

IGT's Proposal to the

New York State Gaming Commission

for New York Lottery
Video Lottery Games

C202017

March 2021

Lot 1

Primary Suppliers

Volume 1

Applicant Information



Confidential Information Statement

The enclosed Proposal contains confidential information and trade secrets of IGT and/or its affiliated entities that are exempt from public disclosure under the New York State Freedom of Information Law (“FOIL”). The public disclosure of such information may irreparably harm IGT and cause substantial injury to its competitive position.

In accordance with RFP 1.15, Designation of Proprietary Information, IGT has submitted with its Proposal a request to exempt such information from disclosure. With the request, we have included a Confidential Information Table, which identifies the specific material in the Proposal that should be exempt from disclosure, the location of such material, and the reasons why the information should be exempt from disclosure.

Trademark Statement

The trademarks and logo contained in this Proposal are owned by and/or licensed to IGT or its affiliates and are printed with its permission and may not be used without its permission. In some cases, the game names and game logos in this 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 this Proposal is appropriate.

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Exhibits

Appendix K: Diversity Practices

Insert - IGT's Diversity Plan

Insert - IGT's Supplier Code of Conduct

Insert - IGT's Global Strategic Plan for Diversity and Inclusion

Insert - IGT's Diversity & Inclusion Year in Review 2019

IGT's New York Gaming Account Team Organizational Chart

Letter of Support

Resumes and Job Descriptions

Work Plan - Terminal Refresh Schedule

Work Plan - Title Refresh Schedule

4.2.1.a

Bidder Background Information

The Bidder must provide the following information:

4.2.1.a.1

Name and Address of Business Entity

Name and address of business entity making the Proposal;

The business/bidding entity for this Proposal is:

IGT
6355 South Buffalo Drive
Las Vegas, Nevada 89113

4.2.1.a.2

Type of Business Entity

Type of business entity (e.g. corporation, partnership, etc.);

IGT is a corporation.

4.2.1.a.3

Place of Incorporation

Place of incorporation, if applicable

IGT is incorporated in Nevada.



4.2.1.a.4

Major Offices, Plants, and Other Facilities

Name and location of major offices, plants, and other facilities that relate to the Bidder's performance under the terms of this RFP;

The bidding entity IGT maintains an office in New York state at the following location:

- One Broadway Center
Second Floor
Schenectady, New York 12305

IGT maintains a backup warehouse for the storage of games at the following location:

- 25 Avis Drive
Latham, NY 12110

IGT currently provides VLTs at the following locations in New York:

- Batavia Downs Gaming.
- Empire City Casino at Yonkers Raceway.
- Finger Lakes Gaming & Raceway.
- Hamburg Gaming at Buffalo Raceway.
- Jake's 58 Hotel & Casino.
- Resorts World New York City.
- Saratoga Casino Hotel.
- Vernon Downs Casino & Hotel.

IGT's main manufacturing hub is in Reno, Nevada. IGT is an indirect wholly owned subsidiary of a public holding company whose headquarters are in the United Kingdom, with operating headquarters in Rome, Italy; Las Vegas, Nevada; and Providence, Rhode Island.

4.2.1.a.5

Subcontractors, Associated Companies, or Consultants

Name, address, and function of any and all subcontractors, associated companies, or consultants to be involved in any phase of this project;

IGT has not identified any subcontractors, associated companies, or consultants to be involved in any phase of this project.

In the event we identify any subcontractors after contract award, we will attempt to use a MWBE or SDVOB vendor certified by the state government of New York, and we will meet all subcontractor requirements outlined in this RFP.

4.2.1.a.6

Representative for Contractual Matters

Name, address, telephone number, and e-mail address of Bidder's representative to contact regarding all contractual matters concerning this Proposal;

Paul Stelmaszyk
Senior Director, Account Development Management
IGT
One Broadway Center, Second Floor
Schenectady, New York 12305-2533
518-382-3618
Paul.Stelmaszyk@IGT.com

4.2.1.a.7

Representative Authorized to Bind the Organization

Name, address, telephone number, and e-mail address of Bidder's representative authorized to bind the organization to the terms and conditions of its Proposal;

Claudio Demolli
Treasurer, IGT
10 Memorial Boulevard
Providence, Rhode Island 02903
401-392-7611
Claudio.Demolli@IGT.com

4.2.1.a.8

Representative to Contact Regarding Arrangements for Site Visits or Demonstrations

Name, address, telephone number, and e-mail address of Bidder's representative to contact regarding arrangements for site visits or demonstrations, if required;

Steve Ranere
Director of Operations - New York Participation Market
14 Sherman Way
Ballston Spa, New York 12020
518-309-4586
Steven.Ranere@IGT.com



4.2.1.a.9 Federal Employer Identification Number

Bidder's Federal Employer Identification Number

IGT's FEIN number is #88-0062109.

4.2.1.a.10 Organizational Chart

Bidder's organizational chart by staff title;

The IGT's **New York Gaming Account Team Organizational Chart** is included as an exhibit in the Exhibits section of this Proposal. For more detailed staffing information, please refer to Section 4.2.1.e, Project Management and Staffing. In addition, a detailed chart of our enhanced Field Service Team can be found in Section 3.7, VLT Maintenance Program.

4.2.1.a.11 Mission, Culture and Guiding Philosophy

A summary of the Bidder's mission, culture and guiding philosophy;

Summary of IGT's Mission, Culture, and Guiding Philosophy

IGT Mission

Leading the global gaming entertainment industry by focusing our innovations on content and platform technology around delivering an outstanding player experience.

IGT Vision & Guiding Philosophy

Driving the global gaming entertainment industry for player engagement and growth.

IGT Culture

Our culture is shaped by five key values:



Figure 4.2.1.a – 1.

- Passionate:**

Our passion for gaming is paramount to our customers’ success and an essential part of who we are. Everything we do, we do with conviction and pride in our work. We are positive and resilient – even in front of change and obstacles. As trusted advisors to our customers, we proactively identify needs and provide solutions for today and the future.
- Pioneering:**

We are innovative, entrepreneurial, and ingenious, blending imagination with pragmatism and determination. We don’t copy; we transform our ideas to create new and alternative solutions that are pioneering and push the industry forward to create value. We continually learn and develop to maximize our skills and capabilities, and we transfer this knowledge to others.
- Responsible:**

We are respectful of others by being personally accountable for achieving our goals, keeping our promises, and following through with our actions. We are reliable and accomplish high-quality work results regardless of complexity, each and every time. We work hard to earn the trust of our colleagues, our customers, our regulators, and society at large.
- Authentic:**

We are honest, real people who strive to deliver excellence by showing up as our most authentic selves. We do this through open, transparent, and timely communications. We are open to new ideas and new ways of working to encourage candid dialogue and information sharing. We do this by respecting others.
- Collaborative:**

We put the needs of our people first and strive to create lasting and sustained partnerships with our customers – both inside and outside of the organization. We continually seek out new opportunities by building collaborative relationships, listening to the needs of others, and developing, maintaining, and strengthening our relationships.



IGT and Sustainability

As the world's leading gaming company, IGT is committed to responsible and sustainable practices that help our customers and communities stay ahead of the game. Pursuing sustainability in business has taken on a broader meaning for IGT during the 2020 COVID-19 pandemic. Early on, we took quick and decisive action to address employee protection, business continuity, customer engagement, and scenario planning. These proactive actions have allowed us to ensure the safety and well-being of our employees and the customers with whom they interact during the pandemic, and have been fundamental to our solid balance sheet, preserving our ability to continue to fulfill our promise to our customers to deliver unrivaled gaming experiences that engage players and drive growth. Beyond that, our ongoing commitment to our employees' well-being, our high standards of integrity and ethical conduct, diversity and inclusion, and professional development are constantly improving our company from within.

IGT's corporate social responsibility strategy is centered on four key priorities:

- Valuing Our People.
- Advancing Responsibility.
- Supporting Our Communities.
- Fostering Sustainable Operation.

IGT's commitment complies with high standards of integrity and ethical conduct, professional development, and diversity and inclusion. Our diversity initiatives, which have been widely recognized in the gaming industry, are outlined in detail in Section 4.2.1.g, Diversity Practices. We've also joined prominent international organizations in supporting the United Nations' 17 Sustainable Development Goals (SDGs) and adhering to the United Nations Global Compact.

IGT's main sustainability achievements of 2020 and early 2021 are listed below:

- The Company's 2018 Sustainability Report ranked in the Top 10 worldwide in the Credibility Through Assurance category of the 2020 Corporate Register Reporting Awards.
- The Company was awarded the Sustainable Business Award – Supplier at the 2020 Industry Community Awards.
- The Company was re-certified for both its digital and gaming operations from the Global Gambling Guidance Group.
- The Company was rated as an “outperformer” by Sustainalytics, a global provider of Environmental, Social, and Corporate Governance (ESG) research and ratings, in its ESG Report on the Company in 2020.
- The Company received a 4.6 out of 5 ESG rating from FTSE Russell, a provider of stock market indices and data services, in 2020.
- The Company is one of 325 companies across 50 industries selected for the 2020 Bloomberg Gender-Equality Index, which distinguishes companies committed to advancing women's equality and transparently reporting gender data.
- The Company is ranked #71 in Forbes Top 500 America's Best Large Employers 2021 (published February 9 2021) and the only employer from the gaming industry in the list.

We continue to look ahead, connecting players around the world with best-in-class solutions that respect both people and the environment, while delivering excellence to keep gaming fun and safer for all.

4.2.1.a.12

Hiring Practices and Suitability Standards

A summary of the Bidder's hiring practices, including suitability standards;

IGT is committed to creating a diverse and inclusive environment and is proud to be an equal opportunity employer. All qualified applicants receive consideration for employment without regard to race, color, religion, gender, sexual orientation, gender identity, gender expression, pregnancy, marital status, national origin, citizenship, covered veteran status, ancestry, age, physical or mental disability, medical condition, genetic information, or any other legally protected status in accordance with applicable local, state, federal laws, or other laws. IGT is also committed to compliance with all fair employment practices regarding citizenship and immigration status.

4.2.1.a.13

Strengths in Relation to the Work

A list of the Bidder's strengths in relation to the work defined in this RFP, including employee capacity to undertake and successfully carry out the proposed services;

The following list summarizes IGT's strength as a supplier of VLTs and ETGs throughout New York state:

- We have provided successful game content and special software development for New York's unique market for 17 years. Because we've worked with you since the start of the VLT program, we have a strong understanding of the market.
- Using our substantial research and development resources, we have adapted our games and content to work with your Central System and to align with its uniquely generated outcomes.
- We have developed an extremely diversified library of games for the New York market across all segments – from video reels games to the traditional physical steppers, from 1 cent denomination titles with a very accessible cost to play to more gambler-oriented titles with higher denominations and cost to play.
- Our offering is uniquely built to fulfil the needs of all the different video lottery Licensed Gaming Facilities in the state. This includes the extensive properties in the New York City area, thanks to our continually growing catalog, with 1,279 titles developed and deployed in the state since the inception of the Commission's VLT program.
- We have developed customized software security features for your market, including an embedded hash algorithm in our ETGs.
- We have delivered multiple cabinet styles, helping diversify the product offering.
- We have demonstrated the ability to provide premium games themes and cabinets like Wheel of Fortune, likely the most successful game franchise in the gaming market that is celebrating its 25th anniversary this year.



- We have developed and provided some of the most successful poker and keno content.
- We have delivered a variety of successful ETG games, including our MP and Dynasty series lines.
- We already have significant market share on New York’s gaming floors. Retaining IGT content lowers the potential risk of introducing new technology vendors or unproven content into the unique New York market.

While we are proud of these strengths, we also recognize that the Commission would like to see greater field service support. Please see Section 4.2.1.e, Project Management and Staffing, as well as Section 3.7, VLT Maintenance Program, for details on our commitment to and plans for strengthening our field service to better serve New York’s VLT and ETG business.

4.2.1.a.14

Accounts Lost or Resigned From

A list of the Bidder’s accounts lost or resigned from over the past two years, and explanation of why such loss occurred;

The bidding entity IGT has not lost, resigned, or been terminated from any accounts over the past two years.

4.2.1.a.15

Penalties or Liquidated Damages

Indicate any penalties or liquidated damages over ten thousand (10,000) dollars assessed against Bidder by gaming jurisdictions; and

The bidding entity IGT has not incurred any penalties or liquidated damages over ten thousand (10,000) dollars in the North American gaming market within the past five years.

4.2.1.a.16

Key Corporate Personnel, Ownership Control, and Facilities

To the extent not already provided in the Vendor Responsibility Questionnaire, a description of key corporate personnel, ownership control, and facilities available to satisfy the requirements of the RFP. This information will be used in conjunction with the Vendor Responsibility Questionnaire.

The bidding entity IGT is an indirect wholly owned subsidiary of International Game Technology PLC (NYSE: IGT) (IGT PLC).

The officers and directors of the bidding entity IGT are:

- Renato Ascoli, Director and President.
- Claudio Demolli, Treasurer.
- Luke Orchard, Secretary.

Please refer to the Major Offices, Plants, and Other Facilities heading, above, for a list of facilities available to satisfy the requirements of the RFP.

