

Arkwright

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Rulebook

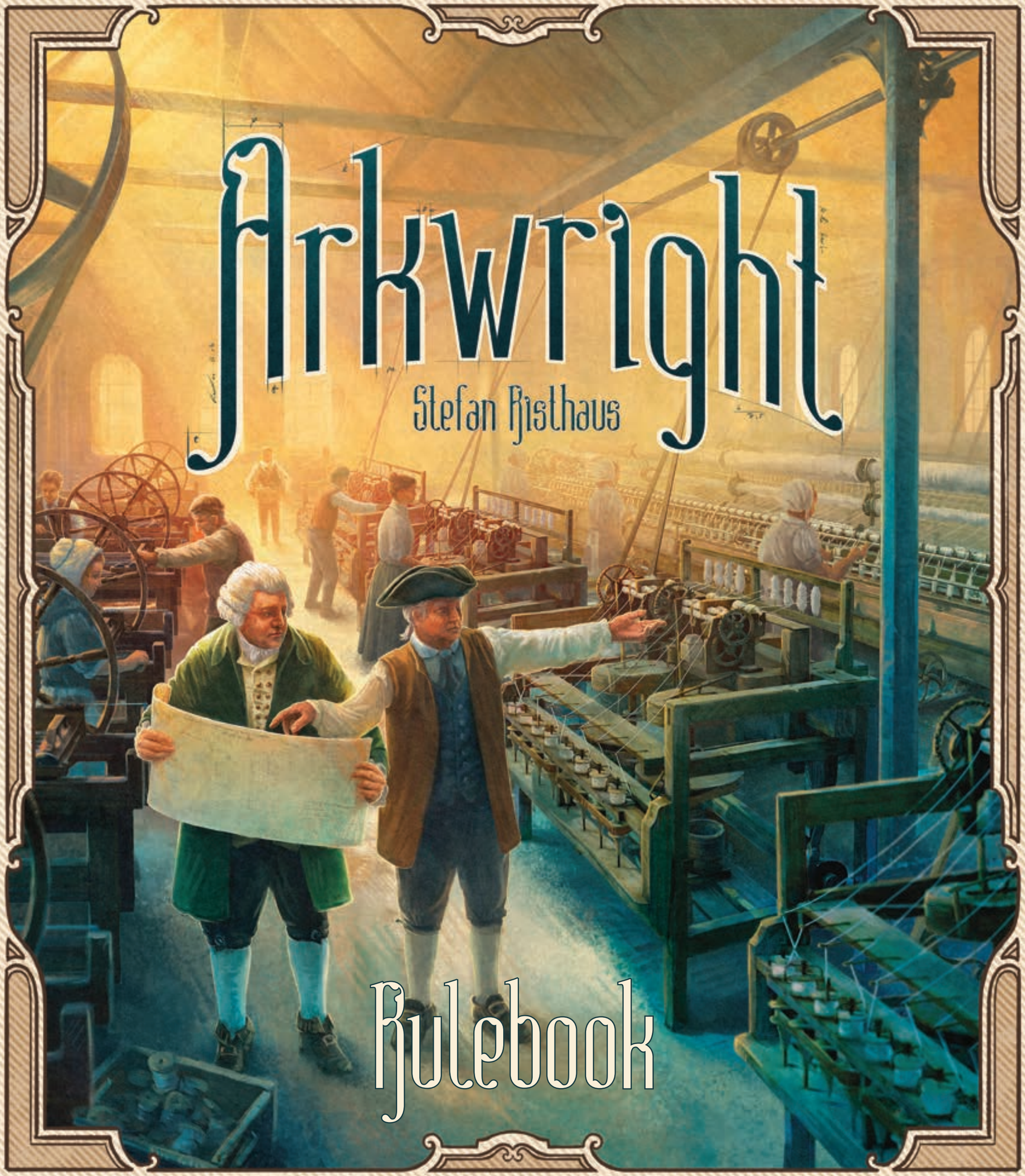


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I. Introduction

In the 17th and 18th centuries, merchants flying the English flag dominated the world’s oceans and international trade. The Navigation Acts prevented foreign competitors from directly intervening in trade between the Colonies and the English motherland.

In England, inventors and entrepreneurs like Richard Arkwright spurred the Industrial Revolution by developing serious machines like the Spinning Jenny and the Water Frame, and founding factories that would become the hallmark of the Industrial Revolution. The goods produced were valued by the citizens of the mother country, as well as by the English living in the Colonies. The East India Company used the return voyages to import exotic goods from the distant Colonies to England.

In Arkwright, 2–4 companies compete over several decades, striving to prosper. Your company must gain the trust of financially strong investors and thus increase its share price. Only the company stocks you own at the end of the game will bring victory. Therefore, it is important to transfer as many shares as possible from the bank vaults into your own possession in a timely manner.

Whoever has the most valuable shareholding will win the game. Selling goods increases the share price; however, if you let the share price continue to rise, you may only be able to afford to buy back a few shares from the banks later.

A. Goal and Overview

Goal

Your goal is to have the most valuable stock portfolio at the end of the game. That’s simply shares $\times$ share price; cash will impress no one. However, if you are in debt, you will be ineligible to win!

Overview

You will set up the game in 1760, and then play five decades (through 1810).

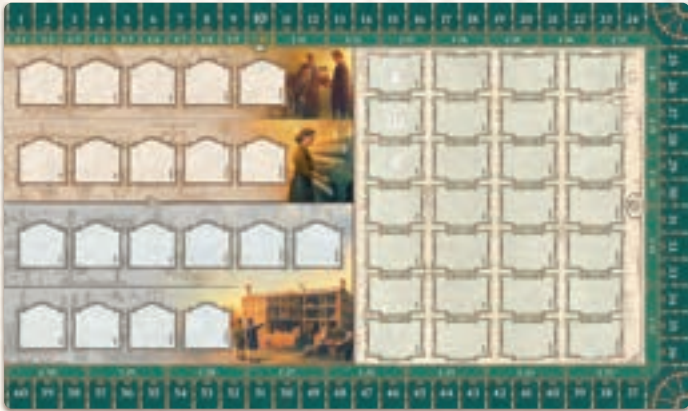
We recommend spreading out the components and “playing along” as you read the rules, to make it easier to understand how everything interacts.

You can find detailed descriptions of the event tiles and development tiles in the glossary at the end of this rulebook.



B. Game Components

Components denoted with an asterisk () and in italics are only used in game variants.*



1 Display Board for Special Tiles



1 Market Board



1 Timetable Board



1 Labor Market Board



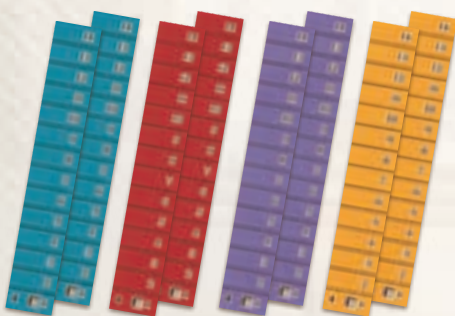
4 Factory Boards



4 Warehouse Boards



1 *East India Company Board**



16 Appeal Strips
(4 color sets of 4)



4 Appeal Strips Importer



43 Development Tiles



16 Contract Tiles
(4 per type of good)



4 Contract Limit Markers



32 Action Tiles
(4 color sets of 8)



27 Advanced Action Tiles



16 Ship Tiles



20 Small Share Tiles
(4 color sets of 5)



20 Large Share Tiles
(4 color sets of 5)



16 Event Tiles



36 Economy Tiles
(9 per type of good)



64 Factory Strips
(Regular Quality/Single Sided)



48 Factory Strips
(Low Quality/High Quality)*



84 Workers



50 Machines



80 Goods
(20 per type of good;
food, clothing, cutlery, and lamps)



4 Stock Price Indicators



16 Price Indicators



16 Production Quantity Markers



16 Demand Limit Markers



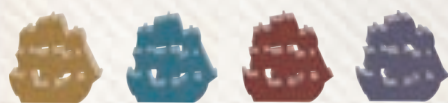
1 Timetable Indicator



1 Start Player Marker



4 East India Company -
Price Indicators*



16 East India Company -
Influence Markers*



16 Marketing Dice



16 Quality Dice



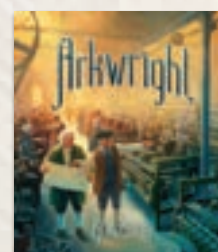
120 Money Cards
(1, 2, 5, 10, 20, 50)



22 Automata Cards



3 Predefined Setup Cards



1 Main Rulebook
1 Solo/Automa Rulebook



4 Player Aids

C. Setup (1760)

For your first few games, where instructed in red, refer to the predefined setup cards for your player count. It allows you to dive into the game with easy access with balanced starting positions. Follow the instructions at the end of each red box to continue your setup.
Experienced Arkwright players may ignore these red sections.

Game Boards and General Supplies

Spread out the **display board** (A), **labor market board** (B), and **market board** (C) in the middle of the table.

Add the **timetable board** (D) to the left of the development tile display, being sure to use the side of the timetable with 6 decade rows (Waterframe). Place the **timetable indicator** on the first factory icon (left side) in the **1760** row (E).

I. Timetable: Events

Predefined Setup - Events

Place the following event tiles face down on the time board:

1770: Lobby (5)*

1780: War on the Continent (3)*

1790: Bureaucracy (1) + Crown Jubilee (4)*

1800: World's Fair (15)*

1810: End of Game (14)

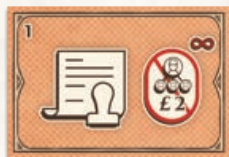
From the second game onwards, the marked event markers (*) may be mixed and placed randomly.
Continue setup under II. Timetable: Add Economy Tiles, p.7.

1. Place the **End of Game** event tile face down on the event space in the **1810** row.

2-Player Game: Return the following event tiles to the box:

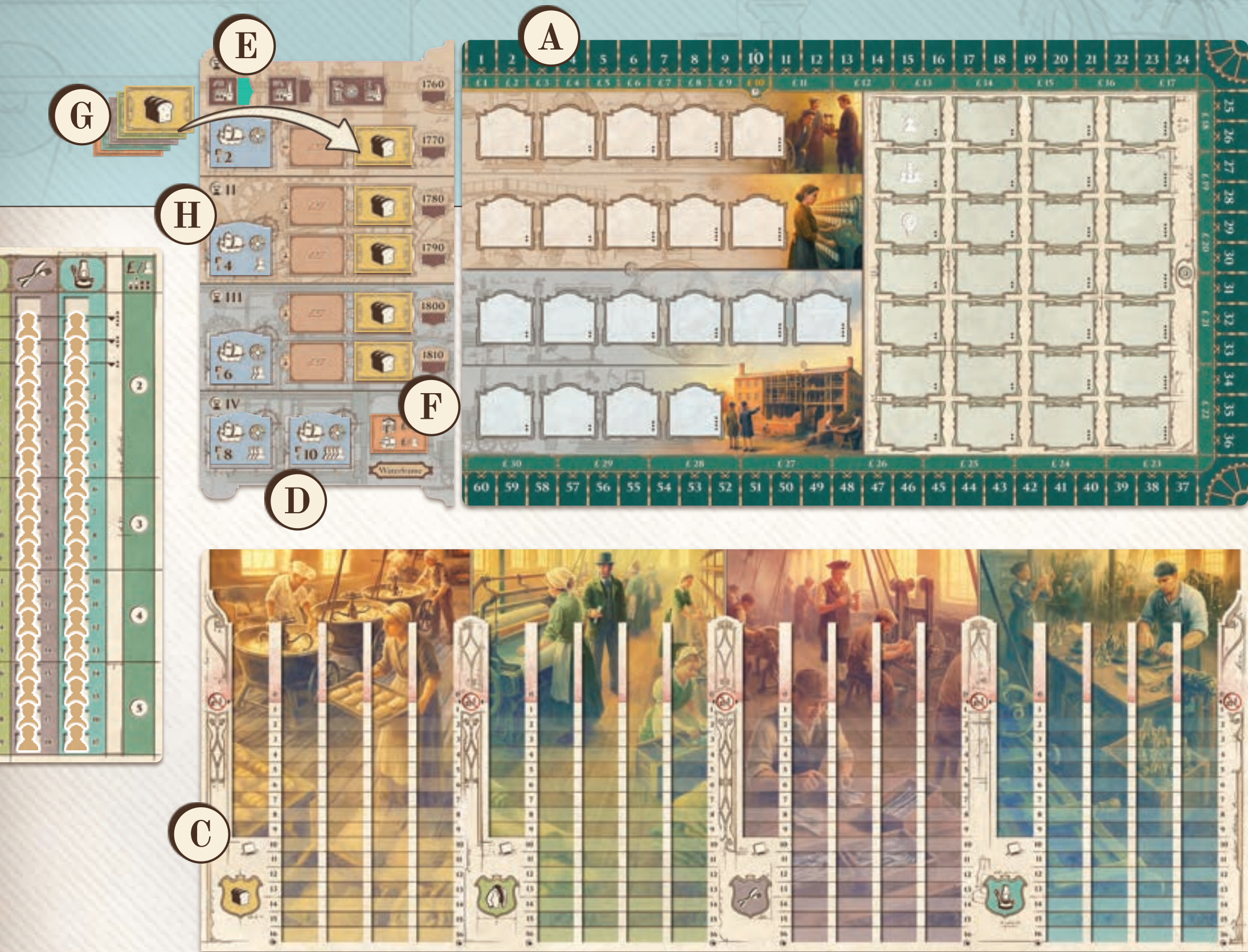


2. Place the **Bureaucracy** event tile and **5 other random event tiles** face up on the table for everyone to study. Bureaucracy **will** be in the game; but a random 1 of the other 5 will not. Return the rest of the event tiles to the box.



3. Once everyone is ready, pick up the 5 random event tiles, (**not Bureaucracy!**), **return 1 to the box unseen**, and place the remaining 4 face down on the table.
4. Flip **Bureaucracy** face down and **shuffle it with 2** of the 4 other **face down tiles**. Keeping them face down, use them to fill the event spaces (denoted with a question mark) in rows **1770, 1780, and 1790**. *You know Bureaucracy will come into play by 1790!*
5. Place **1 of the 2** remaining tiles face down on the event space for 1800.
6. Place the **final** remaining tile face down on the reserve space (F).





II. Timetable: Economy Tiles

Without peeking at any of their faces:

1. Atop each event tile, stack a random **lamps** economy tile face down.
2. Atop each **lamps** tile, stack a random **cutlery** economy tile face down.
3. Atop each **cutlery** tile, stack a random **clothing** economy tile face down.
4. Atop each **clothing** tile, stack a random **food** economy tile face down.



Now, each timetable event space for rows 1770–1810 has a stack of tiles, from top to bottom: **food**, **clothing**, **cutlery**, **lamps**, event (G).

III. Timetable: Ships

Place a number of each capacity of **ship** tiles on their matching spaces as indicated in the following table (and in their spaces on the board) (H):

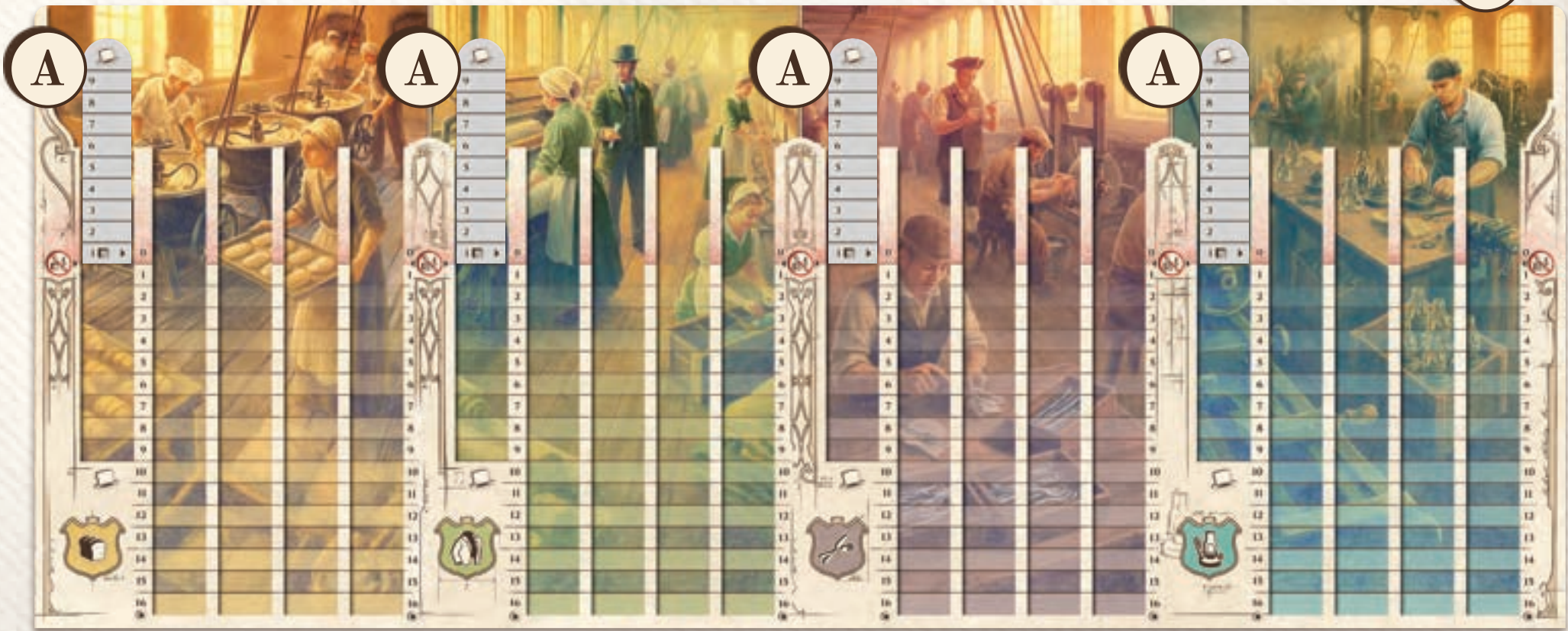
Ship Capacity	2 Players	3 Players	4 Players
2	4	3	4
4	2	3	4
6	—	3	4
8	—	2	2
10	—	1	2

C. Setup (1760) Cont'd

IV. Product Appeal: Importers Advertise

In each product section of the market board (food, clothing, cutlery, lamps), do the following:

- (A) The leftmost column of each product is the neutral importer's appeal track. Place a **neutral importer appeal strip** above that track (0 appeal).
- (B) Put all **demand limit markers** near the tracks; they will serve a purpose later in the game.



V. Labor Market

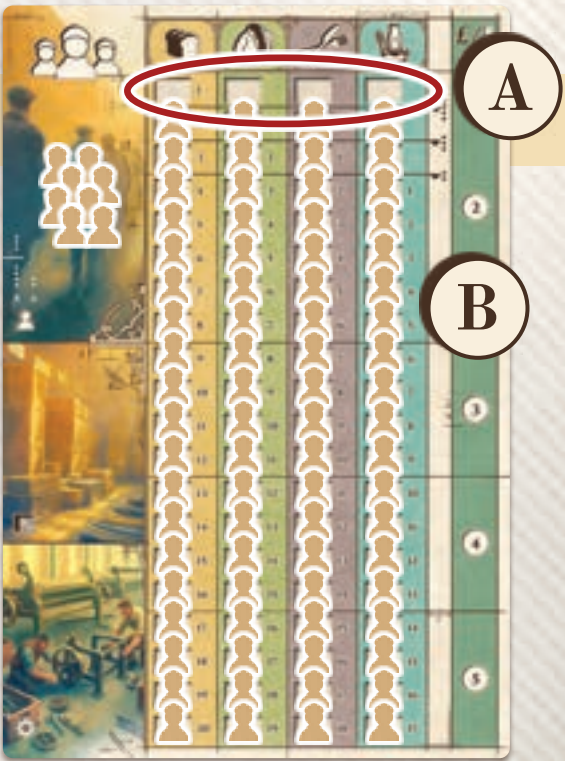
Based on your player count, leave the top row(s) empty as indicated in the following table (and on the board).

Place those workers in the box:

	2 players	3 players	4 players
Rows empty	3	2	1
Workers in unemployment pool	4	8	8
Workers returned to the box	12	4	—

Fill each remaining space with a **worker** (B).

The example on the right shows a full 4 player game. 1 row is empty and 8 workers are in the unemployment pool (workers set to the side of the board).

