

**(5)**

**- Codemasters-**

# Codemasters

## 1. Corporate History



1985 / 2 Codemasters  
 David Daring  
 Warwickshire  
 Codemasters 2005-2006 5  
 ( 9 3 )  
 2003-2004 TOP 20

### 1985-1997

Codemasters ZX  
 Spectrum 가  
 1986 Dizzy  
 Dizzy ZX Spectrum  
 Codemasters Dizzy Commodore 64,  
 Amstrad CPC, Commodore Amiga, Atari ST



: Dizzy Series, Codemasters, 1990

Dizzy 1986 'Dizzy - The Ultimate Cartoon Adventure'

1993	'The Excellent Dizzy Collection'	15		
1990	Codemasters	Game Genie	Power Pak	
NES				
1994		가		
2005	4	Brian Lara International Cricket		
2007	3	5	'Brian Lara International Cricket 2007	Xbox 360, PS2, PC

**1998-2004**

1998	Codemasters	가		
	Collin McRae Rally	TOCA Touring Car		
	Codemasters			
1999	Eidos	PC	Championship Manager	Sega
	Football Manger	LMA Manager	LMA Manager	2006
10				



: Brian Lara International Cricket 2005, Colin McRae Rally 2005, LMA Manager 2005, Operation Flashpoint Elite, Codemasters, 2006

2001 Bohemia Interactive Studio가  
Operation Flashpoint: Cold War Crisis

2006

5

가

Infogrames

2001

MMORPG

Dragon Empires

가

가 2003

2004

9



: MMORPG 'Dragon Empires', Codemasters, 2006

2005-

2005 5 Develop Magazines

Top100 Developer

Codemasters 9

가 , 2004

17

2005 Codemasters

. 2003

가

가

2005 4

Benchmark Capital Europe

40%

2 7

( 4 )

가 가 가 Benchmark Capital  
 가 가 1 가 Acclaim  
 Rod Cousens  
 David Darling

2005 Turbine MMORPG Asheron's Call: Throne of Destiny, Asheron's  
 Call 2: Legions 7 Codemasters Online Gaming  
 MMOG

2004 10 CCR RF Online 2005 11  
 NHN Archlord 9 Funsta

	Note	2006 €	2005 €
Turnover	2	51,990,724	50,555,642
Cost of sales		(19,116,926)	(27,324,668)
<b>Gross profit</b>		<b>32,873,798</b>	<b>23,230,974</b>
Administrative expenses - research and development costs and amortisation		(13,905,999)	(15,614,817)
- other administrative expenses		(8,711,292)	(12,140,078)
<b>Total administrative expenses</b>		<b>(22,617,291)</b>	<b>(27,754,895)</b>
Distribution costs		(9,107,243)	(8,505,954)
<b>Operating profit/(loss)</b>	3	<b>1,149,264</b>	<b>(13,029,875)</b>
Interest receivable	6	120,168	172,494
Interest payable	7	(321,094)	(76,053)
		(100,926)	96,441
<b>Profit/(loss) on ordinary activities before taxation</b>		<b>1,048,338</b>	<b>(12,933,434)</b>
Tax (charge)/credit on profit/(loss) on ordinary activities	8	(105,749)	70,580
<b>Profit/(loss) on ordinary activities after taxation</b>		<b>942,589</b>	<b>(12,862,854)</b>
Minority interest		10,102	-
<b>Profit/(loss) for the financial year</b>	19.20	<b>952,691</b>	<b>(12,862,854)</b>

The results presented are all derived from continuing activities.

: Annual Report 2006, Codemasters, 2006

Codemasters 2004-2005 5055 1286  
2005-2006 5200  
95 가

, 2005 8 Codemasters Mobile

Text Media

Player-X

TOCA Race Driver 3, Sensible Soccer Skillz

2006 2 Turbine Dungeons & Dragons Online: Stormreach  
. 3 Turbine The Lord of the Rings Online: Shadows of Angma  
2006

2006 3 Benchmark Capital Europe 2 9 가 가  
Codemasters 30% 가 70%  
SCEE (Sony Computer Entertainment ) Chris Deering  
Codemasters

Codemasters , , , , , 400

. 1986 Codemasters가

60

## 2. Business Process

Codemasters 가  
가  
2 Codemasters

2005 Benchmark Capital 가  
Darling  
Codemasters가 20 , 5  
,  
3

-  
-  
-

■  
Codemasters 2005 5 Develop  
Magazines Top100 Codemasters  
9 가 3 가 .

