MOVERS & SHAKERS

RULEBOOK

A game by **Paulo Soledade & Nuno Bizarro Sentieiro**

Solo game by **Pedro André Correia**

Artwork by **Andreas Resch**

W.I.P.

1 double-sided Game board

4 Company boards
Marked with ⬤, ◆, ■, and ▲

33 Load cards

Front *Back*

33 Movement cards

Front *Back*

5 Setup cards

16 Performance Bonus tiles

Front *Front*

Back *Back*

8x *8x*

24 Deal tiles

10x

14x

30 Investment tokens

1 Notepad

8 Starting Contracts
4 sets, marked with ⬤, ◆, ■, and ▲

Front *Back*

4 Asset tiles

Valuables *Resources*

Bonds *Infrastructure*

45 Agencies

Northern *Eastern*

N 1 E 1

9x *12x*

Southern *Western*

S 2 W

16x *8x*

1 Investment Grid overlay

Player Components

4 Benares Market markers
1 for each player

4 Calcutta Market markers
1 for each player

4 Financial Advisors
1 for each player

4 Performance markers
1 for each player

4 Turn Order markers
1 for each player

36 Investment markers
9 for each player

8 Small Freight Cars
2 for each player

4 Medium Freight Cars
1 for each player

4 Large Freight Cars
1 for each player

100 Crates
25 for each player

32 Commercial Contracts
8 for each player
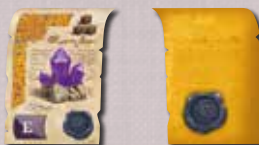
Front   *Back*

32 Strategic Contracts
8 for each player

Front   *Back*

16 Asset Value markers
4 for each player, 1 in each color
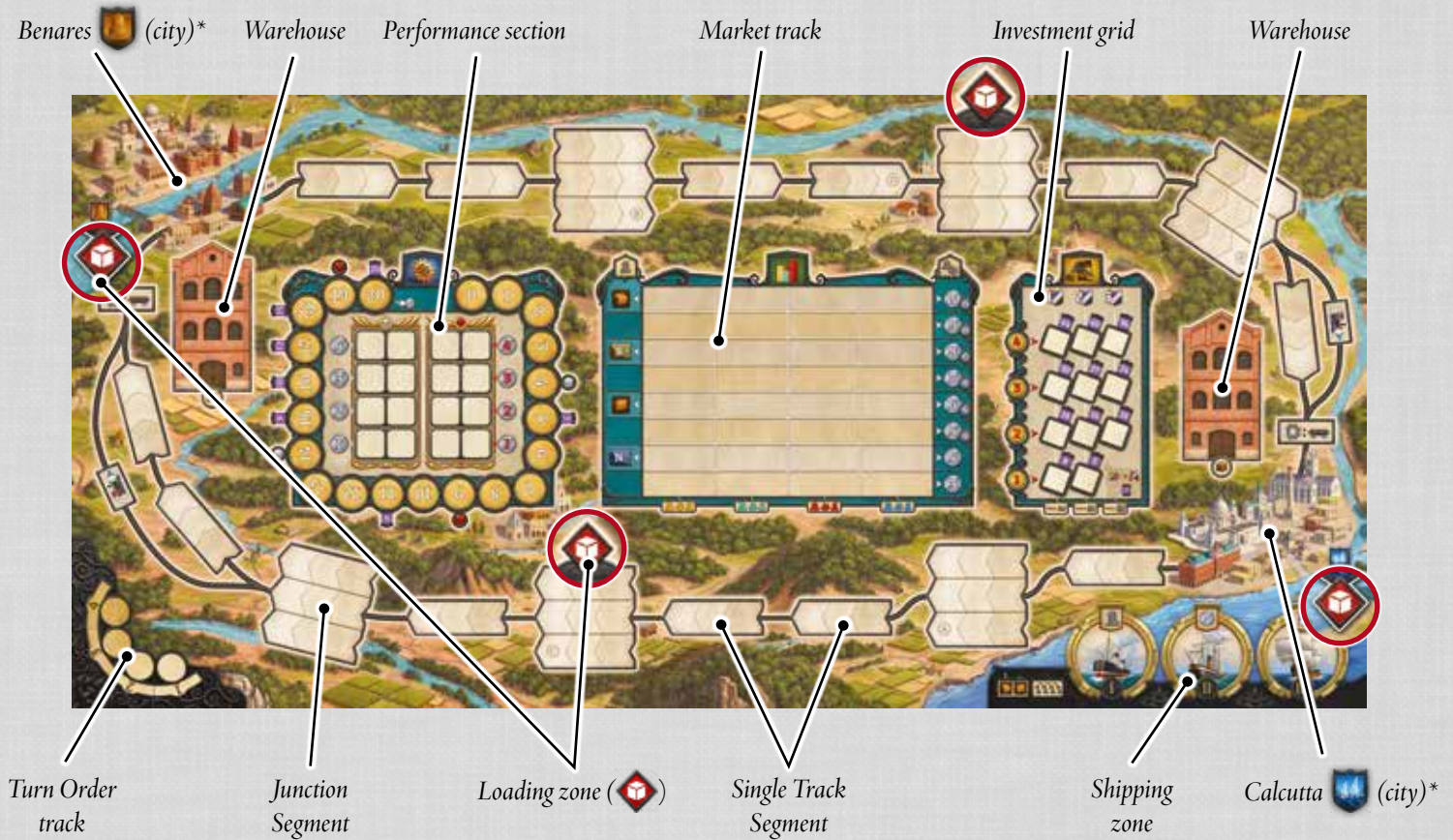
4 Cash Flow markers
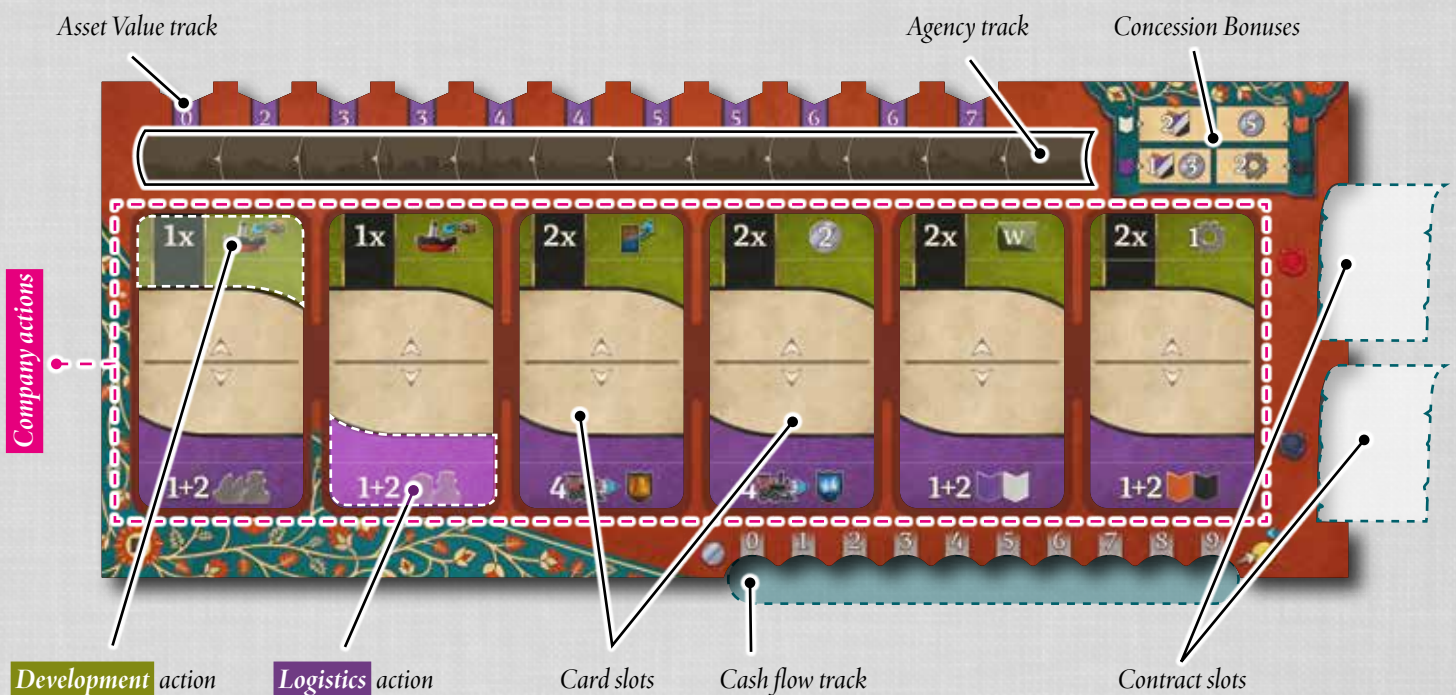*1 for each player*

Components

The main Game board and the Company boards both contain several sections that will be referred to throughout this rulebook. You can use this graphic as an easy reference.

Game Board

Benares 🛡 (city)*   Warehouse   Performance section   Market track   Investment grid   Warehouse

Turn Order track   Junction Segment   Loading zone (◆)   Single Track Segment   Shipping zone   Calcutta 🛡 (city)*

Company Board

Asset Value track   Agency track   Concession Bonuses

Company actions

Development action   Logistics action   Card slots   Cash flow track   Contract slots

The current names/spelling for these cities are Varanasai and Kolkata, but we chose to keep the names these cities had back in the late 19th century.