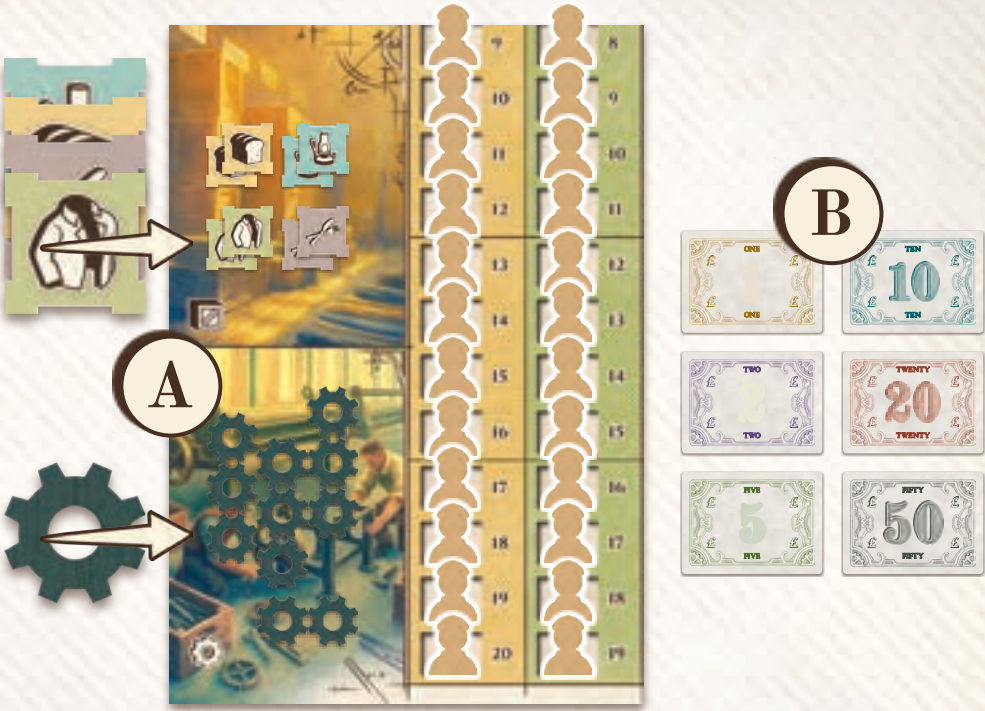


VI. General Supply: Unlimited Items

Place the **goods** and the **machines** on their designated area **(A)**. A crate's symbol indicates which specific product it contains (**food**, **clothing**, **cutlery**, **lamps**).

Sort the **money** by value to form the **bank** **(B)**

Note: Crates, machines, and money are unlimited. In the unlikely event that the included components are insufficient, please use a suitable proxy. Everything else (workers, etc.) are limited by the components included for your setup, based on player count!



VII. Display Board for Special Tiles

Predefined Setup - Display Board for Special Tiles

A) Advanced Action Tiles

Place the following light gray and light brown action markers on the Display Board for Special Tiles.

Advanced Actions Markers	2 Players		3 Players		4 Players
I	  	+		+	
II	 	+		+	 
III	  	+		+	 
IV	 	+		+	

B) Development tiles

Place the following development tiles in the Development Tile Display on the Display Board. Continue setup under Player boards, p.11. For 3 and 4 players, you will add the respective tiles to those needed for the 2 player game.

2 Player				3 Players (Additional Tiles)		4 Players (Additional Tiles)	
Charisma (4)	Administrator (20)	Extra Shifts (7)	Workshop (22)	Inventor (6)	Developer (5)	Workshop (22)	Administrator (20)
Inventor (6)	Developer (5)	Broker (2)	Office (10)	School (14)	Small Warehouse (9)	Agent in the Colonies (1)	Patent (12)
Press-Attaché (13)	Foreman (21)	Patron - Lamps (18)	Patron - Cutlery (16)	Machine Works (11)	Patron - Clothing (17)	Engineer (8)	Patron - Food (15)
Engineer (8)	Patent (12)			Foreman (21)		Office (10)	

C. Setup (1760) Cont'd

A) Advanced Action Tiles

- **2-player game:** Return two sets to the box, in each **light gray** and **light brown** action tiles (4x total for each action tile):

Machinery *Quality* *Marketing*
Stock Exchange *Production*

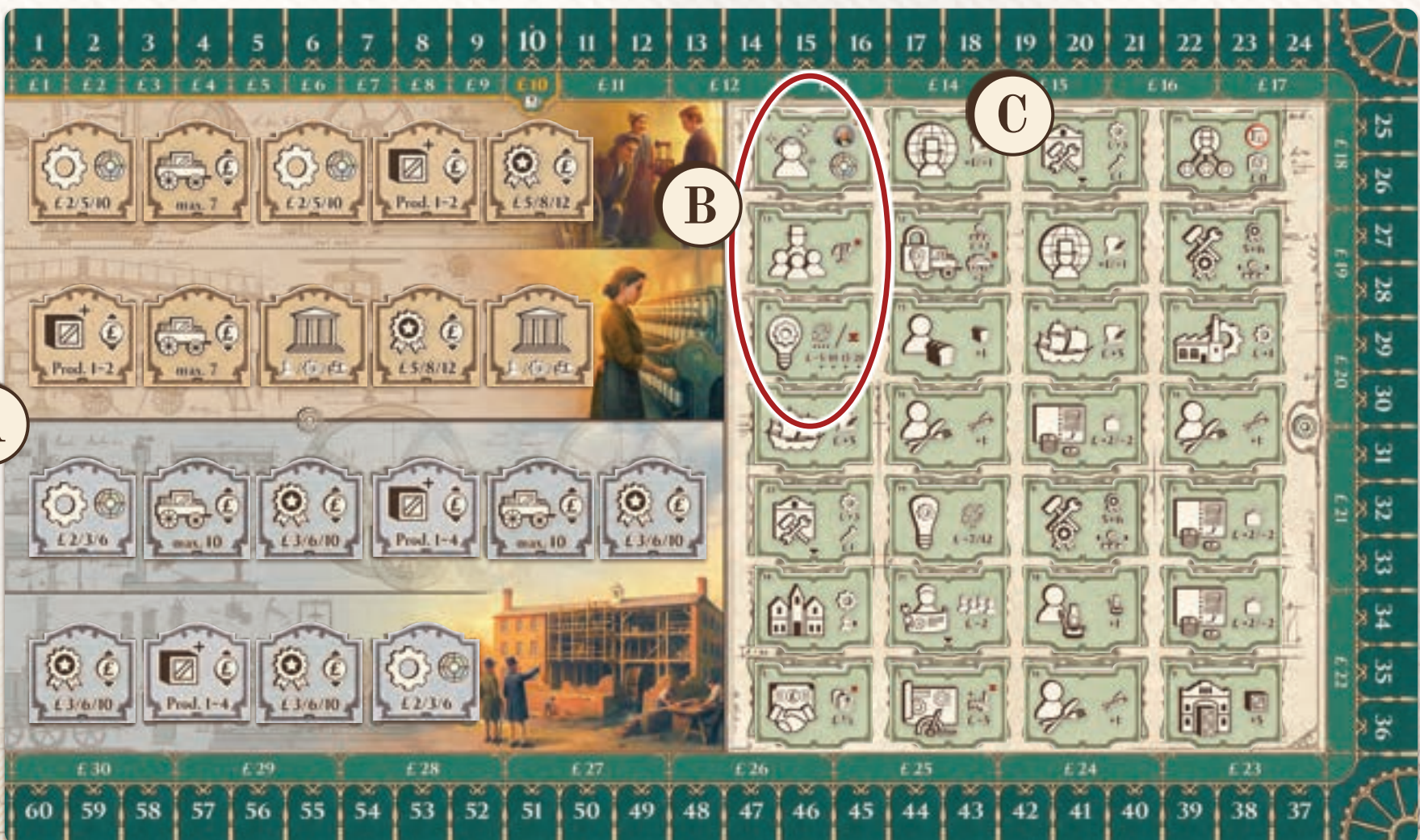
- **3-player game:** Return one set to the box, in each **light gray** and **light brown** action tiles (2x total for each action tile):

Machinery *Quality* *Marketing*
Stock Exchange *Production*

Fill each action tile space (for your player count) with a random, faceup action tile (with a matching color): light brown tiles on light brown spaces; light gray tiles on light gray spaces (A). Dots on the board are a visual reminder for player counts.

B) Development Tiles

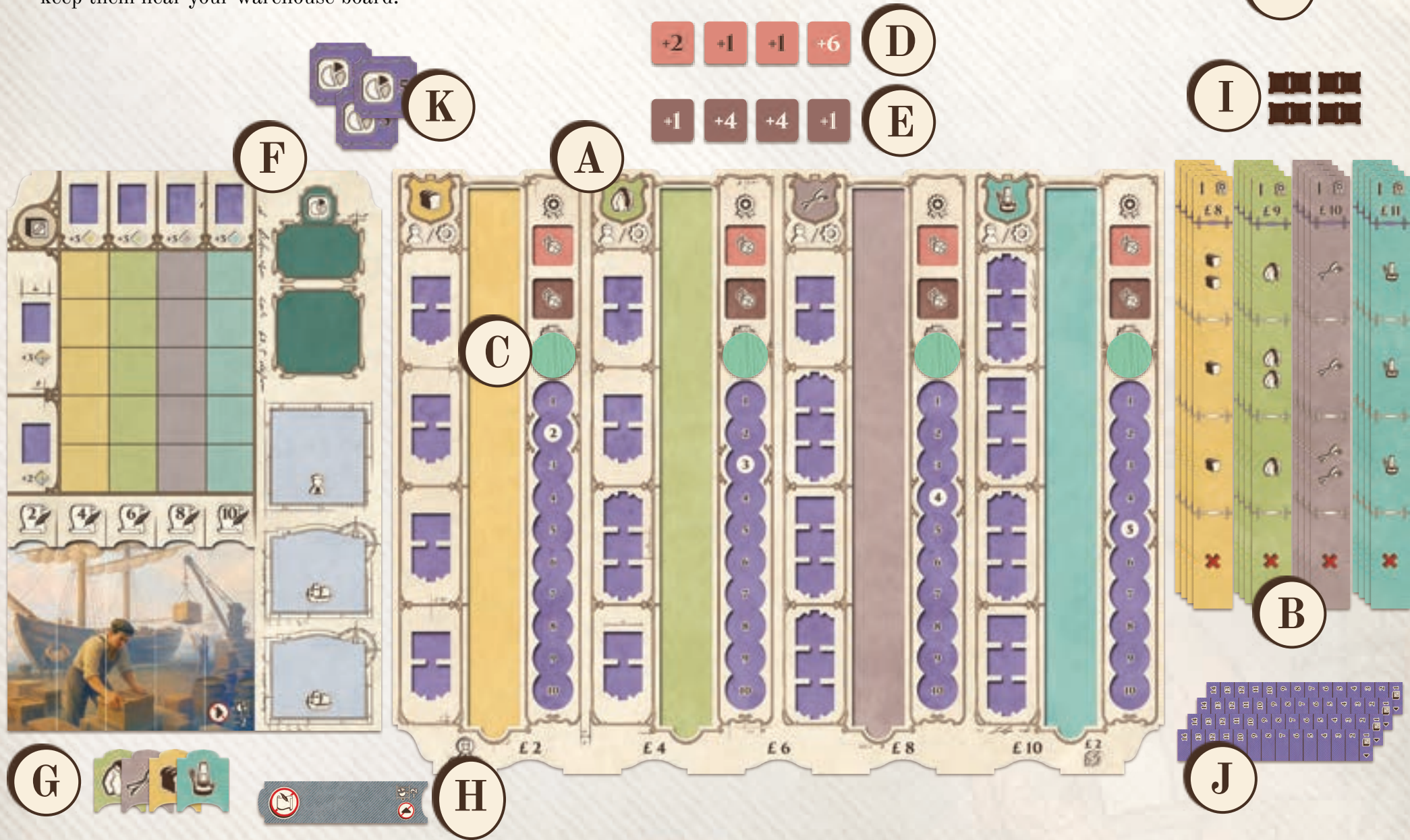
1. Three development tiles (*Charisma* (4), *Press Attaché* (13), *Inventor* (6)) have designated spaces. Find these tiles and place them face up on their spaces (B).
2. Fill the rest of the development tile spaces (for your player count) with random face-up development tiles, one per space. The board will end up with 7 tiles per player, including *Charisma*, *Press Attaché*, and *Inventor* (C).
3. Rearrange the tiles so that same and similar tiles are near each other.
4. If the board has enough identical copies of a tile for each player to get one, return one of them to the box and draw a replacement. Return the remaining development tiles to the box.



Player Boards

Each player chooses a player color, then takes the following:

- (A) 1 Factory board**
- (B) 16 Factory strips:** levels I–IV for each product (food, clothing, cutlery, lamps) of regular quality . Keep these blank side down during the game; regular quality factories have one side.
- (C) 4 Price Indicators:** place 1 on the £ above each product’s price track.
- (D) 4 Quality dice**
- (E) 4 Marketing dice**
- (F) 1 Warehouse board:** place it to the left of your factory board.
- (G) 4 Contract tiles:** 1 for each product (food, clothing, cutlery, lamps); keep them near your warehouse board.
- (H) 1 Contract Limit marker:** keep it near your warehouse board (2-player game: Place it on space 6 of the warehouse board’s contract track, which is at the bottom).
- (I) 4 Production quantity markers** (1 for each product)
- (J) 4 Appeal strips** in the player color (1 for each product)
- (K) Three Large Share tiles** of your color (thus you start the game with 15 shares of the company); keep them near your mat. All other share tiles of your color go to the bank.
- (L) 1 Stock Price indicator:** place it on 10 on the stock value track around the display board. Below its space, your current share value of £10 is depicted.



C. Setup (1760) Cont'd

Turn Order and Market Board

1. A random player gets the start player marker. Turn order is clockwise.
2. Place everyone's appeal strips face down on the market board: For each product, place them left to right above the appeal tracks in turn order.



Your First Two Factories

Predefined Setup - Your first two factories

Refer to the predefined setup cards for your player count. We suggest then reading the rest of this section so that you understand the relationship between price and appeal before heading to **Starting Capital, p.14**.

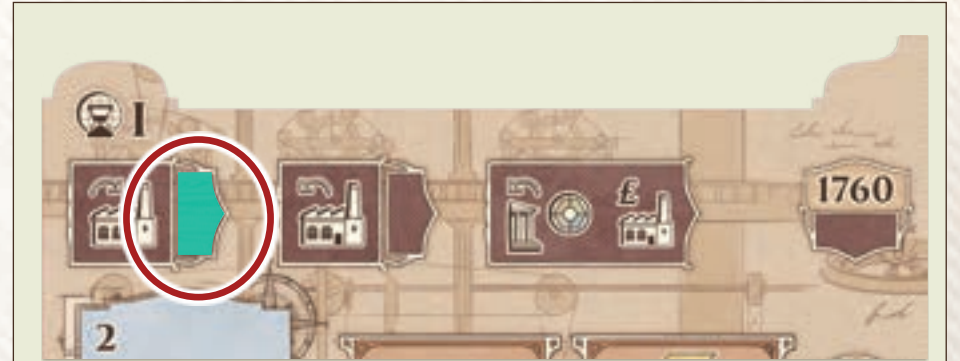
From here on out, keep in mind that the **appeal** (a) of your product is equal to the **factory cost** (f) + the product's **quality** (q)* + your **marketing** (m) for the product* — the **sale price** (s) you set for the product.

$$a = f + q + m - s$$

**All products' quality (q) and marketing (m) start the game at 0. This means you can focus on factory cost (f) and the sale price (s) that you set.*

The more the factory costs to build, the more appealing its products. The lower the sale price of a given product, the more appealing it will be to customers.

1. The **timetable indicator** is on the first space of the timetable board: *First Foundation Factory*.



2. In turn order, perform all of the following steps to set up your first factory (then the next player does all the steps, and so on until you each have set up your first factory):
 - a. Place any of your level-I factory production strips on its space of your board.
 - b. You will pay the factory cost (f) depicted on the factory production strip a little later in setup.

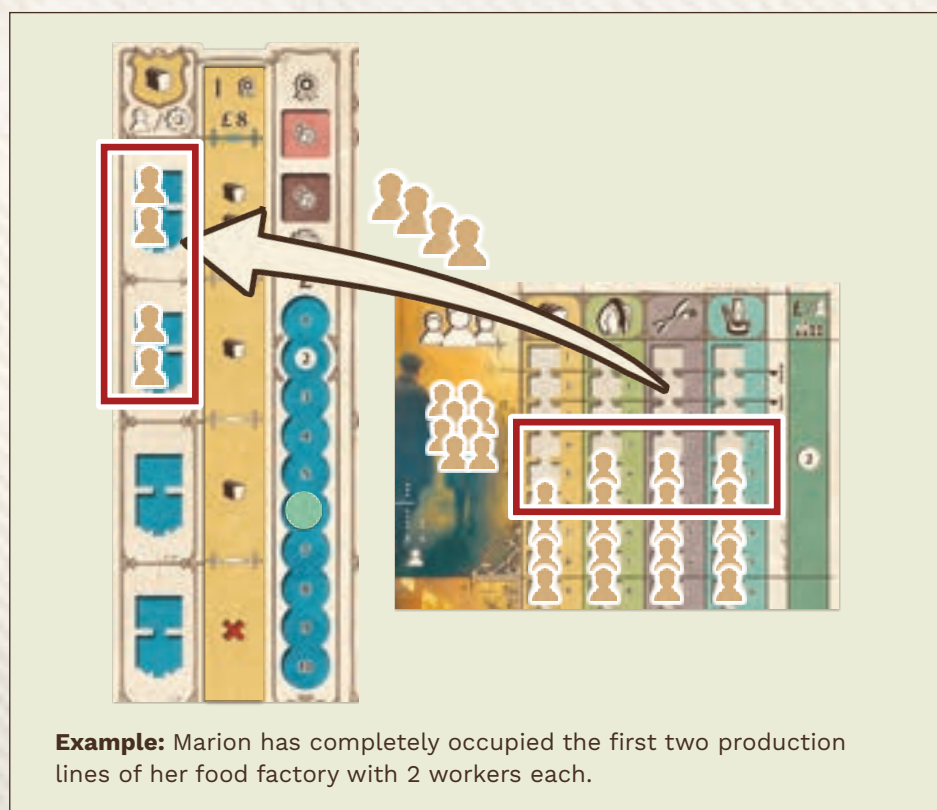
Example: The construction cost for a Level I Clothing factory is £9, for a Lamp factory £11.



- c. Put a worker from the labor market* in each space of the first **2 production lines** to the left of the factory strip.
**Always take workers from the labor market in reading order: left to right from the topmost occupied row, then continue with the next row.*

Attention: Do not take the workers from the unemployment pool. Reminder that the unemployment pool is the workers who are set to the side of the Labor Board.

Note: Some of the spaces on the player board have a cog-shaped end. That just means that these workers may get replaced by machinery as the game progresses.

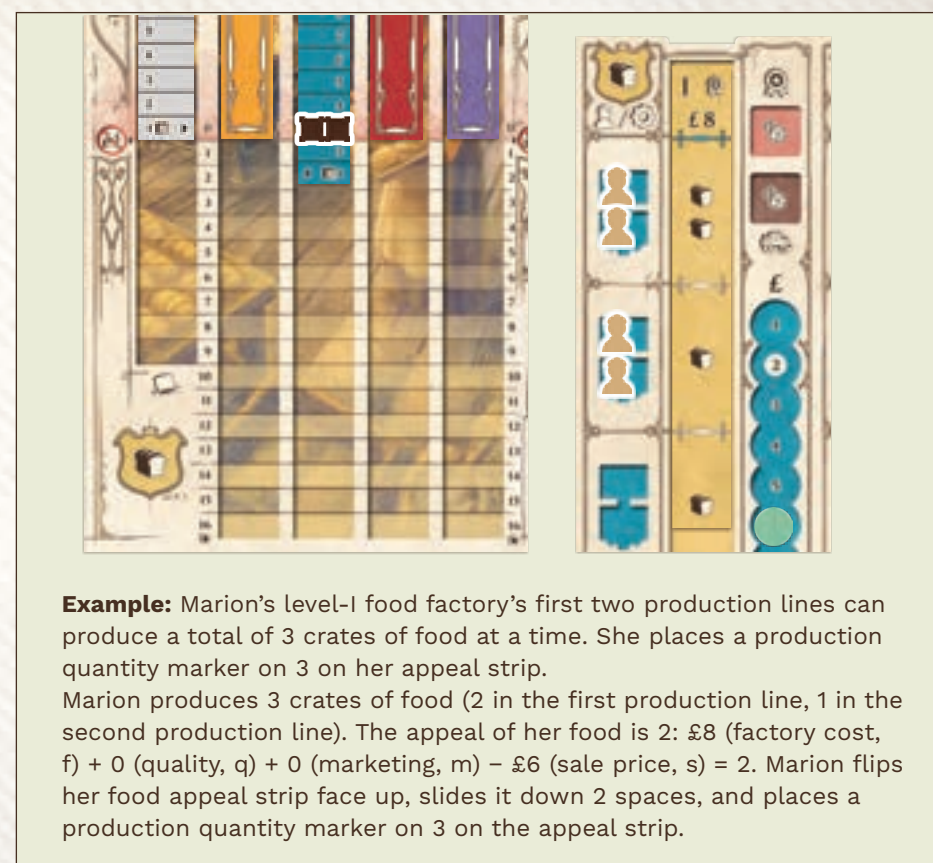


- d. Move the price indicator for that product to the sale price(s) you want customers to pay. The space for the minimum product price allowed is marked on the price track (**food**: £2, **clothing**: £3, **cutlery**: £4, **lamps**: £5). The price also can't be higher than the factory cost (f), because this would make your product unappealing: $a = f + q + m - s$. Set your sale price thoughtfully, because you'll be stuck with it until you perform specific types of actions.

