

Innovating the Future of Lottery: Intralot's Path Forward

Richard Bateson

Chief Executive Officer, Intralot, Inc.



PGRI Introduction: Richard Bateson is a dynamic leader in the global lottery industry, serving as Chief Executive Officer of Intralot Inc., overseeing all North American operations. With a rare combination of operator and vendor experience, Richard brings a unique perspective to the role, blending strategic innovation with hands-on industry expertise.

His journey in the lottery sector began in 2001, following an early career in marketing at Unilever (Canada) and Fujitsu (UK), where he honed his ability to merge marketing with technology-driven solutions. Richard's first major lottery role was at Camelot UK, where he played a pivotal role in launching EuroMillions in collaboration with FDJ and SELAE in 2004. He later became a board member and eventually President of EuroMillions, shaping one of the most successful transnational lottery games in the world.

Richard led the UK National Lottery's Marketing, Digital, and Commercial Divisions, spearheading successful game development, retail sales, and digital transformation initiatives. His expertise extended beyond the UK, driving significant sales turnarounds in Ireland and North America.

Recognizing the power of technology in shaping the future of lotteries, Richard transitioned to the vendor side of the industry in 2012, establishing Camelot Global's commercial

division and providing strategic consulting across the US, Canada, and Europe.

Before joining

Intralot, he spent three years as a management consultant, working with companies like Jumbo Interactive, Gatherwell Ltd., Teneo, and Camelot UK Lotteries Ltd.

In March 2023, Richard joined Intralot as Chief Commercial Officer, leading a transformation of the company's commercial and customer engagement strategies. His impact was immediate, and in December 2024, he was appointed Chief Executive Officer, tasked with driving the continued evolution of Intralot's business, the rollout of LotosX Omni, and the expansion of new games and support services.

With a deep understanding of both lottery operations and technology innovation, Richard is well-positioned to redefine the industry's future, ensuring Intralot remains at the forefront of modernization and strategic growth. His leadership is marked by a commitment to customer success, digital transformation, and delivering cutting-edge lottery solutions for a rapidly changing market.

The logo for Intralot, featuring the word "intralot" in a bold, lowercase, sans-serif font. The "i" is lowercase, while the rest of the letters are uppercase. A thick orange horizontal line is positioned below the text, starting from the left and extending under the "l" and "o".

Paul Jason: You've been part of the lottery industry for over two decades. What led you to Intralot, and what sets the company apart?

Richard Bateson: I've been fortunate to work in this industry since 2001, starting in marketing and expanding into various disciplines that support lottery operations. In 2020, after nearly 20 years, I stepped back to explore consulting so I could experience industry and non-industry projects. After three years, and working closely with lotteries and vendors, I decided I wanted to join one of the big vendors.

In 2023 I decided I wanted to join Intralot for three clear reasons: technology, finance (ability to invest), and people.

Technology: the company's modular, interoperable systems architecture was a major draw, as it allows for seamless integration of best-of-breed solutions – something important for me as a marketer, as I believed Intralot had the best system in the industry to enable lotteries' business and marketing plans. **Finance:** the company has significantly strengthened its financial position over the last several years, allowing for further investment into product, services and people – something the company has allowed me to focus on.

People: I was given the opportunity to leverage existing talent, while bringing in new voices to enhance our capabilities. This transformation started in 2023 and continues as we set our foundations for growth in 2025.

These three pillars—technology, financial strength, and people—guide our investments and ensure we deliver tailored solutions for our customers.

The Lottery Landscape: Today & The Future

The lottery industry has seen significant change. What's your perspective on its current state and future direction?

R. Bateson: I once quoted Lenin at a PGRI event: *"There are decades where nothing happens; and there are weeks where decades happen."* While we aren't seeing an industry revolution, change is accelerating. Historically, innovation has been slow, not because of a lack of vision, but due to restrictive and often inconsistent legislative and regulatory frameworks. Meanwhile,

competitors like sports betting, iGaming, and the grey market can act with agility and capture opportunities quickly as they don't have the same business models (beneficiaries), or they sit outside of regulation

At Intralot, we are tackling this innovation and increased competition challenge in two ways: reactively and proactively. Reactively, we have developed a future-proofed platform that is fully interoperable – LotosX, enabling lotteries to adopt new technologies as needed – helping them respond quicker and with more relevant solutions to their players. Proactively, we launched initiatives such as Intralot Labs, which fosters industry innovation, new game development, and enhanced customer experiences. By investing in research and experimentation, we help lotteries stay competitive and more relevant in an evolving industry landscape.

Operator vs. Technology Vendor: A Balanced Perspective

You've worked both as an operator and a vendor. How has that shaped your approach at Intralot?

R. Bateson: The challenges faced by operators and vendors are quite different. Having been on both sides, I don't just understand what needs to be done, but also how and why. Vendors may recognize these challenges in theory, but operators experience them daily.