Historical Background

In the late 19th century, the **Bengal Presidency**—covering what is now Western Bengal, Bihar, Odisha, and parts of Bangladesh—became one of the most significant regions for railway expansion in British India. While the country's railway journey began in 1853 with the first passenger train from Bombay to Thana, it was in Bengal that development truly accelerated.

The **East Indian Railway Company** played a leading role, launching its first eastern route from Howrah to Hooghly in 1854. Railways rapidly spread across the region, driven by a combination of factors: the need to transport resources like coal and tea to export harbors, the strategic desire to strengthen British control, and the broader economic benefits of connecting rural markets to major cities.

By the end of the 19th century, Bengal boasted one of the most extensive and commercially important railway networks in India, transforming the region into a logistical powerhouse of commerce and shipping and a central node in the British Empire's economic machinery.

About the Game

In *Movers & Shakers,* you become a powerful railway magnate operating in Bengal during this pivotal era. As the industrial age booms, you'll compete to fulfill contracts, transport essential crates across the region using your own or rival trains, and invest your profits to grow your empire. You will have to transport goods from Benares to Calcutta, and vice versa, and organize your transport as efficiently as possible.

Gameplay unfolds over **two strategic rounds**, where money talks—and every decision counts. At the end of the game, the player who has built the greatest wealth, through clever planning and bold investments, is crowned the winner.

This is a game about ambition, careful planning, and timing during an era of rapid change.

Are you ready to shake the foundations—and move the future—of Bengal's railways?

Credits

Example of a 2-player setup:

A Place the **Game board** in the center of the table. Use the side of the board that corresponds to the number of players: side 1/2 for a 1- or 2-player game, and side 3/4 for a 3- or 4-player game. **In a 3-player game:** place the Investment Grid overlay over the existing Investment grid.

B Shuffle the **Load cards** and the **Movement cards** separately. Place each deck face down next to the Game board. These form the Load deck and the Movement deck.

C Sort the **Agencies** by type. Place them in four separate face-up stacks next to the Game board.

D Sort the **Deal tiles** by type. Place them in two separate face-up stacks next to the Game board.

E Place all **Investment tokens** in a pile next to the Game board.

F Shuffle the **white** and **red Performance Bonus tiles** separately. Place each tile randomly on the indicated spaces in the Performance section of the Game board.

G Each player takes 1 random **Company board** and places it in front of themselves.

H Each player takes the 2 **Starting Contracts** whose icon on the back matches the icon in the lower-left corner of their Company board, and slides them into the matching Contract slots on the right side of their board, making sure the seals match. Then, each player places 2 Crates on each of these Starting Contracts.

Setup
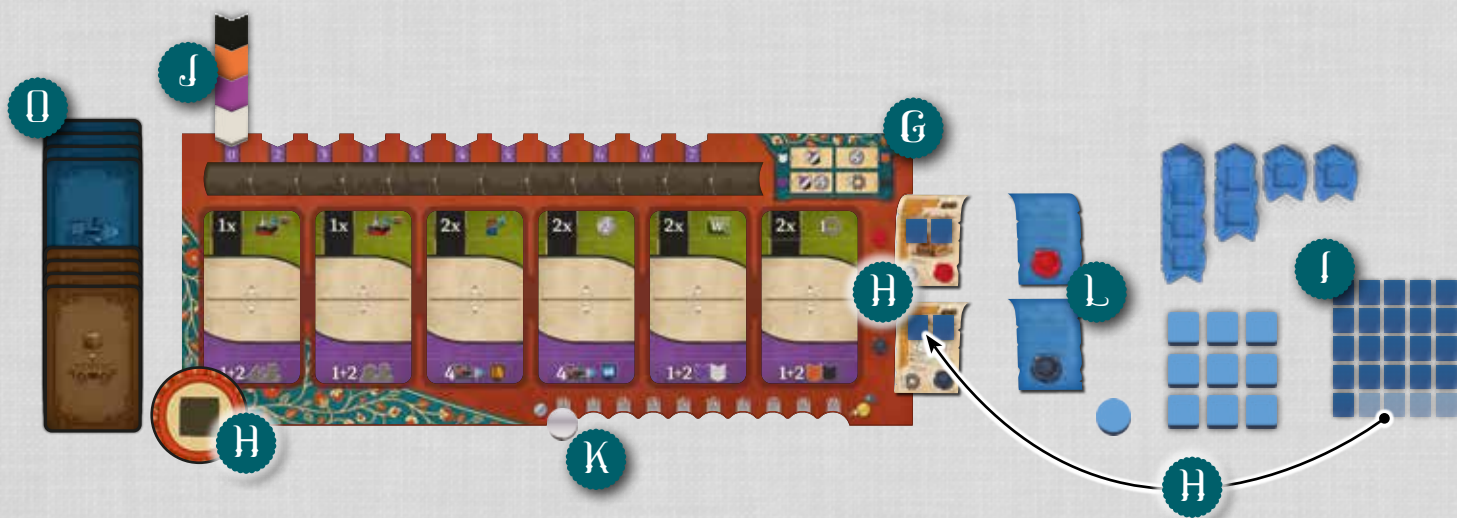
I   Each player chooses a color and takes **all components** in their player color, along with a full set of 4 **Asset Value tiles** and 1 **Cash Flow marker**. *(See page 5 for all the player components.)*

J   Each player places all their **Asset Value tiles** above the "0" space of the Asset Value track at the top of their Company board.

K   Each player places their **Cash Flow marker** below the "0" space of the Cash Flow track at the bottom of their Company board.

L   Each player separates their **Contracts** by seal color and forms two face-down stacks to the right of their Company board.

M   Each player places their **Benares Market marker**, **Calcutta Market marker**, and **Financial Advisor** in their designated column of the Market track on the Game board.

N   Each player places their **Performance marker** on the "0" space of the Performance track on the game board.

O   Each player draws 4 cards from the Load deck and 4 cards from the Movement deck and keeps them hidden from the other players.

Player Setup

After completing the main setup, lay out the **five Setup cards** next to the board in alphabetical order, from **A to E**. Take **1 Deal tile** and the **four Asset tiles**, shuffle them face down, and place 1 tile **randomly** above each of the Setup cards—1 per card. Here's an example:

Randomly determine which player will draft first. This player receives ₹2 *(₹= British Indian Rupee*)* on their **Cash Flow Track** (by advancing their Cash Flow marker 2 steps). Then, going clockwise, each subsequent player receives **₹1 more** than the previous player (e.g., ₹3 for the second player, ₹4 for the third, etc.).

In that draft order, each player selects one pairing of **Setup card** and **Asset/Deal tile**. This combination determines the starting location of their Freight Cars, their initial Assets, and their turn order for the first round.

Players keep their **Asset/Deal tile** for later use.

Players then place their 4 Freight Cars on the map according to their chosen Setup card and receive the corresponding starting bonuses and marker advancements. *For full details, please refer to page 23 of this rulebook.*

Following the alphabetical order of the selected cards, players place their Turn Order markers onto the Turn Order track. (The first letter goes into position 1, and so on.)

Setup example for 3 players: *Arjun* gets randomly chosen to draft first. He receives ₹2. *Indrani* is second and receives ₹3, followed by *Somenath* who will start the game with ₹4.

The five Setup cards (A to E) are laid out on the table with one randomly drawn tile placed above each card.

In draft order, *Arjun* chooses Setup card C with a Deal tile ①, followed by *Indrani*, who picks Setup card A with a Valuables Asset tile ②. Finally, *Somenath* takes Setup card D with a Bonds Asset tile ③. All players keep their tiles for later use.

Each player now places their Freight Cars on the map and receives starting bonuses according to their Setup card.

For this example, we will detail *Somenath's* Setup card. He places 1 Small Freight Car, loaded with a Crate, in Segment Ⓓon the map ④, his Large Freight Car in Benares 👜 ⑤, and his Medium Freight Car and remaining Small Freight Car in Calcutta 🛡️🛡️ ⑥.

Indrani   *Arjun*   *Somenath*

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*This game uses the British Indian Rupee as its currency. During the time of the Bengal Presidency, amounts were typically written using the abbreviation "Rs." rather than the ₹ symbol, which was only introduced in 2010. But to improve clarity, we have chosen to use the "₹" throughout the rulebook.

Next, he advances both his Benares and Calcutta Market markers **7**. *He can also load a Crate from one of his Contracts onto one of his Freight Cars. He chooses to place a Crate from his* ● *Contract on to his Medium Freight Car in Calcutta* **8** *and finally, he receives a Southern Agency, and places that to the far right on his Company board's Agency track* **9**.

Finally, players determine the turn order. Since turn order is determined by alphabetical order of the cards, Indrani *becomes the Start Player for Round 1 and places her Turn Order marker in the first position.* Arjun *(C) places his in the second position, and* Somenath *(D)* **10**.