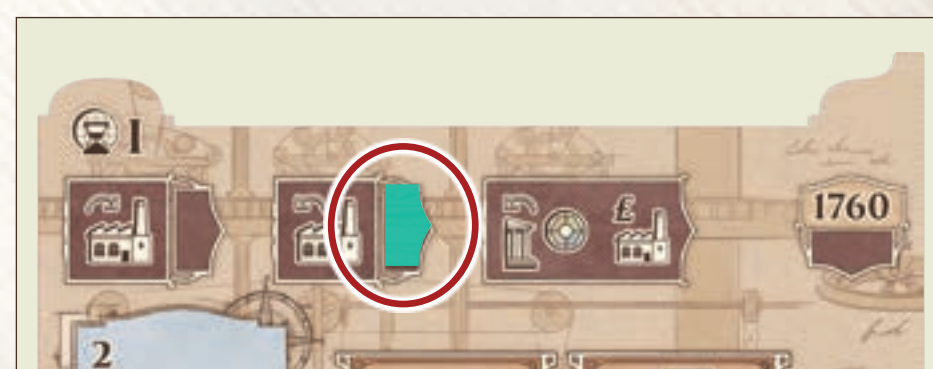
In the example above, Marion has set the sale price of her food to £6. So, her food's appeal is 2: £8 (+ 0 + 0) - £6 = 2.

- e. Flip your **appeal strip** for that product face up (on the market board).
- f. Slide the strip down so the bottom of it covers the space in the row matching your appeal.
Because Marion's food has an appeal of 2, she slides her appeal strip down to cover space 2 on the food appeal track.
- g. Count the product icons beside your factory's [fully] occupied production lines; this is how many crates of the product your factory can produce at a time. Place a **production quantity marker** on that number on the appeal strip itself.

Note: This has nothing to do with the spaces of the appeal track; just the spaces on the appeal strip.



3. Advance the **timetable indicator** to the next space of the timetable: *Second Foundation Factory*.
4. In **reverse** turn order, perform all of the steps of 2 again to set up your second factory (which will be for a different product than your first).



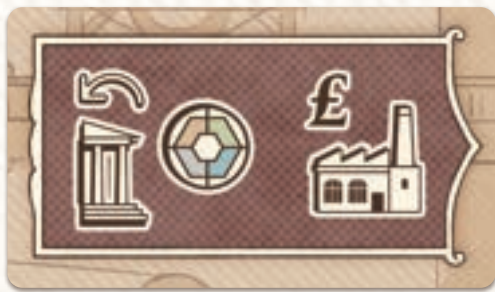
C. Setup (1760) Cont'd

Starting Capital

Predefined Setup - Starting Capital

Refer to the predefined setup cards for your player count, instead, then skip to **Ready to Play (1770)**, p.15.

1. Advance the timetable indicator to the next space of the timetable in row 1760: *Starting Capital*.



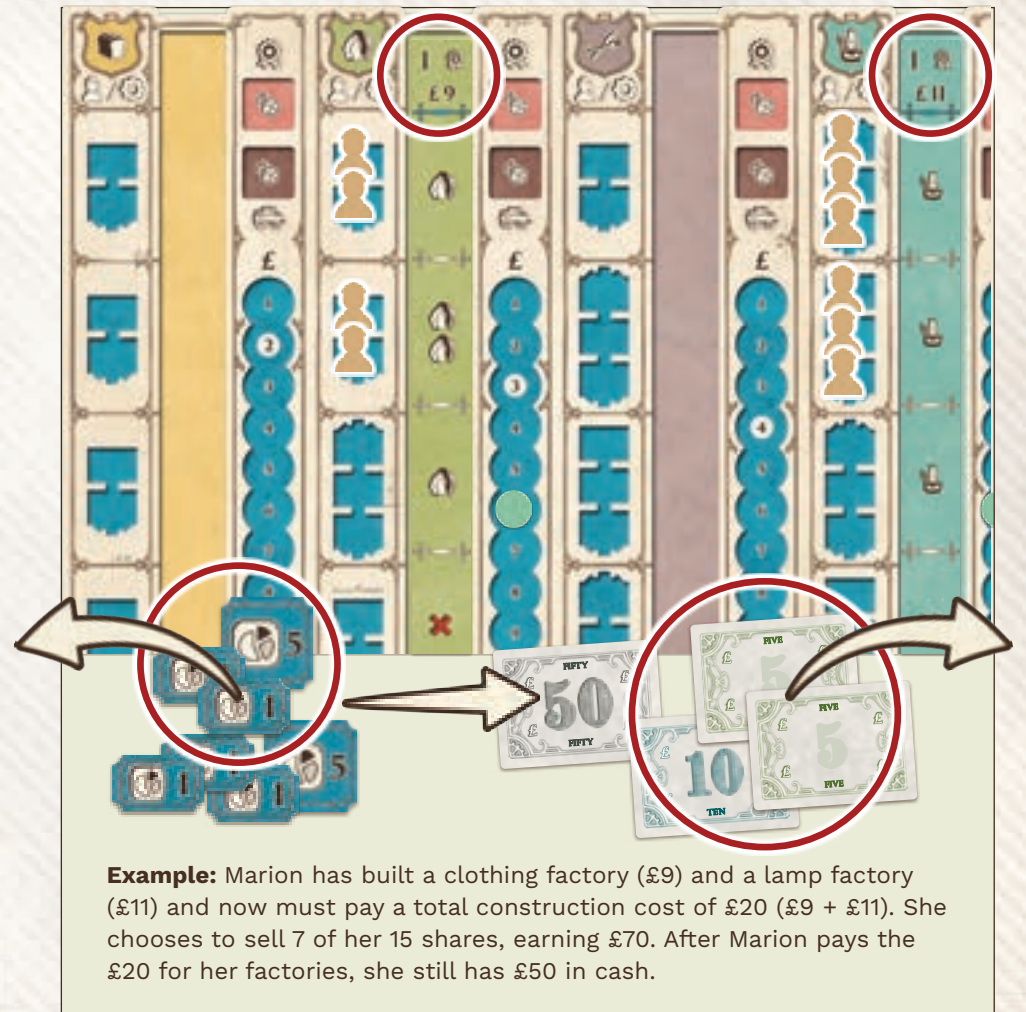
2. In reverse turn order, one time around the table, do the following when your turn comes around:
 - a. Sell any number of your 15 shares to the bank. For each share you sell, take £10 (your current share value) in money.

Note: You must sell enough to be able to pay for the first and second factory you just built, and you will want some spending money, as well.

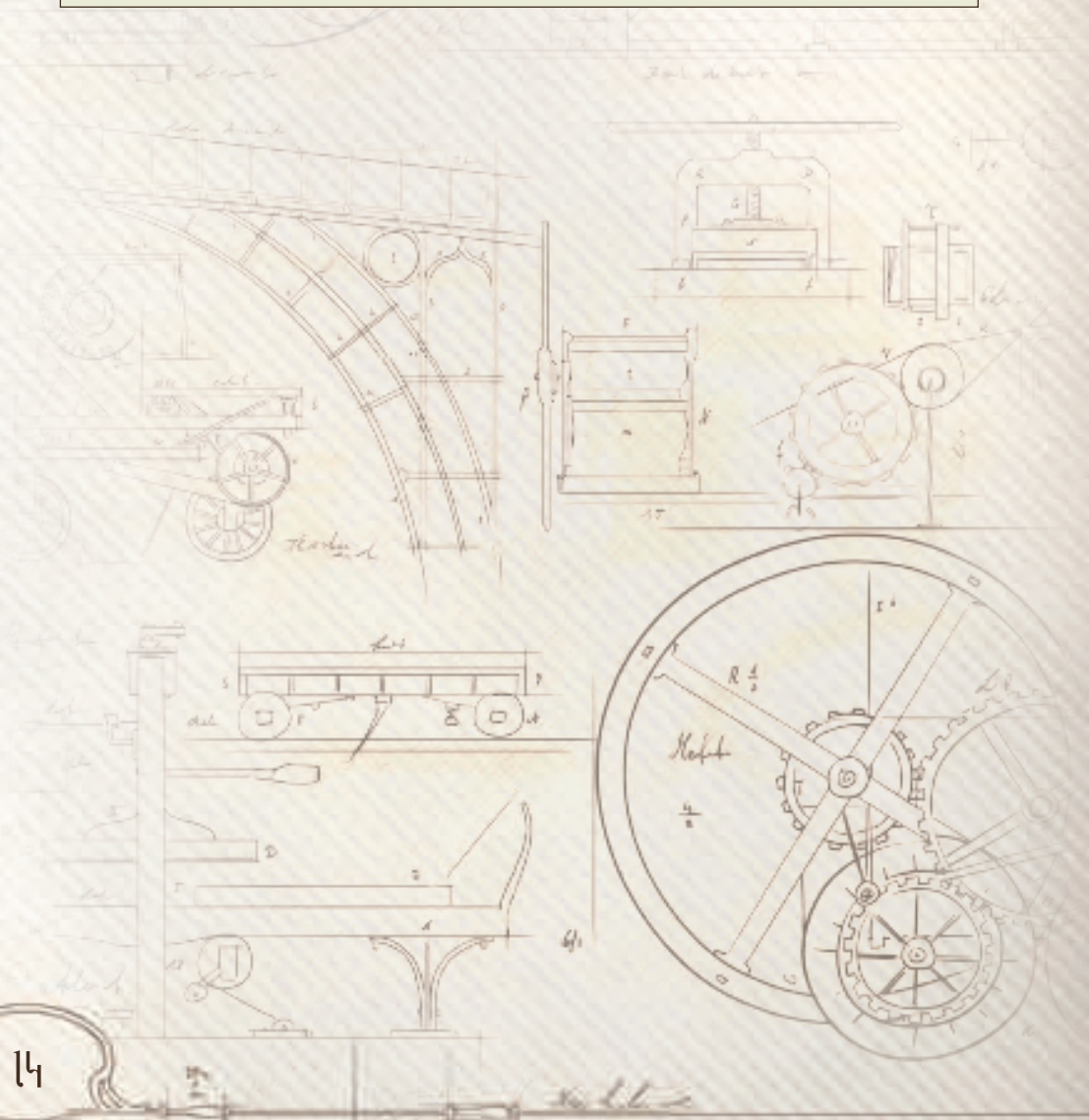
TIP!

Sell at least 5 shares, so you can avoid an emergency sale of shares in the first decade!

- b. Pay the cash for your two factories.
- c. Take a tile from the Display Board for Special Tiles: Either a row-I (1760/1770) light brown action tile or ship, or a development tile.

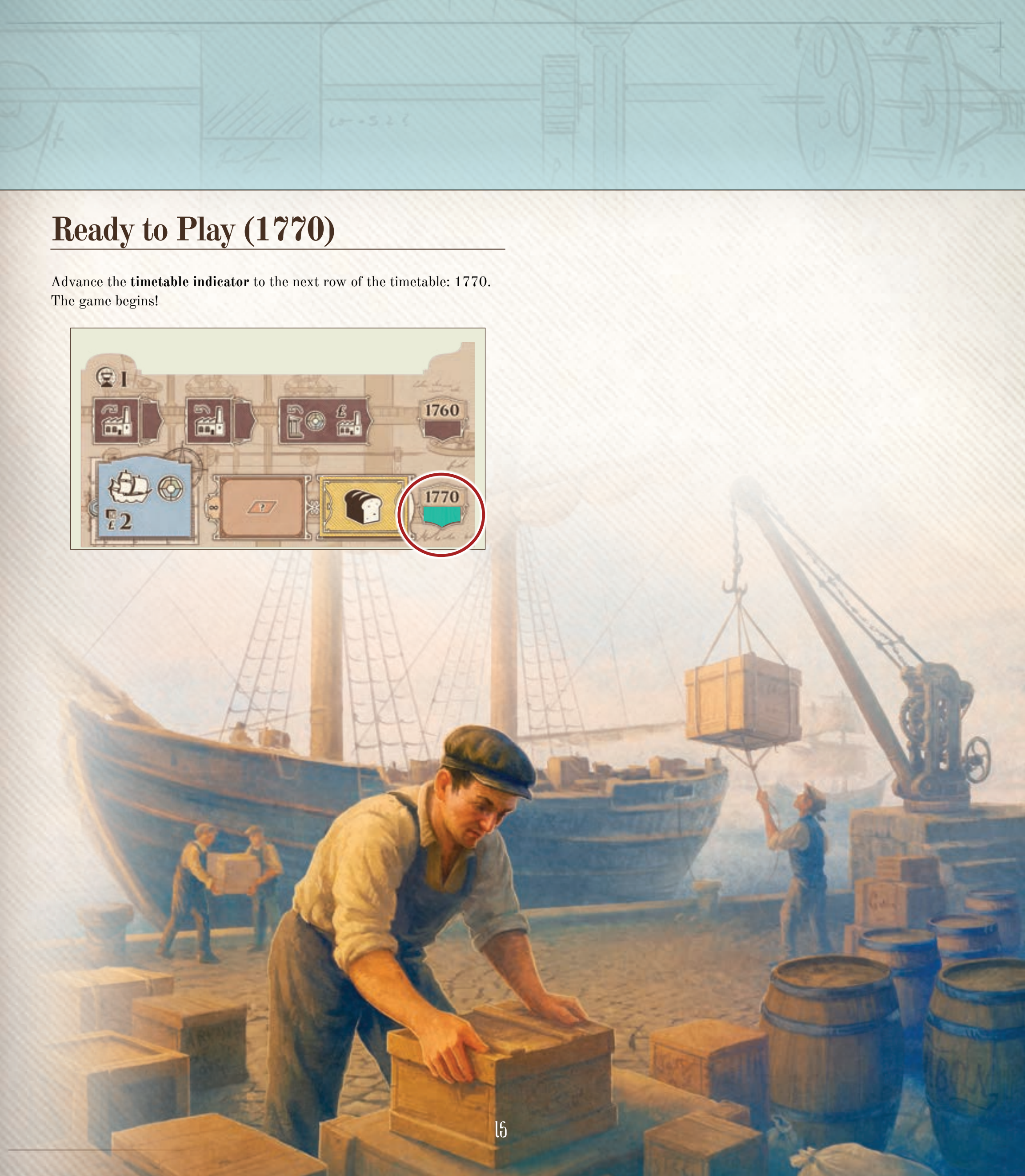
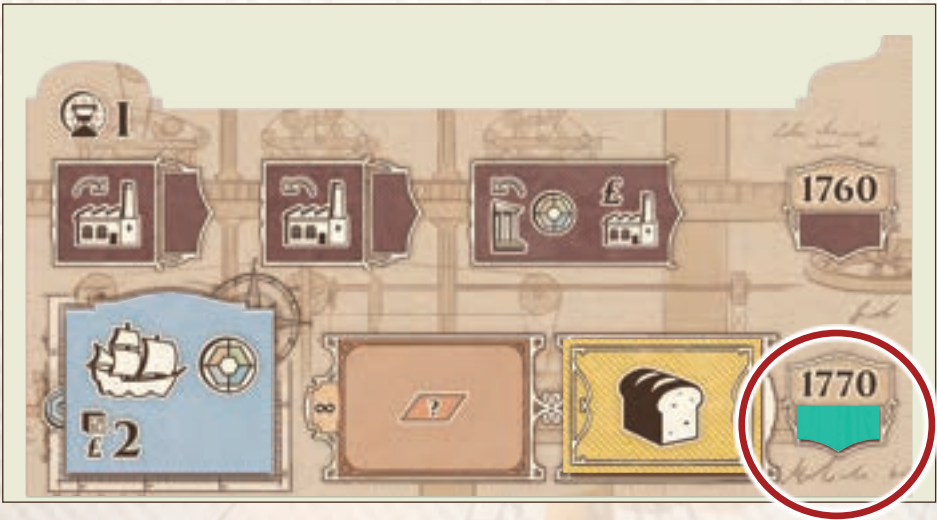


Example: Marion has built a clothing factory (£9) and a lamp factory (£11) and now must pay a total construction cost of £20 (£9 + £11). She chooses to sell 7 of her 15 shares, earning £70. After Marion pays the £20 for her factories, she still has £50 in cash.



Ready to Play (1770)

Advance the **timetable indicator** to the next row of the timetable: 1770.
The game begins!



II. General flow

A. Overview

You will now play five decades (through 1810). In each decade, there are **four cycles** in which everyone will focus on a featured product. However, actions can be taken on all factories.

In each cycle, you each use one action tile to perform the actions depicted on it. Then, everyone's factories make this cycle's featured product, which you can then sell to meet demand — domestic sales are profitable and safe, increasing your share value; overseas sales are risky, decreasing your share value, but they're lucrative! In either case, income never comes without costs and logistics: You must pay all worker wages and machine operating costs. Also, you must store or discard all excess products.

At the end of the decade, everyone will retrieve their action tiles and then experience an event. Finally, the player with the least valuable stock portfolio (shares × share value) will choose the start player for the next decade.

Reminder: We recommend spreading out the components and “playing along” as you read the rules, to make it easier to understand how everything interacts.

You can find detailed descriptions of the event tiles and development tiles in the glossary at the end of this rulebook.

B. Playing a Decade

Each **decade** starts with four cycles. Each cycle is focused on one product; the four cycles in a decade are as follows, always in this order:



Food



Clothing



Cutlery



Lamps

After these four cycles, the decade ends with some cleanup and an **event**.

You can always see the current portion of the decade by looking at the topmost tile in this decade's space of the timetable board, which will be either **food** 🍞, **clothing** 👖, **cutlery** 🍴, **lamps** 💡, or **event**.



Example: It is the decade 1770 and **food** is the product this cycle revolves around.

1. PLAYING A CYCLE

Each **cycle** comprises the following phases:

- Economy:** Neutral importer advertises; some unemployed workers return to the labor market.
- Action:** Each player plays 1 action tile and performs its actions.
- Production:** Produce and sell the featured product; then, apply the side effects.
- Housekeeping:** New economy tile; new start player.

We will refer to this cycle's product as the **featured product**. Certain product-related interactions during a cycle must be with only the featured product – only if this is explicitly mentioned.

2. END OF THE DECADE (SEE P. 35)

C. Economy Phase

1. Reveal the top economy tile of the current decade. It depicts two values:

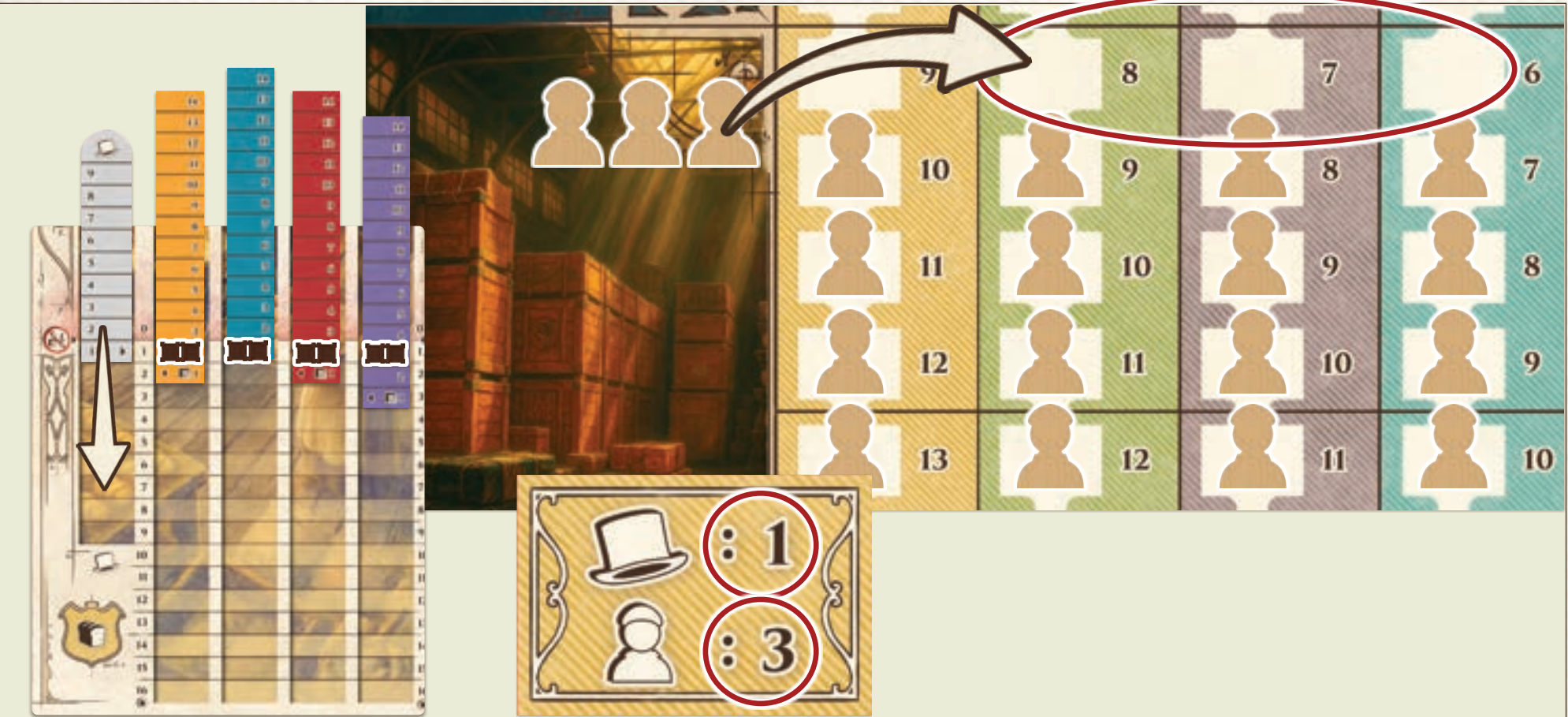
- A The efficacy of the neutral importer’s advertising campaign for the **featured product**.
- B The number of unemployed workers ready to return to the labor market.