At Intralot, we are redefining the vendor role. We aren't just technology providers; we are enablers of our customers' growth. This perspective has driven key initiatives that enhance the lottery experience and drive performance. We are introducing new games such as Jackpot USA® and Perfect Pick, alongside twenty new omnichannel games set to launch this year. Our iPOP program is designed to help lotteries optimize their product mix, ensuring they maximize impact and revenue potential. Additionally, our Retail Digital Program (RDP) seamlessly bridges in-person and digital lottery experiences, creating a more cohesive player journey. From day one, my message has been clear: **We succeed when our customers grow.** That's why we are committed to delivering solutions that drive real, measurable results.

100 Days In: Early Observations & Organizational Change

You're approaching your first 100 days as CEO. What are your key observations and priorities?

R. Bateson: Our greatest strengths are technology and people. Our LotosX Omnia platform sets the standard, complemented by CanvasX for advanced content management, an upgraded PAM (Player Account Management) system for seamless player engagement, and enhanced security, monitoring, and reporting tools.

On the people side, we have a strong blend of industry veterans and new talent, fostering a culture of innovation and expertise. We've already seen tangible success—BCLC launched LotosX, setting a benchmark for future implementations, and we secured a 7-year extension with the New Hampshire Lottery, with a full platform rollout planned for 2025. Our challenge now is ensuring the industry recognizes that the future is already here.

Future-Proofing Lottery: Innovation & Technology

Technology is at the heart of lottery evolution. How is Intralot investing in future-proofing the industry with innovations like LotosX, interoperability, AI, and new game formats such as Fast Play Jackpot USA®? How do you see these developments shaping the lottery experience for players and operators?

R. Bateson: As I mentioned earlier, one of the most critical requirements lotteries should demand from their technology vendors is interoperability and openness. The era of monolithic systems – where a single vendor provides everything in a closed-loop ecosystem—is behind us. **The future is about modular, agile architectures that promote best-of-breed integration, enabling lotteries to customize their offerings and remain adaptable in an ever-changing environment.**

At Intralot, we are leading this shift with LotosX, the next-generation modular platform designed to future-proof lottery operations. LotosX accelerates innovation, enhances agility, and allows operators to

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introduce new games like Jackpot USA more quickly. In fact, while Jackpot USA is still relatively early in its lifecycle with much of its potential still to be realized, the launch of this game, the first multi-state, progressive jackpot instant game anywhere in the world, has increased total Fast Play sales in participating states by an average of 5% which is expected to grow as game liquidity grows. One of LotosX's most powerful capabilities is its Codeless Game Configurator, which reduces game deployment time by up to 75%, enabling lotteries in markets like British Columbia, Croatia, and Greece to adapt and launch products with unprecedented speed. Additionally, LotosX seamlessly integrates with third-party systems and supports omnichannel strategies, ensuring real-time data synchronization. For example, DC iLottery leveraged this capability to achieve double-digit growth in digital sales.

Beyond system flexibility, we are leveraging advanced analytics and AI-driven personalization to optimize marketing, enhance security, and improve player engagement. These innovations ensure that lotteries remain competitive in an increasingly dynamic entertainment landscape, delivering superior player experiences and sustainable long-term growth.

The Power of Partnerships & People

Partnerships are a key part of Intralot's strategy. Can you elaborate on your approach?

R. Bateson: Innovation thrives on collaboration. Since joining Intralot, we have significantly expanded our partnerships, making us the most integrated vendor in the central gaming system space in North America and beyond. Our collaboration with **Instant Win Gaming (IWG)** has led to the development of multi-state progressive jackpot games, while our partnership with **Zeal Networks** has strengthened our online game portfolio. Additionally, we are leveraging **Capuchin's** expertise in behavioral science to enhance player engagement, ensuring that our offerings are not only technologically advanced but also deeply attuned to player preferences. We're also excited to partner with **Splashdot** to enhance our player engagement and

loyalty programs, delivering innovative solutions that drive customer retention and satisfaction. These strategic alliances enable us to bring best-in-class solutions to our customers, driving transformation and growth across the lottery industry.

Throughout my career, I have seen how win-win partnerships accelerate growth. At Camelot UK, I pioneered a partnership with Ticketmaster that transformed second-chance promotions. These experiences reinforce my belief that strategic collaboration is the fastest way to innovate and deliver real value to customers.

Internally, we follow the same principle. By empowering our team with the right tools, training, and mentorship, we create a foundation for better decision-making and long-term success. Building the right teams with the right leadership is my top priority.

Getting to Know Richard: The Lighter Side

Leadership isn't just about strategy—it's also about personality. What are some things people might not know about you?

R. Bateson: Outside of work, I have a few unexpected interests. I played rugby in Hong Kong and for the European Exiles, and still follow the game, however I now prefer to watch Football, albeit as a Titans fan it is a tough start to that adventure!

I practice Krav Maga, and I have a new passion for dogs – with two 18 week-old puppies. Another lesser-known fact: I'm an aviation enthusiast – I can name any commercial airliner by type and airline, though my fellow travelers don't always appreciate it!

What's next for Intralot?

R. Bateson: Our mission is clear: **Empower lotteries to grow through cutting-edge technology, strategic partnerships, and deep industry expertise.** We are not just a vendor – we want to be your trusted partner in driving growth and returns in your lottery.

The lottery industry is evolving, and **Intralot is ready.** ■