4.2.1.b

Bidder Financial Viability

In order to determine the Bidder's financial viability to perform under the Contract, the Commission requires the following financial information:

4.2.1.b.1 Audited Financial Statements

Audited financial statements prepared by a certified independent public accountant (or equivalent for non-U.S. companies) for the Bidder for the last three (3) years [most recent and two (2) prior fiscal years].

The bidding entity IGT is an indirect wholly owned subsidiary of International Game Technology PLC (NYSE: IGT) (IGT PLC). The bidding entity IGT does not prepare stand-alone audited financial statements, but IGT PLC does. Accordingly, we are supplying audited consolidated financial statements for the past three years for IGT PLC.

Please see the USB labeled **Audited Financial Statements**, located in the separately sealed Lot 1, Volume 1 USB envelope, for 2020 Audited Financial Statements, 2019 Audited Financial Statements, and 2018 Audited Financial Statements.

4.2.1.b.1.A Consolidated Financial Statements of the Parent Company

If the Bidder is a subsidiary of another corporation, the financial statements of the Bidder, as well as the consolidated financial statements of the parent company shall be submitted. If the Bidder is a parent corporation, parent-only financial statements, if available, and statements for the operating division that will perform these services shall be submitted.

As indicated in Section 4.2.1.b.1, Audited Financial Statements, above, the bidding entity IGT is an indirect wholly owned subsidiary of IGT PLC and does not prepare stand-alone financial statements. IGT PLC does prepare audited consolidated financial statements, however. Accordingly, we have submitted our 2020 Audited Financial Statements, 2019 Audited Financial Statements, and 2018 Audited Financial Statements, which include the consolidated financial statements of parent company IGT PLC.



4.2.1.b.1.A Unaudited Statements

If audited parent-only or Contractor/subsidiary statements are not available, the Commission will accept unaudited statements provided the Bidder's chief financial officer certifies that the statements are current, accurate, and complete.

Not applicable.

4.2.1.b.2 Parent Company Resources

If the Bidder is a subsidiary and will rely on the financial resources of the parent to perform this contract, the parent must certify, in writing the availability of its resources to the Bidder.

The New York Gaming Commission (Commission) can have full confidence in IGT's financial stability and economic capability to perform the Contract requirements. Our market leadership combined with long-term international and domestic contracts creates stable and predictable earnings and cash flow. To the extent necessary, IGT PLC will make available its resources to support IGT's performance of the Contract. As of December 31, 2020, IGT PLC had \$2.72 billion of available liquidity (\$0.91 billion in cash and \$1.81 billion available under revolving credit facilities.)

Accordingly, we have certified in writing the availability of IGT PLC's resources to bidding entity IGT. Please refer to our exhibit titled **Letter of Support**, which is located in the Exhibits section of this Proposal.

4.2.1.b.3 Letter of Commitment from a Creditor

The Bidder must provide a letter of commitment from a creditor, if borrowing will provide any or all of the capital necessary for the Bidder to perform any work from any contract resulting from this RFP.

Not applicable.

4.2.1.b.4 Financial Integrity and Responsibility

The Commission reserves the right to require any additional information necessary to determine the financial integrity and responsibility of the Bidder.

IGT has read and understands that the Commission reserves the right to require any additional information necessary to determine the financial integrity and responsibility of bidding entity IGT.

4.2.1.c

Bidder Experience

4.2.1.c.1 Threshold

A Bidder must demonstrate in its Proposal that its organization is of sufficient size and has the qualifications and experience required to perform the requested services defined in the RFP.

IGT has supplied VLTs to the Commission for the past 17 years. We currently have more than 7,200 units deployed in New York (43% of the VLT market share). That includes 443 ETG units at four New York properties: Saratoga Casino Hotel, Jake's 58, Empire City Casino, and Resorts World NY.

Based on the size of our global company and the experience of our employees – both in New York and worldwide – we can assure the Commission that we have the capacity and capability to continue serving as a Primary Supplier of standard device VLTs and ETGs in the next contract term. By the numbers:

- IGT currently manages more than 475 gaming licenses in a total of 342 jurisdictions that span 100-plus countries. IGT creates products for every gaming channel and regulated segment covering gaming machines, lotteries, sports betting, and digital.
- IGT has developed more than 1,200 games for the New York CDS market since the beginning of New York's Video Lottery Gaming Program – more than any other supplier.
- Of IGT's approximately 11,000 employees, 770 work in our global game studios and 460 work in our manufacturing hubs to provide premium game content and cabinets. We are able to take content from our worldwide commercial market and develop it in line with the unique requirements of the New York market.
- IGT has more than 1,000 dedicated Field Service employees serving jurisdictions worldwide.
- IGT's ongoing commitment to Research and Development (R&D) ensures we have the resources and brainpower to continue providing premium gaming content and machines. More than 1,000 employees work in R&D at IGT, and our annual spend on R&D alone is \$266 million.

On a more personal level, the qualifications and experience of our team are invaluable, irreplaceable assets. Whether it's Eric Whitehead monitoring game performance, Luigi Cacciapuoti keeping a pulse on content and strategy, or Steve Ranere managing with a steady hand, the team's combined market knowledge ensures stability and success in the next contract term. At the corporate senior level, Chief Operating Officer Jay Gendron runs a monthly meeting with IGT's New York Gaming Account Team including those noted above. The meetings are an opportunity for Jay to review IGT's performance in New York and offer insights on how IGT's New York performance compares to the other participation markets in the U.S. The Commission and its Licensed Gaming Facility partners will continue to receive this level of attention if IGT is a Successful Contractor.



We are committed to achieving your stated objectives by leveraging our knowledge of New York VLT players, and our experience with VLT players worldwide, to help grow your Video Lottery Gaming Program by directly addressing the market challenges you face daily. We will draw heavily from our experience in and knowledge of the New York market, combined with new cabinet offerings, our VLT game library of hundreds of titles – backed by research and market validations – and our commitment to robust responsible gaming solutions to help grow and sustain the New York player base.

4.2.1.c.2 Qualifications and Experience

The Bidder should include sufficient detail to demonstrate the relevance of such qualifications to the RFP and the Contract by providing the following:

4.2.1.c.2.A Five Comparable Accounts

A description of the five (5) most comparable accounts within different gaming jurisdictions that the Bidder has been involved in within the last two (2) years. The description should not exceed one (1) page per project. The description must include the following:

- i. *The name of the gaming enterprise and a description of the property;*
 - ii. *The number of machines or terminals provided by the bidder at the property;*
 - iii. *The number of different titles provided by the bidder;*
 - iv. *Approximate net win of the bidder's machines or terminals; and*
 - v. *ETG games provided, if applicable.*
-

#1 New York State Gaming Commission

Name of the Gaming Enterprise and Description of the Property

The Commission has eight properties across New York state:

- Batavia Downs Gaming.
- Empire City Casino at Yonkers Raceway.
- Finger Lakes Gaming & Raceway.
- Hamburg Gaming at Buffalo Raceway.
- Jake's 58 Hotel & Casino.
- Resorts World New York City.
- Saratoga Casino Hotel.
- Vernon Downs Casino & Hotel.

As of February 2021, there are 16,821 total machines operating throughout the state (total all vendors). IGT has 7,232 VLTs in the market, which includes 443 ETG units at four New York properties: Saratoga Casino Hotel, Jake’s 58, Empire City Casino, and Resorts World NY.

IGT has been serving New York’s VLT program since its inception in 2004.

Number of Machines or Terminals Provided by the Bidder at the Property

IGT has more than 7,200 VLTs in the market (43% market share). This includes 443 ETG units.

Number of Different Titles Provided by the Bidder

IGT currently provides 278 different titles in the New York market. This includes titles that were present on units at the time of deactivation due to COVID restrictions.

Approximate Net Win of the Bidder’s Machines or Terminals

- IGT full calendar 2019 NET Terminal Income (Win): \$810M, \$295 NET WPUPD (average win per unit per day).
- IGT full calendar 2020 NET Terminal Income (Win): \$361M, \$383 NET WPUPD (average win per unit per day).

ETG Games Provided, if Applicable

IGT has 443 ETG positions in this market. These are included in the total counts above.

IGT’s ETG Performance in New York			
Units	Coin in Per Unit (CIPU)	Net Win Per Unit	Hold %
443	\$13,575	\$580	4.3%

Figure 4.2.1.c – 1.

Coin In Efficiency (CI Eff)		
Vs. House	Vs. Denomination	Vs. Zone
178%	104%	147%

Figure 4.2.1.c – 2.

New Win Efficiency (NW Eff)		
Vs. House	Vs. Denomination	Vs. Zone
157%	119%	139%

Figure 4.2.1.c – 3.



#2 Rhode Island Lottery

Name of the Gaming Enterprise and Description of the Property

The Rhode Island Lottery has two properties:

- Twin River Casino Hotel.
- Tiverton Casino Hotel.

Both facilities have VLTs, table games, stadium gaming, and sports betting.

As of February 2021, there are 5,067 machines operating in Rhode Island (total all vendors).

IGT has been serving the Rhode Island VLT participation market since 1997.

Number of Machines or Terminals Provided by the Bidder at the Property

IGT has 3,894 VLT machines in the market (77% market share).

Number of Different Titles Provided by the Bidder

IGT currently provides 542 different titles in the market. This includes titles that were present on units at the time of deactivation due to COVID restrictions.

Approximate Net Win of the Bidder's Machines or Terminals

- IGT full calendar 2019 NET Terminal Income (Win): \$390M, \$250 NET WPUPD.
- IGT full calendar 2020 NET Terminal Income (Win): \$186M, \$281 NET WPUPD.

ETG Games Provided, if Applicable

None manufactured by IGT.

#3 Alberta Gaming, Liquor, and Cannabis Commission (AGLC)

Name of the Gaming Enterprise and Description of the Property

AGLC has eight facilities that are actual casinos, along with numerous gaming cafes consisting of 10 to 20 units.

Number of Machines or Terminals Provided by the Bidder at the Property

IGT provides 4,900 machines or terminals at the property.

Number of Different Titles Provided by the Bidder

IGT provides 30 different titles.

Approximate Net Win of the Bidder's Machines or Terminals

The approximate net win is \$255 WPUPD.

ETG Games Provided, if Applicable

IGT provides 70 ETG units with one title: Double Zero Auto Roulette. It averages \$300 NWPU.

#4 British Columbia Lottery Corporation (BCLC)

Name of the Gaming Enterprise and Description of the Property

BCLC has a total of three casinos.

Number of Machines or Terminals Provided by the Bidder at the Property

IGT provides 4,405 machines or terminals for BCLC.

Number of Different Titles Provided by the Bidder

IGT provides 282 titles.

Approximate Net Win of the Bidder's Machines or Terminals

The approximate net win of IGT's machines or terminals is \$353 WPUPD.

ETG Games Provided, if Applicable

IGT provides 67 ETG units, with 10 titles: Live Dealer Roulette; Blackjack; Baccarat & Sic Bo; RNG Multigame: Single, Double, & Triple Zero Roulette; Triple Hand Blackjack; Single Hand Blackjack; Baccarat.

They have an average \$380 NWPU.



#5 Washington State – CDS

Name of the Gaming Enterprise and Description of the Property

The gaming enterprise – the Emerald Queen Casino and the Hotel I-5 – has live tables and more than 3,500 CDS and Class II slot machines.

Number of Machines or Terminals Provided by the Bidder at the Property

IGT provides 1,053 CDS machines and 96 Class II machines.

Number of Different Titles Provided by the Bidder

IGT provides 90+ titles.

Approximate Net Win of IGT's Machines or Terminals

The approximate net win is \$349 WPUPD.

ETG Games Provided, if Applicable

Not applicable.

4.2.1.c.2.B

Experience Relevant to Scope of Work

Please describe the experience of the Bidder's organization that would be considered relevant to the successful accomplishment of the scope of work required.

IGT's 17 years of experience as a primary VLT supplier in New York is both relevant and critical to our continued success in the state. With a current market share of 43%, we know and understand the uniqueness of the New York market and are especially well-suited to serve as Primary Supplier of standard device VLTs and ETGs in the next contract term.

Since 2003, we have developed a highly diversified library of games for the New York market across all segments – from video reels to physical steppers, from 1 cent denomination titles to more gambler-oriented titles with a higher cost to play. Over the years, as IGT grew through mergers and acquisitions, we never lost sight of the need for a diverse catalog of games and machines throughout New York state. Today, we have the largest VLT game catalog in the world – meaning we have games that target every possible player segment in every type of Gaming Facility in New York. In the last 17 years, we have certified 1,279 games for the New York CDS market to meet the differing needs of New York's Gaming Facilities.

Equally relevant to ongoing success in New York is our familiarity with your VLT Central System. Our machines have already successfully connected to the Everi Central System and can operate over Everi's protocol. We understand and have adapted to your uniquely generated outcomes. With IGT, there are no risks when it comes to connectivity, data, and meter collection. Vendors trying to break into the New York market cannot say the same.

Another key to success in your market is adaptability. Software customizations are a case in point. The embedded hash algorithm in our ETGs was developed specifically for New York to provide an extra layer of security. Our electronic table games, including our MP and Dynasty series lines, are successful because they have been adapted to your needs.



IGT is the clear leader in VLT gaming. Their dedicated focus on video lottery over the years has provided them with a deep understanding of the unique nuances within the VLT business. IGT's VLT content development team is the best in the industry, continuously delivering an innovative library of games. As a business partner, IGT is responsive and works very closely to resolve emerging issues or problems. The IGT VLT team and IGT Management are very engaged and supportive of client interests and initiatives."