2. Advance the neutral importer appeal strip for the **featured product** a number of spaces equal to the ad campaign’s efficacy.

Example: If the neutral importer appeal strip is at **3**, and the economy tile shows ad efficacy of **2**, advance the neutral importer appeal strip for the featured product 2 spaces to **5**.

3. Move the indicated number of workers from the unemployment pool to the labor market, adding them to empty spaces in reverse reading order: right to left in the lowest row (at the top) with empty spaces, then continue with the next row. If there aren’t enough workers in the unemployment pool, then just stop when they’re all gone.



Example: The economy tile depicts 1 ad efficacy and 3 returning workers. Advance the neutral importer appeal strip for the featured product 1 space; move 3 workers from the unemployment pool to the labor market.

D. Action Phase

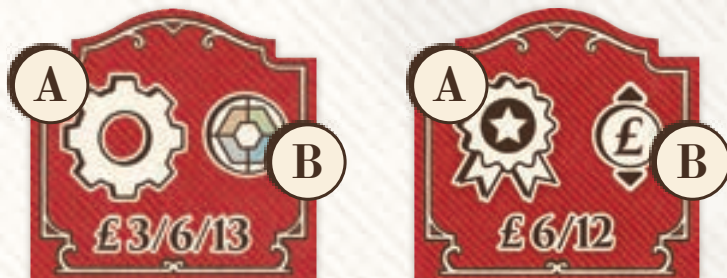
In turn order, 1 time around, each player will play **1 action tile**, then optionally perform its **action**, and then optionally its **additional action**.

(A) Action

(B) Additional

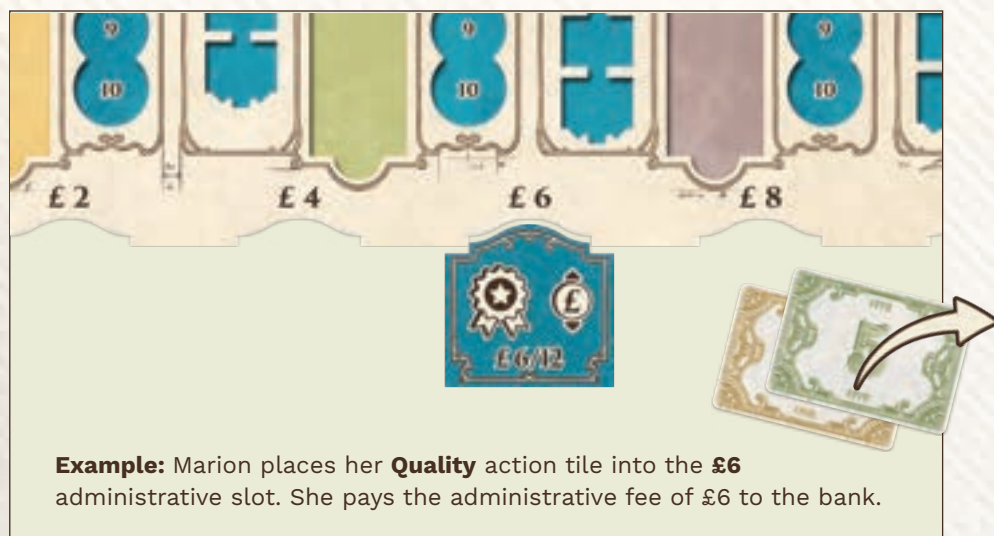
Action

(detailed throughout, starting on page 29).



Play an Action Tile

On your turn, you **must** select one of your action tiles; it could be one in your player color, or one you have acquired. Place it in an empty administrative slot at the bottom of your factory board. You must pay the **exact** administrative fee depicted above the slot (£2/£4/£6/£8/£10).



Example: Marion places her **Quality** action tile into the **£6** administrative slot. She pays the administrative fee of £6 to the bank.

If you cannot afford to pay the administrative fee, you must perform an **emergency sale of shares** — or worse, take out a **loan** — so you can pay the fee (see **Loans and Emergency Sale of Shares**, p.37)!

Even if you opt out of both the action and the additional action on the tile, you must still pay the administrative fee for the slot!

Some actions make use of that administrative fee, and even require a minimum administrative fee, so you will often choose a more expensive slot so you can use your action tile more effectively, or at all.



Example: The **Quality** action tile requires an administrative fee of at least **£6** in order to perform its actions. However, this slot is already occupied by the **Machines** tile. If Marion were to place the **Quality** tile in the **£4** slot, although she would only need to pay £4, she would have to forgo the main action (the supplemental action is still available). She opts to pay £8 to place it in the **£8** slot so she can perform its actions.

Some action tiles depict discrete amounts — levels at which you may use them — and if your administrative fee is greater than the highest amount, or between two amounts, the excess goes to waste; you've simply overpaid. On the other hand, if you place an action tile in a slot lesser than its minimum fee, you cannot perform its actions!



Example: Marion places the **Quality** action tile into the **£8** slot and pays £8 to the bank, even though the tile only allows the action to be performed with £6 (or £12, which this slot does not enable). The £2 overpayment just goes to waste.

Also note that you are not allowed to pay more than the slot's fee to overpower the action. This, too, will become clear as you learn about the specific action tiles in the next section.



Example: If Marion places her **Quality** action tile into the **£4** slot, she cannot perform the actions on it. She may not simply pay £6 (i.e. overpay) to perform the £6 action.

If you want to use an action tile you have already used this decade, first pay £2 to take the tile from its administrative slot (this £2 does not count as part of the administrative fee that certain actions can utilize). Then, you must place that tile as usual, paying the administrative fee for the slot.

Example: Marion pays **£2** to the bank to reuse her **Machines** action in the same decade. She takes the tile and pays **£6** to place it anew in the £6 slot (she could have chosen any empty slot, but this one is ideal). Now she may perform the actions on the tile at the £6 administrative fee level, even though her total to reuse this action tile was £6+£2=£8.

Some actions have further costs beyond the administrative fee (factory, production, stock exchange).

You may pay the administrative fee, the reuse fee, and further costs in one sum. However, for clarity and to avoid mistakes, we recommend paying the individual amounts one after the other, especially in your first few games

Actions in Detail

1. FACTORIES

With this action, you may perform any or all of the following tasks as many times as you like, and in any order (but complete each task before starting the next):

- Close a Factory.
- Construct a Factory.
- Modernize a Factory.

Example: Marion modernizes one factory, closes another, then modernizes yet another.



Close a Factory

If competition is too tough, the clever entrepreneur withdraws before the losses become too great!

Close any of your factories; it costs nothing (beyond the administrative fee for the action tile). To close a factory, do all of the following:

1. Retrieve your production quantity marker from that product’s appeal strip.
2. Flip your appeal strip for it face down, and reset it to **0**.
3. Return the factory strip to the reserve.
4. Return the machines (if any) to the reserve.
5. Put the workers in the unemployment pool.
6. Set the sale price indicator, quality dice (if any), and marketing dice (if any) aside.

However, keep its warehoused products. Until you build a new factory of this type, you generally cannot sell them, because they have no appeal. There is a way to sell directly from your warehouse at very low prices, even if you no longer have that type of factory (see the **Stock Exchange** action, p.25).

Construct a Factory

If there are favorable opportunities to enter lucrative markets, you should take advantage of them. If you let others have a monopoly on a commodity, they will get rich without much effort.

Construct a factory for a product you do not currently produce. In addition to the administrative fee, you must pay the **construction cost** indicated on the chosen factory.

Only the factory strips up through the current decade are available (see the Roman numerals associated with the decades of the timetable). Generally, you want to build the best factory you can.

Example: In 1770 you may only build factories of level I; in 1800, factories of levels I, II, and III.

NOTE

Although you may close and open a factory of the same type in the same turn, this rarely makes sense. For example, if you have a level-I factory and want to open a level-III factory without paying for level II, you could do it this way. However, you will lose all workers, machines, quality, and marketing when you close the old factory. You will have to start from scratch with the new factory!

Building New Factories

To build the new factory, perform the following steps, which are almost the same as in Setup (1760):



1. Place the chosen factory strip on its empty space of your factory board.
2. Pay the factory cost (f) depicted on the factory strip.
3. Put a worker from the labor market in each space of the **first production line** to the left of the factory strip — this is different than in Setup (1760), when you filled two production lines — the other three production lines start empty.
4. Always take workers from the labor market in reading order: left to right from the topmost occupied row, then continue with the next row.
5. Move the price indicator for that product to the sale price (s) you want customers to pay. The space for the minimum product price allowed is marked on the price track (**food**: £2, **clothing**: £3, **cutlery**: £4, **lamps**: £5). The price also can't be higher than the factory cost (f), because this would make your product unappealing:

$$a = f + q + m - s.$$
6. Flip your appeal strip for that product face up (on the market board).
7. Slide the strip down so the bottom of it covers the space matching your appeal.
8. Count the product icons beside your factory's [fully] occupied production line; this is how many crates of the product your factory can produce at a time. Place a production quantity marker on that number on the appeal strip itself.

Remember: This has nothing to do with the spaces of the appeal track; just the spaces on the appeal strip.

NOTES ON PRICING

Appeal also limits the number of crates of product you can sell on the domestic market during the production phase. If your product's appeal is 2, you may sell a maximum of 2 crates of it. If you then produce more than 2 crates with your factory, you won't be allowed to sell the surplus domestically!

In addition, appeal determines whose product sells first, which can be crucial if supply exceeds demand. In the production phase, there is also a small bonus for having the most appealing product.

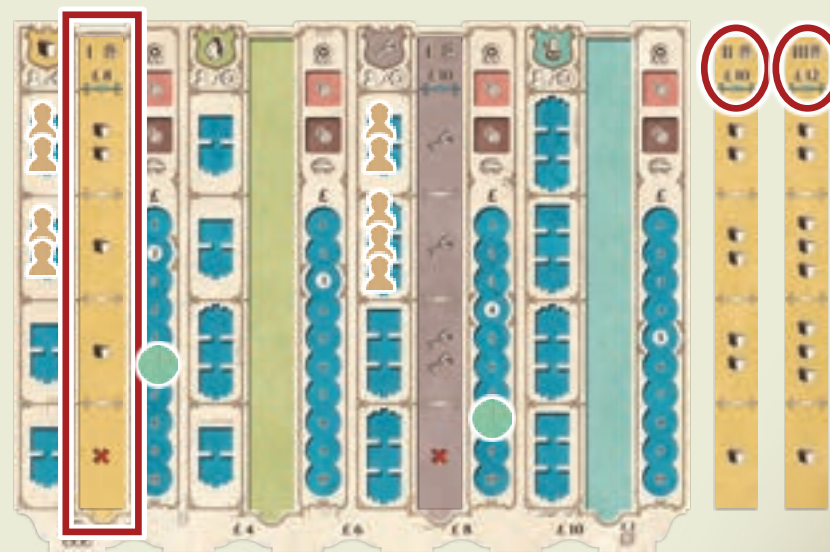
Modernize a Factory

By modernizing a factory, you increase its efficiency and product quality.

1. Replace a factory with the next level of the same type. In addition to the administrative fee, you must pay the **construction cost** indicated on the chosen factory. Yes, the full construction cost; however, you will get to keep everything from your old factory, so this is generally a really good deal!

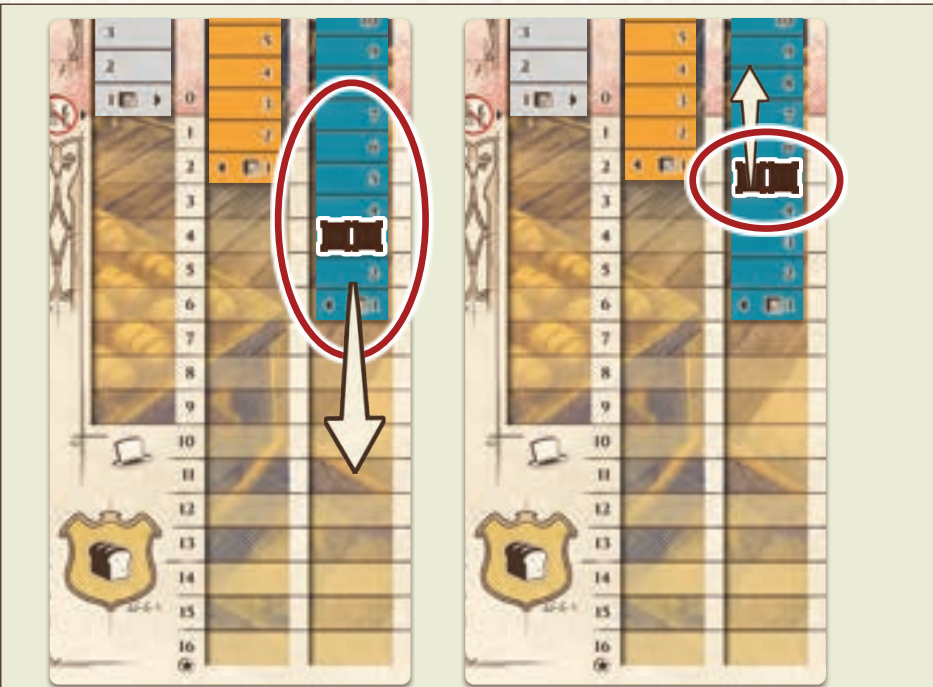
Only the factory strips up through the current decade are available (see the Roman numerals associated with the decades on the left of the timetable), so if the factory is already modern, you cannot modernize it.

As with the other tasks for the Factories action, you may perform this one several times, even on the same factory.



Example: In 1800, Marion wants to upgrade her food factory from level I to level III in one turn. She pays a total of £10+£12 = £22 for both levels, II and III. The factory's existing 2 production lines no longer produce just 3 food, but 5 food! Also, the food produced is £4 better in quality!

- 2. Slide your appeal strip for that product down to match the new product appeal.
- 3. Count the product icons beside your factory's [fully] occupied production lines; this is how many crates of the product your factory can produce at a time. Adjust the appeal strip's production quantity marker accordingly.



Example (continued): Marion slides her food appeal strip +4, and moves its production quantity marker from 3 to 5.

2. WORKERS

With this action, you may perform any or all of the following tasks as many times as you like, and in any order (but complete each task before starting the next):



- Hire a worker.
- Rearrange warehouse workers.
- Fire a factory worker.

Hire a Worker

Hire a new worker; it costs nothing (beyond the administrative fee for the action tile... until payday, anyway). To hire a worker, do all of the following:

1. Take the first worker from the labor market in reading order: leftmost of the topmost occupied row. If there are no workers in the labor market, take one from the unemployment pool instead.
2. Place the worker in one of the following locations:
 - a. The first unoccupied space of the factory of your choice.

Note: You **are** allowed to place workers in the unavailable production line of lower-level factories; it's just probably not useful unless you're upgrading the factory soon.

- b. An un-staffed column of the warehouse on your warehouse board, granting you access to store crates of products in that column (5 spaces for that 1 product).
- c. An un-staffed row of the warehouse on your warehouse board, granting you access to store crates of products in that row (there are 2–3 spaces for each product).

IMPORTANT!

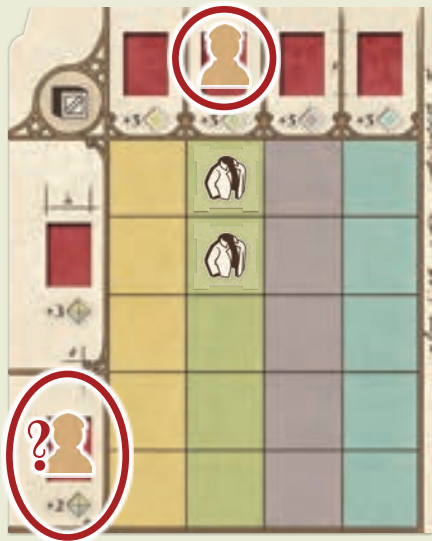
Staffed columns and rows in your warehouse are **cumulative**. That is to say that a warehouse space whose column and row are staffed can hold 2 crates of that product! (See warehouse example on the next page.)

Additional Action: Adjust Prices

(p.29)



3. Count the product icons beside the factory’s **fully** occupied production lines to see how many crates of the product your factory can produce at a time. Move the production quantity marker to that number on that factory’s appeal strip.



Warehouse example: Jörg places a worker above the second column of his storage, opening the storage places for up to five clothes. **With an additional worker to the left of the rows, he would be able to store a total of 7 clothes and 2 each of food, cutlery and lamps.**

Rearrange Warehouse Workers

Rearrange your warehouse workers to whichever columns and/or rows you like, no matter where they were in the warehouse before; it costs nothing (beyond the administrative fee for the action tile). If you cannot rearrange all of your warehoused products to be stored in staffed spaces (1 per space; 2 if both the column and row are staffed), you must discard the excess.

SPECIAL CASE IN THE LAST DECADE

In the last decade of the game (1810), workers cannot be hired in factories whose goods have already been the featured product and who have already gone through the production phase. This could be useful if the player has an advanced action tile production and wants to use it before the end of the game. This must be planned in advance.

For **example**, in the second cycle (active commodity: clothing), no worker can be placed in a food factory, but workers can be placed in the clothing factories and the other factories.

Without this special rule, you could unfairly create an artificial demand without having to pay wage costs for the hired workers.

Fire a Factory Worker

Send the lowest worker(s) [that you didn’t hire during this action] in a factory to the unemployment pool. You cannot fire workers from a factory’s first production line.

Note: Before firing workers, you may move machines and workers in the factory normally (see icons on player mats for a reminder).

Attention: During this action, you cannot hire a worker to the same factory space from which you just fired one.

Additional Action: Take a Special Tile

(p.29)

3. MACHINES

With this action, use the administrative fee to replace workers with machines according to the option you best qualify for:



- Get 3 machines if you paid an administrative fee greater or equal to the rightmost value.
- If, however, the administrative fee you paid is greater than or equal to the middle value (and less than the value on the right), you get 2 machines.
- If, however, the administrative fee you paid is greater than or equal to the value on the left, you get 1 machine.





Examples: Marion can acquire 2 machines if she places this action tile into a slot £6 or greater (and pays that administrative fee).

Note: The cost of £13 on your Machines action tile is only achievable with a particular development tile.

Remember...

If you reuse this action tile, the £2 reuse fee does not count toward this!

If the administrative fee you paid is less than the first value, you cannot perform the actions on the tile.

If the administrative fee you paid is more than necessary, the excess goes to waste.

Example: Marion placed her Machines action tile in the £4 slot and paid £4 to the bank; she receives only 1 machine: $£4 \geq £3$. The extra £1 goes to waste. Later, she pays £2 to retrieve and reuse the Machines action tile. Again, she plays it in the £4 slot and gets 1 machine, letting £1 go to waste. Note that although she spent £6 (£2 reuse fee + £4 administrative fee), only the administrative fee can be used for the action, so she is not eligible for the £6, 2-machine middle option.

There are advanced versions of this action tile among the special tiles; those versions make it cheaper to acquire machines.



Take the acquired machines from the general supply; immediately place them on occupied cog spaces in one or more factories, replacing the workers there. The workers go to the unemployment pool. Machines remain spaces throughout the game.

Additional Action: Take a Special Tile

(p.29)

4. QUALITY

With this action, use the administrative fee to permanently improve the product quality at one or more of your factories per the action tile. Gain the option you best qualify for:



- If the administrative fee you paid is greater than or equal to the right value, you get 2 quality boosts; you may apply them at same or different factories.
- If, however, the administrative fee you paid is greater than or equal to the left value, you get 1 quality boost.

You cannot boost a factory's product quality beyond +4.