Somenath ⒹD

Arjun ⒸC

Indrani ⒶA

Game Overview

Round Structure

1. **Action Phase**
   (**in either order**)
   a. Perform Card action
   b. Perform Card Slot action

2. **Administration Phase**
   a. Evaluate Shipping Zone
   b. Collect money from deliveries
   c. Adjust the Market
   d. Invest money

Movers & Shakers is played over the course of two rounds, and the goal is to score as many Victory Points (VP) as possible. All VP are awarded at the end of the game. Players earn points by:

- Fulfilling Contracts
- Making deals with regional agencies
- Making investments
- Improving their overall performance

Each of these scoring methods is explained in more detail throughout the rulebook, and summarized on page XX.

Each round consists of **two phases**: the **Action Phase** and the **Administration Phase**.

During the **Action Phase**, players choose a card from their hand and place it into a slot of their choice on their Company board. They then perform the **action shown on the card**, as well as the **action linked to the slot** where the card was placed. These slot effects vary, so careful planning is essential.

During the **Administration Phase**, players evaluate the **Shipping zone** of the board, which affects deals and modifies turn order. They then collect **money** from completed deliveries, **adjust the Market**, and **invest** their money to prepare for the next round.

How to Play

1. Action Phase

In turn order, each player chooses and plays **one card** from their hand. There are two types of Action cards: Load cards and Movement cards. Despite their type, all are considered **Action cards** for gameplay purposes.

To play a card, place it in any **available slot** on your Company board (i.e., a slot not already occupied by another card). Each slot shows **two possible actions**—one at the top and one at the bottom. When placing your Action card, you must slide it **either up or down** to cover **one** of these two actions. The uncovered action is the one you will perform.

- The **top actions** are called Development actions, which focus on growth, strategic expansion, and external operations—broadening your company's reach.

- The **bottom actions** are called Logistics actions, which deal with the day-to-day functioning of your company, such as movement, upgrades, and efficiency.

Both types are referred to collectively as Company actions.

Company actions

Development action
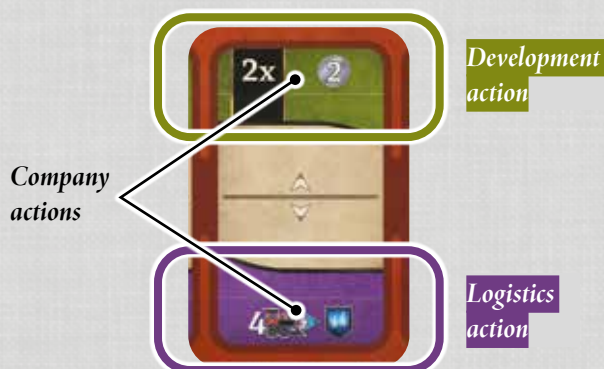
Logistics action

You may only perform **one** of these per turn—either the Development or the Logistics action—depending on how you place your card. Choose wisely.

After placing your Action card, you may perform the **action(s) shown on the card itself** and the **uncovered Company action**. The order in which you resolve them is up to you, but you must complete each action fully before starting the other.

If you place your card to **uncover the top** (Development) **action**, you'll notice that each Action card has a **Development icon** in the top-left corner. The slot you place the card in determines **how many times** you may perform that Development action.

Players continue taking turns playing Action cards in this manner until each player has placed **six Action cards** and **all card slots are filled**. Once this is done, proceed to the **Administration Phase** *(see page 20)*.

> *Important: Performing actions—whether from the* **Action card** *itself, the* **Company action***, or both—is always <u>mandatory</u>. The only action where you have a bit of flexibility is the number of Crates you can Load (see page 13): you can always Load a number of Crates up to the number that indicated. But otherwise, you must always perform the Card action(s) and Company action(s) as indicated. In the very rare case where you <u>cannot</u> perform any Card action, you must place the card as usual, but you <u>skip</u> your Card action, and receive ₹3.*

Example: It's <u>Indrani's</u> turn. She chooses to play a Load card from her hand into the third card slot of her Company board 1. She places the card to cover the Logistics action, leaving the Development action visible.

She decides to perform the card action first. She loads a Crate onto one of her Freight Cars 2, and another onto a Ship 3. (Don't worry—we'll explain these actions in more detail on the following pages.)

Then, she performs the Development action from the card slot. She advances two of her Asset Value markers 4 (they can be the same or 2 different ones), and draws a new Load card, adding it to her hand 5.

In this section of the rulebook, we'll explain the different **actions** available in the game. Most of these appear on **Action cards** and **Company board slots**, but you'll also encounter actions that trigger as **bonuses** from other actions—allowing for interesting domino effects and combos during your turn.

Before we dive in, a quick note on **Action card iconography**, particularly the **lines** that sometimes divide actions on the card:
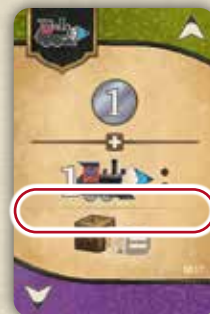
In this case, you must choose either the upper or lower option:

Here, you can perform both indicated actions. You may choose which of the two actions to perform first, but you must always complete one before starting the other:
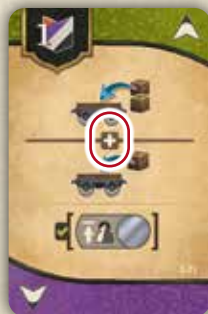
When icons are separated by a thin line, read the actions as if they were on a single line:

A. Receive/Pay Money

Money in *Movers & Shakers* works a little differently than in most games. Instead of collecting (coin icon with a white number) or spending (coin icon with a red number) individual coins, you manage your finances by sliding your Cash Flow marker ( ) along your Cash Track:

Each time your Cash Flow marker reaches the "10" space, you immediately gain 1 Investment Token ( ) and reset your marker back to "0."

These Investment Tokens are extremely valuable: They allow you to make investments at the end of each Round, earning you Victory Points and boosting your Asset Values *(see page xx)*.

Note: Managing your cash is a delicate balance. While earning Investment tokens is crucial, you'll also need Rupees to pay for many in-game actions. Running out of liquid cash can seriously slow your progress—so plan your spending carefully.

Example: Arjun receives ₹4 from performing an Action 1. His Cash Flow marker sits at ₹8, meaning he ends up with ₹12. He receives 1 Investment token 2, and moves his Cash Flow marker to the ₹2 spot 3.

B. Advance Market Markers

There are **three types** of Market markers in the game:

- Benares Market marker ( )
- Calcutta Market marker ( )
- Financial Advisor ( )

Whenever you trigger the matching icon, **advance the corresponding marker the indicated number of steps** forward on the Market track.

If you see the generic Market icon ( ), you may **choose any one** of the three markers to advance.

The Benares and Calcutta markers **determine the value of Crates** delivered to their respective cities *(see page XX)*.

The Financial Advisor **grants instant bonuses** as he climbs the Market track, rewarding you each time he crosses an even-numbered row:

Receive a Double Deal tile

Receive a Southern Agency

Receive a Single Deal tile

Receive a Northern Agency

Keep any Deal tiles next to your Company board. Place Agencies onto your Agency track, always filling spaces from right to left (see next page for details).

Actions

C. Increase Asset Value

Advance the indicated **Asset Value marker(s)** the specified number of steps on the **Asset Value track**. These four markers represent the value of the four different Asset types in the game.

Bonds   *Valuables*   *Resources*   *Infrastructure*

Increasing Asset Value is a **key way to score Victory Points** at the end of the game. As shown beneath the Asset Value track, each marker's final position will determine the number of VP you gain:

Each Asset's value is multiplied by the number of matching Assets you've collected *(see page XX)*.

You can collect Assets through:

1. Setup Asset tiles: received during game setup (see page 8)
2. Contracts *(see page XX)*: the most common source
3. Performance Bonus tiles: gained as your Performance marker advances *(see page XX)*

When increasing Asset Values via a Logistics action, you may choose which Asset advances 1 step and which advances 2 steps. *In this example, you may move your Bonds marker up 1 and your Valuables marker up 2—or the other way around.*

D. Establish an Agency

When you establish an Agency, take the indicated Agency and place it on your Agency track, starting from the rightmost empty space and moving left.

Each of the four Agency types represents a different aspect of your Company's expansion across the Bengal Presidency and grants a unique advantage when acquired.

N 1	Grants 1 VP at the end of the game for each Deal tile you've collected.
S 2	Grants 2 VP at the end of the game for each Deal tile you've collected.
E 1	Gain ₹4 immediately. Also grants 1 VP at the end of the game for each Deal tile you've collected.
W	Provides no immediate effect, but accelerates access to Concession Bonuses by advancing your Agency track.

Concession Bonus

As you increase your Asset Values and establish new Agencies, the markers and tiles on your Company board will gradually move toward each other.

When an Asset Value marker and an Agency meet, you unlock a Concession Bonus. Refer to the Concession display in the top-right corner of your Company board and gain the bonus listed next to the corresponding Asset type.

Since you have 4 Asset Value markers, you can unlock up to 4 Concession Bonuses over the course of the game.

Example: Someneth places a Load card from his hand into the rightmost card slot of his Company board ① and leaves the Logistics action visible.