Codemasters David Daring  
가 Codemasters  
. 2006

450





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Codemasters가

가

Codemasters가

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가

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Prototype

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Codemasters

가

가

가

Viral Marketing

Codemasters가

EA

Activision

Codemasters

가

Colin McRae Rally

Colin McRae Rally

(Viral)

Marketing

Colin McRae Rally 2

가

가

가

가

가

가

가

'Colin

McRae 'Interactive Toolbox'

Colin McRae 'Interactive Toolbox' Mac PC

Codemasters

가

Colin McRae Rally

가

**Online Game Marketing**

2000 Colin McRae Rally2

Codemasters

2001 MMORPG

Codemasters RF

Online, ArchLord, Dungeons & Dragons Online: Stormreach, The Lord of the Rings Online: Shadows of Angmar MMORPG

IGN.com, GameSpy, GameStats, AskMen.com, FilePlanet, Direct2Drive, Vault Network, Gamespot MMORPG

RF

MMO

'The COG Casts'





Codemasters , , , ,  
 . 2003 Codemasters  
Atari Activision 2003  
 . Codemasters  
 , , , .  
 가 Codemasters가 GoD  
 Funsta . 2005  
Benchmark Capital Europe  
 가 Game on Demand  
 Funsta Codemasters.co.uk  
 , MMOG .

### 3. Core Competency and Resource

Codemasters

가

Codemasters Collin McRae Rally Toca Touring Car

2

가

#### 3.1

1998

8

가

Collin McRae Rally

가

가

8

가

가

Colin McRae Rally 가

- Colin McRae Rally (1998) : PC / PSone
- Colin McRae Rally 2 (2000) : PC / PSone
- Colin McRae Rally 3 (2002) : PC / PS2 / Xbox
- Colin McRae Rally 04 (2003) : PC / PS2 / Xbox
- Colin McRae Rally 2005 (2004) : PC / PS2 / Xbox / PSP
- Colin McRae: DIRT (2007) : PC / PS3 / Xbox 360



: Colin McRae Rally 04, Codemasters, 2004

가

Toca Touring Car

가, 가

TOCA Touring Car

- TOCA Touring Car Championship (1997) : PC / PSone
- TOCA 2 Touring Cars (1998) : PC / PSone
- TOCA World Touring Cars (2000) : PC / PSone
- TOCA Race Driver (2002) : PC / Xbox / Xbox Live
- TOCA Race Driver 2 (2004) : PC/ Xbox / PS2 / PSP
- TOCA Race Driver 3 (2006) : PC/ Xbox / PS2
- TOCA Race Driver 4 (2007) : PC/ Xbox 360 / PS3



: Toca Race Driver 3, Moby Games, 2006

### 3.2

#### Codemasters

Eidos Championship Manager  
 Manager Club Football , Sensible Soccer . LMA  
 LMA Manager 2001 2005 7  
 PC, PS, PS2, Xbox . LMA 2005  
 , 8 , 1 , 2

Codemasters

Kuju Entertainment

Club Football

2003

17

. 2005

21



:LMA Manager 2005, Codemasters, 2006

Sensible Soccer

1992

Renegade Software가 1999

Amiga, DOS,

Infogrames

2005

Codemasters가

가 ,

350

**FPS**

Codemasters가

Bohemian Interactive가

1, 3

Operation Flashpoint

2001

Cold War

Crisis

7

PC

2005

Operation Flashpoint: Elites

Xbox



가

가



: Operation Flashpoint: Cold War Crisis, Codemasters, 2001 - 2005

### 3.3

#### 'Funsta'

Codemasters

2005

MMOG

Codemasters

가

Funsta

가

가

가

가

가

Funsta

Codemasters

Funsta

all-in-one

250

Funsta 300

, 85

, 500

PC

, Game on Demand,

RealNetworks, MSN Games

CAT Games Silent Manager

### 3.4

David Daring 가  
Codemasters .