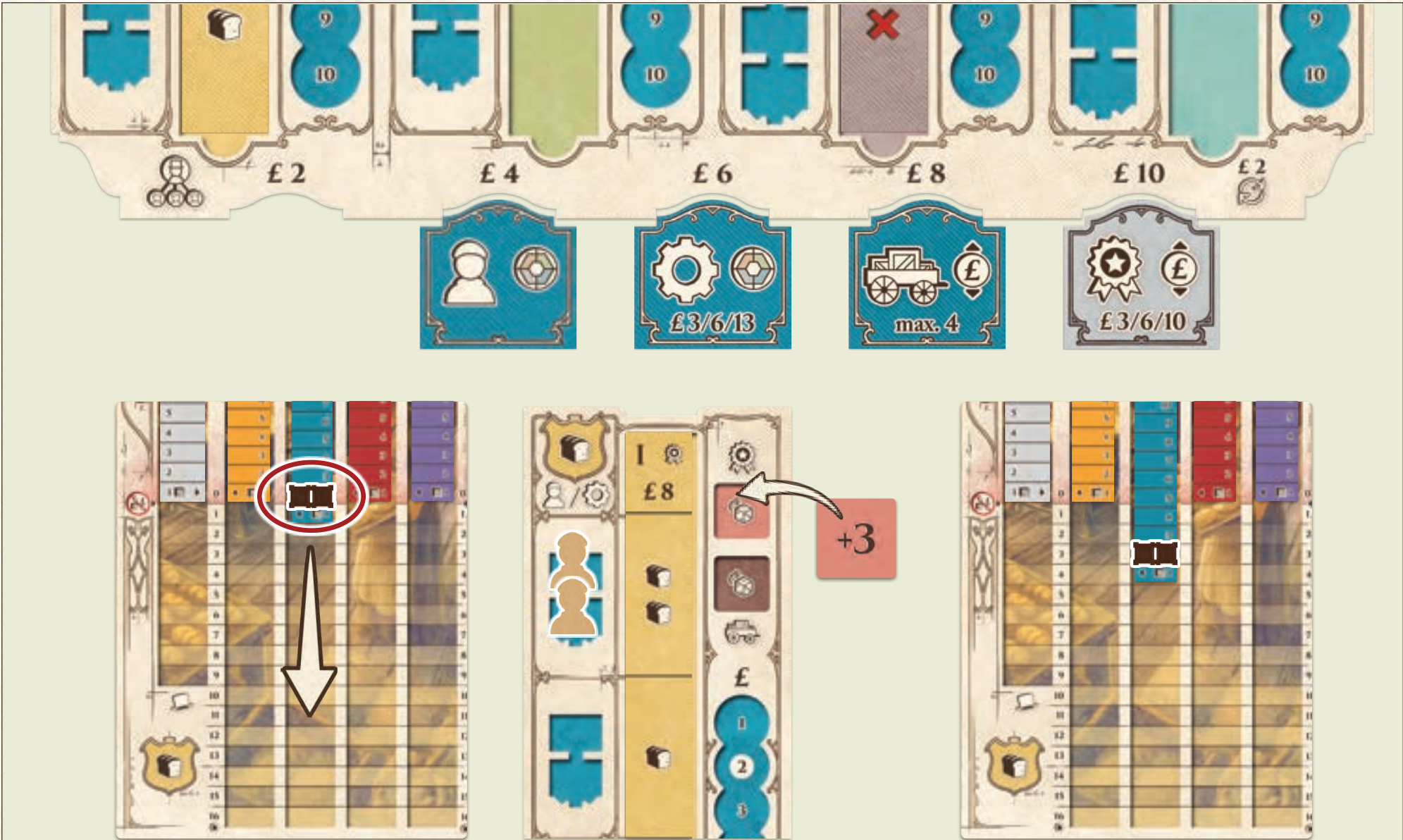
Note: The cost of £12 on your Quality action tile is only achievable with a particular development tile.

Note: The quality dices' +5 and +6 values are only achievable with a particular development tile.

There are advanced versions of this action tile among the special tiles; those versions not only make it cheaper to boost product quality, but also add a third value, which makes it possible to apply three quality boosts in a single action.



For each factory, use a quality dice on that factory to show how much its product quality has been improved. After improving quality at a factory, update the product's appeal accordingly: $a = f + q + m - s$.



Example: Marion pays a £10 administration fee to play her light gray Quality action tile. This grants her +3 quality. She decides to apply all three increases to her food factory, which has had no quality boosts so far. She places a quality dice on her food factory set to +3. This increases the appeal of her food by 3, as well, so she slides her food appeal strip +3.

Additional Action: Adjust Prices

(p.29)



5. MARKETING

With this action, use the administrative fee to temporarily improve the marketing for one or more of your products within the maximum depicted on the tile. Each step of marketing costs the new marketing value from:



- 0 to +1: £1.
- +1 to +2: £2.
- +2 to +3: £3.
- +3 to +4: £4.

You cannot boost a product’s marketing beyond +4.

Example: If Marion wants to improve the marketing for her food products from 0 directly to the maximum value of +4, she would need to spend £10 on the administrative fee (£1 + £2 + £3 + £4). Instead, she chooses to improve marketing for her clothing from +1 to +3, she would need to spend £5 on the administrative fee (£2 + £3), so she plays her light gray Marketing action tile in the £6 slot and £1 goes to waste (she could have spent it to promote another product from 0 to +1, but doesn’t have any currently at 0).

Note: Each product’s marketing becomes less effective (–1) at the end of its cycle (see Housekeeping, p. 35).

Additional Action: Adjust Prices

(p.29)

6. STOCK EXCHANGE

With this action, you may do any or all of the following, but in exactly this order:



1. **Sell products** from warehouse
2. **Repay loans**
3. **Buy or sell shares**
4. **Manage contracts** with the East India Company

Note: You cannot use the profits from this action to pay the administrative fee; as usual, you must pay the fee before performing the actions.

Sell Products from Warehouse

Sell any or all products you have stored in your warehouse, but at each product’s minimum price, which is marked on the price track (**food**: £2, **clothing**: £3, **cutlery**: £4, **lamps**: £5).

Note: Selling products this way is usually a desperate measure when you’ve overproduced; it’s much more profitable to sell domestically in England or by shipping overseas.

Repay Loans (Loan and Emergency Sales, p.37)

You may repay any or all of your £10 loans for £13 each; discard each loan you pay.

Remember...

If you reuse this action tile, the £2 reuse fee does not count toward this!

If the administrative fee you paid is more than necessary, the excess goes to waste.

Example: Marion pays £6 to place her Marketing action tile in the £6 slot. Although she spent £6, her tile has a maximum of £4, so the other £2 goes to waste. She currently has no marketing for any of her products. She could spend the £4 to add +1 to each of her 4 products; or she could spend £3 (£1 + £2) on one to get it to +2, and the remaining £1 to add +1 to a second product.

There are advanced versions of this action tile among the special tiles; those versions allow you to spend more on marketing in a single action.



For each factory, use a marketing dice on that factory to show how much its product is currently being marketed.
After improving marketing for a product, update the product’s appeal accordingly: $a = f + q + m - s$.

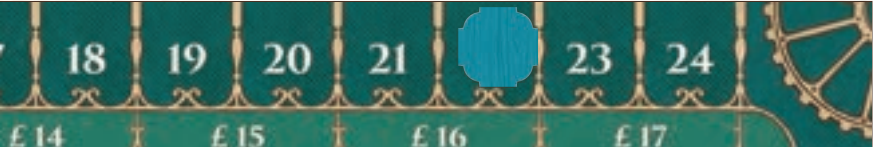
Buy or Sell Shares

Buy Shares

Buy as many shares of your own company as you like from the bank, at your company’s current share value on the share value track (the £ number adjacent to your share price indicator). However, the minimum price you must pay is £10.

Example: If your share value is £6, you must still pay £10 per share you buy.

You are not allowed to buy shares of other players’ companies. Buying shares does not change the share value.



Example: Marion’s share value indicator is on **space 22**, which indicates a share value of **£16**. She can buy shares from the bank for £16 each.

Sell Shares

Sell as many shares of your own company as you like (and have) to the bank, at your company’s current share value on the share value track (the £ number adjacent to your share price indicator). This action does not affect share value.



Example: Marion needs to sell shares to get cash for her next few actions. Her share price indicator is on the **space 9**, which indicates a share value of **£9**. She can sell shares for £9 each; disappointing, since she would have to pay £10 to buy shares right now (see Buy Shares above).

Note: In the End of Game event, everyone gets to buy shares one last time.

Manage Contracts with the East India Company

You may secure contracts to deliver products to the East India Company (EIC) — profits can be high, but failure to deliver will be detrimental to your company’s share value, and the EIC will demand even more crates! For each product, you may place its contract tile on any space of your warehouse board’s contract track, thereby promising the EIC that many crates of that product, **all** of which must be delivered in a **single shipping action**. You can increase the promised amount later, but you cannot reduce it, so choose wisely!



Example: Marion secures a new contract with the East India Company and places her food contract tile on space **6**. In addition, she increases her existing cutlery contract from promising 2 crates to promising 4 crates.

If you expect to fail to deliver (whether due to lack of product or lack of appropriately sized ship), you can at least limit the EIC’s demands: Place your contract limit marker on the same space as your biggest contract, or on the space just to the right of it. No contract can move to the right of this marker.

Alternatively, you may remove your contract limit marker, or move it (placing it as just explained above) during this action.

Note: Although this marker will keep your contracts under control, each time it prevents a contract from moving to the right of this marker, you must move your share price indicator down 2 spaces.

Warning: This action is the only way to place, move, or remove the contract limit marker!

Additional Action: Take a Special Tile

(p.29)

Advanced Version

There is an advanced version of this action tile among the special tiles; it lets you perform the main action (Stock Exchange) and additional action in either order. Also, its additional action is not Take a Special Tile, but rather your choice of either **Workers**, **Machines**, or **Ship**. You perform the chosen additional action as if you'd played **any version** of that action tile you own in **this** action tile's slot. So, for Machines and Ship, you would use the administrative fee you paid for the action tile to pay for the action (see **Machines**, p.19, and **Ship**, p.27).



Example: Heike has an advanced Machines action tile (she played it earlier in the £10 slot). Now she places the advanced Stock Exchange action tile in the £2 slot and sells 1 share as part of the main action. Then she chooses Machines as her additional action. She uses the £2 administrative fee to replace 1 worker with a machine.

Note: She could have done the Machines additional action before the main action.

7. SHIP

With this action, use the administrative fee to ship and sell warehoused products to the East India Company (EIC) to fulfill contracts.

If you have not yet acquired a ship via the Take a Special Tile additional action, you cannot perform this action. This action requires all of the following:



- 1. At least 1 secured contract.
- 2. Ship(s) with enough total cargo space for all of the contracts you intend to fulfill.
- 3. Products in your warehouse to fulfill those contracts.
- 4. An administrative fee greater than or equal to the total cargo capacity of the ships you use.

Example: Marion has a **6-crate** food contract. Marion will need at least **6** crates of cargo space in available ships. Marion must have at least **6** crates of food in her warehouse. Marion must pay at least a **£6** administrative fee for this action.

TIP

The production phase allows you to ship the **featured product for free**, but only the featured product, without using a precious action to play this action tile.



To ship your products to the East Indies, do all of the following:

- 1. Place the ships you wish to use in an empty action slot.
Remember: The administrative fee must be at least as much as the total cargo capacity of these ships!

Example: Marion may use any slot for her 2-crate ship, but her 6-crate ship may only use the **£6, £8, or £10** slot.

- 2. Move your share price indicator —1 space backwards for each ship you use.
- 3. Discard the shipped products from your warehouse.
- 4. Remove the fulfilled contract(s) from your contract track.

Example: Marion plans to fulfill her 4-crate cutlery contract using her 6-crate ship. So, the administrative fee must be at least £6. She places her ship in the **£6** slot and pays £6. She can now ship up to 6 crates of product(s). Marion needed 4 crates of cutlery and a ship capacity of at least 4 for her cutlery contract. This leaves a capacity of 2 available, so she would be able to also fulfill her 2-crate clothing contract. Unfortunately, she must let the excess capacity of 2 go to waste, because she does not have the necessary clothing crates at the warehouse. For using 1 ship, she moves her share price indicator -1 from **22** to **21** — fortunately, this didn't affect her share value... this time.

- 5. Receive the **factory cost (f)** — not your sale price (s) — for each crate delivered for these contract(s).
- 6. Remove ships from the administration spot back to the warehouse board.

Example: Marion owns a level-II Cutlery Factory and thus receives £13 per cutlery crate. For her 4-crate contract, she earns £52.

Additional Action: Take a Special Tile

(p.29)

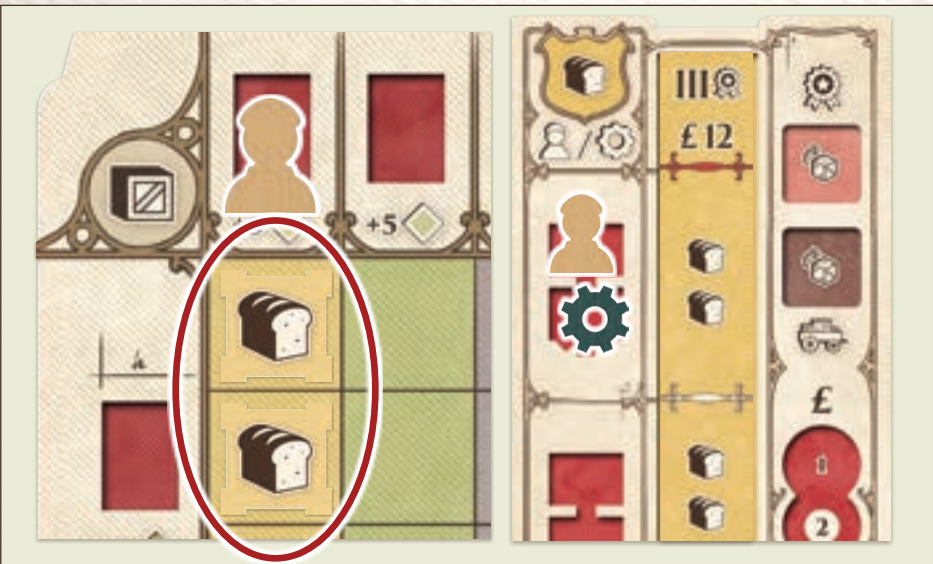
8. PRODUCTION

With this action, immediately produce products in any factory, without waiting for the production phase. In addition to the administrative fee, pay all the worker wages and machine operating costs.

If you have not yet acquired a Production action tile via the Take a Special Tile additional action, you cannot perform this action.

To run an extra production, do all of the following:

- 1. Select **one** of your factories.
- 2. Select how many of its production lines you want to run, in order, always starting with the first. You may only run as many production lines in that factory as you have and as the action tile allows.
- 3. For each production line you run, pay the wages for the workers, and the operating costs for the machines — the same as in the production phase (*see Production Phase, p.31*).
- 4. You must place the produced products in staffed spaces of your warehouse. Products you cannot store in your warehouse go to waste.



Example: Jörg chooses to produce food in his level-III food factory, using just the first production line. He must pay the wages for 1 worker, and £1 for machine maintenance. This produces 2 crates of food, which he must store in his warehouse.

Additional Action: Adjust Prices

(p.29)

Additional Actions

Each action tile enables you to perform a main action, and then an additional action. You cannot perform the additional action before the main action (advanced Stock Exchange action tiles are an exception to this, see **Stock Exchange**, p.25). There are just two types of additional action:

- Adjust prices
- Take a special tile

ADJUST PRICES



With this additional action, you may adjust any or all of your product prices: Set them to whatever you like. For each product you produce, you may do the following:

- 1. Move the price indicator for that product to the sale price (s) you want customers to pay. The space for the minimum product price allowed is marked on the price track (**food:** £2, **clothing:** £3, **cutlery:** £4, **lamps:** £5). The price also can't be higher than the **perceived quality** ($f + q + m$), because this would make your product unappealing: $a = f + q + m - s$.
- 2. Slide that product's appeal strip up or down so the bottom of it covers the space matching your appeal.

Note: If you want to set the sale price higher than 10, flip the price indicator. Add crate markers indicating +10 each, if you want to increase your price further. Remember that the sale price(s) can't be higher than the product's perceived quality ($f+q+m$).

TAKE A SPECIAL TILE



With this additional action, you may take an eligible special tile:

- Development tile
- Advanced action tile from 1760 through the current decade
- Ship from 1760 through the current decade

DEVELOPMENT TILE

You may either **take** any one development tile from the board, or **reassign** a factory-specific development tile you already have.

Explanation of the iconography of each tile can be found in the glossary and on the player aid.

You cannot have more than **4 development** tiles, and you cannot have **2 identical development tiles** (tiles that have equivalent effects, but on different products, are not identical). If you acquire a 5th development tile, return one of the old ones to the board, available for selection again.

A development tile that affects a specific factory (Foreman, Workshop) must be place above that factory (a single factory may have more than one development tile affecting it; just slot the second into the first; you still can only have 4).

As soon as you take a development tile, its effect applies. As soon as you return a development tile to the board (e.g., if you have four, and choose to replace one), its effect expires.

Example: If you return the Small Warehouse to the board, you must store its crates in staffed spaces of your warehouse and discard the excess.



Example: Heike (yellow) took the Extra Shifts development tile after performing the Machines action. Because she had fewer than 4 development tiles, she places it into any slot in the top of her factory board.

Note: You may rearrange development tiles that are not specific to a factory whenever you like (they are slotted just to help you remember that you can only have 4 development tiles); however, if you want to reassign your Foreman or Workshop, you must use this additional action to do so.

ADVANCED ACTION TILE

You may take any one advanced action tile from 1760 through the current decade. These include more effective (light brown) and much more effective (light gray) versions of the action tiles with which you start the game, as well as a new action, Production.

You cannot have **2 identical action tiles** (you may have the same action in your color, in light gray, and in light brown).

SHIP

You may take any one ship from 1760 through the current decade.

When you take a ship, place it at an empty dock of your warehouse board. You cannot have more than **2 ships**. If you acquire a 3rd ship, return one of the old ones to the board, available for selection again. You can only replace a ship with a ship of higher capacity. (You may replace a ship with another even if you still have an empty dock.)

If one or more workers are depicted on the selected ship, immediately move that many workers from the labor market to the ship on your warehouse board as its crew. When you replace a ship with a bigger one, move additional workers so that the larger ship is fully crewed.



Example: Jörg owns a 2-crate ship and a 4-crate ship; the latter has 1 worker as crew. He takes a third ship, a 6-crate one, and puts back the 2-crate ship. He takes 2 workers from the labor pool and places them on the new ship. If he had instead replaced the 4-crate ship, he would have taken only 1 worker out of the labor market to provide the 2nd sailor required by the larger ship.

2-player game: You cannot have more than 1 ship of capacity 4!

E. Production Phase

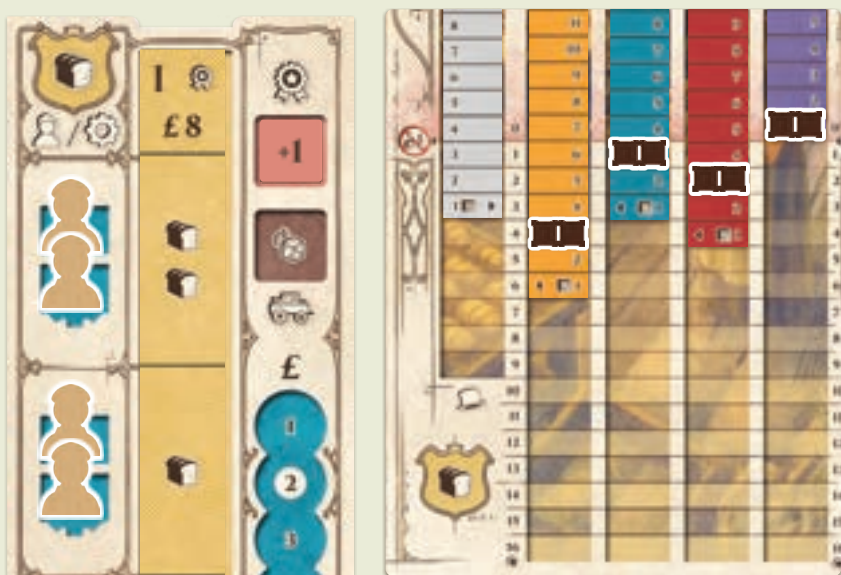
After everyone has taken a turn, all factories for the **featured product** produce. Then, those players may safely sell the featured product domestically, or lucratively fulfill their contracts with the East India Company for that product.

This phase comprises the following steps:

1. Produce and sell
2. Increase share values
3. Pay wages and maintenance costs
4. Marketing weakens
5. Ship the featured product
6. Manage overproduction

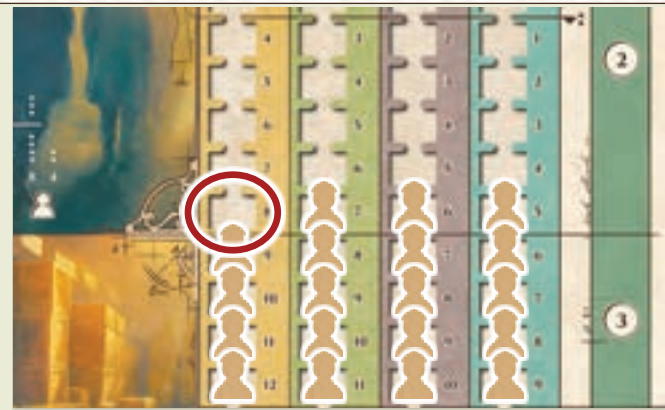
1. PRODUCE AND SELL

- a. Make sure everyone's appeal strips and production quantity markers for the featured product are correct ($a = f + q + m - s$). Then, each **fully** occupied production line produces the number crates indicated beside it.



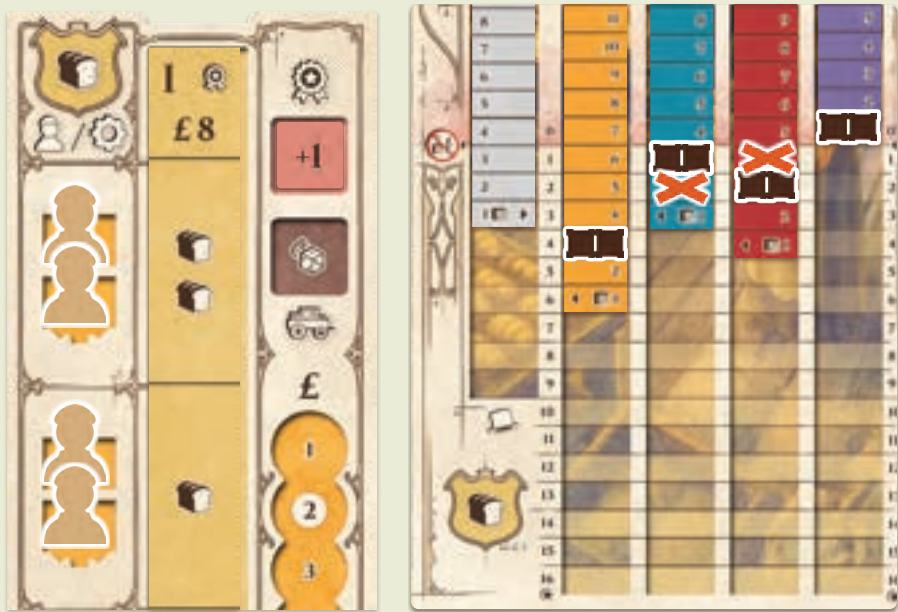
Example: Marion's level-I food factory has all the workers/machines it needs in the first two production lines, and produces $2 + 1 = 3$ goods accordingly. The factory cost (f) £8 + 1 quality (q) + 0 marketing (m) sale price (s) of £6 = 3 appeal.