He decides to perform the card action first. He pays ₹2 ② to Load 2 Crates, and establishes a Northern Agency ③

Next, he performs the Logistics action ④ and decides to advance his Resources marker 1 step ⑤ and his Infrastructure marker 2 steps ⑥. This unlocks a Concession Bonus ⑦ so he receives ₹3 ⑧ and can increase another Asset Value marker of his choice! He decides to advance his Bonds marker one more step ⑨

E. Load Crates

This action, along with "Move Trains," **forms the heart of the game**. As you play, you'll aim to load Crates onto Freight Cars—your own and those of your rivals—and move them across the map to deliver goods from one city to another.

To load a Crate, remove one (or more) goods from your active Contracts and place them onto a Freight Car with available space that is currently located in a Loading zone (indicated by 🔷). These zones include both cities and the two central Junction Segments.

> *Important: It doesn't matter who owns the Freight Car—you can load Crates onto ANY Freight Car, not just your own. It also doesn't matter which Loading zone the Freight Car is in.*

Unless stated otherwise on the Action card you are using, you **cannot** load more than one Crate into the **same** Freight Car during a single turn. You may take goods from either or both of your active Contracts, but each Crate **must go into a different Freight Car!**

Example: *Arjun* *plays a card from his hand, which allows him to load 2 Crates, plus 1 additional Crate, since he possesses 1 Deal tile* ①. *He decides to Load all 3 Crates from his Bonds Contract* ②.

The first Crate is loaded onto his Large Freight Car in Calcutta ③, *the second is loaded onto* *Someneth's* *Medium Freight Car in Benares* ④ *and the third one is loaded onto his Small Freight Car in the Northern Junction Segment* ⑤.
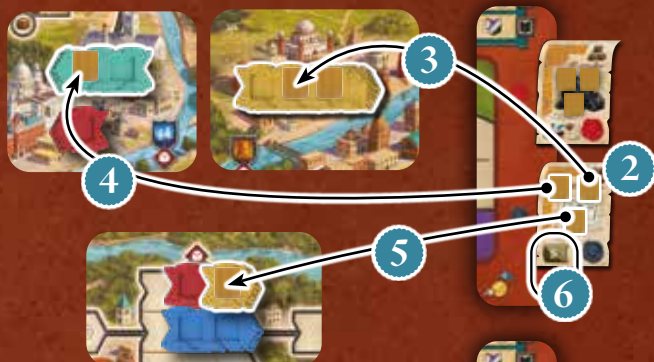
At the end of his turn, his completed Bonds Contract lets him establish a Southern Agency ⑥. *He draws 2 Strategic* *Contracts, keeps one, places the other on the bottom of the stack, and adds 3 Crates to the chosen Contract* ⑦.

Contracts

Each player has a personal set of 16 Contracts plus 2 Starting Contracts. These are divided into two distinct types, based on the seal color on the back of each tile:

- **Commercial Contracts** 🔴 focus on **short-term economic benefits.** They reward you with cash, allow you to increase the value of your Assets, and often involve shipping Crates.

- **Strategic Contracts** 🔵 are geared toward **long-term company growth.** Completing them improves your Performance and Agencies, helping you scale your operations over time.

Asset type the Contract represents

Number of Crates placed on the Contract when selected

Reward received once this Contract is completed (i.e., when all Crates have been loaded onto Freight Cars)

Type of Contract (Commercial 🔴 *or Strategic* 🔵 *)*
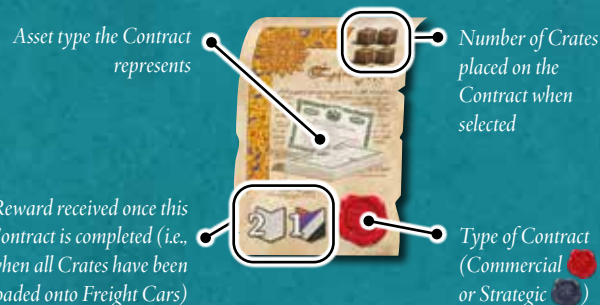
Balancing both types of Contracts is essential to building a versatile and successful company.

At the **END** of your turn, if **one or both** of your Contracts have been fully completed (i.e., emptied of Crates), follow these steps for **each** completed Contract:

1. Gain the reward shown at the bottom of the completed Contract.

2. Place the completed Contract to the left side of your Company board.

3. Draw 2 new Contracts from the same stack (Commercial or Strategic) as the one you completed.

4. Choose **one to keep** and place it face up in the empty Contract slot. Return the other to the **top or bottom** of the stack.

5. Place the required Crates shown at the top of the new Contract onto it immediately.

F. Move Trains

Now that you know how to load Crates onto Freight Cars, it's time to move those Freight Cars across the map. One of the primary ways to earn money—and ultimately Victory Points—is by delivering Crates to Benares (🛡) and Calcutta(🛡).

To do this, you'll use the Move Trains action, which allows you to move Freight Cars across a number of Rail Segments. But before we dive into the rules, let's go over a few key concepts.

Rail Segments

The railway on the board is divided into Rail Segments, which appear in two forms: **Single Track Segments** and **Junction Segments**:

Freight Car Space

Single Track Segment

Junction Segment
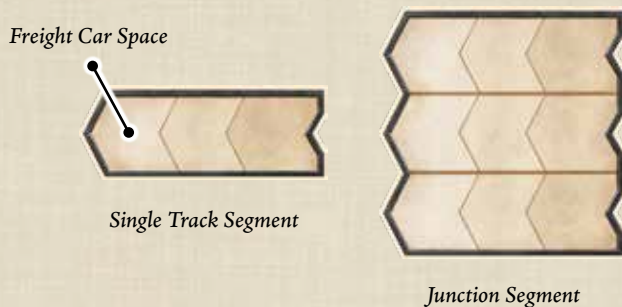
Each Rail Segment contains one or more rows, and each row is made up of three spaces, each space fitting one Small Freight Car.

A single row can hold a combination of Freight Cars based on their size, up to a total of 3 Small equivalents. For example:

- 3 Small Freight Cars, or
- 1 Medium Freight Car and 1 Small Freight Car, or
- 1 Large Freight Car

> *Note: You may always place fewer Freight Cars, but may never exceed the space available in a Segment row.*

What is a Train?

In this game, a **Train** is **any group of Freight Cars that share a single Rail Segment row. These Freight Cars may belong to one or more players.** A Train can consist of just 1 Freight Car or several, as long as they fit within the row's space. We define a Train's size by its **capacity**: a size-1 Train can carry 1 Crate, a size-2 Train can carry 2 Crates, and a size-3 Train can carry 3 Crates.

Freight Car

Train

Minimum Load Requirement

To be **eligible** for movement, a Freight Car must be loaded with **at least half** of its total capacity:

- A Small Freight Car must be fully loaded (1 Crate)
- A Medium Freight Car can move with **1 or 2 Crates**
- A Large Freight Car must have at least **2 Crates to move**

> *Important: Only Freight Cars meeting this minimum load threshold can be part of a Train and move across the board.*

Taking the Move Trains Action

When you take the Move Trains action, you may either **form a new Train** or **move an existing one** already on the board.

To **form a new Train**, select any eligible Freight Cars—that is, Freight Cars that meet the minimum load requirement—and group them together. This is only allowed in the two main cities, **Benares** and **Calcutta**, where Trains begin their journey.

Once the Train is formed, slide it onto the **first Single Track Segment** leading out of the city. This entire process—grouping the Freight Cars and placing them on the track—counts as **one movement**. Remember, even **a single Freight Car** placed on the track in this way counts as forming a new Train.

Alternatively, you may **move an existing Train** already on the board by advancing it **1 Rail Segment** in its current direction. For each movement point you spend, you may choose any Train on the board; you are not required to continue moving the same Train.

An existing train **may not be split until its arrival into a Junction Segment or a City** (see pages 15 and 16 for details). When positioning the Train, slide it fully to the front of the row, matching its direction. In other words, push the Train as far as it can go within the Segment to maintain clear positioning.

Actions

Merging Trains

When moving a Train into a row with another Train, you must merge the two Trains if the combined size **does not exceed 3 Freight Car spaces**. This applies in both Single Track Segments and within a row of a Junction Segment. You may **not leave a gap** between Freight Cars in a Track Segment row.

Example of merging trains in a Single Track Segment

Example of merging trains in a Junction Segment


Forming a gap in a row is never allowed!

However, if there is **not enough room** to merge the incoming Train due to space limitations, this triggers a **pushing** situation, which will be explained shortly.

Splitting Trains

When a Train arrives at a Junction Segment, you are allowed to split the Train across multiple rows, depending on your needs and the available space. How you divide the Freight Cars is entirely up to you, but remember: **Cars that end up sharing a row must be merged.**

Pushing Trains

Whenever you move a Train—or split one upon entering a Junction Segment—and there's an existing Train but insufficient space to merge, you'll need to **push** the Train that's already ahead of you.

When this happens, the Train in front is **pushed forward for free**, moving 1 Segment ahead without using any movement points. This can create a **chain reaction**, with one push leading to another across multiple Segments. Because of this, it's important to **always complete one movement step fully before triggering the next**.

If a Train is pushed into a **Junction Segment**, you may choose to split it up following the usual rules. However, this may lead to additional pushing situations, depending on how the Freight Cars are arranged. If multiple pushes are triggered at once, **you must respect the order** in which the Trains arrive into the Junction (meaning: the frontmost Frieght Car/Train moves in first, etc.) .