– Val Saunders, Manager, Gaming Products, AGLC

One last key to ongoing success – the ability to recognize there's always room for improvement. We know there's a need for more Field Service support, and we pledge to provide that through the addition of 10 new positions across the state, including a Supervisor for the Field Service Technicians (FSTs) in the New York City region, a dedicated administrative assistant, and eight additional technicians.

4.2.1.d

References

Each Bidder shall provide three (3) references relevant to any of the requested services. References must include company name, contact person (name, title, phone number, e-mail address, and mailing address) and include a general statement of the type of engagement performed for this reference.

Rhode Island Lottery

Contact: Mark A. Furcolo, Director
Phone: 401-463-6500
Email: mfurcolo@rilot.ri.gov
Mailing address:
1425 Pontiac Avenue
Cranston, RI 02920

Type of engagement: Similar to New York, Rhode Island has operated as a VLT participation market since 1997. IGT has provided VLTs and the INTELLIGENT™ Central System to the Rhode Island Lottery since 1978. IGT has 3,894 machines at two properties (77% market share). Rhode Island does not carry ETG games manufactured by IGT.

Delaware Lottery

Contact: Jayne Gooden, Assistant Director, Video Lottery
Phone: 302-744-1655
Email: Jayne.Gooden@Delaware.gov
Mailing address:
1575 McKee Road #102
Dover, Delaware 19904

Type of engagement: IGT has been serving the Delaware Lottery VLT participation market since 1999. There are three properties, with a total of 5,640 total machines as of February 2021 (total all vendors). IGT has 2,966 machines in the market (53% market share). There are no ETG games manufactured by IGT.



Alberta Gaming, Liquor and Cannabis Commission (AGLC)

Contact: Dan Keene, Manager Casino Programs, Gaming Products

Phone: 780-651-7613

Email: Dan.Keene@aglc.ca

Mailing address:

50 Corriveau Ave

St. Albert, AB T8N 3T5

Canada

Type of engagement: Since 2003, IGT has provided VLTs, games and the INTELLIGEN Central System to AGLC. AGLC has eight casinos. IGT provides 70 ETG units and 4,900 VLT units.

4.2.1.d.1

Joint Proposal

If submitting a joint Proposal, the Bidder shall provide three (3) references for each company; and Name and address of business entity making the Proposal;

Not applicable. IGT is not submitting a joint Proposal.

4.2.1.d.2

Subcontractor References

If utilizing a subcontractor for any significant portion of the work, the Bidder shall provide two (2) references for each subcontractor

IGT has not identified any subcontractors, associated companies, or consultants to be involved in any phase of this project.

In the event we identify any subcontractors after Contract award, we will provide two references for each subcontractor and meet all other subcontractor requirements outlined in this RFP.

4.2.1.d.3

Right to Contact References

The Commission reserves the right to contact provided references and to contact additional references as necessary to obtain a complete understanding of the Bidder's performance and experience. References may be used to substantiate the Technical Proposal.

IGT has read, understands, and agrees that the New York Gaming Commission reserves the right to contact provided references and to contact additional references as necessary to obtain a complete understanding of our performance and experience. We further understand and agree that references may be used to substantiate our Technical Proposal.

4.2.1.e

Project Management and Staffing

As the Commission tenders a procurement and seeks to provide a seamless gaming experience for Licensed Gaming Facility patrons, it is crucial to have a partner that understands its unique needs and objectives. Over the last 17 years, IGT’s New York Gaming Account Team, led by Steven Ranere, has gained the knowledge required to meet and exceed the Commission’s requirements. IGT values the partnership fostered between the Commission and IGT. We look forward to the opportunity to continue developing our long-lasting relationship for the benefit of the state of New York.

4.2.1.e.1 Staff Details

Identify all staff (name and title/position), including a fulltime dedicated staff project director, and other personnel to be used under an ensuing Contract. The project director shall have overall responsibility for all work conducted pursuant to this RFP. Exceptions may be made only with the approval of the Commission. If staff is “To Be Determined,” a Bidder must indicate the staff title, and the qualifications and attributes required for the position.

The Commission will benefit from the IGT New York Gaming Account Team already in the state, in that the team has a strong understanding of the market, the Gaming Facilities, and the Commission’s expectations. The team looks forward to continuing the partnership, to increase revenues, modernize the gaming experience for players, and improve its support services. With insight gained from working alongside the Commission’s video lottery gaming team, IGT is qualified to provide targeted and effective customer support.

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4.2.1.e.2 Resumes

Provide résumés (not biographies) for all proposed staff indicating the relevant experience of each. Biographies do not provide sufficient information to allow for adequate evaluation of the individual's capabilities.

IGT has provided resumes and job descriptions for all proposed individuals in an exhibit entitled **Resumes and Job Descriptions**, which can be found in the Exhibits section of this Proposal. These resumes include information on each individual's relevant experience and capabilities. For those positions with staff "To Be Determined," IGT has provided their job descriptions with details on the professional requirements and responsibilities of each position. We believe the proposed IGT New York Gaming Account Team will not only meet but exceed the Commission's expectations.

4.2.1.e.3 Project Roles and Time Allocation

Indicate the role each staff member will have in the project and the anticipated percentage of time allocated for each in the proposed work effort.

IGT has provided the anticipated percentage of time allocated to the work effort for each staff member as part of the exhibit, **Resumes and Job Descriptions**, which can be found in the Exhibits section of this Proposal.

4.2.1.e.4

Previous Project Roles

Indicate the role, if any, that proposed staff has had in previous projects with the organization, particularly those presented in the Proposal under gaming experience.

As a current gaming supplier in New York, IGT's New York Gaming Account Team is already familiar with your operations and the intricacies of your market. This team has worked with you for 17 years, rolling out new equipment and software, servicing terminals in your venues, and building relationships with your staff.

As your current partner, IGT has developed positive relationships with all the Gaming Facilities throughout the state by enthusiastically collaborating with them and the Commission on a number of projects. IGT led the floor reconfigurations with Empire City at Yonkers Raceway, the Finger Lakes Casino, and Hamburg Raceway, all of which were completed on time. IGT's team spearheaded expansion projects at Hamburg Raceway, Saratoga Hotel and Casino, as well as Resorts World NY, which accounted for the rollout of more than 250 cabinets altogether. Additionally, IGT upgraded the bill acceptor on more than 6,000 with new currency firmware after the release of the new \$100 bill. These projects and more, conducted on behalf of the Commission, have allowed us to demonstrate our success with projects in the field while becoming increasingly knowledgeable of your operations.

In addition to our experience in-state over the last 17 years, another benefit of partnering with IGT is our global pool of resources. Our teams across the world can share experiences from other markets, providing our local team with a diversified and ever-growing tool set throughout the Contract.

IGT has provided more detail about prior gaming experience for each individual staff member as part of their resume. **Resumes and Job Descriptions** have been included as an exhibit in the Exhibit section at the end of this Proposal.

4.2.1.e.5

Subcontractors

If applicable, list all subcontractors to be utilized, including each subcontractor's name and address, contact person (name, title, phone number, e-mail address, and mailing address), and a complete description of work to be subcontracted to each. Descriptive information relative to the subcontractor's organization and capabilities must be included. If the Bidder intends to utilize subcontractors, but has yet to identify them, the Proposal must include a description of the credentials that will be sought of such subcontractor(s). If the Bidder does not intend to utilize subcontractors, the Bidder should indicate the same in the Technical Proposal.

At this time, IGT has not identified, and has no plans to use, any subcontractors for the execution of this Contract.

4.2.1.f

Work Plan

A Proposal shall include a detailed Work Plan identifying all aspects of the project, including specific deliverable dates, implementation process, and features. A work plan shall describe the approach to the project, including the:

As a current VLT supplier to the Commission, IGT has broad experience with and knowledge of New York's video lottery market. Over the last 17 years, we've delivered thousands of VLTs and hundreds of game themes to gaming floors throughout the state, and are familiar with the process required to do that. We will apply all that experience to improving our performance and ensuring a smooth delivery that causes minimal disruption to your business and that of your Licensed Gaming Facilities.

On top of that, we have a project team that consists of project management professionals who've previously managed New York VLT deliveries. The individual experience of each member will contribute to the success of each discrete area of the delivery and to the project as whole. Please see Section 4.2.1.e, Project Management and Staffing, for more information about the staff involved in the execution of the project.

Given our existing relationship with the Commission, our knowledge of your market, and the assignment of project team members who've managed New York deliveries in the past, we are confident that we possess the capacity, knowledge, staffing levels, and experience to meet the needs of the Commission's stakeholders and successfully deliver the project.

4.2.1.f.1

Phase in Schedule to Achieve Required Allocation

Phase in schedule to achieve the required allocation, if all terminals will not be available upon the contract start date,

IGT will have terminals available to achieve all required allocation upon the Contract start date. Due to our existing presence in your market, we are already equipped to supply the maximum possible allocation of 50% of machines on each gaming floor, if required.

There are additional considerations that will facilitate this delivery. For example, of the 361 recommended titles in the proposal catalog, 70 are new to the New York market. Should IGT be selected as a Primary Contractor, all new titles will be ready for deployment on day one of the new agreement.

With the eight existing Gaming Facilities, IGT recommends taking a staggered approach to terminal installs to minimize disruption to gaming operations and revenue. We will work with the Commission and the Facilities to create precise schedules following Contract award.

4.2.1.f.2

Terminal and Title Refresh Schedule

A terminal and title refresh schedule over the term of the contract;

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Terminal Refresh Process

IGT will follow a standard process for performing terminal refreshes throughout the Contract term. Included in this section is an overview of that process and the tasks involved. We have provided a more detailed plan in the form of a Microsoft Project Gantt Chart, delivered in Microsoft Project (.mpp) format. It provides example calendar dates and a clearer picture of how tasks will overlap. Please refer to the exhibit entitled **Work Plan – Terminal Refresh Schedule** located in the Exhibits section in this Proposal.

Please note that the process and schedule can be applied with a variety of terminal quantities, with a maximum of 100 units per delivery. Durations for each item will vary based on the needs of the Facility, and other variables outside the scope of this response.

A description overview of the tasks and efforts related to terminal refreshment follows:

Project Planning

Following award, our project team will meet with the Commission and each Facility to review the proposed processes and create a precise project schedule. The schedule will include dates for key deliverables and be used to track progress throughout the project. The teams will also review and agree upon the project practices to be followed during delivery.

Third-Party Hardware Certification

Newly offered terminals that have not yet been certified must be sent to an external testing agency, such as Gaming Laboratories International (GLI) or BMM's test labs. The certification process takes seven weeks. Please note that this step is *only* required for terminal models that have not yet been approved. It will not be required for the initial installations.

Terminal Order Placement

IGT will work with each Gaming Facility and the Commission to finalize the necessary specifications for the new terminals prior to placing the order. Upon final approvals, IGT's Global Management team will initiate and process the order. The time frame allocated in the plan for this stage takes into account all internal assembly and Quality Assurance (QA) testing that will take place at IGT's Reno Manufacturing plant prior to delivery and placement at the Facility location.

Production Lead Time

IGT's Global Management team will provide an estimated delivery date for the new terminals. Production lead time is normally 9-12 weeks for the machines depending on the type, and 9-12 weeks for bases and chairs.

Terminal Shipping

IGT will submit to the Commission all necessary shipping documentation for each delivery with at least five (5) days prior notice. Once approved, shipment from our Reno, Nevada, plant to the New York Gaming Facility will take one week.

Terminal Installation

IGT will submit documentation for the installation of new terminals for the Commission to approve. Once approved, our Field Service Technicians (FSTs) will perform the installation. They will install bases, chairs, and locks for each terminal in the same week, and the terminals themselves the following week.

Terminal Training

IGT will provide training for FSTs and for Commission and Video Lottery Gaming Staff. Field Service training will begin four weeks prior to the arrival of the terminals, and Commission and Video Lottery Gaming Staff will take place the week following terminal installation.



Please refer to Section 3.8, Training of VLT Technicians, and Section 3.9, Training of Commission and Video Lottery Gaming Facility Staff, for detailed information on our proposed training processes.

Title Refresh Process

As stated, IGT will follow a standard process for performing title refreshes throughout the Contract term. Included in this section is an overview of that process and the tasks involved. We've also provided a more detailed plan in a Microsoft Project Gantt chart, delivered in Microsoft Project (.mpp) format. It provides example calendar dates and a clearer picture of how tasks will overlap. Please refer to the exhibit entitled **Work Plan – Title Refresh Schedule** located in the Exhibits section at the end of this Proposal.

A description overview of the tasks and efforts related to title refreshment follows:

Title Development and Third-Party Certification

During this stage, our development team will develop 30-35 new titles per year to be deployed (please refer to Section 3.5.C, Game Changes, for a full description of our title development process). Following development, titles will be sent for certification by GLI or BMM Test labs. Altogether, this stage will last about 22 weeks: 16 weeks for the development of each new title and five weeks for third-party certification.

As we have 70 titles ready to be deployed, in addition to the 291 already deployed in the Licensed Facilities, the title development and third-party certification stage will not be required for the initial installs.