40% 2005 5  
Acclaim Activion Rod Cousens COO  
Tak2 Interactive Acclaim COO Tony Williams .

2006 2 Bechmark Capital Codemasters 가 30%  
SCEE(Sony Computer Entertainment Europe)  
Chris Deering 가  
Codemasters 가 .

## 4. Current Issue and Challenge

가 Codemasters

### 4.1

Codemasters Top10 가 20

2006 Branded Codemasters

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- 
- 

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David Daring  
 . 1999 Codemasters , Infomgrames/Atari,  
 Activision 2002-2004 E3  
 가 .

2001 Codemasters Infogrames 2003  
 2002-2003 7 6540  
 , 2003-2004 6 460 , 2004-2005 5 50 .

Infogrames  
 2003  
 10% . 2003 7.2%, 2004 8%, 2005 8.8% .

UBISOFT 46.5%, Vivendi Games 56%, Eidos 31.8%, Empire 44.2%, Sony  
Computer Entertainment 28.3%, Nintendo 48.7% 30%

Codemasters

2003-2004  
가 Colin McRae Rally 가

가

2006 2.9%

13.1% 가

가 2007

가 Codemasters

Codemasters

Codemasters

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Codemasters 가

Toca Racing Car, Colin McRae Rally

Gran Turismo

Codemasters Dizzy, Brian Lara International Cricket, Toca Racing  
Car, Operation Flashpoint, LMA Manager, Club Football

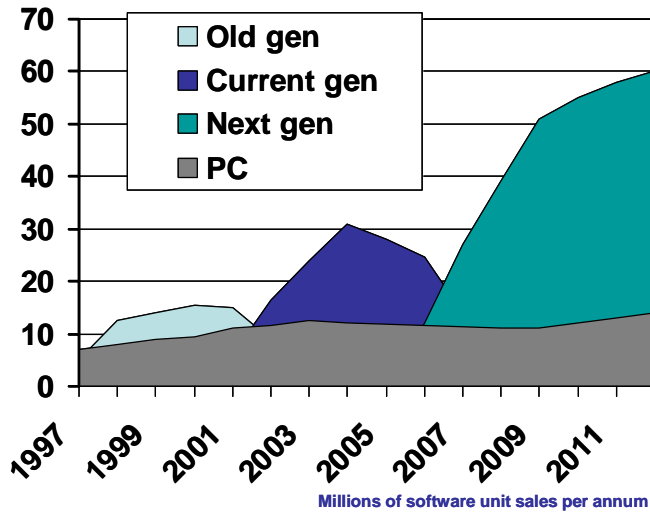
Colin McRae Rally

Codemasters

IP

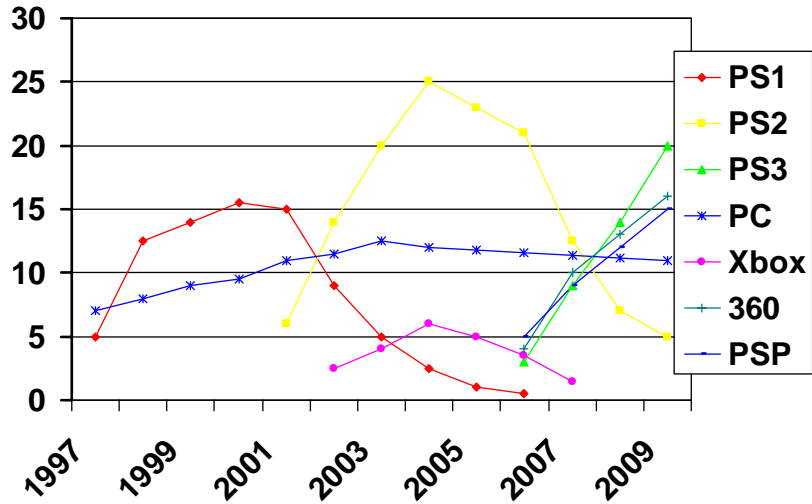


### Video Games – The Hardware Cycle



: The Guardian, Nov 2006

### Video Games – The Hardware Cycle (millions of software unit sales per annum)



: The Guardian, Nov 2006

PS3

2007

가

Codemasters

가

Codemasters

PS3

Colin McRae: DIRT, Fall of

Liberty, Clive Barker's Jericho, Xbox 360 Brian Lara International Cricket 2007,

Colin McRae: DIRT, Overlord, Fall of Liberty, Clive Barker's Jericho, LMA Manager