Example of one Train movement, where multiple Trains get pushed.

F. Move Trains *(continued)*

Shortcuts

You may have already noticed two special tracks on the board; these are called Shortcuts. There's one located just before reaching each City. When moving Trains, you may spend the indicated number of movement steps to bypass the final Segments of a railroad (four steps before Benares, three before Calcutta).
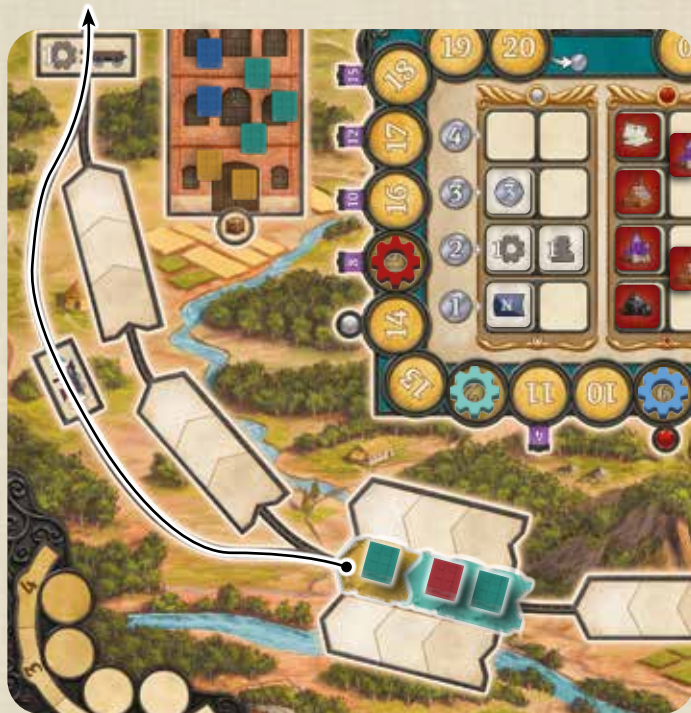
Important: When pushing Trains, you may never push a Train over a Shortcut. If a Train is pushed out of the Junction Segment directly before a Shortcut, it must be pushed into the next available Single Track Segment instead.

Arrival in a City

Eventually, every Train will reach its destination in **Benares** or **Calcutta**. When a Train arrives in a City, the first thing you must do is **unload its cargo**. Take all the Crates from the Freight Cars and place them in the **warehouse** adjacent to that City. These delivered Crates will earn their owners **Rupees** at the end of the round *(see page XX for details)*.

Next, each Freight Car that arrives in the City increases its owner's Performance. Move your Performance marker forward a number of spaces equal to the car's size (1 for Small, 2 for Medium, 3 for Large). This is explained more fully just below, but here's the key thing to remember:

Always resolve Performance gains in order, Freight Car by Freight Car. Start with the **frontmost Freight Car**, advancing its owner's marker first, then move on to the next Freight Car, and so on.

Once everything is resolved, split up the Freight Cars and leave them available anywhere in the City, **ready to be loaded** and moved again on a future turn.

G. Boost Performance

The **Performance Track** benefits players in two key ways: It grants **bonuses during the game** when your marker reaches certain icons, and it awards **Victory Points at the end of the game**, depending on your final position.

Whenever your marker lands on a **white** ⚪ or **red** 🔴 **circle**, you may choose one of the corresponding **Performance Bonus tiles and remove it from the board.**

There are two types of Performance Bonuses:

- White ⚪ Performance Bonuses provide an **immediate, one-time** effect (various actions that are explained throughout this "Actions" section) and also **reward** you with the amount of money shown in the same row. After using the bonus, the tile is removed from the game.

- Red 🔴 Performance Bonuses grant you a Performance Bonus Tile **which counts as an Asset** for end-of-game scoring. To claim it, you must **pay** the amount of money shown in that row. Keep the tile until the end of the game.

Once your marker reaches the end of the track, you earn ₹1 for every extra space you advance beyond it.

Example 1: *Arjun* places a Movement card from his hand into the third card slot of his Company board ①. and leaves the *Logistics* action visible.

He decides to perform the Card action first ②, and since his Benares marker is the highest among all players ③, he can Load 3 Crates ④.

He then decides to perform his *Logistics* action, which allows him to Move Trains 4 Segments, toward Calcutta ⑤.

There's already a bunch of Trains on the map, and a few ready to depart from Benares.

For his first move, he decides to form a new train by grouping his Medium Freight Car and *Someneth's* eligible Small Freight Car into the first Single track Segment ⑥. His own Small Freight Car is not eligible since it's not loaded sufficiently ⑦.

For his second move, he decides to form a Train using *Someneth's* Medium Freight Car and move it into the first rail Segment ⑧, since it carries one of his Crates. It's bound to please *Someneth* since he sees his Train gain a "free" movement from *Arjun,* but it creates a chain reaction. Because of this movement, the Train in the first Segment now gets pushed into the second Segment ⑨, which in turn pushes the size-3 Train that consists of *Indrani's* Medium Freight Car and his own Small Freight Car into the Junction Segment ⑩. *Arjun* decides to split the Train by moving *Indrani's* Medium Freight Car into the top row of the Junction, and his own Small Freight Car into the middle row.

For his third move, *Arjun* moves the size-3 Train from the second Segment into the Junction ⑪. He decides to keep this train grouped, and this pushes his size-1 Train out of the Junction ⑫.

For his fourth and final move, Arjun moves the size-3 Train out of the Junction ⑬ (as a reminder, when a player moves a Train out of a Junction, they CANNOT split up the Train; this ONLY occurs when a Train enters a Junction!), which in turn pushes his size-1 Train to the next Segment ⑭.

Example 2: *Indrani* activates her card's ability. She can either perform 4 moves, or 6 moves if she has already delivered Crates to both Benares and Calcutta ①, which she has ②! The choice is clear: *Indrani* opts to take the 6 moves.
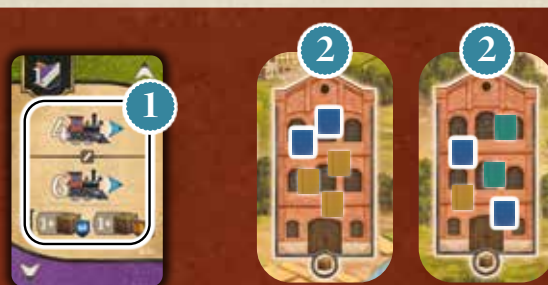
She begins by moving her size-3 Train, spending 4 movement steps to take the Shortcut ③; she'd rather avoid helping *Arjun* and *Someneth* by pushing their combined size-2 Train into Benares ④.

As her size-3 Train enters Benares, she delivers her 2 Crates along with one belonging to *Someneth* to the warehouse ⑤. Since her Large Freight Cars enters the City, she advances 3 steps on the Performance Track ⑥. This grants her a Red Performance Bonus. She chooses to pay ₹2 to claim the cheaper Bonds tile ⑦, which she places next to her player board for end-of-game scoring.

Finally, she moves her size-1 Train 2 Segments further down the line ⑧.

On a later turn, *Indrani* plays a Load card that allows her to load 2 Crates and move perform 2 moves ⑨.

She loads 2 Crates onto Freight Cars in Benares—1 onto her own Large Freight Car, and 1 onto *Someneth's* Medium Freight Car (remember, Crates must always be loaded into different Freight Cars) ⑩.

She then uses her 2 movement steps to move her Train. With the first step, she merges it with the Train ahead of her, forming a size-3 Train ⑪.

With the second step, she pushes the newly formed Train into Benares ⑫. All Crates from *Indrani*, *Someneth,* and *Arjun* are delivered to the warehouse. Then, each player receives a Performance bonus, resolved in the order their Freight Cars enter the City.

Someneth goes first and gains a white Performance bonus, choosing a Northern Agency and ₹4 ⑬. *Arjun* is next—disappointed that *Someneth* took the bonus he wanted—but he instead takes ₹3 and advances his Financial Advisor ⑭. Finally, *Indrani* simply advances her Performance marker by one step ⑮.

H. Ship Crates

With this action, you may place the indicated number of Crates from your Contracts onto the different Ships of the Shipping zone. You may deliver them to different ships, or the same one.

However, some actions will require you to ship the Crates to a specific ship, like here:

Every crate you load onto the Ships gives you an immediate reward:

Advance your Financial Advisor one step

Receive ₹3

Advance 1 Asset Value marker of your choice

The Crates placed here will also offer Deal tiles at the end of each round, and help determine player order for the next round. We will explain this on the next page.

How to Play

2. Administration Phase

Once players have played a card in each of their Card slots, the round is over, and they move on to the Administration phase. This consists of four steps:

a. Evaluate Shipping Zone

Start by checking which player has the most Crates across all three Ships (I, II, and III combined). That player receives a **Double Deal tile**. All other players with **at least one Crate** on any Ship receive a **Single Deal tile**.

If there's a tie for most Crates, break it by comparing Crates on Ship I. If still tied, check Ship II, then Ship III, and finally use the current turn order to break the tie.

Once Deal tiles are assigned, **adjust the turn order** using the same order established above: the player with the most Crates goes first. If there's a tie, check who has more Crates on Ship I, then Ship II, then Ship III, and if the tie still isn't broken, use the current turn order.