Title Deployment Readiness

At this stage, our Field Service staff will perform a Field Service Pre-Check, identifying any software or hardware needed for the title changes. Necessary hardware might include special button decks, toppers, or additional screens. Orders for those items will then be placed and processed.

New Title Installation

IGT will submit documentation for installation of title changes for the Commission to approve at least five days prior to installation. Once approved, our FSTs will perform the installation of the new titles.

Managing Game Changes

Software change management processes and procedures ensure the integrity of the delivered software is maintained throughout the Contract. We will employ sound change management practices to ensure that software enhancement requests are fulfilled in a timely manner. A knowledgeable and experienced game team will be dedicated to the New York market in order to provide the Commission with fast turnaround to address any necessary game and software changes.

IGT pursues and achieves certification with some of the most stringent processes-and-standards groups in the world, including the Project Management Body of Knowledge (PMBOK) and Capability Maturity Model Integration (CMMI). IGT uses these processes to ensure that software enhancements are ready and correct before they are released.

Software Enhancements and Version Control

We will provide software enhancements through the life of the Contract on an as-needed basis for various reasons, including to accommodate new terminal models or if an Original Equipment Manufacturer (OEM) notifies us that software or hardware has reached its end of life.

Based on the reasons for the enhancement, we will develop the necessary software enhancements and resubmit them for certification. Lead times will vary depending on the purpose of the software being developed. More general software updates will be built into the development plan for future software releases and be planned well ahead of time.

Software Version Control

Confidential information begins here.



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4.2.1.f.3

Lead Time for Additional Terminals

Lead time required to fulfill a request to provide additional terminals when required.

Lead time for terminal production can vary widely, anywhere from 9 to 12 weeks depending on the type of terminal. For this reason, the time required to fulfill a request to provide additional terminals can be anywhere from 12 to 15 weeks.

IGT will follow the same procedures documented above if additional terminals are requested. However, if the requested terminals are models that already exist in the field, the timeline for that process would be slightly reduced, as third-party certification and training would not be required.

4.2.1.g

Diversity Practices

In addition to requirements specified in Section 2.18 of this RFP, each Bidder must provide, in writing, their Diversity Practices using the form provided in this RFP as Appendix K – Diversity Practices.

Pursuant to 310(22) of Article 15-A of New York State Executive Law, “Diversity Practices” shall mean the Contractor’s practices and policies with respect to:

- (1) Utilizing certified minority- and women-owned business enterprises in contracts awarded by a state agency or other public corporation, as subcontractors and suppliers; and*
- (2) Entering into partnerships, joint ventures, or other similar arrangements with certified minority- and women-owned business enterprises as defined in this article or other applicable statute or regulation governing an entity’s utilization of minority- or women-owned business enterprises.*

IGT’s completed and signed **Appendix K - Diversity Practices** is located in the Exhibits section of this Proposal. It includes IGT’s Diversity Plan, IGT’s Supplier Code of Conduct, IGT’s Global Strategic Plan for Diversity and Inclusion, and IGT’s Diversity & Inclusion Year in Review 2019.

In keeping with the requirements specified in Section 2.18 of the RFP, IGT agrees to be bound by provisions to promote equality of economic opportunity for minority group members and women in accordance with Article 15-A of the New York State Executive Law.

While the nature and construct of the VLT supplier market offers limited minority vending opportunities, we will continue to seek out minority vendors toward state goals.



Participating in New York State’s MWBE Forum, as we did in 2019, is one example of how IGT pursues MWBE vendors. We also have a designated MWBE consultant working to help us find minority vending opportunities.



Figure 4.2.1.g - 1. On the Lookout for Minority Suppliers at the New York State MWBE Forum: IGT’s booth at the 2019 MWBE Forum at the Empire State Plaza helped us meet potential candidates to fulfill the state’s minority vending mandates.

IGT’s Diversity Commitment: Beyond Supplier Goals and Mandates

IGT’s dedication to diversity goes well beyond compliance with representation and supplier diversity goals. It includes all aspects of the Company, from leadership and employee staffing to business operations and product development. In recent years, we launched a concerted effort to create a fair and inclusive workforce and environment. We created an Executive Diversity and Inclusion Council in 2017, hired our first Vice President of Diversity and Inclusion in 2018, and established numerous employee-led Diversity and Inclusion groups to promote a diverse, inclusive environment where all employees experience a sense of belonging.

“

“When one of world’s largest gaming companies makes a commitment to improving diversity and inclusivity in the workplace, it sends a strong message to the industry and the wider marketplace about the central importance of this objective. We congratulate IGT on its leadership in developing a welcoming environment where all employees are valued, and where the workforce more closely resembles all the people and communities it serves around the world.”

– **Stewart Darkin, Managing Director, CasinoBeats**

The lottery and gaming industries took notice of these initiatives and recently honored IGT for its success in promoting diversity and inclusion in the workplace. In 2019, for example, the industry publication *CasinoBeats* honored IGT with a Pride of Gaming Award, created to recognize gaming industry professionals and groups whose work benefits society and improves their communities.

In another lottery industry milestone, the All-In Diversity Project (AIDP) recognized IGT in 2020 as one of the highest-ranking participants in AIDP’s All-Index report, an annual benchmarking tool that measures the global gaming and betting industry’s progress toward inclusion in the workplace.

AIDP is the first global not-for-profit dedicated to being the central resource for diversity, inclusion, and equality for the global gaming and betting sector. Of the 26 entities from around the world that participated in the 2019 survey, IGT received the second-highest score out of 100, with only a five-point difference between it and the top-ranked participant.

“

“We congratulate IGT...and commend them for their transparency and eagerness to share best practices and areas for improvement. With two reports completed, we now have a tangible set of data showing what diversity, equality, and inclusion looks like in practice, and IGT’s rapid escalation to a top position in the latest index shows that the company has already been able to achieve substantial D&I goals in just a year.”

– **Kelly Kehn, Co-Founder of the All-in Diversity Project**

As we state in our Appendix K – Diversity Practices, we recognize that our diversity initiatives – as strong as they are – are only a beginning. We look forward to working with the Commission in advancement of our mutual goals.

Exhibits

Exhibit

Appendix K: Diversity Practices



Diversity Practices Questionnaire (Response worth up to 5 Technical Points)

Note: Points will not be awarded based on your company's status as a certified MWBE firm; monies spend within your own firm; or training provided to your own employees. All points awarded will be based on the information provided in response to the questions herein pertaining to efforts made toward New York State certified MWBE firms.

I, Claudio Demolli, as Treasurer (title) of IGT firm or company (hereafter referred to as the company), swear and/or affirm under penalty of perjury that the answers submitted to the following questions are complete and accurate to the best of my knowledge:

1. Does your company have a Chief Diversity Officer or other individual who is tasked with supplier diversity initiatives? **Yes** or **No**

If Yes, provide the name, title, description of duties assigned to the position and evidence of initiatives performed by this individual or individuals.

Yes. Kim Barker Lee is the Vice President of Diversity and Inclusion, and IGT's Equal Employment Opportunity (EEO) Officer. In this role, Kim is responsible for advancing IGT's corporate values by supporting a culture where all employees feel valued, respected, engaged, and empowered to contribute to IGT's success. This includes developing and implementing strategies to ensure that IGT has the best, brightest, and most diverse talent to drive the business forward. Kim leads IGT's Global Diversity and Inclusion Council, which establishes employee business resource groups and helps shape supplier diversity programs. Kim is also responsible for maintaining **IGT's Diversity Plan**, which we have included as an insert behind this Appendix K.

IGT's Supplier Code of Conduct

Since IGT strives to maintain the highest level of business standards and ethics in this area, we strongly encourage our suppliers to follow our example. **IGT's Supplier Code of Conduct**, included as an insert behind this Appendix K, is essential to our decisions to enter and extend existing business relationships. This document outlines IGT's expectations for suppliers in the areas of diversity and inclusion, business ethics and regulatory compliance, human rights and labor practices, environmental regulations and protection, and more.

IGT's Office of Diversity and Inclusion

Diversity and inclusion are critical to our company's identity. IGT is actively engaged in building and sustaining a diverse and inclusive company that anticipates and meets the needs of the global customer base and evolving demographics of the communities where our employees and customers are located. In 2018, the Company established the Office of Diversity and Inclusion, which is responsible for implementing the Company's Global Strategic Plan for Diversity and Inclusion.

Diversity and Inclusion Groups (DIGs) at IGT

In 2019, the Company formally launched its Diversity and Inclusion Groups (DIGs), which are networks open to all employees that are structured around dimensions of diversity. DIGs provide engagement and development opportunities, help develop awareness of the unique issues faced by employees, and promote inclusion at every level of the company.

By 2020, the Company launched six DIGs with 12 chapters worldwide. These include Advancing Cultural Education (ACE) at IGT, Women's Inclusion Network (WIN) with IGT, SuperAbilities, PRIDE, and DIGs for military veterans and employees who are more than 50 years old. More than 10% of the Company's employees belong to at least one DIG and thousands more participate in programming and development opportunities hosted by our DIGs. To ensure the continued growth and expansion of our DIGs, the Company hosted a weeklong "boot camp" for DIGs and company leaders who serve as executive sponsors to ensure the group's purpose, direction, and vision is still consistently meaningful and reflective of the needs of members. This bootcamp also prepared group leaders for 2021 planning.

Six chapters of WIN with IGT held several events and initiatives in 2020 to celebrate International Women's Day in more than three dozen locations, including New York, where Gaming and Lottery employees from across the state came together in Albany. Leveraging the hashtag #EachForEqual, the chapters created momentum for a campaign where hundreds of employees shared photos of themselves committing to supporting gender equality. IGT made a company donation in January to support girls' educational goals, and similarly, a number of smaller IGT locations used this opportunity to support local community organizations through donations of time, goods, and/or financial contributions.

Throughout the year, various chapters of WIN with IGT hosted a series of presentations led by women leaders at IGT sharing their successes and challenges as women. Additionally, the groups hosted professional development sessions and initiatives ranging from personal branding to networking and mentoring.

After identifying international recognition days, the Company collaborated with employees to celebrate the following occasions in a variety of ways:

- International Women's Day
- International Day of Cultural Diversity Dialogue
- International Mother Language Day
- Pride Month
- Global Diversity Awareness Month
- International Men's Day
- International Day of Persons with Disabilities

IGT's Diversity and Inclusion Recognition

IGT is the only member of the gaming industry to be invited by British Standards Institution (BSI) and the All-in Diversity Project (AIDP) to join the Workplace Code of Practice Steering Group, which is committed to developing a global diversity, equality, and inclusion standard applicable to any organization, in any industry, across all organizational levels.

In addition, IGT is one of just 325 companies across 50 industries selected for the 2020 Bloomberg Gender-Equality Index (GEI), which distinguishes companies committed to advancing women's equality and transparently reporting gender data. IGT was also recognized AIDP as one of the highest-ranking participants in their 2019 All-Index report, an annually published benchmarking tool that measures the global gaming and betting industry's progress toward inclusion in the workplace. Of the 26 entities from around the world that participated in the 2019 survey, IGT received the second-highest score out of 100, with only a five-point difference between IGT and the top-ranked participant. IGT's ranking represents a significant increase over our ninth place ranking in AIDP's inaugural 2018 report.

Lastly, all IGT employees are required to participate in annual training to build awareness around our policies relating to equal employment and anti-harassment and bullying. In 2020, the Company added more education around actively and immediately "calling out" inappropriate behavior in a way that supports a culture of respect and safety for all employees. Additionally, the Company expanded its diversity and inclusion education program by rolling out global education on unconscious bias through a combination of videos, self-directed e-learnings, and small group discussions. Similarly, IGT leaders and members of the Global Diversity and Inclusion Council participated in "Fostering Diversity and Inclusion," offered through ExecOnline and the Yale School of Management.

Additional Information

For more information about IGT's diversity and inclusion initiatives, please see **IGT's Global Strategic Plan for Diversity and Inclusion**, as well as **IGT's Diversity & Inclusion Year in Review 2019**, which are both included as inserts behind this Appendix K. We have also included links to these documents on our website below for evaluation purposes of IGT's commitment to Diversity and Inclusion.

- IGT's Diversity and Inclusion Webpage: <https://www.igt.com/explore-igt/about-igt/diversity-and-inclusion>
- IGT's Global Strategic Plan for Diversity and Inclusion: <https://www.igt.com/-/media/62aa7b9e835b4fbc974e9132ee6fb4c8.ashx?la=en&hash=1A6153CF83FA19EA3C3289DDF41AA0B920E620A4>
- IGT's Diversity & Inclusion Year In Review 2019: <https://www.igt.com/-/media/55fa840ee87342ebbbd129cba96887e8.ashx?la=en&hash=A0C1037741E732A68642BDCBF22504FD63BE79C7>

2. What percentage of your company's gross revenues (from your prior fiscal year) was paid to New York State certified minority and/or women-owned business enterprises as subcontractors, suppliers, joint-venturers, partners or other similar arrangement for the provision of goods or services to your company's clients or customers?

The gaming industry faced many unique challenges during the prior fiscal year (calendar year 2020). In an article titled "Casinos & Communities: COVID-19 Response," the American Gaming Association reported 989 casinos were closed in response to COVID-19 and, as such, spending with suppliers and vendors was heavily impacted. Therefore, IGT has utilized the average of our 2019 and 2020 financials in this response.

