

A letter dated July 12th 1891 on official letterhead paper of the Chinese Engineering and Mining Company. The letter is signed by Tong King Sing in English, although unlike previous letters to Kinder, has been written by his secretary probably because Tong was in very poor health at this time shortly before his death. The letter reduces Kinder's responsibilities for the mining company to Consulting Engineer in view of his new appointment contract as Engineer-in Chief of Imperial Chinese Railways and requests that he sign the attached new contract. The contract bears Tong King Sing's English signature as well as the three new directors:-Li Shu Tang, Chou Lang Ting (Zhou Linting) and Yung Hung Tin (Yang Hongdian),

一封日期为1891年7月12日、信纸上印有Chinese Engineering and Mining Company（开平矿务局）官方信头的信。尽管与之前写给金达的信有所不同，但这封信的确是唐景星用英文签署的。唐当时的身体状况很差，并于不久后去世，因此，这封信的执笔人很可能是唐的秘书。由于金达刚被任命为中国铁路公司的总工程师，这封信提到将其在矿务局的职位降为顾问工程师，并要求他在随信附带的新合同上签字。合同中包含唐景星的英文签名以及3位新董事的签名：李树棠、周兰亭和杨鸿典。

Following the formation of this new Railway Administration, the management became very complicated with several new directors without training or knowledge of railway construction or operations and their main purpose was to obtain the land for the new railway facilities and oversee the finances. The new chief director was Taotai Yang Hung-tin (Yang Hongdian) and two other directors were Li Shu Tang (Li Shutang) expectant Chihli Taotai (Zhili Daotai), who was a relative of Li Hung Chang and General Chou Lang Ting (Zhou Linting).

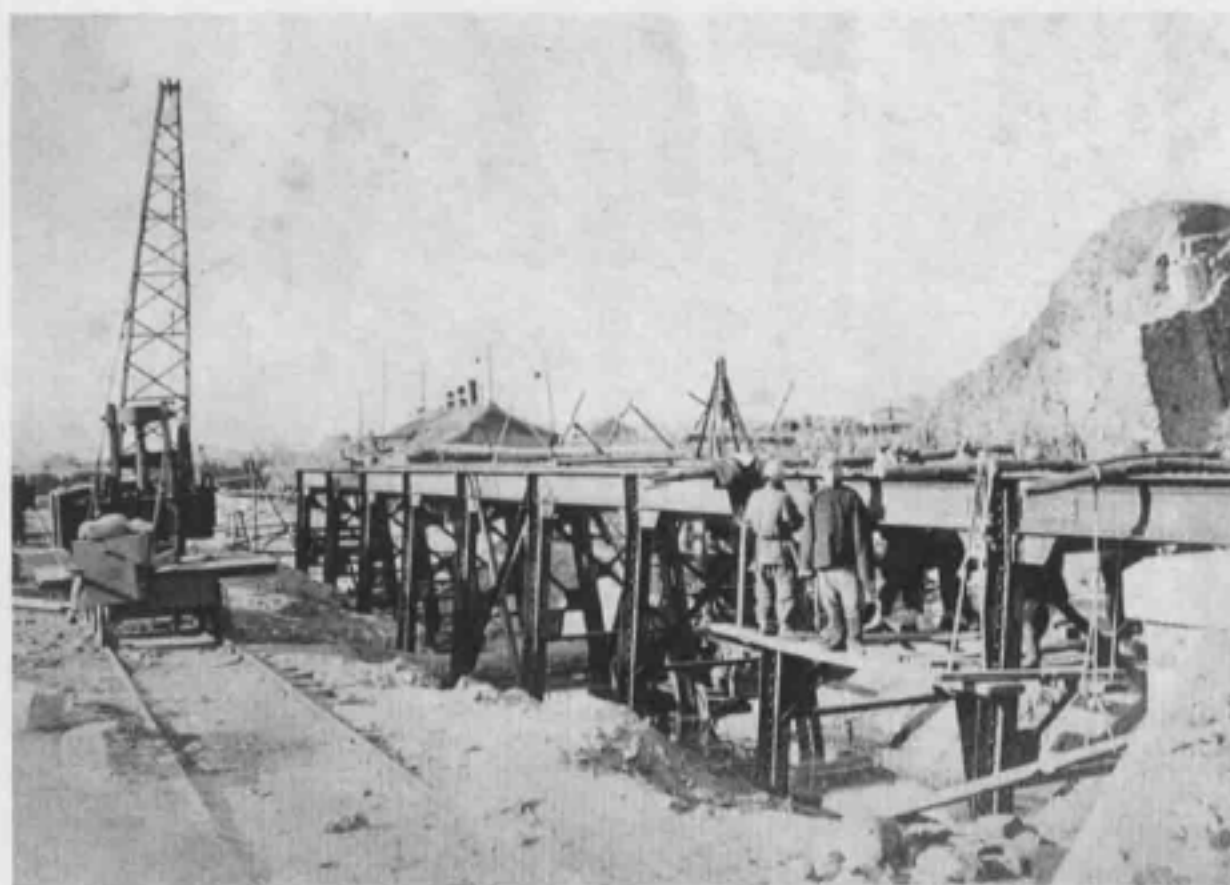
After the death of Tong Kong Sing in October, 1892, a power struggle, which had been bubbling for several years between the original shareholders and directors of the mining and railway companies, escalated intensely between Wu Ting Fang and Chang Yen Mou (Zhang Yanmou) [a.k.a. Chang Yi (Zhang Yi )]. The new administration was desperately short of funds and the financing promised by the Government treasury for railway development never materialized owing to pressure to divert revenue for Tsu-Hsi (Cixi) the Express Dowager's 65th birthday celebrations. By 1893 the railway extension project was in disarray. The chief director, Yang resigned after suffering