- b. The total demand for products in England is indicated by the labor market table. In the featured product's column, the first bottommost empty space indicates the demand for the featured product.



Example: There is demand for 8 food in England. The bottommost empty space in the food column of the labor market table is space 8. Thus, there is demand in England for 8 food.

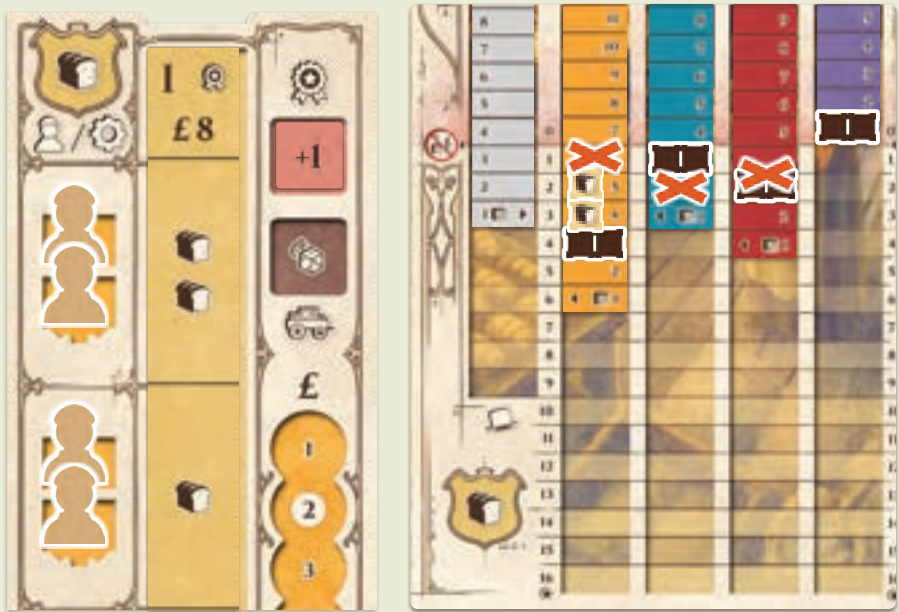
- c. To simplify resolving supply and demand, place the demand limit marker as follows:
 1. Start counting produced crates in the row indicating the greatest appeal, and work your way upward. Each space with a player's appeal strip, up through their production quantity marker (but not above it!) is 1 crate produced. Remember to include the neutral importer!
 2. When your crate tally reaches the demand — or you finish appeal row 0 before demand is met — place the demand limit marker just above that last row.
 3. If demand is met partway through a row, use the following tiebreakers, in the specified order, to see whose products will sell and whose won't in this final row:
 - i. Greater appeal (a) sells first (this might be the neutral importer!).
 - ii. If appeal is tied, players sell before the neutral .
 - iii. If players are tied, greater **actual quality** — factory cost (f) + quality (q) — sells first.
 - iv. If actual quality is tied, all still-tied players get to sell, even though this exceeds demand ("I still can't choose! I'll just buy both.").



The demand for food is 8. The food Heike (yellow) produces has the highest appeal, at 6. Starting at appeal row 6, she counts occupied appeal spaces row by row until the demand of 8 is met (or appeal row 0 is completed), looking at each row in tiebreaker order:

Appeal 6: yellow;	1
Appeal 5: yellow;	+1= 2
Appeal 4: yellow, red;	+2= 4
Appeal 3: red, blue, neutral;	+3= 7
Appeal 2: red;	+1= 8

Red's products are more appealing than Blue's. If demand were 1 greater, Blue's would sell next, because Blue and the neutral importer are tied for appeal, and if that's tied, players sell before the neutral importer.



The demand for food is 8. The food Heike (yellow) produces has the highest appeal, at 6. Starting at appeal row 6, she counts occupied appeal spaces row by row until the demand of 8 is met (or appeal row 0 is completed), looking at each row in tiebreaker order:

Appeal 6: yellow;	1
Appeal 5: yellow;	+1= 2
Appeal 4: yellow, red;	+2= 4
Appeal 3: red, blue, neutral;	+4= 8

Marion (Red) receives £12 in example 2 above, £6 × 2 crates sold. If you had products that didn't sell (whether produced this turn, or that you added from the warehouse), take those crates and keep them in front of you for now.

- d. In turn order, 1 time around, if you just produced the featured product, you may also try to sell the featured product from your warehouse, if you like. Add them above your production quantity marker; however, you cannot add them above appeal row 0.
- e. Using the tiebreakers defined above, meet the demand with supply... including the additional supply of products from warehouses. Earn your featured product's sale price (s) for each crate sold.

Example: Heike (blue) sold 1 crate of food in Example 2 of Fig. 11b; however, she produced 4 crates of food. So she takes 3 crates from the supply and places them in front of her.

Note: The only choice anyone makes in this step is how many warehoused crates of the featured product to try to sell in addition to what they produced. Everything else is automatic. You cannot choose to earmark part of this decade's production to ship overseas; England's demands must be met first!

Note: Until all players are sufficiently experienced with this to evaluate it at a glance, we urge you to step through this procedure, so everyone can clearly follow how it works.

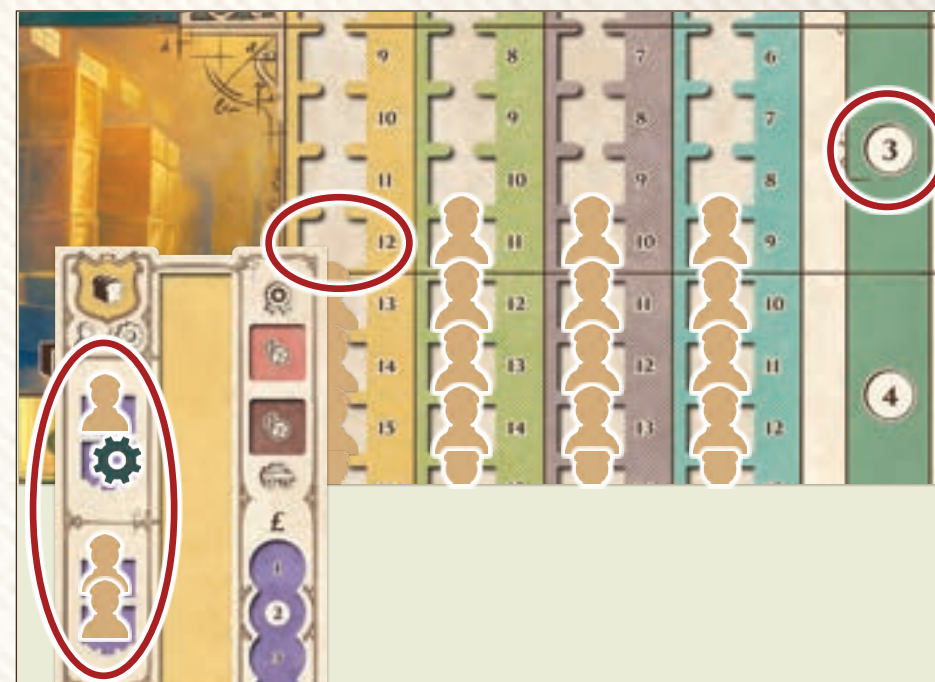
2. INCREASE SHARE VALUES

Only the players who produced and sold the featured product increase their share values as follows:

- If you sold 1 crate, move your share value indicator +1 space. If you sold 2 crates or more, move +2 spaces.
- If you sold any crates, and your featured product has the single highest appeal (including the neutral importer's), +1 space. If it's a tie, nobody gets this reward.
- If you sold the single most crates just now (including the neutral importer), +1 space. If it's a tie, nobody gets this reward.

Example 1, continued: Heike (yellow) moves her share value indicator +3 spaces: +2 because she sold at least 2 crates in England, +1 for the most appealing goods, but she and Jörg (red) tied for selling the most crates, so neither of them gets that reward. Marion (blue) gets just +1 space for selling 1 crate, Jörg (red) gets +2 for selling at least 2 crates.

Example 2, continued: Marion (blue) gets +2 for selling 2 crates: 1 in the normal sale explained above, and 1 directly to her Patron development tile. Heike (yellow) gets +4 because she has sold at least 2 crates (+2), has the most appealing product (+1), and sold the most, thanks to selling that 4th good from her warehouse (+1). Jörg advances two spaces because he sold at least 2 crates.



Example: Cristof has 3 workers and 1 machine in the featured product's factory and has to pay a total of £10 to the bank, due to the going wage being £3 (3 × £3 + 1 × £1 maintenance cost for the machine). Note: In this example, bread was used but each time workers must be paid for every featured product.

3. PAY WAGES AND MAINTENANCE COSTS

- Pay the going wage to each and every worker in the factory for the featured product, regardless of whether their production line produced anything. The going wage is to the right of the bottommost empty space in the labor market.
- Pay £1 for each machine, to maintain it in the factory for the featured product, regardless of whether their production line produced anything.

4. MARKETING WEAKENS

The efficacy of marketing for the featured product weakens:

- If the product marketing (m) was greater than 0, reduce it by 1.
- If the product marketing (m) is now 0, simply remove the marketing dice.
- Slide the product appeal strip —1 so the bottom of it covers the space matching its new appeal: $a = f + q + m - s$.
- If this would make your product's appeal (a) less than 0 (i.e. —1), you must move your share price indicator —1, and then reduce your product's sale price by 1 to bring the product's appeal back up to 0: $a = f + q + m - s$.

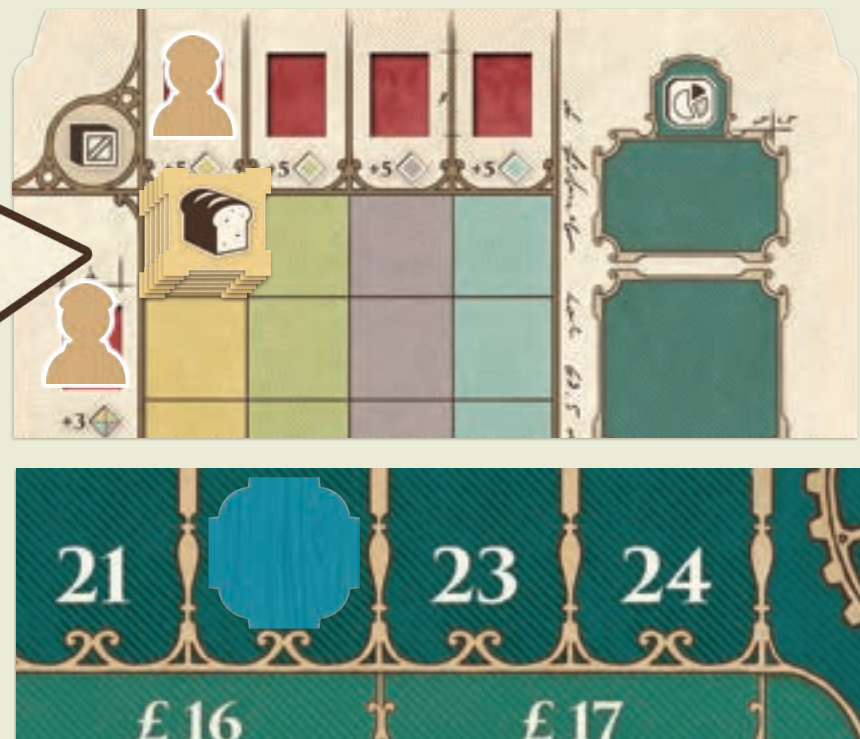
5. SHIP THE FEATURED PRODUCT

You may now fulfill your contract for the **featured product**, if all 3 of the following requirements are met.

1. You have secured a contract for the featured product.
2. Your ship(s) collectively have adequate cargo space to fulfill that contract.
3. Sufficient crates of the featured product are in front of you and/or in your warehouse to fulfill the contract.

The process is nearly the same as for the Ship action (see **Ship**, p.27), but you don't need to place any ships into action places, and you don't need to pay an administrative fee, and there's an extra step at the end:

1. Move your share price indicator —backward 1 space for each ship you use..
2. Discard the shipped products from in front of you and/or your warehouse.
3. Remove the fulfilled contract from your contract track.
4. Receive the **factory cost** (f) (not your sale price(s)) for each crate delivered for this contract.
5. Everyone with an unfulfilled contract for the featured product must advance it 1 space on their contract track, thus increasing the number of crates they must deliver. If doing so would move it past **10** or past the contract limit marker, do not advance the contract; instead, move your share value indicator —2. If you have no contract for this product, simply skip this step.



Example: Jörg fulfills his contract for 6 food and ships it with his 2 ships with a total capacity of 6. His food factory is level I, so he gets £8 for each crate shipped. Thus, he earns a total income of $6 \times £8 = £48$. Because he used 2 ships, he moves his share value indicator -2 from **24** to **22**, which reduces his share value from **£17** to **£16**.



Example: Jörg has not fulfilled his contract for 4 crates of food. The contract increases to 6 crates that he must deliver. Because he only has a 4-crate ship, he must get a larger or additional ship, too!

6. MANAGE OVERPRODUCTION

- a. Store crates remaining in front of you in staffed spaces for the featured product in your warehouse (see **Workers**, p.22).
- b. If you don't have enough staffed spaces, discard the excess.

F. Housekeeping Phase

At the end of each of the first three cycles (**food**, **clothing**, **cutlery**), do the following:

- Return the current economy tile to the box, exposing the next tile.
- Pass the start player marker to the left, and begin the next cycle.

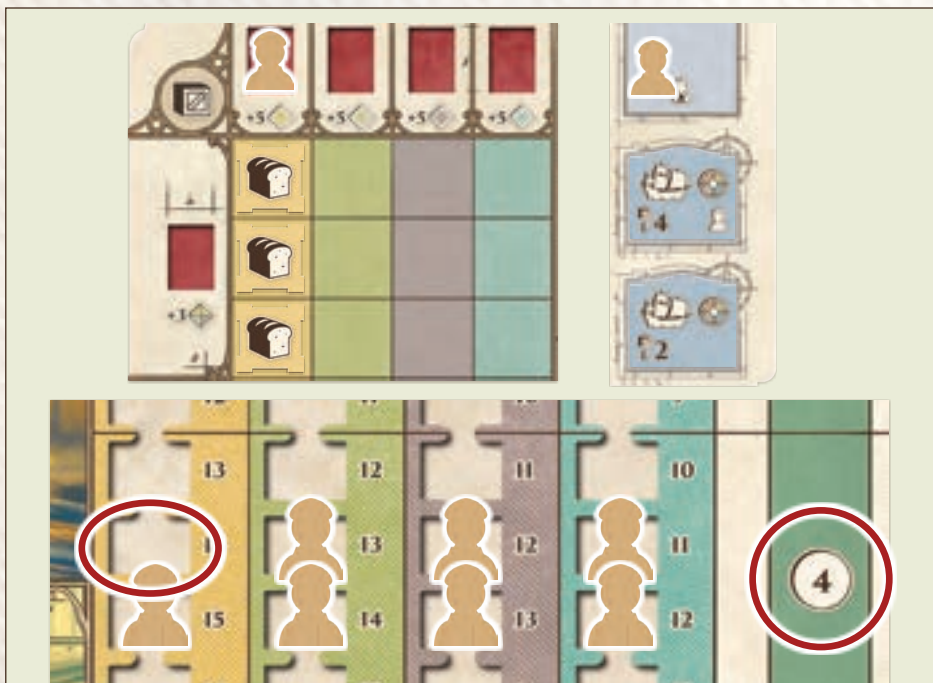
At the end of the fourth cycle (**lamps**), skip this phase and move on to the **End of the Decade**.

2. End of the Decade (cf. 16)

Return the current economy tile to the box, exposing the next tile, which is an event tile.

1. PAY WAREHOUSE WORKERS AND SHIP CREWS

- As depicted on the back of the event tile, pay the going wages to all workers in your warehouse and on your ships.



Example: Jörg has 1 worker on his 4-crate ship; the 2-crate ship does not need a worker. He pays the going wage of £4 to the ship's crew, as well as to his warehouse worker. His total costs are £8.

- After** paying the wages of your warehouse workers and ship crews, you may return ships to the board (sending their crew to the unemployment pool), and/or fire warehouse workers (sending them to the unemployment pool).
- If you fired warehouse workers, you must rearrange the crates in your warehouse, respecting the product types. If you don't have enough space, discard the excess.

2. APPLY EVENT

- If there is still an old event tile visible (with an ongoing effect), return it to the box and undo its effects.

Exception: Bureaucracy stays in effect the rest of the game.

- Flip over the new event tile and apply its effects (see **Glossary**, p. 45).
 - If the event is Bureaucracy, after applying its effects, reveal the event tile on the reserve space, and apply its effects, as well.
 - If the decade is 1790, and Bureaucracy has not been revealed, after applying the event tile's effects, reveal the event tile on the reserve space (Bureaucracy), and apply its effects, as well.
 - If the event tile is End of the Game, move on to **End of the Game** (see p.38).

3. SELECT START PLAYER

The player with the least valuable stock portfolio (shares $\times$ share value) chooses the start player for the next decade. If it's a tie, the tied player with less cash chooses. If still tied, the tied player latest in turn order chooses.

You may choose the current start player as the new start player.

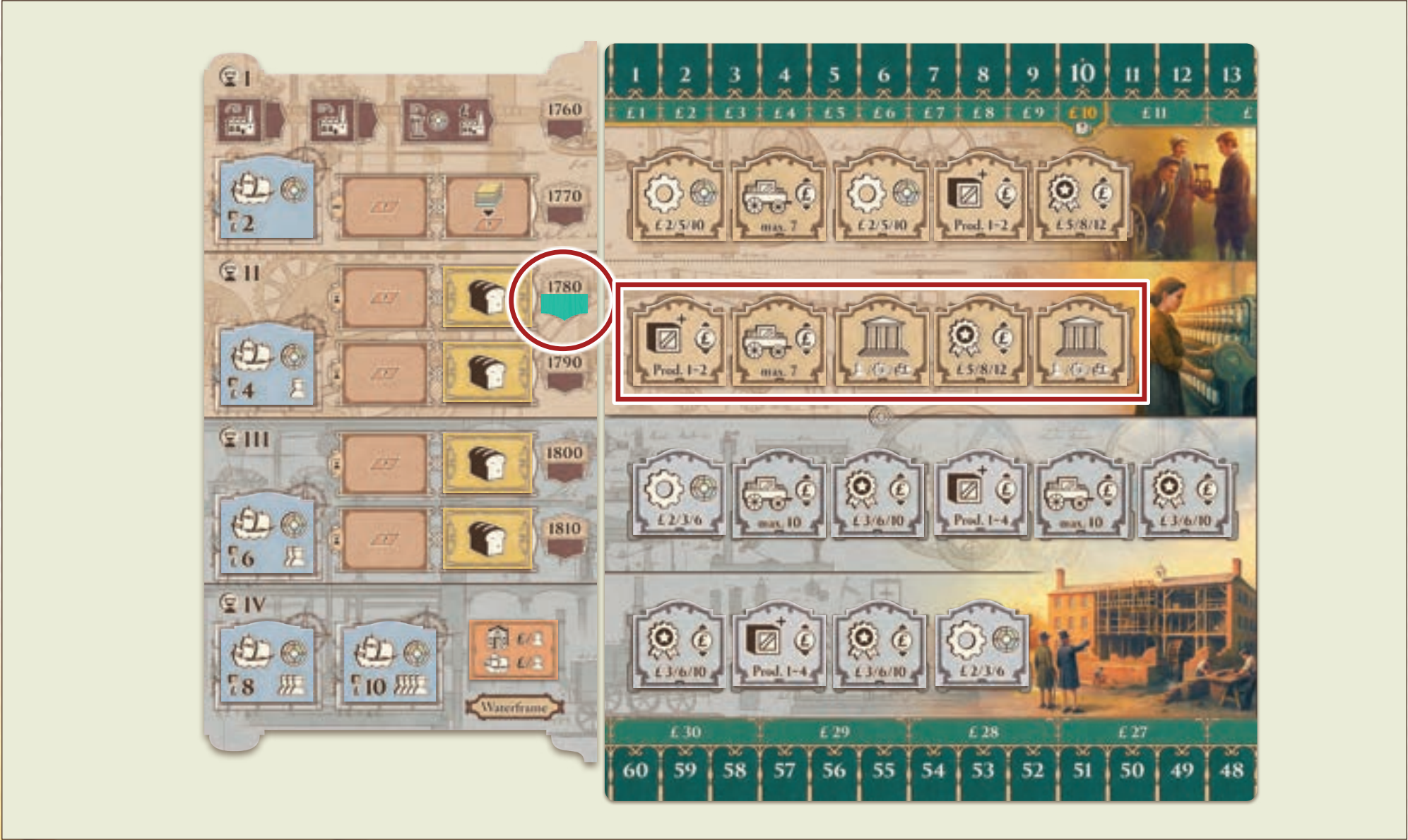
4. RETRIEVE ACTION TILES; NEXT DECADE

Retrieve all of the action tiles you have slotted into the bottom of your factory board. They are all available to use next decade.