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[Redacted]

[Redacted]



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3. What percentage of your company's overhead (i.e. those expenditures that are not directly related to the provision of goods or services to your company's clients or customers) or non-contract-related expenses (from your prior fiscal year) was paid to New York State certified minority- and women-owned business enterprises as suppliers/contractors?¹

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¹ Do not include onsite project overhead.

4. Does your company provide technical² training to minority- and women-owned business enterprises? **Yes** or **No**

If Yes, provide a description of such training which should include, but not be limited to, the date the program was initiated, the names and the number of minority- and women-owned business enterprises participating in such training, the number of years such training has been offered and the number of hours per year for which such training occurs.

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5. Is your company participating in a government approved minority- and women-owned business enterprises focused mentor protégé program? **Yes** or **No**

If Yes, identify the governmental mentoring program in which your company participates and provide evidence demonstrating the extent of your company's commitment to the governmental mentoring program.

No. IGT is not involved in a government approved MWBE-focused mentor protégé program at this time.

6. Does your company include specific quantitative goals for the utilization of minority- and women-owned business enterprises in its non-government procurements? **Yes** or **No**

If Yes, provide a description of such non-government procurements (including time period, goal, scope and dollar amount) and indicate the percentage of the goals that were attained.

No. IGT does not include specific quantitative goals for the utilization of MWBEs in its non-government procurements.

² Technical training is the process of teaching employees how to more accurately and thoroughly perform the technical components of their jobs. Training can include technology applications, products, sales and service tactics, and more. Technical skills are job-specific as opposed to soft skills, which are transferable.

7. Does your company have a formal minority- and women-owned business enterprises supplier diversity program? **Yes** or **No**

If Yes, provide documentation of program activities and a copy of policy or program materials.

Yes. IGT is committed to ensuring that our workforce and business practices reflect the diversity of the global customers, players, and communities we serve. IGT's dedication to diversity extends to all corners of our business, including leadership, employees, business operations, product development, procurement, and more.

Supplier Diversity at IGT

For IGT, supplier diversity is critical to the success of our businesses and operations, including procurement. We expect suppliers to provide us with innovative products and solutions and best-in-class delivery so that we can meet and anticipate the needs of our customers.

Who Qualifies as a “Diverse Supplier” at IGT?

IGT defines diverse suppliers as for-profit businesses with physical locations in the U.S. or one of its trust territories. Businesses must be 51% or more owned, controlled, and operated by women, minorities, lesbian, gay, bisexual, transgender and queer (LGBTQ) individuals, veterans, persons with disabilities, or persons from other underrepresented groups recognized by local laws or regulations (such as disadvantaged businesses).

Certification


To be recognized as an IGT diverse supplier, businesses must have current certification from at least one of the following sources or their regional affiliates:

- National Minority Development Council (NMSDC)
- Women's Business Enterprise National Council (WBENC)
- National Gay Lesbian Chamber of Commerce (NGLCC)
- A U.S. government agency (City, County, State or Federal)

Additional Information

As mentioned above, we have included **IGT's Supplier Code of Conduct** as an insert behind this Appendix K.

NOTE: All information provided in connection with the questionnaire is subject to audit and any fraudulent statements are subject to criminal prosecution and debarment.

Signature of Owner/Official 

Printed Name of Signatory Claudio Demolli

Title Treasurer

Name of Business IGT

Address 6355 South Buffalo Drive

City, State, Zip Las Vegas, Nevada, 89113

Insert

IGT's Diversity Plan





IGT
IGT GLOBAL SOLUTIONS CORPORATION

DIVERSITY PLAN
(February 2021)

I. INTRODUCTION

IGT is committed to ensuring that its workforce reflects the diversity of the global customers, players and communities it serves by ensuring a fair and inclusive culture that values unity, diversity, and belonging in our people, players, customers, and communities. IGT's Office of Diversity and Inclusion is responsible for implementing the Global Strategic Plan for Diversity and Inclusion (Global Plan), which includes four areas of focus: Culture, Systems, Teams and Beyond IGT.

This Diversity Plan (Plan) supplements the Global Plan and is inclusive of key provisions of IGT's Code of Conduct, policies concerning diversity and inclusion, anti-discrimination, anti-bullying and harassment (EEO Policies) and procurement policy and procedures.

IGT commits to prepare a quarterly report to measure the success and impact of this Plan.

The policies, processes and programs described herein generally apply at a global level.

II. IMPLEMENTATION AND DISEMINATION

Kim Barker Lee, Vice President of Diversity and Inclusion and IGT's Equal Employment Opportunity Officer is responsible for drafting, updating and implementing this Plan.

IGT disseminates the Global Plan, this Plan, and the policies and information contained therein and herein in several ways, including:

- Making the Plan available on IGT's intranet site
- Posting the Global Plan on the intranet and external facing website
- Meetings, webinars and training about IGT's Global Plan, EEO Policies and procurement policies
- Disseminating IGT's Code of Conduct and EEO Policies at the time of hiring and through annual training and certification

III. EQUAL EMPLOYMENT OPPORTUNITY, NON-DISCRIMINATION AND ANTI-HARRASSMENT

Equal Employment Opportunity and Non-Discrimination: It is IGT's policy to provide equal employment opportunity for all employees on the basis of qualification and merit, and will not permit discrimination on the basis of characteristics such as, race, color, religion, gender, sexual orientation, gender identity or expression, pregnancy, marital status, national origin, citizenship,

IGT/IGT Global Solutions Corporation Diversity Plan

covered veteran status, ancestry, age, physical or mental disability, medical condition, genetic information, or any other legally protected status in accordance with applicable local, state, and federal laws.

To the extent reasonably possible, IGT will accommodate employees with disabilities. Reasonable accommodation is available to all employees and applicants if the accommodation does not create an undue hardship for IGT and can be provided without posing a substantial safety risk to the employee or others.

Anti-Harassment: IGT is committed to maintaining an environment where everyone is treated with fairness, dignity, and respect. IGT will not tolerate any form of sexual, racial, ethnic, or other harassment or bullying of employees by other employees, management, customers, vendors, or the public.

Individuals who believe they have been subjected to harassment or bullying or those who witness such behavior, should immediately report the incident to their immediate supervisor, any other member of the management team, People & Transformation (formerly Human Resources), or to the Integrity Line (a toll-free hotline).

Any allegation of harassment or bullying brought to the attention of IGT will be promptly investigated by People & Transformation. It is expected that all parties cooperate with the investigative process. Retaliation against any individual for reporting harassment or participating in an investigation will not be tolerated and will be treated as a separate and independent violation of its anti-harassment and bullying policies. Individuals who are not themselves complainants, but who assist in an investigation, will also be protected from retaliation.

IGT enforces compliance with its anti-harassment and bullying policies by implementing practices to execute anti-harassment and bullying policies in the conduct of its business, training employees in the application of such procedures, and taking appropriate disciplinary action, up to and including termination or employment, for any violation of anti-harassment and bullying policies (except where prohibited by law or contrary to applicable collective bargaining agreements).

IV. TALENT ACQUISITION

IGT's people differentiate it, and their talents, diverse cultures, backgrounds, experiences, ideas and viewpoints drives the creativity that will enable IGT to continue to deliver innovative products and solutions to its customers. IGT is committed to developing a more diverse workforce through strategic initiatives in talent management, including recruiting, talent development, promotions and transfers. In support of its goal to increase diversity of its workforce, IGT:

- Incorporates diversity and inclusion into its 4-day intensive in-person training for managers, including addressing bias in recruitment and hiring
- Actively ensures that underrepresented candidates are represented in candidate pools
- Expands recruitment channels and expand relationships with colleges and universities, professional associations and other stakeholders to broaden the candidate pool to

IGT/IGT Global Solutions Corporation
Diversity Plan

- include more women, people of color, veterans and people with disabilities (Underrepresented Groups)
- Continues campus outreach with diversity focused student groups such as Society of Women Engineers (SWE), Society of Hispanic Professional Engineers (SHPE), National Society of Black Engineers (NSBE)
- Posts positions through Direct Employer and includes cross-postings to job boards that focus on Underrepresented Groups (e.g., AfricanAmericanJobsite.com, HispanicJobsite.com, Womenforhire.com, ourability.com, deaftowork.com) and military specific network sites
- Participates in community activities to increase awareness of job opportunities at IGT

At least annually, IGT reviews recruitment channels and related metrics to determine where best to allocate recruiting resources for the upcoming year.

V. SUPPLIER DIVERSITY

For IGT supplier diversity is critical to the success of our businesses and operations, including procurement. We expect suppliers to provide us with innovative products and solutions and best-in-class delivery so that we can meet and anticipate the needs of our customers and players.

It is IGT’s policy to provide contracting opportunities regardless of race, color, religion, gender, sexual orientation, gender identity or expression, pregnancy, marital status, national origin, citizenship, covered veteran status, ancestry, age, physical or mental disability, medical condition, genetic information, or any other legally protected status in accordance with applicable local, state, and federal laws.

IGT may supplement this with details required by laws, regulations

Who Qualifies as a “Diverse Supplier” at IGT?

IGT defines diverse suppliers as for-profit businesses with physical locations in the U.S. States or one of its trust territories. Businesses must be 51% or more owned, controlled and operated by women, minorities (people of color), LGBTQ (lesbian, gay, bisexual, transgender and queer) people, veterans, persons with disabilities, as well as persons from other underrepresented groups recognized by local laws or regulations, such as disadvantaged businesses.

Certification

To be recognized as an IGT diverse supplier, businesses must have current certification from at least one of the following sources or their regional affiliates:

- National Minority Development Council (NMSDC)
- Women’s Business Enterprise National Council (WBENC)
- National Gay Lesbian Chamber of Commerce (NGLCC)

IGT/IGT Global Solutions Corporation
Diversity Plan

- A U.S. government agency (City, County, State or Federal)

Diverse suppliers can contact us at: supplierdiversity@igt.com to learn more.

Revision History

February 26, 2021
February 27, 2020
April 30, 2020

Insert

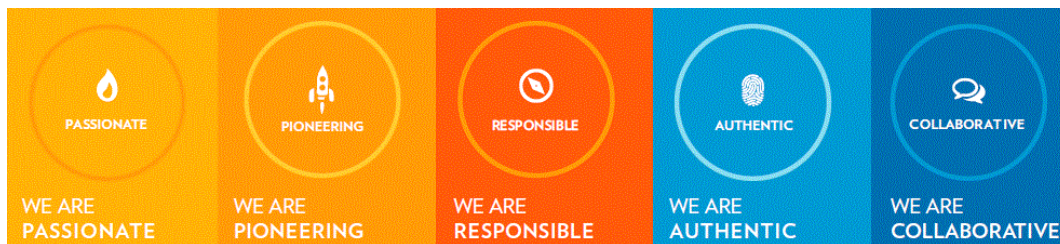
**IGT's Supplier
Code of Conduct**



IGT Supplier Code of Conduct

IGT and its affiliated entities strive to maintain the highest level of business standards and ethics, and we strongly encourage our Suppliers to follow our example. Our Suppliers are selected and evaluated beyond the basis of economic measures. We expect our Suppliers to fully comply with applicable laws and to adhere to internationally recognized environmental, social, and corporate governance standards. Our commitment to these business standards of excellence include business ethics and regulatory compliance, human rights and labor practices, environmental regulations and protection, responsible mineral sourcing, health and safety, and confidential and proprietary information.

We expect that our Suppliers share our values and our commitments. We also expect our Suppliers to use their best efforts to implement these standards with their vendors and subcontractors.



This Supplier Code of Conduct outlines our expectations regarding the workplace standards and business practices of our Suppliers, along with their parent entities, subsidiaries, affiliates, subcontractors, and others who are within their supply chain. The expectations contained in this Supplier Code of Conduct are essential to our decisions to enter or extend existing business relationships. Each Supplier is responsible for ensuring that its employees, representatives, and subcontractors understand and comply with these guidelines. The expectations outlined in this Supplier Code of Conduct do not replace specific requirements in contracts. Rather, this Supplier Code of Conduct is intended to supplement the specific requirements in contracts. If a contractual term is stricter than the terms in this Supplier Code of Conduct, the Supplier must meet the stricter contractual requirement.

Diversity and Inclusion

It is IGT's policy to provide contracting opportunities regardless of race, color, religion, gender, sexual orientation, gender identity or expression, pregnancy, marital status, national origin, citizenship, covered veteran status, ancestry, age, physical or mental disability, medical condition, genetic information, or any other legally protected status in accordance with local, state and federal laws.

Business Ethics and Regulatory Compliance

All IGT Suppliers must conduct their business interactions and activities with integrity and must strictly comply with all laws and regulations related to bribery, corruption, money laundering and counterterrorism financing, and prohibited business practices.

- **Global Trade:** Suppliers must comply with all applicable laws and regulations governing export, re-export, and import of products.
- **Antitrust:** Suppliers must conduct business in accordance with antitrust and fair competition laws.
- **Whistleblower Protections:** Suppliers must protect worker whistleblower confidentiality and must create a mechanism for all workers to submit grievances anonymously.
- **Compliance with Global Anti-Corruption Laws:** Suppliers represent and warrant that they and their officers, directors, employees or agents comply with all Global Anti-Corruption Laws.