2007, Wii Heatseeker

PSP

Bliss Island, ToCA Race Driver 3 Challenge

7

가

2007

DS

Y's Strategy, Rafa Nadal Tennis

3

Codemasters

. 2004

Colin McRae Rally, LMA Manager, Brian Lara

International Cricket

PS3, Xbox 360

2007

7

가

가

## 5. Goal and Strategy

MP3, TV  
IP 가  
가  
Codemasters 가  
5

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- 
- 

### 5.1

Codemasters

. EA, Activision, Take2, Ubisoft

Codemasters 8 가 Colin McRae Rally  
가  
Codemasters IP  
IP

1992 1999  
Sensible Soccer Codemasters  
2005 Xbox 360, PC

### 5.2

Codemasters

EA

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Colin McRae Rally 2005

BAFTA가 2005

Codemasters Cannon Fodder,  
Sensible Soccer, Sensible Soccer International Edition, Mega Lo Mania, Psycho  
Pinball IP Tecogames  
2005

BREW Colin McRae Rally, LMA Manager, TOCA Race  
Driver BREW  
Player X TOCA Race Driver 3, Sensible  
Soccer Skillz

Codemasters

IP

IP

가

\_\_\_\_\_

Codemasters

EA POGO

Codemasters

MMOG

World of Warcraft Vivendi Games

Mythic Entertainment

EA

Codemasters

가

. 2001

Dragon Empires

MMORPG

2004

가

2005 RF

Turbine Asheron's Call: Throne of Destiny Asheron's Call 2: Legions

2006 Turbine Dungeon & Dragon Online: Stormreach

NHN ArchLord

Turbine The Lord of the Rings Online: Shadows of Angmar  
Angmar



: Lord of the Rings; Shadows of Angmar, Dungeon & Dragon Online, ArchLord, RF Online, Codemasters, 2006

Codemasters MMORPG

가

World of Warcraft

MMOG

2007

MMORPG

Codemasters

Codemasters GBA

PSP가

1997

PC

Colin McRae Rally, TOCA Race Driver

2005

PSP

2005

PSP

가

PSP Bliss Island, TOCA Race Driver 3 Challenge, Heatseeker, Cannon Fodder, Pilot Academy, Bubble Bobble Evolution, Micro Machines V4 PSP 2007  
 DS Y's Strategy, Rafa Nadal Tennis, Micro Machines V4, New Zealand Story Revolution, Contact

5.3

Codemasters 13% 2%  
 Codemasters  
 Codemasters가 70%  
 Vision New Media가 30%  
 가  
 가

## 6. Key Success Factors in Hit Products

1985 Codemasters가 450

Dizzy, Brian Lara International Cricket, Colin McRae Rally,  
Toca Racing Car, Operation Flashpoint, LMA Manager, Club Football  
Colin McRae Rally 가 .

- ''Colin McRae Rally''

1976 . Atari  
Night Driver가 가



1982 Atari Pole Position  
. 1980 , 90

1989 Atari 3D  
Hard Drivin'  
가 가

1992 Mario Super Mario Kart  
가 .

1997 1 3D 가 3DFX Voodoo PC  
. CPU

1998 Colin MaRae Rally Gran  
Turismo

Codemasters	TOCA Touring Car Championship
1997 PC	Gran Turismo
	Colin McRae Rally 가
	PC Colin McRae Rally, Gran
Turismo 가	

Colin McRae Rally	Codemasters
2004	Colin McRae Rally 04 가 가 , 가 , 가 20 8 6 가 2
Colin McRae Rally 4 가	가 , 8 가 , ,



: Colin McRae: DIRT, Codemasters, 2006

, .