Example: This is what the Shipping zone looks like at the end of Round 1:

Arjun and Indrani both have 3 Crates in the Shipping zone, and Someneth has none. Since Arjun has more Crates on the first Ship, he wins the tie and receives a Double Deal tile. Indrani gets a Single Deal tile, and Someneth receives none, as he didn't ship any Crates this round. Arjun now becomes the new first player, followed by Indrani, and finally Someneth.

b. Collect Money from Deliveries

Each player receives Rupees based on the number of Crates they delivered in Benares and/or Calcutta. Check each warehouse, and multiply the number of Crates by the value of the matching Market marker. The values are indicated to the right of the Market track.

Remember to take 1 Investment token (◯) for every 10 Rupees you earn! You will need those soon.

Example: Indrani managed to deliver 5 crates in Benares ①. Her Benares marker is on the third row ②, so she scores ₹5 per Crate, earning a total of ₹25. Next, she calculates her earnings from Calcutta, where she delivered 3 Crates ③. Since she scores ₹6 per Crate there ④, she earns an additional ₹18.

Indrani therefore earns ₹43 in total. She receives 4 Investment tokens ⑤ and advances her Cash Flow Marker by 3 steps ⑥.
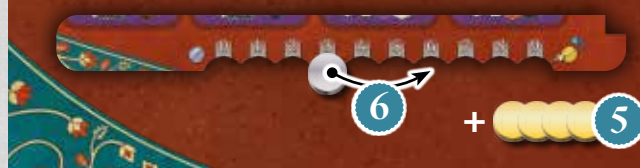
In step b. of Round 2 only, Crates still present on Trains may earn money. Each Crate scores based on its position along the Path: either ₹1, ₹2, or ₹3 per Crate, depending on which Junction Segment it reached on the way. The owner of the Train is irrelevant—only the color of the Crate matters.

Example: Someneth still has a few Crates en route to Calcutta. He earns ₹2 for the 2 Crates in the indicated size-3 Train (2 × ₹1) ① and an additional ₹6 for the 2 Crates that have reached the third Junction (2 × ₹3) ②

c. Adjust the Market

At this point, players must adjust their **Market Value markers.** Move all three of your personal markers to the **lowest-valued position among them**.

Then, gain the **Rupee bonus** shown for that row. Note that there is no bonus for rows 1 and 2.

d. Invest Money

Finally, players may now use their Investment tokens. In the new turn order, each player may spend any number of Investment tokens to place 1 Investment marker per turn into the Investment grid. Players continue taking turns until they are done investing.

When placing your marker, choose a row and **spend the number of tokens shown to the left of that row**. Then, immediately advance a number of Asset Value markers as indicated at the top of the column.

You may place your Investment marker in a space that already contains other markers. However, for each marker already present (regardless of color), you must **reduce your Asset advancement by one step.** If this penalty would reduce your total advancement below zero, you may **not** place your marker in that row.

To help you remind you how many Investment markers players can place in a particular column, check the markings underneath each column.

> *Note: If advancing your Asset Value markers triggers one or more Concession Bonuses that grant you Rupees, immediately advance your Cash Flow marker as usual. Any Investment tokens gained this way may also be used during the same phase.*

Example: **Arjun** has 4 Investment tokens, **Indrani** also has 4, and Someneth has five. Since **Arjun** is the first player, he acts first. He spends all 4 tokens to place his Investment marker in the third column, earning 3 Asset Value advancements ①.

Next is **Indrani**. She also spends 4 Investment tokens, but places her marker in the second column instead ②. Had she placed it on top of **Arjun's** marker in the third column, she would have received only 2 Asset advancement due to the penalty. By choosing the second column, she still gains one advancement, and secures a spot worth a massive 40 Victory Points at the end of the game.

Finally, **Someneth** takes his turn. Since both rivals have used up their tokens, he has a free choice. He spends 3 Investment tokens to place 1 marker in the third column, gaining 1 Asset Value advancement ③ then spends his remaining 2 tokens to place another marker in the first column, which will be worth 18 Victory Points at the end of the game ④.

Starting Round 2

At the end of Round 1, prepare the board for the second and final round as follows:

1. **Remove all cards** from the **Company Boards**.

2. **Return all Crates** from both Warehouses and Ships to their respective owners' supply.

3. **All Trains and Freight Cars**, whether empty or still loaded with Crates, **remain** in their current positions.

4. **Deal** 3 Load cards and 3 Movement cards to each player.

Play now resumes with the **new First Player**, then continues in the new turn order.

End of the Game

At the end of the second round, players calculate their Victory Points by following these five steps. *(Use the notepad provided to keep track of your scores.)*

1. Assets

Each player multiplies the number of each Asset they acquired—whether from completed Contracts, starting Asset tiles, or Red Performance Bonus tiles—by the **corresponding Asset Value** their marker reached on the Asset Value Track.

Example:

3 Assets x 5 = 15 VP

5 Assets x 5 = 25 VP

1 Asset x 4 = 4 VP

1 Asset x 4 = 4 VP

2. Deals

Each player counts the total number of **Deal tiles** they collected during the game and multiplies it by the **sum of VP values** shown on all their **Agencies**.

Example:

5 Deals x 6 VP = 30 VP

3. Performance Track

Each player scores the number of Victory Points indicated by their final position on the **Performance Track.**

Example: Someneth earns 12 VP

4. Investments

Each **Investment marker** placed on the board grants the number of Victory Points shown in its slot.

Example: Arjun earns 36 + 30 + 16 = 82 VP

5. Secret Investor Bonus

Each **Investment marker** you placed is also worth an additional bonus equal to the value of your **lowest** Asset.

Example: Arjun placed 3 Investment markers, and his lowest Asset is worth 3 VP. He scores another 9 VP.

The player with the most Victory Points is declared the winner, having built the most successful and influential operation!

In the case of a tie, the tied player with the most remaining Rupees is considered to have managed their wealth most wisely and wins the game.

If a tie still remains, prestige breaks the deadlock: The player who sits earlier in the current turn order claims the final honor.

Setup Cards

- Place 1 Small Freight Car in Junction A, and load it with a Crate
- Place your Large Freight Car in Calcutta
- Place your Medium Freight Car in Benares
- Place 1 Small Freight Car in Benares
- Advance your Calcutta Market marker 2 spaces
- Advance an Asset Value marker of your choice one step
- Draw 1 extra Load card

- Place 1 Small Freight Car in Junction B, and load it with a Crate
- Place your Large Freight Car in Benares
- Place your Medium Freight Car in Calcutta
- Place 1 Small Freight Car in Calcutta
- Advance your Benares Market marker 2 spaces
- Advance your Performance marker 1 step
- Draw 1 extra Move card

- Place 1 Small Freight Car in Junction C, and load it with a Crate
- Place your Large Freight Car in Calcutta
- Place your Medium Freight Car in Benares
- Place 1 Small Freight Car in Benares
- Advance your Calcutta **or** Benares Market marker one space
- Advance 2 different Asset Value markers of your choice one step
- Receive a Northern Agency

- Place 1 Small Freight Car in Junction D, and load it with a Crate
- Place your Large Freight Car in Benares
- Place your Medium Freight Car in Calcutta
- Place 1 Small Freight Car in Calcutta
- Advance your Benares **and** Calcutta Market markers one space
- Load 1 Crate from one of your starting Contracts into a Freight Car of your choice
- Receive a Southern Agency

- Place your Medium Freight Car in Junction E, and load it with 1 Crate
- Place your Large Freight Car in Benares
- Place both of your Small Freight Cars in Calcutta
- Advance your Financial Advisor 2 steps (and gain the **instant bonus**)
- Ship 1 Crate from one of your Starting Contracts to Ship III (and gain the **ship's reward**)

Load Cards

> *Reminder: When loading multiple Crates, they must go into different Freight Cars, unless the card indicates otherwise!*
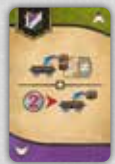
L1. Load up to 2 Crates from 2 different Contracts, *AND*

Pay ₹2 to Load 1 additional Crate.
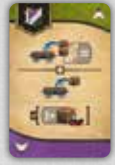
L2. Load up to 2 Crates from the same Contract, *AND*

Load 1 additional Crate if you already have at least 1 Crate on a Ship.
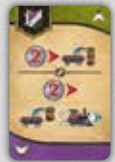
L3. Pay ₹2 to Load 3 Crates, *OR*

Pay ₹2 to Load up to 2 Crates and Perform 2 moves.
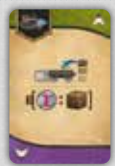
L4. Load one or more Crates onto **1** Freight Car (yours or another player's). You may fill it completely with this action. Pay ₹1 per Crate loaded.
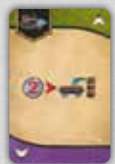
L5. Pay ₹2 to Load up to 3 Crates.
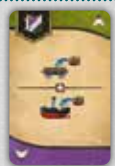
L6. Load 1 Crate, *AND*

Ship 1 Crate.

L7. Load up to 2 Crates, *AND*

Perform 1 move per card you've played this round (including this one). Pay ₹1 per move.