- **Compliance with Global Anti-Tax Evasion Laws:** Suppliers shall not engage in any activity, practice, or conduct that would constitute either a U.K. tax evasion offence, a U.K. tax evasion facilitation offence, or an equivalent foreign tax evasion offence or tax evasion facilitation offence for either IGT or Suppliers. Suppliers represent and warrant that they and each of their representatives follow all Anti-Tax Evasion Laws, including those against the facilitation of tax evasion.
- **Media:** Suppliers shall not speak to the news media on behalf of IGT unless they are expressly authorized in writing to do so by the IGT Corporate Communications department.
- **Business Courtesies:** Suppliers must avoid giving gifts to IGT employees, offering anything of value to obtain or retain a benefit or advantage for the giver, and offering anything that might appear to influence, compromise judgment, or oblige the IGT employee. If offering a gift, meal, or entertainment to IGT employees, always use good judgment, discretion, and moderation.
- **Conflicts of Interest:** Suppliers shall avoid the appearance of or actual improprieties or conflicts of interests. Suppliers must not cause any conflicts of interest for IGT employees and must avoid situations where a conflict of interest may occur.
- **Insider Trading:** If a Supplier learns of any material non-public information while working with IGT, they must not share that information with others or use it for market trading.
- **Business Continuity:** Suppliers shall be prepared for any disruptions of their businesses (e.g., natural disasters, terrorism, software viruses, illness, pandemic, infectious diseases). This preparedness especially includes disaster plans to protect both employees and the environment as far as possible from the effects of possible disasters that arise within the domain of operations.

Human Rights and Labor Practices

IGT expects its Suppliers to share its commitment to promoting and respecting human rights and equal opportunity in the workplace. All Suppliers are expected to conduct their employment practices in full compliance with all applicable laws and regulations and must, without limitation, take attention to:

- **Child Labor and Young Workers:** Supplier shall not employ children under the age of 15. If national laws or regulations allow children between the ages of 13 and 15 to perform light work, such work is not permitted under any circumstances if it would hinder a minor from the completion of compulsory schooling or training, or if the employment would be harmful to their health or development.
- **Forced Labor and Modern Slavery:** Suppliers must ensure that they do not participate in, or benefit from, any form of forced labor (including bonded labor, debt bondage, forced prison labor, slavery, servitude, or human trafficking). Suppliers will refrain from retaining the identity cards, travel documents, and other important personal papers of their employees. IGT, in accordance with the U.K. Modern Slavery Act requirements, publishes its annual statement on Modern Slavery, available at <https://www.igt.com/explore-igt/about-igt/global-responsibility/our-corporate-citizenship>.
- **Harassment and Non-Discrimination:** Suppliers are expected to keep their workplaces free of harassment, harsh treatment, violence, intimidation, corporal punishment, mental or physical coercion, verbal abuse, and discrimination.
- **Diversity and Inclusion:** Suppliers should, when appropriate, encourage a commitment to the diversity of economic inclusion, and where possible, track certified diverse spending.
- **Work Hours and Wages:** Suppliers shall comply with the respective national laws and regulations regarding working hours, wages, and benefits.
- **Freedom of Association and Collective Bargaining:** Suppliers must allow their employees the freedom of association and collective bargaining in accordance with applicable laws and regulations.



Environmental Regulations and Protection

Suppliers must comply with all applicable environmental laws, regulations, and standards, as well as implement an effective system to identify and eliminate potential hazards to the environment. Suppliers should work for continual improvement in their environmental management systems, and continuously improve their environmental performance. Suppliers should follow the principles of reducing, reusing, and recycling. Furthermore, Suppliers shall strive to reduce their consumption of energy and resources, as well as their waste and emissions.

Conflict Minerals

IGT complies with the final rule on conflict minerals adopted by the U.S. Securities and Exchange Commission. This rule requires the implementation of reporting and disclosure procedures regarding conflict minerals. IGT expects that Suppliers conduct appropriate due diligence to identify, disclose, and take remedial action if their products contain conflict minerals¹ that are used to finance conflict in the Democratic Republic of Congo or adjoining countries. IGT publishes its annual statement on Conflict Minerals on [IGT.com](http://ir.igt.com), available at <http://ir.igt.com/static-files/3e5045ed-f696-442e-a142-1cab85c97fca>.

Health and Safety

Suppliers must ensure that their workers are provided with safe, suitable, and sanitary work facilities. Suppliers must have effective health and safety prevention and remediation policies and procedures in place that comply with industry, national, and international law and regulations. Suppliers must provide to employees and their own suppliers and subcontractors protective equipment and training necessary to perform their tasks safely.

Confidential and Proprietary Information

IGT Suppliers must ensure the protection of all sensitive information, such as confidential and protected personal information that must be used only for business purposes. For all information transferred electronically, Suppliers are expected to implement appropriate security mechanisms and systems, and to notify IGT of any suspected or actual data breaches. Furthermore, IGT expects its Suppliers to protect IGT's personally identifiable information from unauthorized access, destruction, changes, use, and disclosure.

Compliance with this Supplier Code of Conduct

If cases of non-compliance with IGT's Supplier Code of Conduct are found, IGT and its Suppliers will develop ways and means to correct the non-compliance, provided IGT receives the commitment from the Suppliers to correct the non-compliance within due time. Suppliers must promptly inform their IGT contact when any situation develops that causes Suppliers to operate in violation of this Supplier Code of Conduct.

Further information and support

For further information please visit our website IGT.com to access copies of our Supplier Code of Conduct.

If you have any concerns or questions about the content of this document, or to get support from IGT to help build your capabilities in relation to any of the areas detailed in the Supplier Code of Conduct, please send questions to Procurement.Operations@IGT.com.

¹ "Conflict Minerals" means columbite-tantalite (coltan), cassiterite, wolframite, or their derivatives (which are limited to tantalum, tin, and tungsten), and gold, that are necessary to the functionality or production of a product.

Insert

IGT's Global Strategic Plan For Diversity and Inclusion



Global Strategic Plan for Diversity and Inclusion



Diversity & Inclusion
The Power of We



Diversity and Inclusion Drive Growth and Innovation

A message from Marco Sala, Chief Executive Officer

There is no question that diversity and inclusion are business imperatives that contribute to innovation and growth. To remain the gaming industry leader, IGT recognizes that we must transform our workforce – more than 12,000 strong who serve customers in more than 100 countries – to reflect the diversity of our global customer base and the players who enjoy our products and services. As our customer base grows and evolves, we have a responsibility to better understand their needs and motivations, their players, and their communities.

In early 2017, we took the important step of launching the Executive Diversity and Inclusion Council, which includes senior and emerging leaders from around the world. The council immediately began its work on our first global strategic plan for diversity and inclusion, a truly collaborative effort. I am proud to have been a part of the process. The plan, presented here, is intended as a roadmap for change.

The council also hired IGT's first-ever Vice President, Diversity and Inclusion, Kim Lee, who heads our newly created Office of Diversity and Inclusion and is responsible for ensuring, with our leaders worldwide, the successful implementation of the goals set forth in the plan. In year one, we will focus on developing awareness and language, and grow from there.

The kind of transformation we are embarking upon takes time and resources. It will be critical to recruit talent from the most diverse array of candidates possible, and ensure that all our employees have opportunities to develop, grow, and take on more responsibility and opportunities to lead. We will also reevaluate our existing policies and procedures to ensure we remove all barriers to becoming a truly diverse and inclusive culture.

We are determined to create a culture that is fair and inclusive, and demonstrate that all our employees are valued and respected. We want our entire workforce to feel engaged in the Company's mission and strategy and know that every member of the executive leadership team is committed to this vision.

Thank you to the employees, customers, and other stakeholders whose contributions to this plan will help build a better IGT.

Marco Sala



Powering the People at the Heart of the Game

A message from Mario Di Loreto, Executive Vice President, People and Transformation

We changed the name of Human Resources to People and Transformation last year to highlight our renewed commitment to focus on our people. Our People and Transformation strategy links our people with the needs of our business and the evolving needs of our customers. We understand we must be a diverse and inclusive organization to be innovative.

Research tells us companies realize greater profits with increasing diversity. We know this is the case only with the aid of inclusion – behaviors that welcome, value, and encourage employees to contribute to their greatest extent and reach their highest potential. We owe it to our employees, customers, partners, and shareholders to build and maintain a workforce that is reflective of the communities in which we operate.

This goal requires leadership and commitment. The People and Transformation team is committed to:

- Ensuring diverse slates of candidates for hiring managers to review
- Evaluating and updating our policies, procedures, and benefits to ensure equity
- Learning and using language that communicates inclusion
- Supporting programs and initiatives that will increase levels of inclusion across the organization, particularly for those underrepresented at IGT

I am honored to be part of this transformation, for our employees, company, and industry.

Mario Di Loreto



The Power of We

A message from Kim Barker Lee, Vice President, Diversity and Inclusion

When I accepted the opportunity to become IGT's first Vice President, Diversity and Inclusion, I knew the possibilities and challenges created by this new initiative were "Pioneering," one of our five core values. It reflects our innovation, ingenuity, and ability to execute and transform ideas into solutions that push the industry forward and create value for our customers. That same pioneering spirit is driving our commitment to diversity and inclusion.

Together, we are building the foundation of an even more diverse and inclusive company that will be well-prepared to anticipate and meet the needs of our customers and the ever-changing demographics of the communities where we operate. For IGT, embracing and anticipating change provides us with an opportunity to build and support a workforce that reflects those global shifts.

I am proud to work with leaders such as Marco Sala and Mario Di Loreto who understand diversity and inclusion are business imperatives. I also have the immense pleasure of working with colleagues across this vast Company to build a more diverse and inclusive IGT. Together we will continue to be the global innovation leader in the gaming industry.

We value our people. We value the best and brightest ideas. We value critical thinkers, innovators, and doers. We value diversity in all forms.

Kim Barker Lee



I. Executive Summary

In 2017, IGT formed the Executive Diversity and Inclusion Council, a cross-functional, global team of senior and emerging leaders charged with helping the Company deliver on its commitment to reflecting the diversity of the customers and communities it serves worldwide, and supporting a fair, inclusive culture where all employees feel valued, respected, and engaged.

Soon thereafter, in 2018, IGT launched the Office of Diversity and Inclusion. The office's first order of business was to create and implement the global strategic plan for diversity and inclusion (strategic plan) that we present here.

The plan, which was built with contributions from Chief Executive Officer Marco Sala, the council, senior leaders, and many IGT employees, is designed as a roadmap to increase diversity at all levels and to create a more inclusive and equitable organizational culture. Successful implementation requires the absolute commitment of IGT's leadership, who are collectively responsible for ensuring that diversity and inclusion (D&I) are embedded into IGT's business strategy and core values – Passionate, Pioneering, Responsible, Authentic, and Collaborative – and that the plan is cascaded throughout the organization. Ultimately, engaging every employee will lead to a D&I transformation at IGT.

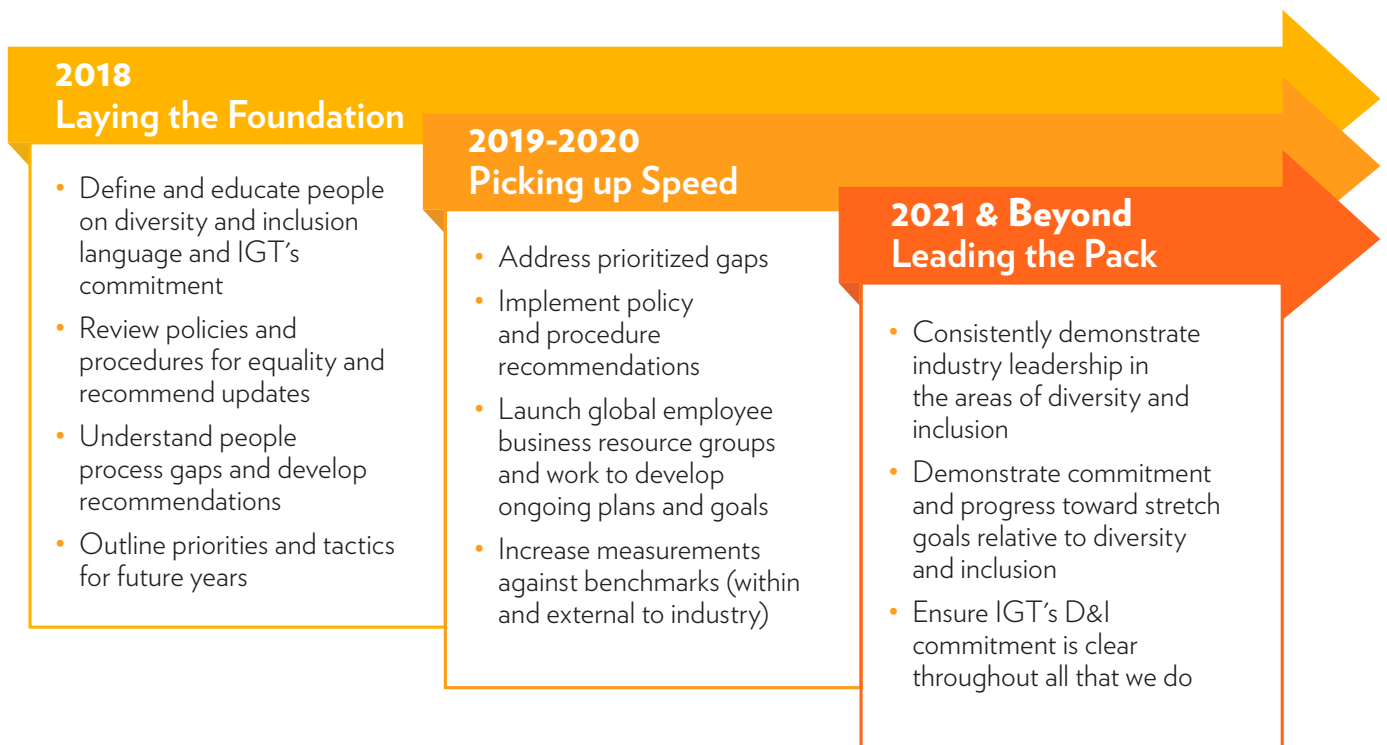


“Diversity and inclusion are embedded into IGT's business strategy and core values...”