a stroke. Li Hung Chang's secretary and adviser, American William Pethick (Chinese name: 白狄克 'Baidike'), who had been given an assistant directorate rank in charge of all foreign staff, also resigned. Li then appointed yet another of his relatives as Director-General but the squabbles between the directors continued unabated and all railway extension work had come to a complete halt by 1894 when the Sino-Japanese War broke out.



The railway company's bridgeworks at Shan Hai Kwan. The bridgeworks was opened in 1893 under a British foreman, W. G. Robinson and could manufacture bridge spans up to 100ft. in length. It was intended that it would supply all or most of the requirements for steel bridges needed for its own railway as well as for other railways being planned in China. However the bridge department struggled to remain financially viable because foreign engineers building other railways in China preferred to obtain the materials for bridges from their home countries, even if these were more expensive.

铁路公司位于山海关的桥梁厂。该工厂由英国人罗宾逊 (W.G. Robinson) 于1893年开设的，可制造长达100英尺的桥跨，其生产能力设计满足本公司铁路和中国其他正在规划的铁路所需全部或大部分钢桥需求。然而，即使价格更加昂贵，在中国建造其他铁路的外国工程师更希望从自己的国家获取桥梁材料，因此，桥梁部门必须努力保持足够的资金供应



随着这一新铁路公司的成立，管理层变得非常复杂，几位新任董事未经任何培训，也不具备铁路建设或运营方面的知识，而且他们的主要目的就是获得新铁路设施用地并监督资金使用。新任董事长是道台杨鸿典，另外两位董事分别是李鸿章的亲属、下一任直隶道台李树棠以及周兰亭将军。

1892年10月，唐景星逝世后，原股东与矿业铁路公司董事之间存在多年的权力争夺在伍廷芳和张燕谋（又名张翼）两股势力之间急剧升级。新公司极度缺乏资金，由于国家收入用于了慈禧太后65岁生日庆典，在此压力下，国库无法兑现为铁路发展拨款的承诺。到1893年，铁路延长线扩建工程出现一片混乱局面。董事长杨鸿典中风后便辞去职务，李树棠的秘书兼顾问、曾任掌管所有外国员工的董事助理美国人威廉·白狄克 (W. Pethick) 也辞去了职务。于是，李鸿章又委任另外一位亲属担任董事长，但是董事间的争吵只增不减。到1894年甲午中日战争爆发时，所有铁路延长线扩建工程完全中断。