices (e.g., streamlined processes, quality management, and common tools). Contact Centers and dispatch teams in multiple geographic locations provide superior redundancy and disaster recovery capabilities, in addition to offering service in local languages to enhance the customer experience. This solution has boosted response times and overall customer satisfaction while reducing call volumes.

## WORLD-CLASS EXTENSIVE TRAINING

Technology Training and Support Services (TTSS) delivers extensive training to IGT internal organizations in many different business units throughout the year, including Field Services, Product Management, Manufacturing, Compliance, Engineering, and other internal support organizations. For all new products and ongoing product conversions, upgrades, and modifications, TTSS is the organizational entity that consumes technological information, merges it with expert business awareness, and delivers manuals, videos, knowledge bases, online help systems, webinars, classroom training (both on-campus as well as at IGT customer sites globally), and highly customized consulting.

Training services are individually analyzed and contracted with each customer to ensure that their needs are met. IGT's lottery customer trainers are under the direct leadership of managers who participate in training delivery directly and have more than 20 years of experience delivering lottery training globally. Each lottery training course is tailored to the lottery's users, workflows, and technology choices through a detailed training needs analysis process.

TTSS provides a major conduit through which many of the benefits of IGT's industry leadership are delivered to customers directly in the form of knowledge and expertise. In short, IGT's trainers have trained more lottery customers in more places than any other company or team of individuals in the world.

The Contact Centers track performance daily. In addition to the various operational reports generated daily, weekly performance meetings are held to review the previous week's performance. Service-level metrics provide insight into any problems that have occurred in the previous week. The Contact Centers also generate reports to review the year's performance.

#### B2C Services (Global Consumer Services)

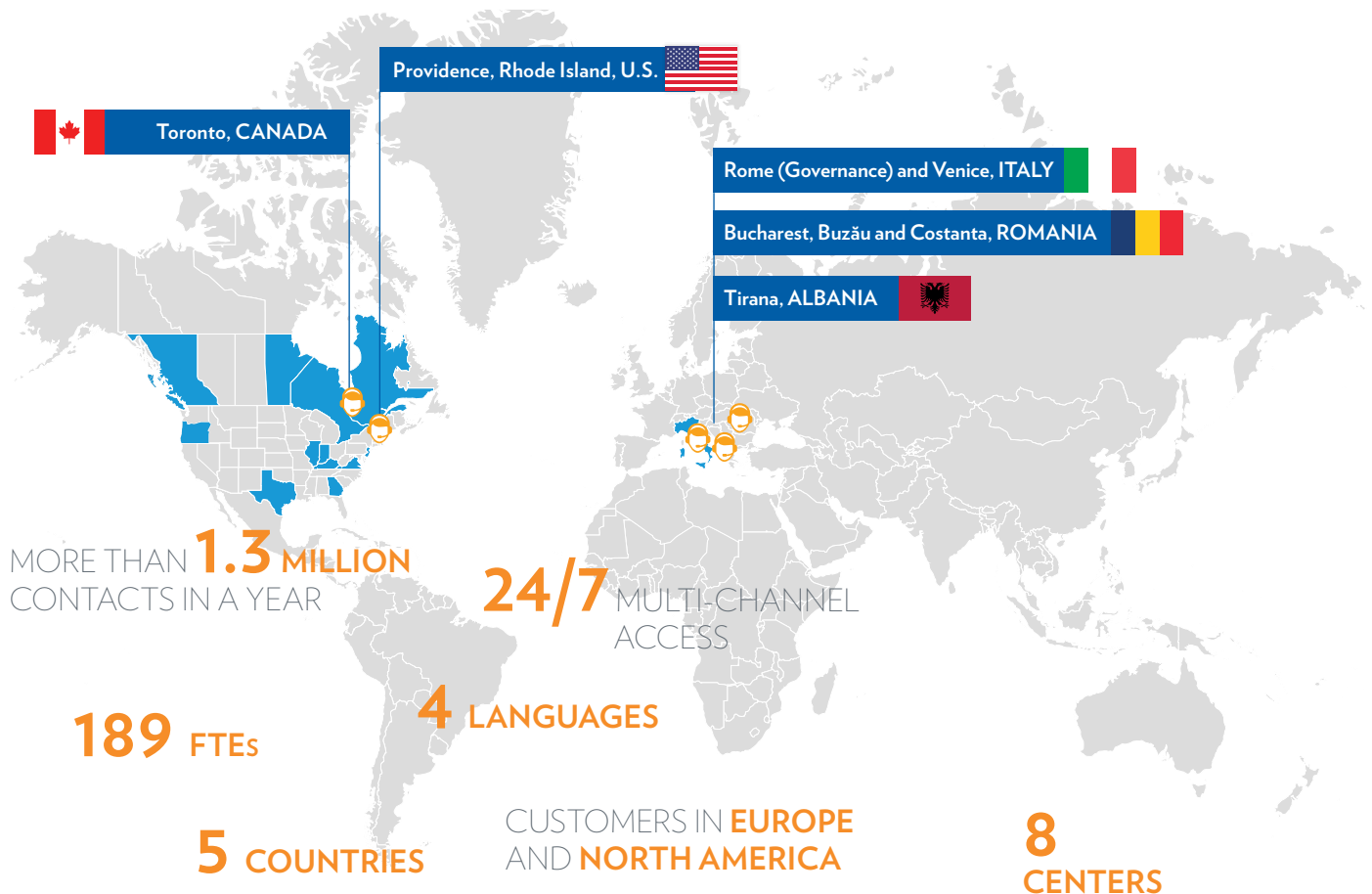
IGT Global Consumer Services Business-to-Consumer (B2C) Contact Centers provide 24/7,

multichannel assistance to players worldwide, as well as to lottery and commercial partners operating within the entire digital offering – iLottery, sports betting, poker, casino, skill games, bingo, and, in Italy, pre-paid cards – through nine centers from six countries and in four different languages. The centers focus on responsible gaming, compliance, and customer satisfaction, acting as a partner and advisor directly to players where IGT manages the customer base via a lottery contract or commercial license (Italy, UK), and to third-party organizations (e.g., World Lottery Association members in North

America) for which IGT provides technology and services.