If you used the Press Attaché or the School during the decade, remove the machine token. **DO NOT remove machine tokens from the Inventor nor the Tinkerer.**

Advance the timetable indicator to the next decade.

At the end of decade 1770, the game switches to development level II and the timetable indicator on the development board is advanced. The tiles of line II (1780-1790) are now available.



III. Loans and Emergency Sale of Shares

If you don't have enough cash to pay for something mandatory, then you must either take out a loan or make an emergency sale of shares. However, you may do this whenever you like, so no action is ever truly unaffordable....

Emergency Sale of Shares

When you make an emergency sale of shares, you may only sell enough to afford the cost you must pay or the action you have chosen to take.

This emergency sale of shares has a negative impact on the share value. For each share you sell in this way, your share value indicator moves down as many spaces as the tens digit of the share value indicator's space. First, look at the tens digit, then sell the shares, and finally move the share value down that many spaces per share sold all at once.



Example: Marion's share value indicator is on space **28**, which indicates a share price of **£19**. She is making an emergency sale of 2 shares for a total of £38 ($2 \times £19$). Her share value indicator moves -2 per share sold, because the tens digit of 28 is 2. $2 \times -2 = -4$, so her share value indicator moves from **28** to **24**, reducing her share value from **£19** to **£17**.

Loans

If you have no shares, you can take out a loan. Each loan gets you £10 now, with an obligation to pay back £13 later. Crucially, you cannot buy shares until you have paid back all your loans, and you can only pay back loans with the Stock Exchange action.

For each £10 you borrow, place one of your shares from the bank along the share value track, and move your share value indicator down as many spaces as the tens digit of the share value indicator's space (if your share value is below £10, move down 1 space for each loan). First, look at the tens digit, then take the loans, and finally move the share value down that many spaces per loan taken all at once.

IV. End of the game

The game ends after the End of Game event is complete.

As indicated on the event marker, everyone gets to perform a Stock Market action, which allows you to sell warehouse products at their minimum price, as usual, repay loans, and then buy as many shares as possible.

Example: Marion's share value is £24 at the end of the game because her share price indicator is on space **41**. She already owns 16 shares and still has £84 in cash. In the final Stock Exchange action, Marion buys 3 shares for a total price of £72. Now she has 19 shares, and £12 in cash.

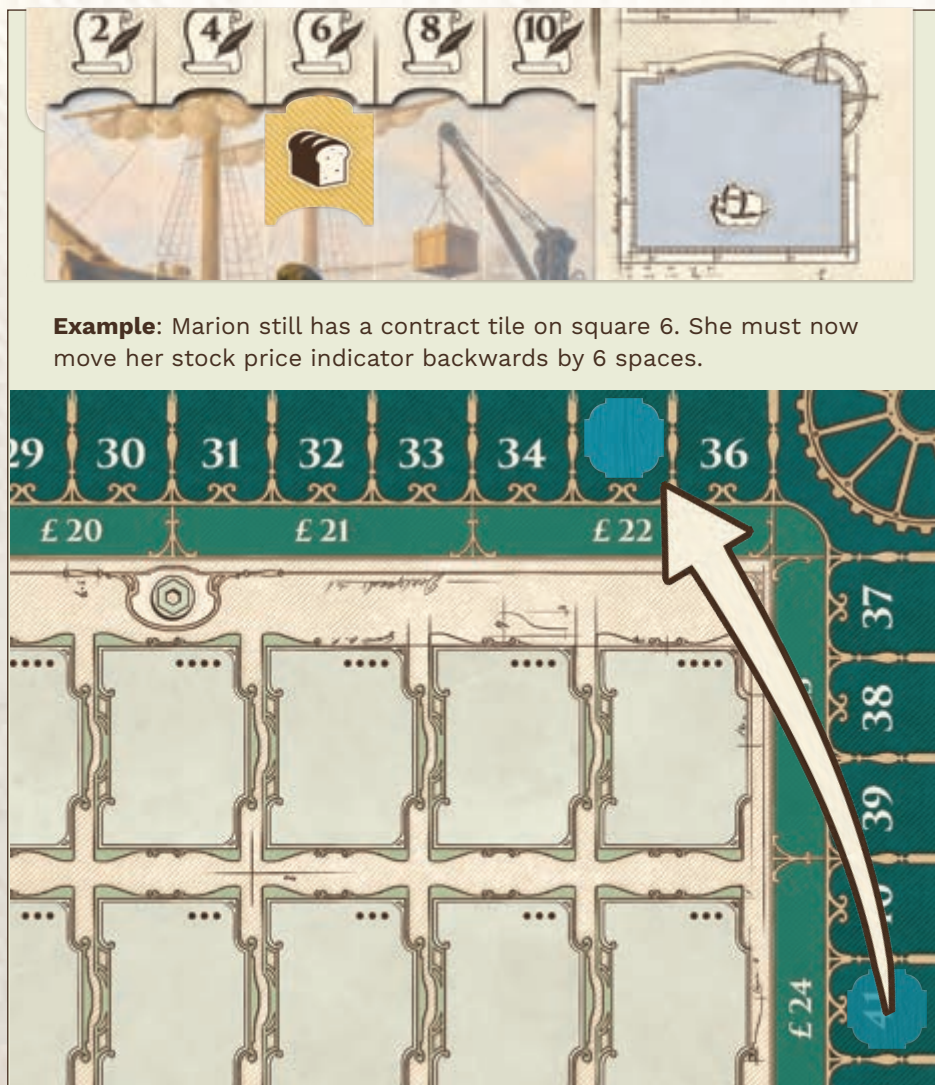
Then, determine who won the game:

- If you still have unpaid loans, you immediately lose.
- For each unfulfilled contract, move your share value indicator back a number of spaces equal to the crates promised (i.e. the contract's space number).

- Determine the value of your stock portfolio: shares $\times$ share value.

Example: Marion bought 3 shares at the share price of £24 each in the final Stock Exchange action, and now holds a total of 19 shares at the end of the game. Her share value indicator was on space **41**; however, because she was unable to fulfill her contract with a value of 6, she had to move her share value indicator down to space **35**. The value of her shares is now just **£22**. Marion's stock portfolio is worth $19 \times £22 = £418$. If Marion had not committed to that contract, her worth would have been $19 \times £24 = £456$.

- The player with the most valuable stock portfolio wins the game. In the event of a tie, the tied player with the most cash is the winner. If a tie persists, compare the share prices of the tied players; the one with the highest share price wins. Should there still be a tie, the player with the highest sum of all factory levels is the winner. In the rare case of a continuing tie, all tied players share the victory.



V. Variants

A. Spinning Mule Variant (Short game)

This is a variant for **Arkwright** players short on time, rather than playing 2 decades in each era (I–III), you play just 1 decade of each era:

- 1760 (setup)
- 1770 (I)
- 1790 (II)
- 1810 (III)

This roughly halves the duration of the game.

In general, all of the usual rules apply, with the exceptions explained hereafter.

Setup (1760)

GAME BOARDS AND GENERAL SUPPLIES

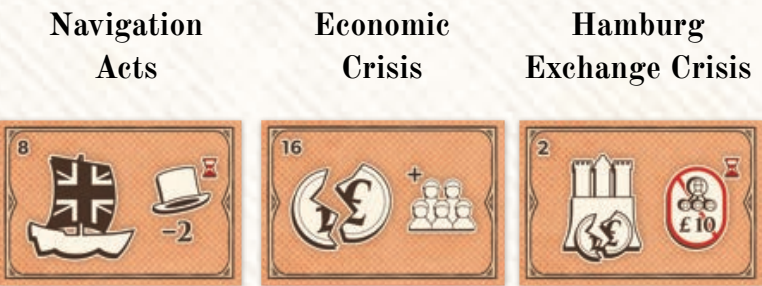
Use the side of the timetable with **3** decade rows (Spinning Mule).

Timetable: Events

Return the event tile **Opium War** to the box.

Place the **Game End** event tile face down on the event space for **1810**.

2-Player Game: Return the following **event tiles** to the box:



Place the **Bureaucracy** event tile and **3 other random event tiles** face up on the table for everyone to study. Return the rest of the event tiles to the box unseen.

Once everyone is ready, pick up the **3** random event tiles, **return 1 to the box** unseen (*not Bureaucracy!*), and place the remaining **2** face down on the table.

Flip **Bureaucracy** face down and **shuffle it with the 2 other face down tiles**. Keeping them face down, use them to fill the event spaces for **1770**, **1790**, and the reserve space.

Timetable: Ships

Place a number of each capacity of ship on their matching spaces as indicated in the following table (and in their spaces on the board):

Ship Capacity	2 players	3 players	4 players
2	4	3	4
4	2	3	4
6	-	3	4
8	-	-	-
10	-	-	-

Product Appeal: Importers Advertise

- 2-player game:** Place each **neutral importer appeal** strip at **2** appeal.
- 3-player game:** Place each **neutral importer appeal** strip at **1** appeal.
- 4-player game:** Place each **neutral importer appeal** strip at **0** appeal.

Special Tile Board

Advanced Action Tiles

Place two brown ‘Production’ advanced action tiles. Place one gray ‘Production’ advanced action tile in the 1790 space and one in the 1810 space. In a two-player game, place only one brown tile and one gray tile in the 1810 space. Fill the remaining spaces according to the Waterframe setup rules.

Development Tiles

Return all Agent in the Colony (1) and Small Warehouse (9) tiles to the box.

- 1. Three development tiles (Charisma (4), Press Attaché (13), Inventor(6)) have designated spaces. Find these tiles and place them face up on their spaces.
- 2. Fill the rest of the development tile spaces (for your player count) with random face-up development tiles, one per space. The board will end up with 7 tiles per player, including Charisma, Press Attaché, and Inventor.

PLAYER BOARDS

Each player performs the following additional steps:

- Return the 4 contract tiles (1 for each product: food, clothing, cutlery, lamps) to the box.
- Return the contract limit marker to the box.
- Take one 2-crate ship from the round track board; place it at an empty dock of your port board.

Gameplay

Virtual Small Warehouse

When performing the Production action, and in the production phase, you can store goods as if you had a Small Warehouse. This virtual Small Warehouse does not count toward the 4-development-tile maximum; you can still have 4 physical development tiles. Remember: The Small warehouse allows you to store 5 crates at a time.

Ship Without a Contract

There are no contracts in this variant, so you do not need to have a contract with the East India Company to ship products overseas. If you overproduce in the

production phase, or want to ship products from your warehouse as an action, you merely need to have sufficient ship capacity.

You may use any Ship in your possession that is available, i.e. face up (colored side up). When you use a ship, flip it face down (gray side up) to show that it’s unavailable. You cannot use unavailable ships. You must first ready them with the Stock Exchange action.

Action Phase

Action: Stock Exchange

The Stock Exchange action also readies all your ships: Flip them all face up again, so the gray side is down.
Note: There is no other way to ready an unavailable ship!

Additional Action: Take a Special Tile

Ships on the round track board are always face up. When you buy a ship, it is available. However, if you exchange an unavailable ship for a larger ship, keep it on the colored side (available), and put it at your dock; flip the old ship face up and put it on the round track board.
2-player game: Neither player can have more than one 4-crate ship.

End of the Decade

Pay Warehouse Workers and Ship Crews

Only **after** paying the warehouse workers and ship crews their wages, you may return ships to the board, sending their crew to the unemployment pool, and/or fire warehouse workers, sending them to the unemployment pool.

Ships you return this way flip face up (available), even if they were unavailable on your warehouse board.

B. East India Company Module

This module adds variety to the game for experienced **Arkwright** players. You can integrate it into both the regular game and the Spinning Mule (short) game.

The commodities from the colonies improve the products in England with novel raw materials such as sugar, cotton, or porcelain, never before available in such large quantities. Anyone involved in the trade of these commodities can become very influential!

The value of your stock portfolio (shares $\times$ share value) is only part of your score now. You also score your influence worth in each commodity on the EIC board, which is its price $\times$ your multiplier for that commodity. All of the usual rules apply, as well as the additions explained hereafter.

Setup (1760)

GAME BOARDS AND GENERAL SUPPLIES

EIC Board

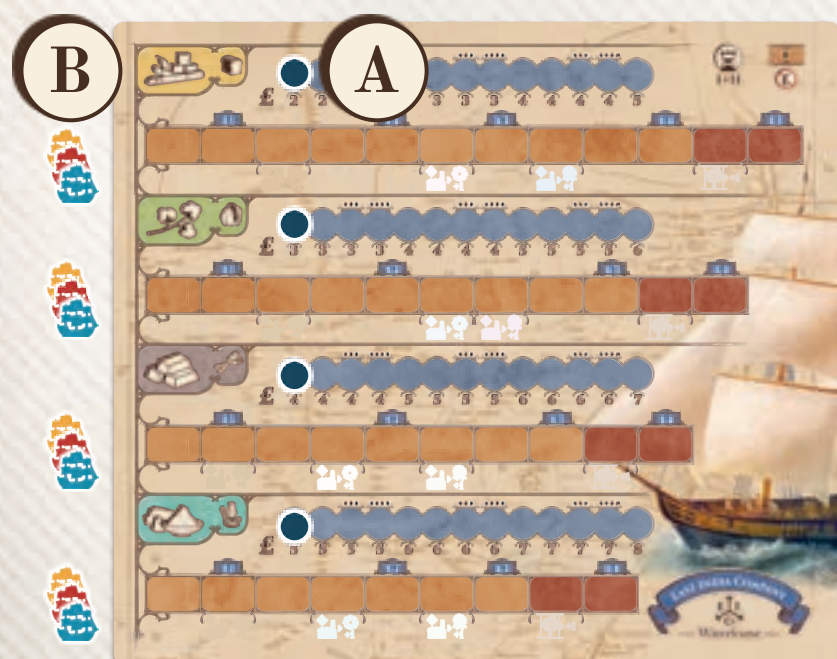
Lay out the East India Company board with the correct side up for your variant: **Water Frame** (normal game) or **Spinning Mule** (short game).

On each commodity price track (sugar, cotton, silver, porcelain), place a commodity price indicator on the first space (lowest price) **(A)**.

Player Boards

Each player takes:

Place 1 Influence marker beside each track **(B)**. (Your first step will be a jump onto the board's first space; there is no "0"-Space on the board!).



Gameplay

PLAYING A DECADE

Playing a Cycle

Commodity Phase (after the production and sales phase, before end of cycle)

In turn order, one time around, each player performs the following steps:

1. Choose a commodity on the EIC board. It does not have to be the commodity that corresponds to the featured good of the current round.
2. You must advance your influence marker on that commodity influence track 1 space for free — if it is not 1800 or 1810 in a Waterframe game.



Important

Your influence marker cannot end its move on an occupied brown space (the final 2 spaces of each track). If the free step would cause this to happen, you must either pay to advance further (see below) or not advance at all.

3. You may pay to advance any number of additional spaces on the **same** track. The price per additional space is indicated by the commodity price indicator.

Remember: Your influence marker cannot end its move on an occupied orange space.

4. If you paid to advance further spaces, no matter how many spaces, advance the commodity price indicator exactly 1 space [total]. Skip spaces that are marked for higher player counts.

Example: In a 3-player game, Jörg (yellow) has already reached the penultimate space of the cotton track.



Heike (blue) now chooses the cotton track. First, she should take 1 step forward for free, but that would put her on the orange space occupied by Jörg's influence marker. Rather than not advance it at all, she immediately buys another step for the current price of £4, and thus reaches the ultimate space of the track.



Both orange spaces for cotton are now occupied, so Marion (red) can go no higher than the ×3 space, and Jörg can no longer reach the ×4 space.



Heike then advances the commodity price indicator to the £5 space, skipping the 4-player-game 4 space.

Note: You are allowed to choose a commodity where you can't move, even if you have other options. Then just skip the movement.

If your influence marker advanced, or is already as far as it will ever get, receive any 1 bonus depicted beside or before its space.

The following bonuses are depicted along the track:

An additional level of marketing (m) for **any** product, regardless of the cost of that level, respecting the usual rules.

Replace 1 worker in the depicted factory with a machine, respecting the usual rules.

Sugar:	Cotton:	Silver:	Porcelain:
Food	Clothing	Cutlery	Lamps

An additional level of quality (q) in the depicted factory, respecting the usual rules.

An additional step on the share value track.

Example: Marion (Red) advances on the track for silver. She can decide whether to replace a worker with a machine in her cutlery factory, or to increase any product's marketing by 1, within the usual limits.



Heike (blue) also chooses silver, where she has access to every bonus. Will she choose an additional level of quality for her cutlery factory? ... or advance a step on the share value track? Maybe she'll mechanize a job at her cutlery factory. Perhaps she'll market one of her products a little more.

Clarifications on bonuses:

You only receive exactly the specified benefits. Bonuses do not count as performing an action, so you can't use any improvements or modifications; however, passive effects still apply.

Examples:

- 1. You cannot apply your Patent development tile when you choose the additional marketing level.
- 2. If someone else chooses the machine, and you have the Machine Works development tile, you receive the usual payment from the bank.
- 3. You can't boost a factory's quality to +5/+6 without the Engineer development tile.
- 4. If you have a School you may replace workers that are removed by machines.

End of the Game

Evaluate your stock portfolio as usual:

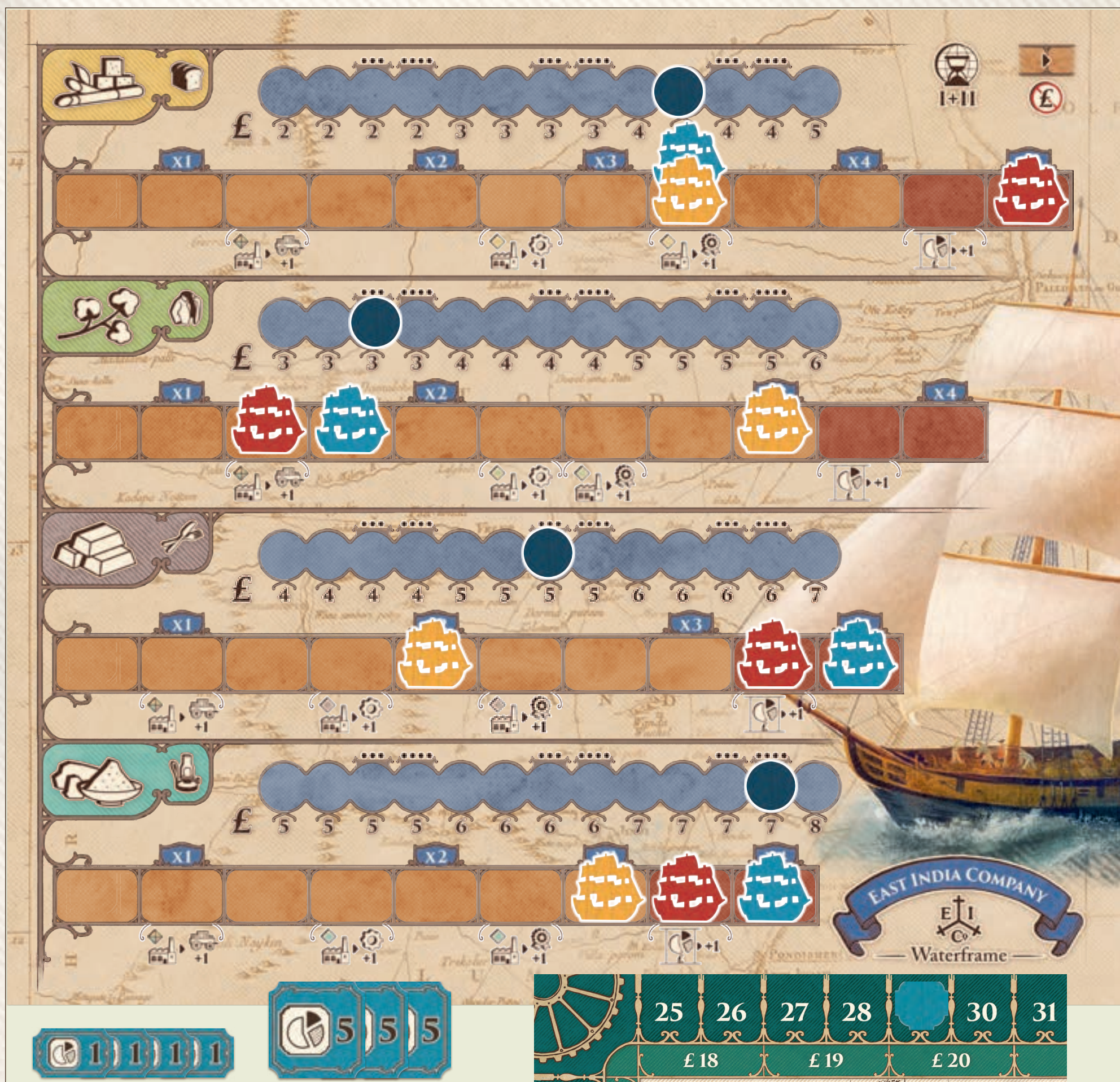
- a. If you still have unpaid loans, you immediately lose.
- b. For each unfulfilled contract, move your share value indicator back a number of spaces equal to the crates promised (i.e. the contract's space number). (Spinning Mule game: Skip this step.)
- c. Determine the value of your stock portfolio: shares × share value.

