

EXHIBIT E

FY21 Commercial Plan

PLANS
GAMES - INSTANTS
Insight and analytical support - For example heat mapping and other metrics to review Instants performance. Estimated to be conducted quarterly. Approximately 50 games planned to be launched in FY21.
Research - Three rounds of research planned starting Q1 in Q2 and Q3/Q4. Approximately 57 games planned. Research planned in Q2 FY21 on price point expansion. Predictive ordering, tailored to retailers needs
Supply Chain - Upgraded distribution and supply chain system planned in H1. This will drive just in time delivery and enhanced inventory control
GAMES - DRAW
New Game Development - Keno launch planned for late Q2. Roll-out and expansion in H2. Lucky For Life game change in Q3 FY21. Evaluate and develop NPD pipeline including existing game enhancements
Multi-State Games - Prepare for game changes to Multi-State Games. Jackpot structures, roll series, frequency
Channels - Evaluation of the impact of new channel developments and especially the iLottery opportunity
BRAND
Brand Affinity - On-going review using the consumer tracking process. Working with the ASL's Advertising & Marketing Director and Ad Agency to apply the findings from consumer tracker research to drive awareness, usage and participation.
Brand Identity - Enhance the This Is Winning brand vehicle to continue to increase win belief and drive the beneficiaries message
MARKETING
Commercial Delivery - Implement FY21 marketing plan that is focused on enhanced brand communications, product & game creative and enhanced digital marketing.

Marketing Investment Effectiveness - Assess the positive impact on marketing effectiveness as part of a data and digital assessment. Identify opportunities to bring some processes in-house resulting in cost savings and greater insights to inform marketing plans.

Digital Marketing - Give the Lottery access to Camelot's digital team of specialists to create a digital plan and support the ASL's Marketing Director and Ad Agency in maximizing the impact of digital marketing.

RETAIL

Retail Data Assessment - Use data and analytics that will drive business plan opportunities for the retail function through FY21. Including FY20 commercial review, N/W Arkansas review and Sales team data access and collection.

New Game Development - Expand the draw and instant game portfolio in AR with 'gold standard' retail execution. Keno launch planned for late Q2. Roll-out and expansion in H2. Lucky For Life game change in Q3 FY21. Evaluate and develop NPD pipeline including existing game enhancements

Payment Acceptance - Expand the acceptance of debit cards in retail by harnessing data led insights from our retail partners. Re-assess the impact of debit cards two years post launch.

Retail Team Effectiveness - Enhance the power of the field sales functions through review of retailer segmentation, visit frequency and call structures. Assess gaps in the retail network and create effective sell-in materials. Refresh route study from looking at territory and region borders

Retail Communications - Develop a streamlined retail communications strategy for FY21 that expands our reach to contact retailers digitally. Focusing on ease of access and maximum reach to our retail partners

PLAYER RELATIONSHIPS

Players' Club - Enhance the players club, make it more dynamic with enhanced CRM capabilities, increase members and participation. Objective is to make the Lottery more relevant and part of everyday life

CSR - Deliver the NASPL / NCPG responsible gaming 'implementation phase', ensuring there is clear progress against the plan by June 2021 for phase two submission

Business Intelligence, Analytics, Market Trends and Data Insights - Develop and implement easier sources and methods for data visualization, real-time reporting and actionable insights into the full performance of the business

FY21			
Q1	Q2	Q3	Q4
Analysis Conducted Throughout The Year			
1st Wave of Research	2nd Wave of Research	3rd Wave of Research	
New Instants Ordering System			
Keno agreed. Planning phase	Keno Sell-In and Launch	Lucky For Life Game Change	Evaluate game enhancements / extensions for NSJ and East Play
	Game change for PowerBall (tbc)	Game Change for Mega Millions (tbc)	
Analysis conducted on iLottery including development of business case			
	Consumer Tracker Report		Consumer Tracker Report
Refreshed This Is Winning creative		New Beneficiaries Campaign	
FY21 Media Plan Approved / New Multi-State & NSJ Creative and Razorback 2 Launch	FY21 Marketing Plan Implemented		

Marketing and Media Effectiveness Within The Scope of The Data & Digital Assessment	Final Report and Recommendations	Develop and Implement Agreed Initiatives	
Digital enhancement recommendations made with focus areas of opportunity identified	Implement key recommendations and measure effectiveness	Continue to develop and evolve the digital strategy	
FY20 Full Review and N/W Arkansas Review - Final report and recommendations	Develop and Implement Agreed Initiatives	FY21 H1 Review - update report and recommendations	Implement Agreed Initiatives
Keno agreed. Planning phase	Keno Sell-In and Launch	Lucky For Life Game Change	Evaluate game extensions for - NSJ and Fast Play
Data Capture - FY21 Retailer Acceptance levels	Debit Card report and recommendations - Sell-in documents - POS	Sell-in / Expand payment acceptance through retail led initiatives	
FY21 - Data assessment - Segmentation, Frequency and Structures	Retail network gaps analysis - Identify target retailers	Route Study - With recommendations	Implement changes to territory and region borders
FY21 Retail coms plan + VOL Story delivered 1. Automated ordering system communications	Push new retailer email acquisition 2. Keno Sell-In and Launch	H2 Comms plan review signoff - 3. RG Comms	Push new retailer email acquisition
Enhancements made to the Club		Continual Review and Development	
RG Included Within The Scope off The Data & Digital Assessment	Recommendations Made at Q2 RG Meeting	Planning and development of Phase Two of RG Certification	Submission of Phase Two of RG Certification

Data & Digital Assessment	Final Report and Recommendations	Develop and Implement agreed initiatives
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