Organizationally, Global Consumer Services are coordinated via a dedicated team in the Rome office, and rely on local operational sites in the U.S., Canada, and Italy, and through outsourced centers in Romania and Albania. As a core element of its philosophy, management ensures that all Global Consumer Services employees (part IGT, part outsourced via third parties) are always provided with the best working conditions, from ensuring workspaces are compliant with all relevant regulations to providing up-to-date training.

### IGT B2C Contact Centers Across the World



### Measuring Customer Satisfaction

Each year, an external research institution is engaged to measure customer satisfaction of 1,500 online Italian players (lottomatica.it) and 1,500 pre-paid cardholders (CartaLis) among:

- 19,195 online players who consented to participating in market research and contacted lottomatica.it in the five weeks preceding the survey delivery, and
- 20,567 pre-paid cardholders (with marketing research authorization) who contacted CartaLis in the three weeks preceding the survey delivery.

The key measure is the overall satisfaction and percentage of customers who are either “satisfied” or “very satisfied.” Lottomatica strives to achieve a minimum of 3.85/5 on the overall score, and no less than 75% on the second Key Performance Indicator (KPI).

For Canada, IGT started monitoring customer satisfaction scores for players from playOLG.ca (Ontario Lottery and Gaming Corporation) on a daily basis. IGT’s Service Level Agreement (SLA) requires a score of 7 in a range of 1-10 on a monthly basis.

Global Consumer Services consistently measure performance using the same KPIs across each location. In addition to the various operational reports, a monthly report keeps track of each Contact Center’s performance and emerging issues. The main indicators include the phone call response rate, chats conducted, and emails sent within a specific timeframe, as well as the rate of incoming issues solved upon reception. In 2018, all Global Consumer Services Contact Centers handled a total of approximately 1.3 million contacts across all channels (voice, chat, and email), and more than 80% of calls were answered within 120 seconds. Furthermore, the Global Consumer Services unit measures customer satisfaction by administering surveys to several customers.

Periodically, the IGT audit/control team asks Global Consumer Services to describe the Contact Centers’ procedures and show real cases; furthermore, each contact center periodically sends reports to all stakeholders that certify control of overall performance.

#### B2B Services

IGT’s Business-to-Business (B2B) Contact Centers provide assistance in the form of accurate information and effective procedural safeguards to IGT’s end users of systems and terminals in retailer locations and casinos by identifying and applying appropriate optimizations with a specific focus on Responsible Gaming, also in cooperation with areas managed by IGT corporate partners.

The Trinidad and Tobago Contact Center supports regional lottery and commercial services, while Costa Rica, Colombia, and Jamaica provide assistance to regional lotteries, and Chile and the Dominican Republic provide support to commercial services.

IGT’s Europe, Middle East, and Africa (EMEA) Contact Center operations provide lottery retailers, lottery customers, and commercial services clients with a dedicated team of associates that can be reached during system working hours, in accordance with customers’ requirements, 24/7, 365 days a year.

The EMEA Contact Center manages its operations from five locations: Poland (Warsaw); Spain (Madrid); Czech Republic (Prague); Slovakia (Bratislava); and Turkey (Ankara). Its services include a call center and service

### SUPPORT TO ALL COUNTRIES IN LATIN AMERICA

Mexico’s Call Center provides three different levels of assistance to the entire Latin America and Caribbean (LAC) region, including regional lottery support services, point-of-sale commercial services, and gaming support to all LAC gaming customers (casinos) located in 19 countries in the region. Also, the Mexico Call Center provides gaming system support by native Spanish speakers to all Latin American customers, resulting in better service.



desk that provides a single contact point for customers. Its capabilities include first-line lottery retailer support, including field service technical support. It is supported by a project-oriented team that is focused on the creation of high added values, and prides itself on its long-term and highly professional cooperation with all customers.

At the global aggregated level, in 2018, B2B Contact Centers received more than 2.1 million contacts (voice, chat, and emails) from retailer locations and casinos across LAC, EMEA, and U.S. regions.

In addition to daily generation of various operational reports, the Contact Centers hold weekly and monthly performance meetings. They also generate reports to review the year's performance.

The Contact Centers' locations may serve as a disaster recovery or extraordinary circumstance option for other locations. This allows the Contact Centers to maintain service levels as per contractual agreements in any such event.

The locations meet language and client requirements, and ensure close cooperation with

other departments, such as Operations or Field Services, which are usually co-located with the Contact Center in the territory where the services are provided. One of the most important reasons to maintain Contact Centers in the EMEA region is to ensure compliance with the new EU General Data Protection Regulation (GDPR).

In New South Wales, Australia, a third-party Contact Center dispatches IGT FSTs to service calls on gaming machines for club and hotel gaming operator customers in the region.

## IGT B2B Contact Centers Locations and Countries Served