But then add your influence worth for the four commodities:

- d. For each commodity on the EIC board, determine your influence worth: The commodity's price × your multiplier for that commodity, as determined by your influence marker. Add these four values to your stock portfolio.

And finally, determine the winner:

- e. The player with the highest value stock portfolio wins the game. In the case of a tie, resolve it in the normal way (p. 38).



Example: Jörg (yellow) has 19 shares and a share value of £20, so his stock portfolio is worth £380 (19 × £20). The commodities on the EIC board have the following prices, and Jörg has achieved the following multipliers:

Sugar:	£4 × 3 = £12
Cotton:	£3 × 3 = £9
Silver:	£5 × 2 = £10
Porcelain:	£7 × 3 = £21
	£52

His total is £380 + £52 = £432.

C. Asymmetrical factories Module

With this variant, instead of the usual average products, mass-produce inexpensive products or exclusive, elaborate luxury products.

All of the usual rules apply and the additions, explained hereafter.

Setup (1760)

Player Boards

In addition to their 16 regular factory strips, each player takes the 12 factory strips of their color. These show a mass-production on one side and luxury production on the other side in technical level I, II and III for each type. There are no level IV factories of these.



Gameplay

Action Phase

Open A Factory

When you open a factory in Setup or as part of a Factory Action, decide whether you want to make the normal average products in that factory, or choose a different strategy.

If you want to make luxury (A) or mass-production (B), place a factory strip whose ribbon side depicts the strategy you choose.



Note: In a factory action, you only place workers in the first production line as usual.

Perform the rest of the setup or Factory action as usual, i.e. choose a price for your goods and place an appeal strip on the market board accordingly.

Clarifications for Factory Action

When you modernize a factory, it retains the same strategy (normal, luxury, mass-production). With the modernize option of the factory action you can not upgrade or downgrade the factory strategy, but only improve the technical level, i.e. luxury I → luxury II; mass-production II → mass-production III, etc.

The only way to change strategy of a factory is to shut it down and open a new one. When you close a factory, return all machine tokens to the

supply and the workers to the unemployed worker space as usual. All marketing and quality improvements are lost.

You may open a factory of the current technical level according to the decade, regardless of the technical level of the factory that you have closed. As an exemption to the usual rules for the factory action, you may open a factory in the same turn for the same type of goods and even of the same technical level, but with another strategy.

Example: Jörg runs a mass-production factory for lamps of technical level I. It is the decade of 1790. Thus, the current technical level is II. Jörg shuts down his lamp factory, returns all workers to the unemployed worker space and any machines to the supply. He withdraws the dice for marketing and quality. Then he opens a luxury factory for lamps of technical level II (the current technical level) and takes workers for the first production row from the labor market. As usual he chooses a price for his lamps and adjusts the appeal on the market board accordingly.

Any workshop or Foreman can stay at the according slot above the factory.

Mass-Production Factory

Factories that mass-produce cost less to build (lower f) and create more products per production line.

Luxury Factory

Factories that produce luxury items cost more to build (higher f) and create fewer products per production line. Without the first 2 production lines fully occupied, the factory will produce nothing (unless you have the Extra Shift development tile)!

However, you still place the appeal strip on the market board and choose a price for your goods. As you do not produce any goods, do not place a production quantity marker on the appeal strip.

Remember: You must pay wages for workers in factories of the featured good in the production phase, even if they are not able to produce any goods.

VI. glossary

A. Development Files



AGENT IN THE COLONIES 1

Negotiation skills and contacts in the right places are always useful.

This tile allows you to fulfill a contract using 1 crate more or fewer than indicated by the contract tile's space on the contract track. You must utilize sufficient ship

capacity to transport the actual number of crates you ship!

Agent in the Colonies can be used for several contracts at the same time.

Example:

Jörg has a contract for food on space 4. With an Agent in the Colonies, he can fulfill this contract with 3 or 5 crates of food. He chooses 5. He has a 4-crate and a 2-crate ship, so he must use both ships. Jörg has another contract for 2 crates of clothes, which he also fulfills in the same action by shipping just 1 crate of clothing from the warehouse with the remaining ship capacity.



BROKER 2

Those who know the stock market grab shares at the most opportune moment.

Any time you have the opportunity to use the Take a Special Tile additional action, you may instead return this tile to the special tile board to buy 1 or 2 shares at half price. Determine the share value,

calculate the total price for the purchase, then pay half, rounded up.

Example: Your share value is £19. So, if you buy 1 share using the Broker, you pay £9.5 → £10. If you buy 2 shares, you would pay £19.



ACCOUNTANT 3

Creative accounting makes you flexible.

When you play an action tile, the Accountant allows you to pay up to £2 more or less for your administrative fee.

Examples:

You place the Worker action tile in the £2 slot and pay £0.
You place the Marketing Max. 7 advanced action tile in the £8 slot and you pay £7, so nothing goes to waste.
You place the Quality action marker tile in the £10 slot and pay £12, so you can take full advantage of it.



CHARISMA 4

With charisma you can get your way.

During the Select Start Player step of the End of the Decade (or when the starting player moves clockwise), the player with the least valuable stock portfolio must ask you if you would like to choose the start

player, instead. If you do, return this tile to the special tile board, then take a different eligible special tile:

- Development tile
- Advanced action tile from 1760 through the current decade
- Ship from 1760 through the current decade



DEVELOPER 5

An experienced developer can save you a lot of money in construction costs.

This tile allows you to build and modernize factories at a £5 discount per product. Thus, you save a maximum of £20. After the action, return this tile to the special tile board.

You may only use the Developer once for each factory type, even if you modernize the factory several times in the same turn.

You can combine the Developer and the Inventor (see Inventor, p.46).

Example:

In 1800, you already have a level-III lamp factory. With the Developer, you can modernize this factory to level IV and with the Inventor, you only have to pay £15 (instead of £20). You also have a level-II food factory and modernize it at the same time to level III, you will only pay £7 (instead of £12), thanks to the Developer. You could also immediately modernize the factory again to level IV with the help of the Inventor, but you would have to pay the full price (£14), because you already used the Developer on this factory.



INVENTOR 6

Be one step ahead of your competition with early access to cutting-edge technology.

With the Inventor, you may modernize factories, and take advanced action tiles and ships of the next development level; however, you cannot directly open a factory of the next development level

When you take this tile, immediately pay £5 for its later use. If you use it to take an advanced action token / ship / factory of the next stage of development, immediately decide whether you want to return the Inventor to the special tile board or pay £10 to keep it. After the second use, you must decide whether you want to give it up or pay £15 to keep it. After the third use, you must decide whether to give it up or pay £20 to keep it. After the fourth use, you must return it to the special tile board.

After each use, place a machine token on it to show how many times you have used it.

If you take a 5th development tile and choose the Inventor as the one you return to the special tile board, you get no refund for the investment you made to keep it.

Note: Although this tile does not allow you to open a next-level factory directly, you can build a factory of the current level, and then use this tile to modernize it immediately.

You can combine the Developer and the Inventor (see Developer, p.45).

Example:

Heike has a level-I food factory and a level-I clothing factory. It is 1780 (development stage II). She has an Inventor that she has spent the required £5 on, but not yet used. She modernizes the food factory to level II for £10 — completely normal — and then immediately uses the Inventor to modernize it to level III for another £12. She pays £10 to keep the Inventor. She then builds a level-II lamp factory for £14, then immediately uses the Inventor to modernize it to level III for another £17. Heike would have to pay £15 to keep the Inventor, but this is too expensive for her, so she returns it to the special tile board.



EXTRA SHIFTS 7

Sometimes you have to go the extra mile.

During a Production action or the production phase, produce an additional crate for free. Then, return the tile to the special tile board.

In the production phase, you can use Extra Shifts to produce an additional good either for the domestic market or to ship, even if you could sell an additional good in the domestic market



ENGINEER 8

An engineer can achieve levels of quality previously unattainable.

This tile has two independent functions:

- For each Quality action, pay any amount as administrative costs, regardless of the action tile's administration slot.

Example: Play your regular Quality action tile in the £4 slot, but pay £12 and purchase 2 quality levels.

- You are allowed to increase quality in a/any/all factory(ies) to +5 and +6. If you give up the Engineer later, you keep the quality levels you have attained, but you once again cannot progress quality further to +5/+6.



SMALL WAREHOUSE 9

Expand your storage so you can wait for even better deals.

This tile allows you to store a total of 5 crates of any products below the factories of your factory board.

You can always discard these crates without any compensation, for instance if you wish to store something else in your Small Warehouse.

You can rearrange goods between the Small Warehouse and the warehouse on your warehouse board at any time.

If you give up the Small Warehouse, you must discard all of its crates that you can't store in the warehouse on your warehouse board.



OFFICE 10

Ships don't transport merely goods; news from overseas can also be lucrative.

During a Ship action or the production phase, each time you ship products, no matter how many ships are involved, get £5 from the bank.



MACHINE WORKS 11

Profit from your neighbors' needs for the machine parts you make.

Each time the player to your left or the player to your right gets a machine, receive £1 from the bank for each machine.

2-player game: This means you get £2 for each machine the other player buys.



PATENT 12

A patent is a good marketing tool.

This tile has two functions. When you perform the Marketing action, choose which function to use:

- Add £2 to the administration fee for free. Here's how this works:
 - a. If you're reusing an action tile, pay the £2 to retrieve it.
 - b. Pay the administrative fee for the slot into which you play the chosen action tile (Accountant applies, if you have it; see Accountant, p.45).
 - c. Reduce the applicable administrative fee to the action tile's maximum.
 - d. Add the £2 from the Patent (even beyond the action tile's maximum).

Example: Jörg has the Marketing-7 advanced action tile and plays it in the £8 slot. He pays £8 into the bank. The marker is limited to £7 in use, so it only has £7 available. The Patent increases this amount to £9. He increases his cutlery marketing from +2 to +3 (cost: £3) and his food and lamp marketing each from 0 to +2 (cost each: £1 + £2 = £3), using the full total of £9.

- If you perform the Marketing action, you may give up this tile to gain 2 marketing (m) levels, regardless of the costs of these levels. First, perform the Marketing action as usual. Then, gain 2 additional levels and return the Patent to the special tile board.

Example: Heike has not yet performed a Marketing action and places her Marketing-4 action tile in the £4 slot. She pays £4 and increases her food marketing from 0 to +2. She has used a total of £3 and still has £1 left. She uses this to increase her cutlery marketing from 0 to +1. She then returns the Patent to the special tile board and increases her food marketing 2 levels, from +2 to +4, for free.



PRESS ATTACHÉ 13

Favorable press at just the right time will lift you above your peers.

In the Increase Share Values step of the production phase:

- If you are tied for having the single highest appeal, you win this tie.
- If you are tied for having sold the single most crates just now, you win this tie.

You can use this tile in the same production phase for both of the bonuses above. When using this tile for the first time in a decade, place a machine token on it after the first use, as a reminder. After the second use in a decade, discard the tile. Using the tile is voluntary; remove the machine if you used only 1 tie breaker in a decade.



SCHOOL 14

Retraining enables efficient management of your workforce.

This tile has two independent functions:

- When you perform the Machines action, you may reassign workers you replace with machines, rather than firing them. Do this in the following order:
 - a. First, replace the workers with machines as usual, but don't put the workers in the unemployment pool.
 - b. Place the replaced workers per the rules for the Workers action (see Workers, p.22).
 - c. Put all workers you do not wish to keep in the unemployment pool.
- In the production phase, once per Decade you may shut down the latest production line with at least 1 worker. You won't produce the products from that production line, but you also don't have to pay those workers' wages and machines' maintenance costs. If you choose to shut down the latest production line, mark the tile as unavailable for the rest of the round by placing a machine token on it.



PATRONS 15/16

Loyal customers are a reliable basis for expansion.

At the end of the Produce and Sell step of the production phase, if you have a Patron matching the featured product, sell 1 crate of the featured product to your Patron. The product you sell in this way counts in every way as having been sold on the domestic market — even for the bonuses in the Increase Share Values step.

The different Patrons are considered different tiles; you can have several different Patrons. Patrons do not affect demand. This is an extra sale.



TINKERER 19

A tinkerer can discover cutting-edge technology.

This tile works the same way as the Inventor, but costs a little more and can only be used twice (see Inventor, p.46).



ADMINISTRATOR 20

Someone who can bypass bureaucracy will save you money, and open paths otherwise unavailable.

This tile has two independent functions:

- The cost to retrieve and reuse an action tile is £0, rather than £2.
- Even if the Bureaucracy event has occurred, your £2 slot is available to you. If you take a 5th development tile and choose the Administrator as the one you return to the special tile board, if your £2 slot is occupied, block the £2 slot, locking the action tile there until the end of the decade. You cannot simply pay the usual £2 to retrieve and reuse it (unless you acquire an Administrator again).



FOREMAN 21

With a motivational foreman, workers will work for less!

When you acquire this tile, immediately assign it to one of your factories. Whenever you produce in this factory, you may pay 4 workers there a £2 lower wage, but each worker must still get paid at least £1; so, this could save you as much as £8. Other workers in the same factory receive the regular wage.



WORKSHOP 22

In-house craftsmen and technicians for repairs and improvements are worth their weight in gold.

When you acquire this tile, assign it to one of your factories. It has 2 independent functions:

- When you perform the Machines action, add £3 to the administration fee for free, but only to be used to buy machines (in any factory). Here's how this works:
 - » If you're reusing an action tile, pay the £2 to retrieve it.
 - » Pay the administrative fee for the slot into which you play the chosen action tile (Accountant applies, if you have it; see Accountant, p.45).
 - » Add the £3 from the Workshop (even beyond the action tile's maximum).
- Machine maintenance in the Workshop's factory is now a maximum total of £1, rather than £1 per machine. 0 machines: £0; 1 machine: £1; 3 machines: £1.

B. Events

The event markers refer to historical events from the years 1750–1840, and their economic impact on the markets in England.

Events affect all players at the same time and to the same extent. If necessary, apply the event in turn order.

If an event cannot be applied in its entirety, apply every aspect of it as thoroughly as possible, even if some or all players must take out loans or perform emergency sales of shares to do so.

The effects of the event usually apply immediately, or apply to the following decade. Only *Bureaucracy* applies until the end of the game.



BUREAUCRACY 1

Permanent: Lock the £2 administrative slot.

Companies are getting bigger, and harder to control. More and more administrative tasks must be done.

Lock the £2 administration slot for the rest of the game. Place a Bureaucracy lock marker on that slot to mark it forbidden. While you have an Administrator, you can remove the Bureaucracy lock marker; however, if you give up the Administrator, you will have to lock the £2 slot again, and the action tile in it (if any) stays locked there until the end of the decade (unless you acquire an Administrator again).

The Bureaucracy event is in effect until the end of the game.



HAMBURG EXCHANGE CRISIS 2

Next decade: Lock the £10 administrative slot.

In Hamburg, a pure silver currency is still in use. Sluggish sale of products due to a recession in the United States inspires many to insist on receiving payment out in precious metals. The system collapses and drags all sectors of the economy into crisis. Many companies, even outside Germany, lose a lot of money, or even go bankrupt.

Lock the £10 administration slot for the next decade by placing a block tile in this slot. This slot may be locked at the same time Bureaucracy has the £2 slot locked.

You can unlock the £10 slot for the decade by paying £10 into the bank at any time; this is separate from the £10 used to actually place an action tile in the slot.

Place this tile in the current event space of the coming decade to remind you to remove the block tile blocking the £10 slot (for free) at the end of the next decade.



WAR ON THE CONTINENT 3

Instant: In all factories, +1 marketing (m) and +£1 sale price (s).

Napoleon devastates the European continent. The English economy benefits from the war industry and the decline of European production facilities.

In each factory, increase marketing (m) 1 level, and at the same time, increase the sale price (s) by £1, so that the product appeal (a) remains the same.

If a factory already has marketing (m) at +4, the event does not affect that factory: Also do not increase its sale price (s), so its product appeal (a) remains the same.



CROWN JUBILEE 4

Next decade: You have 1 wild virtual Patron.

Festivities for the anniversary of the head of state's coronation increase demand.

If you use the crown jubilee wild patron function, place a crate on the production strip of the featured good to indicate that you have used your one jubilee bonus for this decade. You may use the crown jubilee bonus in addition to your regular patron.



LOBBY 5

Instant: Each player takes 1 special tile.

With intensive lobbying, privileges of monopolistic trading companies are abolished, and new opportunities open up for all companies.

In turn order, take 1 special tile per the usual rules (see Take a Special Tile, p.29). Bear in mind that the decade has not yet advanced.



MADE IN ENGLAND 6

Instant: Each player gets +2 marketing (m).

Goods not made in England are considered inferior by the local industrialists. They require all products to be labeled with their country of origin in order for products

“Made in England” to be recognizable by the buyer. Ironically, precisely because of this labeling, foreign products prevail again, especially those “Made in Germany”.

In turn order, one time around, each player gains 2 marketing (m) levels for free. You may apply both at the same factory, or 1 each to 2 factories. Adjust each affected product appeal (a) accordingly.



LUDDITES RIOT 7

Instant: —1 machine in each factory.

Workers are increasingly being replaced by machines, and are afraid of losing their jobs and thus their income. They gang up to destroy the machines that threaten them. In some places, workers can be dissuaded

from their plans by monetary payments.

In each factory with machines, either pay £5 to placate the rioters, or return a machine to the general supply. You may immediately “promote” a worker from a later production line in that factory to fill the gap. In the likely case that the loss of a machine affects the factory’s production capacity, reduce the production quantity marker on its appeal strip.



NAVIGATION ACTS 8

Next decade: —2 product appeal for all of neutral importer’s products

With protectionist laws, the English parliament favors local traders, who can thus sell more of their products. This also

includes the Navigation Acts, which blocks ships under foreign flags from English ports, and reserves the routes between the colonies and the motherland for their own traders.

Move each neutral importer appeal strip —2 spaces, but not beyond 0.

Place this tile in the current event space of the coming decade to remind you to move each neutral importer appeal strip +2 spaces just before the next decade’s event.

Clarification: Move all neutral importer appeal strips +2 spaces, including those that moved only —1 or 0 spaces when the event was triggered, because they were on space 1 or 0, respectively.



OPIUM WAR 9

Instant: Optionally sacrifice 1 ship to raise your share value.

The Chinese emperor forbids opium deliveries by English traders, who depend on the silver obtained from the opium trade to be able to buy the coveted luxury

goods such as tea, silk, and porcelain from China. The State and trading companies form a fleet to reopen China to English merchant ships.

In turn order, decide whether 1 of your ships will participate in the Opium War, bringing you fame.

If you do, return any 1 of your ships to the special tiles board, and put its crew in the unemployment pool. Advance your share value indicator half as many spaces as the capacity of the sacrificed ship.

Example: You return a 6-crate ship to the special tiles board, and put its 2 crew members in the unemployment pool. Then advance your share value indicator 3 spaces.



RECESSION 10

Instant: Share shrinkage.

The economy is fragile, and even small fluctuations in demand can have a big impact. External influences such as wars and commodity shortages trigger a recession that causes stock prices to plummet.

In turn order, decide whether to move your share value price indicator —2 spaces or return 1 of your shares to the bank.



ROYAL SOCIETY 11

Instant: Cash for progress.

The Royal Society rewards special development achievements with financial bonuses.

Get £2 from the bank for each development tile you have. Also, get £4 from the bank for each fully occupied production line in your factory with the most.

Example:
Heike has 3 development tiles, a food factory with 2 fully occupied production lines, and a cutlery factory with 3 functional production lines.
She takes £6 for the development tiles and £12 for the 3 production lines, for a total of £18.



SOCIAL UNREST 12

Instant: Pay £1 per worker, max £12.

In many factories, the workers are exploited. Safety standards are low and the number of accidents is high. The mounting masses of workers in poverty are rebelling

and have to be appeased with monetary payments.

Pay the bank £1 for each and every worker in all your factories, up to a maximum of £12.



THREAT OF STRIKE 13

Next decade: Wages +£1.

The workers in the factories are increasingly organized and are increasingly pushing their demands through, partly with negotiations, partly with threats of work stoppage.

In the next decade, each worker's wage is increased by £1. Determine the salary as usual and then increase it by £1. Place this tile in the current event space of the coming decade as a reminder, and also place a machine on each wage on the labor market. Before the next decade's event, remove the machines from the labor market.



END OF GAME 14

Instant: Wrap up the game.

Sell all goods from your warehouse at the minimum price, repay your loans, and buy as many shares as possible at your current share value.

Reminder: The Broker has no effect now.



WORLD'S FAIR 15

Instant: Remove 4 workers from the game.

The World's Fair creates a climate of optimism and new beginnings. Wage expectations increase.

Return 4 workers from the market to the box. They are completely out of the game

and cannot come back.

If there are not enough workers in the market, take the missing workers from the unemployment pool. If there are still not enough workers, simply stop removing workers.



ECONOMIC CRISIS 16

Instant: 5 workers enter the labor market.

Hard times motivate people to look harder for work.

Return 5 workers from the unemployment pool to the labor market. If there are not

enough workers in the unemployment pool, for each missing worker, move 1 from the bottom of the labor market (starting from the right) to fill from the top. These bottom-row spaces remain vacant until the entire labor market is empty; then it will fill again according to the normal rules (see Economy Phase, p.17).

VII. Credits

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