가



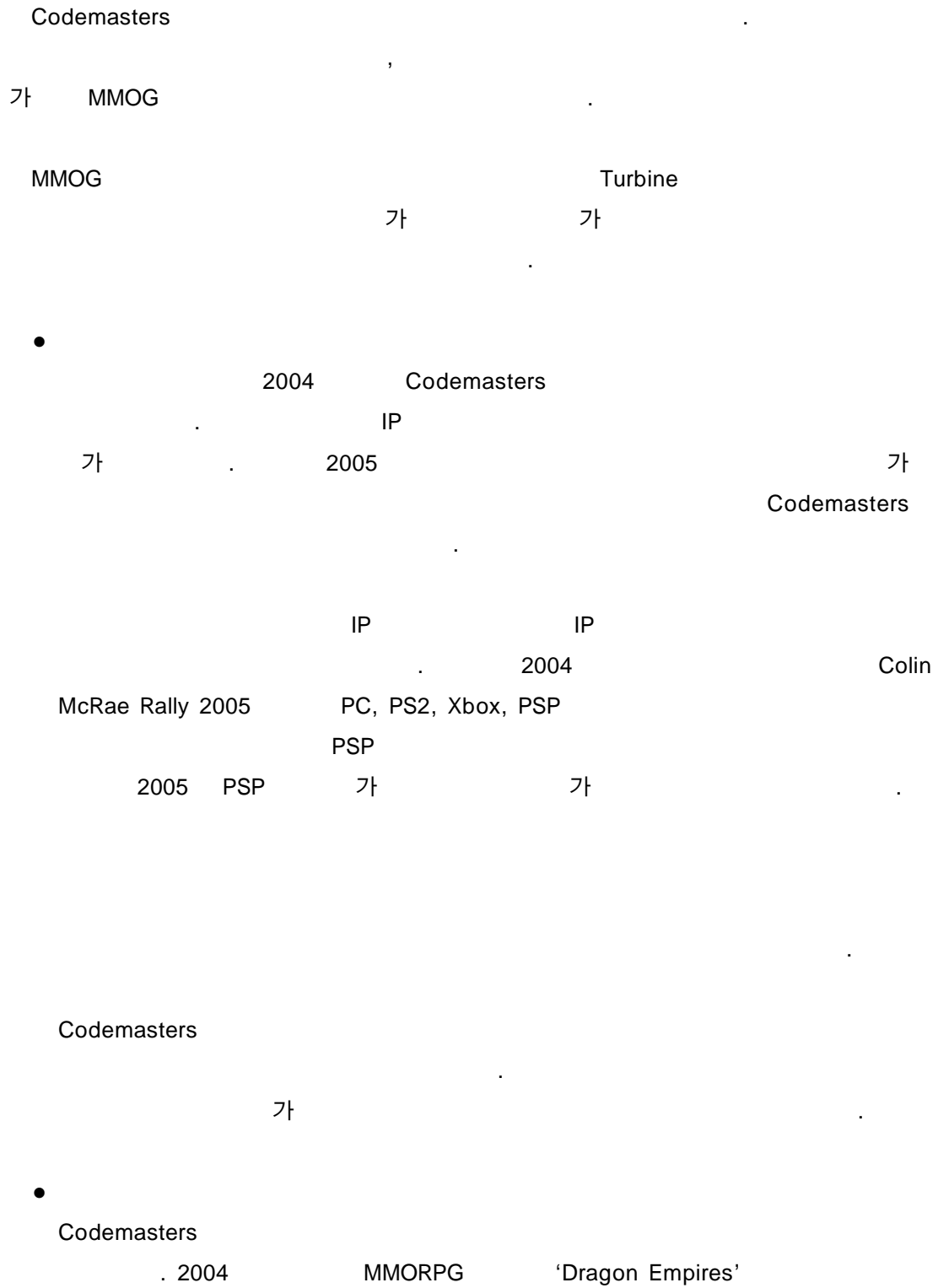
: TOCA Race Driver , Codemasters, 2006

, 4X4,

,

가

## 7. Lesson for Korean Companies





Codemasters

가

RF  
가

MMOG

FAQ

World of Warcraft

가

FAQ

Codemasters

Codemasters

Codemasters  
Codemasters

MMORPG

MMOG

가

MMOG

가

가

Codemasters