II. Plan Framework

The strategic plan is organized into three pillars: people and processes, organizational culture, and customers and communities. IGT understands that, like our customers, the Company and its business units operate with a global footprint representing many cultures and reflecting other dimensions of diversity. IGT and its people are therefore uniquely positioned to meet the evolving needs and demands of our customers and their players.

The plan will cascade and be shared through each business unit and global location. Action plans tailored to each unit and location will ensure the D&I goals outlined here not only meet business unit goals, but also comply with the cultural and regulatory environments of the countries where we operate.



The Entire Company Will Play a Role

For maximum impact, IGT's strategy includes both leadership- and people-driven initiatives. Each group plays a role, driven by different motivating factors.

Our entire Company is responsible for the plan's success.

Leadership Drivers

Best-in-class company
Exceeding benchmarks
Customer demand
Doing what's right

Results

Culture change
Leadership shift
Customer satisfaction
Increased financial performance
Employee engagement
Employee retention

People Drivers

Working for an employer of choice
Employee satisfaction
Increased engagement
Doing what's right

“
Diversity is being invited to the party.
Inclusion is being asked to dance.”

— Vernā Myers, *Inclusion Strategist, Cultural Innovator, Inspirational Speaker, Author,*
Founder of The Vernā Myers Company

Diversity is Not About Pie Charts and Graphs

IGT embraces a broad definition of diversity. We believe that our people have unique talents, perspectives, and personal and professional backgrounds that contribute to our reputation as a global innovation leader in the gaming industry.

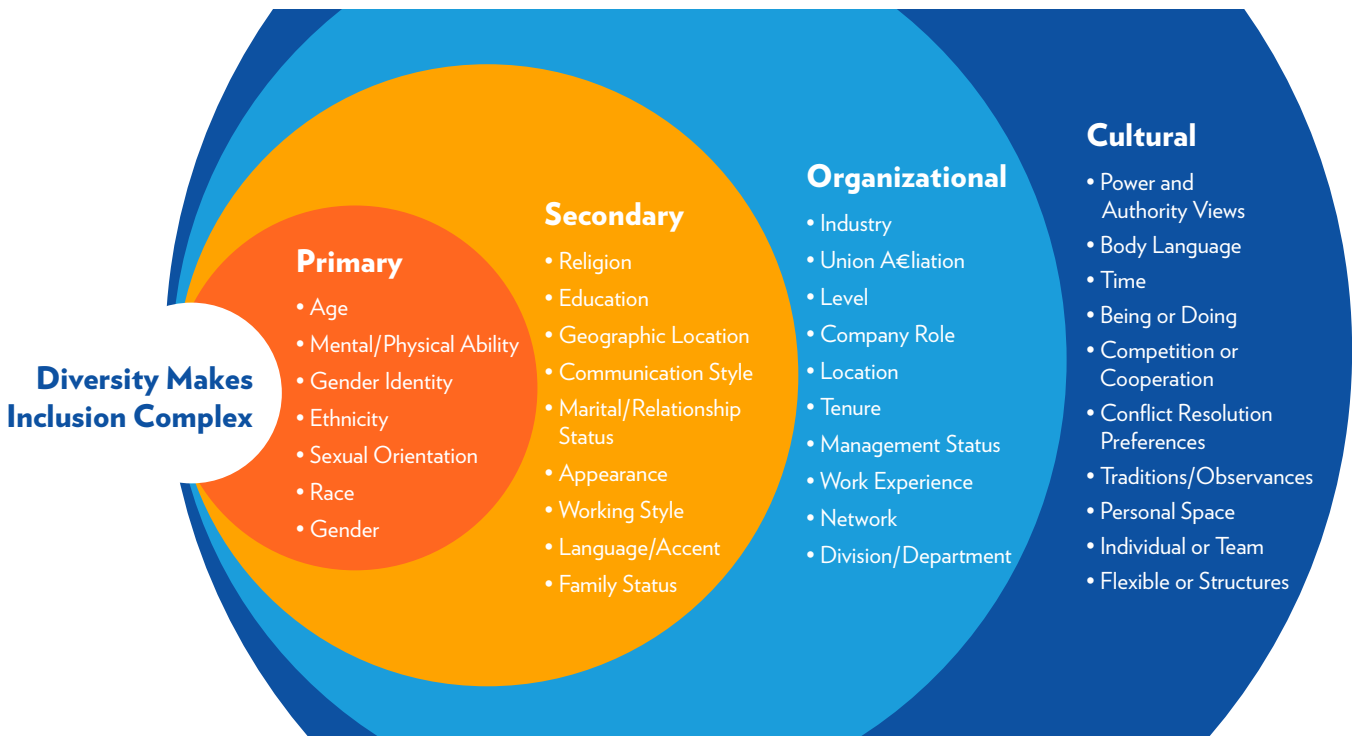
Diversity describes our differences and similarities. Dimensions of diversity are the ways we define ourselves and the ways the world defines us.

Inclusion describes the ways we interact with each other that allow us to contribute our varied perspectives and experiences in meaningful ways.

Creating an inclusive environment means ensuring that our policies and practices are reflective of the fair and equitable environment we strive to achieve.

A diverse and inclusive organization is positioned to thrive in ways that other organizations are not. Our firm commitment to hearing all perspectives will enable IGT to continue delivering the best products and services to our customers.

Diversity must incorporate inclusion in order to work. The result will be a lasting change in culture and practices that support our goal of ensuring IGT's people reflect our global footprint.



The Plan

The strategic plan is supported by three pillars: people and processes, organizational culture, and customers and community.

1. People and Processes

Recruit, develop, and retain high-performing, talented, engaged people with diverse experiences, backgrounds and perspectives that reflect the global customers and communities we serve. Ensure that processes support an equitable experience for applicants and employees.



2. Organizational Culture

Educate, promote, and communicate with our people to foster an inclusive and equitable organizational culture that enables employees to feel valued, respected, engaged, and able to do their best work. Solidify IGT's reputation as the best place to work for the best talent in the industry.



3. Customers and Communities

Position IGT as an innovative diversity leader that delivers cutting-edge products and services to drive innovation. Educate and engage with the communities in which we operate to ensure that we understand our customers and are viewed as partners committed to helping reach community goals.



III. Conclusion

Transformation takes leadership.

Leadership is foundational to the success of our D&I journey. And as the journey unfolds, we expect new leaders to emerge from all levels of the organization.

Transformation takes investment.

We are committed to supporting specific D&I initiatives with appropriate investments of financial and human resources.

Transformation takes time.

IGT will become an industry D&I leader over time. That is our imperative.

“IGT is committed to ensuring that our workforce reflects the global customers and communities that we serve. Bringing more diverse perspectives to the table drives innovation and will enable IGT to continue to deliver the best products and services to our customers.”

— Mario Di Loreto Executive Vice President, People and Transformation

For more information, please contact:

Office of Diversity and Inclusion
IGT
10 Memorial Boulevard
Providence, Rhode Island 02903

Email: diversity@igt.com

Kim Barker Lee, Vice President, Diversity and Inclusion (Kim.Lee@IGT.com)

Stephanie Huckel, Senior Global Program Manager, Diversity and Inclusion (Stephanie.Huckel@IGT.com)

Malida Khim, Program Coordinator, Diversity and Inclusion (Malida.Khim@IGT.com)

Diversity & Inclusion
The Power of We

Insert

**IGT's
Diversity and Inclusion
Year in Review 2019**



IGT Diversity & Inclusion Year In Review 2019



Diversity & Inclusion
The Power of We



“We are determined to create a culture that is fair and inclusive, demonstrating that all of our employees are valued and respected. We want our entire workforce to feel engaged in the Company’s brand blueprint and values. Every member of the executive leadership team is committed to this vision.”

— Marco Sala, Chief Executive Officer, International Game Technology PLC



At IGT, diversity and inclusion is not an initiative. It is not a project. It is what we do and who we are.

Our D&I purpose clearly supports our core Company beliefs: IGT is committed to creating a fair and inclusive culture that values unity, diversity, and belonging in our people, players, customers, and communities.

We are proud of what we’ve accomplished in 2019 to promote a culture of diversity and inclusion. We’re sharing highlights from the year to show how far we’ve come as a Company, working together to embed and exemplify Diversity & Inclusion principles and practices.

An Award-Winning Year

Click on the links below to learn more about the awards we won in 2019.

- [Women in Gaming – Diverse & Inclusive Team of the Year award \(WIN with IGT: Las Vegas\)](#)
- [Providence Business News – 2019 Healthiest Employer \(based on inclusive practices\)](#)
- [Casino Beats – Pride of Gaming Award \(for ongoing commitment to workplace diversity and inclusivity\)](#)

And we were honored to be invited to sit on the [BSI Workplace Code of Practice Steering Group](#).

Leadership in Action

Starting at the end of 2018 and extending through 2019, we provided an educational program focused on inclusion to all IGT leaders at the vice president level and above.

We also offered anti-harassment education to employees worldwide.

Engaging Our Global Stakeholders

We never miss an opportunity to take our D&I story on the road. In 2019, we offered customers and stakeholders a window into D&I at IGT by presenting at several conferences and meetings, including:

- North American Association of State and Provincial Lotteries (NASPL) Professional Development Seminar, Phoenix, AZ
- ICE London
- NASPL Directors Dialogue in Richmond, VA
- Global Gaming Expo (G2E) in Las Vegas, NV
- NASPL 2019 in Little Rock, AR
- The International Association of Gaming Advisors (IAGA) Summit, Half Moon Bay, CA
- Advancing Workplace Excellence conference and breakfast series, Warwick, RI
- Harvard University Faculty of Arts and Sciences Diversity Dialogue, “Achieving Greater Workplace Equity for LGBTQ Employees”
- Providence Business News D&I Summit
- Perspektywy Women in Tech Summit in Warsaw, Poland
- The European Lottery/World Lottery Association Responsible Gaming Seminar in Dubrovnik, Croatia

Finally, Kim Barker Lee, our Vice President, Diversity & Inclusion was profiled in Facebook's [#SheTalksGames](#) campaign.



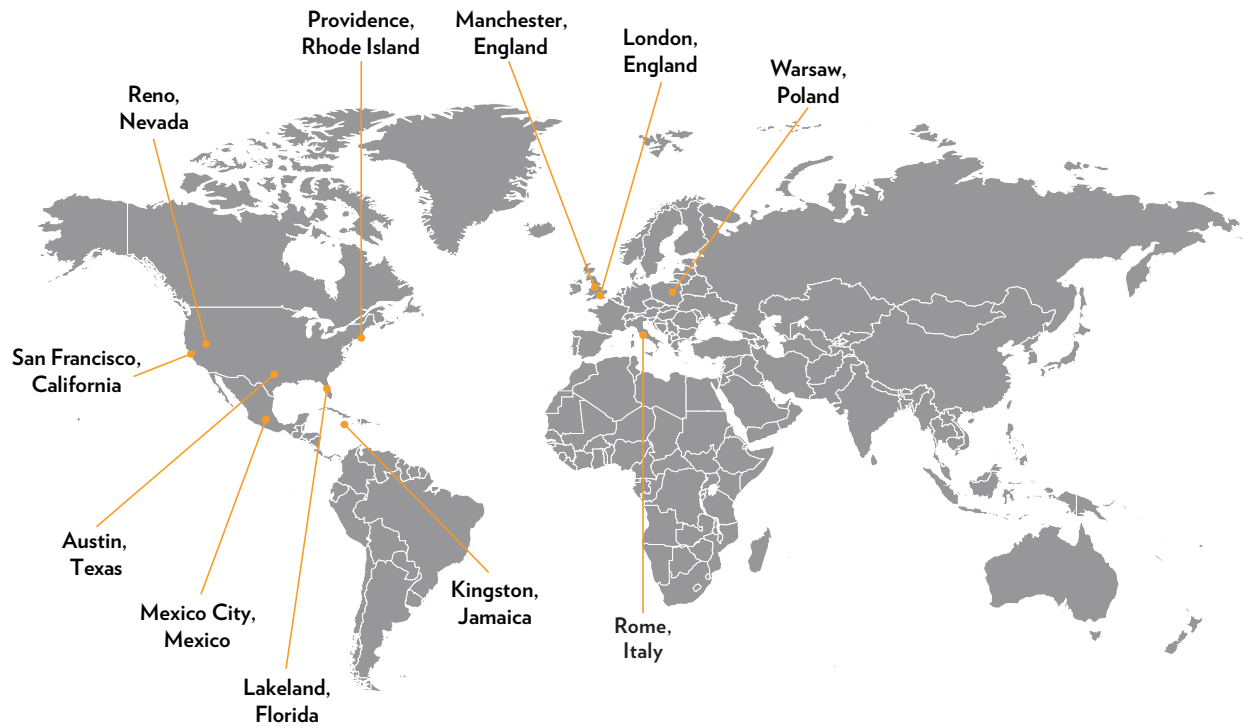
I love that the industry is actively seeking different perspectives and viewpoints when we deliver products and solutions and solve problems. I also love that because of the need to constantly innovate, we are continuously learning new skills and expanding capabilities. I joined the Company as a lawyer with no background in gaming, and established an expertise that I was then able to leverage in an entirely new role as the vice president of diversity and inclusion, and I am still learning and growing each day that I come to work.”