L8. Load 1 Crate, *AND*

Perform 2 moves if you used this card to trigger one of the Logistics Actions in the third or fourth slots on your Company board.
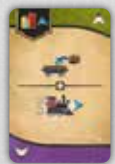
L9. Load 1 Crate, *AND*

Perform 3 moves.
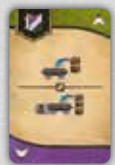
L10. Load up to 2 Crates, *OR*

Load up to 3 Crates into other Player's Freight Cars.
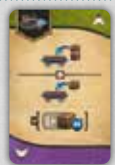
L11. Load up to 2 Crates, *AND*

Load 1 additional Crate if you have at least 1 Crate delivered in Calcutta.
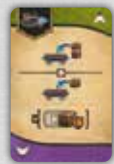
L12. Load up to 2 Crates, *AND*

Load 1 additional Crate if you have at least 1 Crate delivered in Benares.
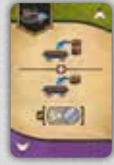
L13. Load up to 2 Crates, *AND*

Load 1 additional Crate if you currently have ₹5 or more in your Cash track.

L14. Load up to 2 Crates, *AND*

Load 1 additional Crate if your Performance marker is at 3 or more in Round 1, or 8 or more in Round 2.

L15. Load up to 2 Crates, *AND*

Load 1 additional Crate if your Calcutta Market marker is the highest (or tied for highest) among your markers on the Market track.

L16. Load up to 2 Crates, *AND*

Load 1 additional Crate if your Benares Market marker is the highest (or tied for highest) among your markers on the Market track.

L17. Load up to 2 Crates, *AND*

Load 1 additional Crate if your Financial Advisor is the highest (or tied for highest) among your markers on the Market track.
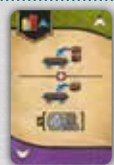
L18. Load up to 2 Crates, *AND*

Load 1 additional Crate if your Financial Advisor is on position 6 or higher on the Market track.

L19. Pay ₹2 to Load 1 Crate, plus 1 additional Crate for each of your Crates currently placed on different ships.

L20. Load 1 Crate for each of your Market markers (Benares, Calcutta, Financial Advisor) that is at position 6 or higher.
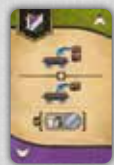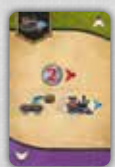
L21. Load up to 2 Crates, *AND*

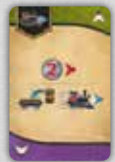Load 1 additional Crate if you have the most money on the Cash Track (or are tied for the most).

L22. Load up to 2 Crates, *AND*
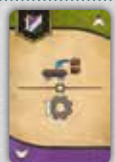
Load 1 additional Crate if you own at least 1 Deal tile.

L23. Pay ₹2 to Load 1 Crate and perform 4 moves.

L24. Pay ₹2 to Load up to 2 Crates and Perform 2 moves.
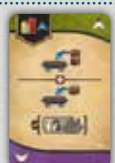
L25. Load up to 2 Crates, *AND*
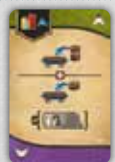
Advance 1 step on the Performance track.

**L26.** Pay ₹2 to Load up to 2 Crates and gain a Northern Agency.

L27. Pay ₹3 to Load up to 2 Crates, *AND*

Advance 2 different Asset Value markers.

L28. Load up to 2 Crates, *AND*

Load 1 additional Crate if your Calcutta Market marker is the highest (or tied for highest) among all players.

L29. Load up to 2 Crates, *AND*

Load 1 additional Crate if your Benares Market marker is the highest (or tied for highest) among all players.
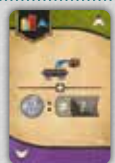
L30. Load 1 Crate, *AND*

Get ₹2 for each different type of Agency you own (N, S, E, W).

L31. You may Load any number of Crates from a single Contract, paying ₹1 for each Crate you Load.
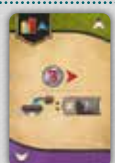
L32. Pay ₹3 to Load 1 Crate for each different type of Agency you own (Northern, Southern, Eastern, Western).

L33. Pay ₹1 to either Load up to 3 Crates or Perform 3 moves, *OR*

Pay ₹4 to Load up to 3 Crates and Perform 3 moves.

Move Cards
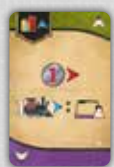
M1. Pay ₹1. Perform 1 move per card you have played this round, including this one.
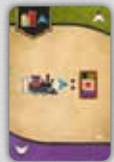
M2. Perform 1 move for each empty card slot on your Company board. Since this card is being played now, it already counts as placed—so the maximum number of moves is 5.

M3. Perform 3 moves, *OR*

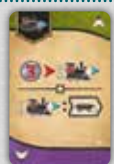Perform 5 moves if your Financial Advisor is on position 6 or higher on the Market track.

M4. Perform 3 moves, *OR*

Perform 5 moves if your Performance marker is at 3 or more in Round 1, or 8 or more in Round 2.
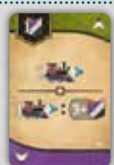
M5. Perform 2 moves, *AND*

1 additional move for each Asset Value marker at value 3 or higher.

M6. Ship 1 Crate, *AND*

Perform 2 moves.

M7. Pay ₹3. Perform 3 moves, *AND*

1 additional move for each of your own Freight Cars currently on rail Segments (so, excluding those present in Benares or Calcutta).

M8. Perform 3 moves, *OR*

Perform 5 moves if you own at least 1 Deal tile.

M9. Perform 5 moves toward Calcutta, *OR*

Perform 3 moves.

M10. Perform 3 moves, *AND*

Immediately get ₹1 per Train you Moved with this action.
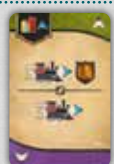
M11. Perform 5 moves toward Benares, *OR*

Perform 3 moves.

M12. Perform 3 moves, *AND*

Perform 2 additional moves if you moved at least 1 Medium Freight Car during the first 3 moves.

M13. Perform 3 moves, *OR*

Perform 5 moves if you have at least 1 of your Crates on a Ship.

M14. Perform 3 moves, *OR*
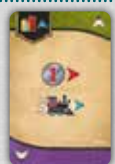
Pay ₹3 to Perform 6 moves.

M15. Perform 3 moves, *OR*

Perform 5 moves if you currently have ₹5 or more in your Cash track.

M16. Perform 3 moves, *AND*

Perform 2 additional moves if you moved at least 1 Large Freight Car during the first 3 moves.

M17. Gain ₹1, *AND*

Perform 1 move for each Crate currently on one of your Contracts (choose which Contract to use).

M18. Pay ₹1 to Perform 5 moves.

M19. Perform 3 moves, *OR*

Perform 5 moves if you have at least 2 Agencies.

M20. Perform 3 moves, *OR*

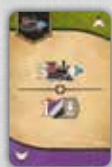Perform 5 moves if you have at least 1 Crate delivered in Benares or Calcutta.

M21. Perform 3 moves, *OR*

Perform 5 moves if your Benares marker is the highest (or tied for highest) among all your markers.
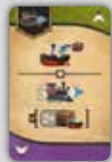
M22. Perform 3 moves, *OR*

Perform 5 moves if your Calcutta marker is the highest (or tied for highest) among all your markers.
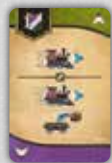
Move Cards

M23. Perform 3 moves, *AND*

Advance 1 Asset Value marker that is currently lowest on your Asset Value track. If there's a tie, choose one to advance.
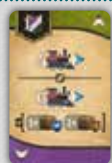
M24. Ship 1 Crate, *AND*

Perform 3 moves if you have 2 or more Crates on the Ships (including the one you just placed).
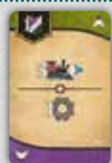
M25. Perform 5 moves, *OR*
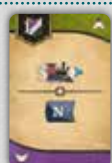
Perform 2 moves and Load 1 Crate.

M26. Perform 4 moves, *OR*

Perform 6 moves if you have at least 1 Crate delivered in both Benares and Calcutta.
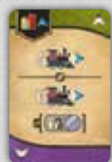
M27. Perform 3 moves, *AND*
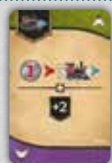
Advance 1 step on the Performance track.

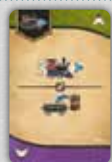**M28.** Perform 3 moves, *AND*

Get 1 Northern Agency.

M29. Perform 4 moves, *OR*

Perform 6 moves if you have the most money on the Cash Track (or are tied for the most).

M30. Pay ₹1 to Perform 3 moves, *AND*

If you perform the Development action, you may resolve the "Move Trains" action 2 additional times.

M31. Perform 4 moves, *OR*

Load 2 Crates.

M32. Get 1 Northern Agency, *AND*

Perform 1 move for each different type of Agency you own (Northern, Southern, Eastern, Western).

M33. Perform 4 moves, *OR*

Perform 5 moves if you play this card as your third action this Round.
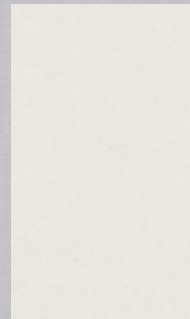
Solo mode

Solo Components

1 Solo board

1 Solo Campaign board

1 Solo Player Aid

7 Solo Load cards

Front   *Back*

7 Solo Movement cards

Front   *Back*

6 Campaign Goal tiles

Front   *Back*

6 Rival tiles

Front   *Back*

Setup

Set up the game as for a 2-player game, with the following changes:

1. Take the Solo Board and place it next to the main Game board. This replaces the Company board for Major Banerjee.

2. Major Banerjee Pieces – Take all the Freigh Cars, Crates, Turn order disc, Investment markers, Financial advisor, Performance Marker and Market markers of an unused colour.