—Kim Barker Lee

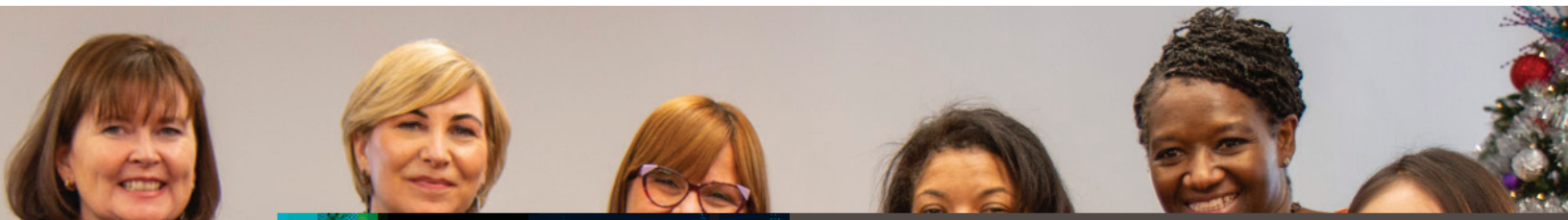
Engaging Employees

A key element of our Company D&I strategy is engaging as many employees as possible, meeting employees where they are on the diversity and inclusion spectrum today so that IGT can reach its full D&I potential in the coming years. An effective way to connect with employees and hear their insights into D&I, as well as understand where they would like D&I to go at IGT, is through employee presentations and listening sessions.

In 2019, we held sessions in the following cities:



In addition, the Mexico City event was webcast to all IGT employees in Latin America, while the Jamaica event was shared with all employees in the Caribbean.



Supporting Community Causes

One of the pillars of our D&I strategy focuses on engaging and supporting communities. Here is a sample of organizations we supported in 2019:

- Austin Gay & Lesbian PRIDE Foundation
- Haskell Indian Nations University
- Higher Ground International
- National Association for the Advancement of Colored People (NAACP)
- Nevada Women's Fund
- Orlando Youth Alliance
- Progreso Latino
- Spirit of Sovereignty Foundation
- TGI Network of Rhode Island
- United National Indian Tribal Youth (UNITY)
- Youth Pride, Inc.

D&I by the Numbers

IGT is committed to creating a fair and inclusive culture that values unity, diversity, and belonging in our people, players, customers, and communities. To do this, we believe our employees must reflect the communities we operate in. The charts below show IGT's percentage of women and people of color (U.S. only) as of Dec. 31, 2019. We are continuously working to improve the overall representation of women, people of color and other underrepresented groups.



69% Men 31% Women



67% White 33% People of Color

Can You Dig It?

Our Diversity & Inclusion Groups (DIGs) are employee networks structured around underrepresented dimensions of diversity. They're open to all employees, regardless of identity or group affiliation, and they provide engagement and development opportunities. In 2019 we had four DIGs with 10 chapters, and by the end of the year, two new groups began preparing to launch in 2020. >50 at IGT will focus on breaking down barriers and stereotypes related to our colleagues over the age of 50. ACE at IGT stands for Advancing Cultural Education, and is committed to advancing people of African descent within the gaming industry.

Existing DIGs are:

Military Veterans^{at} IGT

Launched in November 2019, our Military Veterans DIG participated in the annual WaterFire Veterans event in Providence, Rhode Island.



PRIDE^{with} IGT

PRIDE with IGT raised rainbow flags in four major IGT office locations to celebrate 2019 Pride Month. Pride members joined celebration events in Mexico City, Mexico; Rome, Italy; Providence, Rhode Island; Reno and Las Vegas, Nevada; Austin, Texas; and Lakeland, Florida. Notably, Renato Ascoli, CEO, Global Gaming, added pronouns to his signature block, as did many employees throughout all levels of the organization. Here's what Renato shared with leaders in the North America region about the significance of this move: "If, as IGT leaders, we begin listing our personal pronouns, it will help to normalize the practice. This is a relatively simple step that will clearly demonstrate our support of employees of all genders and further our goal of making certain everyone at IGT feels welcomed and appreciated."

SuperAbilities^{at} IGT

The Italy chapter of SuperAbilities at IGT launched in March 2019. Throughout the year, employees came together to learn about visible and invisible disabilities, engage in community events, address structural barriers, and even venture out for a "dining in the dark" evening designed to help diners relate to the experience of community members with limited or no sight. Just nine months after the launch in Italy, we established our global chapter on Dec. 3, 2019, the International Day of Persons with Disabilities.



WIN with IGT

WIN (Women's Inclusion Network) was launched in April 2018 through the creation of WIN with IGT's Las Vegas chapter.

Less than one year later, on March 8, 2019, we celebrated International Women's Day with a global employee webcast from Rome. The panel was moderated by Vice President for Diversity & Inclusion Kim Barker Lee and included Senior Vice President of Global Brand, Marketing, and Communications Wendy Montgomery and Vice President of Business

Development, Asia Pacific, Vanessa Chan. Employees from all over the globe participated. We also used that auspicious occasion to launch the Italy chapter of WIN with IGT.

Much more happened for WIN with IGT, as WIN with IGT: Las Vegas created the Company's first peer-mentoring circles. We then launched chapters in Reno, Rhode Island, and Latin America. Rhode Island and Reno members of WIN with IGT added Comfort Zone parking for employees who might need to park closer to the building. WIN with IGT is going strong!



“My son is the reason I got interested in making a difference for our LGBTQ+ community. I wanted to contribute to creating a more inclusive work environment. If you are passionate about a community, start a DIG. We have a wonderful Diversity & Inclusion team that has the formula for starting new groups.”

— Ana Coronel, Vice President, Organization, Transformation and Global Services, Providence; member, PRIDE with IGT

“I thought if I declared my condition, I wouldn't be able to achieve anything in my life, that managers wouldn't be counting on me, and that they'd think of me as a problem to be solved — not a talent to be used.”

— Raffaele Frumenti, Quality Supervisor, Rome; member, SuperAbilities at IGT

“There are a lot of misconceptions around people with disabilities. As a physically disabled person, I have learned that we always need to look at the abilities we have and never those we miss.”

— Stella Biccini, Betting Product Development Marketing, Rome; co-chair, SuperAbilities at IGT: Italy

Diversity & Inclusion Councils

The Global D&I Council worked to ensure that diversity and inclusion efforts are well-coordinated and supported by executives worldwide. The council sets our strategic focus, reviews D&I activities, brainstorms initiatives, and shares D&I progress from offices across the globe. In 2019, we added four regional D&I councils – EMEA, Asia Pacific, Italy, and Latin America and Caribbean – to strengthen and perpetuate the work of the Global Council.

Celebrating Diversity!

What a wonderful year we had recognizing and celebrating diversity in the multitude of ways it is manifested throughout IGT. While shared backgrounds, interests, and cultures might bring us together, it is our differences that keep us together – and keep innovation at the heart of our Company.

Highlights from the D&I 2019 calendar included:

- International Mother Language Day – February
 - Employees shared the languages they speak, creating videos to share their skills
- International Women's Day – March
 - A few of IGT's women leaders shared their paths to and definitions of success
- World Day for Cultural Diversity Dialogue – May
 - Five locations engaged in guided dialogue about cultural identity and difference
- Juneteenth celebration in Las Vegas – June
 - Attendees commemorated the effective end of slavery in the United States
- LGBTQ Pride Month – June
- Tribal culture and business appreciation event in Reno – October
- International Day of Persons with Disabilities – December
 - Launched SuperAbilities at IGT

Meet the Office of Diversity & Inclusion



Kim Barker Lee,
Vice President



Stephanie Huckel,
Senior Global
Program Manager



Malida Khim,
Diversity &
Inclusion Specialist



Emanuela Corsi,
Talent & Inclusion
Lead, Lottery



Michelle Saunders
Talent & Inclusion
Lead, Gaming

Exhibit

IGT's New York Gaming Account Team Organizational Chart

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Exhibit

Letter of Support



Letter of Support

1. International Game Technology PLC (“IGT PLC”) hereby certifies that IGT – the bidding entity for the New York State Gaming Commission’s RFP # C202017 – is a wholly owned indirect subsidiary of IGT PLC.
2. To the extent necessary, IGT PLC hereby certifies that it will make available its resources to support IGT’s performance of the contract.

Name of Parent:

International Game Technology PLC

Authorized Representative:



Claudio Demolli

International Game Technology PLC

Date:

3/12/2021

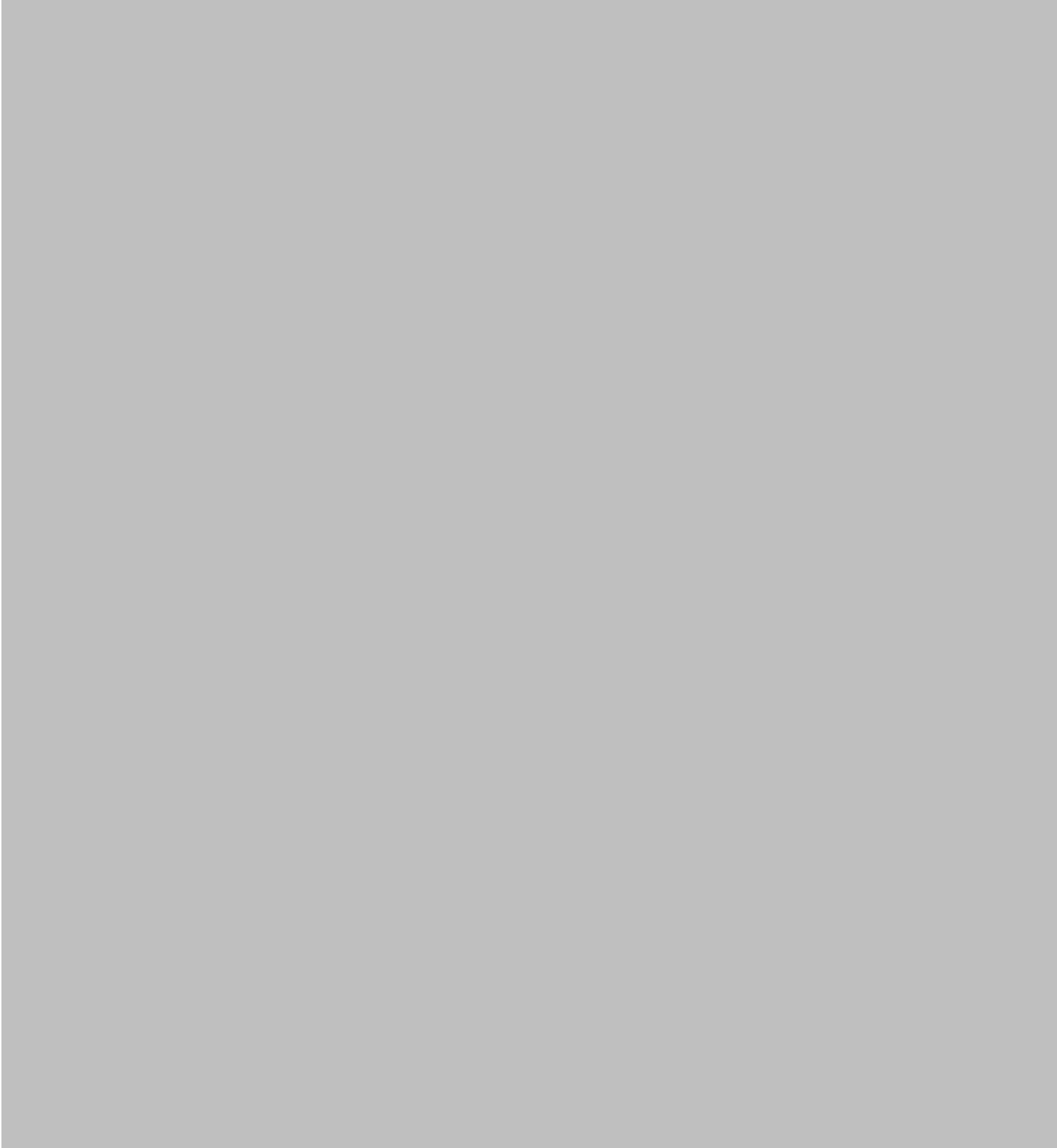
Exhibit

Resumes and Job Descriptions

Confidential



Resumes







Job Descriptions











Exhibit

Work Plan – Terminal Refresh Schedule

Confidential



Exhibit

Work Plan – Title Refresh Schedule

Confidential