3. Setup Cards – After placing the Setup Cards and rondomised the **Deal tile** and the **four Asset tiles**, choose one combination of Card and tile. Then, take the four remaining Setup cards, and draw one at random for Major Banerjee. You apply the player order and Freight car placement, but Major Banerjee does not receive a bonus, nor does it receive and Asset/Deal tile.

4. Initial Money – As in the normal game: you receive ₹2 if you are the first player, or ₹3 if you are the second.

5. Major Banerjee Deck – Create Major Banerjee's deck by shuffling the 8 round-1 cards (4 load, 4 movement). Set aside the Round 2 Cards, you will be needing them at the end of Round 1.

Face the Major

Step into the bustling world of 19th-century Bengal, where ambition and opportunity run as hot as the steam engines thundering down the rails. Once a decorated officer in the Bengal Regiment, **Major Anil Banerjee** traded his uniform for a business empire, channelling his strategic mind and iron discipline into the booming railway trade.

Now, he's your rival — a calculating magnate who sees every crate, contract, and rupee as a move in his grand campaign. Outsmart him, outbuild him, and prove that your business acumen can match his military precision in a true **battle of wits and wealth.**

How to Play

You play against Major Banerjee as if he were a human opponent.

On his turn, draw the **top card** of his deck and resolve all actions **from top to bottom.**

Let's take a look at the structure of a **Solo Card:**

This indicates Major Banerjee's cash value for that turn. It only applies when one of your cards requires a comparison (for example, Card L21). Exception: if you are the first player and there is no bot card on the solo board yet, use ₹0 as Major Banerjee's cash value.

Indicates the round in which the card should be used (1 or 2).

Actions Major Banerjee will perform, from top to bottom

Major Banerje's actions are very similar to any player's action, but let's look at these into more details:

Move Major Banerjee's Benares, Calcutta, or Financial Advisor marker 2 steps up the Market track.

Move Major Banerjee's lowest marker (Benares, Calcutta, or Financial Advisor) 2 steps up the Market track.

If there's a tie, you choose which marker advances.

Remove the two topmost white Bonus Performance tokens (one from each column).

Remove the two bottommost red Bonus Performance tokens (one from each column).

Add one of Major Banerjee's Crates to the indicated Ship

Add one of Major Banerjee's Investment markers to the Investment Grid, placing it on the rightmost space of the indicated row.

Perform the indicated moves toward Benares, toward Calcutta, or in either direction, following the Priority Rules shown below.

Load the indicated number of crates onto the Freight Cars, following the Priority Rules below. As always, Each Crates must be loaded onto a different Freight Car.

Priority rules for Loading and Moving

Let's see how Major Banerjee **loads crates** and **moves trains** during his turn.

The Solo Board displays a schedule you must follow from left to right, top to bottom.

If, after completing the full loading or movement sequence, not all indicated crates or trains were handled, repeat the entire process once more in the same priority order. Do not repeat it more than once.

If loading or movement is not possible, ignore the action or any remaining part of it.

Load Action	Move action (max. 2 Moves per Train)*
1 Major Banerjee's large Freight Car	1 Major Banerjee's large Freight Car (Loaded with any Crates)
2 Your large Freight Car	2 Your large Freight Car (only if it Carries at leats one of the Major's Crates)
3 Major Banerjee's medium Freight Car	3 Major Banerjee's medium Freight Car (Loaded with any Crates)
4 Your medium Freight Car	4 Your medium Freight Car (only if it Carries at leats one of the Major's Crates)
5 Major Banerjee's small Freight Car†	5 Major Banerjee's small Freight Car† (Loaded with any Crates)
6 Your small Freight Car†	6 Your small Freight Car† (only if it Carries at leats one of the Major's Crates)

Important: Most Solo Action Cards show a Load action first and a Move action second.

The double arrow between them (⬇⬆) means that if Major Banerjee can load at least half of the indicated crates (rounded up), you perform the Load action first, then the Move action.

If he cannot load the minimum number of crates, perform the Move action first, then load as many crates as possible afterward.

* Major Banerjee will always move or merge with a train if it is his own or if it carries any of his crates. When applying the Priority Rules, treat **any merged trains as a medium-sized Freight Car.** Remember that Major Banerjee will split merged trains when they enter a junction if they are pulling only your Freight Cars carrying your crates.

† Since there are two small Freight Cars, follow these rules:

- When loading crates, if both are available, you choose which one to load.
- When moving trains, if both are available, move the one closest to its destination station.
- If there's still a tie, the player chooses which one moves.

End of the round

Perform the same steps as you usually would, with the following changes for Major Banerjee:
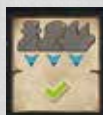
a. **Evaluate Shipping Zone:** Apply the Player Order rule; in case of a tie on the Cargo Ships, keep the same order as before. the Major does NOT receive a deal marker
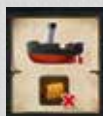
b. **Collect Money from Deliveries:** the Major does NOT recevie any Rupees
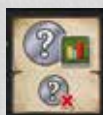
c. **Adjust the Market:** Major Banerjees' Market markers also move down to the lowest-valued position among them.

d. **Invest Money:** If Major Banerjee goes first, place an Investment disc for him first, then alternate placing three discs between him and the player, following the **Investment Priority:** always choose the leftmost available space, starting from the row with 4 Investment discs, then 3, 2, and finally 1. For example, if Major Banerjee places his first marker in the row with 3 discs, his next will go in the 2-disc row, and so on. Major Banerjee never places a disc on top of another disc, though you may.

At the start of Round 2, shuffle the six Round-2 cards together with the two remaining Round-1 cards, place the deck face down, and draw one card on the Major's turn.

End of the Game

At the end of the game, score as normal and compare your results with the Solo Rankings Card:

285 VP	Titan of Industry	You've built an empire worthy of history — fortune, fame, and legacy secured.
260 VP	Master of Commerce	Your network dominates the trade routes; rivals whisper your name with awe.
235 VP	Renowned Magnate	A respected player in Bengal's booming economy — success runs on your rails.
210 VP	Rising Industrialist	Your ventures are taking off, and your name is starting to carry weight.
185 VP	Apprentice Tycoon	You've laid the first tracks of your empire — a modest but promising start.

W.I.P.

Rivals Variant

If you'd like a bit more of a challenge, you can add a **Rival Tile** at the start of your solo game. Randomly draw one Rival Tile and place it in the upper right corner of the Solo Board. You'll now need to **beat the Major's target score**, and he will also begin the game with a **specific advantage during setup**.

Setup: Major Banerjee starts Rounds 1 and 2 with a Crate on ship III.

Score to beat: 260 VP

Setup: Add a second Large Freight Car for Major Banerjee, placing it in the opposite city from his first.

When following the Priority list, this new Freight Car is placed immediately after his original Large Freight Car and before the player's Large Freight Car.

Score to beat: 210 VP

Setup: remove the Western Agencies from the game. If you would win one, choose another Agency of your choice.

Score to beat: 235 VP

Setup: Major Banerjee starts with all three of his Market markers in the value-4 row.

Score to beat: 260 VP

Setup: Major Banerjee starts with Investment markers on the 40 and 24 spaces of the Investment grid.

Score to beat: 235 VP

Setup: Remove both topmost white Performance Bonus tokens and both bottommost red ones.

Score to beat: 210 VP

Solo Campaign Mode

For those seeking an even greater challenge, you can play Movers & Shakers in Solo Campaign Mode. In this mode, you'll play **three consecutive games,** each with specific victory conditions and goals to complete.

Place the **Solo Campaign Board** next to the Solo Board. Shuffle all **six Goal tiles** and place them on the campaign board. Your objective is to win **all three solo sessions**, meeting the required score thresholds and completing at least one available goal in each game.

- **Game 1:** Score at least 210/220 VP and complete one of the three available goals.
- **Game 2:** Score at least 230 VP and complete one of the remaining goals (one or two may still be available, depending on your chosen path).
- **Game 3:** Score at least 245 VP and complete the final goal.

After the first game, choose your **path** based on the goal achieved: leftmost continues **left**, rightmost continues **right**, and middle lets you **choose**. Once chosen, you must follow that path for the rest of the campaign.
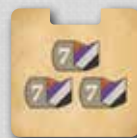
Once you've chosen your path, you must follow it as indicated on the campaign board for the remainder of the campaign.

You lose the campaign if you fail to meet either the score requirement or the goal condition in any game.

Tip: use a Crate of your colour to make your progress on the Solo Campaign board.

Finish with all three Market tokens at value 10.

Reach value 10 in at least three different assets.

End the game with at least seven discs on the Investment track.

Be first during the Ship Phase in both rounds.

Finish the game with eight completed Deals.

Deliver at least 15 Crates in total by train across the whole game (not 15 per round). Keep your Crates you delivered in Round 1 separate to keep track of your goal.